

Village of Pinehurst, North Carolina

Malcolm Baldrige National Quality Award Application 2020

395 Magnolia Road | Pinehurst, NC 28374

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Village of Pinehurst, NC
2020 Malcolm Baldrige National Quality Award
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1. Your Organization

Official name	Village of Pinehurst, NC
Mailing address	395 Magnolia Road Pinehurst, NC 28374

2. Award Category and Criteria Used

- a. Award category (Check one.)
- Manufacturing
 - Service
 - Small business. The larger percentage of sales is in (*check one*) Manufacturing Service
 - Education
 - Health care
 - Nonprofit
- b. Criteria used (Check one.)
- Business/Nonprofit
 - Education
 - Health Care

3. Official Contact Point

Designate a person with in-depth knowledge of the organization, a good understanding of the application, and the authority to answer inquiries and arrange a site visit, if necessary. *Contact between the Baldrige Program and your organization is limited to this individual and the alternate official contact point. If this official contact point changes during the application process, please inform the program.*

Mr. Mrs. Ms. Dr.

Name	Lauren Craig
Title	Organizational Performance Director
Mailing address	<input checked="" type="checkbox"/> Same as above
Overnight mailing address	<input checked="" type="checkbox"/> Same as above (<i>Do not use a P.O. box number.</i>)
Telephone (office and cell, if possible)	910-295-8644 (office); 336-971-0900 (cell) Scheduled maternity leave May-August 2020. Use alternate contact.
Fax	910-295-4434
Email	lcraig@vopnc.org

4. Alternate Official Contact Point

Mr. Mrs. Ms. Dr.

Name	Natalie Hawkins
Telephone	910-295-8643 (office); 910-690-7167 (cell)
Fax	910-295-4434
Email	nhawkins@vopnc.org

5. Release and Ethics Statements

Release Statement

I understand that this application will be reviewed by members of the Board of Examiners. If my organization is selected for a site visit, my organization will

- host the site visit,
- facilitate an open and unbiased examination, and
- pay reasonable costs associated with the site visit (see [Baldrige Award Process Fees](https://www.nist.gov/baldrige/baldrige-award/award-process-fees/) at <https://www.nist.gov/baldrige/baldrige-award/award-process-fees/>).

If selected to receive an award, my organization will share nonproprietary information on its successful performance excellence strategies with other U.S. organizations.

Ethics Statement and Signature of Highest-Ranking Official

I state and attest that

- (1) I have reviewed the information provided by my organization in this award application package.
- (2) To the best of my knowledge, this package contains no untrue statement of a material fact and omits no material fact that I am legally permitted to disclose and that affects my organization's ethical and legal practices. This includes but is not limited to sanctions and ethical breaches.

	4/8/2020
Signature	Date

Mr. Mrs. Ms. Dr.

Printed name	Jeff Sanborn
Job title	Village Manager
Applicant name	Village of Pinehurst, NC
Mailing address	<input checked="" type="checkbox"/> Same as above
Telephone	910-295-8641
Email	jsanborn@vopnc.org

2020 Eligibility
Certification Form

OIBE

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1. Your Organization

Official name	Village of Pinehurst, NC	Headquarters address	395 Magnolia Road Pinehurst, NC 28374
Other name	n/a		
Prior name	<i>(if changed within the past 5 years)</i>		

2. Highest-Ranking Official

Mr. Mrs. Ms. Dr.

Name	Jeff Sanborn	Address	<input checked="" type="checkbox"/> Same as above
Job title	Village Manager		
Email	jsanborn@vopnc.org		
Telephone	910-295-8641		
Fax	910-295-4434		

3. Eligibility Contact Point

Designate a person who can answer inquiries about your organization. Questions from your organization and requests from the Baldrige Program will be limited to this person and the alternate identified below.

Mr. Mrs. Ms. Dr.

Name	Lauren Craig	Address	<input checked="" type="checkbox"/> Same as above
Job title	Organizational Performance Director		
Email	lcraig@vopnc.org	Overnight mailing address	<input checked="" type="checkbox"/> Same as above <i>(Do not use a P.O. box number.)</i>
Telephone (office and cell, if possible)	910-295-8644 (office); 336-971-0900 (cell) NOTE: Scheduled maternity leave May-August 2020. Use alternate contact.		
Fax	910-295-4434		

4. Alternate Eligibility Contact Point

Mr. Mrs. Ms. Dr.

Name	Natalie Hawkins	Telephone	910-295-8643 (office); 910-690-7167 (cell)
Email	nhawkins@vopnc.org	Fax	910-295-4434

Eligibility package due February 12, 2020

Award package due April 21, 2020

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5. Application History

a. Has your organization previously submitted an eligibility certification package?

Yes. Indicate the year(s). Also indicate the organization's name at that time, if different.

Year(s) []
Name(s) []

No

Don't know

b. Has your organization ever received the Malcolm Baldrige National Quality Award®?

Yes.

Did your organization receive the award in 2014 (the year you submitted award-winning application) or earlier?

Yes. Your organization is eligible to apply for the award.

No. If your organization received an award between 2015 and 2019, it is eligible to apply for feedback only. Contact the Baldrige Program at (877) 237-9064, option 3, if you have questions.

No

c. Has your organization participated in a regional/state/local or sector-specific Baldrige-based award process?

Yes. Years: 2011, 2013, 2016

No

d. Is your organization submitting additional materials (i.e., a completed Organizational Profile and two results measures for each of the five Criteria results items [option 8 in section 6k]) as a means of establishing eligibility?

No. Proceed to question 6.

Yes. In the box below, briefly explain the reason your organization chose this eligibility option. (This information will be shared with the Alliance leadership, without revealing your organization's identity.)

The Village has participated in the NCAFE program and been recognized for 3 of 4 levels. During the transition of the program to Tennessee, the Village continued to progress and sees more value in applying at a national level given our level of maturity.

6. Eligibility Determination

See also Is Your Organization Eligible? (https://www.nist.gov/baldrige/baldrige-award/your-organization-eligible/).

a. Is your organization a distinct organization or business unit headquartered in the United States?

Yes No. Briefly explain.

[]

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- b. Has your organization officially or legally existed for at least one year, or since April 1, 2019?
- Yes No
- c. Can your organization respond to all seven Baldrige Criteria categories? Specifically, does your organization have processes and related results for its unique operations, products, and/or services? For example, does it have an independent leadership system to set and deploy its vision, values, strategy, and action plans? Does it have approaches for engaging customers and the workforce, as well as for tracking and using data on the effectiveness of these approaches?
- Yes No
- d. If some of your organization's activities are performed outside the United States or its territories and your organization receives a site visit, will you make available sufficient personnel, documentation, and facilities in the United States or its territories to allow a full examination of your worldwide organization?
- Yes No Not applicable
- e. If your organization receives an award, can it make sufficient personnel and documentation available to share its practices at the Quest for Excellence® Conference and at your organization's U.S. facilities?
- Yes No

If you checked "No" for 6a, 6b, 6c, 6d, or 6e, call the Baldrige Program at (877) 237-9064, option 3.

Questions for Subunits Only

- f. If your organization is a subunit in education or health care, does your subunit provide direct teaching and instructional service to students or direct health care services to people?
- Yes. (<https://www.nist.gov/baldrige/baldrige-award/your-organization-eligible>). **Then proceed to item 6k.**
- No. *Continue with 6g.*
- g. Does your subunit function independently and as a discrete entity, with substantial authority to make key administrative and operational decisions? (It may receive policy direction and oversight from the parent organization.)
- Yes. *Continue with 6h.*
- No. *Your subunit probably is not eligible to apply for the award. Call the Baldrige Program at (877) 237-9064, option 3.*
- h. Does your subunit have a clear definition of "organization" reflected in its literature? Does it function as a business or operational entity, not as activities assembled to write an award application?
- Yes. *Continue with 6i.*
- No. *Your subunit probably is not eligible to apply for the award. Call the Baldrige Program at (877) 237-9064, option 3.*
- i. Is your subunit in manufacturing or service?
- Yes. *Does it have 500 or fewer employees? Is it separately incorporated and distinct from the parent organization's other subunits? Or was it independent before being acquired by the parent, and does it continue to operate independently under its own identity?*

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- Yes. Your subunit is eligible in the small business category. Attach relevant portions of a supporting official document (e.g., articles of incorporation) to this form.

If your subunit has 500 or less employees, you may apply under Manufacturing or Service if it is more appropriate than Small Business. **Proceed to item 6k.*

- No. Continue with 6j.

- j. Is your subunit self-sufficient enough to be examined in all seven categories of the Criteria?
- Does it have its own senior leaders?
 - Does it plan and implement its own strategy?
 - Does it serve identifiable customers either inside or outside the organization?
 - Is it responsible for measuring its performance and managing knowledge and information?
 - Does it manage its own workforce?
 - Does it manage its own work processes and other aspects of its operations?
 - Can it report results related to these areas?

- Yes. Proceed to 6k (table below).

- No. Your organization probably is not eligible to apply for the award. Call the Baldrige Program at (877) 237-9064, option 3.

k. Does your organization meet one of the following conditions?

1. My organization has won the Baldrige Award (prior to 2015).	<input type="checkbox"/> Yes	Your organization is eligible.	No	Continue with statement 2.
2. Between 2015 and 2019, my organization applied for the national Baldrige Award, and the total of the process and results band numbers assigned in the feedback report was 8 or higher.	<input type="checkbox"/> Yes	Your organization is eligible. Year: Total of band scores:	No	Continue with statement 3.
3. Between 2015 and 2019, my organization applied for the national Baldrige Award and received a site visit.	<input type="checkbox"/> Yes	Your organization is eligible. Year of site visit:	No	Continue with statement 4.
4. Between 2015 and 2019, my organization received the top award from an award program that is a member of the Alliance for Performance Excellence.	<input type="checkbox"/> Yes	Your organization is eligible. Award program: Year of top award:	No	Continue with statement 5.
5. More than 25% of my organization's workforce is located outside the organization's home state.	<input type="checkbox"/> Yes	Your organization is eligible.	No	Continue with statement 6.

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6. There is no Alliance for Performance Excellence award program available for my organization.	<input type="checkbox"/> Yes	Your organization is eligible.	No	Continue with statement 7.
7. Between 2016 and 2019, my organization applied for the national Baldrige Award through the alternate method (option 8 below) and the total of the process and results bands assigned in the feedback report was 6 or higher.	<input type="checkbox"/> Yes	Your organization is eligible. Year:	No, my organization did not apply using this method. <input type="checkbox"/> My organization applied using this method, but did NOT receive a total of 6 or higher.	Continue with statement 8. Your organization is not eligible. Call 877-237-9064, option 3, if you have questions.
8. My organization will submit additional eligibility screening materials (i.e., a complete Organizational Profile and two results measures for each of the five Criteria results items). The Baldrige Program will use the materials to determine if my organization is eligible to apply for the award this year (as described in the fact sheet at Eligibility FAQs).	<input checked="" type="checkbox"/> Yes	The Baldrige Program will review the materials and contact your ECP after determining your eligibility.	No	Call 877-237-9064, option 3, if you have questions.

7. Award Category

a. Award category (Check one.)

Your education or health care organization may use the Business/Nonprofit Criteria and apply in the service, small business, or nonprofit category. However, you probably will find the sector-specific (Education or Health Care) Criteria more appropriate.

For-Profit	Nonprofit
<input type="checkbox"/> Manufacturing	<input checked="" type="checkbox"/> Nonprofit
<input type="checkbox"/> Service	<input type="checkbox"/> Education
<input type="checkbox"/> Small business (≤ 500 employees)	<input type="checkbox"/> Health care
<input type="checkbox"/> Education	
<input type="checkbox"/> Health care	

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- b. Industrial classifications. In table below, list up to three of the most descriptive NAICS codes for your organization (see NAICS list included at the end of this document). *These are used to identify your organizational functions and to assign applications to examiners.*

921		
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8. Organizational Structure

- a. For the preceding fiscal year, the organization had in ↓
- | | | |
|--|--|--|
| <input type="checkbox"/> up to \$1 million | <input type="checkbox"/> \$1.1 million–\$10 million | <input type="checkbox"/> sales |
| <input checked="" type="checkbox"/> \$10.1 million–\$100 million | <input type="checkbox"/> \$100.1 million–\$500 million | <input type="checkbox"/> revenue |
| <input type="checkbox"/> \$500.1 million–\$1 billion | <input type="checkbox"/> more than \$1 billion | <input checked="" type="checkbox"/> budget |
- b. Attach a line-and-box organization chart that includes divisions or unit levels. In each box, include the name of the unit or division and the name of its leader. Do not use shading or color in the boxes.
- The chart is attached.
- c. The organization is _____ a larger parent or system. *(Check all that apply.)*

- | | | | |
|---|--|--|--|
| <input checked="" type="checkbox"/> not a subunit of <i>(See item 6 above.)</i> | <input type="checkbox"/> a subsidiary of | <input type="checkbox"/> controlled by | <input type="checkbox"/> administered by |
| <input type="checkbox"/> owned by | <input type="checkbox"/> a division of | <input type="checkbox"/> a unit of | <input type="checkbox"/> a school of |
| <input type="checkbox"/> other _____ | | | |

Parent organization	N/A	Address	N/A
Total number of paid employees*	N/A	Job title	N/A
Highest-ranking official	N/A		
Telephone	N/A		

**Paid employees include permanent, part-time, temporary, and telecommuting employees, as well as contract employees supervised by the organization. Include employees of subunits but not of joint ventures.*

Attach a line-and-box organization chart(s) showing your organization’s relationship to the parent’s highest management level, including all intervening levels. In each box, include the name of the unit or division and its leader. Do not use shading or color in the boxes.

- The chart is attached.

- d. Considering the organization chart, briefly describe below how your organization relates to the parent and its other subunits in terms of products, services, and management structure.

N/A

- e. Provide the title and date of an official document (e.g., an annual report, organizational literature, a press release) that clearly defines your organization as a discrete entity.

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Title Date

Attach a copy of relevant portions of the document. If you name a website as documentation, print and attach the relevant pages, providing the name only (not the URL) of the website.

Relevant portions of the document are attached.

f. Briefly describe the major functions your parent or its other subunits provide to your organization, if appropriate. *Examples are strategic planning, business acquisition, research and development, facilities management, data gathering and analysis, human resource services, legal services, finance or accounting, sales/marketing, supply chain management, global expansion, information and knowledge management, education/training programs, information systems and technology services, curriculum and instruction, and academic program coordination/development.*

9. Site Listing

You may attach or continue your site listing on a separate page as long as you include all the information requested here. You may group sites by function or location (city, state), as appropriate. Please include the total for **each column** (sites, employees/faculty/staff, volunteers, and products/services). If different sites are located on the same campus (e.g., medical building and acute care hospital), please indicate that in the “Sites” column. See the ABC HealthCare example below. If your organization has any joint ventures, please list and describe those in the second table below.

Please include a detailed listing showing all your sites. If your organization receives a site visit, an examiner team will use this information for planning and conducting its visit. Although site visits are not conducted at facilities outside the United States or its territories, these facilities may be contacted by teleconference or videoconference.

Example (ABC HealthCare)

Sites (U.S. and Foreign) <i>List the city and the state or country.</i>	Workforce* <i>List the numbers at each site.</i>		List the % at each site, or use “N/A” (not applicable). Check one. % of <input type="checkbox"/> Sales <input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Budget	Relevant Products, Services, and/or Technologies
	Check one or more. <input checked="" type="checkbox"/> Employees <input type="checkbox"/> Faculty <input type="checkbox"/> Staff	Volunteers (no. or N/A)		
ABC Medical Center, Anytown, NY	1,232	147	77%	Admin. offices, inpatient care, ED, imaging services, lab Inpatient services, ED, lab Primary & specialty physician care
ABC Hospital West, West Anytown, NY	255	78	14%	
ABC Medical Group, Anytown, NY <i>Located on same campus as ABC Medical Center</i>	236	N/A	6%	
ABC Imaging Center, West Anytown, NY	11	N/A	1%	Imaging services
ABC Hospice Services, West Anytown, NY <i>Different location than ABC Hospital West and ABC Imaging Center</i>	94	89	1%	On- and off-site hospice services

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2020 Eligibility Certification Form

Malcolm Baldrige National Quality Award

OMB Control No. 0693-0006

Expiration Date: 07/31/2022

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	ABC Urgent Care, West Anytown, NY	8	N/A	1%	Outpatient emergency and urgent care services
Total	6	1,836	314	100%	

Your Organization

	Sites (U.S. and Foreign) List the city and the state or country.	Workforce* List the numbers at each site. Check one or more.		List the % at each site, or use "N/A" (not applicable). Check one % of <input type="checkbox"/> Sales <input type="checkbox"/> Revenue <input checked="" type="checkbox"/> Budget	Relevant Products, Services, and/or Technologies
		<input checked="" type="checkbox"/> Employees <input type="checkbox"/> Faculty <input type="checkbox"/> Staff	Volunteers (no. or N/A)		
	Village Hall 395 Magnolia Road Pinehurst, NC	35	79	26.3%	<p>Administration: Provides direction and leadership to departments and divisions. Includes the Village Manager, Assistant Village Managers, Organizational Performance Director, Village Clerk, Communications Specialist, and administrative support staff</p> <p>Information Technology: Provides support, maintenance, and security of VOP hardware, software, and network infrastructure</p> <p>Human Resources: Provides recruitment, benefits, performance management, learning and development, and reward/recognition to VOP staff</p> <p>Financial Services: Provides purchasing, payroll, financial reporting, and budgeting services</p> <p>Planning: Provides planning and development review services for VOP and its extra-territorial jurisdiction</p> <p>Inspections: Reviews and enforces compliance with NC Building Codes for residential and commercial development</p>
	Fire Station 91 405 Magnolia Road Pinehurst, NC	34		17.1%	<p>Fire Services: Provides fire and medical emergency response and fire inspections; Fire Administration and the Emergency Operations Center (EOC) are located at Fire Station 91</p>
	Fire Station 92 15 Parker Lane Pinehurst, NC				
	Police Station 420 Magnolia Road Pinehurst, NC	31	32	16.2%	<p>Police Services: Provides law enforcement operations and dispatch</p>

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	Public Services/Fleet Maintenance Facility 700 McCaskill Road East Pinehurst, NC	31		26.2%	<p>Public Services & Engineering: Manages Solid Waste and Streets & Grounds divisions and provides engineering services</p> <p>Solid Waste: Provides weekly, same-day automated pickup of garbage, recycling, and yard debris</p> <p>Streets & Grounds: Provides stormwater management and maintains VOP streets, right-of-ways, and public landscaped areas</p> <p>Fleet Maintenance: Provides regular and preventative maintenance for all VOP vehicles and equipment</p>
	Community Center 210 Rattlesnake Trail Pinehurst, NC	52	86	8.8%	<p>Parks & Recreation: Provides athletic & recreation programs and manages VOP parks & recreational facilities</p>
	Buildings & Grounds Maintenance Building 430 Magnolia Road Pinehurst, NC				<p>Buildings & Grounds: Maintains all VOP facilities, grounds, and other public spaces</p>
	Harness Track/Fair Barn 200 Beulah Hill Road South Pinehurst, NC	8		5.1%	<p>Harness Track: Operates a Standardbred horse training facility</p> <p>Fair Barn: Operates the historic Fair Barn event facility</p>
	Welcome Center 90 Cherokee Road, Suite 1A Pinehurst, NC	1	30	0.3%	<p>Welcome Center Services: Provides maps and visitor information</p>
Total	1	192	227	100%	

**The term workforce refers to all people actively involved in accomplishing the work of an organization. The workforce includes paid employees (e.g., permanent, part-time, temporary, telecommuting, and contract employees supervised by the organization) and volunteers, as appropriate; it also includes team leaders, supervisors, and managers at all levels.*

Joint Ventures

	Partner Organization	# of applicant employees included in joint venture	% Owned by the Applicant	Describe extent/level of operational and managerial responsibility your organization has for the joint venture.
Total	N/A	N/A	N/A	

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10. Key Business/Organization Factors

List or briefly describe where necessary the following key business/organization factors (we recommend using bullets). Please be concise, but be as specific as possible. Provide full names of organizations (i.e., do not use acronyms). *The Baldrige Program uses this information to avoid conflicts of interest when assigning examiners to your application. Examiners also use this information in their evaluations.*

a. Main products and/or services and major markets served (local, regional, national, and international)

Local government services including public safety, development & public appearance, mobility & connectivity (transportation), environmental, and recreation & cultural services

b. Key competitors (those that constitute 5 percent or more of your competitors)

Town of Southern Pines, NC

c. Key customers/users (those that constitute 5 percent or more of your customers/users)

Residents and businesses

d. Key suppliers/partners (those that constitute 5 percent or more of your suppliers/partners)

No one supplier accounts for more than 5% of our suppliers/partners. Key suppliers include engineers, solid waste contractors, and our attorney.

e. Financial auditor

Fiscal year (e.g., October 1–September 30)

Dixon Hughes Goodman, PLLC

July 1 – June 30

f. Parent organization (if your organization is a subunit).

N/A

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11. Nomination to the Board of Examiners

If your organization is eligible to apply for the Baldrige Award in 2019, you may nominate one senior member from your organization to the 2019 Board of Examiners.

Nominees are appointed for one year only. Nominees

- must not have served previously on the Board of Examiners and
• must be citizens of the United States, be located in the United States or its territories, and be employees of the applicant organization.

The program limits the number of examiners from any one organization. If your organization already has representatives on the board, nominating an additional person may affect their reappointment.

Board appointments provide a significant opportunity for your organization to learn about the Criteria and the evaluation process. The time commitment is also substantial: examiners commit to a minimum of 200 hours from April to August, including approximately 40-60 hours in April/May to complete self-study, four days in May to attend Examiner Preparation, and 95-130 hours from June through August to complete an Independent and Consensus Review. If requested by the program, examiners also participate in a Site Visit Review of approximately nine days. The nominee or the organization must cover travel and housing expenses incurred for Examiner Preparation.

Form with checkboxes for Mr., Mrs., Ms., Dr. and input fields for name and email address. Includes a statement of understanding regarding travel and hotel costs.

12. Self-Certification and Signature

I state and attest the following:

- (1) I have reviewed the information provided in this eligibility certification package.
(2) To the best of my knowledge, this package includes no untrue statement of a material fact, and no material fact has been omitted.
(3) Based on the information herein and the current eligibility requirements for the Malcolm Baldrige National Quality Award, my organization is eligible to apply.
(4) I understand that if the information is found not to support eligibility at any time during the 2020 award process, my organization will no longer receive consideration for the award and will receive only a feedback report.

Signature line with handwritten signature, printed name 'Jeff Sanborn', and date '2/10/2020'.

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Organization Chart

013E

Village of Pinehurst, NC ORGANIZATION CHART



Village of Pinehurst
Citizens

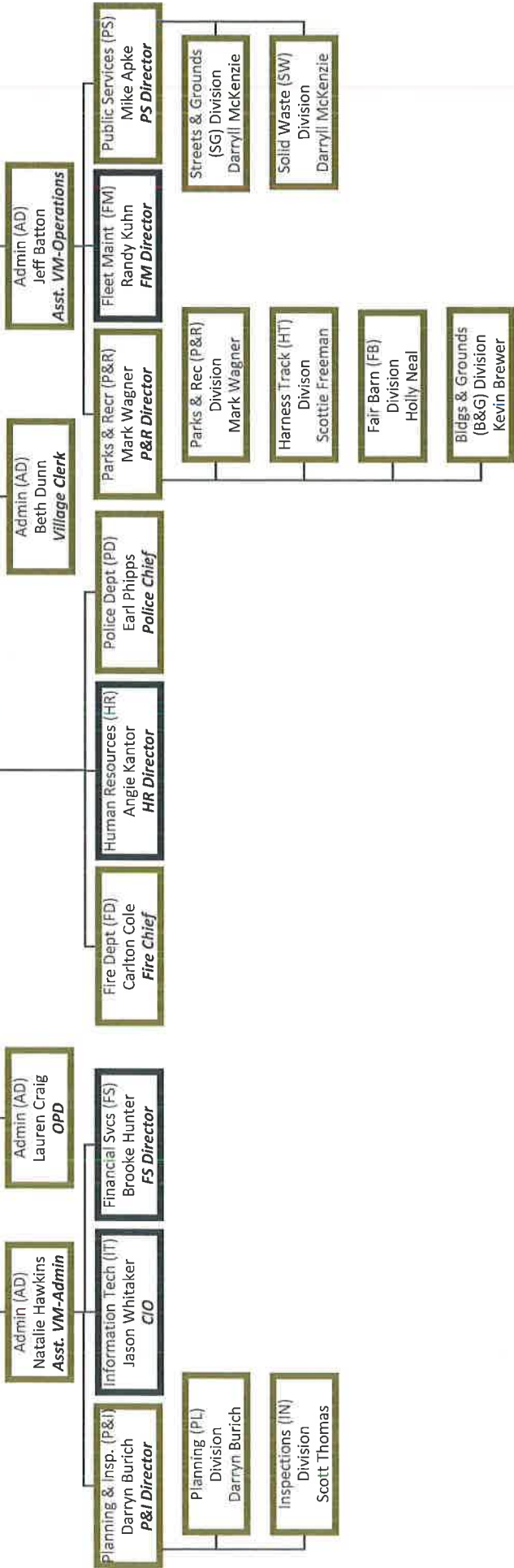
Village Council

Village Council Appointed
Planning Boards
(P&Z/BOA and HPC)

Administration (AD)
Jeff Sanborn
Village Manager

Operating Departments

Internal Service Departments



Glossary of Terms and Abbreviations

Glossary of Terms and Abbreviations

A

ACE – A 3-step PDCA improvement process; 1) Analyze; 2) Change; and 3) Evaluate

ACR – Accreditation, certification, or registration requirements

AD – Administration department

ADA – Americans with Disabilities Act

ADLI – Approach, Deployment, Learning, Integration

AED – Automated External Defibrillator

AOF – Areas of Focus

AOS – Available On Site

APP – Action Planning Process

Avg – Average

AVM – Assistant Village Manager

B

B&G – Buildings and Grounds division of the Parks & Recreation Department

BC – Beautification Committee

Best Comp – Best comparative

BIRDIE – A 6-step PDCA improvement process; 1) Bring forward; 2) Investigate; 3) Review; 3) Determine solutions; 4) Implement; and 5) Evaluate

BOA – Board of Adjustment, a Village Council appointed quasi-judicial board that rules on staff or board zoning decisions

BPAC – Bicycle Pedestrian Advisory Committee

BSC – Balanced Scorecard, a performance management model that contains goals, objectives, and key performance indicators, using 4 perspectives: 1) Customer; 2) Internal; 3) Workforce; and 4) Financial

C

CAFR – Comprehensive Annual Financial Report

CALEA – Commission on Accreditation for Law Enforcement

CC – Core Competencies

CC1 – Continuous Improvement

CC2 – Utilize volunteers

CC3 – Leverage technology

CCNC – Country Club of North Carolina neighborhood

CFAI – Commission on Fire Accreditation International

CFS – Calls for service

Charrette – Intense planning session involving key stakeholder input and collaboration to create a solution

CIO – Chief Information Officer

C (Continued)

CIP – Capital Improvement Plan – a five year forecast of anticipated capital expenditures

CJIS – Criminal Justice Information Services

Co. – County

COI – Certificate of Insurance

Comp – Compensation

Comp Plan – Comprehensive Plan

COP – Citizens on Patrol, a group of volunteers that perform police related functions (e.g. patrol, etc.)

Corporate BSC – Identifies nine overarching strategic goals, objectives, and key performance indicators

CPA – Certified Public Accountant

CV – Core Value

CV1 – Service

CV2 – Initiative

CV3 – Teamwork

CV4 – Improvement

D

Dept – Department

Dept BSC – Identifies department goals, objectives, and key performance indicators

Dept SOP Meetings – Annual meetings of Senior Leaders with the Strategic Planning Team to review annual budget requests, Position Request Forms, OFI Lists, and Dept BSC Key Performance Indicators (KPIs)

Dept T&D Plans – Department specific plans that list the training needs of each employee

DEQ – Department of Environmental Quality

Dev't - Development

DH – Department Heads

DOL – Department of Labor

DRIVE – Diversity Represented in Village Engagements

E

EAC – Employee Activities Committee

EE – Employee

EEF – Employee Engagement Factor

EEF1 – Satisfaction from the work they do

EEF2 – Relationships with their team

EEF3 – Career & growth opportunities

EEOC – Equal Employment Opportunity Commission

EFP – Environmental, financial, and product regulations

E (Continued)

Emergency Management Assistance Compact – A mutual aid agreement between states that offers assistance in governor declared states of emergency or disasters

EMS – Emergency Medical Services

eNews – Electronic news

EOC – Emergency Operations Center

EOP – Emergency Operations Plan

ERP – Enterprise Resource Planning financial software system (e.g. Great Plains)

ETC – ETC Institute, a company that administers VOP's annual Community & Business Surveys

ETJ – Extra-Territorial Jurisdiction, an area outside of the Village's corporate limits that VOP exercises regulatory development authority over

ETV – Envision the Village, an online engagement portal used for the 2019 Comprehensive Plan

F

FB – Fair Barn division of the Parks & Recreation department

FD – Fire department

FEMA – Federal Emergency Management Agency

Fig – Figure

Five-Year Financial Forecast – An annually updated comprehensive forecast of the Village's anticipated revenues and expenditures for the five-year planning period

FLSA – Fair Labor Standards Act

FM – Fleet Maintenance department

FMLA – Family Medical Leave Act

Fob – Remote keyless entry device

FS – Financial Services department

F/S – Financial Statements

FT – Full-Time

FTE – Full-Time Equivalent

FY – Fiscal Year (July 1 – June 30)

G

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GF – General Fund, the annually budgeted fund used to account for revenues and expenditures for VOP ongoing operations in accordance with GASB standards

GFOA – Government Finance Officers Association

GIS – Geographic Information System, a system to capture, store, manipulate, analyze, manage, and present geographical data

GML – Given Memorial Library

Gov't – Government

G (Continued)

GWHC – Greenway Wildlife Habitat Committee

H

HIPPA – Health Insurance Portability and Accountability Act

HPC – Historic Preservation Commission, a Village Council appointed board that administers the Local Historic District Guidelines

HR – Human Resources department

HT – Harness Track division of Parks & Recreation

Hwy – Highway

I

IAP – Initiative Action Plan

I/BP – Innovation or Best Practice

IAP Capacity & Capability Plans - Consolidated list of the number or hours and any training needed for employees to implement action plans, or IAPs

ICMA – International City/County Managers Association

IN – Inspections division of the Planning & Inspections department

Initiative Lists – Lists of scheduled improvements and innovations to VOP services or processes by department that were prepared by SLs from 2014-2017

Ins – Insurance

Intranet – Private website on the VOP network used to securely share information and resources among employees using Microsoft SharePoint

IRS – Internal Revenue Service

IS – Industry standards

ISP – Internet Service Providers

IT – Information Technology department

K

KMP – Knowledge Management Portal, a site on the VOP Intranet

KMS – Knowledge Management System

KMTF – Knowledge Management Transfer Form, a form used to document specific individual employee responsibilities, contacts, and file locations

KPI – Key Performance Indicators

KSA – Knowledge, Skills, and Abilities

L

L&D – Learning and Development
Lake P’hurst – Lake Pinehurst neighborhood
LDS – Learning & Development System
LGERS – Local Government Employees’ Retirement System, a defined benefit retirement plan
LGFCU – Local Government Federal Credit Union
Listserv – An electronic mailing list software application
LRP – Long Range Plans
LRPP – Long Range Planning Process
LS – Leadership System
LT – Long Term

M

MCCTP – Moore County Comprehensive Transportation Plan, a plan developed in collaboration with Moore County and other municipalities to identify long-term transportation system improvements needed
Morg/Mont – Morganton/Monticello neighborhood
MOU – Memorandum of Understanding
MRF – Materials Recycling Facility, a facility that processes recyclable materials collected by VOP
MS – Microsoft
MS-ISAC – Multi-State Information Sharing & Analysis Center
MVV – Mission, Vision, and Values
MyVOP – Automated service request and complaint management system accessible on the VOP website and as a mobile application

N

NAC – Neighborhood Advisory Committee, a group of representatives from VOP neighborhoods that meet monthly with Village Council representatives
NBRI – National Business Research Institute, the company that administers the annual Employee Survey
NC – North Carolina
NCAFE – North Carolina Awards for Excellence, top recognition in NC presented to an organization that has demonstrated the highest level of performance excellence by applying the principles of the Baldrige Excellence Framework
NC DOT – North Carolina Department of Transportation
NC GS – North Carolina General Statutes
NCLGBFCA – North Carolina Local Government Budget and Fiscal Control Act, or NC finance laws
NCLM – North Carolina League of Municipalities
NIMS – National Incident Management System
No. 6 – Pinehurst No. 6 neighborhood
No. 7 – Pinehurst No. 7 neighborhood

N (Continued)

NOAA – National Oceanic and Atmospheric Administration
NPS – National Park Service
NWS – National Weather Service

O

OFI – Opportunity for Improvement or Innovation, or actions needed to improve services or processes, that are classified as either an evaluation, project, or Initiative Action Plan (IAP)
OFI Lists – Annually prepared lists by department of opportunities for improvement and innovation
OHSR – Occupational health and safety regulations
Online Engagement Platform – Website used to stimulate online community engagement on specific topics
OPD – Organizational Performance Director
OSHA – Occupational Safety and Health Administration
OVH – Open Village Hall, an online engagement portal

P

P&I – Planning & Inspections department
P&R – Parks & Recreation department
P&Z – Planning & Zoning Board, a Village Council appointed board that administers the Pinehurst Development Ordinance
P-card – Purchasing card, or a Village credit card issued to employees to purchase goods & services directly
PCI – Payment Card Industry that regulates security of credit card data and information
PCR – Pavement Condition Rating, a score ranging from 0–100 to rate the condition of roads
PD – Police department
PDCA – Plan, Do, Check, Act, a quality tool used to improve performance
PDO – Pinehurst Development Ordinance, a comprehensive set of regulations for development established by the Village Council
PE – Professional Engineer
Ped – Pedestrian
Perf – Performance
PES – Pinehurst Elementary School operated by the Moore County School System
P’hurst Trace – Pinehurst Trace neighborhood
PIS – Performance Improvement System
PL – Planning department
PMS – Performance Measurement System
POS – Point of Service

P (Continued)

Position Classification & Pay Plan – A plan that indicates the basic salary ranges and grades for each job class that is adopted by the Village Council

Position Requisition Form – A form used by senior leaders to request new positions in the annual budget

PPE – Personal Protective Equipment

PS – Public Services department

PT – Part-Time

Q

QOL – Quality of Life

QS – Quickscore, a software used to collect and report performance data in easy to read, color-coded charts and graphs

QSS – Quarterly Strategy Sessions, quarterly meetings of all Senior Leaders to review and analyze performance data and other information

Qtly – Quarterly

R

R&R – Reward and Recognition

RBM – Results Based Management, a system established in 2006 to systematically collect and monitor performance data that was replaced with the BSC model in 2013

RFP – Request for Proposal, a document used to request proposals from outside companies for goods or services

Regional Hazard Mitigation Plan – Consolidated multi-jurisdictional hazard mitigation plan that identifies strategies to mitigate risks of hazards

RFQ – Request for Qualification, a document used to request qualifications from professional firms

RMC – Risk Management Committee, a group consisting of the Risk Manager, Finance Director, HR Director and residents with insurance industry experience that meets quarterly to monitor and manage risks of Village operations

S

S&G – Streets & Grounds division of the Public Services department

SA – Strategic Advantage

SC – Strategic Challenge

SDS – Safety Data Sheets, information lists that identify occupational safety and health issues related to the use of various substances and products

SE – Southeast

SHRM – Society of Human Resource Management

SIPOCs – A quality tool used to identify all relevant elements of a process, including Suppliers, Inputs, Process, Outputs, and Customers

S (Continued)

SL – Senior Leaders that include the Village Manager, two Assistant Village Managers, and all Department Heads

SLA – Service Level Agreement, or standard response times for service requests used to manage cycle times

SLT – Senior Leadership Team, or all Senior Leaders

SMART Goals – Individual employee goals that are Specific, Measurable, Attainable, Relevant, and Timely

SO – Strategic Objective

SO_p – Strategic Opportunity

SOAR – A strategic planning technique which helps organizations identify Strengths, Opportunities, Aspirations, and Results

SOG – School of Government, the largest university-based local government training, advisory, and research organization in the United States located at the University of North Carolina at Chapel Hill

SOP – Strategic Operating Plan, a document that includes the Village’s annual budget, Five-Year Financial Forecast, and other information to communicate the Village’s strategic direction for the five-year planning period

SOP Dept Input Meetings – Annual meetings of individual departments & divisions for employees to answer: “What external trends do you see on the five-year horizon that could impact your service delivery or quality?” and 2) “What should we change or do differently to better serve our customers?”

SOP Volunteer Input Form – Forms distributed to volunteers annually during the strategic planning process that answer: 1) “What external trends do you see on the five-year horizon that could impact your service delivery or quality?” and 2) “What should we change or do differently to better serve our customers?”

SOV – State of the Village

SOV Meeting – Annual meeting of the entire workforce (employees and volunteers) led by the Village Manager and Assistant Village Managers

SOV Report – Annual report that indicates the Village’s performance relative to goals stated on the Corporate Balanced Scorecard

SP – Support process

SP1 – Public communication & engagement

SP2 – Board agenda management

SP3 – Strategic planning & budgeting

SP4 – Physical asset management

SP5 – Information Technology services

SP6 – Recruitment & hiring

SP7 – Learning & development

SP8 – Payroll

SP9 – Purchasing & contracting

SPP – Strategic Planning Process

S (Continued)

SPT – Strategic Planning Team that prepares the Strategic Operating Plan, which includes the Village Manager, Assistant Village Managers, Human Resources Director, Financial Services Director, & Organizational Performance Director

ST – Short Term

Strategy Session Meetings – Annual meetings of departments & divisions to deploy the approved Strategic Operating Plan to employees, including reviews of department specific strategy booklets and strategy maps

SW – Solid Waste division of the Public Services department

T

T&D – Training and development

TOPS – Training of Pinehurst Staff, an internal training program for Village employees

U

UNC – University of North Carolina at Chapel Hill

US – United States

USA – United States of America

USGA – United States Golf Association

USPTO – United States Patent & Trademark Office

V

VC – Village Council

VEF – Volunteer Engagement Factor

VEF1 – Being treated fairly and with respect

VEF2 – Having trusting relationships with other volunteers

VEF3 – Feeling supported

VH – Village Hall

VM – Village Manager

VMS – Volunteer Management System, an Intranet-based system used to track the terms of Village Council appointed volunteers and contact information for appointed and other volunteers

VOC – Voice of the Customer

VoIP – Voice Over Internet Protocol

VOP – Village of Pinehurst

VPP – Volunteer Program Policy, a policy that defines recruitment, training & onboarding, and reward & recognition programs for Village volunteers

W

WC – Welcome Center

WF – Workforce

WP – Work Process

WP1 – Emergency response

WP2 – Traffic enforcement

WP3 – Police patrol

WP4 – Crime investigations

WP5 – Permit processing

WP6 – Building inspections

WP7 – Grounds management and enhancements

WP8 – Code Enforcement

WP9 – Road resurfacing

WP10 – One-and-done solid waste collection

WP11 – Stormwater facility maintenance

WP12 – Recreation program coordination

WP13 – Cultural & recreational event coordination

WPMS – Workforce Performance Management System

Organizational Profile

Preface: Organizational Profile

P.1 Organizational Description

The Village of Pinehurst (VOP) is a high performing municipality that delivers high quality municipal services. Located in the heart of NC, Pinehurst has a wonderful history and international reputation as a desirable place to live, work, and play. Pinehurst’s location, climate, charm, quality healthcare, and world-class golf attract new resident interests from all over the US who desire the high quality of life provided in Pinehurst.

The Village was founded in 1895 by James Walker Tufts, but it wasn’t until 1980 that the Village was incorporated. In 1996, the NPS designated a large portion of the Village as a National Historic Landmark for its landscape design and significance in the history of golf in the United States. The Pinehurst Resort is located in the Village and operates nine championship golf courses, including the famous Pinehurst No. 2 course, which has hosted several USGA U.S. Open Championships.

The Village has a growing population of approximately 17,100 residents in an incorporated area of about 17.4 square miles and exercises extra-territorial jurisdiction for zoning purposes over an 8.3 square mile area immediately outside the corporate limits. VOP is the largest incorporated municipality in Moore County and is primarily a residential community with 93% of land used for residential & recreational purposes. Pinehurst is home to two major Moore County employers, Pinehurst Resort and FirstHealth, a regional healthcare provider.

P.1a Organizational Environment

P.1a(1) Product Offerings

VOP can only provide those services that NCGS expressly permit (Dillon’s Rule). *Fig P.1-1* indicates VOP’s **main service offerings, their relative importance to the Village’s organizational success, and the delivery mechanisms**, with customer satisfaction critical to achieving our mission.

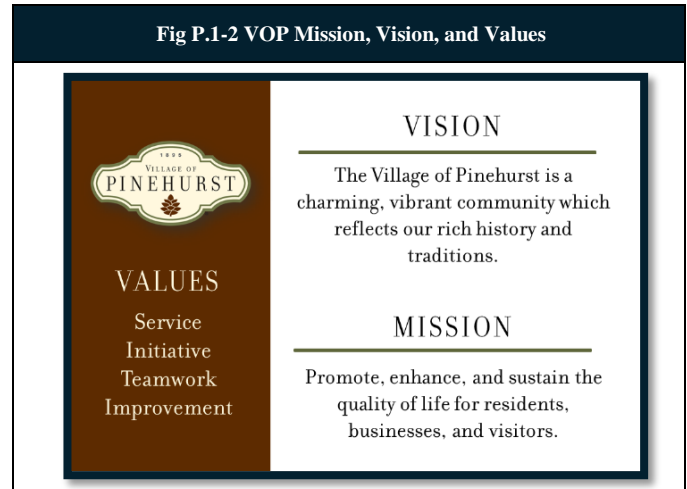
Service Offerings	Importance to Organizational Success and Quality of Life	Delivery Mechanisms
Public Safety	Safeguards the community; Protects lives and property	PD and FD staff; Mutual aid agencies; COP volunteers
Development and Public Appearance	Supports economic, residential, and business development; Enhances community appearance	PL (Div: PL & IN), PS (Div: PS & SG), B&G, and AD staff; Engineer consultants; Planning Boards and BC volunteers
Mobility and Connectivity	Provides safe and efficient vehicular and pedestrian circulation	PL, PS (Div: PS & SG), P&R (Div: P&R & B&G), & AD staff; NCDOT; road resurfacing contractors; BPAC volunteers
Environmental	Ensures public health and conserves natural resources	PS (Div: PS & SW) staff; Solid waste contractors; BC & GWHC volunteers
Recreational & Cultural	Provides an active and healthy lifestyle and vibrant community culture	P&R (Div: P&R, FB, & HT) staff; P&R volunteers

VOP provides high quality services through: 1) a customer focused workforce (SA3) organized in operating and internal

services departments & divisions to deliver VOP’s key service offerings; 2) engaged and committed volunteers (CC2); 3) automatic and mutual aid agreements with other government agencies; 4) NCDOT who maintains state roads in the Village; and 5) carefully selected suppliers (6.1c).

P.1a(2) Mission, Vision, Values, and Culture

VOP’s **mission, vision, & values** are shown in *Fig P.1-2*.



VOP defines its four core values that are embedded in the Leadership System (LS) and Workforce Performance Management System (WPMS) as follows:

1. *Service* (CV1): The desire and will to selflessly meet the needs of those around you: customers, fellow employees, volunteers, employers, and the community as a whole;
2. *Initiative* (CV2): The desire and will to find what needs to be fixed, fix what needs to be fixed, and take leadership when leadership is needed;
3. *Teamwork* (CV3): The desire and will to selflessly function as part of a high-performing whole and to collaboratively work in ways that take full advantage of input from all members of a team; and
4. *Improvement* (CV4): The desire and will to learn and grow professionally and to enhance team processes in ways that improve performance, efficiency, or both.

The key **characteristics of our organizational culture, other than values**, are a high performing and engaged workforce, as demonstrated by our BSC results shown in *Fig 7.5-15* and WF engagement results shown in 7.3a(3).

VOP has three **core competencies** (CC) that are strategically important capabilities central to **fulfilling our mission**. VOP leverages our CC to achieve our BSC goals and provide a high quality of life [*Fig 7.2-1* and *Fig 7.2-2*]:

1. *Continuous improvement* (CC1): Delivers ever-increasing value to residents and businesses;
2. *Utilize volunteers* (CC2): Increases community engagement and minimizes salary costs; and
3. *Leverage technology* (CC3): Increases efficiency, effectiveness, and transparency.

P.1a(3) Workforce Profile

VOP’s paid workforce (WF) consists of approximately 136 full-time EEs and 56 part-time, reserve (PD & FD), and

seasonal (P&R) EEs. EEs are organized by department and divisions based on service offerings. Our workforce also includes over 225 volunteers organized by boards, committees, or other volunteer groups. *Fig P.1-3* indicates VOP's paid **workforce profile by segments**. Key EE segments used in the PMS to segment data include: 1) department groups; 2) role in the organization; and 3) tenure.

Department Groups				
	#	%		
AD - Administration: AD, HR ,IT, & FS Depts.	26	14%		
FD - Fire Dept.	34	18%		
P&R - Parks & Rec (Div.: B&G, FB, HT, & P&R)	60	31%		
P&I - Planning & Inspections (Divisions: PL & IN)	10	5%		
PD - Police Dept.	31	16%		
PS - Public Svcs (Div.: PS, SG, & SW) and Fleet (FM)	31	16%		
Total	192	100%		
Role		%	Tenure	%
Management (SLs)		7%	0-4 years	45%
Supervisors		20%	5-9 years	24%
Staff		73%	10-14 years	14%
Total		100%	15-19 years	9%
			20+ years	8%
			Total	100%
Status		%	Age	%
Full-time		71%	15-31	22%
Part-time regular		1%	32-47	38%
PD&FD Reserve/P&R Seasonal		28%	48+	40%
Total		100%	Total	100%

Fig P.1-4 indicates the Village's **volunteer profile**, with two key **volunteer segments**: 1) planning boards appointed by the VC that must comply with state laws and VOP regulations; and 2) other volunteer groups that include COPs, GWHC, NAC, Welcome Center (WC), P&R volunteers, and other VC appointed committees (BC, BPAC, and RMC).

