VILLAGE OF PINEHURST
BUDGET AMENDMENTS APPROVED BY BUDGET OFFICER
FOR THE PERIOD SEPTEMBER 21 - OCTOBER 5, 2021

Under Village of Pinehurst Ordinance #21-09, the Village Council grants the Budget Officer, or Village Manager, the ability to transfer appropriations under specific conditions. These conditions allow transfers between departments (including contingency) of the same fund to increase an appropriation up to $25,000 in a single budget amendment for the FY 2022 Budget. The Budget Officer may not transfer monies between funds at any time.

According to Section 159-15 of The Local Government Budget and Fiscal Control Act, "any such transfers shall be reported to the governing board at its next regular meeting and shall be entered in the minutes." Listed below are the amendments authorized by the Budget Officer for the period specified above.

Note: Since appropriations are made at the department level, line item adjustments within the same department may be made without limit and do not require a report since they do not actually amend the adopted budget ordinance.

	ACCOUNT NUMBER	DESCRIPTION	DEBIT	CREDIT	APPROVED DATE
1	10-00-220-7430	Admin-Capital Outlay: IT Equip Charges	$ 14,190		9/28/2021
	10-00-230-7430	Finance-Capital Outlay: IT Equip Charges		$ 495	
	10-00-240-7430	HR-Capital Outlay: IT Equip Charges		$ 660	
	10-10-310-7430	Police-Capital Outlay: IT Equip Charges		$ 3,960	
	10-10-320-7430	Fire-Capital Outlay: IT Equip Charges		$ 3,135	
	10-10-330-7430	Inspections-Capital Outlay: IT Equip Charges		$ 330	
	10-20-410-7430	Public Svcs Admin-Capital Outlay: IT Equip Charges		$ 990	
	10-20-420-7430	Streets & Grounds-Capital Outlay: IT Equip Charges		$ 825	
	10-30-510-7430	Solid Waste-Capital Outlay: IT Equip Charges		$ 330	
	10-80-610-7430	Recreation-Capital Outlay: IT Equip Charges		$ 990	
	10-80-615-7430	Library-Capital Outlay: IT Equip Charges		$ 660	
	10-80-620-7430	Harness Track-Capital Outlay: IT Equip Charges		$ 330	
	10-80-640-7430	Fair Barn-Capital Outlay: IT Equip Charges		$ 330	
	10-40-710-7430	Planning-Capital Outlay: IT Equip Charges		$ 1,155	
		Transfer funds to replace and install Assembly Hall projector. Replacement of the internet service provider load balancers was originally budgeted in FY 2022; however, IT has researched and identified a way to use existing technology to achieve the same purpose, so this replacement is no longer needed. These funds are available to cover the cost of the unexpected projector replacement and installation. The load balancers were allocated to all departments, so a budget amendment was needed to reallocate funds from other departments to Administration. Total cost of the projector is approximately $16,500.			
2	10-00-210-5400	Governing Body-Departmental Supplies	$ 3,500		10/5/2021
	10-00-220-6300	Admin-Travel and Training		$ 3,500	
		Transfer funds to purchase replacement chairs in the Assembly Hall as several are damaged. Funds were transferred from Administration's travel and training account due to fewer in-person trainings and conferences this year.			

Council Member to Report	Partners & Collaborators
John Strickland	Moore County Transportation Committee
	Neighborhood Advisory Committee
	Pinehurst Resort
Judy Davis	Tri-Cities Work Group (Pinehurst, So. Pines, Aberdeen)
	FirstHealth
	Moore County
Lydia Boesch	Convention and Visitors Bureau
	Bicycle and Pedestrian Advisory Committee
Kevin Drum	Triangle J. COG
	Partners in Progress
	NCDOT/TARPO
Jane Hogeman	Beautification Committee
	Moore County Schools
	Pinehurst Business Partners

RESOLUTION #21-21:

A RESOLUTION REGARDING A RE-APPOINTMENT TO THE PINEHURST PLANNING AND ZONING BOARD AND BOARD OF ADJUSTMENT, AND APPOINTMENT AS CHAIRMAN FOR PLANNING AND ZONING BOARD.

THAT WHEREAS, the Village of Pinehurst has established a Planning and Zoning Board and a Board of Adjustment as required by its Development Ordinance and authorized by North Carolina General Statutes 160A-361 and 160A-388; and

WHEREAS, on the 13th day of March, 2012, the Pinehurst Village Council adopted Ordinance #12-10 to amend Chapter 31 of the Pinehurst Municipal Code to combine the Planning and Zoning Board and the Board of Adjustment; and

WHEREAS, the term of Mr. Jeramy Hooper will expire on October 31, 2021; and

WHEREAS, Mr. Hooper and the Village Council of Pinehurst are desirous of his continuing to serve as a member of the Board of Adjustment and the Planning and Zoning Board for an additional term; and

WHEREAS, the Chairperson seat for the Planning and Zoning Board needs to be filled as the previous Chairperson has resigned, effective October 31, 2021; and

WHEREAS, the Village Council of the Village of Pinehurst is desirous of making an appointment to fill the vacant seat of Chairperson of the Planning and Zoning Board.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 12th day of October, 2021 as follows:

SECTION 1. That the following appointment is hereby made to the Board of Adjustment and the Planning and Zoning Board for the term indicated:

Mr. Hooper is re-appointed as a member of the Board of Adjustment and the Planning and Zoning Board, and shall be appointed as Chairperson of the Planning and Zoning Board, effective November 1, 2021, to serve at the pleasure of the Council until the end of his term on October 31, 2024.

SECTION 2. That this appointee shall continue serving until a replacement is appointed and qualified.

THIS RESOLUTION passed and adopted this 12th day of October, 2021.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
John C. Strickland, Mayor

Attest:

_____
Kelly Chance, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

RESOLUTION #21-22:

A RESOLUTION REGARDING A RE-APPOINTMENT TO THE PINEHURST PLANNING AND ZONING BOARD AND BOARD OF ADJUSTMENT.

THAT WHEREAS, the Village of Pinehurst has established a Planning and Zoning Board and a Board of Adjustment as required by its Development Ordinance and authorized by North Carolina General Statutes 160A-361 and 160A-388; and

WHEREAS, on the 13th day of March, 2012, the Pinehurst Village Council adopted Ordinance #12-10 to amend Chapter 31 of the Pinehurst Municipal Code to combine the Planning and Zoning Board and the Board of Adjustment; and

WHEREAS, the term of Mr. Paul Roberts will expire on November 30, 2021; and

WHEREAS, Mr. Roberts and the Village Council of Pinehurst are desirous of his continuing to serve as a member of the Board of Adjustment and the Planning and Zoning Board for an additional term; and

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 12th day of October, 2021 as follows:

SECTION 1. That the following appointment is hereby made to the Board of Adjustment and the Planning and Zoning Board for the term indicated:

Mr. Roberts is re-appointed as a member of the Board of Adjustment and the Planning and Zoning Board effective December 1, 2021, to serve at the pleasure of the Council until the end of his term on November 30, 2024.

SECTION 2. That this appointee shall continue serving until a replacement is appointed and qualified.

THIS RESOLUTION passed and adopted this 12th day of October, 2021.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
John C. Strickland, Mayor

Attest:

_____
Kelly Chance, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

VILLAGE OF PINEHURST
VILLAGE COUNCIL
CLOSED SESSION-SEPTEMBER 28, 2021

ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA

MINUTES

At a work session of the Pinehurst Village Council held at 6:54 p.m., Tuesday, September 28, 2021 in Assembly Hall of Village Hall, 395 Magnolia Road, Pinehurst, North Carolina, Councilmember Boesch moved to go into closed session pursuant to NCGS §143-318.11(a)(5)(i) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease. The motion was seconded by Councilmember Hogeman and carried unanimously, by a vote of 5-0.

The following people were in attendance in Assembly Hall:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeff Sanborn, Village Manager
Mr. Jeff Batton, Assistant Village Manager
Mr. Doug Willardson, Assistant Village Manager
Ms. Angela Kantor, Human Resources Director

MAYOR STRICKLAND CALLED THE MEETING TO ORDER.
Councilmembers discussed proposed terms of a potential property lease agreement for the Given Outpost building and a potential location for a proposed parking structure. Councilmembers also discussed a personnel item.

ADJOURNMENT.
Upon a motion by Councilmember Drum, seconded by Councilmember Boesch, Council unanimously approved to adjourn the closed session and re-enter the work session, by a vote of 5-0.

Respectfully Submitted,

Kelly Chance
Village Clerk

DRAFT

ATTACHMENT A

	VILLAGE OF PINEHURST **STANDARD POLICY**		
SUBJECT:	**Policy on Administration of the Position Classification and Pay Plan**	Effective Date:	11/17/2009
Department:	Human Resources	Policy No.:	HR-416
Prepared by:	Human Resources	Revised:	10/12/2021
Approved by:	Village Council	# of Pages:	5

PURPOSE OF THE POSITION CLASSIFICATION AND PAY PLAN:

The Position Classification and Pay Plan (attached as Attachment B) is aimed at providing a complete inventory of all authorized positions in the Village service and an accurate description and specification for each class of employment. The Plan standardizes job titles, each of which is indicative of a range of duties and responsibilities.

The Plan also includes the basic salary ranges for each regular full-time and part-time position approved by Council. These ranges are market-based pay grades consisting of minimum, mid-point and maximum pay rates.

GENERAL PROVISIONS OF THE PLAN:

Administration and Maintenance

The Village Manager, assisted by the Human Resources Director, is responsible for the administration and maintenance of the Plan. The Human Resources Director should periodically review portions of the Plan and recommend appropriate changes to the Village Manager. All employees covered by the Plan should be paid at a rate listed within the salary range established for the respective position.

The Plan is intended to provide equitable compensation for all employees, reflecting differences in the duties and responsibilities, the comparable rates of pay for positions in private and public employment in the area, changes in the impacts of inflation, the financial condition of the Village, and other factors. The Human Resources Director will be responsible for making comparative studies of all factors affecting the level of salary ranges and for recommending changes to the Village Manager. The Human Resources Director will also conduct a competitive and comparative salary study for each position at least every three years. Any changes increasing or decreasing the assigned salary grade for a position, must be approved by Village Council. Any changes modifying the salary ranges in the Plan must also be approved by Village Council.

Starting Salaries

As a general rule, applicants who are in positions approved in the Plan shall be employed within the salary range for that particular position classification.

Merit Pay

Merit increases will be based on employee performance from July 1st through June 30th and will be effective October 1st for all eligible employees. Merit increases will range from zero to three percent, with three percent being reserved for truly extraordinary performance. Employees will receive a performance review, with no salary adjustment, after six months in a new position and then annually thereafter immediately following the end of the fiscal year. Employees hired between July and December are eligible for a performance-based, prorated merit increase the following October. Employees hired between January 1st and June 30th will be eligible for a pro-rated merit increase, based on the budgeted merit percentage, in the year hired. Upward movement within the established salary range for an employee is not automatic, but rather based upon specific performance-related reasons and other factors. All performance reviews are based on an employee's demonstration of the Village's core values and the behavioral and technical competencies listed in their position description as well as the completion of goals. Employees in supervisory roles are also evaluated on leadership attributes. Guidelines for determining performance levels and performance pay increases or other performance-related movement within the pay grade may be established in procedures approved by the Village Manager. The merit increase range is subject to change during the Strategic Operating Plan process, which begins in February and ends in June each year.

Lump Sum Payment

Employees who are at the maximum of the salary range for their position classification may be eligible for a lump sum payment at performance evaluation time. Lump sum payments are awarded based on the employee's performance and will also be between zero and three percent. Lump sum payments do not become part of base pay. The lump sum payment range will be the same as the merit increase range and is subject to change during the Strategic Operating Plan process, which begins in February and ends in June each year.

Cost of Living Adjustments (COLA)

Each year, the position classification and pay plan grades may be adjusted by the annual average consumer price index percentage change for the prior calendar year. Adjustments to pay grades will be effective July 1st.

Employees, including the Village Manager, may also receive a cost of living adjustment (COLA) based on the annual average consumer price index percentage for the prior calendar year. Employees hired by December 31st will be eligible for the cost of living adjustment. The COLA will be effective the following July 1st.

Salary Effect of Promotions, Demotions, Transfers, and Reclassifications

Promotions – When an employee is promoted, the employee's salary may be increased. The purpose of the promotion pay increase is to recognize and compensate the employee for taking

on increased responsibility. The amount of the pay increase depends on performance, degree of increased responsibility, time since the last salary adjustment, budget and other factors. Promoted employees are still eligible for a performance-based merit increase the following October; however, the merit increase will be prorated from the promotion date.

Demotions – When an employee is demoted, the salary normally should be set at the rate in the lower pay range, which provides a minimal decrease in pay if action is not the result of corrective action. If the current salary is within the new range, the employee's salary may be retained at the previous rate. If the demotion is the result of corrective action, the salary may be decreased.

Transfers – The salary of an employee reassigned to a position in the same class or to a position in a different class within the same salary grade should not be changed by the reassignment. However, employees transferred to a position in a lower salary grade may receive a decrease in pay.

Reclassifications – An employee whose position is reclassified to a position having a higher salary grade may receive a pay increase if the employee's current pay rate is less than the midpoint of the new salary grade.

Transition to a New Salary Grade

If the position is reclassified to a higher salary grade and employees in that position earn salaries below the midpoint of the higher salary grade, employees in that position may receive a 5% increase for each grade up to 10% or the midpoint of the new salary grade whichever is lower. There may be exceptions if the changes in the job responsibilities are significant enough to warrant a greater increase or the employee's salary remains below the minimum of the new grade after the 10% adjustment. These increases may be offset by cost of living adjustments, if any, which will be applied first.

Employees whose salaries are above the midpoint of the new grade would not receive a salary increase if the grade change was based only on prevailing labor market rates. If the position reclassification is due to an increase and change in responsibilities, the Village Manager may grant a salary increase and document the reasons for this increase.

The Village Manager may delay implementation of a pay increase for any employee who has recently documented corrective actions and who is not currently meeting all job requirements until such time the employee is fully meeting all job requirements. Otherwise, all employees will be treated consistently in the implementation.

Regardless of the position in the new salary grade, employees who have been hired or promoted to a position within the past year are not automatically eligible for salary increases due to changes in position reclassifications.

If the position is reclassified to a lower salary grade, the employee's salary should remain the same. If the employee's salary is above the maximum established for the new range, the salary

of that employee shall be maintained at the current level until the range is increased above the employee's salary.

Effective Date of Salary Changes

Salary changes approved after the first working day of a pay period shall become effective at the beginning of that pay period or at such specific date as may be established pursuant to procedures approved by the Village Manager. Salary adjustments recommended as a result of the annual salary study are effective July 1st once approved by council.

Payroll Deduction

Deductions shall be made from each employee's salary, as required by law. Additional deductions may be made up on the request of the employee on determination by the Village Manager as to capability of payroll equipment and appropriateness of the deduction.

Composition of the Plan

The Plan should consist of:

a) a grouping of positions in classes which are approximately equal in difficulty and responsibility which call for the same general qualifications, and which can be equitably compensated within the range of pay under similar working conditions;
b) class titles descriptive of the work of the class; and
c) the appropriate pay grade associated with the position.

Use of the Plan

Class specifications should be descriptive of the type and scope of work performed. The Plan is to be used:

a) as a guide in recruiting and examining applicants for employment;
b) in determining lines of promotion and developing employee training programs; and
c) in determining salary to be paid for various types of work;

Authorization of the Plan

The Plan shall be approved by the Village Council and should be maintained on file with the Human Resources Director. Copies will be available to all Village employees for review. New positions shall be established upon recommendation of the Village Manager and approval of the Village Council, after which the Human Resources Director is responsible for either allocating the new position into the appropriate existing class, or revising the Plan to establish a new class to which the position may be allocated. The Village Manager may approve changes to existing positions that do not require a change in pay grade or a change in title.

Request for Reclassification

Department Heads may request that a position be reclassified into a different class or pay grade. Upon receipt of such request, the Human Resources Director may study the request, determine the merit of reclassification and if merited, recommend a reclassification and a new pay grade to the Village Manager. Modified positions also may be evaluated for proper position classification. To assist the Village on this review process, Department Heads are expected to:

a) be familiar with the Position Classification and Pay Plan;
b) make sure they are informed about the job duties performed by each employee under their supervision;
c) advise the Human Resources Director of any permanent changes in job duties;
d) make recommendations for changes in position classifications. These recommendations should be based on significant changes in the duties associated with a position and/or in the structure of a department that will continue to exist on a long-term basis.

The Village Manager is responsible for approving any classification study and/or reclassification. The Village may contact outside consultants and other sources to assist in any reclassification decision.

Department Heads are responsible for reviewing positions annually as part of the budget process and the performance evaluation process. Such review shall be to determine the most accurate classifications and the most equitable, effective, and efficient use of human resources.

Approved by:

_____	10/12/2021
John Strickland, Mayor	Date
#21-23	10/12/2021
Village Council, Resolution	Date

VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF SEPTEMBER 28, 2021
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM

DRAFT

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, September 28, 2021 in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following attended:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Kelly Chance, Village Clerk

In addition, approximately 21 attendees, including 8 staff and1 press.

1. **Call to Order.**
Mayor Strickland called the Village Council meeting to order.

2. **Invocation and Pledge of Allegiance.**
John Kinyon, Sr. Pastor of Redeemer Church, Southern Pine, NC, offered the invocation and Mayor John Strickland led the Pledge of Allegiance.

3. **Reports:**

Village Manager

- Mr. Jeff Sanborn reported that Carlton Cole, VOP Fire Department Chief, has been appointed to the Moore County Fire Commission. We are excited about having a Pinehurst voice on that commission.

Village Council

- Mayor Strickland stated that he is attending a special event at Fort Bragg tomorrow, which included area Mayors and other elected officials from Moore County and surrounding counties. He stated the purpose of the event was to receive general briefings and tour the facilities. Mayor Strickland encouraged the community to continue to be cautious in the weeks ahead amid the continued Covid-19 pandemic.
- Mayor Pro Tem Davis stated that the Triangle J met and updated that Southern Pines is working with the Target location and the Y is looking for a place in Southern Pines. She also noted that there were 2 break-through cases on her street of Covid, so she advised the community to be careful and safe.
- Councilmember Drum stated that at the Triangle meeting there was information about working together as three cities to build a multi-modal plan that would connect all three cities together. This would be a concept to get a study done and the Tri-City group would be a great group to handle the project.
- Councilmember Boesch stated she is appreciative of what James Walker Tufts did to establish Pinehurst and his vision which provided us all the beautiful long-leaf pines.

- Councilmember Hogeman stated the Pinehurst Business Partners continue to look forward to working with the Village and she thanked Jill Lazusky for her presentation on the Shops Small Thanksgiving week promotion.

4. Motion to Approve Consent Agenda.

All items listed below are considered routine or have been discussed at length in previous meetings and will be enacted by one motion. No separate discussion will be held unless requested by a member of the Village Council.

- Approval of Village Council Meeting Minutes.
  - September 14, 2021 Regular Meeting
  - September 14, 2021 Work Session
  - September 20, 2021 Special Meeting - CLS

End of Consent Agenda.
Upon a motion by Councilmember Drum, seconded by Councilmember Boesch, Council unanimously approved the Consent agenda by a vote of 5-0.

5. Discuss and Consider Renewal of Uniform Rental Service Agreement for the Village of Pinehurst.
Village Manager Sanborn stated we have an annual contract that supports some departments across the village. Brooke Hunter, Finance Director, reported the Village utilizes uniform rental services in Public Services, Fleet, Harness Track, and Buildings & Grounds departments. Also included in this agreement are facilities service items such as door mats, soaps, hand sanitizers, mops, air fresheners, shop towels, etc. She stated staff are requesting renewal of our current five-year contract with UniFirst, which is set to expire in September 2021.

Ms. Hunter stated an extensive review process was performed in 2016 that considered uniform quality, service, and cost. Effort was also made to standardize uniform styles and colors across departments. Departments are overall satisfied with the service and quality received from UniFirst over the past five years. Costs have also remained low and in accordance with the Sourcewell (formerly National Joint Powers Alliance (NJPA)) cooperative purchase agreement.

Ms. Hunter stated that based on our satisfaction with the service, quality, and pricing received, we recommend that the Village renew our five-year service agreement with UniFirst Corporation under the Sourcewell cooperative purchase contract. This contract was competitively bid by Sourcewell, and the Village is allowed under state law to utilize cooperative purchasing contracts. These contracts offer lower prices due to the buying power of a much larger group and offer greater contract protections that have proven to improve service delivery.

Ms. Hunter stated the estimated cost for the first year of service under the proposed renewed contract with UniFirst is $25,500. We negotiated a 2% annual price increase as noted in the attached contract addendum. The 2% annual increase results in an estimated total contract commitment of $133,000 over the five-year term.

Ms. Hunter stated that to approve the new contract, we will need a motion authorizing the Village Manager to enter into the attached Customer Service Agreement with UniFirst Corporation for the provision of uniform rental services.

Councilmember Boesch asked what if there are fluctuations in the items, we need over the next five years? Ms. Hunter stated this is per unit basis so if we add people it would be 2% increase on each individual item.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Hogeman, Council unanimously approved to authorize the Mayor or his designee to execute the renewal of the five-year service contract with UniFirst Corporation for the provision of uniform rental service by a vote of 5-0.

6. Discuss and Consider United Way Sign Request.
Mayor Strickland stated he met with a United Way representative about 10 days prior to this meeting, which resulted in United Way requesting placement of two temporary signs in our community in support of their annual campaign. He stated this is a great opportunity for United Way to showcase its support for our community and provide the community with information on how to

contact them. Mayor Strickland stated some comments would be that if we can do this, where would the signs be placed, and is this something the council would wish to support.

Darryn Burich, Planning & Inspections Director quoted the PDO comments – Specific definition of Special Events – and discussion was around where this fundraising event qualifies as a special event. Discussion also centered around location and signage size. Mr. Burich stated per our ordinance, the allowable size is 4 square feet. Mayor Strickland stated he did not want to see the signage placed on the Village Green and the location near the Hospital would be better suited for a discussion with the Hospital directly.

Mayor Strickland asked if Council wants to make an exception to our ordinance and allow this approval of a term of one year. Village Manager Sanborn said the exception could be approved by the Village Manager and he will take guidance by the Council. Councilmember Hogeman said if we did grant an exception and we allowed these signs to go up would that set a precedence to all non-profits and charities to be allowed to request this. Discussion ensued on how United Way's partnership with multiple Moore County establishments might distinguish this request from others. Councilmember Drum stated he does feel United Way is unique and creates a bridge to help the community and he would like to see Council be able to approve it.

Councilmember Boesch stated the issue seems to be on the location of the signs and Mayor Pro Tem Davis reported she is not in favor of placement anywhere in the Historic district. Mr. Sanborn and Mr. Burich will continue to go back to the table with United Way and decide on whether it can be approved.

7. Discuss and Consider Revisions to the Historic District Guidelines.

Alex Cameron, Senior Planner, stated The HPC conducted a work session on June 17th and discussed making some necessary and editorial changes to the current Historic District Guidelines. Most of the proposed revisions change any reference to the term "Guidelines" to "Standards" which is consistent with the recent changes to the North Carolina General Statutes Chapter 160D. Other changes are minor and editorial in nature with very few changes to the actual standards. The proposed changes are provided as an attachment to this agenda item with changes in red, strikethrough for deletions and underline for additions.

Mr. Cameron stated following action by the Historic Preservation Commission (HPC) during their regular meeting on September 23rd, staff will now provide Council with the recommended changes approved by the HPC. Mayor Strickland asked Mr. Cameron if there was any change on this document compared to the document produced previously and presented to Council. Mr. Cameron noted that the HPC is trying to make the process move more quickly and less expensively for our citizens. He noted they agree that they are ready for clarifications and grammatical changes and 160D compliance changes.

Mayor Pro Tem said this is a body of work that gets us into compliance and this document will not change so there is no reason for us to wait to act on these current changes.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Hogeman, Council unanimously approved the proposed amendments to the Local Historic District Guidelines as set forth in the staff report from Alex Cameron, Senior Planner, dated September 23, 2021 by a vote of 5-0.

8. Other Business.

Councilmember Boesch stated she received a message stated that Village Council needs to do a better job at communicating what they are doing to the public. She stated after further conversations with the individual, she felt she showed that the Village Council is very proactive and goes above and beyond to keep the community aware. Mayor Strickland reminded those listening to the meeting that they can reach out to Village Hall with questions, and they can sign on to our E-newsletters and MyVop.

Councilmember Hogeman asked if the Village has a policy in place on request to name something in honor of a person, such as a past Mayor. Mr. Sanborn stated we do not have a policy per se, but it can be up for discussion.

9. Comments from Attendees.

- Dave and Kathy Lewk of Chatham Lane thanked the Mayor for answering her email. She stated they live in number 6 adjacent to lot 5, which she states is incongruous with Pinehurst. She stated they raised their children in small towns in Indiana, where they had strict codes, in a town of about 13000. She stated a contractor who doesn't live here and pays taxes

here has left a hole where mosquitos swarm on a lot across the street. She asked councilmembers to consider some of the problems with this lot and investigate why no actions can be taken. She asked what can Planning do to stop this clear cutting in No. 6 as we get to the end of usable lots? Mayor Strickland stated Council was made aware of this lot in the summer and he took some photos at that time and shared them with staff. He noted that we are guided now by different regulations than what we were in the 70s, 80, and 90s and we agree that we would like to stop this practice, but our hands are tied. Darryn Burich, Planning Directed stated that on the RCW process, every building permit that comes in must have a letter and approval before they can be awarded. He stated that on this case, what was happening was it was considered an active construction site, but now the builder has withdrawn the permit request. He stated he has been in contact with the owners and their legal in the effort to remedy the situation.

- David Herring, 40 Pinewild Drive, formerly lived across from the lot– stated he is also concerned with the safety of the same area as it pertains to children.
- Collette Kolinsky said for 7 years she has been trying to do something about this. She said if you are concerned about these issues, you need to know who you are electing to office.

10. Motion to Adjourn.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Drum, Council unanimously approved to adjourn the regular meeting by a vote of 5-0 at 6:01 p.m.

Respectfully Submitted,

Kelly Chance,
Village Clerk

A videotape of this meeting is located on the Village website: www.vopnc.org
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, and Improvement

DRAFT

VILLAGE COUNCIL
MINUTES FOR WORK SESSION OF SEPTEMBER 28, 2021
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA

IMMEDIATELY FOLLOWING THE REGULAR MEETING

The Pinehurst Village Council held a work session at 6:10 p.m. Tuesday, September 28, 2021, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The meeting was streamed in real time on the Village's website.

The following were in attendance in Assembly Hall:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey Sanborn, Village Manager
Ms. Kelly Chance, Village Clerk

And approximately 9 attendees, including 6 staff and 1 press.

1. **Call to Order.**
   Mayor John Strickland called the Council work session to order.

2. **Discuss Firefighter Relief Fund Board Opening.**
   VOP Fire Chief, Carlton Cole, stated we receive a check annually and this year it is $24,496 this year that includes Taylortown longleaf and the village of Pinehurst. It was designed to keep firefighters from becoming destitute and are used to provided added relief to firefighters in various ways. He stated Board members serve two-year terms.

   Mayor asked what the profile of a person you need on this board might be: familiar with regulations – know governmental accounting regulations and know what the general statutes say. Mr. Cole stated that the Board only meets once a year. He further stated that Al Davis is interested in filling the opening and he will forward a letter from Mr. Davis to Council.

   Mayor Strickland asked if the Village of Pinehurst Financial Director is involved in the management of the funding, and Mr. Cole stated very minimally beyond being made aware of the amount of the funds. Mayor Strickland asked if we could add this to the October 12th meeting and provide Mr. Davis's information to Council.

Discuss PDO Amendments Related to Implementation of Online Permitting

Darryn Burich stated the purpose of this work session item it to discuss PDO amendments related to implementing online review and approval of planning and building permit applications. On July 1, 2019 the Village rolled out implementation of its online permit system which allows customers to apply for and be issued various building and planning permits electronically 24/7 365 days a year. The online permit system allows applicants to schedule inspections and receive results of those inspections via email.

The purpose of the various PDO amendments is to fully implement use of the Village's online permit system for all building and planning related applications. The Planning and Zoning Board held a public hearing on the various PDO amendments on July 1, 2021 an unanimously recommended approval. Mr. Burich walked Council through the process of seeking an online permit and stated people are already using this program about 75% voluntarily.

Mayor Strickland asked if there are other municipalities that use this type of process. Mr. Burich stated this is not uncommon and even Southern Pines requires online applications. Councilmember Drum stated he likes the movement toward the digital state. Councilmember Hogeman asked if they ever sit down with the applicant and ask questions. Mr. Burich said only if we need documentation clarification. He stated most routine items you do not need to be face-to-face. Councilmember Hogeman asked what about site visits. Mr. Burich said we do make site visits and the same review process occurs as before. We will still be doing all the normal face-to-face site visits and sitting down with those that we find a problem with their documentation, plans, or other issues

Mayor Strickland asked if there are any devices that prohibit any resident from using it. Mr. Burich said no, and the staff's goal is to make this easy and workable for our residents. Mayor stated we want to be helpful and easy to work with and he sees this as helpful to the consumer and if we can still help those personally who need it then it is good.

Councilmember Boesch stated Planning and Zoning looked at this in July and she would like to know if any changes had been made since then and if it would need to go back to P&Z. Mr. Burich stated there have not been any changes other than the change in the verbiage to add the online submittal for permitting.

3. **Other Work Session Business**
   - None

4. **Potential Future Agenda Items.**
   - None

5. **Motion to Recess the Work Session and Enter a Closed Session**
   Upon a motion by Councilmember Boesch, seconded by Councilmember Hogeman, Council unanimously approved to recess the work session and enter a closed session, by a vote of 5-0, at 6:54 p.m.

6. **Closed Session**
   Council held a closed session pursuant to NCGS §143-318.11(a)(5)(i) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease and pursuant to NCGS §143-318.11(a)(6) to consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee: or to hear or investigate a complaint, charge, or grievance by or against an individual public officer or employee.

7. **Motion to Adjourn the Closed Session and Re-Enter the Work Session**
   Upon a motion by Councilmember Drum, seconded by Councilmember Boesch, Council unanimously approved to adjourn the closed session and re-enter the work session, by a vote of 5-0, at 7:58 p.m.

8. **Motion to Adjourn.**
   Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Hogeman, Council unanimously approved to adjourn the work session, by a vote 5-0, at 8:01 p.m.

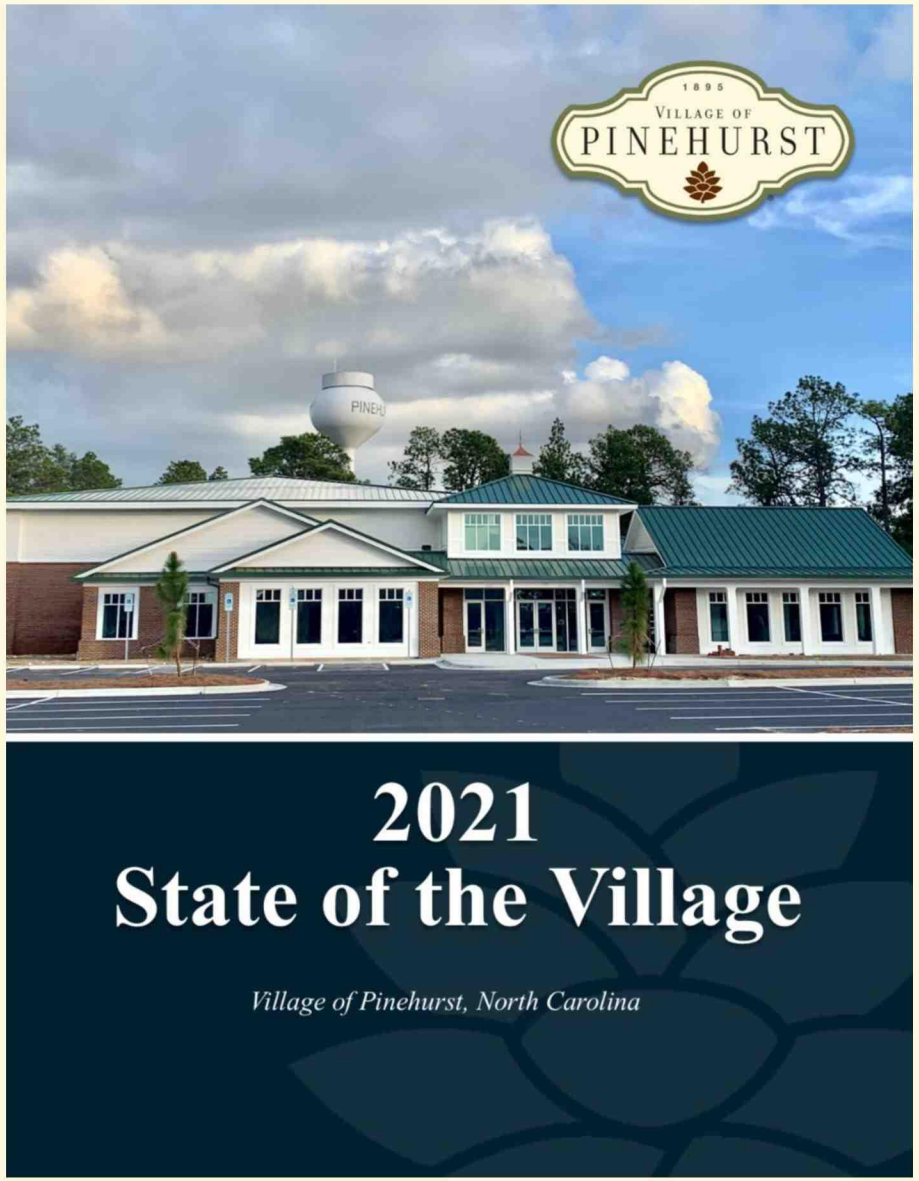
Respectfully Submitted,

Kelly Chance,
Village Clerk

A videotape of this meeting is located on the Village website: www.vopnc.org

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, and Improvement

DRAFT



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VILLAGE OF
PINEHURST
®

FY 2021 State of the Village Report Presentation

Councilmember Kevin Drum, Treasurer Lydia Boesch, Mayor John Strickland, Mayor Pro Tem Judy Davis, and Councilmember Jane Hogeman (From left to right)

FY 2021 State of the Village Report Presentation
Message from the Office of the Village Manager

The Village of Pinehurst had another successful year working to accomplish the objectives set forth by the Village Council. 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 efforts 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 for 12 areas, matching FY2020 as the most achieved in one year for the Village.

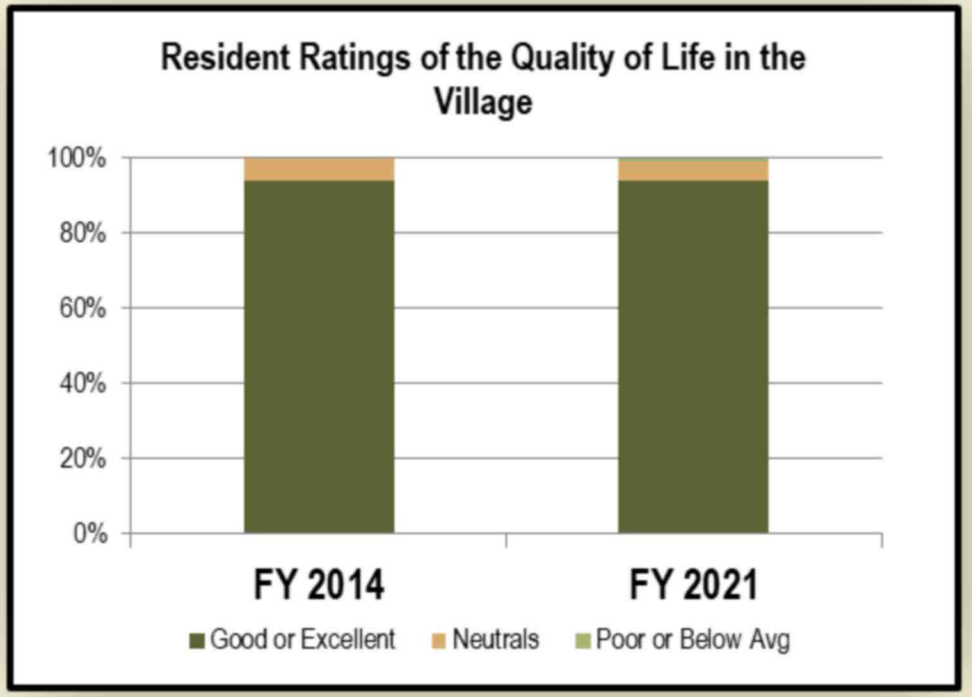
We are extremely proud of our staff's accomplishments and efforts to continuously improve the efficiency and effectiveness of Village services to promote, enhance, and sustain the quality of life for our customers.

Jeff Sanborn
Village Manager

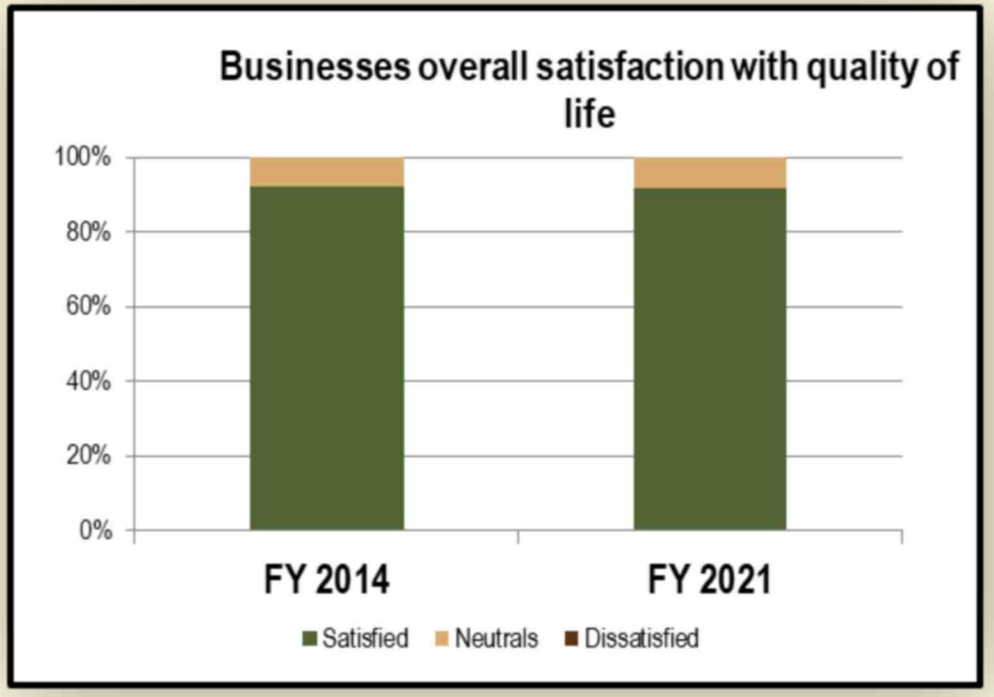
Doug Willardson
Assistant Village Manager

Jeff Batton
Assistant Village Manager

FY 2021 State of the Village Report Presentation
Quality of Life



99% of residents are satisfied with the quality of life in the Village



100% of businesses are satisfied with the quality of life in the Village

FY 2021 State of the Village Report Presentation
National High Satisfaction Ratings Achieved

Since 2012, the Village has achieved the highest annual satisfaction rating in the United States for 21 different areas in our benchmark group

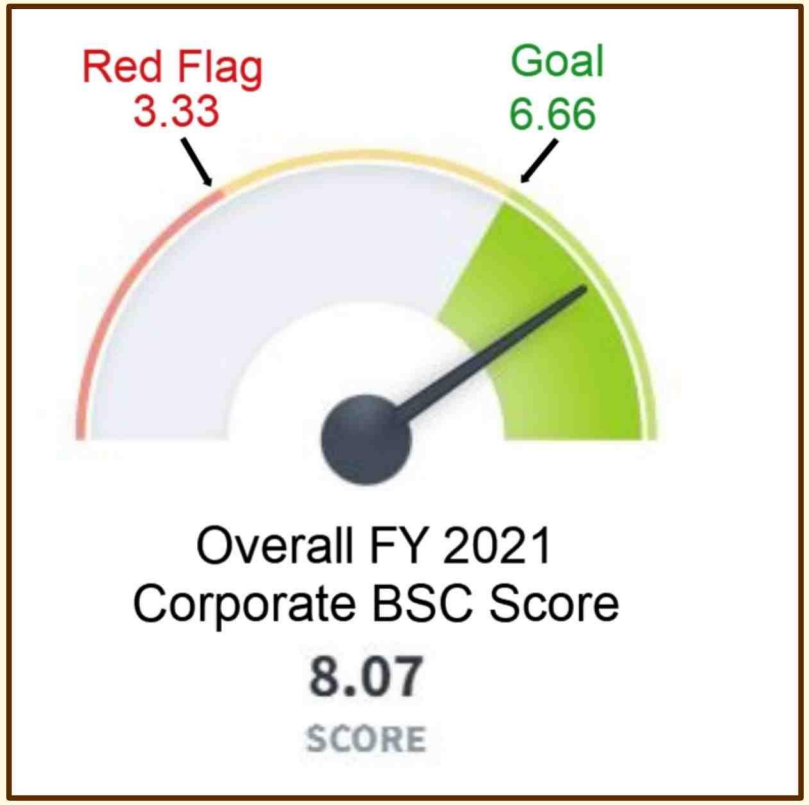
Highest National Satisfaction Rating Service Area	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Village efforts to prevent crime	92%			93%	93%	92%	91%	91%		**87%**
Maintenance of major streets in the village	88%	89%	91%	92%	91%		90%			
Curbside recycling services	92%		92%	92%		94%	96%			
Residential trash collection services		94%	96%				96%		95%	
Village communications			88%							**82%**
Feeling of safety in your neighborhood during the day				99%						
Overall appearance of the Village					95%	95%			96%	**94%**
The Village as a place to retire					94%		94%		96%	**95%**
Yard waste collection services					89%	90%	91%		91%	**91%**
Number of parks in your community						90%				

FY 2021 State of the Village Report Presentation
National High Satisfaction Ratings Achieved

Since 2012, the Village has achieved the highest annual satisfaction rating in the United States for 21 different areas in our benchmark group

Highest National Satisfaction Rating Service Area	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Effectiveness of Village Manager & appointed staff							68%		76%	
Landscaping in medians and other public areas								90%	93%	**94%**
Fire Services									96%	**96%**
Overall feeling of safety									97%	**96%**
Enforcing sign regulations									66%	
Maintenance/preservation of Downtown									91%	**91%**
Opportunities to participate in local government									65%	
Quality of leadership provided by elected officials									75%	
Customer Service provided by Village employees										**86%**
Cleanliness of streets & other public areas										**92%**
Police Services										**94%**

Overall, in FY 2021, the Village exceeded the goals set forth by the Village Council on the FY 2021 Balanced Scorecard



FY 2021
Balanced Scorecard Goals
Customer
Safeguard the Community
Promote High Quality Development & Appearance
Promote a Thriving Business Community
Promote Transportation Mobility & Connectivity
Protect the Environment
Promote Active Living & Cultural Opportunities
Internal
Workforce
Financial
Professionally Manage a High Performing Organization
Attract & Retain an Engaged Workforce
Maintain a Healthy Financial Condition
Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

Balanced Scorecard Results by Goal

↑ Noticeable improvement in performance for FY 2021

↑↓ Noticeable decline in performance for FY 2021

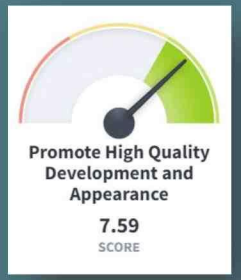
Customer Focus

FY 2021 State of the Village Report Presentation
Safeguard the Community

Key Performance Indicators	FY 2019	FY 2020	FY 2021	FY 2021 Goal
% 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

- The Fire Department has focused efforts on improving reaction and response times. Reaction time is the time from when a dispatcher alerts the department of an emergency to when the unit leaves the station. In FY 2021, the department achieved a reaction time of 90 seconds or less 91% of the time.
- In FY 2021, saw a sharp increase in fire incident rates from the previous year. In raw numbers, the Fire Department responded to a total of 13 fire incidents in FY 2021 compared to one incident in FY2020. The 0.66 rate per 1,000 is consistent with historical incident rates.
- The Fire Department received Reaccredited Agency status with the Commission on Fire Accreditation International (CFAI) for meeting the criteria established through the CFAI's voluntary self-assessment and accreditation program.

FY 2021 State of the Village Report Presentation
Promote High Quality Development and Appearance



Key Performance Indicators	FY 2019	FY 2020	FY 2021	FY 2021 Goal
% 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%

- In FY 2021, consultants were hired to assist in creating Small Area Plans for the Village Place/Rattlesnake Trail Corridor and Hwy 5. Those plans are currently underway.
- The Planning and Inspections Department issued 136 new single-family residential permits and investigated over 1,200 code violations, 97% which were resolved within 45 days. Of the 8,723 building inspections completed, 100% were completed within one business day in FY 2021.

FY 2021 State of the Village Report Presentation
Promote a Thriving Business Community

Key Performance Indicators	FY 2018	FY 2019	FY 2020	FY 2020 Goal
% of businesses likely to recommend the Village as a business location	88%	93%	92%	90%

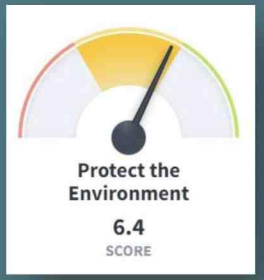
- Non-residential development saw a strong year with 24 non-residential permits issued at a value of $63,277,042 which is 11 less permits than in FY 2020 but value of properties permitted increased by more than $26 million.
- In this year's business survey, 93% indicated they were satisfied with the 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.
- The Welcome Center hosted Shop Small this Season/Small Business Saturday to encourage local shopping and dining in November. The event drew more than 500 visitors to the Welcome Center with receipts spent at Village businesses totaling over $45,000. This represents a 27% increase in visitors and a 45% increase in receipts from FY2019. The event included three gift baskets totaling over $4,000 of prizes donated by local merchants.

FY 2021 State of the Village Report Presentation
Promote Transportation Mobility and Connectivity

Key Performance Indicators	FY 2019	FY 2020	FY 2021	FY 2021 Goal
% 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%

- 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.
- In FY 2021, 4.5 miles of the Village's 108 centerline miles of Village roadways were resurfaced. Of the residents participating in the annual Resident Community, 83% indicated satisfaction with maintenance of streets in neighborhoods around the Village of Pinehurst in FY2021.

FY 2021 State of the Village Report Presentation
Protect the Environment



Key Performance Indicators	FY 2019	FY 2020	FY 2021	FY 2021 Goal
% 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%

- Stormwater has risen as a priority for residents over the last several years. The RFQ for Engineering Services to assist in developing a comprehensive stormwater master plan was sent out in June. All stormwater complaints are submitted through MY VOP and last year, staff ensured 97% of these complaints were addressed on time.
- 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.

FY 2021 State of the Village Report Presentation
Promote Active Living and Cultural Opportunities

Key Performance Indicators	FY 2019	FY 2020	FY 2021	FY 2021 Goal
% 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%

- Adult and youth participation is roughly equal between athletic and recreation programs hosted by the Village of Pinehurst. In total, 182 athletic and recreation programs were offered to our community during 2021.
- 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 in athletic and recreation programs.
- After a long hiatus due to COVID-19, our outdoor group gathering special events started up again in May with Live After 5.

Internal Focus

FY 2021 State of the Village Report Presentation
Professionally Manage a High Performing Organization

Key Performance Indicators	FY 2019	FY 2020	FY 2021	FY 2021 Goal
% 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%

- To leverage technology, the Village continues to implement the GIS Strategic Plan including training that began in the Fall of 2021. The Village also continued its journey using the Baldrige Excellence Framework and were awarded a site visit for the National Malcom Baldridge Award in October 2020.
- The MY VOP mobile app allows residents to stay involved in Village affairs. At the close of FY 2021, there were approximately 5,186 downloads of the app. Village staff addressed over 4,500 requests and complaints received through MY VOP, responding to 98% of those complaints within desired time frames.

Workforce Focus

FY 2021 State of the Village Report Presentation
Attract & Retain an Engaged Workforce

Key Performance Indicators	FY 2019	FY 2020	FY 2021	FY 2021 Goal
% 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%

- 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 the 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%.
- The reward and recognition program is a key way to show appreciation for employees and volunteers who provide exceptional service. The FY2021 employee survey indicated that 93% of participating employees were satisfied with the VOP's employee recognition programs and 93% of volunteers agreed they are recognized for their performance.

Financial Focus

FY 2021 State of the Village Report Presentation
Maintain a Healthy Financial Condition

Key Performance Indicators	FY 2019	FY 2020	FY 2021	FY 2021 Goal
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 Service Ratio	1.82%	1.80%	0.75%	10.00%

- The Village continues to maintain a healthy financial condition through diligent financial oversight.
- Once again, the Village received a clean audit opinion by external auditors, proving diligent financial management.
- For the 28th consecutive year, the Village received the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- For the 14th consecutive year, the Village received the GFOA Distinguished Budget Award.

FY 2021 State of the Village Report Presentation Conclusion

The Village is a ***High Performing Organization***, as demonstrated by:

- ✓99% of residents and 100% of businesses indicate the quality of life as good or excellent
- ✓93% of residents are satisfied with the value received for taxes paid
- ✓The Village has achieved the highest national satisfaction ratings of our benchmark group in 21 areas in the last 8 years- 12 areas in FY 2021 alone
- ✓The Village exceeds 48 of 49 US average satisfaction ratings
- ✓Resident satisfaction ratings have improved in 86% of our service areas since 2013
- ✓Our workforce indicates high levels of engagement
- ✓The Village is in excellent financial condition

FY 2021 State of the Village Report Presentation
Awards and Special Recognitions

ICMA Certificate of Excellence in Performance Management

GFOA Certificate of Achievement for Excellence in Financial Reporting

GFOA Distinguished Budget Presentation Award

The Village is recognized as a ***High Performing Organization*** through awards and other special recognitions. Here are just a few received in FY 2021!

For more information, please contact:

Matt McKirahan, Organizational Performance Director
mmckirahan@vopnc.org
910-295-1900 ext. 1104

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

2021 Village of Pinehurst Community Survey

Open-Ended Comments

Presented to the Village of Pinehurst, North Carolina

September 2021

ETC INSTITUTE

Contents

Question 13-7 [Other]: *"Please check each of the following reasons that prevent you from shopping/dining regularly in the Village Center (downtown) more often."* 1

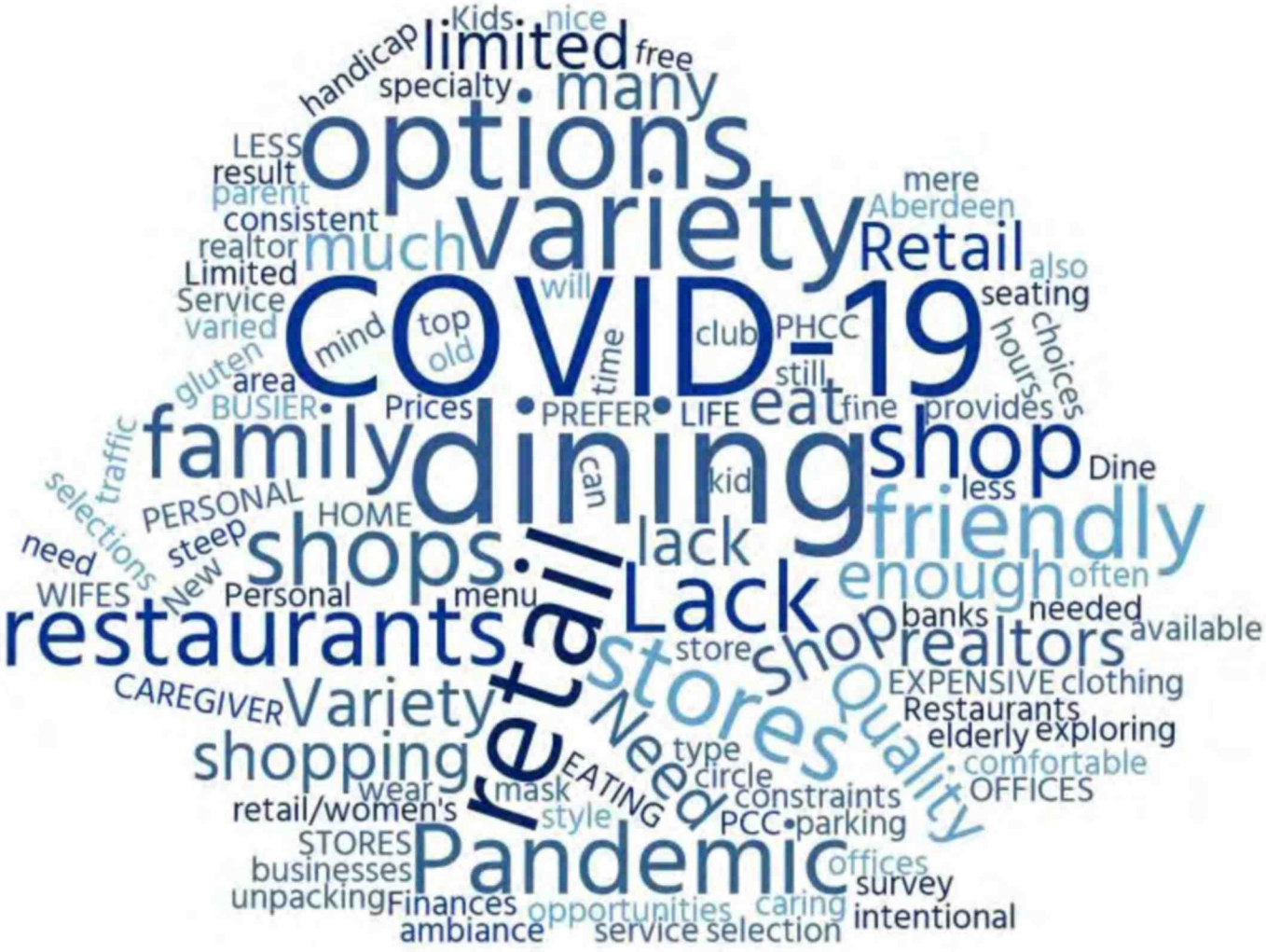
Question 14a-9 [Other]: *"If you answered 'No' to either part of Question 14, please CHECK ALL of the following reasons that prevent you from using the Given Memorial Library services."* 4

Question 32: *"What are the most important issues facing Pinehurst today?"* 9

Question 33: *"Do you have any suggestions for how the Village could serve you better?"* 29

Q13-7 [Other]. Please check each of the following reasons that prevent you from shopping/ dining regularly in the Village Center (downtown) more often.

The "word cloud" below represents the comments from the above question. Individual comments are on the following pages.



- BEING WIFES CAREGIVER
- caring for elderly parent
- COVID-19
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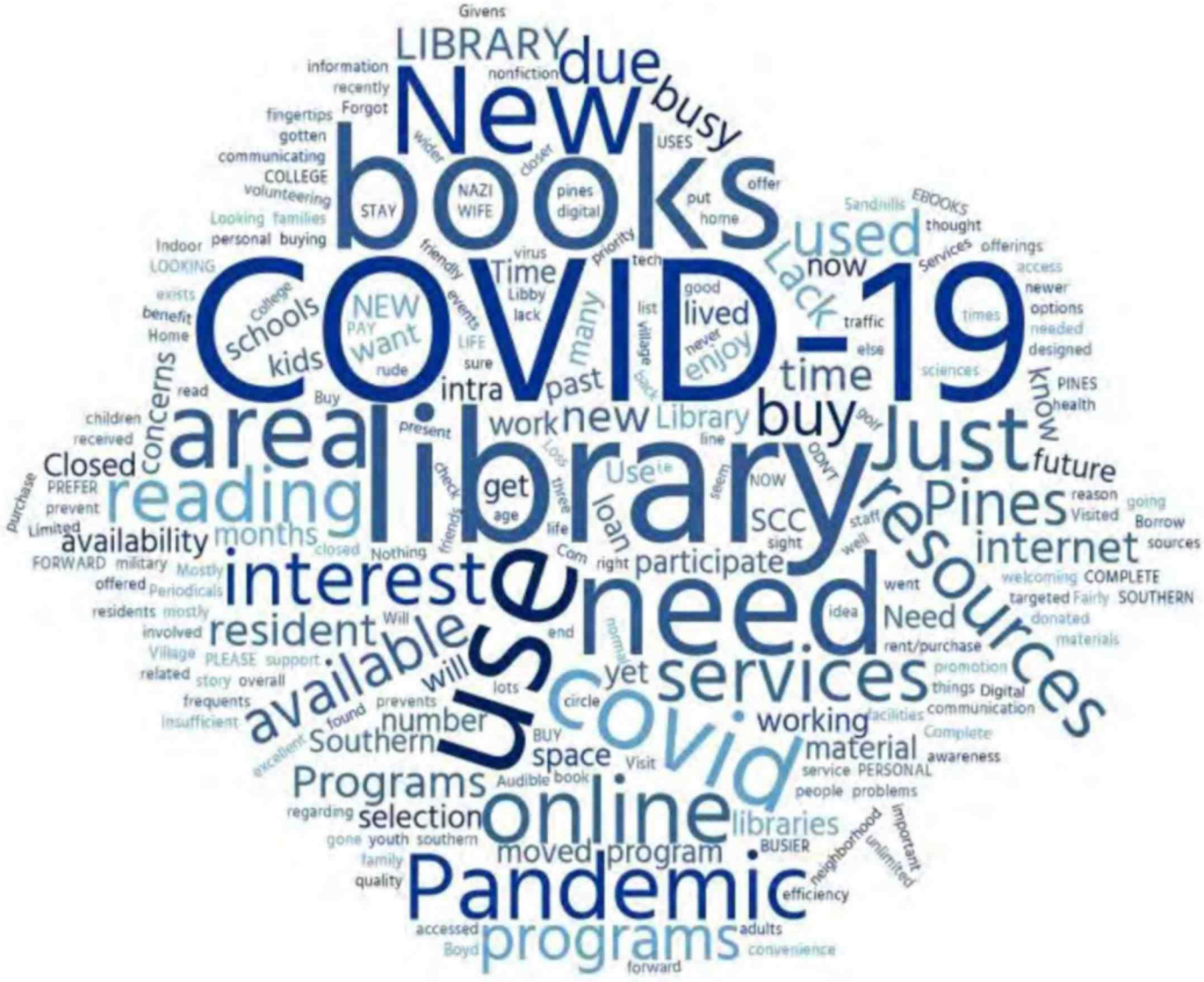
- Dine at PCC
- don't shop often.
- Don't shop or eat out much.
- Don't shop very much.
- Finances
- Kids
- Lack of ambiance.
- Lack of handicap parking.
- lack of retail selections
- Lack of selection.
- lack of variety
- Limited variety
- more choices
- More fine dining options.
- More retail needed
- more shops, less banks & realtor offices, more dining.
- MORE STORES, LESS OFFICES

- More variety in shopping options would be nice, but we will also be mere intentional about exploring what is available as a result of this survey.
- My family is not comfortable shopping in businesses that do not wear mask.
- Need more restaurants.
- Need more retail/women's clothing stores.
- need more variety shops & dining
- New to area, still unpacking.
- no stores, only realtors
- No variety
- not enough retail
- Not top of mind.
- not very kid friendly
- Pandemic
- Pandemic
- Pandemic
- PERSONAL LIFE IS BUSIER
- Personal time constraints
- PHCC provides dining opportunities
- PREFER EATING AT HOME
- Prices can be steep.
- Quality of menu options for family friendly dining.
- Quality, service and style of restaurants
- Restaurants are too limited, not gluten free.
- Retail limited
- Retail stores.
- seating, not family friendly
- Service at restaurants.
- Shop in Aberdeen
- Shop type is not varied.
- store hours not consistent
- the traffic circle
- TOO EXPENSIVE
- too many realtors and not enough retail
- too many specialty shops
- too old
- Variety
- Variety of dining options.
- We eat at the club.

Q14a-9 [Other]. If you answered "No" to either part of Question 14, please CHECK ALL of the following reasons that prevent you from using the Given Memorial Library services.

The "word cloud" below represents the comments from the above question. Individual comments are on the following pages.



- awareness of this benefit. Will put this on my list of resources for use.
- Borrow books from friends
- Buy books
- Closed for covid
- Closed for covid
- Complete library @ SCC.
- COMPLETE LIBRARY AT COLLEGE
- COVID-19
- COVID-19
- COVID-19

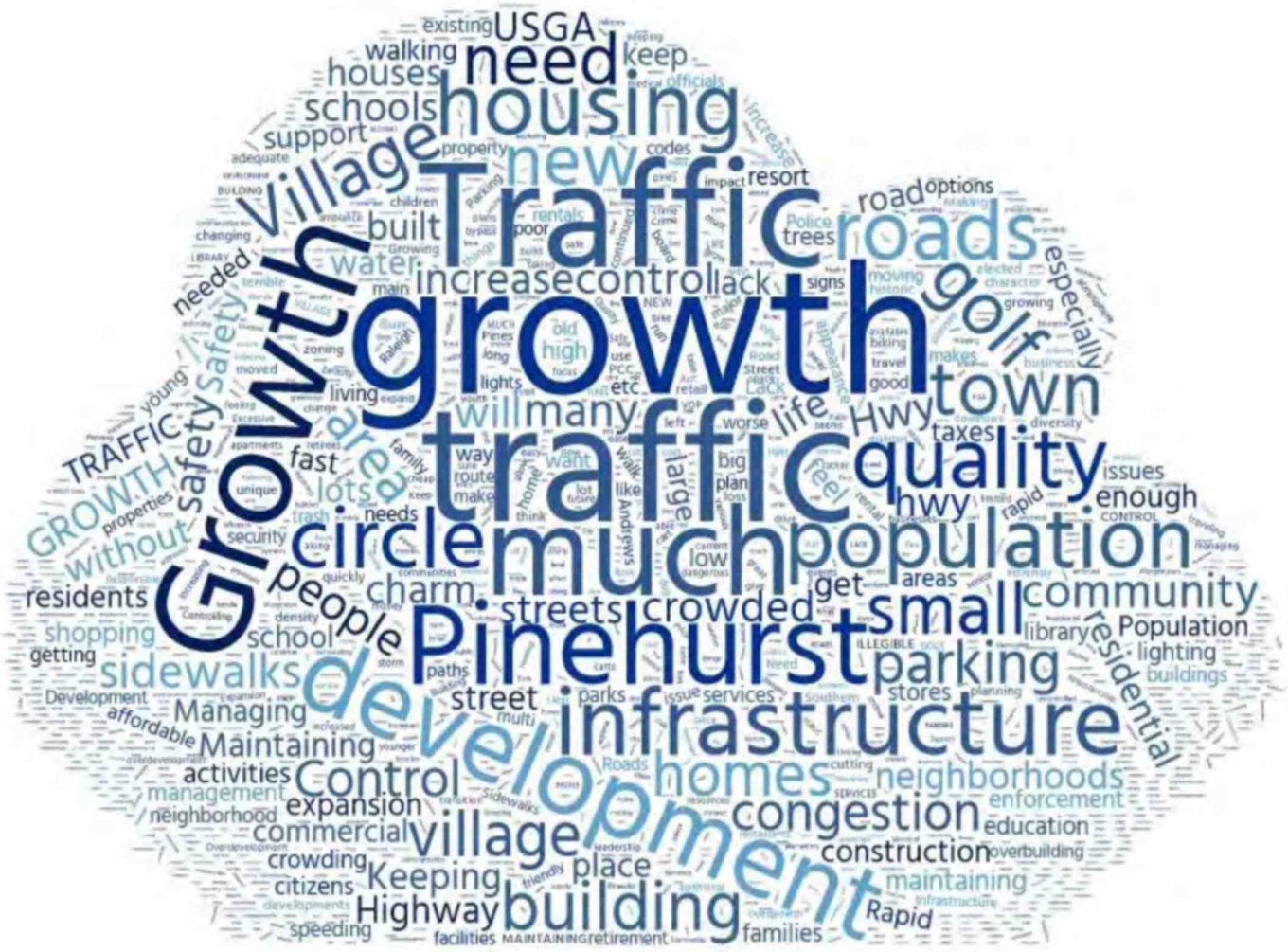
- COVID-19
- COVID-19
- COVID-19
- Don't know what is offered.
- don't now what services they offer, story time?
- Fairly new resident; have not accessed all of available resources yet.
- Few programs for adults during covid.
- Forgot about library
- get reading material online
- go to library in so. Pines
- have excellent library here
- have found other options
- Have library resources in neighborhood closer than the village
- Have not been in libraries due to covid.
- Have not thought about it.
- Have not used the programs.
- have other resources
- Have used library in the past
- haven't needed it
- health problems prevent going to library
- Home internet, busy with volunteering and golf.
- I buy lots of books.
- I BUY MY EBOOKS
- I buy my own books.
- I have donated many books.
- I have my own library and buy my own books.
- I have my own tech.
- I have over 1500 books in my personal library and enjoy them. Givens should work with the schools and get the youth involved.
- I only check out books, I have no idea what else is there.
- I purchase reading materials online for convenience
- I use Audible.
- I use Boyd at SCC
- I use online sources.
- I use SP library
- I use the internet, no need for library
- I use the NC Digital Library.
- In the age of the internet, libraries are not as important as they once were. We all have access to unlimited information at our fingertips.
- Indoor space covid 19 related concerns.
- Insufficient space, number and quality of reading material.
- intra library loan program
- Just have not gone yet.

- Just have not gotten there.
- Just haven't used it.
- Just lived here 10 months.
- Just moved here recently.
- Just moved here.
- Lack of communication regarding the library to Village residents. i.e.. I know it exists but our family frequents Southern Pines Library due to their availability of programs as well as their efficiency with communicating events and offerings.
- Lack of interest.
- Lack of newer books and a wider selection of books.
- Limited due to covid
- Looking forward to new library
- LOOKING FORWARD TO NEW LIBRARY. PAY FOR SOUTHERN PINES LIBRARY NOW
- Loss of sight prevents reading, I used to enjoy the library.
- Most availability at home
- Mostly closed due to covid
- My need is not there.
- Need digital service such as Libby.
- Need reading support.
- New resident
- New resident
- New to area
- New to area
- New to area
- New to area
- New to area
- New to area
- New to area
- No interest
- No interest
- No kids
- No need
- No need
- No need
- No need
- No need
- No need
- No need
- No need at present
- No need for a library.
- no reason to go
- No time to participate.
- no time, I work

- nonfiction lack, no sciences
- Not a good book selection for kids.
- Not a priority in my life right now
- Not sure about the number of books that are available to rent/purchase.
- Nothing of interest
- on line resources
- Only lived here for three months.
- Pandemic
- Pandemic
- Pandemic
- Pandemic
- Pandemic
- Pandemic
- PERSONAL LIFE IS BUSIER
- PREFER IT STAY AS IS
- Programs are more targeted to children.
- Programs don't interest me.
- Programs that are not 8-5 during normal working times.
- promotion of programs
- read & buy books
- S. Pines has many more books and overall services available.
- Services I use are available online.
- staff not welcoming or friendly
- The need for a new library.
- These services and services at schools seem mostly designed for military families.
- They do not participate in intra loan program.
- Time
- Time
- too busy
- Too busy doing other things.
- TOO NEW. PLEASE ODN'T GO "NAZI" OVER THIS
- traffic circle
- use online services
- Use other facilities.
- Use Sandhills Com College
- virus concerns
- Visit southern pines library.
- Visited in the past and people working there were very rude so I never went back.
- We end up buying the books we want when we want them. Periodicals are received online.
- We use Southern Pines library
- WIFE USES
- will use in future

Q32. What are the most important issues facing Pinehurst today?

The "word cloud" below represents the comments from the above question. Individual comments are on the following pages.



- 1: GROWTH AND HAVING TH ENECESSARY PUBLIC SERVICES TO HANDLE THE EXPANSION. 2: APPEARANCE OF NEW HOMES
- A first class library.
- A possible casino- not a good idea! Traffic issues on Hwy 5.
- A reluctance of the residence to plan for growth, to build infrastructure. To be more than golf.
- Action into the progress issue.
- adjusting to the younger demographics of younger families moving in
- Affordable housing
- A lot of seniors I've here and the houses are too big, 500 sq. feet should be allowed.
- Alternative to Rt # 5,address development, codes, and traffic
- Appearance of roadways from Highway 5 traveling west on 211 to the Pinewild 211 Main Gate! Roadways frequently not mowed, lots of weeds, debris in storm drains along west Highway 211. Pinewild residents pay a lot of taxes & the route to their main gate should be preserved!
- APPROPRIATE DEVELOPMENT
- As we are a community in transition (USGA, population growth & transition to more working families vs retirees) we need to evaluate our strategy for growth and quality of life. The relationship between the Village and the PCC needs to be Re-evaluated as it appears the community in unprepared for he expansion of the Club. Highway 5 traffic has continued to worsen without any solutions in sight. Same applies to the traffic circle. We need strategies and plans with resident input.
- As we expand the elementary schools I believe we need to think about what the high schools and middle schools will need to grow with the students.
- Attracting retailers to Village downtown balancing growth.
- Bad neighborhood roads
- BALANCE OF GOLF WITH OTHER NEEDS—GOLF IS NOT THE MOST IMPORTANT MOMENT OF LIFE
- Balance of growth and preservation of uniqueness.
- Balancing growth with maintaining what makes Pinehurst unique.
- balancing growth with sufficient and adequate roads.
- Balancing growth with tourism and History.
- BUILD THE LIBRARY
- Building of cheaply made spec homes, clear cutting lots, overdevelopment.
- Building too many developments. Police department gets too much money. Why do we need new/more police cars?
- BUILDING, FENCES, DEVELOPMENT. TOO LITTLE OVERSITE ON CLEAR CUTTING OF LOTS!
- Carefully managing growth, especially commercial.
- Casinos changing the general appearance and lifestyle. Sex trafficking because of many rentals, golf influence, outsiders.
- children's education
- cleaning of the entire village, parks & streets
- clearing and cutting lots for new lesser quality homes.
- commercial tax base
- Congested main roads, limited paths to travel safely
- congestion on hwy 5

- Consistent community growth impacting traffic congestion and meeting school goals. Lack of social activities for younger citizens, as well as limited cultural events available to residents.
- continued segregation, hasn't changed much since I was born
- continued strong medical facilities and improved educational experience for our youth--without elected officials telling them what they should learn about history.
- Continuing growth, traffic on Hwy 5 and Circle
- control but not eliminate growth. Upgrade "Village downtown experience." I take visitors to So. Pine since downtown is dead, unless you like 27 real estate offices.
- Control growth
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- Control growth
- CONTROL GROWTH, GOLF CART PATHS, NON GOLF ACTIVITIES.
- control growth, master plan for housing projects that compliment Pinehurst.
- Control of development in and adjacent to Pinehurst.
- Control of growth and commercial which strains resources and infrastructure.
- Control of growth to preserve our unique ambiance.
- Control of growth. We could ruin the village if we're not careful. Growth is important, but it must be planned and enforced correctly.
- Controlled growth, well planned and smart.
- controlled traffic in organized growth
- controlling development, traffic hwy. 5
- Controlling growth and ease of movement around the village. The Council needs to make informed decisions on the future growth and what the citizens want before developers force us down paths that are not desirable. I think citizens need options as to housing types that fit their needs at various points of life. The large home may not be the answer for older folks who want to stay in Pinehurst where they have built their friend base. The area next to the Pinehurst Brewery is an optimal location for living choices for this with its location and walkability. None of this implies excluding the ability for anyone who wants to, to live in Pinehurst.
- Controlling growth! Zoning was implemented for a reason - must be extremely compelling reason to change how a property is zoned. Who benefits from growth?? Certainly not "Joe Citizen". CANNOT allow growth to negatively impact what makes Village of Pinehurst a great place!
- Controlling population growth, keep small town feeling
- Could do so much more to lead as a unique place. Bike trails, recycle glass, build green homes. Allow tiny homes, trolley, and mass transit.
- covid variant spread, stormwater mgmt., traffic congestion
- Crime

- Crime
- Crime and walkways
- crowded traffic
- Crowding, traffic, loss of green space.
- crowds
- Cutting down our long leaf pines as they give Pinehurst it's beauty.
- Development
- Development and planned growth.
- Development and traffic flow.
- development issues
- Development of Pinehurst South and expanding the village from the center to 211. Making sure that any regulations are not arbitrary and foolish and make complete sense.
- Development of too many condos and apartments. Over populated.
- Development/population increase
- disciplined growth, not no growth. use citizen patrol for code enforcement and report to VOP staff. Make codes to apply to old and new, evaluate Grand-fathering.
- diversity and affordable housing
- dog poop on walk paths and in my yard
- Drainage, swimming pools for kids, too many elected officials involved with golf club.
- Education
- education, school buildings, activities or venues for teenagers.
- Education, sidewalks would be helpful
- Excessive growth
- Excessive growth and crowding.
- Excessive residential development, traffic on NC5
- expansion and traffic. Lack of quality Big Box stores
- Expansion plans.
- Expansion, growth, demands on existing infrastructure
- extended growth without infrastructure support
- fast growth, population exploding, infrastructure incapable of accommodating growth
- fast growth, traffic, no shopping alternatives
- Finding a solution to the high traffic volume on Highway 5 (Beulah Hill Road) and Morganton Road, along with the intersection congestion. Loosing the feel of a small village community while maintaining growth of the area.
- fixing traffic on hwy #5 & major traffic circle
- focus on being a small town
- FUNDING BEAUTIFICATION PROJECTS; AND CATERING TO VISITORS INSTEAD OF RESIDENTS
- Future development. Traffic improvements, focus on the traffic circle.
- get the staff of the computers and answer the phones!
- Getting bigger, more traffic, not the same.
- Golf is taking over, I think it is a huge mistake.
- Golf, medical services, parking
- Growing to fast, changing the traffic flow to adjust to growth.

- Growing too fast.
- Growing too quickly and too much large scale development that ignores already existing structures, zoning and does not keep the once quaint Village.
- Growing too quickly especially at the resort.
- Growth
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- Growth and development
- growth and how to control it
- Growth and NC 5
- Growth and quality of growth.
- Growth and roads
- Growth and the inability to build roads, expand the traffic circle and keep up with the large influx of people with the USGA headquarters.
- Growth and traffic
- Growth and traffic
- Growth and traffic
- Growth and traffic
- Growth and traffic

- Growth and traffic
- Growth and traffic
- Growth and traffic issues need to be addressed. These two items are threatening our quality of life.
- Growth control
- growth in housing and population
- Growth in residential areas by poor builders and design, too much emphasis on families at expense of long time retirees.
- Growth in the wrong direction, towards military over retirees. Lifestyles of young have cheapened town.
- Growth is impacting traffic. The large traffic circle is a nightmare. In addition the greenways are nice but not enough and not separated enough from road traffic. I don't own a golf cart but lack of dedicated golf cart paths is an issue. We have a young family and would like to see more parks,
- Growth management
- Growth management
- growth management (zoning, parking, infrastructure, traffic)
- Growth management, traffic on hwy 5
- Growth management.
- growth of population
- growth progress yet maintain integrity of the place.
- growth rate
- growth without control
- growth without infrastructure and support. Stormwater not addressed at all
- growth, and the congestion, are really getting worse. Is there a solution for the Hwy 5 issues? Will the big traffic circle ever be redesigned to ease it's use? Personally, I am not confident that current Pinehurst and Moore county officials have the will and the resolve to do what needs to be done to fix these issues.
- Growth, avoid multi family units
- Growth, building, ambiance but with progressiveness.
- growth, change of demographics
- Growth, do not become Southern Pines.
- growth, good schools
- growth, infrastructure
- Growth, infrastructure, disregard of laws, rules.
- growth, infrastructure, traffic, bypass
- Growth, it is too fast, poor quality of new homes. Traffic.
- Growth, logistics and travel.
- Growth, maintaining Pinehurst appeal, ambiance, historic district.
- Growth, not enough open space, too much construction of new homes.
- Growth, over building, traffic (Highway 5)
- GROWTH, PROVIDING INFRASTRUCTURE UPDATING TO REFLECT GROWTH
- growth, roads

- Growth, Rt 5 Traffic, not observing posted speed signs
- Growth, so we don't lose the small town feel. Already too much traffic.
- Growth, the area is growing too fast-infrastructure and services need to keep up.
- Growth, too much too fast!
- GROWTH, TRAFFIC (ESP ON HWY 5), EXCEPTION/APPROVALS FOR BUILDING DESPITE PUBLIC OUTCRY
- Growth, traffic, houses on every lot and design and quality of new homes is terrible. They look crowded and cheap.
- growth, traffic. loss of trees being cut down by residents. clear cutting lots
- Growth/development while maintaining small town, Pinehurst character. Some new businesses are needed, but pace of residential expansion could be slowed a bit. The existing population is enough to support some new business development without needing significant increase in residents.
- GROWTH/SPEED LIMIT/TRAFFIC
- Growth-adding USGA and VRBO/AirBNB properties.
- Growth-keeping it as it is even as we grow. The tradition of Pinehurst must be preserved.
- Growth-roads.
- Growth-taking away its charm, leave sidewalks out of Village Acres.
- Handling growth and maintaining our "hamlet" feel in an age of strip malls and big box shopping...
- Handling growth issues, while continuing very good services.
- Health and safety
- High property taxes. Too many tacky vinyl homes, big construction lots that VOP allows to be clear cut.
- Homes with children are taking over this retirement area and will cause higher taxes, crime, trash on roads, accidents.
- Housing
- Housing Growth, enforcement of builder, house placement
- housing prices decline over SP, Shopping compared to SP, only temp road repairs
- housing shortage- lack of retail shops
- how to handle traffic, balance growth with village character, enforcing codes and maintain village's appearance
- how to keep it small town charming during this rapid growth
- How to manage traffic as a result of growth. Highway 5 is often extremely backed up.
- hwy #5 Quality of schools
- Hwy #5 traffic flow. Police need to ticket speeders on Monticello Dr. Still bad even after traffic stop signs installed.
- Hwy 5 growth, traffic.
- Hwy 5 overload
- I run St Andrews, Lake Forest and get almost hit or drive of the road, need a walking/running/biking path.
- if left wing democrats continue to force leftwing govt, things will go down dramatically.
- Impact of USGA expansion, managing growth.

