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

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

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

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

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

The Community Recreation Department maintains a complete Department matrix of all required evaluations and reports which are required for determining effectiveness and efficiency of internal programs, activities & events; facilities & parks; division supervision; and department administration. See attached and revised matrix. (Page 2)

Attached as an example of annual review, is the updated parks and facility department matrix which includes two newly acquired park properties, the addition of two new facilities and updated park names that were revised through Commission resolutions as part of the park naming and renaming policy. Date of last review is May 2024 and included internal department staff as well as input from the city's asset manager, Communications Department and representatives from the Historical Resources and Cultural Arts Department. See attached inventory sheet. (Page 4)

Additional review examples include the annual review of the organizational chart as well as that of the department Mission, Vision and Values. (Page 5 and 6)

In addition, the department holds monthly mandatory supervisor meetings as well as weekly training meetings which address monthly evaluations of programs, special events, customer feedback and cost analysis. See attached training meeting examples of the monthly reports and evaluation training held in January of 2023. (Page 8) Another example includes the ongoing people leader trainings which includes training of performing annual performance evaluations. (Page 31)

Finally, the Department holds a variety of training courses and workshops to assist with the different types of required evaluations. Each year at the annual meeting, which includes all full-time personnel, training is provided on safety which includes training on how to evaluate each facility and park using monthly facility and park inspections as well as training on the budget process. See attached annual meeting presentation with sign-in from meeting held in December 2023. (Page 46)



#### **Community Recreation**





Program/Facility/Service Type	Evaluation	aluation Evaluators Details									
Internal Programs / Activities / Events											
Program Evaluation with Cost Analysis Form											
Senior Programming (Exercise classes, art & leisure classes)	Within 2 weeks of program completion	Supervisor	Submit to Director, results used in planning adjustments for next program offering.								
Pool Programming (Swim lessons, camp, guard start & certification courses)	Within 2 weeks of program completion	Supervisor	Submit to Director, results used in planning adjustments for next program offering.								
Tennis Programming (Clinics, group lessons & camps)	Within 2 weeks of program completion	Supervisor	Submit to Director, results used in planning adjustments for next program offering.								
Athletic Programming (Soccer, basketball, volleyball)	Within 2 weeks of program completion	Athletic Specialist	Submit to Director, results used in planning adjustments for next program offering.								
PLAY Programming (aftercare, all day camp, summer camp)	Within 2 weeks of program completion	Specialist	Submit to Director, results used in planning adjustments for next program offering.								
Special Events (Tree lighting, pictures with Santa, hot chocolate with Santa, Daddy Daughter Dance, Valentines Dance)	Within 2 weeks of event completion	Specialist	Submit to Director, results used in planning adjustments for next program offering.								
	Inv	ventory Forms									
Program Specific Inventories	Two weeks prior to each activity and immediately following each activity.	Staff responsible for program	Maintained by staff.								
Event Specific Inventories	Two weeks prior to each activity and immediately following each activity.	Staff responsible for event	Maintained by staff.								
	Transactional Customer Surveys										
Specific Program & Session	Distributed to participants/parents on the last day of the program/activity.	Staff responsible for program	Submitted to Assistant Director for Department seasonal survey report.								
Specific Event	Distributed to participants/parents during or after completion of event.	Staff responsible for event	Submitted to Assistant Director for Department annual survey report.								
	Fac	ilities & Parks									
	Ins	pection Forms									
Maintenance Inspections	Monthly	Park Service Attendant / Maintenance Personnel	Submit to Director, review service levels and existing conditions for maintenance improvements.								
Safety Inspections	Annually	Facility Supervisor	Submit to Director, review existing conditions for safety.								
Risk Management Audits	Annually	Risk Manager / Consultant	Submit to Director and respective division/facility supervisor.								
ADA Audits	Periodically	ADA Coordinator / Consultant	Submit to Director and respective division/facility supervisor.								
	Divis	ion Supervision									
Summary Reports & Evaluations											
Monthly Reports	Monthly	Division Supervisors	Submit to Director, show program/service statistics, highlights financials, personnel updates, maintenance concerns and other pertinent data.								
Quarterly Reports	Quarterly	Division Supervisors	Submit to Director, show program/service statistics, highlights financials, personnel updates, maintenance concerns and other pertinent data.								
Annual Report	Annual	Division Supervisors	Submit annual summary and financials to Director. Compiled by Director and presented to Advisory Board & leadership. Report is used at strategic planning retreat.								
Annual Accomplishments	Annual	Division Supervisors	Submit Division accomplishments/awards to Director. Compiled by Director and presented to Advisory Board & leadership. Report is used in the Department Budget and printed in the City Budget Book.								
Marketing Evaluation	Annual, Monthly	Marketing Specialist	Submit to Director for preparation of budget process, and strategic plan.								



## Community Recreation Evaluation Process Matrix

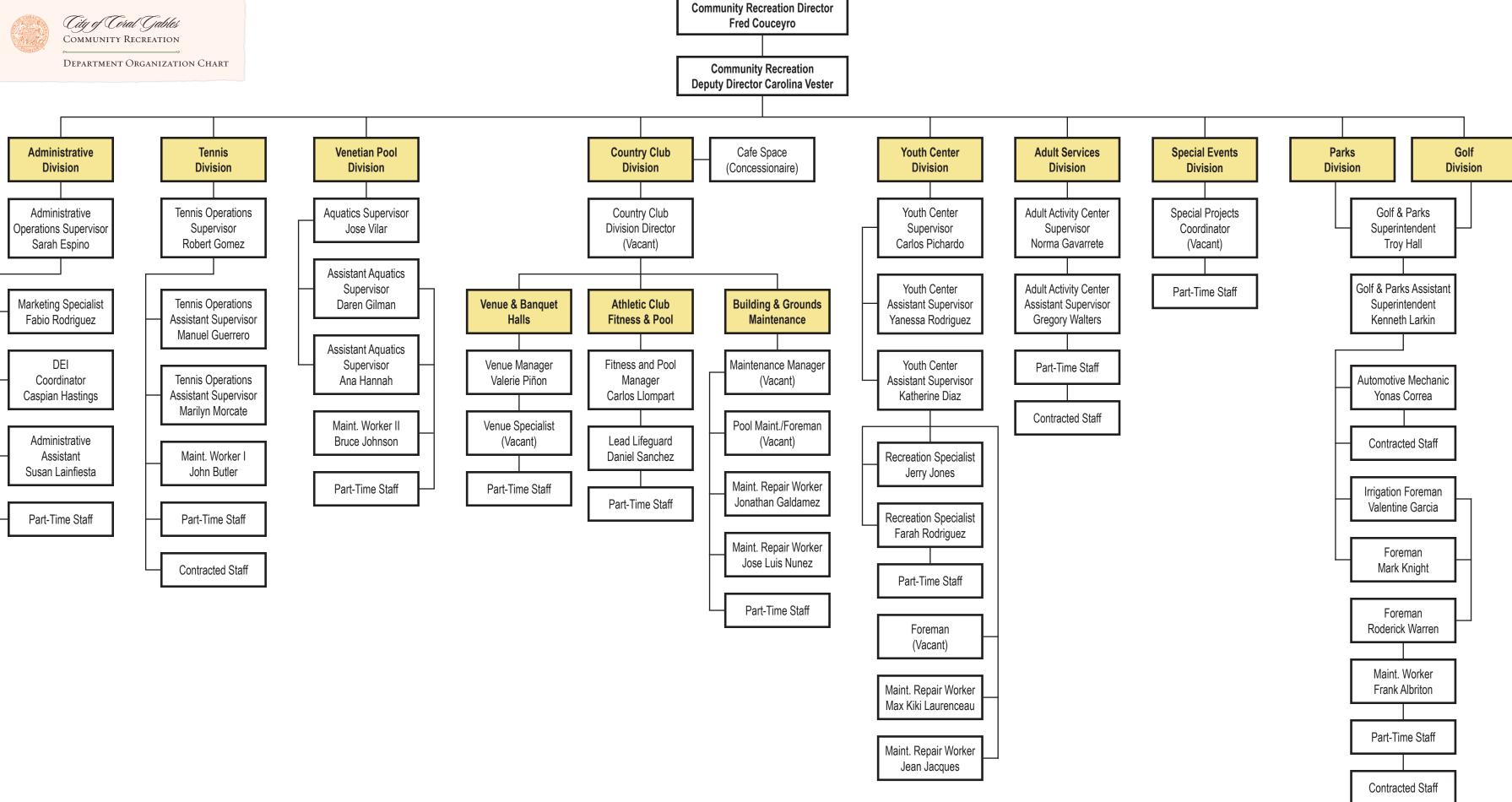


THE CITT DEACTIFOE										
Program/Facility/Service Type	acility/Service Type Evaluation Evaluators		Details							
	Departn	nent Administration								
Financial Reports & Evaluations										
Financial Reconciles	Daily - End of Day GL Reports to Finance	Division Supervisors	Review RecTrac financial reports to ensure revenues collected for the day are correct by payment and GL type.							
Contracted Program Reconciles	Completion of program/season	Contractor Liaison / Division Supervisor	Revenues collected are compared to attendance reports and percentages paid out to contractors as per language in the awarded contract.							
Outstanding Balance Reports	Monthly	Division Supervisors	Review RecTrac outstanding balance reports and contact delinquent households for payment / deactivate household.							
RecTrac Household Internal Audit review	Completion of each season (three times a year)	Administrative Assistant	Review household creation reports and active households for the season and compile spot audits on discounts awarded, outstanding balances and household documents.							
External Finance Audit on Department Operations & Financials	Periodically	Finance Department & Consultant	Submitted to Department Supervisors & Director for review and response. Final report submitted to City leadership and Commission.							
	Budget I	Reports & Evaluations								
Budget Preparation 100% Budget	Annually	Assistant Director, Supervisors, with input from staff	Submit to Finance Director for Budget Preparation.							
Budget Preparation - Budget Reduction Scenarios	Annually	Assistant Director, Supervisors, with input from staff	Submit to Finance Director for Budget Preparation.							
Budget Preparation - Budget New Need Decision Package Requests	Annually	Assistant Director, Supervisors, with input from staff	Submit to Finance Director for Budget Preparation.							
Budget Preparation - Performance Metrics	Mid Year & Annually	Assistant Director	Submit to Finance Director for Budget Preparation.							
CIP 5 year assets matrix and new requests	Annually	Director, Supervisors, with input from staff	Submit to Finance Director for Budget Preparation.							
	Personnel	Reports & Evaluations								
Full Time Personnel Evaluations	Annually, Prior to employees' anniversary dates	Director, Supervisors	Submit to Administrative Assistant, Department Director & Human Resources Director.							
Regular Part-Time Personnel Evaluations	Annually, Prior to employees' anniversary dates	Director, Supervisors	Submit to Administrative Assistant, Department Director & Human Resources Director.							
Succession & Development Evaluations	Quarterly	Director, Supervisors	Submit to Administrative Assistant, Department Director & Human Resources Director.							
Leadership Retreat Evaluation	Annually	Director, Supervisors	Review evaluation tools to determine if they are effective.							
Annual Meeting Evaluation	Annually	Director, Supervisors	Review evaluation tools to determine if they are effective.							
	Planning F	Reports & Evaluations								
Mission & Vision	Periodically with Annual Update & Review	Director, Supervisors	Review at Leadership Retreat and present at Annual Meeting.							
Values	Periodically with Annual Update & Review	Director, Supervisors	Review at Leadership Retreat and present at Annual Meeting.							
Goals & Objectives	Periodically with Annual Update & Review	Director, Supervisors	Review at Leadership Retreat and present at Annual Meeting.							
Strategic Plan Updates	Annually	Director, Supervisors	Review status of existing strategic plans action plans and revise as needed.							
Levels of Service Needs Index	Annually	Director, Planning Director	Review of levels to evaluate new opportunities for increasing level of service.							
Comprehensive Plan	Annually	Director, Planning Director	Plan is reviewed and any changes submitted to State via EAR Assessment Review.							
Trends analysis	Annually	Director, Supervisors	Analysis is conducted by program supervisors and submitted to Director for evaluation and action.							
Data gathering	Annually	Economic Development, Director, Supervisors	Demographic data gathered by Economic Sustainability Department and submitted to Director for evaluation and use in planning.							
Impact Projects	As needed	Planning Director	Projects are reviewed by Director and recommendations or guidance provided to the Planning Director.							
Master Plan Updates	Every Five Years	Administration, Supervisors, Plan Stakeholders	Complete a new Master Plan every 15-20 years with a periodic review of existing plan every five years.							
CAPRA Accreditation Standards Review	Every Five Years	Administration, Supervisors	Complete annual review of compliance with CAPRA standards and complete EOC assessment every five years.							



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		Area Rental Available	Baseball/Softball	Basketball Court	es	Bicycle Rack	Community Center	Covered Pavilion	Drinking Fountain	Fitness Gym/Equip.	ourse	Gymnastics Gym	Historical Landmark	evodina-ruipose	Parking Area		Pet-Friendly w/Leash	Pickleball Court	Picnic Lables	Playground	etball Courts	oms	alks	Soccer Field	Swimming Pool	s Court	Unpaved Trail	Volleyball Court	Waste Receptacles	Water Access	Water Feature
Park	Address	Area F	Baseb	Baske	Benches	Bicycl	Comm	Cover	Drinkir	Fitnes	Golf Course	Gymn	Histori		Parkin	Paved Irail	Pet-Fr	Picke	Picnic	Playgr	Racqu	Restrooms	Sidewalks	Socce	SWIM	Tennis Co	Unpav	Volley	Waste	Water	Water
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Coral Gables Golf & Country Club  Coral Gables Merrick House	· · · · · · · · · · · · · · · · · · ·	Υ			10	1	Υ		2	1	$\dashv$		Y /	4	1	2	+		1 1		$\dashv$	1	2		1	6	+	+	1	+	1
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Enrique "Henry" Cepero Memorial Park	<u> </u>				5				+		$\neg$			t	+		1		+		+		+		+		$\dashv$		$\dashv$		$\forall$
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Staff Sergeant Carl Enis Veterans Memorial Park William & Leona Cooper Park					6		$\dashv$		$\dashv$		$\dashv$					1	Υ				$\dashv$		1		4		$\dashv$		1		$\dashv$
William H. Kerdyk Biltmore Tennis Center					4	1			2						Υ				2		1	2	2		1	10	╛		15		
William H. Kerdyk, Jr., and Family Park		Υ			12	1	$\dashv$	1	1	1	-				Υ		Y		2	1	_		1						9		$\dashv$
Young Park	950 Castile Plaza				5											1	1											Re	evised 5	5-30-7	2024



# City of Coral Gables

## COMMUNITY RECREATION

#### **VISION STATEMENT:**

"Creating community through memorable experiences."

#### MISSION STATEMENT:

"Enhancing our community's quality of life through exceptional recreational opportunities."



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



# City of Coral Gables

## COMMUNITY RECREATION

## GOALS AND OBJECTIVES:

## Customer Focused Excellence

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

## Workforce Excellence

Empower recreation professionals with the tools and guidance to provide excellent services.

### Financial Excellence

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

## Process Excellence

Ensure efficient and consistent business systems by optimizing best practices.

## Community-focused Excellence

Exceed community's expectations by striving to provide world-class facilities and services.

## Sustainability-focused Excellence

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





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

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

## **Monthly Reports Workshop: January 2023**

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Couceyro, Fred		e e e e e e e e e e e e e e e e e e e
Espino, Sarah		Susan Lainfietta
Gavarrete, Norma	Danne .	Susan LainficHa Natalia Alvarez
Gilman, Daren		
Gomez, Robert		
Guerrero, Manny		
Hastings, Catie	_ (oté	
Hall, Troy	Troy Hall	
Hannah, Ana	The Hutt	
Iskandar, Elie		
Larkin, Kenneth		
Llompart, Carlos		
Morcate, Marilyn		
Pichardo, Carlos		
Rocha, Michael	_ (lu)c.	
Rodriguez, Fabio		
Rodriguez, Yanessa	4	
Sliva, Maria Lorena		
Vester, Carolina		
Vilar, Jose		
Walters, Greg	Gregory Jayan	
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MADE 1 14 1 18 AND ADDRESS OF THE SECOND STREET, STREE	Page 2	

# Community Recreation

MONTHLY REPORTS
WORKSHOP 2023







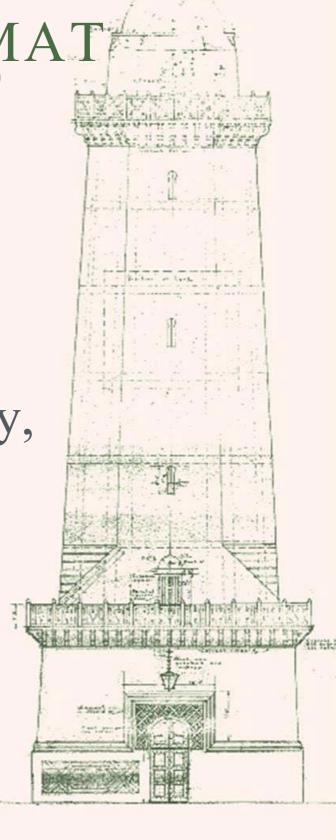
# WHAT IS A MONTHLY REPORT?

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

MONTHLY REPORT FORMAT

## Report Format:

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





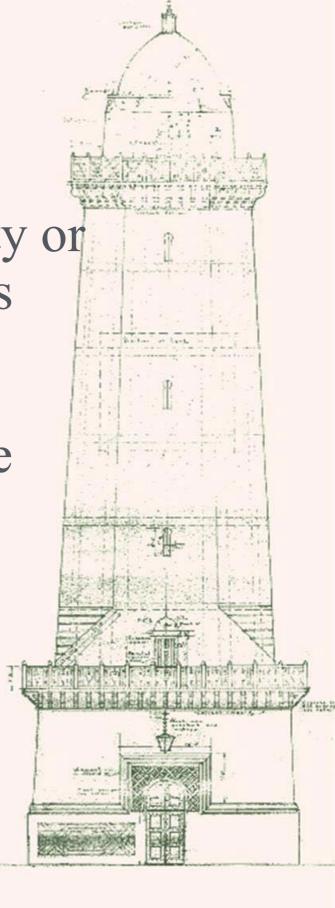
# REPORT NARRATIVE

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

Use simple and easy to read bullets

Separate and filter all updates using the following sections:

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





#### CITY OF CORAL GABLES COMMUNITY RECREATION

#### Division Name – Division Number Monthly Report – Month & Year

#### FACILITY HIGHLIGHTS & ISSUES SUMMARY

#### I. Programs/Activities & Events:

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

#### II. Personnel & Staffing:

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

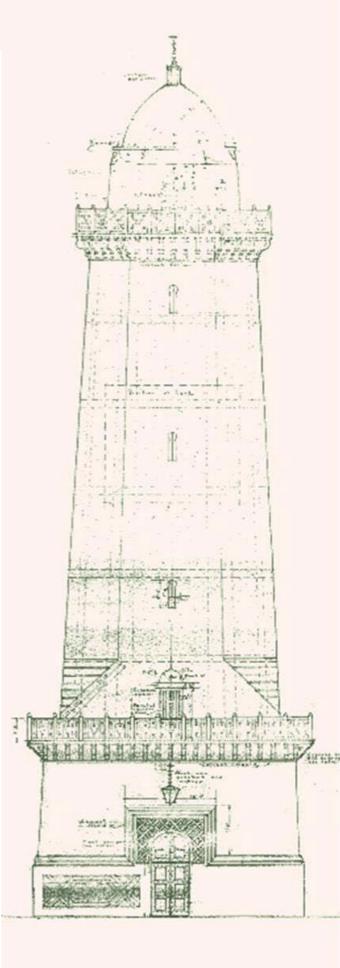
#### III. Maintenance:

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

#### IV. Supervisory:

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

#### V. Financials & Numbers:





# FINANCIALS & NUMBERS

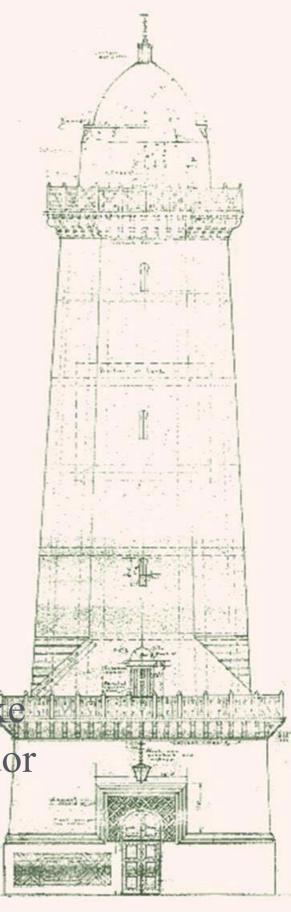
What numbers and financials should you report on? And remember to always provide a comparison to the previous year/month

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

# EXPENDITURES

## Pulling an expenditure detail report in EDEN:

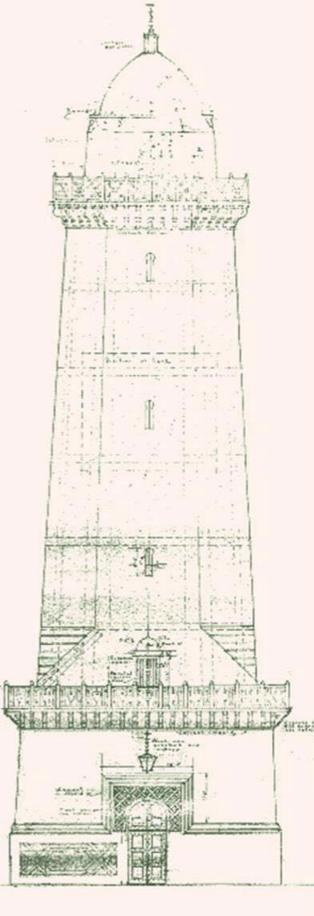
- Login to Eden
- Open the General Ledger Folder
- Open Ledger End of Period
- Open Expenditure Reports
- Open Expenditure Detail
- Type in the beginning 7 digits of your expenditure accounts (001-6050)
- Report box will appear
- In the Print Options box to the bottom right make sure you click Print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

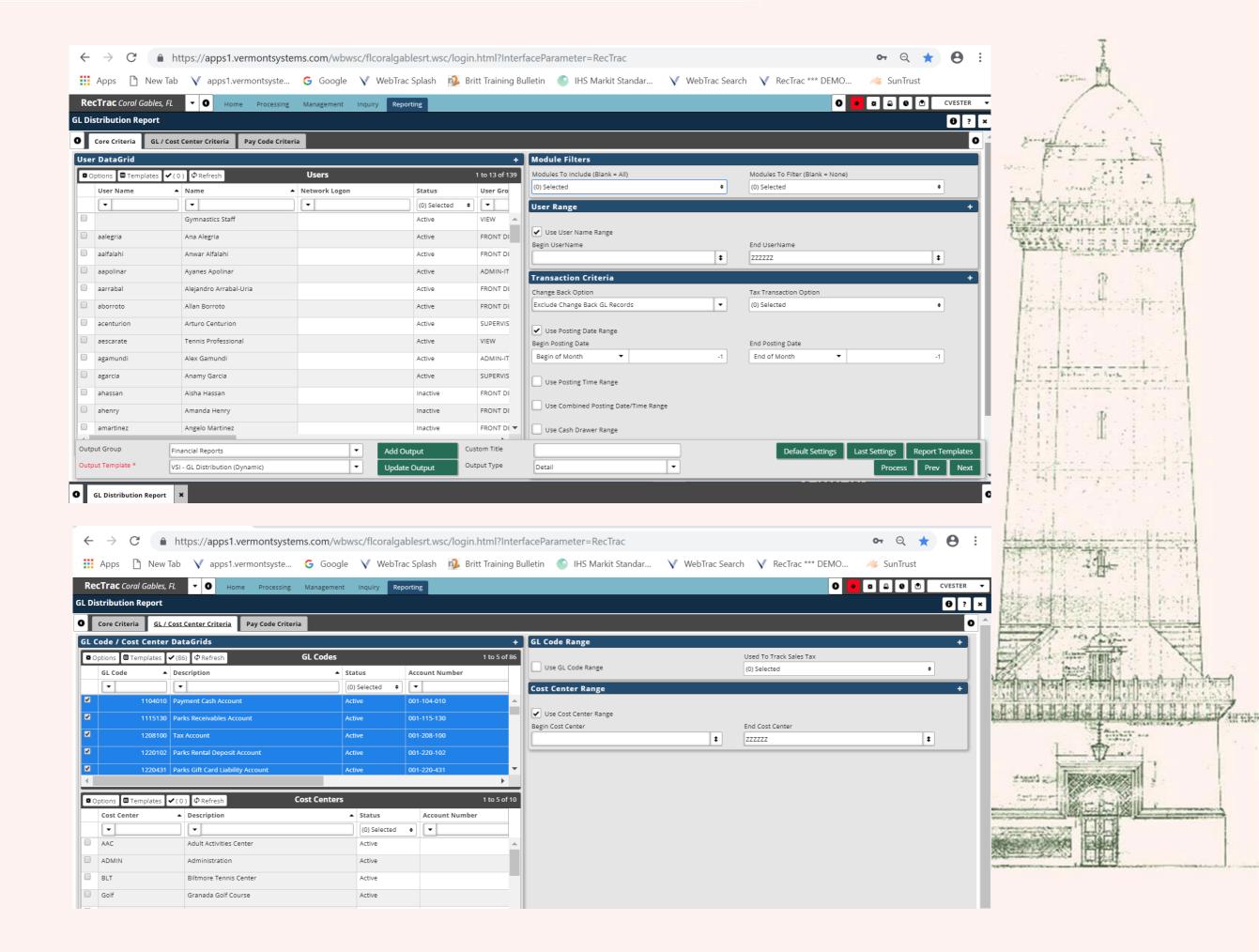


# REVENUES

## Pulling a GL revenue report in RecTrac:

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





# READING THE GL REPORT

Page: 1 of 3

## **GL Distribution (Dynamic)**

GL Code	Description	Account Number	DR Cnt	DR Amt	CR Cnt	CR Amt	Net Am
1115130	Parks Receivables Account	001-115-130	19539	185,890.80	19704	183,048.79	-2,842.01
1208100	Tax Account	001-208-100	296	875.31	16180	18,467.57	17,592.26
1220102	Parks Rental Deposit Accou	001-220-102	0	0.00	4	11,400.00	11,400.00
1223106	Parks Unearned Revenue A	001-223-106	100	149,541.01	985	121,681.94	-27,859.07
1329830	SE Photo Permit Account	001-329-830	2	487.85	11	1,989.73	1,501.88
1347100	YC Youth Sports Account	001-347-100	1	105.61	1	681.31	575.70
1347116	YC After School Care Accou	001-347-116	1	166.36	1	29,149.29	28,982.93
1347132	AAC Courses Account	001-347-132	1	18.69	1	7,407.61	7,388.92
1347151	YC Fitness Membership Acc	001-347-151	5	876.87	11	10,585.07	9,708.20
1347152	YC Full Membership Accoun	001-347-152	0	0.00	31	8,671.98	8,671.98
1347180	YC Other Account	001-347-180	0	0.00	1	2,285.40	2,285.40
1347195	YC Contracted Programs &	001-347-195	5	424.30	1	23,994.50	23,570.20
1347197	YC Facility Rental Account	001-347-197	0	0.00	1	540.18	540.18
1347256	VP Historic Venetian Pole M	001-347-256	0	0.00	1	14.02	14.02
1347310	STC Tennis Social Play Acc	001-347-310	1	15.70	334	3.031.33	3.015.63

