



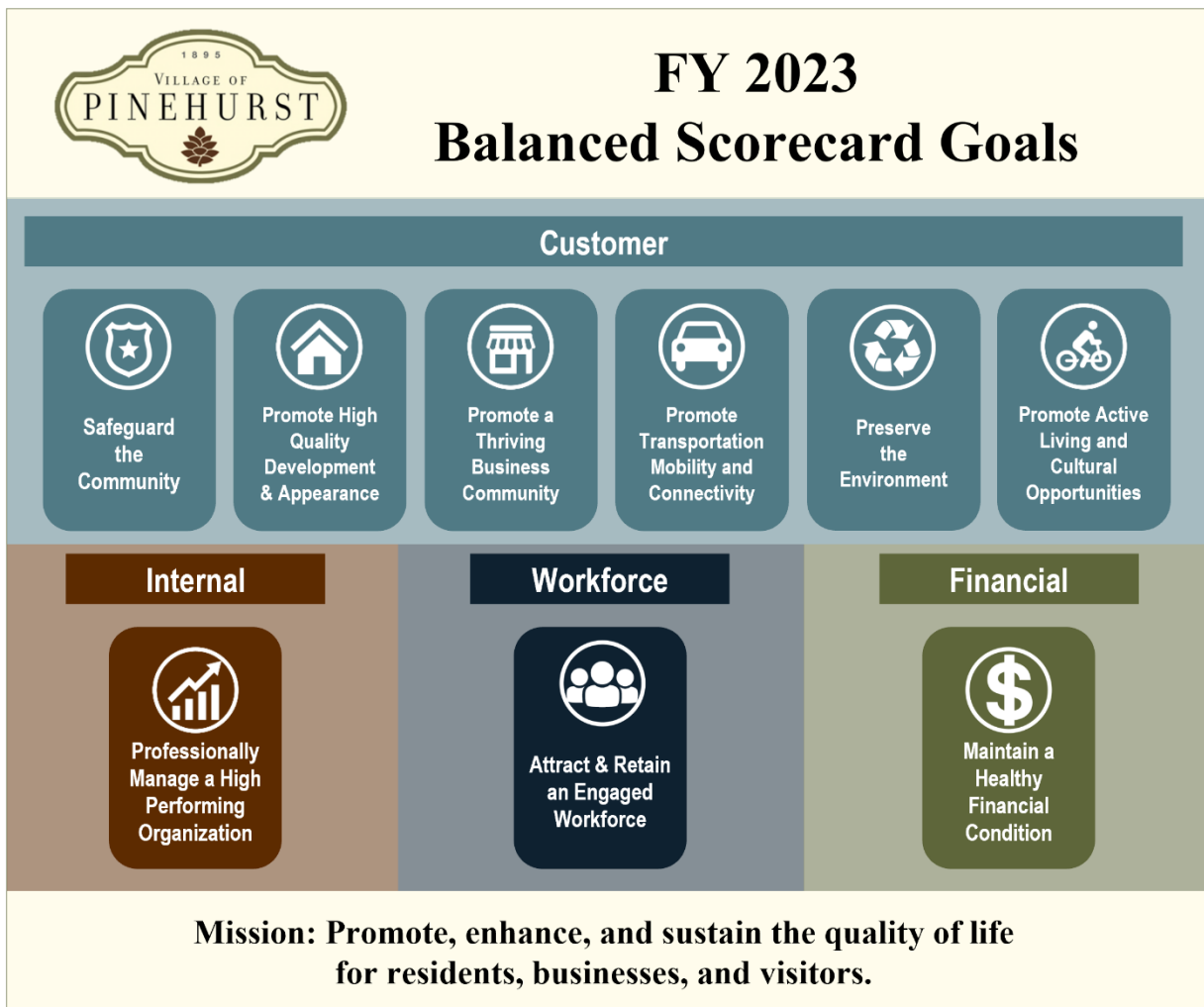
## Strategic Priorities Overview

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

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

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

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





## Strategic Planning Process

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

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

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

Next, the Village Council holds its annual two-day retreat in December. At this retreat, the Council affirms or modifies the Mission, Vision, and Values (MVV), identifies the BSC Areas of Focus, affirms or amends actions to address Strategic Opportunities, reviews a preliminary five-year financial forecast, discusses major capital and workforce needs, and affirms the Village's goals and objectives on the BSC.

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



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

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

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



## Strategic Planning Process

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

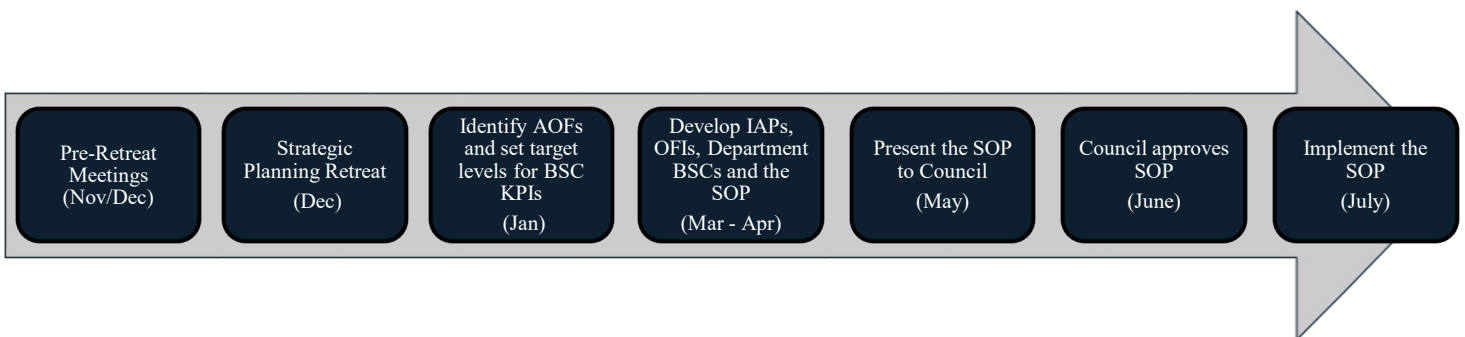
The five-year financial forecast for the General Fund FY 2023-2027, which is described more fully in the *Five-Year Financial Forecast* section of the SOP, is summarized below.

Five Year Financial Forecast					
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Tax Rate per \$100 valuation</b>	<b>\$0.31</b>	<b>\$0.315</b>	<b>\$0.315</b>	<b>\$0.325</b>	<b>\$0.325</b>
General Fund Operating Revenues	\$ 22,812,380	\$ 24,810,000	\$ 23,836,000	\$ 24,456,000	\$ 24,847,000
General Fund Operating Expenditures	21,838,200	22,728,387	22,900,093	23,765,478	24,440,582
Operating Income (Loss)	\$ 974,180	\$ 2,081,613	\$ 935,907	\$ 690,522	\$ 406,418
Transfer to Library Expansion Fund	-	-	3,600,000	-	-
Transfer to Carriage House Parking Facility Fund	-	-	350,000	3,150,000	-
Capital Expenditures	5,260,900	2,165,500	2,799,500	2,109,000	2,904,000
Total Expenditures	\$ 27,099,100	\$ 24,893,887	\$ 29,649,593	\$ 29,024,478	\$ 27,344,582
Transfer from American Rescue Plan Act Fund	4,286,720	1,011,000	-	-	-
Budget to Actual Variance <sup>1</sup>	1,756,798	1,839,087	1,841,367	1,908,143	1,959,311
<b>Projected Actual Gain/(Loss)</b>	<b>\$ 1,756,798</b>	<b>\$ 2,766,200</b>	<b>\$ (3,972,227)</b>	<b>\$ (2,660,334)</b>	<b>\$ (538,271)</b>
<b>Fund Balance as a % of Total Exp.</b>	<b>54.9%</b>	<b>70.9%</b>	<b>46.1%</b>	<b>37.9%</b>	<b>38.3%</b>

<sup>1</sup>Assumes actual operating revenues of 101% of budget and actual operating expenditures of 93% of budget

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

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





## Key Inputs into the 2023 Strategic Operating Plan

### Mission, Vision, and Values

At the December 2021 Council Retreat, the Council affirmed the Village’s mission, vision, and core values. The vision is what we aspire for our Village to be, while the mission provides purpose to our Village Council, staff, and volunteers. The Village core values are the guiding principles and behaviors that embody how Village employees are expected to operate as they provide services to Pinehurst residents, businesses, and visitors.

**VISION**  
The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

**VALUES**  
Service  
Initiative  
Teamwork  
Improvement

**MISSION**  
Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

### Core Competencies

Core competencies represent those areas of the Village’s greatest expertise and are those strategically important capabilities that are central to fulfilling the Village’s mission. At the December 2021 retreat, the Council reviewed and affirmed the core competencies of the Village to include:

1. Systematic approach to continuous improvement
2. Engagement of volunteers
3. Leverage technology

### Strategic Challenges & Opportunities

Strategic challenges are pressures that exert an influence on the likelihood of our Village’s future success. Strategic opportunities are those prospects for new or changed services or processes. The strategic challenges and strategic opportunities identified by the Village Council for FY 2023 are indicated below. The FY 2023 SOP was developed to address each of these challenges and opportunities.

Strategic Challenges	Opportunities
<ol style="list-style-type: none"> <li>1. Managing the quality of development</li> <li>2. Increasing traffic volume and congestion</li> <li>3. Managing growth in a way that protects the Village’s character</li> <li>4. Limitations on development regulatory authority</li> <li>5. Cost escalation</li> <li>6. Tightening labor market</li> </ol>	<ol style="list-style-type: none"> <li>1. Support the Village Center through diverse cultural activities.</li> <li>2. Use small area planning to provide business opportunities across the Village.</li> <li>3. Improve the effectiveness of our vehicular transportation systems.</li> <li>4. Promote high-quality development and design.</li> <li>5. Become a pedestrian-friendly community.</li> <li>6. Pursue regulatory authority around our borders</li> <li>7. Consider new open spaces and amenities within neighborhoods.</li> <li>8. Expand and enhance stormwater management efforts.</li> <li>9. Evaluate possible expansion and construction of new Village facilities.</li> <li>10. Address the topic of short-term rentals.</li> <li>11. Address planning needs for Focus Areas 1 and 5.</li> <li>12. Expand utilization of the harness track.</li> </ol>



## Strategic Advantages

Strategic advantages are those benefits that exert a significant positive influence on the Village’s likelihood of future success and are our source of competitive success.

