



State of the Village Meeting  
November 2017

# SOV Meeting Objectives



## Four KEY Objectives:

1. Reinforce our Vision, Mission, & Values
2. Review FY 2017 Performance
3. Share Direction for the Future
4. Address Workplace Topics

# Welcome and Introductions

# New Employees



**Randy Rowland**  
Police



**Elizabeth Zerby,**  
Welcome Center



**Megan Holzer**  
P&R



**Chris Vaughn**  
Harness Track



**Sheila Edmonds**  
Financial Services



**Matthew English**  
Fire



**Lenworth Hays**  
Public Services



**Austin Puckett**  
Fire



**Justin Stevens**  
Public Services



**Steve Wensman**  
Planning



**Thomas Hineline**  
Police



**Eric Garner**  
B&G



**Adrian Honeycutt**  
Public Services



**Kyle Stetson**  
Police

Welcome New Employees to the Village of Pinehurst!!!

# New Volunteers



Volunteer
Matti Dubberstein, Welcome Center
Paul Sale, Bike & Pedestrian Advisory Committee
Tom Johnson, Welcome Center
Cindy Perry, Welcome Center
Lynne Frazier, Welcome Center
Donna Peters, Welcome Center
Mary Louise Herre, Welcome Center
Kim Pike, Welcome Center
Eleanor Chajkowski, Welcome Center

Volunteer
Julia Latham, BOA/P&Z
Donna Slomiany, Welcome Center
Carol Merer, Welcome Center
Al Mangum, Neighborhood Advisory Comm.
Lydia Boesch, Neighborhood Advisory Comm.
Cristin Bennett, Welcome Center
Rita Ragan, Welcome Center
Breena Hodge, Greenway Wildlife Habitat
Gladys Thompson, Welcome Center

Welcome New Volunteers to the Village of Pinehurst!!!

# Vision, Mission, & Values

# Vision, Mission, and Values – FY 2018



## VALUES

Initiative  
Teamwork  
Service  
Improvement

## VISION

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The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

## MISSION

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Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

# Public Trust/Ethics



# Public Trust & Ethics



- Policy is intended to ensure we instill public trust
- Do what is right, especially when others aren't looking

