



**VILLAGE COUNCIL
AGENDA FOR SPECIAL MEETING OF JANUARY 20, 2015
395 MAGNOLIA ROAD
COUNCIL CONFERENCE ROOM
PINEHURST, NORTH CAROLINA**

3:30 P.M.

1. Call to Order.
2. Review and approve revised vision and mission statements for FY 2016
3. Review and approve revised FY 2016 goals and BSC
4. Prioritize FY 2016 goals and strategic challenges
5. Adjournment.



History, Charm, & Southern Hospitality.

Vision

The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities.

Mission

Preserve and enhance the community's character and ambience by guiding growth, managing change, and providing services in a financially responsible manner.

Values

Competent
Courteous
Professional
Responsive



**REVIEW AND APPROVE REVISED VISION AND MISSION STATEMENTS FOR FY
2016
ADDITIONAL AGENDA DETAILS:**

FROM:

Natalie Dean

DATE OF MEMO:

1/12/2015

MEMO DETAILS:

At the Council's Strategic Planning Retreat held in December, the Council and Sr. Staff discussed potential modifications to the Village's vision and mission statements. Staff was instructed to review the input received at the retreat and formulate recommended statements. Attached to this agenda item are the proposed revised vision and mission statements for FY 2016.

The recommended vision statement removes the "enhanced by a unique combination of cultural arts and recreational activities," as discussed at the retreat, but remains the same otherwise.

The recommended mission statement incorporates the terminology discussed at the retreat of "promote, enhance and sustain" the "quality of life," as discussed at the retreat. In addition, the recommended mission has been worded so it is measurable. As worded, the Village can utilize feedback from the resident and business surveys to determine the extent to which the Village is accomplishing its mission.

Both the vision and mission statements recommended are short and direct so employees and others can more easily understand and retain them.

Staff asks that Council consider the revised vision and mission statements for FY 2016 and approve them by a motion.

ATTACHMENTS:

Description

- ☐ FY 2016 Proposed Vision and Mission Statements

Village of Pinehurst

Mission, Vision, and Values

PROPOSED – FY 2016

 VALUES Competent Courteous Professional Responsive	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.

CURRENT

 VALUES Competent Courteous Professional Responsive	VISION The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities.
	MISSION Preserve and enhance the community's character and ambience by guiding growth, managing change, and providing services in a financially responsible manner.



**REVIEW AND APPROVE REVISED FY 2016 GOALS AND BSC
ADDITIONAL AGENDA DETAILS:**

FROM:

Natalie Dean

DATE OF MEMO:

1/12/2015

MEMO DETAILS:

This agenda item includes adoption of the FY 2016 goals and balanced scorecard (BSC), as indicated in the attached document.

In some cases there are recommended changes in the goal statements that were defined at the Strategic Planning Retreat in December. These changes are highlighted with suggested deletions marked with strikethrough and additions marked in bold. The recommended changes are for one of two reasons:

1. The goal listed should actually be an initiative because it is a "defined activity" as opposed to a "future condition." The second attachment to the agenda item indicates the definitions of objectives, goals, and initiatives. For example, "Redevelop Village Place" is an initiative that helps achieve the Council goal of "Support economic and business development...."

or

2. When trying to align the BSC measures up to the goal statements, the key measures we are tracking don't reflect the goal. For example, the pavement condition rating is a measurement of the "maintenance" of our streets, so that term has been added to the goal statement.

The BSC measures proposed are those that align directly to the Council's goals and in some instances there are new measures proposed for the BSC. For example, this year we added a goal to "Ensure adequate water and sewer services" so we have added a measure for the "Average # of gallons of water consumed per day."

Staff asks that Council consider these recommended changes to the goal statements and the recommended BSC and approve them by a motion.

