

## 8.5– General Security Plan

Standard: The agency shall have a comprehensive general security plan addressing areas, buildings and facilities under its jurisdiction that is updated periodically. Plans for each major area, building or facility should be available at each site. The general security plan may be a compilation of security plans from each major area, building or facility. Hazardous or flammable materials storage areas should be clearly identified in plans and at each specific site. Signage at each site should be installed in accordance with the unified signage system. To be effective, the security plan should be updated when a new area, building or facility is added, security systems are modified or when legislation requires change.

Suggested Evidence of Compliance: Provide the agency's general security plan or compilation of security plans from each major area, building or facility with the most recent review or update. These plans typically include:

- a. Locking key systems and associated assignments;
- b. Alarm system and assignment of security codes;
- c. Opening and closing procedures;
- d. Fire alarm and fire suppression systems;
- e. Emergency evacuation procedures;
- f. Critical incident response procedures and training;
- g. Location and training of AED (Automated External Defibrillator);
- h. Procedures of Open Carry weapons; and
- i. Training and Plan on Active Shooter
- j. Access protocol

Informational reference in the Management of Park and Recreation Agencies, (2016), 4th Ed., Chapter 19 - Law Enforcement and Security, pp. 696-704.

### Narrative

The City of Coral Gables Community Recreation Department has a General Security Plan that outlines the policies for the general security of all the Community Recreation facilities. The General Security Plan covers the Parks Rules and Regulations, Law Enforcement, General Security Measures, and Facility Safety Plans. Each Community Recreation facility has their own General Security Plan that details facility specific guidelines which is included in the General Security Plan. See attached updated plan.

The General Security Plan as well as each of the facilities security plans are reviewed and updated annually at the Annual Meeting. See attached training presentation, agenda and sign-in sheet.



# *City of Coral Gables*

## Community Recreation General Security Plan



*A World-Class City  
With A Home-Town Feel*

**CORAL  
GABLES**  
THE CITY BEAUTIFUL



## Table of Contents

Introduction .....	03
Park Rules and Regulations .....	03
A. .... Rulemaking	
B. .... Vandalism and Theft	
C. .... Littering and Dumping	
D. .... Expulsion from Parks and Facilities	
E. .... Disorderly Conduct	
Law Enforcement.....	07
A. .... Youth Crime and Delinquency	
B. .... Threat & Vulnerability Assessment	
C. .... Potential Attack Indicators	
D. .... “See Something, Say Something”	
E. .... After-hours Access to the Facility	
F....Emergency Notification & Communication Tools	
G. .... Active Shooter	
H. .... Defibrillator and “Stop the Bleed”	
I. .... Fighting	
J. .... Armed Robbery	
K. .... Hostile Situations	
L..... Basic Incident Recovery	
M.....On-boarding, orientations & in-service training	
General Security Measures .....	12
A. .... Department & Facility Safety Plans	
B. .... Facility Building Plans	
C. .... Monitor Entry & Exit Points	
D. .... Camera Surveillance	
E. .... Intercom Communication Systems	
F.....Identification Badges	
G.....General Emergency Codes & Safety Drills	
a. .... General Power Failure	
b. .... General Evacuation Procedure	
c. .... General Fire Procedure	
d.....General Bomb Threat Procedure	
e.....Disorderly Person or Assistance	
f..... Medical Emergency	



*The City Beautiful*™

### **City of Coral Gables**

#### **Mission Statement**

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

#### **Vision Statement**

*A world-class City with a hometown feel.*

#### **Values**

*Governance with integrity*

*Aesthetics*

*Balanced*

*Learning*

*Exceptional service*

*Sustainability*

- g..... All Clear following any incident
- h..... General Concussion Policy
- i.... General Child Abuse and Neglect Policy
- j..... Conclusion

Facility Security Plans

- Adult Activity Center ..... 21
- Granada Golf Pro Shop & Course ..... 24
- Granada Maintenance Shop..... 26
- Biltmore & Salvadore Tennis Centers ..... 30
- Venetian Pool ..... 34
- War Memorial Youth Center ..... 43
- Special Events ..... 47



*The City Beautiful™*

**Community Recreation**

**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.*

**Vision Statement**

*Enhancing your lifestyle by making leisure our passion.*

**Values**

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

**It Starts  
in Parks**

## I. Introduction

The Community Recreation Department manages, maintains and operates a combination of 62 parks and recreation facilities, including the War Memorial Youth Center, Venetian Pool, Salvadore and William H. Kerdyk Biltmore Tennis Centers, Adult Activity Center, Granada Golf Course and Granda Maintenance Shop. The purpose of this plan is to provide the outlines and policies for the general security of all the Community Recreation facilities. This plan is not an all-inclusive operating security manual. At times, staff will be called upon to use their best judgement and decision-making in certain situations. To assist with these decision-making situations, all personnel must be trained, empowered to act, and taught how to respond under stress and “on the fly”.

## II. Park Rules and Regulations

The City of Coral Gables has established rules and regulations which are adopted by the City Commission in the form of ordinances within the City’s Code which was last revised and adopted in 2017. Chapter 42 of the City’s Code is divided into various articles which directly refer to the rules and regulation that pertain to Parks and Recreation. The purposes of these articles are to regulate the use of city-owned and/or city-operated parks, recreation and open space facilities in order that all persons may enjoy and make use of the facilities and to protect the assets and resources of these municipal properties.

### A. Rulemaking

The following article in the City’s Code refers to the ordinances associated with the rulemaking authority in parks and public park facilities:

#### Sec. 42-25. - Rulemaking

- (a) The director, in addition to law enforcement officers, has the power to enforce the provisions of this article. The director may adopt, amend and rescind rules and regulations consistent with this article in order to manage and control the parks and recreation system of the city and to manage other public recreational facilities, including rules that:
  - (1) Clarify, interpret or apply to this article;
  - (2) Designate restricted areas in parks and public recreational facilities;
  - (3) Regulate and administer recreational programs;
  - (4) Establish times for opening and closing of particular parks, park facilities and public recreational facilities to public use and/or for entry or use by motor vehicles.
- (b) Any civil infraction notice issued by the director or his or her designee may be appealed to a hearing officer pursuant to the provisions of section 101-199. The provisions of sections 101-134 through 101-143 shall apply when an appeal has been filed. Any ticket issued by a law enforcement officer may be appealed through the appropriate local judicial court systems.

#### Sec. 42-26. - Compliance with the rules and regulations of the city parks and recreation department.

- (a) No person shall fail or refuse to comply with any reasonable order or any other lawful order given by any parks and recreation department employee or law enforcement officer, or willfully resist, obstruct or abuse any parks and recreation department employee or law enforcement officer in the execution of his or her office.
- (b) No person shall resist, obstruct, abuse or address in a profane or obscene manner any parks and recreation department employee or law enforcement officer or agent of the city.

- (c) No person shall knowingly make a false statement or knowingly swear or affirm the truth of a false statement previously made to a parks and recreation employee or law enforcement officer or agent of the city, when the statement is made in any official proceeding, the statement is made with purpose to incriminate another, the statement is made with purpose to mislead a public official in performing his or her official function, or the statement is in writing on or in connection with a report or return which is required or authorized by law. When the offender makes contradictory statements relating to the same fact within the period of the statute of limitations for falsification, it is not necessary for the prosecution to prove which statement was false, but only that one or the other was false.

The majority of the Parks and Playgrounds in the City of Coral Gables are not supervised but are periodically monitored through daily visits from the assigned park rangers, weekly visits from the park's maintenance crews and periodic site visits by the City's Code Enforcement personnel.

### **B. Vandalism and Theft**

All public facilities with heavy use must be supervised by full time personnel any time the facility is operational and open to the general public. All personnel in supervision must be vigilant in preventing vandalism. Any person caught vandalizing any facility or equipment should be turned over to a Supervisor. The Supervisor will determine whether the CGPD should be called however, if the damage is not great in estimation by the Supervisor the proper disciplinary measures will be decided by the Supervisor.

When theft occurs, it is important to determine the approximate value of the stolen property. Depending upon the value, the CGPD will be called in to take over the case. A general rule of thumb is if the item stolen is over \$50.00 the CGPD should be called. However, if the facility patron would like to inform the CGPD for a theft below the amount then the facility staff will call CGPD. Staff will decide disciplinary measures if the offense is of a small scale.

In order to prevent theft, certain measures should be taken:

- All exterior doors to the facilities and offices should be closed and locked when the facility or office is not in use.
- All equipment and/or supplies should be kept in a locked or supervised storage.
- All funds or money within a facility should be kept in locked back bags and in a secure safe.
- Cash registers when in use should have either locks or adequate supervision.
- Facility entrances and service desks should be designed for optimum surveillance of all facility patrons. While it is impossible to have full surveillance, no barriers or facades should block the view of most of the facility. In addition, entrances should be easily seen and accessible.
- Facility rooms and areas with valuable items should be closely supervised by personnel and Supervisory staff should take measures to assure that all areas are properly supervised.

The following article in the City's Code refers to the ordinances associated with the defacement of property:

Sec. 42-27. - Defacement, destruction, removal or disturbance of property, equipment and natural features.

- (a) No person shall injure, deface, destroy, disturb, graffiti, or remove any part of a park or building, sign, equipment or other property found therein, nor shall any tree, flower, shrub, or other vegetation, or fruit or seed thereof, or soil, or rock, or mineral be removed, injured or destroyed, or disturbed without specific written permission from the director.

- (b) Within the parks, recreation and open space facilities, no person shall, without lawful authority or privilege to do so, recklessly cut down, destroy, girdle, or injure a vine, bush, shrub, sapling, tree, or crop standing or growing therein, or sever, injure or destroy a product standing or growing therein or other thing attached thereto.
- (c) No person in a park, except city employees or its agents, shall carry on or about his or her person a container capable of propelling paint by means of a gaseous charge, or any paint markers of any kind.
- (d) No person shall climb any tree or walk, stand or sit upon monuments, vases, fountains, railings, fences or upon any other property not designated or customarily used for such purpose.
- (e) Violations of this section may be written as a misdemeanor violation and enforced accordingly.

### **C. Littering and Dumping**

The following article in the City’s Code refers to the ordinances associated with the littering and or dumping in parks and public park facilities:

Sec. 42-29. - Littering, dumping, garbage, sewage and noxious material, air pollution and/or damages.

- (a) No person, without the specific written consent of the director, shall bring into, leave behind, or dump any material of any kind in a park except the refuse, garbage, and other material resulting from a park picnic or other permitted activity and such material shall be deposited in receptacles or areas provided for such purposes. No material shall be left or deposited near a park so as to pollute the land, water, or air coursing through or over the park or otherwise to interfere with the proper use and enjoyment of a park. No bottles, cans, refuse, or foreign material of any description shall be deposited or thrown into any of the waterways, located in or adjacent to any park.
- (b) No person shall, within or outside of the park, place or permit to be placed in any waterway, any noxious or deleterious material which may render park waters harmful or inimical to the public health, or to animal, or aquatic life, or which may prevent, limit, or interfere with the use of such waters for domestic, industrial, or agricultural purposes, or which may lessen to an unreasonable degree the use and enjoyment of such waters for recreation or other park uses.
- (c) No person, occupant, owner or person in charge, by himself or herself, his or her agent, or employee, shall cause, suffer, or allow burning of garbage, waste material, trash, refuse, vehicles or any part thereof or other combustibles within or adjacent to the park so as to cause smoke, odor, sparks, dust, dirt, etc., to come upon, pass through, or over the park which would cause air pollution, nuisance or damage.
- (d) Violations of this section may be written as a misdemeanor violation and enforced accordingly.

### **D. Expulsion from Parks and Facilities**

The following article in the City’s Code refers to the ordinances associated with expulsions from parks and public park facilities:

Sec. 42-28. - Expulsion from parks, recreation and open space facilities.

- (a) The director may order the expulsion of any person from any park, recreation or open space facility for a period of one to seven days if he/she observes such person:
  - (1) Using abusive or disruptive language or engaging in conduct which disrupts a facility program;
  - (2) Directing racially offensive remarks at another person;
  - (3) Using tobacco products in an unauthorized area or facility;
  - (4) Causing injury or risk of injury to another person;
  - (5) Causing damage or risk of damage to city property;
  - (6) Violating any provision of this article.
- (b) The director may order the expulsion of any person from any park, recreation or open space facility for a period of seven days to one year if such person:
  - (1) Has been expelled from any park or public facility two or more times in any 30-day period;
  - (2) Caused injury to another person;
  - (3) Sells, possesses or uses illegal drugs or alcohol;
  - (4) Unlawfully possesses or uses any weapon;
  - (5) Commits more than one violation of this article in any 30-day period.
- (c) Any order of expulsion under this section shall be in writing and contain the following information:
  - (1) A description of the reason for the expulsion;
  - (2) A description of the premises from which the person is expelled;
  - (3) The duration of the expulsion;
  - (4) A statement advising the person that failure to comply with the order may result in arrest and prosecution for criminal trespass; and
  - (5) A statement that an order of expulsion with duration greater than seven days may be appealed to the city manager's office within ten calendar days of the date the order is issued.

Expulsion orders shall be sent by certified mail to the person expelled at his or her last known address unless personally served upon the expelled person by the director or law enforcement officer.
- (d) Any person who enters any park or public facility during a period of expulsion under subsection (a) or (b) of this section shall be guilty of a misdemeanor.
- (e) Police officers or the director may issue trespass warnings.
- (f) Any person expelled from any park may be subject to further legal action depending on the city's civil codes or other ordinances or statutes pertaining to the improper action.

## **E. Disorderly Conduct**

The following article in the City's Code refers to the ordinances associated with disorderly conduct in parks and public park facilities:

Sec. 42-33. - Disorderly conduct.

- (a) The intended use of city parks is recreational.
- (b) The city's noise ordinance must be compiled within all city parks.
- (c) No organized events are allowed in city parks except as permitted through the city's special events permit process.

- (d) No person shall play games of chance within a park or engage in schemes of chance or any other form of gambling.
- (e) No sale or consumption of alcohol is permitted in city parks except in designated areas or in accordance with a city-issued permit.
- (f) Incidents and violations of this section may also be violations of state statutes and will be enforced accordingly.

### **III. Law Enforcement**

The Community Recreation Department has an established good working relationship with the City of Coral Gables Police Department (CGPD). Under the CGPD directive, any incidents or accidents that are the result of any criminal activity or any injuries that are the result of violent behavior must be reported to the CGPD immediately. No staff member should try to intercede in any violent or dangerous incidents.

#### **A. YOUTH CRIME AND DELINQUENCY**

The Community Recreation Department works closely with the Police Department's Youth Resources division on any safety matters and partners with their team on various special events. The Youth Resource Division office is located on the second floor of the War Memorial Youth Center, which is also the home for the Police Athletic League program. The Department notes that youth crime within its facilities is very low, and the presence of the Youth Resources division is a contributing factor.

The Community Recreation Department also strives to assist the Youth Resources division in curtailing truancy. Any staff member observing children at a facility during school hours should question the child of their presence at the facility. In situations where a parent contact for the child can be located through the registration software, the parent should be informed of the child's attendance at the facility. If parents cannot be contacted, the Youth Resource Division should be contacted to handle the situation.

#### **B. THREAT & VULNERABILITY ASSESSMENT**

The Community Recreation Department requires that each Division Supervisor develops their unique security plan and emergency action plans to address and reduce vulnerabilities to threats to their buildings, staff and patrons. An annual assessment of all existing security and emergency plans is conducted as part of the Strategic Leadership meetings and trainings.

Assessments should address the following vulnerabilities as focus areas:

- (a) Prevention of Attacks
- (b) Mass Casualty Events
- (c) Open Access
- (d) Perimeter Threats
- (e) Vehicle Access Controls
- (f) Control of Vendor & Contractor Personnel
- (g) Disease Control and Prevention
- (h) Unprotected Utilities
- (i) Routine Inspections

The security practices developed should target the identified treats and be included in all personnel and parent orientations and regular in-service trainings.



## C. POTENTIAL ATTACK INDICATORS

Attack indicators are observable behaviors that may precede an attack. Such indicators may include witnessing a potential perpetrator engaged in suspicious surveillance, training, or other pre-attack planning activities. Potential indicators can be grouped into the following categories: individual behavior indicators, surveillance indicators, imminent attack indicators, and surrounding area indicators.

### (1) 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.

### (2) 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.

### (3) 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.

### (4) 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.

#### **D. “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.

#### **E. FIRST RESPONDER & AFTER-HOURS ACCESS TO THE FACILITY**

The Coral Gables Police and Fire Departments have 24-hour access to all facilities in the event of an emergency. For after-hours emergencies all buildings are equipped with a KnoxBox, which is a small wall mounted safe (placed near the main entrance of the building) that holds all building keys for the Fire Department or Police to retrieve in case of an emergency.

It is the objective of all facility buildings to have a master and sub-master set of keys to limit the amount of keys to each building. The master key should be placed inside the Knox Box to provide complete access to any room/closet within the building.

#### **F. EMERGENCY NOTIFICATION & COMMUNICATION TOOLS**


All facilities should have an emergency notification system to effectively communicate with parents/patrons in the event of a critical incident.

These tools may also be used to keep parents updated on relevant and important information but should not be overused to avoid patrons and parents disregarding critical information.

- (a) IN-TELLIGENT APP - By downloading and registering with the In-telligent app, users 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.
- (b) PROCARE APP – Should be utilized to track the sign-in and sign-out of all registered minors in the care of City personnel and may be used to send emergency notifications via app, text and email.

#### **G. ACTIVE SHOOTER TRAINING & DRILLS**

Active shooter training is included in all employee handbooks and on-boarding / employee orientations for full-time, part-time, seasonal, contracted and volunteer personnel. All facilities are to conduct active shooter drills at least as often as other emergency drills, but never less than once a year.

HOW TO RESPOND	HOW TO RESPOND	COPING	PROFILE
WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY	WHEN LAW ENFORCEMENT ARRIVES	WITH AN ACTIVE SHOOTER SITUATION	OF AN ACTIVE SHOOTER
<p><b>1. EVACUATE</b></p> <ul style="list-style-type: none"> <li>• Have an escape route and plan in mind</li> <li>• Leave your belongings behind</li> <li>• Keep your hands visible</li> </ul> <p><b>2. HIDE OUT</b></p> <ul style="list-style-type: none"> <li>• Hide in an area out of the shooter's view</li> <li>• Block entry to your hiding place and lock the doors</li> <li>• Silence your cell phone and/or pager</li> </ul> <p><b>3. TAKE ACTION</b></p> <ul style="list-style-type: none"> <li>• As a last resort and only when your life is in imminent danger</li> <li>• Attempt to incapacitate the shooter</li> <li>• Act with physical aggression and throw items at the active shooter</li> </ul> <p><b>CALL 911 WHEN IT IS SAFE TO DO SO</b></p>	<ul style="list-style-type: none"> <li>• Remain calm and follow instructions</li> <li>• Put down any items in your hands (i.e., bags, jackets)</li> <li>• Raise hands and spread fingers</li> <li>• Keep hands visible at all times</li> <li>• Avoid quick movements toward officers such as holding on to them for safety</li> <li>• Avoid pointing, screaming or yelling</li> <li>• Do not stop to ask officers for help or direction when evacuating</li> </ul> <p><b>INFORMATION</b></p> <p>YOU SHOULD PROVIDE TO LAW ENFORCEMENT OR 911 OPERATOR</p> <ul style="list-style-type: none"> <li>• Location of the active shooter</li> <li>• Number of shooters</li> <li>• Physical description of shooters</li> <li>• Number and type of weapons held by shooters</li> <li>• Number of potential victims at the location</li> </ul>	<ul style="list-style-type: none"> <li>• Be aware of your environment and any possible dangers</li> <li>• Take note of the two nearest exits in any facility you visit</li> <li>• If you are in an office, stay there and secure the door</li> <li>• Attempt to take the active shooter down as a last resort</li> </ul> <p><i>Contact your building management or human resources department for more information and training on active shooter response in your workplace.</i></p> <p><b>CALL 911 WHEN IT IS SAFE TO DO SO</b></p>	<p>An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area, typically through the use of firearms.</p> <p><b>CHARACTERISTICS</b></p> <p>OF AN ACTIVE SHOOTER SITUATION</p> <ul style="list-style-type: none"> <li>• Victims are selected at random</li> <li>• The event is unpredictable and evolves quickly</li> <li>• Law enforcement is usually required to end an active shooter situation</li> </ul> 

## H. DEFIBRILLATOR AND “STOP THE BLEED” KIT(S)

All facilities are equipped with a defibrillator (AED) and “Stop the Bleed” kits. These items should be placed together in a visible area and be available to everyone. Equipment is to be inspected at a minimum monthly if not daily. Records of inspections are to be kept by each facility. All staff is to be CPR certified and properly trained in the use of a defibrillator and “Stop the Bleed” kit(s).

## I. FIGHTING

The Community Recreation Department does not condone fighting of any kind. In altercations between adult participants, the preferred action is to notify police. Staff is not permitted to intervene or place themselves between two individuals in a fight. In cases of children fighting, the supervisor on duty should attempt to stop the fight. Police may be called if incident is particularly violent or if fight is out of control (example: teens). The factor to remember is that no employee should endanger themselves. The Police Department will handle all criminal matters, and they should be called in any case of adult violent behavior.

## J. ARMED ROBBERY

In the event of armed robbery, all the assets in the facility combined would not equal the safety of a customer or staff member. Do not attempt to be a hero! The best thing to do is to be a good witness and take charge once the incident has ended:

1. Call 911 and direct aid to any injured individuals.
2. Contact a supervisor if one is not in the facility.
3. Lock the doors.
4. Protect any evidence that may be valuable and direct another staff member to meet the police as they arrive.
5. Do not talk to media. Refer all media requests to the Community Recreation Director & Public Affairs.

## K. HOSTILE SITUATIONS

- (a) **Altercations:** In the event of a physical altercation within the facility 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to attempt to stop the altercation by coming in between the two parties. Anyone who puts himself or herself in harm's way may be terminated.
- (b) **Weapons:** If a weapon is presented to any staff member 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to put themselves in harm's way at any time. Cooperate fully with the person holding the weapon and try to remain calm.
- (c) **Emergency Medical Services:** If emergency medical services (EMS) are needed, the Supervisor will direct personnel to call 911. The information below will need to be available and relayed to the dispatcher.
  - Your name.
  - Facility name.
  - Facility address.
  - Facility phone number .
  - Type of injury and any information you have on the injury.
  - Medical History.
  - Gender and approximate age of injured party.Stay on the phone until all information has been communicated and the dispatcher has disconnected.

## L. BASIC INCIDENT RECOVERY

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

## M. ON-BOARDING, ORIENTATIONS & IN-SERVICE TRAINING

All full-time employees are to receive this plan as part of their orientation. In addition, supervisors are to make this plan available to part-time personnel. In addition to this plan and the facility policy manuals and regularly scheduled in-service trainings training opportunities may also be provided by the Labor Relations Department, Risk Management and Human Resources. Topics include: Sexual Harassment, Crisis Management Training and Customer Service. The trainings are offered to all employees and are sometimes made mandatory.

Furthermore, safety and security measures are discussed in monthly Supervisor meetings and presented in the annual meeting held each November as well as in summer staff orientations. Employees are also selected to attend several association conferences that include sessions for security and crime prevention.

#### **IV. General Security Measures**

##### **A. DEPARTMENT & FACILITY SAFETY PLANS**

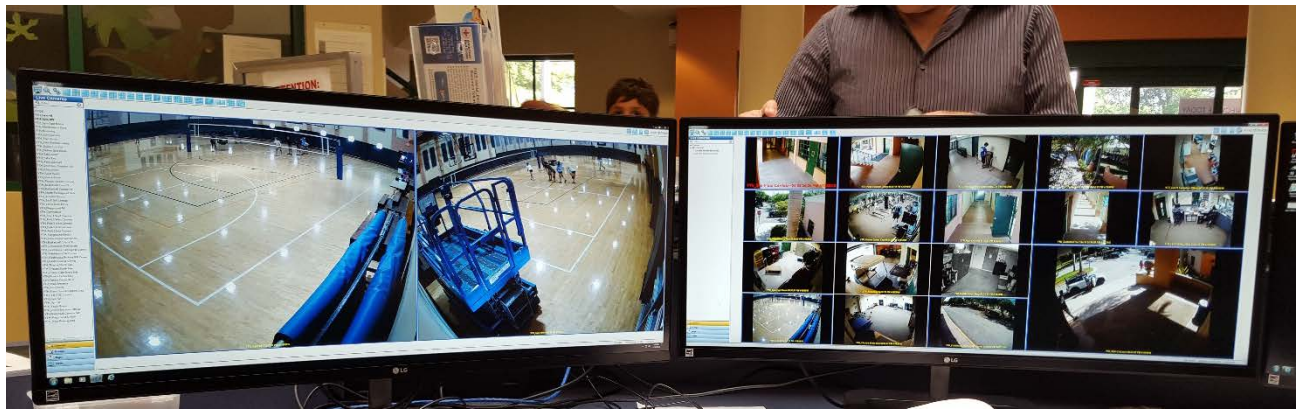
All park facilities that are open to the public are required to have their own independent facility safety plan which addresses their unique building and operations.

##### **B. FACILITY BUILDING PLANS**

All park facilities that are open to the public are required to have their own independent facility building plans to identify entry and exit points with the objective of providing single points of entry and multiple emergency exits for safe and rapid evacuation in case of fire or bomb threats.

##### **C. MONITOR ENTRY & EXIT POINTS**

All park facilities are to have measures in place to keep doors looked from exterior access in the case of an emergency. All entry points that remain open and unlocked during general operations are to be staffed appropriately with systems in place to screen/check-in participants and visitors.



##### **D. CAMERA SURVEILLANCE**

All public facilities should be equipped with camera surveillance equipment and at a minimum monitor any area where monetary transactions are being processed. Additional areas that should be monitored should include parking lots, entrance and exit points and public interior and exterior spaces. Surveillance cameras should be accessible to a centralized surveillance hub where a staff member is able to monitor footage in real time. All camera feeds are required to be recorded and should be accessible to Police to retrieve in any active investigation. Public parks should be updated with security cameras when feasible.

##### **E. INTERCOM COMMUNICATION SYSTEMS**

All facilities should be equipped with an emergency button as well as a landline phone to alert the administrative office and/or Police department of a critical incident. All facilities should also be equipped with a PA Intercom System to ensure communication with the public for general announcements as well as for emergency instructions and drills. Each facility should be equipped with their specific PA announcement language/copy to allow staff to provide accurate and professional communication to the public.

##### **F. IDENTIFICATION BADGES**

It is advisable that all staff and guests wear picture identification badges. Badges should be visible at all times. A guest screening and pass system should be in place in any facility that provides childcare services.



## **G. GENERAL EMERGENCY CODES & SAFETY DRILLS**

All Divisions and facilities should follow the same general Emergency Codes and colors for consistency across the Department, personnel and patrons to provide clear communication and direction in emergency situations.



**CODE BLACK - General Power Failure – EVACUATION**



**CODE BROWN - General Evacuation Procedure – EVACUATION**



**CODE RED - General Fire Procedure – EVACUATION**



**CODE ORANGE - General Bomb Threat Procedure – EVACUATION**



**CODE PURPLE - ASSIST - Disorderly Person or Emergency Assistance – LOCKDOWN**



**CODE BLUE - Medical Emergency**



**CODE GREEN - All Clear following any incident**

All Divisions and facilities should follow the same general Emergency Procedures and Drills for consistency across the Department and to provide clear direction in emergency situations. Each facility will have additional measures that may apply to their unique facility or operations.



### **CODE BLACK - General Power Failure - EVACUATION**

1. All staff will utilize flashlights and assist in making sure all are safe.
2. Staff will immediately check on unattended patrons or in an unsupervised area and provide assistance.
3. All patrons must cease activities that require light for safety reasons, (i.e. fitness center and indoor gymnasium)
4. All corridors and exit lights are equipped with secondary power and will remain lit in the event of power failure.
5. The Supervisors will designate someone to call the electric company to determine approximate length of the power failure and determine if patrons need to be evacuated.
6. In the event of a power failure and/or emergency situation requiring evacuation, the Supervisors will use a bull horn to notify the staff and patrons of the emergency situation and how to proceed.



### **CODE BROWN - General Evacuation Procedure - EVACUATION**

**PLAN OF ACTION:**

1. The staff and patrons of the facility will immediately evacuate the building if a potentially dangerous situation should occur.
2. Any staff working with disabled patrons will offer assistance to ensure a timely and safe evacuation.

**EVACUATION ROUTES:**

1. Each facility as part of their unique plan will have their evacuation procedures to include emergency exit routes and maps.

**EVACUATION PLAN:**

1. If all of the exits are blocked or determined unsafe, then alternative exits will be the closest accessible window. If individuals must exit through windows, staff will calmly assist patrons in exiting.
2. In case of fire or power failure, do not use elevator for evacuation.

<b>Code RED</b>			
<b>Fire Evacuation Checklist</b>			
ALL STAFF MUST MAINTAIN A MINIMUM 1:10 COUNSELOR TO CAMPER RATIO AT ALL TIMES			
<b>1</b>	Activate Code Red in case of fire or smoke by pulling the nearest Fire pull station: <input type="checkbox"/>	60 sec.	<b>COMPLETE FREQUENT HEAD COUNTS &amp; ROLL CALLS</b>
<b>2</b>	Once all Campers are secured for roll call commence evacuation: <input type="checkbox"/>	5 min.	
<b>3</b>	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"/>		
<b>4</b>	Complete additional roll call and activate Code Amber if a missing child is reported: <input type="checkbox"/>	3 min.	
<b>5</b>	Keep participants away from building until cleared by Police and Supervisor: <input type="checkbox"/>	Do not enter building until ALL CLEAR!	
<b>6</b>	Once cleared return to area, complete head count & roll call and resume activity: <input type="checkbox"/>		



**CODE RED - General Fire Procedure - EVACUATION**

**FIRE IS REPORTED:**

1. In case of fire, pull the nearest fire pull station to activate the alarm system, close the door to the area and evacuate. Dial 9-911.
2. Notify the front office staff of the location of fire. The front office staff will calmly notify all at the location, by intercom or traveling room to room with: Attention, code red (and location) three (3) times. Example: "ATTENTION CODE RED, GYM".
3. Only staff trained to use fire extinguishers may be dispatched and attempt to extinguish the fire. Do not endanger your life or the lives of others. If the fire appears life threatening: DIAL 9-911 and notify fire department of the location of fire. Assist others in evacuation of the building.

- All patrons will be instructed to evacuate the building through the appropriate exits and not use elevators. Please review the evacuation plan.

**FIRE ALARM IS ACTIVATED:**

- In the event of a fire alarm going off, staff will begin directing patrons to the nearest appropriate exits.
- A staff member will be dispatched to the fire location according to the fire alarm panel to confirm if fire or smoke is present. Staff member will use extreme caution when checking facility for fire or smoke.
- All participants in registered programs will exit the facility and proceed outdoors. Upon arrival head counts and roll calls will be taken. All participants must be accounted for.
- \*\*If children are missing from roll calls, a Code Amber is initiated
- If a false alarm is reported and confirmed, supervisory staff may silence alarm and notify 9-1-1 of the false alarm and await instructions before notifying patrons to re-enter facility.
- When it is determined the facility is safe to re-enter, supervisory staff will initiate the all-clear procedures:
- Staff will use the emergency intercom system and staff radios and announce 3 times, “Code Green all clear”.
- Staff will escort patrons back into the facility.
- Staff will conduct head counts and roll calls for all participants in registered programs.
- \*\*If children are missing from roll calls, Code Amber is initiated

<b>Code ORANGE</b>		
<b>Bomb Threat Checklist</b>		
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.
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"/>	

COMPLETE FREQUENT HEAD COUNTS & ROLL CALLS



**CODE ORANGE - General Bomb Threat Procedure - EVACUATION**

**PLAN OF ACTION – RECEIPT OF A BOMB THREAT:**

- If a bomb threat is received by phone, staff member will signal another staff member without interfering with the caller. Remember, Delay! Ask where, when, what type and why?
- When a bomb threat is received staff will notify first available Supervisor.



3. Supervisor will initiate an evacuation and immediately call 9-911.
4. The facility staff and patrons will evacuate the facility in a calm and orderly fashion. Staff will ensure that any disabled patrons will be offered assistance in order to insure a timely evacuation. Evacuation will proceed according to Evacuation Procedure. Please review Evacuation Procedure.
5. The Supervisor is responsible for assisting Emergency Personnel in a systematic search.
6. If a suspicious package or object is discovered, the staff will notify the authorities.
7. Staff and patrons are to remain off the premises until The Facility Supervisor will notify staff of an ALL CLEAR.

**BOMB SEARCH TECHNIQUE:**

1. Ideally, the person who assists in a search of an area of the facility should be familiar with the area being searched.
2. Items that seem out of place or strange should be noted. It is extremely important that persons conducting a bomb search do not touch or move any strange or suspicious items. A bomb can be in any form. For example, a letter bomb or pipe bomb.

<b>Code AMBER</b>			
<b>Lost Child Checklist</b>			
ALL STAFF MUST MAINTAIN A MINIMUM 1:10 COUNSELOR TO CAMPER RATIO AT ALL TIMES			
<b>1</b>	Missing Child recognized within 60 seconds: <i>Activate Code Amber</i>	<input type="checkbox"/>	60 sec.
<b>2</b>	All Campers secured for roll call / lockdown within 3 minutes:	<input type="checkbox"/>	5 min. <b>DRILL MUST BE COMPLETED AND CHILD FOUND WITHIN 8 MIN. OF RECOGNITION TIME</b>
<b>3</b>	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"/>	
<b>4</b>	Missing Child located within 3 minutes of start of facility search:	<input type="checkbox"/>	3 min.
<b>5</b>	Call for 911 & Police notified if child not found: (staff will continue search)	<input type="checkbox"/>	Wait for ALL CLEAR!



**CODE AMBER - General Lost Child**

Participant safety and security will always be the foremost concern and priority in addressing emergency situations.

**PREVENTATIVE MEASURES & DISCIPLINARY ACTIONS FOR UNSUPERVISED CHILDREN:**

1. Staff will have an accurate and up-to-date class list of the participants under their care.
2. All staff will follow procedures regarding the management of their program participants. Roll calls and head counts will be performed upon the arrival to and the departure from an activity

area. During transport of the group from one area to another, staff should maintain position at both ends of the transport line to account for all the program participants.

3. All program participants should be identifiable through established identification measures including clothing and/or wristbands.
4. All staff must be aware of their surroundings as they move through the facility. If at any time, a child with identifiable clothing or wristbands is seen away from their program group please approach that child immediately and ask which group they are with and why they are not with their group.
5. After child is approached, staff will escort child to the Supervisor on Duty.
6. The Supervisor on Duty will return child to program group and will complete an incident report.
7. The Supervisor-on-Duty will then notify the Director who will examine the incident video (if available) and complete the necessary follow-up with participant or the participant's parent.
8. After a review of the incident, proper disciplinary measures will be taken with staff/contractors responsible.

#### CHILD IS REPORTED MISSING:

1. Once a child is reported missing or a staff member realizes that a child is potentially missing, they will have 60 seconds to be able to confirm that the child is not in the immediate area and who the missing child is along with identifiable clothing, etc.
2. Once a child is confirmed missing staff will secure the remainder of the group in a safe location with appropriate number of staff: participants (per the required minimum activity ratios). Staff will complete a head count, roll call of all remaining participants and simultaneously notify facility supervisory staff within 3 minutes of missing child confirmation.
3. Facility supervisory staff will follow the listed position chain of command:
  - a. Facility supervisor, assistant supervisor, recreation specialists
  - b. Program assistants, office manager, office staff, reception staff
4. Facility supervisory staff will then initiate the "Code Amber" by calling over the Fire Alarm / Emergency PA Announcement system: "Attention Facility Patrons and Staff. We are initiating a Code Amber; all additional staff please report to the reception area. Staff will repeat this message in its entirety 3 times.
5. All supervisors, coordinators and facility personnel that do not have direct child supervision tasks will report to the reception area. The facility supervisor on duty will then give staff a description of the child and assign areas to search. This primary search will last no longer than 5 minutes. Once the primary search of the assigned areas is completed, staff will return to the reception area for further instructions.
6. If the child is not located within the primary search, a secondary search (slower, more deliberate search of the area) will be initiated along with activation of the emergency response system.
7. If child is not located within eight minutes the City's emergency response team (9-1-1, police, fire, facility supervisors, etc.) should be immediately notified to assist with and expand the perimeter search beyond that of the facility.
8. If the child is found, staff must notify the City's emergency response team (9-1-1, police, fire, facility supervisors, etc.) The office staff will announce over the paging system "Code Amber – all clear" 3 times.

Code ASSIST		
<b>Disorderly Person Checklist</b>		
ALL STAFF MUST MAINTAIN A MINIMUM 1:10 COUNSELOR TO CAMPER RATIO AT ALL TIMES		
1	Activate Code Assist 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**



**CODE PURPLE - ASSIST - Disorderly Person or Emergency Assistance - LOCKDOWN**

**DISORDERLY PERSON IN FACILITY:**

1. If a person/persons are acting in a disorderly or threatening manner, the facility staff shall notify the Supervisor who will make their presence known and ask them, calmly, to leave the facility.
2. The Supervisor will determine whether the Coral Gables Police Department should be notified.
3. If the person refuses to leave and offers resistance the Supervisor will attempt to contain the person in an area which will not interfere with normal operations until law enforcement arrives.
4. If violence erupts, do not place yourself in jeopardy. Remove yourself from the scene and initiate a facility lock down.
5. Await the arrival of Police in a safe location.
6. The Supervisor initially in contact with the disorderly person will complete an incident report immediately.

**CALLING FOR EMERGENCY ASSISTANCE:**

1. If a staff member requires physical assistance with a patron, they are to notify all staff with a page of "Attention, Emergency Assistance/Code Assist" and the location of where physical assistance is required. This page will be announced three (3) times. Example: "Attention, Emergency Assist in the gym, Attention, Emergency Assist in the gym, Attention, Emergency Assist in the gym."
2. The Supervisor and staff will immediately respond to the area to provide assistance, reporting in a calm and orderly fashion.
3. Involved personnel will determine if medical assistance is required and phone for emergency assistance.
4. If medical assistance is required, involved personnel will stabilize the patron, making them as comfortable as possible until qualified emergency assistance has arrived.

5. The Supervisor will complete an incident report immediately and follow-up appropriately.

OFF-PREMISES DISORDER – should an off-premise situation involving violence be observed by staff member and patron:

1. Staff and patrons are to remain in the building or secure area.
2. If the disturbance moves onto the premises:
  - a. Lock all Doors (if applicable)
  - b. Do not permit entrance into area by unknown persons.
  - c. Call the police then, notify supervisor and facility staff.

 **CODE BLUE - Medical Emergency**

 **CODE GREEN - All Clear following any incident**



**ALL CONCUSSIONS ARE SERIOUS.**

IF YOU THINK YOU HAVE A CONCUSSION:

- ✓ **DON'T HIDE IT.**
- ✓ **REPORT IT.**
- ✓ **TAKE TIME TO RECOVER.**

**CONCUSSION SYMPTOMS:**

- Headache or "pressure" in head
- Nausea or vomiting
- Balance problems or dizziness
- Double or blurry vision
- Sensitivity to light or noise
- Feeling sluggish, hazy, foggy, or groggy
- Concentration or memory problems
- Confusion
- Just not "feeling right" or "feeling down"

▶ **"IT'S BETTER TO MISS ONE GAME THAN THE WHOLE SEASON."**

### General Concussion Policy

Any program participant who exhibits signs, symptoms or behaviors consistent with a concussion must be removed from the program, event, activity, game or practice immediately and shall not return to play until cleared by an appropriate health care professional.

#### ROLE OF STAFF, VOLUNTEERS, PARENTS, COACHES OR OFFICIALS:

Staff, volunteers, parents, coaches or officials will not be expected to diagnose a concussion. However, they will be asked to use their best judgement when observing the signs, symptoms and behaviors associated with concussions.

## COURSE OF ACTION:

1. STEP 1: Educate Staff, Volunteers, Parents, Coaches or Officials
2. STEP 2: Remove Participant from Play – Complete an accident / incident form & contact Emergency Services 911.
3. STEP 3: Obtain Permission to Return to Play
4. Any participant removed from activity in accordance with the Program Participant Concussion Policy must be evaluated by a physician and medically cleared before returning to participation.

## General Child Abuse and Neglect Policy

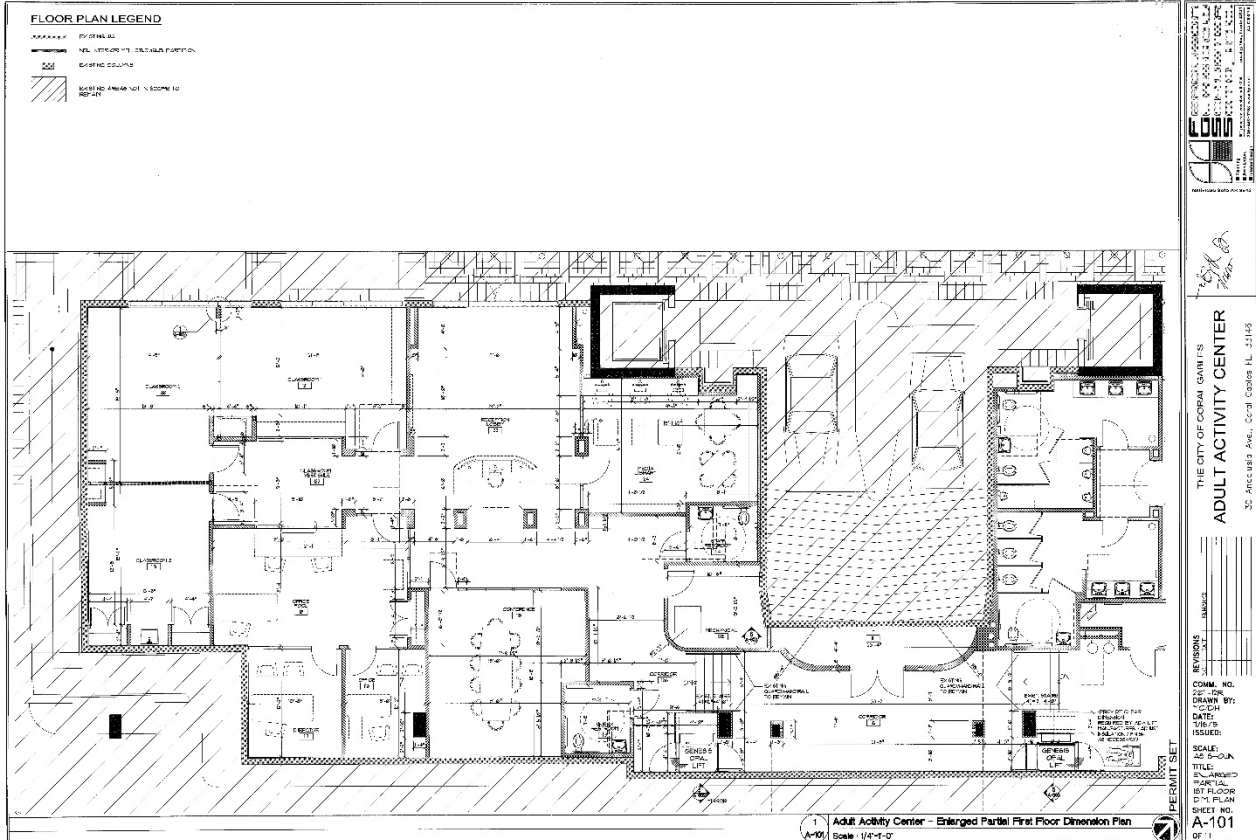
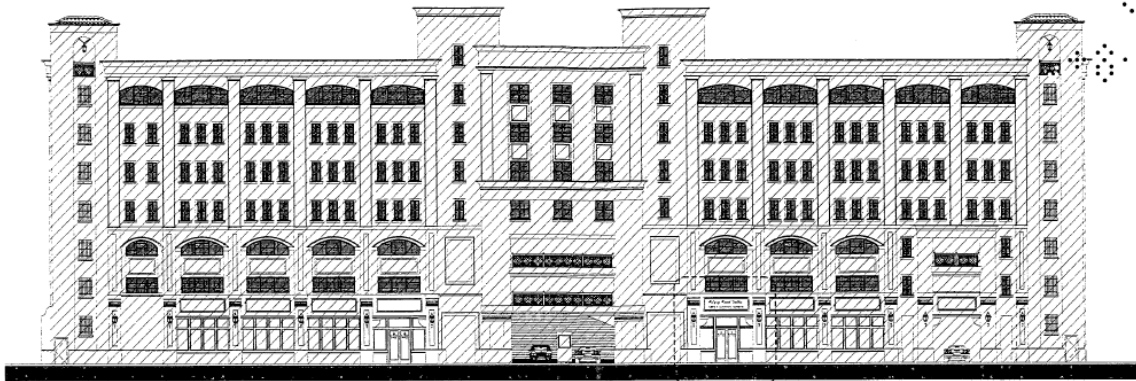
1. Staff member who suspects child abuse or neglect shall complete an incident/accident form, which can be found in the main office.
2. Staff member is to report information to supervisor promptly for action.
3. Staff Supervisor will review report with Parks and Recreation Director for signature.
4. Supervisor will contact the Coral Gables Police Youth Resource Unit and the Department of Children and Families (DCF) promptly for investigation.
5. Additional instructions will be followed if provided by authorities.

## Conclusion

The Community Recreation Department is committed to providing a proper security plan for all its employees. Although this plan does not encounter all specific security measures, it is a proper outline for employee and participant safety. Also, it is imperative for all employees to remember that the Police Department is solely responsible for all crime and special event security matters.



CITY OF CORAL GABLES  
**COMMUNITY RECREATION DEPARTMENT**  
 Adult Activity Center





## **I. Locking key systems and associated assignments:**

- a. There are three ways to access the Adult Activity Center.
  - o The use of an employee ID badge as a swipe card to enter the facility and various interior doors.
  - o A master key which unlocks all exterior and interior doors.
  - o A sub-master key which has access to all interior doors within the facility except for the Supervisor and Assistant Supervisor offices
    - *Sub-master Key access:* all interior doors
    - *Master Key access:* all interior and exterior keys
- b. The Adult Activity Center Supervisors, Administration Team, Public Works and part-time maintenance staff have access to the master keys.
- c. The sub-master key is used to facilitate operations. They are given to the guest service representatives and cleaning staff. The keys are kept by each employee and returned upon leaving their position.
- d. All staff members of the Adult Activity Center as well as key personnel within the City of Coral Gables have swipe access to the facility which will allow them to enter the facility as needed.

## **II. Alarm System Procedure:**

- a. The Adult Activity Center has an alarm system that sounds loudly throughout the facility.
  - o All staff members of the Adult Activity Center including the Community Recreation Administration team and the cleaning staff the have their own alarm access code.
  - o If an employee no longer works for the City their alarm code is deactivated.

## **III. Opening and Closing Procedures:**

- a. Opening Procedure:
  - o Supervisor or staff will open the facility for staff and patrons.
  - o Open front office to give personnel key access to facility.
  - o Open and inspect restrooms.
  - o Walk facility to ensure rooms are set up
  - o Inspect the facility.
  - o Open facility to the public.
- b. Closing Procedure:
  - o Registration office closes 1 hour prior to facility
  - o Check all classrooms and restrooms for patrons
  - o Lock doors
  - o Set facility alarm

## **IV. Fire alarm and fire suppression systems:**

- a. The facility has a fire alarm system
- b. There are \_\_\_ fire extinguishers in the facility
- c. There are two AEDs within the facility; one on each side of the facility

## **V. Emergency evacuation procedures:**

- a. *Bomb Threat:* All bomb threats are treated as a serious matter. Everyone should be urged to exit the building immediately, leaving behind personal items if not readily accessible. 911

and full time Supervisor should be called immediately. All staff, including should meet in front of the main entrance across the street. No staff member is permitted to leave the premises until directed to do so by a supervisor. No one is permitted to re-enter the facility until police officials have given the all clear.

- c. *Fire:* If there is a fire in any of part of the building 911 should be called immediately. All staff should then start clearing all parts of the buildings. Patrons should be asked to exit the building through the nearest exit. Once all patrons have been cleared staff should exit, meeting in front of the main entrance across the street. No one is permitted to re-enter the facility until officials have given the all clear.
- d. *Power Failure:* All staff will utilize flashlights and assist in making sure everyone is safe. Staff will immediately check on patrons unattended or in an unsupervised area and provide assistance. Supervisors will designate someone to call the electric company to determine the approximate length of the power failure and determine if patrons need to be evacuated. In the event of a power failure and/or emergency requiring evacuation, the Supervisor will notify staff and patrons of the emergency situation and how to proceed.

#### VI. Critical incident procedures:

- a. *Altercations:* In the event of a physical altercation within the facility 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to attempt to stop the altercation by coming in between the 2 parties. According to the City of Coral Gables regulations, anyone who puts himself or herself in harm's way may be terminated.
- b. *Weapons:* If a weapon is presented to any staff member 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to put themselves in harm's way at any time. Cooperate fully with the person holding the weapon and try to remain calm.

In the event that emergency medical services (EMS) are needed, the Supervisor will direct personnel to call 911. The information below will need to be available and relayed to the dispatcher.

- Your name
- Facility name – Adult Activity Center
- Facility address- 2 Andalusia Ave.
- Facility phone # 305-461-6765
- Incident and relevant information regarding the injury.
- Gender and approximate age of injured party.

Stay on the phone until all information has been communicated and the dispatcher has disconnected.

#### VII. Security Camera System

- a. There are twenty-four security cameras at the Adult Activity Center. The cameras are there to monitor cash handling transactions, the facility, patrons, and classrooms. The cameras are also there for reference in case of altercations or security issues.
- b. The Supervisory staff, Administration and one computer in the registration office has camera access on their computer through the Exacq Vision Client system.

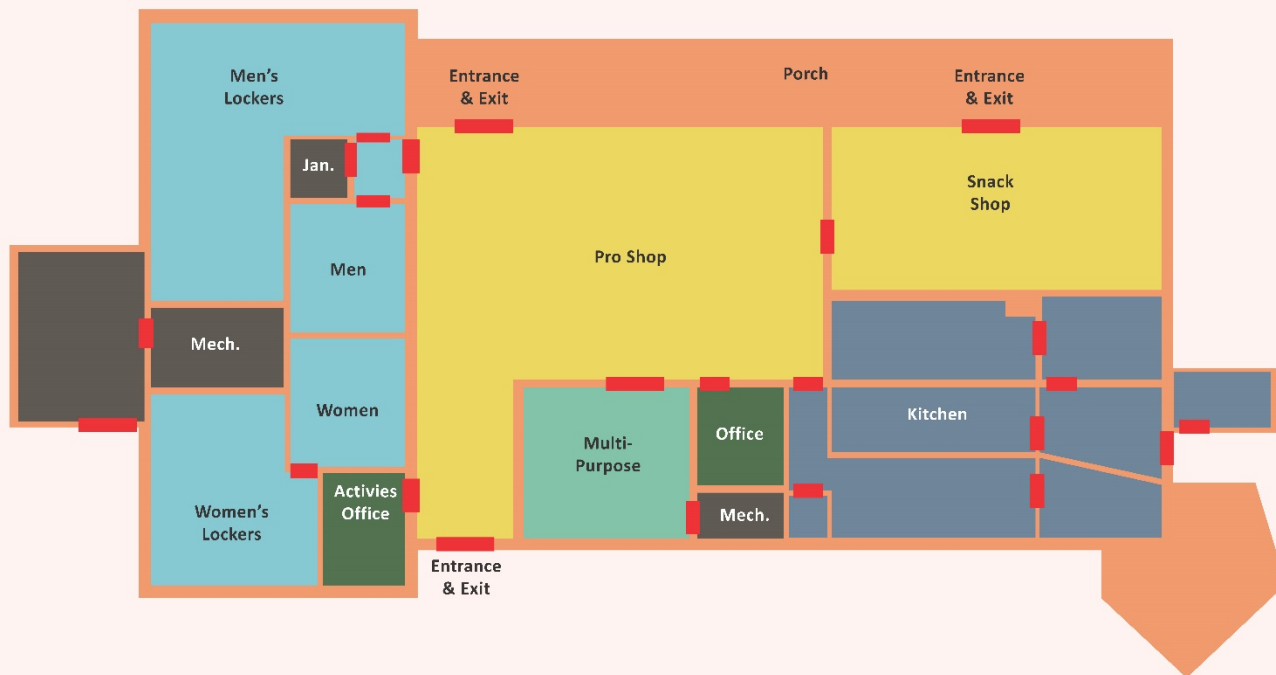




**CITY OF CORAL GABLES**  
**COMMUNITY RECREATION DEPARTMENT**  
Granada Golf Pro Shop



# Granada Golf Course Pro Shop



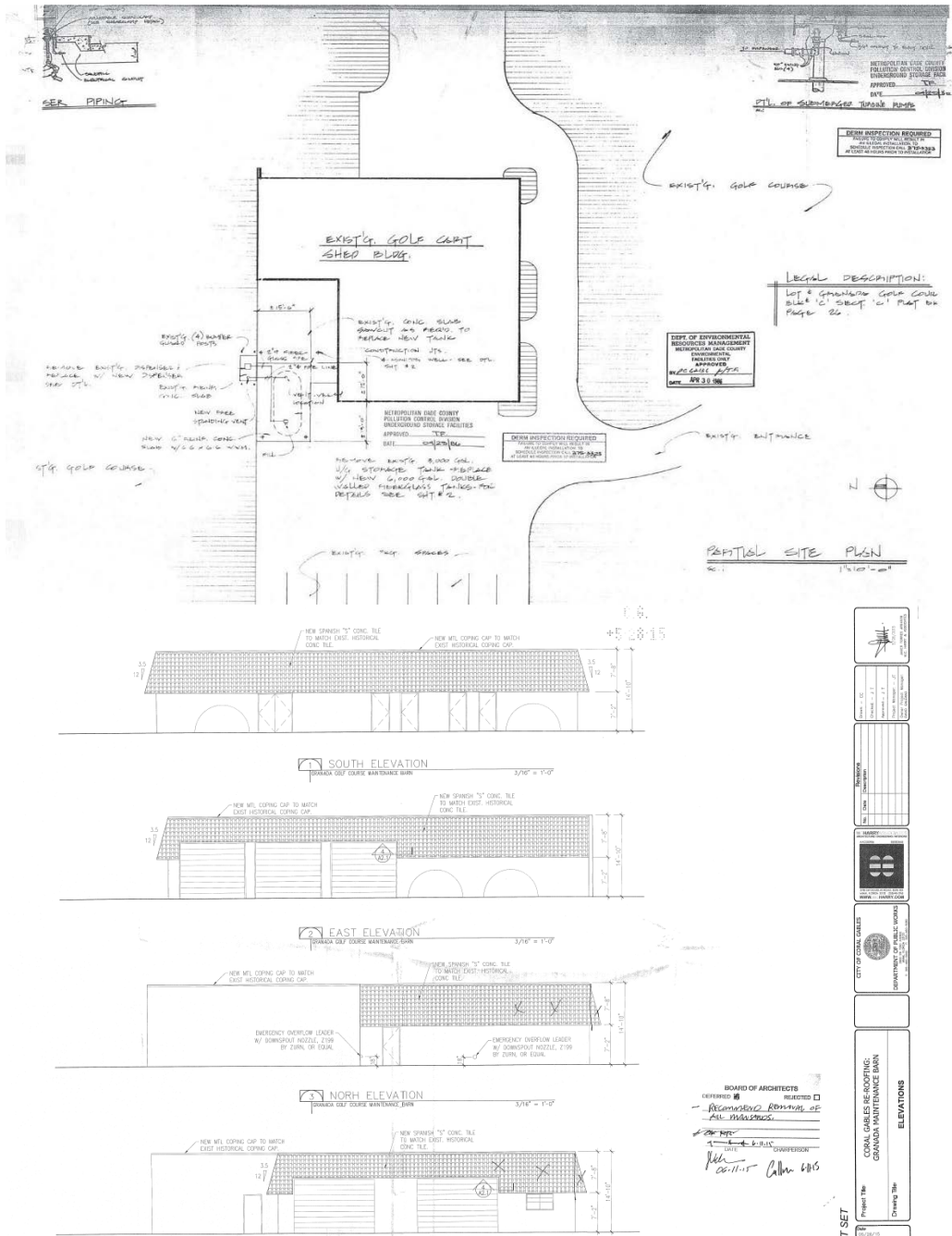
Legend:

- Entrance/Exit Door
- Activity Rooms
- Recreational Areas
- Offices
- Bathrooms
- Storage
- Mechanical/Electrical





**CITY OF CORAL GABLES  
COMMUNITY RECREATION DEPARTMENT  
Granada Maintenance Shop**



**I. Locking key systems and associated assignments:**

- a. There are two locked doors to access the main area of the Granada Maintenance Shop.
  - o The use of a key will unlock either of the two doors to enter the main shop.
  - o The Superintendent, Assistant Superintendent, Mechanic, Foremen, Public Works, and 3 other key personnel have keys to enter the main shop area.
  - o There is one locked cage for storing the small engine equipment, but no offices.
    - Superintendent, Assistant Superintendent, Mechanic and Foremen have a key.
- b. The golf cart storage room that is locked by a pull-down garage door and locked back door exit.
  - o The Superintendent, Assistant Superintendent, Mechanic, and two key personnel that clean and store the golf carts away at night have keys to access the area.
- c. The chemical storage area can be accessed using a key.
  - o The Superintendent, Assistant Superintendent and Mechanic have keys to this area.
- d. The bathrooms outside have separate door entrances for men and women and are locked and unlocked with a key.
  - o The Superintendent, Assistant Superintendent, Mechanic and two key personnel that clean and store the golf carts at night have keys to these bathrooms.
- e. There is a closet with outside access used to store supplies for park rangers.
  - o The Superintendent, Assistant Superintendent, Mechanic and all Park Rangers have a key to access this area.

