

State of the Village

2021



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.

VALUES

Service · Initiative · Teamwork · Improvement



395 Magnolia Road, Pinehurst, NC 28374
910.295.1900 · www.vopnc.org

TABLE OF CONTENTS

Mayor and Village Council	4
A Message from the Village Managers' Office	5
<i>CUSTOMER PERSPECTIVE</i>	6
Safeguard the Community	7
Promote High Quality Development & Appearance	8
Promote a Thriving Business Community	9
Promote Transportation Mobility & Connectivity	10
Protect the Environment	11
Promote Active Living & Cultural Opportunities	12
<i>INTERNAL PERSPECTIVE</i>	14
Professionally Manage a High-Performing Organization	15
<i>WORKFORCE PERSPECTIVE</i>	16
Attract & Retain an Engaged Workforce	17
<i>FINANCIAL PERSPECTIVE</i>	18
Maintain a Healthy Financial Condition	19
FY 2021 Initiative Action Plans	20
FY 2021 Balanced Scorecard	21
Awards & Special Recognitions	22
Connect With Us	22

MAYOR AND VILLAGE COUNCIL 2021

Pinehurst residents are represented by a group of Councilmembers who have a deep respect for the Village's rich history and traditions. They are dedicated to their important roles as our elected policymakers who guide local government and help maintain the Village's vibrant quality of life.

The Pinehurst Village Council consists of five members, including a directly elected Mayor. The Mayor represents the Village of Pinehurst across North Carolina, presides over Council meetings, and issues mayoral proclamations. Councilmembers appoint the Village Manager and set and direct policy regarding operations of Village government.

Elections are held in odd years, with two Councilmembers elected to four-year terms in one cycle, while the Mayor and the other two Councilmembers are elected in the next cycle.

The Village Council typically holds two meetings per month at 4:30 p.m. in the Assembly Hall of Village Hall. These meetings are open to the public, and residents are encouraged to attend. A list of meeting dates is available on the Village website at www.vopnc.org/council. For those who can't attend Council meetings, meeting videos are posted online at www.vopnc.org/videos.



MAYOR

John Strickland

jstrickland@vopnc.org

910-420-1671



COUNCILMEMBER

Kevin Drum

kdrum@vopnc.org

910-420-1673



MAYOR PRO TEM

Judy Davis

jdavis@vopnc.org

910-420-1674



COUNCILMEMBER

Jane Hogeman

jhogeman@vopnc.org

910-420-1675



TREASURER

Lydia Boesch

lboesch@vopnc.org

910-420-1672

MESSAGE FROM THE VILLAGE MANAGERS' OFFICE

The Village had another successful year working to accomplish the objectives set forth by the Village Council, and overall, we exceeded our FY 2021 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 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 86% of our service areas, and we currently exceed the national averages in 48 out of 49 service areas. In FY 2021, we achieved the highest annual satisfaction ratings in the US in the ETC DirectionFinder Benchmark Group (ETC) for twelve areas, the most we've achieved in one year.

We routinely monitor our "score" relative to nine key community goals on the Village's Balanced Scorecard:

1. Safeguard the Community
2. Promote High Quality Development and Appearance
3. Promote a Thriving Business Community
4. Promote Transportation Mobility and Connectivity
5. Protect the Environment
6. Promote Active Living and Cultural Opportunities
7. Professionally Manage a High Performing Organization
8. Attract & Retain an Engaged Workforce
9. Maintain a Healthy Financial Condition



Scores are assigned to each goal and shown using red, yellow, or green indicator dials to demonstrate achievement of our goals. The "score" identified for each community goal is based on pre-established goals and red-flag thresholds. This report highlights the "State of the Village" for FY 2021 and is organized by Balanced Scorecard goal. Results in bold are reported directly from the Village's corporate Balanced Scorecard.

We are incredibly 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 community.

Village Leadership



jsanborn@vopnc.org



jbatton@vopnc.org



dwillardson@vopnc.org

CUSTOMER PERSPECTIVE

The customer perspective focuses on the people who receive services from the Village of Pinehurst. This perspective includes the following six Balanced Scorecard goals: Safeguard the Community; Promote High Quality Development and Appearance, Promote a Thriving Business Community, Promote Transportation Mobility and Connectivity, Protect the Environment, and Promote Active Living and Cultural Opportunities.