The strategic advantages identified by the Village Council for FY 2023 are:

1. Integrated and extensive use of technology
2. Culture of continuous improvement
3. Customer focused workforce
4. Strong financial condition
5. Integrated strategy planning processes
6. Robust Performance Measurement System

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

The Council also conducted a SOAR analysis at their December 2021 Pre-Retreat Meeting and identified organizational and community strengths, opportunities, aspirations, and results. Village Council and senior staff used this analysis to determine key strategic advantages, opportunities, and results to monitor.

## Environmental Scan

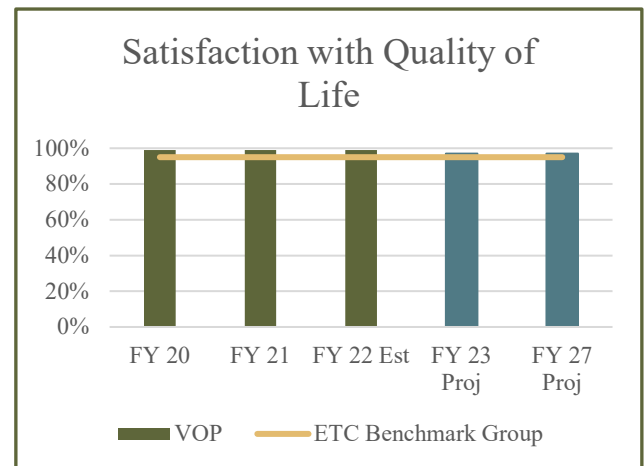
The environmental scan consists of a review of critical data and information that can impact service delivery. During the Pre-Retreat Meetings, the team conducted an external scan and reviewed key community and societal trends, economic trends, and uncertainties or potential blind spots. The team also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

## **FY 2023 Strategic Goals, Objectives, and Key Performance Indicators**

The Council’s strategic goals, objectives, and Key Performance Indicators (KPIs) for each of the four perspectives of the 2023 BSC are detailed on the following pages.

At the core of the BSC is the Village’s mission to “promote, enhance, and sustain the quality of life for residents, businesses, and visitors.” The Village measures its mission by asking residents to rate the overall quality of life in the Village during the annual community survey conducted by ETC Institute. In the 2021 resident survey, **99% of respondents indicated they were satisfied with their quality of life**, which exceeds all benchmark comparisons.

All Key Performance Indicators (KPIs) on the BSC are considered “lag” performance measures that indicate performance levels at the end of the fiscal year. The vast majority of customer perspective KPIs are annual resident satisfaction survey results from the community survey administered by ETC Institute. The statistically valid survey produces results with a 95% level of confidence and a margin of error of +/-3.4%. Department BSCs contain “lead” performance measures that measure key Village processes and are monitored either daily, weekly, monthly, or quarterly by senior leaders to ensure the Village achieves the desired “lag” performance targets set on the BSC. The BSC community survey results group neutrals within satisfaction levels.





FY 2023 Balanced Scorecard

MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

	Goal We intend to...	Strategic Objective How we will...	KPI #	KPI Description How do we know...	Actual FY 21	Est FY 22	ST Goal FY 23	LT Goal FY 27
Customer	1 – Safeguard the community	Deliver effective fire and rescue services	1.1	% of residents satisfied with fire services	100%	99%	95%	95%
			1.2	% of residents satisfied with how quickly fire personnel respond to emergencies	98%	99%	95%	95%
			1.3	Property value saved, as a percentage of property value at risk in fires	95%	88%	>85%	>85%
		Deliver effective police services	1.4	% of residents whose overall feeling of safety in the Village is good or excellent	99%	99%	95%	95%
			1.5	% of residents satisfied with police services	98%	95%	95%	95%
			1.6	Crime rate per 1,000 residents	36	39	<40	<40
	2 – Promote high quality development and appearance	Manage development to protect Village character AOF	2.1	% of residents satisfied with the quality of new residential development	79%	80%	82%	85%
			2.2	% of residents satisfied with the quality of new commercial development	79%	80%	82%	85%
			2.3	% of residents satisfied with Village efforts to maintain the quality of neighborhoods	88%	90%	90%	90%
		Enforce codes and ordinances	2.4	% of residents satisfied with the enforcement of Village codes and ordinances	86%	85%	85%	85%
		Maintain and enhance the appearance of public spaces	2.5	% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	95%	95%
	3 – Promote a thriving business community	Support the business community AOF	3.1	% of businesses satisfied with the overall quality of Village services	93%	95%	95%	95%
			3.2	% of businesses likely to recommend the Village as a business location	92%	91%	90%	90%
	4 – Promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system AOF	4.1	% of residents satisfied with the availability of walkways in your neighborhood*	67%*	71%	70%	75%
			4.2	% of residents satisfied with the availability of greenway/walking trails across the Village*	92%*	94%	90%	90%
			4.3	# of collisions per 1,000 residents	34	35.6	40	40
		Maintain high quality streets	4.4	% of residents satisfied with the adequacy of street lighting	71%	72%	70%	70%
			4.5	% of residents satisfied with street and right of way maintenance	88%	87%	85%	85%
	5 – Preserve the environment	Manage stormwater systems	5.1	% of residents satisfied with the quality of stormwater management	83%	81%	80%	85%
		Provide effective and efficient solid waste collection services	5.2	% of residents satisfied with solid waste services	96%	95%	95%	95%
		Conserve natural resources	5.3	% of residents satisfied with promotion of natural resource conservation	89%	90%	90%	90%
			5.4	% of refuse diverted from the landfill	15%	20%	20%	20%
	6 – Promote active living and cultural opportunities	Provide recreation programs and facilities	6.1	% of residents satisfied with P&R programs	98%	98%	95%	95%
			6.2	% of residents satisfied with P&R facilities	98%	97%	95%	95%
		Provide cultural services and events	6.3	% of residents satisfied with Village sponsored cultural arts events	94%	93%	90%	90%
Provide Library and Archive services		6.4	% of residents satisfied with Given Memorial Library services	96%	95%	95%	95%	
		6.5	% of residents satisfied with the Tufts Archives		95%	95%	95%	



## Balanced Scorecard

	Goal We intend to...	Strategic Objective How we will...	KPI #	KPI Description How do we know...	Actual FY 21	Est FY 22	ST Goal FY 23	LT Goal FY 27
Internal	7 – Professionally manage a high performing organization	Communicate with and engage the community	7.1	% of residents satisfied with Village communications	97%	95%	95%	95%
			7.2	% of residents satisfied with the level of public involvement in local decisions	87%	88%	85%	85%
		Provide a high level of customer service	7.3	% of residents satisfied with customer service provided by VOP staff	98%	98%	95%	95%
		Continuously improve and innovate	7.4	% of residents satisfied with the value received for taxes paid	93%	92%	90%	90%
		Maintain Village assets	7.5	% of depreciable life remaining on capital assets	45%	44%	40-60%	40- 60%

	Goal We intend to...	Strategic Objective How we will...	KPI #	KPI Description How do we know...	Actual FY 21	Est FY 22	ST Goal FY 23	LT Goal FY 27
Workforce	8 – Attract & retain an engaged workforce	Provide a supportive and rewarding work environment	8.1	% of employees who agree that overall they like their job	98%	98%	95%	95%
			8.2	% of volunteers who agree that overall they like their role	98%	99%	95%	95%

	Goal We intend to...	Strategic Objective How we will...	KPI #	KPI Description How do we know...	Actual FY 21	Est FY 22	ST Goal FY 23	LT Goal FY 27
Financial	9 – Maintain a healthy financial condition	Meet or exceed established financial targets	9.1	Total General Fund fund balance as a % of actual expenditures**	69%	42%	>30%	>30%
			9.2	General Fund operating margin**	82%	86%	81%- 91%	81%- 91%
			9.3	General Fund debt service ratio**	0.8%	0.0%	<10%	<10%

\*Denotes questions and percentile satisfaction responses that were updated for FY22.

\*\*ST and LT goals are based on established financial policies.

Items in red are *Areas of Focus (AOF)* based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, opportunities, and community survey areas for improvement.



## Initiative Action Plans (IAPs)

The total costs below for the seven FY 2023-2027 IAPs include implementation and ongoing operating and maintenance costs associated with the IAP. Financial resources have been prioritized to address Council’s strategic objectives and Areas of Focus, thereby helping to ultimately achieve the goals on the BSC.

Proposed FY 2023-2027 Initiative Action Plans (IAPs)							
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.							
	Goal We intend to...	Strategic Objective How we will...	Initiative Action Plans	Fiscal Year(s)	FY 2023 Funding	FY 2023-2027 Funding	
Customer	1 - Safeguard the community	Deliver effective fire and rescue services					
		Deliver effective police services					
	2 – Promote high quality development and appearance	Manage development to protect Village character <small>AOF</small>	Update the Pinehurst Development Ordinance		2023-2024	\$0	\$0
			Small Area Plans for Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy 5 Commercial Area		2023	\$0	\$0
			Relocation of the Public Services Complex to allow for redevelopment of Village Place. (6.5)		2023-2025	\$350,000	\$425,000
			Enforce codes and ordinances				
		Maintain and enhance the appearance of public spaces					
	3 – Promote a thriving business community	Support the business community <small>AOF</small>	Expand Downtown Parking Facilities		2024-2027	\$0	\$3,540,500
	4 – Promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system <small>AOF</small>	Develop a Consolidated Multi-Modal Transportation Plan		2024-2025	\$0	\$100,000
			Maintain high quality streets				
	5 - Preserve the environment		Manage stormwater systems				
			Provide effective and efficient solid waste collection services				
Conserve natural resources							
6 – Promote active living and cultural opportunities		Provide recreation programs and facilities	Retrofit Current Athletic Fields with Synthetic Turf		2023-2027	\$1,237,000	\$1,770,800
		Provide cultural services and events					
		Provide Library and Archives Services	Expand and Renovate Given Library/Tufts Archives		2023-2027	\$0	\$3,193,325
Internal	7 - Professionally manage a high performing organization	Communicate with and engage the community					
		Provide a high level of customer service					
		Continuously improve and innovate					
		Maintain Village assets					
Workforce	8 - Attract & retain an engaged workforce	Provide a supportive and rewarding work environment					
Financial	9 - Maintain a healthy financial condition	Meet or exceed established financial targets					





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



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

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

To evaluate ways to improve a process or approach, the Village uses BIRDIEs, ACEs, and other quality tools including SIPOCs and Plus/Deltas. BIRDIE is a six-step Plan, Do, Check, Act (PDCA) improvement process used for in-depth analysis of key processes or approaches. In the five-year planning period, the Village has one BIRDIE evaluation scheduled: Document Imaging (FY 2023).

