



2024  
CORAL GABLES  
COMMUNITY OF EXCELLENCE APPLICATION



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## CGCOE Organizational Chart

### Coral Gables Community of Excellence Executive Team Members

**Coral Gables Chamber of Commerce**  
Mark A. Trowbridge, President & CEO  
*Lead Organization*

**City of Coral Gables**  
Belkys Perez, Economic Director

**Baptist Health South Florida**  
Erin Dowd, Corporate Director of  
Government & Community Relations

## CGCOE Glossary of Terms

BHSF - Baptist Health South Florida

CGHS - Coral Gables High School

CGCOE - Coral Gables Community of Excellence

COE - Community of Excellence

ISPA - International Studies Preparatory Academy—High School

MDCHD - Miami Dade County Health Department

MDCSD - Miami Dade County School District

MVV - Mission, Vision and Values

SPP - Strategic Planning Process

US - United States

### CGCOE Alignment to COE Terms

- **Strategic Goals:** Balanced set of 5 high level, community focus areas (community offering) we intend to deliver to the residents and businesses within the City of Coral Gables. Aligned to 7.1(1), Community & Process Results.
- **Strategic Objectives:** What we want to increase, decrease or maintain within each of our 5 strategic goals. Used to measure performance over time.

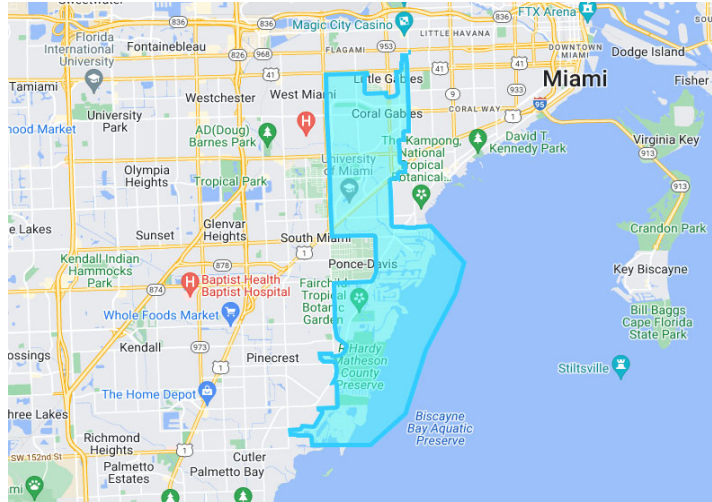


# 2024 Coral Gables Community of Excellence Application

## P Community Profile

**P.1a(1)** 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 heart of Miami and the southwest portion of Miami-Dade County, Florida. The City of Coral Gables includes 12.9 square miles and has a **population** of approximately 49,800 residents in 2023 according to the U.S. census data.

Our **community identity** was established in the early 1900's, when Coral Gables' founder, George E. Merrick imagined our community 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. Coral Gables is a mature, fully developed **residential and business** community. Our **population growth compared with that of other communities locally, regionally and nationally** is listed in **figure P.1-2**.



**Figure P.1-1 CGCOE geographic area**

**P.1a(2)** The **CGCOE Executive Team** has identified 5 **strategic goals (community offerings)** that align directly to the Community of Excellence (COE), **7.1a(1) Community and Process Results Criteria**. They include: 1) Health & Wellness; 2) Safe Neighborhoods; 3) Thriving Economy; 4) Educational Excellence, and 5) Quality of Life. The following is a description of each, including the strategic objectives (**listed in Figure P.2-1**), what we desire to increase, decrease, or maintain, aligned to each, **key facilities, infrastructure that support them, and their relative importance** to our residents.

	2021	2022	2023
<b>Coral Gables</b>	49,269	49,696 + 0.87%	49,800 + 0.21%
<b>Miami Dade</b>	2,731,939	2,757,592 + 2.1%	2,768,954 + 2.5%
<b>Florida</b>	21,898,945	22,276,132 + 3.4%	22,637,867 5.1%
<b>United States</b>	336,997,624	338,289,859 + 0.80%	339,996,563 + 0.50%

**Figure P.1-2 Population & percent change**

**1) Health & Wellness:** We measure 2 strategic objectives: Reduce the **Percent of Residents Without Health Insurance, Ages 0 to 64 (Figure 7.1-1)** and to reduce the **Accidental Death Rate Per 100k (Figure 7.1-2,3)**. We measure the **relative importance** through the City of Coral Gables bi-annual community survey. The percent of residents who rated health and wellness as **important** was 81% in 2021 and increased to 84% in 2023. **Key facilities, infrastructure, and resources that support our Health & Wellness strategic goal** include the Miami-Dade County Health Department, four hospitals (Doctors Hospital, Baptist Health Orthopedic Center; Coral Gables Hospital, and the University of Miami, Medical School, and Health System, several urgent care centers and an extensive list of primary and specialty physician offices located throughout our community.

