



***FY 2016 Village of Pinehurst
Strategic Plan Status Update
As of March 31, 2016***

FY 2016 Strategic Plan Status Update

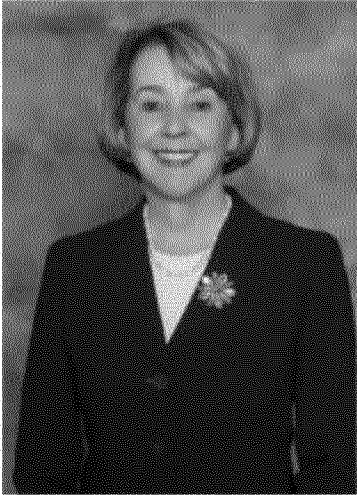
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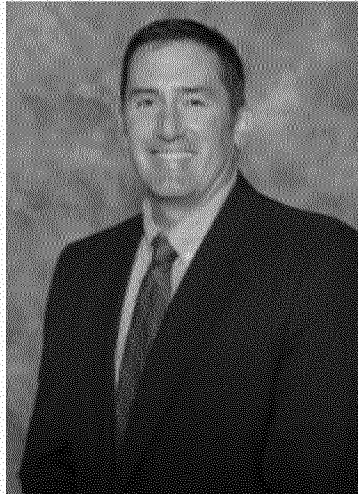
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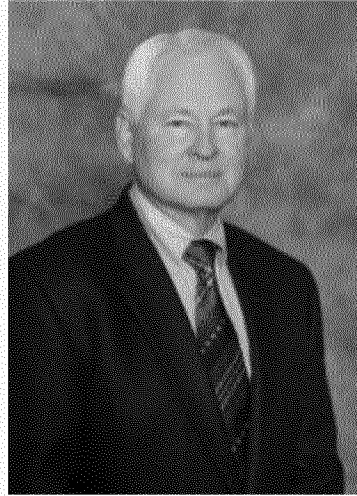
Village Council



