



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 Senior Leadership Team kicks off the Strategic Planning Process (SPP) with the Senior Leaders Pre-Retreat Meeting in early November. The purpose of this meeting is to analyze and correlate key data and Key Performance Indicators (KPIs), agree on the key recommended organizational Opportunities for Improvement and Innovation (OFIs), conduct a Strengths, Opportunities, Aspirations, and Results (SOAR) analysis, and identify key strategic advantages and challenges.

In late November, the Village Council Pre-Retreat meeting is held with the Pinehurst Village Council, Board Chairpersons, and the Senior Leadership Team. The purpose of this meeting is to review the data and key findings, conduct an environmental scan, and to review and agree on the SOAR analysis, OFIs list, and strategic advantages and challenges identified at the Senior Leaders Pre-Retreat Meeting.

Next, the Village Council holds its annual retreat in December. At this retreat, the Council affirms or modifies the Mission, Vision, and Values (MVV), discusses long-range plans, reviews OFIs again, identifies and prioritizes strategic opportunities, and affirms the Village's goals and objectives on the BSC.

In January, using the key inputs into the SPP, the Council then sets target performance levels, based on comparison to benchmark communities, for each of the KPIs on the BSC. Council also identifies Areas of Focus (AOF) based on performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and community survey areas for improvement. This year, the Council designated Areas of Focus as short-term, meaning to focus Village efforts in FY 2020, and mid-term, meaning to focus Village efforts in the 5-year planning period. Areas of Focus include those strategic objectives where increased resources are needed to enhance performance levels articulated with Key Performance Indicators (KPIs) on the Village Balanced Scorecard.



With goals, objectives, and performance levels set, Council, the Senior Leadership Team, along with Council-appointed committee chairs, identify Initiative Action Plans (IAPs) to address strategic objectives that ultimately achieve the Village's mission and vision. Senior leaders then develop and refine departmental goals, KPIs, IAPs, and OFIs for the next five years, and funding requests to address Council goals and objectives, address strategic challenges and opportunities, and achieve BSC target performance levels. Department BSCs can be found in the *General Fund* section of the SOP.

All IAPs, OFIs, and funding requests are evaluated in consultation with Department Heads by the Strategic Planning Team, which consists of the Village Manager, Assistant Village Managers, Human Resources Director, Financial Services Director, and Performance Management Director. In addition to evaluating the financial and staff capacity needed to implement and maintain the IAP, the Strategic Planning Team also evaluates the associated risks of actions. Mitigating actions intended to minimize risks are then incorporated into action plan steps. Finally, any workforce training needs associated with an IAP are incorporated into the annual training program for staff and any additional workforce capacity needed is included in the five-year staffing plan.

To 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



Strategic Planning Process

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.

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 the General Fund FY 2020-2024, which is described more fully in the *Five-Year Financial Forecast* section of the SOP, is summarized below.

Five Year Financial Forecast					
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Tax Rate per \$100 valuation	\$0.30	\$0.305	\$0.31	\$0.315	\$0.32
General Fund Operating Revenues	\$ 20,822,380	\$ 20,116,000	\$ 20,606,000	\$ 21,112,000	\$ 21,980,000
General Fund Operating Expenditures	19,730,447	18,924,543	19,621,482	20,232,507	21,125,673
Operating Income(Loss)	\$ 1,091,933	\$ 1,191,457	\$ 984,518	\$ 879,493	\$ 854,327
Capital Expenditures	1,847,900	2,331,500	1,709,500	1,647,500	1,860,500
Total Expenditures	\$ 21,578,347	\$ 21,256,043	\$ 21,330,982	\$ 21,880,007	\$ 22,986,173
Budget to Actual Variance ¹	1,179,140	1,142,587	1,184,534	1,222,745	1,276,084
Projected Actual Gain/(Loss)	\$ 423,173	\$ 2,544	\$ 459,552	\$ 454,739	\$ 269,910
Fund Balance as a % of Total Exp. ²	34.6%	35.1%	37.2%	38.3%	37.6%
Fund Balance as a % of Total Exp. (with \$1 million contingency not expended) ³	39.2%	39.8%	41.9%	42.9%	42.0%

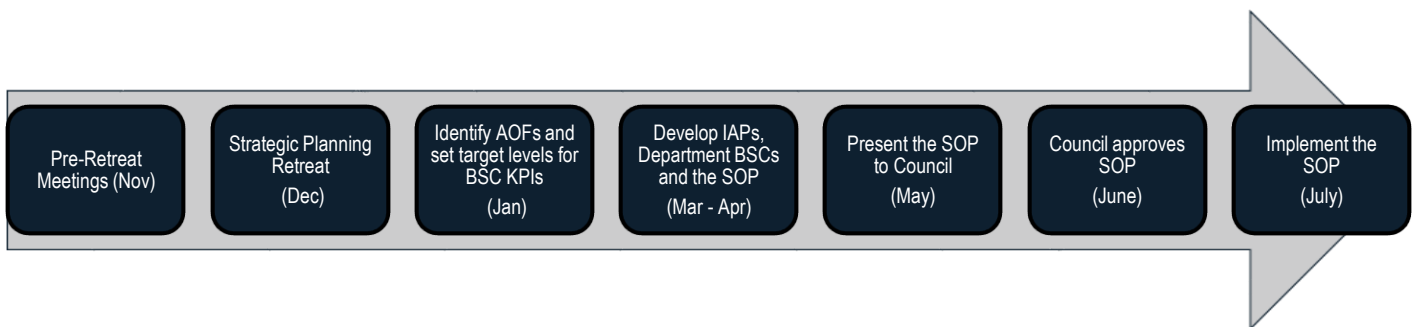
¹Assumes actual operating revenues of 101% of budget and actual operating expenditures of 95% of budget

²Assumes \$1 million contingency funds are expended during the 5-year planning period

³Assumes \$1 million contingency funds are not expended during the 5-year planning period

Once financial capacity for IAPs 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.

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





Key Inputs into the 2020 Strategic Operating Plan

Mission, Vision, and Values

At the December 2018 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.

