



**PINE LAKE COMMUNITY  
VISIONING SUMMARY  
REPORT August 18. 2013**

Submitted November 1. 2013





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# EXECUTIVE SUMMARY

On August 18, 2013 the City of Pine Lake held a Community Visioning Retreat with three key goals:

- Confirm a vision for the city for the purpose of strategic planning and long range budgeting
- Develop a path toward creating a 3-5 year budget for the City
- Identify concrete priorities and clear, actionable outcomes

The Retreat, facilitated by staff from the Community Development Division of the Atlanta Regional Commission, focused on four components.

- I. **Community Ideals:** As participants arrived, they were asked to share their ideals by writing them on post-it notes and placing them on posters designed for that purpose. The results are transcribed in the Community Ideals section of the Report.
- II. **Community Perceptions:** Participants used electronic voting to respond to a series of questions about Pine Lake. Questions were developed from the city's plans and codes, and the exercise was designed to get residents to think about facts vs. perceptions in their community. The results of the voting, as well as the notes from the discussion about perceptions of the community are included in the Community Perceptions section of this Report.
- III. **SWOT Analysis:** Participants broke into four small groups and completed an analysis of Strengths and Weaknesses, Opportunities and Threats for the city. Each group presented their analysis, identifying points of consensus and dissent. The results of this are presented in the SWOT Analysis section of this Report.
- IV. **Prioritization Outcomes:** Based on the SWOT Analysis, each group developed their top priorities for the community and organized them into four broad categories:
  - Community Improvements
  - Natural Resources
  - Community Services
  - Economic Development

These priorities were written on post-it notes and placed on posters designed for this purpose. Participants were given dots to vote on their individual top priorities. All votes were tabulated and top priorities identified. Additionally, by show of hands, participants were asked to identify which category they had the most enthusiasm to support personally, and this is identified in the Community Support portion of this exercise. Participants also scribed their names next to specific tasks they would be willing to take on after the Retreat, so the Council would not have to bear the burden of implementation alone. All is recorded in the Prioritization Outcomes section of this Report.



# COMMUNITY IDEALS

## I d e a l s

*write a word/ words that  
articulate your ideals for  
Pine Lake*

*Solvency*

*“Brand” Protection (Small Houses,  
Healthy Lake, Peculiar People)*

*Creative Reputation*

*Collective care & awareness of  
environment*

*Welcoming*

*A place where artists can thrive & feel  
valued*

*Participation in democracy*

*Strong commitment to:*

- o Community*
- o Accountability*
- o Responsiveness*
- o Equality*
- o Diversity*
- o Fairness*
- o Git'er done awreddy!*
- o Fun!*

*Democracy*

*Equality*

*Community*

*Honesty*

*Cared For*

*Diverse*

*Independent*

*Inclusive Community*

*Safe For All*

*Financially Fit*

*Supportive of People Who Want to  
Renovate Homes*

*A Place of Retreat from the “noise” of the  
world around*

*A real commercial district*

*Ecology/ Education Destination*

*Arts & Culture Notoriety*

*Perceived by Others as a Progressive City*

*Fiscal Stability and Sustainability*

*Intentional Diversity*

*A city that is clean & well kept. A city  
that we can be proud to have visitors  
come to.*

*A policy Dept. that does community  
policing and citizens that admit when  
they have done wrong.*

*Monetize some activities to help the city  
be more fiscally stable*

*Clarify how each activity supports the  
culture of the city*

*Define events that help make our city a  
destination*

*Fiscally Sound*

*Generous*

*Excellent City Services*

# COMMUNITY IDEALS

## I d e a l s

*write a word/ words that  
articulate your ideals for  
Pine Lake*

*Fiscally Responsible & Solvent*

*Clean Streets*

*Creative Moments*

*Better Schools*

*Beauty*

*Better care of public spaces*

*Fair*

*Inclusive*

*Maintaining Beauty*

*Safe*

*Welcoming*

*Efficient*

*Clear*

*Humane*

*Community Minded*

*Nature/ Beauty*

*Friendly*

*Safe*

*A good member of the area communities  
– Stone Mountain, Clarkston, Scottdale,  
etc*

