



Strategic Priorities Overview

The Village of Pinehurst Strategic Operating Plan (SOP) is a tool used to develop and communicate the Village’s strategic priorities for the upcoming fiscal year and the five-year planning period. This section of the SOP identifies the Village’s strategic priorities to advance its vision to be a “charming, vibrant community which reflects our rich history and traditions.”

Strategic priorities consist of nine strategic goals that are established by the Village Council. Each year, the Council and senior staff update the SOP based on a review of the current environment at their annual strategic planning retreat in December. For each strategic goal, the Council has identified strategic objectives with Key Performance Indicators (KPIs) to demonstrate the Village’s performance in achieving desired outcomes.

The Village uses a Balanced Scorecard (BSC) to integrate strategic planning and resource allocation. The BSC uses four perspectives to ensure a balanced approach to evaluating achievement of organizational strategy:

1. Customer – Delivering the services customers want at the level desired
2. Internal – Enhancing services through continuous improvement
3. Workforce – Developing an engaged workforce to provide quality services
4. Financial – Managing resources to ensure financial sustainability





Strategic Planning Process

The evolution to a strategy-focused organization began with the implementation of the Baldrige Excellence Framework in FY 2012, when the Village embarked on its continuous process improvement effort and began participating in the North Carolina Awards for Excellence program.

The Senior Leadership Team kicks off the Strategic Planning Process (SPP) with the Senior Leaders Pre-Retreat Meeting in November. The purpose of this meeting is to analyze and correlate key data and Key Performance Indicators (KPIs), conduct a Strengths, Opportunities, Aspirations, and Results (SOAR) analysis, and identify key strategic advantages and challenges.

In late November or early December, the Village Council Pre-Retreat meeting is held with the Pinehurst Village Council, volunteer board chairpersons, and the Senior Leadership Team. The purpose of this meeting is to review the data and key findings, conduct an environmental scan, and to review and agree on the SOAR analysis and strategic advantages and challenges identified at the Senior Leaders Pre-Retreat Meeting.

Next, the Village Council holds its annual two-day retreat in December. At this retreat, the Council affirms or modifies the Mission, Vision, and Values (MVV), reviews a preliminary five-year financial forecast and potential workforce needs, discusses long-range plans of key partners and collaborators, discusses and prioritizes strategic opportunities, affirms the Village's goals and objectives on the BSC, and discusses proposed Areas of Focus.

In January, using the key inputs into the SPP, the Council then sets target performance levels, based on comparison to benchmark communities, for each of the KPIs on the BSC. Council also confirms Areas of Focus (AOF) based on performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and community survey areas for improvement. Areas of Focus include those strategic objectives where increased resources are needed to enhance performance levels articulated with Key Performance Indicators (KPIs) on the Village BSC.



With goals, objectives, and performance levels set, Council and the Senior Leadership Team identify Initiative Action Plans (IAPs) to address strategic objectives that ultimately achieve the Village's mission and vision. Senior Leaders then develop and refine departmental goals, KPIs, IAPs, and OFIs for the next five years, and funding requests to address Council goals and objectives, address strategic challenges and opportunities, and achieve BSC target performance levels. Department BSCs can be found in the *General Fund* section of the SOP.

All IAPs, OFIs, and funding requests are evaluated in consultation with Department Heads by the Strategic Planning Team, which consists of the Village Manager, Assistant Village Managers, Human Resources Director, Financial Services Director, and Organizational Performance Director. In addition to evaluating the financial and staff capacity needed to implement and maintain the IAP, the Strategic Planning Team also evaluates the associated risks of actions. Mitigating actions intended to minimize risks are then incorporated into action plan steps. Finally, any workforce training needs associated with an IAP are incorporated into the annual training program for staff and any additional workforce capacity needed is included in the five-year staffing plan.

To determine the Village's financial capacity to fund the Strategic Operating Plan, staff prepares a financial forecast that is included in the *Five-Year Financial Forecast* section of the SOP. Several assumptions are made relative to revenues and expenditures based on historical trends and future projections. The five-year projections include the five-year Capital Improvements Plan (CIP) and address all projected costs associated with Council approved IAPs. The five-year financial forecast is developed to ensure fund balance remains within the target range of 30%-40% of budgeted expenditures in accordance with the Village Council's adopted Fund Balance Policy. In addition, the five-year financial forecast is developed to ensure projected operating margins fall within acceptable levels to allow for adequate levels of future capital reinvestment.



Strategic Planning Process

In developing the five-year CIP, the Strategic Planning Team reviews and determines the Fleet and IT replacement schedules and plans for other major capital improvements with the respective department heads. Based on the overall financial projections, the Strategic Planning Team determines which capital investments are best suited for installment financing to ensure there is adequate financial capacity for any required annual debt service.

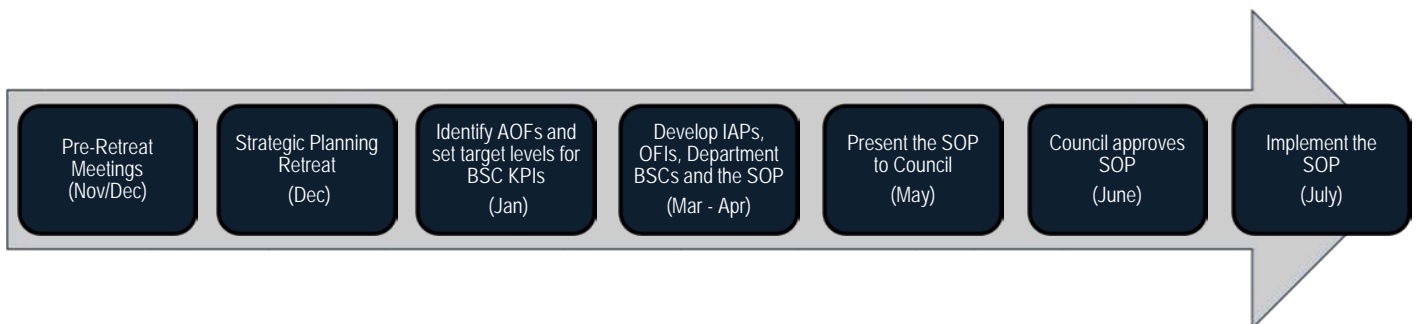
The five-year financial forecast for the General Fund FY 2021-2025, which is described more fully in the *Five-Year Financial Forecast* section of the SOP, is summarized below.

Five Year Financial Forecast					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Tax Rate per \$100 valuation	\$0.300	\$0.310	\$0.315	\$0.320	\$0.320
General Fund Operating Revenues	\$ 19,658,450	\$ 20,188,000	\$ 20,722,000	\$ 21,667,000	\$ 21,632,000
General Fund Operating Expenditures	19,038,717	19,624,963	20,195,788	20,906,903	21,294,330
Operating Income(Loss)	\$ 619,733	\$ 563,037	\$ 526,212	\$ 760,097	\$ 337,670
Capital Expenditures	2,223,200	1,720,000	1,768,500	2,034,500	1,623,000
Total Expenditures	\$ 21,261,917	\$ 21,344,963	\$ 21,964,288	\$ 22,941,403	\$ 22,917,330
Budget to Actual Variance ¹	1,518,923	1,575,627	1,620,925	1,680,153	1,706,923
Projected Actual Gain/(Loss)	\$ (84,544)	\$ 418,664	\$ 378,637	\$ 405,750	\$ 421,593
Fund Balance as a % of Total Exp.	46.0%	47.7%	48.1%	47.8%	49.7%

¹Assumes actual operating revenues of 101% of budget and actual operating expenditures of 93% of budget

Once financial capacity for IAPs and the baseline budget is determined, staff prepares and presents the Village's Strategic Operating Plan to the Village Council for review and approval. As required by NC General Statutes, the Council holds a budget public hearing each year prior to adoption to allow residents the opportunity to comment on the recommended budget. The Village also provides residents an opportunity each year to provide input on the SOP electronically using the Village's online public engagement platform.

The following diagram indicates the key steps and timing of the Strategic Planning Process:

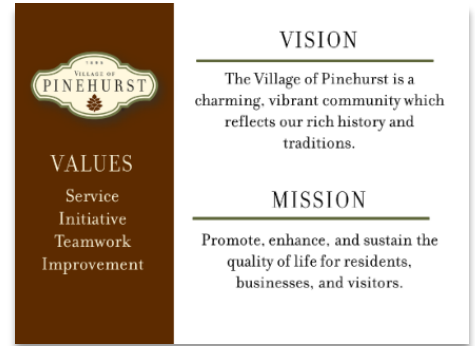




Key Inputs into the 2021 Strategic Operating Plan

Mission, Vision, and Values

At the December 2019 Council Retreat, the Council affirmed the Village’s mission, vision, and core values. The vision is what we aspire for our Village to be, while the mission provides purpose to our Village Council, staff and volunteers. The Village core values are the guiding principles and behaviors that embody how Village employees are expected to operate as they provide services to Pinehurst residents, businesses, and visitors.



Core Competencies

Core competencies represent those areas of the Village’s greatest expertise and are those strategically important capabilities that are central to fulfilling the Village’s mission. At the December 2019 retreat, the Council reviewed and affirmed the core competencies of the Village to include:

1. Improve continuously
2. Leverage technology
3. Utilize volunteers

Strategic Challenges & Opportunities

Strategic challenges are pressures that exert an influence on the likelihood of our Village’s future success. Strategic opportunities are those prospects for new or changed services or processes. The strategic challenges and strategic opportunities identified by the Village Council for FY 2021 are indicated below. The FY 2021 SOP was developed to address each of these challenges and opportunities.

