



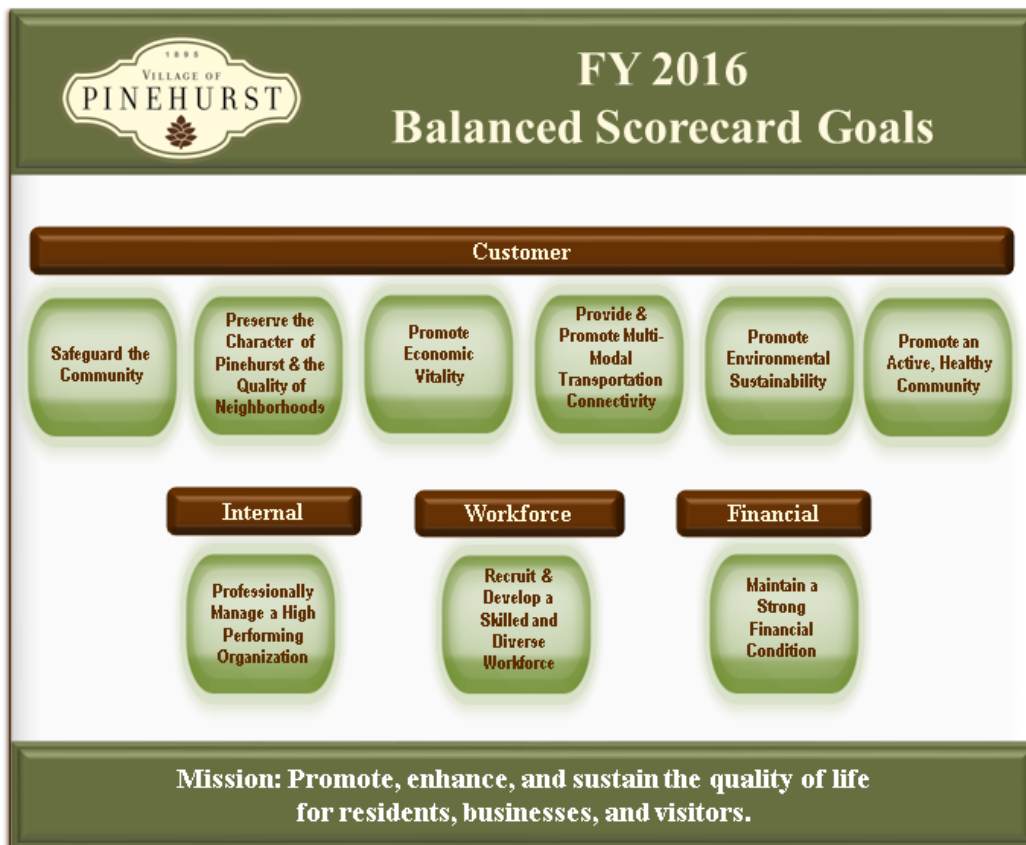
## Strategic Priorities Overview

The Village of Pinehurst Strategic Operating Plan 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 community 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. For each community goal, the Council has identified specific 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 value of services and financial sustainability





### Strategic Planning Process

The evolution to a strategy-focused organization began as part of the Village's performance excellence program implementing the national Baldrige Excellence Framework. In FY 2012, the Village embarked on this journey by partnering with the Industrial Extension Services Department of North Carolina State University and participating in its North Carolina Awards for Excellence program.

The Pinehurst Village Council kicks off the Strategic Planning Process (SPP) with an annual retreat in December. At this retreat, the Council affirms or modifies the Mission, Vision, and Values (MVV), identifies core competencies, conducts an Environmental Scan, identifies the Village's strategic advantages and challenges, completes a SWOT analysis, and identifies strategic goals and objectives. Council then prioritizes its strategic challenges and strategic objectives to ensure allocation of resources to higher priorities.

Based on these key inputs into the SPP, the Council then sets target performance levels for the KPIs included on the BSC. These target performance levels are based on a review of benchmark communities' performance relative to the Village's performance.

With goals, objectives, and target performance levels set by the Council, management develops initiatives aimed at addressing the strategic objectives for community goals, and ultimately accomplishing the Village's mission and vision. Individual departments then develop and refine departmental goals that are directly linked to the community goals. Accomplishment of departmental goals is measured by departmental KPIs that cascade directly from the BSC.



All strategic initiatives are evaluated by the Strategic Planning Team, which consists of the Village Manager, Assistant Village Managers, Human Resources Director and Financial Services Director based on the following criteria identified by the Village Council:

- The extent to which the initiative addresses high priority strategic objectives,
- The extent to which the initiative is able to positively impact performance levels,
- The extent to which the initiative addresses high priority strategic challenges,
- The extent to which the Village has the organizational/workforce capacity to implement the initiative, and
- The net financial impact of the initiative over the five-year planning period.

To help determine the Village's financial capacity to fund the Strategic Operating Plan, staff prepares the five-year income and expense projections that are included in the *Capital Expenditures* section of the SOP. Several assumptions are made relative to revenues and expenditures, based on historical trends and future projections. The five-year projections are inclusive of the five-year Capital Improvements Plan that incorporates approved strategic initiatives and results in a target fund balance of 30% - 40% of budgeted expenditures, in accordance with the Village's Fund Balance Policy.

Also, as part of the CIP process, the Strategic Planning Team reviews the Fleet and IT replacement schedules with the respective Department Heads and determines the final replacement schedules. Based



## Strategic Planning Process

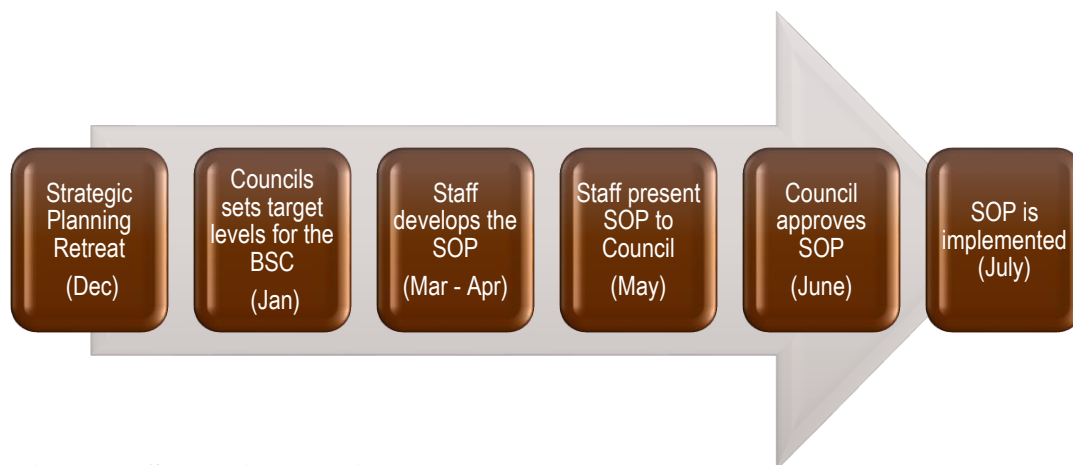
on the overall financial projections, the Strategic Planning Team determines which capital investments are best suited for installment financing to ensure there is adequate financial capacity for the required annual debt service.

The five year income and expense projections prepared for FY 2016-2020 are as follows:

	FY 16	FY 17	FY 18	FY 19	FY 20
General Fund Revenues	\$16,519,605	\$17,071,000	\$17,067,000	\$17,332,000	\$17,607,000
General Fund Expenditures	17,895,244	18,103,123	18,163,522	17,905,382	18,528,699
Revenues Over (Under) Expenditures	\$(1,375,639)	\$(1,032,123)	\$(1,096,522)	\$(573,382)	\$(921,699)
Budget to Actual Variance *	919,263	942,466	961,821	983,764	1,008,680
Projected Actual Gain/(Loss)	\$(456,376)	\$(89,657)	\$(134,701)	\$410,382	\$86,981
Projected GF Balance as a % of Total Budget	38.3%	37.4%	36.5%	39.4%	38.5%

\*Assumes actual revenues of 101% of budget and actual expenditures of 95% of budget

Once financial capacity is determined for strategic initiatives and the baseline budget, staff prepares and presents the Village Strategic Operating Plan to the Village Council for review and approval. The following diagram indicates the key steps and timing of the Strategic Planning Process:



### Key Inputs into the Strategic Planning Process



**VALUES**

Competent  
Courteous  
Professional  
Responsive

**VISION**

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

**MISSION**

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

#### Mission, Vision, and Values

At the December 2014 Council Retreat, the Council refined the Village's Mission and Vision and affirmed the core values of Competent, Courteous, Professional, and Responsive.