Crimes reported against persons: **5** per 1,000 population



Citizens on Patrol volunteer hours: **1,539**



Crimes reported against property: **15** per 1,000 population



Service calls for fire incidents: **2%**



Crimes reported against society: **16** per 1,000 population



Service calls for rescue and EMS: **37%**

The Village intends to *Safeguard the Community* by delivering effective fire, rescue, and police services through the Police and Fire Departments. Pinehurst continues to be recognized as one of the safest communities in North Carolina. **99% of residents agree their overall feeling of safety is excellent or good.**

Crime investigations and prevention continue to be a top priority. With a low crime rate of **36 crimes per 1,000 residents**, investigators successfully cleared 88% of the incidents that occurred in FY 2021.

The department also focused efforts to keep the roadways safe for travelers, reporting 34 collisions per 1,000 population during the year, with 12% involving an injury and 0% involving a fatality. Due to the diligent efforts of Pinehurst police officers, **98% of residents indicated they were satisfied with police services.**

Businesses also indicated a high level of satisfaction with our police and fire services indicating 100% satisfaction with response times from both and 100% satisfaction with police patrols.

Time is of the essence when responding to emergencies, and the Fire Department has focused efforts on improving reaction and response times. Reaction time refers to the total time a unit takes from receiving the dispatch alert to leaving the station. This year the the Fire Department achieved a reaction time of 90 seconds or less 91% of the time, an improvement of 6% over FY 2020.

In FY2021, the Fire Department received "Reaccredited Agency" status with CFAI for meeting criteria established by the voluntary self-assessment and accreditation program.

Efforts to prevent fires and injuries continued in FY 2021 with robust fire and life safety education programs. The reported fire incident rate was 0.66 per 1,000 population served.

This year, the Village set three national high satisfaction ratings in our ETC benchmark group related to safeguarding the community:

- * 99% resident satisfaction with the overall feeling of safety
- * **100% resident satisfaction with fire services**
- * 98% resident satisfaction with police services

Important Links:

www.vopnc.org/police
www.vopnc.org/fire



Code violations investigated: **1,215**



Single family home average sales price: **\$365,000**



Value of permitted residential development: **\$58,826,000**



Building inspections completed per inspector per day: **11.4**



Square feet of permitted single family residential new construction: **470,000**

Maintaining a high level of overall appearance of public spaces, managing development, and enforcing codes and ordinances all play a role in the Village's goal to *Promote High Quality Development and Appearance*. Once again, residents indicated high levels of satisfaction with community attractiveness with **99% rating the overall appearance of the Village as excellent or good.**

The Planning and Inspections Department issued 136 new single-family residential permits in FY 2021, a 28% decrease from last year. With several years of steady growth, residents have indicated **88% satisfaction with the Village's efforts to maintain the quality of neighborhoods** and **79% satisfaction with the quality of new development.**

The Village's Code Compliance Specialist and Building Inspectors play an essential role in the enforcement of codes and ordinances. **86% of residents were satisfied with the enforcement of codes and ordinances**, indicating consistent results with past years. In FY 2021, the Village investigated over 1,200 code violations, 97% of which were resolved within 45 days.

Building inspectors understand the importance of timely service delivery for the building community. Of the 8,723

building inspections completed, 100% were completed within one business day in FY 2021.

The Village worked on the Initiative Action Plan to update the Pinehurst Development Ordinance to reflect the priorities of the 2019 Comprehensive Plan and changes required by new state legislation requirements. Pinehurst Development Ordinance (PDO) text amendments will be drafted and presented to Council in FY2022.

As part of the Initiative Action Plan process, the Village engaged a consultant to develop Small Area Plans for the Village Place/Rattlesnake Trail Corridor and Pinehurst South/ Hwy 5. At the end of FY 2021, the consultants were commencing work on Phase III of the project.