*A good neighbor to our neighbors outside  
of Pine Lake*

*Our prosperity depends on our mini-  
region*

*Thoughtful*

*Understanding that we are governed by  
those among us brave enough to take up  
the challenge*

*Willing to take reasonable risks*

*Free-flowing communication*

*Lots of avenues for incomes to the city*

*Abundance*

*Vibrant arts room for gathering*

*Public spaces inviting community*

*Happy children:*

- *Camp*
- *Opportunities to shine and play*
- *PLAIN activities*
- *Lighting of the lake performance*

*Intersections and involvement with  
larger community: Place of opportunity &  
resource*

*Safe:*

- *Children play and walk at night*
- *Stroll around*
- *Open, welcoming spaces*

*Green, Clean and Growing:*

- *Gardens*
- *Luscious yards*
- *Bees & birds*
- *Many gardens*
- *Abundance of food*
- *HEALTHY lake*

# COMMUNITY IDEALS

## SUMMARY

Based on the Ideals shared on the posters, five core themes jumped out as recurrent ideas.

- Pine Lake is a creative and diverse community.
- Pine Lake is a community that values its natural and built environment.
- Pine Lake values the preservation of its unique, sometimes eclectic, community aesthetic.
- Pine Lake is a community that is mindful of inclusiveness.
- Pine Lake aspires to be a sound, safe, and solvent community, affording unique opportunities for direct participation in government that may be limited in larger jurisdictions.

## MEETING NOTES

### **Creative/Diverse**

- First thing to say
  - Sparks interest
  - Cause of pride/excitement
- Self-expression is valued here
  - Yard art
  - Musicians
- Socioeconomic diversity – needs to be protected

### **Environment**

- Lake, wetlands, yards, tree canopy
  - Creativity in yards
  - Conflict in zoning
  - Share a vision for the environment
  - Connects with watershed
  - Model community for water quality
  - Small houses, socioeconomic diversity, less runoff, clean lake
  - Land use plan focuses on lake

### **Aesthetics**

- “We know where you live” – familiarity
- Know your neighbors – is that a good thing?
- The world has to slow down
- Welcoming – we know many of us, but not all
  - Where is the untapped potential (volunteers)
  - Small group does everything

### **Community**

- Upside and downside



# COMMUNITY IDEALS

- Upside for those who feel accepted; downside for those who don't
- What if you're not a "creative"?
- "Ordinary people" – who is that?
- Some people are creative in different ways – ex. administrative – ideas are advanced
- Are non-creative folks not volunteering because they think there is no place for them?
- The audience is what makes the art possible