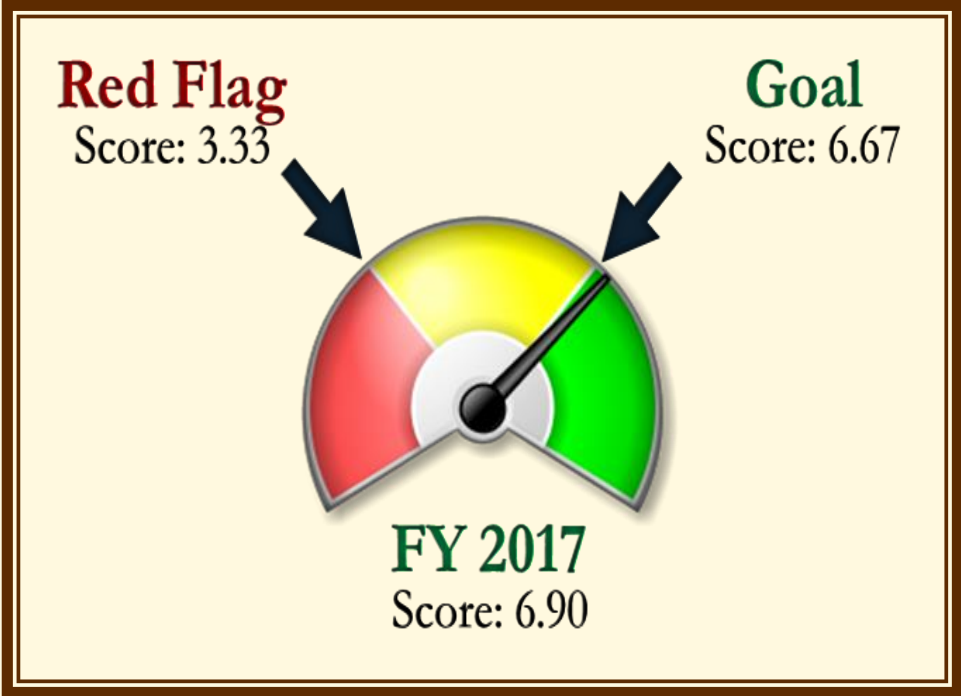


FY 2017  
Year In Review

# FY 2017 Year End Results



## Because of your service, we exceeded our FY 2017 Balanced Scorecard goals



# FY 2017 Year in Review Video



FY 2017 Year in Review

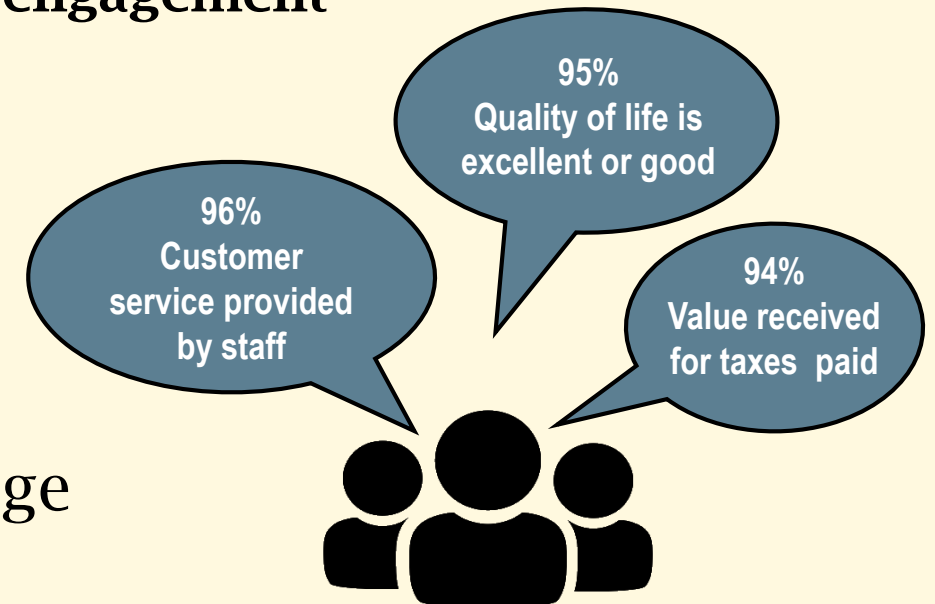
# FY 2017 Year in Review



The Village is a *High Performing Organization*:

- ✓ We have achieved the highest national satisfaction ratings in 11 areas in 5 years
- ✓ We exceed 48 of 50 US average satisfaction ratings
- ✓ Resident satisfaction ratings have improved in 80% of our service areas since 2013
- ✓ Employees and volunteers indicates high levels of engagement
- ✓ We are in excellent financial condition

We are a *High Performing Organization* because we use the Baldrige Performance Excellence Framework and have instilled a culture of continuous improvement at the Village



# FY 2018 Strategic Operating Plan

# Areas of Focus – FY 2018



## *Four Areas of Focus:*

1. Guide appropriate growth and redevelopment
2. Provide interconnected greenway trails, bike paths, and sidewalks
3. Maintain high quality streets
4. Provide recreation programs, leisure activities, and cultural arts events for all ages



## Safeguard the Community

*Traffic pre-emption* - Install traffic signal pre-emption devices to all 13 Village signalized intersections by FY 2021 to allow safe and timely response by fire personnel to cycle traffic signals to green in an emergency situations to improve emergency response times





# FY 2018 Action Plans



## Ensure an Attractive Residential Community

**Community Aesthetics** - Develop and implement a multi-year master plan to incrementally install additional landscaping on Hwy 211 in conjunction with NC Department of Transportation to decrease amount of time to mow and enhance appearance

FY 2018

FY 2019

FY 2020

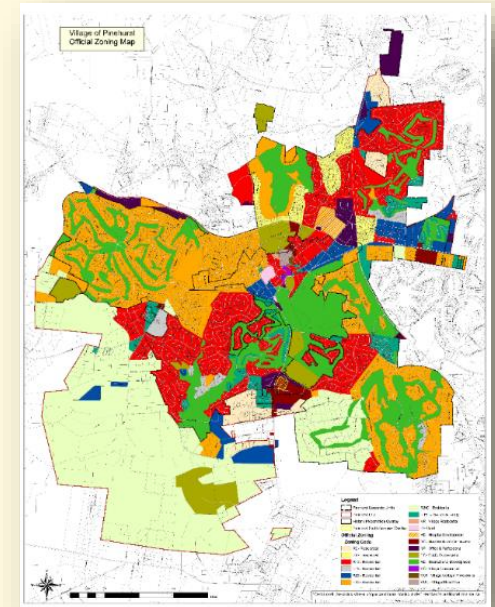
FY 2021

**Long-Range Comprehensive Planning AOF** - Develop a land use plan and Long-Range Comprehensive Plan to guide appropriate growth and development

FY 2018

FY 2019

FY 2020



# FY 2018 Action Plans



## Ensure a Thriving Business Community

*Commercial Streetscape Enhancements* - Expand decorative street lamps, brick sidewalks, decorative street signs, benches, decorative trash receptacles, on street parking, and other related infrastructure to McIntyre Road and McCaskill Roads.



FY 2018

## Provide Multi-Modal Transportation Systems

*Pedestrian Connectivity* AOF - Construct approx. 1 mile of pedestrian facilities per year to address resident dissatisfaction with availability of sidewalks

*Street Lighting* AOF - Install approximately 20 street lights in neighborhoods each year to address high resident dissatisfaction with the adequacy of street lighting

*Transportation Improvements* AOF - Partner with the NC Department of Transportation to make improvements to state roads throughout the Village to address traffic volumes and/or safety concerns



## Maintain an Active, Healthy Community

*Recreation Facilities* AOF – Construct additional recreation facilities:

1. Construct a new Community Center at Cannon Park in FY 2019
2. Pave the Cannon Park parking lot in FY 2018
3. Complete the development of Rassie Wicker Park with a new and expanded playground in FY 2022
4. Develop a master plan for West Pinehurst Community Park in FY 2022





## Professionally Manage a High Performing Organization

*Transparent Operations* – Create online performance and financial dashboards to better inform the public of VOP performance and financial condition



*Planning & Inspections Process Improvements* – Conduct a BIRDIE to evaluate the permitting and inspection processes for efficiency & effectiveness improvements