#### 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. In December 2014 Retreat, the Council affirmed the five core competencies for the Village:



1. Customer Focus
2. Continuous Improvement
3. Internal/External Collaborative Relationships
4. Talented Volunteers
5. Leverage Technology To Enhance Service

### Strategic Advantages and Challenges

Strategic advantages are those benefits that exert a decisive influence on the Village’s likelihood of future success and are the source of competitive success. Strategic challenges are those external pressures that exert a decisive influence on the Village’s likelihood of future success. The ten strategic challenges and strategic advantages identified by the Village Council in December 2014 are below:

Strategic Challenges *	Strategic Advantages
Limited revenue growth	Ability to host and manage large scale events
Economic development	Internal and external collaborative relationships
Maintaining high quality services that meet citizen expectations	Institutional knowledge/expertise
Adapting to changing demographics	Professional workforce (employees/volunteers)
Maintaining a low crime rate	Commitment to maximize the use of technology
Two way communication with customers and workforce	Global brand recognition of Pinehurst for golf
Organizational capacity	Financial strength
Federal and state mandates	Safe community
The national historic landmark status	Community resources
Replacing the retiring workforce	Culture of continuous improvement

*\*In order of Council priority*

### SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis

The Council also conducted a SWOT analysis at their December 2014 Strategic Planning Retreat and identified organizational and community strengths, weaknesses, opportunities, and threats.

### Environmental Scan

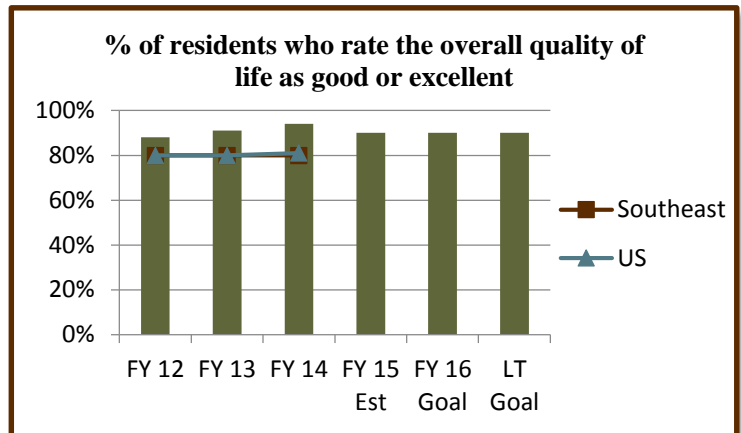
The environmental scan consists of a review of critical data and information that can impact service delivery. During the December 2014 Strategic Planning retreat management reviewed demographic trends, customer feedback from the annual Community and Business Surveys, feedback from the annual Workforce and Volunteer Surveys, economic analysis, financial data, and emerging trends.

## **FY 2016 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 2016 Balanced Scorecard are detailed in 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’s measures its mission by asking residents to rate the overall quality of life in the Village during the annual Community Survey. In the most recent survey, **94% of residents rated the overall quality of life as good or excellent**, up from 88% in 2012.



The FY 2016 BSC, by perspective, is shown below:

FY 2016 BSC - Customer Perspective						
Goal	KPI Description	FY 13 Actual	FY 14 Actual	FY 15 Goal	FY 15 Est	FY 16 Goal
Safeguard the community	UCR index crime rate per 1,000 residents	12.08	10.24	12.00	11.50	12.00
	% of residents whose overall feeling of safety in the Village is good or excellent	96%	96%	96%	96%	96%
	% of dispatched emergency calls with a reaction time of 90 seconds or less	69%	68%	75%	74%	75%
	# of public safety education programs	100	109	n/a	100	100
Preserve the character of Pinehurst and the quality of neighborhoods	% of residents who rate the overall appearance of the Village as good or excellent	93%	96%	93%	94%	93%
	% of residents satisfied with the enforcement of Village codes and ordinances	59%	52%	68%	60%	65%
Promote economic vitality	1st floor occupancy rate in the Village Center	77%	88%	85%	94%	90%
	% of businesses likely to recommend the Village as a business location	84%	87%	87%	85%	85%
	Median single-family home value	\$230K	\$233K	n/a	\$246K	\$251K
Provide & promote multimodal transportation connectivity	Pavement condition rating	82.3	82.9	82.9	82.9	82.9
	# of lf of sidewalks constructed	1,830	17,935	1,450	1,450	2,000
	# of lf of greenways constructed	2,600	0	n/a	267	2,000
	# of lf of bike lanes constructed	0	0	5,550	5,550	26,400
	% of residents satisfied with the availability of sidewalks	35%	46%	36%	46%	47%
	% of intersections studied with a level of service (LOS) rating of "C" or higher	69%	76%	n/a	75%	75%
Promote environmental sustainability	Kilowatts used per square foot in Village buildings	13.55	13.43	n/a	13.95	13.70
	% of refuse diverted from the landfill	33%	34%	33%	34%	34%
	Average GPD as a % of water system capacity	34.6%	37.3%	n/a	38.2%	40.0%
Promote an active, healthy community	% of residents satisfied with P&R programs	72%	72%	75%	75%	77%
	% of residents satisfied with Village sponsored cultural arts events	63%	65%	65%	65%	66%
	% of residents satisfied with P&R facilities	78%	77%	80%	80%	81%



FY 2016 BSC - Internal Perspective						
Strategic Objective	KPI Description	FY 13 Actual	FY 14 Actual	FY 15 Goal	FY 15 Est	FY 16 Goal
Professionally manage a high performing organization	% of residents satisfied with customer service provided by Village employees	80%	82%	82%	84%	85%
	% of residents satisfied with Village communications	78%	88%	82%	88%	90%
	Full time equivalents per million \$ of revenue	8.34	7.97	8.40	8.00	8.00
	# of process improvements implemented using the BIRDIE or ACE process	1	9	n/a	14	8
	# of new collaborative initiatives completed	n/a	14	15	20	20

FY 2016 BSC - Workforce Perspective						
Strategic Objective	KPI Description	FY 13 Actual	FY 14 Actual	FY 15 Goal	FY 15 Est	FY 16 Goal
Recruit and develop a skilled and diverse workforce	% of volunteers satisfied with the volunteer experience	90%	86%	91%	88%	88%
	% of employees who agree they are recognized and rewarded for a job well done	80%	68%	n/a	70%	72%
	% of vacancies filled with internal candidates	n/a	36%	n/a	30%	30%
	% of employees who are satisfied with their job	90%	87%	90%	88%	90%
	Employee turnover rate	11.4%	7.9%	10.0%	10.0%	10.0%

FY 2016 BSC - Financial Perspective						
Strategic Objective	KPI Description	FY 13 Actual	FY 14 Actual	FY 15 Goal	FY 15 Est	FY 16 Goal
Maintain a strong financial condition	Unassigned GF fund balance as a % of actual expenditures	28.5%	25.6%	27.0%	25.3%	15.0%
	Operating expenditures as a % of operating revenues	85%	89%	89%	89%	89%
	% of residents satisfied with the value received for taxes paid	71%	69%	70%	70%	70%
	Capital asset condition ratio	49.8%	48.9%	60.0%	48.5%	50.0%

### FY 2016 Strategic Initiatives

The FY 2016 strategic initiatives address the strategic objectives of the Village Council, thereby helping to achieve the community goals. The initiatives strive to leverage the Village’s core competencies and strategic advantages, while addressing strategic challenges and opportunities. In many cases, initiatives are based on research of best practices in benchmark communities.

The Village is focused on continuous improvement and several initiatives in the FY 2016 SOP are aimed at process improvements. More significant process improvements follow a systematic six step performance improvement process called BIRDIE. Less significant process improvements follow a simple three step process called ACE (Analyze process requirements, Change the process, and Evaluate the change). The FY 2016 SOP includes 3 BIRDIE and 5 ACE process improvements.



In FY 2016, the Village plans to do three BIRDIE process improvement evaluations:

1. Develop an organization wide complaint management process
2. Evaluate alternative methods to proactively investigate and deter crime
3. Evaluate the consolidation of S&G and B&G



The BIRDIE process is detailed below:

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

The pages that follow include information on each goal and their associated objectives, short term and long term initiatives, and KPIs. While the vast majority of Council’s objectives have initiatives aimed at achieving them, resources have been allocated in the FY 2016 SOP to higher priority strategic initiatives and a few objectives are therefore not addressed. See the individual department goals and department KPIs 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 and projected results are indicated by the green bars in the graphs. When applicable and available, the graphs also include comparable information indicating the Village’s performance relative to others, as described below:

- Southeast – Average of cities using the Direction Finder Survey by ETC Institute in the southeast
- US - Average of cities using the Direction Finder Survey by ETC Institute in the United States
- Comp – A benchmark community selected for that KPI
- SOG Avg – Average of the University of North Carolina Performance Benchmarking communities
- SHRM Avg – Society of Human Resources survey average




