

Village of Pinehurst Strategic Operating Plan Update FY 2017



VILLAGE OF PINEHURST | www.vopnc.org



FY 2017 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 are expected to operate as they provide services.



Balanced Scorecard

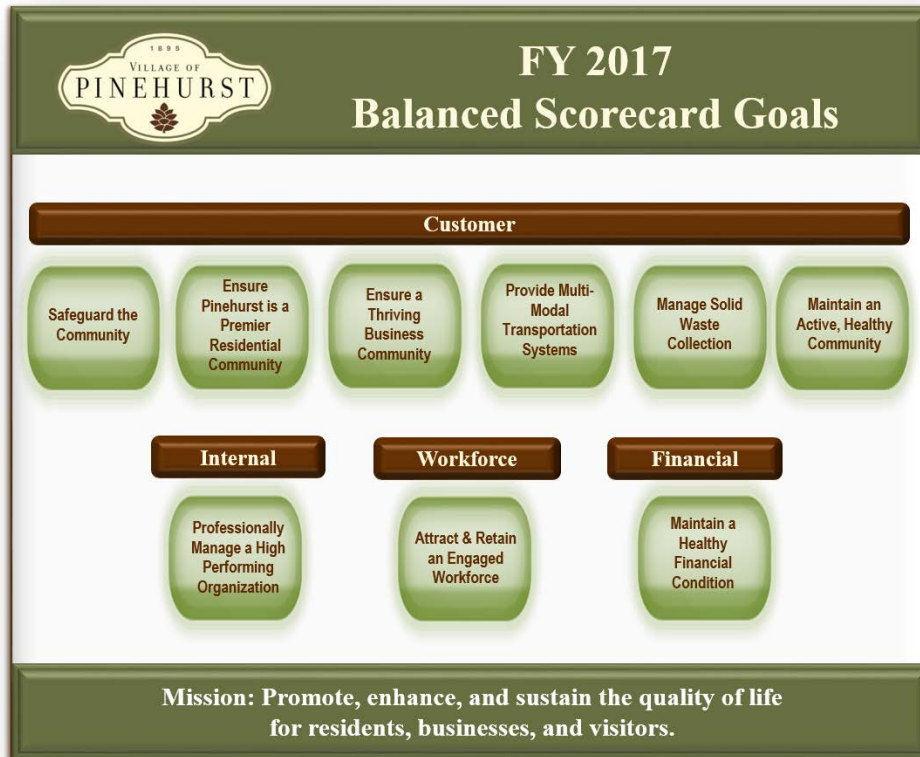
The Village uses a Balanced Scorecard (BSC) to integrate strategic planning and resource allocation. The BSC contains goals, objectives, and key performance indicators in four perspectives to ensure a balanced approach to evaluating the achievement of organizational strategy:

1. Customer
2. Internal
3. Workforce
4. Financial

FY 2017 Balanced Scorecard

FY 2017 Goals

The FY 2017 Balanced Scorecard contains 9 community goals in the four perspectives.



FY 2017 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 2017, the Village Council identified four strategic objectives as areas of focus:

1. Improve the quality of neighborhoods,
2. Provide interconnected greenway trails, bike paths, and sidewalks,
3. Enhance community engagement, and
4. Provide a supportive and rewarding work environment.

FY 2017 Initiative Action Plans

Status of FY 2017 Initiative Action Plans at June 30, 2017

The 2017 Strategic Operating Plan includes 18 Initiative Action Plans (IAPs) for FY 2017. Initiative Action Plans are those specific actions the Village will take to achieve its strategic objectives and ultimately Balanced Scorecard goals. The status of the FY 2017 IAPs at year end, including seven IAPs that were carried forward (CF) from the previous year are indicated in the table below:

	Goal	IAP Description	FY17 IAP Status	Comments
Customer	Safeguard the community	Traffic pre-emption program	Red	NCDOT installed a 3rd device, but it was not active at the end of the year due to technical difficulties
		Fire Department accreditation	Green	Accreditation was conferred at Accreditation Hearing in August 2016
		Citizens on Patrol	Green	Completed an ACE and COPs have assumed two additional responsibilities identified
		Traffic enforcement	Green	Hired two new traffic enforcement officers
	Ensure Pinehurst is a premier residential community	Land use analysis	Red	This IAP was not completed due to staff capacity limitations and is being carried forward to FY 2018; Staff have completed land use analysis and will present to Council in Q1 FY 2018
		Code enforcement	Green	Code enforcement officer is conducting approximately 4-5 neighborhood patrols each month
		Street lighting	Red	Progress Energy installed 18 of the 26 streetlights planned for Village Acres
		Marketing and promotion	Green	Completed the Google search and display ads and Facebook ads campaign from March 1 - June 30
		Grounds maintenance BIRDIE (CF)	Green	Completed Grounds Maintenance BIRDIE, with recommendations approved by Council and recommended staff included in FY 2018 SOP
		Redevelop Public Services Complex (CF)	Green	Completed addition of 2 new Fleet Maintenance bays, landscaping, and parking lot at Public Services
		Code enforcement BIRDIE (CF)	Green	Completed the evaluation of the Code Enforcement BIRDIE
	Ensure a thriving business community	Streetscape enhancements	Green	Completed Phase 1 of the McIntyre Road streetscape improvements
	Provide multimodal transportation systems	Greenways	Green	Completed Dundee Rd renovations and extension to Spring Lake Rd
		Neighborhood sidewalks	Red	Completed 88% of sidewalk construction by June 30th, with completion in July 2017
		Midland Road Corridor Study (CF)	Green	Completed and presented Midland Road Corridor Study to the Council
	Manage solid waste collection	Supplemental yard debris collection	Black	Deleted this IAP in Q1 due to Council decision to continue with current collection methods
		Evaluate solar energy (CF)	Black	Deleted this IAP in Q4 because staff was unable to obtain competitive bids after multiple attempts
	Maintain an active, healthy community	Recreation facilities	Black	Deleted this IAP because Village was not successful in obtaining grant funding to construct playground improvements at Rassie Wicker Park