Volunteer Group			
	#	%	
Planning Boards (P&Z/BOA & HPC)	16	7%	
Other Volunteer Groups (COPs; GWHC; NAC; P&R volunteers; WC; & Other VC appointed boards – BC, BPAC, and RMC)	211	93%	
Total	227	100%	

VOP has not experienced any recent changes in **workforce composition**. Recent changes in workforce needs include building capabilities in GIS (5.1a(1)), organizational performance, communications, and EMS (5.2c(2)). VOP identifies **educational requirements** and minimum competencies in individual EE job descriptions and there are no educational requirements for volunteers.

The **key drivers that engage the workforce** based on annual Employee and Volunteer Surveys are shown in *Fig P.1-5*.

VOP has no **organized bargaining units**. PD and FD EEs are required to meet certain **special health requirements** with annual physical assessments. VOP's **special safety requirements** include required use of PPE and required safety training and/or certifications for select positions (e.g. EMS certifications, etc.), as applicable (6.2c(1)).

Employees	
EEF1 - Satisfaction from the work they do [<i>Fig 7.3-15</i>]	
EEF2 - Relationships with their team [<i>Fig 7.3-16</i>]	
EEF3 - Career & growth opportunities [<i>Fig 7.3-22</i>]	
Volunteers	
VEF1 - Being treated fairly and with respect [<i>Fig 7.3-18</i>]	
VEF2 - Having trusting relationships with other volunteers [<i>Fig 7.3-18</i>]	
VEF3 - Feeling supported [<i>Fig 7.3-18</i>]	
KEY: EEF – Employee Engagement Factor; VEF – Volunteer Engagement Factor	

P.1a(4) Assets

VOP's major facilities, equipment, and technologies are shown in *Fig P.1-6*. Leveraging CC3, VOP networks and integrates major technologies for efficiency and redundancy. Most VOP buildings are connected via VOP owned high-speed fiber links, which is rare for a municipality our size.

Facilities	
Facilities	• General Government Facilities: Village Hall, Fire Stations 91 and 92, Police Station, and PS/FM facility
	• Community Facilities: Community Center, Harness Track/ Fair Barn, 193 acres of parks, and 7.6 miles of greenways
	• Infrastructure: 107 miles of Village owned roads, and stormwater infrastructure
Equipment	
Equipment	• Vehicles: fire pumper/tankers, rescue truck, police vehicles, and automated solid waste trucks
	• Equipment: heavy equipment
Technology	
Technology	• Hardware: servers, desktop computers, firewall devices, mobile devices, VoIP phone systems, fiber, radios, and facility access & security systems
	• Software: automated software programs, VOP website, MS SharePoint Intranet, and mobile app

Intellectual property includes the Village logo, registered by the US Patent and Trademark Office in December 2014.

P.1a(5) Regulatory Environment

NCGS authorize and regulate municipal services and are the most important component of the regulatory environment under which we operate.

Fig P.1-7 indicates the **key applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, and product regulations**.

Key Regulation Areas	Key Regulations, Requirements, & Standards [<i>Fig 7.4-11</i>]
Occupational health & safety regulations	OSHA standards
Accreditation, certification, or registration requirements	CFAI (Fire) Accreditation Standards
Industry standards	NCGS (open meeting laws, etc.); CJIS standards
Environmental, financial, and product regulations	NOAA standards; GASB/GAAP standards; NCLB/FCA; IRS regulations; DOL standards (FLSA, FMLA, ADA, EEOC)

In 2016, the Village's Fire Department received international fire department accreditation from the Commission on Fire Accreditation International (CFAI), joining an elite group of approximately 21 NC fire agencies and 230 worldwide. The PD is currently seeking accreditation from the Commission on Accreditation for Law Enforcement (CALEA).

P.1b Organizational Relationships

P.1b(1) Organizational Structure

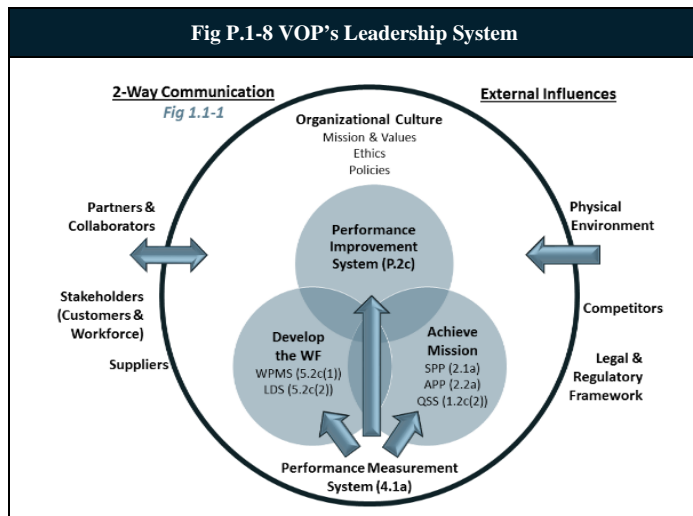
VOP’s **organizational leadership structure and governance structure** is described as the “Council/Manager” form of government. Pinehurst residents elect the Mayor and four council members to 4-year terms. At-large elections are held every two years with the mayor and two council members elected in one cycle and two council members elected in the other cycle. The Village Council (VC) is the “Board of Directors” and decides what services VOP will provide, sets policies, establishes the vision, adopts the annual Strategic Operating Plan (SOP), sets the annual property tax rate, adopts the Position Classification and Pay Plan that authorizes staffing levels and pay ranges, approves major developments in accordance with the Pinehurst Development Ordinance (PDO), approves contracts not otherwise delegated to staff, and appoints the Village Manager (VM).

The senior leaders (SL) of VOP include the VM, two Assistant Village Managers (AVM), and ten Department Heads (DH). SLs guide the day-to-day operations and manage the delivery of VOP services according to VC and VM approved policies and legal & regulatory requirements.

The VC also appoints members to two planning boards that administer the VC adopted PDO and Local Historic District Guidelines that include the: 1) P&Z/BOA and 2) HPC. These boards review development proposals in accordance with state statutes. Planning boards report directly to the VC.

The **structures and mechanisms that make up the Village’s Leadership System (LS)** to advance VOP’s mission as shown in *Fig P.1-8* include:

1. Systematic 2-way communication methods with stakeholders (customers and WF), suppliers, and partners & collaborators as shown in *Fig 1.1-1*;
2. Integrated strategic planning and action planning processes (SA5) to set strategy (2.1 and 2.2);
3. Robust PMS (SA6) to support fact-based decisions (4.1);
4. Integrated WPMS to set performance expectations, manage, and develop the WF (5.2c);
5. Systematic approaches in the Performance Improvement System (PIS) to evaluate & improve processes (P.2c); and
6. External influences (e.g. NCGS, etc).



The VM has a direct **reporting relationship** to the VC and is employed under contract. The VM appoints two AVMs and other SLs. All SLs report directly to one of the three Managers and are employed “at will.”

P.1b(2) Customers and Stakeholders

As a municipal government, VOP’s primary role is to serve the community (CV1). VOP has two **key customer groups** who receive the majority of VOP services: residents and businesses. In the PMS, VOP segments residential customers into the following **market segments**: 1) eight neighborhoods; 2) resident age; and 3) length of residence. Market segments for business customers include location (either inside or outside the Village Center) and number of years in operation. While visitors are included in our mission, VOP does not consider them a key customer group.

Key stakeholder groups include VOP customers and the workforce (EEs and volunteers) because they are the groups most affected by VOP’s actions and success.

Fig P.1-9 identifies the **key requirements and expectations of customer and stakeholder groups for services, customer support services, and operations and the differences in these requirements and expectations.**

Fig P.1-9 Key Customer & Stakeholder Requirements			
Key Requirements & Expectations [7.1a and 7.3a(3)]	Customers		Workforce
	Residents	Businesses	
Customers			
Services: High quality and value	X	X	
Customer Support: Responsiveness	X	X	
Operations: Effective services	X	X	
Workforce			
EEF1 - Satisfaction from the work they do			X
EEF2 - Relationships with their team			X
EEF3 - Career & growth opportunities			X
VEF1 - Being treated fairly and with respect			X
VEF2 - Having trusting relationships with other volunteers			X
VEF3 - Feeling supported			X

P.1b(3) Suppliers, Partners, and Collaborators

VOP’s key types of suppliers, partners, and collaborators and the role they play in producing and delivering key services and customer support services and in enhancing VOP competitiveness are shown in *Fig P.1-10*.

Key suppliers, partners, and collaborators play a role in contributing innovations by providing new ideas, processes, or technology to improve services and **in implementing innovations** through contracts or formal agreements (6.1c). **Key supply-network requirements** include fair price, quality goods & services, and timely delivery [*Fig 7.1-26*]. SLs require written contracts with key suppliers that include their agreement to adhere to VOP core values and ethical standards and meet contract performance standards. SLs evaluate all suppliers under contract on fair price, quality goods & services, and timely delivery annually (6.1c).

Fig P.1-10 Roles of Suppliers, Partners, & Collaborators		
Type	Role in Delivering Services and Customer Support	Role in Enhancing Competitiveness
Suppliers		
Direct service providers (solid waste contractors, Given Memorial Library, road resurfacing)	Provide legally required or contracted services to customers, including direct customer support, based on supplier competencies	Provide expertise to increase the quality of services; Provide cost effective services to increase value
Support service providers (legal, engineering, other consultants)	Provide contracted technical expertise to VOP staff	Provide expertise to increase the quality of services; Provide cost effective services to increase value
Partners		
Government agencies (NCDOT, Tri-Cities Group, mutual aid agencies)	Achieve a common goal through agreements & direct customer support	Partner to implement solutions to enhance QOL
Collaborators		
Government agencies (Moore Co. agencies)	Cooperate on local community issues	Collaborate to implement solutions to enhance QOL
Major employers (Pinehurst Resort, FirstHealth)	Cooperate on major events and local community issues	Collaborate to implement solutions to enhance QOL

P.2 Organizational Situation

P.2a Competitive Environment

P.2a(1) Competitive Position

VOP's **relative size and growth in our industry or markets we serve** has increased in recent years. VOP is the largest of 11 incorporated municipalities in Moore County, with a population growth increase of 29% from 13,300 in FY10 to 17,100 in FY20 [Fig 7.5-9]. NCGS limit VOP's ability to extend municipal boundaries, which means residential and non-residential growth are primarily confined to the current corporate limits, unless a property owner petitions for voluntary annexation. Most of the population in Moore County is concentrated in the Tri-Cities area of Pinehurst, Southern Pines, and Aberdeen. VOP projects it could run out of single-family home building lots, the largest single land use, in approximately 12 years and VOP's population could level off around 20,000 if VOP does not expand its boundaries. VOP has one key **competitor** for residents and businesses, which is the nearby Town of Southern Pines.

P.2a(2) Competitiveness Changes

The two **key changes taking place that affect our competitive situation and create opportunities for innovation and to collaborate** include:

1. Regional population growth in southern Moore County has increased traffic congestion. This presents an opportunity to **collaborate** with NCDOT on **innovative** transportation improvements (e.g. MCCTP projects) and to conduct planning (e.g. land use and traffic modeling).
2. NCGS limit VOP's authority to regulate development, which affects our ability to maintain community charm and appearance. This presents an opportunity to **collaborate** with key suppliers to develop **innovative**

form-based codes that better articulate desired development types and patterns.

P.2a(3) Comparative Data

VOP is a data-driven organization that uses extensive comparative data in the PMS (SA6) to inform fact-based decisions. Our **key available sources of comparative and competitive data from within our industry** include:

1. Data from comparable communities, our competitor, and previous municipal Baldrige Award winners that can include customer and workforce surveys, budgets, financial statements, and/or performance reports;
2. Performance data collected by the UNC SOG & ICMA Benchmarking Projects, state, and federal agencies;
3. US census and State of NC Demographer data;
4. ETC's DirectionFinder database, US, and Atlantic region benchmarks for the annual Community Survey; and
5. NCLM salary surveys.

Other sources of **comparative data from outside of our industry** include SHRM, NBRI benchmark percentiles for the annual Employee Survey that include federal and state agencies, and other industry standards, as appropriate.

Limitations affecting our ability to obtain competitive data include our key competitor does not survey its residents, businesses, employees, or volunteers and often does not collect or report performance data that aligns directly to VOP's Key Performance Indicators (KPIs). **Key limitations affecting our ability to obtain comparative data** include: services may vary across jurisdictions due to different state laws; performance data collected by others may not align directly with our KPIs; and surveys may be conducted on different point scales (e.g. surveys include or do not include neutral responses).

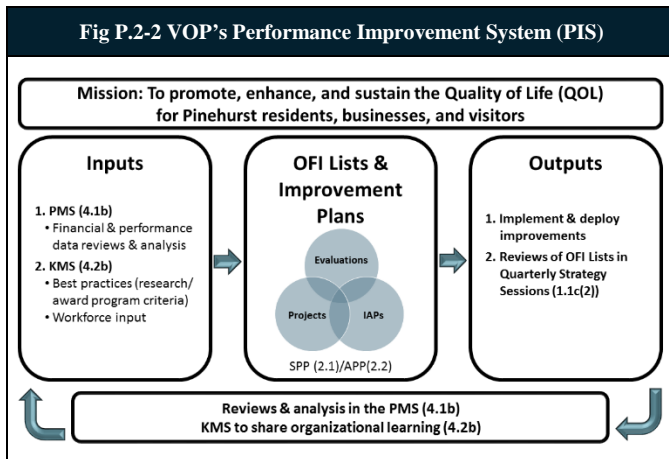
P.2b Strategic Context

VOP's **key strategic advantages and strategic challenges** are shown in *Fig P.2-1*.

Fig P.2-1 Strategic Advantages and Challenges	
Strategic Advantages	
SA1: Integrated and extensive use of technology SA2: Culture of continuous improvement SA3: Customer focused workforce SA4: Strong financial condition SA5: Integrated strategic planning processes SA6: Robust Performance Measurement System (PMS)	
Strategic Challenges	
SC1: Managing the quality of development SC2: Minimizing traffic congestion, especially on NC Hwy 5 SC3: Responding to increased demand on existing services due to growth SC4: Changing service needs due to changing demographics	

P.2c Performance Improvement System

VOP's **Performance Improvement System (PIS)**, including **processes for evaluation and improvement of key organizational projects and processes**, is shown in *Fig P.2-2*.



SLs use the PIS as a *key management tool* to improve and innovate VOP services and processes (CC1/SA2) and integrate approaches with both current and future organizational needs identified in the Strategic Planning Process (SPP).

The two primary inputs into the PIS include:

1. Performance Measurement System (PMS): Financial and performance data reviews & analysis (4.1b) conducted by SLs and the VC; and
2. Knowledge Management System (KMS): Reviews of best practices based on research and award program criteria (e.g. Baldrige, ICMA, GFOA, Digital Cities) and systematic collection of ideas from the WF each year using SOP Dept Input Meetings and SOP Volunteer Input Forms.

Each year, SLs identify opportunities for improvement and innovation (OFIs) for the five-year planning period based on data reviews & analysis, best practice research, ideas from the WF and customers, and Comprehensive Plan strategies in the SPP (2.1a(1)). SLs prepare annual OFI Lists, formally known as Initiative Lists (2014-2017), for their departments & divisions that identify planned evaluations or improvements to services or processes. As needed, SLs may amend OFI Lists mid-year if an unplanned opportunity arises or based on changing circumstances or organizational priorities. SLs prioritize OFIs on department OFI Lists for the five-year planning period based on the importance to achieving the VOP mission and urgency, with higher priority OFIs scheduled before lower priority OFIs. SLs classify all OFIs as either: 1) *Evaluations*; 2) *Projects*; or 3) *Initiative Action Plans (IAPs)*.

Evaluations: VOP uses one of the following methods to systematically evaluate and improve key work & support processes and approaches:

1. BIRDIE: a six-step PDCA improvement process used for in-depth analysis of key processes or approaches, as described in **Fig P.2-3**. BIRDIE teams (CV3) are made up of diverse stakeholders including the Department SL, OPD, VC, VM or AVMs, HR, Finance, and IT (as needed) according to standardized BIRDIE team formation guidelines. BIRDIE teams are required to utilize a standardized process that includes process maps (SIPOCs), root cause analysis, data analysis and reviews, risk assessments, and implementation plans that are summarized and presented to the VC in BIRDIE Reports;

2. ACE (Analyze, Change, and Evaluate): a three-step PDCA improvement process used for more rapid improvement cycles. ACE teams typically consist of 3-5 EEs and are completed in less than 3 months using a standardized process with SIPOCs, root cause analysis, and implementation plans;
3. SIPOCs: a quality tool to define the process steps, process deliverables (outputs), customers and their requirements, resources needed (inputs), suppliers of the inputs, and process measures (6.1a(3)); or
4. Plus/Deltas: a quality tool to evaluate a process for what works well and what VOP should change in the future to improve the process.

Fig P.2-3 BIRDIE Performance Improvement System

B	Bring the opportunity forward (identify what can be improved)
I	Investigate the opportunity (what does the data tell you?)
R	Review potential solutions
D	Determine the solution and develop the action plan (includes KPIs, desired outcomes, timing and resources needed)
I	Implement the solution according to plan
E	Evaluate the effectiveness of the solution based on performance data

Projects: Improvements identified on annual OFI Lists that are implemented without needing detailed implementation timelines or plans.

IAPs: Key improvements that can have a significant organizational or community impact and require a significant amount of resources, developed using the action planning process (APP) described in 2.2a.

VOP's **processes for evaluation and improvement for key organizational projects** also include external assessments conducted by outside consultants based on data and information reviews, with stakeholder input as appropriate, and contain recommendations with implementation plans.

To communicate and deploy improvements, SLs use the key communication methods of the LS including Dept. Strategy Session Meetings and SOV meetings. SLs conduct regular performance reviews & analysis in Quarterly Strategy Sessions (QSS) and strategic planning pre-retreat meetings to determine effectiveness of improvements. The PMS and KMS then provide the inputs into the next annual planning cycle to ensure learning and create a continued focus on action (1.1c(2)).

Since adopting the Baldrige Excellence Framework in 2011, VOP has used the PIS and feedback from the NCAfE state award program in 2011, 2013, and 2016 to improve 85% of key work processes (or 11 out of 13) and 89% of key support processes (or 8 out of 9), as shown in **Fig 6.1-1** and **Fig 6.1-2**.

At the beginning of each process category is a table of key cycles of improvements, indicated with a 🌱. Innovative improvements and improvements made because of best practice research and sharing are indicated as *IBP*. In 2019, SLs also completed ADLI worksheets for each process category of the Baldrige Excellence Framework to identify additional opportunities to improve VOP's approaches and scheduled implementation over the five-year planning period in the FY21 SOP.

Responses Addressing All Criteria Items

1. Leadership

Fig 1.1 Leadership Key Cycles of Improvement

Year	Key Cycles of Improvement 🌿	Item #
2008	Began holding annual SOV meetings for all EEs	1.1b
2012	Began reviewing & affirming MVV at annual strategic planning retreat and deploying at SOV meetings	1.1a
2013	Integrated VOP values & annual EE acknowledgements of the Ethics Policy into WPMS	1.1a;1.2b
	Began adopting annual Corporate and Dept BSCs <small>I/BP</small>	1.1c
2014	Implemented Novus agenda management software <small>I/BP</small>	1.1b;1.2a
	Expanded annual SOV meetings to volunteers	1.1b
2015	Extended Ethics Policy to VC appointed volunteers	1.1a
	Integrated values into Champion's Club R&R program	1.1a
	Began offering video on demand for VC & HPC meetings	1.1b;1.2a
	Implemented OVH online engagement portal <small>I/BP</small>	1.1b;1.2a
	Implemented annual performance reports/SOV Reports	1.2a
2016	Added AVM meeting to initial onboarding to review MVV and ethics	1.1a;1.2b
	Began holding SL QSS meetings <small>I/BP</small>	1.1b;1.1c
	Began providing quarterly SOP updates to VC	1.2a
	Implemented MyVOP self-service portal <small>I/BP</small>	1.1c;1.2a
2017	Launched the Financial Transparency Center <small>I/BP</small>	1.2a
2018	Integrated values and ethical standards in key supplier contracts with Essential Communications Form	1.1a;1.2b
	Began holding annual SOP Dept Input Meetings and deployed SOP Volunteer Input Forms	1.1b
	Implemented annual Dept Strategy Session Meetings, strategy maps & strategy booklets	1.1b
	Converted annual Initiative Lists to annual OFI Lists	1.1c
	Added a pre-retreat meeting to the annual SPP <small>I/BP</small>	1.1c
	Expanded online engagement portals with ETV <small>I/BP</small>	1.2a
2019	Began quarterly reviews of OFI Lists in QSS	1.1c
	Launched online Performance Dashboards <small>I/BP</small>	1.2a
2020	Opened the new Community Center <small>I/BP</small>	1.2c

I/BP – Innovation or Best Practice (P.2c)

1.1 Senior Leadership

1.1a Vision and Values

1.1a(1) Setting Vision and Values

SLs recommend and the VC sets the organization's vision in step 3 of the SPP based on the community's LT vision expressed in the Comprehensive (Comp) Plan, which residents affirmed in 2019 (2.1a(1)). To set values, VMs define the guiding principles and behaviors that support and guide the WF to reinforce the organizational culture desired by SLs.

🌿 In 2012, the VC and SLs began reviewing and affirming values each year in step 3 of the SPP at annual strategic planning retreats (Fig 2.1-1). The VC delegated responsibility for setting values to the VM and VOP changed its values to those identified in P.1a(2) in 2017. SLs use the key communication methods of the LS as shown in Fig 1.1-1 to deploy vision and values to the workforce, key suppliers, partners, customers and other stakeholders, as appropriate. 🌿 Improvements to deploying values include: 1) AVM meetings with all new FT, PT regular and reserve employees, and VC appointed volunteers during the initial onboarding meeting to review vision and values (5.1a(2)) in 2016; 2) VM reviews of vision and values with the entire WF during annual SOV meetings since 2012; 3) integration of values into annual EE performance evaluations in 2013 and

the Champion's Club R&R program award in 2015 (5.2c(1)); 4) Essential Communications Forms to deploy vision and values to key suppliers in 2018 (6.1c). Vision and values are also included in each quarterly VOP newsletter and in external email signatures. Like all FT and PT regular EEs, SLs are evaluated annually on their demonstration of VOP's values as described in 5.2c(1) and shown in Fig 7.4-2. SLs personal actions reflect a commitment to VOP values as follows:

1. *Service* (CV1): SLs build customer relationships and provide direct customer support as described in 3.2a;
2. *Initiative* (CV2): SLs identify OFIs in the SPP (P.2c);
3. *Teamwork* (CV3): SLs lead & serve on inter-departmental teams (BIRDIEs/ACEs) and committees (5.1b); hold routine department meetings; participate in twice a month Sr. Staff meetings and QSS meetings; and facilitate 2-way communication as shown in Fig 1.1-1; and
4. *Improvement* (CV4): SLs lead & serve on BIRDIE/ACE teams; implement and oversee improvements using the PIS (P.2c); set department stretch goals annually as indicated on Dept BSCs; pursue and achieve industry certifications and awards; and participate in professional development activities, using the LDS (5.2c(2)).

1.1a(2) Promoting Legal and Ethical Behavior

To demonstrate their commitment to ethical behavior, SLs require highly ethical conduct of themselves and the WF with a formally adopted Ethics Policy prepared with input from all SLs on the Policy Committee (CV3). 🌿 In 2013, VOP adopted the Ethics Policy and integrated acknowledgements of ethical standards into annual EE performance evaluations. 🌿 In 2015, VOP extended the policy to VC appointed volunteers and now require them to acknowledge their agreement at their initial onboarding meeting. SLs personally observe the WF, investigate potential Ethics Policy violations, and address violations in accordance with the adopted policy (1.2b(2)). 🌿 In 2018, SLs began requiring key suppliers to adhere to ethical standards with an Essentials Communications Form integrated into contracts (6.1c). Many SLs are credentialed or are members of associations that also require adherence to professional ethical standards such as ICMA, CPA, PE, SHRM, etc. To demonstrate their commitment to legal behavior, SLs subscribe to and monitor UNC SOG listserv postings/blogs, NCLM action alert emails, and professional association announcements daily for UNC SOG legal interpretations and enacted legislation. For example, during the COVID-19 pandemic, SLs monitored blogs and alerts to determine the VC's legal authority to hold official meetings electronically. SLs modify processes to ensure compliance with laws when there are changes to legal requirements and communicate changes through the LS (1.1b). To promote an organizational environment that requires legal and ethical behavior: 1) the VM discusses the importance of ethical behavior with the entire WF in the annual SOV meetings, with a standing agenda item added in 2013; 2) SLs require EEs to adhere to ethical purchasing practices in the Purchasing Card Policy (6.1c); and 3) AVMs deploy the Ethics Policy in onboarding meetings. 🌿 In 2016, VOP added an AVM meeting to initial EE and volunteer onboarding meetings to review the Ethics Policy (5.1a(2)). SLs require legal and ethical behavior by monitoring and ensuring compliance with

policies through direct observation, internal reviews, and external audits/reviews. SLs also assess the WF’s perceptions of management’s ethical behavior with annual Employee and Volunteer Surveys [Fig 7.4-12 and Fig 7.4-13]. SLs ensure strict compliance with legal requirements, as shown in Fig 7.4-11, and surpass legal requirements by meeting accreditation standards and other national award program criteria (ICMA, GFOA, Digital Cities) [Fig 7.5-14].

1.1b Communication

SLs communicate with and engage the entire WF, key partners, and key customers using the key communication methods of the LS shown in Fig 1.1-1 and key customer communication methods shown in Fig 3.1-1. 🌱 In 2014, SLs leveraged CC3 to implement Novus agenda software (BIRDIE) to post VC agendas and supporting materials for the public 5 days in advance of meetings on the VOP website and expanded use of the software in 2017 to include planning board meetings. 🌱 In 2015, SLs began posting video of VC and HPC meetings on demand that SLs have expanded to include P&Z/BOA meetings. **To encourage frank, two-way communication**, SLs use the key communication methods of the LS as shown in Fig 1.1-1. 🌱 To improve frank, 2-way communication, SLs began holding in 2016 as described in 1.1c(2) and implemented annual SOP Dept Input Meetings and SOP Volunteer Input Forms in 2018 to solicit WF input into the SPP (2.1a(1)). 🌱 SLs have also leveraged CC3, SA1, and SA3 to encourage frank, 2-way communication with customers through social media, and online engagement portals including OVH implemented in 2015, Envision the Village (ETV) used during the 2019 Comprehensive Plan update, and Engage Pinehurst (3.1a(1)). VOP conducts annual customer and WF surveys to measure the effectiveness of SL 2-way communication. **To communicate key decisions and needs for organizational change**, SLs use the methods shown in Fig 1.1-1. 🌱 In 2018, SLs expanded methods to include annual Dept Strategy Session Meetings that all SLs hold with EEs to share department specific strategy booklets and strategy maps that communicate key decisions made in the SPP and help prepare the WF for changing needs (5.1a(3)). Additional key approaches include: 1) SL agenda items and minutes of VC and planning board meetings posted monthly in Novus agenda software; 2) monthly eNews (3.2a(2)); and 3) incorporating VOP strategy & action plans into the annual SOP document. **To take a direct role in motivating the workforce toward high performance and a customer and business focus**, SLs deploy VOP’s core values (1.1a(1)) and empower the WF (5.2b). The VM and AVMs hold annual SOV meetings with all EEs and volunteers to communicate VOP strategy and other information in part to motivate the WF. 🌱 SOV meetings began in 2008 for EEs, were expanded to volunteers in 2014, and combined into one meeting for both EEs and volunteers in 2017. In SOV meetings, the VM and AVMs review prior year organizational performance relative to established goals as shown in the annual SOV Report (1.1c(2)) and celebrate WF achievement and success with a Year in Review video. To evaluate the effectiveness of SOV meetings, the WF completes feedback forms that are used to improve SOV meetings each year [Fig 7.4-7] with changes made such as providing meals. SLs use the WPMS (5.2c(1)) to

compensate and reward EEs for high performance with annual merit raises and the Champion’s Club R&R program. SLs also use the LDS to hold twice a year EE development meetings with their direct reports to address EE career aspirations and L&D needs (5.2c(2)), a key EE engagement factor (EEF3).

Fig 1.1-1 Key Communication Methods of the LS					
Method	Freq	Audience	2-Way	Key Decisions	Deploy MVV
Electronic Methods					
Email	AN	All	X	X	X
Online Engagement Portals [Fig 7.2-22]	AN	R/B/P	X	X	
Agenda Management Software	2XM	All		X	X
VC and Planning Board Meeting Videos	2XM	All		X	
VOP Website/Self-service software	AN	All	X	X	X
Social Media [Fig 7.2-19 & Fig 7.2-20]	AN	All	X	X	
eNews [Fig 7.2-21]	2XM	R/B		X	X
SharePoint Intranet	AN	E	X	X	X
Idea Box	AN	E/V	X		
CodeRed Notification System	AN	E/C		X	
In-Person Methods					
SOV Meetings	A	E/V	X	X	X
Dept/Division/Shift Meetings	V	E	X	X	X
Sr. Staff Meetings	2XM	E	X	X	
QSS Meetings	Q	E	X	X	X
SOP Dept Input Meetings	A	E	X	X	
Dept Strategy Session Meetings	A	E	X	X	X
VC & Planning Board Meetings [Fig 7.4-10]	2XM	All	X	X	X
Public Input Meetings	AN	R/B	X		
Onboarding Meetings	AN	E/V	X	X	X
EE Performance Reviews	Q/A	E	X	X	X
I-on-1 Meetings	AN	All	X	X	X
Key Supplier Perf Evaluations	A	S	X		X
Print Methods					
VOP Newsletter [Fig 7.4-6]	Q	R/B/P		X	X
SOP Updates	Q	R/B		X	X
SOV Reports	A	All		X	X
Strategy Maps	A	E/V		X	X
Essential Communications Form	AN	S			X
<p>KEY: Frequency: A – Annually; AN – As Needed; M – Monthly; Q – Quarterly; V – Varies by Department; 2XM – Twice a Month Audience: B – Businesses; E - Employees; P – Partners/Collaborators; R – Residents; S – Suppliers; V – Volunteers</p>					

1.1c Mission and Organizational Performance

1.1c(1) Creating an Environment for Success

To create an environment for success now and in the future to achieve our mission, SLs deploy the mission as shown in Fig 1.1-1 and use cascading BSCs with individual department goals to define what future success looks like. Each Corporate BSC Goal and strategic objective (Fig 2.1-3) articulate what VOP must do to ensure a high QOL for residents and businesses. For example, VOP must deliver effective police services (SO1.2) to safeguard the community (BSC Goal 1). 🌱 In 2013, SLs began using a cascading BSC model to articulate VOP vision, align organizational efforts, and reinforce our high performing culture (5.2b). **To create and reinforce our organization culture and a culture that**

fosters customer engagement, SLs demonstrate and integrate our core value of service (CV1) into the WPMS, directly engage with customers through MyVOP (3.2a(3)), and establish online-engagement portal topics and surveys (3.1a(1)). To **create and reinforce our organization culture and a culture that fosters workforce engagement**, SLs develop, utilize, and improve the systematic approaches described in 5.2b and use the LS to provide meaningful paid and volunteer work assignments and needed resources (EEF1; VEF3) and provide opportunities for teamwork in departments, divisions, inter-departmental EE committees, BIRDIE/ACE teams, and volunteer groups (EEF2; VEF2). SLs provide L&D, using the LDS, as described in 5.2c(2) (EEF3). SLs track & monitor customer and WF satisfaction & engagement levels on BSCs and use the Idea Box and online engagement portals. To **cultivate organizational agility**, SLs: 1) prioritize annual OFI Lists and modify them in QSS; 2) amend KPI performance goals throughout the year, as needed (4.1a(3)); and 3) budget contingency funds annually to address unplanned needs or respond to changes, as needed. To **cultivate accountability**, SLs use the PMS to measure and monitor achievement of financial and performance goals in QSS and the WPMS to instill personal accountability in the WF. SLs regularly submit reports to the VC and public as shown in *Fig 4.1-2*. 🌱 In 2016, VOP implemented the MyVOP system described in 3.2a(3) and established service level agreements (SLAs) to define desired EE response times to customer requests/complaints. SLs hold EEs accountable for timely response rates by monitoring MyVOP response times on BSCs, in QSS meetings, and in annual EE performance reviews. To **cultivate organizational and individual learning**, SLs utilize the KMS (4.2b) and the LDS (5.2c(2)). To **cultivate innovation**, SLs seek WF input on how VOP can improve its services or processes each year through SOP Dept Input Meetings and volunteer SOP Input Forms (2.1a(1)), solicit innovative ideas through the Idea Box, and reinforce the core value of improvement (CV4) in the WPMS (5.1c(1)). To **cultivate intelligent risk taking**, SLs annually evaluate all supervisors on the leadership competency of intelligent risk taking and discuss opportunities to develop intelligent risk taking skills through the LDS and conduct annual risk assessments of IAPs as discussed in 2.2a(3). SLs **participate in succession planning and the development of future organizational leaders** as described in 5.2c(4).

1.1c(2) Creating a Focus on Action

To **create a focus on action that will achieve the organization's mission** and **create a focus on action that will improve the organization's performance**, SLs and the VC use the BSC model with Corporate BSC goals that indicate "what we intend to do" to achieve our mission; strategic objectives that indicate "how we will" achieve our goals; and KPIs that represent "how we will know" if we have achieved our objectives (*Fig 2.1-3*). 🌱 In 2018, VOP added annual strategic planning pre-retreat meetings to review and analyze organizational performance in detail, based on the 2017 plus/delta evaluation of the SPP. In addition, SLs create and utilize systems that are integrated and operate as a unified

whole to achieve the Village's mission to provide a high QOL and improve VOP performance as follows:

1. Integrate performance reviews & analysis performed in the PMS (4.1b), information obtained from VOC listening methods (3.1a), and WF input into the annual SPP (2.1a) and APP (2.2a) to **identify needed actions**;
2. Integrate cascading department goals & objectives from the Corporate BSC into individual EE goals using the WPMS (5.2c(1)) to align EE efforts to VOP goals & objectives;
3. Integrate knowledge and other information collected in the KMS (4.2b) to implement and improve processes (6.1b); and
4. Integrate the PIS with the PMS, KMS, LS, SPP, and APP as described in P.2c.

🌱 In 2016, SLs began holding regular QSS meetings, a key component of the LS and PIS, to ensure a continued focus on action to help achieve the VOP mission, collect & share knowledge, and identify if actions need to be modified mid-year. In these meetings, SLs use standing agenda items to review: 1) achievement and effectiveness of IAPs with reviews of task status and IAP metrics; 2) Key KPI performance relative to quarterly goals; 3) MyVOP data and information; 4) R&R program distribution rates; and 5) plus/delta evaluations of quarterly emergency preparedness drills. QSS agendas also have a standing agenda item for SLs to share best practices. 🌱 In 2018, SLs converted annual Initiatives Lists to OFI Lists to identify and classify actions needed to innovate and improve VOP services or processes (P.2c) and in 2019 refined QSS meetings to include reviews of OFI Lists. To **include a focus on creating and balancing value for customers and other stakeholders, when setting expectations for organizational performance**, SLs use the BSC with four perspectives (customer, internal, WF, and financial) and consider each perspective when defining VOP's strategic objectives and associated KPIs each year (*Figure 2.1-3*). To **demonstrate personal accountability for the organization's actions**: SLs set annual individual personal performance goals; manage budgets to comply with NCGS [*Fig 7.5-8*]; present the VC with quarterly SOP Updates and the annual SOV Report (1.2a(1)); present agenda items and supporting information in bi-monthly VC meetings; and oversee day-to-day operations.

1.2 Governance and Societal Contributions

1.2a Organizational Governance

1.2a(1) Governance System

To **ensure responsible governance**, the VC and SLs adhere to state laws that govern and regulate NC municipal services. SLs conduct formal onboarding for new VC members that has been improved with each election since 2013 to include orientation notebooks and meetings with SLs and appointed board chairs. A key measure of the effectiveness of the governance system include resident satisfaction with the value of tax dollars [*Fig 7.1-9*]. To **review and achieve accountability for senior leaders' actions**, the VC holds the VM accountable and the VM holds other SLs accountable with annual performance evaluations, using the WPMS described in 5.2c(1). The VC also achieves accountability by

requiring complete analysis of SL recommendations or proposals presented to the VC in agenda items. The VC uses VOC input (3.1a(1)) to assess accountability for SL actions. For example, the annual Community Survey indicates resident satisfaction with the effectiveness of the appointed VM and staff [Fig 7.4-9]. To **review and achieve accountability for strategy**, SLs present the annual SOV Report and quarterly SOP Updates in VC meetings post them on the VOP website.

🌿 In 2015, SLs created the annual SOV Report to indicate KPI results for strategic objectives on the Corporate BSC relative to established goals [Fig 7.5-15] and added quarterly SOP Updates in 2016 to indicate the status of the implementation of IAPs and their metrics relative to established quarterly goals. In accordance with NC law, the VC adopts comprehensive plan consistency statements to determine compliance with the LT strategy articulated in the Comprehensive Plan (2.1a(1)) when approving certain types of development. To **review and achieve fiscal accountability**, SLs and the VC adhere to the NCLGBFCA and GAAP, which require the VC to adopt a balanced budget for the General Fund by June 30 each year. SLs also maintain expenditures below budgeted amounts [Fig 7.5-8], and contract with an independent CPA firm to conduct an annual external financial audit. SLs and the VC monitor financial performance with reviews shown in Fig 4.1-2 and amend the budget in accordance with the annually adopted Budget Ordinance included in the SOP. SLs adhere to key financial policies adopted by the VC that include the Fund Balance Policy, Fees & Charges Policy, Investment Policy, and Purchasing & Contracting Policy. To **review and achieve transparency in operations**, the VC holds open public meetings and SLs fulfill public records requests in accordance with NCGS. 🌿 SLs and the VC have leveraged technology (CC3) to improve transparency as follows: 1) implemented Novus agenda software in 2014 to post agendas and materials online at least 5 days in advance of meetings; 2) began posting video of VC and HPC meetings online in 2015 that were expanded to include P&Z/BOA meetings, with online postings to the VOP website within 24 hours of meetings; 3) implemented online self-service and engagement portals with OVH in 2015, MyVOP in 2016, and ETV in 2018 to transparently exchange information with the public (3.1a(1)); 4) launched the Financial Transparency Center in 2017, with annual updates of audited financial data; and 5) launched online Performance Dashboards in 2019 with quarterly updates, using Quickscore BSC software (4.1a(1)). VOP residents **select board members** during elections held every 2 years in odd numbered years and **disclosure policies** are established by NCGS and include public record laws, open meetings laws, public elections, and required ethics and newly elected officials training. To **review and achieve independence and effectiveness of internal and external audits**, the VC complies with NCGS and engages an independent CPA firm to conduct annual financial audits and report audit results directly to the VC each year. To **review and achieve protection of stakeholder interests**, the VC: 1) solicits input and feedback from customers through public comments at VC meetings and online engagement portals (3.1a(1)); 2) incorporates an extensive review of data and stakeholder input (WF and customers) in ST and LT strategic

planning processes; and 3) utilizes a Neighborhood Advisory Committee (NAC) that meets monthly with representatives from the VC. The VC also assesses the risk of strategic opportunities and utilizes the four perspectives of the BSC (Fig 2.1-3) to protect stakeholder interests. The governance system achieves **succession planning for senior leaders** with the succession planning process described in 5.2c(4). In 2018, the Assistant Finance Director was promoted to Finance Director and the Village Clerk was promoted to the OPD as a direct result of SL succession planning efforts.

1.2a(2) Performance Evaluation

To **evaluate the performance of senior leaders**, the VC conducts an annual performance evaluation of the VM, with VC consolidated ratings discussed in a closed session meeting with the VM, as allowed by NCGS. Using the WPMS (5.2c(1)), the VM evaluates AVMs and SLs that directly report to him and AVMs evaluate other SLs annually. The VM and AVMs also evaluate results from annual WF surveys (5.2a(2)), customer surveys (3.1a(1)), Internal Services Surveys (6.1b(2)), and Dept BSC KPIs to evaluate the performance of SLs. **Governing board performance is evaluated** by: 1) residents on the annual Community Survey who express satisfaction with the quality of leadership provided by elected officials [Fig 7.4-9]; 2) self-evaluations using methods such as listening to public comments and using the communication methods identified on the Key Partner & Collaborator List (4.2b(1)); 3) benchmarking best practices learned through UNC SOG listserv postings/blogs and training; and 4) through the election cycle every 2 years. The VM and AVMs annually distribute merit raises among the SLT based on **performance evaluations to determine executive compensation**. Executive compensation is governed by the VC approved Position and Classification Pay Plan that defines authorized pay ranges for all VOP EEs, except the VM. The VM's compensation is at the sole discretion of the VC based on the VM's performance evaluation. To **advance their development and improve the effectiveness of leaders**, SLs use performance evaluations to annually: 1) evaluate the effectiveness of leaders with leadership attribute ratings; 2) identify areas for improvement or development where emPerform ratings fall below accomplished; and 3) establish ST and/or LT performance goals to further SL L&D (5.2c(2)). The VC uses their performance evaluation methods to modify board management processes that **improves the effectiveness of the board**. For example, the VC has established regular work sessions and adopted a Council Vacancy Appointment Policy in 2019 based on self-evaluations. To **improve the effectiveness of the LS**, SLs use performance evaluations to identify and modify approaches to improve the climate of the organization, manage & develop the WF, and achieve the Village's mission. SLs establish personal goals, as appropriate, to improve organizational systems such as the SPP, WPMS, LDS, PMS, etc. and are held accountable for achievement in performance evaluations. For example, the HR Director has established personal performance goals to improve the LDS.

1.2b Legal and Ethical Behavior

1.2b(1) Legal and Regulatory Compliance

To address current and anticipate future legal, regulatory and community concerns, the VC and SLs: 1) listen to the VOC (3.1a(1)); 2) conduct an external environmental scan in the SPP; 3) review UNC SOG listserv postings and NCLM action alert emails that indicate proposed state legislation; 4) participate in SOG classes and webinars; and 5) consult with attorneys. Based on the information obtained, SLs modify or improve services or processes with projects and IAPs on OFI Lists (P.2c). For example, when NC changed development laws in 2019 that will become effective in 2021, SLs added a FY21 project to update the PDO to the PL OFI list. To address any adverse societal impacts of VOP services and operations: 1) the VC assesses the risk of strategic opportunities and deploy in the SPP (2.1a(2)); 2) SLs conduct a risk assessment for each IAP to assess operational risks and identify ways to mitigate the risks and deploy through the APP (2.2a(3)); and 3) VOP staff systematically respond to customer complaints submitted through MyVOP (3.2a(3)). To anticipate public concerns with VOP future services and operations, the VC and/or SLs: 1) solicit public input in the decision-making process when future services are being contemplated through public comments at VC meetings, NAC meetings, and online engagement portals; 2) identify customer requirements when completing SIPOCs (6.1a(3)); and 3) include customers on BIRDIE or ACE teams, as appropriate. For example, two members of the building community served on the Permit & Inspections BIRDIE that lead to the creation of the Online Permit Center in 2019. To prepare for these impacts and concerns proactively, SLs create detailed IAP implementation plans with steps to mitigate risks identified in IAP risk assessments (2.2a(3)) and SLs identify potential public concerns and implement actions needed to alleviate concerns. For example, VOP closed the Community Center several days prior to the first case of COVID-19 in Moore County in anticipation of community concerns with the potential spread of the virus.

VOP's key compliance processes, measures, and goals for meeting and surpassing regulatory and legal requirements are shown in Fig 1.2-1. To surpass regulatory and legal requirements, VOP: 1) meets accreditation standards for the FD; 2) meets the requirements for the GFOA Certificate of Achievement for Financial Reporting and the Distinguished Budget Award; 3) maintains NOAA's Storm Ready Community designation; and 4) holds public comment periods at all VC Regular Meetings, when required by NCGS to only hold once a month [Fig 7.5-14]. VOP's key processes, measures, and goals for addressing risks associated with our services and operations include risk management practices to ensure a safe workplace as described in 6.2c(1); Risk Manager reviews of contracts when managing the supply network (6.1c); VC risk assessments of strategic opportunities in the SPP (2.1a(2)); and SL risk assessments of IAPs in the APP (2.2a(3)). VOP's key measure and goal for addressing risk is less than a 2.1% cost of risk as a % of General Fund expenditures [Fig 7.1-25].

