

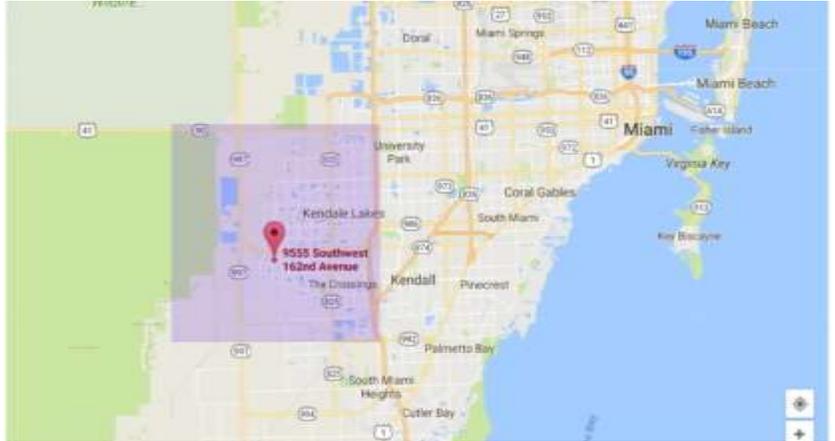
West Kendall Community Profile

P.1 COMMUNITY DESCRIPTION – What are your community’s key characteristics?

P.1(a)0 Community Environment: Community Definition and Identity

West Kendall is a rapidly growing suburban community located along the western edge of Miami-Dade County, approximately 15 miles southwest of downtown Miami. Nestled between the Everglades on the west and the Florida turnpike on the east, this former agricultural area became a haven in the 1980s for Miamians seeking less expensive housing, safer neighborhoods and open space. Even today it is not unlikely to see horse farms and horseback riders alongside bustling streets and plentiful housing developments. A real estate boom over the past 10 to 15 years, fueled both by locals moving west and immigrants from South America and the Caribbean, has transformed the area into a heavily populated collection of enclosed housing developments and strip shopping centers. West Kendall remains part of unincorporated Miami-Dade County despite occasional attempts to incorporate as a municipality.

The West Kendall community, as currently defined by the West Kendall Baptist Hospital COE team, encompasses 7 ZIP and covers 60 square miles, roughly mirroring the County Board of Commissioners District 11 jurisdiction.



Key Offerings: Health

West Kendall benefits from significant health resources, many of which are located here, and all targeting different populations. The largest provider of these is Baptist Health South Florida.

PROVIDER TYPE	NUMBER
Hospitals (West Kendall Baptist Hospital (BHSF), Kendall Regional Medical Center)	2
Urgent Care Clinics (BHSF, Tamiami, MD Now, CliniSanitas, UHealth/Jackson Health)	7
Primary Care Clinics (BHSF Family Medicine Center, BHSF Primary Care, Comfort Health, CliniSanitas)	4
Primary Care Providers, Specialty Care Providers, Mental Health Providers (Individual)	715
School-based Clinics	10
Community Health Centers (CHI, Citrus, Leon, Chen)	4
Community Mental Health Centers (CHI, Citrus)	2
Home Health Care	18
Skilled Nursing Facilities	1
Assisted Living Facilities	202
Adult Day Care Facilities	23
Hospice Facilities	2
Community Organizations – Health & Human Services (United Way, AARP, Alliance for Aging, Epilepsy Foundation, Health Council of South Florida, The Children’s Trust)	6

Clinics such as Leon Medical Centers, Comfort Health and CliniSanitas target older, Hispanic populations while BHSF’s primary care clinics serve the community generally. Two hospitals are located within the boundaries. West Kendall Baptist Hospital is a member of Baptist Health South Florida, the largest faith-based, not-for-profit healthcare organization in the region. The hospital opened to the public in April 2011 and is ranked among the “20 Most Beautiful Hospitals in the U.S.” In 2017, US News & World Report ranked the facility 6th in Miami-Dade County and 16th in Florida for “Best Regional Hospital.” A 133-bed hospital, West Kendall Baptist’s 650 physicians and 1,200 employees provide inpatient care for adult medical and surgical services, critical care, outpatient and diagnostic services. The Emergency Department served approximately 70,000 adults and children in 2016 despite being built to accommodate

half that volume. The facility serves as a teaching hospital for an accredited residency program housed at the Family Medicine Center and developed in partnership with Florida International University’s Herbert Wertheim College of Medicine. West Kendall Baptist Hospital is also home to the Miami Heart Study, a 5-year study of 4,000 men and women designed to help improve prevention and treatment of cardiovascular disease, the leading cause of death in the U.S. In 2013 the hospital launched its “Healthy West Kendall” initiative, which encourages residents to achieve the goal of becoming the “Healthiest Community in Florida.”ⁱ