Strategic Challenges	Strategic Opportunities
<ol style="list-style-type: none"> 1. Managing the quality of development 2. Minimizing traffic congestion, especially on Hwy 5 3. Increase in the cost of doing business 4. Aging housing stock 5. Responding to increased demand on existing services due to growth 6. Changing service needs due to changing demographics 7. Attracting and retaining highly qualified workforce members (employees and volunteers) 8. Attracting types of businesses to the Village that the community desires 	<ol style="list-style-type: none"> 1. Evaluate, identify, and purchase land for a future third fire station 2. Update the Pinehurst Development Ordinance 3. Prepare a small area plan for Village Place 4. Pursue regulatory authority around our borders through ETJ extensions, annexation agreements, and amending the water/wastewater agreement with Moore County. 5. Create a small area plan for the NC Highway 5 commercial area 6. Partner with others to bring high speed internet and mobile services to the Village 7. Identify alternative locations for the Public Services Complex 8. Develop a comprehensive plan for mitigating traffic on Highway 5 9. Consolidate and align multi-modal transportation planning/engineering 10. Expand street lighting 11. Implement elements of the 2015 Comprehensive Pedestrian Plan and Bicycle Plan 12. Prepare consolidated multi-modal plan 13. Prepare a comprehensive stormwater master plan 14. Update the Comprehensive Parks & Recreation Master Plan while considering neighborhood open spaces and amenities 15. Create a master plan to develop West Pinehurst Park 16. Implement the GIS strategic plan (in progress)



Strategic Advantages

Strategic advantages are those benefits that exert a significant positive influence on the Village’s likelihood of future success and are our source of competitive success. The strategic advantages identified by the Village Council for FY 2021 are:

1. Integrated and extensive use of technology
2. Culture of continuous improvement
3. Capable employees and volunteers
4. Strong financial condition
5. Integrated strategic planning process
6. Robust Performance Measurement System

SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis

The Council also conducted a SOAR analysis at their December 2019 Pre-Retreat Meeting and identified organizational and community strengths, opportunities, aspirations, and results. Village Council and senior staff used this analysis to determine key strategic advantages, opportunities, and results to monitor.

Environmental Scan

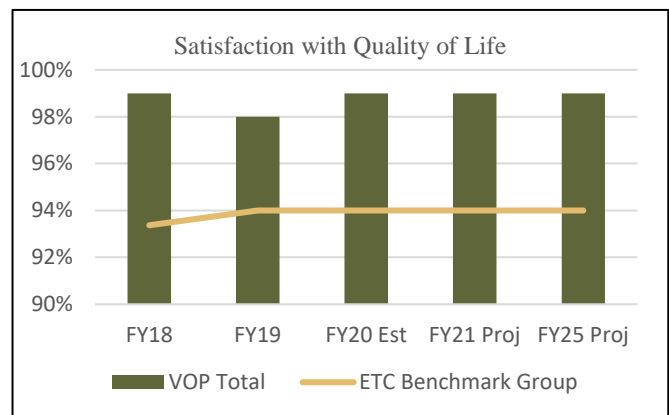
The environmental scan consists of a review of critical data and information that can impact service delivery. During the Pre-Retreat Meetings, the team conducted an external scan and reviewed key community and societal trends, economic trends, uncertainties or potential blind spots. The team also conducted a comprehensive data review by BSC goal to review customer, internal, workforce, and financial results. The data used in the analysis included customer satisfaction results (annual Community and Business Surveys), workforce survey results, results from the Village’s BSC, results from departmental BSCs, Parks and Recreation survey results. Historical performance results were analyzed relative to benchmarks and comparisons and key results were correlated when appropriate. Community survey results were segmented by neighborhood, resident age, and length of residence to facilitate further analysis. Workforce results were also segmented by department and roles.

FY 2021 Strategic Goals, Objectives, and Key Performance Indicators

The Council’s strategic goals, objectives, and Key Performance Indicators (KPIs) for each of the four perspectives of the 2021 BSC are detailed on the following pages.

At the core of the BSC is the Village’s mission to “promote, enhance, and sustain the quality of life for residents, businesses, and visitors.” The Village measures its mission by asking residents to rate the overall quality of life in the Village during the annual community survey conducted by ETC Institute. In the 2019 survey, **98% of residents rated the overall quality of life as good or excellent** for the fourth consecutive year, which exceeds all benchmark comparisons.

All Key Performance Indicators (KPIs) on the BSC are considered “lag” performance measures that indicate performance levels at the end of the fiscal year. The vast majority of customer perspective KPIs are annual resident satisfaction survey results from the community survey administered by ETC Institute. The statistically valid survey produces results with a 95% level of confidence and a margin of error of +/-3.6%. Department BSCs contain “lead” performance measures that measure key Village processes and are monitored either daily, weekly, monthly, or quarterly by senior leaders to ensure the Village achieves the desired “lag” performance targets set on the BSC. The BSC community survey results group neutrals within satisfaction levels.





Balanced Scorecard

FY 2021 Balanced Scorecard							
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.							
Goal We intend to...	Strategic Objective How we will...	KPI Description How do we know...	Actual FY 19	Est FY 20	ST Goal FY 21	LT Goal FY 25	
Customer	1 - Safeguard the community	Deliver effective fire and rescue services	% of residents satisfied with fire services	100%	99%	95%	95%
			% of residents satisfied with how quickly fire personnel respond to emergencies	99%	99%	95%	95%
			Fire incident rates per 1,000 residents	0.26	0.10	<0.35	<0.35
		Deliver effective police services	% of residents whose overall feeling of safety in the Village is good or excellent	99%	99%	95%	95%
			% of residents satisfied with police services	98%	95%	95%	95%
			Crime rate per 1,000 residents	41	39	<47	<47
	2 - Promote high quality development and appearance	Maintain and enhance the appearance of public spaces	% of residents who rate the overall appearance of the Village as good or excellent	98%	98%	95%	95%
			Manage development and enforce codes and ordinances AOF	% of residents satisfied with the enforcement of Village codes and ordinances	84%	85%	85%
			% of residents satisfied with the quality of new development	77%	75%	80%	80%
			% of residents satisfied with Village efforts to maintain the quality of neighborhoods	84%	85%	90%	90%
	3 - Promote a thriving business community	Support businesses and facilitate economic development	% of businesses likely to recommend the Village as a business location	93%	90%	90%	90%
	4 - Promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system AOF	% of residents satisfied with the availability of walkways	70%	70%	70%	70%
			% of residents satisfied with the availability of greenway/walking trails	94%	94%	90%	90%
			# of collisions per 1,000 residents	38.9	43.9	<45.0	<45.0
		Maintain high quality streets	% of residents satisfied with the adequacy of street lighting	75%	73%	70%	70%
			% residents satisfied with street and right of way maintenance	85%	85%	85%	85%
	5 - Protect the environment	Manage stormwater systems AOF	% of residents satisfied with the quality of stormwater management	77%	80%	80%	80%
		Provide effective and efficient solid waste collection services	% of residents satisfied with solid waste services	92%	93%	95%	95%
			Conserve natural resources	% of residents satisfied with promotion of natural resource conservation	86%	88%	90%
		% of refuse diverted from the landfill	27%	22%	22%	22%	
	6 - Promote active living and cultural opportunities	Provide recreation programs and facilities	% of residents satisfied with P&R programs	98%	95%	95%	95%
% of residents satisfied with P&R facilities			96%	95%	95%	95%	
Provide cultural services and events		% of residents satisfied with Village sponsored cultural arts events	93%	95%	95%	95%	
Internal	7 - Professionally manage a high performing organization	Communicate with and engage the community	% of residents satisfied with Village communications	93%	95%	95%	95%
			% of residents satisfied with the level of public involvement in local decisions	85%	85%	85%	85%
		Provide a high level of customer service	% of residents satisfied with customer service provided by VOP staff	97%	97%	95%	95%
		Continuously improve and innovate	% of residents satisfied with the value received for taxes paid	90%	90%	90%	90%
Workforce	8 - Attract & retain an engaged workforce	Maintain Village assets	% of depreciable life remaining on assets	42%	46%	40-60%	40-60%
		Provide a supportive and rewarding work environment	% of employees who agree that overall they like their job	97%	97%	95%	95%
			% of volunteers who agree that overall they like their role	100%	97%	95%	95%
Financial	9 - Maintain a healthy financial condition	Meet or exceed established financial targets	Total General Fund fund balance as a % of actual expenditures	45%	43%	>30%	>30%
			General Fund operating margin	86%	86%	81%-91%	81%-91%
			General Fund debt service ratio	2%	2%	<10%	<10%



Initiative Action Plans (IAPs)

The total costs below for the eight FY 2021-2025 IAPs include implementation and ongoing operating and maintenance costs associated with the IAP. Financial resources have been prioritized to address Council's strategic objectives and Areas of Focus, thereby helping to ultimately achieve the goals on the BSC.