FY 2023 – 2027 ACEs	
FY 2023	Fire inspection process evaluation
FY 2023	Evaluate ways to automate employee timekeeping
FY 2023	Return pickup evaluation
FY 2023	Re-evaluate road patching services
FY 2024	Recruitment/hiring process

ACE (Analyze, Change, and Evaluate) is a three-step PDCA improvement process used for more rapid improvement cycles. The corresponding table indicates the planned ACEs for FY 2023-2027.

The pages that follow include information on each BSC goal and their associated strategic objectives, short term and long term Initiative Action Plans, and Key Performance Indicators. While many strategic objectives have projects or IAPs aimed at achieving them, additional resources have also been allocated in the 2023 Strategic Operating Plan to higher priority strategic objectives, or Areas of Focus. For those objectives not addressed, current performance levels indicate the Village is already demonstrating excellent performance levels (e.g. above 90% satisfaction ratings). See the individual department goals and

department BSCs included in the *General Fund* section of this document for additional information.

The pages that follow also include graphs of the Village’s observed results for those KPIs on the BSC. The Village’s historical results are indicated by the green bars in the graphs. The projected FY 2023 and FY 2027 performance levels are indicated by the blue bars in the graphs, were prepared using trend analysis and are reflective of resource allocations over the planning period. Council has set goals for most survey related KPIs at 95% or 90%, based on historical results. Where results have been consistently above 95%, goals are set at 95% and when results have consistently hovered closer to 90%, goals are set at 90% unless additional resources are being applied as a part of this plan. The Village’s surveys typically have a margin of error close to 5%. When applicable and available, the graphs also include comparable information indicating the Village’s performance relative to others, as described below:

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



## Goal: Safeguard the Community



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

There are two objectives under the goal to Safeguard the Community:

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



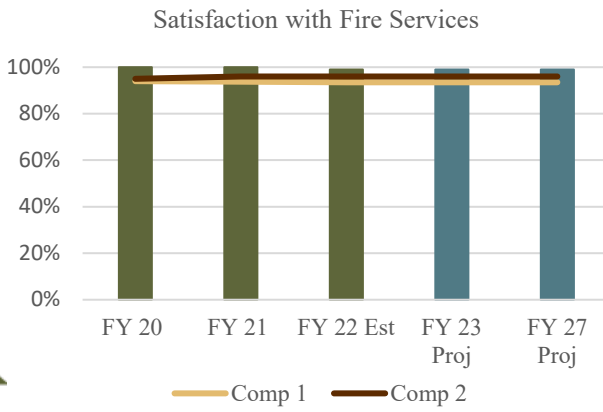
*Pinehurst Fire Engine*

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



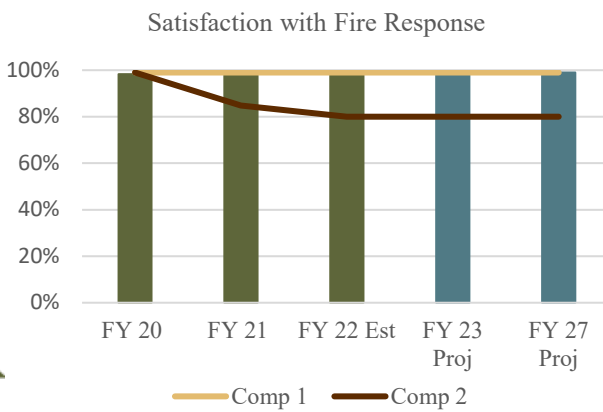
Key Performance Indicators (KPIs) - Deliver effective fire and rescue services

Maintain a 95% resident satisfaction rating with fire services



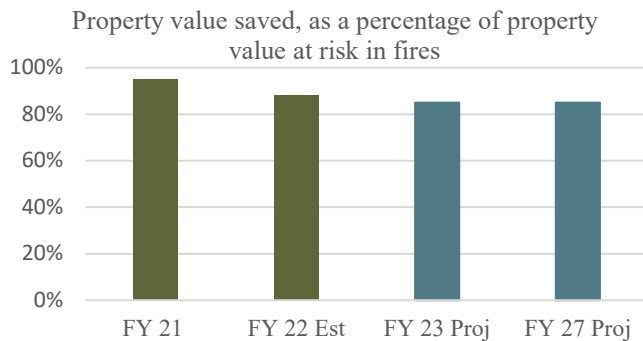
The Village has consistently exceeded comparable communities concerning resident satisfaction with fire services. Projected satisfaction levels of 99% indicate the Village will meet its goal to achieve a 95% satisfaction rating over the five-year period.

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



Resident satisfaction with fire response is comparable to benchmark communities at approximately 99%. The Village projects that satisfaction ratings will continue to exceed the goal of 95% over the five-year period. In FY 2017, the department received Accredited Agency status with the Commission on Fire Accreditation International, one of only 19 NC agencies and 220 worldwide. In FY 2022, the Village improved its NC Response Rating System to a 2.

Maintain >85% property value saved of total property value at risk in fires

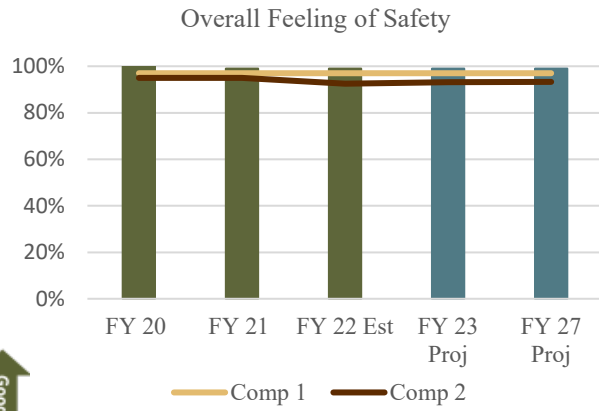


New for FY23, the department has added property value saved, as a percentage of property value at risk in fires. The Village believes this KPI addition provides an opportunity to measure the department's ability to react, respond, and mitigate fire risks. The Fire Department will continue efforts with fire safety education for the over 19,000 people served in the district.



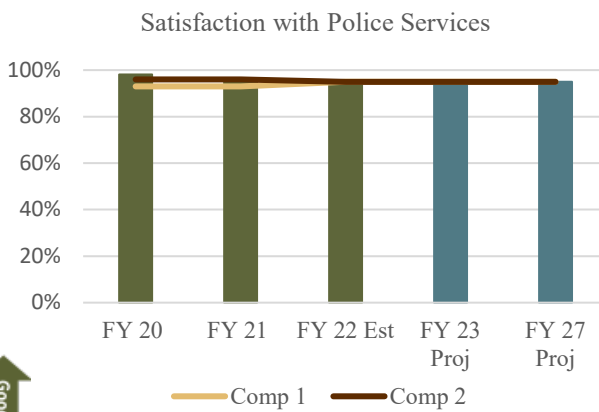
Key Performance Indicators (KPIs) - Deliver effective police services

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



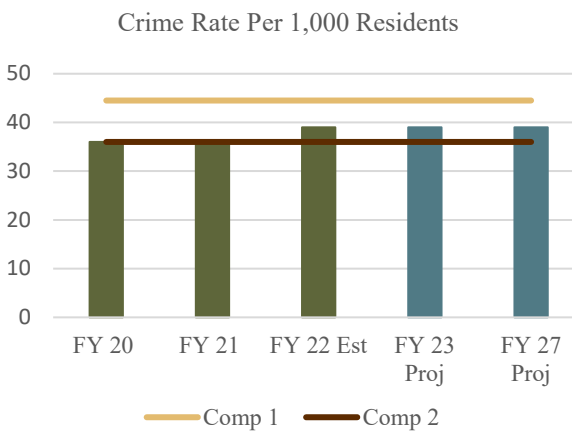
The Village has consistently exceeded comparable communities with resident satisfaction of the overall feeling of safety at 99%. Projected satisfaction levels indicate the Village will exceed its goal to achieve a 95% satisfaction rating over the five-year period.

Maintain a 95% resident satisfaction with police services

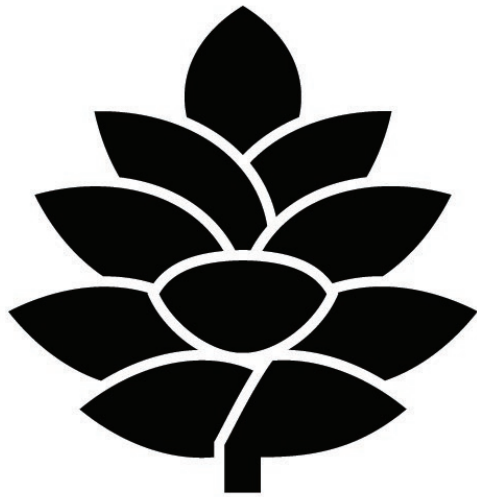


The Village has consistently exceeded comparable communities with resident satisfaction with police services. Projected satisfaction levels indicate the Village will meet its goal to achieve a 95% satisfaction rating over the five-year period.

