

Village of Pinehurst Strategic Operating Plan Update Q3 - 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

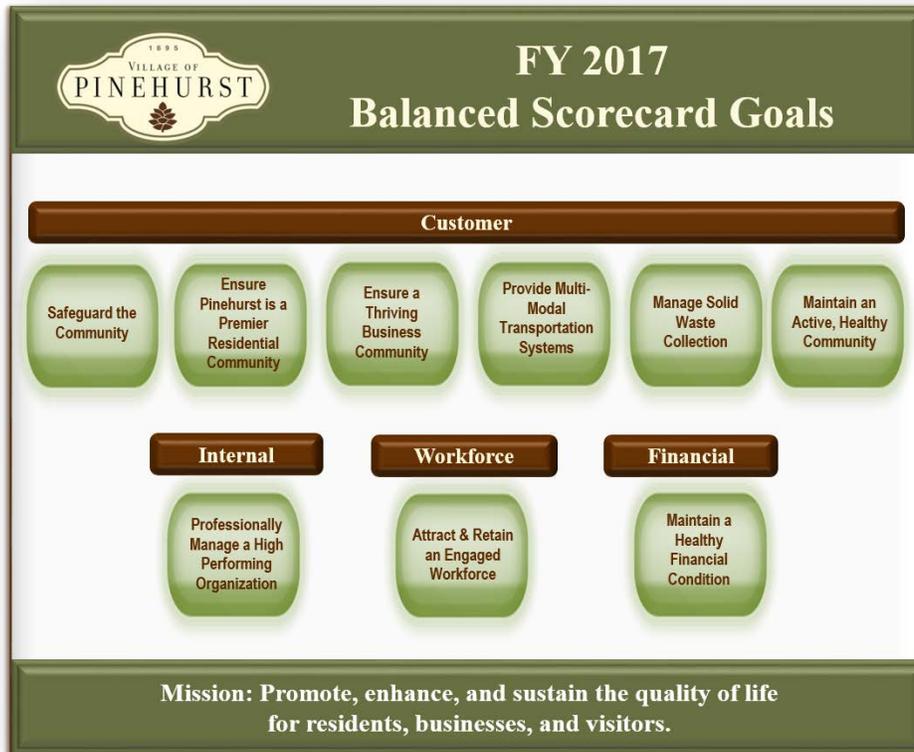
The Village uses a Balanced Scorecard (BSC) to integrate strategic planning and resource allocation. The BSC contains goals, objectives, and key performance indicators in four perspectives to ensure a balanced approach to evaluating the achievement of organizational strategy:

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 March 31, 2017

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 March 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	Q3 IAP Status	Comments
Customer	Safeguard the community	Traffic pre-emption program	Yellow	Yellow	Yellow	NCDOT installed 3rd device, but was not active at the end of Q3
		Fire Department accreditation	Green	Green	Green	Accreditation was conferred at Accreditation Hearing in August 2016
		Citizens on Patrol	Red	Yellow	Green	ACE was completed in Q3; COPs have assumed two additional responsibilities
		Traffic enforcement	Yellow	Yellow	Green	Two new traffic enforcement officers were hired in Q2
	Ensure Pinehurst is a premier residential community	Land use analysis	Red	Red	Red	Only one RFQ was received & vendor was unresponsive; staff will work with Moore Co. GIS to complete land use inventory and explore traffic analysis tools by 9/30
		Code enforcement	Yellow	Yellow	Yellow	Code enforcement officer conducts 4-5 neighborhood patrols per month
		Street lighting	Yellow	Yellow	Yellow	Installation of street lights in Village Acres is scheduled to be completed in Q4
		Marketing and promotion	Yellow	Yellow	Yellow	Launched Google search and display ads and Facebook ads in March; Campaign will run until June 30, 2017
		Grounds maintenance BIRDIE (CF)	Yellow	Green	Green	Completed
		Redevelop Public Services Complex (CF)	Yellow	Yellow	Yellow	Phase 3 landscaping and installation of additional gravel will be completed in FY18
		Code enforcement BIRDIE (CF)	Red	Red	Red	Have not completed the evaluation as scheduled
	Ensure a thriving business community	Streetscape enhancements	Yellow	Yellow	Yellow	Construction drawings were completed, with construction to commence in Q4
	Provide multimodal transportation systems	Greenways	Yellow	Red	Yellow	Dundee Rd renovations were completed in Q3; Extension to Spring Lake and additional renovations will be completed in Q4
		Neighborhood sidewalks	Red	Red	Red	Project fell behind due to engineering delays; Construction began in April 2017 & expect to complete in July 2017
		Midland Road Corridor Study (CF)	Yellow	Green	Green	Completed
	Manage solid waste collection	Supplemental yard debris collection	Black	Black	Black	DELETED IN Q1
		Evaluate solar energy (CF)	Red	Yellow	Yellow	Rebid project in Q3; Only 1 bid received from same vendor as 1st bid; Will have to rebid to larger regional market to pursue this project
	Maintain an active, healthy community	Recreation facilities	Yellow	Yellow	Black	DELETE IN Q3 - Because grant funding was not obtained to construct the playground and no other funds were allocated, this IAP is being deleted in Q3