# FY 2018 Action Plans



## Attract & Retain an Engaged Workforce

*Workforce Learning & Development* – Train and develop VOP employees;  
Develop a formal VOP-wide succession planning system

*Incentive Reward* – Develop and implement a financial incentive reward program for VOP employee performance



FY 2018

FY 2019



Employee &  
Volunteer Input  
FY 2019 SOP

# FY 2019 SOP Input



- Department meetings to obtain employee input and volunteers can submit input electronically in November to ensure employee/volunteer ideas are heard and considered
- **Thinking of the services YOUR department/committee provides, answer the following TWO questions:**
  1. **What do you see on the five-year horizon that could impact your service delivery or quality?**
  2. **What should we change or do differently to better serve our customers?**

## *Consider our core competencies:*

- *Leverage technology*
- *Utilize volunteers*
- *Build collaborative partnerships*
- *Improve continuously*



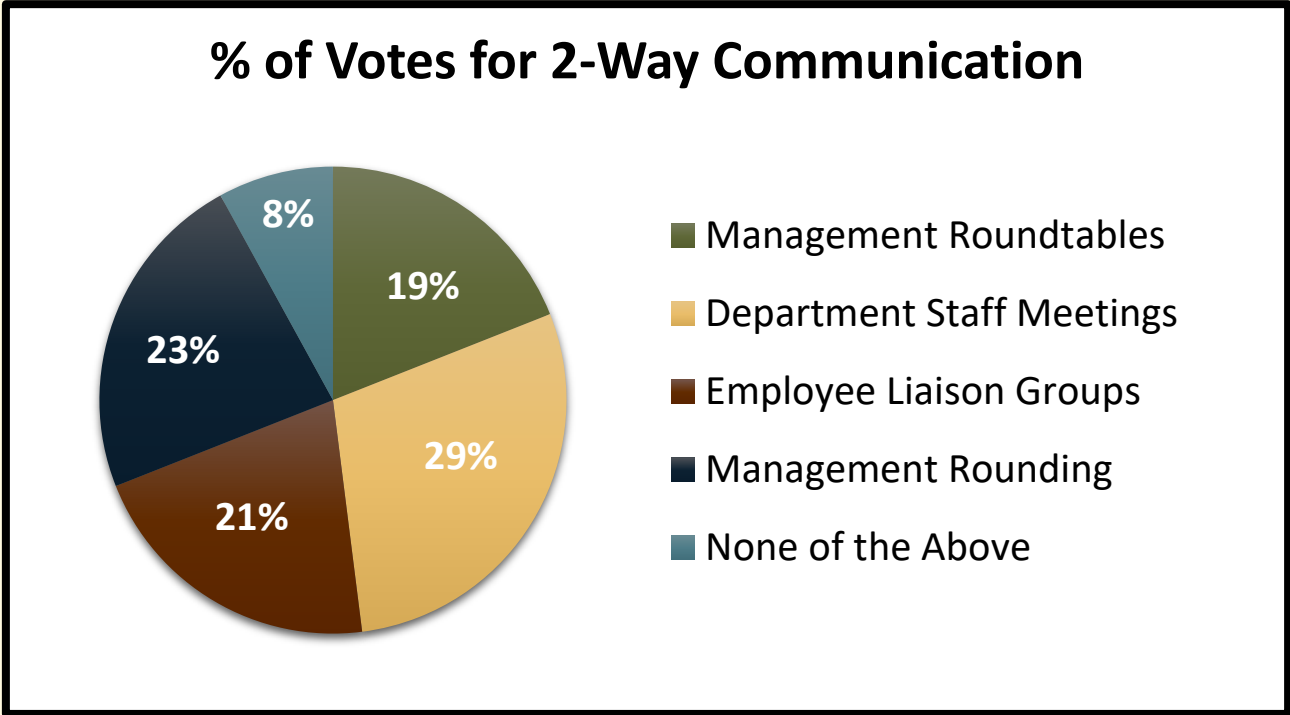


## Example for Administration:

- 1. What do you see on the five-year horizon that could impact your service delivery or quality?**
  - Elections - could have different strategic direction
  - Changing demographics (younger residents) and increasing population
  - Long Range Comprehensive Plan update and focus on managing growth
  
- 2. What should we change or do differently to better serve our customers?**
  - Provide the public with performance data via our website
  - Use videos more often to communicate with the public on social media & website
  - Evaluate other automated agenda software programs

# Workplace Topics

# Workforce Topics – 2-Way Communication



We tailored our responses based on individual department preferences

# Workforce Topics – Idea Box



- Employees submitted 19 ideas to the Idea Box in FY 2017
- Key improvements made as a result of ideas submitted included:
  - Provided a summary of Champion’s Club nominations
  - Revised the Village’s comp time policy to allow use of sick time before comp time
  - Installed an irrigation meter at the Splashpad to reduce costs

	Status	#	%
	Implemented	10	53%
	Currently Being Evaluated	2	10%
	Not Implemented	7	37%
	TOTAL	19	100%








