As the City of Coral Gables completes its celebration of its 90th year, reflecting upon the decades of phenomenal achievements of the City and its people, and looking ahead to our Centennial Celebration, our attention must now be focused upon the City's future and our unwavering commitment to our new Mission – To honor our history by providing exceptional services that enhance the quality of life for our community.

We are proud to introduce to you our 2017-2019 strategic plan. This plan will serve as the City's roadmap to our new Vision – A world-class city with a hometown feel – and describes our strategic goals and objectives to accomplish over the coming three years, detailing specifically our intent to achieve world-class performance levels in all key measurement areas while embodying our 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, and workforce; celebrating diversity; being fair and equitable
Learning – inspired by our history, committed to excellence and innovation for our future
Exceptional service – being accessible, accountable, and respectful – exceeding expectations with pride
Sustainability – stewardship of all resources: people, finances, facilities, and the environment

The City remains committed to delivering essential municipal services in an exceptional way with new technology and old-fashioned customer service combined with best practices, high performance standards, and accountability and transparency at all levels of the organization.

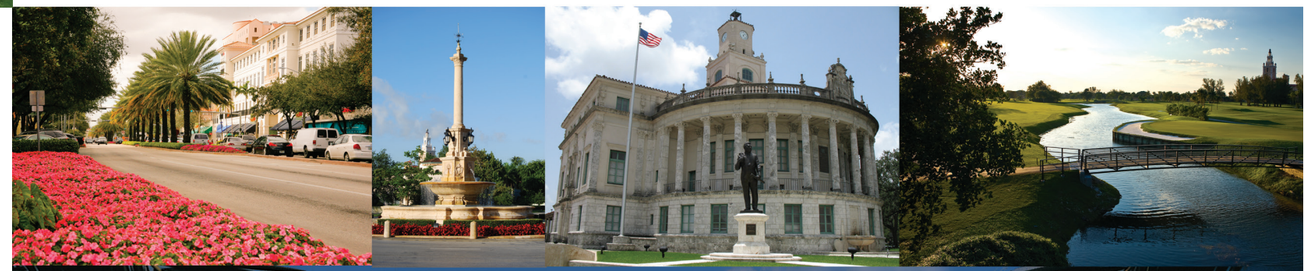
In addition to fixing sidewalks, planting trees, improving recreation spaces, and renovating facilities, the City will also be introducing neighborhood street lighting, and enhancing safety initiatives to help preserve the quiet residential neighborhoods that make Coral Gables "The City Beautiful." We encourage your participation in community meetings and events as your input is valued and appreciated.

Finally, we, your City Staff, want to thank you for allowing us the opportunity to serve you in a world-class manner that preserves the City's historic and cultural character, balances the economic, environmental, and social needs of our community, and helps lead us to a sustainable city with the highest level of quality of life

