



## 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 Baldrige 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 opportunities, advantages, and challenges; completes a SOAR analysis (Strengths, Opportunities, Aspirations, and Results); and identifies strategic goals and objectives. This year, the Village sought input from all Village employees and volunteers to the strategic planning process by asking them to identify what changes they saw impacting the Village over the five-year planning period and what opportunities may exist to innovate (e.g. make meaningful change to create new value for stakeholders) and improve the services they provide.

Taking all of the inputs from the Council retreat, the Village Council then identifies Areas of Focus (AOF) for the upcoming fiscal year based on the Village's historical performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and resident priorities for improvement as indicated in the annual community survey. Areas of Focus include those strategic objectives where increased resource allocation is needed to enhance performance levels articulated with Key Performance Indicators (KPIs) on the Village Balanced Scorecard. In January of each year, the Village Council then sets short-term and long-term performance goals for the KPIs included on the BSC based on a review of benchmark communities' performance relative to the Village's historical and desired performance levels.



With goals, objectives, and target performance levels set by the Council, management develops Initiative Action Plans (IAPs) to address strategic objectives for community goals needed to ultimately achieve 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 associated risks based on the severity and likelihood of occurrence. Mitigating actions intended to minimize risks are then incorporated into action plan steps. Finally, any workforce training needs associated with an IAP are programmed into the internal TOPS training program for staff and any additional workforce capacity needed is included in the five-year staffing plan.

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 include the five-year Capital Improvements Plan (CIP) and address all projected costs associated with Council approved IAPs. The five-year financial forecast is developed to ensure fund balance remains within the target range of 30%-40% of budgeted expenditures in accordance with the Village Council's adopted Fund Balance Policy. In addition, the five-year financial forecast is developed to ensure projected operating margins fall within acceptable levels to allow for adequate levels of future capital reinvestment.



## Strategic Planning Process

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.

The five-year financial forecast for FY 2019-2023, which is described more fully in the *Five-Year Financial Forecast* section of the SOP, is summarized below. The projected tax rate in FY 2020 is the projected revenue neutral tax rate in the year of county-wide property revaluation.

Five Year Financial Forecast					
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tax Rate per \$100 valuation	\$0.295	\$0.28	\$0.28	\$0.28	\$0.28
General Fund Operating Revenues	\$ 18,302,680	\$ 19,627,000	\$ 18,928,000	\$ 19,151,000	\$ 19,449,000
General Fund Operating Expenditures	17,364,660	17,695,596	18,110,191	18,467,168	18,961,272
Operating Income(Loss)	\$ 938,020	\$ 1,931,404	\$ 817,809	\$ 683,832	\$ 487,728
Transfer to Community Center Capital Fund	4,068,900	-	-	-	-
Capital Expenditures	1,118,500	1,632,000	2,346,500	1,344,500	1,290,500
Total Expenditures	\$ 22,552,060	\$ 19,327,596	\$ 20,456,691	\$ 19,881,668	\$ 20,251,772
Budget to Actual Variance *	1,035,252	1,065,450	1,089,990	1,112,268	1,142,554
Projected Actual Gain/(Loss)	\$ (3,214,128)	\$ 1,364,854	\$ (438,701)	\$ 451,601	\$ 339,781
Projected GF Balance as a % of Total Exp.	32.3%	44.8%	40.1%	43.7%	44.5%

*\*Assumes actual operating revenues of 101% of budget and actual operating 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 Village also provides residents an opportunity each year to provide input on the SOP electronically using the Village's online public engagement platform, Open Village Hall.

The following diagram indicates the key steps and timing of the Strategic Planning Process:





## Key Inputs into the 2019 Strategic Operating Plan

### Mission, Vision, and Values

At the December 2017 Council Retreat, the Council affirmed the Village’s Mission, Vision, and core values. The Vision is what we aspire for our Village to be, while the mission provides purpose to our Village Council, staff and volunteers. The Village core values are the guiding principles and behaviors that embody how Village employees are expected to operate as they provide services to Pinehurst residents, businesses, and visitors.

### 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 2017 retreat, the Council reviewed and amended the core competencies of the Village to include:

1. Improve continuously
2. Leverage technology
3. Utilize volunteers



### Strategic Advantages

Strategic advantages are those benefits that exert a significant positive influence on the Village’s likelihood of future success and are our source of competitive success. The strategic advantages identified by the Village Council for FY 2019 are:

1. Integrated and extensive use of technology
2. Culture of continuous improvement
3. Talented employees and volunteers
4. Strong financial condition

### Strategic Challenges & Opportunities

Strategic challenges are pressures that exert an influence on the likelihood of our Village’s future success. Strategic opportunities are those prospects for new or changed services or processes. The strategic challenges and strategic opportunities identified by the Village Council for FY 2019 are indicated below. The FY 2019 SOP was developed to address each of these challenges and opportunities.

Strategic Challenges	Strategic Opportunities (In Order of Priority)
<ol style="list-style-type: none"> <li>1. Responding to increased demand for services and changing needs due to growth</li> <li>2. Managing the impact of growth on the character of the Village</li> <li>3. Financial pressures for library support and potential school relocation</li> <li>4. Changes in the housing market</li> <li>5. Attracting and retaining workforce members</li> <li>6. Create a walkable community</li> </ol>	<ol style="list-style-type: none"> <li>1. Plan for the long term future of the Village</li> <li>2. Create a vibrant retail center in the Village</li> <li>3. Expand cultural &amp; recreational programs and activities</li> <li>4. Partner and collaborate with others on regional issues</li> <li>5. Utilize technology to improve services</li> <li>6. Create a pedestrian friendly community</li> <li>7. Develop future leaders</li> </ol>



## SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis

The Council also conducted a SOAR analysis at their December 2017 Strategic Planning Retreat and identified organizational and community strengths, opportunities, aspirations, and results. Village Council and senior staff used this analysis to determine key strategic advantages, opportunities, and results to monitor.