1.2b(2) Ethical Behavior

To promote and ensure ethical behavior in all interactions, SLs establish financial internal controls and other checks and balances with financial policies and the Ethics Policy; SLs

Fig 1.2-1: Key Processes, Measures, & Goals for Legal and Regulatory Requirements

Key Reg. Areas	Key Regulations, Requirements, & Standards	Compliance Processes	Measures and Goals [Fig 7.4-11]
OHSR	OSHA standards	Conduct monthly safety inspections; Prepare annual OSHA logs	Zero OSHA violations reported
ACR	CFAI (FD) Accreditation Standards	Assessments by outside agencies	Maintain accredited agency status
IS	NCGS	Monitor ongoing operations and processes	100% compliance with NCGS (including open meeting laws)
	CJIS standards	Implement and monitor security standards	100% compliance with CJIS standards
EFP	GASB/GAAP standards & NCLGBFCA	Conduct annual external financial audit; monitor budget to actual exp.	100% compliance with NCLGBFCA & GASB; Obtain GFOA Awards
	IRS regulations	Produce and reconcile IRS reports and filings	100% compliance with IRS regulations
	DOL standards (FLSA, FMLA, ADA, EEOC)	Investigate reported FLSA, FMLA, ADA, and EEOC violations	100% compliance with DOL laws; % of buildings ADA compliant
	NOAA standards	Adhere to Hazard Mitigation Plan	Obtain NOAA designation as a Storm Ready Community

KEY: OHSR - Occupational health and safety regulations; ACR - Accreditation, certification, or registration requirements; IS - Industry standards; EFP - Environmental, financial, and product regulations

monitor compliance with these policies; and the VM reviews ethical behavior expectations with the WF in SOV meetings. To promote and ensure ethical behavior in our governance structure, throughout the organization, and in interactions with the workforce, customers, suppliers, and other stakeholders: 1) all newly elected VC members attend NCGS required ethics training; 2) VC decisions are made in public meetings and closed sessions are held for only those purposes allowed by NCGS; and 3) SLs monitor adherence to financial policies and implement other internal financial controls, with FS Director and SL reviews of EE purchasing activities; and 4) SLs monitor WF and supplier compliance with the Ethics Policy. 🌿 In 2013, VOP implemented the Ethics Policy that SLs administer with a WF requirement to annually acknowledge their agreement to comply when submitting annual performance evaluations. 🌿 In 2016, AVMs began reviewing the Ethics Policy with EEs and VC appointed volunteers in onboarding meetings. 🌿 In 2018, SLs began requiring all key supplier contracts to contain an Essential Communications Form that requires ethical conduct (6.1c). Key measures for promoting and ensuring ethical behavior throughout our organization and in interactions with the workforce, customers, suppliers, and other stakeholders are shown in Fig 1.2-2.

Fig 1.2-2 Key Measures of Promoting and Ensuring Ethical Behavior

% of newly elected officials who participate in SOG ethics training
% of compliance with open meeting laws [Fig 7.4-11]
% of employees/volunteers who agree management behaves according to VOP Ethics Policy [Fig 7.4-12 and 7.4-13]
of reported violations of VOP ethics policy
% of key supplier acknowledgements of ethical standards
% of contracts & partner relationships with no ethical breaches

SLs monitor and respond to breaches of ethical behavior according to the process described in the Ethics Policy. This includes investigation and corrective actions depending on the severity of the violation, with the SL, HR Director, VM, and Village attorney consulting on corrective action.

1.2c Societal Contributions

1.2c(1) Societal Well-Being

VOP considers societal well-being and benefit as a part of our strategy and daily operations, using the BSC model to achieve the VOP mission to "promote, enhance, and sustain a high quality of life" with all VOP service offerings and key work processes aligned to BSC Goals 1-6 (Fig 2.1-3). BSC Goal 5, WP10, and WP 11 are aligned to how VOP contributes to the well-being of environmental systems (Fig 6.1-1), with the % of households participating in curbside recycling [Fig 7.4-15] as a key measure of how VOP protects the environment. Other processes include participating in the Tree City USA program, complying with NOAA standards for a Storm Ready Community, and administering VOP and DEQ environmental regulatory requirements through the PDO [Fig 7.5-14]. BSC Goal 6, WP12, and WP13 are aligned to how VOP contributes to the well-being of social systems (Fig 6.1-1). As a result of the Indoor Recreation Facilities BIRDIE, VOP leased dedicated indoor recreation space in 2015 and leveraged VOP's strong financial condition (SA4) to construct and open a new \$4.7 million Community Center in 2020 without issuing debt to increase resident participation rates, as measured by resident recreation program participants as a % of population [Fig 7.4-16]. VOP also financially supports the non-profit GML to provide free public library services [Fig 7.4-17] and is currently conducting a Library Needs Assessment to identify and evaluate alternative ways to meet resident needs for library services (3.1b(2)). One option VOP is considering is to provide this service directly. BSC Goals 2 and 3 and WP5 are directly aligned to how VOP contributes to the well-being of economic systems (Fig 6.1-1). With permit processing (WP5), VOP staff review and approve residential and non-residential development [Fig 7.5-11] in accordance with VC approved LRP's, guidelines, and regulations. In addition, VOP annually constructs and maintains infrastructure such as roads, sidewalks, etc. to support the local economy and a VC member serves on the county-wide economic development agency board.

1.2c(2) Community Support

VOP defines its key community as the Village of Pinehurst and provides fee waivers, programs, and services beyond core government services to actively support and strengthen our key community. NCGS prohibit VOP from using taxpayer funds for other than a public purpose. Therefore, VOP identifies its key community and determines areas for organizational involvement to be those allowed by law and that support Pinehurst residents and/or businesses in a way that helps advance QOL beyond traditional government services or programs. EEs or customers suggest areas for involvement that SLs evaluate for legality and the VM or VC authorizes support, as appropriate.

EEs participate in the annual Special Olympics fundraising drive organized by the Police Chief and PD staff, with the PD consistently recognized in the top 80th percentile of \$ raised by

NC law enforcement agencies [Fig 7.4-18]. Each year, VOP hosts Small Business Saturday events in the Welcome Center that have been expanded to include Shop Small this Spring events. SLs, in concert with the workforce, contribute to improving VOP's key community by participating in fundraising and donation drives, personally partnering with other agencies (CV3) on local and regional issues, providing resources for organizational support, and overseeing support in compliance with NCGS.

2. Strategy

Fig 2.1 Strategy Key Cycles of Improvement

Year	Key Cycles of Improvement 🌿	Item #
2013	Adopted the BSC model with cascading BSCs ^{I/BP}	2.1a
2014	Implemented process to amend IAPs mid-year	2.2b
2015	Began using online engagement portals in the SPP ^{I/BP}	2.1a
2016	Began providing quarterly SOP updates to the VC	2.1a; 2.2b
	Began annually identifying AOF on the Corporate BSC	2.1b
	Converted IAP forms to IAP workbooks: added financial resources, WF capacity & training needs, & IAP metrics	2.2a
	Began holding SL QSS meetings ^{I/BP}	2.2a
	Began deploying all IAPs at annual SOV meetings	2.2a
2017	Added risk assessments to IAP workbooks	2.2a
2018	Began holding annual pre-retreat meetings and included VC appointed board chairs ^{I/BP}	2.1a
	Began holding annual SOP Dept Input Meetings and deployed SOP Volunteer Input Forms ^{I/BP}	2.1a
	Expanded online engagement portals to the LRPP ^{I/BP}	2.1a
	Converted annual Initiatives Lists to OFI Lists	2.1a
	Implemented annual Dept Strategy Session Meetings, strategy maps & strategy booklets ^{I/BP}	2.2a
	Created an IAP metrics dashboard in QS	2.2a
2019	Added KPI worksheets to IAP workbooks to include five-year projections, benchmarks, & alignment of IAP metrics to Corporate BSC KPIs	2.2a
2020	Aligned each Comp Plan strategy to a Corporate BSC strategic objective	2.1b
	Aligned all IAP metrics to key work and support processes	2.2a

^{I/BP} – Innovation or Best Practice (P.2c)

2.1 Strategy Development

2.1a Strategy Development Process

2.1a(1) Strategic Planning Process

SLs and the VC use the SPP shown in Fig 2.1-1 to conduct strategic planning for the one to five year planning horizon, with the Long-Range Comprehensive (Comp) Plan as a key input. The overarching Comp Plan includes strategies for a 15-20 year horizon, that are inclusive of other LT strategies from other long-range plans such as the Bicycle & Pedestrian Master Plan, P&R Master Plan, MCCTP, etc. SLs incorporate individual Comp Plan strategies into annual OFI Lists (P.2c) in step 5 of the SPP. The SPP culminates with the VC adopting the annual Strategic Operating Plan (SOP), which includes an annual budget and Five-Year Financial Forecast. The VC updates the Comp Plan every 7-10 years, with the most recent Comp Plan adopted in 2019. In 2013, SLs and the VC adopted the BSC model to improve and innovate the Village's SPP and achieve ongoing success (SA5).

Fig 2.1-1 indicates the key process steps of the SPP and the key participants. In 2015, VOP began using an online

engagement portal, Open Village Hall (OVH), to seek customer input into the annual SOP. 🌿 In 2018, VOP expanded key participants in the SPP to include the entire WF, with each SL holding SOP Dept Input Meetings, SLs soliciting input from volunteers through SOP Volunteer Input Forms, and including board chairs in pre-retreat meetings.

Fig 2.1-1 Strategic Planning Process (SPP)

Step	Month	Process	Key Part.
1	Oct/ Nov	<i>Gather data:</i> OPD gathers, segments, & correlates data; OPD reviews prior year SPP plus/delta; SLs hold SOP Dept Input Meetings & collect SOP Volunteer Input Forms (KMS)	SL; WF
2	Nov/ Dec	<i>Review & Analyze data:</i> OPD presents external environmental scan and SLs/VC review & analyze in pre-retreat meetings (4.1b)	SL; BC; VC
3	Dec/ Jan	<i>Synthesize data:</i> SLs and VC conducts SOAR analysis; identify & affirm MVV, BSC goals & objectives, SA, SC, CC, & AOF and identify SO _p based on the Comp Plan & risk assessments in annual retreat meetings	SL; VC
4	Jan	<i>Prioritize strategy:</i> VC approves the Corporate BSC with ST/LT projections & goals for KPIs aligned to each SO & AOF and agrees on key SO _p to pursue with IAPs or projects	VC
5	Feb/ Mar	<i>Request funding:</i> SLs submit: budget requests on financial forms; staffing requests on Position Request Forms; prioritized OFI Lists (P.2c); IAP workbooks; & Dept BSC workbooks with KPI worksheets in accordance with the annual SOP Guide	SL; BC
6	Mar/ Apr	<i>Review funding requested:</i> SPT holds Dept SOP Meetings with SLs to review department requests & projections and prepares the proposed Five-Year Financial Forecast & SOP	SL; SPT
7	May	<i>Engage customers:</i> VC holds NCGS required budget public hearing & solicits public input on the proposed SOP using the VOP online engagement portal	VC; C
8	June	<i>Adopt & Deploy:</i> VC adopts the SOP; SLs deploy SOP (2.2a(2)); OPD completes plus/delta for the SPP	VC

KEY: BC – VC Appointed Board Chairs; C – Customers; WF – Workforce
SL – Senior Leaders; SPT – Strategic Planning Team; VC – Village Council

The Long Range Planning Process (LRPP) is used to prepare the Comp Plan and other long-range plans (up to 20 years) which is a key input into step 3 of the SPP is:

1. The VC engages a consulting firm with technical planning expertise (a key supplier) to conduct the LRPP;
2. The consultant analyzes existing data & conditions, solicits broad input from stakeholders (customers and WF) through charrettes, individual meetings, public input meetings (e.g. focus groups, etc.), and online engagement portals to generate innovative ideas (3.1b(2));
3. The consultant develops/recommends LT strategies; and
4. The VC reviews, modifies, & adopts strategies included in long-range plans.

In the LRPP, key participants include customers, SLs, and the VC, with extensive input from residents typically over a 6 to 12 month period. SLs also solicit input from Pinehurst Resort and FirstHealth (key partners/stakeholders), in step 1 of the SPP and in the LRPP through individual meetings. VOP's **short-term planning horizon** for the SPP is the next fiscal

year and the **longer-term planning horizon** is up to five years. To **address the short-term and longer-term planning horizons**, SLs prepare the annual budget (ST), the Five-Year Financial Forecast (LT), and project performance data for the five-year planning period to prepare the annual SOP, using the SOP Guide as discussed in 4.1c(1). SLs make budget requests and prepare the Five-Year Financial Forecast to meet ongoing operational needs and implement evaluations, projects, and IAPs that SLs identify on OFI Lists each year, as described in P.2c. To **address the potential need for transformational change**, SLs and the VC review and analyze data in step 2 of the SPP. When reviews indicate declining trends or benchmark analysis indicates VOP's performance falls below comparisons, SLs add an OFI to the OFI List (P.2c). For example, VOP installed sidewalks in Village Acres as a result of data reviews/analysis in retreat meetings when resident satisfaction fell below ETC averages. To **prioritize change initiatives**, the VC first identifies strategic objectives that are Areas of Focus (AOF) using four criteria that are mapped to each objective and reviewed in retreat meetings in step 3 of the SPP: 1) VOP performance levels below benchmark comparisons; 2) SC; 3) Strategic Opportunities (SO_p); and 4) Community Survey areas for performance improvement (i.e. resident dissatisfaction >20%). SLs then identify OFIs to address AOF in step 5 of the SPP and prioritize OFIs as described in P.2c to determine where VOP should devote organizational resources in the five-year planning period. OFIs that address an AOF, are higher priorities because they have a greater potential for transformational change. To **address the need for organizational agility**, SLs review prioritized OFI Lists in QSS and use these lists to defer lower priority OFIs when other OFIs become a higher priority throughout the year. VOP maintains sufficient fund balance [Fig 7.5-1] and includes contingency funding in the annual budget to address unplanned needs or opportunities that may arise.

2.1a(2) Innovation

To **stimulate and incorporate innovation** in the SPP, SLs annually: 1) solicit innovative ideas from our WF and customers through SOP Dept Input Meetings, SOP Volunteer Input Forms, the Idea Box and open-ended questions on the annual Community & Business Surveys; 2) accumulate and review innovative ideas by BSC Goal in pre-retreat meetings; and 3) propose innovative ideas on OFI Lists for inclusion in the SOP in step 5 of the SPP. When creating annual OFI Lists, SLs also use findings from performance reviews described in 4.1b to identify actions needed to improve performance when trend and benchmark analysis show unfavorable results. All LT plans stimulate and incorporate innovation by soliciting innovative ideas in step 2 of the LRPP with customer engagement methods. 🌿 In 2018, SLs began soliciting annual input from the entire WF on: 1) what external trends the WF sees on the five-year planning horizon that could impact VOP service delivery or quality, and 2) what VOP should change or do differently to better serve our customers through SOP Dept Input Meetings and SOP Volunteer Input Forms. 🌿 In 2018, VOP converted annual Initiatives Lists first created in 2013 to OFI Lists. 🌿 Also in 2018, VOP leveraged CC3 to implement a community online engagement portal (ETV) to stimulate

innovation when preparing the 2019 Comp Plan, a best practice identified by the key supplier consultant.

The VC identifies and determines which strategic opportunities (SO_p) are intelligent risks to pursue in the SPP as follows:

1. The VM, AVMs, and OPD identify potential SO_p using inputs from the SOAR analysis, current strategic challenges, performance reviews & analysis (4.1b), and resident aspirations expressed in the Comp Plan (step 3);
2. The VM, AVMs, and OPD assess the risks of potential SO_p and present risk assessments to the VC that indicate potential gains if VOP pursued the SO_p and potential harm if VOP does not pursue the SO_p (step 3);
3. The VC determines final SO_p based on risk assessments and prioritizes them using a 4-box importance and urgency matrix (step 3);
4. SLs identify actions needed to pursue SO_p, quantify needed financial & staff resources, and recommend timelines (step 5); and
5. The VM recommends which SO_p to pursue in the SOP, given resources needed and the VC's priorities, and the VC determines which SO_p to pursue when they adopt the SOP (step 8).

SLs conduct evaluations of SO_p using the PIS (P.2c). If SLs need additional information or analysis before including in the SOP as a project or IAP. For example, the FY19 OFI to evaluate GIS with an external assessment resulted in a FY20 IAP to implement the GIS Strategic Plan. Fig 2.1-2 lists VOP's key strategic opportunities (SO_p) for FY21, with alignment to strategic objectives in Fig 2.1-3.

Fig 2.1-2 FY21 Key Strategic Opportunities		
SO _p #	Strategic Opportunity (SO _p)	SC
1	Evaluate, identify, & purchase land for a third fire station	SC3
2	Update the Pinehurst Development Ordinance	SC1
3	Pursue regulatory authority around our borders through ETJ extensions, annexation agreements, and amending the water/wastewater agreement with Moore County.	SC1-3
4	Develop a comprehensive plan for mitigating future traffic on Hwy 5	SC2
5	Consolidate and align multi-modal transportation planning/engineering	SC2-3
6	Prepare a comprehensive stormwater master plan	SC3
7	Implement the GIS strategic plan (in progress)	SC3-4
8	Prepare a small area plan for Village Place	SC1-4
9	Create a small area plan for the NC Highway 5 commercial area	SC1-4
10	Identify alternative locations for the Public Services Complex	SC3
11	Implement elements of the 2015 Comp. Pedestrian & Bicycle Plans	SC3-4
12	Create a master plan to develop West Pinehurst Park	SC3-4
13	Prepare a consolidated multi-modal transportation plan	SC2-4
14	Update the Comprehensive Parks & Recreation Master Plan while considering neighborhood open spaces and amenities	SC3-4
15	Partner with others to bring high speed internet and mobile services to the Village	SC3-4
16	Expand street lighting	SC4

2.1a(3) Strategy Considerations

SLs collect relevant data as described in 4.1a and analyze relevant data as described in 4.1b to develop information for use in the strategic planning process as shown in steps

1-3 of the SPP. In 2018, SLs and the VC began holding strategic planning pre-retreat meetings to focus solely on data reviews & analysis to inform the SPP and included planning board chairs. The VC and SLs consider strategic challenges in the SPP to: 1) identify SO_p; 2) identify AOF; 3) determine if objectives on the Corporate BSC should be modified; and 4) identify OFIs to address challenges each year. SLs indicate which strategic challenge is being addressed and which strategic advantages VOP can leverage to implement IAPs in IAP workbooks described in 2.2a(1), as shown in Fig 2.2-2. For example, VOP plans to leverage SA1-3 to develop small area plans in the FY21-25 planning horizon to address SC1-2 (Fig 2.2-2) and achieve SO 2.2 (Fig 2.1-3). VOP reviews potential changes in the regulatory and external environment when conducting the environmental scan in step 2 of the SPP. The environmental scan is a review of VOP's operating environment and context that includes analysis of the economic environment, community & societal trends, WF trends, population trends, demographic changes, development patterns, housing characteristics, and long-range plans of key partners & stakeholders. SLs identify potential regulatory changes through reviews of updates from the NCLM, UNC SOG, and other regulatory agencies and create OFIs to address them as appropriate. In the Comp Plan, potential changes in the external environment are identified in future growth scenarios that project likely population increases, traffic volumes, job creation, water/sewer system capacity, etc. in specific geographical areas. To minimize potential blind spots in the strategic planning process and information, SLs: 1) solicit input from the entire WF and all customer groups as described in 2.1a(2); 2) review and analyze historical and projected data for each BSC Goal, using the PMS; 3) consider long range plans of key partners and stakeholders obtained in annual 1-on-1 meetings; and 4) implement improvements to the SPP based on the annual SPP plus/delta evaluation. Using these approaches, SLs and the VC identify missing or additional information needed for the SPP. SLs then collect missing information and present to the VC at subsequent retreat meetings.

To determine VOP's ability to execute the strategic plan, SLs prepare the Five-Year Financial Forecast, including staffing needed, as described in 4.1c(1) that complies with the VC's Fund Balance Policy to maintain a projected fund balance of at least 30% of expenditures [Fig 7.5-1]. Using this approach, VOP is able to execute the annual SOP, while achieving the BSC Goal 9. In 2016, SLs began providing quarterly SOP Updates to the VC to review IAP implementation status and to modify the strategic plan mid-year if circumstances change. Using this process, SLs have postponed and eliminated IAPs, projects, and/or evaluations as appropriate, to execute higher priority AOF.

2.1a(4) Work Systems and Core Competencies

To decide which key processes identified in Fig 6.1-1 and Fig 6.1-2, will be accomplished by the workforce and which by external suppliers, partners, and collaborators, SLs review & analyze data in step 2 of the SPP. If these reviews/analysis indicate a need to improve a work system, stop reliance on a poorly performing supplier, or innovate, SLs create and implement an OFI to evaluate insourcing or outsourcing.

Using the PIS to conduct an evaluation, SLs make insourcing & outsourcing decisions based on VOP **strategic objectives**, process requirements, **core competencies**, WF capability & capacity, and legal/regulatory requirements. For example, in 2019 VOP conducted an ACE to evaluate insourcing road patching services and is currently conducting a Library Needs Assessment scheduled to be completed in 2020 (1.2c(1)). To **determine what future organizational core competencies VOP will need**, SLs review OFI Lists annually and utilize WF plans to develop needed capabilities & capacity. For example, VOP has expanded IT staff to develop CC3, with the most recent addition of a GIS Analyst in 2019 to address SO_{p7} based on the external GIS assessment conducted in 2018. In 2014, VOP identified a need for more transparency and has leveraged CC3 to implement Novus agenda software, online engagement portals, performance dashboards, a financial transparency center, MyVOP, and the Online Permit Center to begin building a future core competency of transparency. To **determine what future work systems VOP will need**, SLs and the VC review strategies contained in the Comp Plan and annual OFI Lists to identify gaps between recommended strategies/OFIs and current VOP work systems. For example, a future work system VOP anticipates based on VOC data for a more pedestrian friendly community in the Comp Plan and Community Surveys is pedestrian facility management. Anticipating this future work system that will also involve collaboration with NCDOT, SLs are requesting a Transportation Planner position and including funding for construction of pedestrian facilities in the FY21 SOP.

2.1b Strategic Objectives

2.1b(1) Key Strategic Objectives

VOP's **key strategic objectives** on the FY21 Corporate BSC are shown as AOF in *Fig 2.1-3*. **Timetables for achievement** are indicated by projected performance meeting or exceeding the KPI goals that are shown and shaded. VOP uses the QS software to track actual results relative to goals/red flag thresholds (4.1a(1)). The **most important goals for key strategic objectives** are the KPI goals for AOF shown in *Fig 2.1-3*. Because it will take several years to complete the IAP to update the PDO (*Fig 2.2-2*), VOP projects we will not meet the goals for KPI 2.3 and 2.4 shown on *Fig 2.1-3* in the five-year planning period. 🌿 In 2016, the VC began identifying annual AOF on the Corporate BSC in step 3 of the SPP to indicate the most important goals. **Key changes planned in VOP services, operations, customers and markets** include: 1) expanded use of GIS technology to provide geospatial data and information (FY20-FY21 IAP); 2) expansion of indoor recreation programs with the opening of the new Community Center (FY19-FY20 IAP); and 3) enhancement of stormwater management services (FY21-FY23 IAP). VOP is also planning for continued population growth and demographic shifts to a younger population as our high QOL continues to attract residents and businesses (SC3/SC4). There are no **key changes planned to suppliers or partners**.

2.1b(2) Strategic Objective Considerations

Appropriate balance among varying and potentially competing organizational needs is achieved using the BSC model with four perspectives (customer, internal, workforce, and financial) with AOF identified annually to ensure high

priority needs are addressed in the SOP with an IAP, project, or evaluation. *Fig 2.1-3* indicates how **strategic objectives (SO) address our strategic challenges (SC) and leverage our core competencies (CC), strategic advantages (SA), and strategic opportunities (SO_p)**. To **balance short and longer term planning horizons**, SLs ensure each Comp Plan strategy is directly aligned to a strategic objective on the Corporate BSC in step 3 of the SPP. 🌿 In 2020, VOP aligned Comp Plan strategies to strategic objectives, which were previously aligned to BSC goals. As a result, VOP modified SO5.3 from “Reduce, reuse, and recycle resources” to “Conserve natural resources” to better align land/tree preservation strategies from the 2019 Comp Plan directly to a strategic objective. **Strategic objectives consider and balance the needs of all key stakeholders** using the BSC model, with BSC Goals 1-6 to directly address resident and business needs and BSC Goal 8 to addresses WF needs.

2.2 Strategy Implementation

2.2a Action Plan Development and Deployment

2.2a(1) Action Plans

VOP's **short and longer-term action plans (IAPs)** for FY21-25 and their **relationship to strategic objectives** on the FY21 BSC are shown in *Fig 2.2-2*. ST action plans begin in the upcoming fiscal year or are ongoing IAPs from the previous year, while longer-term IAPs begin in years 2-5 of the five-year planning period. VOP **develops action plans (IAPs)** using the annual APP described in *Fig 2.2-1* that is embedded in steps 4 and 5 of the SPP shown in *Fig 2.1-1* to identify financial and staff resources needed, associated risks, and timeframes for accomplishing IAPs. 🌿 Using the PIS, SLs refined IAP forms originally created in 2013 that indicated tasks, responsible parties, and timelines to IAP workbooks created in 2016 that now also include: 1) alignment to strategic objectives, Corporate BSC KPIs, strategic challenges & advantages and strategic opportunities; 2) IAP metrics (2.2a(5)); 3) initial and ongoing financial resources needed (2.2a(3)); 4) WF capacity and capability needs (2.2a(4)); and 5) risk assessments (2.2a(3)) that were added in 2017.

2.2a(2) Action Plan Implementation

VOP **deploys action plans (IAPs) to ensure we achieve our key strategic objectives** using the approaches discussed below. SLs **deploy action, plans (IAPs) to the workforce** with: 1) Dept Strategy Session Meetings for all departments/divisions each July to review customized strategy booklets & strategy maps; 2) annual SOV meetings held in November (1.1b); 3) QSS; and 4) strategy maps posted in every department's work areas each July. SLs **deploy action plans (IAPs) to key suppliers, partners, and collaborators**, as appropriate, through the 2-way communication methods listed on the VC Key Partner & Collaborator List (4.2b(1)), in-person, via email/telephone, in the SOP document, in the VOP newsletter, in RFPs/RFQs/contract documents (6.1c), and online postings. For example, SLs and the VC deployed IAPs to key suppliers for the 2019 Comp Plan Update IAP through a formal RFP process and contract documents. 🌿 Key improvements include creation of QSS and sharing IAPs in SOV meetings in 2016 and Dept Strategy Session Meetings, booklets, & strategy maps implemented in 2018.

Fig 2.1-3 FY 21 Corporate Balanced Scorecard (BSC) Goals, Objectives, and Key Performance Indicators (KPIs)

	BSC Goal We intend to...	#	Strategic Objective How we will...	CC	SA/SC/ SO _p	#	KPI Description How do we know... [Other Results AOS]	ST Proj FY 21	ST Goal FY 21	LT Proj FY25	LT Goal FY 25
Customer	1 - Safeguard the community	SO 1.1	Deliver effective fire and rescue services	CC1, CC3	SA1-6; SC3; SO _p 1	1.1	% of residents satisfied with fire services [Fig 7.1-3]	99%	95%	99%	95%
						1.2	% of residents satisfied with how quickly fire personnel respond to emergencies	99%	95%	99%	95%
						1.3	Fire incident rates per 1,000 residents [Fig 7.1-4]	.26	<0.35	.24	<0.35
		SO 1.2	Deliver effective police services	CC1, CC2, CC3	SA1-6; SC3	1.4	% of residents whose overall feeling of safety in the Village is good or excellent [Fig 7.2-5]	99%	95%	99%	95%
						1.5	% of residents satisfied with police services [Fig 7.1-1]	95%	95%	95%	95%
						1.6	Crime rate per 1,000 residents [Fig 7.1-16]	47	<47	47	<47
	2 - Promote high quality development & appearance	SO 2.1	Maintain & enhance the appearance of public spaces	CC1, CC2, CC3	SA2-6; SC3	2.1	% of residents who rate the overall appearance of the Village as good or excellent [Fig 7.2-7]	98%	95%	98%	95%
		SO 2.2	Manage development and enforce codes and ordinances AOF	CC1, CC2, CC3	SA1-6; SC1, SC3, SC4 SO _p 2-5	2.2	% of residents satisfied with the enforcement of Village codes and ordinances [Fig 7.1-5]	85%	85%	85%	85%
						2.3	% of residents satisfied with the quality of new development	75%	80%	75%	80%
						2.4	% of residents satisfied with VOP efforts to maintain the quality of neighborhoods	85%	90%	85%	90%
	3 - Promote a thriving business community	SO 3.1	Support businesses and facilitate economic development	CC1, CC2, CC3	SA1-6; SC3-4; SO _p 6-7	3.1	% of businesses likely to recommend the Village as a business location [Fig 7.2-15]	90%	90%	90%	90%
	4 - Promote transportation mobility and connectivity	SO 4.1	Provide a safe and effective multi-modal transportation system AOF	CC1, CC2, CC3	SA1-6; SC2-4; SO _p 8-12	4.1	% of residents satisfied with the availability of walkways [Fig 7.2-8]	70%	70%	72%	70%
						4.2	% of residents satisfied with the availability of greenway/walking trails	94%	90%	94%	90%
						4.3	# of collisions per 1,000 residents	44.3	<45	49.6	<45.0
		SO 4.2	Maintain high quality streets	CC1	SA2-6; SC3	4.4	% of residents satisfied with the adequacy of street lighting	73%	70%	73%	70%
						4.5	% residents satisfied with street & right of way maintenance [Fig 7.1-6]	85%	85%	85%	85%
	5 - Protect the environment	SO 5.1	Manage stormwater systems AOF	CC1, CC3	SA1-6; SC3; SO _p 13	5.1	% of residents satisfied with the quality of stormwater management	80%	80%	82%	80%
		SO 5.2	Provide effective and efficient solid waste collection services	CC1, CC3	SA1-6; SC3	5.2	% of residents satisfied with solid waste services [Fig 7.1-7]	93%	95%	93%	95%
		SO 5.3	Conserve natural resources	CC1, CC3	SA1-6; SC3-4	5.3	% of residents satisfied with promotion of natural resource conservation	88%	90%	90%	90%
						5.4	% of refuse diverted from the landfill	22%	22%	22%	22%
	6 - Promote active living and cultural opportunities	SO 6.1	Provide recreation programs and facilities	CC1, CC2, CC3	SA1-6; SC3-4; SO _p 14-15	6.1	% of residents satisfied with P&R programs [Fig 7.1-8]	97%	95%	97%	95%
						6.2	% of residents satisfied with P&R facilities	96%	95%	96%	95%
		SO 6.2	Provide cultural resources and events	CC1, CC2	SA2-6; SC3-4	6.3	% of residents satisfied with Village sponsored cultural arts events	95%	95%	95%	95%
	Internal	7 - Professionally manage a high performing organization	SO 7.1	Communicate with and engage the community	CC1, CC2, CC3	SA1-6; SC4	7.1	% of residents satisfied with overall Village communications [Fig 7.4-3]	95%	95%	95%
7.2							% of residents satisfied with the level of public involvement in local decisions [Fig 7.2-16]	85%	85%	85%	85%
SO 7.2			Provide a high level of customer service	CC1, CC2, CC3	SA1-6	7.3	% of residents satisfied with customer service provided by VOP staff [Fig 7.2-9]	97%	95%	97%	95%
SO 7.3			Continuously improve and innovate	CC1, CC2, CC3	SA1-6; SO _p 16	7.4	% of residents satisfied with the value received for taxes paid [Fig 7.1-9]	90%	90%	90%	90%
SO 7.4			Maintain Village assets	CC1, CC3	SA1-6	7.5	% of depreciable life remaining on assets	46%	40-60%	42%	40-60%
Workforce	8 - Attract & retain an engaged workforce	SO 8.1	Provide a supportive and rewarding work environment	CC1, CC2, CC3	SA1-6	8.1	% of employees who agree that overall they like their job [Fig 7.3-15]	97%	95%	97%	95%
						8.2	% of volunteers who agree that overall they like their role [Fig 7.3-17]	97%	95%	97%	95%
Financial	9 - Maintain a healthy financial condition	SO 9.1	Meet or exceed established financial targets	CC1, CC3	SA1-6 SC3	9.1	Total GF fund balance as a % of actual expenditures [Fig 7.5-1]	44%	>30%	42%	>30%
						9.2	GF operating margin [Fig 7.5-2]	85%	81%-91%	90%	81%-91%
						9.3	GF debt service ratio [Fig 7.5-3]	0.5%	<10%	0.0%	<10%

AOF – Area of Focus

* Shading indicates projections meet or exceed goals

Fig 2.2-1 Annual Action Planning Process (APP)

Step	Month	Process	Key Part.
1	Jan	SLs identify and the VC approves preliminary IAPs needed to pursue strategic opportunities	SL, VC
2	Feb/ Mar	SLs assigned as IAP leaders develop & submit standardized IAP workbooks	SL
3	Mar	SLs review and discuss data & information in IAP workbooks with the SPT in Dept SOP Meetings	SL, SPT
4	Apr	SPT evaluates financial & WF capacity needed to implement IAPs; review risk assessments; and schedule IAPs over the five-year planning period, given AOF	SPT
5	May	VC holds NCGS required budget public hearing & use online engagement portal to solicit public input on IAPs	VC,C
6	June	VC approves IAPs and allocates resources in SOP	VC
KEY: C – Customers; SL – Senior Leaders; SPT – Strategic Planning Team; VC – Village Council			

Key outcomes of IAPs are indicated by established IAP metric goals and the corresponding Corporate BSC KPI goal. To **ensure VOP can sustain the key outcomes of action plans (IAPs)**, SLs: 1) incorporate needed resources in the Five-Year Financial Forecast; 2) review & analyze KPIs for key process aligned to previously completed IAPs in QSS; and 3) review & analyze KPIs on the Corporate BSC aligned to previously completed IAPs in annual pre-retreat meetings. If resources become unavailable or circumstances change, the VC may defer or eliminate an IAP mid-year (2.2b) or amend the budget. Key outcomes of IAPs are stated as IAP metric goals and aligned Corporate BSC KPI goals (2.2a(5)).

2.2a(3) Resource Allocation

To **ensure financial and other resources are available to support the achievement of action plans (IAPs) while meeting current obligations**, SLs prepare the comprehensive Five-Year Financial Forecast (4.1c(1)) and WF plans (5.1a(1)) each year to incorporate resources needed to implement and sustain key outcomes of IAPs. The VC uses the Five-Year Financial Forecast to project a property tax rate that generates sufficient revenues and **allocates resources to support action plans** in the annually adopted GF Budget Ordinance. To **manage the risks associated with action plans to ensure financial viability**, SLs document risk assessments in step 2 of the APP in IAP workbooks to identify potential operational, systems, or external risks; affected stakeholders; and likelihood/severity of risk. Based on risk assessments, SLs incorporate actions needed to mitigate risks into IAP tasks. To help minimize risks, SLs also monitor and amend IAPs as described in 2.2b and may postpone or eliminate other scheduled IAPs or OFIs based on the VC’s prioritization of strategic opportunities (2.1a(2)). The ultimate outcome VOP pursues through IAPs is to enhance the QOL [Fig 7.2-1 and Fig 7.2-2]. Using the PIS (P.2c) to efficiently and effectively deliver high quality services through continuous improvement efforts (CC1/SA2) is another way SLs manage risks and ensure financial viability.

2.2a(4) Workforce Plans

VOP’s **key workforce plans to support our short and longer term strategic objectives and action plans (IAPs)** include the annually prepared Five-Year Staffing Plan; Dept T&D Plans; and IAP Capacity & Capability Plans (5.1a(1)).

These plans **address the potential impacts on workforce members and any potential changes in workforce capability and capacity needs** by including staffing and training needed to implement IAPs in the annual budget and Five-Year Financial Forecast. SLs communicate WF impacts of IAPs to impacted EEs in department, team, or 1-on-1 meetings, and annual EE goal setting meetings to establish goals or personal development plans needed to support IAPs (5.2c(1)).

2.2a(5) Performance Measures

Key performance measures or indicators VOP uses to track the effectiveness of action plans (IAPs) using the PMS are shown in Fig 2.2-2 as IAP metrics and the aligned Corporate BSC KPIs. To **track the achievement of action plans (IAPs)**, VOP uses the IAP metrics dashboard described in 4.1a(1). VOP’s **overall action plan (IAP) measurement system reinforces organizational alignment** with all IAP metrics aligned directly to a strategic objective, a KPI on the Corporate BSC, and a key work or support process as shown in Fig 2.2-2. 🌱 To improve the measurement system, SLs created an IAP Metrics Dashboard in QS in 2018 and added KPI worksheets to IAP workbooks in 2019 to indicate five-year projections, benchmarks for IAP metrics when comparable data is available, and alignment to Corporate BSC KPIs. 🌱 In 2020, VOP modified KPI worksheets to indicate KPI alignment to key work & support processes.

2.2a(6) Performance Projections

VOP’s **performance projections for the short and longer-term horizon**, FY21 (ST) and FY25 (LT), are shown in Fig 2.2-2 for IAP metrics and Fig 2.1-3 for Corporate BSC KPIs. SLs project IAP metrics for IAPs that began in a previous fiscal year or those that begin in the first year of the SOP. **If there are gaps between our projected performance and that of our competitors or comparable organizations** based on comparative analysis (4.1b), SLs identify & implement specific tasks to close the gap and document tasks in IAP workbooks.

2.2b Action Plan Modification

To **recognize and respond when circumstances require a shift in action plans (IAPs) and rapid execution of new plans**, SLs use the PMS and LS to monitor the achievement and effectiveness of IAPs in QSS as described in 4.1a(1) and modify action plans mid-year as needed. To eliminate or delay an IAP beyond the current fiscal year requires VC approval in quarterly SOP Updates. For example, SLs and the VC delayed the FY20 IAP to begin preparing a small area plan in 2020 because of the COVID-19 pandemic. 🌱 In 2014, SLs implemented a process to amend IAPs mid-year for minor changes to tasks and timelines with approval from the VM or AVM. 🌱 In 2016, VOP implemented SOP Updates to the VC. If additional resources are needed, VOP may amend the budget using contingency funds or GF fund balance. Because IAPs are the most significant actions needed to achieve BSC goals & objectives, SLs may defer other OFIs or IAPs to ensure achievement of higher priority IAPs. Because VOP has such an integrated SPP (SA5), it is rare to add an IAP mid-year. Rather, SLs discipline themselves to evaluate SO_p that may lead to a future project or IAP using the PIS (P.2c).

Fig 2.2-2 FY21 – FY25 Key Initiative Action Plans (IAPs)

Initiative Action Plans (IAPs)	ST/ LT	SA/ SC	SO (Fig 2.1-3)	Process (Fig 6.1-1 & 6.1-2)	IAP Metrics/Effectiveness KPIs	Corp KPI # (Fig 2.1-3)	ST Proj FY 21	LT Proj FY 25
Police Department Accreditation	ST	SA1-2	SO1.2	WP1-4	% of standards in compliance with CALEA accreditation	1.5	100%	100%
Update the Pinehurst Development Ordinance ^{AOF}	LT	SA1-2; SC1	SO2.2	WP5	# of PDO text amendments drafted and presented to the VC	2.3	3	1
Develop Small Area Plans ^{AOF}	ST	SA1-3; SC1-2	SO2.2	WP5	# of participants who attended meetings or view information on Engage Pinehurst	2.3	750	n/a
Develop a Consolidated Multi-Modal Transportation Plan ^{AOF}	LT	SA1-3; SC2	SO4.1	WP9; SP4	Note: Scheduled start date is FY24	4.1	n/a	n/a
Develop a Comprehensive Stormwater Master Plan ^{AOF}	ST	SA1-3; SC3	SO5.1	WP11; SP4	# of stormwater complaints	5.1	130	100
Build Baldrige Framework Systems and Culture	ST	SA2	SO7.3	SP3	% of site visit preparation plan completed	7.4	100%	n/a
Expand GIS Capabilities	ST	SA1-3	SO7.3	SP5	# of online interactive GIS maps	7.1	12	15
Workforce Learning and Development	ST	SA1-2	SO8.1	SP7	% of vacancies filled with internal candidates	8.1	35%	35%

^{AOF} – Addresses a strategic objective that is an Area of Focus

3. Customers

Fig 3.1 Customers Key Cycles of Improvement

Year	Key Cycles of Improvement 🌿	Item #
2007	Began using the CodeRed notification system ^{I/BP}	3.2a
	Began distributing monthly resident eNews ^{I/BP}	3.2a
2012	Began conducting & benchmarking annual Community & Business Surveys ^{I/BP}	3.1a;3.2b
2013	Expanded monthly eNews to businesses	3.2a
2014	Implemented 1 st POS survey for fire inspections ^{I/BP}	3.1a
	Created the VOP registered logo & logo usage guidelines	3.2a
2015	Began using OVH online engagement portal ^{I/BP}	3.1a
2016	Centralized social media management & consolidated social media accounts ^{I/BP}	3.2a
	Implemented MyVOP & a Complaint Management Policy ^{I/BP}	3.2a
	Expanded monthly eNews to P&R	3.2a
2017	Expanded POS surveys to P&R programs	3.1a
	Began preparing LT population projections by age groups	3.1b
	Began producing and selling VOP logo merchandise	3.2a
	Expanded eNews to twice a month VC meetings	3.2a
	Added MyVOP measures to Dept BSCs	3.2c
2018	Launched ETV online engagement portal ^{I/BP}	3.1a
2019	Converted OVH to Engage Pinehurst	3.1a
	Expanded use of SIPOCs to all key work processes	3.1b
	Launched Online Permit Center ^{I/BP}	3.2a
	Ensured all key work processes have corresponding customer satisfaction results on BSCs	3.2c

^{I/BP} – Innovation or Best Practice (P.2c)

3.1 Customer Expectations

3.1a Customer Listening

3.1a(1) Current Customers

The methods VOP staff use to **listen to, interact with, and observe customers to obtain actionable information** and to **seek immediate and actionable feedback from customers on the quality of services, customer support, and transactions** are shown in *Fig 3.1-1*. Many of these methods are key 2-way communication methods of the LS (*Fig 1.1-1*) and allow SLs to capture customer needs, requirements, and

expectations for key processes (6.1a(3)). **Methods vary for customers, customer groups and segments** with: 1) separate resident and business monthly eNews; 2) separate resident POS surveys for P&R participants and business POS surveys for commercial fire inspections; and 3) neighborhood specific public input meetings, as needed (e.g. Village Acres sidewalk/street lighting meeting). **Methods vary across the customer life cycle** (new & existing) with: 1) the New Resident Brochure and Guide to Doing Business that contain EE contact information; and 2) in-person interactions with new residents/businesses at the Welcome Center. New customers are residents or businesses who have lived/operated in Pinehurst 0-5 years. 🌿 In 2012, VOP increased the frequency of Community Surveys and began annual Business Surveys. Previously, VOP surveyed residents when updating the Comp Plan every 7-10 years. Today, annual Community Surveys indicate resident satisfaction with services relative to ETC benchmarks and their importance to residents, with GIS maps by neighborhood. VOP refines and improves questions on the Community & Business Surveys each year. 🌿 In 2014, VOP began conducting POS surveys for commercial fire inspections that were expanded in 2017 to P&R athletic & recreation services [*Fig 7.2-12*]. 🌿 In 2015, VOP launched the OVH online engagement portal to solicit public feedback on current and proposed services; began using the ETV online portal to develop the Comp Plan in 2018; and in 2019, converted OVH to Engage Pinehurst.

3.1a(2) Potential Customers

VOP **listens to potential customers to obtain actionable information** using many of the same electronic and in-person methods as shown in *Fig 3.1-1*, with MyVOP, social media and online engagement portals equally accessible to both current and potential customers. Residents of the ETJ (who may become residents in the future through annexation) provide public comments at VC meetings; submit comments and surveys on online engagement portals; and participate in public input meetings during the LRPP. VOP also listens to and provides requested visitor information to potential

residents and businesses who may live or operate a business in another community through in-person interactions at the Welcome Center. VOP listens to former customers to obtain actionable information on our services, customer support, and transactions through P&R athletic & recreation program POS surveys. VOP listens to competitors' customers and other potential customers through in person interactions,

email/telephone, and reviews of comparable community surveys (4.1a(2)). VOP staff meet with developers and business owners on an ongoing basis who may be a competitor's customer prior to developing or locating their business in the Village to answer questions about zoning, regulations, permits, and timing of development reviews.

Fig 3.1-1 Key Customer Communication Methods

Communication Method	Frequency	VOP Listens	Interact & Observe			Determine Requirements for Key Process [Fig 6.1-1 & Fig 6.1-2]	Key Customer Group
			VOP Seeks Feedback on Quality	Customers Seek Info & Support	Conduct Business with Customers		
Electronic Methods							
VOP Website [AOS]	D	X	X	I; S	X	WP1-WP13	R; B
MyVOP [Fig. 7.2-17 and 7.2-18]	D	X	X	I; S	X	WP5-WP13; SP4	R; B
Online Engagement Portals [Fig. 7.2-22]	AN	X	X	I		WP1-WP13; SP3	R; B
Novus Agenda Software	M; TM			I			R; B
VC & Appointed Board Meeting Videos	M; TM			I			R; B
Online Permit Center/P&R Reg. Software	AN			I; S	X		R; B
Financial & Performance Dashboards	A			I			R; B
Social Media [Fig. 7.2-19 and 7.2-20]	D	X	X	I; S		WP1-WP13	R; B
MyVOP Mobile App	D	X	X	I; S	X	WP5-WP13; SP4	R; B
E-News [Fig. 7.2-21]	AN; M; TM			I			R; B
POS Surveys [Fig. 7.2-12]	M; A; AD	X	X			WP1; WP12	R; B
Downtown & Welcome Center Kiosk	D			I; S			R; B
Email/Telephone	D	X	X	I; S	X	WP1-WP13; SP1-SP4	R; B
CodeRed Notification System	AN			I			R; B
Notification List Emails	TM			I			R; B
In-Person Methods							
VC & Appointed Board Meetings [Fig. 7.4-10]	M; TM; AN	X	X	I; S	X	WP1-WP13; SP1-SP4	R; B
Committee Meetings (NAC, etc.)	M	X	X	I; S	X	WP1-WP13; SP1-SP4	R; B
Public Input/Focus Group Meetings	AN	X	X		X	SP3	R; B
Building Inspections Hotline	D	X		S	X	WP6	R; B
In-Person Interactions (VH front desk, WC, etc.)	D	X	X	I; S	X	WP1-WP13; SP1-SP4	R; B
Print Methods							
VOP Newsletter [Fig. 7.4-6]	Q			I			R; B
Learning Guides/Activity Guide/New Resident Brochure	AN			I			R
Guide to Doing Business	AN			I			B
Press Releases	AN			I			R; B
Mailed Surveys	A; AN	X	X			WP1-WP13; SP1-SP4	R; B
Printed Forms & Applications	AN			I	X		R; B
Other printed documents & materials (SOP, etc.)	A; AN			I			R; B
KEY: Frequency: A - Annually; AD - After Service Delivery; AN - As Needed D - Daily; M - Monthly; TM - Twice a Month; Q - Quarterly Information & Support: I - Seek Information; S - Seek Support Customer Groups: R - Residents; B - Businesses							

3.1b Customer Segmentation and Product Offerings

3.1b(1) Customer Segmentation

VOP's key customer groups are residents and businesses. SLs use SIPOCS to determine customer groups for all key work processes (6.1a(3)). Residents are key customers of all key work processes, while businesses are not key customers of solid waste services (WP10), P&R programs (WP12), or cultural events (WP13). VOP determines market segments for residents and businesses identified in P.1b(2) based on reviews of other comparable community surveys and common characteristics that allow for logical groupings for segmentation in the PMS (e.g. age, location, etc.). VOP uses information on customers, markets, and service offerings to identify current and anticipate future customer groups and market segments as follows:

1. SL reviews & analysis of historical US Census data and State of NC Demographer populations in pre-retreat meetings to project future population & demographics using linear regression analysis each year;
2. PL staff reviews & analysis of ad valorem tax records and GIS data to project future residential and non-residential development when updating the Comp Plan and preparing small area plans; and
3. PL and P&R staff reviews & analysis of data collected through applications & registration forms to project the types of future construction activity (residential/non-residential) and P&R program participation levels (resident/non-resident) each year in the SPP.

