



Strategic Priorities Overview

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

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

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

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





Strategic Planning Process

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

The Pinehurst Village Council kicks off the strategic planning process 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, and Key Performance Indicators (KPIs).

Using the key inputs into the strategic planning process, the Village Council then sets short term and long term target performance levels for the KPIs included on the BSC based on a review of benchmark communities' performance relative to the Village's performance. The Council identifies the Areas of Focus for the five-year planning period, which include those strategic objectives and KPIs where more significant performance improvement is identified in both the short term and long term planning period.

With goals, objectives, and target performance levels set by the Council, management develops Initiative Action Plans (IAPs) aimed at addressing the strategic objectives for community goals, and ultimately accomplishing the Village's mission and vision. IAPs are identified at the annual strategic planning retreat by Council, Senior Staff and/or Council-appointed board chairs. Department Heads then develop and refine departmental goals that are directly linked to the strategic goals. Accomplishment of departmental goals is measured by KPIs on Department BSCs that cascade directly from the BSC. Department BSCs can be found in the *General Fund* section of the SOP.



All Initiative Action Plans (IAPs) are evaluated by the Strategic Planning Team, which consists of the Village Manager, Assistant Village Managers, Human Resources Director and Financial Services Director. In addition to evaluating the financial and staff capacity needed to implement and maintain the IAP, the Team also evaluates the risks associated based on the severity and likelihood of occurrence. Mitigating actions to minimize the risks of the IAPS are then incorporated in the action plan steps. Finally, any workforce training needs associated with an IAP are programmed into the internal TOPS training program for staff.

To help determine the Village's financial capacity to fund the Strategic Operating Plan, staff prepares a financial forecast that is included in the *Five-Year Financial Forecast* section of the SOP. Several assumptions are made relative to revenues and expenditures, based on historical trends and future projections. The five-year projections are inclusive of the five-year Capital Improvements Plan (CIP) that incorporates approved IAPs and all associated projected operating costs. The *Five-Year Financial Forecast* is developed to ensure fund balance remains within the target range of 30%-40% of budgeted expenditures and operating margins fall within acceptable levels to ensure adequate levels of capital reinvestment.

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



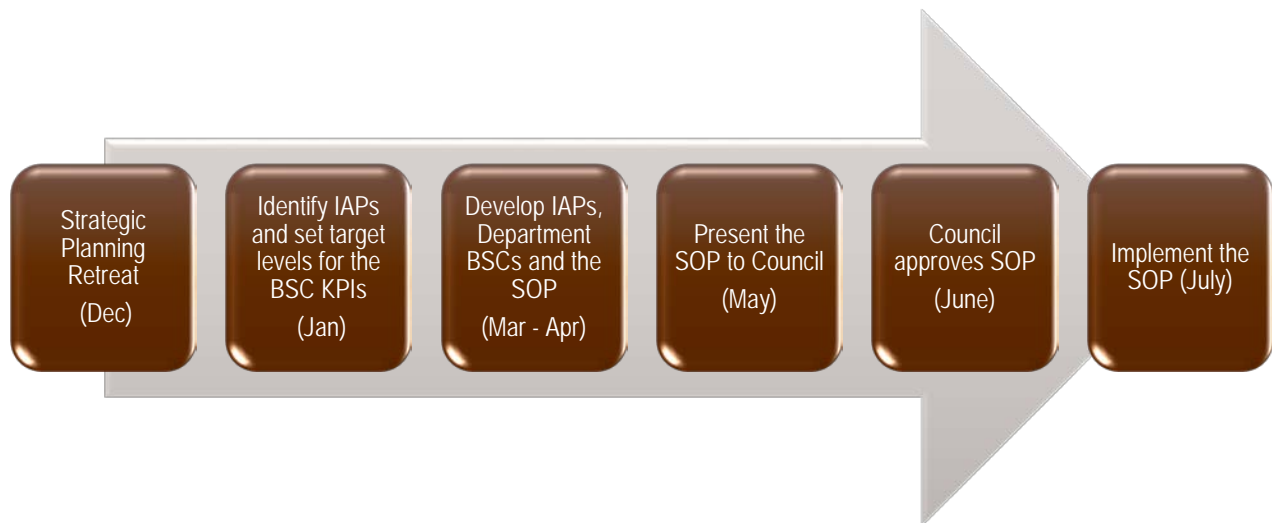
Strategic Planning Process

The Five-Year Financial Forecast for FY 2018-2022 is summarized below:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
General Fund Revenues	\$17,854,580	\$18,213,000	\$18,562,000	\$18,843,000	\$19,077,000
General Fund Expenditures	19,139,093	21,870,066	19,220,064	19,162,366	19,795,343
Revenues Over (Under) Expenditures	\$(1,284,513)	\$(3,657,066)	\$(658,064)	\$(319,366)	\$(718,343)
Budget to Actual Variance *	989,945	1,014,858	1,058,723	1,084,773	1,116,587
Projected Actual Gain/(Loss)	\$(294,568)	\$(2,642,208)	\$400,659	\$765,407	\$398,244
Projected GF Balance as a % of Total Budget	47.8%	29.8%	35.9%	40.0%	40.8%

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

Once financial capacity for Initiative Action Plans and the baseline budget is determined, staff prepares and presents the Village's Strategic Operating Plan to the Village Council for review and approval. As required by NC General Statutes, the Council holds a Budget Public Hearing each year prior to adoption to allow residents the opportunity to comment on the Recommended Budget. The following diagram indicates the key steps and timing of the Strategic Planning Process:





Key Inputs into the 2018 Strategic Operating Plan

Mission, Vision, and Values

At the December 2016 Council Retreat, the Council affirmed the Village’s Mission, Vision, and core values. The Vision is what the Village intends to be, while the mission is what the Village must accomplish to achieve that vision. The Village core values are the guiding principles and behaviors that embody how Village employees are expected to operate as they provide services. These were updated at the December 2016 Council Retreat and have been changed to initiative, teamwork, service, and improvement, effective FY 2018.

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 2016 Retreat, the Council reviewed and amended the four core competencies of the Village to include:

1. Build collaborative partnerships
2. Improve continuously
3. Leverage technology
4. Utilize volunteers



Strategic Challenges & Opportunities

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 opportunities are those prospects for new or changed services or processes. The strategic challenges and strategic opportunities identified by the Village Council in December 2016 are below:

Strategic Challenges	Strategic Opportunities
1. Address workforce capacity issues	1. Improve pedestrian mobility with neighborhood sidewalks and bike paths
2. Obtain Council consensus and direction for long term land use policy and strategy	2. Increase street lighting in neighborhoods
3. Meet the demands for cultural and recreational activities	3. Create recreation and cultural center facilities
4. Reduce the number of vacant homes	4. Expand commercial development/zoning
5. Improve road systems to accommodate increasing traffic volumes	5. Collaborate with other municipalities and Moore County
6. Address aesthetic issues as a result of DOT projects	6. Enhance appearance of right-of-ways and streetscapes
7. Address surrounding area crime through collaboration with other departments	7. Conduct long-term transportation planning
8. Meet every day commercial service needs of residents in the core Village	8. Develop land use plans (Comprehensive Long Range Plan, area plans, and land use analysis)
9. Create a walkable community	

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

The Council also conducted a SWOT analysis at their December 2016 Strategic Planning Retreat and identified organizational and community strengths, weaknesses, opportunities, and threats.