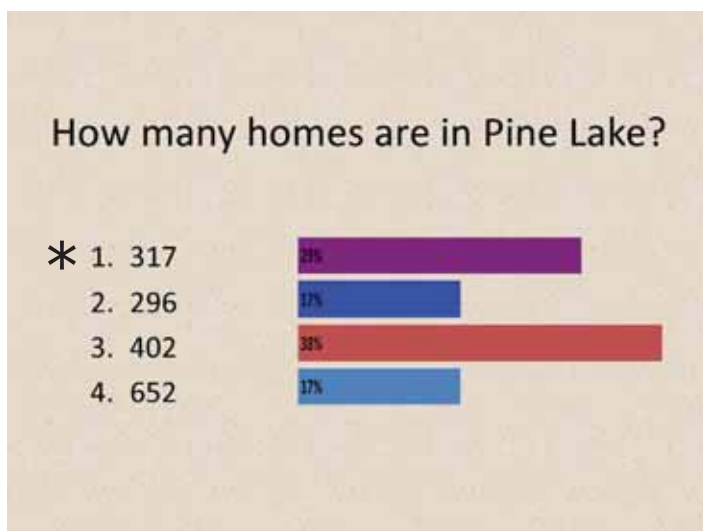
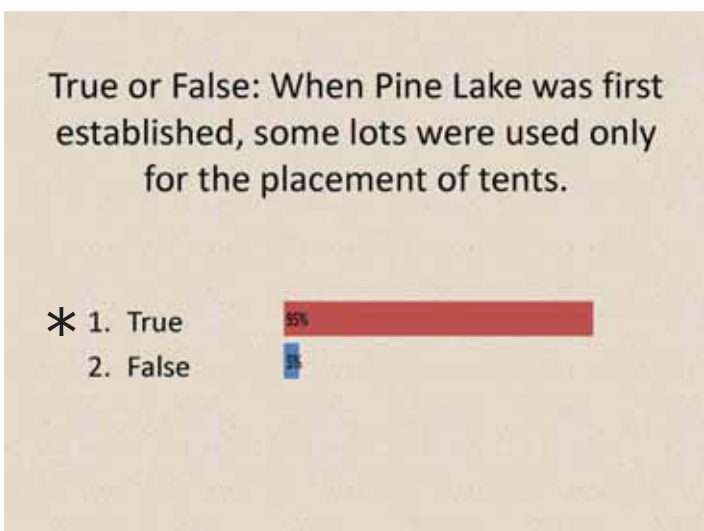
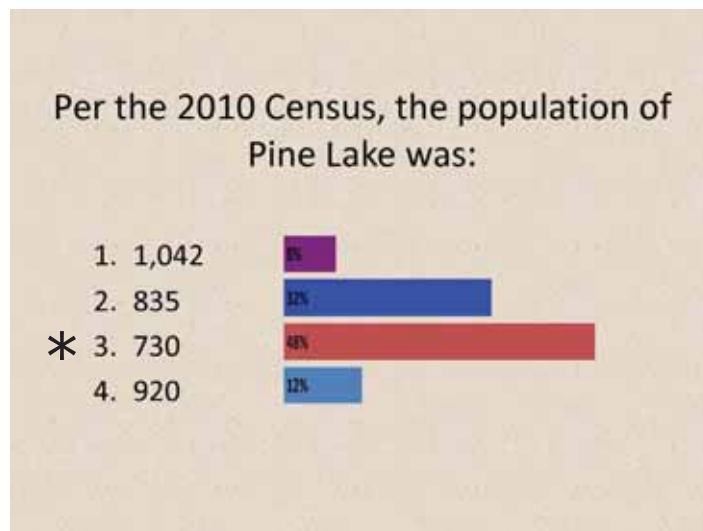
## **Fiscal responsibility/public safety**

- Source of friction?
- "Police shouldn't bother me" mentality
- Fiscal solvency shouldn't impact me
- Balance – everyone loves the city but difficult to administer
- "Build a larger we"
  - Artists are a small percentage of the community, but everyone is creative – need to melt all these lines
- No more we/they conversations
- Enjoy the diversity
- What is the community we are building
- Live out the American ideal
- Recognition of the fact that there are introverts
  - Can be supportive without doing – just be
- Microcosm of what good community could be
- Modeling – petri dish – an experiment that could be a model for other communities – federal agencies could like
- There are people who just live here, no desire to get involved – part of the "we" too
- People in need in this community also part of the "we" – physical and financial needs
- In the middle of a huge shift in attitude toward government
  - "What can the City give us?" (City benevolent) versus
  - "How can we feed the operation that keeps this going? How can I offer something to the City?"
- Fiscal conundrum needs to be addressed
  - U.S. economy shifted – what used to work doesn't work anymore
- "Building a larger we" – municipality vs. private club
- Municipality has basic responsibilities to citizens and vice versa

# COMMUNITY PERCEPTIONS

## SUMMARY

Participants used electronic voting to respond to a series of questions about Pine Lake. Questions were developed from the cities plans and codes, and the exercise was designed to get residents to think about facts vs. perceptions in their community.



