

**2022**

**Coral Gables**

**Journey To Community**

**Excellence Application**

# Coral Gables Journey To Community Excellence Application

## P Community Profile

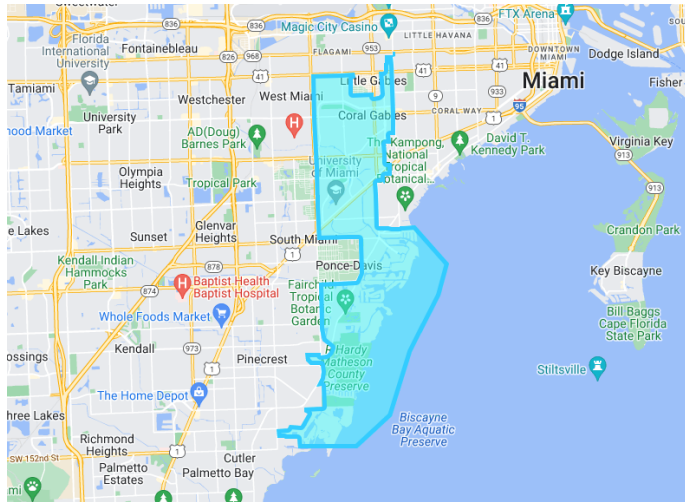
### P.1 Community Description: What are your community's key characteristics?

#### A Community Environment

##### P.1a(1) Community Definition and Identity

The Coral Gables Community of Excellence (CGCOE) geographic area is defined by the City of Coral Gables, Florida political boundaries (**Figure P.1-1**). Located in the southwest of Miami-Dade County, Florida, the City of Coral Gables includes 12.9 square miles and has a **population** of approximately 50,000 residents in 2021.

Coral Gables is a mature, fully developed **residential and business** community with current efforts focusing on re-development. Our **population and economic growth** are like surrounding cities, but less than the greater, unincorporated areas of Miami-Dade County. Our CGCOE leadership team is currently updating our **population and business growth** projection estimates, including appropriate comparison communities within Miami-Dade County, Florida, and the United States.



**Figure P.1-1**

Doctors Hospital offers general and specialized services, including orthopedics and sports medicine, cardiac care and sports cardiology, general surgery, robotic and minimally invasive laparoscopic surgery, geriatric medicine, and pulmonary care.

Doctors Hospital is ranked fifth in the region on U.S. News & World Report's list of best hospitals for 2021-2022, received an "A" grade in the spring 2021 Leapfrog Hospital Safety Grade, earned a 5-star rating from the Centers for Medicare and Medicaid Services, indicating it

is among the best performing hospitals in the country for safety, patient experience, timely and effective care, readmissions and mortality. **Our key healthcare results are listed in figures 7.1(1) – 1 to 20.**

**Education** – The CGCOE offers award-winning public and private schools that are among the highest-rated educational institutions in the State of Florida, internationally recognized for

excellence, and highly ranked in the National Merit Scholarship. More than 50 percent of Coral Gables residents 25 and older have a college degree, and 25 percent have a graduate or professional degree.

Coral Gables' founder, George E. Merrick imagined the **community identity** as both a "City Beautiful" and a "Garden City," with tree-lined avenues, monumental building, civic landmarks, winding roadways, green spaces, ornate plazas, fountains, and enhanced with Mediterranean Revival architecture style.

##### P.1a(2) Community Offerings

CGCOE offers a wide variety of **health, education, economic and quality of life** offerings to its residents, businesses, and customers. Below is a brief description of our four key community focus areas.

**Health** – Doctors Hospital is the only hospital within the CGCOE geographic area and is in the heart of historic Coral Gables. Doctors Hospital provides high-quality medical care to the community since 1949 and is recognized as a Magnet hospital for nursing excellence.

CGCOE is initially focusing on high school key leading and lagging performance measures, including graduation rates (**Figure 7.1(1) – 21**) and reading (**Figure 7.1(1) – 22**) and math proficiency rates (**Figure 7.1(1) – 23**). We have formed a committee of educational professionals from both public and private schools to assist in recommending performance measures, comparative data, and target levels, for our university, high, middle, and elementary schools. Below is an overview of the two high schools within the CGCOE geographic area we are focusing on initially.

**Coral Gables High School** first opened in 1950 and provides a comprehensive four-year secondary education. Its 26-acre campus, inspired by old Spanish architecture, offers dual enrollment courses, a gifted program and three academies aligned to a Science Technology, Engineering and Mathematics (STEM)

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framework. The individual academies — which focus on Business Management and Information Technology; Design, Education and Hospitality, and Health Science, Public Service and Law — provide learning experiences that rigorously integrate STEM and offer students opportunities to major in STEM disciplines.

