

Coral Gables Level 2 Journey To Community Excellence Application

P Community Profile

P.1a(1) Community Definition and Identity

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 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 2022.

In the early 1900's, 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

Coral Gables is a mature, fully developed **residential and business** community with current efforts focusing on re-development. Our **population growth is minimal** like surrounding mature cities within Miami-Dade County, but less than the greater, unincorporated areas of Miami-Dade County.

P.1a(2) Community Offering

CGCOE efforts and leadership system is organized around five key community strategic objectives that align to COE criteria. They include a Health Coral Gables, a Safe Coral Gables, Economic Coral Gables, an Educated Coral Gables, and Quality of Life within Coral Gables.

Coral Gables community offers a wide variety of **programs and services** within each of our five strategic objectives to its residents and visitors. **Below is a brief description of the key facilities, infrastructure and resources** align to each strategic objectives.

Healthy Coral Gables – Our community includes four hospitals: Doctors Hospital, Baptist Health Orthopedic Center; Coral Gables Hospital, and the University of Miami, Medical School, and Health System. Also available are several urgent care centers and an extensive list of

primary and specialty physician offices located throughout our community.

Safe Coral Gables - The City of Coral Gables Fire Department provides both fire and EMS services via three fire stations, and holds the highest possible ISO rating of 1. The City of Coral Gables Police Department comprises of 191 sworn police officers and has the highest police accreditation ranking of excellence.

To protect our community from flooding by either hurricanes or sea level rising, we participate in the National Community Rating System (CRS) that recognized, encourages, and rewards by offering flood insurance premium adjustments to homeowners and businesses that go beyond the minimum required by National Flood Insurance Program (NFIP) to provide protection from flooding.

Economic Coral Gables – The City of Coral Gables has a robust, diverse, local, national, and international businesses presence, and is home to over 20 consulates and foreign government offices and more than 140 multinational corporation.

Our business economy is diverse and includes banking and investment institutions, health care, professional services, travel & tourism, hotels and lodging, restaurants, shopping, arts, entertainment, sports, and recreation. We are a major employment center, with almost as many people working in our community as living there. Unlike other parts of Florida, we are minimally influenced by seasonal population 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

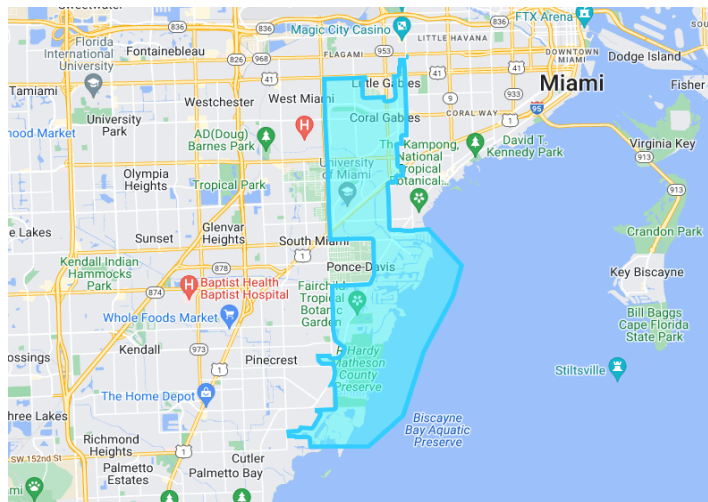


Figure P.1-1

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vintage style trolley connects many of the commercial districts, included Miracle Mile, Grand Avenue and the Miami-Dade County Metrorail system. Because of strong leadership provided by the Coral Gables Chamber of Commerce, and our diverse economy, our key economic results were minimally impacted during COVID, as compared to other communities throughout Florida, and the United States.

Educated Coral Gables – Coral Gables is home to numerous award-winning public and private schools that are among the highest-rated educational institutions in the State of Florida, and are internationally recognized for excellence, and highly ranked in the National Merit Scholarship. More than 70 percent of Coral Gables residents have a Bachelor’s degree or higher .

Residents have access 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; 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, Henry S. West Laboratory School, and Somerset Gables Academy).

Our Educated Coral Gables strategic objective focuses on performance excellence with our two public high schools located within our community. Below is an overview of both.

Coral Gables High School is an A-rated 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 — 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.

Quality of Life – Coral Gables residents and visitors enjoy an extensive list of world-class hotels, 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 Pool.