ATTACHMENTS:

Description

- ☐ FY 2016 Goals and BSC
- ☐ Definitions of objectives, goals, and initiatives

Village of Pinehurst
Balanced Scorecard
FY 2016



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

Measuring the Mission: % of residents who rate the overall quality of life as good or excellent

	Strategic Objective	Council FY 2016 Goals	Proposed BSC Measures	KPI #
Customer	Safeguard the community	Deliver effective public safety services	UCR index crime rate per 1,000 residents	1.1
			% of emergency calls with reaction time of 90 seconds or less	1.2
			% of residents whose overall feeling of safety in the Village is good or excellent	1.3
		Engage and educate the community on public safety	# of public safety education programs	1.4
	Preserve the character of Pinehurst and the quality of neighborhoods	Maintain a high level of overall appearance of Pinehurst public spaces	% of residents who rate the overall appearance of the Village as good or excellent	2.1
		Achieve a high level of compliance with Village codes and ordinances	% of residents satisfied with the enforcement of Village codes and ordinances	2.2
	Promote economic vitality	Support economic and business development and growth to meet the needs of Pinehurst residents and visitors	1st floor occupancy rate in the Village Center	3.1
			% of businesses likely to recommend the Village as a business location	3.2
		Ensure Pinehurst is as a premier residential community	Median single-family home value	3.3
		Redevelop Village Place area		
	Provide & promote multi-modal transportation connectivity	Provide a safe and efficient well-maintained network of streets, sidewalks, greenways, and bike paths	Pavement condition rating	4.1
			# of lf of sidewalks, greenways, and bike paths constructed	4.2
			% of residents satisfied with the availability of sidewalks	4.3
		Partner with DOT on a long-term solution for the traffic circle Provide for efficient traffic flow with minimal congestion	% of intersections studied with a level of service (LOS) rating of "C" or higher	4.4
	Promote environmental sustainability	Conserve natural resources	# of kilowatts used in Village buildings	5.1
		Increase solid waste diversion	% of refuse diverted from the landfill	5.2
		Ensure adequate water and sewer services in coordination with Moore County	Average # of gallons per day of water used	5.3
	Promote an active, healthy community	Provide recreation programs and liesure activities for all ages	% of residents satisfied with P&R programs	6.1
		Offer a variety of quality events to meet community needs	% of residents satisfied with Village sponsored cultural arts events	6.2
		Provide adequate recreational facilities	% of residents satisfied with P&R facilities	6.3
Internal	Professionally manage a high performing organization	Provide a high level of customer service	% of residents satisfied with customer service provided by Village employees	7.1
		Effectively communicate with customers in a timely and consistent manner	% of residents satisfied with efforts to keep you informed on local issues	7.2
		Leverage technology to enhance Village operations	Full time equivalents per million \$ of revenue	7.3
		Continually improve the effectiveness and efficiency of key processes	# of key processes reviewed for efficiency improvements	7.4
		Maintain collaborative relationships Generate collaborative solutions	# of new collaborative initiatives completed	7.5

Village of Pinehurst
Balanced Scorecard
FY 2016



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

Measuring the Mission: % of residents who rate the overall quality of life as good or excellent

	Strategic Objective	Council FY 2016 Goals	Proposed BSC Measures	KPI #
Workforce	Recruit and develop a skilled and diverse workforce	Recruit, train, engage, and reward volunteers	% of volunteers satisfied with the volunteer experience	8.1
		Reward and recognize employees	% of employees who agree they are recognized and rewarded for a job well done	8.2
		Ensure adequate succession planning	% of vacancies filled with internal candidates	8.3
		Train, and develop, and engage employees	% of employees who are satisfied with their job	8.4
			Employee turnover rate	8.5
Financial	Maintain a strong financial condition	Meet or exceed Village established financial targets	Unassigned GF fund balance as a % of actual expenditures	9.1
			Operating expenditures as a % of operating revenues	9.2
		Maintain a tax rate commensurate with the community's desired level of services	% of residents satisfied with the value received for taxes paid	9.3
		Effectively maintain capital assets	Capital asset condition ratio	9.4

Strategic Objectives, Goals, and Initiatives



Objective

- A broad statement about what the Village is striving to achieve.

Goal

- Future conditions that the Village intends or desires to attain.

Initiative

- Defined activities that are measureable and contribute to the achievement of a goal.



PRIORITIZE FY 2016 GOALS AND STRATEGIC CHALLENGES ADDITIONAL AGENDA DETAILS:

FROM:

Natalie Dean

DATE OF MEMO:

1/12/2015

MEMO DETAILS:

To assist in the development of the FY 2016 Strategic Operating Plan, staff is asking the Council to prioritize its goals and strategic challenges, taking into consideration the environmental scan that was conducted at the December Strategic Planning Retreat.