# Workforce Topics – Workplace Safety



Will do quarterly emergency drills – one per quarter in FY 2018



### EMERGENCY RESPONSE GUIDE—VILLAGE HALL

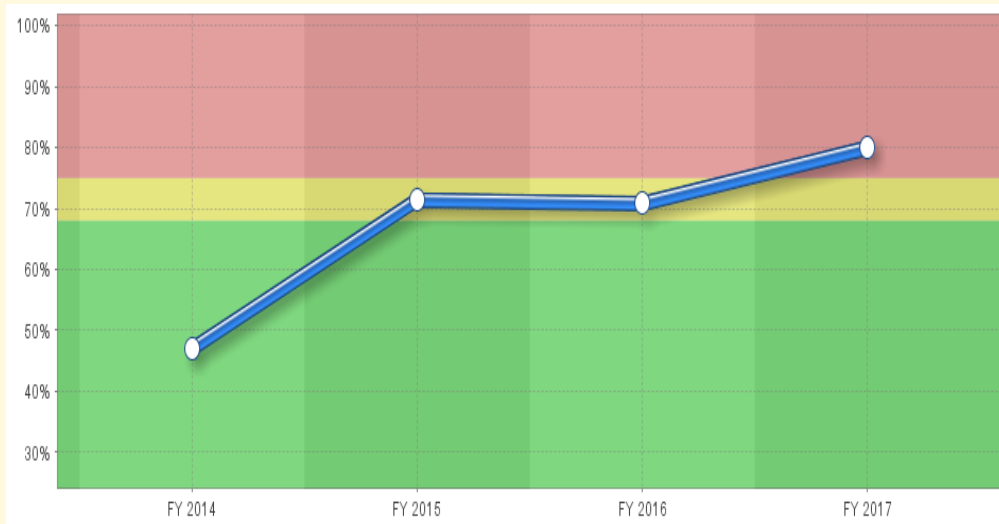
 <b>FIRE</b>	 <b>SEVERE WEATHER</b>	 <b>MEDICAL EMERGENCY</b>	 <b>ACTIVE SHOOTER</b>
<p>If fire or smoke is discovered,</p> <p><b>Step 1:</b> Activate the fire alarm by pull station and evacuate the building.</p> <p><b>Step 2:</b> Assist any visitors and other staff in moving to the designated evacuation area: The lawn area between the Village Hall and Fire Station.</p> <p><b>Step 3:</b> Assigned individual calls 911.</p>	<p>If a tornado warning is issued for our area,</p> <p><b>Step 1:</b> Dial #4986 and make the announcement below using the term <b>"TORNADO WARNING"</b>.</p> <p><b>Step 2:</b> Dial #4988 and repeat the announcement using the term <b>"TORNADO WARNING"</b>.</p> <p><b>Step 3:</b> Stay calm and assist visitors and other staff in moving to the safe area: <b>Basement—in the vault, or at the bottom of the interior stairwell.</b></p> <p><b>Step 4:</b> Use "head tuck" position when appropriate. Remain in shelter until it's safe.</p>	<p>If a medical emergency occurs,</p> <p><b>Step 1:</b> Call 911</p> <p><b>Step 2:</b> Dial #4988 and make the announcement below using the term <b>"MEDICAL EMERGENCY"</b> to notify your building's emergency response staff.</p> <p><b>Step 3:</b> Locate the nearest AED and/or 1st aid kit and provide care if properly trained.</p>	<p>If there is a threat of violence or an active shooter,</p> <p><b>Step 1:</b> Dial #4986 and make the announcement below using the term <b>"CODE ARMSTRONG"</b>.</p> <p><b>Step 2:</b> Dial #4988 and repeat the announcement below using the term <b>"CODE ARMSTRONG"</b>.</p> <p><b>Step 3:</b> Initiate building lockdown and silence cell phones.</p> <p><b>Step 4:</b> RUN—HIDE—FIGHT</p>
<p><b>SLOWLY AND CLEARLY STATE THE ANNOUNCEMENT BELOW:</b></p> <p>Attention, Attention, Attention, there is a _____ for your building. Implement Emergency Action Plans for staff and visitors immediately.</p> <p>All Call—Dial #4986    Building Only - Dial # 4988</p>			
<p><b>IN AN EMERGENCY, DIAL 9 AND THEN 911</b></p> <p>Remain calm. State your address (395 Magnolia Road) and specific location. Answer the operator's questions.</p>			
			

