

Village of Pinehurst Strategic Operating Plan Update Q2 - 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

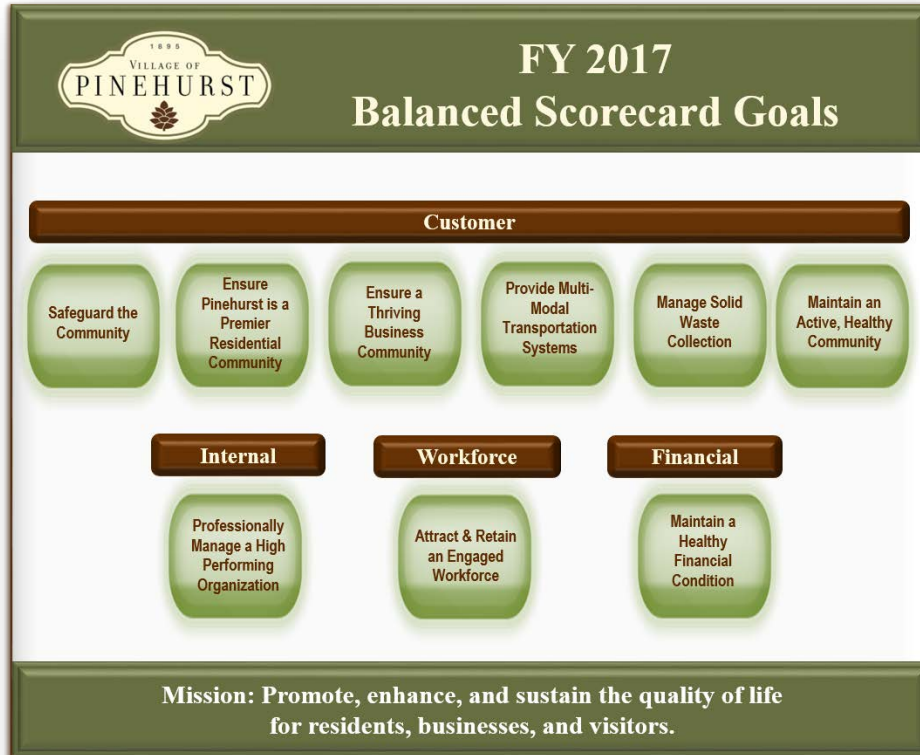
The Village uses a Balanced Scorecard (BSC) to integrate strategic planning and resource allocation. The BSC contains goals, objectives, and key performance indicators in four perspectives to ensure a balanced approach to evaluating the achievement of organizational strategy:

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 December 31, 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 December 31st, including seven IAPs that were carried forward (CF) from the previous year are indicated in the table below:

	Goal	IAP Description	Q1 IAP Status	Q2 IAP Status	Comments
Customer	Safeguard the community	Traffic pre-emption program	Yellow	Yellow	3rd device was installed by NCDOT, but was not active at the end of Q2
		Fire Department accreditation	Green	Green	Accreditation was conferred at Accreditation Hearing in 08/16
		Citizens on Patrol	Red	Yellow	ACE is in process at 12/31, but volunteer hours are falling below projections
		Traffic enforcement	Yellow	Yellow	Two new traffic enforcement officers were hired in Q2
	Ensure Pinehurst is a premier residential community	Land use analysis	Red	Red	Staff is developing the RFQ for consulting firms and hope to select a firm/execute a contract by 3/15
		Code enforcement	Yellow	Yellow	Code enforcement officer is conducting approximately 4-5 neighborhood patrols each month
		Street lighting	Yellow	Yellow	Installation of street lights in Village Acres is scheduled to be completed in Q4
		Marketing and promotion	Yellow	Yellow	Developed a marketing plan and determined which logo merchandise to sell in Q3
		Grounds maintenance BIRDIE (CF)	Yellow	Green	Completed
		Redevelop Public Services Complex (CF)	Yellow	Yellow	Phase 1 landscaping and parking lot were completed in Q2; Phase 2 landscaping will be completed in Q3; and the additional Fleet Maint bay will be completed in Q4
		Code enforcement BIRDIE (CF)	Red	Red	Was supposed to complete evaluation by 11/30, but did not complete
	Ensure a thriving business community	Streetscape enhancements	Yellow	Yellow	Conceptual plans were developed and approved by Council; Stormwater improvements will be complete by Q4
	Provide multimodal transportation systems	Greenways	Yellow	Red	Project is out to bid, with bids due back in early February; Construction should be complete by Q4
		Neighborhood sidewalks	Red	Red	Anticipate construction will commence in March, with completion by Q4
		Midland Road Corridor Study (CF)	Yellow	Green	Completed
	Manage solid waste collection	Supplemental yard debris collection	Black	Black	n/a - DELETED
		Evaluate solar energy (CF)	Red	Yellow	Plan to rebid this project after HT training season
	Maintain an active, healthy community	Recreation facilities	Yellow	Yellow	Anticipate completion of the shelter by end of Q4; Waiting for grant funding notification in Q3 for playground equipment