The second hospital, Kendall Regional Medical Center (KRMC), is an HCA facility with 417 beds serving residents of South Florida. A tertiary-care teaching facility with more than 700 physicians and specialists and over 1,700 employees, Kendall Regional offers medical, surgical and diagnostic services, including trauma and burn care, pediatrics and maternity services, an orthopedic and spine institute, along with patient and community services. KRMC also serves as a receiving facility for psychiatric patients and is a Level II trauma center with airlift capabilities to serve acutely injured pediatric and adult trauma patients.ⁱⁱ

Key Offerings: Education

Miami-Dade County Public Schools is the nation’s fourth-largest school district, with 357,866 students reported in February 2017, and ranks second in the nation in Hispanic student enrollment.ⁱⁱⁱ An additional 73,726^{iv} students attend private schools throughout the county. West Kendall public schools fall under the jurisdiction of two School Board Districts: District 7 administered by School Board Member Lubby Navarro, and District 8, under Dr. Marta Perez. These schools house 38,899^v students and an additional 4,375 attend private schools in the community. In total, there are 76 public, private, charter, vocational/technical or adult education/specialized schools in the geographic area defined as West Kendall:

SCHOOL TYPE	PUBLIC	PRIVATE	TITLE I
Primary Learning Center	5	3	
Elementary	18	1	12
K-8 Centers	4	7	3
Middle	6		4
Senior High	4	2	2
Charter	9		1
K-12		5	
Specialized / Adult Ed / Combo	2	1	
Vocational/Technical	9		
TOTAL	57	19	22

Sources: Miami-Dade County Public Schools; PrivateSchoolReview.com

Of the 57 public schools in our community, 22 are Title I, meaning they have at least 40% of students who qualify for free and reduced-price lunch.^{vi} Twenty-eight are graded as “A” or “B” schools, and no schools in the area are failing.^{vii} In May 2016, 80.4 percent of the students in Miami-Dade public schools graduated, an all-time high. Graduation rates for West Kendall schools ranges from 82% to 96%. In addition to the primary and secondary schools, West Kendall is bordered by two institutions of higher education with large campuses. A combined 101,000 students from across the county attend these institutions.

Florida International University Modesto Madique Campus – Florida International University is Miami’s first and only public research university, operating 42 specialized centers and institutes for research and offering more than 200 bachelor’s, master’s and doctoral degree programs across two main campuses and five satellite locations. The university also operates a number of research and cultural facilities throughout the county.^{viii} The West Kendall campus serves 35,000 students.

Miami Dade College Kendall Campus – with 66,000 students, the college is home to eight schools across eight campuses conferring associate degrees, bachelor’s degrees and vocational certificates. In addition, the college offers non-credit courses through its School of Continuing Education & Professional Development.^{ix} The campus also houses a cutting-edge Environmental Center on a 9-acre, native nature preserve.^x

Several other colleges and universities operate satellite campuses in the area as well, including: Trinity International University, Barry University, Nova Southeastern University, Florida National University and West Coast University.

Key Offerings: Economy

West Kendall's organic growth has created a patchwork of commercial centers that dot the landscape. No central "downtown" dominates; instead commercial hubs of various sizes offer a collection of shopping, dining and service businesses to nearby residents. Small, locally owned businesses represent a majority of the 6,000 retail and dining establishments in the area, but big box retailers such as Wal-Mart, BJ's, and Barnes & Noble, as well as chain restaurants and retail stores like TJ Maxx and HomeGoods are present as well. The Greater Kendall Business Association (GKBA) serves as the local chamber and promoter for the merchants in the area; many of their member businesses also serve as Community Business Partners to West Kendall Baptist Hospital, supporting community initiatives ranging from health screenings to community events to health education workshops and programs. Adjoining West Kendall is Zoo Miami, which attracts more than a million visitors a year. The Miccosukee Indian Reservation offers a number of outdoor recreation sites as well as a hotel and casino that draw visitors from across Florida and beyond.

Situated in the heart of West Kendall is Miami Executive Airport (TMB), one of the busiest general aviation airports in Florida. The facility's location provides convenient access for travelers and businesses to the Florida Turnpike, the Florida Keys as well as Miami and Miami Beach. A major east-west transportation thoroughfare, Kendall Drive/88th Street, bisects the community and serves as the main business corridor. Fourteen bus lines provide transportation access to major commercial centers, parks and schools, with at least one line connecting to a rail transit station 10 miles east.^{xi} As noted previously, health care also provides a significant economic base for the area. Housing is the most prevalent staple in the West Kendall community, with more than 104,716 single-family homes and condos and 25,978 renter-occupied apartment units.^{xii} The table below shows the median home values in the 7 ZIP codes in West Kendall as well as the county and state values.

