



MEMORANDUM

OFFICE OF THE VILLAGE MANAGER



Yocelyn Galiano Gomez, ICMA-CM
Village Manager

DATE: March 29, 2012
TO: The Honorable Mayor and Members of the Village Council
FROM: Yocelyn Galiano Gomez, Village Manager
RE: FY 2010 Strategic Plan Update

At the January 10, 2012 regular meeting, the Village Council requested that staff prepare an update to the Village's Strategic Plan specifically with regards to the Key Intended Outcomes. A status on each priority area is attached.

Over the past two years, the Village's administration has taken great strides to achieve the goals and priorities established by the Village Council in the Strategic Plan.

It is my intent to include funding in the proposed Fiscal Year 2012-13 Budget for a community survey to once again gauge the satisfaction of residents with our municipal services.

/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

- Maintain healthy reserves.
- Maintain the millage rate at an acceptable level to maintain continued high quality services.
- 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.

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 \$2,730,000.

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 to date:

Activity	Projected Savings
Conversion of the Teen Room at the Community Center into a Spinning Facility	\$140,000 - \$175,000
Police Department Reorganization	\$85,000
Bond Refinancing	Current fiscal year = \$2,000 10 years will experience a cumulative savings of \$763,677.
Liability Insurance Rebid	\$70,000
Foreclosed Homes Registration	\$21,000
Impact Fees Adopted to Date	\$10,000
Solid Waste Impact Fee	\$40,000

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 Projected	\$4,125,000*

*During the adoption of the FY 2011-12 the Village Council established a designation of \$2,730,000 of assigned reserves as follows: \$1,000,000 for emergency operations and 10% of budget in order to maintain an AAA Standard and Poor's credit rating. The total fund balance is \$6,855,000.

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%

Percentage of Change from New Revenue Sources

	Month to Date	YTD	
Pinecrest Gardens			
Fiscal Year 2009-10	\$ 27,417	\$ 124,670	
Fiscal Year 2010-11	\$ 78,275	\$ 311,539	149.89%
Fiscal Year 2011-12	\$ 129,602		65.57%
Community Center			
Fiscal Year 2009-10	\$ 141,305	\$ 503,565	
Fiscal Year 2010-11	\$ 178,109	\$ 612,161	21.57%
Fiscal Year 2011-12	\$ 206,739		16.07%

Number of Transactions on Village Website for E-business

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12 (6 Months)
Building Inspection Requests	0	477	578
Permit & Licensing In-House Payment Activity	0	650	563
Permit & Licensing Web Credit Card Activity	0	125	92
Building & Planning Web-based Transaction	0	8	0
Parks & Recreation/Pinecrest Gardens	0	304	396

Number of Interactions with Social Media

	Web Site	E-mail	Facebook	Twitter

	Visits	Subscribers	Likes	Followers
2010-11	227,872	869	208	87
2011-12	110,575*	921	340	154

*6 month figure

Maintain a 90% Positive Rating with Amount of Information Provided

2010 Community Survey Results	91.5% Positive Rating
2013 Community Survey Results	N/A

Maintain a 95% Positive Rating with Employee Service

2010 Community Survey Results	96.8% Positive Rating
2013 Community Survey Results	N/A



Security and Pedestrian Safety

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

Key Intended Outcomes

- Maintain an effective and high standard police force.
- Evaluate where pedestrian safety needs to be enhanced.
- 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.
- Expand the sidewalk initiative to connect neighborhoods to parks in year 2.

The Pincrest 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. 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.

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 will be submitted for grant funding to the Miami-Dade County School Board by April 2012.

The Transportation Advisory Committee has been working with the Village’s staff to develop a recommendation that is to be presented to the Village Council at the April 2012 regular meeting with regards to the establishment of bicycle routes and lanes along specific public right-of-ways.

