



2013 STRATEGIC PLAN
VILLAGE OF PINECREST, FLORIDA
PINECREST-FL.GOV

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Section One: Purpose

In October 2009, the Village of Pinecrest committed to developing its first five-year strategic plan, to create a short-term vision for the community. The 2010 Strategic Plan provided a framework to direct the Village's efforts and actions and to inform the budgetary process for the next five to eight years. Through the strategic planning process, the community and its leaders prioritized six areas of opportunity and key intended outcomes ranked in order of importance:

1. Organizational Excellence and Financial Stability
2. Security and Pedestrian Safety
3. Residential Character and Community Enhancement
4. Recreation and Infrastructure
5. Cultural Value
6. Environmental Sustainability

The priorities were intended to be measured annually or biannually using quantitative performance indicators and are summarized in the Village's Vision Statement, a Mission Statement of how to achieve the Vision, and Core Values. In addition, each key intended outcome demonstrated a material benefit to the community. Please refer to Appendix A for a status report of the Key Intended Outcomes for each priority of the 2010 Strategic Plan over the past three years since its adoption.

A review of the 2010 Strategic Plan Status Report will show the Village's administration has taken great strides to achieve the goals and priorities established by the Village Council in the 2010 Strategic Plan. Subsequently, during the months of March and April of 2013, the Village administered a new citizen survey to once again engage the community in providing input towards its future and gauge the satisfaction of residents with the municipal services. Following a review of the results of the 2013 citizen survey and a workshop of the Council, the Strategic Plan was updated to reflect those goals that were accomplished during the last three years and develop new goals within the previously identified priority areas of opportunity. The 2013 Strategic Plan is therefore, intended to replace the previous version and act as a guide for future budgetary considerations.

Public Process:

In order to update the 2010 Strategic Plan, the Village Council reviewed the original survey document that was administered in 2009 and developed a revised survey instrument. The sample for this survey was generated using direct mail listings matched with current telephone numbers. This sample generated over 7,000 potential interview subjects. Later, random telephone selection within the universe resulted in the required sample size for this assignment (600). The sampling error associated with this random-sample survey was +/-5 percent at the 95 percent level of confidence. Respondents were contacted by telephone by the PMGA staff to complete the survey. Telephone calls were made in the late afternoon and early evening during the week and during the day and the evening on the weekends in order to obtain a true representative sampling of the population. All respondents were first qualified to insure that they were in fact Village residents prior to initiating the survey. The survey consultant's staff focused on encouraging the respondents to provide their opinion in order to assist the Village in ascertaining perceptions regarding the delivery of services. Quality control was achieved by examination of completed surveys prior to entry into the database for the statistical software package. The tabulations of the data resulted in preparation of tables defining the attitudes and perceptions of the public regarding the Village.



Outcomes:

In general, the community is very happy with the Village operations, amenities, services, and infrastructure.

The overall value of services received by the Village of Pinecrest was rated as positive with 92.0% of the respondents whom gave a response stating that they felt that the value was Excellent or Good. This rating is identical to the rating from the 2010 survey. Although some categories evidenced an increase and others fell slightly, the overall change is within the margin of error for the survey.

Comparison of 2013 Survey Results with 2010 Survey Results

Areas of Inquiry	2013 Percent Positive	2010 Percent Positive
Value of Services received	92.3	92.0
Information provided by Village	90.0	91.5
Helpful employees	91.5	96.8
Village infrastructure	95.9	94.6
Village police service	92.0	90.3
Village codes and ordinances	95.0	92.0
Village Fire/Rescue service	97.9	98.7
Village code enforcement	81.0	79.8
Overall Percentage	92.0	92.0

The satisfaction with the Village and its ability to supply services is very high. Questions regarding the overall value of from the Village as well as individual services receive positive responses over 92%. These results indicate that the overall performance of the Village of Pinecrest meets or exceeds the expectations of the public.

A series of questions centered around the need for additional infrastructure of Sidewalks, Bikeways and Street Lights. The results from these questions were mixed without strong support for a single option. There was some support for sidewalks leading to Village Parks, but overall most residents did not want sidewalks in front of their homes. There was some consideration of streetlights at major intersections.

The issue of park and recreation facilities is addressed through the response to the questions concerning the amount of parks and recreation facilities in the Village. Most respondents stated that the Village did not need more athletic and recreational facilities. The type of facility that experienced the highest support was for Passive parks which garnered a 41.5% positive response. The residents of Pinecrest are not dissatisfied with the commercial area along US 1. Questions regarding appearance and the quality of the businesses located on this highway are positive at rates of 77.0% and 90.0% respectively. A summary of the survey findings can be found in Appendix B of this report.



Section Two: Vision Statement

The Village of Pinecrest is a highly livable community with an excellent government, stable finances, safe streets, outstanding recreation facilities and infrastructure, a high-quality residential character with lush streetscape, excellent schools, valuable cultural assets, and sustainable operations and living, with leadership which progressively enhances opportunities for citizen interaction and participation.

- **Organizational Excellence and Financial Stability**

Maintain efficient and responsive government which embraces the highest standards of service and citizen engagement and commits to the goals of the strategic plan.

- **Security and Pedestrian Safety**

Maintain our standard of police service and enhance safety for pedestrians and bicyclists.

- **Residential Character and Community Enhancement**

Maintain the appearance of the Village and the quality of life for residential living by preserving the streetscape, minimizing impacts from commercial development, protecting the caliber of our educational institutions, and planning for the future needs of our community.

- **Recreation and Infrastructure**

Continue to provide a high standard of parks and infrastructure to best serve our community and plan for future demand as our community needs change.

- **Cultural Value**

Improve the amount and variety of arts and culture in the Village to provide opportunities for community interaction and enrichment.

- **Environmental Sustainability**

Minimize our community's impact on the environment with increased energy efficiency and growth management policies.

Mission Statement:

Our mission is to sustain a vibrant village that builds a sense of community spirit and pride with fiscally responsible government, the highest quality municipal services and infrastructure, a responsive and efficient staff, and innovative leaders who engage our residents.

Core Values:

1. Fiscal responsible delivery of high quality services and amenities focusing on health, safety, and community well-being.
2. Protection of residential and neighborhood character
3. Support of excellence in education in the public schools.
4. Support of environmental and economic sustainability.



Section Three: Priorities and Areas of Opportunity

1. Organizational Excellence and Financial Stability

Maintain efficient and responsive government which embraces the highest standards of service and citizen engagement and commits to the goals of the strategic plan.

When voters approved the Village's incorporation in 1995, their vision was for local government to be lean, efficient and responsive to the population's needs and to make their own decisions on how municipal taxes were spent. Historically, Miami-Dade County municipalities seeking incorporation wanted the ability to control and influence spending so that there would be a more direct infusion of investment and services in their neighborhoods. This sentiment continues to be a priority for the Village Council and the community. In fact, the Village Council indicated that maintaining healthy reserves and maintaining the millage rate were the most important outcomes for organizational excellence and financial stability.

The Village Council ranked organizational excellence and financial stability as the most important priority in this Strategic Plan. Organizational excellence is the structure which runs the government. In the Village of Pinecrest, the Village Council is vested with all the legislative powers and the Village Manager is responsible for the administration of all Village affairs. The citizen's survey indicated high satisfaction with government employees and service. There was nearly equal satisfaction with the value of services for the amount of taxes paid. Residents were also very satisfied with the amount of information communicated to them. The Village should continue to provide high quality information to the community by developing new and innovative ways of disseminating information such as using the Village's radio station and development of a newsletter. But ensuring continued satisfaction is dependent on adequate funding for these services through financial stability.

Financial stability is based on healthy reserves and long-term security. When Pinecrest incorporated, the revenues from ad valorem taxes steadily rose due to increases in property values, until quite recently when the economy turned. Because 71% of the Village's taxes are generated from residential property, the Village tax base is very much affected by the dip in home values. While the downward trend in home values seems to have reversed, growth generated from residential property is much slower than pre-2008. The Village is investigating alternative revenue sources to diversify its income structure, continuing to identify and pursue grants and other alternative sources of income, and by cultivating and maintaining financial support from local businesses and the community.

Key Intended Outcomes

- Maintain healthy reserves.
- Maintain the millage rate at an acceptable level to maintain continued high quality services.
- Develop innovative strategies to diversify and strengthen the Village's income base.
- Increase communication and continue to provide accessible and high quality information to the community.
- Develop a legislative agenda and hold an annual legislative forum with the Village's State legislators by September every year in order to increase the Village's exposure in the State legislature.
- Explore potential annexation of neighboring areas and analyze the impact positive/negative to municipal services.



- Develop a report on Fire Rescue Services for the Village of Pinecrest that analyzes the services provided by the Miami-Dade Fire Rescue District and investigates the feasibility of establishing a Village Fire Rescue Department or contracting out the service with another neighboring jurisdiction.

Performance Indicators

Annual Comparison of Unassigned Fund Balance

Fiscal Year 2009-10	\$6,050,000
Fiscal Year 2010-11	\$6,875,000
Fiscal Year 2011-12	\$7,850,000
Fiscal Year 2012-13 <i>Projected</i>	\$7,353,000

Percentage of Change in Millage Rates

Fiscal Year 2009-10	2.1040	
Fiscal Year 2010-11	2.1040	
Fiscal Year 2011-12	2.2000	4.56%
Fiscal Year 2012-13	2.2000	0.00%

Percentage of Change from New Revenue Sources

	6 Months End 3/31	YTD	
<i>Pinecrest Gardens</i>			
Fiscal Year 2009-10	\$ 48,481	\$ 124,670	
Fiscal Year 2010-11	\$ 131,331	\$ 311,539	149.89%
Fiscal Year 2011-12	\$ 230,137	\$ 404,225	79.76%
Fiscal Year 2012-13	\$ 228,461		(0.72%)
<i>Community Center</i>			
Fiscal Year 2009-10	\$ 206,359	\$ 503,565	
Fiscal Year 2010-11	\$ 275,040	\$ 612,161	21.57%
Fiscal Year 2011-12	\$ 320,551	\$ 652,014	6.51%
Fiscal Year 2012-13	\$ 327,349		2.19%

Number of Transactions on Village Website for E-business

	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13 (6 Months)
Building Inspection Requests	477	1,200	600
Permit & Licensing In-House Payment Activity	650	5,325	3,465
Permit & Licensing Web Credit Card Activity	125	254	131
Building & Planning Web-based Transaction	8	42	21
Parks & Recreation/Pinecrest Gardens	304	3,944	4,013



Number of Interactions with Social Media

	Web Site Visits	E-mail Subscribers	Facebook Likes	Twitter Followers
2010-11	227,872	869	208	87
2011-12	240,753	921	340	154
2012-13*	117,229	15,094	4,200	268

*6 month figures

The Village has 1,089 subscribers to the monthly e-newsletter, 698 Facebook likes and 268 Twitter followers. In addition to the Village's general online and social media programs, several departments have developed additional e-mail subscription lists and Facebook pages. As of May 2013, Pinecrest Gardens has 5,616 subscribers and a Facebook page with 2,966 likes. The Parks and Recreation Department has 8,389 subscribers and a Facebook page with 450 likes. The Police Department's recently launched Facebook page has 86 likes.

Maintain a 90% Positive Rating with Amount of Information Provided

2010 Community Survey Results	91.5% Positive Rating
2013 Community Survey Results	90% Positive Rating

Maintain a 95% Positive Rating with Employee Service

2010 Community Survey Results	96.8% Positive Rating
2013 Community Survey Results	91.5% Positive Rating

Survey Results

As mentioned previously, the overall value of services received by the Village of Pinecrest was rated as positive with 92.0% of the respondents whom gave a response stating that they felt that the value was Excellent or Good. This rating is identical to the rating from the 2010 survey. Although some categories evidenced an increase and others fell slightly, the overall change is within the margin of error for the survey.