2015 Estimated Median Home/Condo Value			
Zip Code	Value	Zip Code	Value
33175	\$227,900	33186	\$215,900
33177	\$166,500	33193	\$202,500
33183	\$176,500	33196	\$239,500
33185	\$275,100		
Florida	\$179,800	Miami-Dade	\$271,300

Source: City-Data.com

Key Offerings: Quality of Life

Nestled within the subtropical climate zone of the sunshine state, Miami-Dade County's weather is a key attraction for residents, those who move to the area from elsewhere and tourists alike. With its enclosed neighborhoods, abundance of lakes, parks and public green space, proximity to the Everglades and spectacular sunset views, this suburb of Miami offers residents a high quality of life. Fresh fruits, vegetables and plants are readily available at farms located along the western edge of the area. Water and air quality are also high. The county's annual water quality report states that residents' drinking water "meets or exceeds all federal, state and local requirements" for contaminants.^{xiii} Air quality is monitored from stations around the county, including one located in West Kendall, and is better than in many metropolitan areas around the country and internationally.

Within its boundaries, West Kendall boasts 49 parks (including a dog park), 69 churches/faith communities, 67 homeowners associations and three major retail centers offering a selection of shopping, dining and entertainment options: London Square, The Palms at Town & Country and Kendall Village. Grocery stores are strategically located throughout the community. In addition to the two hospitals, three fire stations and one police station support public health and safety. An abundance of businesses support families caring for older adults. Residents can also take advantage of classes and community events offered by the hospitals, county commissioner, business association, and university and college campuses. As noted previously, the Miccosukee Indian Reservation provides entertainment and recreation options. The county's transportation plan has made bike lanes a priority, and West Kendall has more than 30 miles of bike lanes, trails and paths.

P.1a(1) Community Environment: Shared Programs and Services

Located outside the urban core, West Kendall has a host of programs and services offered by individual entities and agencies but few that are shared. However, the collaboration that has occurred through the Healthy West Kendall coalition, a multi-sector collective focused on the social, cultural and environmental determinants of health, has begun to foster the kind of inter-agency cooperation needed to address large-scale issues like health, education, the economy and quality of life. These include an initiative by the local health department to collaborate with key partners, among them West Kendall Baptist Hospital, in addressing the health needs of residents. That effort, funded through a Centers for Disease Control grant, supports a range of organizations working across the county to address the social determinants of health, and included funding for the hospital’s Healthy Hub, a screening and referral-to-care program. More recently, the hospital has partnered with Medica Healthcare to take the Healthy Hub mobile to provide seniors 65+ with access to free health screenings and a broad range of services provided by community partners. In addition, the county parks department and police department collaborate to provide services to residents.

P.1a(2) Community Environment: Mission, Vision, and Values

West Kendall drivers of innovation’s mission, vision and values support the creation of a healthy community in every sense – physically, emotionally, spiritually and economically. Our partners endorse this mission and vision, and support implementation of strategies and activities that help us achieve it.

Our Mission

Educate, inspire and promote well-being.
 Make healthy living easy and attainable.
 Create an active and vibrant community.

Our Vision

West Kendall will be the healthiest community in Florida.

West Kendall Baptist Hospital created the four drivers of excellence to strengthen the foundation of our community and recognize the elements that underpin its success. The values and core competencies of each driver identified here are foundational to achieving our vision. The values provide the focal point around which our activities are organized, and the core competencies are the tools we use to create the community we envision.

Drivers of Innovation	Value	Core Competency
Health & Wellness	Partnerships	Collaboration for social innovation
Green & Sustainable	Preserve	Social responsibility
Arts & Culture	Creativity	Artistic social interactions
Technology	Innovation	Think differently

P.1a(3) Community Environment: People and Organizational Resources

Community groups and organizations that help to accomplish the community’s mission and vision include those listed below. These groups collaborate to provide programs and services to community residents directly, as well as to assess community needs/gaps.