Maintain a <40 crime rate per 1,000 residents



The Village consistently monitors the number of crimes against persons, society, and property per 1,000 residents in order to understand how crime in Pinehurst ranks with comparable communities. This measure uses the National Incident-Based Reporting System (NIBRS) for tracking and reporting crimes.





## Goal: Promote High-Quality Development and Appearance



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

There are three objectives under the goal to Promote High Quality Development and Appearance:

1. Manage development to protect Village Character
2. Enforce codes and ordinances
3. Maintain and enhance the appearance of public spaces

The objective to manage development to protect Village character is an Area of Focus (AOF) for FY 2023.

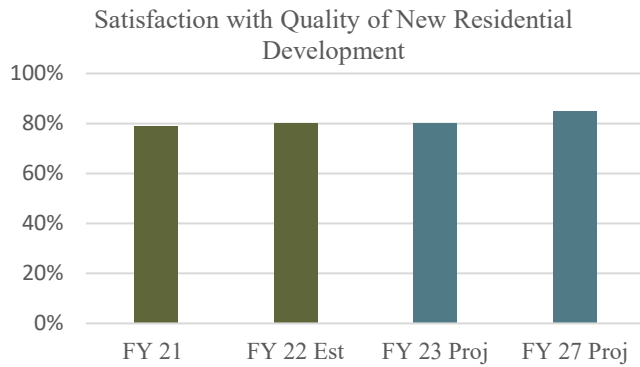
The five-year Initiative Action Plans (IAPs) and Key Performance Indicators (KPIs) for these objectives are identified below.

Strategic Objective: Manage Development to Protect Village Character <small>AOF</small>			
Initiative Action Plans	Timeline	FY 2023-2027 Funding	Department/ Division
<b>Update the Pinehurst Development Ordinance</b> – Update the Pinehurst Development Ordinance to reflect priorities of the 2019 Comprehensive Plan and changes required by 160D legislation	FY 2023-2024	\$0	Planning
<b>Small Area Plan for Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy 5 Commercial Area</b> – Engage a consultant and develop small area plans for two focus areas from the 2019 Comprehensive Plan	FY 2023	\$0	Planning
<b>Relocation of the Public Services Complex</b> – To allow for redevelopment of Village Place	FY 2023-2025	\$425,000	Public Services



**Key Performance Indicators (KPIs) – Manage development to protect Village character <sup>AOF</sup>**

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

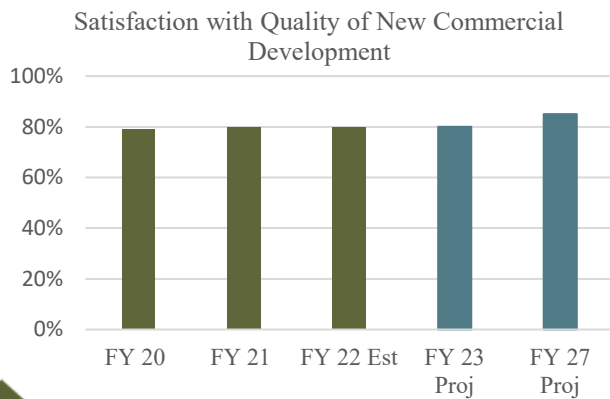


The Village monitors resident satisfaction with the quality of new residential development. In FY 2021, the Village began implementing the 2019 Comprehensive Plan strategies and updating portions of the Pinehurst Development Ordinance that could positively impact this measure over the five-year planning period.

*Prior to FY 2022, the community survey asked residents to rate their satisfaction with the quality of new development. Comps and future projections will be adjusted in FY 2023 to match the new language.*



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

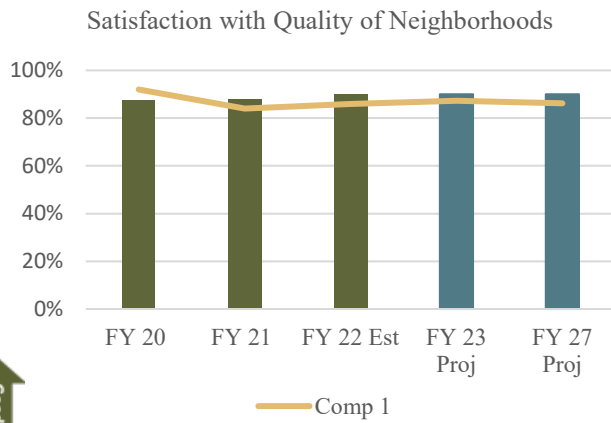


The Village monitors resident satisfaction with the quality of new commercial development. In FY 2021, the Village began implementing the 2019 Comprehensive Plan strategies and updating portions of the Pinehurst Development Ordinance that could positively impact this measure over the five-year planning period.

*Prior to FY 2022, the community survey asked residents to rate their satisfaction with the quality of new development. Comps and future projections will be adjusted in FY 2023 to match the new language.*



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



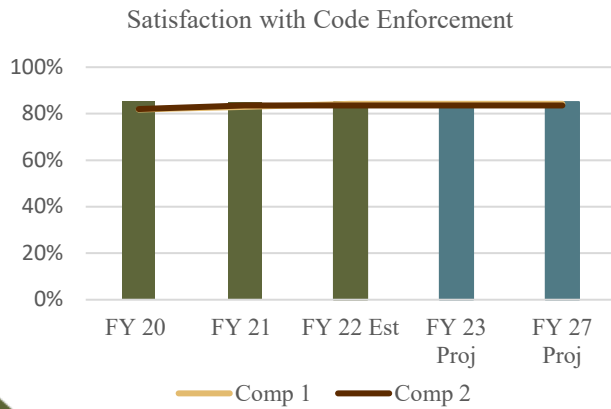
The Village closely monitors resident satisfaction with efforts to maintain the quality of neighborhoods. Historically, satisfaction levels with the efforts to maintain quality neighborhoods has fallen just short of the 90% satisfaction goal. The continued implementation of the 2019 Comprehensive Plan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





Key Performance Indicators (KPIs) – Enforce codes and ordinances

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

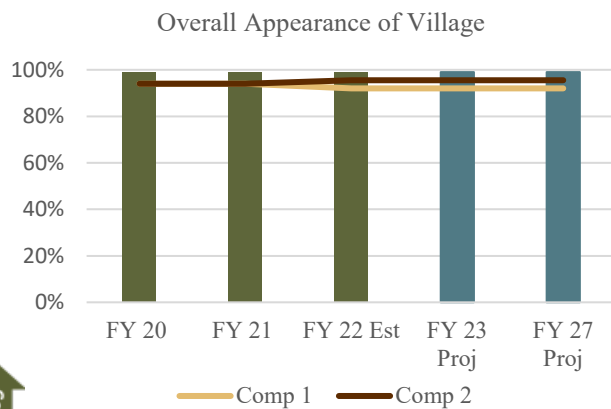


Resident satisfaction with the enforcement of codes and ordinances has been historically lower relative to other satisfaction ratings in the annual community survey. To address this, in FY 2017, the Village’s code enforcement officer began routine patrols of neighborhoods to identify code enforcement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



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

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



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







*Gateway signage landscaping*



## Goal: Promote a Thriving Business Community



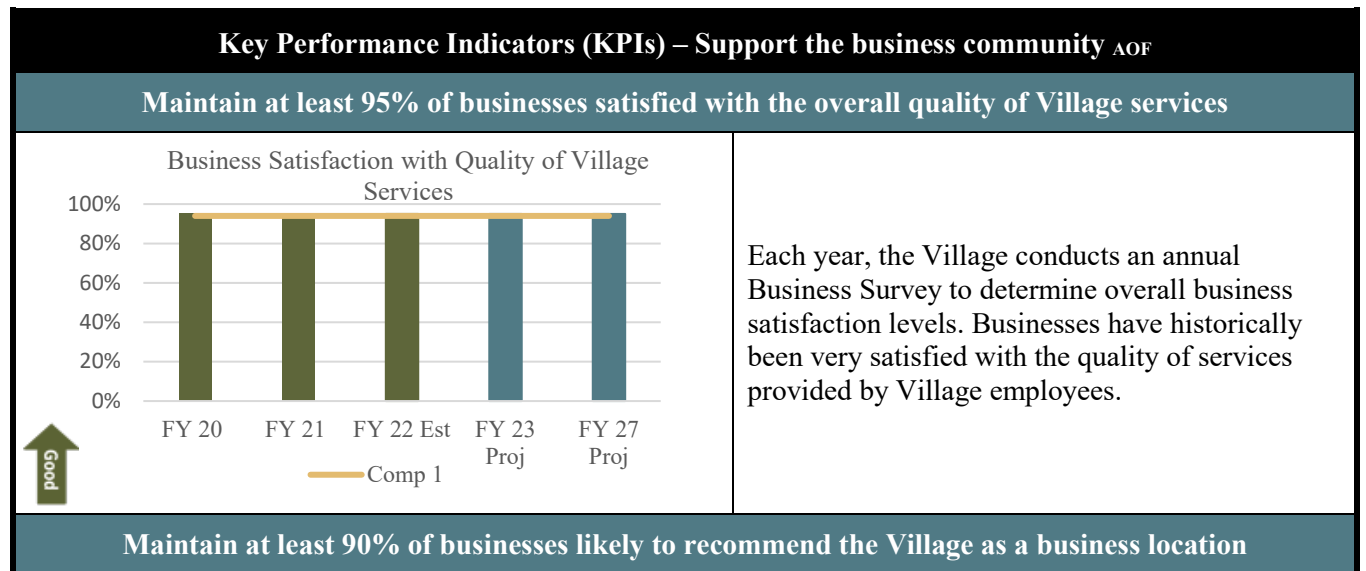
Promoting a thriving business community means to support economic and business development. Departments and divisions primarily responsible include Administration, Planning, and Community Development. Applicable volunteers include the Welcome Center volunteers. See the *General Fund* section of this document for additional information on the departments.

