

10.3 Performance Measurement Narrative

10.3 – Performance Measurement

Standard: The agency shall have a procedure for tracking and monitoring data trends and measuring performance against targets linked to achievement of goals and objectives.

Suggested Evidence of Compliance: Provide performance targets and measurement in use by the agency. Describe the process and frequency of performance measurement and cite examples for how the results have been used by the agency to affect decisions. The measures may include data gathered from the following qualitative and quantitative sources:

- a. Recreation and demographic trends;
- b. Needs assessment;
- c. Community inventory;
- d. Surveys;
- e. Program and service statistics;
- f. Inspections;
- g. Customer feedback;
- h. Program evaluation;
- i. Risk management reports; and
- j. Budget and financial reports.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 11 – Physical Resource Planning, pp. 222-224; Chapter 23 – Evaluation and Action Research, p. 656.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 734-735.

The Community Recreation maintains a comprehensive matrix for tracking and monitoring data trends and measuring performance to achieving a variety of goals. See attached matrix.

One of the required annual reports is the Department Performance Metrics, which is a supplement of the Department Budget to provide a snapshot of financial and demographic performance targets. The report is compiled through a variety of reports that are pulled from the recreation management software used by the agency. See attached report.

The Departments also gathers a variety of customer input through transactional surveys which are tabulated at the completion of a program and season.

The Department also works together with the Economic Sustainability Department to compile an annual demographic report on the residents of Coral Gables which addresses any growth or changes in demographics. These changes will identify any deficiencies within a specific community or demographic.

Additional performance measures include those of infrastructure such as that of facilities, parks and playgrounds.

The complete agency inventory of facilities, parks and open spaces has a variety of matrixes in which performance is measured in tracking the inventory of amenities as well as a rating of their conditions.

For the use of land acquisition, the agency maintains a variety of Level of Service maps that measure the walkable distance from any residence to a park and indicate any neighborhood deficiency within the City.

Program statistics are collected at the completion of every program to gather feasibility results and to assess the success of the program. Additional statistics are gathered on non-resident versus resident usage to assess if the internal needs within the community are met. See attached example for summer programming.

Financial division reports are conducted monthly and compiled into an annual report to assist with preparations of the annual budget.

Attached as examples are the performance indicators, program survey results, and financial performance reports. Demographic information is available on our city website at the following web address: <https://www.coralgables.com/departments/economic-development/demographics>

**CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS**

COMMUNITY RECREATION

INDICATOR:	FY23			FY24		FY25
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Community Recreation Department Revenue	\$6M	\$6.63M	●	\$7M	\$9.47M	\$9.5M
Number of Film Permits issued	100	105	●	100	81	100
Number of Special Event Permits issued	50	46	▲	50	36	50
Number of Special Event Vendor Permits issued	700	759	●	700	850	800
Participation in Youth Center Programs	14,000	10,556	▲	14,000	12,505	14,000
Youth Center Guest Passes	500	1,028	●	500	1,560	1,500
Youth Center & Park Rentals	300	377	●	300	317	300
Youth Center Active Memberships	2,000	1,901	●	2,000	2,031	2,000
Total revenue of Venetian Pool	\$1.1M	\$1.5M	●	\$1.1M	\$1.26M	\$750,000
Venetian Pool Gift Shop Revenue	\$10,000	\$7,043	●	\$10,000	\$11,724	\$4,000
Number of paid admissions to the Venetian Pool	60,000	51,169	●	60,000	64,584	35,000
Participation in Adult Activity Center programs	5,000	6,293	●	5,000	12,831	12,000
Participation in Tennis Programs	2,000	1,518	◆	2,000	1,506	2,000
Tennis Active Annual Pass Holders	300	325	●	300	300	300
Tennis Court Rentals	14,000	14,515	●	14,000	12,042	14,000
Number of Private Tennis Lessons	9,000	11,332	●	9,000	10,155	10,000
Country Club Venue Rentals	100	70	●	150	282	285
Number of Country Club Memberships	1,000	1,131	▲	1,500	1,440	1,600
Granada Golf Revenues	\$1.1M	\$922,011	●	\$1.1M	\$1.3M	\$1.2M

Legend

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



Granada Golf Revenues

Month	Net	Biltmore	CG Total
October	\$ 128,954.44	\$ 12,102.35	\$ 116,852.09
November	\$ 114,883.19	\$ 11,815.98	\$ 103,067.21
December	\$ 113,291.85	\$ 14,333.56	\$ 98,958.29
January	\$ 133,557.33	\$ 15,095.15	\$ 118,462.18
February	\$ 125,075.26	\$ 13,786.79	\$ 111,288.47
March	\$ 149,102.17	\$ 16,603.05	\$ 132,499.12
April	\$ 154,776.32	\$ 16,473.60	\$ 138,302.72
May	\$ 155,515.04	\$ 18,039.08	\$ 137,475.96
June	\$ 126,575.27	\$ 16,148.80	\$ 110,426.47
July	\$ 120,214.23		\$ 120,214.23
August	\$ 129,481.05		\$ 129,481.05
September			\$ 1,317,027.79
Community Rec Rev			\$ 8,153,535.94
Total Department			\$ 9,470,563.73

Comm Rec Rev as of 5/22/25**GL Distribution (Dynamic)**

GL Code	Description	Account Number	DR Cnt	DR Amt	CR Cnt	CR Amt	Net Amt
1115130	Parks Receivables Account	001-115-130	137624	3,992,360.51	141453	3,962,937.06	-29,423.45
1208100	Tax Account	001-208-100	3309	18,677.43	68417	229,013.01	210,335.58
1220102	Parks Rental Deposit Accou	001-220-102	207	27,900.00	128	54,100.00	26,200.00
1220431	Parks Gift Card Liability Acc	001-220-431	1	424.60	2	2,354.60	1,930.00
1223106	Parks Unearned Revenue A	001-223-106	2683	2,401,952.45	31251	2,895,903.33	493,950.88
1329830	SE Photo Permit Account	001-329-830	3	989.72	47	11,979.49	10,989.77
1347100	YC Youth Sports Account	001-347-100	344	9,441.66	379	62,238.14	52,796.48
1347109	YC General Camp Account	001-347-109	87	766.35	165	1,448.58	682.23
1347111	YC Adult Sports Account	001-347-111	0	0.00	1	5,373.80	5,373.80
1347116	YC After School Care Accou	001-347-116	37	3,380.96	96	195,831.95	192,450.99
1347118	YC Concession Account	001-347-118	0	0.00	22	496.26	496.26
1347122	YC Coral Gables Soccer	001-347-122	78	13,042.15	49	74,486.73	61,444.58
1347132	AAC Courses Account	001-347-132	22	284.59	85	7,073.67	6,789.08
1347133	AAC Special Events Accoun	001-347-133	11	128.75	5	2,509.33	2,380.58
1347135	YC Arts & Leisure Account	001-347-135	1	76.64	10	476.63	399.99
1347151	YC Fitness Membership Acc	001-347-151	52	12,455.71	297	142,335.94	129,880.23
1347152	YC Full Membership Accoun	001-347-152	31	11,524.03	987	130,069.03	118,545.00
1347180	YC Other Account	001-347-180	7	954.62	112	35,520.89	34,566.27
1347195	YC Contracted Programs &	001-347-195	2021	80,266.85	3739	1,046,606.24	966,339.39
1347196	YC Special Events Account	001-347-196	6	266.34	11	17,820.61	17,554.27
1347197	YC Facility Rental Account	001-347-197	14	252.41	137	14,513.41	14,261.00
1347310	STC Tennis Social Play Acc	001-347-310	564	5,212.58	5035	102,164.93	96,952.35
1347320	STC Tennis Memberships A	001-347-320	2	284.10	119	25,276.73	24,992.63
1347321	STC Tennis Private Lesson	001-347-321	7	108.05	2146	60,432.38	60,324.33
1347322	STC Tennis Clinic & Group	001-347-322	175	20,889.09	57	173,609.83	152,720.74
1347324	STC Tennis Leagues Accou	001-347-324	9	96.25	823	12,980.31	12,884.06
1347330	STC Tennis Facility Rental	001-347-330	0	0.00	13	4,579.54	4,579.54
1347351	STC Tennis Proshop Sales	001-347-351	6	24.74	5553	18,746.17	18,721.43
1347410	BLT Tennis Social Play Acc	001-347-410	270	2,433.17	2225	72,322.71	69,889.54
1347415	AAC Sports Account	001-347-415	155	2,258.89	152	67,616.53	65,357.64
1347420	BLT Tennis Memberships A	001-347-420	2	284.12	119	25,278.28	24,994.16

Comm Rec Rev as of 5/22/25

GL Distribution (Dynamic)

GL Code	Description	Account Number	DR Cnt	DR Amt	CR Cnt	CR Amt	Net Amt
1347421	BLT Tennis Private Lesson	001-347-421	2	49.15	2231	84,043.73	83,994.58
1347422	BLT Tennis Clinic & Group L	001-347-422	34	5,726.17	49	98,254.97	92,528.80
1347424	BLT Tennis League Account	001-347-424	8	190.66	271	3,867.08	3,676.42
1347425	BLT Tennis Camp Account	001-347-425	4	994.86	6	24,944.01	23,949.15
1347430	BLT Tennis Facility Rental A	001-347-430	1	140.19	23	12,692.14	12,551.95
1347451	BLT Tennis Proshop Sales	001-347-451	29	396.27	8096	47,515.46	47,119.19
1347510	SE Special Event Permits A	001-347-510	1	588.79	34	24,682.27	24,093.48
1347520	SE City Events/Sponsors/Ve	001-347-520	1	2,920.56	42	15,037.89	12,117.33
1347530	SE Santa Photos Account	001-347-530	2	46.73	1770	26,521.47	26,474.74
1347531	SE Farmers Market Account	001-347-531	0	0.00	22	21,805.12	21,805.12
1369999	Finance Check Processing	001-369-999	2	30.00	58	1,965.00	1,935.00
420115130	VP Receivables Account	420-115-130	6540	43,471.86	6560	42,257.84	-1,214.02
420220102	VP Rental Deposit Account	420-220-102	6	450.00	2	150.00	-300.00
420223106	VP Unearned Revenue Acc	420-223-106	24	14,565.98	227	12,647.13	-1,918.85
420347231	VP Daily Swim Admission F	420-347-231	22	926.58	654	12,872.62	11,946.04
420347235	VP Locker Rental Account	420-347-235	23	121.42	54	252.18	130.76
420347239	VP Lounge Chair Rental Ac	420-347-239	0	0.00	43	281.22	281.22
420347240	VP Facility Rental Account	420-347-240	3	971.96	3	864.48	-107.48
420347241	VP Lifeguard Training Cours	420-347-241	5	1,214.95	6	6,803.72	5,588.77
420347244	VP Special Event Account	420-347-244	0	0.00	39	2,789.33	2,789.33
420347250	VP Cash Over/Short Accoun	420-347-250	2	32.71	0	0.00	-32.71
420347253	VP Merchandise Sale Accou	420-347-253	1	3.27	1834	5,646.13	5,642.86
420362100	VP Concession Account	420-362-100	6	9.32	3633	11,663.42	11,654.10
430115130	Country Club Receivables A	430-115-130	2908	1,629,481.02	3238	1,644,628.09	15,147.07
430208100	Country Club Tax Account	430-208-100	182	16,622.52	2563	124,039.24	107,416.72
430220102	Country Club Deposit Accou	430-220-102	137	197,000.00	70	205,500.00	8,500.00
430223106	Country Club Unearned Rev	430-223-106	509	2,168,520.64	2391	2,138,641.11	-29,879.53
430347201	Country Club Fitness Memb	430-347-201	781	958,679.53	1012	1,698,409.47	739,729.94
430347205	Country Club Contracted Pr	430-347-205	11	1,969.64	141	118,521.71	116,552.07
430347207	Country Club Gym Guest Fe	430-347-207	3	1,098.15	721	28,416.79	27,318.64
430347404	Country Club Special Events	430-347-404	5	233.65	63	23,455.26	23,221.61

Comm Rec Rev as of 5/22/25

GL Distribution (Dynamic)

GL Code	Description	Account Number	DR Cnt	DR Amt	CR Cnt	CR Amt	Net Amt
430347500	Country Club Swim Guest F	430-347-500	0	0.00	126	2,668.40	2,668.40
430362900	Country Club Special Event	430-362-900	6	20,879.43	78	624,545.86	603,666.43
430362905	Country Club Special Events	430-362-905	0	0.00	3	430.00	430.00
430362906	Country Club Catering Perm	430-362-906	4	2,619.15	68	51,539.24	48,920.09
430362907	Country Club Security & Cle	430-362-907	6	3,164.14	75	49,055.81	45,891.67
430362909	Country Club Catering food	430-362-909	0	0.00	8	12,896.40	12,896.40
430362910	Country Club Staff OT Acco	430-362-910	2	1,121.50	71	41,471.45	40,349.95
430362911	Country Club Preservation F	430-362-911	4	2,869.16	77	73,887.89	71,018.73
430369903	Country Club Merchandise	430-369-903	0	0.00	63	165.40	165.40
999999990	Refund Apply Account	001-223-107	2643	73,655.04	3461	74,488.83	833.79
999999991	Refund Finance Account	001-223-107	42	67,708.70	42	67,708.70	0.00
999999992	Refund Now/Void Account	001-223-107	1411	247,366.82	1411	247,366.82	0.00
999999999	Control Account	001-223-107	5778	559,888.32	5401	559,888.32	0.00
Report Grand Totals			168876	12,632,465.60	310375	17,701,378.11	5,068,912.51

Report Summary Totals

Pay Code	DR Amt	CR Amt	Net Amt
01	0.00	258,584.80	258,584.80
02	4,347.70	125,592.58	121,244.88
04	70,577.27	1,644,511.97	1,573,934.70
05	120,556.58	2,150,567.41	2,030,010.83
06	51,586.27	1,183,756.27	1,132,170.00
07	0.00	8,781.00	8,781.00
08	0.00	1,930.00	1,930.00
11	0.00	10,001.00	10,001.00
CC Correction	1,009.36	1,009.36	0.00
Previously Paid	36.00	0.00	-36.00
VSI-Accrual	4,253,431.06	4,253,431.06	0.00
VSI-Receivables	6,762,282.44	6,762,282.44	0.00
VSI-Refund Finance	67,708.70	0.00	-67,708.70
VSI-System	1,300,930.22	1,300,930.22	0.00
Pay Code Total	12,632,465.60	17,701,378.11	5,068,912.51

Comm Rec Rev as of 5/22/25**GL Distribution (Dynamic)****Report Summary Totals Continued...**

Module	DR Amt	CR Amt	Net Amt
AR	3,149,894.09	5,271,487.08	2,121,592.99
ARV	1,090.00	2,160.00	1,070.00
CR	158,402.17	245,017.36	86,615.19
FR	2,154,941.83	2,991,695.30	836,753.47
MS	1,009.36	1,009.36	0.00
PM	1,658,088.95	2,737,855.05	1,079,766.10
PMV	9,597.50	18,718.00	9,120.50
PSI	67,903.93	134,229.86	66,325.93
PSS	478,517.29	895,768.38	417,251.09
PST	109,841.19	205,602.99	95,761.80
SA	4,843,179.29	5,197,834.73	354,655.44
Module Total	12,632,465.60	17,701,378.11	5,068,912.51
Total Net Amount:	5,068,912.51		

Comm Rec Rev as of 5/22/25
GL Distribution (Dynamic)

SELECTION CRITERIA

GENERIC REPORT CRITERIA	
Output Group:	Financial
Custom Title:	Comm Rec Rev as of 5/22/25
Output Template:	VSI - GL Distribution (Dynamic)
Output Type:	Summary
Preview Report:	yes
PDF:	Yes
Print Selection Criteria:	Yes
CSV Summary Option:	Summary Data
REPORT SPECIFIC CRITERIA	
Service Items:	CC-PT Training-30 min,CC-PT Training-1hr,CC-PT- Couples Training-1hr
Change Back Option:	Exclude
:	Using the filters in this group may result in some records not being printed on your report. When using any of the CC-PP-Fitness-30min-8,CC-PP-Fitness-Couples-16,CC-PP-Fitness-Couples-8,CC-PP-Fitness-Family,CC-PP-Fit
Passes:	
Begin Cost Center:	
Begin GL Code:	0
Begin UserName:	
Begin Trip:	
Begin Facility:	
Begin Ticket:	
Begin Service Item:	
Begin Pass:	
Begin League:	
Begin Locker:	
Exclude Over/Short Postings:	No
Begin Inventory Item:	
Begin PayCode:	
Begin Rental Item Code:	
End Pass:	ZZZZZZ
End League:	ZZZZZZ
End PayCode:	ZZZZZZ
End Inventory Item:	ZZZZZZZZZZ
End Locker:	ZZZZZZ
End Service Item:	ZZZZZZZZZZ
End Facility:	ZZZZZZZZZZ
End Cost Center:	ZZZZZZ
End Rental Item Code:	ZZZZZZ
End Ticket:	ZZZZZZZZZZ
End UserName:	ZZZZZZ
End GL Code:	999999999
End Trip:	ZZZZZZZZ
Begin Posting Date:	10/01/2024 - Actual Date 10/01/2024
End Posting Date:	05/22/2025 - Today 0



Community Recreation Evaluation Process Matrix



Program/Facility/Service Type	Evaluation	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.
Inventory 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.
Facilities & Parks			
Inspection 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.
Division 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

Program/Facility/Service Type	Evaluation	Evaluators	Details
Department 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 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 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.



City of Coral Gables

COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name _____

Date _____

In efforts to enhance our programs, please complete this survey and return to any Coral Gables Parks and Recreation location or email to parksandrecreation@coralgables.com

Is the participant a Coral Gables resident? ☒ Yes ☐ No Participant's Gender? ☒ Male ☐ Female

Participant's Age? 9 How long have you used our service? _____

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location <i>ONLINE</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input type="checkbox"/>	<input checked="" type="checkbox"/> <i>LITTLE \$</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick & Easy Registration Process	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Safe Facility	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Parking	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAMMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?

☒ 10 ☐ 9 ☐ 8 ☐ 7 ☐ 6 ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1
 Extremely Likely Neutral Not Likely At All

Thank you for completing this survey!

Comments?

Azul had fun and improved his swimming - staff was responsible + kind.

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COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name <u>Jo. Lifeguards</u>		
Date <u>3/20 - 3/24/23</u>		

In efforts to enhance our programs, please complete this survey and return to any Coral Gables Parks and Recreation location or email to parksandrecreation@coralgables.com

Is the participant a Coral Gables resident? ☐ Yes ☒ No Participant's Gender? ☐ Male ☒ Female
Participant's Age? 12 How long have you used our service? 7 years?

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick & Easy Registration Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Safe Facility	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Parking	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?

☒ 9
 ☐ 8
 ☐ 7
 ☐ 6
 ☐ 5
 ☐ 4
 ☐ 3
 ☐ 2
 ☐ 1

Extremely Likely Neutral Not Likely At All

Thank you for completing this survey!

Comments?

Thank you!

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COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name

Date

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Is the participant a Coral Gables resident? ☒ Yes ☐ No Participant's Gender? ☐ Male ☐ Female

Participant's Age? 10 How long have you used our service? 1 week

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick & Easy Registration Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Safe Facility	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Parking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?

☒ 10 ☐ 9 ☐ 8 ☐ 7 ☐ 6 ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1
 Extremely Likely Neutral Not Likely At All

Comments?

Thank you for completing this survey!

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COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name <u>Jr Lifeguard @ Venetian</u>
<u>March 2023</u> <u>Pool</u>
Date

In efforts to enhance our programs, please complete this survey and return to any Coral Gables Parks and Recreation location or email to parksandrecreation@coralgables.com

Is the participant a Coral Gables resident? ☒ Yes ☐ No Participant's Gender? ☐ Male ☒ Female
Participant's Age? 11 How long have you used our service? 6 years

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick & Easy Registration Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Safe Facility	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Parking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?

☒ 9
 ☐ 8
 ☐ 7
 ☐ 6
 ☐ 5
 ☐ 4
 ☐ 3
 ☐ 2
 ☐ 1

Extremely Likely Neutral Not Likely At All

Thank you for completing this survey!

Comments?

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COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name <u>Junior Lifeguard</u> <u>Spring Break Camp</u>
Date

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Is the participant a Coral Gables resident? ☒ Yes ☐ No Participant's Gender? ☐ Male ☒ Female
Participant's Age? 9 How long have you used our service? wee

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick & Easy Registration Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Safe Facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Parking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?

☒ 10 ☐ 9 ☐ 8 ☐ 7 ☐ 6 ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1
 Extremely Likely Neutral Not Likely At All

Thank you for completing this survey!

Comments?

Program is excellent. My daughter had a great time and learned a lot.

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COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name

Date

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Is the participant a Coral Gables resident? ☒ Yes ☐ No Participant's Gender? ☐ Male ☐ Female

Participant's Age? 8 How long have you used our service? _____

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick & Easy Registration Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Safe Facility	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Parking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?

☒ 9
 ☐ 8
 ☐ 7
 ☐ 6
 ☐ 5
 ☐ 4
 ☐ 3
 ☐ 2
 ☐ 1

Extremely Likely

Neutral

Not Likely At All

Thank you for completing this survey!