Comparison of 2013 Survey Results with 2010 Survey Results Concerning Services

Areas of Inquiry	2013 Percent Positive	2010 Percent Positive
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The respondents were asked to evaluate four different services provided to the residents: Traffic enforcement, bus or transit services, services to seniors and services to youth. In the case of Bus/Transit Services and Services to seniors, a large number of respondents were unable to answer due to their unfamiliarity with the topic.



2. Security and Pedestrian Safety

Maintain our standard of police service and enhance safety for pedestrians and bicyclists.

Village residents who voted for incorporation had a vision for safer streets with highly visible police patrols, which was described in the incorporation study and charter review public hearing as “saturation police protection”. The Village Council continues to identify police protection as the most important service provided to the community to be maintained, and residents agree. The citizen survey indicated safety among the top two elements they liked most about living in Pinecrest. In addition, there is a very high level of satisfaction with police service and police response times. 92% of participants were satisfied with the service. To continue to improve and enhance this level of satisfaction in the community, the Village will provide continued interaction with residents, repeating events like Bike Day, and supporting community policing initiatives like Crime Watch, DARE Explorers, and Community Policing.

Two lines of questioning were employed regarding sidewalks. The first asked if the respondent had a sidewalk in front of their house; and if not, would they want a sidewalk. Only 25.7% of the respondents already have sidewalks. Those persons without sidewalks were generally opposed to their installation. The second area of inquiry included all residents of the Village asking their attitudes toward sidewalk installation in various areas in the Village. While, the results indicated that adding sidewalks to all residential streets and to individual neighborhoods is not desired by a majority of residents of the Village, pedestrian safety and a desire to improve the Village’s livability continue to be areas of concern for the Village Council. Village Council will continue to investigate additional opportunities for pedestrian safety by implementing small and targeted improvements to enhance movement and connectivity in and between neighborhoods and the various parks and schools. Efforts will include implementation of the Safe Routes to School Program that constructs additional sidewalks and improves safety through additional signage around elementary schools.

Additionally, the Village will continue to address neighborhood traffic and transportation issues as they arise with input from the citizen transportation committee. The Village will also continue to explore options to enhance transit in the Village to enhance overall connectivity for vehicles, pedestrians, and bicycles to continue to improve the Village’s livability.

Key Intended Outcomes

- Maintain an effective and high standard police force.
- Evaluate where pedestrian safety needs to be enhanced.
- Implement all phases of the Safe Routes to School Program.
- Implement the Comprehensive Bike Lane and Route Plan to improve connectivity with neighboring jurisdictions.
- Complete the US 1 Corridor Bicycle and Pedestrian Mobility Study and implement the walkability initiatives identified in the study.
- Raise visibility for the Police Department through a proactive Crime Prevention Campaign that involves increased education of the general public and work with residents to establish more crime watch groups throughout the community.
- Complete a safety evaluation of all public and private schools in the Village to identify and correct security vulnerabilities and develop cooperative protocol to address critical incidents.



Performance Indicators

Percent Satisfaction with Police

2010 Community Survey Result	90.3%
2013 Community Survey Result	92%

Percent Change in Crime Rates

Fiscal Year 2009-10	-19.1%
Fiscal Year 2010-11	+20.2%
Fiscal Year 2011-12	-4.6%
Fiscal Year 2012-13 (6 Month Comparison)	+4.8%

Percent Increase in Pedestrian Safety & Perception of Safety

2010 Community Survey Result	16.8% Liked Safety Most About Pinecrest	
2013 Community Survey Result	17.9% Liked Safety Most About Pinecrest	+1.1%

Successful Completion of the Safe Routes to School Grant Application

On February 21, 2012, the Village Council adopted a priority list of projects and approved the report to be submitted as part of a grant application to the Miami-Dade County School Board. The grant application was submitted by April 15, 2012 and grant funds were awarded in May 2013 to complete Phase 1 of the program.

Successful Implementation of the Safe Routes to School Program Recommendations

This performance indicator is dependent on final approval by the Village Council of the project to be implemented (Phase 1) following community input.

Survey Results

- 92.0% respondents are satisfied with police service
- When asked if Pinecrest should have streetlights a slight percentage (52.7%) agreed. Further questioning revealed that addition of streetlights on major intersections was preferred over the addition of streetlights on interior roads.
- Safety was the 2nd highest thing residents liked most about living in Pinecrest, however residents felt there was a need for more police patrols when asked what needed improvement in Pinecrest.
- 23.8% wanted traffic calming – a slight increase from the prior survey.
- 20.5% of residents without a sidewalk already in front of home wanted more sidewalks



3. Residential Character and Community Enhancement

Maintain the appearance of the Village and the quality of life for residential living by preserving the streetscape, minimizing impacts from commercial development, protecting the caliber of our educational institutions, and planning for the future needs of our community.

When asked what they like most about living in Pinecrest, the community generally described the overall character and quality of the Village. These characteristics include homes on large lots, abundant landscaping and open spaces, and excellent schools in a residential setting within close proximity to downtown Miami. This emphasis on character and quality was also important to the community when they voted to incorporate. In fact, during the Pinecrest charter review public meeting on December 12, 1995, the community ranked neighborhood beautification and zoning controls as two of four primary reasons for wanting to incorporate. Fifteen years later, residents rated appearance, quiet, location, and schools as four of the top five things they liked most about living in Pinecrest.

Pinecrest has a reputation for flexible residential building regulations which place few restrictions on architectural design and ornamentation. In general, the community likes the degree of flexibility and would like to maintain the current intent of the regulations and even increase flexibility. The citizen survey indicated a fairly high degree of satisfaction with the current codes and ordinances, with some concern that the regulations are too strict. Satisfaction with the level of code enforcement was higher. These standards should ensure that the Village's overall appearance is maintained without impinging on the rights of property owners. However, while the community is generally happy with how their code is working, they are concerned about protecting their neighborhoods from commercial intrusion.

Commercial development is only permitted on US1. The current zoning for US1 contains commercial uses and limits physical intrusion into residential neighborhoods. While the current zoning and future land use regulations severely limit commercial intensity along the corridor, they have been challenged by the County, the State, and some property owners who believe that the corridor should support larger populations and more significant building uses in coordination with the transit system. As a result of the 2010 Strategic Plan, on October 9, 2012, following a community-wide planning effort, the Village Council adopted the Pinecrest Parkway (US 1) Vision Plan for the improvement and beautification of the Pinecrest Parkway corridor. On February 12, 2013, the Village Council discussed steps necessary for implementation of the Vision Plan including various amendments to the Land Development Regulations. It is expected that draft amendments will be completed for preliminary review by the Village Council in June 2013 and that public hearings for adoption of the proposed amendments will be scheduled thereafter.

The Village's high quality educational institutions are one of the most significant factors contributing to property values. In recognition of this asset, the Village is committed to partnering with the Miami-Dade County School Board to foster the highest quality schools by promoting facility upgrades, a new Academy in the high school, community programming, and continuing to provide resources to the community's public schools.

Key Intended Outcomes

- Maintain high quality code enforcement for residential and commercial properties without impinging on property rights and continue to maintain the appearance of vacant and foreclosed homes.
- Continue to uphold Resolution 2010-12 to urge the Department of Environmental Protection to



suspend FPL's site certification application for Turkey Point units 6 and 7 with regard to overhead high voltage transmission lines on US 1 to connect the Turkey Point Power Plant to Downtown Miami, and Resolution 2010-13 opposing FPL's plan to place overhead high voltage transmission lines on US 1 to connect the Turkey Point Power Plant to the Downtown Miami substation including urging the placement of underground lines within the Village of Pinecrest and requesting the Public Service Commission revisit its opinion with regard to the underground costs.

- Maintain the landscape ordinance and preserve streetscape to maintain a lush, consistent, full coverage, street tree system and tree canopy.
- Educate the public about the Adopt-A-Tree Program through increased publication.
- Conduct a canopy survey of the Village and develop a database of all street trees.
- Pursue the implementation of the US 1 Vision Plan through the revision of the Land Development Regulations.
- Continue to implement the goals of the Education Compact by becoming strong advocates of the area public schools and assist in securing additional revenues to augment services at the schools.
- Identify opportunities for art in public places.
- Explore the possibility of relocating the McDonald's Restaurant adjacent to the Municipal Center.

Performance Indicators

Percentage of Foreclosed Homes Being Adequately Maintained

Fiscal Year 2010-11	N/A
Fiscal Year 2011-12	96%
	123 Properties (5 Open CCR Cases)
Fiscal Year 2012-13	97%
	170 Properties (6 Open CCR Cases)

Number of New Trees Planted

Fiscal Year 2009-10	136
Fiscal Year 2010-11	168
Fiscal Year 2011-12	104
Fiscal Year 2012-13 to date	50

New School Resources Directly Attributable to the Village

Fiscal Year 2009-10 – Grants in Aid	\$ 52,108
Fiscal Year 2010-11 – Grants in Aid	\$ 49,692
Fiscal Year 2011-12 – Grants in Aid	\$ 50,000
Fiscal Year 2012-13 – Year to date	\$ 29,870



Percentage Increase in Citizen Satisfaction Rating Regarding Codes and Ordinances

2010 Community Survey Result	75.8% Responded Codes Are Just About Right 79.8% Satisfied with Level of Code Enforcement	
2013 Community Survey Result	66.8% Responded Codes Are Just About Right 81% Satisfied with Level of Code Enforcement	- 9.0% +1.2%

Survey Results

- 12% more people believe the codes are too strict when comparing 2010 and 2013 survey results.
- 66% responded Pinecrest codes and ordinances that regulate use of property as just about right, a decrease of 9% from the prior survey.
- 80.8% are satisfied with the level of the Village's Code Enforcement, a 1% increase since the last survey.
- 77% rated the appearance US 1 positively, a 5% decrease from the prior survey.
- 90% rated the quality of business positively, a 2.7% increase from the prior survey.



4. Recreation and Infrastructure

Continue to provide a high standard of parks and infrastructure to best serve our community and plan for future demand as our community needs change.

One recurring theme from the Strategic Planning exercise is a desire for more community interaction and increased opportunities for informal community encounters. The survey indicated that most residents are did not feel the Village needed more athletic and recreational facilities, although the type of facility that experienced the highest support was for passive parks which garnered a 41.5% positive response. Of the different recreation facilities suggested as part of the survey, participants responded most favorably to creating a new dog park. In addition, in response to a question regarding the acquisition of a five-acre property at SW 72 Avenue and SW 96 Street, 64.7% of respondents were in support.

There are also opportunities to enhance the 19.86 acre area encompassing Pinecrest Gardens, the Community Center, the Library, and Village Green for community activities. Providing outdoor amenities, like seating and shade, to the Community Center/Library Complex, would increase usage of these public spaces and foster community interaction, as well. These improvements should be coordinated with the findings from the Community Center Operations Audit.

But the Village's demographic is continuing to change. Going back to the original exercise in developing the 2010 Strategic Plan, when asked what the future population of Pinecrest might look like, Village Council suggested a combination of more young families and retirees who may have an increased demand for parks.

Finally, while most infrastructure needs are being met at a satisfactory level, the Village is committed to providing public water to all residents and maintaining high quality infrastructure to residents and will continue to pursue State and Federal funding for this effort.