FY 2021-2025 Initiative Action Plans (IAPs)							
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.							
	Goal We intend to...	Strategic Objective How we will...	FY 2021-2025 Initiative Action Plans	Fiscal Year(s)	FY 2021 Funding	FY 2021- 2025 Funding	
Customer	Safeguard the community	Deliver effective fire and rescue services					
		Deliver effective police services	Police Department Accreditation	2021	\$11,365	\$43,825	
	Promote high quality development and appearance	Maintain and enhance the appearance of public spaces					
		Manage development and enforce codes and ordinances <i>AOF</i>	Update the Pinehurst Development Ordinance	2021-2025	\$0	\$200,000	
	Small Area Plan for the Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy 5 Commercial Area		2021	\$158,000	\$158,000		
	Promote a thriving business community	Support businesses and facilitate economic development					
	Promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system <i>AOF</i>	Develop a consolidated multi-modal transportation plan	2024-2025	\$0	\$100,000	
		Maintain high quality streets					
	Protect the environment	Manage stormwater systems <i>AOF</i>	Develop a comprehensive storm water master plan	2021-2023	\$0	\$125,000	
		Provide effective and efficient solid waste collection services					
Conserve natural resources							
Promote active living and cultural opportunities	Provide recreation programs, and facilities						
	Provide cultural services and events						
Internal	Professionally manage a high performing organization	Communicate with and engage the community					
		Provide a high level of customer service					
		Continuously improve and innovate	Build Baldrige Framework Systems & Culture	2021	\$52,500	\$52,500	
			Expand GIS Capabilities	2021	\$23,000	\$128,000	
Maintain Village assets							
Workforce	Attract & retain an engaged workforce	Provide a supportive and rewarding work environment	Workforce Learning and Development	2021	\$7,000	\$35,000	
Financial	Maintain a healthy financial condition	Meet or exceed established financial targets					
Total Funding for Initiative Action Plans					\$251,865	\$842,325	

Items in red are Areas of Focus (AOF)



The Initiative Action Plans in the Five-Year Financial Forecast strive to leverage the Village’s core competencies and strategic advantages, while addressing strategic challenges and opportunities. In many cases, IAPs are based on research of best practices in benchmark communities.



The Village uses its Performance Improvement System as a key management tool to improve and innovate VOP services and processes. Each year, Opportunities for Improvement and Innovation (OFIs) for the five-year planning period are identified as either: 1) Evaluations; 2) Projects; or 3) Initiative Action Plans (IAPs).

BIRDIE Process	
B	Bring the opportunity forward
I	Investigate the opportunity
R	Review potential solutions
D	Determine the solution
I	Implement the solution
E	Evaluate the solution

To evaluate ways to improve a process or approach, the Village uses BIRDIEs, ACEs, and other quality tools including SIPOCs and Plus/Deltas. BIRDIE is a six-step Plan, Do, Check, Act (PDCA) improvement process used for in-depth analysis of key processes or approaches. In the five-year planning period, the Village has one BIRDIE evaluation scheduled: Document Imaging (FY 2022).

FY 2021 - 2025 ACEs	
FY 2021	Fire inspection process
FY 2021	Improve the employee and volunteer recruitment process
FY 2021	Insourcing Solid Waste collection
FY 2022	Ways to automate employee timekeeping
FY 2022	Road patching services
FY 2022	Ways to minimize return pickups
FY 2023	Purchasing/contracting process

ACE (Analyze, Change, and Evaluate) is a three-step PDCA improvement process used for more rapid improvement cycles. The corresponding table indicates the planned ACEs for FY 2021-2025.

The pages that follow include information on each BSC goal and their associated strategic objectives, short term and long term Initiative Action Plans, and Key Performance Indicators. While many strategic objectives have projects or IAPs aimed at achieving them, additional resources have also been allocated in the 2021 Strategic Operating Plan to higher priority strategic objectives, or Areas of Focus. For those objectives not addressed, current performance levels indicate the Village is already demonstrating excellent performance levels (e.g. above 90% satisfaction ratings). See the individual department goals and department BSCs included in the *General Fund* section of this document for additional information.

The pages that follow also include graphs of the Village’s observed results for those KPIs on the BSC. The Village’s historical results are indicated by the green bars in the graphs. The projected FY 2021 and FY 2025 performance levels are indicated by the blue bars in the graphs, were prepared using trend analysis and are reflective of resource allocations over the planning period. Council has set goals for most survey related KPIs at 95% or 90%, based on historical results. Where results have been consistently above 95%, goals are set at 95% and when results have consistently hovered closer to 90%, goals are set at 90% unless additional resources are being applied as a part of this plan. The Village’s surveys typically have a margin of error close to 5%. When applicable and available, the graphs also include comparable information indicating the Village’s performance relative to others, as described below:

- Comp – A comparable benchmark community
- ETC Avg – Average of cities using the Direction Finder Survey by ETC Institute in the United States
- SHRM Avg – Society of Human Resources Management survey average



Goal: Safeguard the Community



Safeguarding the community means to protect the lives and property of residents, businesses, and visitors. Departments and divisions primarily responsible include Police and Fire. Applicable volunteers include Citizens on Patrol and Community Watch. See the *General Fund* section of this document for additional financial and performance information on the departments. There are two objectives under the goal to Safeguard the Community:

1. Deliver effective fire and rescue services, and
2. Deliver effective police services.

The five-year Initiative Action Plans (IAPs) and Key Performance Indicators (KPIs) for these objectives are identified below.

Strategic Objective: Deliver effective police services			
Initiative Action Plans	Timeline	FY 2021-2025 Funding	Department/ Division
Police Department Accreditation –Implement law enforcement standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA) and apply for Police Department accreditation	FY 2021	\$43,825	Police

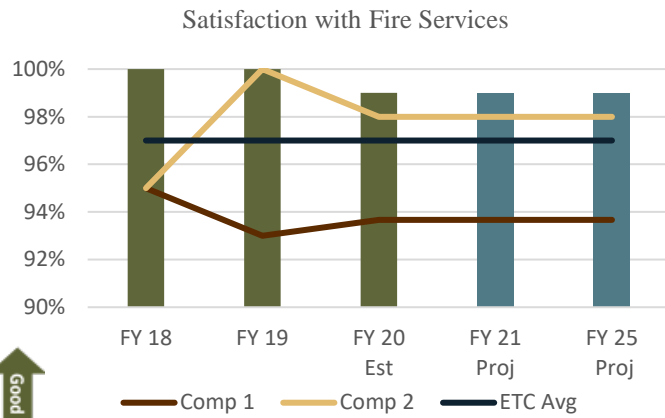


Pinehurst Police Car



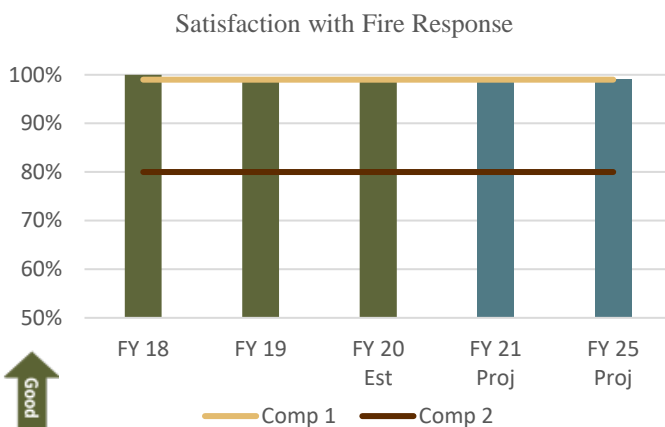
Key Performance Indicators (KPIs) - Deliver effective fire and rescue services

Maintain a 95% resident satisfaction rating with fire services



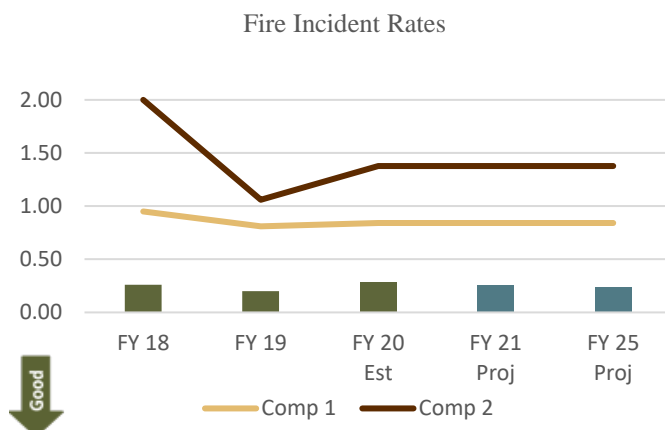
The Village has consistently exceeded comparable communities with resident satisfaction with fire services. Projected satisfaction levels of 99% indicate the Village will meet its goal to achieve a 95% satisfaction rating over the five-year period.

Maintain a 95% resident satisfaction rating with how quickly fire personnel respond to emergencies



Resident satisfaction with fire response is comparable to benchmark communities at approximately 99%. The Village projects that satisfaction ratings will continue to exceed the goal of 95% over the five-year period. In FY 2017, the department received Accredited Agency status with the Commission on Fire Accreditation International, one of only 19 NC agencies and 220 worldwide.

Maintain <0.35 fire incident rates per 1,000 residents

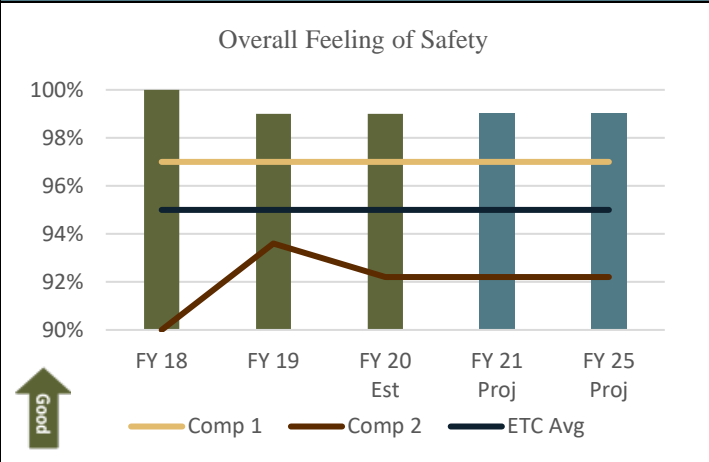


The Village has consistently exceeded benchmarks for fire incident rates with very low rates of Category 1 calls in the fire district. The Fire Department will continue efforts with fire safety education for the over 19,000 people served in the district.