READING THE GL REPORT

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

SAMPLE GL REVENUES REPORT

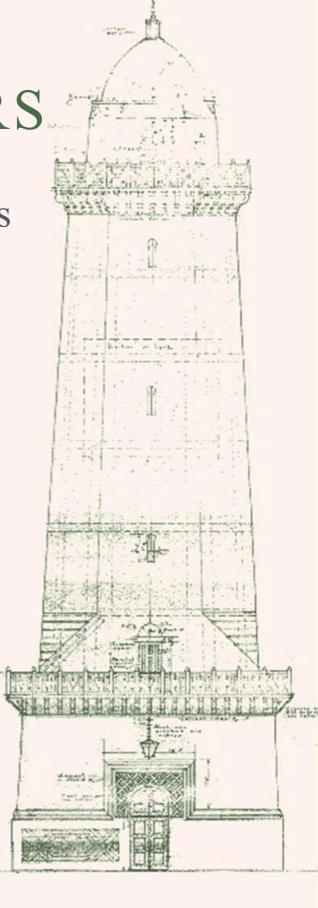
## Venetian Pool Monthly Revenues Comparison Report: OCTOBER FY 2017 & FY 2018

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

REPORTING ON NUMBERS

• Numbers should be reported on for the following types of transactions:

- Membership/pass sales
- Membership usage/swipe-in numbers
- Activity registration & attendance numbers
- Rental numbers
- Admission / guest numbers
- Court usage & private lesson numbers
- Film & special event permit numbers
- Special event attendance numbers
- Report on Resident vs. Non-Resident numbers if applicable



# SAMPLE NUMBERS REPORT

Admission Type:
Non-Resident Adult:
Non-Resident Child:
Resident Adult:
Resident Child:
Camper:
Counselor:
Free Counselor:
Tourist:

2016- 2017:
2,109
498
190
85
81
6
8
231

2017- 2018:
1,849
414
340
93
28
14
3
178

Difference	e:
-26	50
-8	34
15	50
	8
17	53
	8
	-5
-5	53

_						
Percent						
Difference:						
-12.3%						
-16.9%						
78.9%						
9.4%						
-65.4%						
133.3%						
-62.5%						
-22.9%						

**Total Visits:** 

3,208

2,919

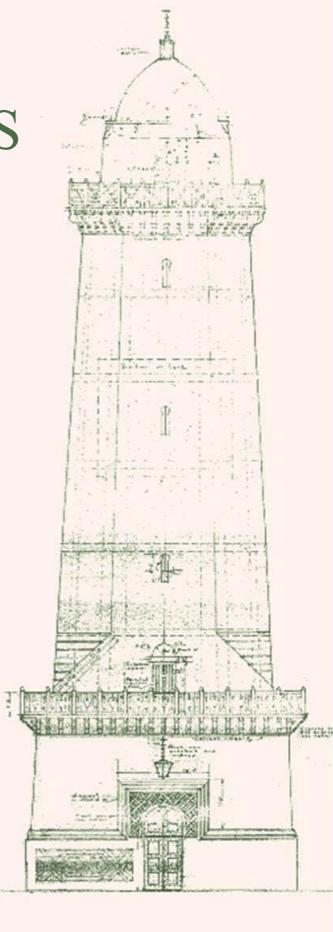
-289

-9.0%

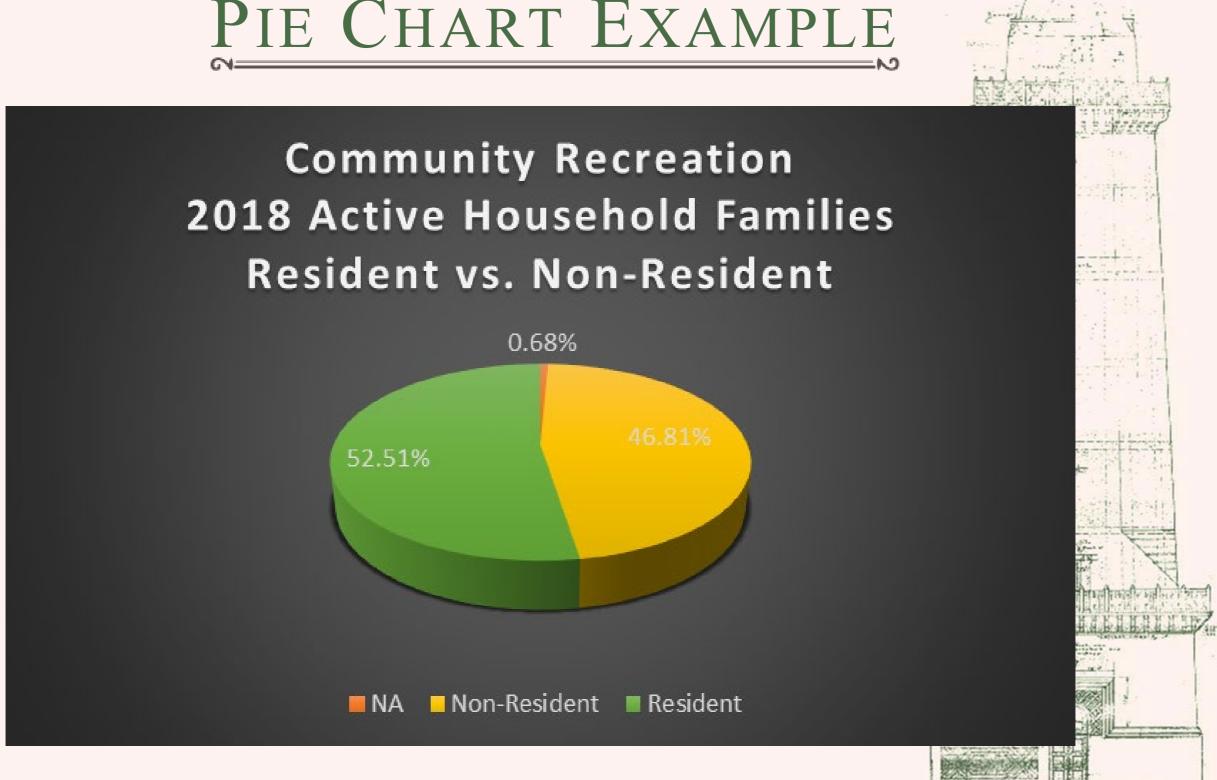


# CREATING PIE CHARTS

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



# PIE CHART EXAMPLE





# How do I submit my Monthly Reports?

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

X:\ADMINISTRATION\Supervis or Documents\Division Monthly & Annual Reports FY 23 DIVISIONAL REPORTS



# Thank You!





# Community Recreation Performance Evaluation Training Wednesday, July 15, 2020 from 1:30 p.m. to 2:00 p.m.

- I. Review Full Time Performance Evaluation Calendar
- II. Review City location for Performance Evaluation Templates
- III. Review One Page Guide to Great Performance Reviews
- IV. Complete past due full time performance evaluations
- V. Complete past due part time performance evaluations

## **Performance Evaluation Training**

Anderson, Katherine	Present	
Couceyro, Fred	Excused	
Espino, Sarah	Present	
Gavarrete, Norma	Excused	
Gilman, Daren	Present	
Gomez, Robert	Present	
Gonzalez, Kevin	Present	
Guerrero, Manny	Excused	
Hall, Troy	Present	
Hannah, Ana	Present	
Kofkin, Ericka	Excused	
Larkin, Kenneth	Excused	
Pichardo, Carlos	Present	
Rodriguez, Fabio	Present	
Rodriguez, Yanessa	Present	
Vester, Carolina	Present	
Vilar, Jose	Present	
Zuriarrain, Mitchell	Present	
	——————————————————————————————————————	

## Delivering Effective Performance Reviews



Performance reviews are one of the most powerful tools a leader has for managing performance and enabling an employee's career development. The performance conversation should be an open dialogue about the employee's goals, accomplishments and about the action plan for their continued development. This "One-Page" guide provides valuable tips to help you conduct great performance reviews and deliver engaging conversations.

Only 35% of high performing employees feel their leaders speak with them honestly about their performance

# 3 Easy Steps For A Great Review

#### Prepare for the Review

- ☐ Take the time to prepare a well planned review will enable you to deliver a more effective conversation.
- ☐ Determine your overall performance theme what message do you want the employee to leave with?
- □ Identify specific examples to support your feedback be concise, be prepared to discuss the impact on the team, on projects and on the organization.

#### Conduct the Conversation

- ☐ A performance review meeting is <u>not</u> a one-way conversation; ask the employee to share their successes and reactions to your feedback.
- ☐ Cover the highlights of the review form discuss ongoing challenges and brainstorm ways to solve any issues.
- ☐ Discuss ideas for their development identify the goals and plans the employee has for their career. Talk about the skills and experience needed for the employee to accomplish their career goals.

#### Confirm and Follow-up

- □ Agree specific actions to be taken by each of you

   both you and the employee should leave the
   meeting with items on a to-do list.
- □ Reinforce your overall performance theme, express your support for the employee and confirm the date of your next follow-up meeting to discuss the action plan and progress.

#### **Delivering Difficult Feedback**

**Don't "sandwich" your feedback** – don't bookend your feedback with compliments. You will sound insincere and risks diluting your message. Instead, separate your negative comments from your positive feedback. Don't back down on the message.

**Stick to the facts** – Describe what you see happening by using objective details, not subjective opinions. Focus on behaviors not the person. Don't sugarcoat the feedback.

Ask questions – Most of the time, people have a sense of how they are performing. They may even have ideas for improvement. Ask questions such as "How could you have done better?" and "What do you think could improve?" Questions involve the employee in building a shared plan.

Coach the behaviors you would like to see — Negative feedback is useless without a model for how to do better. But simply telling your employee what to do or how to do it is usually a waste of time. Provide examples of the behavior change, what would it look like if they were doing better? Develop an action plan together with goals and timelines for the change.

71%

of employees prefer immediate feedback even if it is **negative** 

of employees say they would work harder if they felt their efforts were better recognized.

#### CITY OF CORAL GABLES EMPLOYEE PERFORMANCE EVALUATION GENERAL EMPLOYEE

NAME (LAST, FIRST, MI):									
DEPARTMENT/DIVISION:	JOB TITLE:								
EVALUATION PERIOD:	DATE OF REVIEW:	NUMBER OF ABSENT HOURS:							
FROM: / / TO: / /		SICK							
PURPOSE OF REPORT:									
PROBATIONARY ( ) PR	COMOTIONAL ( )	ANNUAL ( ) OTHER ( )							
Safety:	Acceptab	le Unacceptable							
Attendance:		<u></u>							
Punctuality:	Acceptab								
Appearance:									
If any of the above are unaccept with no consideration for retroaccements:	ctivity.	ay be denied, reduced, or delayed							

#### **INSTRUCTIONS FOR COMPLETION**

- 1. Supervisor completes form.
- 2. Supervisor meets with the next level of management for review and concurrence. (The form will be reviewed by all appropriate levels, including the Department Head.)
- 3. Supervisor meets with Employee to discuss appraisal.
- 4. Forward appraisal for all levels of management review and signatures and then to the Human Resources Department.

<u>PERFORMANCE RATINGS</u>: Check the number which appears above or between the level(s) of performance which most closely match(es) the performance demonstrated by the employee during the appraisal period.

<b>PRODUC</b>	TIVITY	_	Weight	x Score				
The amount of period(s)	of work an	individual produ	Weighted Score					
1	1.5	2	2.5	3	3.5	4	4.5	5
Usually below acceptable stands work unit.	ard for	Barely acceptable level of output. A slow worker.		Meets expectations of average output for work unit.	f	Very industrious. Does more than is required.		ellent producer. nerates maximum put.
COMMENT	Γ <b>S</b> :							

QUALITY	OF WC	)RK	Weight		x Score			
The ability to	produce	work that is acc	Weighted Score					
1	1.5	2	2.5	3	3.5	4	4.5	5
Produces a poor quality of work. Makes frequent errors. Must always check work product.		Produces work of marginal quality which often contains errors. Careless.		Quality of work is good. Usually accurate. Conscientious about completing quality work.		Produces high quality accurate work. Seldom makes mistakes.		Produces outstanding precise, neat, and accurat work.
COMMEN	TS:							

APPLIED JO	OB KN	OWLEDGE	Weight		x Score			
Application of t	he dem	onstrated knowled	Weighted Score					
1	1.5	2	2.5	3	3.5	4	4.5	5
Lacks knowledge to perform the job. Ha difficulty performin job duties. Requires major improvement	s ig	Marginal job knowledge. Often has to ask how to do routine job duties. Requires improvement in many areas.		Good job knowledge. Possesses knowledge and skills to perform the required duties of the position.		Above average job knowledge. Possesses and applies skills and job knowledge. Rarely needs to ask for job information.		Applies an outstanding level of job knowledge. Possesses and uses broad and detailed knowledge of all aspects of the job.
COMMENTS	:							

TEAMWORE		Weight		x Score				
The ability to wo	l with co-workers	Weighted Sco						
1	1.5	2	2.5	3	3.5	4	4.5	5
Causes friction among workers. Tends to gripe and argue. Antagonistic. Does not help others.		Is difficult to work with occasionally. Will only help when asked.	with occasionally. with others. Is Will only help when good at achieving		(	Very cooperative. Is quick to offer help. Gets along well with most people. Very good team worker.	Extremely cooperative. Constantly offers aid. Always available to others. Outstanding team worker.	
COMMENTS:								

INITIATIV	E		Weight		x Score				
The ability to	be a self-	starter and to sl	Weighted Score						
1	1.5	2	2.5	3	3.5	4	4.5	5	
Needs constant supervision to start and complete tasks. Is not resourceful.		Requires close supervision to start and complete tasks. Is rarely resourceful.		Follows tasks through to completion. Is reasonably resourceful.		Very good initiative and follows-through. Is resourceful and uses ability to think through problems.		Superior initiative and follow-through. Highly resourceful and shows superior ability to think through and solve problems.	
COMMENT	<b>S</b> :					•			

RECORDS	S AND P	ROCEDUR	ES			Weight		x Score	
		and maintain a and departmen	Weighted S						
1	1.5	2	2.5	3	3.5	4	4.5	5	
Sloppy record keeping. Often careless with records and/or documents. with procedures is Compliance with procedure needs improvement.		d/or th	Handles records properly; compliance with procedures is good.		Records are in order, neat and timely. Compliance with procedures is very good.		Records are always in order, neat, and timely. Excellent compliance with procedures.		
COMMENT	Γ <b>S</b> :								

PUBLIC C	ONTAC	CT				Weight		x Score
Demonstrates	courtesy	and effectiveness	in dea	ling with the pub	olic.	Weighted Score		
1	1.5	2	2.5	3	3.5	4	4.5	5
Unsatisfactory. H frequent problem dealing with the p Discourteous.	in	Occasionally discourteous in dealing with the public. Sometimes tactless.		Good skills in dealing with the public. Usually courteous and effective.	a I	Communication skill are well developed. Makes extra effort to assist the public.		Extremely courteous; very effective; is an exemplary role model.
COMMENT	<b>S</b> :							

WORK HA	ABITS					Weight		x Score	
The ability to pressure.	organize	one's work effe	ectively and	d work under		Weighted Score			
1	1.5	2	2.5	3	3.5	4	4.5	5	
Constantly waste does not organiz Is unable to hand pressures of the	e work. lle	Occasionally do use time wisely a often disorganize Occasionally can handle pressures job.	and is ed. nnot	Uses time an equipment w well organize Can handle the pressures associated with job.	ell. Is ed. he	Frequently n extra effort to organize wor frequently us and equipme effectively the expected. Ca under more puthan expected position.	es time nt more nan n work pressure	Constantly uses time and equipment to the fullest; always has worl organized beyond what is expected. Is able to work effectively in high pressure situations.	
COMMEN	ΓS:								

COMMU	NICATI	ON				Weigh	t	x Score
The ability writing.	to convey o	one's ideas eff	ectively,	both orally an	d in	Weight	ted Score	
1	1.5	2	2.5	3	3.5	4	4.5	5
Communication poor. Ideas are organized and difficult to follow oral and writte communication improvement.	not well are ow. Both n	Occasionally does not communicate effectively. Or and/or written communicatio sometimes difficult to follow.		Communication good. Is able to communicate effectively both orally and in w	1	Very good communicato Regularly der very good ora written comm abilities.	nonstrates	Excellent communicator. Demonstrates excellent written and oral skills.
COMMEN	NTS:							

JUDGME	T ANI	DECISION M	AKI	NG		Weight		x Score
		a conclusion based				Weighted Score		
1	1.5	2	2.5	3	3.5	4	4.5	5
Decisions are of wrong because of udgment. Frequi esitates or negli nake decisions to decessary.	of poor ently ects to	Sometimes makes bad decisions because of poor information or bad judgment. Sometimes neglects decisions when necessary.		Usually arrives at sound decisions. Analysis of problem and alternatives is usually good. Decisions are usually made in a timely manner.	-	Very good in making decisions. Uses good judgment in analyzing problems and alternatives. Makes timely decisions.	Ĭ	Superior decision making ability. Shows excellent judgment. Commendab record of well thought of and implemented decisions.
COMMEN'.	<u> </u>							
COMMEN	18: 							
COMMEN	1S:							
		or working Su	pervis	Sors)		Weight		x Score
	SION (F	<b>For working Sup</b> and plan quality w			e on	Weight Weighted Sco	re	x Score
SUPERVIS The ability to	SION (F				e on 3.5	Ü	re 4.5	

ΓO	TAL	PERF	'ORMAI	NCE R	ATING:

(Total up the weighted scores for each of the performance factors to determine the TOTAL PERFORMANCE RATING)

ACTION PLAN (Including any training and/or development issues)

Supervisor's Overall Comments:		
Reviewer's Comments:		
Signature Date	Department Head Signature	Date
Employee's Comments:		
Employee's Comments.		
	My signature on this evaluation indic	ates that I have
	had the opportunity to read and discu	uss the
Signature Date	evaluation with my supervisor.	
Signature Date		
FOR HUMAN RESOURCES USE ONLY		
ANNUAL PERFORMANCE EVALUATION	I SUMMARY	
Employee current hourly rate:	Increase %:	
Employee new hourly rate:	Effective Date:	
Naut Davious Datas		
Next Review Date:		
Signature	Date	

#### CITY OF CORAL GABLES EMPLOYEE PERFORMANCE EVALUATION MANAGEMENT/SUPERVISION

NAME (LAST, FIRST, MI):		
DEPARTMENT/DIVISION:	JOB TITLE:	
EVALUATION PERIOD:	DATE OF REVIEW:	NUMBER OF ABSENT HOURS:
FROM: TO:		SICK
PURPOSE OF REPORT:		
PROBATIONARY ( ) PR	ROMOTIONAL ( )	ANNUAL ( ) OTHER ( )
Safety:	Acceptable	e Unacceptable
Attendance:	Acceptable	<del>-</del>
Punctuality:	Acceptable	
Appearance:		
If any of the above are unaccep with no consideration for retroa	ctivity.	ay be denied, reduced, or delayed

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<u>PERFORMANCE RATINGS</u>: Check the number which appears above or between the level(s) of performance which most closely match(es) the performance demonstrated by the employee during the appraisal period.

	1 1.5 2 2.5 3 3.5 4 4.5 5  Directions are often confused and contradictory.  Sometimes fails to obtain cooperation because objectives gets things done  Generally provides clear direction and gets things done  Above average ability to promote accurate in providing direction. Promotes
Directions are often Sometimes fails to Generally provides Above average Always precise and confused and obtain cooperation clear direction and ability to promote accurate in providing contradictory.  because objectives gets things done cooperation and direction. Promotes are not clear. through others. understanding of teamwork among staff.	Directions are often Sometimes fails to Generally provides confused and obtain cooperation clear direction and contradictory.  Because objectives gets things done cooperation and direction. Promotes are not clear.  Because objectives gets things done cooperation and direction. Promotes through others.  Cooperation and direction. Promotes teamwork among staff. objectives.
confused and obtain cooperation clear direction and ability to promote accurate in providing contradictory. because objectives gets things done cooperation and direction. Promotes are not clear. through others. understanding of teamwork among staff.	confused and obtain cooperation clear direction and contradictory. because objectives gets things done are not clear. through others. understanding of objectives. are not clear. through others. are not clear.
objectives.	COMMENTS:

The ability to prepare and control budgets and expenditures.  1 1.5 2 2.5 3 3.5 4 4.5 5  Constantly fails to budget accurately. Frequently has cost overruns or shortfalls. Sometimes overruns or shortfalls. Pays little attention to cost items.  Weighted Score  Very cost conscious. Very good at budget management. Takes a leadership role in identifying ways to cut and control costs.	1 1.5 2 2.5 3 3.5 4 4.5 5  Constantly fails to budget accurately. Frequently has cost overruns or shortfalls. Pays little attention to Sometimes and control insensitive to cost savings.  Accurately prepares monitors and controls conscious. Very management. Ta good at budgeting. Strives to cut and identifying ways and control costs.	
Constantly fails to Occasionally fails to Accurately prepares Very cost Outstanding at budget budget accurately. budget adequately monitors and controls conscious. Very management. Takes a Frequently has cost for routine needs. budget expenditures. good at budgeting. leadership role in overruns or shortfalls. Sometimes Active in initiating cost Strives to cut and identifying ways to cut Pays little attention to insensitive to cost savings. control costs. and control costs.	Constantly fails to Occasionally fails to Accurately prepares Very cost Outstanding at b budget accurately. budget adequately monitors and controls conscious. Very management. Ta Frequently has cost for routine needs. budget expenditures. good at budgeting. leadership role ir overruns or shortfalls. Sometimes Active in initiating cost Strives to cut and identifying ways Pays little attention to insensitive to cost savings. control costs. and control costs	
budget accurately. budget adequately monitors and controls conscious. Very management. Takes a Frequently has cost for routine needs. budget expenditures. good at budgeting. leadership role in overruns or shortfalls. Sometimes Active in initiating cost Strives to cut and control costs.  Active in initiating cost control costs. and control costs.	budget accurately. budget adequately monitors and controls conscious. Very management. Ta Frequently has cost for routine needs. budget expenditures. good at budgeting. leadership role in overruns or shortfalls. Sometimes Active in initiating cost Strives to cut and identifying ways Pays little attention to insensitive to cost savings. control costs. and control costs	
		akes a in s to cut

MOTIVAT	TION					Weight		x Score
The ability to	positively	inspire work eff	orts.			Weighted S	Score	
1	1.5	2	2.5	3	3.5	4	4.5	5
Personally lacks enthusiasm. Neg. work attitude affi subordinates.	ative	Does not consistently encourage subordinates to excel.		Recognizes rewards and encourages good solid performance.	,	Generates abo average enthus among subord	siasm	Serves as an outstanding work example. Inspires subordinates to excel.
COMMENT	ΓS:							

<b>PROBLEM</b>	SOLV	ING				Weight		x Score
The ability to a	analyze s	ituations and so	lve work	problems.		Weighted S	Score	
1	1.5	2	2.5	3	3.5	4	4.5	5
Does not solve problems effective Ignores problems waits for others to them.	or	Occasionally fails deal effectively w problems. Needs some improvemen	rith	Is an effective problem solver. Often anticipates problems and prevents them from occurring.	s a a	Very good proble solving ability. U unticipates proble and prevents then from occurring.	sually ms	Exceptional problem solving ability. Can be relied upon to anticipate and prevent problems from occurring.
COMMENT	<b>S</b> :							

The ability to effect information to other			and necessary	W	eighted Sco	ore	
1 1	5 2						
		2.5	3 3.5	5	4	4.5	5
Memos or directives are unclear and usually seem to miss the point. Subordinates often confused over what is desired.	Occasionally communicate necessary information. always clear.	Not	Provides for a good exchange of information in a clear and concise manner.	a a I	Communication re clear, concand persuasive Lays out option and alternative	ise ns	Eloquent and accurate in both oral and written analysis of situations.
COMMENTS:							

DELEGAT	ΓΙΟΝ					Weight		x Score
The ability to by subordinar		identify appro	priate wo	rk tasks to be	nandled	Weighted S	Score	
1	1.5	2	2.5	3	3.5	4	4.5	5
Unable to identification appropriate work for subordinates.	k tasks	Occasionally a wrong tasks or to follow-up w subordinates.	fails	Normally assig appropriate we to subordinates	rk tasks	Consistently a appropriate w subordinates.		Always delegates both responsibility and authority with both routine and challenging tasks.
COMMENT	ΓS:							

1	1.5	2	2.5	3	3.5	4	4.5	5	
Never plans ahead, practices "crisis management".		Occasionally fails plan adequately for project or department needs.	or	Planning efforts are reasonable and sufficient to meet project or department needs.		Planning efforts are horough and concise, often showing unusual nsight into future needs.		Planning efforts are innovative, insightful, and creative. Provides for the effective use of resources	
OMMENTS:				department needs.		needs.			