Key Intended Outcomes

- Evaluate recommendations from the Community Center Operations Audit and develop programs and plans based on these recommendations.
- Provide public water to all Pinecrest residents and seek support from the State and Federal Government as the Village's highest priority lobbying effort.
- Develop long-term Vision Plan for green areas to continue to provide a high standard of parks as the community needs change.
- Evaluate the feasibility of expanding the Community Center by undertaking a full operational assessment.
- Pursue the acquisition of the "Horse Farm" property at SW 72 Avenue and SW 96 Street.
- Complete the Coral Pine Park Master Plan and implement the recommended facility improvements.
- Develop a Comprehensive Stormwater Basin Evaluation Plan that includes review of the effects of sea level rise on the existing system and develop a long-term capital project plan to address future infrastructure needs identified in the plan.
- Establish a Climate Change Element in the Comprehensive Development Master Plan.
- Join the Community Rating System in order to effectuate flood insurance savings for affected residents.
- Develop a Transportation Master Plan for the Village that focuses on opportunities of enhancing traffic flow on section and half-section roads.



Performance Indicators

Percent Satisfaction with Park Facilities*

2010 Community Survey Results	94.6% Satisfied
2013 Community Survey Results	95.9% Satisfied

**Includes the results of the question relating to satisfaction with Village infrastructure which includes parks, roads, sidewalks and street signs.*

Percent Increase in Number of Community Center Patrons*

Fiscal Year 2009-10	2,990
Fiscal Year 2010-11	3,386 (13.24%)
Fiscal Year 2011-12	3,873 (12.57%)
Fiscal Year 2012-13 to date	2,700

**Includes the patrons classified as class attendants and gymnasium users.*

Survey Results

- 95.9% satisfaction with infrastructure; a 1.3% increase from the prior survey
- 41.5% responded there is a need for more passive parks
- 23.8% responded there is a need for more active parks
- 27.7% responded there is a need for neighborhood playgrounds
- 29.8% responded there is a need for a gymnasium at the Community Center
- 33.2% responded there is a need for an interior play area at the Community Center
- 33.8% responded there is a need for a senior center
- 41.3% responded there is a need for a dog park
- 64.7% responded the Village should purchase the "Horse Farm"



5. Cultural Value

Improve the amount and variety of arts and culture in the Village to provide opportunities for community interaction and enrichment.

Cultural amenities and programming ranked highest of all topics on the citizen survey. Participants demonstrated a clear interest in programming the Banyan Bowl, increasing educational activities at Pinecrest Gardens, providing art and culture, and returning the restaurant facility to Pinecrest Gardens. These improvements will provide more opportunity for community interaction. The Village has a very clear set of directives for the facility including reducing the gap between revenues and expenditures, defining an overall vision and master plan for Pinecrest Gardens, working with a professional to evaluate the market for basic and simple restaurant facilities and a food kiosk at the community center plaza, and following the recommendations from the AMS Banyan Bowl evaluation report, in addition to increasing opportunities for ADA compliance.

Building from this interest in culture and community, the Village Council recognizes that Pinecrest Gardens, the Community Center, and the Library, and the Village Green together, represent a real opportunity to foster community interaction. With the success of the Farmer's Market and community support for reviving Pinecrest Gardens as a cultural amenity, this facility can become an anchor for community activity and interaction. Improvements to the open spaces for recreation and relaxation will solidify this opportunity.

The Village Council has identified additional opportunities to respond to the community's interest in culture and community programming including initiating more Village-wide holiday events and community events like parades and picnics, creating monthly art exhibits which rotate between the Community Center and the Hibiscus Room at Pinecrest Gardens, and continuing to provide art in public places.

Key Intended Outcomes

- Develop extensive programming that is revenue generating to decrease the gap between income and expenses at Pinecrest Gardens. This programming should be a mix of grants, as well as Village sponsored and outside sponsored programming.
- Open food service operations at Pinecrest Gardens based on a market recommendation to enhance the visitor experience.
- To strengthen our community relationships, explore opportunities for community-wide events and seek sponsorship.
- Increase cooperative opportunities with civic and community-based organizations for the furtherance of culture and enrichment in the community.
- Continue on the path of developing the notion of Pinecrest Gardens become South Florida's "art park".
- Partner with community stakeholders to establish Pinecrest Gardens as a place for Autism-centric arts activities, and inclusion of all children, through the provision of facilities and programs, including sensory-friendly children's theater.
- Develop a cultural exchange program as part of the Sister Cities Program.



Performance Indicators

Percent Reduction in Gap between Pinecrest Gardens Revenues and Expenditures

	Expenditures	Revenues	% gap
Fiscal Year 2009-10	\$ 1,267,760	\$ 124,670	9.83%
Fiscal Year 2010-11	\$ 1,563,070	\$ 311,539	19.90%
Fiscal Year 2011-12	\$ 1,635,635	\$ 404,225	24.74%
Fiscal Year 2012-13*	\$ 1,720,550	\$ 418,000*	24.29%

*Represents one year projection based on actual receipts to date.

Attendance at Pinecrest Gardens

Fiscal Year 2009-10	N/A
Fiscal Year 2010-11	43,305
Fiscal Year 2011-12	45,000
Fiscal Year 2012-13 to date	68,000

Attendance Rates at Special Events and Programs

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13*
Movie Nights	N/A	284	423	885
Jazz Concerts	N/A	2,250	3,366	4,500
Classical/Dance/Theatre	N/A	600	1,222	1,800
Horticulture Series	N/A	60	112	80
Howl-O-Ween	N/A	1,800	2,500	2,500
Taste of Pinecrest	3,100	3,000	3,200	N/A
Garden Soiree	250	280	275	275
Food Truck Invasion	N/A	N/A	5,600	N/A
Farmers Market	3,500	36,000	40,000	36,000
The Big Gig	N/A	500	1,000	N/A
Holiday Nights of Lights	N/A	N/A	N/A	4,500

*6 month data

Percent Increase in Attendance at Gallery Events

Fiscal Year 2009-10	N/A
Fiscal Year 2010-11	210
Fiscal Year 2011-12	410 44%
Fiscal Year 2012-13 to date	400



Percent Increase in Attendance at Community Events

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13*
Eggstravaganza	2,259	2,184	2,500	3,000
Backyard Paradise	1,804	1,804	N/A	N/A
Holiday Festival	N/A	2,400	N/A	2,000
Latin Spice Food Festival	N/A	N/A	2,100	N/A
Fine Art Festival	7,500	16,000	17,800	16,750
Earth Day Festival	3,000	3,500	2,500	3,000
Chili Cook Off	N/A	N/A	N/A	5,000
Masquerade	N/A	N/A	N/A	250

*6 month data

Survey Results

- 65.8% of respondents support the restoration of the restaurant operations in Cypress Hall
- 69% responded that botanically related events and activities in Pinecrest Gardens were important or very important in the 2010 Survey
- 74.2% responded that cultural/entertainment events in Pinecrest Gardens were important or very important in the 2010 Survey
- 74.8% would attend weekend events at the Banyan Bowl in the 2010 Survey



6. Environmental Sustainability

Minimize our community's impact on the environment with increased energy efficiency and growth management policies.

The Village Council is committed to reducing the Village's impact on the environment by modifying Village operations and setting policy for more sustainable growth and development practices for the built environment. To fulfill this goal, the Village will continue to administer sustainable initiatives to identify strategies to be more energy efficient and to promote policies for sustainable growth. Many of the directives in this Strategic Plan also support this general priority of sustainability by investing in the current infrastructure, continuing to provide excellent parks and accessibility to open space, increasing pedestrian safety and safer streets for walking and biking, focusing efforts to create a greater sense of community through culture and community programming, and providing fiscal sustainability.

Key Intended Outcomes

- Change operations and develop initiatives that improve energy efficiency at all Village facilities as well as developing fuel efficiency targets for the fleet.
- Look for opportunity to retrofit more sustainable building solutions at all municipal facilities to improve energy efficiency.
- Encourage or require more landscape of commercial corridor.
- Maintain Tree City USA status.
- Improve stewardship of the Coral Pine Park Pineland Preserve by working with conversation experts to ensure protection of endangered plant species found on site and preserve the pineland.
- Develop a Climate Change Element in the Comprehensive Development Master Plan to become a more resilient and sustainable community.
- Implement an educational campaign to increase community awareness regarding the Property Assessed Clean Energy (PACE) program.
- Work with the Miami-Dade County Solid Waste Department to obtain baseline data regarding recycling in the Village and develop a strategy to improve recycling in the community.
- Look for opportunities for water reuse at municipal facilities.

Performance Indicators

Percent Reduction in Energy Consumption & Use of Natural Resources for Residents and Businesses by Measuring Carbon Footprint using ICLEI Standards

	2010	2012
The Village completed its first Community Greenhouse Gas Emission Report in May 2013 which established the baseline information in order to monitor effects of the Village's effects of sustainable efforts on future emissions.		
eCO ₂	256,414	273,818
Energy (kWh)	706,087,372	753,803,584



Percent Reduction in Energy Consumption & Use of Natural Resources

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13 to Date
Pinecrest Gardens				
Gallons of Water (% Change)	1,775,004	2,486,352 (40%)	1,115,268 (-55%)	807,092
Kilowatt Hours (% Change)	417,779	462,303 (11%)	482,071 (4%)	265,078
Community Center				
Gallons of Water (% Change)	1,029,248	792,132 (-23%)	1,234,200 (56%)	412,148
Kilowatt Hours (% Change)	408,611	454,851 (11%)	431,980 (-5%)	175,459
Evelyn Greer Park				
Gallons of Water (% Change)	120,428	126,412 (5%)	144,364 (14%)	66,572
Kilowatt Hours (% Change)	171,480	195,360 (14)%	202,440 (4%)	86,760
Suniland Park				
Gallons of Water (% Change)	78,512	264,044 (236%)*	496,672 (88%)	118,932
Kilowatt Hours (% Change)	175,133	176,130 (0.57%)	175,063 (-1%)	82,355
Coral Pines Park				
Gallons of Water (% Change)	120,428	105,468 (-12%)	296,208 (181%)*	32,912
Kilowatt Hours (% Change)	72,540	78,720 (9%)	74,840 (-5%)	33,840
Municipal Center				
Gallons of Water (% Change)	688,160	321,640 (-53.3%)	335,852 (4%)	172,040
Kilowatt Hours (% Change)	801,720	816,120 (2%)	783,060(-4%)	542,220

*Irrigation System improvements and new plantings requiring increased watering.



Section Four: Appendix A: 2010 Strategic Plan Update





Yocelyn Galiano Gomez, ICMA-CM
Village Manager
manager@pinecrest-fl.gov

MEMORANDUM
Office of the Village Manager

DATE: May 8, 2013
TO: The Honorable Mayor and Members of the Village Council
FROM: Yocelyn Galiano Gomez, ICMA-CM, Village Manager 
RE: 2013 Strategic Plan Process and 2010 Strategic Plan Update

Over the past three years, the Village's administration has taken great strides to achieve the goals and priorities established by the Village Council in the Strategic Plan that was adopted in May 2010. As you may recall, the exercise the Village underwent in developing its first Strategic Plan included a citizen survey which served as the basis for many of the goals, objectives and corresponding key intended outcomes identified by the Council. The 2010 Strategic Plan has provided a framework to direct the Village's efforts and actions and to inform the budgetary process for the past three years.

The Fiscal Year 2012-13 Budget provided for the implementation of a new citizen survey to once again engage our community in providing input towards its future and gauge the satisfaction of residents with our municipal services. Said survey was administered over the months of March and April – the results of which are attached for your information. The Village contracted with PMGA (the same company that administered the original survey in 2010) to select a random sample of 600 residents proportionally located throughout the Village. More details regarding the methodology and accuracy of the findings are included in the 2013 Citizen Survey Report.