## Goal: Safeguard the Community

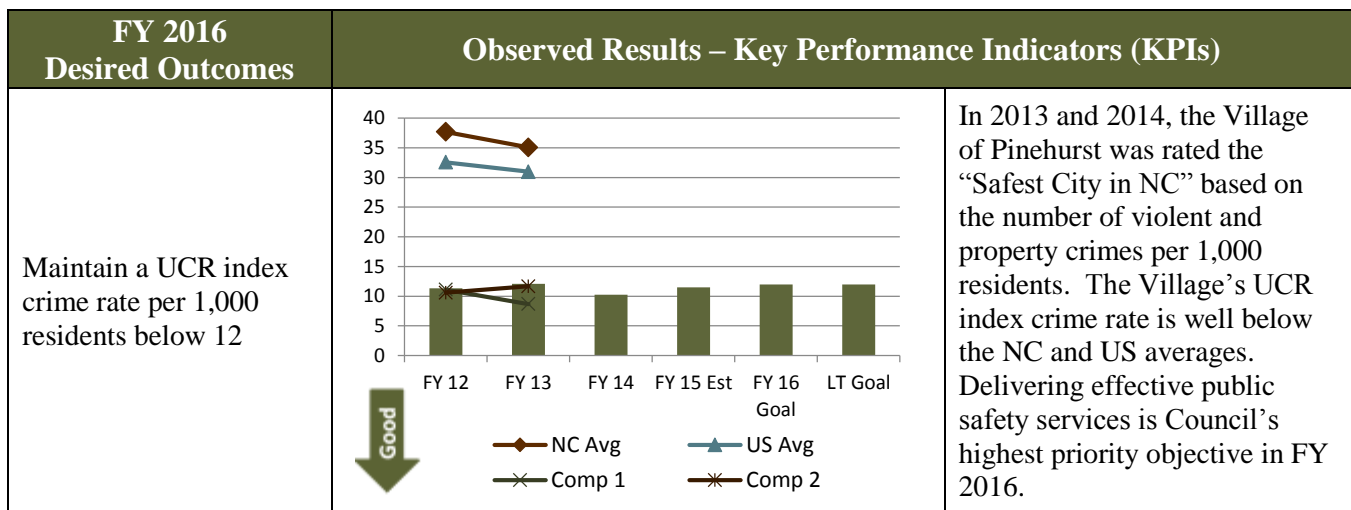
To safeguard the community means to protect the lives and property of residents, businesses, and visitors. There are two objectives under Safeguard the Community:

1. Deliver effective public safety services, and
2. Engage and educate the community on public safety.

Departments primarily responsible include Police, Fire, and Building inspections. Applicable volunteers include Citizens on Patrol and Community Watch. See the *General Fund* section of this document for additional information on the departments.

### Objective: Deliver effective public safety services

Initiative	Department	New/Ongoing	Timeline
Achieve national accreditation in the Fire Department	Fire	Ongoing	FY 2016-2020
Evaluate the creation of a Virtual Pinehurst Police Digital Network (ACE)	Police	New	FY 2017
Evaluate alternative methods to proactively investigate and deter crime (BIRDIE)	Police	New	FY 2016
Expand traffic pre-emption program to additional intersections in Village limits	Fire	Ongoing	FY 2016-2020







FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)																													
<p>Maintain a 96% resident rating of overall feeling of safety in the Village as good or excellent</p>	<table border="1"> <caption>Resident Rating of Overall Feeling of Safety</caption> <thead> <tr> <th>Year</th> <th>Village Rating (%)</th> <th>US Benchmark (%)</th> <th>Southeast Benchmark (%)</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>96</td> <td>75</td> <td>70</td> </tr> <tr> <td>FY 13</td> <td>96</td> <td>75</td> <td>70</td> </tr> <tr> <td>FY 14</td> <td>96</td> <td>75</td> <td>70</td> </tr> <tr> <td>FY 15 Est</td> <td>96</td> <td>75</td> <td>70</td> </tr> <tr> <td>FY 16 Goal</td> <td>96</td> <td>75</td> <td>70</td> </tr> <tr> <td>LT Goal</td> <td>96</td> <td>75</td> <td>70</td> </tr> </tbody> </table>	Year	Village Rating (%)	US Benchmark (%)	Southeast Benchmark (%)	FY 12	96	75	70	FY 13	96	75	70	FY 14	96	75	70	FY 15 Est	96	75	70	FY 16 Goal	96	75	70	LT Goal	96	75	70	<p>The Village far exceeds both the US and Southeast in resident overall feeling of safety. In addition, the Village <i>set a national high benchmark</i> of 99% of residents feeling safe in their neighborhood during the day.</p>
Year	Village Rating (%)	US Benchmark (%)	Southeast Benchmark (%)																											
FY 12	96	75	70																											
FY 13	96	75	70																											
FY 14	96	75	70																											
FY 15 Est	96	75	70																											
FY 16 Goal	96	75	70																											
LT Goal	96	75	70																											
<p>Increase the % of dispatched fire emergency calls with a reaction time of 90 seconds or less from 74% to 75%</p>	<table border="1"> <caption>Reaction Time of Dispatched Fire Emergency Calls</caption> <thead> <tr> <th>Year</th> <th>Village %</th> <th>Accreditation Standard %</th> </tr> </thead> <tbody> <tr> <td>FY 13</td> <td>74</td> <td>90</td> </tr> <tr> <td>FY 14</td> <td>74</td> <td>90</td> </tr> <tr> <td>FY 15 Est</td> <td>75</td> <td>90</td> </tr> <tr> <td>FY 16 Goal</td> <td>75</td> <td>90</td> </tr> <tr> <td>LT Goal</td> <td>75</td> <td>90</td> </tr> </tbody> </table>	Year	Village %	Accreditation Standard %	FY 13	74	90	FY 14	74	90	FY 15 Est	75	90	FY 16 Goal	75	90	LT Goal	75	90	<p>The Pinehurst Fire Department is working towards submitting its application to the Commission on Fire Accreditation International (CFAI) to become nationally accredited. The accreditation standard for reaction times to dispatched fire emergency calls within 90 seconds or less is 90%.</p>										
Year	Village %	Accreditation Standard %																												
FY 13	74	90																												
FY 14	74	90																												
FY 15 Est	75	90																												
FY 16 Goal	75	90																												
LT Goal	75	90																												

**Objective: Engage and educate the community on public safety**

Initiative	Department	New/Ongoing	Timeline
Establish a junior police academy for middle school aged youth	Police	New	FY 2017
Deliver public safety education programs	Fire	Ongoing	FY 2016-2020

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)													
<p>Continue to conduct at least 100 public safety education programs</p>	<table border="1"> <caption>Number of Public Safety Education Programs</caption> <thead> <tr> <th>Year</th> <th>Number of Programs</th> </tr> </thead> <tbody> <tr> <td>FY 13</td> <td>100</td> </tr> <tr> <td>FY 14</td> <td>110</td> </tr> <tr> <td>FY 15 Est</td> <td>100</td> </tr> <tr> <td>FY 16 Goal</td> <td>100</td> </tr> <tr> <td>LT Goal</td> <td>100</td> </tr> </tbody> </table>	Year	Number of Programs	FY 13	100	FY 14	110	FY 15 Est	100	FY 16 Goal	100	LT Goal	100	<p>Public safety education programs are offered by the Police and Fire Departments and include programs in collaboration with local schools, the P&amp;R Department, and other agencies.</p>
Year	Number of Programs													
FY 13	100													
FY 14	110													
FY 15 Est	100													
FY 16 Goal	100													
LT Goal	100													



**Goal: Preserve the Character of Pinehurst and the Quality of Neighborhoods**

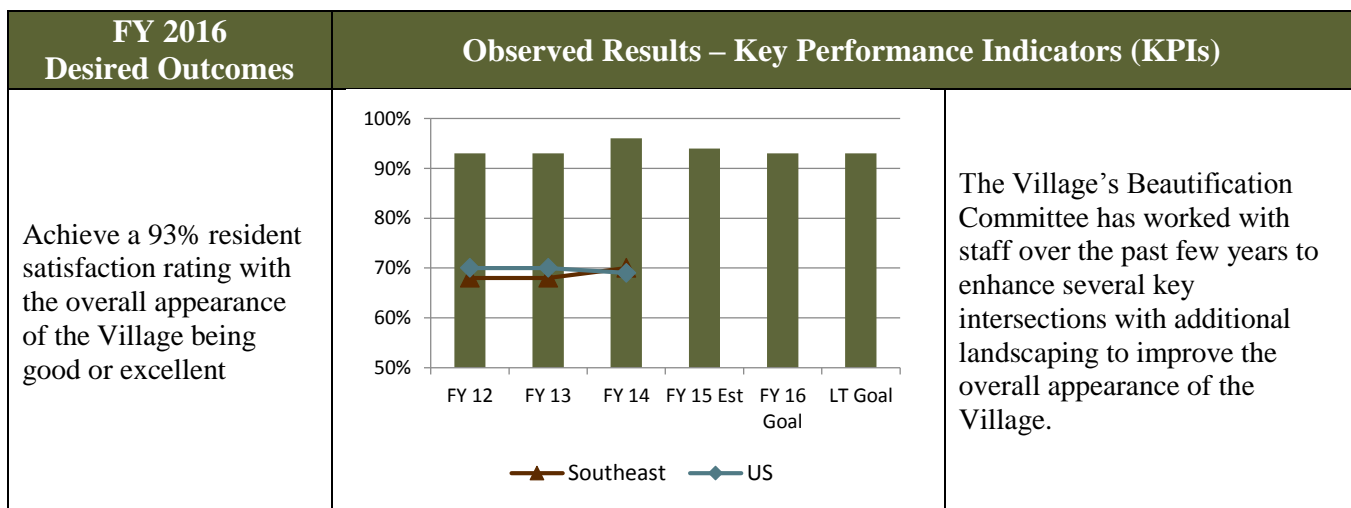
To preserve the character of Pinehurst and the quality of neighborhoods means to deliver planning, infrastructure, code enforcement, and grounds maintenance services to maintain a high level of overall appearance of public spaces and neighborhoods. There are two objectives under Preserve the Character of Pinehurst and the Quality of Neighborhoods:

1. Maintain a high level of overall appearance of Pinehurst public spaces, and
2. Achieve a high level of compliance with Village codes and ordinances.