Figure P.1a(3) People and Organizational Resources									
Key Community Group	Education Attainment	Economic Vitality	Safety	Quality of Life	Key Community Group	Education Attainment	Economic Vitality	Safety	Quality of Life
AARP Foundation	•	•		•	Health Council of South Florida	•			•
Alliance for Aging			•	•	Hearing & Speech Center of South Florida				•
Area Health Education Center				•	Kendall Federation of Homeowners Associations			•	•
Citrus Health			•	•	Kiwanis	•	•		•
CHI of South Florida			•	•	Miami-Dade Office of Resilience		•	•	•

Epilepsy Foundation		•	•	•	Miami-Dade Water & Sewer Department		•	•	•
eQHealth Solutions				•	Miami Lighthouse for the Blind & Visually Impaired				•
Florida International University – Family Medicine Residency	•		•	•	Rotary Club	•	•		•
Florida International University – NHelp Program	•		•	•	Social Security Administration		•		•
Florida Telecommunications Relay				•	Switchboard/211 Call Center Helpline			•	•
Florida Power & Light		•	•	•	University of Florida IFAS Extension’s Family Nutrition Program				•
Friends of the West End					United Way	•	•		•
Greater Kendall Business Association (300+ members)			•	•	West Kendall Baptist Hospital Community Business Partners (60+ members)	•	•	•	•
Hammocks Community Association			•	•					

Segments involved include: business, civic groups, community-based organizations, education, faith organizations, law enforcement, government, public health/health care.

P.1a(4) Community Environment: Community Assets

Figure P.1a(4): Community Assets			
Educational Attainment	<ul style="list-style-type: none"> 2 large institutions of higher education (FIU, MDC) 	Safety	<ul style="list-style-type: none"> 2 hospitals
	<ul style="list-style-type: none"> 4 smaller (Nova, Trinity, Barry, Florida National) institutions of higher education 		<ul style="list-style-type: none"> 3 fire stations
	<ul style="list-style-type: none"> 57 public schools (PreK-12) 		<ul style="list-style-type: none"> 1 police station
	<ul style="list-style-type: none"> 19 private schools (PreK-12) 		
Economic Vitality	<ul style="list-style-type: none"> Affordable grocery stores (Aldi, Presidente, Sedano’s, Walmart, Target) 	Quality of Life	<ul style="list-style-type: none"> Affordable housing
	<ul style="list-style-type: none"> Agricultural areas and farm stands 		<ul style="list-style-type: none"> Everglades National Park/Shark Valley
	<ul style="list-style-type: none"> Miami Executive Airport 		<ul style="list-style-type: none"> Camp Matecumbe
	<ul style="list-style-type: none"> More than 6,000 businesses 		<ul style="list-style-type: none"> Zoo Miami, FIU Frost Art Museum
	<ul style="list-style-type: none"> Transit infrastructure: one bus transfer station, two park-and-ride lots and 14 bus routes; one major east-west traffic route (Kendall Drive), the Turnpike on the eastern border and Krome Avenue on the west. 		<ul style="list-style-type: none"> Affordable grocery stores (Aldi, Presidente, Sedano’s, Walmart, Target)
			<ul style="list-style-type: none"> 49 parks
			<ul style="list-style-type: none"> More than 10 miles of bike lanes

P.1a(5) Community Environment: Regulatory Environment

As an unincorporated area of Miami-Dade County, West Kendall follows county regulations and applicable state and federal laws. Because Florida lacks an individual state income tax, it relies on revenue from sales tax, corporate taxes and permitting/regulation fees to support government-run infrastructure. Florida’s tax rate is 6%, to which the county adds 1%, ranking it 28 in the United States.^{xiv} Most grocery items are exempt from sales tax in Florida. The corporate tax rate is 5.5% for all businesses in Florida.^{xv} Perhaps the greatest challenge facing residents and businesses alike is the costs associated with living in a hurricane-prone community. Insurance rates, property taxes and permitting fees for construction projects have all been impacted by previous storms and the threat of those to come. Residents and businesses alike incur these increased costs. As a tourist destination, Miami and its surrounding communities have additional taxes that impact residents, visitors and businesses. These include the convention development tax (3%), the tourist development surtax on sales of food and beverages in hotels/motels (2%), and the professional sports facilities

franchise tax (1%). In addition, the county levies the homeless and domestic violence tax on sale of food and beverages (1%), which supports services for the homeless as well as domestic violence shelters.

Zoning regulations also impact economic vitality. Miami-Dade County's planning department reviews and evaluates zoning and land platting applications, prepares plans and required ordinances as part of the Area Planning process, and provides technical assistance to developers and the public. The county commission makes final decisions regarding large-scale projects as well as proposed changes to the urban development boundary, discussed in greater detail below.

In addition to the impact of hurricanes, the proximity to sensitive ecosystems adds regulatory complexity. Established by the Florida Legislature, the South Florida Water Management District (SFWMD) provides flood control, water supply planning, water quality improvement and ecosystems restoration for South Florida. All canals and waterways and their associated greenspaces are managed by SFWMD and come with restrictions on land usage. In terms of energy production, businesses and homeowners who wish to operate on solar power are precluded by Florida law from selling excess energy back onto the grid, where it could be used to offset fossil-fuel produced power.

