



***FY 2015 Village of Pinehurst  
Strategic Plan Status Update  
As of September 30, 2014***

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# *FY 2015 Strategic Plan Status Update*

## *Table of Contents*

Village Council	3
Strategic objectives by perspective	4
Overview of the status of FY 2015 initiatives	5
Initiative status update:	
Customer perspective	6
Internal perspective	8
Employee perspective	11
Financial perspective	12
Initiatives carried forward from FY 2014	13



*FY 2015 Strategic Plan Status Update*  
*Village Council*



**Nancy Fiorillo,  
Mayor**



**Clark Campbell,  
Councilmember**



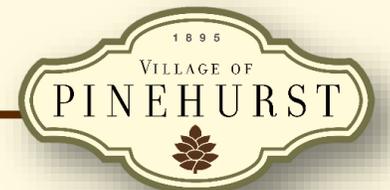
**John Cashion,  
Mayor Pro Tem**



**Claire Phillips,  
Councilmember**

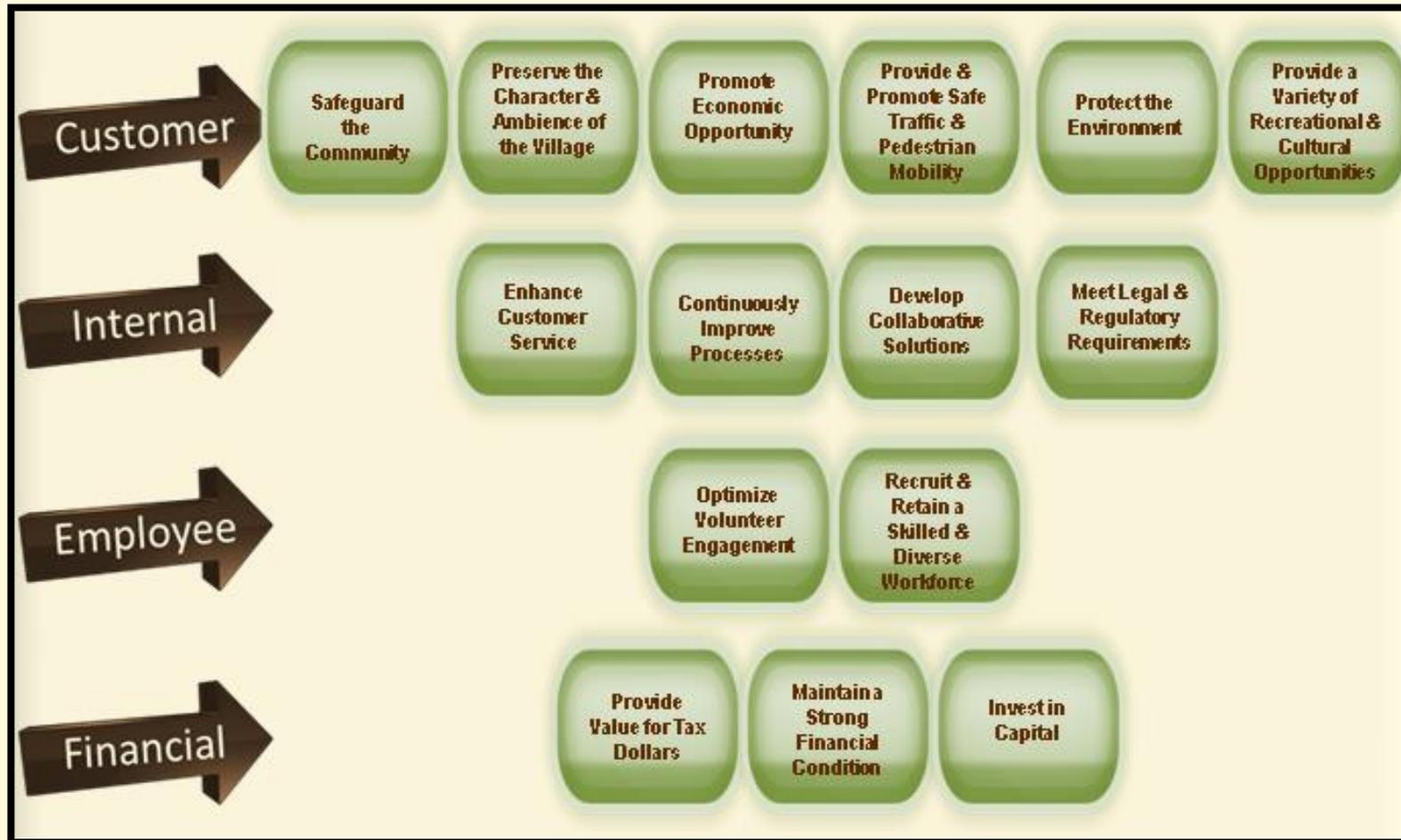


**John Strickland,  
Treasurer**



# FY 2015 Strategic Plan Status Update

## Strategic Objectives by Perspective



*FY 2015 Strategic Plan Status Update*  
*Overview of the Status of Strategic Initiatives at September 30, 2014*

