

CITY OF CORAL GABLES, FLORIDA

Office of Communications

Strategic Communications Plan



By **Maria Rosa Higgins Fallon**, MPA
Public Affairs Manager

mfallon@coralgables.com

CORAL GABLES

TABLE OF CONTENTS

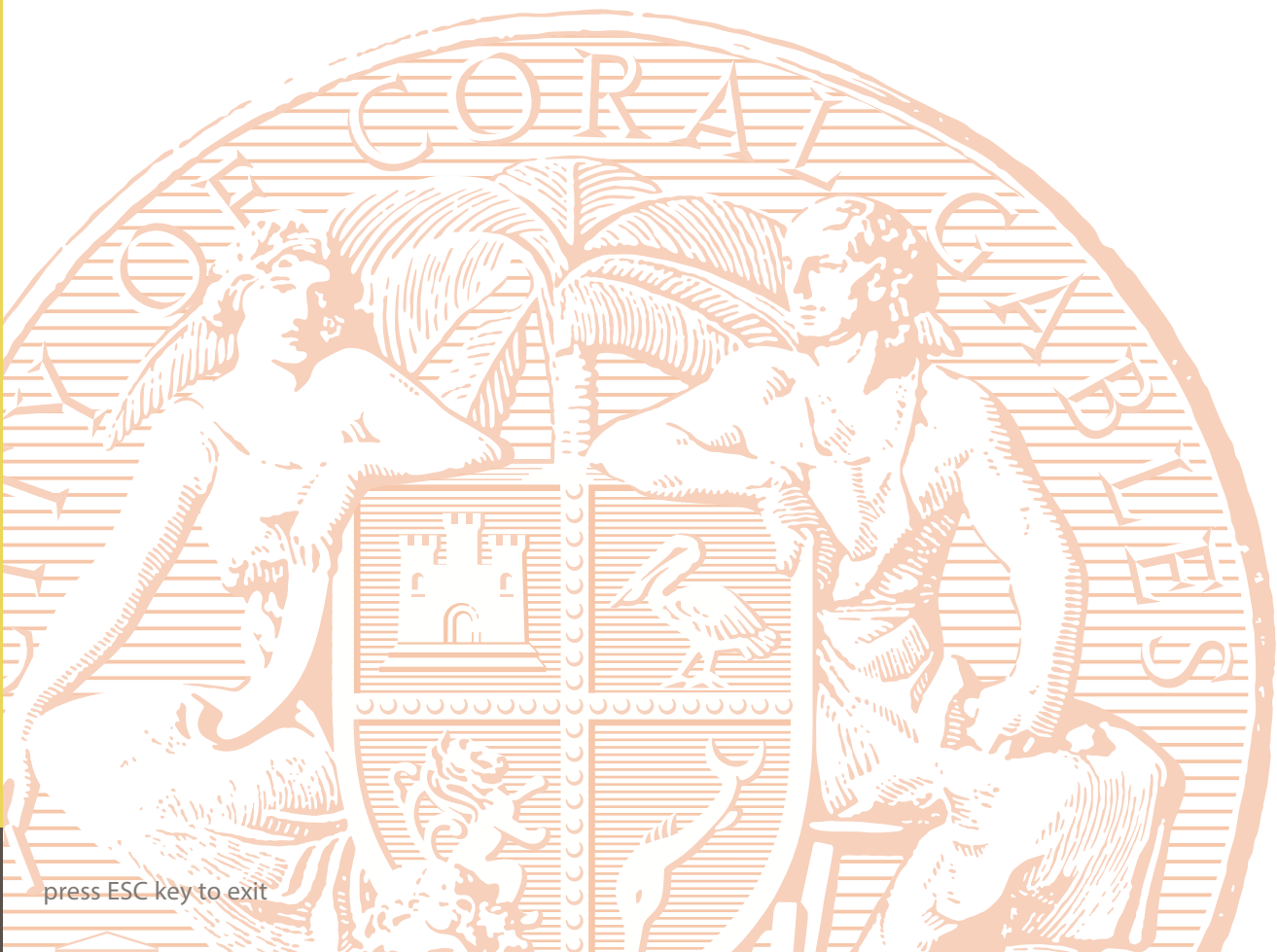
EXECUTIVE SUMMARY	<u>3</u>
Brand Manifesto – Why the Plan Matters?	<u>3</u>
ABOUT THE CITY OF CORAL GABLES	<u>4</u>
Demographics	<u>4</u>
The City of Coral Gables Strategic Plan	<u>5</u>
Mission, Vision, Values	<u>5</u>
Strategic Focus Areas	<u>6</u>
ABOUT THE OFFICE OF COMMUNICATIONS	<u>8</u>
Communications History	<u>8</u>
Organizational Chart	<u>8</u>
What We Do	<u>9</u>
Tasks and Responsibilities	<u>11</u>
Our Audiences	<u>12</u>
Special Influencers	<u>13</u>
Internal Partners	<u>13</u>
The Accolades	<u>14</u>
STRATEGIC COMMUNICATIONS	<u>16</u>
SWOT Analysis	<u>16</u>
Strategic Communications Plan	<u>18</u>
APPENDIX	<u>22</u>
Communications Toolkit	<u>22</u>
Branding	<u>23</u>
e-Mail Marketing	<u>25</u>
Coral Gables Television – CGTV	<u>26</u>
Social Media	<u>27</u>
Website	<u>29</u>
Advertising	<u>30</u>
Internal Communications	<u>32</u>
Collaterals	<u>33</u>

EXECUTIVE SUMMARY

This **Strategic Communications Plan** is an outline for all external and internal communications, including the mission and vision of the Communications team, which encompasses the Office of Public Affairs and Coral Gables Television. This document provides a one-, two-, and three-year plan of action and best practices manual to be implemented by the Communications team, in alignment with the City of Coral Gables overall Strategic Plan.

Brand Manifesto – Why the Plan Matters?

This Brand Manifesto supports the City of Coral Gables' larger organizational mission and identifies the City's communications partners, audiences and approach in order to augment the current state of communications, public education and community outreach. This plan is instrumental in aligning effective communications strategies with the City's overall strategic mission, vision and organizational values that enhance the quality of life for all residents, businesses, visitors and employees of Coral Gables.



ABOUT THE CITY OF CORAL GABLES

The City of Coral Gables, known as “The City Beautiful,” is an affluent suburb of Miami-Dade County. The City was founded in 1925 by George Merrick, a poet and visionary who dreamed this planned community with beautiful gardens, wide tree-lined avenues, ornate plazas and fountains, and Mediterranean architectural features that still exist today. Coral Gables is a full-service municipality with a vibrant Downtown, which contributes 40% of the city’s tax revenues. Coral Gables is home to the University of Miami.