Additional resources include the City of Coral Gables Fire Department who operations three fire stations, and the City of Coral Gables Police Department. There are no **key changes in these assets**.

**2) Safe Neighborhoods:** We measure 4 strategic objectives: Reduce **Violent Crime Rate per 100k (Figure 7.1-5)**; **Maintain Fire Department ISO Rating of 1 (Figure 7.1-6)**; **Maintain Police Department Accreditation Rating of Excellence (Figure 7.1-8)**; and **Maintain a Community Rating Score of 5 (Figure 7.1-7)**. We measure the **relative importance** through the City of Coral Gables bi-annual community survey. The percent of residents who rated overall **feeling of safety** as **important** was 91% in 2021 and 2023. The number one key requirement two community surveys in a row. **Key facilities, infrastructure, and resources that support our Safe Neighborhoods strategic goal** include the City of Coral Gables Fire Department that provides both fire and EMS services via three fire stations, and holds the highest possible **ISO Rating of 1 (Figure 7.1-6)**. The City of Coral Gables Police Department who has 191 sworn police officers and holds the highest **Police Accreditation Ranking of Excellence (Figure 7.1-8)**. To protect our community from flooding by either hurricanes or sea level rising, we participate in the National Community Rating System (**Figure 7.1-7**) which encourages and rewards communities by offering flood insurance premium discounts that go beyond the minimum required by National Flood Insurance Program (NFIP). There are no **key changes in these assets**.

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**3) Thriving Economy:** We measure 4 strategic objectives: **The Percent Unemployed Workforce (Figure 7.1-10); Median Household Income (Figure 7.1-9); City of Coral Gables Bond Rating (Figure 7.1-11); and the City of Coral Gables Reserve Balance for Emergencies (Figure 7.1-12).** We measure the **relative importance** through the City of Coral Gables bi-annual community survey. Residents rated the **importance** of the economy 89% in 2021 and 90% in 2023. **Key facilities, infrastructure, and resources that support** our Thriving Economy strategic goal includes local, national, and international businesses, and home for the international headquarters for Bacardi and Del Monte Fresh Produce. Over 20 consulates and foreign government offices, and more than 140 multinational corporations are located within the City of Coral Gables. Our community is especially desirable to businesses because of its proximity to Miami International Airport, the Port of Miami, downtown Miami, and also being convenient for executive housing. In addition, a vintage style trolley connects many of the commercial districts, included Miracle Mile, Grand Avenue and the Miami-Dade County Metrorail system. Other **resources** include banking and investment institutions, health care, professional services, travel & tourism, hotels and lodging, restaurants, shopping, arts, entertainment, recreation, and nearby professional sports, including the Miami Dolphins football team, the Miami Heat basketball team, and the 2024, Stanley Cup National Champions, the Florida Panthers hockey team. The University of Miami is also located in Coral Gables and is the City's largest employer. Unlike other parts of Florida, we are minimally influenced by seasonal population shifts. There are no key **changes in these assets**.

**4) Educational Excellence:** We measure 2 key strategic objectives: **High School Graduation Rates (Figure 7.1-13) and High School Reading Proficiency Rates (Figure 7.1-14).** We measure the **relative importance** through the City of Coral Gables bi-annual community survey. The percent of residents who rated **education important** increased from 75% in 2021 to 83% in 2023. **Key facilities, infrastructure, and resources that supports our Educational Excellence strategic goal** includes the home to numerous 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. In 2022, 70 percent of Coral Gables residents have a Bachelor's degree or higher. Residents have accesses to many educational opportunities including the University of Miami, a medical school and research facility 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; Two high schools, Coral Gables

and the International Studies Preparatory Academy; two middle schools (George W. Carver and Ponce de Leon) and four elementary schools (Coral Gables Preparatory Academy, George W. Carver, Henry S. West Laboratory School, and Somerset Gables Academy). There are no key **changes in these assets**. Our Educational Excellence strategic goal and the two strategic objective measures focuses on our 2 high schools located within the City of Coral Gables.

