



Village Strategy Overview

Introduction

Performance matters. In the Village of Pinehurst, performance has evolved from a performance measurement system to a performance management system. At the heart of this is our Balanced Scorecard (BSC). The Balanced Scorecard translates the Council's Strategies and Priorities into tangible objectives and measures.

Business planning reflects the influence of the Balanced Scorecard, making it a more strategic process. The strategic business planning process, the budget process, and the long-term five-year capital planning process are now integrated into a single Strategic Planning Process (SPP). The resulting product is the Strategic Operating Plan (SOP).

Strategic Planning Process Overview

The evolution to a strategy-focused organization began as part of the Village's performance excellence program implementing the national Malcolm Baldrige Performance Excellence Criteria. 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 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 objectives and goals.

Based on these key inputs into the SPP, the Council then sets target performance levels, based on comparisons to benchmark communities, for the strategic objectives on the Village's BSC. The Council then identifies areas of focus based on the Village's baseline performance compared to the target performance levels on the BSC, the environmental scan conducted, the SWOT analysis, and the strategic challenges/advantages identified.

Management addresses the areas of focus in their departmental SOPs by identifying strategic initiatives aimed at improving BSC performance levels. The BSC then cascades down to the department dashboards, which are a component of the departmental strategic operating plans.

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

- The extent to which the initiative addresses the Council's current areas of focus, or strategic priorities,
- The extent to which the initiative addresses an area where customer satisfaction is low,
- The ongoing net financial impact on the Village, and
- The extent to which the initiative may address multiple strategic objectives.



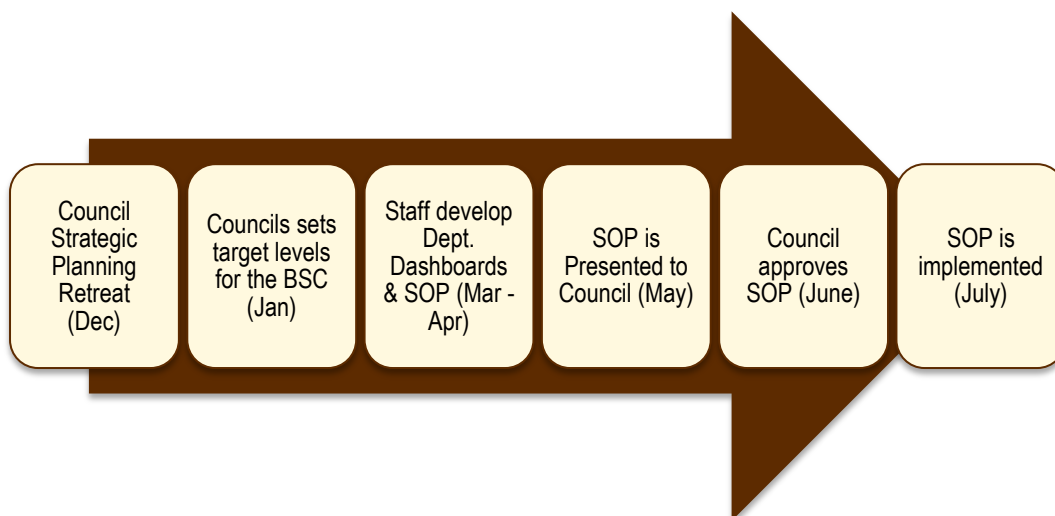
To help determine the Village’s financial capacity to fund the Strategic Operating Plan, staff prepares the five-year income and expense projections. Several assumptions are made relative to revenues and expenditures, based on historical trends and future projections. The five-year projections are inclusive 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 on the overall financial projections, the Strategic Planning Team determines which capital investments are best suited for installment financing and ensures there is adequate financial capacity for the required annual debt service.

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 Village’s 2015 Strategic Operating Plan addresses each of the 15 Strategic Objectives and outlines resource allocations and initiatives aimed at achieving strategic objectives and improving service levels. Initiatives aimed at the Council’s Areas of Focus are included in this section of the document and initiatives aimed at the other strategic objectives are addressed in the individual department summaries in the *General Fund* section of this document and at the end of this section. For the five year planning period of FY 2015-2019, there are a total of 57 strategic initiatives proposed at an approximate cost of \$5.6 million.