PRIORITI	ES					Weight		x Score
The ability to time optimall		k projects in app	propriate o	order and to sch	nedule	Weighted So	core	
1	1.5	2	2.5	3	3.5	4	4.5	5
Work effort is disorganized. Im projects often do "busy work". De often not met.	ne after	Sometimes fails schedule projects work time. Occasionally fail meet deadlines.	and	Priorities are correctly set ar work planned t meet important deadlines.	0	Scheduling a planning are exceptionally thought out.		Anticipates future problems. Prioritizes work. Is typically ahear of schedule and asks for new projects.
COMMENT	ΓS:							

ong because of poor bad decisions sound decisions. decisions. Uses good ability. Shows excellen judgment. Frequently because of poor and alternative sis problems and record of well thought of ake decisions that are cessary.  Sometimes pecisions are usually manner.  Sometimes meglects decisions when necessary.  Sometimes made in a timely manner.	JUDGME	ENT AND	DECISIO	N MAK	ING			Weight	t	x Score	
ecisions are often  Sometimes makes bad decisions bad decisions because of poor decisions because of poor decisions because of poor decisions because of poor decisions because of poor decisions because of poor decisions decisions.  Analysis of problem judgment in analyzing judgment. Commendab problems and record of well thought of alternatives. Makes decisions decisions that are because of poor and alternative sis usually good. Decisions are usually manner.  Sometimes neglects decisions made in a timely manner.	The ability	to come to	a conclusion	based on	the information	n availab	le.	Weight	ed Score		
ong because of poor bad decisions sound decisions. decisions. Uses good ability. Shows excellen judgment. Frequently because of poor and alternative sis problems and record of well thought of ake decisions that are cessary.  Sometimes pecisions are usually manner.  Sometimes meglects decisions when necessary.  Sometimes made in a timely manner.	1	1.5	2	2.5	3	3.5		4	4.5	5	
	Decisions are often wrong because of poor judgment. Frequently hesitates or neglects to make decisions that are necessary.		bad decisions because of poor information or bad judgment. Sometimes neglects decisions		sound decisions. d Analysis of problem ju and alternative sis p usually good. a Decisions are usually made in a timely		dec jud pro alte	decisions. Uses good judgment in analyzing problems and alternatives. Makes			
OMMENTS:	COMMEN	NTS:	_		made in a time						

<b>STAFFIN</b>	3			Weight		x Score		
The ability to resources.	d maximize the ef	ze the effective use of human			Weighted	Score		
1	1.5	2	2.5	3	3.5	4	4.5	5
Frequently assigns work to inappropriate personnel. Poor staffing judgment.		Occasionally fails to match tasks with workers' skill levels. Questionable staffing judgment.		Normally assigns work tasks appropriate to skills and abilities of staff. Good staffing skills.	Highly effective in the assignment of staff to the proper tasks. May be creative. Staffs with very good people.		Very creative in the use of all staff. Often results in cost savings or avoidance. Staffs with excellent people.	
COMMENT	ΓS:			<u> </u>				

INITIATIV	E					Weight		x Score
The ability to urged.	develop/o	originate new idea	s or m	ethods without bein	ıg	Weighted Scor		
1	1.5	2	2.5	3	3.5	4	4.5	5
Never generates i ideas or methods improve operatio Needs constant prompting. Does encourage innova from staff.	to ns. not	Occasionally identifies new methods, but requires regular encouragement. Rarely encourages innovation from staff.		Generally takes the first step toward making change with little prompting. Encourages innovation from staff.		Frequently deve with new approaches. Usu independently. V good at encoura- innovation from staff.	ally /ery ging	Continually originates new work ideas and methods independently. Excellent at encouraging innovation from staff
COMMENT	'S:							

DUCT					Weight		x Score	
duce v	work that is accurate	e, nea	at and thorough.	thorough. Weighted Score				
1.5	2	2.5	3	3.5	4	4.5	5	
volume of work. marginal quality			Quality and volume of work is good. Conscientious about doing quality work.		quality work. Se	ldom	Produces outstanding precise, neat and accurate work in. High volume of work produced.	
							P	
	1.5	1.5 2	1.5 2 2.5  Produces work of marginal quality and	1.5 2 2.5 3  Produces work of marginal quality and volume of work.  Quality and volume of work is good. Conscientious about	1.5 2 2.5 3 3.5  Produces work of marginal quality and volume of work is good. Conscientious about	Deduce work that is accurate, neat and thorough.  1.5 2 2.5 3 3.5 4  Produces work of marginal quality and volume of work is good. volume of work.  Conscientious about  Weighted Scott	1.5 2 2.5 3 3.5 4 4.5  Produces work of marginal quality and volume of work.  Quality and volume of work.  Quality and volume of work is good. Conscientious about Conscientious about Meighted Score  Produces high volume quality work. Seldom makes mistakes.	

TOTAL PERFORMANCE RATING:

(Total up the weighted scores for each of the performance factors to determine the TOTAL PERFORMANCE RATING)

Action Plan (Including any train	ning and/or dev	elopment issues)	
	-	•	
Overall Performance Comm	ments:		
			1
			1
Reviewer's Comments:			
Signature	Date	Department Head Signature	Date
Signature	Dau	Department Istau Signature	Date
Employee's Comments:			
		My signature on this evaluation indicates that opportunity to read and discuss the evaluation	
		supervisor.	II Witti IIIy
Signature	Date		
FOR HUMAN RESOURCE	EG LIGE ONI	¥7	
ANNUAL PERFORMANCE			
Employee current hourly rate	e:	Increase %:	
Employee new hourly rate: _		Effective Date:	
Next Review Date:			
Signature		Date	



#### City of Coral Gables - Community Recreation All Full Time Staff - Annual Meeting Agenda Friday, December 8, 2023, from 8:00 a.m. to 2:00 p.m.

Time:	Topic:	Speaker:
8:00 a.m.	Breakfast social	All
8:30 a.m. 9:00 a.m.	<ul> <li>Welcome &amp; Accomplishments &amp; Service Pins</li> <li>Community Recreation Business Plan &amp; Recreation Programming Plan:         <ul> <li>Department Executive Summary &amp; History - Fred</li> <li>New Department Mission, Vision, Values &amp; Goals - Sarah</li> <li>City &amp; Department Organizational Structure - Fred</li> <li>Department Core Programs, Services &amp; Facilities - Fred</li> <li>Marketing Analysis: Segregation, Service Area, Competition &amp; Trends - Fred</li> </ul> </li> <li>Department Operations Analysis: Expenses &amp; Revenues, Operating Standards, CIP Needs and Strategic Plan - Fred</li> </ul>	All All
	<ul> <li>Department Implementation Strategies: Marketing, Branding, Pricing Strategies &amp; Organizational Needs – Fred</li> </ul>	
10:00 a.m.	Break	<mark>NA</mark>
10:15 a.m.	Leadership Workshop	<u>Carolina</u>
11:30 a.m.	Policies & Procedures, Employee Handbooks, Personnel Involvement City Safety Manual / General Security Plan / Risk Management Plan / Vehicle Safety / Playground Safety / Golf & Maintenance Safety / Emergency Procedure & Contact Flowchart / Workers Compensation	<mark>Carolina</mark> es
12:30 p.m.	Community Recreation Master Plan Update, ADA Transition Plan Update, Records Disaster Mitigation and Recovery Plan Update & Future Planning	<u>Carolina</u>
1:00 p.m.	Presentation: Timeclock/Payroll/Leave Request Transition to Infor	<mark>Sarah</mark>
1:10 p.m.	In-Service Trainings - Law Enforcement / Active Shooter	<mark>Carolina</mark>
1:20 p.m.	Customer Service Standards & Training	Carolina
1:25 p.m.	<ul> <li>Work Environment &amp; Ethics Training</li> <li>Sexual Harassment</li> <li>Gift Policy</li> <li>Honor Code</li> </ul>	<u>Carolina</u>
1:30 p.m. 2:00 p.m.	Lunch & Announcements Annual Picture, Feedback, Q&A & Closing	All All

#### Annual Meeting Sign-In: Friday, December 8, 2023

Albritton, Frank All Call	Larkin, Kenneth
Butler, John	Lainfiesta, Susan
Correa, Yonas	Laurenceau, Max "Kiki"
Couceyro, Fred	Llompart-Santi, Carlos
Espino, Sarah	Morcate, Marilyn
Galdamez, Jonathan EXCOSCO	Moreno, Peter Water
Garcia, Valentin	Nuñez, Jose Acluk
Gavarrete, Norma	Pichardo, Carlos
Gilman, Daren	Pinion, Valerie
Gomez, Robert	Rocha, Michael EXCUSEC
Guerrero, Manuel	Rodriguez, Fable
Hall, Troy Tuy W Hall	Rodriguez, Farah XXXIII
Hannah, Ana	Rodriguez, Yanessa
Iskandar, Elie	Sanchez, Daniel
Jacques, Jean Excosed	Vester, Carolina
Johnson, Bruce	Vilar, Jose
Jones, Jerry John C. Jones	Warren, Roderick & oderrox Marie
Knight, Mark M. J. St.	Walters, Gregory Malag
Hastings, Catie Caspian EXCUSCO	Zuriarrain, Mitchell

## City of Coral Gables Community Recreation

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Annual Strategic Meeting December 2023





#### AGENDA FOR THE DAY:

- Loyalty Recognition & Opening Remarks
- Department Accomplishments & Announcements
- Review Community Recreation Business Plan
- Leadership Workshop
- Policies & Procedures / Personnel Involvement
- Master Plan Update & Future Planning
- Timeclock/Payroll/Leave Request Transition with Infor
- Law Enforcement Training
- Customer Service Training
- Work Environment: Ethics, Sexual Harassment & Gift Policy



## CONGRATULATIONS

Daniel Sanchez
For 5 Years of Service

## CONGRATULATIONS

Norma Gavarrete
For 25 Years of Service

Served the community by providing recreational facilities and programs for all ages:

- Held several special events with a combined attendance of over 91,000 event participants.
- Granada Golf course continued to operate at near capacity with over 50,000 rounds of golf.
- Continued to provide programming to adults through the Adult Activity Center. The center registered over 18,000 visits with over 8,800 different program registrations.



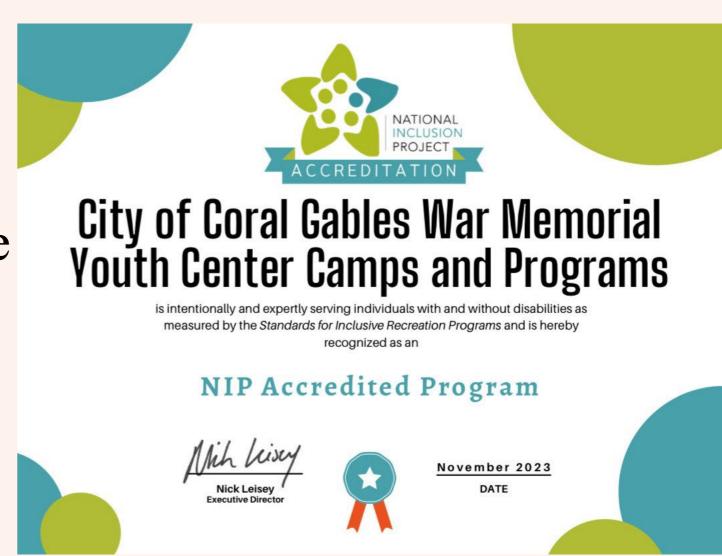
- The Youth Center was a focal point of activity with an approximate 400,000 visits to the Youth Center facility, field and playground.
- There were over 13,000 individual program enrollments and approximately 35,000 fitness center visits.
- There were over 4,000 summer camp registrations.
- Venetian Pool continued to be a premier destination for visitors with almost 56,000 visitors to the pool.

Further developed the Diversity, Equity and Inclusion services through the following programs, innovations, and initiatives:

- Changed Special Populations division to the Diversity, Equity and Inclusion division and included inclusive DEI language in all job descriptions within the department.
- Introduced Teen Scene social program for teens with intellectual disabilities and autism.
- Increased participation of the My Squad Social Club, for adults with intellectual disabilities and autism, by hosting monthly events and opening the building for regular club hours.



- Initiated the Inclusive Recreation Accreditation process through the National Inclusion Project.
- Launched a Summer Camp Open House to promote department-wide summer programming and events and offer inclusive site tours.
- Piloted a Social Emotional Learning program with the Youth Center.





Renovated and reopened the Coral Gables Golf & Country Club providing a country club space for Coral Gables residents and venue services to the community.

- Renovated and refurbished several areas of the club including the grand ballroom, swimming pool, kitchen facilities, café dining areas, roof, IT infrastructure, landscaping, fitness center and general building and parking improvements and repairs.
- Contracted with new concessionaire to provide café offerings including breakfast and lunch services.



- Acquired new fitness equipment for the fitness center including cardiovascular machines and weight equipment.
- Introduced several new club events including the monthly members mixers, the Christmas Holiday event, Glow-in-the-Dark Easter Egg Hunt and Pollinator planting events.
- Provided venue rental services for a variety of events including weddings, anniversary parties, trade shows, and award galas.



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

- Began the transition from gas blowers to electric blowers for certain maintenance tasks.
- Introduced beneficial microbes to spraying program to reduce fertilizer usage at the Granada Golf Course.
- Installed 11 new dog waste stations to bring the total of dog waste stations maintained by the Department to over 130.
- Installed 4 new Little Libraries and 8 new memorial benches in parks.



- Installed new LED lighting in the Youth Center and the Granada Golf Course maintenance facility.
- Installed three blended line pickleball courts at the Youth Center outdoor basketball courts to provide multipurpose usage.
- Addition of two new pickleball instructors to provide lessons and instructions at Salvadore Tennis Center and the Youth Center.
- Provided a satellite office for Miami-Dade County for Golden Passport services at the Adult Activity Center and for Division of Motor Vehicles Services at the Youth Center.

Developed new program and event offerings that met resident needs, increased customer satisfaction and advanced quality of life goals.

- 2022 World Cup Final Watch Party a special event featuring a live broadcast of the world Cup Final at the Youth Center with food, giveaways and participation games.
- Partnered with the Coral Gables Community Foundation on the Moon Over the Gables, a three-week event at Ponce Circle Park.

- Introduced several Adult Activity programs including National Senior Citizen's Day, End of Summer Social, Self-Defense Class, Gentle Yoga, Aqua Zumba, Joy Share Club and Hurricane Preparation class.
- Introduced several new programs at the Coral Gables Youth Center including the monthly community sports event series, pickleball drop-in days, fitness programming and Abrakadoodle classes for youth.

The Community Recreation Department received accolades and recognitions this year including:

- Continued annual compliance with the Commission of Accredited Parks and Recreation Agencies and has maintained National Accreditation for its 22nd year.
- Golf Course and Maintenance Superintendent Troy Hall named City of Coral Gables Employee of the Year.
- The Venetian Pool was awarded the Jeff Ellis and Associates Gold Award for water safety.
- Venetian Pool featured on America's Back Roads television program focusing on hidden gems for travel across the country.



Assisted in the development and renovation of parks and facilities.

- Completion of the enhancements and renovations of Pierce Park. The enhanced park features three new playground structures including two different climbing apparatus, swings, renovated pavilion, new perimeter fencing, landscaping and security lighting and cameras.
- Completion of a new park construction at Maggiore Park. Project included installation of two playground structures, perimeter fencing with entrance features complementing the neighborhood architecture, extensive landscaping and new walkways.



- Began construction process on new projects slated including the renovation of the Granada Golf Course Pro Shop, the new Salvadore Dog Park and the renovation of the Granada Pro Shop restaurant space.
- Began the community input process and concept design process for several upcoming projects including Phillips Park, Blue Road Park, William Cooper Park, Nellie B. Moore Park, and Toledo and Alava Park.

PERFORMANCE
INDICATORS
FY22 VS.
FY23
AND FY24
GOALS

INDICATOR:		FY22		FY	FY23	
INDICATOR.	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Community Recreation Department Revenue	\$5M	\$5.17M		\$6M	\$6.63M	\$7M
Number of Film Permits issued	100	107		100	105	100
Number of Special Event Permits issued	50	26	•	50	46	50
Number of Special Event Vendor Permits issued	500	730		700	759	700
Participation in Youth Center Programs	10,000	14,705		14,000	10,556	14,000
Youth Center Guest Passes	300	849		500	1,028	500
Youth Center & Park Rentals	200	305		300	377	300
Youth Center Active Memberships	2,000	1,517	•	2,000	1,901	2,000
Total revenue of Venetian Pool	\$1.1M	\$1.58M		\$1.1M	\$1.5M	\$1.1M
Venetian Pool Gift Shop Revenue	\$10,000	\$9,916		\$10,000	\$7,043	\$10,000
Number of paid admissions to the Venetian Pool	60,000	50,215		60,000	51,169	60,000
Participation in Adult Activity Center programs	3,500	3,549		5,000	6,293	5,000
Participation in Tennis Programs	2,000	1,659	•	2,000	1,518	2,000
Tennis Active Annual Pass Holders	400	392		300	325	300
Tennis Court Rentals	14,000	17,410		14,000	14,515	14,000
Number of Private Tennis Lessons	9,000	9,847		9,000	11,332	9,000
Country Club Venue Rentals	N/A	N/A	N/A	100	70	150
Number of Country Club Members	500	491		1,000	1,131	1,500
Granada Golf Revenues	\$1.1M	\$1,219,272		\$1.1M	\$922,011	\$1.1M





## 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"

# City of Coral Gables Community Recreation

2023 BUSINESS PLAN & DEPARTMENT REVIEW



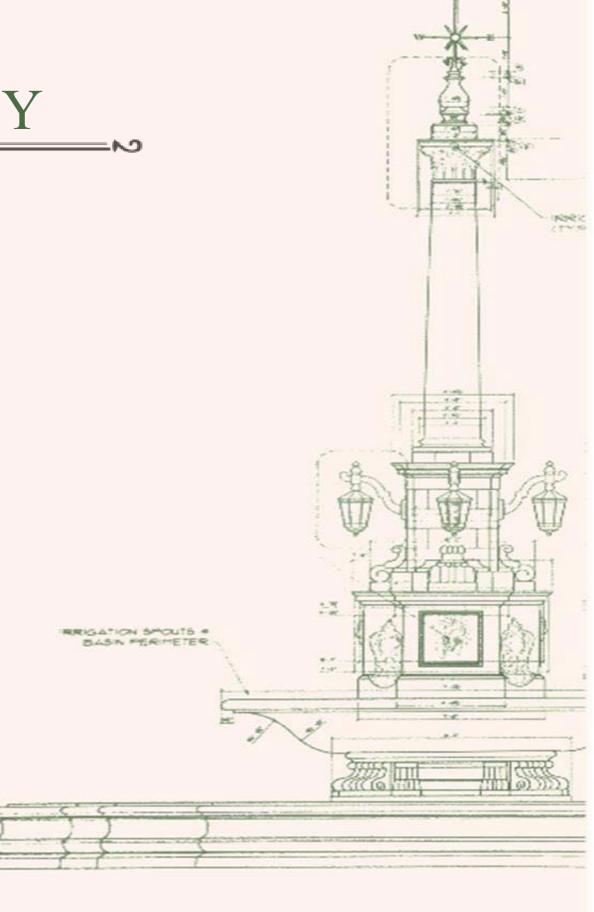




## EXECUTIVE SUMMARY

#### Community Recreation Facilities Include:

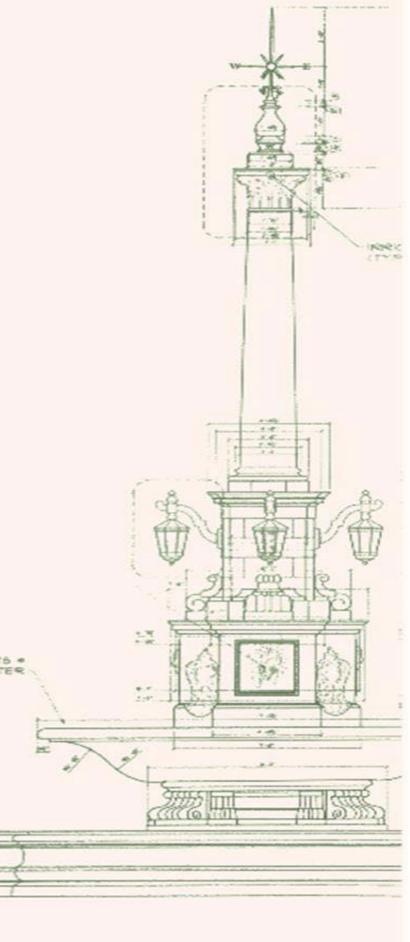
- Adult Activity Center
- Coral Gables Golf & Country Club:
  - Athletic Club
  - Country Club Venue
  - Granada Tennis Center
  - Granada Golf Course
  - Le Parc Café
- My Squad Lodge / DEI Clubhouse
- Salvadore Tennis Center
- Venetian Pool
- War Memorial Youth Center
- William H. Kerdyk Biltmore Tennis Center



## EXECUTIVE SUMMARY

#### The Department now consists of 12 Divisions:

- 6000 Administration
- 6010 Tennis
- 6020 Aquatics
- 6030 Country Club Administration
- 6032 Country Club Venue
- 6034 Country Club Athletic Club
- 6038 Country Club Granada Golf
- 6050 Youth Center
- 6060 Adult Services
- 6065 Special Events
- 6070 Golf Course and Parks Maintenance
- 6090 Coral Gables Soccer



## EXECUTIVE SUMMARY

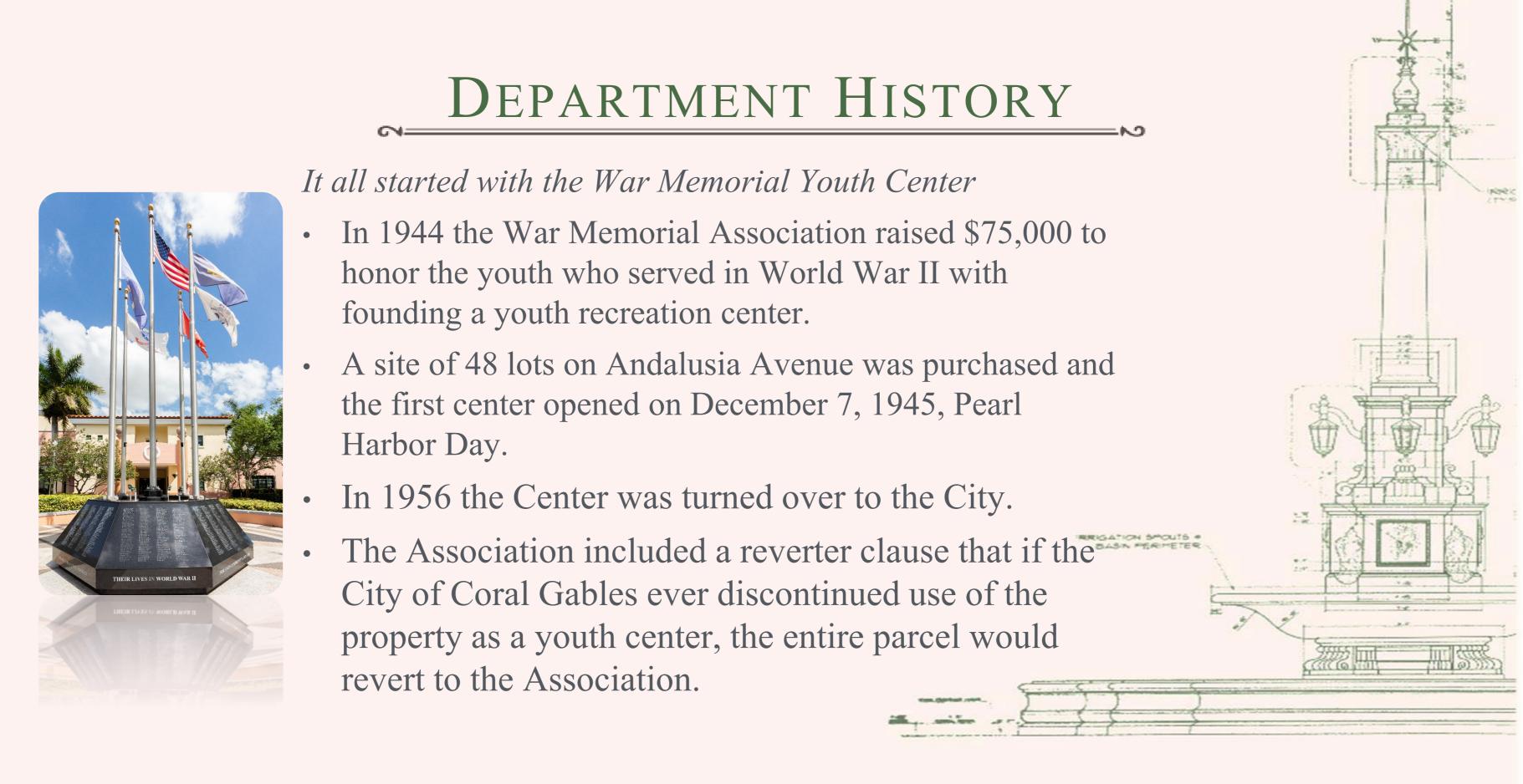
- City's goal is to provide residents and guests of all ages access to a first-class and environmentally sensitive system of green and open spaces, facilities, programs, and events that promote play, health, and quality of life.
- Coral Gables has a combination of 67 recreational facilities, parks and open spaces which include 15 playgrounds with four additional playgrounds scheduled for construction next year.
- The city is committed to increase our parks with the goal of having a park within a 10-minute walk of any home in the city.
- The city opened its first dog park at Salvadore Park. A second dog park has been designed for construction at the Underline's segment 5 at the corner of Le Jeune Rd. and Ponce Del Leon Blvd. in Coral Gables.

### 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.





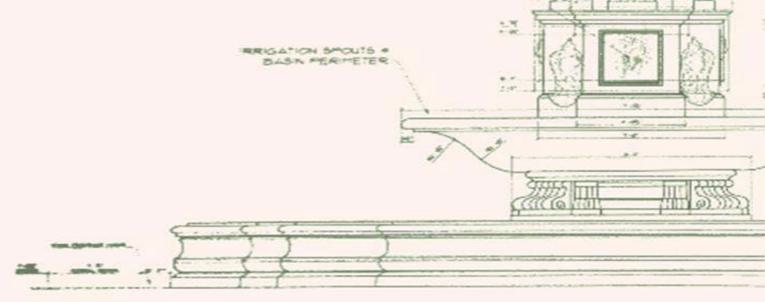
### DEPARTMENT HISTORY

• 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:**

Enhancing our community's quality of life through exceptional recreation opportunities.

#### **VISION:**

Creating community through memorable experiences.

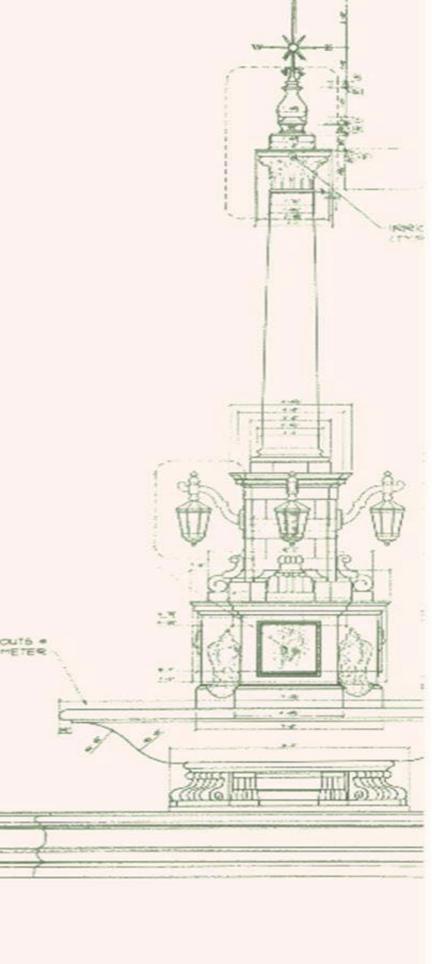


## MISSION, VISION, VALUES & GOALS



We value the quality of:

- Leadership and passion
- Integrity and accountability
- Family and fun
- Environmentally and safety conscious



## FOCUS AREAS & GOALS

- Customer Focused Excellence: Provide recreation opportunities innovatively, that elevate the customer experience while preserving our history.
- Workforce Excellence: Empower recreation professionals with the tools and guidance to provide excellent services.
- Financial Excellence: Utilize financial resources efficiently and ensuring sustainable cost recovery through responsible processes.
- **Process Excellence:** Ensure efficient and consistent business systems by optimizing best practices.
- Community-focused Excellence: Exceed community's expectations by striving to provide world-class facilities and services.
- Sustainability-focused Excellence: Protect and preserve the environment by identifying efficient, innovative and sustainable practices.

