

Village of Pinehurst Strategic Operating Plan Update Q2 - FY 2018



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FY 2018 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 and volunteers 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 2018 Balanced Scorecard

FY 2018 Goals

The FY 2018 Balanced Scorecard contains 9 strategic goals in the four perspectives.



FY 2018 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 2018, the Village Council identified four strategic objectives as Areas of Focus AOF:

1. Guide appropriate growth and redevelopment,
2. Provide interconnected greenway trails, bike paths, and sidewalks,
3. Maintain high quality streets, and
4. Provide recreation programs, leisure activities, and cultural arts events for all ages.

FY 2018 Initiative Action Plans (IAPs)

Status of FY 2018 Initiative Action Plans at December 31, 2017

The 2018 Strategic Operating Plan originally included 13 Initiative Action Plans (IAPs) for FY 2018. Initiative Action Plans are those defined and measurable activities needed to accomplish our strategic objectives that involve a significant amount of financial and/or staff resources or have a significant community impact over the five-year period. The status of FY 2018 IAPs and indication if metrics projections were achieved in Q2, including one IAP that was carried forward from the previous year are indicated in the table below:

| | Goal | IAP Description | Q2 | | |
|---|--|---|---|--|-------------------|
| | | | IAP Status | Q2 Comments | Metrics Proj. Met |
| Customer | Safeguard the community | Traffic pre-emption program | | Submitted application to NCDOT for this year's traffic pre-emption controls in 06/17; Still awaiting a contract and pricing from NCDOT that was expected by 12/31/17 | |
| | Ensure Pinehurst is a premier residential community | Community Aesthetics | | Multi-phased landscaping plan for Hwy 211 was reviewed with Beautification Committee in Q1 and with NCDOT in Q2 | |
| | | Long Range Comprehensive and Land Use Plan (Combined) AOF | | Received 11 consultant proposals to facilitate Long-Range Comprehensive Plan by 12/15/17 as planned | |
| | Ensure a thriving business community | Commercial streetscape enhancements | | Installed landscaping ahead of schedule, but Duke Energy did not complete installation of street lights by 12/31/17 as planned (were installed in January); street signs will be installed in Q3 | |
| | Provide multi-modal transportation systems | Pedestrian Connectivity AOF | | Based on Council direction at Strategic Planning Retreat, this project is being removed from FY 2018 Initiative Action Plans | |
| | | Street lighting AOF | | Based on Council direction at Strategic Planning Retreat, this project is being removed from FY 2018 Initiative Action Plans | |
| | | Transportation Improvements | | Quarterly transportation briefing to the Village Council was held as planned in Q2 | |
| Maintain an active, healthy community | Recreation facilities AOF | | Selected a design firm in Q2 for Community Center as planned; Completion of Cannon Park parking lot pavement was put on hold due to pending PES relocation, but is now scheduled for Q3 | | |
| Internal | Professionally manage a high performing organization | Transparent operations | | Launched Clear Gov financial dashboards in Q1; no other actions were planned for Q2 | |
| | | Permitting & Inspections Process Improvements | | BIRDIE team met several times during Q2; the team has selected software programs to evaluate and identified preliminary recommendations based on data and best practices reviews | |
| | | Civic Engagement (CARRYFORWARD) | | Created the Guide to Getting Involved learning guide in Q2, with three more planned by the end of FY18 | |
| Workforce | Attract & retain an engaged workforce | Learning and development system | | Incorporated personal development plans in performance reviews for leaders in Q1; Skills gap analysis for identified successors to Department Heads is planned for Q3 | |
| | | Incentive Reward | | Incentive program presented to Council in January is being amended based on Council direction | |
| IAPs listed in red are FY 2018 Village Council Areas of Focus AOF. | | | | | |

| IAP Status at 12/31/17 | | # of IAPs | % of IAPS |
|------------------------------|--|-----------|-----------|
| In progress; NOT on schedule | | 2 | 18% |
| In progress; on schedule | | 9 | 82% |
| TOTAL | | 11 | 100% |

| Metrics Projections Met at 12/31/17 | | # of IAPs | % of IAPS |
|---------------------------------------|--|-----------|-----------|
| Achieved projected performance | | 10 | 91% |
| Did not achieve projected performance | | 1 | 9% |
| TOTAL | | 11 | 100% |

Initiative Action Plans Metrics at December 31, 2017

Of the 11 IAPs for FY 2018, the Village did not achieve the metrics goals for only one IAP in Q2 which was due to Duke Energy delayed installation of street lights for the commercial streetscape project on McIntyre and McCaskill Roads.

| IAP Description | IAP Metric | Q2 Projection | Q2 Actual |
|-------------------------------------|----------------------------------|---------------|-----------|
| Commercial Streetscape Enhancements | % of projected completed on time | 100% | 67% |

Village Managers and Department Heads reviewed the status of FY 2018 IAPs and metrics at their Quarterly Strategy Session on February 7th to help ensure the Village's projected performance is achieved in FY 2018. Some observations from this quarterly review include:

1. Based on Council direction received during the Strategic Planning Retreat and Follow Up Meeting, Pedestrian Connectivity and Street Lighting IAPs are proposed to be deleted for FY 2018.
2. Staff expects the need to postpone or delay the implementation of public performance dashboards on the Village website that was planned for FY 2018 to FY 2019 due to limited staff capacity. This is included in the Transparent Operations IAP.
3. Staff expects all other IAPs to be completed on schedule by year end, with the likely exception of Traffic Pre-Emption installation planned due to delays of NCDOT.