- ❑ **Council has added four initiatives since adoption of the FY 2015 SOP:**
  - HWY 211 Corridor Study
  - Midland Rd Corridor Study
  - HWY 5/Barrett Road Intersection Study
  - Evaluate alternatives to make the Harness Track financially sustainable
- ❑ **Seven initiatives that were in progress at 6/30/14 have been carried forward to FY 2015 SOP**
- ❑ **Staff recommends the Council consider the following changes for FY 2015 initiatives:**
  - Eliminating seven (7) initiatives
  - Renaming four (4) initiatives
- ❑ **All other initiatives are in progress or will begin in a future quarter**



# FY 2015 Strategic Plan Status Update

## Customer Perspective – Strategic Initiatives and Status

Strategic Objective	Strategic Initiatives	Status	Recommended Changes to Original SOP Initiatives
Safeguard the Community	Achieve national accreditation in the Fire Department	--	
	Partner with others to offer public safety education programs		
	Implement Command Central module to analyze crime data		
	Proactively investigate drug and related property crimes activities		
Preserve the Character & Ambience of the Village	<b>Develop a rating system for the appearance of public areas in partnership with CAC</b>		<b>Staff recommends changing the name of this initiative to "Develop a rating system for the appearance of public areas in partnership with the <u>Beautification Committee</u>"</b>
	Evaluate the consolidation of S&G and B&G (BIRDIE)	--	
	Evaluate the code enforcement process (BIRDIE)		
Promote Economic Opportunity	Incrementally expand Village Center into Village Place/Rattlesnake Corridor		
	<b>Evaluate and enhance marketing efforts</b>		<b>Staff recommends eliminating this initiative</b>

	Completed
	In progress and on schedule
	Staff recommends modifying or eliminating the initiative
--	Initiative is scheduled to begin in a future quarter



# FY 2015 Strategic Plan Status Update

## Customer Perspective – Strategic Initiatives and Status

Strategic Objective	Strategic Initiatives	Status	Recommended Changes to Original SOP Initiatives
Provide & Promote Safe Traffic & Pedestrian Mobility	Improve adequacy of street lighting in neighborhoods		
	Continue to work with NCDOT to identify a viable long-term solution for the traffic circle		
	Develop and implement a public education campaign for roadway safety		
	<b>Collaborate with other jurisdictions to develop a HWY 211 corridor plan</b>		<b>Added per Council 7/23 meeting</b>
	Extend sidewalk and walkway system		
	Implement a GPS based software solution to track and analyze data on infrastructure maintenance and route management		
	<b>Conduct the HWY5/Barrett Road Intersection Study</b>		<b>Added based on Council direction in Q2</b>
	<b>Conduct the Midland Road Corridor Study</b>		<b>Added based on Council direction in Q2</b>
Protect the Environment	Evaluate alternatives to reduce energy consumption for street lighting		
	Implement single-day collection system with automated yard debris		
	Increase public education on the benefits of recycling to encourage greater participation		
Provide a Variety of Recreational and Cultural Opportunities	Expand cultural arts events in Village parks		
	Develop park facilities		
	Support the Given Memorial Library Expansion		
	Evaluate the need for indoor recreation facilities (BIRDIE)		

Status at the end of the Quarter	
	Completed
	In progress and on schedule
	Staff recommends modifying or eliminating the initiative
--	Initiative is scheduled to begin in a future quarter



# FY 2015 Strategic Plan Status Update

## Internal Perspective – Strategic Initiatives and Status

Strategic Objective	Strategic Initiatives	Status	Recommended Changes to Original SOP Initiatives
Enhance Customer Service	Develop and implement a corporate communications strategy for keeping the public informed, considering a more frequent newsletter publication and eblasts post-Council meetings		
	Develop post event service survey for Fair Barn		
	<b>Stream and post video and/or recordings of Council meetings on the Village website</b>		<b>Staff recommends changing the name of this initiative to “Post video and/or recordings of Council meetings on the Village website”</b>
	Redesign Village website to add more functionality and integrate it with a mobile app	--	
	<b>Conduct post-service surveys for building and development services</b>		<b>Staff recommends removing this initiative</b>

	Completed
	In progress and on schedule
	Staff recommends modifying or eliminating the initiative
--	Initiative is scheduled to begin in a future quarter



