



STATE OF THE VILLAGE MEETING  
FEBRUARY 2013



# STATE OF THE VILLAGE MEETING

## Purpose

- Communicate important initiatives
- Provide and opportunity for interaction and feedback
- Reinforce our Vision, Mission, and Values



# STATE OF THE VILLAGE MEETING

## Vision, Mission, and Values

 <p><b>VALUES</b></p> <p>Competent Courteous Professional Responsive</p>	<p><b>VISION</b></p> <hr/> <p>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.</p> <p><b>MISSION</b></p> <hr/> <p>Preserve and enhance the community's character and ambience by guiding growth, managing change, and providing services in a financially responsible manner.</p>
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# STATE OF THE VILLAGE MEETING

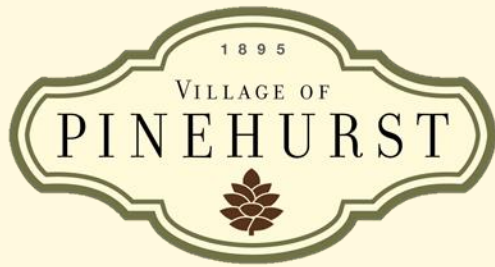
<b>New Employee</b>	<b>Department</b>
Richard Baker	Police
Scott Wilson	Police
William Jackson	Fire
James McLaughlin	Fire
James Allen	Streets & Grounds
Michael Bliss	Streets & Grounds
Ryen Fairley	Streets & Grounds
Michael Stancil	Streets & Grounds
William Graves	Solid Waste
Deborah Davis	Fair Barn
Margaret Nash	Admin - Staffing Pool
Dorothy Riley	Admin - Staffing Pool



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## Awards and Recognition

<b>Award</b>	<b>Department</b>
NC Award for Excellence - Level 1 and 2	Administration
Distinguished Budget Award	Finance
Certificate of Financial Achievement	Finance
Storm Ready Community	Fire
Gold Standard Award - 2012 Special Olympics	Police



# STATE OF THE VILLAGE MEETING

## 2012 Community Survey - Purpose

- Objectively assess resident satisfaction with the delivery of Village services (including silent majority)
- Establish base-line data to be able to measure trends over time
- To gather input from residents to help set priorities
- To compare Pinehurst's performance with other communities
- To have defensible data



# STATE OF THE VILLAGE MEETING

## 2012 Community Survey - Purpose

- Objectively assess resident satisfaction (including silent majority)
- Establish base-line data to measure trends over time
- Gather input from residents to help set priorities
- Compare our performance with other communities
- To have defensible data (95% confidence)



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2012 Community Survey –

We set 3 National High Benchmarks:

1. 92% satisfaction rating with **VOP efforts to prevent crime** (was 85%)
2. 88% satisfaction rating with **maintenance of major streets** (was 83%)
3. 92% satisfaction rating with **curbside recycling services** (was 91%)

