

***FY 2014
Village of Pinehurst
Annual Performance
Report***



Village Hall – 395 Magnolia Road



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.

FY 2014 Village of Pinehurst Annual Performance Report

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Village Council



**Nancy Fiorillo,
Mayor**



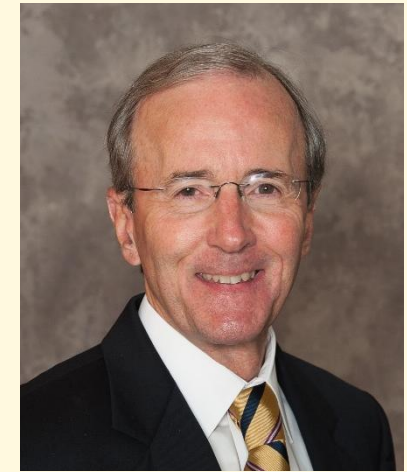
**Clark Campbell,
Councilmember**



**John Cashion,
Mayor Pro Tem**



**Claire Phillips,
Councilmember**



**John Strickland,
Treasurer**

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Message from the Office of the Village Manager



In Fiscal Year (FY) 2014, the Village Council adopted a Balanced Scorecard (BSC) Model as a means 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) Employee, and 4) Financial.

The FY 2014 BSC includes 18 Strategic Objectives. Following the development and Council approval of the Corporate BSC, senior staff developed department dashboards that cascade from the Corporate BSC, incorporating Village-level strategy into departmental-level strategy. This report includes the comprehensive results of performance on both the Corporate BSC and the department dashboards. Results are then aggregated and composite scores are assigned to each of the 18 Strategic Objectives and the four BSC perspectives. Performance measurement data included in this report has been reviewed and audited by management to ensure the accuracy of data being presented.

This Annual Performance Report also identifies which strategic initiatives were implemented, in progress, or not completed in FY 2014. These initiatives are aimed at improving performance levels where improvement is needed.

All scorecard components (performance measures, strategic objectives, and BSC perspectives) are scored using red, yellow, or green indicators based on established goals and red flag thresholds. Additional information about the scoring system is included within this report.

In some cases, three-year trend information by BSC perspective is included to help the reader see current performance levels relative to historical performance levels.

FY 2014 Performance

The Village exceeded target performance levels for 14 Strategic Objectives as a whole. Performance for three Strategic Objectives fell short of the goal, but were within defined acceptable levels, and performance fell below acceptable levels for one Strategic Objective, Provide Value for Tax Dollars.



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Message from the Village Manager



Of the 34 FY 2014 strategic initiatives, staff completed 26, seven were in progress at year end, and one was not completed.

Significant accomplishments in FY 2014 included:

- Partnering with the USGA to host the U.S. Open Experience at Tufts Park and to support the historic back to back 2014 U.S. Open Championships,
- Evaluation of the yard debris collection process and recommendation to move to single day collection,
- Installation of gateway and wayfinding signage,
- Relocation of the Welcome Center and construction of public restrooms in the Theatre Building,
- Evaluation of village-wide street lighting needs,
- Automation of the Council agenda process, and
- Preparation of a Village-wide employee compensation study.

In addition, the Village was ranked as the *Safest Community in NC* by two separate agencies due to the low crime rate in Pinehurst. Also, the Village received the NC State Treasurer's Award and special recognition from the Government Finance Officer's Association for implementation of the Balanced Scorecard performance measurement system.

We are proud of what Village staff accomplished in FY 2014 and thank the Village Council for their continued leadership as staff strives to efficiently and effectively serve Village residents, businesses, and visitors.

Sincerely,

Andy Wilkison
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, Employee and Financial.

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

Performance Measures – indicators to gauge progress of strategic initiatives in affecting progress towards goals.

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

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

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Scoring of Scorecard Components



A 0-10 score is assigned to every scorecard component, with 0 being the lowest (red) and 10 being the highest (green). A yellow color-scoring occurs when actual performance is between the goal and the red flag thresholds.

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

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

Other red flag thresholds were determined by Senior Management in consultation with department heads.

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

In this example, the goal is 90% and the red flag threshold, or the % that would indicate this measure should be evaluated, is 85%. Because the actual value was 94%, the score assigned to this measure is 9.33.

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Scoring of Scorecard Components



To determine the Village's performance related to a strategic objective, multiple performance measures are scored and a **composite score** is provided for the objective.