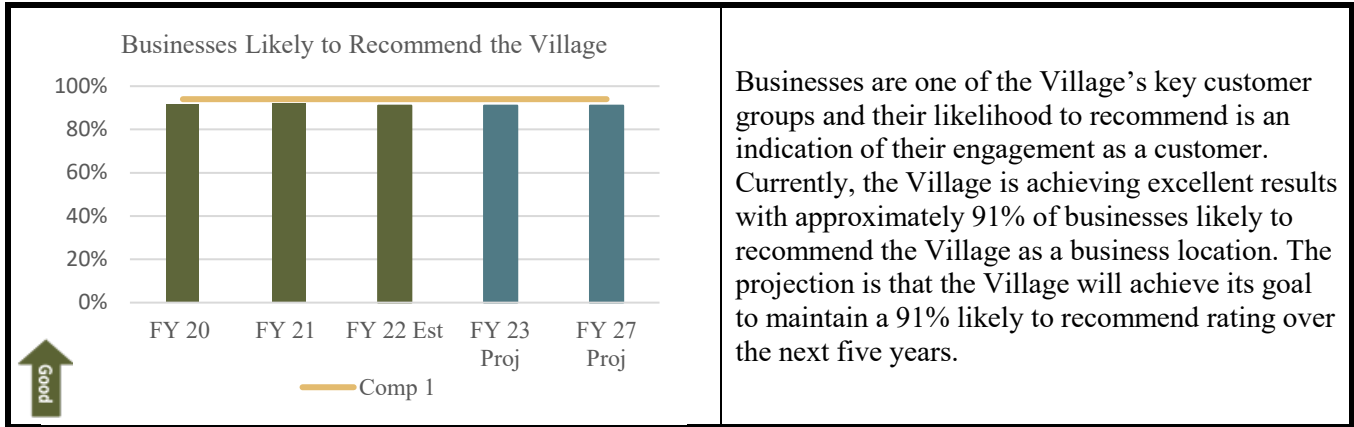
There is one objective under Promote a Thriving Business Community, which is also an Area of Focus (AOF) for FY 2023:

1. Support the business community.

The five-year Initiative Action Plan (IAP) for this goal and the Key Performance Indicators (KPI) for this objective are identified below.

Strategic Objective: Support the business community <sup>AOF</sup>			
Initiative Action Plans	Timeline	FY 2023-2027 Funding	Department/ Division
<i>Expand downtown parking facilities</i> – develop a plan and strategy to expand downtown parking facilities	FY 2024-2027	\$3,540,500	Community Development







## Goal: Promote Transportation Mobility and Connectivity



Promoting transportation mobility and connectivity means to provide efficient and well-maintained roadways, sidewalks, greenway trails, and other transportation alternatives to ensure safe and adequate mobility and connectivity. Divisions primarily responsible include Planning, Streets & Grounds, Buildings & Grounds, and Parks and Recreation. Applicable volunteers include the Bicycle and Pedestrian Advisory Committee and the Greenway Wildlife Habitat Committee. See the *General Fund* section of this document for additional information on the departments.

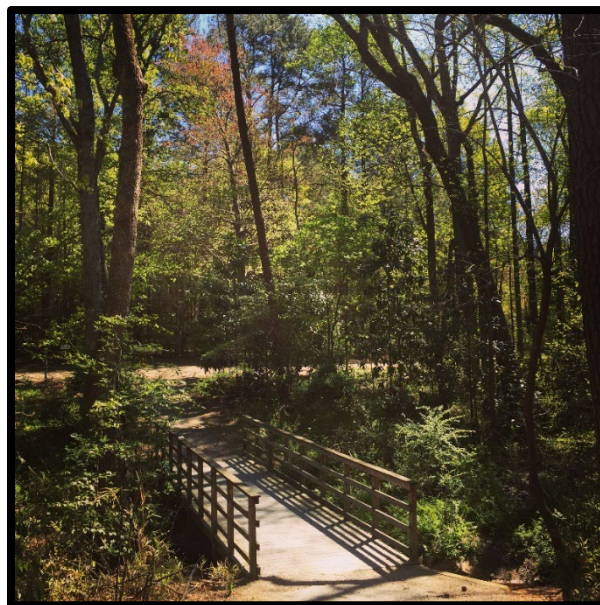
There are two objectives under Promote Transportation Mobility and Connectivity:

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

To provide a safe and effective multi-modal transportation system is an Area of Focus (AOF) for FY 2023.

The five-year Initiative Action Plan (IAP) for this goal and the Key Performance Indicators (KPI) for this objective is identified below.

Strategic Objective: Provide a safe and effective multi-modal transportation system <small>AOF</small>			
Initiative Action Plans	Timeline	FY 2023-2027 Funding	Department/ Division
<b><i>Develop a consolidated multi-modal transportation plan</i></b> – Consolidate the Village’s multi-modal transportation plans into one document that incorporates bicycle, pedestrian, and golf cart accessibility.	FY 2024-2025	\$100,000	Planning



*Walking trail in Rassie Wicker Park*



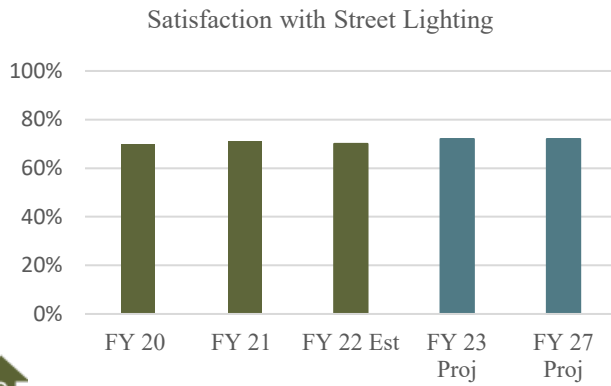
The Key Performance Indicators (KPIs) for these objectives are identified below.

Key Performance Indicators (KPIs) – Provide safe and effective multi-modal transportation system AOF																			
<p align="center"><b>Maintain resident satisfaction with the availability of walkways at 70%</b></p>																			
<p align="center">Satisfaction with Availability of Walkways</p> <table border="1"> <caption>Satisfaction with Availability of Walkways</caption> <thead> <tr> <th>Fiscal Year</th> <th>Comp 1 (%)</th> <th>Comp 2 (%)</th> </tr> </thead> <tbody> <tr> <td>FY 20</td> <td>70</td> <td>78</td> </tr> <tr> <td>FY 21</td> <td>68</td> <td>78</td> </tr> <tr> <td>FY 22 Est</td> <td>70</td> <td>78</td> </tr> <tr> <td>FY 23 Proj</td> <td>70</td> <td>78</td> </tr> <tr> <td>FY 27 Proj</td> <td>70</td> <td>78</td> </tr> </tbody> </table> <p>↑ Good</p>	Fiscal Year	Comp 1 (%)	Comp 2 (%)	FY 20	70	78	FY 21	68	78	FY 22 Est	70	78	FY 23 Proj	70	78	FY 27 Proj	70	78	<p>No additional walkways were constructed for neighborhoods in 2020. The Village has funding for additional pedestrian facilities in FY 2023–2027 to help improve resident satisfaction with the availability of walkways.</p>
Fiscal Year	Comp 1 (%)	Comp 2 (%)																	
FY 20	70	78																	
FY 21	68	78																	
FY 22 Est	70	78																	
FY 23 Proj	70	78																	
FY 27 Proj	70	78																	
<p align="center"><b>Maintain resident satisfaction with the availability of greenway/walking trails at 90%</b></p>																			
<p align="center">Satisfaction with Availability of Greenways</p> <table border="1"> <caption>Satisfaction with Availability of Greenways</caption> <thead> <tr> <th>Fiscal Year</th> <th>Comp 1 (%)</th> <th>Comp 2 (%)</th> </tr> </thead> <tbody> <tr> <td>FY 20</td> <td>85</td> <td>85</td> </tr> <tr> <td>FY 21</td> <td>85</td> <td>85</td> </tr> <tr> <td>FY 22 Est</td> <td>85</td> <td>85</td> </tr> <tr> <td>FY 23 Proj</td> <td>85</td> <td>85</td> </tr> <tr> <td>FY 27 Proj</td> <td>85</td> <td>85</td> </tr> </tbody> </table> <p>↑ Good</p>	Fiscal Year	Comp 1 (%)	Comp 2 (%)	FY 20	85	85	FY 21	85	85	FY 22 Est	85	85	FY 23 Proj	85	85	FY 27 Proj	85	85	<p>The Village began constructing greenways as a result of resident input in the Village’s first Comprehensive Long Range Plan in 2003. Over time, the Village has constructed over 7 miles of greenways and has achieved high resident satisfaction levels with the availability of greenways that exceed comparable communities. There is no major expansion of the existing greenway system planned in the five-year planning period. The Village projects it will achieve a satisfaction rating of 94%, exceeding the goal.</p>
Fiscal Year	Comp 1 (%)	Comp 2 (%)																	
FY 20	85	85																	
FY 21	85	85																	
FY 22 Est	85	85																	
FY 23 Proj	85	85																	
FY 27 Proj	85	85																	
<p align="center"><b>Maintain &lt;40 collisions per 1,000 residents</b></p>																			
<p align="center">Collisions per 1,000 Residents</p> <table border="1"> <caption>Collisions per 1,000 Residents</caption> <thead> <tr> <th>Fiscal Year</th> <th>Comp 1</th> <th>Comp 2</th> </tr> </thead> <tbody> <tr> <td>FY 20</td> <td>60</td> <td>15</td> </tr> <tr> <td>FY 21</td> <td>65</td> <td>20</td> </tr> <tr> <td>FY 22 Est</td> <td>65</td> <td>18</td> </tr> <tr> <td>FY 23 Proj</td> <td>65</td> <td>18</td> </tr> <tr> <td>FY 27 Proj</td> <td>65</td> <td>18</td> </tr> </tbody> </table> <p>↓ Good</p>	Fiscal Year	Comp 1	Comp 2	FY 20	60	15	FY 21	65	20	FY 22 Est	65	18	FY 23 Proj	65	18	FY 27 Proj	65	18	<p>Traffic in and around the Village continues to be an important concern for residents. Along with increased traffic comes the potential for an increase in collisions on roadways. Historically, the Village has experienced relatively low collision numbers per 1,000 residents compared to neighboring communities.</p>
Fiscal Year	Comp 1	Comp 2																	
FY 20	60	15																	
FY 21	65	20																	
FY 22 Est	65	18																	
FY 23 Proj	65	18																	
FY 27 Proj	65	18																	



