

Village of Pinehurst Strategic Operating Plan Update Q1 - FY 2017



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FY 2017 Strategic Operating Plan Overview

Village Council

Each year, the Pinehurst Village Council adopts a Strategic Operating Plan which indicates the Village's plans to achieve our vision and mission. The Strategic Operating Plan covers the fiscal year that begins on July 1 and also includes a five-year financial plan.

Vision, Mission, and Values

The vision is what the Village intends to be and the mission is what the Village must do to achieve that vision. The Village's core values are the guiding principles and behaviors that embody how Village employees are expected to operate as they provide services.



Balanced Scorecard

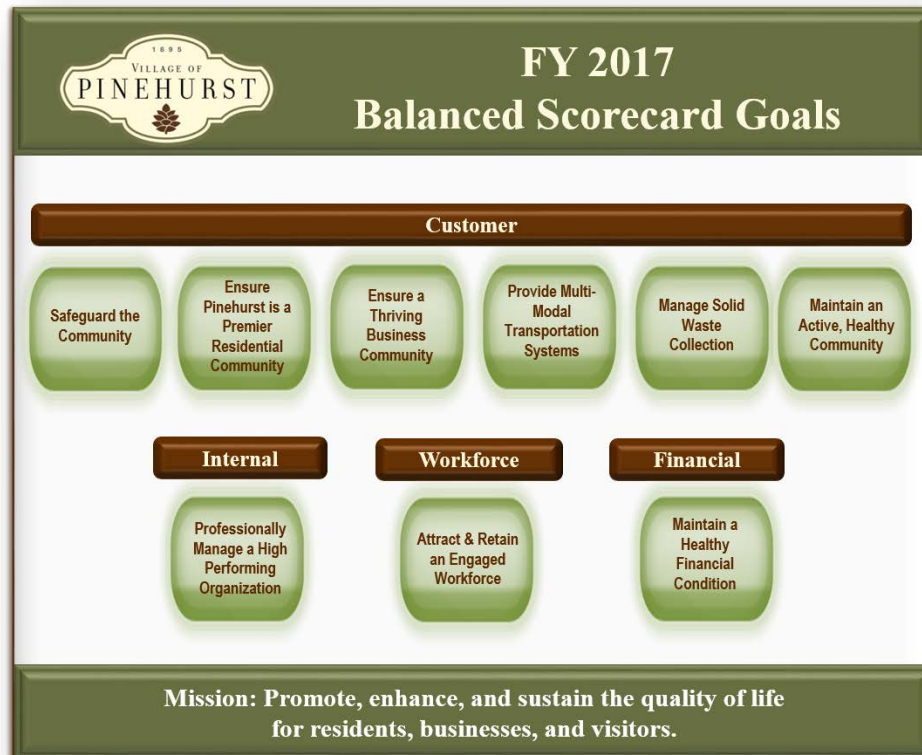
The Village uses a Balanced Scorecard (BSC) to integrate strategic planning and resource allocation. The BSC contains goals, objectives, and key performance indicators in four perspectives to ensure a balanced approach to evaluating the achievement of organizational strategy:

1. Customer
2. Internal
3. Workforce
4. Financial

FY 2017 Balanced Scorecard

FY 2017 Goals

The FY 2017 Balanced Scorecard contains 9 community goals in the four perspectives.



FY 2017 Areas of Focus

Each balanced scorecard goal has one or more strategic objectives. Strategic objectives indicate how we will achieve the Village goals. In FY 2017, the Village Council identified four strategic objectives as areas of focus:

1. Improve the quality of neighborhoods,
2. Provide interconnected greenway trails, bike paths, and sidewalks,
3. Enhance community engagement, and
4. Provide a supportive and rewarding work environment.