# Workforce Topics – Workplace Safety

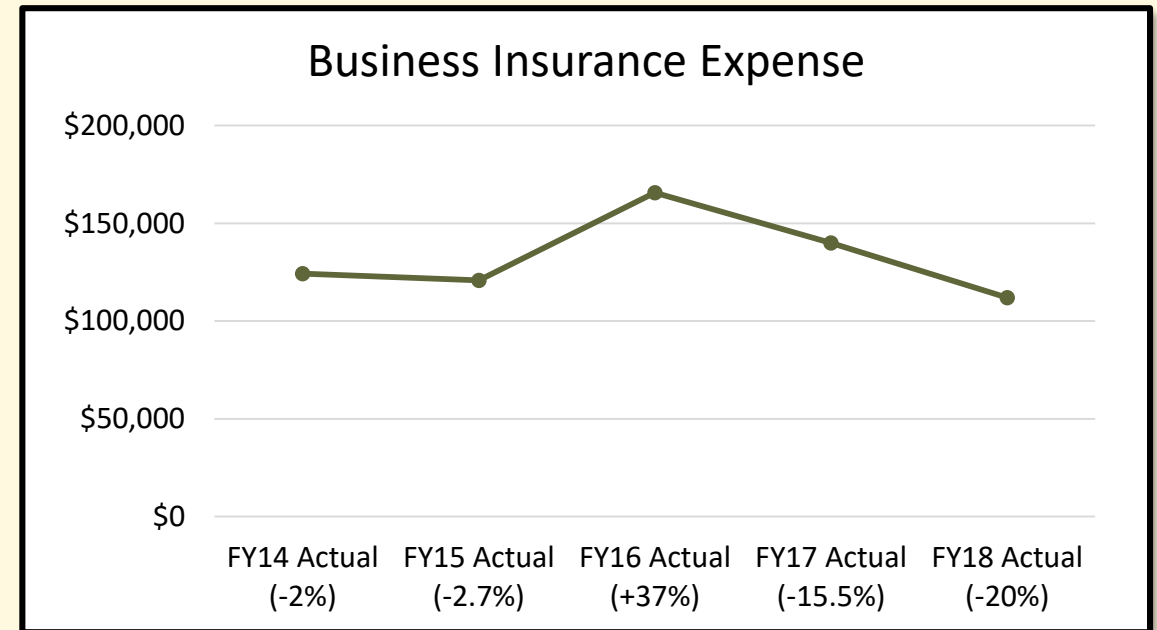


Need to reverse negative trends for preventable accidents

***Safety First!!!***



% of Accidents that are Preventable

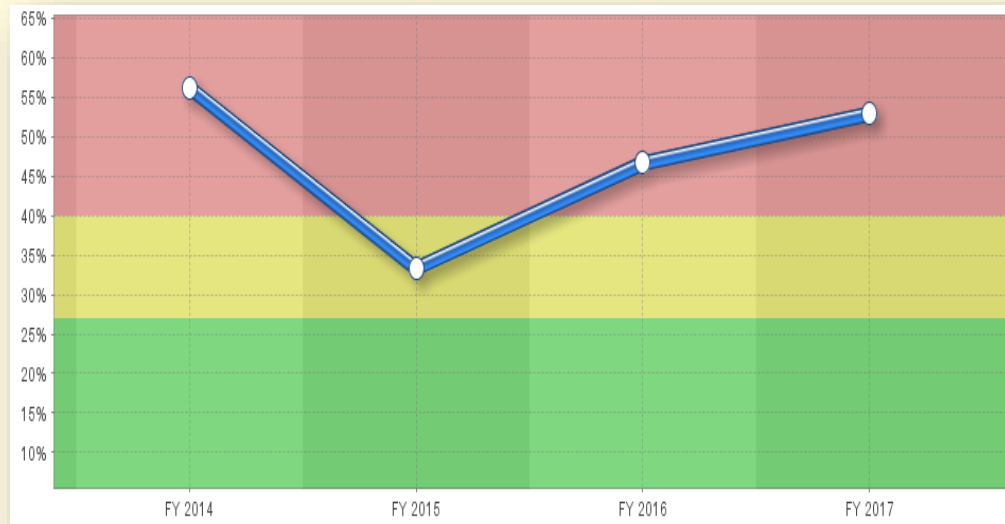


# Workforce Topics – Workplace Safety

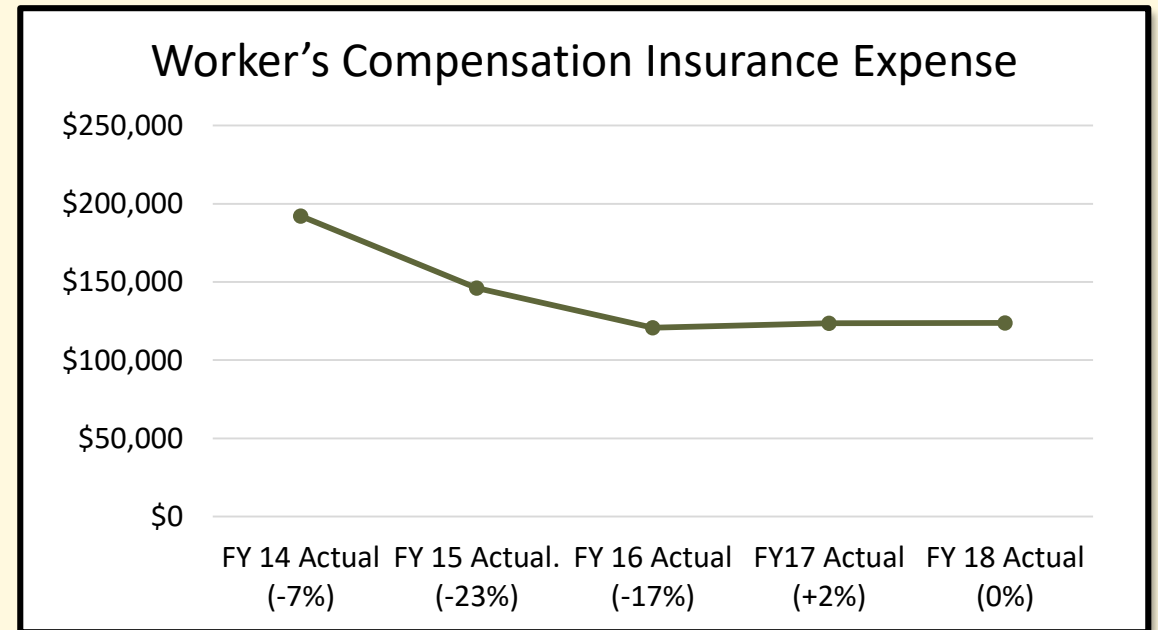


Need to reverse negative trends for preventable injuries

*Safety First!!!*



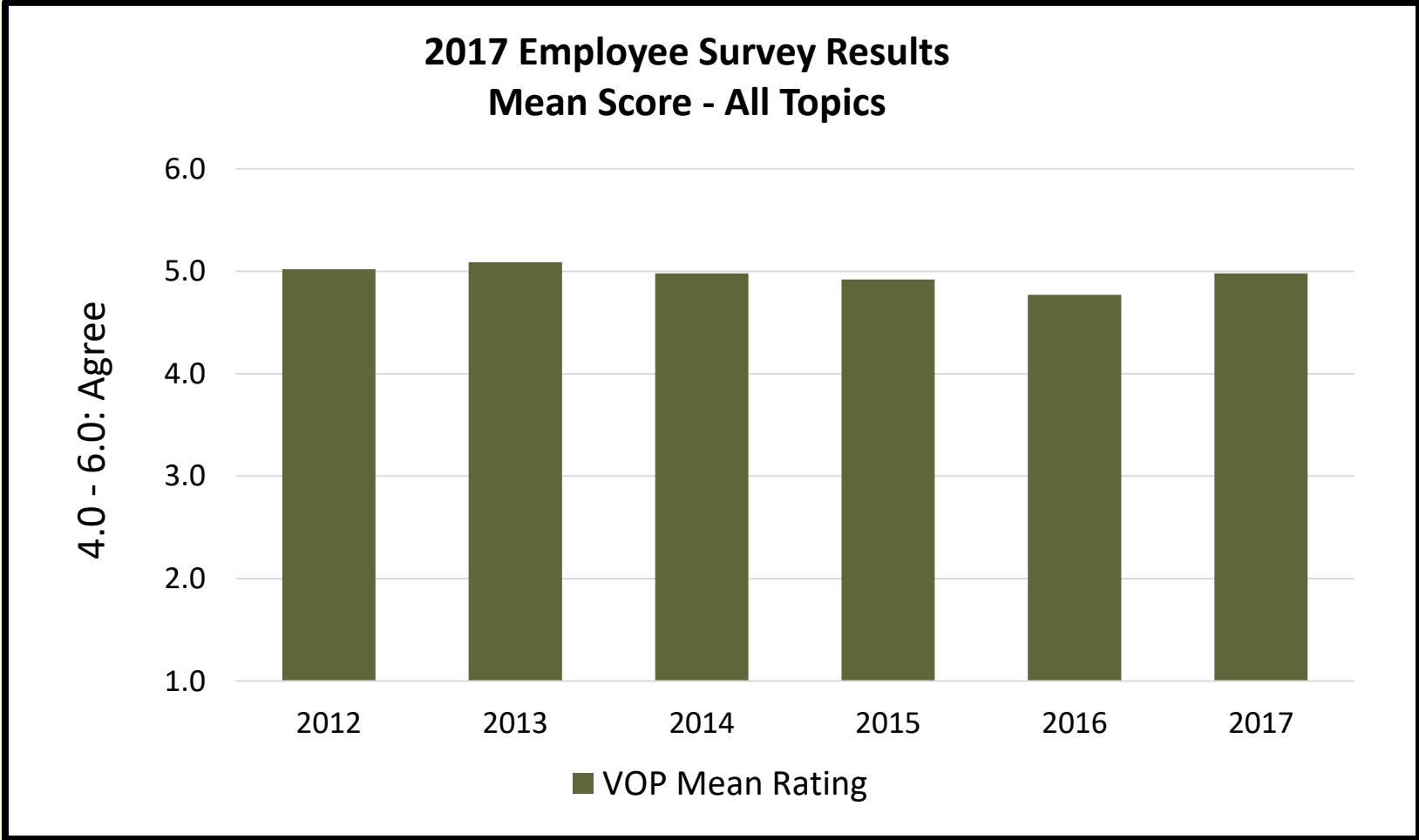
% of Work Injuries that are Preventable



# 2017 Workforce Survey Results



Mean Scores range from 1.0 - 6.0 from strongly disagree to strongly agree

