

Village of Pinehurst Strategic Operating Plan Update Q3 - 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 March 31, 2018

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 Q3, including one IAP that was carried forward from the previous year are indicated in the table below:

	Goal	IAP Description	Q3 FY 2018 IAP Status		
			IAP Status	Q3 Comments	Metrics Proj. Met
Customer	Safeguard the community	Traffic Pre-emption Program		District office is working with the vendor to determine a timeframe to complete installation planned pre-emption devices.	
	Ensure Pinehurst is a premier residential community	Community Aesthetics		Work with NCDOT on multi-phased landscaping plan for Hwy 211 is on schedule.	
		Long range Comprehensive Plan and Land Use Analysis (Combined) AOF		Council awarded and executed a contract with Town Planning and Urban Design Collaborative to facilitate the Long-Range Comprehensive Plan in Q3.	
	Ensure a thriving business community	Commercial Streetscape Enhancements		Completed streetscape enhancements on Magnolia and McIntyre Roads as scheduled.	
	Provide multi-modal transportation systems	Transportation Improvements		Collaborated with NCDOT in Q3 on Moore County Comprehensive Transportation Plan.	
	Maintain an active, healthy community	Recreation Facilities AOF		Community Center preliminary site plan and exterior elevations were presented to the public & Council for review; Held a public Input meeting on 3/22/18.	
Internal	Professionally manage a high performing organization	Transparent Operations		Due to staff workloads and higher priority initiatives, this IAP to post public performance dashboards on the Village website will be postponed to FY 2019.	
		Permitting & Inspections Process Improvements		Conducted permit and inspection software evaluations and finalized BIRDIE team recommendations in Q3.	
		Civic Engagement (CARRYFORWARD)		Created and published the Getting Involved Learning Guide in Q3; Two more guides are planned by the end of FY18.	
Workforce	Attract & retain an engaged workforce	Learning and Development System		Village Managers did not complete identification of key knowledge, skills, and abilities of Department Head positions and conduct skills gap analysis for identified successors. Plan to complete in Q4.	
		Incentive Reward		Incentive reward funding for FY19 has been removed as a result of Council not approving in January. Staff will reevaluate and amend proposal in FY19 for implementation in FY20.	
<i>IAPs listed in red are FY 2018 Village Council Areas of Focus.</i>					

This quarter, Village staff is proposing to remove the Incentive Reward IAP. Based on Council discussions in January, Village staff propose to reevaluate the incentive reward proposal as part of an overall review of compensation policies in FY 2019. Because this will be classified as a project in FY 2019 instead of an IAP, staff recommends deleting the IAP at this time. The IAP status table below excludes this IAP.

Of the three IAPs that are not on schedule at the end of Q3, two have been delayed primarily due to a lack of staff capacity to complete the IAPs as scheduled. The other is not on scheduled due to delays in NC Department of Transportation (NCDOT) responding to the Village’s request to install traffic pre-emption devices.

IAP Status at 03/31/17		# of IAPs	% of IAPs
In progress; NOT on schedule		3	30%
In progress; on schedule		6	60%
Completed		1	10%
TOTAL		10	100%
Metrics Projections Met at 03/31/17		# of IAPs	% of IAPs
Achieved projected performance		5	50%
Did not achieve projected performance		5	50%
TOTAL		10	100%

Initiative Action Plans Metrics at March 31, 2018

Of the 10 remaining IAPs for FY 2018, the Village did not achieve the metrics goals for half of them in Q3. The results presented below are only for Q3 and are not year to date results.

IAP Description	IAP Metric	Q3 Projection	Q3 Actual
Traffic Pre-emption	% of emergency calls with a response time of 6 minutes and 30 seconds for first due apparatus	71%	66%
Long Range Comprehensive Plan and Land Use Analysis	\$ value of non-residential development permitted	\$1,915,000	\$1,303,000
Recreation Facilities	Residents recreation program participants as a % of population	14.3%	13.4%
Transparent Operations	Action plan status on schedule	Yes	No
Learning and Development System	% of vacancies filled with internal candidates	35%	0%

Village Managers and Department Heads reviewed the status of FY 2018 IAPs and metrics at their Quarterly Strategy Session on May 2nd 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 in January, staff recommends removing the Incentive Reward IAP for FY 2018 and handling it as a project in FY 2019.
2. Staff proposes 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 exception of Traffic Pre-Emption installation planned due to delays of NCDOT.