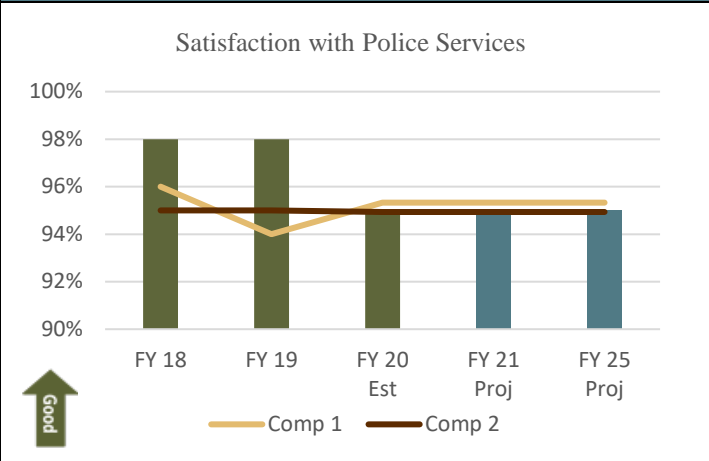
Key Performance Indicators (KPIs) - Deliver effective police services

Maintain a 95% resident rating of the overall feeling of safety in the Village as good or excellent



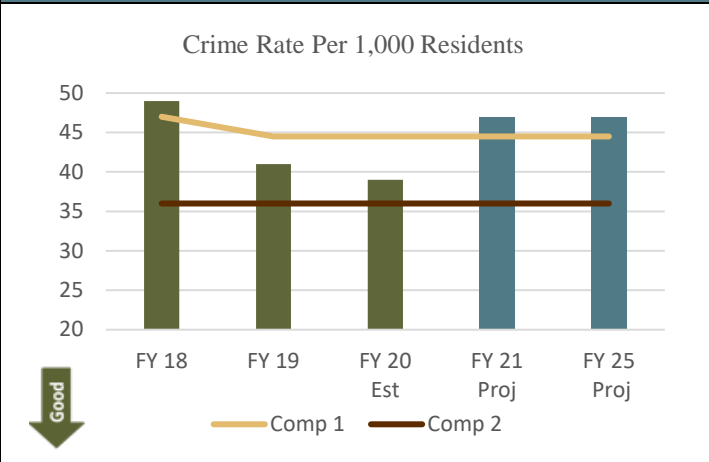
The Village has consistently exceeded comparable communities with resident satisfaction of the overall feeling of safety at 99%. Projected satisfaction levels indicate the Village will exceed its goal to achieve a 95% satisfaction rating over the five-year period.

Maintain a 95% resident satisfaction with police services



The Village has consistently exceeded comparable communities with resident satisfaction with police services. Projected satisfaction levels indicate the Village will meet its goal to achieve a 95% satisfaction rating over the five-year period. In FY 2021, the Police Department is continuing to seek accreditation in an effort to ensure the most efficient and effective police services.

Maintain a <47.0 crime rate per 1,000 residents



The Village consistently monitors the number of crimes against persons, society, and property per 1,000 residents in order to understand how crime in Pinehurst ranks with comparable communities. This measure uses the National Incident-Based Reporting System (NIBRS) for tracking and reporting crimes. The Village transitioned from UCR to NIBRS, which limits comparable communities. More municipalities will make the transition to NIBRS soon to meet the FBI mandate by January 2021.



Goal: Promote High Quality Development and Appearance



Pinehurst promotes high quality development and appearance by providing planning, inspections, infrastructure, code enforcement, and grounds maintenance services. Departments and divisions primarily responsible include Planning, Inspections, Streets & Grounds, and Buildings & Grounds. Applicable volunteer committees include the Beautification Committee, Planning & Zoning Board, Board of Adjustment, Historic Preservation Commission and Neighborhood Advisory Committee. See the *General Fund* section of this document for additional information on the departments. There are two objectives under the goal to Promote High Quality Development and Appearance:

1. Maintain and enhance the appearance of public spaces, and
2. Manage development and enforce codes and ordinances.

The objective to manage development and enforce codes and ordinances is an Area of Focus (AOF) for FY 2021.

The five-year Initiative Action Plans (IAPs) and Key Performance Indicators (KPIs) for these objectives are identified below.

Strategic Objective: Manage Development and Enforce Codes and Ordinances <small>AOF</small>			
Initiative Action Plans	Timeline	FY 2021-2025 Funding	Department/ Division
Update the Pinehurst Development Ordinance – Update the Pinehurst Development Ordinance to reflect priorities of the 2019 Comprehensive Plan and changes required by 160D legislation	FY 2021-2025	\$200,000	Planning
Small Area Plan for Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy 5 Commercial Area <small>AOF</small> – Engage a consultant and develop small area plans for two focus areas from the 2019 Comprehensive Plan	FY 2021	\$158,000	Planning

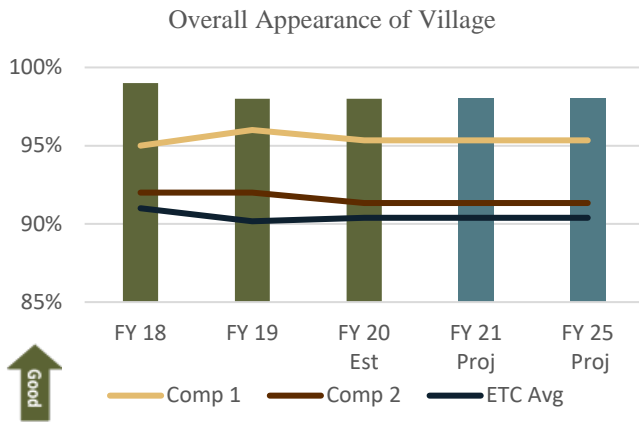


Historic Pinehurst Cottage



Key Performance Indicators (KPIs) - Maintain and enhance the appearance of public spaces

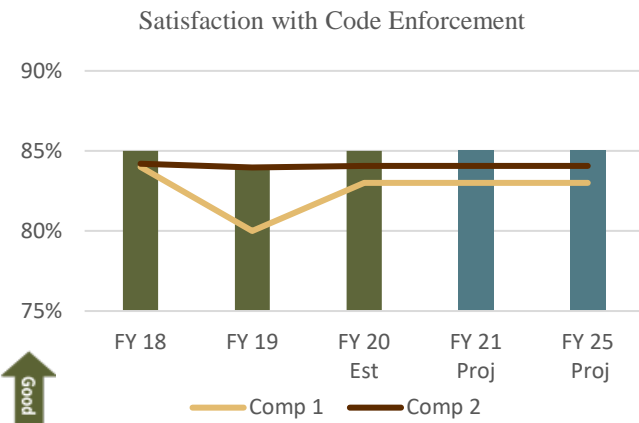
Maintain a 95% resident rating of the overall appearance in the Village as good or excellent



Historically, Pinehurst residents have been extremely satisfied with the overall appearance of the Village, with satisfaction levels exceeding comparable communities by a healthy margin. The Village’s Beautification Committee has worked in conjunction with staff over the past several years to beautify the right of ways at key intersections with additional landscaping to improve the overall appearance of the Village.

Key Performance Indicators (KPIs) – Manage development and enforce codes and ordinances AOF

Achieve an 85% resident satisfaction rating with the enforcement of codes and ordinances



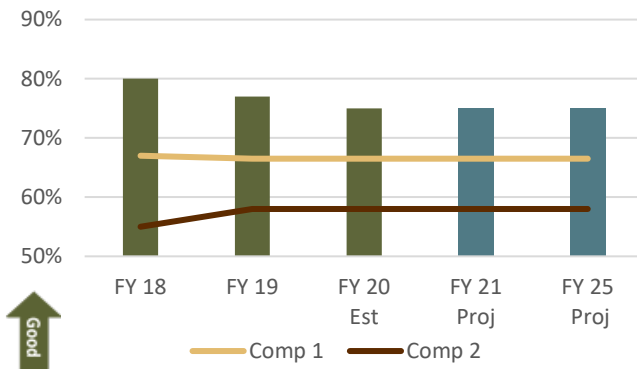
Resident satisfaction with the enforcement of codes and ordinances has been historically lower relative to other satisfaction ratings in the annual community survey. To address this, in FY 2017, the Village’s code enforcement officer began routine patrols of neighborhoods to identify code enforcement issues proactively. Also, the Village has strived to improve these satisfaction ratings with additional public education on Village codes and ordinances published in the quarterly Village Newsletter that is mailed to all residents.



Key Performance Indicators (KPIs) – Manage development and enforce codes and ordinances ΔOF

Achieve a 80% resident satisfaction rating with the quality of new development

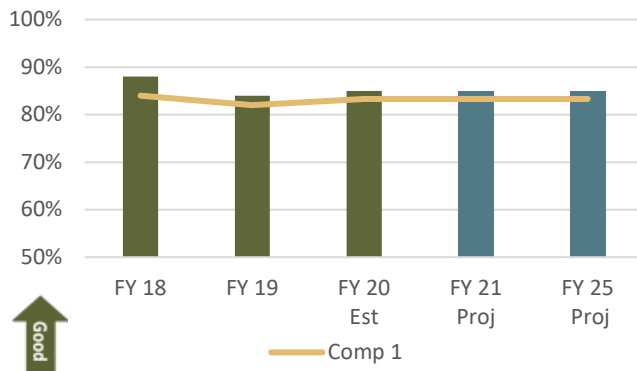
Satisfaction with Quality of New Development



The Village monitors resident satisfaction with efforts with the quality of new development. The Village has seen a slight decrease in satisfaction levels with the quality of new development, falling under the goal of 80%. In FY 2021, the Village will begin implementing the 2019 Comprehensive Plan strategies and update portions of the Pinehurst Development Ordinance that could positively impact this measure.

