

# Village of Pinehurst Strategic Operating Plan Update Q2 - FY 2019



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# FY 2019 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 2019 Balanced Scorecard

## *FY 2019 Goals*

The FY 2019 Balanced Scorecard contains 9 strategic goals in the four perspectives.



## *FY 2019 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 2019, the Village Council identified four strategic objectives as Areas of Focus AOF:

1. Ensure quality residential development,
2. Ensure quality business development,
3. Maintain high quality streets, and
4. Provide recreation programs and events for all ages.

## FY 2019 Initiative Action Plans (IAPs)

### *Status of FY 2019 Initiative Action Plans at December 31, 2018*

The FY 2019 Strategic Operating Plan includes 11 Initiative Action Plans (IAPs), with 9 scheduled for FY 2019. IAPs 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. As of December 31, 2018, from the 9 IAPs scheduled to begin in FY 2019, 6 are in progress and on schedule, 1 is in progress but not on schedule, and 2 are being proposed to delete. Please see the attached report for more information.

IAP Status at 12/31/18		# of IAPs	% of IAPs
In progress; NOT on schedule		1	14 %
In progress; on schedule		6	86 %
Completed		0	0 %
TOTAL		7	100%
Future IAPs		2	
Proposed to Delete IAPs		2	

### *Status of FY 2019 Initiative Action Plan Metrics at December 31, 2018*

The 11 IAPs include metrics to track how effective the Village is at accomplishing targeted results. There are 2 IAP metrics that will be tracked in the future, and 2 proposed to delete from this IAP report, but will remain on department scorecards as appropriate. As of December 31, 2018, the Village achieved projected performance for 5, or 71%, of the 7 IAPs with metrics in FY 2019.

IAP Metrics at 12/31/18		# of IAPs	% of IAPs
Achieved projected performance		5	71%
Did not achieve projected performance		2	29%
TOTAL		7	100%
Metrics will be tracked in the future		2	
Proposed to Delete IAPs		2	

The complete status of FY 2019 IAPs and an indication if metric goals were achieved in Q2 are indicated in the table attached to this report.

Village of Pinehurst  
 Initiative Action Plans (IAPs) Quarterly Report  
 FY 2019 (Q2)



	Goal	IAP Name	IAP Description	FY	FY 2019 IAP Status				
					IAP Status	Q2 Comments	IAP Metrics	Q2 Actual	Q2 Goal
Customer	Safeguard the community	Police Department Accreditation	Implement accreditation standards for law enforcement and achieve Law Enforcement Accreditation through CALEA	FY19-FY20		The Police Department CALEA team is working through the self-assessment process by incorporating standards into departmental policies.	Cumulative % of policies/standards required for accreditation reviewed	44%	33%
		Emergency Medical Services (EMS) Facility Relocation	Relocate the EMS base to Fire Station 91. This includes constructing an addition on the East end of the Station 91 to house vehicles currently located at the "Pinehurst Rescue" building on McCaskill Road.	FY19-FY20		IAP for EMS Facility Relocation has been removed. Moore County asked to delay the project until FY 2020 to assess the impact of the revaluation for funding. This will remain on the Opportunities for Innovation & Improvement list as a <u>project</u> in FY 2020.	Village and County approval of interlocal agreement		
	Ensure an attractive residential community	Long-Range Comprehensive Plan Update <small>AOF</small>	Develop a Long-Range Comprehensive Plan to identify future land uses and community amenities needed to achieve the community's long term vision to retain and enhance the character of the community.	FY19-FY20		The Long-Range Comprehensive Plan Update project is in progress and on schedule at the end of Q2. The consultants are preparing the draft plan that the Village should receive in the spring of 2019.	# of residents who provide input into the Comp Plan (online and in-person)	401	200
	Ensure a thriving business community	Commercial Streetscape Enhancements <small>AOF</small>	Expand brick sidewalks; decorative street lamps, street signs, and receptacles; benches; on street parking; and other related infrastructure to the redevelopment area north of the Village Center. The area includes Community Road, McIntyre Road, McCaskill Road, and Magnolia Road.	FY20-FY23		<i>This IAP was scheduled to begin in FY 2020. Using the new classification, this will remain on the Opportunities for Innovation &amp; Improvement list as a <u>project</u> in future years.</i>	<i>Metrics will be determined in the future</i>		
	Provide multi-modal transportation systems	Pedestrian Connectivity	Increase pedestrian connectivity between neighborhoods and other communities to promote alternative transportation opportunities and promotes healthy lifestyles.	FY21-FY23		<i>This IAP was scheduled to begin in FY 2021. Using the new classification, this will remain on the Opportunities for Innovation &amp; Improvement list as a <u>project</u> in future years.</i>	% of lane miles with walkways	7.86%	7.86%
		Street Lighting <small>AOF</small>	Install street lights in neighborhoods, per the Village's street light policy to address resident dissatisfaction with the availability of streetlights.	FY19-FY23		IAP for Street Lighting has been removed. The Village Council determined in November 2018 to wait on this initiative until the Long Range Comprehensive Plan update has been completed. This will remain on the Opportunities for Innovation & Improvement list as a <u>project</u> in future years.	# of streetlights per mile		
	Maintain an active, healthy community	Recreation & Cultural Facilities <small>AOF</small>	Construct and plan for additional recreation facilities, including a playground renovation in Rassie Wicker Park; a master plan for West Pinehurst Community Park; and a Community Center and parking lot improvements in Cannon Park.	FY19-FY21		Recruitment for the new Maintenance Technician started in October and was hired in December as scheduled. Construction began on the Community Center in December.	Total # of participants in athletic and recreation programs	1286	1200