## Environmental Scan

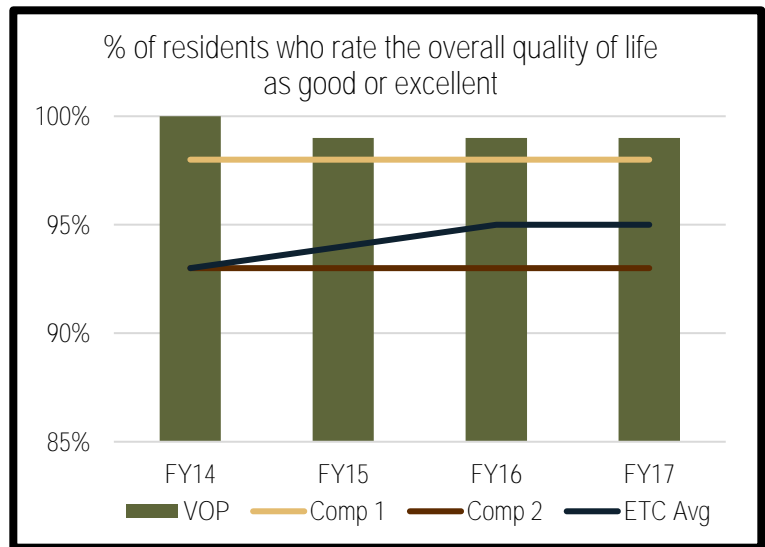
The environmental scan consists of a review of critical data and information that can impact service delivery. During the December 2017 Strategic Planning Retreat management conducted an external scan and reviewed key community and societal trends, customer satisfaction results, economic trends, and uncertainties or potential blind spots. The Village Council and senior staff also conducted an internal scan and reviewed leadership & governance results, financial conditions, workforce results, input from employees and volunteers on opportunities for innovation and improvement, effectiveness of key work systems, and a gap analysis of the Village’s historical performance results relative to benchmarks and comparisons. Community survey results were segmented by neighborhood, resident age, and length of residence to facilitate further analysis. Workforce results are also segmented by employee roles.

## **FY 2019 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 2019 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 2017 survey, **99% of residents rated the overall quality of life as good or excellent** for the third consecutive year, which exceeds all benchmark comparisons.

All Key Performance Indicators (KPIs) on the Balanced Scorecard are considered “lag” performance measures that indicate performance levels at the end of the fiscal year. The vast majority of customer perspective KPIs are annual resident satisfaction survey results from the community survey. Department Balanced Scorecards contain “lead” performance measures that measure key Village processes and are monitored either daily, weekly, monthly, or quarterly by senior staff to ensure the Village achieves the desired “lag” performance targets set on the Balanced Scorecard.



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The BSC community survey, workforce survey, and volunteer survey results include the percentage of respondents who indicate “neutral.”





# Balanced Scorecard

The FY 2019 Village of Pinehurst Balanced Scorecard (BSC), by perspective, is shown below:

FY 2019 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...	FY 17 Actual	FY 18 Proj	FY 19		FY 23		
						Goal	Proj	Goal	Proj	
Customer	Safeguard the community	Deliver effective public safety services	% of residents whose overall feeling of safety in the Village is good or excellent	100%	99%	95%	99%	95%	99%	
			% of residents satisfied with how quickly fire personnel respond to emergencies	100%	99%	95%	99%	95%	99%	
			% of residents satisfied with the enforcement of local traffic laws	91%	89%	90%	90%	90%	90%	
	Ensure an attractive residential community	Maintain and enhance the appearance of public spaces	% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	95%	99%	95%	99%	
			Ensure compliance with Village codes and ordinances	84%	85%	85%	85%	85%	85%	
			<i>Ensure quality residential development AOF</i>	% of residents satisfied with Village efforts to maintain the quality of neighborhoods	87%	89%	90%	88%	90%	88%
	Ensure a thriving business community	<i>Ensure quality business development AOF</i>	1st floor occupancy rate in the Village Center	95%	90%	90%	90%	90%	90%	
			% of businesses likely to recommend the Village as a business location	95%	90%	90%	90%	90%	90%	
	Provide multimodal transportation systems	Provide interconnected pedestrian facilities	% of residents satisfied with the availability of sidewalks	71%	70%	70%	70%	75%	75%	
			% of residents satisfied with the availability of greenway/walking trails	95%	90%	90%	93%	90%	93%	
			<i>Maintain high quality streets AOF</i>	% of residents satisfied with the adequacy of street lighting	72%	72%	70%	72%	75%	75%
			% residents satisfied with street and right of way maintenance	84%	87%	90%	90%	90%	90%	
	Protect the environment	Provide effective and efficient solid waste collection services	% of residents satisfied with solid waste services	96%	96%	95%	96%	95%	96%	
		Reduce, reuse, and recycle resources	% of refuse diverted from the landfill	34%	35%	35%	35%	35%	35%	
	Maintain an active, healthy community	<i>Provide recreation programs and events for all ages AOF</i>	% of residents satisfied with P&R programs	98%	95%	95%	96%	95%	96%	
% of residents satisfied with Village sponsored cultural arts events			98%	95%	95%	95%	95%	95%		
Internal	Professionally manage a high performing organization	Enhance community engagement	% of residents satisfied with Village communications	94%	95%	95%	95%	95%	95%	
		% of residents satisfied with the level of public involvement in local decisions	79%	85%	85%	85%	85%	85%		
	Continuously improve and innovate	Full time equivalents per million \$ of revenue	7.62	7.26	8.00	7.70	8.00	7.33		
		% of residents satisfied with the value received for taxes paid	94%	91%	90%	92%	90%	92%		
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	97%	95%	95%	95%	95%	95%	
		% of volunteers satisfied with the volunteer experience	100%	96%	95%	97%	95%	97%		
Financial	Maintain a healthy financial condition	Meet or exceed established financial targets	Unassigned GF fund balance as a % of actual expenditures	43%	28%	30%	40%	30%	32%	
		Maintain capital assets	Capital asset condition ratio	45%	44%	50%	44%	50%	46%	

*Items in red are Areas of Focus (AOF) for FY 2019 based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and resident priorities for improvement.*



## Initiative Action Plans (IAPs)

The total costs below for the 10 FY 2019-2023 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 2019-2023 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 2019 Funding	FY 2019- 2023 Funding
Customer	Safeguard the community	Deliver effective public safety services	Police Department Accreditation	2019 -2022	\$18,450	\$35,715
			Emergency Medical Services (EMS) Facility Relocation	2019-2020	\$0	\$281,000
	Ensure an attractive residential community	Maintain a high level of overall appearance of public spaces				
		Ensure compliance with Village codes and ordinances				
		Ensure quality residential development <i>AOF</i>	Long-Range Comprehensive Plan Update	2019-2020	\$205,000	\$210,000
	Ensure a thriving business community	Ensure quality business development <i>AOF</i>	Commercial Streetscape Enhancements	2020-2023	\$0	\$369,000
	Provide multimodal transportation systems	Provide interconnected pedestrian facilities	Pedestrian Connectivity	2021-2023	\$0	\$1,240,000
		Maintain high quality streets <i>AOF</i>	Street Lighting	2019-2023	\$3,610	\$65,980
Protect the environment	Provide effective and efficient solid waste collection services					
	Reduce, reuse, and recycle resources					
Maintain an active, healthy community	Provide recreation programs and events for all ages <i>AOF</i>	Recreational & Cultural Facilities	2019-2023	\$4,355,880	\$4,852,970	
Internal	Professionally manage a high performing organization	Enhance community engagement				
		Continuously improve and innovate	P&I Process Improvements	2019	\$36,400	\$93,600
			Baldrige Excellence Framework	2019-2021	\$5,000	\$56,000
Workforce	Attract & retain an engaged workforce	Provide a supportive and rewarding work environment	Workforce Learning & Development	2019	\$0	\$0
Financial	Maintain a healthy financial condition	Meet or exceed established financial targets				
		Maintain capital assets				
Total Funding for Initiative Action Plans					\$4,624,340	\$7,303,965
<i>Items in red are Areas of Focus (AOF) for FY 2019 based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and resident priorities for improvement.</i>						



