



— FY 2019 —

**STATE OF THE VILLAGE REPORT**

VILLAGE OF PINEHURST, NORTH CAROLINA



***FY 2019  
State of the Village  
Report Presentation***

# *FY 2019 State of the Village Report Presentation Village Council*



*Mayor Pro Tem John Bouldry, Councilmember Treasurer Judy Davis, Mayor Nancy Fiorillo,  
Councilmember Kevin Drum, Councilmember Jack Farrell (From left to right)*

# *FY 2019 State of the Village Report Presentation*

## *Message from the Office of the Village Manager*



This year, the Village successfully accomplished several key objectives set forth by the Village Council and overall we exceeded our FY 2019 goals. We establish annual goals and objectives to ensure we achieve the Village Mission to “Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.” This year, 98% of residents and 100% of businesses rate the overall quality of life in the Village as excellent or good.

Using the Baldrige Performance Excellence Framework, we have successfully created a culture of continuous improvement at the Village. Each year we undertake multiple initiatives aimed to enhance resident and business satisfaction levels as measured in our annual surveys.

This year, we focused on seven initiative action plans and our residents and businesses continue to indicate high satisfaction levels with the vast majority of Village services. Since adopting the Baldrige Framework in 2013, the Village has seen improved resident satisfaction in 73% of our service areas and we currently exceed the national averages in 49 out of 53 service areas. We have also achieved the highest annual satisfaction ratings in the nation in 12 different service areas over the last seven years in our benchmark group.

We are extremely proud of our staff’s accomplishments and efforts to continuously improve the efficiency and effectiveness of Village services to promote, enhance, and sustain the quality of life for our customers.



Jeff Sanborn  
Village Manager



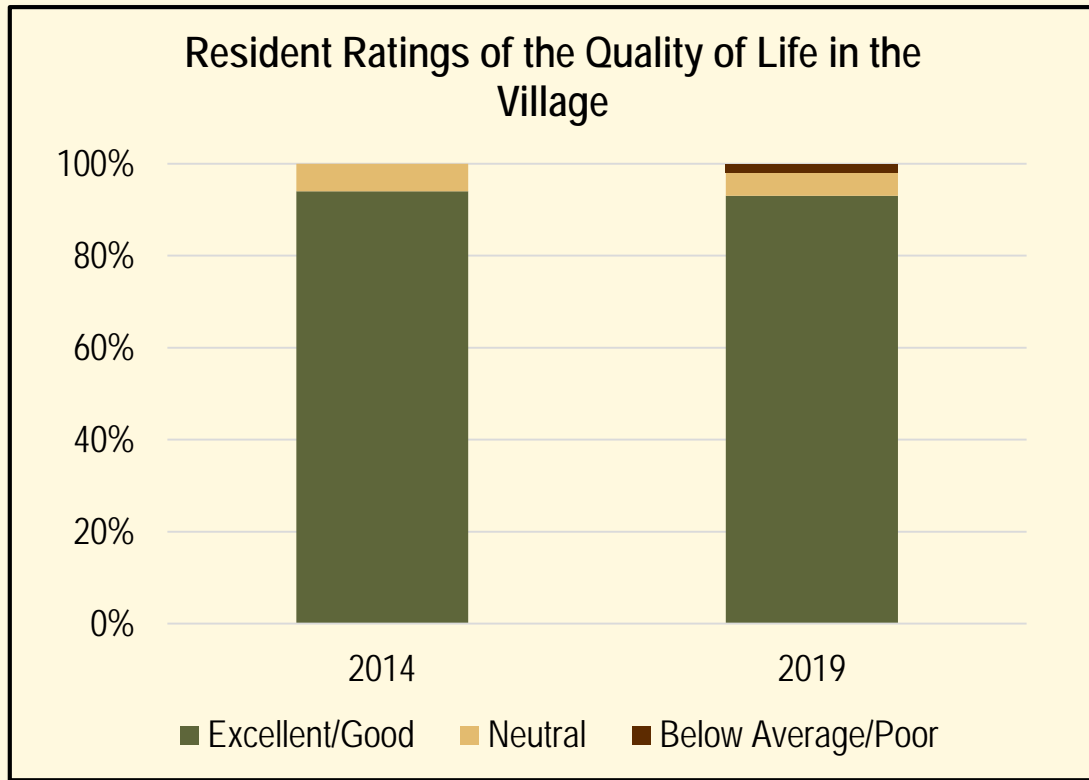
Natalie Dean Hawkins  
Assistant Village Manager