In anticipation of a future Strategic Planning Workshop (in late May 2013), during which the Village Council will revisit and update the 2010 Strategic Plan, a status of the Key Intended Outcomes for each priority is provided for your general information. Based on the results of the 2013 Citizen Survey and status of each 2010 Strategic Plan priority, the Village Council may wish to revise/adjust/expand the goals, objectives and priorities during the 2013 Strategic Planning process.

/ygg





Organizational Excellence and Financial Stability

Maintain efficient and responsive government which embraces the highest standards of service and citizen engagement and commits to the goals of the strategic plan.

Key Intended Outcomes

Completed

- Maintain healthy reserves. *On going*
- Maintain the millage rate at an acceptable level to maintain continued high quality services. *On going*
- Establish a Strategic Plan to prioritize areas of opportunity for the next five years. ✓
- Develop innovative strategies to diversify and strengthen the Village's income base. ✓
- Increase communication and continue to provide accessible and high quality information to the community. *On going*

During FY 2012, the Village Council adopted the Village Manager's recommendation to implement a three-pronged financial and business strategy to tackle the long-term implications of the recurring budgetary deficit. This approach included: 1) controlling fixed costs, 2) a slight increase in the millage rate to \$2.200, and 3) re-establishing a designated fund balance for emergency and credit rating purposes in the amount of 10% of approved budget plus \$1,000,000.

Additionally, in keeping with the directive to develop innovative strategies to diversity and strengthening the Village's income base, the Village staff and Council have been proactive in revisiting all existing revenue sources as well as researching new revenues and improved efficiencies. The following new revenue sources have been identified since the adoption of the 2010 Strategic Plan:

Activity	Fiscal Year 2011-12 Actual Savings/Revenues	Fiscal Year 2012-13 6 Month Actual
Conversion of the Teen Room at the Community Center into a Spinning Facility	\$2,600	\$10,670
Police Department Reorganization	\$85,000	
Bond Refinancing	Fiscal Year 2011-12 = \$2,000 10 years will experience a cumulative savings of \$763,677.	
Liability Insurance Rebid	\$70,000	
Foreclosed Homes Registration	\$25,320	\$3,600
Impact Fees Adopted to Date	\$30,562	\$37,412
Solid Waste Impact Fee	\$59,575	\$34,142
Expired Permit Initiative	\$45,777	\$111,850

Performance Indicators

Annual Comparison of Unassigned Fund Balance

Fiscal Year 2009-10	\$6,050,000
Fiscal Year 2010-11	\$6,875,000
Fiscal Year 2011-12	\$7,850,000
Fiscal Year 2012-13 <i>Projected</i>	\$7,353,000

Percentage of Change in Millage Rates

Fiscal Year 2009-10	2.1040	
Fiscal Year 2010-11	2.1040	
Fiscal Year 2011-12	2.2000	4.56%
Fiscal Year 2012-13	2.2000	0.00%

Percentage of Change from New Revenue Sources

	6 Months End 3/31	YTD	
<i>Pinecrest Gardens</i>			
Fiscal Year 2009-10	\$ 48,481	\$ 124,670	
Fiscal Year 2010-11	\$ 131,331	\$ 311,539	149.89%
Fiscal Year 2011-12	\$ 230,137	\$ 404,225	79.76%
Fiscal Year 2012-13	\$ 228,461		(0.72%)

	6 Months End 3/31	YTD	
Community Center			
Fiscal Year 2009-10	\$ 206,359	\$ 503,565	
Fiscal Year 2010-11	\$ 275,040	\$ 612,161	21.57%
Fiscal Year 2011-12	\$ 320,551	\$ 652,014	6.51%
Fiscal Year 2012-13	\$ 327,349		2.19%

Number of Transactions on Village Website for E-business

	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13 (6 Months)
Building Inspection Requests	477	1,200	600
Permit & Licensing In-House Payment Activity	650	5,325	3,465
Permit & Licensing Web Credit Card Activity	125	254	131
Building & Planning Web-based Transaction	8	42	21
Parks & Recreation/Pinecrest Gardens	304	3,944	4,013

Number of Interactions with Social Media

	Web Site Visits	E-mail Subscribers	Facebook Likes	Twitter Followers
2010-11	227,872	869	208	87
2011-12	240,753	921	340	154
2012-13*	117,229	15,094	4,200	268

*6 month figures

The Village has 1,089 subscribers to the monthly e-newsletter, 698 Facebook likes and 268 Twitter followers. In addition to the Village's general online and social media programs, several departments have developed additional e-mail subscription lists and Facebook pages. As of May 2013, Pinecrest Gardens has 5,616 subscribers and a Facebook page with 2,966 likes. The Parks and Recreation Department has 8,389 subscribers and a Facebook page with 450 likes. The Police Department's recently launched Facebook page has 86 likes.

Maintain a 90% Positive Rating with Amount of Information Provided

2010 Community Survey Results	91.5% Positive Rating
2013 Community Survey Results	90% Positive Rating

Maintain a 95% Positive Rating with Employee Service

2010 Community Survey Results	96.8% Positive Rating
2013 Community Survey Results	91.5% Positive Rating



Security and Pedestrian Safety

Maintain our standard of police service and enhance safety for pedestrians and bicyclists.

<i>Key Intended Outcomes</i>	<i>Completed</i>
<ul style="list-style-type: none"> • Maintain an effective and high standard police force. 	<i>On going</i>
<ul style="list-style-type: none"> • Evaluate where pedestrian safety needs to be enhanced. 	<i>On going</i>
<ul style="list-style-type: none"> • Prioritize sidewalk locations and formally evaluate the need for sidewalks by moving forward with the Safe Routes Program to improve access to schools with new sidewalks. 	✓
<ul style="list-style-type: none"> • Expand the sidewalk initiative to connect neighborhoods to parks in year 2. 	<i>No Action</i>

The Pinecrest Police Department continues to gain recognition as a top level law enforcement agency, earning the prestigious designation as a “Flagship Agency” for police accreditation. The title bestowed by the Fairfax, Virginia-based Commission on Accreditation for Law Enforcement Agencies (CALEA), represents an extraordinary example of excellence in public safety. Since the adoption of the 2010 Strategic Plan, the Police Department has adopted an organizational assessment methodology known as the Gold Standard Assessment. This assessment format works to measure the impact of accreditation as opposed to simply confirming compliance through a file-by-file review as in prior years. On April 15, 2013, a team from the Commission on Law Enforcement Accreditation (CALEA) informed the police department that they would recommend reaccreditation to the full CALEA commission this summer. Plans are also underway for the on-site assessment by the Commission on Florida Accreditation.

During 2011, overall Part I crime increased 14.1%. Significant increases were seen in aggravated assaults (+56%), larceny (+14.3%), burglary (+21.2%) and arson (+100%).

There were no sex offenses, robberies remained unchanged from 2010 and auto thefts were lower by 5.2%. However, when compared to the preceding nine (9) year average, 2011 had 39 fewer incidents or a 5.4% lower crime rate.

During 2012, overall Part 1 Crime increased by 13%. Eight index crimes comprise the UCR Part 1 Crime Report. Larceny increased by 8% in 2012. The crime of larceny makes up 79% of all Part 1 Crimes reported over the past five years, thus any appreciable change in the larceny rate will have a statistically significant impact on overall Part 1 crime reporting. Larcenies include the crime of shoplifting, thefts of wallets & purses, stolen cell phones, thefts of fruit from trees, theft of garbage cans, and stolen license plates/decals. The theft of license plates/decals and garbage cans alone contributed to 18% of all larcenies reported to the Village in 2012, or 14% of the Part 1 crime total. The Part 1 Crime with the next highest reporting frequency in Pinecrest is burglary, making up 13% of the Part 1 crimes reported to the Village over the past 5 years. In 2012, burglaries went up by 37%. The increase in burglaries resulted in the establishment of a Crime Suppression Team which effectuated a 31% decrease in burglaries during the first quarter of 2013.

On January 24, 2011, the Village entered into an agreement with David Plummer and Associates for completion of the Safe Routes to School study. The final report was presented to the Village Council with comments from the members of the Transportation Advisory Committee and the Council directed that the consultant prioritize the projects. The priority list was adopted by the Village Council at the February 21, 2012 meeting and was submitted for grant funding to the Miami-Dade County School Board in April 2012. On May 6, 2013 the Village was notified that the Florida Department of Transportation awarded funding to Miami-Dade Public Schools for the infrastructure improvements under the Safe Routes to School (SRTS) program that will benefit Palmetto and Pinecrest Elementary schools.

The Transportation Advisory Committee worked with the Village's staff to develop a recommendation that was presented and adopted by the Village Council at the April 2012 regular meeting with regards to the establishment of bicycle routes and lanes along specific public rights-of-way. The Village budgeted phase 1 of the plan in the Fiscal Year 2012-13 budget and expects to implement subsequent phases during Fiscal Year 2013-14 and Fiscal Year 2014-15.

Performance Indicators

Percent Satisfaction with Police

2010 Community Survey Result	90.3%
2013 Community Survey Result	92%

Percent Change in Crime Rates

Fiscal Year 2009-10	-19.1%
Fiscal Year 2010-11	+20.2%
Fiscal Year 2011-12	-4.6%
Fiscal Year 2012-13 (6 Month Comparison)	+4.8%

Percent Increase in Pedestrian Safety & Perception of Safety

2010 Community Survey Result	16.8% Liked Safety Most About Pinecrest	
2013 Community Survey Result	17.9% Liked Safety Most About Pinecrest	+1.1%

Successful Completion of the Safe Routes to School Grant Application

On February 21, 2012, the Village Council adopted a priority list of projects and approved the report to be submitted as part of a grant application to the Miami-Dade County School Board. The grant application was submitted by April 15, 2012 and grant funds were awarded in May 2013 to complete Phase 1 of the program.

Successful Implementation of the Safe Routes to School Program Recommendations

This performance indicator is dependent on final approval by the Village Council of the project to be implemented (Phase 1) following community input.



Residential Character and Community Enhancement

Maintain the appearance of the Village and the quality of life for residential living by preserving the streetscape, minimizing impacts from commercial development, protecting the caliber of our educational institutions, and planning for the future needs of our community.

Key Intended Outcomes

Completed

- Maintain high quality code enforcement for residential and commercial properties without impinging on property rights and continue to maintain the appearance of vacant and foreclosed homes.
- Initiate a community conversation about a future vision for US 1.
- Continue to uphold Resolution 2010-12 to urge the Department of Environmental Protection to suspend FPL's site certification application for Turkey Point units 6 and 7 with regard to overhead high voltage transmission lines on US 1 to connect the Turkey Point Power Plant to Downtown Miami, and Resolution 2010-13 opposing FPL's plan to place overhead high voltage transmission lines on US 1 to connect the Turkey Point Power Plant to the Downtown Miami substation including urging the placement of underground lines within the Village of Pinecrest and requesting the Public Service Commission revisit its opinion with regard to the underground costs.
- Review land development regulations for US 1.
- Maintain the landscape ordinance and preserve streetscape to maintain a lush, consistent, full coverage, street tree system and tree canopy.
- Continue the Adopt-A-Tree Program.
- Review the landscape ordinance for emphasis on the aesthetic value of trees.

On going



On going

On going

On going

On going



- Finalize an education compact with Miami-Dade County Public Schools to expand resources and attract more Pinecrest residents to public schools and continuing to provide school resource officers.



On December 12, 2011, the Village Council adopted an ordinance which included provisions relating to the registration, maintenance and security of abandoned real property. Presently, the Village has approximately 170 homes in pre-foreclosure.

