

# Village of Pinehurst Strategic Operating Plan Update Q3 - FY 2019



VILLAGE OF PINEHURST | [www.vopnc.org](http://www.vopnc.org)



# FY 2019 Strategic Operating Plan Overview

## *Village Council*

Each year, the Pinehurst Village Council adopts a Strategic Operating Plan, which indicates the Village's plans to achieve our vision and mission. The Strategic Operating Plan covers the fiscal year that begins on July 1 and includes a five-year financial plan.

## *Vision, Mission, and Values*

The vision is what the Village intends to be and the mission is what the Village must do to achieve that vision. The Village's core values are the guiding principles and behaviors that embody how Village employees and volunteers are expected to operate as they provide services.



## *Balanced Scorecard*

The Village uses a Balanced Scorecard (BSC) to integrate strategic planning and resource allocation. The BSC contains goals, objectives, and key performance indicators in four perspectives to ensure a balanced approach to evaluating the achievement of organizational strategy:

1. Customer
2. Internal
3. Workforce
4. Financial

# FY 2019 Balanced Scorecard

## *FY 2019 Goals*

The FY 2019 Balanced Scorecard contains 9 strategic goals in the four perspectives.



## *FY 2019 Areas of Focus*

Each balanced scorecard goal has one or more strategic objectives. Strategic objectives indicate how we will achieve the Village goals. In FY 2019, the Village Council identified four strategic objectives as Areas of Focus <sup>AOF</sup>:

1. Ensure quality residential development,
2. Ensure quality business development,
3. Maintain high quality streets, and
4. Provide recreation programs and events for all ages.

## FY 2019 Initiative Action Plans (IAPs)

### *Status of FY 2019 Initiative Action Plans at March 31, 2019*

The FY 2019 Strategic Operating Plan includes 9 Initiative Action Plans (IAPs), with 7 scheduled for FY 2019. IAPs are those defined and measurable activities needed to accomplish our strategic objectives that involve a significant amount of financial and/or staff resources or have a significant community impact over the five-year period. As of March 31, 2019, from the 7 IAPs scheduled to begin in FY 2019, 6 are in progress and on schedule and 1 is in progress but not on schedule. Please see the attached report for more information.

IAP Status at 03/31/2019		# of IAPs	% of IAPs
In progress; NOT on schedule		1	14 %
In progress; on schedule		6	86 %
Completed		0	0 %
TOTAL		7	100%
Future IAPs		2	

### *Status of FY 2019 Initiative Action Plan Metrics at March 31, 2019*

The 9 IAPs include metrics to track how effective the Village is at accomplishing targeted results. There are 2 IAP metrics that will be tracked in the future. As of March 31, 2019, the Village achieved projected performance for 5, or 71%, of the 7 IAPs with metrics in FY 2019.

IAP Metrics at 03/31/2019		# of IAPs	% of IAPs
Achieved projected performance		5	71%
Did not achieve projected performance		2	29%
TOTAL		7	100%
Metrics will be tracked in the future		2	

The complete status of FY 2019 IAPs and an indication of metric goals achievement in Q3 are indicated in the table attached to this report.

Village of Pinehurst  
 Initiative Action Plans (IAPs) Quarterly Report  
 FY 2019 (Q3)



