



Departmental Report for:
Reporting Period
April 2016

**FINAL REPORT:
STRATEGIC PLANNING PROCESS
APRIL 29, 2016**

Village of Palmetto Bay Strategic Planning Process

Final Report

April 29, 2016

Prepared by:



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April 29, 2016

Honorable Mayor Eugene Flinn
Village of Palmetto Bay
Village Hall
9705 East Hibiscus Street
Palmetto Bay, FL 33157

Dear Mayor Flinn:

It has been a pleasure for The Novak Consulting Group to work with you, the Village Council, Village staff, and community members on the development of Palmetto Bay's Strategic Plan.

This strategic planning process provided a unique opportunity for the Village to engage in the creation of their desired future. The result of this process is a community vision for the Village of Palmetto Bay.

This report summarizes the process and documents all elements of the final Strategic Plan.

Thank you for the opportunity to be of service to Palmetto Bay. Please contact me at (513) 309-0444 or jnovak@thenovakconsultinggroup.com should you have any questions or if we can assist further.

Sincerely,

Julia D. Novak
President

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Village of Palmetto Bay Strategic Planning Framework



Vision

The Village of Palmetto Bay incorporated to secure public safety and land use control of this suburban community known for its great schools, parks, and recreational opportunities. As development came to South Miami the Village embraced the need for an urbanized Village Center connected to multi-modal transportation options and created an accessible, walkable, bikable community with entertainment and employment options an expanding tax base that protects the Villages ability to ensure that the "Village of Parks" remains the best place in Miami-Dade to live, work learn and play.

Mission

The dedicated staff of the Village of Palmetto Bay strive to provide high quality services that preserve and enhance the quality of life for our residents.

Organizational Values

Village employees thrive in a work environment where colleagues feel like family and "community" describes not only what they build and who they serve, but the way the organization behaves as it fulfills its mission. In Palmetto Bay, staff are guided by the following organizational values:

- **Commitment:** a pledge, promise or obligation
- **Respect:** esteem for a sense of the worth or excellence of a person, a personal quality or ability
- **Ethical:** being in accordance with the rules or standards for right conduct or practice\
- **Professional:** a person who is expert at their work
- **Helpful:** giving or rendering aid or assistance; of service

Key Focus Areas

Securing the Vision requires that Village government focuses its energy and efforts on the following Key Focus Areas:



Transparent, Accessible and Efficient Government, Energized by Engaged and Informed Residents



Financial Stability Secured by Focused Economic Development



Well Planned and Maintained Public Assets and an Attractive Built Environment Resulting from Responsive Land Use Planning and Zoning



A Walkable, Bikable Community with Access to Multi-Modal Transportation Options



A Consistent Priority on Ensuring Palmetto Bay is a Safe Community



Environmental Stewardship and Sustainability



Outstanding Opportunities for Lifelong Learning

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Introduction

This document details the results of the Village of Palmetto Bay's strategic planning process. The purpose of a strategic planning process is to understand the current context, articulate a shared vision for the future, and develop a specific and measurable course of action to move towards the articulated vision. To that end, Palmetto Bay's strategic planning process focused on three questions any community or organization should focus on when intentionally planning for its future:

- What do we know to be true today? – Where are we?
- What do we hope will be true in the future? – Where do we want to go?
- What must go well in order to make it so? – How do we get there?

This strategic plan is a road map to move the community towards its intended vision.

Methodology and Process

This strategic planning effort was initiated by the Palmetto Bay Village Council and was facilitated by The Novak Consulting Group. The process commenced in October 2015 with introductory meetings with member of the Village Council and key Village staff.

In order to answer the first strategic planning question - ***What do we know to be true today?*** The Novak Consulting Group completed an environmental scan. An environmental scan provides useful information and sets the stage for the strategic plan by considering the factors that will influence future direction. In developing the environmental scan, both quantitative and qualitative information were gathered. Quantitative data on trends in local, regional, and national demographics were compiled, as well as financial and historical data about the Village of Palmetto Bay and Miami-Dade County. This information helped provide the context for the environment in which the Village operates today and the challenges that the community may face in the future.

In November, a strategic planning retreat was held with the Village Council to identify the Village's strengths, weaknesses, opportunities, and challenges and to begin articulating a vision for the community. Subsequently, a retreat was held with Village department directors to solicit their input into this process. In order to engage the residents of Palmetto Bay, a community-wide online survey was administered to further inform the environmental scan.

The environmental scan includes the information, ideas, and perceptions gathered from all of these various sources. The environmental scan was presented to the Village Council in January 2016. A copy of the final environmental scan and the retreat summaries are included as Appendix A - C.

Next, The Novak Consulting Group helped the Village answer the second question – ***What do we hope will be true in the future?*** During the retreat with the Village Council, participants reviewed a draft strategic planning framework based on the results of the environmental scan. The draft framework included a vision, mission, organizational values, and key focus areas – those things that must go well in order for the vision to be realized. Modifications to the draft framework were made through subsequent conversations with the Village Council.

After the draft framework was developed, the third strategic planning question was explored – ***What must go well in order to make it so?*** A community strategic plan is best when touched by as many people as possible. Therefore, broad resident input was sought on the draft elements of the strategic plan during a series of open house style meetings held in March 2016. Additionally, attendees were asked to provide their thoughts on initiatives that the Village should consider in order to accomplish the key focus areas and the vision for Palmetto Bay.

Using the Strategic Plan

The strategic plan provides a framework for Village activities. The vision, mission, values, and key focus areas are intended to have a long term view. The vision is a statement of what the Village wishes to become; the mission and values guide Village staff in their service to the community; and the key focus areas are those big buckets of “things that must go well” in order for the Village to achieve the vision.

The key focus areas provide a lens for viewing and understanding Village business. Within each focus area there are a series of specific initiatives that, when accomplished, move the Village towards the vision.

There are many things the Village can do to reinforce the strategic plan and truly integrate it into the life and work of the organization including the following examples:

Village Council Agenda Items

- Village business can be connected to one (or more) of the nine key focus areas. This can be included routinely as part of staff reports – using the “icons” for the focus area can create a quick visual connection.

Budgeting and Goal Setting

- The Government Finance Officers Association (GFOA) encourages the inclusion of a strategic planning framework in the public budget document.
- Budget initiatives can be connected to how they support one or more of the key focus areas.
- When the governing body meets to adopt goals, the strategic planning framework can be used to categorize priorities.

Communication

- The Village's newsletter and other similar communication tools can include updates on the implementation progress of key initiatives in each key focus area to keep the residents informed.