Because the types of services VOP provides are authorized by the state, service expansions that result in new customer

groups and market segments are infrequent. 🌿 In 2017, AD staff began projecting resident age group segments in LT projections of population that extend to 2040 and reviewing projections in pre-retreat meetings in step 1 of the SPP. VOP solicits extensive public input on residents' desires for future land uses when updating the Comp Plan and preparing small area plans to **determine which customers, customer groups, and market segments to emphasize and pursue for business growth.** Based on the community's preferred future land uses as residential or non-residential, VOP amends its zoning map to allow desired development types in specific geographic areas.

3.1b(2) Product Offerings

To **determine VOP service offerings**, SLs and the VC listen to customer needs using the methods shown in *Fig 3.1-1*, obtain data & other information, and determine if VOP has the legal authority to provide the service. VOP has provided all of the key service offerings (*Fig P.1-1*) since incorporation in 1980, with the exception of recreation services added in 1995. If VOP identifies a potential new offering, SLs evaluate VOP's legal authority and ability to provide the service and may recommend service provision to the VC for budget approval during the annual SPP. Specific services or programs provided within key service offerings may vary. For example, NCGS authorize municipalities to provide EMS, but VOP did not begin providing this public safety service that falls under WP1 until 2015 after NAC resident suggestions and SL reviews & analysis. To **determine customer and market needs and requirements for service offerings**, SLs: 1) use the listening methods shown in *Fig 3.1-1* to obtain customer feedback on services; 2) complete SIPOCS for all key work processes (6.1a(3)); and 3) review, analyze, & correlate VOC data in QSS and pre-retreat meetings (4.1b). For example, VOP solicited resident input for the Library Needs Assessment and 2019 Comp Plan through online engagement portals, surveys, public input meetings, and focus group meetings. 🌿 In 2019, SLs expanded the use of SIPOCs to all key work processes to identify customer requirements. To **identify and adapt service offerings to meet the requirements and exceed the expectations of our customer groups and market segments**, SLs: 1) solicit ideas from customers through service specific topics and surveys on online engagement portals and open-ended questions on other surveys; 2) solicit ideas from the WF through the Idea Box and Dept meetings; and 3) use benchmark and other analysis discussed in 4.1b to identify OFIs to adapt service offerings on annual OFI Lists (P.2c). Services are adapted when VOP implements a project or IAP on the OFI List. For example, VOP expanded recreation amenities at Rassie Wicker Park in 2016 to include a splash pad, tennis courts, etc. to meet the needs of a younger demographic (SC4). To **identify and adapt service offerings to meet the requirements to enter new markets, to attract new customers, and to create opportunities to expand relationships with current customers**, SLs use the process previously described. One example is when VOP implemented One-and-Done solid waste collection in 2014 to expand relationships with customers by making it easier to dispose of residential yard debris. This improvement was the result of a BIRDIE where VOP automated all three solid waste

collections (household trash, recycling, and yard debris), issued collection carts to all households, and reduced collection frequency from three days a week to one day a week [*Fig 7.1-11*].

3.2 Customer Engagement

3.2a Customer Relationships and Support

3.2a(1) Relationship Management

To **build and manage customer relationships**, SLs: 1) create and reinforce an organizational culture that fosters customer and WF engagement as described in 1.1c(1); 2) provide EE & volunteer R&R programs based on the core value of service (CV1); 3) leverage CC1/SA2 and CC3 to manage customer relationships through social media, online engagement portals, and MyVOP; and 4) provide customer service training for EEs in the TOPS program (5.2c(2)). Using these approaches, VOP delivers high levels of customer service [*Fig 7.2-9* and *Fig 7.2-10*], enhances customer relationships, and builds customer loyalty, as demonstrated by high resident satisfaction rates and our extensive resident volunteer base (CC2). 🌿 A 2016 improvement to manage customer relationships was the consolidation of individual department social media accounts into Village-wide accounts with centralized management that helps to address the changing service needs due to changing demographics (SC4). For example, in March 2020, VOP posted a series of "Story Time with Hometown Heroes" during the COVID-19 epidemic on consolidated social media sites where FD and PD staff read books online to homebound children. VOP **acquires customers and builds market share** by providing a high QOL [*Fig 7.2-1* and *Fig 7.2-2*] that makes Pinehurst desirable to potential residents and businesses. VOP markets the Village as a Great Place to Live on the VOP website, provides online business resources for potential businesses, and places digital and print ads in media annually. To **manage and enhance brand image**, VOP's Communication Specialist manages external communications and our online brand to be reflective of the high quality services VOP offers. This includes professional video, photography, and graphic designs that adhere to VOP logo usage guidelines and utilize the approved VOP color palette. VOP also includes the registered logo and/or pinecone on signage, staff shirts/uniforms, flyers, posters, and other printed documents. To reinforce our brand and improve brand recognition, AD staff prevent unauthorized use of the VOP logo by notifying unauthorized users they are in violation of federal trademark laws. 🌿 VOP registered the Village logo and adopted logo usage guidelines in 2014. 🌿 In 2017, VOP began selling logo merchandise at the Welcome Center.

Key methods VOP's customer focused workforce (SA3) uses to **retain customers, meet their requirements, and exceed their expectations in each stage of the customer life cycle** (new and existing), are to meet face to face with new residents and businesses at Village Hall, provide New Resident Brochures, provide Guides to Doing Business, and answer any newcomer questions. For existing residents and businesses:

1. The WF responds promptly to customer requests and addresses complaints in accordance with SLAs (3.2a(3)) to recover customer confidence [*Fig 7.2-17*];

2. SLs use and engage volunteers as part of the WF (CC2) on volunteer committees and in other volunteer groups as shown in P.1a(3); and
3. SLs use customer input on VOP services obtained through focus groups, public input meetings, public comments at VC meetings [Fig 7.4-10] and other listening methods shown in Fig 3.1-1 to continuously improve and innovate services(CC1/SA2), using the PIS (P.2c).

For example, to meet the needs of a younger demographic (SC4), VOP has invested heavily in P&R facilities in recent years. Expansions include purchase of new park land (West Pinehurst Park), addition of amenities such as tennis courts, bocce ball, in-line hockey rink, playground equipment, and a splash pad at Rassic Wicker Park, and the construction of the new Community Center at Cannon Park.

3.2a(2) Customer Access and Support

VOP enables customers to seek information and support using the methods shown in Fig 3.1-1. **VOP enables customers to conduct business with us** 24/7 using cloud-based software systems accessible on the VOP website with automated software workflows to route information directly to EEs and generate automatic email alerts. Examples include the Online Permit Center where customers can apply and pay for permits online; the online P&R registration software that allows customers to register and pay for programs & classes and request facility rentals; and the MyVOP system that allows customers to submit online service requests/complaints (also accessible as a mobile app). **Key means of customer support** include in-person interactions (through 1-on-1 meetings, email, and telephone) and the VOP website where customers have 24/7 access to needed information such as documents, reports, maps, EE contact information, etc. VOP also installed an electronic kiosk downtown and in the Welcome Center to provide residents and visitors with local business information (CC3). To ensure accessibility, VOP: 1) complies with ADA handicap accessibility laws [Fig 7.4-11]; 2) provides hearing impaired devices for VC and planning board meetings; and 3) uses alt tags on website images for the visually impaired. **Key means of customer communication** include: the VOP website with news announcements and upcoming meetings & events posted weekly; social media posts multiple times a week; eNews with varying distribution schedules based on the type; the VOP newsletter mailed to all residents and businesses quarterly [Fig 7.4-6]; notifications via the Code Red system (6.2c); and timely press releases distributed in accordance with the External Communications Policy. **Key means of customer support and communication vary for different customer groups or market segments** with separate sections of the VOP website targeted to provide resident information and business information and separate monthly eNews for residents and businesses. 🌿 **Key improvements to how VOP communicates with customers and allows them to conduct business with us** include: 1) implementation of the Code Red notification system in 2007; 2) distribution of monthly resident eNews in 2012, monthly business eNews in 2013, monthly P&R eNews in 2016, and twice a month eNews for VC meeting notices in 2017; and 3) creation of the Online Permit Center in 2019, as a result of a BIRDIE. For example, as the COVID-19 pandemic

emerged in March 2020, VOP leveraged technology (CC3) and our customer focused workforce (SA3) to: 1) frequently post website and social media updates on event cancellations and public facility closures; 2) communicate with customers with eNews announcements such as how businesses could access federal funding; and 3) conduct business online using cloud based software systems with MyVOP and the Online Permit Center to ensure continuity of operations. To **determine our customers' key support requirement** of responsiveness (Fig P.1-9), SLs interact & observe with residents on requests and demands for timely services through the methods shown in Fig 3.1-1. To **deploy customer requirements to all people and processes involved in customer support**, SLs: 1) establish automated software workflows to directly route service requests and applications to front line staff (e.g. MyVOP and Online Permit Center); 2) communicate the key customer support requirement of responsiveness to the WF through onboarding, training, department & division meetings, shift meetings, email, and 1-on-1 conversations; and 3) require EEs who provide direct customer support to establish annual SMART goals for turnaround times and response rates.

3.2a(3) Complaint Management

To **manage customer complaints**, EEs use the MyVOP service request/complaint management software (CC3) and adhere to the following 4-step process described in the Complaint Management Policy: 1) customers file a complaint, 2) VOP staff log the complaint in MyVOP, 3) VOP staff acknowledge, investigate & respond to the complaint, and 4) VOP staff get customer feedback on EE responsiveness through the annual Community & Business Surveys. Those departments that have higher levels of complaints (PL and PS) have associated KPIs on their Dept BSCs and SLs review segmented complaint data by neighborhoods in QSS. 🌿 In 2016, VOP leveraged CC3 to implement MyVOP (BIRDIE), an innovative online system to manage customer complaints and adopted the Complaint Management Policy. Using this system, residents and businesses submit service requests or complaint “tickets” that are directly routed to responsible EEs via email. EEs and customers can attach documents or photos as needed. SLs established SLAs for EE standard response times that vary based on the request type and EEs post comments directly to tickets with automated email notifications sent to customers. Submitted tickets and EE comments are publicly viewable to ensure transparency, but can be marked private at the discretion of the customer or staff. SLs and EEs receive automated email alerts when tickets are becoming due or are overdue. In step 3 of the Complaint Management System, VOP **resolves complaints promptly and effectively** to recover customers' confidence and **enhance satisfaction and engagement** by responding to complaints within expected timeframes stated in SLAs [Fig 7.2-17] and providing customers with automatic email notifications when EEs post comments to tickets and adjust the ticket's status. Transparent postings of tickets in the software allows all residents to see time/date stamped tickets to enhance their confidence in EE responsiveness to customer requests and complaints. To **avoid similar complaints in the future**: 1) EEs review complaint data daily as complaints are

submitted; 2) SLs review monthly in Dept BSC reviews, and; 3) SLs review & analyze complaint data segmented by neighborhoods in QSS to identify complaint trends. Using these reviews, SLs and EEs identify causes of complaints and address causes when repeat complaints occur. For example, the Code Compliance Specialist identifies trends in complaints that do not violate codes and posts quarterly reminders in the VOP newsletter to educate residents on VOP's regulations.

3.2b Determination of Customer Satisfaction and Engagement

3.2b(1) Satisfaction, Dissatisfaction, and Engagement

To **determine customer satisfaction and dissatisfaction**, SLs use the methods shown in [Fig 3.1-1](#) to seek feedback from customers on the quality of VOP services and track key satisfaction ratings on BSCs, using the PMS. SLs use the following to determine customer satisfaction with services, support, and communication: 1) the annual Community & Business Surveys that are reviewed & analyzed by SLs and the VC (4.1b); 2) P&R POS Surveys, with staff reviews quarterly; 3) MyVOP complaint data reviewed by SLs daily, monthly and in QSS; and 4) customer posts to social media sites that are reviewed daily by the Communications Specialist. SLs track key survey results on the Corporate BSC and Dept BSCs and track MyVOP complaint data on Dept BSCs. SLs review & analyze other segmented VOC data in annual pre-retreat meetings and the PIS. When dissatisfaction levels for services exceed 20% on Community & Business surveys, the VC uses this information to identify AOF on the Corporate BSC in step 3 of the SPP. SLs use these key measures to **determine customer engagement** which are tracked on the Corporate or AD Dept BSC and reviewed & analyzed as described in 4.1b: 1) % of residents likely to recommend the Village as a place to live [[Fig 7.2-14](#)]; 2) % of businesses likely to recommend the Village as a place to operate a business [[Fig 7.2-15](#)]; 3) total # of followers on all social media sites [AOS]; 4) # of Facebook engaged users [[Fig 7.2-20](#)]; and 5) eNews open rates [[Fig 7.2-21](#)]; and 5) total # of site visits for online engagement portals [[Fig 7.2-22](#)]. **Determination methods differ among key customer groups** with separate annual surveys for residents and businesses and separate POS surveys for P&R customers (residents) and fire inspections (businesses). SLs determine satisfaction by **market segments** on annual survey results by the segments identified in P.1b(2) in step 2 of the SPP, with SL and VC annual reviews & analysis in pre-retreat meetings and SL reviews & analysis during service/process evaluations, using the PIS (4.1b). VOP segments online engagement portal survey results based on user demographic data. For example, VOP segmented Engage Pinehurst survey results for the Library Needs Assessment by users/non-users, over/under age 55, and household status with/without children. VOP segments P&R POS Surveys by resident and non-resident status. Customer satisfaction measures on BSCs **capture actionable information** that SLs use to identify OFIs and adjust operations with QSS and pre-retreat meeting reviews.

3.2b(2) Satisfaction Relative to Other Organizations

To **obtain information on customers' satisfaction with VOP relative to other organizations**, SLs use comparative data when conducting performance reviews & analysis (4.1b).

✿ Since 2012, SLs have annually benchmarked Community & Business Survey conducted by ETC and reviewed survey results of other comparable communities and previous Baldrige municipal recipients. Because our key competitor, Southern Pines, does not conduct a resident or business survey, VOP's ability to **obtain information on customers' satisfaction relative to their satisfaction with our competitor** is limited. To improve this process, VOP is adding questions to the Community & Business Surveys in 2020 to indicate satisfaction with VOP services relative to other communities where residents have lived or businesses have operated previously. SLs **obtain information on customers' satisfaction with VOP relative to the satisfaction of customers of other organizations that provide similar products or to industry benchmarks**, using the benchmarking methods described above, as appropriate.

3.2c Use of Voice-of-the Customer and Market Data

SLs use **voice-of-the-customer and market data and information** to: 1) identify daily work assignments based on MyVOP tickets submitted; 2) determine what data and information to make available to customers as described in 4.2a(2); 3) provide customer support as described in 3.2a(2); and 4) review key work process performance (4.1b). VOC data is a key input into the LS ([Fig P.1-8](#)), with VOC data used to improve performance and develop priorities & strategies in the SPP. ✿ In 2019, SLs ensured all key work processes had aligned customer satisfaction results on BSCs ([Fig 6.1-1](#)). To **build a more customer-focused culture that uses voice-of-the-customer and market data and information**, SLs: 1) ensure timely response in accordance with SLAs to MyVOP service requests and complaints with daily, monthly, and quarterly reviews; 2) require EEs to establish annual performance goals that reinforce high levels of customer service and annually evaluate EEs on the core value of service (CV1); 3) engage in regular 2-way communication with customers (1.1b and 3.1a(1)); 4) review/analyze VOC data relative to comparisons; and 5) share VOC data and information with the WF through the LS in SOV and Dept Strategy Meetings. ✿ In 2017, SLs added MyVOP KPIs to Dept BSCs that were expanded in 2019 to further facilitate reviews of VOC data in QSS and enhance SA3. VOP **uses voice-of-the-customer and market data and information to support operational decision making** in three key ways: 1) SLs use MyVOP data to prioritize day-to-day responsibilities based on outstanding tickets; 2) SLs and the VC use online engagement portal surveys, committee meetings, and other public meetings to identify resident priorities for services and make fact-based decisions on what services to provide/how to provide them; and 3) SLs and the VC use VOC data reviews & analysis to prioritize resource allocations in the SPP. SLs segment VOC data to determine VOP improvements. For example, SLs analyzed & reduced dissatisfaction rates for the availability of sidewalks by: 1) segmenting survey data to determine the most dissatisfied neighborhoods; 2) holding a neighborhood public input meeting for Village Acres; and 3) installing over 1 mile of sidewalks in Village Acres in FY16. This led to improved satisfaction rates in the Village Acres neighborhood in FY17 [[Fig 7.2-8](#)].

4. Measurement, Analysis, and Knowledge Management

Fig 4.1 Measurement, Analysis, and Knowledge Management Key Cycles of Improvement

Year	Key Cycles of Improvement	Item #
2012	Began benchmarking annual Community & Business Surveys <i>I/BP</i>	4.1a
2013	Adopted the BSC Model & created KPI worksheets <i>I/BP</i>	4.1a
2014	Began using QuickScore (QS) to track BSC KPIs <i>I/BP</i>	4.1a
	Began preparing annual five-year projections of KPIs	4.1c
2015	Expanded all Dept BSCs to include work & support process measures based on comparative reviews/analysis	4.1a
	Began preparing annual Performance/SOV Reports	4.1a;4.1b
	Created the VC Key Partner & Collaborator List	4.2b
	Began providing quarterly SOP Updates to the VC	4.1a;4.1b
2016	Implemented the KPI amendment process	4.1a
	Began holding SL QSS <i>I/BP</i>	4.1b; 4.2b
	Began annual BSC audits	4.2a
	Posted expenditure statements on VOP Intranet <i>I/BP</i>	4.2a
2017	Extended benchmarking to the annual Employee Survey	4.1a
	Enhanced KPI projection methodologies and added projection guidance to SOP Guide	4.1c
	Provided all EEs with real-time access to QS <i>I/BP</i>	4.2a
	Launched the Financial Transparency Center <i>I/BP</i>	4.2a
2018	Began holding strategic planning pre-retreat meetings <i>I/BP</i>	4.1b
	Implemented annual Dept Strategy Session Meetings, strategy maps & strategy booklets <i>I/BP</i>	4.1c;4.2b
	Began holding annual SOP Dept Input Meetings and deployed SOP Volunteer Input Forms <i>I/BP</i>	4.2b
2019	Aligned end-product quality measures to all key processes	4.1a
	Began annual five-year projections of IAP metrics	4.1c
	Published online performance dashboards <i>I/BP</i>	4.2a
	Created SIPOCS for all key work & support processes	4.2b

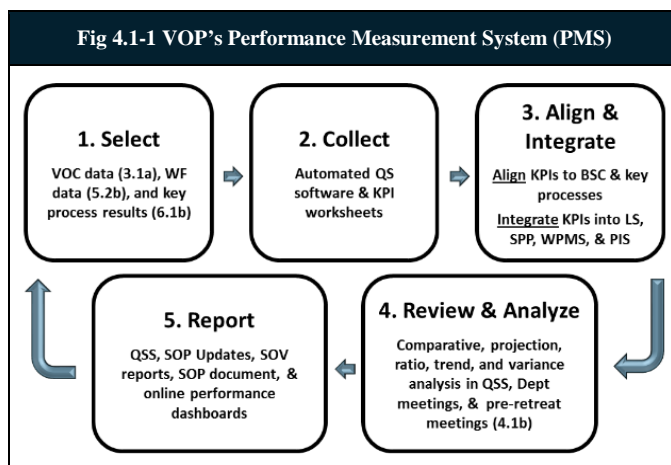
I/BP – Innovation or Best Practice (P.2c)

4.1 Measurement, Analysis, and Improvement of Organizational Performance

4.1a Performance Measurement

4.1a(1) Performance Measures

In 2006, VOP implemented a Results Based Management (RBM) system to track and benchmark performance data in select pilot departments. In 2013, VOP replaced RBM and adopted the BSC model that is the foundation of VOP's robust PMS today (SA6) that is shown in *Fig 4.1-1*.



VOP uses an automated, cloud-based software program, Quickscore (QS), to **track data and information on overall organizational performance.** In 2014, VOP implemented QS (CC3) to track goals and results for KPIs located on the Corporate and cascading Dept BSCs that are adopted each June in the SPP. By the 20th day of each month, each SL or designees enter KPI data into QS for Dept BSC KPIs and IAP metrics, as appropriate. Corporate KPI data (*Fig 2.1-3*) is tracked annually and entered into QS by the OPD. To **track daily operations**, SLs use spreadsheets and software to record and report daily work activities (e.g. PD/FD CFS, etc.) and accumulate data for monthly entry into QS. SIPOCS for key work & support processes indicate efficiency & effectiveness measures tracked on BSCs in QS. (*Fig 6.1-1* and *Fig 6.1-2*).

To select data and information to use in tracking daily operations and overall organizational performance:

1. SLs review data already being collected (e.g. VOC data, WF data, work & support process measures);
2. SLs and the OPD research comparable organization KPIs;
3. SLs determine if the value of the data exceeds the cost to collect the data and choose best fit measures;
4. SLs document measures in KPI worksheets in step 5 of the SPP to indicate alignment to goals & objectives; the data source; how the KPI is calculated, if appropriate; historical trends and comparisons, if available; five-year projections; and goals/red flag thresholds; and
5. The VC approves Corporate BSC KPIs and the VM approves Dept BSC KPIs each year in the SOP.

To collect data and information to use in tracking daily operations and overall organizational performance:

1. SLs and key staff collect data daily, monthly, quarterly, or annually, depending on the type of KPI in automated software and work order systems and other spreadsheets or reports;
2. SLs save supporting documentation and reports on the centralized Intranet BSC site; and
3. SLs or designees enter performance data into QS monthly.

To align and integrate data and information to use in tracking daily operations and overall organizational performance, SLs:

1. Align KPIs to goals on the Corporate BSC and Dept BSCs during the selection process;
2. Align KPIs to key work & support processes when preparing SIPOCS;
3. Integrate KPIs into the LS with SL reviews & analysis in QSS meetings (1.1c(2)); reviews with the WF in SOV meetings; and reports to the VC/public in quarterly SOP Updates;
4. Integrate KPIs into the SPP at annual strategic planning pre-retreat meetings to review & analyze data;
5. Integrate KPIs into the WPMS when EEs set annual SMART goals that cascade from Dept KPI goals or IAPs, as appropriate; and
6. Integrate KPIs into the PIS (P.2c) as an input, with EE data reviews & analysis conducted when evaluating services or processes for improvements.

🌿 In 2015, VOP conducted extensive benchmarking research and ensured all departments had in-process measures for work & support processes on Dept BSCs. 🌿 In 2019, VOP ensured all Dept BSCs contained efficiency & effectiveness measures that are fully aligned to end-product quality measures, or satisfaction ratings as shown in *Fig 6.1-1* and *Fig 6.1-2*.

SLs and the VC **track progress on achieving strategic objectives** shown in *Fig 2.1-3* on the Corporate BSC in QS using red-yellow-green indicators to show actual results relative to goals/red flag thresholds. Throughout the year, SLs monitor cascading Dept BSCs in QSS as described in 1.1c(2) to track progress and determine if mid-year adjustments or course corrections are needed to achieve annual department goals that support organizational strategic objectives. SLs accumulate Corporate BSC KPI data annually in QS and share with the VC, WF, and public in the annual SOV Report.

🌿 In 2015, VOP began presenting an annual SOV Report to the VC/public to review & achieve accountability of strategy (1.2a(1)). SLs and the VC **track progress on achieving action plans (IAPs)** in QS on the IAP Metrics Dashboard. SLs review the IAP metrics dashboard in QSS and provide the VC/public with quarterly SOP Updates. 🌿 SLs began providing SOP Updates in 2016 to indicate the achievement of IAPs with the implementation status of each IAP reported as either in progress and on schedule, in progress and not on schedule, completed, or scheduled to begin in a future quarter. Based on these updates, the VC may amend IAPs as described in 2.2b. VOP's **key organizational performance measures, including key short- and longer-term financial measures, and the frequency of data collection** are shown in *Fig 6.1-1* and *Fig 6.1-2*. Other key measures are shown on the Corporate BSC in *Fig 2.1-3* that are tracked annually, with the exception of fire incident rates (KPI 1.3) and crime rates (KPI 1.6) that are tracked monthly.

4.1a(2) Comparative Data

To **select comparative data and information to support fact-based decision making**, SLs use the key available sources of data described in P.2a(3) from comparable communities. The OPD and AVM of Administration select comparable communities based on the following criteria: 1) located in the Southeast; 2) residential-driven (i.e. high residential tax base as a % of total); 3) resort destination; 4) similar US Census demographics (e.g. education, median household income, median age); and 5) similar population size. Each year, the OPD and AVM of Administration review the list of potential benchmark communities to ensure they remain appropriate and seek additional relevant comparative data as needed. AD staff have centralized responsibility for obtaining benchmark data and pre-populating comparative data in all KPI worksheets for SL use each year.

4.1a(3) Measurement Agility

To **ensure the PMS can respond to rapid or unexpected organizational or external changes** SLs utilize the KPI amendment process to modify Dept BSC KPI goals/red flag thresholds or add new Dept KPIs throughout the year. 🌿 In 2016, VOP created the KPI amendment process to make immediate changes to KPIs with the following steps: 1) SLs and/or the OPD complete a KPI Amendment Form to modify

or add Dept BSC KPIs if QSS reviews indicate modifications or additions are needed due to changing circumstances; 2) the OPD reviews KPI Amendment Forms with the VM; and 3) the VM approves or denies the amendment request. SLs **ensure the PMS can provide timely data** by giving EEs direct access to QS, MyVOP, the Intranet, and other software programs to provide real-time reports and information using automated systems (CC3) and minimize manual accumulation of data. SLs adhere to daily, weekly, monthly, quarterly, and/or annual data reporting deadlines for reports of financial and/or performance data as shown in *Fig 4.1-2*. For example, PD's Southern Software automatically sends daily police reports of CFS from the previous day to select SLs and the VC and MyVOP sends automated email alerts described in 3.2a(3).

4.1b Performance Analysis and Review

SLs **review VOP's performance and capabilities** as shown in *Fig 4.1-2*.

Fig 4.1-2 Key Performance Reviews			
Financial Data			
Reviews	Freq	Data Sources/Reports	Analysis
SLs review Dept expenditures & budget amounts	AN	Live expenditure statements on Intranet	C; T; V
FS staff review monthly F/S	M	Monthly F/S	C; T; V
FS, SL, and VC review quarterly financial results & statements	Q	FS Dept BSC in QSS materials; Qtly F/S & staff report to VC; budget amendment reports	C; R; T; V
FS, SL, and VC review annual F/S & results and Five-Year Financial Forecasts	A	Corporate & FS Dept BSC; QSS materials; CAFR presentations; SP retreat materials; Budget Work Session materials	C; P; R; T; V
Performance Data			
Reviews	Freq	Data Sources/Reports	Analysis
SLs review key process results in the PIS	AN	Dept BSCs; BIRDIE, evaluations & assessment reports to VC	C; P; T; V
EE and SLs review MyVOP tickets, IT work orders, and public safety incident data	D	MyVOP tickets; IT work orders; PD and FD incident reports (CFS)	V
SLs review Dept KPIs; Safety Committee reviews safety trends; VC reviews PD & FD Public Safety Reports	M	Dept BSCs; Safety Committee agenda materials; PD and FD Public Safety Reports on VC agendas	T; V
SLs review Dept KPIs, MyVOP data, emergency drills, R&R programs, & IAP metrics in QSS; RMC reviews safety trends; VC reviews IAPs	Q	Dept BSCs; QSS materials; RMC agenda materials; SOP Updates to VC	C; T; V
SL, VC appointed board chairs, and VC review Corp and Dept BSC KPIs	A	SOV Reports, SP retreat materials, & ETC Survey Results presentations to VC; Corporate & Dept BSCs	C; P; T; V
KEY: Frequency: A – Annual; AN – As needed; D- Daily; M – Monthly; Q – Quarterly Analysis: C – Comparative; P – Projection; R – Ratio; T – Trend; V - Variance			

To facilitate performance data reviews, VOP uses four types of QS scorecards & dashboards that include: 1) Corporate BSC; 2) Dept BSCs; 3) Key KPIs; and 4) IAP metrics, with VOP staff in the process of creating a new Workload Indicators dashboard in 2020. SLs **use key organizational performance measures, as well as comparative data in**

these reviews to conduct comparative, projection, ratio, trend, and variance analysis shown in *Fig 4.1-2*. Reviews & analysis performed are used by SLs to: 1) develop strategy and determine VOP's ability to execute the SOP (2.1a(3)); 2) identify actions needed to implement IAPs (2.2a(6)); 3) build a customer-focused culture (3.2c); 3) identify best practices (4.2b(2)); 4) determine WF satisfaction and engagement (5.2a(2)); and 5) monitor and improve work & support processes (6.1b(1)), using the PIS (P.2c). 🌱 Improvements to how VOP uses comparative data in reviews include extending benchmarking analysis to: 1) Community& Business Surveys in 2012; 2) Dept KPIs in all departments in 2015; and 3) the Employee Survey in 2017. **Analysis performed to support reviews** shown in *Fig 4.1-2* and **ensure conclusions are valid** include:

1. Financial Data – FS staff conduct: 1) comparative analysis of financial performance relative to comparisons; 2) trend analysis of historical financial results; 3) variance analysis of actual revenues and expenditures relative to budgeted amounts; 4) projection analysis of key assumptions used in financial projections; and 5) ratio analysis of historical and projected performance relative to key financial ratios described in 4.1c(1); and
2. Performance Data – SLs conduct: 1) comparative analysis of KPI performance data relative to comparisons; 2) variance analysis of historical KPI performance relative to projected performance; 3) projection analysis of key assumptions used in KPI projections; 4) trend analysis of historical KPI performance; and 5) variance analysis of work scheduled vs. work performed.

SLs **use these reviews to assess organizational success, competitive performance, financial health, progress on achieving strategic objectives and action plans (IAPs)** by comparing actual financial and performance results of Corporate BSC KPIs, Dept BSC KPIs, and IAP metrics to projected performance, performance goals, and comparative and competitive data shown in *Fig 4.1-2*. SLs determine organizational success, financial health and achievement of strategic objectives and IAPs when actual results meet or exceed established goals. SLs **use these reviews to respond rapidly to changing organizational needs and challenges in the operating environment** to initiate amendments to KPIs (4.1a(3)), IAPs (2.2b), and/or annual budgets mid-year and to adjust operations. For example, VOP amended the KPI for the cumulative # of participants in athletic and recreation programs after the Q3 F20 reviews of the impact of COVID-19 on class & program cancellations and deployed P&R staff in other ways during the pandemic. **The governance board reviews the organization's performance and progress on strategic objectives and action plans (IAPs)** by reviewing quarterly SOP Updates on the status of IAPs, annual SOV Reports, and in-depth reviews & analysis of data in strategic planning retreat materials (*Fig 4.1-2*). 🌱 In 2015, SLs began presenting an annual SOV Report to facilitate VC reviews. 🌱 In 2016, SLs began holding QSS to review & analyze data and track achievement of IAPs and began providing the VC with quarterly SOP Updates. 🌱 In 2018, SLs and the VC added a pre-retreat meeting to the SPP to expand data reviews & analysis by BSC Goal, based on the annual SPP plus/delta.

4.1c Performance Improvement

4.1c(1) Future Performance

To **project future performance**, SLs prepare a Five-Year Financial Forecast and five-year KPI projections in the annual SPP to determine our ability to execute the SOP (2.1a(3)). To prepare the Five-Year Financial Forecast:

1. FS staff project revenues based on trend analysis; key assumptions of expected future conditions (e.g. forecasts of population, projected residential/non-residential development, etc); and state-shared revenue estimates provided by the NCLM;
2. SLs submit budget request forms that include: financial forms that indicate estimated department expenditures for the next fiscal year; Position Request Forms that indicate five-year staffing requests; OFI Lists that indicate estimated costs of projects and IAPs over the five-year planning period and their priority; and five-year capital replacement plan forms prepared by the IT, B&G, and FM internal service departments;
3. FS staff project VOP salaries & benefits based on Position Request forms and estimated benefit costs; apply an inflation factor for years 2-5 to project operating expenditures; and use capital replacement plans to project capital expenditures in the CIP and any related ongoing operating costs for the five-year planning period; and
4. The SPT reviews the Five-Year Financial Forecast, conducts ratio analysis to ensure projections comply with key financial ratios to maintain a healthy financial condition (BSC Goal 9), and modifies SL budget requests and/or revenue projections, as appropriate, after meeting with SLs in Dept SOP Meetings and before submitting the proposed budget to the VC.

The SPT ensures the financial forecast complies with the Fund Balance Policy and achieves the following key financial ratios: GF fund balance greater than 30% of expenditures [*Fig 7.5-1*], operating margin ratios at or below 91% [*Fig 7.5-2*] and debt service expenditures less than 10% of total expenditures [*Fig 7.5-3*]. To prepare five-year KPI projections, the OPD projects performance of each Corporate BSC KPI with input from other SLs and SLs project performance for each Dept BSC KPI and IAP metrics. SLs and the OPD prepare projections based on the methods and assumptions described in the annually updated SOP Guide and document five-year KPI projections and rationale in KPI worksheets. 🌱 In 2014, SLs expanded KPI projections from one year to five years. 🌱 In 2017, the AVM of Administration expanded the annual SOP Guide to indicate projection methods and key assumptions SLs should use to project KPIs for consistency across the entire organization; enhanced projections using Excel forecasting functions; and required SLs to establish quarterly goals for KPIs to facilitate QSS reviews. 🌱 In 2019, VOP expanded IAP metric projections from one to five years.

SLs and the VC use performance reviews to identify three types of key findings: 1) performance relative to goals; 2) performance relative to projections; and 3) performance relative to our key competitor and comparisons. SLs **use findings from performance reviews and key comparative and competitive data in projections**, to establish annual

financial projections, KPI goals, and KPI projections when preparing the annual SOP. SLs project select financial and performance data of comparisons for the five-year planning period. SLs may amend performance or financial projections mid-year based on updated data and information obtained from reviews & analysis described in 4.1b. For example, the FS Director completes a detailed mid-year budget review and presents a mid-year budget amendment to the VC annually based on revised financial projections.

4.1c(2) Continuous Improvement and Innovation

To use **findings from performance reviews to develop priorities for continuous improvement and opportunities for innovation**, SLs use the three types of key findings listed in 4.1c(1) as inputs into BIRDIEs, ACEs, and other evaluations in the PIS (P.2c), a key management tool used to improve performance. Based on these reviews, SLs determine if opportunities exist to improve the efficiency and/or effectiveness of key processes when VOP’s performance falls below goals, projections, or comparisons. Based on process evaluations, improvements are included as a project or IAP on annual OFI Lists. SLs incorporate needed resources for improvements into the annual budget and Five-Year Financial Forecast. SLs **deploy these priorities and opportunities to work group and functional-level operations** in annual Dept Strategy Session Meetings, department & division meetings, and strategy maps posted in the work areas of every department. 🌱 In 2018, AD staff began preparing annual department specific strategy booklets and strategy maps that indicate alignment of key department projects and IAPs to BSC goals and objectives, holding annual Department Strategy Session Meetings, and strategy maps in work areas. SLs deploy priorities to the WF in the annual SOV meeting and AVM onboarding meetings. SLs **deploy these priorities and opportunities to suppliers, partners, and collaborators to ensure organizational alignment** when their involvement is needed through supplier communication methods of the LS (*Fig 1.1-1*); the communication methods indicated on the VC Key Partner & Collaborator List (4.2b(1)); and using the supply network management processes (6.1c).

4.2 Information and Knowledge Management

4.2a Data and Information

4.2a(1) Quality

To **verify and ensure the quality of organizational data and information**, VOP standardizes data input procedures and reviews data outputs for accuracy. SLs leverage technology (CC3) to collect as much data as possible electronically to minimize human error; standardize data entry processes in written procedures and checklists; provide all software users with data entry training; review data daily, monthly, quarterly, and annually (4.1b), and correct any data errors; and perform independent BSC audits annually. 🌱 In 2016, AD staff began annually auditing 100% of Corporate BSC KPIs, 100% of survey results KPIs, and at least 60% of other Dept BSC KPIs to ensure data accuracy. SLs use the data management methods shown in *Fig 4.2-1* to **manage electronic and other data and information to ensure their accuracy and validity, integrity and reliability, and currency.**

Fig 4.2-1 Data Management Methods	
Accuracy & Validity	Freq
Conduct audits to meet regulatory requirements (e.g. PCI, CJIS)	A
Conduct financial & performance data reviews (4.1b)	All
Conduct financial audits in accordance with NCGS	A
Conduct independent internal BSC audits	A
Conduct reviews of financial data entries	All
Document data entry processes in standard operating procedures, user manuals/guides, and/or department procedures	AN
Provide EEs with data entry training	AN
Review & approve data entries in automated software	D
Standardize data collection forms with drop-down lists	AN
Utilize automated software to collect and report data	D
Integrity & Reliability	Freq
Ensure data entry controls to limit EE ability to enter/change data	AN
Implement IT security policies	D
Institute permission controls that restrict user access	AN
Maintain IT backup and recovery plans	D
Reconcile data	All
Use automated software workflows and required fields in software	AN
Currency	Freq
Adhere to timelines to enter & report data	All
Provide EEs 24/7 access with remote access & mobile technology	AN; D
Utilize ERP financial software to integrate HR & financial data	D
KEY: Frequency: A – Annually; AN – As Needed; D – Daily; M – Monthly; Q – Quarterly	

4.2a(2) Availability

To **ensure the availability of organizational data and information**, VOP leverages technology (CC3) to: 1) store electronic data and information on shared network drives, on the Intranet, and in software systems; 2) provide all EEs with access to technology such as desktop computers, laptops, tablets, and cell phones; 3) perform backups of electronic data to prevent data loss (6.2b); and 4) ensure continuous access to data with network redundancies, backup power devices, and generators. IT staff monitor the % of network uptime daily and report rates on the IT BSC. VOP makes other non-electronic data and information available by maintaining organized and up-to-date filing systems.

Key methods VOP uses to **make needed data and information available in a user-friendly format and timely manner to the workforce** are to: 1) provide EEs with easy to use software that is accessible 24/7 from any device through either remote access or cloud-based software systems (e.g. QS, MyVOP, Accela, NeoGov); 2) post data and information to the Intranet on self-service sites such as the Knowledge Management Portal (KMP), BSC, SOP, and other sites/project pages; 3) utilize automated software workflows to send immediate email alerts to users; 4) provide access to financial data that is updated nightly on the Intranet; 5) provide access to easy to read, color-coded scorecards and dashboards in QS that can be customized for different time periods; and 6) use “all employee” emails. 🌱 Key improvements to making data and information available to the WF include posting expenditure statements updated nightly on the Intranet in 2016 for all EEs to access and providing all EEs with real time access to QS in 2017. To **make needed data and information available in a user-friendly format and timely manner to suppliers, partners, and collaborators**, SLs use the partner/collaborator and supplier communication methods of the LS (*Fig 1.1-1*) and VC uses the communication methods identified on the VC Key Partner & Collaborator List. This

includes timely emails and in-person meetings; access to online user-friendly software; social media posts multiple times a week; user-friendly reports and newsletter articles posted on the website; and the key supplier Essential Communications Form (6.1c). To **make needed data and information available in a user-friendly format and timely manner to customers**, VOP uses the customer communication methods shown in *Fig 3.1-1*. Key methods that allow 24/7 customer access to data and information include: 1) cloud-based software (e.g. MyVOP, Novus agenda, etc.) and other information accessible on the VOP website; 2) line-item financial information posted in the Clear Gov Financial Transparency Center; 3) online color-coded performance dashboards for Key KPIs; and 4) other information posted to social media and online engagement portals. VOP also provides public records upon request using the Intranet public records request tracking system, complies with Records Retention and Disposition Schedules to retain public records, and utilizes the CodeRed notification system (6.2c(2)). Examples include: 1) posting One-and-Done collection schedules on the website when VOP changed solid waste schedules; 2) posting information on Engage Pinehurst when conducting the Library Needs Assessment; and 3) distributing press releases, social media, and website updates during the COVID-19 pandemic. 🌿 Key improvements to making data and information available include the Financial Transparency Center created in 2017 and online Key KPI dashboards created in 2019. To **ensure information technology systems are reliable and user-friendly**, the CIO and IT staff: 1) monitor systems daily for reliability with automated alerts; 2) respond to IT Help Desk tickets daily to address system failures; 3) evaluate new software and upgrades for reliability factors and user-friendliness; 4) test upgrades in a sandbox environment; and 5) select and configure software using EE input to ensure systems meet EE and customer requirements identified on SIPOCs. For example, BIRDIE teams selected and helped configure Novus agenda, MyVOP, and Accela Land Management software (e.g. Online Permit Center).

4.2b Organizational Knowledge
4.2b(1) Knowledge Management

VOP uses the methods of the KMS shown in *Fig 4.2-2* to **collect and transfer workforce knowledge** in order to **build organizational knowledge**. These methods include collecting and transferring WF knowledge in-person through meetings and teams/committees (CV3); collecting and storing WF knowledge electronically for sharing (CC3); and utilizing other methods such as research to determine best practices and document WF knowledge. For example, in 2019 the Fire Chief shared knowledge about overlapping fire calls (or when both stations are committed) with the FD BIRDIE team that the GIS technician used to map areas where fire response times to indicate the best potential locations for a possible 3rd fire station. To **manage organizational knowledge**, VOP leverages technology (CC3) to store knowledge on the Internet, with separate sites and project pages (e.g. KMP, BSC, SOP); on shared drives; and in other software systems (e.g. Novus agenda, QS, etc.). 🌿 Key improvements to how VOP collects and transfers WF knowledge include: 1) QSS

meetings that began in 2016; 2) annual SOP Dept Input Meetings and SOP Volunteer Input Forms that were deployed in 2018; 3) annual Dept Strategy Session Meetings to review strategy booklets and strategy maps that began in 2018; and 4) SIPOCs to document all key work & support processes that were created in 2019. To **blend and correlate data from different sources to build new knowledge**, SLs and the OPD correlate and blend data and information such as survey results, performance data, survey comments, and other data and information in annual pre-retreat meetings and when conducting process reviews in the PIS to identify relationships or connections between data and information. The HR Director and OPD prepare annual correlations of L&D outcomes with findings from assessments of WF engagement and with key business results segmented by department (5.2c(3)) and SLs review correlations. To **transfer relevant knowledge from and to customers, suppliers, partners, and collaborators**, VOP uses the key methods shown in *Fig 4.2-2*. 🌿 In 2015, the VC began preparing an annual Key Partner & Collaborator List that indicates VC liaisons, 2-way partner & collaborator communication methods, and frequency of reporting to VC in standing Council Report agenda items in Regular Meetings.

Fig 4.2-2 Knowledge Management System (KMS)	
Methods to Collect Knowledge	From
In-Person	
Use 2-way communication methods of the LS (<i>Fig 1.1-1</i> & <i>Fig 3.1-1</i>)	C, P; S; WF
Technology	
Collect and store documents and information on the Intranet (including KPP and other sites/project pages), on shared network drives, and in automated software systems	C, P; S; WF
Other	
Document knowledge in SIPOCs, user guides, policies, checklists, Knowledge Management Transfer Forms (KMTFs), and standard operating procedure	WF
Research best practices; review award program criteria	WF
Subscribe to UNC SOG listservs & alerts	WF
Methods to Transfer Knowledge	To/From
In-Person	
Use 2-way communication methods of the LS (<i>Fig 1.1-1</i> & <i>Fig 3.1-1</i>)	C, P; S; WF
Train, coach, mentor & develop; share research	WF
Technology	
Use electronic communication methods of the LS, such as engagement portals, social media, and self-service technologies (<i>Fig 1.1-1</i> & <i>Fig 3.1-1</i>)	C, P; S; WF
Provide access to documents and information on the Intranet (KPP and other sites/project pages), on shared network drives, and in automated software systems	WF
Other	
Distribute print communications (<i>Fig 3.1-1</i>)	C
Implement improvements from PIS (CC1/SA2)	WF
Provide WF access to knowledge in SIPOCs, user guides, policies, checklists, KMTFs, and standard operating procedures	WF
KEY: C – Customers; P – Partners/Collaborators; S – Suppliers; WF– Workforce	

VOP **assembles and transfers relevant knowledge for use in our innovation and strategic planning processes** that is collected and transferred using the approaches listed in *Fig 4.2-2* and further described in 2.1a(2) and P.2c to create annual OFI Lists.