# FY 2015 Strategic Plan Status Update

## Internal Perspective – Strategic Initiatives and Status

Strategic Objective	Strategic Initiatives	Status	Recommended Changes to Original SOP Initiatives
Continuously Improve Processes	Develop a contract management system		
	<b>Automate employee P-Card Data Entry</b>		Staff recommends removing this initiative
	<b>Automate A/P P-Card Data Entry</b>		Staff recommends removing this initiative
	Create a comprehensive orientation process for newly elected officials	--	
	<b>Conduct post-service surveys of building inspection customers</b>		Staff recommends removing this initiative
	Streamline inspection applications and processes to better coordinate with other departments	--	
	Evaluate an integrated document management/imaging program (BIRDIE)	--	
	Implement an E-Crash traffic accident solution		
	<b>Streamline P&amp;Z permits and applications (BIRDIE)</b>		Staff recommends postponing this initiative to FY 2016
	Evaluate opportunities for electronic submittal of P&Z forms and plans	--	

	Completed
	In progress and on schedule
	Staff recommends modifying or eliminating the initiative
--	Initiative is scheduled to begin in a future quarter



# FY 2015 Strategic Plan Status Update

## Internal Perspective – Strategic Initiatives and Status

Strategic Objective	Strategic Initiatives	Status	Recommended Changes to Original SOP Initiatives
Develop Collaborative Solutions	Partner with organizations to host cultural events at the Fair Barn		
	<b>Evaluate alternative methods to obtain public input on Council related decisions (i.e. task forces, POA meetings, Peak Democracy, web module, etc.)</b>		<b>Staff suggests changing this initiative to "Implement online engagement tools to seek citizen input on Council related decisions"</b>
	Identify key partners and assign a Council liaison to each partner		
Meet Legal & Regulatory Requirements	Complete Payment Card Industry (PCI) Compliance Project	--	
	Increase capability to secure and monitor the Village network for legal compliance		

	Completed
	In progress and on schedule
	Staff recommends modifying or eliminating the initiative
--	Initiative is scheduled to begin in a future quarter



# FY 2015 Strategic Plan Status Update

## Employee Perspective – Strategic Initiatives and Status

Strategic Objective	Strategic Initiatives	Status	Recommended Changes to Original SOP Initiatives
Optimize Volunteer Engagement	Develop an annual training program for volunteer committees		
	Develop a comprehensive volunteer reward and recognition program	--	
	Develop a policy on volunteer and committee appointments		
Recruit & Retain a Skilled & Diverse Workforce	<b>Develop and implement a reward and recognition program</b>		<b>Staff recommends changing the name of this initiative to "Implement a reward and recognition program"</b>
	Develop a succession plan		
	Offer in-house training through the TOPS program and conduct the annual Employee Academy		
	Implement selected recommendations from the Compensation Study		

	Completed
	In progress and on schedule
	Staff recommends modifying or eliminating the initiative
--	Initiative is scheduled to begin in a future quarter



# FY 2015 Strategic Plan Status Update

## Financial Perspective – Strategic Initiatives and Status

Strategic Objective	Strategic Initiatives	Status	Recommended Changes to Original SOP Initiatives
Provide Value for Tax Dollars	Oversee the annexation of Cotswold		
Maintain a Strong Financial Condition	Develop an annual budget that meets or exceeds established financial targets	--	
	Maximize use of the Fair Barn		
	<b>Evaluate alternatives to make the Harness Track financially sustainable</b>	--	<b>Modified per Council 7/23 meeting from “Enhance marketing of the HT”</b>
Invest in Capital	<b>Light athletic field at Wicker Park</b>		<b>This initiative should be eliminated because it was not funded in FY 2015</b>
	Maintain VOP buildings and facilities		
	Effectively maintain current capital assets		
	Evaluate the sale of Village-owned land		
	Continue to enhance the Village roadways with the Annual Street Resurfacing Program		

	Completed
	In progress and on schedule
	Staff recommends modifying or eliminating the initiative
--	Initiative is scheduled to begin in a future quarter



# FY 2015 Strategic Plan Status Update

## Initiatives Carried Forward from FY 2014

Strategic Objective	FY 2014 Strategic Initiatives Carried Forward	Status
Provide & Promote Safe Traffic & Pedestrian Mobility	Develop an alternative transportation master plan to identify locations of greenways, sidewalks, and bike paths	In progress and on schedule
	Conduct a Village-wide evaluation of street lighting needs	Completed
	Install Opticom traffic device to improve response time and ensure safety of emergency personnel	Completed
Continuously Improve Processes	Centralize data access and promote business process analysis by maintaining, supporting, and utilizing SharePoint more effectively	In progress and on schedule
	Automate the TRC process	In progress and on schedule
Recruit & Retain a Skilled & Diverse Workforce	Perform a formal compensation study to review current practices, pay scales, & position descriptions	Completed
	Develop a Village wide employee recognition program	In progress and on schedule

	Completed
	In progress and on schedule
	Staff recommends modifying or eliminating the initiative
--	Initiative is scheduled to begin in a future quarter