In addition, composite scores are also provided for each BSC perspective, which are identified below for FY 2014.

In FY 2014, the Village received an overall composite score of 7.51 out of 10.

Balanced Scorecard Perspective	FY 2014 Composite Score
Customer	7.87
Internal	8.83
Employee	7.60
Financial	6.47



**Village-wide FY 2014
Composite Score: 7.51**

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Strategic Objectives





Composite Results by Balanced Scorecard Perspective

Customer Perspective



**Customer Perspective
Composite Score: 7.87**

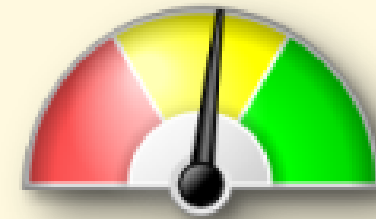
The FY 2014 composite score for the Customer Perspective includes all performance measures for the six strategic objectives in this BSC perspective.

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Safeguard the Community



Safeguard the Community Performance Measures	Score	Actual	Goal
UCR crime rate per 1,000 residents	8.75	10.24	14
Fires per 1,000 population	5.74	3.57	2.75
% of residents whose overall feeling of safety in the Village is good or excellent	6.11	95%	96%
% of fire code violations corrected upon initial re-inspection after at least 30 days	0	66%	80%
% of emergency calls with reaction time (dispatch to apparatus en-route) of 90 seconds or less	1.97	68%	75%
% of emergency response calls with response time of 6 minutes and 30 seconds or less for the first due apparatus	0	73%	76%
% of inspections that are compliant upon the initial inspection	5.65	95%	97%
% of residents satisfied with the frequency of patrols in neighborhoods	10	67%	65%
% of businesses satisfied with the frequency of patrols in business districts	10	95%	45%



Safeguard the Community
Composite Score: 5.36

This year, two separate rating agencies ranked the Village as the **“Safest Community in NC”** and the Village exceeded its goals relative to crime rates and satisfaction with patrols. An area for improvement, however, is response times to fire calls for service, which the Village first began tracking this year in an effort to achieve national accreditation in the Fire Department.

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Preserve the Character & Ambience of the Village



Village Center



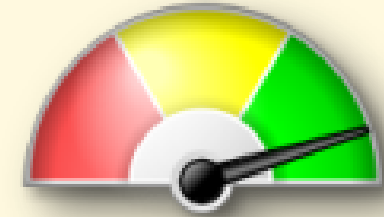
Preserve the Character & Ambience of the Village
Composite Score: 7.69

The 2014 Community Survey indicated high satisfaction ratings for the overall appearance of the Village and quality of life, exceeding the stated goals. In addition, the vast majority of code violations were resolved within the 45 day target response rate.

Preserve the Character & Ambience of the Village Performance Measures	Score	Actual	Goal
% of residents satisfied with landscaping in medians and other public areas	6.67	85%	85%
% of residents who rate the overall appearance of the Village as good or excellent	7.08	94%	93%
% of residents who rate the overall quality of life as good or excellent	9.33	94%	90%
% of code violations resolved within 45 days of notification	7.67	97%	95%

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Promote Economic Opportunity



Promote Economic Opportunity Composite Score: 9.05

The Village far exceeded most goals related to promoting economic opportunity, with a significant increase in business satisfaction ratings over the prior year. These increased ratings are likely due to an increased focus and several initiatives aimed at enhancing the business climate in the Village. An area the Village should continue to monitor is the first floor occupancy rates, as landlords continue to see transitions in Village Center businesses.

Promote Economic Opportunity Performance Measures	Score	Actual	Goal
1st floor occupancy rate in the Village Center	3.35	80%	85%
% of businesses likely to recommend the Village as a business location	10	86%	77%
% of businesses satisfied with the Village's overall job of communicating with businesses	10	62%	50%
% of residents satisfied with the availability of parking downtown	10	75%	65%
# of parking spaces in the Village Center per 1,000 sq feet of commercial space	10	2.26	2.08
# of unique visitors to online business resources	10	1,479	500
% of businesses satisfied with the Village website	10	77%	40%

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Provide Safe Traffic & Pedestrian Mobility



Provide Safe Traffic & Pedestrian Mobility

Composite Score: 8.56

In FY 2014, the Village resurfaced 5 miles of roadways and maintained relatively high levels of resident satisfaction with the maintenance of main thoroughfares. In addition, the Village constructed over 18,000 linear feet of sidewalks, which was primarily those installed along Hwy 211. Only 46% of residents are satisfied with the availability of pedestrian facilities and the Village is currently developing an Alternative Transportation Plan to address this. S&G staff were also unable to inspect regulatory signs as planned due to limited staff capacity.