P.1b(1) Community Environment: Community Relationships: Community Leaders

West Kendall benefits from having a multi-sector coalition dedicated to improving the health and economic vitality of the community and improving quality of life for all residents. The four drivers of excellence mentioned above bring together stakeholders to identify community assets and gaps, and provide a coordinated approach to fulfilling unmet needs. Powered by West Kendall Baptist Hospital, the coalition focuses on social, cultural and environmental determinants of health – the infrastructure, people and networks necessary for creating a healthy and vibrant community. Leaders from education, government, healthcare, non-profit, local business, faith organizations, residents and others actively engage the community on behalf of the coalition, including formal and informal leaders who can help foster change. Formal leaders in West Kendall include County Commissioner Joe A. Martinez, State Representative Jeanette Nunez, U.S. Representative Carlos Curbelo and U.S. Senators Bill Nelson and Marco Rubio, and School Board Members Lubby Navarro and Dr. Marta Perez. In addition, informal leadership is provided by West Kendall Baptist Hospital CEO Javier Hernandez-Lichtl and hospital leaders serving in various community capacities; Juan David Rey and Veronica Barrios-Garcia, co-founders of Friends of the West End; and by the board of the Greater Kendall Business Association. Although not as high-profile, school principals and area church leaders play a pivotal role in providing leadership within the community. Michael Rosenberg, president of the Kendall Federation of Homeowners Associations, is also an influential leader.

P.1b(2) Community Environment: Community Relationships: Residents, Other Customers and Stakeholders

More than 388,000 residents – 15% of Miami-Dade County's population – call West Kendall home. Eighty percent are of Hispanic origin, hailing from a host of Caribbean, Central and South American countries. Many of these households speak a language other than English at home. Residents age 65 and over make up 14% of the population, and 30% of the area's households are multi-generational with at least one older adult in residence. In the decade between 2000 and 2010, West Kendall grew by 23%, adding about 46,000 residents. The homeowner-ship rate in the area is 74 percent, higher than Florida (66 percent) and well above the rate for Miami-Dade County (55 percent).

The Kendall Federation of Homeowners Associations (KFHA) is a watchdog group that has represented homeowners interests for the past 40 years and promotes the general welfare of the community by identifying and addressing quality-of-life issues.^{xvi} The Hammocks Community Association is one of the largest homeowners associations in the West Kendall area, representing 20 different communities. The Greater Kendall Business Association provides networking and business development opportunities, represents area business owners' interests and promotes economic development in the community. Other key stakeholders include Miami Dade County Public Schools, Florida International University and Miami Dade College, all of which have locations within or adjacent to the West Kendall boundaries. In our community profile survey, residents shared with us their expectations for their community, among them safe, attractive, affordable neighborhoods; parks, recreation areas and greenspaces; shopping and dining amenities; arts and culture activities; well-paying jobs. Many of these already exist in the community and others are being addressed through the groups mentioned above.

P.1b(3) Community Environment: Community Relationships: Suppliers, Partners, and Collaborators

Partners, Suppliers, Collaborators	Education	Economic Vitality	Safety	Quality of Life	Partners, Suppliers, Collaborators	Education	Economic Vitality	Safety	Quality of Life
Miami-Dade County Government	•	•	•	•	Homeowner's Associations			•	•
MDC Parks, Recreation & Open Spaces Dept.				•	Greater Kendall Business Association		•	•	•
MDC Zoning & Public Works Depts.		•	•	•	Lexus/Toyota of West Kendall		•		•
Miami-Dade Water & Sewer Dept.		•	•	•	Miccosukee Tribe		•		
MD County Office of Resilience		•	•	•	LifeWallet		•		
MD Transportation Planning Organization		•	•	•	Florida Power & Light			•	•
Miami Dade College	•	•		•	Frost Art Museum	•	•		•
Florida International University	•	•		•	Florida Dept. of Health			•	•
Start-Up FIU	•	•		•	AARP	•	•	•	•
Spirituality Work Group (HWK)				•	United Way	•	•		•
Behavioral Health Work Group (HWK)		•	•	•	Alliance for Aging			•	•
Green & Sustainability Committee		•		•	Epilepsy Foundation			•	•
Health Council of South Florida				•	Community Health, Inc. (CHI)			•	•
The Children's Trust	•			•					
Citrus Health			•	•					

P.2 COMMUNITY SITUATION: What is your community's strategic situation?