Comments?

good food and
great counselors and
the lifeguards are
amazing

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COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name

Date

In efforts to enhance our programs, please complete this survey and return to any Coral Gables Parks and Recreation location or email to parksandrecreation@coralgables.com

Is the participant a Coral Gables resident? ☐ Yes ☒ No Participant's Gender? ☒ Male ☐ Female

Participant's Age? 8 How long have you used our service? 2 years

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick & Easy Registration Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Safe Facility	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Parking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?

☒ 10 ☐ 9 ☐ 8 ☐ 7 ☐ 6 ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1
Extremely Likely Neutral Not Likely At All

Thank you for completing this survey!

Comments?

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City of Coral Gables

COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name

Date

In efforts to enhance our programs, please complete this survey and return to any Coral Gables Parks and Recreation location or email to parksandrecreation@coralgables.com

Is the participant a Coral Gables resident? ☒ Yes ☐ No Participant's Gender? ☒ Male ☒ Female

Participant's Age? 12+8 How long have you used our service? Summer Camp/SB camp

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick & Easy Registration Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Safe Facility	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Parking	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAMMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?

☐ 10 ☒ 9 ☐ 8 ☐ 7 ☐ 6 ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1
 Extremely Likely Neutral Not Likely At All

Thank you for completing this survey!

Comments?

Need more food served,
Both kids starving @
P/u each day

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City of Coral Gables

COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name

3/24/23

Date

In efforts to enhance our programs, please complete this survey and return to any Coral Gables Parks and Recreation location or email to parksandrecreation@coralgables.com

Is the participant a Coral Gables resident? ☒ Yes ☐ No Participant's Gender? ☒ Male ☐ Female

Participant's Age? 12 How long have you used our service? _____

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick & Easy Registration Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FACILITY	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Safe Facility	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Parking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAMMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?



Extremely Likely

Neutral

Not Likely At All

Thank you for completing this survey!

Comments?

Great staff!!

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Ciudad de Coral Gables

RECREACIÓN COMUNITARIA

Encuesta de satisfacción del cliente

Nombre del Programa

Fecha

Para ayudarnos a mejorar nuestros programas, por favor complete esta encuesta y entréguela a cualquier departamento de Parques y Recreación o envíe un correo electrónico a parksandrecreation@coralgables.com

Es el participante un residente de Coral Gables? ☒ Si ☐ No Sexo del participante? ☒ Masculino ☐ Femenino

Edad del participante? 10 ¿Cuánto tiempo has usado nuestro servicio? 1 week

CALIFIQUE SU SATISFACCIÓN CON LO SIGUIENTE:

REGISTRACIÓN DE PROGRAMA

	Muy Satisfecho	Satisfecho	Insatisfecho	Muy Insatisfecho	NA
Lugar de registraci3n	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal amistoso y bien informado	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Precios del programa y tarifas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proceso de registro r1pido y f1cil	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

LUGAR

	Muy Satisfecho	Satisfecho	Insatisfecho	Muy Insatisfecho	NA
Facilidad segura	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilidad de estacionamiento	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limpieza de equipos y habitaciones	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limpieza de ba1os	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PROGRAMAS

	Muy Satisfecho	Satisfecho	Insatisfecho	Muy Insatisfecho	NA
Disponibilidad del programa	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proporci3n de instructor a estudiante	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El programa fue divertido	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El programa fue educativo	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

INSTRUCTOR DEL PROGRAMA

	Muy Satisfecho	Satisfecho	Insatisfecho	Muy Insatisfecho	NA
Disponible para responder preguntas	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Profesional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bien informado	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comunicativo con los estudiantes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¿Qu3 tan probable es que recomiende este programa?



¡Gracias por completar esta encuesta!

¿Comentarios?

THANK YOU
😊

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City of Coral Gables

COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name <u>Spring camp</u>
<u>3/24/23</u> Date

In efforts to enhance our programs, please complete this survey and return to any Coral Gables Parks and Recreation location or email to parksandrecreation@coralgables.com

Is the participant a Coral Gables resident? ☒ Yes ☐ No Participant's Gender? ☐ Male ☒ Female
Participant's Age? 12 How long have you used our service? Spring camp

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quick & Easy Registration Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

FACILITY	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Safe Facility	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease of Parking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PROGRAMMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?

☒ 9 ☐ 8 ☐ 7 ☐ 6 ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1
Extremely Likely Neutral Not Likely At All

Thank you for completing this survey!

Comments?

Food should be healthier
Awesome people

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COMMUNITY RECREATION

Customer Satisfaction Survey

Program Name

Date

In efforts to enhance our programs, please complete this survey and return to any Coral Gables Parks and Recreation location or email to parksandrecreation@coralgables.com

Is the participant a Coral Gables resident? ☒ Yes ☐ No Participant's Gender? ☒ Male ☐ Female

Participant's Age? 7 yrs How long have you used our service? _____

PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING:

PROGRAM REGISTRATION	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Registration Location	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly & Knowledgeable Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Prices and Fees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Ease of Parking	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Equipment & Rooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of Bathrooms	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAMING	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Program Availability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor & Student Ratio	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Fun	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Was Educational	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PROGRAM INSTRUCTOR	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	NA
Available to Answer Questions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledgeable	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging with Students	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How likely are you to recommend this program?

☒ 10
 ☐ 9
 ☐ 8
 ☐ 7
 ☐ 6
 ☐ 5
 ☐ 4
 ☐ 3
 ☐ 2
 ☐ 1

Extremely Likely Neutral Not Likely At All

Thank you for completing this survey!

Comments?

Everyone was awesome!
My son wishes the had
camp every weekend. He
says I wish I could
stay with you forever.

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**Community Recreation
Strategic Planning & Leadership Workshop Agenda
Wednesday, November 6, 2024, from 8:30 a.m. to 2 p.m.**

Location – Villa Woodbine – 2167 S Bayshore Dr – Living Room

- **8:30 a.m. – Breakfast & Coffee Talk – Breakfast Provided**
 - Introductions
 - Team building activity
- **9:00 a.m. – Six Sigma White & Yellow Belt Basics**
 - Introduction
 - Define Phase
 - Measure Phase
 - Analyze Phase
 - Improve Phase
 - Control Phase
- **11:00 a.m. – Strategic Plan Review**
 - Review department Mission, Vision, Values and Goals
 - Review of City Strategic Plan
 - Department Strategic Plan Updates
 - Update FY25 Department Goals by Division
- **12:30 p.m. – Lunch – Provided**
- **1 p.m. – CAPRA Review - Recreation Programming Plan**
 - Update Division Programming Matrix - Assignments due by end of November
 - New Department Needs Assessment Survey – review old survey questions
- **2 p.m. – Closing Announcements**

Strategic Planning & Leadership Workshop: November 2024

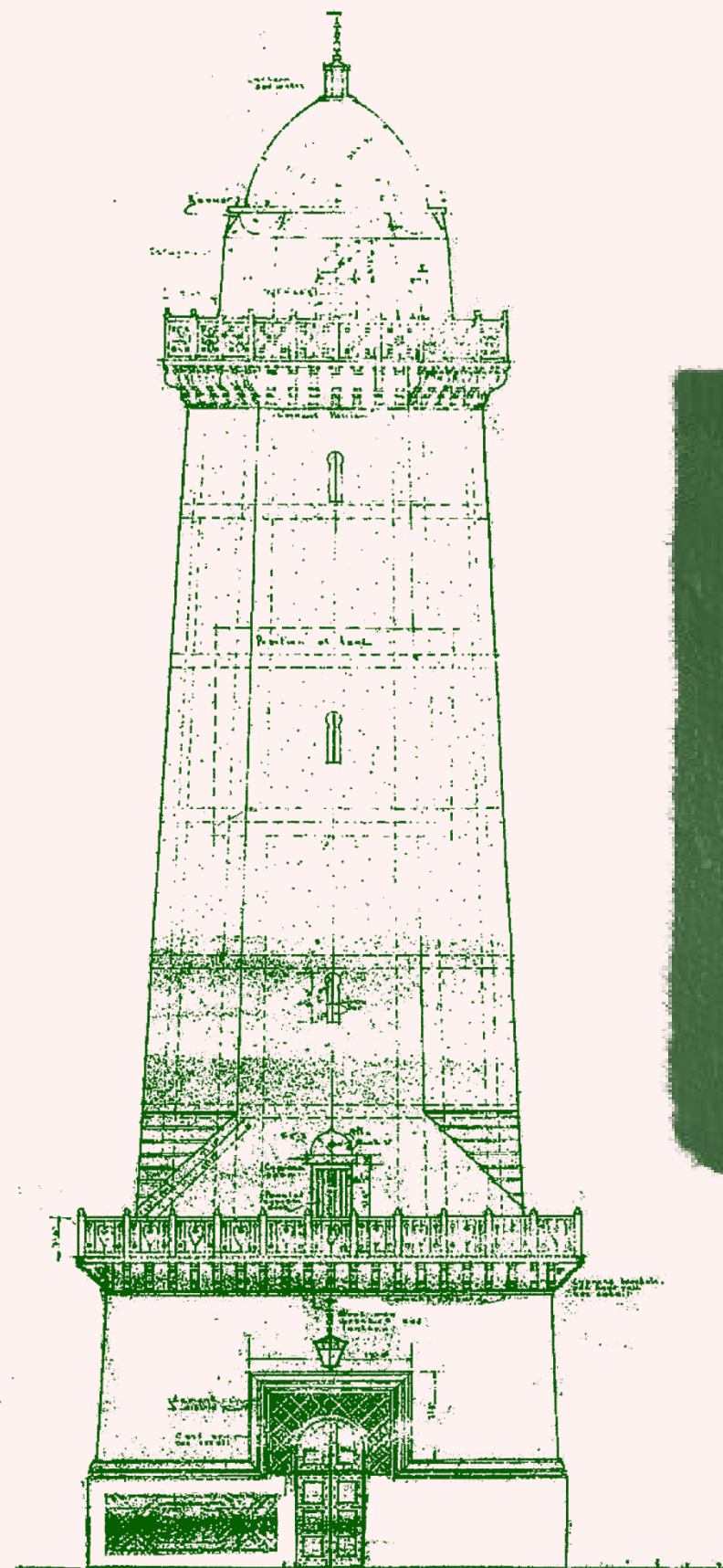
Couceyro, Fred	_____
Diaz, Katherine	_____
Espino, Sarah	_____
Gavarrete, Norma	_____
Gilman, Daren	_____
Gomez, Robert	_____
Guerrero, Manny	_____
Hastings, Catie	_____
Hannah, Ana	_____
Lainfiesta, Susan	_____
Larkin, Kenny	_____
Llompart, Carlos	_____
Morcate, Marilyn	_____
Pichardo, Carlos	_____
Pinon, Valerie	_____
Rocha, Michael	_____
Rodriguez, Fabio	_____
Rodriguez, Yanessa	_____
Vester, Carolina	_____
Vilar, Jose	_____
Walters, Greg	_____

Community Recreation

Strategic Planning and Leadership Workshop

Wednesday, Nov. 6, 2024





Good Morning ☺

ENJOY YOUR COFFEE &
BREAKFAST



*What are we looking
to accomplish?*



LEADERSHIP WORKSHOP

AGENDA FOR THE DAY



Leadership Development Activity

- ✓ Lean Six Sigma Introduction

Strategic Plan

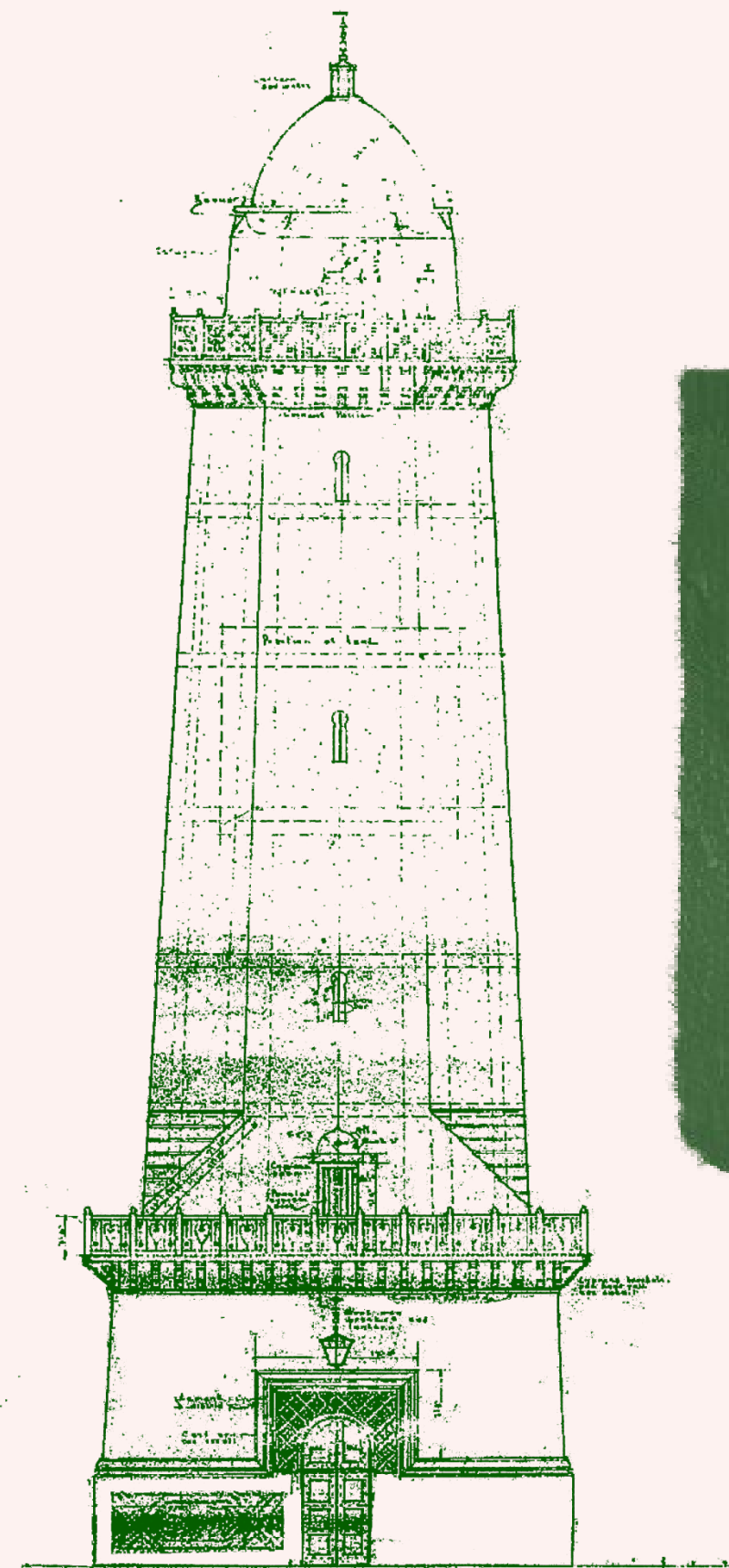
- ✓ City/Dept. Strategic Plan Review
 - ✓ Vision
 - ✓ Mission
 - ✓ Values
 - ✓ Goals & Objectives
- ✓ Department Strategic Plan Updates
- ✓ Division Goals

CAPRA Annual Review

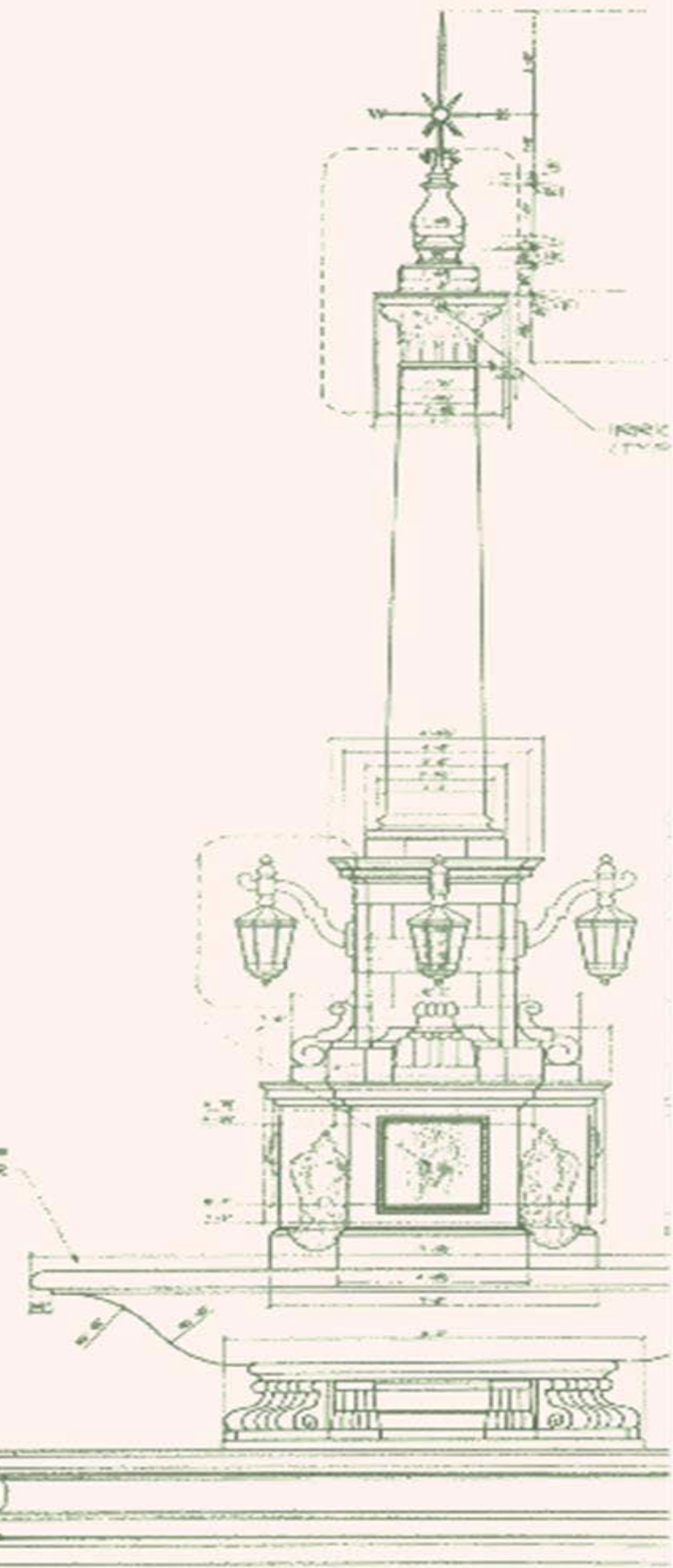
- ✓ Recreation Programming Plan
- ✓ Programming Matrix
- ✓ Needs Assessment Survey

Ice Breaker





Team Building





Lean Six Sigma Leadership Development



Introduction
Define Phase
Measure Phase
Analyze Phase
Improve Phase
Control Phase

Lean Six Sigma Introduction



Introduction

What is a problem?

Introduction

- Problems are anything that can go wrong
- Problems develop when outcomes are different from what was intended
- Problems should be observable or objectively measured

Introduction

What are problems not?

- Problems are not about blame or finding fault
- Problems are not about finding solutions or making immediate changes

Introduction

What are some common problems in your organization or business?

Introduction

Why is identifying the problem important?

- Problems give you a chance to make things better
- Work as a team
- Increases profit and customer satisfaction
- Common types of problems:

Cycle time

Defects

Introduction

Yellow Belt Modules

There are 9 modules in this course. Click each icon below to learn more:



LEAN SIX SIGMA
INTRODUCTION



8 WASTES



LEAN SIX SIGMA
ROLES



DMAIC
OVERVIEW



DEFINE



MEASURE



ANALYZE



IMPROVE



CONTROL



Introduction

What is Lean Six Sigma?

Introduction

What Is Lean Six Sigma?



Create value for customers by minimizing waste.

Reduces defects by effectively solving problems.

Lean accelerates Six Sigma. Solving problems and improving processes is faster and more efficient.

Introduction

Comprised of two powerful methodologies?