4.2b(2) Best Practices

VOP uses the methods to transfer knowledge shown in *Fig 4.2-2* to **share best practices in the organization**. This includes sharing best practice research and knowledge through department meetings, inter-departmental meetings, and a standing agenda item for best practice sharing in QSS. VOP also shares best practices through internal training (e.g. cybersecurity training). To **identify internal organizational units that are high performing**, SLs review KPIs in QSS and in annual SOV Reports. SLs consider departments and divisions that consistently meet or exceed KPI goals, receive external awards & recognition, and meet or exceed accreditation standards as high performing. VOP **identifies external organizational units or operations that are high performing** by researching organizations that receive recognition from established award or accreditation programs (e.g. Baldrige, Digital Cities, GFOA, ICMA, etc.) and conducting benchmark analysis as shown in *Fig 4.1-2* to identify communities that have sustained high levels of performance relative to other communities. To **identify best practices for sharing**, SLs: 1) subscribe to UNC SOG listservs and alerts; 2) use award and accreditation program standards; 3) participate in professional conferences, external training, and professional associations; 4) review key supplier evaluations (6.1c); and 5) evaluate processes in their own departments. To **implement best practices across our organization**, SLs modify processes or approaches based on OFI Lists. Either an AVM, the OPD, or a SL of an internal services department (e.g. IT, HR, FS, B&G, or FM) lead organization-wide best practice implementations. For example, HR staff implemented NeoGov applicant tracking software for all departments after HR staff identified this best practice through professional associations. Tele-conferencing VC meetings using Zoom is another example of a best practice SLs identified through UNC SOG blogs, alerts, and listservs that SLs implemented in March 2020 in response to the COVID-19 pandemic.

4.2b(3) Organizational Learning

VOP **uses knowledge and resources to embed learning in the way we operate** using the following approaches:

1. SLs and inter-departmental EE teams (CV3) evaluate processes for improvement each year, using the PIS (P.2c), to implement meaningful change and innovate;
2. SLs review & analyze performance data in QSS and strategic planning pre-retreat meetings to reveal new knowledge and information;
3. SLs seek input from the entire WF and customers in the annual SPP to create OFI Lists as described in 2.1a(1);
4. SLs reward and recognize EEs and volunteers each year for demonstration of the Village's core value of Improvement (CV4) and Initiative (CV2), as discussed in 5.2c(1);
5. VOP implements best practices each year (4.2b(2)); and
6. VOP provides annual WF training and development, using the LDS (5.2c(2)), to build new knowledge & skills and empower the WF.

5. Workforce

Fig 5.1 Workforce Key Cycles of Improvement		
Year	Key Cycles of Improvement	Item #
2004	Created the Policy Committee <small>I/BP</small>	5.1b
2008	Created the Wellness Committee <small>I/BP</small>	5.1b
	Implemented the TOPS training program <small>I/BP</small>	5.2c
2012	Began surveying EEs and volunteers annually <small>I/BP</small>	5.2a
2013	Began using inter-departmental BIRDIE/ACE teams <small>I/BP</small>	5.1a
	Implemented emPerform and common review dates <small>I/BP</small>	5.2c
2014	Implemented VPP and formalized volunteer onboarding	5.1a
2015	Implemented Champion's Club and Applause Award R&R programs for EEs and volunteers <small>I/BP</small>	5.2c
2016	Added WF capacity & capability detail to IAP workbooks	5.1a
	Added AVM meeting to EE initial onboarding	5.1a
	Implemented Intranet Idea Box <small>I/BP</small>	5.2b
2017	Implemented NeoGov Insight for EE recruitment <small>I/BP</small>	5.1a
	Implemented Intranet EE onboarding routing system	5.1a
	Began using NBRI to conduct annual EE survey	5.2a
	Modified emPerform to include leadership competencies and a L&D section	5.2c
2018	Began creating annual IAP Capacity & Capability Plans	5.1a
	Created KMTFs to document EE responsibilities <small>I/BP</small>	5.1a
	Began holding annual department SOP Dept Input Meetings and deployed SOP Volunteer Input Forms <small>I/BP</small>	5.2b
	Created formal succession planning process with annual EE meetings to identify career aspirations <small>I/BP</small>	5.2c
2019	Began preparing EE specific Dept T&D Plans annually	5.2c
	Began reviewing annual correlations of WF engagement to LDS outcomes as a SL team	5.2c
2020	Creating a Workload Indicators Dashboard in QS	5.1a
	Implementing NeoGov OnBoard and NeoGov Learn software <small>I/BP</small>	5.1a;5.1b;5.2c
	Implemented EE mid-year development meetings <small>I/BP</small>	5.2c

I/BP – Innovation or Best Practice (P.2c)

5.1 Workforce Environment

5.1a Workforce Capability and Capacity

5.1a(1) Capability and Capacity Needs

To **assess workforce capability and capacity needs**, SLs prepare three Village-wide WF plans annually that are used to support strategic objectives and IAPs (2.2a(4)):

1. Five-Year Staffing Plan – the number and cost of new FT, PT regular, and reserve positions and/or department restructures needed to meet ongoing needs based on service demand projections (4.1c(1)). The plan is prepared using approved Position Request Forms (with supporting analysis) submitted by SLs during the SPP and reviews of annual EE survey questions on EE workload;
2. Department T&D Plans – individual EE training needs summarized by department, as described in 5.2c(2), for the upcoming fiscal year; and
3. IAP Capacity & Capability Plans – the number of estimated hours (capacity) to complete IAP tasks, with any increases in staffing incorporated into the Five-Year Staffing Plan, and any training needed (capability) to implement and maintain IAPs that are integrated into Department T&D Plans based on information contained in IAP workbooks (2.2a(1)).

🌿 In 2016, VOP added WF capacity & capability detail to IAP workbooks to quantify WF impacts of IAPs. 🌿 In 2018, VOP consolidated individual IAP WF capacity & capability plans into Village-wide five-year IAP Capacity & Capability Plans based on the NCAfE Level 3 feedback report.

To **assess the skills, competencies, and certifications needed**, SLs: 1) identify the KSAs and certifications for each FT, regular PT, and reserve EE that are documented on individual job descriptions; 2) review and modify KSAs prior to posting open positions, before submitting annual EE performance reviews and when conducting annual market salary studies; 3) conduct annual EE performance evaluations to assess EE competencies; 4) identify continuing education requirements for EE certifications and other L&D needs in mid-year EE development meetings; 5) identify capabilities needed to implement IAPs; 6) conduct annual physical assessments for PD and FD staff to meet special health requirements (P.1a(3)); and 7) ensure staff meet NIMS certification requirements for emergency preparedness. For example, in 2019 VOP created a GIS position to implement the GIS Strategic Plan (FY20-FY21 IAP) because of the specialized skills required. SLs also use performance data reviews & analysis of work & support processes (Fig 4.1-2), MyVOP tickets, and KPI reviews to indicate if the WF is meeting the needs of the organization and customers. All staff liaisons define volunteer skills, competencies, & certifications needed when VOP creates the volunteer role and when recruiting new volunteers. To **assess staffing levels needed**, SLs: 1) use performance information from data reviews & analysis of key processes, including workload & efficiency KPIs; 2) annually prepare five-year projections of service demands (4.1c); 3) identify additional staffing needed to implement IAPs in IAP workbooks; and 4) conduct time studies or other analysis when submitting Position Request Forms. For example, VOP included a P&R Admin Assistant position in the FY18-FY22 Five-Year Staffing Plan in anticipation of the Community Center opening in FY20 (FY19-FY20 IAP). PD and FD also conduct daily headcounts to assess staffing levels to ensure minimum staffing per shift. Other departments assess staffing levels for seasonal or PT EEs based on projected service demands and program enrollment. The Village Clerk, SLs and staff liaisons use the Volunteer Management System (VMS) to track and monitor term expirations and seek replacement volunteers. 🌿 In 2020, VOP is creating a QS Workload Indicators Dashboard to aid SLs in monitoring WF capacity in QSS.

5.1a(2) New Workforce Members

To **recruit new employees**, VOP uses an electronic applicant tracking software, NeoGov Insight. 🌿 In 2017, VOP began using NeoGov Insight to post, accept, and select applicants for interview using automated software workflows. Once each member of the SPT approves a new hire requisition electronically, HR staff post the position on social media, the Intranet, and other online platforms. The Village Clerk and staff liaisons use the Volunteer Program Policy (VPP) to **recruit new volunteers** appointed by the VC. 🌿 Using the VPP created in 2014, as volunteer vacancies occur, the Village Clerk advertises the position on the website and social media and accepts applications through the VOP website. VOP also

solicits volunteers for other volunteer groups in each quarterly VOP newsletter, in P&R program guides, and on social media. To **hire new employees**: 1) HR screens applicants against required KSAs and recommends applicants to SLs; 2) SLs and HR staff interview candidates using customized questions to assess KSAs, cultural fit with VOP's core values & leadership attributes, and may use other skill assessments depending on the position; 3) SLs and HR staff recommend the most qualified candidate to the VM for approval; 4) HR extends a contingent offer; and 5) upon favorable background checks, HR extends a written offer and schedules a start date. HR monitors the % of positions filled by target date [Fig 7.3-6] on the HR Dept BSC. SLs and staff liaisons use the VPP to interview and identify the best-qualified volunteer applicants for VC appointed boards. The VC selects and appoints volunteers to these boards by resolution. VOP **on-boards new workforce members** using standardized onboarding checklists and provides onboarding documents to share important organizational information. HR coordinates all new EE (FT, PT regular, reserve, and staffing pool) onboarding meetings with IT, FS and HR staff within the first three days of employment, with PR seasonal EEs following a condensed process. 🌿 In 2016, VOP added a meeting with an AVM to the onboarding process. Within 30 days of hire, SLs complete additional onboarding tasks and document on onboarding checklists. New hires are asked to complete an onboarding survey to determine the effectiveness of the onboarding process [Fig 7.3-7]. 🌿 In 2017, VOP created an Intranet-based EE onboarding routing system (CC3) to track the onboarding process. 🌿 In 2020, VOP is implementing NeoGov OnBoard software to further streamline & automate EE onboarding. Staff liaisons for planning boards use an onboarding checklist, tailored for each board to complete onboarding tasks, including a meeting with an AVM within 30 days of appointment, in accordance with the VPP. To **ensure the workforce represents the diverse ideas, cultures, and thinking of our hiring and customer communities**, HR staff uses a mix of platforms to recruit diverse candidates. To **ensure the fit of new workforce members with our organizational culture** of a high performing and engaged WF, AVMs meet with new WF members during initial onboarding meetings to share "How VOP Achieves High Performance" and shares the MVV, organizational culture, VOP goals, objectives & IAPs, and Ethics Policy (1.1a). SLs and supervisors engage in 2-way communication with new EEs, invest in EE T&D, and conduct annual performance evaluations using the WPMS (5.2c(1)). SLs and staff liaisons engage in 2-way communication with volunteers, train volunteers as needed, and reappoint volunteers in accordance with the VPP to ensure cultural fit.

5.1a(3) Workforce Change Movement

SLs **prepare the workforce for changing capability and capacity needs** using the LDS (5.2c(2)) to provide needed skills and the LS to communicate changing needs to the WF in SOV meetings, Dept Strategy Session Meetings, and department meetings (1.1b). 🌿 In 2013, VOP began including EEs in affected departments on inter-departmental BIRDIE/ACE teams (CV3) to help EEs understand the need and prepare for changing capability and capacity.

To balance the needs of the workforce and organization to ensure continuity, VOP uses alternative staffing programs such as volunteers (CC2), paid reserve staff in FD and PD, seasonal staff, staffing pool, interns, and contract EEs to supplement paid positions. These programs have helped ensure continuity of operations, such as meeting minimum shift staffing requirements in PD and FD. As a result of the PD Staffing BIRDIE, the PD converted its volunteer reserve officer force to a compensated reserve force in 2017. EEs who perform key processes have written documentation in SIPOCs and also have one or more of the following: 1) EEs designated as a backup to perform their roles (e.g. cross-trained); 2) written procedures; 3) KMTFs; 4) formal standard operating procedures; or 5) automated software workflows to document processes (4.2b(1)). 🌸 In 2018, VOP created KMTFs that EEs with upcoming retirements prepare to document specific responsibilities, timeframes for completion, and key contacts and contact information used to perform job duties. **To prevent workforce reductions and minimize the impact of any necessary reductions**, SLs annually prepare the Five-Year Staffing Plan (5.1a(1)). When process improvements are made or service demands decline that reduce the need for staff, existing EEs are redirected, instead of laid off. **To prepare for periods of workforce growth**, VOP annually develops and implements the WF plans described in 5.1a(1). **To manage periods of workforce growth**, VOP utilizes alternative staffing programs to meet incremental increases in workloads in the AD, FD, PD, PL, PR, and S&G. **To prepare the workforce for changes in organizational structure and work systems**, SLs communicate upcoming changes in SOV and department meetings and provide needed training/skill development (5.2c(2)). For example, when VOP launched MyVOP, SLs discussed the launch in Sr. Staff Meetings and provided EE training with written procedures stored on the KMP. VOP also involved PS EEs in the decision to alter work hours to four 10-hour shifts with the One-and-Done BIRDIE.

5.1a(4) Work Accomplishment

To organize the workforce, VOP groups EEs into departments & divisions and volunteers into committees or volunteer groups, which are aligned to and deliver VOP service offerings (P.1a(1)). Each department & division has an assigned SL and staff liaisons are assigned to every volunteer group. VOP also utilizes inter-departmental committees (CV3) including the Policy Committee, Safety Committee, Wellness Committee, EAC, RMC, and BIRDIE/ACE teams. **To manage the workforce**, SLs: 1) define expectations in the SPP with goals & objectives on BSCs; 2) communicate expectations, goals, and objectives to the entire WF through the LS in SOV and Dept Strategy Session Meetings; 3) create, review, and approve annual department and individual EE performance goals that cascade from BSCs; 4) monitor achievement of goals & objectives in QSS; and 5) reward the WF for high performance using the WPMS as described in 5.2c(1). **To accomplish our organization's work** and achieve VOP strategy articulated on BSCs, SLs monitor EE performance and provide needed resources such as training, technology, equipment, and p-cards based on job duties and provide resources to volunteers based on the volunteer group's purpose. Each year, VOP surveys EEs and volunteers to

determine if the WF has the needed resources to perform their jobs/volunteer roles [Fig 7.3-4 and Fig 7.3-5]. Using the PIS (P.2c) and CC1/SA2, SLs have re-organized the paid WF in recent years based on the following BIRDIEs: VH Front Desk Consolidation (2013), Yard Debris/One-and-Done (2014), PD Staffing (2016-2017), and FD Emergency Response (2019). Based on feedback in Employee Surveys, VOP has reorganized staff in the SG, SW, and B&G divisions to provide more opportunities for career growth and advancement (EEF3), with additional reorganizations planned for P&R in the FY21 SOP. **To capitalize on VOP core competencies** when organizing and managing the WF, VOP improves processes annually (CC1/SA2) using the PIS and BIRDIE/ACE teams; utilizes volunteers (CC2); and leverages technology in all key work & support processes (CC3). To leverage volunteers, VOP has created new volunteer groups such as COPs (BSC Goal 1), BC (BSC Goal 2), and Welcome Center volunteers (BSC Goal 3) to supplement paid staff and minimize the cost of operations. **To reinforce a customer and business focus**, supervisors rate EEs on demonstration of the VOP core value of service (CV1) in the WPMS [Fig 7.4-2] and annually align EE goals to cascading BSCs. VOP also develops the WF using the LDS with annual TOPS training classes on service and other external training (5.2c(2)). VOP staff also monitor response times for MyVOP tickets daily with summary reports reviewed in QSS. **To manage the WF to exceed performance expectations**, SLs use the PMS to conduct quarterly and annual reviews & analysis of performance relative to BSC goals (4.1a and 4.1b) and conduct annual EE performance reviews (5.2c(1)).

5.1b Workforce Climate

5.1b(1) Workplace Environment

To ensure workplace health, VOP provides comprehensive medical, dental, and vision insurance benefits to all FT employees at no cost and to PT regular employees at a reduced cost (5.1b(2)). 🌸 Since 2008, an inter-departmental Wellness Committee (CV3) organizes wellness activities and events for all EEs each year. VOP also provides other wellness resources and services to all EEs as shown in Fig 5.1-2 and offers online health resources through our medical insurance provider. VOP requires PD and FD employees to complete required annual physicals to meet special health requirements (P.1a(3)) and invites EE family members and volunteers to participate in free annual on-site flu shot clinics. VOP also has safe workplace policies and processes in place to minimize the risk of employee injury (6.2c(1)). During the COVID-19 pandemic, VOP posted CDC guidelines in VOP facilities to minimize the spread, closed VOP facilities to the public, provided PPE to EEs, and implemented extra cleaning & sanitizing procedures to ensure the health of EEs. The VM and HR Director also provided valuable health information, such as EAP resources, via "all employee" emails and the Intranet. **To ensure workforce security**, VOP leverages technology (CC3) to secure all VOP facilities with one or more of the following security devices to limit access to authorized personnel: keyed entries, fob access, entry code access, access gates, surveillance systems, or biometric access. In addition, VOP buildings have "Authorized Personnel Only" signage posted and single public entry points. Immediately upon EE

separation, electronic access to facilities are removed and EEs surrender access devices such as keys and fobs in accordance with termination checklists & IT policies. To **ensure workplace accessibility**, SLs provide physical access to all EEs, IT staff issue network user IDs, and EEs create secure passwords on the first day of employment. Volunteers access facilities through public entry points during business hours and do not have network access. VOP also creates individual plans to ensure reasonable accommodations and IT staff provide remote network access to EEs, as needed. In 2019, VOP's ADA Self-Assessment determined that 100% of VOP facilities are ADA compliant.

VOP's **performance measures and improvement goals for workplace environmental factors** are shown in *Fig 5.1-1*.

Area	Performance Measures	Goal
Health	% of EEs who participate in Wellness Committee Activities	70%
Security	% of buildings with electronic access/security systems	70%
	% compliance with CJIS security requirements	100%
Accessibility	% of facilities that are ADA compliant	100%

5.1b(2) Workforce Benefits and Policies

VOP **supports the workforce via services and benefits** available to all FT and PT regular EEs as shown in *Fig 5.1-2*. All EE services were suggested by EEs and approved by the VM. For example, when constructing Fire Station 91, EEs on the design team suggested VOP design the building to allow all EEs 24/7 access to the exercise facilities. In FY21, VOP is budgeting to add one additional holiday and service awards as additional EE benefits. **Services are tailored** to the volunteer segment of the WF by allowing volunteers to participate in annual free on-site flu shot clinics.

Benefits
<p>VOP-Provided Employee Benefits:</p> <ul style="list-style-type: none"> • 100% VOP paid EE medical, dental, and vision insurance • Paid vacation, sick, holiday, and funeral leave • One hour of paid exercise time/week with supervisor approval (Wellness) • 401k defined contribution retirement plan (5% of salary contributed) • LGERS defined benefit retirement plan, per NCGS requirement • Employee Assistance Program • R&R programs (Champion's Club/Applause Awards) <p>Employee Elective Benefits:</p> <ul style="list-style-type: none"> • Dependent medical, dental, and vision insurance • 401k/457b defined contribution retirement plans • 529 college savings plan • LGFCU membership • Supplemental voluntary insurance programs • Flexible spending accounts (medical and dependent care) • \$300 employee referral bonus • Microsoft Home Office Use program • 10% discount on P&R program fees and facility rentals • Discounts with cell phone providers
Services
<ul style="list-style-type: none"> • Direct deposit • Weekly dry cleaning pickup • Annual free on-site flu shots (Wellness) • Wellness Wednesday healthy snacks (Wellness) • Lunch-n-learns (Wellness & Safety) • 24/7 access to on-site fitness facilities for EEs and family members (Wellness)

VOP supports the WF via comprehensive benefits that EEs can customize to meet their individual needs. The annual Benefits Enrollment Guide details EE benefits and HR staff hold annual enrollment meetings prior to EEs selecting desired benefits using automated software (CC3). The RMC (CC2) evaluates bid proposals for EE insurance and recommends insurance benefit plans to the VC for approval annually. In 2020, VOP changed medical insurance providers based on Employee Survey feedback that indicated dissatisfaction with the previous provider. VOP **benefits are tailored** as follows: vacation accrual rates based on tenure; EE insurance premiums paid based on FT/PT status; 401k contribution for FT and PT regular positions; safety shoe allowance and cell phone stipends for certain positions; LT disability and travel insurance for SLs; car allowances for key SL positions; additional life insurance for SLs and Assistant Directors; special separation allowance for law enforcement (per NCGS); retirement gifts based on tenure; and flexible work or compressed work schedules for some departments & divisions. Benefits tailored to volunteers include: LGFCU membership and a 10% discount on P&R program fees. VOP **supports the workforce via policies** using the Policy Committee (CV3) to develop policies that are reviewed with the VM and AVMs and approved by the VM. 🌿 The Policy Committee was created in 2004, consists of SLs from each department, and was expanded to include one front-line EE who rotates annually. The Policy Committee meets 7-9 times during the year to develop, review, and modify WF, financial, HR, and safety policies that SLs or other EEs identify for review in department meetings, committee meetings, or through the Idea Box. VOP **policies are tailored** based on input from Policy Committee members who represent various genders, ages, departments, and roles to identify how a policy may be customized to meet the needs of different work groups and segments. VOP communicates services, benefits, and/or policies through the LS to EEs and volunteers during initial onboarding meetings; in SOV Meetings with standing agenda items; on the Intranet; and in annual open enrollment meetings. 🌿 In 2020, VOP is implementing NeoGov OnBoard and NeoGov Learn software (CC3) to automate the distribution of policies and require EEs to provide electronic acknowledgement of receipt of new or updated policies.

5.2 Workforce Engagement

5.2a Assessment of Workforce Engagement

5.2a(1) Drivers of Engagement

SLs **determine the key drivers of workforce engagement** to be the three engagement factors rated most important by EEs and volunteers on annual anonymous WF surveys (*Fig P.1-5*). In 2019, VOP asked EEs to identify other factors not listed on the Employee Survey and EEs did not indicate any other key engagement factors. To **determine the drivers for different workforce groups and segments**, SLs review segmented WF survey results by the key segments shown in P.1a(3).

5.2a(2) Assessment of Engagement

To **assess workforce engagement**, SLs use formal & informal methods with key satisfaction ratings, engagement ratings, and other indicators tracked on the Corporate and Dept BSCs that are segmented, reviewed, and analyzed by SLs in QSS and pre-retreat meetings (4.1b). The primary **formal assessment**

methods to determine workforce satisfaction and engagement are to conduct the annual Employee & Volunteer Surveys, monitor turnover rates, and conduct annual EE performance reviews. Key **formal assessment measures** include: likelihood to recommend [Fig 7.3-13 and Fig 7.3-14]; EEs who like their jobs [Fig 7.3-15]; volunteers who agree they like their role [Fig 7.3-17]; agreement ratings for engagement factors (7.3a(3)); turnover rates [Fig 7.3-1]; and emPerform ratings [Fig 7.4-2]. 🌸 In 2012, the HR Director began conducting the annual Employee Survey in-house and outsourced survey administration to NBRI in 2017 to obtain benchmark comparisons. **Informal assessment methods and measures SLs use** include tracking and monitoring EE attendance/participation rates at TOPS training and EE/volunteer attendance/participation in team & committee meetings, events, and activities. SLs also use information and feedback obtained through 2-way communication methods of the LS (Fig 1.1-1) and daily interactions to informally assess satisfaction and engagement. Formal and informal **assessment methods and measures differ across workforce groups and segments** with VOP conducting separate surveys for EEs and volunteers each year. SLs **use other indicators to assess and improve workforce engagement** with EE grievances and exit interview data and information collected by the HR Director. This information is shared with the SL and VM, as appropriate, for the SL to identify possible ways to avoid grievances or voluntary turnover in the future.

5.2b Organizational Culture

To **foster an organizational culture characterized by open communication**, AVMs share VOP's 2-way communication methods in onboarding meetings and use the communication methods of the LS (Fig 1.1-1) to encourage frank, 2-way communication with the entire WF. To **foster an organizational culture that is characterized by high performance**, SLs use the LS, PMS, and WPMS to create a mission-focused organization that: 1) establishes organizational and department/division annual goals & objectives that cascade to individual EE performance goals; 2) continuously improves (CC1/SA2) services and processes based on OFIs identified in the SPP; and 3) rewards the WF for high performance and demonstration of VOP values (5.2c(1)). To **foster an organizational culture that is characterized by an engaged workforce**, SLs use the LS to address key WF drivers of engagement as described in 1.1c(1). To **reinforce our organizational culture** of a high performing and engaged WF and **ensure the organizational culture supports VOP's vision and values and benefits from the diverse ideas, cultures, and thinking of the workforce**, SLs: 1) deploy vision & values through the LS (1.1a(1)); 2) integrate values into EE performance reviews; 3) recognize demonstration of values in formal R&R programs (5.2c(1)); and 4) implement improvements identified by the WF using the PIS. When creating EE teams/committees, VOP adheres to team formation guidelines for BIRDIE teams (P.2c) and the DRIVE tool for inter-departmental committees. VOP also establishes diverse focus groups and volunteer groups, as appropriate. For example, when creating EE focus groups for the 2015 R&R ACE and the 2016 Training ACE, VOP included EEs from all department groups. 🌸 To solicit ideas

and thinking from the WF, VOP created the Intranet Idea Box in 2016 with automated routing of ideas directly to SLs responsible for evaluating and implementing that are reviewed in QSS. 🌸 In 2018, SLs began seeking input from the WF in the SPP to identify OFIs through SOP Dept Input Meetings and SOP Volunteer Input Forms. To **empower the workforce**, SLs establish and reinforce the core value of initiative (CV2) with EE self-evaluations on demonstration of CV2. SLs delegate responsibilities to front line EEs to give them authority to make decisions and take actions that enable customer satisfaction on first contact with adequate resources to accomplish the organization's work (5.1a(4)). For example, MyVOP and Accela permit software (Online Permit Center) route customer service requests to the lowest possible staff level. VOP also empowers EE and volunteer groups to make recommendations and decisions, as appropriate, and surveys EEs annually on feelings of empowerment [Fig 7.3-21].

5.2c Performance Management and Development

5.2c(1) Performance Management

VOP's **Workforce Performance Management System (WPMS) supports high performance** using the following 4-step systematic process:

1. Set annual goals: FT and PT regular EEs establish annual SMART goals that cascade from BSCs and L&D goals in consultation with supervisors. Volunteer groups develop work plans or staff liaisons provide assignments;
2. Provide T&D: All EEs and volunteers participate in formal and informal L&D (5.2c(2));
3. Evaluate performance and KSAs: FT and PT regular EEs complete annual self-evaluations of their demonstration of VOP's core values, technical competencies listed in job descriptions, VOP's leadership attributes (if the EE supervises other staff), and achievement of SMART goals. Supervisors provide EEs with performance feedback throughout the year and evaluate EEs annually with EE and supervisor standard electronic acknowledgements. The VC and staff liaisons provide volunteers with feedback throughout the year; and
4. Reward & recognize high performance: SLs reward and recognize high performance with merit increases for EEs and formal R&R programs for EEs and volunteers.

🌸 In 2013, VOP changed the timeline for EE reviews to common review dates that align with VOP's fiscal year; implemented emPerform software to conduct EE evaluations (CC3) with annual EE acknowledgements to comply with the Ethics Policy (1.1a(2)); and incorporated VOP values into EE evaluations. 🌸 In 2017, VOP added leadership competencies as an evaluation factor in emPerform for all supervisors. 🌸 In 2020, SLs began holding mid-year development meetings with all EEs to monitor achievement of EE goals mid-year.

The WPMS **considers workforce compensation** with SLs administering the VC approved Position Classification and Pay Plan Policy. VOP conducts annual market salary studies with a goal to review all positions at least every three years for market based compensation and provides annual merit increases for EE demonstration of high performance. VOP leveraged its strong financial condition (SA4) to ensure annual funding for merit raises after the Great Recession unlike most

other NC municipalities. The WPMS **considers workforce reward and recognition** with the Champion’s Club and Applause Award R&R programs for EEs and volunteers. 🌿 In 2015, VOP assembled an inter-departmental EE R&R focus group (CV3) and completed a Volunteer R&R ACE to develop these two R&R programs. The Champion's Club is a cash award program available to all EEs (except SLs) and a gift award program for all volunteers that recognizes the WF for demonstration of VOP core values. A selection committee (CV3) selects Champion's Club winners based on standard criteria and SLs recognize winners with personal delivery of awards and luncheons. VOP recognizes recipients on the Intranet and postings to media outlets. The Applause Award program is an on-the-spot recognition for EEs and volunteers where the WF and customers can thank the WF for a specific action. VOP leverages technology (CC3) to administer R&R programs with electronic submissions on the Intranet and website. Since 2016, EEs also recognize each other for actions with “tags” or comments that are attached directly in emPerform evaluation sections to support ratings. When EEs or departments are recognized by an outside agency for a state or national award [Fig 7.5-14], SLs present awards in VC meetings and post to media outlets. VOP provides select EE groups, with **incentives** such as advancement to higher pay grades upon completion of training, required experience, or additional certifications. To **reinforce intelligent risk taking, a customer and business focus, and achievement of action plans**, SLs annually: 1) require EEs to establish SMART goals that incorporate the achievement of IAPs, as appropriate; 2) evaluate supervisors on the leadership attribute of intelligent risk taking; and 3) evaluate EEs on CV1.

5.2c(2) Performance Development

VOP uses the Learning & Development System (LDS) to advance individual EE learning, provide career & growth opportunities (EEF3), and further embed learning in the way VOP operates. The LDS **supports the personal development of workforce members and the organization's needs** using the process identified in Fig 5.2-1. 🌿 Key improvements to the LDS include SLs developing consolidated Department T&D Plans in 2019 and is launching NeoGov Learn in 2020 to make T&D more accessible to EEs and to streamline L&D management. Using the LDS, VOP expands WF KSAs that foster both individual and organizational learning needed to facilitate continuous improvement (CC1/SA2). 🌿 In 2008, VOP created the internal TOPS training program, which has been refined over the years, to offer annual internal training in four categories: 1) Leadership; 2) Safety & Compliance; 3) Technology; and 4) Values. Each year, the HR Director schedules TOPS classes that the WF identifies through feedback forms collected after each TOPS class and organizational needs identified by SLs. The LDS also includes: 1) external training; 2) on the job training, coaching, and mentoring; and 3) cross-training, as appropriate. As a small business, VOP does not have the staff resources to ensure all key processes performed by a single EE have staff fully cross-trained, but key processes such as payroll (SP8) and purchasing (SP9) have formal cross-training programs, with formal cross-training for board agenda management (SP2) planned in FY21. In preparation for the COVID-19

pandemic, the VM and AVMs used up to date job descriptions to prepare a list of potential backup EEs who could perform essential tasks of key processes. The LDS for the volunteer segment of the WF includes annual planning board training and volunteer role specific training, as needed.

Fig 5.2-1 Learning & Development System (LDS)

Step	Month	Process
1	Dec	SLs review and correlate LDS outcomes with WF engagement and business results to identify opportunities to improve or enhance EE engagement and L&D offerings
2	Jan	EEs and supervisors identify individual EE training needs and aspirations for promotions or transfers in mid-year development meetings with all FT and PT regular EEs. SLs accumulate individual EE training plans and create preliminary Department T&D Plans
3	Feb/ Mar	VM, AVMs and HR Director meet to review Department T&D Plans and identify topics for the annual internal TOPS training program
4	Apr	SLs finalize Department T&D Plans for the next fiscal year based on individual development needs expressed by EEs in mid-year development meetings, supervisor assessments of EE T&D needs, available training budgets, and training needed to implement IAPs after SOP Dept meetings with SLT
5	June	EEs incorporate their ST individual T&D plan into annual performance goals & document LT L&D goals in emPerform
6	Jul/ Aug	SLs evaluate EE achievement of individual L&D goals using emPerform

To **consider the development desires of workforce members**, SLs: 1) hold mid-year development meetings in step 2 of the WPMS; 2) solicit EE ideas for training on TOPS feedback forms and use as an input in step 3 of the LDS; and 3) require EEs to annually complete a L&D section in emPerform. For example, when the Village Clerk expressed interest in organizational management in development meetings, the AVM of Administration coached and mentored to prepare the Village Clerk for her current OPD role. Based on EE focus group suggestions from the L&D ACE, VOP has modified the TOPS program to support EE desires, which include videotaping courses for on demand access via the Intranet and holding multiple sessions to accommodate varying work schedules. Volunteers express desires for L&D to staff liaisons who schedule needed training accordingly. The LDS **supports organizational performance improvement** by providing external training needed to improve organizational performance and holding TOPS courses on topics such as performance improvement, project management, and other subjects. For example, when VOP implemented One-and-Done solid waste collection in 2014, VOP provided SW EEs with training on how to operate new automated arm garbage trucks. Another example is VOP provided all firefighters with training needed to obtain required EMS certifications when the FD began providing EMS in 2015 (P.1a(3)). The LDS **supports intelligent risk taking** by ensuring formal and informal cross-training of staff (CV3) for key processes (6.1a(3)) and providing EE training to minimize risks. Examples include S&G EEs cross-trained to operate automated arm garbage trucks, annual safety training (6.2c(1)); annual cybersecurity training (6.2c); and required PD and FD training to meet special safety requirements

(P.1a(3)). The LDS **supports ethics and ethical business practices** with ethics training in the TOPS training program when SLs see a need based on observations of EE conduct.

5.2c(3) Learning and Development Effectiveness

To **evaluate the effectiveness and efficiency of the learning and development system**, SLs annually review and correlate LDS outcomes with WF engagement indicators (5.2a(2)) and key business results in step 1 of the LDS (Fig 5.2-1). Key measures to evaluate the LDS include: % of vacancies filled with internal candidates; % of EEs promoted or job reclassifications with advanced responsibilities [Fig 7.3-23]; % of employees satisfied with TOPS training courses; and emPerform ratings [Fig 7.4-2]. VOP evaluates the effectiveness of the LDS for the volunteer segment of the WF by evaluating volunteer survey results for the % of volunteers who agree they have received adequate training to do their job [Fig 7.3-5]. The HR Director and OPD **correlate learning and development outcomes with findings from the assessment of workforce engagement** by comparing LDS outcomes to EE satisfaction with career development indicated on the annual Employee Survey. In 2019, SLs began reviewing these correlations as a SL team. LDS outcomes are also **correlated to key business results** by comparing LDS outcomes to the % of residents/businesses who agree VOP staff is competent. SLs use the correlations to **identify opportunities for improvement both in workforce engagement and in learning and development offerings** by providing TOPS training classes, additional external training, cross-training, and/or additional coaching or mentoring.

5.2c(4) Career Development

To **manage career development for the workforce and future leaders**, SLs and supervisors use the LDS to: 1) annually identify EE development goals; 2) provide ongoing learning through on the job training, shadowing, coaching/mentoring, cross-training, and informal/formal training; 3) monitor EE achievement of development goals, and; 4) evaluate supervisor leadership competencies [Fig 7.4-2] each year. In 2017, VOP expanded emPerform to include a L&D section to prepare EEs to compete for desired positions, which addresses a key driver of WF engagement (EEF3) and helps create an environment for success (1.1c(1)).

SLs **carry out succession planning for management, leadership, and other key positions** using the following process that is integrated into the LDS:

1. Supervisors hold mid-year development meetings to discuss EE ST and LT career aspirations (step 2 of the LDS) and SLs summarize EE aspirations on Succession Planning Dept Lists each year;
2. If an EE expresses an interest in a SL position, the hiring VM or AVM completes a Skills Assessment Form, rating the EE on leadership competencies and required KSAs for the desired SL position;
3. The VM, AVMs, and HR Director meet to review Succession Planning Lists and ensure T&D needed to prepare EEs for career aspirations are included on Dept T&D Plans (step 3 of the LDS);
4. SLs request and the SPT approves department training budgets after Dept SOP Meetings (step 4 of the LDS); and

5. EEs who express career aspirations identify training needs in consultation with their supervisor and incorporate into their annual performance goals and/or longer-term development goals in emPerform (step 5 of the LDS).

To carry out succession planning for board chairs of VC appointed boards, staff liaisons monitor appointment terms and work with sitting board chairs to identify potential replacements. In 2018, SLs created the formal Village-wide succession planning process.

6. Operations

Fig 6.1 Operations Key Cycles of Improvement		
Year	Key Cycles of Improvement	Item #
2007	Began using the Code Red notification system I/BP	6.2c
2008	Created the Safety Committee I/BP	6.2c
2013	Began using the BIRDIE/ACE processes annually I/BP	6.2a
2014	Began conducting annual Internal Services Survey I/BP	6.1b
2015	Expanded all Dept BSCs to include work & support process measures based on comparative reviews/analysis	6.1b
	Implemented standardized contract control form & Risk Manager reviews of all written contracts I/BP	6.1c
	Created a VOP Safety Manual	6.2c
2016	Implemented MyVOP with SLAs I/BP	6.1b
	Began reviews of Dept BSC process KPIs in QSS I/BP	6.1b; 6.2a
	Posted expenditure statements on VOP Intranet I/BP	6.2a
2017	Implemented CJIS security measures I/BP	6.2b
	Began using & requiring SIPOCs for BIRDIEs/ACEs	6.1a
	Created, distributed, and posted Emergency Response Guides customized for each VOP facility I/BP	6.2c
2018	Implemented Essential Communications Form for key suppliers and annual supplier evaluations I/BP	6.1c
	Created the Intranet Purchasing site I/BP	6.1c
	Converted annual Initiative Lists to OFI Lists	6.1d
	Held cybersecurity training for all EE network users & integrated phish alert into email system I/BP	6.2b
2019	Began holding Village-wide quarterly emergency drills & reviewing plus/deltas in QSS I/BP	6.2c
	Converted process maps to SIPOCs for all key work & support processes with in-process KPIs on BSCs	6.1a; 6.1b
	Expanded IAP risk assessment methodology to BIRDIEs	6.1a
	Began monitoring implementation of OFIs in QSS	6.1d
	Began requiring annual KnowB4 online cybersecurity training and conducting monthly email phishing testing	6.2b
I/BP – Innovation or Best Practice (P.2c)		

6.1 Work Processes

6.1a Product and Process Design

6.1a(1) Determination of Product & Process Requirements

To **determine key service and work process requirements**, SLs: 1) listen to the VOC through MyVOP, online engagement portals, surveys, social media, and other methods (Fig 3.1-1); 2) determine legal & regulatory requirements by monitoring UNC SOG listservs & blogs and NCLM daily action alerts; and 3) identify EE resources needed in collaboration with WF members when preparing SIPOCs. Using these inputs, SLs and the OPD document key requirements on SIPOCs (6.1a(3)). For example, when the MRF eliminated glass from the recycling stream in 2019, SLs identified residents' needs for consistent opportunities to recycle for solid waste collection (WP10) through resident social media posts.

Fig 6.1-1 Key Work Processes

Key Work Processes	Key Customer Requirements	Key Efficiency & Effectiveness Measures and In-Process Measures [Other Results AOS]	Freq	Key End Product Quality Measures [Other Results AOS]	Process Imp.
PUBLIC SAFETY SERVICES (BSC GOAL 1)					
WP1 - Emergency response (PD & FD)	Timely response	% of dispatched fire emergency calls with a reaction time of 90 seconds or less[Fig 7.1-12]	D	% of residents/businesses satisfied with police emergency response times[7.1-2]; % of residents/businesses satisfied with fire emergency response times	FY16 & FY19-20 BIRDIEs CC1-3
		% of fire emergency calls with response time of 6:30 for first due apparatus	D		
WP2 - Traffic enforcement (PD)	Low accident rate	% of collisions with an injury/fatality # of collisions per 1,000 population	D M	% of residents satisfied with enforcement of local traffic laws	FY16 BIRDIE CC1-3
WP3 - Police patrol (PD)	High visibility	% of officer hours spent on patrol % of calls that are officer initiated	D M	% of residents/businesses satisfied with how frequently police patrol	
WP4 - Crime investigations (PD)	Crimes solved	Crime rate per 1,000 residents[Fig 7.1-16] % of incidents cleared	M M	% of residents/businesses who rate the overall feeling of safety as good or excellent [Fig 7.2-5 & 7.2-6]	
DEVELOPMENT SERVICES (BSC GOALS 2 & 3)					
WP5 - Permit processing (PL)	Timely processing	% of SF residential new construction & addition/alteration plans reviewed within 14 days	D	% of residents satisfied with planning & inspection services	FY18-20 BIRDIE CC1 & 3
		Average # of days to issue SF permits for new construction and additions/alterations	D		
WP6 - Building inspections (IN)	Timely inspections	% of building inspections completed within one business day[Fig 7.1-13]	D	% of businesses satisfied with building inspections; % of residents satisfied with planning & inspection services	
PUBLIC APPEARANCE SERVICES (BSC GOAL 2)					
WP7 - Grounds management and enhancements (B&G & SG)	High level of appearance	% of right of way mowing performed according to schedule	M	% of residents who rate the overall appearance of the Village as good or excellent[Fig 7.2-7]	FY16-17 BIRDIE CC1
WP8 - Code Enforcement (PL)	Timely enforcement	% of code violations resolved w/in 45 days [Fig 7.1-17]	D	% of residents satisfied with enforcement of codes and ordinances	FY15-16 BIRDIE CC1
		% of code violations investigated w/in 2 business days	D		
		# of code violations investigated per FTE per day	M		
TRANSPORTATION SYSTEMS (BSC GOAL 4)					
WP9 - Road resurfacing (SG)	Street conditions	% of centerline miles of roadways resurfaced and sealed	A	% of residents satisfied with street and right-of-way maintenance[Fig 7.1-6]; Pavement condition rating [Fig 7.1-18]	FY20 ACE CC1
ENVIRONMENTAL SERVICES (BSC GOAL 5)					
WP10 - One-and-done solid waste collection (SW)	Consistent collection & opportunities to recycle	# of tons collected per FTE by type	M	% of residents satisfied with solid waste services[Fig 7.1-7]	FY13-14 BIRDIE CC1
		% of refuse diverted from the landfill	M		
		% of MyVOP solid waste requests completed on time	D		
WP11 - Stormwater facility maintenance (SG)	Timely response	% of MyVOP stormwater requests addressed on time	D	% of residents satisfied with the quality of stormwater management	
RECREATION AND CULTURAL SERVICES (BSC GOAL 6)					
WP12 - Recreation program coordination (P&R)	Quality & variety of programs	# of program participants per Recreation Coordinator FTE	M	% of residents satisfied with P&R programs [Fig 7.1-8]; % of recreation participants satisfied with athletic and recreation programs[Fig 7.2-12]	FY15 BIRDIE CC1
		Resident recreation program participants as a % of population[Fig 7.4-16]	M		
WP13 - Cultural & recreational event coordination (P&R)	Quality & variety of events	# of Village sponsored cultural arts events	M	% of residents satisfied with cultural arts events	
KEY: Frequency: A – Annually; D – Daily; M – Monthly; Q – Quarterly; Core Competencies: CC1 – Continuous improvement; CC2 – Utilize volunteers; CC3 – Leverage technology					

6.1a(2) Key Work Processes

VOPs key work processes and their key requirements that are aligned to BSC Goals 1-6 are shown in Fig 6.1-1.

6.1a(3) Design Concepts

To design services and processes to meet key requirements, SLs identify and complete SIPOCS for all key work & support processes using the following 6-step process:

1. Identify 4-6 key process steps from beginning to end;

2. Identify the outputs or deliverables of the process;
3. Define the customers of the outputs (by customer groups) and their requirements using VOC data;
4. Define the inputs (resources) required for the process (e.g. technology, knowledge & information, and other resources) with risk considerations;
5. Identify the suppliers (providers of required resources) for each input into the process; and

6. Identify process efficiency and effectiveness measures and end product quality measures.

🌿 In 2017, VOP incorporated SIPOCS into extensive process redesigns using the BIRDIE or ACE process and in 2019, SLs converted detailed process maps, originally created in 2016, to SIPOCS for all key work and support processes. As discussed in 2.1a(4), VOC data indicates pedestrian facility management will likely be a future key process needed to meet resident requirements once VOP acquires the needed staffing. In step 4 of SIPOCs, VOP **incorporates new technology** into service & process design (CC3). The CIO meets with each SL annually to identify new technologies that can be incorporated into work processes when preparing the IT Replacement Plan and IT budget. Some examples include mobile data terminals installed in fire trucks in 2012 to improve WP1, iPads for building inspectors in 2019 to improve WP6, and new P&R registration software to improve WP12 in 2020. SLs **incorporate organizational knowledge** in step 4 of SIPOCS by using EEs who perform or oversee the process, in consultation with the OPD, to create SIPOCs based on reviews of documented procedures and/or checklists. SLs incorporate **service excellence and customer value** by conducting performance reviews & analysis of BSC KPIs (*Fig 4.1-1*) and using VOC data to determine end product quality measures (*Fig 6.1-1*) for SIPOCs in step 6. To **consider risk and potential need for agility in process designs**, SLs incorporate legal & regulatory requirements and special safety requirements (P.1a(3)) in SIPOCS, utilize IP system redundancies, and have backup procedures EEs can institute immediately to address potential failures. Backup procedures include: 1) designated EEs subject to recall in PD, FD, and PS; 2) backup EEs who can use documentation to perform processes or who are cross-trained; and 3) alternative manual or automated procedures. For example, S&G EEs are cross-trained to operate SW trucks for One-and-Done collection (WP10). To minimize process risk in response to COVID-19, SLs demonstrated agility and modified processes to include additional PPE requirements for PD and FD (WP1), teleconferencing VC meetings (SP2), and conducting remote building inspections (WP6), to name a few. 🌿 In 2019, VOP began requiring SLs to document risk assessments in BIRDIEs when extensively redesigning processes, using the same process SLs use for IAP risk assessments.

6.1b Process Management and Improvement

6.1b(1) Process Implementation

To **ensure that day-to-day operations of key work processes meet key requirements** SLs and/or supervisors: 1) monitor daily KPIs shown in *Fig 6.1-1*; 2) record KPIs in QS monthly and review/analyze as a SL team in QSS; 3) monitor MyVOP tickets submitted daily (3.2a(3)); and 4) hold daily staff, crew, or shift meetings in PD, FD, and PS to discuss daily operations. For example, PD, FD, and PS EEs conduct daily equipment checks at the beginning of each shift to ensure safety and that EEs have the resources to perform their jobs [*Fig 7.3-8*]. 🌿 In 2016, SLs began holding QSS to monitor in-process KPIs and implemented MyVOP with supervisors and/or SLs monitoring tickets daily for adherence to SLAs. **Key performance measures or indicators and in-process measures used to control and improve VOP work**

processes and how these measures relate to end-product quality and performance measures are shown on *Fig 6.1-1*.