#### CITY OF CORAL GABLES



VINCE C. LAGO **MAYOR** 



RHONDA A. ANDERSON VICE MAYOR



KIRK R. MENENDEZ COMMISSIONER



MELISSA CASTRO **COMMISSIONER** 



ARIEL FERNANDEZ COMMISSIONER

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

CRISTINA M. SUAREZ, ESQ., B.C.S. **CITY ATTORNEY** 

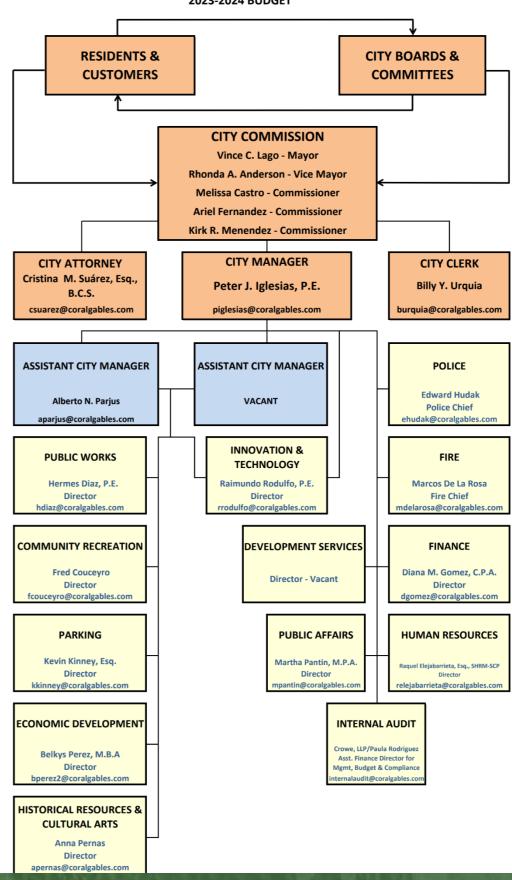
**BILLY Y. URQUIA** CITY CLERK

ALBERTO N. PARJUS ASSISTANT CITY MANAGER

DIANA M. GOMEZ, C.P.A. FINANCE DIRECTOR

PAULA A. RODRIGUEZ ASSISTANT FINANCE DIRECTOR – MANAGEMENT, BUDGET & COMPLIANCE

#### CITY OF CORAL GABLES, FLORIDA **ORGANIZATION CHART** 2023-2024 BUDGET





# Trivia Question #1

HOW MANY DIVISIONS ARE
THERE IN COMMUNITY
RECREATION?





# Correct Answer to Question #1

12 DIVISIONS































# Trivia Question #2

WHAT IS THE CITY'S VISION STATEMENT?





## Correct Answer to Question #2

"A WORLD-CLASS CITY
WITH A HOMETOWN FEEL"



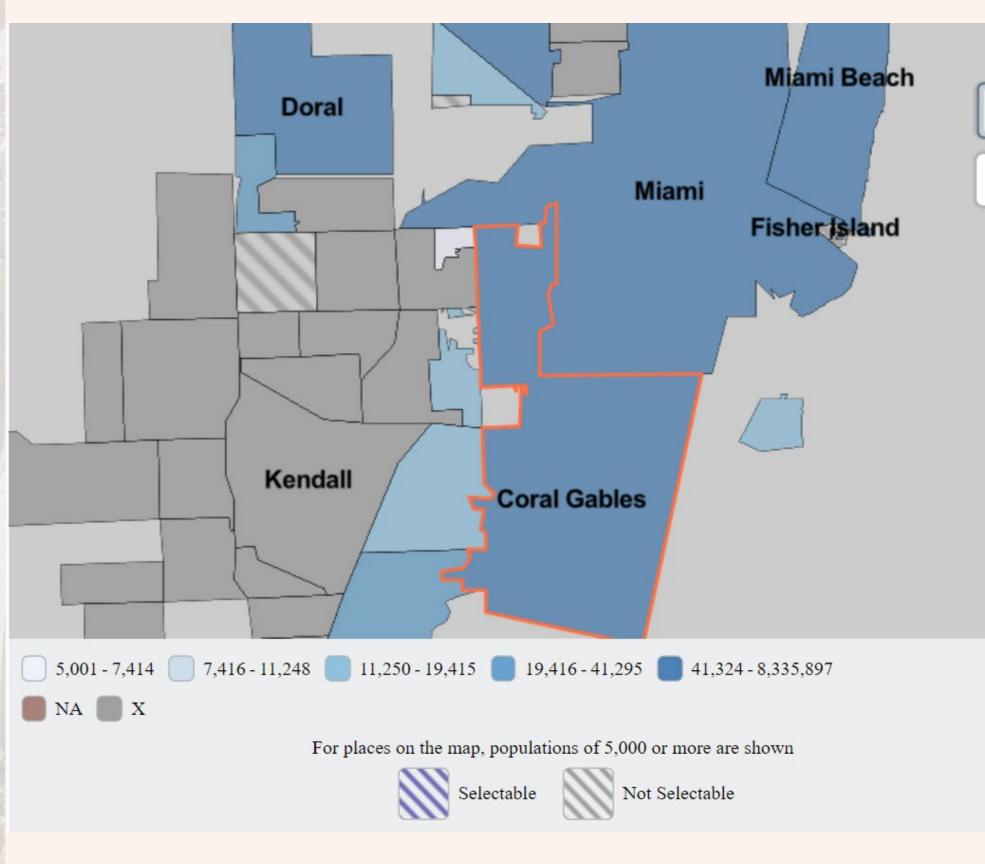


### MARKET SEGREGATION

- Coral Gables serves a population of approximately 49,193 based on the 2022 estimate.
- The Department served over 22,000 registered participants this past year. *This does not include one-time transactional customers and visitors*.



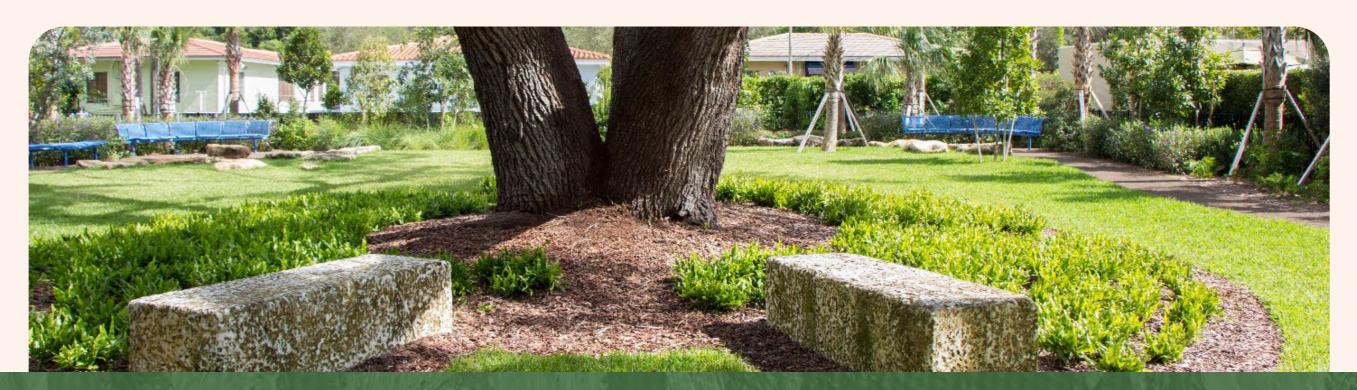
CORAL GAI	BLES A	T A GLANCE	
<ul> <li>Incorporated in 1925</li> <li>Commission-City Manager Form of Government</li> <li>Five-member City Commission, nonpartisan</li> </ul>	Land Use Statistics Land Area	12.92 sq. miles	
<ul> <li>City Manager, City Attorney, and City Clerk (Appointed by City Commission)</li> </ul>	Residential     Commercial     Waterways	43% 3% 9%	
Demographics Population per United States Census Bureau 1950 19,837 1960 34,793		<ul><li>Waterways</li><li>Developed</li><li>Underdeveloped</li></ul>	42% 3%
1970 42,494 1980 43,241 1990 40,091 2000 42,249		Economic Statistics Office Space Retail Space Source: CoStar Realty Information, Inc.	12.0 million sq. ft. 4.8 million sq. ft.
2010 46,780 2016 50,815 2017 51,095 2020 49,248 2021 48,375		Principal Taxpayers (% of City's T  1350 S Dixie LLC  Banyan St Gap Douglas  Agave Plaza Trustee LLC	axable Value): 0.54% 0.48% 0.46%
2022 49,193  Average Taxable Value of a Home	\$908,932	<ul> <li>Columbus Center GU</li> <li>FPL</li> <li>Coral Gables Associates</li> </ul>	0.42% 0.39% 0.37%
Median Household Income	\$113,623	Property Tax Millage Rate  • City of Coral Gables	5.5590
Education  Number of Public/Private Schools  • Elementary Schools  • Middle Schools	18 11 2	<ul><li>School Board</li><li>Miami-Dade County</li><li>Regional</li></ul>	6.6990 5.7907 0.2589
<ul> <li>High Schools</li> <li>Universities</li> </ul> Department of Education School Ratings	3 2	<ul><li>Bond Ratings</li><li>Moody's</li><li>Standard &amp; Poor's</li><li>Fitch</li></ul>	AAA AAA AAA
<ul> <li>Coral Gables Preparatory Academy</li> <li>George W. Carver Elementary School</li> <li>Henry S. West Laboratory School</li> <li>George W. Carver Middle School</li> <li>Int. Studies Preparatory Academy</li> </ul>	A A A A	Fiscal Year 2024 Budget Est.  Total Budget  Capital  Fire Assessment (Single-Family)	\$263,145,752 \$46,632,521 \$70
Coral Gables Senior High School     Ponce De Leon Middle School     Source: Florida Department of Education	A B	Solid Waste Fee  Early Payment Option Paid on Tax Bill Option Storm Water Fee (per ERU)	\$804 \$938 <b>\$22.02</b>





#### 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 48.34% of its registered customer base are Coral Gables Residents.
- Approximately 51.66% are non-residents, and include Miami-Dade County residents and other national and international visitors.

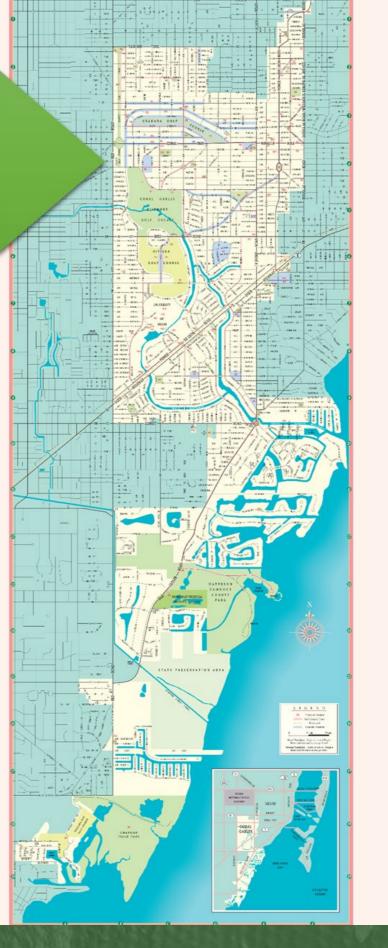


THE CITY OF CORAL GABLES IS LOCATED IN MIAMI DADE COUNTY AND IS A VERTICAL CITY THAT RUNS FROM NORTH TO SOUTH. THE CITY BORDERS THE CITY OF WEST MIAMI, CITY OF SOUTH MIAMI, CITY OF PINECREST AND CITY OF COCONUT GROVE.

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.





### 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.

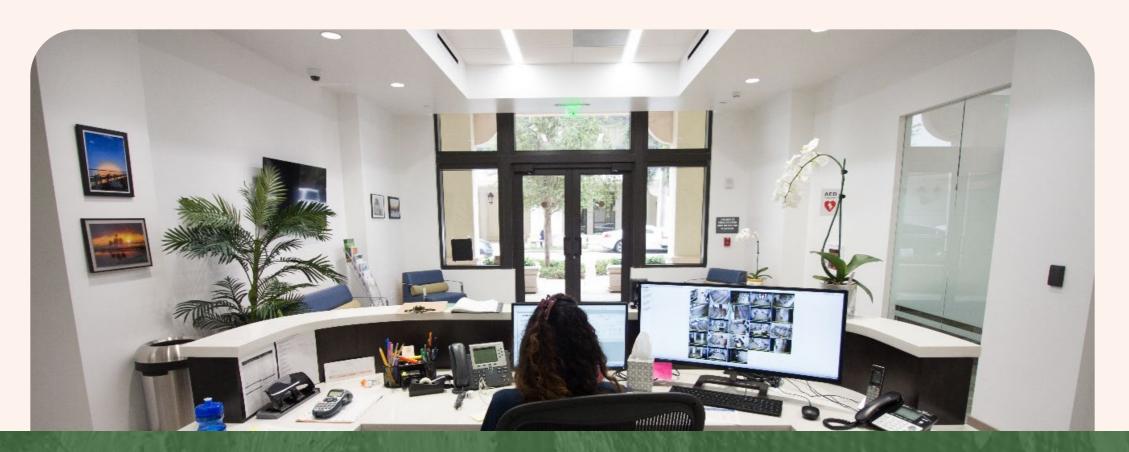
### COMPETITION

- The transactional key requirements survey 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.



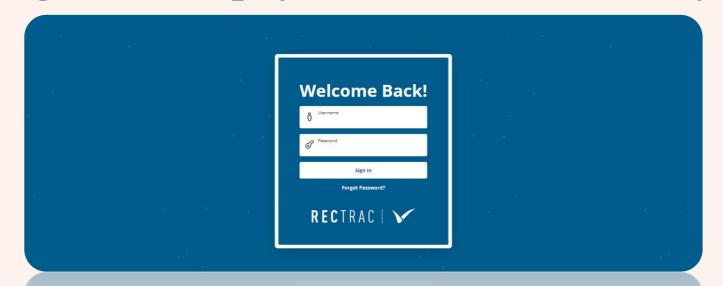
#### TRENDS

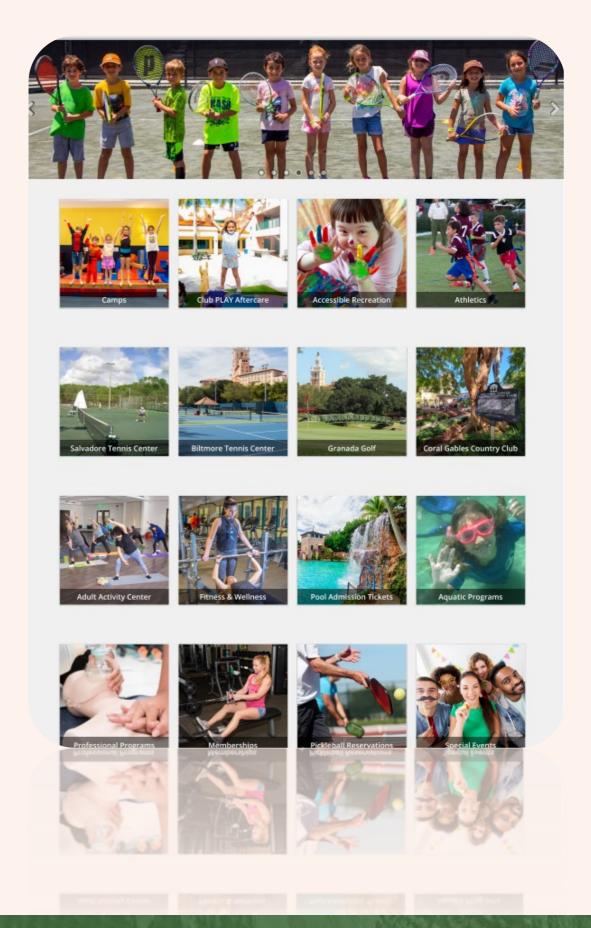
- The Community Recreation Department annually reviews the needs of the community and tasks each Division to identify a local, national and international trend in their industry to ensure that programming stays relevant.
- In addition, an evaluation is conducted by staff following each program to review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





### 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.

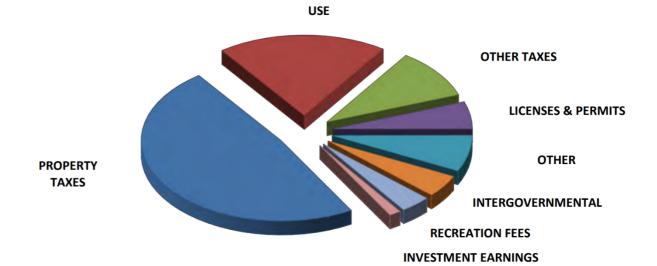
Example: Parks Maintenance



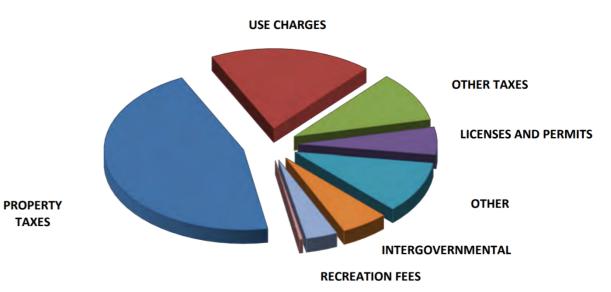
### SUMMARY OF EXPENSES AND REVENUES

 The revenues collected by the Community Recreation Department account for a total of 3.5% (\$8,742,400) of revenues collected by the City of Coral Gables.

#### 2023-2024 - \$ \$247,849,877



2022-2023 - \$ 233,728,709



**INVESTMENT** 

	 2022-2023			2023-2024		
	BUDGET	%		BUDGET	%	
Property Taxes	\$ 106,279,437	45.6%	\$	119,753,649	48.3%	
Use Charges	44,047,340	18.8%		48,455,193	19.6%	
Other Taxes	23,425,000	10.0%		24,680,000	10.0%	
Licenses & Permits	13,132,125	5.6%		13,550,925	5.5%	
Other	24,470,714	10.5%		18,142,710	7.3%	
Intergovernmental Revenues	12,874,593	5.5%		11,125,000	4.5%	
Recreation Fees	8,599,500	3.7%		8,742,400	3.5%	

## 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.



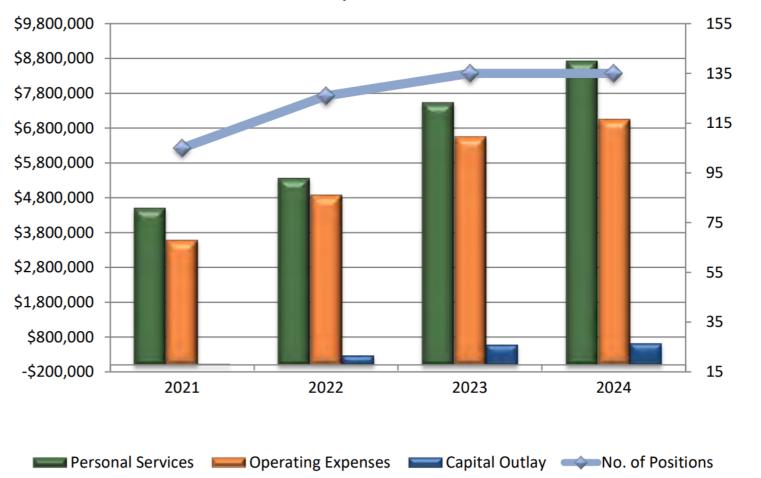
## COST RECOVERY

- Department revenues: \$8,742,400
- Department budgeted expenditures: \$16,380,826
- True departmental operational cost: \$7,638,426
- Averages to a 61% departmental cost recovery model.

#### COMMUNITY RECREATION DEPARTMENT **BUDGET AND POSITION SUMMARY**

	2020-2021	2021-2022	2022-2023	2023-2024
	ACTUAL	ACTUAL	BUDGET	BUDGET
Salaries & Benefits	4,505,467	5,360,646	7,529,956	8,722,670
Operating Expenses	3,587,094	4,877,912	6,550,601	7,052,696
Capital Outlay	30,568	266,596	569,438	605,460
Total	8,123,129	10,505,154	14,649,995	16,380,826
Full Time Headcount	32.50	39.50	41.50	41.50
Part Time FTE's	72.99	86.79	93.39	93.39
Total Headcount & FTE's	105.49	126.29	134.89	134.89

#### **EXPENDITURE/PERSONNEL COMPARISONS**





## 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

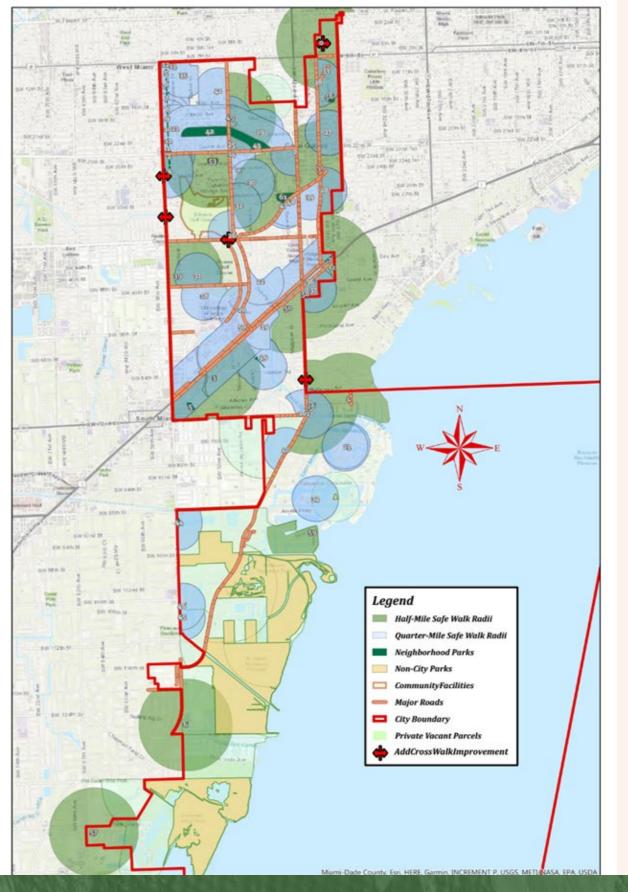
- The Community Recreation Department maintains an inventory of:
  - All facilities and neighborhood parks
  - Asset inventory of equipment valued over \$1,000
  - The Community Recreation Department also maintains Level of Service (LOS) inventory maps to measure the walkable parks and greenspaces in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