Achieve a 90% resident satisfaction rating with efforts to maintain the quality of neighborhoods

Satisfaction with Quality of Neighborhoods



The Village closely monitors resident satisfaction with efforts to maintain the quality of neighborhoods. Historically, satisfaction levels with the efforts to maintain quality neighborhoods has fallen just short of the 90% satisfaction goal and over the last few years it continues to fall short of the goal. The implementation of the 2019 Comprehensive Plan strategies should help maintain or improve this measure.



Goal: Promote a Thriving Business Community



Promoting a thriving business community means to support economic and business development. Departments and divisions primarily responsible include Administration, Planning, and Community Development. Applicable volunteers include the Welcome Center volunteers. See the *General Fund* section of this document for additional information on the departments. There is one objective under Promote a Thriving Business Community: Support businesses and facilitate economic development.

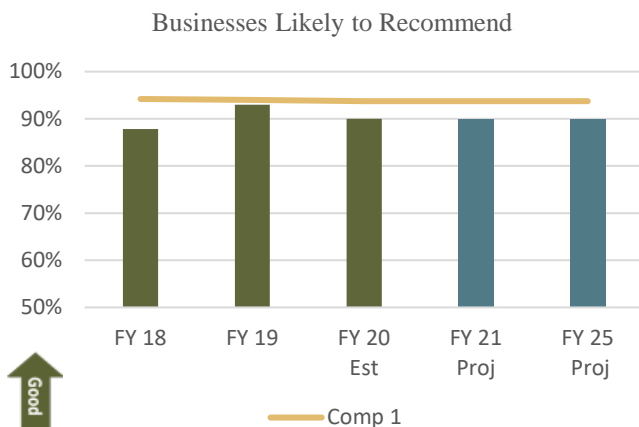
There are no five-year Initiative Action Plans (IAPs) for these objectives and the Key Performance Indicator (KPI) for this objective is identified below.



Village Center

Key Performance Indicators (KPIs) – Support businesses and facilitate economic development

Maintain at least a 90% of businesses likely to recommend the Village as a business location



Each year, the Village conducts an annual Business Survey to determine business owner satisfaction levels. Businesses are one of the Village’s key customer groups and their likelihood to recommend is an indication of their engagement as a customer. Currently, the Village is achieving excellent results with approximately 93% of businesses likely to recommend the Village as a business location. This falls just below the benchmark community. The projection is that the Village will achieve its goal to maintain a 90% likely to recommend rating over the next five years.



Goal: Promote Transportation Mobility and Connectivity



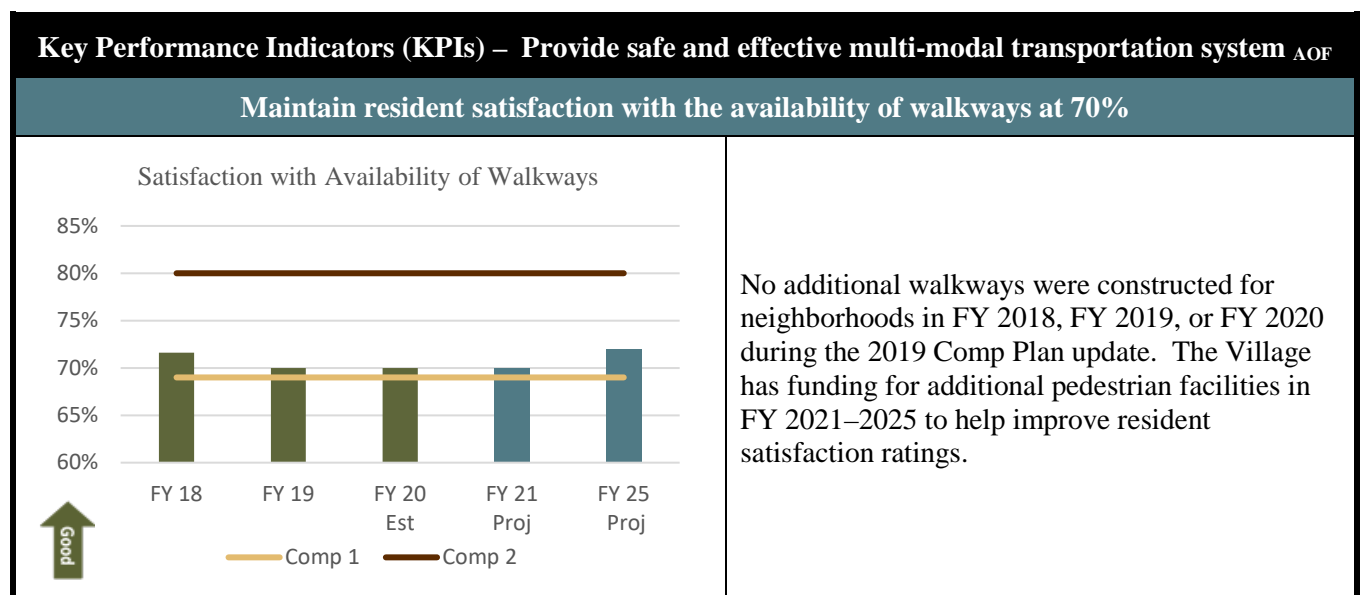
Promoting transportation mobility and connectivity means to provide efficient and well-maintained roadways, sidewalks, greenway trails, and other transportation alternatives to ensure safe and adequate mobility and connectivity. Divisions primarily responsible include Streets & Grounds, Buildings & Grounds, and Recreation. Applicable volunteers include the Bicycle and Pedestrian Advisory Committee. See the *General Fund* section of this document for additional information on the departments. There are two objectives under Promote Transportation Mobility and Connectivity:

1. Provide a safe and effective multi-modal transportation system, and
2. Maintain high quality streets.

To provide a safe and effective multi-modal transportation system is an Area of Focus (AOF) for FY 2021.

Strategic Objective: Provide a safe and effective multi-modal transportation system <small>AOF</small>			
Initiative Action Plans	Timeline	FY 2021-2025 Funding	Department/ Division
<i>Develop a consolidated multi-modal transportation plan</i> – Consolidate the Village’s multi-modal transportation plans into one document that incorporates bicycle, pedestrian, and golf cart accessibility	FY 2024-2025	\$100,000	Planning

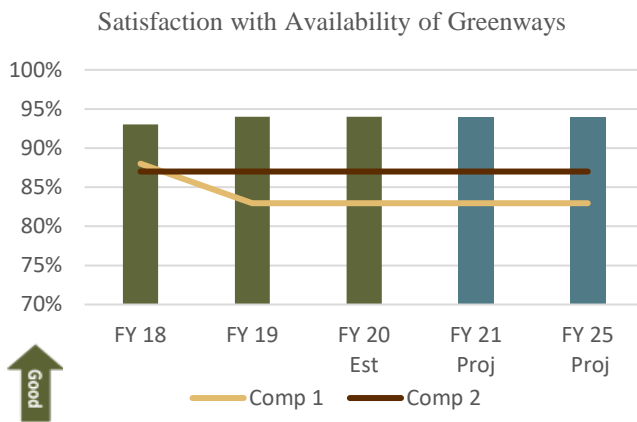
The Key Performance Indicators (KPIs) for these objectives are identified below.





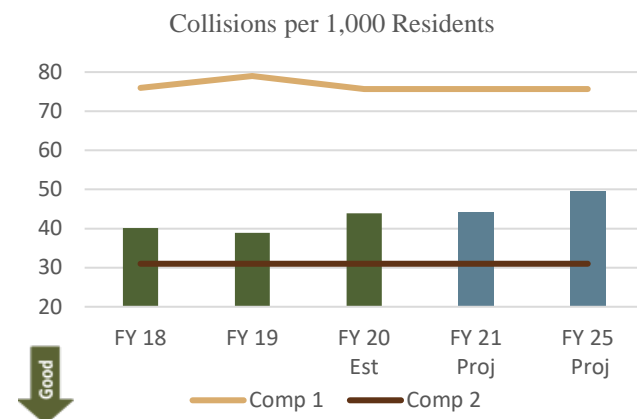
Key Performance Indicators (KPIs) – Maintain high quality streets

Maintain resident satisfaction with the availability of greenway/walking trails at 90%



The Village began constructing greenways as a result of resident input in the Village's first Comprehensive Long Range Plan in 2003. Over time, the Village has constructed over 7 miles of greenways and has achieved high resident satisfaction levels with the availability of greenways that exceed comparable communities. There is no major expansion of the existing greenway system planned in the five-year planning period. The Village projects it will achieve a satisfaction rating of 94%, exceeding the goal.

Maintain <45.0 collisions per 1,000 residents

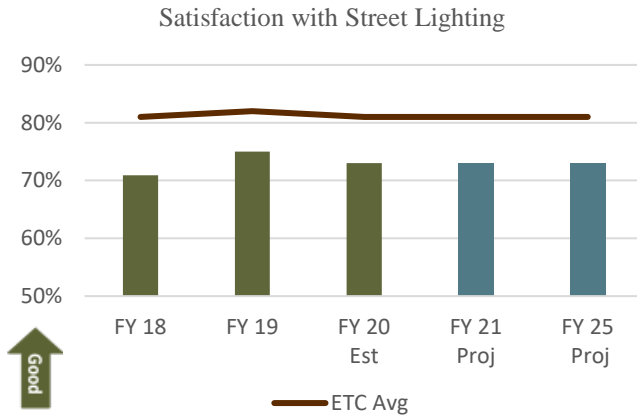


Traffic in and around the Village continues to be an important concern for residents. Along with increased traffic and motoring public comes the potential for an increase in collisions on roadways. Historically, the Village has experience relatively low collision numbers per 1,000 residents compared to neighboring communities.



