



***FY 2016 Village of Pinehurst
Annual Performance Report***

FY 2016 Village of Pinehurst Annual Performance Report

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Village Council



FY 2016 Village of Pinehurst Annual Performance Report

Message from the Office of the Village Manager



This Fiscal Year (FY) 2016 Annual Performance Report indicates the Village's results of operations relative to nine (9) community goals using a Balanced Scorecard (BSC) Model. This model is used to align activities and resources with organization goals and improve decision-making by providing performance feedback on critical priorities. This framework helps to balance strategic focus among four key perspective areas:

1. Customer
2. Internal
3. Workforce
4. Financial



Results are aggregated by BSC perspectives and the nine Council goals. Scores are assigned to each BSC perspective and goal and using red, yellow, or green indicators that are based on established goals and red flag thresholds. Additional information about the scoring system is included within this report.

This year, the Annual Performance Report includes a three-year trend analysis for comparisons and includes only Key Performance Indicators (KPIs) on the Council's corporate BSC. Individual department scorecard results are not included in this report. Finally, all performance measurement data included in this report has been reviewed and audited by management to ensure the accuracy of the data being presented.

We are proud of Village staff's accomplishments in FY 2016 and thank the Village Council for their leadership as we strive to continuously improve the efficiency and effectiveness of services we provide to Village residents, businesses, and visitors.

Sincerely,

Jeff Sanborn
Village Manager

Natalie Dean
Assistant Village Manager

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Key Terms Used in this Report



Balanced Scorecard (BSC) – a strategic framework for translating broad, long-term organizational goals into a set of strategic operational objectives, measures, and initiatives.

BSC Perspectives – the four ‘lenses’ through which the organization views itself, including Customer, Internal, Workforce, and Financial.

Composite – a composite contains a set of performance measures that make up a composite or an index score, ranging from 0-10.

Council Goals– what the Village seeks to achieve to ensure long-term sustainability and to guide resource allocation.

Key Performance Indicators (KPIs) – indicators to gauge progress towards achieving goals.

Strategic Initiative – a program, project, or activity that is designed to improve, introduce or sustain a scorecard component.

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Scoring of Scorecard Components



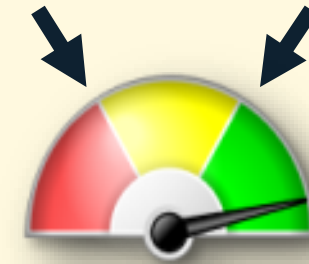
Each Key Performance Indicator (KPI) is assigned a score of 0-10 based on actual performance levels relative to the established goals and red flags:

	Village Results	Score
Green	Exceeded Goal	6.67 – 10.00
Yellow	Between Red Flag & Goal	3.34 – 6.66
Red	Below Red Flag	0.00 – 3.33

Example

Red Flag
85%
Score: 3.33

Goal
90%
Score: 6.67



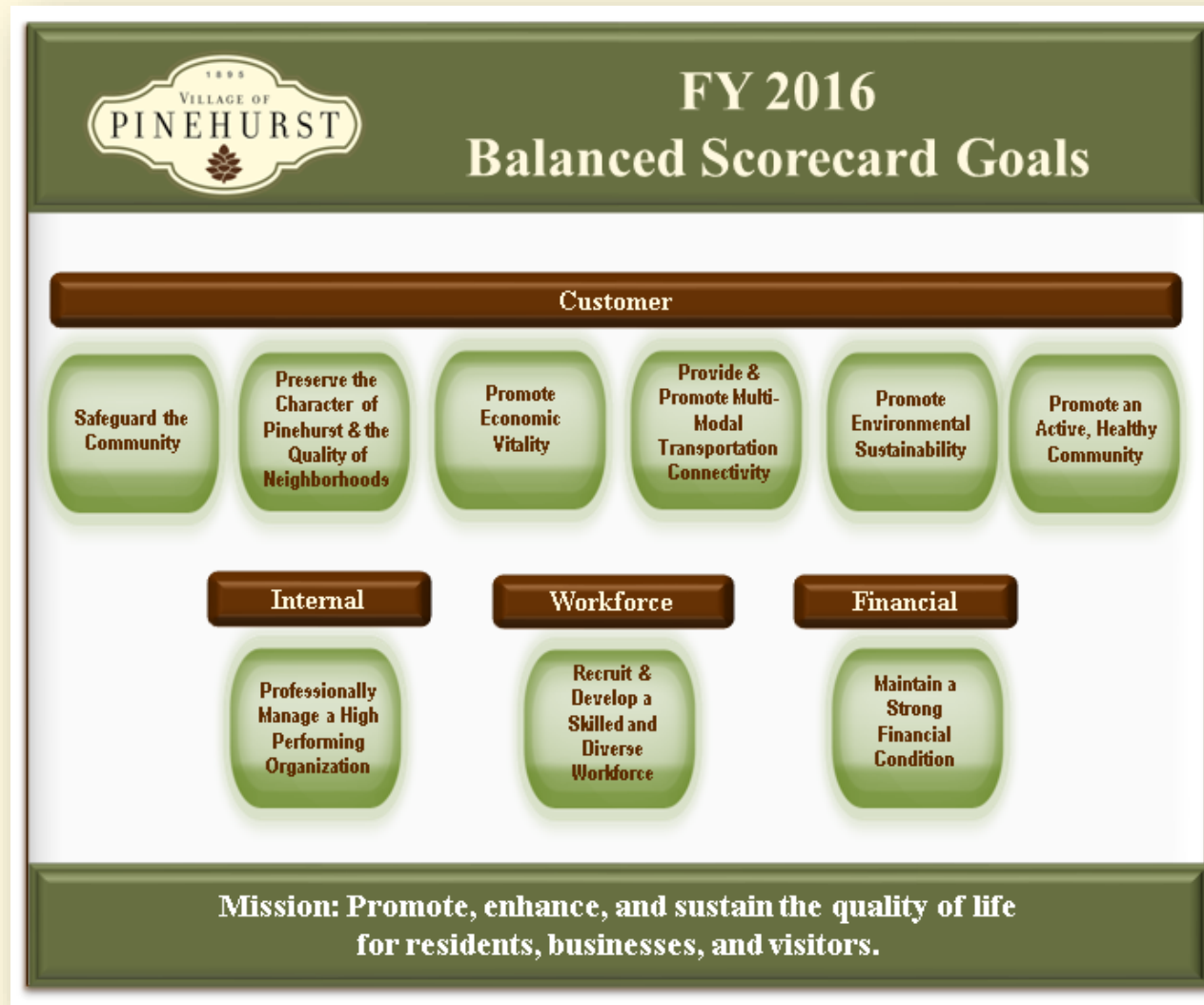
% of residents who rate the overall quality of life as good or excellent

Actual Value: 94%
Score: 9.33

Red flag thresholds for survey results were set as indicated in the chart below:

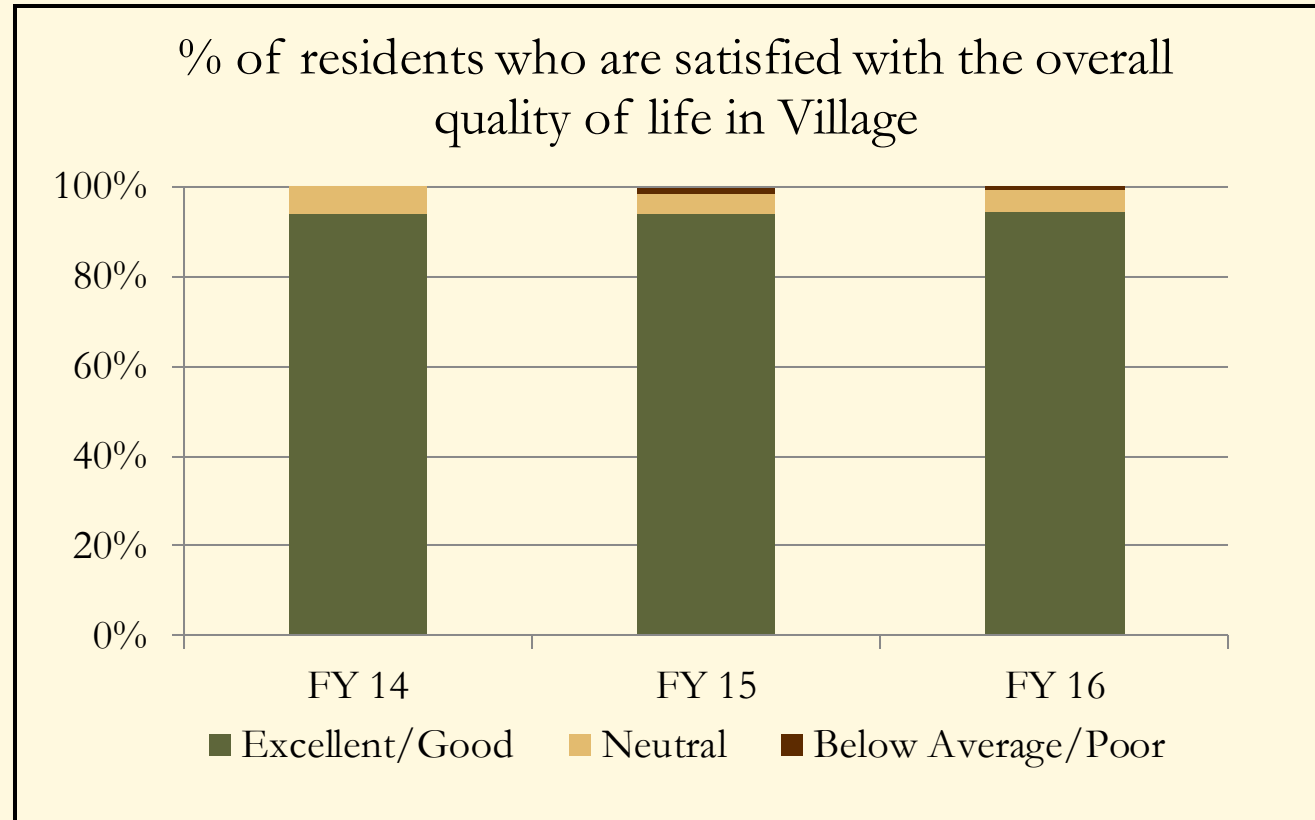
Red Flag	Satisfaction Level Goal
90%	95% - 100%
85%	90% - 94%
80%	81% - 89%
75%	76% - 80%
70%	71% - 75%
Goal – 1%	Less than 70%

FY 2016 Village of Pinehurst Annual Performance Report Council BSC Goals



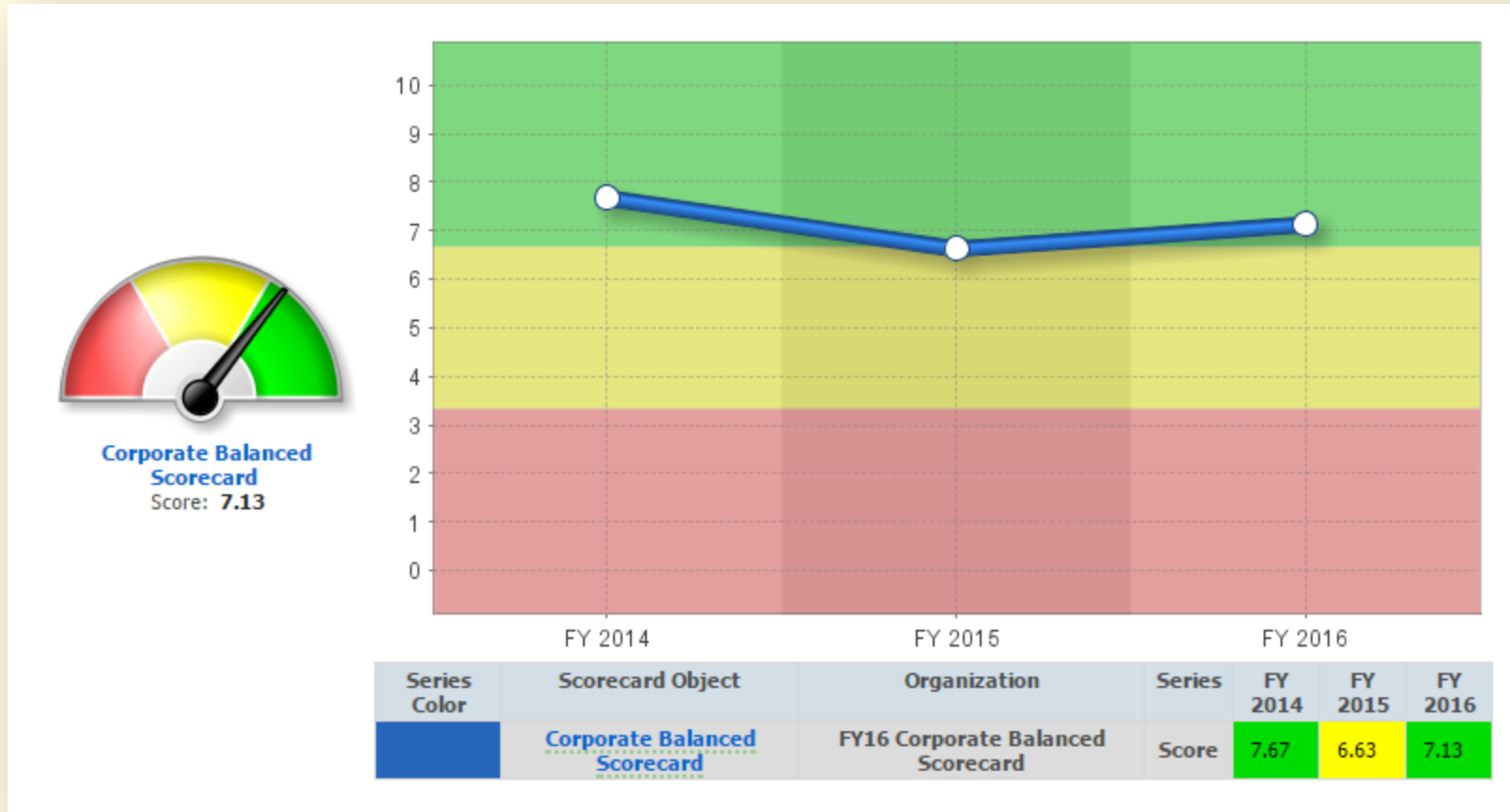
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Quality of Life



At least 99% of residents in EVERY neighborhood rate the quality of life in the Village as good or excellent.

FY 2016 Village of Pinehurst Annual Performance Report Overall Results



In FY 2016, the Village's performance improved over FY 2015 and overall exceeded Council's goals.



Balanced Scorecard Results by Perspective

Customer Perspective



**Customer Perspective
Score: 5.91**

The FY 2016 composite score for the Customer Perspective includes all Key Performance Indicators for the six Council Goals in this BSC perspective.