\* indicates the correct answer to each question

# COMMUNITY PERCEPTIONS

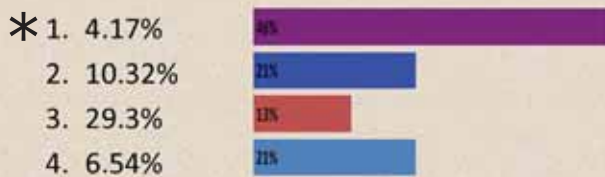
Per the 2006 Comprehensive Plan update, how much of the City's tax base comes from residential properties?



The 2010 population of DeKalb County was:



In 2012, what percentage of police citations were issued to citizens with Pine Lake addresses?



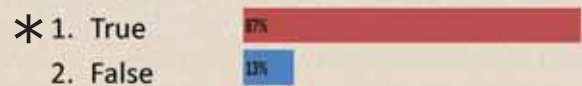
Which of the following is NOT a service provided by the City of Pine Lake?



How many cars per day does Rockbridge Road handle?



True or False: The City of Pine Lake established a municipal stormwater authority in 2005.



# COMMUNITY PERCEPTIONS

## SUMMARY

The issue of community policing dominated the discussion relating to community perceptions. It is recommended that a subsequent retreat or workshop with representatives from the police force be scheduled.

## MEETING NOTES

- Police
  - Should we try to combat the negative perception?
  - Voice from another community might help diffuse the perception
  - Questions around whether or not the City can ticket on Rockbridge Rd – no radar capability, is there enough distance on Rockbridge to issue a ticket?
- “Look at where we want to go” – focusing on creating a positive future
- Larger percentage of people satisfied with the City (a vocal minority is being heard?)
- Diffuse negative perceptions through interaction with people outside Pine Lake – ex. Lake Fest
- Is the Police Department part of our “we”? (referring back to Mayor de Nobriga’s comment that part of the purpose of the workshop was to “build a bigger we”)
- This (police issue) impacts our economic development
- Reality: PL is small community with great access to local government, but there is this perception of limited accessibility
- Complex connections with surrounding communities: Memorial Drive with its associated blight and crime
- Perception that PL is a diverse city (some socioeconomic diversity)
- Non-caucasians experience a lacking sense of welcome
- Diversity is greater in the apartment complexes
- Perception that zoning is in place to shut down creativity; is inconvenient
- Public vs. private space – beach access is example
  - Beach for use by non-residents?
  - How to assess fees to users who are not PL residents?
  - This issue fed by fears of existing residents that their needs are not being met?
- Internet chatter on purpose/motives of police
- Demeanor of officer in issuing citations important
  - Example of speeding ticket in Decatur – pleasant experience
- What if PL had no police force? Or a community-based policing arrangement?
- Code enforcement citations for a messy yard?
  - Perception that the small things are being addressed, but larger ones are not
  - City has preference for plantings over grass
  - Better to issue a warning in some instances vs. a citation?
- Selective code enforcement – need consistency

# SWOT ANALYSIS



## Strengths

A Wordle, or word cloud, was created by summarizing key words and ideas from all four groups. The words that appear the largest are the ones that show up most frequently, and may infer something about their relative value to the community. The key words that stand out as **Strengths** for the community underscore the value attached to the natural and built environment, as well as the community's sense of place, its history, and its unique sense of identity.



# SWOT ANALYSIS



## Weaknesses

A Wordle, or word cloud, was created by summarizing key words and ideas from all four groups. The words that appear the largest are the ones that show up most frequently, and may infer something about their relative value to the community. Many of the ideas identified as **Weaknesses** reflect limitations on the community, or elements that are out of the community's control. In addressing issues identified as weaknesses, it may be constructive to think about allocating time and resources to those things that can be more readily changed, versus other things that will require a long term commitment to change.