- Improve variety of activities/sports for 12-25 year old's. Disappointed no boys volleyball for teens or young adults.
- IMPROVING LIBRARY SERVICES. TRAFFIC (ESPECIALLY ON #5) NOT CAPITULATING TO NATIONAL HISTORIC DESIGNATION AT ANY COST
- Improving public education funding. Increasing diversity.
- Inadequacy of infrastructure in light of PCC, PGA Expansion.
- Inadequate street lighting, lack of commercial development/shopping opportunities.
- INADEQUATE TRANSPORTATION INFRASTRUCTURE TO INCLUDE ROADS NOT ABLE TO SUPPORT INCREASED TRAFFIC, LACK OF PEDESTRIAN WALKWAYS AND NO STREET LIGHT IN AS TO ENSURE SAFETY WITHIN ALL VILLAGE NEIGHBORHOODS PEOPLE WALK/RUN IN STREETS DAY OR NIGHT. IT'S DANGEROUS!
- Increase in population resulting in homes being over priced and builders throwing up ugly homes on poor lots.
- Increase in population, traffic, increase in taxes to pay for education, parking, road network, parks, recreation, etc.
- Increase in tourism with new USGA HQ
- Increase in traffic due to increase in families moving to area
- increase in traffic has caused an increase in accidents
- Increase in traffic.
- Increased growth & Traffic
- Increased traffic, not enough shopping, we need a Target, Trader Joe's and Publix. I am tired of traveling to Raleigh to shop.
- Increasing traffic on Hwy 5
- Increasing traffic with roadways that cannot accommodate
- Infrastructure
- Infrastructure improvement
- infrastructure is woefully lacking
- Infrastructure to support the growth.
- Investment in our youth.
- Issue with changes with schools. We bought our home to attend Pinehurst schools, not Southern Pines.
- It is growing quickly and our roads do not support this.
- It is my understanding local communities a few years ago do not and cannot set their own codes. This was taken to Raleigh. In #6 the Village use to approve plans and could reject. I have been told that was lost to Raleigh. Not of fan of the soon to be crowded USGA facilities that was shoe horned into the Pinehurst area that will effect the Village. Felt a better spot was out on Hwy 5 where the Pit golf course use to be. Just seems like we are getting a lot of congestion in a very small area.
- Juniper Creek Blvd is now a highway! Radar needed for 5 mph limit
- Just moved here, no opinion yet
- Just moved here.
- Keep it safe-times will get harder.
- Keep property taxes low. Force rental property upkeep.

- Keeping PH as a historic community. Don't allow growth to effect quaintness.
- Keeping Pinehurst safe-taxes low, spend our money wisely.
- Keeping taxes low, more walkways, give people a place to walk rather than the streets.
- Keeping taxes low, security
- Keeping the charm and quality of life.
- Keeping the neighborhoods looking nice and keeping the villages atmosphere.
- Keeping the quality of life and its gracious mission statement. So many communities are being ruined by greed and over development. Don't let that happen to this beautiful town. We are happy to call Pinehurst our home.
- Keeping the small town feeling.
- Keeping up with technology.
- Lack of childcare options especially prior to the start of the school day. The lack of early morning childcare makes it very difficult for parents reporting for duty on Fort Bragg including the civilian workforce.
- Lack of long term plan.
- Lack of parking, Bike and golf cart safety on streets.
- lack of sidewalks, this should be walking community
- lack of variety shops and stores (food market, bakery, soda shop.)
- large influx of tourists. overloading current service capabilities.
- large traffic circle, traffic from new golf facilities.
- library
- library extension, its the heart of the village, crowds at outdoor events, parking problems, etc. Southern Pines has the same problem.
- limit growth regarding our water supply and improve snow removal on all streets.
- Limited affordable housing, limited teen activities.
- Limiting growth of population and traffic to keep the unique charm of Pinehurst.
- Limiting the influence of senior-citizens voices. The resort has too much power.
- Maintaining growth in a responsible manner without overwhelming existing roads.
- Maintaining high standards of safety & security
- Maintaining it's charm etc., amid rapid growth in area.
- maintaining our quality of life from rapid growth. We need to approve our construction and protect our trees and move traffic away from the village.
- Maintaining small town historic appeal, safety, provide safety call boxes in town and rec. parks.
- MAINTAINING TH EQUALITY OF LIFE FACTORS WHILE DISCOURAGING RAMPANT OVER-DEVELOPMENT!
- Maintaining the historical character while also managing growth.
- Maintaining the quality of a small town with major growth. Maintaining the freedom for its citizens. Not falling into anymore closures.
- MAINTAINING VILLAGE DOWNTOWN. MAINTAINING CULTURAL & REC SERVICES.
- Making decisions about zoning and bypasses. Control removing long leaf pines.
- Managing future growth and providing services to young families.
- Managing growth
- Managing growth

- Managing growth and traffic on Highway 5.
- Managing growth while maintaining a high quality of life.
- Managing growth, parking, quality restaurants.
- Managing growth. Maintaining Village charm as Pinehurst continues to grow.
- MANAGING THE RAPID GROWTH. MAINTAINING THE CURRENT LEVEL OF RESIDENT SATISFACTION.
- Managing village atmosphere but making sure we have good retail and dining. Traffic is getting worse.
- Managing, not limiting, growth in the area. Making the area as a whole more friendly for either walking, biking or other methods of travel to help alleviate automobile congestion.
- MASS GROWTH SEEMS TO BE/HAVE BEN HAPPENING. DON'T ACCEPT THE "WOKE" CULTURE. STAY TRUE TO THE OLD VALUES AND WAY OF LIFE—THIS IS OUR LAST STAND.
- military families
- more attention to those on golf carts esp. those who work at golf course.
- More money needs to be invested in traffic control and schools. Need more activities for schools.
- More sidewalks, street lighting, better library resources
- more things for children to do, i.e.: skatepark, mini-golf
- Need for sidewalks in Village Acres, Downtown parking, more recreation options for kids, the traffic circle is a disaster.
- Need sidewalks in neighborhoods, community pool to focus on events.
- New construction
- New development-traffic
- new to area
- No activities for older children who are too old for playgrounds and splash pads.
- No control on growth of mass chain business. Keep us safe and quiet.
- No dog parks or dog friendly establishments.
- no leadership, personal politics come first for the existing and elected officials.
- no longer a retirement community
- No sidewalks to get from neighborhood to the Village. To many buildings being built.
- no sidewalks, Hwy #5, more dining & shopping options in Village, more child friendly
- Not enough shopping for locals.Not enough shopping to meet growth of village. Too many new home builds.
- not over-crowding of golf courses. PHCC 2020 seemed overloaded with guests and family
- Not to get overpopulated and spoil the charm.
- now golf buildings are ruining the appearance
- over building of the community
- Over building the village.
- over building thus over population
- over building- too crowded
- Over building utilize vacant buildings
- over building. this is destroying Pinehurst. if you want to live in the city, move to Raleigh.
- Over crowded

- Over crowded
- Over crowded
- Over crowding and poor planning of needed infrastructure, before building.
- Over crowding and too much building. Residents need to respect the various out door facilities and the rules.
- over crowding streets, Many senior drive slow.
- Over crowding, Rt 5, We need side walks on many of the main roads in the neighborhood areas (Burning Tree, Lake Forest and St Andrews etc. The small adjoining roads do NOT need them as much as the main internal roads.
- Over development
- Over development
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- Over development
- Over development & building, Infrastructure and traffic.
- Over development and the traffic that brings
- over development- losing charm =
- Over development of neighborhoods! Increase in traffic.
- Over development without proper infrastructure of roads and parking. Allowing the resort to run the Village.
- Over development, disregard for environmental impact of golf industry.
- over development, traffic
- Over expansion/development
- Over growth
- Over growth
- Over growth
- over population
- Over population. Too much commercial/office properties being built..
- Overall growth
- OVERALL GROWTH. CONTROL OF NEW BUSINESSES.
- overbilling by hotels
- overbuilding & traffic moving away from golf retirement destination
- overbuilding of residential areas & traffic
- Overbuilding private homes and apartments, water supply, trash disposal, qualified school teachers.
- OVERBUILDING, TRAFFIC
- Overcoming objections to growth, embracing it and the good things that come with density.
- Over-construction, cutting down trees, crowded streets
- overcrowding of circle, removal of pines blocking view of Midland
- OVERCROWDING. TOO MANY PEOPLE MOVING HERE. (ILLEGIBLE) MOVING IN (ILLEGIBLE) WILL GO UP. LOVE FAMILIES, BUT WE MOVED TO RETURN AND NOT BE TAXED TO DEATH
- Overcrowding-losing the Village atmosphere-traffic.

- Overdevelopment of housing, so more traffic and loss of 'small town' feel. Support for small businesses and restaurants who have suffered during pandemic.
- Overdevelopment with housing, road access particularly on Rt 5 esp. since there is a new elementary school open.
- Overdevelopment, traffic congestion
- over-funding the Givins bldg. and the new community bldg.
- Overgrowth, outpacing number of streets, overtaxing water and sewer systems. Too much emphasis on multi family properties.
- Overgrowth, overdevelopment, already too many people living here, need more stores like Trader Joes.
- Overgrowth, water
- Overpopulation without infrastructure support.
- Overpriced homes and lack of enforcement at the traffic circle.
- PARKING SPACES (3X)
- Parking, bike lanes, safety for golf carts on roads, especially when crossing Highway 5.
- Parking, no enforcement, needs to be monitored. traffic major issue. Underpass needed for workers, hwy 5 for golfers.
- Parking, sidewalks, street lights, greenways
- Parking, storm water management and additional shopping in the Village.
- PCC, USGA, too much expansion without adequate parking.
- Pedestrian movement through traffic circle.
- People walking dogs, some don't pick up after their dogs.
- people moving into this great place and wanting to add running and bike paths and lots of lighting. we have other neighborhoods that have that
- Pinehurst in slowly and inexorably changing from a retirement community into a bedroom community for Ft. Bragg. Rumored expansion of homes (5000 I was told) in the future will change this place forever.
- Planned growth regarding residential and commercial properties. Please do not overstuff this beautiful town and alter the ambience.
- Planning for growth.
- Planning for growth.
- Please make the community more walkable/bike able. I have young children and it can be dangerous at times.
- Police enforcement of traffic circle, put a light on Page & 15/501 or halt left turns traveling north.
- Police protection
- political leadership
- Political signs in front of houses on Linden Rd
- Politics, inflation, indifference.
- Poor planning to expand commercial development.
- population and housing growth. While the US Open will be great value, it will increase the traffic and lose some of that small town feeling.
- Population expansion.

- population growth
- population growth
- population growth
- Population growth and its impact on traffic. Health care, Senior citizens, retail, etc.
- Population growth, available housing
- Population growth, density access for pedestrians, activities and resources for young people 18 and under. Regulations on housing developments, preserving native vegetation.
- Population growth, traffic
- Population growth, traffic, taxes, increase youth population
- Population has outgrown infrastructure.
- Population increase and traffic congestion. Lack of availability of walking instead of driving. Short term rental properties.
- Preservation of historical small town lifestyle, surrounding natural environment, lack of over crowding.
- Propaganda woke CRT BLM. Teach not politicize.
- Public education in schools, and safety.
- Public safety
- quality of housing being built.
- Quality of new houses being built, including new developments and personal political signs way past campaign periods.
- RADAR ENFORCEMENT! Traffic is bad especially on Rte. 5! It will get worse unless the corridor is built!
- Rapid development poses extreme danger.
- Rapid growth
- Rapid growth and infrastructure. Safety of walkers and bikers in neighborhoods!! Retaining some of the charm of a quaint village. More and more golf carts on roads.
- Rapid growth and tearing down trees.
- Rapid growth and traffic congestion.
- Rapid Growth in Pinehurst and surrounding area
- Rapid growth, not keeping up with this growth.
- Rapid growth, quality of houses, lack of houses.
- Reinforce speeding rules. Upkeep of rental programs.
- Remaining a small town America atmosphere
- Remaining small and minimizing commercial growth
- removing partisan politics from village decision.
- rental property not maintained and rented to multiple persons, not single families.
- Residential growth is out of control.
- Residential living with commercial close enough.
- Responsible elected officials
- Responsible development/growth. Maintaining history and culture.
- Responsible growth, traffic on Rt 5
- Retaining and fostering the quaint village feel rather than allowing the commercialization and swamping of infrastructure with multi family dwellings and "chain" stores. Continue to promote

small business and keep Pinehurst as a place people want to continue to visit for all the right reasons.

- Retaining charm and quality housing which draws people here. Safety. Keeping village rentals to a minimum. Keeping restaurants in business.
- Rid school board of Woke members and insure education focuses on reading, writing, arithmetic, and science.
- rising cost, PCC taking prominent role over the citizens of pinehurst. uncontrolled growth Part-year residents.
- rising population
- Roads
- Roads
- Roads and traffic, add left turn lanes. Street signs need to be more prominent.
- Roads to handle proposed increase in services.
- Roads. No constraints on growth has made the roads inadequate for the amount of traffic.
- route 5 & route 15/501 traffic. Village parking.
- Route 5 traffic
- Route 5 traffic
- Rt 5 and development being placed which will only make traffic.
- Runaway development.
- Safe place
- Safe walking, safe biking
- Safe, not built up with box stores.
- Safety
- Safety
- Safety and police
- Safety and security of residents. Slow down the house building.
- Safety and security.
- safety from cities & states that are unsafe and over taxed.
- Safety, clean living
- safety, cost of living
- Safety, lighting.
- Safety, make hey 5 safer, enforcing speeding in the village
- Safety, quality of life.
- Safety, traffic, too much commercial building.
- Saving the small town feel.
- SCHOOL CURRICULUM
- Schools, growth, housing, shopping
- short-term rentals destroying the appearance and reputation of Pinehurst.
- Sidewalks and growth.
- Sidewalks in neighborhoods to provide safer walking areas.
- Sidewalks needed, streetlights in PH
- sidewalks, bike trails, youth activities public pools, miniature golf
- So much growth, especially the golf club.

- Space and allocation
- space expansion
- Speeding thru the Village.
- Starting to get really crowded.
- Stopping crime; getting bikes off of main streets; traffic.
- Stopping multi unit apt complexes from being built.
- Storm water run off as more and more lots become developed
- Stormwater runoff, street lights
- Stormwater/traffic on hwy 5, road resurfacing.
- Street lighting
- street lighting, new construction
- Street lighting. Sidewalks in communities.
- Street Maintenance, Long range planning
- STUPID damn RUMBLE Strips!!!! on Hwy 5... Those strips are a 10/10 intensity, they should be closer to 5/10.
- SUCCESSFUL IMPLEMENTATION OF NEW LIBRARY. PLANNING FOR A GROWING POPULATION WITH (ILLEGIBLE) DEMOGRAPHICS (MORE FMAILIES WITH YOUNG CHILDREN)
- Support infrastructure such as roads. Inadequate to support current rapid housing boom.
- Taxes, quality of affordable housing.
- the circle, additional traffic, additional houses being built
- The ease of travel.
- The infrastructure for this area is not able to keep up with the rapid increase in population. There aren't enough alternate routes, service roads, and traffic lights in Pinehurst. Turning onto Highway 5 from St Andrews and Pine Tree Rd (across the street from the Harness Track) is terrifying and extremely dangerous. It's even worse when there is an event at the Harness Track. Why don't we have a traffic light there? Where are the sidewalks and street lights (St Andrews) so people feel safe to walk in their neighborhoods? We have to get in our vehicle and go to Rassie Wicker to take a walk. Otherwise, you're risking your life if you take a walk or jog on St. Andrews. When we moved here, we didn't think to look for sidewalks or street lights. We took those things for granted because every place we've ever lived had them. Our neighborhood streets have numerous areas with uneven and sinking patches of road. When parts of the roads are finally paved, the paved roads increased the water run-off from the street.
- The need for restrictions on vacation rentals homes- keeping Pinehurst a village and not a golf resort
- The school board seems out of touch with what learning is needed or important, especially at the HS level. Covid makes this easy as doing nothing seems easy especially when our governor and politicians will give direction. Our school board took the easy way out.
- The Village keeps expanding. They need to plan for the future/parking/schools.
- There should be no Section 8 housing in Pinehurst.
- Things are way too crowded now, traffic on roads backed up, trash not picked up, cheap housing being constructed.
- To much building of low quality homes.

- too crowded, maintain quaintness and beauty of Pinehurst area, having stricter codes and ordinances.
- Too keep its beauty, don't overbuild
- TOO MANY CARS & NOT ENOUGH ROADS!
- Too many people, quality retirement villa
- Too much building-overcrowding
- Too much development which brings too much traffic
- Too much growth
- Too much growth
- Too much growth
- Too much growth
- Too much growth and too much traffic.
- Too much growth too fast and loss of American feel that brought us here.
- Too much growth!! No control over the number of houses being built. Too crowded.
- Too much growth, commercialization of golf resort at expense of citizens.
- Too much growth, homes and businesses.
- Too much growth, parking.
- Too much growth, too fast without adequate planning for infrastructure and overall appearance.
- Too much growth, too quick.
- Too much growth-especially apartments.
- too much home building
- Too much residential building, new residents want amenities like a city which forces fixed income seniors to struggle.
- Too much residential development, too many trees cut down.
- Too much speeding, too much commercial/residential development.
- TOO MUCH TRAFFIC, TOO MUCH GROWTH
- Tourism
- Traffic
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- traffic we need a bypass for 211 and route 5
- traffic # 5
- traffic #5 Morgantown road
- traffic & over crowding
- traffic & street re-surfing
- Traffic (particularly NC 5). Control growth.
- traffic an exploding population
- Traffic and becoming too big.
- Traffic and growth
- Traffic and multi unit housing putting burden on traffic and roads.
- Traffic and overbuilding in any spot that can be found.
- Traffic and parking
- Traffic and those three loonies on the school board
- traffic and too much retail growth. encourage retailers to go to west end.
- traffic and transportation
- traffic and trash on all sides of the roads
- Traffic at the large circle. Making sure new construction homes and developments match with the charm and character that makes Pinehurst so special.
- traffic Beulahhill Road, hwy 5, 15-501
- Traffic bypass is needed. Codes enforced by authority personnel, not left up to neighborhoods.
- traffic circle
- Traffic circle (lg) Hwy 5, what schools should teach, and support systems for large increase in population.
- Traffic circle and Rt 5 traffic are terrible. Police dept is incompetent and rude. Poor new leadership. Suburban sprawl and over development are underway.
- Traffic circle illegal u turns are dangerous.
- Traffic circle!!!
- Traffic circle, Rt 5
- Traffic circle, traffic in general, growth
- traffic congestion
- Traffic congestion, construction of too many low quality apartment buildings.
- Traffic congestion, poor road conditions, storm water run off.
- Traffic congestion, residential development.
- Traffic congestion. Distracted drivers on very narrow roads.
- Traffic control
- Traffic control on NC5, enforcement
- Traffic control, maintaining area/growth with affordable housing.

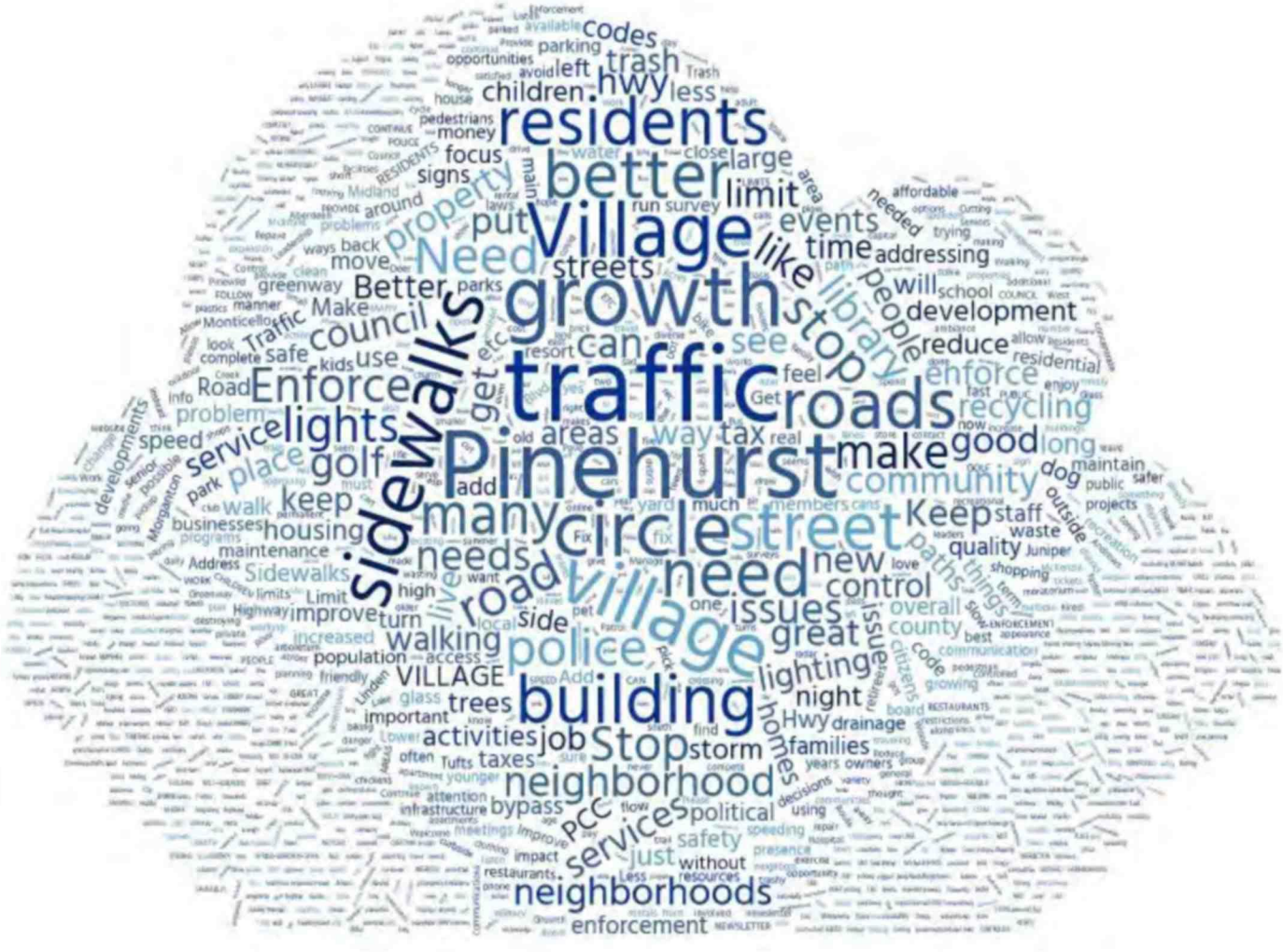
- TRAFFIC CONTROL. CONSTRUCTION OF HOUSING-KEEP NUMBERS UNDER CONTROL
- Traffic density
- Traffic during tournaments, people on the circle, incoming residents: incorporating them into Pinehurst instead of changing Pinehurst for them.
- traffic efficiency, maintenance of security
- traffic esp. on hwy 5, high quality affordable housing, and high quality housing for those that don't want large homes.
- traffic everywhere, Pinehurst CC additions for USGA facilities. # of people coming in, etc.
- Traffic growth
- Traffic has increased in old town because of brewery. Need more sidewalks along McCaskill and Barrett within old town. Replace trees growing into power lines.
- traffic hwy 5, all the new golf buildings being added
- Traffic infrastructure
- traffic is out of control, trees & nature are disappearing, sewer system is old & decrepit. streets are pitted and unregulated "rack tracks."
- traffic is safety issue. need more parks for more activities (hiking, walking, biking)
- traffic issue, get library that is for all the community
- Traffic laws
- traffic on 5
- TRAFFIC ON 5 AND TRAFFIC CIRCLE. GROWTH WITH USGA AND RESORT
- Traffic on 5, new library
- Traffic on Hwy 5 and Morganton around hwy 5 interaction.
- Traffic on Hwy 5, and traffic circle.
- traffic on major roads
- traffic on route 5
- Traffic on Rt 5, this is congested at various times daily.
- Traffic over building and consideration for the area.
- traffic patterns, affordable housing, allow grocery stores and necessities of life stores in the Village.
- traffic RT #5 and RT #211 traffic circle
- traffic rt#5
- Traffic with the increasing population
- Traffic!! It is terrible and will get worse if continued residential areas are approved.
- Traffic!!! And parking as increase in housing and resort expansion occurs.
- traffic, building
- traffic, cheap houses.
- Traffic, code enforcement
- traffic, crime. education
- traffic, crowded
- Traffic, declining senior population which would impact the resort=it goes under.
- traffic, develop and implement a thoroughfare plan
- Traffic, especially on Highway 5
- Traffic, growth

- Traffic, increased population
- traffic, infrastructure
- traffic, infrastructure to support growing population
- Traffic, lack of parking, difficulty getting in and out of neighborhoods.
- Traffic, liberalism
- Traffic, library services.
- Traffic, neighborhood safety
- Traffic, overbuilding
- Traffic, overbuilding
- Traffic, overdevelopment, losing the charm
- Traffic, parking, growth
- TRAFFIC, PARKING, LACK OF CERTAIN SHOPPING OPPORTUNITIES
- Traffic, protecting way of life
- Traffic, road repair, recycling
- Traffic, sidewalks needed in neighborhoods.
- Traffic, speeding, noise
- traffic, spending for items not needed-library
- Traffic, too much growth, high density, construction.
- traffic, vanishing openness , speeding, noise, lots of medical care.
- Traffic, walkways/trails.
- traffic. influx of people on infrastructure
- Traffic. USGA building and hotel construction Morgantown Road golf crossing.
- TRAFFIC. IMPACT OF PGA ON QUALITY OF LIFE HERE AND ACCESS TO SERVICES/FACILITIES
- traffic/ speeding management of develop to minimize degradation of life
- traffic/changing the charm of living here. Building too quickly
- traffic/roads too fast growth.
- traffic/roads roadway trash, mowing of neighborhood rights-of-way.
- Traffic; Overdeveloping or developing without adequate infrastructure in place; Maintaining the small town feel.
- Traffic-lower speed limits on Rt 2 and Old town streets
- Traffic-need to resurface streets.
- traffic 5, no parking available in the village
- transition to renewable energy diversity of shipping options in town explosive growth due to growth in the resort
- Transition to renewable energy, diversity of shipping options.
- transportation issues in the area, my husband is not able to drive.
- Transportation, I am a senior! Should I be driving!
- Treatment of visitors.
- UNABATED GROWTH
- unbridled growth, traffic
- unchecked growth
- Uncontrolled and poorly managed residential growth.
- UNCONTROLLED EXCESSIVE GROWTH

- uncontrolled growth, gridlock
- Unregulated vacation rentals in residential areas. Quality of architecture and building on lots in historic center of the Village, Old Town.
- USGA Plans to overbuild and traffic infrastructure.
- vacant houses that are not kept up, yards mostly.
- Village Management is terrible
- VOP is way over budget and over staffed!
- water quality and maintenance, traffic on hwy 5, wise growth
- water, solid waste, infrastructure, traffic overall. traffic circle.
- Water. Rapid growth.
- WAY TOO MUCH NEED BUILDING OF NEW HOMES & STRIP MALLS WITH SUBPAR SHOPS & NOT KEEPING THE ORIGINAL TYPE OF PLACE THE FOUNDERS SET UP.
- we are 3 separate towns, Aberdeen, Southern Pines and Pinehurst, and the demands from people that don't know the difference are not in touch.
- We are getting too big, too many people moving in and out. Would rather see leaders acting in a way to seek permanent residents.
- We moved here four months ago, no concerns at this time.
- WELCOMING USGA IN NEWSLETTERS AND (ILLEGIBLE) ASSOCIATION. THOSE ARE A BIG BONUS FOR OUR VILLAGE.
- what they teach in schools
- You are overdeveloping with no attempt to protect existing quality neighborhoods. You are going after low cost houses that are built poorly, 2 level garage parking!
- Zoning
- zoning and accessibility- making the area more walking and biking friendly

Q33. Do you have any suggestions for how the Village could serve you better?

The "word cloud" below represents the comments from the above question. Individual comments are on the following pages.



- A Highway 5 bypass for the Pinehurst.
- add lights & sidewalks, military members would appreciate street lights late night & early mornings.
- Add street lighting to Pinewild. It is extremely dark at night
- Address hwy 5 traffic
- Address our growing traffic problem.
- After the lighting, fix lighting and storm sewers. Repave the roads.
- Aggressive crime prevention operations.
- Allow chickens, expand internet providers.
- Answering phone calls, I have called and left messages about certain things with no response even.
- As a Bike rider I have seen a lot of issues with the surface condition of the streets. There are holes, washed out areas, and cracking pavement on many of the streets. So addressing these in a timely manner not for bike access, but general safety is important. Access to the greenway trail close to where I live is an issue. I live close to an access point, many more people are using the greenway which is good. The issue is they have to walk along the residential street to get there. Our road is very busy and a main road thorough fair in and out of our neighborhood. Cars and walkers are trying to use the same space. Throw in a landscaping or other service vehicle that is parked on the road and it adds to the potential danger.
- Be more in tune with needs of community, not golf club!
- Been here 18 yrs., going downhill. That is why you were hired.
- Best place to live in the USA
- Better code enforcement office staff that will enforce codes.
- Better communication, would like to receive newsletter.
- Better communications of activities and board meetings
- Better cooperation from PCC with storm drainage issues. Make a policy of short term property rental. AirBnB.
- better maintenance of rights-of-way and outside of Village areas.
- better manage expansion #5 and Morgantown road
- Better recycling for glass.
- Better senior housing at affordable prices.
- better traffic control & management
- Better traffic control on 15501, 1, and 5.
- bike paths on all major roads. make Pinehurst the cycle epicenter of SP, Aberdeen and Foxfire.
- Broaden curbside recycling (glass, more plastics, etc.)
- build by pass of rt#5
- Bus or trolley. Control growth-enough already!
- Bus service
- by plans to reduce traffic
- bypass 211 to 1
- change our charter, we need independence from the county, we should go our own way on taxes and services, otherwise the growth we are experiencing will drown us. our infrastructure will collapse.

- Charge tourist tax to reduce property tax on home owners. Add sidewalks and lighting for safety.
- clean up trash
- Come up with a plan to relocate the growing Deer population in the village. The Deer are destroying residents property daily.
- Coming from the West coast, teens had so much opportunity for exercise!! I initially hated the thought of a large skateboard park, but found they got thousands of hours of exercise with few problems. How about sailing lessons for teens?
- Communicate more frequently through print media (i.e., not social media, website, etc.).
- Compliance and Sanitation are the hardest to get service from. covid is an excuse for you not to be available on the phone.
- CONCERN ABOUT OVER CROWDING; BUILDINGS & HOMES KEEP BEING BUILT—ROADWAYS NEED WIDENING (RTE 5). WHAT HAPPENED TO BYPASS—ABERDEEN—SEVEN LAKES
- Continue doing the great job you are doing.
- CONTINUE GREAT WORK BEING DONE!
- continue to enforce regulations
- continue to maintain parks & waking paths
- Continue with good service.
- control growth
- control growth
- control traffic around circle. what services are available to senior citizens?
- Covid 19 impacted some answers
- Curtail additional building and put in a tree ordinance, any tree over 6 feet in diameter must have one replaced in the like.
- Cut back drastically on all developments.
- Cutting down long leaf pines can be controlled in front yards and streets. About 35-40 years ago they had a committee who examined trees.
- Developing of pet parks and building another swimming pool.
- Do away with golf carts on the roads.
- do not allow private rehab or nursing facilities next to homes, as they are private run businesses.
- do not approve hotel and large building PCC. eyesore.
- do not defund our police. we need them in this dangerous country
- Doing great.
- Don't allow development to overwhelm infrastructure.
- don't defer infrastructure issues, concentrate on them
- Don't favor Pinehurst Resort and First Health Hospital over other businesses and employers.
- Don't get to big for your britches, equal catering to residents, not just tourists.
- Don't let PCC junk up the area.
- don't raise taxes on seniors. grandfather us out as for paying more for school, greenway , etc.
- Don't try to compete with other areas. Serve you community making residents want to stay and contribute.
- don't waste time and money reversing court decisions.
- Don't widen Route 5.

- Ease restrictions on raising chickens, support local ecosystems through preservation and restoration. Restrict landscape blowing. Too noisy. Address local impact on climate.
- Elected officials are doing to many things and compete none. Prioritize the most important tasks and complete them.
- Emphasize needs of community residents overall, regardless of age.
- Enforce 25 mph
- Enforce code violations.
- Enforce codes better, require faster compliance with codes, don't allow large vehicles, boats, etc. at all in neighborhoods.
- Enforce codes even if more staff is needed. Have A TUTORIAL FOR RESIDENTS ON HOW TO NAVIGATE TRAFFIC CIRCLE Yield signs to say merge.
- Enforce codes, public library in core village.
- Enforce existing speed limits, do not give in to small groups of loudest complainers about capital projects such as the library.
- enforce laws in circle. enforce trash, yard waste, and recycling with time to put out the night before. get more involved in Aker suit.
- Enforce pet poop/leash and traffic laws. Do something about the free cats in the neighborhood.
- ENFORCE SIDE STREET SPEED LIMITS
- enforce speed limits, limit growth to high quality and high value projects
- Enforce the laws at the traffic circle. Bypass needed for the circle, better lighting on streets.
- Enforce traffic better. I find drivers in this area to be very rude . Running stop signs in our neighborhood daily.
- enforce traffic circle. Living on Pinehurst #6 we must use the circle to go south or east. we can sit and watch people cut in or go out of our way to avoid the circle.
- enforce village rules
- Enforcement of 25mph in Pinehurst No 6
- Enforcement of code requests for dire situations as to trash cans left out!
- Engage with similar communities to learn possible solutions to related problems.
- evening outdoor events at the arboretum, complete the Greenway, attempt to improve the traffic circle problem, police patrols, add street lights.
- Every village event seems to have a family component. Some adult only activities would be nice.
- Excited to see what happens in West Pinehurst park. Need more parks for children. Particularly kids between 8 and 15 years old.
- Expand the library, more books. Difficult year due to covid. Control rental properties.
- EXPLAIN CLEARLY WHAT PLASTICS CAN BE RECYCLED
- Fenced dog park.
- Figure out how to handle traffic on #5, and 15-501
- Fire ETC and develop more modern and concise surveys
- Fix the flooding and erosion on the streets
- Fix the roads, fix the storm water run off
- FOCUS ON THINGS OTHER THAN INCREASING THE TAX (ILLEGIBLE) HERE IN THE VILLAGE
- focus ore on younger families, less on the wants of retirees.
- FOLLOW BUILDING CODES MORE COMPLETELY

- FOLLOW UP ON COMMITMENTS. ENCOURAGE MORE MERCHANTS WITH CLUBHOUSE. ALLOW FAST FOOD & BIG BOX STOPS IN CONTROLLED AREAS
- follow up on complaints
- GENERALLY SATISFIED BUT WORRIED ABOUT WHETHER THE VILLAGE WILL CONTROL GROWTH WHICH COULD QUICKLY DESTROY THE CHARACTER OF THIS GREAT PLACE
- Get a new trash service
- Get new people on the council.
- Get rid of offensive political signs
- Get rid of the ridiculous speed limit.
- give speeding tickets on Juniper creek Blvd.
- Glass recycling rather than throwing it into landfill.
- golf cart path to villages
- good overall job
- Growth and change are inevitable but holding off as long as possible to ensure it is done properly is critical. Having come from a place that grew too fast and in the wrong manner, I would hate to see our great little village turn into a place that I fled from due to increased commercialization, population, and ultimately violence and an overall trashy feel.
- Growth and poor quality of homes being built will impact appearance of Pinehurst as we know it today.
- Hard to please the entire community. So many people retire here from other states.
- Have DOT address traffic, do not approve more development without first addressing this.
- HAVE NOT RECEIVED THE VILLAGE NEWSLETTER. SEND ME THE VILLAGE NEWSLETTER.
- Have the police do radar on Rt 2 and Rt 5. Enforce turning around traffic circle.
- Have village council listen to citizens-not just the resort.
- Hire a professional planning advisor/manager and pay them appropriately.
- hire more police
- historic district is important but it is only a small portion of Pinehurst. no parks, sidewalks, lights.
- Hold more events at the arboretum instead of downtown. There is more room for people and real bathrooms.
- hope you are working on traffic management and road access
- Hospital needs more staff.
- Hwy 5 traffic
- I am fine
- I don't think we should spend more money on the library.
- I want the leaders of Pinehurst to see my responses directly without filters.
- I wish our recycling services included all plastics and glass.
- I would like to see a variety store, less expensive clothing store, we have plenty of high end clothing stores. Miss potpourri.
- I would like to see more covenant and restriction enforcement. Residents are reluctant to call and complain about neighbors.
- I would love neighborhood sidewalks or pathways. I've lived here for over thirty years and have watched the increasing danger of pedestrians walking in my neighborhood... Burning Tree in

particular!! While I enjoy the greenways on Linden Road, I do not necessarily enjoy walking to get there. I no longer walk my dog in my neighborhood, but drive each day to Rassie Wicker or downtown just to avoid traffic.

- If you visit or move to Pinehurst and do not live the way Pinehurst is run, , move back to where you came from.
- IMPROVE POLICE PATROL IN HEIGHBORHOODS (SPECIFICALLY SPEEDING IN RESIDENTIAL AREAS)
- Improve shopping for residents.
- improve storm drainage
- Improve Stormwater/traffic on hwy 5, road resurfacing. Add glass recycling, let yard debris be piled up at roadside for pickup.
- improve traffic, add additional parking in the village
- increase sports/recreation league for kids
- Inform us better on activities and events in the Village.
- Instead of building more homes, concentrate on selling those on the market. You might need to rename us from Village to City.
- Instead of paying outsiders, board needs to contact other communities who have successfully dealt with rapid growth. Learn from this.
- It is wonderful.
- Keep asking.
- Keep businesses and events open. Ensure to listen to its citizens.
- keep dogs on leash and clean up after your pet
- Keep doing your best
- Keep it up, look to get diversified employment. Perhaps some tech satellite offices from RTP.
- Keep Pinehurst as it is, quiet, rural, not an annex for Fayetteville.
- keep quality of homes high
- Keep the ambiance of our village
- Keep the communications going.
- Keep the village unique.
- Leader making contact with members of the neighborhood on a periodic basis.
- Leadership has avoided addressing short-term rentals. We move here to enjoy retirement, now I live by a hotel/motel area.
- Left hand turns on main highways not enough
- Less acquiescent to PCC desires and more attention to impact of quality of life in our community.
- less approval of dense housing projects
- Less overt and fringe level political activity by specific village council members.
- Library needs a digital checkout like Libby.
- library, police, fire services on a county basis vs duplication
- Lighting on streets so I can drive at night.
- limit building apartments
- limit growth
- limit growth and population, help homeless and hungry, Increase services of the poor
- Limit growth, change the main traffic circle to stoplights.

- Limit large developments.
- Limit number of capital expenditures, limit tax increases.
- Limit the housing growth to reduce traffic issues.
- Listen to citizens.
- Listen to tax payers, make improvements on Hwy #5 now.
- look into how to improve roads in Midland
- Lower property taxes, keep the village (government) SMALL!! Increase communication with residents, emphasize cost savings (realized in lower property taxes) by using volunteer labor.
- Lower property taxes.
- Lower tax rate, increase senior programs
- Maintain the quality, safe village work on traffic flow, esp. on 5 and circle.
- make more kid friendly (esp. toddlers) activities during week & weekends.
- Make sure all properties on a given street do not have a trashy appearance, including lawn and general house repair.
- Make sure the library stays where it is
- make us feel safer. patrol streets often, make police presence known.
- Make walking, running, biking safer by maintaining Village right of ways, sidewalks and walking paths.
- Making biking safe in the Village. Traffic could be reduced.
- Manage development as conservatively as possible.
- Manage growth
- Meeting where comments from residents are listened to before the board makes up its mind on issues.
- moratorium on new subdivisions
- More adult classes during the school day, so I can participate while my kids are in school.
- more affordable county events
- more affordable housing
- More and better shopping opportunities.
- More attention to house design, extensive use of vinyl over brick. Landscape has declined. Quality of life, number of cars parked outside, scattered trash cans.
- More communication, especially for new residents.
- More diverse retailers
- More focus on safe non car travel, clear shrubs
- more online info on greenway trails, parking, trail heads
- More opportunities for seniors.
- More pedestrian friendly, brighter at night. Incentivize diversity.
- More pickleball courts that are not competitive 65 and older
- MORE POLICE ENFORCEMENT OF SPEED LIMITS
- More police presence and increased RADAR ENFORCEMENT needed on MONTICELLO DR! 95 % of motorists are breaking the law by traveling way above the posted 25 Mph speed limit and nothing is being done! No radar no police in sight! More police need to be hired as stop wasting money on a community center, library etc.! Whatever happened to the "Trucks over 4 tons

excluded" sign at the corner of Morganton and Monticello Dr? You literally have tractor trailers traveling on Monticello now! Again, no enforcement!

- More programs for children under age 4.
- More readily available info for local programs, events, developments, resources to find info.
- more restaurants, less air B&B
- more sidewalks and trails, focus on improving recreational activities for families.
- more sidewalks in the village, along McKenzie & Graham
- more sidewalks, safe walking areas, better drainage.
- More sidewalks, street lighting, better library resources
- more trees and better storm drainage. Allow smaller homes.
- More two laned roads for traffic flow. Bicycle lanes to keep them out of the way of traffic. More cafes and eateries.
- More updates via Instagram, Twitter or Facebook on events that are happening and linking to the website.
- More variety in restaurants, shopping and indoor recreation, neighborhood ice cream truck.
- MORE VILLAGE COUNCIL PUBLIC INTERACTION SO ALL RESIDENTS CAN VOICE CONCERNS AND SHARE IDEAS OTHER THAN FOCUSING ALL STRATEGIC PLANS ON GOLF! MANY PEOPL EMOVING HERE AREN'T HERE FOR GOLF AND HAVE OTHER INTERESTS.
- More youth recreation options for K-3rd grades.
- Move the realtors out of the village and move in real shops. Put in real golf cart pathway system. Provide services for families and people still working, meetings at night.
- Mow median between Harris, Teeter and Pinewild.
- Need a turn arrow to exit Pinehurst Trace.
- need by pass to relieve traffic on hwy and traffic circle
- Need code enforcement for Monticello Dr, many houses are pulling the look down.
- need right turn lane from Mc Kenzie onto Rt #5 , left turn lane rarely used.
- Need summer recreation for kids.
- Need to better communicate issues brought to the council, BEFORE decisions are made. I wish you would spend significantly less on awards and such. It seems these serve only to feed your ego. How much do they cost and how much time do they take. Fix the traffic problems.
- Need to control building.
- Need to make sure trees and shrubbery are being trimmed and maintained.
- Need tunnels on bridges for golf crossing on hwy 5 and Morganton Rd.
- Need walking path on one side of McKenzie east. Prefer path of clay and crushed rock, do not like concrete, brick is not necessary.
- Need younger leaders.
- needs to have a long range growth plan.
- Neighborhood playgrounds, more activities for kids(not just golf) more preschool options.
- No - we are pleased with Pinehurst!
- no local transportation for elderly.
- no more apartment buildings
- no, feel well served
- no, I think the VOP does an outstanding job!!

- No, you are doing a great job.
- No...you are doing a great job.
- Outdoor rec facilities geared for older children, skate park, maybe outdoor basketball.
- overall very satisfied
- Parks and rec, cycle paths.
- Pass a moratorium on building, use existing inventory.
- Patrol and issue speeding tickets in Village Acres. The amount of speeders on Spring Lake Dr and Gun Club Rd is out of control.
- Patrol Juniper Creek Blvd for speeders.
- Pave as many roads as you can. Pay more attention to retirees. Many will have to leave.
- pave or resurface the Greenway Mall, wide hwy #5. add sidewalks to neighborhoods
- Pave the old roads.
- PHCC overall exceeds club we belonged to in San Diego
- Please do not make decisions based solely on this survey
- plow my street when it snows.
- Police officers are not friendly, I wave to them from my front yard and they do not acknowledge me. Very sad!
- pre-arrangement curbside pick up of debris/trash- perhaps by calling for an appointment.
- Preserve open space on Route 5.
- Proceed slowly with new residential building
- progress yet maintain growth
- Protect the integrity of the Village that supports smart growth.
- PROVIDE ADDITIONAL PARKING TO ACCESS SHOPPING, RESTAURANTS, ETC AND OFFER SHUTTLE SERVICES
- Provide resources to help parents find childcare.
- provide walkways off Longside Dr for pedestrians, dog waste disposal areas inside shipping district for lazy dog owners.
- push for bypass to reduce traffic. solve parking issue around PCC
- put cable underground, put in sidewalks and obtain better and more retail
- put side all the political diverseness & personal issues
- put stop sign on Deerwood Raceway straight
- put time limits on council meetings, council members dwell on things way too long and focus on irrelevant things.
- quit being a "yes man" to the resort
- QUIT SPENDING MONEY ON THESE QUESTIONNAIRES AND PUT TH EMONEY TO WORK!
- reduce bldg. multiple unit apts. water supply and parking is affected. go back to single occupancy unit-homes.
- Reduce budge, cut staff in half.
- Reduce restrictions in yards of owners. Add more sidewalks in neighborhoods.
- renters can not lease to multiple persons
- Repave our cul-de-sac and plow it when we have snow
- Residential expansion must be controlled as traffic and the ability to travel in a timely manner is terrible.

- Residents should have priority when signing children up for summer camps.
- RESIST THE URGE TO BECOME THE NEXT APEX!
- Retain at least some of the charm that Pinehurst was known for.
- Review and strengthen zoning ordinances.
- Road Maintenance and sidewalks (before some one gets injured).
- Road maintenance in Bretton Woods.
- Road repair
- road signs, Rt 5 and Morganton Rd need large signs, circle rt 2 should also indicate Midland Rd
- Rules are put into place but not followed.
- safety
- Search for ways to make residents aware of services and entertainment/cultural opportunities.
- Senior exemption on property tax. Improve police presence on Lake Forest and Saint Andrews, reduce speeding.
- Sequenced traffic lights need to be installed in traffic circle to make traffic flow. outlaw all political signage
- Service roads, paved roads, traffic light Hwy 5, neighborhood sidewalks and street lights. As a taxpayer, I never thought I'd have to "suggest" or ask the Mayor and Village Council for these items.
- Services very good. Accepting USGA not good.
- should have a golf cat parade
- sidewalk on Juniper Creek Blvd., crosswalk across hwy 15-501 to connect Pinehurst & Village Acres
- Sidewalks and lighting.
- Sidewalks on St Andrews, street lights.
- Sidewalks please! Glass recycling.
- Sidewalks! On all double yellow line roads
- simpler, shorter survey
- Slow down on residential growth! This is exactly why we left North Virginia and you are quickly following their bad lead. This is sad.
- Slow down the growth.
- slow growth, building, ease of traffic, bypass 211 & 15-150 traffic
- slow the development down
- Slow the pace of growth and remember not everything is about the golfer
- Slower speed limit and side walk on woods road. More shops and restaurants.
- smaller
- SMALLER SURVEY—SOME QUESTIONS ON DUPLICATES
- Solution to traffic on Hwy 5.
- Solve the #5 Highway problem.
- something to make the large circle feel safer
- Southern Pines has more of a draw for us and Aberdeen is catching up. Less legal and real estate businesses and more dining and entertainment draws.
- Start busting illegal u turns in Ernest, been haphazard at best. Bad on Midland and 2 also.

- start by building the library. It will serve residents in many ways and is a great draw- keep the ambiance.
- Stop allowing residents and visitors from using fire works without permission.
- Stop approving all of the overbuilding of poorly made homes and developments.
- stop approving growth
- Stop building apartments.
- stop development
- stop fences, provide walking paths or sidewalks, too many walk on side of road.
- Stop growing residential, keep Pinehurst as a quaint town back in time.
- Stop hiring all outside consultants to re analyze data.
- stop paying/conducting surveys, respect resident calls for expanded development
- STOP PRIORITIZING RESORT OVER RESIDENTS!
- Stop propaganda in schools.
- Stop rezoning the Pinehurst recreational areas to commercial areas.
- Stop the building in and near the Village. Please leave the trees and land alone. This is not what the Tufts wanted Pinehurst to be.
- stop the construction apartment complexes and housing
- stop the growth we do not have the capacity
- Stop trying to grow so much
- Stop wasting tax money on things like Live After 5, which leaves the Village totally littered and taxpayers pay for the clean up.
- Storm water, keep neighborhoods from looking like substandard housing. Again, garages required?
- street maintenance in neighborhoods
- Strengthen codes for property maintenance.
- TAKE CARE OF OUR CHILDREN, MANY OF WHOM GO HOME FROM SCHOOL HUNGRY. PROVIDE WALKWAYS/SIDEWALKS FOR FAMILIES—ESPECIALLY CHILDREN & THE ELDERLY
- THANK YOU FOR ASKING OUR OPINIONS! PUBLIC SERVICE ISN'T AN EASY JOB ESPECIALLY TODAY'S DAY & AGE. MAY YOU ALL HAVE THE STRENGTH TO CONTINUE TO DO WHAT IS RIGHT BY THE BIBLE!
- Thank you for the opportunity to share.
- Thank You!
- Thanks for addressing what needs to improve
- The Council needs to move faster
- The need for citizens to be tolerate of others opinions and rights
- The online permitting portal is a mess for non-contractors!
- The village council has gone political. Hoping Pinehurst to be beyond this.
- The Village does a great job.
- The village is facing a huge growth issue and these short term rentals of people that use them as a resort service. Look, I am not in a hurry to get any where. I am on the golf course most of the time. I just hope we don't get run out in the future.
- There are more families with children. Pinehurst is no longer just retirees. Make families feel welcome.

- they do a good job
- This is a good place to live. A safe and secure place. I fear we are moving away from the steady permanent population.
- This is a great place to live. love my new military neighbors
- this survey is too involved
- this survey is too long
- Trader Joes
- traffic enforcement hwy #5. Traffic light at Linden and Hwy #5. no left turn from Linden to hwy #5.
- Traffic, stop building houses too close together, solve the problem.
- Trash can should never be allowed from the street to be seen.
- Trash pick up at house, yard waste on street, fall leaves.
- Trash pickup is sloppy and messy. Leaves trash laying in the street often.
- trim the size of the public works department, always see many standing around, becoming too big.
- Trimming bushes and trees that are too close to the road. Sidewalks on main roads like St Andres Dr.
- TRY TO REMEMBER WHY PEOPLE MOVE HERE, IT'S NOT TO BE TREATED LIKE TOURISTS. SHOP OWNERS & SOME RESTAURANTS ARE REALLY BAD AT NOT REALIZING "REGULAR PEOPLE" LIVE HERE.
- Turn lanes on Rt 5 needed. Western connector. Traffic circle needs fixed. New police leadership and focus on community policing and service to residents.
- upgrade building requirements
- use common sense
- Very satisfied with current services.
- Village council and staff already addressing issues that matter. Traffic depends on DOT for resolution.
- VILLAGE COUNCIL MORE RESPONSIVE TO CONSTITUENTS RATHER THAN THEIR OWN PERSONAL PREFERENCES. PUNISHMENT NEEDS TO COMMIT TO A WELL EQUIPPED & FUNCTIONING LIBRARY.
- Village is a reaction group instead of an action group. Too many outside studies before action taken.
- Village is overly committed to golf and anything the resort wants.
- Village Leadership should engage residents, soliciting input more than once a year.
- Walking and bike paths, safety for all and good for environment and health.
- Walking side walks in neighborhoods, street lights in neighborhoods
- We are a younger family and want to maintain the area as it is.
- We are very happy at this time.
- We need a few new sidewalks. Most important to me is Lost Tree Road. Drivers go fast and if you're trying to walk with a dog, you often have to dive off the edge of the road to avoid the fast moving cars. Certainly deters pedestrians.
- We need further improvement on the pedestrian crossing at #5 near the hotel. Presently the lights are difficult to see.

- We need two more 4 way stops, one at McIntyre & Woods and McIntyre & Kelly.
- We supposedly got millions from Washington to "fix" pandemic issues. Let's repave as many of our secondary roads in our neighborhoods as we can.
- Welcome a more diverse community.
- Welcome packet for new residents would be helpful, did not know we had a newsletter.
- When you pick up trash don't scatter it everywhere. Why are there so many empty buildings? Empty nasty thing across from Ironwood.
- Widen Highway 5
- With increased ingress on county roads and increased crimes need more public safety awareness.
- Work harder for Pinehurst children to go to school here.
- Work to maintain the history and charm that James Tufts envisioned.
- work with county t complete a west side Rt 211 bypass either south nc-5 or route #1
- Would love to see a permanent bandstand gazebo in Tufts Park for concerts.
- Yard debris is an issue to fit all in brown cans, it is picked up in SP without being in a bucket.
- yes, better long term growth planning and stricter zoning
- Yes, fix the problem with our roads and add traffic lights to access Rote 5 on the northern end.
- yes, thy could stop over-funding
- You are destroying what makes Pinehurst fabulous. Cutting down old trees and in so doing worsening storm water runoff and less oxygen in the air. PCC did not need news conference rooms.
- You are doing the best you can.

2021 Village of Pinehurst Community Survey

GIS Maps

Presented to the Village of Pinehurst, North Carolina

September 2021

ETC INSTITUTE

Interpreting the Maps

The maps on the following pages show the mean ratings for several questions on the survey by Census Block Group. If all areas on a map are the same color, then residents generally feel the same about that issue regardless of the location of their home.

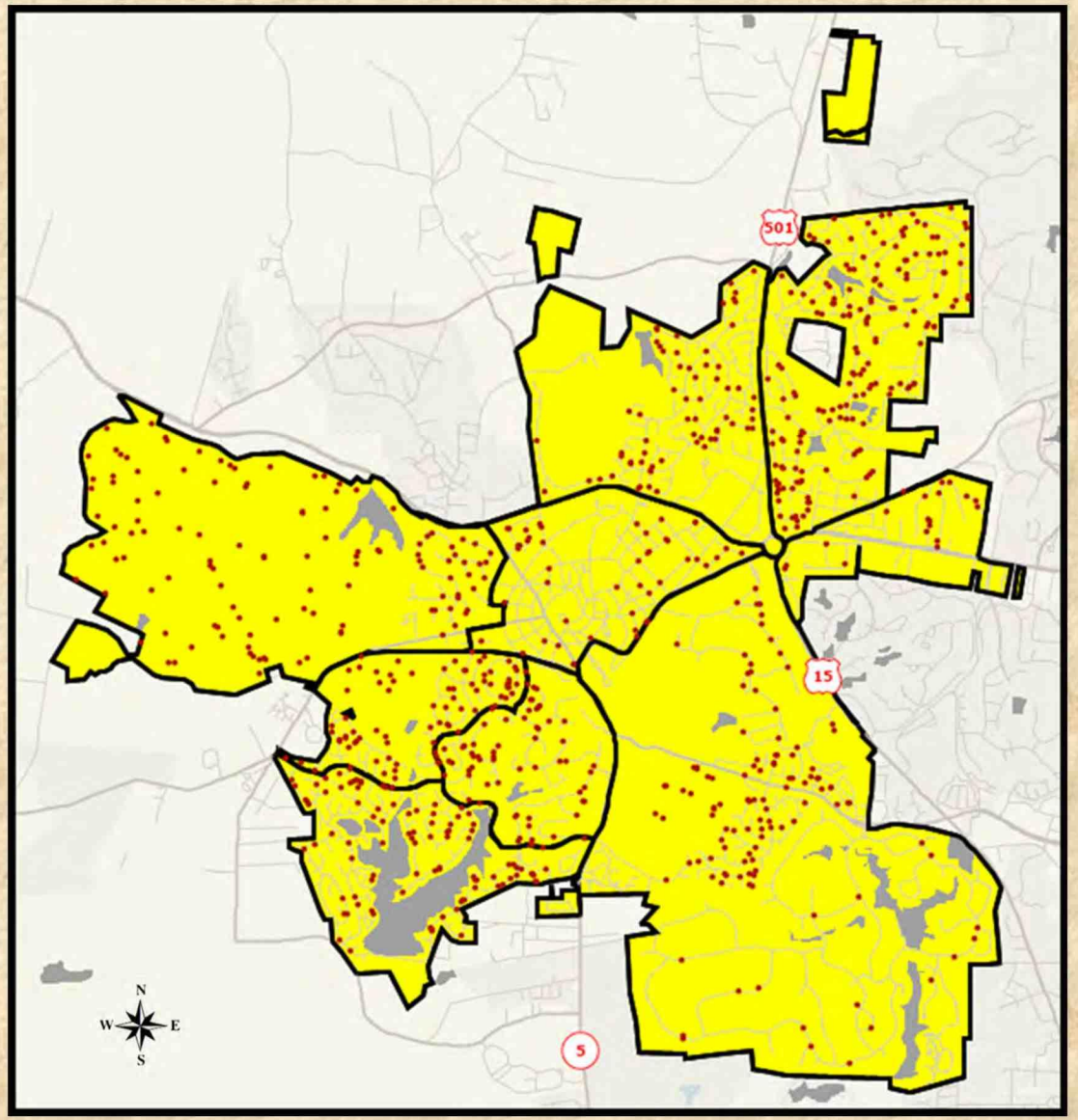
When reading the maps, please use the following color scheme as a guide:

- DARK/LIGHT BLUE shades indicate POSITIVE ratings. Shades of blue generally indicate satisfaction with a service, ratings of "excellent" or "good" and ratings of "very safe" or "safe."

- OFF-WHITE shades indicate NEUTRAL ratings. Shades of neutral generally indicate that residents thought the quality of service delivery is adequate.

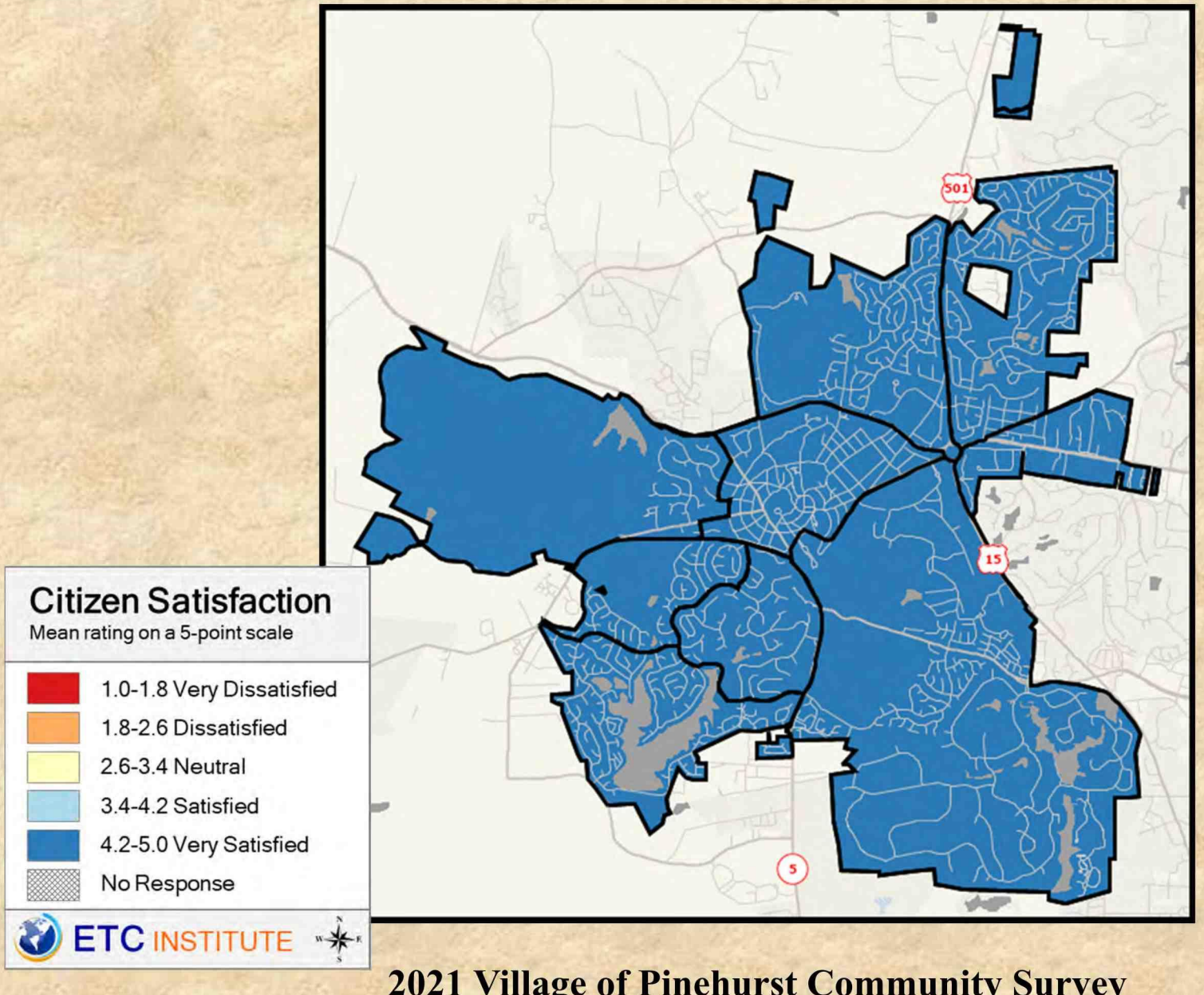
- ORANGE/RED shades indicate NEGATIVE ratings. Shades of orange/red generally indicate dissatisfaction with a service, ratings of "below average" or "poor" and ratings of "unsafe" or "very unsafe."

Location of Survey Respondents



2021 Village of Pinehurst Community Survey

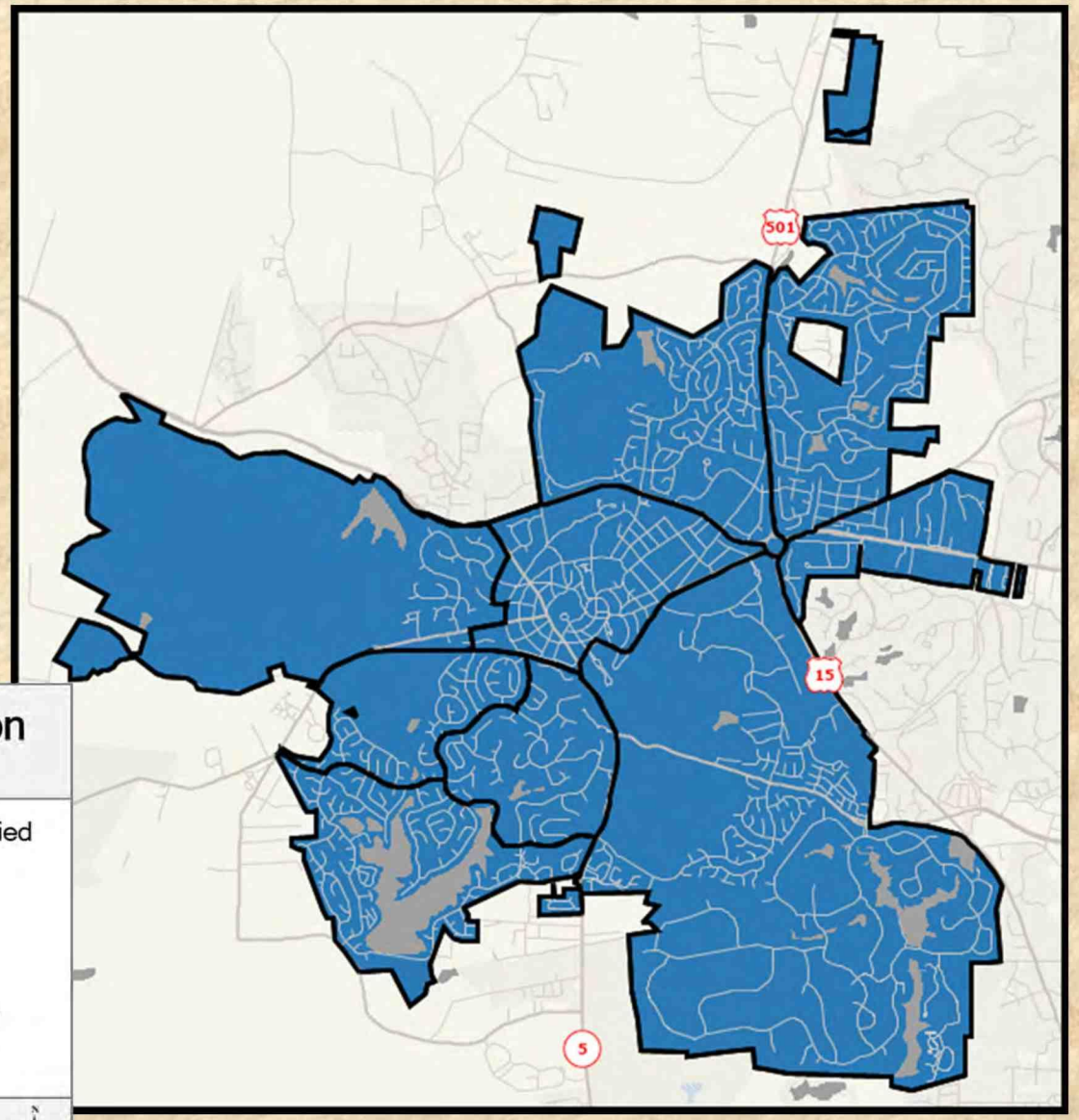
Q1-01 Level of satisfaction with: Police services



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

Q1-02 Level of satisfaction with: Fire Services



Citizen Satisfaction
Mean rating on a 5-point scale

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- No Response

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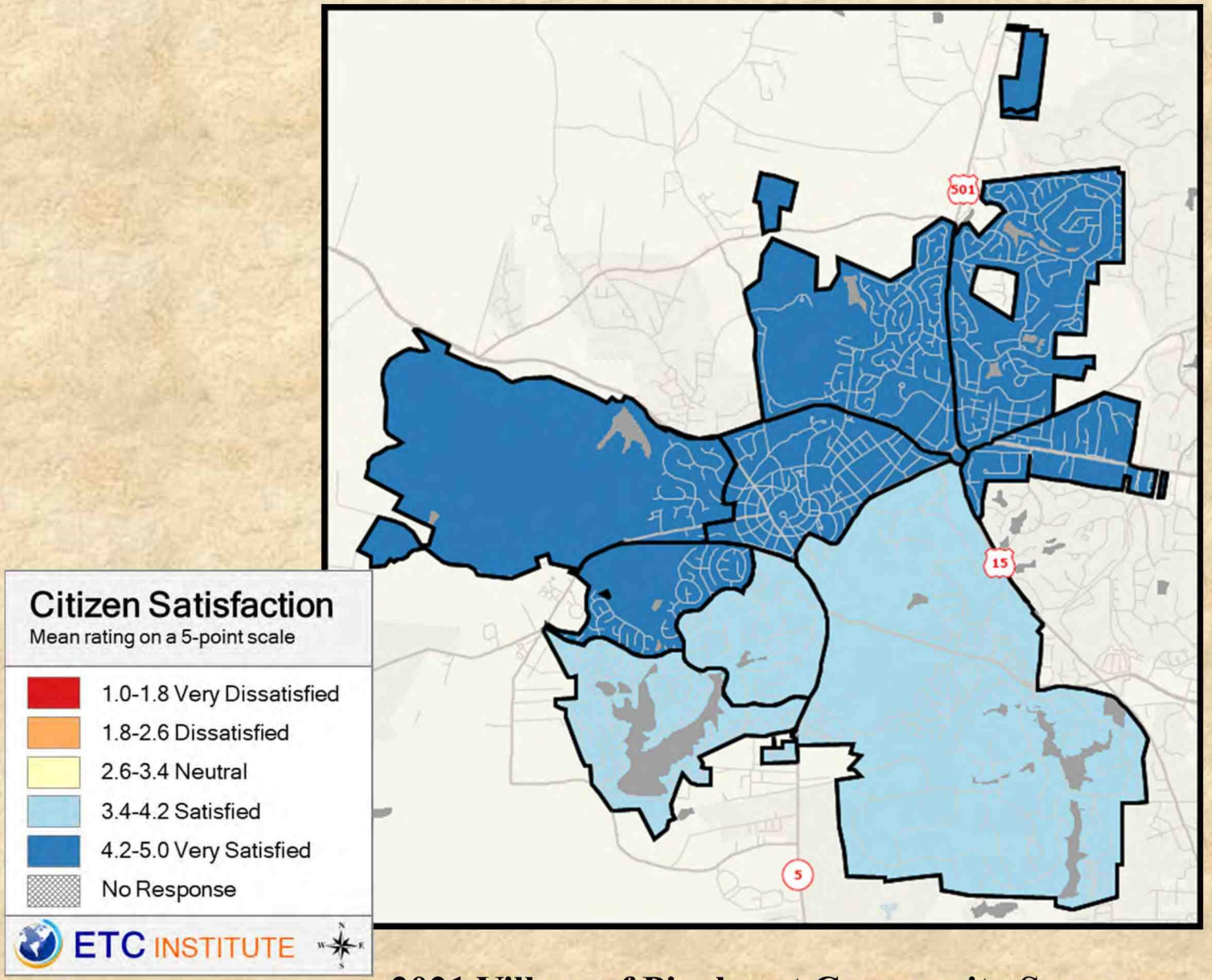
2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

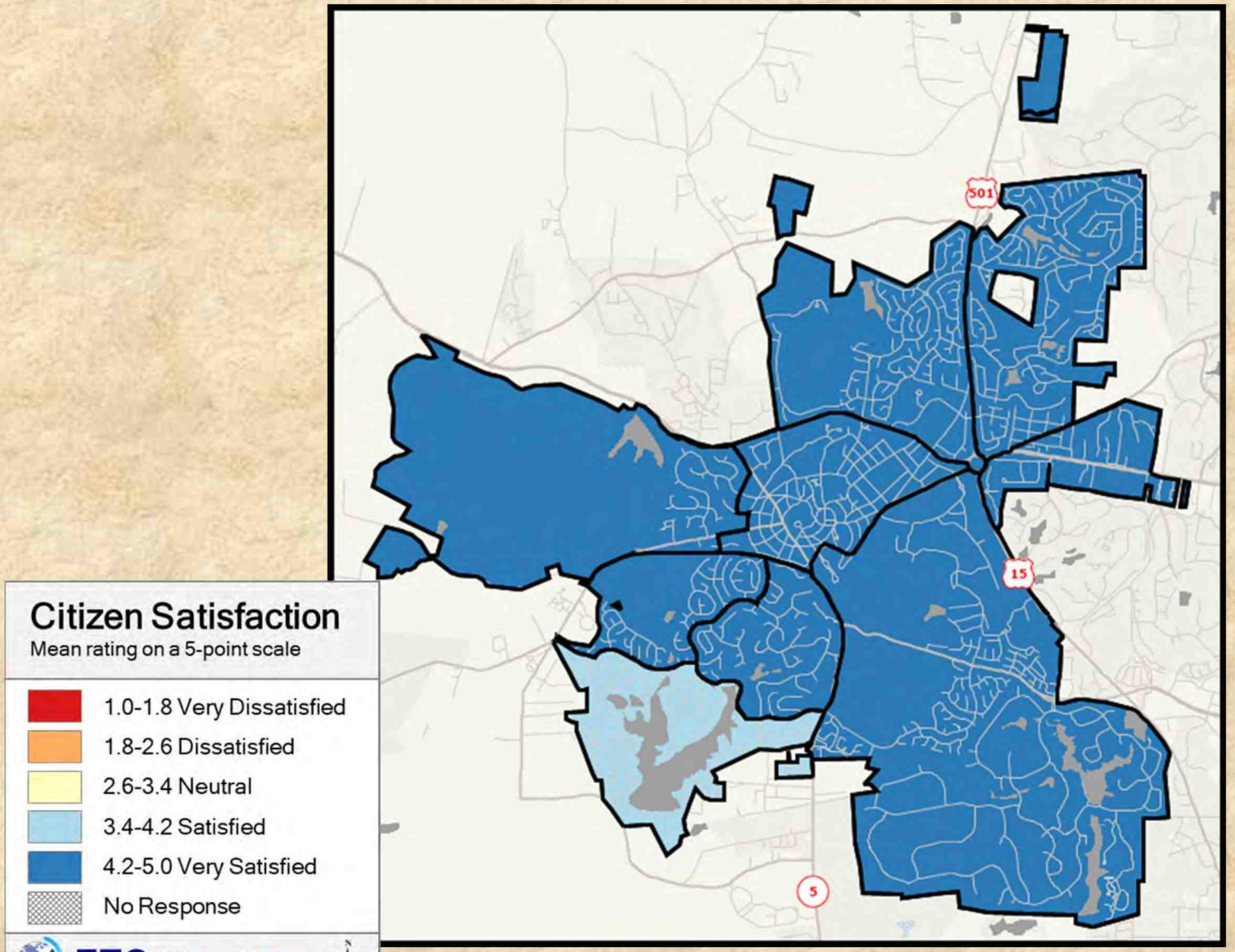
Q1-03 Level of satisfaction with: Parks and recreation programs



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

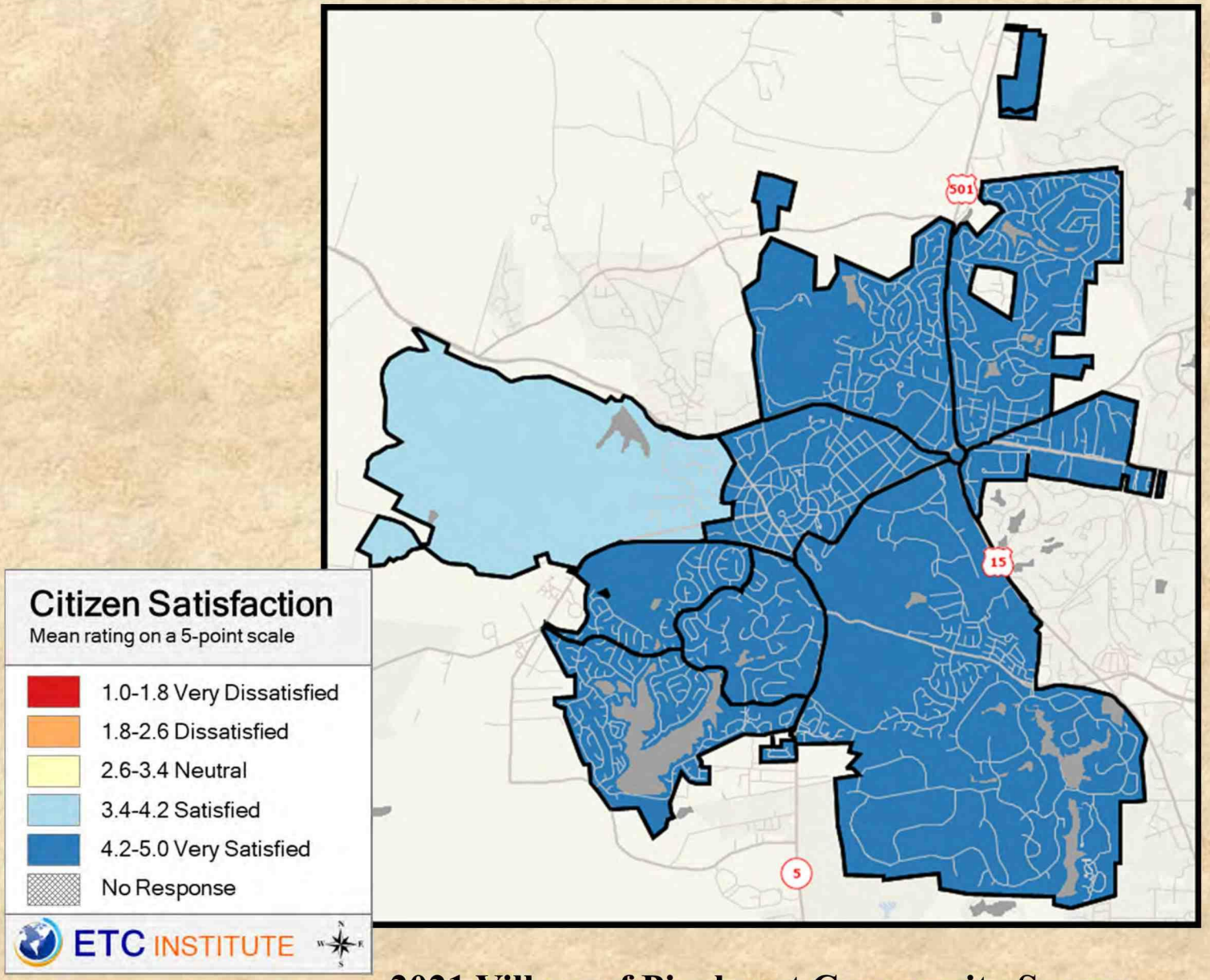
Q1-04 Level of satisfaction with: Parks and recreation facilities



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

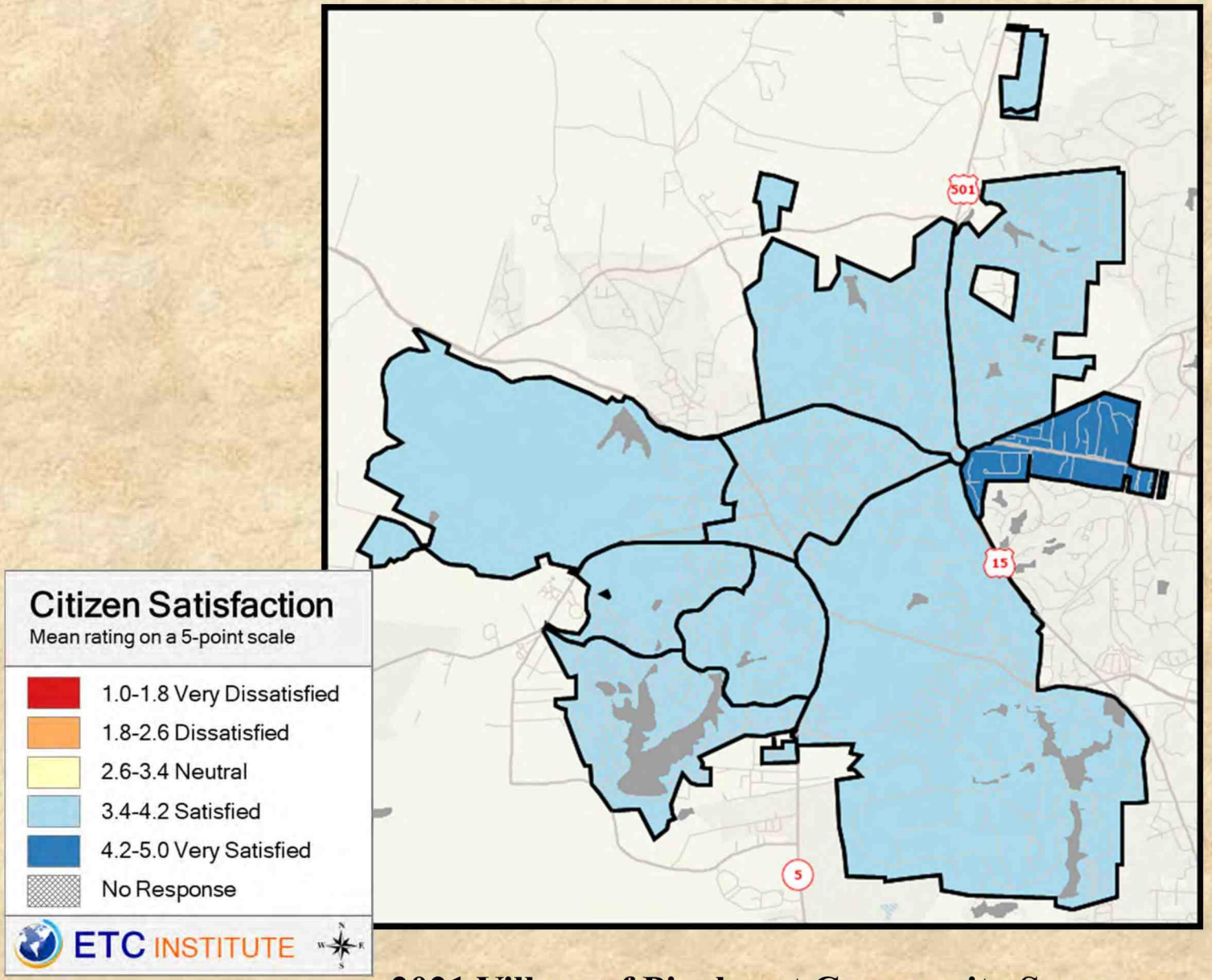
Q1-05 Level of satisfaction with: Solid waste services