On October 9, 2012, following a community-wide planning effort, the Village Council adopted the Pinecrest Parkway (US 1) Vision Plan for the improvement and beautification of the Pinecrest Parkway corridor. On February 12, 2013, the Village Council discussed steps necessary for implementation of the Vision Plan including various amendments to the Land Development Regulations. It is expected that draft amendments will be completed for preliminary review by the Village Council in June 2013 and that public hearings for adoption of the proposed amendments will be scheduled thereafter.

Three years ago, the Village Council secured the services of a consulting engineer, C3TS, in an attempt to keep the FPL proposed new transmission lines from being located along US 1, unless FPL agrees to underground the lines and incur the costs as part of their upgrades to the entire electrical grid, and infrastructure improvements. The City of Coral Gables is a partner in this litigation, and the Village is also in coalition with the cities of South Miami and Miami. This administrative proceeding, under the Transmission Line Siting Act will not be decided until August 2013.

On March 20, 2012, Village Council approved proposed amendments to the Land Development Regulations that will improve sustainability and energy efficiency in the Village of Pinecrest and further protect and conserve our natural resources in support of the goals of the Village's Strategic Plan. The proposed amendments include a new penalty for abuse of trees between 12 inches and 18 inches in height. Additionally, language allowing for more extensive pruning of mango trees and avocado trees as necessary to promote tree health and optimal fruit production is also included.

The Miami-Dade County Public School District and the Village partnered to bring together each organization's collective resources for the greater benefit of both the students and the citizens. The Village is home to five area public school facilities including Pinecrest Elementary School, Howard Drive Elementary School, Palmetto Elementary School, Palmetto Middle School and Miami Palmetto Senior High School. As a result of the collective efforts, an Educational Compact was created and adopted by the Village Council in September 2010 that establishes a set of goals and objectives to be met via a collaborative effort between both entities under the categories of student achievement, community and parent engagement, green schools, facilities and communication. The commitment to

environmental sustainability is evident through the goals and objectives set forth in aiming for all Pinecrest schools to become "Green Schools".

Performance Indicators

Percentage of Foreclosed Homes Being Adequately Maintained

Fiscal Year 2010-11	N/A
Fiscal Year 2011-12	96% 123 Properties (5 Open CCR Cases)
Fiscal Year 2012-13	97% 170 Properties (6 Open CCR Cases)

Number of New Trees Planted

Fiscal Year 2009-10	136
Fiscal Year 2010-11	168
Fiscal Year 2011-12	104
Fiscal Year 2012-13 to date	50

New School Resources Directly Attributable to the Village

Fiscal Year 2009-10 – Grants in Aid	\$ 52,108
Fiscal Year 2010-11 – Grants in Aid	\$ 49,692
Fiscal Year 2011-12 – Grants in Aid	\$ 50,000
Fiscal Year 2012-13 – Year to date	\$ 29,870

Percentage Increase in Citizen Satisfaction Rating Regarding Codes and Ordinances

2010 Community Survey Result	75.8% Responded Codes Are Just About Right 79.8% Satisfied with Level of Code Enforcement	
2013 Community Survey Result	66.8% Responded Codes Are Just About Right 81% Satisfied with Level of Code Enforcement	- 9.0% +1.2%



Recreation and Infrastructure

Continue to provide a high standard of parks and infrastructure to best serve our community and plan for future demand as our community needs change.

Key Intended Outcomes

Completed

- Provide public water to all Pinecrest residents and seek support from the State and Federal Government as the Village's highest priority lobbying effort. *On going*
- Evaluate recommendations from the Community Center Operations Audit and develop programs and plans based on these recommendations. *On going*
- Develop long-term vision for green areas to continue to provide a high standard of parks as the community needs change. *On going*
- Evaluate the feasibility of expanding the Community Center by undertaking a full operational assessment. *On going*

Over the last two years since the adoption of the Strategic Plan, the Village has been continuously looking for funding sources for the waterline extension project. Due to the significant decreases in funding availability at the federal and state levels, the Village has been unable to secure any additional funding from outside sources for the Waterline Extension Project. In Fiscal Year 2012-13, the Village Council committed to setting aside funding (\$75,000 the first year and \$100,000 subsequently) through the 5-year Capital Improvement Plan to begin building up funds for future waterline extension projects.

The Parks and Recreation Department staff has completed the evaluation of all recommendations from the Community Center Operations Audit and continue to develop programs and plans using the report as a guide. An overall long term goal has been established to continue to provide viable programs and expand programming in the following areas: senior programs; afterschool youth programs; outdoor programming; and, education and special needs. Senior programming has increased with the hiring of a

Senior Program Coordinator (FY 2011-12) who is able to focus directly on the educational, outreach information and other specific interests that our senior population have as indicated via surveys, newsletter responses and other informational resources. The outdoor recreation for both youth and adults has also increased by providing individual training for teens, physical agility for children and the soccer league activities.

The Parks and Recreation Department is implementing the 70%-30% split with instructors as their contracts expire and/or new contracts are established. The recommendation to provide additional membership was established by adding 90-day and monthly memberships. A marketing plan has been introduced to the Community Center Advisory Committee and \$25,000 was added to the Fiscal Year 2012-13 budget to implement the marketing plan. The department has also conducted several focus group meetings and surveys to gather information for additional programming. Facebook and e-mail blasts have been established to continue our outreach of information to the community. The Community Center operations manual has been created and up-dated annually.

Overall, the Parks and Recreation Department staff continues to review, update and implement successful programming while creating new and fun experiences for the residents of the Village of Pinecrest.

In an effort to follow Village Council's Strategic Plan directive to develop innovative strategies to diversify and strengthen the Village's income base, Village staff developed a recommendation to add a new spinning program to the Wellness-Fitness Division of the Community Center by repurposing the Teen Room into a Spinning facility. This recommendation was approved by the Village Council on January 10, 2012 and has been implemented. The program kicked off in July 2012. During the last three months of Fiscal Year 2011-12, a total of 262 had participated in this program; and, since October 2012 the program has experienced monthly increases with 1,167 total participants to date this fiscal year.

On January 18, 2012, the Community Center Advisory Committee approved a recommendation for the Village Council that involves the build-out of the movement room and a concession area similar to the concession at Key Biscayne Community Center. In addition, the Community Center Advisory Committee approved a recommendation for the Village Council to approve a feasibility study to build-out an indoor gymnasium at the Pinecrest Community Center. During the budget hearing for Fiscal Year 2012-13, the Village Council allocated \$131,000 for the completion of a plan that would look at the existing facility, its uses and consider the future expansion of the facility. The Village will commence development of the plan in June 2013 and complete it in October 2013.

Performance Indicators

Percent Satisfaction with Park Facilities*

2010 Community Survey Results	94.6% Satisfied
2013 Community Survey Results	95.9% Satisfied

**Includes the results of the question relating to satisfaction with Village infrastructure which includes parks, roads, sidewalks and street signs.*

Percent Increase in Number of Community Center Patrons*

Fiscal Year 2009-10	2,990
Fiscal Year 2010-11	3,386 (13.24%)
Fiscal Year 2011-12	3,873 (12.57%)
Fiscal Year 2012-13 to date	2,700

**Includes the patrons classified as class attendants and gymnasium users.*



Cultural Value

Improve the amount and variety of arts and culture in the Village to provide opportunities for community interaction and enrichment.

Key Intended Outcomes

Completed

- Update and consolidate the various plans for Pinecrest Gardens to create a unified vision. ✓
- Develop and implement a business plan that will enhance Pinecrest Gardens' value to the community by offering horticultural, cultural, and educational programs; building a membership and volunteer base; and reducing the gap between income and expenses. ✓
- Develop extensive programming that is revenue generating. This programming should be a mix of Village sponsored and outside sponsored programming. ✓
- Open food service operations at Pinecrest Gardens based on a market recommendation to enhance the visitor experience. *On going*
- To strengthen our community, explore opportunities for community-wide events and seek sponsorships. *On going*
- Evaluate recommendations from the Banyan Bowl Study. ✓
- Facilitate arts in public places and gallery events. ✓

The Village completed the development of a comprehensive Strategic Plan for Pinecrest Gardens that combines the existing Botanical Plan, Management Plan, Business Plan and Master Plan. This document provides the blueprint for the entire venue and lay out priorities for the physical plant as well as programing goals.

A Business Plan has been developed that enhances the value to the community through horticultural, cultural and educational programming; increased membership and volunteer opportunities; and a strategy for reducing the gap between revenues and expenditures. During this Fiscal Year, staff has continued to build upon and strengthen the array of performing arts initiatives that appeal to a broad range of demographics through their celebrated Jazz Series, Flamenco, Garden Cinema, Orchestra Miami, Alhambra Orchestra, Greater Miami Youth Symphony and Greater Miami Youth Jazz Band, Greater Miami Symphonic Band, The Civic Chorale of Greater Miami, Miami Children's Theater, Miami Acting Company, Shakespeare Miami, Karen Peterson Dancers and Florida Grand Opera. Some of the other more notable achievements in the last year include:

- Establishment of a weekly Farmers Market emphasizing sustainable lifestyles.
- Educational programs that include ROOTS (Restoration of the Outdoors Organized by Teen Students), Krafty-kids, and a twice a month class that celebrates art and nature for children ages 6-11 years.
- Butterfly Garden program developed for children with Autism.
- Sensory friendly performances developed for children with Autism.
- 24 lectures a year (two a month) on horticultural topics.
- Implemented an on-cell phone garden tour in both English and Spanish languages.
- Association with the CLEO Institute, an initiative that deals with the issues of Climate Change and the role we should be playing in dealing with that issue at hand.
- Host three plant societies: the Bonsai Society, the Native Plant society and Pan Am Orchid Society.
- Reinstated an admission program to the park that has morphed into a full-blown membership program.
- Launched a volunteer program that has continued to grow and flourish. The Village has about 50 volunteers that work in the Garden in a number of different capacities including horticulture, office personnel, docent, Banyan Bowl ushers and greeters at events.

Over the course of the past year, a market study for a food service was completed and a Request for Proposals was developed to bring a restaurant to the Cypress Hall at Pinecrest Gardens. The Village received one response to the request for proposal and continued to work with the sole proposer to develop the final terms of an agreement. Meanwhile, to ensure a concession service is available during the performing arts initiatives, the Village has contracted the services of Macy's Catering.

The Village has continued to expand the community events with the assistance of partnerships and sponsorship opportunities. In addition to the already established events such as the Fine Arts Festival, Eggstravaganza, Earth Day Festival, The Garden Soiree, and the Taste of Pinecrest, other festivals have been added over the last three years:

- Howl-O-Ween Pet Festival
- Masquerade
- Holiday Festival
- Holiday Nights of Lights
- The Big Gig: An All-Youth Performing Arts festival
- Latin Spice Food Festival
- Chili Cook-off Festival
- Bonsai Society Festival

An evaluation of the AMS Banyan Bowl Study was completed which resulted in a realistic, yet true-to-recommendations approach to implementing improvements to the stage in the Banyan Bowl.

The Village continues to pursue art in public place opportunities for the Garden. The gallery in the Hibiscus Room has been successful with a new exhibit every month including the noteworthy CCT-ART which features artwork by children with severe disabilities. Additionally, the Village has partnered with Miami Dade Public Schools twice a year to exhibit the best artists from grades K-12.

Performance Indicators

Percent Reduction in Gap between Pinecrest Gardens Revenues and Expenditures

	Expenditures	Revenues	% gap
Fiscal Year 2009-10	\$ 1,267,760	\$ 124,670	9.83%
Fiscal Year 2010-11	\$ 1,563,070	\$ 311,539	19.90%
Fiscal Year 2011-12	\$ 1,635,635	\$ 404,225	24.74%
Fiscal Year 2012-13*	\$ 1,720,550	\$ 418,000*	24.29%

*Represents one year projection based on actual receipts to date.