Demographics

Population	51,000
Households	21,234
Females	51.3%
Median Age Population	40
White race	90.2%
Hispanics	58.4%
Foreign born	38.5%
Median Household Income	\$96,887
Median value of homes	\$750,000
High school graduate or higher	95.6%
Bachelors’ degree or higher	62.7%
Income 50K to 74K	12.4%
Income 75K to 99K	10.40%
Income 100K to 149K	14.8%
Income 150K to 199K	11.1%
Income 200K+	23.5%
Language other than English spoken at home	60% Spanish

2020-2022 STRATEGIC PLAN

The City of Coral Gables Mission

To honor our history by providing exceptional services that enhance the quality of life for our community.

The City of Coral Gables Vision

To be “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; celebrate 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

Strategic Focus Areas

CUSTOMER-FOCUSED EXCELLENCE

GOAL: Provide exceptional services that meet or exceed the requirements and expectations of our community.

Objective 1: Attain world-class performance levels in overall community satisfaction with City services by 2022.

Objective 2: Attain world-class performance levels in public safety services by 2022.

Objective 3: Improve mobility, transportation safety, and the pedestrian experience throughout the City.

Objective 4: Enhance our position as a premier destination for arts, culture, dining, and shopping

WORKFORCE EXCELLENCE

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

Objective 1: Ensure sufficient workforce capacity to deliver high quality results by 2022.

Objective 2: Attain world-class levels of performance in workforce satisfaction and engagement by 2022.

Objective 3: Ensure appropriate workforce training, professional development opportunities, and leadership skills.

Objective 4: Achieve world-class performance levels in workforce health and safety by 2022.

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.

Objective 1: Ensure the financial integrity and sustainability of the City.

PROCESS EXCELLENCE

GOAL: Optimize city processes and operations to provide cost-effective services that efficiently utilized city resources

Objective 1: Enhance the effectiveness of key city processes.

Objective 2: Increase the efficiency of key resource utilization processes.

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.

Objective 1: Increase the historical and cultural components in city-sponsored programs and the community's satisfaction with access and the programs.

Objective 2: Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the city's brand.

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 residents, businesses and visitors.

Objective 1: Increase the resiliency of the City.

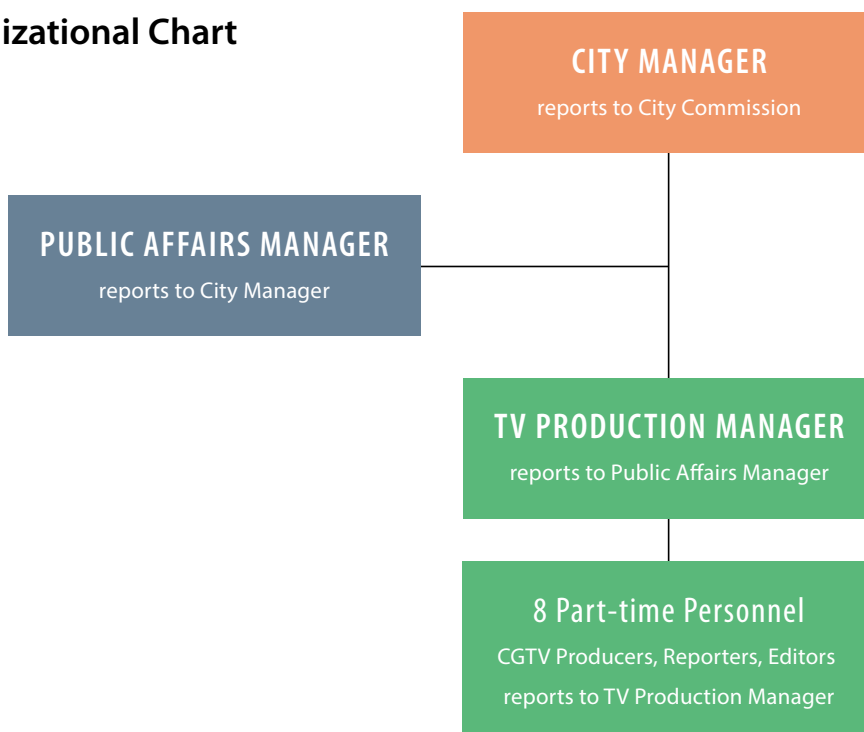
ABOUT THE OFFICE OF COMMUNICATIONS

Communications History

The Office of Public Affairs, reporting directly to the City Manager, was established in 2003. Previously, the City contracted with a public relations outside consultant to address the city's communications needs.

In 2003, the City hired a full-time Public Affairs Manager to supervise the City's internal and external communications, as well as to administer the City's PEG channel, Coral Gables Television. The combined Public Affairs and Coral Gables Television form the Communications team, which is comprised of two full-time personnel and eight part-time staff.

Organizational Chart



The Public Affairs Manager supervises Coral Gables Television and oversees all messaging and content approval of daily and routine publicity. In turn, the Public Affairs Manager reports directly to the City Manager who oversees crisis communication messaging, in tandem with Emergency Management in high-profile situations.

What We Do

The Office of Communications provides timely, proactive and responsive information to the public regarding City services and programs, projects, special events and emergency notifications. The Communications team is dedicated to fostering positive relationships with the media and creating opportunities for the community to engage in the decision-making process with the City. This Office oversees the following:

- External communications
- City's brand identity
- Website content: www.coralgables.com
- Coral Gables Television
- Social media: Facebook, Twitter & Nextdoor
- Special projects outreach and promotions
- Internal communications
- EOC Communications/Hurricane Preparedness

The Communications team wears multiple hats in the delivery of external and internal communication services, including those tasks listed above. However, there are a few pivotal roles that team members must emphasize in all the delivery of communications services, with the most important listed below:

First-Line Communicators/Brand Ambassadors

The Public Affairs Office and Coral Gables Television staff are **First-line Communicators** in charge of delivering the news and statements of the City of Coral Gables regarding services, leaderships, policies and laws, accomplishments, and other related issues to our local government. The Communications Office act

as **Brand Ambassadors** of the organization, often conveying messages that are positive, enforcing our strategic plan objectives and positioning the city and its leadership in a favorable light among all communication partners. Their role is highly visible, either at senior level discussions or in front of the camera, and their participation and excitement for “all things Gables” sets the tone and confidence for how others view the City Coral Gables brand of customer-focused excellence, workforce excellence, financial excellence, process excellence, community-focused excellence and sustainability-focused excellence.

Image Unifiers & Brandalism Watchers

Communications staff are **Image Unifiers** in charge of directing and synchronizing all messaging in order to provide a unified and consistent narrative to our multiple communication partners. Communications staff coordinates the logistics of the public conversation, with the Public Affairs Manager being the primary point of contact for all media inquiries, with the exception of Police and Fire departments PIOs. In the case of **brandalism – the vandalism of the city’s branding** – the Public Affairs Manager monitors the output of collaterals to correct any deviation of proper brand layout or design.

Emergency & Crisis Communicators

In the case of a natural disaster or man-made emergency, the entire Communications team is required to staff the City of Coral Gables Emergency Operations Center (EOC) for the timely release of public education preparedness programs, rumor control or as members of the Joint Information Center. The Office of Communications takes a lead role in providing a single, official point of contact as **Emergency and Crisis Communicators**, working with multiple citywide departments to respond to these emergency or crisis situations.