Safeguard the Community

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Safeguard the Community



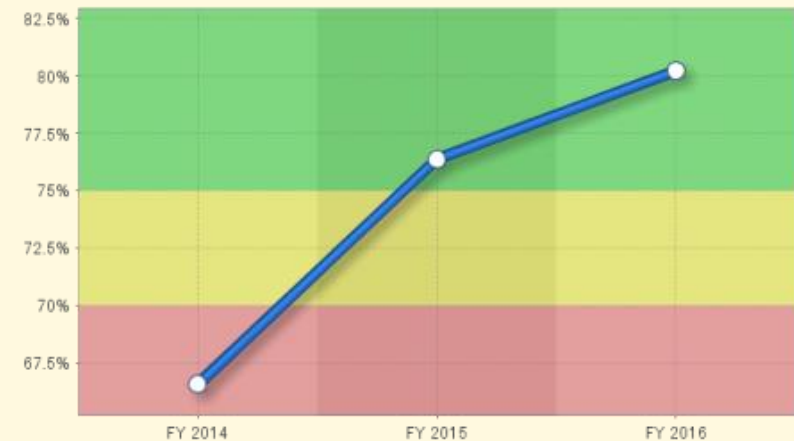
Safeguard the Community Performance Measures	FY 2014	FY 2015	FY 2016	FY 2016 Goal
Total UCR crime rate per 1,000 residents	10.5	7.9	6.2	12.0
% of residents whose overall feeling of safety in the Village is good or excellent	96%	97%	98%	96%
% of emergency calls with reaction time of 90 seconds or less	66.6%	76.4%	80.2%	75.0%
# of public safety education programs	109	100	155	100



To “Safeguard the Community,” the Village strives to deliver effective public safety services and engage/educate the community on public safety. This year, the Village installed an additional traffic pre-emption device and continued working towards international accreditation in the Fire Department, with a continue focus on reducing reaction times to emergency calls. In addition, the Village was effective at reducing the overall UCR crime rate. These performance improvements, in conjunction with others, helped contribute to an increase in the % of residents whose overall feeling of safety in the Village is good or excellent.

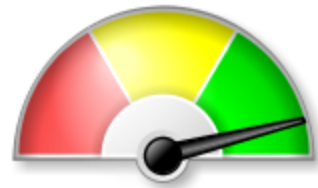
Also, in FY 2016 the Village set the national high benchmark in our peer group for the Village’s efforts to prevent crime, with a 93% resident satisfaction rating.

% of emergency calls with reaction time of 90 seconds or less

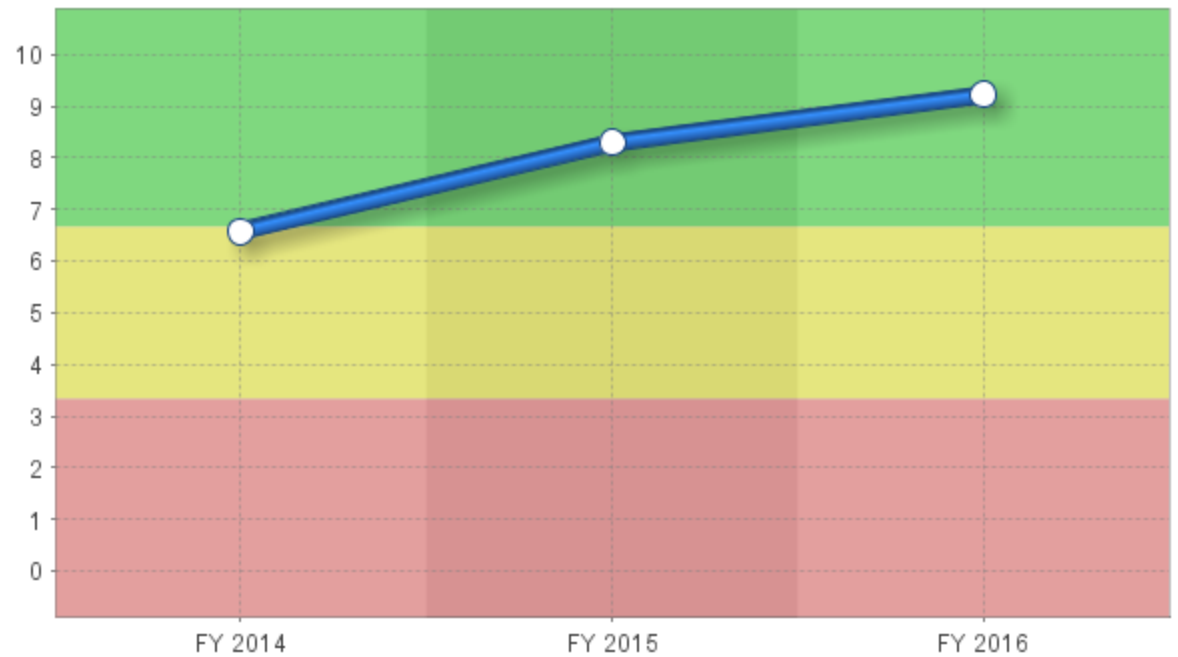


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Safeguard the Community



Safeguard the Community
Score: 9.22



Series Color	Scorecard Object	Organization	Series	FY 2014	FY 2015	FY 2016
Blue	Safeguard the Community	FY16 Corporate Balanced Scorecard	Score	6.58	8.3	9.22



Preserve the Character of Pinehurst & the Quality of Neighborhoods

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Preserve the Character of Pinehurst & Quality of Neighborhoods



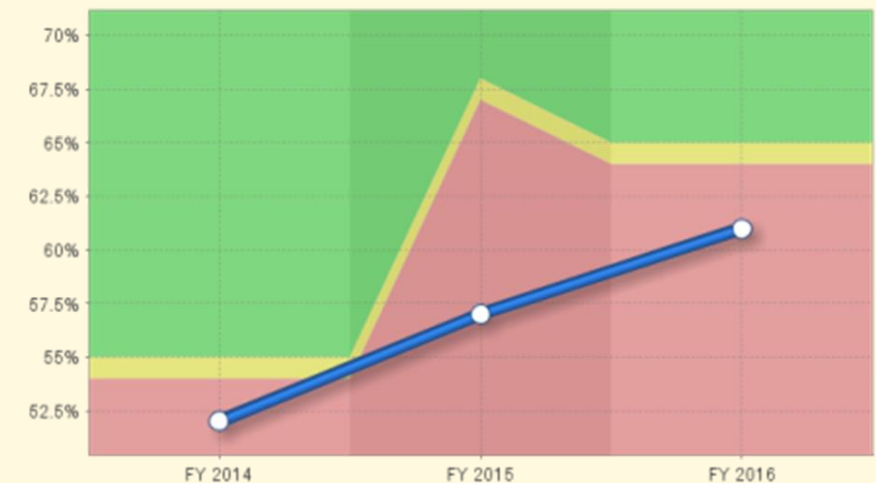
Preserve the Character of Pinehurst & Quality of Neighborhoods Performance Measures	FY 2014	FY 2015	FY 2016	FY 2016 Goal
% of residents who rate the overall appearance of the Village as good or excellent	96%	95%	95%	93%
% of residents satisfied with the enforcement of Village codes and ordinances	52%	57%	61%	65%



To “Preserve the Character of Pinehurst & Quality of Neighborhoods,” the Village strives to maintain a high level of overall appearance and achieve a high level of compliance with Village Codes and ordinances. In FY 2016, the Village implemented the recommendations of the Code Enforcement BIRDIE that was completed in FY 2015. This was successful at slightly improving resident satisfaction with the enforcement of Village codes and ordinances, although there is room for more improvement. Despite the low satisfaction ratings with code enforcement, 95% of residents continue to rate the overall appearance of the Village as good or excellent.

Also, in FY 2016 the Village set the national high benchmark in our peer group for resident satisfaction with the overall image of the Village, with a 95% resident satisfaction rating.