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 2019 Strategic Operating Plan are aimed at process improvements. More significant process improvements follow a systematic six step performance improvement process called BIRDIE. In the five-year planning period, the Village plans to conduct three BIRDIE evaluations:



1. Fire Department emergency response ( FY 2019-2020)
2. Insourcing solid waste (FY 2020)
3. Document imaging (FY 2021)

In addition, the Village will evaluate the effectiveness of the FY 2016 Police Department Staffing BIRDIE’s intended improvements and implement the recommendations from the FY 2018 Permitting & Inspections BIRDIE to improve permit and inspection processes.

BIRDIE Process	
<b>B</b>	Bring the opportunity forward
<b>I</b>	Investigate the opportunity
<b>R</b>	Review potential solutions
<b>D</b>	Determine the solution
<b>I</b>	Implement the solution
<b>E</b>	Evaluate the solution

Less significant process improvements follow a simple three step process called ACE (Analyze, Change, and Evaluate). The following table indicates the planned ACEs for FY 2019-2023.

FY 2019 – 2023 ACEs	
FY 19-20	Maintenance of diesel vehicles
FY 20	Police dispatch processes
FY 20	Fair Barn part-time staffing
FY 20	Solid waste return pickups
FY 20	Automated timesheets
FY 20	Insourcing road patching
FY 20	Agenda software
FY 21	Meeting facility rentals
FY 21	Purchasing processes
FY 22	Mobile technology for Public Services
FY 22	Automation of accounts payable
FY 22	Performance evaluation system

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 majority of Council’s objectives have IAPs aimed at achieving them, resources have been allocated in the 2019 Strategic Operating Plan to higher priority strategic objectives and Areas of Focus. 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 projected FY 2019 and FY 2023 performance levels are indicated by the blue bars in the graphs, were prepared using trend analysis and are reflective of resource allocations over the planning period. 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% unless additional resources are being applied as a part of this plan. The Village’s surveys typically have a margin of error close to 5%. When applicable and available, the graphs also include comparable information indicating the Village’s performance relative to others, as described below:

- Comp – A comparable benchmark community
- ETC Avg – Average of cities using the Direction Finder Survey by ETC Institute in the United States
- SHRM Avg – Society of Human Resources Management survey average





# Goal: Safeguard the Community



Safeguarding the community means to protect the lives and property of residents, businesses, and visitors. Departments and divisions 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 2019-2023 Funding	Department/ Division
<b>Police Department Accreditation</b> – Implement law enforcement standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA) and apply for Police Department accreditation.	FY 2019–2022	\$35,715	Police
<b>Emergency Medical Services (EMS) Facility Relocation</b> – Partner with Moore County to establish an EMS base at Fire Station 91 in Rassie Wicker Park. This involves the Village constructing an addition to the building with a lease arrangement with Moore County. It also includes the Village assuming ownership of the Moore County property on McCaskill Rd where the EMS base is currently located.	FY 2019-2020	\$281,000	Fire



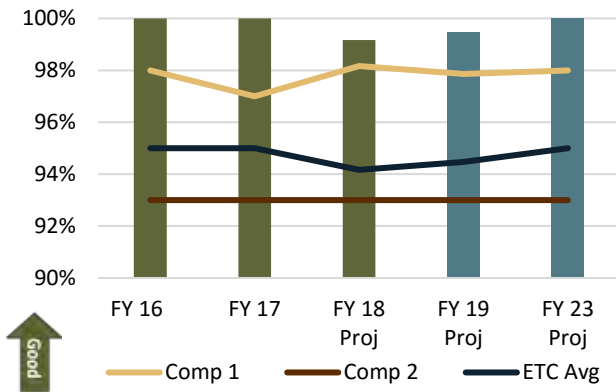
Pinehurst Police Car



**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**

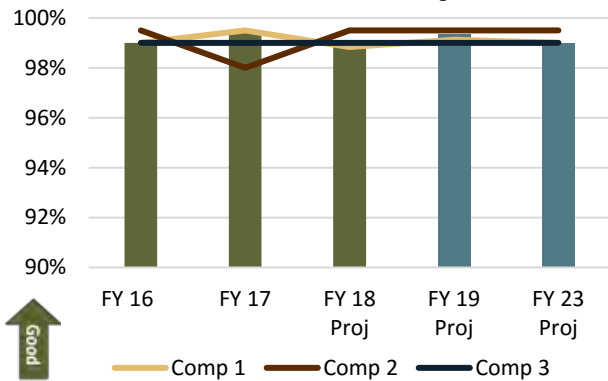
Overall Feeling of Safety - Good or Excellent



The Village has consistently exceeded comparable communities with resident satisfaction of the overall feeling of safety. Projected satisfaction levels indicate the Village will exceed its goal to achieve a 95% satisfaction rating over the five-year period. In FY 2019, the Police Department will begin the process to seek accreditation in an effort to ensure the most efficient and effective police services. In addition, *residents indicated a 92% satisfaction level with Village efforts to prevent crime in 2017, setting an ETC high satisfaction rating in our benchmark group for the 3<sup>rd</sup> year in a row.*

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

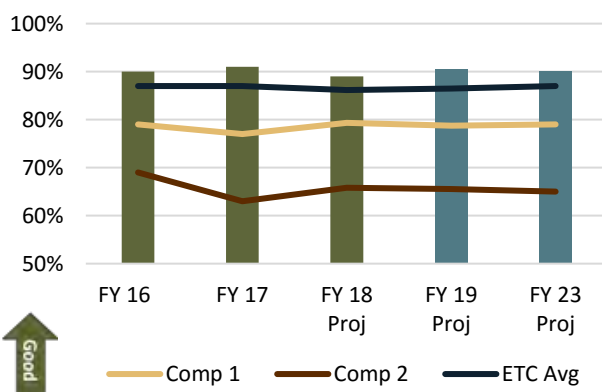
Satisfaction with Fire Response



Resident satisfaction with fire response is comparable to benchmark communities at approximately 99%. The Village projects that satisfaction ratings will continue to exceed the goal of 95% over the five-year period. 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. The Village plans to finish installation of traffic preemption devices at all signalized intersections in the next two years, helping to ensure that as traffic volumes increase the Fire Department can maintain prompt response times to emergency calls.