Cathy Swanson-Rivenbark
City Manager

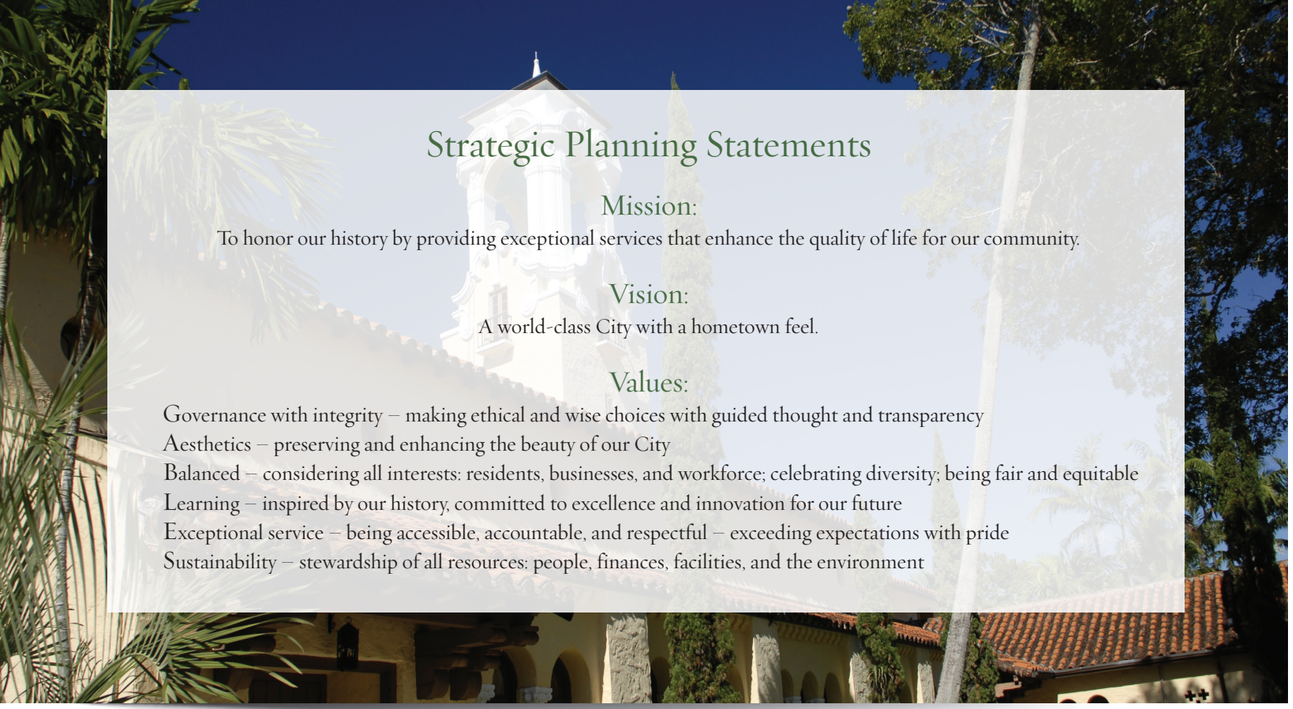
CORAL GABLES®

THE CITY BEAUTIFUL



2017-2019 Strategic Plan

A WORLD-CLASS CITY WITH A HOMETOWN FEEL



Strategic Planning Statements

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 with guided thought and transparency
Aesthetics – preserving and enhancing the beauty of our City
Balanced – considering all interests: residents, businesses, and workforce; celebrating diversity; being fair and equitable
Learning – inspired by our history, committed to excellence and innovation for our future
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Customer-focused Excellence

Goal:

Provide exceptional service that meets or exceeds the requirements and expectations of our community.

Objectives:

Attain world-class performance levels in overall community satisfaction with City services by 2019

Attain world-class performance levels in public safety by 2019

Improve mobility throughout the City

Create accessible "home-town" recreation opportunities in all areas of the City

Enhance our position as a premier destination for arts, culture, dining, and shopping

Workforce-focused Excellence

Goal:

To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.

Objectives:

Ensure sufficient workforce capacity and capability to deliver high quality results by 2019

Attain world-class levels of performance in workforce satisfaction and engagement by 2019

Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, & leadership skills

Attain world-class performance levels in workforce health and safety by 2019

Financial Excellence

Goal:

Ensure the financial ability to provide essential services that promote a high quality of life, health, and safety to the residents, businesses, and workforce.

Objectives:

Attain / maintain AAA ratings by 2017

Decrease unfunded pension liability by 3% per year by 2019

Attain 80% funded status for existing capital improvement plan asset class matrices through recurring revenue by 2019. Develop and attain 60% funded status for newly developed capital improvement plan asset class matrices through recurring revenue by 2019.

Maintain minimum of 25% general fund unassigned reserve based on total operating budget

Increase the percentage of development agreement and grant funding to 4% of total revenue by 2019

Process Excellence

Goal:

Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.

Objectives:

Improve customer satisfaction with City communications to 75% by 2019

Expand knowledge-based library across departments and operations by Q1-2017

Provide training on process improvement / performance excellence methodologies to all employees by 2019

Community-focused Excellence

Goal:

Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.

Objectives:

Increase community access and knowledge of historic and cultural sites

Increase the historical and cultural components in City-sponsored programs and the community's satisfaction with access and the programs

Enhance the pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and way finding

Create and fund ongoing programs to restore and preserve the City's significant historic resources through grants each year that the City is eligible

Attain world-class performance levels in resident satisfaction with City-sponsored special events by 2019

Implement best practices for urban and landscape design in public places, and sustainable historic aesthetics by 2019

Acquire/design and construct significant art for permanent display in public places

Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City's brand

Develop and deploy a training program for the workforce regarding the City's culture, history, and brand by 2019

Sustainability-focused Excellence

Goal:

Provide exceptional services that enhance local and global environmental quality, enrich our local economy, and strengthen the health and well-being of our current and future residents, businesses, and visitors.

Objectives:

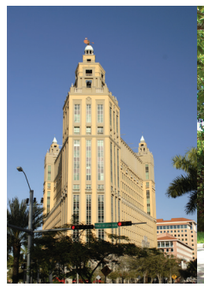
Reduce the City's electricity use 15% below 2013 levels by 2019

Reduce the City's water use 8% below 2013 levels by 2019 in City buildings, parks, and irrigation

Meet 60% of the state waste diversion goal of 75% by 2019

Reduce the City's gasoline and diesel fuel use 2% below 2013 levels by 2019

Increase outreach and education efforts with City employees and the community to enhance sustainability

Increase alternative mobility options to the community by 2019

Develop contingency plans and resources to address potential environmental changes such as sea level rise