Coral Gables 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 with an “excellence” rating, an ISO, Class 1 Fire Department and an ISO Class 1 Building Division.

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

The Coral Gables includes a **resident** population of approximately 50,000. 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. The City 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.

The City of Coral Gables conducts a bi-annual community survey by a third-party vendor to identify the resident’s **key requirements and expectations, as well overall satisfaction with the quality of life.** The most recent

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survey conducted in 2021, identified the following key requirement of our residents: 1) Economic health; 2) Transportation system; 3) Design and layout residential and commercial areas; 4) City utility infrastructure; and 5) Feeling of safety.

There are no key difference in requirements and expectations among our residents. The survey results also shows 94% of residents rate the community's quality of life as good or excellent (**Figure 7.2(1)-25**).

P.1a(4) People Resources

The key **community organizations involved in the achievement of our five strategic objectives and the key community leaders who champion** them are members of our CGCOE leadership team. Below is a description.

Healthy Coral Gables - Key organizations include the Miami Dade Health Department, Doctors Hospital, Baptist Health Orthopedic Center; Coral Gables Hospital, and the University of Miami, Medical School, and Health System. Key **COE leaders who champion** our healthy coral gables strategic objectives include Javier Hernandez-Lichtl, CEO Doctors Hospital and Baptist Health Orthopedic Institute, and Michelle Mejia, Health Promotion & Strategic Partnership Consultant, Doctors Hospital.

Safe Coral Gables - Key organizations included the City of Coral Gables Fire Department and Police Department. Key **COE leaders champion** for our Safe Coral Gables initiative include Marcos De La Rosa, Fire Chief, Edward Hudak, Police Chief.

Economic Coral Gables - Key organizations include Coral Gables Chamber of Commerce and the City of Coral Gables. **COE leaders who champion** our Economic Coral Gables strategic objective include *Mark A. Trowbridge*, President & CEO, Coral Gables Chamber of Commerce, and Belkys Perez, Economic Development Director, City of Coral Gables.

Educated Coral Gables - Key organizations include the Miami-Dade School District, Coral Gables High School, and International Studies Preparatory Academy. **COE leaders who champion** our Educated Coral Gables strategic objective include Mary Snow, CEO Coral Gables Community Foundation and Tony Ullivarri, Principal Coral Gables High School.

Quality of Life - Key organizations include the City of Coral Gables and all the individual organizations and leaders mention prior. The **COE leader who champions** our Quality of Life in Coral Gables strategic objective is Belkys Peres, Economic Development Director, City of Coral Gables.

P.1a(5) Regulatory Environment

Key **aspects of the regulatory environment under which our five key community strategic objectives operate** are outlined in the **figure P.2-1**.

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 our five strategic objectives (health, safety, education, economy, and quality of life). To accomplish this, we have adopted the Community of Excellence Framework and have created a CGCOE balanced community scorecard to objectively access and measure our current performance levels across each of our five community strategic objectives.

We review our CGCOE scorecard at our monthly executive leadership meetings to celebrate our successes and identify critical performance gaps within each of the five strategic objectives. When performance gaps are identified, we engage our community by working with a cross-section of community leaders, to put the systems and processes in place to quickly improve performance and achieve desired target levels.

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

P.1b(3) Leadership System

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The **lead, and backbone organization** of our CGCOE leadership team is Mark A. Trowbridge, President & CEO, Coral Gables Chamber of Commerce. Our COE executive leadership team includes the organizations and leaders described in **P.1a(4)**. The **key drivers that engage our entire CGCOE leadership team** includes a relentless passion to achieve a world-class city by providing exceptional services that enhances the quality of life for our community.

CGCOE leadership team meets monthly to learn and implement COE Criteria, review our Scorecard, celebrate successes, identify and improve performance gaps, within each of the five community strategic objectives.

To achieve each of our five strategic objectives, and the performance measures and target levels aligned to each, the five COE strategic objective champions identifies and selects additional community leaders who have experience, expertise, influence, and authority, within their strategic objective who champion to achieve our desired outcomes.

It will be these strategic objective subcommittee team members who review and modify as necessary, the performance measures aligned to each of our five strategic objectives, as well as identify and improve the programs and services 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

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

Our CGCOE Leadership team is continually evaluating and improving the key programs and services, suppliers, partners and collaborators that aligned to and support achievement of our five strategic objectives and are listed in **Figure P.2**.