🌿 In 2015, SLs ensured all departments had in-process measures on Dept BSCs based on comparative reviews & analysis and in 2019 ensured all key work & support processes had in-process measures identified on SIPOCs.

6.1b(2) Support Processes

SLs **determine key support processes** as those that: 1) support WP1-13 to ensure effective & efficient service delivery that meets customer, legal, and regulatory requirements; 2) require technical expertise for processes that are not customer facing (e.g. HR, IT, etc); and 3) are needed to achieve BSC Goals 7-9. Each year SLs determine if there are any changes to key support processes when preparing the annual SOP. For example, VOP added public communication & engagement (SP1) as a key support process in 2016 with the creation of a Communications Specialist position. *Fig 6.1-2* shows VOP's **key support processes** that are aligned to BSC Goals 7-9 and support BSC Goals 1-6. To **ensure day-to-day operations of key support processes meet key business requirements** shown in *Fig 6.1-2*, SLs and/or supervisors: 1) monitor daily KPIs shown in *Fig 6.1-2*; 2) record KPIs in QS monthly and review as a SL team in QSS; and 3) monitor daily email alerts from automated software workflows from Novus agenda for agenda item approvals (SP2), private B&G and FM internal work orders from MyVOP (SP4), IT work orders through the Intranet (SP5), and hiring requisition approvals from NeoGov Insight (SP6). 🌿 In 2014, VOP began conducting an annual Internal Services Survey to determine if day-to-day operations of support departments (B&G, FM, HR, IT, & FS) meet EE requirements, with key survey results included on Dept BSCs of internal services departments.

6.1b(3) Product and Process Improvement

To **improve work and support processes to improve services and process performance**, SLs use the PIS (P.2c), a key management tool. As described in P.2c, SLs evaluate, prepare, implement, and assess the effectiveness of process improvements identified on OFI Lists in the SPP. *Figs 6.1-1* and *6.1-2* indicate the methods used to identify and make improvements to key work & support processes by year, and how **work and support process improvements enhance VOP core competencies**. To **reduce variability with work and support process improvements** SLs: 1) standardize processes that are improved and document processes in SIPOCs or written procedures, checklists, or other documentation easily accessible to EEs in central locations (e.g. Intranet or shared dept drives); and 2) automate processes with workflows (CC3) in cloud based software systems. SLs use the LDS to provide EE training when VOP modifies processes or implements new technology. For example, SW routes were standardized with One-and Done solid waste collection (BIRDIE).

6.1c Supply-Network Management

To **manage our supply network**, VOP uses SP9 (Purchasing & Contracting) to select, monitor, & evaluate suppliers:

1. Select: In accordance with the Purchasing & Contracting Policy, EEs select suppliers and procure goods & services

for purchases under \$1,000. For purchases greater than \$1,000, EEs must obtain a purchase order and seek multiple quotes or obtain competitive bids, depending on the type and amount of the purchase. EE must also obtain approvals from the SL, Risk Manager, and FS Director on standardized purchasing forms, with additional approvals needed for contracts.

2. Monitor: As goods and services are received, EEs observe services performed and inspect goods received to ensure they meet EE requirements (quality and timely delivery).
3. Evaluate: The Village Clerk ensures all EEs who manage contracts annually evaluate suppliers under contract. EEs are required to rate suppliers on the Intranet Purchasing site against the requirements of quality, timely delivery, and fair price. SLs also complete key supplier evaluations annually using a standardized form.

🌿 In 2018, VOP created an Intranet Purchasing site (CC3) where all EEs can access required purchasing forms, prior supplier evaluations, and previously approved contracts.

To ensure suppliers are qualified and positioned to meet operational needs, enhance performance, support strategic

objectives, and enhance customer satisfaction, SLs adhere to the Purchasing & Contracting Policy (which complies with NCGS) to identify contract requirements and require competitive pricing with either informal quotes, Requests for Proposals (RFPs), Requests for Qualifications (RFQs), or formal bids to select suppliers. SLs also comply with contracting authority requirements indicated in the annual General Fund Budget Ordinance. When available, VOP utilizes state & national consortium purchasing agreements for economies of scale. When submitting a written contract greater than \$1,000, SLs conduct reference and/or background checks and record prior supplier evaluation ratings on the Contract Control Form to determine and document the supplier’s ability to meet contract requirements. The VC also interviews firms that respond to RFPs and RFQs to ensure suppliers are qualified to meet organizational needs. 🌿 In 2015, VOP modified the Purchasing & Contracting Policy to require a standardized Contract Control form and Risk Manager review to manage supply network risks (Contract Management ACE).

Fig 6.1-2 Key Support Processes

Key Support Processes	Key Customer Requirements	Key Efficiency & Effectiveness Measures and In-Process Measures [Other Results AOS]	Freq	Key End Product Quality Measures [Other Results AOS]	Process Imp.
INTERNAL, WORKFORCE, FINANCIAL (BSC GOALS 7, 8, & 9)					
SP1 - Public communication & engagement (AD)	Access to information and ability to engage	% of MyVOP requests & complaints responded to on-time[Fig 7.2-17]	D	% of residents/businesses satisfied with communications[Fig 7.4-3]; % of residents satisfied with the level of involvement in local decisions[Fig 7.2-16]; % of residents/businesses satisfied with customer service provided by VOP staff[Fig 7.2-9]	FY16 ACE; FY16 BIRDIE CC1 & 3
		Total # of followers on social media sites	M		
		eNews open rates[Fig 7.2-21]	M		
		Total # of online engagement portal site visits [Fig 7.2-22]	M		
SP2 - Board agenda management (AD)	Timely access to board materials	% of agendas posted 5 days in advance of meetings	M	% of residents satisfied with efforts to keep you informed about local issues	FY13-14 BIRDIE CC1-3
		% of meeting videos posted to the Village website within 24 hours of the meeting	M		
SP3 - Strategic planning & Budgeting (AD & FS)	Budget accuracy & effective implementation	Final budget as a % of original budget[Fig 7.5-6]	Q	Total General Fund fund balance as a % of actual expenditures[Fig 7.5-1]; % of residents/businesses satisfied with quality of life[Fig 7.2-1 & Fig 7.2-2]	FY16-20 Plus/Delta CC1 & 2
		% of IAPs that achieve targeted results	Q		
SP4 Physical asset management (B&G & FM)	Access, Timely response, and quality maintenance	% of fleet work orders completed within 2 days of receipt[Fig 7.1-14]	D	% of EEs satisfied that fleet repairs are made correctly the first time; % of EEs satisfied with the quality of B&G work performed	FY 20 Eval CC1
		% of rolling stock available [Fig 7.1-19]	D		
		% of BG work orders completed within 14 days [Fig 7.1-14]	D		
		Average # of days to close B&G work orders	M		
SP5 - Information Technology services (IT)	Timely response and access to IT resources	% of IT help desk tickets closed within 2 days [Fig 7.1-14]	D	% of EEs satisfied with the timeliness of IT Help Desk services; % of EEs satisfied with the quality of IT Help Desk services	FY18-19 Assmt CC1 & 3
		% of computers with current antivirus protection	M		
		% of network uptime	D		
SP6 - Recruitment & hiring (HR)	Timely hiring and qualified employees	% of positions filled with target date[Fig. 7.3-6]	M	% of EEs satisfied with responsiveness of HR employee recruiting services	FY16 Eval CC1 & 3
		% of turnover within 1 st year of employment	M		
SP7 - Learning & development (HR)	Training & development to enhance skills	% of employees promoted[Fig 7.3-23]	M	% of EEs who agree they have received adequate training to do their job[Fig 7.3-4]	FY16-17 & FY20 ACE CC1 & 3
SP8 - Payroll (FS)	Accurate and timely	# of payroll transactions processed per payroll technician FTE per month	M	% of EEs satisfied with the accuracy of payroll processing	
SP9 – Purchasing & Contracting (FS & AD)	Accurate and timely	% of purchase orders processed within 1 business day of submission	M	% of EEs satisfied with the timeliness of purchasing services; % of EEs satisfied with the quality of purchasing services; % of key suppliers with annual performance reviews	FY14 & FY15-16 ACE CC1 & 3
		# of accounts payable invoices and payments processed per accounts payable FTE per month	M		
KEY: Frequency: A – Annually; D – Daily; M – Monthly; Q – Quarterly; Core Competencies: CC1 – Continuous improvement; CC2 – Utilize volunteers; CC3 – Leverage technology					

The majority of our suppliers are not interdependent, with the exception of suppliers used to construct infrastructure. To **promote alignment and collaboration within the supply network** for infrastructure projects, VOP contracts with an engineer or architect and/or assigns a qualified EE to serve as the project manager to schedule and coordinate supplier performance to meet VOP requirements. To **ensure supply-network agility in responding to changes in customer, market, and organizational requirements**: 1) EEs amend supplier contracts or provide suppliers not under contract with immediate changes in direction via phone, email, or in-person meetings if modifications to agreed upon terms are needed; 2) FS staff issue p-cards (7.1c) to EEs in accordance with the Purchasing Card Policy so EEs can directly procure goods and services as they are needed; 3) VOP uses pre-negotiated contracts for debris removal in disaster or emergency situations (6.2c(2)); and 4) EEs obtain multiple bids or quotes that are used to identify alternative suppliers if VOP needs to quickly substitute a supplier for insufficient performance. For example, when the paving contractor did not meet contract requirements for the new Community Center, VOP engaged another paving contractor identified in previous bid processes. SLs **communicate performance expectations** initially in RFPs and RFQs, in executed contracts, or directly to suppliers not required to have a contract via telephone, email, and in-person meetings. SLs **measure and evaluate suppliers' performance** annually based on price, quality, and timeliness of goods or services and record ratings on the Intranet Purchasing site.

🌿 In 2018, VOP amended the Purchasing & Contracting Policy to require an Essential Communications Form for all contracts with key suppliers as a result of the Supply Chain Management ACE. This form that is signed by the supplier or integrated directly into the contract: 1) deploys VOP values to suppliers; 2) requires suppliers to adhere to ethical standards; and 3) indicates the timeframe for required performance evaluation meetings. The key supplier evaluation form implemented in 2019 identifies: 1) examples of excellent service or best practices; 2) an explanation of why service delivery may have been below expectations; and 3) innovative service ideas to be considered in the future. VOP staff **provide feedback to help suppliers improve and deal with poorly performing suppliers** with key supplier performance evaluation meetings and 1-on-1 interactions (e.g. in person, phone, or email). If suppliers do not correct deficiencies to VOP's satisfaction, EEs terminate the supplier relationship and record in annual evaluations.

6.1d Innovation Management

SLs annually identify opportunities for innovation on OFI Lists in the SPP (P.2c). SLs **pursue opportunities for innovation and strategic opportunities that the VC determines are intelligent risks** using the PIS shown in [Fig P.2-2](#) to implement projects or IAPs identified on OFI Lists.

🌿 From 2014 to 2018, SLs created and implemented "initiatives" that were converted to OFI Lists in 2018. 🌿 In 2019, SLs began monitoring and modifying OFIs in QSS. VOP **makes financial and other resources available to pursue strategic opportunities and opportunities for innovation** by incorporating them into the annual budget or

Five-Year Financial Forecast, as appropriate. As other opportunities for innovation arise mid-year that SLs and/or the VC decide to pursue, VOP provides financial and/or staff resources by redirecting existing resources or increasing the budget with a budget amendment. Because NCGS requires the VC to set the annual tax rate prior to the beginning of each fiscal year, SLs strive to ensure needed resources are included in the original annual budget. The VC **decides to discontinue pursuing strategic opportunities** in quarterly SOP Updates or during the annual strategic planning retreat due to either financial reasons, changing public opinion, competing priorities, or other external factors. SLs eliminate IAPs or projects according to VC direction. SLs **decide to discontinue pursuing other opportunities for innovation** using the same decision factors as the VC and prioritize strategic opportunities as a higher priority than other OFIs. Both SLs and the VC use prioritized lists of strategic opportunities and OFIs to defer lower priorities.

6.2 Operational Effectiveness

6.2a Process Efficiency and Effectiveness

To **manage the cost of operations**, which consist primarily of salaries and benefits (52%), SLs use a fact-based process for fulfilling staffing requests with capacity and/or other analysis required to support Position Request Forms submitted in the annual budget process. VOP also uses alternative staffing programs described in 5.1a(3) to balance the needs of the WF and the organization and seeks competitive bids for EE benefits annually, using the RMC (CV3). Other approaches to manage the cost of operations include: 1) SL use the purchasing & contracting process (SP9) described in 6.1c to obtain competitive pricing; 2) SPT reviews and analyzes line-by-line expenditures when reviewing and approving annual budget requests; 3) SLs prepare the Five-Year Financial Forecast to meet key financial ratios (4.1c); and 4) SLs and the VC perform financial data reviews & analysis shown in [Fig 4.1-2](#). 🌿 In 2016, VOP provided SLs access to real-time department expenditure detail on the Intranet to monitor department spending relative to budgeted amounts. To **manage the efficiency and effectiveness of operations**, SLs use the PMS and QSS to measure and monitor in-process and end-product quality measures on BSCs ([Fig 6.1-1](#) and [Fig 6.1-2](#)) and implement process improvements, using the PIS.

🌿 Since 2013, VOP has used BIRDIEs/ACEs to evaluate and implement process improvements each year. 🌿 In 2016, VOP improved management efforts with SL reviews & analysis of in-process measures in QSS. To **incorporate cycle time, productivity, and other efficiency, and effectiveness factors**, SLs: 1) use SLAs in MyVOP and the Online Permit Center to indicate expected response times to customer service requests (3.2a(3)); 2) include cycle time KPIs identified on SIPOCs for key processes on Dept BSCs; and 3) integrate process efficiency & effectiveness measures into individual annual EE performance goals. To **prevent defects, service errors, and rework** VOP staff: 1) standardize processes; 2) utilize technology (CC3) for customers and staff to directly submit service requests, applications, or registrations; 3) automate processes with electronic workflows; 4) use the KMS and the LDS to ensure EEs are properly trained and have the knowledge needed to implement standardized processes;

5) review and approve work for accuracy and completeness; and 6) implement process improvements using the PIS (P.2c). To **minimize customers' productivity losses**, VOP invests in self-service technologies (CC3) that allow customers to conduct business with the Village 24/7 and receive automatic updates on the status of service requests (e.g. MyVOP, Online Permit Center). VOP also utilizes the VOP website to provide customer support and on demand access to up-to-date regulations, documents, reports, forms, maps, videos and other information in centralized document library folders. During the COVID-19 epidemic, VOP leveraged CC3 to continue providing services online with MyVOP and the Online Permit Center when facilities were closed to the public to minimize customer losses. VOP does not have any **warranty costs**. To **minimize the costs of inspections and process performance audits** VOP staff: 1) accumulate information for internal audits (e.g. BSC) and external audits or inspections in software programs; 2) use the inter-departmental Safety Committee to conduct internal safety inspections as described in 6.2c(1) to prepare for potential OSHA audits; and 3) prepare for inspections or audits in advance by maintaining and reviewing accurate, up-to-date, and comprehensive records subject to inspection. To **balance the need for cost control and efficiency with the needs of our customers**, SLs and the VC utilize the BSC model that has customer and financial perspectives and prioritize organizational efforts in the SPP. SLs review & analyze: 1) financial and performance data (4.1b); 2) customer requirements identified on SIPOCS; and 3) WF capacity to determine VOP's ability to deliver cost-effective and high quality services. Before a project or IAP is funded, SLs use reviews & analysis to justify additional expenses or request additional staffing. VOP staff also leverage volunteers (CC2), alternative staffing methods, and technology (CC3) to increase efficiencies.

6.2b Security and Cybersecurity

To **ensure the security and cybersecurity of sensitive or privileged data and information and the security of key assets**, IT staff monitor the network daily using software that provides automated alerts to ensure EEs adhere to the Electronics Communication Use Policy. IT staff review this policy and share information on how to secure data and information (e.g. screen locks, etc.) in initial EE onboarding meetings. FS staff provide training to EEs who process credit card transactions on how to secure credit card data and complete reviews of PCI compliance with the assistance of IT staff at least every 2 years. 🌿 In 2016, IT staff ensured VOP complies with CJIS security regulations applicable to the PD and adopted the Information Security Policy, Incident Response Policy, and Patch Management Policy to extend CJIS security requirements to the entire organization. These policies include requirements for SL approvals to provide network access and removal of access for separated employees; strong password requirements that EEs are required to update every 90 days; automatic security updates; and appropriate logging of network access. To **manage physical and electronic data, information, and key operational systems to ensure confidentiality and only appropriate physical and electronic access**, VOP staff: 1) restrict access to buildings, privileged data, and key assets

with locks, gates, and biometric or other electronic devices (e.g. fobs) to authorized EEs and utilize security cameras in key locations; 2) store confidential electronic data on a secure, private network, segregated department drives, and in software programs that require separate network IDs and passwords in compliance with CJIS, PCI, and HIPPA requirements; 3) maintain up to date antivirus software and firewalls; and 4) ensure all software programs that allow online payments comply with PCI security standards. VOP also complies with legal requirements to redact confidential information from public records requests documents in accordance with NCGS. VOP's Network Administrator **maintains awareness of emerging security and cybersecurity threats** through: 1) daily reviews of MS-ISAC alerts; 2) daily reviews of UNC SOG alerts and listservs; 3) participation in webcasts and reviews of other resources covering emerging virus threats and other security/cybersecurity topics; and 4) email phish alerts submitted by VOP EEs. To **ensure the workforce understands and fulfills their security and cybersecurity roles and responsibilities**, IT staff: 1) review the Electronic Communications Use Policy and require EE written acknowledgements in onboarding meetings; 2) require network users to complete annual cybersecurity training and other training required by regulations (e.g. CJIS and PCI), using the LDS; and 3) monitor results of simulated social engineering exercises to determine the extent to which VOP EEs are phish-prone [Fig 7.1-21]. 🌿 In 2018, IT staff held cybersecurity training for all VOP EEs and integrated a phish alert into the email system for EEs to notify IT staff of suspicious emails. 🌿 In 2019, IT staff implemented a requirement for all network users to complete required annual KnowB4 online cybersecurity training and began conducting monthly email phishing testing. To **ensure customers and partners understand and fulfill their security and cybersecurity roles and responsibilities**, VOP requires any renter of a Village facility who wants to utilize AV equipment to hold a pre-meeting training session with IT staff prior to their first use, as indicated on facility reservation forms. VOP also includes a disclaimer on the VOP public WiFi. VOP **ensures suppliers understand and fulfill their security and cybersecurity roles and responsibilities** with required meetings with IT staff prior to providing supplier network access and IT staff monitoring supplier access live while they are on the VOP network to ensure suppliers only access data and information approved by IT staff. IT staff **identify and prioritize key information technology and operational systems to secure** based on an assessment of their criticality and business value. Systems used to provide secure access to core network systems (e.g. servers, email, etc.) and those that contain confidential information (e.g. PD software and FS software) are the most critical systems to secure. To **protect systems from potential cybersecurity events and detect cybersecurity events**, IT staff implement the Patch Management Policy that requires VOP to: 1) manage a web content filtering application; 2) deploy automated patch management systems; 3) use Intrusion Detection Systems; and 4) utilize malware protection. To **respond to and recover from cybersecurity incidents**, IT staff implement the IT Incident Response Procedure with critical data backed up using a disc-to-disc-to-cloud process. This includes backups

multiple times a day that are backed up to offsite servers daily and replicated to the cloud weekly.

6.2c Safety and Emergency Preparedness

6.2c(1) Safety

To **provide a safe operating environment**, ensure a safe workplace, and ensure compliance with special safety requirements (P.1a(3)), VOP utilizes the HR Director, Safety Director (Fire Chief), Risk Manager (AVM of Operations), Safety Committee, and RMC to monitor VOP's safety system with: 1) monthly safety inspections; 2) monthly and quarterly reviews of safety systems and measures; and 3) quarterly Village-wide emergency drills. SLs monitor safety measures on the HR Dept BSC and plus/delta evaluations of quarterly emergency drills in QSS. Key methods to providing a safe operating environment include regular inspections of VOP facilities for compliance with OSHA requirements and methods used to prevent accidents, determine root causes, and recover as described below. The key measure used to determine the effectiveness of VOP's safety system is the cost of risk as a % of General Fund expenditures [Fig 7.1-25]. To **prevent accidents** or injury, VOP staff adhere to the VOP Safety Manual that complies with OSHA requirements. 🌿 In 2008, VOP created the inter-departmental Safety Committee and in 2015, consolidated multiple individual safety policies into the VOP Safety Manual. These policies and manual are reviewed with EEs during the onboarding process, describe safe work practices, and indicate required use of VOP provided safety equipment and PPE (P.1a(3)). VOP also provides the following annual safety training for EEs using the LDS: 1) safety classes in the TOPS training program; 2) lunch-n-learns hosted by the Safety Committee; 3) job specific safety training; and 4) required annual fire extinguisher training for all EEs. VOP prevents accidents and injuries by correcting violations noted during monthly Safety Committee inspections and addressing root-cause analysis of safety system failures as described below. Safety Committee members **inspect** work environments monthly using a standard OSHA checklist with goals to inspect 100% of facilities at least annually and correct 75% of violations within 90 days. VOP tracks and monitors the % of inspections completed and the % of violations corrected within 90 days on the HR Dept BSC, with SL reviews in QSS. FD staff inspect AEDs quarterly and perform annual fire inspections of all VOP facilities and Safety Committee members inspect first aid kits in all VOP buildings quarterly. PS, PD, and FD also conduct daily safety briefings and inspect vehicles, equipment, and PPE at the beginning of each shift. EEs and supervisors are required to report accidents & injuries to the Risk Manager, HR Director, and SL within 24 hours using the Intranet based Incident Report or Work Injury Report Form on the Safe Workplace Site. Supervisors are required to indicate the **cause of safety system failures** on these forms. The Risk Manager reviews Incident and Injury Reports as they are submitted, the Safety Committee reviews reports and trends monthly, and the RMC reviews trends quarterly to recommend training or other mitigating actions. The % of accidents and injuries that are due to negligence are tracked on the HR Dept BSC and reviewed by SLs in QSS. HR staff maintains records of work related injuries or illnesses and prepares the OSHA

Form 330A annually. VOP **addresses recovery** with: 1) first aid kits in all VOP buildings; 2) eye wash stations at FM, PS, FD, PD, and BG facilities; 3) Safety Data Sheets (SDS) in all VOP facilities; and 4) a contract with a nearby urgent care provider to ensure immediate EE care.

6.2c(2) Business Continuity

Disasters or emergencies that impact VOP are typically weather related events (e.g. hurricanes or winter weather). To **ensure the organization is prepared for disasters or emergencies**, VOP uses these approaches:

1. Provides training and requires NIMS training for key EEs based on their Emergency Operations Plan (EOP) role;
2. Provides EEs with technology (CC3) for continued access to network resources and information;
3. Provides tools and other equipment needed for response;
4. Establishes communication methods such as Code Red calls, email distribution lists, and Intranet postings to communicate needed information;
5. Posts emergency guides and holds quarterly emergency drills for four types of emergencies;
6. Maintains an EOP that complies with NIMS guidelines, defines EE roles, and identifies procedures for activating the Emergency Operations Center (EOC); and
7. Monitors the news and weather forecasts.

🌿 To better prepare the WF for disasters and emergencies, the Safety Committee created, distributed, and posted Emergency Response Guides customized for each VOP facility in 2017 (Emergency Preparedness ACE), which were updated in 2020.

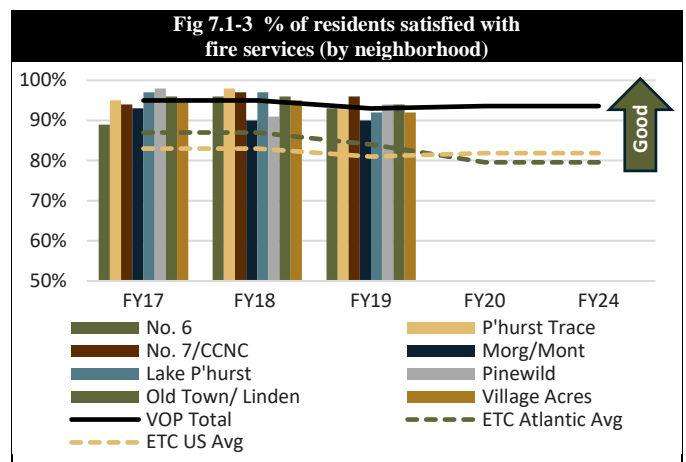
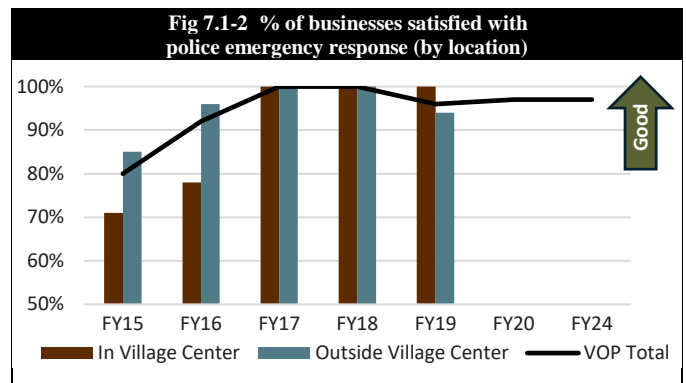
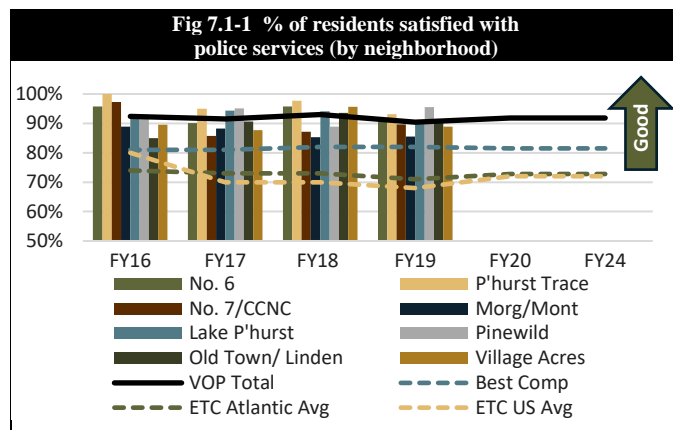
🌿 In 2018, VOP began holding Village-wide quarterly emergency drills and SLs began reviewing plus/delta evaluations of drills in QSS. VOP's **disaster and emergency preparedness system considers prevention** by: 1) maintaining status as a NWS Storm Ready Community; 2) participating in the adopted Regional Hazard Mitigation Plan; 3) completing stormwater improvements annually to mitigate flooding; 4) working with Duke Energy to keep trees trimmed near power lines; and 5) developing emergency plans for large scale events such as the U.S. Open Championships. To **ensure continuity of operations**, VOP's disaster and emergency preparedness system: 1) implements the procedures contained in the EOP; 2) provides all EEs with Emergency Action Plan flip-charts; 3) participates in the Emergency Management Assistance Compact (a federal mutual aid agreement); 4) develops pre-approved contracts or MOUs (6.1c); and 5) ensures EEs have access to hardware, software, tools, equipment, information, and other resources needed to provide essential services. 🌿 In 2007, VOP leveraged technology (CC3) with the implementation of the CodeRed reverse 911 system to communicate important public safety information via recorded phone messages to the public and EEs. The VM has authority to amend the budget for emergency related contracts in a declared State of Emergency. VOP's **disaster and emergency preparedness system considers recovery** in the following ways: 1) the EOP identifies essential EEs; 2) VOP accesses resources from the Emergency Management Assistance Compact, if needed; and 3) SLs and first responders follow the EOC deactivation procedures identified in the EOP, with personnel released from the incident as their roles are no longer needed. In some cases recovery efforts

continue after EOC deactivation. FS staff also distribute standardized forms to EEs to record time and equipment usage for large scale events to facilitate federal reimbursements in the event a FEMA disaster is declared. VOP's **disaster and emergency preparedness system relies on the workforce** to safeguard the community (BSC Goal 1) with SLs identifying and notifying EEs essential for emergency response (e.g. PD, FD, PS, and select AD staff) in advance if a potential weather event is expected to trigger EOC activation. When a prolonged response or recovery period occurs, essential EEs are assigned shifts in advance, with meals and sleeping quarters provided, as needed. Supervisors and SLs review EOC roles with essential EEs and SLs communicate with EEs during disasters and emergencies using the Code Red System. VOP **relies on the supply network and partners** to perform services under contractual agreements, MOUs, or mutual aid agreements to provide assistance, goods, or services as needed. Historically, MOUs are used for debris removal after weather related events. These were put into place after VOP was faced with over \$1 million in debris cleanup costs in 2000 after an unexpected 24 inch snow storm. Learning from this incident, VOP developed MOUs with suppliers and partners, created standard templates to record time and equipment for FEMA reimbursement, updated the EOP, and required NIMS training for SLs and other key personnel. The EOP identifies Moore Regional Hospital, operated by FirstHealth, as a vital facility to the restoration of services, indicating our reliance on partners. To **ensure information technology systems continue to be secure and available to serve customers and meet business needs**, IT staff: 1) employ system redundancies (backup phone and Internet providers); 2) perform regular backups of critical electronic data (6.2b); 3) utilize built in verification capabilities to ensure data security and accessibility from multiple locations; and 4) only allow remote network access from VOP issued technology. Response staff utilize highly available technology such as radios and mobile phones and all four buildings needed to provide essential public safety services during an emergency (i.e Village Hall, Police Station, Fire Station 91, and PS facility) are connected via Village-owned fiber. Automatic self-tests of backup generators at these four buildings are performed weekly and have preventative maintenance contracts to ensure operability.

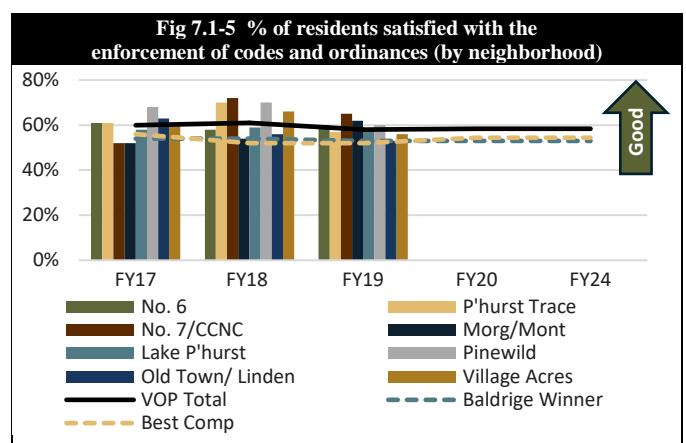
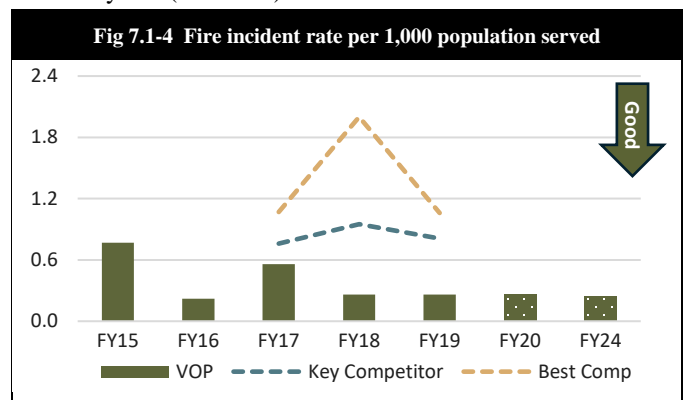
7. Results

7.1 Product and Process Results

7.1a Customer-Focused Product and Service Results



Additional Results. In addition to resident satisfaction, 100% of businesses located within and outside of the Village Center were satisfied with fire emergency response for each of the last four years (FY16-19).



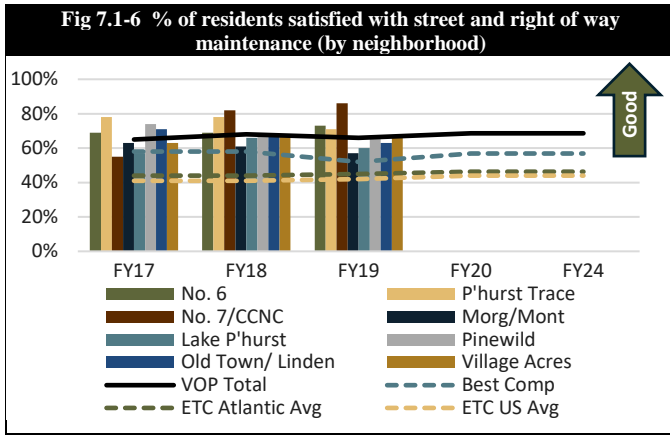


Fig 7.1-7. The FY19 decline in satisfaction is due to the MRF eliminating glass from the recycling stream (6.1a(1)).

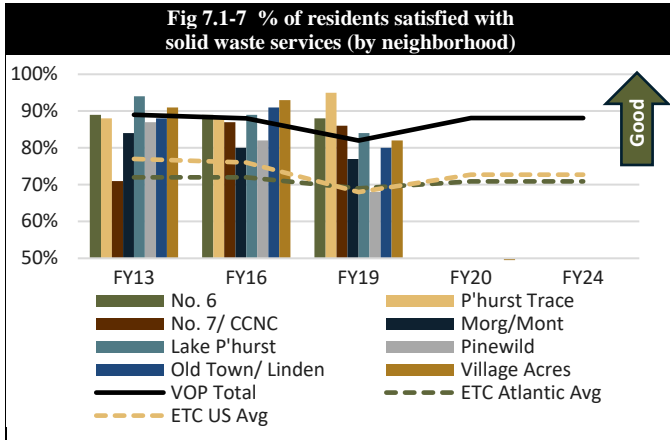


Fig 7.1-8. VOP leased recreation space in 2015 (BIRDIE), increasing the effectiveness of P&R programs (1.2c(1)).

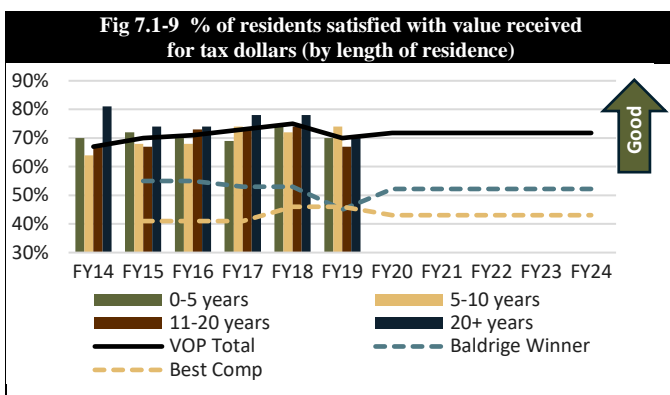
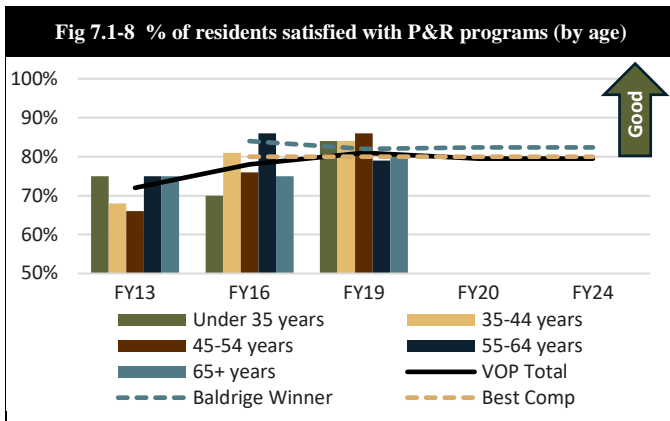
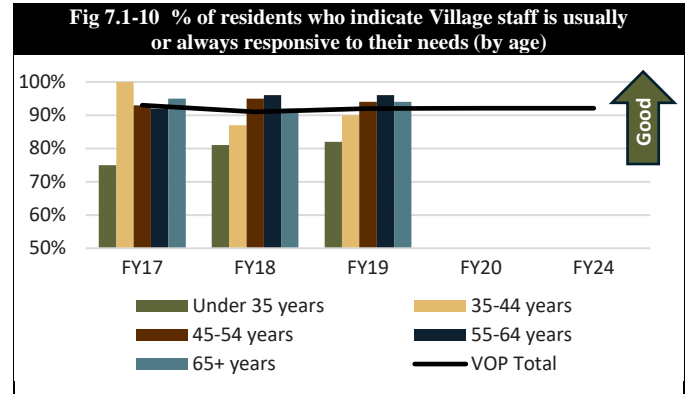


Fig 7.1-10 indicates resident satisfaction with the key customer support requirement of responsiveness (Fig P.1-9).



7.1b Work Process Effectiveness Results

7.1b(1) Process Effectiveness and Efficiency

Fig 7.1-11. VOP implemented One-and-Done (3.1b(2)) in late 2014 (mid-FY15), to increase efficiencies and productivity.

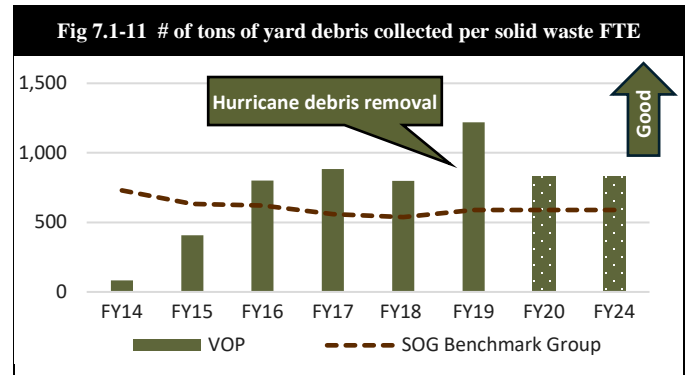
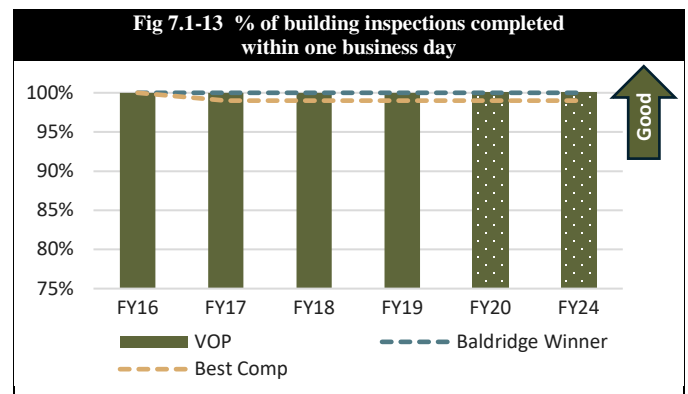
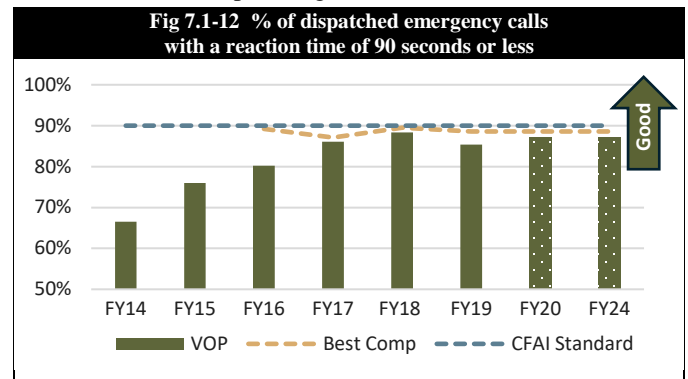


Fig 7.1-12. VOP made process improvements to reduce FD reaction times when pursuing CFAI accreditation (P.1a(5)).



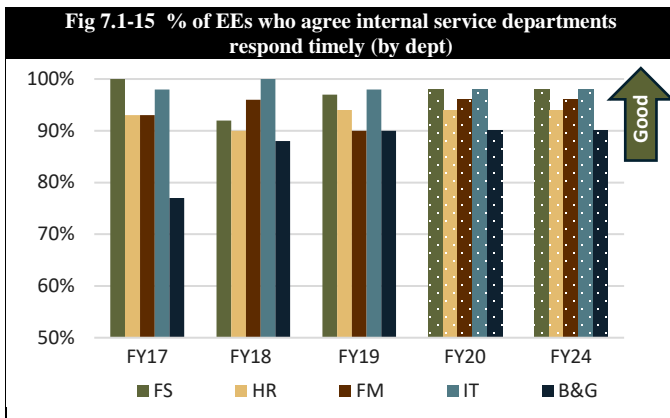
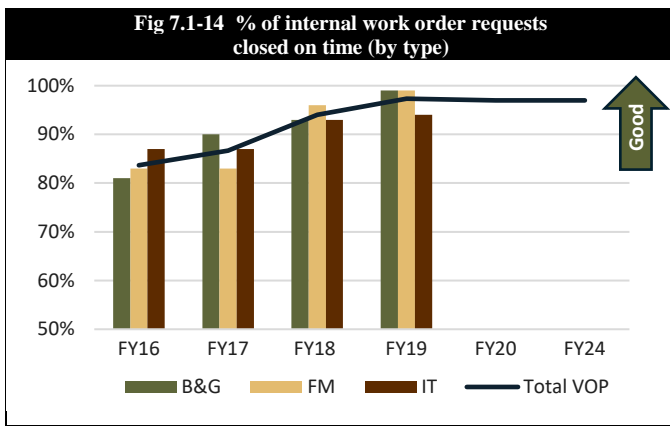


Fig 7.1-16. To address increasing crime, in FY16-FY17 VOP reorganized the PD staff and began compensating reserve officers to create additional WF capacity for investigations as a result of a BIRDIE (5.1a(3)). VOP has been named #1 Safest City in NC by the National Council for Home Safety and Security in 4 of the last 5 years [Fig 7.5-14].

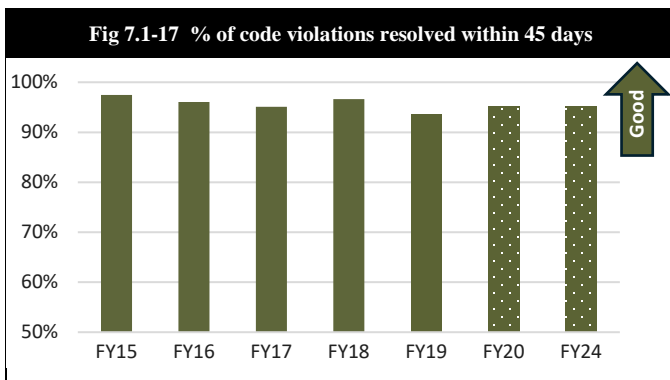
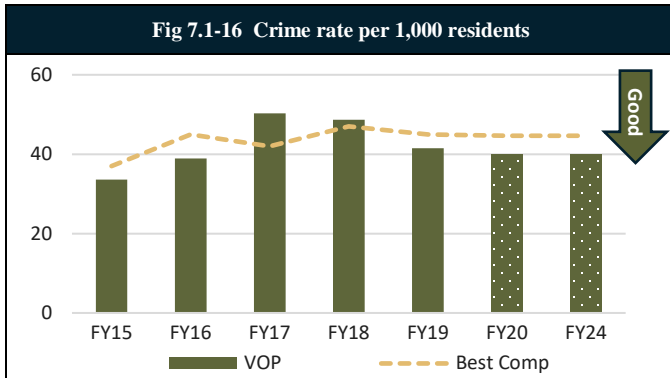
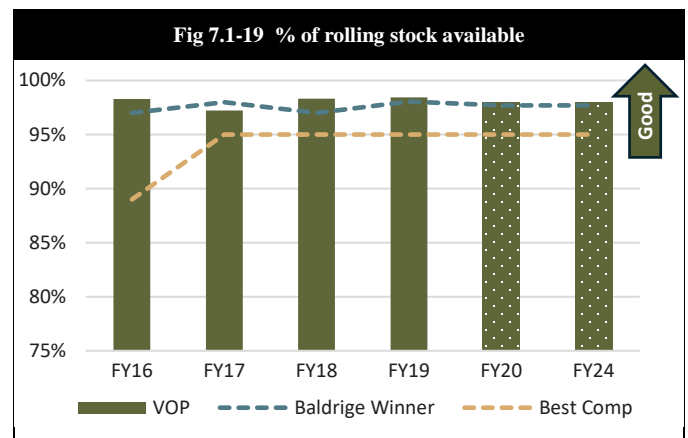
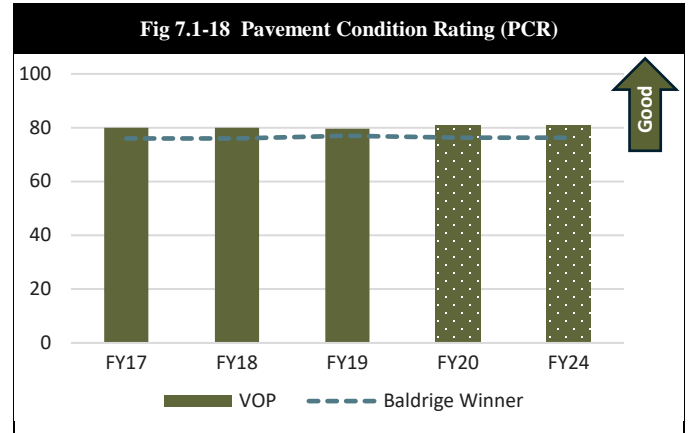
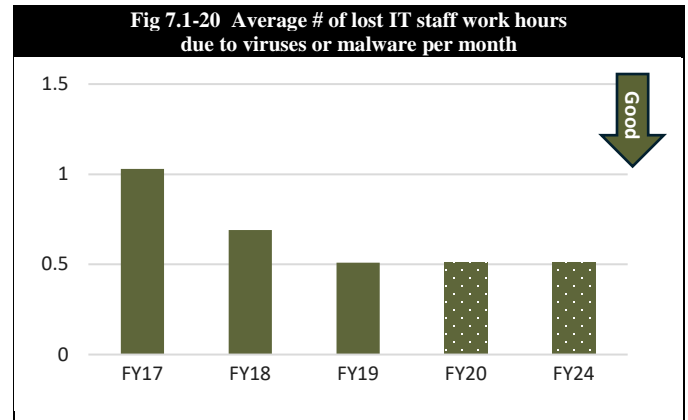


Fig 7.1-18. PCR rates the condition of the surface of a road network where 0 is the worst and 100 is the best condition.