- **Lean** - originated with Henry Ford and the invention of the assembly line.
- Later perfected by Toyota in Japan with the creation of the Toyota Production System.
- **Six Sigma** originated with the Motorola production of pagers to strive for zero defects.
- First Lean Six Sigma Academy - 1990 developed by Mikel Harry

Introduction

The methodology helps:

- Streamline processes by reducing waste
- Provides tools to reduce defects and improve processes
- DPMO: stands for defects per million opportunities and is a metric used to measure process performance and quality in businesses
- In other words, it measures how efficient and effective a process or product is.
- Target of 3.4 defects per million opportunities

1 ■ = 1 Unit

Introduction

Organizations use Lean Six Sigma to:

- Increase revenue
- Decrease cost
- Increase efficiency
- Develop effective people

Introduction

Lean Six Sigma Roles:

Belt Levels – come from karate & martial arts – belt colors indicate skill levels & implications

- White – overall understanding of six sigma concepts and buy-in when changes are made
- Yellow – basic understanding of concepts and helps identify opportunities for improvement of process, collaborate with green and black belts

Introduction

Lean Six Sigma Roles:

- Yellow – basic understanding of concepts and helps identify opportunities for improvement of process, collaborate with green and black belts
- Green – greater level of training – lead and participate as a member of a process improvement team – while still performing regular job duties. Deploy simple high impact solutions – increased source of productivity

Introduction

Lean Six Sigma Roles:

- Black – hold full time positions in Lean Six Sigma organizations – lead improvement teams and provide mentoring a support to Green Belts leading their own teams and provide advanced expertise on complex processes and projects.
- Master Black Belt – Mentoring black belts – work with leadership on large cross departmental process – most training required of all roles

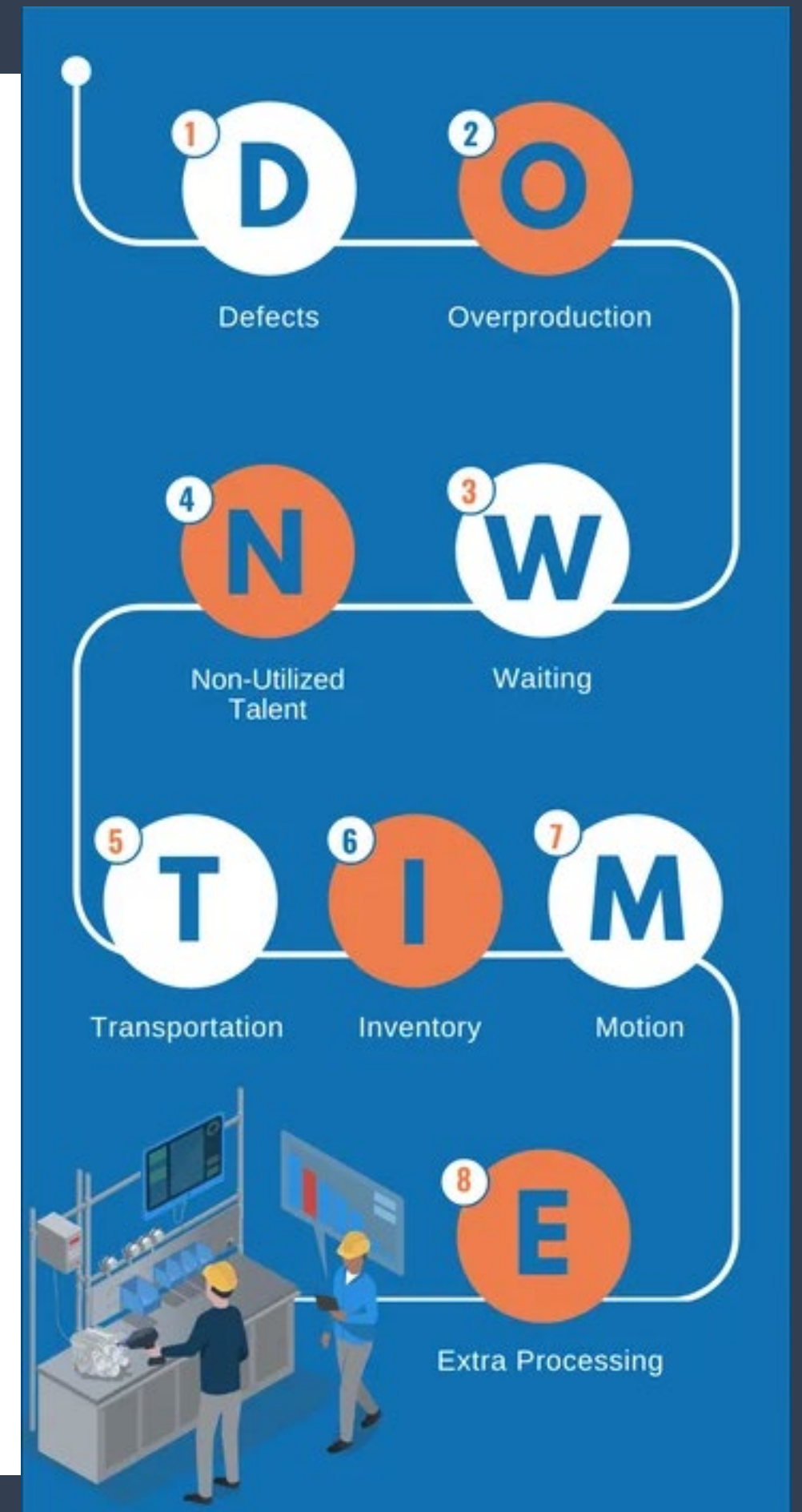
Introduction

Lean Six Sigma Roles:

- Champion – general understanding, role to help select, support and promote specific projects to completion. Hold leadership positions and remove barriers and obtaining resources as needed by the project teams. They have skin in the game.

Introduction

The 8 Wastes: DOWNTIME



Introduction

The 8 Wastes: DOWNTIME

- **Defects** – inaccurate or incomplete - result in rework and redoes – more time spent correcting
- **Overproduction** – producing something faster than what is needed – results in waste
- **Waiting** – refers to any time there is a delay or a customer waiting for goods or services – can apply to internal customers as well – results in waste

The 8 Wastes: DOWNTIME

- **Non-Utilized Talent** -waste of intellectual capital – manager fails to leverage their team's talent & experience
- **Transportation** – aka touches – waste that refers to unnecessary movement or information through an organization. Inefficient flow.
- **Inventory** – was considered an asset but is now considered a liability – money tied up in inventory – the more inventory you have the more you must inventory. Pack-rat mentality.

Introduction

The 8 Wastes: DOWNTIME

- **Motion** – excessive movement in a given task – refers to people moving around too much to complete a task.
- **Extra processing** – transactional or non-manufacturing process - multiple levels of approval – overly complicated processes. Process needs re-review otherwise it just keeps getting bigger.

Introduction

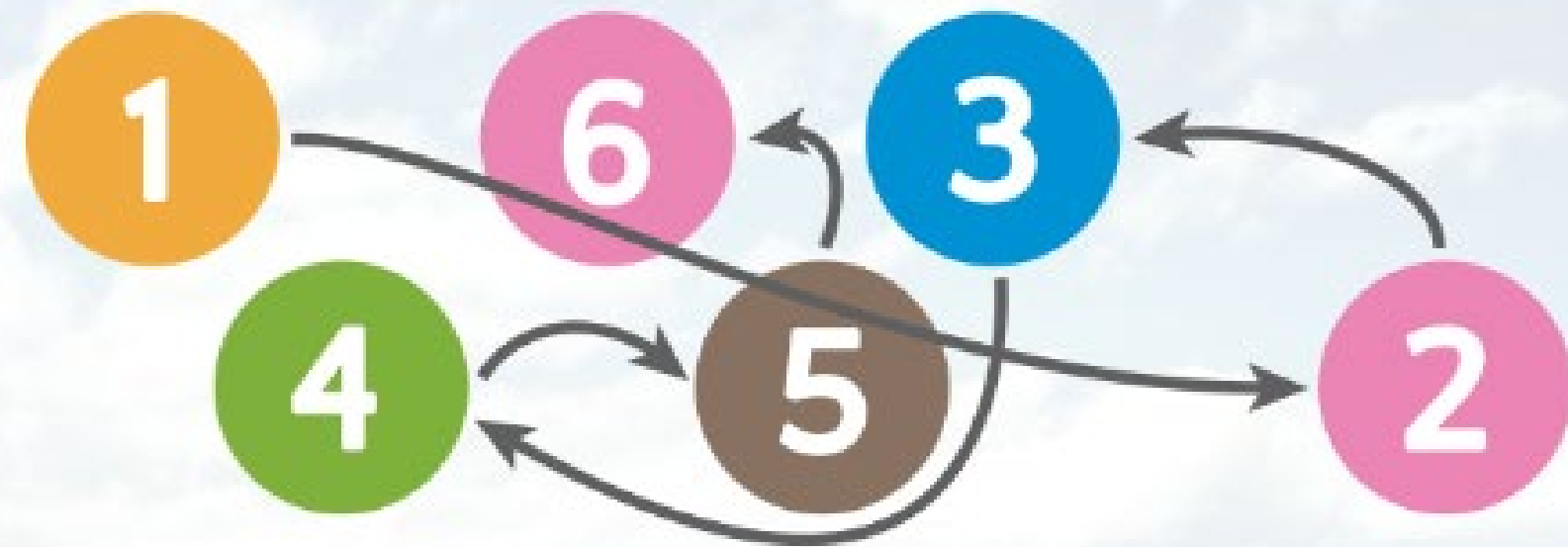
Once Waste Is Identified

What do you do?

How can you:

- Eliminate?
- Simplify?
- Streamline?
- Minimize?

PROCESS BEFORE LEAN SIX SIGMA:



PROCESS AFTER LEAN SIX SIGMA:



Introduction

The 8 Wastes: DOWNTIME

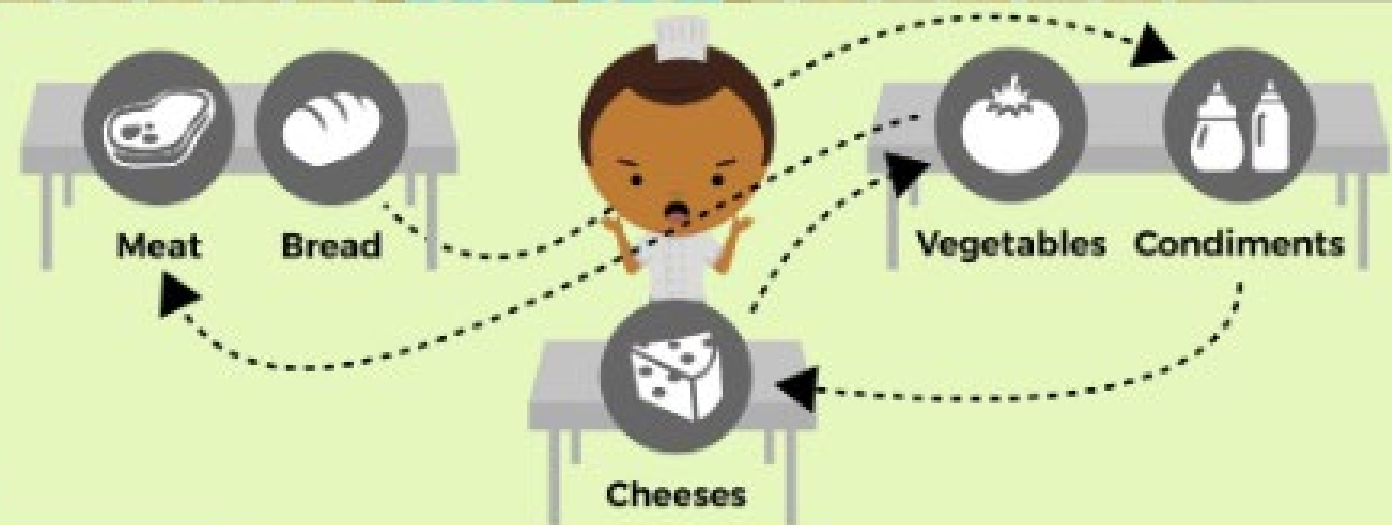
Once identified, what can you do to reduce waste:

- Eliminate
- Simplify
- Streamline
- Minimize

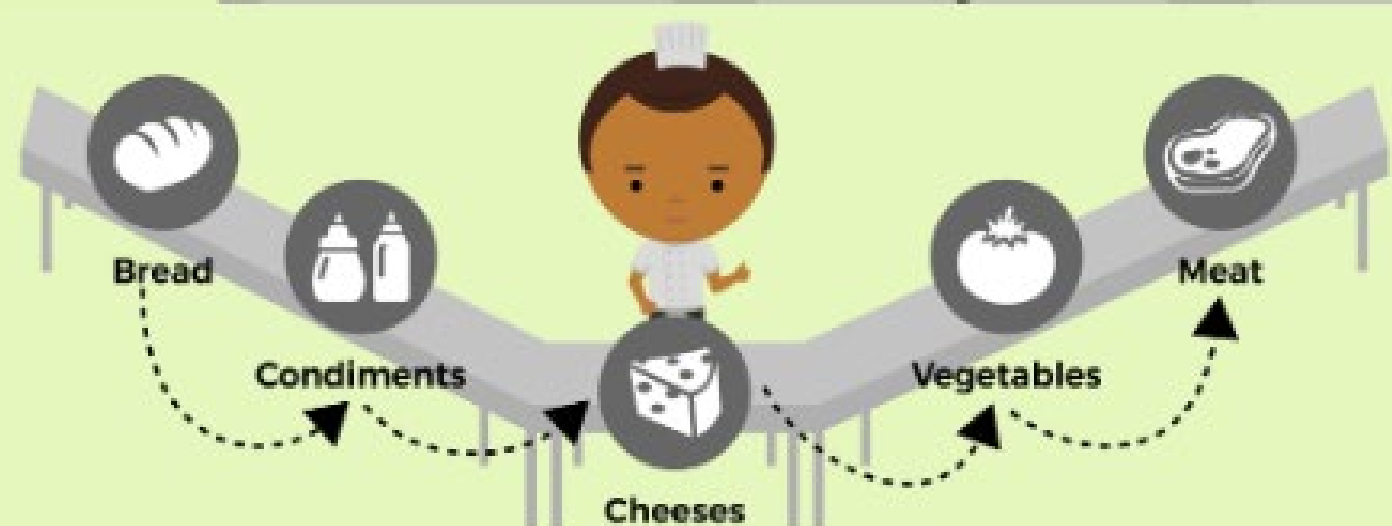
Introduction

Bahama Bistro Motion Waste: Before & After

Problem: Getting sandwiches ready is taking too long. There is a lot of unnecessary movement to stockrooms and in making the order.



Solution: For highest volume items, organize ingredients in assembly line fashion to process the order.



Introduction

What we are going to focus on and break down is **DMAIC**:

- It is the structure for Lean Six Sigma problem solving.
- **DMAIC** is an acronym that stands for Define, Measure, Analyze, Improve, and Control.

Introduction

- **DMAIC** represents the five phases that make up the process: Define the problem, improvement activity, opportunity for improvement, the project goals, and customer (internal and external) requirements.
- It is used to conduct root cause analysis.

Introduction

DMAIC Methodology

DMAIC is the Six Sigma methodology used to conduct root cause analysis.



D

Define

Define the problem, process and customer(s) of the process



M

Measure

Develop a baseline measurement to characterize the problem or current state



A

Analyze

Analyze the process; Collect and analyze causal data to determine the root causes of Defects



I

Improve

Develop/implement solutions to remove/reduce sources of problem. Confirm improvement w/data



C

Control

Maintain the gains by documenting and monitoring the improved process.

Introduction

- **Define** – define the problem, process, and customers of the process

Introduction

- **Measure** – develop a baseline measurement to characterize the problem or current state

Introduction


- **Analyze** – collect and analyze causal data to determine the root causes of defects.

Introduction

- **Improve** – develop / implement solutions to remove/reduce sources of problems. Confirm improvement with data.

Introduction

- **Control** – Maintain the gains by documenting and monitoring the improved process.



As a group you will
select a process or
project within your
organization or
division that you
want to improve

Define Phase



DEFINE



MEASURE



ANALYZE



IMPROVE



CONTROL



Define Phase

DMAIC Roadmap: Define Phase

Here is a high level roadmap of DMAIC. Click each icon to learn more:



DEFINE



MEASURE



ANALYZE



IMPROVE



CONTROL

DEFINE

Project Charter
Voice of the Customer
SIPOC

Define Phase

- **Define Phase:** clarify the problem and process and develop a charter.
- **Project charter:** a living document - explains what the project will attempt to accomplish – outline in clear and concise wording - may be revised if needed – a contract between the organization's leadership and the project team.

Define Phase

Project Charter

A Project Charter is a living document for an improvement team that outlines the presenting problem, the target and the boundaries of a process improvement effort.



**Business
Case**



**Problem
Statement**



Scope



**Goal
Statement**



**Timeline
& Team
(Milestones)**

Smartsheet Inc. © 2022

Define Phase

Elements of a Project Charter

Project Charter Title	
Problem Statement	Business Case & Benefits
Goal Statement	Preliminary Plan/Timeline
Scope In/Out	Team Members

Define Phase

Elements of a Project Charter:

- **Project Title:** answer: what is the name of process – what is the measured outcome – what is the direction of improvement (increase/decrease)
- Ex: Increase requisition entry and approval accuracy
- **Business Case:** the business reason for doing the project

Define Phase

Elements of a Project Charter:

- **Problem Statement** – clear picture of what is happening – short description of the issue to be addressed
- **Business Case & Benefits** – reason why it is important to do the project
- **Goal Statement** – the measurement goal.
- **Scope In & Out** – the magnitude of the project
- **Team Members** – the people who will participate
- **Preliminary Plan** - timeline & actions to be taken by week/month

Define Phase

Project Charter: Problem Statement

Problem Statement: A short description of the issue to be addressed.
It should NOT contain:

- ✗ A solution
- ✗ The root cause
- ✗ Blame towards a department or individual

A problem statement answers the following:

- ✓ What is the problem or issue?
- ✓ What is the measure you're trying to impact?

Define Phase

Problem Statement: Travel Example

Poor:

The new travel system is hard to use.

Good:

Since the new travel booking system came online in September (when), usage (what) is only 25% of forecast (magnitude), measured by the number of bookings completed. Consequently overall costs are \$2 million over budget (impact).

Define Phase

Project Charter: Goal Statement

Defines the expected improvement the team is seeking to accomplish in clear, concise and measurable terms.

A good Goal Statement: How will you measure change? What is the goal of the measure?

Poor:

Rollout of the employee recognition program to enhance employee motivation company wide by end of 1st quarter this year

Verb


What

Completion Date

Good:

Decrease defects from the current 35% to 15% by end of 1st quarter this year

Improvement

The image features a silhouette of a person in profile, facing left, wearing glasses and resting their chin on their hand. The background is a light blue gradient with a large, semi-transparent white circle on the right side. Inside this circle, the text "As a group you will develop and write out your problem statement" is written in a black, sans-serif font. The background is also filled with various digital data visualizations, including line graphs, bar charts, pie charts, and network diagrams, all in a light blue and white color scheme. The overall theme is technology and problem-solving.

As a group you
will develop and
write out your
problem
statement

Define Phase

Define Value:

Voice of the Customer – critical because it helps the organization decide where to focus improvement efforts.

Customer – different types of customers depending on the process – external and internal – still customers of the process. Stakeholders are different from the customers.

Define Phase

What Are Customer Requirements?

Customer cues are comments that state a possible need or requirement.



Define Phase

SIPOC: a high-level map of a process – outlines what comes in to and out of the process

- **Supplier**
- **Input**
- **Process**
- **Output**
- **Customers**

Define Phase

What Is a SIPOC?



Define Phase

Creating a SIPOC: Questions to Consider

Purpose

- Why does this process exist?
- What is the purpose of this process?
- What is the outcome?

Customers

- Who uses the products from this process?
- Who are the customers of this process?

Outputs

- What products or services does this process produce?
- What are the outputs of this process?
- At what point does this process end?






Process Steps

- What happens to each input?
- What conversion activities take place?

Suppliers/Inputs

- Where does the information or material you work on come from?
- Who are your suppliers?
- What do they supply?
- Where do they affect the process Flow?
- What effect do they have on the process and on the outcome?

Measure Phase



DEFINEMEASUREANALYZEIMPROVECONTROL



Measure Phase

DMAIC Roadmap: Measure Phase

Here is a high level roadmap of DMAIC. Click each icon to learn more:



DEFINE



MEASURE



ANALYZE



IMPROVE



CONTROL

MEASURE

Select Measures
Data Collection Planning
Operational Definitions
Baseline Data

Measure Phase

Measure Phase – modules that cover how to select the right things to measure, how to define the measurement, how to collect the data and then establish a baseline measure for the project.



Measure Phase

A measure is a quantified value or characteristic

Select measures – examples of measures include:

- **Cycle time** – seconds, minutes hours
- **Days** – number of days
- **Size** – height, width, length
- **Dollars** – revenues, sales, profits, costs, OT
- **Attribute counts** – types of loans, gender, products, days of the week
- **Defect counts** – number of errors, complaints

Measure Phase

Data collection planning – key to collecting meaningful data that helps the team understand the extent of the problem as well as potential causes of the problem.



Measure Phase

Questions for Your Team

- What are we trying to measure?
- Why do we need it?
- Where in the process does the measure exist?
- How would you define the measure?
- Where is the data source from?
- If it's manual data, how will it be collected?
- When will the data be collected?
- How will you make sure the data is valid?

Measure Phase

Operational Definition – concise guideline for the person collecting data.