FY 2017 Initiative Action Plans

Status of FY 2017 Initiative Action Plans at September 30, 2016

The 2017 Strategic Operating Plan includes 18 Initiative Action Plans (IAPs) for FY 2017. Initiative Action Plans are those specific actions the Village will take to achieve its strategic objectives and ultimately Balanced Scorecard goals. The status of the FY 2017 IAPs at September 30th, including seven IAPs that were carried forward (CF) from the previous year are indicated in the table below:

	Goal	IAP Description	Q1 IAP Status	Comments
Customer	Safeguard the community	Traffic pre-emption program	Yellow	Waiting for NCDOT to install the 3 rd device at Hwy 2/Hwy 5
		Fire Department accreditation	Green	Accreditation was conferred at Accreditation Hearing in 08/16
		Citizens on Patrol	Red	ACE was not on schedule at 9/30, but is as of 10/31
		Traffic enforcement	Yellow	Hired one of two traffic enforcement officers by 9/30, the other officer was hired in October
	Ensure Pinehurst is a premier residential community	Land use analysis	Red	Originally planned to have consultant selected by 9/30; tried to perform some GIS work in-house to save VOP money, but was not successful given staff capacity available
		Code enforcement	Yellow	Transferred responsibilities for Welcome Center to Coordinator and began routine patrols in Q1
		Street lighting	Yellow	Duke Energy is behind schedule installing requested street lights in Village Acres; Installation is planned for Q3
		Marketing and promotion	Yellow	Hired new PT Welcome Center Coordinator in Q1
		Grounds maintenance BIRDIE (CF)	Yellow	BIRDIE report was delivered to Council on 10/25
		Redevelop Public Services Complex (CF)	Yellow	Fleet bays, landscaping, & water/sewer line installation remain to be completed by Q4
		Code enforcement BIRDIE (CF)	Red	Was supposed to complete evaluation by 9/30, but will complete by 11/30
	Ensure a thriving business community	Streetscape enhancements	Yellow	Identified Phase 1 of McIntyre Road streetscape improvements with Council input in Q1
	Provide multimodal transportation systems	Greenways	Yellow	Construction moved from Aug to Nov due to engineering delays
		Neighborhood sidewalks	Red	Behind schedule due to engineering delays; Have a preliminary design & just received an updated cost estimate
		Midland Road Corridor Study (CF)	Yellow	Presentation of study is planned for Council on 11/15
	Manage solid waste collection	Supplemental yard debris collection	Black	DELETE - Per 6/16 Village Council decision to continue current collection method; will reevaluate this winter
		Evaluate solar energy (CF)	Red	Installation has been moved to Q4; Only received one bid in the fall, so will rebid again after HT training season
	Maintain an active, healthy community	Recreation facilities	Yellow	Advertisement & RFP for playground design/build was sent out in Q1; Waiting on engineer for shelter design

	Goal	IAP Description	Q1 IAP Status	Comments
Internal	Professionally manage a high performing organization	Civic engagement	Yellow	Established Communications Specialist position and consolidated social media accounts in Q1
		Continuous process improvement	Red	Created the IDEA box to address innovation, but did not address 2-way communication as planned
		Review key processes (CF)	Green	Completed in 07/16
Workforce	Attract & retain an engaged workforce	Workforce plans	Red	Did not complete initial step planned for Q1; IAP extends over the entire FY
		Learning and development system	Red	Did not complete initial step planned for Q1; IAP extends over the entire FY
		PD staffing	Yellow	Recruitment process began in Q1 and should be complete in Q2
		TOPS Training (CF)	Red	Was supposed to roll out the new TOPS training program by 9/30; Hope to have the calendar ready by 12/31
<i>IAPs listed in red are FY 2017 Village Council Areas of Focus.</i>				

KEY	# of IAPs
In progress; NOT on schedule	9
In progress; on schedule	13
Completed	2
Deleted	1
TOTAL	25

Initiative Action Plans Metrics at September 30, 2016

Each of the 18 FY 2017 Initiative Action Plans (IAPs) has metrics associated with it. Management tracks and monitors these metrics throughout the year to help ensure the Village's annual goals are achieved. The table below indicates the status of the FY 2017 IAP metrics through September 30, 2016.