# SWOT ANALYSIS



## Opportunities

A Wordle, or word cloud, was created by summarizing key words and ideas from all four groups. The words that appear the largest are the ones that show up most frequently, and may infer something about their relative value to the community. It is interesting to observe that some of the same issues identified as Weaknesses are also seen as **Opportunities**. In addition to expressing a similar attachment to the physical place that was reflected in the Strengths analysis, participants articulated a desire for more actions and programming around physical spaces as the real opportunity.

# SWOT ANALYSIS



## Threats

A Wordle, or word cloud, was created by summarizing key words and ideas from all four groups. The words that appear the largest are the ones that show up most frequently, and may infer something about their relative value to the community. Issues identified as **Threats** to the community seem more localized – and perhaps more manageable in the short term – than issues identified as weaknesses. Working to address or overcome some of the issues identified as Threats may start the community down the longer path of redressing some of the larger weaknesses.

# SWOT ANALYSIS

## MEETING NOTES

Because the word clouds are based on a summary of key words and ideas of each group compiled together, a transcript of each is included here as well.

### Group A SWOT Analysis:

#### Strengths:

- Volunteerism – committed people
- Beauty of Land and Environment
- Community Activities
- Safe Community
- Zoning codes written by community
- Website
- Know how to have fun
- Facilities
- Beach House
- Neighborliness
- Everyone walks their dogs
- Lakefest
- Summer Camp
- Lake
- Individuality of Housing
- Legacy and History
- Independent Voices
- Size

#### Weaknesses:

- Communication (decline with move online)
- Relevance on tax base (increasing millage)
- Police/ Community Relations
- Attitudes of some officers
- Lack of responsiveness of Chief
- Codes may be too restrictive/ difficult to understand
- Inability to engage in productive conflict
- Lack of participation in Government
- Size
- Small tax base
- Small commercial district
- No place to go

- Schools
- Skeleton Staff
- Geese
- Rock Visibility
- Inertia
- Property Values/ No cash reserve
- YMCA

#### Opportunities:

- Increase/ Manage/ Volunteers (smaller tasks)
- Environmental Education
- Communication (online and in print)
- Annexation
- Community Economic Development (Family Dollar)
- Revitalize NW
- Change Code & Educate Public
- Improve Website (How to Make Your Voice Heard)
- Facility Rentals
- More Community Policing (esp. @ Beach)
- Gates instead of fences
- More Camp Income
- Relationship with Schools and Churches [Community Outreach]
- Community Gardens
- Goose poop
- New model for cities
- Police Department
- Monetize Environment
- Green Tourism
- Patrons, not just tax payers
- Invigorate PLAIN



# SWOT ANALYSIS

## Threats

- Environment – difficult to maintain
- Lack of public education (on environment)
- Economy (general); people moving away because of tax increase
- Police attitudes and behavior
- Perceptions of police attitudes and behavior
- Mean-spirited communication on internet (unmanaged)
- Burn out of elected officials and staff and volunteers
- Safety at the Beach (unsupervised youth)
- Aberdeen Ridge cut-throughs (threatening behavior; destruction of fences)
- Crime
- Public Safety
- Perceptions of others
- Leaf management
- Digital Divide
- Foreclosures
- Small Leadership Pool
- Police
- Uncategorized
- Brush Patrol
- Newsletter
- Volunteer Database
- Gates Signage
- "Wagon" Cmtee
- Welcome Packets – Update
- Community Ed – Schools/ Churches
- McAllister (mediation)
- Fishing Fee (January 1)
- Maximize Facility Rentals (including community classes)





# SWOT ANALYSIS

## Group B SWOT Analysis:

### Strengths:

- Sense of Community/ Voice
- Natural Environment & Stewardship
- Creative, Smart People
- Attention to Policy & Community Creating
- Easy Physical Access
- Safety
- Service – Resource Ratio
- Individuality of Housing Stock
- You Don't Have to Be Sober to Find Your Way Home
- Lake is a Geographic, Spiritual and Social Focal Point