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

**International Studies Preparatory Academy (ISPA)** is a magnet school since 2008 and is the only school in the US to offer an International Studies program based on an agreement with the governments of France, Italy, and Spain. Students can pursue world language studies 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 US high school diploma and equivalent diploma from the European country.

**5) Quality of Life:** We measure 4 strategic objectives: The percent **Resident Satisfaction with Overall Quality of Life (Figure 7.2-5); Percent Residents Satisfaction Would Recommend (Figure 7.2-6); Percent Residents Satisfaction To Live (Figure 7.2-7); and Percent Resident Satisfaction To Work (Figure 7.2-8).** We measure the **relative importance** of each through our bi-annual community survey. **Key facilities, infrastructure, and resources that support our Quality of Life strategic goal** includes the ability of our residents and businesses to enjoy world-class restaurants, shopping, arts, culture and entertainment, sports, and recreation to enhance their quality of life. Also available are 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 Pools. The City of Coral Gables supports a museum and art

cinema on Aragon Avenue, across from the renowned independent bookstore, Books & Books, a 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. There are no key changes in these assets.

**P.1a(3)** We have identified residents and businesses as our two key stakeholder groups. The City of Coral Gables conducts a bi-annual community survey by a third-party vendor (program partner) to identify residents key requirements and satisfaction. The Coral Gables Chamber of Commerce and the City of Coral Gables Economic Department conducts over 200 community events annually with businesses to identify their key requirements and expectation. There are no key difference in requirements and expectations among our residents and businesses.

**P.1a(4)** By design, CGCOE Executive Team does not provide or deliver any programs. Instead, we have identified 12 program partners (Figure P.1-2) who are responsible for directly delivering the programs that support our 16 strategic objectives, that supports our 5 strategic goals (Figure P.1-2), and supports the achievement of our vision to be a world-class city. The following is a description of our 5 strategic goals (community offerings) and the 12 program partners responsible for the delivery of programs (Figure P.2-1) directly to our residents and businesses (key stakeholder groups).

**1) Health & Wellness:** The key program partners to help reduced the Percent of Residents Without Health Insurance (Figure 7.1-1) includes the Miami-Dade County Health Department and Baptist Health South Florida (BHSF). Key organizations to help reduce the Accidental Death Rate Per 100k (Figure 7.1-2) includes the City of Coral Gables Police & Fire Departments. There are no key changes with our program partners.

**2) Safe Neighborhoods:** The key program partner to help reduce Violent Crime Rates per 100k (Figure 7.1-4,5) is the City of Coral Gables Police Department. The key program partner to maintain the Fire Departments ISO Rating of 1 (Figure 7.1-6) is the City of Coral Gables Fire Department. The key program partner to maintain the Police Department Accreditation Rating (Figure 7.1-8) is the City of Coral Gables Police Department. The key program partners to maintain a Community Rating Score of 5 (Figure 7.1-7) is the City of Coral Gables Public Works and Emergency Management Departments. There are no key changes with our program partners.

**3) Thriving Economy:** Key program partners to increase Median Household Income (Figure 7.1-9) and reduce the percent of Unemployed Workforce (Figure 7.1-10) is the Coral Gables Chamber of Commerce and the City of Coral Gables Economic Department. Program partner to maintain the City of Coral Gables Bond Rating of AAA (Figure 7.1-11) and maintaining 25 Percent Reserve Balance For Emergencies (Figure 7.1-12) is the City of Coral Gables Finance department. There are no key changes with our program partners.

**4) Educational Excellence:** Key program partners to increase High School Graduation Rates (Figure 7.1-13) and High School Reading Proficiency Rates (Figure 7.1-14) is the Miami Dade School District (MDS), Coral Gables High School and the International Studies Preparatory Academy (ISPA). There is one key change with our program partners, a new principle for Coral Gables High School will begin next year.

**5) Quality of Life:** Key program partners to increase Resident Satisfaction with the Overall Quality of Life (Figure 7.2-5); Would Recommend (Figure 7.2-6); To Live (Figure 7.2-7); and To Work (Figure 7.2-8) includes all the program partners listed previously within strategic goals 1 through 4.

**P.1a(5)** Key regulations that impact our five strategic goals (community offering), our 16 strategic objectives, and our 12 program partners are described in Figure P.2-1.

**P.1b(1)** Since 2019, the CGCOE Leadership Team adopted the City of Coral Gables mission, vision, and values. Our Mission is to honor our history by providing exceptional services that enhance the quality of life for our community. Our Vision is to be a world-class city with a hometown feel. Our Values: Governance with integrity; Aesthetics; Balanced Interest; Learning; Exceptional Service; Sustainability. The key characteristics that define the CGCOE culture began in the early 1900's, when Coral Gables' founder, George E. Merrick imagined our community 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.