Q1 FY 2017 Initiative Action Plan Metrics						
		Q1 Value	Q1 Goal	Q1 Variance To Goal	Q1 % Variance To Goal	Comments
Administration	AD 1 - Continuous Process Improvement					
	# of OFIs from Level 3 feedback report addressed	1	2	1	-50%	Did not address 2-way communication in Q1 as planned
	AD 2 - Civic Engagement					
	# of mobile app downloads (cumulative)	812	400	412	103%	On track to meet annual goal of 1,000 mobile app downloads
	Total # of followers on all social media sites	9,807	7,300	2,507	34%	Have exceeded annual goal in Q1 and will modify goal upwards
	CD 1 - Marketing and Promotion					
	# of print ads placed	16	8	8	100%	Ad placement is going as planned
	# of digital ads placed	17	10	7	70%	Ad placement is going as planned
Fire	# of Welcome Center visitors	323	750	-427	-57%	Adjusting operating hours effective 11/1/16; Expect to meet annual goal
	FD 1 - Traffic pre-emption program					
	# of traffic pre-emption devices installed (cumulative)	2	3	-1	-33%	Waiting for NCDOT; may install additional devices in FY 2017
	FD 2 - Fire Department Accreditation					
HR	Accredited agency	Yes	No	N/A	N/A	Achieved one quarter sooner than planned
	HR 1 - Workforce Plans					
	% of employees with skills analysis conducted	0%	0%	N/A	N/A	Planned for Q4
	HR 2 - Learning & Development System					
P&R	Matrix of key positions, tenure, etc developed	No	No	N/A	N/A	Planned for Q4
	PR 1 - Greenways					
	# of lf of greenway trail constructed	0	1,400	-1,400	-100%	Engineering delays have put construction of greenways behind
	PR 2 - Neighborhood Sidewalks & Pathways					
	# of lf of neighborhood sidewalks constructed	0	0	0	N/A	Planned for Q3 & Q4
PR 4 - Recreation Facilities						
# of park amenities added or replaced	0	0	0	N/A	Planned for Q4	

Q1 FY 2017 Initiative Action Plan Metrics						
		Value	Goal	Variance To Goal	% Variance To Goal	Comments
Planning	PL 1 - Land Use Analysis					
	Land Use Analysis Report Completed	No	No	N/A	N/A	Planned for Q4
	PL 3 - Code Enforcement					
	# of neighborhood patrols completed	5	2	3	150%	Began patrols in Q1; Plan to amend goal upwards
Police	PD 1 - Citizens on Patrol					
	COP Volunteer Hours	663	750	-87	-12%	Two COPs have had illnesses that impacted the # of volunteer hours
	# of Citizens on Patrol volunteer hours per volunteer	16.17	18.75	-2.58	-14%	
	PD 3 - PD Staffing					
	# of reserve officers hired	0	0	0	N/A	Planned for Q2
	# of officer positions reassigned to new roles	0	0	0	N/A	Planned for Q2
	PD 4 - Traffic Enforcement					
# of new officers hired	1	0	1	N/A	Planned for Q2, but hired one traffic enforcement officer in Q1	
S&G	SG 1 - Streetscape Enhancements					
	Enhancement project construction commenced	No	No	N/A	N/A	Planned for Q4
	SG 2 - Street Lighting					
	# of streetlights installed	0	0	0	N/A	Planned for Q3

Department Heads reviewed the status of FY 2017 IAPs and metrics at their Quarterly Strategy and Performance Meeting. Some common themes that emerged relative to the Council’s four areas of focus include:

1. **Improve the quality of neighborhoods** – code compliance efforts have increased with routine patrols and removal of Welcome Center responsibilities from Planning staff; staff is behind on moving forward with the land use analysis as planned due to staff capacity.
2. **Provide interconnected greenway trails, bike paths, and sidewalks** – slow response times and delays from McGill Associates engineering may impact the Village’s ability to complete planned greenways and sidewalks on schedule.
3. **Enhance community engagement** – social media engagement has significantly surpassed goals and staff is preparing to provide Council with additional recommendations to enhance community engagement.
4. **Provide a supportive and rewarding work environment** – Human Resources staff has been unable to complete IAPs on schedule due primarily to limited staff capacity resulting from increased recruiting efforts in Q1.