Provide Safe Traffic & Pedestrian Mobility Performance Measures	Score	Actual	Goal
Pavement condition rating	10	82.9	80
# of lf of sidewalks, greenways, and bike paths constructed	10	18,831	8,000
% of residents satisfied with the availability of pedestrian walkways & sidewalks	10	46%	27%
% of residents satisfied with the maintenance of streets in neighborhoods	6.67	73%	73%
% of residents satisfied with the adequacy of street lighting	10	55%	45%
% of collisions with an injury or fatality	10	6.64%	18%
# of miles of Village roadways resurfaced	10	5	4
% of centerline miles of Village roadways resurfaced	10	4.7%	3.7%
Five year rolling average of the # of miles resurfaced	10	5.7	4.6
% of yard debris routes where regulatory signs are inspected and/or replaced	0	11%	22%
% of miles of shoulder inspected and/or repaired	10	15.5%	8.8%
% of residents satisfied with maintenance of street signs/pavement markings	6.67	81%	81%
% of residents satisfied with maintenance of main Village street thoroughfares	7.92	91%	88%

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Protect the Environment



Residence with Solid Waste Carts



**Protect the Environment
Composite Score: 9.09**

The Village continues to see strong participation in its recycling program, exceeding goals for participation levels and tonnage diverted from the landfill. In addition, *the Village has set a national high benchmark with 92% of residents satisfied with curbside recycling services.*

Protect the Environment Performance Measures	Score	Actual	Goal
% of refused diverted from the landfill	7.88	33.68%	32.70%
% of residents satisfied with curbside recycling services	6.67	92%	92%
% of residents satisfied with the quality of stormwater runoff/management	10	56%	55%
# of households participating in curbside recycling	10	5,887	5,358
% of households participating in curbside recycling	10	74%	68%
# of tons recycled	10	2,025	1,890

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Provide a Variety of Recreational & Cultural Opportunities



Provide a Variety of Recreational & Cultural Opportunities Composite Score: 7.5

The 2014 Community Survey satisfaction levels with both the availability and quality of outdoor athletic fields fell far below the goals set for the year. Satisfaction levels with P&R programs remained consistent with last year's 72% rating, although below the goal. Satisfaction with cultural opportunities improved significantly, increasing from 52% last year to 65% this year. The Fair Barn far exceeded its weekday rental goal, due primarily to P&R use of the facility for classes and programs, which also contributed to the increase in the % of available days the Fair Barn was reserved.

Provide a Variety of Recreational & Cultural Opportunities Performance Measures	Score	Actual	Goal
% of residents satisfied with P&R programs	4.67	72%	75%
% of residents satisfied with the availability of cultural recreation opportunities	10	65%	58%
% of residents satisfied with P&R facilities	10	77%	76%
% of residents satisfied with the quality of outdoor athletic fields and facilities	0	68%	76%
% of residents satisfied with the availability of outdoor athletic fields & facilities	0	62%	70%
# of Fair Barn weekday rentals	10	64	44
% of available days the Fair Barn is reserved	10	55%	33%
# of overall recreation programs offered	10	92	52
# of overall cultural programs offered	10	76	38
% of capacity reached for stall rentals	5.38	96%	100%
# of days the Harness Track facilities are reserved	10	125	55
% of customers satisfied with Harness Track facilities	10	92%	70%

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Trend Analysis - BSC Customer Perspective Results