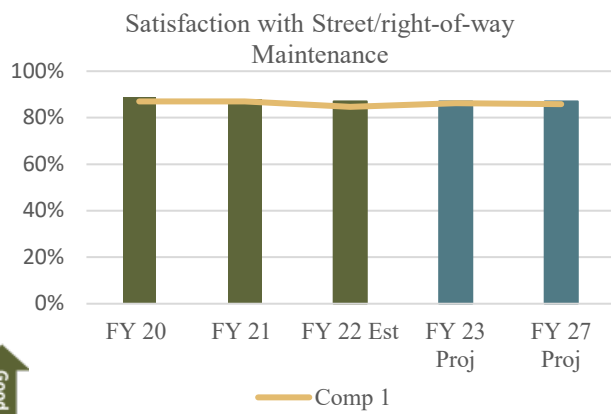
Key Performance Indicators (KPIs) – Maintain high quality streets

Maintain resident satisfaction with adequacy of street lighting at 70%



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

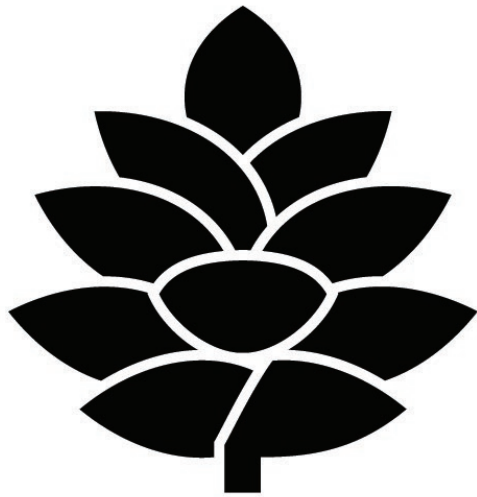
Maintain resident satisfaction with street and right of way maintenance at 85%



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



Streetlight in Village Center





# Goal: Preserve the Environment

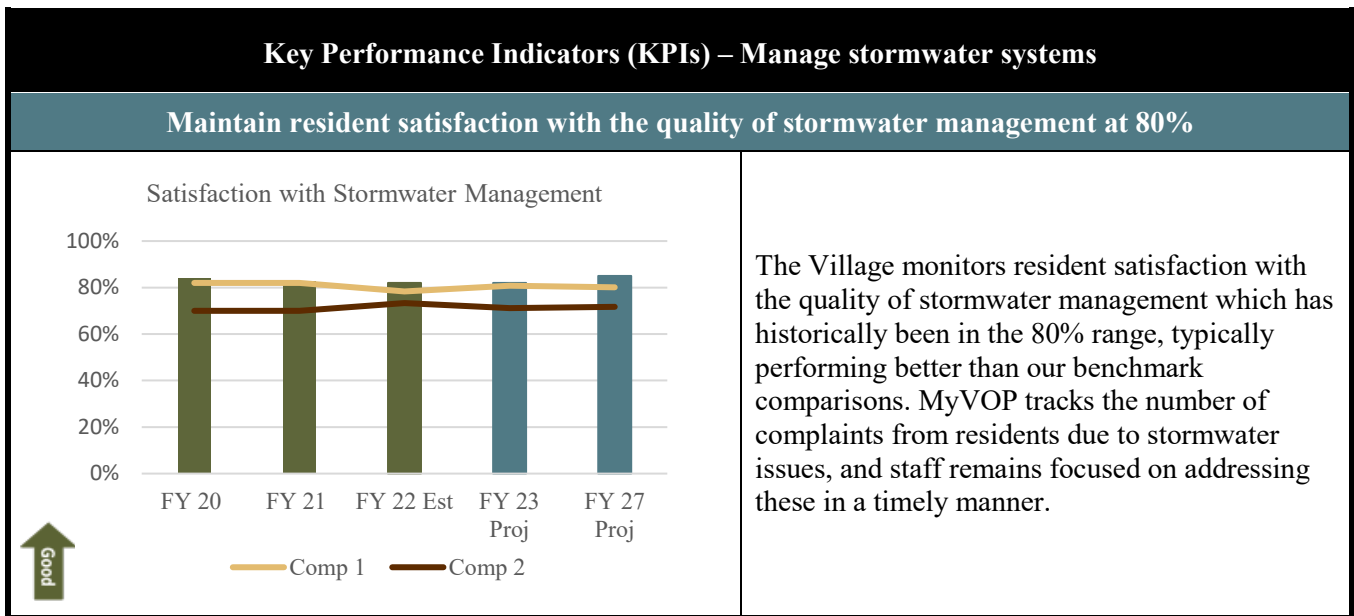


Preserving the environment means to provide efficient and effective collection of solid waste collection and conserve natural resources. The division primarily responsible is Solid Waste. Applicable volunteers include the Greenway Wildlife Habitat Committee. See the *General Fund* section of this document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

There are three objectives under Preserve the Environment:

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

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

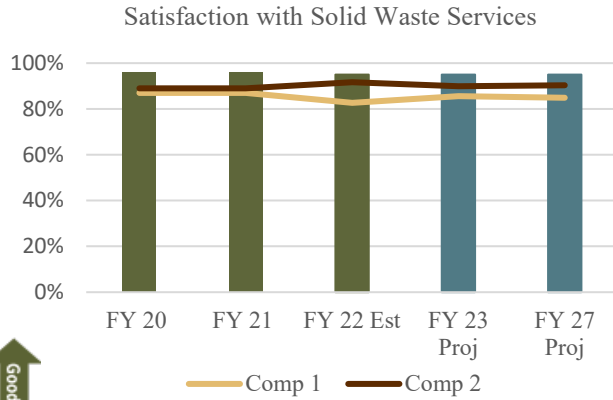






**Key Performance Indicators (KPIs) – Provide effective and efficient solid waste collection services**

Maintain resident satisfaction with solid waste services at 95%

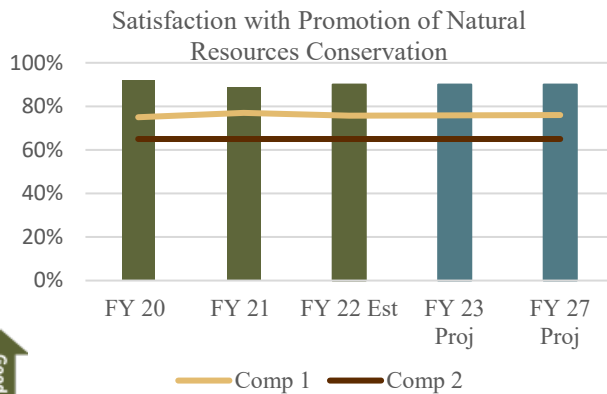


The Village has historically achieved excellent satisfaction ratings for solid waste services. In FY 2015, the Village modified its collection services to automated, once a week, same day pickup for trash, recycling, and yard debris to improve operating efficiencies. In FY19, glass was no longer accepted into the recycling stream by the materials recycling facility thus decreasing overall satisfaction with Solid Waste collection. The Village projects satisfaction ratings of 95% for the five-year planning period.



**Key Performance Indicators (KPIs) – Conserve natural resources**

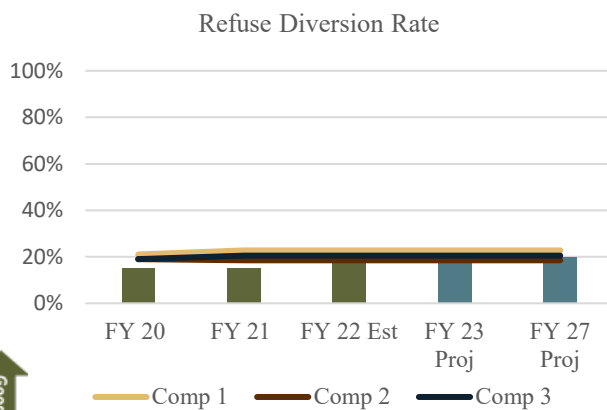
Maintain resident satisfaction with promotion of natural resource conservation at 90%



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



Divert at least 20% of waste from the landfill



Historically, the Village’s refuse diversion rate (e.g. the % of refuse that is recycled and diverted from the landfill) has been approximately 35%. Due to the FY 2019 elimination of glass in the recycling stream and contamination issues, the Village has experienced significant decreases in the diversion rate. The Village plans to improve the contamination issues and increase the amount of clean recycling over the five-year planning period.





# Goal: Promote Active Living and Cultural Opportunities



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

There are three objectives under promote active living and cultural opportunities:

1. Provide recreation programs and facilities
2. Provide cultural services and events
3. Provide library and archive services

The five-year Initiative Action Plan (IAP) for this goal and the Key Performance Indicators (KPIs) for this objective is identified below.