### PARKS & OPEN SPACES

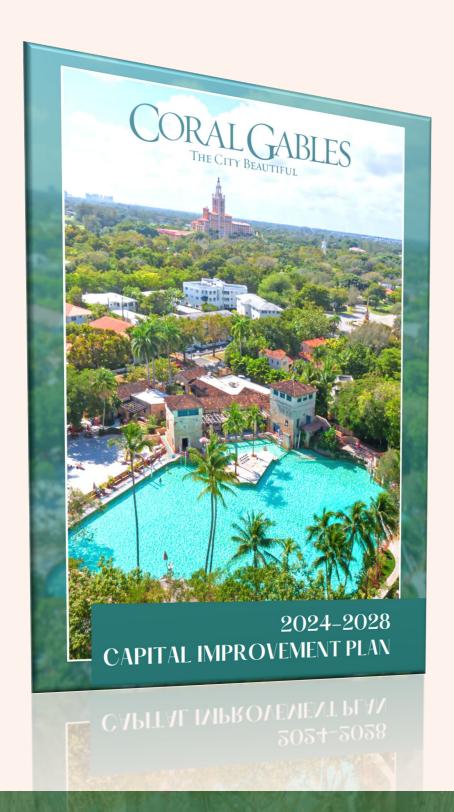
Amenities

	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	H	-	L	L	Н		Н	$\vdash$	Н	Ш		Н	L	H		Н	_	Ш	Ш	-
Balboa Plaza	2405 De Soto Blvd.		-	•	-	Н		Н	$\blacksquare$	Н	Н	•	Н	H			Н		$\vdash$	•	브
Betsy Adams and the Coral Gables Garden Club Park	4650 Alhambra Circle			•			•					•	•	•					•		•
Blue Road Open Space	757 Blue Road	$\vdash$		Н		Н		Н	$\vdash$	Н			Н				Н	Н	$\vdash$	Н	
Carlos S. Kakouris Park	Campo Sano Ave & Campo Sano Ct	$\vdash$	Т	•				Н					П				П		$\Box$		•
Cartagena Park	401 Sunset Drive			Т	Г			П											М		•
Catalonia Park	807 Catalonia Avenue	$\vdash$	Т	Н				Н					П				П		$\Box$		
City of Coral Gables Biltmore Golf Course	1210 Anastasia Avenue			•	•		•	П	•	•			П			•	П		•	П	
Coral Bay Park	1590 Campamento Avenue		•	•	•		•	П		•	•		•	•					•		
Coral Gables Adult Activity Center	2 Andalusia Avenue			Т	Г	•	•	П		•						•			М		
Coral Gables War Memorial Youth Center	405 University Drive	•	•	•	•	•	•	•		•	•		•	•	•	•	П		•		
Country Club Prado	Country Club Prado	$\vdash$						Н				•	П				П		$\Box$	•	•
Durango Park	3405 Durango Street	$\vdash$		•				Н					П				П		$\Box$		
Enrique "Henry" Cepero Memorial Park	4600 San Amaro Drive								$\vdash$				Н				М		Н		•
Ferdinand Park	SW 24th St & SW 57th Ave				Н			H	$\vdash$		$\vdash$		$\vdash$				$\vdash$		H		•
Fred B. Hartnett Ponce Circle Park	2810 Ponce de Leon Blvd.	$\vdash$		•	•	Н		Н	$\neg$	•	-	•	Н				Н	Н	•		
Freedom Plaza	981 E Ponce De Leon Blvd.	$\vdash$		Ť	Ť	Н		Н	$\neg$	•	-	_	Н				Н		Ť		•
Granada Golf Course	2001 Granada Blvd.	$\vdash$		•	•	Н	•	Н	•	Ğ	-		•			•	Н		•		•
Granada Park	5151 Granada Blvd.	$\vdash$	$\vdash$	ř	Ť	Н	Ť	Н	Ť	Ť	$\vdash$		Ť		$\vdash$	Ť	Н	Н		Н	-
Ingraham Park	4751 West Ingraham Terr.	$\vdash$		•		Н	•		$\dashv$	-	-	•	•	$\vdash$			$\vdash$	_			$\vdash$
J. Fritz and Frances Gordon Park	800 Country Club Prado	$\vdash$		ř	ř	Н	ř	H	$\dashv$	-	-	•	Ť	$\vdash$			$\vdash$	_		Ľ	H
	1230 Hardee Rd.	Н	-	•	_	Н	•	Н	$\vdash$			•	H	•	_		Н	_		Н	Н
Jaycee Park		Н	•	:	•	Н	_	Н	$\vdash$		•		•	_	•		Н	•		Н	H
Lamar Louise Curry Park	25 Sunrise Avenue	$\vdash$	•	ŀ	·	Н	•	Н	$\vdash$	-	•		•	•	•		Н	H	Ľ	Н	Н
Leucadendra Drive Triangle	331 Leucadendra Drive	$\vdash$	$\vdash$	_		Н		Н	$\vdash$	Н	Н		Н	H	$\vdash$		Н	H			•
Lisbon Park	1015 Lisbon Street	Н	-	•	•	Н	•	Н	$\vdash$	Н	Н		Н	H	$\vdash$		Н	H	•	•	•
Lola B. Walker Pioneers' Park	200 Grand Avenue	Н	-	Н	Н	Н	Н	Н	$\vdash$	Н	Н		Н	H	$\vdash$		Н	H	•	Н	•
Loretta Sheehy Park	410 Sunset Drive	Н	Н	Н	Н	Н		Н	$\vdash$	Н	Н		Н	H	$\vdash$		Н	H		Н	•
MacFarlane Linear Park	100 South Dixie Highway	Н	-	Н	Н	Н	Н	Н	$\vdash$	Н	Н		Н	H	$\vdash$		Н	H	•	Н	•
Maggiore Park	5028 Maggiore Street	H	H	H	Н	Н	Н	Н	$\vdash$	Н	Н		Н	H	H		Н	H	•	Н	•
Majorca Park	Granada Blvd. & Majorca Ave.	$\vdash$	-	Н	Н	Н		Н	$\vdash$	Н	Н		Н	H	$\vdash$		Н	H	$\vdash\vdash$	Н	•
Mall Street Median	Median Mall Street	H	H	H	H	Н		Н	-	Н	Н		Н	H	H		Н	_	$\vdash\vdash$	Н	•
Marlin Park (Corner of Marlin & Bonito)	6540 Marlin Drive	H	H		Н	Н	Н	Н	$\vdash$		Н		Н	H	H		Н	H	$\vdash\vdash$	Н	•
Merrick Park	400 Biltmore Way	H	H	•	H	Н		Н	-	•	Н		•	H	H		Н	_	$\vdash\vdash$	Н	
Nellie B. Moore Park	2665 De Soto Boulevard		$\vdash$		$\vdash$		$\vdash$	H	$\vdash$		$\vdash\vdash$		$\vdash\vdash$		$\vdash$		$\vdash\vdash$		H		•
Orduna Dr-Miller Rd Triangle Park	202 Jefferson Dr.	H	H	•	H	Н		Н	-	Н	Н		Н	H	H		Н	_	•	Н	브
Phillips Park	Corner of Orduna & Miller Road		-					$\blacksquare$	$\vdash$		Н		Н				$\vdash$		H		$\blacksquare$
Pierce Park	90 Menores Avenue	•	•	•	•		•	H	$\vdash$	•	•		•	•	•	•	Н	•	•		$\blacksquare$
Pittman Park	101 Oak Avenue		$\vdash$	•	$\vdash$		•		$\vdash$		•		•	•	•		$\vdash$		$\vdash \vdash$		H
Ponce de Leon Park	115 Merrick Way			•					$\vdash$	•	$\vdash\vdash$		$\vdash$				Н		•	•	•
Robert J. Fewell Park	1201 Ponce de Leon Blvd.		$\vdash$	•	$\vdash$		$\vdash$		$\vdash$	•	$\vdash\vdash$		$\vdash\vdash$		$\vdash$		$\vdash\vdash$		•	•	$\vdash$
Rotary Centennial Park	950 Coral Way		$\vdash$	•	•			H	$\vdash$		Н		$\vdash$		$\vdash$		$\vdash$		•		$\blacksquare$
Ruth Bryan Owen Waterway Park	512 Ponce De Leon Blvd.		-	•	$\vdash$				$\vdash$	•	Н		Н	•			Н		•		
Salvadore Park	3940 Granada Blvd.		-	•	$\vdash$				Н		Н		•		$\vdash$		Н		•		╚
Salvadore Park Tennis Center	1120 Andalusia Avenue	•	٠	•	٠		•	Н		•	•		•	•	•	•	Н	•	٠		•
San Benito Green	1120 Andalusia Avenue		-		٠		•	H	$\vdash$	•	Н		•			•	Н	•	$\vdash \vdash$		╚
San Sebastian Park	5750 Sunset Drive		-		$\vdash$				Н		Н		Н		$\vdash$		Н		$\vdash \vdash$		•
Sarto Green	130 San Sebastian Avenue		-		$\vdash$			Н	Н		Н		Н		$\vdash$		Н		$\vdash \vdash$		╚
Sunrise Harbor Park	241 Sarto Avenue		$\vdash$		$\vdash$		$\vdash$	Н	$\square$		Щ		Н		$\vdash$		Н		$\vdash \vdash$		╚
Tiziano Park	7700 Old Cutler Rd.		-		$\vdash$		$\vdash$		Щ		Щ		Н		$\vdash$		Н		Ш		브
Toledo and Alava Open Space	Toledo Street and Alava Avenue		$\vdash$		$\vdash$		$\vdash$		$\square$		Щ		$\vdash$		$\vdash$		$\vdash$		$\vdash \vdash$		╚
Venetia Park	1047 Venetia Avenue		-		$\vdash$		$\vdash$	Н	$\square$		Щ		Н		$\vdash$		Н		$\vdash \vdash$		╚
Venetian Pool	2701 De Soto Blvd.		$\vdash$	•	٠		•		$\square$	•	Щ		•		•	•	•		•	•	╚
William A. Cooper Park	4920 Washington Dr.		$\vdash$	•	$\vdash$		$\vdash$		Щ		Щ		Н		$\vdash$		Н		•		╚
William H. Kerdyk Biltmore Tennis Center	1150 Anastasia Avenue		$\vdash$	•	٠		•	Н	Щ	•	Щ		•		$\vdash$	•	Н	•	$\sqcup$		╚
William H. Kerdyk, Jr., and Family Park	6611 Yumuri Street		I	•	•		•	•		•	•	•	•	•					•		•

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 2024-2028 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**

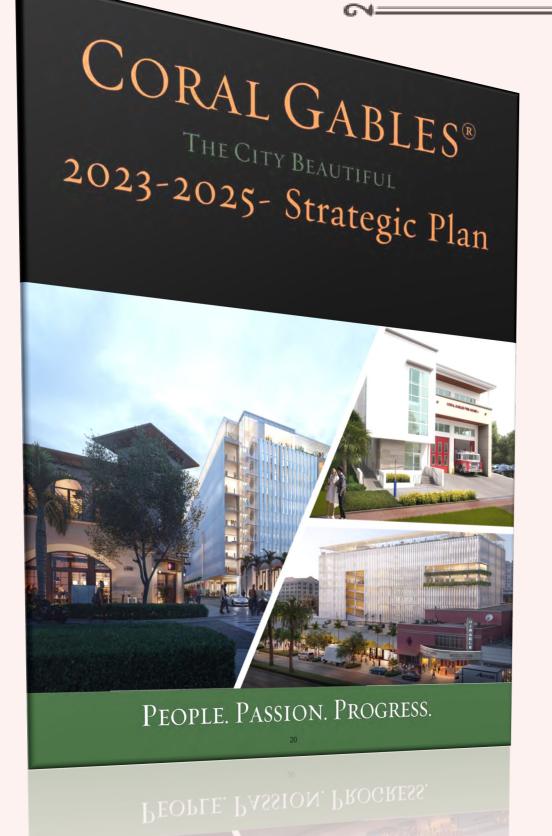
		FIVE-YEAR ESTIMATE										
PAGE	PROJECT								PROJECT			
#	NAME	PR YR AVAIL	OPEN P.O.	NEW	TOTAL	2025	2026	2027	2028	TOTAL		
109	Purchase of Land	\$ 3,573,148	\$ -	\$ 245,000	\$ 3,818,148	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 5,818,148		
444	Fred B. Hartnett/Ponce Circle Park	5 244 400	452.425		5 464 222			2 620 006		0.002.420		
	Phase 1/Phase 2	5,311,108	153,125	-	5,464,233	-	-	3,628,906	-	9,093,139		
	Development of Neighborhood Parks	50,000	-	-	50,000	-	-	-	-	50,000		
117	Betsy Adams Park Enhancements	-	-	-	-	919,083	-	-	-	919,083		
118	Catalonia Park Enhancements Lamar Louise Curry Park	-	-	-	-	55,500	518,483	-	-	573,983		
119	Improvements	18,648	_	_	18,648	_	_	_		18,648		
120	Durango Parks Enhancements	-	-	_	-	81,500	701,573	_	_	783,073		
121	Hammock Oaks Park	_	_	_	_	66,500	518,648	_	_	585,148		
123	Maggiore Park Improvements	1,275	297	_	1,572		310,040	_	_	1,572		
125	Solano Prado Park Improvements	1,275	9,772		9,772	_	_	_	_	9,772		
127	Merrick Park Improvements		3,112		3,172	300,000	350,000	350,000	350,000	1,350,000		
127	William A. Cooper and Nellie B. Moore				_	300,000	330,000	330,000	330,000	1,330,000		
129	Park Enhancements	551,850	100,575	-	652,425	399,710	-	-	-	1,052,135		
131	Orduna Park Enhancement	-	-	-	-	45,000	300,000	-	-	345,000		
133	Salzedo Park Development	-	-	-	-	128,250	1,201,654	-	-	1,329,904		
135	Toledo and Alava Neighborhood Park	200,103	104,750	905,125	1,209,978	-	-	-	-	1,209,978		
137	San Sebastian Park Enhancements	-	-	-	-	783,073	-	-	-	783,073		
139	Mar Street-Play Street	1	ı	ı	-	-	-	200,000	-	200,000		
141	Manatee Overlook	-	1	-	-	-	200,000	-	-	200,000		
	Citywide Pickleball Court Installation											
142	Plan Coral Bay Park Renovation &	-	-	-	-	2,953,000	-	-	-	2,953,000		
143	Enhancement	-	-	-	_	125,000	225,000	225,000	225,000	800,000		
144	North Entrance Park Development	-	-	-	-	82,500	300,000	250,000	250,000	882,500		
145	Rotary Park Enhancement	-	-	212,800	212,800	-	647,792	531,000	531,000	1,922,592		
	Sunrise Harbor Park Renovation and											
146	Enhancement	-	-	-	-	266,500	1,339,198	1,200,000	1,200,000	4,005,698		
147	Parks & Recreation Major Repairs	4,623,185	1,294,700	1,836,363	7,754,248	1,962,009	1,991,439	2,021,311	2,051,631	15,780,638		
153	Coral Gables Country Club Improvements	135,247	150,092	500,000	785,339	1,390,000	2,150,000	2,650,000	2,650,000	9,625,339		
155	Renovations	4,998	68,250	1,443,474	1,516,722	-,550,000	-,250,000	_,550,550	_,550,050	1,516,722		
	Granada Golf Course Improvements	422,322	70,732	-,,	493,054	170,000	600,000	600,000	600,000	2,463,054		
159	Salvadore Park Improvements	-		_		3,682,674	-	-	-	3,682,674		
161	Youth Center Improvements	_	_	250,000	250,000		_	_	_	250,000		
163	Blue Road Open Space Improvements	200,000	_	498,872	698,872		_	_	_	698,872		
165	Jaycee Park Enhancements	200,000				50,000	200,000	500,000	1,025,875	1,775,875		
100	Phillips Park Renovation and					30,000	200,000	300,000	1,020,070	2,773,073		
167	Enhancement	3,135,196	16,306	1,500,000	4,651,502	4,787,500	-	-	-	9,439,002		
	TOTAL	\$ 18,227,080	\$ 1,968,599	\$ 7,391,634	\$ 27,587,313	\$ 18,747,799	\$ 11,743,787	\$ 12,656,217	\$ 9,383,506	\$ 80,118,622		

#### CITY OF CORAL GABLES

#### COMMUNITY RECREATION MAJOR REPAIR PROJECTS BY YEAR

	FIVE-YEAR ESTIMATE								
PROJECT		207							PROJECT
NAME Artificial Turf Safety Surfacing Replacement &	PR YR AVAIL	OPEN P.O.	NEW	TOTAL	2025	2026	2027	2028	TOTAL
Additions	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ 600,000
Blue Road Open Space Renovation	374,334	64,910	97,500	536,744	-	-	-	-	536,744
Cepero Park Improvements - Phase 2	225,000	-	-	225,000	-	-	-	-	225,000
Coral Bay Playground	-	-	-	-	-	750,000	-	-	750,000
Creation of Dog Park at Gables Station	401,000	-	-	401,000	-	-	-	-	401,000
Fitness Trails	34,371	-	-	34,371	-	-	100,000	100,000	234,371
Granada Golf Course Groundwater Diversion	35,000	-	-	35,000	-	-	-	-	35,000
Granada Golf Maintenance Shop Renovation	301,999	-	-	301,999		-		-	301,999
Sanda Salf Sanna Shallandan ann an t-	470 707	54.404							224.000
Granada Golf Course Shelter Improvements  Holiday Tree Purchase	173,707	51,191	-	224,898	-	-	-	-	224,898
Tionady free Farenase	6,125	-	-	6,125	250,000	-	-	-	6,125
Ingraham Park Fitness Equipment	-	-	-	-	250,000	-	-	-	250,000
Kerdyk Family Park Playground Expansion	12,116	-	-	12,116	-	-	200,000	200,000	412,116
Kerdyk Family Park Trail Renovation	4,439	-	-	4,439	-	-	-	-	4,439
Lighting for Park Facilities	-	-	150,000	150,000	-	-	100,000	100,000	350,000
Lightning Protection System for Facilities	61,000	-	-	61,000	-	-	50,000	50,000	161,000
P&R Facilities Surveillance Systems	147,472	-	42,500	189,972	42,500	42,500	85,000	85,000	444,972
Park Basketball and Tennis Court Renovations	20,000	-	100,000	120,000	-	-	20,000	20,000	160,000
Park Furnishings	106,998	-	115,000	221,998	75,000	75,000	75,000	75,000	521,998
Pierce Park Renovation	57,363	15,132	-	72,495	-	-	-	-	72,495
Resurfacing of Clay Courts	-	-	200,000	200,000	-	-	-	-	200,000
Rotary Park Improvements	-	-	567,735	567,735	-	-	-	-	567,735
Ruth Bryan Owen Waterway Park Renovation	400,000	-	-	400,000	-	-	100,000	100,000	600,000
Salvadore Park Dog Designated Areas	9,348	232,618	-	241,966	-	-	-	-	241,966
Salvadore Park Tennis Facility Renovation		_	_	_	1,000,000	_	-	-	1,000,000
Salvadore Park Playground Expansion	56,092	1,390	-	57,482	-	-	-	-	57,482
Salvadore Park Playground Replacement	3,623	-	-	3,623	-	-	-	-	3,623
Salvadore Park Tennis Pro Shop Renovation	1,000	-	-	1,000	-	-	-	-	1,000
Salvadore Park Tennis Shade Addition	18,548	-	-	18,548	-	-	-	-	18,548
Shade Structure Repairs & Additions	120,752	-	100,000	220,752	-	100,000	100,000	100,000	520,752
Sunrise Harbor Playground Replacement		_	_	_	369,000	881,000	-	-	1,250,000
Venetian Pool Improvements	108,196	-	-	108,196	100,000	100,000	100,000	100,000	508,196
Venetian Pool Concession Stand Renovation	231,753	540,158	-	771,911	-	-	-	-	771,911
Venetian Pool Phase 6	98,008	1,425	-	99,433	-	-	200,000	200,000	499,433
Venetian Pool Pump & Utilities Renovation	822,649	121,902	_	944,551		_	50,000	50,000	1,044,551
Youth Center Amenities Improvements	57,887	-	-	57,887	-	-	200,000	200,000	457,887
Youth Center Courtyard Improvements	29,151	-	_	29,151	-	-	400,000	400,000	829,151
Youth Center Field Doors & Gates		-	100,000	100,000	-	-	-	-	100,000
Youth Center Fitness Center Renovations	77,581	-	-	77,581	-	-	-	-	77,581
Youth Center Indoor Gym Renovations	105,000	-	-	105,000	-	-	-	-	105,000
Youth Center Intercom & P.A. Replacement		-	60,000	60,000	-	-	-	-	60,000
Youth Center Interior Renovations	46,925	-	-	46,925	-	-	100,000	100,000	246,925
Youth Center Master Plan	9,010	-	-	9,010	-	-	-	-	9,010
Youth Center Paint Exterior Building	2,846	-	-	2,846	-	-	-	-	2,846
Youth Center Phase 1 Improvements	24,142	-	-	24,142	-	-	-	-	24,142
Youth Center Structural Improvements	104,612	265,974	-	370,586	-	-	-	50,000	420,586
Youth Center & Grounds Improvements	5,611	-	-	5,611	-	-	-	-	5,611
Youth Center Field Resod & Irrigation	1,182	-	100,000	101,182	-	-	-	-	101,182
Well Identification Program	25,000	-	-	25,000	25,000	25,000	25,000	-	100,000
Unassigned	3,345	-	203,628	206,973	509	17,939	16,311	21,631	263,363
TOTAL	\$ 4,623,185	\$ 1,294,700	\$ 1,836,363	\$ 7,754,248	\$ 1,962,009	\$ 1,991,439	\$ 2,021,311	\$ 2,051,631	\$ 15,780,638
1 N 2 N 2 N 1 N 1 N 2 N 2 N 1 N 2 N 2 N	10713		1000	1000	I THE			2000	WIG

# CITY OF CORAL GABLES STRATEGIC PLAN

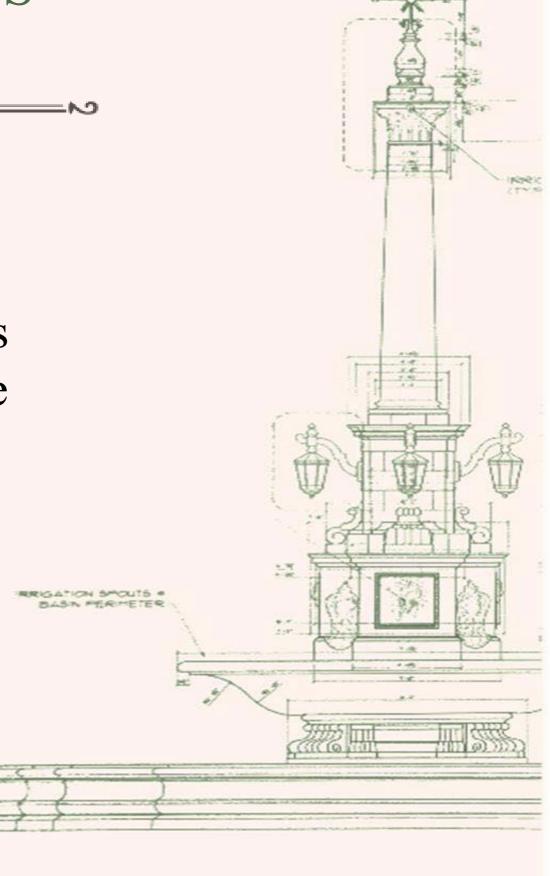


### Mission:

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

**B**alanced - 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?





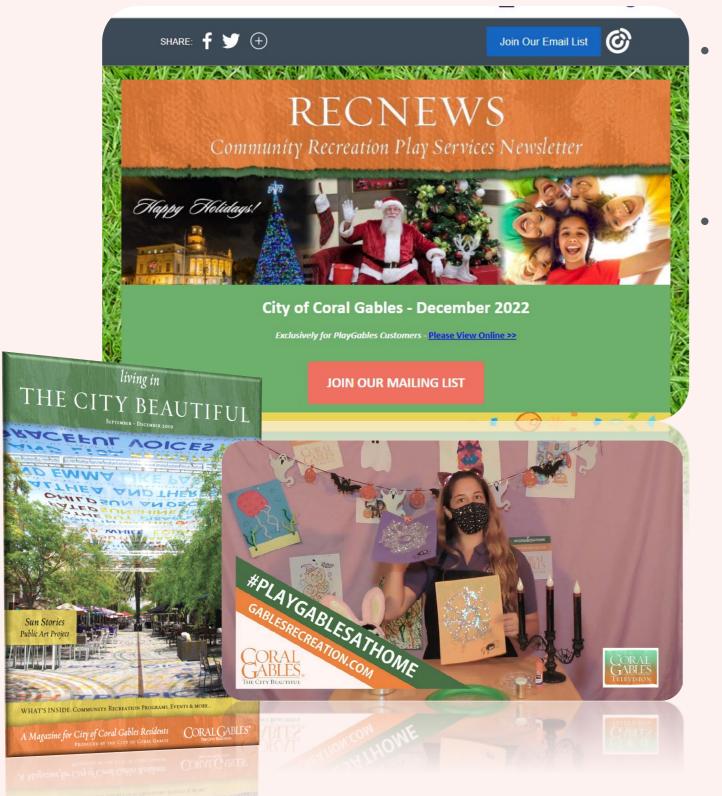
# Correct Answer to Question #4

1925





## MARKETING STRATEGIES



- Print Media
  - Posters, Flyers, Brochures & Door Hangers
- Multimedia & Social Media
  - E-NEWS & RecNews
  - Facebook various pages
  - Instagram various pages
  - Nextdoor various pages
  - Twitter City page
  - LinkedIn City page
  - YouTube Channel
  - 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

Hoop Veript

Requiem Text

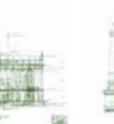
(2 typefaces included, .TTF / .OTF formats)

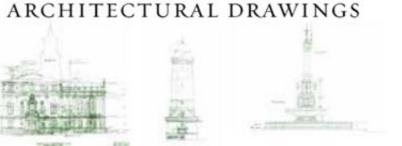
#### PAINTED DECKLE GRAPHICS



(11 images included, .PSD format)







(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



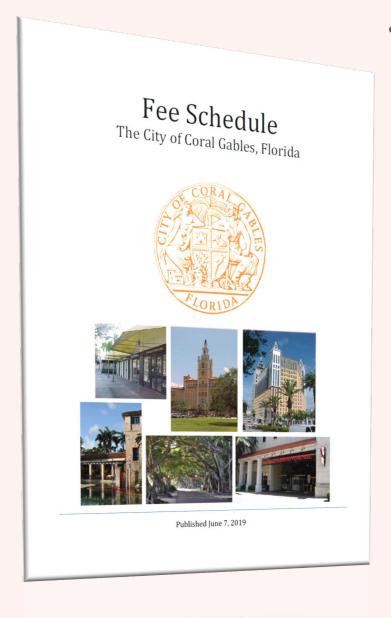
(1 file, .PDF format)

#### MESSAGING

small city with a cosmopolitan feel. Designed from the c an international community, the physical and cultural las has been cultivated to reflect the vision of its master pict. lush tropical backdrop complemented by classic Mediter

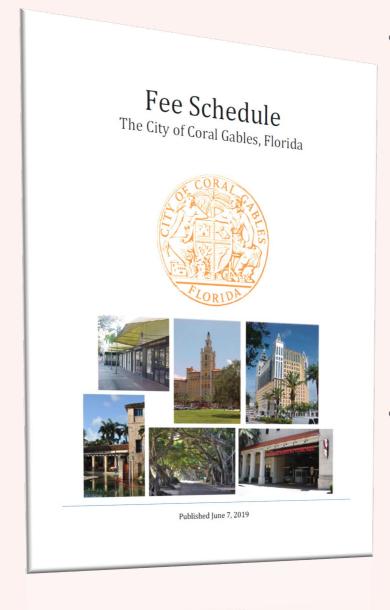
(1 file, .TXT format)

## PRICING STRATEGIES



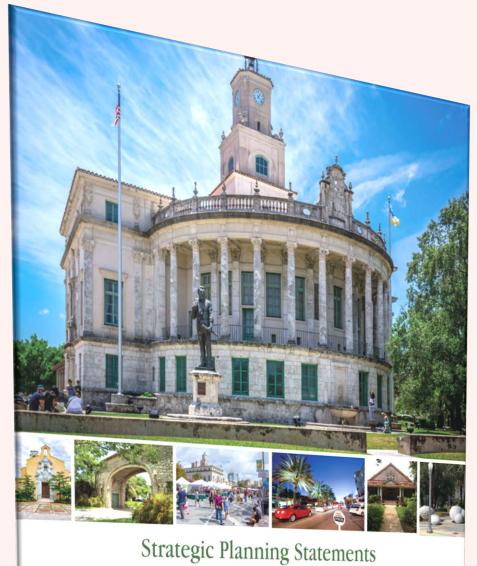
- Fee Assessment Categories
  - <u>Public Based Services</u> Open spaces, playgrounds, trails, parks and recreation sponsored programs that generate public awareness and positive public relations.
  - Private Based Services Picnic areas, tennis, aquatics, and parks and recreation sponsored activities 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 where to take place.
- User Fees By Type
  - Member
  - Resident
  - Non-Resident
- 5 Year Fee Plan − 2.5% increase

## ORGANIZATIONAL NEEDS



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

A world-class city with a hometown feel

#### Values:

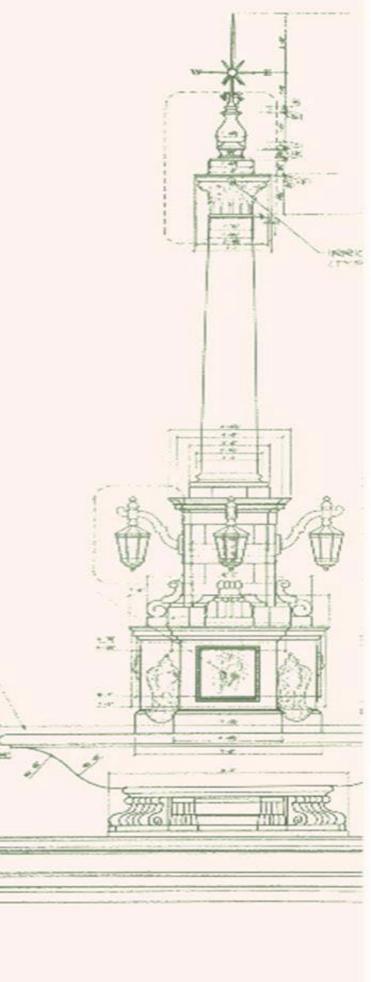
Governance with integrity - making ethical and wise choices with guided thought and transparency Aesthetics - preserving and enhancing the beauty of our city

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 tainability - 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

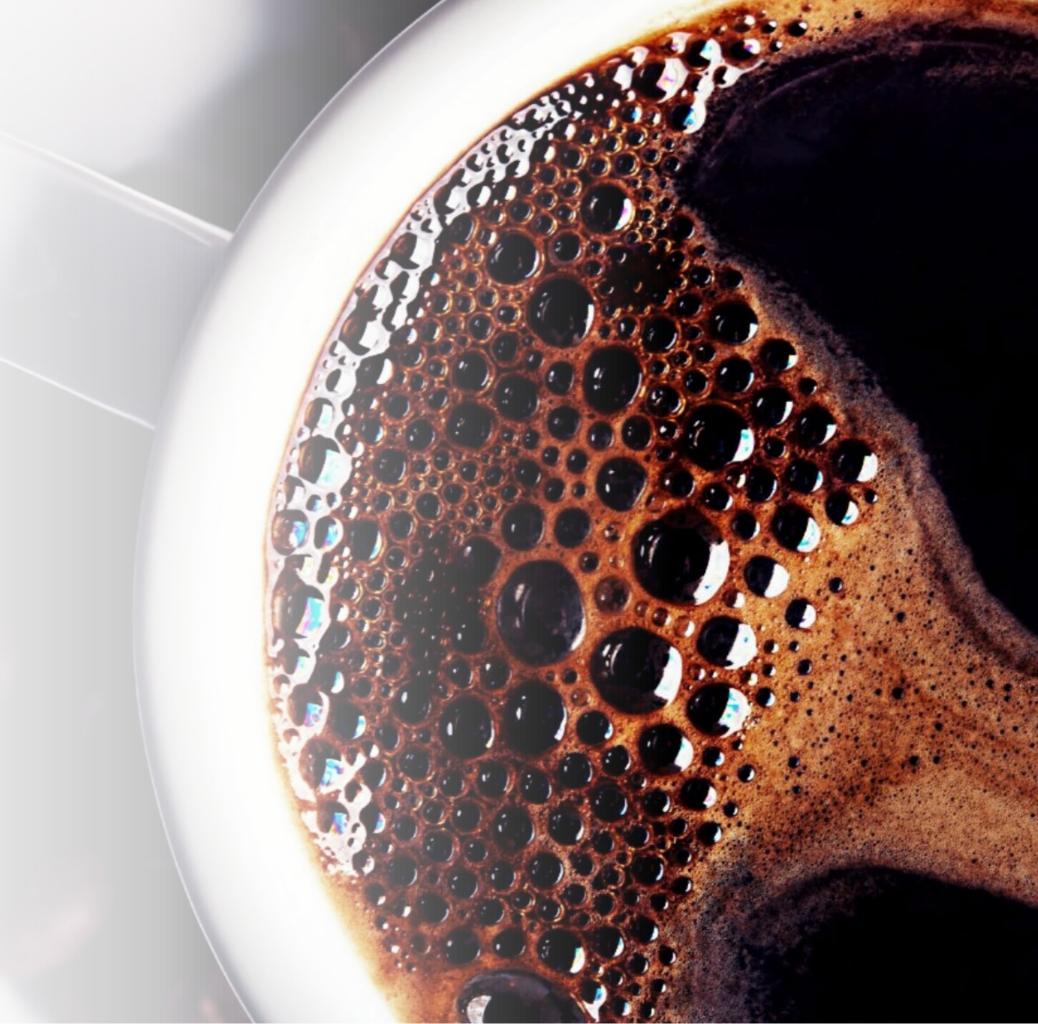






## Leadership

Complete your transformational leadership survey



## Leadership

Are you a transactional or transformational leader?