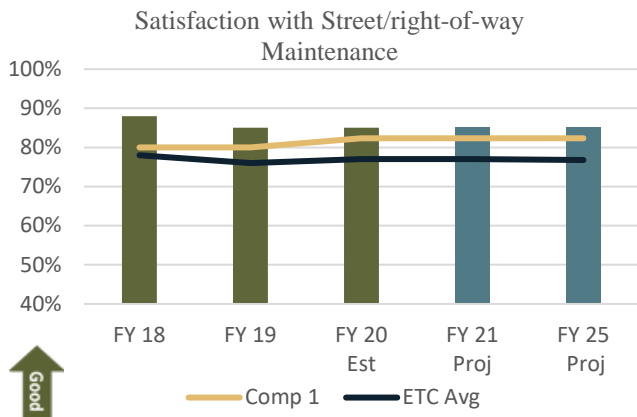
Key Performance Indicators (KPIs) – Maintain high quality streets

Maintain resident satisfaction with adequacy of street lighting at 70%



Resident satisfaction with street lighting is among the lowest ratings on the community survey. To address this, the Village installed street lights in the Village Acres neighborhood in FY 2017, which increased their satisfaction levels. In FY 2018, Lake Pinehurst residents opposed street lights so none were installed. There are no current plans in the 5-year period to significantly increase street lighting.

Maintain resident satisfaction with street and right of way maintenance at 85%



Overall, the Village has achieved high levels of satisfaction with street and right of way maintenance that are above comparable benchmark communities. To achieve the goal of 85% satisfaction with street/right of way maintenance, the Village has dedicated significant annual funding for resurfacing and patching roads in each of the five years in the planning period.



Goal: Protect the Environment



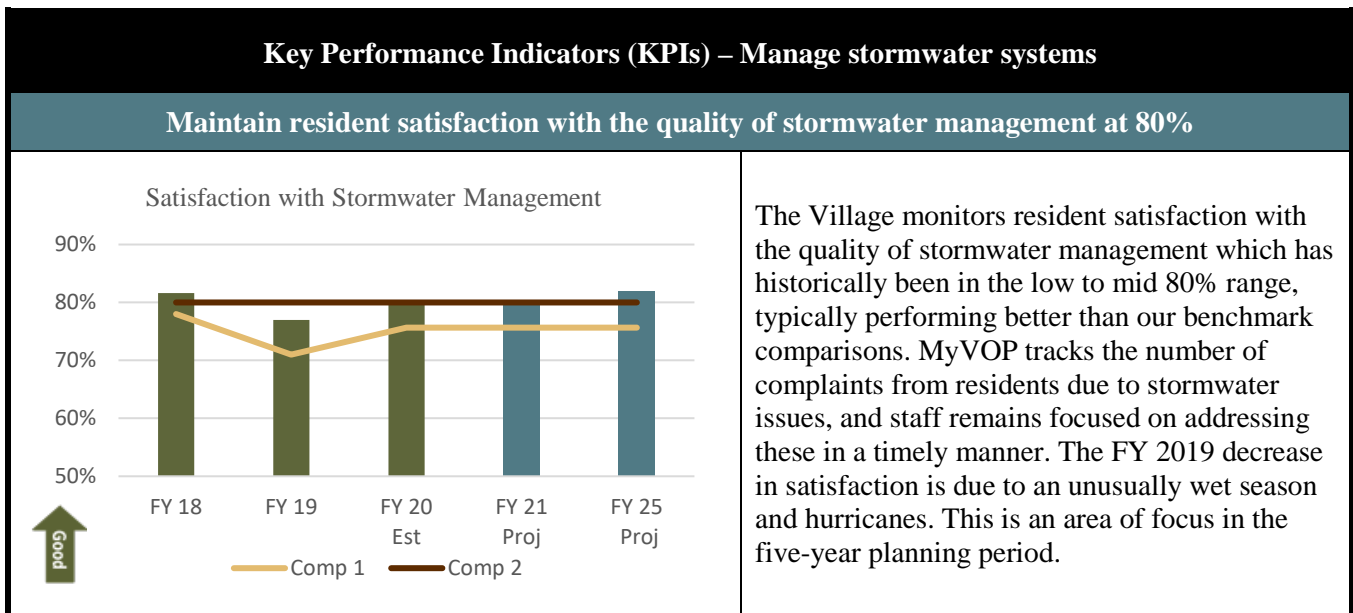
Protecting the environment means to provide efficient and effective collection of solid waste collection and conserve natural resources. The division primarily responsible is Solid Waste. Applicable volunteers include the Greenway Wildlife Habitat Committee. See the *General Fund* section of this document for additional information on the departments. There are three objectives under Protect the Environment:

1. Manage stormwater systems,
2. Provide effective and efficient solid waste collection services, and
3. Conserve natural resources.

To manage stormwater systems is an Area of Focus (AOF) for FY 2021.

Strategic Objective: Manage stormwater systems AOF			
Initiative Action Plans	Timeline	FY 2021-2025 Funding	Department/ Division
<i>Develop a comprehensive stormwater master plan</i> – Develop a plan and strategy to address stormwater issues and concerns within the community	FY 2021-2022	\$125,000	Streets and Grounds

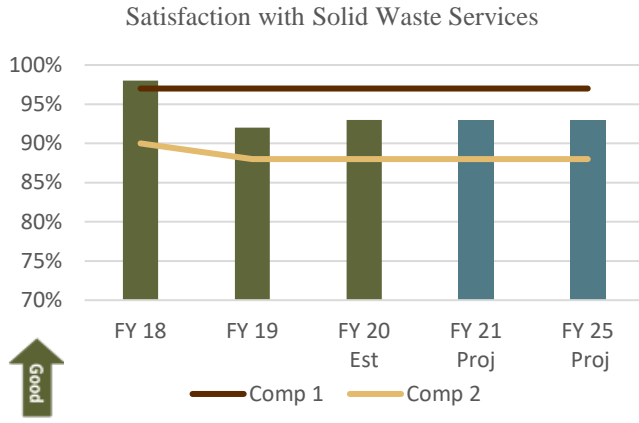
The Key Performance Indicators (KPIs) are identified below.





Key Performance Indicators (KPIs) – Provide effective and efficient solid waste collection services

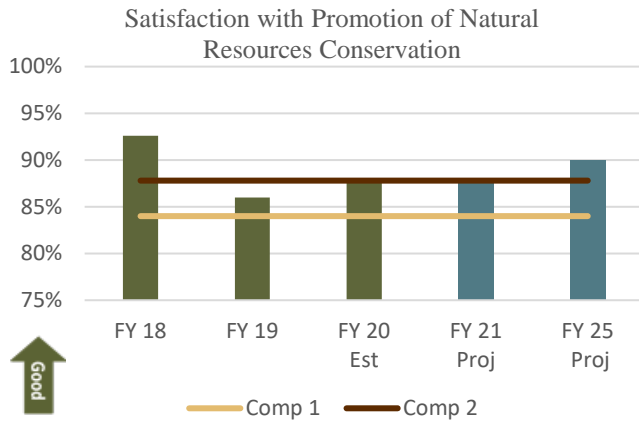
Maintain resident satisfaction with solid waste services at 95%



The Village has historically achieved excellent satisfaction ratings for solid waste services. In FY 2015, the Village modified its collection services to automated, once a week, same day pickup for trash, recycling, and yard debris to improve operating efficiencies. In FY19, glass was no longer accepted into the recycling stream by the materials recycling facility thus decreasing overall satisfaction with Solid Waste collection. The Village projects satisfaction ratings of 93% for the five-year planning period.

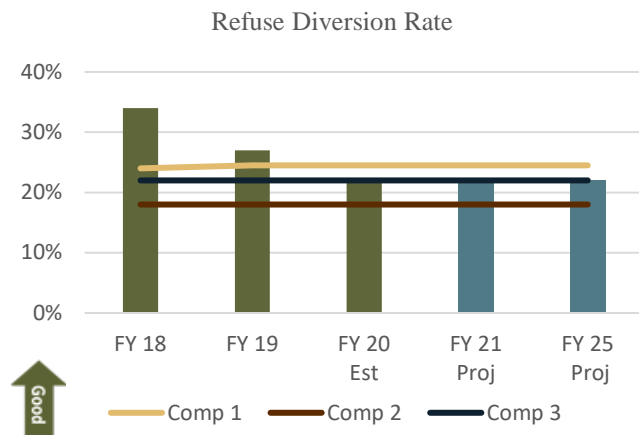
Key Performance Indicators (KPIs) – Conserve natural resources

Maintain resident satisfaction with promotion of natural resource conservation at 90%



Historically, Pinehurst residents have been very satisfied with the promotion of natural resource conservation, exceeding comparable communities. In FY 2019, the Village was required to remove glass from the recycling stream as a result of reduced worldwide demand for these materials. The Village led an education campaign to inform residents of the new restrictions imposed on the recycling services. Due to the changes with the recycling stream, the Village projects the satisfaction ratings to remain between 88-90%.

Divert at least 22% of waste from the landfill



Historically, the Village's refuse diversion rate (e.g. the % of refuse that is recycled and diverted from the landfill) has been approximately 35%. Due to the FY 2019 elimination of glass in the recycling stream, the Village projects this to drop to 22% over the five-year planning period.



Goal: Promote Active Living and Cultural Opportunities



Promoting active living and cultural opportunities means to offer recreation programs, facilities, and community events to enhance the overall quality of life. The department primarily responsible is Parks & Recreation. Applicable volunteers include numerous recreation volunteer coaches. See the *General Fund* section of this document for additional information on the departments. There are two objectives under promote active living and cultural opportunities:

1. Provide recreation programs and facilities, and
2. Provide cultural services and events.

There are no five-year Initiative Action Plans (IAPs) for these objectives.