	Goal	IAP Name	IAP Description	FY	FY 2019 IAP Status				
					IAP Status	Q3 Comments	IAP Metrics	YTD Actual	YTD Goal
Customer	Safeguard the community	Police Department Accreditation	Implement accreditation standards for law enforcement and achieve Law Enforcement Accreditation through CALEA	FY19-FY20		The Police Department CALEA team continued working through the self-assessment process by incorporating standards into departmental policies in Q3. The policies are on schedule for competition in Q4.	Cumulative % of policies/standards required for accreditation reviewed	70%	67%
	Ensure an attractive residential community	Long-Range Comprehensive Plan Update <small>AOF</small>	Develop a Long-Range Comprehensive Plan to identify future land uses and community amenities needed to achieve the community's long term vision to retain and enhance the character of the community.	FY19-FY20		The Long-Range Comprehensive Plan Update project is in progress and on schedule at the end of Q3. The consultants are preparing the draft plan will receive in Q4.	# of residents who provide input into the Comp Plan (online and in-person)	4,453	3,400
	Ensure a thriving business community	Commercial Streetscape Enhancements <small>AOF</small>	Expand brick sidewalks; decorative street lamps, street signs, and receptacles; benches; on street parking; and other related infrastructure to the redevelopment area north of the Village Center. The area includes Community Road, McIntyre Road, McCaskill Road, and Magnolia Road.	FY20-FY23		<i>This IAP was scheduled to begin in FY 2020. Using the new classification, this will remain on the Opportunities for Innovation &amp; Improvement list as a <u>project</u> in future years.</i>	<i>Metrics will be determined in the future</i>		
	Provide multi-modal transportation systems	Pedestrian Connectivity	Increase pedestrian connectivity between neighborhoods and other communities to promote alternative transportation opportunities and promotes healthy lifestyles.	FY21-FY23		<i>This IAP was scheduled to begin in FY 2021. Using the new classification, this will remain on the Opportunities for Innovation &amp; Improvement list as a <u>project</u> in future years.</i>	% of lane miles with walkways	7.89%	7.86%
	Maintain an active, healthy community	Recreation & Cultural Facilities <small>AOF</small>	Construct and plan for additional recreation facilities, including a playground renovation in Rassie Wicker Park; a master plan for West Pinehurst Community Park; and a Community Center and parking lot improvements in Cannon Park.	FY19-FY21		The Cannon Park Community Center construction is progressing well and is on schedule for the anticipated completion date of October 24th, 2019.	Total # of participants in athletic and recreation programs	2973	3600

	Goal	IAP Name	IAP Description	FY	FY 2019 IAP Status				
					IAP Status	Q3 Comments	IAP Metrics	YTD Actual	YTD Goal
Internal	Professionally manage a high performing organization	Transparent Operations (carryforward)	Publish online dashboards of performance information on the Village website for greater transparency to the public.	FY18-FY19	In progress; NOT on schedule	Due to challenges with the compatability of internet plaforms with the newly developed dashboards, this IAP was delayed in March. Staff developed a new dashboard solution that will be implemented in Q4.	# of website hits for dashboard information <i>(begin tracking after implementation)</i>		
		P&I Process Improvements	Implement software to process permits and inspections with an online portal and implement other recommendations to improve permit and inspection processes as identified, recommended, and approved as a result of the BIRDIE evaluation.	FY19	In progress; on schedule	Staff has been working diligently to configure the P&I software and hardware with the implementation consultant. The implementation of new planning software was updated from an April 1 implementation date to a July 1 implementation date, due to software configuration delays and staff vacancies.	Average # of days to issue single family permits for new construction and additions/alterations	8.04	8
		Baldrige Excellence Framework	Continue to use the leading business model, the Baldrige Framework for Performance Excellence, to ensure systematic processes that deliver exceptional results and submit an application for the National Malcolm Baldrige Quality award in FY 2020.	FY19-FY21	In progress; on schedule	Staff continued to document the Village's approach, deployment, learning, and integration related to the Senior Leadership and the Workforce categories of the Framework and began drafting the Organizational Profile for the application. Baldrige Senior Leadership Team Meetings begin in Q4 along with drafting sections of the application.	% of sections of the application drafted	0%	0%
						% of Quarterly Leadership Retreats held according to schedule	0%	0%	
Workforce	Attract & retain an engaged workforce	Workforce Learning and Development	Continue to assess workforce capabilities, succession planning, and the development of workforce skills and abilities through TOPS training and other external training.	FY19-FY20	In progress; on schedule	In Q3 this IAP was amended to develop a complete Learning and Development System before proceeding with the expansion of succession planning. Staff developed a new system with an implementation start date of April 2019.	% of vacancies filled with internal candidates	40%	35%

IAPs listed in red are FY 2019 Village Council Areas of Focus.

Key for IAP Status	
	Begins in the future
	In progress; NOT on schedule
	In progress; on schedule
	Completed
Key for Metrics	
	Metrics will be tracked in the future
	Did not achieve projected performance
	Achieved projected performance