Tasks and Responsibilities

Branding	Web	Social/ Digital	CGTV	Outreach	Publicity	Media/ Press	Advertising	EOC	Internal
Design	Content	Facebook	Commission Meetings	Public Input	Events	PIO	Herald	Prep Info	Xchange Employee News
Templates	Review	Twitter	Historic Board Meetings	Zen City	Projects	Speakers	CG Magazine	JIC	Photos
Logo ID	Update	Nextdoor	Planning Board Meetings	Surveys	Awards	Requests	Community Newspapers	WLRN	EOY Video
Permission	AP Style	FB Live	Parades	Social Q&A	Leadership	Corrections	Design	Post Info	
Photography	Calendar	Archive Social	Events	Calendar	Research	Releases	Content		
Copyright	News	Boosting	Programming						
			Technical						

Our Audiences

Communication Partners	Potential Positive Impact	Potential Negative Impact	How City Listens?
Residents	Increased satisfaction and improved customer experience, community pride, increased resident retention rate	Survey fatigue, failure to be able to manage up to expectations	Annual Satisfaction Survey, social media commentary, direct contact (phone, email, website, in-person), City Commission participation, Community meetings.
Businesses	Increased satisfaction and improved customer experience, community pride, increased business retention rate	Survey fatigue, failure to be able to manage up to expectations	Merchants and customers feedback, Chamber of Commerce and Business Improvement District feedback.
Board of Realtors	Increased sales and revenue based on increased desirability of Coral Gables to homebuyers and renters	If resident retention rate increases, the opportunity to benefit from increased property taxes may be missed	Feedback from real Estate Professionals and Commercial Developers, lobbyists participation.
Business Recruitment entities (i.e. Beacon Council)	Increased data and information with which to recommend Coral Gables and establish offices in City	Managing expectations	Feedback from Economic Development partners
Media	Good publicity, increased data and information with which to promote Coral Gables' attributes	Managing expectations	Media inquiries, ZenCity Analysis, Feedback from citizen bloggers and social media influencers
City Workforce: 1,000 employees (full-time and part-time)	Increased workforce satisfaction, increased workplace pride, loyalty, engagement, empowerment, positive word of mouth	Demanding more of the workforce may lead to stress/anxiety, increasing the chance of falling short of goals	Confidential employee survey, Departmental meetings, Labor Relations and Human Resources issue resolution
Volunteers 33 Board & Committees	Increased citizen pride and satisfaction, larger pool of volunteers, citizen empowerment and engagement	Managing expectations	Monthly meetings, official minutes, City Commission actions on Board issues
Non-profit organizations	Increased data and information with which to improve customer/partner experience, sense of community	Managing expectations	Feedback from organization's leadership to staff or City Commission
Religious organizations	Increased data and information with which to improve customer/partner experience	Managing expectations	Feedback from institution's leadership to staff or City Commission
University of Miami /Schools	Increased data and information with which to improve customer/partner experience	Managing expectations	20-Year Development Agreement, Annual meeting, School and Community Relations Board minutes

Special Influencers

The City of Coral Gables Communications Committee is a five-member board of citizen volunteers, appointed by members of the City Commission. They serve as the outside communications professionals advising the Office of Communications on related issues, programs, and citizen perceptions. Members play an important role as the outside expert sounding board for the Communications team. If there are issues of perception, public education or community outreach in the community, members provide their unique citizen perspective for discussion, handling, and resolution. The Communications Committee meets monthly. The Public Affairs Manager acts as a non-voting Committee secretary. Monthly meeting minutes are approved by the City Commission. A Yearly Annual report by the Communications Committee provides a list of goals and objectives to accomplish and sets expectations for staff.

Internal Partners

The Office of Communications provides a service to all City departments. However, certain departments have a closer role in developing communications strategies and are heavily invested in the overall success of the city's successful communications, such as:

- Community Recreation Department: For community recreation, open spaces, publicity of special events
- Information Technology Department: For website content, communications and smart city technology
- Public Works Department: For construction and traffic alerts, new projects, sanitation and landscape outreach
- Economic Development Department: For tourism and new business development promotion
- Human Resources Department: For employee internal communications, recruitment, and retention success.

The Accolades

The Communications Team has received throughout the years the following awards:

Suncoast Regional Emmy, National Academy of Television Arts & Sciences:

- Emmy Nominated: 2018 Documentary Topical, "Surviving Irma: The Coral Gables Story"
- Emmy Winner: 2017 Societal Concerns, "Embracing Autism: A Coral Gables Story"

City-County Communications and Marketing Association (3CMA):

- 2016 Savvy Award of Excellence for Best Use of Facebook
- 2012 Savvy Award for Digital Interactive Overall Website
- 2009 Savvy Award for Digital Interactive Newsletter, Award of Excellence
- 2006 Savvy Award for Most Creative Activity with Least Dollars Spent, Award of Excellence
- 2005 Savvy Award for Communication Technology-External Newsletter, Silver Circle
- 2005 Savvy Award for Annual Report, Achievement Award
- 2004 Savvy Award for Best Newsletter, Silver Circle
- 2004 Savvy Award for Best Marketing Campaign for the Coral Gables Trolley, Achievement Award

Telly Awards:

- 2016 Silver Telly: "City Purchases Fink Studio"
- 2016 Bronze Telly: "Embracing Autism: A Coral Gables Story," "The Big Toy Extravaganza," "Tour of Kitchen's Fundraiser," "Mayor for a Day," and "Police Chief Surprises Local Birthday Boy"
- 2009 Bronze Telly: "Drink, Drive & Kill"
- 2008 Bronze Telly: "On The Scene: Coral Gables Goes Green"
- 2007 Bronze Telly: "Historic Homes of Coral Gables," "Our Gables: About Trash and Recycling"
- 2007 Bronze Telly: "Weathering The Storm," "Visions From The Past: The McFarlane Historic District"
- 2006 Bronze Telly: "Coral Gables: An Exceptional City"

International Academy of the Visual Arts (IAVA):

- 2009 Davey Awards: "NewsDesk" (Silver), "Golden Gables" (Silver); and "Our Gables: Our Schools" (Silver)
- 2007 Davey Awards: "Coral Gables Now" (Silver); "On The Scene" (Silver); "Miami Children's Chorus" (Silver)
- 2006 Davey Awards: "Coral Gables: An Exceptional City" (Gold); "On The Scene" (Gold); "Visions From The Past" (Silver); "A Gables Fourth" (Silver); and "Weathering The Storm" (Silver)

National Association of Telecommunications Officers and Advisors (NATOA):

- 2009 Second place winner for Excellence in Government Programming for budgets \$500,000–\$1,000,000 category.
- 2009 Honorable Mention in the category of Magazine Format for "Coral Gables Now."