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

P.2a(1) Competitive position for each of our five strategic objectives are listed in **Figure P.2-1**

P.2a(2) Competitiveness Changes for each of our five strategic objectives are listed in **Figure P.2-1**

P.2a(3) Key sources of comparative and competitive data for each of our five strategic objectives performance

measures are listed in **Figure P.2-1**.

P.2b Strategic Context

P.2b(1) Core Competencies:

To achieve our mission to provide a world-class city by providing exceptional services that enhance the quality of life for our community, our core competencies are our 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.2b(2) Strategic Challenges and Advantage: for each of our five strategic objectives are listed in **Figure P.2-1**

P.2c Performance Improvement System

CGCOE leadership team uses a Plan, Do, Study, Act (PDSA) **performance improvement system** to evaluate and close critical performance gaps as identified in our CGCOE Scorecard results.

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Community Focus Areas	Healthy Coral Gables	Safe Coral Gables	Economic Coral Gables	Educated Coral Gable	Quality of Life Coral Gables
Key Strategic Objectives	<ul style="list-style-type: none"> Reduce Incidences Cancer, Heart Disease, Stroke and Diabetes Reduce Adults w/ High BP, Smoking & Obesity Increase Preventive Care & Check Ups Decrease Adults w/o Insurance 	<ul style="list-style-type: none"> Reduce Rate Violent Crimes Reduce Accidental Death rates Maintain Fire ISO rating of 1 Maintain Police Accreditation rating of "Excellence" Increase Flood Community Rating Score 	<ul style="list-style-type: none"> Reduce Workforce Unemployment Increase Median Household income Maintain AAA Bond Rating w/ Moody's, S&P, and Fitch Rating Systems Maintain City Reserve Balance of 25% For Emergencies 	<ul style="list-style-type: none"> Increase High School Graduation Rates Increase High School Reading Proficiency Levels Increase High School Math Proficiency Levels 	<ul style="list-style-type: none"> Increase Resident Satisfaction Quality of Life Increase Residents Recommend City of Coral Gables To Live Maintain LEED Gold Certification "Gold"
Key Programs & Services— P.1b(4)	<ul style="list-style-type: none"> Working on Identifying 	<ul style="list-style-type: none"> Community Policing Fire Education & Prevention Community Flooding Prevention 	<ul style="list-style-type: none"> Coral Gables Chamber of Commerce City of Coral Gables Economic Development Department 	<ul style="list-style-type: none"> SAT Prep Course & Mentors Multi Tier Support Systems (MTSS) ESE Support Academic Resource Coaches 	
Key Supplies, Partners, & Collaborators - P.1a(5)	<ul style="list-style-type: none"> Miami-Dade Health Department Choice MD Doctors , Baptist Orthopedic , Coral Gables Hospitals 	<ul style="list-style-type: none"> City of Coral Gables Fire, Police & Emergency Management 	<ul style="list-style-type: none"> Coal Gables Chamber of Commerce City of Coral Gables 	<ul style="list-style-type: none"> Miami-Dade Public School Coral Gables and Prep. Academy High School 	
Key Competitive Position & Challenges - P.2a(1,2)	<ul style="list-style-type: none"> Working on Identifying 	<ul style="list-style-type: none"> Working on Identifying 	<ul style="list-style-type: none"> Working on Identifying 	<ul style="list-style-type: none"> Working on Identifying 	
Key Strategic Advantages— P.2b(2)	<ul style="list-style-type: none"> Working on Identifying 	<ul style="list-style-type: none"> Working on Identifying 	<ul style="list-style-type: none"> Working on Identifying 	<ul style="list-style-type: none"> Working on Identifying 	
Key Sources of Comparative Data—P.2a3	<ul style="list-style-type: none"> Florida Department of Health Miami Matters 	<ul style="list-style-type: none"> FDLE FEMA 	<ul style="list-style-type: none"> US Census Miami Matter 	<ul style="list-style-type: none"> Florida Department of Education (FLOE) 	
Key Regulatory Agencies - P.1a(5)	<ul style="list-style-type: none"> Center for Medicare Services (CMS) Florida Department of Health 	<ul style="list-style-type: none"> Florida Department of Law Enforcement (FDLE), Fire, & Emergency Management 	<ul style="list-style-type: none"> Florida Laws and Regulations 	<ul style="list-style-type: none"> Florida Department of Education (FDOE) Miami-Dade County Public Schools 	

Figure P.2-1