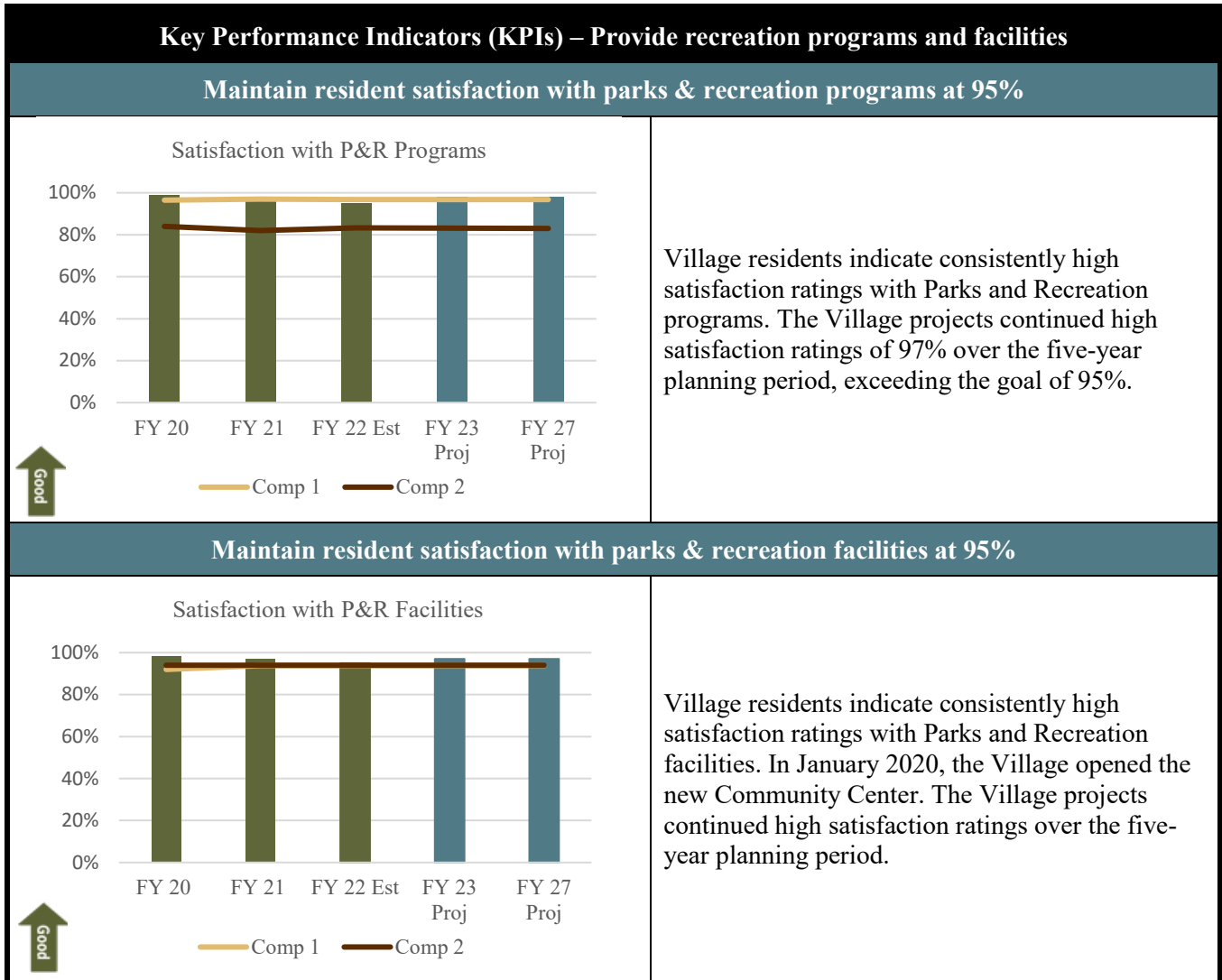
Strategic Objective: Provide library and archives services			
Initiative Action Plans	Timeline	FY 2023-2027 Funding	Department/ Division
<b>Expand and Renovate Givens Library/Tufts Archives –</b> Create and implement a plan to expand/enhance library services	FY 2023-2027	\$3,193,325	Library and Archives
<b>Retrofit Current Athletic Fields with Synthetic Turf –</b> Install synthetic turf to enhance field programming while reducing maintenance costs, over time	FY 2023-2027	\$1,770,800	Parks and Recreation



*Given Memorial Library*



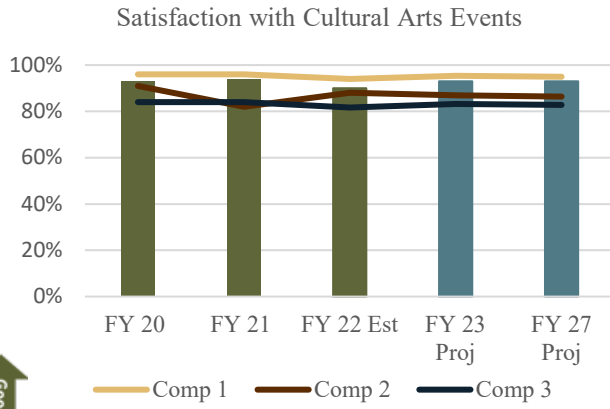
The Key Performance Indicators (KPIs) for this objective are identified below.





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

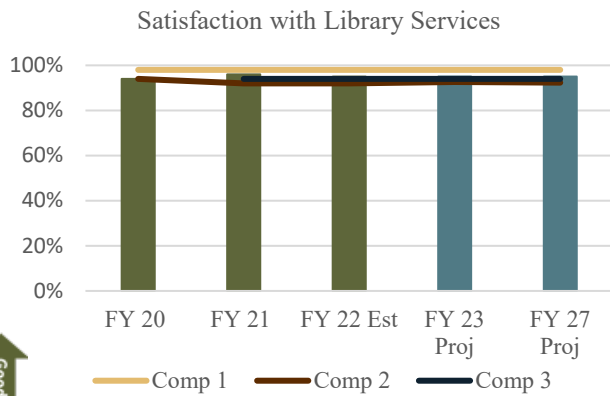
Maintain resident satisfaction with Village-sponsored cultural arts events at 90%



In FY 2015, the Village assumed responsibility for the Live After Five music series and other new events have been added to enhance resident satisfaction with Village sponsored cultural arts events. A dedicated focus on event programming with dedicated staff has allowed the Village to achieve high satisfaction ratings that exceed comparable communities. Staff projects satisfaction rates will exceed the goal of 90% over the five-year planning period.

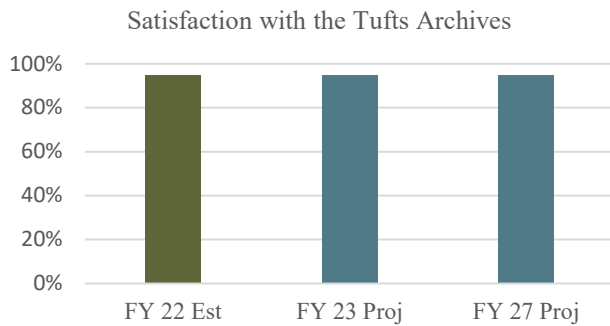
Key Performance Indicators (KPIs) – Provide library and archive services

Maintain resident satisfaction with Given Memorial Library services at 95%

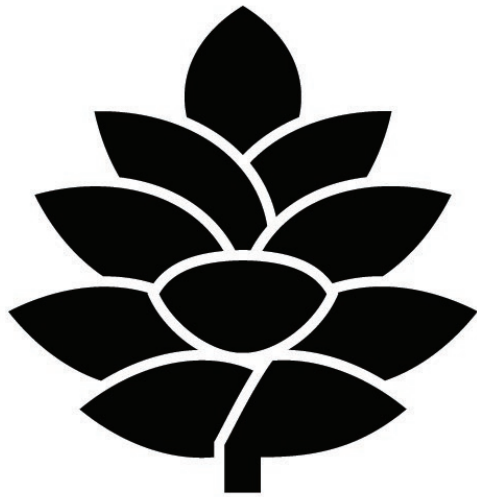


In FY 2022, the Village welcomed the Given Memorial Library into the Village’s suite of services. The Village is dedicated to the continued high resident satisfaction rates over the next five years. Staff projects satisfaction rates will meet or exceed the goal of 95% over the five-year planning period.

Maintain resident satisfaction with the Tufts Archives at 95%



In FY 2022, the Village welcomed the Tufts Archives into the Village’s suite of services. The Village is dedicated to the continued high resident satisfaction rates over the next five years. As this is a new measure for FY 2023, staff projections are based on satisfaction rates of library services. This KPI will update after the 2022 Community Survey.





## Goal: Professionally Manage a High Performing Organization

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

There are four objectives under Professionally Manage a High Performing Organization:

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

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

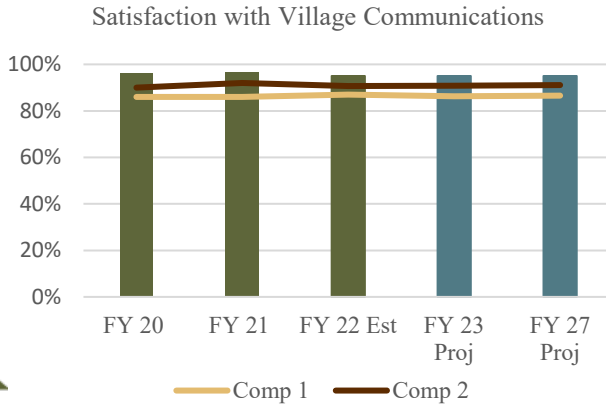


*Village Hall*



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

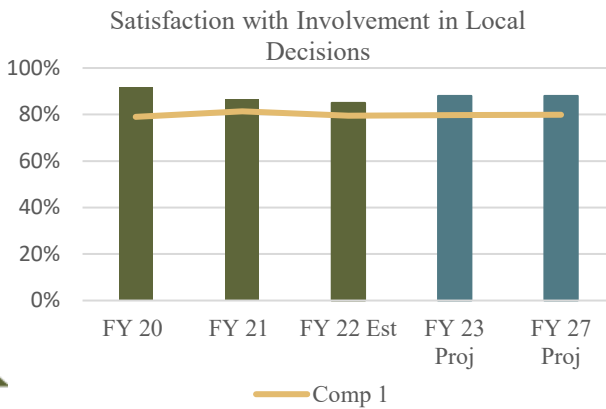
Maintain resident satisfaction with Village communications at 95%



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



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



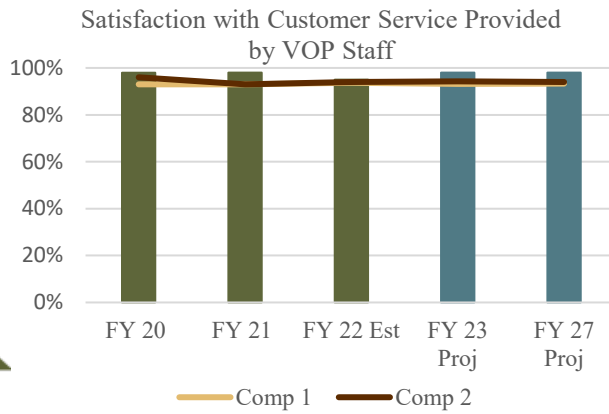
To increase transparency, the Village began posting Planning Board, Board of Adjustment, and Historic Preservation Commission agendas online in advance of meetings and a Council eNews is sent prior to each Council meeting. The Village also published Learning Guides to help communicate opportunities for the public to get involved in local decisions. FY 2018 satisfaction increased significantly, likely due to the kickoff of the Long Range Comprehensive Plan update process, and achieved a record high of 92% satisfaction in FY 2020.