Departments primarily responsible include Planning, Streets & Grounds, and Buildings & Grounds. Applicable volunteer committees include the Beautification Committee, Community Appearance Commission, Planning & Zoning/Board of Adjustment, the Historic Preservation Commission, and the Neighborhood Advisory Council. See the *General Fund* section of this document for additional information on the departments.

**Objective: Maintain a high level of overall appearance of Pinehurst public spaces**

Initiative	Department	New/Ongoing	Timeline
Develop an "Adopt a Plant Bed" program with the Beautification Committee (ACE)	Streets & Grounds	New	2016
Evaluate the consolidation of B&G and S&G (BIRDIE)	Administration	New	2016



**Objective: Achieve a high level of compliance with Village codes and ordinances**

Initiative	Department	New/Ongoing	Timeline
Implement the recommendations of the Code Enforcement BIRDIE Team	Planning	New	2016



FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)																						
Increase the resident satisfaction rating with the enforcement of Village codes and ordinances from 60% to 65%	<table border="1"><caption>Observed Results – Key Performance Indicators (KPIs)</caption><thead><tr><th>Year</th><th>Comp 1 (%)</th><th>Comp 2 (%)</th></tr></thead><tbody><tr><td>FY 12</td><td>60</td><td>75</td></tr><tr><td>FY 13</td><td>60</td><td>75</td></tr><tr><td>FY 14</td><td>55</td><td>75</td></tr><tr><td>FY 15 Est</td><td>55</td><td>75</td></tr><tr><td>FY 16 Goal</td><td>65</td><td>75</td></tr><tr><td>LT Goal</td><td>65</td><td>75</td></tr></tbody></table>	Year	Comp 1 (%)	Comp 2 (%)	FY 12	60	75	FY 13	60	75	FY 14	55	75	FY 15 Est	55	75	FY 16 Goal	65	75	LT Goal	65	75	In FY 2015, the Village conducted a BIRDIE on its code enforcement process, with recommendations for improvement to be implemented in FY 2016.
Year	Comp 1 (%)	Comp 2 (%)																					
FY 12	60	75																					
FY 13	60	75																					
FY 14	55	75																					
FY 15 Est	55	75																					
FY 16 Goal	65	75																					
LT Goal	65	75																					



*Pinehurst Neighborhood*




## Goal: Promote Economic Vitality

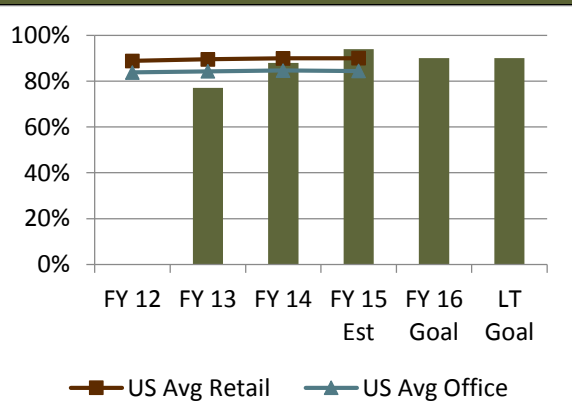
To promote economic vitality means to support economic and business development in a way that ensures a vibrant, viable, and thriving business community. There are two objectives under Promote Economic Vitality:

1. Support economic and business development to meet the needs of Pinehurst residents and visitors, and
2. Ensure Pinehurst is a premier residential community.

Departments 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.

**Objective: Support economic and business development to meet the needs of Pinehurst residents and visitors**

Initiative	Department	New/Ongoing	Timeline
Support Pinehurst businesses through collaboration with Pinehurst Business Partners	Community Development	New	2016
Incrementally expand the Village Center into Village Place/Rattlesnake Corridor	Community Development	Ongoing	2016
Maximize commercial zoning of the Village to create opportunities for new development	Planning	New	2017
Collaborate with the UNC-School of Government to evaluate opportunities for Village Place redevelopment	Planning	New	2016
Re-develop the Public Services campus	Public Services	New	2016

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)
<p>Maintain at least a 90% occupancy rate for first floor space in the Village Center</p>	 <p style="font-size: small;">             In FY 2015, the Given Memorial Library opened the OutPost in the old Post Office, occupying roughly 4,000 sf of first floor space. This increased the occupancy rate above 90% for 1<sup>st</sup> floor space in the Village Center.           </p>



FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)															
<p>Maintain the business’s likeliness to recommend the Village as a business location of 85%</p>	<table border="1"> <caption>Businesses Likely to Recommend the Village as a Business Location</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>72%</td> </tr> <tr> <td>FY 13</td> <td>82%</td> </tr> <tr> <td>FY 14</td> <td>85%</td> </tr> <tr> <td>FY 15 Est</td> <td>83%</td> </tr> <tr> <td>FY 16 Goal</td> <td>84%</td> </tr> <tr> <td>LT Goal</td> <td>90%</td> </tr> </tbody> </table>	Year	Percentage	FY 12	72%	FY 13	82%	FY 14	85%	FY 15 Est	83%	FY 16 Goal	84%	LT Goal	90%	<p>Businesses are one of the Village’s three key customer groups and their likeliness to recommend is an indication of their engagement as a customer. Long-term, the Village is striving for 90% of businesses to be likely to recommend the Village as a business location.</p>
Year	Percentage															
FY 12	72%															
FY 13	82%															
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FY 15 Est	83%															
FY 16 Goal	84%															
LT Goal	90%															

**Objective: Ensure Pinehurst is a premier residential community**

Initiative	Department	New/Ongoing	Timeline
Update the Comprehensive Long Range Plan for the Village	Planning	New	2018

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)															
<p>Increase median single family home values from \$246,000 to \$251,000</p>	<table border="1"> <caption>Median Single Family Home Values</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>\$215,000</td> </tr> <tr> <td>FY 13</td> <td>\$225,000</td> </tr> <tr> <td>FY 14</td> <td>\$230,000</td> </tr> <tr> <td>FY 15 Est</td> <td>\$240,000</td> </tr> <tr> <td>FY 16 Goal</td> <td>\$250,000</td> </tr> <tr> <td>LT Goal</td> <td>\$251,000</td> </tr> </tbody> </table> <p>Legend: NC Avg (brown diamond), US Avg (blue triangle), Comp 1 (black cross)</p>	Year	Value	FY 12	\$215,000	FY 13	\$225,000	FY 14	\$230,000	FY 15 Est	\$240,000	FY 16 Goal	\$250,000	LT Goal	\$251,000	<p>Pinehurst median single family home values have gradually increased from year to year and have exceeded the NC and US average values, as well as those of a nearby comparable community.</p>
Year	Value															
FY 12	\$215,000															
FY 13	\$225,000															
FY 14	\$230,000															
FY 15 Est	\$240,000															
FY 16 Goal	\$250,000															
LT Goal	\$251,000															




## Goal: Provide & Promote Multi-Modal Transportation Connectivity

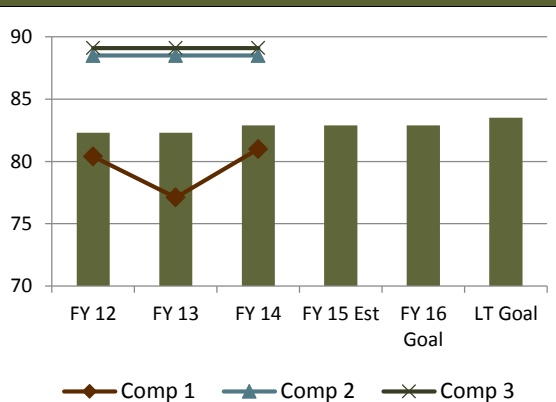
Provide efficient and well-maintained roadways, sidewalks, greenway trails, and other transportation alternatives to ensure safe and adequate mobility and connectivity. There are two objectives under Provide and Promote Multi-Modal Transportation Connectivity:

1. Provide a safe and well-maintained network of streets, sidewalks, greenways, and bike paths, and
2. Provide for efficient traffic flow with minimal congestion.

Departments primarily responsible include Streets & Grounds and Parks & Recreation. Applicable volunteers include the Greenway Committee and the Bicycle and Pedestrian Plan Committee. See the *General Fund* section of this document for additional information on the departments.