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

Satisfaction with Enforcement of Traffic Laws



The Village has consistently exceeded benchmarks for resident satisfaction with traffic enforcement. In FY 2017, the Village added two additional police officers to increase traffic enforcement efforts with a dedicated traffic team. With resident satisfaction ratings with the enforcement of local traffic laws hovering around 90% historically and no plans to increase traffic enforcement efforts, the Village projects it will be able to achieve its goal to maintain a 90% satisfaction rating over the five-year planning period.



## Goal: Ensure an Attractive Residential Community



Ensuring 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 and divisions primarily responsible include Planning, Streets & Grounds, and Buildings & Grounds. Applicable volunteer committees include the Beautification Committee, Planning & Zoning Board, Board of Adjustment, Historic Preservation Commission and 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 public spaces,
2. Ensure compliance with Village codes and ordinances, and
3. Ensure quality residential development.

The objective to ensure quality residential development is an Area of Focus (AOF) for FY 2019.

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

Strategic Objective: Ensure quality residential development <sup>AOF</sup>			
Initiative Action Plans	Timeline	FY 2019-2023 Funding	Department/ Division
<i>Long-Range Comprehensive Plan Update</i> <sup>AOF</sup> – Conduct a 10 year update to the Village’s Comprehensive Long Range Plan.	FY 2019-2020	\$210,000	Planning

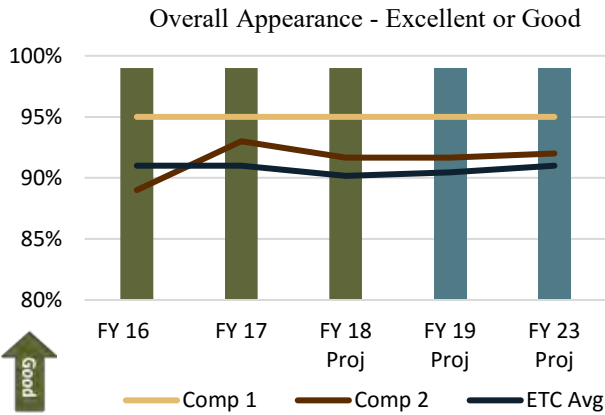


*Historic Pinehurst Cottage*



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

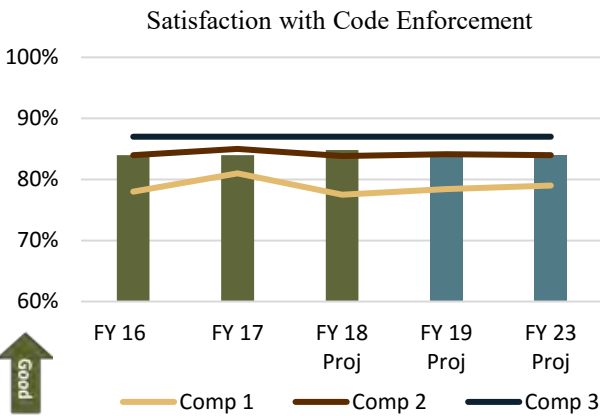
**Maintain a 95% resident rating of the overall appearance in the Village as good or excellent**



Historically, Pinehurst residents have been extremely satisfied with the overall appearance of the Village, exceeding comparable communities by a healthy margin. 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. In addition, in FY 2017, the Village increased seasonal staff levels to help maintain the appearance of right-of-ways during the growing season, as the result of a BIRDIE evaluation.

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

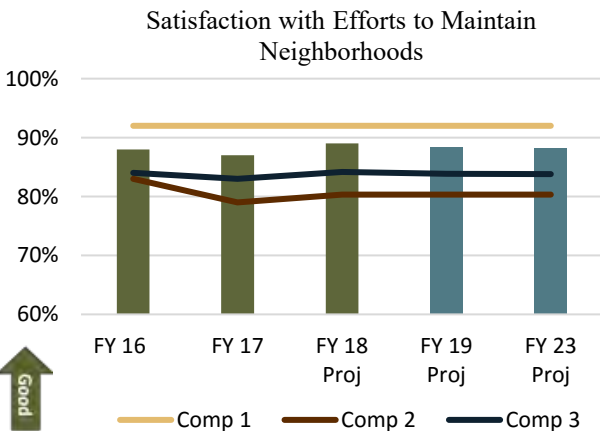
**Achieve an 85% resident satisfaction rating with the enforcement of codes and ordinances**



Resident satisfaction with the enforcement of codes and ordinances has been historically lower relative to other satisfaction ratings in the annual community survey. To address this, in FY 2017, the Village’s code enforcement officer began routine patrols of neighborhoods to identify code enforcement issues proactively. Also, the Villages has strived to improve these satisfaction ratings with additional public education on Village codes and ordinances published in the quarterly Village Newsletter that is mailed to all residents. The Village projects code enforcement satisfaction ratings will near 84% over the planning period, or just short of the 85% goal.

**Key Performance Indicators (KPIs) – Ensure quality residential development AOF**

**Achieve a 90% resident satisfaction rating with efforts to maintain the quality of 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 the Long-Range Comprehensive Plan Update, Pedestrian Connectivity, and Street Lighting. Historically, satisfaction levels with the efforts to maintain quality neighborhoods has fallen just short of the 90% satisfaction goal and is projected to continue to fall just short of the goal. In FY 2019, the Beautification Committee will lead a litter campaign and begin routine neighborhood litter pickups to help address this satisfaction rating.





# Goal: Ensure a Thriving Business Community



Ensuring a thriving business community means to support economic and business development. Departments and divisions 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: Ensure quality business development. This objective is an Area of Focus (AOF) for FY 2019.