The **International Studies Preparatory Academy** is an A-rated magnet school since 2008 and is the only school in the U.S. to offer an International Studies (IS) program based on an agreement with the governments of France, Italy, and Spain. Students at the Academy can pursue world language studies in addition to an academic curriculum with an international focus that addresses the standards of the U.S. and European Union educational systems. Students receive three hours of instruction in French, Italian or Spanish with studies in literature, history, and geography in the chosen language. Graduate students also receive a U.S. high school diploma and the equivalent diploma from the European country.

**Economy** – The CGCOE geographic area has a robust, diverse, local, national, and international businesses presence. Our business economy includes corporate headquarters, banking, investment institutions, health care, professional services, travel & tourism, hotels and lodging, restaurants and dining, shopping, arts, culture and entertainment, sports, and recreation.

We are a major employment center, with almost as many people working in the community as living there, and unlike other parts of Florida and the U.S., it is not influenced by seasonal shifts. The University of Miami is also located in Coral Gables and is the City's largest employer. We are also home for the international headquarters for Bacardi and Del Monte Fresh Produce.

Our community is especially desirable to businesses because of its proximity to Miami International Airport, the Port of Miami, and downtown Miami, while also being convenient for executive housing. In addition, a vintage style trolley connects many of the commercial districts, Grand Avenue and the Miami-Dade County Metrorail system.

Because of strong leadership by the Coral Gables Chamber of Commerce, our diverse economy, and local, national, and international businesses, our **key economic results (Figures 7.1(1) – 24 to 29)**, were minimally impacted during COVID, as compared to other

communities throughout Florida, and the United States.

**Quality of Life** – The City of Coral Gables conducts a bi-annual community survey by a third-party vendor to identify the resident's overall satisfaction with the **quality of life** within the CGCOE geographic area. The most recent survey shows 94% of residents rate the community's quality of life as good or excellent (**Figure 7.1(1)-30**).

The survey also asks residents to identify what they think the community should focus on in the coming two years. The top five key community requirements from the most recent survey conducted in 2021 includes: (1) economic health, (2) transportation system, (3) design and layout of residential and commercial areas, (4) city utility infrastructure, and (5) feeling of safety. The CGCOE leadership team will be gathering both leading and lagging performance measures, as well as identifying key program, services, partners, suppliers, and key stakeholders that contribute to meeting and exceeding the citizens expectations.

Below is an overview of some of our **communities' infrastructures, including key facilities, infrastructure, and resources (technology, housing, transportation, and natural resources) that support our community's four key service offerings.**

**Health Care** – Doctors Hospital; Baptist Health Orthopedic Center; University of Miami, Medical School and Health System; urgent care centers; and extensive list of primary and specialty physicians located throughout our community.

**Economy** - Coral Gables Chamber of Commerce; Miami International Airport; Port of Miami; Trolley system connecting to commercial districts; Miami-Dade Metrorail system; Miracle Mile shopping district; The Shops at Merrick Park.

**Education** - University of Miami, a research university and is ranked 50th among the nation's top-tier institutions in the *U.S. News & World Report ratings* of America's Best Colleges; Northwestern University's prestigious Kellogg School of Management Executive MBA Program; Coral Gables and the International Studies Preparatory Academy High School; two middle schools (George W. Carver and Ponce de Leon) and four elementary schools (Coral Gables Preparatory Academy, George W. Carver,

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Henry S. West Laboratory School, and Somerset Gables Academy).

**Quality of Life** - The City of Coral Gables offers twenty two parks with seven active playgrounds as well as 33 public tennis courts. There are two public and two private golf courses, as well as hiking and bike paths, the Matheson Hammock Park and Marina, and the Venetian Pool, which was named by *Travel & Leisure magazine* among the top "World's Coolest Pool. The city supports a museum and art cinema on Aragon Avenue, across from the renowned independent bookstore, Books & Books. Cultural center and four live theaters, as well as many fine art galleries. The University of Miami also provides the community with access to lectures and performances, as well as an art cinema and the Lowe Art Museum; Fairchild Tropical Botanic Garden; Tropical Baroque Festival and Beaux Art Festival. The City of Coral Gables provides excellent municipal services, including an accredited Police Department, as well as a Class 1 Fire Department and a Class 1 Building Division.

### P.1a(3) Residents, Other Customers, and Stakeholders

The CGCOE geographic area includes a **resident** population of approximately 54,000. The largest percent of residents (61.3%) are ages 19 to 64, second (19.9%) less than 19, and third (18.8%) are over 65 years of age. CGCOE is a very diverse community with 58.4% are Hispanic or Latino, 34.2% white, and 3.5% as African American. Females account for 54.4% and males, 45.6% of our resident population.