VISION
The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

MISSION
Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

VALUES
Service
Initiative
Teamwork
Improvement

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 2018 retreat, the Council reviewed and affirmed 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 2020 are:

1. Integrated and extensive use of technology
2. Culture of continuous improvement
3. Capable 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 2020 are indicated below. The FY 2020 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"> 1. Creating a walkable community 2. Increase in the cost of doing business 3. Changes in the housing market 4. Responding to increased demand for services and changing needs due to growth and changing demographics 5. Attracting and retaining workforce members 6. Managing development and the impact of growth on the character of the Village 	<ol style="list-style-type: none"> 1. Adopt and implement a Long Range Comprehensive Plan 2. Adopt an inflation adjusted revenue neutral tax rate 3. Facilitate the redevelopment of Village Place 4. Expand the ETJ 5. Seek PD accreditation 6. Construct pedestrian facilities 7. Develop a process to monitor staff capacity 8. Expand GIS capabilities 9. Implement succession planning 10. Utilize Baldrige framework 11. Develop West Pinehurst Park 12. Amend the Fund Balance Policy 13. Use water/sewer expansion to influence development around Pinehurst 14. Consider establishing a municipal library 15. Determine need for Fire Station 93



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

The Council also conducted a SOAR analysis at their November 2018 Pre-Retreat Meeting 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 November 2018 Pre-Retreat Meeting, management conducted an external scan and reviewed key community and societal trends, economic trends, and uncertainties or potential blind spots. The Village Council and senior staff also conducted a comprehensive data review by Balanced Scorecard goal to review customer, internal, workforce, and financial results. The data used in the analysis included customer satisfaction results, workforce survey results, results from the Village’s Balanced Scorecard, results from departmental Balanced Scorecards, Parks and Recreation survey results. Historical performance results were analyzed relative to benchmarks and comparisons and key results were correlated when appropriate. Community survey results were segmented by neighborhood, resident age, and length of residence to facilitate further analysis. Workforce results were also segmented by department and roles.

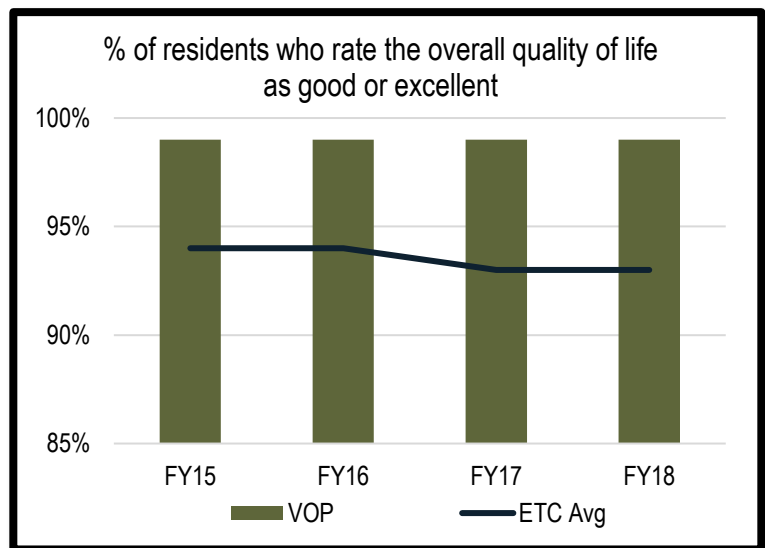
FY 2020 Strategic Goals, Objectives, and Key Performance Indicators

The Council’s strategic goals, objectives, and Key Performance Indicators (KPIs) for each of the four perspectives of the 2020 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 conducted by ETC Institute. In the 2018 survey, **99% of residents rated the overall quality of life as good or excellent** for the fourth 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 leaders to ensure the Village achieves the desired “lag” performance targets set on the Balanced Scorecard.

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





Balanced Scorecard

The FY 2020 Village of Pinehurst Balanced Scorecard (BSC), by perspective, is shown below:

FY 2020 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...	Actual FY 18	Est FY 19	Proj FY 20	Goal FY 20	
Customer	Safeguard the community	Deliver effective fire and rescue services	% of residents satisfied with fire services	100%	99%	99%	95%	
			% of residents satisfied with how quickly fire personnel respond to emergencies	100%	99%	99%	95%	
			Fire incident rates per 1,000 residents	0.26	0.20	0.29	<0.35	
		Deliver effective police services	% of residents whose overall feeling of safety in the Village is good or excellent	100%	99%	99%	95%	
			% of residents satisfied with police services	98%	95%	95%	95%	
	Promote high quality development and appearance	Maintain and enhance the appearance of public spaces	% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	99%	95%	
			Manage development and enforce codes and ordinances AOF	% of residents satisfied with the enforcement of Village codes and ordinances	85%	85%	85%	85%
		Promote a thriving business community	Engage and partner with Pinehurst businesses	% of residents satisfied with the quality of new development	80%	80%	80%	85%
				% of residents satisfied with Village efforts to maintain the quality of neighborhoods	88%	88%	88%	90%
	Promote transportation mobility and connectivity	Provide interconnected pedestrian facilities AOF	% of businesses likely to recommend the Village as a business location	88%	90%	90%	90%	
			% of residents satisfied with the availability of walkways	72%	70%	70%	70%	
		Maintain high quality streets AOF	% of residents satisfied with the availability of greenway/walking trails	93%	93%	93%	90%	
			% of residents satisfied with the adequacy of street lighting	71%	71%	71%	70%	
	Protect the environment	Manage stormwater systems	% residents satisfied with street and right of way maintenance	88%	90%	90%	90%	
			% of residents satisfied with the quality of stormwater management	82%	75%	75%	80%	
		Provide effective and efficient solid waste collection services	% of residents satisfied with solid waste services	98%	96%	96%	95%	
			% of residents satisfied with promotion of natural resource conservation	93%	87%	90%	90%	
	Promote active living and cultural opportunities	Provide recreation programs, facilities, and cultural events AOF	% of refuse diverted from the landfill	34%	30%	28%	30%	
			% of residents satisfied with P&R programs	97%	96%	96%	95%	
			% of residents satisfied with P&R facilities	95%	95%	95%	95%	
% of residents satisfied with Village sponsored cultural arts events			94%	95%	95%	95%		
Internal	Professionally manage a high performing organization	% of residents satisfied with Village communications	96%	95%	95%	95%		
		% of residents satisfied with the level of public involvement in local decisions	87%	85%	85%	85%		
		Provide a high level of customer service	% of residents satisfied with customer service provided by VOP staff	98%	98%	98%	95%	
		Continuously improve and innovate	% of residents satisfied with the value received for taxes paid	92%	92%	92%	90%	
Workforce	Attract & retain an engaged workforce	Maintain Village assets	% of depreciable life remaining on assets	45%	44%	49%	50%	
		Provide a supportive and rewarding work environment	% of employees who agree that overall they are satisfied with their job	98%	97%	97%	95%	
Financial	Maintain a healthy financial condition	Meet or exceed established financial targets	% of volunteers satisfied with the volunteer experience	98%	97%	97%	95%	
			Total General Fund fund balance as a % of actual expenditures	64.0%	31.1%	42.2%	>30.0%	



Initiative Action Plans (IAPs)