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

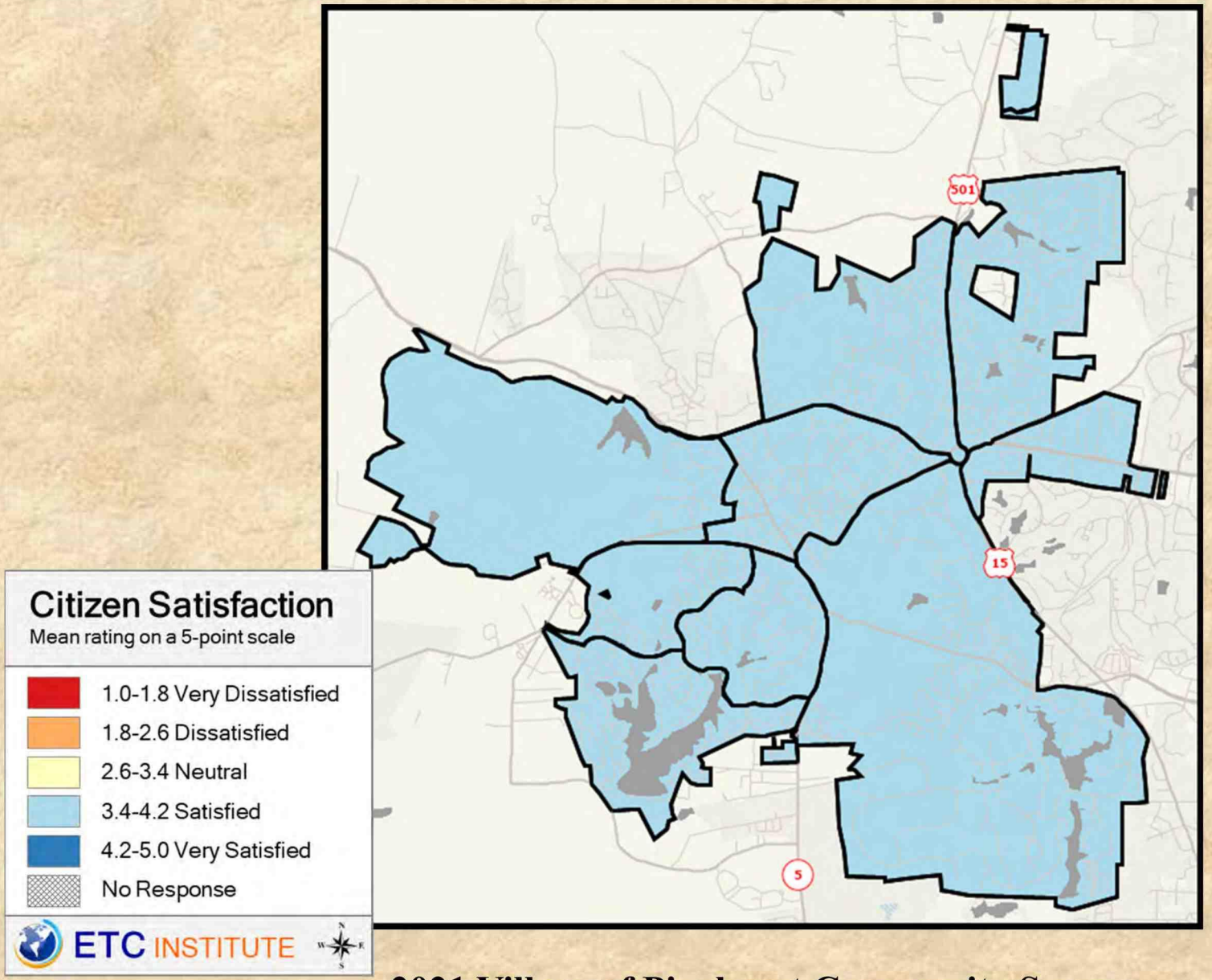
Q1-06 Level of satisfaction with: Street and right-of-way maintenance



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

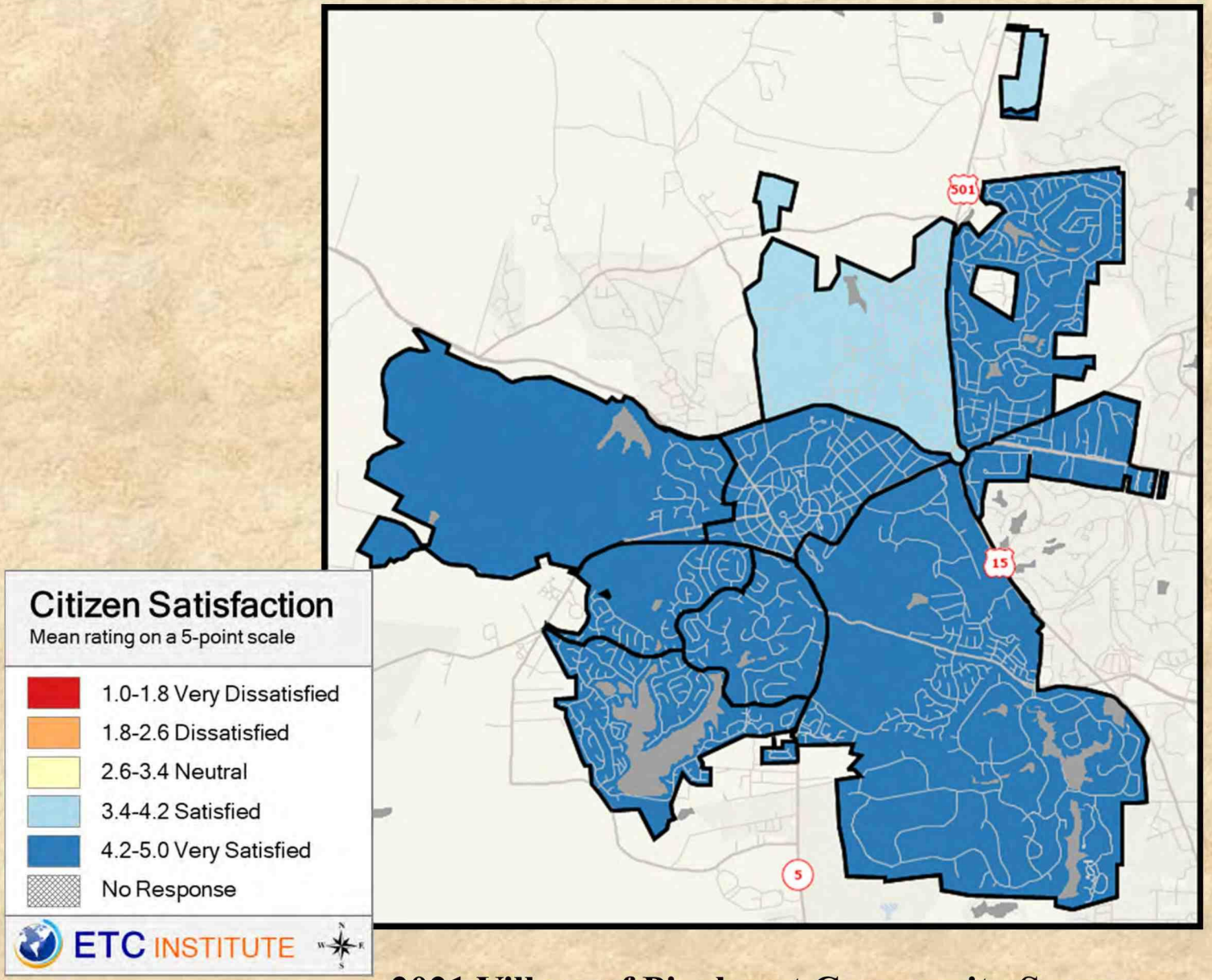
Q1-07 Level of satisfaction with: Enforcement of Village codes & ordinances



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

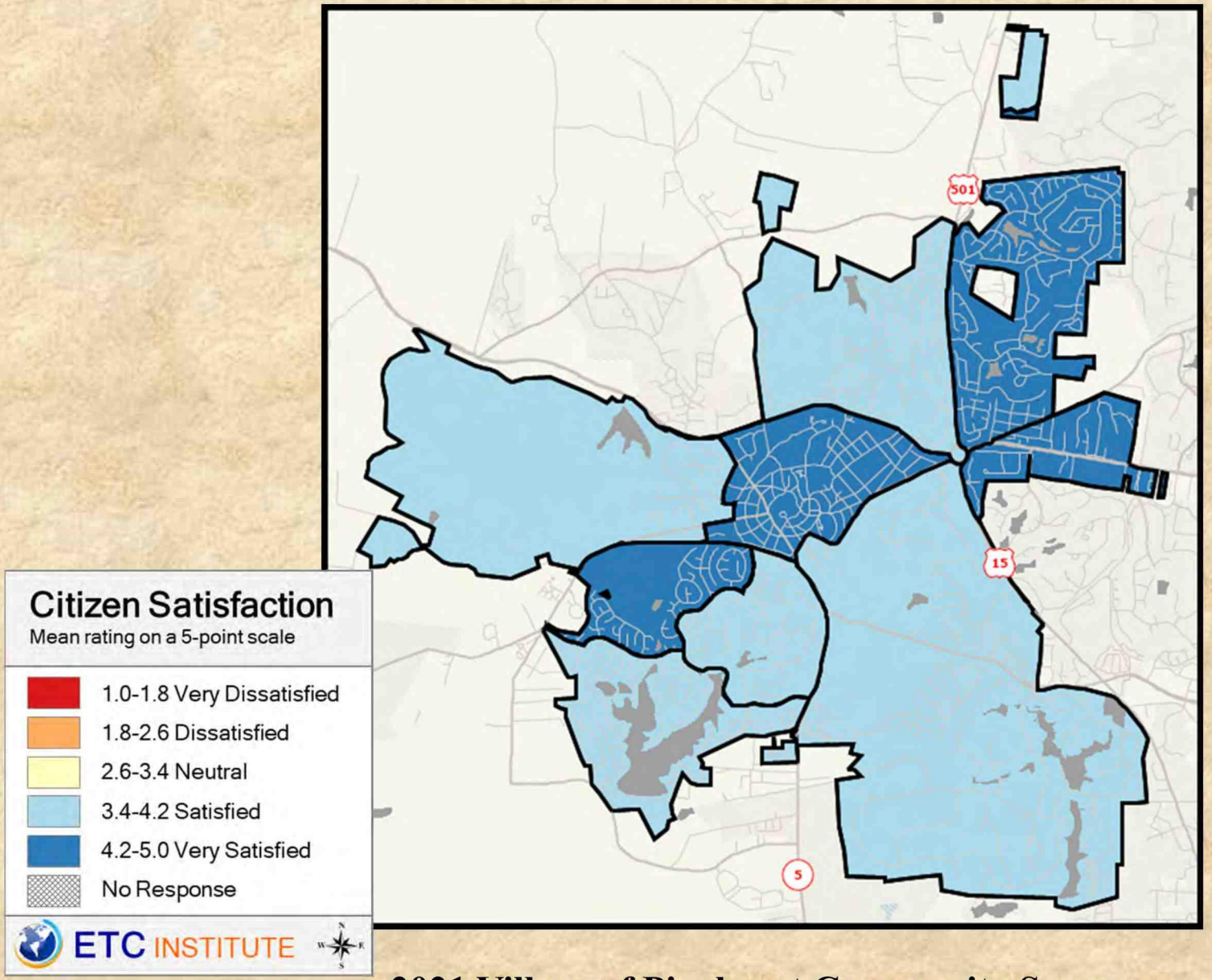
Q1-08 Level of satisfaction with: Customer service provided by Village employees



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

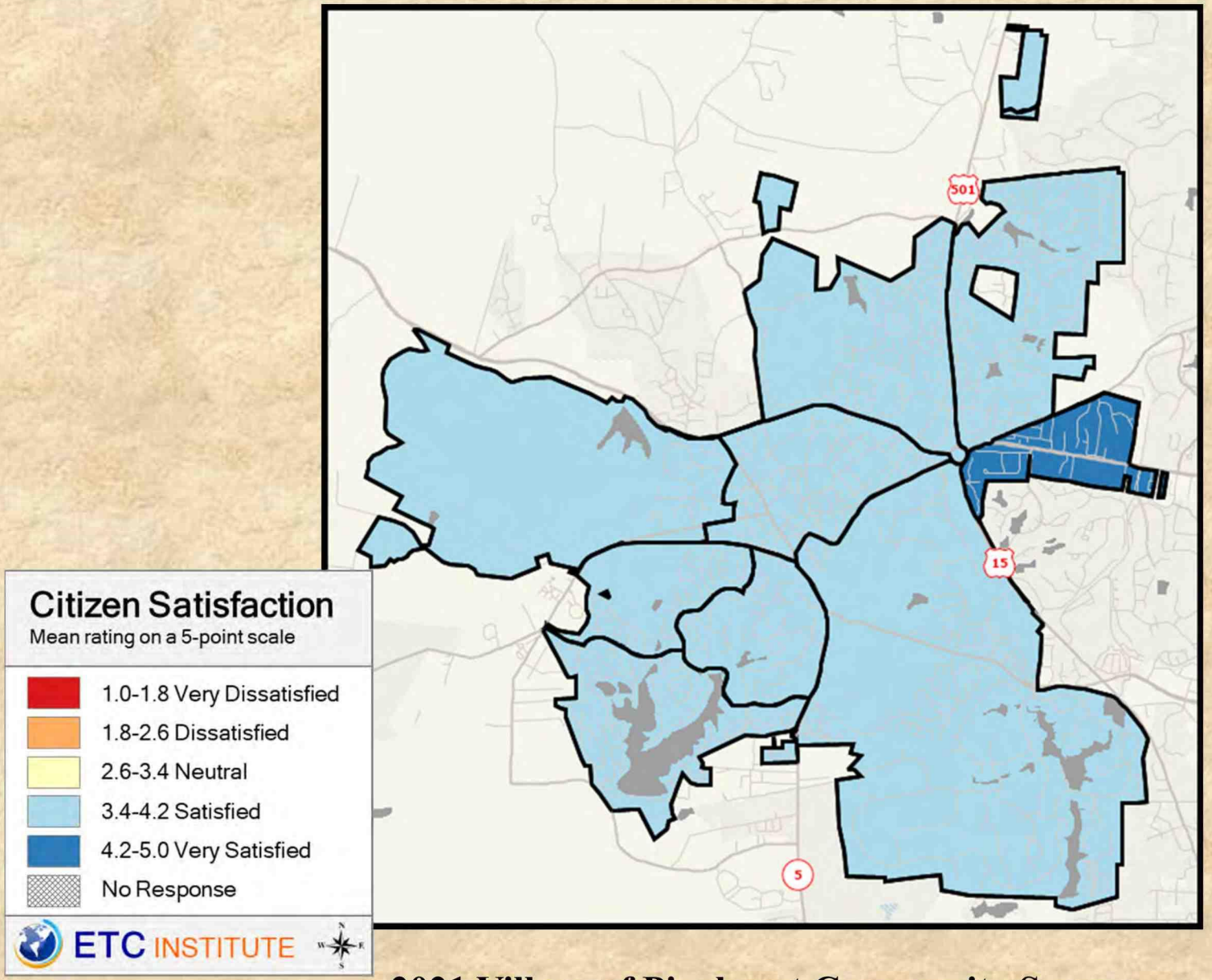
Q1-09 Level of satisfaction with: Village communication with residents



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

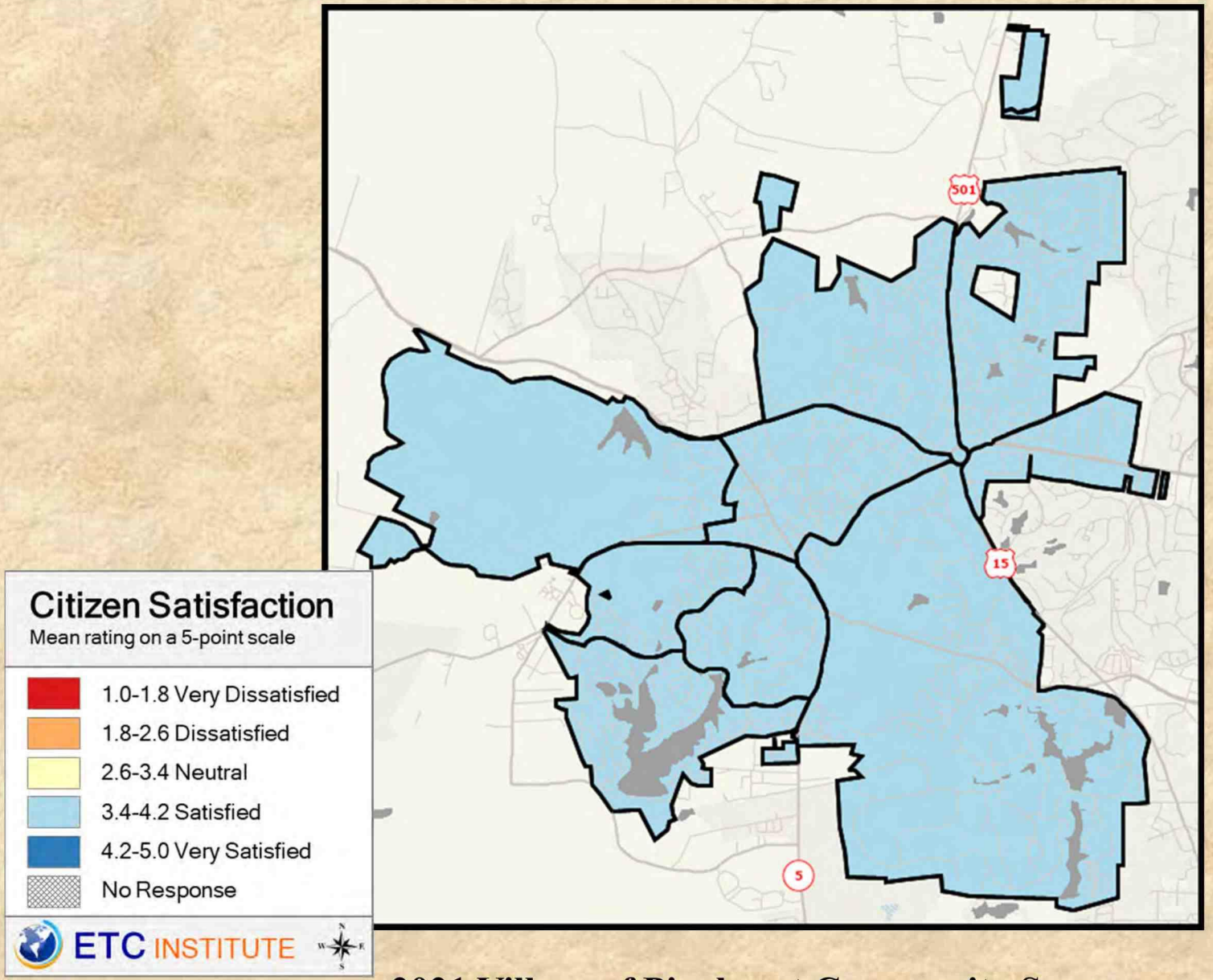
Q1-10 Level of satisfaction with: Village efforts at maintaining the quality of your neighborhoods



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

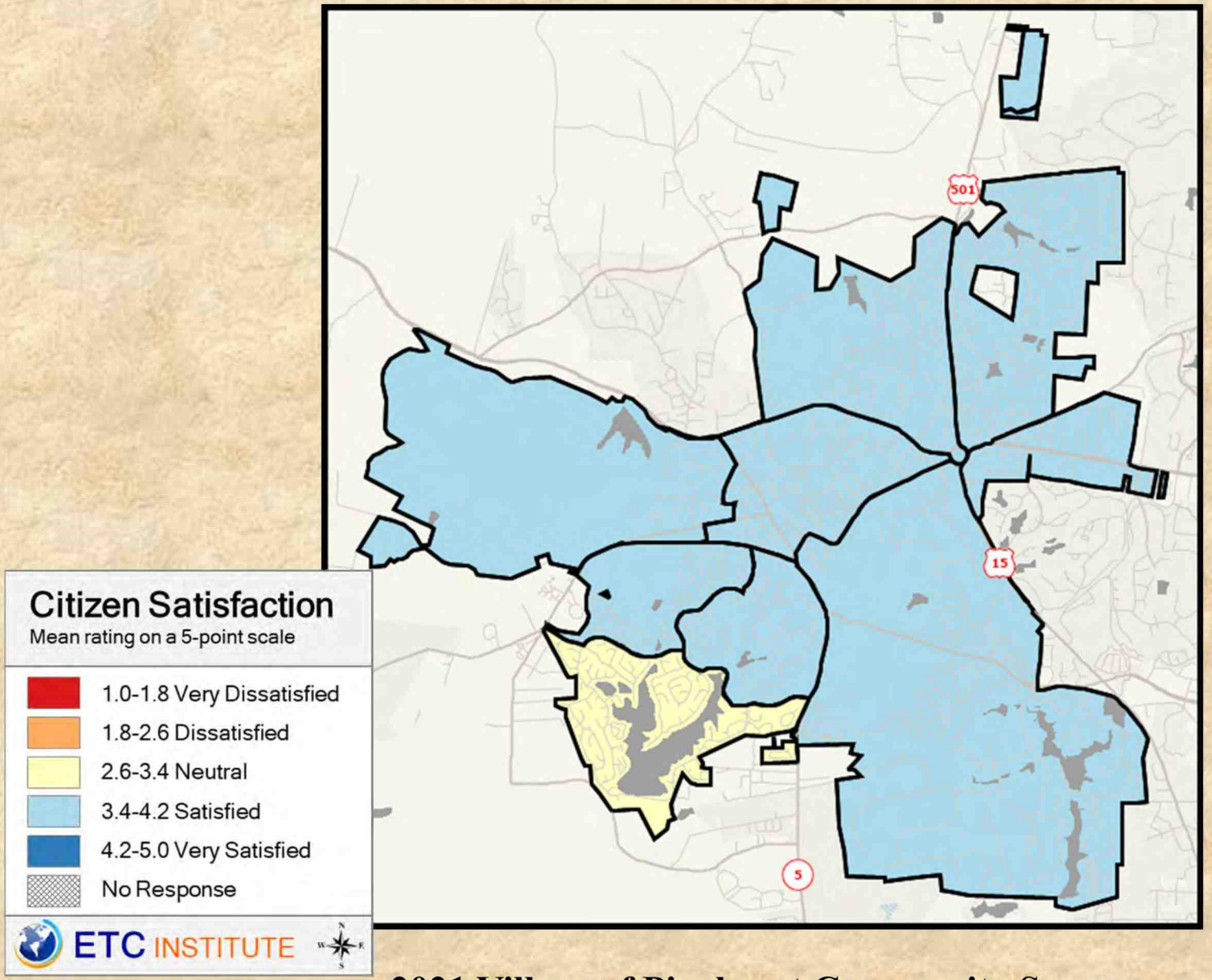
Q1-11 Level of satisfaction with: Promotion of natural resource conservation



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

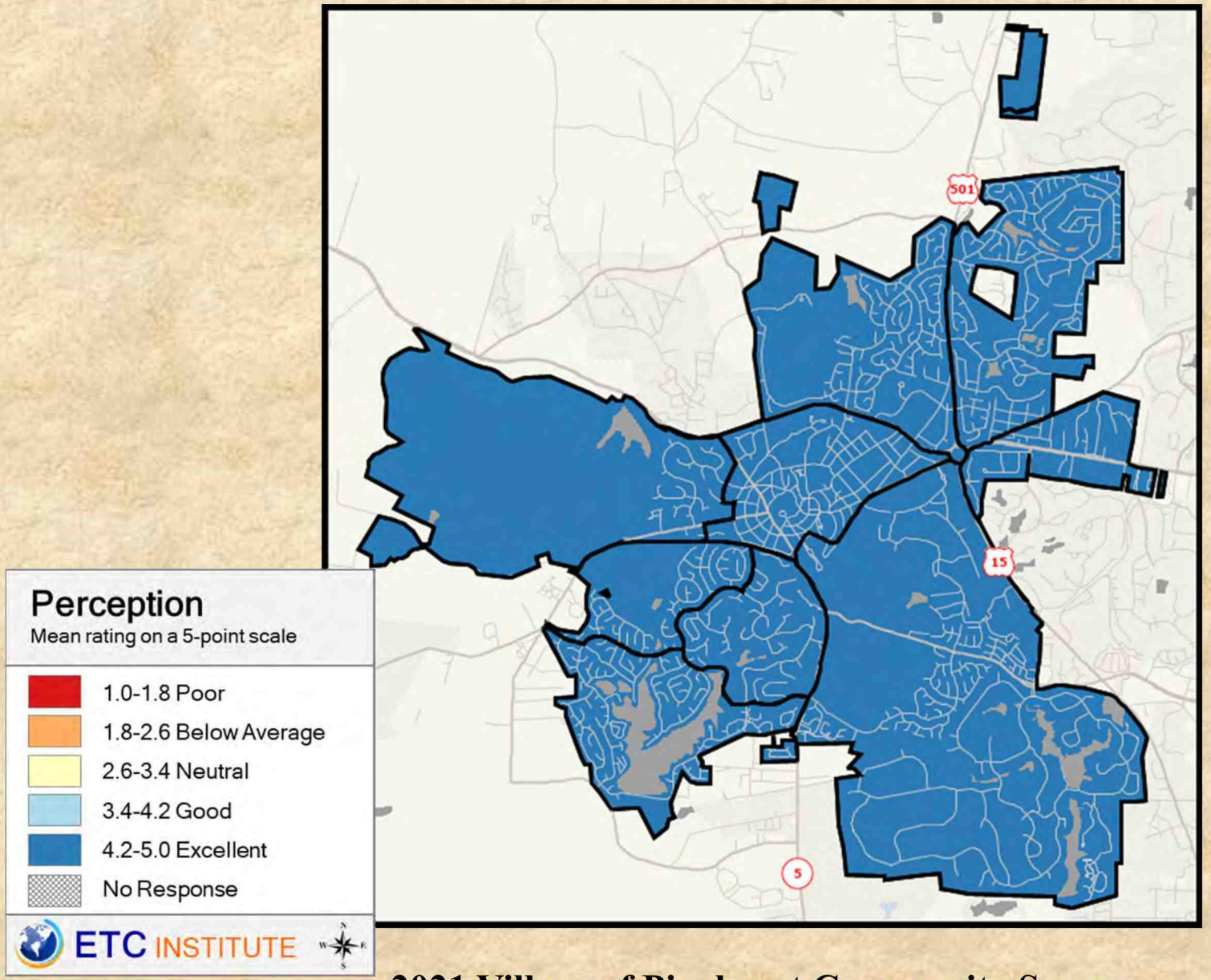
Q1-12 Level of satisfaction with: Level of public involvement in local decisions



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

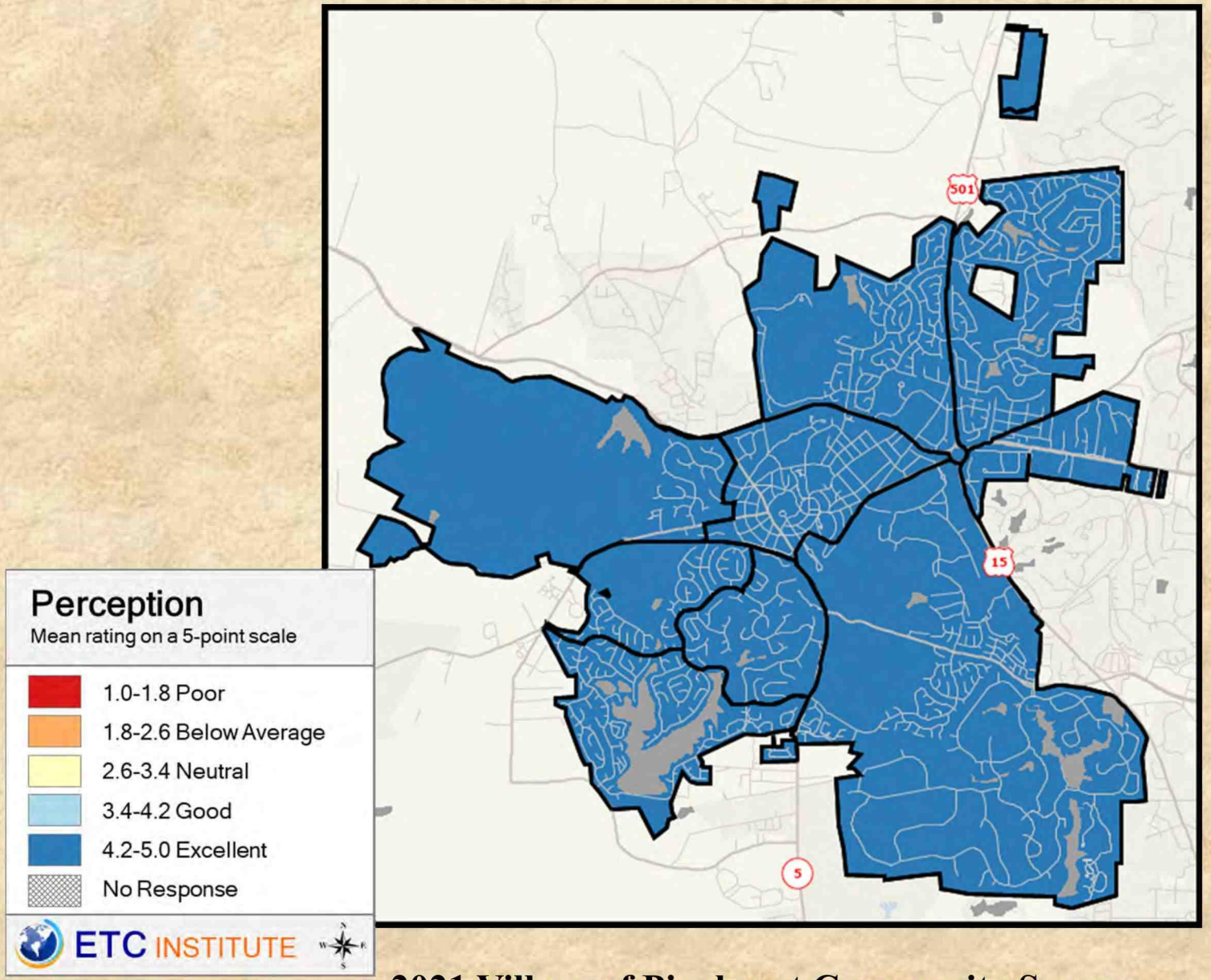
Q4-01 Pinehurst ratings: Overall image of the Village



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

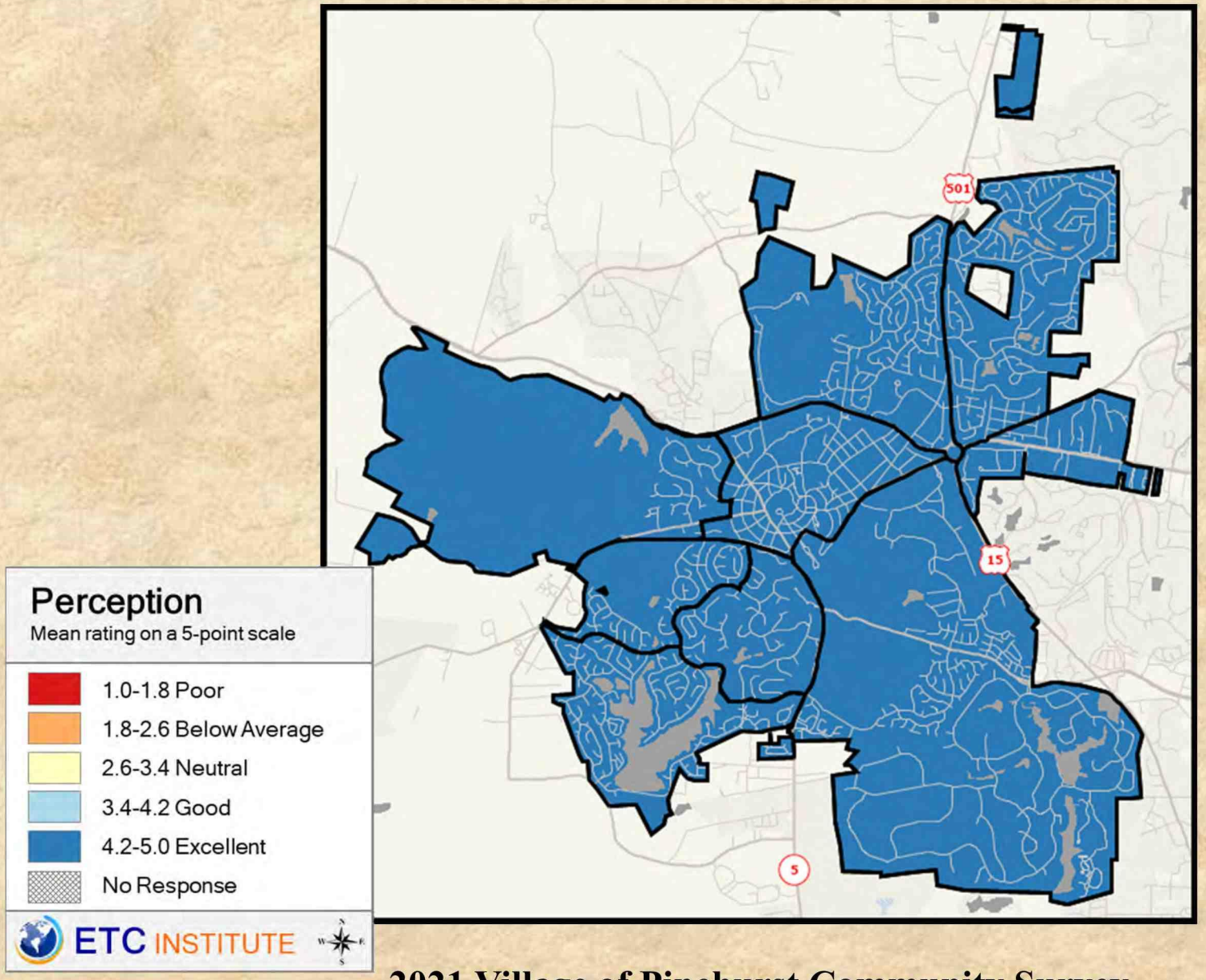
Q4-02 Pinehurst ratings: Overall quality of life in the Village



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

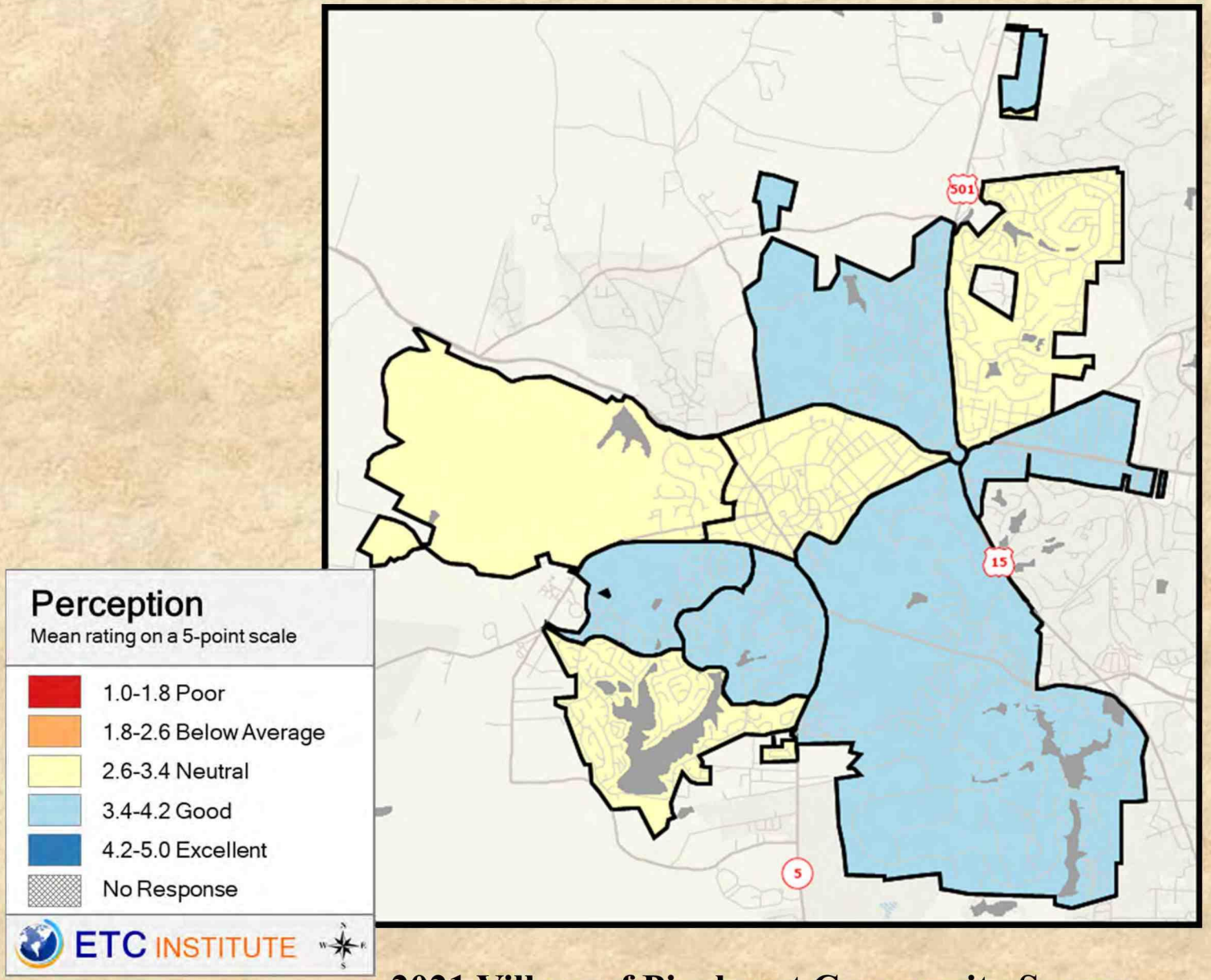
Q4-03 Pinehurst ratings: Overall feeling of safety in the Village



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

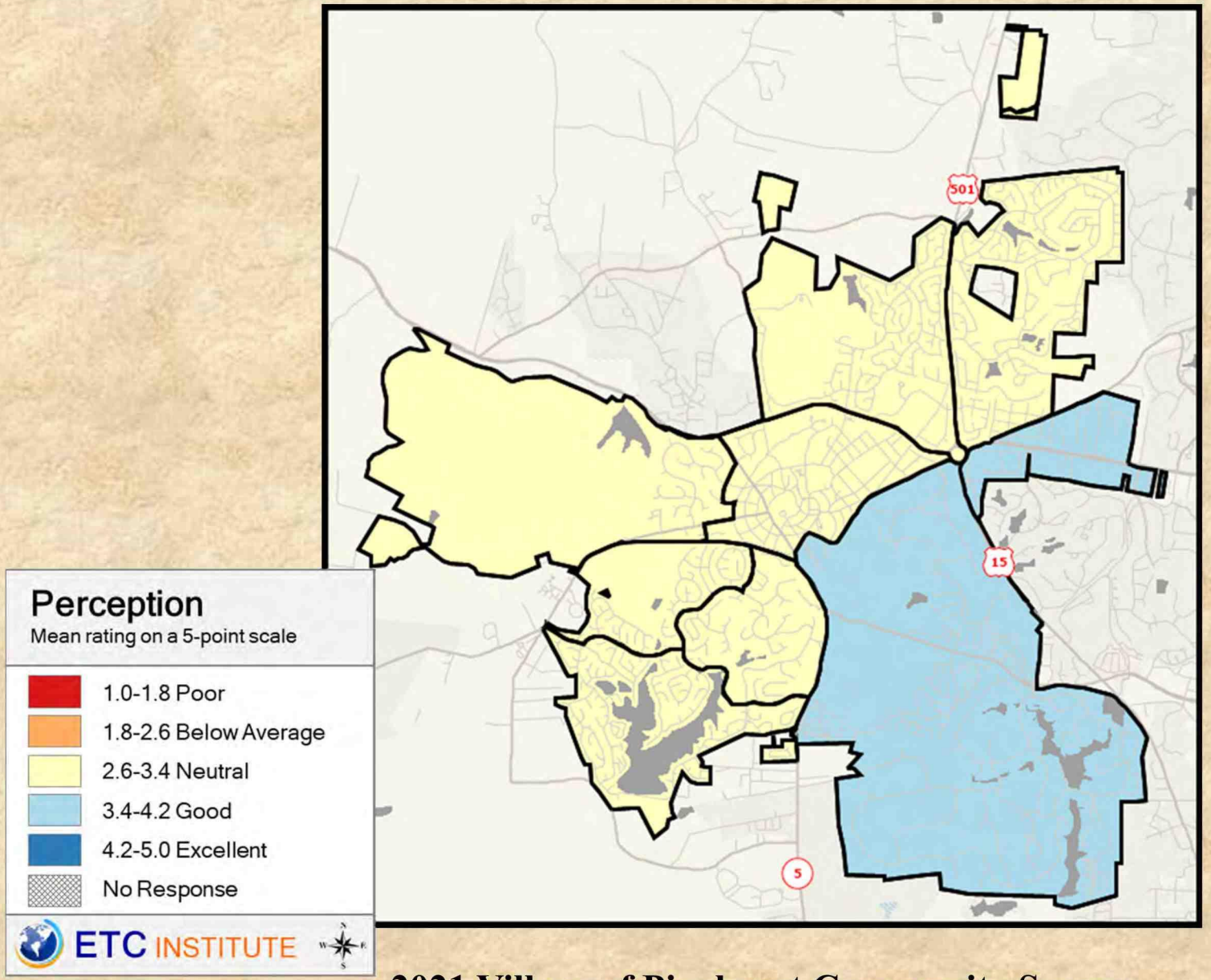
Q4-04 Pinehurst ratings: Quality of new residential development in the Village



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

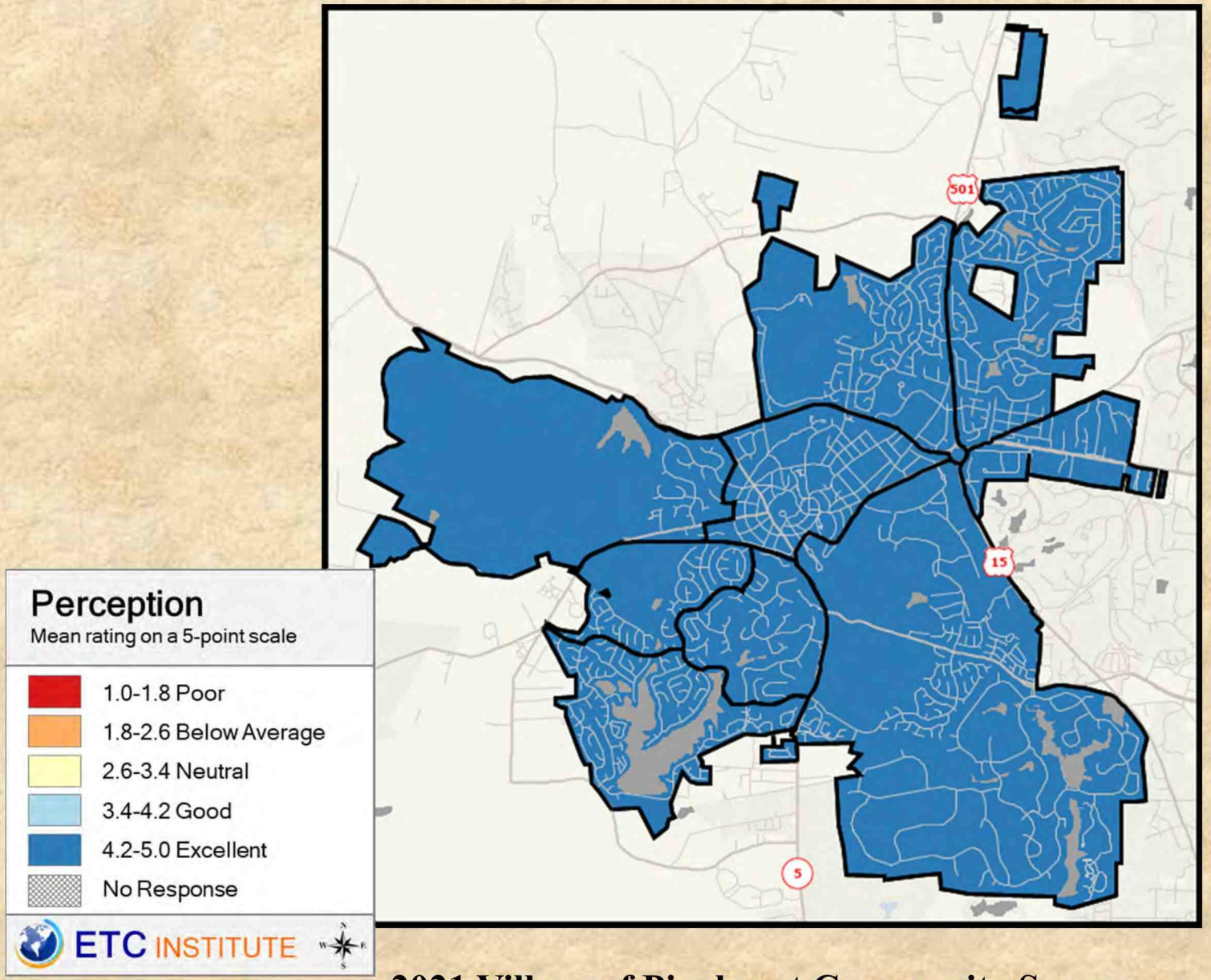
Q4-05 Pinehurst ratings: Quality of new commercial development in the Village



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

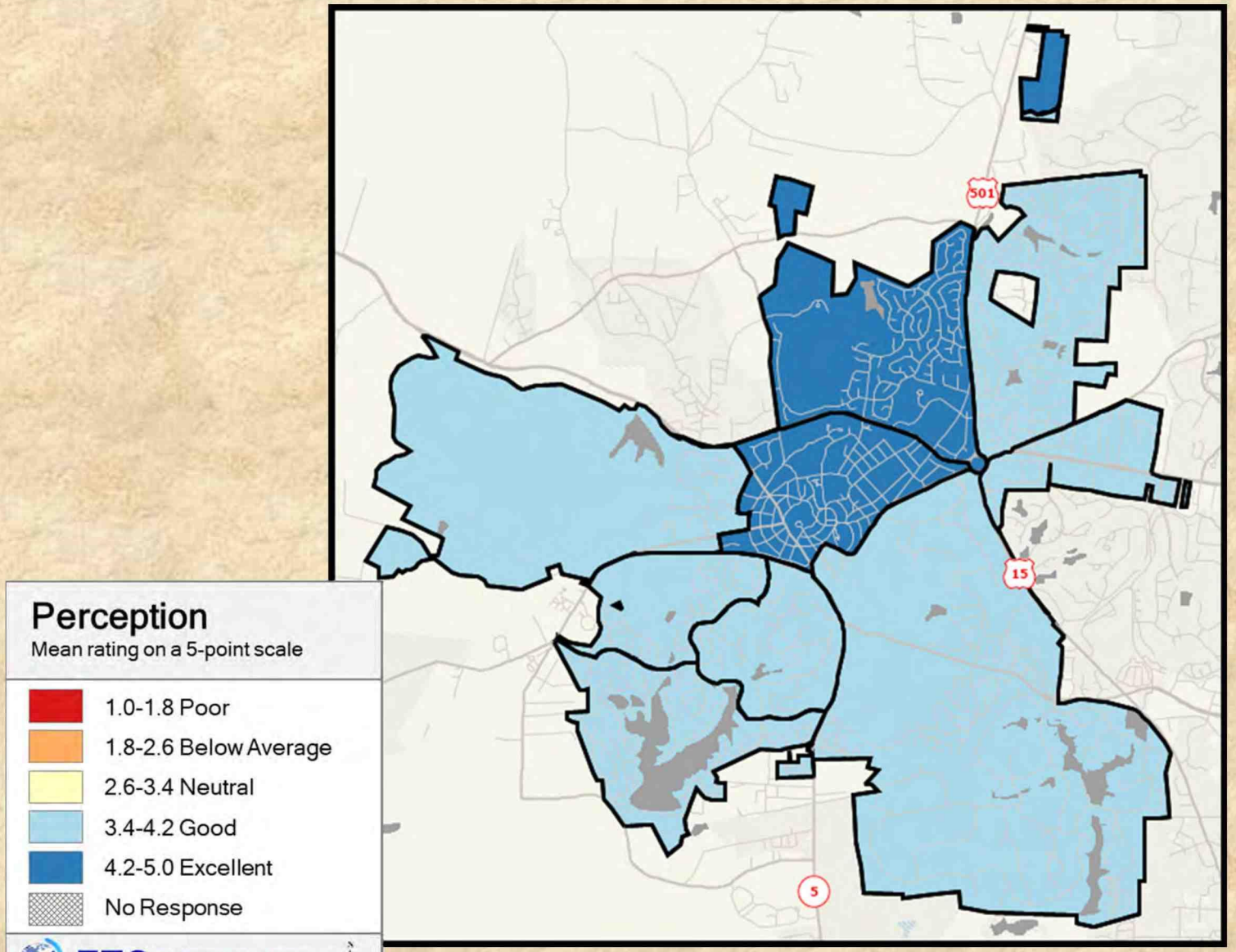
Q4-06 Pinehurst ratings: As a place to live



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

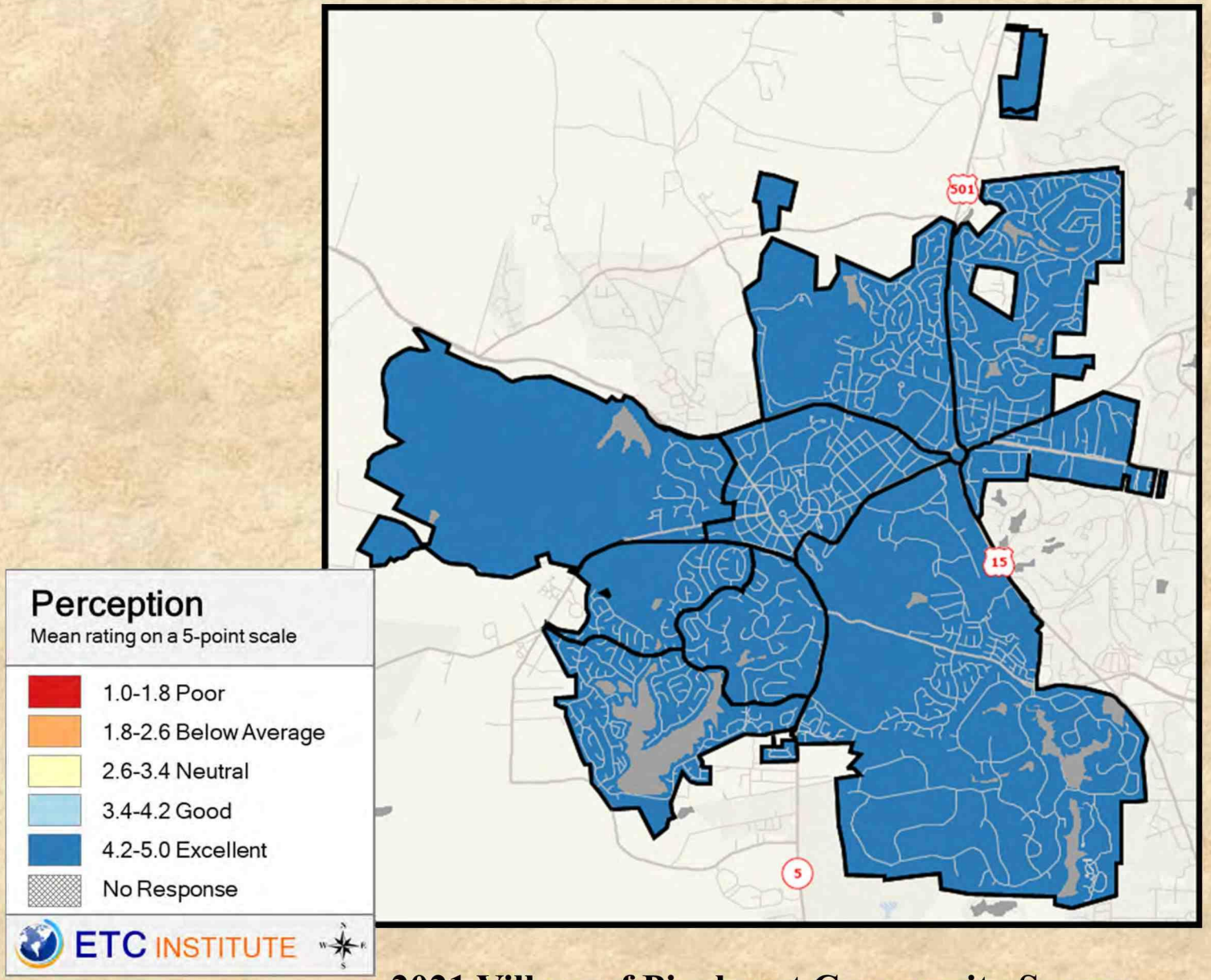
Q4-07 Pinehurst ratings: As a place to raise children



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

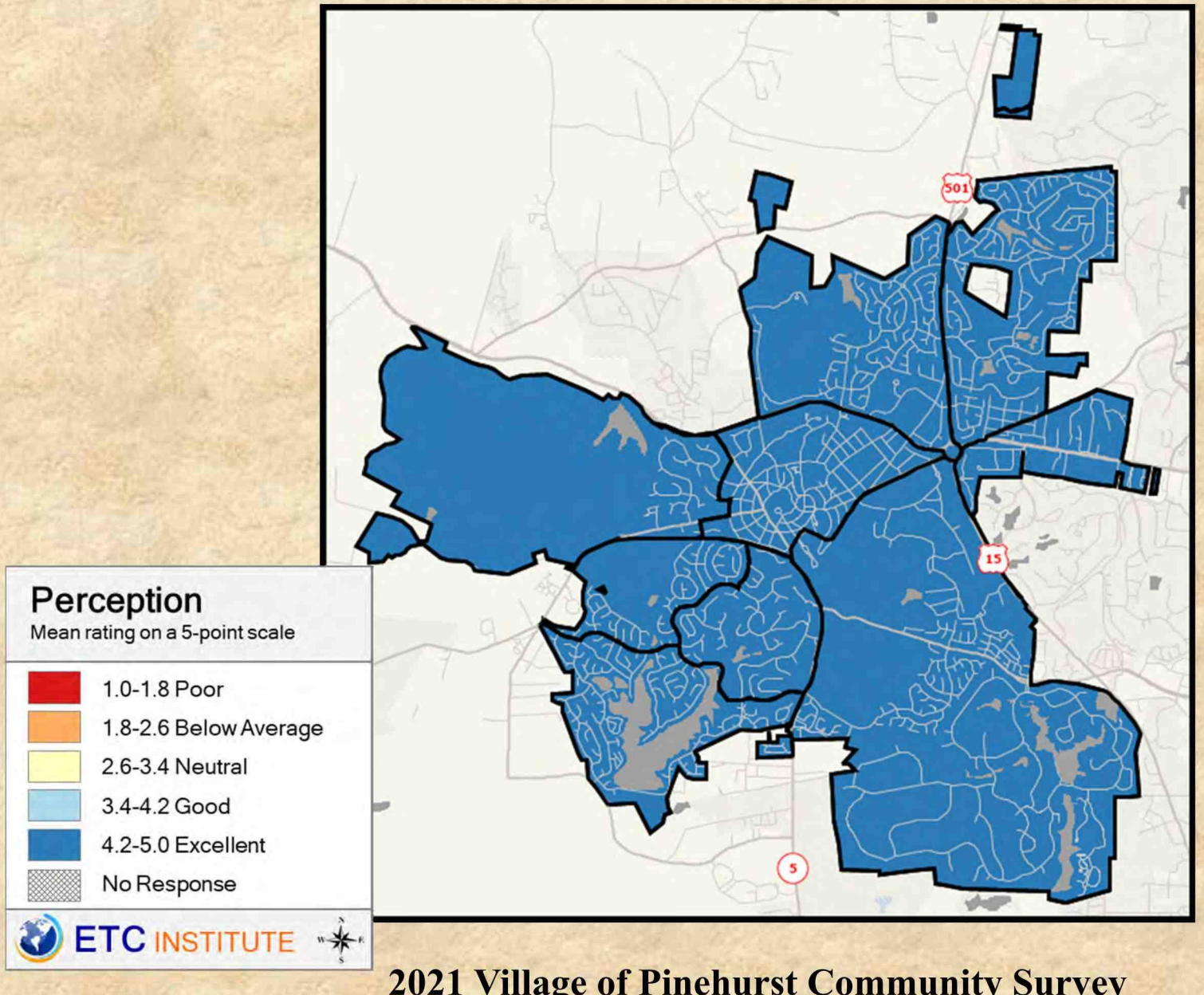
Q4-08 Pinehurst ratings: As a place to retire



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

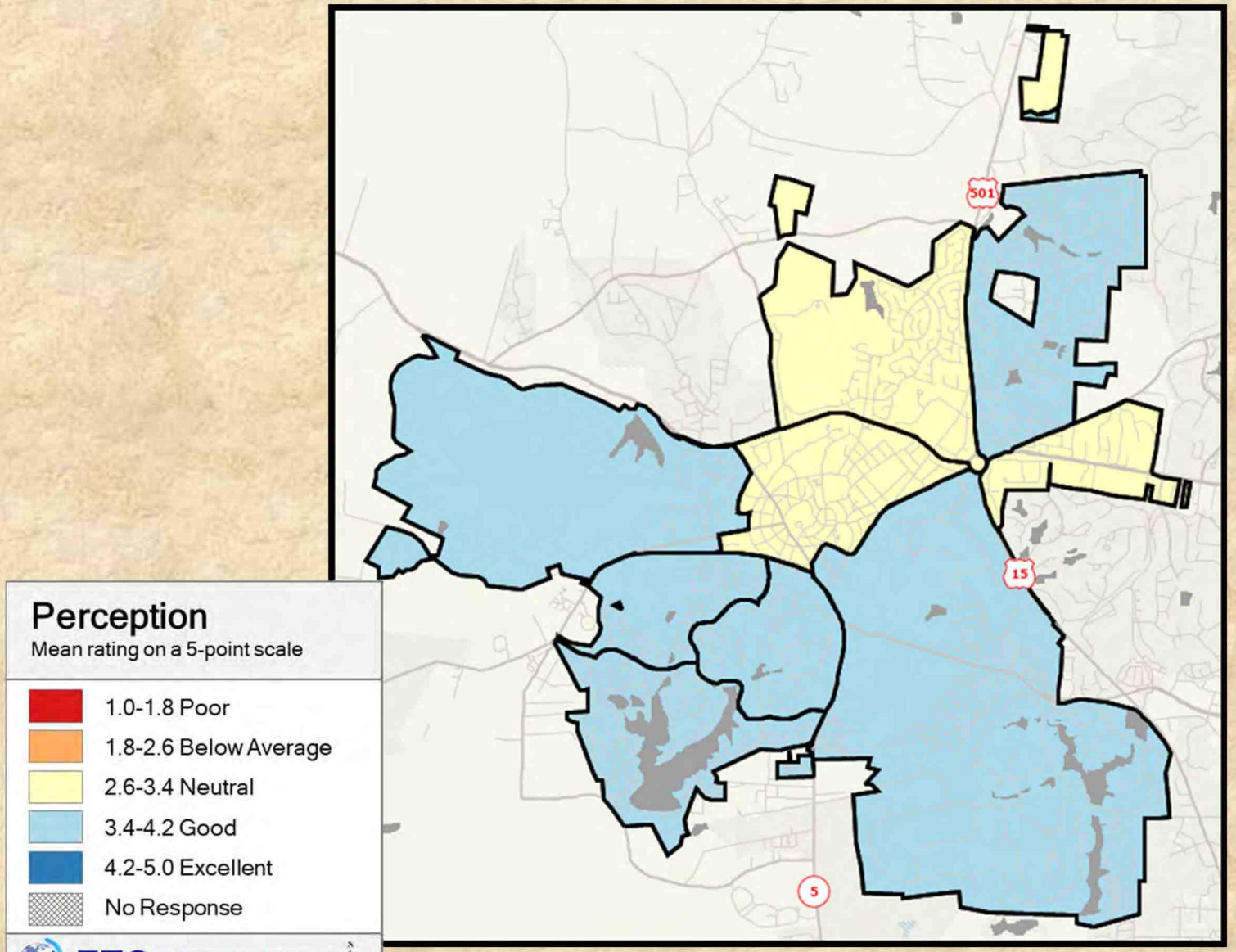
Q4-09 Pinehurst ratings: Overall appearance of the Village



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

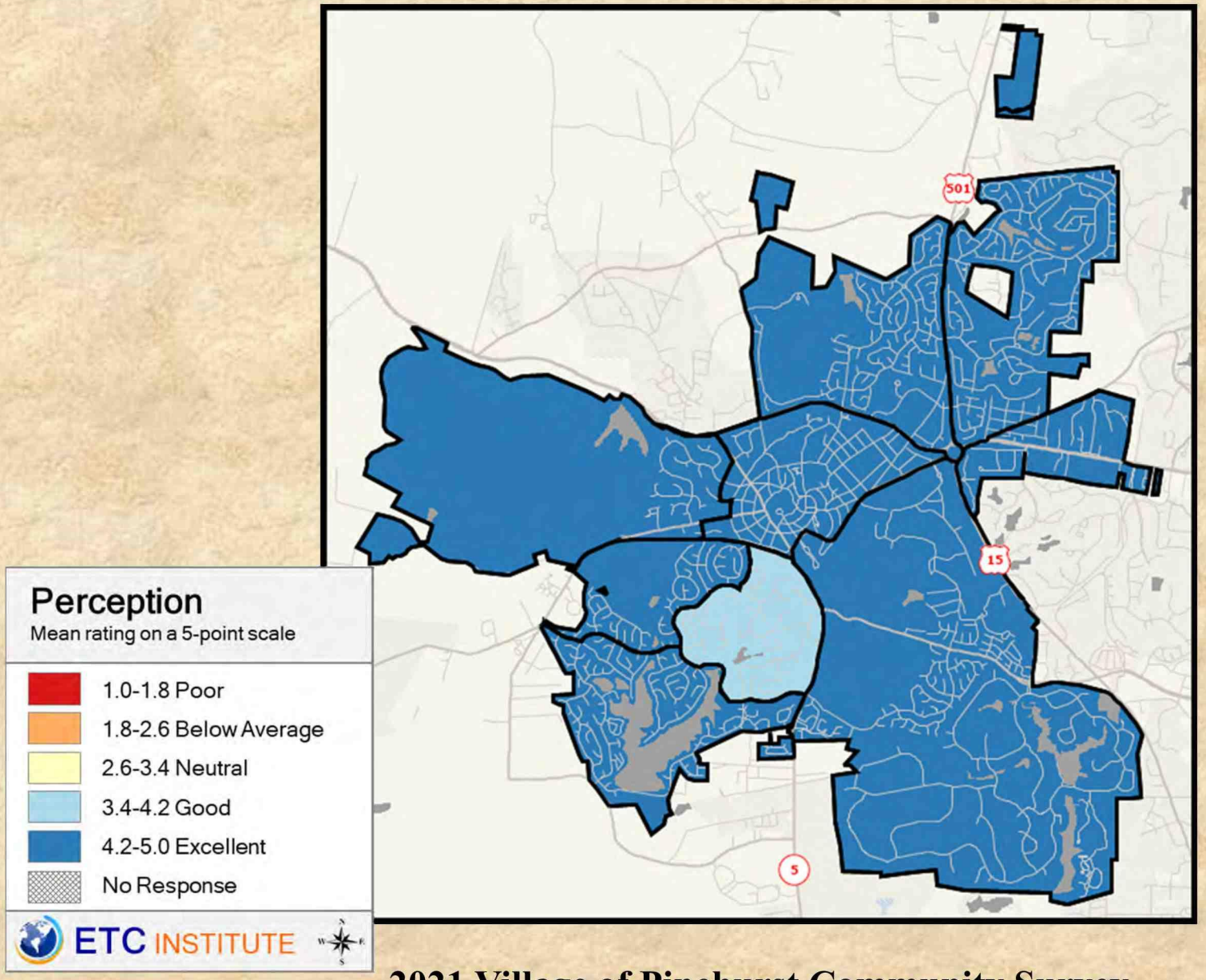
Q4-10 Pinehurst ratings: Availability of affordable housing



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

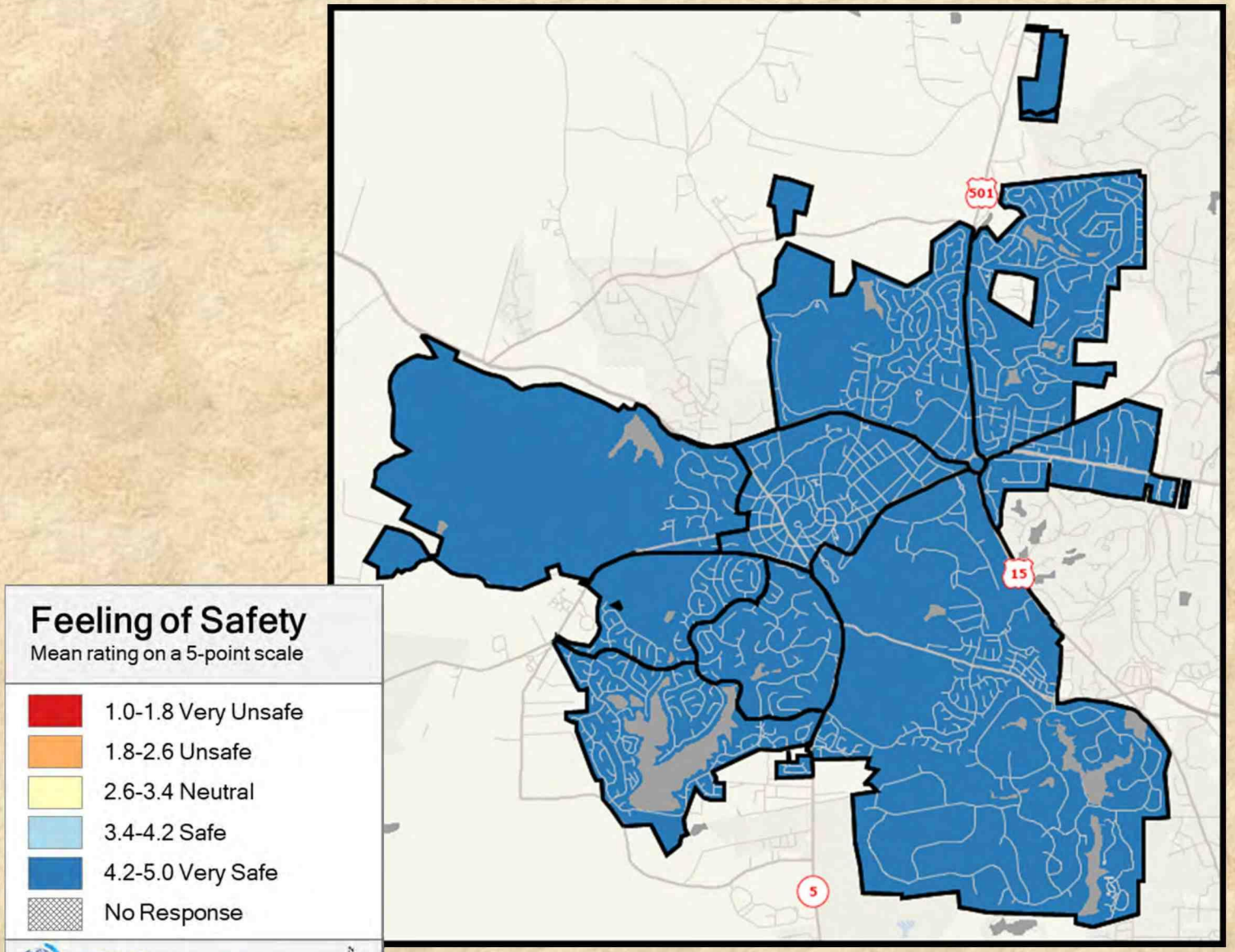
Q4-11 Pinehurst ratings: Overall quality of Village services



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

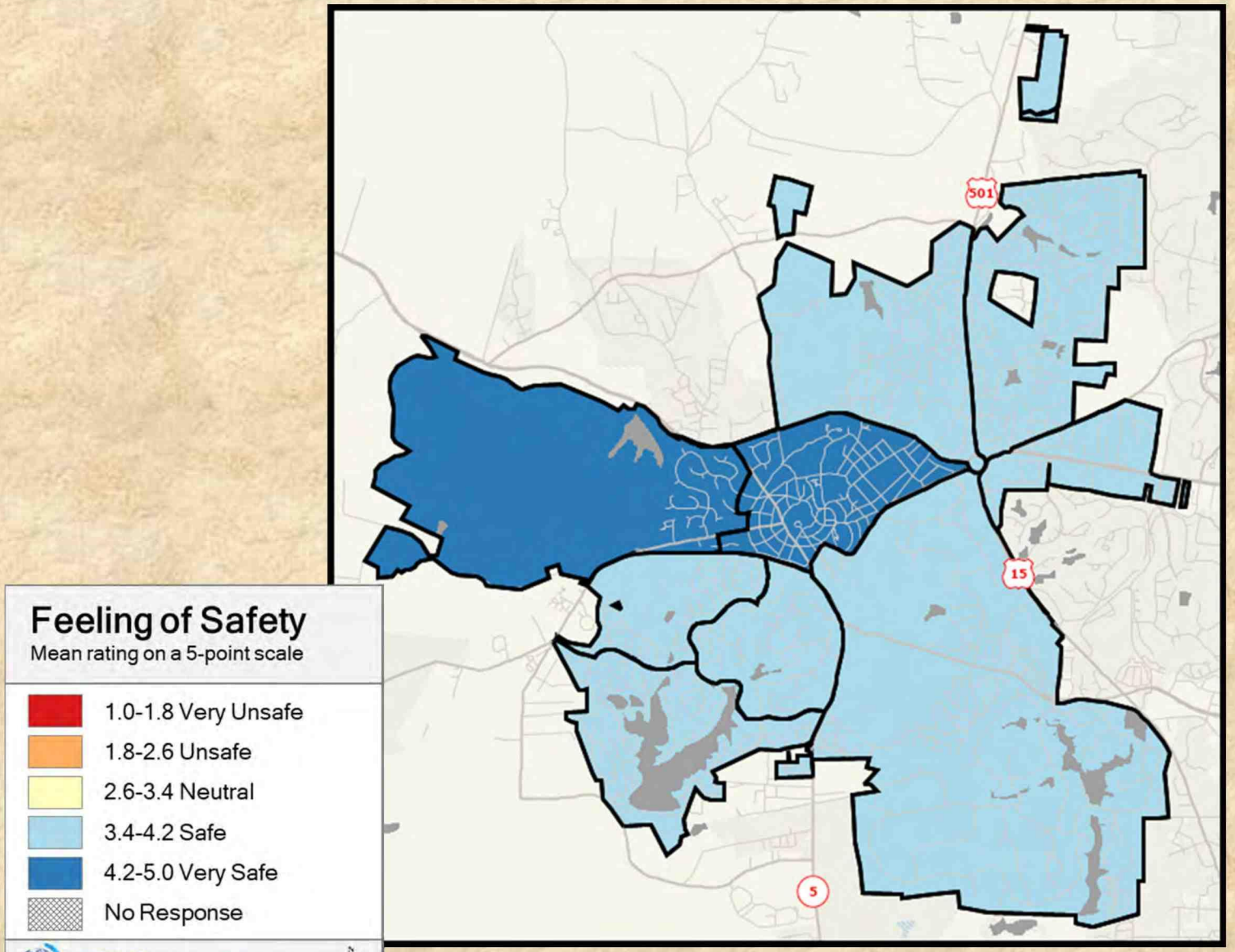
Q5-01 Level of safety: Walking alone in your neighborhood during the day



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

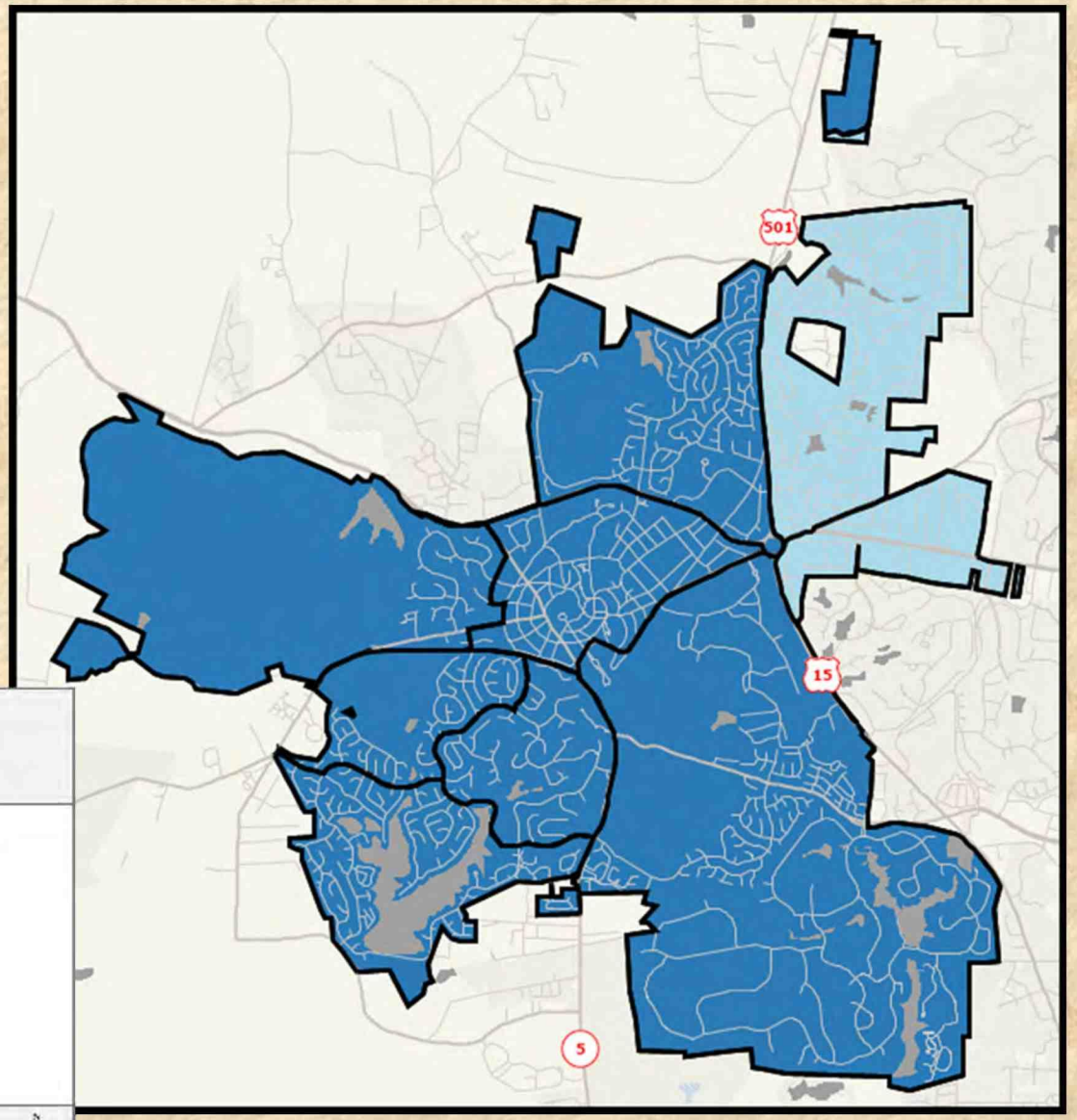
Q5-02 Level of safety: Walking alone in your neighborhood after dark



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

Q5-03 Level of safety: In Village parks and recreation facilities



Feeling of Safety
Mean rating on a 5-point scale

- 1.0-1.8 Very Unsafe
- 1.8-2.6 Unsafe
- 2.6-3.4 Neutral
- 3.4-4.2 Safe
- 4.2-5.0 Very Safe
- No Response

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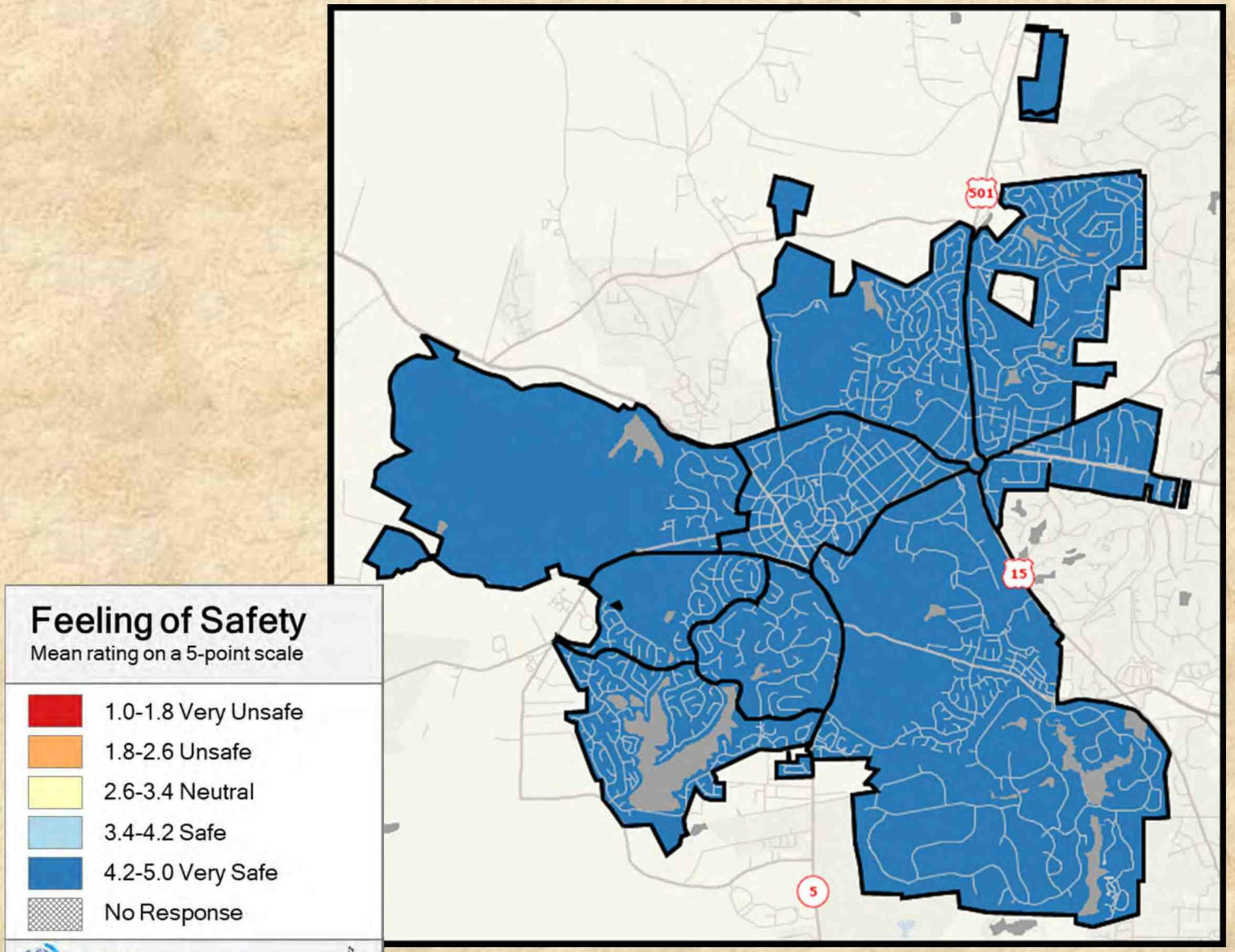
2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