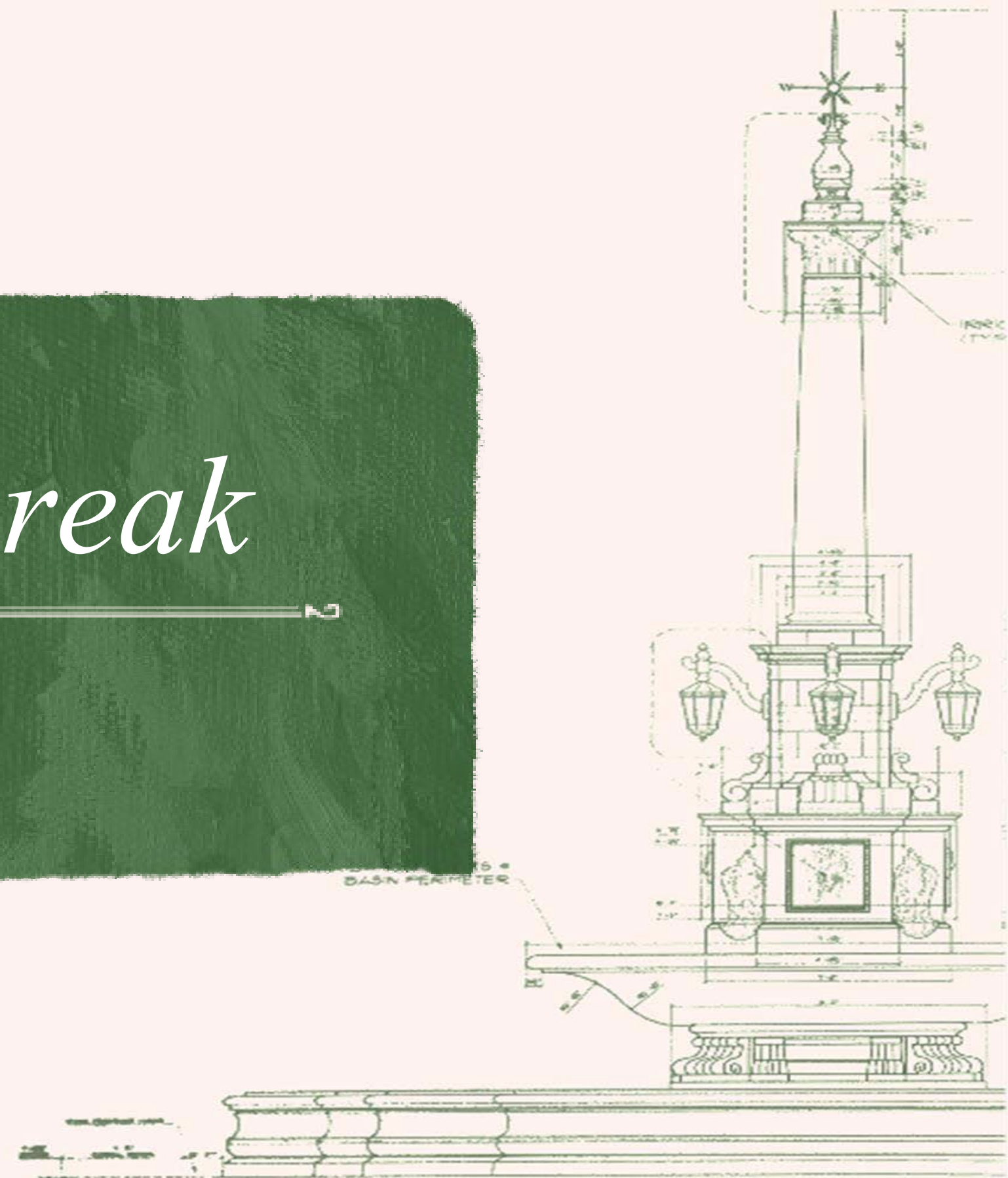
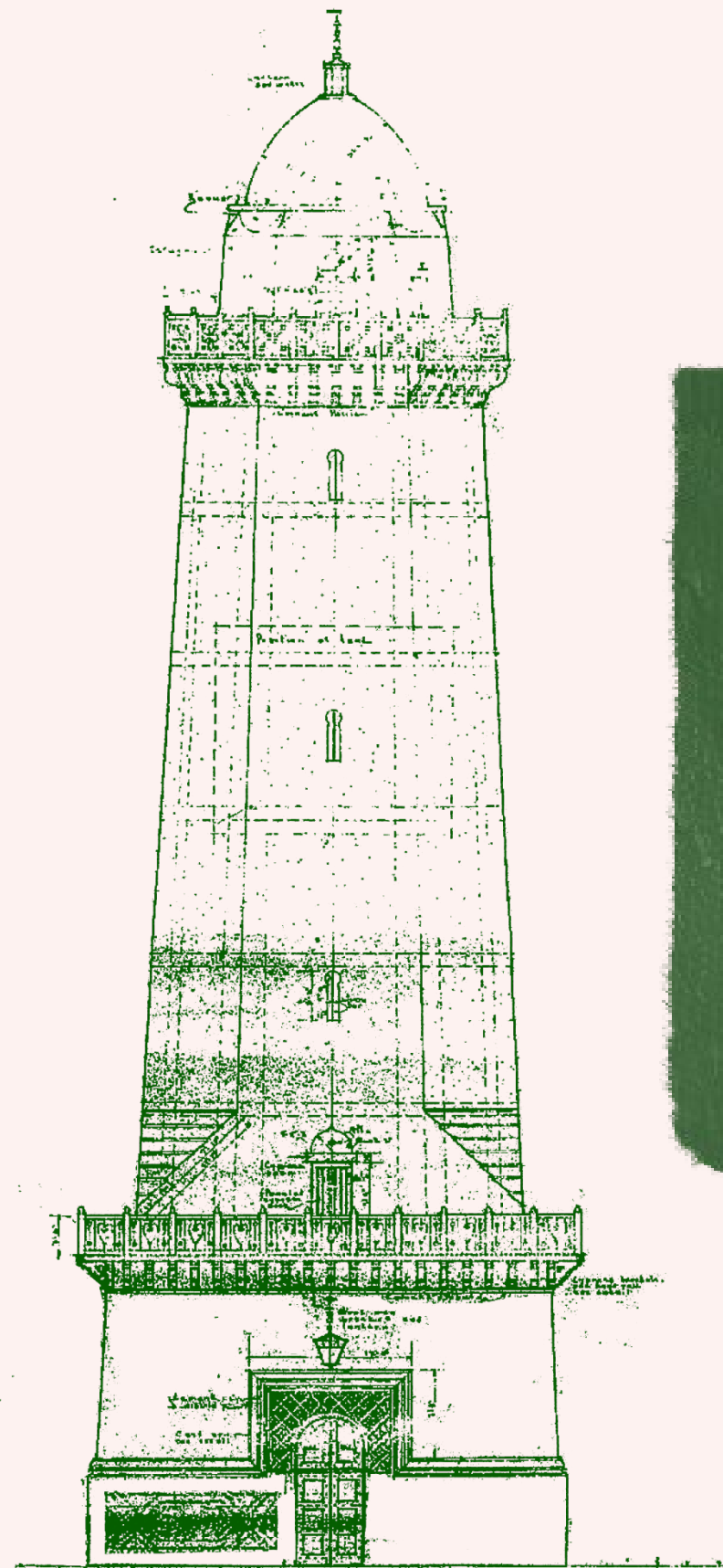
Baseline data – measurement of the current state of the process – customer requirement – helps team determine customer expectations.



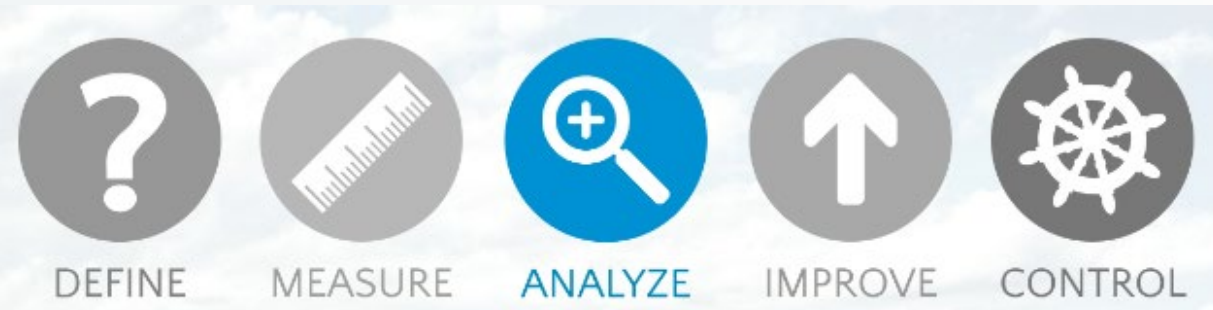
Measure Phase

Measure	Operational Definition	Checking Item	Checking Frequency	Who
Customer Arrival Time	The time the customer arrives through the front door (Not when the customer puts their name in. There could be a line.). This can be monitored on the video security clock.	Time stamp in	Lunch hours 11-2pm, Next 6 weeks Starting 1/30	Host
Kitchen Delivery Time	The dock time that the server delivers the order to the prep kitchen. This will be notated by the order system. That can code when the order was sent to the kitchen.	Time stamp, in and out	Lunch hours 11-2pm, Next 6 weeks Starting 1/30	Server- In Chef- Out
Prep Time	All other time (in minutes), besides "actual cook time on the stove," that the kitchen preps the meal. From time received order to order ready time. Order ready time indicated by system when the order is ready for pick-up by the server.	Time stamp, in and out	Lunch hours 11-2pm, Next 6 weeks Starting 1/30	Chef
Cook Time	The actual cook time (in minutes) an item is on the stove. This will be captured electronically, when the food is placed on a timer.	Time stamp, in and out	Lunch hours 11-2pm, Next 6 weeks Starting 1/30	Chef
Packaging Time	The amount of time it takes to package the item for a pick-up order. If the order is noted pick-up. Start time noted by chef when the order is ready. The end time noted by hostess, when the order is packaged.	Time stamp, in and out	Lunch hours 11-2pm, Next 6 weeks Starting 1/30	Chef- In Cashier- Out
Order Lead Time	The amount of time (in minutes) it takes from the moment the patron places their order to the moment it is delivered.	Time stamp, in and out	Lunch hours 11-2pm, Next 6 weeks Starting 1/30	Server
Order Defects	If the order is not what the customer wanted, it is a defect. If the customer orders something that is out-of-stock, or a special request and it was missed, etc. This will be noted in two places, A) in the kitchen if an order must be corrected, and B) by the server, if a patron orders something that is not currently available.	Reason code sheet	Lunch hours 11-2pm, Next 6 weeks Starting 1/30	Cashier

5 Minute Break



Analyze Phase



Analyze Phase

DMAIC Roadmap: Analyze Phase

Here is a high level roadmap of DMAIC. Click each icon to learn more:



DEFINE



MEASURE



ANALYZE



IMPROVE



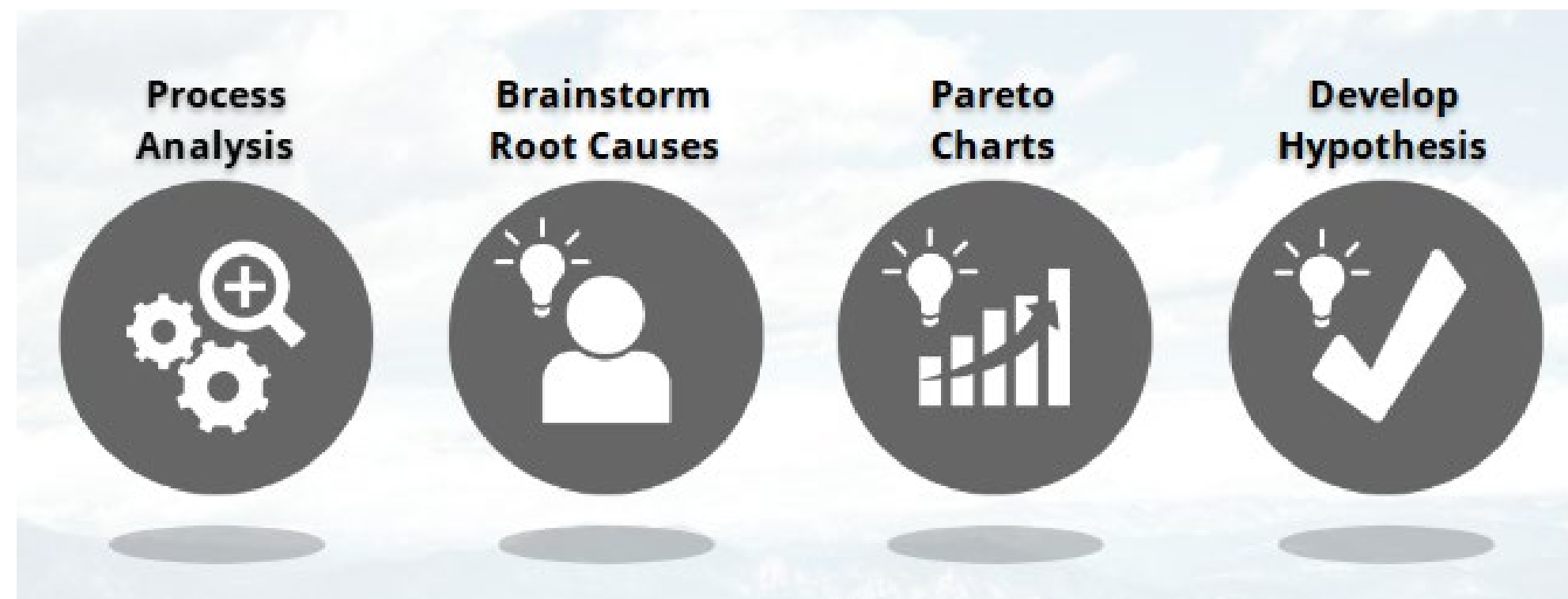
CONTROL

ANALYZE

Process Analysis
Brainstorm Root Causes
Pareto Charts
Develop Hypothesis

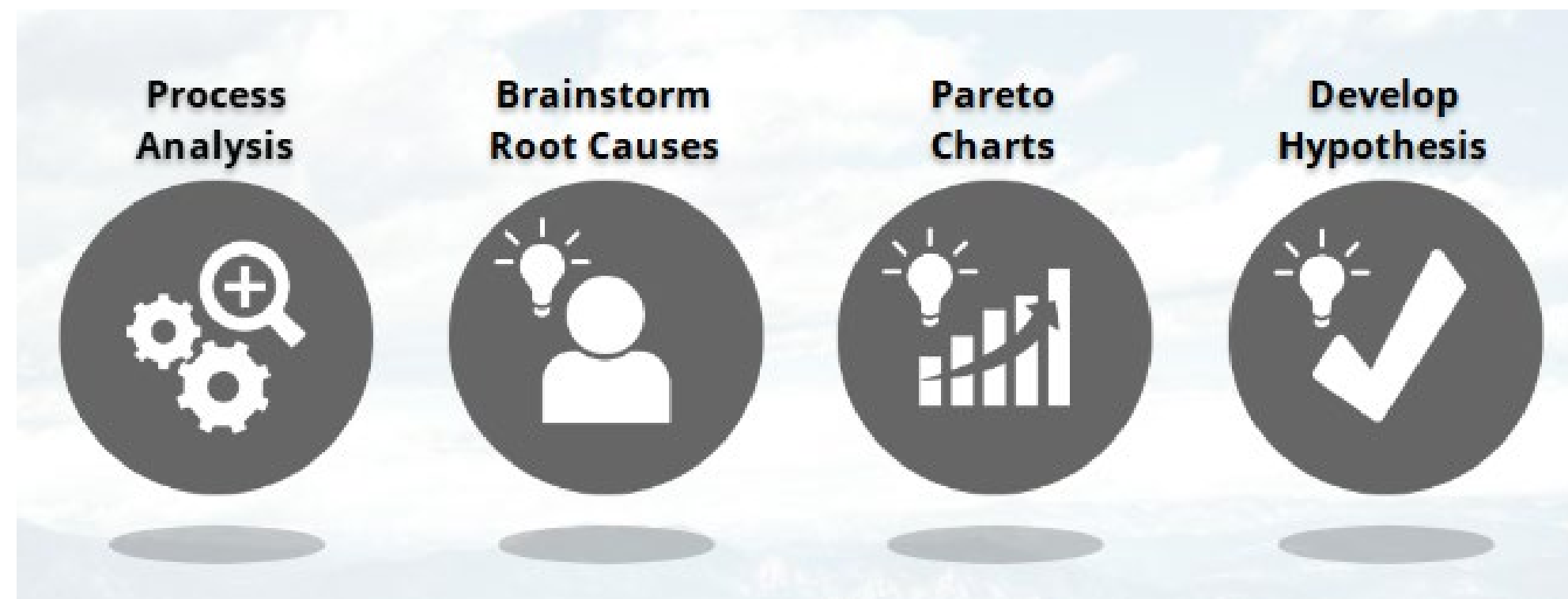
Analyze Phase

Analyze Phase – determine root causes of the problem and reduce waste – key to focusing the solution efforts – before coming up with a solution – solving problems for good.



Analyze Phase

Process Analysis – Rework Loop / Redundancies / Bottlenecks / Inspections & decisions / Handoffs - swim lane map



Analyze Phase

Rework Loops

- Rework adds cost and can give clues to understanding root causes
- Look for places where large amounts of work move back in the process to be fixed
- In transactional processes, many of these steps frequently become an accepted part of the process



Analyze Phase

Redundancies

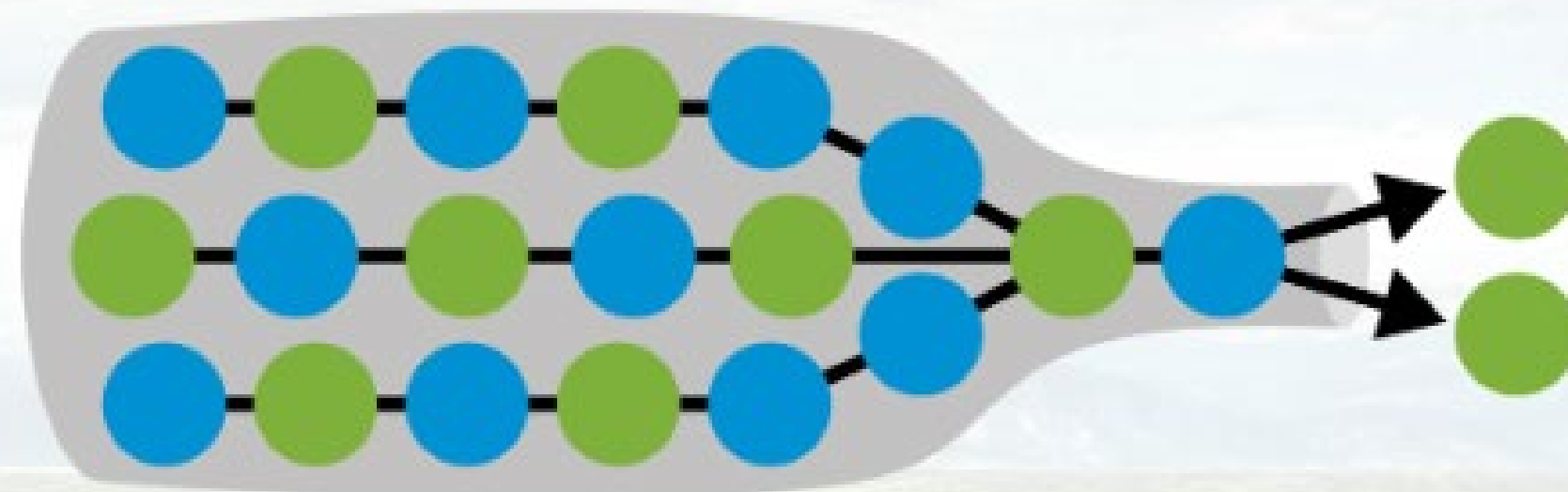
- Many people are surprised when they map out a process to find that some things happen twice in the same process
- Look for limitations causing multiple entry of the same data, multiple handling of the same materials



Analyze Phase

Bottlenecks

- Places where your process is limited in the volume it can handle
- Often the result of specialization, task imbalance, or other restraints on capacity
- The bottlenecks will limit the ability of the process to get more done
- These steps constrain your process



Analyze Phase

Inspections & Decisions

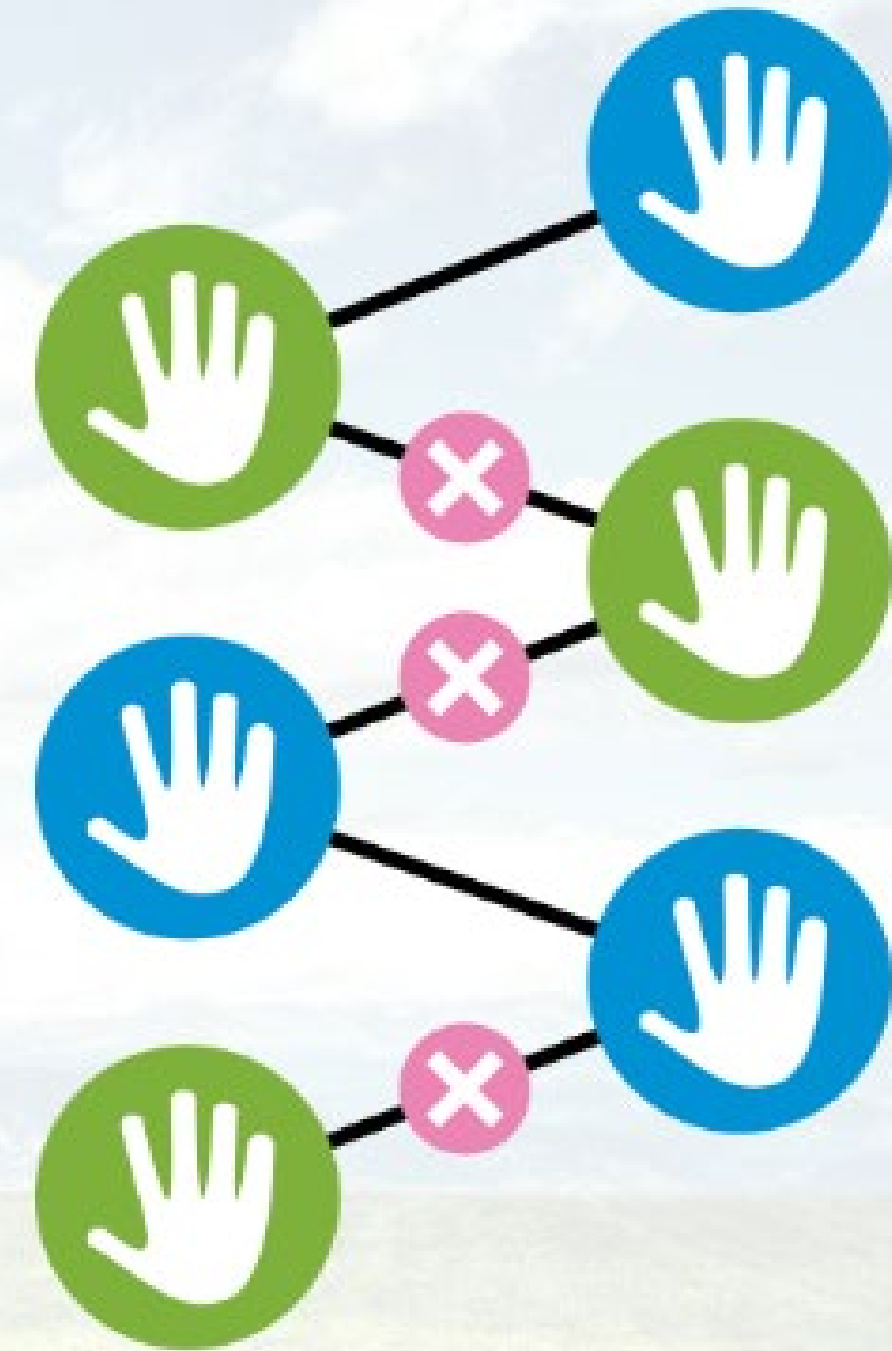
- Inspections and decisions can add time to a process
- Processes with multiple decisions and inspections can cause big delays in a process
- Inspections are frequently added over time due to a failure, sometimes the inspections continue to add cost long after the problem has been solved
- As a wise person once said, "We inspect, because we expect a defect."