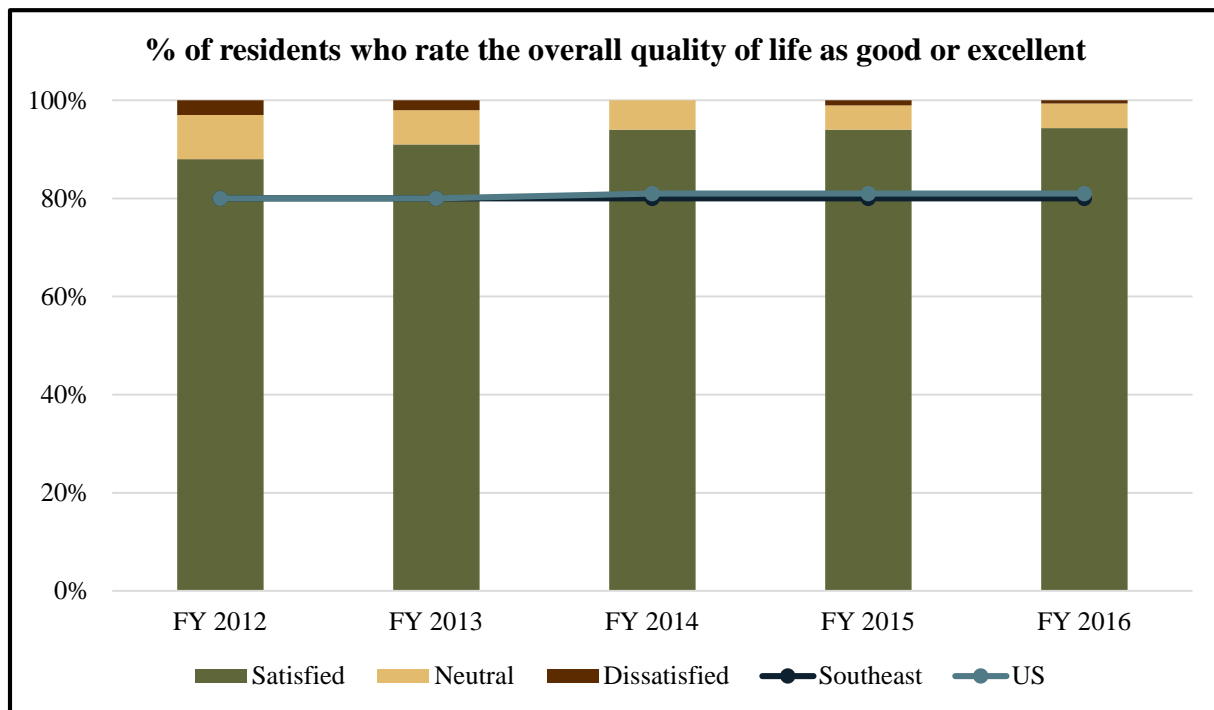
Environmental Scan

The environmental scan consists of a review of critical data and information that can impact service delivery. During the December 2016 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 data, key performance indicators (KPIs), financial data, and emerging trends. Community survey results were segmented by neighborhood, resident age, and length of residence to facilitate further analysis. Workforce results are also segmented by department.

FY 2018 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 2018 Balanced Scorecard are detailed on the following pages.

At the core of the BSC is the Village’s mission to “promote, enhance, and sustain the quality of life for residents, businesses, and visitors.” The Village measures its mission by asking residents to rate the overall quality of life in the Village during the annual Community Survey. In the 2016 survey, **99% of residents rated the overall quality of life as good or excellent (including neutrals)**, up from 97% in 2012. This is in comparison to the Southeast and U.S. benchmarks of 80%, and 81% respectively.



All Key Performance Indicators (KPIs) on the Balanced Scorecard are considered “lag” performance measures and the vast majority of the Customer Perspective KPIs are annual survey results indicating customer satisfaction levels. Department Balanced Scorecards contain “lead” performance measures that are monitored either daily, weekly, monthly, or quarterly by Senior Staff to ensure the Village achieves the performance targets set on the Balanced Scorecard.

The BSC community survey results, workforce survey results, and volunteer survey results include the percentage of respondents who indicate “Neutral.” The Southeast and U.S. comparisons provided by the Village’s survey company, ETC Institute, do not include “Neutral” ratings and this information is not available.



Balanced Scorecard

The FY 2018 Village of Pinehurst Balanced Scorecard (BSC), by perspective, is shown below:

FY 2018 Balanced Scorecard							
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.							
	Goal We intend to...	Strategic Objective How we will...	KPI Description How do we know...	Actual FY 2016	Est. FY 2017	ST Target FY 2018	LT Target FY 2022
Customer	Safeguard the community	Deliver effective public safety services	UCR index crime rate per 1,000 residents	6.15	9.50	10.00	10.00
			% of residents whose overall feeling of safety in the Village is good or excellent	100%	99%	95%	95%
			% of residents satisfied with how quickly fire personnel respond to emergencies	99%	99%	95%	95%
			% of residents satisfied with the enforcement of local traffic laws	90%	92%	90%	95%
	Ensure an attractive residential community	Maintain a high level of overall appearance of Pinehurst public spaces	% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	95%	95%
			Ensure compliance with Village codes and ordinances	84%	86%	87%	90%
			Guide appropriate redevelopment and growth <i>AOF</i>	88%	89%	90%	90%
	Ensure a thriving business community	Provide a business-friendly environment	1st floor occupancy rate in the Village Center	94%	94%	90%	90%
			% of businesses likely to recommend the Village as a business location	89%	90%	90%	90%
	Provide multimodal transportation systems	Provide interconnected greenway trails, bike paths, and other pedestrian facilities <i>AOF</i>	% of residents satisfied with the availability of sidewalks	63%	65%	70%	80%
			% of residents satisfied with the availability of greenway/walking trails	92%	92%	90%	90%
			% of residents satisfied with the adequacy of street lighting	72%	73%	75%	80%
			Maintain high quality streets <i>AOF</i>	89%	90%	90%	90%
	Protect the environment	Provide effective and efficient solid waste collection services	% of residents satisfied with solid waste services	96%	95%	95%	95%
			Reduce, reuse, and recycle resources	32%	34%	35%	35%
	Maintain an active, healthy community	Provide recreation programs, leisure activities, and cultural arts events for all ages <i>AOF</i>	% of residents satisfied with P&R programs	96%	95%	95%	95%
			% of residents satisfied with Village sponsored cultural arts events	91%	90%	90%	90%
	Internal	Professionally manage a high performing organization	Enhance community engagement	% of residents satisfied with Village communications	95%	95%	95%
% of residents satisfied with the level of public involvement in local decisions				84%	85%	87%	90%
Continuously improve operational effectiveness through quality performance, use of technology, and innovation			Full time equivalents per million \$ of revenue	7.72	7.88	8.00	8.00
			% of residents satisfied with the value received for taxes paid	91%	90%	90%	90%
Workforce	Attract & retain an engaged workforce	Provide a supportive and rewarding work environment	% of employees who agree that overall they are satisfied with their job	95%	95%	95%	95%
			% of volunteers satisfied with the volunteer experience	95%	95%	95%	95%
		Employee engagement index	9.11	9.00	9.00	9.00	
Financial	Maintain a healthy financial condition	Meet or exceed established financial targets	Unassigned GF fund balance as a % of actual expenditures	42%	32%	20%	20%
		Maintain capital assets	Capital asset condition ratio	46%	47%	46%	46%

Items in red are Areas of Focus (AOF) based on performance levels, strategic challenges, and resident priorities.



Initiative Action Plans (IAPs)

The total costs below for the 13 FY 2018-2022 IAPs include implementation and ongoing operating and maintenance costs associated with the IAP. Financial resources have been prioritized to address Council's strategic objectives and Areas of Focus, thereby helping to ultimately achieve the goals on the BSC. More detailed descriptions of these Initiative Action Plans are included later in this section of the document.

FY 2018-2022 Initiative Action Plans (IAPs)						
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.						
	Goal We intend to...	Strategic Objective How we will...	Initiative Action Plans (IAPs)	Fiscal Year (s)	FY 2018 Funding	Total FY 2018-2022 Funding
Customer	Safeguard the community	Deliver effective public safety services	Traffic Pre-emption Program	FY 2018-2021	\$15,000	\$52,500
	Ensure an attractive residential community	Maintain a high level of overall appearance of Pinehurst public spaces	Community Aesthetics	FY 2018-2022	\$25,000	\$90,000
		Ensure compliance with Village codes and ordinances	n/a	n/a	n/a	n/a
		Guide appropriate redevelopment and growth <i>AOF</i>	Comprehensive Long Range Plan Update	FY 2019-2020	\$120,000	\$120,000
			Land Use Planning	FY 2018-2019	\$65,000	\$65,000
	Ensure a thriving business community	Provide a business-friendly environment	Commercial Streetscape Enhancements	FY 2018	\$152,500	\$155,000
	Provide multimodal transportation systems	Provide interconnected greenway trails, bike paths, and other pedestrian facilities <i>AOF</i>	Pedestrian Connectivity	FY 2018-2022	\$433,500	\$2,061,500
		Maintain high quality streets <i>AOF</i>	Street Lighting	FY 2018-2022	\$9,500	\$71,500
			Transportation Improvements	FY 2018-2022	\$0	\$50,000
	Protect the environment	Provide effective and efficient solid waste collection services	n/a	n/a	n/a	n/a
		Reduce, reuse, and recycle resources	n/a	n/a	n/a	n/a
	Maintain an active, healthy community	Provide recreation programs, leisure activities, and cultural arts events for all ages <i>AOF</i>	Recreational Facilities	FY 2018-2022	\$533,200	\$5,194,160
	Internal	Professionally manage a high performing organization	Enhance community engagement	Transparent Operations	FY 2018-2019	\$0
Continuously improve operational effectiveness through quality performance, use of technology, and innovation			P&I Process Improvements	FY 2018	\$53,600	\$93,600
Workforce	Attract & retain an engaged workforce	Provide a supportive and rewarding work environment	Workforce Learning and Development	FY 2018-2019	\$5,000	\$25,000
			Incentive Reward Program	FY 2018-2019	\$0	\$160,000
Financial	Maintain a healthy financial condition	Meet or exceed established financial targets	n/a	n/a	n/a	n/a
		Maintain capital assets	n/a	n/a	n/a	n/a
Total Funding for Initiative Action Plans					\$1,284,800	\$8,138,260

Items in red are Areas of Focus (AOF) based on performance levels, strategic challenges, and resident priorities.