Community Priorities

On March 17 – 19, 2016 three community open house style meetings were conducted to solicit input from Palmetto Bay residents on the draft strategic plan framework. The first session was held at Village Hall, and the remaining two sessions were held at Ludovici Park Community Room. Fourteen people attended the first meeting, eight people attended the second, and 11 people attended the third meeting.

Suggested Initiatives

During the meetings, participants were asked to provide input regarding the nine key focus areas identified for the Village of Palmetto Bay. Specifically, participants were asked what actions they would like to see the Village undertake in each of the nine areas. A listing of their responses by key focus area is below.

Transparent and Efficient Government

- Continue to find ways to encourage residents to participate in Council meetings and public events.
- Put the missing seats in the Council room, move the feel good stuff to the Committee of the Whole, allow public input on all resolutions and other business.
- Live-stream meetings and video archives for residents who can't attend.
- Make efforts to bring more residents to attend Council meetings.

Engaged and Informed Residents

- Put more docs on the web, instead of saying call this number for details, e.g. sidewalk improvement plans.
- Great assets in Village. Schools, churches, Deering Estate. Need more collaboration to make Village all it can be.
- Historic Committee to publish, exhibit all activities that occurred when we were trying to incorporate; also pictures of first Councils.

Sustainable Revenue Options (Or Fiscally Sustainable)

- Build reserve funds sufficient to preserve services and public facilities for a minimum of five years.
- Encourage more community awareness of annual revenue and spending plans.
- Not embarking on legal issues that drain the Village.
- Must maximize revenues from commercially zoned property. Expedite downtown redevelopment. Link to express transit stop.
- All of our infrastructure must be sustainable. Use native species. Do not irrigate or fertilize. God does a good job of maintaining the woods. If you need to keep people dry and out of the sun, build an open structure. Do not enclose and air condition.

Responsive Land Use Planning and Zoning

- Preserve coastal lands, no more development.
- The strategic plan must be responsive to the impacts of sea level rise which may require the challenging task of crafting a subtraction plan – where, when, how to remove development from high risk areas.
- Address FPL Cutler Plan site.
- Put care in their place.
- Mix the uses, to provide for the useful walk. Increase density as appropriate.
- Get the parking right – comprehensive plan.
- Let transit work – support it!
- Protect the pedestrian – provide for the safe walk – do walkability audits.
- Welcome bikes!
- Plant more street trees!
- Make friendly and unique faces on the built environment so walking and biking is interesting.
- Don't squander walkability resources such as landscaping, sidewalks, etc. on places where walking and biking are not likely to occur.
- Be careful not to overdevelop.
- Preserve green spaces but also be open to some development in areas that need more commerce and jobs.

Transportation Options

- Don't overspend on public transportation in the Village that is way underutilized.
- Speed bumps on 84th Avenue between 160th Street to 166th street. This tends to be a speedway for cars.
- Public bus needs improvement. The Bus 571 southbound is rarely ever on time.
- Make mass transit more responsive to need of Village residents. On demand service to busway.
- Build cul-de-sacs between 168th Street – 180th Street and 84th Avenue.
- No more cul-de-sacs unless foot and bike connections are provided. Look for existing places to provide connections especially foot/bike access across Village canals.
- Village bus to Southwood Middle School!
- Implement no turn signs – Cutler, Hammock, 174th, 77th Avenue, Old Cutler. Get data on when Palmer Trinity will open entrance on Eureka.
- Close street to reduce traffic on 85th and 84th Avenue between 168th-180th.
- Get actual mass transit before we build high density anyway. 'Built it and they will come,' not 'get them and a way for them to move will come'
- Work hard on extension of some version of metro-rail so people in Miami Beach can get here in a reasonable time and we can get there. Same applies to Kendall, Broward, etc.
- We must develop a bike/pedestrian infrastructure that will allow and encourage people to get around without cars.
- Bike lanes on SW 82 Avenue and SW 152nd Street. Pedestrian bridges at 167th Street, 77th Avenue, 87th Avenue, etc.
- Sidewalks on both sides of all major (section and half section) roads.
- Move forward with C-100 greenway plan proposed in Village bicycle and pedestrian master plan, including US 1 crossing to open access to busway.
- Access to Publix from 148th Street – the more residents can avoid US 1 the better.
- Maybe a City shuttle around the library or parks from the schools or shopping center or US 1.

- More bike paths to lessen the traffic. Put bikers on sidewalks instead of the streets.
- In all areas, roads, streets, void of sidewalks – advise residents and others to walk opposite of traffic flow
- 160th needs pedestrian crosswalk (bus stop is there and crosses US 1).

Beautifully Maintained Parks and Amenities

- Utilize existing open space, vacant land, and underutilized properties for parks and recreation.
- Continue to pursue all opportunities to expand the parks system and find ways to convert unused property to usable parks.
- Make the parks programs and facilities accessible to all, welcoming, offer programs for adults and children with disabilities and for the elderly.
- Perhaps add more specialist programming, i.e. for seniors, disability, adults-only (dancing, for example) not just sports.
- Develop a long term plan to achieve a walking/bike trail from Black Point Marina to Matheson Hammock away from the roads.
- Work with Water Department and connect Park to their 130 acres in Cutler Bay.
- Plant more street trees.
- Look for opportunities for pocket/passive parks.
- Mulch the picnic areas. My family had a birthday party at Coral Reef Park, near field 1 on March 13. All of our guests left with dirty clothes and either black shoes or black feet.
- Playground equipment for older kids and special needs.
- Passive parks within walking distance of everyone in PB. Examples:
 - Greenway space on canal bank at 82nd Avenue and 139 Terrace
 - Miami-Dade owned field at 89th Avenue and 160th Street
 - County owned 10 acres at 168th and 88th Court
 - FPL ROW, Canal Banks
 - Vacant lot at 89th Avenue and 176th Street
 - Road ROWs on either side of canals where no bridge will ever be built
- Bike walking (?/horseback) paths in the 40+ acres on the OCR. Connect to paths in new park in Cutler Bay, on the 9 ½ acres.
- Get Miami Dade to place a walking/bike path through the rehydration area from OCR to Chinese Bridge.
- Sidewalk cafes on a tree-lined boulevard.
- Control ducks at Coral Reef Park. They are aggressive.
- Create more family friendly walking space/surface.
- Identify key users of parks – in order to get accurate pulse of park.
- Need to have 'coffee café' at Coral Reef Park venue. Even cool drinks so people can relax like Starbucks!
- Provide a section at Coral Reef Park to allow dogs on a leash (!) and controlled by owner, including pick up, etc.
- More family styled/centered programs at parks.