Strategic Objective	Performance Measures	FY 2012	FY 2013	FY 2014	Trend
Safeguard the Community	% of residents whose overall feeling of safety in the Village is good or excellent	96%	96%	95%	↓
	Total UCR crime rate per 1,000 residents	11.31	12.08	10.24	↑
Preserve the Character & Ambience of the Village	% of residents satisfied with landscaping in medians and other public areas	85%	83%	85%	↑
	% of residents who rate the overall quality of life as good or excellent	88%	91%	94%	↑
Promote Economic Opportunity	% of businesses likely to recommend the Village as a business location	73%	84%	86%	↑
Provide Safe Traffic & Pedestrian Mobility	% of residents satisfied with the availability of pedestrian walkways & sidewalks	37%	34%	46%	↑
	% of residents satisfied with the maintenance of streets in neighborhoods	73%	72%	73%	↑
	Pavement condition rating	82.3	82.9	82.9	--
Protect the Environment	% of residents satisfied with curbside recycling services	91%	91%	92%	↑
	% of refused diverted from the landfill	32.18%	33.16%	33.68%	↑
Provide a Variety of Recreational & Cultural Opportunities	% of residents satisfied with P&R programs	75%	72%	72%	--
	% of residents satisfied with the availability of cultural recreation opportunities	61%	63%	65%	↑
	% of residents satisfied with P&R facilities	78%	78%	77%	↓

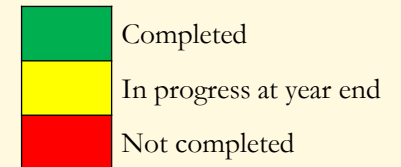
The trend column indicates if results for a performance measure have improved or declined in FY 2014 from FY 2013.

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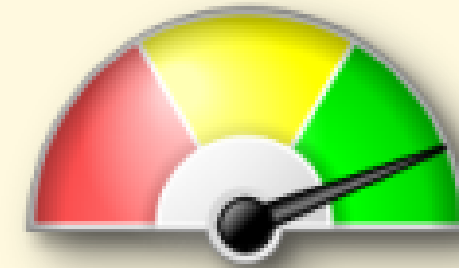
Customer Perspective– Strategic Initiatives and Status



Strategic Objective	Strategic Initiative	Status
Safeguard the Community	Evaluate fire inspection processes and modify to ensure consistent inspections are delivered	Completed
Preserve the Character & Ambience of the Village	Enhance landscaping of highly visible public areas	Completed
	Evaluate yard debris collection process for efficiency improvements	Completed
Promote Economic Opportunity	Provide online resources for existing and prospective businesses	Completed
	Create a mechanism to obtain and maintain updated business contact information	Completed
	Institute a monthly e-blast to Village businesses	Completed
	Provide public restrooms in the Village Center	Completed
Provide Safe Traffic & Pedestrian Mobility	Install gateway and wayfinding signage	Completed
	Develop an alternative transportation master plan to identify locations of greenways, sidewalks and bike paths	In progress at year end
	Conduct a Village-wide evaluation of street lighting needs	In progress at year end
	Install Opticom traffic device to improve response time and ensure safety of emergency personnel	In progress at year end
	Continue to enhance Village roadways with Annual Street Resurfacing Program	Completed
	Partner with NCDOT to install sidewalks and decorative stoplights in conjunction with Hwy 211 widening	Completed
Protect the Environment	Complete Harness Track storm water improvement project	Completed
Provide a Variety of Recreational and Cultural Opportunities	Enhance the quality of athletic fields	Completed
	Identify and secure dedicated and adequate indoor space for adult and youth recreation programs	Completed
	Support the Given Memorial Library expansion and expand other cultural events sponsored by the Village	Completed



Internal Perspective

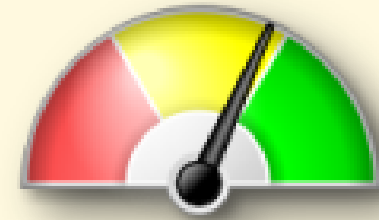


**Internal Perspective
Composite Score: 8.83**

The FY 2014 composite score for the Internal Perspective includes all performance measures for the four strategic objectives in this BSC perspective.

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Enhance Customer Service



Enhance Customer Service Composite Score: 6.35

The % of fleet PMs performed on time fell significantly below the goal, indicating this process should be evaluated. In addition, resident satisfaction with access to the Council declined to 43%, one of the lower satisfaction levels on the 2014 Community Survey.