STRATEGIC COMMUNICATIONS

To support the City's overall Strategic Plan, the Office of Communications offers the following SWOT Analysis of the current state of City Communications:

- **Strengths:** The Communications Team is represented by award-winning communicators, as detailed in the above list of accolades collected throughout the past 16 years. Coral Gables Television is an Emmy-winning television station, a small but powerful team capable of high-quality productions. The Office of Communications reports directly to the City Manager and has direct access to the city's appointed and elected leadership. The Coral Gables brand as "The City Beautiful" has an established reputation of being an excellent full-service municipality with lush green canopy, historic civic landmarks, Mediterranean architectural style and a vibrant Downtown. As an international, historic and dynamic City, Coral Gables offers a strong marketing brand that attracts many residents, college students, businesses and visitors from all over the world.
- **Weaknesses:** The Communications Team does not have enough staff members to fully promote the Coral Gables brand through its multiple communication vehicles. The Public Affairs Manager is the only full-time staff responsible for the multitude of tasks listed above, and also supervises the Coral Gables Television (CGTV) team. The CGTV team is composed of a full-time Multimedia Production Manager and eight part-time staffers such as reporters, producers, or videographers. Additional duties of monitoring brand compliance and managing social media has been added to the existing responsibilities of staff and there is not a dedicated person to handle such important tasks as the growing presence and influence of social media.
- **Opportunities:** With the introduction of recent Smart City technology into Coral Gables, there is a great opportunity to utilize new digital platforms such as artificial intelligence in the management of social media and other forms of communications. The use of new communications platforms such as ZenCity or PublicInput, offers a new opportunity to analyze social media trends and conversations without overloading staff time with hours of monitoring and researching. There are endless opportunities to increase the City's digital presence through new innovative partnerships with academic institutions

such as the University of Miami or Florida International University or new businesses relocating to the City. The City of Coral Gables is always a great partner to be affiliated with due to its reputation for excellence.

- **Threats:** The diminishing role of the daily printed newspaper and the scaled-back journalistic coverage elsewhere has translated into the resurgence of citizen bloggers who are biased and often provide inaccurate narratives about city programs, services and leaders. The divisive commentary on new social media platforms like Nextdoor also presents a threat to the city's reputation management. Not having a dedicated person monitoring social media presents an ongoing threat of potential fake news that could go viral and diminish the city's standing and reputation for excellence. The two-year election cycle for members in the City Commission also guarantees divisive or negative commentary from voters or bloggers opposing a certain candidate(s).

An analysis of the SWOT reveals that the Communications Team is quite adapted to functioning as a minimal, multi-tasking, effective team for many years, which opens the door of opportunities to utilize artificial intelligence as a platform that analysis public sentiment, without the need for additional staff. Due to the ongoing reductions in workforce, now more than ever in response to the economic downturn caused by COVID-19, the efficiency of staff in accomplishing the workload will ensure that communication services meet the target reach and audience.

STRATEGIC COMMUNICATIONS PLAN

Years 2020, 2021 & 2022

GOAL 1: (Provide exceptional service that meets or exceeds the requirements and expectations of our community.)

Objective 1.1: Attain world-class performance levels in overall community satisfaction with city services by 2022.

Objective 2.1: Attain world-class performance levels in public safety services by 2022.

Objective 4.1: Enhance our position as a premier destination for arts, culture, dining and shopping.

GOAL 2: (To be the organization of choice by attracting, training, and retaining a competent and cohesive workforce.)

Objective 2.2: Attain world-class levels of performance in workforce satisfaction and engagement by 2022.

GOAL 4: (Optimize City processes and operations to provide cost-effective services that efficiently utilize City resources.)

Objective 4.1: Enhance the effectiveness of key city processes.

GOAL 5: (Preserve, celebrate, and enhance the Coral Gables hometown community ambiance with a vibrant downtown, world-class neighborhoods, and rich culture and history.)

Objective 5.1: Increase the historical and cultural components in City-sponsored programs and the community's satisfaction with access and the programs.

Objective 5.2: Promote appropriate development and economic growth by retaining, expanding, and recruiting businesses that complement the City's brand.

GOAL 6: (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.

Objective 6.3: Increase active living opportunities within the city.

KEY tasks that must be accomplished, deliverables, and measures of success

What must be done	By when	How will it be evident?
Conduct communications survey annually to gauge satisfaction levels	January, FY 20, FY 21, FY 22	Response rates
Increase social media presence and engagement	October, FY 20, FY 21, FY 22	% increase of Facebook, Twitter, YouTube likes or followers, % sign-ups in-Telligent & Nextdoor apps
Use PublicInput and ZenCity as public engagement tools. Monitor emerging platforms	October, FY 20, FY 21, FY 22	% of responses
Maximize media relations	October, FY 20, FY 21, FY 22	# of positive articles
Maximize CGTV's digital effectiveness	October, FY 20, FY 21, FY 22	# increase of video views
Apply for communication awards	October, FY 20, FY 21, FY 22	Win top national & regional awards
Maximize external communications via e-News, Living in the City Beautiful magazine, website, other platforms.	October, FY 20, FY 21, FY 22	% rating increase in communication survey
Maximize internal communications	October, FY 20, FY 21, FY 22	% rating increase in employee survey

Resource requirements (what do we need to succeed?)

- Invest in new emerging communications platforms. Fund by \$20,000 annually.
- Fund new emerging technology for CGTV by \$20,000 annually.
- Provide 50 hours of training for staff in emerging new social media platforms.
- Secure hardware and software equipment to provide for additional social media functions

Short- & Longer-term measures of success, targets and / or time horizons

Measure	Target	Date
External customer satisfaction with City communications	5% + from 2019 baseline	10/20
	2% + from 2020 baseline	10/21
	2% + from 2021 baseline	10/22
Facebook, Twitter & YouTube "Likes"	25% + from 2019 baseline	10/20
	25% + from 2020 baseline	10/21
	25% + from 2021 baseline	10/22
Number of postings on Facebook, Twitter and YouTube	5% + from 2019 baseline	10/20
	5% + from 2020 baseline	10/21
	5% + from 2021 baseline	10/22

What are the positive and negative financial impacts (costs / benefits and return on investment)?

- + ROI for funding social media platforms are measured by the number of increased engagement and insights reach.
- ROI for CGTV equipment upgrade are not measurable through Comcast cable's viewership count. CGTV viewership is only measured through Facebook and website metrics. Therefore, the financial impact of CGTV equipment upgrade is not measurable through an all-venue viewership count.

Frequency and venue of review

- Quarterly reviews to the City Manager at Departmental meetings.

Who are the stakeholders / what is the anticipated impact on them?

Stakeholder group	Potential positive impact	Potential negative impact
Residents	Increased satisfaction with city communications	Dissatisfaction with how City funds are being used (e.g., for applications not used by a particular resident segment)
Employees	Increased satisfaction with city communications, positive morale	None
Media	Increased opportunities to report positively on the City	None
Millennials	Increased reach through social media, CGTV, Twitter, Instagram	Dissatisfaction with the amount of time taken to obtain world-class status (not staying current with the state-of-the-art communications approaches desired by this segment)

APPENDIX

Communications Toolkit

City Brand

In 2015, the City developed an updated set of Brand Guidelines, a document that contains a description of all design and layout elements and how they are to be used in order for the City of Coral Gables brand to be used consistently and effectively. This document provides a toolkit with easy-to-use instructions to support the city's brand. Below are some samples:

Our City Seal works in parallel with our Contemporary Logotype.