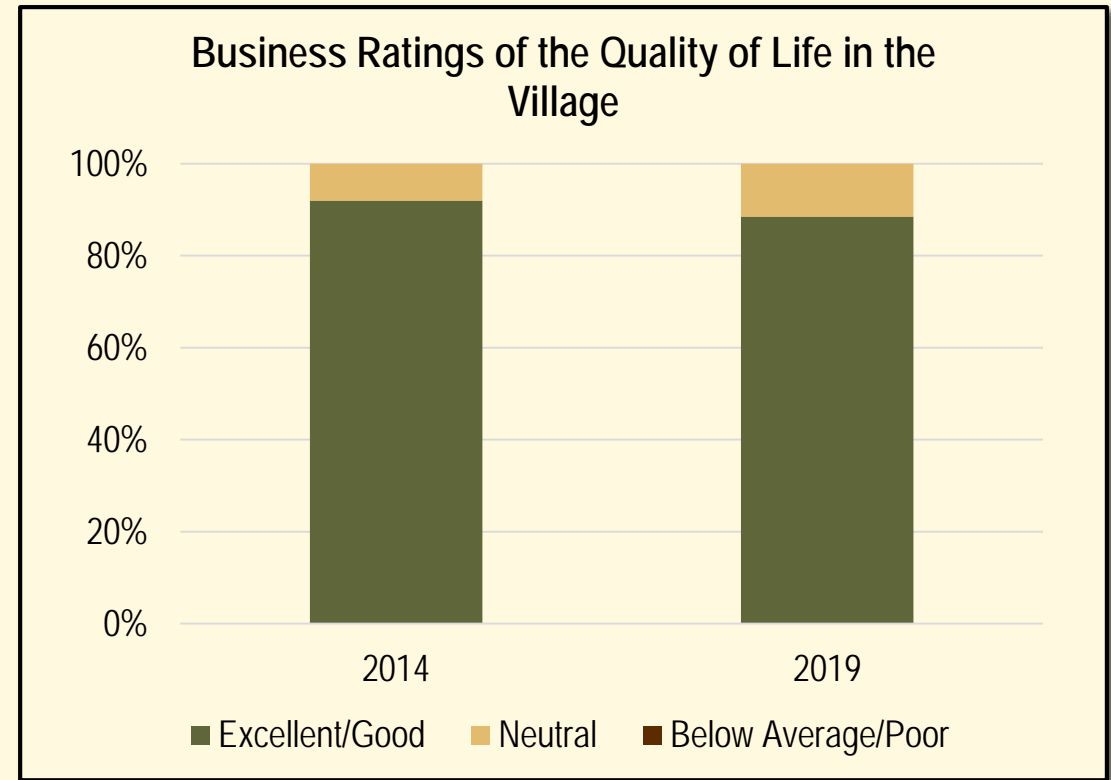
Jeff Batton  
Assistant Village Manager

# FY 2019 State of the Village Report Presentation

## Quality of Life



98% of residents rate the quality of life in the Village as good or excellent



100% of businesses are satisfied with the quality of life in the Village



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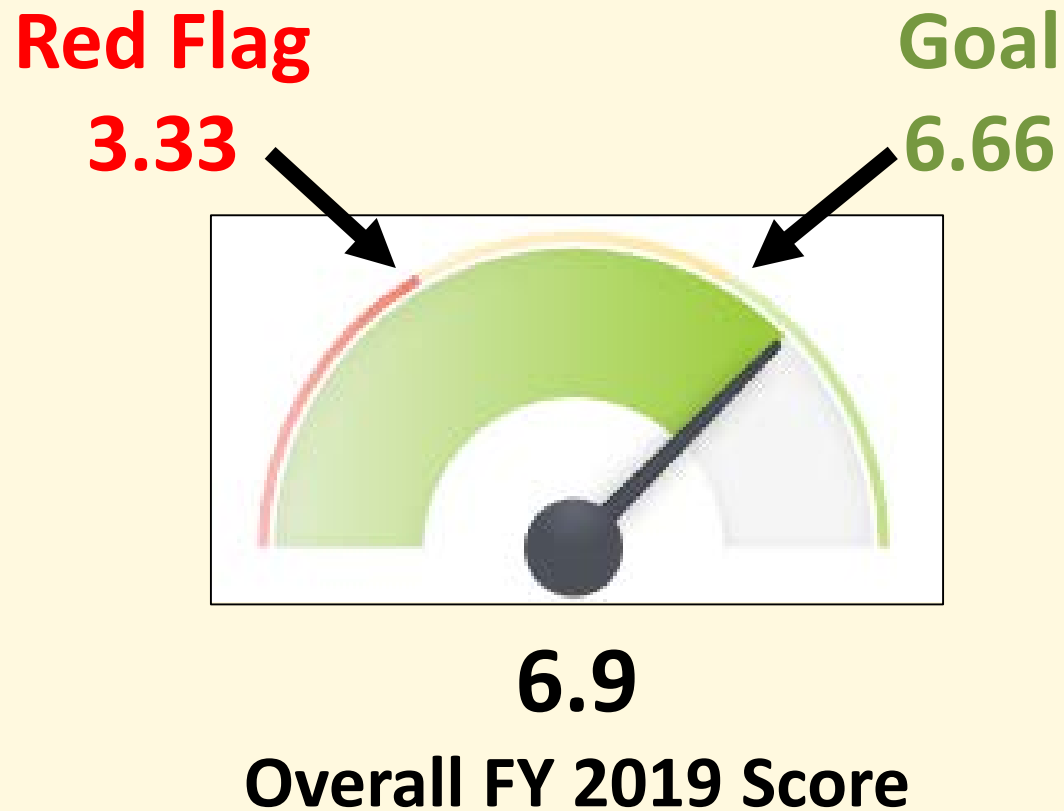
## National High Satisfaction Ratings Achieved



Since 2012, the Village has achieved the highest annual satisfaction rating in the United States for twelve different areas in our benchmark group

Highest National Satisfaction Rating Service Area	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Village efforts to prevent crime	92%			93%	93%	92%	91%	91%
Maintenance of major streets in the village	88%	89%	91%	92%	91%		90%	
Curbside recycling services	92%		92%	92%		94%	96%	
Residential trash collection services		94%	96%				96%	
Overall effectiveness of Village communications			88%					
Feeling of safety in your neighborhood during the day				99%				
Overall image of the Village					95%	95%		
The Village as a place to retire					94%		94%	
Yard waste					89%	90%	91%	
Number of parks in your community						90%		
Effectiveness of Village Manager & appointed staff							68%	
Landscaping in medians and other public areas								90%

Overall, in FY 2019, the Village exceeded the goals set forth by the Village Council on the FY 2019 Balanced Scorecard