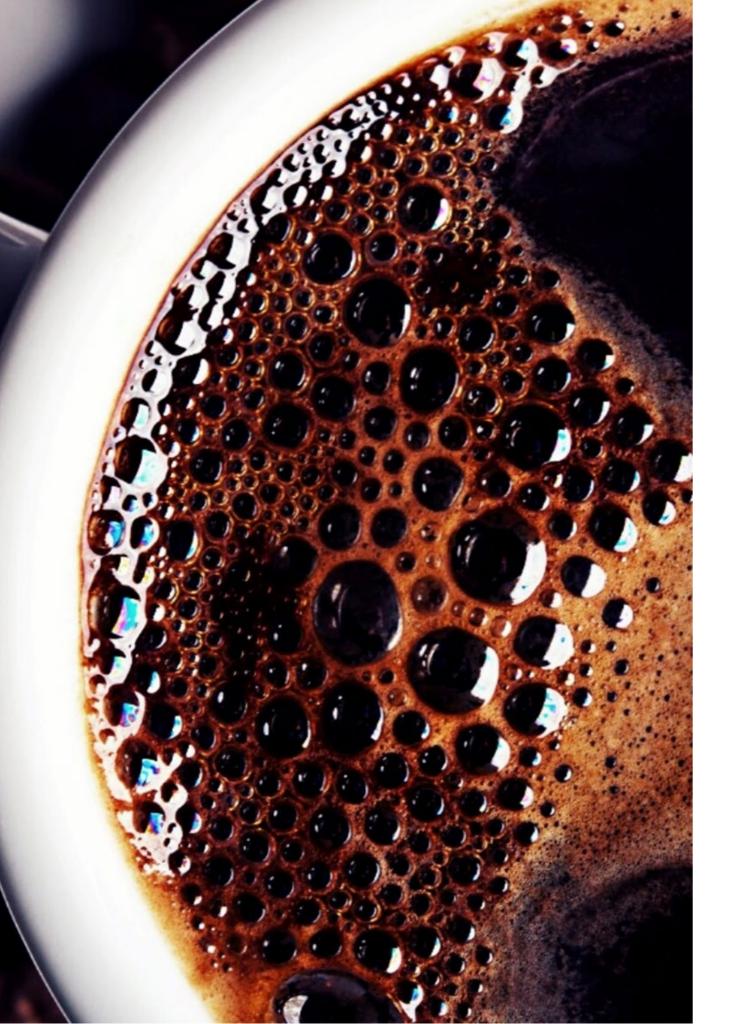
## Transformational Leadership Inventory

- Purpose: The purpose of this questionnaire is to determine which style of leadership you intend to use, transformational or transactional.
- Transformational Leadership (Identifying and Articulating a Vision): Identifying new opportunities for a leader's unit/division/company, and developing, articulating, and inspiring others with a vision of the future.
- Transactional Leadership (Contingent Reward): Promising or delivering rewards to followers, contingent on their performance.

## Leadership

What makes me a good leader?





## Hard Skills vs. Soft Skills

- In groups discuss the difference between hard skills and soft skills as they relate to the job of a leader.
- O What are the pros and cons for each?
- Draw out a table with the pros and cons for each.



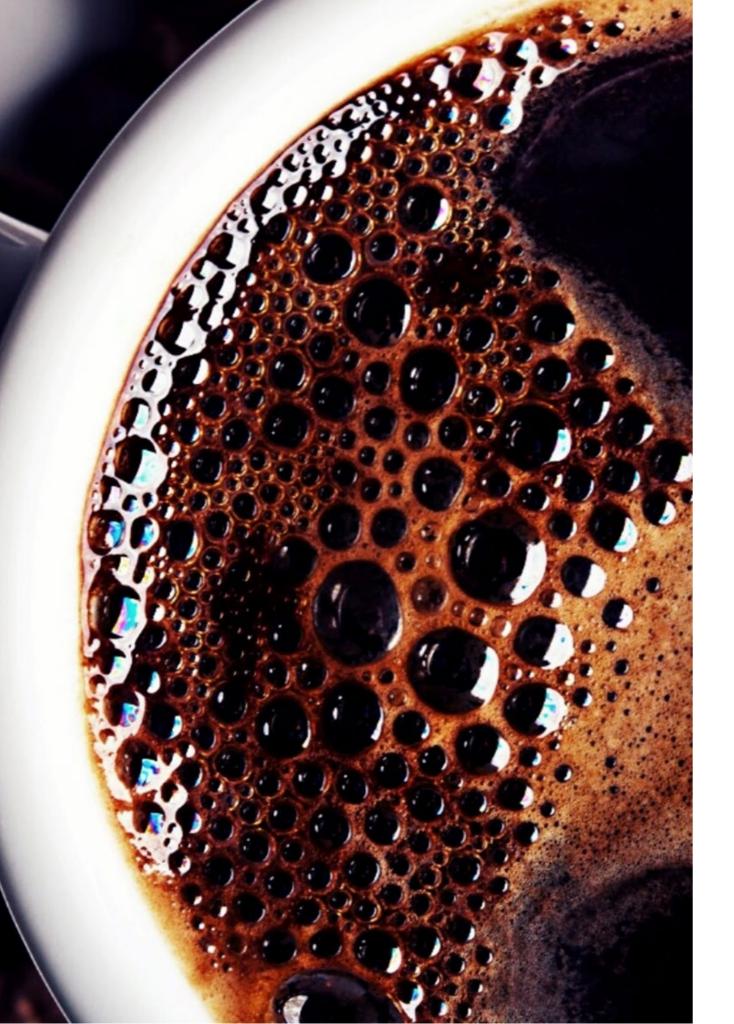
## Hard Skills vs. Soft Skills

- Identify five top hard skills you think are necessary to be an excellent leader.
- Identify five top soft skills you think are necessary to be an excellent leader.



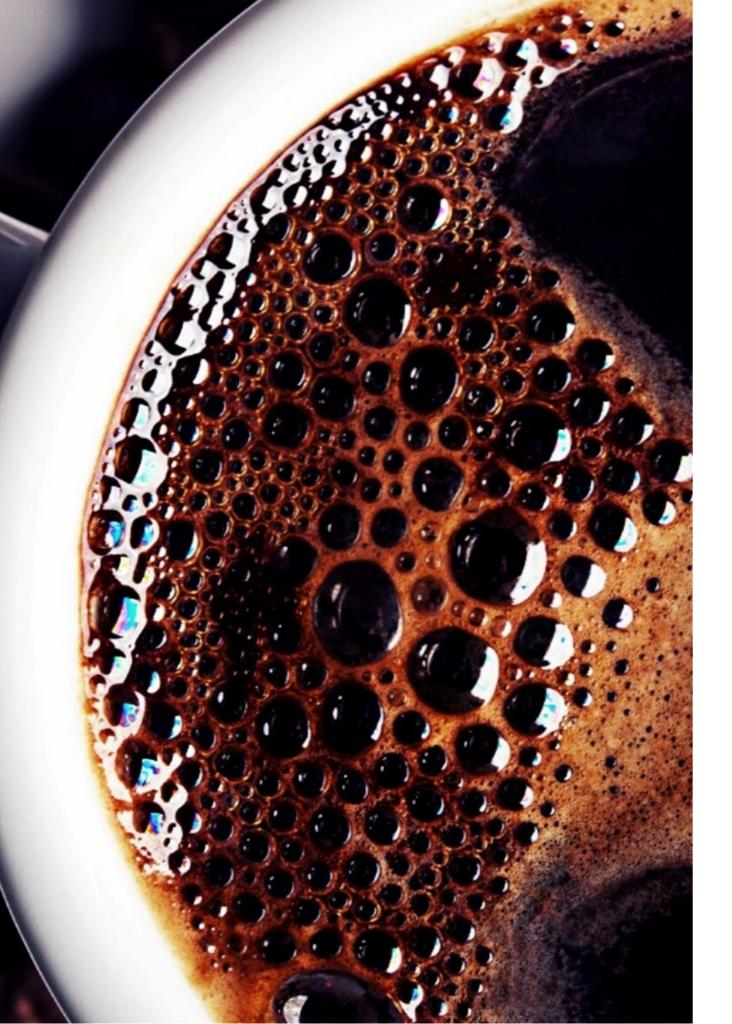
### Be vulnerable...

- Builds trust
- Shows authenticity
- Makes you relatable & human
- Demonstrates to your team that you can accept feedback
- Importance of Trust
  - Foundation to EVERY & ANY relationship
  - Lack of trust prevents deep connections



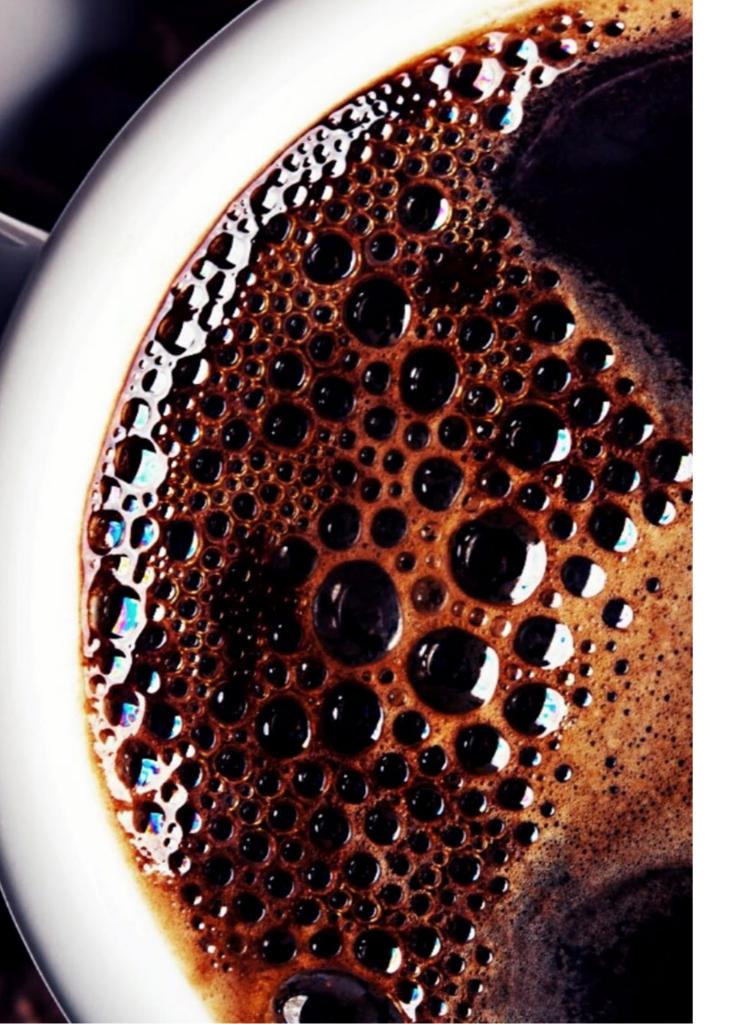
### Be hungry...

- Strong work ethic
- Embrace hard work & consistency
- Eager to contribute



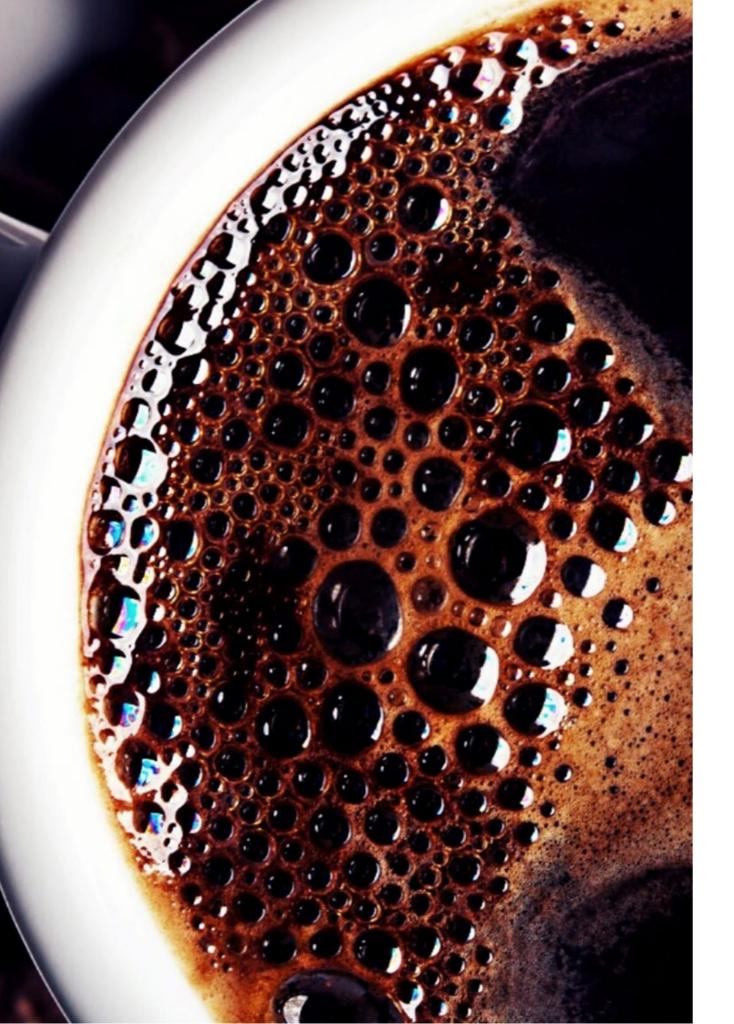
### Be confident but humble...

- Humility:
  - Little ego; more focused on others than yourself
  - Not greater than others BUT do not discount talents & contributions
- Confidence:
  - Firm belief & trust
  - Self assurance



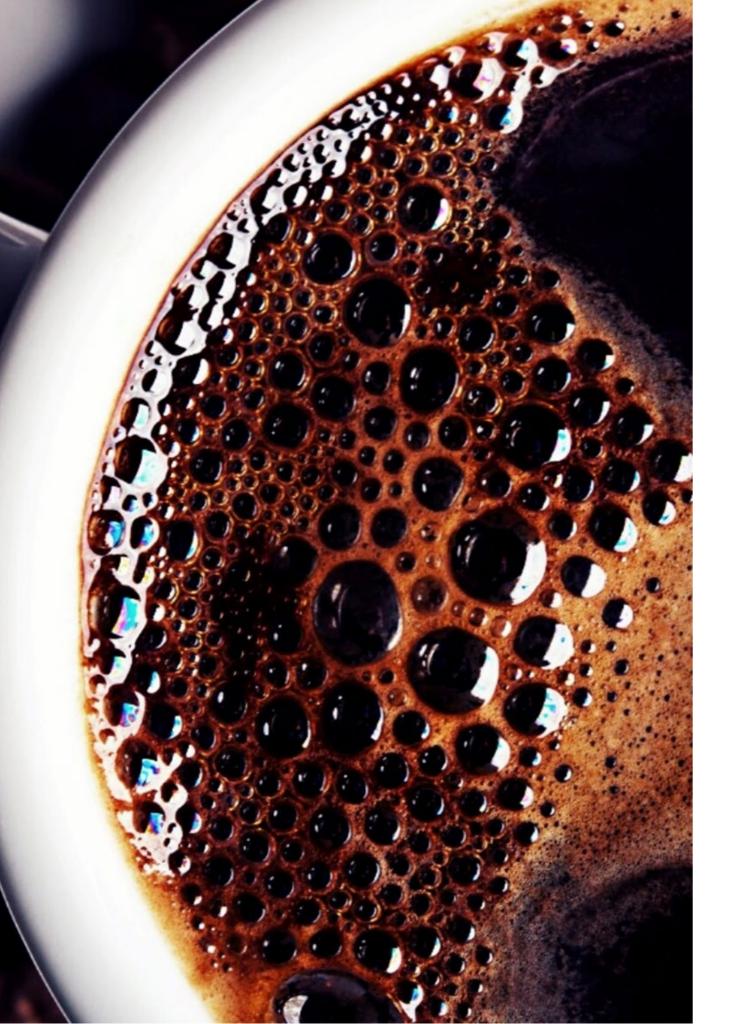
### Be an excellent communicator...

- Ability to express yourself
- Listen & respond to others
- Attention & intention
- Understanding & responding within the person's frame of reference
- It can be your "Superhero" power
  - It can determine the kinds of relationships we form
  - Essential to leadership
  - Forms bonds of trust



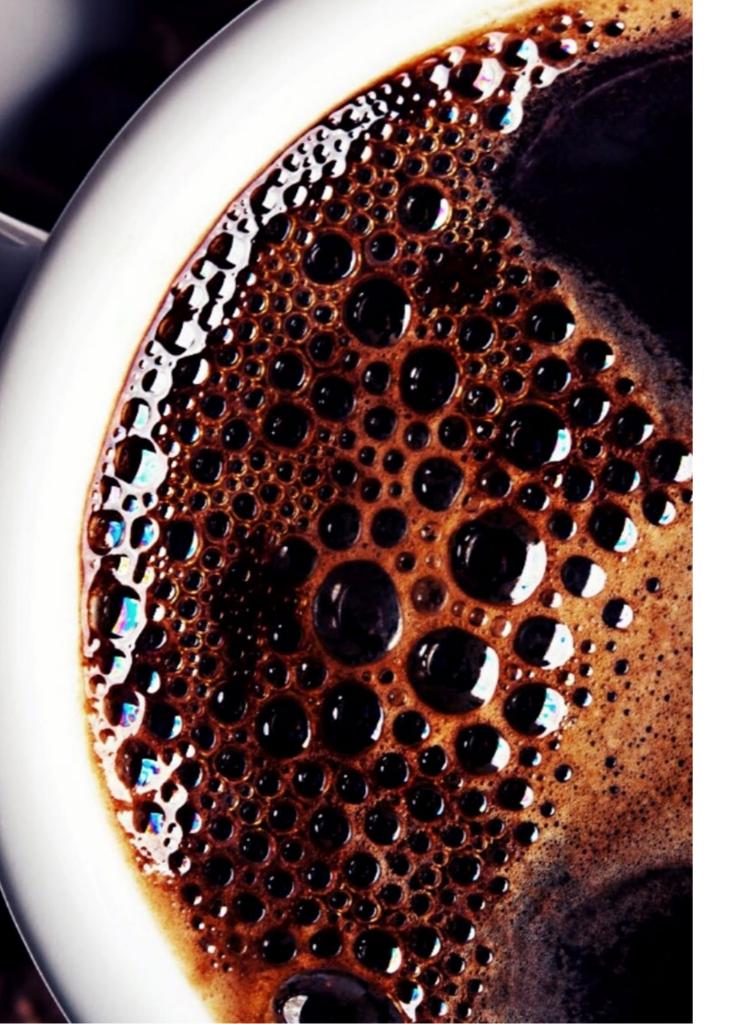
### Be accountable and have ownership...

- Accountability:
  - Follow through
  - Holding others accountable
- Ownership:
  - Internal focus of control
  - Focused on what I can do/what's under MY control



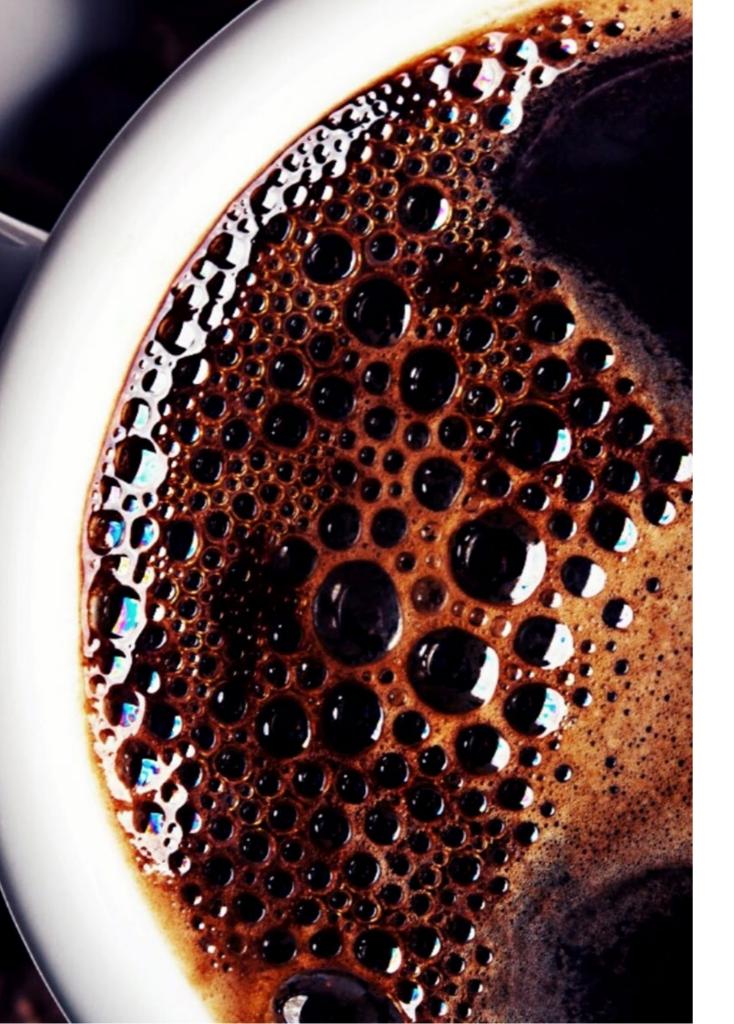
### When accountability is absent...

- Low standards are the norm
- No pressure to grow/reach potential
- No one leads
- Extra pressure on leader
- Resentment builds
- Organizations fall apart



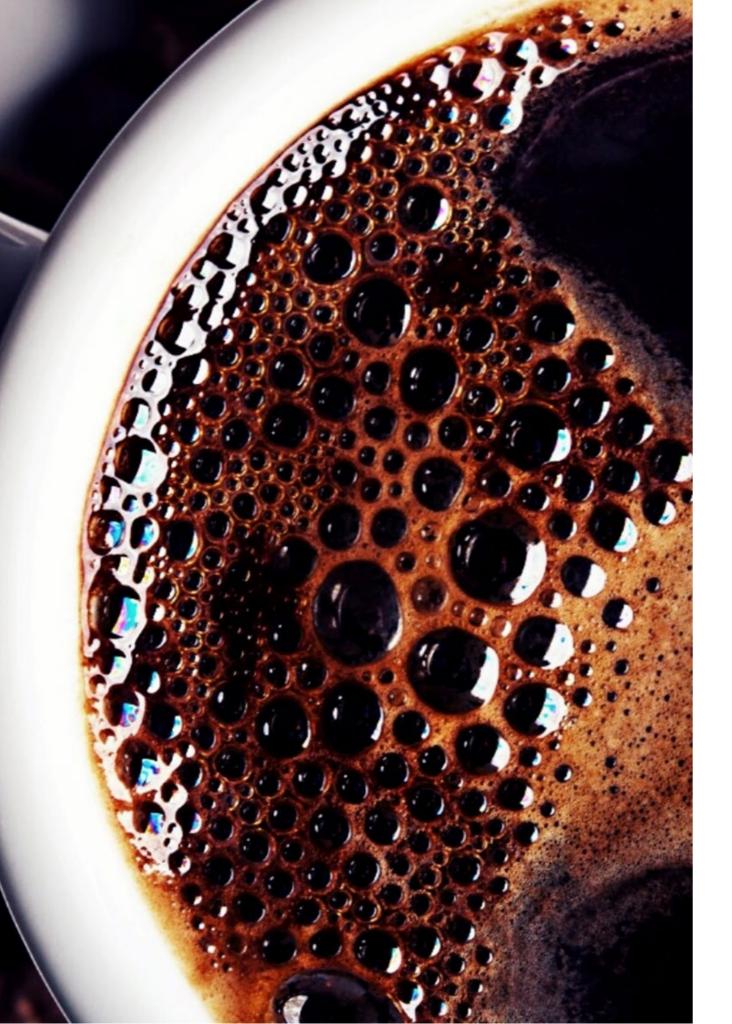
### Be committed to your team...