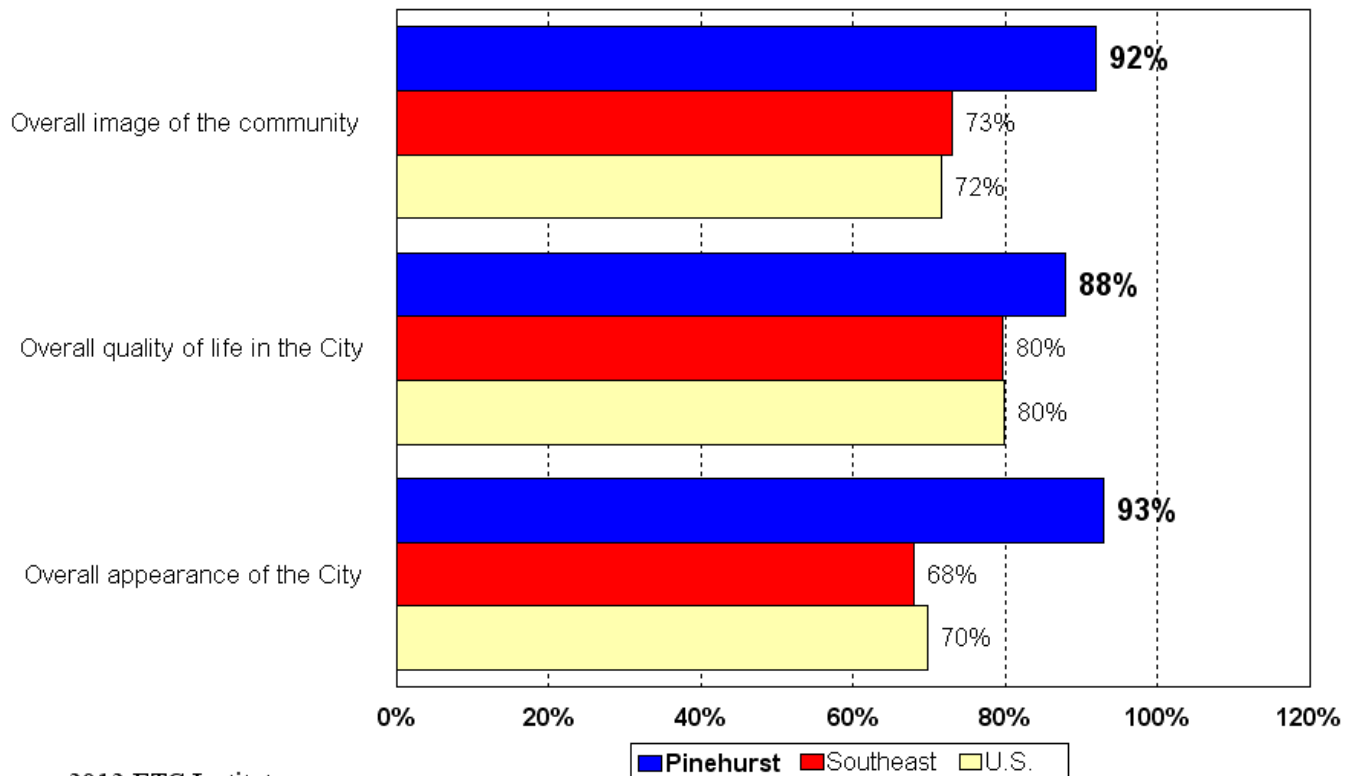




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## Satisfaction with Issues that Influence Perceptions of the Village Pinehurst vs. Southeast vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: 2012 ETC Institute



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## 2012 Community Survey – Importance/Satisfaction Analysis

“Definitely Increase Emphasis” on:

1. Availability of pedestrian walkways/sidewalks, and
2. Adequacy of street lighting.

“Increase Current Emphasis” on:

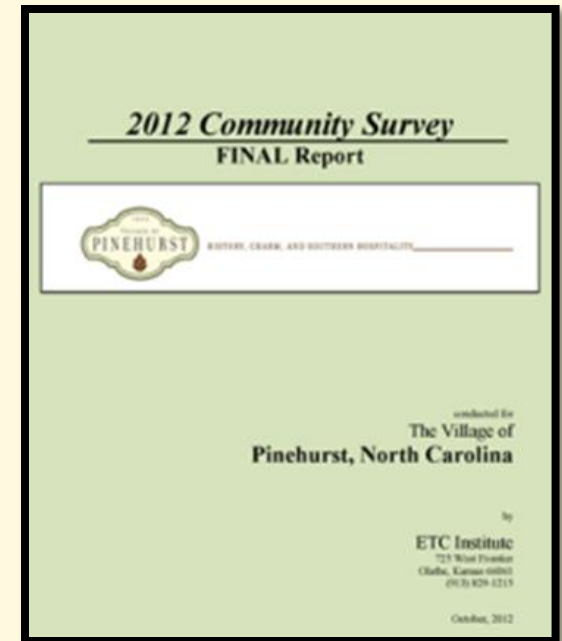
1. Frequency that officers patrol neighborhoods,
2. Efforts to maintain quality neighborhoods,
3. Quality of recreation programs for adults, and
4. Village sponsored cultural arts events.