Performance Indicators

Percent Satisfaction with Police

2010 Community Survey Result	90.3%
2013 Community Survey Result	N/A

Percent Change in Crime Rates

Fiscal Year 2009-10	
Fiscal Year 2010-11	+20.2%
Fiscal Year 2011-12 (5 Month Comparison)	-2.2%

Percent Increase in Pedestrian Safety & Perception of Safety

2010 Community Survey Result	16.8% Liked Safety Most About Pinecrest
2013 Community Survey Result	N/A

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 will be submitted by April 15, 2012.

Successful Implementation of the Safe Routes to School Program Recommendations

This performance indicator is dependent on funding approved through the grant that will be submitted to the Miami-Dade County School Board in April 2012.



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

- 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.
- 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 140 homes in pre-foreclosure.

On February 28, 2012, the Village Council approved a contract with planning consultants, C3TS, to facilitate one or more public planning charettes as necessary to complete the

development of a vision and community consensus with regard to the future development, redevelopment, beautification and enhancement of the established Pinecrest Parkway (US 1) commercial corridor; and to develop strategies, goals, and objectives for realization and implementation of the community's vision for the US 1 Corridor as redevelopment occurs. This exercise which will commence in March 2012 and take approximately six months to complete will also review the land development regulations for the US 1 corridor and provide recommendations.

Two years ago, the Village Council secured the services of 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 sometime in the spring of 2013.

On February 21, 2012, Village Council approved proposed amendments to the Land Development Regulations at first reading 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	N/A

Number of New Trees Planted

Fiscal Year 2009-10	136
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Fiscal Year 2010-11	168
Fiscal Year 2011-12 to date	23

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	N/A

Percentage Increase in Citizen Satisfaction Rating Regarding Codes and Ordinances

2010 Community Survey Result	75.8% Responded Codes Are Just About Right 91.9% Satisfied with Level of Code Enforcement
2013 Community Survey Result	N/A



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

- Provide public water to all Pinecrest residents and seek support from the State and Federal Government as the Village's highest priority lobbying effort.
- Evaluate recommendations from the Community Center Operations Audit and develop programs and plans based on these recommendations.
- Develop long-term vision 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.

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, funding has not been identified at this time. This is an ongoing goal.

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 has been established by adding 90-day and monthly memberships. A

marketing plan has been introduced to the Pinecrest Community Center Advisory Committee and \$25,000 has been added to the budget to implement the marketing plan. The Parks 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, up-date 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 is in the process of implementation.

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.

Performance Indicators

Percent Satisfaction with Park Facilities

2010 Community Survey Results	94.6% Satisfied
2013 Community Survey Results	N/A

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 to date	2,695 *6 Month Data



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

- 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.
- To strengthen our community, explore opportunities for community-wide events and seek sponsorship.
- Evaluate recommendations from the Banyan Bowl Study.
- Facilitate arts in public places and gallery events.

The Village is in the process of developing a comprehensive Strategic Plan for Pinecrest Gardens that combines the existing Botanical Plan, Management Plan, Business Plan and Master Plan. This document will provide 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 programing; increased membership and volunteer opportunities; and a strategy for reducing the gap between revenues and expenditures. During this Fiscal Year, staff has unveiled an extensive array of programs that are revenue generating such as the following special events/programs: Jazz Series, Flamenco, Garden Cinema, Orchestra Miami, Alhambra Orchestra and Greater Miami Symphonic Band. Some of the other most notable achievements in the last year include:

- Educational programs that include ROOTS (Restoration of the Outdoors Organized by Teen Students).
- Butterfly Garden program developed for Autistic children.
- 24 lectures a year (two a month) on horticultural topics.
- Developing a historical lecture series.
- 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 two plant societies: the Bonsai Society and the Native Plant society.
- Reinstated an admission program to the park that has morphed into a full-blown membership program.
- Launched a volunteer program that has been extremely successful in its first year. We have about 35 volunteers that work in the Garden in a number of different capacities including horticulture, office personnel, docent, Banyan Bowl ushers and greeters at events.