Attendance at Pinecrest Gardens

Fiscal Year 2009-10	N/A
Fiscal Year 2010-11	43,305
Fiscal Year 2011-12	45,000
Fiscal Year 2012-13 to date	68,000

Attendance Rates at Special Events and Programs

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13*
Movie Nights	N/A	284	423	885
Jazz Concerts	N/A	2,250	3,366	4,500
Classical/Dance/Theatre	N/A	600	1,222	1,800
Horticulture Series	N/A	60	112	80
Howl-O-Ween	N/A	1,800	2,500	2,500
Taste of Pinecrest	3,100	3,000	3,200	N/A
Garden Soiree	250	280	275	275
Food Truck Invasion	N/A	N/A	5,600	N/A
Farmers Market	3,500	36,000	40,000	36,000
The Big Gig	N/A	500	1,000	N/A
Holiday Nights of Lights	N/A	N/A	N/A	4,500

*6 month data

Percent Increase in Attendance at Gallery Events

Fiscal Year 2009-10	N/A	
Fiscal Year 2010-11	210	
Fiscal Year 2011-12	410	44%
Fiscal Year 2012-13 to date	400	

Percent Increase in Attendance at Community Events

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13*
Eggstravaganza	2,259	2,184	2,500	3,000
Backyard Paradise	1,804	1,804	N/A	N/A
Holiday Festival	N/A	2,400	N/A	2,000
Latin Spice Food Festival	N/A	N/A	2,100	N/A
Fine Art Festival	7,500	16,000	17,800	16,750
Earth Day Festival	3,000	3,500	2,500	3,000
Chili Cook Off	N/A	N/A	N/A	5,000
Masquerade	N/A	N/A	N/A	250

*6 month data



Environmental Sustainability

Minimize our community’s impact on the environment with increased energy efficiency and growth management policies.

Key Intended Outcomes

Completed

- | | |
|--|-----------------|
| • Investigate creating a sustainable and energy efficient land development code. | ✓ |
| • Change operations to be more energy efficient. | ✓ |
| • Retrofit municipal buildings for energy efficiency. | <i>On going</i> |
| • Encourage or require more landscape of commercial corridor. | <i>On going</i> |
| • Maintain Tree City USA status. | ✓ |
| • Develop a Green Action Plan and implement the approved recommendations. | ✓ |

In August 2011, the Village Council was presented with the Green Action Plan which expanded the Village’s sustainability efforts to include the auditing of the Pinecrest Municipal Center, Pinecrest Community Center and all park buildings and develop proposals for retrofitting and new operating policies and procedures that will result in the Village facilities being more energy efficient; the writing of a procurement policy that secures practices that support sustainability; and professional development training to staff to ensure there is a LEED certified building/zoning staff member.

Some of the most noteworthy achievements during the last two years with regards to environmental sustainability include:

- Completed an Energy Assessment Audit of the Pinecrest Municipal Center, Pinecrest Community Center and all park buildings.
- Developed and implemented a Green Purchasing Policy.
- Practices Green Fleet procedures and techniques.

- Tree Protection ordinances are in place to preserve Village trees and canopies. The Village has been named a Tree City USA for five consecutive years.
- Established a LEED Credential Policy for Building and Planning Department staff.
- Education: Mayor’s attendance at “Gateway to Green” (Miami-Dade), Mayor’s Climate Protection Conference.
- The Village hosted a Going Green Conference in January 2010 with the purpose of educating the public of green initiatives.
- The Village hosts an annual Earth Day Festival that highlights green vendor booths and workshops free to the general public to disseminate information on how to reduce environmental impact.
- The Village entered into an educational compact agreement with the School Board that provided Green School Goals.
- Became FGBC Certified Green Local Government which addresses Village management, environmental impact and citizen education.
- Promote FGBC Green Development and Green Homes through the adoption of the Sustainable Green Building Ordinance and Green Land Development Regulations.
- The Transportation Advisory Committee is evaluating bike path and sidewalk connectivity.
- The Village established the Pinecrest People Mover, a bus circulator route throughout the Village.
- Became a member of the South Dade Green Corridor PACE project.

Performance Indicators

Percent Reduction in Energy Consumption & Use of Natural Resources
for Residents and Businesses by Measuring Carbon Footprint using ICLEI
Standards

The Village completed its first Community Greenhouse Gas Emission Report in May 2013 which established the baseline information in order to monitor effects of the Village’s effects of sustainable efforts on future emissions.		2010	2012
	eCO ₂	256,414	273,818
	Energy (kWh)	706,087,372	753,803,584

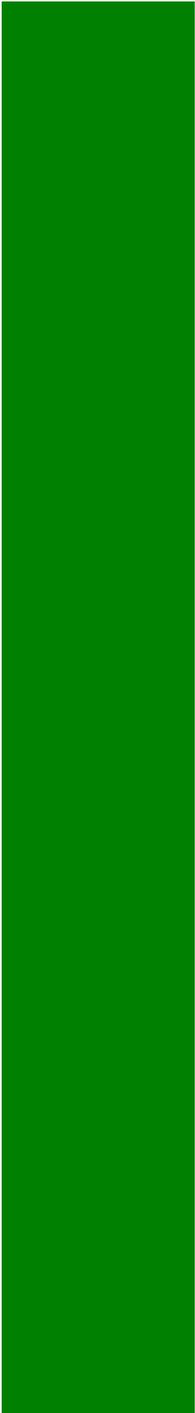
Percent Reduction in Energy Consumption & Use of Natural Resources

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13 to Date
Pinecrest Gardens				
Gallons of Water (% Change)	1,775,004	2,486,352 (40%)	1,115,268 (-55%)	807,092
Kilowatt Hours (% Change)	417,779	462,303 (11%)	482,071 (4%)	265,078
Community Center				
Gallons of Water (% Change)	1,029,248	792,132 (-23%)	1,234,200 (56%)	412,148
Kilowatt Hours (% Change)	408,611	454,851 (11%)	431,980 (-5%)	175,459
Evelyn Greer Park				
Gallons of Water (% Change)	120,428	126,412 (5%)	144,364 (14%)	66,572
Kilowatt Hours (% Change)	171,480	195,360 (14)%	202,440 (4%)	86,760
Suniland Park				
Gallons of Water (% Change)	78,512	264,044 (236%)*	496,672 (88%)	118,932
Kilowatt Hours (% Change)	175,133	176,130 (0.57%)	175,063 (-1%)	82,355
Coral Pines Park				
Gallons of Water (% Change)	120,428	105,468 (-12%)	296,208 (181%)*	32,912
Kilowatt Hours (% Change)	72,540	78,720 (9%)	74,840 (-5%)	33,840
Municipal Center				
Gallons of Water (% Change)	688,160	321,640 (-53.3%)	335,852 (4%)	172,040
Kilowatt Hours (% Change)	801,720	816,120 (2%)	783,060(-4%)	542,220

*Irrigation System improvements and new plantings requiring increased watering.

Section Five: Appendix B: 2013 Citizen's Survey Results





**VILLAGE OF PINECREST
MUNICIPAL SERVICES SURVEY
APRIL 2013**

**PMG Associates, Inc.
3880 NW 2 Court
Deerfield Beach, Florida 33442
(954) 427-5010**

**VILLAGE OF PINECREST
MUNICIPAL SERVICES AND
PLANNING SURVEY
APRIL 2013
EXECUTIVE SUMMARY**

The Village of Pinecrest retained the firm of PMG Associates, Inc. (PMGA) to create and complete a survey of the Village's residents to determine their attitudes and perceptions toward municipal services and a plan for the future. The survey was completed in April 2013 and was able to document attitudes, perceptions and opinions of the residents. The sample included a cross-section of the community.

METHODOLOGY

The survey instrument used for this engagement was designed by PMG Associates, Inc. of Deerfield Beach, Florida and included input and modification by the Village of Pinecrest.

The sample for this survey was generated using direct mail listings matched with current telephone numbers. This sample generated over 7,000 potential interview subjects. Later, random telephone selection within the universe resulted in the required sample size for this assignment (600). The sampling error associated with this random-sample survey was +/-5 percent at the 95 percent level of confidence.

Respondents were contacted by telephone by the PMGA staff to complete the survey. Telephone calls were made in the late afternoon and early evening during the week and during the day and the evening on the weekends in order to obtain a true representative sampling of the population. All respondents were first qualified to insure that they were in fact Village residents prior to initiating the survey. The staff focused on encouraging the respondents to provide their opinion in order to assist the Village in ascertaining perceptions regarding the delivery of services.

Quality control was achieved by examination of completed surveys prior to entry into the database for the statistical software package. The tabulations of the data resulted in preparation of tables defining the attitudes and perceptions of the public regarding the Village.

INTRODUCTION

This community survey addresses the general operation of the Village of Pinecrest and the desires and perceptions of the residents. The complete survey results follow this summary which provides the highlights of the survey as well as makes a comparison with the previous Village survey conducted in 2010. Where the questions in the two survey efforts are the same, this comparison is provided.

SURVEY RESULTS:

The overall value of services received by the Village of Pinecrest was rated as positive with 92.0% of the respondents whom gave a response stating that they felt that the value was Excellent or Good. This rating is identical to the rating from the 2010 survey. Although some categories evidenced an increase and others fell slightly, the overall change is within the margin of error for the survey.

Comparison of 2013 survey results with 2010 survey results

Areas of Inquiry	2013 Percent Positive	2010 Percent Positive
Value of Services received	92.3	92.0
Information provided by Village	90.0	91.5
Helpful employees	91.5	96.8
Village infrastructure	95.9	94.6
Village police service	92.0	90.3
Village codes and ordinances	95.0	92.0
Village Fire/Rescue service	97.9	98.7
Village code enforcement	81.0	79.8
Overall Percentage	92.0	92.0

Rating of Services

The respondents were asked to evaluate four different services provided to the residents. This evaluation first asked for the rating of the services as found in the Village and the second mode of inquiry asked the important of these services. In two cases (Bus or Transit Services and Services to Seniors), a large number of the respondents (167 of the 600) had little or no knowledge of the topic and could not provide an answer. The percentages shown for the ratings are only of those who could provide a response.

Category	Percent Positive	Percent Important
Traffic Enforcement	83.8	94.2
Bus or Transit Services	65.6	68.3
Services to Seniors	86.9	92.0
Services to Youth	92.5	95.4

Codes and Ordinances that regulate property

The respondents were asked their opinions regarding the existing codes in the Village regarding how strict these codes are on the use of their property. The results from the 2013 survey shows an increase in the percentage that believes the codes are too strict.

Response	2013 Percent	2010 Percent
Too strict	28.2	16.2
Just about right	66.8	75.8
Too loose	2.3	2.5
No Answer/Opinion	2.7	5.5

Sidewalks and Street Lights

Two lines of questioning were employed regarding sidewalks. The first asked if the respondent had a sidewalk in front of their house; and if not, would they want a sidewalk. Only 15.7% of the respondents already have sidewalks. Those persons without sidewalks were generally opposed to their installation (77.5%).

The second area of inquiry included all residents of the Village asking their attitudes toward sidewalk installation in various areas in the Village. The respondents were asked to provide a ranking from 5 (Strongly Agree) to 1 (Strongly Disagree) to represent their desires. A score of 3 would note the person is generally non-committal on the subject, where a score of 4 or 5 is positive and a score of 1 or 2 is negative.

The results in the following table indicate that adding sidewalks to all residential streets and to individual neighborhoods is not desired by the majority of residents of the Village. The inclusion of sidewalks leading to parks and adding bike lanes were slightly positive. These overall numbers include all residents and reflect those that currently have sidewalks as well as those who do not.