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## 2012 Community Survey - Using the results

- To set strategic direction
- Identify areas for improvement
- Prioritize resource allocation
- Monitor performance





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## 2012 Workforce Survey

- Purpose
- Methodology



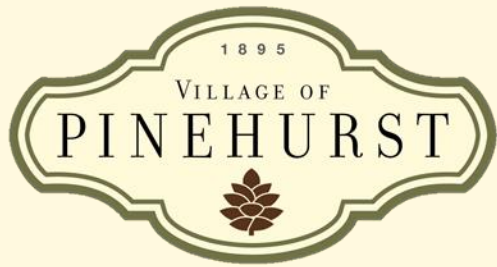


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## 2012 Workforce Survey Agreement Ratings

### – Workforce Climate:

- My workplace ensures workplace health & safety (93%)
- I feel safe in my workplace (93%)
- My leave benefits meet my needs (91%)
- My insurance benefit package meets my needs (91%)



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## 2012 Workforce Survey Agreement Ratings

### – Engagement & Satisfaction:

- I know how I contribute to the VOP Mission and Vision (92%)
- Overall, I am satisfied with my job (90%)
- I would recommend working for the Village to a friend (90%)



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## 2012 Workforce Survey Agreement Ratings

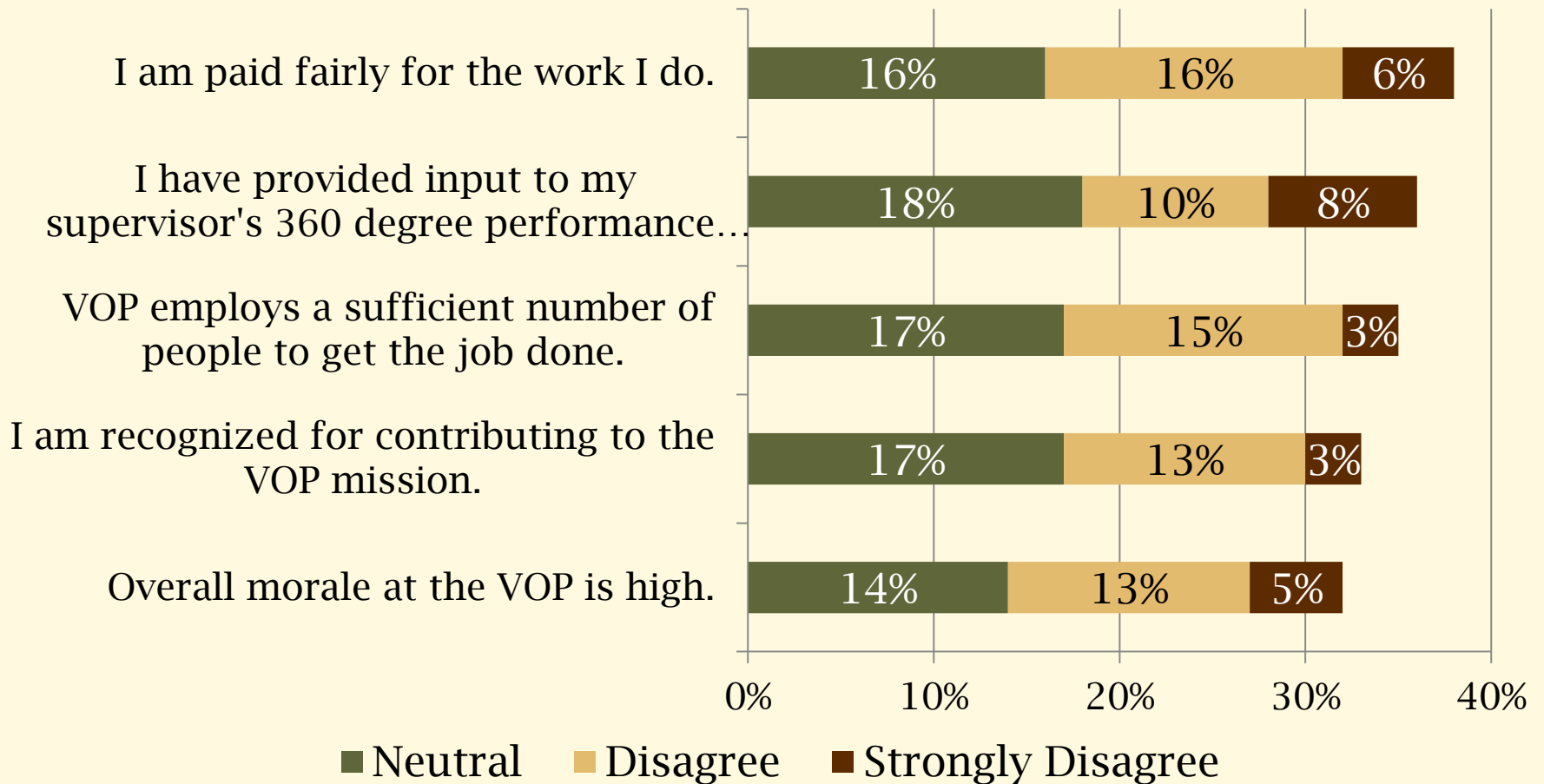
### – Leadership:

- My department head encourages frank two-way communication (91%)
- I trust the Village Manager and Assistant Village Managers (90%)



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## Disagreement/Neutral Responses (>30%)







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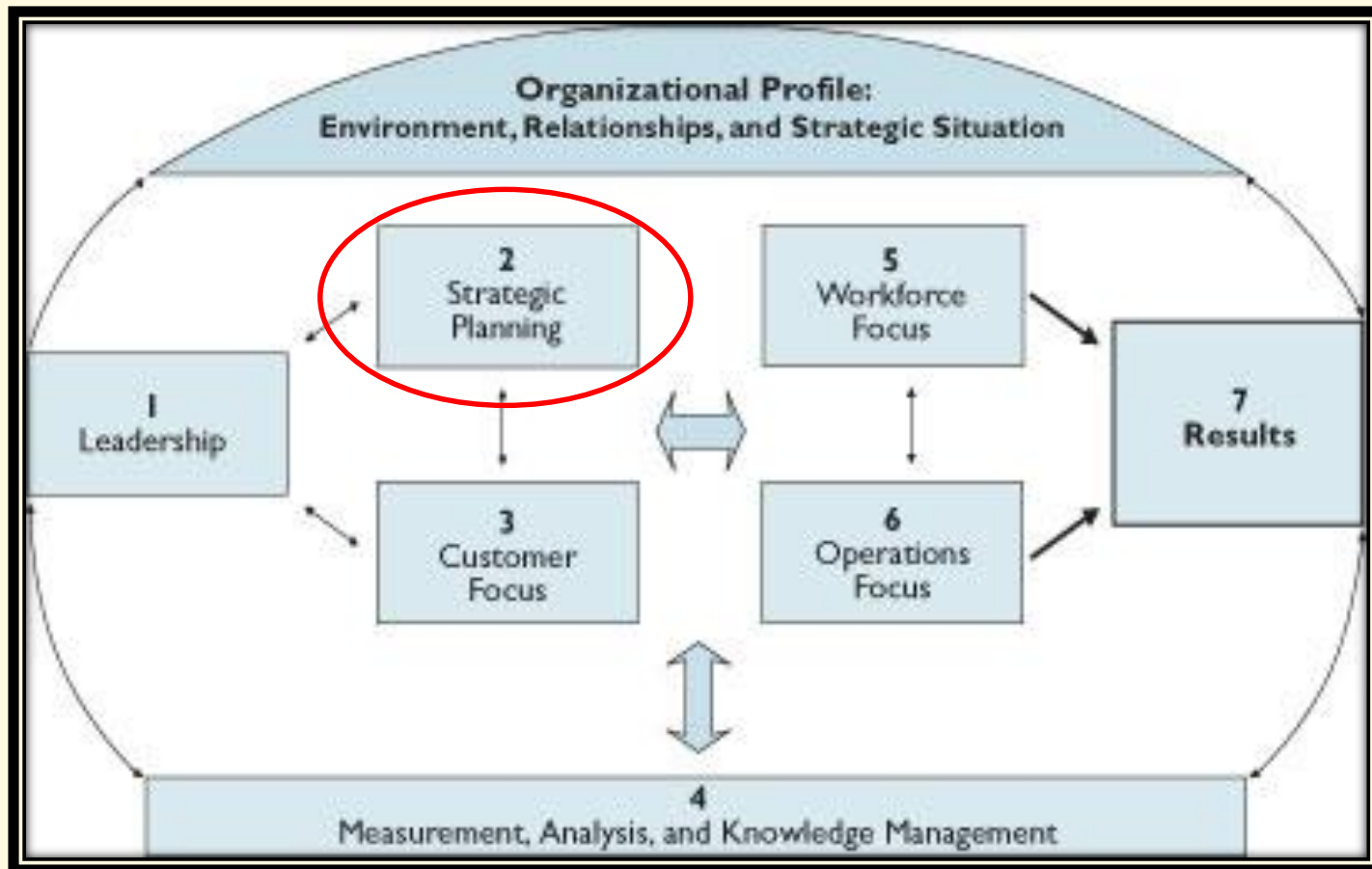
## 2012 Workforce Survey - Using the Results