**II. Alarm System Procedure:**

- b. The Granada Maintenance Shop has an alarm system in place for the main shop area and for the golf cart storage area. The chemical storage area, bathrooms and Park Ranger supply closet do not have alarm protection.
  - o The Superintendent, Assistant Superintendent, Mechanic, Foremen and two key personnel have access codes for these areas.
  - o There is a separate alarm code for each of these two areas and The Superintendent chooses the code.
  - o If an employee with alarm code access no longer works for the department, The Superintendent will change the alarm codes.

**III. Opening and Closing Procedures:**

- e. Opening Procedure:
  - o Supervisor or staff that arrives first at the facility in the morning will unlock it using their key and use their alarm code to shut of the alarm.
  - o The shop is open every day of the year and gets a daily morning inspection
  - o Open and inspect the bathrooms.
- f. Closing Procedure:
  - o Lock small engine equipment cage
  - o Turn off all interior lights
  - o Close and lock all doors
  - o Set facility alarm

**IV. Emergency evacuation procedures:**



- a. *Bomb Threat:* All bomb threats are treated as a serious matter. Everyone should be urged to exit the building immediately, leaving behind personal items if not readily accessible. 911 and full time Supervisor should be called immediately. All staff should keep a distance of at least 100 ft. from the building after exiting. No staff member is permitted to leave the premises until directed to do so by a supervisor. No one is permitted to re-enter the facility until police officials have given the all clear.
- g. *Fire: There is no fire alarm system* at The Granada Maintenance Shop. There are a total of seven fire extinguishers in The Granada Maintenance Shop. There are five in the main shop area and two in the golf cart storage room. All staff has been instructed how to use a fire extinguisher from fire safety training. If the fire is small and can be contained with a fire extinguisher, then staff should put it out and notify the Superintendent immediately. If there is a fire in any of part of the building that cannot be contained using a fire extinguisher, then 911 should be called immediately. All staff should then exit the building staying at least 100 ft. from it. No one is permitted to re-enter the facility until officials have given the all clear.
- h. *Power Failure:* In the event of a power failure, staff will immediately notify The Superintendent and exit the building until power is restored. Nobody is to re-enter the building until power is restored or without direct permission from The Superintendent.

**V. Critical incident procedures:**

- a. *Altercations:* In the event of a physical altercation within the facility 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to attempt to stop the altercation by coming in between the 2 parties. According to the City of Coral Gables regulations, anyone who puts himself or herself in harm’s way may be terminated.
- b. *Weapons:* If a weapon is presented to any staff member 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to put themselves in harm’s way at any time. Cooperate fully with the person holding the weapon and try to remain calm.

In the event that emergency medical services (EMS) are needed, the Supervisor will direct personnel to call 911. The information below will need to be available and relayed to the dispatcher.

- Your name
- Facility name – Granada Maintenance Shop
- Facility address- 1101 S. Greenway Drive
- Facility phone # (305)-962-0310
- Incident and relevant information regarding the injury.
- Gender and approximate age of injured party.

Stay on the phone until all information has been communicated and the dispatcher has disconnected.

**VI. Security Camera System**

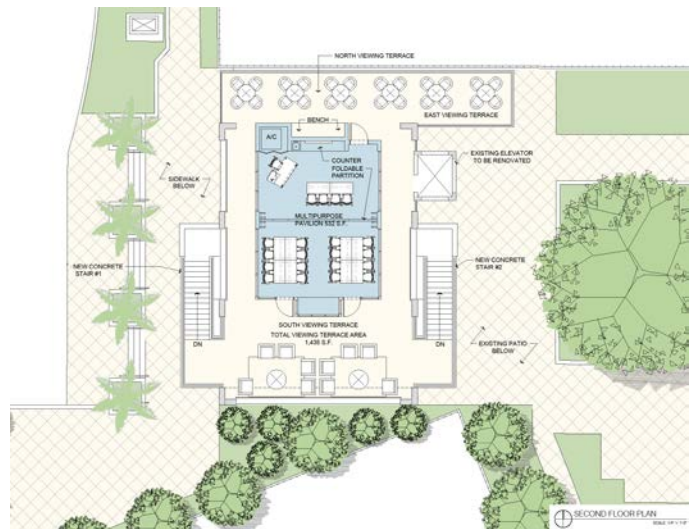
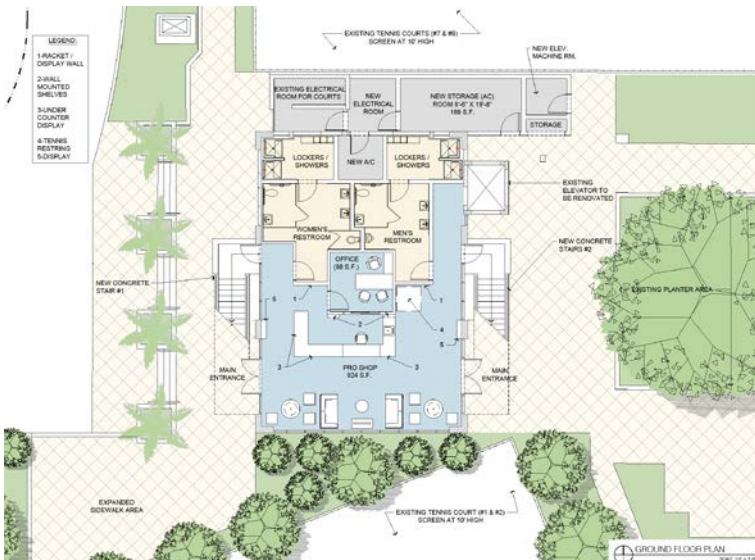
- a. There are eight security cameras at the Granada Maintenance Shop. There are six cameras outside the building and two cameras inside the building. The cameras are to prevent theft and vandalism as well as to monitor the building and surrounding area in case of emergency. The cameras are also there for reference in case of altercations or accidents.

- b. The Director of Parks and Recreation, The Assistant Director of Parks and Recreation, The Golf and Parks Superintendent, and the Information Technology Department have access to these cameras using their iPhone or computer.



CITY OF CORAL GABLES  
**COMMUNITY RECREATION DEPARTMENT**  
 Kerdyk Biltmore & Salvadore  
 Tennis Centers General Security Plan

**Biltmore Tennis**









**I. Locking key systems and associated assignments:**

- a. The gates at the tennis center are all pad locks with a master key at each center. Each office has its own deadbolt key.
  - o *Master Key access:* all tennis gates.
  - o *Individual Key Access:* Front doors (office), storage rooms and bathrooms
- b. The Tennis Center’s part-time and full-time has access to the master key. They are the ones with access to open and close the facility.

**II. Alarm System Procedure:**

- a. The tennis centers have motion detecting alarms that sound loudly and notify the Coral Gables Police Department.
  - o *Pro Shop:* Purpose is to prevent unauthorized guests from entering the facility.

**III. Opening and Closing Procedures:**

- a. Opening Procedure:
  - o Maintenance staff will arrive and prepare the facility for use.
  - o Full-time or part-time office staff will open the front gate for patron use.
  - o Maintenance or office staff open and inspect restrooms.
  - o Inspect the facility as a whole.
- b. Closing Procedure:
  - o Hose down walkway at Salvadore Park and remove debris from walkways at both facilities.
  - o Inspect restrooms for cleanliness, hidden guests, or unidentified items.
  - o Once all guests have left facility we close the front gates.
  - o Walk perimeter of facility and ensure all tennis gates are locked.
  - o Inspect the facility as a whole.
  - o Take down flags at the Tennis Centers

**IV. Fire alarm and fire suppression systems:**

- a. The offices at the tennis centers have one fire extinguisher each. There is an additional fire extinguisher in the storage rooms and utility rooms at each facility.
- b. *Bomb Threat:* All bomb threats are treated as a serious matter. Everyone should be urged to exit the facility immediately, leaving behind personal items if not readily accessible. 911 and full time Supervisors should be called immediately. All staff should exit the building and meet in the parking lot across the street towards the very back of the lot. No staff member is permitted to leave the premises until directed to do so by a supervisor. No one is permitted to re-enter the facility until police officials have given the all clear.
- c. *Fire:* If there is a fire in any of the main buildings, 911 should be called immediately. All staff should then start clearing all parts of the buildings and tennis courts. Patrons should be asked to exit the facility through the nearest exit. Once all guests have been cleared staff should exit, meeting in the parking lot across the street from the main entrance.
- d. *Heavy Rain:* During times of heavy rain staff has the discretion to clear the courts. Once rain has stopped and the courts are dry, staff may allow players to resume play.
- e. *Lightning/Thunder:* We use the Venetian Pool Thor Guard Lighting Prediction System will sound ONE 15 second blast of the horn signaling suspension of all activities. Patrons should immediately seek an appropriate safe shelter. Play will resume only after THREE 5 second blasts of the horn are sounded and courts are not wet and safe to play.

**V. Critical incident procedures:**

- a. *Altercations:* In the event of a physical altercation within the facility 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to attempt to stop the altercation by coming in between the 2 parties. According to the City of Coral Gables regulations, anyone who puts himself or herself in harm's way may be terminated.
- b. *Weapons:* If a weapon is presented to any staff member 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to put themselves in harm's way at any time. Cooperate fully with the person holding the weapon and try to remain calm.

In the event that emergency medical services (EMS) are needed, the Supervisor will direct personnel to call 911. The information below will need to be available and relayed to the dispatcher.

- Your name
- Facility name – Kerdyk Biltmore or Salvadore Park Tennis Center
- Facility address- 1150 Anastasia Ave or 1120 Andalusia Ave
- Facility phone # 305-460-5360 or 460-5333
- Incident and relevant information regarding the injury.
- Gender and approximate age of injured party.

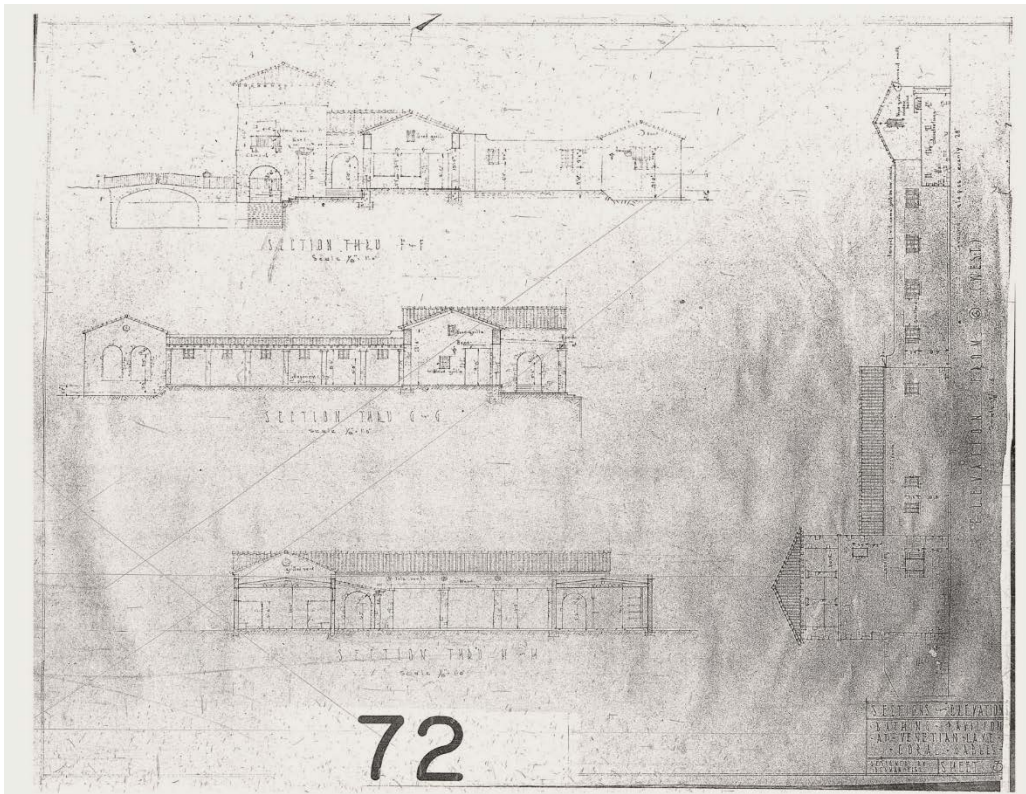
Stay on the phone until all information has been communicated and the dispatcher has disconnected.

## **VI. Security Camera System**

- a. There are twenty-six security cameras at the Kerdyk Biltmore Tennis Center. They are there to monitor cash handling transactions, the facility, guests, and pro shop. They are also there for reference in case of altercations or security issues.
- b. Full-time staff and most part-time staff have camera access on their desktops through the Exacq Vision Client system.



CITY OF CORAL GABLES  
**COMMUNITY RECREATION DEPARTMENT**  
Venetian Pool General Security Plan





## **I. Locking key systems and associated assignments:**

- a. There are two types of keys at the Venetian Pool. There is a sub-master key which has access to most doors and locks in the facility and there is a master key which unlocks all doors and locks.
  - o *Sub-master Key access:* front gate, chemical room, side entrance door, front office, perimeter gates, maintenance room, restrooms, meeting room, back classroom, and storage shed.
  - o *Master Key access:* all of the above, west tower office, east tower office, and concession stand.
- b. The Venetian Pool Supervisors and full-time maintenance staff have access to the master keys. They are the ones with access to open and close the facility.
- c. The sub-master key is used to facilitate operations. They are given to the head lifeguard, the head concession person, the front desk person, the cleaning person, and the drain staff. It is returned to the front office before the end of the employee's shift.

## **II. Security Camera System**

- a. There are two security cameras at the Venetian Pool. They are located at the front admission office and in the concession stand. They are there to monitor cash handling transactions and reference if there are any altercations or security issues.

## **III. Alarm System Procedure:**

- a. The Venetian Pool has an alarm system that sounds loudly throughout the facility. It is tied to the pump room and the front office.
  - o *Pump Room:* Purpose is to alert of problems arising during the drain and fill process. The staff is required to silence the alarm and respond to the error. If the problem persists they then turn off the fills/ drains to reset the system. If the problem still persists then it is policy to call a Venetian Pool Supervisor.
  - o *Front Office:* Purpose is to prevent unauthorized guests from entering the facility. There is a small switch under the table in the front office that makes the alarm sound. This is used to prevent guests from walking past the entrance gate.

## **IV. Opening and Closing Procedures:**

- a. Opening Procedure:
  - o Supervisor/Maintenance staff will open the side entrance for staff access.
  - o Open front office to give personnel key access to facility.
  - o Open and inspect restrooms.
  - o Walk perimeter of facility and ensure the gates are locked.
  - o Inspect the facility as a whole.
  - o Inspect water safety: Opening bottom scan, check AED condition, determine the safety levels of the pool chemicals, and ensure lifeguards have completed their checklists.
  - o Inspect food safety: Inspect food conditions, temperatures of fridges, spoiling of food, and ensure staff has completed the concession's checklist.
    - i. *Lifeguard Checklist:* check guard stands, opening bottom scan, turn on waterfalls, put flags up, open entrance gate, facility walk-through, check AED, check oxygen bag, check hip packs, check three-minute drill bags, check first aid box, check lightning detection system (Thor Guard), and scoop and debris in the pool.



- ii. *Concession's Checklist:* log fridge temperatures, count bank, lock bottom lock of rear door, turn on lights, turn on exhaust fan, turn on fryer, turn on pizza ovens, set up sanitizing sink, check walk-in fridge and cooler, check utensils, check condiments, check napkins, and wash hands.
      - o Once staff has set up the facility, we then open the large blue gate for public access.
- b. Closing Procedure:
  - o Closing announcements: 30/15/5 minutes prior to closing.
  - o Clean decks and remove trash from walkways.
  - o Inspect restrooms for cleanliness, hidden guests, or unidentified items.
  - o Once all guests have left facility we close the big blue gates.
  - o Walk perimeter of facility and ensure all gates are locked.
  - o Inspect the facility as a whole.
  - o Collect necessary keys from staff.
  - o Inspect water safety: closing bottom scan, lock all gates, review daily chemical levels, and ensure lifeguards have completed their closing checklists.
  - o Inspect concessions area: inspect food conditions, temperatures of fridges, spoiling of food, overall cleanliness, and ensure staff has completed the concession's closing checklist.
  - iii. *Lifeguard Checklist:* check chemical levels, pump log sheet, check guard stand conditions, put away walkies, closing bottom scan, turn off waterfalls, take down flags, close all gates, facility walk-through, clean staff room, lock and cover lounge chairs, check locker rooms, lock away oxygen bag and AED.
  - iv. *Concession's Checklist:* lock front doors, collect and clean trays, close patio umbrellas, close out bank, turn off fryer, turn off and clean grill top, turn off and clean pizza ovens, wipe all counters, count bank and deposit, re-stock necessary inventory, clean and sanitize dishes, turn off exhaust fan, hose down mats, sweep all floors, mop all floors, remove all garbage, lock back door and turn off lights.

**V. Fire alarm and fire suppression systems:**

- a. The concession stand has a fire alarm that shuts off the air conditioning when it is activated. This is to prevent the fire from growing. The alarm is located in the rear closet of the concession stand and must be reset once it is activated.
- b. Our fire suppression system is also located in the concession stand. It is above the fryer, grill, and stove top. It can be activated by breaking a seal near the sink.
- c. There is a total of ten fire extinguishers near all major access points in the facility.

**VI. Emergency evacuation procedures:**

- a. *Water Contamination:* In the event of water contamination due to vomit or formed stool, the on-deck supervisor will advise the lifeguards to clear the pool. The supervisor will then instruct lifeguards to remove solid material from water. Shock will then be delivered directly to water where contamination happened. Guests are not permitted to re-enter the water until the on deck supervisor has given the all clear.
- c. *Missing or Lost person:* When an individual reports another person missing in their party a supervisor needs to be informed immediately before activating 3-minute drill. Supervisor will then accompany the reporting party to the front desk to make 2 announcements calling the missing person to the bridge. If on the second announcement they have not reported to the bridge, the bridge lifeguard will activate the 3-minute drill. **See attached appendices.**

- i. **Process:** Bridge lifeguard stays on stand scanning the entire pool throughout the entire drill. Cave lifeguard waits until his/her zone has cleared followed by the deck supervisor's approval. Lifeguard enters water and performs bottom search of caves and wall along deep end. Deep lifeguard waits until his/her zone has cleared followed by the deck supervisor's approval. Lifeguard enters water with flippers, snorkel and mask searching underneath waterfall and bottom of deep end, searching specifically the blind spots. All lifeguards involved with the search in water will continue searching until the missing person has been found. One lifeguard will be assigned to turn off waterfalls, after which they will climb on waterfall and search the pool for the missing person. Supervisor will remain on deck during search; all other lifeguards will be assigned to search the entire facility including bathrooms, café, meeting room, parking lot, towers and closets. Drill must be completed within 3 minutes. Guests will not be permitted to re-enter water until the missing person has been located.
- d. **Bomb Threat:** All bomb threats are treated as a serious matter. Everyone should be urged to exit the building immediately, leaving behind personal items if not readily accessible. 911 and full time Supervisor should be called immediately. All staff, including the on deck supervisor should exit the building and meet in the parking lot across the street towards the very back of the lot. No staff member is permitted to leave the premises until directed to do so by a supervisor. The on deck supervisor will then take a head count to ensure all staff is present and accounted for. No one is permitted to re-enter the facility until police officials have given the all clear. All guests will not be able to re-enter the water until lifeguards are up on stand.
- e. **Fire:** If there is a fire in any of the main buildings i.e. concession stand, towers, meeting room, lifeguard office, 911 should be called immediately. All staff should then start clearing all parts of the buildings and water. Guests should be asked to exit the building through the nearest exit. Once all guests have been cleared staff should exit, meeting in the parking lot across the street from the main entrance. No one is permitted to re-enter the facility until officials have given the all clear. All guests will not be able to re-enter the water until lifeguards are up on stand.
- f. **Heavy Rain:** During times of heavy rain lifeguards have the discretion to clear the pool based on their visibility. This is done by one long whistle blast and waving one arm in a circle above their head. Once rain has slowed or stopped lifeguards may allow guests to re-enter.
- g. **Lightning/Thunder:** Our Thor Guard Lighting Prediction System will sound ONE 15 second blast of the horn signaling suspension of all activities. Patrons should immediately seek an appropriate safe shelter. Lifeguards on stands will clear the pool upon hearing horn blast. Activities will resume only after THREE 5 second blasts of the horn are sounded. Guests may then re-enter the water once all lifeguards are back on stand and have given the all clear.
- h. **Power Failure:** All staff will utilize flashlights and assist in making sure everyone is safe. Staff will immediately check on patrons unattended or in an unsupervised area and provide assistance. Supervisors will designate someone to call the electric company to determine the approximate length of the power failure and determine if patrons need to be evacuated. In the event of a power failure and/or emergency situation requiring evacuation, the Supervisor will notify staff and patrons of the emergency situation and how to proceed.

**VII. Critical incident procedures:**

- a. EMERGENCY ACTION PLAN

- i. The primary lifeguard aware of an incident initiates the emergency action plan by blowing two long whistles and immediately provides care to the guest.
- ii. The primary lifeguard or fellow staff member needs to call for 911, backboard, Oxygen and AED to be brought to the scene.
- iii. If necessary, the pool is cleared by announcing "Please Exit the Water!", blowing a long whistle, and using the PA system and an arm is waved in circles in the air to signal fellow lifeguard staff. Once all zones have been cleared all guards on stand, with exception to the bridge guard, will close down their stand and respond to assist with the emergency. The bridge guard will remain on stand for the duration of the emergency to continue to monitor the water and public.
- iv. If there is a need for EMS, the primary lifeguard instructs a fellow lifeguard or supervisor on the scene to call 911. Someone on the scene should have access to a cell phone to relay important information to the 911 operator. At no point in time should the guest be left unattended. EMS personnel should be directed to the entrance on Sevilla Avenue.
- v. The primary responder and additional staff must remove the guest in distress from the water or from the area of danger to a location he/she will be easily assessed and transported by EMS. An available staff member unlocks the nearest gate and awaits the arrival of EMS. Once on site they will direct EMS to the scene.
- vi. The rescue staff will provide rescue care and/or assessment as needed until EMS arrives and relieves them of their duties.
- vii. All patrons are asked to be removed from the general scene and from the transport path for EMS. The immediate family member may remain at the scene to answer important questions regarding the guest's health and medical history.
- viii. After the guest has been transported off site by EMS, staff will be required to:
  - ix. Complete an Accident/Incident report and get the CASE NUMBER from police or fire rescue.
  - x. Complete a lifeguard rescue report.
  - xi. Announce that the pool will be closed for the remainder of the day due to unforeseen circumstances. Rain checks for complimentary re-entry on another day will be issued. Refunds will not be issued on site but may be requested afterwards by completing a refund request form.
  - xii. All staff and direct witnesses will be required to write a FACTS ONLY statement detailing the event describing WHO, WHAT, WHEN & WHERE. They are not permitted to discuss the incident with other staff members or guests until the statement has been completed.
  - xiii. Staff directly involved with rendering care will be asked to provide their statement first; secondary staff will be used to secure the facility and will then provide their personal statements.
  - xiv. Staff is not permitted to disclose any information to the media and should direct all requests to the Venetian Pool Aquatics Supervisor.
  - xv. Each staff member's emergency contact should be contacted and informed that an incident occurred. It should be explained to them to be alert and attentive to the needs of the staff member as they may be experiencing emotional after-shocks following the traumatic event.

- xvi. Following the incident, the Aquatics Supervisor (if not on site), Parks & Recreation Director, Public Affairs Director, Public Safety Director, Human Resources Director, and Risk Manager must be contacted.
- xvii. A detailed unbiased report summarizing the event using all compiled statements and FACTS is to be completed and sent together with the witness statements, accident/incident and rescue report to the P&R Director and Risk Manager.
- xviii. Jeff Ellis & Associates must be notified via their emergency line (1-800-742-8720) any time a backboard is used, AR, CPR is performed, AED or Oxygen equipment is utilized, or EMS is used. Caller will be prompted to leave a message containing the following: 1. Client Name (Coral Gables Park & Recreation – Venetian Pool) 2. Contact Person (Caller's Name) 3. Direct phone number to reach caller as well as cell phone number of the caller. 4. Brief description of incident.
- xix. A brief defusing with all involved staff must be held immediately following the event and a Critical Incident Stress Management Informational Guide distributed to staff and family members.
- xx. The Venetian Pool Aquatics Supervisor will follow up with all affected staff members. Any staff member emotionally affected by the incident should not be scheduled to work until cleared to return to work.
- xxi. A Crisis Management Briefing should be held with all staff the following day to review the incident and disseminate information.
- xxii. All affected staff is required to attend a debriefing with a Mental Health Professional within seven days of the incident. Affected staff is not required to participate but must attend. Strict confidentiality must be enforced between staff and the Mental Health Professional during the debriefing session.
- xxiii. Follow up care is to be provided as needed.
- xxiv.
- b. *Altercations:* In the event of a physical altercation within the facility 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to attempt to stop the altercation by coming in between the 2 parties. According to the City of Coral Gables regulations, anyone who puts himself or herself in harm's way may be terminated.
- c. *Weapons:* If a weapon is presented to any staff member 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to put themselves in harm's way at any time. Cooperate fully with the person holding the weapon and try to remain calm.
- d. In the event that emergency medical services (EMS) are needed, the Supervisor will direct personnel to call 911. The information below will need to be available and relayed to the dispatcher.
  - Your name
  - Facility name – Venetian Pool
  - Facility address- 2701 Desoto Blvd
  - Facility phone # 305-460-5306
  - Incident and relevant information regarding the injury.
  - Gender and approximate age of injured party.



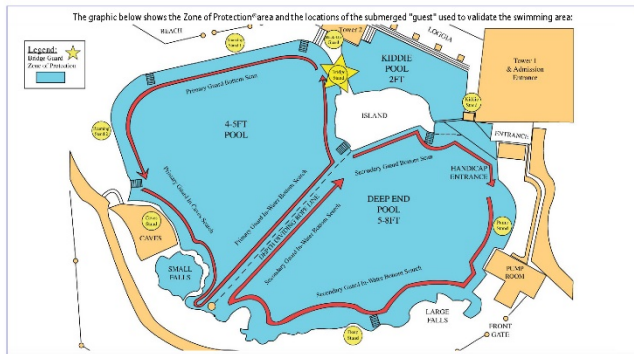
Stay on the phone until all information has been communicated and the dispatcher has disconnected.

### Open Water Zone Validation® Summary

The picture below depicts a Zone of Protection® area for a designated Open Water Swimming area. This Zone of Protection® area allows for a complete bottom search of the identified zone within 3 minutes using the lowest lifeguard staffing level at the location identified below. Zone of Protection® areas must be properly demarcated to allow for clear swimmer communication of approved swimming areas. This Zone of Protection® area is required to be validated every three weeks to confirm continued validation. The information below provides a summary of the results of the Zone Validation® process.



<b>Organization &amp; Aquatic Facility Names:</b>	City of Coral Gables - Venetian Pool	<b>Date of Validation</b>	
<b>Attraction Name:</b>	Venetian Pool	<b>Times of Validation</b>	
<b>Programming:</b>	3 Minute Drill Min. of 2 Lifeguards	<b>Number of rescuers used to determine validation:</b>	2



Briefly describe how the zone is to be searched:  
 The bridge guard will be replaced by the down supervisor, who will remain on stand throughout the search. The primary guard and secondary guard will be conducting a bottom/perimeter search wearing fins and goggles. The primary guard will conduct their search in the shallow side of the pool while the secondary guard will conduct their search in the deep end of the pool. The admissions personnel will turn off the falls and search the rest rooms and other areas until the missing person is found.

Briefly describe the zone as well as the required position and behavior of the lifeguard during regular scanning:  
 The primary guard will perform a bottom scan on their way to the small caves entrance, and then enter the pool there to conduct an underwater search. This lifeguard will search the caves and follow the perimeter of the pool around the small falls and continue down the rope line. The secondary guard will enter the pool off the island entering the water at the handicap ramp and conducting an underwater search towards the large falls and continue down the rope line until they reach the island and back to the handicap entrance. Both guards are to continue circling their area until the missing person is found.

Has the Open Water Zone Validation® Process confirmed that the entire bottom can be searched within 3 minutes?  YES  NO

Guest Rules that should be enforced and/or other requirements to further assist the lifeguard at this location?  
 Non-swimmers are not to be permitted across the rope line to swim in the deep end unless accompanied by a strong swimmer and wearing a US Coast Guard approved life-jacket. A 3:1 child to adult ratio must be maintained while swimming in the deep end of the pool. The deep-end ladder is for exit only.

Validation Completed by: \_\_\_\_\_  
 Position / Title: \_\_\_\_\_

© Jeff Ellis & Associates, Inc. | Client Template 5

CITY OF CORAL GABLES  
 Risk Management Division • 2801 S.W. 26th Street, Second Floor • Coral Gables, FL 33134

LOCATION CODE	0020
THIS ACCIDENT RESULTED IN:	<input type="checkbox"/> BODILY INJURY <input type="checkbox"/> PROPERTY DAMAGE

### ACCIDENT-INCIDENT REPORT

<b>TYPE OF ACCIDENT / INCIDENT</b>	<input type="checkbox"/> LIABILITY <input type="checkbox"/> PROPERTY DAMAGE <input type="checkbox"/> VEHICLE	<input type="checkbox"/> INS. CARRIER NOTIFIED SENT	<input type="checkbox"/> STUDENT EMPLOYEE CITIZEN	<input type="checkbox"/> SCHOOL EMPLOYEE DEPT
<b>ACCIDENT / INCIDENT (A)</b> Slip & Fall - Fountain Room Stairs To Kiddee Pool				
<b>DATE OF INCIDENT</b>	<b>TIME</b>	<b>LOCATION OF ACCIDENT / INCIDENT</b>		
(6)	(7) AM PM	(8) Venetian Pool - 2701 De Soto Blvd. Coral Gables, FL 33134 - Staircase		
<b>PERSONS CALLED TO SCENE</b>		<input type="checkbox"/> POLICE	<input type="checkbox"/> INSURANCE & SAFETY	<input type="checkbox"/> SUPERVISOR
(9)		<input type="checkbox"/> FIRE RESCUE	<input type="checkbox"/> AMBULANCE	<input type="checkbox"/> CASE NUMBER
		(10) XXXXXXX		
<b>CITY PROPERTY DAMAGE (A-C-R-O) (B)</b>				
<b>EMPLOYEE'S NAME (OPERATOR)</b>		<b>DRIVERS LICENSE NUMBER</b>		<b>DEPT./DIV.</b>
(11)		(12)		(13)
<b>VEHICLE MAKE/TYPE</b>		<b>YEAR</b>	<b>CITY TAG</b>	<b>VEHICLE NO.</b>
(14)		(15)	(16)	(17)
		<b>DESCRIPTION OF DAMAGE (CITY)</b>		
		(18)		
<b>CLAIMANT (PROPERTY DAMAGE) (C)</b>				
<b>PROPERTY OWNERS NAME</b>		<b>DRIVERS NAME</b>	<b>TAG NUMBER</b>	<b>PROPERTY OWNERS PHONE</b>
(19)		(20)	(21)	(22)
<b>PROPERTY OWNERS ADDRESS</b>		<b>CITY</b>	<b>STATE</b>	<b>ZIP CODE</b>
				(23)
		<b>DESCRIBE DAMAGE TO PROPERTY</b>		
		(24)		
<b>CLAIMANT (BODILY INJURY) (D)</b> Confusion to lower back and left hip				
<b>NAME</b>		<b>D.O.B.</b>	<b>NATURE OF INJURY</b>	
(25) Jane Doe		(26) XX-XX-XX	(27) Slip & fall onto lower back and left hip	
<b>ADDRESS</b>		<b>CITY</b>	<b>STATE</b>	<b>ZIP CODE</b>
(28) XXXXXXXXXXXXXXXXXXXX		(29) XXXXXXX	(30) XX	(31) XXXXX
				<b>OCCUPATION</b>
				(32) Student
				<b>HOME PHONE</b>
				(33) XXXXXXXX
<b>FIRST AID (A)</b> Ice & SAMPLE				
<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <b>IF YES EXPLAIN TREATMENT BY WHOM AND HOW WAS TAKEN WHILE Lifeguard Sofia Villar asked guest to remain still, did a SAMPLE and provided ice</b>				
<b>BUSINESSES OR OCCUPANTS OF CITY OR PRIVATE VEHICLES (F)</b>				
<b>NAME</b>		<b>ADDRESS</b>	<b>CITY</b>	<b>STATE</b>
(34)		(35)	(36)	(37)
<b>NAME</b>		<b>ADDRESS</b>	<b>CITY</b>	<b>STATE</b>
(38)		(39)	(40)	(41)
		<b>PHONE</b>		
		(42)		
<b>DESCRIBE THE ACCIDENT (STATE ONLY INDUSTRY FACTS, THE ADDITIONAL SHEETS IF NECESSARY) (G)</b>				
Jane Doe claims she was walking down the steps from the fountain room, when she slipped on water after the last step. She reports landing on the steps with her lower back and left hip. Sofia Villar (LG) responded to the scene, asked the guest to remain still until safe to move, completed a SAMPLE and provided ice. Guest refused medical assistance from 911.				
<b>EMPLOYEE SIGNATURE</b>				
I HAVE REVIEWED THIS REPORT WITH THE EMPLOYEE X		Print Name & Sign		
(43)		TITLE		
		DATE		
		(44)		
<b>EMPLOYEE SIGNATURE</b>				
I HAVE REVIEWED THIS REPORT WITH THE SUPERVISOR X		Print Name & Sign		
(45)		TITLE		
		DATE		
		(46)		
<b>DEPARTMENT HEAD SIGNATURE</b>				
		TITLE		
		DATE		
		(47)		
<b>ORIGINAL - RISK MANAGEMENT DIVISION COPY - DEPARTMENT FILE IF AUTO-ACCIDENT - AUTOMOTIVE</b>				

### Monthly In-Service Requirements

Nov 2017	5 hour of IST	1 hour of IST	1.5 hours of IST	2 hours of IST	2.5 hours of IST	3 hours of IST	3.5 hours of IST	4 hours of IST	4.5 hours of IST	5 hours of IST	ADULT ANCHORABLE	CHILD ANCHORABLE	Infant ANCHORABLE	Special Management	Water Rescues	First Aid	Job Recognition	Block Moves	Mandating IST	MAI Fall (Active)	MAI Fall (Inactive)	MAI Fall (R/S/B)	MAI Fall (Random)	In-house Audit	CEA Audit	3 Minute Drill	Documentation	2 1/2 yard South	2 minute Trunk	Deep Water Brick	Endurance Training	Other	
Borrito, Allan																																	
Borrito, Ryan																																	
Brennan, Robert																																	
Delgado, Lazaro																																	
Espino, Sarah																																	
Estrada, Eric																																	
Flexman, Madeleine																																	
Gallardo, Martin																																	
Gomez, Matthew																																	
Gonzalez, Alex																																	
Gonzalez, Karla																																	
Gonzalez, Rebecca																																	
Gonzalez, Victoria																																	
Hardy-Howard, Jeremy																																	
Hassan, Alisha																																	
Hassan, Imran																																	
Hernandez, Jenner																																	
Machado, Michael																																	
Martinez, Rodolfo																																	
Moya, Nathalia																																	

**Venetian Pool  
Opening Daily Checklist  
January 2021**

Instructions: Please initial under opening duties

Date	Day	Time	Set-Up Guard Stands	Opening Bottom Scan	Liberty Walk through	Flag/Gate Waterfalls	Check Drainage Grid	Check AED	Turn On Fountain	Check Hip Pack Availability	Check a min. bag	Reports and Schedules	Check First Aid	Ther Guard	Lead LG Signature
1-Jan	Fri														
2-Jan	Sat														
3-Jan	Sun														
4-Jan	Mon														
5-Jan	Tue														
6-Jan	Wed														
7-Jan	Thu														
8-Jan	Fri														
9-Jan	Sat														
10-Jan	Sun														
11-Jan	Mon														
12-Jan	Tue														
13-Jan	Wed														
14-Jan	Thu														
15-Jan	Fri														
16-Jan	Sat														
17-Jan	Sun														
18-Jan	Mon														
19-Jan	Tue														
20-Jan	Wed														
21-Jan	Thu														
22-Jan	Fri														
23-Jan	Sat														
24-Jan	Sun														
25-Jan	Mon														
26-Jan	Tue														
27-Jan	Wed														
28-Jan	Thu														
29-Jan	Fri														
30-Jan	Sat														
31-Jan	Sun														

**Venetian Pool  
Closing Daily Checklist  
Jan-21**

Instructions: Please initial under closing duties

Date	Day	Time	Chemical Level	Liberty Walk- through	Testing Bottom Scan	Guard Stands Visible	Turn Off Waterfalls close	Flag Down and stored	Lock at perimeter patio	Pool Area G2, AED, Backbox	Submit Reports	Lock & Cover Lounge	Lock & Turn off Room	Lead LG Signature
1-Jan	Fri													
2-Jan	Sat													
3-Jan	Sun													
4-Jan	Mon													
5-Jan	Tue													
6-Jan	Wed													
7-Jan	Thu													
8-Jan	Fri													
9-Jan	Sat													
10-Jan	Sun													
11-Jan	Mon													
12-Jan	Tue													
13-Jan	Wed													
14-Jan	Thu													
15-Jan	Fri													
16-Jan	Sat													
17-Jan	Sun													
18-Jan	Mon													
19-Jan	Tue													
20-Jan	Wed													
21-Jan	Thu													
22-Jan	Fri													
23-Jan	Sat													
24-Jan	Sun													
25-Jan	Mon													
26-Jan	Tue													
27-Jan	Wed													
28-Jan	Thu													
29-Jan	Fri													
30-Jan	Sat													
31-Jan	Sun													

CONCESSIONS DAILY OPENING CHECKLIST NOVEMBER 2020	
Date	Day
1-Nov	Sunday
2-Nov	Monday
3-Nov	Tuesday
4-Nov	Wednesday
5-Nov	Thursday
6-Nov	Friday
7-Nov	Saturday
8-Nov	Sunday
9-Nov	Monday
10-Nov	Tuesday
11-Nov	Wednesday
12-Nov	Thursday
13-Nov	Friday
14-Nov	Saturday
15-Nov	Sunday
16-Nov	Monday
17-Nov	Tuesday
18-Nov	Wednesday
19-Nov	Thursday
20-Nov	Friday
21-Nov	Saturday
22-Nov	Sunday
23-Nov	Monday
24-Nov	Tuesday
25-Nov	Wednesday
26-Nov	Thursday
27-Nov	Friday
28-Nov	Saturday
29-Nov	Sunday
30-Nov	Monday

CONCESSIONS DAILY CLOSING CHECKLIST NOVEMBER 2020	
Date	Day
1-Nov	Sunday
2-Nov	Monday
3-Nov	Tuesday
4-Nov	Wednesday
5-Nov	Thursday
6-Nov	Friday
7-Nov	Saturday
8-Nov	Sunday
9-Nov	Monday
10-Nov	Tuesday
11-Nov	Wednesday
12-Nov	Thursday
13-Nov	Friday
14-Nov	Saturday
15-Nov	Sunday
16-Nov	Monday
17-Nov	Tuesday
18-Nov	Wednesday
19-Nov	Thursday
20-Nov	Friday
21-Nov	Saturday
22-Nov	Sunday
23-Nov	Monday
24-Nov	Tuesday
25-Nov	Wednesday
26-Nov	Thursday
27-Nov	Friday
28-Nov	Saturday
29-Nov	Sunday
30-Nov	Monday

### Supplemental Oxygen & Related Emergency Equipment Inspection Report

Supplemental Oxygen and related Emergency Equipment must be checked at least once per day (and/or) during opening, and closing for safety to ensure adequate supplies of Oxygen, equipment components, and accessories, as well as to ensure the proper function of, and readiness of, equipment in the event of an emergency. EAP operating rooms call for Supplemental Oxygen and related equipment have the following goals to ensure with a minimum risk of escalation from the rescue.

**Organization:** City of Coral Gables  
**Facility:** Venetian Pool  
**Location of Equipment:** Lifeguard Tower

**Report Start Date:** Saturday, June 1, 2019  
**Report End Date:** Sunday, June 30, 2019

Date	Time	Oxygen Tank Level (1500 PSI)	IS/LP Flow Rate Self-Test	Regulator is Assured	Oxygen Tubing Available	60/100 Available	Small Easy Mask w/ O2 For Available	Non-rebreather Mask Available	Suction Device Available	Exam Gloves Available	Staff Initials
1		YES	YES	YES	YES	YES	YES	YES	YES	YES	
2		YES	YES	YES	YES	YES	YES	YES	YES	YES	
3		YES	YES	YES	YES	YES	YES	YES	YES	YES	
4		YES	YES	YES	YES	YES	YES	YES	YES	YES	
5		YES	YES	YES	YES	YES	YES	YES	YES	YES	
6		YES	YES	YES	YES	YES	YES	YES	YES	YES	
7		YES	YES	YES	YES	YES	YES	YES	YES	YES	
8		YES	YES	YES	YES	YES	YES	YES	YES	YES	
9		YES	YES	YES	YES	YES	YES	YES	YES	YES	
10		YES	YES	YES	YES	YES	YES	YES	YES	YES	
11		YES	YES	YES	YES	YES	YES	YES	YES	YES	
12		YES	YES	YES	YES	YES	YES	YES	YES	YES	
13		YES	YES	YES	YES	YES	YES	YES	YES	YES	
14		YES	YES	YES	YES	YES	YES	YES	YES	YES	
15		YES	YES	YES	YES	YES	YES	YES	YES	YES	
16		YES	YES	YES	YES	YES	YES	YES	YES	YES	
17		YES	YES	YES	YES	YES	YES	YES	YES	YES	
18		YES	YES	YES	YES	YES	YES	YES	YES	YES	
19		YES	YES	YES	YES	YES	YES	YES	YES	YES	

**Periodic Supervisor Equipment Check**  
**Oxygen Refill Log**

### Automated External Defibrillator (AED) Equipment Inspection Report

AED Equipment must be checked at least once per day (and/or) during opening and closing for safety to ensure the readiness of, and accessibility of, equipment in the event of an emergency. EAP operating rooms call for AED Equipment have the following goals to ensure with a minimum risk of escalation from the rescue.

**Organization:** City of Coral Gables  
**Facility:** Venetian Pool  
**Location of AED Equipment:** Lifeguard Tower / Front Office

**Report Start Date:** Thursday, October 1, 2020  
**Report End Date:** Saturday, October 31, 2020

Date	Time	AED Self Test Successful?	Shock Battery Available?	Drilling Screws Available?	Heart Rate Analytic?	ECG/ECG Pad Available?	FEELTRON Pad (in Use) Available?	Backup Pad Available?	Accol Meter Available?	Travel Kit	Staff Initials
1		YES	YES	YES	YES	YES	YES	YES	YES	YES	
2		YES	YES	YES	YES	YES	YES	YES	YES	YES	
3		YES	YES	YES	YES	YES	YES	YES	YES	YES	
4		YES	YES	YES	YES	YES	YES	YES	YES	YES	
5		YES	YES	YES	YES	YES	YES	YES	YES	YES	
6		YES	YES	YES	YES	YES	YES	YES	YES	YES	
7		YES	YES	YES	YES	YES	YES	YES	YES	YES	
8		YES	YES	YES	YES	YES	YES	YES	YES	YES	
9		YES	YES	YES	YES	YES	YES	YES	YES	YES	
10		YES	YES	YES	YES	YES	YES	YES	YES	YES	
11		YES	YES	YES	YES	YES	YES	YES	YES	YES	
12		YES	YES	YES	YES	YES	YES	YES	YES	YES	
13		YES	YES	YES	YES	YES	YES	YES	YES	YES	
14		YES	YES	YES	YES	YES	YES	YES	YES	YES	
15		YES	YES	YES	YES	YES	YES	YES	YES	YES	
16		YES	YES	YES	YES	YES	YES	YES	YES	YES	
17		YES	YES	YES	YES	YES	YES	YES	YES	YES	
18		YES	YES	YES	YES	YES	YES	YES	YES	YES	
19		YES	YES	YES	YES	YES	YES	YES	YES	YES	

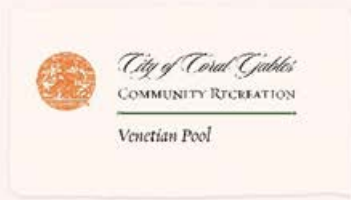
**Periodic Supervisor Equipment Check**  
**AED PAD Replacement**

### City of Coral Gables Venetian Pool Water Quality Control Program Supervisor's Water Test Log Sheet

**Month:** Jan 2021

Date	Weekday	pH Display	Cl Display	ORP Display	pH Results	Cl Results	Val Levels	Time	Signature
1-Jan	Fri								
2-Jan	Sat								
3-Jan	Sun								
4-Jan	Mon								
5-Jan	Tue								
6-Jan	Wed								
7-Jan	Thu								
8-Jan	Fri								
9-Jan	Sat								
10-Jan	Sun								
11-Jan	Mon								
12-Jan	Tue								
13-Jan	Wed								
14-Jan	Thu								
15-Jan	Fri								
16-Jan	Sat								
17-Jan	Sun								
18-Jan	Mon								
19-Jan	Tue								
20-Jan	Wed								
21-Jan	Thu								
22-Jan	Fri								
23-Jan	Sat								
24-Jan	Sun								
25-Jan	Mon								
26-Jan	Tue								
27-Jan	Wed								
28-Jan	Thu								
29-Jan	Fri								
30-Jan	Sat								
31-Jan	Sun								

# Coral Gables Venetian Pool



- Legend:
- Entrance/Exit Door
  - Activity Rooms
  - Recreational Areas
  - Offices
  - Bathrooms
  - Storage
  - Mechanical/Electrical







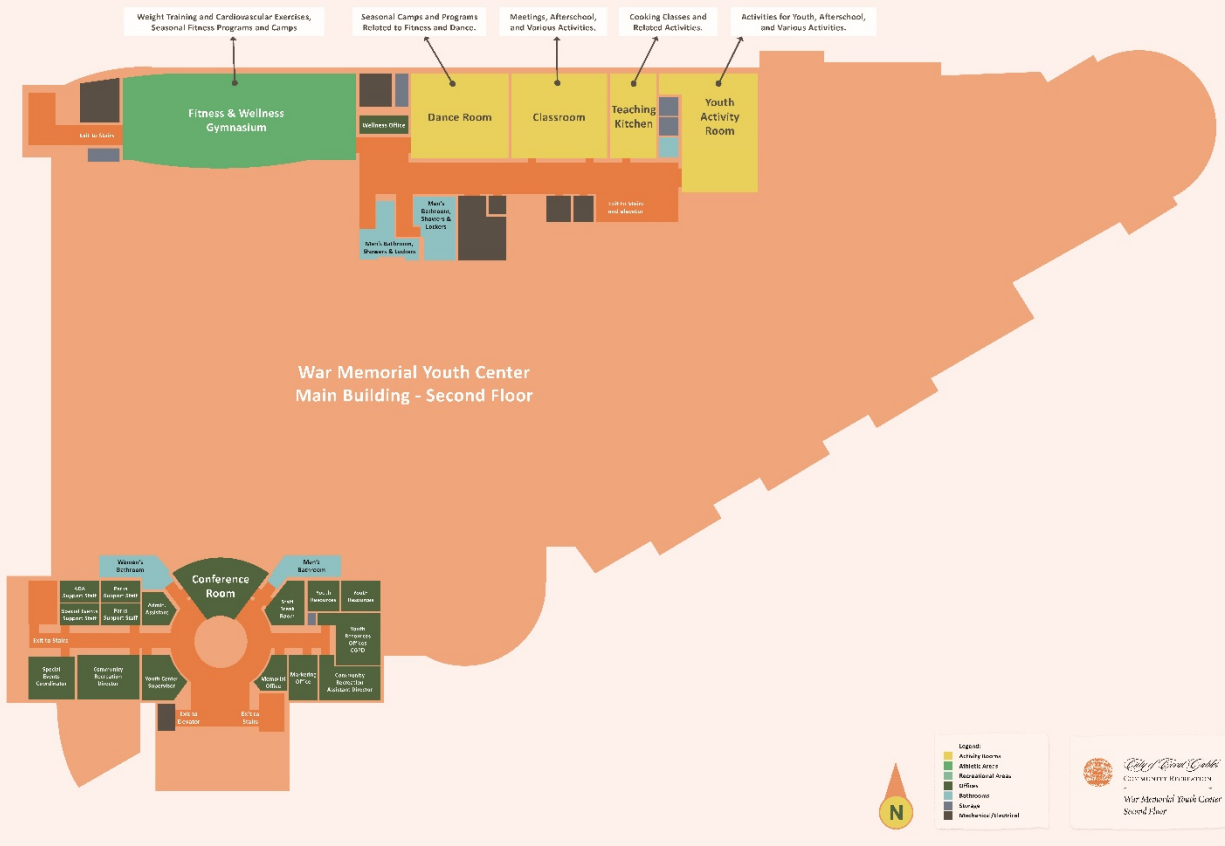
CITY OF CORAL GABLES  
**COMMUNITY RECREATION DEPARTMENT**  
War Memorial Youth Center



**War Memorial Youth Center  
Main Building - First Floor**



**War Memorial Youth Center  
Main Building - Second Floor**





**I. Locking key systems and associated assignments:**

- a. Youth Center Supervisors, Administration and full-time maintenance staff will have master keys and access to open and close the facility.
- b. Security codes will be given to all employees responsible for opening and closing the facility.
- c. The manager for the contracted cleaning crew will also have a master key and security alarm code.

**II. Alarm system and assignment of security codes:**

- a. When the security alarm goes off during the non-business hours a supervisor is immediately contacted. Police secures the area and the supervisor then goes in to reset the alarm. The supervisor is to contact the Director immediately after being contacted by the police department. If a break in has occurred, the supervisor is to go through the security cameras with the police to determine the cause and who it was. The Director is to be told in full detail of the whole incident. Then the supervisor is to draw up a full report of the incident.

**III. Opening and closing procedures:**

- a. Secure and lock maintenance, garage & hallway doors-- starting at 3pm daily (key access only)
- b. Close & lock maintenance area and office & turn off lights
- c. Set-ups- prep for following day- if event has expired remove and store equipment
- d. Close safe room & turn off lights and close file room & turn off lights
- e. Make 1 hour, 30 min, 15 min, and 5 min announcements
- f. Organize patio- remove additional chairs, debris from pavilions and patio area
- g. Make note of any lingering maintenance issues for next day's supervisor
- h. Lock all interior facility doors
- i. Lock all exterior facility doors- arm the alarm doors in basketball gymnasium
- j. Secure main reception entrance and side entrance upon leaving
- k. Chain Yellow gate
- l. Check bathrooms to make sure all parties have exited
- m. Close & lock outdoor basketball courts
- n. Close outdoor vending area and lock side entrance doors (2nd floor access)

**IV. Fire alarm and fire suppression systems:**

- a. The rear "yellow gate" has been replaced with enhanced security features.
- b. Facility AED and Fire extinguishers are maintained yearly by CGFD.
- c. Fire Safety drills are being held monthly by Y. C. Staff.
  
- d. Lost Child or "code amber" training and drills are now being held and coordinated by Yanessa Rodriguez at the YC.
- e. The seniors have been relocated to the AAC.
- f. Steps to reduce the interaction of children and non-staff adults have been implemented including designated bathrooms for children only or adult only and all visitors are being routed through the front lobby check point.

**V. Emergency evacuation procedures:**

- a. **Thor Guard**

- i. You will be warned by our Thor Guard Lighting Prediction System, which sounds ONE 15 second blast of the horn signaling suspension of all activities. You should immediately seek an appropriate safe shelter. You may resume activities only after THREE 5 second blasts of the horn are sounded.
- b. **Fire Drill Evacuation**
  - i. If there is a fire in any of the buildings 911 should be called immediately. All staff should then start clearing all parts of the buildings. Guests should be asked to exit the building through the nearest exit. Once all guests have been cleared staff should exit, meeting in the parking lot across the street from the main entrance. No one is permitted to re-enter the facility until officials have given the all clear.

## VI. Critical incident procedures:

- a. **Altercations:**  
In the event of a physical altercation within the facility 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to attempt to stop the altercation by coming in between the 2 parties. According to the City of Coral Gables regulations, anyone who puts himself or herself in harm's way may be terminated.
- b. **Weapons:**  
If a weapon is presented to any staff member 911 should be called immediately and a full time Supervisor should be notified. No staff member is permitted to put themselves in harm's way at any time. Cooperate fully with the person holding the weapon and try to remain calm.
- c. In the event that emergency medical services (EMS) are needed, the Supervisor will direct personnel to call 911. The information below will need to be available and relayed to the dispatcher
  - i. Your name
  - ii. Facility name – Youth Center
  - iii. Facility address- 405 University Drive
  - iv. Facility phone # 305-460-5600
  - v. Type of injury and any information you have on the injury.
  - vi. Gender and approximate age of injured party
  - vii. Stay on the phone until all information has been communicated and the dispatcher has disconnected

## VII. Standard Lockdown

- a. When a person reports another person missing in their party a supervisor needs to be informed immediately before activating 3-minute drill.
- b. Supervisor will then accompany the reporting party to the front desk to make 2 announcements calling the missing person to the reception area.
- c. If on the second announcement they have not reported to the reception, the supervisor will activate the lock down.
- d. The Supervisor stays at reception while full-time and part time staff scans the entire facility throughout the lock down.
- e. Guests will not be permitted to re-enter the building until the missing person has been located or the police has been contacted.

- f. Police will be contacted, and security cameras will be checked throughout the whole facility.



CITY OF CORAL GABLES  
**COMMUNITY RECREATION DEPARTMENT**  
Special Events Plans

**Holiday Tree Lighting Spectacular:**

**Location:** 405 Biltmore Way & Merrick Park

**Date & Time:** Friday, December 4 from 7-9 p.m. with the lighting of the tree at 7:30 p.m. and opening of the Holiday Park from 8 p.m. to 10 p.m.