Analyze Phase

Handoffs

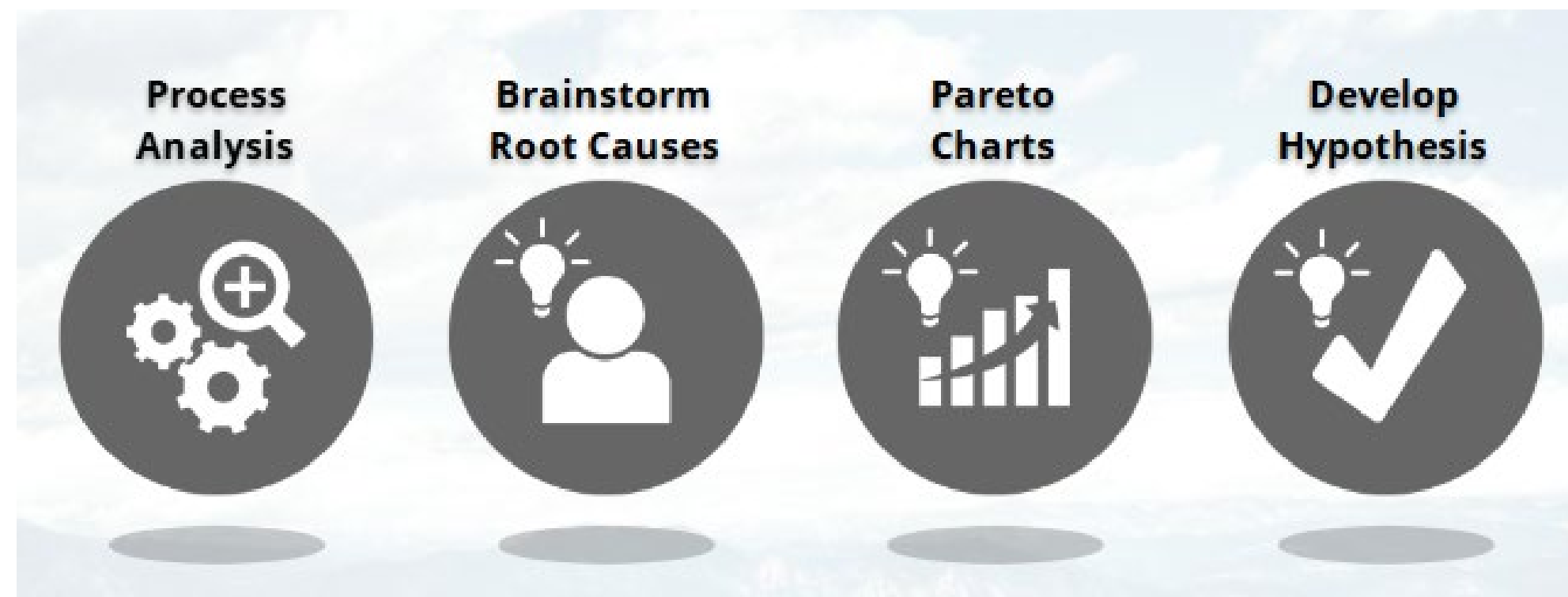
- Processes with more handoffs, generally create opportunities for something to be mishandled
- Handoffs also create the opportunity for missed communication around requirements that can lead to additional inefficiency
- Review your process to make sure there are no unnecessary handoffs that could contribute to problems



Analyze Phase

Brainstorm Root Causes:

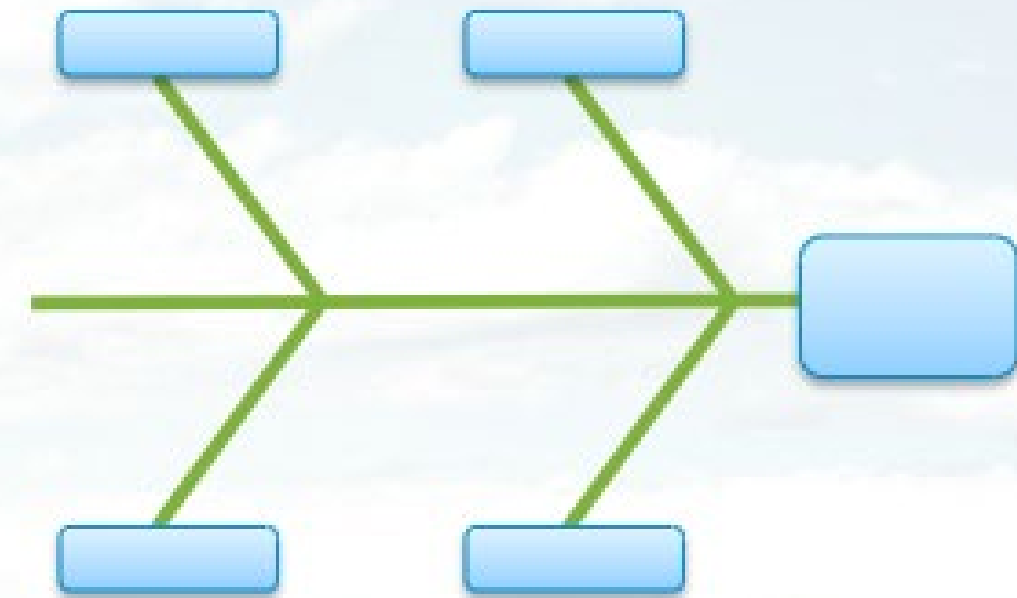
5 Whys – asking the question “why” repeatedly to uncover the key root causes of the problem



Analyze Phase

What Is a Fishbone Diagram?

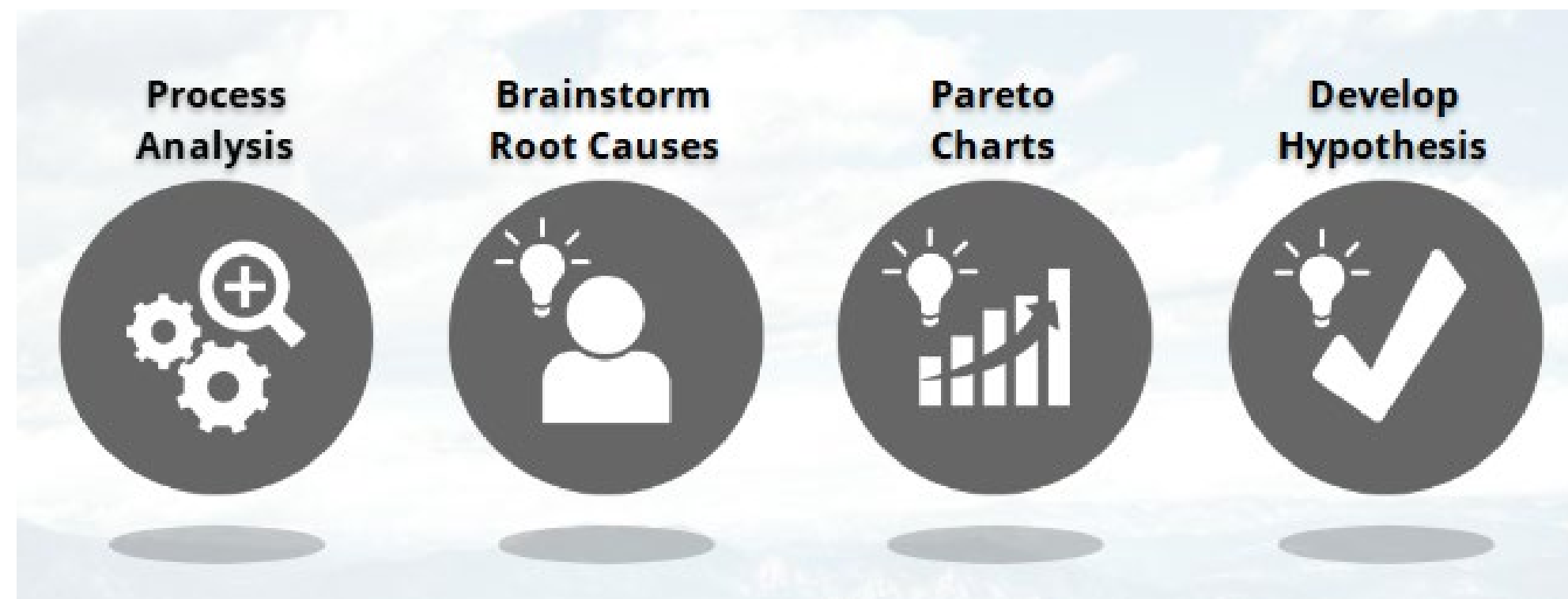
- A visual tool used to logically organize possible causes for a specific problem by graphically displaying them in increasing detail
- Helps to identify possible root causes and ensures common understanding of the causes
- Causes are arranged according to their level of importance or detail, resulting in a depiction of relationships and hierarchy of events



Analyze Phase

Pareto Chart Principle:

Looking to see if 80% of the causes of the problem were caused by 20% of the reasons.



Analyze Phase

Why Use a Pareto Chart?



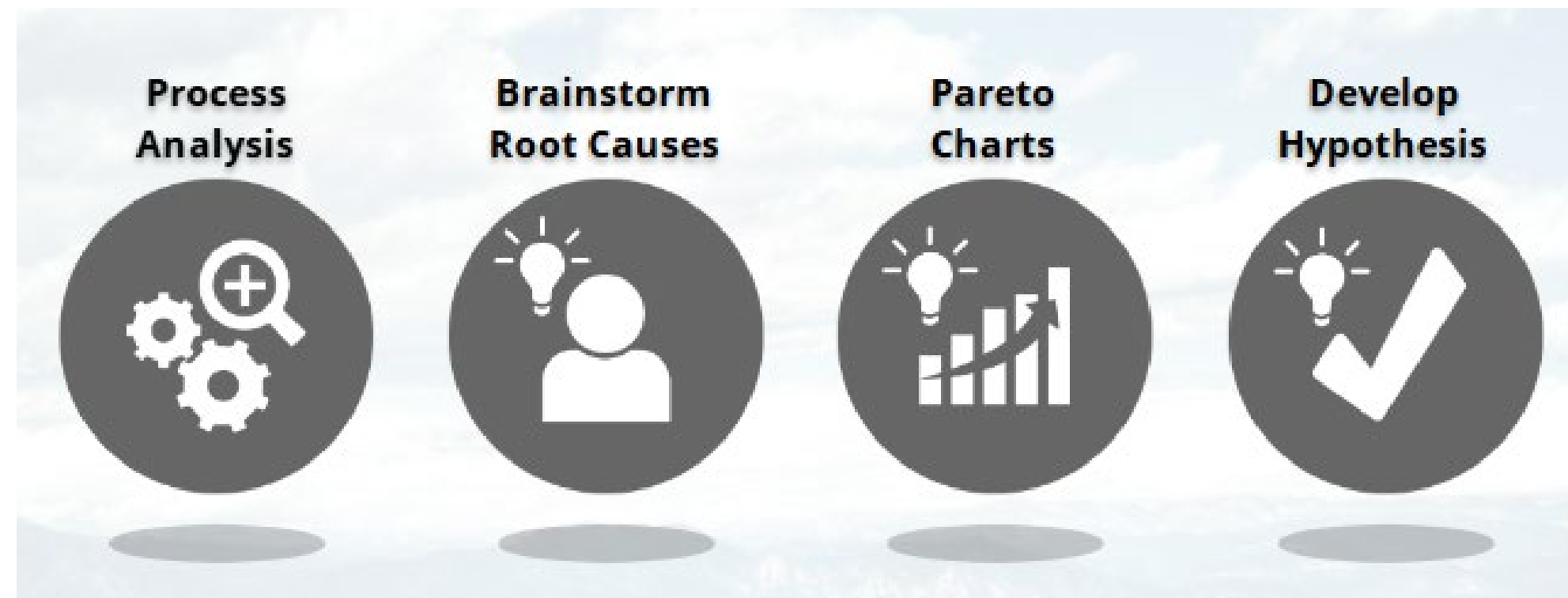
Vilfredo Pareto

- To determine if the “Pareto Principle” applies; the (80/20 rule)
- To identify critical issues by ranking by frequency of occurrence
- To help the Project Team prioritize efforts
- To analyze problems or causes by different groupings of data

Analyze Phase

Root Cause Hypothesis:

An opinion, theory or guess about what is causing the problem to occur



Analyze Phase

Root Cause Hypothesis at Bahama Bistro

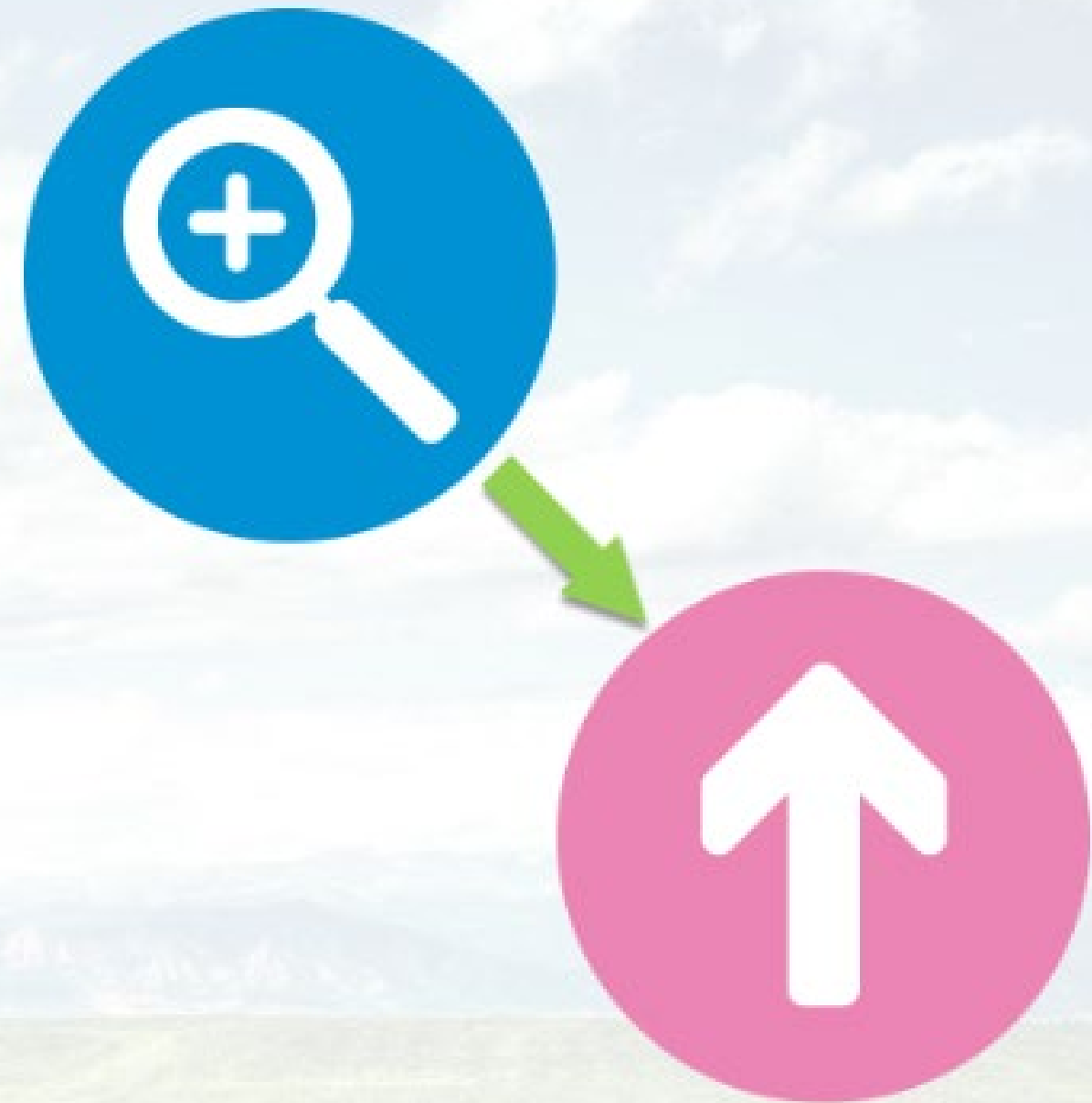
Hypothesis	Possible Root Cause (x)	Root Cause Hypothesis
1	Preparation Time	Sandwiches take too long to prep, not organized, too much time spent on gathering items
2	Cook Time	Some of the lunch items have a cook time longer than 20 minutes
3	Preparation Time	Many times, needed items are not stocked enough to carry through the lunch hour. Kitchen staff waste time gathering items instead of preparing meals
4	Preparation Time	Prep area not very well organized
5	Packaging Time	Packaging items for pick-up is cumbersome and time-consuming
6	Server	The server doesn't turn the order in to the kitchen right away

One root cause may have multiple hypotheses (like 3 & 4). So it's important to be clear about the hypothesis that you are trying to prove before data collection begins.

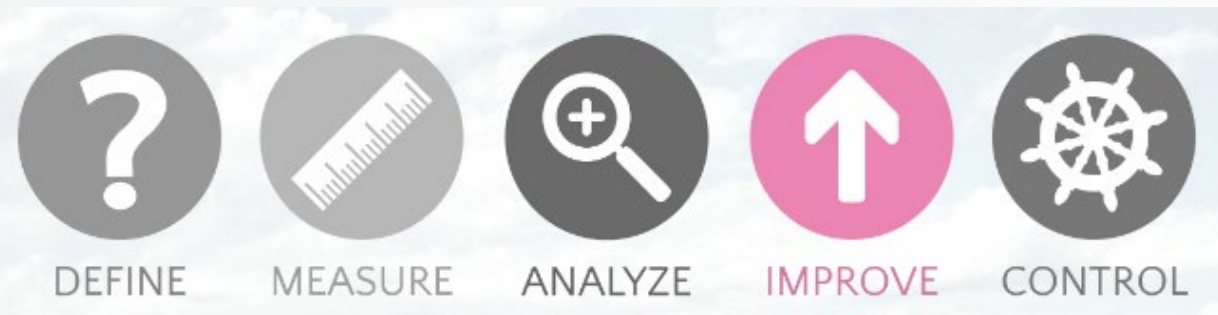
Analyze Phase

Ready to Move on to the Improve Phase?

- Has the root cause of the problem been verified by process and data analysis?
- Has enough Waste been targeted for removal in order to meet customer expectations?
- Would additional analysis cost more than it's worth?
- If the answers to these questions are "yes, yes and yes" then it's time to proceed!



