

Village of Pinehurst Strategic Operating Plan Update FY 2019



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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 AOF:

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 June 30, 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 June 30, 2019, from the 7 IAPs scheduled to begin in FY 2019, one was completed in FY 2019, three are in progress and on schedule, and three are in progress but not on schedule. Please see the attached report for more information.

IAP Status at 06/30/2019		# of IAPs	% of IAPs
In progress; NOT on schedule		3	43%
In progress; on schedule		3	43%
Completed		1	14%
TOTAL		7	100%

The only IAP not completed in FY 2019 as planned is the P&I Process Improvements. This IAP was not completed as planned due to software implementation delays and staff turnover, so it will carryforward to FY 2020 for completion. All other multi-year IAPs in progress (on schedule and not on schedule) at the end of FY 2019 will continue into FY 2020.

Status of FY 2019 Initiative Action Plan Metrics at June 30, 2019

The 7 IAPs include metrics to track how effective the Village is at accomplishing targeted results. As of June 30, 2019, the Village achieved projected performance for 3, or 43%, of the 7 IAPs with metrics in FY 2019.

IAP Metrics at 06/30/2019		# of IAPs	% of IAPs
Achieved projected performance		3	43%
Did not achieve projected performance		4	57%
TOTAL		7	100%

The IAPs with metrics that did not achieve projected performance are associated with multi-year timelines. Staff anticipates the metrics improving as the implementation of the IAPs progress in FY 2020. The complete status of FY 2019 IAPs and an indication of metric goals achievement in FY 2019 are indicated in the table attached to this report.

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



	Goal	IAP Name	IAP Description	FY	FY 2019 IAP Status				
					IAP Status	Q4 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 Q4. The policies were 84% complete at the end of Q4 and will be completed in Q1 of FY 2020.	Cumulative % of policies/standards required for accreditation reviewed	84%	100%
	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 Q4. Consultants completed scenario planning and delivered the draft Comprehensive Plan that was presented to the public at the Community Open House in June.	# of participants who attended meetings or viewed information on Envision the Village	6,382	5,400
	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		Cannon Park Community Center construction is progressing well and is on schedule. In Q4, the playground at Rassie Wicker Park was renovated and completed in June 2019.	Total # of participants in athletic and recreation programs	4,343	4,800

	Goal	IAP Name	IAP Description	FY	FY 2019 IAP Status				
					IAP Status	Q4 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	Completed	Staff developed performance dashboards using QuickScore and the VOP website. These dashboards went live on the website and were announced using VOP communication tools on May 17, 2019.	# of website hits for dashboard information (May and June 2019)	66	-
		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	The software implementation BIRDIE recommendation was the highest priority and was implemented by June 30th. Staff also completed the file organization recommendation in the P&I department. Other recommendations were not completed due to software implementation delays and staff turnover and will carryforward to next fiscal year.	Average # of days to issue single family permits for new construction and additions/alterations	7.92	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; NOT on schedule	Staff drafted the Organizational Profile, held 5 Baldrige Senior Leadership Team Meetings, and documented approach, deployment, learning, and integration for criteria in the Leadership and Strategy Categories in Q4. Although this IAP is not on schedule per the task list, staff is confident the overall IAP deadlines will be met in FY 2020.	% of sections of the application drafted	13%	38%
						% of Quarterly Leadership Retreats held according to schedule	100%	100%	
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; NOT on schedule	In Q4, implementation of the new Learning and Development System began. Supervisors and Department Heads held succession planning meetings with staff and Senior Leaders identified courses for the revised TOPS program at the Quarterly Strategy Session. HR held a TOPS training class for developing an Individual Training Plan (IDP). Training software was not implemented on schedule due to other competing software priorities in FY 2019, but this is scheduled for FY 2020. The new TOPS training plan and emPerform goal approvals also did not meet the anticipated timeline in Q4.	% of vacancies filled with internal candidates	32%	35%

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

Key for IAP Status	
In progress; NOT on schedule	
In progress; on schedule	
Completed	
Key for Metrics	
Did not achieve projected performance	
Achieved projected performance	