A Safe Community

- Post more information on Village website about crime statistics in the area and pointers on how to deal with recent burglary activity.
- Police on bicycles in the neighborhoods and/or walking.
- More presence to keep Palmetto Bay safe.
- Police – great! Work with TV stations to educate public on how to drive through roundabouts.
- Could neighborhoods start community watch programs? Involving residents patrolling streets with communication to Palmetto Bay police.
- Encourage active transportation to put an extra 20K eyes in our community.
- Better control of panhandling, etc. at US 1 Village entrances.
- Help residents become active in awareness. The more eyes the better.
- Text alerts to/from police

Environmental Stewardship and Sustainability

- Take full advantage of Deering Estate for creating public awareness of our unique environment and ways to protect it.
- Waive solar-related permitting fees.
- Information on topic from Village “1,000 Solar Roof Program.”
- Keep hurricane buffers on property east of Old Cutler Road.
- Plan to adapt to sea level rise by adjusting zoning to make buildings more robust, higher.
- Encourage rooftop solar, beware of schemes, and require future building to be more efficient and sustainable.
- Rebuild pine lands and hammocks on the 22.5 acres and on the 10 acres across from Perrine Elementary.
- Assume responsibility for the pineland area in Coral Reef Park or get the County to maintain it.
- Force the County and FPL to maintain the pineland stretching from 67th Avenue to OCR (Ludlum Preserve).
- Encourage native and Florida-friendly residential landscaping

Opportunities for Lifelong Learning

- Provide wellness classes.
- Provide educational classes (Baptist Hospital has many options and our Village could do something similar).
- Continue support of library and build on the concept of a maker space, broader lending services, and access to experts, classes, etc.
- Improve signage for Ludovici Park.
- Collaborate with schools – public and private – to plan robust adult curriculum. Deering Estate for environmental education.
- Encourage lectures by locals at Thalatta, we can learn from each other.
- A venue for musicians to congregate.
- Offer a community garden space and offer activities and learning events where children and families can come plant their own food and learn about growing and tending vegetables and healthier eating. Also promotes love for outdoors.

Additional Key Focus Area Input

In addition to suggested initiatives, residents were also asked to provide their feedback on what they believe the Village does well and what opportunities for improvement they would like to see regarding each key focus area. A listing of responses received follows.

Transparent and Efficient Government	
What does the Village do well?	What opportunities for improvement do you to see?
<ul style="list-style-type: none"> • Good publicity and awareness of Village activities – very good use of website and email. • The Village has many activities to show the residents who they are and what they do – picnic, bike rides, concerts. • I feel the current government members are approachable and put themselves out in the mix of the public. • Council meetings open to the public. • Staff is very helpful. • Great job of developing citizens' advisory committees. • People like being heard. 	<ul style="list-style-type: none"> • Improve efficiency of Council meetings – try to get through the agenda quicker. • More activities will bring more residents out and about in our Village. • Website – which is being worked on. ☺ • Council meetings could be shorter; I am often one of the only two people left at the end. Get to the point! • Improve acoustics in meeting (Council). • Initial response to concerns good, follow up not so good. • Support youth programs and sports. • Information easier to access – i.e. website. • Meeting/event calendar easy to find or newsletter emailed.

Engaged and Informed Residents	
What does the Village do well?	What opportunities for improvement do you to see?
<ul style="list-style-type: none"> • Village website is very good, email messages are very useful. • Karyn Cunningham does a good job of informing through Facebook. • Community newspaper is informative when I can find one! • Excellent email blasts and Facebook posts. • Excellent family events. • I love Karyn's emails and the many Facebook posts from Karyn and Gene. Surveys. • I love emails I received really describing events going on, lots of variety of events. • Emails. • Website. 	<ul style="list-style-type: none"> • Village is trying, and we appreciate it, to improve their communication, love the e-news blasts, love the new quarterly community newspaper, I think we should use our TV channel more and perhaps have spots on all Palmetto Bay businesses. • Agree, good ideas • I am with Community Bible Baptist Church and we do lots of community events, how can we let residents know about our events cbbc@cbbcmiami.org • Karyn is great at sharing information. Would like to hear the others point of view.

- Various functions sponsored throughout the year.
- Love the events that bring many residents to get to know one another along with residents getting to know our Village officials.
- Our mayor and council are active and engaged! They respond quickly to communications!
- Website and email blasts are working well.
- The emails are great!
- Council meetings are on the internet and able to be viewed anytime.
- Good job of keeping us aware of happenings in Palmetto Bay.

Sustainable Revenue Options (Or Fiscally Sustainable)	
What does the Village do well?	What opportunities for improvement do you to see?
<ul style="list-style-type: none"> • Appreciate good fiscal responsibility and budget compliance, much improved in past 2 years. • Hold the line on taxes and spend very carefully. • The Village has a good reserve fund, but I am concerned about spending part of it on assets that require a lot of maintenance. • Shows acceptable responsibility with the money. • Investments in infrastructure – road drainage and paving. 	<ul style="list-style-type: none"> • Because of Save Our Homes and being mostly built out, the tax base will not grow as rapidly as when we first incorporated. The new Franjo Business District will help, but for many years it will be a drain, not a boost, to Village resources. For the foreseeable future, we will be primarily a bedroom community.

Responsive Land Use Planning and Zoning	
What does the Village do well?	What opportunities for improvement do you to see?
<ul style="list-style-type: none"> • The new fire station to meet needs of the Village • Maintaining the low capacity resident and commercial zoning 	<ul style="list-style-type: none"> • We need more high end commercial development of the US 1 corridor. • Require 'coral-friendly' exteriors on any new high rises so we can have eco-tourism diving adventures to the lower floors when the sea level is 200 feet higher.