The CGCOE Executive Team has identified 5 key core competencies that contribute to achieving our vision. They include: 1) Ability to build strong relationships throughout the community; 2) Passion for excellence; 3) Years of executive experience successfully leading organizations; 4) Ability to select, collect and analyze data;

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and 5) Knowledge and expertise implementing the COE criteria.

**P.1b(2)** The CGCOE Executive Team was **initially formed** in 2019 to assist the City of Coral Gables achieve its vision through the adoption of the COE criteria. We have established a narrowly focused set of actions **we will** participate in, and equally importantly, actions **we will not** participate in. The two key deliverables the CGCOE Executive Team participates in to assist the City of Coral Gables become a world-class city includes: 1) Leveraging our core competencies described in **P.1b(1)**, and 2) develop and execute our overall, COE Leadership System (**Figure 1.1-1**). The one key action members of the CGCOE Executive Team we will **not** participate is the direct delivery of programs to our residents and businesses (key stakeholders). As members of the CGCOE Executive Team, we represent the entire community and not the individual organizations who sponsor our involvement. Since 2019, the **lead and backbone organization** of the CGCOE Executive Team is Mark A. Trowbridge, President & CEO, Coral Gables Chamber of Commerce. The two other individuals and the organization's they represent on the CGCOE Executive Team include, Belkys Perez, Economic Director, City of Coral Gables, and Erin Dowd, Corporate Director of Government & Community Relations, Baptist Health South Florida. The **key drivers that engage the** CGCOE Executive Team is a relentless passion to achieve our vision to become a world-class city.

**P.1b(3)** The CGCOE Executive Team has developed a **systematic and repeatable leadership system** (**Figure 1.1-1**) and is **deployed** to all 5 strategic goals (community offerings), our 16 strategic objectives, and 12 program partners (**Figure P.2-1**) who deliver the programs directly to our residents and businesses (key stakeholders) to achieve our vision.

**P.1b(4, 5)** The CGCOE Executive Team does **not offer or directly deliver any key programs to our residents and businesses** (key stakeholders) as described in **P.1b(2)**. Instead, we have identified through our strategic planning process (**Figure 2.1-1**) and collaborate with 12 program partners (**Figure P.2-1**). They are responsible for delivering the programs that directly support and contribute to the achievement of our 5 strategic goals, associated 16 strategic objectives to achieve world-class outcomes. **The specific programs our program partners deliver to our key residents and businesses are listed in Figure P.2-1.**

**P.1b(6)** Our vision is to be a world-class city with a home town feel. We define **world-class performance** as when our 16 strategic objectives listed in **Figure P.2-1** are: 20% better performing, or in the top 80th percentile when compared

to overall Miami Dade County, Florida, and the United States (US). To achieve our vision, the CGCOE Executive Team's leadership system (**Figure 1.1-1**) described in **P.1b(3)** is our overall **performance improvement system and includes the following best practice tools and methods:** 1) Community of Excellence (COE) Framework; 2) Balanced Scorecard Methodology; 3) Strategy Map Flywheel; 4) Three step strategic planning system; 5) Documented strategy plan; 6) Monthly strategic planning review meetings; 7) COE process assessment rubric using ADLI, and the COE results assessment rubric LeTCI to assess the maturity level of our key systems and results; 8) Rapid Process Improvement (RPI) methodology to close critical execution gaps; 9) Trend charts; 10) Identifying short (1 year) and longer (3 years) performance projections; and 11) Use of comparative data to assess our progress toward achieving our vision. In addition, within step 3, strategy execution of our strategic planning and leadership systems (**Figure 1.1-1, Figure 2.1-1**), the CGCOE Executive Team meets monthly to review our strategic plan results, celebrates successes, and identifies performance gaps to world-class levels. Each of our strategic objective results are graphically display using trend charts, going back to 2018 when possible, the year prior to the establishment of the CGCOE Executive Team to serve as a base line performance. Our 16 strategic objective (**Figure P.2-1**) results are compared to overall Miami Dade County, Florida, and the US. Performance projections, short term (1 year) and longer-term (3 years) using trend charts for decision making, including identifying actions required to close performance gaps required to achieve world-class performance in the future (**Figure 2.2-1**). When performance is below world-class levels, the CGCOE Executive Team member who champions that strategic goal will meet with the **program partner** (**Figure P.1-2**) to identify their key challenges and required resources. The information is discussed at our monthly CGCOE Executive Team meeting to identify the requested community resources to assist our program partner improve performance above world-class levels.