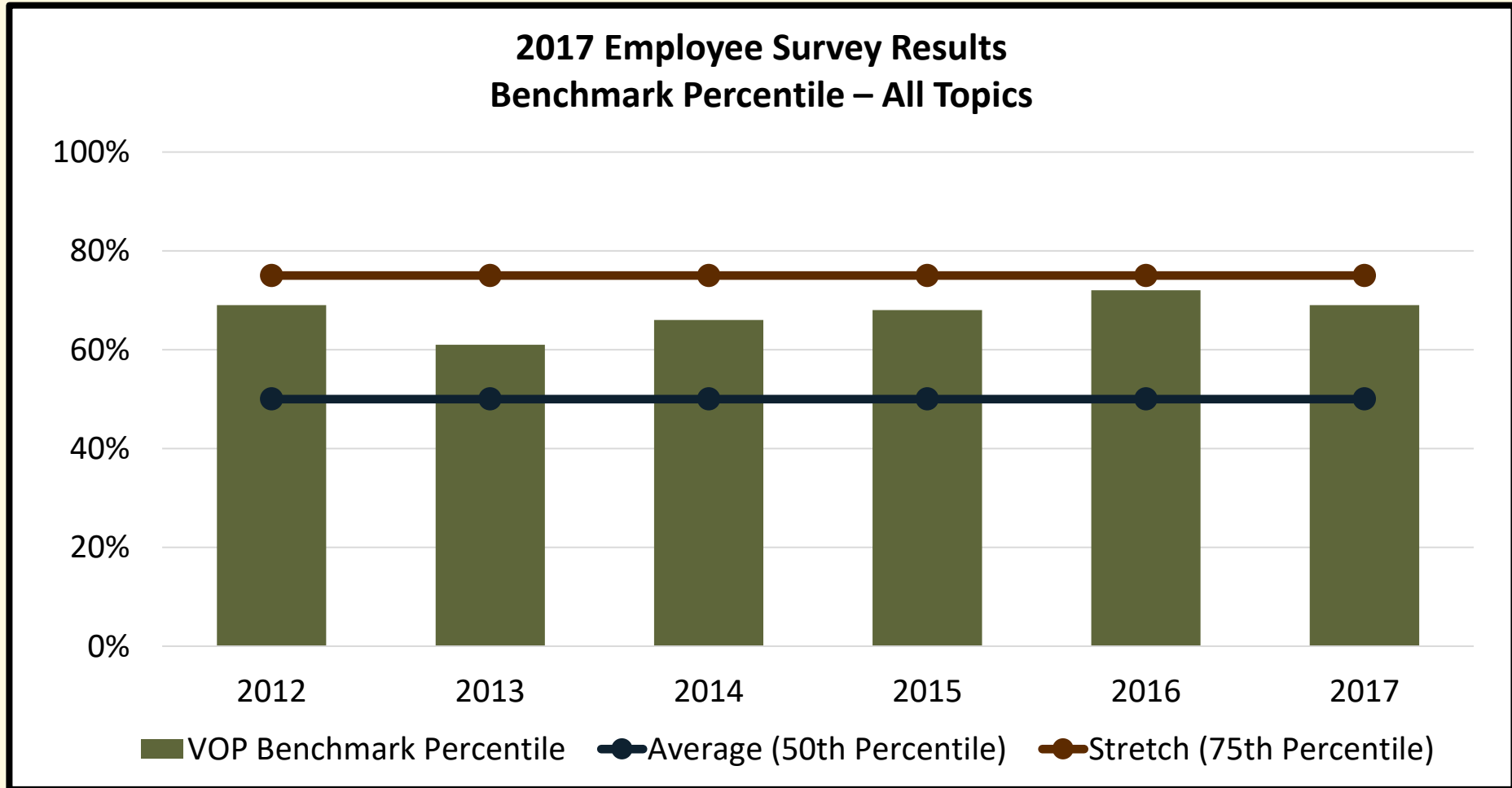




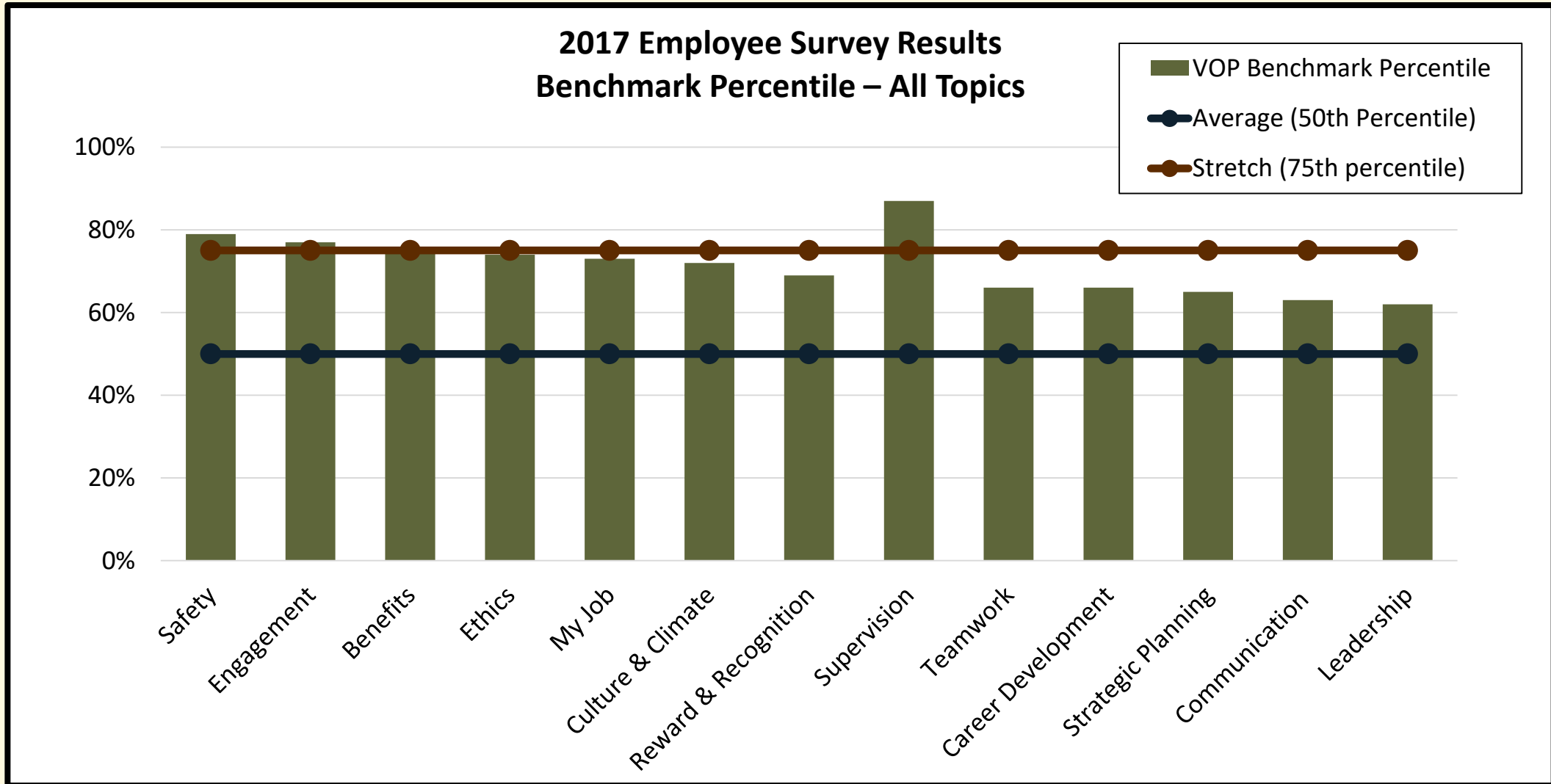
# 2017 Workforce Survey Results



Benchmarks include over 1,100 federal, state, and local public agencies



# 2017 Workforce Survey Results



# 2017 Workforce Survey Results



Five key themes noted in the open ended question, “Is there is any feedback you would like to share, whether addressed by this survey or not?”:

1. **Reward & Recognition** – Applause Awards, Tags in emPerform
2. **Benefits** – Want fitness, vacation, and retiree insurance benefits
3. **Expressed Overall Satisfaction**