Our City Seal relates officiality in city-sanctioned, long-term activations.

Official Documents
Government-Related Activations
Public Services
Permanent Installations



Our Contemporary Logotype (and related identity materials) communicates the unique benefits our city offers residents and visitors in promotional and ephemeral activations.

Ephemeral Activations
Marketing & Promotional Materials
Merchandise
Online

LOGO USAGE: *White Logotype*



When using a white logo over brand photography, a drop shadow helps to create contrast and improve legibility. Never use a drop shadow on logos that do not appear over photography.



A white logo is acceptable when used on solid brand colors, painted brand backgrounds, solid black, or off-brand colors.

BRAND ELEMENTS: *Photography*

Beautiful, professional photography of Coral Gables is an important part of the brand. Use images from the library whenever possible. Full-bleed is best, incorporating a painted deckle texture to contain text.



ACTIVATIONS: Magazine Layout

Magazine layouts are built to be readable and flexible according to varying content. These combine photography, the deckle, typography, and the headline layout.



e-Mail Marketing

e-News, the official City of Coral Gables newsletter, is a primary vehicle for external communications emailed to approximately 7,500 subscribers on a biweekly basis. e-News is produced in English and Spanish and it is a primary and preferred source of information for news, services, programs, traffic alerts and other city-related information. The newsletter's average open rate is 27.1% (industry standard is about 17%), with the highest reading open rate of 36.3% during Hurricane Dorian, and the lowest open rate of 22.6% on July 4th.

The screenshot displays the Coral Gables e-News newsletter. At the top, a red header contains the text "CORAL GABLES® THE CITY BEAUTIFUL" and "January 22, 2020". Below the header is a photograph of Coral Gables City Hall at night. The main content area is framed by a decorative border of green tropical leaves. The first article, titled "From City Hall", features a video player with a play button icon and the subtitle "Historic Homes of Coral Gables Presents The Merrick Cottage". Below the video is a caption: "This episode of *Historic Homes of Coral Gables*, produced by Coral Gables Television, features the Merrick Cottage, built in 1916 by City founder George Merrick for his bride Eunice Peacock." A green button labeled "Watch the Video" is positioned below the caption. The second article, titled "Coral Gables' Smart City Tech was a Big Success at CES 2020", includes a photograph of people at a trade show booth and a caption: "The City of Coral Gables is proud of its Smart City technology and took a serious step in exchanging high tech information with the world's top innovators and industry leaders. Last week, Coral Gables was the only city in the United States exhibiting at the Consumer Electronics Show (CES) 2020. The technologies from this 'turn of the decade' - the fourth industrial revolution that will shape the 2020s - were exhibited at this expo. [Read More...](#)" The third article, titled "Managing the City Canopy", includes a photograph of a tree-lined street and a caption: "The City of Coral Gables has been recognized as one of the nation's top 100 smart cities for 35 consecutive years, and the city's urban forest canopy vegetation is a key component of its smart city strategy. The city manages the overall health and protection of about 39,000 trees planted on City property and rights-of-way. For public safety, the City manages the risks associated with tree failures, and approximately 125 trees are removed every year when a tree dies, the structural integrity of a tree is compromised, a tree poses a safety hazard, or when a tree is a problematic invasive species."

Coral Gables Television

Emmy-winning Coral Gables Television is the Public Education Government (PEG) Channel. It airs on Channel 77 on Comcast, Channel 99 on AT&T Uverse, and live stream on www.coralgables.com. The station covers all City Commission meetings, Historic Preservation Board meetings, and Planning and Zoning meetings. It also covers city events, ribbon cuttings, new programs and services, and airs live parades and holiday events. Coral Gables Television YouTube Channel, <https://www.youtube.com/user/coralgablestv>, has 1.32 K subscribers, and videos are posted on the City’s Facebook and Twitter accounts. Regular produced shows: What’s Happening Coral Gables, Coffee Talk, Historic Homes of Coral Gables, Did You Know?, Our Gables-Our Parks, Fourth of July Fireworks concert (Live), among others.

CORAL GABLES TELEVISION

Coral Gables Television
1.44K subscribers

SUBSCRIBE

HOME VIDEOS PLAYLISTS COMMUNITY CHANNELS ABOUT >

Recent activities ▶ PLAY ALL

FOOD NETWORK CHEF PREPARES MEALS TO GIV...
Coral Gables Television
2 views • 3 hours ago

PlayGables At Home presents Line Dancing Part 3
Coral Gables Television
5 views • 3 days ago

PlayGables At Home presents Life In Motion Par...
Coral Gables Television
14 views • 4 days ago

No Baked Cinnamon Rolls To Make At Home....
Coral Gables Television
16 views • 4 days ago

Recycling in the Gables ▶ PLAY ALL

Residents and business can learn here, how to assist the City of Coral Gables with its recycling efforts.

Reminder: Enforcement of Cardboard Boxes Begins...
Coral Gables Television
572 views • 2 months ago

Recycle Cardboard Boxes
Coral Gables Television
68 views • 7 months ago

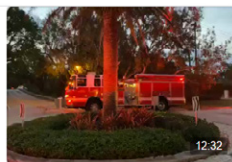
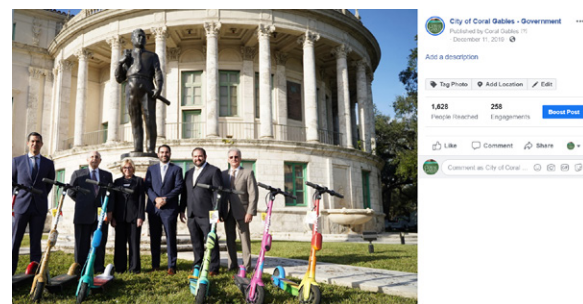
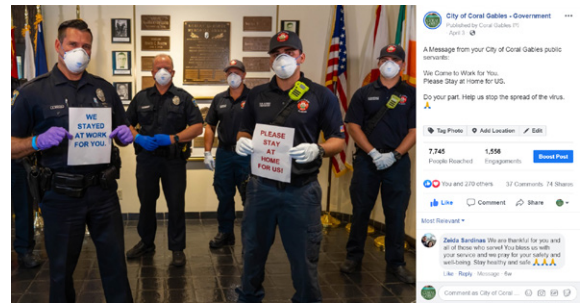
From Coral to Green Gables
Coral Gables Television
611 views • 9 months ago

Dile NO al sorbete plastico
Coral Gables Television
43 views • 11 months ago

Social Media

The Communications Team handles the content posting of the City of Coral Gables Facebook (15K followers): @cityofcoralgables; the City of Coral Gables Twitter (3.5K followers): @citycoralgables, and City of Coral Gables Nextdoor (9.4K members). The Community Recreation Department manages the Venetian Pool Facebook (17K followers): @venetiancoralgables, and the Economic Development Department manages the City of Coral Gables Instagram (32.7K followers): @cityofcoralgables.