Transportation Options	
What does the Village do well?	What opportunities for improvement do you to see?
<ul style="list-style-type: none"> • Love the traffic circles. They're beautiful while calming traffic. • Increasing light timing at 168th and 82nd Avenue has been a huge improvement! • The B/P Master Plan (2009) and Old Cutler Path Committee (2007) have laid out a vision of how to start on a non-motorized transportation option. • Bus lane and bike paths, and pedestrian walkways. 	<ul style="list-style-type: none"> • Traffic going south on Old Cutler is horrible during rush-hour, going north in the morning is the same, bad most days. • Our traffic is really bad, we need more mass transit options to improve traffic flow, let's support and push all options for improved mass transit. • Traffic lights are too short at major intersections! No time at 144th and 152nd lights trying to cross US 1. • More bike paths for all ages due to traffic congestion. • Traffic will only get worse as more development takes place to the south. There are almost no options to expand roads. Transit for the longer distances and bike/pedestrians for locals. • Bike paths down canal banks, FPL right of way, from 67 to Old Cutler Road through Ludlum Preserve. Bike lanes from Old Cutler Road to Old Cutler Road down 152 and 67 Avenue. At least a sidewalk down 152 that doesn't have a six foot drop off at the edge. • Pedestrian bridges across C-100 Canal at 77th and 87th avenues to open pedestrian/cycling/golf cart routes on tertiary and low traffic streets, reduced distances between parks, minimize need to cross major streets. • Resolve traffic on Old Cutler. Lights are out of time or too short. • 87th/186th Circle – doesn't flow through traffic circle in the early morning traffic. Cars are blocking the road.

Beautifully Maintained Parks and Amenities	
What does the Village do well?	What opportunities for improvement do you to see?
<ul style="list-style-type: none"> • I think we have great parks, my family has been using them for 14 years, they make for a wonderful Village to raise kids, always safe and well kept. • Love the parks and exercise equipment available. • Love Coral Reef park and others. • There is a public park or wild area within 1 mile of almost everyone in Palmetto Bay except for northwest by Publix. • All the parks are beautiful and well-maintained. The green is appealing and the lighting is good. • Coral Reed Park is beautiful; Chinese Bridge near Deering Estate is great. 	<ul style="list-style-type: none"> • Further develop underutilized land and/or buildings to usable park and recreation use for families. • Many sidewalks need to be repaired in Coral Reef Park due to large tree roots, many people trip and get hurt. • Walking parks/running trail near/thru Deering Estate. Priorities: <ul style="list-style-type: none"> ○ Between visitors' center and Thalatta Estate ○ Near 152nd ○ Main Deering Estate • More shared at Palmetto Bay Park. Tents and trees! • We have 29,000 trees on our RPW and in the parks. We have no budget or staff to maintain these trees. If we truly want to be a village of parks, we should also be a village of trees. • We need places for public assemblies/meeting/education, etc. Our existing facility is small. There must be churches in the village that could use rental income or be bought out. Perrine Peters Methodist Church comes to mind and is within the redevelopment area, has access and parking. • Lights at Coral Reef Park to increase usability of the beautiful space. • Electric to NE section of Coral Reef Park. • Need to publicize new Robinson Meditation Garden and keep planting flowering plants!

A Safe Community	
What does the Village do well?	What opportunities for improvement do you to see?
<ul style="list-style-type: none"> • Great response time. • I like the safety report in the quarterly community newspaper. • I love neighborhood crime watch meetings. • Police are very responsive, we set up a community watch in our neighborhood. • Bike helmets given out help out all adults and kids. • Police presence is good, but could be better. • Police and fire are very responsive. • Palmetto Bay Police are friendly and present! • Excellent response time, friendly police! • Police are friendly and present. • The police are always present throughout the community. 	<ul style="list-style-type: none"> • More local police visibility in the neighborhoods • What can be done about bikers? They are a safety issue to themselves, pedestrians, and cars. Maybe more dedicated bike-only paths. • I would like to be more aware of crimes going on so I can protect my family more. • More police officers on bicycles to ride around and check on each neighborhood. • Greater police patrolling throughout the day and night would be helpful. • Greater implementation of traffic circles and speed mitigation devices would deter problems and improve safety. • Post crimes on website monthly with stated general location! • Make the police knock on doors and visit neighborhoods.

Environmental Stewardship and Sustainability	
What does the Village do well?	What opportunities for improvement do you to see?
<ul style="list-style-type: none"> • Make sure environment is safe for kids such as parks, waters, etc. • Just heard about radiation from Turkey Point which is close by – test them frequently for safety. • Programs to encourage solar/photovoltaic rooftop installation. Goals: PB the Solar Capital of Florida, demonstrate that no new nuclear is needed at Turkey Point. • Figure out and support how to achieve a residential solar grid. • Work with trash/recycle collector to clean up trucks. Trucks drop a lot of oil and contaminants on our streets. • Community recycling program – set a goal. • Solar programs – discounted panels. • Make recycling a top priority. 	<ul style="list-style-type: none"> • Take full advantage of Deering Estate for creating public awareness of our unique environment and ways to protect it. • Waive solar-related permitting fees. • Information on topic from Village “1,000 Solar Roof Program.” • Keep hurricane buffers on property east of Old Cutler Road. • Plan to adapt to sea level rise by adjusting zoning to make buildings more robust, higher. • Encourage rooftop solar, beware of schemes, require future building to be more efficient and sustainable.

- Also, work with the County on sea level rise.
- Rebuild pine lands and hammocks on the 22.5 acres and on the 10 acres across from Perrine Elementary.
- Assume responsibility for the pineland area in Coral Reef Park or get the County to maintain it.
- Force the County and FPL to maintain the pineland stretching from 67th Avenue to OCR (Ludlum Preserve).
- Encourage native and Florida-friendly residential landscaping.

Opportunities for Lifelong Learning	
What does the Village do well?	What opportunities for improvement do you to see?
<ul style="list-style-type: none"> • Continue support of the library and expansion of its modern day opportunities. • Love the kayak adventure with nature postings! • Palmetto Bay Library – a great resource only ¾ miles from my house. Thank you, Dr. Feller! 	<ul style="list-style-type: none"> • Seminars and programs about the community, history, and the environment of the Village. • Deering Estate • Thalatta • Village Library • Provide educational activities at parks or maybe through email, more learning activities at the library for older citizens. • Adult/expanded learning options, seminars for/by residents

Appendix A: Environmental Scan

Village of Palmetto Bay Strategic Planning Process

Environmental Scan

January 8, 2016

(Revised April 2016 to include updated crime data)



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January 8, 2016

Mr. Edward Silva
Village Manager
Village of Palmetto Bay
9705 East Hibiscus Street
Palmetto Bay, FL 33157

Dear Mr. Silva:

We are pleased to present this Environmental Scan for the Village of Palmetto Bay. The Environmental Scan includes information about the Village in order to answer the question "Where are we today?" and provides the Village with a comprehensive overview of the community. The demographic data in this scan comes primarily from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, and the Federal Bureau of Investigation's Uniform Crime Reporting database. Financial information was also received from the Village of Palmetto Bay and incorporated into the scan. Stakeholder input was collected using information supplied by the Village in conjunction with internal focus group sessions and a community survey conducted by The Novak Consulting Group. Unedited survey responses are also enclosed in the appendices of this report.