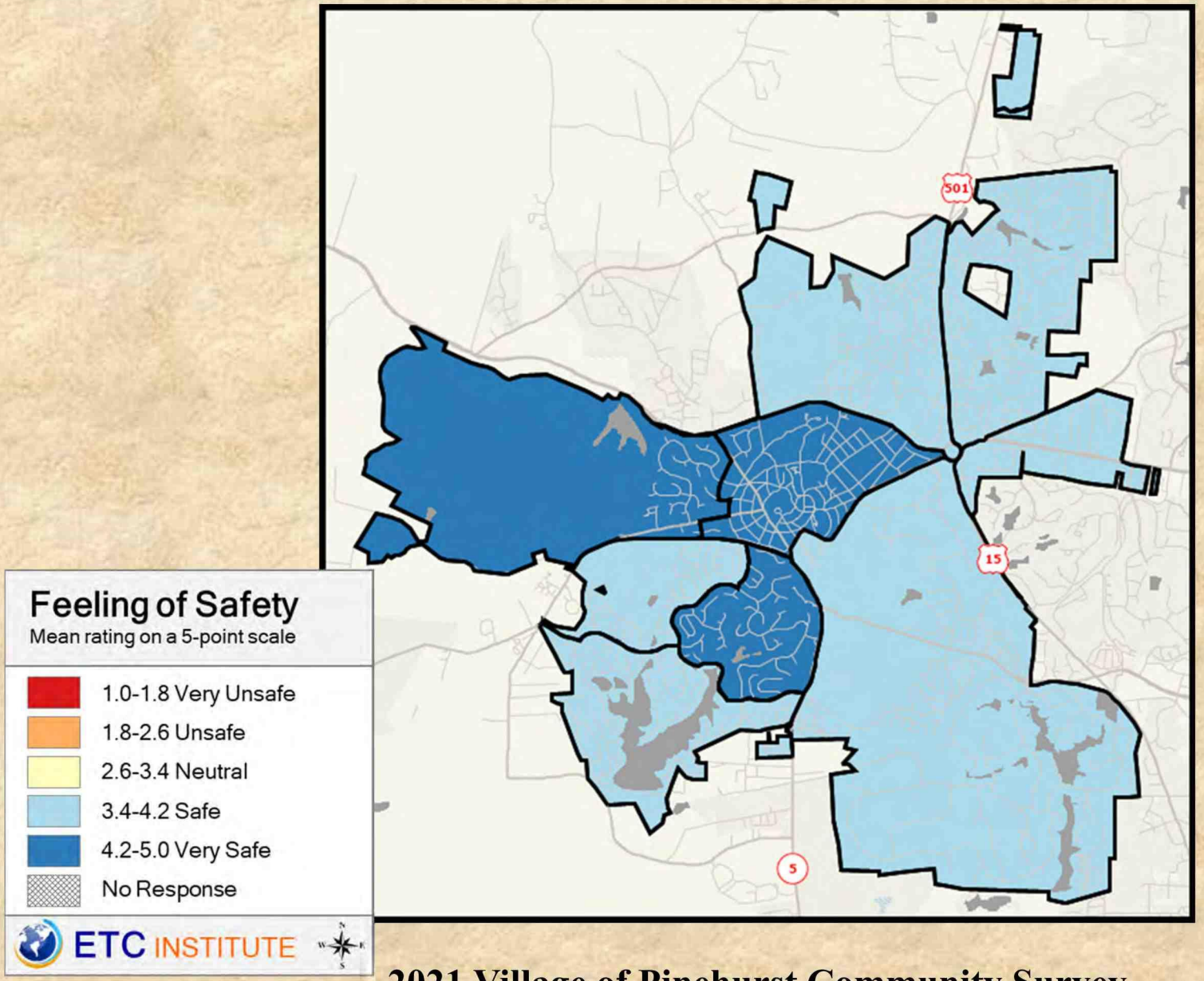
Q5-04 Level of safety: In business areas of the Village during the day



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

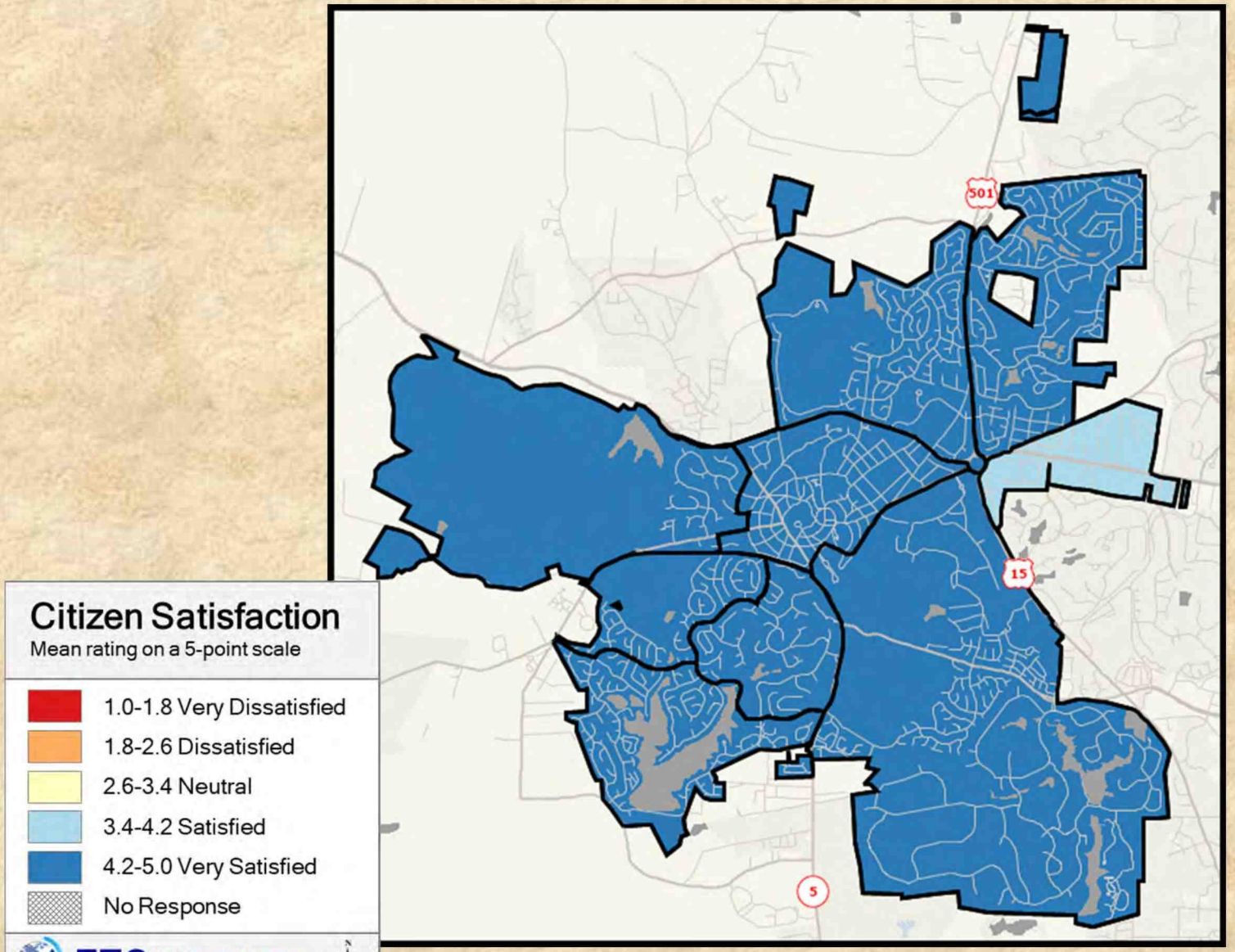
Q5-05 Level of safety: In business areas of the Village after dark



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

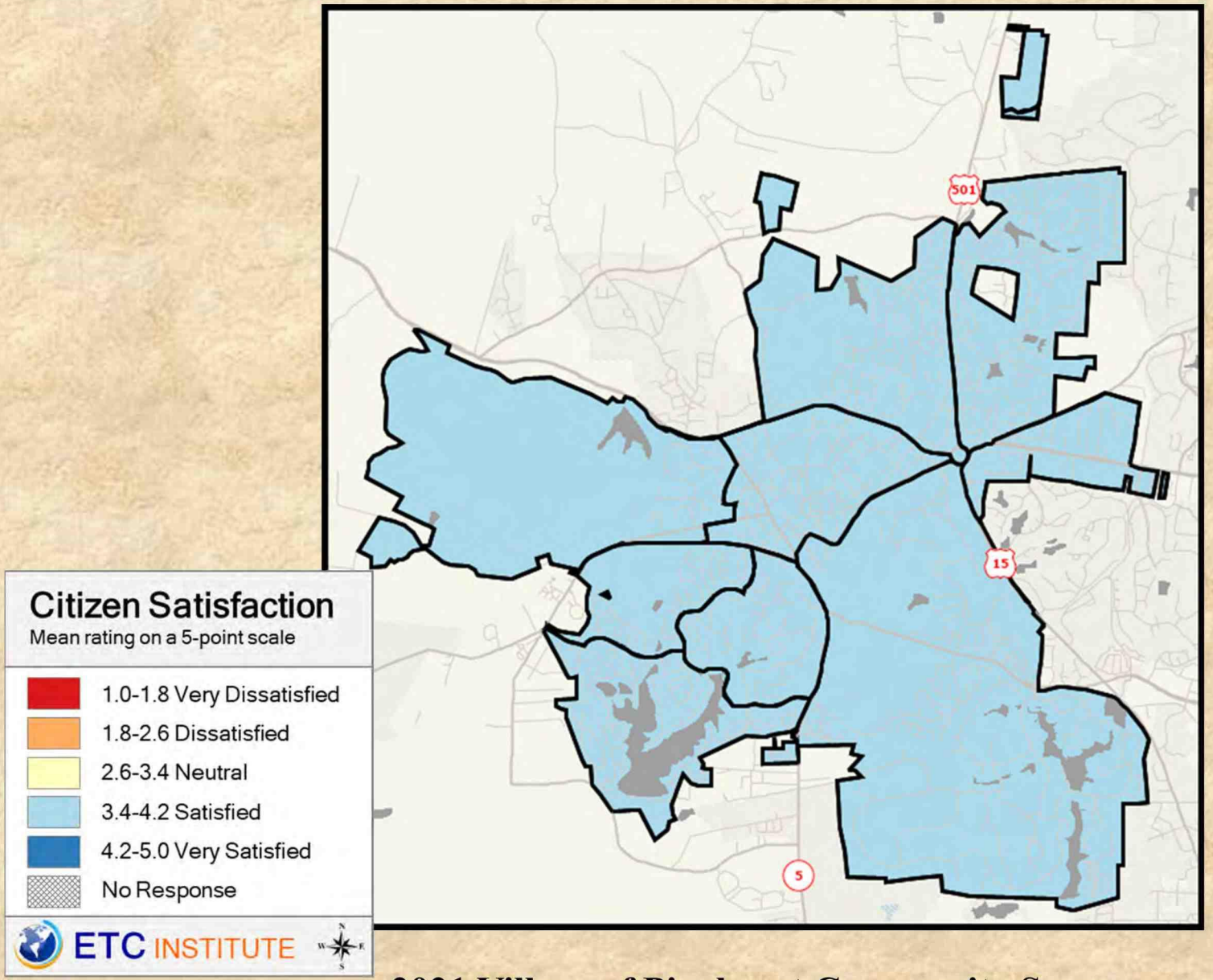
Q6-01 Level of satisfaction with: Efforts to prevent crimes



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

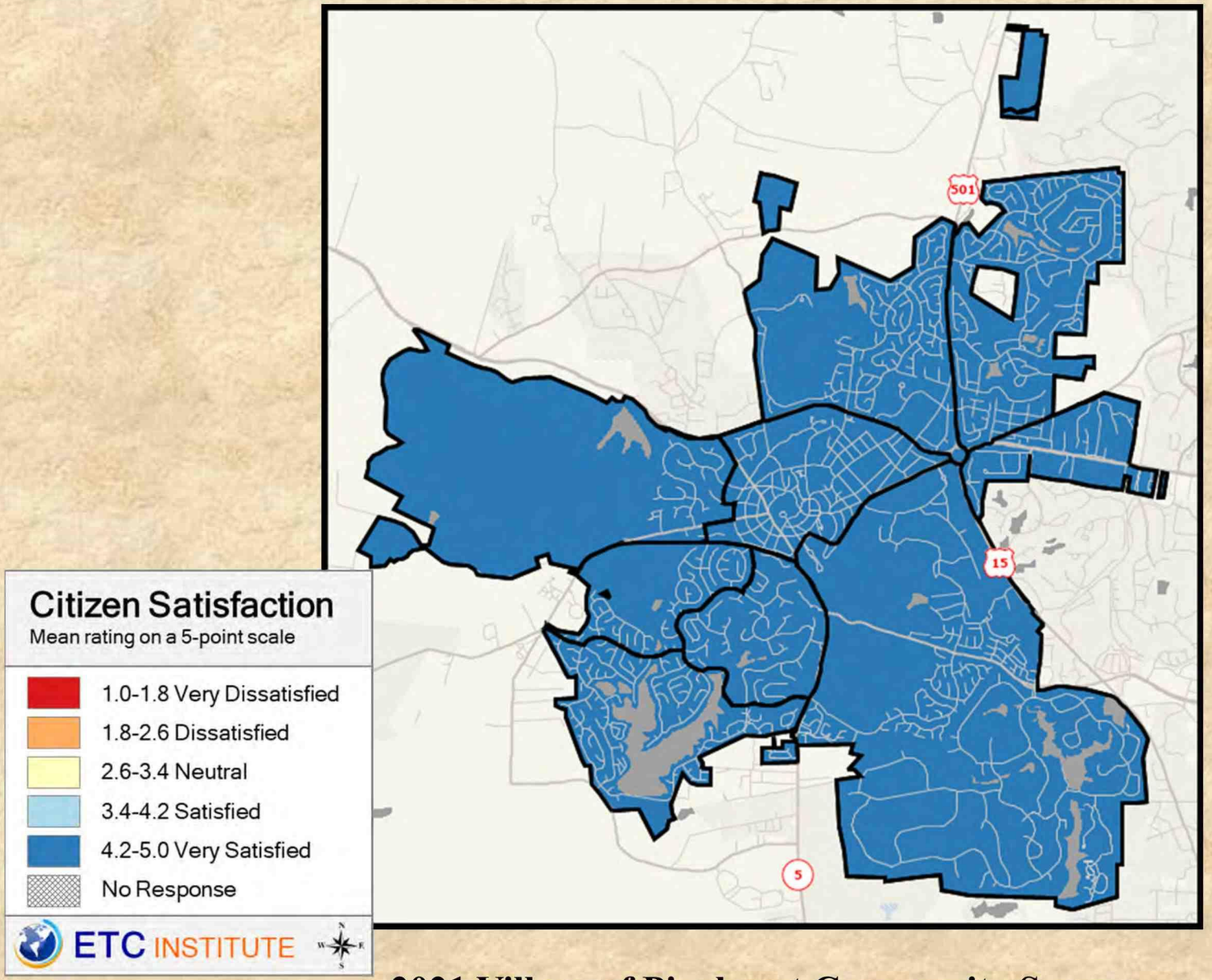
Q6-02 Level of satisfaction with: Enforcement of local traffic laws



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

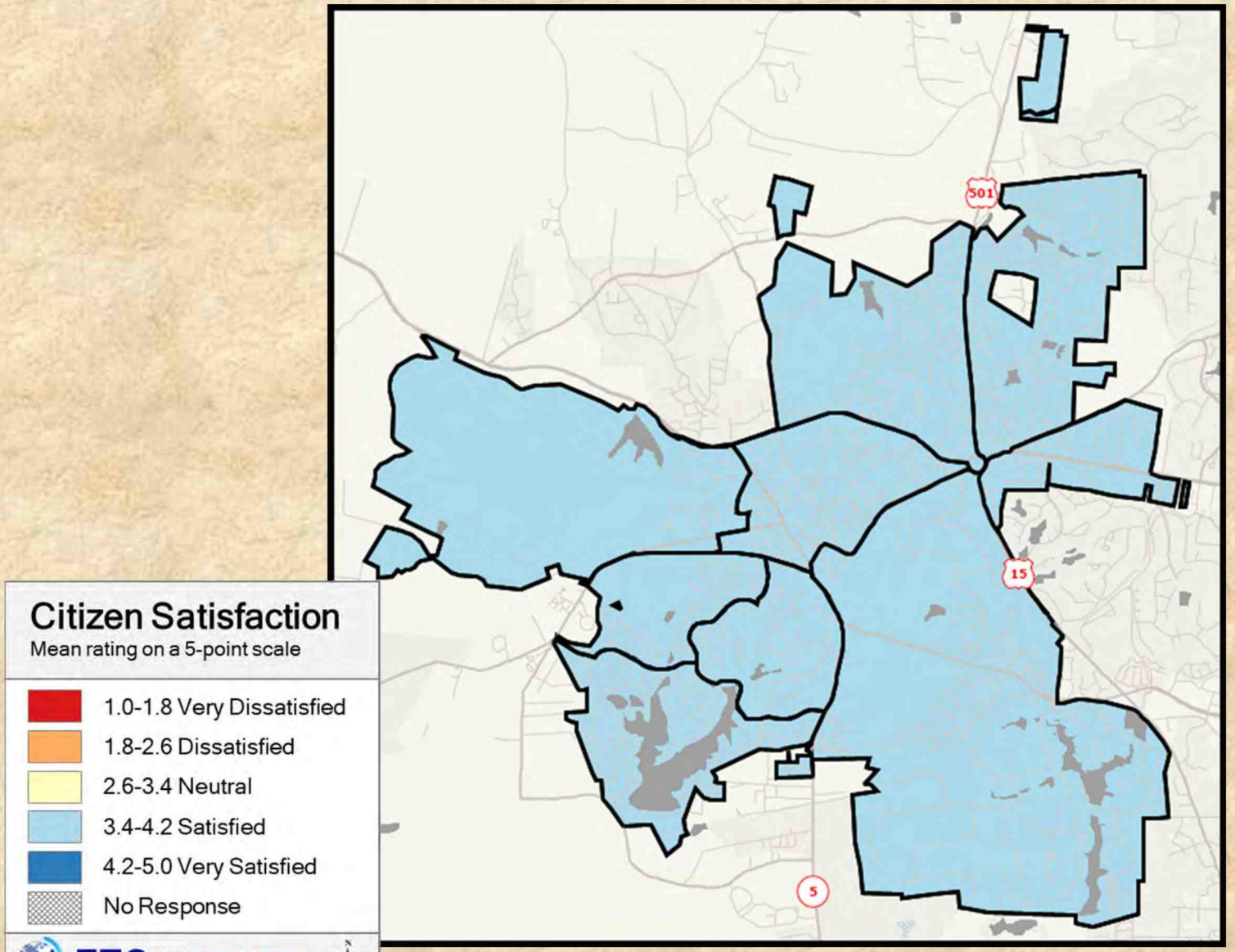
Q6-03 Level of satisfaction with: How quickly police respond to emergencies



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

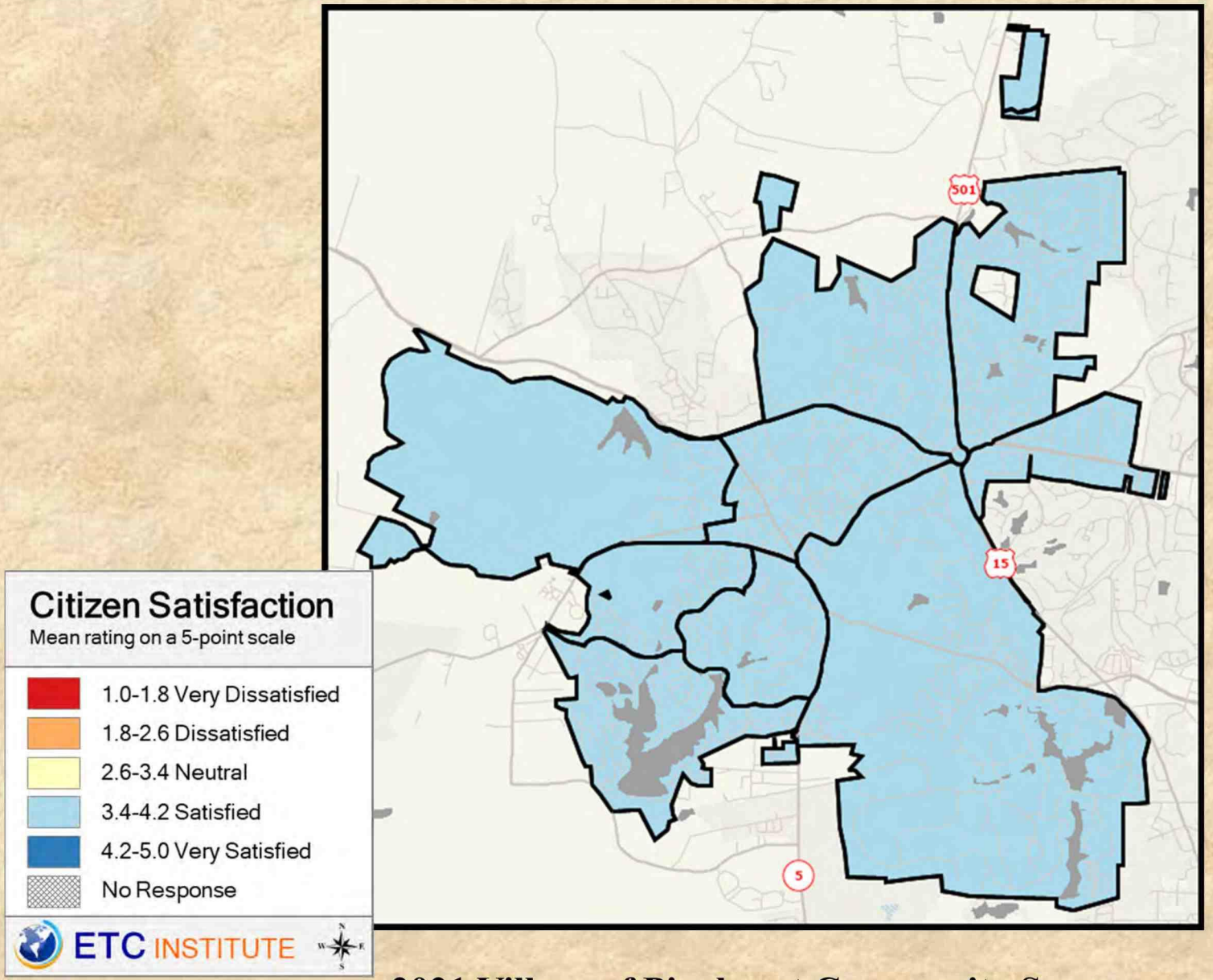
Q6-04 Level of satisfaction with: Frequency that police officers patrol your neighborhood



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

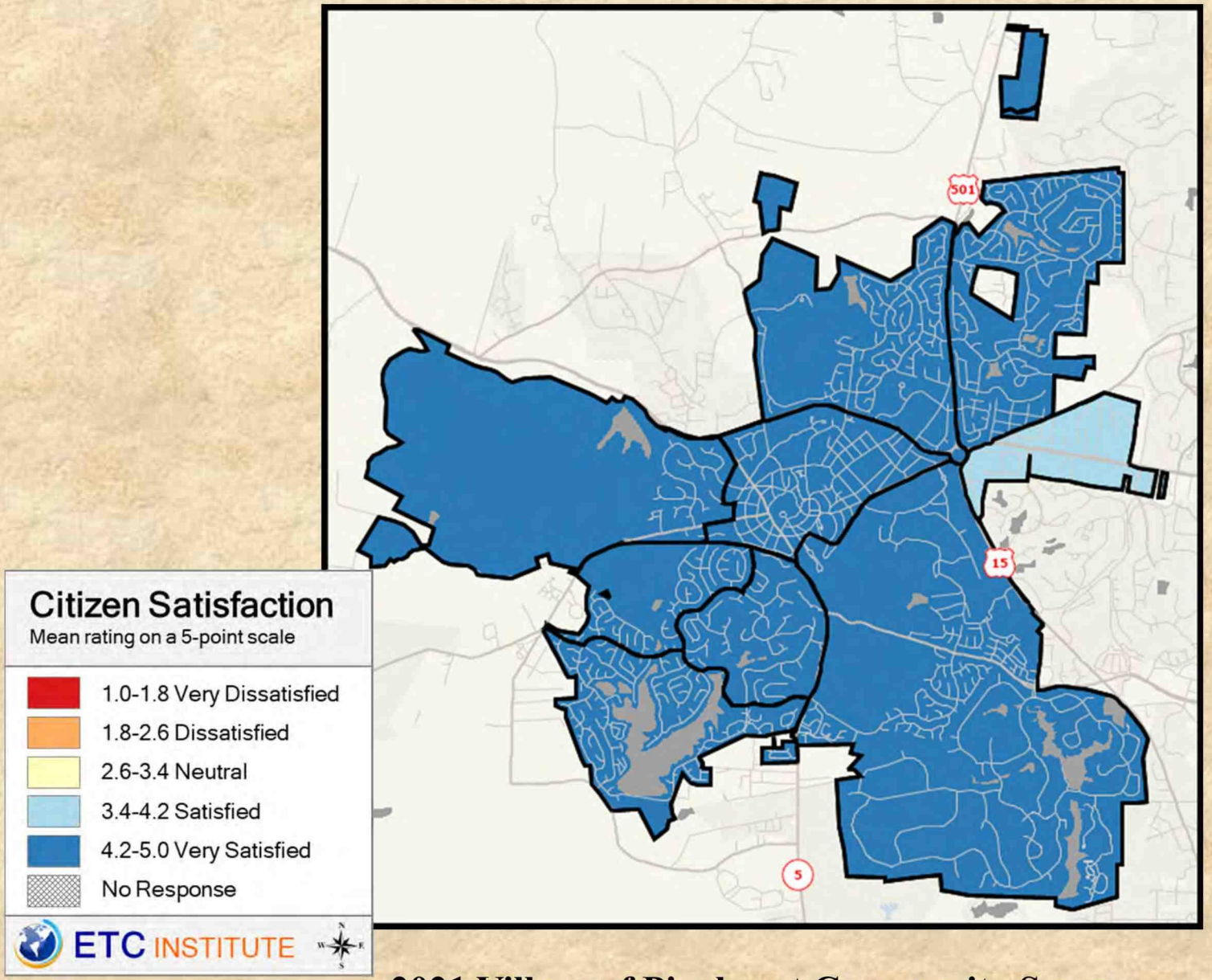
Q6-05 Level of satisfaction with: Fire prevention and education programs provided by the Village



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

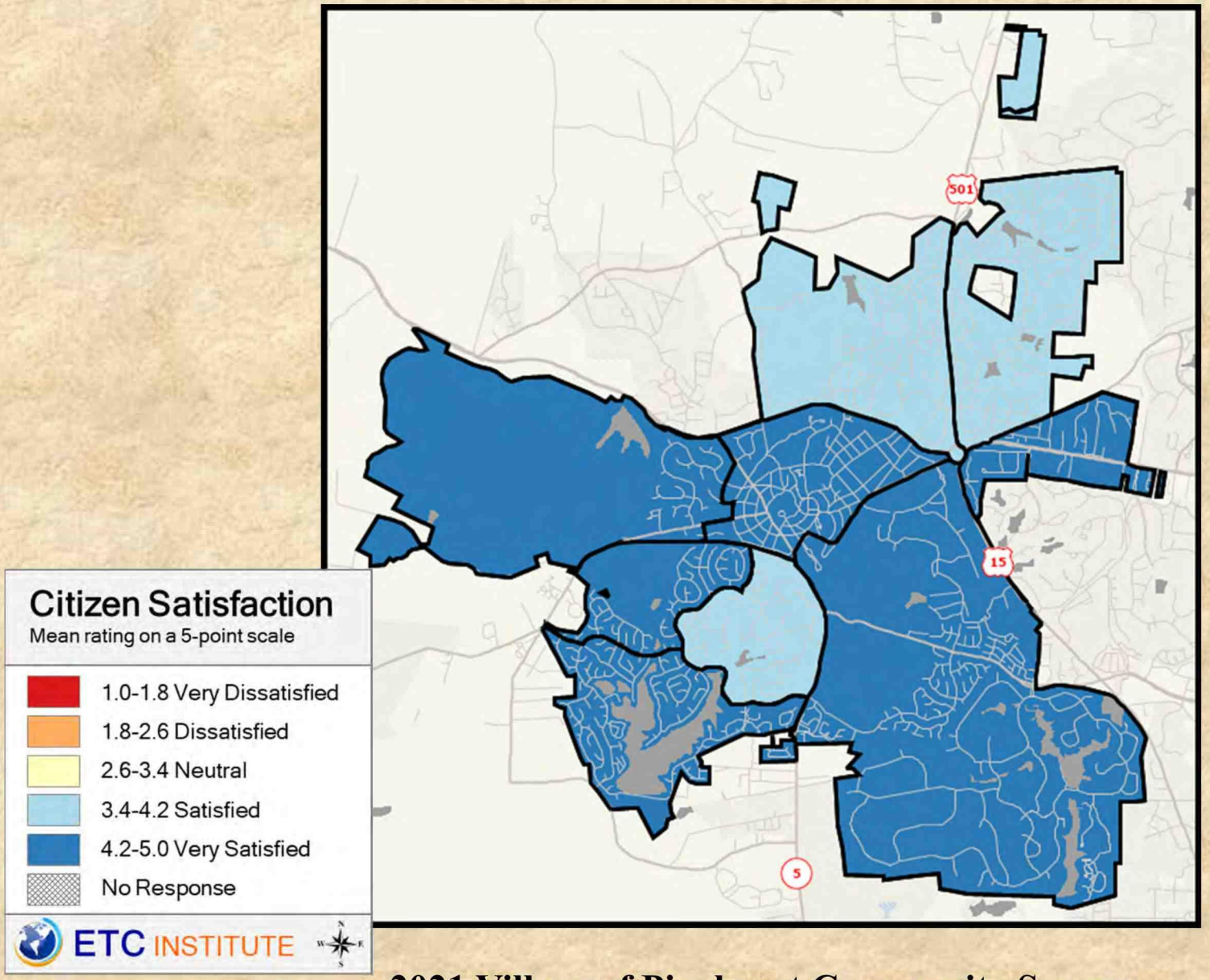
Q6-06 Level of satisfaction with: How quickly fire personnel respond to emergencies



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

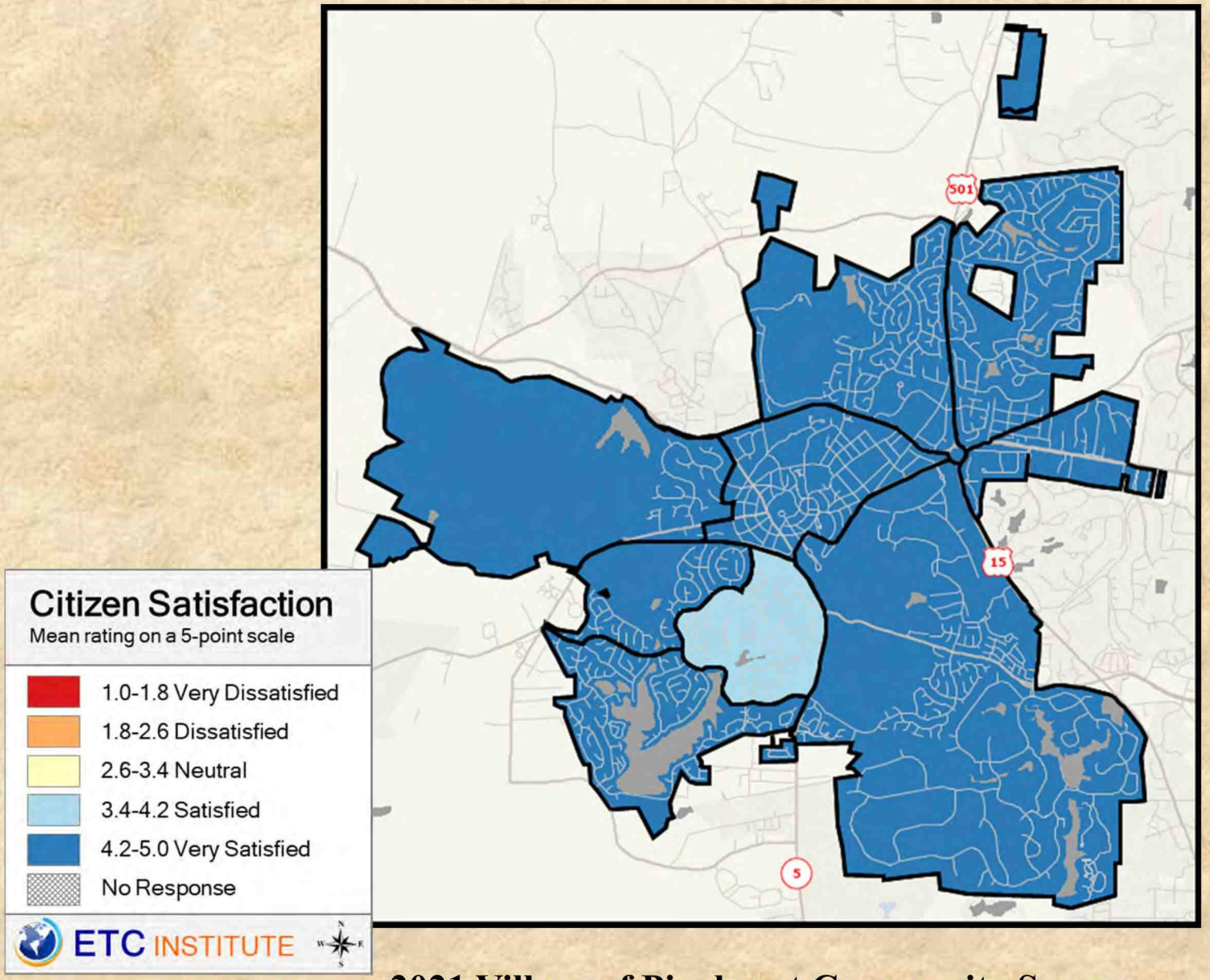
Q9-01 Level of satisfaction with: Number of Village parks



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

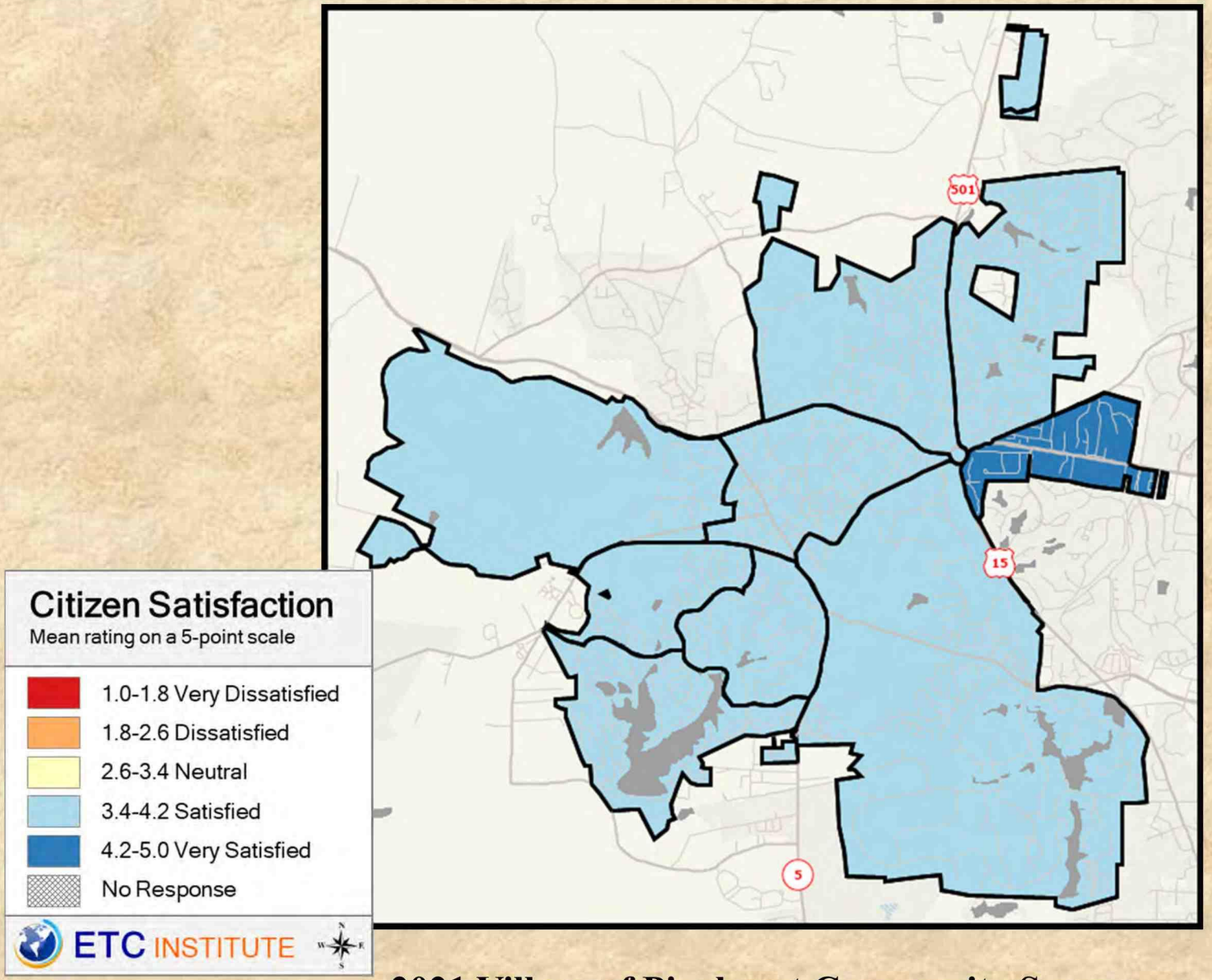
Q9-02 Level of satisfaction with: Quality of Village parks



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

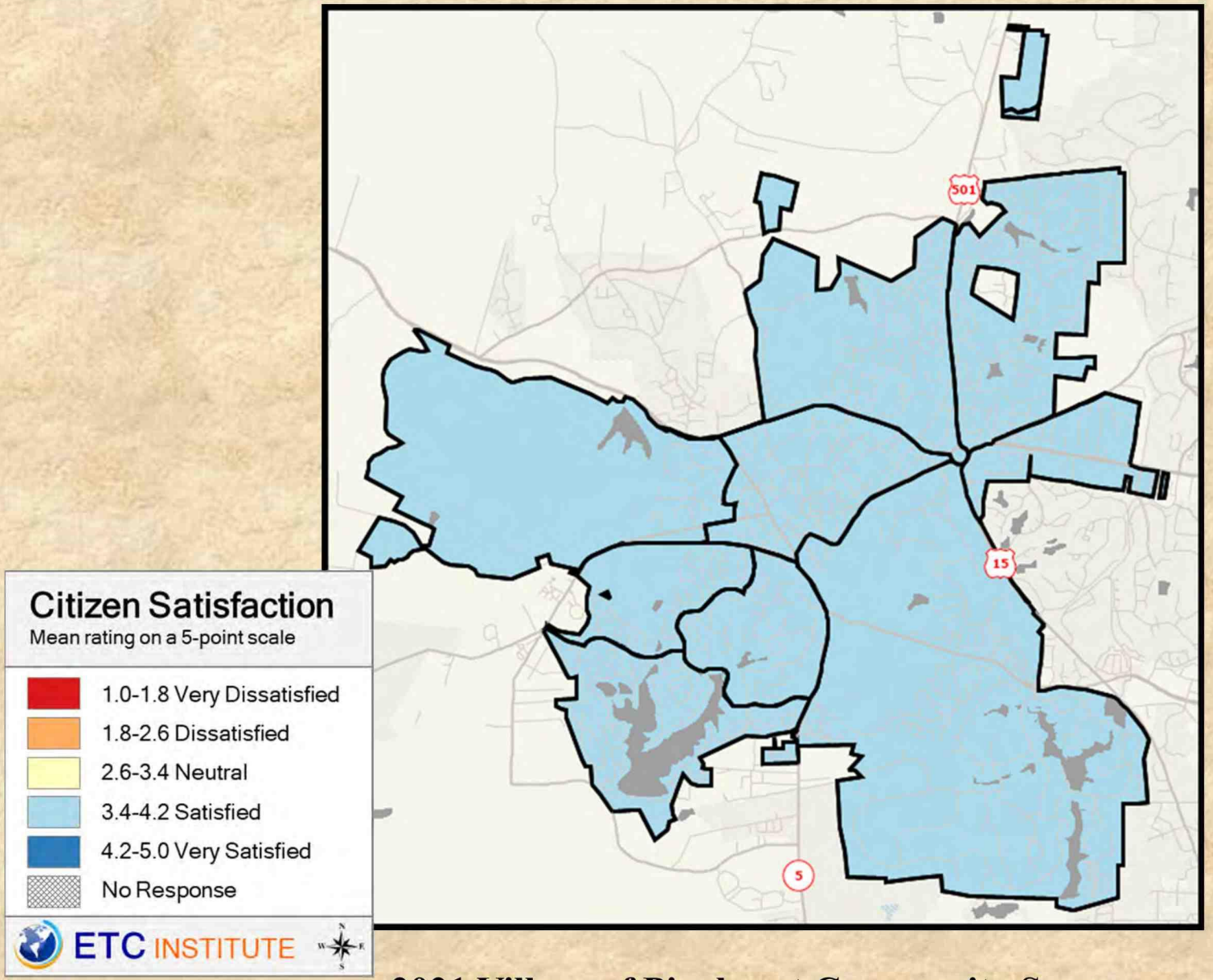
Q9-03 Level of satisfaction with: Quality of recreation indoor facilities



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

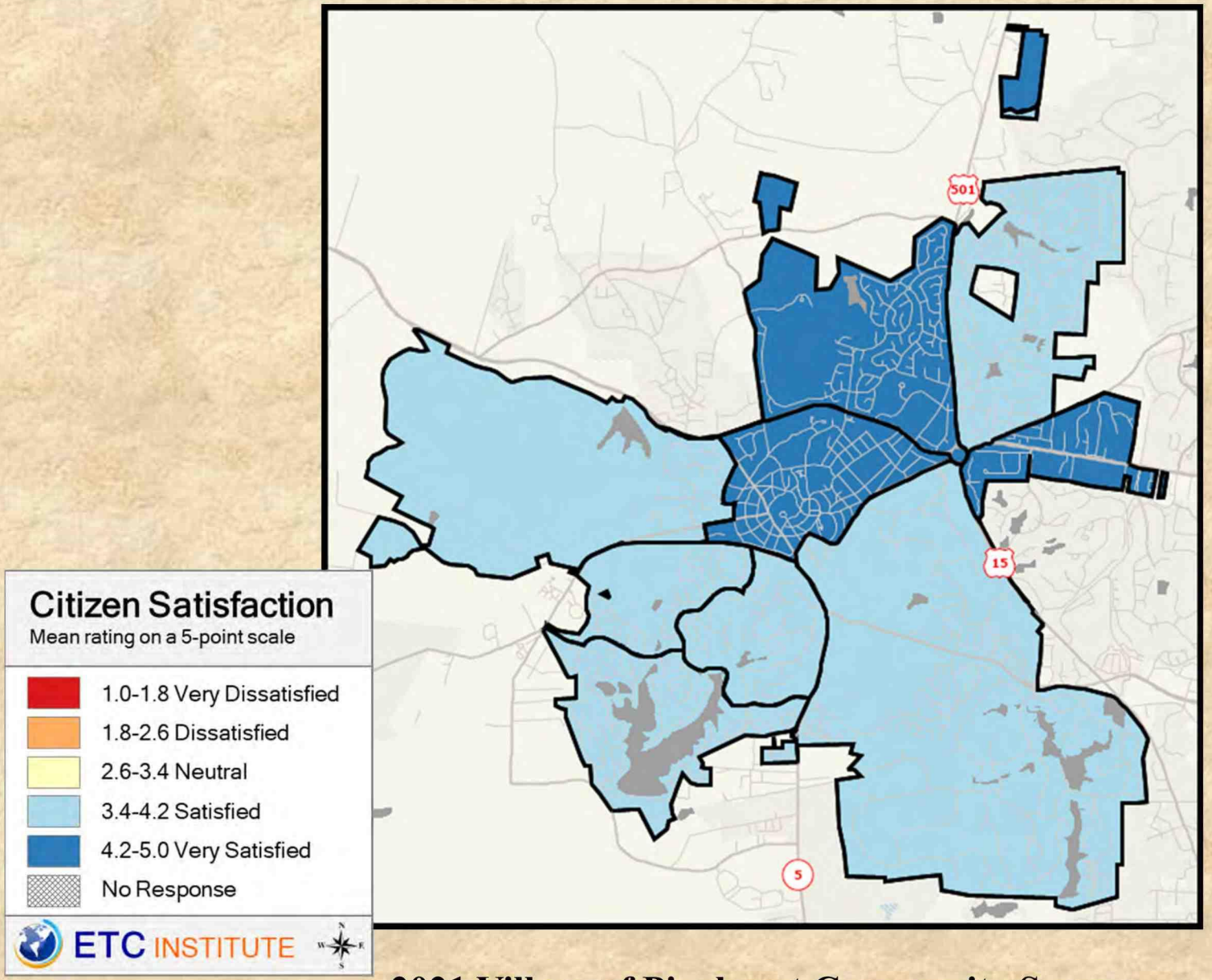
Q9-04 Level of satisfaction with: Availability of recreation indoor facilities



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

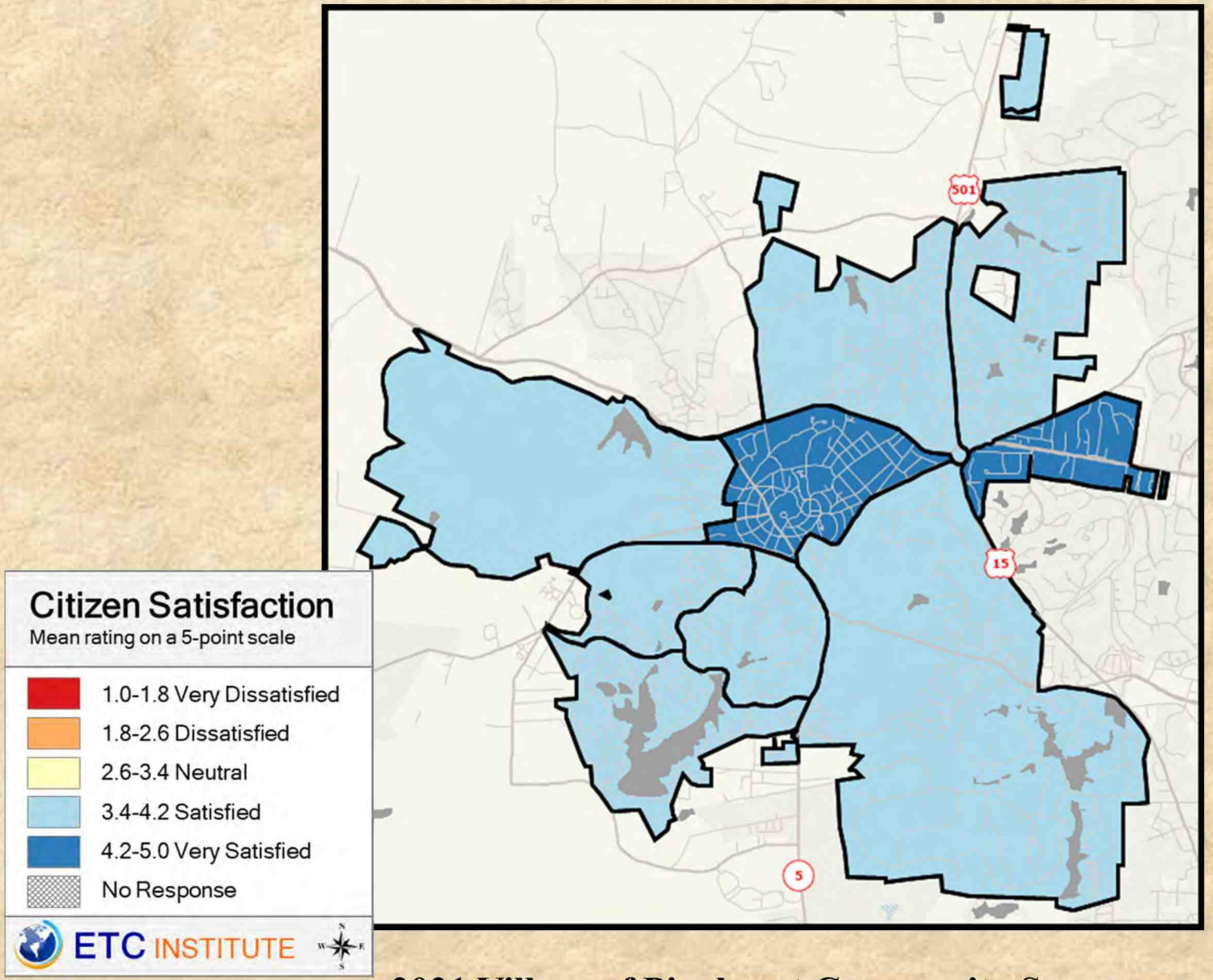
Q9-05 Level of satisfaction with: Availability of walking/greenway trails



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

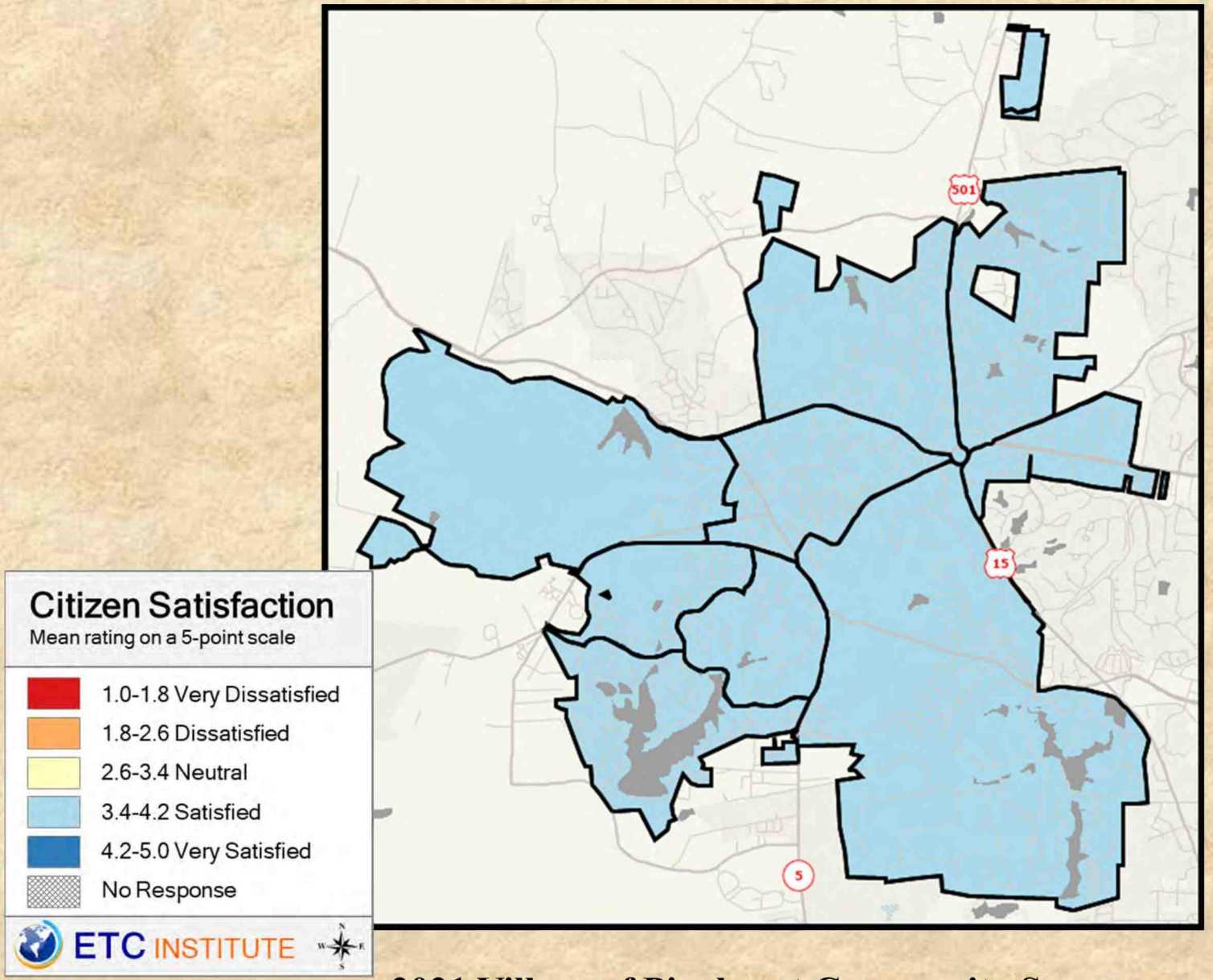
Q9-06 Level of satisfaction with: Condition of walking/greenway trails



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

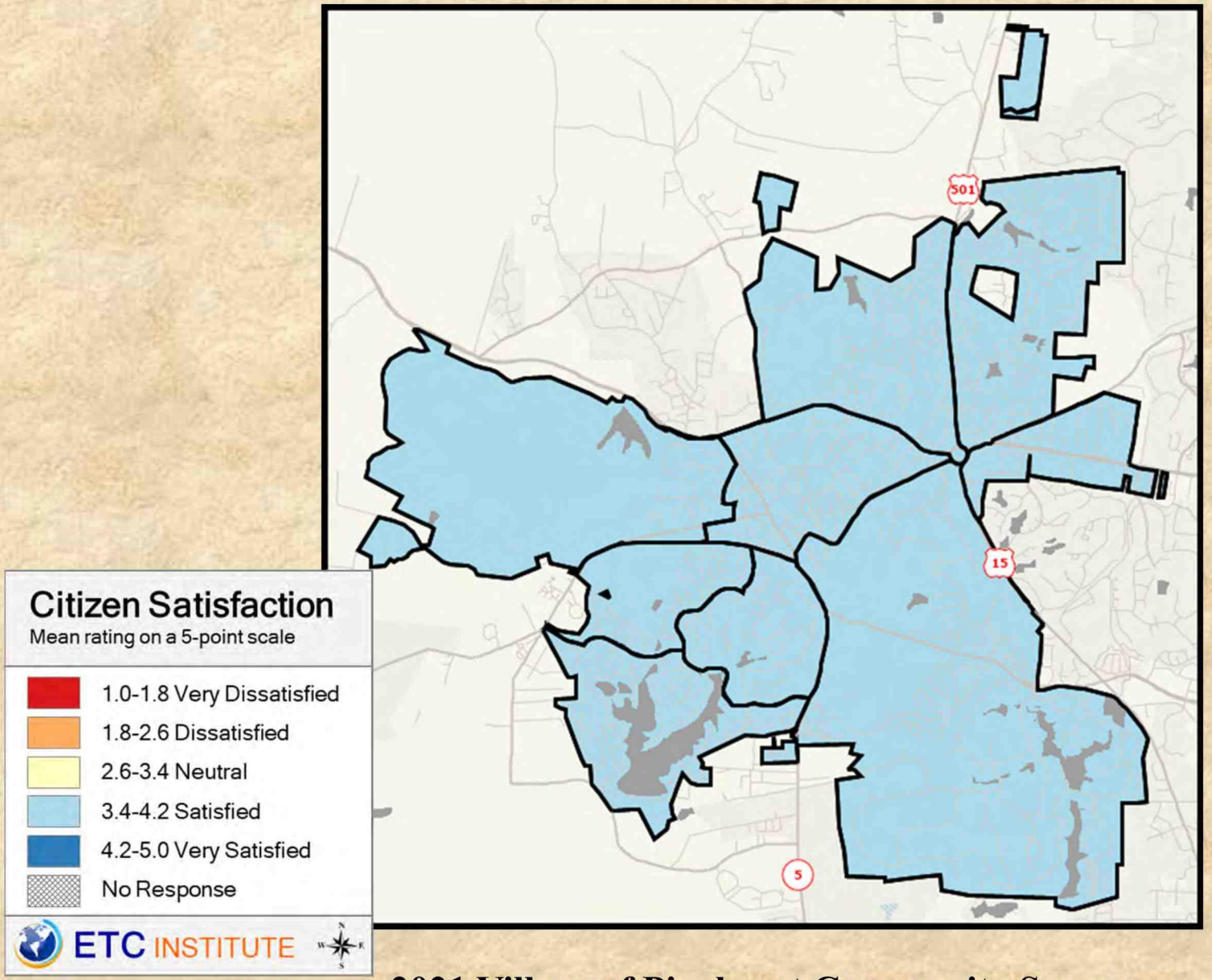
Q9-07 Level of satisfaction with: Quality of outdoor athletic fields and facilities



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

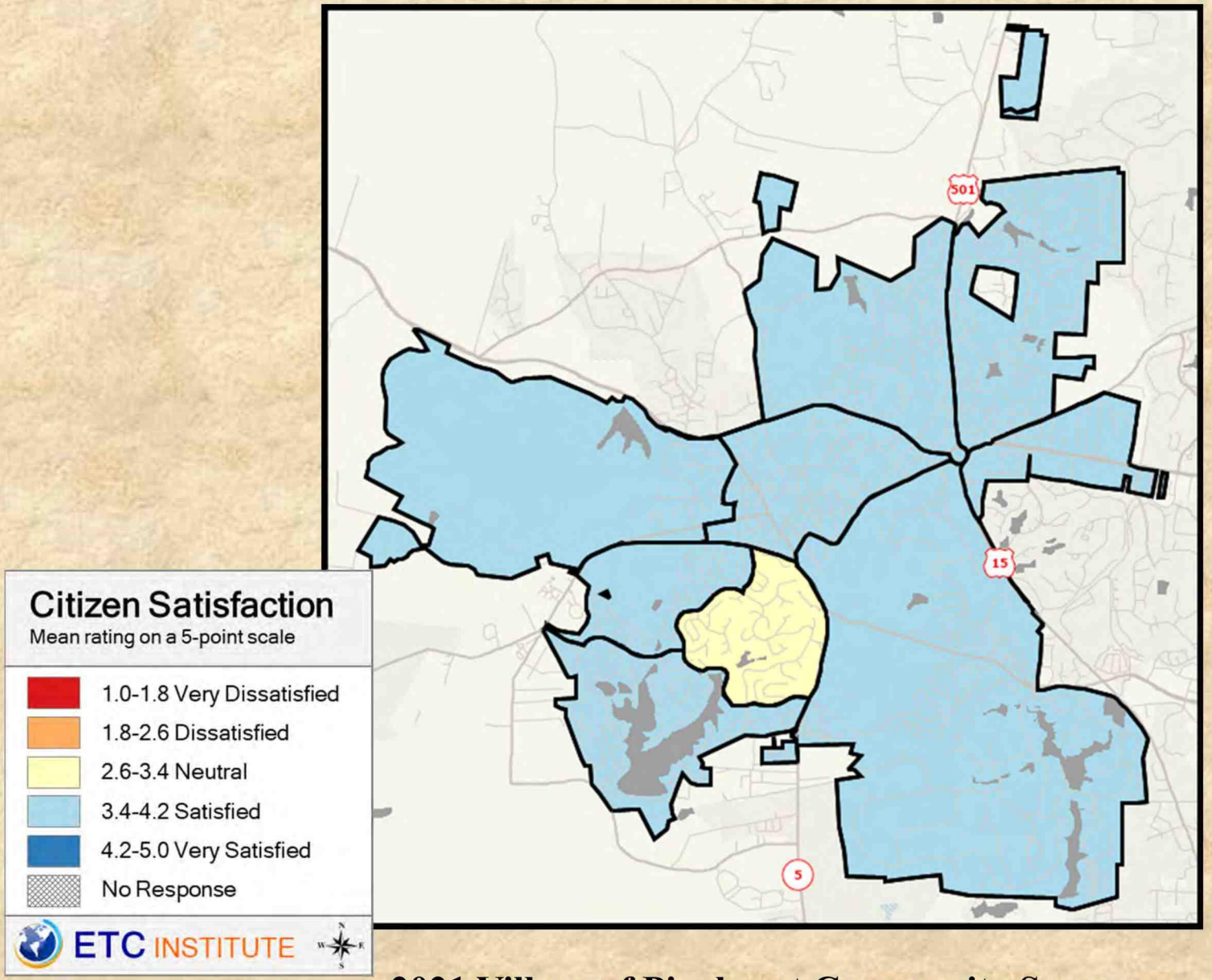
Q9-08 Level of satisfaction with: Availability of outdoor athletic fields and facilities



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

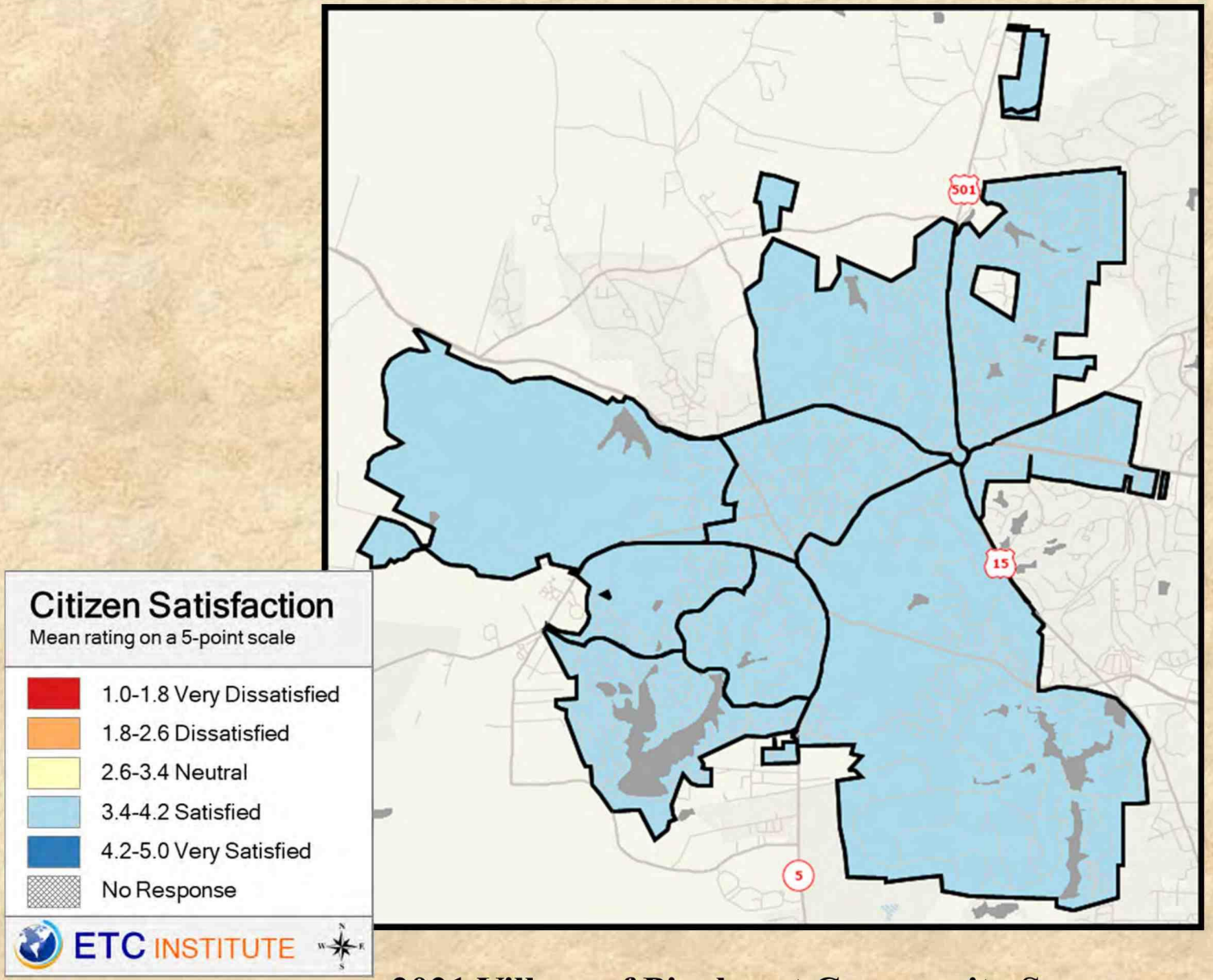
Q9-09 Level of satisfaction with: Availability of information about recreation programs



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

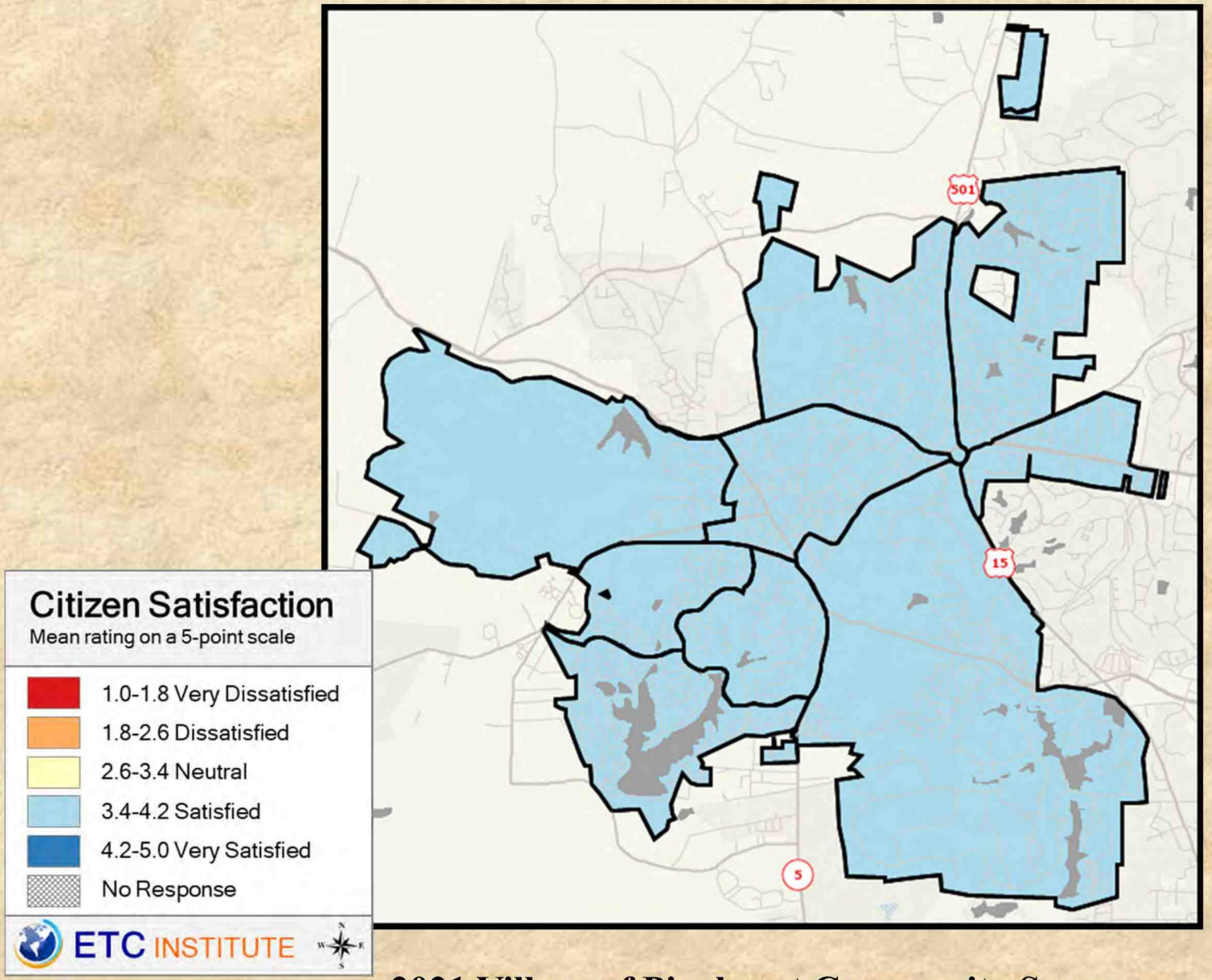
Q9-10 Level of satisfaction with: Quality of youth recreation programs



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

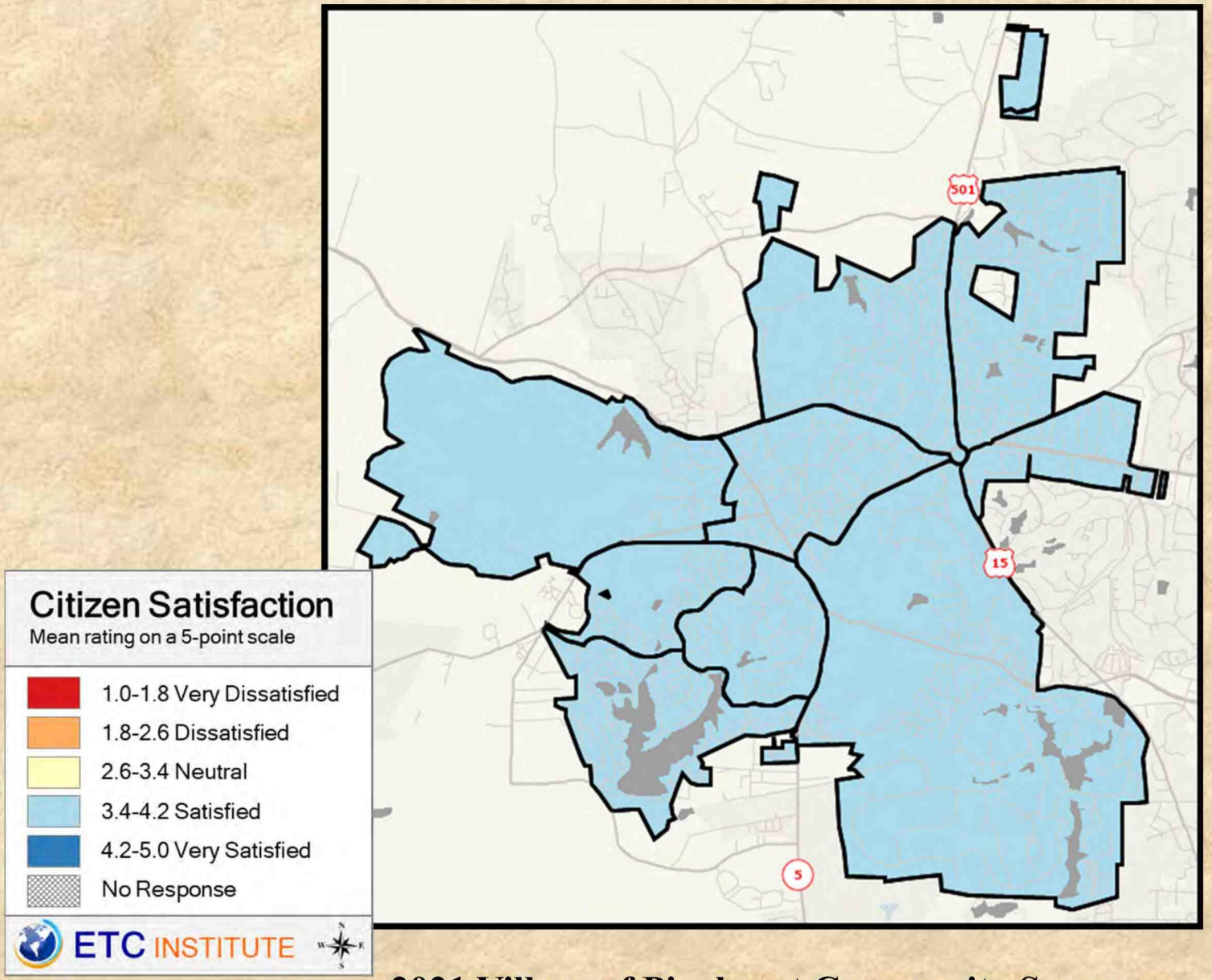
Q9-11 Level of satisfaction with: Quality of adult recreation programs



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

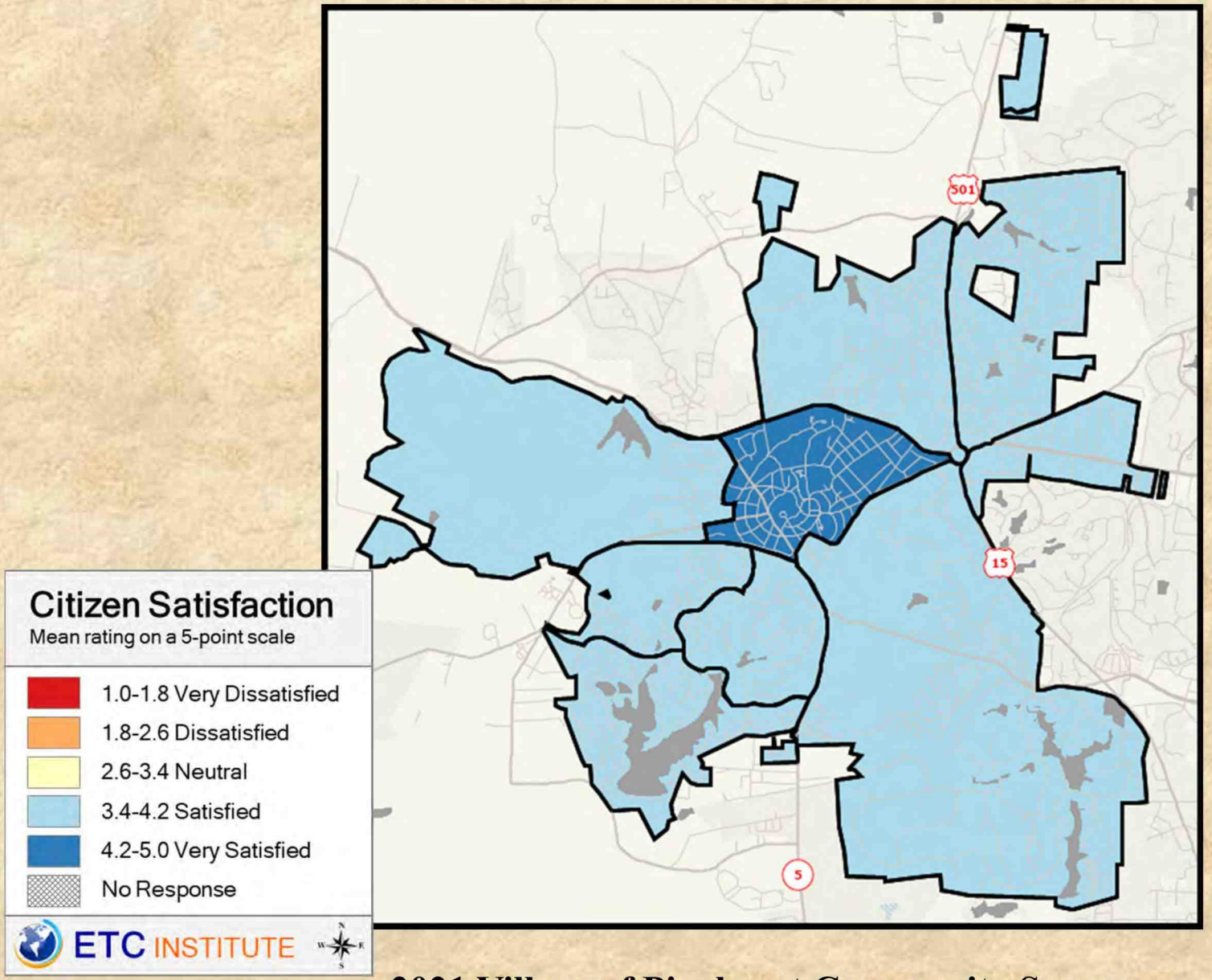
Q9-12 Level of satisfaction with: Range of amenities at parks and recreation facilities



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

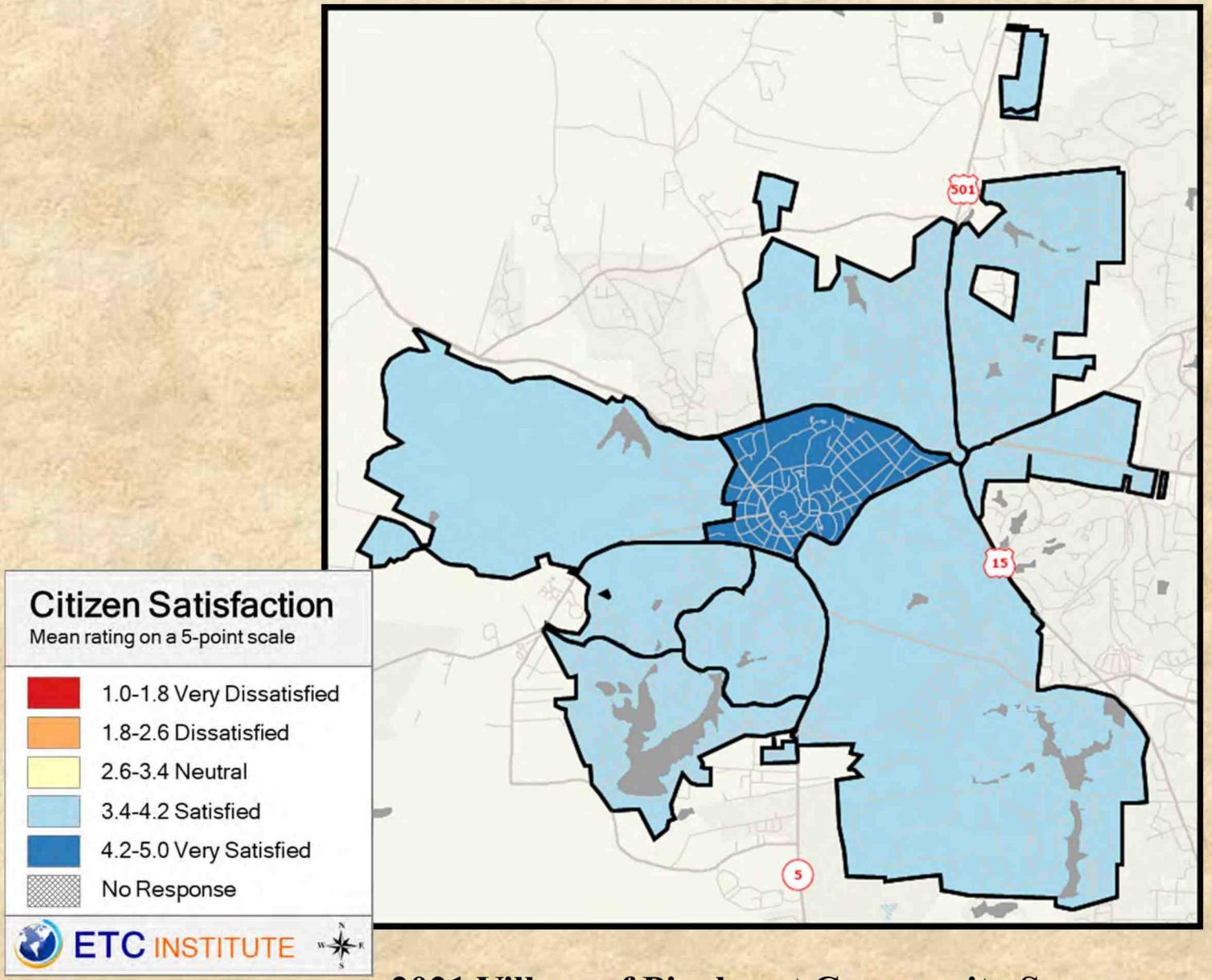
Q9-13 Level of satisfaction with: Village sponsored cultural arts events



