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
### 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
- Balanced – considering all interests: residents, businesses, and workforce; celebrating diversity; being fair and equitable
- Exceptional service – being accessible, accountable, and respectful – exceeding expectations with pride
- Sustainability – stewardship of all resources: people, finances, facilities, and the environment
- Learning – inspired by our history, committed to excellence and innovation for our future
- Governance with integrity – making ethical and wise choices with guided thought and transparency
- Aesthetics – preserving and enhancing the beauty of our City

**Objectives:**
- Develop and implement a comprehensive staff development program by 2019 to ensure appropriate workforce training, opportunities, and retaining a competent and cohesive workforce.
- Ensure sufficient workforce capacity and capability to deliver high quality results by 2019.
- Attain world-class performance levels in overall community satisfaction with City services by 2019.
- Increase the percentage of development agreement based on total operating budget.
- Attain / maintain AAA ratings by 2017.
- Attain 80% funded status for newly developed capital improvement plan asset class matrices through recurring revenue by 2019.
- Attain world-class performance levels in workforce health and safety by 2019.
- Attain 60% funded status for newly developed capital improvement plan asset class matrices through recurring revenue by 2019.
- Protect, celebrate, and honor the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.
- Provide exceptional training that will ensure that employees are compliant with City communications to 75% by 2019.
- Create and fund ongoing programs to restore and preserve historic and cultural sites across departments and operations by Q1-2017.
- 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.
- Develop contingency plans and resources to address potential environmental changes such as sea level rise.
- Develop and deploy a training program for the workforce regarding sustainability-focused excellence methodologies to all employees by 2019.
- Develop and deploy a training program for the workforce regarding process improvement / performance excellence methodologies to all employees by 2019.
- Incentivize and reward the workforce for high-quality results by 2019.
- Enhance the pedestrian experience, safety, and connectivity in the City through improved lighting, crosswalks, sidewalks, and wayfinding.
- Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City’s brand.
- Create and fund ongoing programs to restore and preserve the City’s significant historic resources through grants each year that the City is eligible.
- 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.
- Develop contingency plans and resources to address potential environmental changes such as sea level rise.
- 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.
- 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.
- Develop and deploy a training program for the workforce regarding sustainability-focused excellence methodologies to all employees by 2019.