	Goal	IAP Name	IAP Description	FY	FY 2019 IAP Status				
					IAP Status	Q2 Comments	IAP Metrics	Q2 Actual	Q2 Goal
Internal	Professionally manage a high performing organization	Transparent Operations (carryforward)	Publish online dashboards of performance information on the Village website for greater transparency to the public.	FY18-FY19		Staff completed setting up the dashboards on the website to integrate it with QuickScore. Other formatting will be finalized in Q3 before going live on the website.	# of website hits for dashboard information <i>(begin tracking after implementation)</i>		
		P&I Process Improvements	Implement software to process permits and inspections with an online portal and implement other recommendations to improve permit and inspection processes as identified, recommended, and approved as a result of the BIRDIE evaluation.	FY19		Staff has been working diligently to configure the P&I software and hardware with the implementation consultant. Due to delays and staff turnover, the configuration was 60% complete for Q2. The software is expected to go live on April 1, 2019, a few months behind schedule.	Average # of days to issue single family permits for new construction and additions/alterations	8.04	8
		Baldrige Excellence Framework	Continue to use the leading business model, the Baldrige Framework for Performance Excellence, to ensure systematic processes that deliver exceptional results and submit an application for the National Malcolm Baldrige Quality award in FY 2020.	FY19-FY21		Staff continued to document the Village's approach, deployment, learning, and integration related to the Senior Leadership and the Workforce categories of the Framework.	% of sections of the application drafted	0%	0%
						% of Quarterly Leadership Retreats held according to schedule	0%	0%	
Workforce	Attract & retain an engaged workforce	Workforce Learning and Development	Continue to assess workforce capabilities, succession planning, and the development of workforce skills and abilities through TOPS training and other external training.	FY19-FY20		Staff released the new TOPS calendar for January-June 2019 and efforts are underway to expand succession planning to the next level of supervisors by April 2019.	% of vacancies filled with internal candidates	33%	35%

IAPs listed in red are FY 2019 Village Council Areas of Focus.

Key for IAP Status	
	Begins in the future
	In progress; NOT on schedule
	In progress; on schedule
	Completed
	IAP Removed
Key for Metrics	
	Metrics will be tracked in the future
	Did not achieve projected performance
	Achieved projected performance
	IAP Removed