- Three areas of focus:
  1. Compensation
  2. Capacity
  3. Reward and recognition



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## Strategic Planning





# STATE OF THE VILLAGE MEETING

## Strategic Planning

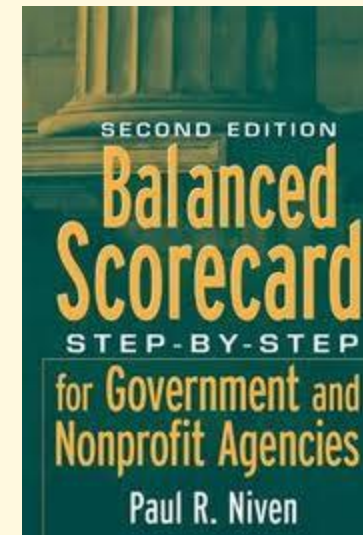




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## Strategic Planning – Balanced Scorecard

- Forward looking, performance management tool with an emphasis on strategy
- Translates strategy into tangible, measurable objectives
- Contains Four Perspectives:
  1. Customer
  2. Internal
  3. Employee
  4. Financial





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## Strategic Planning – Balanced Scorecard

- Contains “[18 Holes](#)”
- Scores assigned for each measure on each hole:
  - Par – VOP met the objective set
  - Birdie – VOP exceeded the objective set
  - Bogey – VOP did not meet the objective set
- Set target performance levels at the “Corporate” level and then the BSC cascades down to departments & employees



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## Example Cascading Scorecard

Corporate Scorecard			
Perspective	Objective	Measure	Target
Customer	Provide safe traffic and pedestrian mobility	Satisfaction rating of availability of pedestrian walkways and sidewalks	__% of residents satisfied with availability of walkways & sidewalks



Public Services Department Scorecard			
Perspective	Objective	Measure	Target
Customer	Provide safe traffic and pedestrian mobility	# of linear feet of sidewalks installed	___ linear feet per year



Public Services Individual Employee Scorecard			
Perspective	Objective	Measure	Target
Customer	Provide safe traffic and pedestrian mobility	Complete sidewalk projects on time and under budget	100% of sidewalk projects completed on time and under budget



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## Performance Excellence Journey Update:

- Strategic Planning
- Process Improvements/BIRDIE
- Customer Focus (LEARN) training





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## Legal and Ethical Behavior







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## Other Initiatives

- Steam Plant
- Downtown Projects
  - Sandlot/Tufts' Memorial Park/Streetscape
  - Wayfinding/Gateway/Kiosk Signage
  - Street signs and street lights



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## Other Initiatives – Carriage House





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## Workplace Topics

- TOPS Training
- Safety/Wellness
- Changes to Performance Review Process
- Salary Market Surveys



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## Questions and Feedback

Thank you for your attention today!