Enhance Customer Service Performance Measures	Score	Actual	Goal
% of businesses satisfied with fire prevention inspection services	10	95%	57%
% of fleet maintenance PMs performed on time	0	74%	90%
% of fleet work order requests completed in two days	10	81%	60%
% of rolling stock available	3.52	97%	99%
% of residents satisfied with access to the Mayor/Village Council	0	43%	50%
% of residents satisfied with the effectiveness of appointed boards/commissions	10	60%	54%
% of employees who rate the timeliness of HR services as excellent or good	6.67	80%	80%
% of inspections completed within one business day	3.67	95%	99%
% of IT help desk tickets closed within 2 days	6.15	88%	90%
Average # of days to close IT help desk tickets	10	0.51	1.1
% of time the Technical Review Committee responds to comments within 3 weeks	10	79%	55%

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Enhance Customer Service (CONTINUED)



Enhance Customer Service Performance Measures (CONTINUED)	Score	Actual	Goal
% of residents satisfied with Public Services "request for service"	10	87%	78%
% of residents satisfied with customer service provided by Village employees	10	82%	78%
% of residents satisfied with Village Hall reception desk service	8.10	90%	87%
% of residents satisfied with Village communication with residents	10	88%	80%
% of agendas with supporting materials posted to the VOP website 5 days in advance of the meetings	0	61%	75%
% of facilities inspected quarterly	10	87%	76%
% of B&G work order requests closed within 14 days	1.57	81%	92%
% of employees who rate the quality of procurement services as excellent or good	4.00	86%	90%
% of employees who rate the timeliness of procurement services as excellent or good	3.33	85%	90%

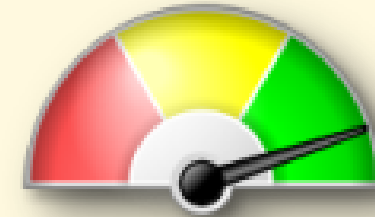
This year's Community Survey indicated a significant increase in satisfaction levels with Village communication with residents, improving from 78% to 88%. This may be due to an increased focus on and revamping the Village Newsletter and an increased use of the Village's Code Red system. While the % of agendas posted in advance of meetings fell below the goal, the Village Clerk has achieved a 100% posting rate since automation of the agenda packet process in the fall of 2013. The percentage of B&G work order requests closed within 14 days fell short of the goal due primarily to limited staff capacity.

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Other Internal Perspective Objectives

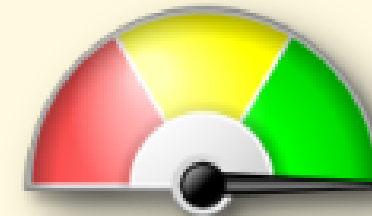


Leverage Technology to Continuously Improve Processes Performance Measures	Score	Actual	Goal
Full-time equivalents per million \$ of revenue	7.97	7.79	8.41
# of failed transactions for critical Intranet/SharePoint applications	10	3	20



Leverage Technology to Continuously Improve Processes
Composite Score: 8.98

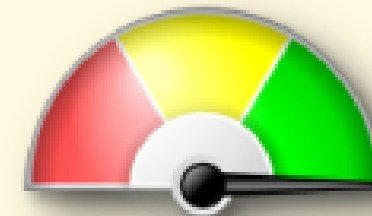
Develop Collaborative Solutions Performance Measure	Score	Actual	Goal
# of new collaborative initiatives developed	10	14	6



Develop Collaborative Solutions
Composite Score: 10

The Village had 3 significant internal collaborative initiatives including BIRDIEs (a systematic performance improvement process) for yard debris collection, street lighting, and agenda automation. In addition, significant external collaborations included partnerships with the USGA on the 2014 U.S. Open Championships, with other agencies on transportation planning initiatives, and with the Resort on mapping and sidewalk projects.

Meet Legal & Regulatory Performance Measure	Score	Actual	Goal
% compliance with the NC Local Government and Fiscal Control Act	10	100%	100%






Meet Legal & Regulatory Requirements
Composite Score: 10

FY 2014 Village of Pinehurst Annual Performance Report Internal Perspective – Initiatives and Status

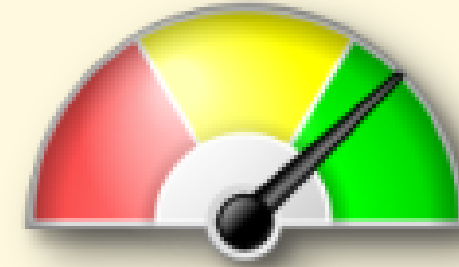


Strategic Objective	Internal Perspective Strategic Initiatives	Status
Enhance Customer Service	Develop and implement a customer service survey for internal service departments	Completed
Leverage Technology to Continuously Improve Processes	Automate Council agenda packet preparation and distribution process	Completed
	Utilize technology to obtain customer feedback on incident response and fire inspections services	Completed
	Implement an automated employee benefit enrollment system	Completed
	Centralize data access and promote business process analysis by maintaining, supporting, and utilizing SharePoint more effectively	In progress at year end
	Automate the Technical Review Committee (TRC) review process	In progress at year end
Meet Legal & Regulatory Requirements	Design and implement a compliance program for outreach to Historically Underutilized Businesses (HUB)	Completed
	Implement dual authentication requirements as required for the FBI Criminal Justice Informational Service (CJIS) System.	Not completed