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

The Village is focused on continuous improvement and several IAPs in the 2018 Strategic Operating Plan 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. In FY 2018, the Village plans to conduct a BIRDIE on the Village’s permitting and inspection processes in order to reduce plan review turnaround time and make the process of acquiring permits and building inspections more efficient.

The BIRDIE process is detailed below:



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

The pages that follow include information on each BSC goal and their associated strategic objectives, short term and long term Initiative Action Plans, and Key Performance Indicators. While the vast majority of Council’s objectives have IAPs aimed at achieving them, resources have been allocated in the 2018 Strategic Operating Plan to higher priority strategic objectives. For those objectives not addressed, current performance levels indicate the Village is already demonstrating excellent performance levels (e.g. above 90% satisfaction ratings). See the individual department goals and department BSCs included in the *General Fund* section of this document for additional information.

The pages that follow also include graphs of the Village’s observed results for those KPIs on the BSC. The Village’s historical results are indicated by the green bars in the graphs. The FY 2018 and FY 2022 goals are indicated by the blue bars. Council has set goals for most survey related KPIs at 95% or 90%, based on historical results. Where results have been consistently above 95%, goals are set at 95% and when results have consistently hovered closer to 90%, goals are set at 90%. The Village’s surveys typically have a margin of error of 5%. 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
- SHRM Avg – Society of Human Resources survey average

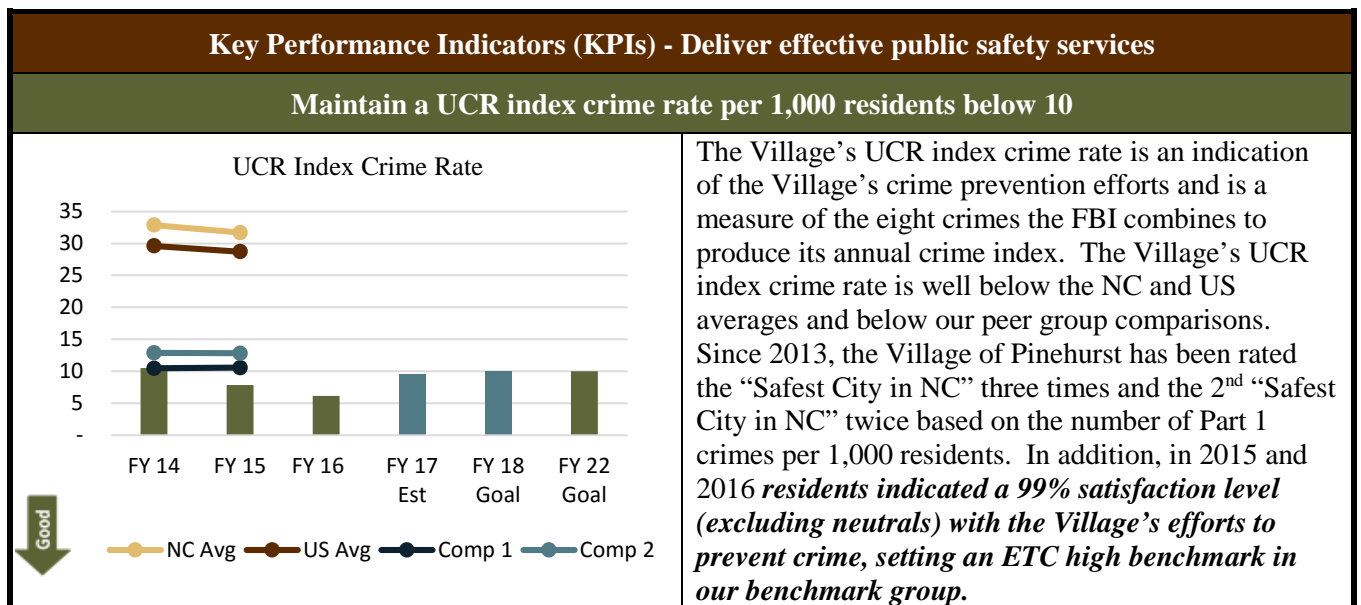



Goal: Safeguard the Community

To safeguard the community means to protect the lives and property of residents, businesses, and visitors. Departments primarily responsible include Police, Fire, and Inspections. Applicable volunteers include Citizens on Patrol and Community Watch. See the *General Fund* section of this document for additional financial and performance information on the departments. There is one objective under the goal to Safeguard the Community: Deliver effective public safety services.

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

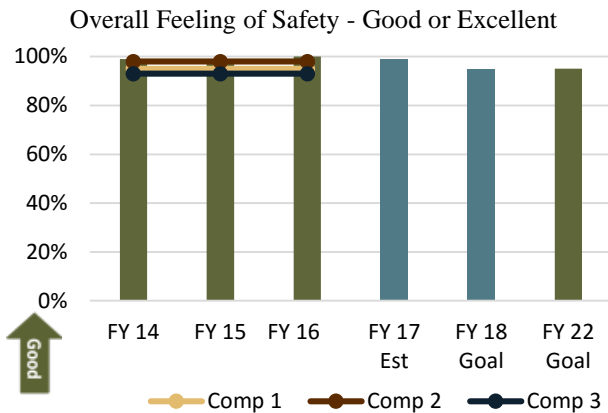
Strategic Objective: Deliver effective public safety services			
Initiative Action Plans	Timeline	FY 2018-2022 Funding	Department
<p>Traffic Pre-emption –Installation of traffic signal pre-emption devices at 7 signalized intersections over the five year period to allow safe and timely response by fire personnel in an emergency situation. Traffic pre-emption utilizes GPS technology to enable traffic signals to cycle to green allowing for passage and/or vehicles to clear the way, reducing delays during emergency response. With 2 installations planned in each of the next three years and one in year four of the five-year planning period, all 13 Village intersections will be configured with pre-emption devices by FY 21.</p>	FY 2018-2022	\$52,500	Fire





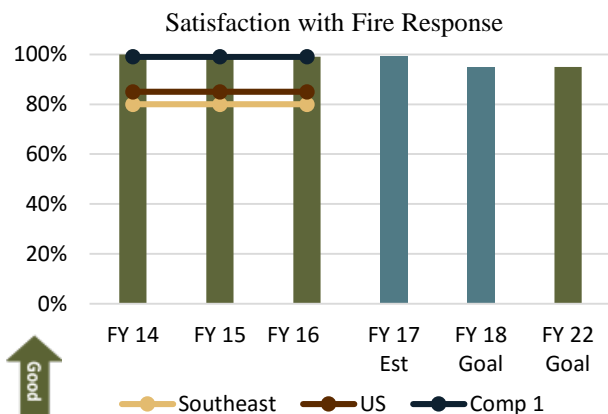
Key Performance Indicators (KPIs) - Deliver effective public safety services

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



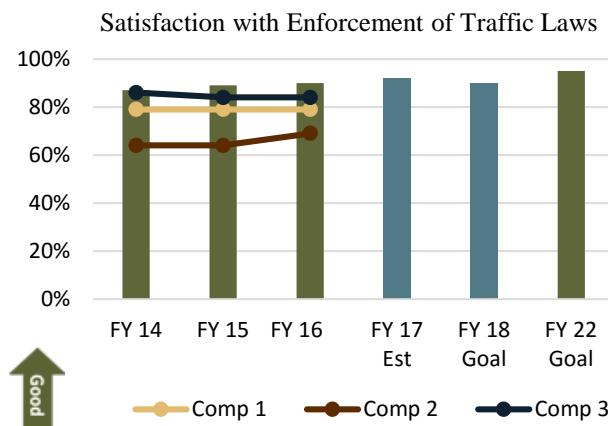
Each year residents indicate their overall feeling of safety during the annual Community Survey. The Village exceeds all three comparable communities we benchmark against for resident overall feeling of safety. In addition, *residents indicated a 99% satisfaction level with their feeling safety in their neighborhood during the day (excluding neutrals) for the 3rd year in a row, setting an ETC high benchmark in our benchmark group in 2016.*

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



Residents indicate their satisfaction with fire response during the annual Community Survey. Historically, residents have been extremely satisfied with the Fire Department's response times, which compare favorably with our benchmarks. In FY 2017, the department received Accredited Agency status with the Commission on Fire Accreditation International, one of only 19 NC agencies and 220 worldwide.