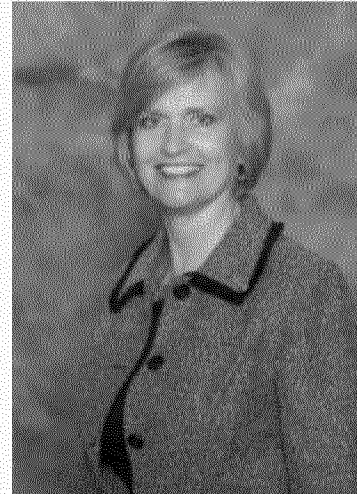
**Nancy Fiorillo,
Mayor**



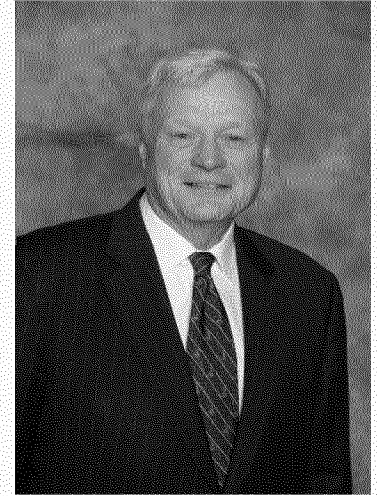
**Clark Campbell,
Councilmember**



**John Cashion,
Mayor Pro Tem**



**Claire Berggren,
Councilmember**



**John Bouldry,
Treasurer**

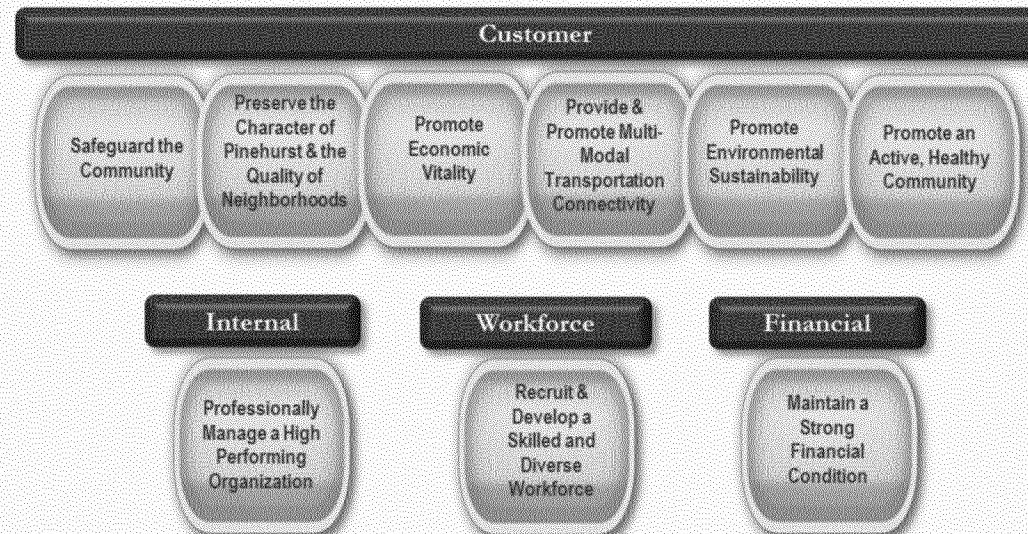
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Strategic Objectives by Balanced Scorecard Perspective



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

Village FY 2016 Goals



History, Charm, & Southern Hospitality

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Overview of the Status of FY 2016 Initiatives at March 31, 2016



- ❑ There are a total of 37 Initiative Action Plans (IAPs) for FY 2016:
 - ❑ 10 were carried over from FY 2015
 - ❑ 27 were NEW IAPs for FY 2016
- ❑ The following table indicates the status of IAPs at the end of March 31, 2016:

IAP Status	# of IAPs at 03/31/16
Completed	14
In progress and on schedule	16
In progress, but not on schedule	3
Eliminated	4
Total	37

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Recommended Modifications to the FY 2016 SOP



- ☐ **Eliminate four IAPs:**
 1. Implement recommendations from the evaluation of the sale of Village land
 2. Develop an “Adopt a Plant Bed” program
 3. Evaluate the effectiveness of the Village Council
 4. Install bike paths
- ☐ **Remove the “# of lf of bike lanes constructed” KPI from the FY 2016 Balanced Scorecard**
- ☐ **Reinstate the IAP to “Evaluate the use of solar energy for Village facilities”**
- ☐ **Carryforward three IAPs to FY 2017:**
 1. Grounds maintenance BIRDIE
 2. Install greenways
 3. Redevelop the PS complex

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Customer Perspective – Strategic Initiatives and Status



Goal	Strategic Objective	Initiative Action Plan (IAP)	Q1 Status	Q2 Status	Q3 Status	Q3 Comments
Safeguard the Community	Deliver effective public safety services	Expand traffic pre-emption program to additional intersections in Village limits				
		Achieve national accreditation in the Fire Department				
		Evaluate alternative methods to proactively investigate and deter crime (BIRDIE)				
Preserve the Character of Pinehurst & the Quality of Neighborhoods	Maintain a high level of overall appearance of Pinehurst public spaces	Evaluate the consolidation of Streets & Grounds and Buildings & Grounds (BIRDIE)				CARRYFORWARD: This IAP will likely extend until Q3 in FY 2017
	Achieve a high level of compliance with Village codes and ordinances	Implement the recommendations of the Code Enforcement BIRDIE Team				
		Evaluate the code enforcement process (BIRDIE) (PY carryforward)				
	Maintain a high level of overall appearance of Pinehurst public spaces	Re-develop the Public Services campus				CARRYFORWARD: This IAP will likely extend until Q2 in FY 2017
		Develop an "Adopt a Plant Bed" program with the Beautification Committee (ACE)				Recommend to DELETE , since Beautification Committee is not interested in taking on this program
Promote Economic Opportunity	Support economic and business development to meet the needs of Pinehurst residents and visitors	Support Pinehurst businesses through collaboration with Pinehurst Business Partners				
		Incrementally expand the Village Center into Village Place/Rattlesnake Corridor				

Legend	
	IAP begins in a future quarter
	IAP is in progress and on schedule
	IAP is in progress, but not on schedule
	IAP has been completed
	Recommend eliminating the IAP

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Customer Perspective – Strategic Initiatives and Status