### Weaknesses:

- Small Tax Base
- High Millage Rate
- Small Commercial District
- Location in Economically Challenged Area
- No School Choices
- No Place to Go (No Bars)

- No Easy Public Transportation
- Police Department
- Skeleton Staff (Admin/ PW)

### Opportunities:

- Revenue Growth as Economy Comes Back
- Turning Goose Poop Into Pennies
- Creating a New Model for Small Municipal Services
- Police Department
- Monetize Natural Environment
- Build New Reputation Via Natural Environment
- Academic
- And Other Stuff

### Threats:

- Digital Divisiveness
- Leaf Management
- Street Cleaning
- Paying for Ongoing Existence
- Foreclosures
- Small Pool to Find Leadership
- Police Department



# SWOT ANALYSIS

## Group C SWOT Analysis

### Strengths:

- Citizenry
- Lake/ environment/ natural assets
- Legacy/history
- Size
- Police presence
- Volunteers
- Community Events
- Keep in touch with each other
- Opportunities for artistic expression
- Independent voices

### Weaknesses:

- Fiscal Issues
- We vs. Them "private club"
- Lack of commercial district
- Size
- Perception of police
- Necessity of police paying for itself
- Local schools
- Uneven enforcement of code

- Staff – city clerk vs. volume of work
- Beach House renovation delay
- Perception that building code is inaccessible
- Fear of change
- Clubhouse acoustics

### Opportunities:

- Enhance commercial opportunities
- Training in code enforcement
- Increase police sensitivity
- Small scale renovation
- Comprehensive review of building code
- "Green tourism"
- Monetize existing events & creative new revenue streams
- Better communication among citizens and government

### Threats:

- Crime
- Volunteer burnout (dwindling involvement)
- Vacant property (homes)
- Fiscal status
- Community friction – unmanaged/ unaddressed



# SWOT ANALYSIS

## Group D SWOT Analysis

### Strengths:

- Greenspace/ Lake/ Wetlands/ Trees/ Wildlife
- Passionate Citizen Base
- Creativity/ Network of Artists, etc
- Tree City USA/ City of Ethics
- Size of City/ Nimble
- 75-year legacy
- Community Events (Lakefest)

### Weaknesses:

- Lacking sense of place to i.d. city on Rockbridge
- Geese
- Imperfect Understanding of Financial Realities
- Location in the middle of a declining area (we are not an island unto ourselves)
- Inertia of getting tasks completed
- Volunteers burning out
- Size of city = leadership works on issues as part-time engagement + participation in government is weaker
- City is having difficulty providing basic services
- Property values hit hard by the recession

- No cash reserve in the city budget
- Limited commercial presence/ zoned land

### Opportunities:

- "Friends of Pine Lake" Patron vs. Taxpayer Fundraising Campaign
- Restructuring Volunteer Assignments and Communicating Them
- Reinvigorate PLAIN
- Internal Communications Platform (citizens)
- External Communications (PR + Perceptions)
- Eco-tourism + Workshops
- Arts instruction + Tourism
- Rockbridge Elementary Community Garden

### Threats:

- Public school available offerings do not attract Pine Lake families
- Perpetual state of \$ instability
- Size of city & residential + commercial ratio at imbalance
- Crime all around us
- Perceptions from outside are shaping our identity





# PRIORITIZATION OUTCOMES

## SUMMARY

Each group developed their top priorities for the community and organized them into four broad categories: **Community Improvements, Natural Resources, Community Services, and Economic Development.** These priorities were written on post-it notes and placed on posters designed for this purpose. Participants were given dots to vote on their individual top priorities. All votes were tabulated and top priorities identified. Additionally, by show of hands, participants were asked to identify which category they had the most enthusiasm to support personally, and this is identified in the Community Support portion of this exercise. Participants also scribed their names next to specific tasks they would be willing to take on after the Retreat, so the Council would not have to bear the burden of implementation alone. All is recorded in the Outcomes section of this Report.