Maintain a 90% resident satisfaction rating with enforcement of local traffic laws



In the annual Community Survey, residents indicate their satisfaction with the enforcement of traffic laws. The Village exceeds both the US and Southeast and comparable communities. In FY 2017, the Village added two additional traffic enforcement police officers to improve resident satisfaction ratings.



Goal: Ensure an Attractive Residential Community

To ensure Pinehurst is an attractive residential community means to maintain a high level of overall appearance of public spaces and neighborhoods by providing planning, infrastructure, code enforcement, and grounds maintenance services. Departments primarily responsible include Planning, Streets & Grounds, Recreation, and Buildings & Grounds. Applicable volunteer committees include the Bicycle and Pedestrian Advisory Committee, Pinehurst Appearance Committee, Planning & Zoning/Board of Adjustment, the Historic Preservation Commission, and the Neighborhood Advisory Committee. See the *General Fund* section of this document for additional information on the departments. There are three objectives under the goal to Ensure an Attractive Residential Community:

1. Maintain a high level of overall appearance of Pinehurst public spaces,
2. Ensure compliance with Village codes and ordinances, and
3. Guide appropriate redevelopment and growth ^{AOF}.

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

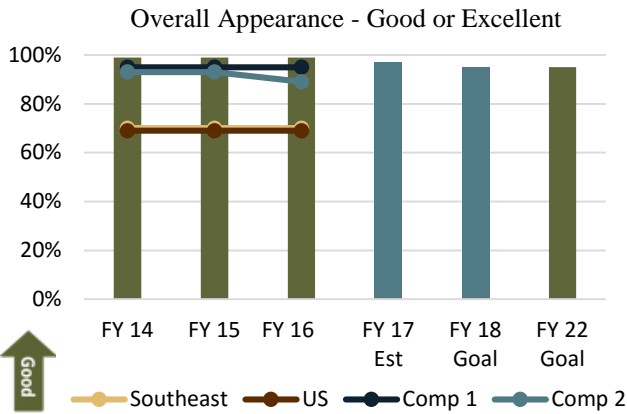
Strategic Objective: Maintain a high level of overall appearance of Pinehurst public spaces			
Initiative Action Plans	Timeline	FY 2018-2022 Funding	Department
<i>Community Aesthetics</i> – Develop and implement a multi-year master plan to incrementally install additional landscaping on Hwy 211 in conjunction with NC Department of Transportation to decrease amount of time to mow and enhance appearance.	FY 2018-2022	\$90,000	Streets & Grounds

Strategic Objective: Guide appropriate redevelopment and growth ^{AOF}			
Initiative Action Plans	Timeline	FY 2018-2022 Funding	Department
<i>Land Use Planning</i> ^{AOF} – Develop a land use plan for the Village that analyzes existing land use, past development patterns and projects potential land use and zoning changes to maximize residential and commercial development in the Village.	FY 2018-2019	\$65,000	Planning
<i>Comprehensive Long Range Plan Update</i> ^{AOF} – Conduct a 10 year update to the Village’s Comprehensive Long Range Plan.	FY 2019-2020	\$120,000	Planning



Key Performance Indicators (KPIs) - Maintain a high level of overall appearance of Pinehurst public spaces

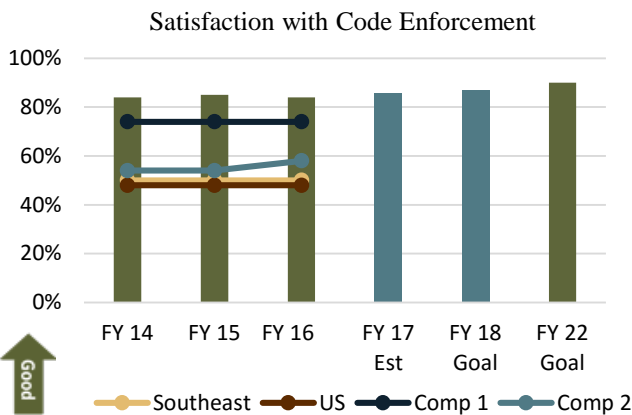
Maintain a 95% resident rating of the overall appearance in the Village as good or excellent



Each year residents indicate their assessment of the overall appearance of the Village during the annual Community Survey. Historically, residents have been extremely satisfied with the overall appearance of the Village, exceeding both the US and Southeast and comparable communities. The Village's Beautification Committee has worked in conjunction with staff over the past several years to beautify the right of ways at key intersections with additional landscaping to improve the overall appearance of the Village.

Key Performance Indicators (KPIs) – Ensure compliance with Village codes and ordinances

Achieve an 87% resident satisfaction rating with the enforcement of codes and ordinances



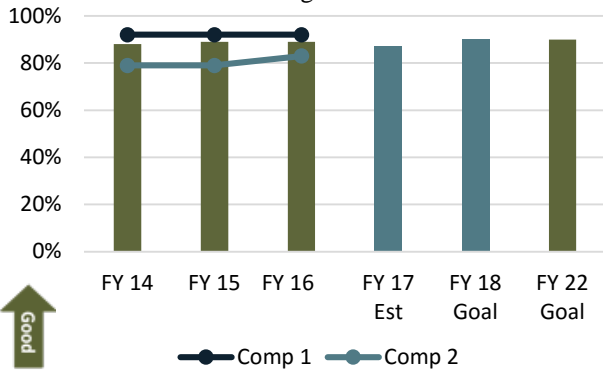
Resident satisfaction with the enforcement of codes and ordinances has been historically low relative to other satisfaction ratings in the annual Community Survey. In FY 2016, code compliance was an *Area of Focus* for the Village, and the Village continues to strive to improve these satisfaction ratings with friendly reminders, additional public education on Village codes and ordinances, and routine patrols of neighborhoods to identify code compliance issues prior to receiving resident complaints.



Key Performance Indicators (KPIs) – Guide appropriate redevelopment and growth AOE

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

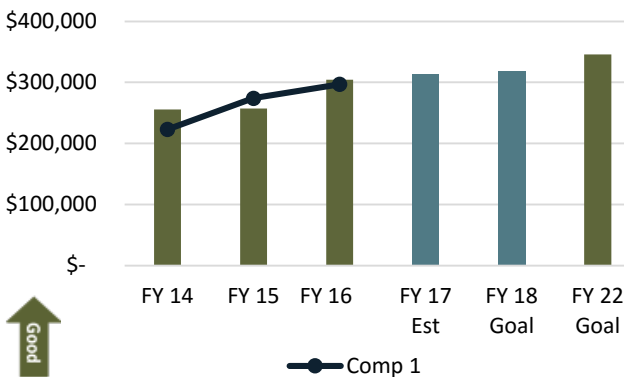
Satisfaction with Efforts to Maintain Neighborhoods



The Village closely monitors resident satisfaction with efforts to maintain the quality of neighborhoods. Striving to achieve “Excellent” results above 90% satisfaction levels, the Village has several IAPs to address the quality of neighborhoods in the SOP, such as land use planning, Comprehensive Long Range Plan Update, Pedestrian Connectivity, and Street Lighting.

See an increase in the single family home average sales price to \$319,000

Single Family Home Avg Sales Price



Because 98% of taxable property in the Village is residential property, the Village monitors the single family home average sales price as indicated by the Moore County Regional Association of Realtors. Projected growth in the single family home average sales price is based on Zillow.com forecasts of median sales price increases for Pinehurst.