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

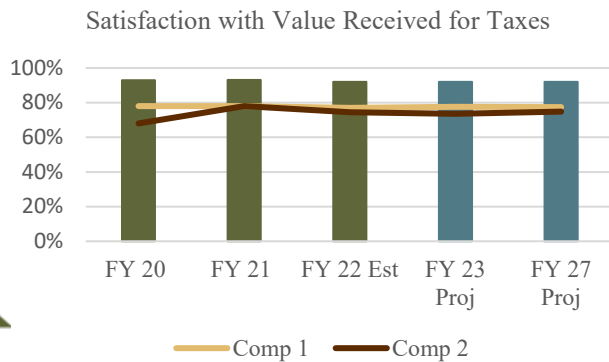
**Maintain resident satisfaction with customer service provided by VOP staff at 95%**



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

**Key Performance Indicators (KPIs) – Continuously improve and innovate**

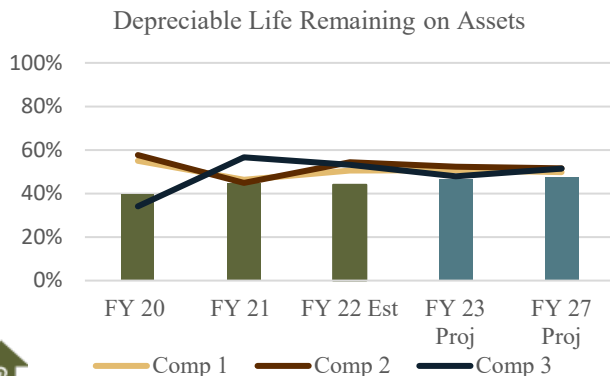
**Maintain resident satisfaction with the value received for taxes paid at 90%**



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

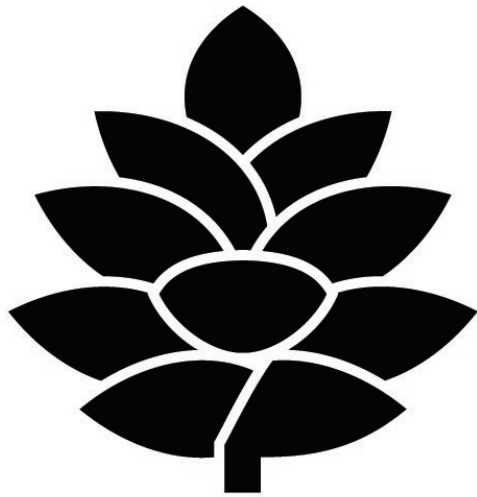
**Key Performance Indicators (KPIs) – Maintain Village assets**

**Maintain depreciable life remaining on assets between 40-60%**



This is an indicator of the Village’s level of investment in new capital and not allowing it to become fully depreciated. The ratio naturally declines by 1-2% each year when there is not a significant investment in new infrastructure. The ratio is increasing due to capital investments such as the new Community Center and plans in the five-year period to construct a parking facility and library expansion.







# Goal: Attract & Retain an Engaged Workforce



Attracting and retaining an engaged workforce means to select, retain, and develop a qualified and diverse workforce of employees and volunteers. ALL departments and divisions are responsible for this goal, with ultimate responsibility falling to Human Resources. See the *General Fund* section of this document for additional information on the departments.

There is one objective under Attract & Retain an Engaged Workforce:

- Provide a supportive and rewarding work environment

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

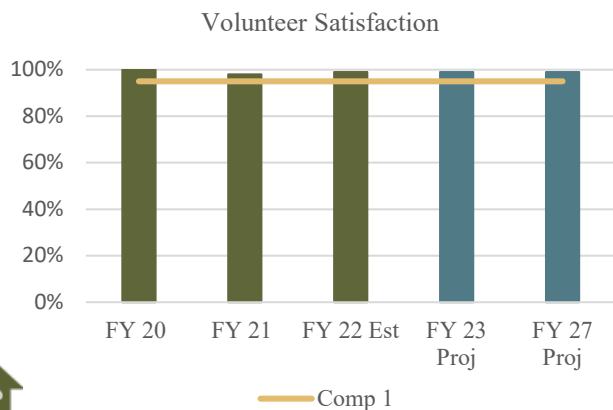
## Key Performance Indicators (KPIs) – Provide a supportive & rewarding work environment

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

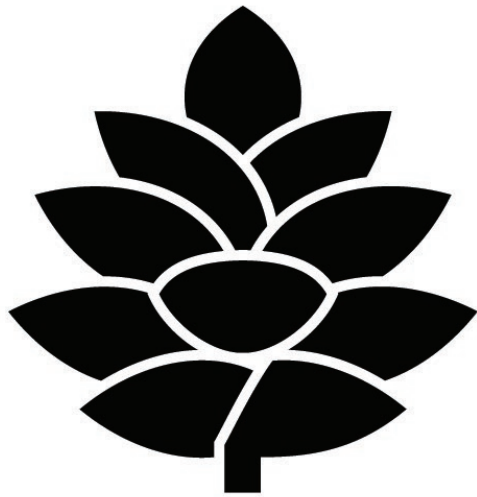


The Village surveys its employees each year in the Annual Workforce Survey to determine employee satisfaction levels in a variety of areas. Employee job satisfaction is a key indicator of employee engagement. Village employee satisfaction ratings are historically above the national SHRM averages and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

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



Volunteers are a critical extension of the Village workforce. The Village surveys its volunteers each year in its Annual Volunteer Survey to determine volunteer satisfaction levels in a variety of areas. Volunteer satisfaction is a key indicator of volunteer engagement. The Village demonstrates excellent results and projects 99% volunteer satisfaction ratings over the planning period, which exceeds the goal of 95%.





# Goal: Maintain a Healthy Financial Condition



Maintaining a healthy financial condition means to ensure financial sustainability and strength by achieving financial targets. ALL departments and divisions are responsible for this goal, with ultimate responsibility falling to Financial Services and Administration. See the *General Fund* section of this document for additional information on the departments.

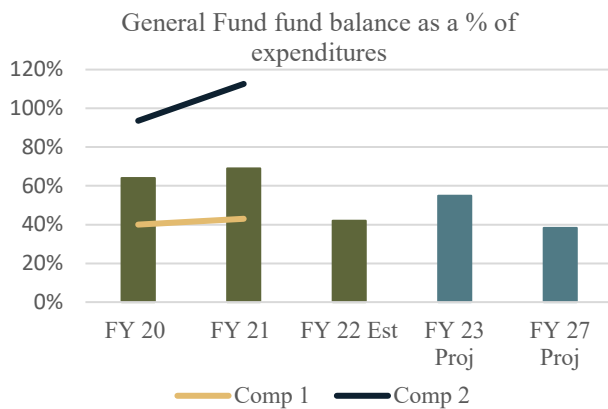
There is one objective under Maintain a Healthy Financial Condition:

- Meet or exceed Village financial targets

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

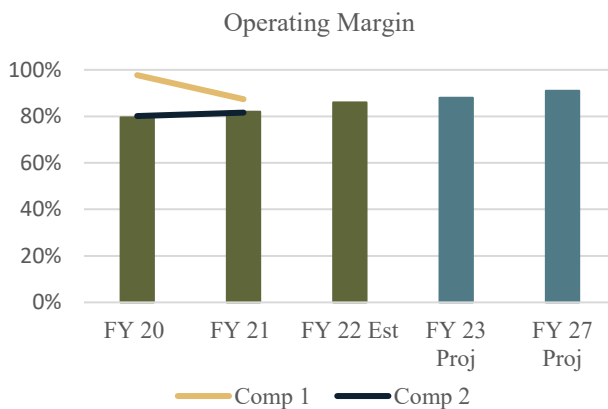
## Key Performance Indicators (KPIs) – Meet or exceed Village established financial targets

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



This KPI measures the amount of available financial resources in proportion to the size of the overall budget. The Village’s Fund Balance Policy requires the Village to maintain a total fund balance as a % of expenditures greater than 30%, which the Village has consistently exceeded. The five-year period includes several significant capital investments. The Village has historically maintained a smaller fund balance than benchmark communities.

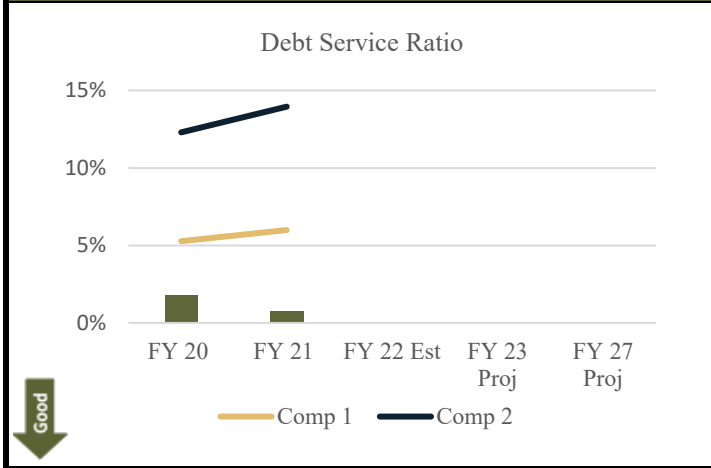
### Maintain a General Fund operating margin between 81-91%



This KPI is an indicator of the Village’s financial strength. It measures the amount of operating revenues spent on operating expenditures. Management’s target operating margin range is between 81-91%. The FY 2020 operating margin dropped below this range due to the COVID-19 pandemic.



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



*There is no debt in FY 2022 and no debt issuances planned in the five-year forecast.*

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