## VILLAGE OF PINEHURST FY 2019 Balanced Scorecard Goals

### Customer

-  Safeguard the Community
-  Ensure an Attractive Residential Community
-  Ensure a Thriving Business Community
-  Provide Multi-modal Transportation Systems
-  Protect the Environment
-  Maintain an Active, Healthy Community

### Internal

-  Professionally Manage a High Performing Organization

### Workforce

-  Attract & Retain an Engaged Workforce

### Financial

-  Maintain a Healthy Financial Condition

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

# Balanced Scorecard Results by Goal



Noticeable improvement in FY 2019



# Customer Focus

# FY 2019 State of the Village Report Presentation

## Safeguard the Community



Key Performance Indicators	FY 2017	FY 2018	FY 2019	FY 2019 Goal
% of residents whose overall feeling of safety in the Village is good or excellent	100%	100%	99%	95%
% of residents satisfied with how quickly fire personnel respond to emergencies	100%	100%	99%	95%
% of residents satisfied with the enforcement of local traffic laws	91%	88%	86%	90%

The Police Department began the accreditation process through the Commission on Accreditation for Law Enforcement Agencies (CALEA) by updating policies, procedures, physical rooms, and equipment at the station to meet required standards. The department has prioritized crime investigations and prevention, clearing 97% of the incidents that occurred in FY 2019.