We have identified three **key customer and stakeholder groups**: Residents, businesses, and visitors. **Figure P.1-2** is a summary of their **key requirements and expectation of our key customer and stakeholder groups and the differences in requirements among each.**

### P.1a(4) People Resources

The key **formal and informal community leaders and the community organizations involved in delivering our community's four key offerings** include: **Health** (*Javier Hernandez-Lichtl, CEO Doctors Hospital and Baptist Health Orthopedic Institute*) – Doctors Hospital; Baptist Health Orthopedic Institute; Baptist Health of South Florida. **Economic** (*Mark A. Trowbridge, President & CEO, Coral Gables Chamber of Commerce*) – Coral Gables Chamber of Commerce, University of Miami; Miracle Mile Shopping district; Shops at Merrick Park. **Education** (*Mary Snow, President & CEO, Coral Gables Community Foundation*) – Miami-Dade County School District; University of Miami; International Studies Preparatory Academy School; Henry S. West Laboratory School, and Somerset Gables Academy. **Quality of Life** (*Julian Perez – Economic Development Director, City of Coral Gables*) – City of Coral Gables; Trolley system, Miracle Mile Shopping District; Giralda Plaza; Riviera and Deering Bay County Golf Clubs.

Two key recent **changes our community experienced in meeting the needs of our four community focus areas** include: (1) Preparation, response, and recover from the COVID pandemic, and (2) population growth within the City of Coral Gables and the surrounding cities and Miami -Dade County.

### P.1a(5) Regulatory Environment

Key **aspects of the regulatory environment under which our four community services focus areas operate** are outlined in the **figure P.2-1**. The CGCOE leadership team is currently finalizing the list.

	Residents	Businesses	Visitors
<b>Key Requirements &amp; Expectations</b>  <i>Note: Resident key requirements are identified through a bi-annual community survey.</i>	<ol style="list-style-type: none"> <li>1. Economic health</li> <li>2. Transportation system</li> <li>3. Design and layout of residential and commercial areas</li> <li>4. City utility infrastructure</li> <li>5. Feeling of safety</li> </ol>	<i>Currently being reviewed and updated.</i>	<i>Currently being reviewed and updated.</i>

**Figure P.1-2**

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### P.1b Community Excellence Group

#### P.1b(1) Mission, Vision, and Values

The CGCOE leadership team was initially formed in 2019 to access and improve the overall quality of life within the community of Coral Gables by focusing on four key community focus areas: Community health, education, our economy, and quality of life.

To accomplish this, we have adopted the Community of Excellence Framework and have been working to create balanced scorecard to objectively assess our current performance levels across each of our four community focus areas using the Community of Excellence, Category 7 result criteria. We intend to use our CGCOE scorecard to celebrate our successes and identify critical performance gaps within each of the four-focus areas. And once gaps are identified, to engage our community by working with a cross-section of community leaders, to put the systems and processes in place to quickly improve performance.

The CGCOE has adopted the City of Coral Gables **stated mission, vision, and values**: **Mission**: To honor our history by providing exceptional services that enhance the quality of life for our community. **Vision**: A world-class city with a hometown feel. **Values**: Governance with integrity – making ethical and wise choices; Aesthetics – preserving and enhancing the beauty of our city; Balanced – considering all interests, 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.

#### P.1b(2) Composition

The **lead, and backbone organization** of our CGCOE leadership team is Mark A. Trowbridge, President & CEO, Coral Gables Chamber of Commerce. The **key people and organizations involved in our community excellence leadership team** and their respective focus areas they lead include: **Health** - *Javier Hernandez-Lichtl, CEO Doctors Hospital and Baptist Health Orthopedic Institute*; **Education** - *Mary Snow, President & CEO, Coral Gables Community Foundation*; **Economy** - Mark A. Trowbridge, President & CEO, Coral Gables Chamber of Commerce; **Quality of Life** - *Julian Perez – Economic Development Director, City of Coral Gables*.

The **key drivers that engage our entire CGCOE leadership team** include a relentless passion to achieve a world-class city by providing exceptional services that enhances the quality of life for our community.

#### P.1b(3) Leadership System

The CGCOE **leadership system** is lead by Mark A. Trowbridge, President & CEO, Coral Gables Chamber of Commerce. Four prominent, community leaders have volunteered to “champion” one of our focus community areas (healthcare, education, economy, and quality of life). Their names and titles are listed in **P.1b(2)**.

We conduct monthly CGCOE leadership team meetings with the purpose of implementing the required systems and process as required by the Community of Excellence Criteria, and most recently, identifying and reviewing results within each of the four community focus areas.