 Completed
 In progress at year end
 Not completed

The dual authentication initiative was not completed in FY 2014 because a change in the legal requirements occurred during the year.

Employee Perspective



**Employee Perspective
Composite Score: 7.60**

The FY 2014 composite score for the Employee Perspective includes all performance measures for the four strategic objectives in this BSC perspective.

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Increase Volunteer Engagement



Volunteers at the 2014 Volunteer Luncheon



Increase Volunteer Engagement
Composite Score: 8.96

The 2014 Volunteer Survey indicated a healthy increase in volunteer agreement that they are offered training, exceeding the goal set for the year. In addition, the Police Department far exceeded their goal of 2,800 volunteer Citizens on Patrol (COPs) hours. In fact, *the value of the 3,722 hours of COPs volunteer service equates to approximately \$67,000.* In addition, the Village's enhanced volunteer recruitment efforts helped to generate far more volunteer applications than projected.

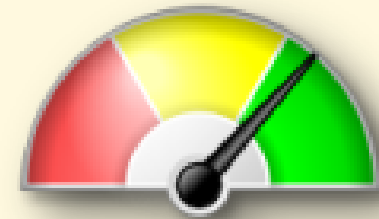
Increase Volunteer Engagement Performance Measures	Score	Actual	Goal
% of volunteers satisfied with the volunteer experience	5.83	86%	88%
# of volunteer applications received	10	55	25
% of volunteers who agree they are offered training and development to enhance their skills	10	67%	60%
# of Citizen on Patrol volunteer hours	10	3,722	2,800

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Promote Learning & Leadership Development



Fire Department Live Burn Training



Promote Learning & Leadership Development
Composite Score: 7.33

The 2014 Workforce Survey indicated a slight decline in the % of employees who agree the Village develops employees' leadership abilities from 79% last year to 77% this year. The Fire Department exceeded their goal for employees to receive advanced training, as they strive to achieve national accreditation for the department.

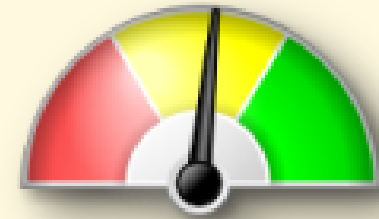
Promote Learning & Leadership Development Performance Measures	Score	Actual	Goal
% of EEs who agree the VOP develops employees' leadership abilities	4.67	77%	80%
% of Fire Department employees who complete advanced training programs of 30 or more hours per year	10	30%	16%

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Increase Employee Engagement & Satisfaction



Employee Academy Participants



**Increase Employee
Engagement & Satisfaction
Composite Score: 5.33**

The 2014 Workforce Survey indicated a slight decline in both employee job satisfaction and willingness to recommend from the prior year and did not reach target levels set. While the Village's goal is to have no lost time worker's compensation claims, having only four reportable lost time claims is reasonable.

Increase Employee Engagement & Satisfaction Performance Measures	Score	Actual	Goal
% of EEs who are satisfied with their job	4.67	87%	90%
% of EEs who would recommend working for the VOP to a friend	2.67	84%	90%
% of employees who agree they are recognized for contributing to the VOP Mission	10	68%	67%
# of lost time workers' compensation claims	4	4	0

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Recruit & Retain a Skilled & Diverse Workforce



Police Chief, Earl Phipps, Swearing in Ceremony



Recruit & Retain a Skilled & Diverse Workforce **Composite Score: 8.77**

All performance measures in this category exceeded the goals established. This year, the Village performed a compensation study and 86% of positions were reviewed for salary range competitiveness, greatly exceeding the % of positions typically reviewed. The employee turnover rate of 7.8% was below the target level set by the Council and recruitment for new employees is being completed on average under 50 days.