The total costs below for the seven FY 2020-2024 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 2020-2024 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...	FY 2020-2024 Initiative Action Plans	Fiscal Year(s)	FY 2020 Funding	FY 2020- 2024 Funding	
Customer	Safeguard the community	Deliver effective fire and rescue services					
		Deliver effective police services	Police Department Accreditation	2020	\$11,800	\$41,260	
	Promote high quality development and appearance	Maintain and enhance the appearance of public spaces					
		Manage development and enforce codes and ordinances AOF	Adopt and Implement a Long Range Comprehensive Plan Small Area Plan for the Village Place/Rattlesnake Trail Corridor	2020 2020-2021	\$0 \$106,000	\$0 \$106,000	
	Promote a thriving business community	Engage and partner with Pinehurst businesses					
	Promote transportation mobility and connectivity	Provide interconnected pedestrian facilities AOF					
		Maintain high quality streets AOF					
	Protect the environment	Manage stormwater systems					
		Provide effective and efficient solid waste collection services					
		Reduce, reuse, and recycle resources					
Promote active living and cultural opportunities	Provide recreation programs, facilities, and cultural events AOF	Community Center	2020	\$129,970	\$599,567		
Internal	Professionally manage a high performing organization	Communicate with and engage the community					
		Provide a high level of customer service					
		Continuously improve and innovate	Build Baldrige Framework Systems & Culture	2020-2021	\$16,000	\$61,000	
			Expand GIS Capabilities	2020	\$50,000	\$80,000	
Maintain Village assets							
Workforce	Attract & retain an engaged workforce	Provide a supportive and rewarding work environment	Workforce Learning and Development	2020	\$5,300	\$26,500	
Financial	Maintain a healthy financial condition	Meet or exceed established financial targets					
Total Funding for Initiative Action Plans					\$319,070	\$914,327	
<i>Items in red are Areas of Focus (AOF) based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and community survey areas 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 2020 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 2020)
2. Insourcing solid waste (FY 2021)
3. Document imaging (FY 2021)

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

FY 2020 - 2024 ACEs			
FY20	Recruiting Process	FY21	Fire Inspection, Training, and Education
FY20	Employee Onboarding	FY21	Enterprise Fleet Leasing Program
FY20	Equipment Storage Capacity	FY21	Fair Barn Utilization and Renovation
FY20	Park Garbage Collection	FY21	Mobile Technology for Public Services
FY20	PD Dispatch Process	FY21	Solid Waste Return Pickups
FY20	Road Patching Services	FY22	Automate Employee Timekeeping
FY21	Purchasing/ Contracting Process for Bids	FY22	Code Violation Fines Enforcement

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 2020-2024.

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 2020 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 2020 and FY 2024 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 and Fire. 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 are two objectives under the goal to Safeguard the Community:

1. Deliver effective fire and rescue services, and
2. Deliver effective police services.

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

Strategic Objective: Deliver effective police services			
Initiative Action Plans	Timeline	FY 2020-2024 Funding	Department/ Division
Police Department Accreditation –Implement law enforcement standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA) and apply for Police Department accreditation.	FY 2020	\$41,260	Police

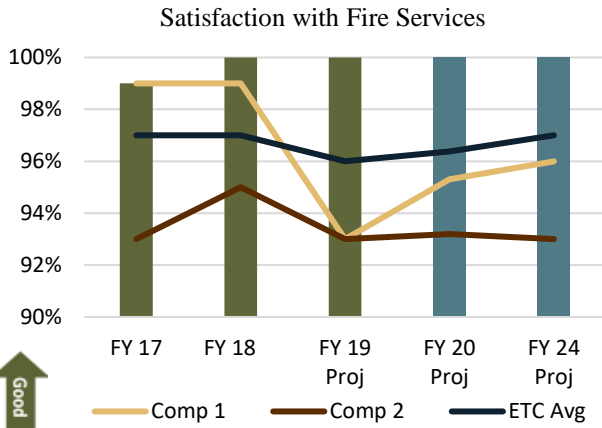


Pinehurst Police Car



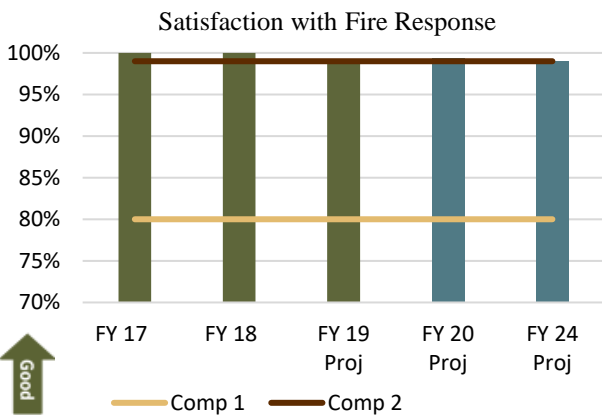
Key Performance Indicators (KPIs) - Deliver effective fire and rescue services

Maintain a 95% resident satisfaction rating with fire services



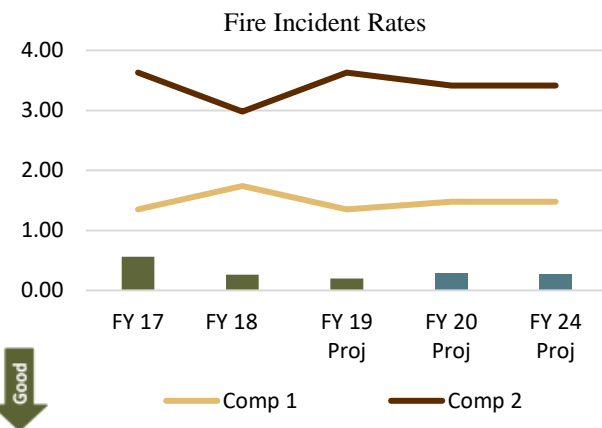
The Village has consistently exceeded comparable communities with resident satisfaction with fire services. Projected satisfaction levels of 99% indicate the Village will meet its goal to achieve a 95% satisfaction rating over the five-year period. In FY 2020, the Fire Department will evaluate the need to add Fire Station 93 in the future to better serve the residents of Pinehurst.

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



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 FY 2020, helping to ensure that as traffic volumes increase the Fire Department can maintain prompt response times to emergency calls. The Village will implement recommendations from the Emergency Response BIRDIE in FY 2020.

Maintain <0.35 fire incident rates per 1,000 residents



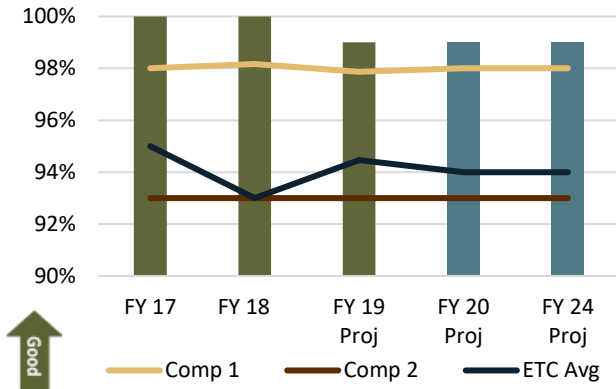
The Village has consistently exceeded benchmarks for fire incident rates with very low rates of Category 1 calls in the fire district. The Fire Department will continue efforts with fire safety education for the over 19,000 people served in the district.