Facebook



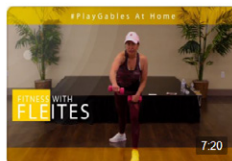
The City of Coral Gables joins fire departments countywide in a...
4 weeks ago · 3.8K Views
187



Have you completed the 2020 Census yet? if not, it's time to do it as it only...
4 weeks ago · 424 Views
8



COUNTRY CLUB PRADO ENTRANCE AND FOUNTAIN REPA...
4 weeks ago · 1.7K Views
87



PlayGables at Home presents Fitness With Fleites
4 weeks ago · 313 Views
5

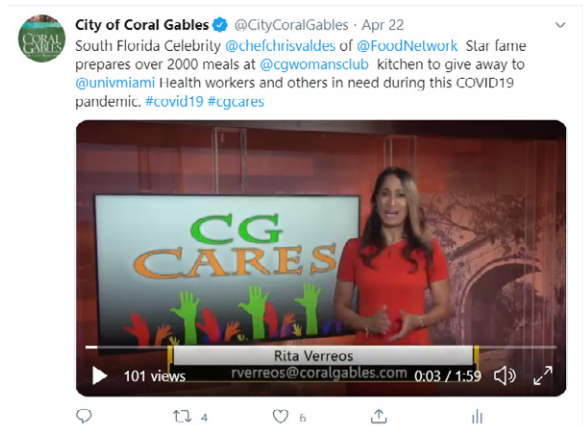


The City of Coral Gables Mayor Raul Valdes-Fauli thanks the employees ...
5 weeks ago · 7K Views
80



The City of Coral Gables thanks all our Coral Gables healthcare...
5 weeks ago · 3.1K Views
147

Twitter



NextDoor

Public Affairs Manager Maria Rosa Higgins Fallon, City of Coral Gables...

New Take-Out & Pickup Zones for Restaurants

Dear Neighbors: Please support our small businesses and restaurants during this time. For your convenience, the City of Coral Gables has converted all centralized valet locations in Downtown Coral Gables into Take-out and Pickup Zones. Look out for the "10 Minute Take-Out Parking Only" signs throughout Downtown Coral Gables. See more...



Public Affairs Manager Maria Rosa Higgins Fallon, City of Coral Gables...

Now available: the latest issue of e-News, the Official City of Coral Gables Newsletter!

<https://conta.cc/2RaxjBh>

Dear neighbors,

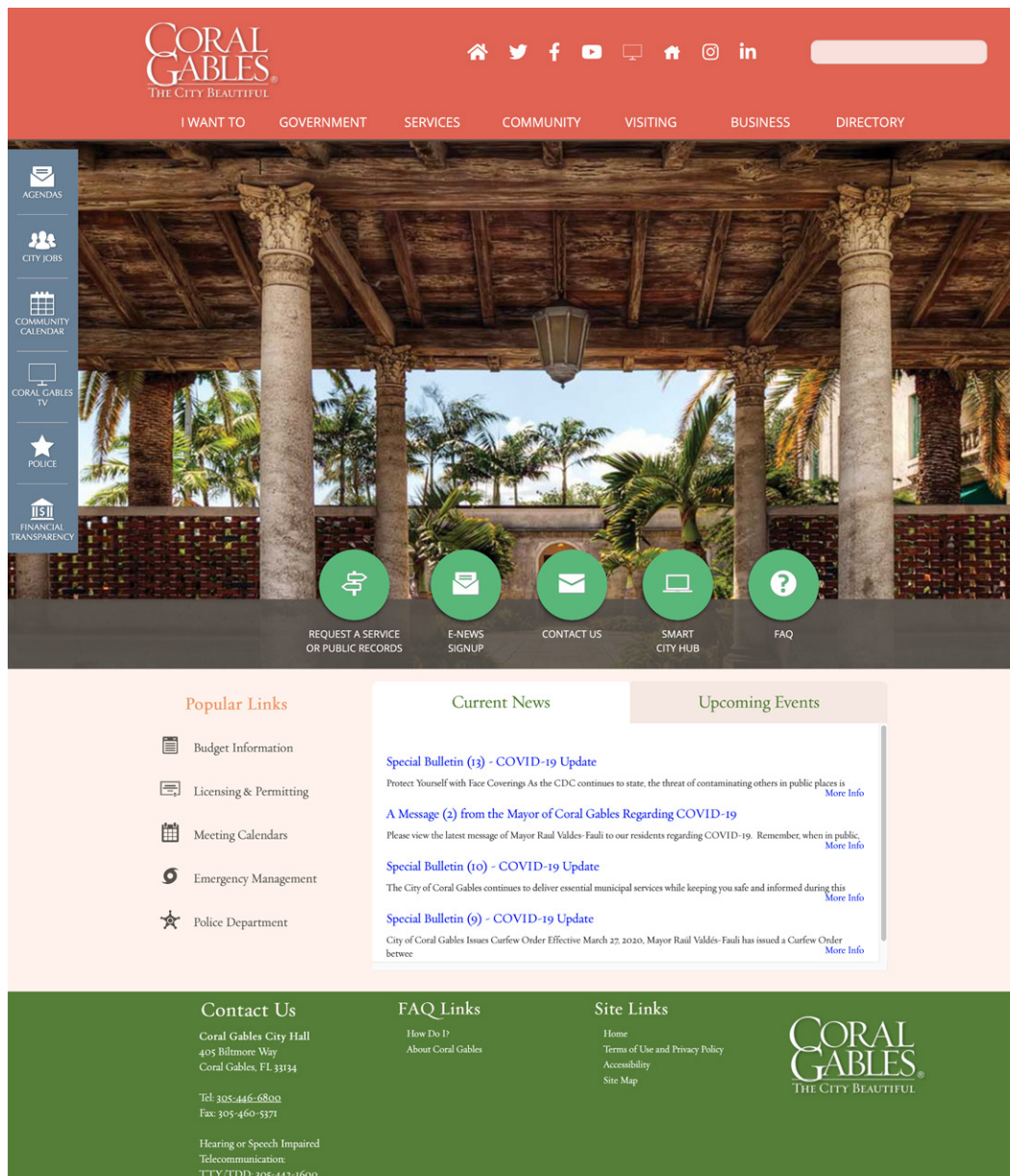
Happy New Year! At the link above, you can read the latest issue of e-News. Enjoy!



The City's Official Website

The City's official website, www.CoralGables.com, is a primary source of information for communication partners inquiring about city services, government functions, community highlights, directory, as well as information for visitors and businesses. Users can request a service or receive public records, watch Coral Gables TV live stream, obtain financial transparency documents, view upcoming events and view current news, among other services.

In 2018, the City's website received 2.3 million page views. In 2019, it increased to 2.4 million page views.