The Fire Department has focused efforts on reaction and response times in FY 2019. The department reported achieving a reaction time of 90 seconds or less 85% of the time and an inter-departmental process improvement team evaluated the emergency response process to determine way to improve response time.



# FY 2019 State of the Village Report Presentation

## Ensure an Attractive Residential Community



Key Performance Indicators	FY 2017	FY 2018	FY 2019	FY 2019 Goal
% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	98%	95%
% of residents satisfied with the enforcement of codes and ordinances	84%	85%	84%	85%
% of residents satisfied with Village efforts to maintain the quality of neighborhoods	87%	88%	84%	90%

The Village focused on an Initiative Action Plan to update the Long-Range Comprehensive Plan, which kicked off in June 2018. Adoption of the Plan is anticipated for fall 2019.

The Planning and Inspections Department issued 122 new single-family residential permits and investigated over 1,000 code violations, 94% which were resolved within 45 days. Of the 7,008 building inspections completed, 100% were completed within one business day in FY 2019.



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## Ensure a Thriving Business Community



Key Performance Indicators	FY 2017	FY 2018	FY 2019	FY 2019 Goal
1st floor occupancy rate in the Village Center	95%	88%	85%	90%
% of businesses likely to recommend the Village as a business location	95%	88%	93%	90%



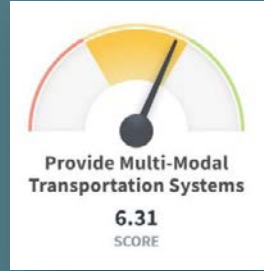
Non-residential development saw another strong year with 29 non-residential permits issued at a value of \$14,758,871.

In this year's business survey, 97% were satisfied with the overall image of the Village; compared to two years ago, 88% described the overall business atmosphere in the Village today as either better or no change but good; and 88% indicated they were satisfied with the Village's efforts to support business growth and development.



# FY 2019 State of the Village Report Presentation

## Provide Multi-Modal Transportation Systems



Key Performance Indicators	FY 2017	FY 2018	FY 2019	FY 2019 Goal
% of residents satisfied with the availability of walkways	71%	72%	70%	70%
% of residents satisfied with availability of greenway / walking trails	95%	93%	94%	90%
% of residents satisfied with the adequacy of street lighting	72%	71%	75%	70%
% of residents satisfied with street and right of way maintenance	84%	88%	85%	90%



Maintaining high quality streets is a top objective each year in the Village of Pinehurst. In FY 2019, 85% of residents indicated satisfaction with street and right-of-way maintenance. In FY 2019, 3.89 miles of Village roadways were resurfaced or sealed out of the 107 centerline miles of roads.



The Village set the national high satisfaction rating in our benchmark group in FY 2019 with 90% of residents satisfied with landscaping in medians and other public areas.





# FY 2019 State of the Village Report Presentation

## Protect the Environment



Key Performance Indicators	FY 2017	FY 2018	FY 2019	FY 2019 Goal
% of residents satisfied with solid waste services	96%	98%	92%	95%
% of refuse diverted from the landfill	34%	34%	27%	35%

The Village recognizes the importance of providing timely and accurate services for households participating in solid waste collection. Over the last year, the Public Services Department reported 100% of solid waste routes were completed on schedule. With the use of the MY VOP app, staff responded to 0.61 solid waste complaints per 1,000 collection points for the fiscal year and 99% of the complaints were addressed on time, providing outstanding and timely service.



# FY 2019 State of the Village Report Presentation

## Maintain an Active, Healthy Community



Key Performance Indicators	FY 2017	FY 2018	FY 2019	FY 2019 Goal
% of residents satisfied with P&R programs	98%	97%	98%	95%
% of residents satisfied with Village sponsored cultural arts events	98%	94%	93%	95%

The Recreation and Cultural Facilities Initiative Action Plan made significant progress throughout the year, including replacement of playground equipment and surfacing at Rassie Wicker Park and construction of the new Cannon Park Community Center located at the corner of Highway 211 and Rattlesnake Trail.