% of residents satisfied with the enforcement of Village codes and ordinances

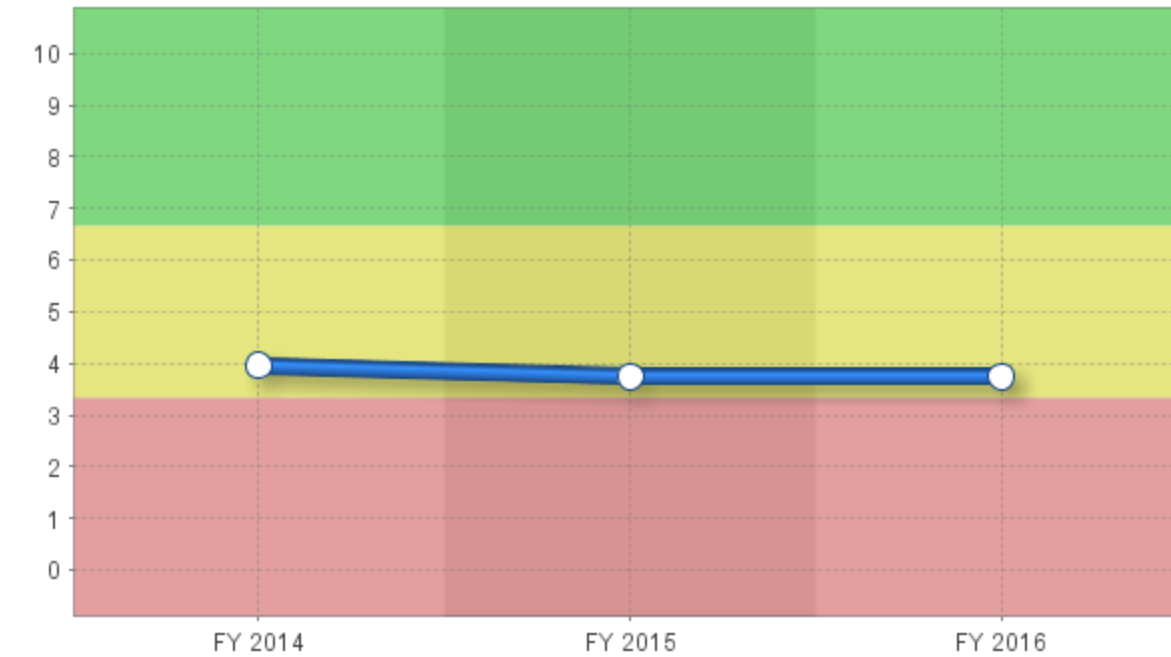


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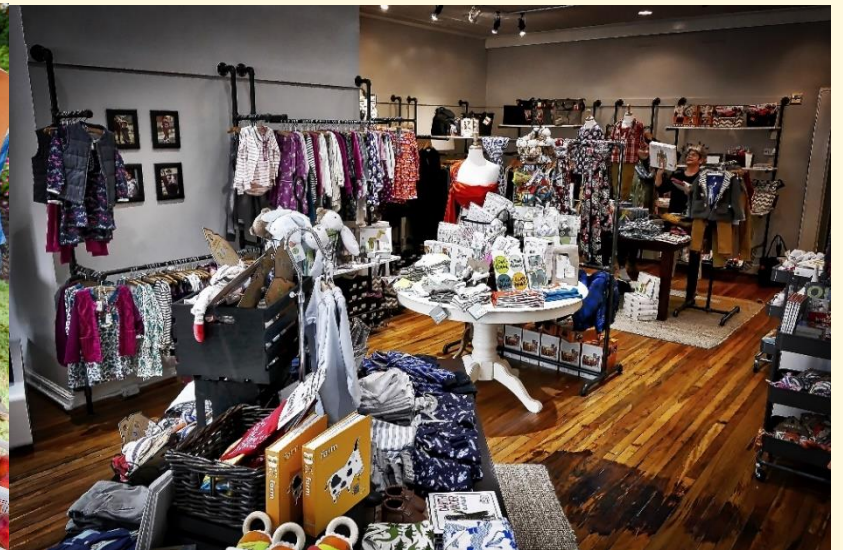
Preserve the Character of Pinehurst & Quality of Neighborhoods



Preserve the Character of Pinehurst and the Quality of Neighborhoods
Score: 3.75



Series Color	Scorecard Object	Organization	Series	FY 2014	FY 2015	FY 2016
Blue	Preserve the Character of Pinehurst and the Quality of Neighborhoods	FY16 Corporate Balanced Scorecard	Score	3.96	3.75	3.75



Promote Economic Vitality

FY 2016 Village of Pinehurst Annual Performance Report

Promote Economic Vitality



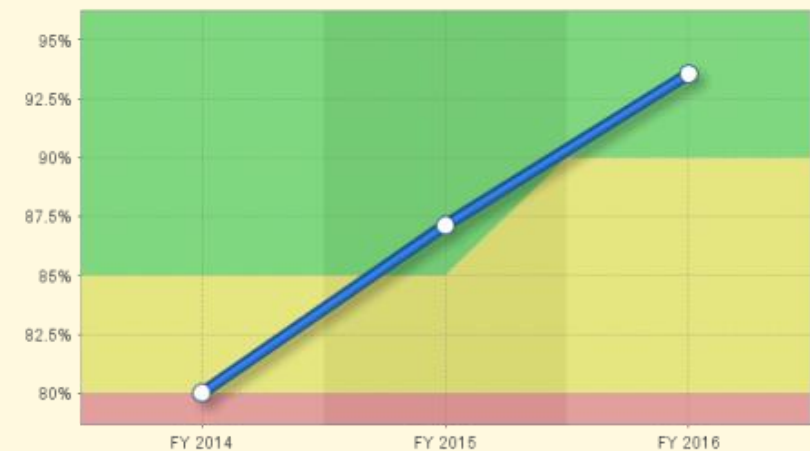
Promote Economic Vitality Performance Measures	FY 2014	FY 2015	FY 2016	FY 2016 Goal
1st floor occupancy rate in the Village Center	80%	87%	94%	90%
% of businesses likely to recommend the Village as a business location	87%	90%	89%	85%
Median single-family home value	\$233,000	\$246,000	\$244,665	\$251,000



To “Promote Economic Vitality,” the Village strives to support economic and business development needs and ensure Pinehurst is a premier residential community. In FY 2016, a large % of Pinehurst businesses continue to indicate they would be likely to recommend the Village as a business location and 1st floor occupancy rates in the Village Center climbed significantly higher. Also, the Village began monitoring median single-family home values in FY 2016. This is a KPI that is impacted by many factors outside of the Village’s control, such as the general economy, but is one worth monitoring.

Also, in FY 2016 the Village set the national high benchmark in our peer group for the Village as a place to retire, with a 94% resident satisfaction rating.