Key Performance Indicators (KPIs) - Deliver effective police services

Maintain a 95% resident rating of the overall feeling of safety in the Village as good or excellent

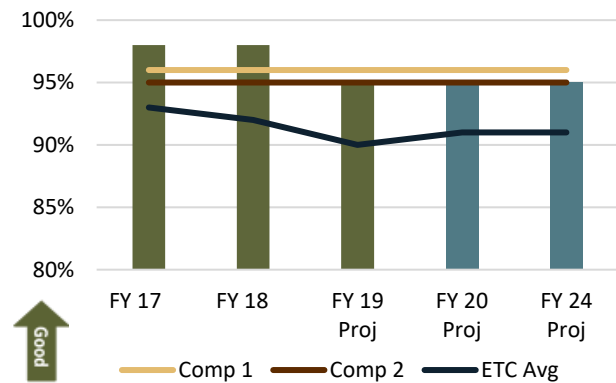
Overall Feeling of Safety - Good or Excellent



The Village has consistently exceeded comparable communities with resident satisfaction of the overall feeling of safety at 99%. Projected satisfaction levels indicate the Village will exceed its goal to achieve a 95% satisfaction rating over the five-year period. In addition, *residents indicated a 91% satisfaction level with Village efforts to prevent crime in 2018, setting an ETC high satisfaction rating in our benchmark group for the 4th year in a row.*

Maintain a 95% resident satisfaction with police services

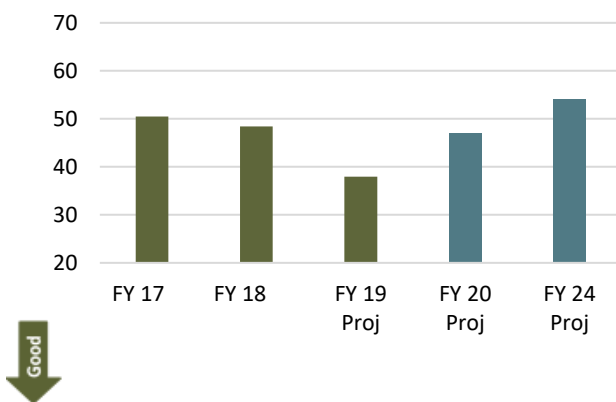
Satisfaction with Police Services



The Village has consistently exceeded comparable communities with resident satisfaction with police services. Projected satisfaction levels indicate the Village will meet its goal to achieve a 95% satisfaction rating over the five-year period. In FY 2020, the Police Department is continuing to seek accreditation in an effort to ensure the most efficient and effective police services.

Maintain a <55.0 crime rate per 1,000 residents

Crime Rate Per 1,000 Residents



The Village consistently monitors the number of crimes against persons, society, and property per 1,000 residents in order to understand how crime in Pinehurst ranks with comparable communities. This measure uses the National Incident-Based Reporting System (NIBRS) for tracking and reporting crimes. The Village transitioned from UCR to NIBRS, which limits comparable communities. More municipalities will make the transition to NIBRS soon to meet the FBI mandate by January 2021.



Goal: Promote High Quality Development and Appearance



Pinehurst promotes high quality development and appearance by providing planning, inspections, infrastructure, code enforcement, and grounds maintenance services. Departments and divisions primarily responsible include Planning, Inspections, 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 two objectives under the goal to Promote High Quality Development and Appearance:

1. Maintain and enhance the appearance of public spaces, and
2. Manage development and enforce codes and ordinances.

The objective to manage development and enforce codes and ordinances is an Area of Focus (AOF) for FY 2020.

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

Strategic Objective: Manage Development and Enforce Codes and Ordinances <small>AOF</small>			
Initiative Action Plans	Timeline	FY 2020-2024 Funding	Department/ Division
<i>Adopt and Implement a Long Range Comprehensive Plan</i> <small>AOF</small> – Develop a Long Range Comprehensive Plan for the Village to achieve the community’s long-term vision.	FY 2020	\$0	Planning
<i>Small Area Plan for the Village Place/Rattlesnake Trail Corridor</i> <small>AOF</small> – Engage a consultant to prepare a small area plan for the Village Place and the Rattlesnake Trail Corridor.	FY 2020-2021	\$106,000	Planning

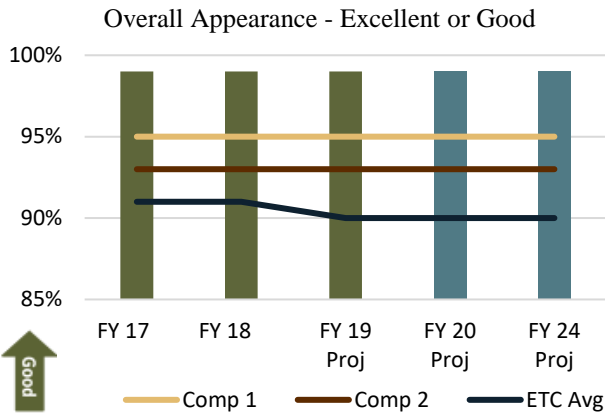


Historic Pinehurst Cottage



Key Performance Indicators (KPIs) - Maintain and enhance the appearance of public spaces

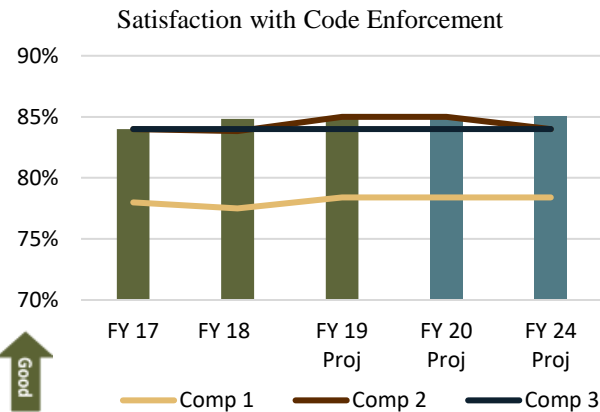
Maintain a 95% resident rating of the overall appearance in the Village as good or excellent



Historically, Pinehurst residents have been extremely satisfied with the overall appearance of the Village with 99% satisfaction levels, 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. The Village plans to focus on accelerating beautification efforts beyond the Village Center, along main thoroughfares and gateways in FY 2020.

Key Performance Indicators (KPIs) – Manage development and enforce codes and ordinances AOF

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

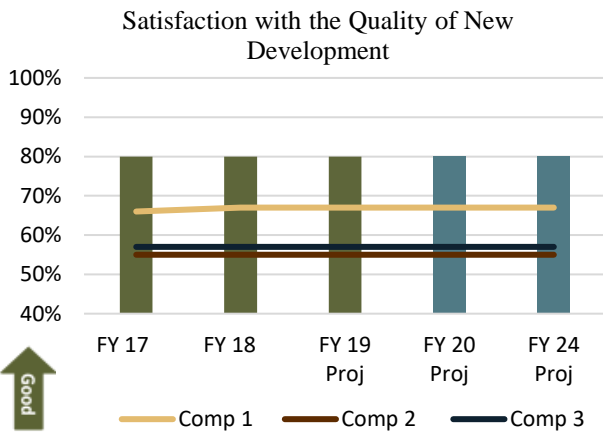


Resident satisfaction with the enforcement of codes and ordinances has been historically lower relative to other satisfaction ratings in the annual community survey. To address this, in FY 2017, the Village’s code enforcement officer began routine patrols of neighborhoods to identify code enforcement issues proactively. Also, the Village 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 satisfaction ratings of 85% over the planning period, meeting the goal.