Recreation programs saw another very successful year with 92% of residents satisfied with the quality of youth recreation programs and 93% satisfied with the quality of adult recreation programs. Over the last year, the department served 4,343 participants in athletic and recreation programs.



# Internal Focus

# FY 2019 State of the Village Report Presentation

## Professionally Manage a High Performing Organization



Key Performance Indicators	FY 2017	FY 2018	FY 2019	FY 2019 Goal
% of residents satisfied with Village communications	94%	96%	93%	95%
% of residents satisfied with the level of public involvement in local decisions	79%	87%	85%	85%
Full-time equivalents per million \$ of revenue	7.62	7.65	7.31	8
% of residents satisfied with the value received for taxes paid	94%	92%	90%	90%

To increase transparency, the Village launched online performance dashboards to show real-time performance data for key performance indicators throughout the year. In addition, new permitting and inspections software launched in FY 2019, a recommendation of the process improvement team. This new web-based solution tracks and manages land use and development activities. The Village also continued its journey using the Baldrige Excellence Framework and began efforts to complete an application for the National Malcolm Baldrige Quality Award in FY 2020.

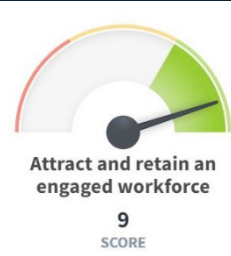


# Workforce Focus



# FY 2019 State of the Village Report Presentation

## Attract & Retain an Engaged Workforce



Key Performance Indicators	FY 2017	FY 2018	FY 2019	FY 2019 Goal
% of employees who agree that overall they like their job	97%	98%	97%	95%
% of volunteers satisfied with the volunteer experience	100%	98%	100%	95%

This year, the Village continued working on a Workforce Learning and Development initiative. The initiative’s goal is to develop workforce skills and abilities through a new Learning and Development System and incorporate this system into the succession planning process.

Vacancies filled with internal candidates can be an indicator of successfully developing the workforce. This year, 36% of vacancies were filled with internal candidates, exceeding the goal of 35%. Also, 93% of employees agreed they are offered training to enhance their skills and 98% were satisfied with the internal training program offered to employees.



# Financial Focus

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## Maintain a Healthy Financial Condition



Key Performance Indicators	FY 2017	FY 2018	FY 2019	FY 2019 Goal
Unassigned General Fund (GF) balance as a % of actual expenditures	43%	25%	29%	30%
Capital Asset Condition Ratio	45%	45%	42%	50%



The Village continues to maintain a healthy financial condition year after year through diligent financial oversight. For the 26th consecutive year, we received the GFOA Certificate of Achievement for Excellence in Financial Reporting and for the 12th consecutive year we received the GFOA Distinguished Budget Award.

All Village departments and divisions contribute significantly to the goal of maintaining a healthy financial condition. The Harness Track and Fair Barn contribute with facility utilization; Buildings and Grounds, Fleet Maintenance, and Information Technology when maintaining capital assets; and other departments with recovering service costs through fees and consistent financial management.



# FY 2019 State of the Village Report Presentation

## Conclusion



The Village is a **High Performing Organization**, as demonstrated by:

- ✓ 98% of residents and 100% of businesses indicate the quality of life as good or excellent
- ✓ 90% of residents are satisfied with the value received for taxes paid
- ✓ We have achieved the highest national satisfaction ratings of our benchmark group in 12 areas in the last 7 years- 2 areas in FY 2019 alone
- ✓ We exceed 49 of 53 US average satisfaction ratings
- ✓ Resident satisfaction ratings have improved in 73% of our service areas since 2013
- ✓ Our workforce indicates high levels of engagement
- ✓ We are in excellent financial condition

We are a **High Performing Organization** because we have adopted the Baldrige Performance Excellence Framework and have embedded a culture of continuous improvement to better serve residents, businesses, and visitors.



For more information, please contact:

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