Goal	Strategic Objective	Initiative Action Plan (IAP)	Q1 Status	Q2 Status	Q3 Status	Q3 Comments
Provide & promote multi-modal transportation connectivity	Provide a safe and well-maintained network of streets, sidewalks, greenways, and bike paths	Conduct Midland Road corridor study (PY carryforward)				
	Provide a safe and well-maintained network of streets, sidewalks, greenways, and bike paths	Install sidewalks and/or greenways according to the Pedestrian Master Plan				CARRYFORWARD: Greenway will not be completed by 6/30/16 due to wetland issues encountered; Will extend into FY 2017
	Provide a safe and well-maintained network of streets, sidewalks, greenways, and bike paths	Install bike paths according to the Bicycle Master Plan				Recommend to DELETE , per Council direction
	Provide for efficient traffic flow with minimal congestion	Make intersection improvements at McKenzie Rd and Hwy 5 and Barrett Rd and Hwy 5				
Promote environmental sustainability	Conserve natural resources	Evaluate the use of solar energy for Village facilities				
Promote an active, healthy community	Provide adequate recreational facilities	Develop a comprehensive recommendation for a new Community Center Facility				
	Provide adequate recreational facilities	Develop Rassie Wicker Park facilities				Behind schedule, but expect to complete by 6/30/16
	Provide recreation programs and leisure activities for all ages	Establish a P&R internship program				

Legend	
	IAP begins in a future quarter
	IAP is in progress and on schedule
	IAP is in progress, but not on schedule
	IAP has been completed
	Recommend eliminating the IAP

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Internal Perspective – Strategic Initiatives and Status



Goal	Strategic Objective	Initiative Action Plan (IAP)	Q1 Status	Q2 Status	Q3 Status	Q3 Comments
Professionally Manage a High Performing Organization	Effectively communicate with customers in a timely and consistent manner	Develop and implement a corporate communications strategy for keeping the public informed, considering a more frequent newsletter publication and eblasts post-Council meetings (PY carryforward)				
	Continually improve the effectiveness and efficiency of key processes	Develop a contract management system (PY carryforward)				
		Continue to utilize the Baldrige excellence framework to improve organizational performance				
		Develop an organization wide complaint management process -VOP 311 (BIRDIE)				
		Develop a mechanism to share best practices between departments and evaluate the effectiveness (ACE)				
		Review key Village processes annually for opportunities for improvement				
		Complete Payment Card Industry (PCI) Compliance (PY carryforward)				
		Develop a method to evaluate the effectiveness of the Village Council (ACE)				Recommend to DELETE , per Council direction
		Develop a comprehensive orientation process for newly elected officials (PY carryforward)				

Legend	
	IAP begins in a future quarter
	IAP is in progress and on schedule
	IAP is in progress, but not on schedule
	IAP has been completed
	Recommend eliminating the IAP

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Internal, Workforce, & Financial Perspectives - Strategic Initiatives and Status



Goal	Strategic Objective	Initiative Action Plan (IAP)	Q1 Status	Q2 Status	Q3 Status	Q3 Comments
Professionally Manage a High Performing Organization	Generate collaborative solutions	Identify key partners and assign a Council liaison to each partner (PY carryforward)				
	Leverage technology to enhance Village operations	Increase capability to secure and monitor the Village computer network for legal compliance				
		Redesign Village website to add more functionality and integrate it with a mobile app (PY carryforward)				
Recruit and develop a skilled and diverse workforce	Recruit, train, engage, and reward volunteers	Develop a comprehensive volunteer reward and recognition program (PY carryforward)				
		Develop a policy on volunteer and committee appointments (PY carryforward)				
	Train, develop, and engage employees	Review and revise the in-house TOPS training program (ACE)				Behind schedule, but expect to complete by 6/30/16
	Reward and recognize employees	Implement a reward and recognition program (ACE)				
Maintain a strong financial condition	Meet or exceed Village established financial targets	Evaluate alternative revenue sources for the Village				
		Implement the recommendations from the evaluation of the sale of Village owned land				Recommend to DELETE and incorporate into Land Use Analysis planned for FY 2017
		Implement BIRDIE Team recommendations to ensure the financial sustainability of the Harness Track				

Legend	
	IAP begins in a future quarter
	IAP is in progress and on schedule
	IAP is in progress, but not on schedule
	IAP has been completed
	Recommend eliminating the IAP

ORDINANCE #16-10:

AN ORDINANCE AMENDING THE OFFICIAL PINEHURST ZONING MAP AS IT PERTAINS TO THE REZONING OF CERTAIN LAND LOCATED AT 205 MCCASKILL ROAD.