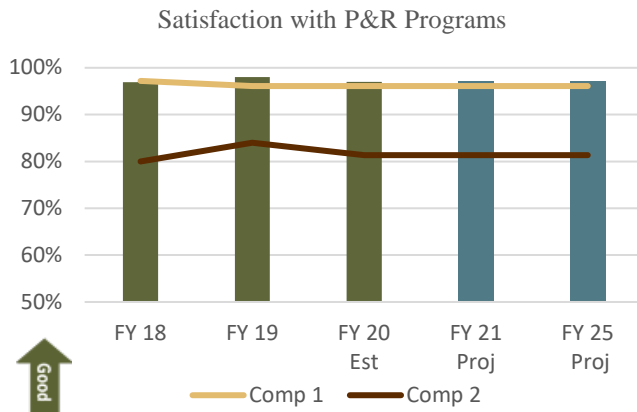
Live After Five in Tufts Park



The Key Performance Indicators (KPIs) for this objective are identified below.

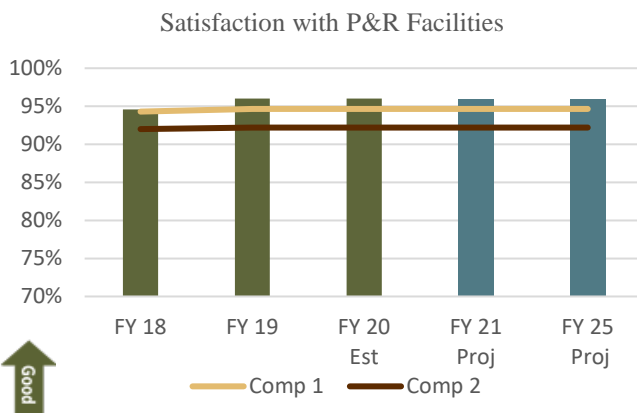
Key Performance Indicators (KPIs) – Provide recreation programs and facilities

Maintain resident satisfaction with parks & recreation programs at 95%



Village residents indicate consistently high satisfaction ratings with Parks and Recreation programs. In FY 2016, the Village began leasing dedicated indoor recreation space to expand programming opportunities and the new Community Center opened in January 2020. The Village projects continued high satisfaction ratings of 97% over the five-year planning period, exceeding the goal of 95%.

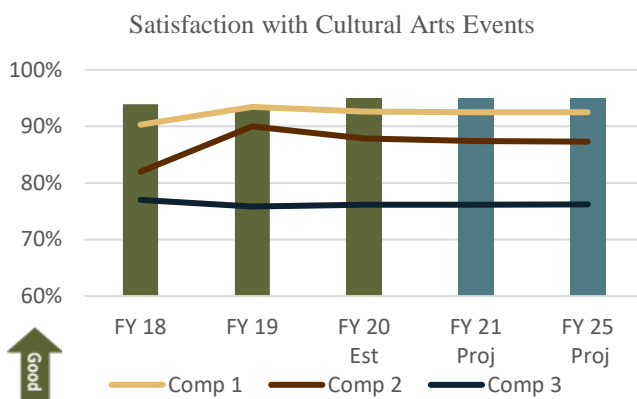
Maintain resident satisfaction with parks & recreation facilities at 95%



Village residents indicate consistently high satisfaction ratings with Parks and Recreation programs. In FY 2016, the Village began leasing dedicated indoor recreation space to expand programming opportunities and the new Community Center opened in January 2020. The Village projects continued high satisfaction ratings exceeding the 95% goal over the five-year planning period.

Key Performance Indicators (KPIs) – Provide cultural services and events

Maintain resident satisfaction with Village-sponsored cultural arts events at 95%



In FY 2015, the Village assumed responsibility for the Live After Five music series and other new events have been added to enhance resident satisfaction with Village sponsored cultural arts events. A dedicated focus on event programming with dedicated staff has allowed the Village to achieve high satisfaction ratings that exceed comparable communities. Staff projects satisfaction rates will be at the goal of 95% over the planning period.



Goal: Professionally Manage a High Performing Organization



Professionally managing a high performing organization means to continually improve service delivery to both internal and external customers. ALL departments and divisions are responsible for this goal, with ultimate responsibility falling to Administration. Applicable volunteers include the Risk Management Committee. See the *General Fund* section of this document for additional information on the departments. There are four objectives under Professionally Manage a High Performing Organization:

1. Communicate with and engage the community;
2. Provide a high level of customer service,
3. Continuously improve and innovate, and
4. Maintain Village assets

The five-year Initiative Action Plans (IAPs) and Key Performance Indicators (KPIs) for these objectives are identified below.

Strategic Objective: Continuously improve and innovate			
Initiative Action Plans	Timeline	FY 2021-2025 Funding	Department/ Division
Build Baldrige Framework Systems and Culture – Continue use of the Baldrige Excellence Framework to ensure systematic processes that deliver exceptional results	FY 2021	\$52,500	Administration
Expand GIS Capabilities – Continue implementing the GIS Strategic Plan for the Village	FY 2021	\$128,000	Information Technology

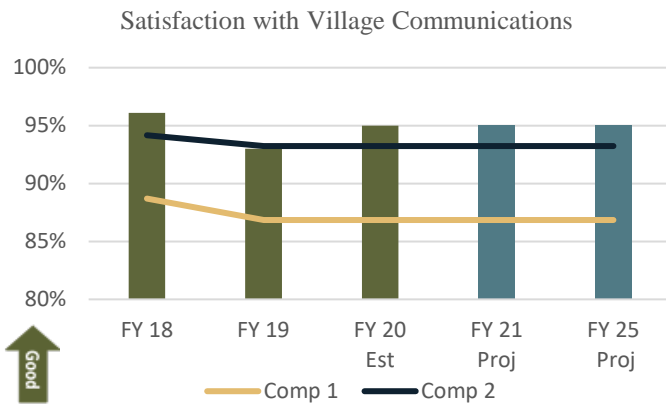


Village Hall



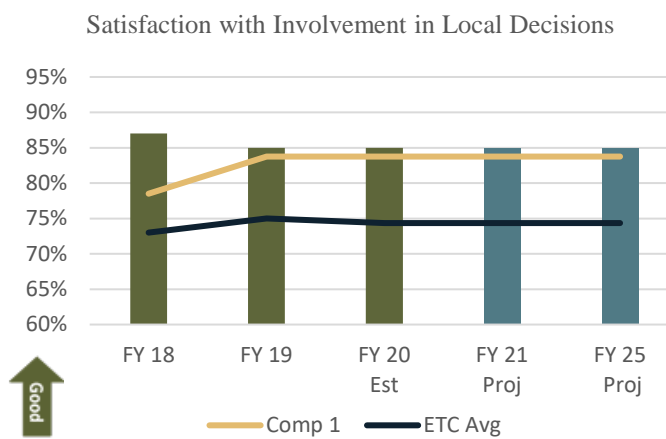
Key Performance Indicators (KPIs) – Communicate with and engage the community

Maintain resident satisfaction with Village communications at 95%



The Village has had several initiatives to improve communications with residents in recent years including enhancements to the quarterly newsletter, posting Council and Planning Board meeting videos online, MyVOP mobile app, monthly e-News, online engagement portals, and social media enhancements. In addition, the Village reorganized to create a Communications Specialist position in FY 2017. As a result, the Village achieves high satisfaction ratings that exceed comparable communities. The Village projects continued high ratings of 95%, meeting the goal.

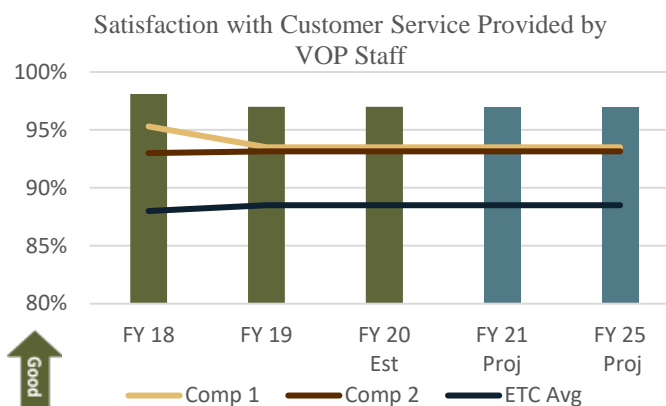
Maintain resident satisfaction with the level of public involvement in local decisions at 85%



To increase transparency, the Village began posting Planning Board, Board of Adjustment, and Historic Preservation Commission agendas online in advance of meetings and a Council eNews is sent prior to each meeting. The Village also published Learning Guides to help communicate opportunities for the public to get involved in local decisions. FY 2018 satisfaction increased significantly, likely due to the kickoff of the Long Range Comprehensive Plan update process. The Village projects that satisfaction levels will return to historical levels around 85%.

Key Performance Indicators (KPIs) – Provide a high level of customer service

Maintain resident satisfaction with customer service provided by VOP staff at 95%

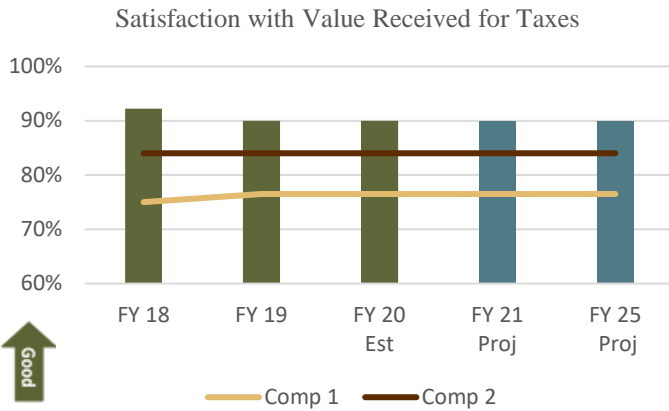


Historically, the Village has seen very high levels of satisfaction with customer service provided by VOP staff, consistently exceeding benchmarks. The workforce strives to provide outstanding customer service always. Every employee's performance evaluation includes a rating on their performance relative to the core value of service.