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

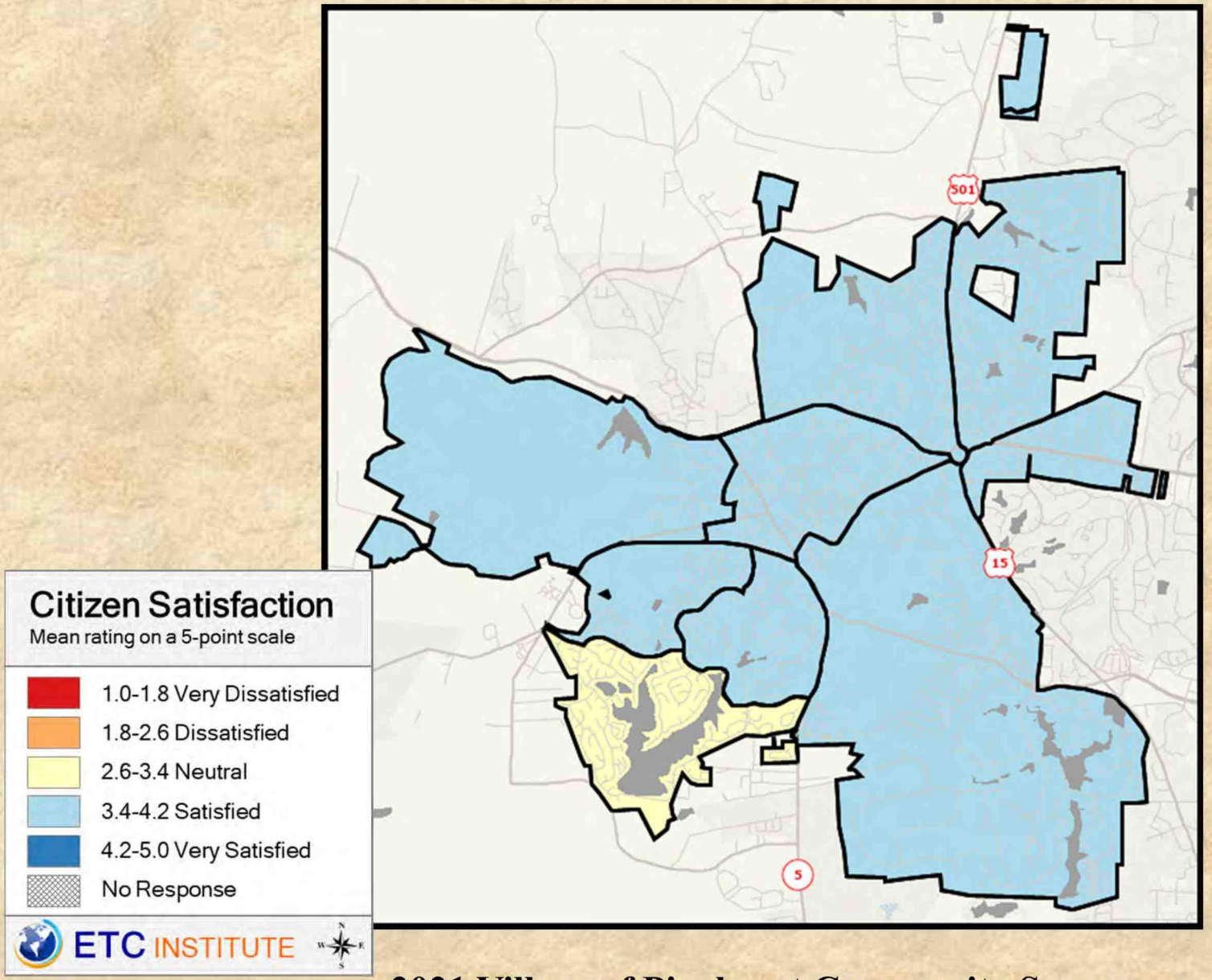
Q9-14 Level of satisfaction with: Variety of cultural arts events and programs in Southern Moore County



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

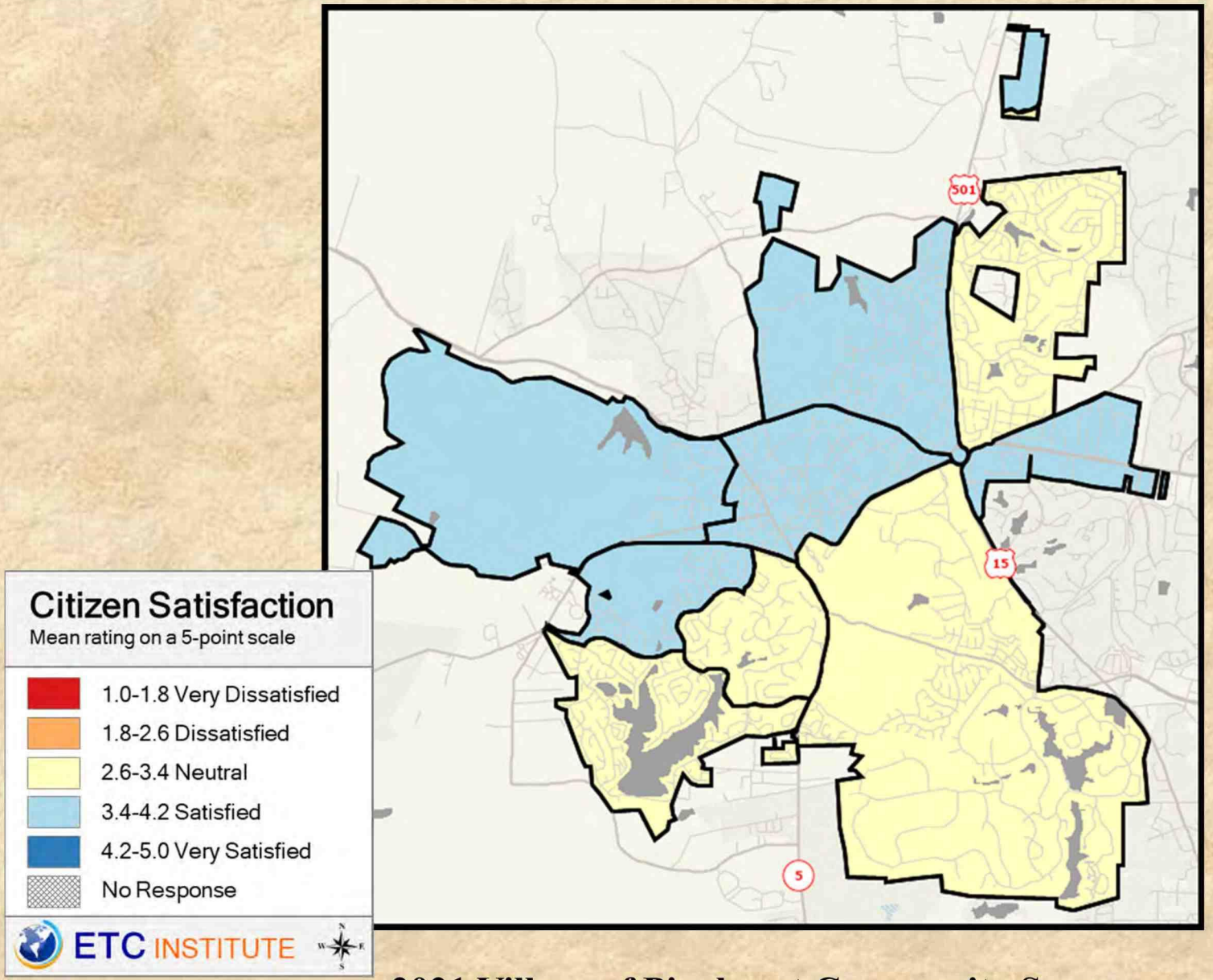
Q15-01 Level of satisfaction with: Enforcing the cleanup of litter and debris on private property



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

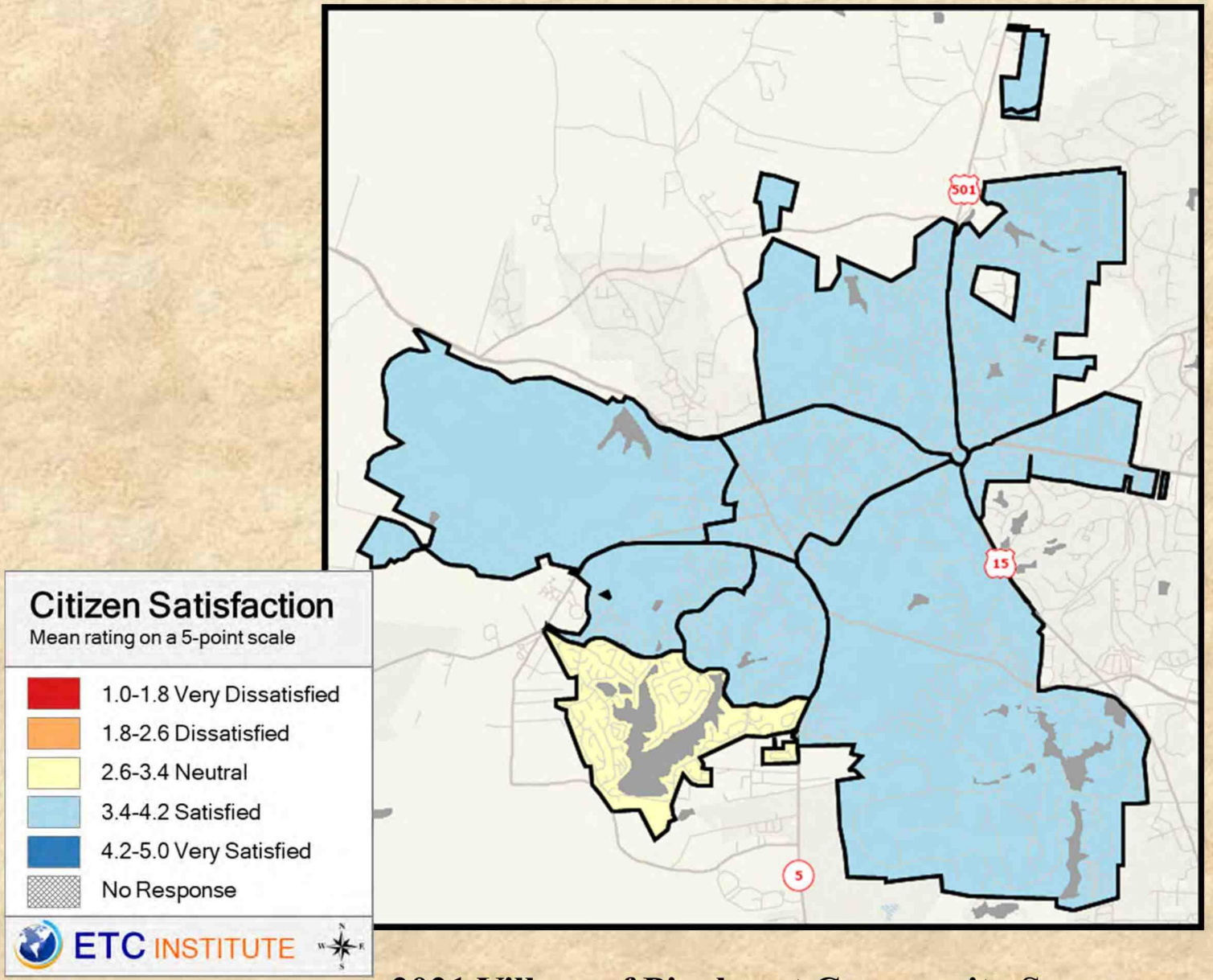
Q15-02 Level of satisfaction with: Enforcing mowing/cutting of weeds/grass on private property



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

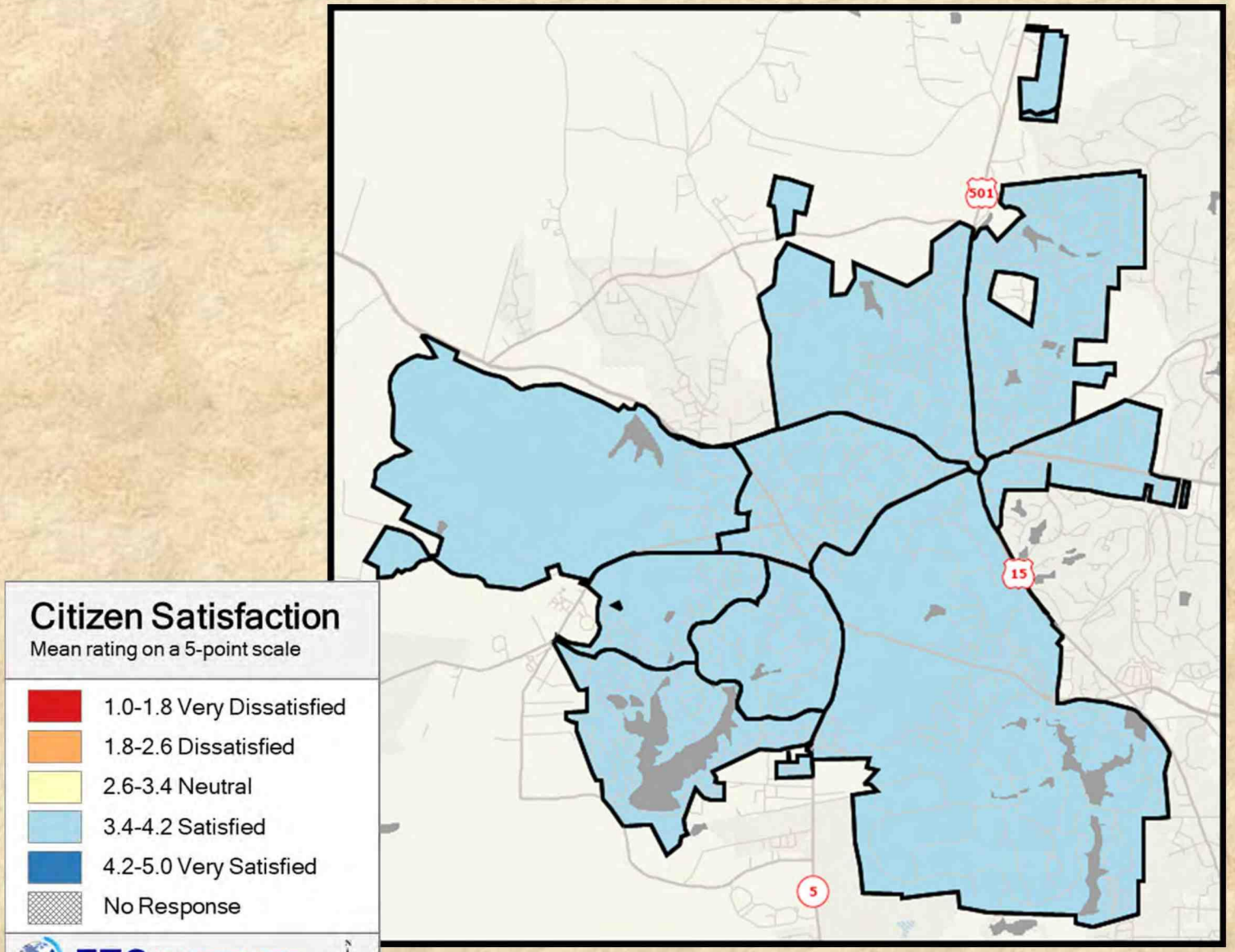
Q15-03 Level of satisfaction with: Enforcing parking-prohibiting oversized vehicles in residential neighborhoods



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

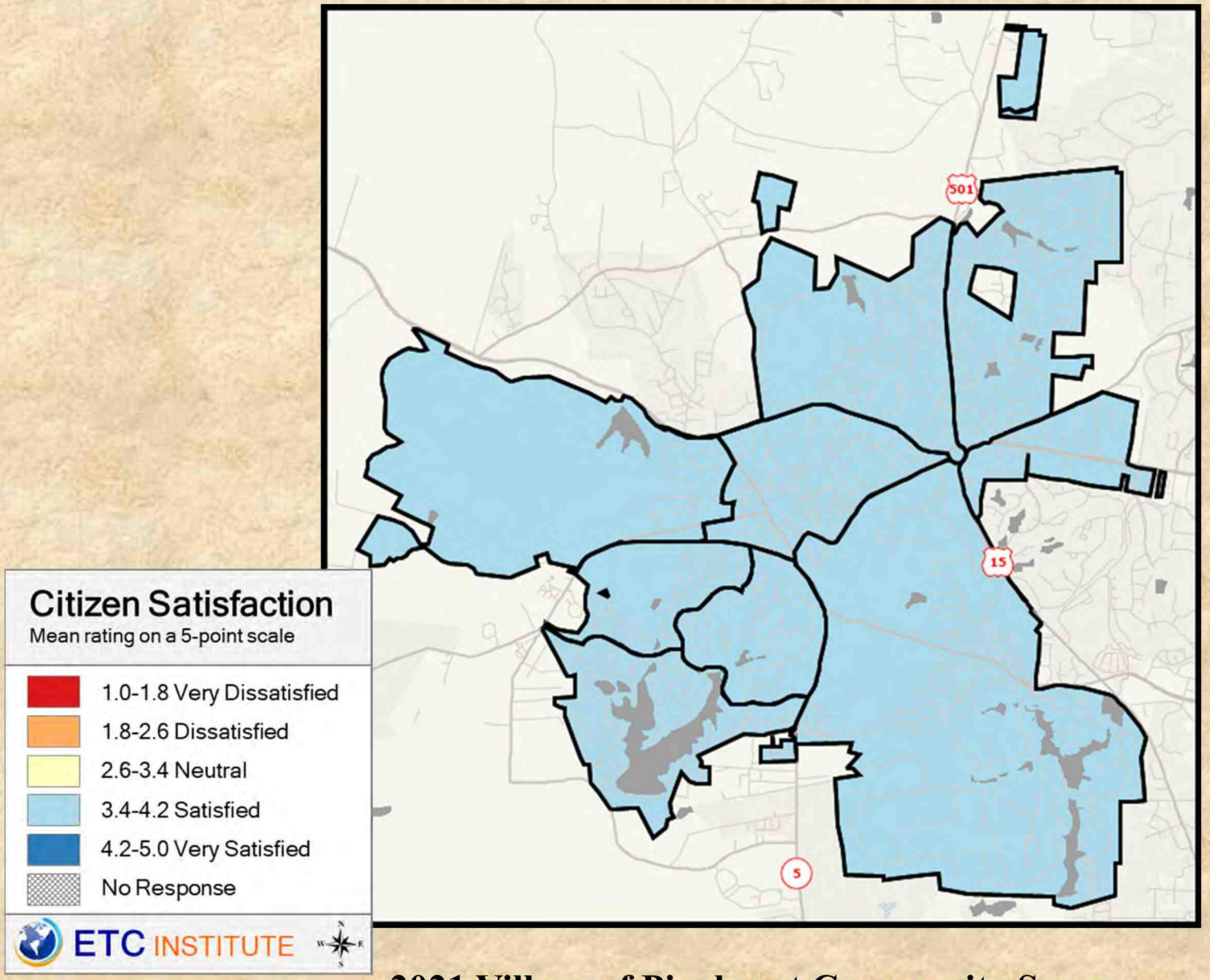
Q15-04 Level of satisfaction with: Enforcing sign regulations



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

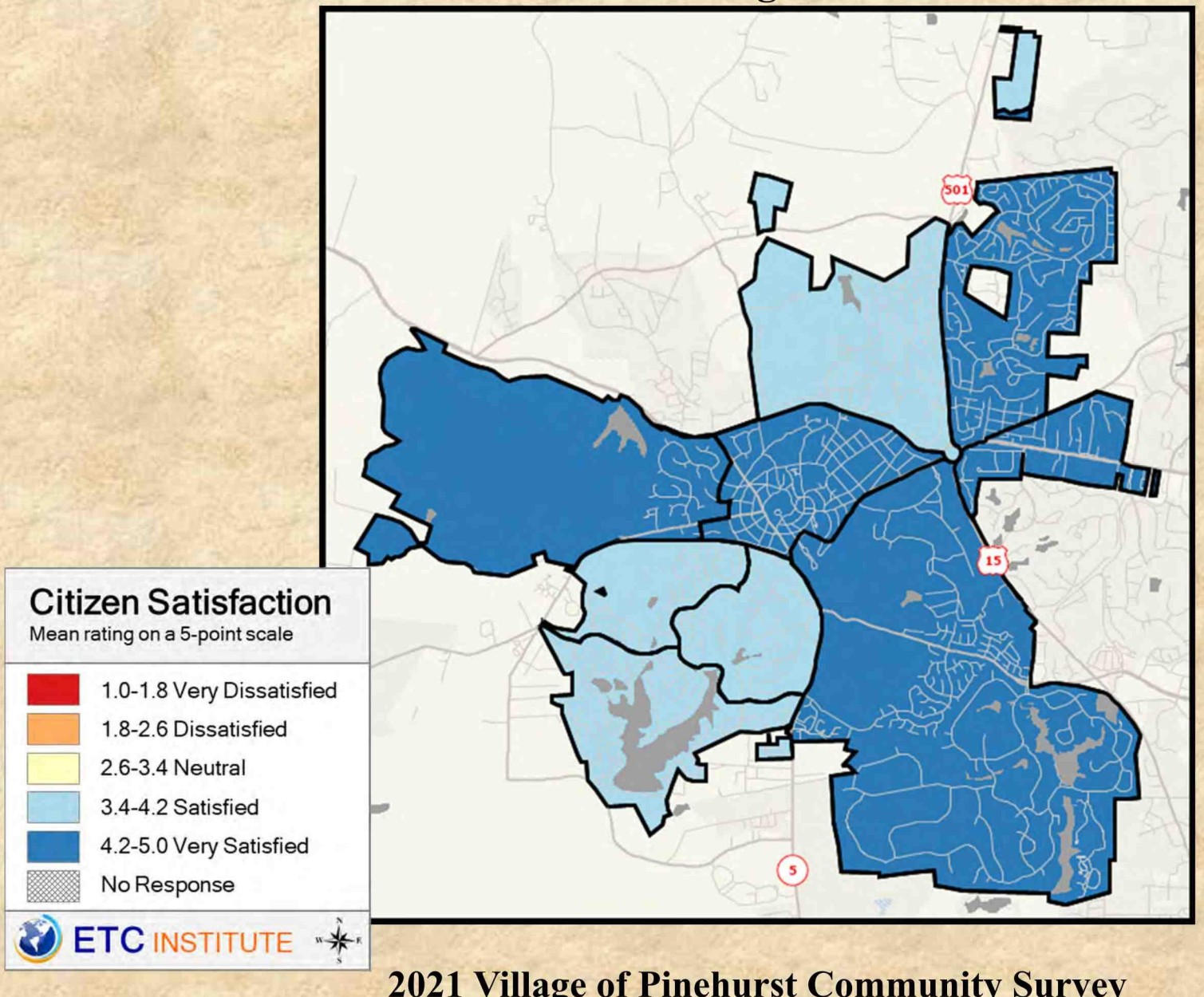
Q15-05 Level of satisfaction with: Enforcing solid waste cart regulations



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

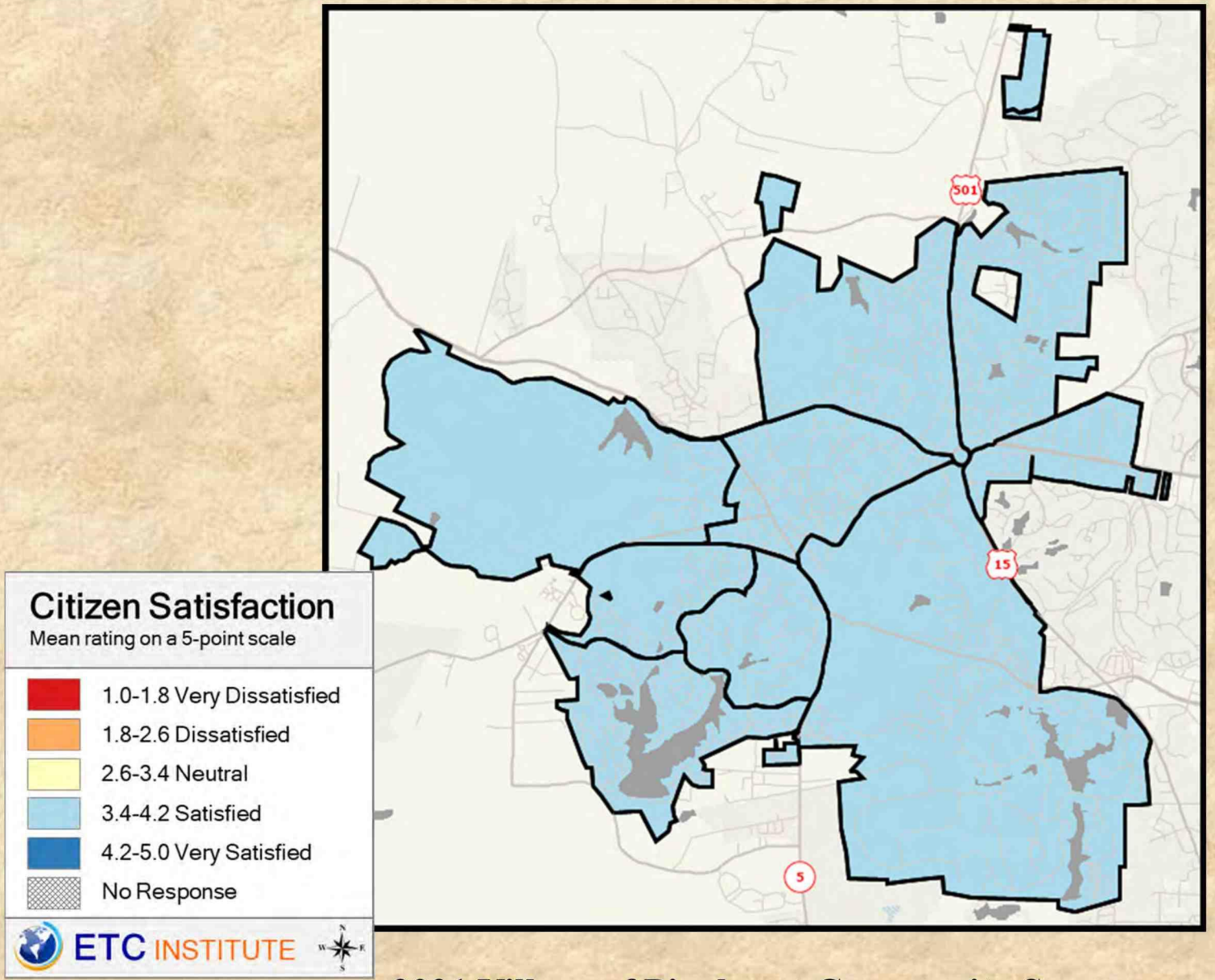
Q17-01 Level of satisfaction with: Maintenance of main Village street thoroughfares



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

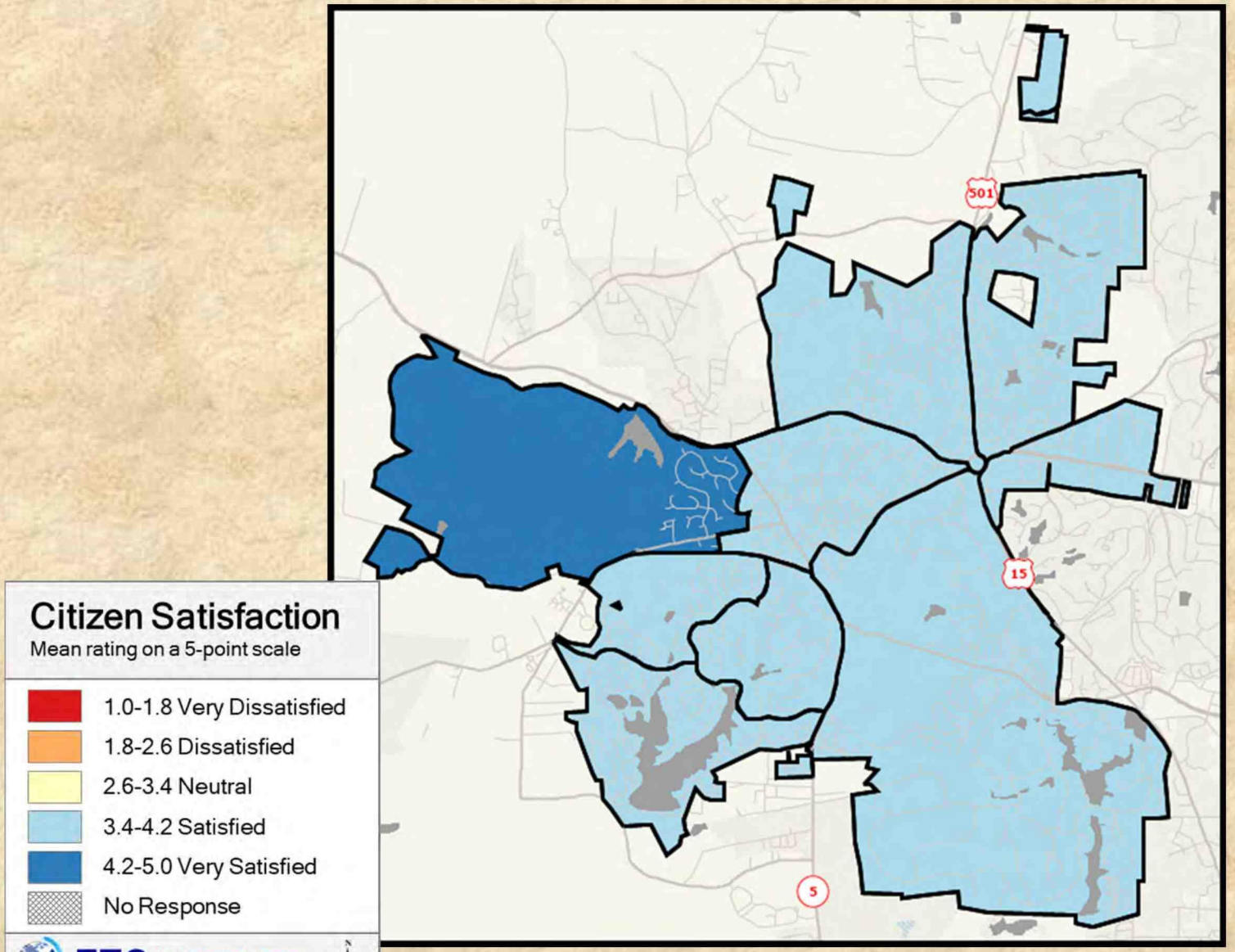
Q17-02 Level of satisfaction with: Maintenance of streets in your neighborhood



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

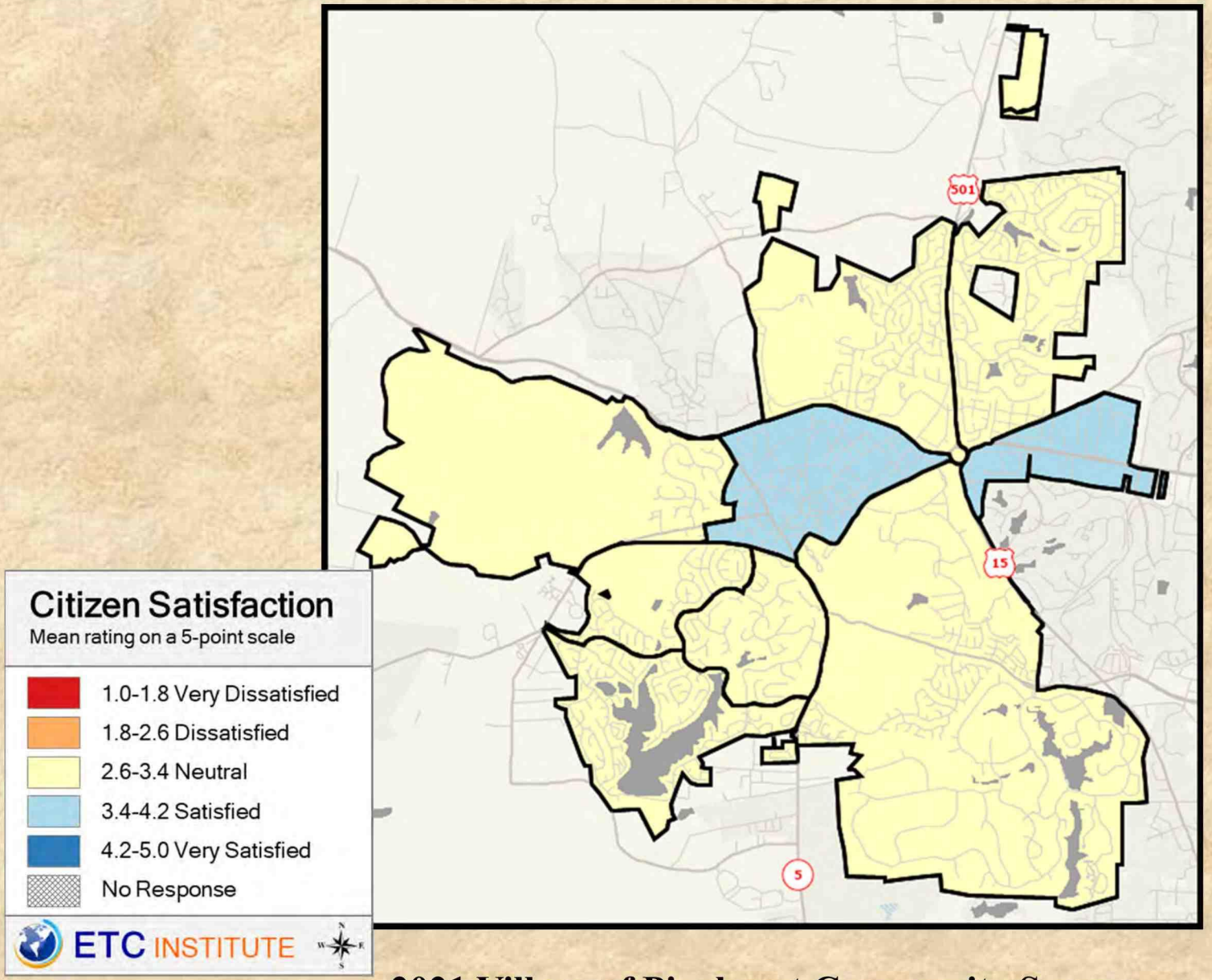
Q17-03 Level of satisfaction with: Maintenance of street signs/pavement markings



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

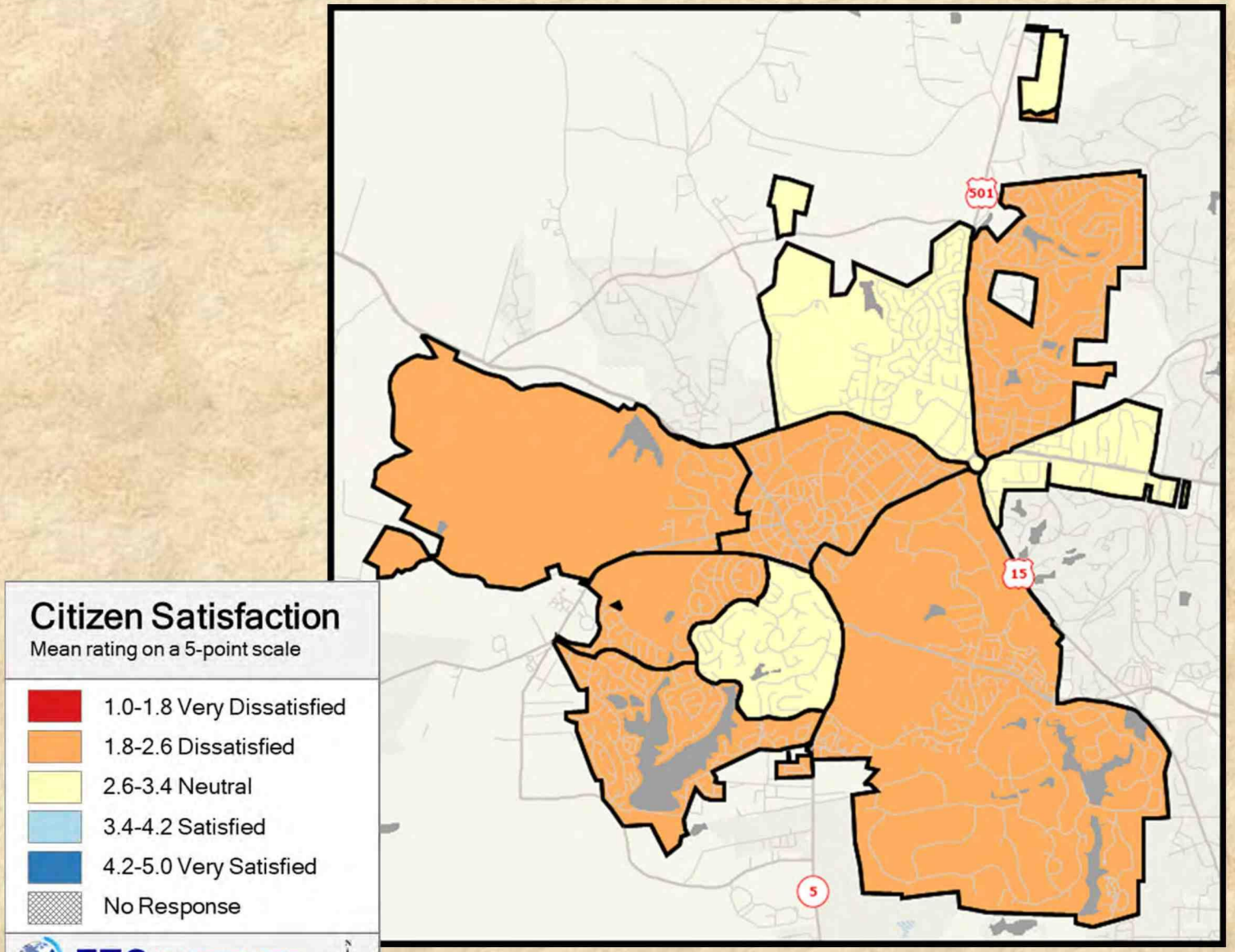
Q17-04 Level of satisfaction with: Adequacy of street lighting



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

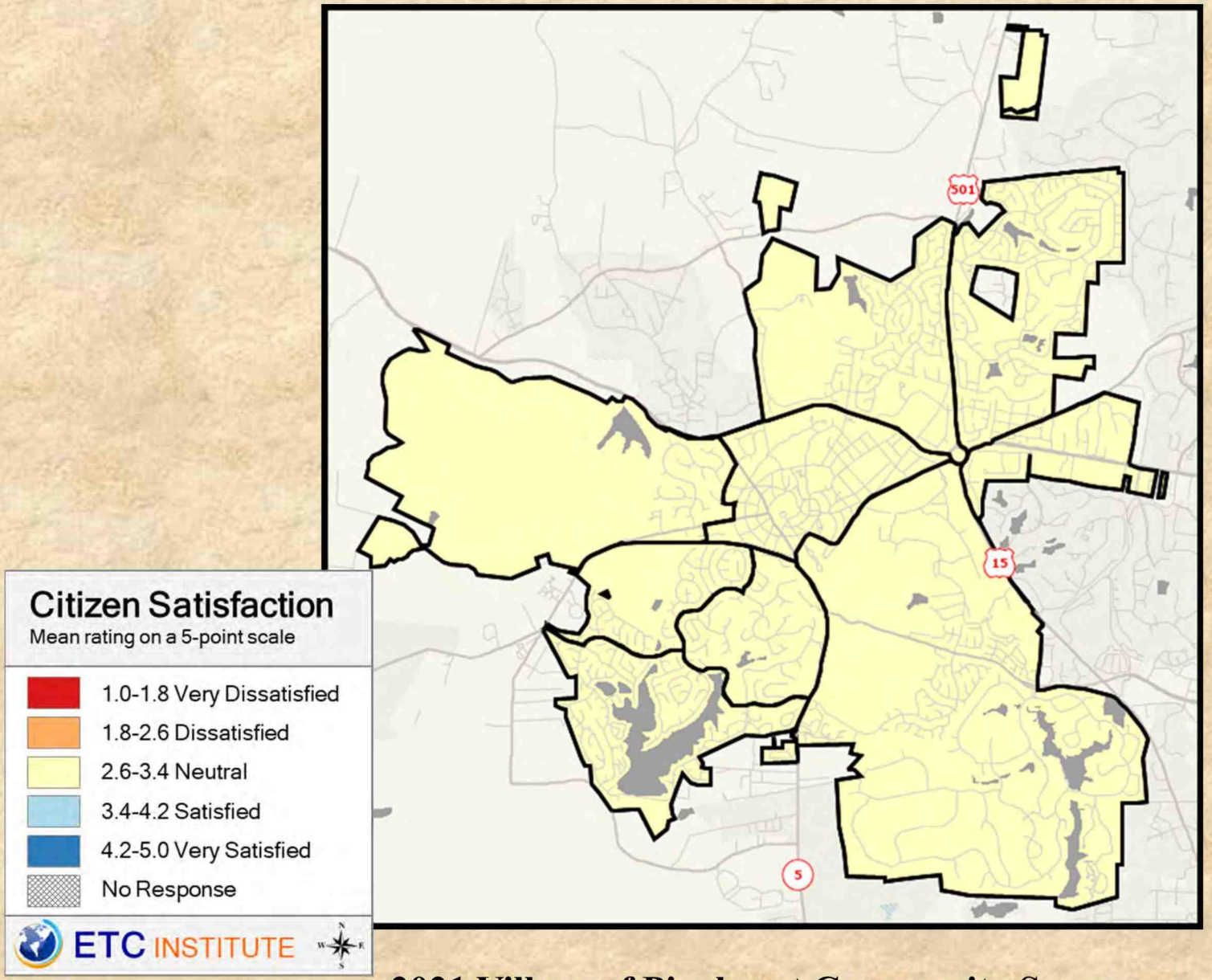
Q17-05 Level of satisfaction with: Ease of travel on NC Highway 5



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

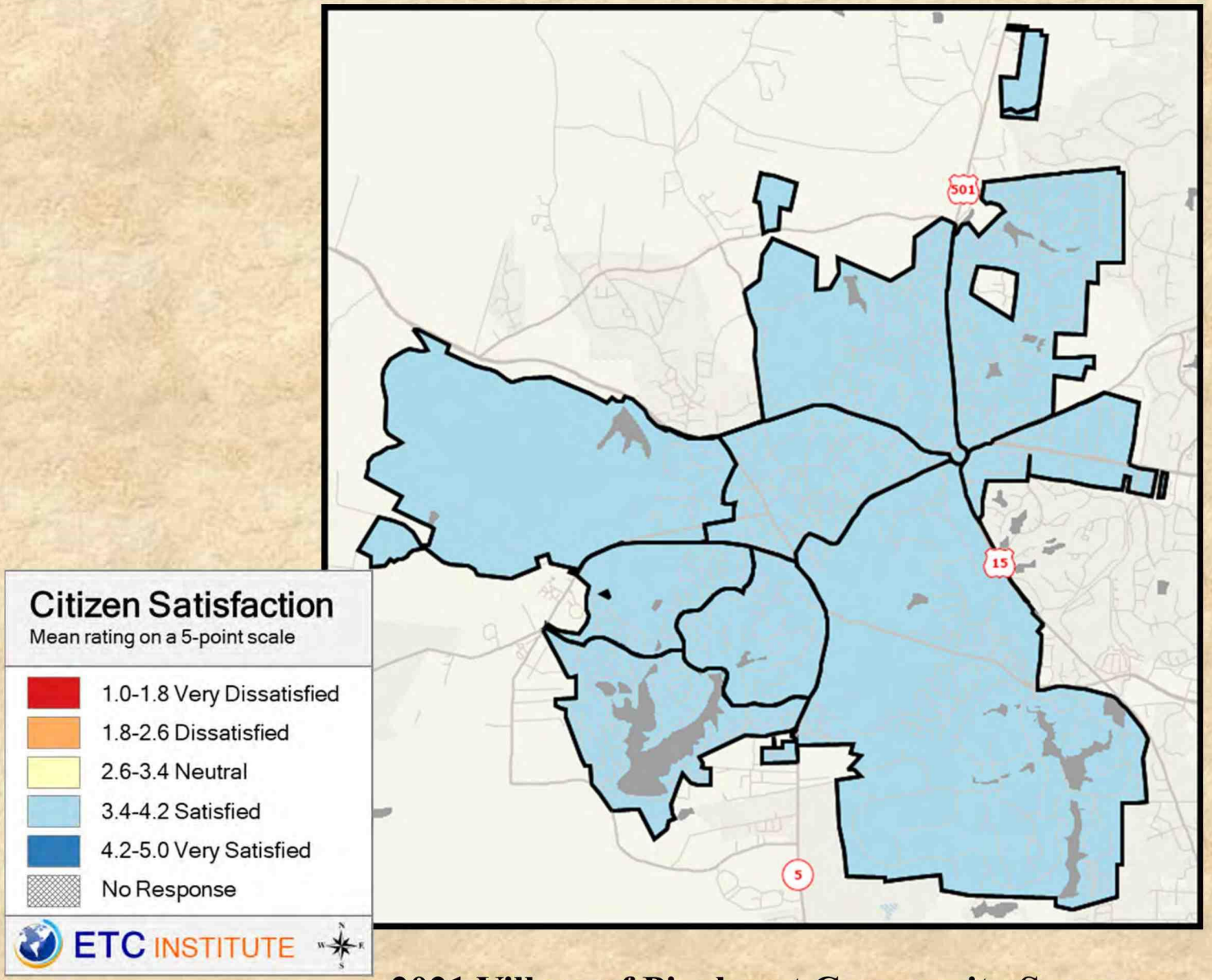
Q17-06 Level of satisfaction with: Ease of travel through the large traffic circle



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

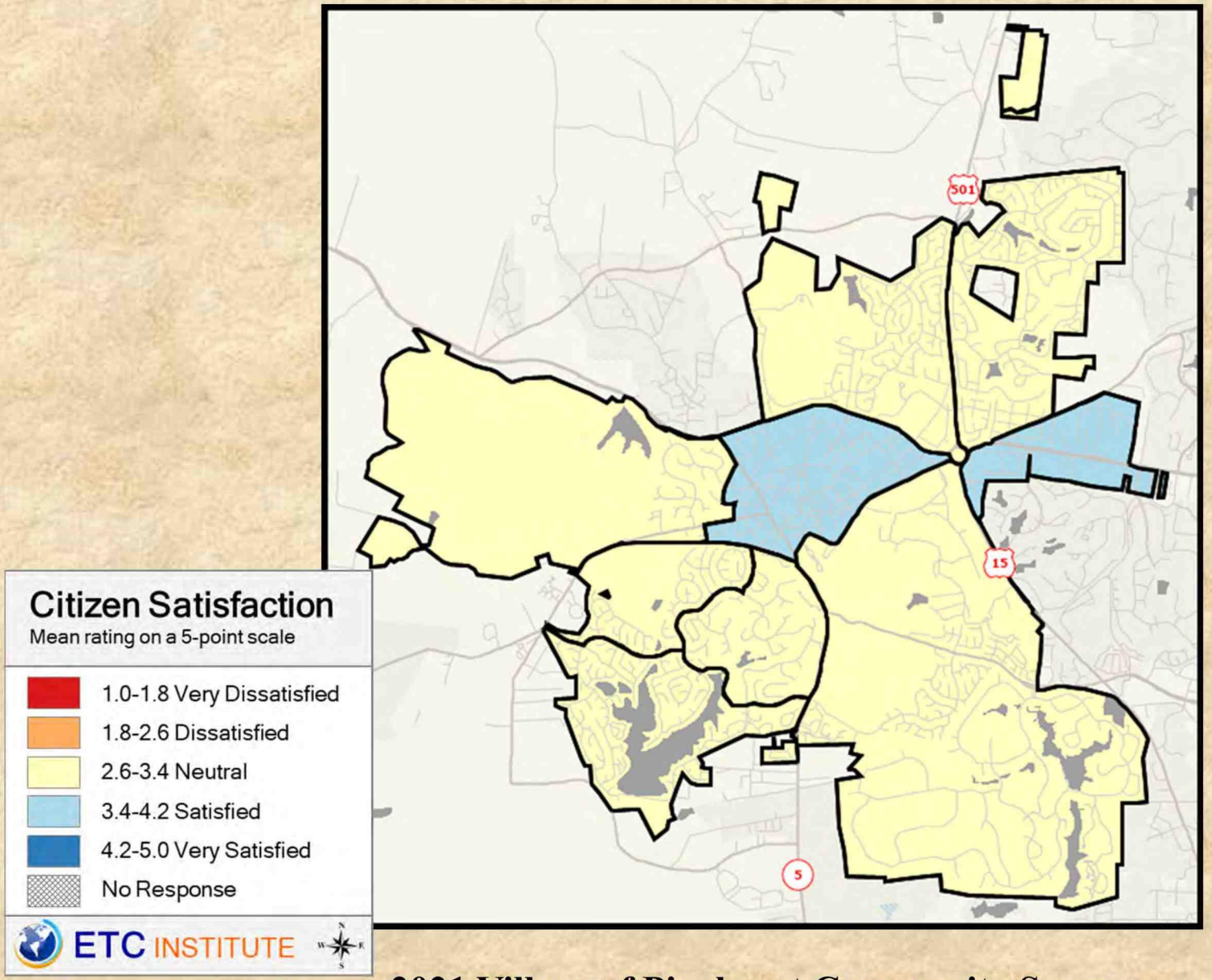
Q17-07 Level of satisfaction with: Ease of travel on other streets in the Village



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

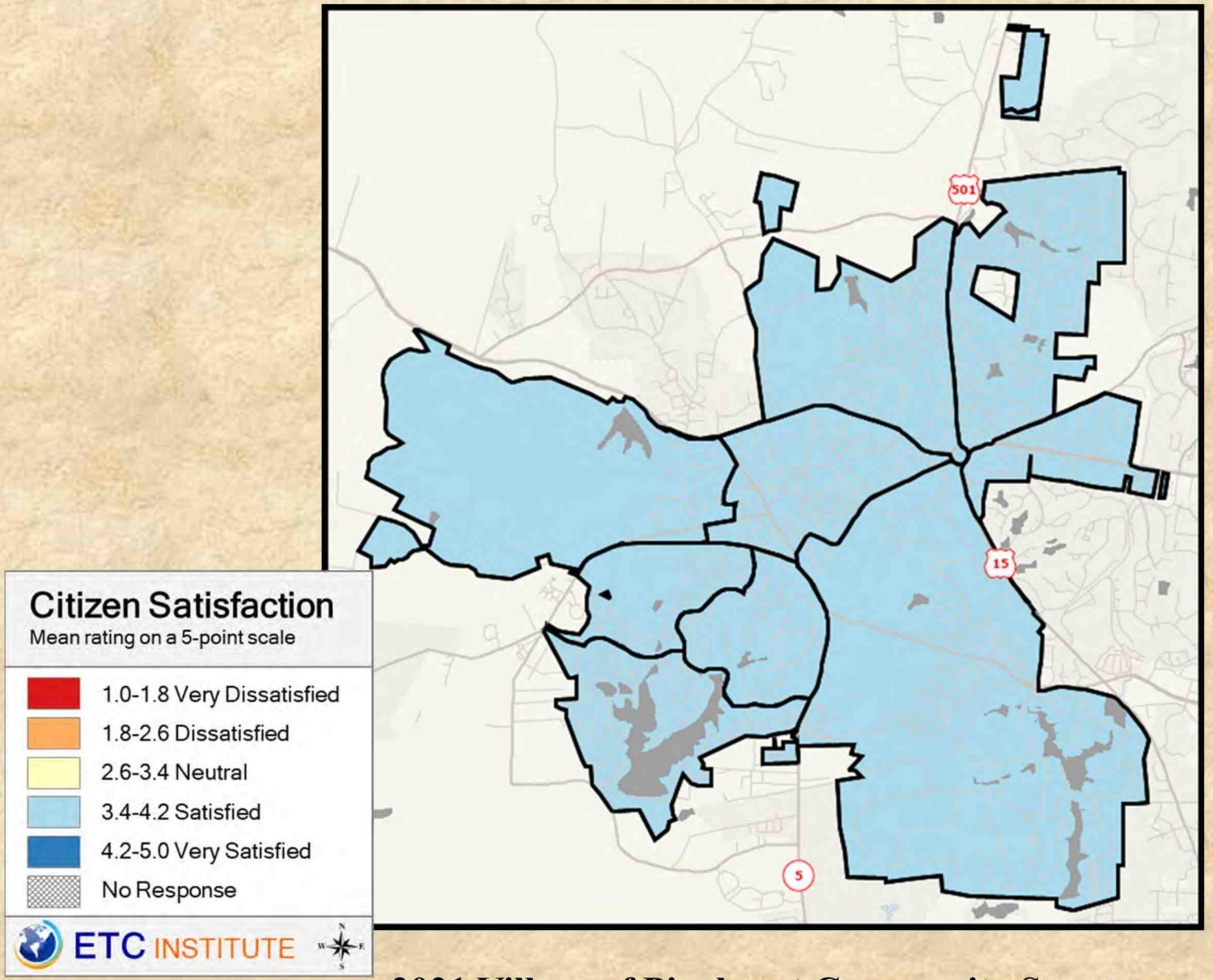
Q17-08 Level of satisfaction with: Availability of walkways



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

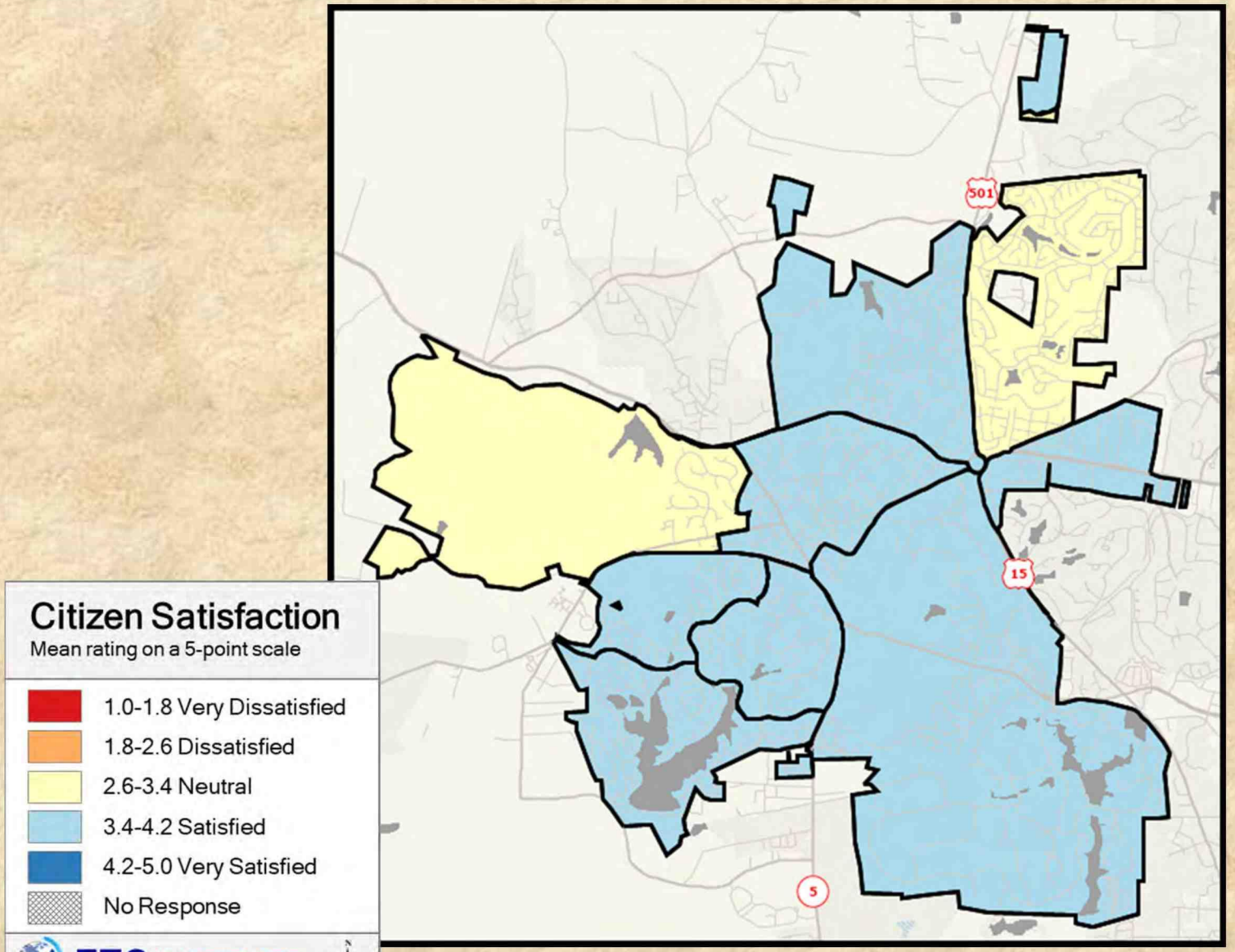
Q17-09 Level of satisfaction with: Condition of existing walkways



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

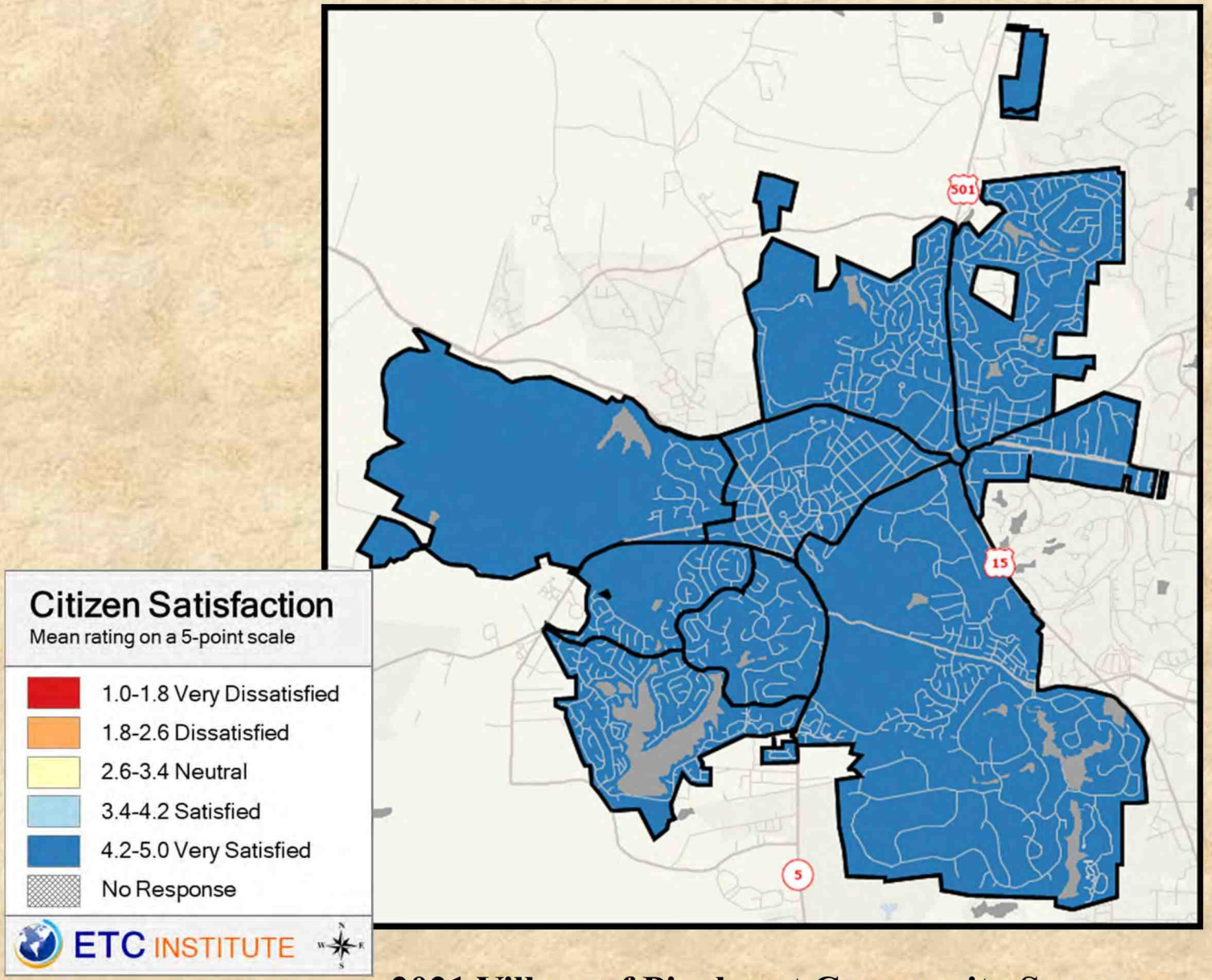
Q17-10 Level of satisfaction with: Ease of golf cart travel



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

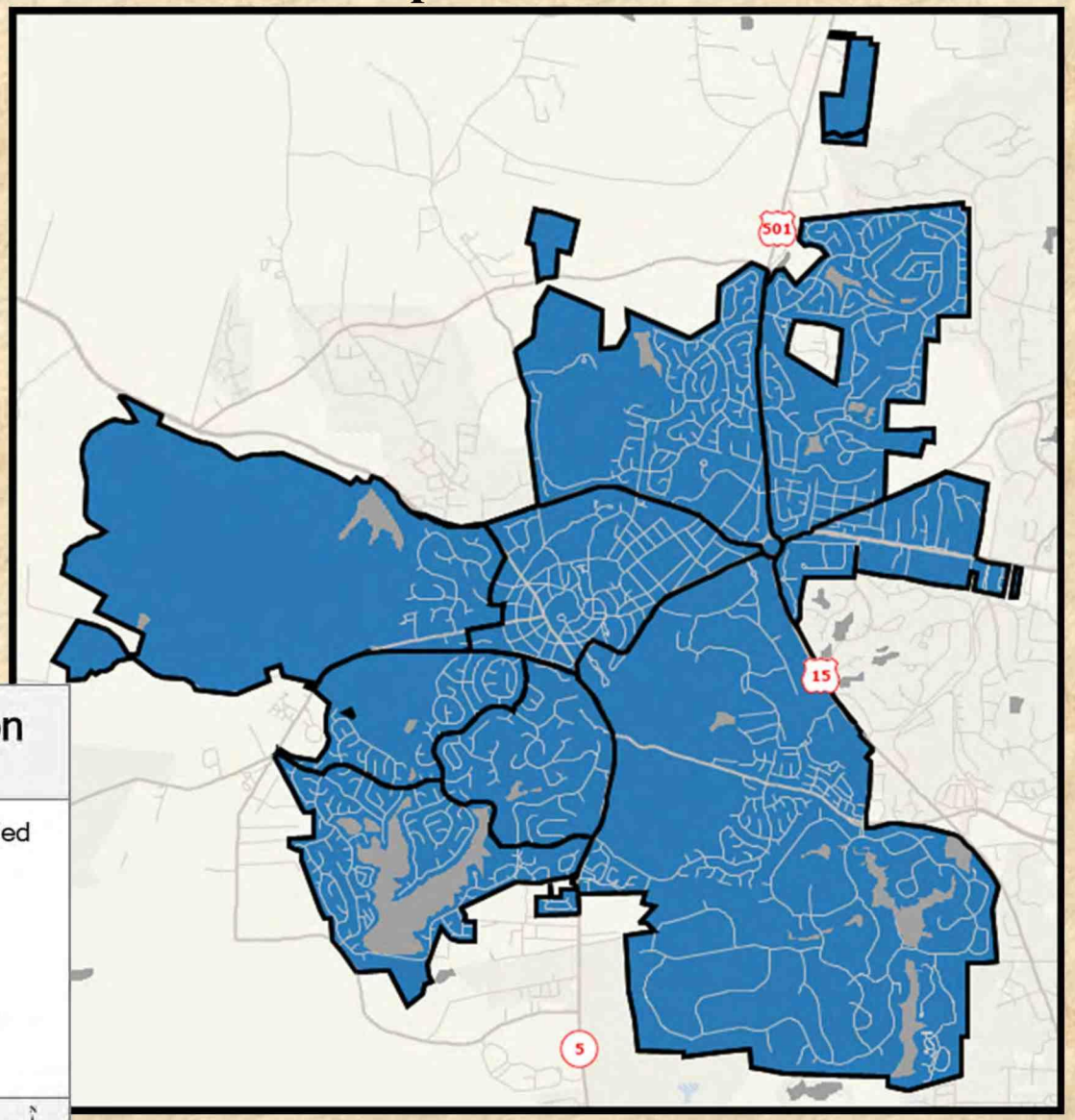
Q19-01 Level of satisfaction with: Maintenance/preservation of downtown



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

Q19-02 Level of satisfaction with: Quality of landscaping in medians and other public areas



Citizen Satisfaction
Mean rating on a 5-point scale

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- No Response

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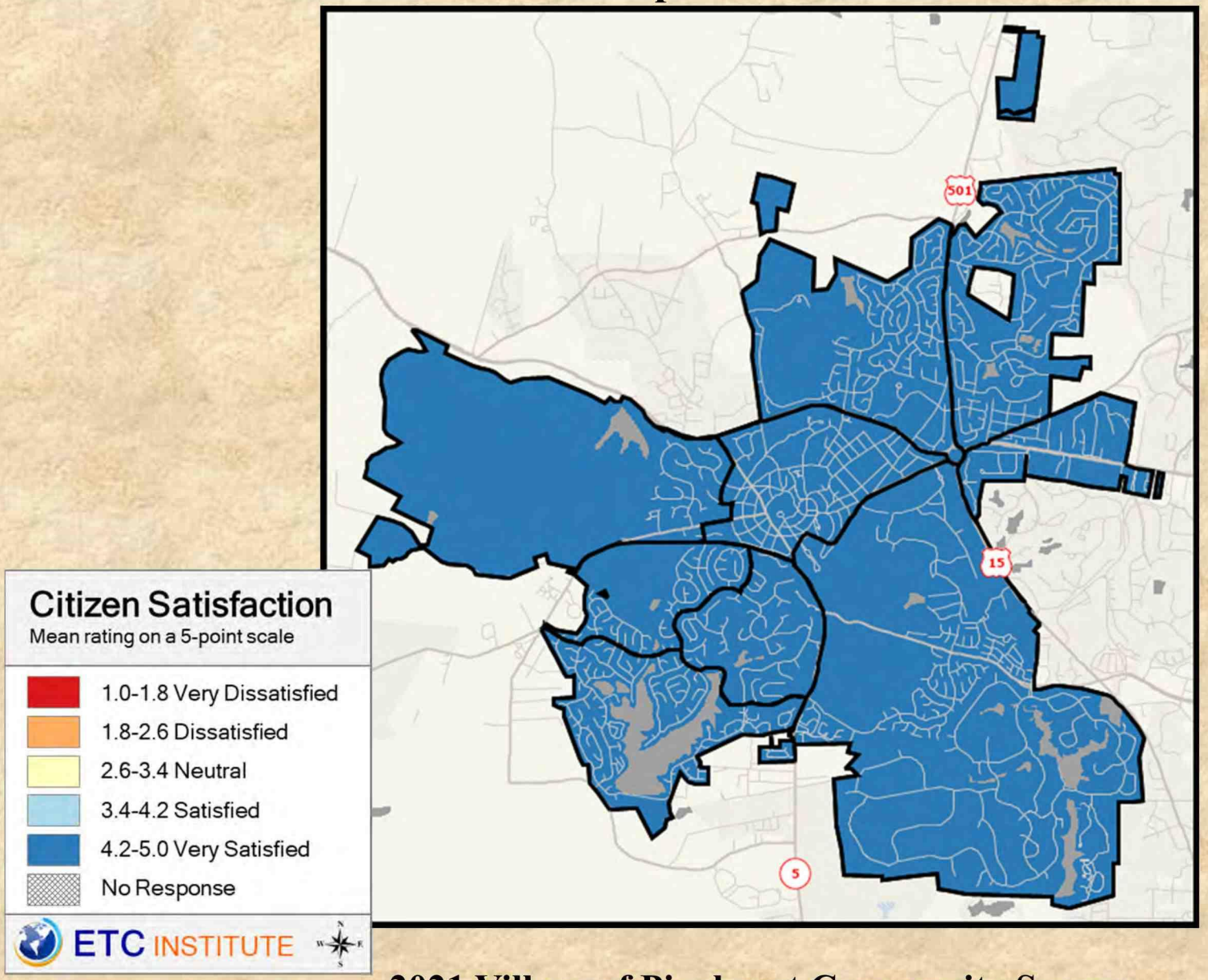
2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

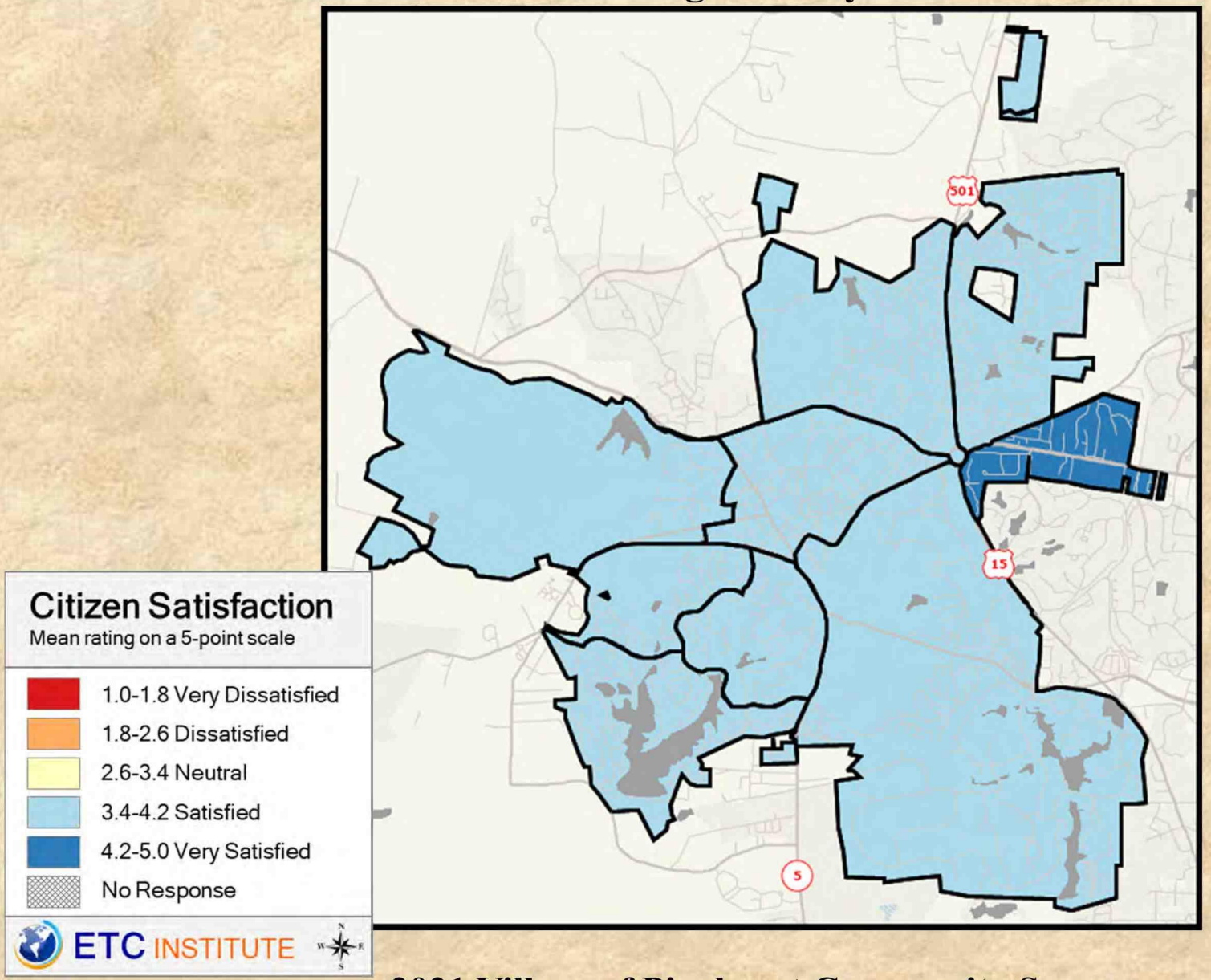
Q19-03 Level of satisfaction with: Overall cleanliness of streets and other public areas



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

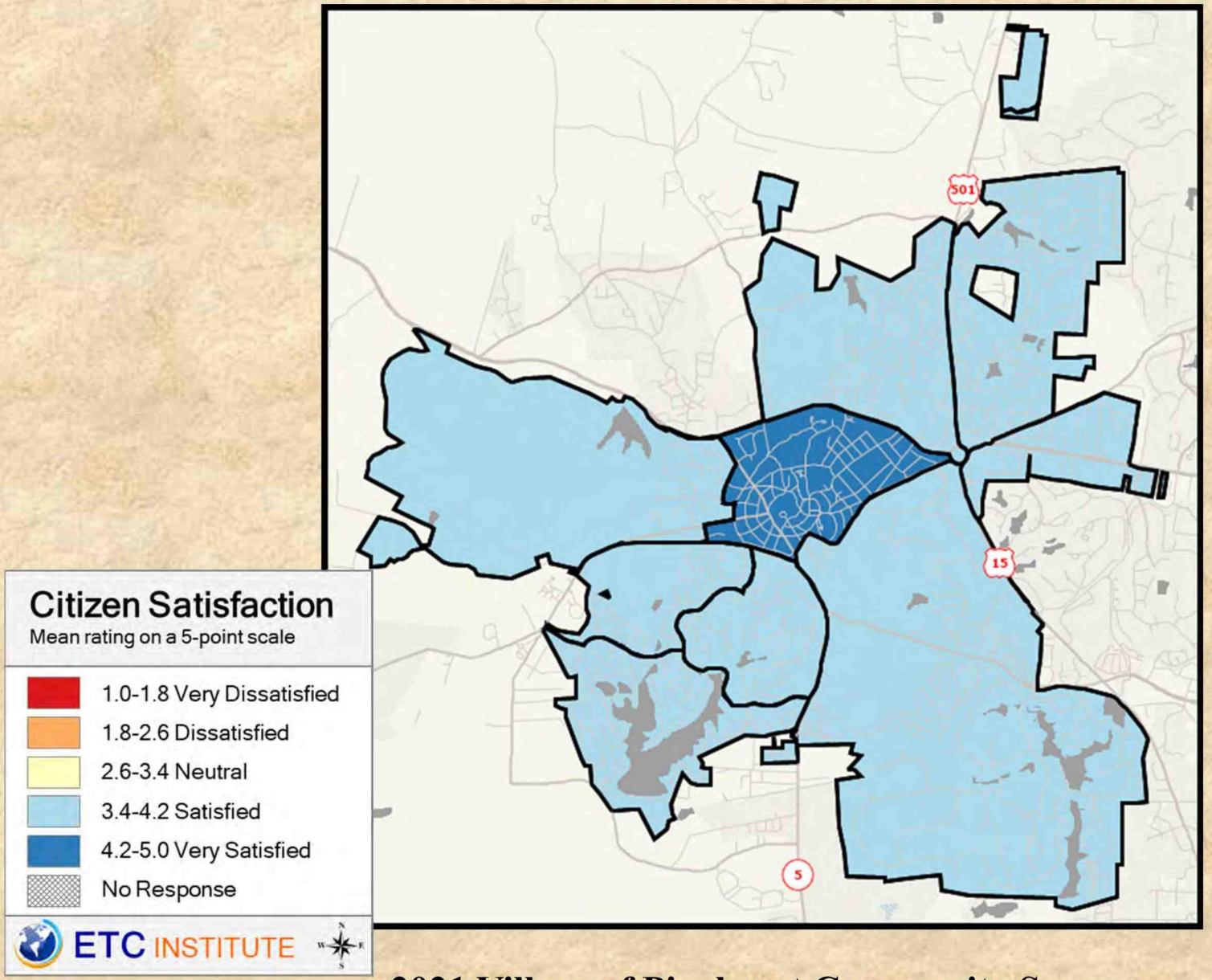
Q19-04 Level of satisfaction with: Quality of the stormwater runoff/ management system



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

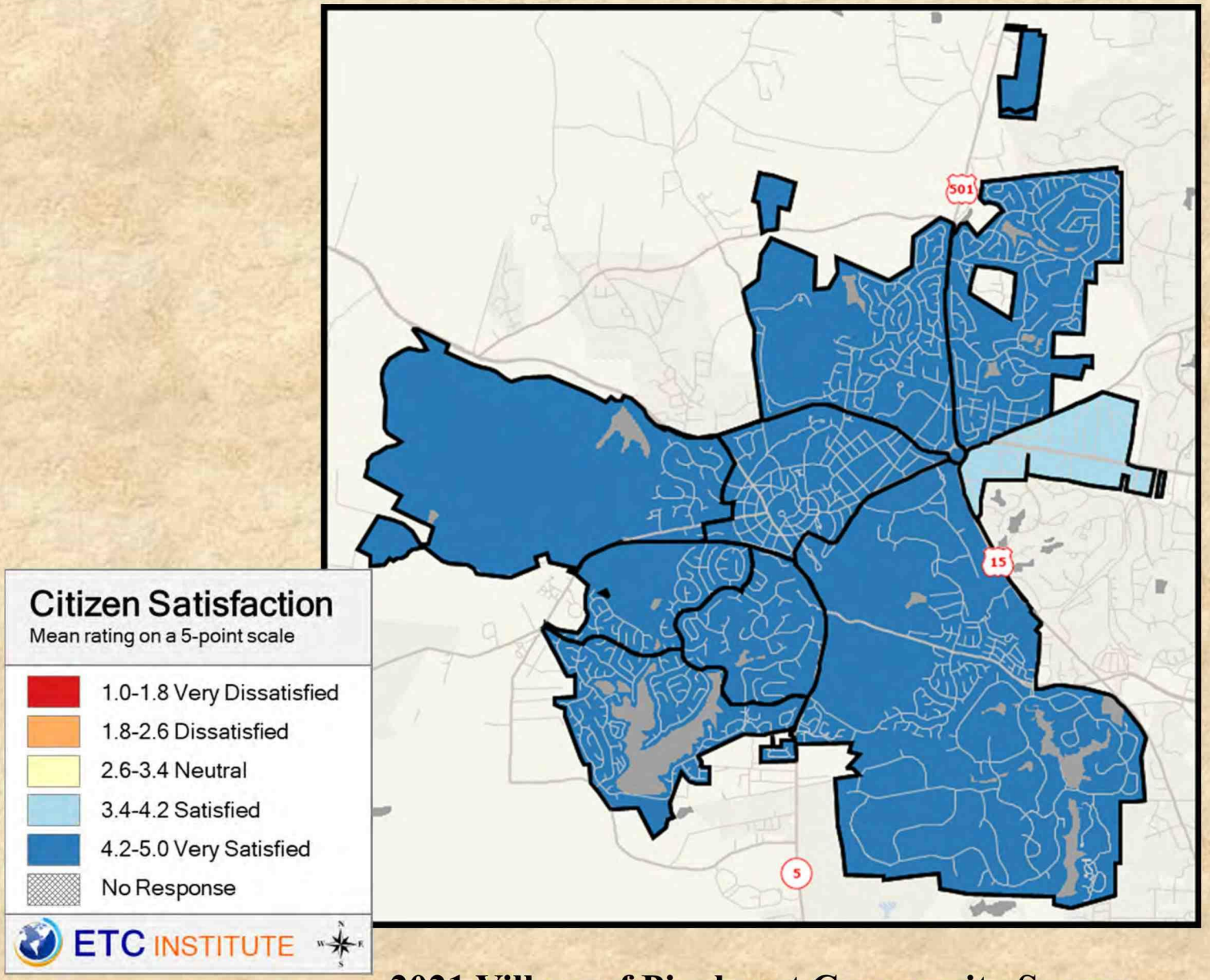
Q19-05 Level of satisfaction with: Winter weather response on Village streets (snow/ice)