P.2a(1). Community Situation: Competitive Environment: Competitive Situation

As noted previously, West Kendall encompasses 60 square miles, more than 6,000 businesses and 388,000 residents, and has seen consistent double-digit population growth. It is viewed as a safe, affordable community, particularly for those who are priced out of upscale areas farther east. Key competitors for residents are Coral Gables, Pinecrest, Palmetto Bay and Doral. All of these areas are incorporated municipalities or reside within a municipality and have managed their significant growth through an active citizenry and watchful town councils.

Like many nearby communities, West Kendall continues to grow. If it were a city, West Kendall would be the third-largest in the state.^{xvii} However, West Kendall is limited in its ability to expand geographically due to its location along the Urban Development Boundary (UDB), a border established by the county's Comprehensive Development Master Plan (CDMP) to limit the extent of Miami's westward development into the Everglades. The county limits or prohibits development outside of the UDB until established deadlines have passed. The westernmost edge of the West Kendall community is demarcated by the UDB, with expansion to the north, south and east prevented by heavily developed housing and commercial areas in neighboring communities.^{xviii}

Despite residents' perception of West Kendall as a safe community where families can afford to live comfortably, the perception of competing communities is that they offer a better overall quality of life and more amenities such as shopping, dining and entertainment options. They may also offer residents greater opportunities to connect and be involved in civic life. In the recently conducted community survey, residents reported that they do not feel they have much of a say in decisions that get made about their community, even though they feel it is very important for them to do so. They also identified gaps in services they would like to see filled, with the top three being 1) arts and culture, 2) shopping, dining and entertainment options and 3) public transportation.

P.2a(2) Community Situation: Competitive Environment: Competitiveness Changes

The opening of West Kendall Baptist Hospital 2011 – at the request of residents – gave far greater choice in health care and greater access to both primary and specialty care as well as wellness opportunities such as exercise classes and health education programs. As the hospital and affiliated physicians continue to innovate, area residents will also have greater access to innovative healthcare that incorporates the latest research and technology approaches. West Kendall

Baptist Hospital’s use of the GE Revolution CT scanner, which can provide full imaging of the heart in one heartbeat, is one example of cutting-edge technology available to residents. The Healthy Hub’s use of technology from local health tech start-up and West Kendall business LifeWallet, Inc., is another example.

The absence of direct self-governance for West Kendall gives the power to make broad decisions about life in the community county leaders with potentially few ties to the area. Residents also don’t speak with a unified voice on the issue of governance: some favor incorporation as a way to create the environment they feel is lacking; others are content with the current state and see no reason to change. Either way, several proposed infrastructure changes will impact the community and its competitive position. One is a proposed extension of the Dolphin Expressway/State Road 836, the major east-west highway connecting downtown Miami and Miami Beach to the airport and communities to the west. The project would extend the highway to the western edge of the area, giving residents in western and southern Miami Dade County another expressway option. The proposed roadway would ease traffic congestion for commuters but would also provide an alternate route for commercial traffic, including a potential increase in cargo or other business traffic in and out of Miami Executive Airport. In addition, the roadway is planned as a multi-modal corridor to include dedicated bus lanes and a proposed commuter-rail.^{xix}

The influx of recently emigrated residents from countries in Latin America and the Caribbean, sometimes as a direct result of natural disasters or political and economic instability, places an increasing demand on schools to help students acquire language skills, graduate and move on to college or into the workforce. In many cases, their parents lack English proficiency and therefore cannot participate fully in their child’s education. Despite these challenges, West Kendall schools perform well in comparison to other areas of the county. The availability of magnet programs, which allow students to study in areas of concentration ranging from art to medicine to criminal justice, has allowed public schools in the area to attract high-performing students from around the county. Miami has also seen growth in charter schools, nine of which are in West Kendall. Florida students who meet high academic standards and attend school in-state are eligible for the Bright Futures scholarship, which was designed to encourage high-achieving students to attend a state college or university in Florida. Recently announced increases in available funding will help more students take advantage of this perk and successfully complete their studies.^{xx}

Population growth has been a major driver of economic vitality. In addition, as one of the few areas in the county with undeveloped land, more conversations have focused on green and sustainable development. Two local builders and one national developer have proposed projects that feature sustainable building methods, transit options and mixed-use space to encourage co-located living and working. One of these proposed developments is adjacent to West Kendall Baptist Hospital and was envisioned as the West Kendall “town center.” These projects as well as the proposed transit expansions provide ample opportunity to study how addressing the social determinants of health can improve health outcomes, economic vitality and overall quality of life. As a research partner, Florida International University’s Robert Stempel College of Public Health & Social Work and the College of Business are both positioned to lead these community assessments.