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





Key Inputs Into the Strategic Planning Process

Mission, Vision, and Values

At the December 2013 Council Retreat, the Council affirmed the Village's Mission and Vision. The Council also affirmed the values the Village workforce, including employees and volunteers, are expected to demonstrate when providing service to customers:

1. Competent
2. Courteous
3. Professional
4. 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. At the December 2013 Retreat, the Council affirmed the following five core competencies for the Village:

1. Customer Focus
2. Continuous Improvement
3. Diverse Cross-functional Teams
4. Talented Volunteers
5. Technology

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 eight strategic advantages and challenges identified by the Village Council at the December 2013 Retreat are below.

VILLAGE OF PINEHURST

VALUES
Competent
Courteous
Professional
Responsive

VISION
The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities.

MISSION
Preserve and enhance the community's character and ambience by guiding growth, managing change, and providing services in a financially responsible manner.

Strategic Challenges	Strategic Advantages
Adapting to a changing demographic	External relationships & partnerships
Limited revenue growth	Connections to citizens through neighborhood groups (e.g. NAC)
Maintaining the National Historic Landmark designation	Talented volunteers
Recruiting and retaining businesses	Use of technology
Maintaining high quality services that meet citizen expectations	World renowned golf with international name recognition
Determining appropriate land use regulations	National Historic Landmark
Staying connected with citizens	Safe community
Maintaining a low crime rate	Quality healthcare services



Environmental Scan

The Environmental Scan consists of a review of critical data and information that can impact service delivery. During the Environmental Scan, management reviews demographic trends, customer feedback, feedback from our employees and volunteers, economic analysis, financial health, and emerging trends. When combined, this data is summarized into an Environmental Scan that is presented to the Village Council at their Strategic Planning Retreat in December. At this retreat, the Village Council also conducts a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and identifies strategic advantages and challenges. This Environmental Scan is the starting point from which the Village Council begins to develop their Strategic Operating Plan.

Below is a summary of key information obtained during the Environmental Scan for the FY 2015 Strategic Operating Plan.

Demographics

Over the past two censuses, Pinehurst's demographic mix has changed. The 55-64 demographic group is getting smaller and the younger population has grown, particularly children under 19 and their parents.

Economic environment

New home construction is traditionally what has brought the most revenue growth to the Village. Historically, the Village had averaged over 200 new homes constructed per year for well over a decade. This fell off sharply in 2008 and there has only been a modest recovery in the local housing market.

Revenue forecast

Property taxes and sales taxes are the Village's primary revenue sources. Staff is projecting annual tax base growth of 1% and annual sales tax growth of 3% throughout five year planning period.

Customer focused results

Results of the 2013 Community Survey and 2013 Business Survey were reviewed in detail with comparisons to the FY 2012 survey results and national/regional benchmarks. In some instances, the Village set national high benchmarks for satisfaction levels and the surveys also identified several opportunities for improvement.

Leadership and governance results

The Village achieved greater than 90% approval ratings for elected officials, boards, and Village management.

Workforce focused results

Results of the 2013 Workforce Survey and 2013 Volunteer Survey were reviewed in detail with comparisons to the FY 2012 survey results.

Financial results

Key financial ratios and data were reviewed and indicate the Village's financial position is strong, with all key ratios falling within target levels.



Balanced Scorecard

In 2013, the Village of Pinehurst implemented a concept known as the Balanced Scorecard (BSC) to communicate and align strategy and allocate resources effectively.

The Village's Balanced Scorecard benefits the organization in several ways because it:

- Clarifies strategy,
- Aligns the organization around strategy,
- Integrates strategic planning and resource allocation,
- Makes strategy everyone's job through personal contribution and implementation, and
- Makes strategy a continuous process through organizational learning, and
- Provides a change agenda for executive leadership to mobilize change in the budget.

The Balanced Scorecard uses **four perspectives** to ensure a balanced approach to evaluating achievement of organizational strategy. Those four perspectives are the

1. **Customer**
2. **Internal**
3. **Employee**
4. **Financial.**

The Balanced Scorecard is a visual representation of organizational strategy and game plan.

Components of Pinehurst's Corporate Balanced Scorecard

There are eight components in the Village's Corporate Balanced Scorecard:

1. Vision
2. Mission
3. BSC Perspectives
4. Strategic Objectives and Goals
5. Performance Measures
6. Performance Targets
7. Linkage
8. Benchmark Comparisons

Vision

The Village's vision is a snapshot of what we intend to be as a community. *"The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities."* This is the ultimate outcome desired from all strategic efforts.