**P.2a(1)** We access our **competitive position** for our 16 strategic objectives through the use of comparative data, and are detailed in **Category 7.1 through 7.5 results.**

**P.2a(2) Competitiveness changes** are listed in **Figure P.2-1.**

**P.2a(3) Comparative and competitive data limitations** are described **Figure P.2-1.**

**P.2b(1) Strategic challenges, advantages, and opportunities** are listed in **Figure P.2-1.**

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Strategic Goals	Health & Wellness	Safe Neighborhoods	Thriving Economy	Educational Excellence	Quality of Life
<b>Strategic Objectives (Performance Measures)</b>	<ul style="list-style-type: none"> <li>Decrease Percent Residents Without Health Insurance (<b>Figure 7.1-1</b>)</li> <li>Reduce Accidental Death Rate per 100k (<b>Figures 7.1-2, 3</b>)</li> </ul>	<ul style="list-style-type: none"> <li>Reduce Violent Crimes Rate Per 100k (<b>Figures 7.1-5</b>)</li> <li>Maintain Fire ISO rating of 1 (<b>Figure 7.1-6</b>)</li> <li>Maintain Police Accreditation rating of Excellence (<b>Figure 7.1-8</b>)</li> <li>Maintain Flood Community Rating of 5 (<b>Figure 7.1-7</b>)</li> </ul>	<ul style="list-style-type: none"> <li>Reduce % Unemployed (<b>Figure 7.1-10</b>)</li> <li>Increase Median Household income (<b>Figure 7.1-9</b>)</li> <li>Maintain AAA Bond Rating (<b>Figure 7.1-11</b>)</li> <li>Maintain City Reserve Balance of 25% For Emergencies (<b>Figure 7.1-12</b>)</li> </ul>	<ul style="list-style-type: none"> <li>Increase High School Graduation Rates (<b>Figure 7.1-12</b>)</li> <li>Increase High School Reading Proficiency Levels (<b>Figure 7.1-13</b>)</li> </ul>	<ul style="list-style-type: none"> <li>Increase % Resident Satisfaction Quality of Life (<b>Figure 7.2-5</b>)</li> <li>Increase % Residents Would Recommend (<b>Figure 7.2-6</b>)</li> <li>Increase % Residents Report Great Place to Live (<b>Figure 7.2-7</b>)</li> <li>Increase % Residents Report Great Place Work (<b>Figure 7.2-8</b>)</li> </ul>
<b>Key Programs P.1b(4)</b>	<ul style="list-style-type: none"> <li>MDCHD Community Outreach Programs</li> <li>Police &amp; Fire Department Public Education Programs</li> </ul>	<ul style="list-style-type: none"> <li>Community Policing Program</li> <li>Fire Education &amp; Prevention Programs</li> <li>Community Flood Prevention Program</li> </ul>	<ul style="list-style-type: none"> <li>Coral Gables Chamber of Commerce Membership Program</li> <li>City of Coral Gables Economic Development Department</li> </ul>	<ul style="list-style-type: none"> <li>SAT Prep Course &amp; Mentors Services</li> </ul>	<ul style="list-style-type: none"> <li>All the programs and services listed to the left</li> </ul>
<b>Key Program Partners / Collaborators P.1a(5)</b>	<ul style="list-style-type: none"> <li>MDCHD</li> <li>Baptist Health South Florida</li> <li>City Coral Gables Police &amp; Fire Departments</li> </ul>	<ul style="list-style-type: none"> <li>City of Coral Gables Fire, Police, Emergency Management, and Public Works Departments</li> </ul>	<ul style="list-style-type: none"> <li>Coal Gables Chamber of Commerce</li> <li>City of Coral Gables Economic Department</li> </ul>	<ul style="list-style-type: none"> <li>MDCSD</li> <li>Coral Gables High School</li> <li>ISPA High school</li> </ul>	<ul style="list-style-type: none"> <li>All the programs listed to the left</li> <li>National Community Survey company</li> </ul>
<b>Key Regulators P.1a(5)</b>	<ul style="list-style-type: none"> <li>Center for Medicare Services (CMS)</li> <li>Centers for Disease Control &amp; Prevention (CDC)</li> </ul>	<ul style="list-style-type: none"> <li>Florida Department of Law Enforcement (FDLE),</li> <li>Insurance Service Office (ISO)</li> <li>Federal Emergency Management Agency (FEMA)</li> </ul>	<ul style="list-style-type: none"> <li>U.S. Department of Labor</li> <li>U.S. Department of Housing &amp; Urban Development (HUD)</li> <li>Standards &amp; Poor National Credit Agency</li> </ul>	<ul style="list-style-type: none"> <li>Florida Department of Education (FDOE)</li> <li>Miami-Dade County Public Schools</li> </ul>	<ul style="list-style-type: none"> <li>All the organizations listed to the left</li> </ul>
<b>Key Comparative Data Sources &amp; limitations P.2a(3)</b>	<ul style="list-style-type: none"> <li>Key regulators listed above</li> <li>US Census Data</li> <li>Key limitation w/ comparative data is getting the results timely. Result often delay 2 or more years.</li> </ul>	<ul style="list-style-type: none"> <li>Key regulators listed above</li> <li>Key limitation w/ comparative data is getting the results timely. Result often delay 2 or more years.</li> </ul>	<ul style="list-style-type: none"> <li>Key regulators listed above</li> <li>Key limitation w/ comparative data is getting the results timely. Result often delay 2 or more years.</li> </ul>	<ul style="list-style-type: none"> <li>Key regulators listed above</li> <li>Not able to obtain US comparative data for reading proficiency rates because there is not uniform reporting method.</li> </ul>	<ul style="list-style-type: none"> <li>National Community Survey company.</li> <li>Only one city in Miami Dade conducts a community survey. Some limitation within Florida getting comparative data to all questions.</li> </ul>