THAT WHEREAS, the Village Council of the Village of Pinehurst adopted a new Pinehurst Development Ordinance and Map on the 8th day of October, 2014, for the purpose of regulating planning and development in the Village of Pinehurst and the extraterritorial area over which it has jurisdiction; and

WHEREAS, said Ordinance and Map may be amended from time to time as circumstances and the best interests of the community have required; and

WHEREAS, a public hearing was held at 4:30 p.m. on May 24, 2016 in the Assembly Hall of the Pinehurst Village Hall, Pinehurst, North Carolina after due notice in the Pilot, a newspaper in Southern Pines, North Carolina, with general circulation in the Village of Pinehurst, and its extraterritorial jurisdiction, for the purpose of considering rezoning of two parcels of land consisting of approximately .11 and 6.4 acres. These properties are addressed as 205 McCaskill Road East. These properties are further defined as being Moore County LRK #'s 00025962 and 00025798. The properties are currently zoned Neighborhood Commercial (NC), Village Mixed Use (VMU) and Public Conservation (PC). This proposed map amendment would change the zoning of the properties to Village Mixed Use-Conditional District (VMU-CD). The property contains a vacant office building and outbuilding. The proposed use of the property is 72 apartment units and a mixed use commercial building containing $\pm$ 35,000 square feet, at which time all interested citizens, residents and property owners in the Village of Pinehurst and its extraterritorial jurisdiction were given an opportunity to be heard as to whether they favored or opposed the proposed rezoning; and

WHEREAS, the Planning and Zoning Board has recommended the zoning map be amended; and

WHEREAS, the applicant has agreed upon the following condition(s):

- 1. The construction drawings and final approvals are based on the general concept plan submitted for the new buildings, parking areas, landscaping and all other associated improvements.**
- 2. The maximum impervious surface coverage for Phase II and the subsequent subdivision is granted an exception to allow it to exceed the 70% maximum impervious surface allowed. The new maximum impervious shall not exceed 72%.**
- 3. The structures within Phase I and fronting on McCaskill Road East be allowed to exceed the maximum front yard setback requirement of 10 feet.**

4. Multi-family units within Phase I are not required to meet the minimum square footage of 1,500 square feet required in the PDO and may contain no less than 748 square feet per unit.
5. The proposed mixed-use structures in Phase II must come back before the Planning & Zoning Board and Village Council for review and approval.
6. A permanent paved access off of Rattlesnake Trail must be a part of Phase I of the development in addition to the access onto McCaskill Road East.
7. The garage units must be used primarily for vehicular parking.
8. Prepare a detailed landscaping plan which preserves, maintains and enhances the area east of Magnolia Road.
9. Construction of a 5-foot brick paver sidewalk meeting Village standards extending from Magnolia Road along McCaskill Road East to the intersection of Rattlesnake Trail and McCaskill Road East.

WHEREAS, the Village Council, after considering all of the facts and circumstances surrounding the proposed rezoning, have determined that it is in the best interests of the Village of Pinehurst and the extraterritorial jurisdiction that the Development Ordinance and Zoning Map be amended as recommended by the Planning and Zoning Board.

NOW, THEREFORE, BE IT ORDAINED AND ESTABLISHED by the Village Council of the Village of Pinehurst, North Carolina in a work session assembled on this 14th day of June, 2016 as follows:

SECTION 1. That the Pinehurst Zoning Map of the Village of Pinehurst and its extraterritorial zoning jurisdiction be and the same hereby is amended by rezoning of approximately 6.5 acres addressed as 205 McCaskill Road East, further defined as being Moore County LRK #'s 00025962 and 00025798 from Neighborhood Commercial (NC), Village Mixed Use (VMU) and Public Conservation (PC) to Village Mixed Use-Conditional District (VMU-CD).