**Event Summary:** This year's Holiday Tree Lighting Spectacular will be a ticketed resident exclusive event with reduced capacity to comply with Covid-19 regulations. The event will focus on a two-hour show with a smaller stage and socially distant spectator pods that consist of four chairs to accommodate a family of four. Santa will drive down Miracle Mile with the Antique Fire Engine to lessen public exposure and reduce the likeliness of a crowd of spectators following him down to City Hall. Santa (wearing a mask) will ascend the stage with a limited amount of City VIP's and light up the tree at 7:30 p.m. The event will conclude with a premiere opening of the Holiday Park limited to 100 max entries until 10 p.m.

**Event Capacity:** 126 family (4 person max) pods = 504 max attendants (18 rows of 7 pods per row with each pod separated by 6 feet from adjacent pods). See site plan for reference. (Hold for 14 VIP pods)

**Ticket Cost:** \$20 per family (4 chair) pod. Tickets must be purchased in advance (first come first serve) on playgables.com and is limited to Coral Gables resident Household Accounts only. Residents who do not have a PlayGables Household must create and verify their resident household online prior to being eligible to purchase an event ticket. Tickets will be available online starting Friday, November 27.

**Santa Schedule:** Antique Ladder Truck Appearance at 7:30p.m. (6pm-9:00pm) Repror

**Commission & VIP's:** To be confirmed

The VIP area will be located on the balcony outside the Commission Chambers. (Max capacity must be verified)

- Raúl Valdés-Fauli, Mayor + 28 VIP guests
- Vince Lago, Vice Mayor + 4
- Jorge L. Fors, Jr., Commissioner + 3
- Pat Keon, Commissioner
- Michael Mena, Commissioner
- Peter J. Iglesias, City Manager
- Miriam Soler Ramos, City Attorney



- Billy Y. Urquia, City Clerk
- Ed Santamaria, ACM (possibly watching from window)

**Event Amenities:**

- Hot Chocolate/Coffee Station
- Green Screen Photo Opportunity
- Goodie basket per family pod
- Premier access to the holiday park

**Event Resources:**

- 25x20 stage with sound system and multiple microphones
- 4 ADA sized portable restrooms
- 4 four light towers
- 2 check-in tents
- 2 photo booth stations/tents
- 2 barista stations/tents
- French interlocking barricades - quantity to be determined
- Parade barricades - quantity to be determined
- 504 chairs + VIP chairs amount to be determined
- 2 touchless hand washing stations
- 4 touchless hand sanitizing stations

**Staffing Requirements:**

- MC – Fred Couceyro/Rita Verros
- Stage Logistics – Carlos Pichardo
- Event Logistics – Norma Gavarrete & Susan Lainfiesta
- Check-In Tents – 4 staff
- Park Entrances – 2 staff
- Photographer – Fabio Rodriguez & Jamie Jimenez
- Concessions Staff – 3 staff
- Park Security – 1 staff
- Police – staff amount to be determined
- Fire - staff amount to be determined

**Covid-19 Requirements:**

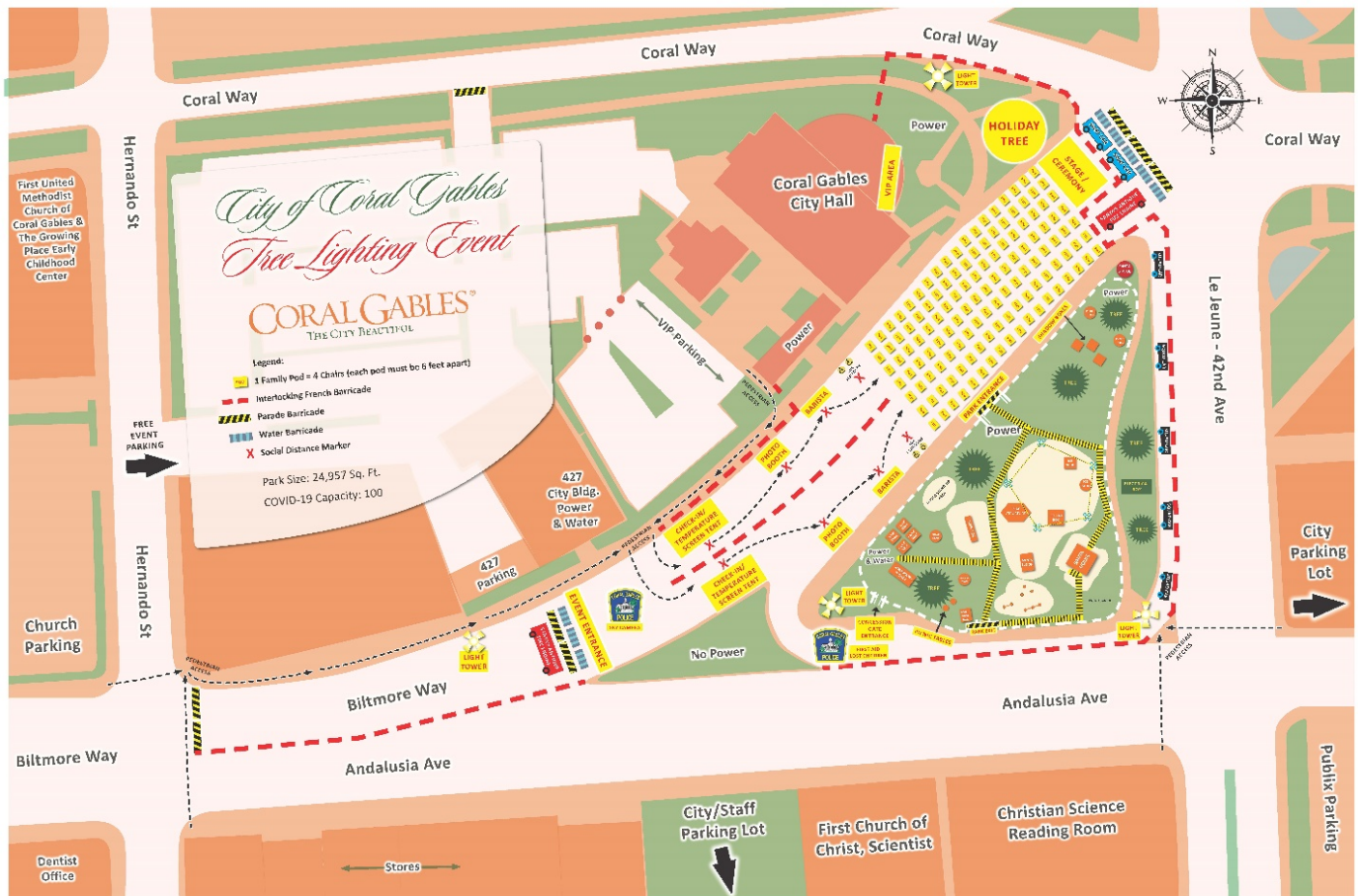
- Masks/face coverings must be worn at all times (exception for those under two years of age and those with health conditions).
- Limit crowding and queues through social distancing markings on the floor for the following areas:
  - Check-in & temperature screening tent
  - Barista station
  - Photo booth station
  - Holiday Park entrance
  - ADA restrooms
- Separate family pods by six feet from one another
- Provide touch free handwashing stations outside portable restrooms
- Provide touch free hand sanitizing stations by check-in area and portable restroom area.
- Temperature screening personnel must wear facemasks and gloves in addition to a mask.

**Traditional event amenities that will not be available this year:** Due to Covid-19 restrictions, there will be no pictures with Santa, no rides, no vendors, no carnival games.

### Holiday Tree Lighting Spectacular Site Plans



**Public Viewing Area:** Will accommodate 126 family pods



### Stage Line-Up: Entertainment & Special Guests

- 7:00 p.m. Event Introductions
- 7:05 p.m. Entertainment – Actors Playhouse
- 7:25 p.m. Greetings from the Coral Gables Commission
  - Mayor Raul Valdes Fauli
  - Vice Mayor Vincent Lago
  - Commissioner Patricia Keon
  - Commissioner Michael Mena
  - Commissioner Jorge Fors
- 7:30 p.m. Arrival of Santa & Lighting of the Tree
- 7:45 p.m. Entertainment - UM/Frost School of Music
- 8:00 p.m. Opening of Holiday Park
- 8:15 p.m. Entertainment - Miami High Senior Choir
- 8:30 p.m. Entertainment - Actors Playhouse
- 9:00 p.m. Closing Announcements & Thank You's

### Event Line-Up: Set-Up & Break-Down

- **Thursday, December 3<sup>rd</sup>:**
  - No Parking Kiosk covers / signs - Norma
  - Water Barricade Delivery – 8 behind fire truck & 12 behind stage
  - Concessions Trolley French Barricades x 4
  - French & Parade Barricade delivery – Juan & Randall (amount to be determined)
  - Message Board – announcing street closure “Road closed December 4”
- **Friday, December 4<sup>th</sup>:**
  - 6 a.m. Closing of Biltmore Way - Barricades – Juan & Randall
  - 6 a.m. Closing of Biltmore Way - Police (remove any parked vehicles) – CGPD - Alex Escobar
  - 12 noon - Open Biltmore Way for vendor vehicles
  - 12 noon & 1 p.m. - Tent set-up (2 tents/ 504 chairs) – Moes
  - 12 noon & 1 p.m. - Stage (25x20) & Sound set-up – Interface/Ralph
  - 1 p.m. & 3 p.m. - ADA Port-A-Potty set-up (x4) - United
  - Public Service Crew – garbage & recycling cans – palms & poincianas (2 – 3-person crew) (#? of waste/recycling containers)
  - 3 p.m. - Outside Vendors

- Photo Booth
  - Coffee Barista
- 3 p.m. - Set up signage/banners and registration tents
- 4:00 p.m. – Soft Closure off Biltmore Way for vendor vehicles
- 4:00 p.m. - Parks Event Staff Arrival (shirt distribution)
  - 4 x Registration Tents (4 YC staff)
  - 2 x Park Staff (YC staff)
  - 1 x Stage Area (Carlos Pichardo)
  - 4 x Park Concessions (VP staff)
  - 1 x Photographer (Fabio/Jamie)
- 4:30 p.m. – Hard Closure off Biltmore Way for vendor vehicles
- 4:30 p.m. - Triple Redundancy safety set-up ??? – 2 Trolleys & 1 Fire Engine 1 Ladder Truck
- 4:30 p.m. – Fill up water barricades
- 4:30 p.m. – Police Roll Call
- 4:30 p.m. First Aid & Lost Children – Police Command Station
- 5:00 p.m. - Electrical Inspection – PW – Boris Lazo / Development Services - Marino – Computer Electric (outside electrician) (pending confirmation)
- 6 p.m. to 10 p.m. - 2 x Porter staff for City Hall for bathrooms & 2 x ADA portable bathrooms (Staff SFM Janitorial) – PW – Ralph Rodriguez
- 6 p.m. to 10 p.m. - Open up City Hall for VIP's (Staff FPI Security Guard) – Police – Krizia McGraw
- 6:30 p.m. - MC – review stage script – CGTV – Rita Verreos???
- 7:00 p.m. – 10:00 p.m. Event Hours
- 10:00 p.m. - Event & Vendor Breakdown
- 10:30 p.m. - Street reopened for breakdown - Police
- 11:00 p.m. - Street open for regular traffic - Police
- 12:00 midnight – Street Sweeper



## **Movies Under the Gables Moonlight - Movie Series Plan**



**Location:** Alternate Park locations in North, Central and South Gables.

- Philips Park - 90 Menores Ave.
- William H. Kerdyk Jr. & Family Park – 6611 Yumuri Street
- Youth Center Athletic Field – 405 University Drive

**Date & Time:** Every third Saturday of the month from November 2020 through April 2021 at 6p.m.

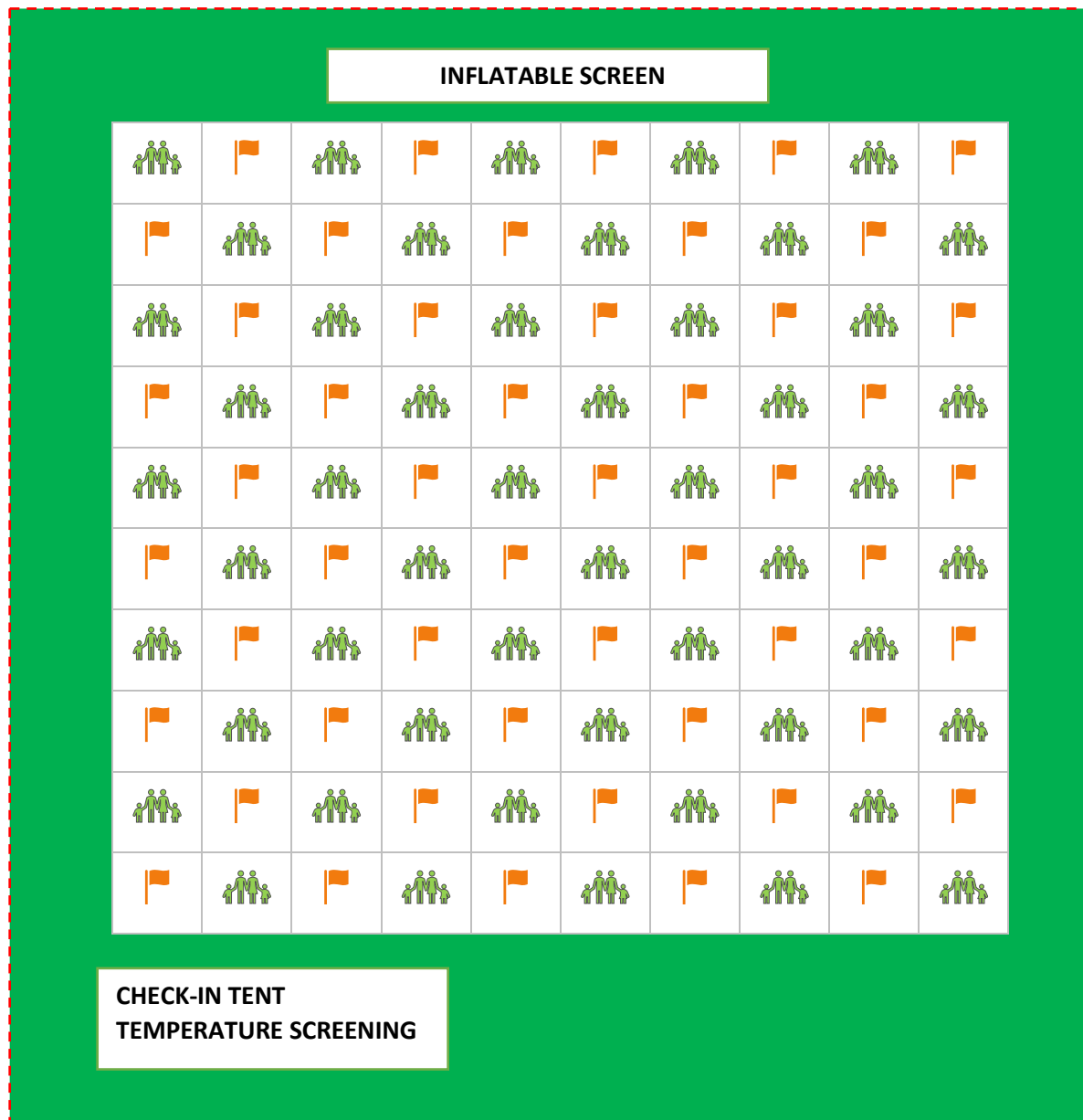
- Saturday, November 21, 2020 at 6p.m. – Moana @ Phillips Park
- Saturday, December 19, 2020 at 6p.m. – The Santa Clause @ Kerdyk Park
- Saturday, January 16, 2021 at 6p.m. – Frozen 1 @ Philips Park
- Saturday, February 20, 2021 at 6p.m. – Toy Story 4 @ Kerdyk Park
- Saturday, March 20, 2021 at 6p.m. – Beauty & the Beast (Animated) @ Philips Park
- Saturday, April 17, 2021 at 6p.m. – Jurassic Park - @ Youth Center

### **Event Summary:**

This year's outdoor movie series will be a ticketed resident exclusive event with reduced capacity to comply with Covid-19 regulations. The objective of the event series is to activate parks and neighborhoods throughout Coral Gables by providing programming in the North, Central and South of the City. Each month's movie will feature a different movie and neighborhood park to service that immediate neighborhood and community. The event will focus on a two-hour movie with socially distant spectator pods that accommodate a family of four. Each pod (square) will measure 10ft x 10ft.

**Event Capacity:** 50 family (4 person max) pods = 200 max attendants (10 rows of 10 pods per row with each pod measuring 10ftx10ft and every other pod being left vacant to allow for physical

distancing). Vacant pods will be marked with flags to prevent families from sitting in the buffer pods. See site plan for reference.



**Ticket Cost:** \$10 per family (4 chair) pod. Tickets must be purchased in advance (first come first serve) on playgables.com and is limited to Coral Gables resident Household Accounts only. Residents who do not have a PlayGables Household must create and verify their resident household online prior to being eligible to purchase an event ticket.

**VIP's:** Sponsoring Partner – Coral Gables Art Cinema

**Event Amenities:** Picnic blanket per family pod

## Event Resources:

- Inflatable screen
- Soundsystem – provided by Art Cinema
- Projector – provided by Art Cinema
- 1 City branded check-in tent
- French interlocking barricades for perimeter - quantity to be determined
- 2 touchless hand sanitizing stations
- 50 picnic blankets
- 2 x touchless thermometers

## Staffing Requirements:

- Event Logistics – Norma Gavarrete
- Check-In Tents – Susan Lainfiesta
- Movie Technician – provided by Art Cinema
- City Electrician – Boris Lazo
- Photographer – Fabio Rodriguez & Jamie Jimenez
- Park Security – 1 FPI staff contracted

## Covid-19 Requirements:

- Masks/face coverings must be worn at all times outside family pod (exception for those under two years of age and those with health conditions).
- Limit crowding and queues through social distancing markings on the floor for the following areas:
  - Check-in & temperature screening tent
- Separate family pods by filling in every other square – see site plan
- Provide touch free hand sanitizing stations.
- Temperature screening personnel must wear facemasks and gloves.
- Staff must wear masks/face coverings at all times.

**Traditional event amenities that will not be available this year:** Free popcorn and concession amenities. Families may bring their own family picnics.

## Event Line-Up: Set-Up & Break-Down

- **Friday**
  - Park Closure Signs
  - French Barricade delivery – (amount to be determined)
- **Saturday**
  - 6:00 p.m. – Open check-in
  - 6:25 p.m. – Announcements
  - 6:30 p.m. – Commence Movie

# Movies Under the Gables Moonlight

Public Viewing Area: Will accommodate 50 family pods







Annual Meeting  
12-7-22  
CAPRA Review  
8.0 General  
Security Plan,  
Public Safety, Law  
Enforcement and  
Security



# Learning Objectives

- *Codes, Laws and Ordinances – Where can I find them?*
- *In-Service Training Milestones*
- *Crowd Control Best Practices*
- *Taking a Deeper Look at Crisis Management & Critical Incidents*
- *Developing Your Emergency Plan*
- *Leadership in Crisis*
- *Developing a General Security Plan*
- *Q & A*





## *Breakout Assignment:*

Let's separate into working groups.

As a group list the different places where you can find your organization's governing codes, laws and ordinances.







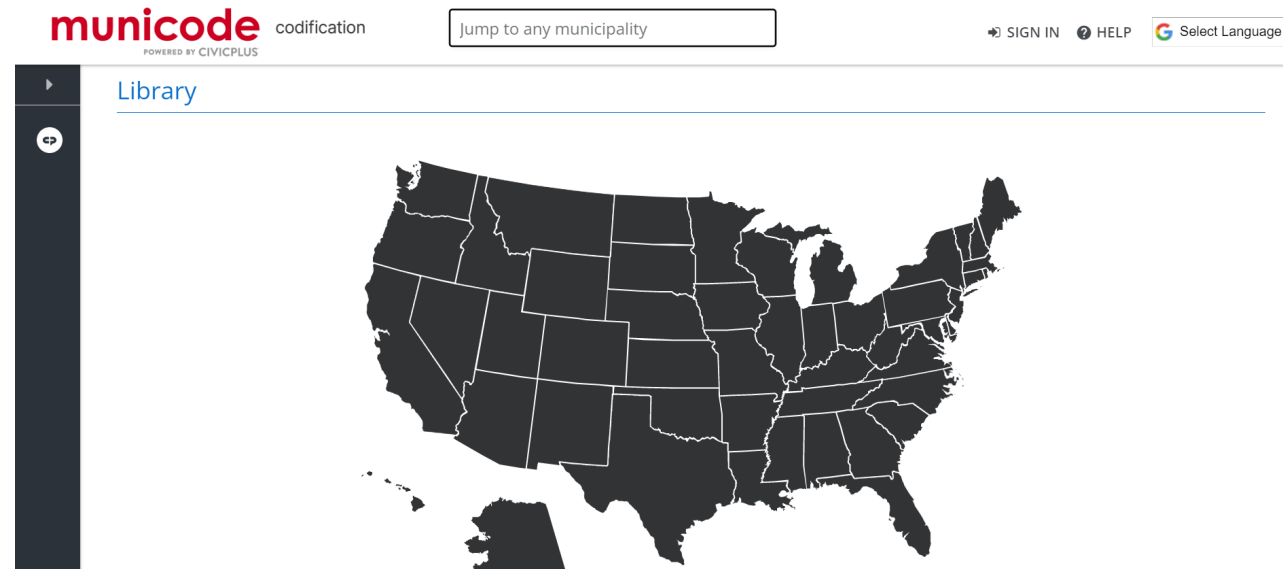
# Codes, Laws and Ordinances

*Where can I find them?*



## Where can I find them?

- Available to the general public via [Municode](https://library.municode.com/)
- <https://library.municode.com/>
- [Port St. Lucie Municode](https://library.municode.com/)



## **Port St. Lucy - Authority to enforce laws:**

CHAPTER 96. - PARKS AND RECREATION<sup>[1]</sup>

ARTICLE I. - GENERAL PROVISIONS

Sec. 96.03. - Enforcement.

- (a) The director, any park and recreation employee, or law enforcement officer shall, in connection with their duties imposed by law, diligently enforce the provisions of this chapter.
- (b) The director, any park and recreation employee, or law enforcement officer shall have the authority to eject from the park or recreation facility any person in violation of this chapter.
- (c) The director, any park and recreation employee, or law enforcement officer shall have the authority, with the assistance of law enforcement, to issue a Trespass After Warning (TAW) to any person in violation of this chapter.



# In-Service Training Milestones

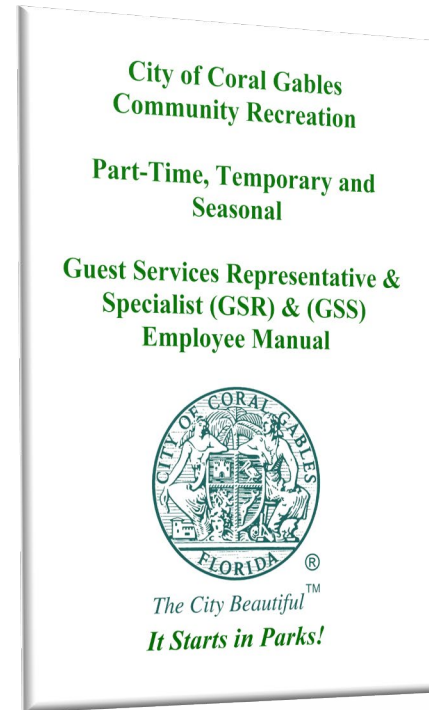
*Taking a Deeper Look*



# In-Service Training Milestones

## Minimum Training Milestones:

- ***Initial on-boarding and orientation:***
  - Have position and facility specific handbooks.
  - Emphasize your brand: Mission, Vision & Values.



### Table of Contents

Welcome Letter .....	03
Dept. Mission, Vision, Values & Goals.....	04
Department Divisions .....	05
Customer Service.....	07
Professionalism & Conduct .....	08
Employment Policies.....	09
Emergency Procedures .....	15
Providing Accommodations .....	20
Job Descriptions .....	21
Part Time Benefits.....	27
Employee Self Service Portal .....	31



*The City Beautiful*™

#### **City of Coral Gables**

#### **Mission Statement**

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

#### **Vision Statement**

*A world-class City with a hometown feel.*

#### **Values**

*Governance with integrity  
Aesthetics  
Balanced  
Learning  
Exceptional service  
Sustainability*

**It Starts  
in Parks**



# In-Service Training Milestones

## Minimum Training Milestones:

- **Shadow shift checklist by position:**
  - Unique to position type.
  - Unique to facility type.
  - All new staff members must successfully complete every item on the checklist prior to working independently.



Name: \_\_\_\_\_

CITY OF CORAL GABLES  
PARKS AND RECREATION – VENETIAN POOL  
GSR STAFF PRE-SERVICE AND SHADOW SHIFT CHECKLIST

*All new staff members must successfully complete every item on this checklist prior to working independently in the front desk or concession stand.*

**New Staff Access, Modules & Procedures Checklist:**

- |  |  |
|--|--|
| <input type="checkbox"/> Windows Login                 | <input type="checkbox"/> Member/Volunteer Sign-In      |
| <input type="checkbox"/> RecTracLogin                  | <input type="checkbox"/> Rainchecks                    |
| <input type="checkbox"/> Uniforms/Timecard             | <input type="checkbox"/> Birthday Parties              |
| <input type="checkbox"/> GSR Handbook                  | <input type="checkbox"/> Program & Camp Registrations  |
| <input type="checkbox"/> Opening/Closing of Bank       | <input type="checkbox"/> Field Trips                   |
| <input type="checkbox"/> Deposit Procedures            | <input type="checkbox"/> Private Rentals               |
| <input type="checkbox"/> Email Procedures              | <input type="checkbox"/> Film & Photo Permits          |
| <input type="checkbox"/> Phone Message Procedures      | <input type="checkbox"/> Venetian Pool History & Facts |
| <input type="checkbox"/> Shared Drive Folders          | <input type="checkbox"/> Document Filing               |
| <input type="checkbox"/> RecTrac Point of Sale         | <input type="checkbox"/> Café Opening Checklist        |
| <input type="checkbox"/> RECtRac Passes / Memberships  | <input type="checkbox"/> Café Closing Checklist        |
| <input type="checkbox"/> RecTrac Activity Registration | <input type="checkbox"/> Café Temperature Logs         |
| <input type="checkbox"/> RecTrac Facility Booking      | <input type="checkbox"/> Catering Menus                |
| <input type="checkbox"/> RecTrac Report Printing       | <input type="checkbox"/> Food Handlers Certification   |

**Mandatory Shadow Positions:**

- |   |  |
|---|--|
| <input type="checkbox"/> Front Desk         | <input type="checkbox"/> Concession Kitchen      |
| <input type="checkbox"/> Concession Cashier | <input type="checkbox"/> Birthday Party Catering |

**On Site Equipment:** *(Review location and proper use)*

- |   |   |
|---|---|
| <input type="checkbox"/> Computer/Cash Drawer | <input type="checkbox"/> Fryer                          |
| <input type="checkbox"/> Copier/Printer       | <input type="checkbox"/> Grill Top                      |
| <input type="checkbox"/> Telephone            | <input type="checkbox"/> Pizza Oven                     |
| <input type="checkbox"/> AED                  | <input type="checkbox"/> Warmers                        |
| <input type="checkbox"/> Fountain             | <input type="checkbox"/> Fountain Drink Machine         |
| <input type="checkbox"/> Lights               | <input type="checkbox"/> Ice Machine                    |
| <input type="checkbox"/> PA System            | <input type="checkbox"/> Sanitizer & 3 Compartment Sink |
| <input type="checkbox"/> Radios               |   |

New Staff Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# In-Service Training Milestones

## Minimum Training Milestones:

- ***Monthly In-Service:***
  - Unique to position type.
  - Unique to facility type.
  - Document with the following:
    - Agenda
    - Sign-In Sheet
    - Additional materials





# In-Service Training Milestones

## Minimum Training Milestones:

- ***Annual Meeting:***
  - Take care of all your CAPRA reviews.
  - Opportunity to review your organization's business plan and current state of affairs.
  - Opportunity to include mandatory trainings.
  - Recognitions.
  - Document training.



# In-Service Training Milestones

## Minimum Training Milestones:

- Specialized trainings** - Having an annual employee training matrix.



City of Coral Gables - Community Recreation

Training Matrix 2020-2021



Employee Name	Onboarding / Annual Orientation	CPR/AED/ First Aid/ Concussion	Coral Gables History	Law Enforcement	Annual Meeting	Budget Training	Development Training	City-Wide Training Procurement	City-Wide Training Risk Management	Specialty Training
<b>ADMINISTRATION - Division 6000</b>										
COUCEYRO, FERNANDO	X	X	X	X	X	X	X	X	X	NA
ESPINO, SARAH	X	X	X	X	X	X	X	X	X	Emerging Leaders
KOFKIN, ERICKA	X	X	X	X	X	X	X	X	X	NA
RODRIGUEZ, FABIO	X	X	X	X	X	X	X	X	X	NA
VESTER, CAROLINA	X	X	X	X	X	X	X	X	X	Lifeguard Instructor
ZURIARRAIN, MITCHELL	X	X	X	X	X	X	X	X	X	Emerging Leaders
<b>TENNIS - Division 6010</b>										
BUTLER, JOHN	X	X	X	X	X	X	NA	NA	NA	NA
GOMEZ, ROBERTO	X	X	X	X	X	X	X	X	X	NA
GONZALEZ, KEVIN	X	X	X	X	X	X	X	X	X	Emerging Leaders
<b>AQUATICS VENETIAN POOL - Division 6020</b>										
ACOSTA, ADIER	X	X	X	X	X	X	NA	NA	NA	NA
GILMAN, DARREN	X	X	X	X	X	X	X	X	X	Lifeguard Instructor



# In-Service Training Milestones

## Minimum Training Milestones:

- **Specialized trainings** - Position-based certification & education matrix.

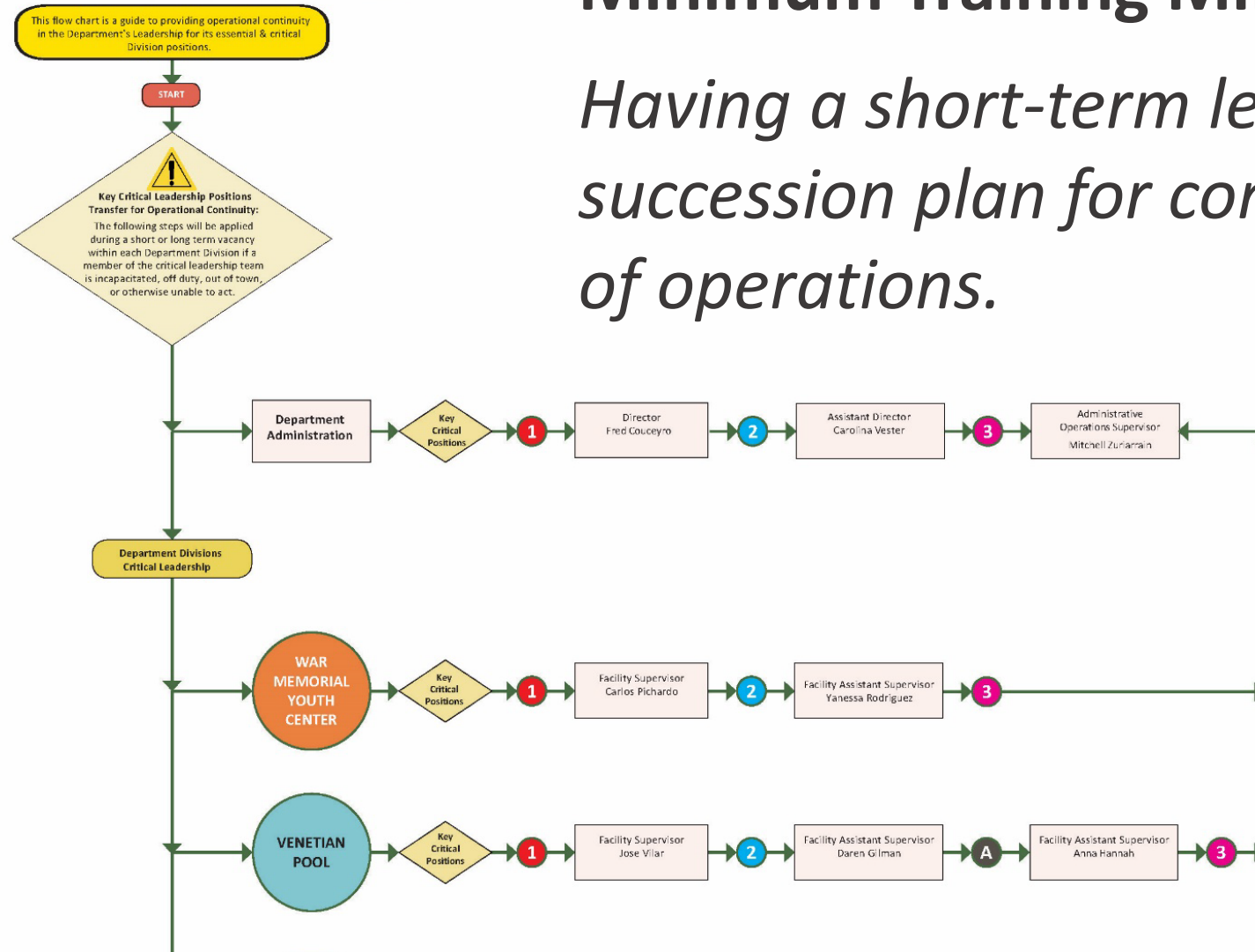
City of Coral Gables - Community Recreation  
Position Certification & Education Matrix

Position Name	Required Certifications	Internal On-Going Certifications	Additional Recommended Certifications	Required Education	Preferred Education	Preferred Membership
<b>ADMINISTRATION - Division 6000</b>						
<b>Community Recreation Director</b>	CPRP / Driver's License	CPR/AED/First Aid/Concussion	CPRPE / CPSI / Six Sigma / CISM / FRPA Abrahams Academy	Bachelor's Degree	Advanced Degree	FRPA / NRPA
<b>Community Recreation Assistant Director</b>	CPRP / Driver's License	CPR/AED/First Aid/Concussion	CPRPE / CPSI / Six Sigma / CISM / FRPA Abrahams Academy	Bachelor's Degree	Advanced Degree	FRPA / NRPA
<b>Administrative Operations Supervisor</b>	Driver's License	CPR/AED/First Aid/Concussion	CPRP / CPSI / PMP	Bachelor's Degree	Advanced Degree	FRPA / NRPA
<b>Administrative Assistant</b>		CPR/AED/First Aid/Concussion	FRPA Emerging Leaders	HS Diploma / Associate Degree	Bachelor's Degree	FRPA / NRPA
<b>Marketing Specialist</b>	Driver's License	CPR/AED/First Aid/Concussion		Bachelor's Degree	Advanced Degree	FRPA / NRPA
<b>Special Populations Coordinator</b>		CPR/AED/First Aid/Concussion		Bachelor's Degree	Advanced Degree	FRPA / NRPA
<b>TENNIS - Division 6010</b>						
<b>Tennis Operations Supervisor</b>	Certified Tennis Instructor / Driver's License	CPR/AED/First Aid/Concussion	USPTA or PTR / CPRP / Emerging Leaders	HS Diploma / Associate Degree	Advanced Degree	FRPA / NRPA / USTA
<b>Tennis Assistant Supervisor</b>	Driver's License	CPR/AED/First Aid/Concussion	USPTA or PTR / CPRP / Emerging Leaders	Bachelor's Degree	Advanced Degree	FRPA / NRPA / USTA
<b>Maintenance Worker I</b>	Driver's License	CPR/AED/First Aid/Concussion	Hartru clay court training	HS Diploma	Associate Degree	

# In-Service Training Milestones



City of Coral Gables  
COMMUNITY RECREATION  
Succession Plan for Operational Continuity  
Procedure Flowchart



**Minimum Training Milestones:**  
*Having a short-term leadership succession plan for continuity of operations.*



# In-Service Training Milestones

## Minimum Training Milestones:

- ***Additional training opportunities:***
  - Annual open forum training schedule.
  - Continuing education training portal or resource.
  - Development & leadership conversations.





*Breakout Assignment:*

Let's separate into working groups.

As a group brainstorm and list some of the supplemental training opportunities that you and your team could benefit from?







# Crowd Control Best Practices

*Taking a Deeper Look*

# Crowd Control

## **Conduct a Life Safety Evaluation (LSE) Assessment:**

- Identify the nature of the event, the participants & attendees.
- Evaluate access and egress movement, including crowd density problems.
- Identify types of medical emergencies.
- Identify potential fire hazards.
- Assess any permanent and temporary structural systems.



# Crowd Control

## **Conduct a Life Safety Evaluation (LSE) Assessment:**

- Plan for severe weather conditions.
- Plan for civil or other disturbances.
- Plan for hazardous materials incidents within and near the facility.
- Delineate relationships among facility management, event participants, emergency response agencies, and others having a role in the events accommodated in the facility.



# Crowd Control

## **Large Amount of Competent Staff Present:**

- Roles of each staff member should be clear.
- Examples may include:
  - Police/security.
  - Fire rescue.
  - Host/staff familiar with site.
  - Host/staff familiar with event.
  - Additional staff with auxiliary roles.

# Crowd Control

## **Clear Directional Signage:**

- Crowd control queues.
- Wayfinding signage.
- Map with exits, restrooms and etc.
- Illuminated signage if there is limited light.
- Barricades to block or create a path.

# Crowd Control

## **Know your emergency plans:**

- Building/event site details.
- Designated building staff responsible for emergency duties.
- Identification of events that are considered life safety hazards and the specific procedures for each type of emergency.
- Evacuation procedures.
- Staff training / drills / documentation.



# Easy to understand emergency plans:

Code AMBER		Code ASSIST	
<b>Lost Child Checklist</b> ALL STAFF MUST MAINTAIN A MINIMUM 1:10 COUNSELOR TO CAMPER RATIO AT ALL TIMES			
1	Missing Child recognized within 60 seconds: Activate Code Amber	<input type="checkbox"/>	60 sec.
2	All Campers secured for roll call / lockdown within 3 minutes:	<input type="checkbox"/>	DRILL MUST BE COMPLETED AND CHILD FOUND WITHIN 8 MIN. OF RECOGNITION TIME
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"/>	
5	Call for 911 & Police notified if child not found: (staff will continue search)	<input type="checkbox"/>	
		Wait for ALL CLEAR	
<b>Disorderly Person Checklist</b> ALL STAFF MUST MAINTAIN A MINIMUM 1:10 COUNSELOR TO CAMPER RATIO AT ALL TIMES			
1	Activate Code Assist 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 lockdown building and keep participants in secured area:	<input type="checkbox"/>	
4	Call for 911 and notify Police and Emergency Services:	<input type="checkbox"/>	
5	Building remains on lockdown until cleared by Police and Supervisor:	<input type="checkbox"/>	
		Do not open the door until ALL CLEAR	
<b>RUN - HIDE - FIGHT</b>			
Code RED		Code ORANGE	
<b>Fire Evacuation Checklist</b> 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.
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"/>	
5	Keep participants away from building until cleared by Police and Supervisor:	<input type="checkbox"/>	
6	Once cleared return to area, complete head count & roll call and resume activity:	<input type="checkbox"/>	Do not enter building until ALL CLEAR
		Do not enter building until ALL CLEAR	
<b>Bomb Threat Checklist</b> 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.
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"/>	
5	Keep participants away from building until cleared by Police and Supervisor:	<input type="checkbox"/>	
6	Once cleared return to area, complete head count & roll call and resume activity:	<input type="checkbox"/>	Do not enter building until ALL CLEAR
		Do not enter building until ALL CLEAR	

- CODE BLACK - General Power Failure – EVACUATION**
- CODE BROWN - General Evacuation Procedure – EVACUATION**
- CODE RED - General Fire Procedure – EVACUATION**
- CODE ORANGE - General Bomb Threat Procedure – EVACUATION**
- CODE PURPLE - ASSIST - Disorderly Person or Emergency Assistance – LOCKDOWN**
- CODE BLUE - Medical Emergency**
- CODE GREEN - All Clear following any incident**







**5 Minute**

**Coffee  
Break**



# Ice Breaker

Salem Witch Trial Game:

I'm going to come around and give each of you a piece of paper that will indicate whether you're a witch or a regular person.

Keep the results hidden!!!

Now walk around the room and ask questions of those around you to better get to know them without disclosing whether you are a witch or regular person.

Your goal is to build or join the largest group possible that does NOT have a witch in it.

Make sure to not end up in a group with a witch in it or you will lose!







# Crisis Management & Critical Incidents

*Taking a Deeper Look*



# CRISIS & CRITICAL INCIDENTS

You don't train for  
"if" you train for  
"when".



# Crisis & Critical Incidents

## History & Crisis:

- The term crisis was coined in the 15<sup>th</sup> Century
- The noun crisis comes from the Latinized form of the Greek word krisis, meaning "turning point in a disease."
- At such a moment, the person with the disease could get better or worse: it's a critical moment



# Crisis & Critical Incidents

## **Crisis Definition Today:**

- Crisis is defined as an unstable or crucial time or state of affairs in which a decisive change is impending - especially one with the distinct possibility of a highly undesirable outcome
- A crisis may be caused by a critical incident or a series of critical incidents.

# Crisis & Critical Incidents

## **Critical Incident Definition:**

- Important, often stressful, event(s) which have the potential to overwhelm one's usual coping mechanisms resulting in psychological distress and an impairment of normal individual, as well as collective, adaptive functioning.

# Crisis & Critical Incidents

## Examples of Critical Incidents may include:

- Individual or mass violence
- Medical emergencies
- Sexual assault
- Challenges to law and order
- Forms of terrorism
- Large scale disasters such as hurricanes
- And most recently epidemics such as the virus Covid-19.





# Critical Incident Stress Management (CISM): A PRACTICAL REVIEW

International Critical Incident Stress Foundation, Inc.



**George S. Everly, Jr., PhD, ABPP, CCISM**  
The Johns Hopkins University, Loyola University, Maryland  
**Jeffrey T. Mitchell, PhD, CCISM**  
The University of Maryland Baltimore County



# Crisis & Critical Incidents



International Critical Incident Stress Foundation, Inc.  
*HELPING SAVE THE HEROES*

## Approach:

- Source: Critical Incident Stress Management (CISM)
- Because of their unpredictability and instability, it is important to look at identifying and grouping the challenges to your organization / municipality before developing any plans and responsive measures.



# Crisis & Critical Incidents

## **3 Types of Critical Incidents:**

- Emergencies
- Disasters
- Catastrophes
- All three focus on physical destruction and injury up to loss of life, but the main difference between the three is the volume and the demand they will place upon its response systems.



# Crisis & Critical Incidents

## **Emergencies:**

Events that result in physical destruction, or injury and/or loss of life.

Do not exceed local response capabilities.

(e.g., fire, emergency medical services, or law enforcement).

# Crisis & Critical Incidents

## **Disasters:**

Typically thought of as events that result in a high magnitude of physical destruction, injury and/or loss of life.

Cause disruption to social or community function and exceed local emergency response capabilities.

Requires the recruitment of additional response capabilities and the challenge associated with the leadership and the coordination of such resources.

# Crisis & Critical Incidents

## **Catastrophes:**

Overwhelming magnitude of impact that exceeds response capabilities.

Leads to disruption if not elimination of social cohesion and basic community functions.

There are no mental health services provided in the acute phase of a catastrophe, as survival becomes the highest priority.



## *Breakout Assignment:*

Discuss amongst your group the type of emergencies your organization could be vulnerable to.

What are some external & internal threats?



# Crisis & Critical Incidents

## **Developing Your Unique Emergency Plan:**

There is no secret formula to crisis management nor is there an absolute correct method that all organizations should follow.

We will identify a list of ingredients and best practices that fall into a three phased process which will align with measures before, during and after the event.





# Pre-Event Planning & Resiliency Preparation

*Phase 1*



# Phase 1

## **Pre-Event Planning:**

- Know Your Plan
- Training, Audits & Drills
- Identify Key Players & Support Systems
  - Internal & External
- Identify Your Chain of Command
- Periodic Review
- Invest in Proactive Resiliency Measures

# Phase 1

## **Know Your Plan:**

- You need to have a written plan...that everyone knows and has access to.
- Avoid relying on tribal knowledge...this can be catastrophic under these circumstances.
- A plan on paper is useless if your key players don't know it.

# Phase 1

## **Training, Audits & Drills:**

- Emergency Plans should be part of the onboarding and orientation process for all employees.
- On-going training & in-services should take place to review all emergency plans.
- Test the plan to make sure it works by running drills and audits.
- Include civilians and guests in your drills.



# Phase 1

## Identify Key Players & Support Systems:

All members of the plan need to know their role!

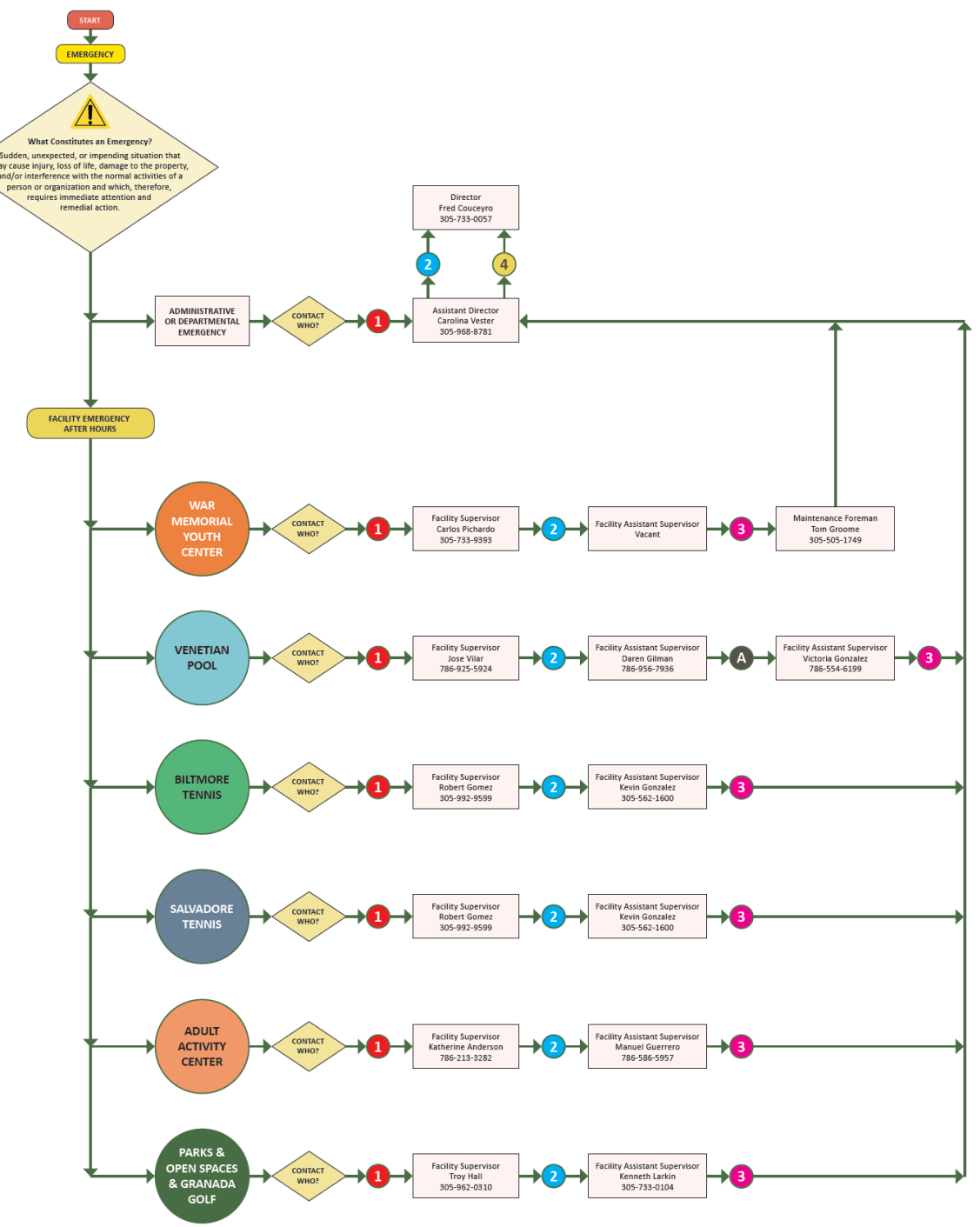
- Internal Examples: on site staff, law enforcement personnel, first responders, Human Resources, Risk Management, Public Affairs, Legal & City Manager.
- External Examples: Consultants such as EAP, mental health professionals, crisis interventionists, regional & national support.

# Phase 1

## **Identify Your Chain of Command:**

- Every organization should have a clear chain of command as part of their organizational chart.
- For effective communication in an emergency develop a call/phone tree flow chart.
- Include an after-hours protocol.







# Phase 1

## **Periodic Review:**

- All emergency plans should go through an annual or seasonal review.
- For seasonal programs & facilities plans should be reviewed, tested and updated each season.
- If changes are considered training must follow.
- Unless critical, be careful to consider changes during peak times that do not allow for training.

# Phase 1

## **Invest in Proactive Resiliency Measures:**

Resiliency can be proactively planned for by looking at all possible outcomes and potential vulnerabilities to ensure the most rapid and effective rebound following an incident.

This can be accomplished through interpersonal support, the right leadership, specific tactical training in psychological first aid, and community buy-in and trust.

# Phase 1

## Invest in Proactive Resiliency Measures:

**RRR Model** – resistance, resilience & recovery

Part of the proactive plan should include a strategic plan that considers multiple intervention perspectives: build resistance, enhance resilience, and facilitate the recovery of those affected by the disaster.



# Phase 1

## **RRR Model:**

Resistance refers to the ability of an individual, a group or an organization to literally resist manifestations of clinical distress, impairment, or dysfunction.

Resistance may be thought of as a form of **PSYCHOLOGICAL BODY ARMOR** and immunity to distress and dysfunction.

# Phase 1

## **RRR Model:**

Resilience refers to the ability of an individual, a group or an organization to rapidly and effectively rebound from psychological and/or behavioral perturbations.

The single best factor that supports and engenders resilience is interpersonal support.

# Phase 1

## **RRR Model:**

Recovery refers to the ability of an individual, a group or an organization to recover the ability to adaptively function, both psychologically and behaviorally, in the wake of a significant clinical distress, impairment, or dysfunction.

Treatment and rehabilitation are the interventions inherent in this domain.



# *Breakout Assignment:*

With your group develop  
some proactive strategies  
to make your organization  
more resilient.







# Event Response and Triage

*Phase 2*

## Phase 2

### **Event Response and Triage:**

- Respond to the immediate threat or incident.
- Stick to the plan.
- Don't lose sight of the big picture.
- Emotional triage.
- Event diffusing.



## Phase 2

### **Respond to the immediate threat or incident:**

- Identify the primary objective in your response strategy...life over limb.
- Reduce mass casualties...in an active shooter scenario taking the shooter down takes precedence over assisting those injured.
- Evacuate in a fire but lock down during an active shooter event.

## Phase 2

### **Stick to the Plan:**

- Don't deviate from the plan...especially when working in a team setting.
- If a team member deviates from the core functions of the plan...members will run independent from one another resulting in a breakdown of communication and ineffectiveness to respond to the incident.
- If faced with the unexpected...flexibility is key to allow for quick adjustments to the plan.

## Phase 2

### **Don't lose sight of the big picture:**

- Don't lose sight of additional actions or operational measures...securing facility, crowd control, witness statements & etc.
- Identify additional support that may assist with the big picture view...janitorial staff or even patrons.



## Phase 2

### **Emotional Triage:**

- Triage is essential to the psychological well-being of all those affected by the incident.
- Be prepared for emotional aftershocks.
- Identify those potentially affected...from those on the scene to family and community members not present during the incident.
- Identify emergency contacts as part of the planning process.

## Phase 2

### **Emotional Triage:**

- Signs of DISTRESS should be monitored. Many signs of DISTRESS are temporary. They pass with time.
- For those showing more severe signs be prepared to offer assistance from a mental health professional.
- As part of the triage role a brief defusing of the events should follow the incident.

## Phase 2

### Event Diffusing:

- Defusing is an intervention that is a shorter, less formal version of a debriefing .
- Typical group size in a defusing is between 2 and 20 people.
- It generally lasts from 30 to 60 minutes and is best conducted within one to four hours after a critical incident.



## Phase 2

### **Event Diffusing:**

- Should not be conducted 12 hours after the incident.
- It is a confidential and voluntary opportunity to learn about stress, share reactions to an incident and vent emotions.
- The main purpose is to stabilize people affected by the incident so that they can return to their normal routines without unusual stress.



**5 Minute**

**Coffee  
Break**





# Post Event Crisis Intervention

*Phase 3*



## Phase 3

### **Post Event Crisis Intervention :**

- Operational Assessment
- Event & Crisis Management Briefing
- Crisis Debriefing
- Town Hall/Press Conference
- Debriefing with a Mental Health Professional
- Providing Psychological First Aid
- Assess & Evaluate for Future Plan Changes

## Phase 3

### **Operational Assessment:**

- An operational assessment should be conducted to identify the feasibility and impact of reopening and resuming normal activities.
- Staff members emotionally affected by the incident should be monitored and sent home from work until they can be assessed and cleared to return to work.

## Phase 3

### **Event Briefing:**

- Should be held with all staff the following day to review the incident and disseminate essential information.
- Messages to be disseminated to the public and media and next steps should be shared with all affected personnel to ensure they are not blindsided and exposed to potential public scrutiny or retribution without their knowledge.



## Phase 3

### **Crisis Management Briefing:**

- A large, homogeneous group intervention used before, during and after crisis to present facts, facilitate a brief, controlled discussion, Q & A and info on stress survival skills and/or other available support services.
- May be repeated as situation changes.

## Phase 3

### **Crisis Debriefing:**

- A proactive intervention involving a group meeting or discussion about a particularly distressing critical incident.
- Ideally it is conducted between 24 and 72 hours after the incident.
- Designed to mitigate the impact of a critical incident and to assist the persons in recovery from the stress associated with the event.

## Phase 3

### **Crisis Debriefing:**

- Should be facilitated by a trained team which includes professional and peer support personnel.
- May last between one and three hours depending on the amount of people and the intensity of the traumatic event.



## Phase 3

### **Town Hall/Press Conference:**

- Depending on the severity and impact to the community a town hall or press conference may be scheduled.
- A town-hall is suitable for large groups such as communities, schools, and businesses.

## Phase 3

### **8 Useful Tips on How to Host a Crisis Management Town Hall:**

1. Measure sentiments and concerns ahead of time
2. Ensure all stakeholders are present
3. Get all the facts right
4. Over-communicate

## Phase 3

### **8 Useful Tips on How to Host a Crisis Management Town Hall:**

5. Adopt an appropriate tone
6. Acknowledge the concerns
7. Read the crowd
8. Take responsibility, follow up with actions



## Phase 3

### **Post-Town Hall Checklist:**

1. Meeting minutes.
2. More information on the crises.
3. Questions asked during the town hall.
4. Management's responses to the questions.
5. Post-town hall feedback survey.
6. Other feedback channels.

## Phase 3

### **Debriefing with a Mental Health Professional:**

- Any affected staff should be required to attend a debriefing with a Mental Health Professional within seven days of the incident.
- Affected staff should not be required to participate but encouraged to attend.
- Strict confidentiality must be enforced between staff and the Mental Health Professional during the debriefing session.

## Phase 3

### **Debriefing with a Mental Health Professional:**

- Providing a safe space is essential to the success of the debriefing.
- To be effective, other organizational members such as supervisors or members from Human Resources, should not partake in this session.





## Phase 3

### **Providing Psychological First Aid:**

- PFA is an evidence-informed modular approach to help those affected in the immediate aftermath of disaster and terrorism.
- It is designed to reduce the initial distress caused by traumatic events and to foster short- and long-term adaptive functioning and coping.