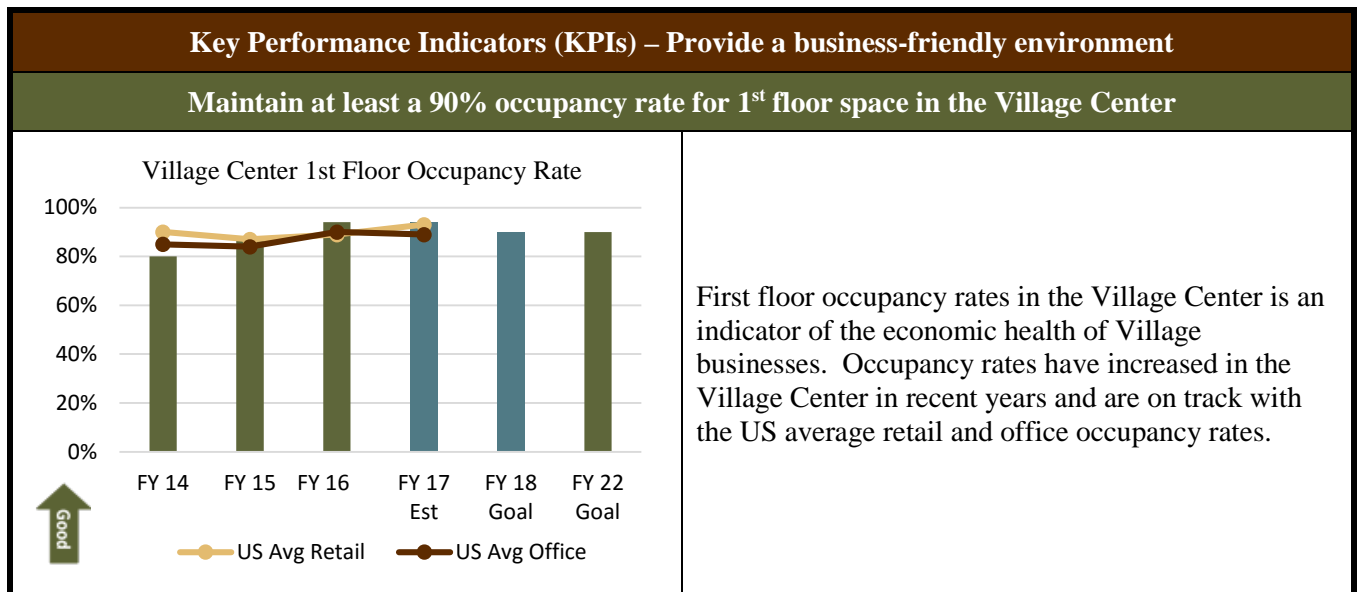



Goal: Ensure a Thriving Business Community

To ensure a thriving business community means to support economic and business development. 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. There is one objective under Ensure a Thriving Business Community: Provide a business-friendly environment.

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

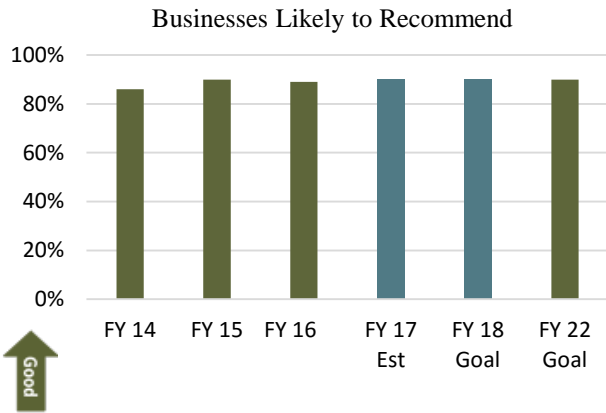
Strategic Objective: Provide a business-friendly environment			
Initiative Action Plans	Timeline	FY 2018-2022 Funding	Department
<i>Commercial Streetscape Enhancements</i> – Expand decorative street lamps, brick sidewalks, decorative street signs, benches, decorative trash receptacles, on street parking, and other related infrastructure to the redevelopment area north of the Village Center. This area includes McIntyre Road and McCaskill Road.	FY 2018	\$155,000	Streets & Grounds





Key Performance Indicators (KPIs) – Provide a business-friendly environment

Maintain at least a 90% of businesses likely to recommend the Village as a business location



Each year, the Village conducts an annual Business Survey to determine business owner satisfaction levels. Businesses are one of the Village’s key customer groups and their likelihood to recommend is an indication of their engagement as a customer. Currently, the Village is achieving excellent results with approximately 90% of businesses likely to recommend the Village as a business location.



Village Center Business Sign




Goal: Provide Multi-Modal Transportation Systems

To provide multi-modal transportation systems means to provide efficient and well-maintained roadways, sidewalks, greenway trails, and other transportation alternatives to ensure safe and adequate mobility and connectivity. Departments primarily responsible include Streets & Grounds, Buildings & Grounds, and Recreation. Applicable volunteers include the Bicycle and Pedestrian Advisory Committee. See the *General Fund* section of this document for additional information on the departments. There are two objectives under Provide Multi-Modal Transportation Systems:

1. Provide interconnected greenway trails, bike paths, and other pedestrian facilities ^{AOF}, and
2. Maintain high quality streets ^{AOF}.

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

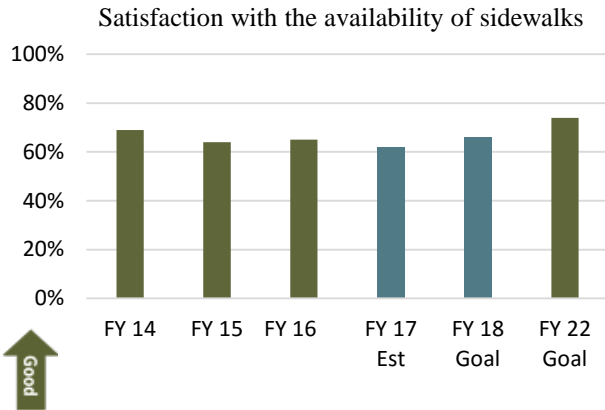
Strategic Objective: Provide interconnected greenway trails, bike paths, and other pedestrian facilities ^{AOF}			
Initiative Action Plans	Timeline	FY 2018-2022 Funding	Department
Pedestrian Connectivity ^{AOF} – Construct approx. 1 mile of pedestrian facilities per year to address high resident dissatisfaction with the availability of sidewalks.	FY 2018-2022	\$2,061,500	Streets & Grounds

Strategic Objective: Maintain high quality streets ^{AOF}			
Initiative Action Plans	Timeline	FY 2018-2022 Funding	Department
Street Lighting ^{AOF} - Install approximately 20 street lights in neighborhoods each year to address high resident dissatisfaction with the adequacy of street lighting.	FY 2018-2022	\$71,500	Streets & Grounds
Transportation Improvements ^{AOF} - Partner with the NC Department of Transportation to make improvements to state roads throughout the Village to address traffic volumes and/or safety concerns. The state roads and intersections include Hwy 5, Midland Rd, Traffic Circle, McCaskill Rd/Barrett Rd/Hwy 5 intersection, Linden Rd/Hwy 5 intersection, and Morganton Rd/Hwy 5 intersection.	FY 2018-2022	\$50,000	Streets & Grounds



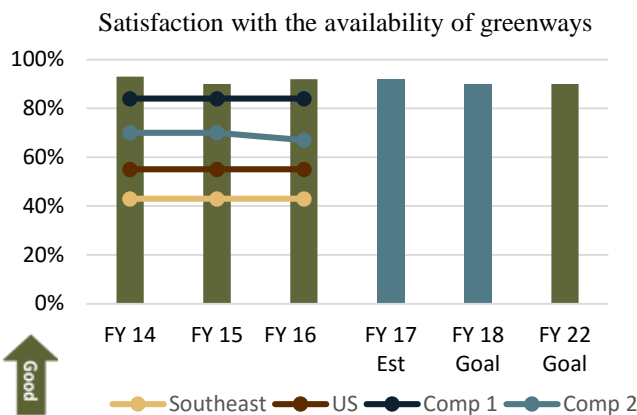
Key Performance Indicators (KPIs) – Provide interconnected greenway trails, bike paths, and other pedestrian facilities ΔOF

Increase resident satisfaction with the availability of sidewalks to 70%



To address low resident satisfaction levels with the availability of sidewalks, the Village developed and adopted the 2015 Comprehensive Pedestrian Master Plan. This plan identifies recommended locations for pedestrian facilities. Using this plan and Community Survey results segmented by neighborhood, the Village has identified four neighborhoods to target for walkway expansions. This is an *Area of Focus* for the Village and the Five-year Financial Forecast includes the construction of approximately 1 mile of pedestrian facilities in each of the next five years to help improve resident satisfaction ratings.