SECTION 2. The rezoning map and general concept plan is attached hereto as Exhibit A and made a part hereof, the same as if included verbatim.

SECTION 3. This Ordinance shall be and remain in full force and effect from and after the date of its adoption.

Adopted this 14th day of June, 2016.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney

DRAFT

EXHIBIT A





MEMORANDUM

To: Village Council
From: Jeff Batton
Cc: Jeff Sanborn, Walt Morgan, Darrell McKenzie, Tom Haughney
Date: May 27, 2016
Subject: Supplemental Fall Leaf Collection

As you are aware, after a lengthy BIRDIE study, the Village converted its yard debris collection services from manual to automated service in February 2015. At the same time all solid waste services converted to same-day collection and was tagged as "One and Done."

With automated yard debris, the Village greatly improved efficiency by freeing up over 6,600 man hours a year that was redirected to Streets and Grounds maintenance. The 2015 Resident Satisfaction Survey showed satisfaction levels related to Streets and Grounds maintenance went up in 8 of 10 categories over 2014 results. "Landscaping in medians and other public areas" lead the way rising 5% points to 92% satisfied or very satisfied, eclipsing the long term target set by Council in 2104 by 2%. The only two areas that fell were "adequacy of street lights" and "availability of sidewalks," neither of which would have been impacted by the reallocation of our work forces. In summary, efficiency gains in Solid Waste reaped rewards in other areas as predicted and intended from the BIRDIE study.

With automation of yard debris however, limit of how much material can be placed curbside for collection is set by cart size. At the beginning of the BIRDIE process, Council provided direction that debris should remain containerized in some form or fashion and that loose debris set curbside was not desirable. In addition, with the County's implementation of yard waste tipping fees, the carts equalized service levels provided to all residents. No longer were some residents placing extreme amounts of yard debris curbside in plastic bags.

To accommodate the reduced amount of debris collected curbside, the Village has a program where property owners can purchase a second or a third yard debris container (\$55 ea.) and the Village will service those carts year-round at no additional cost. Approximately 30 property owners have taken advantage of the cart purchase program. In addition, the Village opens up the service yard to residents for 30 days in the spring and 30 days in the fall to deposit any amount of excess debris at no charge.

In the spring of 2015 and 2016, there were very few concerned citizen calls related to cart capacity and excess debris however in the fall of 2015, the Village received approximately 35 calls from residents concerned about cart capacity for additional leaf debris. Those residents were informed of the Village's 30-day open yard program and the additional cart purchase program however, some remained dissatisfied.

Accepting that some residents do not want a second cart and/or may not have access to a suitable vehicle for hauling additional debris to the yard, Staff set out to determine potential options for supplemental leaf collection for the fall.

After considerable discussions, meetings and evaluation of multiple options, there seem to be only two reasonable and cost effective options available. The first is to make no change and continue under the existing programs - open yard and/or cart purchase. The second method would be to acquire a vacuum system and truck box to vacuum up loose leaves left curbside.

Our existing program keeps our roadways devoid of excess debris, allows for the full continuation of automated collection exclusively by Solid Waste staff and continues the reallocation of 6,600 man hours to street and grounds maintenance.

The vacuum program would require leaves to be brought to the curb loose where they would sit until the truck reached them on their route. At this point, we have no sound way of estimating how long it would take to complete one full round of the Village but we predict it could be somewhere between seven and fourteen days using two staff and one vacuum trailer and truck. The vacuum system complete with a box for the dump bed would cost approximately \$50,000 in capital expense and would result in the reallocation of an estimated 480 man hours away from streets and grounds maintenance at an estimated value of \$14,750. There could be some additional costs for loading and hauling from the Public Services yard if the leaf truck must dump in the yard occasional due to time restraints or heavy volumes.

The upside to supplemental leaf collection is an increased service level to the residents and the downside is the cost, loss of productivity in streets and grounds, loose leaves sitting roadside for extended periods, loose leaves blowing into roads and other yards, leaves clogging drainage ditches and to a certain degree noise and dust generation from the machine.

As this is a service level and budgetary matter, Staff seeks Council direction on whether Council wishes to remain with our current program or add supplemental leaf collection.

Thanks.