Mission

Our mission statement defines the core purpose of our organization-why we exist. *"Preserve and enhance the community's character and ambiance by guiding growth, managing change, and providing services in a financially responsible manner."*

BSC Perspectives

With an emphasis on "balanced," the Scorecard uses four perspectives to answer critical service delivery questions. This provides the balance that successful organizations seek in measuring performance:



Customer Perspective—Serving the customer: Managers must know if the organization is meeting customer needs. The Village’s customers include residents, businesses, and visitors. Managers must determine the answer to the question: Is the organization delivering the services customers want at the level desired?

Internal Perspective—Running the business: Managers need to focus on those critical operations that enable them to satisfy citizens. Managers must answer the question: Can the Village improve upon the services provided through continuous improvement?

Employee Perspective—Developing the workforce: An organization’s ability to improve and meet citizen demands ties directly to the workforce’s ability to meet those demands. Managers must answer the question: Is the Village developing its workforce so they can provide the best customer service and quality services?

Financial Perspective—Managing resources: Managers must focus on how to meet service needs in an efficient manner. They must answer the question: Is the Village financially stable and are Village services a good value?

Strategic Objectives and Goals

Strategic objectives are what the Village must achieve to ensure long-term sustainability and help guide resource allocations and redistributions. Goals are actions identified that help the Village achieve its strategic objectives.

At the December 2013 Retreat, the Village Council identified 15 corporate strategic objectives and goals for each objective for its FY 2015 Corporate Balanced Scorecard. Each of the corporate objectives is broadly defined so that it provides context for what the organization is to achieve. This relationship between the four balanced perspectives and the 15 corporate objectives constitutes the blueprint for departmental action and individual employee activity.

The Council identified goals for each strategic objective are identified later in this section under *Council’s Goals and Strategic Initiatives*.



The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities.

Preserve and enhance the community's character and ambience by guiding growth, managing change, and providing services in a financially responsible manner

Village FY 2015 Strategic Objectives



History, Charm, & Southern Hospitality



Each of the 15 corporate strategic objectives, by Balanced Scorecard Perspective, are broadly defined as follows:

Strategic Objective Definitions		
Customer	Safeguard the Community	Protect the lives and property of residents, businesses, and visitors.
	Preserve the Character & Ambience of the Village	Deliver planning, infrastructure, code enforcement, and landscape maintenance services to enhance the quality of life in neighborhoods and the Village Center.
	Promote Economic Opportunity	Support businesses and promote the Village in a way that ensures a vibrant, viable, and thriving business community.
	Provide & Promote Safe Traffic & Pedestrian Mobility	Provide and promote well-maintained roadways, sidewalks, greenway trails, and other transportation alternatives to ensure safe and adequate mobility and connectivity.
	Protect the Environment	Provide programs and services to preserve open space and natural resources and to ensure environmental sustainability.
	Provide a Variety of Recreational and Cultural Opportunities	Offer recreation programs, facilities, and community events to enhance the overall quality of life.
Internal	Enhance customer service	Improve service delivery to internal and external customers. Provide services that are accessible, responsive to customer needs, and seamless.
	Continuously improve processes	Analyze key processes to ensure alignment to strategies, incorporating new technologies and shared knowledge to improve service delivery and efficiency.
	Develop collaborative solutions	Develop internal and external partnerships to lead, plan, and deliver services.
	Meet legal and regulatory requirements	Comply with all applicable laws and regulations.
Employee	Optimize Volunteer Engagement	Maximize the utilization of a diverse mix of volunteers to further the mission of the Village.
	Recruit & Retain a Skilled & Diverse Workforce	Select and retain qualified and diverse workforce to meet the community's needs.
Financial	Provide Value for Tax Dollars	Ensure value and quality of services by being productive and efficient in service delivery.
	Maintain a Strong Financial Condition	Pursue fiscal policy to maintain a strong credit rating.
	Invest in Capital	Optimize existing infrastructure and create new infrastructure, including streets, technology, equipment, & facilities.



Performance Measures

For each of the 15 strategic objectives, there are a set of strategic measures and targets that are approved by the Village Council. These are used to evaluate performance against expected results and communicate that performance to customers and other stakeholders, including the workforce. Reporting and monitoring helps the Village to gauge progress toward effective implementation of strategy.