P.2a(3) Community Situation: Competitive Environment: Comparative Data

Several sources of community data exist, both locally and at the state and national levels. They include:

- The Advisory Board
- Florida International University
- Miami Dade College
- Beacon Council
- Miami Chamber of Commerce
- Greater Kendall Business Association
- City-data.com
- U.S. Census / American Community Survey
- Health Department
- Health Council of South Florida
- Agency for Health Care Administration
- Miami-Dade County Public Schools
- Florida Department of Education
- Miami-Dade Police Department
- Florida Department of Law Enforcement
- University of Florida Shimberg Center for Housing Studies
- The Homeless Trust
- Miami-Dade County Board of Commissioners, District 11
- South Florida Behavioral Health Network
- Baptist Health South Florida
- West Kendall Baptist Hospital

Most of these possess publicly available datasets although some are harder to access than others. Coalition partners such as the police department, health department and Health Council of South Florida typically make data readily available to Healthy West Kendall members. However, other organizations may charge a fee for their data. Another limitation is that most data is available only at the ZIP code level, rather than at the census tract level.

P.2b. Competitive Situation: Strategic Context

West Kendall’s growing population presents both a challenge and an opportunity for the community. As more people move in, the area will continue to experience issues common to other parts of the county: increased traffic congestion, long commute times and the reduced quality of life it brings, potentially increased crime and public safety concerns. Addressing these challenges will require a coordinated effort by a dedicated group of citizens, business owners and stakeholders. The Kendall Federation of Homeowners Associations has taken an active role in representing residents’ interests on these issues.^{xxi} The Miami-Dade County District 11 Commissioner and state legislators whose districts encompass West Kendall also serve as advocates for policies that benefit residents and businesses in the area.

Housing prices in the county have continued to rise since recovering from the market crash in 2008, increasing 7.0% over the past year. Median rent price in Miami-Dade County is \$2,150^{xxii}. Although in ample supply, the cost of housing presents one of the greatest challenges to employers looking to recruit and retain qualified staff and to residents’ quality of life. The latest data available from Miami-Dade County, for the fourth quarter of 2016, showed that for single-family homes, rents as a share of monthly median household income were triple the nationwide ratio, and for multifamily dwellings they were two-and-a-half times higher.^{xxiii} Although not as common in West Kendall as other areas of the county, some neighborhoods within our boundaries also have higher foreclosure rates as well.^{xxiv} Below is a snapshot of the West Kendall community’s population, housing and unemployment. By comparison, the national unemployment rate as of August 2017 was 4.4%.

Zip Code	10-Yr Population Increase (2000-2010)	% Increase	Number of houses and condos	Renter occupied apartments	% Unemployment 25+	Estimated Population 2015
33196	8,959	21	14,124	3,760	8.5	46,579
33175	625	1.2	16,168	3,532	7.2	54,443
33177	7,709	14	15,144	3,217	8.7	57,688
33183	527	1	12,497	3,611	9.2	38,067
33185	17,321	275	7,996	1,089	6.8	29,514
33186	7,202	11	23,924	6,215	7.8	72,078
33193	3575	8	14,863	4,554	7.4	50,653
TOTALS	45,918		104,716	25,978		349,022

Source: City-Data.com

West Kendall is also a desirable location for local businesses, but the lack of large industry means more than 100,000 people commute elsewhere to work.^{xxv} The area’s business growth mirrors trends in the rest of the county. Proximity to the agricultural areas and the recreation opportunities of the Everglades are opportunities that the community has yet to fully capitalize upon. Many residents are either unaware of these assets or don’t avail themselves of them. Similarly, the area has a high concentration of parks that are underutilized as a whole, as well as lakes and walking paths that are restricted to homeowners in the neighborhood. West Kendall also is home to Historic Camp Matecumbe, which once served as a temporary home for unaccompanied children arriving from Cuba on Operation Pedro Pan flights in the 1960s. Creating a comprehensive greenspace plan that gives all residents ready access to public and private open space presents an opportunity for collaboration among homeowners, their associations and groups working to improve the community environment, such as Healthy West Kendall. The health status of residents in West Kendall overall fares well in comparison to the county; however, a few pockets of health disparity exist. The table below shows the number of ZIP codes performing better than and worse than the county rate for a number of key health indicators.