The information enclosed in this scan enables the Village to understand its present situation to better answer the second question of strategic planning: "Where do we want to go?" It is our hope that this scan will serve as a useful reference as the strategic planning process continues and in years to come.

Sincerely,

Julia D. Novak
President

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Introduction

In October 2015, the Village of Palmetto Bay began a strategic planning process, focusing on three specific questions:

- What do we know to be true? – *Where are we?*
- What do we hope will be true in the future? – *Where do we want to go?*
- What must go well in order to make it so? – *How do we get there?*

The purpose of a strategic plan is to plan for the future; it includes consideration of both present and future factors that might affect the organization and the community. In strategic planning, the process of determining what an organization "knows to be true" is called an Environmental Scan. An Environmental Scan considers the factors that will influence the direction and goals of the organization. Elements considered in an Environmental Scan include any events, trends, and relationships that might be relevant in this planning. Environmental Scans also help prevent surprises, identify threats and opportunities, and allow the organization to improve its future position. It provides useful information and sets the stage for the strategic plan.

In developing the Environmental Scan for the Village of Palmetto Bay, both quantitative and qualitative information was gathered. Quantitative data on trends in local, regional, and national demographics was compiled, as well as historical data about the Village of Palmetto Bay as a government organization. This information helps provide the context within which the organization operates today and the challenges that the organization and community may face in the future.

To supplement this quantitative data, the Village of Palmetto Bay Mayor and Council requested that qualitative information be solicited from a variety of stakeholders. The Novak Consulting Group reached an estimated 350 individuals from the Village of Palmetto Bay government and the broader community and solicited their ideas, thoughts, experiences, and advice. This input describes the perceptions that Village residents, elected officials, and Village employees have of the Village of Palmetto Bay. Perceptions provide critical information to consider as the community leaders determine the Village's future path.

The Environmental Scan that follows begins with the relevant trends and data impacting the Village of Palmetto Bay, and concludes with detailed information directly from the Village's stakeholders.

Executive Summary

Although this Environmental Scan discusses the Village of Palmetto Bay's specific attributes in detail, it is useful to summarize these findings in order to present a broad view of the Village's characteristics. The following statements encapsulate major trends and themes regarding the Village as it exists today, based on the information gathered in this scan.

Demographic Trends

Palmetto Bay's population is stable. Total population levels declined between 2000 and 2010, but the latest Census estimates indicate the Village's population has returned to 2000-era levels. Persons under 35 years old have consistently accounted for approximately 43.5% of the Village's population since the 2000 Census, with persons over 35 comprising the remaining 56.5%.

Palmetto Bay is home to families. Since the 2000 Census, more than 80% of households in the Village have been family households, where one or more persons residing with the householder are related by birth, marriage, or adoption.¹ However, the number of family households has declined since 2000, particularly regarding married couple households and households with children under 18.

Palmetto Bay is homogenous. The Village is primarily home to White, non-Hispanic individuals. Other races (besides White) account for 13% of the Village's population, and Hispanic/Latinos account for 39% of the population. However, the proportion of Hispanic/Latino residents has grown more than 10% since 2000.

Palmetto Bay residents own their homes. Overall housing occupancy has declined 6% since 2000. However, approximately 92% of housing units in Palmetto Bay are occupied, and homeowners have consistently comprised the majority of the Village's housing occupants. On average, renters have accounted for approximately 17% of housing occupants in the Village since 2000.

Palmetto Bay is highly educated. A majority (52%) of Village residents age 25 and over hold at least a college degree or greater. Approximately 80% of Village residents in this age group have at least some college experience or a degree, whereas persons with less than a high school diploma account for approximately 6% of this population.

Palmetto Bay's economy is diverse. Education, health, social service industries, and professional, scientific, management industries account for nearly 50% of industry in the Village. Most employed persons in the Village work in management, professional, and related occupations (53%). Approximately 10% of the Village's working population works in retail industries and service occupations.

Palmetto Bay is car-oriented. Nearly 90% of commuting trips in the Village involve cars. Public transportation, walking, and other commuting options account for approximately 5% of commutes, with the remainder of employees working from home.

Palmetto Bay is prosperous. Median household income in the Village of Palmetto Bay is more than double that of Miami-Dade County, and proportionally more households in the Village receive income from earnings and retirement as opposed to public assistance. Approximately 8% of the

¹ U.S. Census Bureau; 2010 Census

Village's population meets Federal poverty thresholds – less than half the proportion of impoverished persons in Miami-Dade County.

Palmetto Bay is safe. Overall crime in the Village has decreased in recent years, with violent crimes experiencing the largest percentage decrease (-44%) since 2004. Property crimes have also declined approximately 6% since 2004.

Stakeholder Input

Palmetto Bay is engaged. Approximately 316 respondents participated in the external Online Community Survey. Previous community survey efforts conducted by the Village generated over 610 responses combined.

Palmetto Bay residents value parks, community, and safety. These three items were most often mentioned by residents when asked to supply the top three things they valued most about living in Palmetto Bay.

Palmetto Bay residents believe the Village should alleviate traffic congestion. When asked what new programs or initiatives the Village should focus on in the coming years, alleviating traffic concerns led the list of suggestions. Respondents to the Online Community Survey mentioned traffic congestion three times as often as the second-most mentioned project: improving bicycle and pedestrian infrastructure.

Palmetto Bay should be known for four primary attributes. Respondents to the Online Community Survey indicated the Village should be known as a safe place, a great place, a family-friendly atmosphere, and for its excellent schools.

Demographic Trends

The following information on the Village of Palmetto Bay's population, economy, and financial trends provides an overview of the current demographic make-up of the community. Understanding shifts and trends in the Village's demographics, as well as how those trends compare with changes taking place at the regional and national levels, is an important component of having a shared foundation on which to imagine the community's future.

Data presented in the following sections was drawn from the U.S. Census Bureau Decennial Census, the Census Population Estimates Program (PEP), the 2009-2013 American Community Survey (ACS) Five-Year Estimates, the U.S. Bureau of Labor Statistics, FBI Uniform Crime Reporting Statistics, and the Village of Palmetto Bay government organization.