Maintain resident satisfaction with the availability of greenway/walking trails at 90%



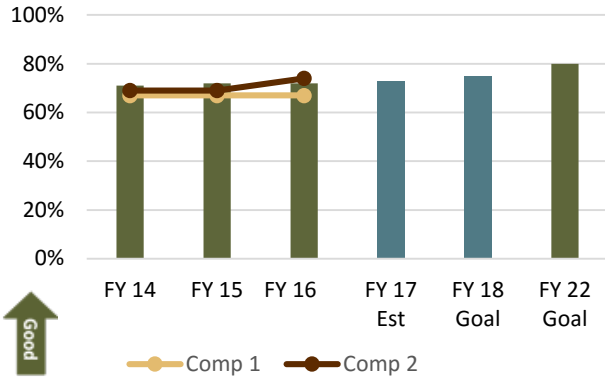
The Village began construction greenways as a result of resident input in the Village's first Comprehensive Long Range Plan in 2003. Over time, the Village has constructed over 7 miles of greenways and has achieved high resident satisfaction levels with the availability of greenways that exceed the Southeast and US averages as well as comparable communities.



Key Performance Indicators (KPIs) – Maintain high quality streets AOF

Increase resident satisfaction with adequacy of street lighting to 75%

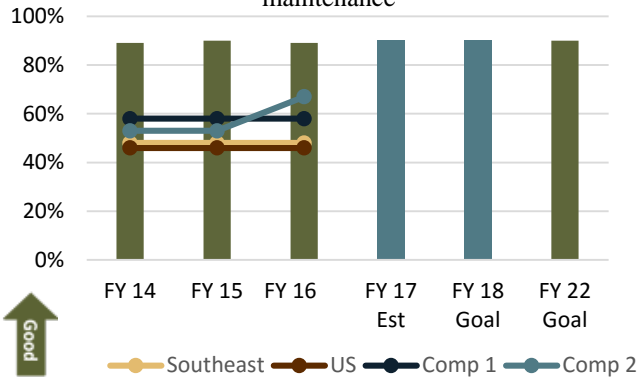
Satisfaction with street lighting



To address low levels of resident dissatisfaction with street lights, the Village began a multi-year plan to install approximately 20 neighborhood street lights per year. Each year, the Village identifies a neighborhood to target and obtains public input from the neighborhood on their desired density of street lighting through a targeted neighborhood survey and public input meeting.

Maintain resident satisfaction with street and right of way maintenance at 90%

Satisfaction with street/right of way maintenance



Overall, the Village has achieved high levels of satisfaction with street/right of way maintenance. This is well above the Southeast and US averages and comparable communities. In addition, *residents indicated a 91% satisfaction level with overall maintenance of Village streets in the most recent Community Survey (excluding neutrals), setting an ETC high benchmark in our benchmark group.*

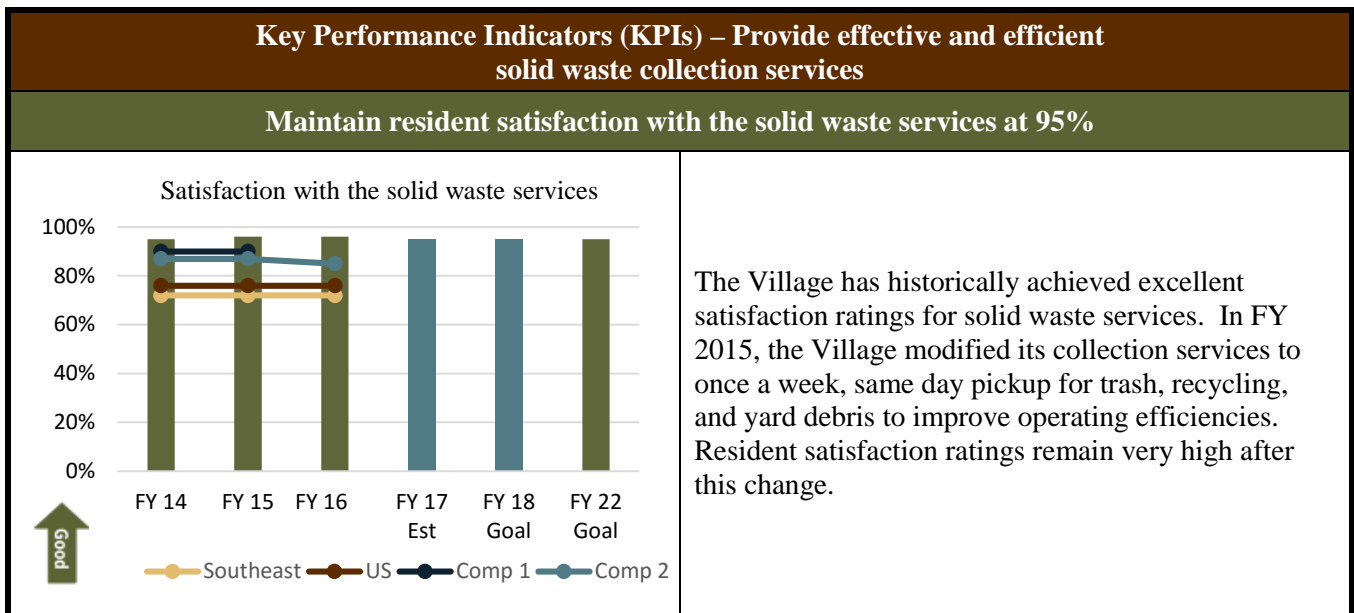



Goal: Protect the Environment

To protect the environment means to provide efficient and effective collection of solid waste collection and conserve natural resources. The department primarily responsible is Solid Waste. Applicable volunteers include the Pinehurst Appearance Committee (Sustainability Subcommittee) and the Greenway Wildlife Habitat Committee. See the *General Fund* section of this document for additional information on the departments. There are two objectives under Protect the Environment:

1. Provide effective and efficient solid waste collection services, and
2. Reduce, reuse, and recycle resources.

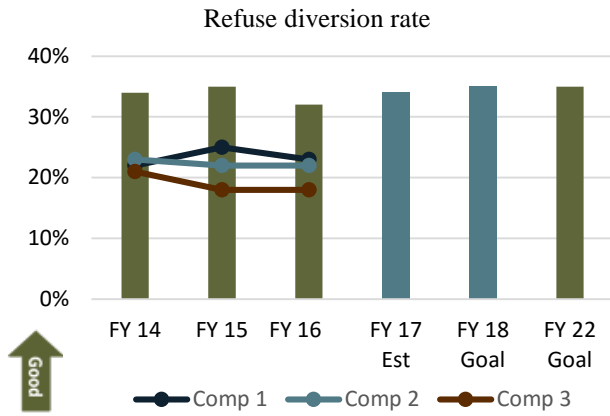
There are no five-year Initiative Action Plans (IAPs) for these objectives and the Key Performance Indicators (KPIs) are identified below.





