



— FY 2020 —
STATE OF THE VILLAGE REPORT
VILLAGE OF PINEHURST, NORTH CAROLINA



***FY 2020
State of the Village
Report Presentation***

*FY 2020 State of the Village Report Presentation
Village Council*



Councilmember Kevin Drum, Treasurer Lydia Boesch, Mayor John Strickland, Mayor Pro Tem Judy Davis, and Councilmember Jane Hogeman (From left to right)

FY 2020 State of the Village Report Presentation

Message from the Office of the Village Manager



The Village of Pinehurst had another successful year working to accomplish the objectives set forth by the Village Council. Overall, we exceeded our FY 2020 goals. We establish annual goals and objectives to ensure we achieve the Village's mission to "Promote, enhance, and sustain the quality of life for residents, businesses, and visitors." This year, 99% 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 pursue opportunities for improvement and innovation aimed to enhance resident and business satisfaction levels as measured in our annual surveys.

This year, we focused efforts on eight initiative action plans and our residents and businesses continue to indicate high satisfaction levels with the vast majority of Village services. Since 2013, the Village has seen improved resident satisfaction in 85% of our service areas and we currently exceed the national averages in 49 out of 52 service areas. In FY 2020, we achieved the highest annual satisfaction ratings in the US in the ETC DirectionFinder Benchmark Group for 12 areas, the most achieved in one year for the Village.

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



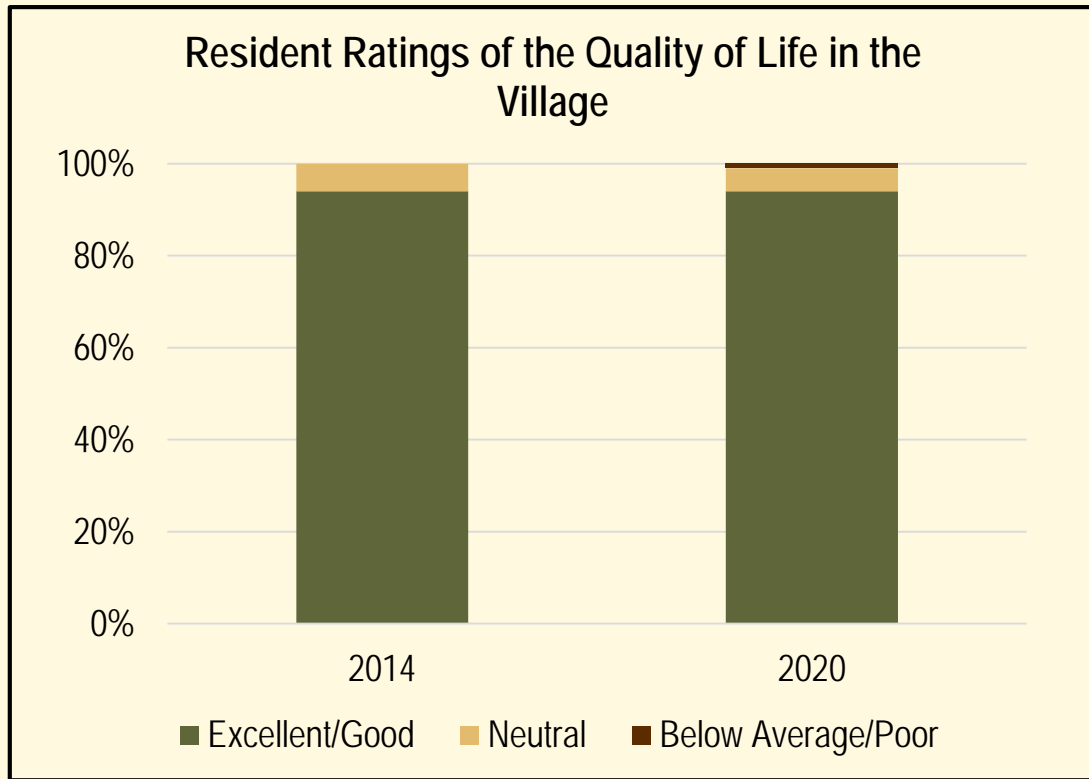
Natalie Dean Hawkins
Assistant Village Manager