## Phase 3

### **Providing Psychological First Aid:**

- Communication and empathy are essential in providing Psychological First Aid.
- Empathy is critical in that it conveys understanding, which engenders trust and therefore fosters compliance.
- Compliance becomes of extreme importance and is essential when it comes to de-escalating violent or otherwise high intensity situations.

## Phase 3

### **Providing Psychological First Aid:**

- Those affected by the incident should have the opportunity to tell their story.
- Telling their story in a peer setting will project a sense of empathy due to similar backgrounds and experiences that may have been shared with the person in crisis.



## Phase 3

### **Providing Psychological First Aid:**

- Keep in mind that surveillance and skilled observation precedes active crisis intervention.
- The failure to conduct skillful surveillance prior to intervention runs the risk of unwanted or unnecessary intervention.

## Phase 3

### **Assess & Evaluate for Future Plan Changes:**

- Following any event we need to take the time to identify potential changes and future improvements.
- Proposed changes are not a reflection of failure; we fail when we don't take the time to assess and make recommended changes.



# Crisis Management

*Developing Your Plan*



# Developing Your Plan

## Common Plan Terminology:

Emergency Action Plan (EAP)

Emergency Response Plan (ERP)

Emergency Operations Plan (EOP)

Emergency Management Plan (EMP)

Continuity of Operation Plan (COOP)



# Developing Your Plan

## **Emergency Action Plan (EAP) - OSHA**

An emergency action plan (EAP) is a written document required by particular OSHA standards. [29 CFR 1910.38(a)]

The purpose of an EAP is to facilitate and organize employer and employee actions during workplace emergencies.

<https://www.osha.gov/SLTC/etools/evacuation/expertsystem/default.htm>

# Developing Your Plan

## **Emergency Response Plan (ERP) – Homeland Security**

An emergency response plan is designed to help companies address various emergency situations that could occur within their organization. The best plans include who to contact, how to act in an emergency, how to mitigate risk and what resources to use to minimize loss.

<https://www.ready.gov/business/implementation/emergency>





# Developing Your Plan

## **Emergency Operations Plan (EOP) - FEMA**

An ongoing plan for responding to a wide variety of potential hazards. Describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated.

<https://www.fema.gov/emergency-managers/national-preparedness/plan>



# FEMA

# Developing Your Plan

**Emergency Management Plan (EMP) – Emergency Management** (Public Safety branch for local municipalities, State and Federal Governments)

A course of action developed to mitigate the damage of potential events that could endanger an organization's ability to function.

Such a plan should include measures that provide for the safety of personnel and, if possible, property and facilities.



# Developing Your Plan

## **Continuity of Operation Plan (COOP) – Emergency Management & FEMA**

A COOP plan addresses emergencies from an all-hazards approach.

A continuity of operations plan establishes policy and guidance ensuring that critical functions continue and that personnel and resources are relocated to an alternate facility in case of emergencies.



# FEMA





# Developing Your Plan

## Types of Plans You Should Have:

- Evacuation Plan
- Fire Plan
- Bomb Threat & Hazard Plan
- Severe Weather Plan
- Pandemic Plan
- Medical Emergency Plan
- Aquatic Emergency Plan
- Lost Child/Code Amber Plan
- Disorderly Person, Active Shooter & Lockdown Plan

### Code AMBER

#### Lost Child Checklist

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

<b>1</b>	Missing Child recognized within 60 seconds: <i>Activate Code Amber</i>	<input type="checkbox"/>	60 sec.	DRILL MUST BE COMPLETED AND CHILD FOUND WITHIN 8 MIN. OF RECOGNITION TIME
<b>2</b>	All Campers secured for roll call / lockdown within 3 minutes:	<input type="checkbox"/>	5 min.	
<b>3</b>	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"/>		
<b>4</b>	Missing Child located within 3 minutes of start of facility search:	<input type="checkbox"/>	3 min.	
<b>5</b>	Call for 911 & Police notified if child not found: (staff will continue search)	<input type="checkbox"/>	Wait for ALL CLEAR!	







*City of Coral Gables*  
COMMUNITY RECREATION

*Emergency Management  
Hurricane Plan 2020*



*City of Coral Gables*  
Community Recreation  
General Security Plan



*A World-Class City  
With A Home-Town Feel*

**CORAL GABLES**  
THE CITY BEAUTIFUL







# Crisis Management

*Resilient Leadership Skills  
& Traits in Crisis*



# Resilient Leadership In Crisis

## Resilient Leadership Skills & Traits In Crisis

- Preparation.
- Taking direct action when necessary.
- Perseverance.
- Communication.
- Learning from mistakes.





# Developing A General Security Plan

*What should you include?*



# General Security Plan

## **Introduction:**

- Include a brief summary of the agency.
- Identify roles of the agency.
- This plan is not an all-inclusive operating security manual.
- At times, staff will be called upon to use their best judgement and decision-making in certain situations. To assist with these decision-making situations, all personnel must be trained, empowered to act, and taught how to respond under stress and “on the fly”.



# General Security Plan

## Agency Specific Rules and Regulations:

- Authority to enforce rules
- Vandalism and theft
- Littering and dumping
- Expulsion from parks and facilities
- Disorderly conduct



**RULES**

# General Security Plan

## Law Enforcement Roles:

- Youth crime and delinquency.
  - Designated officers/police liaisons to parks.
  - Access to a Youth Resources office/officer.



# General Security Plan

## Law Enforcement Roles:

- Threat and vulnerability assessments to include:
  - (a) Prevention of attacks.
  - (b) Mass casualty events.
  - (c) Open access.
  - (d) Perimeter threats.
  - (e) Vehicle access controls.
  - (f) Control of vendor & contractor personnel.
  - (g) Disease control and prevention.
  - (h) Unprotected utilities.
  - (i) Routine inspections.





# General Security Plan

## Law Enforcement Roles:

- Identify potential attack indicators:
  - (a) Individual behavior indicators.
  - (b) Surveillance indicators.
  - (c) Imminent attack indicators.
  - (d) Surrounding area indicators.



# General Security Plan

## Law Enforcement Roles:

- Organizational methodology:  
“See something, say something”.
- Identify first responder and after-hours facility access.
- Emergency notification and communication tools.
- Active shooter/stop the bleed.
- Fighting, robbery, hostile situations.
- Incident recovery.

ACTIVE SHOOTER RESPONSE  
LEARN HOW TO SURVIVE A SHOOTING EVENT



RUN



HIDE



FIGHT

CALL 911 ONLY WHEN IT'S SAFE TO DO SO

# General Security Plan

## General Security Measures:

- Safety plans.
- Building plans.
- Entry & exit points.
- Camera surveillance.
- Intercom communication system.
- Identification/badges.





# General Security Plan

## General Emergency Codes and Safety Drills:

- Power Failure.
- Evacuation Procedures.
- Fire Procedures.
- Bomb Threat Procedures.
- Disorderly Persons Procedures.
- Medical Emergency Procedures.
- All clear Procedures.
- Concussion Procedures.
- Child Abuse Procedures.



# General Security Plan

## Supplemental Appendixes of Plans:

- Specific to a facility.
- Specific to a function or program.
- Specific to an event.





**REMEMBER:**  
You don't train for  
"if" you train for  
"when".





# Q&A





**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.**

<b>Time:</b>	<b>Topic:</b>	<b>Speaker:</b>
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"> <li>• Department Executive Summary &amp; History - Fred</li> <li>• Department Mission, Vision, Values &amp; Goals - Mitch</li> <li>• City &amp; Department Organizational Structure - Fred</li> <li>• Department Core Programs, Services &amp; Facilities - Mitch</li> <li>• Marketing Analysis: Segregation, Service Area, Competition &amp; Trends - Fred</li> <li>• Department Operations Analysis: Expenses &amp; Revenues, Operating Standards, CIP Needs and Strategic Plan - Carolina</li> <li>• Department Implementation Strategies: Marketing, Branding, Pricing Strategies &amp; Organizational Needs – Mitch</li> </ul>	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"> <li>• Sexual Harassment</li> <li>• Gift Policy</li> <li>• Honor Code</li> </ul>	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:

**L**eadership through dedication and passion

**E**njoyment & fun

**I**ntegrity

**S**afety

**U**nited family

**R**ecreation for all

**E**nvironmentally conscious



For additional information,  
email us at [parks@coralgables.com](mailto:parks@coralgables.com)  
or visit [www.gablesrecreation.com](http://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*

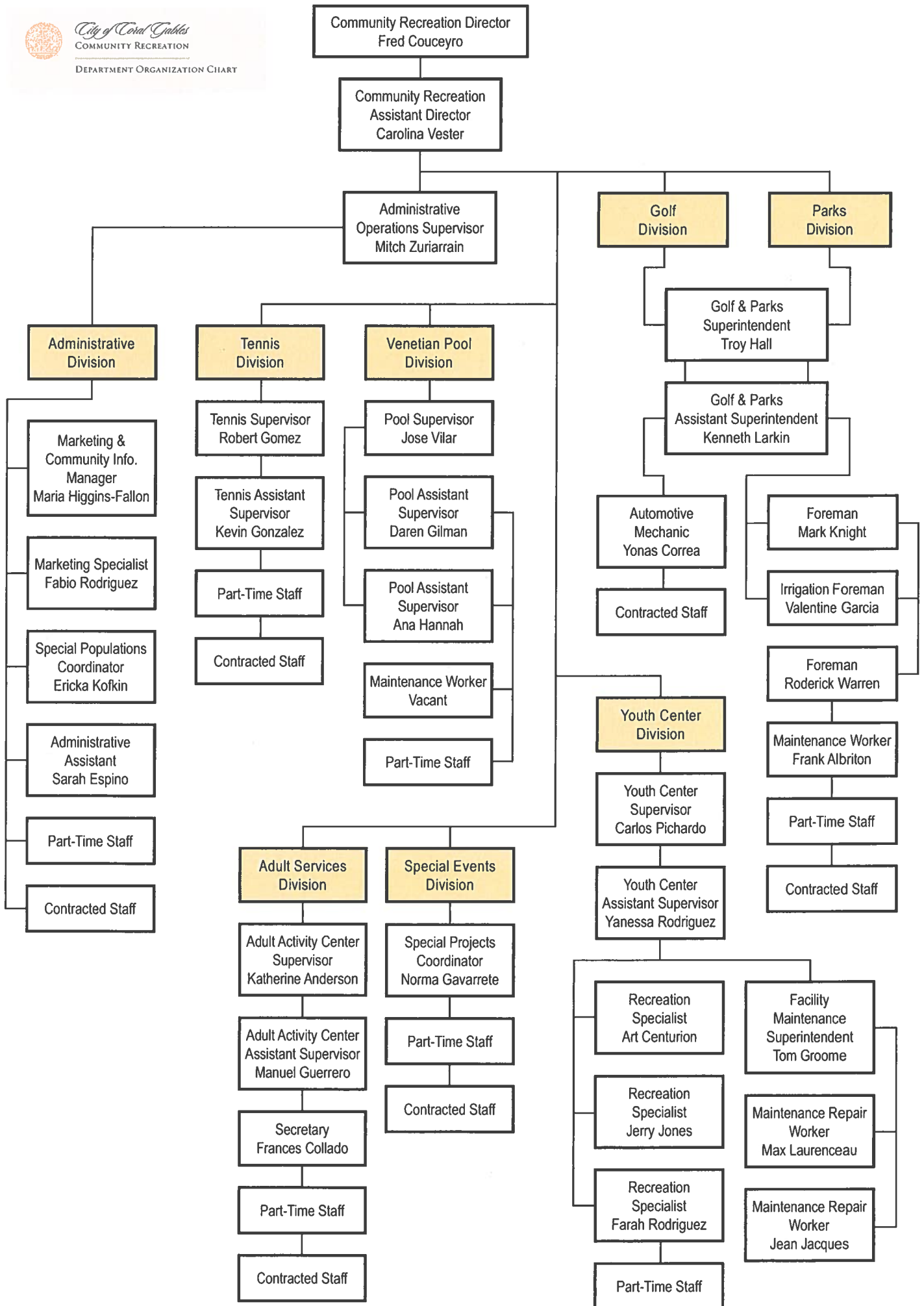
To ensure efficient and consistent processes by optimizing business practices

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



# *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 Loiuise 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*





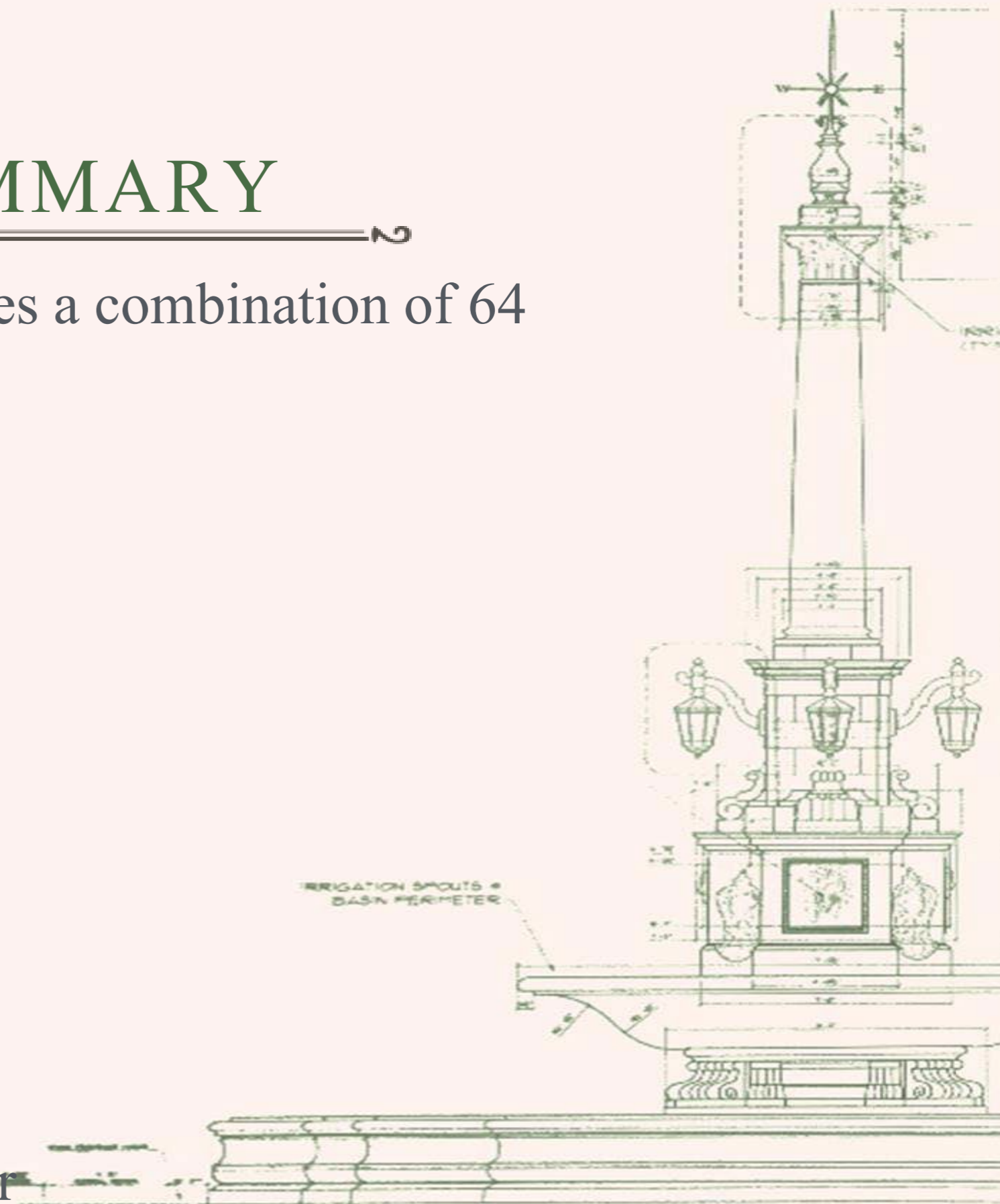
# EXECUTIVE SUMMARY

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:*

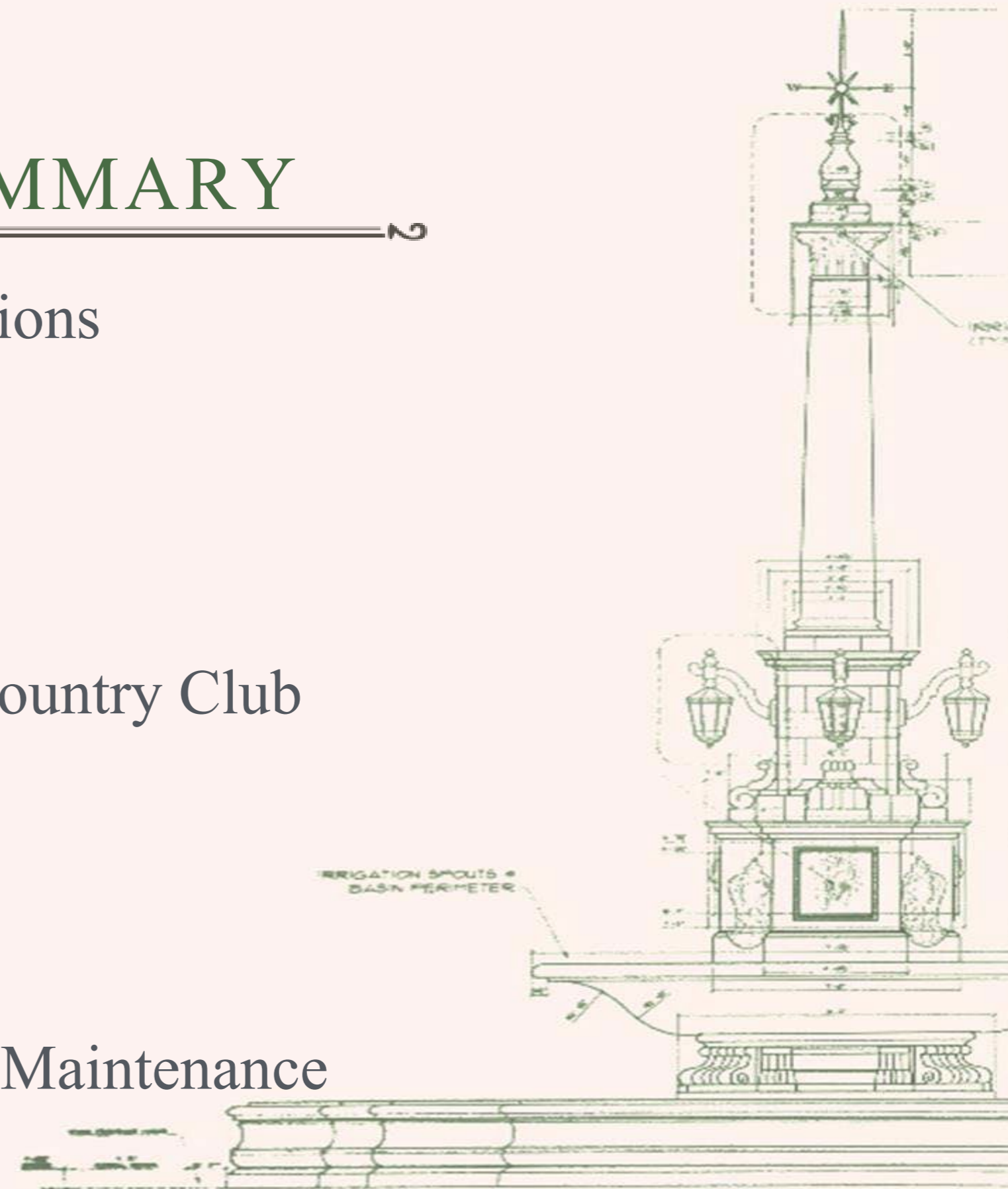
- Adult Activity Center
- Coral Gables Golf & Country Club
  - Granada Tennis Center
  - Granada Golf Course
- My Squad Lodge
- Salvadore Tennis Center
- Venetian Pool
- War Memorial Youth Center
- William H. Kerdyk Biltmore Tennis Center



# 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

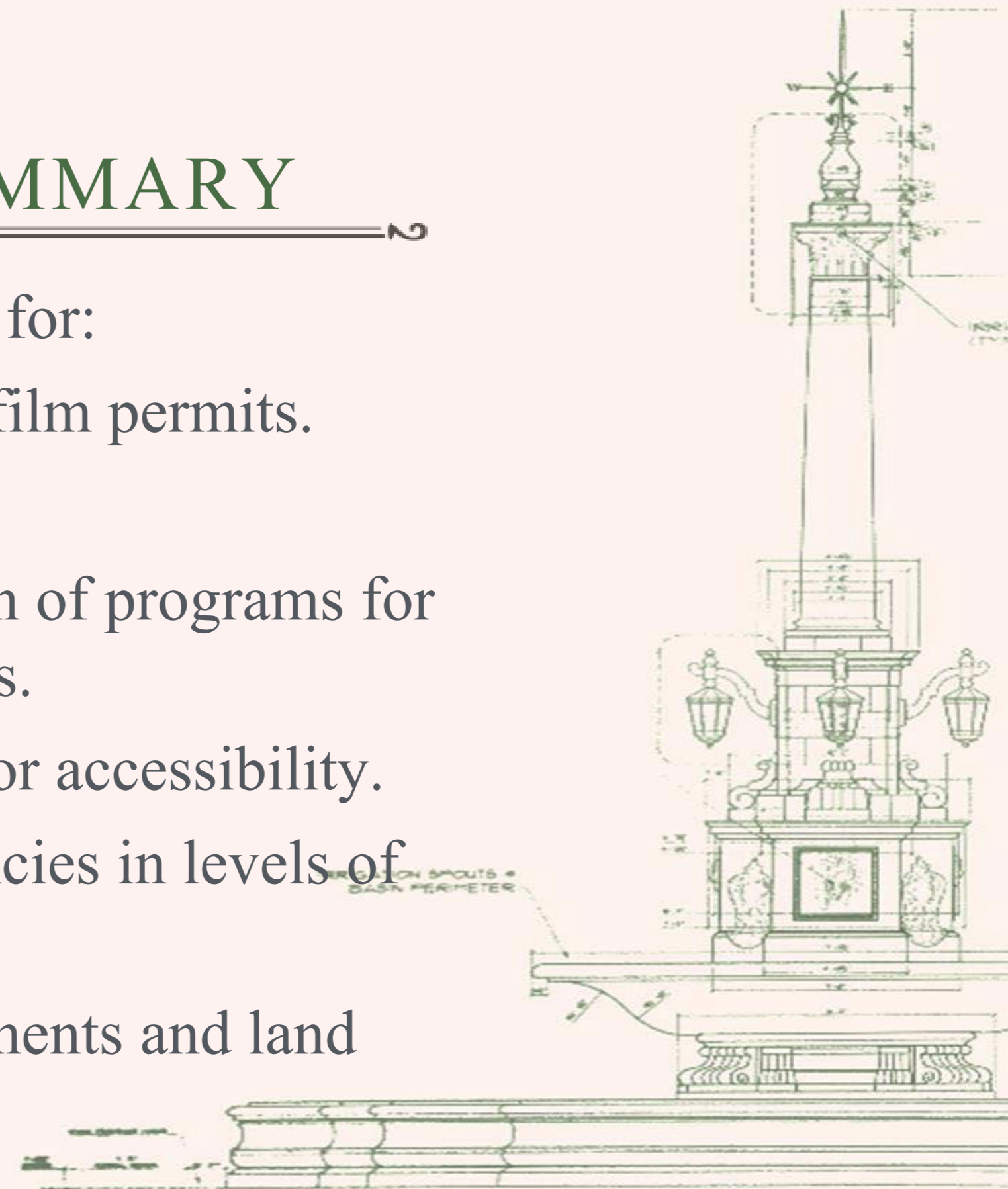




# EXECUTIVE SUMMARY

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*

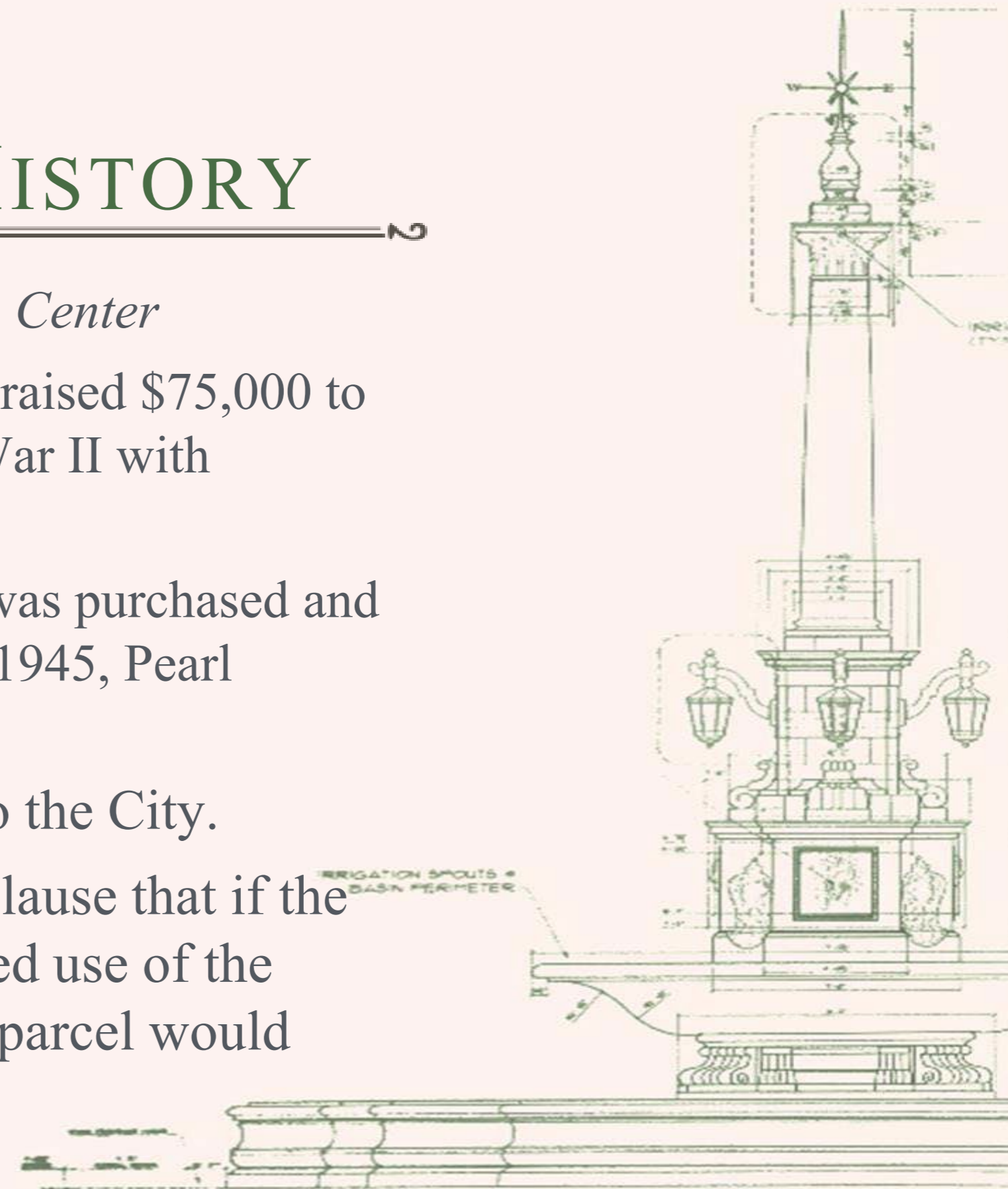




# DEPARTMENT HISTORY

*It all started with the War Memorial Youth Center*

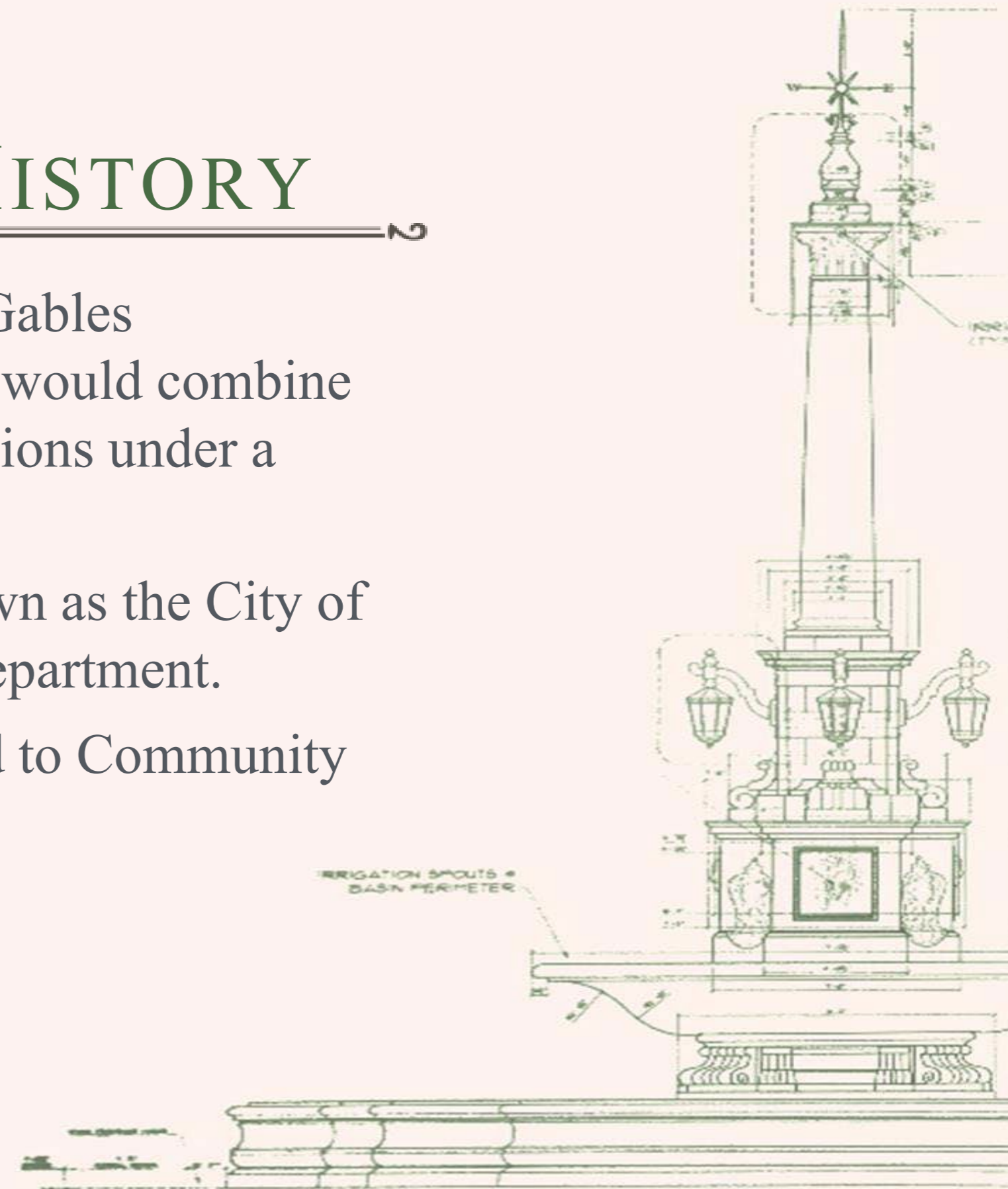
- In 1944 the War Memorial Association raised \$75,000 to honor the youth who served in World War II with founding a youth recreation center.
- A site of 48 lots on Andalusia Avenue was purchased and the first center opened on December 7, 1945, Pearl Harbor Day.
- In 1956 the Center was turned over to 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.





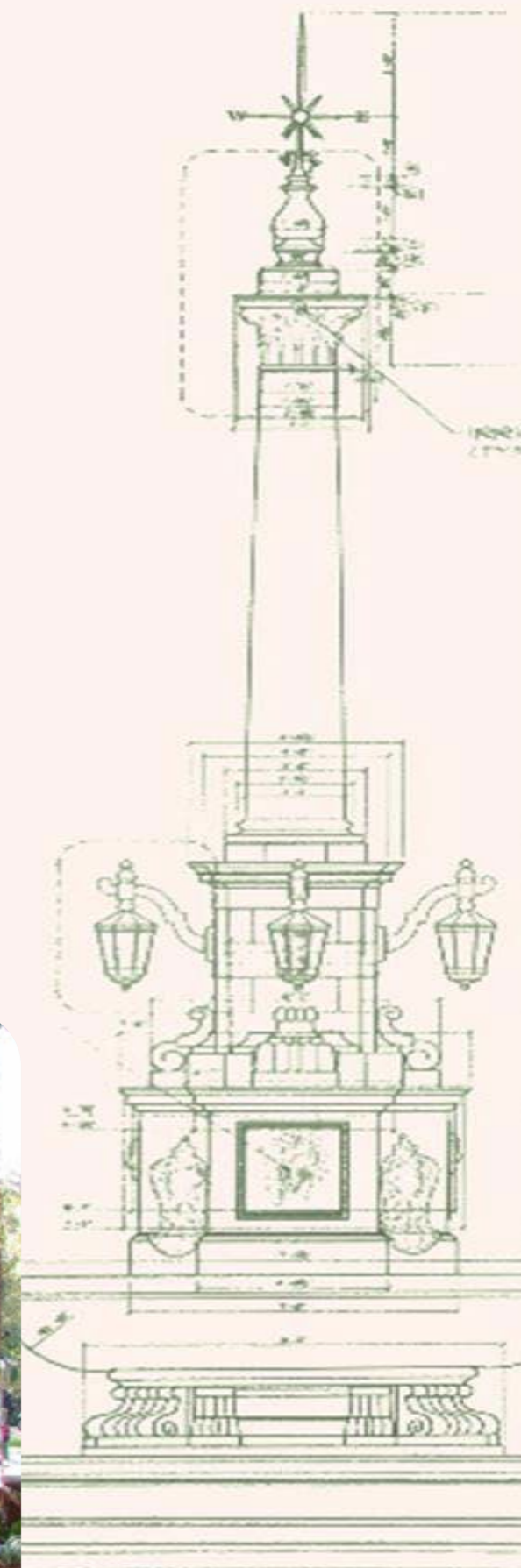
# MISSION, VISION, VALUES & GOALS

## 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:

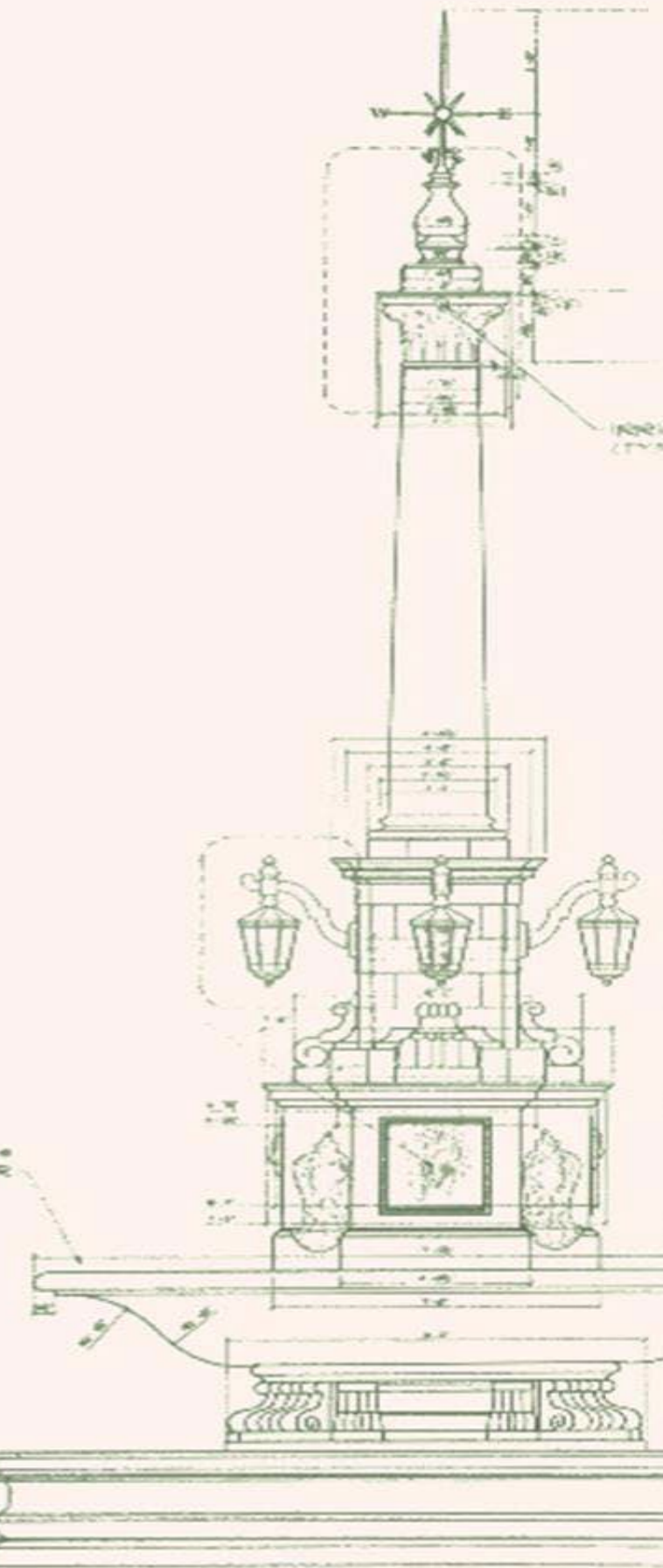
- Leadership through dedication and passion
- Enjoyment & fun
- Integrity
- Safety
- United family
- Recreation for all
- Environmentally conscious





# 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

**PETER J. IGLESIAS, P.E.**  
CITY MANAGER

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



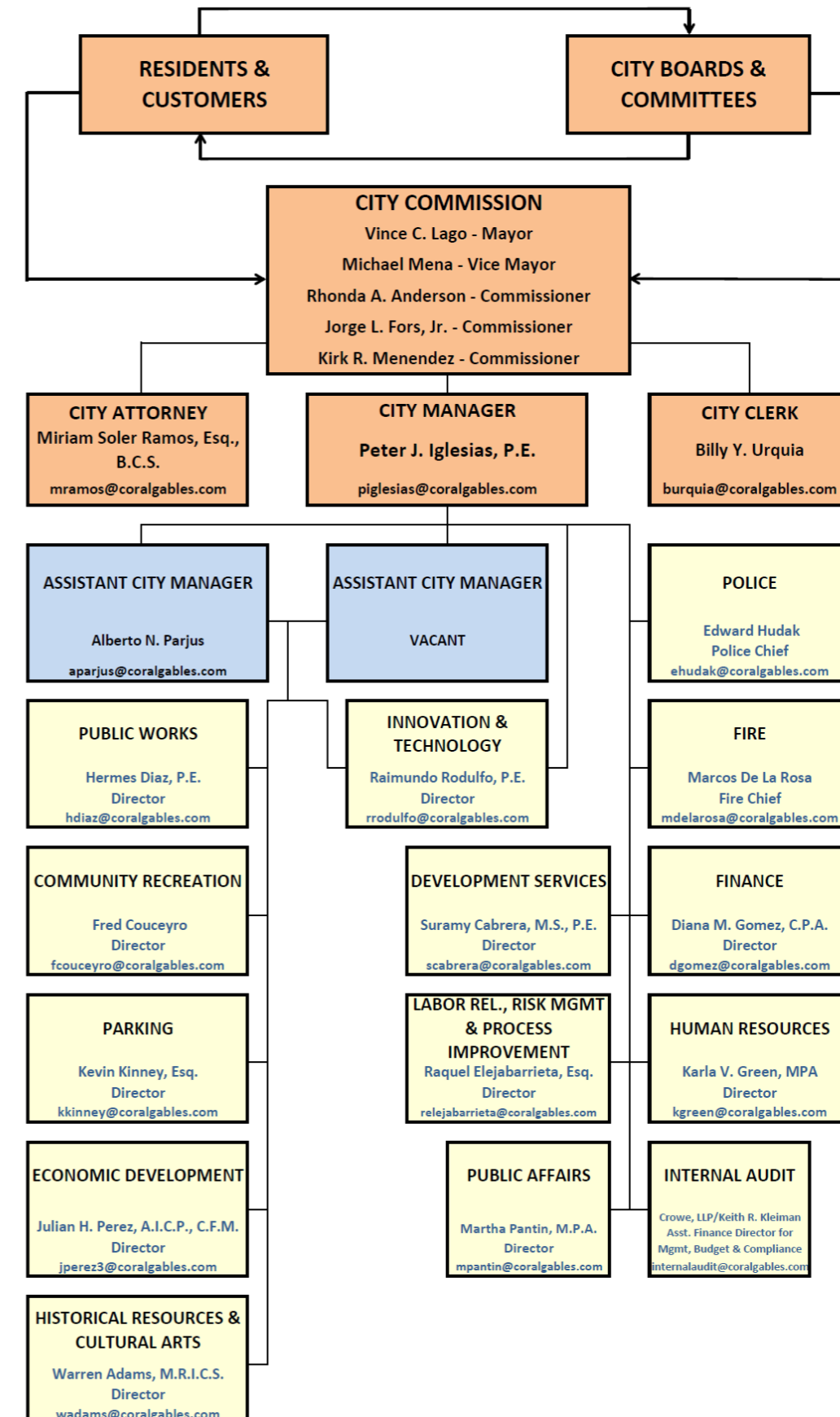
**RHONDA A. ANDERSON**  
COMMISSIONER



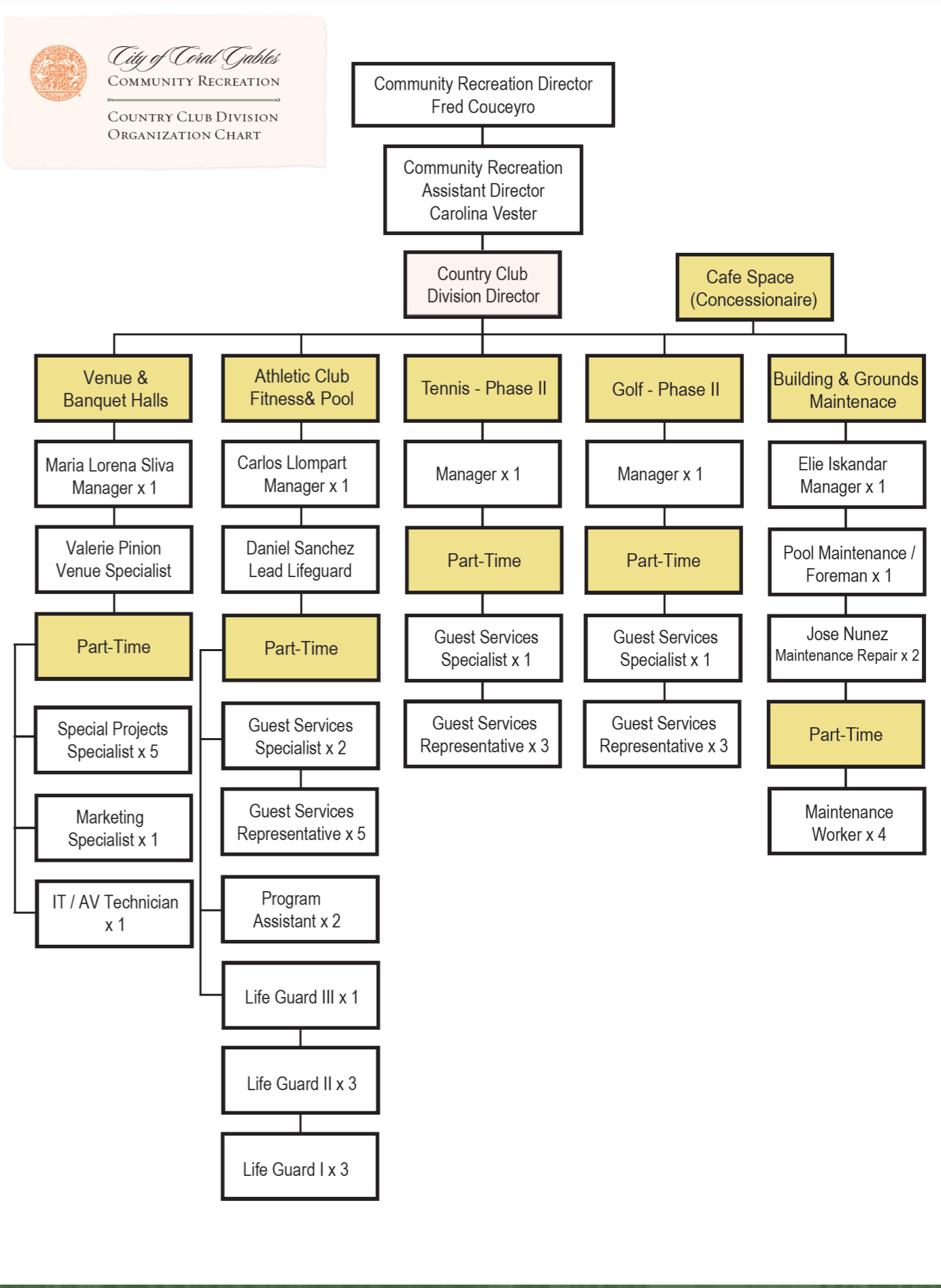
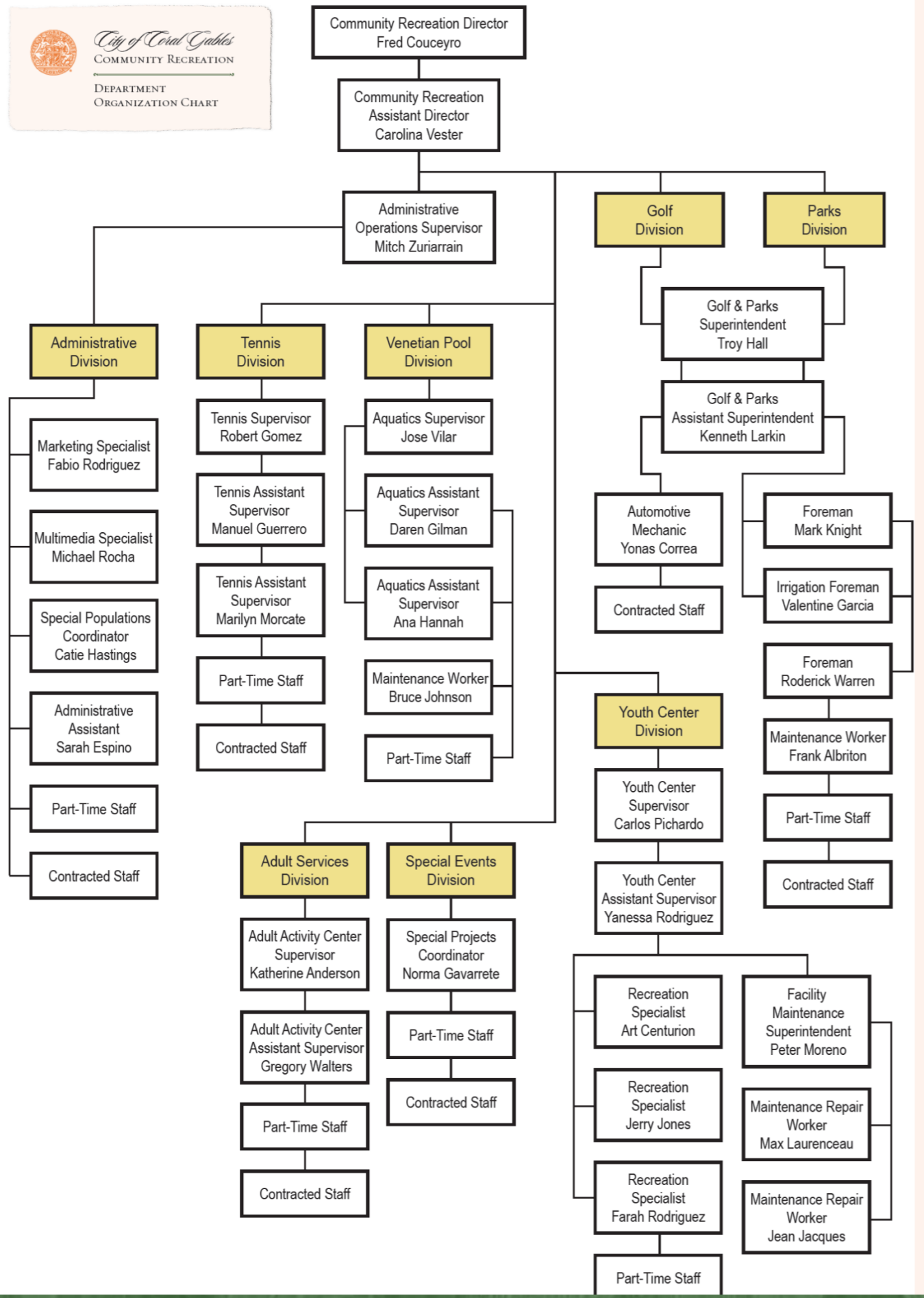
**KIRK R. MENENDEZ**  
COMMISSIONER

**BILLY Y. URQUIA**  
CITY CLERK

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







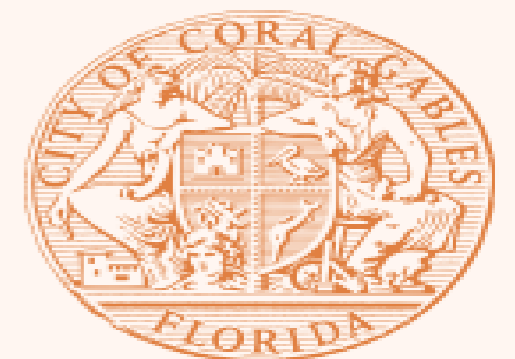


# *Trivia*

## *Question #1*



HOW MANY DIVISIONS ARE  
THERE IN COMMUNITY  
RECREATION?



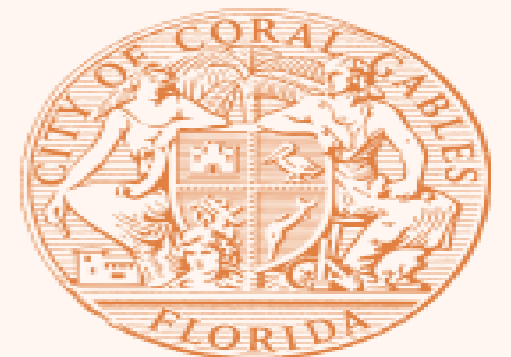




# *Correct Answer to Question #1*



*EIGHT DIVISIONS*





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

*Core Programs,  
Services & Facilities*





*Administration – Division 6000*



*Tennis—Division 6010*





*Aquatics Venetian Pool— Division 6020*







*Youth Center—Division 6050*



*Adult Activity Center—Division 6060*





*Special Events & Permits—Division 6065*





*5 Minute*

*Break*

CORAL  
GABLES  
THE CITY BEAUTIFUL

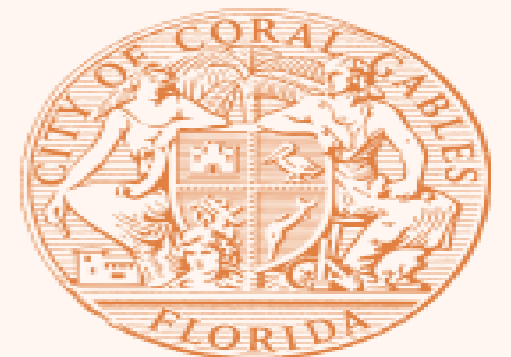




# *Trivia* *Question #2*



WHAT IS THE CITY'S VISION  
STATEMENT?



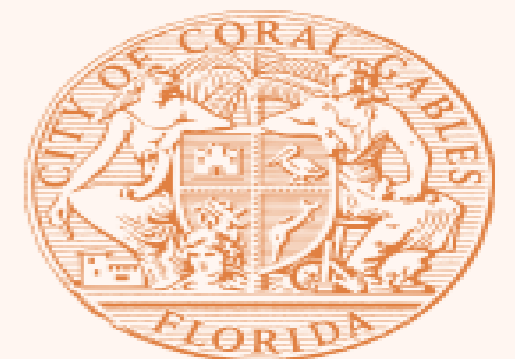




# *Correct Answer to Question #2*



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





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

*Marketing Analysis*



# MARKET SEGREGATION

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





# CORAL GABLES AT A GLANCE

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

## Demographics

Population per United States Census Bureau

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

Median Age **40.8**

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

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

## Education

Number of Public/Private Schools **18**

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

## Department of Education School Ratings

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

Source: Florida Department of Education

## Land Use Statistics

Land Area **12.92 sq. miles**

## Land Use Types

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

## Economic Statistics

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

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

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

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

## Property Tax Millage Rate

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

## Bond Ratings

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

## Fiscal Year 2023 Budget Est.

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

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

## Solid Waste Fee

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

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



# SERVICE AREA

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





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

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

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



POINTS OF INTEREST

<p>• Locally designated historic sites          ** Nationally &amp; locally designated historic sites          *** Florida Historical Marker</p>	
<b>GOVERNMENT &amp; COMMUNICATIONS</b>	
<b>MUNICIPAL:</b>	
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
<b>COUNTY:</b>	
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
<b>FEDERAL:</b>	
12 U.S. Post Office (two locations)	E-4, F-4
<b>HISTORIC SITES, FOUNTAINS, PLAZAS AND ENTRANCES</b>	
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
<b>HOSPITALS</b>	
45 Coral Gables Hospital	E-4
46 Doctors' Hospital	C-7
<b>HOUSES OF WORSHIP</b>	
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
<b>PARKS AND RECREATION</b>	
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 Onuma Drive/Miller Road Triangle	D-8
141 Ruth Bryan Owen Waterway Park	C-6
132 Perrin Plaza	E-3
85 Phillips Park	F-2
86 Pierce Park	E-6
87 Pittman Park	E-2
89 Ponce de Leon Park	C-6
90 Riviera Country Club (private)	E-2
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
<b>SCHOOLS</b>	
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
<b>UNIVERSITY OF MIAMI</b>	
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.