Additional Results. For each of the last three years (FY17-19), 100% of solid waste routes were completed on schedule (WP10) and % of network uptime for the VOP network was 100% (meeting a key EE customer requirement of SP5). To ensure security and cybersecurity, the % of VOP computers with up-to-date antivirus protection was 98%, 99%, and 97% for FY 17, FY18, and FY19 respectively. Since 2013, IT staff met with 100% of new EEs to review the Electronic Communications Use Policy and obtained acknowledgements.



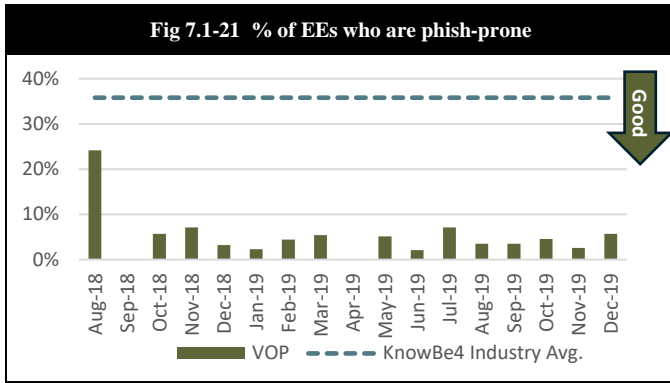
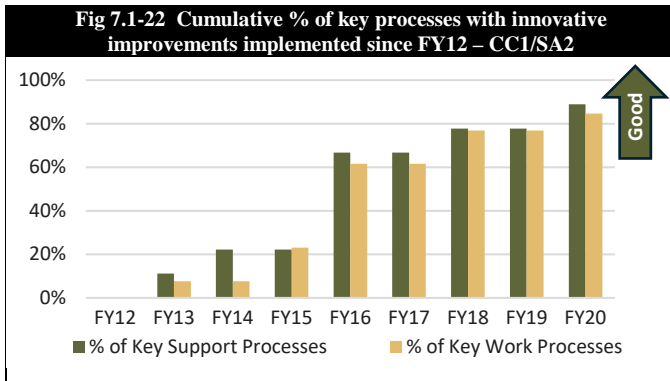
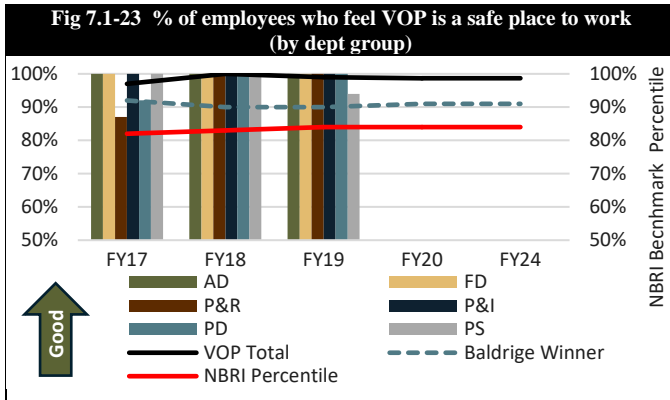


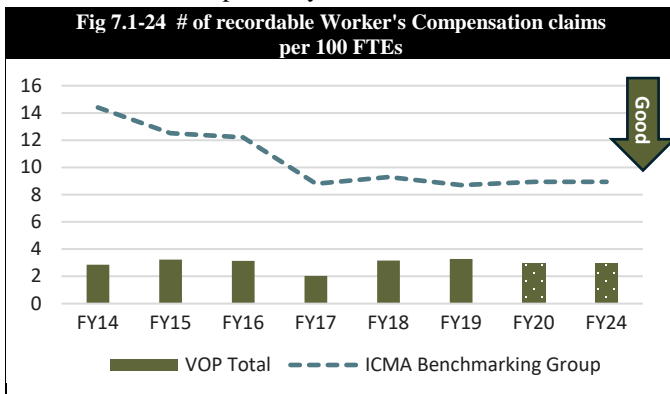
Fig 7.1-22. Leveraging CC1/SA2 & SA1, VOP improved 11 of 13 (85%) key work processes (Fig 6.1-1) and 8 of 9 (89%) key support processes (Fig 6.1-2) since FY12, with an evaluation of WP11 scheduled in FY22.



7.1b(2) Safety and Emergency Preparedness

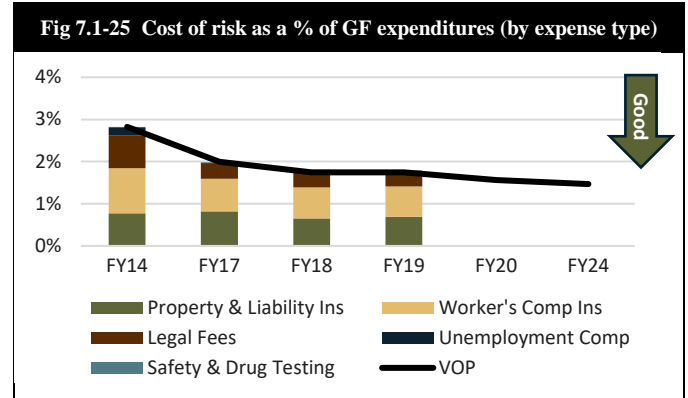


Additional Results. 98%, 95%, and 100% of volunteers indicated they feel safe in their work environment in FY17, FY18, and FY19 respectively.



Additional Results. For each of the last three years (FY18-20), 100% of SLs and key personnel designated in the EOP obtained required NIMS training (6.2c(2)). Since 2013 (8 years), VOP has maintained the designation as a NOAA Storm Ready community in NC, indicating VOP is prepared with communication and safety skills needed to save lives and property before, during, and after an extreme weather event.

Fig 7.1-25. Due to VOP efforts to ensure a safe workplace (6.1c(1)), VOP has reduced the cost of risk.



Additional Results. In FY17-19, 99% of IT daily and weekly backups were completed successfully in each year (6.2b).

7.1c Supply-Network Management Results

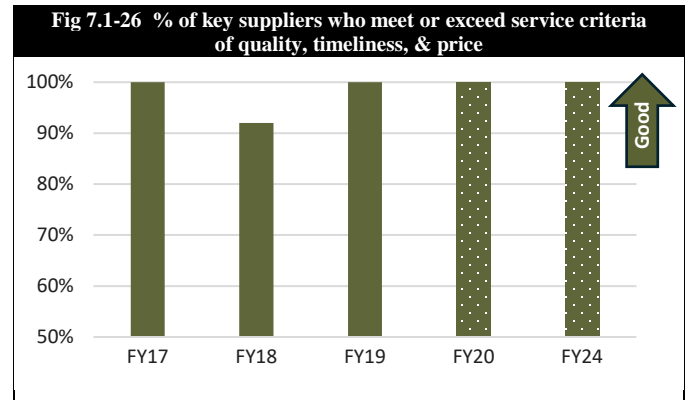
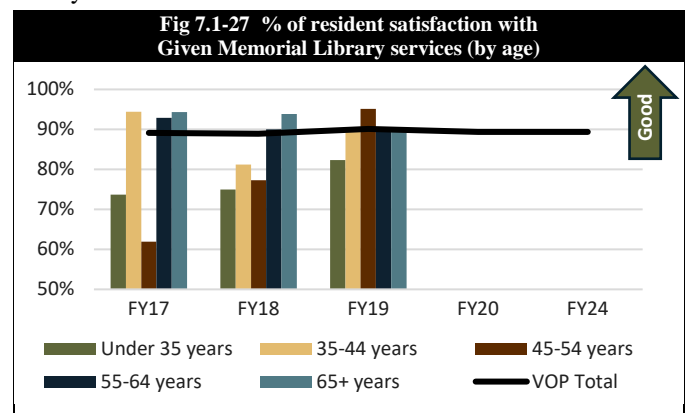


Fig 7.1-27. VOP contracts with the Given Memorial Library to provide free public library services. VOP measures this supplier's effectiveness by analyzing resident satisfaction with library services.



Additional Results. Authorized EEs used VOP issued p-cards for purchases amounting to \$848,000, \$850,000, and \$885,000 in FY17, FY18, and FY19 respectively. This equates to an

average of roughly 5% of total VOP purchases and contributes to an efficient purchasing & contracting process (SP9).

7.2 Customer Results

7.2a Customer-Focused Results

7.2a(1) Customer Satisfaction

Fig 7.2-1. In each of the last seven years (FY13-FY19), 93%-94% of VOP residents consistently indicated the QOL in VOP (i.e. our mission) as good or excellent. Ratings for QOL in all neighborhoods exceeded 85% since 2012 when VOP began surveying residents annually.

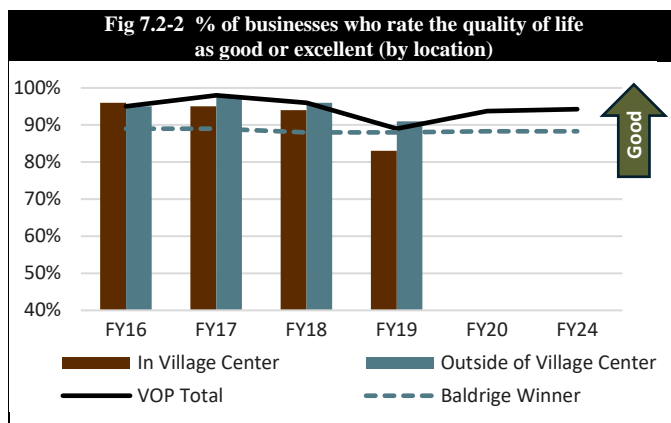
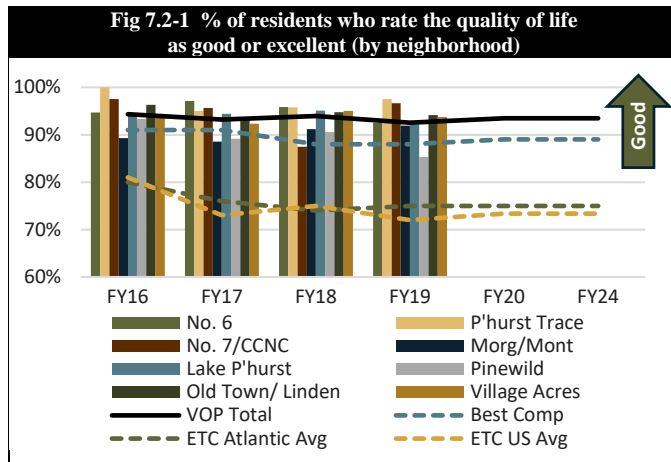
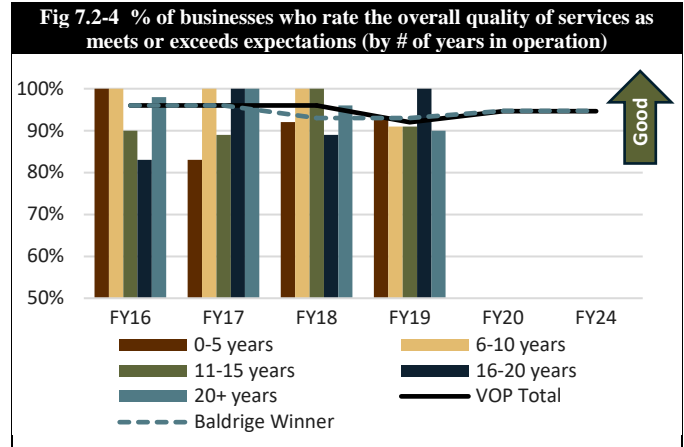
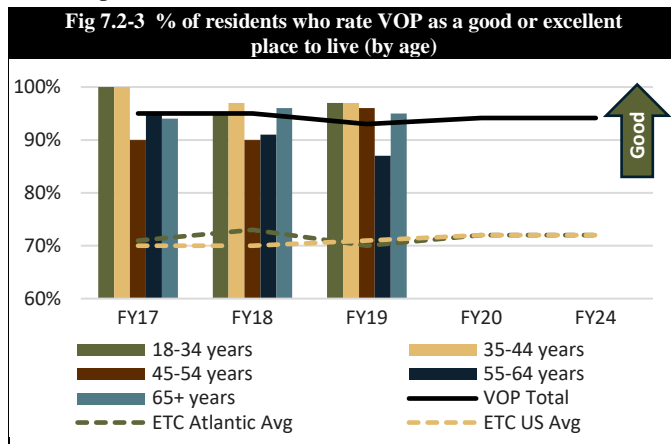
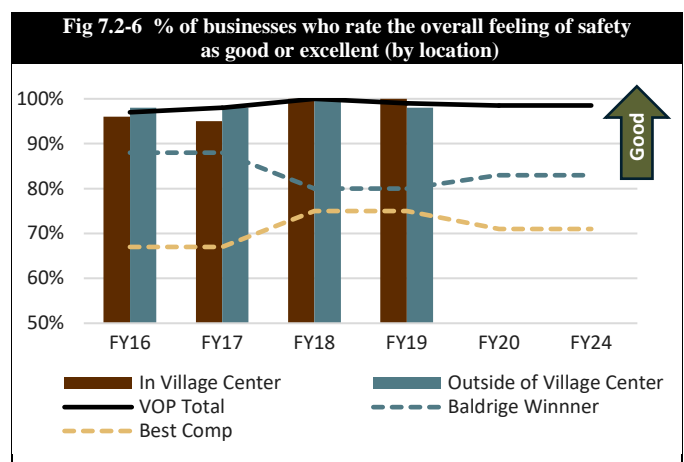
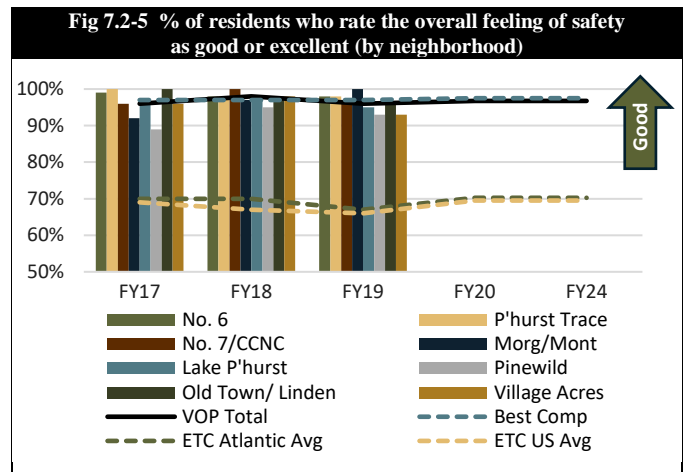


Fig 7.2-3 and **Fig 7.2-4** indicate overall customer satisfaction with the VOP as a place to live for residents and the quality of services provided to businesses.



Additional Results. For the last three years (FY17-19), residents rated “safety and security” as one of the top two reasons for choosing to live in Pinehurst in the annual Community Survey. VOP met those needs relative to their importance, with 92%, 96%, and 96% of residents indicating their safety and security needs being met in FY17, FY18, and FY19 respectively.

Fig 7.2-5 and **Fig 7.2-6** indicate resident and business satisfaction with the overall feeling of safety.



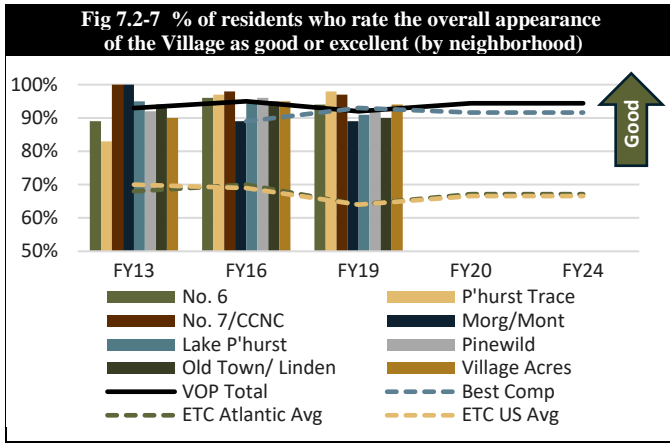


Fig 7.2-8. Using segmented VOC data to determine priorities for improvements, VOP installed sidewalks in the Village Acres neighborhood in FY16 (3.2c).

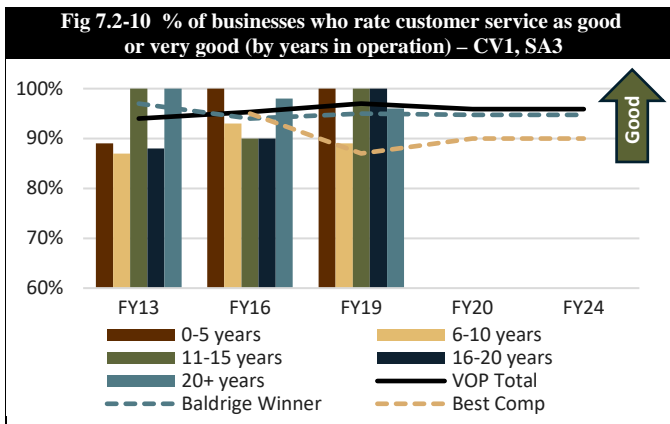
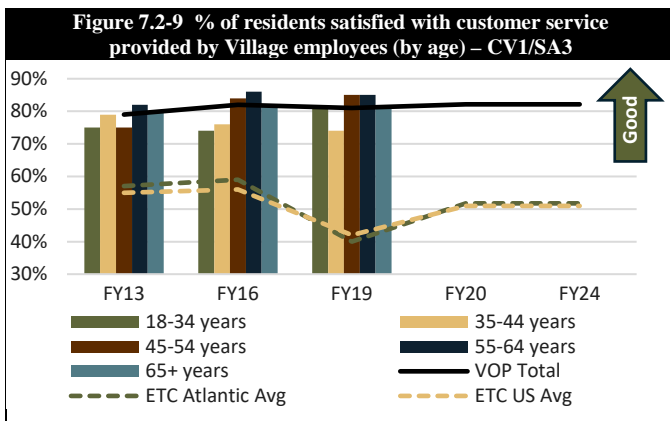
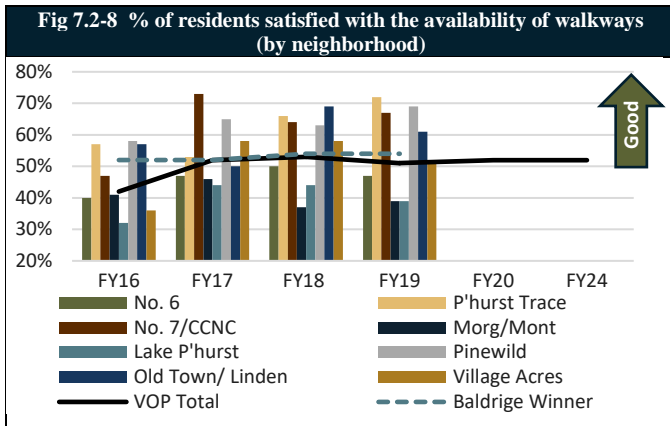


Fig 7.2-11. Since FY12, VOP achieved the highest annual resident satisfaction rating in the US in the ETC DirectionFinder Benchmark Group for 12 different services areas. Five of the 12 areas rated the highest in the group for three or more years. One-and-Done (WP10), redesigned in FY14, includes curbside recycling, residential trash, and yard debris collection.

Fig 7.2-11 ETC DirectionFinder National Benchmarks Set for Community Survey

	FY12	FY15	FY16	FY17	FY18	FY19
Village efforts to prevent crime	92%	93%	93%	92%	91%	91%
Maintenance of major streets in the village	FY12	FY13	FY14	FY15	FY16	FY18
	88%	89%	91%	92%	91%	90%
Curbside recycling services	FY12	FY14	FY15	FY17	FY18	
	92%	92%	92%	94%	96%	
Residential trash collection services	FY13	FY14	FY18			
	94%	96%	96%			
Yard waste	FY16	FY17	FY18			
	89%	90%	91%			

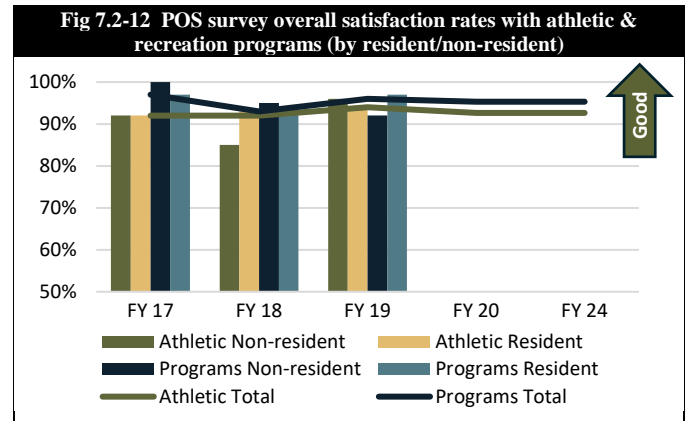
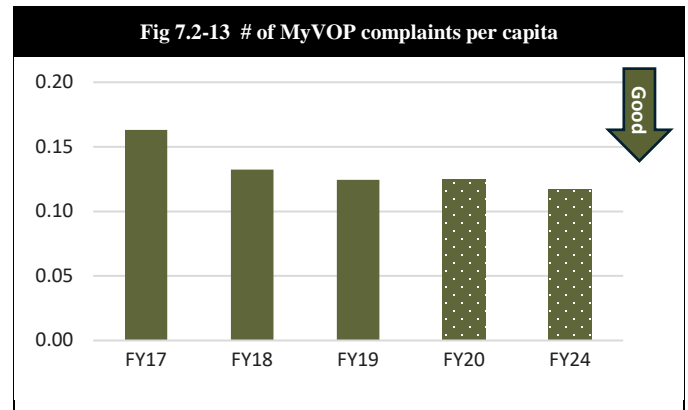


Fig 7.2-13. Since creating a Village-wide Complaint Management Policy and implementing MyVOP in 2016 (3.2a(3)), complaints per capita have declined indicating the effectiveness of process and service improvements (CC1/SA2) by our customer focused WF (SA3).



7.2a(2) Customer Engagement

Fig 7.2-14. For each of the last four years, 94% of residents indicated they are likely to recommend VOP as a place to live.

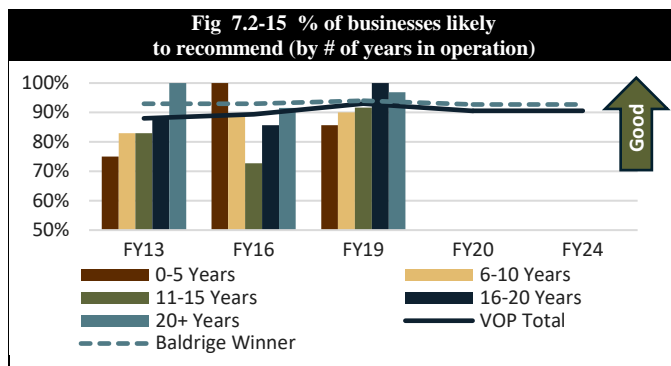
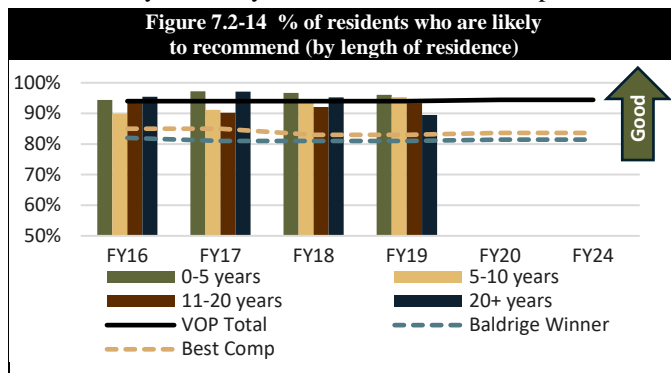
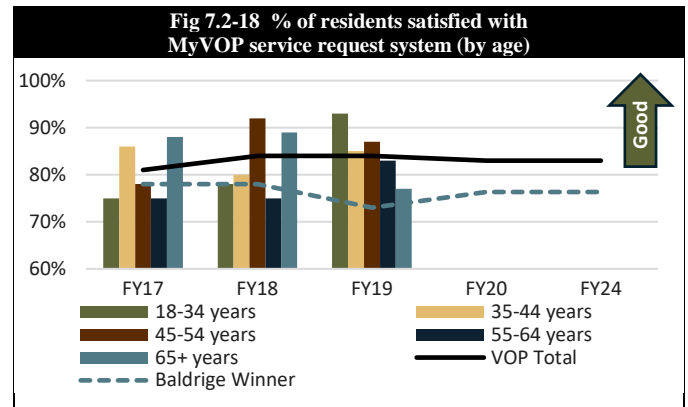
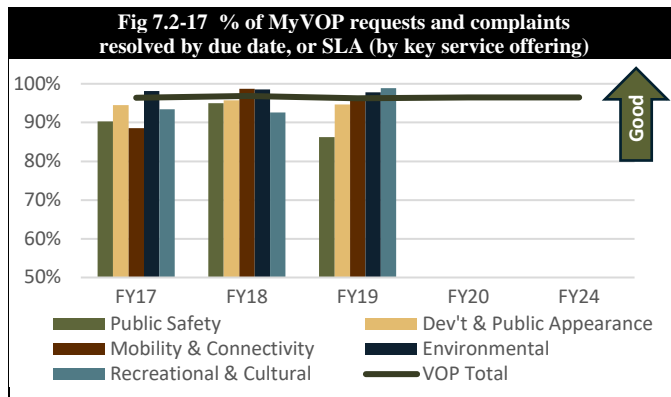
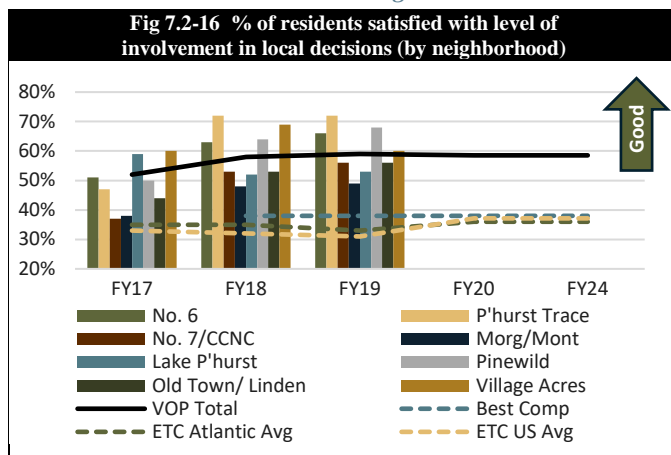


Fig 7.2-16. To engage VOP customers, the VC and SLs provide opportunities for the public to get involved in the local decision-making process by using the key customer communication methods listed in Fig 3.1-1.



Additional Results. In FY17, FY18, and FY19, 83%, 100%, and 100% of businesses were satisfied with the MyVOP system, respectively. The total # of service requests received through online systems (e.g. MyVOP, Online Permit Center, etc.) totaled 688, 1,032, and 6,034 in FY13, FY16, and FY19, respectively. See Fig 7.4-10 for the # of public comments.

Fig 7.2-19. The consolidation of social media management in 2016 resulted in exponential increases in followers (3.2a(1)).

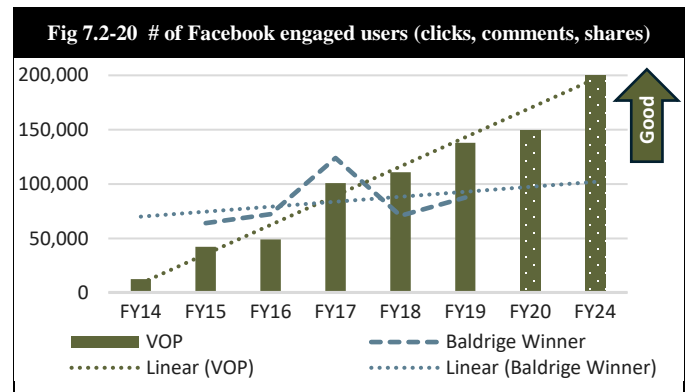
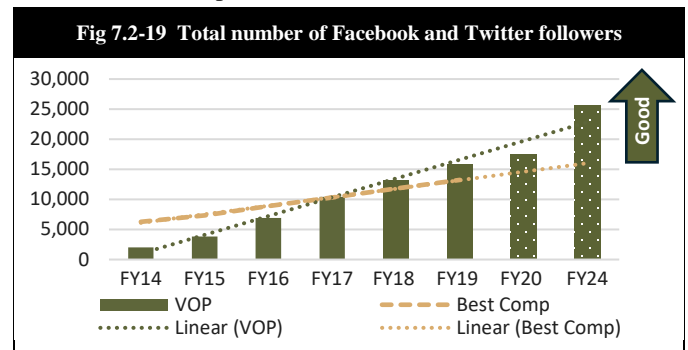
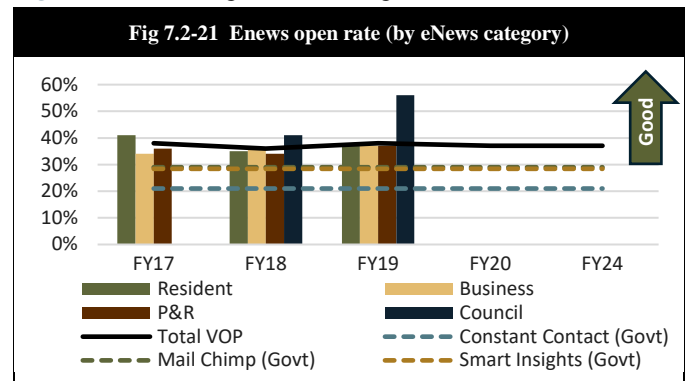
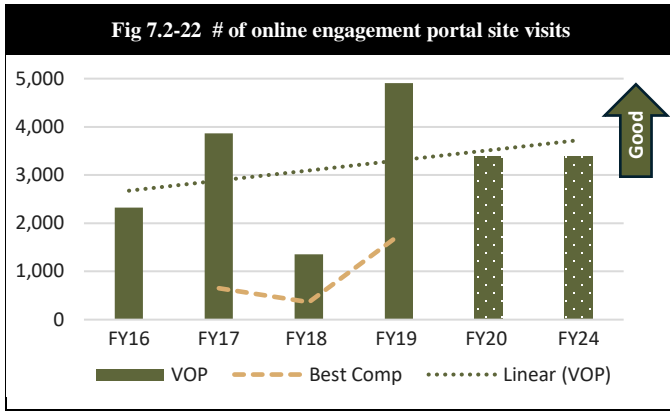


Fig 7.2-21. VOP began distributing Council eNews in FY18.





Additional Results. VOP logo merchandise sales at the Welcome Center totaled \$1,600, \$7,600, and \$21,500 in FY17, FY18, and FY19 respectively.

7.3 Workforce Results

7.3a Workforce-Focused Results

VOP uses the NBRI benchmark percentile to compare annual Employee Survey results with the NBRI comparative group that includes over 1,000 federal, state, and local government agencies. The NBRI benchmark percentile is based on the mean ratings on a 6-point scale ranging from strongly disagree to strongly agree and is indicated on the secondary axis in the graphs that follow.

7.3a(1) Workforce Capability and Capacity

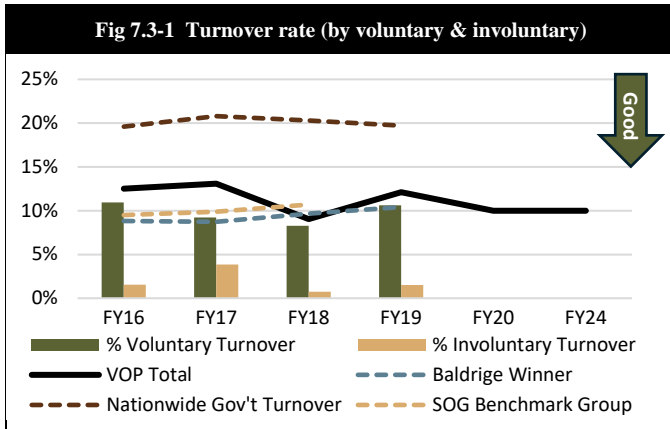


Fig 7.3-2. In FY19, P&I EE turnover resulted in lengthy vacancies in 2 of the 6 department positions. Combined with a growing rate of development (SC3) in FY16-19 [Fig 7.5-11], this resulted in a decline in P&I satisfaction ratings.

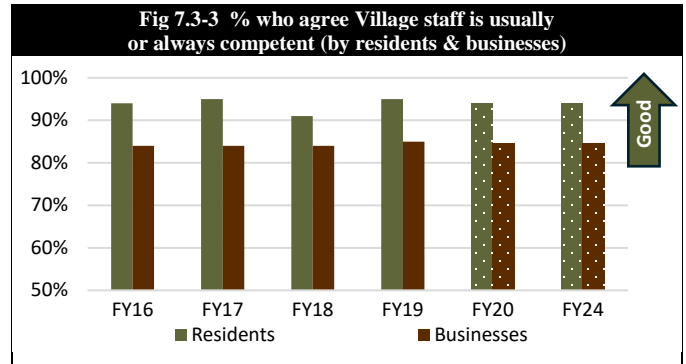
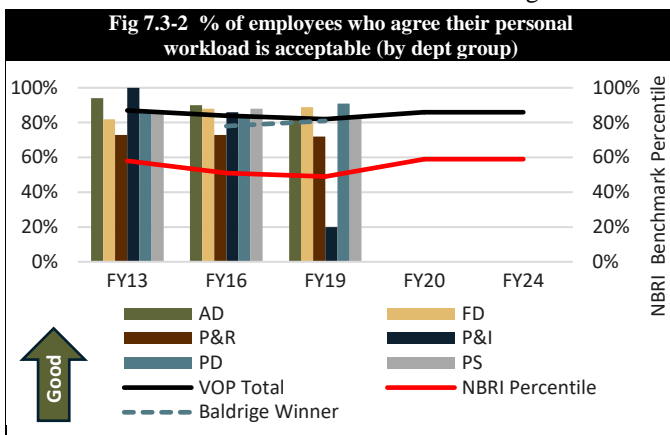
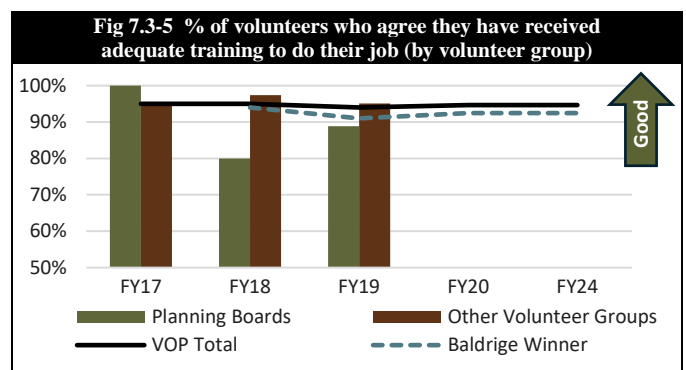
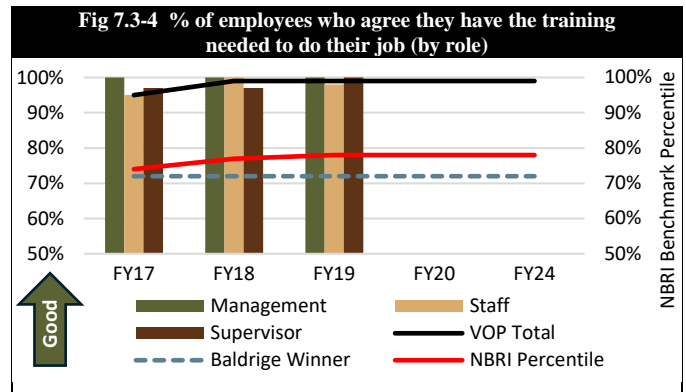
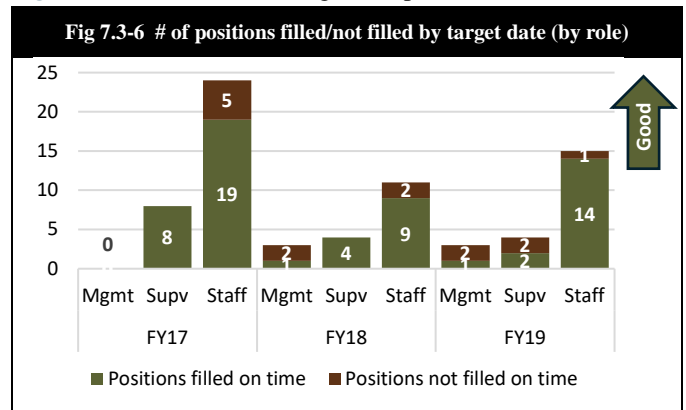


Fig 7.3-4. In 2019, 100% of management and supervisors and 98% of staff indicated they had the training needed to do their jobs. This indicates VOP provides EEs with skills training to ensure capability needed to deliver high quality services.



Additional Results. Each year since FY14, SLs reviewed 100% of KSAs on job descriptions annually for required skills, competencies, and certifications when completing annual performance evaluations in emPerform.

Fig 7.3-6. In FY17, no management positions were filled.



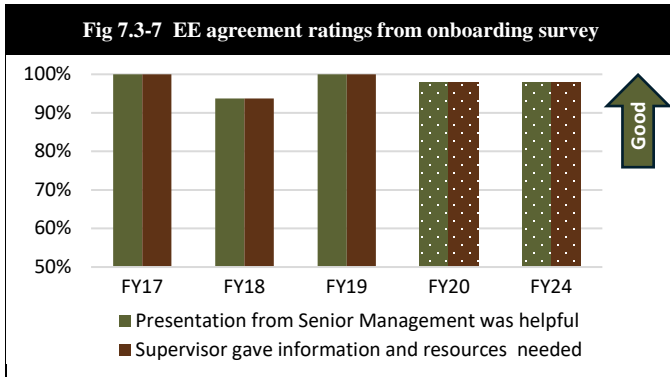


Fig 7.3-8. In FY19, VOP experienced turnover in PS and P&I SL positions.

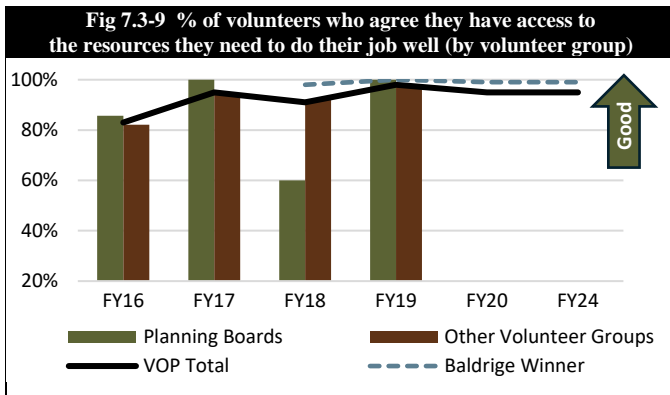
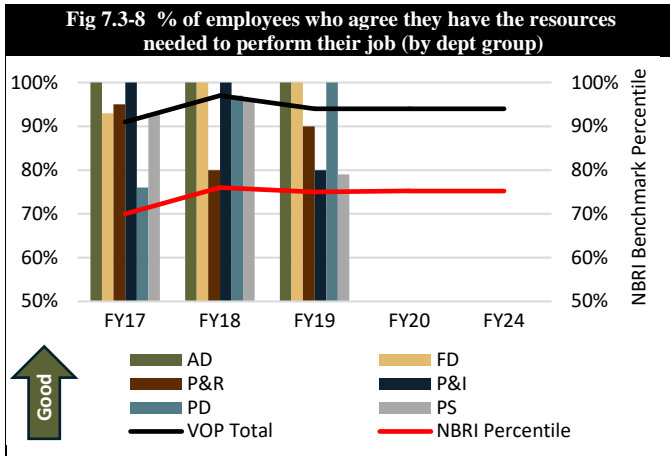
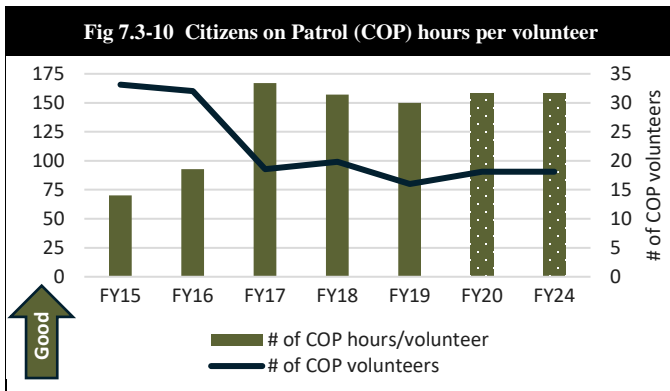
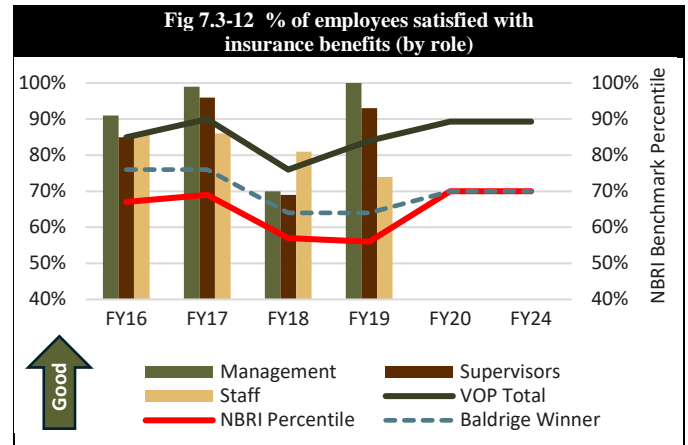
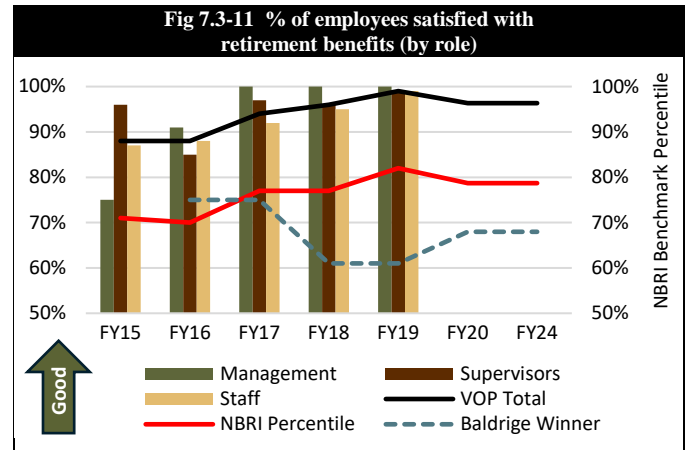


Fig 7.3-10. The number of COP volunteers decreased since FY16 primarily due to aging volunteers.



Additional Results. In at least the last 20 years, there have been zero workforce reductions or layoffs at VOP.

7.3a(2) Workforce Climate

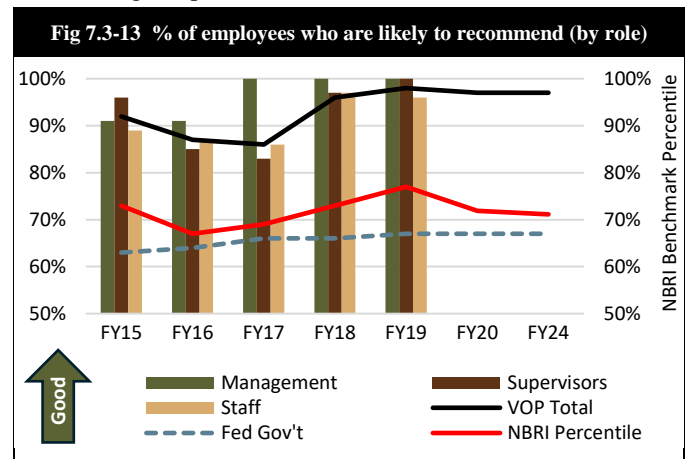


Additional Results. 100% of VOP facilities are equipped with security systems and 71% have biometric or FOB electronic access. In each of the last 3 years (FY17-FY19), 100% of PD and FD staff completed annual physical assessments (P.1a(3)).

7.3a(3) Workforce Engagement

A key characteristic of VOP's organizational culture is an engaged WF (P.1a(2)) as shown in Fig 7.3-13 through 7.3-19.

Fig 7.3-13. 100% of management and supervisors and 96% of staff indicated they are likely to recommend the Village to a friend as a good place to work in FY19.



