

# Village of Pinehurst Strategic Operating Plan Update FY 2020



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# FY 2020 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 2020 Balanced Scorecard

## *FY 2020 Goals*

The FY 2020 Balanced Scorecard contains 9 strategic goals in the four perspectives.



## *FY 2020 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 2020, the Village Council identified four strategic objectives as Areas of Focus AOF:

1. Manage development and enforce codes and ordinances,
2. Provide interconnected pedestrian facilities,
3. Maintain high quality streets, and
4. Provide recreation programs, facilities, and cultural events.

## FY 2020 Initiative Action Plans (IAPs)

### *Status of FY 2020 Initiative Action Plans at September 30, 2019*

The FY 2020 Strategic Operating Plan includes 8 Initiative Action Plans (IAPs). 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 September 30, 2019, the 7 IAPs scheduled to begin were all in progress and on schedule. 1 IAP is scheduled to begin in Q2 of FY 2020. Please see the attached report for more information.

IAP Status at 09/30/2019		# of IAPs	% of IAPs
In progress; NOT on schedule		0	-
In progress; on schedule		7	100%
Completed		0	-
TOTAL		7	100%
Begins in a future quarter		1	-

### *Status of FY 2020 Initiative Action Plan Metrics at September 30, 2019*

The 8 IAPs include metrics to track how effective the Village is at accomplishing targeted results. As of September 30, 2019, the Village achieved projected performance for 6, or 86%, of the 7 IAPs that began in Q1.

IAP Metrics at 09/30/2019		# of IAPs	% of IAPs
Achieved projected performance		6	86%
Did not achieve projected performance		1	14%
TOTAL		7	100%
Begins in a future quarter		1	-

The complete status of the FY 2020 IAPs and an indication if metric projections were achieved in Q1 are indicated in the table attached to this report.

Village of Pinehurst  
Initiative Action Plans (IAPs) Quarterly Report  
FY 2020



	Goal	IAP Name	IAP Description	FY	Q1 FY 2020 IAP Status				
					IAP Status	Q1 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-FY21		The Police Department CALEA team continued working through the self-assessment process by incorporating standards into departmental policies and forms in Q1.	Cumulative % of policies/standards required for accreditation reviewed	100%	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 was in progress and on schedule at the end of Q1. The Village received public comments on the draft plan by 8/6/19 and delivered the revised draft plan to P&Z/Council on 9/8/19.	# of participants who attended meetings or viewed information on Envision the Village	1,622	200
		Small Area Plan for the Village Place/Rattlesnake Trail Corridor <small>AOF</small>	Engage a consultant to prepare a small area plan for the Village Place and Rattlesnake Trail Corridor.	FY20-FY21		This IAP is scheduled to begin in Q2 of FY 2020.	# of residents who participate and engage in the planning process (online and in person)	0	0
	Maintain an active, healthy community	Community Center <small>AOF</small>	Construct the Community Center to meet resident demands for cultural and recreational activities.	FY20		Cannon Park Community Center construction is progressing well and is on schedule for completion in Q2.	Total # of participants in athletic and recreation programs	1,433	1,200
Internal	Professionally manage a high performing organization	P&I Process Improvements <i>(carryforward)</i>	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		The BIRDIE team recommendation to evaluate a single point of contact for the permitting process was completed in Q1 by the P&I Director and Assistant Village Manager and determined no additional delineation is needed given the small staff size.	Average # of days to issue single family permits for new construction and additions/alterations	9.06	8
		Build Baldrige Framework Systems & Culture	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		Senior Leaders held 6 Baldrige Senior Leadership Team Meetings in Q1, and documented approach, deployment, learning, and integration for criteria.	% of sections of the application drafted	13%	0%
							% of Quarterly Leadership Retreats held according to schedule	100%	100%
Expand GIS Capabilities	Begin implementing the GIS Strategic Plan for the Village.	FY20		The IT Department hired a GIS Analyst who began work on 9/3/19 as the first step to this IAP. This staff member is beginning to organize and convert GIS data.	# of static maps converted to ArcGIS for public and staff use	0%	0%		

	Goal	IAP Name	IAP Description	FY	Q1 FY 2020 IAP Status				
					IAP Status	Q1 Comments	IAP Metrics	YTD Actual	YTD Goal
Workforce	Attract & retain an engaged workforce	Workforce Learning and Development	Expand the Village's succession planning process and enhance the workforce learning and development system.	FY19-FY20	In progress; on schedule	Annual performance goals were approved in Q1 and individual training needs were identified and discussed in annual performance review meetings .	% of vacancies filled with internal candidates	58%	35%

IAPs listed in red are FY 2020 Village Council Areas of Focus.

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