	Goal	IAP Description	FY17 IAP Status	Comments
Internal	Professionally manage a high performing organization	Civic engagement	Yellow	Presented ACE recommendations to Council and implemented recommendation to add board agendas/minutes in Novus; delayed website enhancements until 9/30/17
		Continuous process improvement	Yellow	Addressed all four areas planned for FY17: supplier effectiveness, emergency preparedness, two-way communication, and risk assessment for IAPs
		Review key processes (CF)	Green	Completed in Q1
Workforce	Attract & retain an engaged workforce	Workforce plans	Red	Gap analysis of skills of successors was not completed in Q4 as planned
		Learning and development system	Yellow	A formalized Village-wide succession planning effort was commenced and planned to continue into FY 2018
		PD staffing	Green	Implemented PD BIRDIE recommendations: reorganized the department; hired reserve officers; and hired on call dispatchers
		TOPS Training (CF)	Green	Updated the TOPS training program and implemented employee training requirements effective 7/1/17

KEY	# of IAPs
In progress; NOT on schedule	5
In progress; on schedule	2
Completed	15
Deleted	3
TOTAL	25

Initiative Action Plans Metrics at June 30, 2017

Each of the 18 FY 2017 Initiative Action Plans (IAPs) has metrics associated with it. Management tracks and monitors these metrics throughout the year to help ensure the Village's annual goals are achieved. The table below indicates the status of the FY 2017 IAP metrics through June 30, 2017.

	Initiative Action Plan (IAP) Metrics	FY2017				Comments
		FY17 YTD Value	FY17 YTD Goal	Variance To Goal	% Variance To Goal	
Administration	AD 1 - Continuous Process Improvement					
	# of OFIs from Level 3 feedback report addressed	6	6	0	0%	
	AD 2 - Civic Engagement					
	# of mobile app downloads (cumulative)	1,147	1,000	147	15%	
	Total # of followers on all social media sites	12,447	11,000	1,447	13%	
	CD 1 - Marketing and Promotion					
	# of print ads placed	59	32	27	84%	
	# of digital ads placed	70	40	30	75%	
# of Welcome Center visitors	3,362	2,750	612	22%		
Fire	FD 1 - Traffic pre-emption program					
	# of traffic pre-emption devices installed (cumulative)	2	4	-2	-50%	NCDOT installed 1 of 2 devices, but it was not operative at 6/30
	FD 2 - Fire Department Accreditation					
	Accredited Agency	Yes	Yes	N/A	N/A	
HR	HR 1 - Workforce Plans					
	% of employees with skills analysis conducted	0%	100%	-100%	-100%	Staff did not complete due to limited capacity
	HR 2 - Learning & Development System					
	Matrix of key positions, tenure, etc developed	Yes	Yes	N/A	N/A	
P&R	PR 1 - Greenways					
	# of lf of greenway trail constructed	2,900	2,900	0	0%	
	PR 2 - Neighborhood Sidewalks & Pathways					
	# of lf of neighborhood sidewalks constructed	4,530	6,094	-1,564	-26%	Fell behind schedule due to engineering delays; completed almost 90% by 6/30
Planning	PL 1 - Land Use Analysis					
	Land Use Analysis Report Completed	No	No	N/A	N/A	Staff did not complete due to limited capacity
	PL 3 - Code Enforcement					
	# of neighborhood patrols completed	49	38	11	29%	

Initiative Action Plan (IAP) Metrics	FY2017				Comments
	FY17 YTD Value	FY17 YTD Goal	Variance To Goal	% Variance To Goal	
Police					
PD 1 - Citizens on Patrol					
COP Volunteer Hours	2,866	3,000	-134	-4%	# of volunteer hours fell short of goal due to illnesses
# of Citizens on Patrol volunteer hours per volunteer	165	75	90	119%	
PD 3 - PD Staffing					
# of reserve officers hired	4	4	0	N/A	
# of officer positions reassigned to new roles	4	4	0	N/A	
PD 4 - Traffic Enforcement					
# of new officers hired	2	2	0	N/A	
S&G					
SG 1 - Streetscape Enhancements					
Enhancement project construction commenced	Yes	Yes	N/A	N/A	
SG 2 - Street Lighting					
# of streetlights installed	18	26	-8	0%	Duke Energy did not complete installation as requested by 6/30

Department Heads reviewed the status of FY 2017 IAPs and metrics at their Quarterly Strategy and Performance Meeting. Some common themes that emerged relative to the Council's four areas of focus include:

- 1. Improve the quality of neighborhoods** – code compliance efforts have increased with routine patrols and removal of Welcome Center responsibilities from Planning staff; staff is behind on moving forward with the land use analysis as planned due to staff capacity and unresponsiveness of single bidder.
- 2. Provide interconnected greenway trails, bike paths, and sidewalks** – slow response times and delays from McGill Associates engineering have impacted the Village's ability to complete planned greenways and sidewalks on schedule.
- 3. Enhance community engagement** – social media engagement has significantly surpassed goals and staff is in the process of implementing additional community engagement improvements, as discussed with Council in January.
- 4. Provide a supportive and rewarding work environment** – Human Resources staff has been able to make progress on TOPs training improvements and succession planning in Q3.