	Goal	IAP Description	Q1 IAP Status	Q2 IAP Status	Comments
Internal	Professionally manage a high performing organization	Civic engagement	Yellow	Yellow	Completed civic engagement ACE - presented to Council in Jan 2017
		Continuous process improvement	Red	Red	Completed an ACE on P&R user surveys, but have not addressed other identified opportunities for improvement as scheduled
		Review key processes (CF)	Green	Green	Completed in July
Workforce	Attract & retain an engaged workforce	Workforce plans	Red	Yellow	Analyzed workforce demographics and identified critical positions to include in succession planning
		Learning and development system	Red	Yellow	Analyzed workforce demographics and prepared org chart with succession readiness
		PD staffing	Yellow	Red	Still recruiting for on-call dispatchers, the last staffing piece
		TOPS Training (CF)	Red	Red	TOPS calendar was partially rolled out by 12/31

KEY		# of IAPs
In progress; NOT on schedule	Red	7
In progress; on schedule	Yellow	13
Completed	Green	4
Deleted	Black	1
TOTAL		25

Initiative Action Plans Metrics at December 31, 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 December 31, 2016.

	Initiative Action Plan (IAP) Metrics	Q2 FY2017 (YEAR TO DATE)				Comments
		FY17 YTD Value	FY17 YTD Goal	Variance To Goal	% Variance To Goal	
Administration	AD 1 - Continuous Process Improvement					
	# of OFIs from Level 3 feedback report addressed	3	3	0	0%	
	AD 2 - Civic Engagement					
	# of mobile app downloads (cumulative)	929	600	329	55%	
	Total # of followers on all social media sites	10,940	8,500	2,440	29%	
	CD 1 - Marketing and Promotion					
	# of print ads placed	38	24	14	37%	
	# of digital ads placed	40	20	20	50%	
# of Welcome Center visitors	1,479	1,500	-21	-1%	Should reach annual goal since expansion of operating hours in Oct.	
Fire	FD 1 - Traffic pre-emption program					
	# of traffic pre-emption devices installed (cumulative)	2	3	-1	-33%	3 rd device was installed by NCDOT, but was not active at the end of Q2
	FD 2 - Fire Department Accreditation					
Accredited Agency	Yes	Yes	N/A	N/A		
HR	HR 1 - Workforce Plans					
	% of employees with skills analysis conducted	0%	0%	N/A	N/A	
	HR 2 - Learning & Development System					
Matrix of key positions, tenure, etc developed	No	No	N/A	N/A		
P&R	PR 1 - Greenways					
	# of lf of greenway trail constructed	0	1,400	-1,400	-100%	Due to engineering delays, construction was moved to Q4
	PR 2 - Neighborhood Sidewalks & Pathways					
	# of lf of neighborhood sidewalks constructed	0	0	0	N/A	
PR 4 - Recreation Facilities						
# of park amenities added or replaced	0	0	0	N/A		

	Initiative Action Plan (IAP) Metrics	Q2 FY2017 (YEAR TO DATE)				Comments
		FY17 YTD Value	FY17 YTD Goal	Variance To Goal	% Variance To Goal	
Planning	PL 1 - Land Use Analysis					
	Land Use Analysis Report Completed	No	No	N/A	N/A	
	PL 3 - Code Enforcement					
	# of neighborhood patrols completed	19	5	14	280%	
Police	PD 1 - Citizens on Patrol					
	COP Volunteer Hours	1,245	1,500	-255	-17%	Two COPs have had illnesses that impacted the # of volunteer hours
	# of Citizens on Patrol volunteer hours per volunteer	83	19	64	343%	
	PD 3 - PD Staffing					
	# of reserve officers hired	0	3	-3	-100%	Did not complete hiring process in Q2 as planned, but will in Q3
	# of officer positions reassigned to new roles	0	4	-4	-100%	Did not complete hiring process in Q2 as planned, but will in Q3
	PD 4 - Traffic Enforcement					
	# of new officers hired	2	2	0	100%	
S&G	SG 1 - Streetscape Enhancements					
	Enhancement project construction commenced	No	No	N/A	N/A	
	SG 2 - Street Lighting					
	# of streetlights installed	0	0	0	N/A	

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 and is moving forward with contracting this service out.
- 2. Provide interconnected greenway trails, bike paths, and sidewalks** – slow response times and delays from McGill Associates engineering have impacted 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.
- 4. Provide a supportive and rewarding work environment** – Human Resources staff was not able to meet projected timelines for police officer hiring, but was substantially complete with the recruitment process.