Statement	Average Score
Pinecrest should add sidewalks to all residential streets	2.22
Pinecrest should add sidewalks to all major through streets to connect Pinecrest's Parks	3.34
Pinecrest should add sidewalks to my neighborhood	2.16
Pinecrest should develop bikeways through the Village with designated bike lanes	3.12

The respondents were asked if Pinecrest should have streetlights and a slight percentage (52.7%) agreed with this position. These responses are further underscored with the responses of agreement (on a ranking of 5 to 1 as in the previous topic) to the statements regarding streetlights. The addition of streetlights on major intersections and major roadways was only slightly positive. Whereas the addition of streetlights on interior roads was negative.

Statement	Average Score
Pinecrest should add street lights at major intersections	3.30
Pinecrest should add street lights on major roadways	3.16
Pinecrest should add street lights on all interior roads	2.34

Traffic Calming

Most respondents did not see the need for traffic calming devices in the Village. Only 23.8% agreed that they were needed (21.0% in 2010).

Further questioning asked what type of traffic calming devices would be preferred, if the Village decided to employ such techniques. The most common response were Roundabouts, Speed Bumps and Stop Signs)

Parks and Recreation

Does the Village need more:	Yes
Passive Parks	41.5%
Active Parks	23.8%
Neighborhood Playgrounds	27.7%
Gymnasium	29.8%
Interior Children's Play Area	33.2%
Senior Center	33.8%
Dog Park	41.3%

Special Topics

Do you support the following topics

Positive

Acquire five-acre Horse Farm	64.7%
Restaurant at Cypress Hall	65.8%
Annexation	14.7%

Business Corridor

Respondents were asked about their perceptions of the US 1 Corridor in the Village regarding appearance and quality of businesses. The figures, when compared to the 2010 survey show a decline in appearance and a slight increase in quality of the businesses.

Topic	2013 Percent	2010 Percent
Appearance	77.0	82.0
Quality of businesses	90.0	87.3

CONCLUSIONS

The satisfaction with the Village and its ability to supply services is very high. Questions regarding the overall value of from the Village as well as individual services receive positive responses over 92%. These results indicate that the overall performance of the Village of Pinecrest meets or exceeds the expectations of the public.

A series of questions centered around the need for additional infrastructure of Sidewalks, Bikeways and Street Lights. The results from these questions were mixed without strong support for a single option. There was some support for sidewalks leading to Village Parks, but overall most residents did not want sidewalks in front of their homes. There was some consideration of streetlights at major intersections.

The issue of park and recreation facilities is addressed through the response to the questions concerning the amount of parks and recreation facilities in the Village. Most respondents stated that the Village did not need more athletic and recreational facilities. The type of facility that experienced the highest support was for Passive parks which garnered a 41.5% positive response.

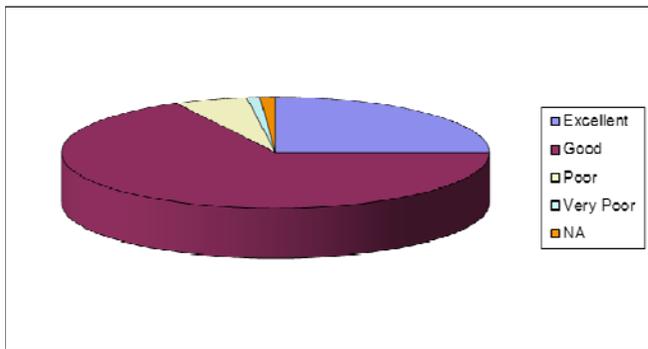
The residents of Pinecrest are not dissatisfied with the commercial area along US 1. Questions regarding appearance and the quality of the businesses located on this highway are positive at rates of 77.0% and 90.0% respectively.

**VILLAGE OF PINECREST
MUNICIPAL SERVICES AND PLANNING SURVEY
APRIL 2013**

The frequencies (Current Year Number) of the responses are provided in the tables that follow each question along with the percentage (Current Year Percentage) of the total responses for that question. Where the questions from this survey match the questions from the 2010 survey, the percentages of the responses for that survey are also provided (Previous Percent).

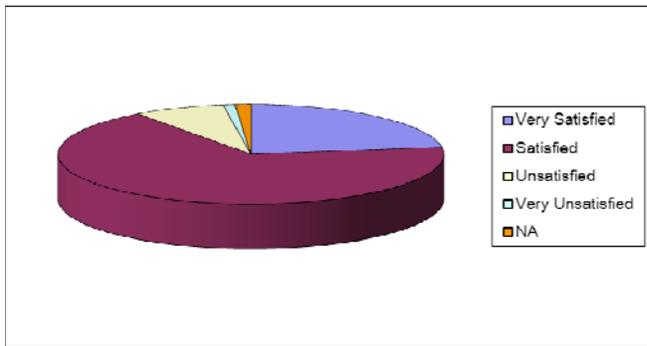
1) How would you rate the value of the services that you receive from the Village of Pinecrest for the tax dollars that you pay?

Response	Current Year Number	Current Year Percent	Previous Percent
Excellent Value	150	25.0	21.8
Good Value	404	67.3	70.2
Poor Value	33	5.5	1.5
Very Poor Value	6	1.0	0.5
No Answer/Opinion	7	1.2	6.0
Total	600	100.0	100.0



2) How satisfied are you with the amount and means of information provided by the Village?

Response	Current Year Number	Current Year Percent	Previous Percent
Very Satisfied	137	22.8	20.8
Satisfied	403	67.2	70.7
Unsatisfied	46	7.7	3.0
Very Unsatisfied	6	1.0	0.5
No Answer/Opinion	8	1.3	5.0
Total	600	100.0	100.0



3) If answers Unsatisfied or Very Unsatisfied..... How can we improve?

	<u>Number of Responses</u>
Get no info	25
Need to communicate better	8
Need to mail info	5
Bring back Pinecrest newspaper	4
Find a way to get info to me	3
Need to email info	3
Complaints not answered	2
Website is hard to navigate	1
Permit site is bad	1
Communication has worsened	1
No newsletter	1

4) What do you like most about living in Pinecrest?

(Respondents could give multiple answers, 29 respondents did not answer this question)

	<u>Number of Responses</u>		<u>Number of Responses</u>
Easy access	114	Family/friends nearby	8
Safe	102	Shopping	6
Quiet	95	Atmosphere	5
Neighborhood/community	69	My house	5
Schools	63	City services	4
Green space	49	No traffic	4
Parks	42	Not crowded/overbuilt	4
Large lots	40	Status/prestige	4
Beautiful	38	Activities	3
Neighbors/friendly people	35	Farmers market	3
Police	28	Library	3
Nice area	26	Housing prices	3
Clean	26	Low taxes	2
Community center	21	Transportation	2
Street/landscape maintenance	20	Code enforcement	1
Been here a long time	18	Not too close to downtown	1
Everything	16	No problems	1
Small town	14	Not gated community	1
Trees	14	New Publix	1
Local government	12	Positive things happening	1
Family friendly	11	Sidewalk	1
Private	10	Weather	1
Pinecrest Gardens	9		

5) What do you believe requires improvement in Pinecrest?

	<u>Number of Responses</u>
Improved lighting	50
More police/patrols	33
Sidewalks	28
Improved landscaping	25
Add water/sewer lines	15
Speeders	14
More and improved parks	13
Better maintenance of parks/government sites	12
Codes too Strict	12
Improve traffic	11
Better traffic enforcement	11
Better communication	10
City water	10
Building Permit process & building department	9

Question #5 Continued

	<u>Number of Responses</u>
Pinecrest Gardens needs maintenance	8
Better code enforcement	7
US 1 Construction	7
Improve council/politicians	5
Local Bus service not reliable	5
Lower speed limit	4
Vacant homes are a problem	4
Repave/improve streets	4
More mosquito control	4
More activities	4
Electric goes out frequently	4
More bike lanes	4
Improve community pool	3
Improve recycling	3
Improve drainage	3
Improve Recycling	3
Too many police	3
Improve response from City Hall Calls	3
Improve gym & community center	2
Improved pedestrian crossings	2
Underground utilities	2
Spending too much on soccer	2
No dog park	2
Improve appearance of businesses	2
Parking enforcement too much at Farmers' Market	2
Stop overzealous policing	2
Wants dog park	1
Improve tolerance for dog owners	1
Keep up with well checks	1
Add transit benches	1
Stop building projects	1
More citizen involvement	1
Respect citizens	1
Less crime	1
Improve maintenance at Pinecrest Elementary	1
More activities for seniors	1
Pick-up after pets	1
Move power lines underground	1

6) Have you come into contact with a Village of Pinecrest employee in the last six months?

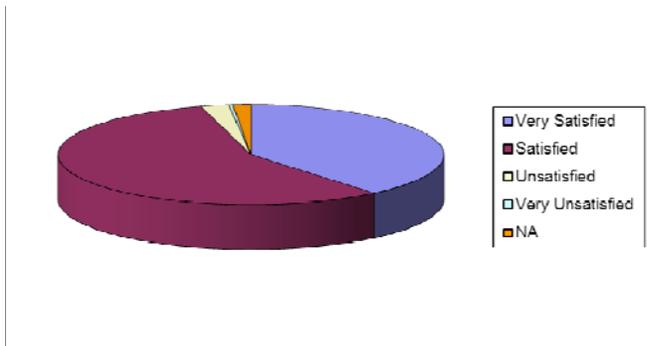
Response	Current Year Number	Current Year Percent	Previous Percent
Yes	284	47.3	39.0
No	316	52.7	61.0
Total	600	100.0	100.0

7) If YES... Regarding the employee that you encountered during your most recent contact with the Village... did that employee demonstrate a helpful attitude?

Response	Current Year Number	Current Year Percent	Previous Percent
Yes	260	91.5	96.8
No	24	8.5	1.9
No Answer	0	0.0	1.3
Total	284	100.0	100.0

8) How satisfied are you with how the Villages infrastructure (such as parks, roads, sidewalks and street signs) is maintained?

Response	Current Year Number	Current Year Percent	Previous Percent
Very Satisfied	234	39.0	37.8
Satisfied	341	56.9	56.8
Unsatisfied	14	2.3	3.2
Very Unsatisfied	2	0.3	0.2
No Answer/Opinion	9	1.5	2.0
Total	600	100.0	100.0



9) Please rate the following services in Pinecrest

Traffic Enforcement

Response	Number	Percent
Excellent	160	27.3
Good	331	56.5
Poor	65	11.1
Very Poor	30	5.1
Total	586	100.0

Bus or transit service

Response	Number	Percent
Excellent	41	9.5
Good	243	56.1
Poor	112	25.9
Very Poor	37	8.5
Total	433	100.0

Services to Seniors

Response	Number	Percent
Excellent	70	16.2
Good	306	70.7
Poor	37	8.5
Very Poor	20	4.6
Total	433	100.0

Services to Youth (such as park programming)

Response	Number	Percent
Excellent	138	26.4
Good	345	66.1
Poor	34	6.5
Very Poor	5	1.0
Total	522	100.0

10) Please rate the importance of the following services in Pinecrest

Traffic Enforcement

Response	Number	Percent
Very Important	247	41.2
Important	318	53.0
Not Important	29	4.8
No Answer/Opinion	6	1.0
Total	600	100.0

Bus or Transit Services

Response	Number	Percent
Very Important	101	16.8
Important	309	51.5
Not Important	172	28.7
No Answer/Opinion	18	3.0
Total	600	100.0

Services to Seniors

Response	Number	Percent
Very Important	200	33.3
Important	352	58.7
Not Important	34	5.7
No Answer/Opinion	14	2.3
Total	600	100.0

Services to Youth (such as park programming)

Response	Number	Percent
Very Important	287	47.9
Important	285	47.5
Not Important	14	2.3
No Answer/Opinion	14	2.3
Total	600	100.0

11) How satisfied are you with Pinecrest’s police service including response times?