In 2021, the Village set four national high satisfaction ratings in our resident ETC benchmark group related to *Promoting High Quality Development and Appearance*:

- * 99% resident satisfaction with the overall image of the Village
- * 99% resident satisfaction with landscaping in medians and other public areas
- * 86% resident satisfaction with enforcing sign regulations
- * 99% resident satisfaction with maintenance/preservation of downtown



Business satisfaction with communication from Village: **93%**



Business satisfaction rating for inspection services: **100%**



Value of permitted non-residential development: **\$63,277,042**



Visitors served at the Welcome Center: **3,944**



Welcome Center volunteers: **26**

The Village promotes a thriving business community by engaging and partnering with Pinehurst businesses. As a key customer of the Village, businesses play a vital role in the overall quality of life. This year, **92% of Village businesses indicated they would be likely to recommend the Village as a business location**, which is very positive despite the challenging year due to the COVID-19 pandemic.

Village staff annually calculate the occupancy rate of first-floor business in the Village Center, which is an indicator of the economic health of Village businesses. In FY 2021, the Village Center had a 92% first-floor occupancy rate.

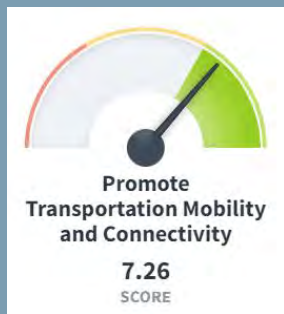
In this year's business survey, 93% indicated they were satisfied with the overall quality of services provided to their business by the Village, 98% indicated satisfaction with customer services provided by Village employees compared to other places they operated a business in the past, and 99% were satisfied with the overall image of the Village.

Non-residential development continues to play a pivotal role in the community with 24 non-residential permits issued at a value of over \$63 million. Businesses that received services from the Village's Building Inspectors during construction indicated a 100% satisfaction rating for the services in FY 2021.

Communication with businesses is an important focus for Village officials and efforts have expanded with the use of technology over the years. In FY 2021, 93% of businesses were satisfied with the communication efforts between the Village of Pinehurst and business owners.

The George P. Lane Welcome Center, centrally located inside the Theatre Building in the Village Center, plays a vital role for residents and visitors of Pinehurst. It is staffed by a Village employee and utilizes 26 local volunteers who share stories, provide maps, and show places of interest to those who visit each year. In FY 2021 alone, the Welcome Center served almost 4,000 visitors.

In FY 2021, the Welcome Center rebranded the annual Small Business Saturday event to encourage local shopping and dining throughout the month of November and called it "Shop Small this Season". During the week of Thanksgiving, *Shop Small this Season* drew more than 500 visitors to the Welcome Center-- representing 780 purchases and over \$45,000 spent at Village of Pinehurst Businesses that week. The event included three gift baskets that were given away through a drawing totaling over \$4,000 of prizes donated by local merchants.



Streetlights per mile:
3.26



% of Lane miles with
walkways: **8.08%**



Centerline miles of
Village roadways: **107**



Satisfaction with
availability of
greenway trails: **92%**



Right-of-way lane miles
maintained per FTE: **16.04**

The Village *Promotes Transportation Mobility and Connectivity* by providing interconnected pedestrian facilities and maintaining high-quality streets for the 107 centerline miles of Village roadways. The Village, like many communities around the region and country, has a transportation network that is dominated by automobiles. However, walking, bicycling, and the use of golf carts are playing increasingly important roles.

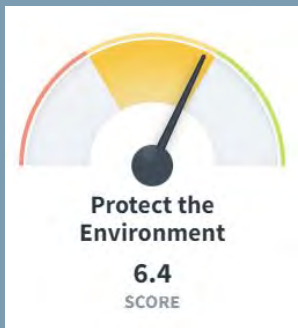
The Village provides and maintains pedestrian facilities throughout the municipal limits. In FY 2021, the Village maintained a total of 7.6 miles of greenway trails and 19.33 lane miles of walkways. **Residents expressed 67% satisfaction with the availability of walkways.** Over the years, greenways and walking trails receive higher satisfaction ratings, and FY 2021 was no exception with **92% of residents indicating satisfaction with the availability of greenway/walking trails.**

Maintaining high-quality streets is also a top objective each year in the Village of Pinehurst. The Streets and Grounds division of Public Services ensures our streets and right-of-ways are well maintained for motorists. In FY 2021, **88% of residents indicated satisfaction with street and right-of-way maintenance** and 100% of the right-of-way mowing was performed according to schedule, exceeding the goal of 90%.