1st floor occupancy rate in the Village Center

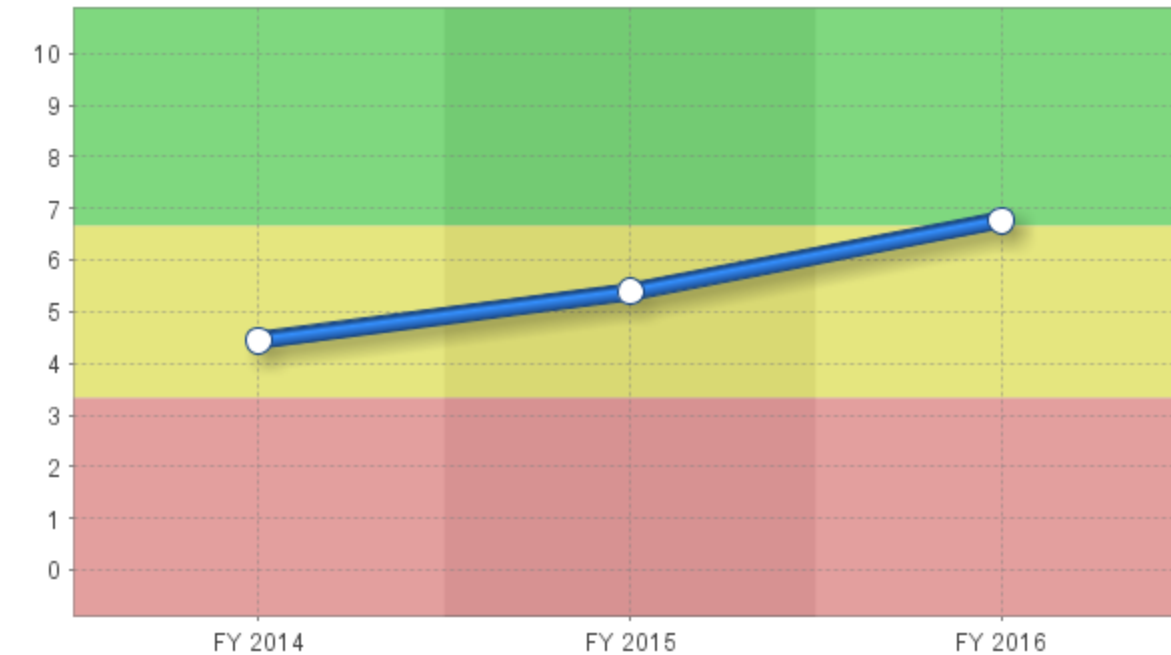


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Promote Economic Vitality



Promote Economic Vitality
Score: **6.78**



Series Color	Scorecard Object	Organization	Series	FY 2014	FY 2015	FY 2016
Blue	Promote Economic Vitality	FY16 Corporate Balanced Scorecard	Score	4.45	5.39	6.78



Provide & Promote Multi-Modal Transportation Connectivity

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Provide Multi-Modal Transportation Connectivity



Provide Multi-Modal Transportation Connectivity Performance Measures	FY 2014	FY 2015	FY 2016	FY 2016 Goal
Pavement condition rating	82.9	82.9	80.0	82.9
# of sidewalk linear feet constructed	18,831	340	2,707	2,000
# of greenway linear feet constructed	0	0	1,303	2,000
# of bike path linear feet constructed	0	0	0	26,400
% of residents satisfied with the availability of pedestrian walkways & sidewalks	46%	43%	42%	47%
% of intersections studied with a level of service (LOS) rating of "C" or higher	76%	75%	86%	75%



To “Provide Multi-Modal Transportation Connectivity,” the Village strives to provide a safe and well-maintained network of streets and pedestrian facilities for efficient traffic flow. In FY 2016, the Village constructed sidewalks and greenways and made intersection improvements at McKenzie Road and Hwy 5. Because residents continue to express high dissatisfaction ratings with sidewalk availability, the Village has allocated funding in the 5-year plan to construct neighborhood sidewalks. Also, the Village’s Pavement Condition Rating decreased slightly in FY 2016 and no bike paths were constructed, per Council’s mid-year direction.

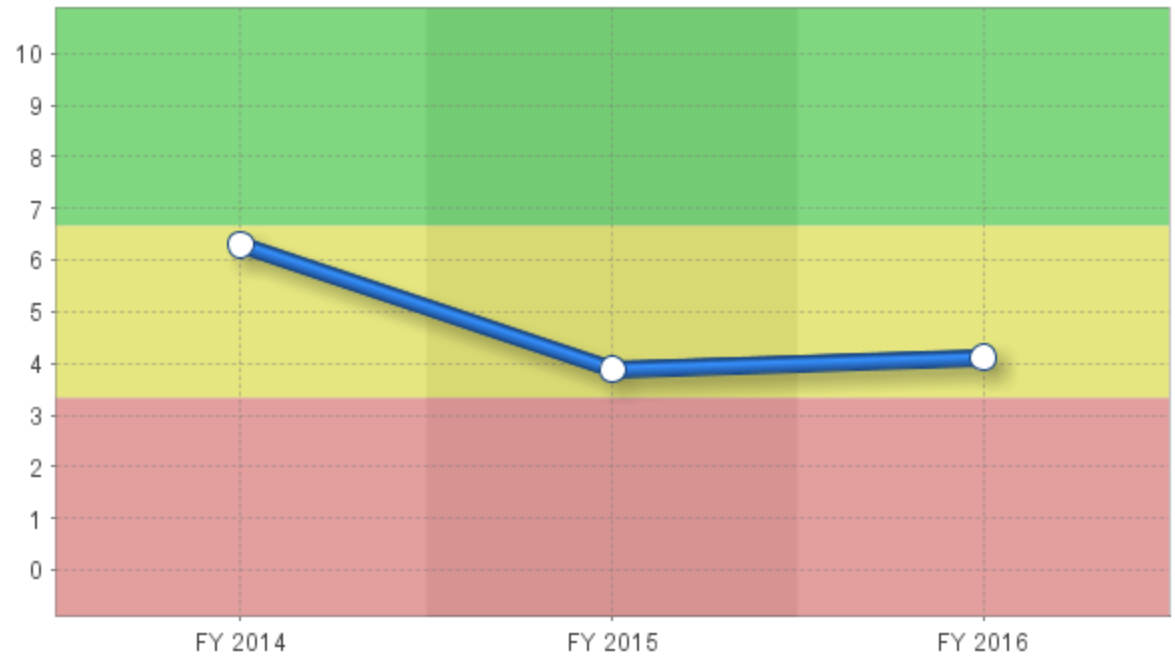
Also, in FY 2016 the Village set the national high benchmark in our peer group for the overall maintenance of Village streets, with a 91% resident satisfaction rating.

FY 2016 Village of Pinehurst Annual Performance Report

Provide Multi-Modal Transportation Connectivity



Provide & Promote Multi-Modal Transportation Connectivity
Score: **4.12**



Series Color	Scorecard Object	Organization	Series	FY 2014	FY 2015	FY 2016
Blue	<u>Provide & Promote Multi-Modal Transportation Connectivity</u>	FY16 Corporate Balanced Scorecard	Score	6.3	3.89	4.12



Promote Environmental Sustainability

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Promote Environmental Sustainability



Promote Environmental Sustainability Performance Measures	FY 2014	FY 2015	FY 2016	FY 2016 Goal
Kilowatts used per square foot in Village buildings	5.1	5.3	7.8	13.7
% of refuse diverted from the landfill	33.7%	34.6%	32.0%	34.0%
Average GPD as a % of water system capacity	37.3%	36.8%	39.6%	40.0%



To “Promote Environmental Sustainability,” the Village strives to conserve natural resources, increase solid waste diversion, and ensure adequate water/sewer services. In FY 2016, the Village began reporting the kilowatts used per square foot in Village buildings and the average gallons of water used per day as a % of system capacity. Historically, the Village has ranked in the top 5% of NC municipalities for refuse diversion. This year, the Village saw a slight decline in the % of refuse diverted from the landfill and should therefore monitor this closely going forward.