Improve Phase



Improve Phase

DMAIC Roadmap: Improve Phase

Here is a high level roadmap of DMAIC. Click each icon to learn more:



DEFINE



MEASURE



ANALYZE



IMPROVE



CONTROL

IMPROVE

Create Flow

Mistake-Proofing: Poka-yoke
Visual Management & 5S

Improve Phase

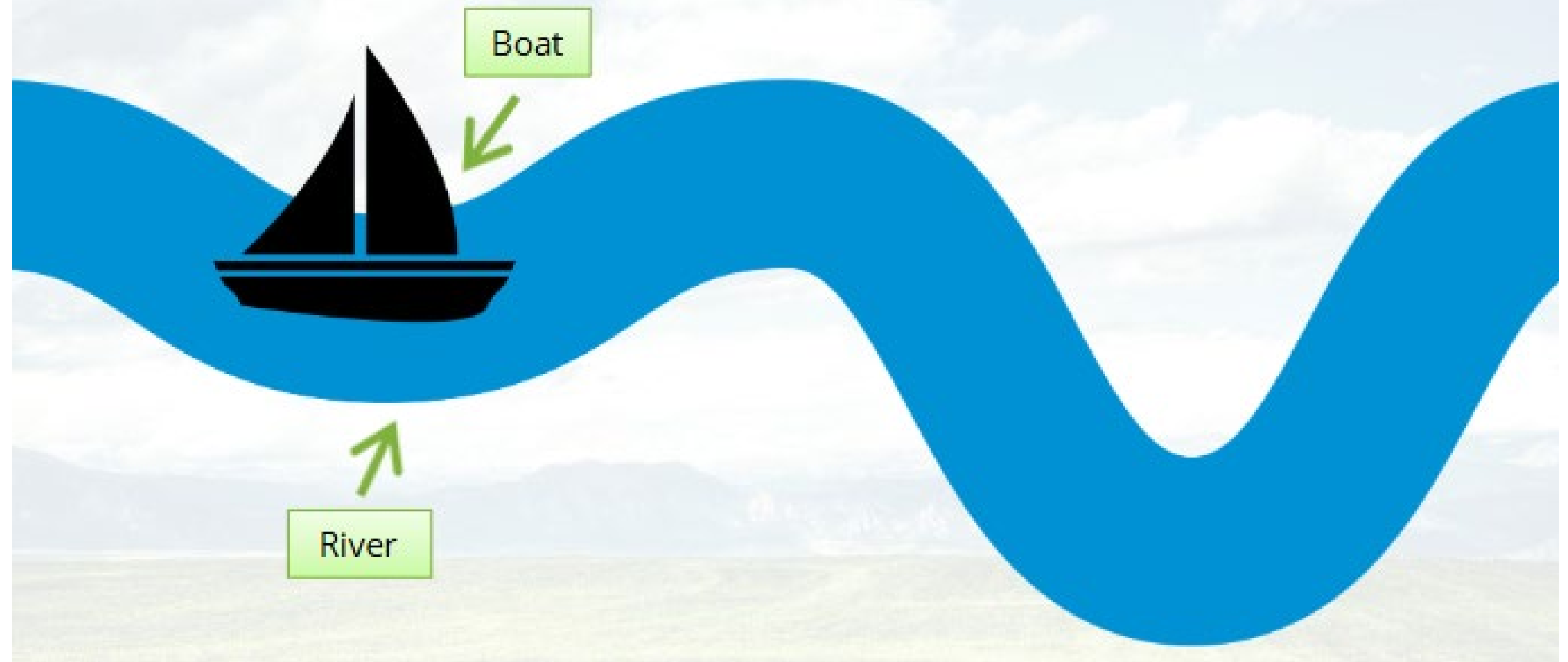
Improve Phase: develop solutions that address root causes uncovered in the analyze phase – reached the goal and got results

Create Flow: increase continuous flow through batch size reduction, cross training, parallel processing and standard work

Improve Phase

What Is Flow?

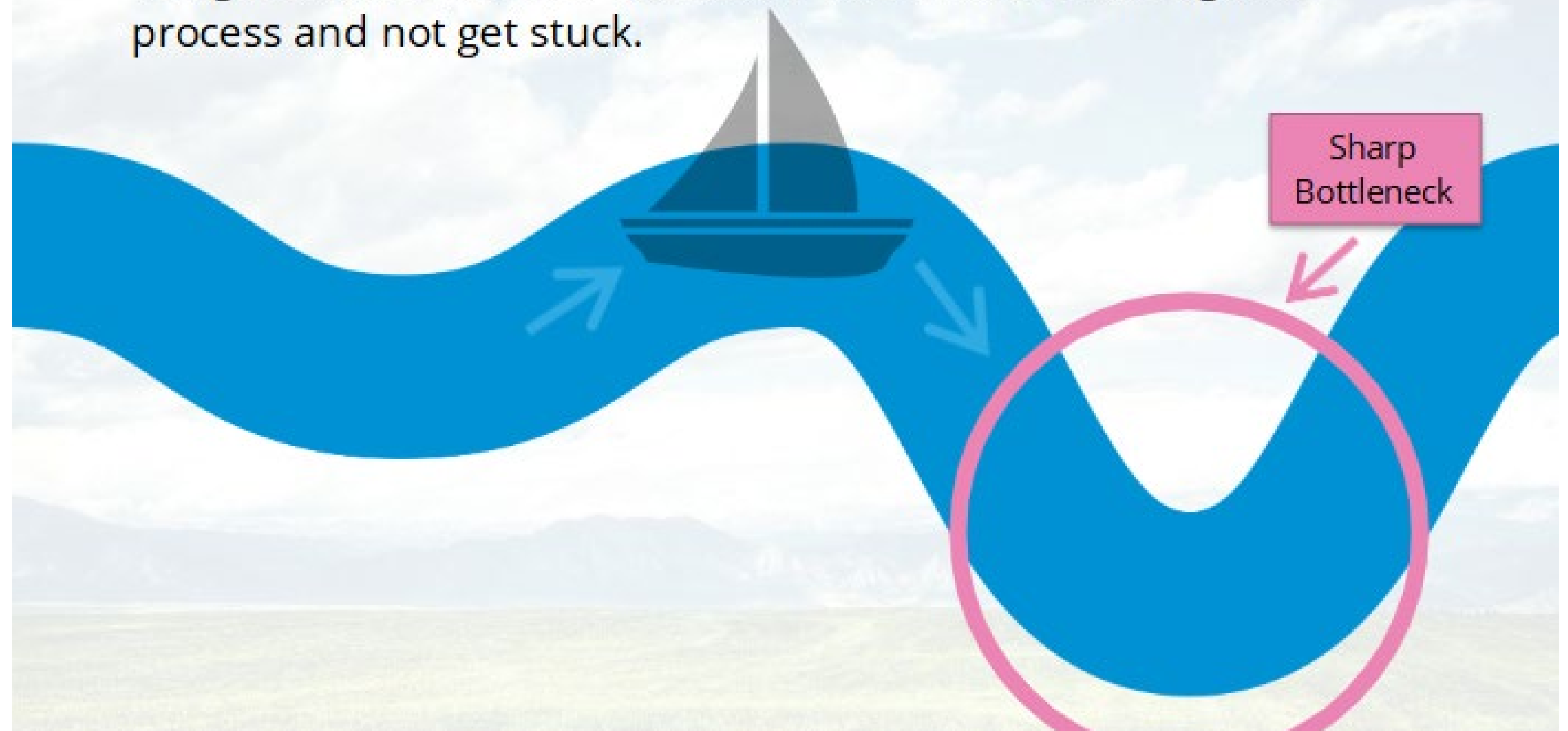
The process Flow should not slow because of how the process is designed. The customer should be able to move through the process and not get stuck.



Improve Phase

What Is Flow?

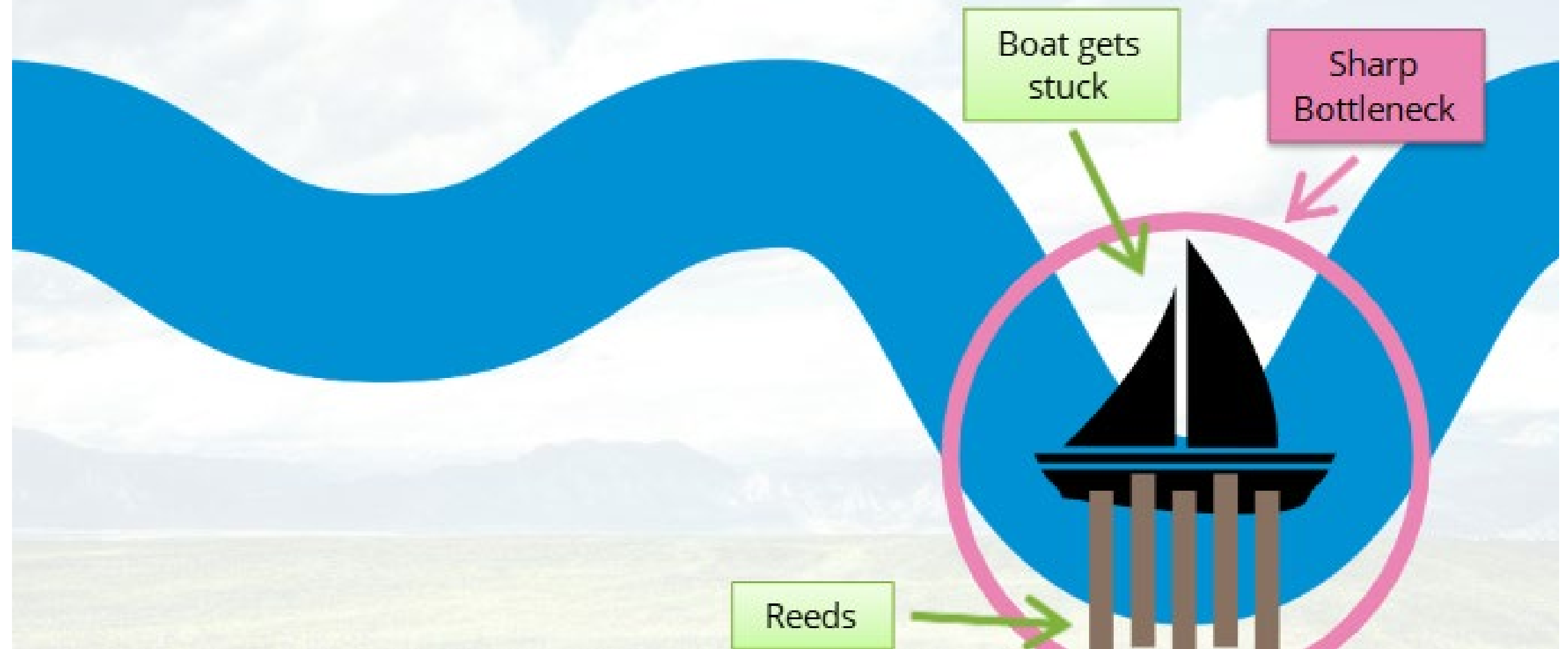
The process Flow should not slow because of how the process is designed. The customer should be able to move through the process and not get stuck.



Improve Phase

What Is Flow?

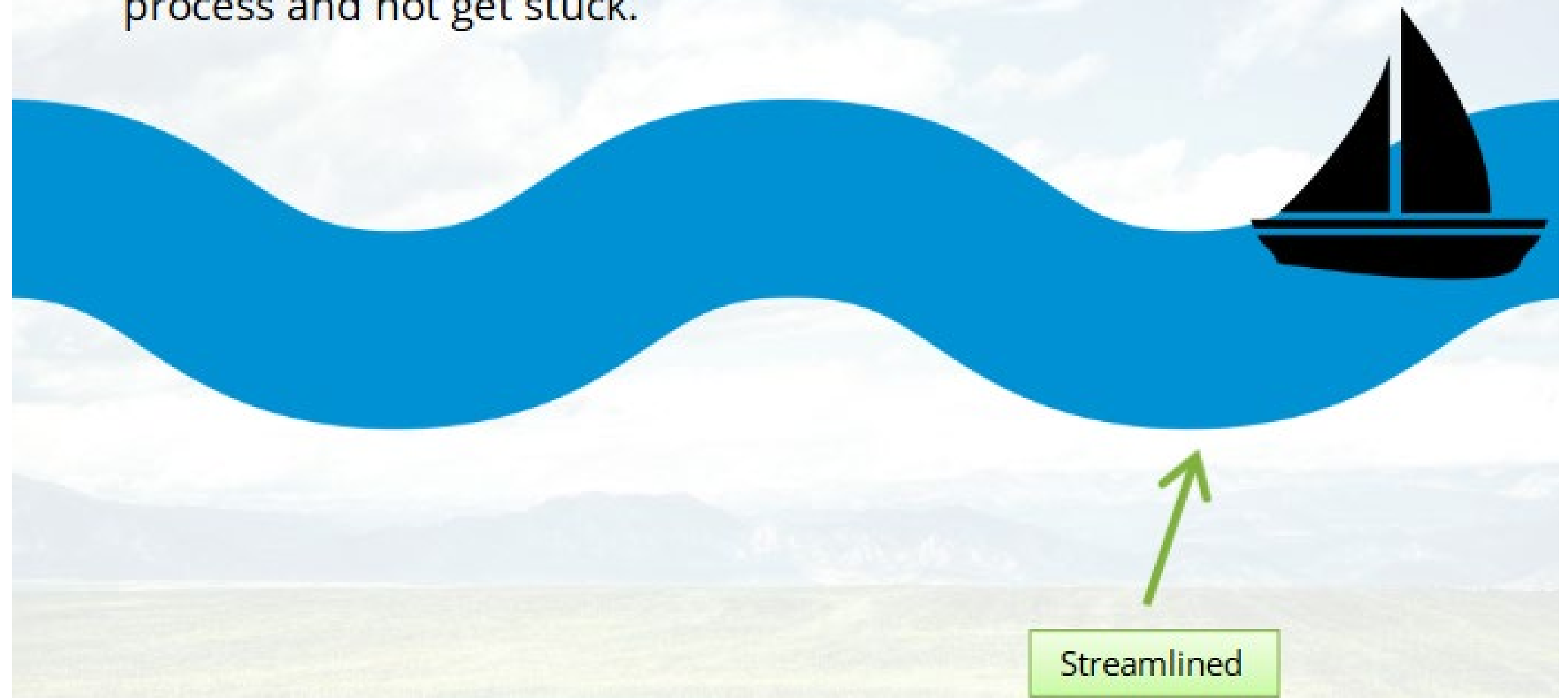
The process Flow should not slow because of how the process is designed. The customer should be able to move through the process and not get stuck.



Improve Phase

What Is Flow?

The process Flow should not slow because of how the process is designed. The customer should be able to move through the process and not get stuck.



Improve Phase

How to create flow:

- **Batching** – producing more than one unit at a time
- **Cross training** – increases flexibility to assign workers where needed
- **Parallel processing** – enables process steps to occur in tandem.
- **Standard work** – consists of creating common procedures by using checklists, visual aids, templates and other techniques.

Improve Phase

Parallel Processing

Serial Processing: A process that is designed to be linear or sequential.



Parallel Processing: A process with steps designed to happen at the same time. These steps are happening simultaneously.



Improve Phase

Mistake Proofing:

- **AKA Poka-Yoke** – Japanese term – hard & soft
- **Hard** – characterized as tasks designed for error-free execution. Fail safe processes.
- **Soft** – alarms or signals are created to warn you that an error is about to occur

Improve Phase

Visual Management & 5S:

- **Visual Workspace** - All process participants can identify, at a glance, how well and area is operating against its goals.
- **5S** – starts with the cleaning and organization of a work space but it also builds in the controls that keep the space permanently neat and efficient.
- Prior to conducting a 5S , take pictures of the current state – capture the baseline condition – gain buy-in after the fact.

Improve Phase

Visual Management & 5S:

- **Sort** – the right materials are available / unnecessary materials have been removed if unsure to remove red tag it – answer is this item needed, in this quantity, does it need to be located here.
- **Set in Order** – a place for everything and everything in its place

Improve Phase

Visual Management & 5S:

- **Shine** – everything is clean and in working order
- **Standardize** – guidelines and practices to maintain the first three steps
- **Sustain** – ensure 5s become habits that people practice daily

Improve Phase

Steps of 5S

Here is a high level overview of 5S. Click each icon to learn more:



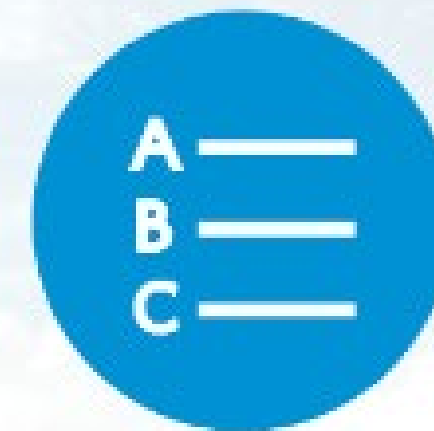
SORT



SET IN ORDER



SHINE



STANDARDIZE



SUSTAIN

Improve Phase

SORT Tool: Red Tag

RED TAG

(FRONT)

Name: _____
By: _____
Reason for Red Tagging:
[] Excess Inventory
[] Obsolete
[] Defective
[] Expired
[] Other: _____
Suggested Action:
[] Sell
[] Donate
[] Recycle
[] Dispose
[] Other: _____
(FRONT)

RED TAG

(BACK)

Category:
[] Tooling/Equipment
[] Material/Supply
[] Waste
[] Computer/Electronics
[] Other: _____
Comments:

(BACK)

Enlarge Red Tags 🔍

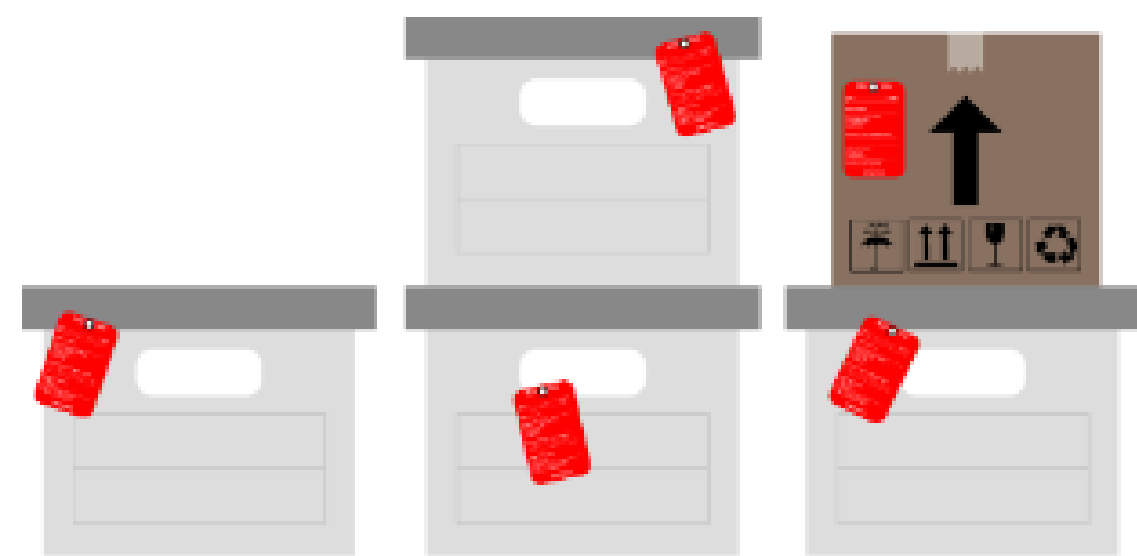
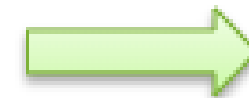
Red Tag Strategy:

- Tag potentially unneeded items in the factory, supply cabinet, or in the process

Three Questions for Red Tagged items:

- 1) Is this item needed?
 - 2) If it is needed, is it needed in this quantity?
 - 3) If it is needed, does it need to be located here?
- No Red Tagging people

Red Tag Holding Area:
A temporary place to store Red Tagged items for a designated period of time