Annual resurfacing of roads also ensures high-quality streets. To determine which roads are resurfaced in a given year, Village staff review the pavement condition ratings of all Village-owned roads that are rated every three years by an independent agency. In FY 2021, the Village resurfaced 4.5 miles of its 107 centerline roadway miles. This year, 83% of residents indicated satisfaction with maintenance of streets in neighborhoods around the Village of Pinehurst.

Greenway Trail Map:

www.vopnc.org/greenway



Tons of trash collected: **5,670**



Refuse collection cost per household per year: **\$181**



Tons of recycling collected: **1,009**



Satisfaction with residential trash collection: **98%**



Tons of yard debris collected: **2,274**



Satisfaction with yard debris collection: **96%**

For the Village, *Protecting the Environment* means managing stormwater systems, providing efficient and effective solid waste collection services to reduce, reuse, and recycle resources..

Stormwater has risen as a priority for residents over the last several years. In FY 2021, **83% of residents indicated satisfaction with stormwater management.** All stormwater complaints are submitted through MY VOP, and last year alone, staff ensured 97% of these complaints were addressed on time.

The Village recognizes the importance of providing timely and accurate services for households participating in solid waste collection. In FY 2021, **96% of residents were satisfied with overall solid waste services.**

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 1.04

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.

Due to the changes in the worldwide recycling market in 2020, which eliminated glass and other contaminants from the recycling stream, the Village saw a significant reduction of tonnage for recyclable material and an increase of trash tonnage. Although the changes affected the tonnage, 93% of households still participate in curbside recycling. Ultimately, in FY 2021, the Village diverted **15% of refuse from the landfill**, down 12% since 2019, and **89% of residents were satisfied with the promotion of natural resource conservation.**

This year, the Village set a national high satisfaction ratings in our benchmark group related to protecting the environment: 96% resident satisfaction with yard waste collection services.

Solid Waste Information:

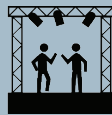
www.vopnc.org/solidwaste
www.vopnc.org/recycling101



Acres of developed parks per 1,000 population: **8.2**



Miles of greenway trail per 1,000 population: **0.43**



Annual Village-sponsored cultural arts events: **56**



Participants in athletic & recreation programs: **4,085**



Satisfaction with parks and recreation facilities: **98%**

The Village *Promotes Active Living and Cultural Opportunities* by offering recreation programs, facilities, and cultural events to enhance residents' quality of life. Overall, **97% of Pinehurst residents were satisfied with the Village's Parks and Recreation programs** in FY 2021. Additionally, **98% of residents were satisfied with the Parks & Recreation facilities.**

Recreation programs saw another successful year 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 4,085 participants, of which, 1,503 were unique in athletic and recreation programs. Of those participating in the programs, 50% were adults and 50% were youth.

Overall, residents indicated high satisfaction ratings with the quality of Village parks at 99% in FY 2021.

As the population has grown over the years, the number of acres of developed parks per 1,000 population continues to slightly decrease. In FY 2021, this measure was 8.2 acres per 1,000 population, compared to 8.38 acres in the previous fiscal year. The future development of West Pinehurst Park is aimed at providing additional park acreage in the coming years.

Events sponsored by the Village of Pinehurst continue to be popular and in FY 2021, **94% of residents were satisfied with cultural arts events.** Fourth of July fireworks, annual parades, the Live after Five concert series, Eats Beats, & Brews food truck rodeo, the Christmas Tree Lighting, and the Sandhills Farmers Market are just a few examples of the Village-wide events that fill up the calendar for community members throughout the year. Last year alone, the Village sponsored 56 cultural arts events.

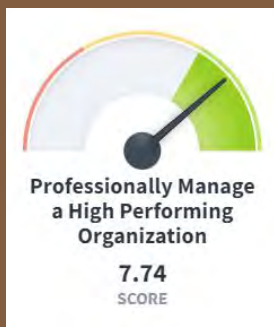
Of the events sponsored by the Village, businesses rated the Tree Lighting as having the most positive impact on them, followed by the Holly Arts & Crafts Festival.



INTERNAL PERSPECTIVE

The internal perspective focuses on how smoothly the organization is running. This perspective includes the following Balanced Scorecard goal: Professionally Manage a High Performing Organization.