4. **Career Development** – Want more opportunities for advancement
5. **Management Support** – Want more support from upper management (Department Heads and Managers)

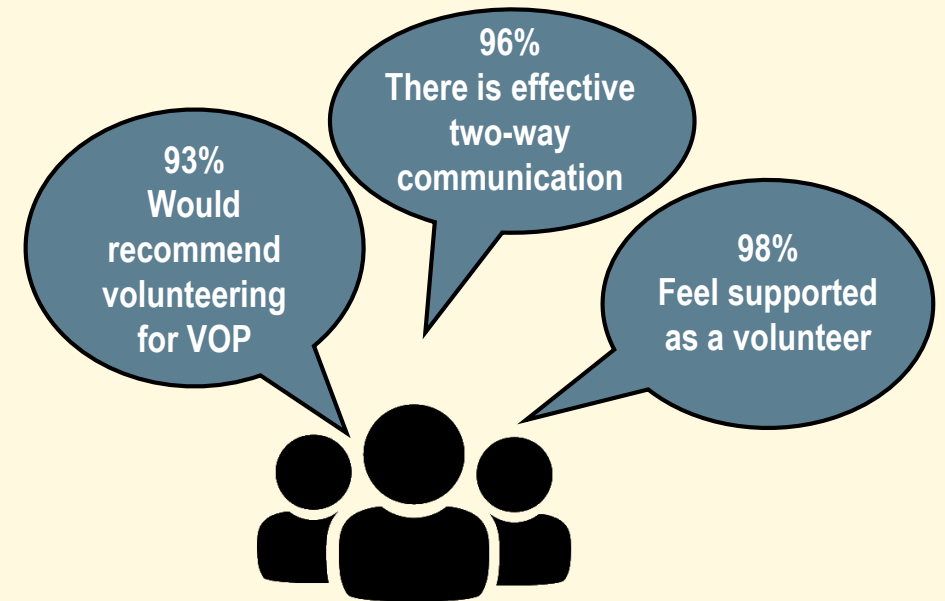


# 2017 Volunteer Survey Results



## Key Results from 2017 Volunteer Survey:

- Overall high levels of volunteer satisfaction
- Areas for improvement include:
  - ✓ Using volunteer feedback to improve the organization
  - ✓ Communicating the short term goals of the Village
  - ✓ Encouraging volunteers to be an active participant in the change process



## What questions do you have for us?

*We care about your opinion! Please complete your feedback cards so we can continue to improve our annual SOV meeting.*

*Stick around, enjoy some refreshments, and your fellow co-workers!*

Did we accomplish today's four KEY objectives?

1. Reinforce our Vision, Mission, & Values
2. Review FY 2017 Performance
3. Share Direction for the Future
4. Address Workplace Topics

*We use your feedback to improve each SOV meeting!!*

*Please complete your feedback cards and let us know how we can make it better for you.*

*Stick around, enjoy some refreshments, and your fellow co-workers!*

THANK YOU  
for your service!