Recruit & Retain a Skilled and Diverse Workforce Performance Measures	Score	Actual	Goal
Employee turnover rate	6.93	7.8%	8%
% of employees who agree they are paid fairly	10	66%	61%
Average # of days to recruit from requisition to start date	8.14	41.17	50
% of positions reviewed for salary range competitiveness	10	86%	35%

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Trend Analysis - BSC Employee Perspective Results



Strategic Objective	Performance Measures	FY 2012	FY 2013	FY 2014	Trend
Increase Volunteer Engagement	% of volunteers satisfied with the volunteer experience	88%	90%	86%	↓
Promote Learning & Leadership Development	% of EEs who agree the VOP develops employees' leadership abilities	79%	79%	77%	↓
Recruit & Retain a Skilled & Diverse Workforce	% of EEs who are satisfied with their job	90%	90%	87%	↓
	% of EEs who would recommend working for the VOP to a friend	90%	85%	84%	↓

The trend column indicates if results for a performance measure have improved or declined in FY 2014 from FY 2013. While each of these key volunteer and workforce survey questions indicated a negative trend in satisfaction levels, the 2014 results are not significantly lower than the previous two years. However, they do indicate that management should be mindful of employee satisfaction and engagement.

FY 2014 Village of Pinehurst Annual Performance Report Employee Perspective – Initiatives and Status

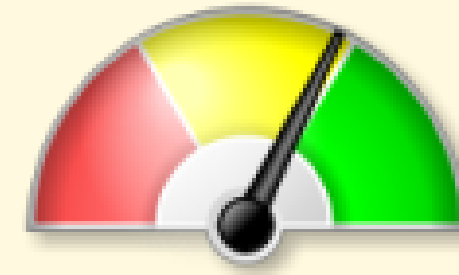


**2013 Employee of the Year, Ashley Hunt with
Village Manager, Andy Wilkison**

Strategic Objective	Employee Perspective Strategic Initiatives	Status
Increase Volunteer Engagement	Develop a systematic process for onboarding members of Council appointed boards and commissions	Completed
	Develop and implement effective methods to recruit volunteers, using technology and other means	Completed
Recruit & Retain a Skilled & Diverse Workforce	Perform a formal compensation study to review current practices, pay scales, & position descriptions	In progress at year end
	Develop a Village-wide employee recognition program	In progress at year end

Completed
 In progress at year end
 Not completed

Financial Perspective



**Financial
Composite Score: 6.47**

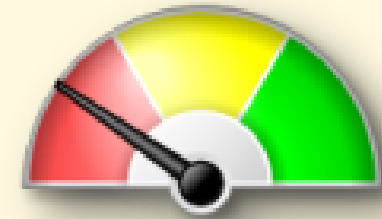
The FY 2014 composite score for the Financial Perspective includes all performance measures for the four strategic objectives in this BSC perspective.

FY 2014 Village of Pinehurst Annual Performance Report

Provide Value for Tax Dollars



Arial View of Municipal Complex in Rassie Wicker Park



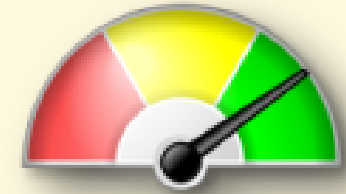
Provide Value for Tax Dollars Composite Score: 1.94

The 2014 Community Survey indicated a healthy decline from the prior year's 71% satisfaction level with the value received for taxes paid, falling below the goal of 66%. The Village's pavement condition survey, which rates Village roadways, is conducted every three years and was last completed in 2013.

Provide Value for Tax Dollars Performance Measures	Score	Actual	Goal
% of residents satisfied with the value received for taxes paid	0	64%	66%
% of roadways rated 85 or better	3.89	60%	65%

FY 2014 Village of Pinehurst Annual Performance Report

Maintain a Strong Financial Condition



Maintain Strong Financial Condition

Composite Score: 8.02

Maintain a Strong Financial Condition Performance Measures	Score	Actual	Goal
Bond rating	6.67	86	86
Debt service expenditures as a % of total budgeted expenditures	7.38	2.72%	4%
Fund Balance Appropriated during the year (less the rollforward) as a % of original budget	10	4.67%	10%

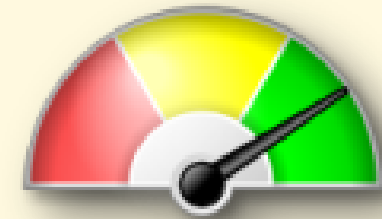
The Village's NC Municipal Council rating of 86 is equivalent to an Aa/AA bond rating from a national rating agency. The Village's debt service continues to decline as a % of total budgeted expenditures and was below the goal of 4%, indicating capacity for new debt issuances as old debt is paid off.