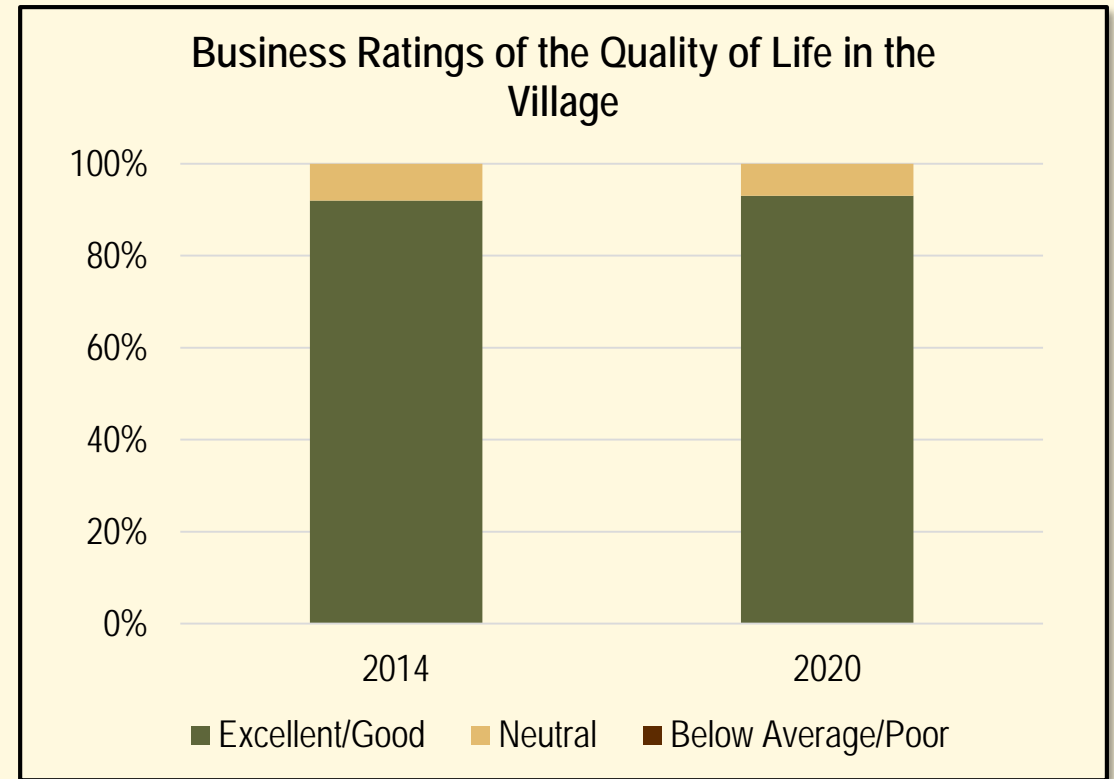
Jeff Batton
Assistant Village Manager

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Quality of Life



99% 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 18 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	FY 2020
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%		95%
Overall effectiveness of Village communications			88%						
Feeling of safety in your neighborhood during the day				99%					
Overall image of the Village					95%	95%			96%
The Village as a place to retire					94%		94%		96%

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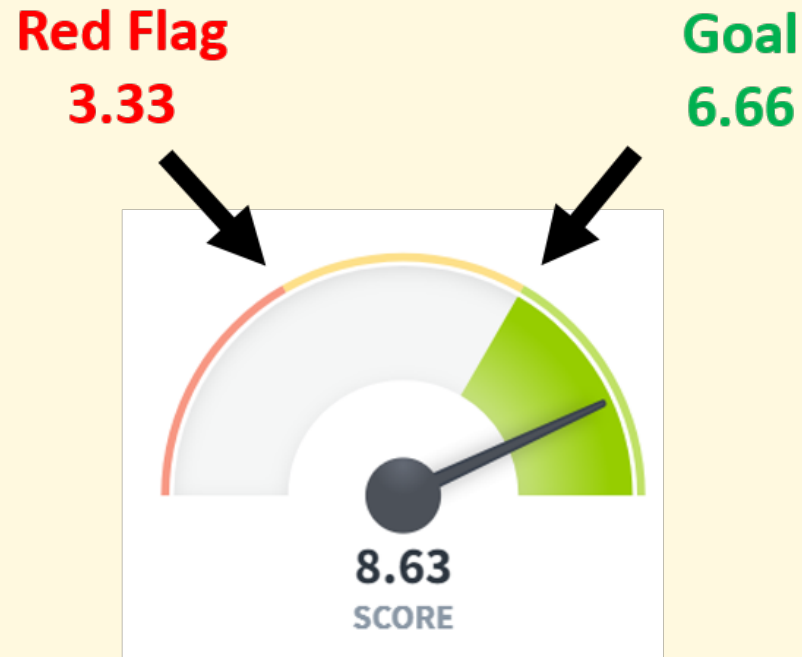
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Highest National Satisfaction Rating Service Area	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Yard waste collection services					89%	90%	91%		91%
Number of parks in your community						90%			
Effectiveness of Village Manager & appointed staff							68%		76%
Landscaping in medians and other public areas								90%	93%
Fire Services									96%
Overall feeling of safety									97%
Enforcing sign regulations									66%
Maintenance/preservation of Downtown									91%
Opportunities to participate in local government									65%
Quality of leadership provided by elected officials									75%