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

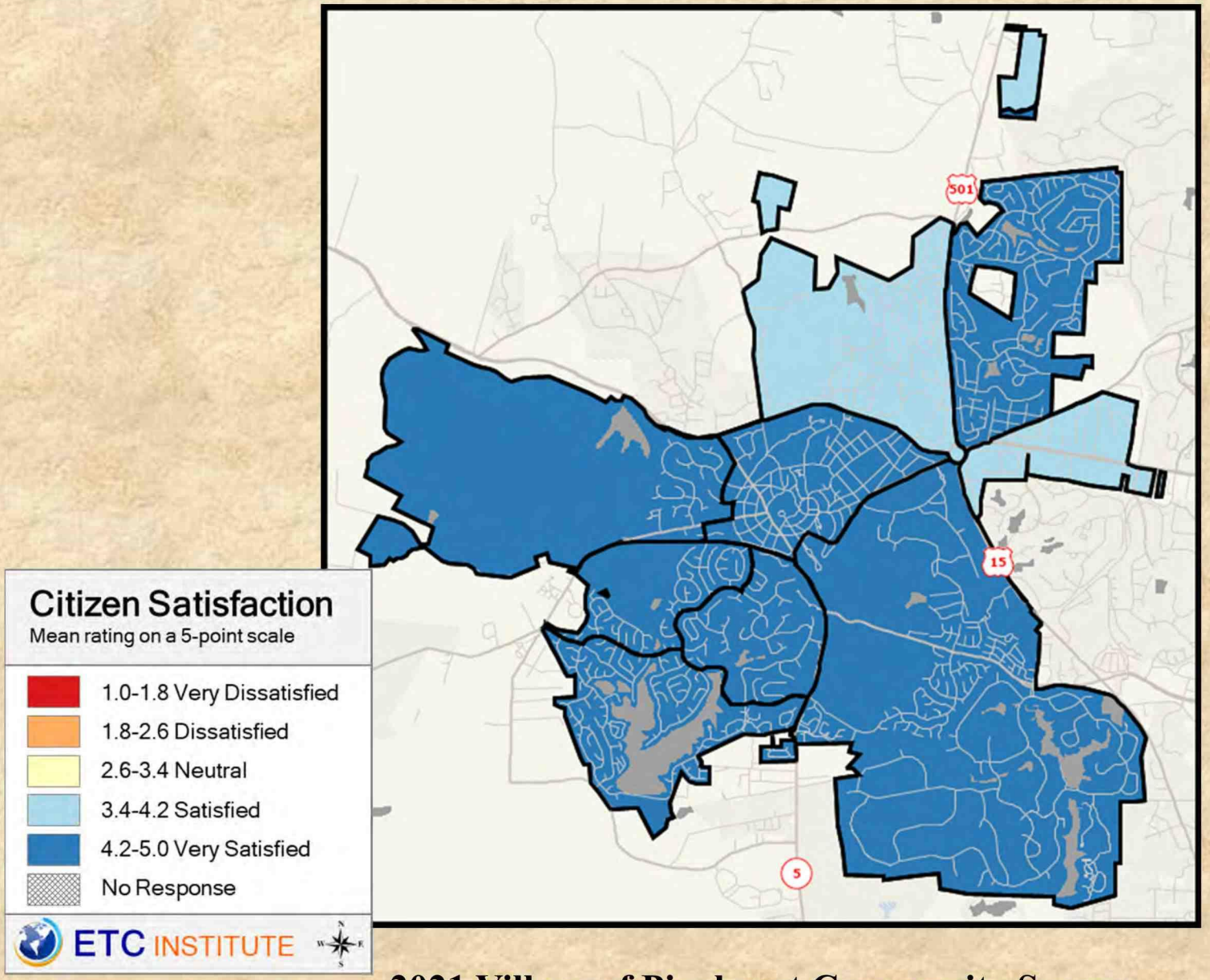
Q21-01 Level of satisfaction with: Residential trash collection services



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

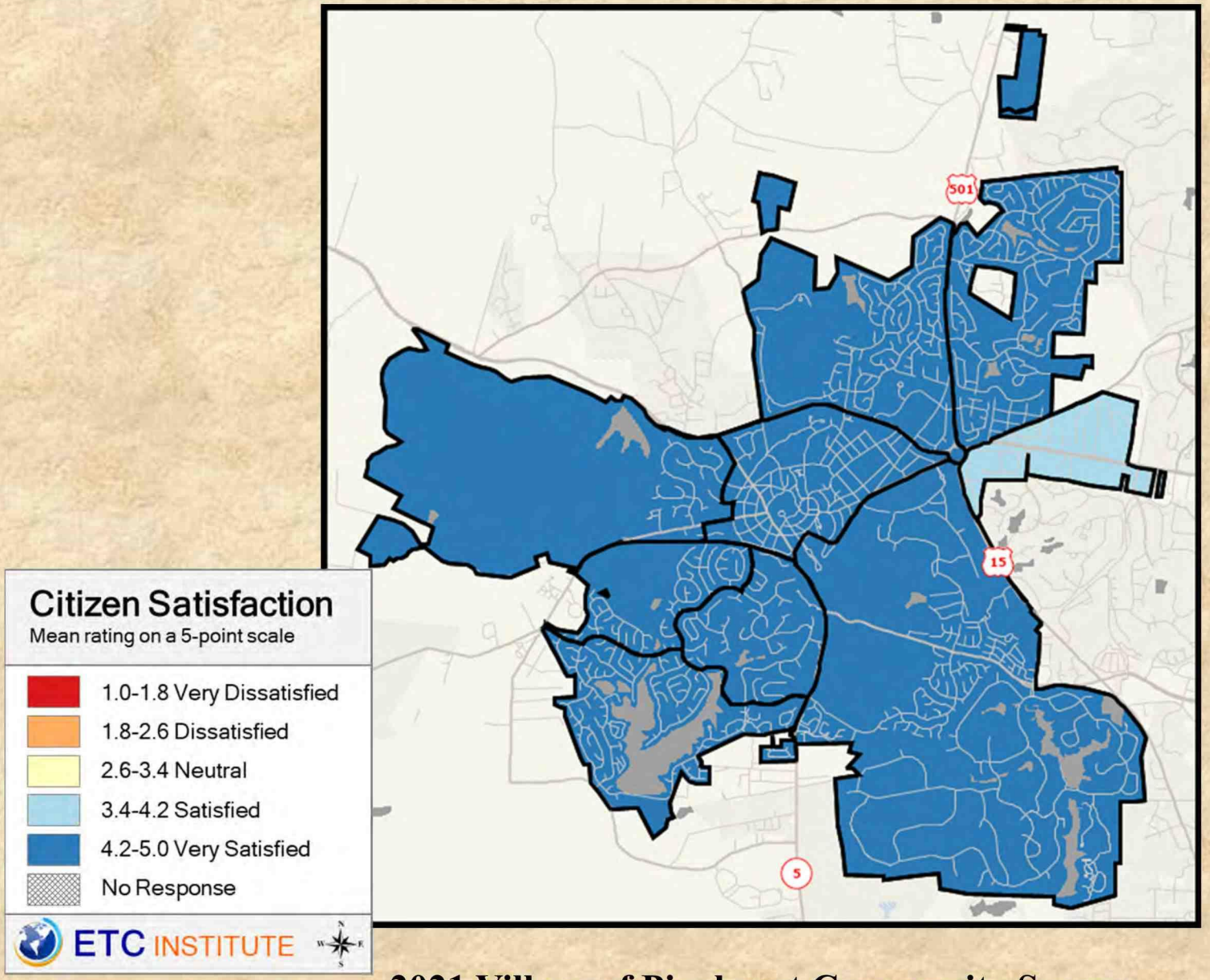
Q21-02 Level of satisfaction with: Curbside recycling services



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

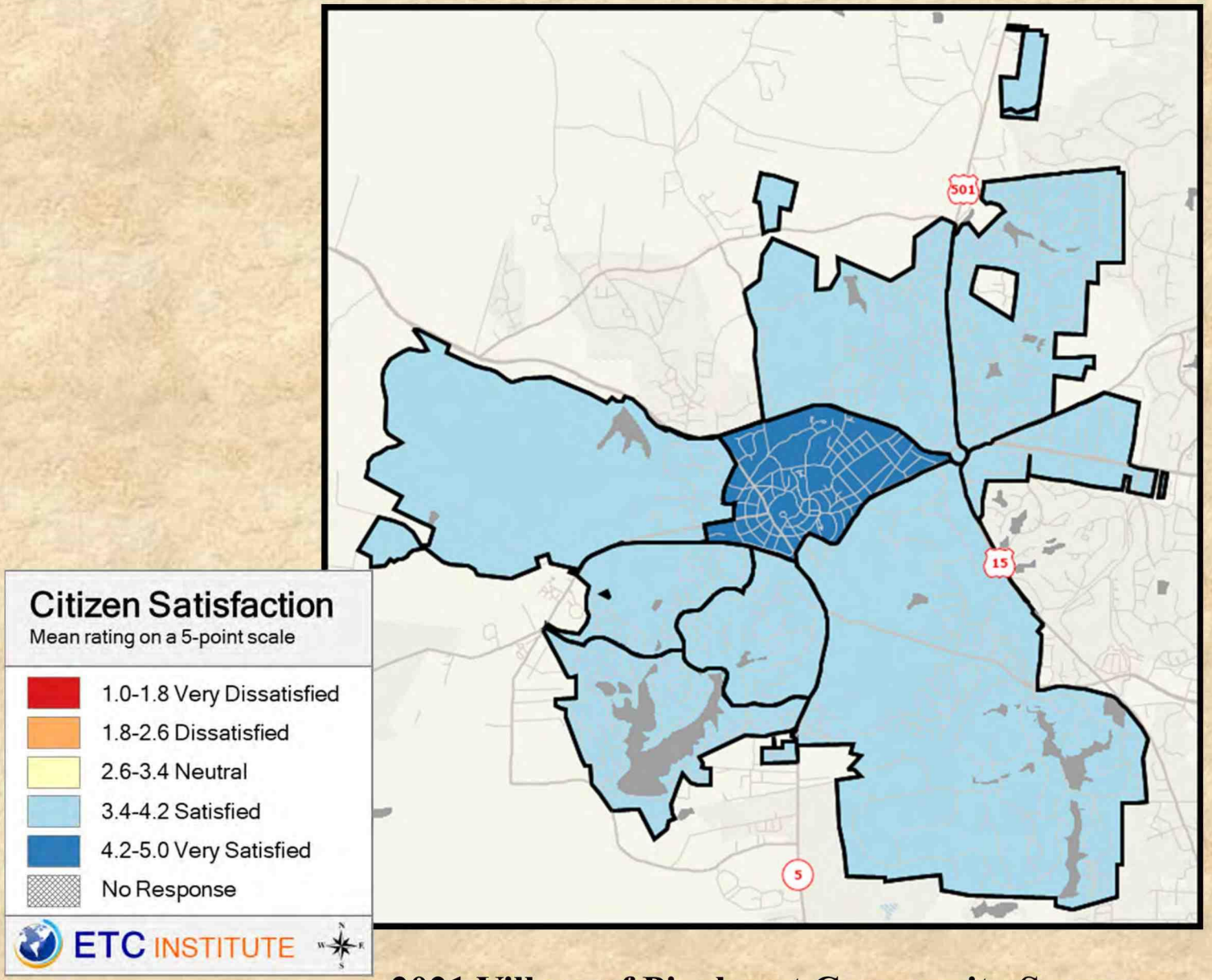
Q21-03 Level of satisfaction with: Yard waste collection services



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

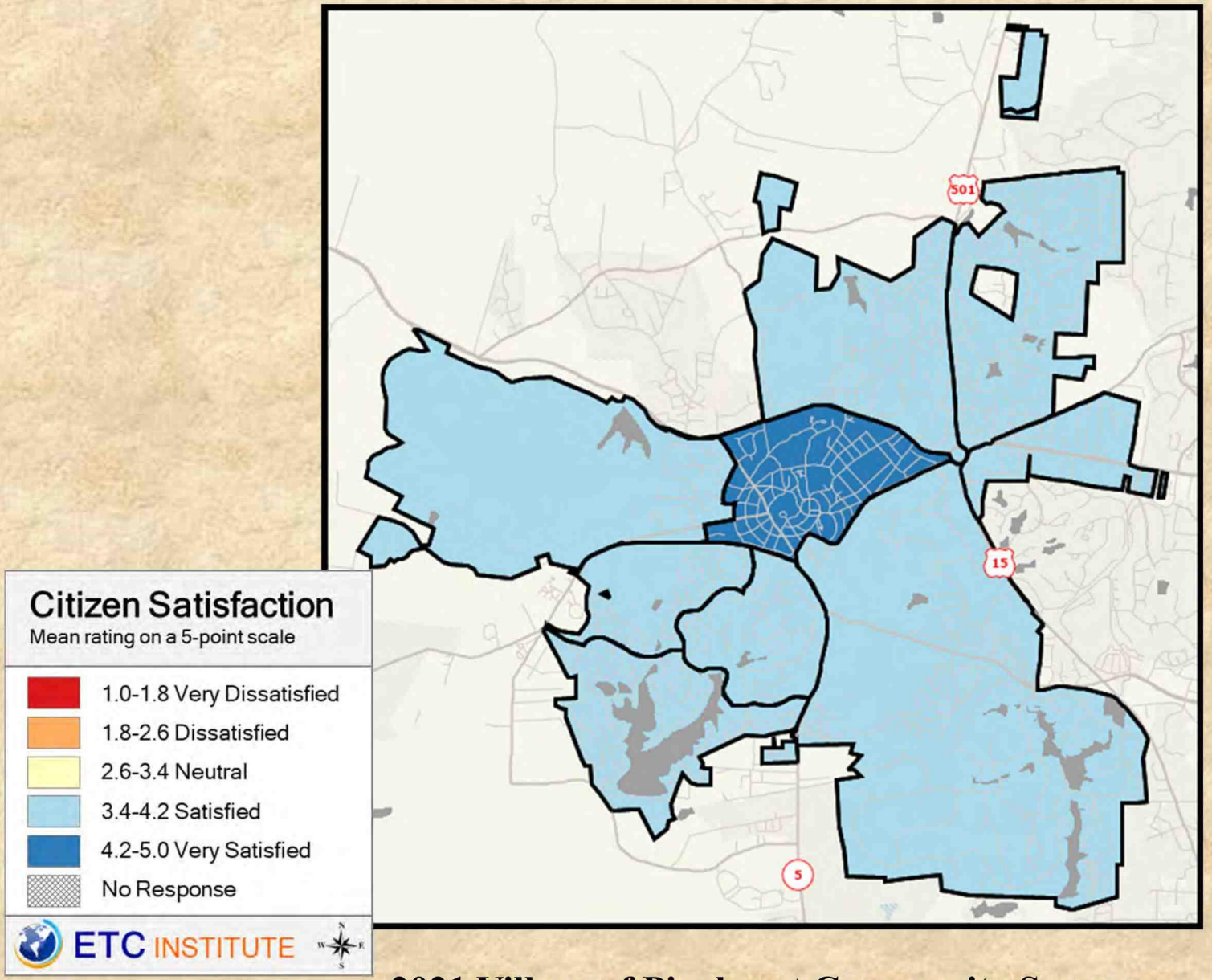
Q23-01 Level of satisfaction with: Quality of information about Village programs/services



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

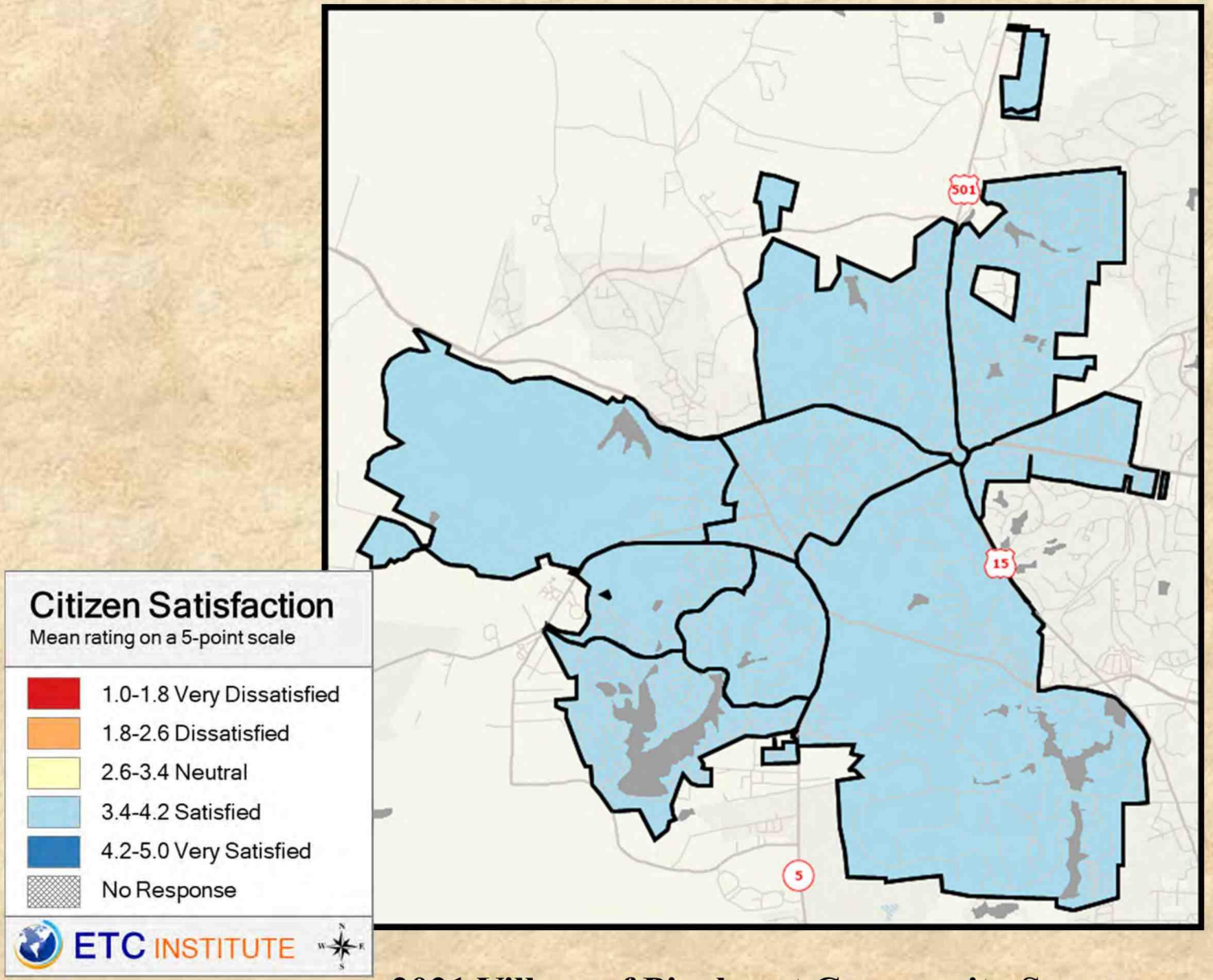
Q23-02 Level of satisfaction with: Village efforts to keep you informed about local issues



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

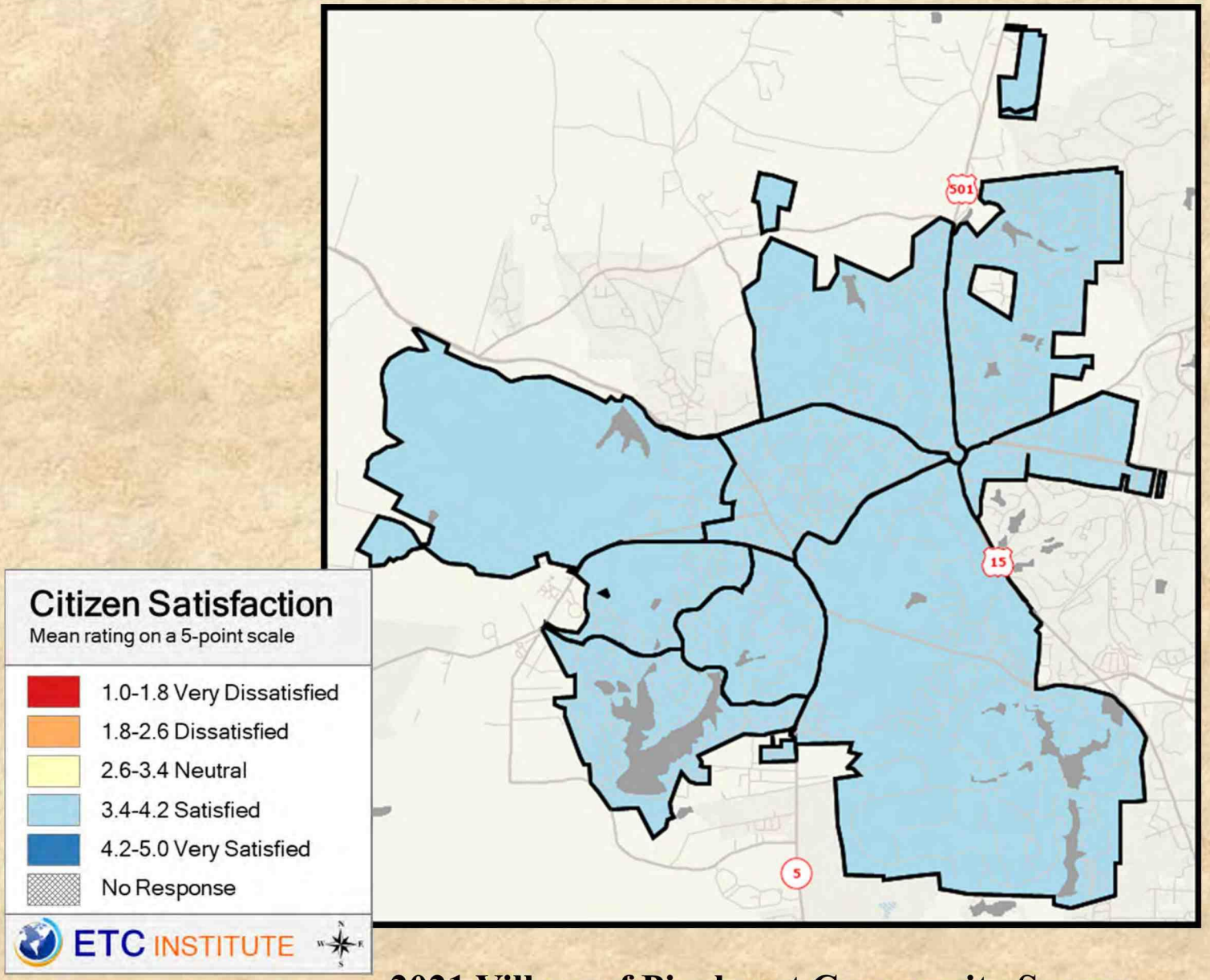
Q23-03 Level of satisfaction with: Opportunities to participate in local government (advisory boards, volunteering)



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

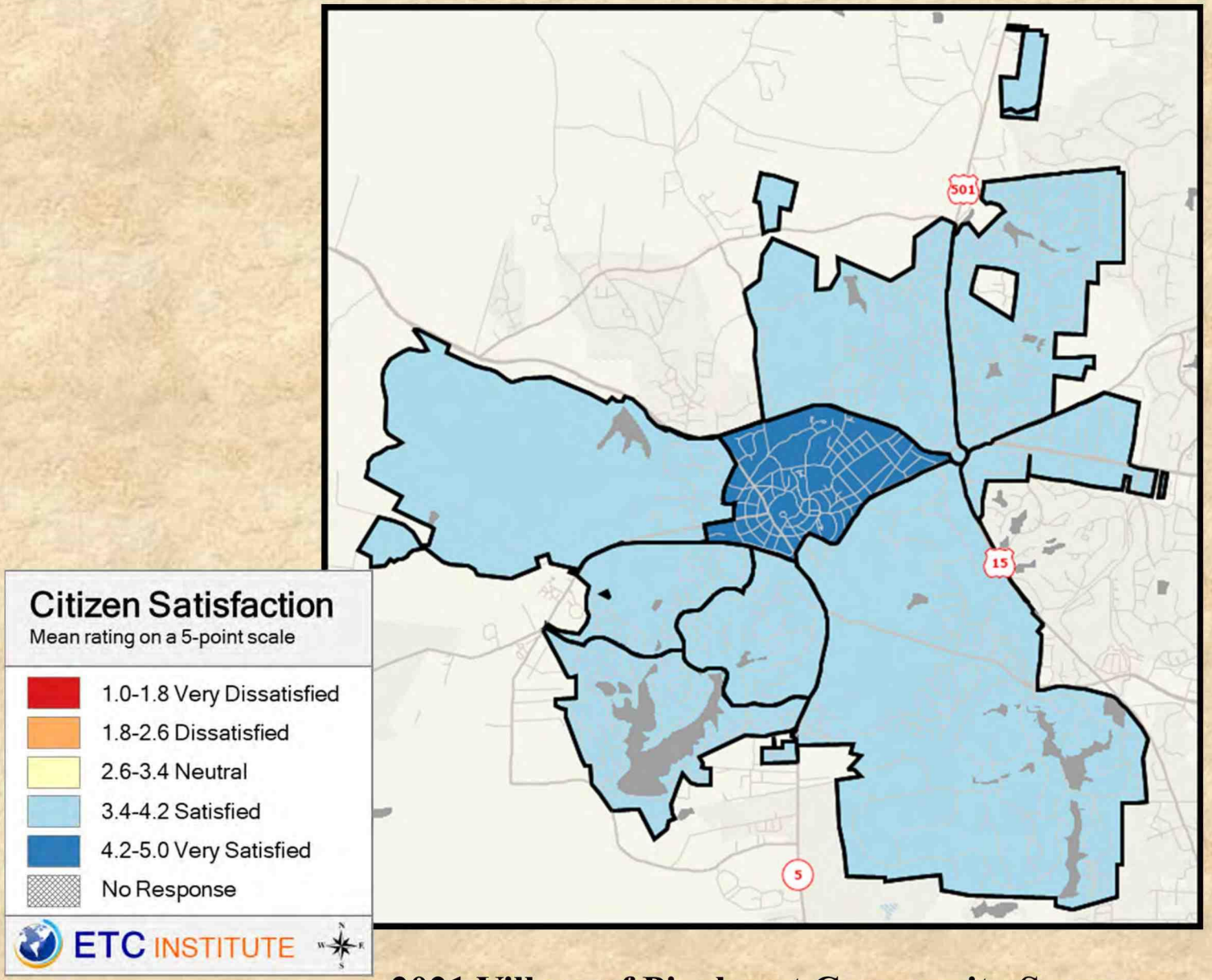
Q23-04 Level of satisfaction with: Village social media



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

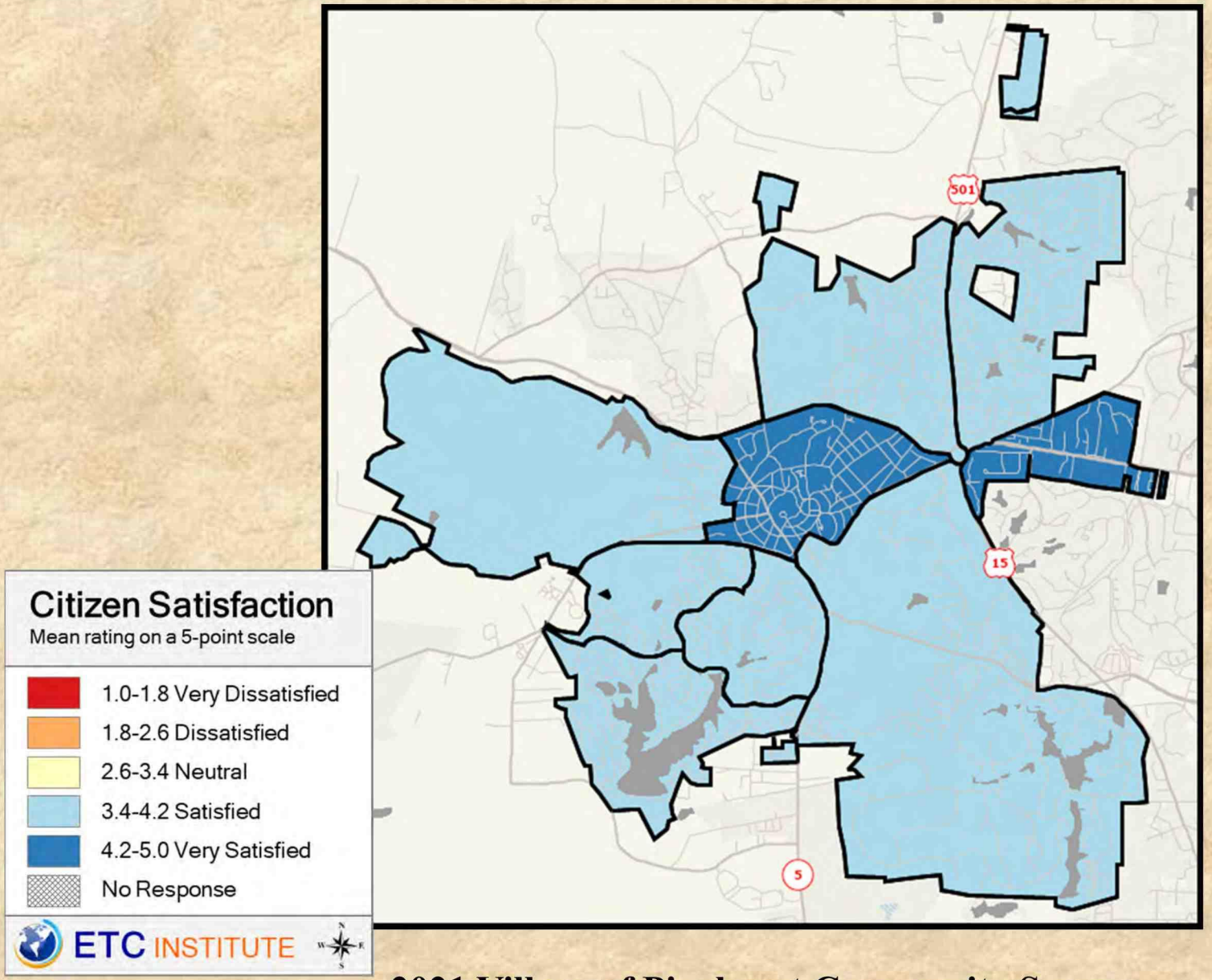
Q23-05 Level of satisfaction with: Village website (www.vopnc.org)



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

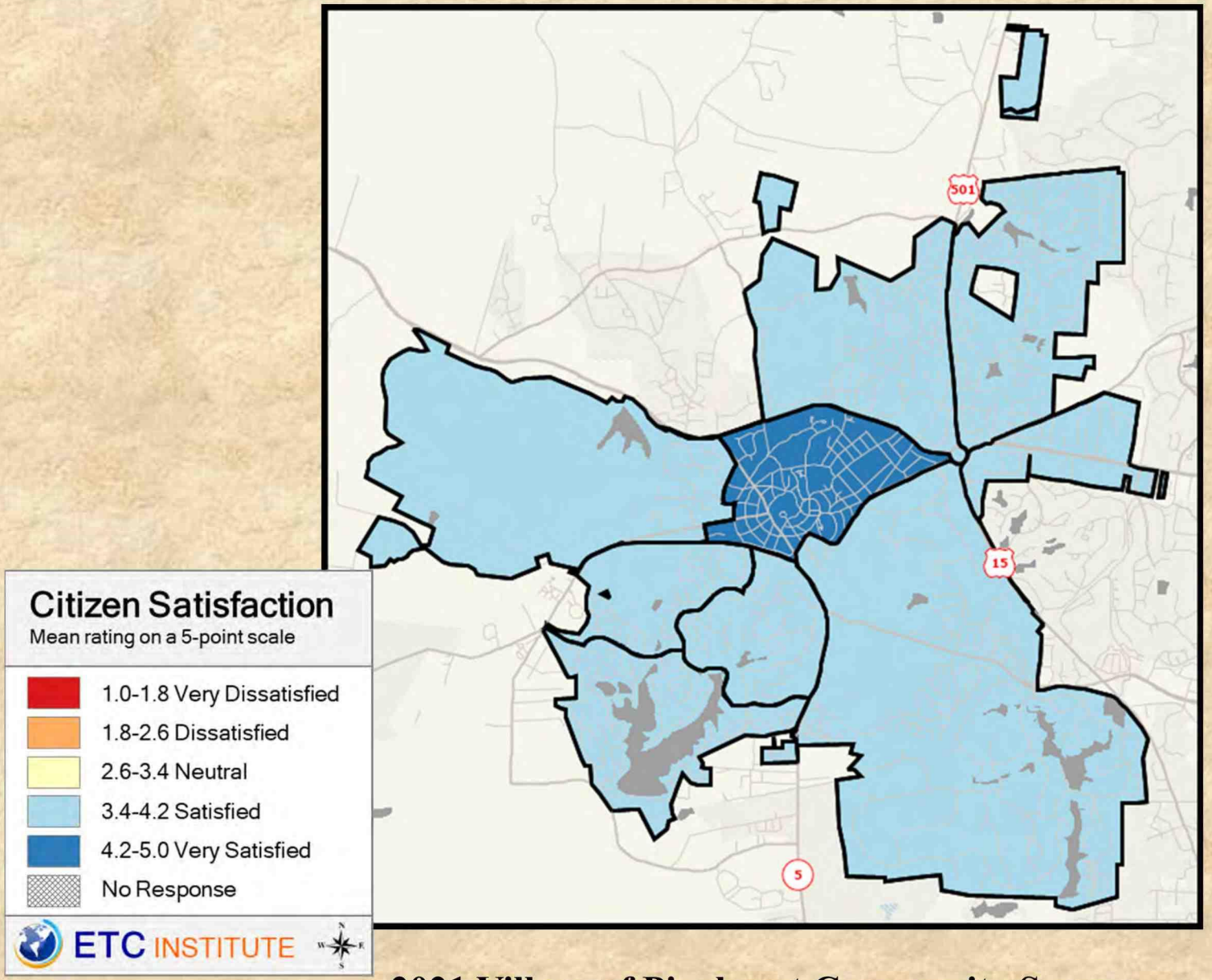
Q23-06 Level of satisfaction with: Village Newsletter



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

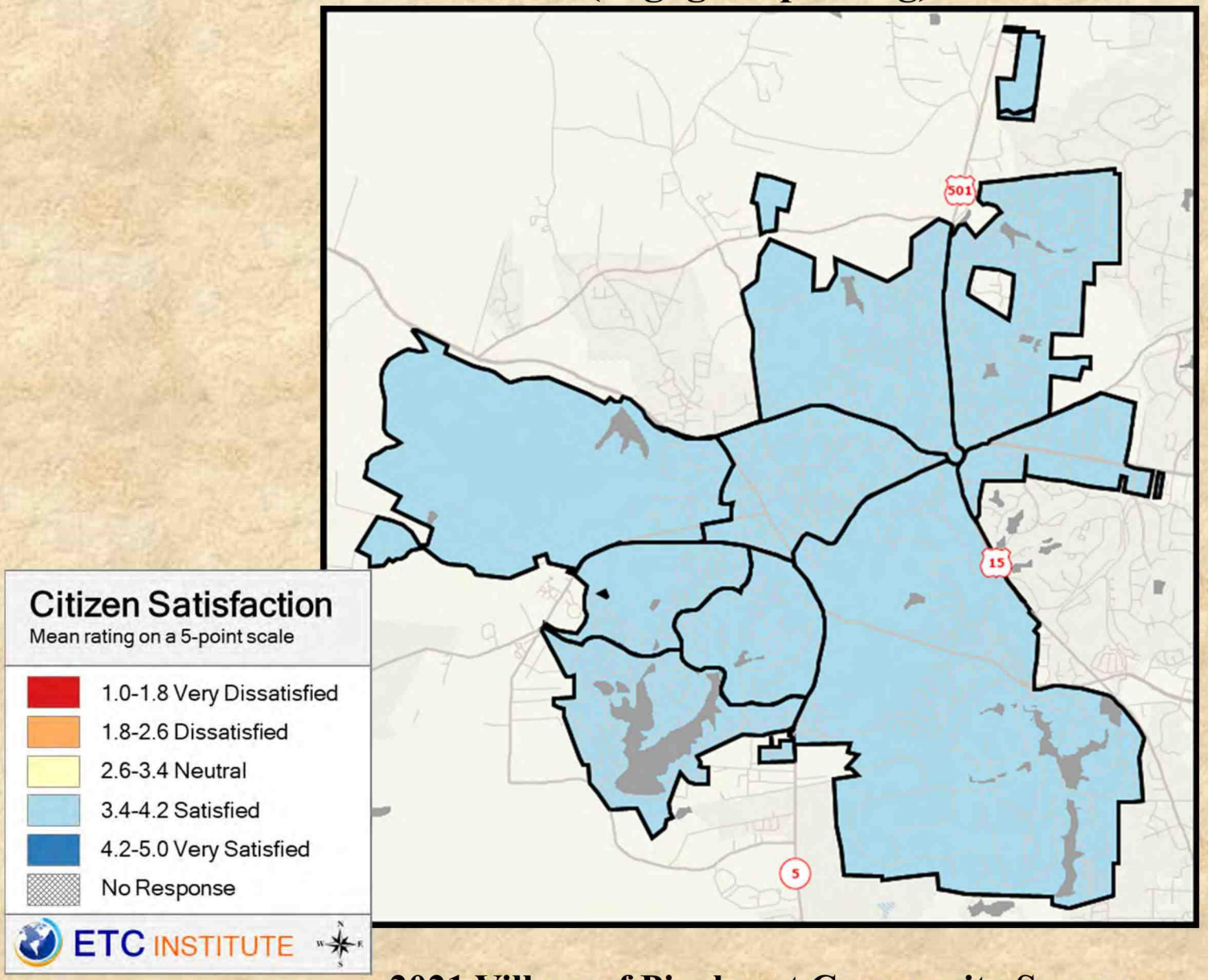
Q23-07 Level of satisfaction with: Monthly Village e-News updates



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

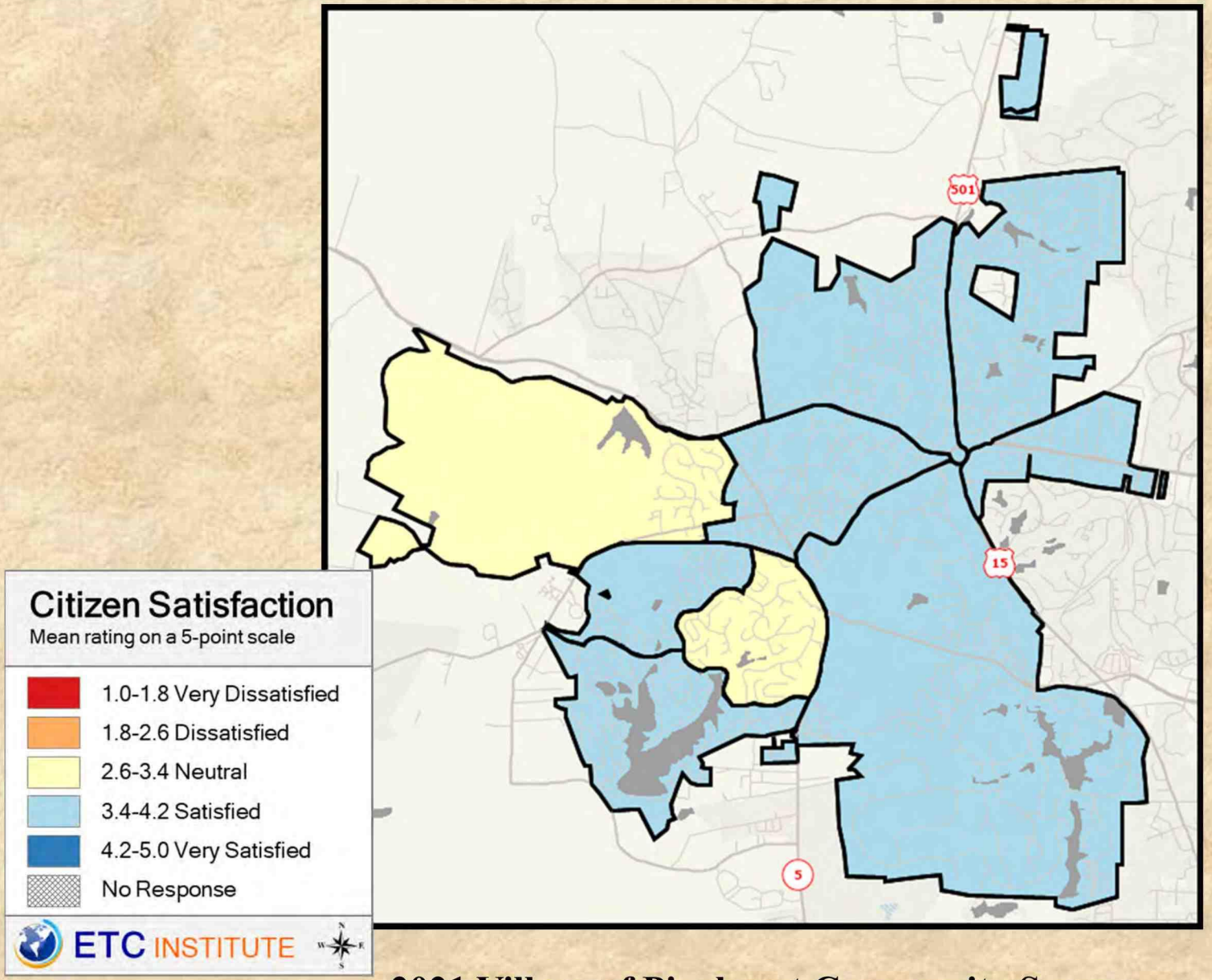
Q23-08 Level of satisfaction with: Online Engagement Portals (engage.vopnc.org)



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

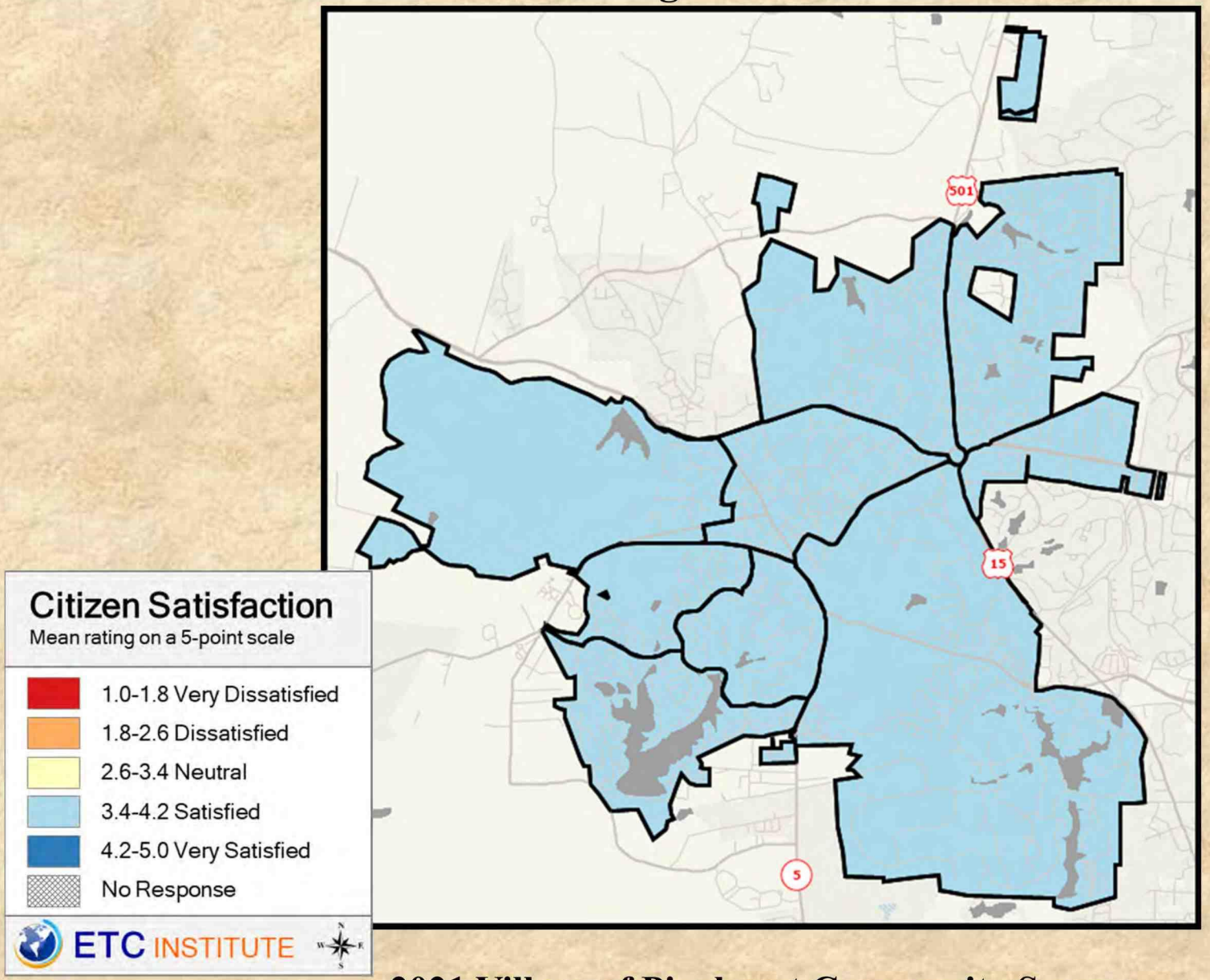
Q23-09 Level of satisfaction with: Community's progress toward meeting its strategic vision and mission



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

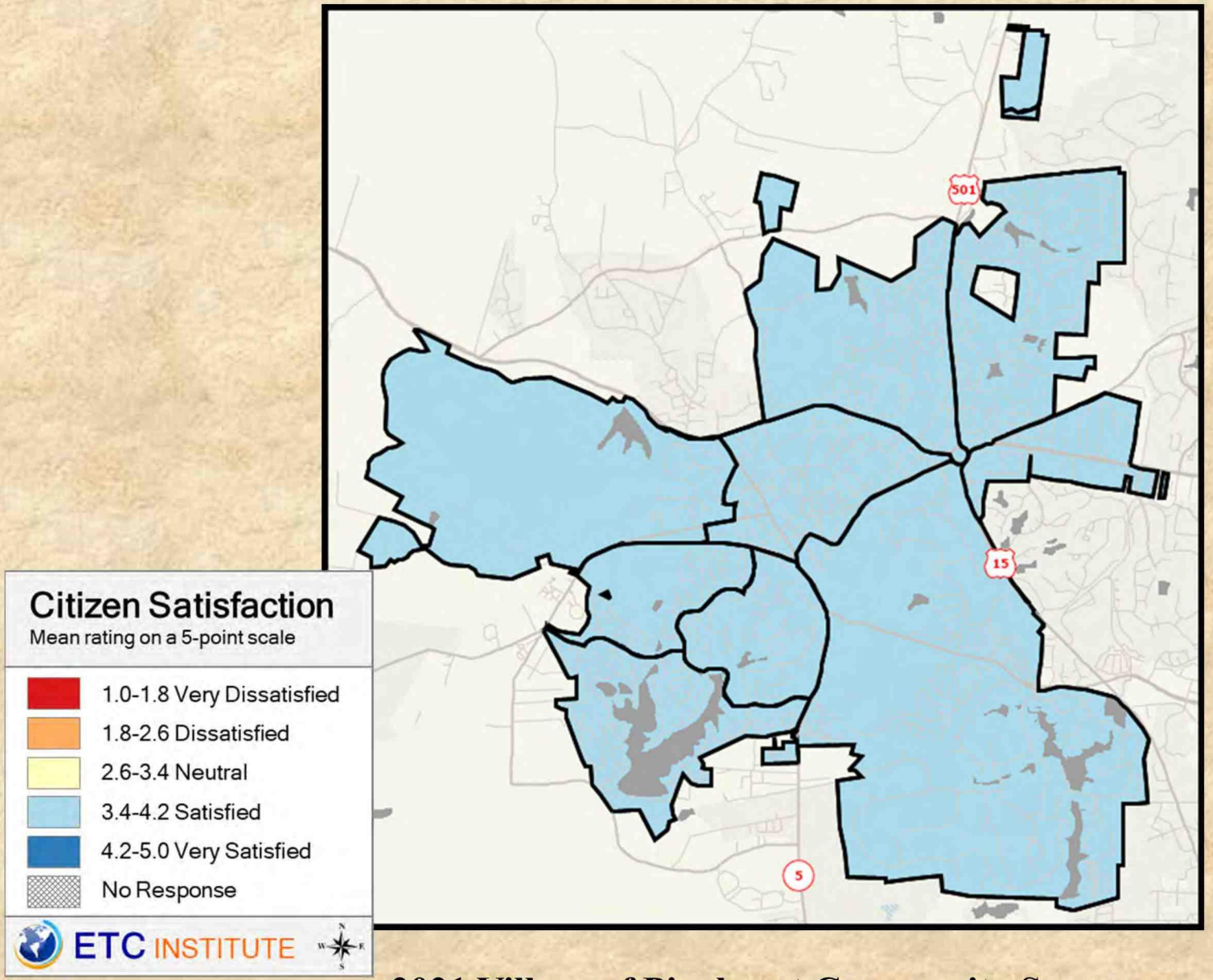
Q29-01 Level of satisfaction with: Overall quality of leadership provided by the Village's elected officials



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

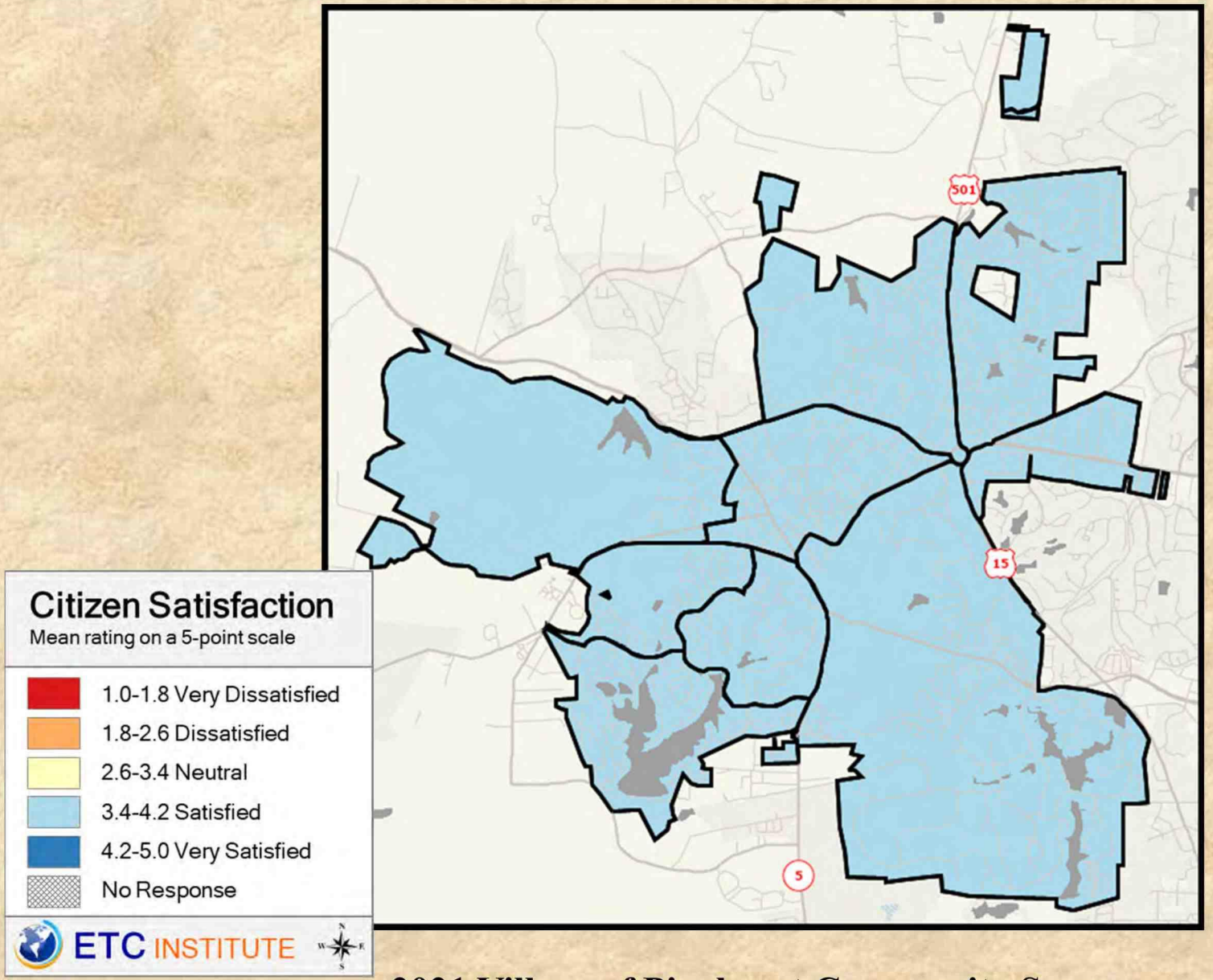
Q29-02 Level of satisfaction with: Overall effectiveness of appointed boards and commissions



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

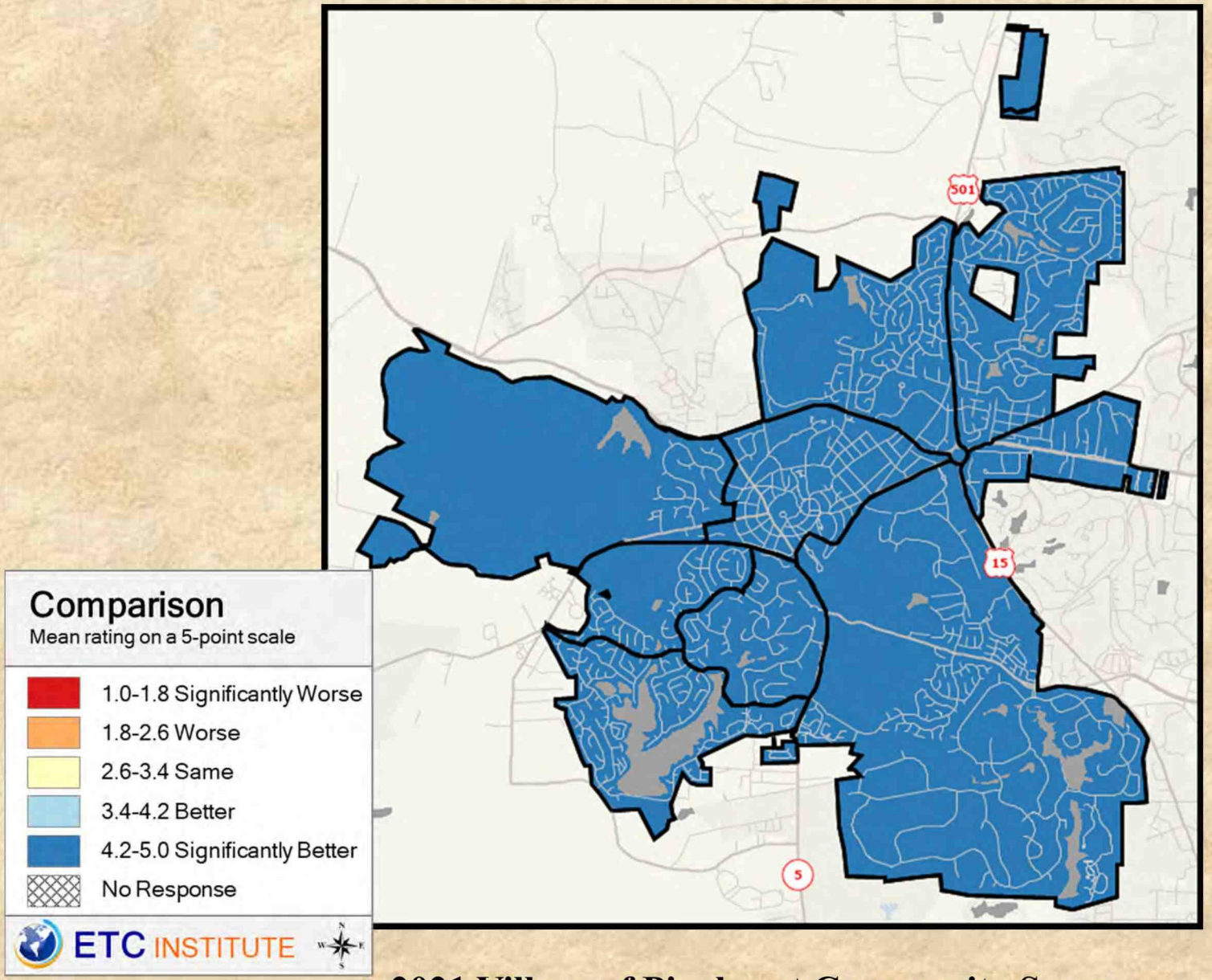
Q29-03 Level of satisfaction with: Overall effectiveness of the Village Manager and appointed staff



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

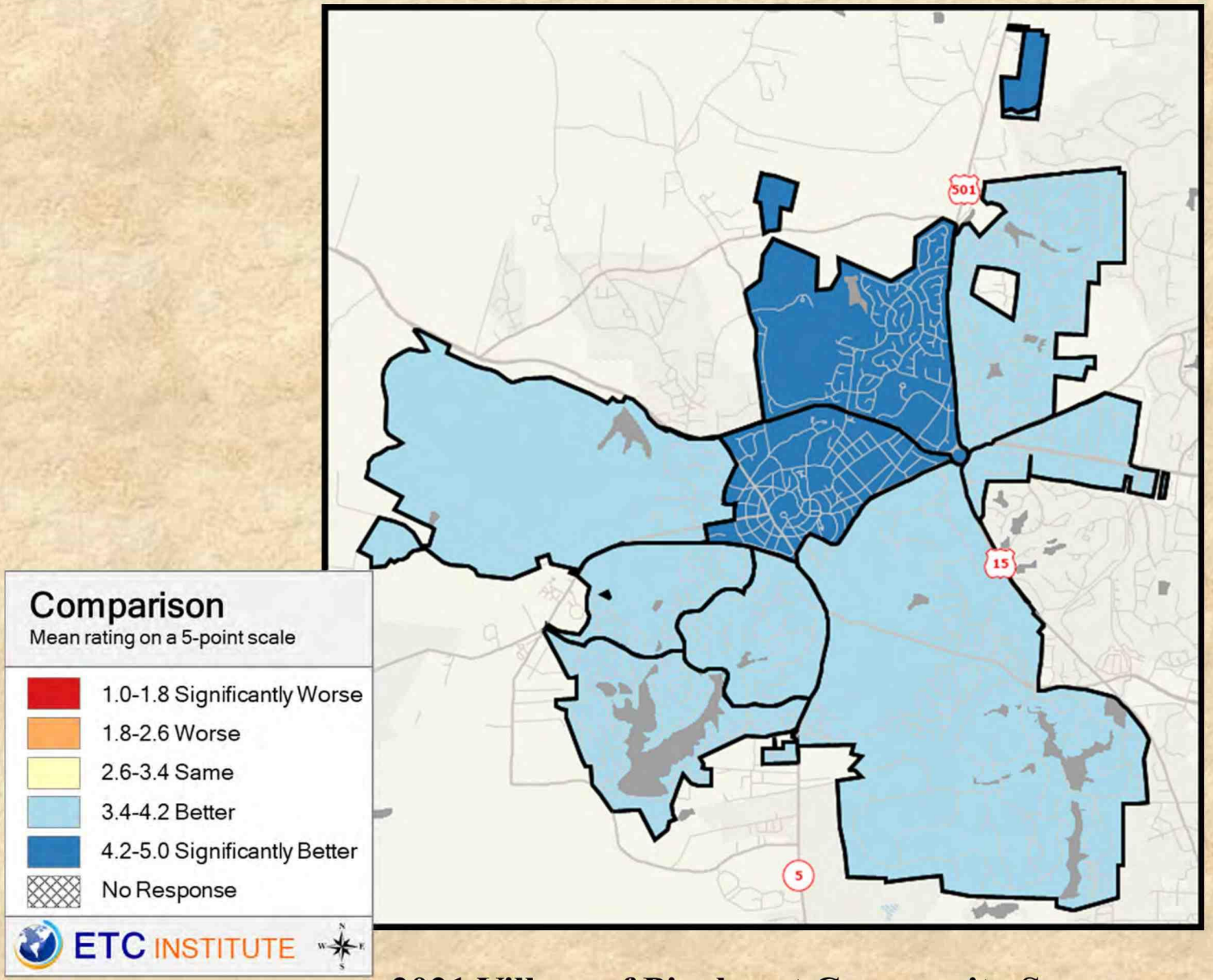
Q30-01 How Pinehurst compares to other places for: Overall quality of life



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

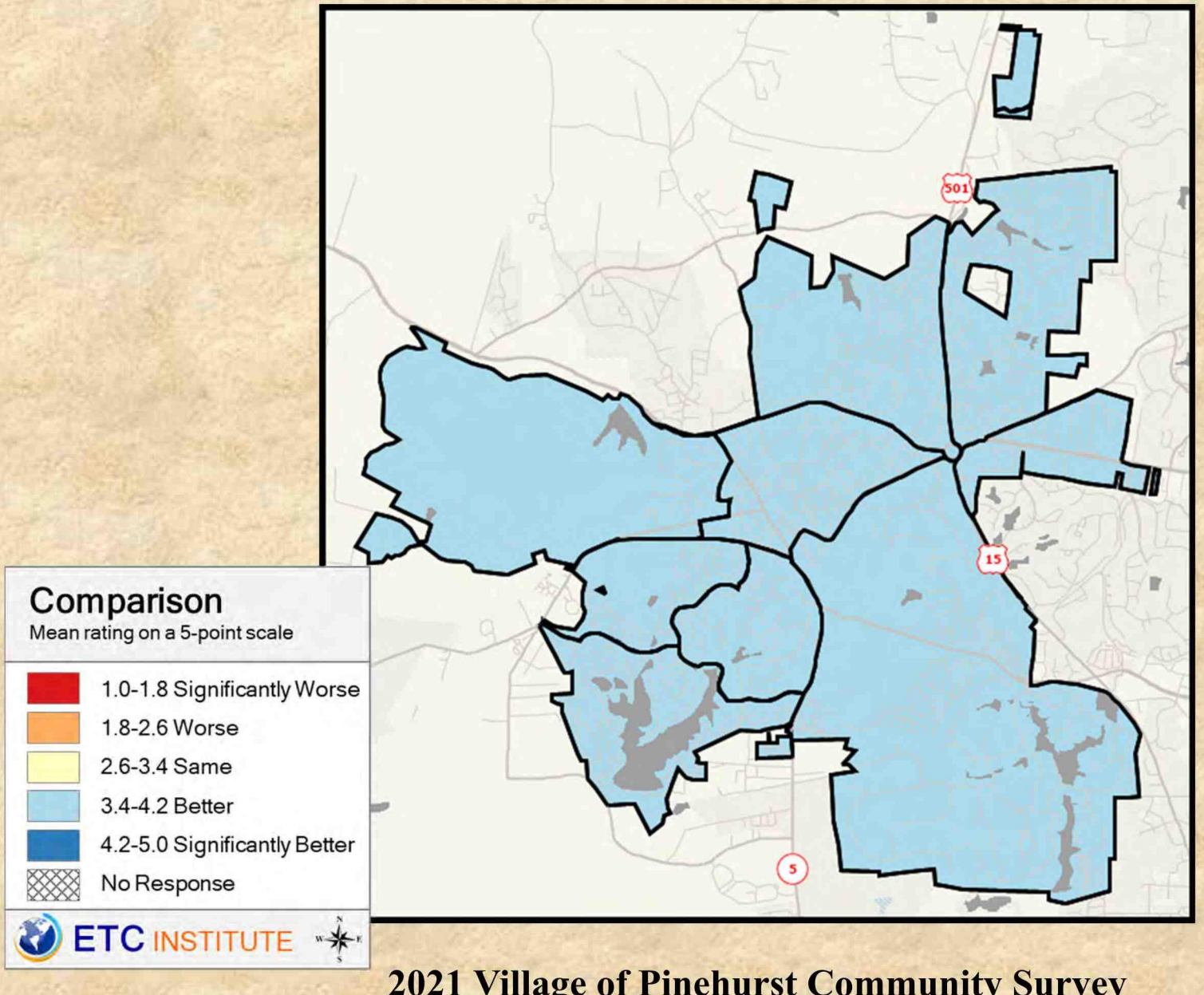
Q30-02 How Pinehurst compares to other places for: Overall quality of Village services



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

Q30-03 How Pinehurst compares to other places for: Customer service provided by Village employees



2021 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by CBG (merged as needed)

2021 Village of Pinehurst Business Survey

Findings Report

Presented to the Village of Pinehurst, North Carolina

September 2021

ETC INSTITUTE

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Section 4: Survey Instrument 77

Executive Summary

2021 Village of Pinehurst Business Survey
Executive Summary

Purpose and Methodology

ETC Institute administered a business survey to businesses in the Village of Pinehurst during the summer of 2021. The survey was administered for the ninth time as part of the Village's efforts to assess how well they are meeting the needs of its businesses. The survey results will help Village leaders and elected officials set community priorities including staffing and budget expenditures, determine areas or services that need improvement, and identify future needs.

The four-page survey and cover letter were mailed to a sample of businesses in the Village of Pinehurst. The cover letter explained the purpose of the survey and encouraged business leaders to either return their survey by mail or complete the survey online. Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the businesses that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for businesses to complete the survey. A total of 75 completed surveys were collected from businesses in the Village of Pinehurst.

The percentage of "don't know" responses has been excluded from many of the graphs shown in this report to be consistent with the presentation of the resident responses. Since the number of "don't know" responses often reflects the utilization and awareness of services, the percentage of "don't know" responses has been provided in the tabular data section of this report. When the "don't know" responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase "who had an opinion."

This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts and graphs for each question on the survey, including short-term and long-term trend comparisons (section 1)
- Importance-Satisfaction analysis; this analysis was done to determine priority actions for the Village to address based upon the survey results (section 2),
- tables that show the results of the random sample for each question on the survey (section 3),
- a copy of the survey instrument (section 4).

2021 Village of Pinehurst Business Survey
Executive Summary

Major Findings

Use of Village Services. The Village services that the highest percentage of businesses have used in the past year were: fire inspections (72%), police patrol (39%), streets and grounds (29%), and building inspections (25%).

Satisfaction with Village Services and Departments. The services that had the highest levels of satisfaction from businesses who had an opinion were: fire emergency response (100%), Village Hall (front desk) (100%), police emergency response (100%), and building inspections (100%).

Most Important Village Services. Based on the sum of the top three choices, areas that businesses rated as the most important were: 1) police patrol (59%), 2) fire emergency response (56%), 3) police emergency response (43%), and 4) streets and grounds (37%).

Satisfaction with the Overall Quality of Village Services. Forty-four percent (44%) of the businesses surveyed feel the overall quality of services provided by the Village meets their expectations; 42% feel the overall quality of Village services is higher or significantly higher than their expectations. Only 7% feel the overall quality of Village services is below their expectations.

Satisfaction with Various Village Services. Most (92%) of the businesses surveyed who had an opinion indicated that they were satisfied with the cleanliness of streets and public areas; 89% were satisfied with the landscape and maintenance in rights-of-way and public areas, and 86% were satisfied with creating and promoting special events.

Perceptions of the Village. Ninety-two percent (92%) of the businesses surveyed who had an opinion indicated that they were satisfied with the overall feeling of safety in the Village; 92% were satisfied with the overall quality of life, and 89% were satisfied with the overall image of the Village.

Likelihood of Recommending the Village as a Business Location. Eighty-one percent (81%) of businesses would be very likely or likely to recommend the Village as a business location to friends, family and co-workers; 11% would be somewhat likely to recommend the Village as a business location to friends, family and co-workers, and only 9% would not be likely to recommend the Village as a business location.

Business Atmosphere Compared to Two Years Ago. Forty-one percent (41%) of businesses feel the overall business atmosphere in the Village is better than two years ago; 33% feel there has been no change, but the atmosphere is good; 5% feel there has been no change, but the atmosphere is poor, and 8% feel the atmosphere is worse.

Village Customer Service. Seventy-eight percent (78%) of businesses rated the customer service from the Village as very good or good, compared to only 3% rated the customer service from the Village as poor.

2021 Village of Pinehurst Business Survey
Executive Summary

Level of Agreement with Statements About Customer Service from Village Staff. Ninety-two percent (92%) of the businesses surveyed who had an opinion agreed that the Village staff was courteous during their most recent interaction with them; 90% also agreed that Village staff was responsive to their needs, 86% agreed that Village staff was competent, and 83% agreed that their issue was resolved promptly.

Satisfaction with Village Communications with Businesses. Sixty percent (60%) of businesses were satisfied with the job the Village does communicating with business owners, compared to only 7% who were dissatisfied.

Village Website. Of the 55% of business that visited the Village's website (www.vopnc.org) during the past 12 months, 82% who had an opinion rated the availability of information on Village services on the website as "very good" or "good," and 69% felt the website was easy to navigate, and. Overall, 78% of those who have visited the Village's website indicated they were either "very satisfied" or "satisfied" with the website.

Village Mobile App. Eleven percent (11%) of businesses indicated they used the Village's mobile app (MY VOP) during the past 12 months; 76% of those who have used it indicated they were "very satisfied" or "satisfied."

Best Ways to Communicate with Businesses. Two-thirds (67%) of businesses indicated that email is one of the best ways for the Village to communicate with them.

Community Development (Codes and Ordinances). Sixty-eight percent (68%) of the businesses who had an opinion were satisfied with historic district guidelines; 62% were satisfied with business signage regulations, and 57% were satisfied with zoning ordinances.

Impact of Various Cultural and Entertainment Opportunities. Forty-four percent (44%) of the businesses surveyed feel the tree lighting in the Village Center has a positive impact on their business; 42% feel the Holly Arts & Crafts Festival has a positive impact; 42% feel cultural activities have a positive impact on their business, and 40% feel Live After Five Concerts have a positive impact on their business.

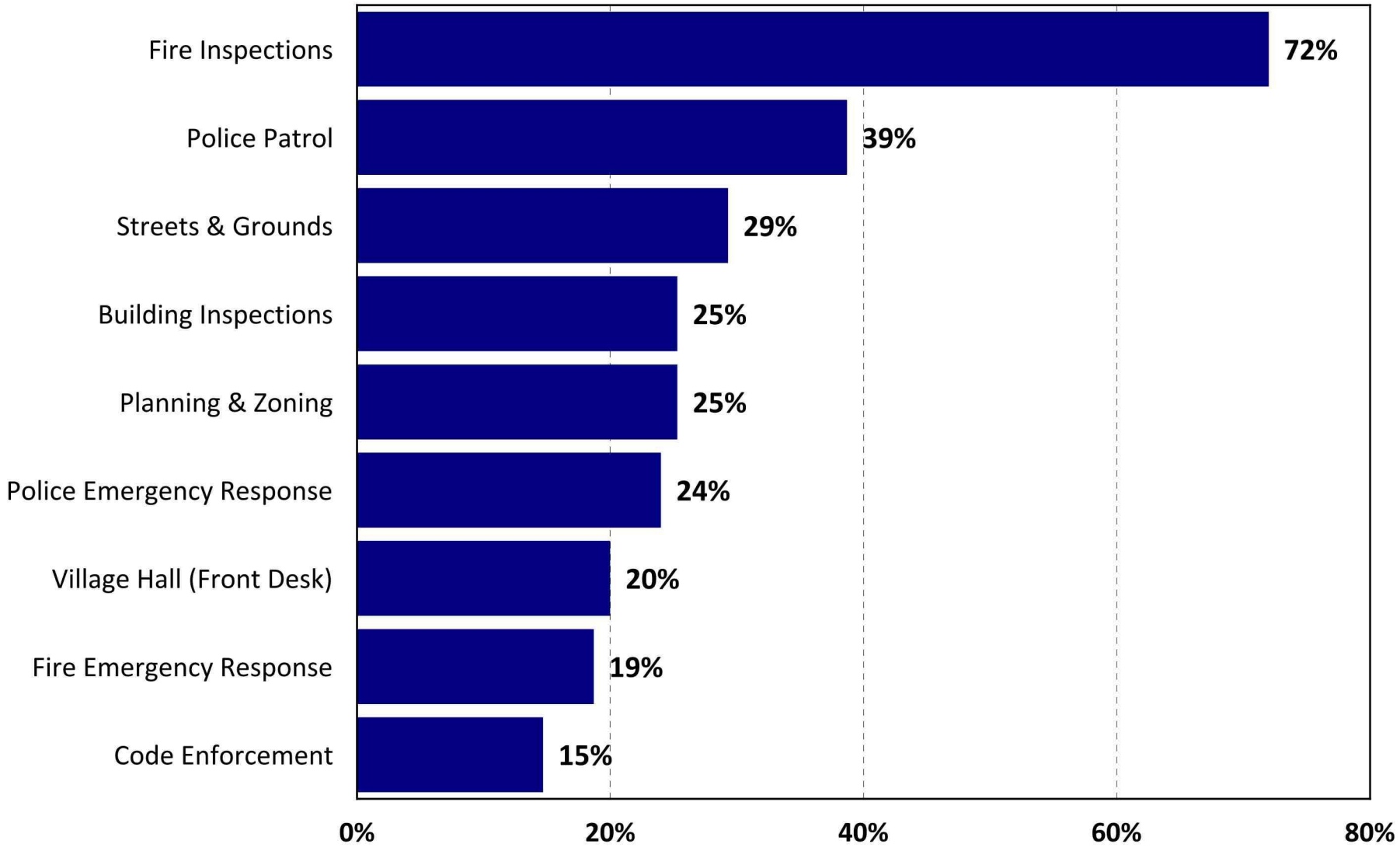
Satisfaction with the Way the Village handles Events That Attract Large Crowds. Sixty-eight percent (68%) of businesses are satisfied with the way the Village handles events that attract large crowds, compared to only 2% who are dissatisfied.

Reasons Influencing Decision to Locate Business in the Village of Pinehurst. Eighty-nine percent (89%) of businesses surveyed indicated safety and security in the Village was either "extremely important" or "very important" in their decision to locate their business in the Village of Pinehurst. The other top reasons included: overall quality of life in the Village (83%) and quality healthcare (79%).