**Objective: Provide a safe and well-maintained network of streets, sidewalks, greenways, and bike paths**

Initiative	Department	New/Ongoing	Timeline
Install sidewalks and/or greenways according to the Pedestrian Master Plan	Recreation	Ongoing	2016-2020
Install bike paths according to the Bicycle Master Plan	Recreation	Ongoing	2016-2020

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)
Achieve a pavement condition rating (PCR) of 82.9	 <p>The PCR is a numerical score between 0 and 100 that is determined every three years as a measure of the condition of roadways as determined by an independent and objective third party. Despite a lower PCR than comparable communities, the Village set a <b><i>national high benchmark</i></b> in FY 2014 with 94% of residents satisfied with maintenance of major streets in the Village.</p>



FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)															
Construct 2,000 linear feet (lf) of sidewalks	<table border="1"> <caption>Sidewalk Construction Data</caption> <thead> <tr> <th>Year</th> <th>Construction (lf)</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>~4,000</td> </tr> <tr> <td>FY 13</td> <td>~2,000</td> </tr> <tr> <td>FY 14</td> <td>~18,000</td> </tr> <tr> <td>FY 15 Est</td> <td>~2,000</td> </tr> <tr> <td>FY 16 Goal</td> <td>~2,000</td> </tr> <tr> <td>LT Goal</td> <td>~2,000</td> </tr> </tbody> </table>	Year	Construction (lf)	FY 12	~4,000	FY 13	~2,000	FY 14	~18,000	FY 15 Est	~2,000	FY 16 Goal	~2,000	LT Goal	~2,000	<p>The 2015 Comprehensive Pedestrian Master Plan calls for construction of 23.5 miles (or 124,080 lf) of new sidewalks. Funding for construction of 2,000 lf of new sidewalks is included in each of the next five years. The large increase in construction in FY 2014 was due to the sidewalks installed as part of the HWY 211 project.</p>
Year	Construction (lf)															
FY 12	~4,000															
FY 13	~2,000															
FY 14	~18,000															
FY 15 Est	~2,000															
FY 16 Goal	~2,000															
LT Goal	~2,000															
Construct 2,000 linear feet (lf) of greenways	<table border="1"> <caption>Greenway Construction Data</caption> <thead> <tr> <th>Year</th> <th>Construction (lf)</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>0</td> </tr> <tr> <td>FY 13</td> <td>~2,600</td> </tr> <tr> <td>FY 14</td> <td>0</td> </tr> <tr> <td>FY 15 Est</td> <td>~300</td> </tr> <tr> <td>FY 16 Goal</td> <td>~2,000</td> </tr> <tr> <td>LT Goal</td> <td>~2,000</td> </tr> </tbody> </table>	Year	Construction (lf)	FY 12	0	FY 13	~2,600	FY 14	0	FY 15 Est	~300	FY 16 Goal	~2,000	LT Goal	~2,000	<p>The 2015 Comprehensive Pedestrian Master Plan calls for construction of 6.4 miles (or 33,792 lf) of new greenway trails. Funding for construction of 2,000 lf of new greenways is included in each of the next five years.</p>
Year	Construction (lf)															
FY 12	0															
FY 13	~2,600															
FY 14	0															
FY 15 Est	~300															
FY 16 Goal	~2,000															
LT Goal	~2,000															
Construct 2,640 linear feet (lf) of bike paths	<table border="1"> <caption>Bike Path Construction Data</caption> <thead> <tr> <th>Year</th> <th>Construction (lf)</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>~3,000</td> </tr> <tr> <td>FY 13</td> <td>~16,000</td> </tr> <tr> <td>FY 14</td> <td>~8,000</td> </tr> <tr> <td>FY 15 Est</td> <td>~5,000</td> </tr> <tr> <td>FY 16 Goal</td> <td>~26,000</td> </tr> <tr> <td>LT Goal</td> <td>~31,000</td> </tr> </tbody> </table>	Year	Construction (lf)	FY 12	~3,000	FY 13	~16,000	FY 14	~8,000	FY 15 Est	~5,000	FY 16 Goal	~26,000	LT Goal	~31,000	<p>The 2015 Comprehensive Bicycle Master Plan calls for construction of 10.1 miles (or 5,328 lf) of new <i>bike lanes</i>; 22.6 miles (or 119,328 lf) of <i>shared lane markings</i>; and 4.0 miles (or 21,120 lf) of <i>paved side paths</i>. Funding for construction of bike paths is included in FY 2018 and FY 2020. The Village also anticipates rolling forward \$50,000 from the FY15 budget to fund bike path construction.</p>
Year	Construction (lf)															
FY 12	~3,000															
FY 13	~16,000															
FY 14	~8,000															
FY 15 Est	~5,000															
FY 16 Goal	~26,000															
LT Goal	~31,000															



FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)																																				
<p>Achieve a 47% resident satisfaction rating with the availability of sidewalks</p>	<table border="1"> <caption>KPI Data for Sidewalk Availability</caption> <thead> <tr> <th>Year</th> <th>Comp 1 (%)</th> <th>Comp 2 (%)</th> <th>Comp 3 (%)</th> <th>Bar Chart (%)</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>60</td> <td>50</td> <td>75</td> <td>35</td> </tr> <tr> <td>FY 13</td> <td>60</td> <td>50</td> <td>90</td> <td>35</td> </tr> <tr> <td>FY 14</td> <td>55</td> <td>50</td> <td>90</td> <td>45</td> </tr> <tr> <td>FY 15 Est</td> <td>-</td> <td>-</td> <td>-</td> <td>45</td> </tr> <tr> <td>FY 16 Goal</td> <td>55</td> <td>50</td> <td>-</td> <td>50</td> </tr> <tr> <td>LT Goal</td> <td>-</td> <td>-</td> <td>-</td> <td>50</td> </tr> </tbody> </table>	Year	Comp 1 (%)	Comp 2 (%)	Comp 3 (%)	Bar Chart (%)	FY 12	60	50	75	35	FY 13	60	50	90	35	FY 14	55	50	90	45	FY 15 Est	-	-	-	45	FY 16 Goal	55	50	-	50	LT Goal	-	-	-	50	<p>In FY 2014, the Village identified increasing the availability of sidewalks as an opportunity for improvement due to low resident satisfaction rates. To address this, the Village appointed a steering committee to develop the Comprehensive Pedestrian Master Plan that was approved in 2015. Construction of neighborhood sidewalks is planned in each of the next five years.</p>
Year	Comp 1 (%)	Comp 2 (%)	Comp 3 (%)	Bar Chart (%)																																	
FY 12	60	50	75	35																																	
FY 13	60	50	90	35																																	
FY 14	55	50	90	45																																	
FY 15 Est	-	-	-	45																																	
FY 16 Goal	55	50	-	50																																	
LT Goal	-	-	-	50																																	

**Objective: Provide for efficient traffic flow with minimal congestion**

Initiative	Department	New/Ongoing	Timeline
<p>Make intersection improvements at McKenzie Rd and Hwy 5 &amp; Barrett Rd and Hwy 5</p>	<p>Powell Bill</p>	<p>New</p>	<p>2016</p>

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)													
<p>Maintain the level of service rating (LOS) of “C” or higher for 75% of key intersections</p>	<table border="1"> <caption>KPI Data for LOS Rating</caption> <thead> <tr> <th>Year</th> <th>LOS Rating (%)</th> </tr> </thead> <tbody> <tr> <td>FY 13</td> <td>69</td> </tr> <tr> <td>FY 14</td> <td>76</td> </tr> <tr> <td>FY 15 Est</td> <td>75</td> </tr> <tr> <td>FY 16 Goal</td> <td>75</td> </tr> <tr> <td>LT Goal</td> <td>75</td> </tr> </tbody> </table>	Year	LOS Rating (%)	FY 13	69	FY 14	76	FY 15 Est	75	FY 16 Goal	75	LT Goal	75	<p>The Village has identified six key intersections to monitor the LOS rating. In 2016, the Village plans to make improvements at two of those intersections to help maintain the LOS ratings.</p>
Year	LOS Rating (%)													
FY 13	69													
FY 14	76													
FY 15 Est	75													
FY 16 Goal	75													
LT Goal	75													






## Goal: Promote Environmental Sustainability

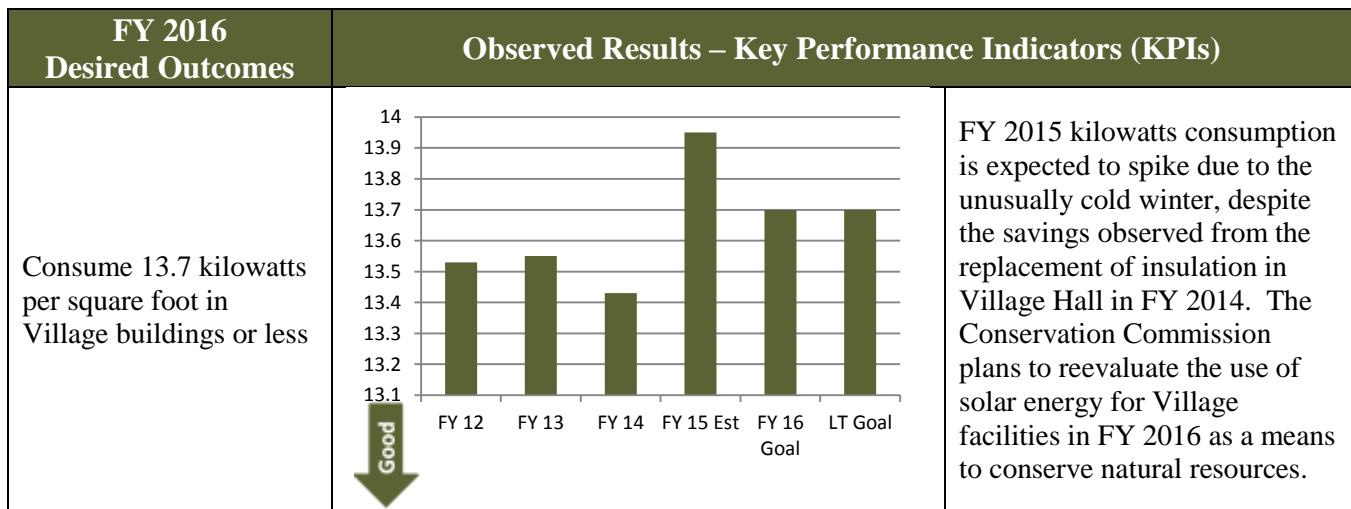
To promote environmental sustainability means to provide programs and services to preserve open space and natural resources. There are three objectives under Promote Environmental Sustainability:

1. Conserve natural resources,
2. Increase solid waste diversion, and
3. Work with Moore County to ensure adequate water and sewer services.