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

Strategic Objective: Ensure quality business development <small>AOF</small>			
Initiative Action Plans	Timeline	FY 2019-2023 Funding	Department/ Division
<i>Commercial Streetscape Enhancements</i> <small>AOF</small> – 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 Magnolia Road and McCaskill Road.	FY 2020-2023	\$369,000	Streets & Grounds



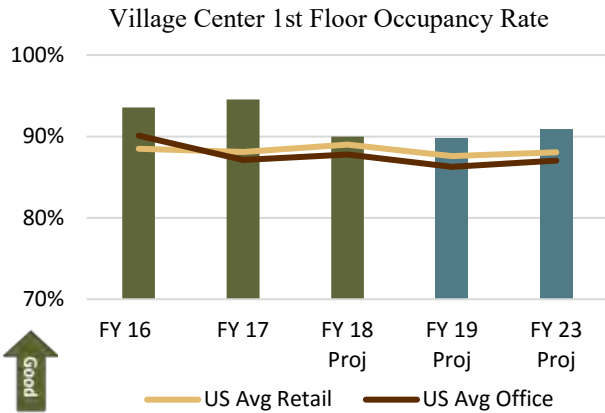
Village Center





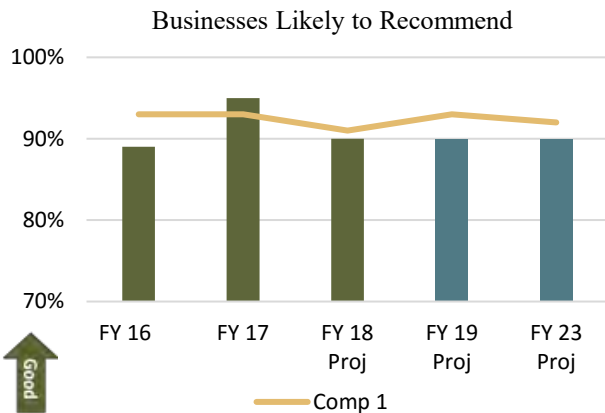
**Key Performance Indicators (KPIs) – Ensure quality business development AOF**

**Maintain at least a 90% occupancy rate for 1<sup>st</sup> floor space in the Village Center**



First floor occupancy rates in the Village Center is an indicator of the economic health of Village businesses. Occupancy rates have increased in the Village Center in recent years and are on track with the US average retail and office occupancy rates. Recent residential and commercial development of the surrounding areas around the Village Center should help to spur economic growth and maintain occupancy rates at or near the goal of 90% in the planning period.

**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. This falls below the one benchmark community who performs a Business Survey. The projection is that the Village will achieve its goal to maintain a 90% likely to recommend rating over the next five years.



Goal: Provide Multi-Modal Transportation Systems 

Providing 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. Divisions 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 pedestrian facilities, and
2. Maintain high quality streets.

To maintain high quality streets is an Area of Focus (AOF) for FY 2019.

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

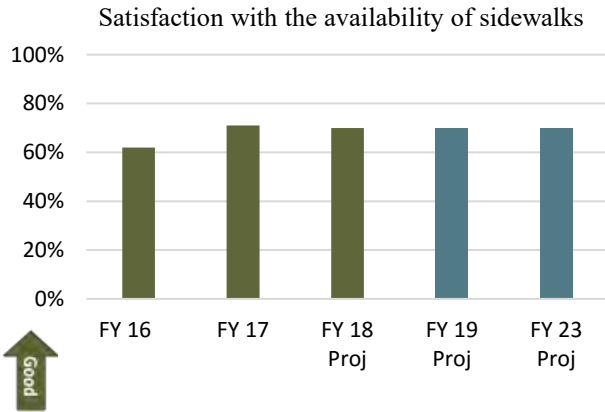
Strategic Objective: Provide interconnected pedestrian facilities			
Initiative Action Plans	Timeline	FY 2019-2023 Funding	Department/ Division
<b>Pedestrian Connectivity</b> – Construct approximately 1 mile of pedestrian facilities in the each of the three years following the adoption of the Long-Range Comprehensive Plan. Residents will be able to express their desires for neighborhood pedestrian facilities during the planning process, as different neighborhoods may desire different facilities.	FY 2021-2023	\$1,240,000	Streets & Grounds

Strategic Objective: Maintain high quality streets <sub>AOF</sub>			
Initiative Action Plans	Timeline	FY 2019-2023 Funding	Department/ Division
<b>Street Lighting <sub>AOF</sub></b> - Install approximately 20 street lights in neighborhoods each year to address high resident dissatisfaction with the adequacy of street lighting.	FY 2019-2023	\$65,980	Streets & Grounds



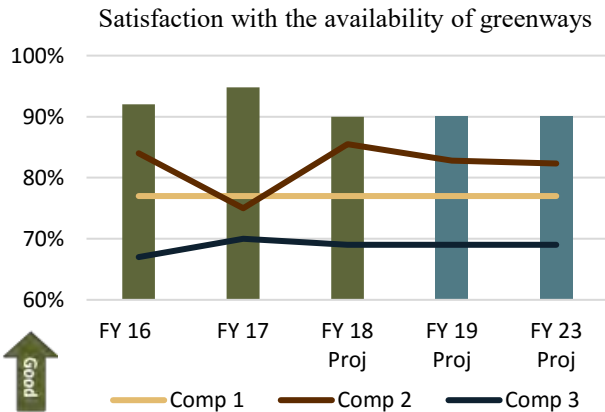
Key Performance Indicators (KPIs) – Provide interconnected pedestrian facilities

Maintain resident satisfaction with the availability of sidewalks at 70%



Using the 2015 Comprehensive Pedestrian Master plan and community survey results segmented by neighborhood, the Village installed approx. 1 mile of sidewalks in the Village Acres neighborhood in FY 2017 which helped to increase sidewalk satisfaction ratings from 62% to 71%. No additional sidewalks were constructed in FY 2018 due to opposition in the Lake Pinehurst neighborhood. The Village plans to construct approx. 3 miles of pedestrian facilities in FY 2021–2023 to help improve resident satisfaction ratings after input is received from residents during the Long-Range Comprehensive Plan. This should help to achieve the goal of 70% satisfaction. The Village is not able to locate comparable satisfaction ratings for this KPI.

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

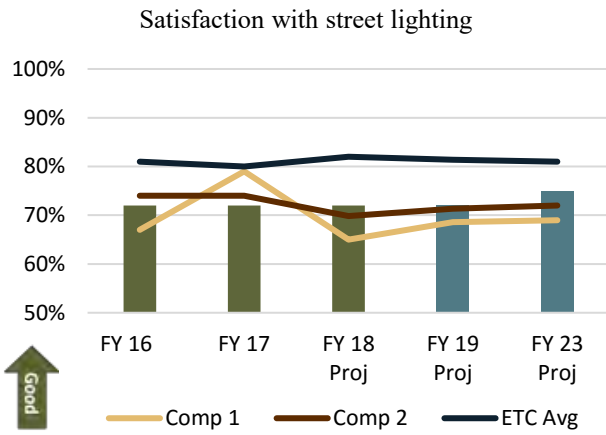


The Village began construction greenways as a result of resident input in the Village’s first Comprehensive Long Range Plan in 2003. Over time, the Village has constructed over 7 miles of greenways and has achieved high resident satisfaction levels with the availability of greenways that exceed comparable communities. There are no major expansion of the existing greenway system planned in the five-year planning period and the Village projects it will continue to maintain a satisfaction rating of 90%, or achieve the goal.