Performance Targets

These represent the desired result of a performance measure. Targets provide us with feedback regarding performance levels and effectiveness. These have been carefully developed by senior leaders and are based on historical performance levels and comparison with Village benchmarks.

Linkage

The strategic objectives are often times linked in a cause and effect relationship. For example, the Village may *Optimize Volunteer Engagement* (Internal Perspective), which in turn should help the Village to *Provide Value for Tax Dollars* (Financial Perspective).

Benchmark Comparisons

Utilizing benchmark data helps the Village understand the current dimension of world class performance and to ultimately achieve breakthrough performance improvement. Benchmark data is performance data indicative of best practices from select comparable communities for similar services. This data is obtained from performance surveys, state & national performance measurement projects, or directly from the benchmark community. In addition, performance of the two municipal National Baldrige Award recipients (Coral Springs, FL and Irving, TX) was considered. Finally, in some cases benchmark performance is established by general industry standards or state, regional, or national performance levels.

Benchmark data is the basis for how performance targets are set for each particular service at the Village of Pinehurst. The criteria utilized by the Village in selecting benchmark communities are as follows:

1. Located in the Southeast (VA, NC, SC, GA, TN),
2. Residential- driven communities (tax base as a % of total),
3. Destination community (Resort),
4. Community demographics (Education, Median Household Income, Median Age), and
5. Population.

Pinehurst's FY 2015 Balanced Scorecard

Each of the four perspectives of the 2015 Balanced Scorecard are detailed in the following pages. For all 15 strategic objectives, the Village Council has identified a defining statement, goals, and performance measures with both short and long term target performance levels.

At the end of FY 2014, actual performance levels will be compared to target performance levels on the BSC. Village staff will then report this information to the Village Council, residents, businesses, and visitors.



Balanced Scorecard

FY 2015 Village of Pinehurst Balanced Scorecard							
	Strategic Objective	Performance Measure	FY 2012	FY 2013	FY 2014 Est.	FY 2014 Goal	FY 2015 Goal
Customer	Safeguard the community	UCR index crime rate per 1,000 residents	11.26	11.13	12.50	14.00	12.00
		% of residents whose overall feeling of safety in the Village is good or excellent	96%	96%	96%	96%	96%
	Preserve the character & ambience of the Village	% satisfaction with landscaping in medians and other public areas	85%	83%	84%	85%	85%
		% of residents who rate the overall appearance of the Village as good or excellent	93%	92%	93%	93%	93%
		% of residents who rate the overall quality of life as good or excellent	88%	91%	90%	90%	92%
	Promote economic opportunity	1st floor occupancy rate in the Village Center	n/a	77%	78%	85%	85%
		% of businesses likely to recommend the Village as a business location	73%	84%	85%	77%	87%
	Provide & promote safe traffic & pedestrian mobility	Pavement condition rating	82.3	82.3	82.9	80.0	82.9
		# of lf of sidewalks, greenways, and bike paths constructed	-	4,430	17,935	8,000	7,000
		% of residents satisfied with the availability of sidewalks	37%	35%	36%	37%	36%
		% of residents satisfied with the maintenance of streets in neighborhoods	73%	72%	72%	72%	72%
	Protect the environment	% of refuse diverted from the landfill	32%	33%	32%	33%	33%
		% of residents satisfied with curbside recycling services	92%	91%	91%	92%	92%
	Provide a variety of recreational & cultural opportunities	% of residents satisfied with P&R programs	75%	72%	72%	75%	75%
		% of residents satisfied with Village sponsored cultural arts events	61%	63%	63%	58%	65%
% of residents satisfied with P&R facilities		78%	78%	78%	76%	80%	
Internal	Enhance customer service	% of residents satisfied with customer service provided by Village employees	78%	80%	80%	78%	82%
	Continuously improve processes	Full time equivalents per million \$ of revenue	8.41	8.34	7.80	8.41	8.40
	Develop collaborative solutions	# of new collaborative initiatives developed	n/a	n/a	15	6	15
	Meet legal & regulatory requirements	% compliance with the NC Local Government and Fiscal Control Act	100%	100%	100%	100%	100%
Employee	Optimize volunteer engagement	% of volunteers satisfied with the volunteer experience	88%	91%	91%	88%	91%
	Recruit & retain a skilled & diverse workforce	% of EEs who are satisfied with their job	90%	90%	90%	90%	90%
		Employee turnover rate	10.7%	11.4%	10.0%	8.0%	10.0%
Financial	Provide value for tax dollars	% of residents satisfied with the value received for taxes paid	66%	71%	70%	66%	70%
		Operating expenditures as a % of operating revenues	89%	85%	89%	89%	89%
	Maintain a strong financial condition	Bond rating	Aa2/A A	Aa2/A A	Aa2/A A	Aa2/A A	Aa2/A A
		Debt service expenditures as a % of total budgeted expenditures	5.4%	3.3%	2.9%	4.0%	3.0%
		Unassigned GF fund balance as a % of actual expenditures	29.5%	28.5%	27.0%	15.0%	27.0%
Invest in capital	Capital asset condition ratio	59%	59%	59%	60%	60%	