**Figure P.2-1 Strategic, goals, objectives, programs & partners, regulators, comparative data sources & limitations**



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Strategic Goals	Health & Wellness	Safe Neighborhoods	Thriving Economy	Educational Excellence	Quality of Life
<b>Challenges &amp; Threats P.2b(1)</b>	<ul style="list-style-type: none"> <li>No key challenges or threats</li> </ul>	<ul style="list-style-type: none"> <li>Offenders coming from other communities into the City of Coral Gables</li> </ul>	<ul style="list-style-type: none"> <li>No key challenges or threats</li> </ul>	<ul style="list-style-type: none"> <li>Continued negative impact of the COVID restriction from 2020.</li> <li>Lower income student from outside city don't have access to financial resources or support systems.</li> <li>Students who's primary language is not English.</li> </ul>	<ul style="list-style-type: none"> <li>Same items listed in the other four strategic goals.</li> </ul>
<b>Key Advantages P.2b(1)</b>	<ul style="list-style-type: none"> <li>Executive w/ BHSF member of the CGCOE Executive team.</li> <li>Strong relationship w/ Health Dept.</li> <li>Strong relationships with the local medical community.</li> <li>Extensive list of program assets.</li> </ul>	<ul style="list-style-type: none"> <li>Strong community support &amp; relations with both the City of Coral Gables Police &amp; Fire Departments</li> <li>Residents rated safety as their number one key requirement in both the 2021 and 2023 community surveys.</li> </ul>	<ul style="list-style-type: none"> <li>Strong business friendly environment among elected officials.</li> <li>CEO &amp; President of the Coral Gables Chamber of Commerce &amp; the City of Coral Gables Economic Director members of the CGCOE Executive team.</li> <li>Diverse economy</li> </ul>	<ul style="list-style-type: none"> <li>Strong community support &amp; financial resources</li> </ul>	<ul style="list-style-type: none"> <li>Same items listed in the other four strategic goals.</li> </ul>
<b>Key Opportunities P.2b(1)</b>	<ul style="list-style-type: none"> <li>Enhance relationship with current program partners</li> <li>Identify additional program partners to reduce percent residents without health insurance</li> <li>Segment residents w/o health insurance data by census track to identify lower performing areas and target programs.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to share with residents and businesses how to avoid being the victim of a violent crime.</li> <li>Communicate and Celebrate with residents and businesses how safe our neighborhoods and commercial districts are.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deploy business community survey similar the City of Coral Gables residential community survey.</li> </ul>	<ul style="list-style-type: none"> <li>Research possibility of adding CGCOE Executive Team member to champion our Educational Excellence strategic goal.</li> <li>Continue to identify community resources to support Coral Gables high school efforts to improve graduation rates and reading proficiency to achieve world-class performance levels</li> </ul>	<ul style="list-style-type: none"> <li>Same items listed in the other four strategic goals</li> </ul>

**Figure P.2-1 Strategic goal challenges, advantages & opportunities**