Key Health Indicator	Zip Codes performing worse than county	Zip codes performing better than county
Age-Adjusted Death Rate due to Breast Cancer (per 100,000)	3	4
Age-Adjusted Death Rate due to Colorectal Cancer(per 100,000)	5	2
Age-Adjusted ER Rate due to Diabetes (per 100,000)	1	6
Age-Adjusted Death Rate due to Cerebrovascular Disease(Stroke) (per 100,000)	1	6

Age-Adjusted ER Rate due to Heart Failure (per 100,000)	4	3
Age-Adjusted ER Rate due to Hypertension (per 100,000)	1	6
Age-Adjusted Hospitalization Rate due to Heart Failure (per 100,000)	1	6
Age-Adjusted Hospitalization Rate due to Hypertension (per 100,000)	0	7*
Age-Adjusted Hospitalization Rate due to Bacterial Pneumonia (per 100,000)	5	2
Aids Incidence Rate (per 100,000)	2	5
HIV incidence Rate (per 100,000)	0	7*
Babies with Low Birth Rate	1	6
Mothers who Received Early Prenatal Care	0	7*
Age-Adjusted Death Rate due to Chronic Liver Disease and Cirrhosis (per 100,000)	2	5
Age-Adjusted ER Rate due to Alcohol Abuse (per 100,000)	0	7*
Age-Adjusted Hospitalization Rate due to Alcohol Abuse (per 100,000)	0	7*

*Indicates West Kendall rates that are significantly better than county rate

Safety has been identified by residents as a key indicator of quality of life. West Kendall is perceived by residents as a safe place to live, and the rates of crime are lower than many areas of the county. Year-to-date targeted crimes are below, with comparison to county rates.

	West Kendall	Miami- Dade County	Service Calls	
Homicide	7	86	Sick or injured person	6,698
Forcible Sex Offenses	30	379	Narcotics investigations	922
Robbery	80	1,661	Sick or injured person	3,942
Larceny (Over \$300)	532	28,314		
Auto Theft	300	3,223		
Burglary Commercial & Residential	395	5,380		
Aggravated Assault	54	5,053		
Aggravated Battery	59	6,179		

*as of 08/28/2017

Source: MDPD, FBI Criminal Justice Information Services Division

Bike- and pedestrian-involved crashes are a concern for residents. Between 2012-2017 there were 462 bicycle- or pedestrian-involved crashes in our 7 ZIP codes resulting in 395 injuries and 17 fatalities.

P.2c. Community Situation: Performance Improvement System

Our key performance improvement indicators vary but include a community visioning where we solicit community input through focus groups and surveys. West Kendall Baptist Hospital, whose patient base is representative of the community, uses the PDCA model and monitors clinical indicators and the patient experience to meet the needs of the community and drive improvement. An example is the Community Health Needs Assessment whereby the needs are prioritized based on results. The Community-Centered Framework below has been created to more effectively and efficiently advance our performance improvement efforts moving forward.



End Notes

- i. <https://baptisthealth.net/en/facilities/west-kendall-baptist-hospital/pages/default.aspx>
- ii. <https://kendallmed.com/>
- iii. https://nces.ed.gov/pubs2007/minoritytrends/figures/figure_7_3.asp?referer=report
- iv. <https://www.privateschoolreview.com/florida/miami+dade-county>
- v. Miami-Dade County Public Schools
- vi. <https://www2.ed.gov/programs/titleiparta/index.html>
- vii. Oada.dadeschools.net/schoolperformancegrades/schoolperformancegrades.asp
- viii. www.fiu.edu
- ix. <http://www.mdc.edu/kendall/academic-departments/default.aspx>
- x. www.mdc.edu
- xi. <https://www.miamidade.gov/transit/library/system-maps-web.pdf>
- xii. www.city-data.com
- xiii. <http://www.miamidade.gov/water/library/reports/water-quality-2016.pdf>
- xiv. <https://files.taxfoundation.org/20170131121743/TaxFoundation-FF539.pdf>
- xv. <https://taxfoundation.org/state-corporate-income-tax-rates-brackets-2017/>
- xvi. <http://www.kfha.org/>
- xvii. <http://www.togetherweteach.com/TWTIC/uscityinfo/09fl/flpopr/09flpr.htm>
- xviii. <http://www.miamidade.gov/planning/cdmp.asp>
- xix. <http://www.miamiherald.com/news/local/community/miami-dade/article148703084.html>
- xx. <http://www.orlandosentinel.com/features/education/school-zone/os-higher-education-florida-bright-futures-20170621-story.html>
- xxi. <http://www.kfha.org/history.html>
- xxii. <https://www.zillow.com/miami-dade-county-fl/home-values/>
- xxiii. <http://www.miamidade.gov/business/real-estate.asp>
- xxiv. <http://www.miamidade.gov/planning/library/reports/at-a-glance/2009-foreclosures.pdf>
- xxv. <http://www.miamidade.gov/business/census-county-profiles.asp#7>