

Village of Pinehurst Strategic Operating Plan Update Q1 - 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

Status of FY 2018 Initiative Action Plans at September 30, 2017

The 2018 Strategic Operating Plan includes 13 Initiative Action Plans (IAPs) for FY 2018. Initiative Action Plans are those specific actions the Village will take to achieve its strategic objectives and ultimately Balanced Scorecard goals. The status of FY 2018 IAPs and indication if metrics projections were achieved in Q1, including one IAP that was carried forward from the previous year are indicated in the table below:

	Goal	IAP Description	Q1		
			IAP Status	Q1 Comments	
Customer	Safeguard the community	Traffic pre-emption program		Submitted application to NCDOT for this year's traffic pre-emption controls in June 2017; Have 3 intersections active and have 4 under contract with NCDOT	
	Ensure Pinehurst is a premier residential community	Community Aesthetics		Developed a multi-phase landscape plan for HWY 211 and reviewed it with the Beatification Committee in Q1; Will review the plan with NCDOT and install landscaping through Q4	
		Long Range Comprehensive and Land Use Plan (Combined) AOF		Amended: Combined Land Use Planning and Comprehensive Planning in Q1. Completed the Land Use Fiscal Analysis in Q1 and presented to Council in Q2; Published RFP for combined planning process with responses due by 12/15/17	
	Ensure a thriving business community	Commercial streetscape enhancements		This project should be complete by 12/31/17; Installed approximately .3 miles of sidewalks, brick curbing, and landscaping in McCaskill/McIntyre area; plan to install street lights in Q2	
	Provide multi-modal transportation systems	Pedestrian Connectivity AOF		Need direction from Council in Q2 on how to proceed with sidewalk/walkway installation planned for FY18; Finished FY17 Village Acres sidewalk installation in Q1	
		Street lighting AOF		Need direction from Council in Q2 on how to proceed with street light installation planned for FY18; Finished FY17 Village Acres street lighting installation in Q1	
		Transportation Improvements		Village Manager presented the quarterly transportation briefing to the Village Council in July	
Maintain an active, healthy community	Recreation facilities AOF		Council approved to proceed with Community Center at Cannon Park in Q1; Plan to select a design firm in Q2; Cannon Park parking lot is under construction and planned to be completed in Q2		
Internal	Professionally manage a high performing organization	Transparent operations		Completed the setup of financial dashboards (ClearGov) on the VOP website in Q1; Plan to begin creating performance dashboards for VOP website in Q3	
		Permitting & Inspections Process Improvements		BIRDIE team convened in Q1, with plans to complete the BIRDIE process evaluation in Q3	
		Civic Engagement (CARRYFORWARD)		Plans to create learning guides and update the VOP website with additional information on how to get involved on the Get Connected webpage are planned for Q2-Q4	
Workforce	Attract & retain an engaged workforce	Learning and development system		Incorporated personal development plans in performance reviews for leaders in Q1; Succession planning efforts have fallen behind schedule and did not implement plans to evaluate the effectiveness of training and development as planned; Plan to complete by year end as scheduled	
		Incentive Reward		Managers did not meet in Q1 as planned to begin designing the incentive program, but plan to meet in Q2 and complete by year end as scheduled	n/a
IAPs listed in red are FY 2018 Village Council Areas of Focus.					

IAP Status at 9/30/17		# of IAPs	% of IAPS
In progress; NOT on schedule		4	31%
In progress; on schedule		9	69%
TOTAL		13	100%

Metrics Projections Met at 9/30/17		# of IAPs	% of IAPS
Achieved projected performance		10	83%
Did not achieve projected performance		2	17%
TOTAL ¹		12	100%

¹ There are no metrics for the Incentive Reward IAP for FY18

Initiative Action Plans Metrics at September 30, 2017

Of the 12 IAPs with metrics for FY 2018, the Village did not achieve the metrics goals for two IAPs in Q1, as shown below:

IAP Description	IAP Metric	Q1 Projection	Q1 Actual
Long Range Comprehensive and Land Use Plan _{AOF}	\$ value of non-residential development permitted	\$1.9 million	\$415,000
Street Lighting _{AOF}	# of streetlights per lane mile	3.33	3.15

Village Managers and Department Heads reviewed the status of FY 2018 IAPs and metrics at their Quarterly Strategy Session on November 1st to help ensure the Village's projected performance is achieved in FY 2018. Some observations from this quarterly review include:

1. The Long Range Comprehensive Planning Process and the Land Use Plan IAPs were combined into one based on Council's decision in Q1 to proceed with a combined planning process.
2. Unless staff receives clear direction from Council on how to proceed with pedestrian connectivity and street lighting IAPs in Q2, it is likely Village staff will not be able to achieve the projected performance metrics and ultimately resident satisfaction levels on the VOP Balanced Scorecard in FY 2018. Both of these IAPs are identified as Areas of Focus, which would seem to indicate Council and staff should consider alternative uses of these funds in FY 2018 for pedestrian connectivity and street lighting after the Council decided not to proceed with installation in the Lake Pinehurst neighborhood as originally planned.
3. HR staff and the Village Managers should move forward with succession planning efforts and developing an incentive reward program in Q2 in order to get these two IAPs back on schedule.