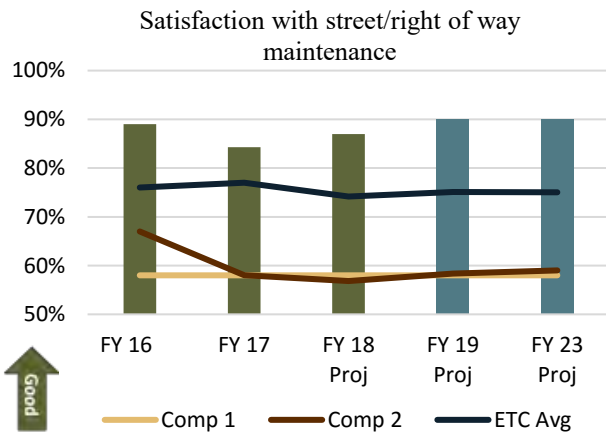
**Key Performance Indicators (KPIs) – Maintain high quality streets AOF**

**Maintain resident satisfaction with adequacy of street lighting at 70%**



Resident satisfaction with street lighting is among the lowest ratings on the community survey. To address this, the Village began a multi-year plan to install approximately 20 neighborhood street lights per year based on neighborhood input. After installation of street lights in the Village Acres neighborhood in FY 2017, their satisfaction levels increased. In FY 2018, Lake Pinehurst residents opposed street lights so none were installed. In FY 2019, the Village will seek the input of Pinehurst No. 6 neighborhood on their desires for additional street lighting and the projection is the Village will exceed its goal of a 70% satisfaction rating, which is near 2 of 3 community benchmarks.

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



Overall, the Village has achieved high levels of satisfaction with street and right of way maintenance that are well above comparable benchmark communities. To achieve the goal of 90% satisfaction with street/right of way maintenance, the Village has increased the amount of funding by \$270,000, or 26%, in each of the five years in the planning period.



## Goal: Protect the Environment



Protecting the environment means to provide efficient and effective collection of solid waste collection and conserve natural resources. The division primarily responsible is Solid Waste. Applicable volunteers include 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.



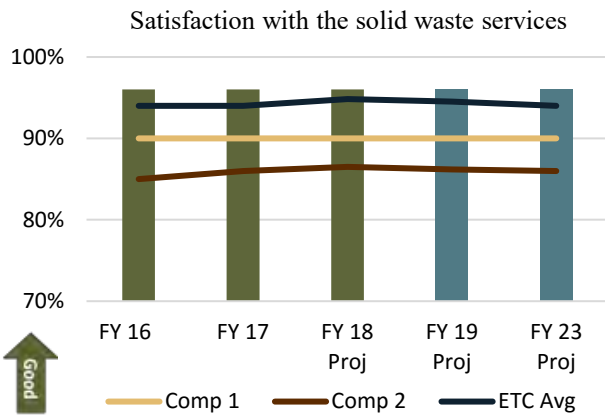
*“One and Done” Solid Waste Same Day Collection*





**Key Performance Indicators (KPIs) – Provide effective and efficient solid waste collection services**

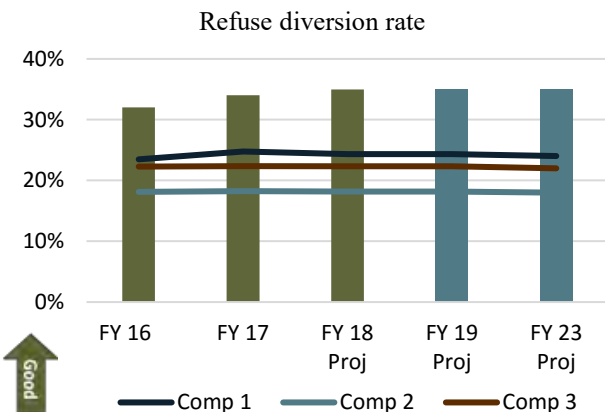
**Maintain resident satisfaction with the solid waste services at 95%**



The Village has historically achieved excellent satisfaction ratings for solid waste services. In FY 2015, the Village modified its collection services to once a week, same day pickup for trash, recycling, and yard debris to improve operating efficiencies. The Village projects satisfaction ratings of 96% for the five-year planning period, which exceeds the goal of 95%. *For each of the last two years, Village residents have indicated satisfaction levels with yard waste services that set an ETC high satisfaction rating in our benchmark group.*

**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 6% in the state of NC for solid waste diversion rates, consistently exceed comparable communities. With a refuse diversion rate (e.g. the % of refuse that is recycled and diverted from the landfill) of approximately 35%, the Village projects it will meet its goal and continue to significantly exceed the diversion rates of comparable benchmark communities. In addition, *residents indicated a 94% satisfaction level with curbside recycling services in FY 2017, setting an ETC high satisfaction rating in our benchmark group for the 4<sup>th</sup> time in 6 years.*



Goal: Maintain an Active, Healthy Community 

Maintaining 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 Parks & Recreation. Applicable volunteers include numerous recreation 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 and events for all ages. This objective is an Area of Focus (AOF) for FY 2019.

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

Strategic Objective: Provide recreation programs and events for all ages <sup>AOF</sup>			
Initiative Action Plans	Timeline	FY 2019-2023 Funding	Department/ Division
<b>Recreation &amp; Cultural Facilities <sup>AOF</sup></b> – Construct a new 19,555 sq. foot Community Center in FY19-20; renovate the Rassie Wicker Park playground in FY19; make parking improvements at Cannon Park in FY19; and develop a master plan for West Pinehurst Community Park in FY21.	FY 2019-2023	\$4,852,970	Recreation