The CGCOE leadership is currently expanding our leadership team by creating four community focus area subcommittees. Each of our four community focus area champions are recruiting and selected additional community leaders who have experience, expertise, influence, and authority, within each community focus areas. It will be these team members who will help us review and modify as necessary, the performance measures required within category seven results, as well as review, modify, and implement the systems to achieve the desired target levels to objectively demonstrate our vision – To achieve world-class city by providing exceptional services that enhance the quality of life for our community.

#### P.1b(4) Programs and Services

The CGCOE Leadership team is currently finalizing our key performance measures as required in **7.1a(1,2), community and process results effectiveness**. And once identified, we will identify the **key programs and services that directly align to and contribute to each of our four key community focus areas** and document them in **Figure P.2-1**.

#### P.1b(5) Suppliers, Partners, and Collaborators

The CGCOE leadership team as mentioned in **P.1b(4)** above, are finalizing our key **7.1a(1,2) community and process results effectiveness** performance measures, we will then identify the **key suppliers, partners, and collaborators support your community excellence four community focus areas and the role do they play in its**

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work systems, especially in producing and delivering our key programs and services. And once identified, will be documented in Figure P.2-1.

### **P.2 Community Situation: What is your community's strategic situation?**

#### **A competitive environment**

##### **P.2a(1) Competitive Position**

CGCOE leadership team is currently identify our key performance measures as required in **7.1a(1,2), community and process results effectiveness**, to include **comparative and competitive communities** at the local, state, and national level, and our **community's competitive position**. Once identified, they will be documented in **Figure P.2-1**.

##### **P.2a(2) Competitiveness Changes**

CGCOE leadership team will **identify key changes, if any, that are affecting our community's competitive situation, including changes that create opportunities for innovation and collaboration for our community excellence group, as appropriate**. And once we complete selecting our **7.1a(1,2) community and process results effectiveness performance measures**, they will be documented in **Figure P.2-1**.

##### **P.2a(3) Comparative Data**

CGCOE is currently in the process of identifying our **key sources of comparative and competitive data within each of our four-community focus areas and will**

**document them and any limitations to obtain or use the data in Figure P.2-1**. In results **7.1(1)-1 to 30**, we have begun to document key sources of comparative and competitive data where available at this time.

### **P.2b Strategic Context**

**P.2b(1) Core Competencies:** The CGCOE leadership team has not yet finalized our key **core competencies, and their relationship to our mission**.

**P.2b(2) Challenges and Advantages:** Our CGCOE leadership team is currently finalizing our **7.1a(1,2) community and process results effectiveness performance measures**, that will include associated comparison data at the local, state, and national level. And once identify, based upon the size of our performance gaps, we will be able to identify our **community's key strategic challenges and advantages, and how both relate to your community excellence group's mission and vision?** They will also be documented in **Figure P.2-1**.

### **P.2c Performance Improvement System**

CGCOE leadership intends to implement a Plan, Do, Study, Act (PDSA) **performance improvement system** to evaluate and close critical performance gaps as identified in our CGCOE Scorecard results, as well as **key projects, and processes** aligned to our four key community focus areas.

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	Health	Education	Economic	Quality of Life
<b>Key Focus Outcomes – 7.1a(1,2)</b>	<ul style="list-style-type: none"> <li>• Increase Insurance coverage</li> <li>• Increase checkup and preventive care</li> <li>• Decrease death rates</li> </ul>	<ul style="list-style-type: none"> <li>• Increase high school graduation rates</li> <li>• Increase high school reading and math proficiency rates</li> </ul>	<ul style="list-style-type: none"> <li>• Increase residents above poverty level</li> <li>• Increase percent taxes funded by businesses</li> <li>• Increase commercial &amp; retail space</li> </ul>	<ul style="list-style-type: none"> <li>• Increase percent residents' satisfaction with the quality of life in our community</li> </ul>
<b>Key Programs &amp; Services - P.1b(4)</b>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>
<b>Key suppliers – P.1b(5)</b>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>
<b>Key Partners &amp; Collaborators – P.1b(5)</b>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>
<b>Key Regulatory Agencies - P.1a(5)</b>	<ul style="list-style-type: none"> <li>• FL State Laws &amp; Regulations</li> <li>• CMS</li> </ul>	<ul style="list-style-type: none"> <li>• Florida Department of Education (FDOE)</li> <li>• Miami-Dade Public Schools</li> </ul>	<ul style="list-style-type: none"> <li>• FL State Laws &amp; Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• FL State Laws &amp; Regulations</li> <li>• Florida Building Codes</li> </ul>
<b>Competitive Position &amp; Changes – P.2a(1,2)</b>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>
<b>Comparative Data Sources – P.2a(3)</b>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>
<b>Key Advantages – P.2b(2)</b>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>
<b>Key Challenges – P.2b(2)</b>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>	<i>Working to identify</i>

Figure P.2-1