Key Performance Indicators (KPIs) – Reduce, reuse, and recycle resources

Divert at least 35% of waste from the landfill



For the past four years, the Village has ranked in the top 4% in the state of NC for solid waste diversion rates, consistently exceed comparable communities. In addition, *residents indicated a 92% satisfaction level with curbside recycling services and a 96% satisfaction level with residential trash collection services (excluding neutrals), setting an ETC high benchmark in our benchmark group in 2015. In 2016, residents indicated an 89% satisfaction rating with yard waste services, setting an ETC high benchmark in our group in 2016. In the past two years, the Village has set the high benchmark in all three solid waste service areas.*



“One and Done” Solid Waste Same Day Collection

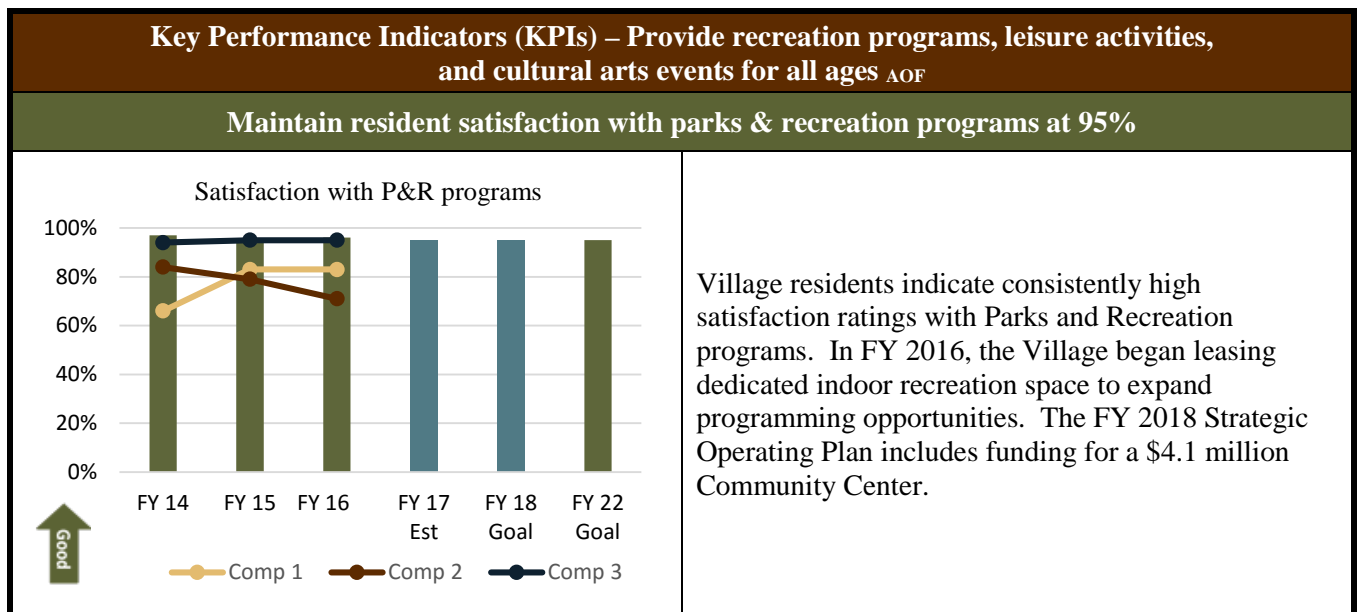



Goal: Maintain an Active, Healthy Community

To maintain an active, healthy community means to offer recreation programs, facilities, and community events to enhance the overall quality of life. 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. There is one objective for Maintain an Active, Healthy Community: Provide recreation programs, leisure activities, and cultural events for all ages AOF.

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

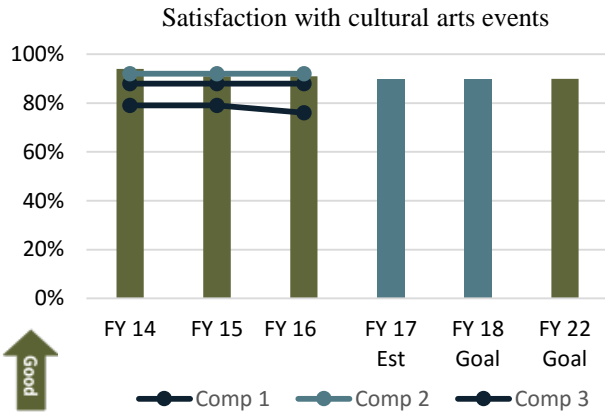
Strategic Objective: Provide recreation programs, leisure activities, and cultural events for all ages AOF			
Initiative Action Plans	Timeline	FY 2018-2022 Funding	Department
Recreation Facilities AOF – Construct additional recreation facilities that include: 1) Constructing a new Community Center in FY19, 2) Paving the Cannon Park parking lot in FY18, 3) Completing the development of Rassie Wicker Park with a new and expanded playground in FY22, and 4) Developing a master plan for West Pinehurst Community Park in FY22.	FY 2018-2022	\$5,194,160	Recreation





Key Performance Indicators (KPIs) – Provide recreation programs, leisure activities, and cultural arts events for all ages AOF

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



In FY 2013, the Village hired a dedicated Events Coordinator to plan and execute cultural arts events. In FY 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. These have resulted in continued high resident satisfaction ratings with cultural arts events.



Live After Five in Tufts Park




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. ALL departments are responsible for this goal, with ultimate responsibility falling to Administration. Applicable volunteers include the Risk Management Committee. See the *General Fund* section of this document for additional information on the departments. There are two objectives under Professionally Manage a High Performing Organization:

1. Enhance community engagement, and
2. Continuously improve operational effectiveness through quality performance, use of technology, and innovation.

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

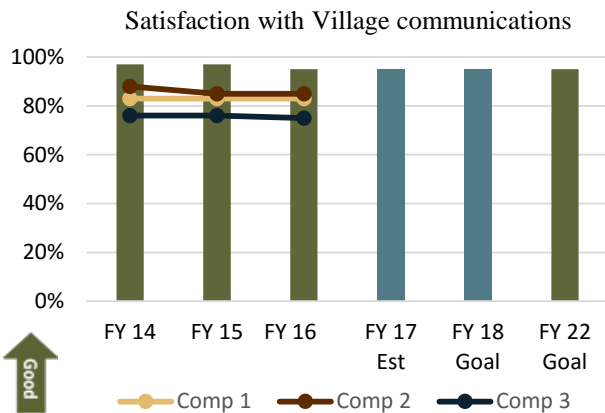
Strategic Objective: Enhance community engagement			
Initiative Action Plans	Timeline	FY 2018-2022 Funding	Department
Transparent Operations – Create online performance dashboards to better inform the public of VOP performance using existing Balanced Scorecard software and VOP website, a best practice in performance measurement and government transparency. By routinely reporting performance information to the public, residents are better able to see the value of their tax dollars. It also allows residents to see the linkage between performance data reported and the Council's strategic objectives and goals, helping them better understand the Village's accomplishment of its mission.	FY 2018-2019	\$0	Administration

Strategic Objective: Continuously improve operational effectiveness through quality performance, use of technology, and innovation			
Initiative Action Plans	Timeline	FY 2018-2022 Funding	Department
Planning & Inspection Process Improvements – Conduct a BIRDIE and implement new technology to improve the permit and inspection process.	FY 2018	\$93,600	Planning



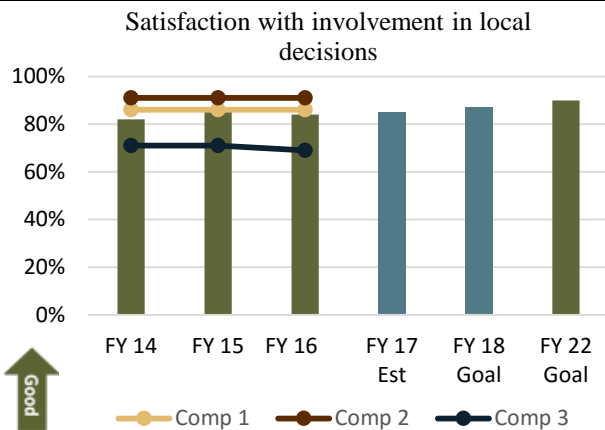
Key Performance Indicators (KPIs) – Enhance community engagement

Maintain resident satisfaction with Village communications at 95%



The Village has had several initiatives to improve communications with residents in recent years including enhancements to the quarterly newsletter, Open Village Hall (an online civic engagement portal), posting Council meeting videos, MY VOP mobile app, monthly e-News, and social media enhancements. As a result, the Village exceeds satisfaction ratings for comparable communities.