Key Performance Indicators (KPIs) – Manage development and enforce codes and ordinances AOF

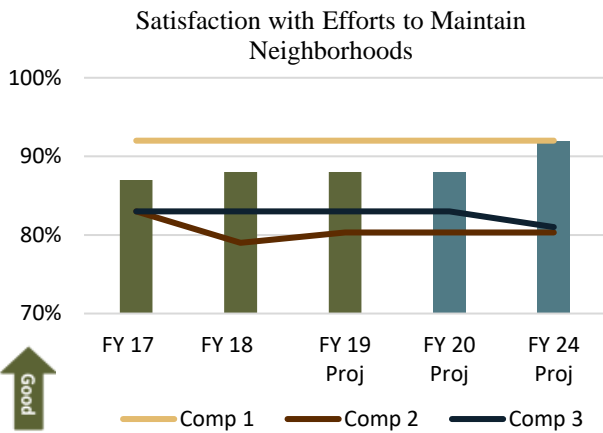
Achieve a 85% resident satisfaction rating with the quality of new development



The Village monitors resident satisfaction with efforts with the quality of new development. The Village has seen consistent levels of satisfaction with the quality of new development around 80% over the last three years. In FY 2020, the Village will begin implementing the Long Range Comprehensive Plan and will continue efforts on ensuring quality development.

Key Performance Indicators (KPIs) – Manage development and enforce codes and ordinances 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. 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 2020, the Long Range Comprehensive Plan will identify ways to maintain the quality of Pinehurst neighborhoods that will be implemented over the five-year planning period.



Goal: Promote a Thriving Business Community



Promoting 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 Promote a Thriving Business Community: Engage and partner with Pinehurst businesses.

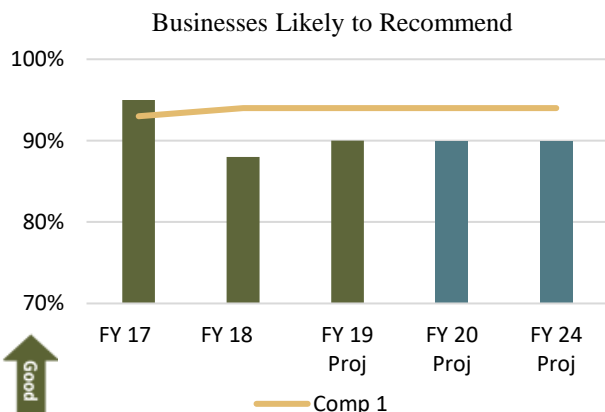
There are no five-year Initiative Action Plans (IAPs) for these objectives and the Key Performance Indicators (KPIs) for this objective are identified below.



Village Center

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

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 conducts 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: Promote Transportation Mobility and Connectivity



Promoting transportation mobility and connectivity 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 Promote Transportation Mobility and Connectivity:

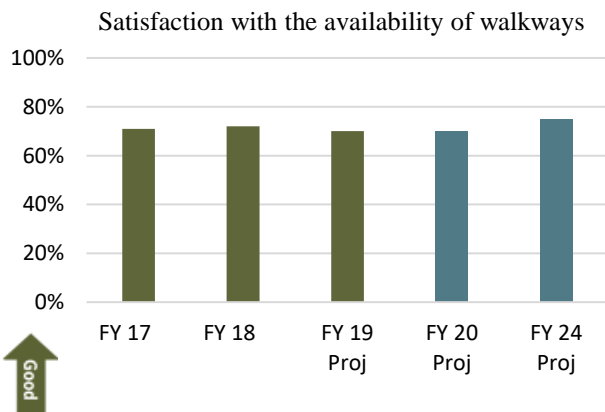
1. Provide interconnected pedestrian facilities, and
2. Maintain high quality streets.

To provide interconnected pedestrian facilities and maintain high quality streets are Areas of Focus (AOF) for FY 2020-2024.

While there are no five-year Initiative Action Plans (IAPs) for these objectives, there are several significant projects funded in FY 2020 to address these Areas of Focus. The Key Performance Indicators (KPIs) for these objectives are identified below.

Key Performance Indicators (KPIs) – Provide interconnected pedestrian facilities

Maintain resident satisfaction with the availability of walkways at 70%

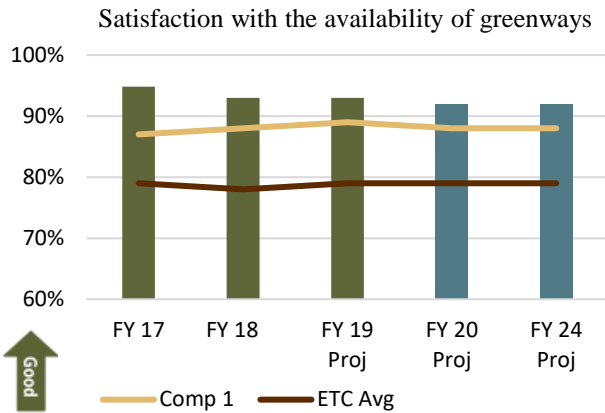


Using the 2015 Comprehensive Pedestrian Master plan and community survey results segmented by neighborhood, the Village installed approx. 1 mile of walkways in the Village Acres neighborhood in FY 2017 which helped to increase walkway satisfaction ratings from 62% to 71%. No additional walkways were constructed for neighborhoods in FY 2018 or FY 2019. The Village has funding for additional pedestrian facilities in FY 2021–2024 to help improve resident satisfaction ratings after input is received from residents during the long-range planning process. The Village is not able to locate comparable satisfaction ratings for this KPI.



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

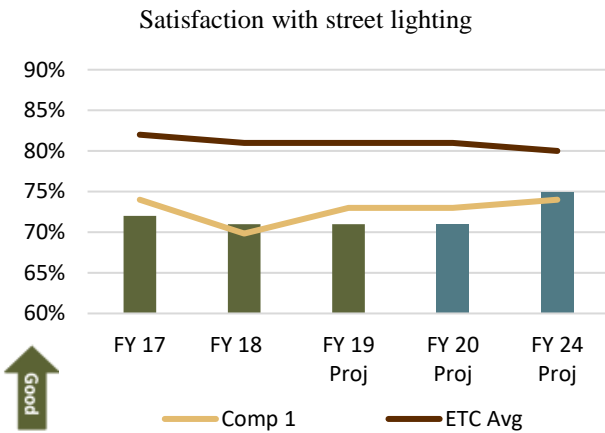
Maintain resident satisfaction with the availability of greenway/walking trails at 90%



The Village began constructing 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 is no major expansion of the existing greenway system planned in the five-year planning period. The Village projects it will achieve a satisfaction rating of 93%, exceeding the goal.