### **Community Improvements: What are your priorities for Pine Lake?**

Complete Beach House Renovation (11 votes)

Physical changes (10 votes)

- Oven in clubhouse
- Maintenance facility: beautification, fence and gate
- Sound deadening drapes in clubhouse
- Clean streets
- Cut vegetation
- Roads are passable
- Spruce up Wetlands Trail
- Plantings in front of PW Building
- More plantings, less grass around public buildings (i.e. Clubhouse)

Improved signage along Rockbridge Road signifying Pine Lake and within the city (9 votes)

Community Support: 11 participants "all in"; 5 participants "halfies"; 5 participants "next topic, please"



# PRIORITIZATION OUTCOMES

## **Natural Resources: What are your priorities for Pine Lake?**

Goose poop compost/ municipal compost (9 votes)

EcoTours of Lake/ Wetlands to Schools & Camp/ Develop Short Environmental Education class & offer to local schools, churches, YMCA (8 votes)

Complete McAllister Park with Meditation Garden (6 votes)

Community Support: 4 participants "all in"; 7 participants "halfies"; 11 participants "next topic, please"



## **Community Services: What are your priorities for Pine Lake?**

Bring back paper PLAIN TALK (or other house-to-house paper newsletter)/ hand delivered newsletter "PLAIN TALK"/ PLAIN TALK revamp, paper version, deliverable (9 votes)

Update Welcome Package/ Committee (9 votes)

Consolidate & streamline listservs (9 votes)

Community Support: 6 participants "all in"; 11 participants "halfies"; 5 participants "next topic, please"

## **Economic Development: What are your priorities for Pine Lake?**

Create a plan for Economic Development (16 votes)

Annexation of existing Rockbridge Road properties within current physical limits of Pine Lake (15 votes)

Brand Pine Lake/ Market our resources & assets (Lake, Lakefest, baseball facility, etc) (9 votes)

Community Support: 7 participants "all in"; 11 participants "halfies"; 4 participants "next topic, please"



# PRIORITIZATION OUTCOMES

## MEETING NOTES

### Community Improvements: What are your priorities for Pine Lake?

- Physical changes (10 votes)
  - Oven in clubhouse
  - Maintenance facility: beautification, fence and gate
  - Sound deadening drapes in clubhouse {Susan Lightcap}
  - Clean streets
  - Cut vegetation
  - Roads are passable
  - Spruce up Wetlands Trail
  - Plantings in front of PW Building
  - More plantings, less grass around public buildings (i.e. Clubhouse)
- Complete Beach House Renovation (11 votes) {Brian Carr}
- Some recognition program for excellence in building construction (new or renovation) – architecture prize
- Curb Clean Up Day {Brian Carr}/ Community Services Brush Patrol Volunteer / Clean Up Days {Greg Creech} (6 votes)
- Increase citizen participation with local schools – bring kids here for field trips, offer our mastery in any topic in a teaching situation/ Organize homework help for area (3 votes)
- Volunteer database with tasks lists and time commitments (example: I have 3 hours – what can I do”)/ Create or Update the Volunteer Database (5 votes)
- Improved signage along Rockbridge Road signifying Pine Lake and within the city (9 votes) {Paul Reardon}

*Community Support: 11 participants “all in”; 5 participants” halvesies”; 5 participants “next topic, please”*

### Natural Resources: What are your priorities for Pine Lake?

- Create Sun Space Possibilities as well as care for Trees (Review Tree Regulations)
- EcoTours of Lake/ Wetlands to Schools & Camp/ Develop Short Environmental Education class & offer to local schools, churches, YMCA (8 votes)
- Citizens adopt an area to maintain, e.g. Spring & Rockbridge (4 votes)
- Goose poop compost/ municipal compost (9 votes) {Susan Lightcap via DeKalb Master Gardeners}
- Complete McAllister Park with Meditation Garden (6 votes) {James Schwaszlose.}