Visits to VOP website
this year: **164,375**



Residents likely to
recommend the VOP
as a place to live: **93%**



Network uptime: **100%**



MY VOP app
downloads: **5,186**



of Facebook
followers: **16,857**

For the Village, *Professionally Managing a High Performing Organization* means continuously improving service delivery to our customers. The Village achieves this by communicating and engaging with the community, providing a high level of customer service, continuously improving, and maintaining Village assets in a responsible manner.

The Village has focused on enhancing community engagement over the last several years through communication to and from our residents and businesses. In FY 2021, **97% of residents indicated satisfaction with Village communications.** The Village's social media presence continues to grow, boasting over 24,500 followers on all social media sites and over 96,227 engaged users who click, comment, or share the Village's posts on Facebook.

The Village offers multiple ways to get involved, in person and electronically. This year, **87% of residents were satisfied with the level of public involvement in local decisions.** Residents also noted a 92% satisfaction rating with Village efforts to keep residents informed on local issues.

It is vital for Village employees to selflessly meet the needs of our customers, and in FY 2021, **98% of residents were satisfied with customer service provided by VOP staff.** A key measure of how well the Council and the Manager's Office is managing the Village is how residents feel about the value of their tax dollars. In FY 2021, **93% of**

residents were satisfied with the value they received for the taxes they paid.

The Village also monitors the condition of its capital assets. Using a ratio called the Capital Asset Condition Ratio, the Village can easily determine if depreciable assets are being replaced regularly. In FY 2021, **assets had a 45% depreciable life remaining,** which falls within a healthy range.

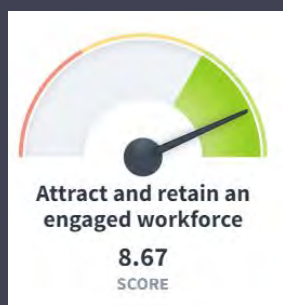
This year, several Village projects and initiatives focused on continuous improvement efforts. These include updating the Pinehurst Development Ordinance, developing small area plans for both the Village Place/Rattlesnake Trail corridor and the Pinehurst South/Hwy 5 commercial area. Additionally, the process has begun to develop a comprehensive stormwater master plan. The Village also continued its journey using the Baldrige Excellence Framework and completed the site visit for the National Malcolm Baldrige Quality Award in October.

The Village set three national high satisfaction ratings in our benchmark group related to professionally managing a high performing organization: 1) 99% resident satisfaction with the Village as a place to retire, 2) 98% resident satisfaction with customer service provided by VOP staff, and 3) 97% resident satisfaction with Village communications.

WORKFORCE PERSPECTIVE

The workforce perspective focuses on the people, employees and volunteers, who provide the services for the Village of Pinehurst. This perspective includes the following Balanced Scorecard goal: Attract and Retain an Engaged Workforce.





Average employee tenure: **8.6 years**



Full-time and part-time regular employees: **138**



Volunteers likely to recommend the Village: **96%**



Employee turnover rate: **13%**



Employees likely to recommend the Village: **97%**

To serve Pinehurst residents, businesses, and visitors, Village management strives to provide a workforce culture and climate that stimulate high levels of workforce engagement. When the workforce is committed to accomplishing the organization's goals and objectives, it contributes to high performance and meeting resident needs. The Village considers its volunteers an integral part of the workforce and appreciates their valuable contributions.

The Village monitors workforce engagement through our annual Employee Survey and Volunteer Survey. In FY 2021, **98% of employees agree they are overall satisfied with their job** and **98% of volunteers agree that overall they like their role**.

The Village focuses on attracting and retaining workforce members that reflect our core values of service, initiative, teamwork, and improvement. The reward and recognition program is a key way to show appreciation for employees and volunteers who provide exceptional service. In FY 2021, 93% of employees were satisfied with the VOP's employee recognition programs, and 93% of volunteers agreed they are recognized for their performance.

Annually, the Human Resource Department contracts with an outside agency to perform a position classification and pay study. These consultants evaluate each regular full-time and part-time position every three years to ensure our workforce is being adequately compensated and job duties are updated. The study includes a salary survey of comparable organizations in the public sector, updating class specifications for each position, and making recommendations for changes in position classifications or policies.