Advertising

The Office of Communications handles alternating weekly full-page ads on the following periodicals, plus others:

- Print advertising on major daily newspaper, Miami Herald, Sunday Neighbors
- Print advertising on community biweekly newspaper, Community Newspapers
- Print advertising on monthly magazine, Coral Gables Magazine

Help Us Recycle Cardboard Boxes

Residents can no longer place any cardboard on household trash piles on the swales. **Enforcement begins March 1, 2020!** Please avoid any code violations.

It's time to reduce, reuse and recycle all cardboard boxes: Flatten them and place them inside or next to your recycling container for pickup. Help the environment.

Help us keep our City Beautiful and clean!
www.coralgables.com/recycling





Don't Miss It!

In front of City Hall,
405 Biltmore Way
At the corner of Miracle Mile & LeJeune Road

Saturdays: 8 a.m. – 2 p.m. through March 28

Featuring:

- Fresh Florida Produce • Prepared Foods
- Baked Goods • Flowers & Plants • Free Tai Chi Classes
- Gardening Workshops • Cooking Demonstrations
- Children's Activities

Free Bike Parking
Sponsored by the City of Coral Gables
Accessible to all abilities and ages





Coral Gables is a Smart 50 Award Recipient

Our City is among a selected list of global cities with municipal-scale Smart City projects that "exemplify innovation and concrete influence" in our community.



Download the City App
CoralGables.com/CityApp
Like us on Facebook
Facebook.com/cityofcoralgables
Tweet with us
@CityCoralGables
Subscribe to YouTube
YouTube.com/coralgablesTV
Subscribe to e-News
www.coralgables.com

COVID-19 UPDATE

"Safer at Home" Emergency Order

CURFEW HOURS IN THE CITY OF CORAL GABLES
11 p.m. – 5 a.m. UNTIL FURTHER NOTICE

- All parks and recreational facilities are closed.
- All non-essential commercial establishments are closed.
- No group of 10 or more people can gather in any public location or government facility.
- For details, visit www.CoralGables.com/emergency

Contact and Testing Appointment Numbers

Senior residents who need assistance call 305-460-5401
Miami-Dade County General Information: 311
Miami-Dade County COVID-19 Testing Appointments:
305-499-8767. Call Center opens promptly at 9 a.m.

SPECIFIC COVID-19 QUESTIONS
COVID-19 Hotline: 866-779-6121
or email: covid-19@flhealth.gov



Social distancing means putting space between yourself and others. cdc.gov/COVID19

Do Your Part to Be Counted...

COMPLETE THE CENSUS 2020 TODAY!

- By phone: 844-330-2020
- Online: my2020census.gov
- By mail

Getting a complete and accurate count in 2020 requires everyone's help. Census results help our community secure critical resources for our schools, roads and other needed services.



CONSIDER WEARING A CLOTH FACE COVERING

in public spaces and keeping at least 6 feet of physical distance from others.





Download the City App
CoralGables.com/CityApp
Like us on Facebook
Facebook.com/cityofcoralgables
Tweet with us
@CityCoralGables
Subscribe to YouTube
YouTube.com/coralgablesTV
Subscribe to e-News
www.coralgables.com

Let's go to the Gables! 😊


They've got TOP restaurants and international chefs

And great shopping: Miracle Mile & Shops at Merrick Park!!!!

I love the galleries and museums... and the art cinema and theaters ❤️

We could go to Venetian Pool... or Fairchild Tropical Garden... visit the historic plazas...

and get free Trolley rides on TGIF Gallery Nights! 🙌😊



A world-class city with a hometown feel

REDUCE REUSE RECYCLE

Residents can no longer place cardboard on any household trash piles on the swales.

In Coral Gables, it's the law... and it's the right thing to do!

Do your part to help us keep our City Beautiful and clean! Please flatten all cardboard boxes and place them inside or next to your recycling container for pickup.

Code violators can be fined.

RECYCLE RIGHT FOR A GREENER CORAL GABLES

Items that ARE Accepted

- Narrow Neck Plastic Bottles and Containers
- Flattened Cardboard & Paper, Wet or Dry
- Glass Bottles & Containers
- Cans (aluminum, steel & tin)

Items that ARE NOT Accepted

- Plastic bags (use reusable bags instead)
- Expanded Polystyrene (Styrofoam)
- Pizza boxes or soiled cardboard

Additional Tips

- Keep recyclables clean, dry and empty but do not bag them
- Keep food waste and liquids out of the recycling bin
- When in doubt, leave it out

CORAL GABLES
THE CITY BEAUTIFUL

www.coralgables.com/recycling

WORKING TOGETHER

The City of Coral Gables and the Coral Gables Community Foundation Celebrate 25 years of a Great Partnership!

Serving the needs of the Coral Gables community by awarding \$5 million to worthy causes such as:

- PARKnership Fund to create new parks and restore historic fountains
- Culinary Arts Scholarship Fund to help students of Coral Gables Senior High
- Sponsoring cultural activities like the Miami International Children's Film Festival
- Scholarship Funds helping the youth, elderly and persons with disabilities
- Awarding academic, dance and music scholarships

CORAL GABLES
visit www.CoralGables.com

CORAL GABLES
Offices of Agriculture
40 Miles of Water Front

With its museums, galleries, theaters, gardens, historical sites and other attractions, Coral Gables offers a unique cultural landscape to explore.

THE CITY OF CORAL GABLES CONGRATULATES THE CORAL GABLES MUSEUM ON THE LAUNCH OF ITS INAUGURAL EXHIBITS & WELCOMES THIS NEW CULTURAL INSTITUTION!

CITY COMMISSION

Jim Carr Mayor

William H. Keith Jr. Vice Mayor

Maria Anderson Commissioner

Richard Cohen Jr. Commissioner

Frank C. Quisada Commissioner

Patrick C. Adams, City Manager Craig E. Leon, City Attorney Walter J. Swann, City Clerk

art in public places

December:
RAFAEL BARRIOS

New works installed at Coral Gables City Hall
405 Biltmore Way and
The Coral Gables Museum
285 Aragon Avenue

Recognized by Art Basel, 2019

Art in Public Places Program
Historical Resources & Cultural Arts Department
City of Coral Gables
305-460-5094
www.coralgables.com/publicart

CORAL GABLES
THE CITY BEAUTIFUL

detail images from *Disfocated Vertical*

Internal Communications

T · O · G · E · T · H · E · R

We Make The City Beautiful

Celebrating Florida City Government Week
October 23 - 29, 2017

Gables X change

NEWS FOR AND ABOUT THE EMPLOYEES OF THE CITY OF CORAL GABLES

JANUARY THROUGH MARCH 2020

- [Our Amazing Employees](#)
- [We All Scream for Ice Cream](#)
- [Dressing Up for Halloween](#)
- [Training for Chainsaw Safety](#)
- [Ain't No Mountain High Enough](#)
- [2020 Holidays](#)
- [Retirement of Dona Spain](#)
- [Another Beautiful Baby](#)
- [Employees of the Month](#)
- [Thank You for Your Service](#)
- [New Hires](#)
- [Moving Up / Moving On](#)
- [Contact Us](#)

PRESS ESCAPE KEY (ESC) TO EXIT FULLSCREEN MODE

OFFICE ERGONOMICS

ADJUST seat back so lumbar support is at the lower back (a supplemental cushion may be needed if your chair does not offer lumbar support). Recline seat back slightly to about 100-110 degree angle between trunk and legs.