	Goal	IAP Description	Q1 IAP Status	Q2 IAP Status	Q3 IAP Status	Comments
Internal	Professionally manage a high performing organization	Civic engagement	Yellow	Yellow	Yellow	Civic engagement ACE recommendations were approved by Council in Jan 2017
		Continuous process improvement	Red	Red	Red	Addressed three of the four areas planned, with two more areas (supplier effectiveness and emergency preparedness planned for Q4)
		Review key processes (CF)	Green	Green	Green	Completed in July
Workforce	Attract & retain an engaged workforce	Workforce plans	Red	Yellow	Yellow	Analyzed workforce demographics and identified critical positions to include in succession planning in Q3
		Learning and development system	Red	Yellow	Yellow	Succession planning efforts are in progress with additional steps to occur in Q4
		PD staffing	Yellow	Red	Green	All hiring of reserve and on call-dispatchers was completed in Q3; Realignment of staff was completed in Q3
		TOPS Training (CF)	Red	Red	Green	Completed in Q3 with six month calendar rolled out according to plan
<i>IAPs listed in red are FY 2017 Village Council Areas of Focus.</i>						

KEY	# of IAPs
In progress; NOT on schedule	4
In progress; on schedule	11
Completed	8
Deleted	2
TOTAL	25

Initiative Action Plans Metrics at March 31, 2017

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 March 31, 2017.

	Initiative Action Plan (IAP) Metrics	Q3 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	1	2	-1	-50%	Have not fully addressed 2-way communication with workforce
	AD 2 - Civic Engagement					
	# of mobile app downloads (cumulative)	1,097	800	297	37%	
	Total # of followers on all social media sites	11,792	10,500	1,292	12%	
	CD 1 - Marketing and Promotion					
	# of print ads placed	49	24	25	104%	
	# of digital ads placed	57	30	27	90%	
# of Welcome Center visitors	2,286	2,000	286	14%		
Fire	FD 1 - Traffic pre-emption program					
	# of traffic pre-emption devices installed (cumulative)	2	3	-1	-33%	Waiting on NCDOT to activate the installed device
	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	500	1,400	-900	-64%	Fell behind due to engineering delays; will complete by 6/30
	PR 2 - Neighborhood Sidewalks & Pathways					
	# of lf of neighborhood sidewalks constructed	0	1,594	-1,594	-100%	Fell behind due to engineering delays; may complete by 6/30
	PR 4 - Recreation Facilities					
# of park amenities added or replaced	0	0	0	N/A		

	Initiative Action Plan (IAP) Metrics	Q3 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	34	26	8	31%	
Police	PD 1 - Citizens on Patrol					
	COP Volunteer Hours	2,101	2,250	-149	-7%	# of COPs continue to fall, with a low of 13 in Q2; Back up to 25 in Q3
	# of Citizens on Patrol volunteer hours per volunteer	124	57	67	118%	
	PD 3 - PD Staffing					
	# of reserve officers hired	4	4	0	N/A	
	# of officer positions reassigned to new roles	4	4	0	N/A	
	PD 4 - Traffic Enforcement					
	# of new officers hired	2	2	0	N/A	
S&G	SG 1 - Streetscape Enhancements					
	Enhancement project construction commenced	No	No	N/A	N/A	
	SG 2 - Street Lighting					
	# of streetlights installed	4	0	4	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 due to staff capacity and unresponsiveness of single bidder.
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 is in the process of implementing additional community engagement improvements, as discussed with Council in January.
4. **Provide a supportive and rewarding work environment** – Human Resources staff has been able to make progress on TOPs training improvements and succession planning in Q3.