Council's Strategic Areas of Focus

The Pinehurst Village Council identifies its short term and long term strategic areas of focus based on several factors. One factor considered was the Village's baseline performance levels for the BSC measures compared to benchmark communities. Another factor Council considered was if there were strategic challenges associated with the strategic objectives. Finally, feedback from customers, employees, and volunteers that identified areas for improvement via dissatisfaction levels was considered. The following pages detail why each strategic objective was selected as an area of focus.

The Village has demonstrated "best in class" performance in Safeguarding the Community and Preserving the Environment based on satisfaction survey results and a comparison of performance levels relative to benchmarks. There are areas, however, for improvement and the Council has identified those as either a short term (FY 2015) or LT (2015-2019) Strategic Area of Focus.

Strategic Areas of Focus for FY 2015

The Village Council has identified four strategic objectives as their short term areas of focus for FY 2015:



In addition, the Village Council has identified the strategic objective of *Maintain a Strong Financial Condition* as a long-term area of focus to ensure the ongoing success of the Village and to strengthen the organization's overall performance.



Council's Strategic Areas of Focus

The short term areas of focus for FY 2015 were selected by the Village Council for the following reasons:

Preserve the Character & Ambience of the Village	Promote Economic Opportunity
<ul style="list-style-type: none"> • 33% dissatisfaction with code enforcement when the service is used • 24% dissatisfaction with mowing/cutting of weeds/grass on private property • 21% dissatisfaction with clean-up of litter on private property • 20% dissatisfaction with prohibiting oversized vehicles in residential neighborhoods • <u>Strategic challenges</u> – determining appropriate land use regulations; maintaining the NHL designation • <u>Weakness</u> – abrasive code enforcement • <u>Opportunities</u> – complete PDO rewrite; more effective code enforcement 	<ul style="list-style-type: none"> • Access to quality shopping is largest gap between are needs being met compared to importance • 20% dissatisfaction with quality of retail development • 22% of businesses are dissatisfied with P&Z services/department • 24% of businesses are dissatisfied with supporting business growth and development • 22% of businesses are dissatisfied with business signage regulations • <u>Strategic challenge</u> – recruiting and retaining businesses • <u>Weaknesses</u> – size and layout of the Village Center; lack of service businesses • <u>Opportunities</u> – Village Place redevelopment; Rattlesnake Trail corridor; develop and redevelop commercial; grow in business area
Provide & Promote Safe Traffic & Pedestrian Mobility	Provide a Variety of Recreational & Cultural Opportunities
<ul style="list-style-type: none"> • 38% dissatisfaction with the availability of sidewalks and rated as a “Very High” priority in I/S ratings • 34% dissatisfaction with adequacy of street lighting – Ranked #1 in should receive the most emphasis in next two years (Public Services) - Rated as a “Very High” priority in I/S ratings - 42% overall satisfaction below national average (63%) and southeast average (55%) – set a record low satisfaction rating for ETC Surveys • <u>Weaknesses</u> – traffic congestion; lack of pedestrian walkways; street lighting 	<ul style="list-style-type: none"> • 25% dissatisfaction with availability of recreation indoor facilities and rated as a “High” priority in I/S ratings • Quality of recreation programs for adults; and range of activities rated as a “High” priority in I/S ratings • Overall satisfaction with youth recreation programs at 49% - below national average (69%) and southeast average (60%) • <u>Strategic Challenge</u> – adapting to a changing demographic • <u>Weaknesses</u> – lack of indoor recreation space; limited cultural activities • <u>Opportunities</u> – construct a community center; recreation facilities/activities for all ages; responding to changing demographics; engaged in youth programs



Council's Goals and Strategic Initiatives

At the December 2013 Retreat, the Village Council identified those actions needed to help the Village achieve its 15 strategic objectives. To address the Council's goals, Department Heads then recommended specific strategic initiatives. These proposed strategic initiatives were formulated by Departments Heads based on potential solutions researched, best practices from benchmark communities, and analysis of the current services provided.