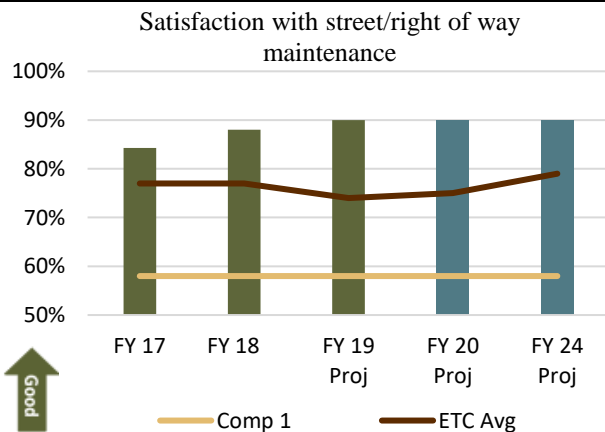
Key Performance Indicators (KPIs) – Maintain high quality streets AOF

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. FY 2019 and FY 2020, no additional street lights were added due to the Long Range Comprehensive Plan update. Funding is available for FY 2021-2024 to help increase satisfaction levels.

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 dedicated annual funding of \$1.3 million for resurfacing and patching roads 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 three objectives under Protect the Environment:

1. Manage stormwater systems,
2. Provide effective and efficient solid waste collection services, and
3. 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.

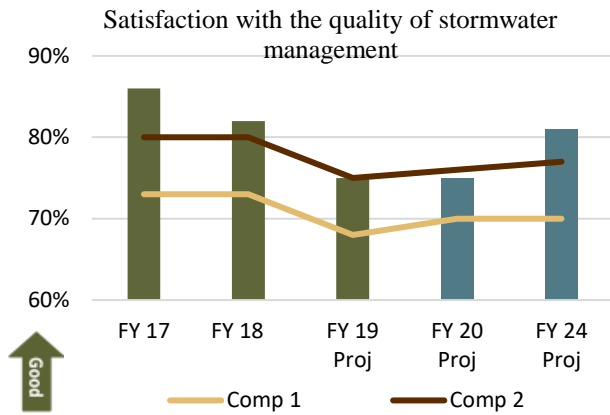


“One and Done” Solid Waste Same Day Collection



Key Performance Indicators (KPIs) – Manage stormwater systems

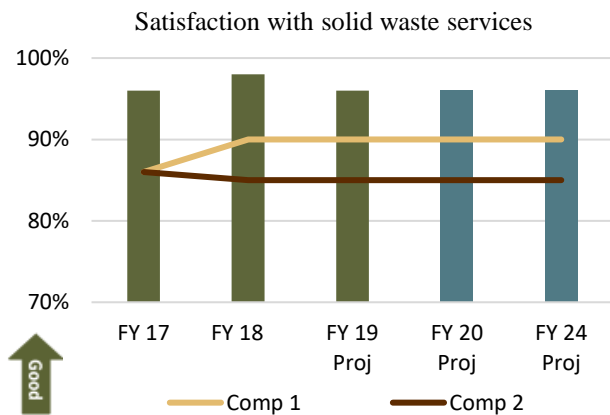
Maintain resident satisfaction with the quality of stormwater management at 80%



The Village monitors resident satisfaction with the quality of stormwater management which has historically been in the low to mid 80% range, typically performing better than our benchmark comparisons. MY VOP tracks the number of complaints from residents due to stormwater issues, and staff remains focused on addressing these in a timely manner. In FY 2019, the Village anticipates a decline in satisfaction due to an unusually wet season and hurricanes. In FY 2020, the Village increased its annual storm water maintenance funding by 48%, or \$106,000, and by 30%, or \$66,000 in FY 2021-2024.

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

Maintain resident satisfaction with solid waste services at 95%

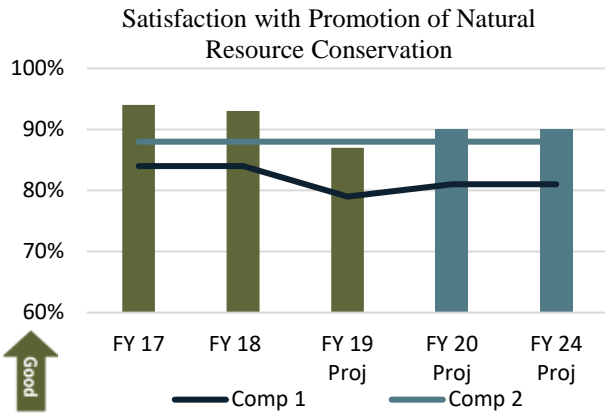


The Village has historically achieved excellent satisfaction ratings for solid waste services. In FY 2015, the Village modified its collection services to automated, once a week, same day pickup for trash, recycling, and yard debris to improve operating efficiencies. The Village projects satisfaction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



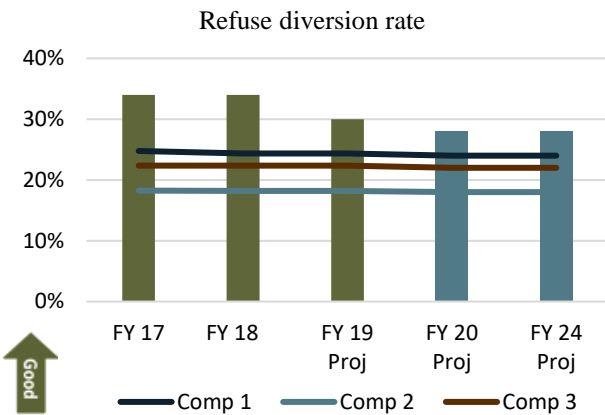
Key Performance Indicators (KPIs) – Reduce, reuse, and recycle resources

Maintain resident satisfaction with promotion of natural resource conservation at 90%



Historically, Pinehurst residents have been very satisfied with the promotion of natural resource conservation, exceeding comparable communities. In FY 2019, the Village was required to remove glass from the recycling stream as a result of reduced worldwide demand for these materials. The Village led an education campaign to inform residents of the new restrictions imposed on the recycling services. Due to these changes, Village projects the satisfaction rating to decrease slightly to 90%.

Divert at least 30% of waste from the landfill



For the past six years, the Village has ranked in the top 6% in the state of NC for solid waste diversion rates, consistently exceed comparable communities. Historically, the Village’s refuse diversion rate (e.g. the % of refuse that is recycled and diverted from the landfill) has been approximately 35%. Due to the elimination of glass in the recycling stream, the Village projects this to drop to 28% over the five-year planning period, below the goal of 30%. In addition, **residents indicated a 96% satisfaction level with curbside recycling services in FY 2018, setting an ETC high satisfaction rating in our benchmark group for the 5th time in 7 years.**



Goal: Promote Active Living and Cultural Opportunities



Promoting active living and cultural opportunities 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 Promote Active Living and Cultural Opportunities: Provide recreation programs, facilities, and cultural events. This objective is an Area of Focus (AOF) for FY 2020.