*Community Support: 4 participants “all in”; 7 participants” halvesies”; 11 participants “next topic, please”*

# PRIORITIZATION OUTCOMES

## **Community Services: What are your priorities for Pine Lake?**

- Host a Council work session on budget in light of workshop outcomes (2 votes)
- Evaluate the police/ community relationship (4 votes) {Tim Neeland}
- Charter School focusing on environment and arts \*not limited to Pine Lake residents
- Bring back paper PLAIN TALK (or other house-to-house paper newsletter)/ hand delivered newsletter “PLAIN TALK”/ PLAIN TALK revamp, paper version, deliverable (9 votes) {Susan Lightcap, Greg C., Faye R.}
- Educate the community about building code, police services, code enforcement (4 votes) {Tim Neeland}
- Update Welcome Package/ Committee (9 votes) {Faye Ridling, Greg Creech, Tim Neeland}
- Consolidate & streamline listservs (9 votes) {Megan Pulsts}

*Community Support: 6 participants “all in”; 11 participants” halvesies”; 5 participants “next topic, please”*

## **Economic Development: What are your priorities for Pine Lake?**

- Annexation of existing Rockbridge Road properties within current physical limits of Pine Lake (15 votes)
- Create a plan for Economic Development (16 votes) {Elsie Porter, Brian Carr}
- Build links with specific academic programs to build knowledge + interest about us; recruit interns/ students
- Brand Pine Lake/ Market our resources & assets (Lake, Lakefest, baseball facility, etc) (9 votes)
- Market Pine Lake as film/ tv location site (zombies at the beach) (4 votes)
- Hiring a marketing department/ fundraising (development professional)
- Series of fee-based beach concerts/ concessions sold at beach house when renovated (3 votes)
- Charge fishing fee (6 votes)
- Maximize facility rentals – repair, manage, promote, appropriate price (7 votes)
- Invite/ reach out to environmental groups/ spiritual groups to bring in \$
- Home improvement co-op – share ideas, maybe buy, organize workshops, get experts to talk – now that \$ is becoming available and lots of house have turned over
- Recruit Trader Joes and Ace Hardware (8 votes)

*Community Support: 7 participants “all in”; 11 participants” halvesies”; 4 participants “next topic, please”*

# NEXT STEPS

## RECOMMENDATIONS

### 2013 OCTOBER - DECEMBER

- Review Community Visioning Report Findings and Feedback
- Review Internal Audit of Pine Lake Police Force in Light of Community Perceptions and Schedule a Follow Up Retreat or Workshop
- Identify 1-2 Priority Outcomes from the Visioning Report to Initiate Before the End of 2013
- Adopt Budget for 2014

### 2014 JANUARY - JUNE

- Begin to Review 2015 Budget Priorities in Light of Community Visioning Report
- Hold Workshop on 2015 Budget Priorities with City Council
- Develop a Draft 3-5 Year Budget Outline
- Convene Individuals Who Volunteered to Champion Activities Related To Priority Outcomes (Beyond the 1-2 Initiatives Undertaken in 2013)
- In Coordination with City Police Chief, Identify Peer Police Agencies for a Dialogue About Community Perceptions of the Police Force in Pine Lake

### JULY - DECEMBER

- Finalize 2015 Budget Priorities
- Address Priority Outcomes that Did Not Have an Identified Champion
- Plan for Updates of Strategic Long-Range Planning Documents (Comprehensive Plan, Economic Development Plan, etc) to Reinforce the Outcomes of the Visioning Report
- Within These Documents, Identify a Timeline to Undertake Those Longer Term Issues Identified in the Threats and Weaknesses Analysis (such as the city's location in an economically challenged area, its relationship with adjacent neighborhoods and cities, as well as DeKalb County)