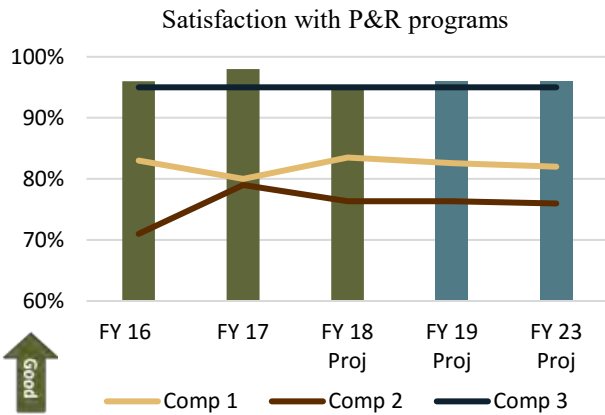


Live After Five in Tufts Park



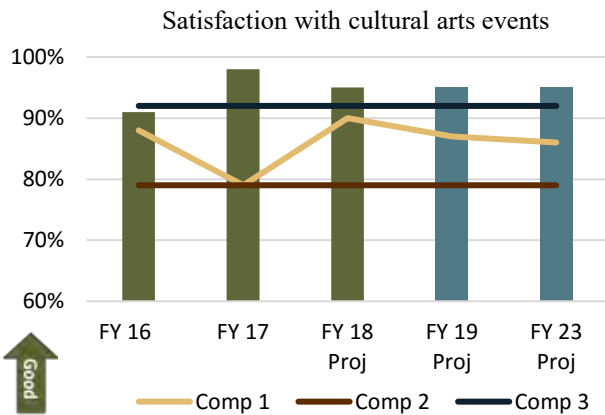
Key Performance Indicators (KPIs) – Provide recreation programs and events for all ages AOF

Maintain resident satisfaction with parks & recreation programs at 95%



Village residents indicate consistently high satisfaction ratings with Parks and Recreation programs. In FY 2016, the Village began leasing dedicated indoor recreation space to expand programming opportunities and will construct a new Community Center in FY19-20. The Village projects continued high satisfaction ratings of 96% over the five-year planning period that exceed the goal of 95%.

Maintain resident satisfaction with Village-sponsored cultural arts events at 95%



In FY 15, 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. In FY 19, the Village will add one more Live After Five music event to further expand this popular community event. A dedicated focus on event programming with dedicated staff has allowed the Village to achieve high satisfaction ratings that exceed comparable communities. Staff projects satisfaction rates will be at the goal of 95% over the planning period.



# Goal: Professionally Manage a High Performing Organization



Professionally managing a high performing organization means to continually improve service delivery to both internal and external customers. ALL departments and divisions 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 and innovate

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

Strategic Objective: Continuously improve and innovate			
Initiative Action Plans	Timeline	FY 2019-2023 Funding	Department/ Division
<b>Planning &amp; Inspection Process Improvements</b> – Implement recommendations of the P&I BIRDIE team, including the implementation of new technology and other process improvements.	FY 2019	\$93,600	Planning
<b>Baldrige Excellence Framework</b> – Complete and submit an application for the National Malcolm Baldrige Quality Award in FY 2020.	FY 2019-2021	\$56,000	Administration

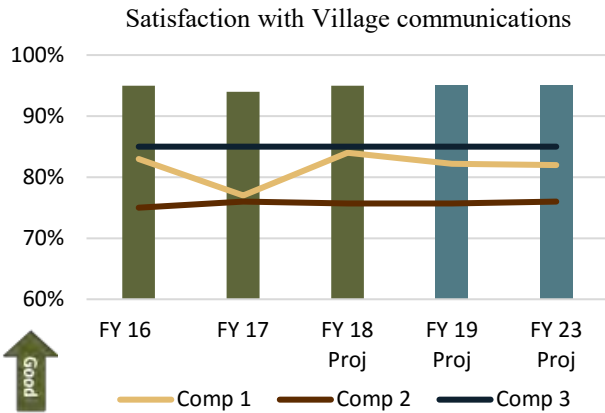


Village Hall



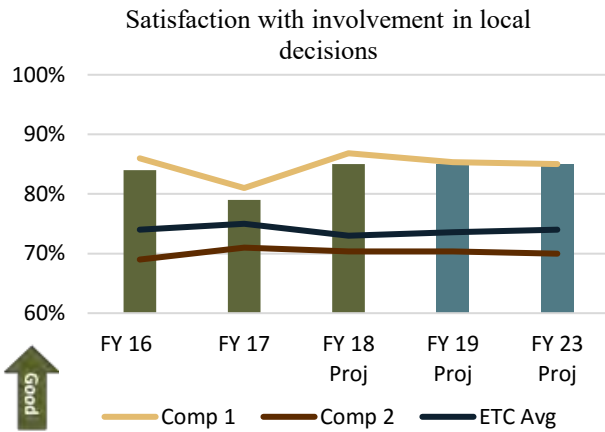
**Key Performance Indicators (KPIs) – Enhance community engagement**

**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 and Planning Board meeting videos online, MY VOP mobile app, monthly e-News, and social media enhancements. In addition, the Village reorganized to create a Communications Specialist position in FY17. As a result, the Village achieves high satisfaction ratings that greatly exceed comparable communities. The Village projects continued high ratings of 95%, or the Village’s goal.

**Increase resident satisfaction with the level of public involvement in local decisions to 85%**



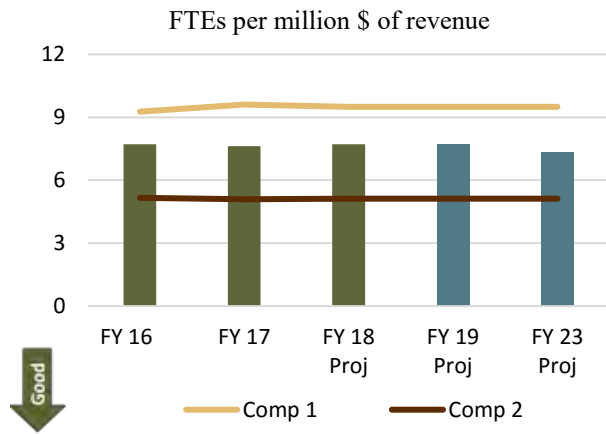
In FY17, the Village saw a decline in satisfaction ratings with the level of public involvement in local decisions. This is likely due to a controversial development in the community that many residents expressed their dissatisfaction with. To address this and increase transparency, the Village began posting Planning Board agendas online in advance of meetings and began a Council eNews that is sent out five days prior to meetings. This informs residents about development and other issues being considered. In addition, the Village also began publishing Learning Guides to help communicate opportunities for the public to get involved in local decisions. Even despite this dip, the Village exceeds two of the three comparables. The Village projects that satisfaction levels will return to historical levels around 85% with these changes in place and will be able to achieve the goal.