It is important to remember that the Census Bureau advises relying on the PEP for estimating total populations, and relying on the ACS to examine distributions within populations (such as sex, race, and home ownership). This is because the PEP computes estimated total populations using a methodology based on the latest Census figures, whereas ACS estimates rely on a survey methodology independent from Decennial Census activities.²

The Village of Palmetto Bay incorporated in 2002 and is located in Miami-Dade County. Before that time, the territory encompassed by the Village of Palmetto Bay was recognized as two census-designated places (CDPs), East Perrine and Cutler, by the U.S. Census Bureau. Consequently, information from East Perrine and Cutler has been combined and used to represent the Village of Palmetto Bay for all 2000 Census figures.

It is important to note that portions of seven Census Blocks which were originally part of the Cutler and East Perrine CDPs were not incorporated into Palmetto Bay due to annexation/incorporation into adjacent cities after the 2000 Census.³ Because annexation/incorporation activity did not consistently follow Census Block lines, it is not possible to exactly isolate Census 2000 data only for the Village's current geography. Although relying on the entirety of the Cutler and East Perrine CDPs for comparison data slightly inflates Census 2000 data values, the CDPs are the smallest geographic Census area for which complete, accurate data can be obtained. The 2010 Census relies on the Village's incorporated limits and thus avoids this discrepancy.

Population

Although the Village's population only comprises approximately 1% of Miami-Dade County's population, it is helpful to understand how the Village compares to the larger regional context. While Miami-Dade County's population has increased an estimated 13% since 2000, the Village's population first declined and then rebounded to just over 2000 levels in the same timeframe. Part of this decline is attributable to the exclusion of Census Blocks after the Village incorporated, as described above.

The following figure compares the population of the Village of Palmetto Bay and Miami-Dade County between 2000 and 2013.

² U.S. Census Bureau. "Comparing ACS Data." <https://www.census.gov/programs-surveys/acs/guidance/comparing-acs-data.html>

³ These areas include Census Blocks 2000-2005, Block Group 2, Census Tract 82.01, Miami-Dade County, Florida and Block 3073, Block Group 3, Census Tract 82.04, Miami-Dade County, Florida.

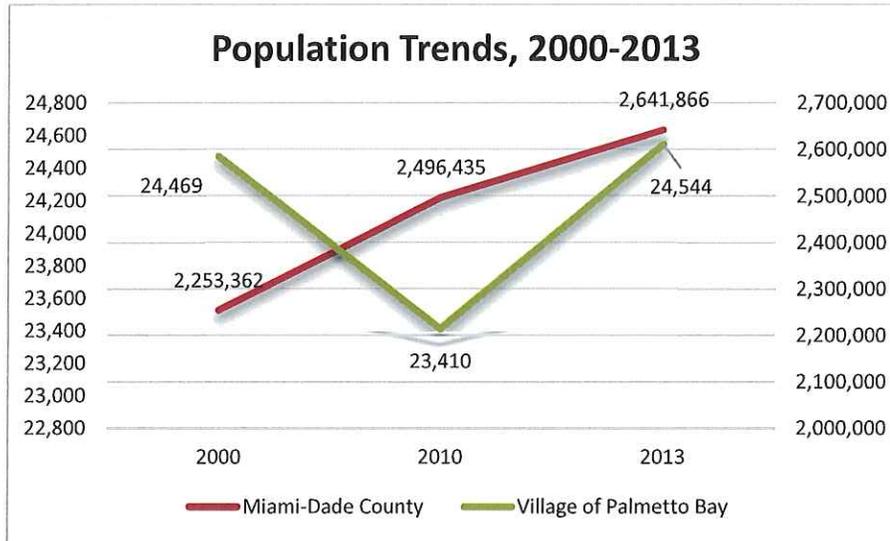


Figure 1: Population Trends, 2000-2013⁴

As a suburban community surrounded by incorporated areas on the coast of Biscayne Bay, the Village’s chief mechanism for growing its population relies on increasing population density. In 2013, the Village’s population averaged 2,789 persons per square mile, whereas Miami-Dade County’s population averaged 1,391 persons per square mile.

While this difference is significant, it must be noted that one-third of Miami-Dade County is located in Everglades National Park and is not available for development. Development in Miami-Dade County is largely confined within the Urban Development Boundary, an area of approximately 450 square miles⁵ concentrated along the County’s east side, situated between the Everglades (and other protected land) and Biscayne Bay. Dividing the area within the Urban Development Boundary by the County’s population yields a population density of approximately 5,870 persons per square mile. This is a significantly higher than the average density of Palmetto Bay.

Age of Population

Over 50% of the Village’s population is composed of persons aged 35 and over – a trend that has persisted since 2000. In 2000, 35 to 44-year olds were the most populous age group in the Village. This shifted in 2010 to 45 to 54-year olds, which is consistent with that group aging while continuing to reside in the Village of Palmetto Bay.

The following table shows the proportional representation of age groups in the Village of Palmetto Bay in 2000, 2010, and 2013.

⁴ U.S. Census Bureau; 2000 Census, 2010 Census, and Census Population Estimates Program

⁵ Miami-Dade County Planning Division.

Table 1: Proportional Representation of Age Groups in Total Population: Village of Palmetto Bay, 2000-2013⁶

Age Range	2000	2010	2013	Change from 2000 to 2013
Under 5 years	7.0%	5.1%	4.3%	-2.7%
5 to 9 years	8.1%	6.8%	6.6%	-1.6%
10 to 14 years	8.8%	8.7%	8.9%	0.1%
15 to 19 years	7.8%	8.6%	10.3%	2.5%
20 to 24 years	4.1%	4.8%	5.8%	1.7%
25 to 34 years	9.8%	7.6%	7.8%	-2.0%
35 to 44 years	18.5%	13.8%	12.6%	-5.9%
45 to 54 years	17.0%	19.5%	18.2%	1.1%
55 to 59 years	5.9%	7.4%	7.2%	1.3%
60 to 64 years	3.7%	5.8%	6.3%	2.6%
65 to 74 years	5.6%	7.2%	7.5%	1.9%
75 to 84 years	2.7%	3.7%	3.3%	0.6%
85 years and over	1.0%	1.2%	1.4%	0.3%

The proportion of persons aged 35 to 44 years old accounts for nearly 6% less of Palmetto Bay residents than in 2000, followed by a decline in the proportion of children under 5 years old. Age groups that increased the most proportionally include persons 60 to 64 years of age and teenagers aged 15 to 19 years old.

Population trends across individual age ranges are similar in the Village of Palmetto Bay and Miami-Dade County. However, while the Village has proportionally fewer residents aged 20 to 44 than Miami-Dade County, the distribution of persons aged 0 to 19 and 45 to 64 is higher in the Village of Palmetto Bay than the County at large. The following table illustrates this trend by comparing the distribution of population by age for the Village of Palmetto Bay and Miami-Dade County in 2013.