Overall, in FY 2020, the Village exceeded the goals set forth by the Village Council on the FY 2020 Balanced Scorecard




**Overall FY 2020
Corporate BSC Score**



Balanced Scorecard Results by Goal

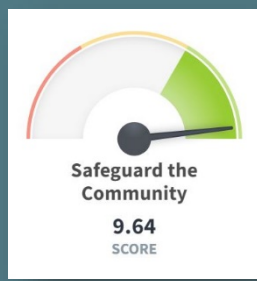
 Noticeable improvement in performance for FY 2020

 Noticeable decline in performance for FY 2020

Customer Focus

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Safeguard the Community



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of residents satisfied with fire services	100%	100%	100%	95%
% of residents satisfied with how quickly fire personnel respond to emergencies	100%	99%	99%	95%
Fire incident rates per 1,000 population served	0.26	0.26	0.05	0.35
% of residents whose overall feeling of safety in the Village is good or excellent	100%	99%	100%	95%
% of residents satisfied with police services	98%	98%	98%	95%
Crime rate per 1,000 residents	48.69	41.48	26.67	55.00

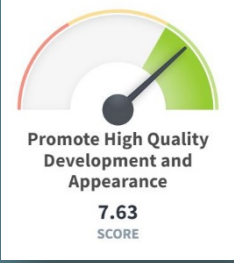


- The Police Department continued working through the multi-year accreditation process with the Commission on Accreditation for Law Enforcement Agencies (CALEA) by updating policies and procedures to meet the required standards.
- The Fire Department has focused efforts on improving reaction and response times. Reaction time is the time from which a dispatcher alerts the department of an emergency to when the unit leaves the station. In FY 2020, the department achieved a reaction time of 90 seconds or less 85% of the time.



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Promote High Quality Development and Appearance



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of residents who rate the overall appearance of the Village as good or excellent	99%	98%	99%	95%
% of residents satisfied with the enforcement of codes and ordinances	85%	84%	86%	85%
% of residents satisfied with the quality of new development	80%	77%	83%	85%
% of residents satisfied with Village efforts to maintain the quality of neighborhoods	88%	84%	90%	90%



- The Planning & Inspections Department finished the IAP to update the Long-Range Comprehensive Plan, which kicked off in June 2018. In October 2019, the Village Council adopted the 2019 Comp Plan as the final step of this action plan.
- Staff also released the RFQ and interviewed consultants to develop a Small Area Plan for the Village Place/Rattlesnake Trail Corridor.
- The Planning and Inspections Department issued 189 new single-family residential permits and investigated over 1,300 code violations, 98% which were resolved within 45 days. Of the 7,642 building inspections completed, 100% were completed within one business day in FY 2020.



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Promote a Thriving Business Community



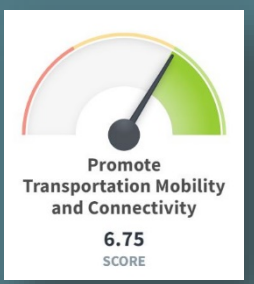
Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of businesses likely to recommend the Village as a business location	88%	93%	91%	90%

- Non-residential development saw another strong year with 35 non-residential permits issued at a value of \$36,992,067.
- In this year’s business survey, 97% indicated they were satisfied with the overall quality of services provided to their business by the Village, 97% indicated satisfaction with customer services provided by Village employees compared to other places they operated a business in the past, and 93% were satisfied with the overall image of the Village.
- The Welcome Center hosted Small Business Saturday to encourage local shopping and dining in November. The event drew more than 360 visitors to the Welcome Center with receipts totaling over \$25,000. The event included three gift baskets totaling over \$3,800 of prizes donated by local merchants.



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Promote Transportation Mobility and Connectivity



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of residents satisfied with the availability of walkways	72%	70%	71%	70%
% of residents satisfied with availability of greenway / walking trails	93%	94%	94%	90%
% of residents satisfied with the adequacy of street lighting	71%	75%	70%	70%
% of residents satisfied with street and right of way maintenance	88%	85%	89%	90%

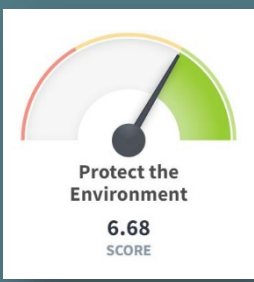


- The Village provides and maintains pedestrian facilities throughout the municipal limits. In FY 2020, the Village maintained a total of 7.6 miles of greenway trails and 19.33 lane miles of walkways.
- In FY 2020, 4.46 miles of the Village's 107 centerline miles of Village roadways were resurfaced. This year, 85% of residents indicated satisfaction with maintenance of streets in neighborhoods around the Village of Pinehurst.