The tables on the following pages identify the short term or long term goals for each of the Council's strategic objectives. Short term goals are those that the Village should address in FY 2015. Long term goals are those goals that should be addressed in FY 2015 – FY 2019. While the vast majority of Council's goals have initiatives aimed at achieving the goals, resources have been allocated in the FY 2015 Strategic Operating Plan to higher priority strategic initiatives and a few goals are therefore not addressed.

Initiatives aimed at achieving significant process improvements are identified as a BIRDIE. This is the Village's systematic six step performance improvement process.

- B** Bring the opportunity forward (Identify the opportunity)
- I** Investigate the opportunity (Document the circumstances and factors affecting the issue)
- R** Review potential solutions (Identify ALL possible solutions, with input from customers and stakeholders)
- D** Determine the solution (Select and plan the solution, identify performance measures, desired outcomes, and resources needed)
- I** Implement the solution (Identify timing, parties responsible, etc.)
- E** Evaluate the solution (Based on performance measures, evaluate effectiveness of solution)



In some instances, a strategic initiative addresses multiple Council goals. These are indicated with a "*" in the tables that follow.

Performance measures to track the effectiveness of the initiatives are included either on the Balanced Scorecard or the Department Dashboards.



Council's Goals and Strategic Initiatives

	Strategic Objective	Council Goal	ST	LT	FY 2015 Proposed Initiatives
Customer	Safeguard the community	Maintain a low crime rate	X	X	Implement Command Central module to analyze crime data Proactively investigate drug and related property crimes activities
		Educate citizens on public safety	X		Partner with others to offer public safety education programs
		Achieve national accreditation in the fire department		X	Achieve national accreditation in the Fire Department
		Achieve national accreditation in the police department		X	
	Preserve the character & ambience of the Village	Maintain landscaping in medians and other public areas	X		Evaluate the consolidation of S&G and B&G
		Maintain the overall appearance of the Village	X		Develop a rating system for the appearance of public areas in partnership with the CAC
		Create the Manning style landscaping plans for appearance	X		
		Improve code enforcement services to increase compliance with Village codes and ordinances	X		Evaluate the code enforcement process (BIRDIE) *
	Promote economic opportunity	Increase retail and commercial development in commercially zoned areas	X	X	Incrementally expand Village Center into Village Place/Rattlesnake Corridor *
		Create a physical and regulatory environment conducive to business while preserving the character and ambience	X		Develop a rating system for the appearance of public areas in partnership with the CAC
		Promote the Village to recruit businesses	X	X	Evaluate and enhance marketing efforts
		Expand the Village Center into Village Place		X	Incrementally expand Village Center into Village Place/Rattlesnake Corridor*
	Provide & promote safe traffic & pedestrian mobility	Adequately maintain neighborhood streets and right of ways	X	X	Implement a GPS based software solution to track and analyze data on infrastructure maintenance and route management
		Provide pedestrian walkways and sidewalks with DOT connectivity to other communities when possible	X	X	Extend sidewalk and walkway system
		Partner with DOT on a long-term solution for the traffic circle	X		Continue to work with NCDOT to identify a viable long-term solution for the traffic circle
		Educate the public for safe use of roads, pedestrian, bikes, golf carts, etc.	X		Develop and implement a public education campaign for roadway safety
		Provide adequate street lighting	X		Improve adequacy of street lighting in neighborhoods
	Protect the environment	Promote recycling	X		Increase public education on the benefits of recycling to encourage greater participation
		Implement new solid waste plan	X		Implement single-day collection system with automated yard debris
		Reduce impact of irrigation on water supply	X		
		Promote litter reduction	X		
		Reduce Village energy consumption	X		Evaluate alternatives to reduce energy consumption for street lighting *
	Provide a variety of recreational & cultural opportunities	Pursue green building whenever possible	X	X	
		Construct a community center	X	X	Evaluate the need for indoor recreation facilities (BIRDIE)*
		Increase offering of cultural events	X		Expand cultural arts events in Village parks
		Foster public/private cultural opportunities in the Village Center	X		Support the Given Memorial Library expansion
		Develop a West Pinehurst park		X	Develop park facilities *
	Continue park development according to Wicker Park Master Plan		X	Develop park facilities *	