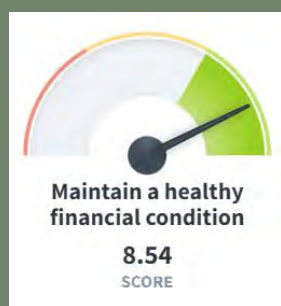
This year, the Village continued working on a Workforce Learning and Development initiative action plan. The initiative's goal is to develop workforce skills and abilities through a new Learning and Development System and incorporate this system into the succession planning process.

Vacancies filled with internal candidates can be an indicator of successfully developing the workforce. This year, 47% of vacancies were filled with internal candidates, exceeding the goal of 35%.

FINANCIAL PERSPECTIVE

The financial perspective focuses on the financial health of the Village of Pinehurst. This perspective includes the following Balanced Scorecard goal: Maintain a Healthy Financial Condition.





Amended budget as a % of original budget: **107%**



Total General Fund expenditures: **\$19.3M**



Purchase orders processed: **415**



GFOA Certificate of Excellence in Financial Reporting: **28 years**



GFOA Distinguished Budget Award: **14 years**



Tax rate per \$100 valuation: **\$.30**

Maintaining a healthy financial condition means ensuring financial sustainability and strength by achieving financial targets. Once again, the Village maintained a healthy financial condition through continued financial oversight.

Overall, actual revenues were 105% of the amount forecasted and expenditures fell 15.6% below budget in the General Fund, the fund used to account for Village annual operations. Expenditures were less than budgeted amounts for the following significant items: 1) capital expenditures that were not purchased by year end, 2) salaries and benefits due to turnover, and 3) reduced spending due to continued COVID-19 restrictions. By accelerating our remaining debt payments this year, the Village has no installment financing debt obligations at year end compared to \$2.5 million in debt nine years ago.

One measure of financial performance that we monitor is General Fund fund balance, or the amount of savings the Village has in reserves. For FY 2021, total **General Fund fund balance as a % of actual expenditures was 69%**, exceeding the policy minimum of 30%.

Once again, the Village received a clean audit opinion by external auditors, proving diligent financial management. For the 28th consecutive year, we received the Government Finance Officers Association of the United States and Canada (GFOA) Certificate of Achievement for Excellence in Financial Reporting and for the 14th 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 and other departments by recovering service costs through fees and consistent financial management.

Strategic Operating Plan & Budget:

www.vopnc.org/sop

FY 2021 INITIATIVE ACTION PLANS (IAPs)

	Goal	IAP Name	FY 2021 IAP Status		
			IAP Status	Q4 Comments	YTD Actual
Customer	Promote high quality development and appearance	Update the Pinehurst Development Ordinance		Discussed highway corridor standards and potential amendments with P&Z in April. Held a P&Z work session in June to review amendment proposed to confirm to 160-D regulations.	
		Small Area Plan for the Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy5 Commercial Area		Phase II plans have been developed and are now in revisions stage for final draft. Consultant has commenced Phase III work.	
	Protect the environment	Develop a comprehensive storm water master plan		The RFQ for Engineering Services was sent out on June 25.	
Internal	Professionally manage a high performing organization	P&I Process Improvements (carryforward)		Planning and building files have been organized in the basement. GIS training for P&I staff has not yet been conducted - IT will begin this training in the fall of 2021. P&Z approved PDO amendment for processes changes related to new software and will be taken to Council in Q1 FY22.	
		Build Baldrige Framework Systems & Culture		Staff has completed this initiative action plan by incorporating key opportunities for improvement from the Malcolm Baldrige National Quality Award feedback report into the FY 2022 Strategic Operating Plan. Staff will begin implementing these improvements in the new fiscal year.	
		Expand GIS Capabilities		Training plan consisting of creating a GIS user group has been created and is set to begin in the fall of 2021.	
Workforce	Attract & retain an engaged workforce	Workforce Learning and Development		Modified task deadlines to work around COVID protocols. FY22 evaluation is complete but was created in early July 2021.	

IAPs listed in red are FY 2021 Village Council Areas of Focus.