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Protect the Environment



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal	
% of residents satisfied with stormwater management	82%	77%	84%	80%	↑
% of residents satisfied with solid waste services	98%	92%	96%	95%	
% of residents satisfied with promotion of natural resource conservation	93%	86%	92%	90%	↑
% of refuse diverted from the landfill	34%	27%	20%	35%	↓

- Stormwater has risen as a priority for residents over the last several years. All stormwater complaints are submitted through MY VOP and last year alone, staff ensured 94% of these complaints were addressed on time.
- 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 0.76 solid waste complaints per 1,000 collection points for the fiscal year and 97% of the complaints were addressed on time.



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Promote Active Living and Cultural Opportunities



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of residents satisfied with P&R programs	97%	98%	99%	95%
% of residents satisfied with P&R facilities	95%	96%	99%	95%
% of residents satisfied with Village sponsored cultural arts events	94%	93%	93%	95%

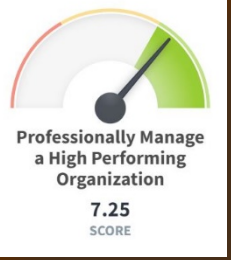
- The Community Center IAP was completed with the construction of the Cannon Park Community Center, located at 210 Rattlesnake Trail. The Community Center is the new home of the Parks & Recreation Department and includes a full size gymnasium, a multi-purpose room, a small kitchen for use with classes and catering small rentals, an arts and crafts room, a program room and a wellness room.
- Recreation programs saw another successful year, despite program cancellations due to COVID-19, with 95% 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 3,392 participants in athletic and recreation programs.



Internal Focus

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Professionally Manage a High Performing Organization



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of residents satisfied with Village communications	96%	93%	96%	95%
% of residents satisfied with the level of public involvement in local decisions	87%	85%	92%	85%
% of residents satisfied with customer service provided by VOP staff	98%	97%	98%	95%
% of residents satisfied with the value received for taxes paid	92%	90%	93%	90%
% of depreciable life remaining on assets	45%	42%	40%	50%



- To leverage technology, the Village expanded GIS capabilities by implementing the GIS Strategic Plan and hiring a GIS Analyst. Staff continued working on process improvements in the Planning and Inspections Department as recommended by the process improvement team. The Village also continued its journey using the Baldrige Excellence Framework and completed an application for the National Malcolm Baldrige Quality Award.
- The MY VOP mobile app allows residents to stay involved and at the close of FY 2020, there were approximately 4,900 downloads of the app. Village staff addressed over 5,200 requests and complaints received through MY VOP and responded to 97% of those complaints within desired time frames.



Workforce Focus

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Attract & Retain an Engaged Workforce



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of employees who agree that overall they like their job	98%	97%	99%	95%
% of volunteers who agree that overall they like their role	98%	100%	100%	95%

- This year, the Village continued working on a Workforce Learning and Development initiative action plan. 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, 46% of vacancies were filled with internal candidates, exceeding the goal of 35%.
- The reward and recognition program is a key way to show appreciation for employees and volunteers who provide exceptional service. 93% of employees were satisfied with the VOP's employee recognition programs and 95% of volunteers agreed they are recognized for their performance.



Financial Focus

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Maintain a Healthy Financial Condition



Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
Total General Fund fund balance as a % of actual expenditures	60%	45%	64%	30%



- The Village continues to maintain a healthy financial condition year after year through diligent financial oversight.
- Once again, the Village received a clean audit opinion by external auditors, proving diligent financial management.
- For the 27th consecutive year, we received the GFOA Certificate of Achievement for Excellence in Financial Reporting and for the 13th consecutive year we received the GFOA Distinguished Budget Award.



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Conclusion



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

- ✓ 99% of residents and 100% of businesses indicate the quality of life as good or excellent
- ✓ 93% of residents are satisfied with the value received for taxes paid
- ✓ We have achieved the highest national satisfaction ratings of our benchmark group in 18 areas in the last 8 years- 12 areas in FY 2020 alone
- ✓ We exceed 49 of 52 US average satisfaction ratings
- ✓ Resident satisfaction ratings have improved in 85% of our service areas since 2013
- ✓ Our workforce indicates high levels of engagement
- ✓ We are in excellent financial condition



FY 2020 State of the Village Report Presentation Awards and Special Recognitions



ICMA Certificate of Excellence in Performance Management



GFOA Certificate of Achievement for Excellence in Financial Reporting



GFOA Distinguished Budget Presentation Award



2019 Digital City by the Center for Digital Government



Safest Community in North Carolina by backgroundchecks.org



Top Safest Cities in North Carolina by alarms.org

The Village is recognized as a ***High Performing Organization*** through awards and other special recognitions. Here are a few received in FY 2020!



For more information, please contact:

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