The department primarily responsible is Solid Waste. Applicable volunteers include the Conservation Commission and its subcommittees. See the *General Fund* section of this document for additional information on the departments.

### Objective: Conserve natural resources

Initiative	Department	New/Ongoing	Timeline
Evaluate the use of solar energy for Village facilities	Inspections	New	2016



### Objective: Increase solid waste diversion

Initiative	Department	New/Ongoing	Timeline
Provide additional recycling containers in park facilities	Buildings & Grounds	Ongoing	2016



FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)																													
<p>Divert 34% of waste from the landfill</p>	<table border="1"> <caption>Waste Diversion Data</caption> <thead> <tr> <th>Year</th> <th>Comp 1 (%)</th> <th>Comp 2 (%)</th> <th>Comp 3 (%)</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>25</td> <td>20</td> <td>32</td> </tr> <tr> <td>FY 13</td> <td>23</td> <td>21</td> <td>33</td> </tr> <tr> <td>FY 14</td> <td>23</td> <td>21</td> <td>33</td> </tr> <tr> <td>FY 15 Est</td> <td>-</td> <td>-</td> <td>34</td> </tr> <tr> <td>FY 16</td> <td>-</td> <td>-</td> <td>34</td> </tr> <tr> <td>LT Goal</td> <td>-</td> <td>-</td> <td>34</td> </tr> </tbody> </table>	Year	Comp 1 (%)	Comp 2 (%)	Comp 3 (%)	FY 12	25	20	32	FY 13	23	21	33	FY 14	23	21	33	FY 15 Est	-	-	34	FY 16	-	-	34	LT Goal	-	-	34	<p>In 2014, the Village ranked 10<sup>th</sup> in the state of NC for its diversion of solid waste from the landfill due to recycling efforts. Village diversion rates consistently exceed comparable communities and the Village <i>set two national high benchmarks</i> with 92% of residents satisfied with curbside recycling and 96% satisfied with residential trash collection services.</p>
Year	Comp 1 (%)	Comp 2 (%)	Comp 3 (%)																											
FY 12	25	20	32																											
FY 13	23	21	33																											
FY 14	23	21	33																											
FY 15 Est	-	-	34																											
FY 16	-	-	34																											
LT Goal	-	-	34																											

**Objective: Work with Moore County to ensure adequate water and sewer services**

There are no initiatives aimed at this objective.

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)															
<p>Utilize 40% or less average gallons per day (GPD) of water system capacity</p>	<table border="1"> <caption>Water System Capacity Utilization Data</caption> <thead> <tr> <th>Year</th> <th>Comp 1 (%)</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>38.5</td> </tr> <tr> <td>FY 13</td> <td>34.5</td> </tr> <tr> <td>FY 14</td> <td>37.5</td> </tr> <tr> <td>FY 15 Est</td> <td>38.5</td> </tr> <tr> <td>FY 16</td> <td>40</td> </tr> <tr> <td>LT Goal</td> <td>40</td> </tr> </tbody> </table>	Year	Comp 1 (%)	FY 12	38.5	FY 13	34.5	FY 14	37.5	FY 15 Est	38.5	FY 16	40	LT Goal	40	<p>For the past several years, the Village's consumption of water has been less than the goal of 40% or less of system capacity.</p>
Year	Comp 1 (%)															
FY 12	38.5															
FY 13	34.5															
FY 14	37.5															
FY 15 Est	38.5															
FY 16	40															
LT Goal	40															



**Goal: Promote an Active, Healthy Community**

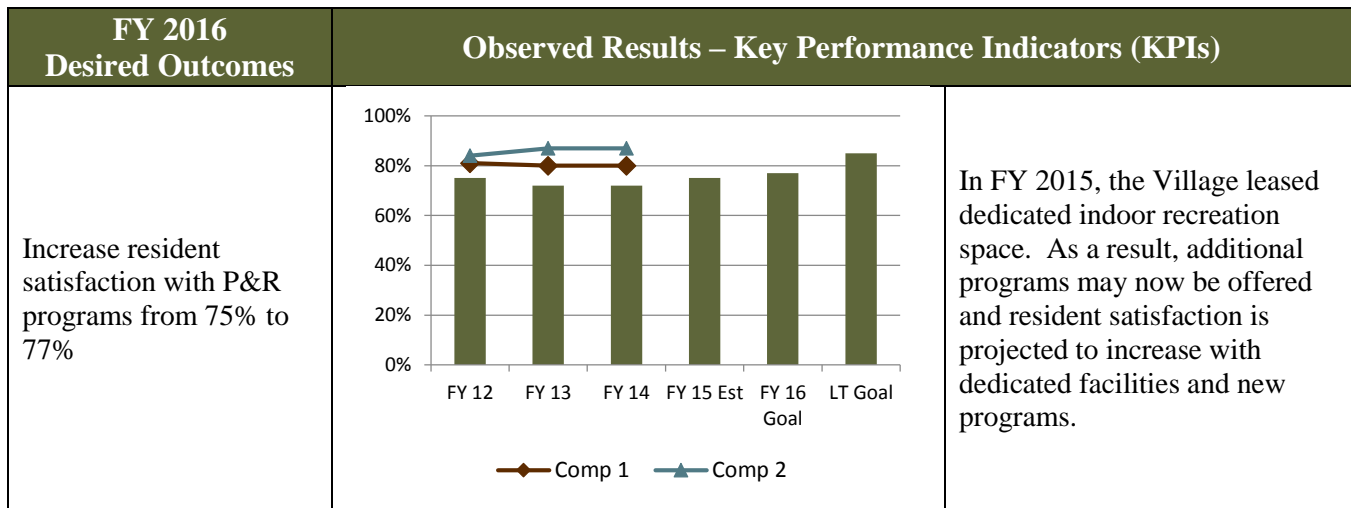
To promote an active, healthy community means to offer recreation programs, facilities, and community events to enhance the overall quality of life. There are three objectives for Promote an Active, Healthy Community:

1. Provide recreation programs and leisure activities for all ages,
2. Offer a variety of quality events to meet community needs, and
3. Provide adequate recreational facilities.

The department primarily responsible is Recreation. Applicable volunteers include the numerous volunteer coaches. See the *General Fund* section of this document for additional information on the departments.

**Objective: Provide recreation programs and leisure activities for all ages**

Initiative	New/Ongoing	Timeline
Establish a P&R internship program	New	2016



**Objective: Offer a variety of quality events to meet community needs**

Initiative	New/Ongoing	Timeline
Partner with the Arts Council and others to host cultural events at the Fair Barn	Ongoing	2016-2020



FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)	
<p>Increase resident satisfaction with Village sponsored cultural arts events from 65% to 66%</p>		<p>In 2013, the Village hired a dedicated Events Coordinator to plan and execute cultural arts events. In 2015, the Village assumed responsibility for the Live After Five music series and other new events (e.g. movie nights) have been added to enhance resident satisfaction with Village sponsored cultural arts events.</p>

**Objective: Provide adequate recreational facilities**

Initiative	Department	New/Ongoing	Timeline
Install lighting at the Wicker Park soccer field	Buildings & Grounds	New	2017
Develop a comprehensive recommendation for a new Community Center Facility	Recreation	Ongoing	2016
Develop Rassie Wicker Park facilities	Recreation	Ongoing	2016-2018
Enhance maintenance of Village buildings and facilities	Buildings & Grounds	New	2016

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)	
<p>Increase resident satisfaction with P&amp;R facilities from 80% to 81%</p>		<p>With satisfaction levels below 80% for the past three Community Surveys, the Village leased indoor space in FY 2015 to help improve resident satisfaction.</p>



**Goal: Professionally Manage a High Performing Organization**

To professionally manage a high performing organization means to continually improve service delivery to internal and external customers. There are five objectives under Professionally Manage a High Performing Organization:

1. Provide a high level of customer service,
2. Effectively communicate with customers in a timely and consistent manner,
3. Leverage technology to enhance Village operations,
4. Continually improve the effectiveness and efficiency of key processes, and
5. Generate collaborative solutions.

ALL departments are responsible for this goal, with ultimate responsibility falling to Administration and the Governing Body. Applicable volunteers include the Risk Management Committee. See the *General Fund* section of this document for additional information on the departments.

**Objective: Provide a high level of customer service**

There are no initiatives aimed at this objective.