HEAD back, chin tucked. Ear, shoulder and hip aligned.

SHOULDERS should be relaxed.

SIT back against chair.

CHAIR and keyboard height should allow the upper arms to hang straight down or slightly forward from the shoulders with the forearms parallel to the floor and with wrist fairly straight.

KEEP 2-3 inches between the back of the legs and the front of the chair.

KEYBOARD surface should be flat or negatively inclined.

MOUSE at same level and as close to the keyboard as possible.

KNEES should be bent at about 90 degrees or more.

SCREEN placed approximately an arm's length away (18-28") directly in front of you and free from glare. Horizontal gaze of eyes should fall at the top third of the screen (may have to be lower if you wear bifocals). Place document holder adjacent to and at same height as monitor.

FEET should be flat on the floor or use a footrest to reduce leg tension and provide contact.

HELPFUL HINTS

- When sitting for long periods, shift your posture often. The posture above is "ideal" and the majority of your sitting should be as above.
- For frequent phone use, use a headset or speaker-phone to prevent neck and shoulder pain.
- Vary work tasks to avoid prolonged and/or static positions. Ideally, take an occasional rest while working at the computer. Use this time to perform stretches or simply stand up and move around.
- Know all of the features on your chair so that it can provide optimal sitting posture.
- Keep frequently-used items close, to reduce reaching.

CORAL GABLES
THE CITY BEAUTIFUL

NO GIFTS

Just Good Wishes

In the spirit of the holidays, a word of thanks is always in season, but please refrain from giving gifts to individual employees.

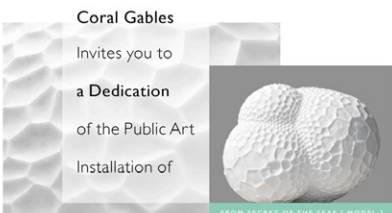
HAPPY HOLIDAYS & A HAPPY NEW YEAR!

CORAL GABLES
THE CITY BEAUTIFUL

Collaterals and Promotion


The Office of Communications also routes the production of branded-approved collaterals such as flyers, booklets, programs, doorhangers, PowerPoints, invitations, posters, plaques, logos, vehicle wraps, certificates, etc. Samples below:

The City of
Coral Gables
Invites you to
a Dedication
of the Public Art
Installation of



FROM SECRET OF THE SEAS (MODEL)

Coral Forest & Secret of the Seas
by artist **Sibylle Pasche**




FROM CORAL FOREST (MODEL)

Wednesday, November 28, 2018
5:30 pm
Giralda Plaza at Galiano Street
For information, contact 305-460-5093

WEARH' GOODWILL
HEEER SEASON'S MER
DOUSE GREETINGS NO
SEASON TO BE JOLLY
DINGS AND HOLIDAY

FROM THE CITY OF CORAL GABLES



designed many residences in the City's distinctive style. This stone building is clad with oyster, a native limestone commonly referred to as "coral rock." The building's most prominent exterior feature is a semi-circular wing graced by 42 majestic Corinthian columns and a stone balustrade overlooking Miracle Mile.

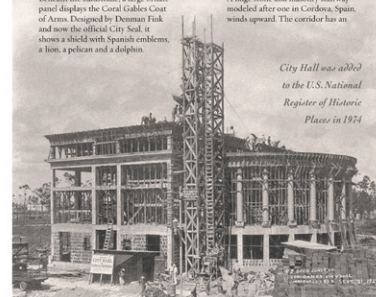
The City of Coral Gables began in 1925 with the first residential lot sold by developer George Merrick, and was incorporated in 1925. With its \$200,000 cost financed by a bond issue, construction of City Hall began in July of 1927. Mayor Edward E. Day, Dennis had the cornerstone during Progress Week ceremonies on November 10, 1927 and the building was formally opened to the public on February 28, 1928. The first City Commission meeting in the new building took place the next day on February 29, 1928.

City Hall was designed in the Mediterranean Revival architectural style by Placencia Fari, the Supervising Architect for the new city, and Denman Frink, the Art Director for the Coral Gables Corporation. Placencia Fari designed other public buildings including Douglas Entrance, Christian Science Church, and the Old Police and Fire Station, which now houses the Coral Gables Museum. He also

On each side are seated figures representing Labor and Art and in the background is a scene suggestive of the Venetian Canal, where the building's coral rock was quarried. City Hall is topped by a three-tiered tower with a clock, a 500-pound bell and a weather-vane.

City Hall's interior is equally impressive. A huge stone and masonry stairway modeled after one in Cordova, Spain, winds upward. The corridor has an

City Hall was added to the U.S. National Register of Historic Places in 1974.



DESIGN YOUR CORAL GABLES SMART CITY SOLUTIONS CONTEST

A competition for UM students, faculty members and civic-tech organization teams to create smart city technological solutions to City of Coral Gables traffic and transportation challenges

OTHER PRIORITIES
multi-modal transportation
bike network
electric scooters
transportation CIP projects
sidewalk network safe/comfort
neighborhood transportation challenges
roadway improvements
walkways

COMMERCIAL TRUCKS
parking
blocking
traffic congestion
loading zone violations
public safety issues

PARKING SOLUTIONS
availability
smart parking solutions
efficiency

SUSTAINABILITY RELATED ISSUES
air quality
noise pollution
adoption of EVs

PUBLIC SAFETY ISSUES
pedestrian safety
bicyclists safety

CORAL GABLES
THE CITY BEAUTIFUL

USA
UNIVERSITY OF MIAMI
CENTER for COMPUTATIONAL SCIENCE

CORALGABLES.COM/WEBPAGE



CORAL GABLES
THE CITY BEAUTIFUL

ART IN PUBLIC PLACES

ARTWORK BY
Alice Aycock

This project supported with funding and support from:
NEIGHBORHOOD RENAISSANCE PROGRAM
NATIONAL ENDOWMENT FOR THE ARTS
FAIRCHILD TROPICAL BOTANIC GARDEN

Jim Cason, Mayor / Frank C. Quesada, Vice Mayor / Patricia Keon, Commissioner
Vince Lago, Commissioner / Jeannett Slesnick, Commissioner
Cathy Swanson-Rivenbark, City Manager / Craig E. Leen, City Attorney / Walter J. Foeman, City Clerk

www.CoralGables.com



WARNING NOTICE

Don't Block the Sidewalks!

Sidewalks are for People

Sidewalk access is important for people in wheelchairs, postal workers, children on bikes, and parents pushing strollers.

You are parked illegally blocking the sidewalks (County Statue Sec. 30-292.1A2)

REPEAT VIOLATIONS WILL RESULT IN SIGNIFICANT FINES

City of Coral Gables
Parking Enforcement Division
305-460-5363

CORAL GABLES
THE CITY BEAUTIFUL