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

Strategic Objective: Provide recreation programs, facilities, and cultural events <small>AOF</small>			
Initiative Action Plans	Timeline	FY 2020-2024 Funding	Department/ Division
<i>Community Center</i> <small>AOF</small> – Construct the Community Center to meet resident demands for cultural and recreational activities	FY 2020	\$599,567	Recreation

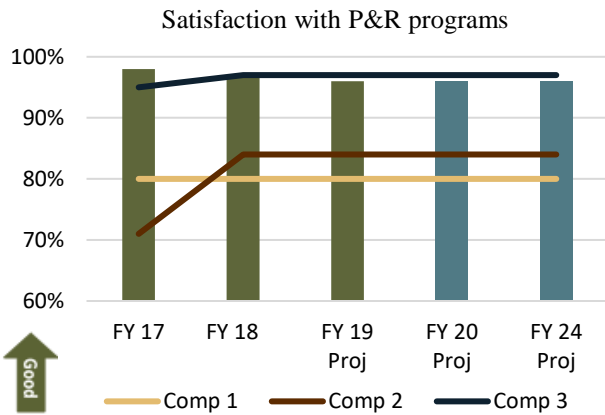


Live After Five in Tufts Park



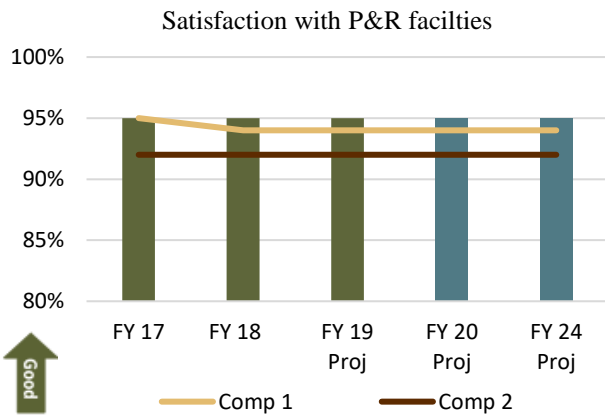
Key Performance Indicators (KPIs) – Provide recreation programs, facilities, and cultural events AOF

Maintain resident satisfaction with parks & recreation programs at 95%



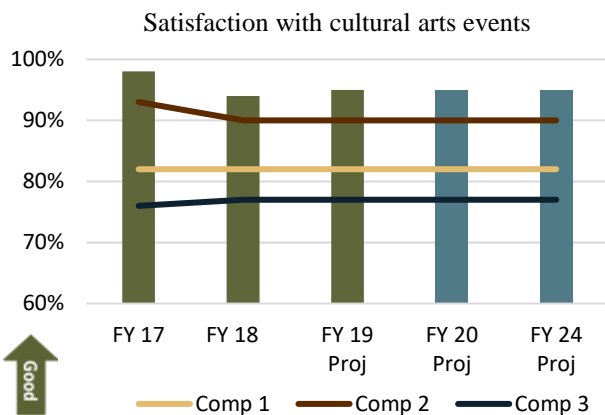
Village residents indicate consistently high satisfaction ratings with Parks and Recreation programs. In FY 2016, the Village began leasing dedicated indoor recreation space to expand programming opportunities and the new Community Center will open in November 2019. The Village projects continued high satisfaction ratings of 96% over the five-year planning period, exceeding the goal of 95%.

Maintain resident satisfaction with parks & recreation facilities 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 the new Community Center opens November 2019. The Village projects continued high satisfaction ratings of 95% and increasing to 96% in FY 2022 once more residents are able to use the new facility.

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



In FY 2015, the Village assumed responsibility for the Live After Five music series and other new events have been added to enhance resident satisfaction with Village sponsored cultural arts events. In FY 2019, 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 four objectives under Professionally Manage a High Performing Organization:

1. Communicate with and engage the community;
2. Provide a high level of customer service,
3. Continuously improve and innovate, and
4. Maintain Village assets

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 2020-2024 Funding	Department/ Division
Build Baldrige Framework Systems and Culture – Continue use of the Baldrige Excellence Framework to ensure systematic processes that deliver exceptional results	FY 2020-2021	\$61,000	Administration
Expand GIS Capabilities – Begin implementing the GIS Strategic Plan for the Village	FY 2020	\$80,000	Information Technology

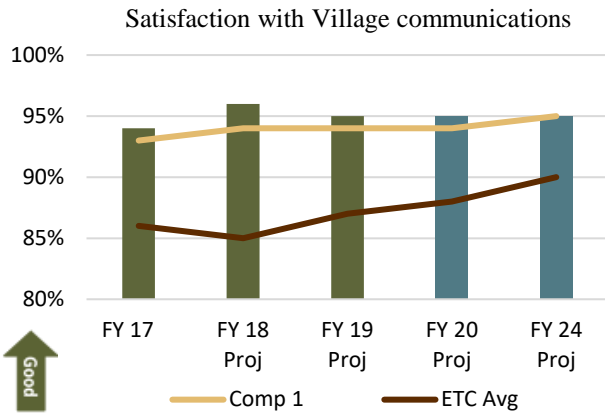


Village Hall



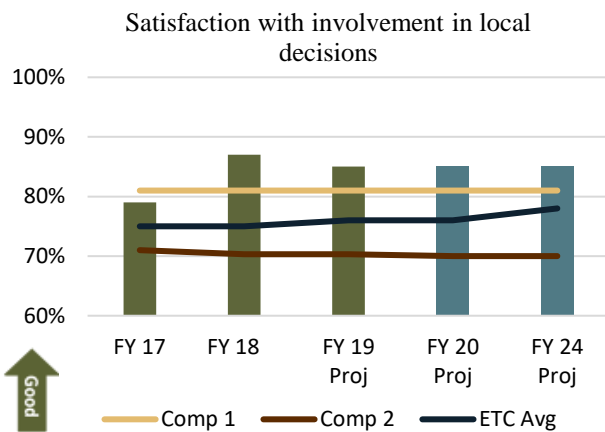
Key Performance Indicators (KPIs) – Communicate with and engage the community

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, posting Council and Planning Board meeting videos online, MY VOP mobile app, monthly e-News, online engagement portals, and social media enhancements. In addition, the Village reorganized to create a Communications Specialist position in FY 2017. As a result, the Village achieves high satisfaction ratings that exceed comparable communities. The Village projects continued high ratings of 95%, meeting the goal.