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)																																					
<p>Increase the % of residents satisfied with customer service provided by Village employees from 84% to 85%</p>	<table border="1"> <caption>Customer Service Satisfaction KPI Data</caption> <thead> <tr> <th>Year</th> <th>Village Performance (%)</th> <th>Southeast Avg (%)</th> <th>US Avg (%)</th> <th>Comp 1 (%)</th> <th>Comp 2 (%)</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>84</td> <td>60</td> <td>55</td> <td>75</td> <td>70</td> </tr> <tr> <td>FY 13</td> <td>84</td> <td>60</td> <td>55</td> <td>75</td> <td>70</td> </tr> <tr> <td>FY 14</td> <td>84</td> <td>60</td> <td>55</td> <td>75</td> <td>70</td> </tr> <tr> <td>FY 15 Est</td> <td>84</td> <td>60</td> <td>55</td> <td>75</td> <td>70</td> </tr> <tr> <td>FY 16 Goal</td> <td>85</td> <td>60</td> <td>55</td> <td>75</td> <td>70</td> </tr> </tbody> </table>	Year	Village Performance (%)	Southeast Avg (%)	US Avg (%)	Comp 1 (%)	Comp 2 (%)	FY 12	84	60	55	75	70	FY 13	84	60	55	75	70	FY 14	84	60	55	75	70	FY 15 Est	84	60	55	75	70	FY 16 Goal	85	60	55	75	70	<p>While the Village has consistently exceeded the Southeast, US, and comparable community satisfaction levels with customer service, staff continues to strive to provide even greater customer service.</p>
Year	Village Performance (%)	Southeast Avg (%)	US Avg (%)	Comp 1 (%)	Comp 2 (%)																																	
FY 12	84	60	55	75	70																																	
FY 13	84	60	55	75	70																																	
FY 14	84	60	55	75	70																																	
FY 15 Est	84	60	55	75	70																																	
FY 16 Goal	85	60	55	75	70																																	

**Objective: Effectively communicate with customers in a timely and consistent manner**

Initiative	Department	New/Ongoing	Timeline
Communicate performance dashboard information to the public through the website (ACE)	Administration	New	2018



FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)																															
<p>Increase the % of residents satisfied with Village communications from 88% to 90%</p>	<table border="1"> <caption>Resident Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Village %</th> <th>Southeast Avg</th> <th>US Avg</th> <th>Comp 1</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>78%</td> <td>48%</td> <td>45%</td> <td>78%</td> </tr> <tr> <td>FY 13</td> <td>78%</td> <td>48%</td> <td>45%</td> <td>78%</td> </tr> <tr> <td>FY 14</td> <td>88%</td> <td>58%</td> <td>55%</td> <td>78%</td> </tr> <tr> <td>FY 15 Est</td> <td>88%</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>FY 16 Goal</td> <td>90%</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Village %	Southeast Avg	US Avg	Comp 1	FY 12	78%	48%	45%	78%	FY 13	78%	48%	45%	78%	FY 14	88%	58%	55%	78%	FY 15 Est	88%	-	-	-	FY 16 Goal	90%	-	-	-	<p>The Village has had several initiatives to improve communication with residents through its quarterly newsletter, e-News, and social media in recent years. As a result, the Village improved resident satisfaction levels with communication from 78% to 88% in FY 2014, <i>setting a national high benchmark</i> for the overall effectiveness of Village communications.</p>
Year	Village %	Southeast Avg	US Avg	Comp 1																												
FY 12	78%	48%	45%	78%																												
FY 13	78%	48%	45%	78%																												
FY 14	88%	58%	55%	78%																												
FY 15 Est	88%	-	-	-																												
FY 16 Goal	90%	-	-	-																												

**Objective: Leverage technology to enhance Village operations**

Initiative	Department	New/Ongoing	Timeline
Develop a mobile app for historic walking tour of the Village	Planning	New	2017
Implement permitting, code enforcement and inspection software	Planning	New	2017
Automate the building inspection process	Inspections	New	2017
Increase capability to secure and monitor the Village network for legal compliance	Information Technology	Ongoing	2016

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)																															
<p>Maintain full time equivalents per million \$ of revenue of 8.0</p>	<table border="1"> <caption>Full-time Equivalents per Million \$ of Revenue Data</caption> <thead> <tr> <th>Year</th> <th>Village Value</th> <th>Comp 1</th> <th>Comp 2</th> <th>Comp 3</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>8.5</td> <td>10.0</td> <td>5.5</td> <td>14.5</td> </tr> <tr> <td>FY 13</td> <td>8.5</td> <td>10.0</td> <td>5.5</td> <td>12.0</td> </tr> <tr> <td>FY 14</td> <td>8.5</td> <td>10.0</td> <td>5.5</td> <td>11.5</td> </tr> <tr> <td>FY 15 Est</td> <td>8.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>FY 16 Goal</td> <td>8.0</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Village Value	Comp 1	Comp 2	Comp 3	FY 12	8.5	10.0	5.5	14.5	FY 13	8.5	10.0	5.5	12.0	FY 14	8.5	10.0	5.5	11.5	FY 15 Est	8.0	-	-	-	FY 16 Goal	8.0	-	-	-	<p>One of the Village’s strategic advantages is a commitment to maximize the use of technology. Staff uses technology to improve the efficiency of processes and minimize staff needed to provide services, when possible.</p>
Year	Village Value	Comp 1	Comp 2	Comp 3																												
FY 12	8.5	10.0	5.5	14.5																												
FY 13	8.5	10.0	5.5	12.0																												
FY 14	8.5	10.0	5.5	11.5																												
FY 15 Est	8.0	-	-	-																												
FY 16 Goal	8.0	-	-	-																												



**Objective: Continually improve the effectiveness and efficiency of key processes**

Initiative	Department	New/ Ongoing	Timeline
Streamline P&Z permits and applications (ACE)	Planning	New	2017
Continue to utilize the Baldrige excellence framework to improve organizational performance	Administration	Ongoing	2016-2020
Develop an organization wide complaint management process -VOP 311 (BIRDIE)	Administration	New	2016
Develop a mechanism to share best practices between departments and evaluate the effectiveness (ACE)	Administration	New	2016
Review key Village processes annually for opportunities for improvement	Administration	Ongoing	2016
Develop a method to evaluate the effectiveness of the Village Council (ACE)	Governing Body	New	2016

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)
Implement at least 8 process improvements using the BIRDIE or ACE process	<p>In FY 2013, the Village began using systematic methodologies for process improvements and plans to conduct at least 8 process improvement evaluations annually.</p>



**Objective: Generate collaborative solutions**

Initiative	Department	New/Ongoing	Timeline
Collaborate with the Given Memorial Library to provide public library services	Library	Ongoing	2016-2020

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)										
Complete at least 20 new collaborative initiatives	<table border="1"> <caption>Observed Results – Key Performance Indicators (KPIs)</caption> <thead> <tr> <th>Year/Goal</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>FY 14</td> <td>14</td> </tr> <tr> <td>FY 15 Est</td> <td>20</td> </tr> <tr> <td>FY 16 Goal</td> <td>20</td> </tr> <tr> <td>LT Goal</td> <td>20</td> </tr> </tbody> </table> <p>One of the Village’s strategic advantages is internal and external collaborative relationships, which the Village routinely leverages to provide quality services.</p>	Year/Goal	Value	FY 14	14	FY 15 Est	20	FY 16 Goal	20	LT Goal	20
Year/Goal	Value										
FY 14	14										
FY 15 Est	20										
FY 16 Goal	20										
LT Goal	20										



*Given Memorial Library*






## Goal: Recruit and Develop a Skilled and Diverse Workforce

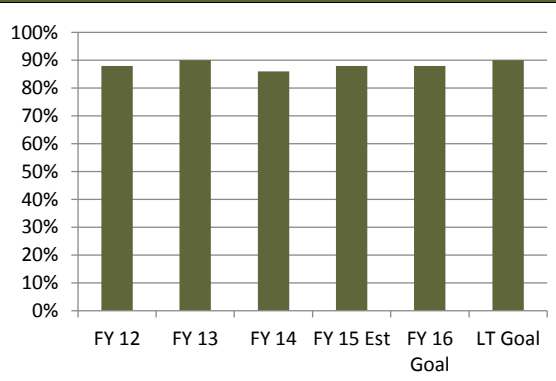
To recruit and develop a skilled and diverse workforce means to select, retain, and develop a qualified and diverse workforce of employees and volunteers. There are four objectives under Recruit and Develop a Skilled and Diverse Workforce:

1. Recruit, train, engage, and reward volunteers,
2. Reward and recognize employees,
3. Ensure adequate succession planning, and
4. Train, develop, and engage employees.

ALL departments 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.