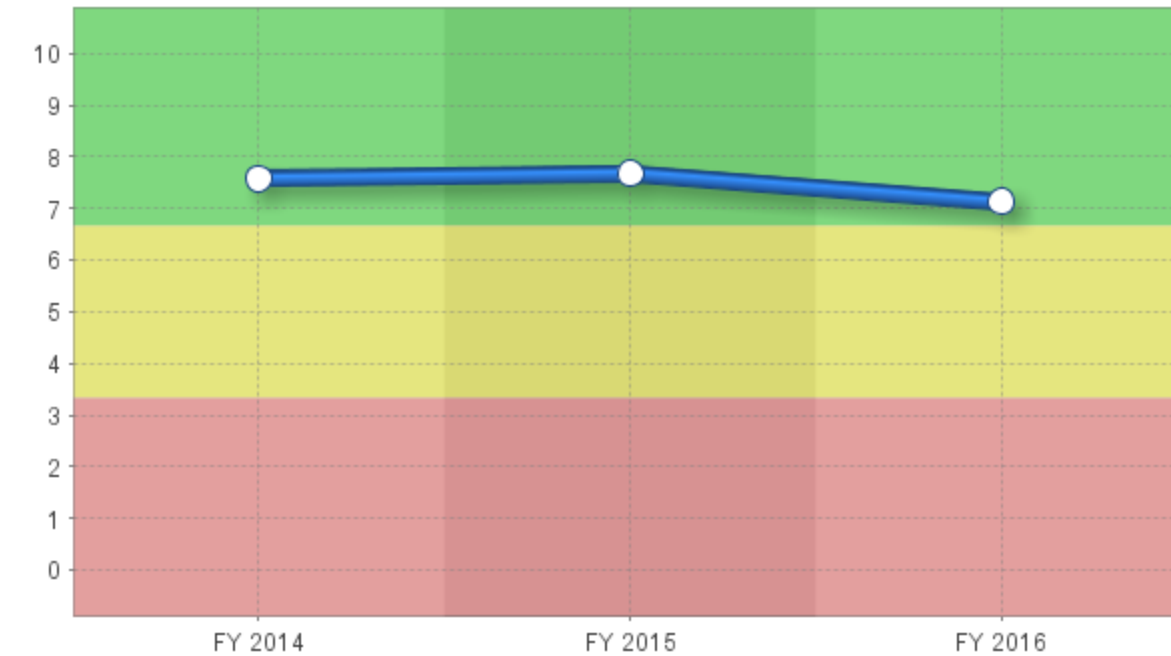
Also, in FY 2016 the Village set the national high benchmark in our peer group for satisfaction with yard waste collection, with an 89% resident satisfaction rating. In the past five years, the Village’s Public Services department has set the national high benchmark in our peer group in all three of their service areas: trash, recycling, and yard debris collection.

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Promote Environmental Sustainability



Promote Environmental Sustainability
Score: 7.13



Series Color	Scorecard Object	Organization	Series	FY 2014	FY 2015	FY 2016
Blue	Promote Environmental Sustainability	FY16 Corporate Balanced Scorecard	Score	7.58	7.68	7.13



Promote an Active, Healthy Community

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Promote an Active, Healthy Community



Promote an Active, Healthy Community Performance Measures	FY 2014	FY 2015	FY 2016	FY 2016 Goal
% of residents satisfied with P&R programs	72%	72%	77%	77%
% of residents satisfied with Village sponsored cultural arts events	65%	63%	66%	66%
% of residents satisfied with P&R facilities	77%	74%	77%	81%



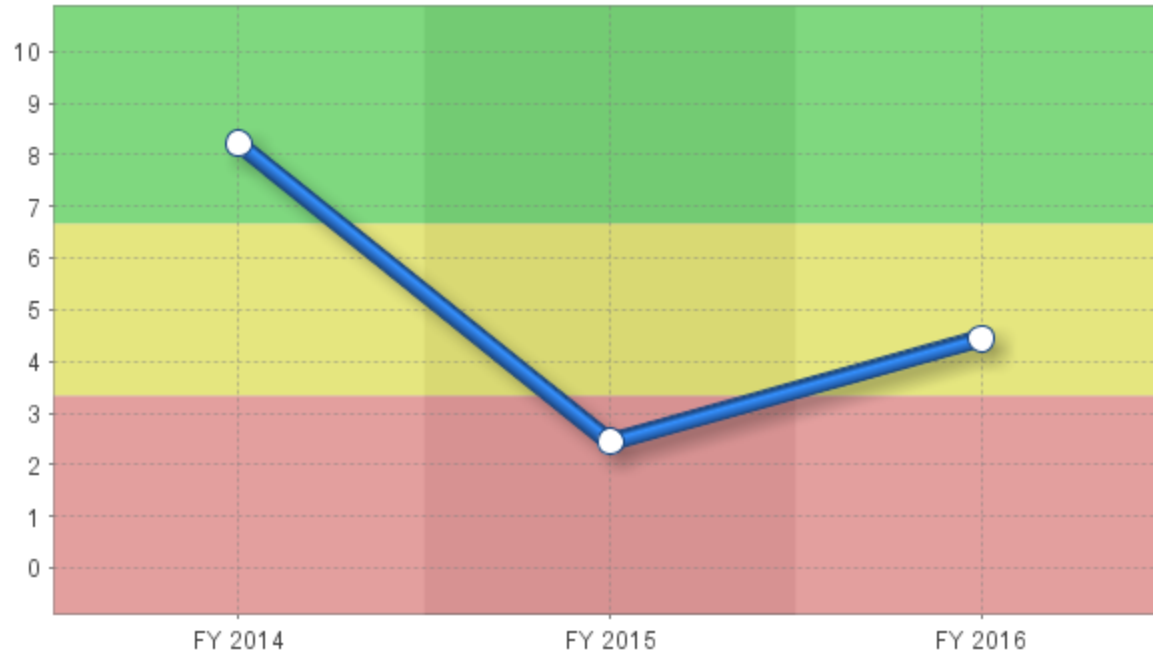
To “Promote an Active, Healthy Community,” the Village strives to provide recreation programs for all ages, offer quality events and provide adequate recreation facilities. In FY 2016, resident satisfaction ratings improved over FY 2015 for all three of these areas. This is likely attributed, at least in part, to the construction of a new splash pad in Rassie Wicker Park and the leased indoor recreation space on Rattlesnake Road.

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Promote an Active, Healthy Community



Promote an Active, Healthy Community
Score: 4.44



Series Color	Scorecard Object	Organization	Series	FY 2014	FY 2015	FY 2016
Blue	Promote an Active, Healthy Community	FY16 Corporate Balanced Scorecard	Score	8.22	2.44	4.44

Internal Perspective



**Internal Perspective
Score: 5.78**

The FY 2016 composite score for the Internal Perspective includes all key performance indicators for the one Council Goal in this BSC perspective.



Professionally Manage a High Performing Organization

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Professionally Manage a High Performing Organization



Professionally Manage a High Performing Organization Performance Measures	FY 2014	FY 2015	FY 2016	FY 2016 Goal
% of residents satisfied with customer service provided by Village employees	82%	83%	81%	85%
% of residents satisfied with Village communications	88%	82%	81%	90%
Full-time equivalents per million \$ of revenue	7.8	7.9	7.9	8.0
# of processes improvements implemented using BIRDIE or ACE	9	14	14	8
# of new collaborative initiatives developed	14	22	24	20