Response	Current Year Number	Current Year Percent	Previous Percent
Very Satisfied	290	48.3	40.5
Satisfied	262	43.7	49.8
Unsatisfied	30	5.0	2.2
Very Unsatisfied	8	1.3	1.0
No Answer/Opinion	10	1.7	6.5
Total	600	100.0	100.0

12) If Unsatisfied or Very Unsatisfied... What are you unsatisfied with?

	<u>Number of Responses</u>		<u>Number of Responses</u>
Too much emphasis on speeding	9	Racial Profiling	1
No follow up	5	Crime bad in certain areas	1
Need more patrol	4	Vandalism	1
Slow response time	3	Not helpful	1
Too aggressive	3	Not skilled	1
No response	2	Rude	1
Many break-ins	2	Underestimated car damage in accident	1
Don’t enforce speed limit	2		
Too many police officers	2		

13) How satisfied are you with the service including response times provided by the Miami-Dade County Fire/Rescue Service?

Response	Current Year Number	Current Year Percent	Previous Percent
Very Satisfied	257	48.8	46.1
Satisfied	259	49.1	52.6
Unsatisfied	8	1.5	1.0
Very Unsatisfied	3	0.6	0.3
Total	527	100.0	100.0

* 73 Survey respondents would not answer this question as they were unfamiliar with the service or had not used the services,

14) If Unsatisfied or Very Unsatisfied ... What are you unsatisfied with?

	<u>Number of Responses</u>		<u>Number of Responses</u>
Slow response time	5	Fire truck went to wrong place	1
Dade County doesn’t do anything right	1	Horrible experience	1
Wife was taken to hosp. and got large bill	1		

15) Regarding Pinecrest codes and ordinances that regulate use of your property, would you say our rules are:

Response	Current Year Number	Current Year Percent	Previous Percent
Too strict	169	28.2	16.2
Just about right	401	66.8	75.8
Too loose	14	2.3	2.5
No Answer/Opinion	16	2.7	5.5
Total	600	100.0	100.0

16) How satisfied are you with the level of the Village's Code Enforcement?

Response	Current Year Number	Current Year Percent	Previous Percent
Very Satisfied	73	12.2	13.0
Satisfied	413	68.8	66.8
Unsatisfied	62	10.3	5.8
Very Unsatisfied	18	3.0	1.2
No Answer/Opinion	34	5.7	13.2
Total	600	100.0	100.0

17) Do you have a sidewalk in front of your home?

Response	Number	Percent
Yes	94	15.7
No	506	84.3
Total	600	100.0

18) If No, do you want a sidewalk in front of your home?

Response	Number	Percent
Yes	104	20.5
No	392	77.5
No Answer/Opinion	10	2.0
Total	506	100.0

19) On a scale of “strongly disagree”=1 to “strongly agree”=5, please indicate your position on the following: Average score listed

(For these questions, a statement was made and the respondents were asked to provide a ranking that corresponded with their degree of agreement or disagreement with that statement. The ranking averages are provided here. A ranking of 3 would be an average score signifying that the respondent did not have a definitive position on the statement.)

Statement	Average Score
Pinecrest should add sidewalks to all residential streets	2.22
Pinecrest should add sidewalks to all major through streets to connect Pinecrest’s Parks	3.34
Pinecrest should add sidewalks to my neighborhood	2.16
Pinecrest should develop bikeways through the Village with designated bike lanes	3.12

20) Do you feel Pinecrest should have streetlights?

Response	Number	Percent
Yes	317	52.7
No	281	46.8
No Answer/Opinion	2	0.3
Total	600	100.0

21) On a scale of “strongly disagree”=1 to “strongly agree”=5, please indicate your position on the following: Average score listed

(For these questions, a statement was made and the respondents were asked to provide a ranking that corresponded with their degree of agreement or disagreement with that statement. The ranking averages are provided here. A ranking of 3 would be an average score signifying that the respondent did not have a definitive position on the statement.)

Statement	Average Score
Pinecrest should add street lights at major intersections	3.30
Pinecrest should add street lights on major roadways	3.16
Pinecrest should add street lights on all interior roads	2.34

22) Do you feel that the Village has the need for traffic calming devices?

Response	Current Year Number	Current Year Percent	Previous Percent
Yes	143	23.8	21.0
No	448	74.7	77.0
No Answer/Opinion	9	1.5	2.0
Total	600	100.0	100.0

23) If yes, which type of traffic calming technique do you prefer (can give multiple answers)?

Response	Number	Percent
Roundabouts	93	65.0
Speed Bumps	72	50.3
Stop Signs	45	31.5
Other	9	6.3

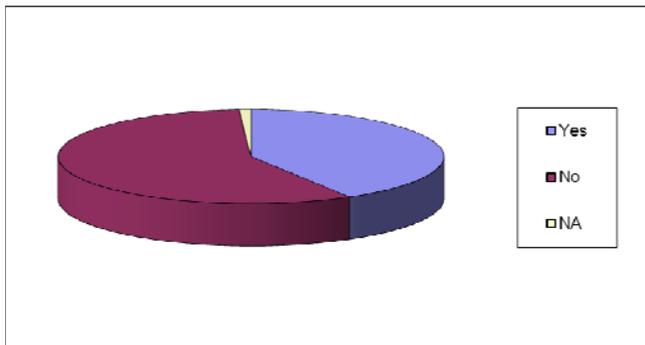
*Percents are out of 143 respondents that indicated they were in favor of traffic calming techniques. Since many respondents provided multiple answers, the percentages equal more than 100%.

Other:

Police	5
School Zones	3
Large sign on 128 th St	1

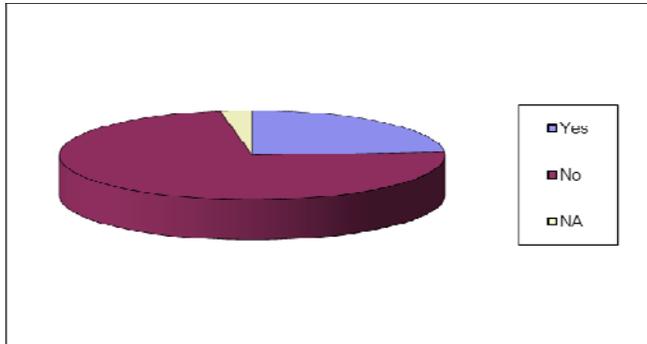
24) Is there a need for more passive parks (green space, picnic areas)?

Response	Current Year Number	Current Year Percent
Yes	249	41.5
No	345	57.5
No Answer/Opinion	6	1.0
Total	600	100.0



25) Is there a need for more active parks (ball fields)?

Response	Current Year Number	Current Year Percent
Yes	143	23.8
No	441	73.5
No Answer/Opinion	16	2.7
Total	600	100.0



26) Is there a need for neighborhood playgrounds?

Response	Current Year Number	Current Year Percent
Yes	166	27.7
No	424	70.6
No Answer/Opinion	10	1.7
Total	600	100.0

27) Is there a need for a gymnasium (multi-purpose) at the Community Center at the Pinecrest Gardens Complex?

Response	Current Year Number	Current Year Percent	Previous Percent
Yes	179	29.8	18.3
No	397	66.2	78.5
No Answer/Opinion	24	4.0	3.2
Total	600	100.0	100.0

28) Is there a need for an interior children’s play area at the Community Center?

Response	Number	Percent
Yes	199	33.2
No	377	62.8
No Answer/Opinion	24	4.0
Total	400	100.0

29) Is there a need for a senior center?

Response	Number	Percent
Yes	203	33.8
No	369	61.5
No Answer/Opinion	28	4.7
Total	600	100.0

30) Is there a need for a dog park?

Response	Current Year Number	Current Year Percent	Previous Percent
Yes	248	41.3	52.0
No	340	56.7	41.8
No Answer/Opinion	12	2.0	6.2
Total	600	100.0	100.0

31) Should the Village acquire the five-acre “horse farm” property at SW 72nd Avenue and SW 96th Street for use either as a park or for an unspecified future purpose such as a Senior Center?

Response	Number	Percent
Yes	388	64.7
No	175	29.1
No Answer/Opinion	37	6.2
Total	600	100.0

32) Do you support the restoration of the restaurant operations in Cypress Hall space at Pinecrest Gardens?

Response	Number	Percent
Yes	395	65.8
No	163	27.2
No Answer/Opinion	42	7.0
Total	600	100.0

33) Should the Village consider the possibility of annexation? (No specific area is being considered at this time)

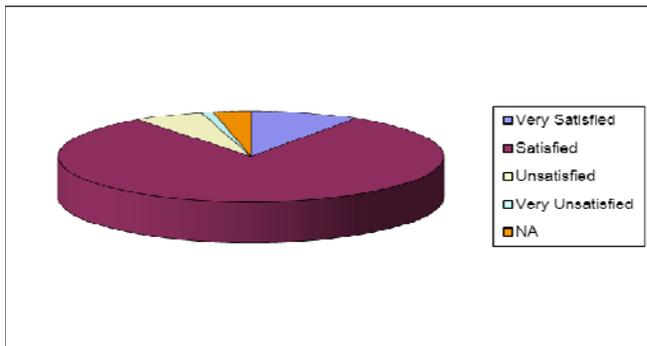
Response	Number	Percent
Yes	88	14.7
No	468	78.0
No Answer/Opinion	44	7.3
Total	600	100.0

34) How would you rate the U.S. 1 commercial corridor located in the Village of Pinecrest for appearance?

Response	Current Year Number	Current Year Percent	Previous Percent
Excellent	26	4.3	6.5
Good	436	72.7	75.5
Poor	111	18.5	13.8
Very Poor	15	2.5	1.5
No Answer/Opinion	12	2.0	2.7
Total	600	100.0	100.0

35) How would you rate the US 1 commercial corridor located in the Village of Pinecrest for types, variety and quality of businesses that you desire?

Response	Current Year Number	Current Year Percent	Previous Percent
Excellent	55	9.2	10.0
Good	485	80.8	77.3
Poor	35	5.8	9.0
Very Poor	6	1.0	0.2
No Answer/Opinion	19	3.2	3.5
Total	600	100.0	100.0



36) If poor or very poor... What would you like to see?

	<u>Number of Responses</u>		<u>Number of Responses</u>
Better appearance	12	Less strip clubs/adult stores	2
High end/nicer restaurants	12	Too many car dealerships	2
Better landscaping	6	Bookstore	1
More variety	7	Less congested	1
More small businesses	3	Add trash receptacles	1
Add supermarket	2	Add sidewalks	1
Better shops	2	Add more lanes	1
Make more trendy	2	Less construction	1

37) How long have you lived in Pinecrest or the area that is now Pinecrest?

Response	Current Year Number	Current Year Percent	Previous Percent
One year or less	6	1.0	0.2
Between 1 year and 5 years	50	8.3	7.0
Between 6 years and 13 years	180	30.0	35.0
Between 14 years and 20 years	118	19.7	21.5
Over 20 years	241	40.2	36.3
No answer	5	0.8	0.0
Total	600	100.0	100.0

38) How many children under the age of 17 are in your household?

Average 2013 survey 0.81 per household	Average 2010 survey 0.99 per household
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39) What is your age range?

Response	Current Year Number	Current Year Percent	Previous Percent
18 to 25	1	0.2	0.0
25 to 35	11	1.8	4.2
35 to 55	276	46.0	45.5
55 to 65	158	26.3	26.8
Over 65	150	25.0	23.3
No Answer	4	0.7	0.2
Total	400	100.0	100.0