With limited revenue growth, staff is not able to include all department requests in its recommended budget and five-year CIP. Instead, the strategic planning team will strive to fund those initiatives that address the Council's high priority goals and challenges.

Attached to this agenda item are two worksheets that staff asks Council to complete in advance of the Tuesday, January 20th meeting, if possible.

The first worksheet is the FY 2016 goals and there is a column with each Council member's initials for you to rate each goal on a scale of 1 - 5 in terms of importance, with 1 being the least critical goal and 5 being the most critical goal to achieve.

The second worksheet is the FY 2016 strategic challenges. Staff asks that council rank the ten strategic challenges in order of importance from 1 - 10, with 1 being the most important strategic challenge to address and 10 being the least important strategic challenge to address.

Recognizing that the goal statements may be amended at the meeting on the 20th, staff would still like to receive your ratings and rankings in advance. ***To help expedite the meeting on the 20th, please forward both worksheets to Natalie Dean by 5:00 pm on Monday, January 19th.***

At the meeting, we will determine the average ratings of the goal statements and rankings of the strategic challenges to determine the collective prioritization of the Council.

ATTACHMENTS:

Description

- ☐ FY 2016 Goals for Prioritization
- ☐ FY 2016 Strategic Challenges for Prioritization

Village of Pinehurst
Council Strategic Objectives and Goals
FY 2016



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

Measuring the Mission: % of residents who rate the overall quality of life as good or excellent

	Strategic Objective	Council FY 2016 Goals	NF	JC	JS	CC	CP	Avg Score
Customer	Safeguard the community	Deliver effective public safety services						
		Engage and educate the community on public safety						
	Preserve the character of Pinehurst and the quality of	Maintain a high level of overall appearance of Pinehurst public spaces						
		Achieve a high level of compliance with Village codes and ordinances						
	Promote economic vitality	Support economic and business development and growth to meet the needs of Pinehurst residents and visitors						
		Ensure Pinehurst is as a premier residential community						
		Redevelop Village Place area						
	Provide & promote multi-modal transportation connectivity	Provide a safe and efficient well-maintained network of streets, sidewalks, greenways, and bike paths						
		Partner with DOT on a long-term solution for the traffic circle Provide for efficient traffic flow with minimal congestion						
	Promote environmental sustainability	Conserve natural resources						
		Increase solid waste diversion						
	Promote an active, healthy community	Ensure adequate water and sewer services in coordination with Moore County						
		Provide recreation programs and leisure activities for all ages						
		Offer a variety of quality events to meet community needs						
Internal	Professionally manage a high performing organization	Provide adequate recreational facilities						
		Provide a high level of customer service						
		Effectively communicate with customers in a timely and consistent manner						
		Leverage technology to enhance Village operations						
		Continually improve the effectiveness and efficiency of key processes						
Workforce	Recruit and develop a skilled and diverse workforce	Maintain collaborative relationships Generate collaborative solutions						
		Recruit, train, engage, and reward volunteers						
		Reward and recognize employees						
		Ensure adequate succession planning						
Financial	Maintain a strong financial condition	Train, and develop, and engage employees						
		Meet or exceed Village established financial targets						
		Maintain a tax rate commensurate with the community's desired level of services						
		Effectively maintain capital assets						

On a scale of 1-5, please rate each of the Council FY 2016 Goals:

5 - This is something we must do ; 4 - This is something really important to do ; 3 - It would be okay if we didn't do this

2 - This is something that could be done in the future ; 1 - This is the least critical thing to do

Village of Pinehurst
Council Strategic Challenges
FY 2016



Strategic Challenges	Ranking					Avg Score
	NF	JC	JS	CC	CP	
The national historic landmark status						
Limited revenue growth						
Economic development (e.g. support VC businesses)						
Two way communication with customers and workforce						
Organizational capacity						
Adapting to changing demographics						
Maintaining a low crime rate						
Maintaining high quality services that meet citizen expectations						
Replacing the retiring workforce						
Federal and state mandates						

Please rank each of the ten Strategic Challenges in order of importance, with 1 being the "Most Important" Strategic Challenge that needs to be addressed and 10 being the "Least Important."