Council's Goals and Strategic Initiatives

	Strategic Objective	Council Goal	ST	LT	FY 2015 Proposed Initiatives	
Internal	Enhance Customer Service	Maintain high customer service rating	X		Develop a post service survey for the Fair Barn Conduct post-service surveys for building and development services	
		Effectively communicate with customers	X		Redesign Village website to add more functionality and integrate it with a mobile app	
					Develop and implement a corporate communications strategy for keeping the public informed, considering a more frequent newsletter publication and eblasts post-Council meetings	
					Stream and post video and/or recordings of Council meetings on the Village website	
		Continuously Improve Processes	Leverage technology with key submission processes	X	X	Evaluate opportunities for electronic submittal of P&Z forms and plans (BIRDIE)
	Finalize a process for innovation and assessment for risk		X			
	Investigate ISO9001 certification for operations		X			
	Identify and review key processes for improvement		X			Develop a contract management system
						Streamline inspection applications and processes to better coordinate with other departments
						Streamline P&Z permits and applications
						Implement an E-crash traffic accident solution
						Conduct post-service surveys of building inspection customers
						Automate employee data entry of p-card transactions
						Automate A/P P-Card data entry
	Develop Collaborative Solutions	Partner with others where possible to provide high quality services	X	X	Partner with organizations to host cultural events at the Fair Barn	
		Utilize citizen groups and task forces to obtain public input	X	X	Evaluate alternative methods to obtain public input on Council related decisions (i.e. task forces, POA meetings, Peak Democracy web module, etc.)	
		Foster positive relationships with key partners	X	X	Identify key partners and assign a Council liaison to each partner	
	Meet Legal & Regulatory Requirements	Ensure compliance with all legal and regulatory requirements	X	X	Complete Payment Card Industry (PCI) Compliance Project	
					Increase capability to secure and monitor the Village network for legal compliance	



Council's Goals and Strategic Initiatives

	Strategic Objective	Council Goal	ST	LT	FY 2015 Proposed Initiatives		
Employee	Optimize Volunteer Engagement	Recruit and train volunteers	X		Develop an annual training program for volunteer committees		
		Reward and recognize volunteerism	X		Develop a comprehensive volunteer reward and recognition program		
		Align volunteer resources to fit the needs of the Village	X		Develop a policy on volunteer and committee appointments*		
		Implement a standardized volunteer committee and/or task force process	X		Develop a policy on volunteer and committee appointments*		
	Recruit & Retain a Skilled and Diverse Workforce	Ensure adequate succession planning for key positions	X		Develop a succession plan		
		Develop and implement reward and recognition programs	X	X	Implement selected recommendations from the Compensation Study		
					Develop and implement a Village-wide reward and recognition program		
Continue training and leadership development programs	X		Offer in-house training through the TOPS program and conduct the annual Employee Academy				
Financial	Provide value for tax dollars	Manage operating costs	X	X	(See proposed process improvements)		
					Evaluate alternatives to reduce energy consumption for street lighting *		
		Maintain a low tax rate	X	X	Develop an annual budget that meets or exceeds established financial targets *		
	Provide high quality municipal services	X	X	(See other initiatives listed)			
				Oversee the annexation of Cotswold			
	Maintain a Strong Financial Condition	Manage the Harness Track and Fair Barn to break even and/or make a profit	X	X	Enhance marketing of the Harness Track		
					Seek to maximize use of the Fair Barn		
	Invest in Capital	Meet or exceed Village established financial targets	X	X	Develop an annual budget that meets or exceeds established financial targets *		
Maximize use of Village owned property					X	X	Effectively maintain current capital assets
							Light athletic field at Wicker Park
Effectively maintain our infrastructure	X	X	Evaluate sale of Village-owned land				
					Continue to enhance the Village roadways with the Annual Street Resurfacing Program*		