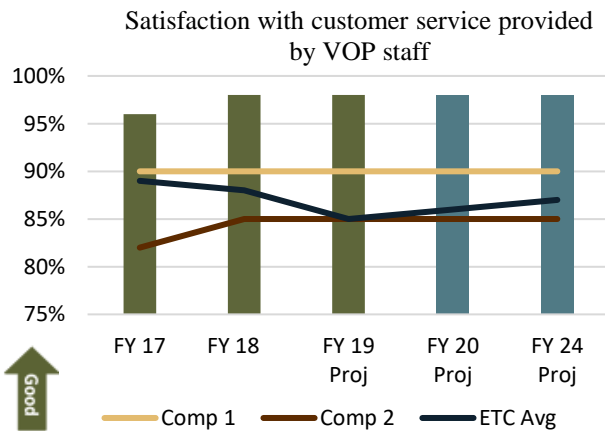
Maintain resident satisfaction with the level of public involvement in local decisions at 85%



In FY 2017, the Village saw a decline in satisfaction ratings with the level of public involvement in local decisions, likely due to a controversial development. To increase transparency, the Village began posting Planning Board, Board of Adjustment, and Historic Preservation Commission agendas online in advance of meetings and a Council eNews is sent prior to each meeting. The Village also published Learning Guides to help communicate opportunities for the public to get involved in local decisions. FY 2018 satisfaction increased significantly, likely due to the kickoff of the Long Range Comprehensive Plan update process. The Village projects that satisfaction levels will return to historical levels around 85%.

Key Performance Indicators (KPIs) – Provide a high level of customer service

Maintain resident satisfaction with customer service provided by VOP staff at 95%

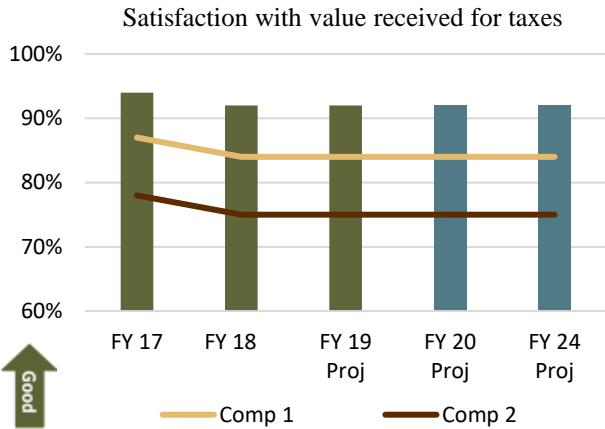


Historically, the Village has seen very high levels of satisfaction with customer service provided by VOP staff, consistently exceeding benchmarks. The workforce strives to provide outstanding customer service always. Every employee's performance evaluation includes a rating on their performance relative to the core value of service.



Key Performance Indicators (KPIs) – Continuously improve and innovate

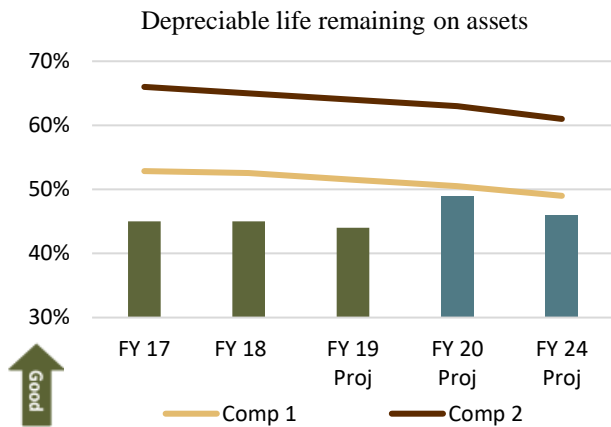
Maintain resident satisfaction with the value received for taxes paid at 90%



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.

Key Performance Indicators (KPIs) – Maintain Village assets

Maintain depreciable life remaining on assets at 50%



This is an indicator of the Village's level of investment in new capital and not allowing it to become fully depreciated. This measure was formerly named the Capital Asset Condition Ratio. The ratio naturally declines by 1-2% each year when there is not a significant investment in new infrastructure like a new facility.



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 2020-2024 Funding	Department/ Division
<i>Workforce Learning and Development</i> – Expand the Village’s succession planning process and enhance the workforce learning and development system	FY 2020	\$26,500	Human Resources

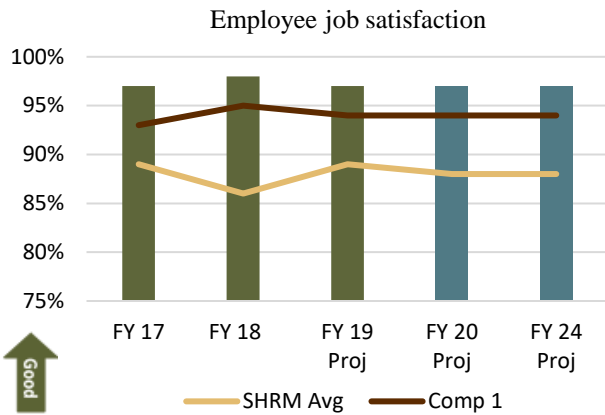


Employee Bowling Outing



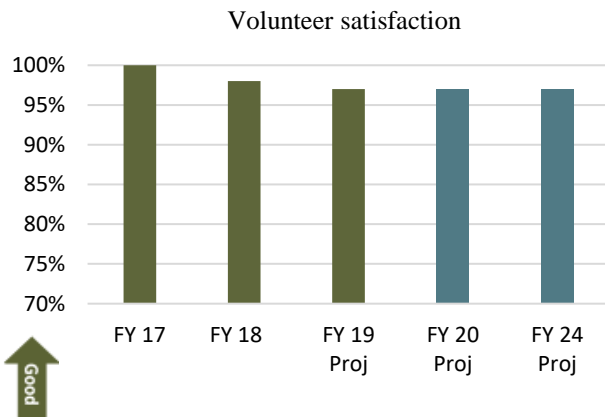
Key Performance Indicators (KPIs) – Provide a supportive & rewarding work environment

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 97% over the five-year planning period, exceeding 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. There is no comparable data for this measure due to limited volunteer survey results. 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

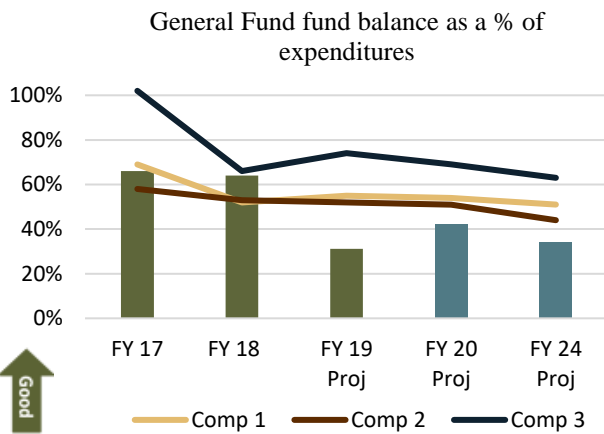


Maintaining a healthy financial condition means to ensure financial sustainability and strength by achieving financial targets. ALL departments and divisions are responsible for this goal, with ultimate responsibility falling to Financial Services and Administration. See the *General Fund* section of this document for additional information on the departments. There is one objective under Maintain a Healthy Financial Condition: Meet or exceed Village established financial targets.

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 a Total General Fund 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 a total fund balance as a % of expenditures greater than 30%, which the Village has consistently exceeded. In FY 2019, 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 benchmark communities.