- Clear direction & priorities
- Aligned around the mission
- Make mistakes, learn, move on
- Seize opportunities
- Adapt
- Contingency Plan



### Be emotionally intelligent...

- Self awareness allows you to change the course as needed
- Self control/regulation
- Motivation to listen & understand
- Empathy
- High level of consciousness outside self
- Understanding of "appropriate"



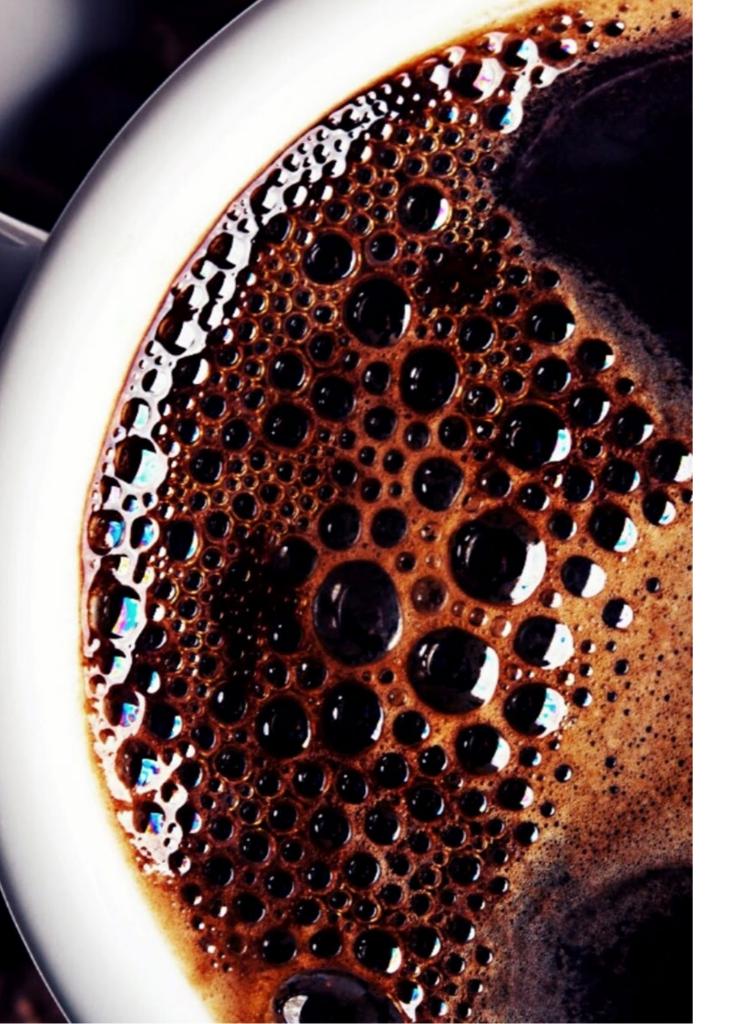
### Be mindful of life balance...

- Take Back Your Time
  - 1. Decide what matters
  - 2. Stop doing what doesn't matter
  - 3. Create a schedule that reflects what matters
  - 4. Protect what matters
  - 5. Be present for what matters



### Be a lifelong learner...

- The power of reading
  - Stimulates memories
  - Expansion of knowledge & perspective
  - Exercise for our brain
  - Improves focus & analytical ability
  - Inspires & motivates
  - Connects
  - Provokes thought & problem solving



### Be happy and grateful...

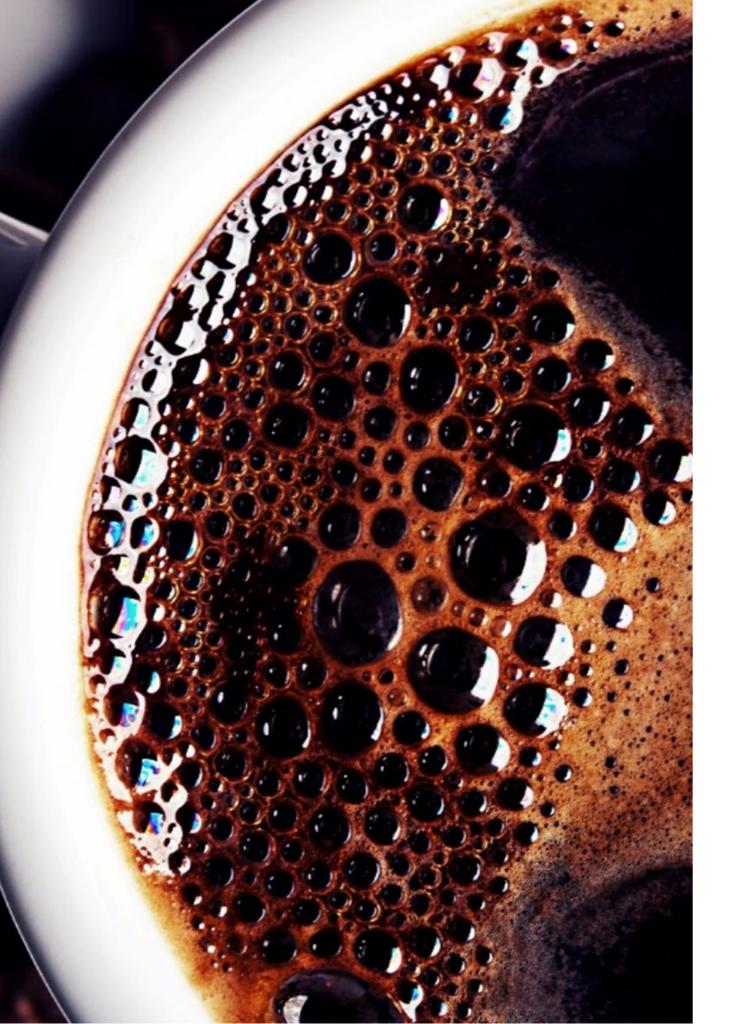
- Contentment: Peacefulness, happiness, & satisfaction (lack of envy)
- Joy: Great pleasure, rejoicing;
- Gratitude: thankful, appreciative, feelings of warmth, kindness
   & generosity



## Let's look at how we can become better leaders.

#### Be kind and generous...

- Kindness:
  - Friendly, generous, courteous
  - Understanding, showing compassion
  - Considerate & helpful
  - Being human
- Generosity:
  - Open hand
  - Can be shown through time, talent & treasure



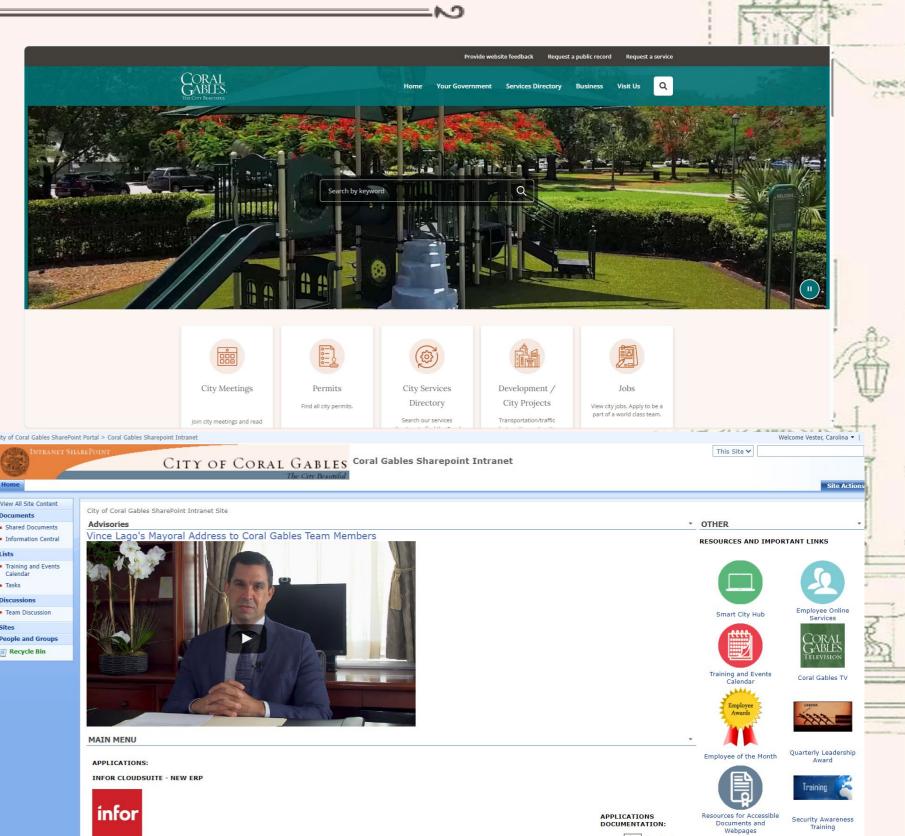
## *In Review*EVERYONE IS A LEADER

- 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.



### POLICIES & PROCEDURES

- Do we have them?
- What are they?
- Where can you find them?
  - City webpage:
     www.coralgables.com
  - Intranet: <u>City of Coral Gables</u>
     <u>Personnel Rules & Regulations</u> —
     <u>Human Resources</u>
  - Department Policies & Handbooks:
     Parks Drive

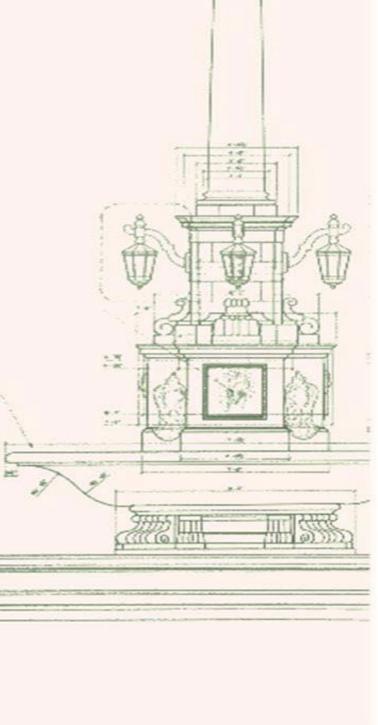


## PERSONNEL INVOLVEMENT & INPUT

- 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





# COMMUNITY RECREATION AND WAR MEMORIAL YOUTH CENTER MASTER PLAN UPDATES

City of Coral Gables Community Recreation





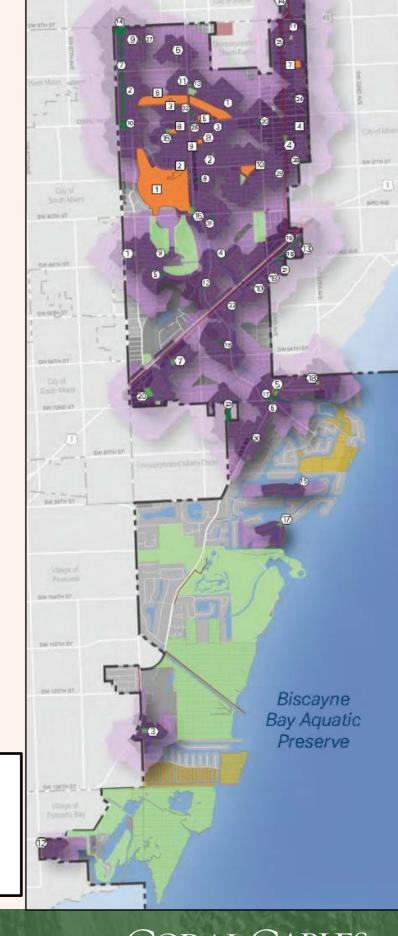
## COMMUNITY RECREATION MASTER PLAN QUICK REVIEW

- The Community Recreation Master Plan and the War Memorial Youth Center Master Plan were adopted by the City Commission on September 28, 2021.
   <u>coralgables.com/communityrecreationmasterplan</u>
- 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.



20-minute walk

### COMMUNITY RECREATION MASTER PLAN EXISTING RATINGS

#### **SUCCESSES**

- 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!



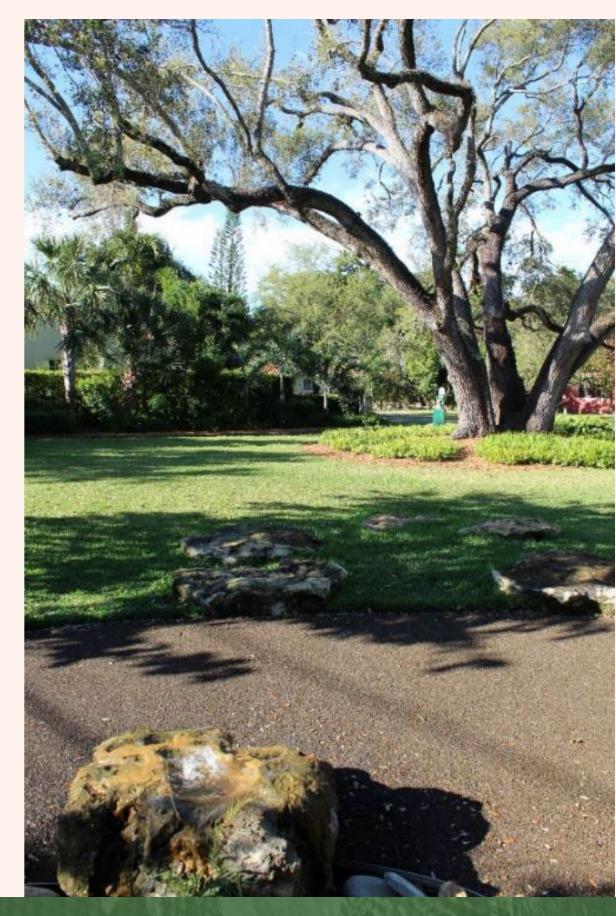


## COMMUNITY RECREATION MASTER PLAN NEEDS & PRIORITIES SUMMARY

- 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?

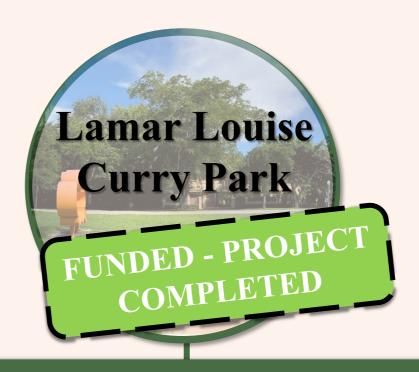
- The completion of the master plan will require approximately \$160 million through different funding phases.
- The required funds are not available within the current City budget.
- A bond would provide a mechanism to attain these funds over the implementation period of the master plan.



### COMMUNITY RECREATION MASTER PLAN - COMPLETED







### COMPLETED







### COMMUNITY RECREATION MASTER PLAN



### COMPLETE - DESIGN COMPLETE & COMING SOON





### COMMUNITY RECREATION MASTER PLAN







### CONCEPT DESIGN COMPLETE - COMING SOON









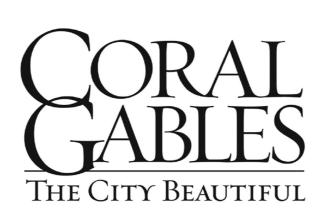






### Americans With Disabilities Act (ADA) Transition Plan UPDATE AND SUPPLEMENT

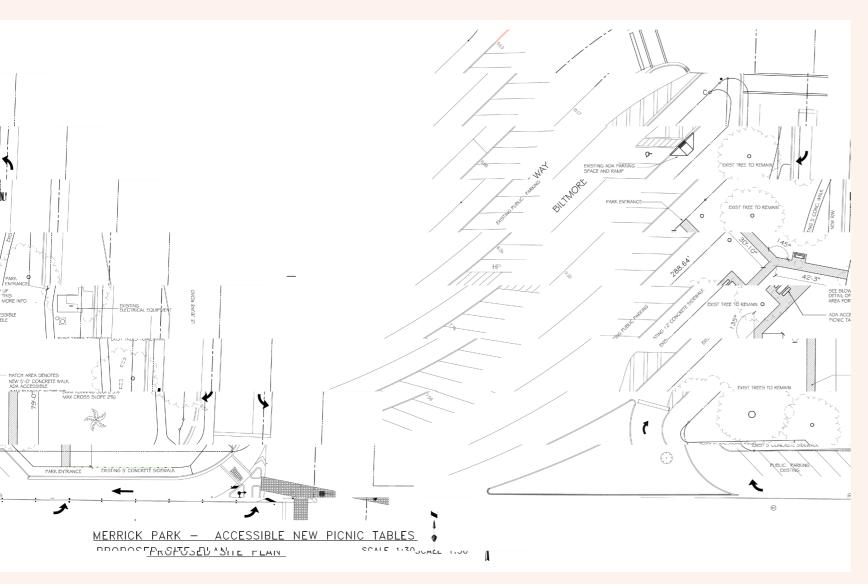
The City of Coral Gables, Florida (the "City") welcomes individuals with disabilities (residents and visitors). The City is committed to complying with Title II of the Americans With Disabilities Act ("ADA") and related laws, and to fostering the principles of inclusion for individuals with disabilities 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:

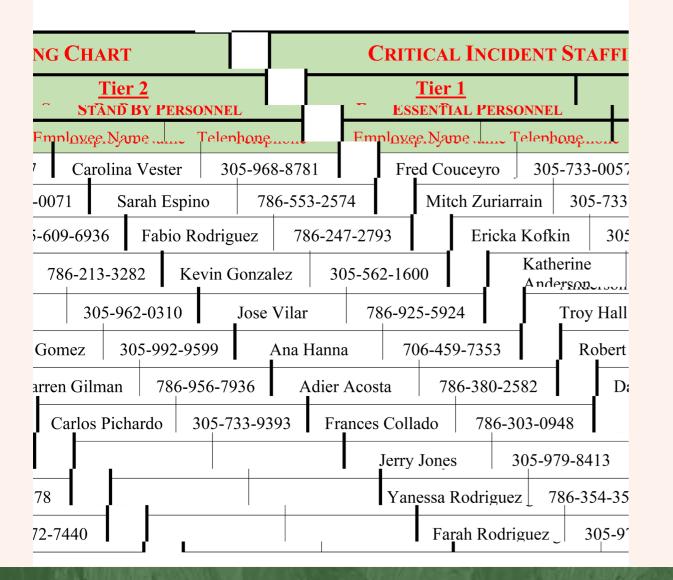
- Merrick Park ADA Walkway and furnishings.
- Coral Gables Golf & Country Club ADA site audit and respective improvements.
- Pierce Park renovation to include ADA entrances, walkways and furnishings.



### RECORDS DISASTER MITIGATION AND RECOVERY PLAN

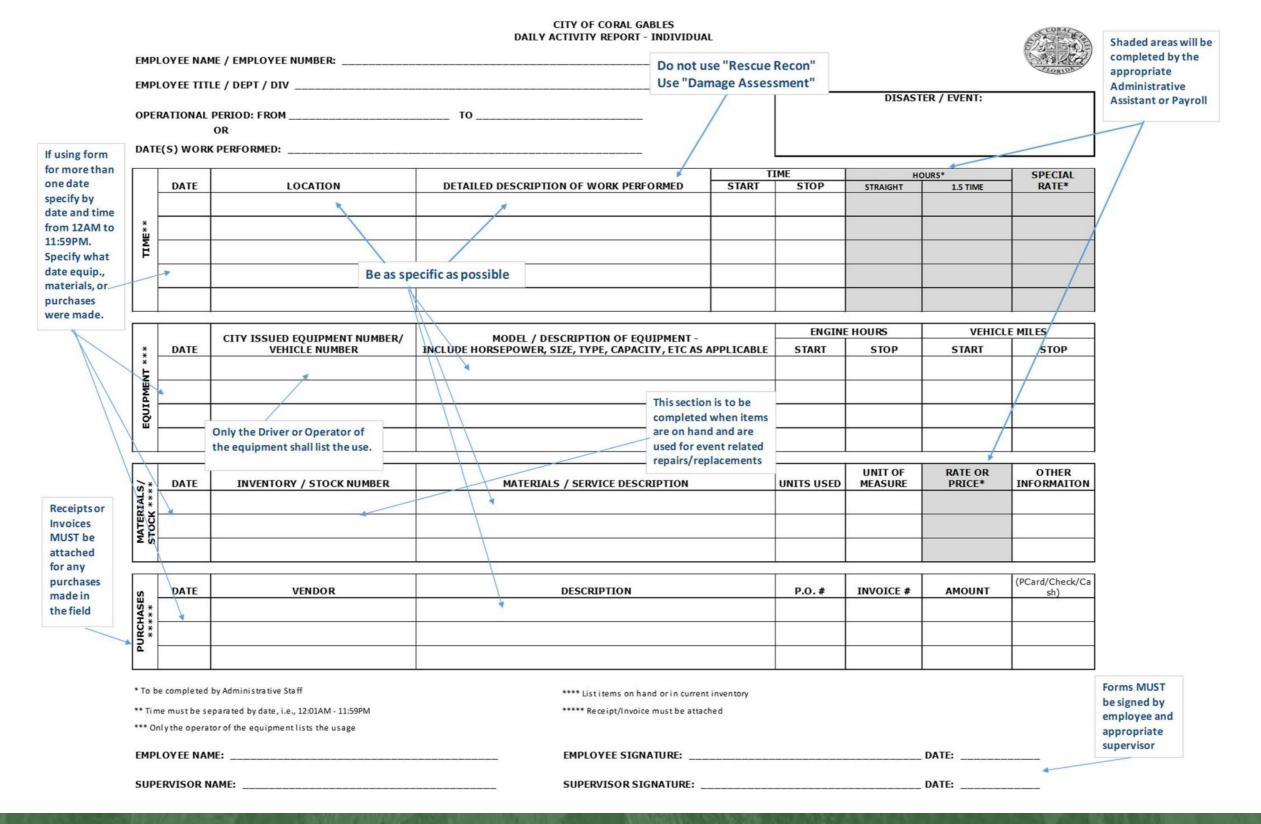


- Emergency Management Hurricane Plan:
  - Updated Critical Incident Staffing Chart



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





### RECORDS DISASTER MITIGATION AND RECOVERY PLAN



#### **INFORMATION TECHNOLOGY DEPARTMENT**

#### **EMERGENCY RESPONSE**

#### **STANDARD OPERATING PROCEDURES**

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

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

\\cgafs\us\\_ADM\Operations\CG11OS\\2\_CG11\_BusinessContinuityPian.ac



## 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

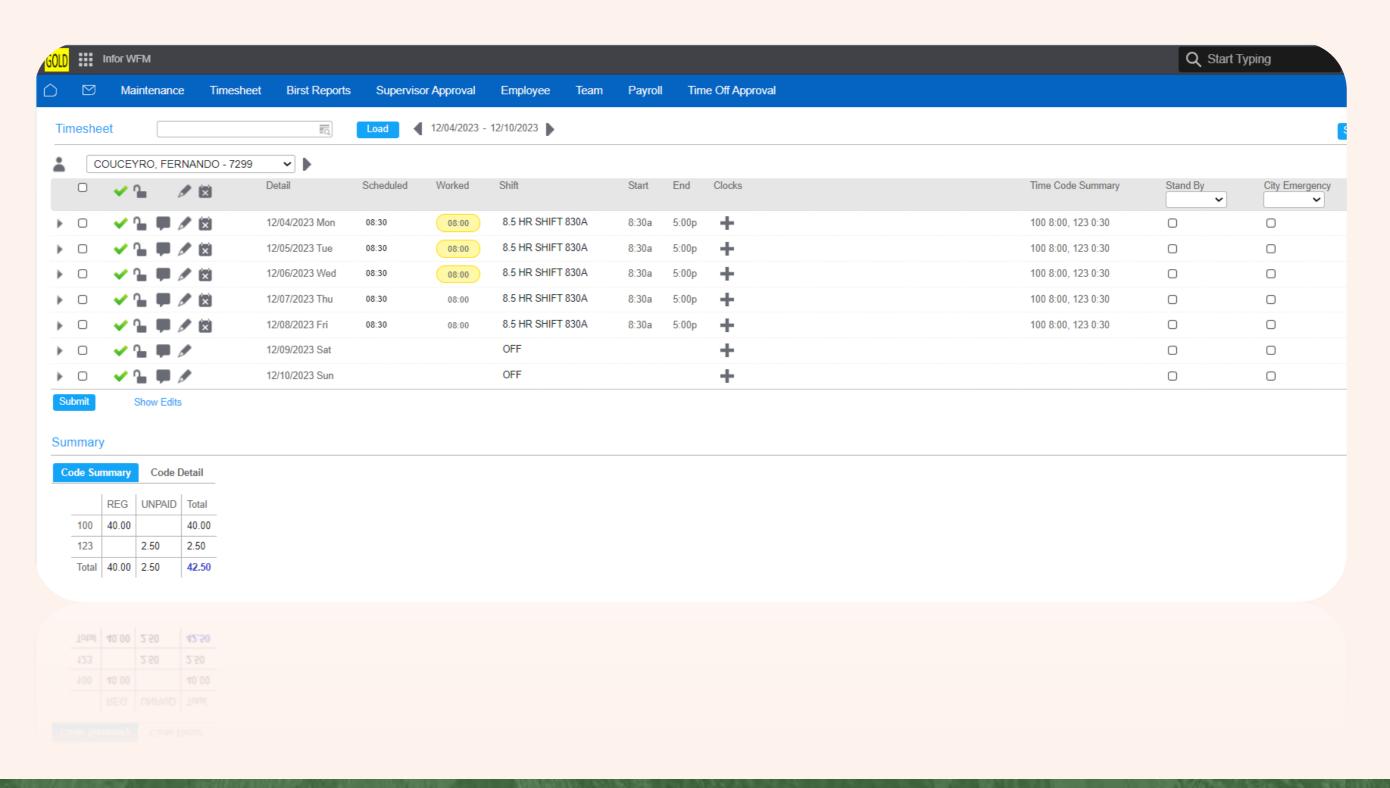
The Great Depression &
The Hurricane of 1935





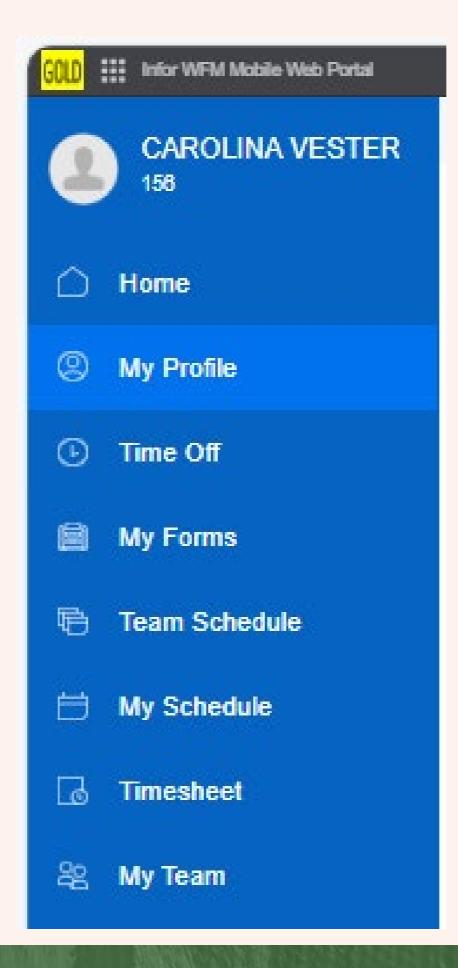
### INFOR CLOUDSUITE - NEW ERP

- Timesheet
- Payroll
- Time Off Approval



## INFOR WFM MOBILE WEB VIEW

- View Your Profile
- Time Off
- Schedules
- Timesheets



#### CAROLINA VESTER

Contact Info

Mobile Phone:

Home Phone: 305-480-5344

Email: cvester@coralgables.com

Employee Profile

My Availability Calendar

My Availability Pattern

Seniority Date: Tue May 9, 2008

Hire Date: Tue May 9, 2006

Base Rate: \$0.00

Status: A

Shift Pattern: 8.5 HR SHIFT 830A S-

Job(s): 156

COMMUNITY RECREATION

Birthdate: Mon Jan 28, 1985

#### Balances

	Accrued in 2023	Current	Future approved in 2023	Used in 2023
ADMIN FLOAT (HOURS)	0	0	0	0
ADMIN SICK (DAYS)	8	0	0	16
ANNUAL (HOURS)	92.31	305.25	0	69.23
BANKED OT (HOURS)	0	0	0	0
BRV - IMMEDIATE FAMILY	0	0	0	0
(HOURS)				
BRV - NON IMMEDIATE FAMILY	0	0	0	0
(HOURS)				
COMP TIME (HOURS)	0	60.7	0	0
EXCESS SICK BANKED	0	0	0	0
(HOURS)				
FLOATING HOL (HOURS)	40	24	0	56
FMLA (HOURS)	0	0	0	0
FMLA Employed by Company	0	0	0	0
(MONTHS)				
FMLA Service with Company in	0	0	0	0
Last Year				
(HOURS)				
MILITARY DEPLOYMENT	0	0	0	0
(HOURS)				
MILITARY INACTIVE DUTY	0	0	0	0



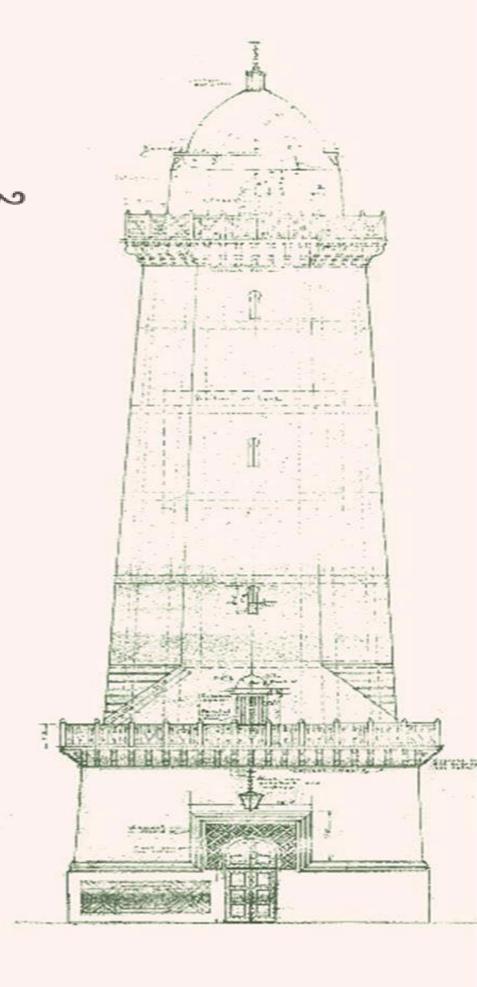
## INFOR WFM TIME SHEETS

= Timeshe	at									
	My Timesheet	My Team								
COMMUNITY RECREATION ADMINISTRATION 6000		Mon Dec 4, 2023 - Sun Dec 10, 2023								
				Mon 4	Tue 5	Wed 6	Thu 7	Fri 8	Sat 9	Sun 10
	CAROLINA VESTER 8394		•	8:00	8:00	8:00	8:00	8:00	0:00	0:00
100	CASPIAN HASTINGS 10952		<b>②</b>	8:00	8:00	8:00	8:00	0:00	0:00	0:00
	FABIO RODRIGUEZ 7373		<b>②</b>	5:45	6:45	4:45	7:30	0:00	0:00	0:00
	FERNANDO COUCEYRO 7299		<b>Ø</b>	8:00	8:00	8:00	8:00	8:00	0:00	0:00
	NOOMI HERRAN 12168		<b>②</b>	0:00	0:00	8:24	0:00	0:00	0:00	0:00
ħ	RENEE MYRTHIL 11625		0	0:00	0:00	0:00	0:00	0:00	0:00	0:00
	SARAH ESPINO 10543		0	8:00	8:00	8:00	8:00	8:00	0:00	0:00
	SUSAN LAINFIESTA MAZATE 10681		<b>②</b>	7:30	9:00	9:30	8:00	0:00	0:00	0:00
	VIVIAN PIRES 11753			6:00	5:00	6:00	6:00	0:00	0:00	0:00



## 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 looked 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.

#### • 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.

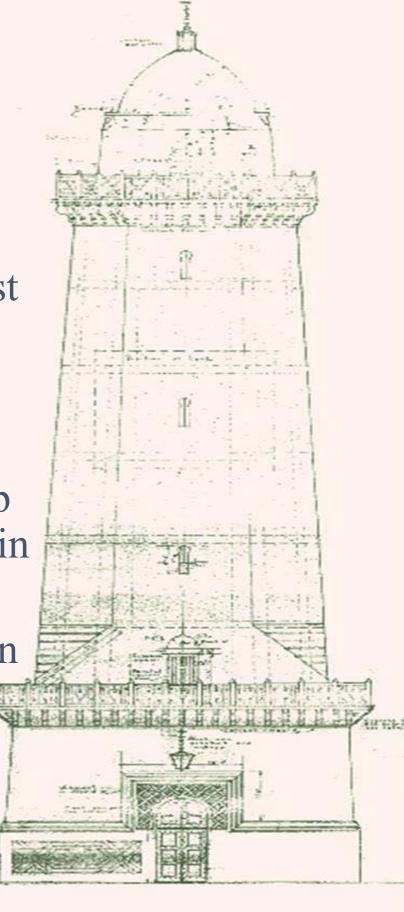
#### ACTIVE SHOOTER DRILLS

• All facilities should conduct active shooter drills at least as often as other emergency drills, but never less than once a year.

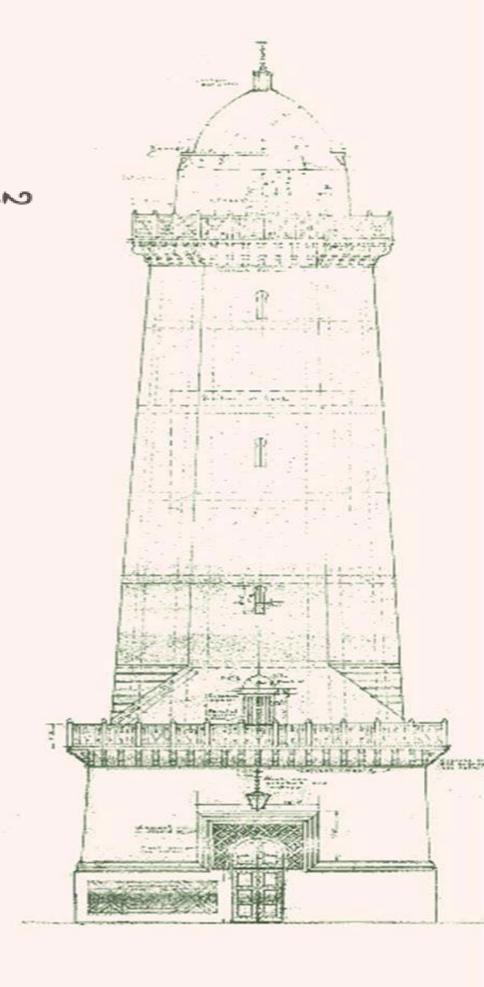
#### • DEFIBRILLATOR AND "STOP THE BLEED" KIT(S)

• 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.

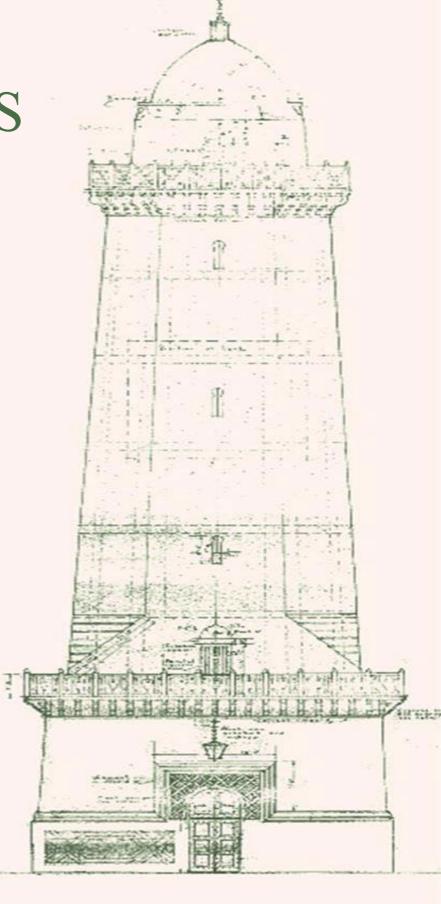
• All staff should be CPR certified and properly trained in the use of a defibrillator and "Stop the Bleed" kit(s).



- ACTIVE SHOOTER
  - RUN
  - HIDE
  - FIGHT
- Play Surviving an Active Shooter Event Video



- 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.



- 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.

- 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.

- 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.

- "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.

#### • FIRST RESPONDER ACCESS TO THE FACILITY

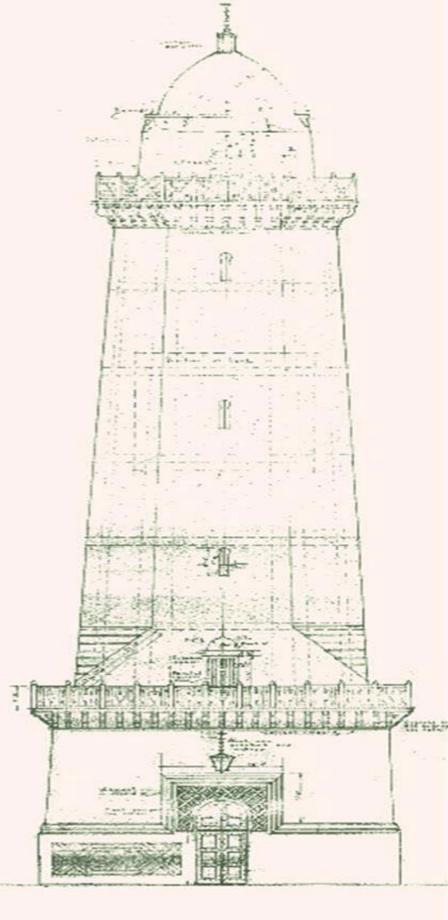
- The Coral Gables Police and Fire Departments have 24-hour access to all facilities in the event of an emergency.
- After hours this may be accomplished with access to a traditional key or code via a building lock box.

#### 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.

#### • 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

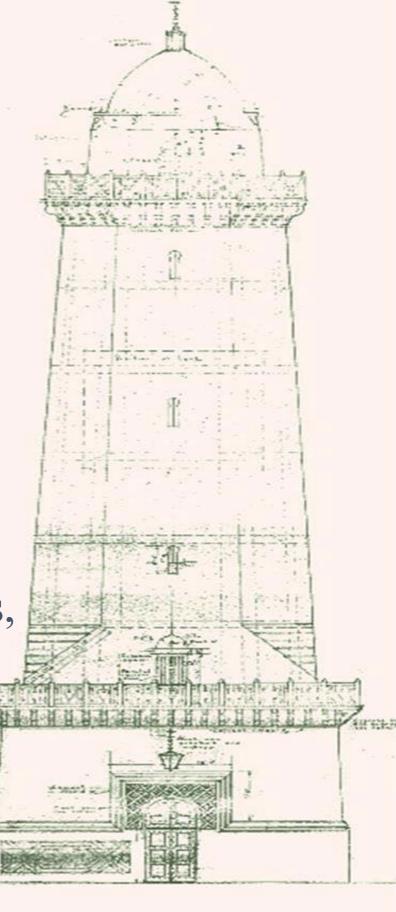
#### **Code ASSIST** Code AMBER Lost Child Checklist **Disorderly Person Checklist ALL STAFF MUST MAINTAIN A MINIMUM 1:10 ALL STAFF MUST MAINTAIN A MINIMUM 1:10 COUNSELOR TO CAMPER RATIO AT ALL TIMES COUNSELOR TO CAMPER RATIO AT ALL TIMES** Missing Child recognized Activate Code Assist if a disorderly or threatening within 60 seconds: Activate 9 Code Amber person is encountered: All Campers secured for roll All Campers secured for roll DRILL MUST BE COMPLETED AND CHILD FOUND WITHIN 8 MIN. OF RECOGNITION TIME FIGHT call / lockdown within 3 call / lockdown within 3 minutes: minutes: Missing Child reported to Disorderly person reported 5 min. Coordinator & Supervisor to Coordinator & Supervisor: within 5 minutes: HDE 3 3 Lifeguards alerted if If person responds violently attending a waterpark lock down building and keep within 5 minutes of participants in secured area: recognition time: RUN open the door Missing Child located within ш Call for 911 and notify Police 3 minutes of start of facility and Emergency Services: search: ALL R! Call for 911 & Police notified Building remains on not until 5 if child not found: lockdown until cleared by o (staff will continue search) Police and Supervisor:

#### LAW ENFORCEMENT TRAINING: EMERGENCY CODES

							100
Code RED				Code ORANGE			
Fire Evacuation Checklist  ALL STAFF MUST MAINTAIN A MINIMUM 1:10  COUNSELOR TO CAMPER RATIO AT ALL TIMES				Bomb Threat Checklist  ALL STAFF MUST MAINTAIN A MINIMUM 1:10  COUNSELOR TO CAMPER RATIO AT ALL TIMES			
1	Activate Code Red in case of fire or smoke by pulling the nearest Fire pull station:	60 sec.		1	Activate Code Orange if a bomb threat is received / report suspicious items:	60 sec.	
2	Once all Campers are secured for roll call commence evacuation:		LETE FREQUENT HEAD JNTS & ROLL CALLS	2	Once all Campers are secured for roll call commence evacuation:		HEAD
3	Exit building through nearest exit away from fire and secure participants on field or parking lot away from fire:	5 min.		3	Exit building through nearest exit and secure participants on field or parking lot clear from building:	5 min.	E FREQUENT S & ROLL CA
	Call for 911 and notify Police and Emergency Services:				Call for 911 and notify Police and Emergency Services:		
4	Complete additional roll call and activate Code Amber if a missing child is reported:	3 min.	COMPLETE	4	Complete additional roll call and activate Code Amber if a missing child is reported:	3 min.	COMPLET
5	Keep participants away from building until cleared by Police and Supervisor:	enter building ALL CLEAR!		5	Keep participants away from building until cleared by Police and Supervisor:	er building . CLEAR!	
6	Once cleared return to area, complete head count & roll call and resume activity:	Do not ente		6	Once cleared return to area, complete head count & roll call and resume activity:	Do not enter until ALL C	

### 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







### #1 Recruitment & Training



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



### #1 Recruitment & Training

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

Hire for attitude and train for skills!



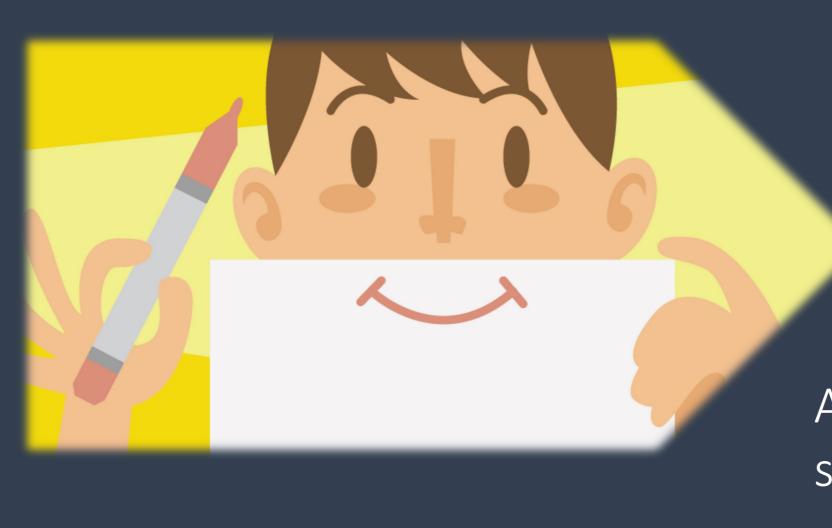
## #1 Recruitment & Training



Train, Train & Train again!

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





#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?



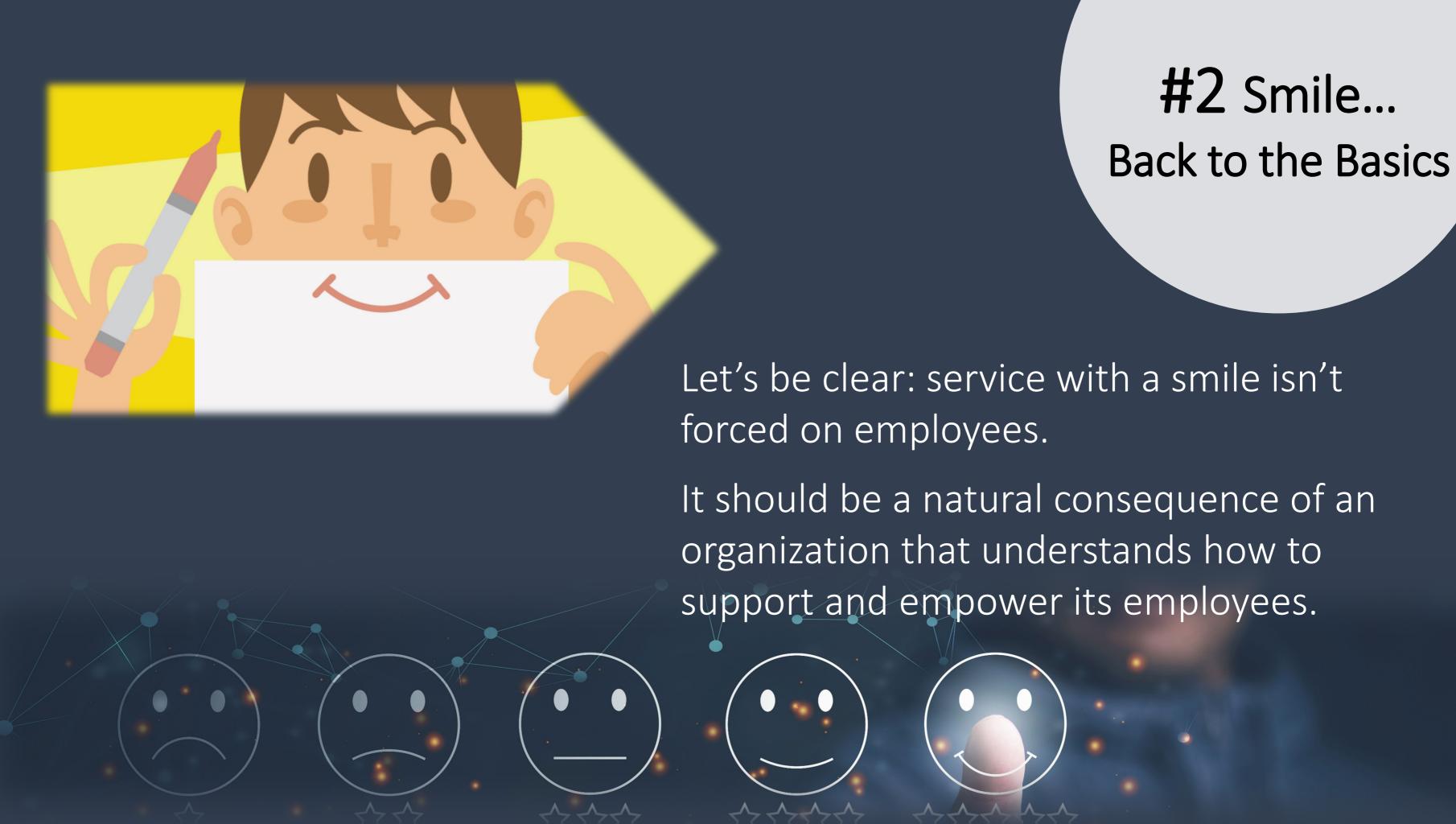


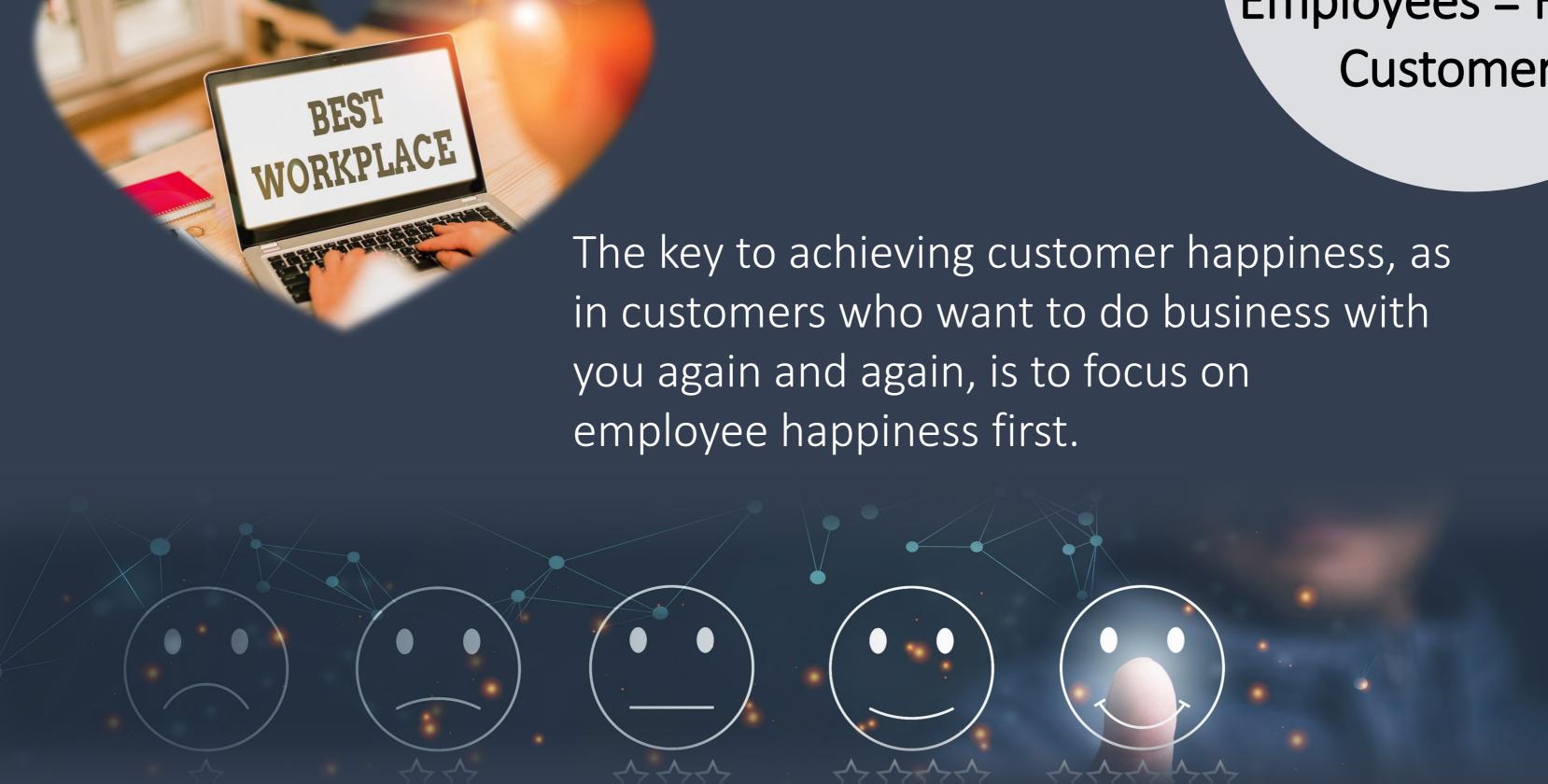
#2 Smile...
Back to the Basics

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

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







#3 Happy
Employees = Happy
Customers



#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





#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.





#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.





#5 Identify
Customer
Needs

#### Top 6 Basic Customer Needs:

- Friendliness
- Understanding & Empathy
- Fairness

- Control
- Options & Alternatives
- Information





#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.





#6 Verbal & Non-Verbal Communication

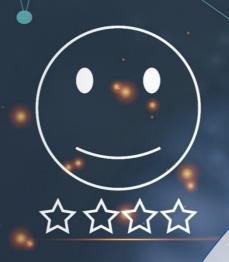
Nonverbal communication is done through intentional and unintentional <u>actions.</u>

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?



# #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.



#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.





#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.



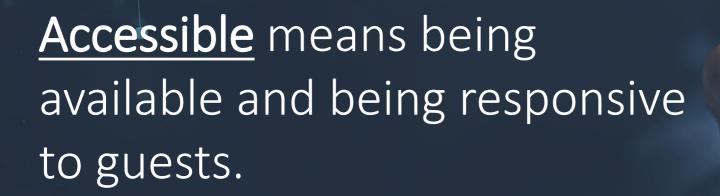
Be Accessible I solve problems and I am available and follow through on my strive to be helpful. commitments. Exceptional Service Be Be Respectful Accountable I am courteous and friendly.

#10 The Exceptional Customer Service Model

#10 The Exceptional Customer Service Model







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?



<u>Develop your Customer</u> <u>Service Model:</u>

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:

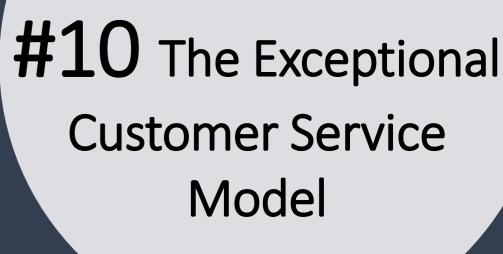
Personalize the experience right from the start. It's important to introduce yourself and address the customer by name.

#### 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.



# 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

What opportunities do you have for demonstrating accountability?

#10 The Exceptional Customer Service Model

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.

#10 The Exceptional Customer Service Model

#### 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.



Be Accessible I solve problems and I am available and follow through on my strive to be helpful. commitments. Exceptional Service Be Be Respectful Accountable I am courteous and friendly.

#10 The Exceptional Customer Service Model

# 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