Key Performance Indicators (KPIs) – Continuously improve and innovate

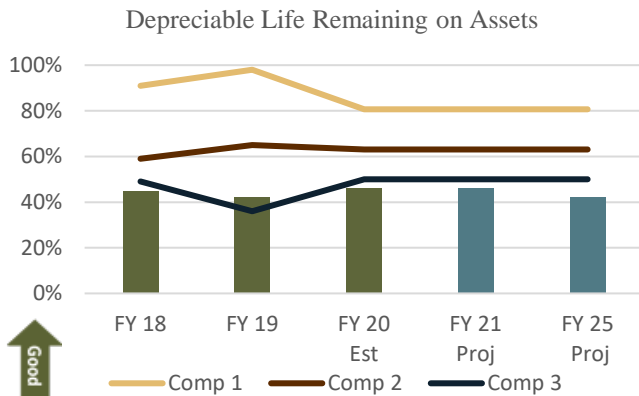
Maintain resident satisfaction with the value received for taxes paid at 90%



Resident satisfaction with the value received for taxes paid is an indicator of resident perceptions of Village operational effectiveness. With satisfaction levels around 90% and exceeding comparable communities, the Village demonstrates its ability to provide an excellent value for taxes. The Village projects satisfaction ratings will be approximately 90% over the planning period. These projections exceed comparable communities.

Key Performance Indicators (KPIs) – Maintain Village assets

Maintain depreciable life remaining on assets between 40-60%



This is an indicator of the Village's level of investment in new capital and not allowing it to become fully depreciated. The ratio naturally declines by 1-2% each year when there is not a significant investment in new infrastructure like a new facility.



Goal: Attract & Retain an Engaged Workforce



Attracting and retaining an engaged workforce means to select, retain, and develop a qualified and diverse workforce of employees and volunteers. ALL departments and divisions are responsible for this goal, with ultimate responsibility falling to Human Resources. See the *General Fund* section of this document for additional information on the departments. There is one objective under Attract & Retain an Engaged Workforce: Provide a supportive and rewarding work environment.

The five-year Initiative Action Plans (IAPs) and Key Performance Indicators (KPIs) for this objective are identified below.

Strategic Objective: Provide a supportive and rewarding work environment			
Initiative Action Plans	Timeline	FY 2021-2025 Funding	Department/ Division
<i>Workforce Learning and Development</i> – Expand the Village’s succession planning process and enhance the workforce learning and development system	FY 2021	\$35,000	Human Resources

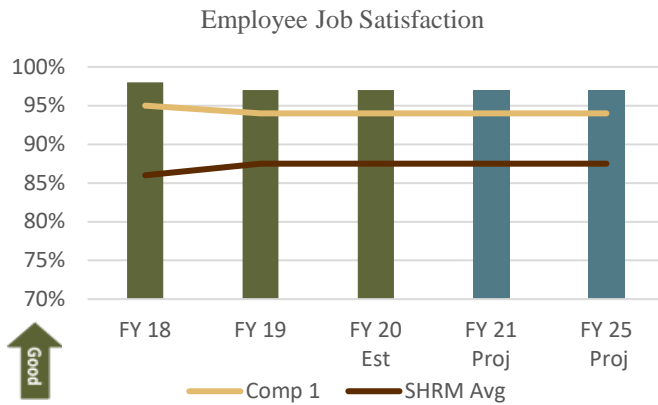


Employee Bowling Outing



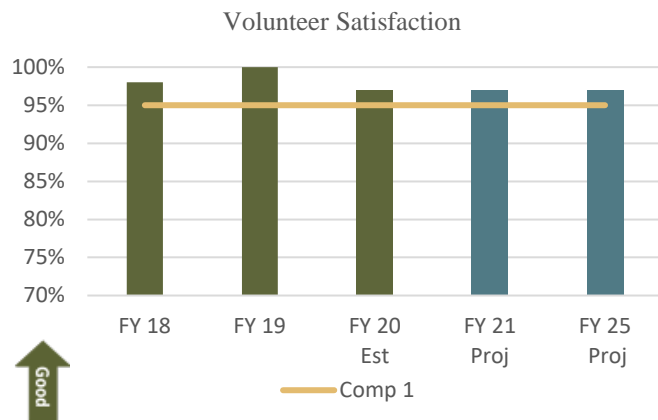
Key Performance Indicators (KPIs) – Provide a supportive & rewarding work environment

Maintain an agreement rating of 95% for employees who agree that overall they like their job



The Village surveys its employees each year in the Annual Workforce Survey to determine employee satisfaction levels in a variety of areas. Employee job satisfaction is a key indicator of employee engagement. Village employee satisfaction ratings are historically above the national SHRM averages and have been consistently above 95%. The Village projects job satisfaction levels will continue to remain around 97% over the five-year planning period, exceeding the goal.

Maintain an agreement rating of 95% for volunteers who agree that overall they like their role



Volunteers are a critical extension of the Village workforce. The Village surveys its volunteers each year in its Annual Volunteer Survey to determine volunteer satisfaction levels in a variety of areas. Volunteer satisfaction is a key indicator of volunteer engagement. The Village demonstrates excellent results and projects 97% volunteer satisfaction ratings over the planning period, which exceeds the goal of 95%.



Goal: Maintain a Healthy Financial Condition

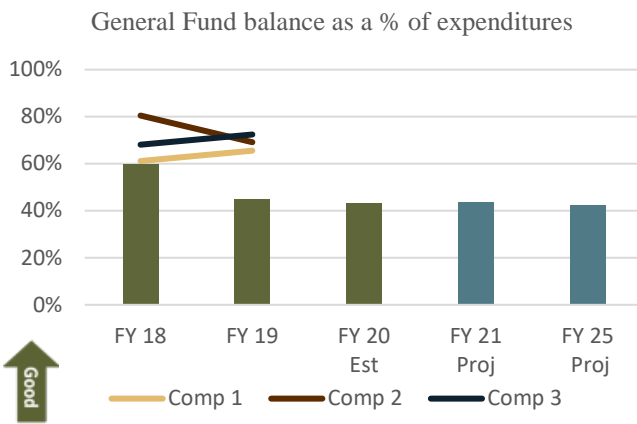


Maintaining a healthy financial condition means to ensure financial sustainability and strength by achieving financial targets. ALL departments and divisions are responsible for this goal, with ultimate responsibility falling to Financial Services and Administration. See the *General Fund* section of this document for additional information on the departments. There is one objective under Maintain a Healthy Financial Condition: Meet or exceed Village established financial targets.

There are no five-year Initiative Action Plans (IAPs) for these objectives. Key Performance Indicators (KPIs) for these objectives are identified below.

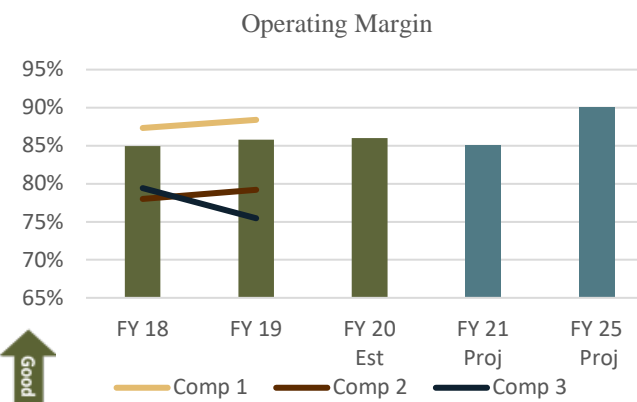
Key Performance Indicators (KPIs) – Meet or exceed Village established financial targets

Maintain a Total General Fund fund balance as a % of actual expenditures above 30%



This KPI measures the amount of available financial resources in proportion to the size of the overall budget. The Village’s Fund Balance Policy requires the Village to maintain a total fund balance as a % of expenditures greater than 30%, which the Village has consistently exceeded. In FY 2019, fund balance fell due to the planned use of \$4 million to fund the construction of the Community Center. The Village has historically maintained a smaller fund balance than benchmark communities.

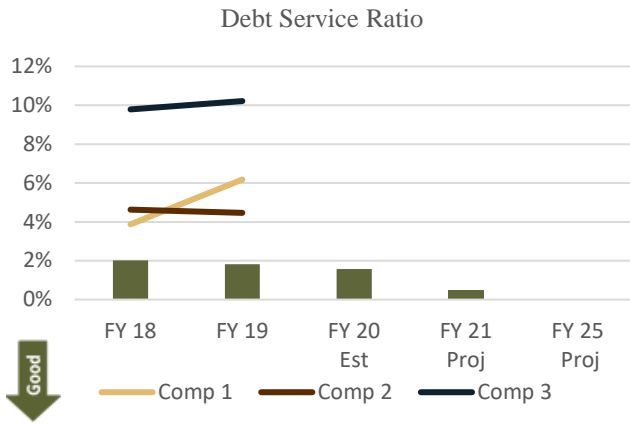
Maintain a General Fund operating margin between 81-91%



This KPI is an indicator of the Village’s financial strength. It measures the amount of operating revenues spent on operating expenditures. Management’s target operating margin range is between 81-91%.



Maintain a General Fund debt service ratio of less than 10%



This KPI is an indicator of the Village’s financial strength. Particularly the Village’s ability to keep debt service as a percentage of total expenditures at an affordable level. Higher levels of debt service indicate that a unit of government is relying too heavily on debt to acquire needed capital.