Key for IAP Status	
	In progress; NOT on schedule
	In progress; on schedule
	Completed
Key for Metrics	
	Did not achieve projected performance
	Achieved projected performance

# of IAPs that achieved targeted results	
FY21	7
Total # of IAPs	8
% of IAPs that achieved targeted results	88%

FY 2021 BALANCED SCORECARD

Key Performance Indicators		FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2021 Goal	
Customer	% of residents satisfied with fire services	100%	100%	100%	95%	
	% of residents satisfied with how quickly fire personnel respond to emergencies	99%	99%	98%	95%	
	Fire incident rates per 1,000 population served	0.26	0.05	0.66	0.35	↑
	% of residents whose overall feeling of safety in the Village is good or excellent	99%	100%	99%	95%	
	% of residents satisfied with police services	98%	98%	98%	95%	
	Crime rate per 1,000 residents	41.48	26.67	36	47	↑
	% of residents who rate the overall appearance of the Village as good or excellent	98%	99%	99%	95%	
	% of residents satisfied with the enforcement of codes and ordinances	84%	86%	86%	85%	
	% of residents satisfied with the quality of new development	77%	83%	79%	80%	↓
	% of residents satisfied with Village efforts to maintain the quality of neighborhoods	84%	90%	88%	90%	
	% of businesses likely to recommend the Village as a business location	93%	91%	92%	90%	
	% of residents satisfied with the availability of walkways	70%	71%	67%	70%	↓
	% of residents satisfied with availability of greenway / walking trails	94%	94%	92%	90%	
	# of collisions per 1,000 population	39	34	34	45	
	% of residents satisfied with the adequacy of street lighting	75%	70%	71%	70%	
	% of residents satisfied with street and right of way maintenance	85%	89%	88%	85%	
	% of residents satisfied with stormwater management	77%	84%	83%	80%	
	% of residents satisfied with solid waste services	92%	96%	96%	95%	
	% of residents satisfied with promotion of natural resource conservation	86%	92%	89%	90%	
	% of refuse diverted from the landfill	27%	20%	15%	22%	↓
% of residents satisfied with P&R programs	98%	99%	98%	95%		
% of residents satisfied with P&R facilities	96%	99%	98%	95%		
% of residents satisfied with Village sponsored cultural arts events	93%	93%	94%	95%		
Internal	% of residents satisfied with Village communications	93%	96%	97%	95%	↓
	% of residents satisfied with the level of public involvement in local decisions	85%	92%	87%	85%	↓
	% of residents satisfied with customer service provided by VOP staff	97%	98%	98%	95%	
	% of residents satisfied with the value received for taxes paid	90%	93%	93%	90%	
	% of depreciable life remaining on assets	42%	40%	45%	50%	↑
Workforce	% of employees who agree that overall they like their job	97%	99%	98%	95%	
	% of volunteers who agree that overall they like their role	100%	100%	98%	95%	
Financial	Total General Fund fund balance as a % of actual expenditures	45%	64%	69%	30%	↑
	General Fund Operating Margin	86%	80%	82%	86%	
	General Fund Debt Servicing Ratio	1.82%	1.80%	0.75%	10.00%	

KPIs in red represent Areas of Focus for FY 2021

There was a noticeable improvement in performance levels in FY 2021 for Key Performance Indicators
 There was a noticeable decline in performance levels in FY 2021 for Key Performance Indicators
 Noticeable change is 4% or more which is greater than the margin of error for the survey results



AWARDS AND SPECIAL RECOGNITIONS FY 2021



GFOA Certificate of Achievement for Excellence in Financial Reporting



GFOA Distinguished Budget Presentation Award



ICMA Certificate of Excellence in Performance Management



Top Safest Cities in North Carolina by alarms.org - Pinehurst ranked #1 as safest municipality

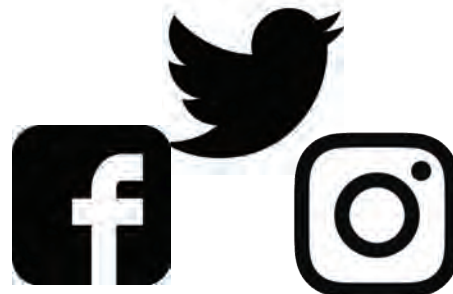
CONNECT WITH US

By Website



www.vopnc.org

By Social Media



@vopnc

By Mobile App



Search for **MY VOP** in the Google Play or iTunes Store