Table 2: Age Groups as Percentage Total Population: Village of Palmetto Bay, Miami-Dade County, 2013⁷

Age Range	Village of Palmetto Bay	Miami-Dade County	Village of Palmetto Bay	Miami-Dade County
Under 5 years	4.3%	6.0%	30.0%	24.1%
5 to 9 years	6.6%	5.8%		
10 to 14 years	8.9%	5.9%		
15 to 19 years	10.3%	6.5%	26.1%	35.6%
20 to 24 years	5.8%	7.1%		
25 to 34 years	7.8%	13.8%		
35 to 44 years	12.6%	14.6%	31.7%	25.9%
45 to 54 years	18.2%	14.8%		
55 to 59 years	7.2%	5.9%		
60 to 64 years	6.3%	5.2%		

⁶ U.S. Census Bureau; 2000 Census, 2010 Census, and 2013 American Community Survey

⁷ U.S. Census Bureau 2013 American Community Survey

Age Range	Village of Palmetto Bay	Miami-Dade County	Village of Palmetto Bay	Miami-Dade County
65 to 74 years	7.5%	7.6%	12.2%	14.4%
75 to 84 years	3.3%	4.8%		
85 years and over	1.4%	2.0%		
Total	100.0%	100.0%	100.0%	100.0%

The following figure illustrates median ages in the Village of Palmetto Bay and Miami-Dade County. Median ages in both jurisdictions have increased, although the Village's median age is consistently higher than the County's by approximately two years.

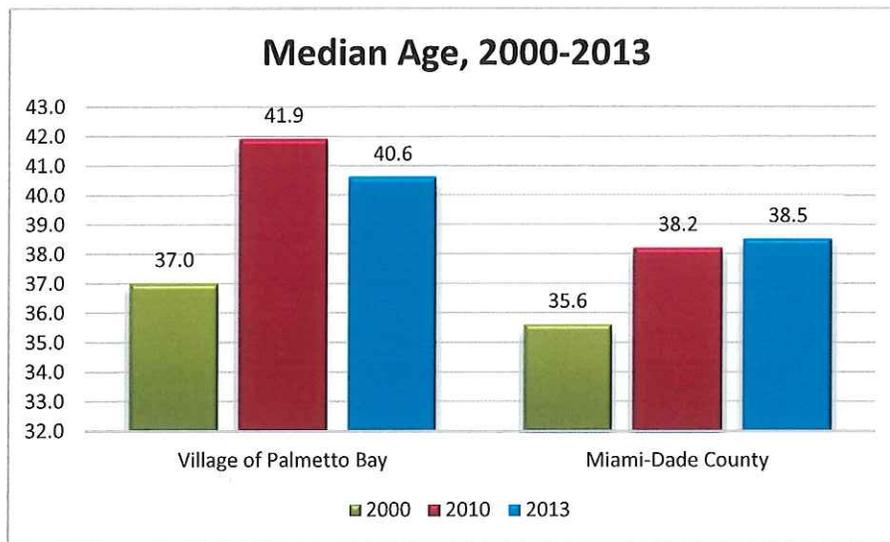


Figure 2: Median Age in the Village of Palmetto Bay and Miami-Dade County, 2000-2013⁸

In summary, the Village's population is similar in size compared to the 2000 Census, but slightly older as of 2013. However, the Village retains future growth potential with a greater proportion of younger residents (under 19 years of age) than the County.

Households

The 2013 ACS estimates Palmetto Bay has 7,313 households, of which approximately 83% are family households and 17% are non-family households. As stated previously, the Census Bureau defines a family household as one or more persons residing with the householder who are related by birth, marriage or adoption.⁹

More detailed information on householders and housing units is available from the 2010 Decennial Census. The following table illustrates Palmetto Bay's household composition in 2010, along with the percentage of total households each category comprises.

⁸ U.S. Census Bureau; 2000 Census, 2010 Census, and 2013 American Community Survey

⁹ U.S. Census Bureau; 2010 Census

Table 3: Household Composition: Village of Palmetto Bay, 2010¹⁰

Household Category	Number of Households	% of Total Households
Total households	7,923	100%
Family households (families)	6,537	83%
With own children under 18 years	3,219	41%
Married-couple family	5,305	67%
With own children under 18 years	2,580	33%
Female householder, no husband present	917	12%
With own children under 18 years	497	6%
Nonfamily households	1,386	17%
Householder living alone	1,090	14%
Householder 65 years and over	392	5%
Households with individuals under 18 years	3,419	43%
Households with individuals 65 years and over	2,000	25%

Family households account for 83% of all households in the Village. Of these, married couple families constitute 81% of all family households, while single female householders account for 14% of family households. The average household size is 2.95 persons, while the average family size is 3.25 persons.

The following illustrates the percent change in household composition between 2000 and 2010 for both the Village of Palmetto Bay and Miami-Dade County.

Table 4: Percent Change in Household Composition, Family and Non-Family, 2000-2010¹¹

Household Category	Village of Palmetto Bay	Miami-Dade County
Total households	-0.6%	11.7%
Family households (families)	-3.7%	9.9%
With own children under 18 years	-12.3%	1.1%
Married-couple family	-6.9%	2.5%
With own children under 18 years	-16.3%	-5.7%
Female householder, no husband present	7.9%	21.9%
With own children under 18 years	3.8%	9.7%
Nonfamily households	17.0%	15.8%
Householder living alone	16.2%	12.8%
Householder 65 years and over	38.0%	9.0%
Households with individuals under 18 years	-11.6%	3.5%
Households with individuals 65 years and over	29.0%	18.8%

Trends in both jurisdictions are similar to overall population trends during the same period. As the Village of Palmetto Bay lost population between 2000 and 2010, the number of overall households decreased by 0.6%. In particular, the number of married couple families with children under 18

¹⁰ The categories of "Single Male with own children" and "Single Male without own children" are not included in Tables 3 and 4 because they were not delineated as a stand-alone classifications in the 2000 Census.

¹¹ U.S. Census Bureau; 2000 Census and 2010 Census

years of age saw the largest decline of 16.3%. Similarly, as the overall population of Miami-Dade County increased during this period, the number of households increased 11.7%.

These trends indicate that while residents under 20 years of age continue to represent a significant proportion of the Village of Palmetto Bay's population, the overall numbers of youth and children have declined. As the Village's residents continue to age, the median age has increased. These trends are in many ways the opposite of trends in Miami-Dade County, which has added population and increased the number of households.