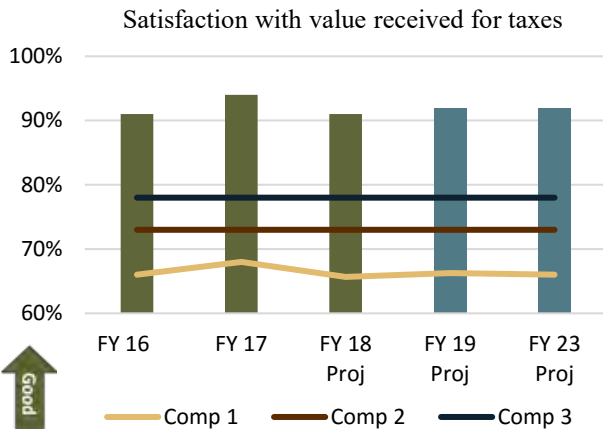
## Key Performance Indicators (KPIs) – Continuously improve and innovate

### 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. Projections that are based on the Five Year Financial and Staffing Forecasts indicate the Village will achieve its goal to maintain fewer than 8 FTEs per million \$ of revenue in the planning period, with a projection of 7.7 in FY19 and 7.33 in FY23. This places the Village in the range of two 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. The Village projects satisfaction ratings will be approximately 92% over the planning period, exceeding the goal of 90%. These projections greatly exceed comparable communities.



# Goal: Attract & Retain an Engaged Workforce



Attracting and retaining an engaged workforce means to select, retain, and develop a qualified and diverse workforce of employees and volunteers. ALL departments and divisions 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 2019-2023 Funding	Department/ Division
<i>Workforce Learning &amp; Development</i> – Implement a formalized Village-wide succession plan for Village staff.	FY 2019	\$0	Human Resources

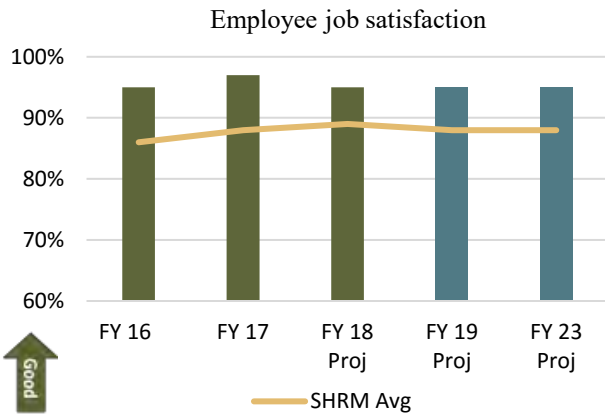


Employee Picnic



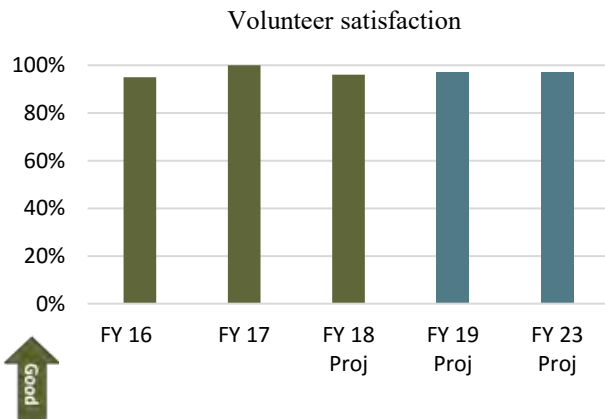
## Key Performance Indicators (KPIs) – Provide a supportive & rewarding work environment

### Maintain employee job satisfaction at 95%



The Village surveys its employees each year in the Annual Workforce Survey to determine employee satisfaction levels in a variety of areas. Employee job satisfaction is a key indicator of employee engagement. Village employee satisfaction ratings are historically above the national SHRM averages and have been consistently around 95%. The Village projects job satisfaction levels will continue to remain around 95% over the five-year planning period, achieving the goal.

### Maintain volunteer satisfaction at 95%



Volunteers are a critical extension of the Village workforce. 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 and projects 97% volunteer satisfaction ratings over the planning period, which exceeds the goal of 95%.



# Goal: Maintain a Healthy Financial Condition



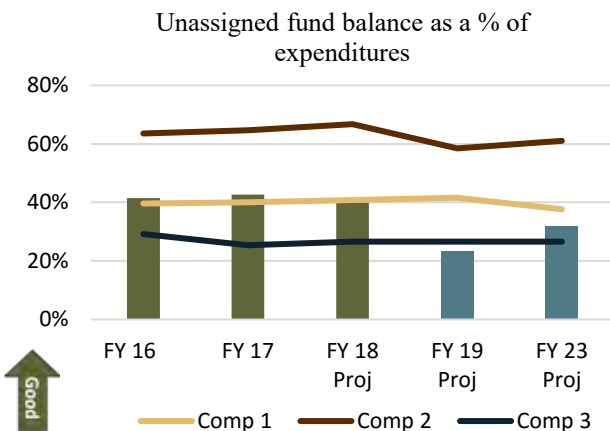
Maintaining a healthy financial condition means to ensure financial sustainability and strength by achieving financial targets and maintaining capital assets. ALL departments and divisions are responsible for this goal, with ultimate responsibility falling to Financial Services and Administration. See 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. 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.

## Key Performance Indicators (KPIs) – Meet or exceed Village established financial targets

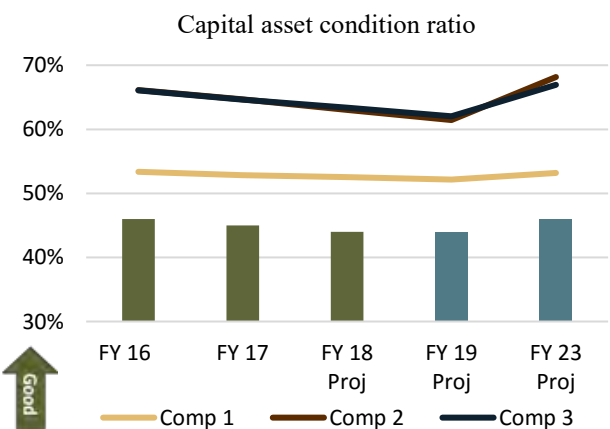
### Maintain General Fund unassigned fund balance as a % of actual expenditures above 30%



This KPI measures the amount of available financial resources in proportion to the size of the overall budget. The Village’s Fund Balance Policy requires the Village to maintain unassigned fund balance as a % of expenditures greater than 15%, which the Village has consistently exceeded. In FY19, unassigned fund balance will fall due to the planned use of \$4 million to fund the construction of the Community Center. The Village has historically maintained a smaller fund balance than those communities we benchmark our financial performance against.

## Key Performance Indicators (KPIs) – Maintain capital assets

### Maintain a capital asset condition ratio of 50%



The capital asset condition ratio is an indication of the level of investment in capital and represents the remaining life of the Village’s depreciable capital assets. Comparable communities have less depreciated assets than the Village. During the five-year period the capital asset condition ratio will increase with the addition of the new Community Center in FY20 and then begin to decline so that by FY23, it is comparable to the FY16 ratio.