1 Charts and Graphs:

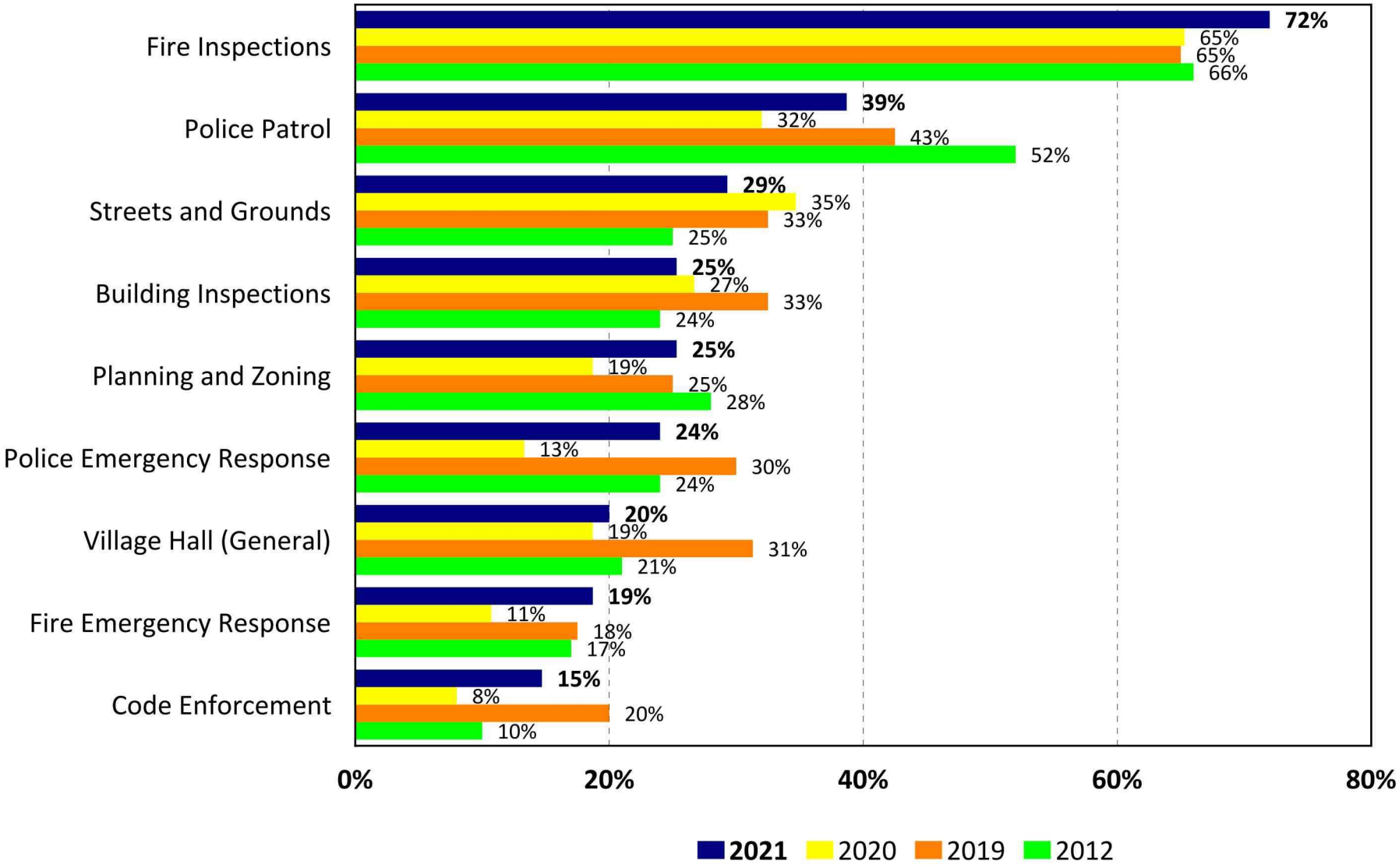
Q1. Have you used this service or department in the past year?

by percentage of respondents who answered "yes"



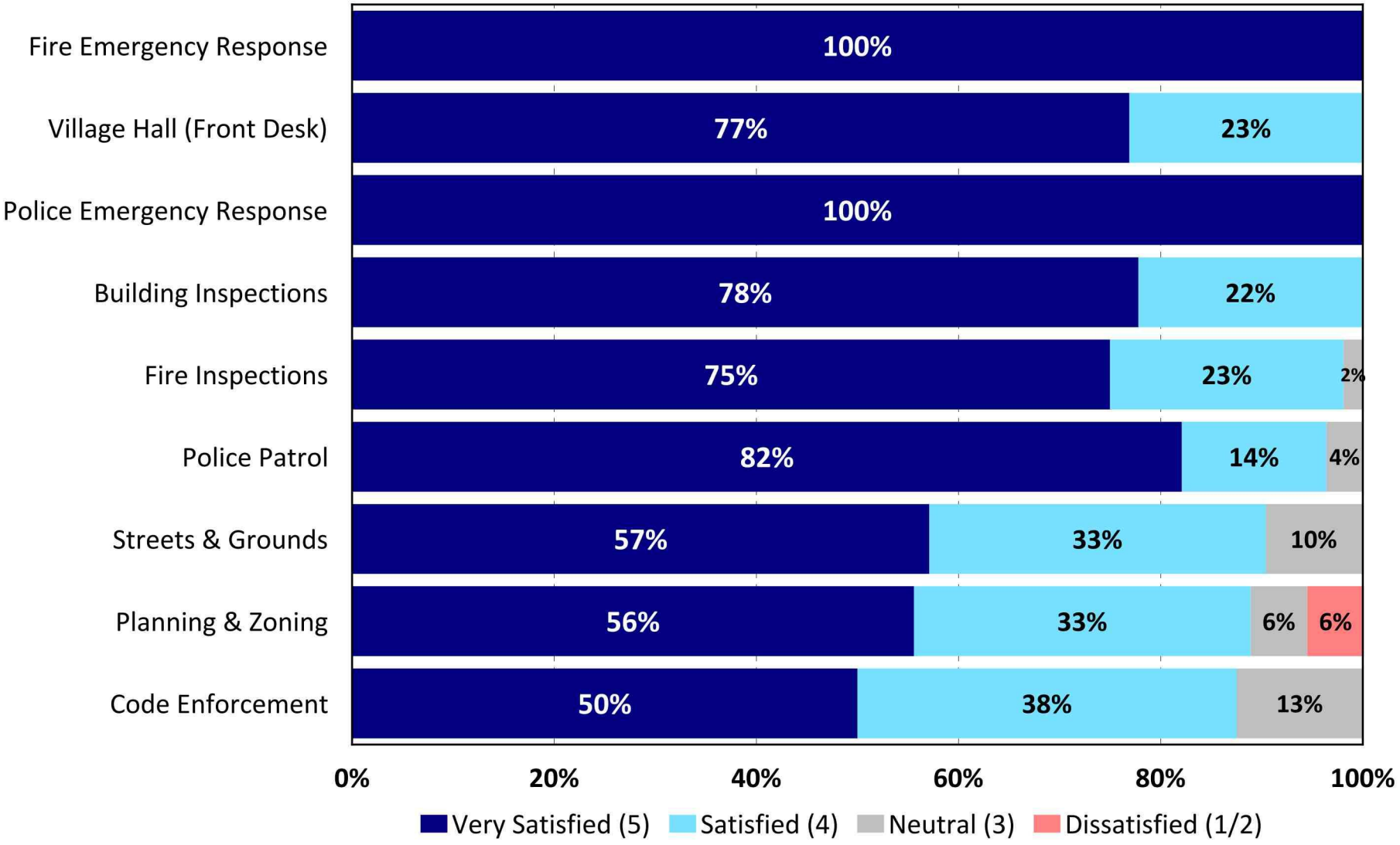
Q1. Have you used this service or department in the past year? - 2012 to 2021

by percentage of respondents who answered "yes"



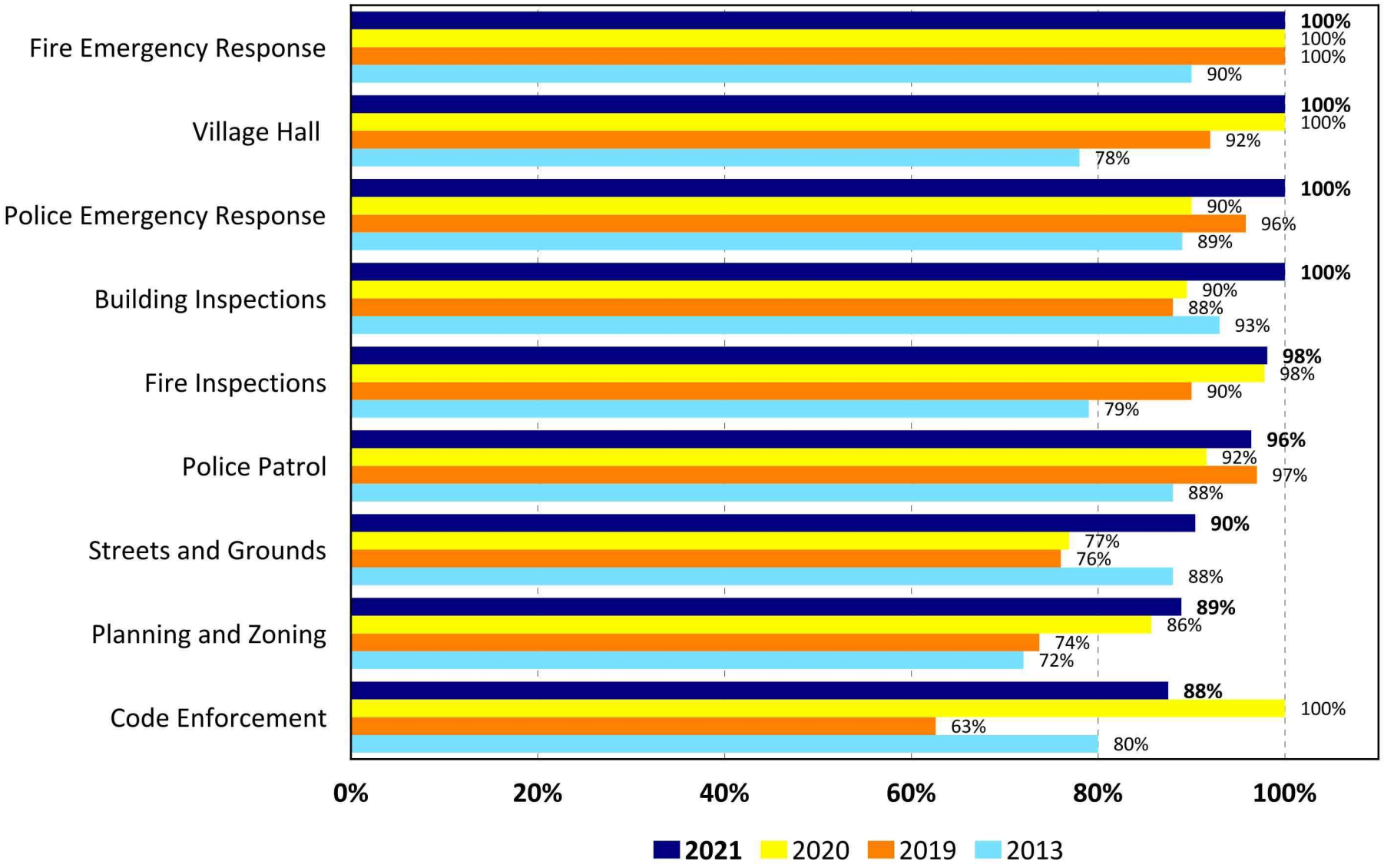
Q1. Overall Satisfaction with Pinehurst Services or Departments Used in the Past Year

by percentage of respondents who had used the service or department and rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



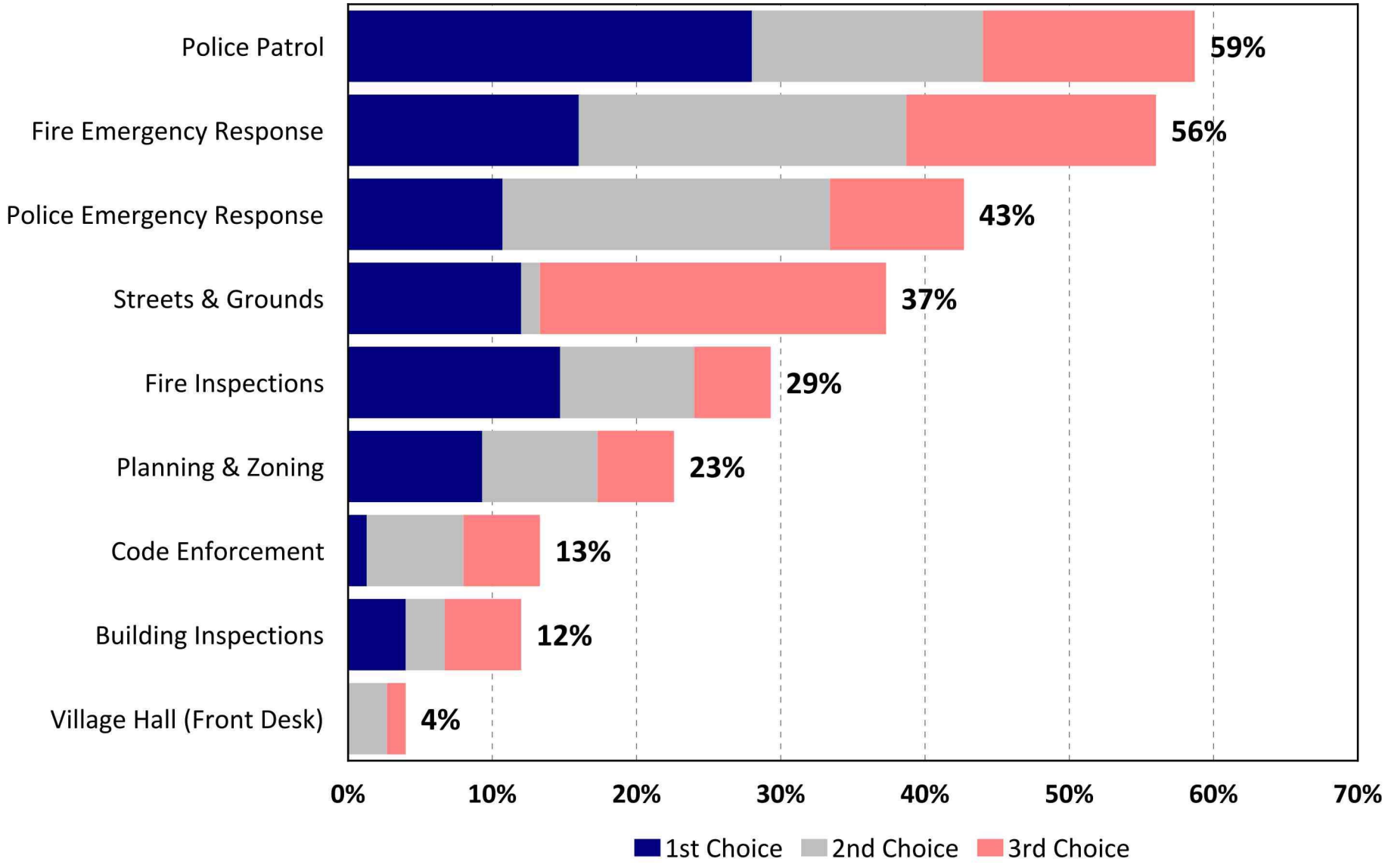
Q1. Overall Satisfaction with Pinehurst Services or Departments Used in the Past Year - 2013 to 2021

by percentage of respondents who answered “very satisfied" or “satisfied”



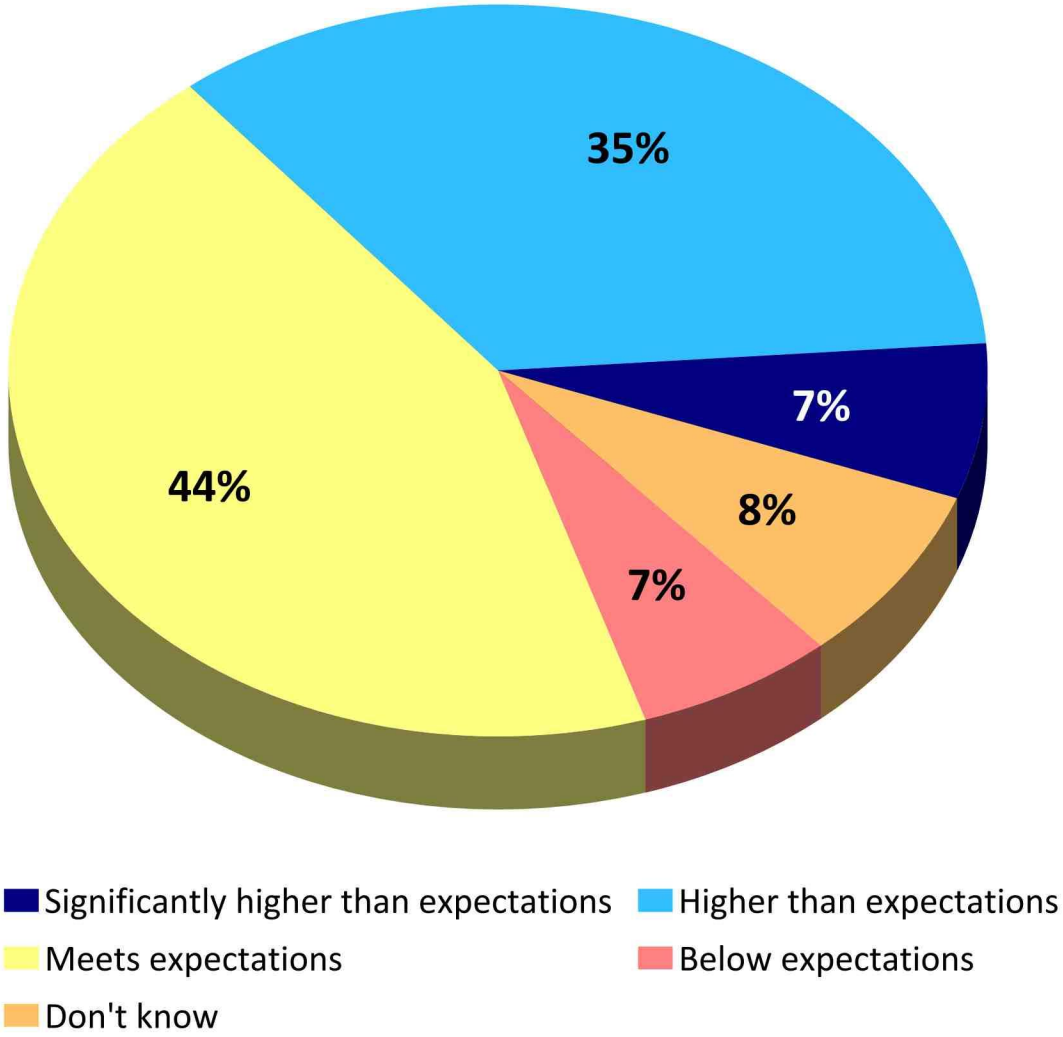
Q2. Village Services or Departments Rated as the Most Important to Their Business

by percentage of respondents who selected the item as one of their top three choices



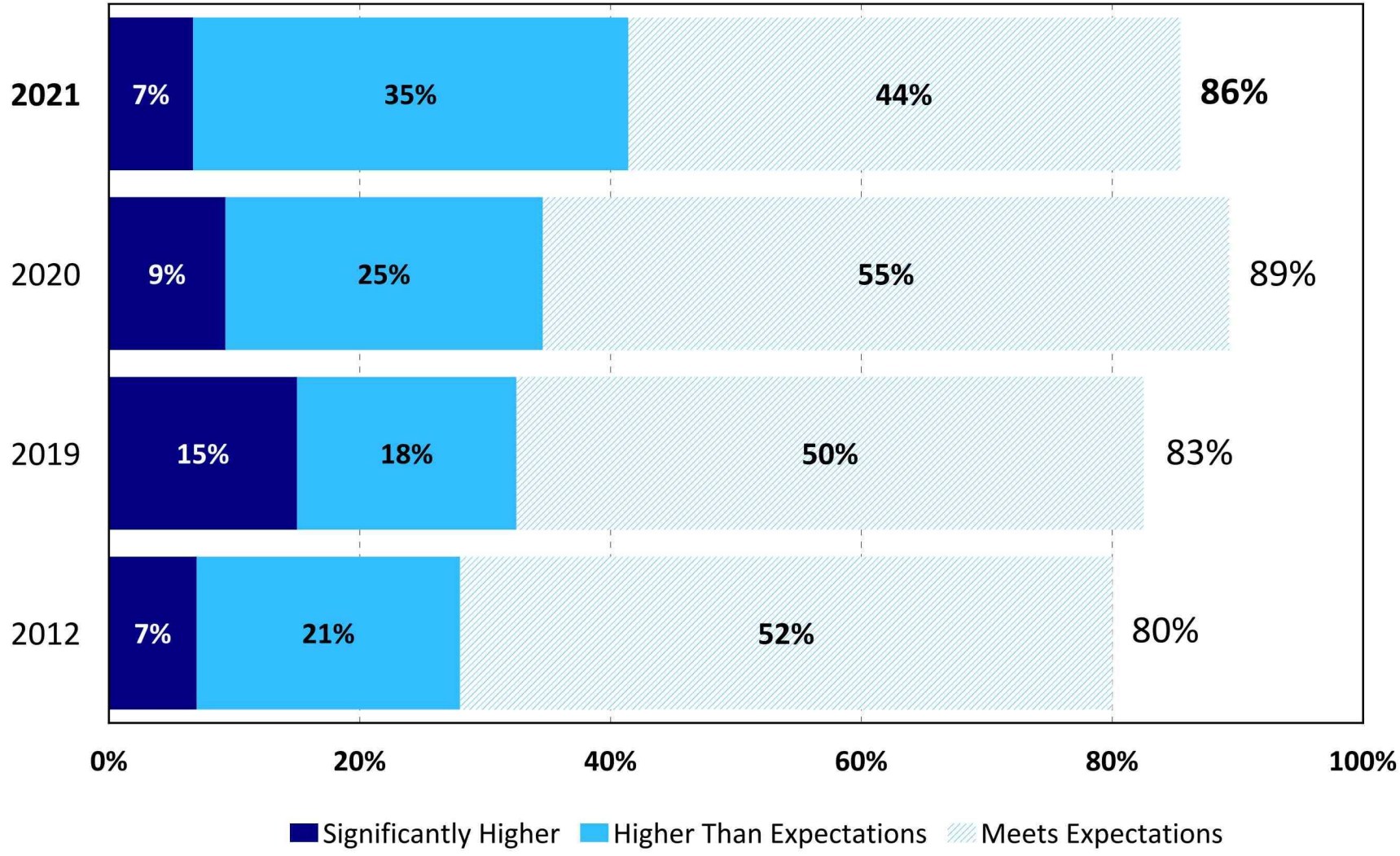
Q3. Satisfaction with the Overall Quality of Services Provided to Your Business by the Village of Pinehurst

by percentage of respondents



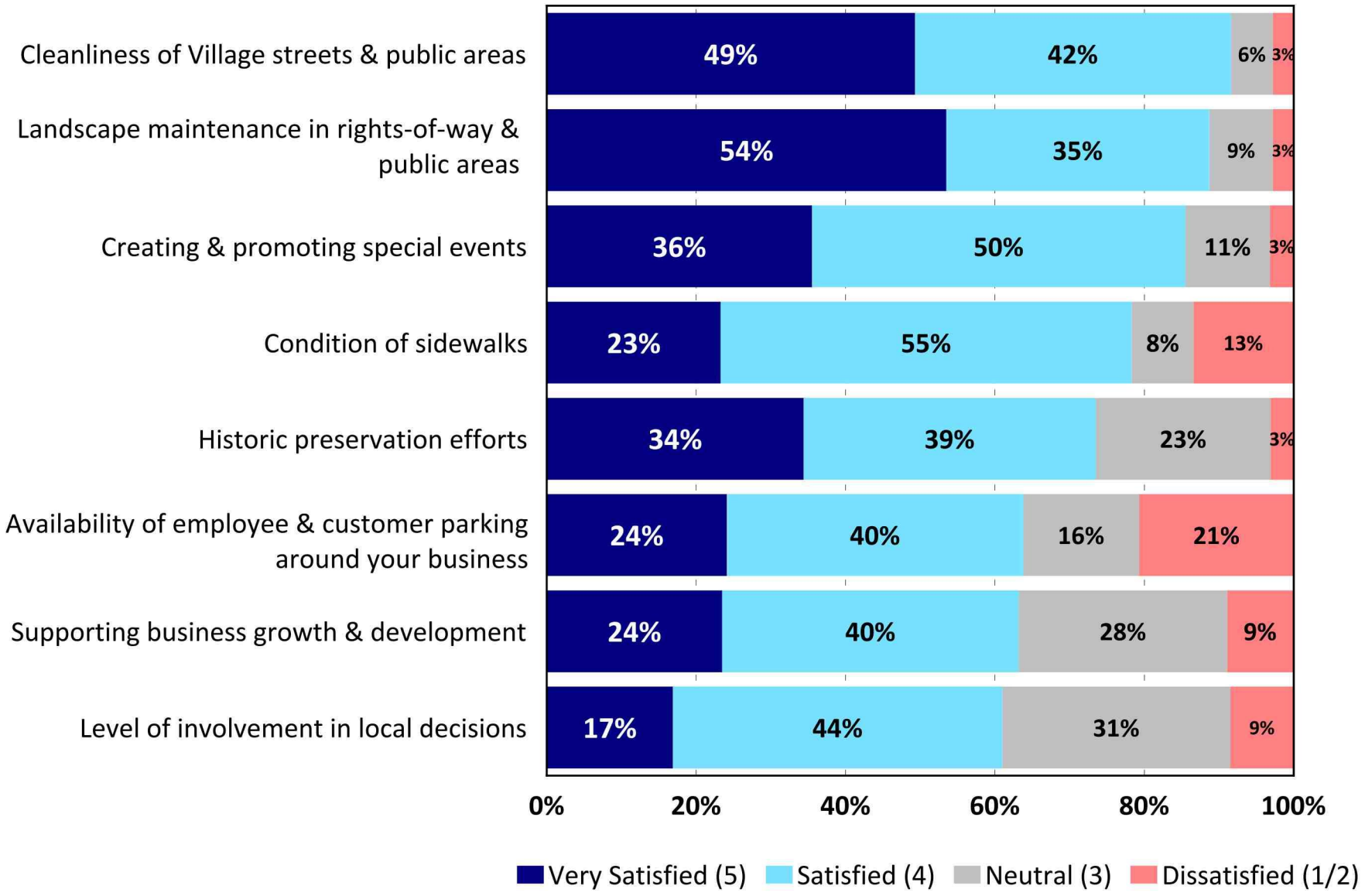
Q3. Satisfaction with the overall quality of services provided to your business by the Village of Pinehurst 2012 to 2021

by percentage of respondents



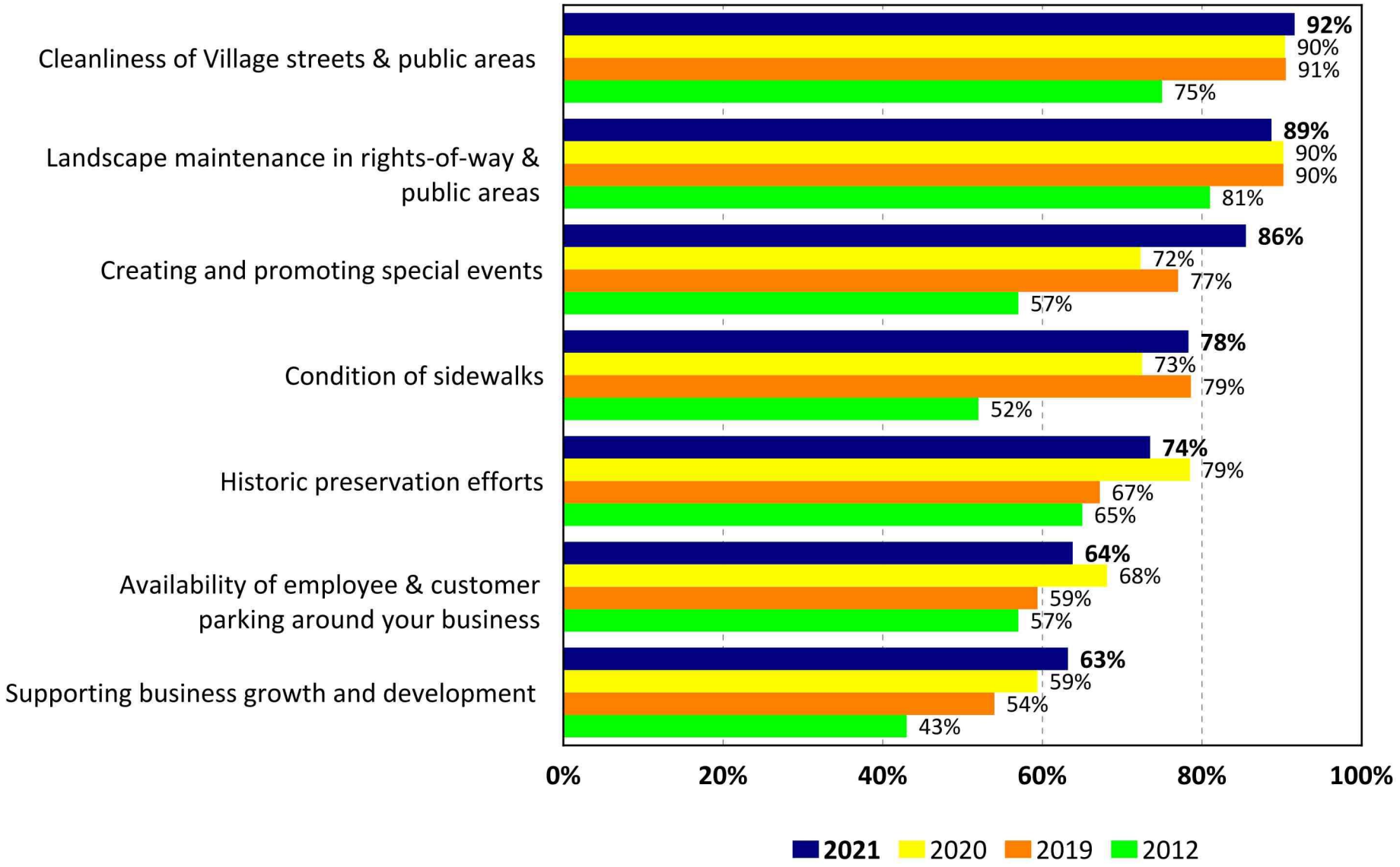
Q4. Level of Satisfaction with the Village in Various Areas

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



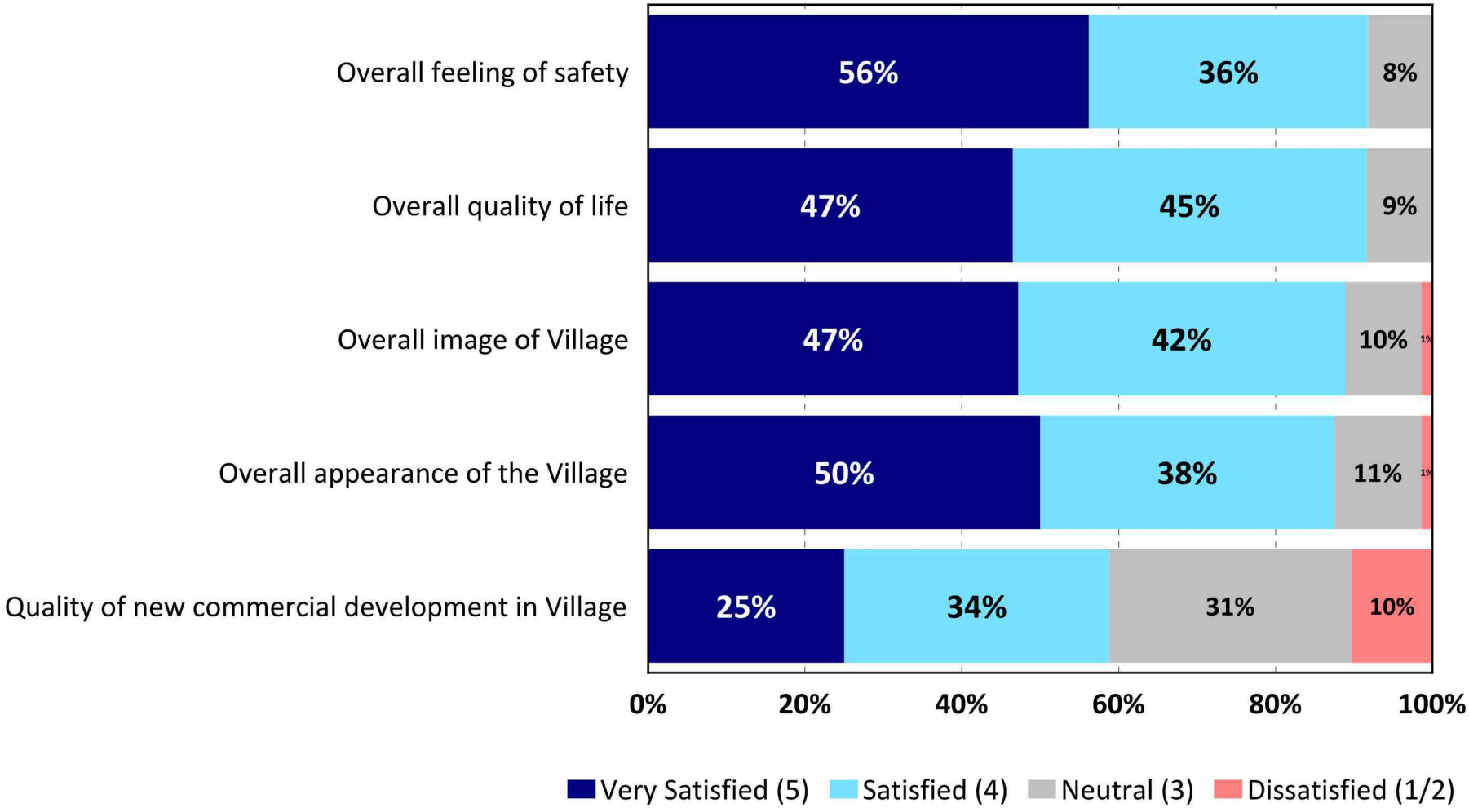
Q4. Level of Satisfaction with the Village in Various Areas 2012 to 2021

by percentage of respondents who answered “very satisfied” or “satisfied”



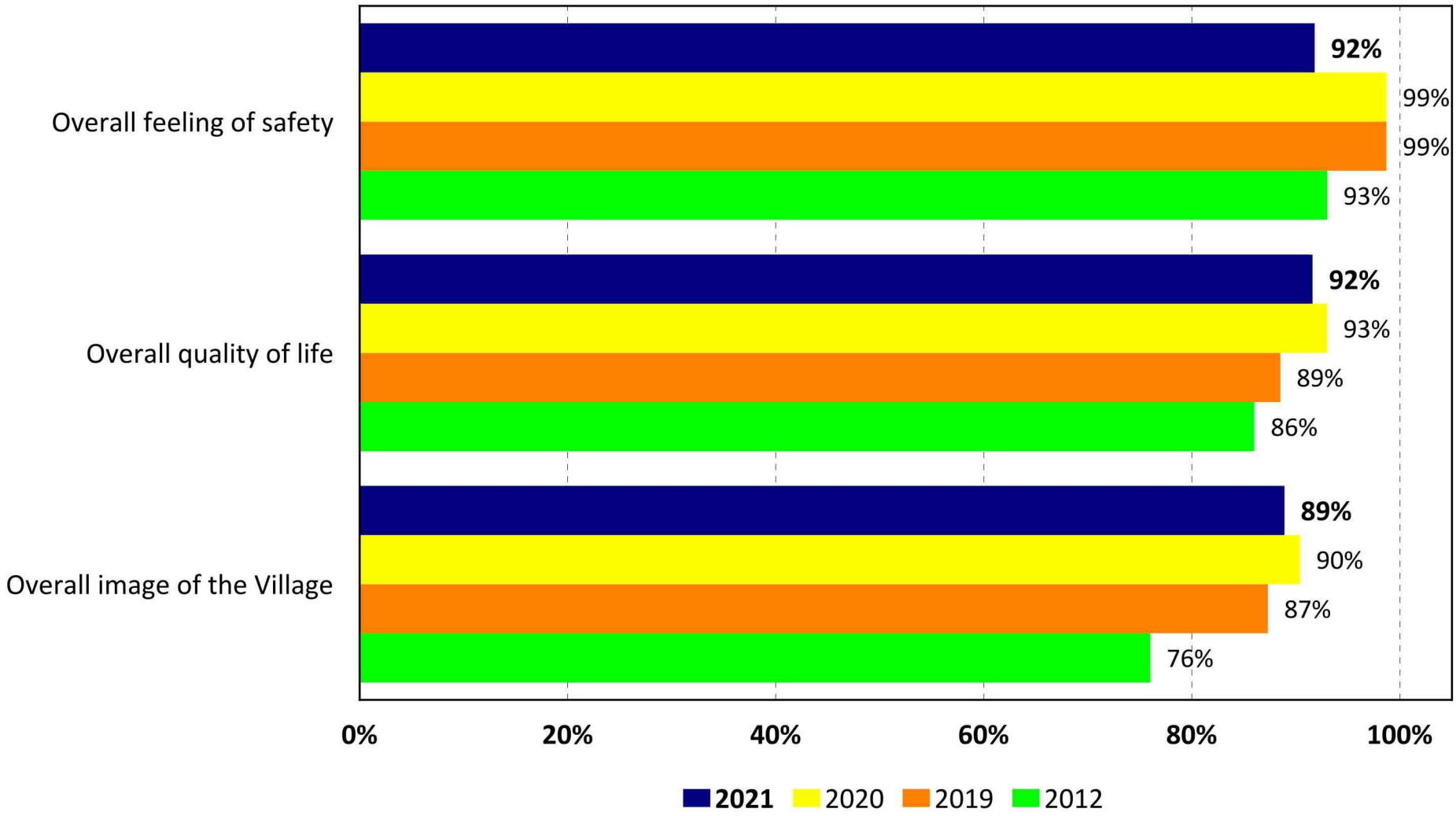
Q5. Overall Satisfaction with Various Perceptions of the Village of Pinehurst

by percentage of respondents who had used the service or department and rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



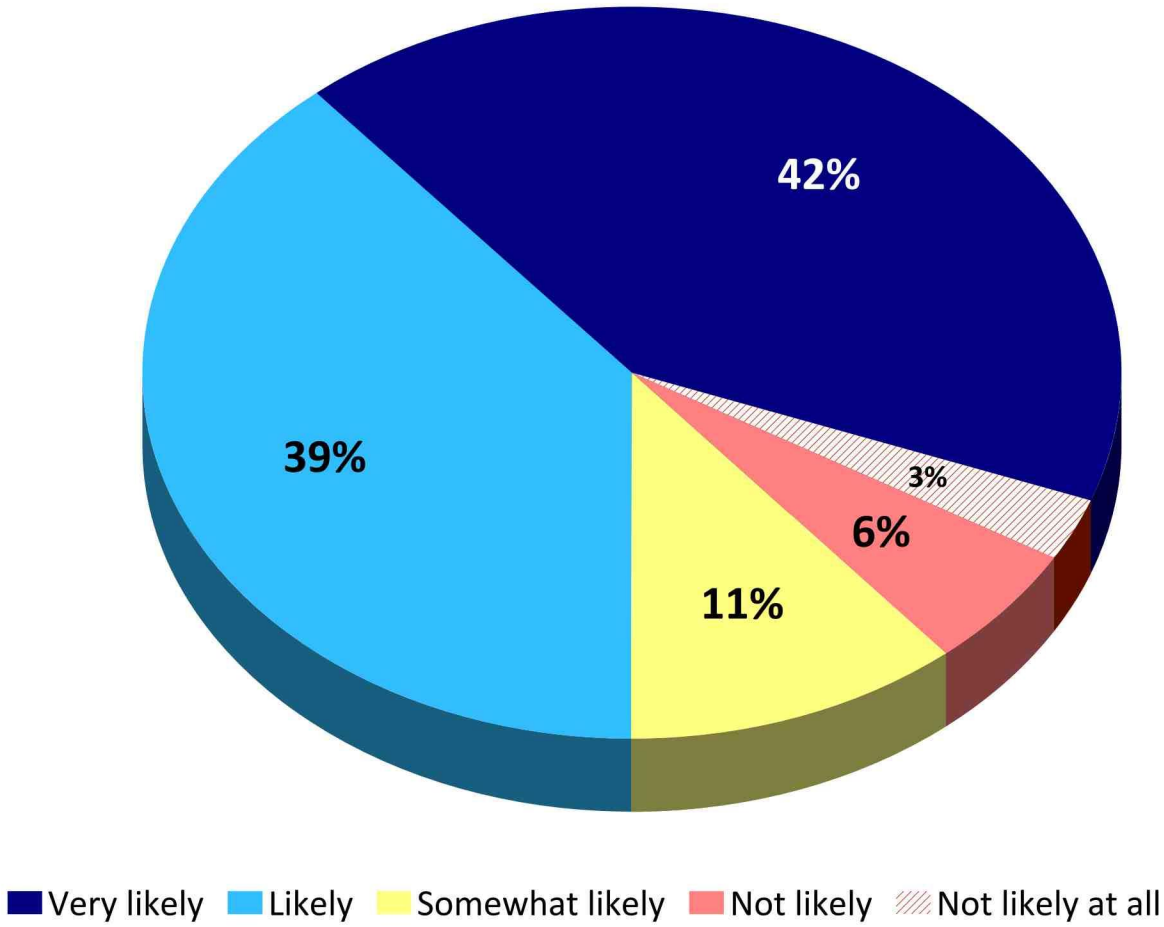
Q5. Overall Satisfaction with Various Perceptions of the Village of Pinehurst - 2012 to 2021

by percentage of respondents who had used the service or department and rated the item as a 4 or 5 on a 5-point scale (excluding "don't know")



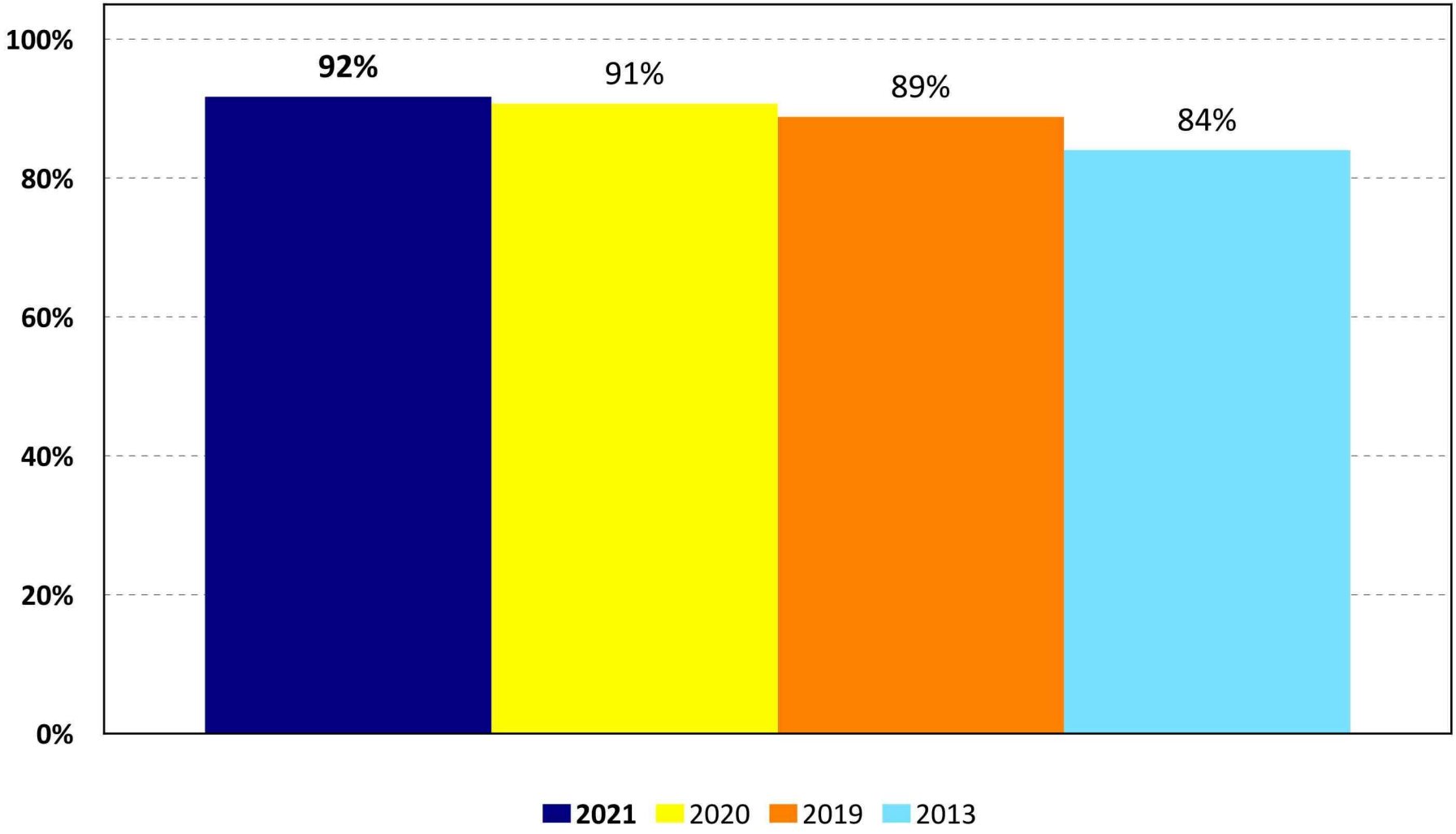
Q6. How likely would you be to recommend the Village as a business location to friends, family, and co-workers?

by percentage of respondents



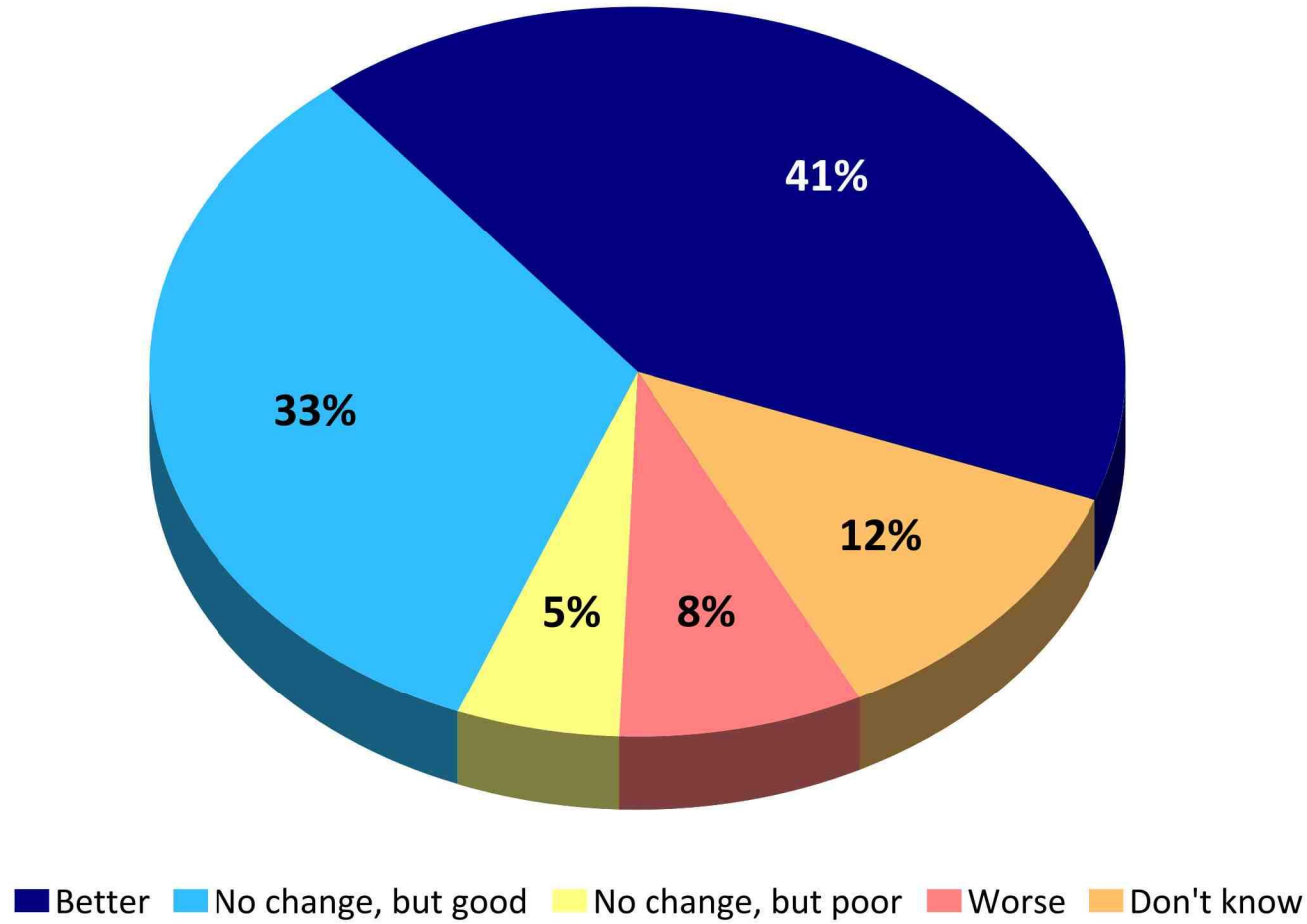
Q6. How likely would you be to recommend the Village as a business location to friends, family, and co-workers? - 2013 to 2021

by percentage of respondents who answered “very likely,” “likely,” or "somewhat likely”



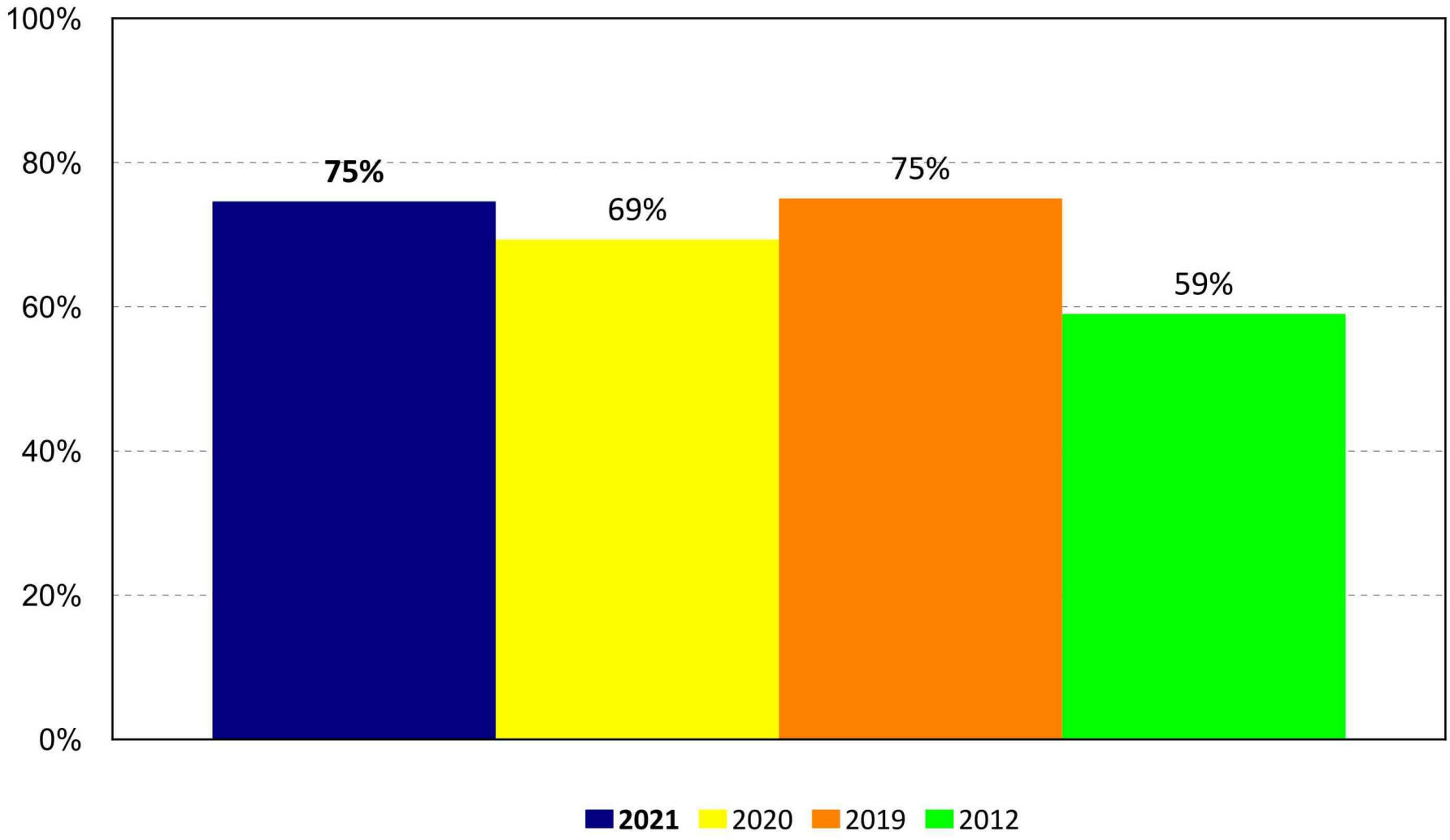
Q7. How would you rate the overall business atmosphere in the Village of Pinehurst today, compared to two years ago?

by percentage of respondents



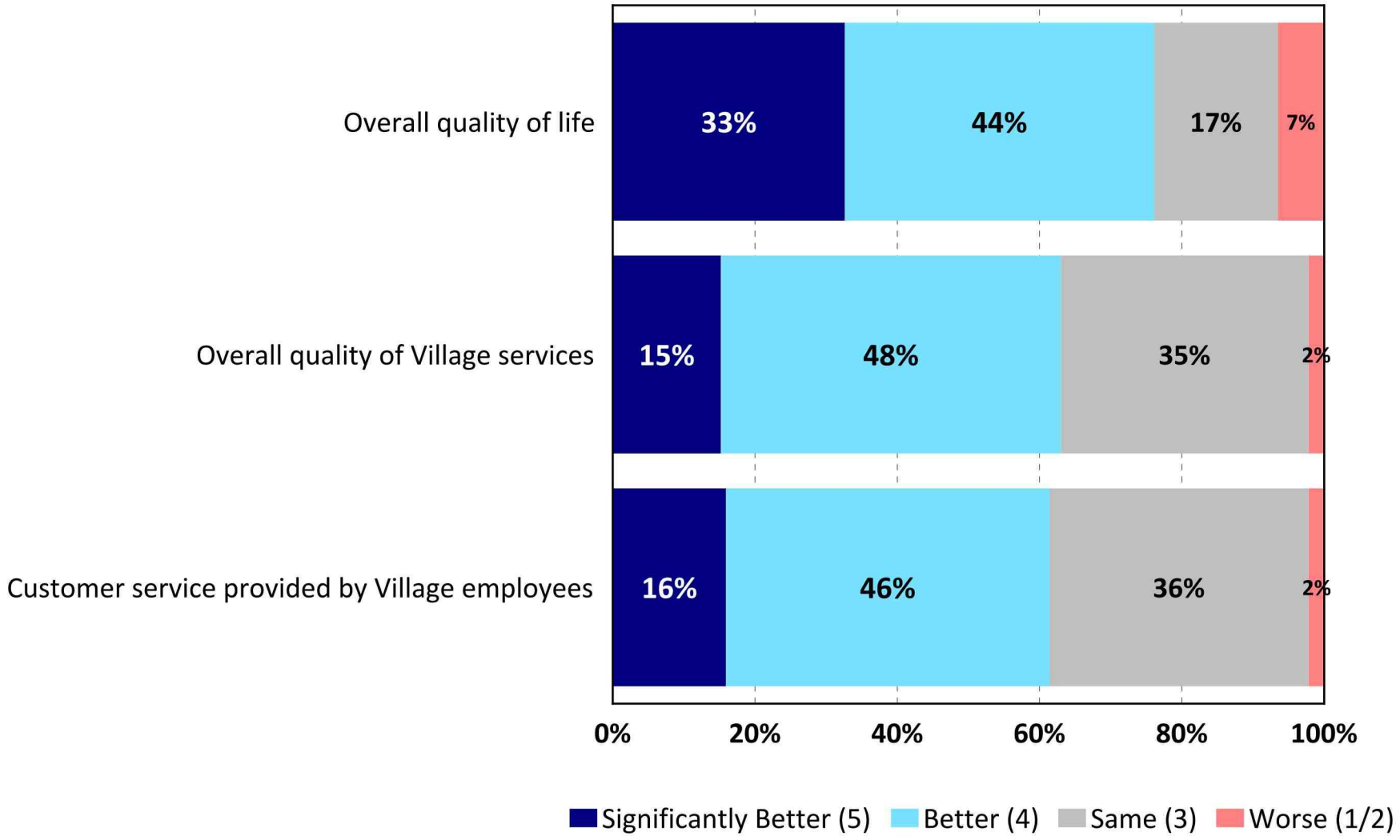
Q7. How would you rate the overall business atmosphere in the Village of Pinehurst today, compared to two years ago? 2012 to 2021

by percentage of respondents who answered “better" or “no change, but good”



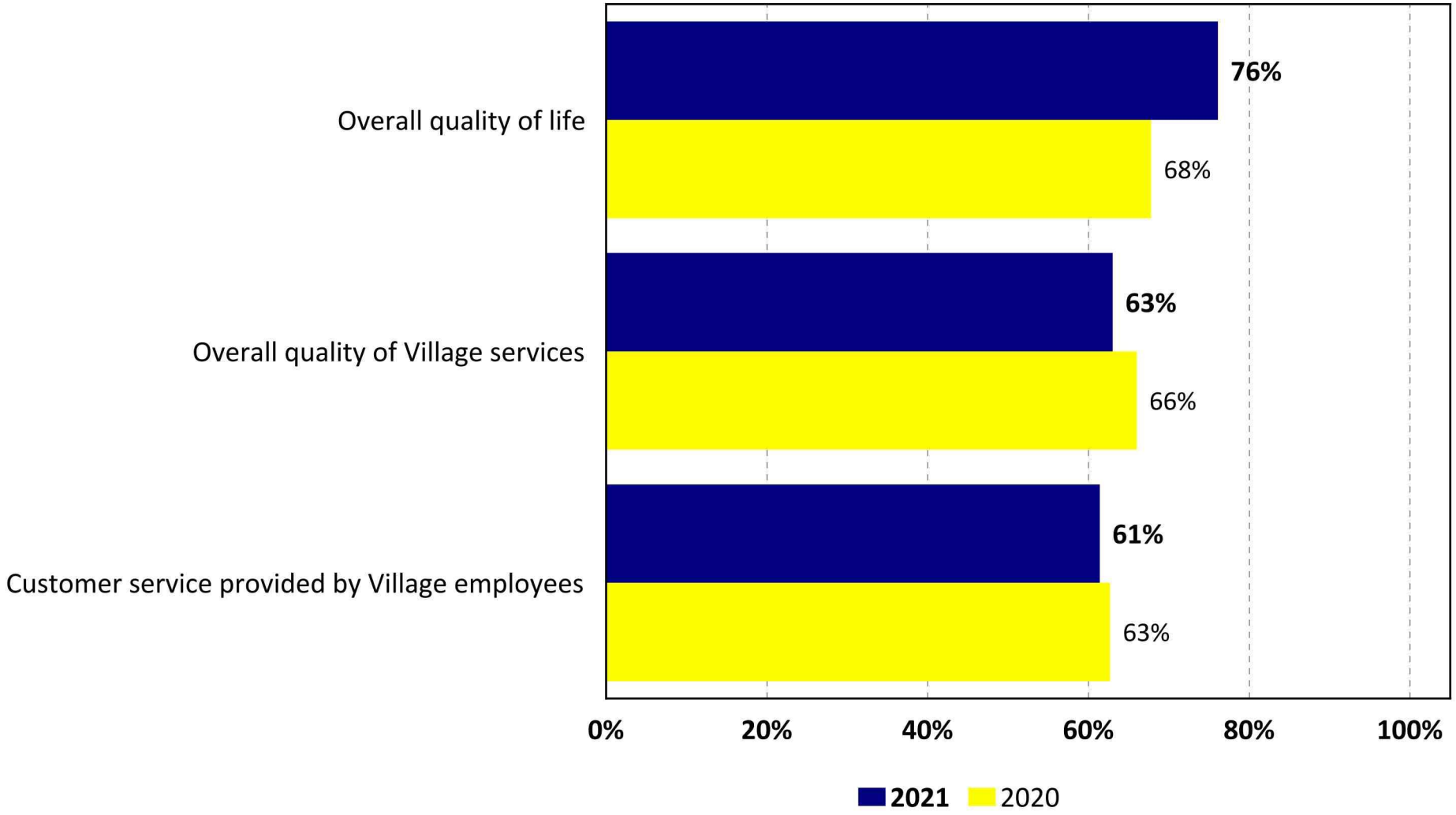
Q8. Satisfaction with various aspects of Pinehurst compared to other places businesses have operated in the past

by percentage of respondents who had used the service or department and rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



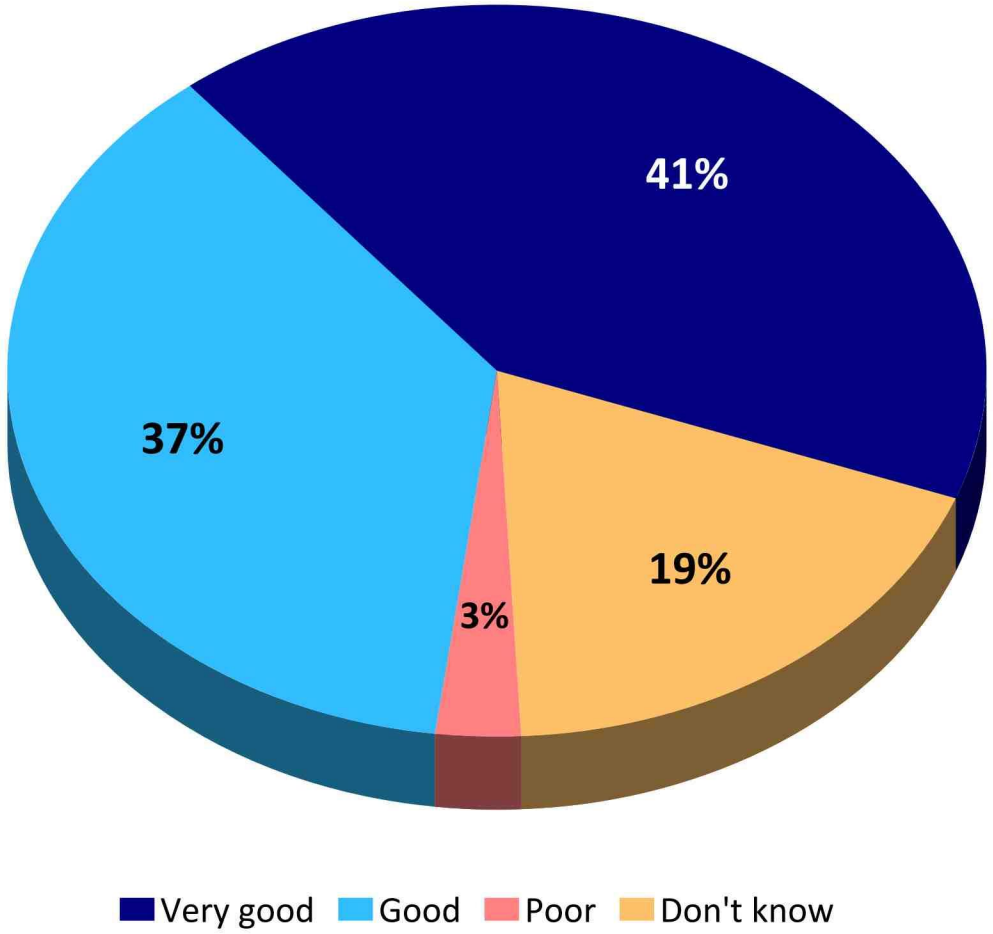
Q8. Satisfaction with various aspects of Pinehurst compared to other places businesses have operated in the past 2020 vs. 2021

by percentage of respondents who answered “significantly better” or “better”



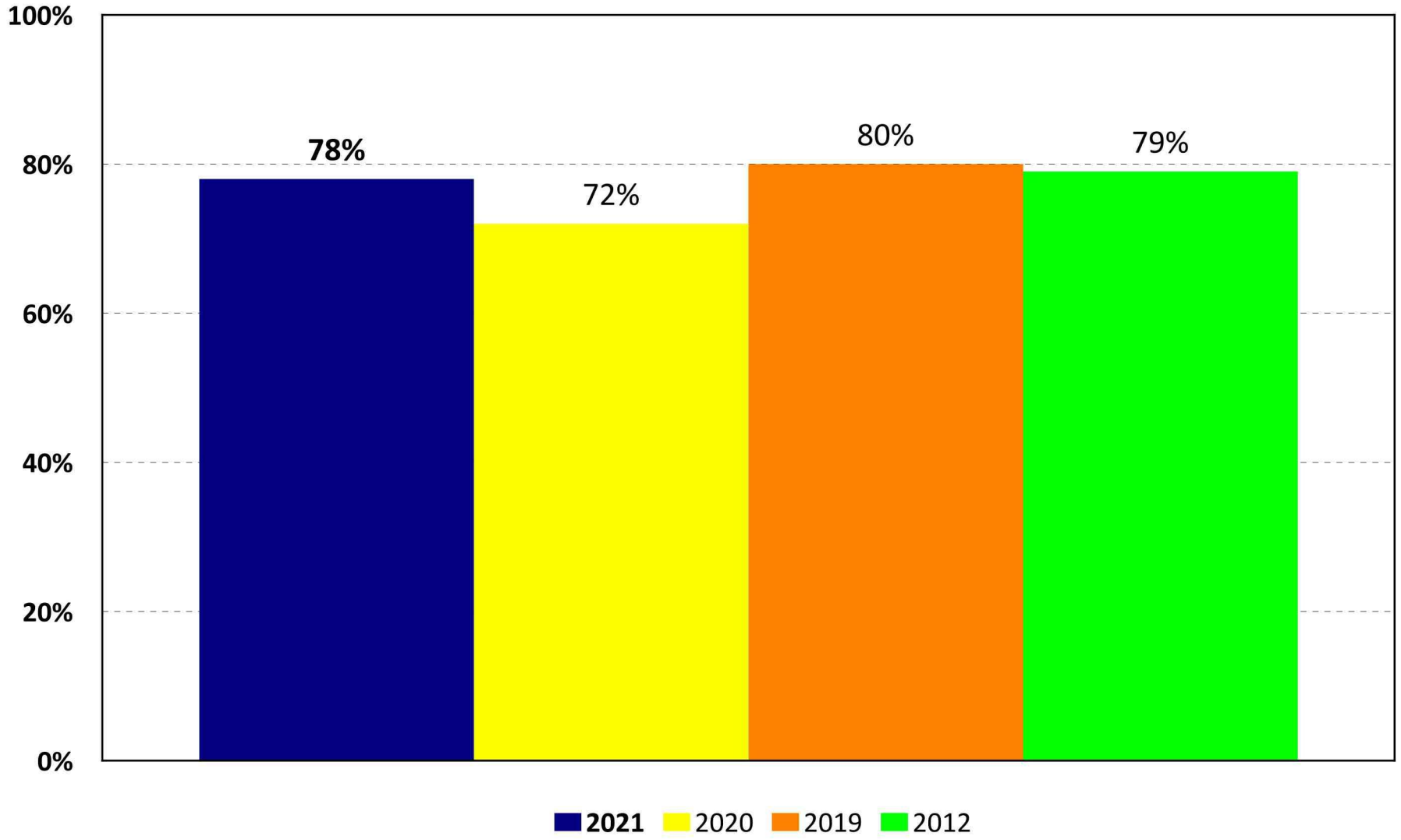
Q9. How would you rate the Village of Pinehurst customer service?

by percentage of respondents



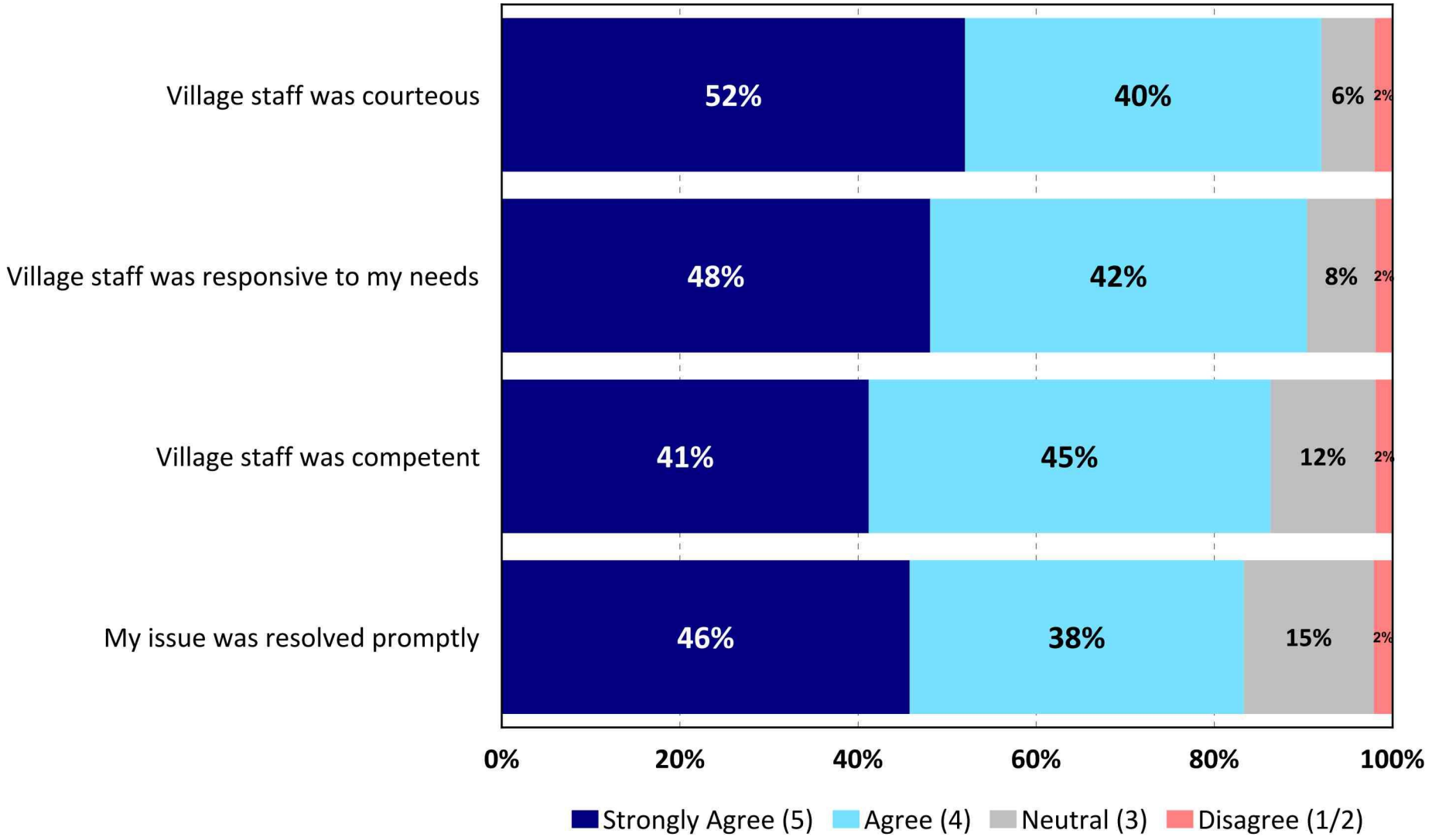
Q9. How would you rate the Village of Pinehurst customer service? - 2012 to 2021

by percentage of respondents who answered “very good" or “good”



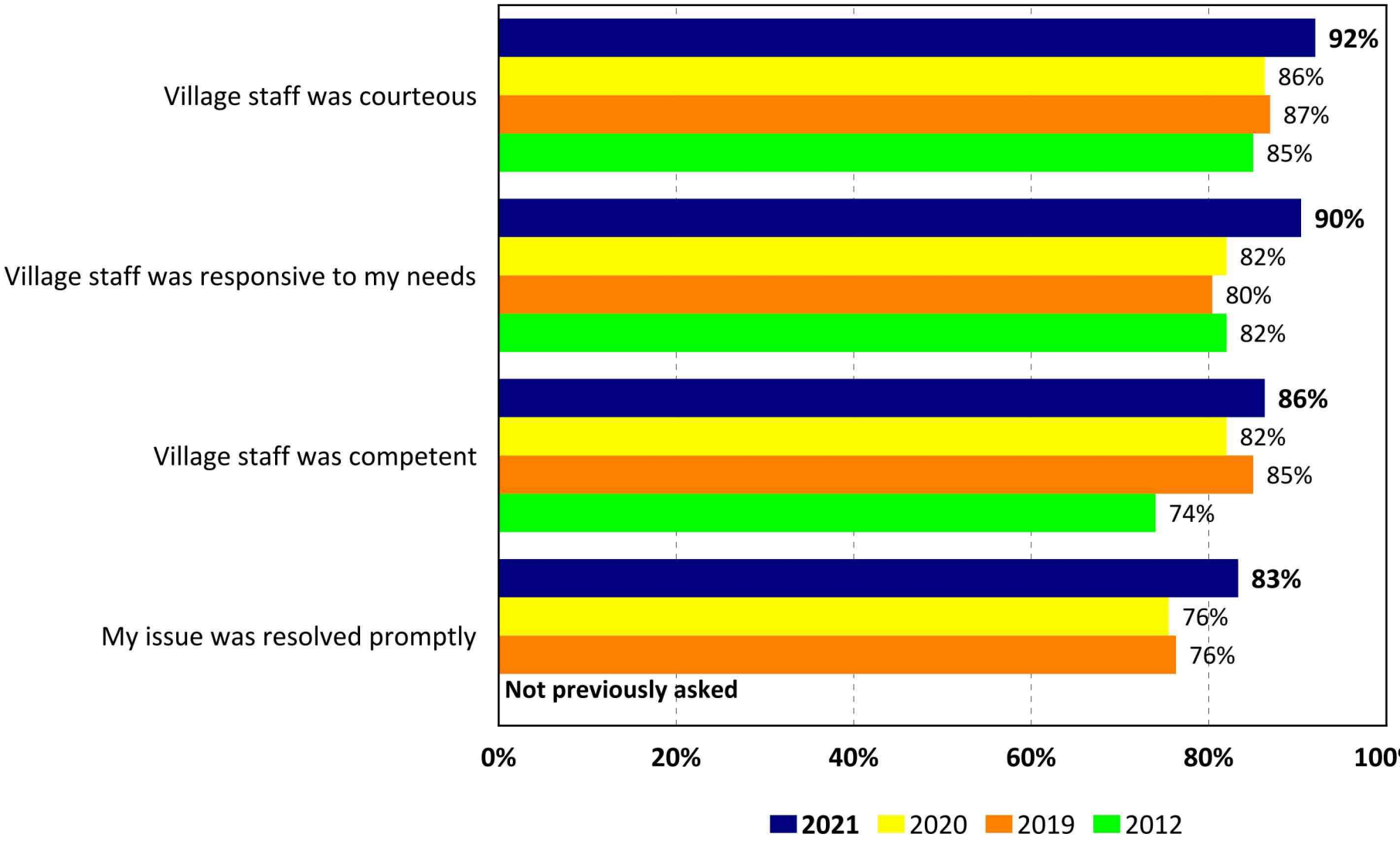
Q10. Level of Agreement with Statements About Most Recent Contact with the Village Government Staff

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



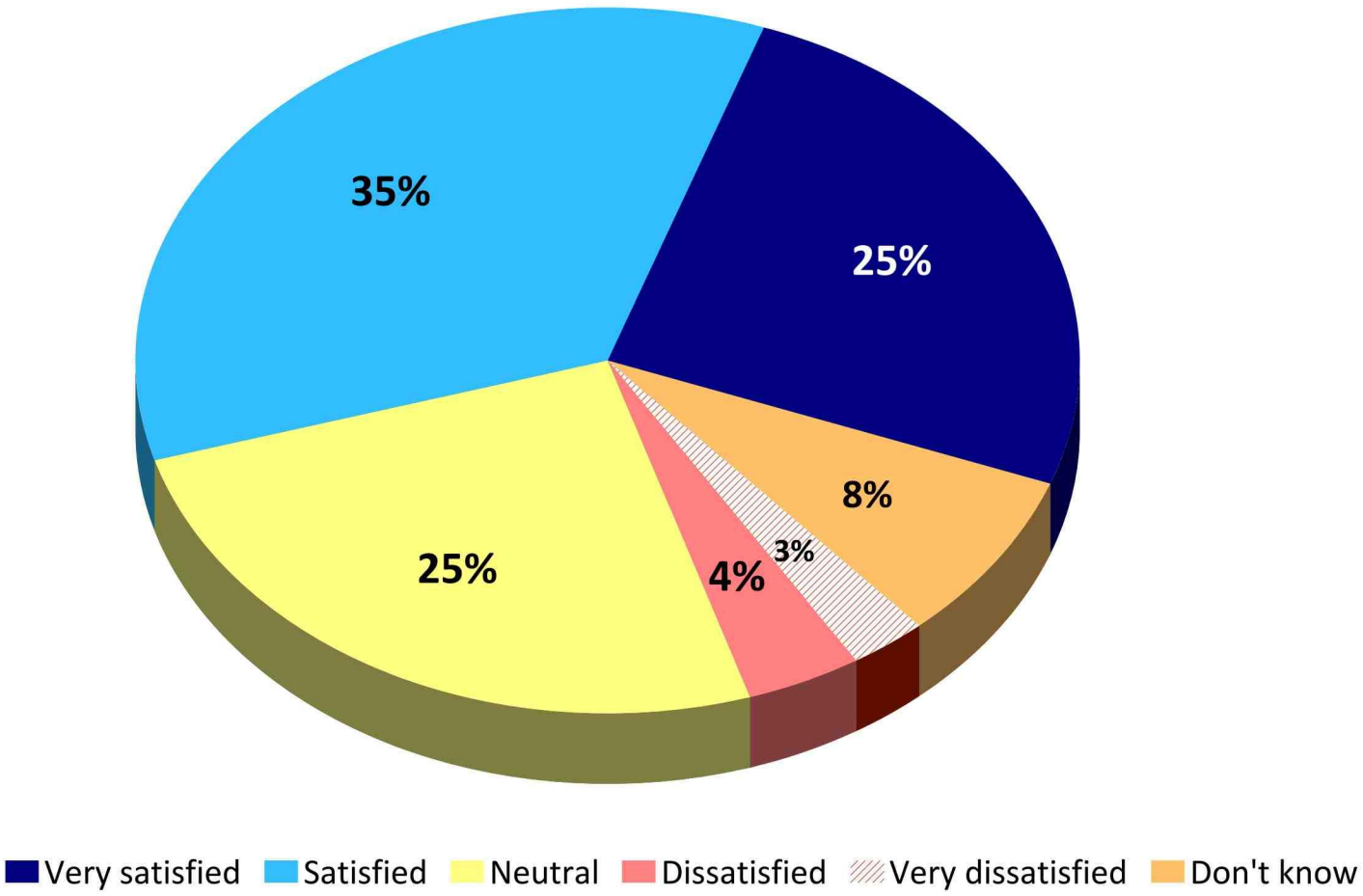
Q10. Level of Agreement with Statements About Most Recent Contact with the Village - 2012 to 2020

by percentage of respondents who answered "strongly agree" or "agree" (excluding "don't know")



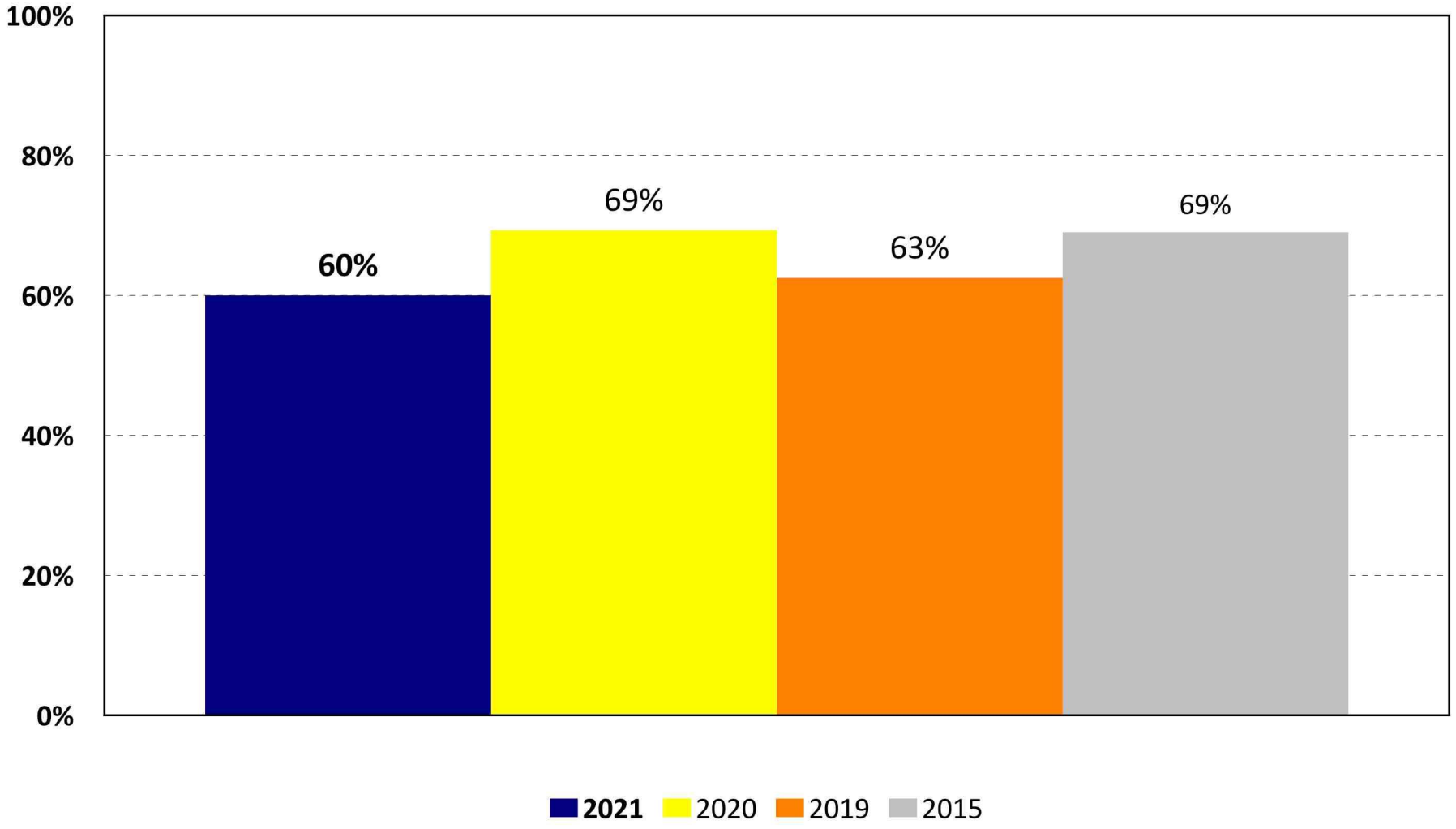
Q11. How satisfied are you with the job the Village of Pinehurst does communicating with business owners?