Race

The Village's racial makeup is more homogenous than Miami-Dade County. A table illustrating racial information follows.

Table 5: Population Distribution by Race: Village of Palmetto Bay and Miami-Dade County, 2013¹²

Population Distribution by Race	Village of Palmetto Bay	Miami-Dade County
One race	97.5%	98.6%
White	87.0%	75.2%
Black or African American	6.4%	18.8%
American Indian and Alaska Native	0.1%	0.2%
Asian	2.9%	1.6%
Native Hawaiian and Other Pacific Islander	0.1%	0.0%
Some other race	1.0%	2.8%
Two or more races	2.5%	1.4%

Of residents identifying themselves with one race, 87% of Village respondents identify as White, compared with 75.2% of Miami-Dade County residents. Miami-Dade County also contains proportionally more residents who identify as Black or African American, at nearly 19% compared to 6.4% in the Village of Palmetto Bay.

This racial distribution in the Village has been very consistent since the 2000 Census. Since that time, the Village's White population has increased 3%, offset by reductions of 1-2% in the Black or African American and Other racial groups.

Ethnicity

The total population of Hispanic or Latino individuals in the Village of Palmetto Bay is approximately 39%, compared to nearly 65% in Miami-Dade County. The following table illustrates the total population of individuals who identify as Hispanic or Latino, regardless of race.

¹² U.S. Census Bureau; 2013 American Community Survey

Table 6: Total Population of Hispanic or Latino Ethnicity: Village of Palmetto Bay and Miami-Dade County, 2013

Hispanic or Latino Ethnicity	Village of Palmetto Bay	Miami-Dade County
Hispanic or Latino (of any race)	38.9%	64.9%
Mexican	1.1%	2.2%
Puerto Rican	6.0%	4.0%
Cuban	17.7%	34.4%
Other Hispanic or Latino	14.1%	24.3%
Not Hispanic or Latino	61.1%	35.1%

The U.S. Census Bureau categorizes the "Other Hispanic or Latino" group as people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries, as well as those individuals who provided general origin responses.

The Village of Palmetto Bay has approximately half of the proportional representation of Mexicans, Cubans, and Other ethnic groups that exist in Miami-Dade County. Puerto Ricans are an exception to this pattern, with slightly more proportional representation in the Village of Palmetto Bay than in Miami-Dade County. Notably, all Hispanic or Latino population groups have grown proportionally in the Village since 2000, as shown in the following table.

Table 7: Proportional Change in Hispanic or Latino Population: Village of Palmetto Bay, 2000-2013¹³

Hispanic or Latino Ethnicity	2000	2010	2013	Change from 2000 to 2013
Hispanic or Latino (of any race)	27.3%	38.6%	38.9%	11.5%
Mexican	1.0%	1.2%	1.1%	0.1%
Puerto Rican	2.3%	2.9%	6.0%	3.7%
Cuban	10.2%	18.0%	17.7%	7.5%
Other Hispanic or Latino	13.8%	16.5%	14.1%	0.3%
Not Hispanic or Latino	72.7%	61.4%	61.1%	-11.5%

Overall, persons of Hispanic or Latino origin have increased 11.5% in Palmetto Bay since 2000. Persons identifying as Cuban account for most of this shift, increasing proportionally by 7.5% over 2000 levels.

Housing Occupancy

The total number of housing units available in the Village of Palmetto Bay increased 2.8% between Census 2000 and Census 2010, as shown in the following figure.

¹³ U.S. Census Bureau; 2000 Census, 2010 Census, and 2013 American Community Survey

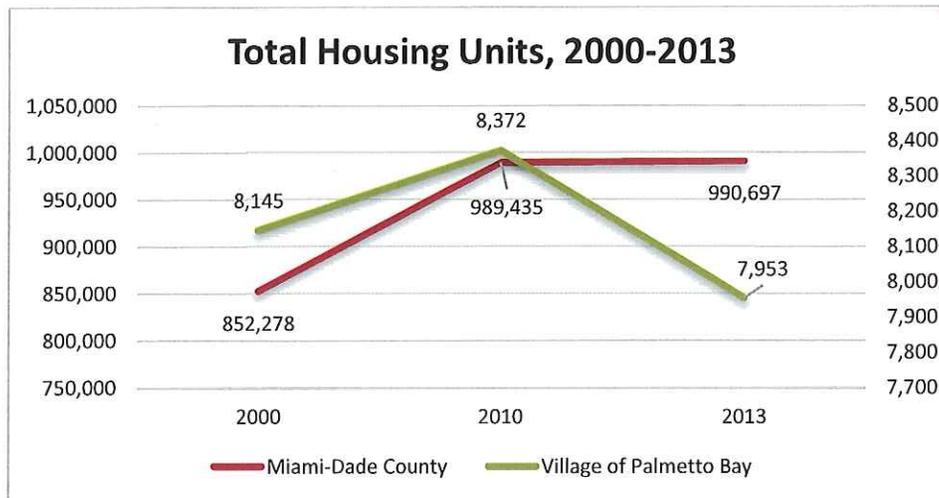


Figure 3: Total Housing Units: Village of Palmetto Bay and Miami-Dade County, 2000-2013¹⁴

However, the Village’s 2013 ACS estimate indicates an overall decline in housing units of 2.4% when compared to Census 2000.¹⁵ This estimated decline is chiefly attributable to differences in data collection between the Census and ACS. As stated previously, the Census Bureau places greater emphasis on ACS data when evaluating distributions, which are more applicable to subsequent comparisons in this category.

Over the 2000 to 2010 timeframe, the number of housing units in Miami-Dade County increased 16.1%, and 2013 ACS estimates show a relative flattening in the quantity of housing stock County-wide. These changes correlate with population trends discussed earlier in this report, and indicate that the surrounding County is added housing infrastructure more rapidly than the Village.

The Village of Palmetto Bay has consistently achieved greater housing occupancy than Miami-Dade County, as shown in the following figure.

¹⁴ U.S. Census Bureau; 2000 Census, 2010 Census, and 2013 American Community Survey

¹⁵ The 2013 ACS margin of error for this value is +/- 351 total housing units. Because the Census reports ACS data using a 90% confidence interval, this estimate means that the Census Bureau is 90% confident that there were between 7,602 and 8,304 housing units in Palmetto Bay in 2013. This in turn indicates a range of -7% decline to 2% growth in the Village’s housing units compared to Census 2000 data.