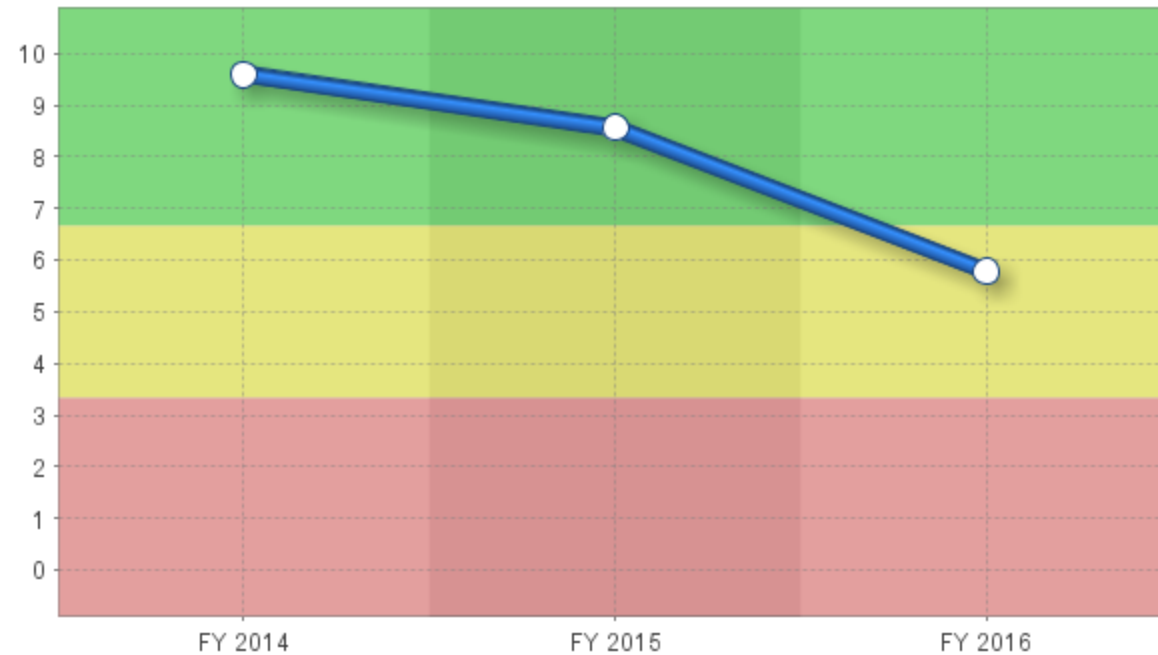
To “Professionally Manage a High Performing Organization,” the Village strives to provide a high level of customer service, effectively communicate, leverage technology, continually improve, and collaborate with others. In FY 2016, the Village set an ambitious goal for resident satisfaction with Village communications and was unsuccessful in achieving that goal. However, the Village was successful at collaborating with others and implementing several process improvements. Also in FY 2016, the Village was recognized for achieving the Level 3 Milestone Award in the NC Awards for Excellence, using the Baldrige Performance Excellence Framework.

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Professionally Manage a High Performing Organization

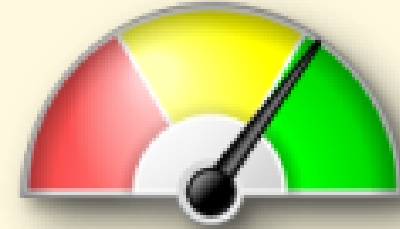


Professionally Manage a High Performing Organization
Score: 5.78



Series Color	Scorecard Object	Organization	Series	FY 2014	FY 2015	FY 2016
Blue	Professionally Manage a High Performing Organization	FY16 Corporate Balanced Scorecard	Score	9.59	8.56	5.78

Workforce Perspective



**Workforce Perspective
Score: 6.98**

The FY 2016 composite score for the Workforce Perspective includes all key performance indicators for the one Council Goal in this BSC perspective.



Recruit & Develop a Skilled and Diverse Workforce

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Recruit & Develop a Skilled and Diverse Workforce



Recruit & Develop a Skilled and Diverse Workforce Performance Measures	FY 2014	FY 2015	FY 2016	FY 2016 Goal
% of volunteers satisfied with the volunteer experience	86%	95%	95%	88%
% of employees who agree they are recognized and rewarded for a job well done	68%	81%	82%	72%
% of vacancies filled with internal candidates	33%	42%	59%	30%
% of employees who are satisfied with their job	87%	92%	88%	90%
Employee turnover rate	7.8%	14.3%	11.8%	10.0%



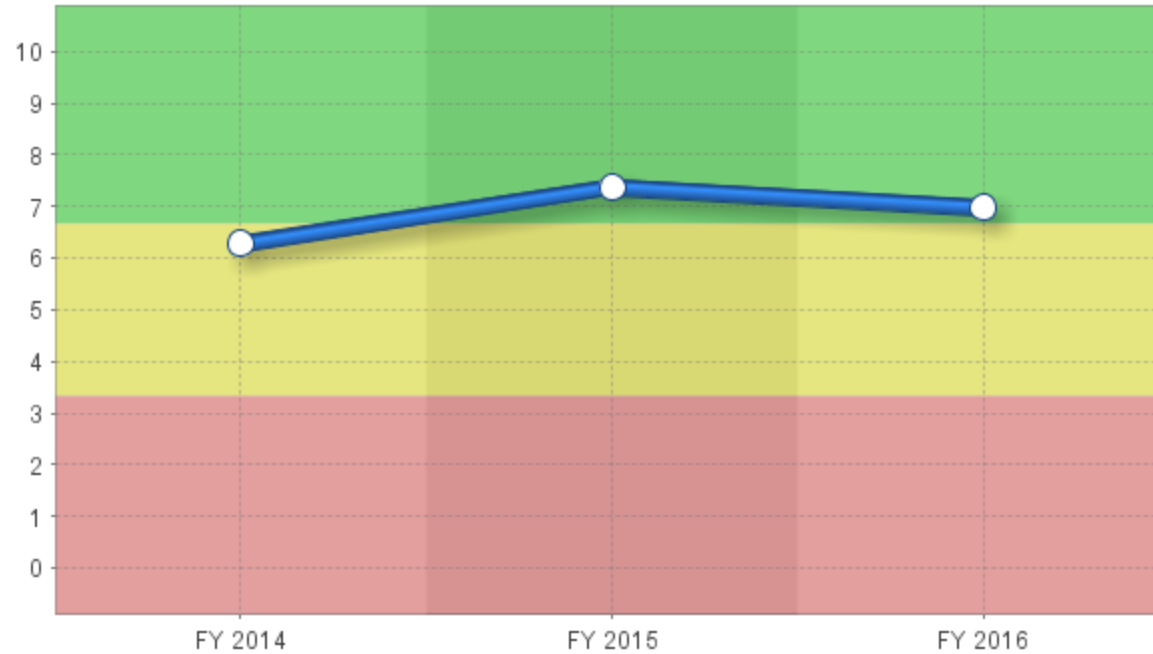
To “Recruit & Develop a Skilled and Diverse Workforce,” the Village strives to recruit, train, engage and reward both employees and volunteers. In addition, the Village strives to ensure adequate succession planning. In FY 2016, the Village implemented a new employee and volunteer recognition program and filled a majority of vacant positions with internal candidates. While the employee turnover rate declined in FY 2016, it is higher than the Village’s goal. This is due in a large part to several long-term employee retirements this year.