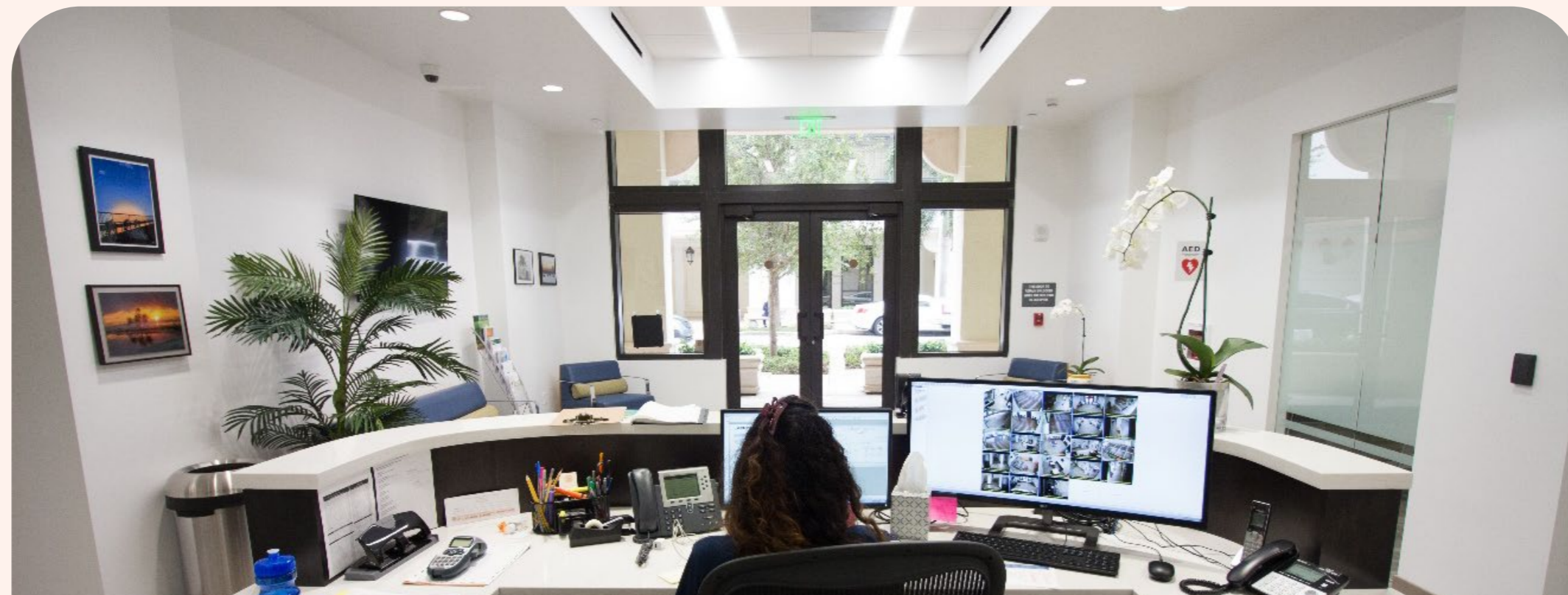
# COMPETITION

- 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		<b>98.56%</b>	<a href="#">274</a>
No		<b>1.44%</b>	<a href="#">4</a>

# TRENDS

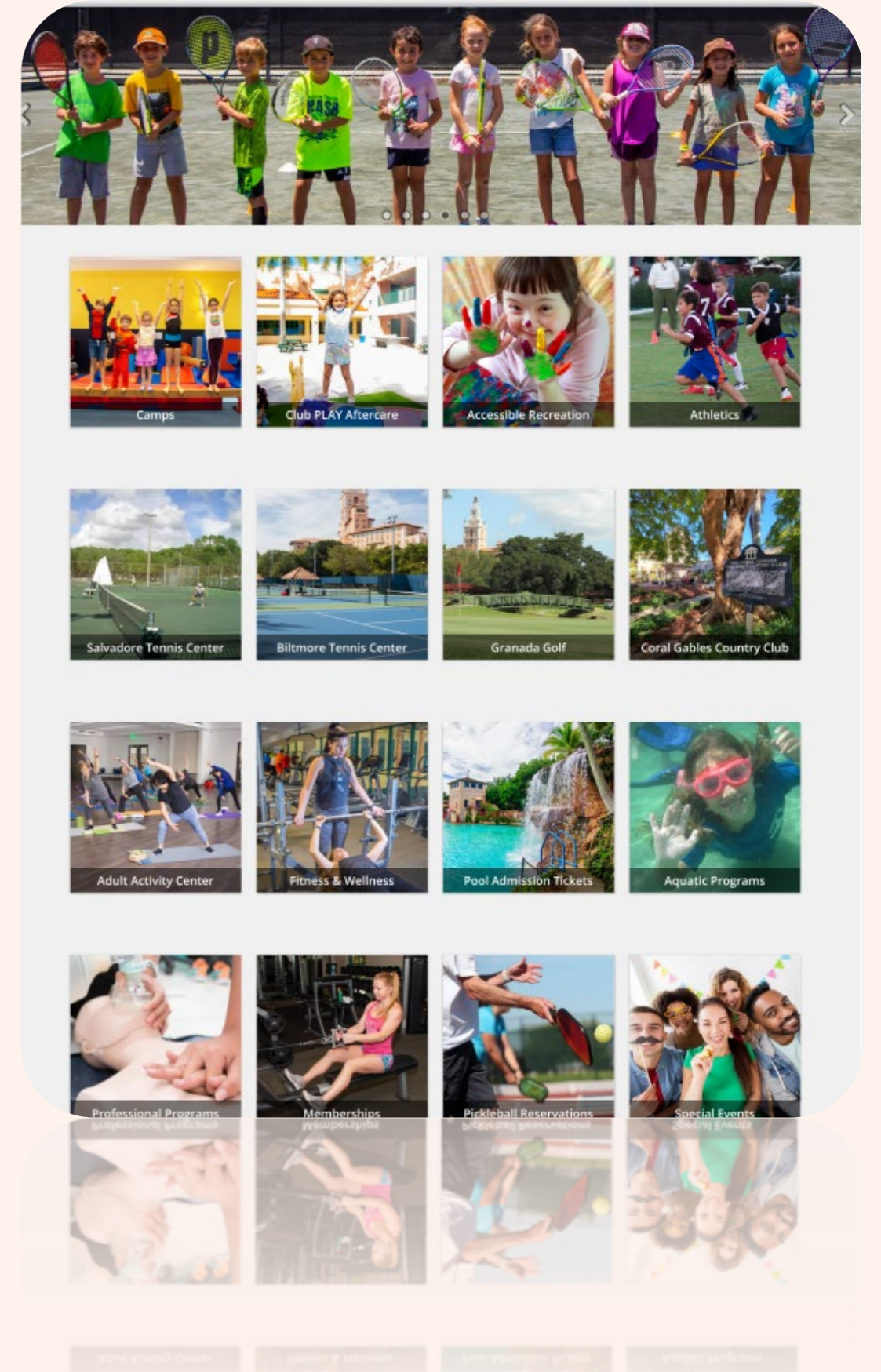
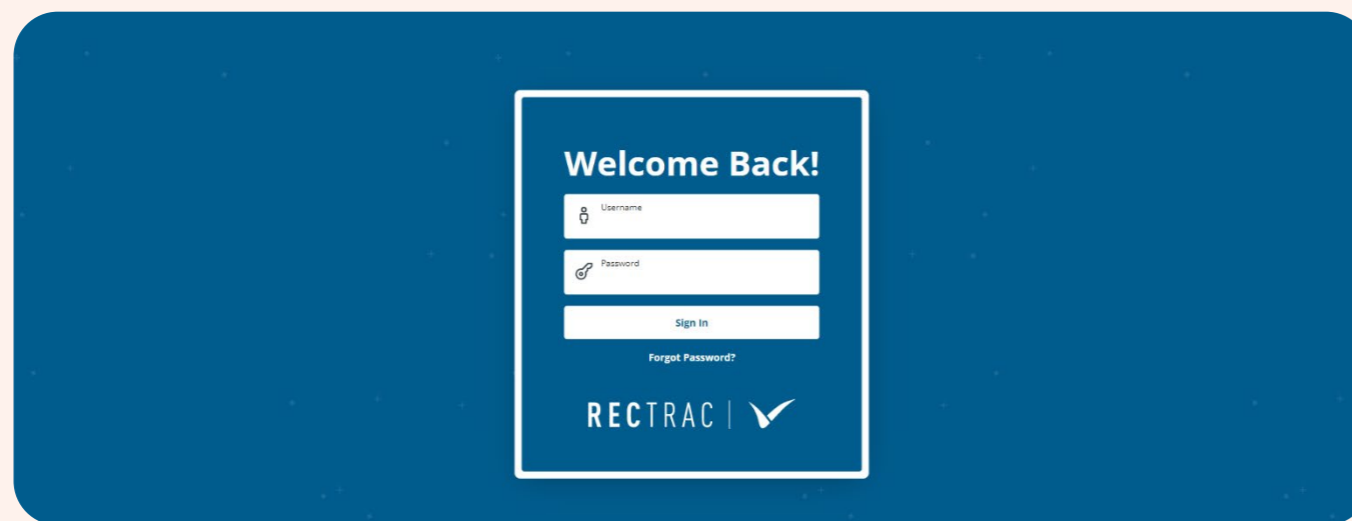
- The Community Recreation Department annually reviews the needs of the community and tasks each Division to identify a local, national and international trend in their industry to ensure that programming stays relevant.
- In addition, an evaluation is conducted by staff following each program to review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



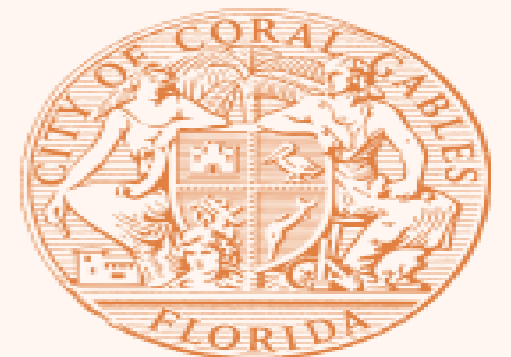




# *Correct Answer to Question #3*



*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 water. 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 by a large, natural rock opening, suggesting the pool is located inside a cave or a similar natural structure.

# *Operations Analysis*



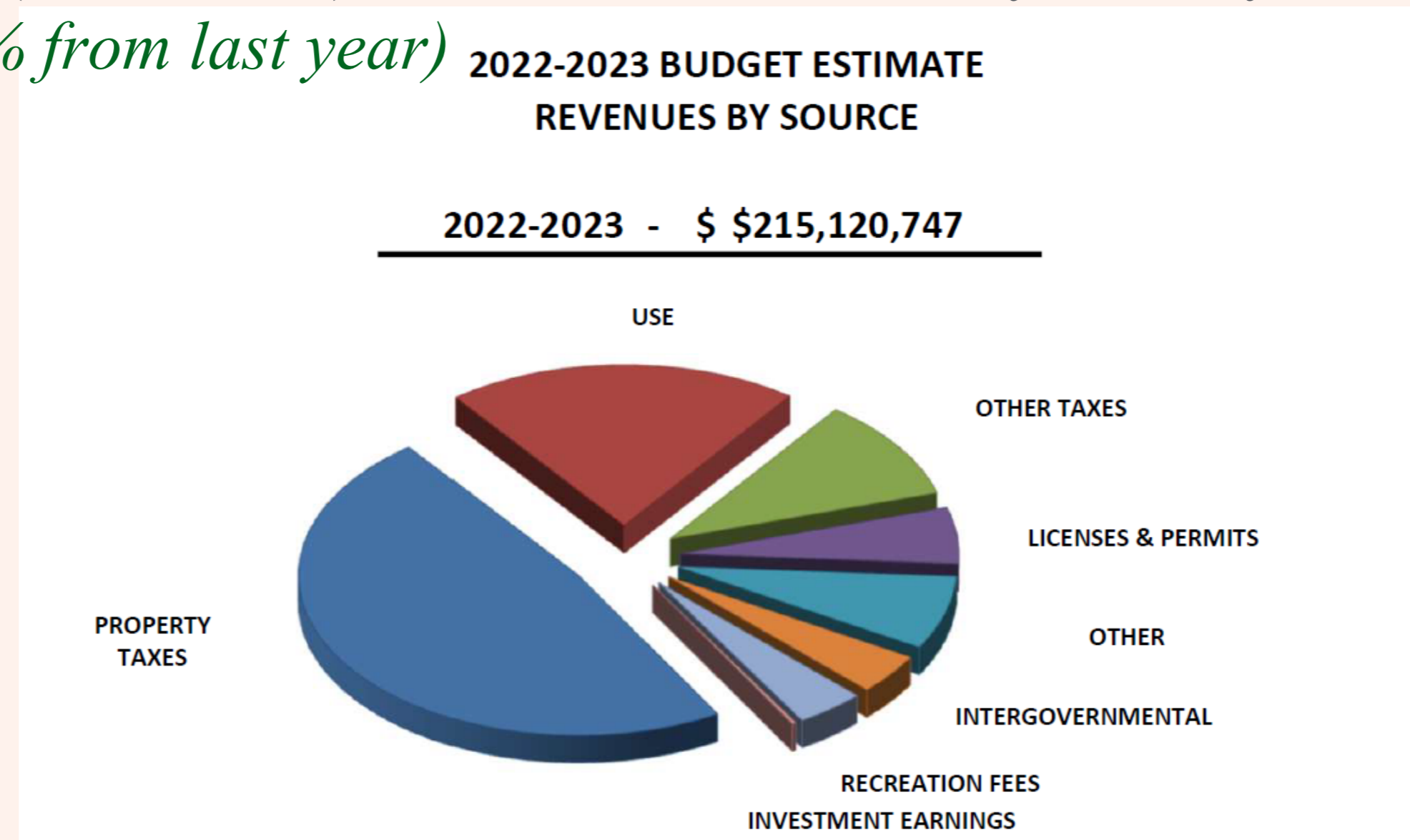
# SUMMARY OF EXPENSES AND REVENUES

- 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.

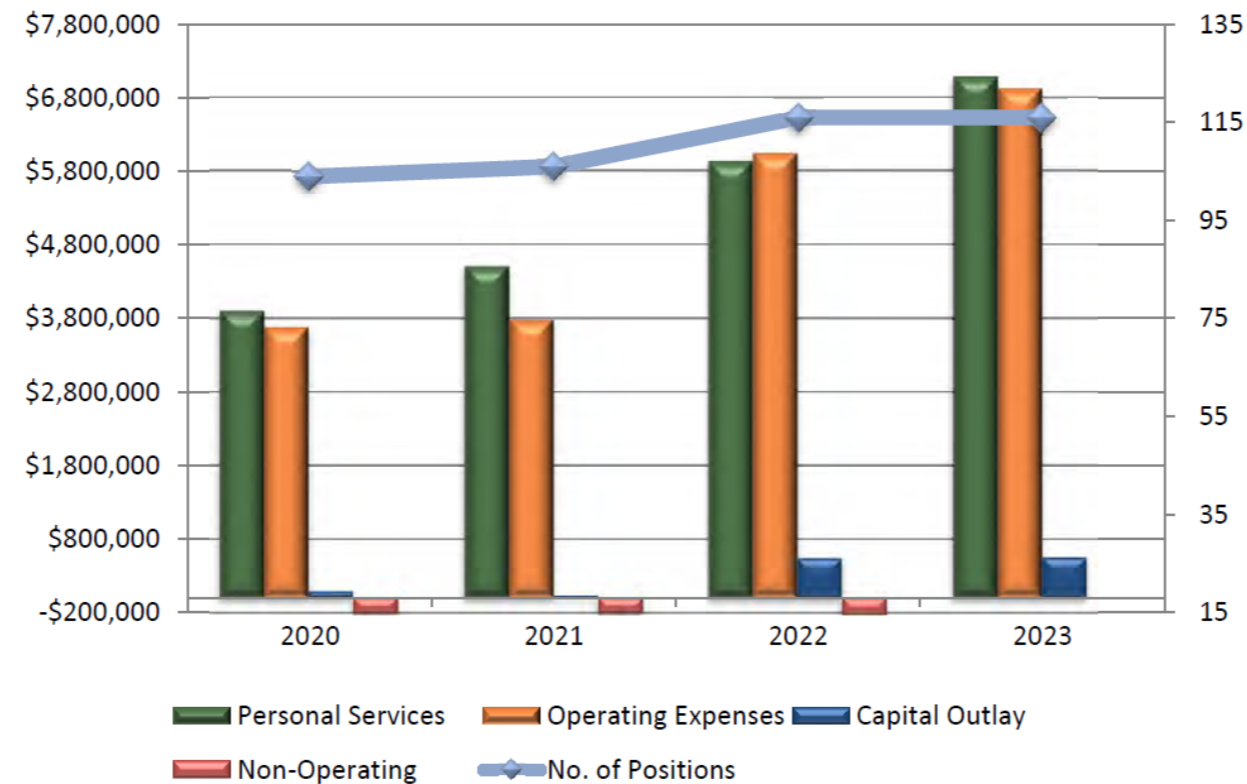




COMMUNITY RECREATION DEPARTMENT  
BUDGET AND POSITION SUMMARY

	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)	-
<b>Total</b>	<b>7,472,201</b>	<b>8,119,995</b>	<b>12,272,268</b>	<b>14,546,657</b>
Full Time Headcount	32.50	32.50	39.50	39.50
Part Time FTE's	71.91	73.74	76.74	76.74
<b>Total Headcount &amp; FTE's</b>	<b>104.41</b>	<b>106.24</b>	<b>116.24</b>	<b>116.24</b>

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.

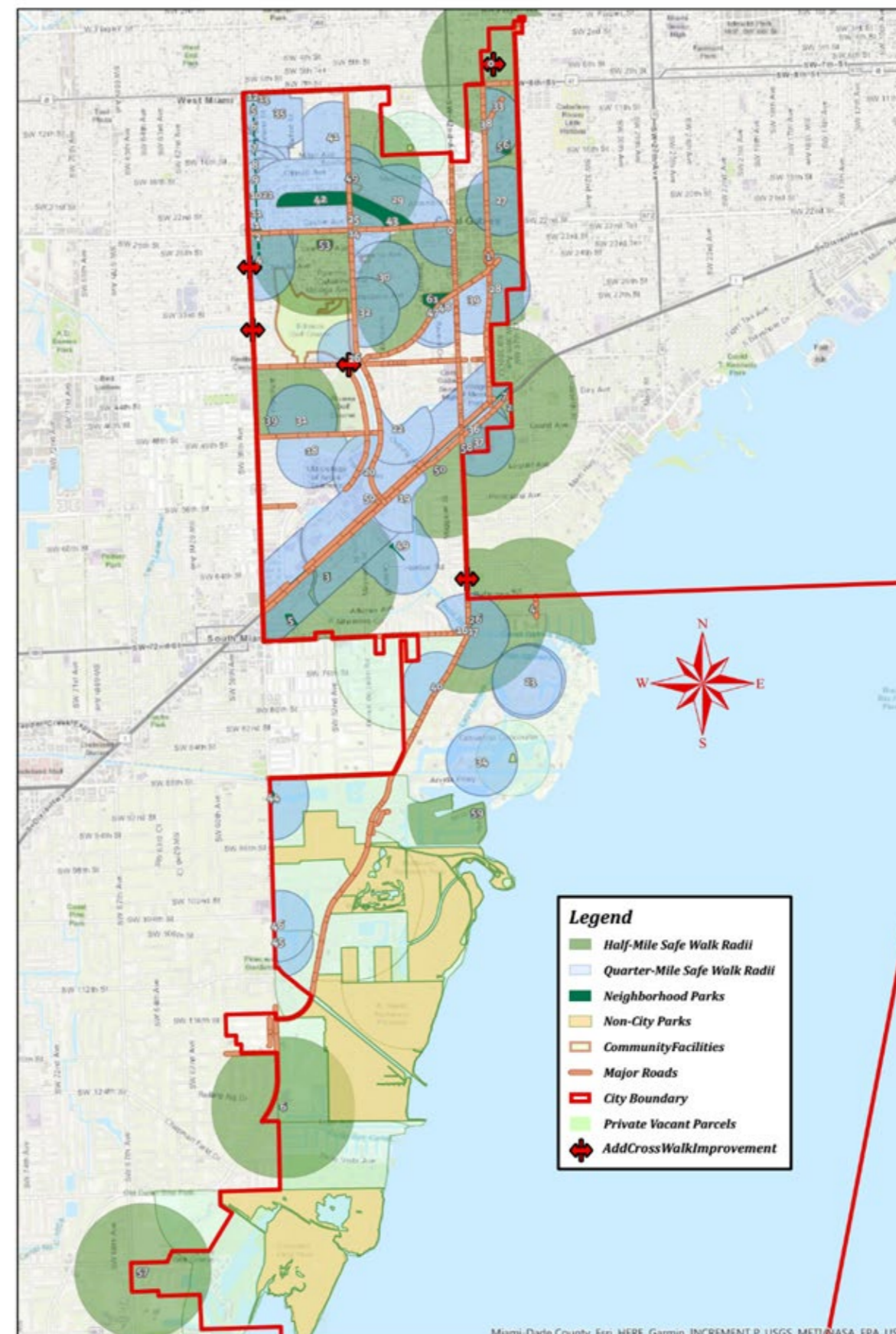
# PARKS & OPEN SPACES

## 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																				

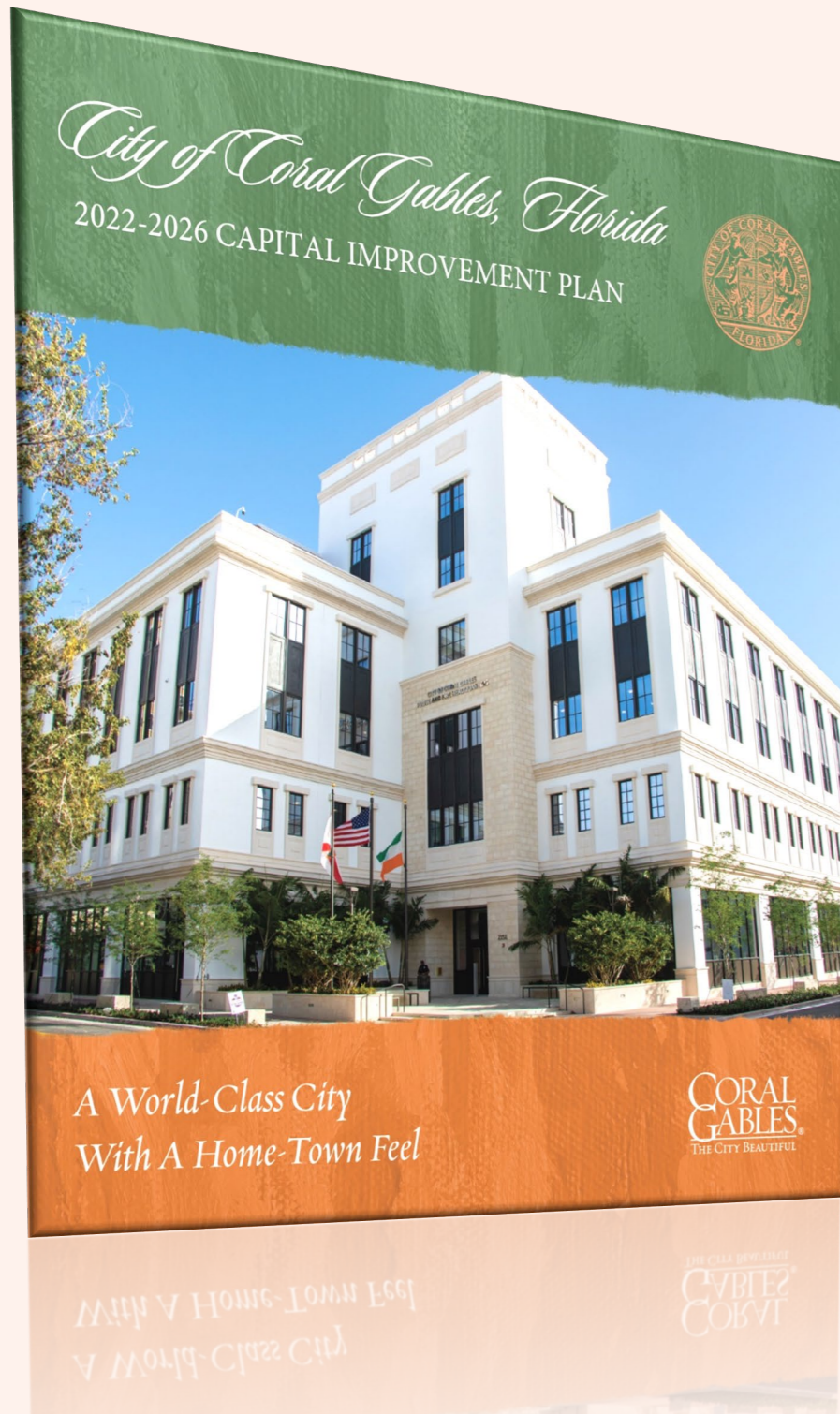
# City of Coral Gables - Walkable Green Space Analysis Citywide

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
<b>TOTAL</b>		<b>\$ 7,598,463</b>	<b>\$ 1,878,858</b>	<b>\$ 11,383,694</b>	<b>\$ 20,861,015</b>	<b>\$ 12,437,793</b>	<b>\$ 5,413,064</b>	<b>\$ 3,837,884</b>	<b>\$ 2,841,439</b>	<b>\$ 45,391,195</b>

**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
<b>TOTAL</b>	<b>\$ 35,898,355</b>	<b>\$ 3,307,522</b>	<b>\$ 100,000</b>	<b>\$ 403,472</b>	<b>\$ 1,800,000</b>	<b>\$ 3,729,545</b>	<b>\$ 152,301</b>	<b>\$ 45,391,195</b>

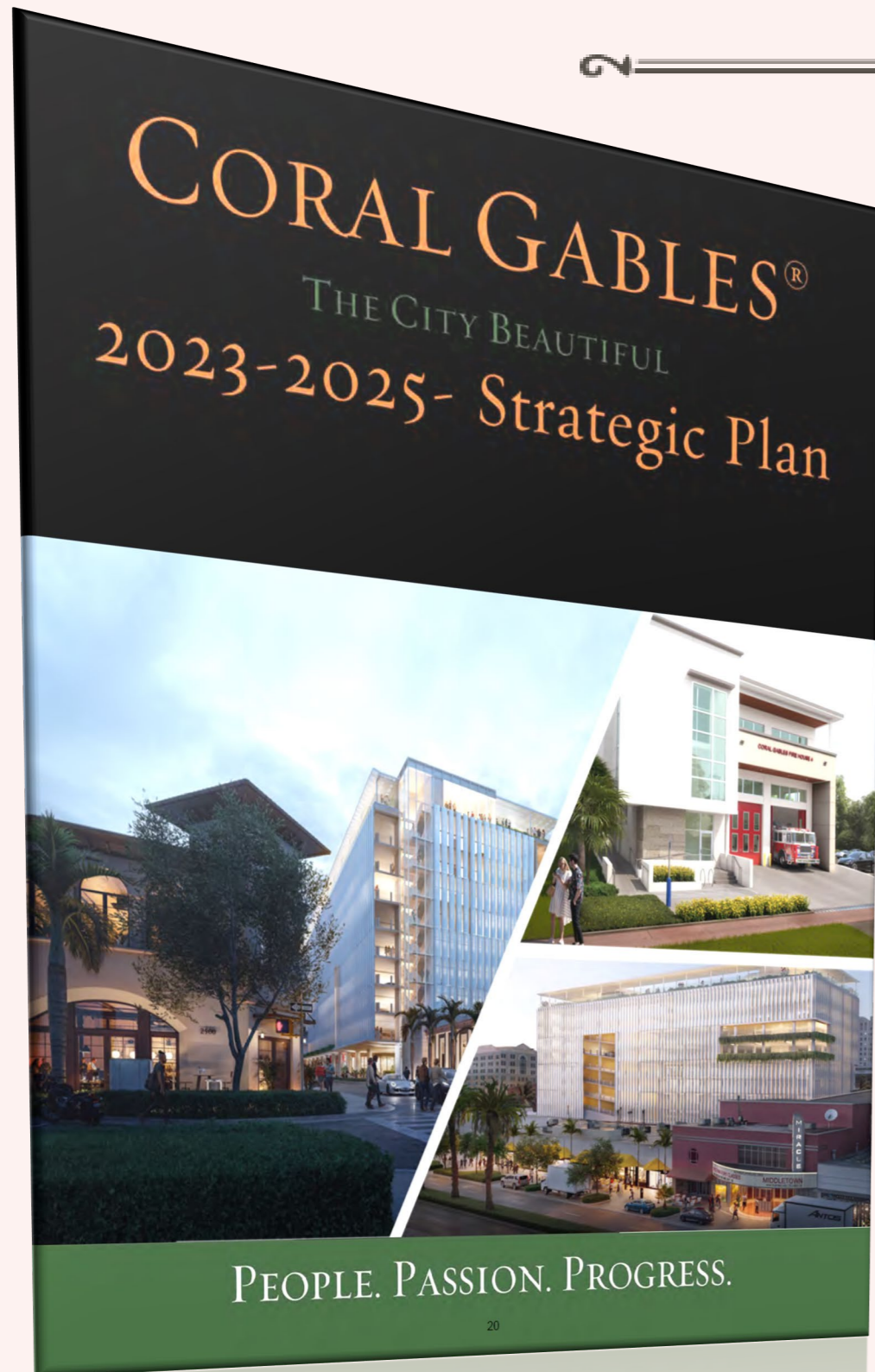
**CITY OF CORAL GABLES**  
**COMMUNITY RECREATION MAJOR REPAIR PROJECTS BY YEAR**

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
<b>TOTAL</b>	<b>\$ 3,346,605</b>	<b>\$ 653,692</b>	<b>\$ 1,876,302</b>	<b>\$ 5,876,599</b>	<b>\$ 1,904,447</b>	<b>\$ 1,933,014</b>	<b>\$ 1,962,009</b>	<b>\$ 1,991,439</b>	<b>\$ 13,667,508</b>

✓ - Completed Project

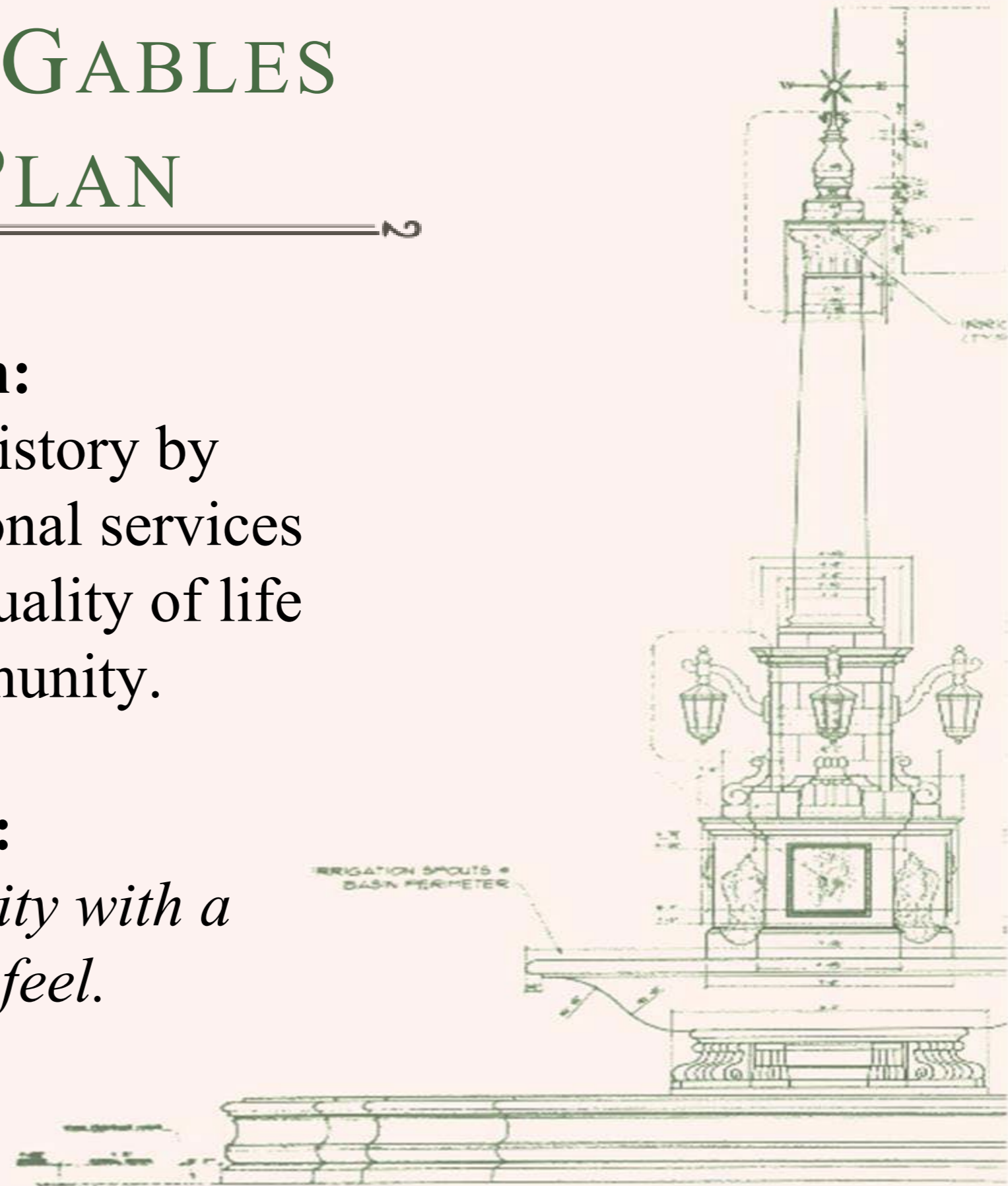


# CITY OF CORAL GABLES STRATEGIC PLAN



**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

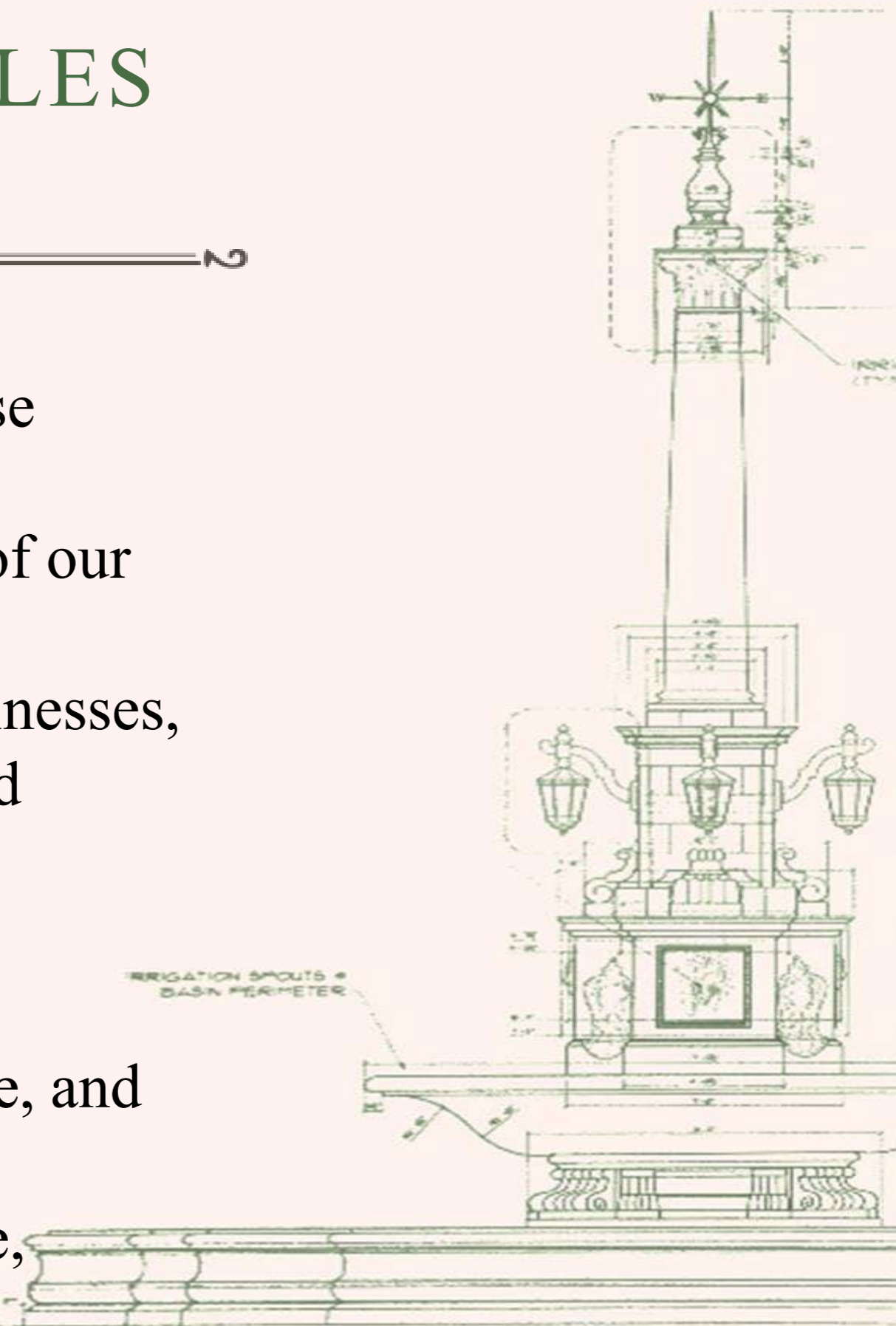
**Aesthetics** - preserving and enhancing the beauty of our city

**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





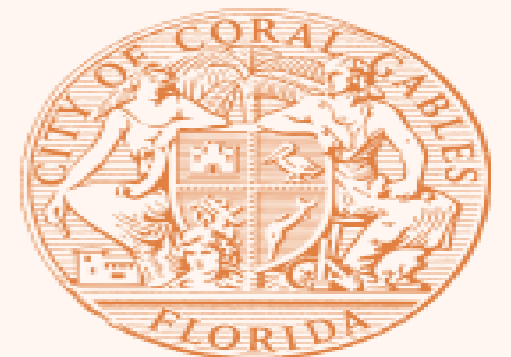


# *Trivia*

## *Question #4*



WHAT YEAR WAS THE CITY  
OF CORAL GABLES  
INCORPORATED?



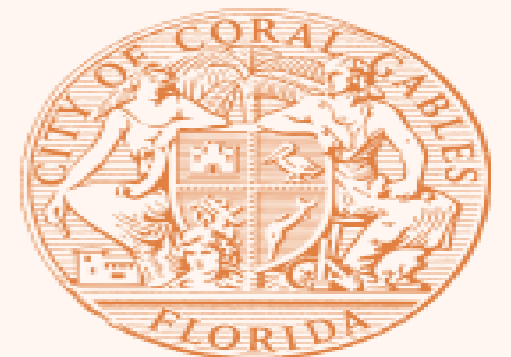




# *Correct Answer to Question #4*



*1925*







*Implementation  
Strategies*



# MARKETING STRATEGIES

## Print Media

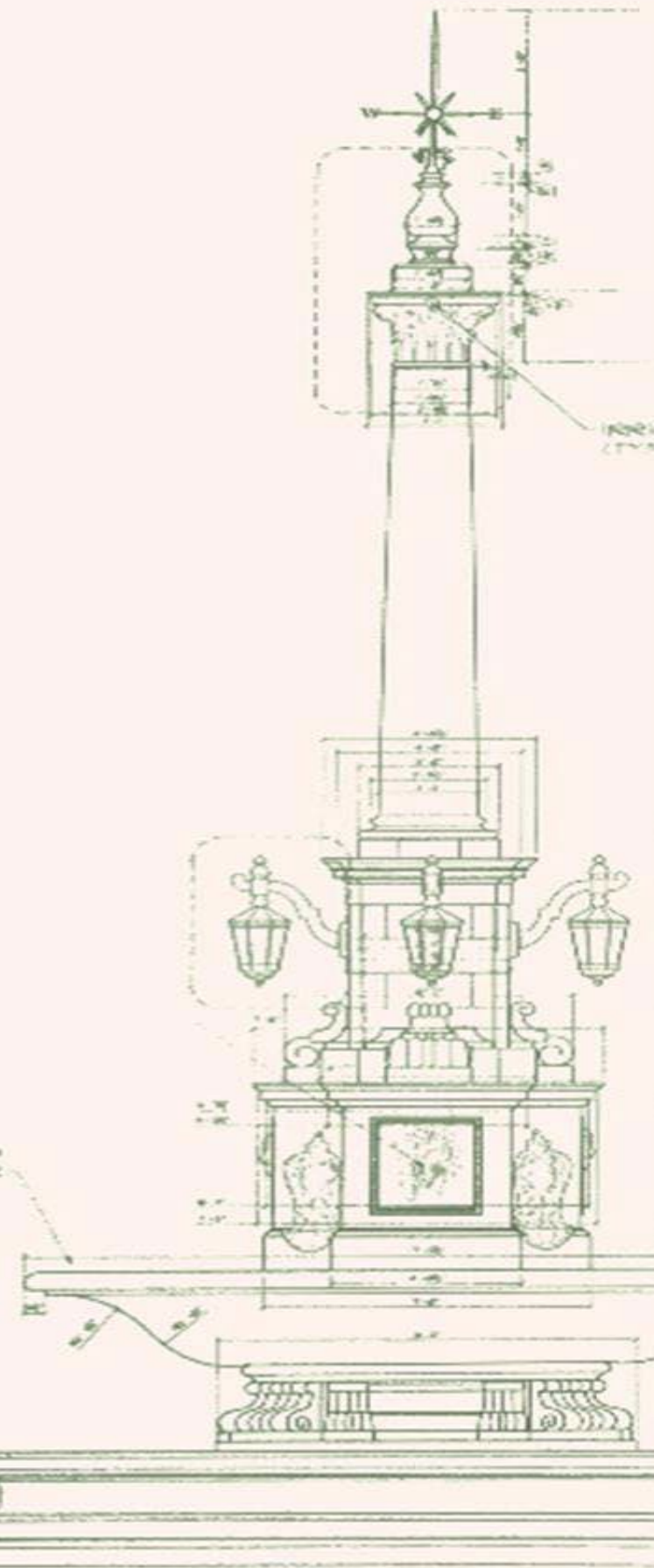
- Posters, Flyers, Brochures & Door Hangers

## 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

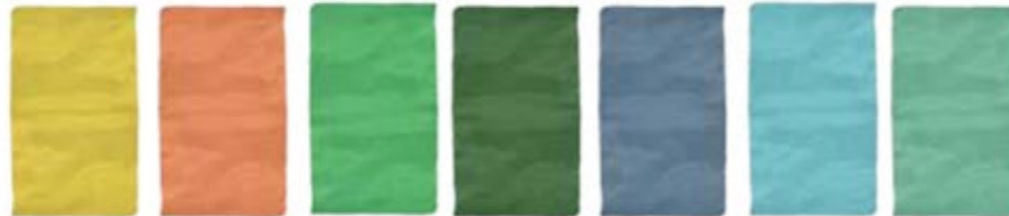
*Requiem Italic*

*Sloop Script*

Requiem Text

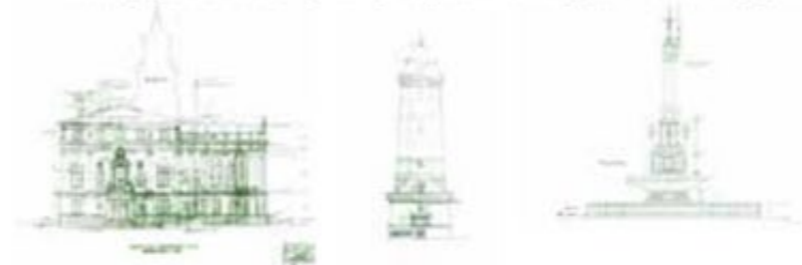
(2 typefaces included, .TTF / .OTF formats)

### 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)

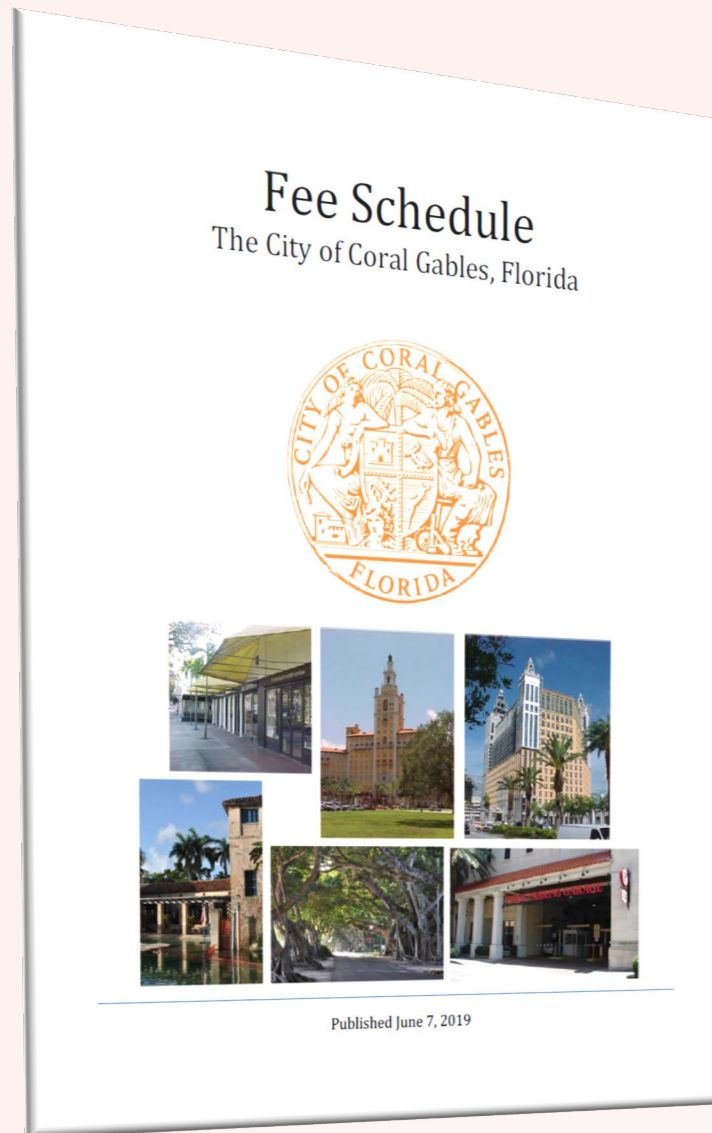
### MESSAGING

#### MEDIUM DESCRIPTION

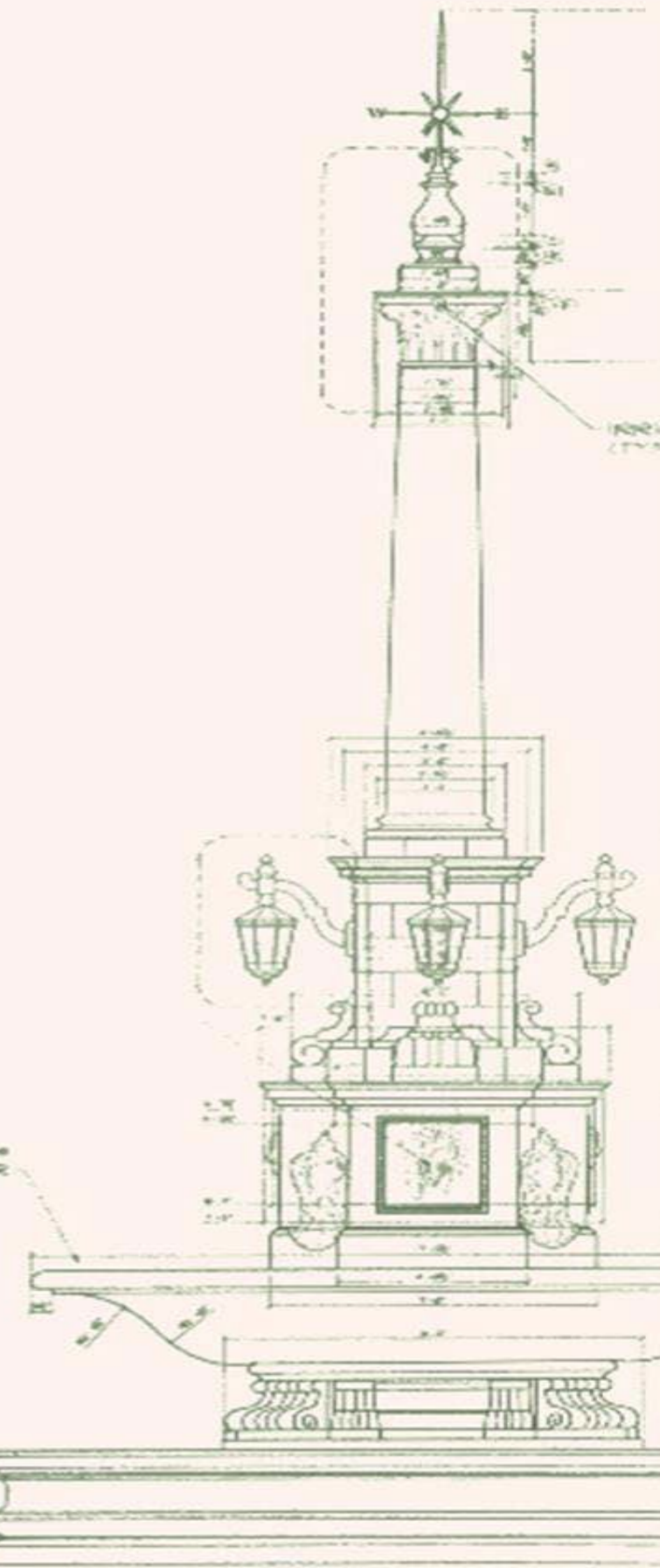
The incarnation of a dream, Coral Gables offers the core small city with a cosmopolitan feel. Designed from the core an international community, the physical and cultural life has been cultivated to reflect the vision of its master plan: lush tropical backdrop complemented by classic Mediterranean

(1 file, .TXT format)

# PRICING STRATEGIES

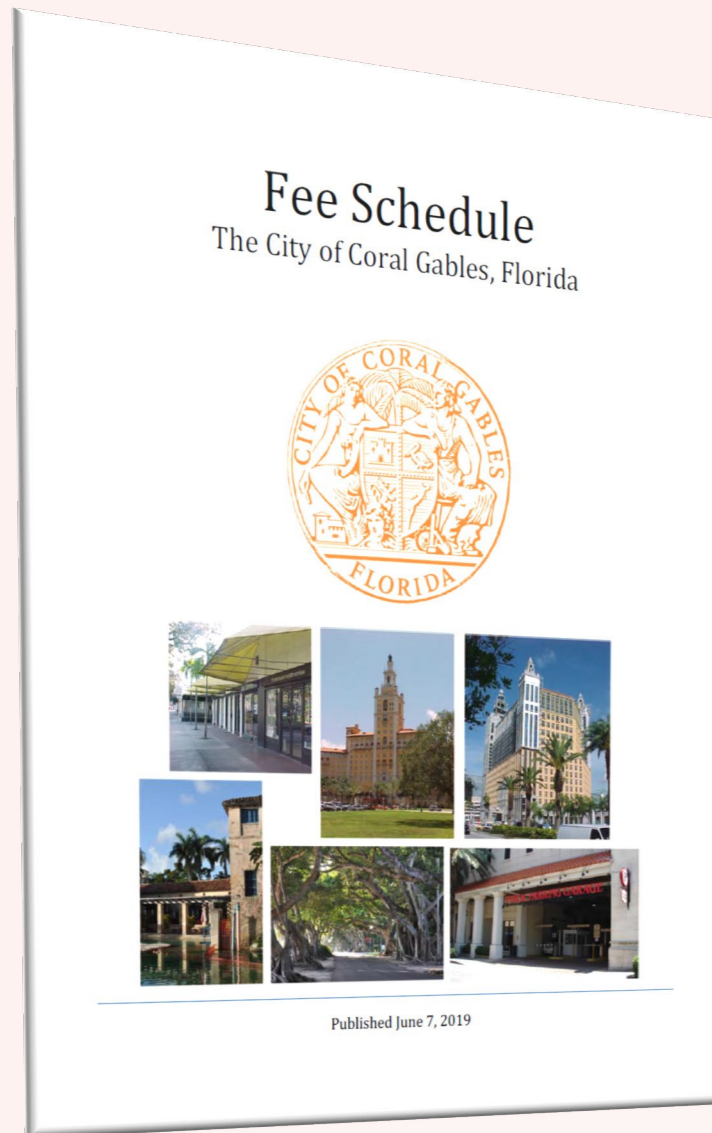


- Fee Assessment Categories
  - Public Based Services - Open spaces, playgrounds, trails, parks and recreation sponsored programs that generate public awareness and positive public relations.
  - Private Based Services - Picnic areas, tennis, aquatics, and parks and recreation sponsored activities such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

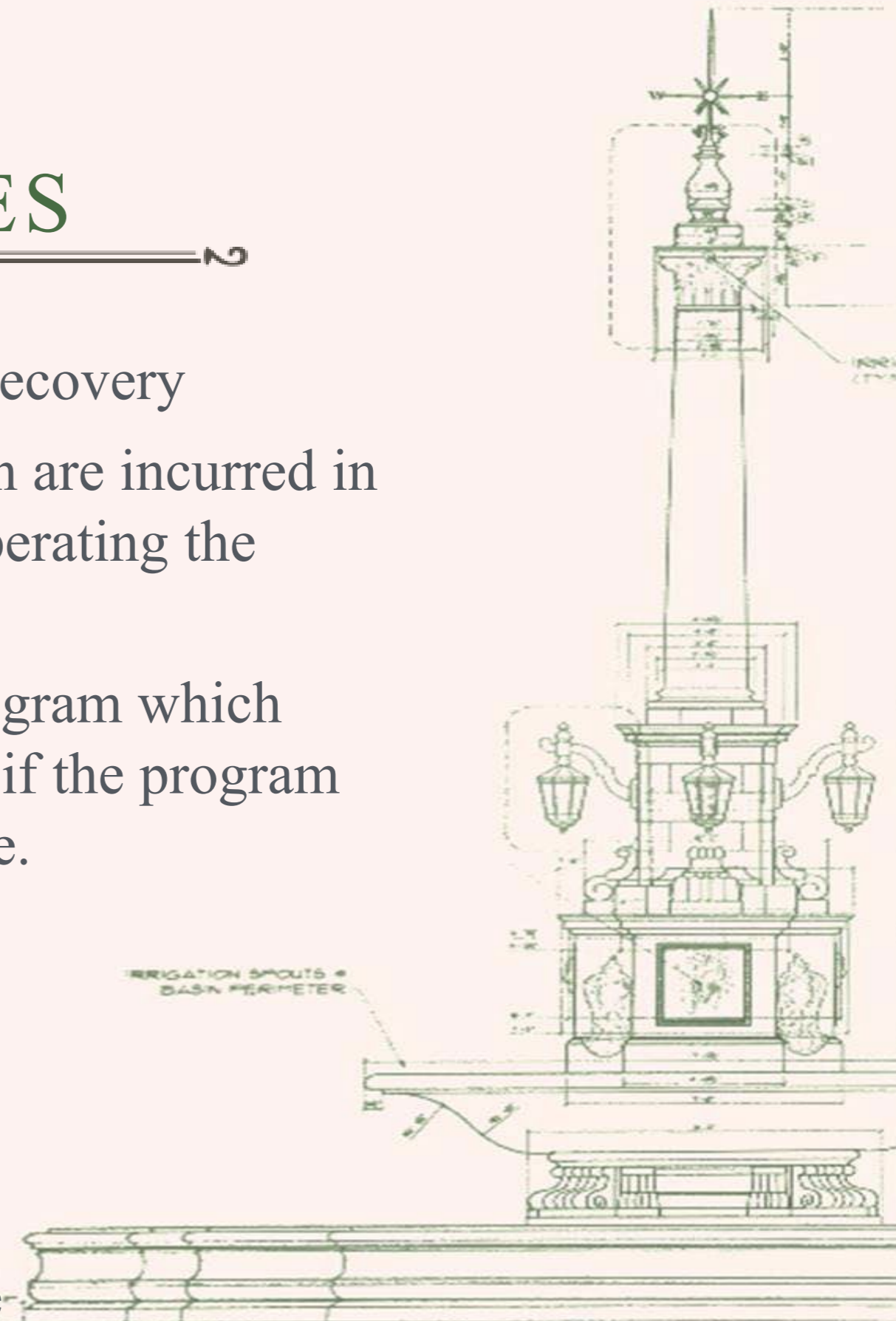




# PRICING STRATEGIES



- 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**

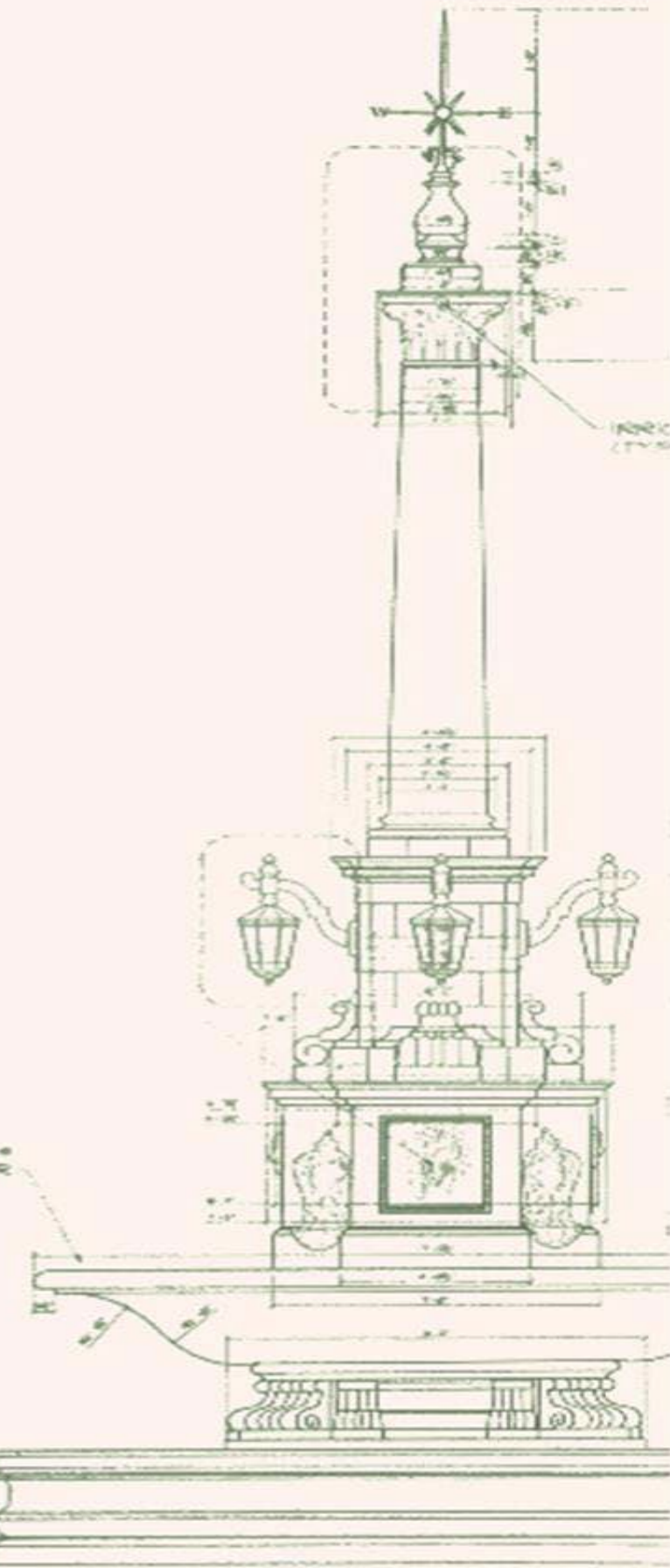
**Mission:**  
To honor our history by providing exceptional services that enhance the quality of life for our community.