FY 2014 Village of Pinehurst Annual Performance Report

Invest in Capital



CIO, Jason Whitaker, Working on a Server



**Invest in Capital
Composite Score: 8.15**

The FY 2014 capital asset condition ratio fell below the stated goal of 60% and indicates the Village should continue to monitor the condition of capital assets to ensure they are replaced in a timely fashion.

Invest in Capital Performance Measures	Score	Actual	Goal
Capital asset condition ratio	4.59	57%	60%
% of computers and servers less than 5 years old	8.15	97%	95%

FY 2014 Village of Pinehurst Annual Performance Report

Manage Operating Costs



Manage Operating Costs Performance Measures	Score	Actual	Goal
General Fund operating expenditures as a % of operating revenues	10	87%	89%
Fair Barn operating revenues as a % of operating expenditures	10	94%	78%
Cumulative # of enrolled ACH vendors	10	125	70
% of total purchases made using p-cards	10	15%	11%
\$ received in annual p-card rebate	8.61	\$13,167	\$12,000
# of financial transactions processed per Finance Technician FTE per month	10	942	800
# of initial fire inspections completed per inspector per month	10	12	2
# of PMs completed per fleet FTE per month	4.66	5	8
Ratio of HR staff per 100 employees	3.39	1.9	2.5
Building inspections completed per inspector FTE per day	9.62	11	9
Estimated average cost per building inspection	10	\$41.86	\$51.00
# of IT work orders completed per FTE per month	5.19	31	35
# of program and athletics participants per Recreation Coordinator FTE	3.44	1,615	2,050
# of calls dispatched per sworn police officer	4.68	552	570
Household refuse collection cost per household per year	6.74	\$189.79	\$190.00
Yard waste tons collected per FTE	10	416	395
Harness Track operating revenues as a % of operating expenditures	5.42	52%	53%



Manage Operating Costs
Composite Score: 8.3

Manage operating costs contains a variety of efficiency measures (i.e. “per FTE”) designed to indicate the efficiency with which Village employees perform their duties. In most cases, the actual values for these measures were below the goal, but above the red flag threshold. In addition, the Financial Services Dept. was successful in automating vendor payments in an effort to make the payables process more efficient. Finally, the Fair Barn achieved its highest ever coverage of operating expenditures with operating revenues due to increased marketing and more efficient management of the facility.

FY 2014 Village of Pinehurst Annual Performance Report

Trend Analysis - BSC Financial Perspective Results



Strategic Objective	Performance Measures	FY 2012	FY 2013	FY 2014	Trend
Provide Value for Tax Dollars	% of residents satisfied with the value received for taxes paid	66%	71%	64%	↓
Maintain a Strong Financial Condition	Bond rating	86	86	86	--
	Debt service expenditures as a % of total budgeted expenditures	5.45%	3.41%	2.72%	↑
	Unassigned General Fund fund balance as % of actual expenditures	30%	29%	26%	↓
Invest in Capital	Capital asset condition ratio	59%	59%	57%	↓
Manage Operating Costs	General Fund operating expenditures as a % of operating revenues	89%	85%	87%	↓

The trend column indicates if results for a performance measure have improved or declined in FY 2014 from FY 2013. While several of these measures indicated a negative trend, most 2014 results are not significantly lower than the previous two years, with the exception of the decline in resident satisfaction levels with the value received for taxes paid.

FY 2014 Village of Pinehurst Annual Performance Report Financial Perspective – Initiatives and Status



Police Vehicle

Strategic Objective	Financial Perspective Strategic Initiatives	Status
Maintain Strong Financial Condition	Increase vendor participation in ACH and p-card payment systems	Completed
Invest in Capital	Evaluate the size of the Village's fleet and update the Fleet Replacement Plan	Completed
	Effectively maintain current capital assets	Completed
	Continue the orderly replacement of technology assets, per the Village's IT Replacement Plan	Completed
Manage Operating Costs	Enhance marketing of the Fair Barn facility	Completed

Completed
 In progress at year end
 Not completed



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