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Recruit & Develop a Skilled and Diverse Workforce

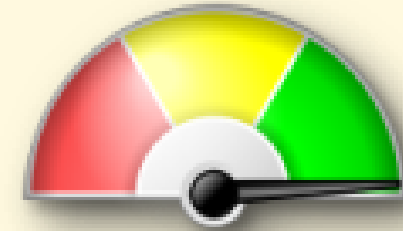


Recruit & Retain a Skilled & Diverse Workforce
Score: 6.98



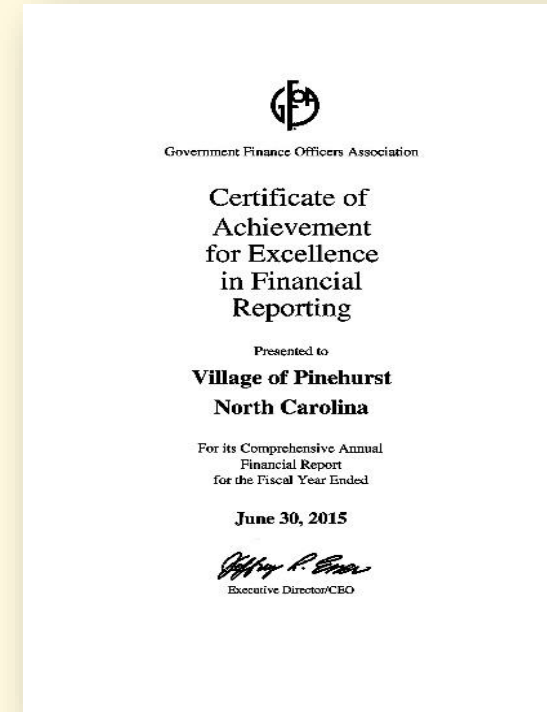
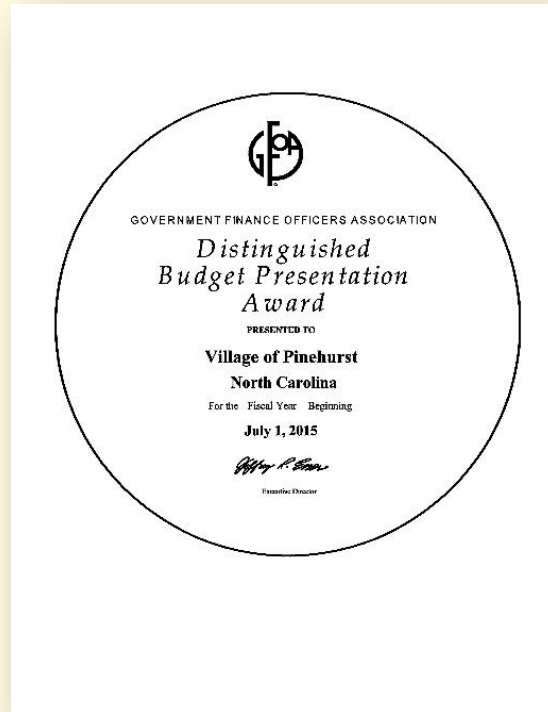
Series Color	Scorecard Object	Organization	Series	FY 2014	FY 2015	FY 2016
Blue	<u>Recruit & Retain a Skilled & Diverse Workforce</u>	FY16 Corporate Balanced Scorecard	Score	6.28	7.38	6.98

Financial Perspective



**Financial Perspective
Score: 9.84**

The FY 2016 composite score for the Financial Perspective includes all key performance indicators for the one Council Goal in this BSC perspective.



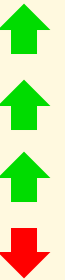
Maintain a Strong Financial Condition

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Maintain a Strong Financial Condition

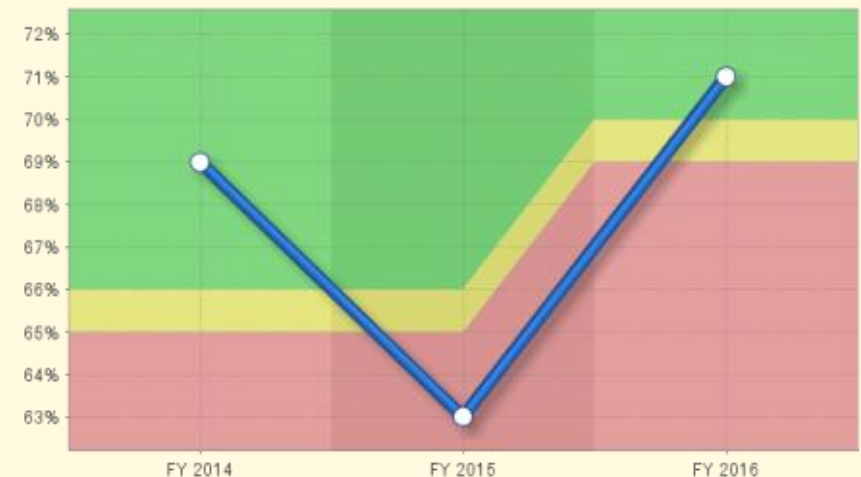


Maintain a Strong Financial Condition Performance Measures	FY 2014	FY 2015	FY 2016	FY 2016 Goal
Unassigned General Fund fund balance as a % of actual expenditures	26%	31%	41%	15%
General Fund operating expenditures as a % of operating revenues	87%	88%	84%	89%
% of residents satisfied with the value received for taxes paid	69%	63%	71%	70%
Capital asset condition ratio	57%	55%	54%	50%



To “Maintain a Strong Financial Condition,” the Village strives to meet or exceed financial targets, maintain a tax rate commensurate with the community’s desired level of services, and effectively maintain capital assets. In FY 2016, the Village exceeded all four financial goals and saw a significant increase in the % of residents satisfied with the value received for taxes paid. Village staff held the line on operating expenses and ended the year with operating expenses at 84% of operating revenues. This also contributed to the increase in unassigned General Fund fund balance.

% of residents satisfied with the value received for taxes paid

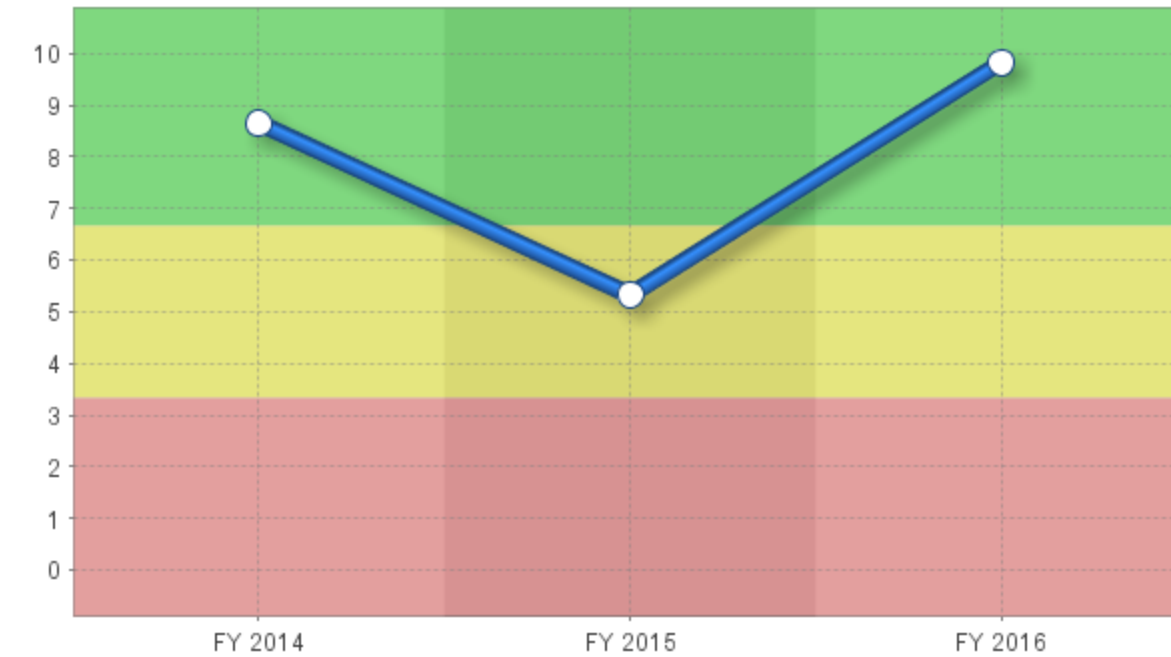


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Maintain a Strong Financial Condition



Maintain a Strong Financial Condition
Score: **9.84**



Series Color	Scorecard Object	Organization	Series	FY 2014	FY 2015	FY 2016
Blue	Maintain a Strong Financial Condition	FY16 Corporate Balanced Scorecard	Score	8.65	5.33	9.84



For more information, please contact:

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