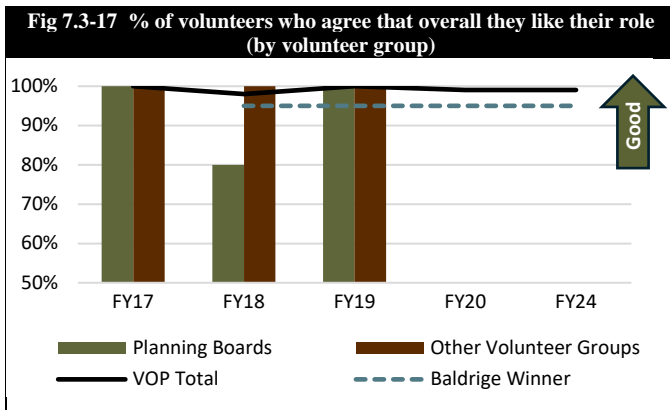
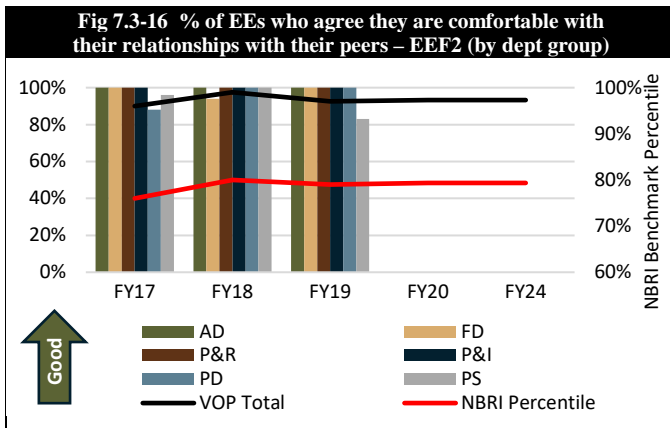
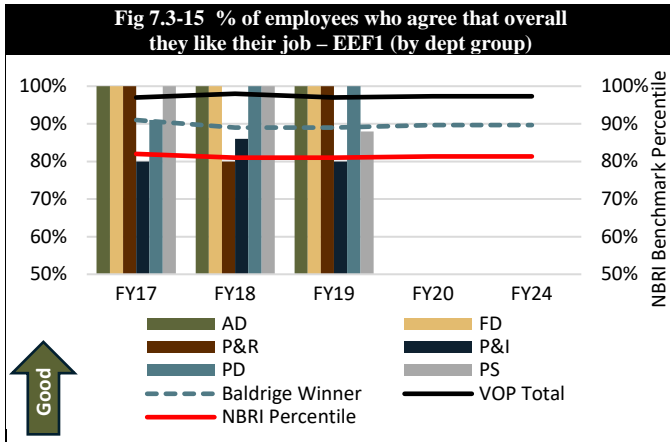
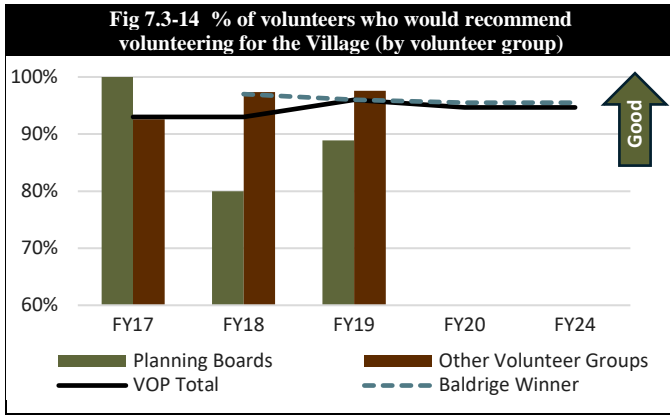
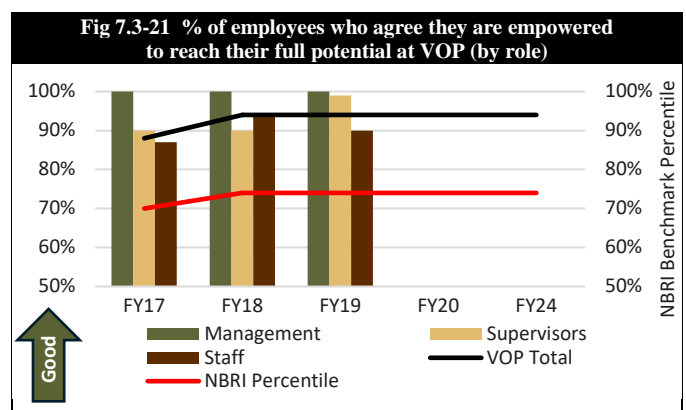
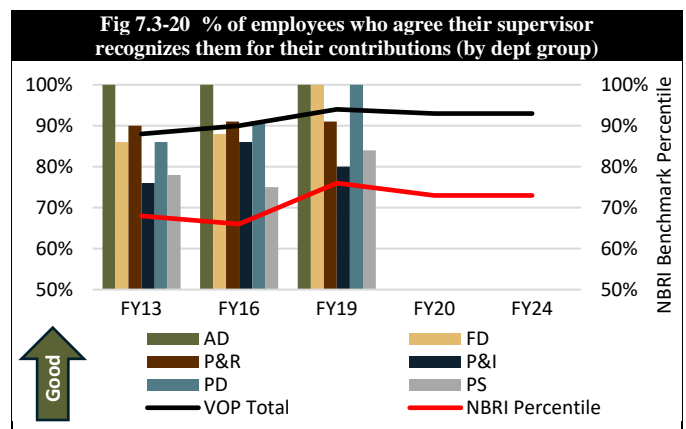
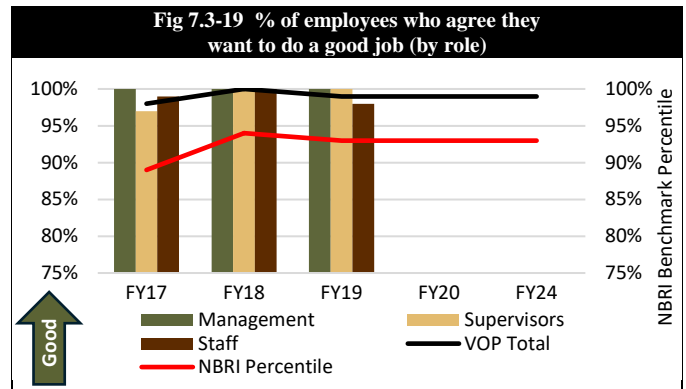


Fig 7.3-18. Volunteer agreement ratings with the three key VEFs (P.1a(3)) indicate an engaged volunteer WF.

Fig 7.3-18 % of volunteers who agree they are treated fairly/ have trusting relationships/feel supported VEF1-3 (by volunteer group)

Volunteer Group	Treated fairly and with respect	Trusting relationships w/ other volunteers	Feel supported
FY 2017			
Planning Boards	100%	100%	100%
Other Vol Groups	100%	96%	98%
Total	100%	97%	98%
FY 2018			
Planning Boards	80%	80%	60%
Other Vol Groups	97%	97%	97%
Total	95%	95%	93%
FY 2019			
Planning Boards	100%	100%	100%
Other Vol Groups	98%	100%	100%
Total	98%	100%	100%

Additional Results. In FY17, FY18, and FY19, 100% of volunteers agreed they want to do a good job.



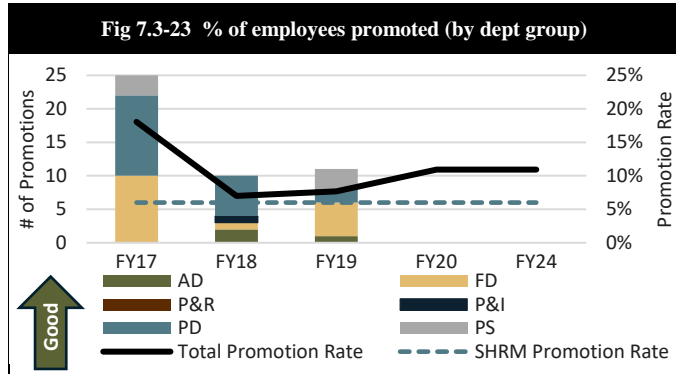
7.3a(4) Workforce Development

Fig 7.3-22 Career development EE survey questions - EEF3 (by role)

Role	I have received adequate training to do my job	VOP promotes ongoing learning	There is someone at work who encourages my development
FY 2017			
Management	100%	100%	99%
Supervisors	97%	97%	83%
Staff	95%	90%	88%
Total	96%	93%	88%
NBRI Percentile	74%	73%	49%
FY 2018			
Management	100%	100%	100%
Supervisors	97%	100%	97%
Staff	100%	96%	90%
Total	99%	98%	93%
NBRI Percentile	77%	76%	60%
FY 2019			
Management	100%	100%	89%
Supervisors	100%	93%	94%
Staff	98%	92%	88%
Total	99%	94%	90%
NBRI Percentile	78%	76%	62%

Additional Results. 99%, 96%, and 98% of EEs indicated they were satisfied with TOPS training courses on feedback forms in FY17, FY18, and FY19, respectively. Also see Fig 7.4-2 for emPerform CV and leadership ratings.

Fig 7.3-23. VOP promotion rate exceeds the SHRM benchmark in all three years (FY17-FY19).



7.4 Leadership and Governance Results

7.4a Leadership, Governance, and Societal Contribution Results

7.4a(1) Leadership

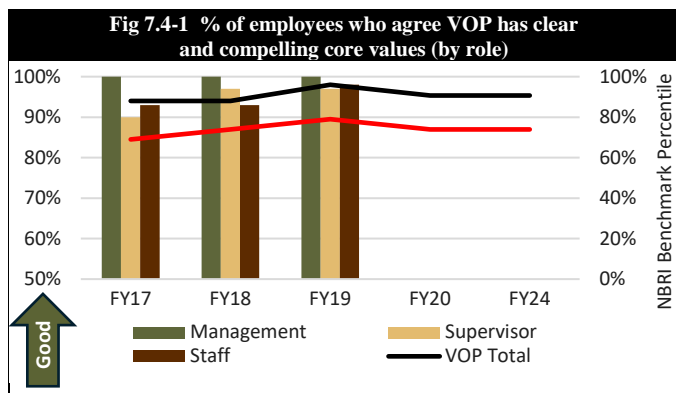
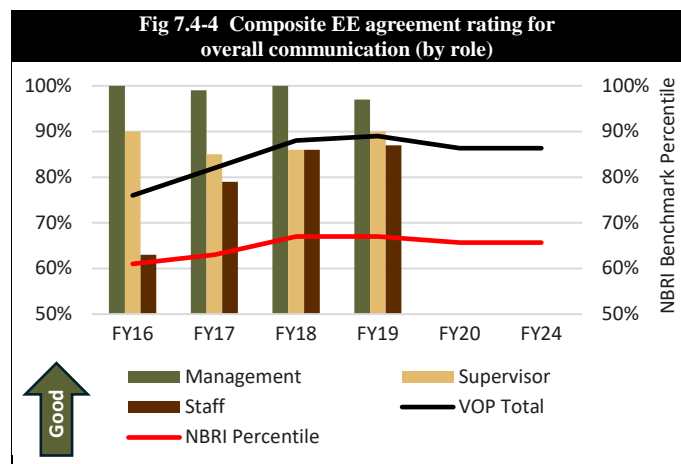
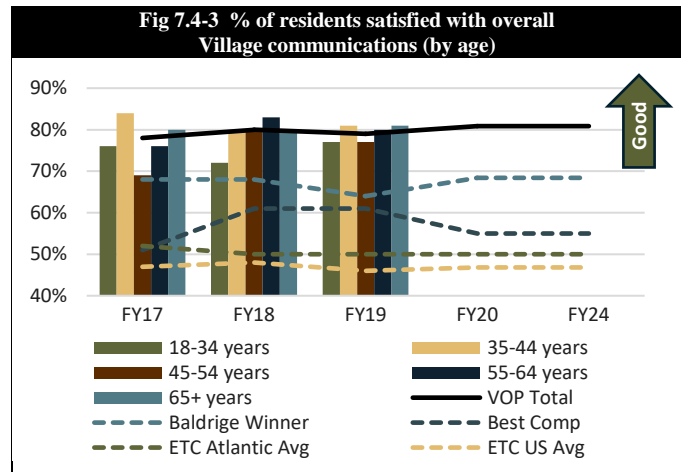


Fig 7.4-2. In FY18, VOP changed its core values from the previous values of competent, courteous, professional, and responsive that EEs were rated on in FY13-FY17 (1.1a(1)). The previous core value of responsive most closely corresponds with VOP's current core value of service.

Fig 7.4-2 % of EE emPerform ratings for demonstration of values/leadership at accomplished or above (by role)

Role	Service (CV1)	Initiative (CV2)	Teamwork (CV3)	Improvement (CV4)	Leadership
FY 2017					
Management	100%	N/A	N/A	N/A	91%
Supervisors	100%	N/A	N/A	N/A	93%
Staff	95%	N/A	N/A	N/A	N/A
Total	97%	N/A	N/A	N/A	92%
FY 2018					
Management	100%	92%	92%	100%	92%
Supervisors	97%	100%	100%	90%	97%
Staff	92%	91%	93%	91%	N/A
Total	94%	93%	95%	92%	96%
FY 2019					
Management	100%	100%	100%	100%	100%
Supervisors	100%	100%	97%	94%	94%
Staff	91%	90%	93%	83%	N/A
Total	95%	94%	95%	88%	95%



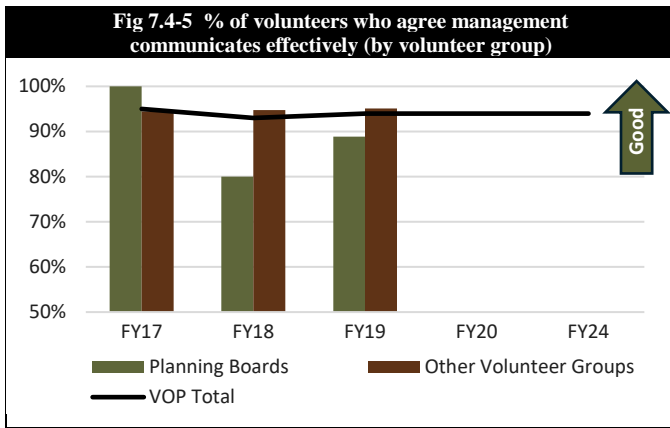


Fig. 7.4-6. In FY19, 94% of respondents indicated they read the VOP newsletter either “all the time” or “sometimes.” VOP has expanded online communications for younger residents [Fig 7.2-19 through 7.2-22] due to changing demographics (SC4), while continuing to print and mail a quarterly newsletter for the older resident segment (65+ years) with satisfaction of this segment continuing to trend upward.

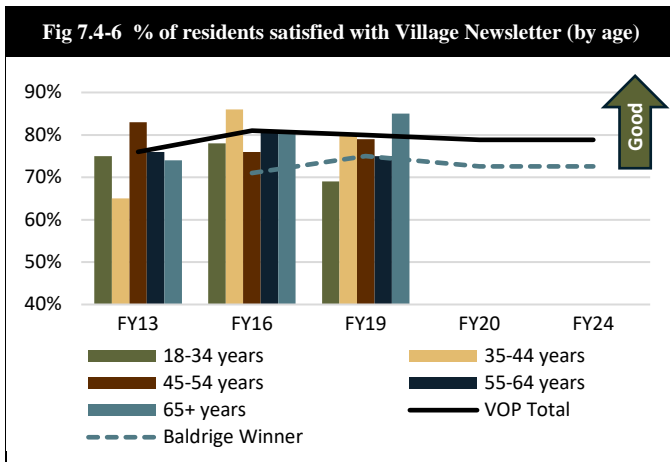
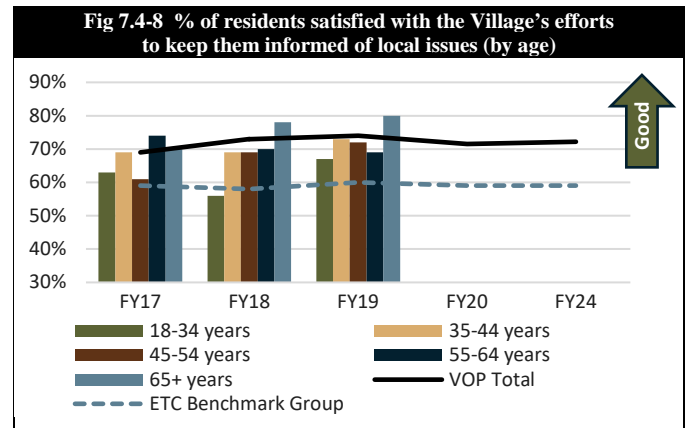
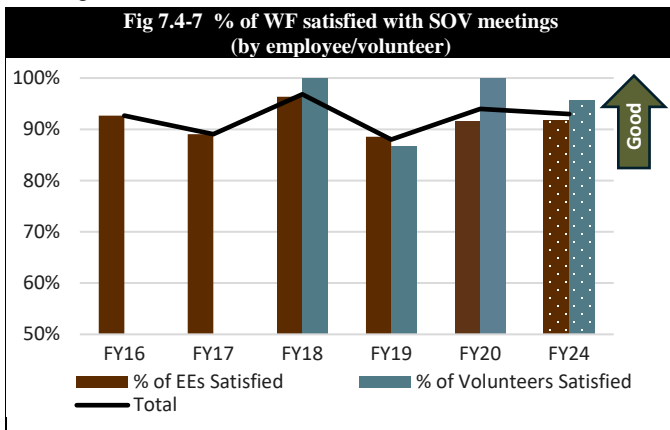


Fig. 7.4-7. VOP combined SOV meetings for EEs and volunteers in the fall of 2017, or FY18 (1.1b). Since FY13, the VM has reviewed the importance of values with the WF at each SOV meeting. Since FY17, AVMs have shared values with 100% of new EEs and volunteers in onboarding meetings.

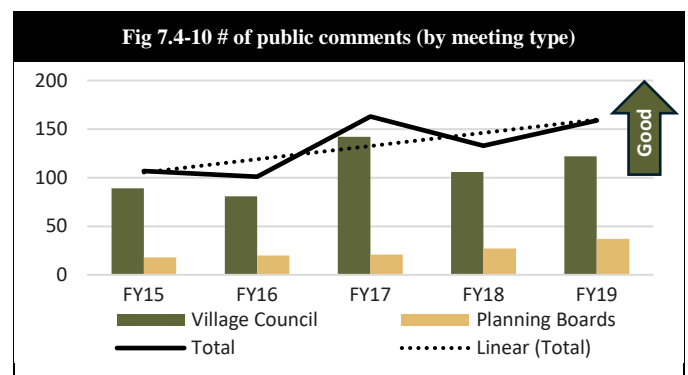
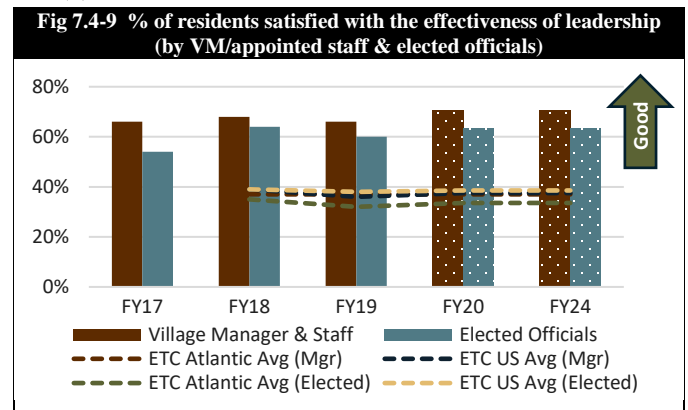


Additional Results. Through effective 2-way communication, VOP achieved the following significant goals/projects with partners and collaborators:

- Developed highway corridor standards (Tri-Cities)
- Adopted the MCCTP (Moore County)
- Conducted the U.S. Open Experience event for the USGA U.S. Open Championships (Pinehurst Resort)

Fig 7.2-19 through 7.2-22 indicate customer communication results. Fig 7.5-15 and results in 7.2a(1) show customer satisfaction rates that indicate SL effectiveness at creating a focus on action. From FY13 to FY19, Community Survey satisfaction ratings increased or stayed the same in 68 of the 80 areas (85%) and Business Survey satisfaction ratings increased or stayed the same in 29 of the 35 areas (83%).

7.4a(2) Governance



Additional Results. 100% of VC agendas and 100% of planning board agendas have been posted online in Novus agenda software 5 days in advance of meetings since FY15

and FY18, respectively. 95%, 100%, and 100% of VC videos were posted online within 24 hours, in FY17, FY18, and FY19 respectively; while 100% of planning board meeting videos were posted online within 24 hours since FY18. See **Fig 7.1-9** for resident satisfaction with the value of tax dollars. In the last 20 years, VOP has received a “clean” audit opinion and no material weakness, deficiencies in internal controls, or other instances of non-compliance were found in annual external audits. See **Fig 7.5-8** for budget compliance results.

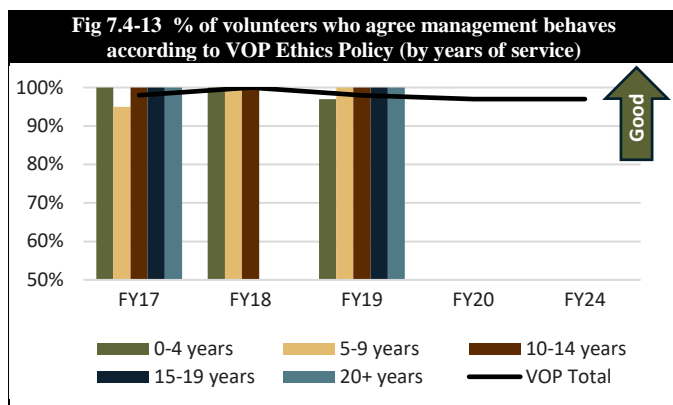
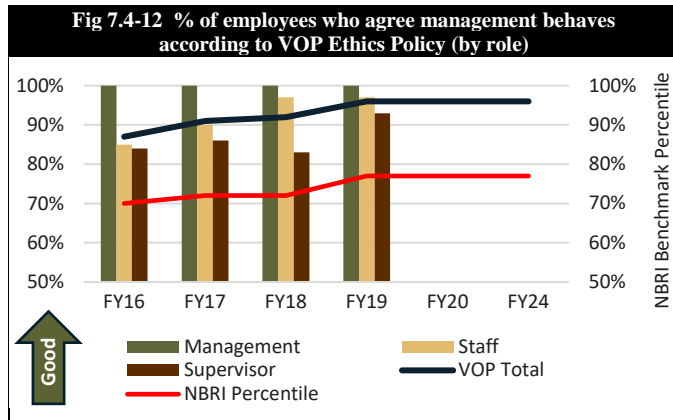
7.4a(3) Law and Regulation

Fig 7.4-11 Compliance with legal & regulatory requirements (by type)					
OHSR	Goal	FY17	FY18	FY19	
# of OSHA violations reported	0	0	0	0	
ACR	Goal	FY17	FY18	FY19	
% compliance with FD accreditation standards (CFAI)	100%	100%	100%	100%	
IS	Goal	FY17	FY18	FY19	
% compliance with NCGS (including open meeting laws)	100%	100%	100%	100%	
% compliance with CJIS standards	100%	100%	100%	100%	
EFP	Goal	FY17	FY18	FY19	
% compliance with NCLGBFCA & GASB	100%	100%	100%	100%	
GFOA Distinguished Budget Award	Yes	Yes	Yes	Yes	
% compliance with IRS regulations	100%	100%	100%	100%	
% compliance with DOL laws	100%	100%	100%	100%	
% of buildings ADA compliant	100%	100%	100%	100%	
NOAA Storm Ready Community	Yes	Yes	Yes	Yes	

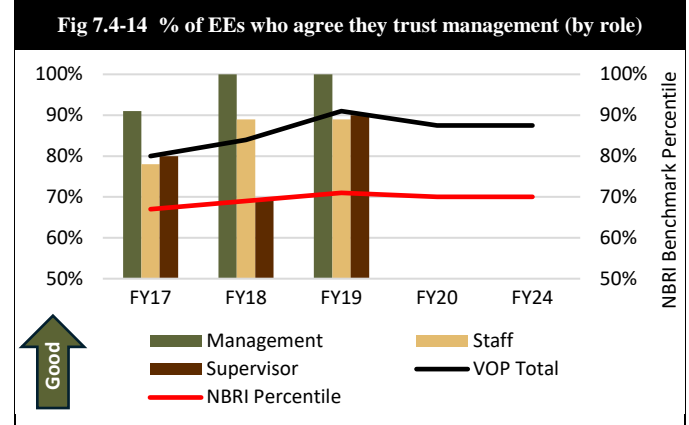
Additional Results. See **Fig 7.5-14** for awards & recognitions.

7.4a(4) Ethics

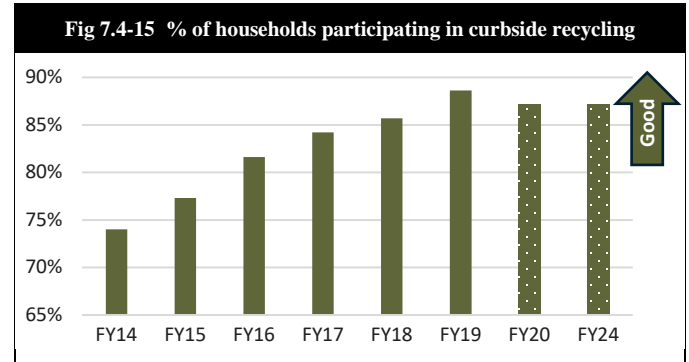
Fig 7.4-12 and **Fig 7.4-13** indicate role model leadership by SLs to create an ethical climate that enhances public trust (1.2b(2)).



Additional Results. For each of the last four bi-annual election cycles (FY14-FY20), 100% of newly elected VC members completed mandatory UNC-SOG ethics training. Since FY13, the VM discussed legal and ethical behavior at 100% of SOV meetings. Since FY14, 100% of EEs acknowledged the Ethics Policy prior to submitting annual performance evaluations. Over the last seven years (FY13-19), only one EE violation of the VOP Ethics Policy was reported, which resulted in termination, and there are no ethical breaches of contracts or partner relationships for the last three years.

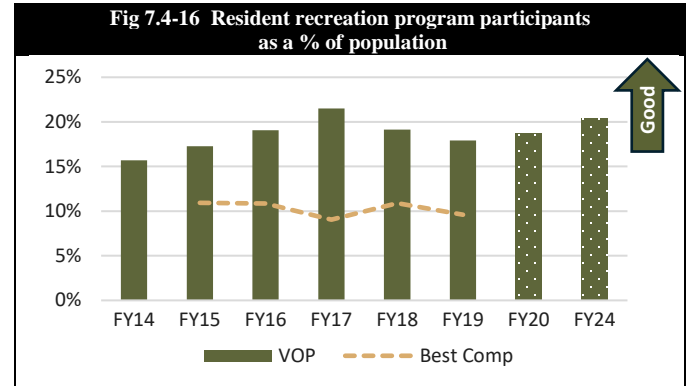


7.4a(5) Society

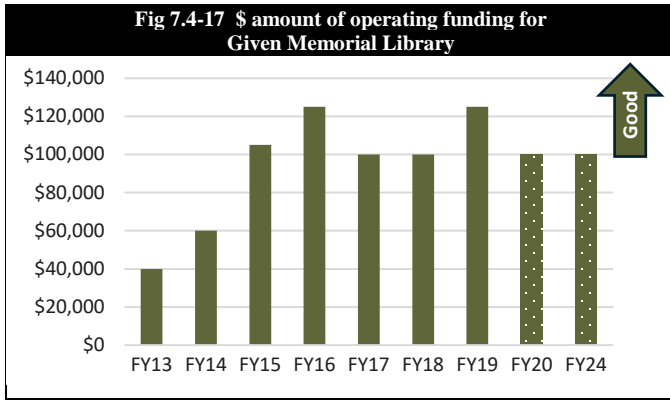


Additional Results. VOP contributes to the well-being of environmental systems (1.2c(1)) with Tree City USA and Storm Ready Community designations [**Fig 7.5-14**].

Fig 7.4-16. Resident recreation participation rates increased from FY14 to FY17 due to VOP leasing indoor space (1.2c(1)) and declined in FY19 when the PES temporary school site was constructed in Rassic Wicker Park where a key program was previously held, thus eliminating the program.



Additional Results. See **Fig 7.2-12** for POS survey results.



Additional Results. VOP contributes to the wellbeing of economic systems with investments in infrastructure with VOP spending \$954,767, \$1,131,352, and \$1,254,559 in FY17, FY18, and FY19 respectively. The key result for supporting our key community, the VOP (1.2c(2)), is resident satisfaction with QOL shown in Fig 7.2-1.

Fig 7.4-18 PD Fundraising for NC Special Olympics

	2013	2014	2015	2016	2017	2018	2019
\$ Raised	\$17,163	\$17,189	\$19,849	\$22,842	\$16,025	\$41,101	\$14,739
VOP Rank	13	11	14	14	17	5	21
# of Agencies	115	101	97	93	105	100	104
Percentile	89%	89%	85%	85%	84%	95%	80%

Additional Results. The number of Welcome Center visitors who participated in the Small Business Saturday event were 204, 284, and 368 in FY18, FY19, and FY20 respectively.

7.5 Financial, Market, and Strategy Results

7.5a Financial and Market Results

7.5a(1) Financial Performance

Fig 7.5-1. VOP's minimum fund balance policy of 30% maintains sufficient, but not excessive fund balance, contributing to high resident satisfaction rates with the value of tax dollars [Fig 7.1-9]. The FY19 decline was due to VOP using \$4.7 million of fund balance to construct the new Community Center, as opposed to issuing debt.

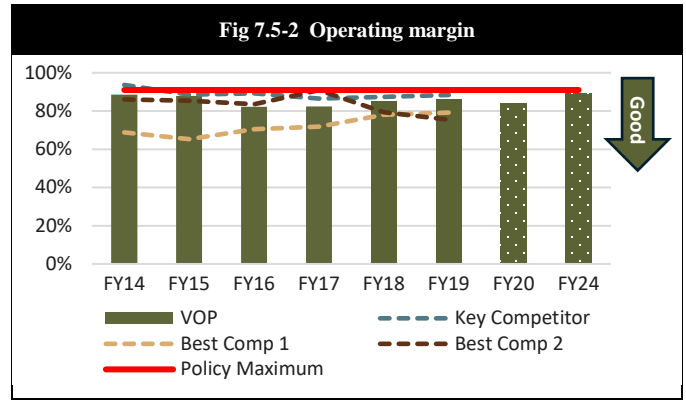
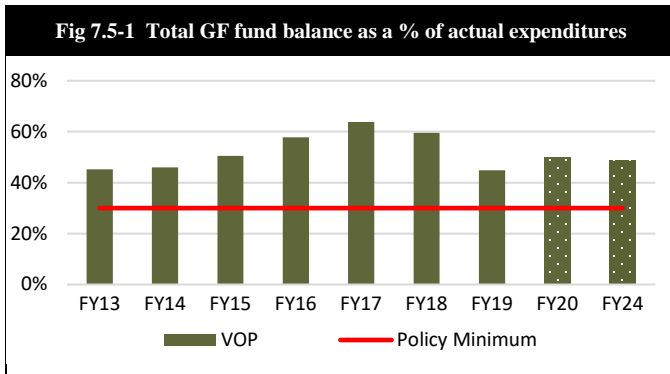


Fig 7.5-3 and Fig 7.5-4. VOP leverages SA4 to minimize long-term debt and achieve our BSC Goal 9 to Maintain a Healthy Financial Condition. In FY 21, VOP will accelerate all remaining debt service payments by one year and pay off all outstanding long-term debt.

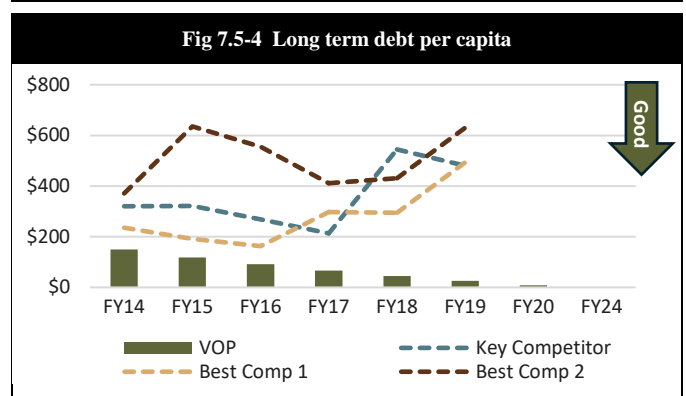
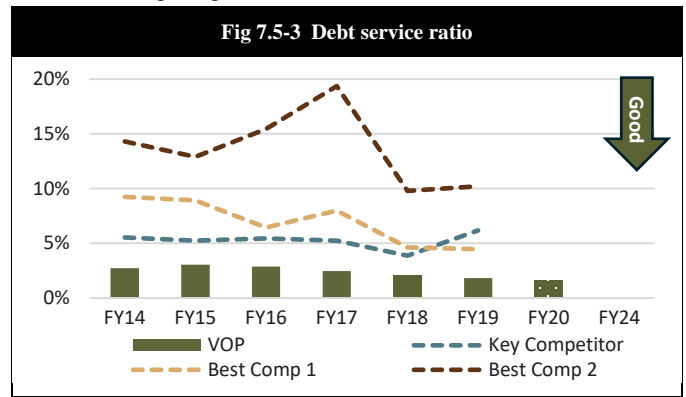
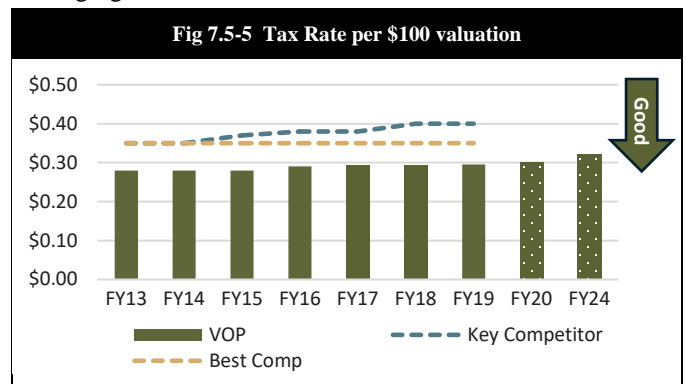
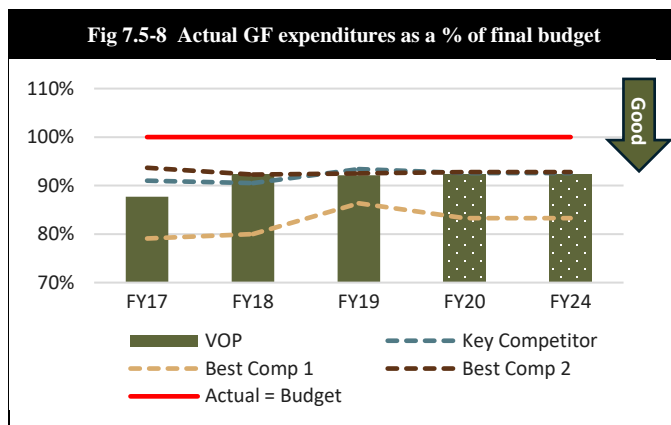
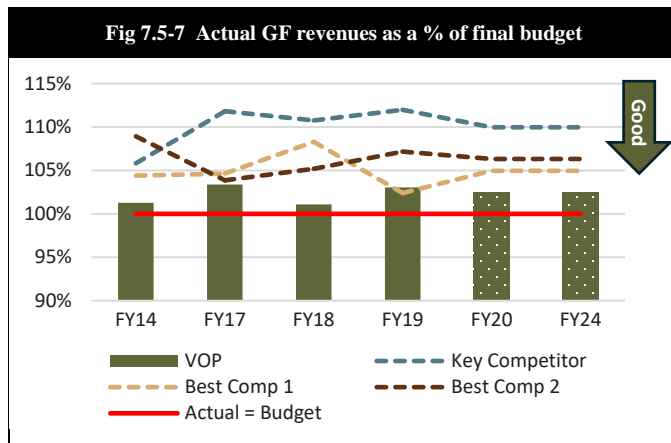
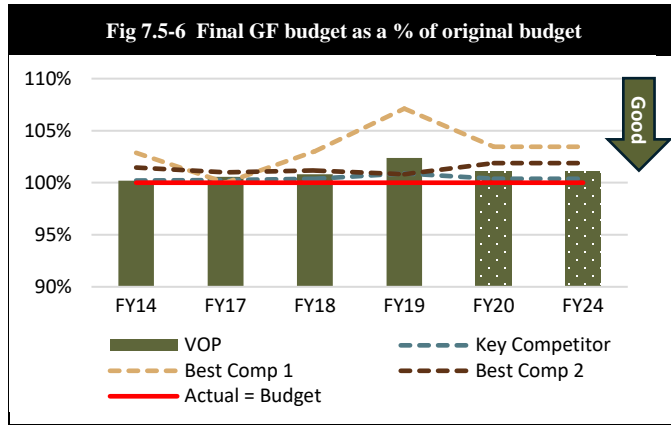


Fig 7.5-5. A low tax rate per \$100 valuation indicates both a strong tax base and cost efficient services obtained by leveraging CC1, CV4, SA1, and SA2.



Budgetary performance shown in *Fig 7.5-6* through *7.5-8*, demonstrate SLs' ability to accurately project revenues & expenditures (4.1c) and manage the cost of operations.



7.5a(2) Marketplace Performance

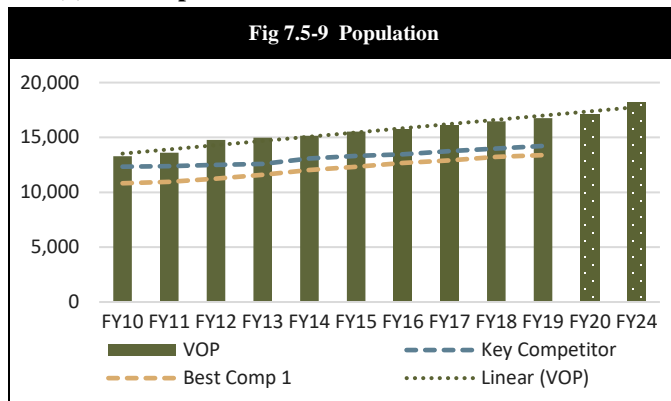


Fig 7.5-10. VOP's assessed values per square mile is higher than our key competitor due to the high QOL in Pinehurst. This, when combined with increases in population [*Fig 7.5-9*] and value of development permitted [*Fig 7.5-11*], relative to our key competitor, indicates sustained market leadership.

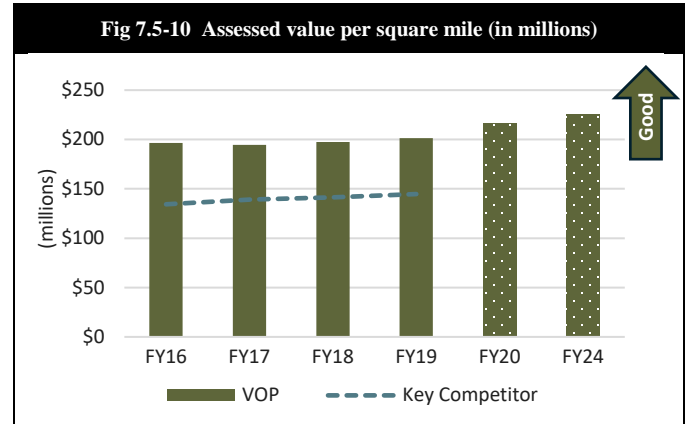
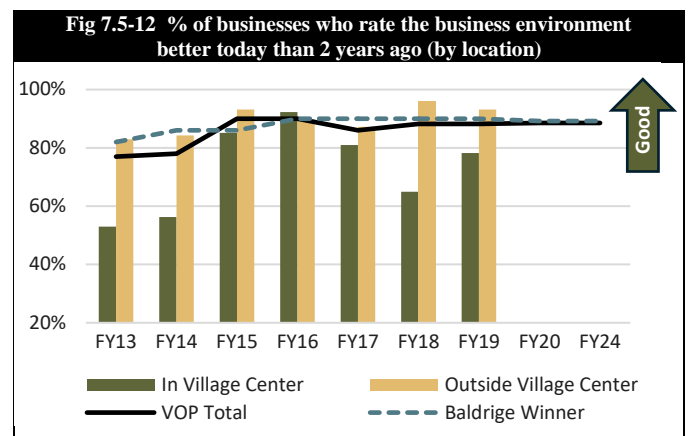
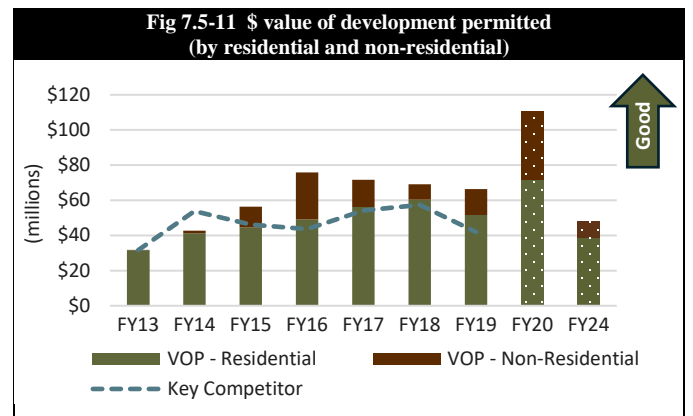


Fig 7.5-11. In FY20, the \$ value of non-residential development permitted includes a \$31 million new elementary school, PES. This increase in development permitted contributes to the Village's strategic challenge of managing the quality of development (SC1), minimizing traffic congestion (SC2), and responding to increased demand on existing services due to growth (SC3). To address the increase in development, VOP added a Building Inspector position in FY20 and is requesting a Transportation Planner position in FY21.



7.5b Strategy Implementation Results

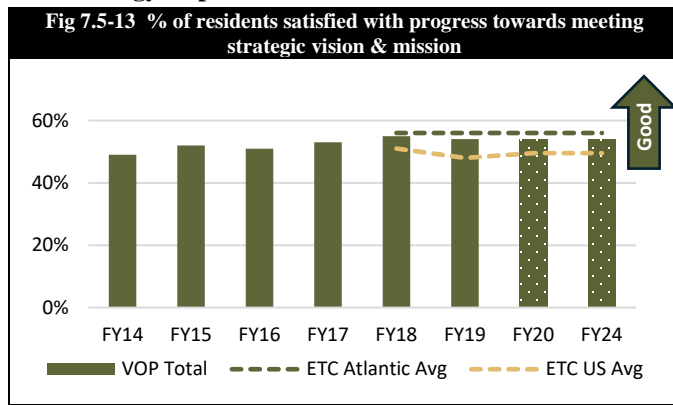


Fig 7.5-14 VOP awards & recognition

	#	Years
Administrative		
ICMA Certificate of Excellence in Performance Management*	2	2018-2019
Top 100 Best Fleets in America*	1	2019
Financial		
GFOA Certificate of Achievement for Excellence in Financial Reporting ^s *	28	1992-2019
GFOA Distinguished Budget Presentation Award ^s *	12	2008-2019
Technology		
Center for Digital Government Digital City Award - Top 4 in Population under 75,000*	3	2017-2019
Public Safety		
Life Safety Achievement Award for Zero Fire Deaths*	18	2002-2019
Fire Department International Accreditation ^s *	5	2016-2020
National Council for Home Safety and Security's #1 Safest City in NC	4	2016-2018; 2020
NOAA Storm Ready Community ^s	8	2013-2020
Community		
Tree City USA*	14	2006-2019

^s – Surpasses legal and regulatory requirements
*Highest national award

Fig 7.5-15. To measure achievement of strategy, VOP uses QS to assign a composite “score” for each Corporate BSC KPI (Fig 2.1-3) that roll up to BSC goals. A score of 6.67 or higher indicates achievement, a score of 3.34 to 6.66 indicates actual performance was above red flag thresholds but did not meet goals, and a score of less than 3.33 indicates performance fell below red flag thresholds. In FY19, when the MRF eliminated glass from the recycling stream (6.1a(1)), the % of refuse diverted from the landfill (Corporate BSC KPI #5.4) fell from 34% in FY18 to 27%, or below red flag thresholds, making the overall BSC Goal 5 fall below red flag thresholds.

Fig 7.5-15 Corporate BSC Strategy Dashboard (by BSC Goal)

Corporate BSC Goal	FY17	FY18	FY19
1 - Safeguard the Community	9.6	8.4	9.5
2 - Promote High Quality Development & Appearance	6.6	8.2	6.0
3 - Promote a Thriving Business Community	8.3	5.3	7.7
4 - Promote Transportation Mobility & Connectivity	6.2	6.0	6.3
5 - Protect the Environment	6.0	7.0	3.0
6 - Promote Active Living & Cultural Opportunities	8.6	8.0	8.0
7 - Professionally Manage a High Performing Organization	6.7	8.0	6.7
8 - Attract & Retain an Engaged Workforce	9.0	8.7	9.0
9 - Maintain a Healthy Financial Condition	10.0	10.0	10.0

Additional Results. The ultimate outcome of IAPs is to enhance QOL, with a key result for achieving strategy being resident satisfaction with the QOL [Fig 7.2-1]. To manage risks of IAPs, SLs completed risk assessments for 100% of IAPs that had a start date of FY18 or later. A key result for taking intelligent risks that includes our ability to execute the strategic plan (2.1a(3)) is the total GF fund balance as a % of actual expenditures that exceeds 30% [Fig 7.5-1].

Fig 7.5-16. In FY20, VOP has eight IAPs with quarterly IAP metrics shown on a fiscal year basis (i.e. Q1 ends September 30th). The public engagement phase of the Small Area Plan IAP is not scheduled until FY21, hence there is no goal set for this IAP’s metric in FY20.

Fig 7.5-16 FY20 IAP Metrics

IAP Description	Q3 Status	IAP Metric	Q1 Actual	Q2 Actual	Q3 Proj	Q4 Proj	Annual Goal
Police Department Accreditation	In progress & on schedule	Cumulative % of policies required for accreditation reviewed	100%	100%	100%	100%	100%
Long-Range Comprehensive Plan	Completed	Cumulative # of participants who attend meetings or view information on Envision the Village (ETV)	1,622	2,172	2,172	2,172	500
Small Area Plan	In progress & on schedule	Cumulative # of residents who participate and engage in the planning process online and in person	0	0	0	0	0
Community Center	Completed	Cumulative # of participants in athletic and recreation programs	1,433	2,525	3,004	3,200	5,150
P&I Process Improvements	In progress & on schedule	Average # of days to issue single family permits for new construction and additions/alterations	9.06	9.68	9.08	8.00	8.00
Build Baldrige Framework Systems & Culture	In progress & on schedule	% of sections of the application drafted	13%	13%	100%	100%	100%
		% of Quarterly Leadership Retreats held according to schedule	100%	100%	100%	100%	100%
Expand GIS Capabilities	In progress & on schedule	Cumulative # of static maps converted to ArcGIS for public and staff use	0	0	2	10	10
Workforce L&D	In progress & on schedule	% of vacancies filled with internal candidates	58%	48%	53%	35%	35%