Increase resident satisfaction with the level of public involvement in local decisions to 87%

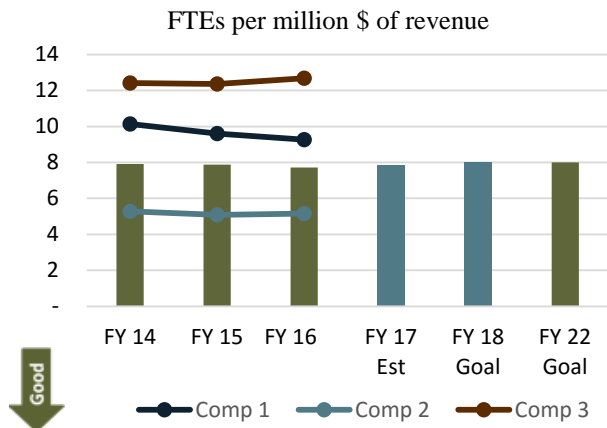


Increasing the level of public involvement in local decisions was an *Area of Focus* in FY 2017, with satisfaction levels falling below 90% and comparable communities. In FY 2017, actions to address community engagement included the reorganization of Administration staff to create a dedicated Communications Specialist position. This position now manages all Village external communications to allow for maximum resident involvement in decisions.



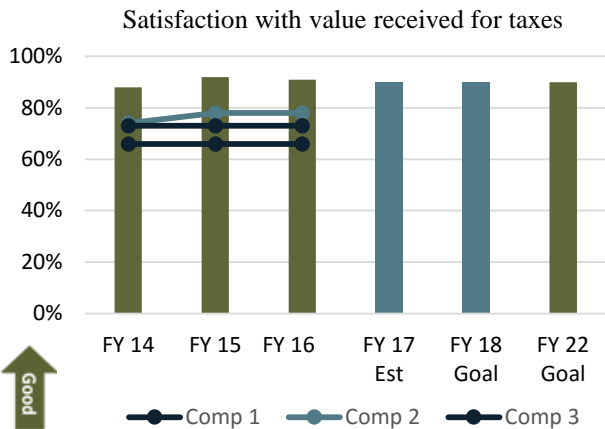
Key Performance Indicators (KPIs) – Continuously improve operational effectiveness through quality performance, use of technology, and innovation

Maintain fewer than 8 full time equivalents (FTEs) per million \$ of revenue



FTEs per million \$ of revenue is an indicator of the Village’s ability to provide services with the minimum number of staff, indicating operational efficiency. The Village compares favorably to two of the three comparable communities.

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



Resident satisfaction with the value received for taxes paid is an indicator of resident perceptions of Village operational effectiveness. With satisfaction levels around 90% and exceeding comparable communities, the Village demonstrates its ability to provide an excellent value for taxes.

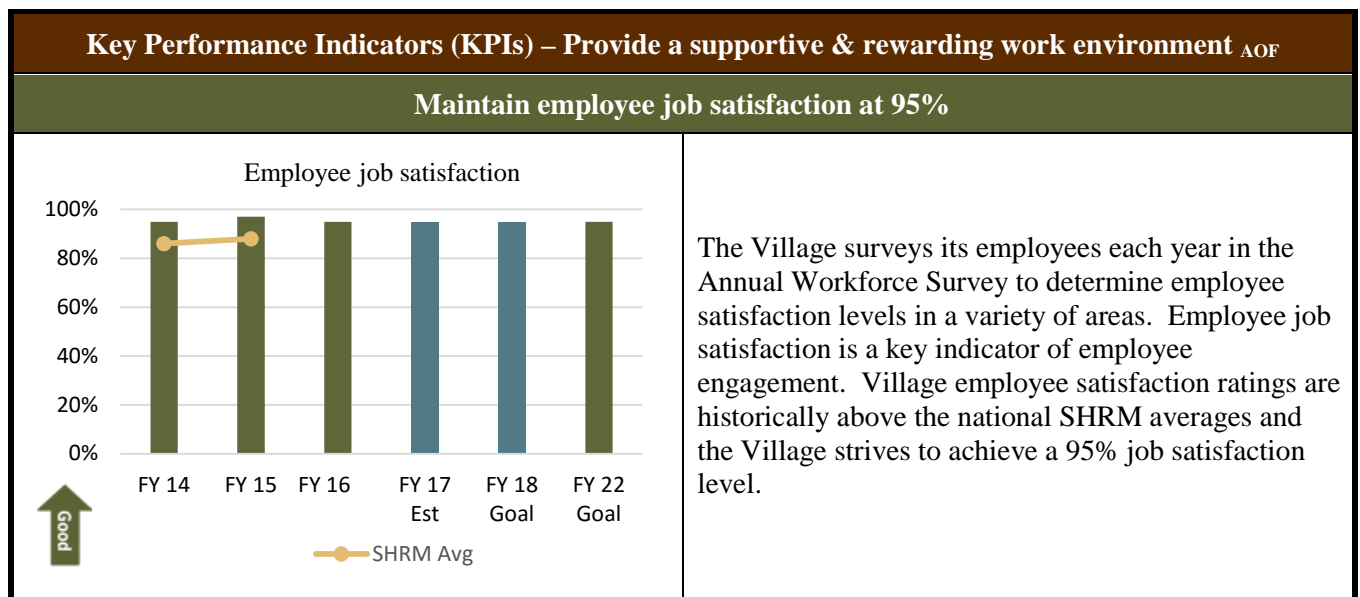



Goal: Attract & Retain an Engaged Workforce

To attract and retain an engaged workforce means to select, retain, and develop a qualified and diverse workforce of employees and volunteers. 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. There is one objective under Attract & Retain an Engaged Workforce: Provide a supportive and rewarding work environment.

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

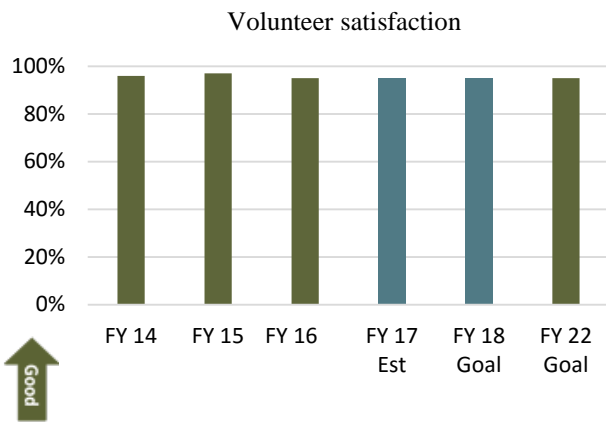
Strategic Objective: Provide a supportive and rewarding work environment			
Initiative Action Plans	Timeline	FY 2018-2022 Funding	Department
Workforce Learning & Development – Train and develop VOP employees; develop a formal VOP-wide succession planning system. Incremental funding is for training.	FY 2018-2019	\$25,000	Human Resources
Incentive Reward – Develop and implement a financial incentive reward program for VOP employee performance. Incremental funding is for incentive rewards.	FY 2018-2019	\$160,000	Human Resources





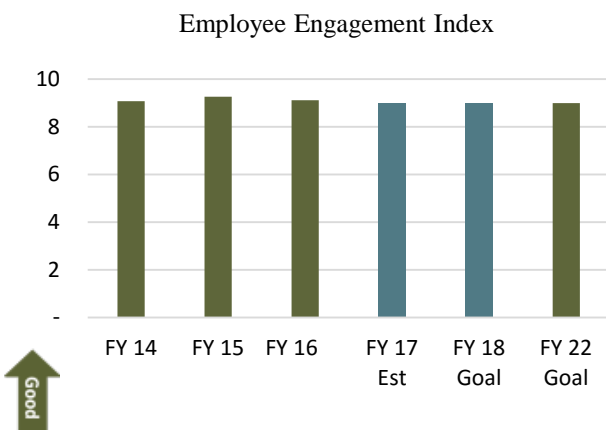
Key Performance Indicators (KPIs) – Provide a supportive & rewarding work environment

Maintain volunteer satisfaction at 95%



The Village surveys its volunteers each year in its Annual Volunteer Survey to determine volunteer satisfaction levels in a variety of areas. Volunteer satisfaction is a key indicator of volunteer engagement. The Village demonstrates excellent results with over 95% of volunteers indicating they are satisfied with their volunteer experience.

Maintain the Employee Engagement Index at 9.00



The Employee Engagement Index is a composite of nine questions in three primary categories on the Annual Workforce Survey: communication, leadership, and training. Satisfaction ratings are converted to a numeric format on a scale of 1-10. The Index is segmented by departments and departments with more significant opportunity for improvement are taking actions to improve their individual department engagement index ratings.



Goal: Maintain a Healthy Financial Condition

To maintain a healthy financial condition means to ensure financial sustainability and strength by achieving financial targets and maintaining 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. There are two objectives under Maintain a Healthy Financial Condition:

1. Meet or exceed Village established financial targets, and
2. Effectively maintain capital assets.

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