**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 και η καινοτομία – εξαιρετική εξυπηρέτηση από τους  
 Γενικούς – η απόδοση, η αξιοπιστία, η καινοτομία και η καινοτομία – εξαιρετική εξυπηρέτηση από τους



*15 Minute*

*Break*


CORAL  
GABLES  
THE CITY BEAUTIFUL



*Positive Leadership  
Workshop*







Who are our  
Leaders?


Please raise your  
hand if you are in a  
leadership role in  
your respective  
facility or division.





[The Power of Positive Leadership Book](#)





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

Visit:

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

Once you get your results, please forward to [cvester@coralgables.com](mailto: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

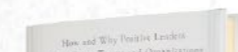
**Positive Leaders** Create United  
and Connected Teams

**Positive Leaders** Build Great  
Relationships and Teams

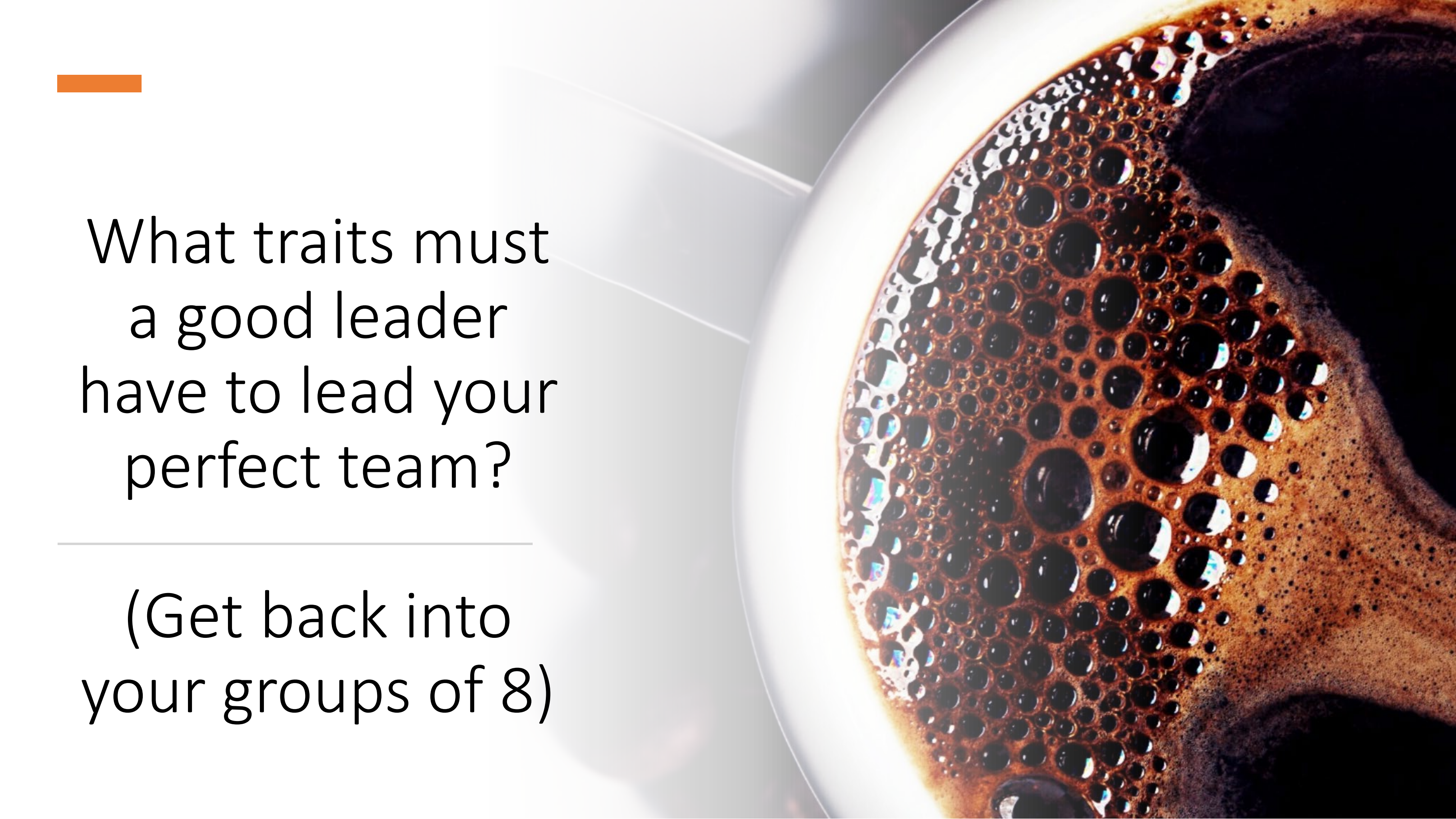
**Positive Leaders** Pursue Excellence

**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.



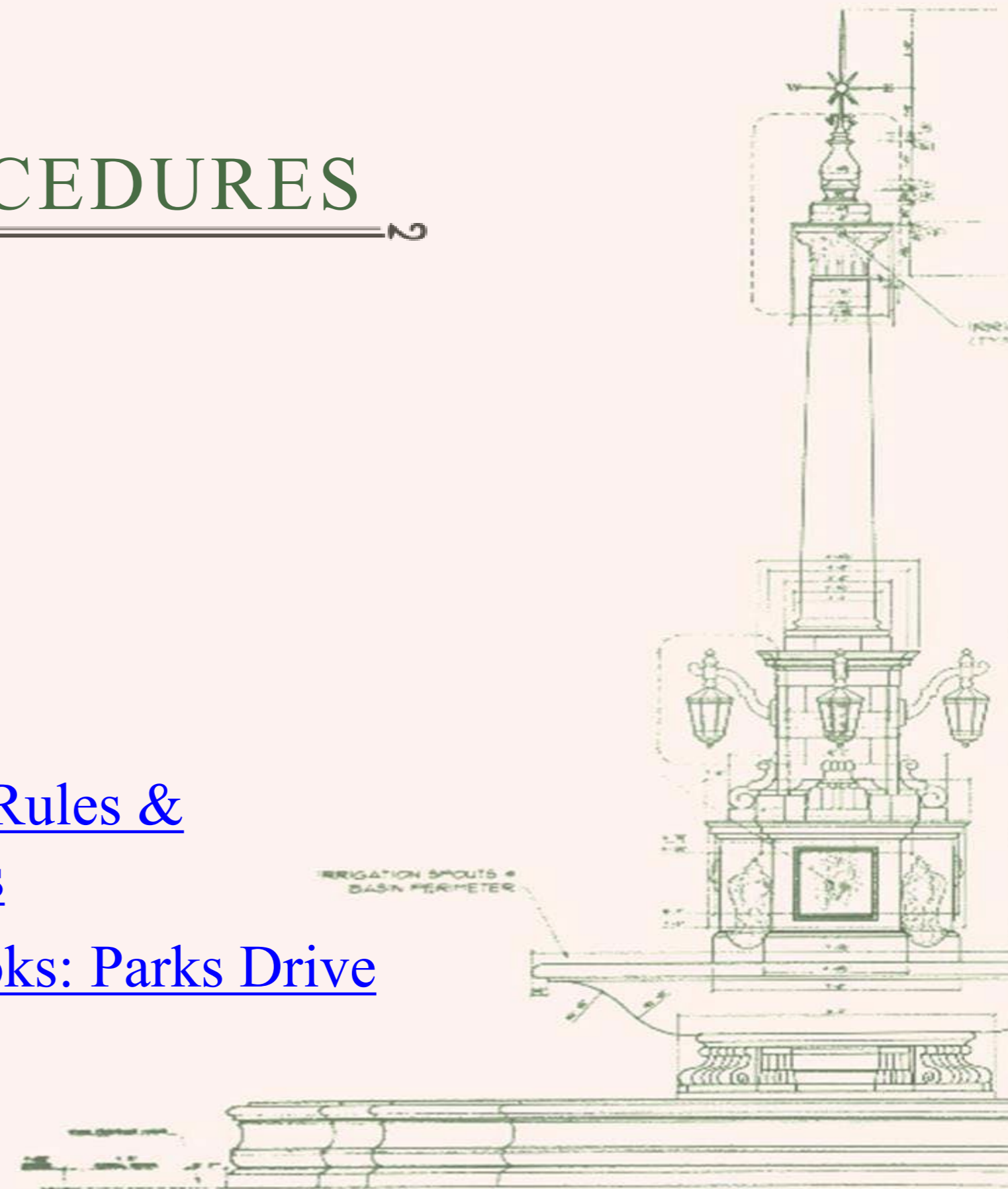
# *Policies & Procedures*





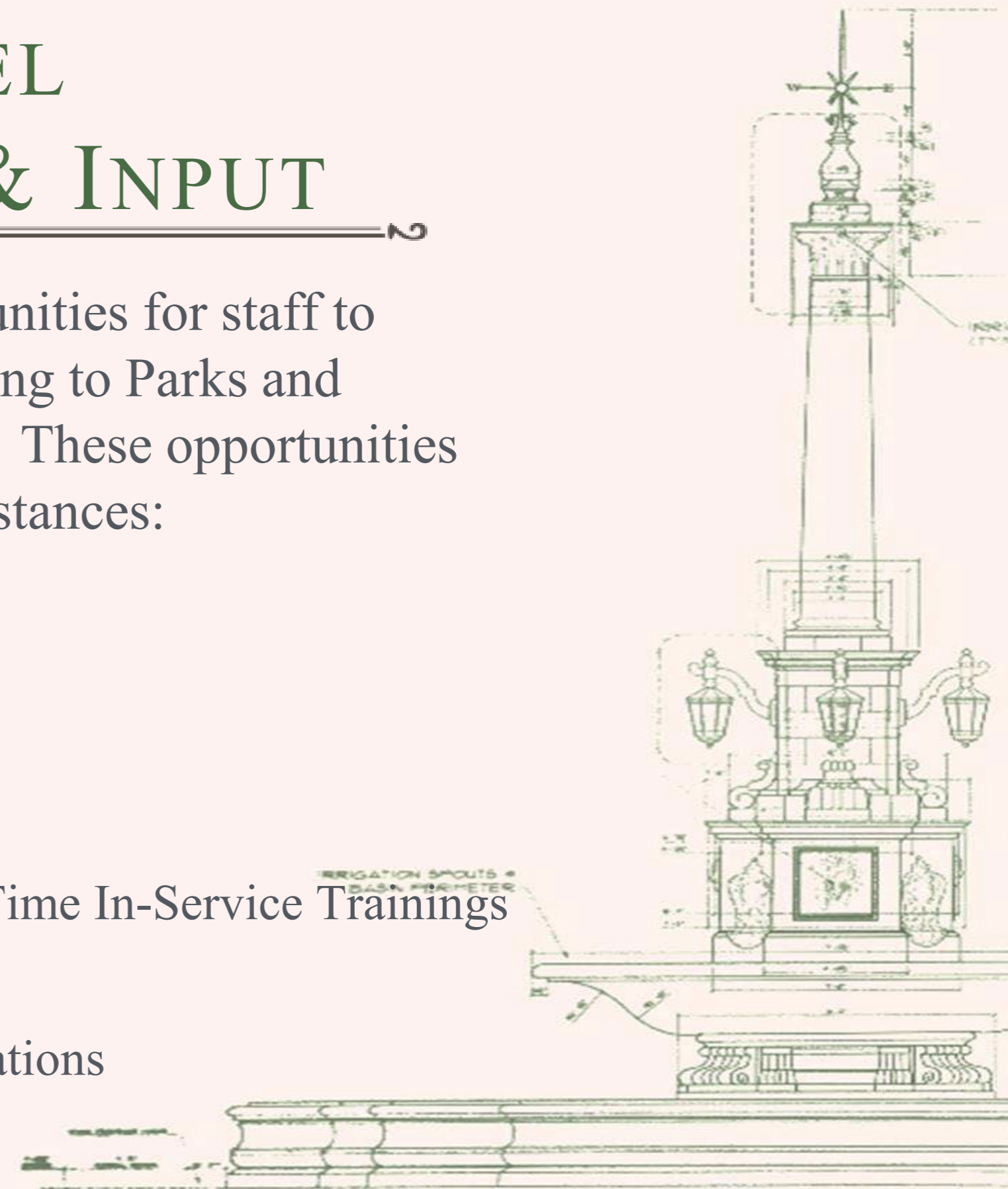
# POLICIES & PROCEDURES

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



# PERSONNEL INVOLVEMENT & INPUT

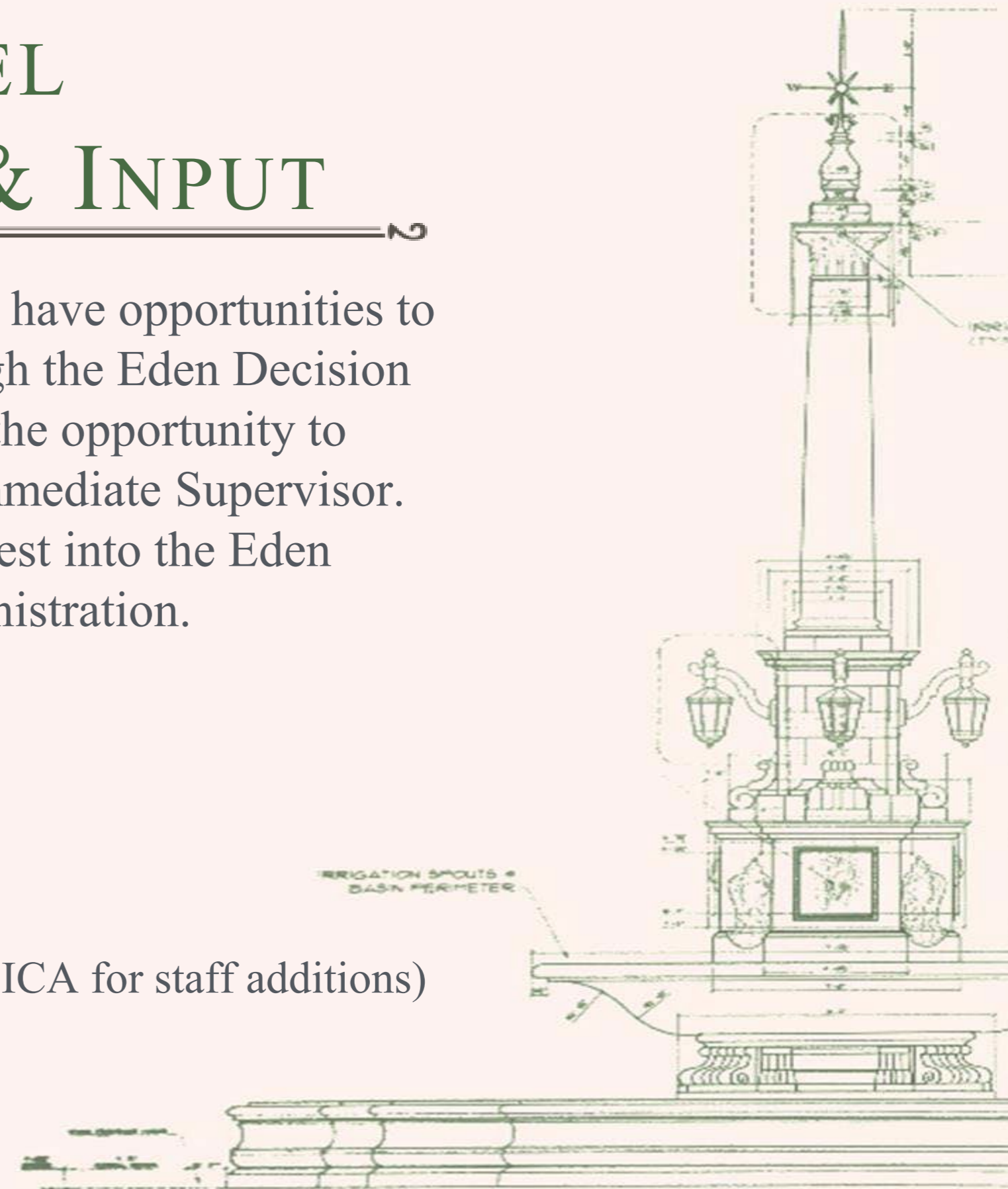
- Administration will provide opportunities for staff to provide input on all matters pertaining to Parks and Community Recreation Operations. These opportunities will occur at a minimum in these instances:
  - Annual Meeting
  - Annual Leadership Retreat
  - Leadership Workshops
  - Monthly Supervisor 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://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.

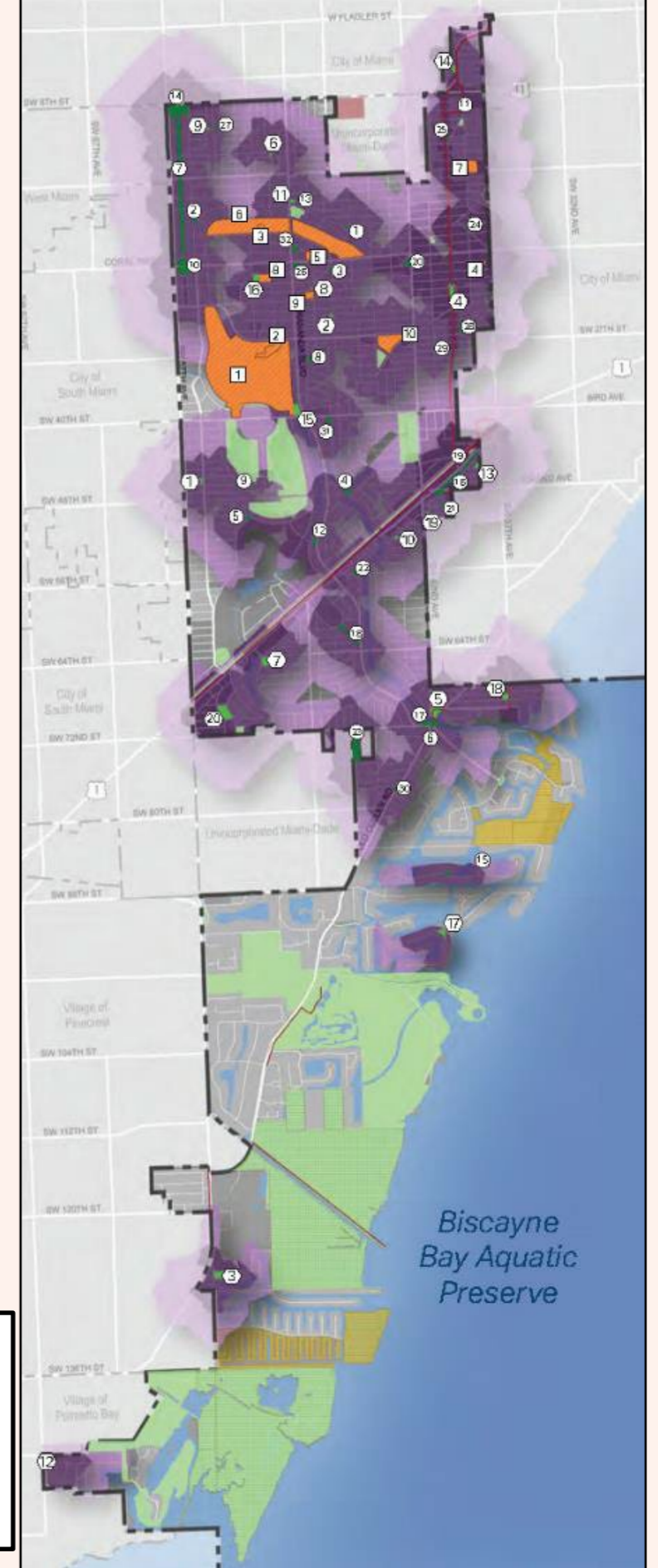
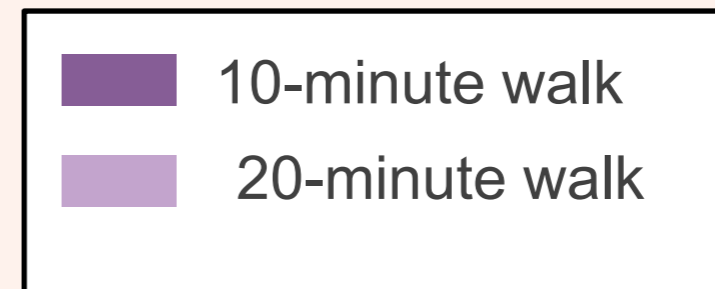




# COMMUNITY RECREATION MASTER PLAN

## 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



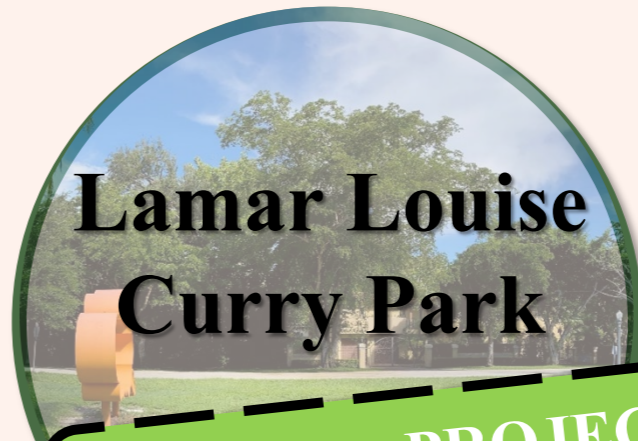
**Salvadore  
Park**

**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**



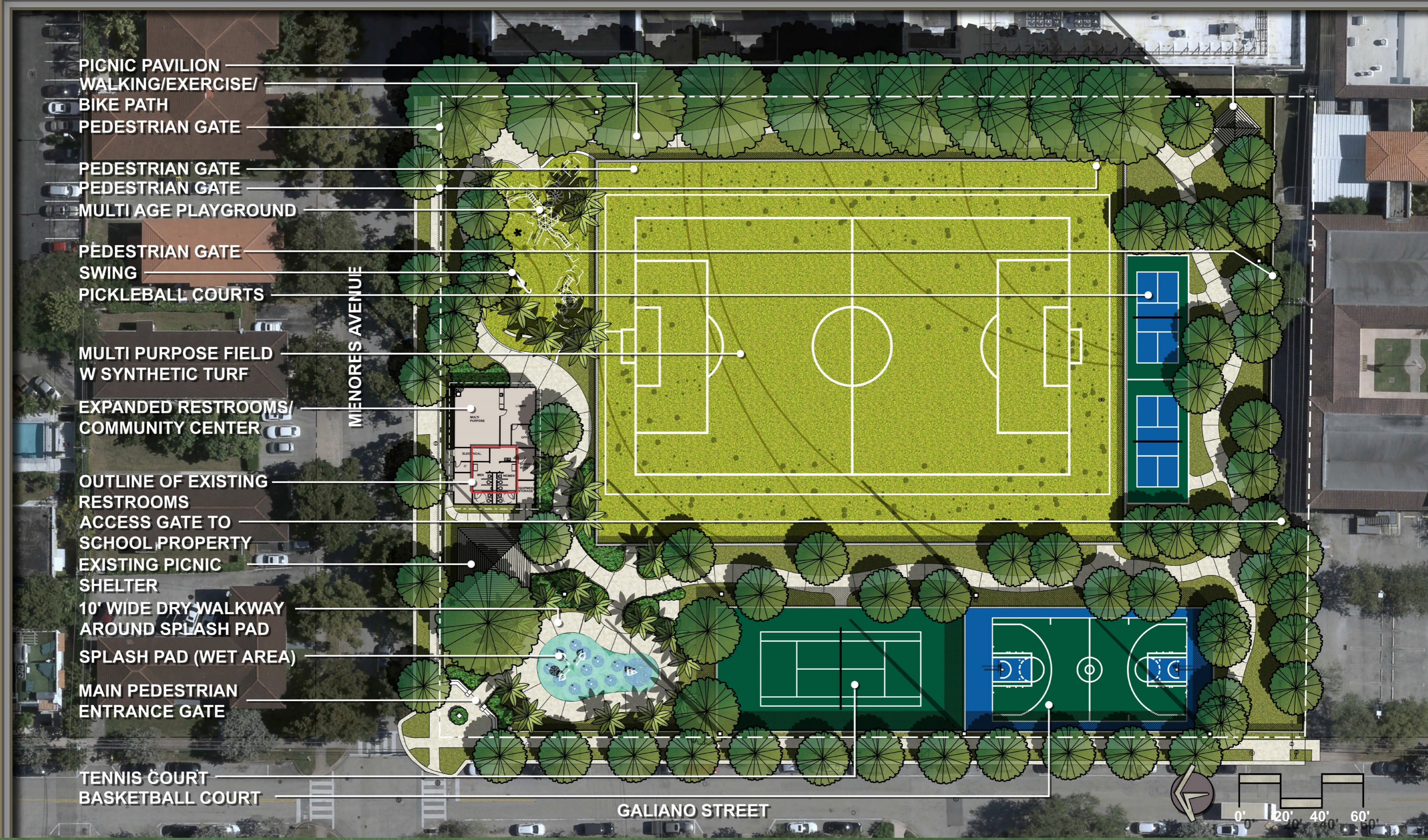
**Phillips  
Park**

**CONCEPT DESIGN  
COMPLETE**



# PHILLIPS PARK

## CONCEPT



PICNIC PAVILION  
WALKING/EXERCISE/  
BIKE PATH  
PEDESTRIAN GATE

PEDESTRIAN GATE  
PEDESTRIAN GATE  
MULTI AGE PLAYGROUND

PEDESTRIAN GATE  
SWING  
PICKLEBALL COURTS

MULTI PURPOSE FIELD  
W SYNTHETIC TURF  
EXPANDED RESTROOMS/  
COMMUNITY CENTER

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

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

MAIN PEDESTRIAN  
ENTRANCE GATE

TENNIS COURT  
BASKETBALL COURT

MENORES AVENUE

GALIANO STREET





*ADA Transition Plan  
Updates*







**Americans With Disabilities Act (ADA) Transition Plan**

**UPDATE AND SUPPLEMENT**

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





**Americans With Disabilities Act (ADA) Transition Plan**

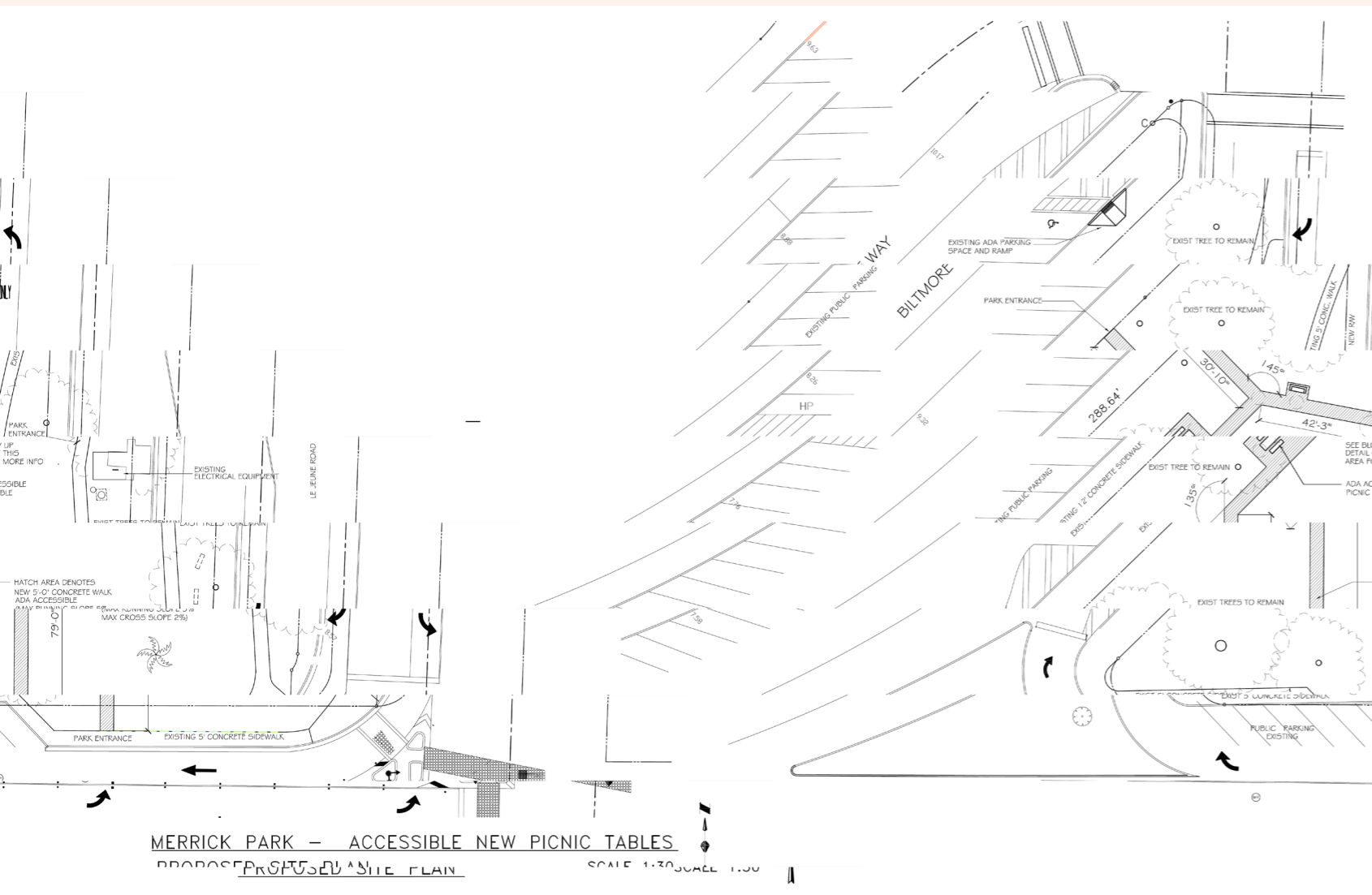
**UPDATE AND SUPPLEMENT**

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

# ADA TRANSITION PLAN UPDATES

## ADA Department Improvement Projects:

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





*Records Disaster Mitigation and  
Recovery Plan Update*





# RECORDS DISASTER MITIGATION AND RECOVERY PLAN



Human Resources Department

STAND BY PERSONNEL		ESSENTIAL PERSONNEL	
Employee Name	Telephone	Employee Name	Telephone
Carolina Vester	305-968-8781	Fred Couceyro	305-733-0057
Sarah Espino	786-553-2574	Mitch Zuriarrain	305-733-0071
Fabio Rodriguez	786-247-2793	Ericka Kofkin	305-609-6936
Kevin Gonzalez	305-562-1600	Katherine Anderson	786-213-3282
Jose Vilar	786-925-5924	Troy Hall	305-962-0310
Ana Hanna	706-459-7353	Robert Gomez	305-992-9599
Adier Acosta	786-380-2582	Darren 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

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

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

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

<b>Effective Date:</b>	<b>2022</b>
<b>Review frequency</b>	<b>Annually</b>
<b>Reviewed</b>	<b>2009-2020 (IT)   2010 (CAO, McGladrey)   2011 (HR, Finance)   2012 (Gartner)   2018 BRIT</b>
<b>Developed By</b>	<b>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</b>
<b>Approved by</b>	<b>Raimundo Rodulfo. IT Director</b>

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



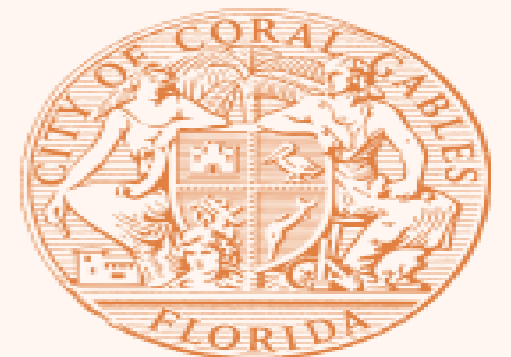


# *Trivia*

## *Question #5*



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



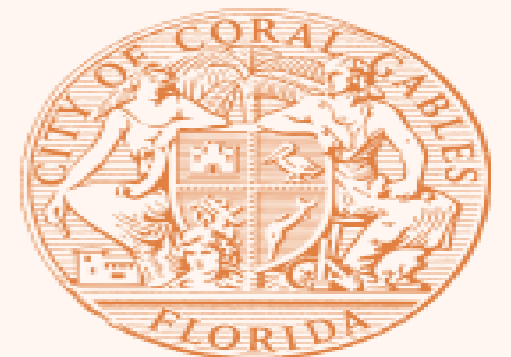




# *Correct Answer to Question #5*



*THE GREAT DEPRESSION &  
THE HURRICANE OF 1935*





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

*RecTrac  
Registration  
Software*



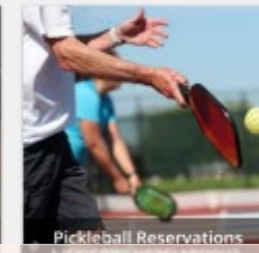
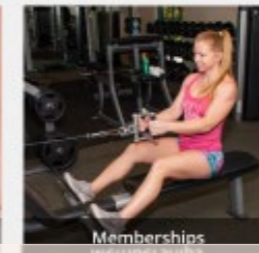
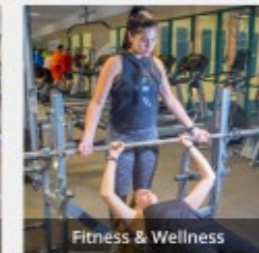
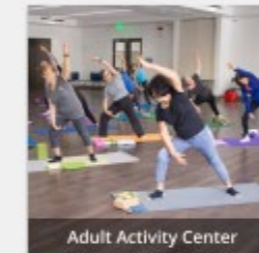
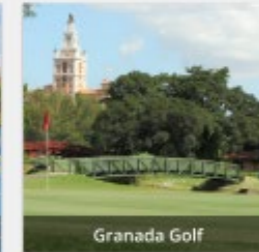
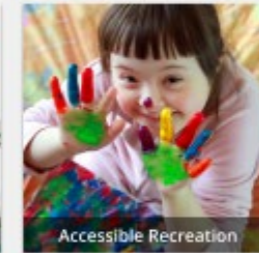
# RECTRAC SOFTWARE

- PlayGables WebTrac splash page [login](#)

[www.playgables.com](http://www.playgables.com)

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

[www.clubgables.com](http://www.clubgables.com)





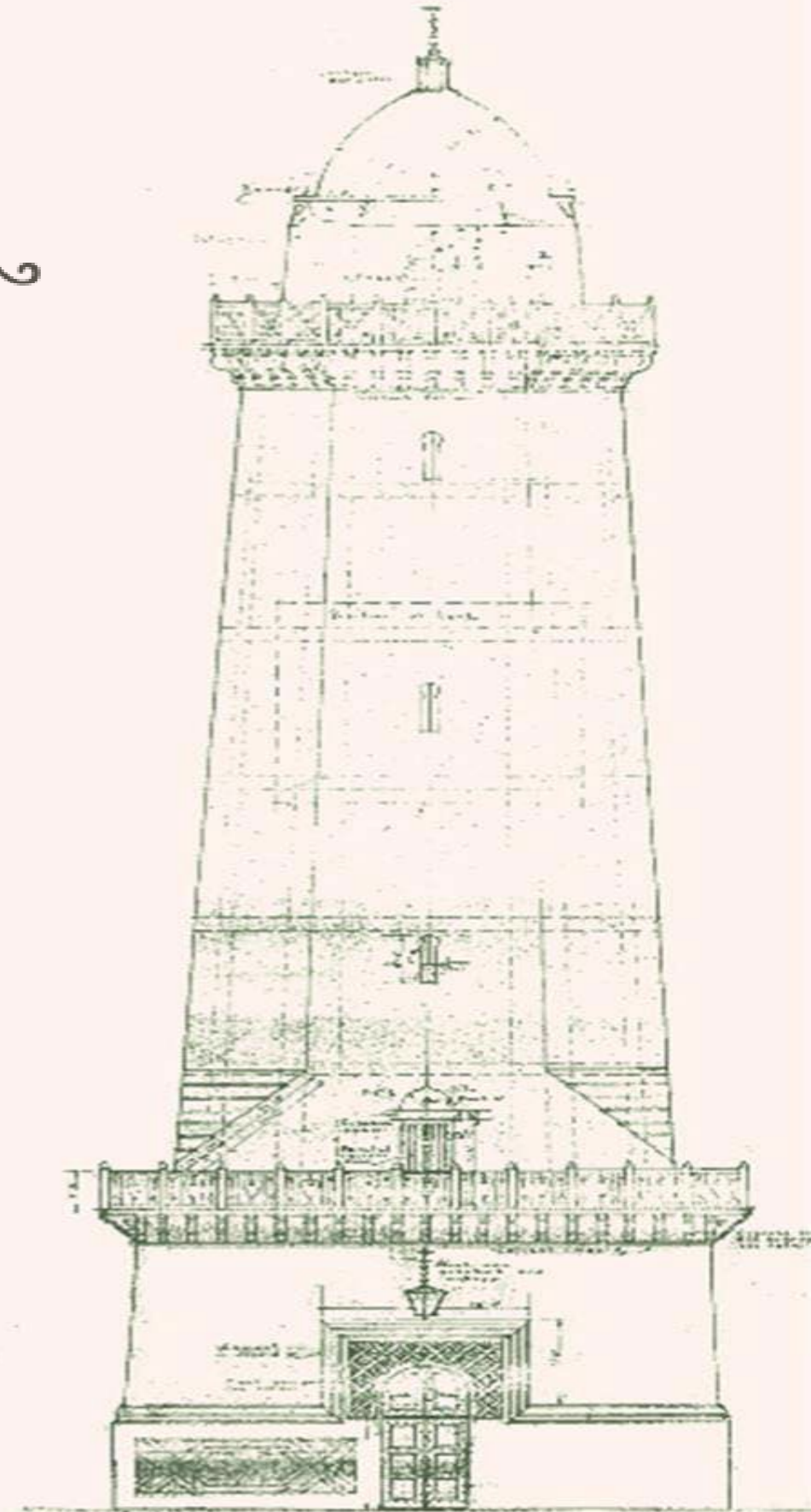
# *In-Service Training*





# ANNUAL IN-SERVICE TRAINING REVIEW

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

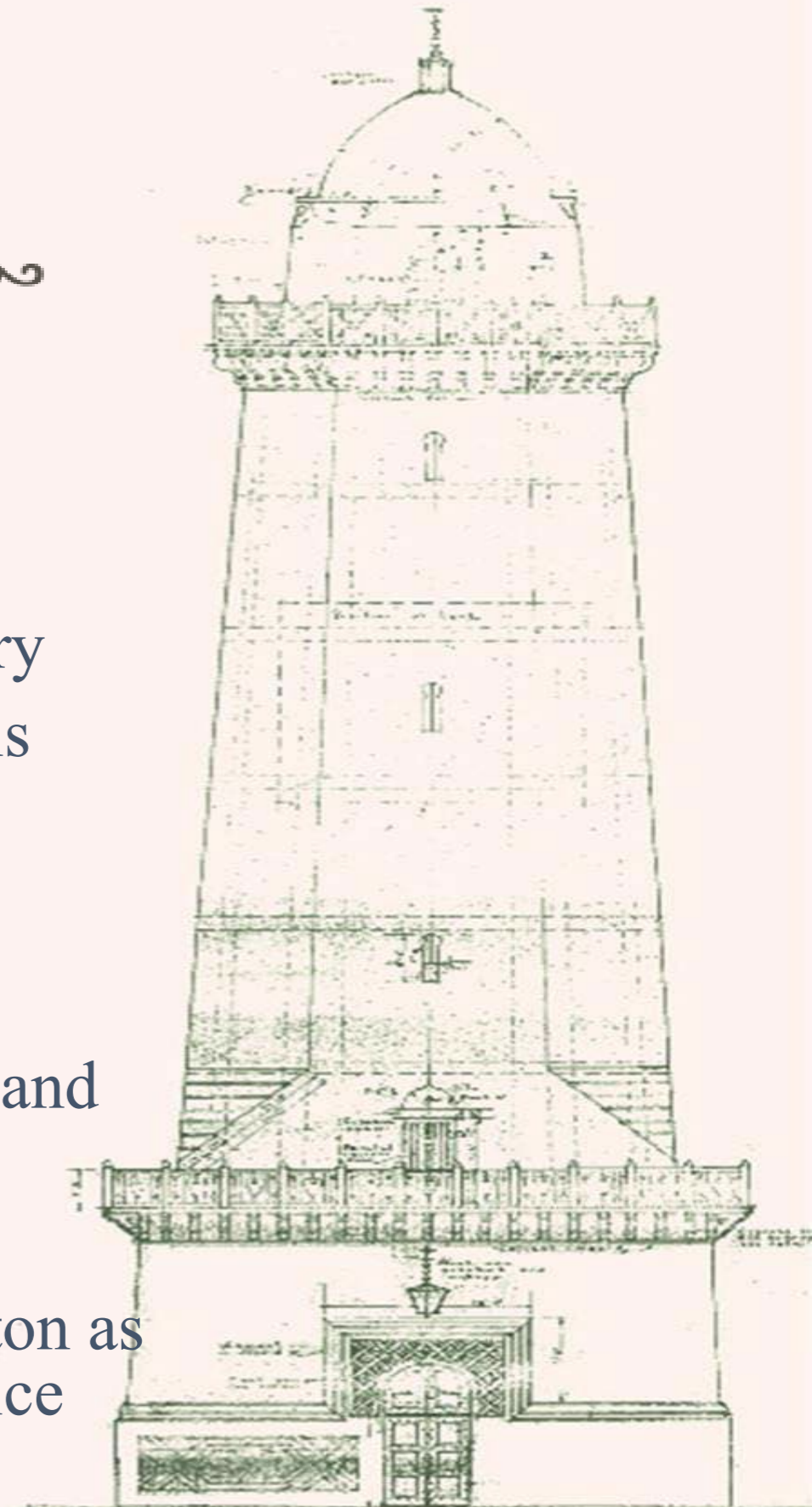




# LAW ENFORCEMENT TRAINING

---

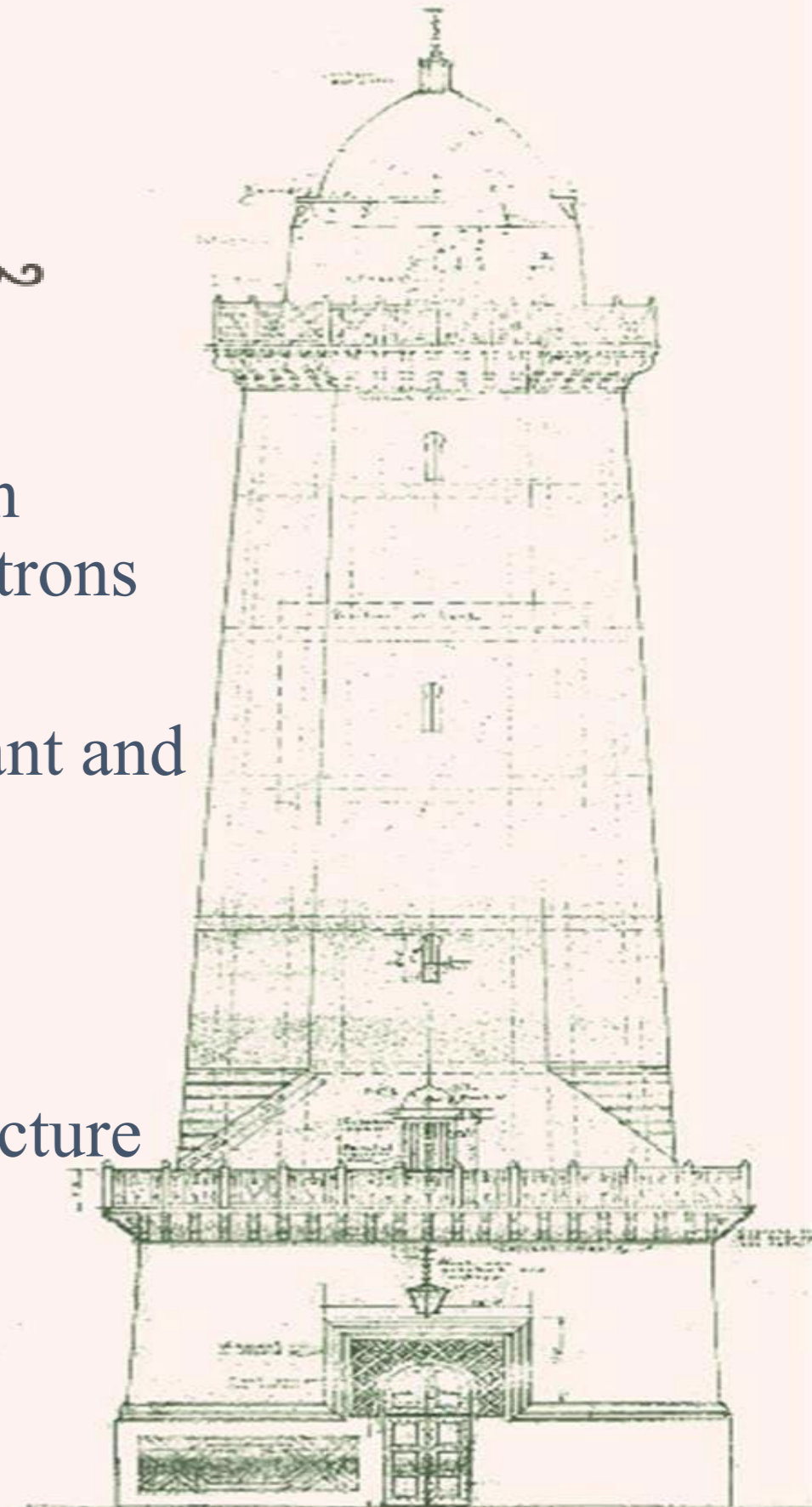
- DEPARTMENT & FACILITY SAFETY PLANS
  - Know your Facility Safety Plans
- FACILITY BUILDING PLANS
  - Know your entry points – limit to a single point of entry
  - Know your emergency exits for evacuation & fire drills
- MONITOR ENTRY & EXIT POINTS
  - Keep doors locked from exterior access
- CAMERA 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.