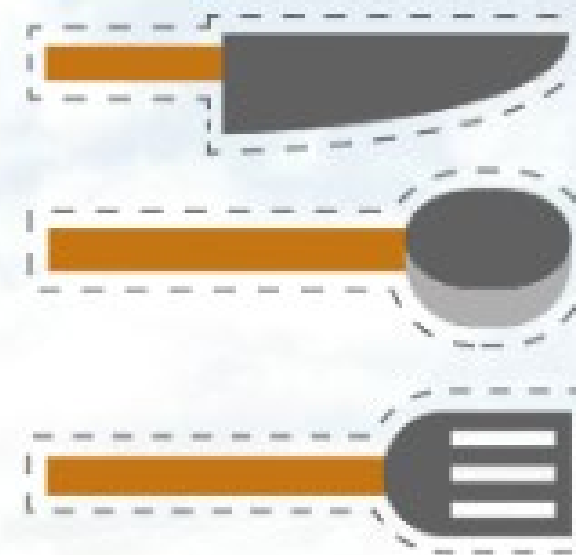


Improve Phase

2: SET IN ORDER



BEFORE

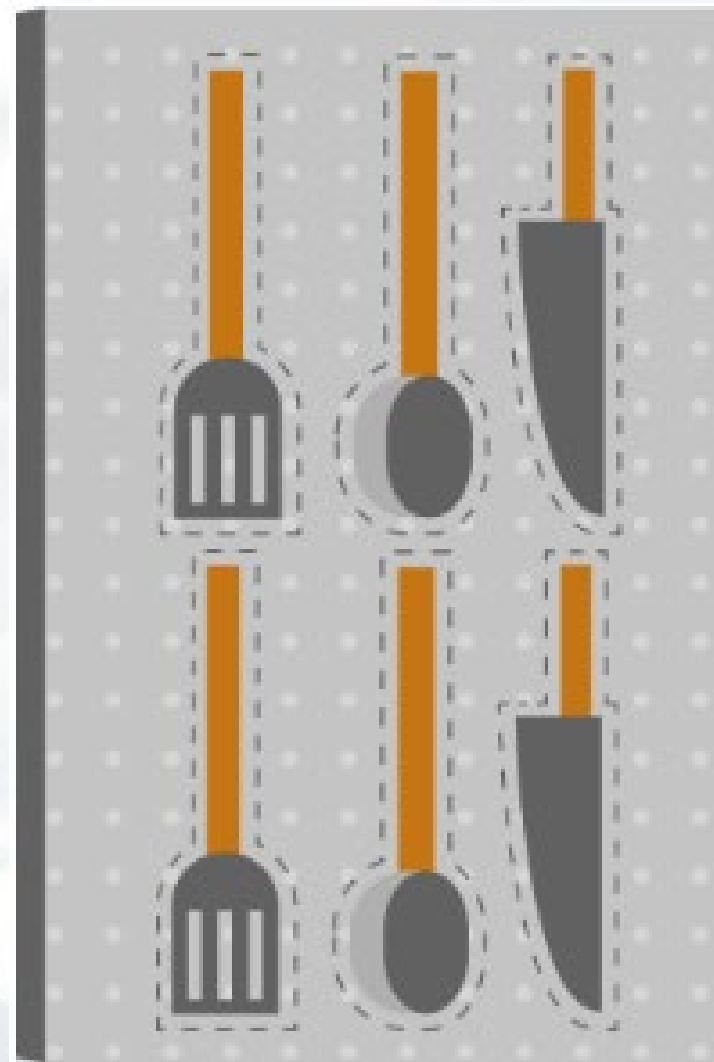


AFTER

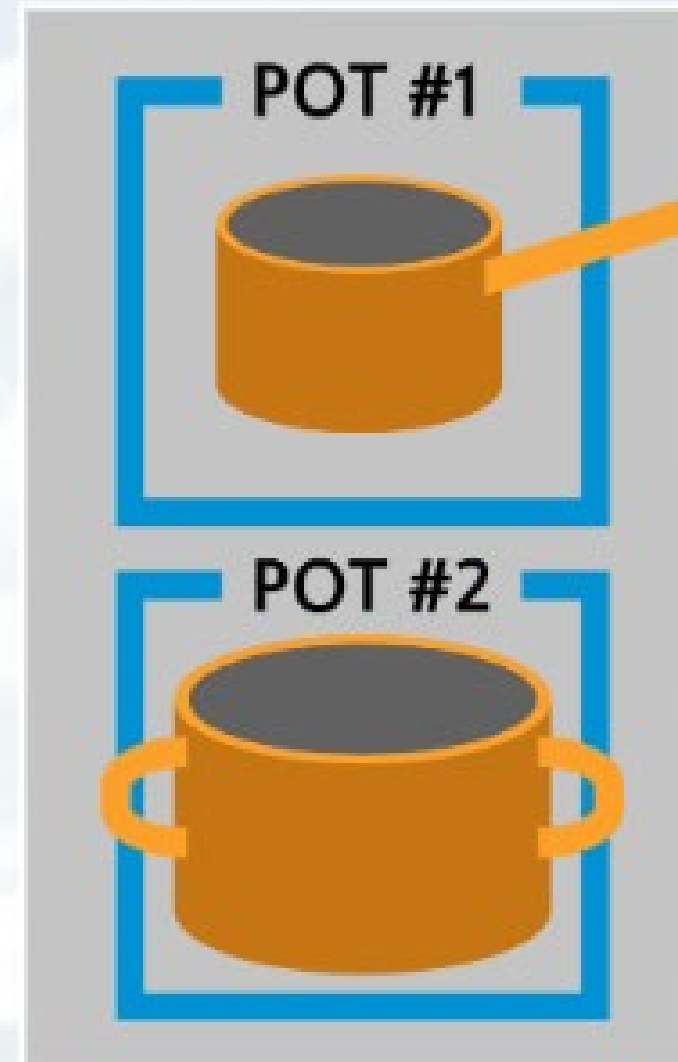
- Arrange needed items, by frequency of use and/or location of use
- Dedicate a place for the necessary items in the work area

Improve Phase

SET IN ORDER Techniques, Part 1



Shadow Boards



Visual Management
with tape

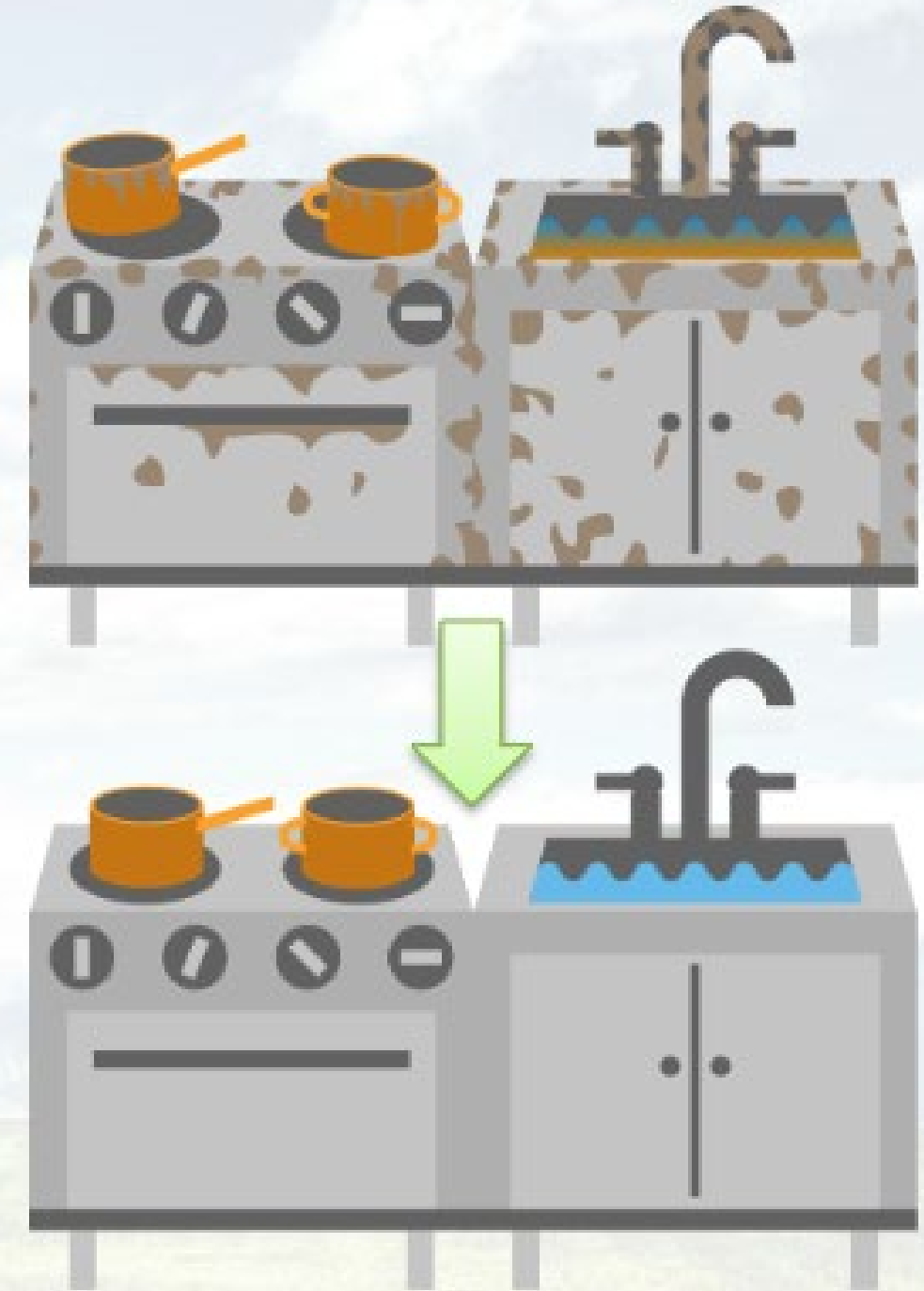


Build process Flow
into the organization
of the space

Improve Phase

3: SHINE

- Clean and shine keeps everything running fine
- Keep everything swept and clean - remove dirt, grime, and dust from the workplace
- Turn the workplace into a clean place where everyone will enjoy working
- SHINE should not be an annual activity - it should happen on a regular interval (before breaks, daily 5S, etc.)



Improve Phase

4: STANDARDIZE

- Formalize the process for keeping the first three S's maintained (audits, forms, checklists, schedule of responsibilities)
- Develop standards including frequency and responsibilities:
 - Who is responsible
 - What goes where
 - How often to sweep, clean, organize
 - What to do if things are not as expected

Improve Phase

STANDARDIZE Best Practices

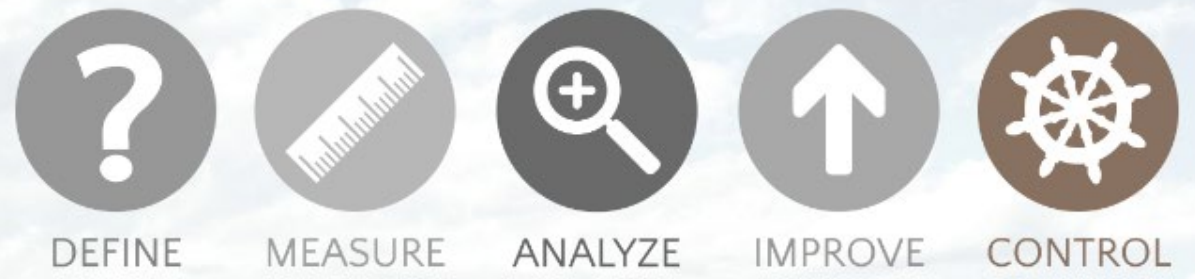
- Three methods for assuring standardization:
 - Check sheets
 - Daily logs - with sign off and date/time
 - Work instructions
- When developing checklists, logs and work instructions:
 - Determine all areas that need to be cleaned
 - Determine frequency of cleaning
 - Assign responsibility for each task
 - Periodically rotate responsibilities so everyone participates

Improve Phase

5: SUSTAIN

- Management commitment to the system
- Leadership enforcement is the key
- Supervisors must ensure that the work area meets 5S principles at the end of each day
 - Use audits/checklists for monitoring adherence
 - Quantify results of workplace inspections
 - Prominently display each area's results
 - Hold competition between areas
 - Use rewards and recognition

Control Phase



Control Phase

DMAIC Roadmap: Control Phase

Here is a high level roadmap of DMAIC. Click each icon to learn more:



DEFINE



MEASURE



ANALYZE



IMPROVE



CONTROL

CONTROL

Process Control Plan
Monitoring & Response Plan
Documentation & Storyboard

Control Phase

Control Phase: team successfully executed improvements – now create systems and processes to maintain and sustain the improvement.

Process Control Plan: a system to monitor a process – includes a visual map with process measures identified in the process – a blueprint for success in sustaining improvements. The second piece is the detailed data collection plan for the Control Plan measures.

Control Phase

Monitoring & Response Plan – Monitoring plan checks if your process is within your desired targets / a response plan details what to do if improvements start to slip.

- What could go wrong with the new process
- What is the contingency plan if something goes wrong
- Who would we contact in that case
- At what point do we put the response plan into action
- What is the trigger level that would warrant a response

Control Phase

- **Damage Control** – minimize issues
- **Process Adjustment** – what changes should we make
- **Effectiveness Assessment** – what level does the process have to reach to be effective
- **Continuous improvement** – what is the plan moving forward

Control Phase

- **Documentation & Storyboard** – documenting the story of your project – last phase of the DMAIC process. Provides a permanent record of how the work was done and what the team learned in the process – its an easy way to tell others about the project.
- **A story board tells the project story** – can be a physical document or a PowerPoint presentation.

Control Phase

Storyboard Snapshot

Define Phase

- Attempting to maintain blood sugar levels
- Problem Statement: 200-220 mg/dL, the
- Goal: Increase blood sugar level

Measure Phase

- Baseline data collected from previous A1C tests, measurements indicated 2-3 month Blood Sugar average

Analyze Phase

- The following charts were used to analyze the data and support described findings
- The histogram indicates the process is mostly out of control

Improve Phase

- What Was Learned?

- AM and PM readings indicated that the amount and type of

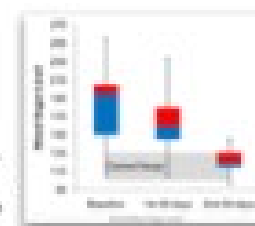
Control Phase

- After the initial 30 days a decrease in the amount of exercise was attempted to determine if the trend would be maintained with less effort.
- It was determined that 5 days of exercise per week was required, allowing for two days of rest to maintain the blood sugar levels at the desired range.

Project Results Summary

Project Wins

- Improved daily average blood sugar from 205 mg/dL to 195 mg/dL
- There was a 10 lb weight loss, and a loss of 2" in perimeter
- The A1C reading measurement is a median of the past 100 days. A confirming A1C test is scheduled for the end of March. Baseline A1C was 8.1, the current is 7.8, and the desired is 7.0



Control Phase

Story board includes:

- Executive summary
- Problem statement
- Picture of team
- SIPOC
- Root cause proof – graphs or maps
- Process control systems
- Response plan

Control Phase

Control phase challenges:

- Making sure improvements are permanent before team members move on to fixing another process
- Standardizing the documentation
- Continuing the monitoring necessary to ensure adherence to the new process
- Maintaining the discipline required to complete the control phase

Summary

What You've Learned In Yellow Belt Training

Let's recap what you learned. Click on each icon below to learn more:



LEAN SIX SIGMA
INTRODUCTION



8 WASTES



LEAN SIX SIGMA
ROLES



DMAIC
OVERVIEW



DEFINE



MEASURE



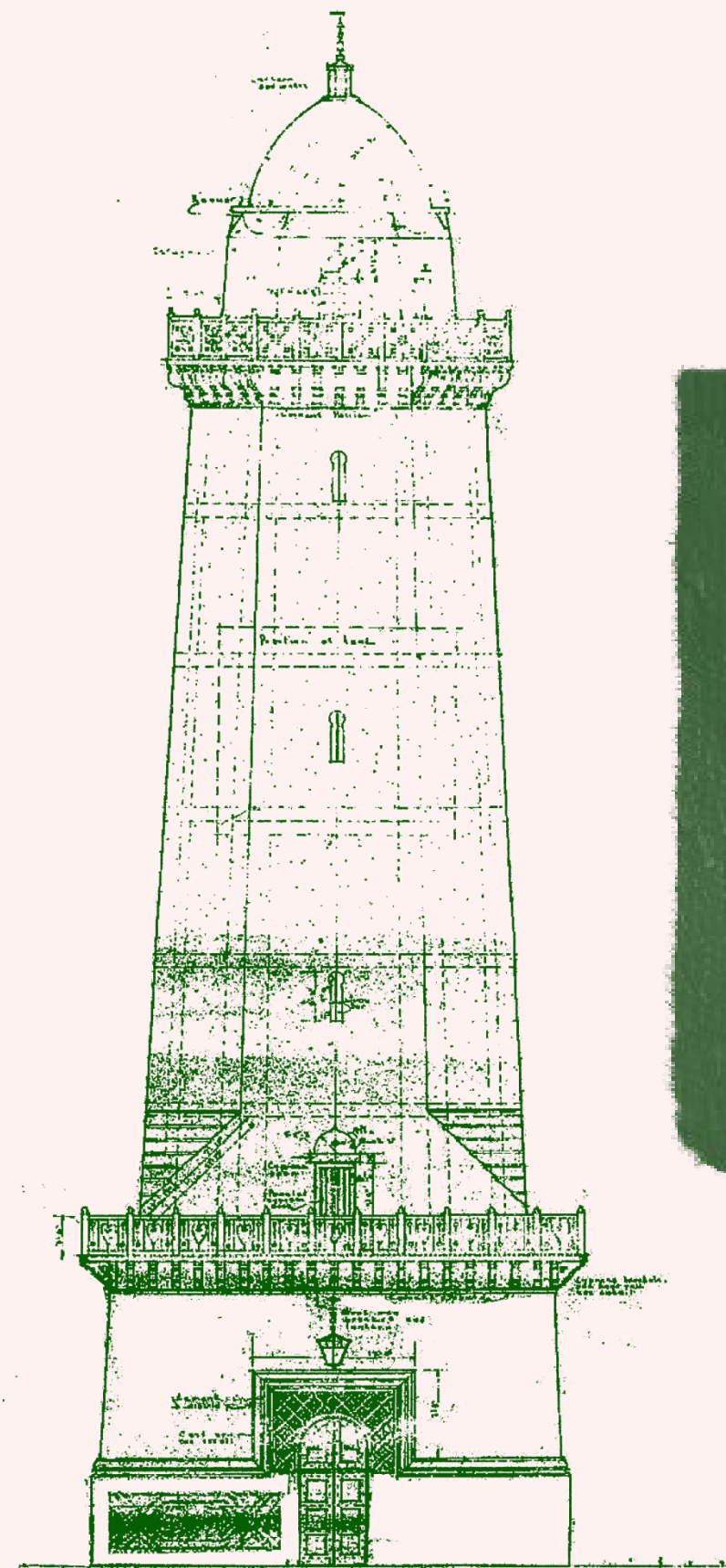
ANALYZE



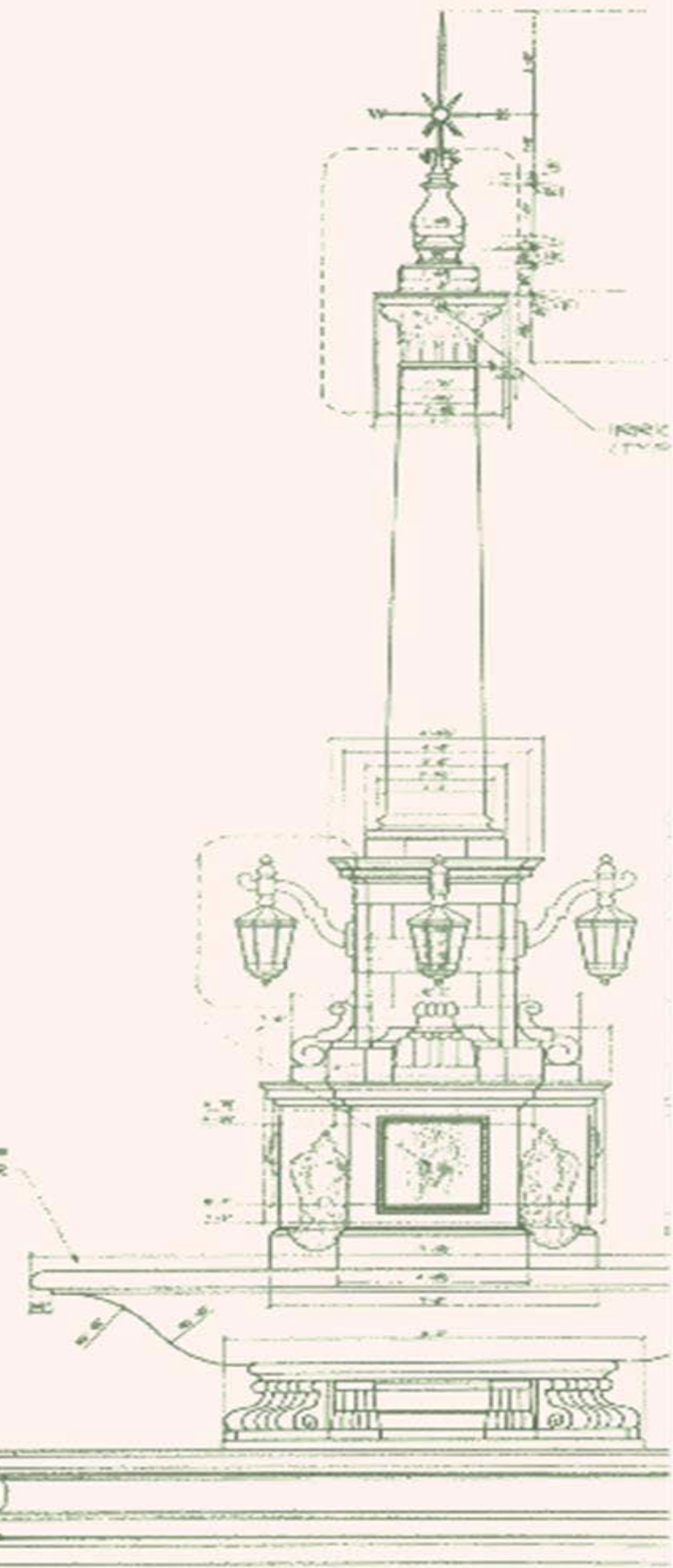
IMPROVE



CONTROL



5 Minute Break



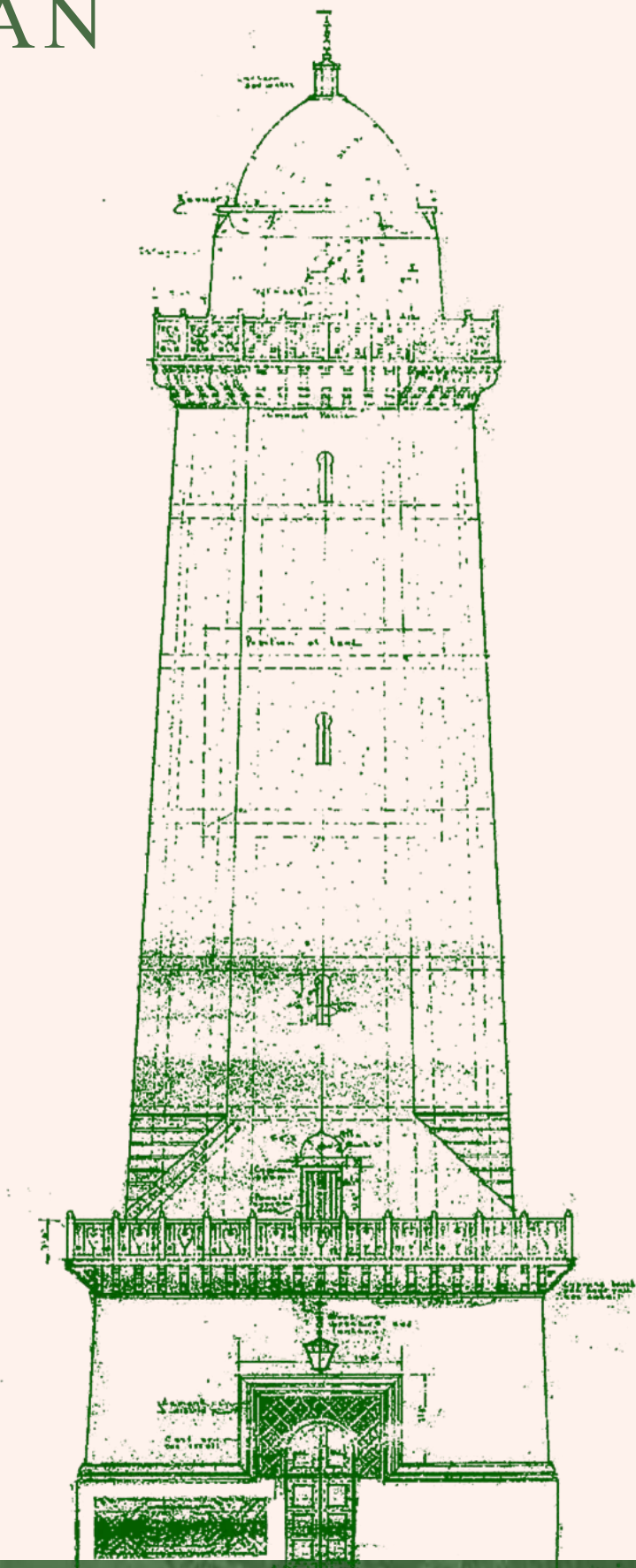
*Mission, Vision &
Values Review*



COMMUNITY RECREATION STRATEGIC PLAN CITY OF CORAL GABLES

Vision - “*A world-class City with a hometown feel.*”

