

# Village of Pinehurst Strategic Operating Plan Update Q2 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.

 <b>VALUES</b> Service Initiative Teamwork Improvement	<b>VISION</b> <hr/> <p>The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.</p>
	<b>MISSION</b> <hr/> <p>Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.</p>

## *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 December 31, 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. Below is a chart indicating the status of the 8 IAPs as of December 31, 2019. Please see the attached report for more information.

IAP Status at 12/31/2019		# of IAPs	% of IAPs
In progress; NOT on schedule		3	37.5%
In progress; on schedule		4	50%
Completed		1	12.5%
TOTAL		8	100%

### *Status of FY 2020 Initiative Action Plan Metrics at December 31, 2019*

The 8 IAPs include metrics to track how effective the Village is at accomplishing targeted results. As of December 31, 2019, the Village achieved projected performance for 6, or 75%, of the 8 IAPs.

IAP Metrics at 12/31/2019		# of IAPs	% of IAPs
Achieved projected performance		6	75%
Did not achieve projected performance		2	25%
TOTAL		8	100%

The complete status of the FY 2020 IAPs and an indication if metric projections were achieved in Q2 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	Q2 FY 2020 IAP Status				
					IAP Status	Q2 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	Red	Due to staff turnover, the timeline for the accreditation process was delayed by one year in Q1. Staff continued working through policy change approvals in Q2, which is not fully completed yet. Time sensitive document proofs are now being gathered and electronic policy acknowledgements are being collected from staff. Also, an annual ethics training was conducted, a requirement of accreditation.	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	Green	The Long-Range Comprehensive Plan Update project was completed when the Village Council adopted the final plan on October 22, 2019.	# of participants who attended meetings or viewed information on Envision the Village	2,172	500
		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	Yellow	The draft RFQ was prepared for the small area plan and will be reviewed by the Village Council in Q3.	# 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	Red	Construction of the new Community Center was 95% complete at the end of Q2 and staff was preparing for the move with obtaining appropriate furniture, appliances, and supplies.	Total # of participants in athletic and recreation programs	2,525	2,700
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	Yellow	This IAP is in progress and on schedule with no significant deliverables due until Q3.	Average # of days to issue single family permits for new construction and additions/alterations	9.68	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 two Baldrige Senior Leadership Team Meetings in Q2: documented approach, deployment, learning, and integration for addressing the Baldrige criteria; and began working on the results category by the end of Q2.	% of sections of the application drafted	13%	13%	
						% of Quarterly Leadership Retreats held according to schedule	100%	100%	

	Goal	IAP Name	IAP Description	FY	Q2 FY 2020 IAP Status				
					IAP Status	Q2 Comments	IAP Metrics	YTD Actual	YTD Goal
		Expand GIS Capabilities	Begin implementing the GIS Strategic Plan for the Village.	FY20	In progress; on schedule	The GIS Analyst is continuing to organize and convert GIS data and maps.	# of static maps converted to ArcGIS for public and staff use	0%	0%
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; NOT on schedule	Senior Leaders held a Learning and Development Meeting on December 18 to review the new learning and development process and reviewed data that correlated the effectiveness of the learning and development system with workforce engagement and key business results. TOPS training calendar is slightly behind schedule but is scheduled to release in February to employees.	% of vacancies filled with internal candidates	48%	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	
Key for Metrics	
Did not achieve projected performance	
Achieved projected performance	