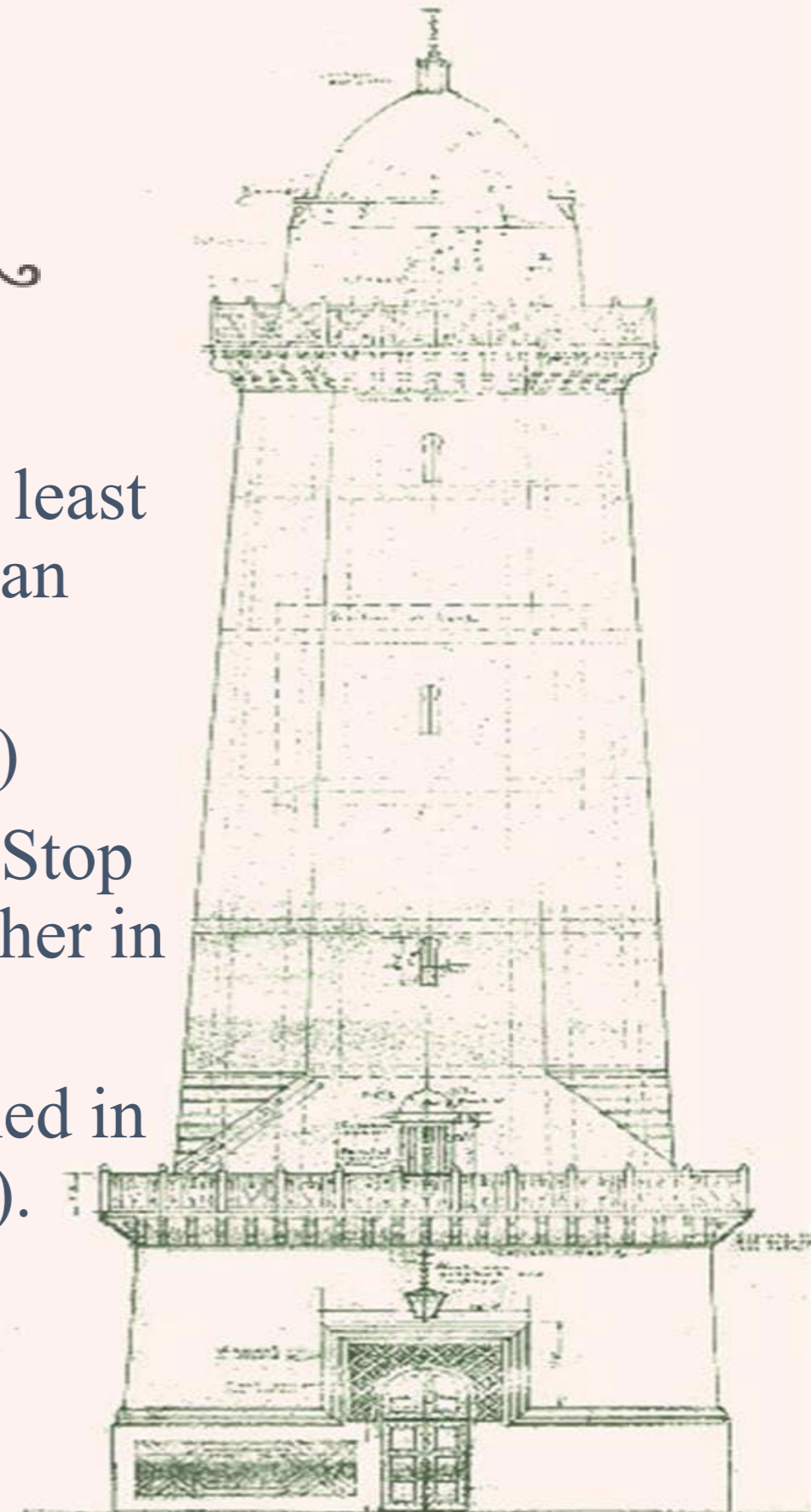




# LAW ENFORCEMENT TRAINING

---

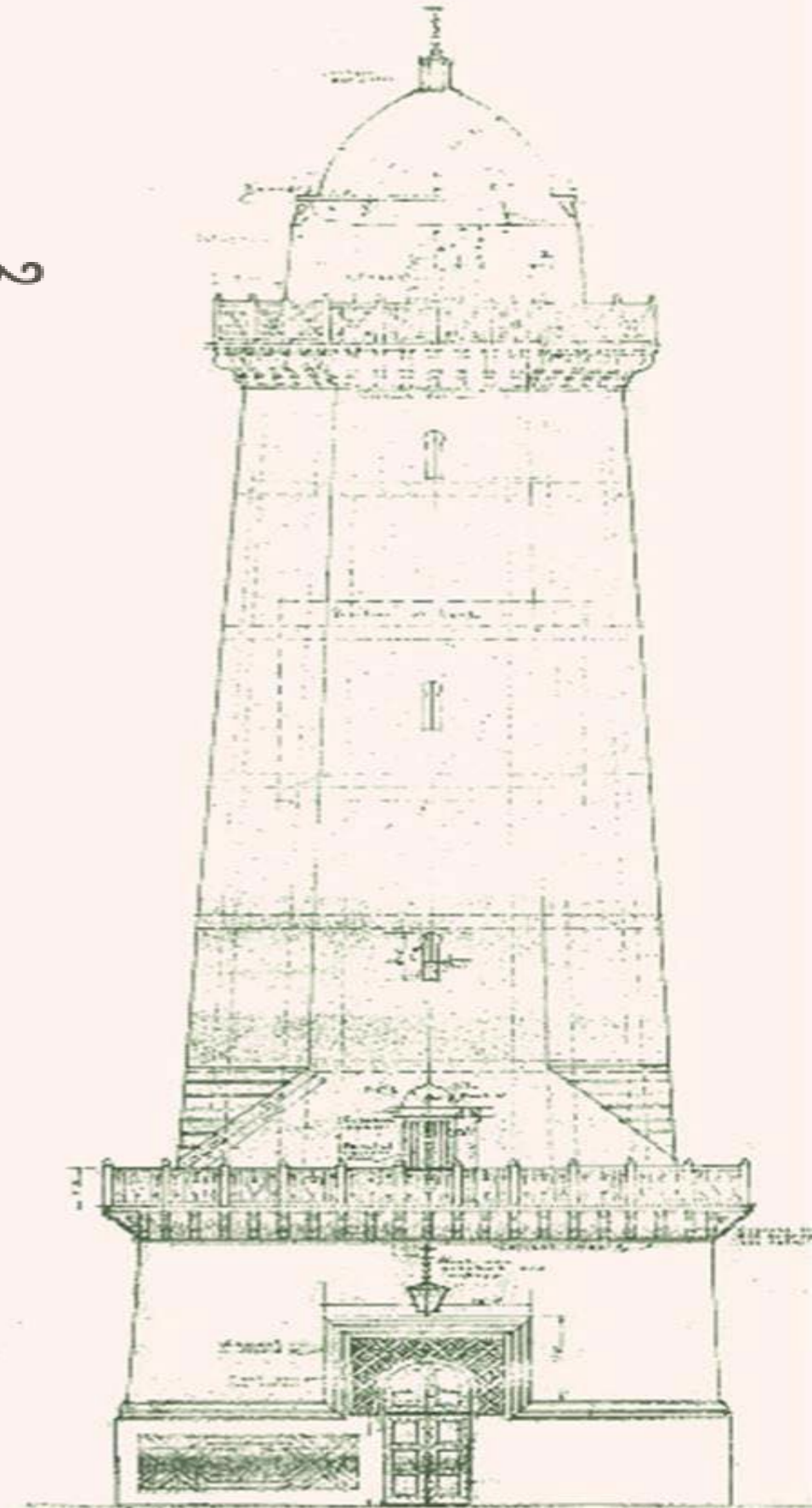
- ACTIVE SHOOTER DRILLS
  - All facilities should conduct active shooter drills at least as often as other emergency drills, but never less than once a year.
- DEFIBRILLATOR AND “STOP THE BLEED” KIT(S)
  - All facilities are equipped with a defibrillator and “Stop the Bleed” kits. These items should 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](#)

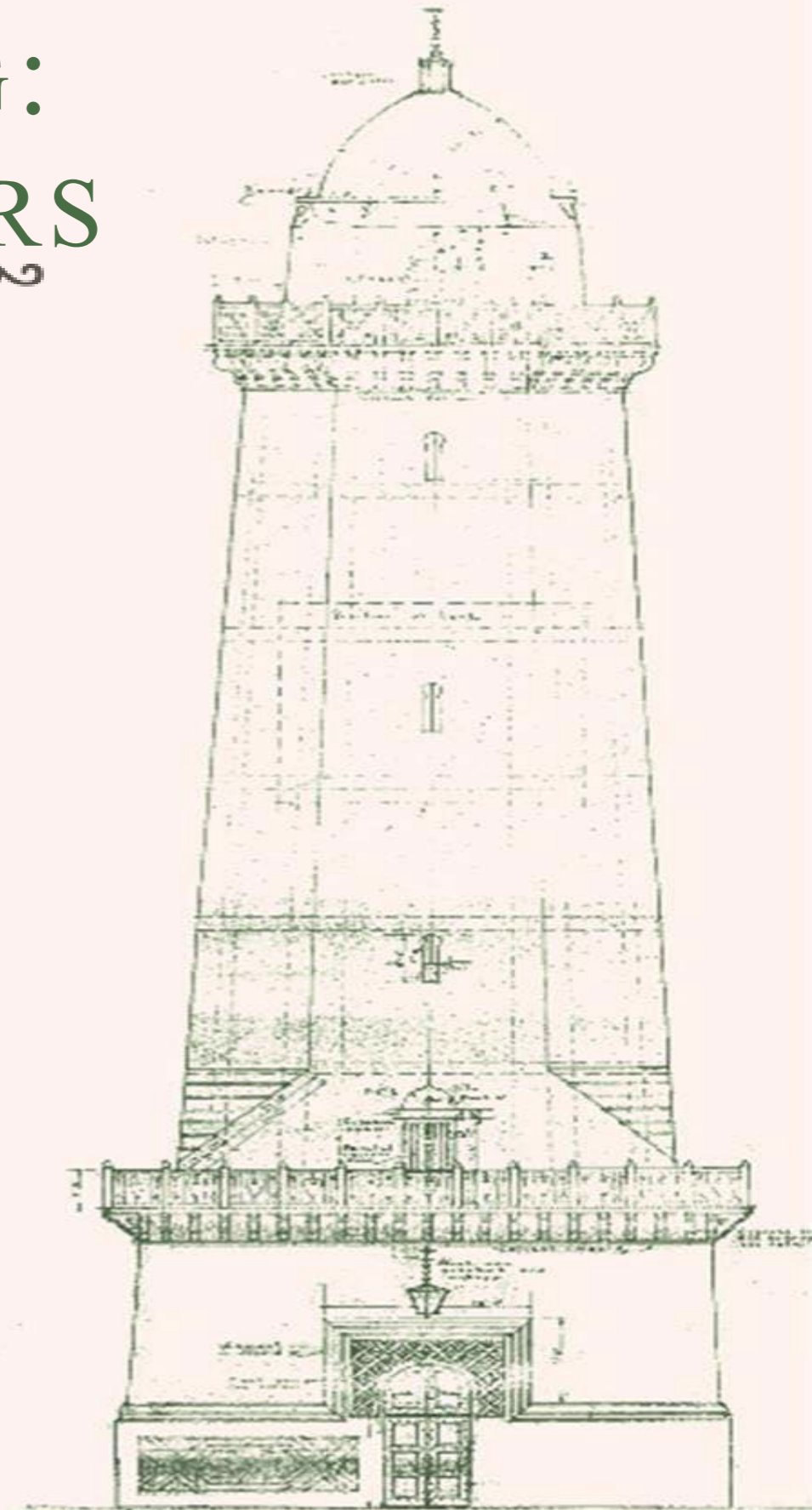




# LAW ENFORCEMENT TRAINING: POTENTIAL ATTACK INDICATORS

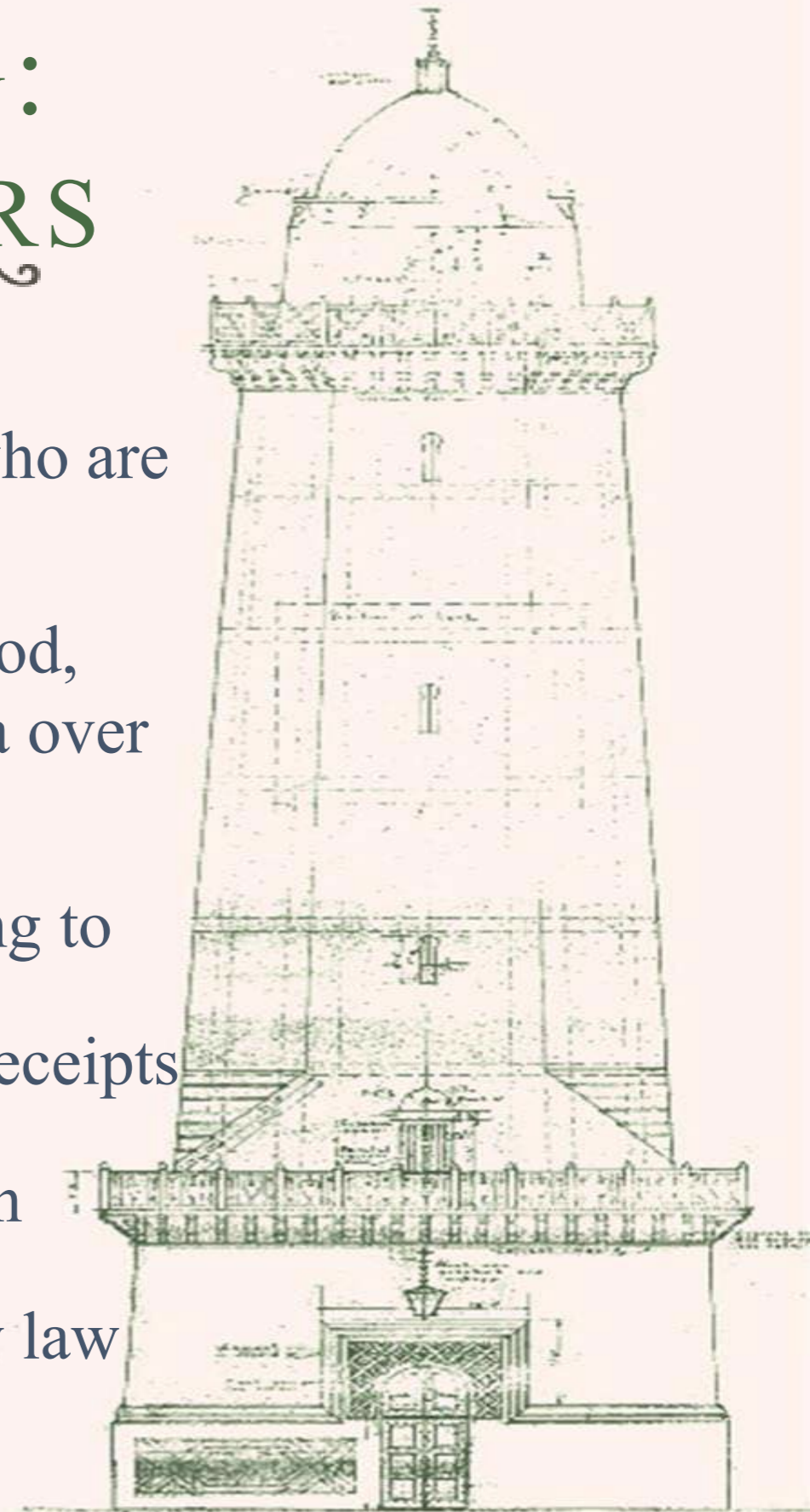
---

- 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

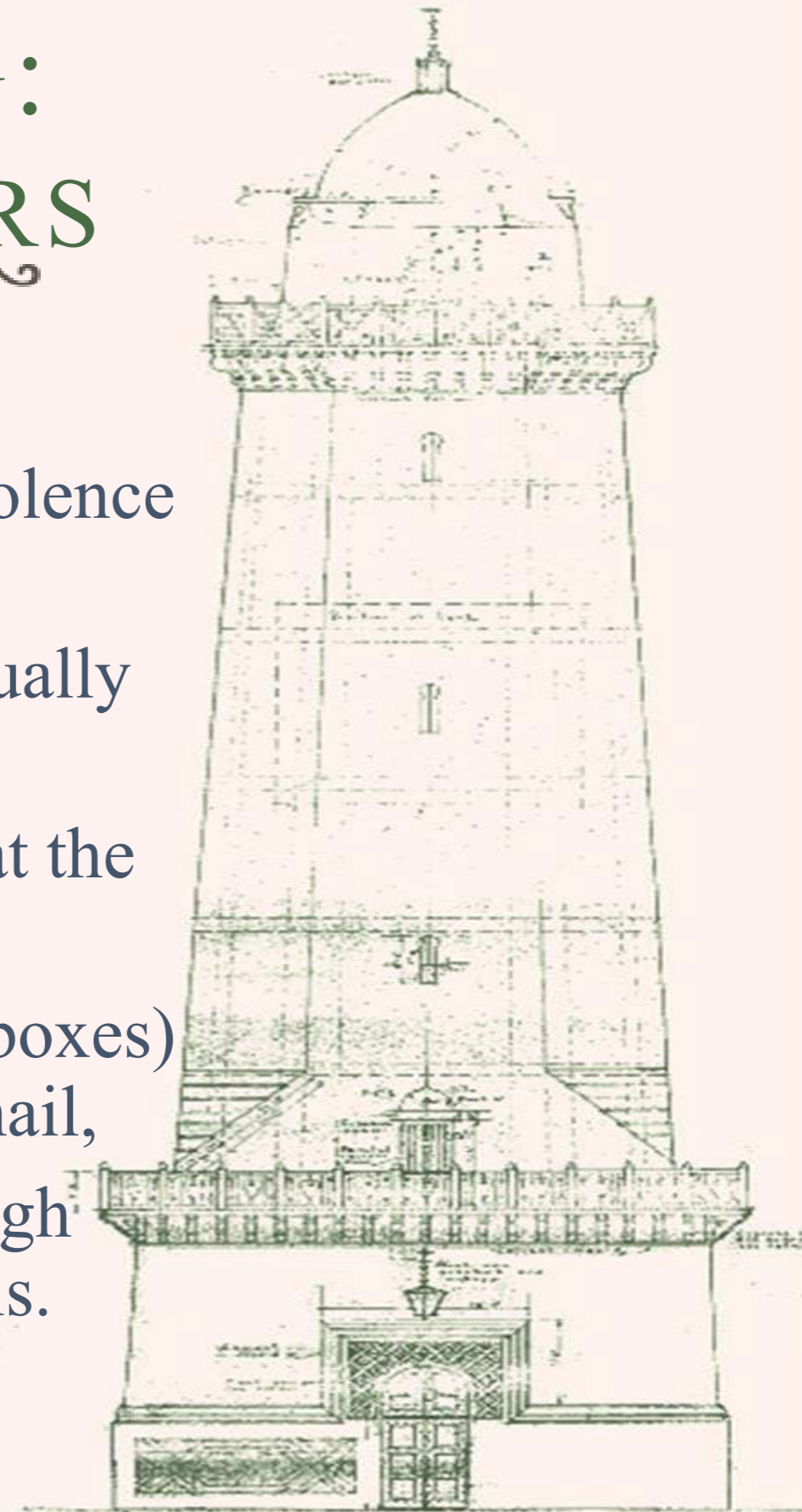
- Surveillance Indicators:
  - Persons attempting to gain access into the facility or who are located in the building with no legitimate purpose,
  - Persons using or carrying video/camera/observation equipment in or near the facility over an extended period,
  - Persons parking, standing, or loitering 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.





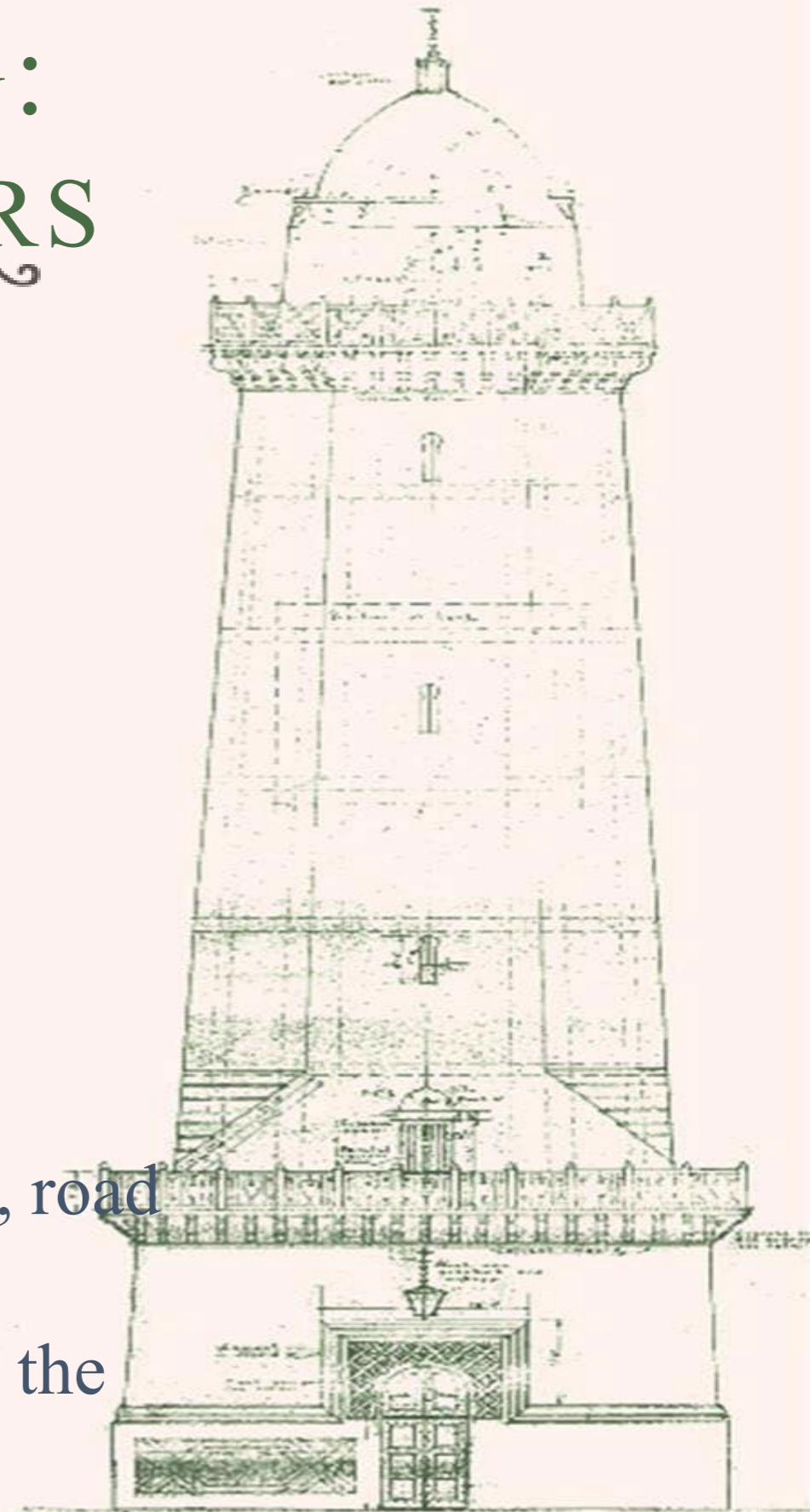
# LAW ENFORCEMENT TRAINING: POTENTIAL ATTACK INDICATORS

- 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.

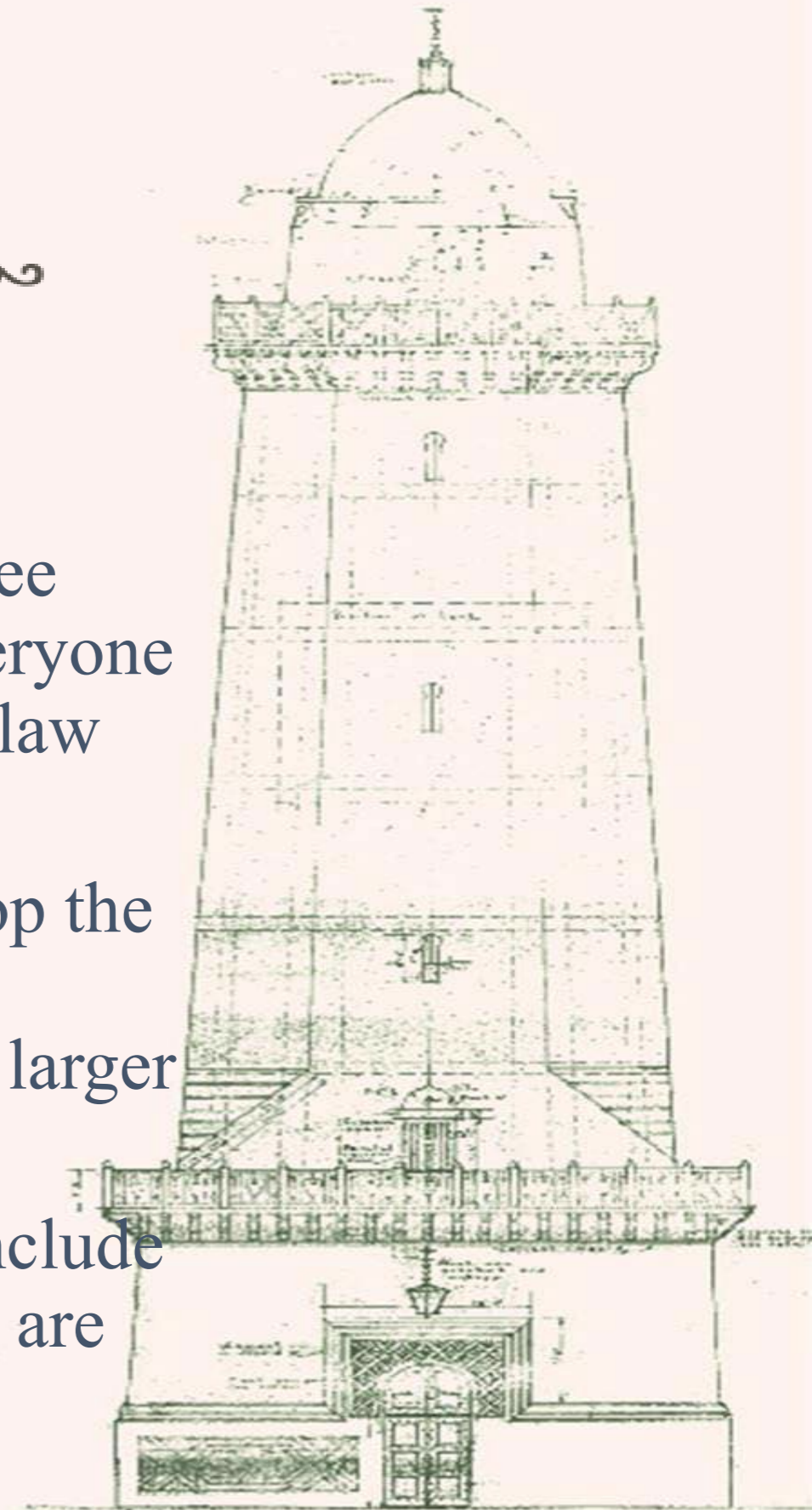




# LAW ENFORCEMENT TRAINING

---

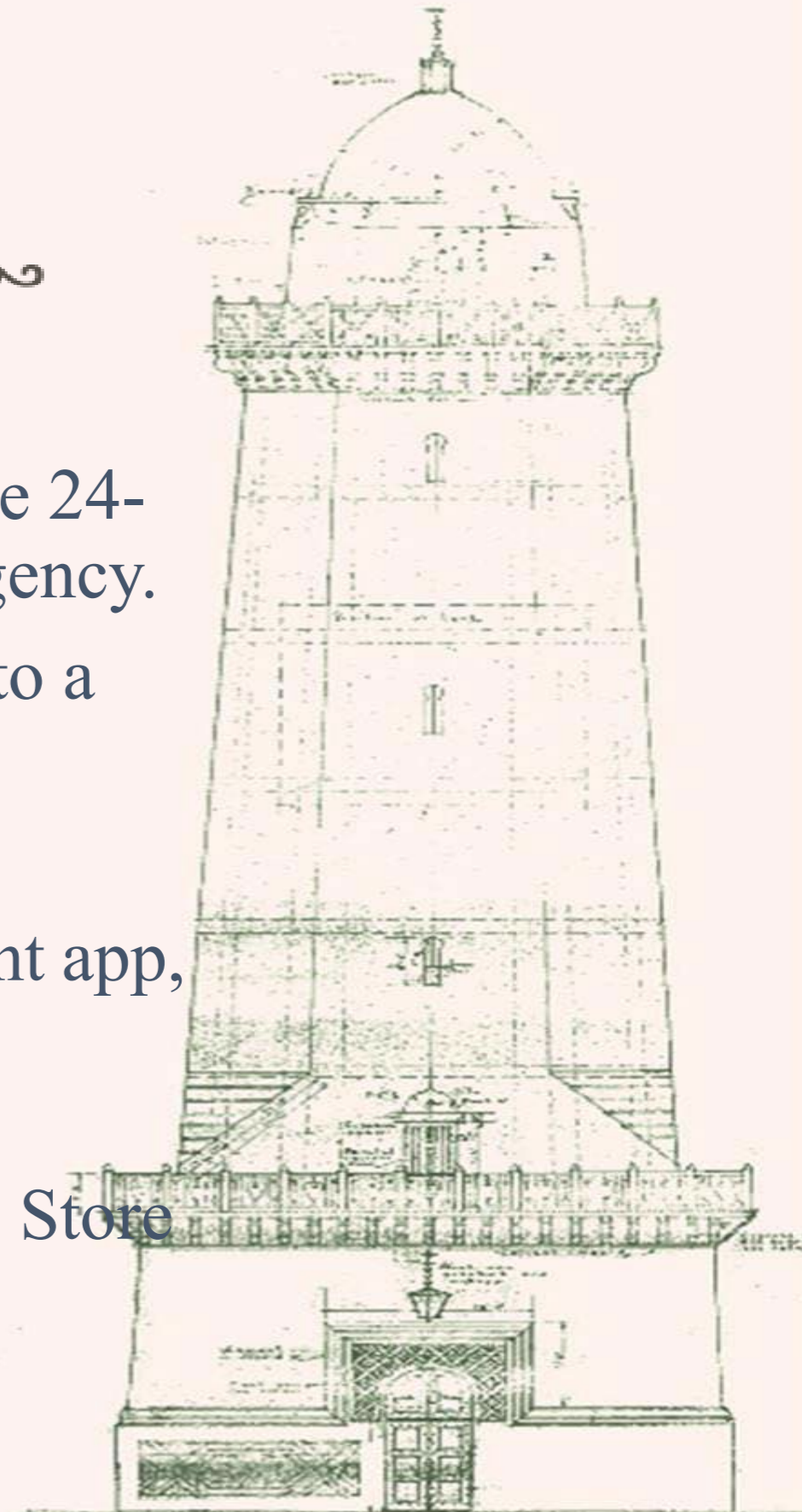
- “SEE SOMETHING, SAY SOMETHING”
  - All facilities should initiate “See Something, Say Something” protocols for staff and patrons. The “See Something, Say Something” campaign benefits everyone by bringing suspicious behavior to the attention of law enforcement.
  - Reporting suspicious behavior could 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.

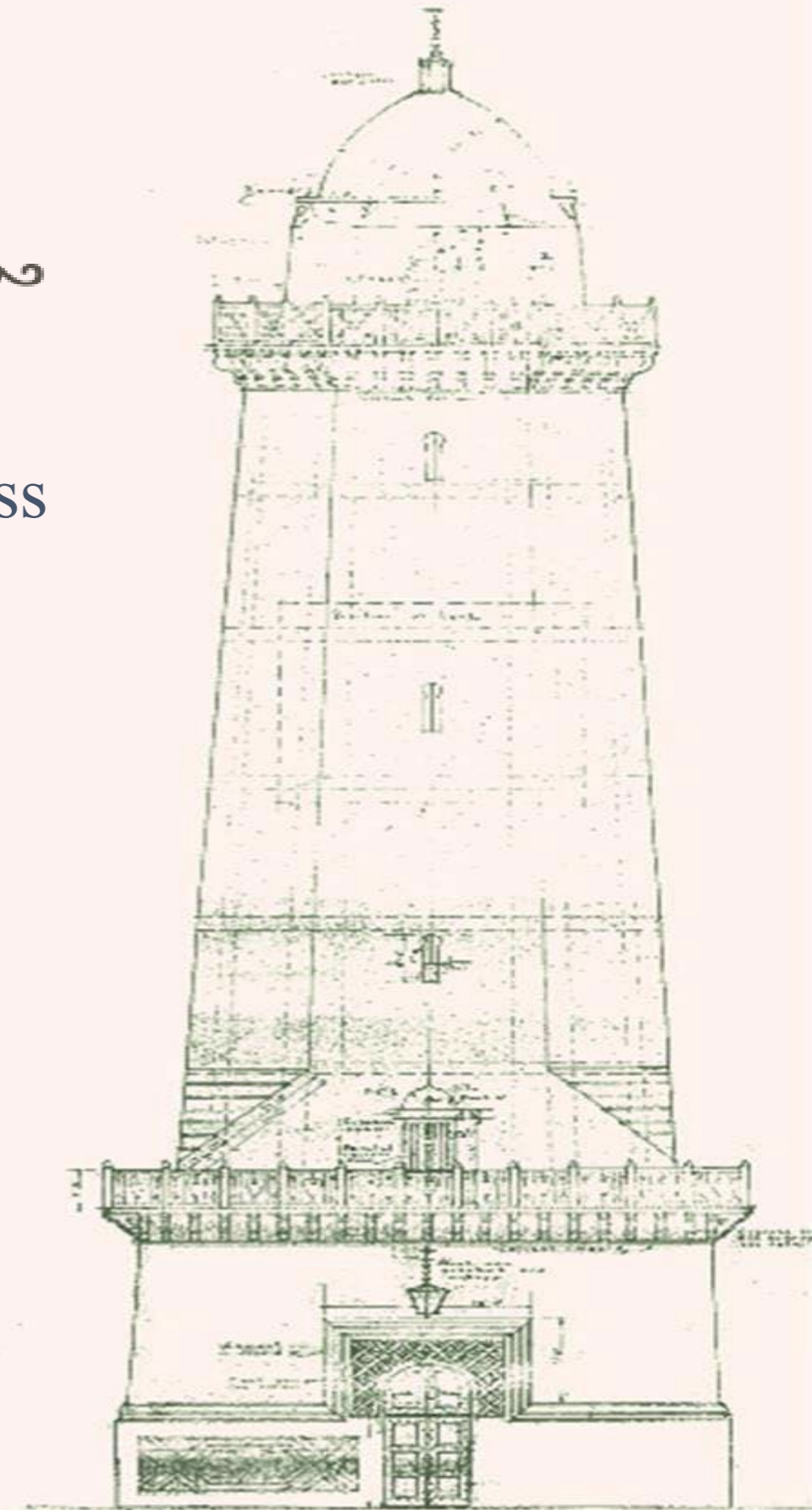




# LAW ENFORCEMENT TRAINING

---

- 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

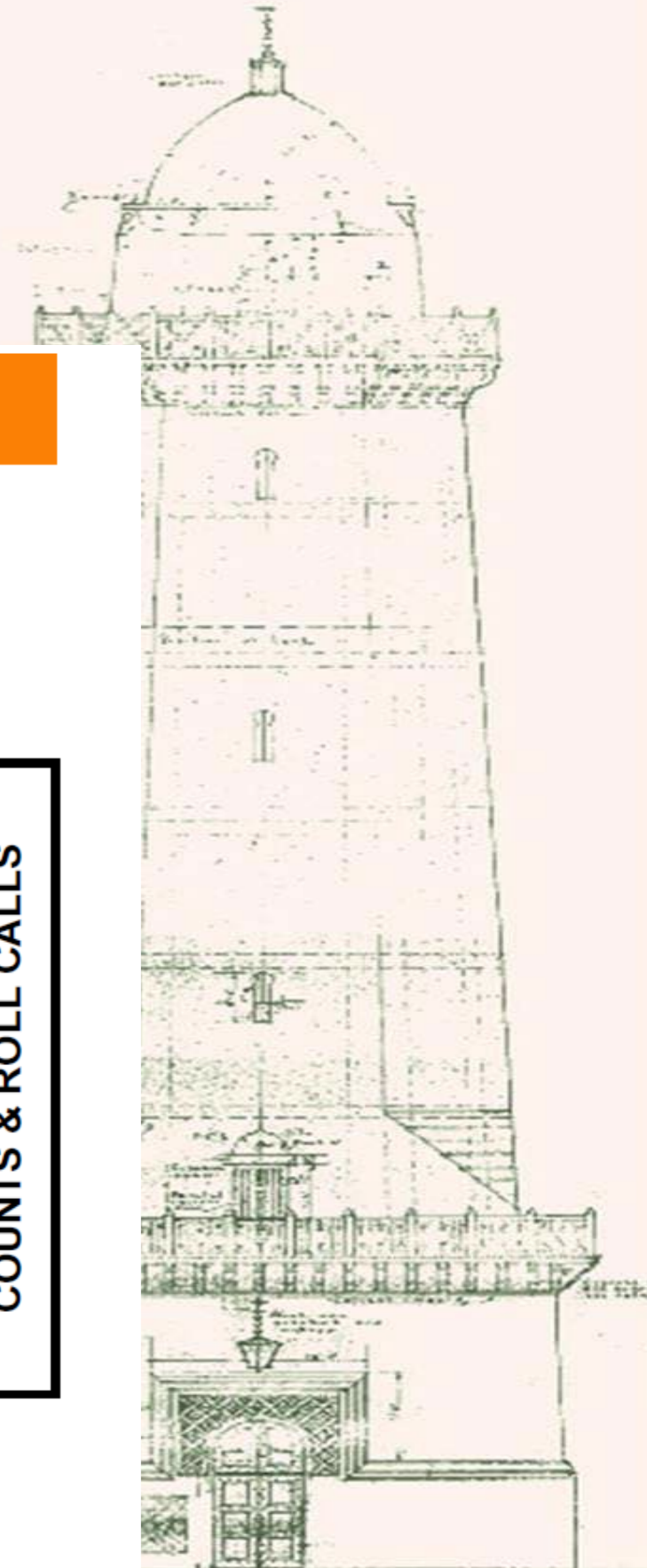
<b>1</b>	Activate Code Red in case of fire or smoke by pulling the nearest Fire pull station: <input type="checkbox"/>	60 sec.	COMPLETE FREQUENT HEAD COUNTS & ROLL CALLS
<b>2</b>	Once all Campers are secured for roll call commence evacuation: <input type="checkbox"/>	5 min.	
<b>3</b>	Exit building through 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"/>		
<b>4</b>	Complete additional roll call and activate Code Amber if a missing child is reported: <input type="checkbox"/>	3 min.	
<b>5</b>	Keep participants away from building until cleared by Police and Supervisor: <input type="checkbox"/>	Do not enter building until ALL CLEAR!	
<b>6</b>	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

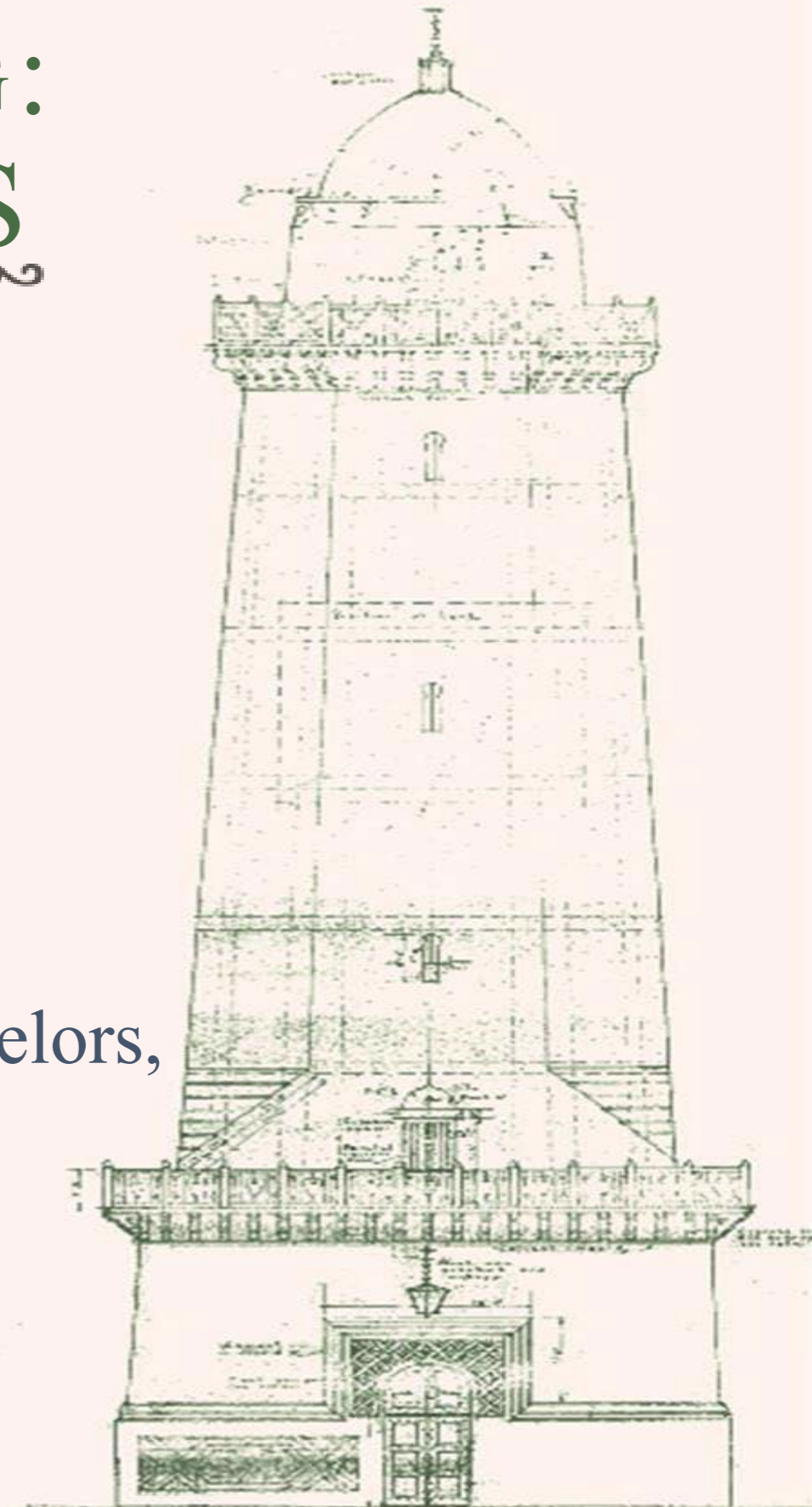
<b>1</b>	Activate Code Orange if a bomb threat is received / report suspicious items: <input type="checkbox"/>	60 sec.	COMPLETE FREQUENT HEAD COUNTS & ROLL CALLS
<b>2</b>	Once all Campers are secured for roll call commence evacuation: <input type="checkbox"/>	5 min.	
<b>3</b>	Exit building through nearest 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"/>		
<b>4</b>	Complete additional roll call and activate Code Amber if a missing child is reported: <input type="checkbox"/>	3 min.	
<b>5</b>	Keep participants away from building until cleared by Police and Supervisor: <input type="checkbox"/>	Do not enter building until ALL CLEAR!	
<b>6</b>	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?



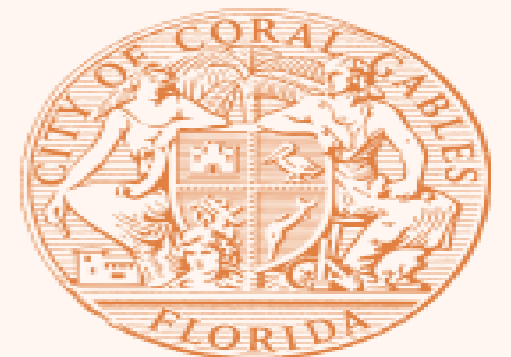




# *Correct Answer to Question #6*



*GABLESRECREATION.COM*







# Providing Exceptional Customer Service

10 Tools To Create An  
Exceptional Guest Experience





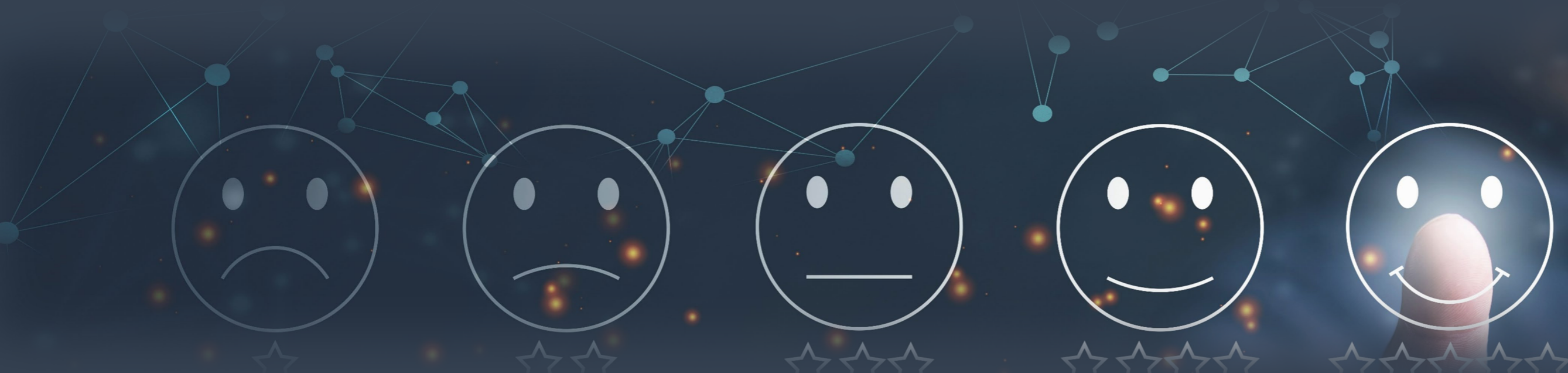
Service  
Matters To  
Our Guests...



# #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**

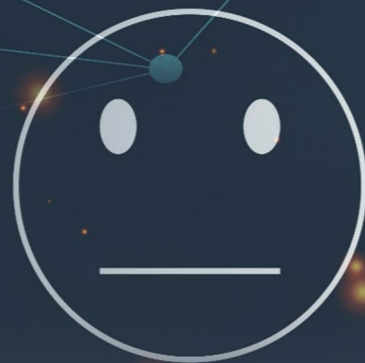
Flexible

**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!



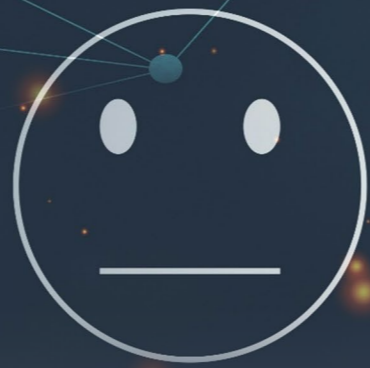
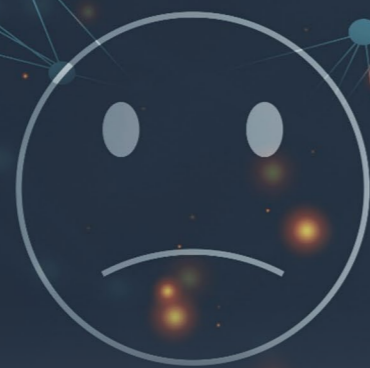


# #1 Recruitment & Training



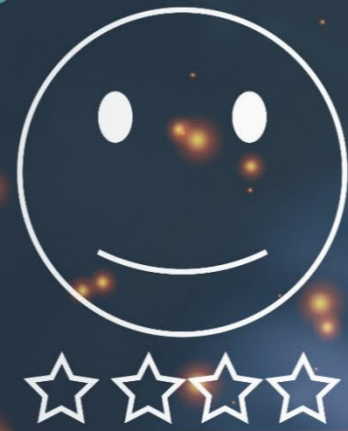
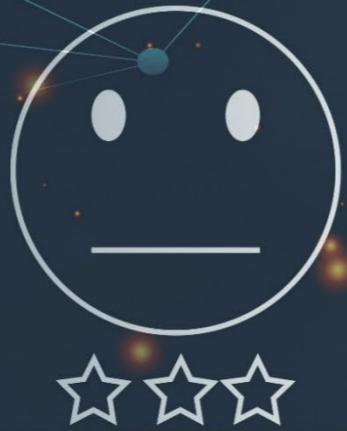
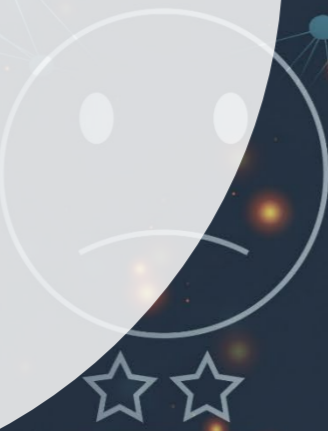
Train, Train & Train again!

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





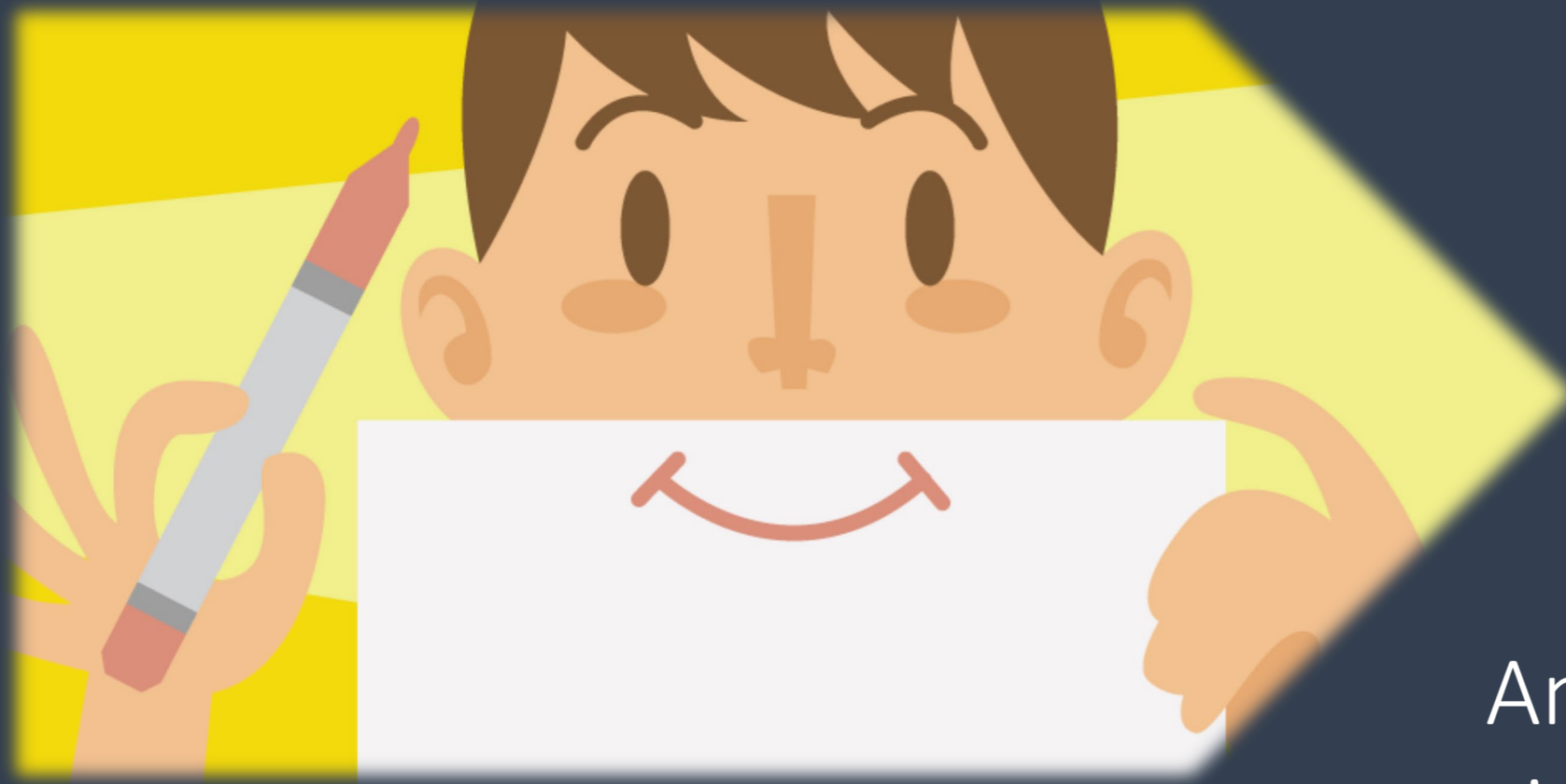
# #1 Recruitment & Training



## Breakout Assignment:

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

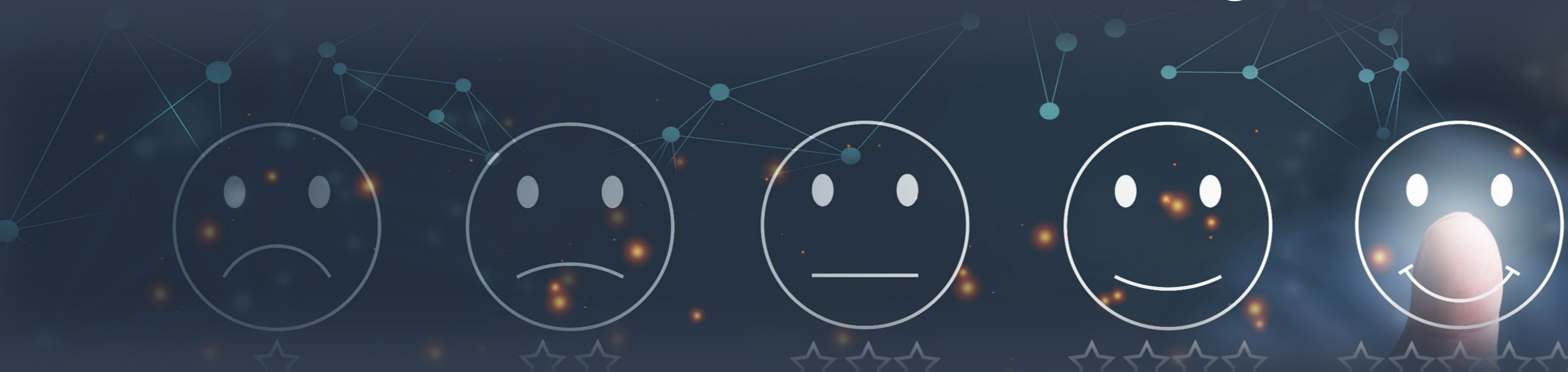


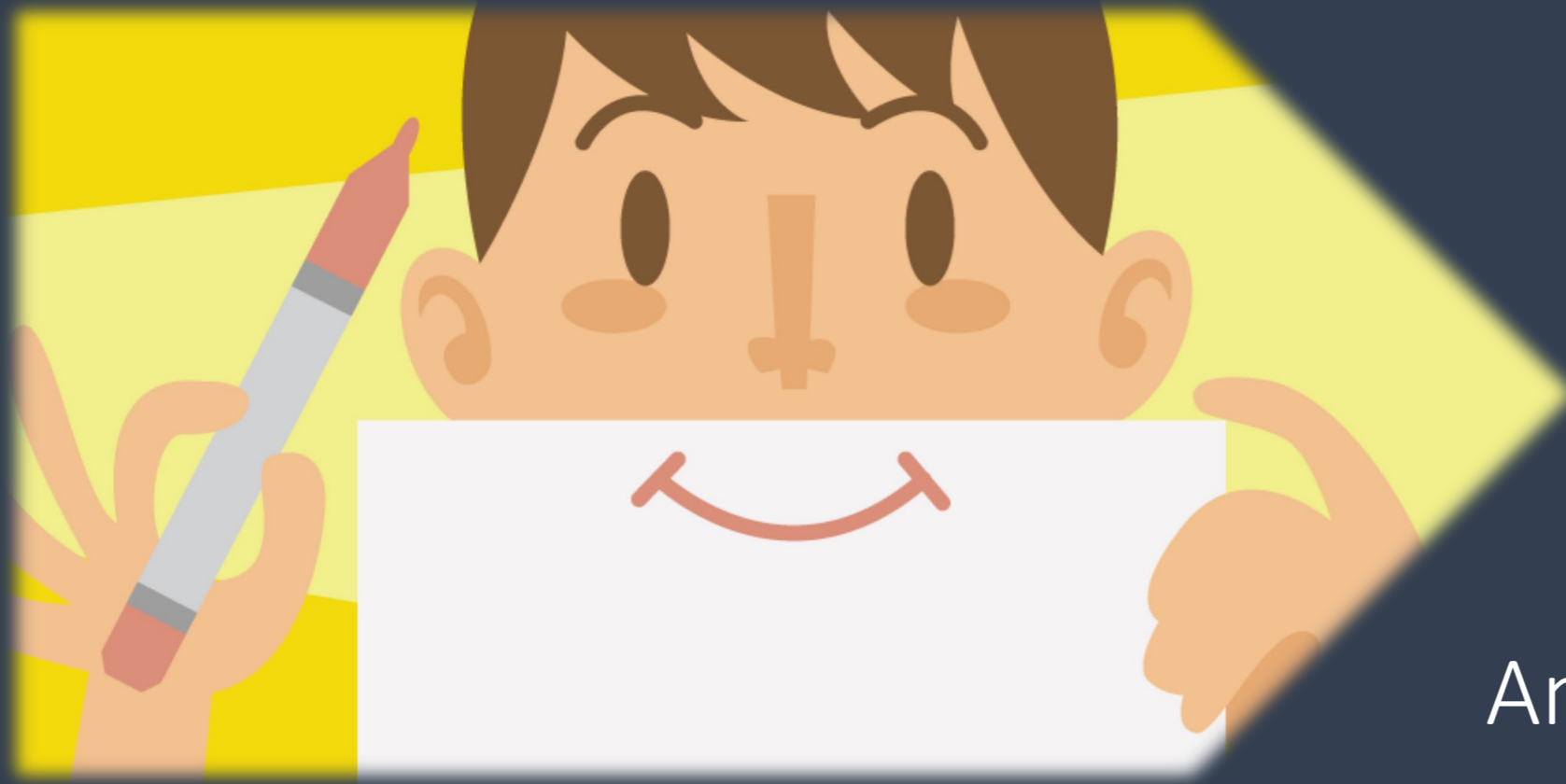


## #2 Smile... Back to the Basics

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?

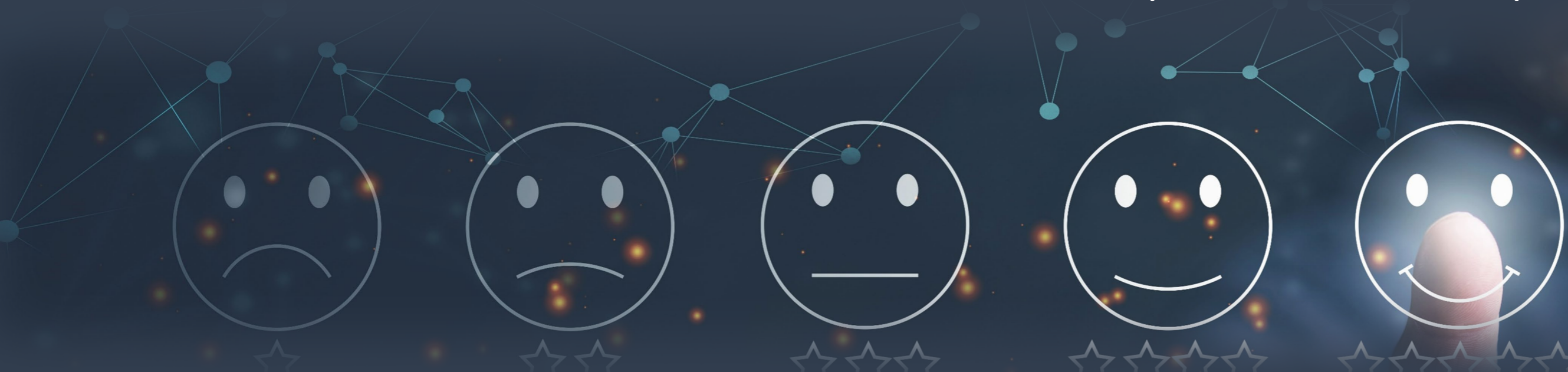




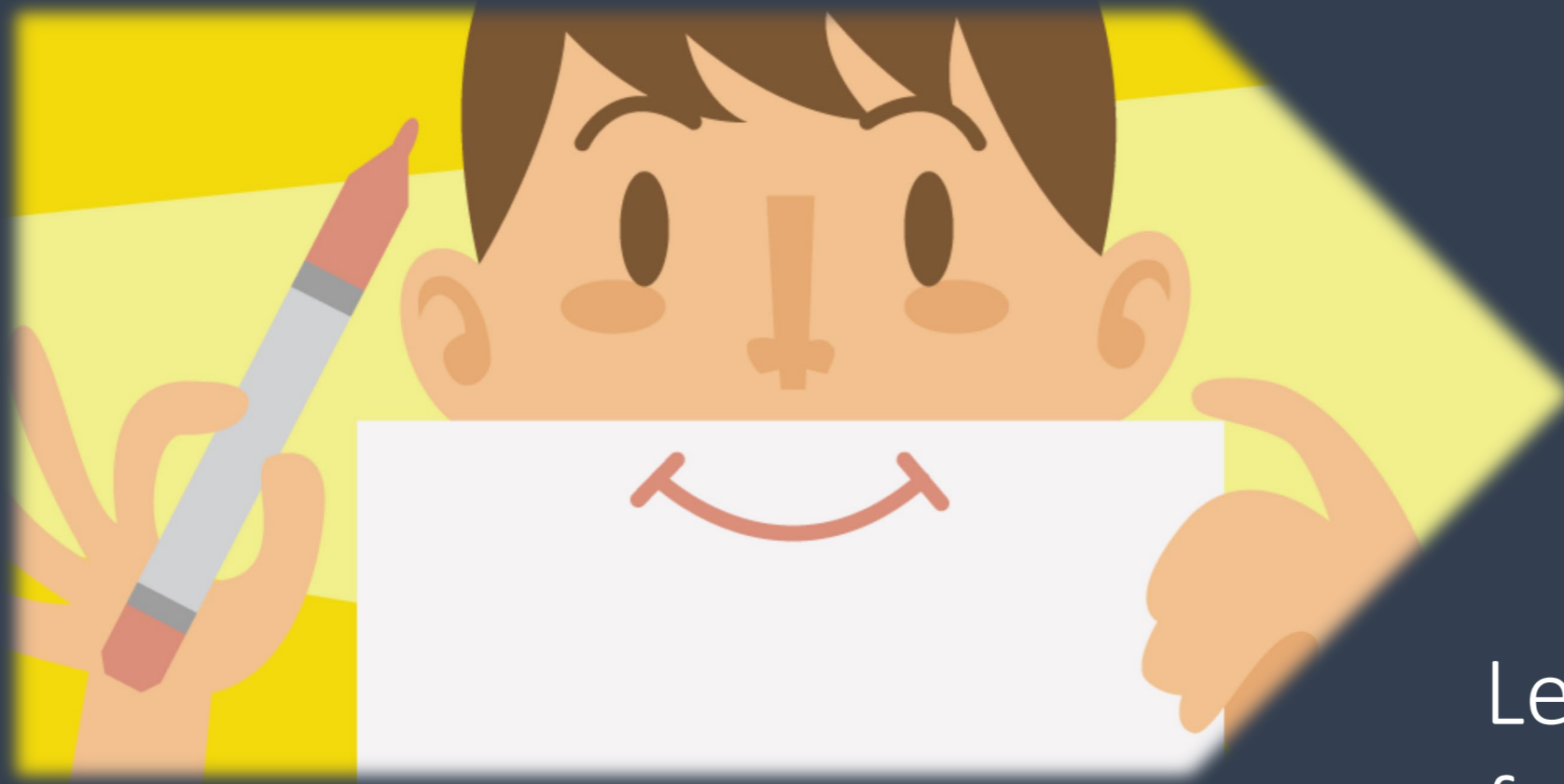
## #2 Smile... Back to the Basics

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

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



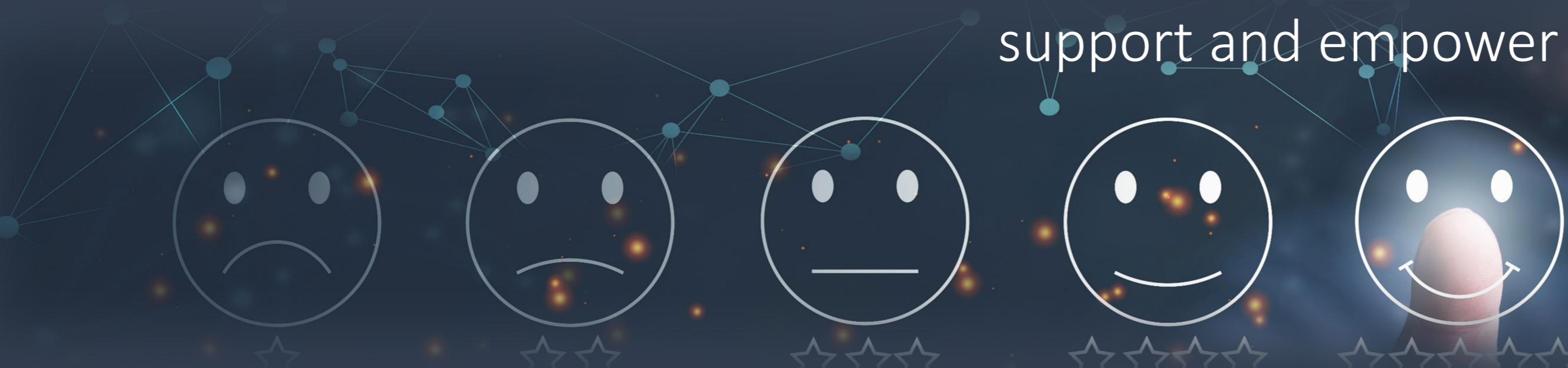




## #2 Smile... Back to the Basics

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.