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

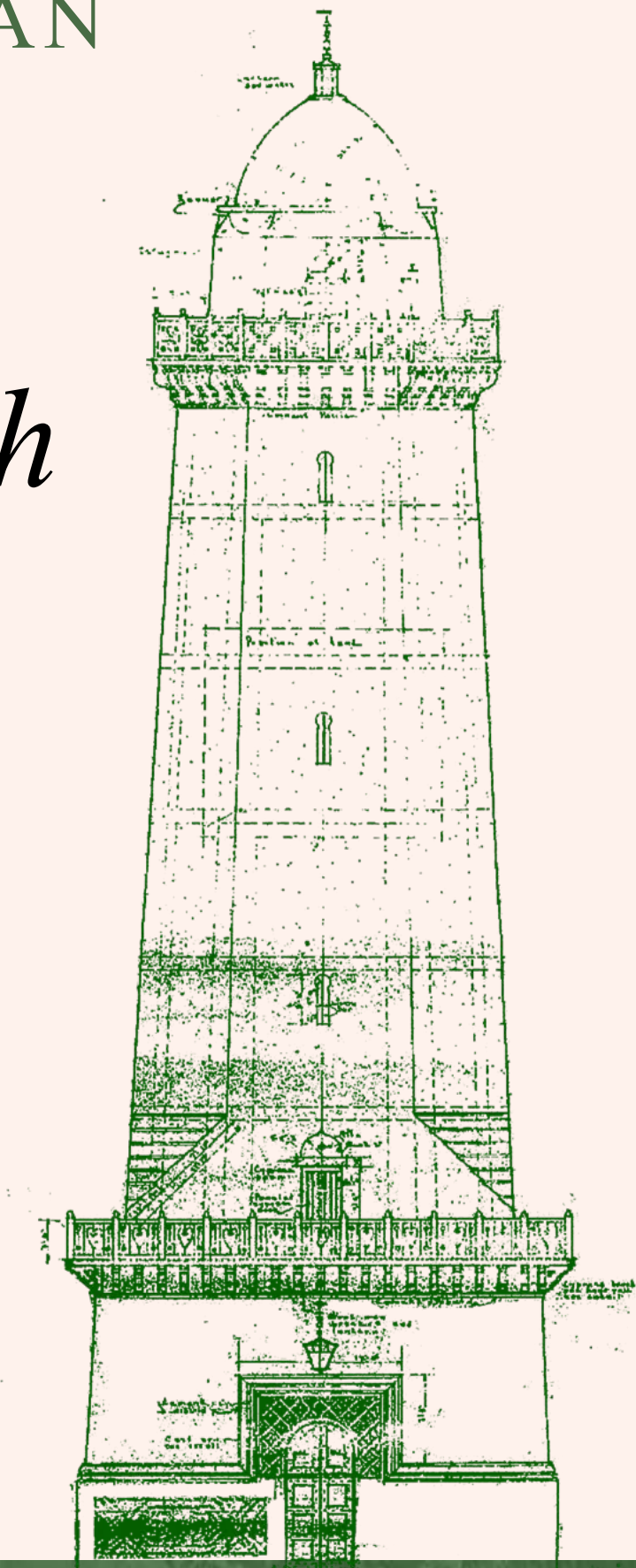


COMMUNITY RECREATION STRATEGIC PLAN

COMMUNITY RECREATION

***Vision** – Creating community through memorable experiences.*

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



COMMUNITY RECREATION STRATEGIC PLAN CITY OF CORAL GABLES VALUES

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

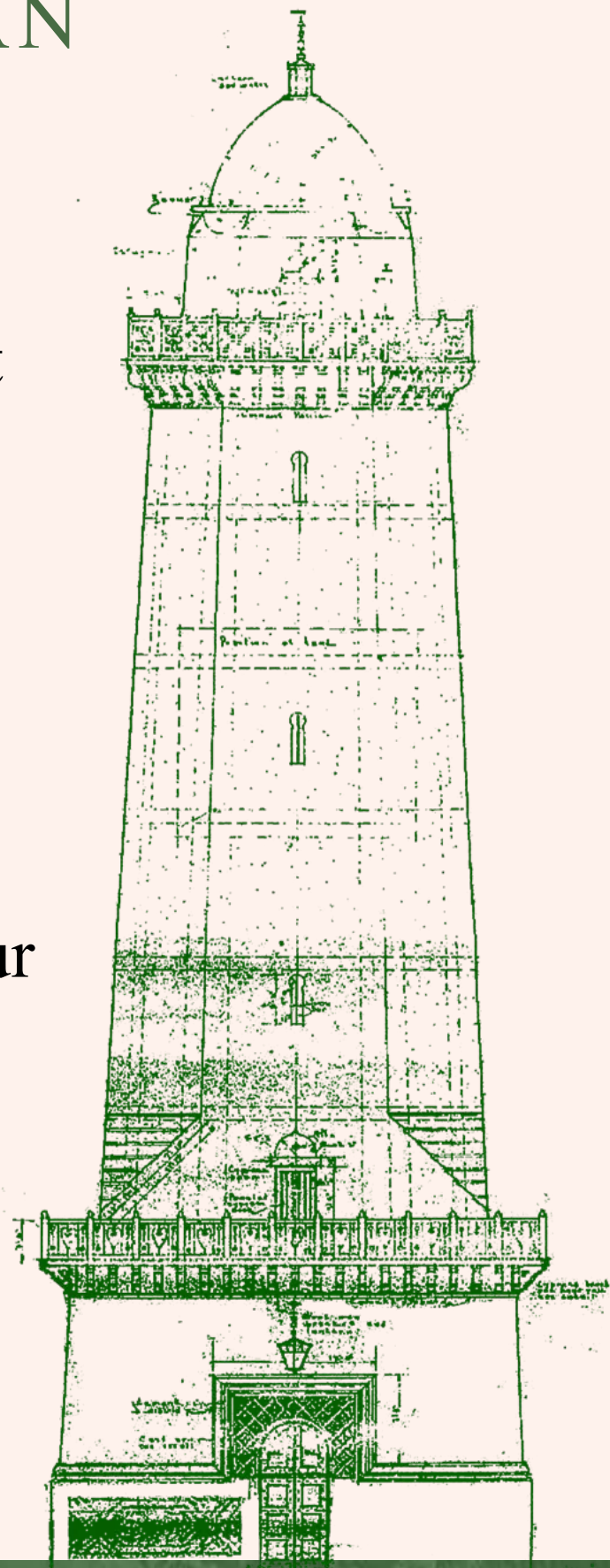
Aesthetics – preserving and enhancing the beauty of our City

Balanced – considering all interests: residents, businesses, 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



COMMUNITY RECREATION STRATEGIC PLAN

COMMUNITY RECREATION VALUES

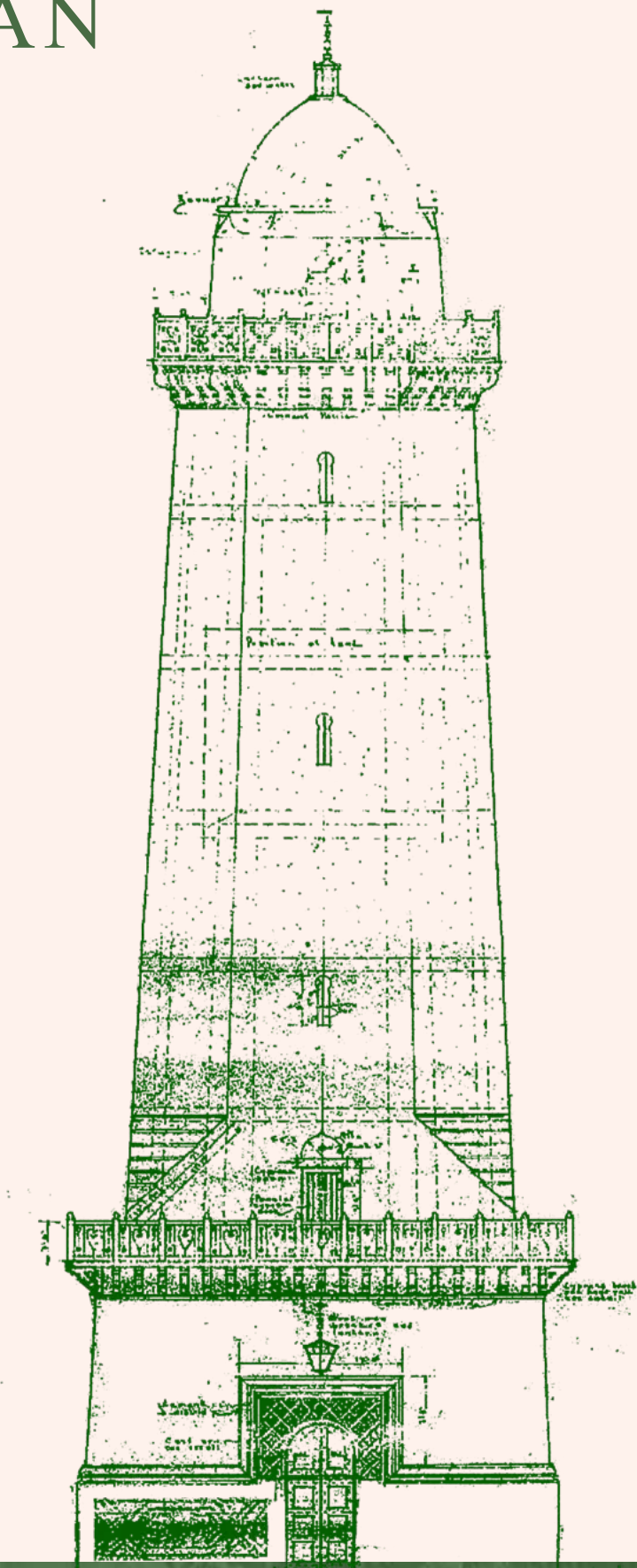
We value the quality of:

Leadership and passion

Integrity and accountability

Family and fun

Environmentally and safety conscious



Goals & Objectives



COMMUNITY RECREATION STRATEGIC PLAN

ACTION PLAN LEADS & GROUPS

Customer Focused Excellence

- Provide recreation opportunities innovatively, that elevate the customer experience while preserving our history.
- Daren
- Carlos L
- Norma
- Fabio

COMMUNITY RECREATION STRATEGIC PLAN

ACTION PLAN LEADS & GROUPS

Workforce Excellence

- Empower recreation professionals with the tools and guidance to provide excellent services.
- Greg
- Troy
- Elie
- Manny

COMMUNITY RECREATION STRATEGIC PLAN

ACTION PLAN LEADS & GROUPS

Financial Excellence

- Utilize financial resources efficiently and ensuring sustainable cost recovery through responsible processes.
- Ana
- Sarah
- Valerie

COMMUNITY RECREATION STRATEGIC PLAN ACTION PLAN LEADS & GROUPS

Process Excellence

- Ensure efficient and consistent business systems by optimizing best practices.
- Mitch
- Catie
- Marilyn

COMMUNITY RECREATION STRATEGIC PLAN

ACTION PLAN LEADS & GROUPS

Community-focused Excellence

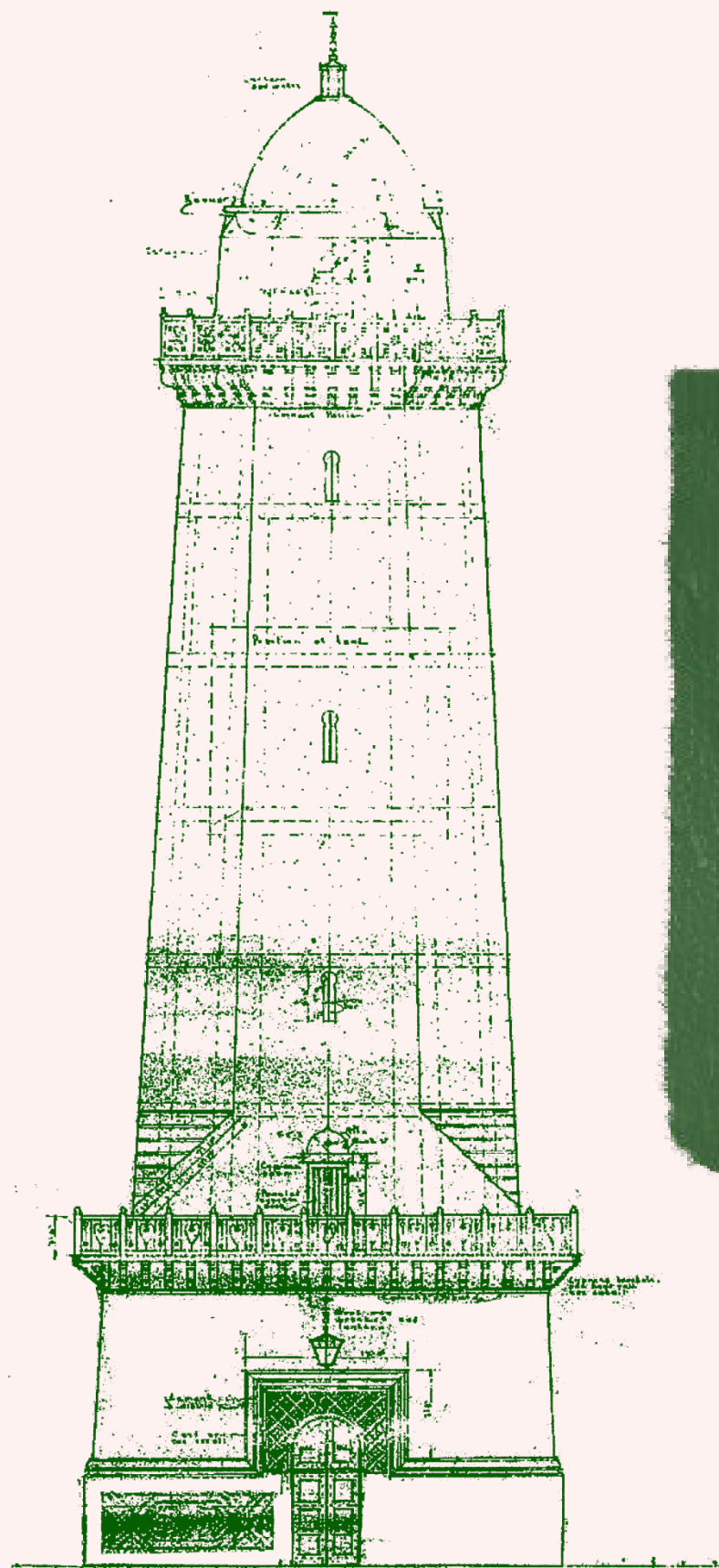
- Exceed community's expectations by striving to provide world-class facilities and services.
- Jose
- Yanessa
- Susan
- Michael

COMMUNITY RECREATION STRATEGIC PLAN

ACTION PLAN LEADS & GROUPS

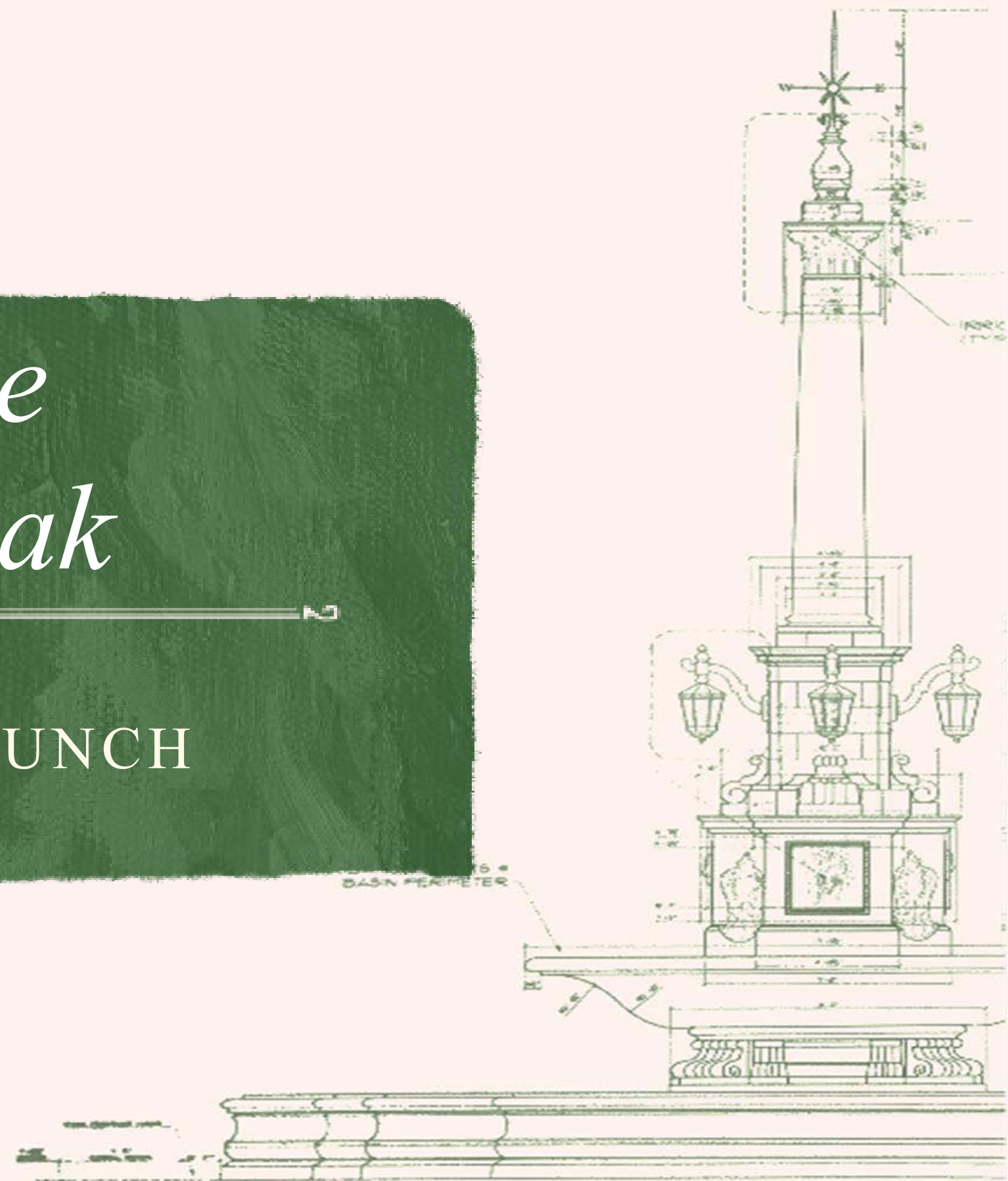
Sustainability-focused Excellence

- Protect and preserve the environment by identifying efficient, innovative and sustainable practices.
- Carlos P.
- Robert
- Kenny
- Kat



30 Minute Lunch Break

ENJOY YOUR LUNCH



CAPRA
Recreation
Programming Plan



COMMUNITY RECREATION CAPRA REVIEW RECREATION PROGRAMMING PLAN

The Community Recreation Department maintains a Comprehensive Programming Plan, which addresses its leisure and recreation programs, services, and amenities. The plan includes the department's Vision, Mission, Values and Goals, as well as its programming matrix, needs and goals, implementation procedures and serves as a business plan for the department.

The plan is reviewed annually by the leadership team and presented during the Annual Staff Meeting and revised as needed during Leadership Strategic Planning Retreats.

Closing Announcements

Director's Announcements
Supervisor Announcements

CORAL
GABLES
THE CITY BEAUTIFUL