The Village is currently analyzing the possibility of a food service operation at Pinecrest Gardens in the Cypress Room. The Village staff has held numerous meetings with developers, architects, restaurateurs, and caterers in anticipation of developing a recommendation for the Village Council's consideration which is expected to take place in the spring 2012. In the short term, the Village has expanded the menu in the existing concession stand to give it a broader appeal, and have hired Thierry Catering during Banyan Bowl Events to provide a concession service.

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 two years:

- Howl-O-Ween Pet Festival
- Holiday Festival and Gift Bazaar
- The Big Gig: an All-Youth Performing Arts festival
- Latin Spice Food Festival
- Bonsai Society Festival

An evaluation of the AMS Banyan Bowl Study was completed which resulted in a paired down approach to implementing improvements to the stage in the Banyan Bowl.

The Village is in the process of investigating 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	\$ 124,669	9.83%
Fiscal Year 2010-11	\$ 1,563,070	\$ 311,539	19.9%
Fiscal Year 2011-12*	\$ 1,548,800	\$ 166,841*	10.8%

*Represents 6 month figures.

Attendance at Pinecrest Gardens

Fiscal Year 2009-10	N/A
Fiscal Year 2010-11	43,305
Fiscal Year 2011-12 to date	14,266

Attendance Rates at Special Events and Programs

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12*
Movie Nights	N/A	284	423
Jazz Concerts	N/A	2,250	3,231
Classical/Dance/Theatre	N/A	600	1,222
Horticulture Series	N/A	60	112
Howl-O-Ween	N/A	1,800	TBA
Taste of Pinecrest	3,100	3,000	3,200
Garden Soiree	250	280	275
Food Truck Invasion	N/A	N/A	5,600
Farmers Market	3,500	36,000	28,000
The Big Gig	N/A	500	1,000

*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 to date	380 44%

Percent Increase in Attendance at Community Events

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
Eggstravaganza	2,259	2,184	TBD
Backyard Paradise	1,804	1,804	N/A
Holiday Festival	N/A	2,400	N/A
Latin Spice Food Festival	N/A	N/A	2,100
Fine Art Festival	7,500	16,000	17,800
Earth Day Festival	3,000	3,500	TBA

PINECREST
green
initiative



Environmental Sustainability

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

Key Intended Outcomes

- Investigate creating a sustainable and energy efficient land development code
- Change operations to be more energy efficient
- Retrofit municipal buildings for energy efficiency
- Encourage or require more landscape of commercial corridor.
- 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 four 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

This goal is currently being undertaken by the Village Manager’s Office.	
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Percent Reduction in Energy Consumption & Use of Natural Resources

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12 To Date
Pinecrest Gardens			
Gallons of Water (% Change)	349,316	522,104 (49.46%)	319,396 (-38.83%)
Kilowatt Hours (% Change)	12,000	10,440 (-13.00%)	13,080 (25.29%)
Community Center			
Gallons of Water (% Change)	1,029,248	792,132 (-29.93%)	789,140 (-3.79%)
Kilowatt Hours (% Change)	34,074	38,853 (14.03%)	37,312 (-3.96%)

Evelyn Greer Park

Gallons of Water (% Change)	120,428	126,412 (4.97%)	82,280 (-34.91%)
Kilowatt Hours (% Change)	171,480	195,360 (13.93%)	73,920 (-62.16%)

Suniland Park

Gallons of Water (% Change)	78,512	264,044 (236.31%)*	198,968 (-24.65%)
Kilowatt Hours (% Change)	175,133	176,130 (0.57%)	64,536 (-63.35%)

Coral Pines Park

Gallons of Water (% Change)	120,428	105,468 (-12.42%)	23,936 (-77.30%)
Kilowatt Hours (% Change)	72,540	78,720 (8.52%)	22,620 (-71.27%)

Municipal Center

Gallons of Water (% Change)	688,160	321,640 (-53.3%)	70,312 (-78%)
Kilowatt Hours (% Change)	56,150	52,020 (-7.37%)	50,280 (-3.34%)

*Irrigation System improvements.