### Objective: Recruit, train, engage, and reward volunteers

Initiative	Department	New/Ongoing	Timeline
Evaluate alternatives to utilizing additional volunteers	Human Resources	New	2018
Develop a citizen's academy (ACE)	Administration	New	2019
Develop effective volunteer training programs (ACE)	Governing Body	New	2017

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)
Maintain volunteer satisfaction with the volunteer experience at 88%	 <p>The Village has numerous volunteers and has several initiatives aimed at enhancing the volunteer experience over the past few years, helping to achieve high volunteer satisfaction ratings.</p>



**Objective: Reward and recognize employees**

Initiative	New/Ongoing	Timeline
Implement a reward and recognition program (ACE)	New	2016-2017
Develop an incentive program (ACE)	New	2017-2018

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)
Increase the % of employees who agree they are recognized and rewarded for a job well done from 70% to 72%	<p>The Village has seen a considerable decline in employee satisfaction levels with reward and recognition. To address this, the FY 2016 budget increases the maximum merit raise from 2% to 3% and there are two initiatives aimed at enhancing the Village’s reward and recognition program over the next two years.</p>

**Objective: Ensure adequate succession planning**

Initiative	New/Ongoing	Timeline
Develop and implement succession planning for key positions (ACE)	New	2017

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)
Fill at least 30% of vacancies with internal candidates	<p>This KPI demonstrates the Village’s ability to develop talent within the organization by equipping them for advancement.</p>



**Objective: Train, develop, and engage employees**

Initiative	New/Ongoing	Timeline
Review and revise the in-house TOPS training program (ACE)	New	2016

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)
Increase the % of employees who are satisfied with their job from 88% to 90%	<p>While Village employee satisfaction ratings are above the national SHRM averages, the Village strives to return to 90% satisfaction levels seen in FY 2012 and 2013.</p>
Maintain an employee turnover rate below 10%	<p>The Village's turnover rate declined in FY 2014, but is expected to rise again due to several retirements, which the Village has identified as a strategic challenge. There are several initiatives aimed at maintaining a low turnover rate in the FY 2016-2020 SOP.</p>



**Goal: Maintain a Strong Financial Condition**

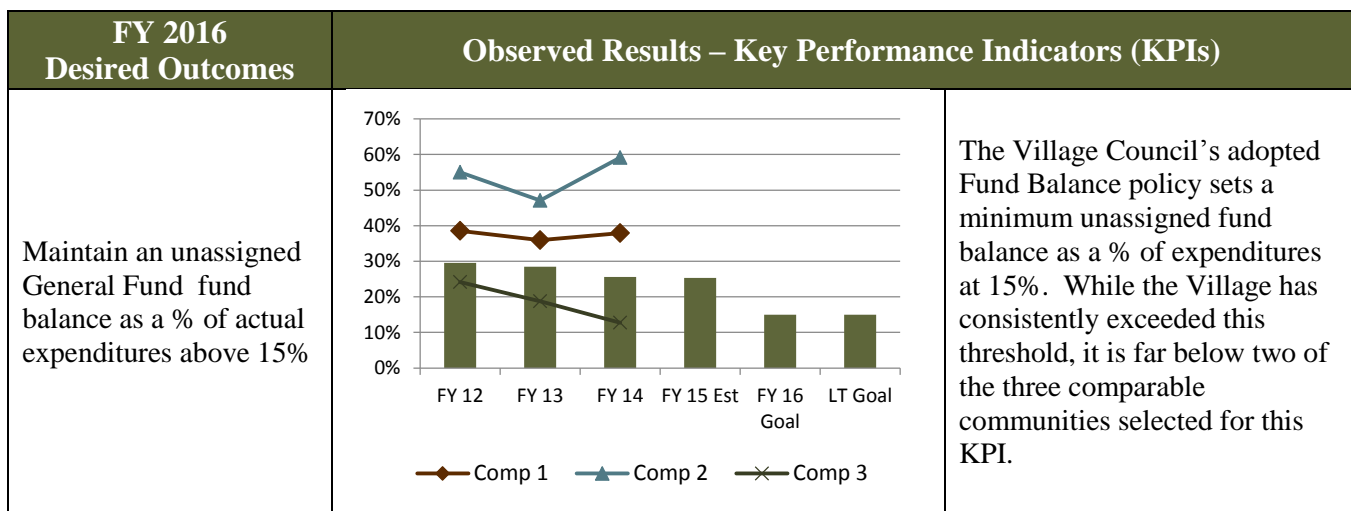
To maintain a strong financial condition means to ensure financial sustainability and strength by achieving financial targets and maintaining capital assets. There are three objectives under Maintain a Strong Financial Condition:

1. Meet or exceed Village established financial targets,
2. Maintain a tax rate commensurate with the community's desired level of services, and
3. Effectively maintain capital assets.

ALL departments 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.

**Objective: Meet or exceed Village established financial targets**

Initiative	Department	New/Ongoing	Timeline
Evaluate alternative revenue sources for the Village	Financial Services	New	2016
Implement a Village-wide cost containment program	Financial Services	New	2017
Implement the recommendations from the evaluation of the sale of Village owned land	Governing Body	New	2016
Implement BIRDIE Team recommendations to ensure the financial sustainability of the Harness Track	Harness Track	New	2016
Market and promote the weekday corporate package to maximize use of the Fair Barn	Fair Barn	Ongoing	2016-2020





FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)																																				
<p>Maintain operating expenditures as a % of operating revenues at or below 89%</p>	<table border="1"> <caption>Operating Expenditures as a % of Operating Revenues</caption> <thead> <tr> <th>Year</th> <th>Comp 1</th> <th>Comp 2</th> <th>Comp 3</th> <th>Goal</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>90%</td> <td>85%</td> <td>88%</td> <td>89%</td> </tr> <tr> <td>FY 13</td> <td>92%</td> <td>88%</td> <td>85%</td> <td>89%</td> </tr> <tr> <td>FY 14</td> <td>90%</td> <td>85%</td> <td>88%</td> <td>89%</td> </tr> <tr> <td>FY 15 Est</td> <td>-</td> <td>-</td> <td>-</td> <td>89%</td> </tr> <tr> <td>FY 16</td> <td>-</td> <td>-</td> <td>-</td> <td>89%</td> </tr> <tr> <td>LT Goal</td> <td>-</td> <td>-</td> <td>-</td> <td>89%</td> </tr> </tbody> </table>	Year	Comp 1	Comp 2	Comp 3	Goal	FY 12	90%	85%	88%	89%	FY 13	92%	88%	85%	89%	FY 14	90%	85%	88%	89%	FY 15 Est	-	-	-	89%	FY 16	-	-	-	89%	LT Goal	-	-	-	89%	<p>To ensure sufficient capacity for capital replacements and/or expansions, the Village strives to maintain operating expenditures below 89% of operating revenues. The FY 2016 budget plans to maintain that same ratio of operating expenditures, which is similar to one of the three comparable communities.</p>
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FY 12	90%	85%	88%	89%																																	
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FY 16	-	-	-	89%																																	
LT Goal	-	-	-	89%																																	

**Objective: Maintain a tax rate commensurate with the community's desired level of services**

There are no initiatives aimed at this objective.

FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)																																				
<p>Maintain the % of residents satisfied with the value received for taxes paid at 70%</p>	<table border="1"> <caption>Percentage of Residents Satisfied with Value Received for Taxes Paid</caption> <thead> <tr> <th>Year</th> <th>Comp 1</th> <th>Comp 2</th> <th>Comp 3</th> <th>Goal</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>65%</td> <td>75%</td> <td>70%</td> <td>70%</td> </tr> <tr> <td>FY 13</td> <td>55%</td> <td>75%</td> <td>75%</td> <td>70%</td> </tr> <tr> <td>FY 14</td> <td>55%</td> <td>75%</td> <td>75%</td> <td>70%</td> </tr> <tr> <td>FY 15 Est</td> <td>-</td> <td>-</td> <td>-</td> <td>70%</td> </tr> <tr> <td>FY 16</td> <td>-</td> <td>-</td> <td>-</td> <td>70%</td> </tr> <tr> <td>LT Goal</td> <td>-</td> <td>-</td> <td>-</td> <td>70%</td> </tr> </tbody> </table>	Year	Comp 1	Comp 2	Comp 3	Goal	FY 12	65%	75%	70%	70%	FY 13	55%	75%	75%	70%	FY 14	55%	75%	75%	70%	FY 15 Est	-	-	-	70%	FY 16	-	-	-	70%	LT Goal	-	-	-	70%	<p>Two of the three comparable communities have higher resident satisfaction levels with the value received for taxes paid. With no initiatives aimed at improving residents' perception of value, the Village plans to maintain current satisfaction levels.</p>
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**Objective: Effectively maintain capital assets**

Initiative	Department	New/Ongoing	Timeline
<p>Replace vehicles and equipment in accordance with the Council-adopted vehicle replacement schedule</p>	<p>Fleet Maintenance</p>	<p>Ongoing</p>	<p>2016-2020</p>



FY 2016 Desired Outcomes	Observed Results – Key Performance Indicators (KPIs)																													
<p>Maintain a capital asset condition ratio of 50% or above</p>	<table border="1"> <caption>Observed Results – Key Performance Indicators (KPIs)</caption> <thead> <tr> <th>Year</th> <th>Comp 1 (%)</th> <th>Comp 2 (%)</th> <th>Comp 3 (%)</th> </tr> </thead> <tbody> <tr> <td>FY 12</td> <td>58</td> <td>78</td> <td>65</td> </tr> <tr> <td>FY 13</td> <td>55</td> <td>72</td> <td>68</td> </tr> <tr> <td>FY 14</td> <td>52</td> <td>70</td> <td>70</td> </tr> <tr> <td>FY 15 Est</td> <td>52</td> <td>70</td> <td>70</td> </tr> <tr> <td>FY 16 Goal</td> <td>52</td> <td>70</td> <td>70</td> </tr> <tr> <td>LT Goal</td> <td>50</td> <td>50</td> <td>50</td> </tr> </tbody> </table>	Year	Comp 1 (%)	Comp 2 (%)	Comp 3 (%)	FY 12	58	78	65	FY 13	55	72	68	FY 14	52	70	70	FY 15 Est	52	70	70	FY 16 Goal	52	70	70	LT Goal	50	50	50	<p>The capital asset condition ratio is an indication of the level of investment in capital and represents the remaining life of the Village’s depreciable capital assets. Comparable communities have less depreciated assets than the Village.</p>
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