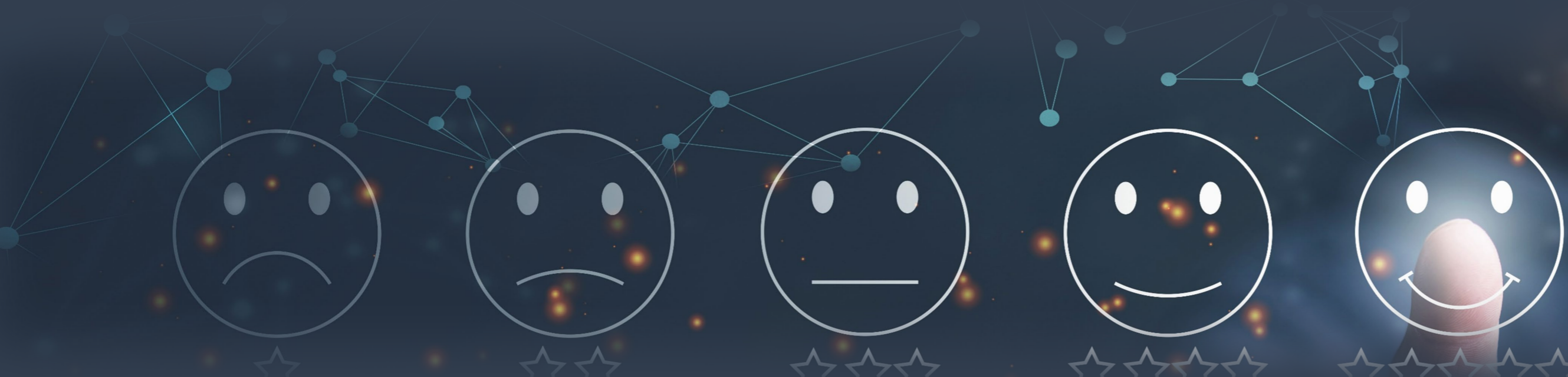




**#3 Happy  
Employees = Happy  
Customers**

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.

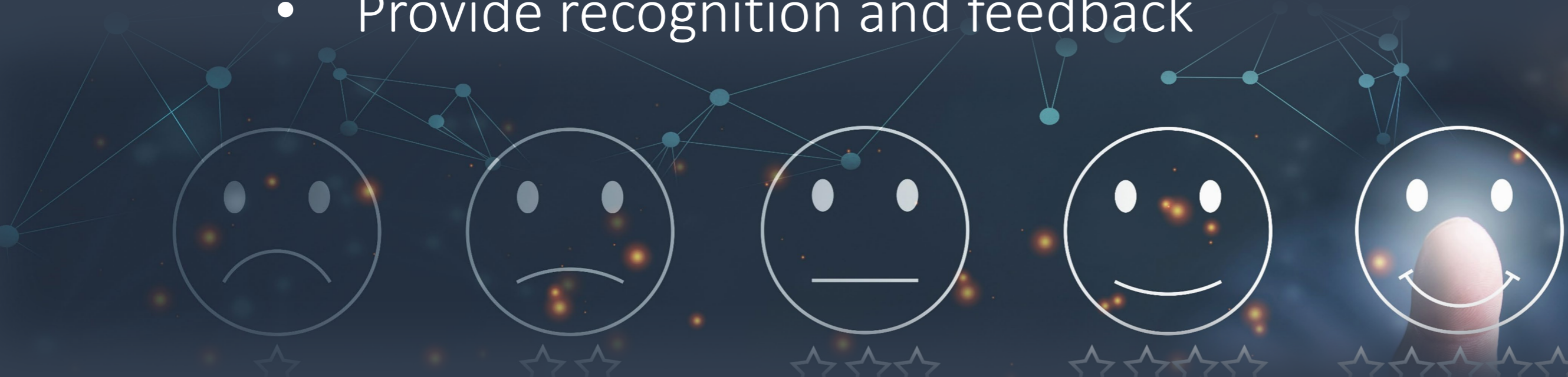




## #3 Happy Employees = Happy Customers

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



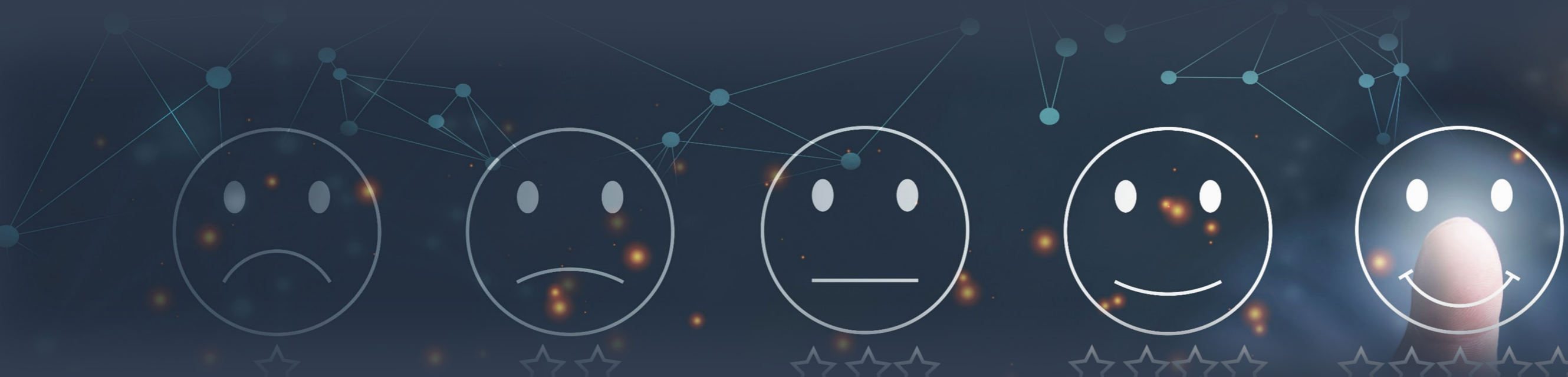




## #4 10/5 Greeting Rule

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.

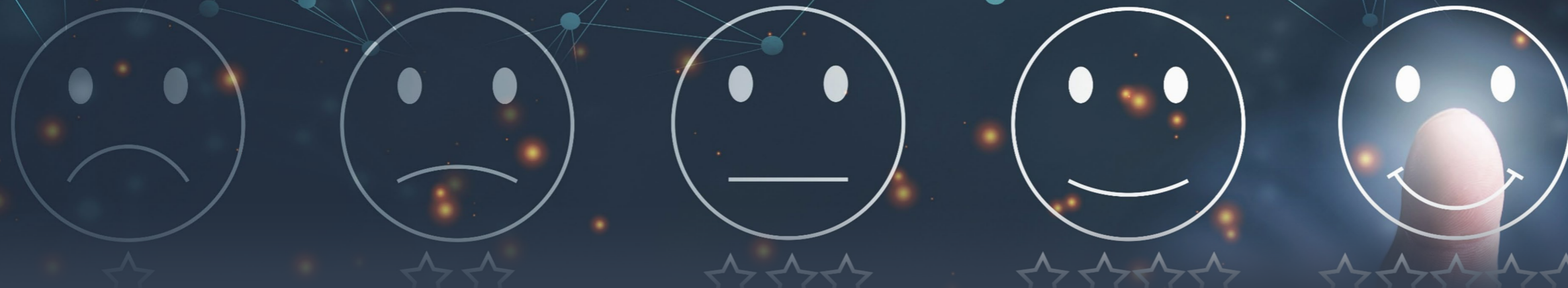




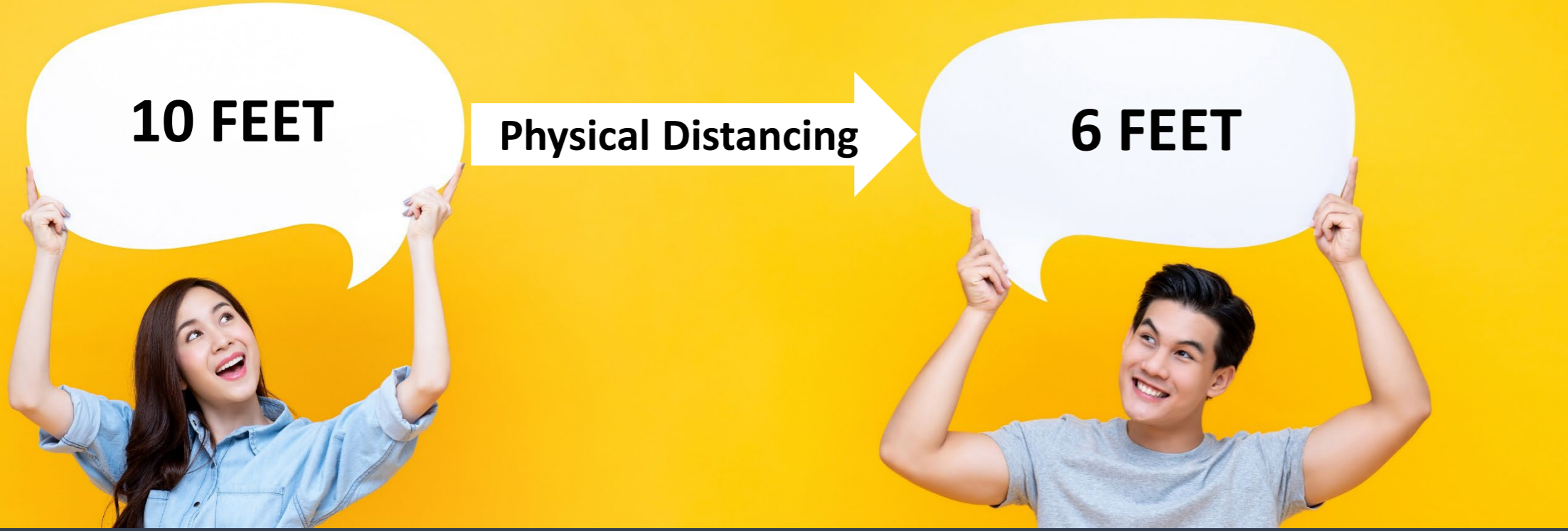
## #4 10/5 Greeting Rule

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*

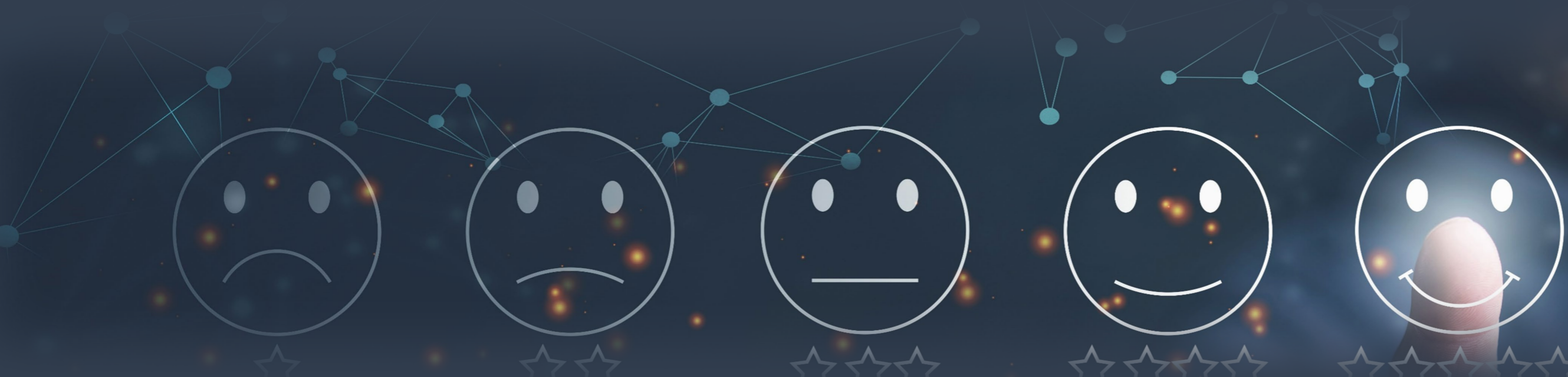




**THINK LIKE A  
CUSTOMER**

## #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.





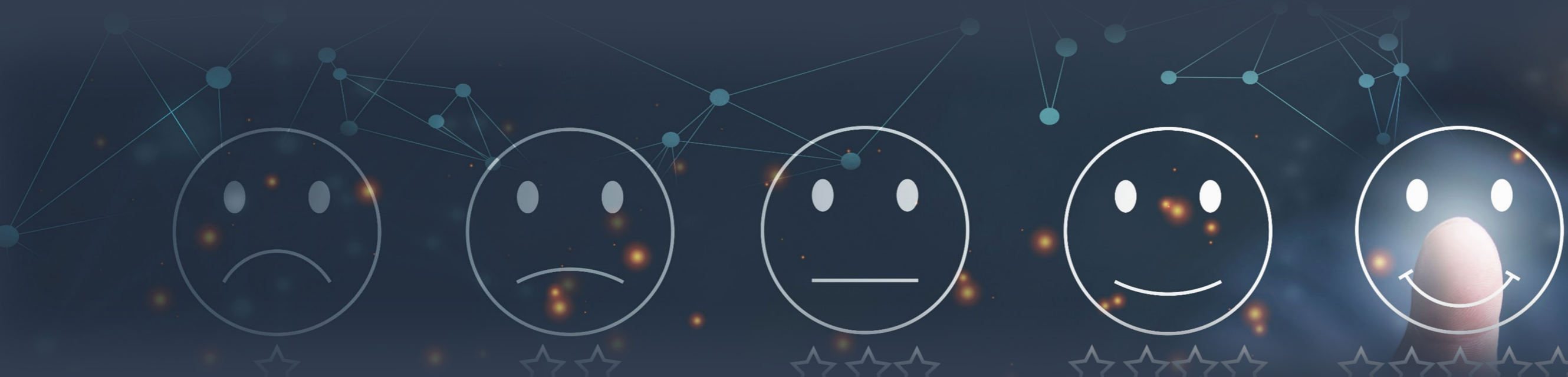


**THINK LIKE A  
CUSTOMER**

## #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.



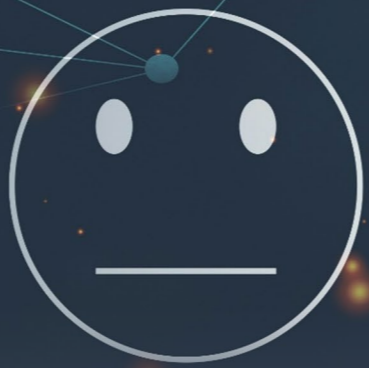
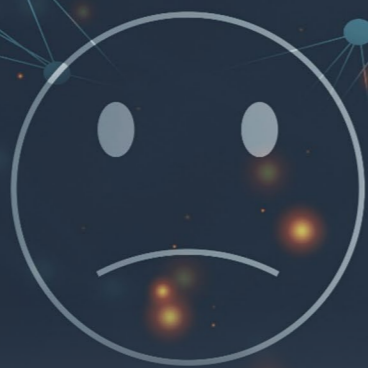
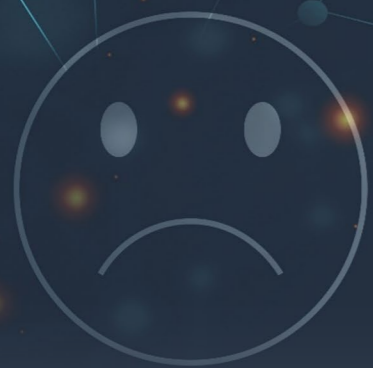


**THINK LIKE A  
CUSTOMER**

## #5 Identify Customer Needs

### Top 6 Basic Customer Needs:

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





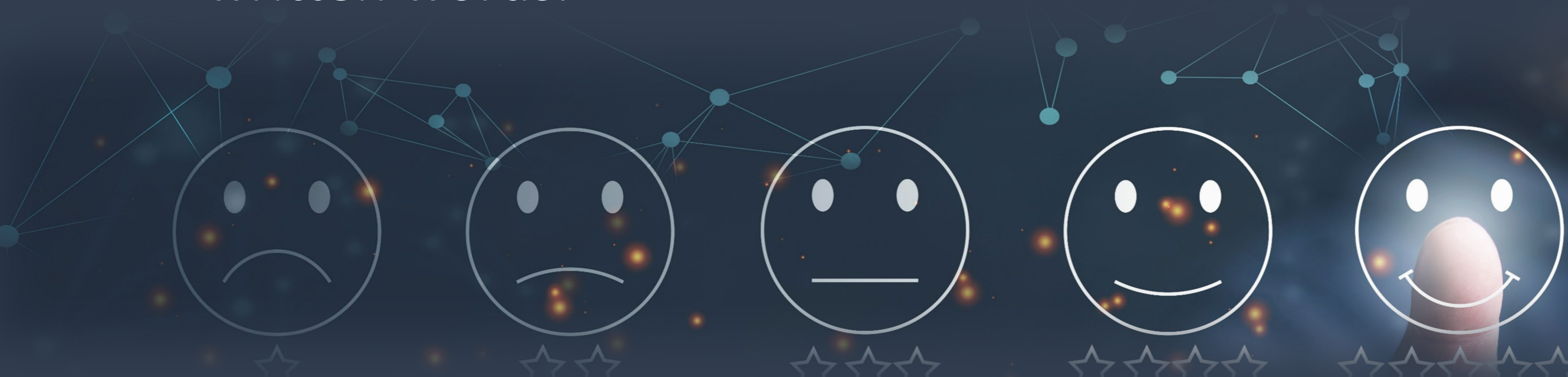
A man with a beard, wearing a light blue denim shirt, is shown in profile, shouting with his hand cupped around his mouth. A white speech bubble with a black border is positioned to his right, containing the text "Verbal Communication". The background is a solid yellow color.

**Verbal  
Communication**

# #6 Verbal & Non-Verbal Communication

Verbal communication is done through intentional and unintentional phrasing.

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



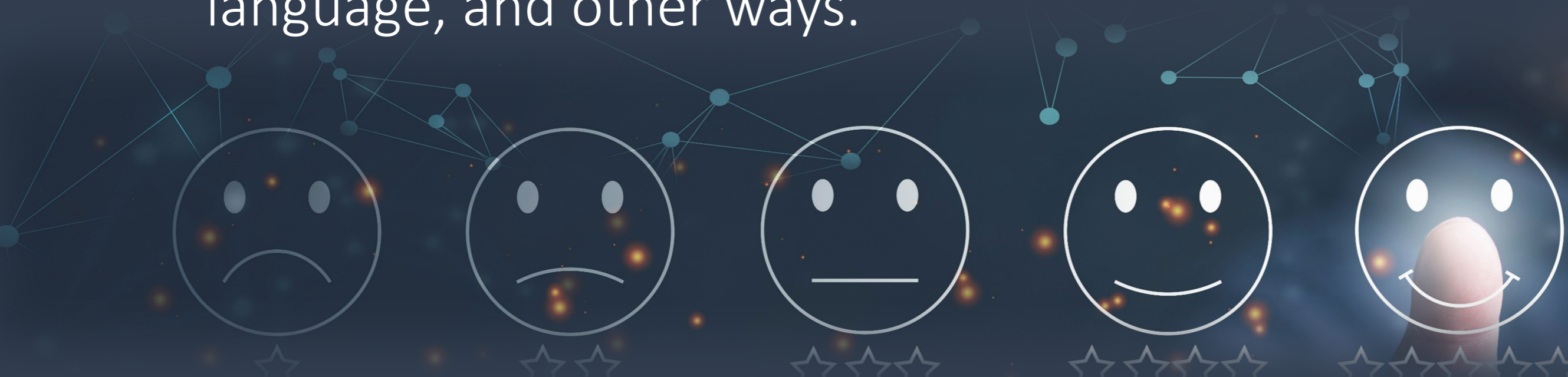
## Nonverbal Communication



# #6 Verbal & Non-Verbal Communication

Nonverbal communication is done through intentional and unintentional actions.

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





## #6 Verbal & Non-Verbal Communication

Be mindful of your unintentional phrasing and actions.

## Breakout Assignment:

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



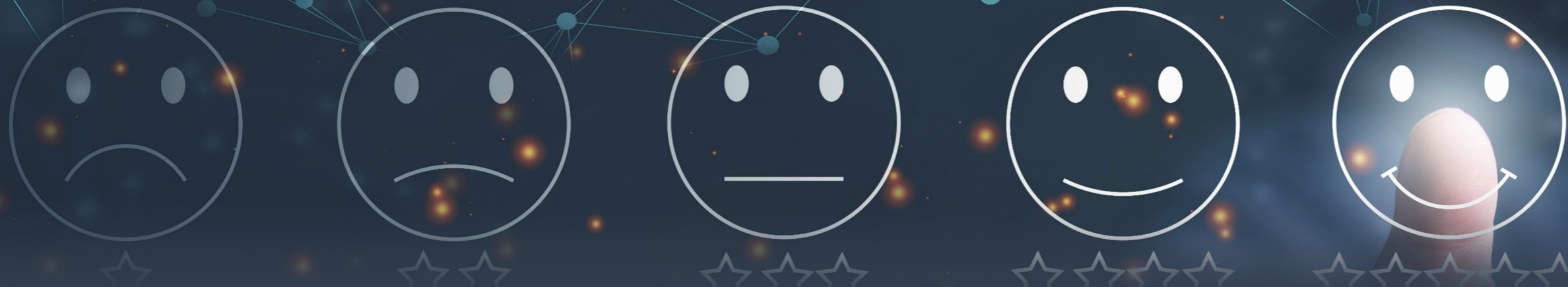
KNOW THE  
RULES

## #7 Handling Enforcement

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

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

Most patrons will follow the rules once they are understood.







# #7 Handling Enforcement

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



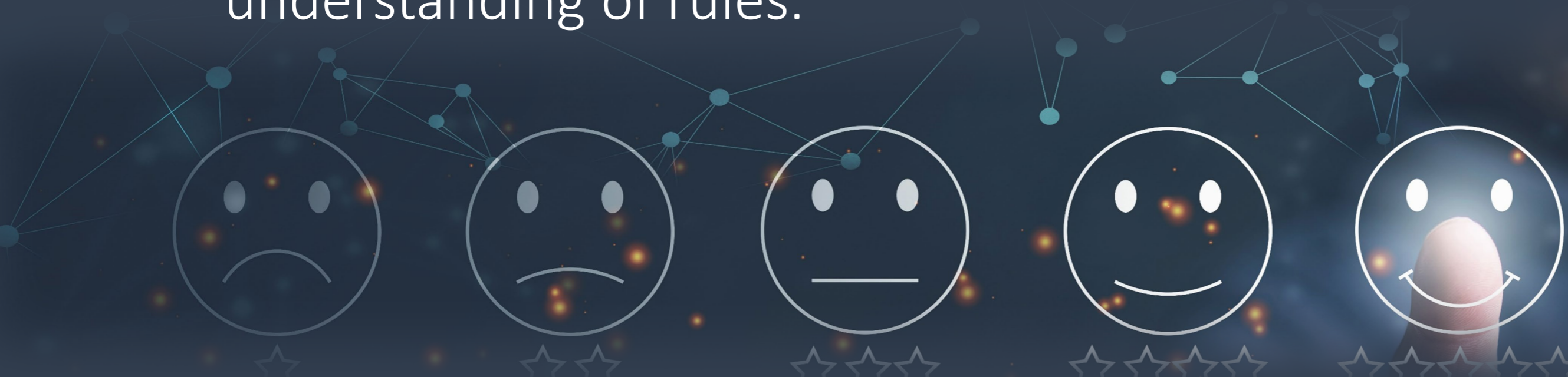




## #7 Handling Enforcement

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

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





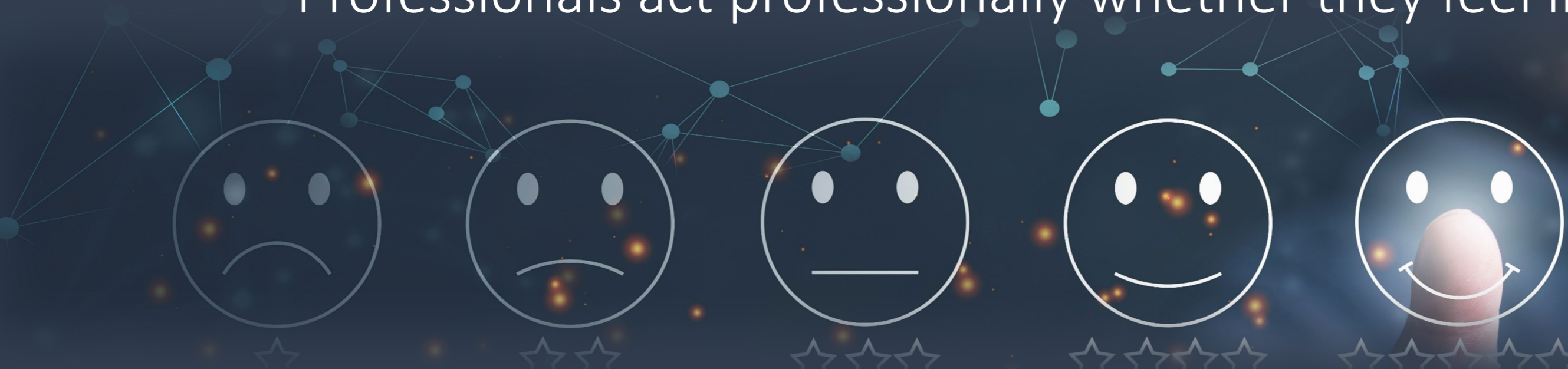


## #8 Respond... Don't React

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

Always respond and don't react.

Professionals act professionally whether they feel like it or not.





PAUSE  
& REFLECT



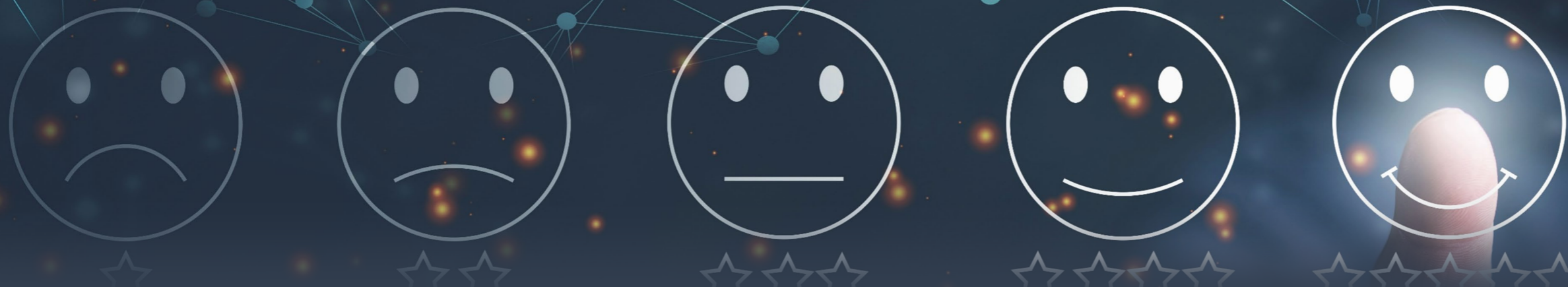
## #8 Respond... Don't React

### How to Respond:

The main thing to learn is mindfulness and the pause.

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

Pay close attention to how our minds react.





PAUSE  
& REFLECT

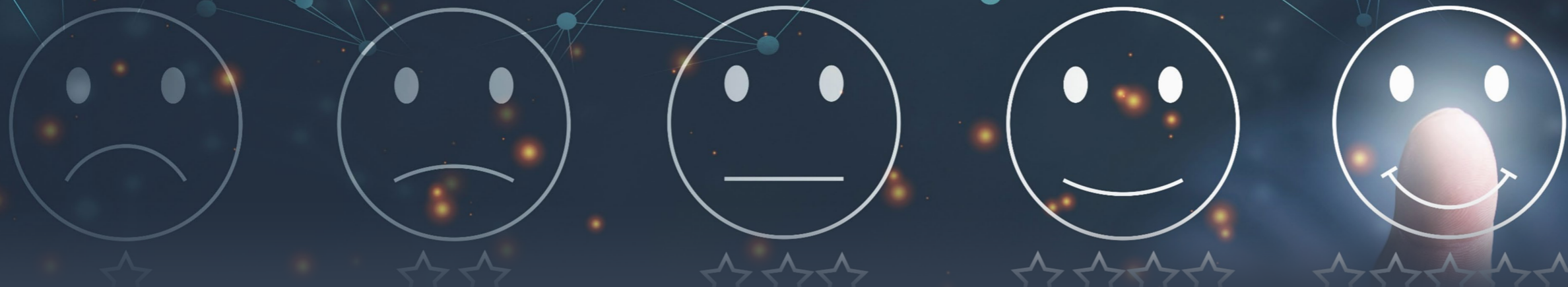


## #8 Respond... Don't React

### The Pause:

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

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

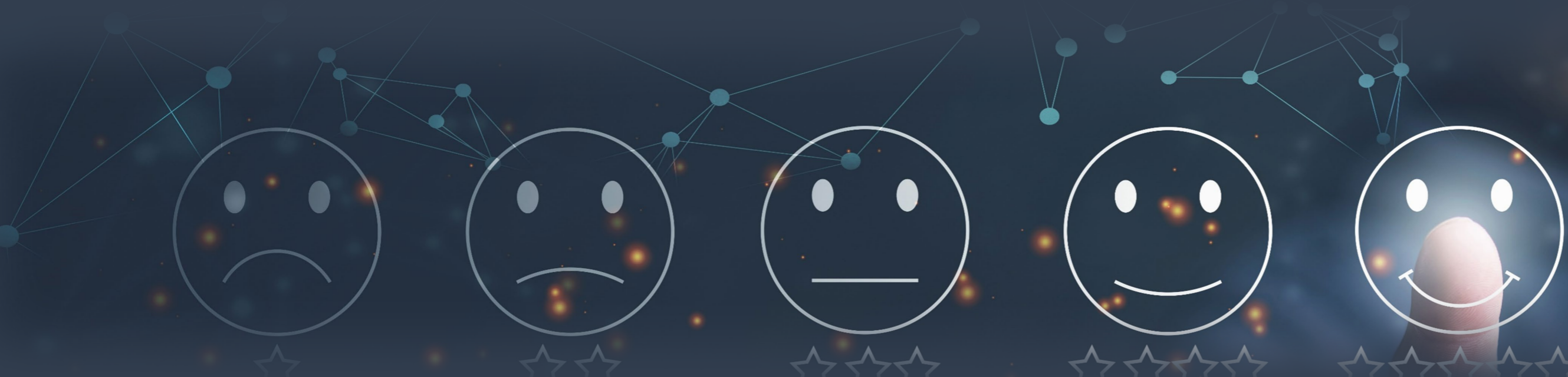






## #9 Take the LEAD

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







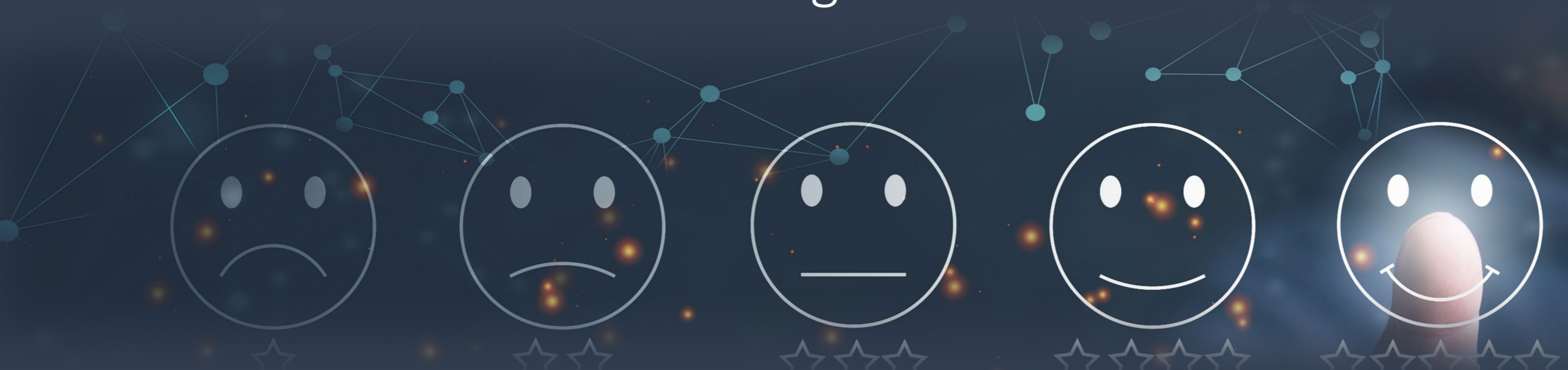
# #9 Take the LEAD

Listen

Empathize

Apologize

Do something or Direct to someone who can

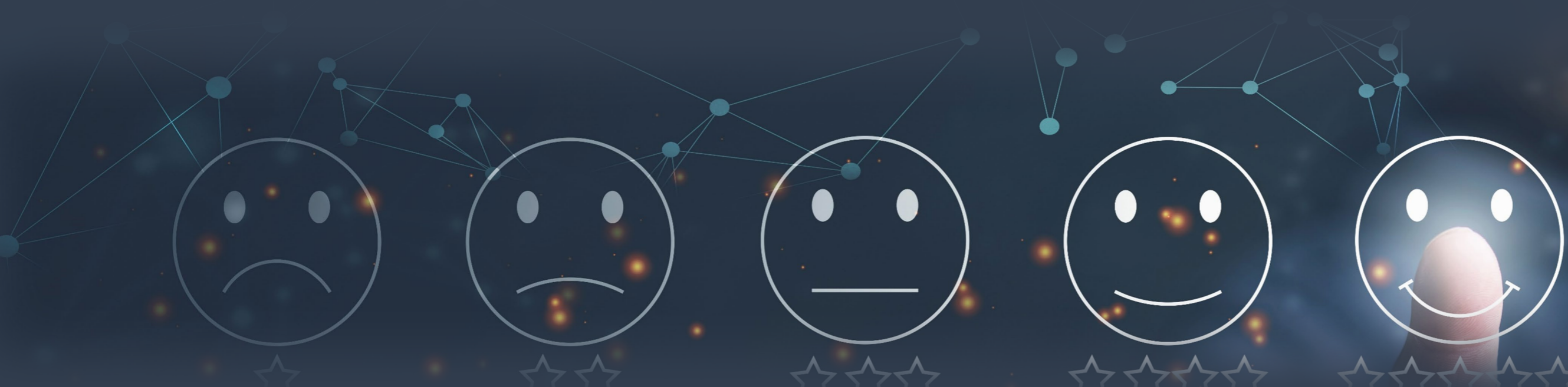






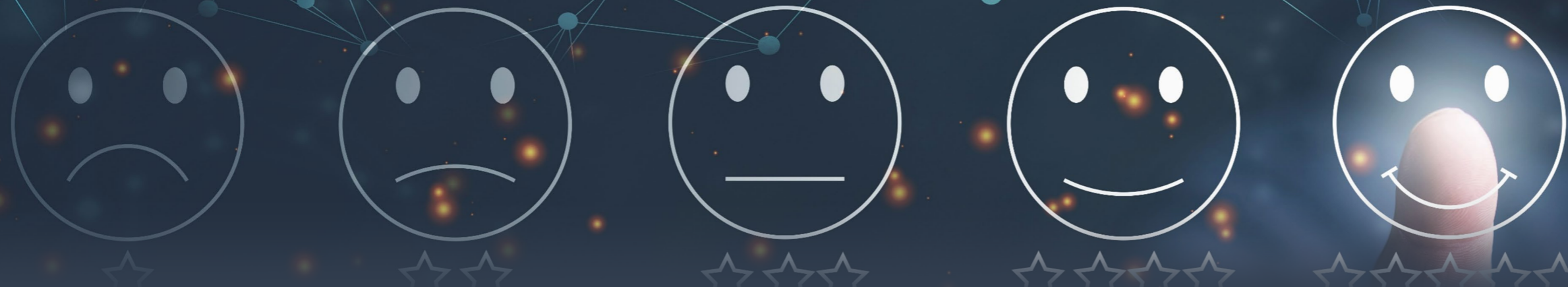
# #9 Take the LEAD

Let's run through a customer scenario.





# #10 The Exceptional Customer Service Model

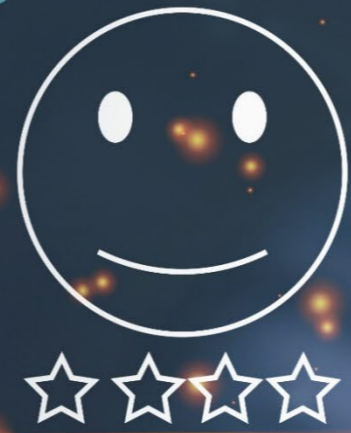
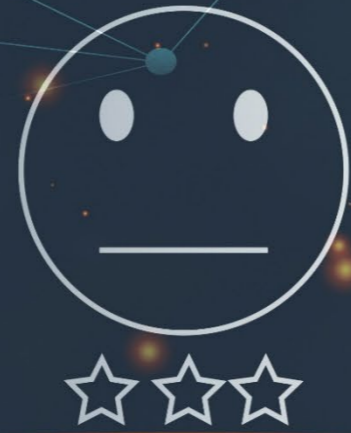




# #10 The Exceptional Customer Service Model

Accessible means being available and being responsive to guests.

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



## Breakout Assignment:

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





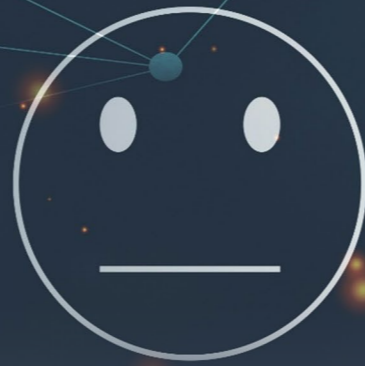
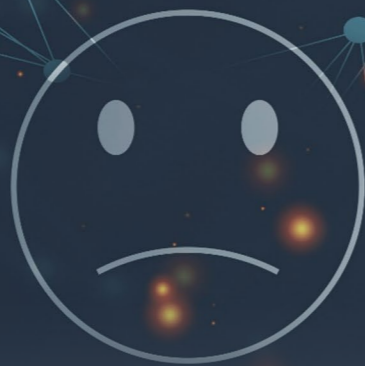
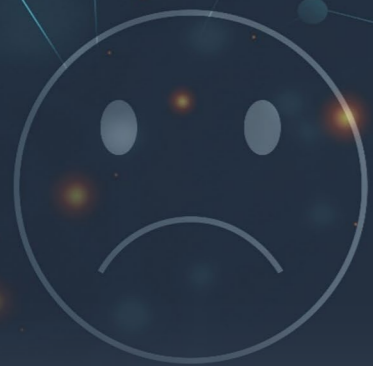
**HELLO!**

*So why are first impressions essential to your success?*

## #10 The Exceptional Customer Service Model

First impressions...your initial opportunity to impress:

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





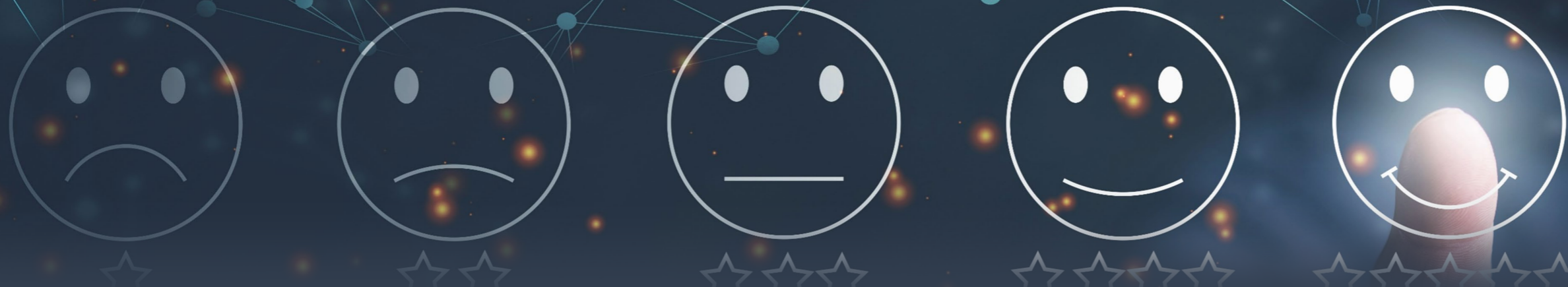
**BYE!**

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

## #10 The Exceptional Customer Service Model

And through last impressions...favorable finishes:

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







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

# #10 The Exceptional Customer Service Model

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



Tips for Respectful guest communications:

*Personalize the interaction:*

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

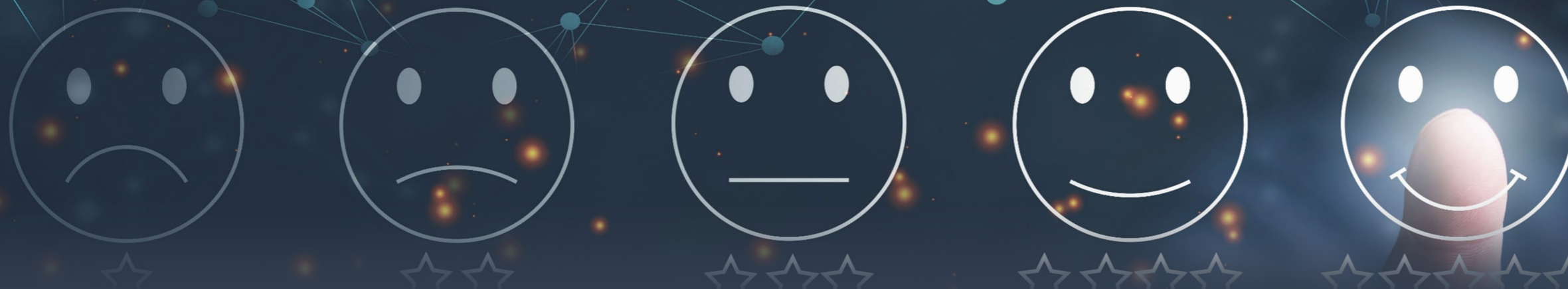
*Avoid negative phrases:*

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

*Use positive language with a touch of empathy:*

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

**#10** The Exceptional  
Customer Service  
Model





Tips for Respectful guest communications:

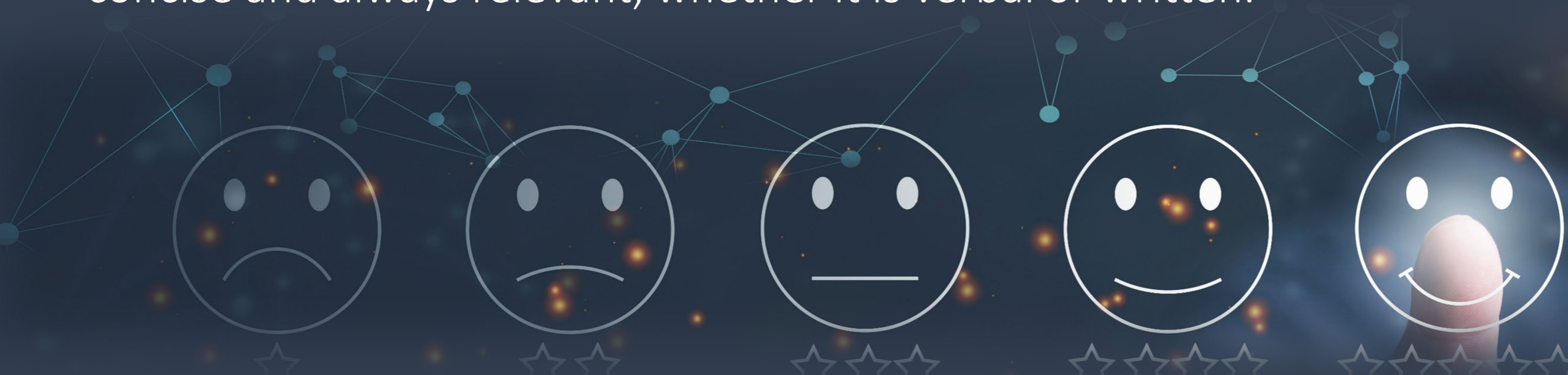
*Listen closely and avoid interrupting the guest:*

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

*Make communication clear and concise:*

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

## #10 The Exceptional Customer Service Model

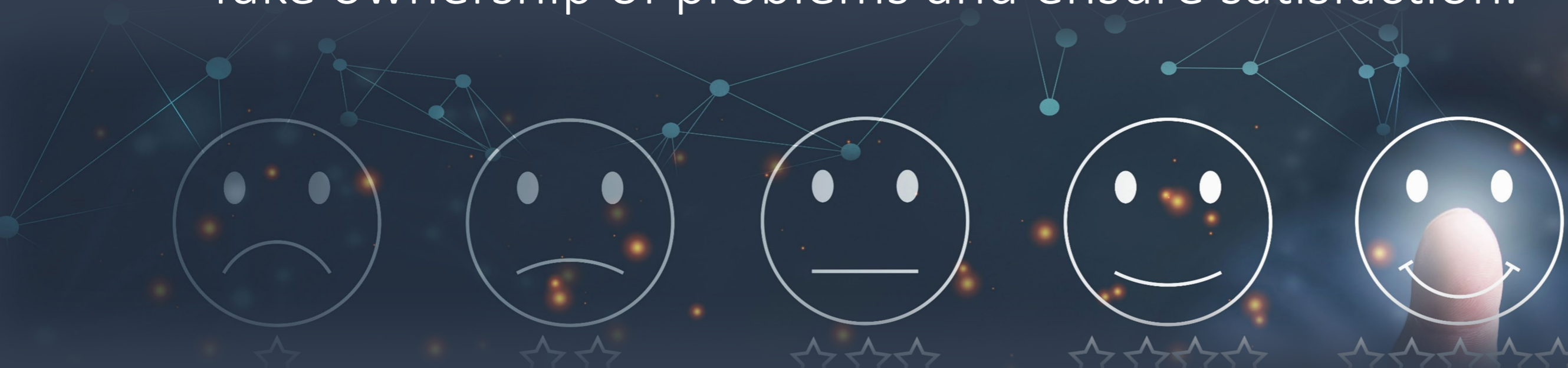


# #10 The Exceptional Customer Service Model

*What opportunities do you have for demonstrating accountability?*

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

Take ownership of problems and ensure satisfaction.





How to take ownership...

*Follow-up within a specific time frame:*

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

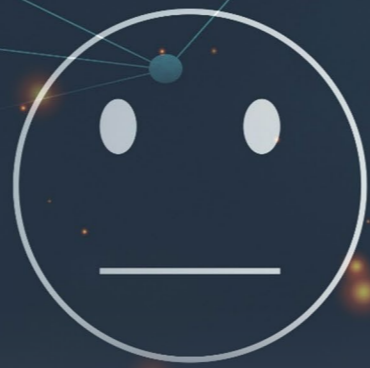
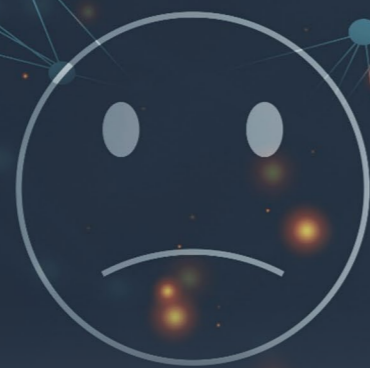
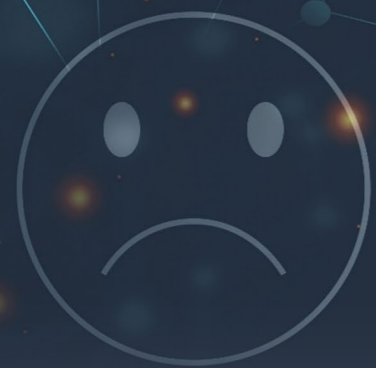
*Delays explained before guest has to ask:*

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

*Sundown Rule:*

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

# #10 The Exceptional Customer Service Model



# #10 The Exceptional Customer Service Model

*I solve problems and follow through on my commitments.*

**Be Accountable**

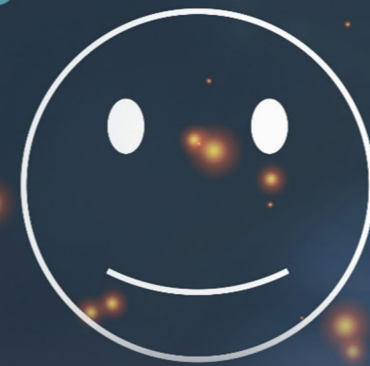
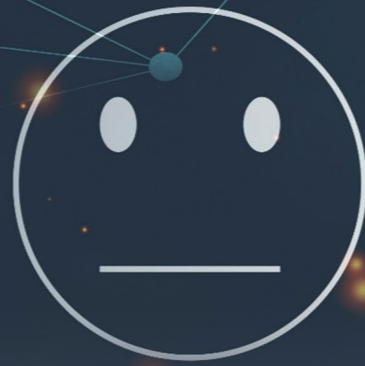
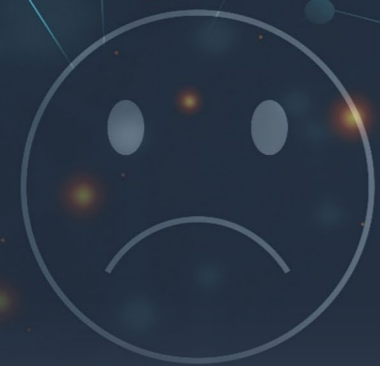
**Be Accessible**

*I am available and strive to be helpful.*

**Be Respectful**

**Exceptional Service**

*I am courteous and friendly.*





# WORK ENVIRONMENT & ETHICS:

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



# OUR HONOR CODE

Integrity. Service. Respect. Responsibility.



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

**Always remember to:**

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

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

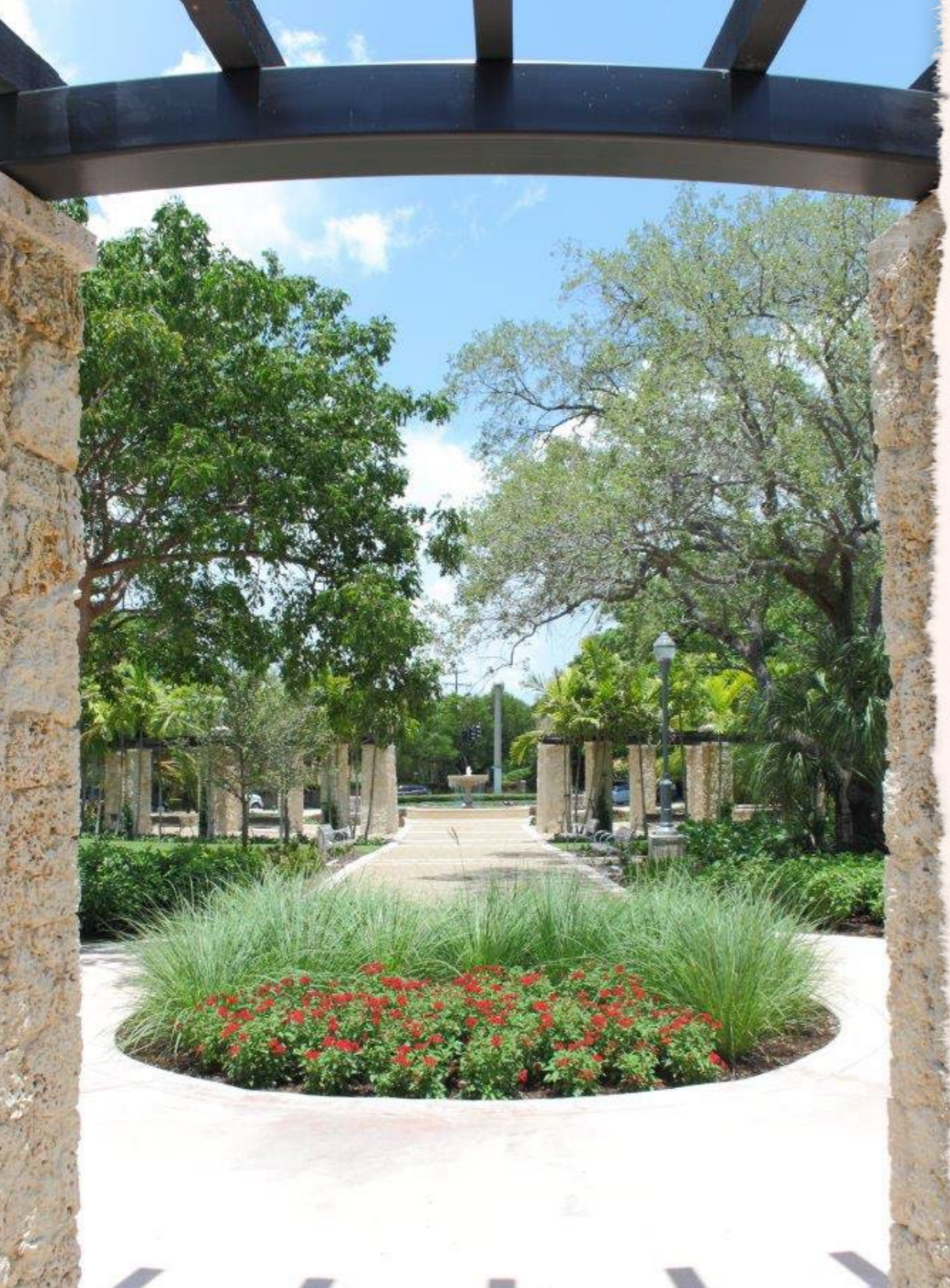
**Honor yourself with the Honor Code.**

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

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







# Announcements Annual Picture Q&A

The End