by percentage of respondents



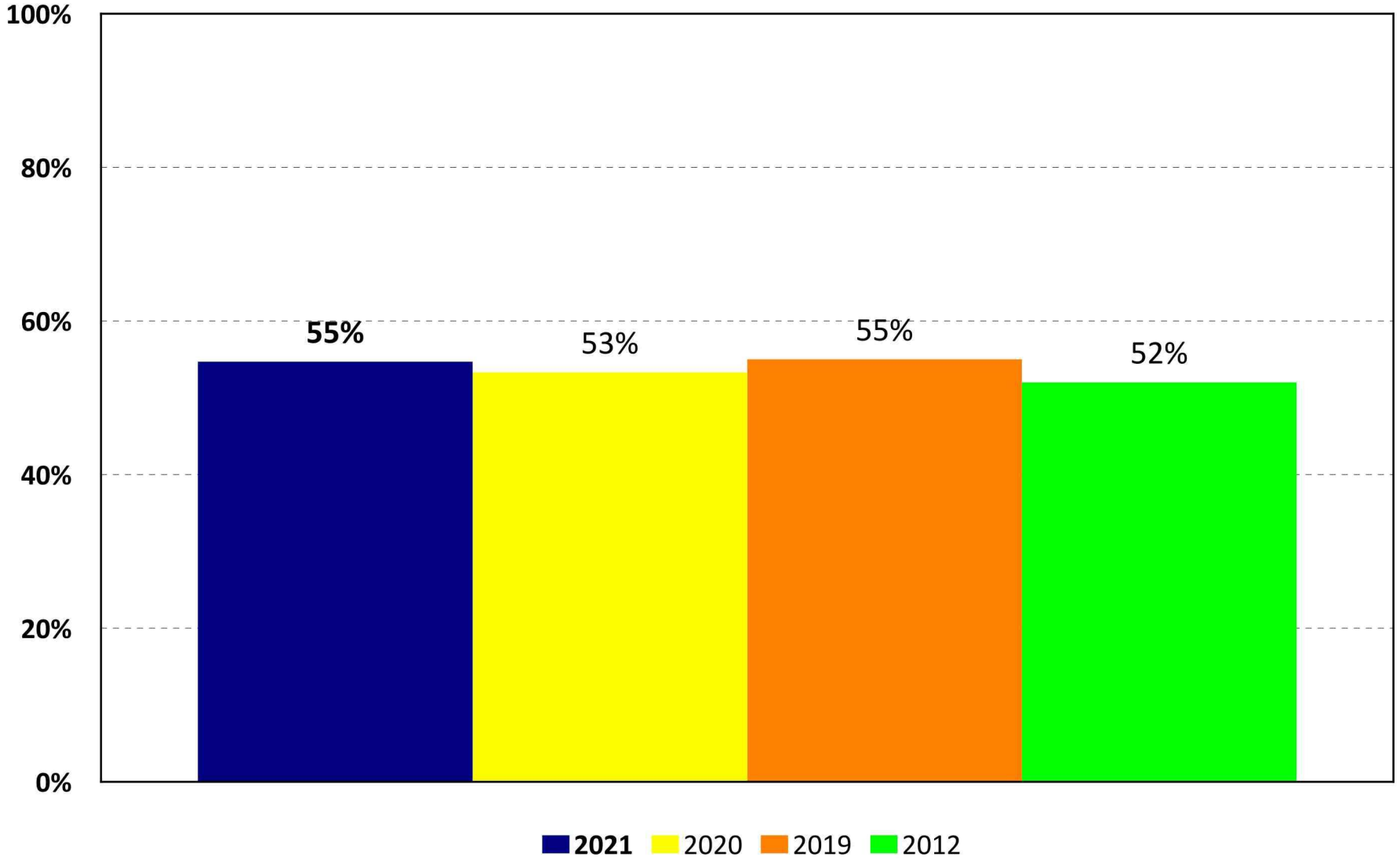
Q11. How satisfied are you with the job the Village of Pinehurst does communicating with business owners? 2015 to 2021

by percentage of respondents who answered "very satisfied" or "satisfied"



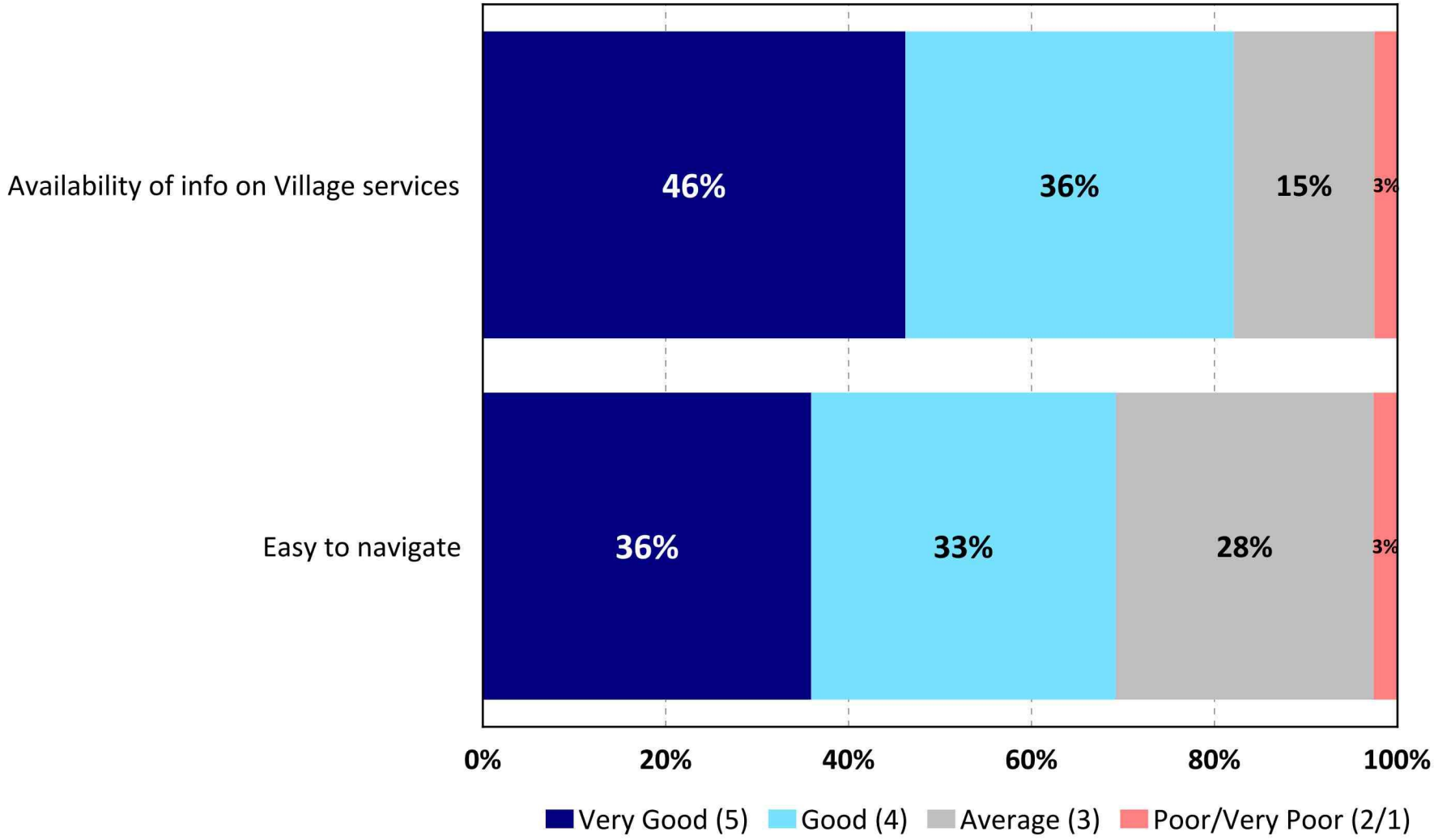
Q12. Have you visited the Village's website (www.vopnc.org) during the last 12 months? - 2012 to 2021

by percentage of respondents who answered "yes"



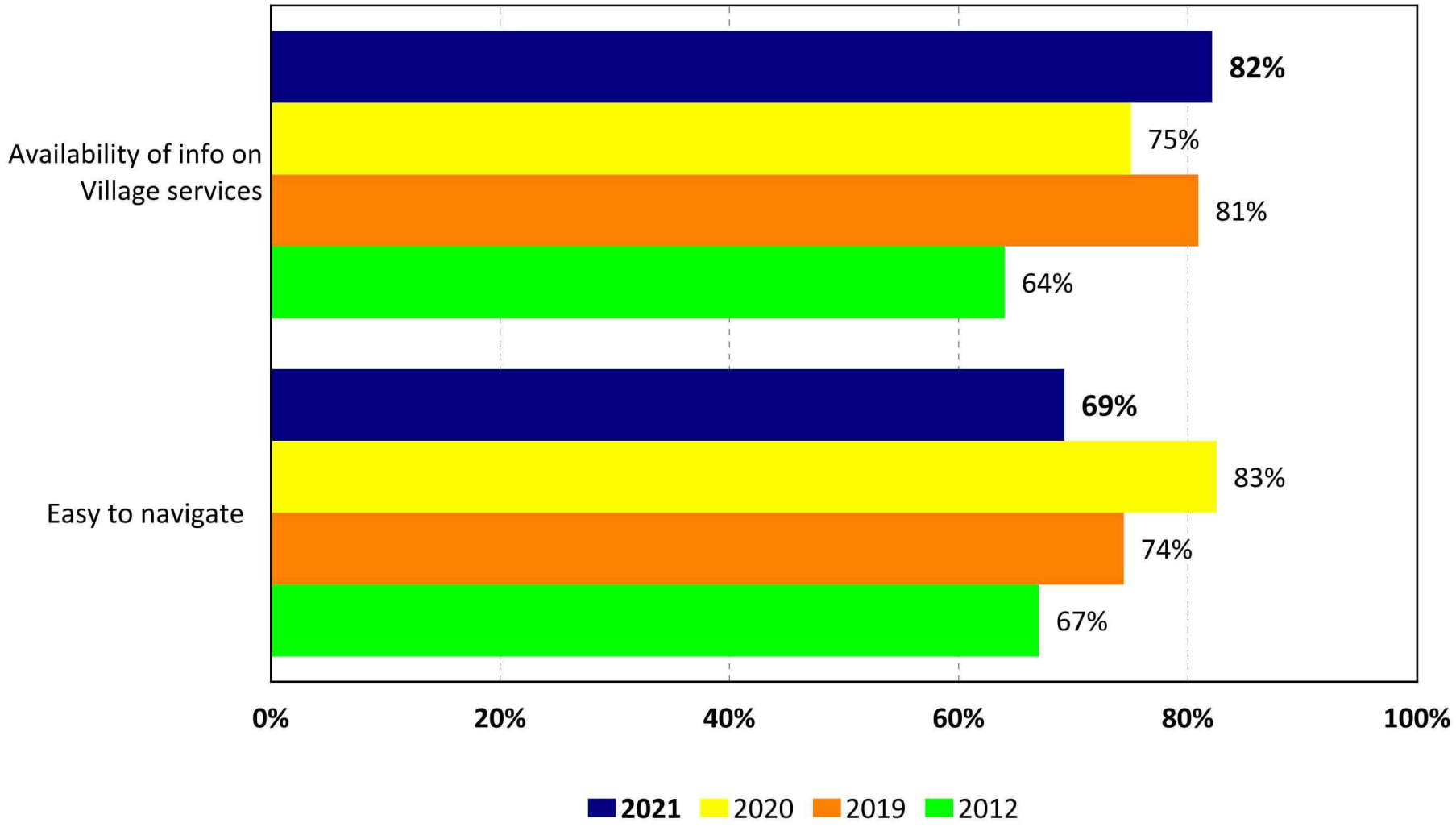
Q12a. How would you rate the following characteristics of the Village website?

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



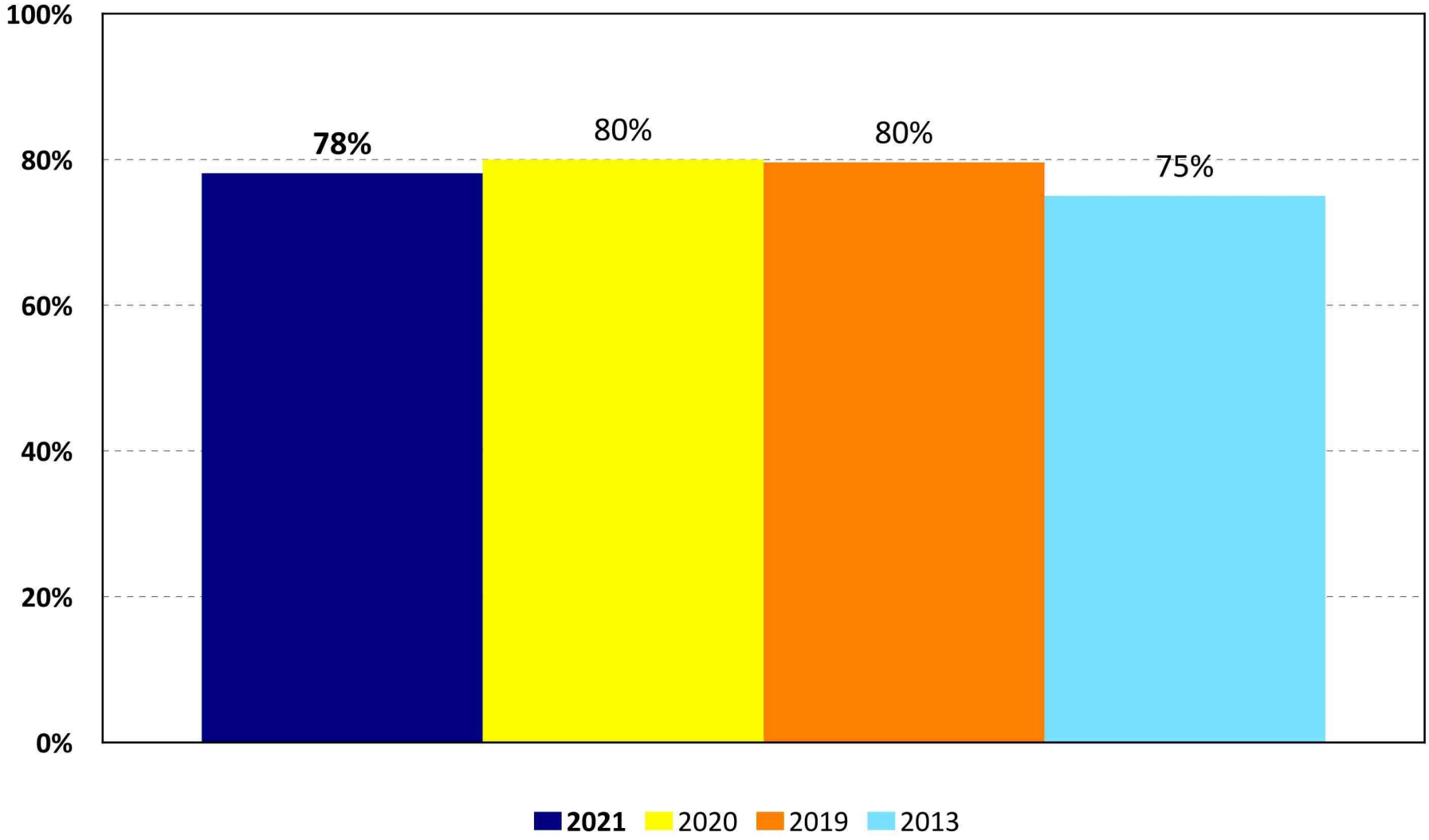
Q12a. How would you rate the following characteristics of the Village website? - 2012 to 2021

by percentage of respondents who answered "very good" or "good"



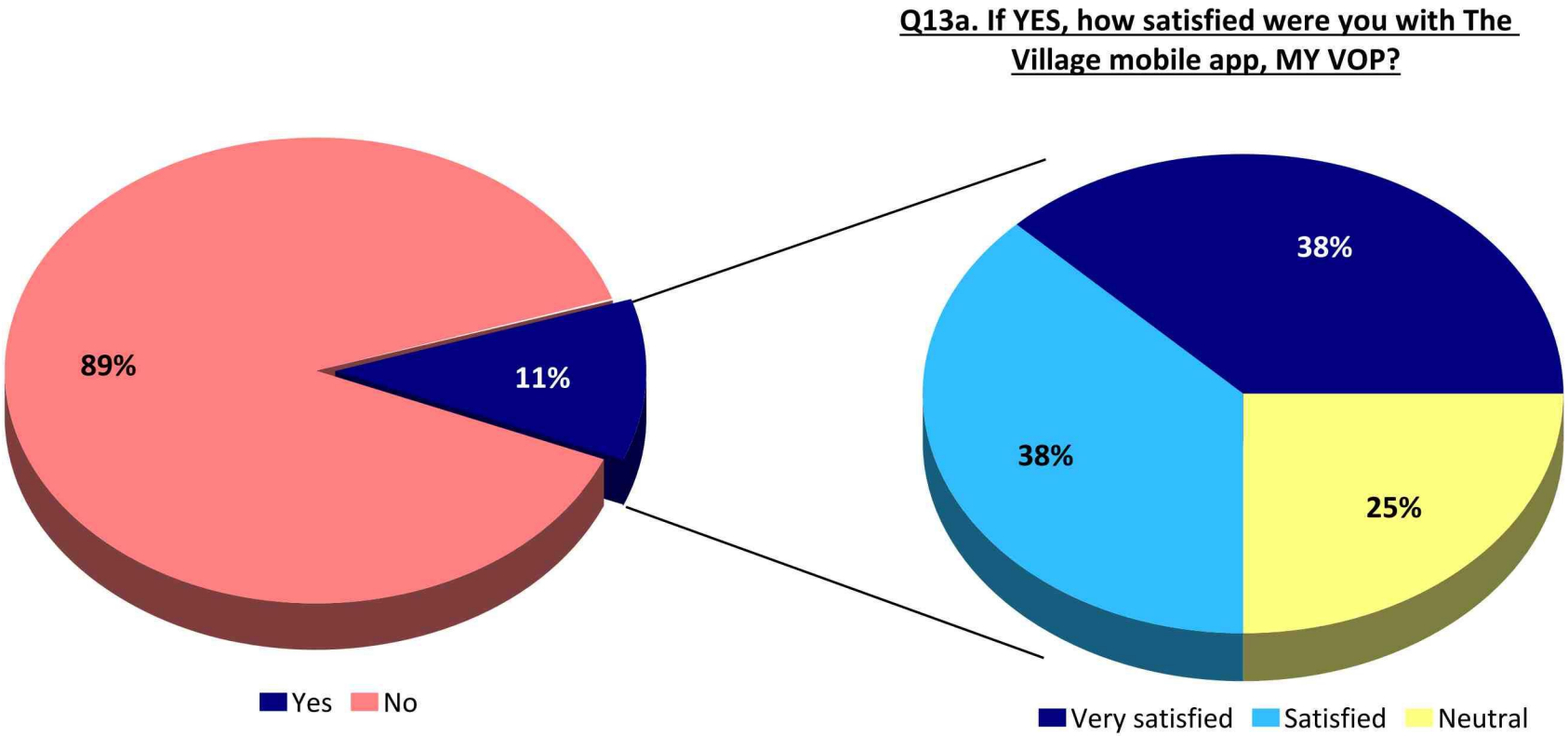
Q12b. How satisfied are you with the Village's website? 2013 to 2021

by percentage of respondents who responded “very satisfied" or "satisfied”



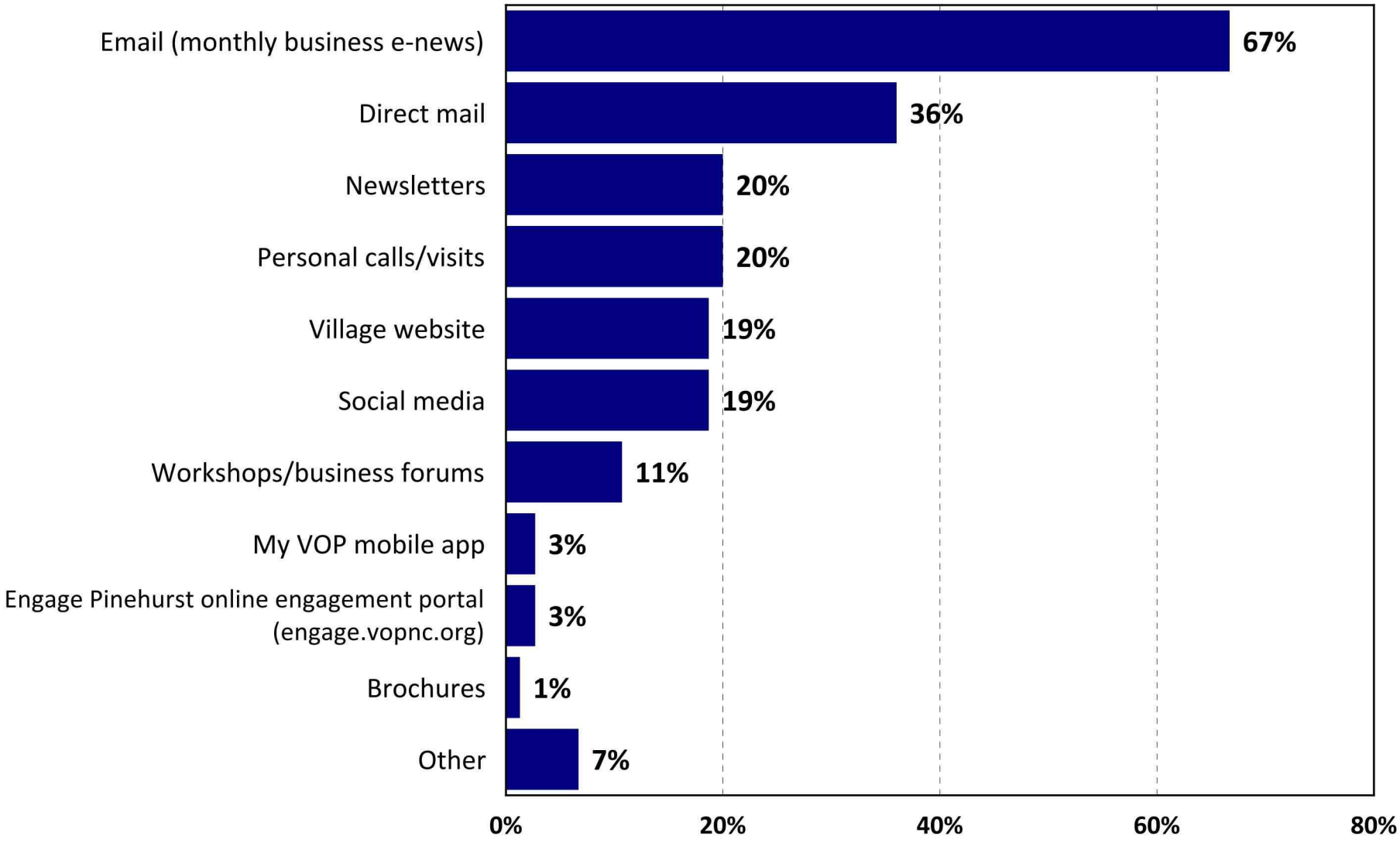
Q13. Have you used the Village's mobile app ("MY VOP") during the past 12 months?

by percentage of respondents (excluding "don't know")



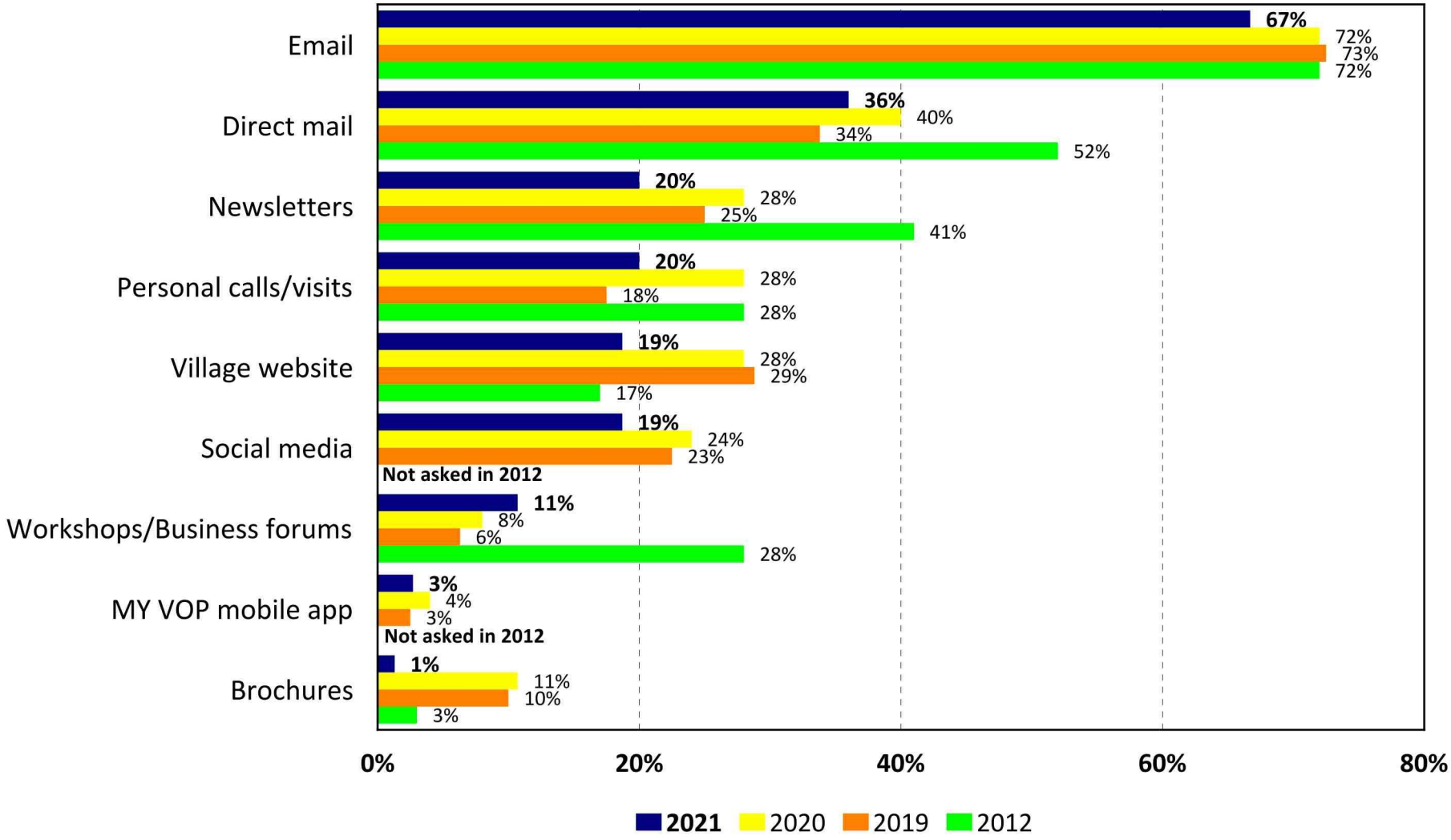
Q14. Which of the following are the best ways for the Village to communicate important information to your business?

by percentage of respondents (multiple choices could be made)



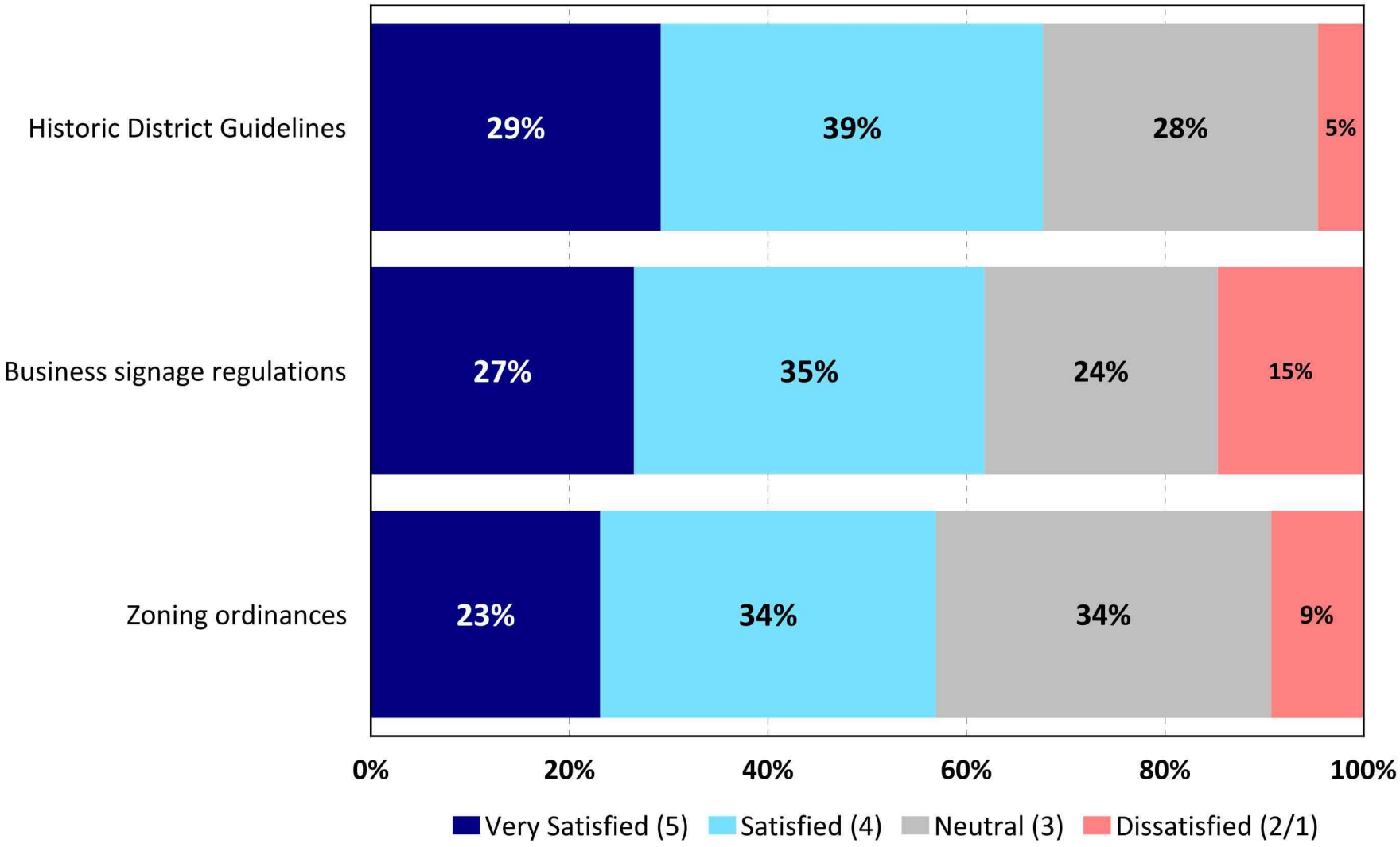
Q14. Which of the following are the best ways for the Village to communicate important information to your business? 2012 to 2021

by percentage of respondents (multiple choices could be made)



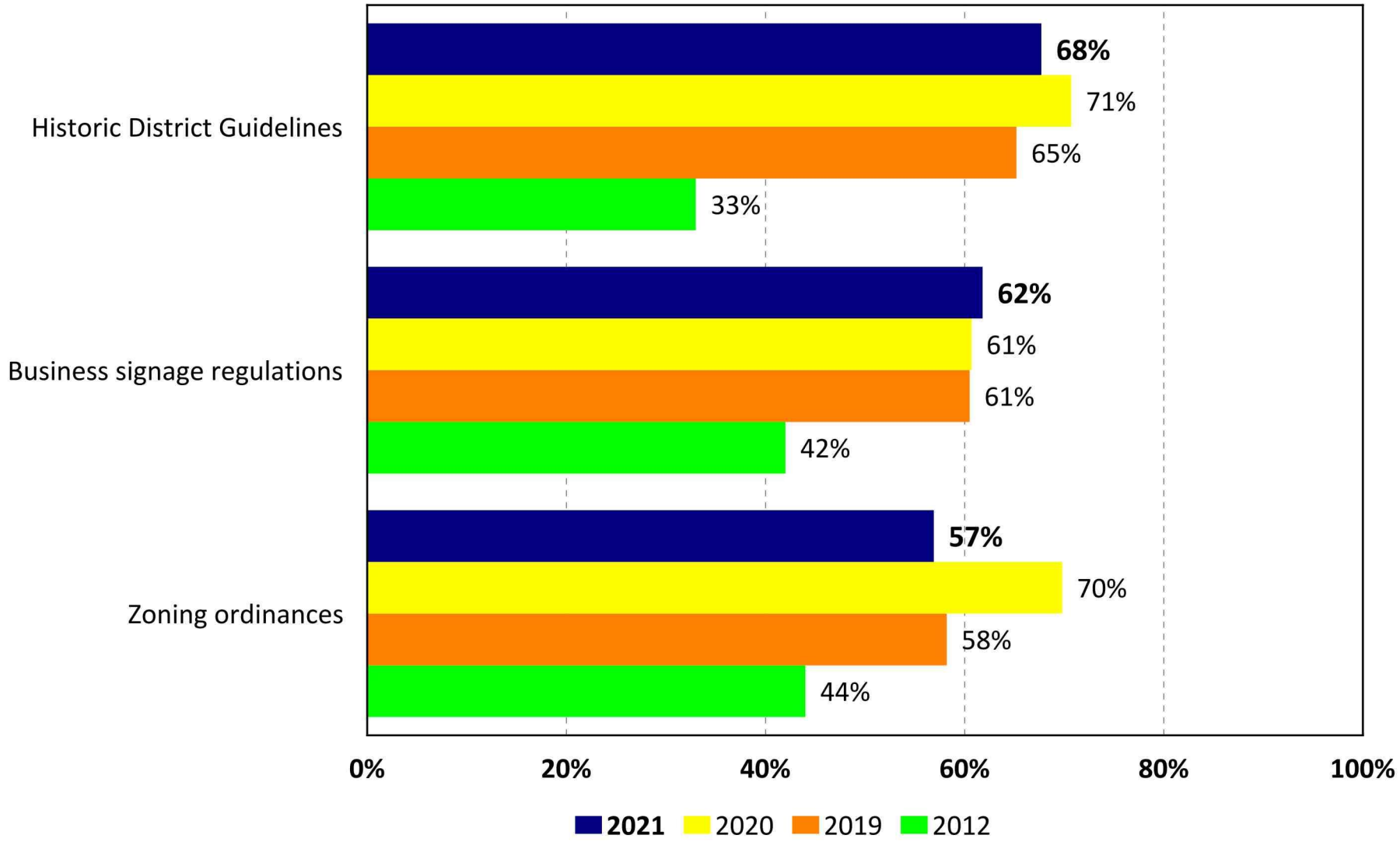
Q15. Level of Satisfaction with Community Development (Village Codes and Ordinances)

by percentage of respondents who had used the service or department and rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



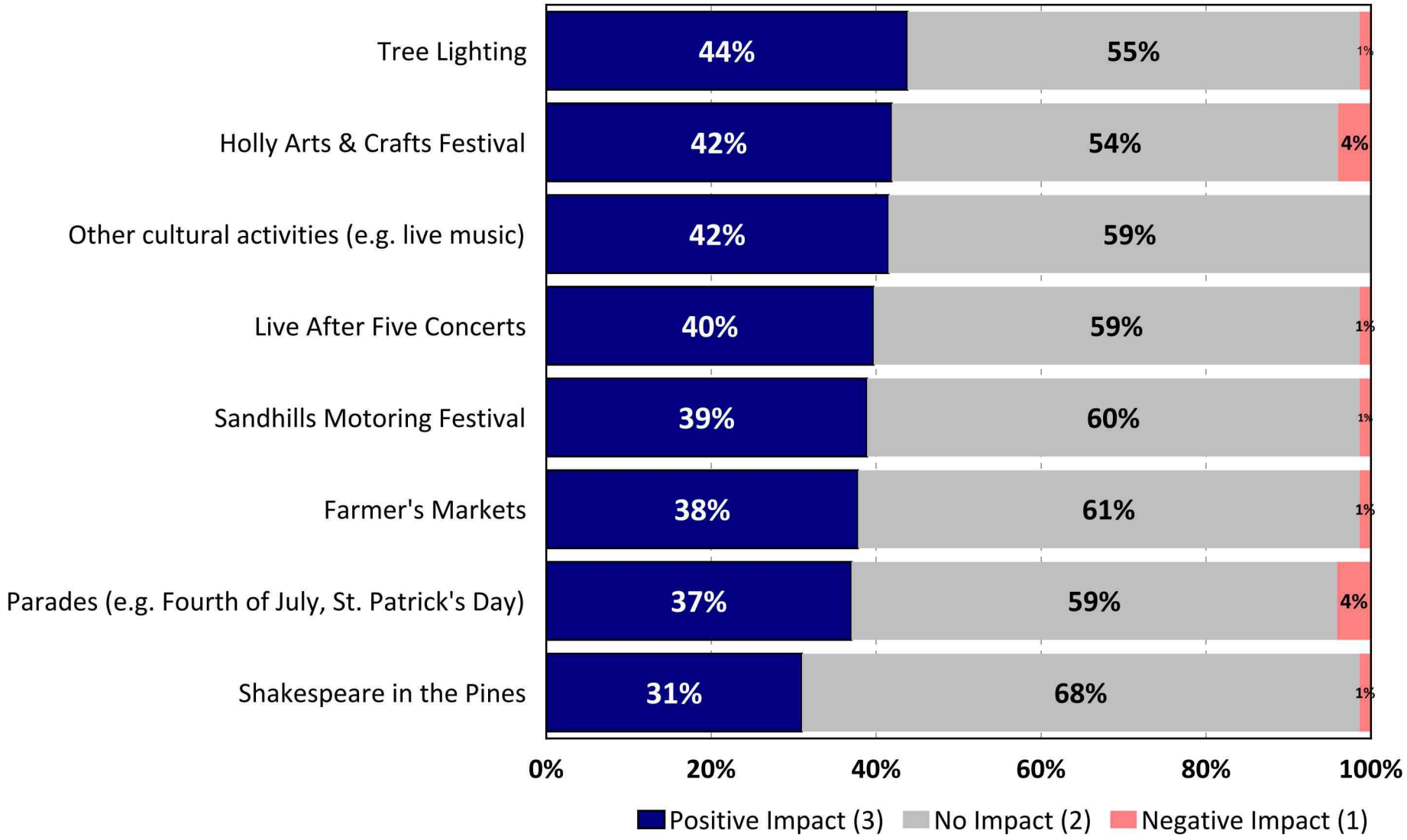
Q15. Level of Satisfaction with Community Development (Village Codes and Ordinances) - 2012 to 2021

by percentage of respondents who had used the service or department and answered "very satisfied" or "satisfied"



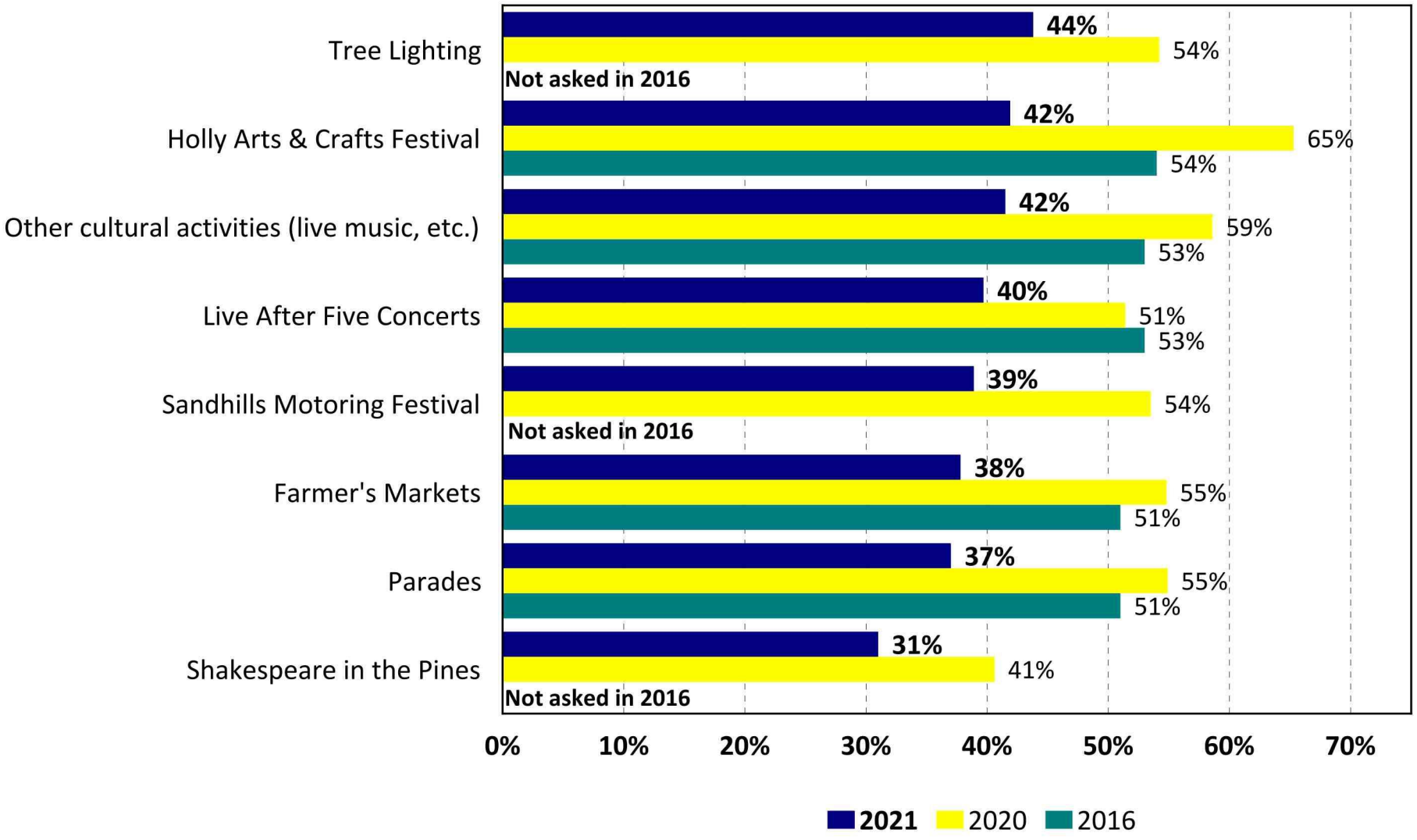
Q16. How Businesses Feel About the Impact the Following Events in the Village Center Have on Their Business

by percentage of respondents who rated the item as a 1 to 3 on a 3-point scale



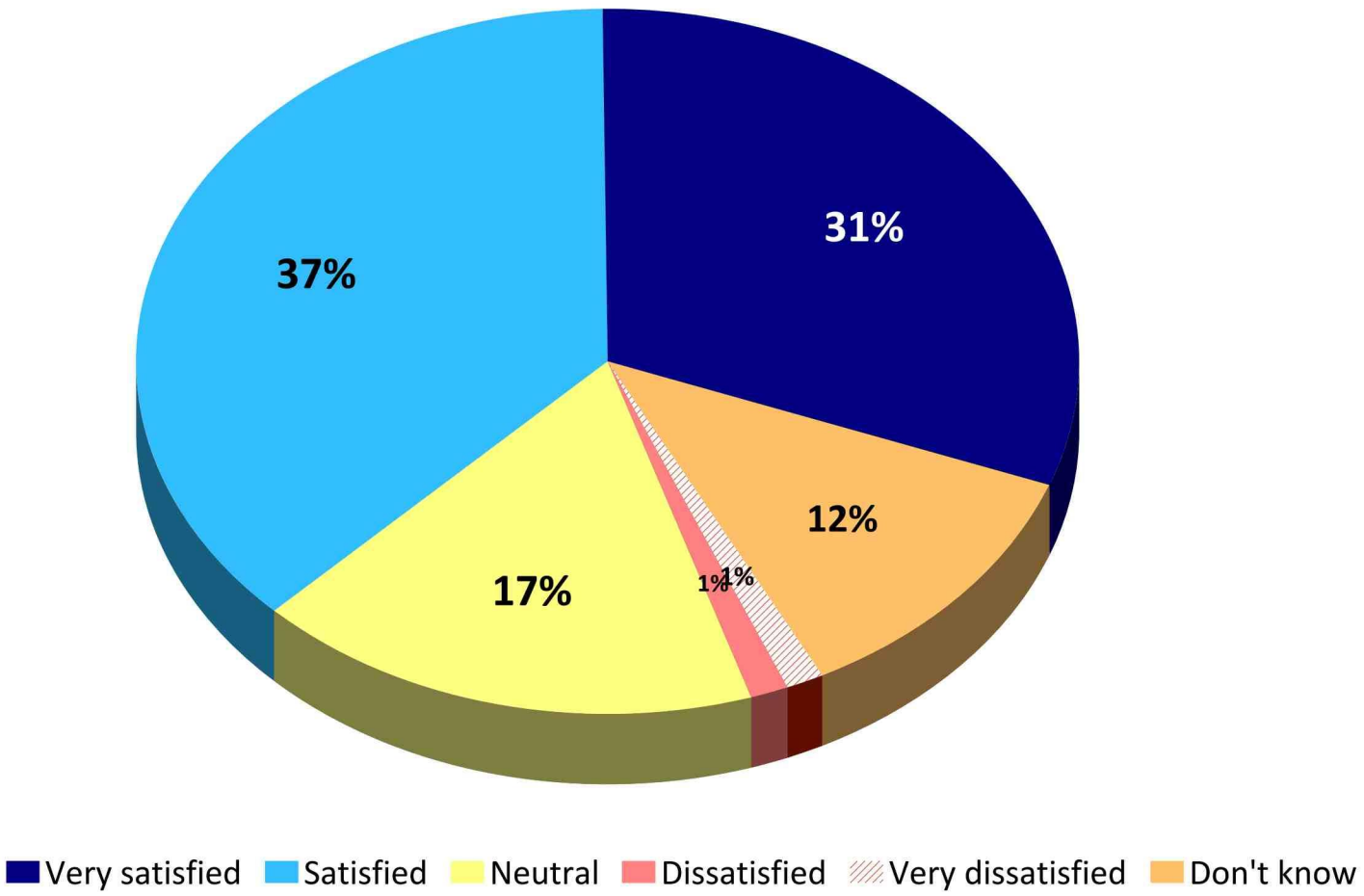
Q16. How Businesses Feel About the Impact the Following Events in the Village Center Have on Their Business 2016 to 2021

by percentage of respondents who felt the event had a "positive impact" on their business



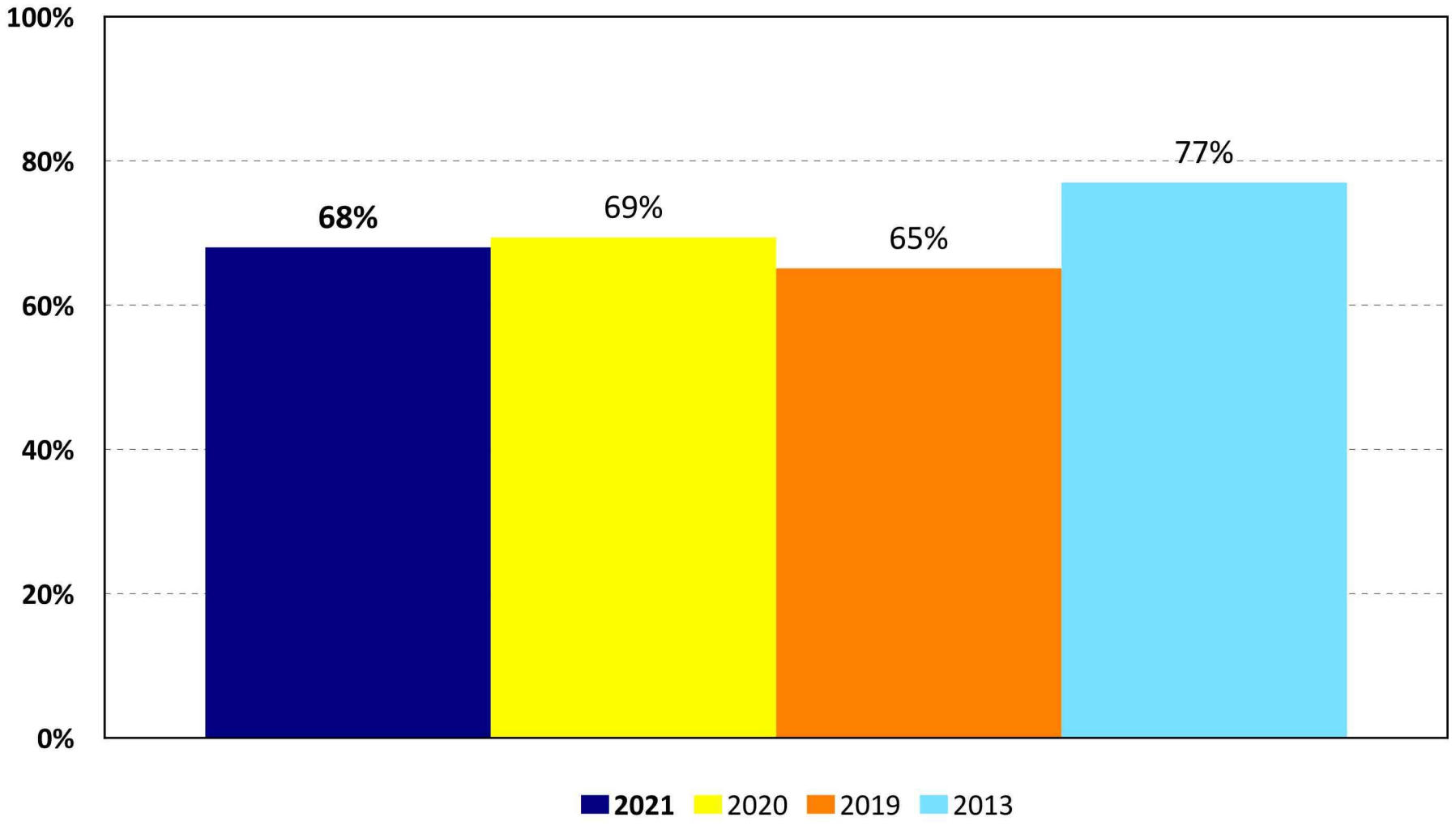
Q17. How satisfied are you with the way the Village handles events that attract large crowds to the Village?

by percentage of respondents



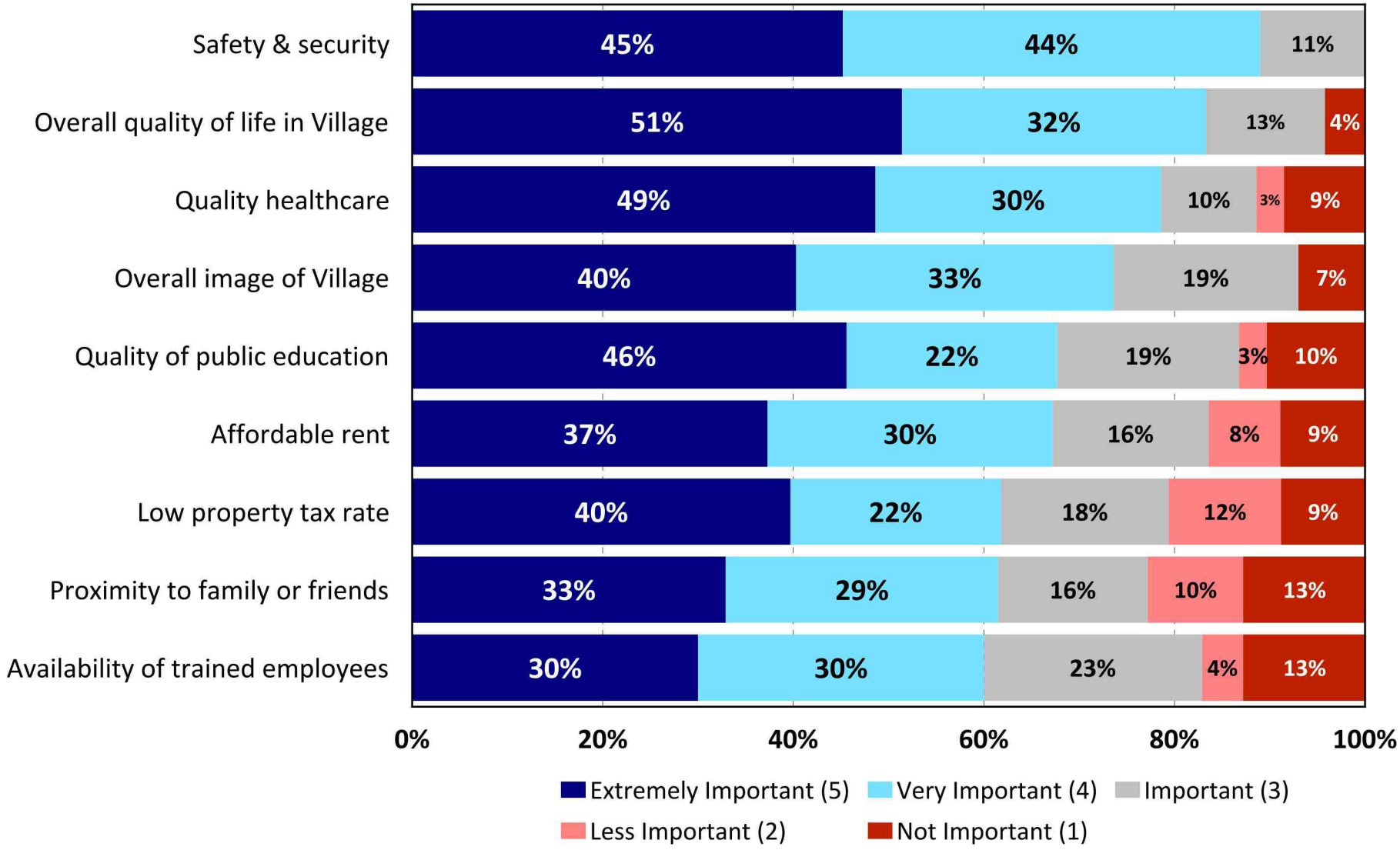
Q17. How satisfied are you with the way the Village handles events that attract large crowds to the Village? 2013 to 2021

by percentage of respondents who answered “very satisfied” or “satisfied”



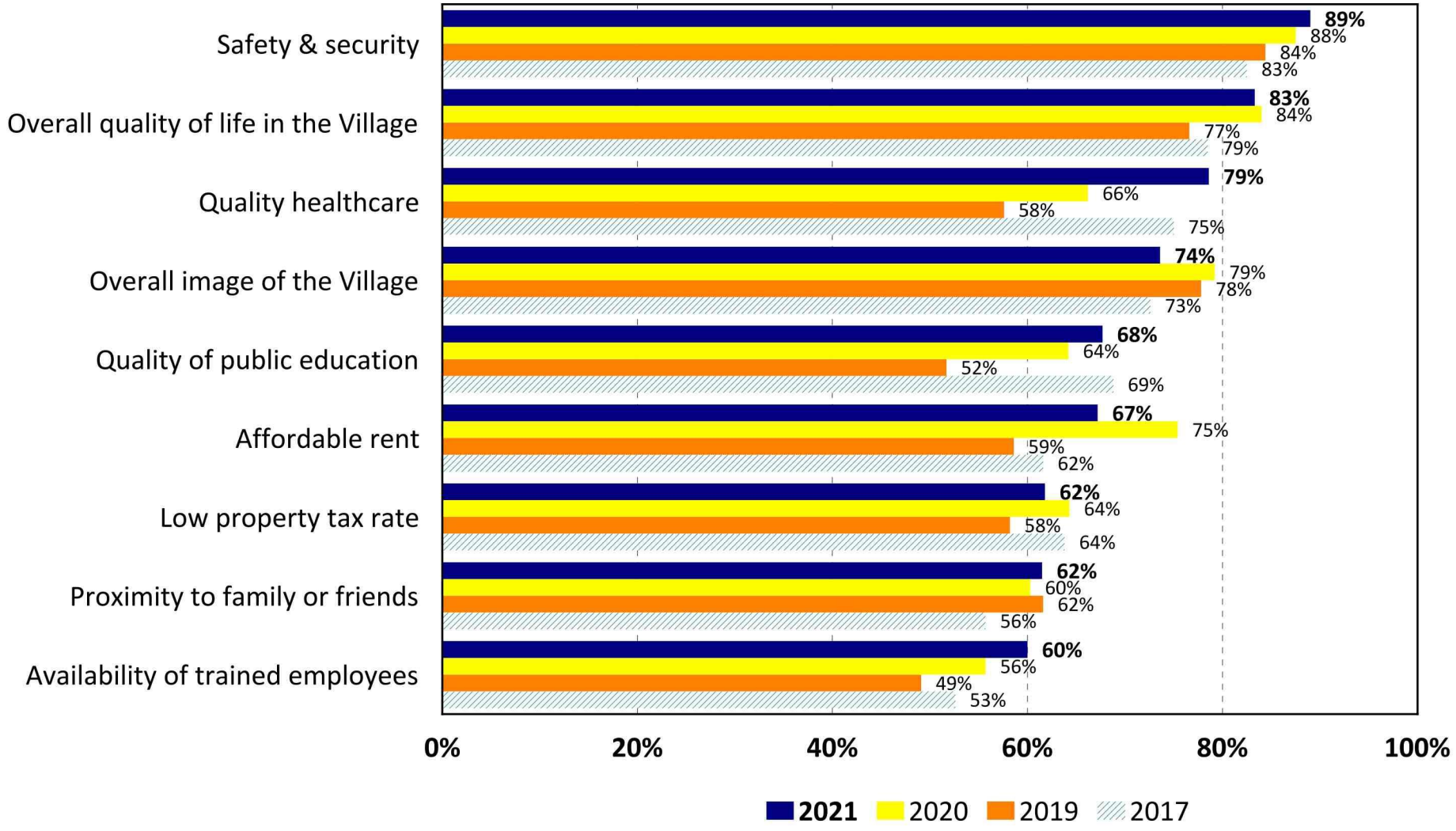
Q18. Importance of Various Reasons in Your Decision to Locate Your Business in the Village of Pinehurst

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "not provided")



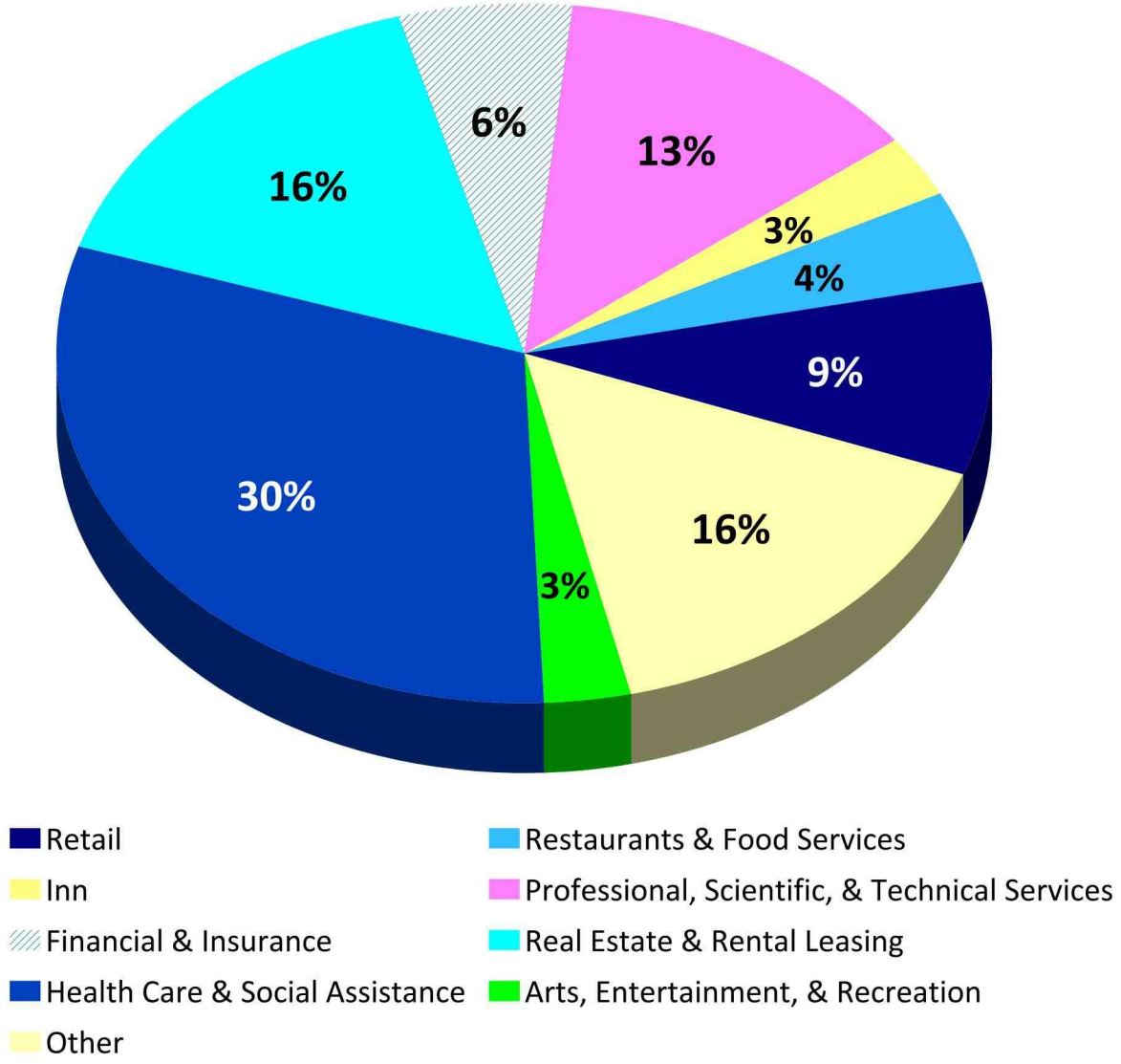
Q18. Importance of Various Reasons in Your Decision to Locate Your Business in the Village of Pinehurst 2017 to 2021

by percentage of respondents who felt the reason was "extremely important" or "very important"



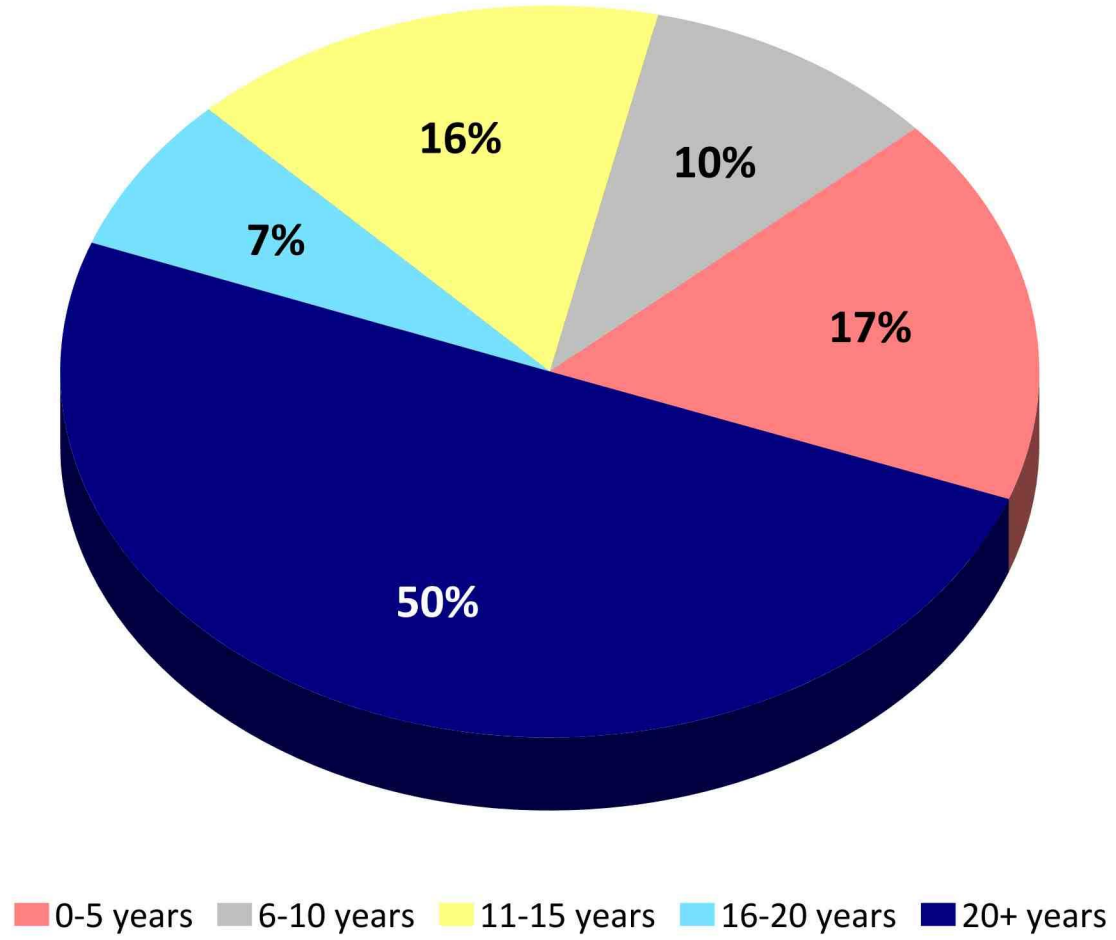
Q21. Primary Business Category

by percentage of respondents



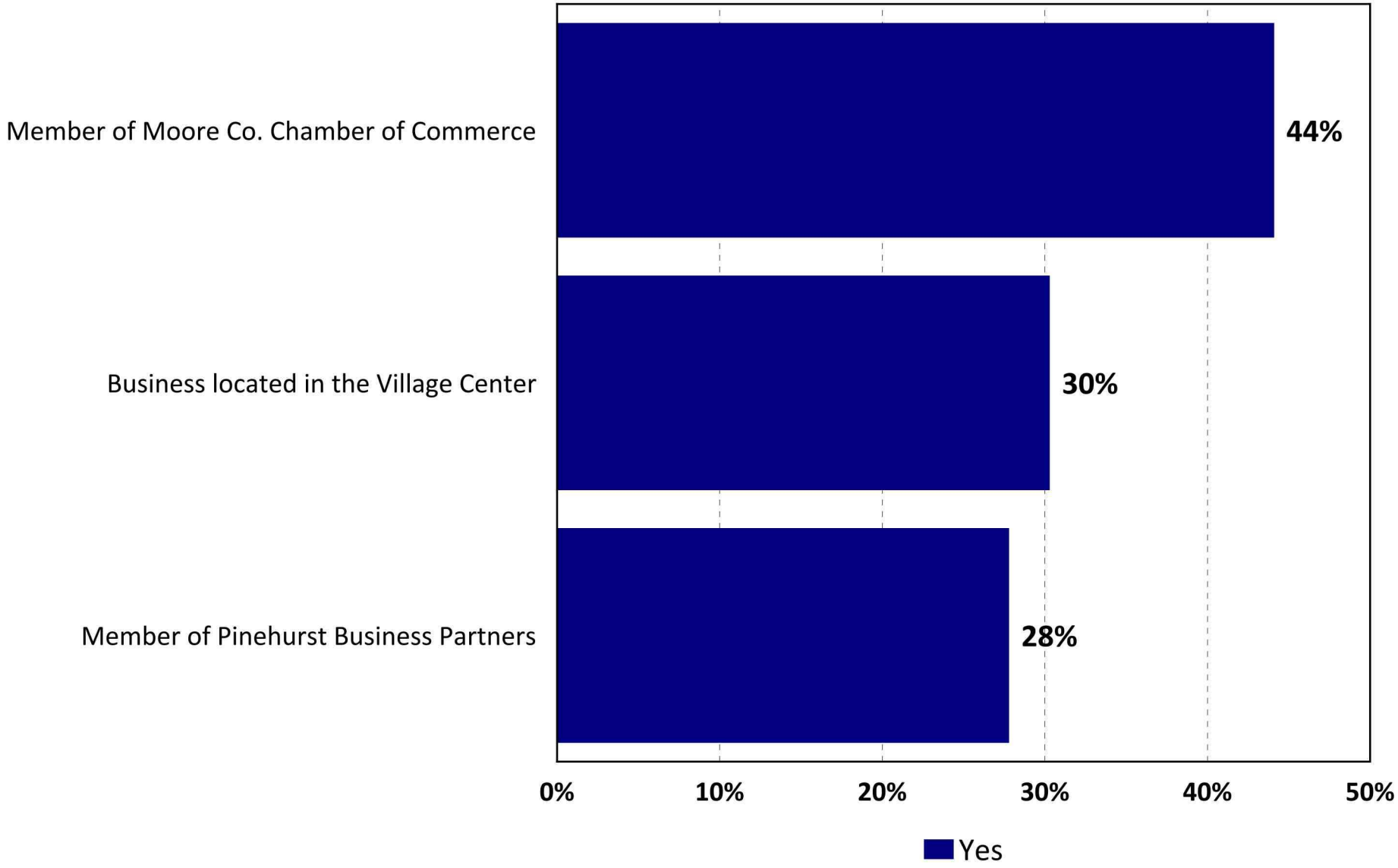
Q22. How many years have you been in operation in the Village?

by percentage of respondents (excluding "not provided")



Q23. Is Your Business Any of the Following:

by percentage of respondents who answered "yes"



2 Importance-Satisfaction Analysis

Importance-Satisfaction Analysis

Overview

Today, Village officials have limited resources which need to be targeted to activities that are of the most benefit to their citizens and businesses. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to businesses; and (2) to target resources toward those services where businesses are the least satisfied.

The Importance-Satisfaction (IS) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

Methodology

The rating is calculated by summing the percentage of responses for items selected as the first, second, and third most important services for the Village to provide. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the Village's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "Don't Know" responses). "Don't Know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable. [IS=Importance x (1-Satisfaction)].

Example of the Calculation: Respondents were asked to identify the major categories of Village services they think are most important to their business. Approximately thirty-seven percent (37.3%) of respondents selected *Streets and Grounds* as one of the most important services for the Village to provide.

With regard to satisfaction, 90.4% of respondents surveyed rated the Village's overall performance in *Streets and Grounds* as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "Don't Know" responses. The I-S rating for *Streets and Grounds* was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 37.3% was multiplied by 9.6% (1-0.904). This yielded an I-S rating of 0.0358, which ranked first out of 9 major service categories.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices to emphasize over the next two years and 0% indicate they are positively satisfied with the delivery of the service.

Importance-Satisfaction Analysis

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one for the three most important areas for the City to emphasize over the next two years.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- *Definitely Increase Emphasis* (IS>=0.20)
- *Increase Current Emphasis* (0.10<=IS<0.20)
- *Maintain Current Emphasis* (IS<0.10)

The results for the Village of Pinehurst are provided on the following page.

2021 Importance-Satisfaction Rating
Village of Pinehurst, North Carolina Business Survey
Overall Satisfaction with Village Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Medium Priority (IS <.10)						
Streets & Grounds	37%	4	90%	7	0.0358	1
Planning & Zoning	23%	6	89%	8	0.0251	2
Police Patrol	59%	1	96%	6	0.0211	3
Code Enforcement	13%	7	88%	9	0.0166	4
Fire Inspections	29%	5	98%	5	0.0056	5
Fire Emergency Response	56%	2	100%	1	0.0000	6
Police Emergency Response	43%	3	100%	3	0.0000	7
Building Inspections	12%	8	100%	4	0.0000	8
Village Hall (Front Desk)	4%	9	100%	2	0.0000	9

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %: The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the Village's top priorities.

Satisfaction %: The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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Importance-Satisfaction Analysis

Importance-Satisfaction Matrix Analysis

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the Village is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The Village should maintain (or slightly increase) emphasis on items in this area.

- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the Village is performing significantly better than customers expect the Village to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with Village services. The Village should maintain (or slightly decrease) emphasis on items in this area.

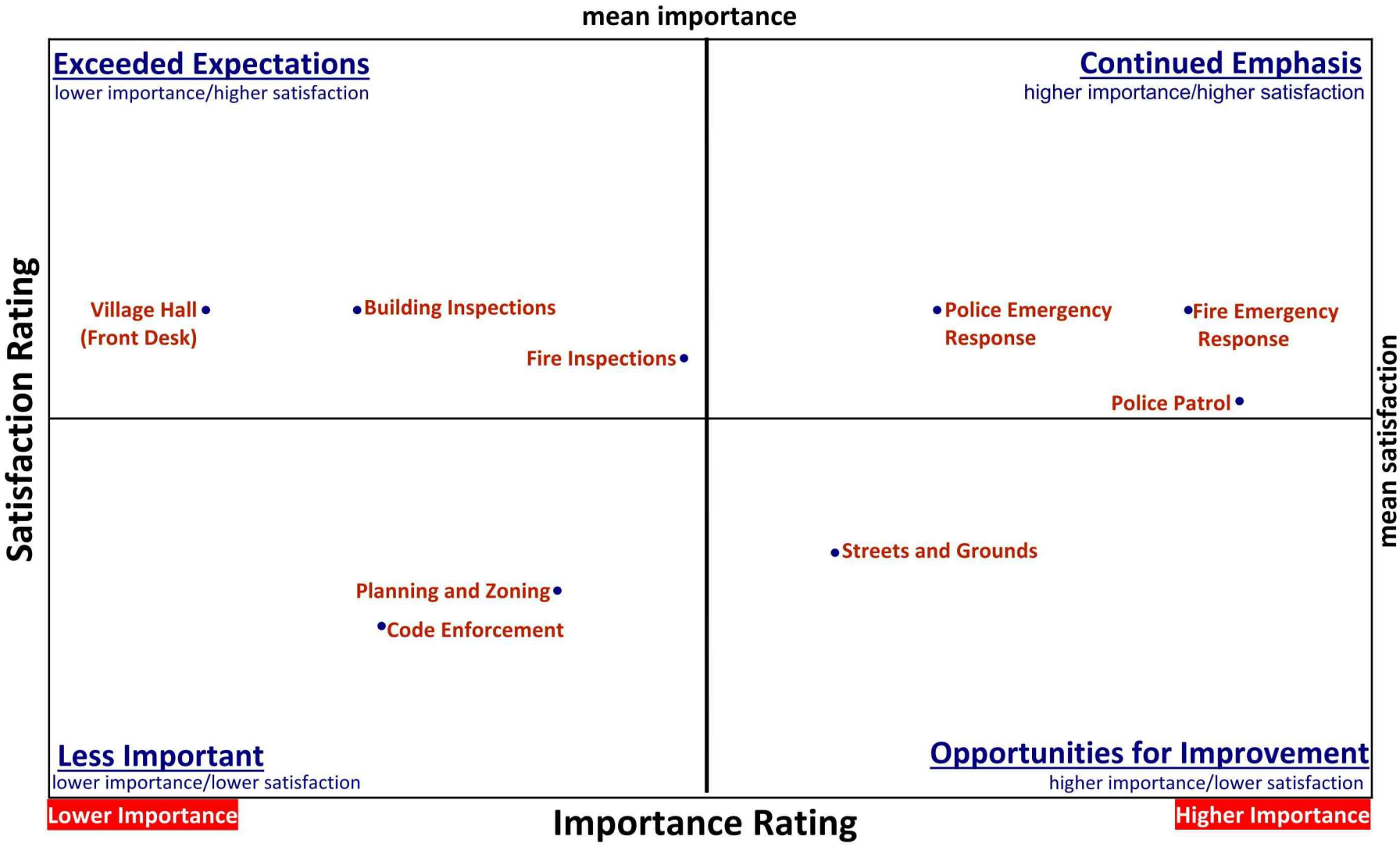
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the Village is not performing as well as customers expect the Village to perform. This area has a significant impact on customer satisfaction, and the Village should DEFINITELY increase emphasis on items in this area.

- **Less Important (below average importance and below average satisfaction).** This area shows where the Village is not performing well relative to the Village's performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with Village services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

The matrix for the Village of Pinehurst is provided on the following page.

2021 Village of Pinehurst Business Survey
Importance-Satisfaction Assessment Matrix
-Overall-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



3 Tabular Data

Q1. Community Service Satisfaction. Please indicate if your business has used each of the services or departments listed below.

(N=75)

	Yes	No
Q1-1. Building Inspections	25.3%	74.7%
Q1-2. Fire Inspections	72.0%	28.0%
Q1-3. Planning & Zoning	25.3%	74.7%
Q1-4. Code Enforcement	14.7%	85.3%
Q1-5. Police Patrol	38.7%	61.3%
Q1-6. Police Emergency Response	24.0%	76.0%
Q1-7. Fire Emergency Response	18.7%	81.3%
Q1-8. Village Hall (Front Desk)	20.0%	80.0%
Q1-9. Streets & Grounds	29.3%	70.7%

Q1. If "Yes," please rate the service or department using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=64)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Don't know
Q1-1. Building Inspections	73.7%	21.1%	0.0%	0.0%	5.3%
Q1-2. Fire Inspections	72.2%	22.2%	1.9%	0.0%	3.7%
Q1-3. Planning & Zoning	52.6%	31.6%	5.3%	5.3%	5.3%
Q1-4. Code Enforcement	36.4%	27.3%	9.1%	0.0%	27.3%
Q1-5. Police Patrol	79.3%	13.8%	3.4%	0.0%	3.4%
Q1-6. Police Emergency Response	83.3%	0.0%	11.1%	0.0%	5.6%
Q1-7. Fire Emergency Response	100.0%	0.0%	0.0%	0.0%	0.0%
Q1-8. Village Hall (Front Desk)	66.7%	20.0%	0.0%	0.0%	13.3%
Q1-9. Streets & Grounds	54.5%	31.8%	9.1%	0.0%	4.5%

WITHOUT "DON'T KNOW"

Q1. If "Yes," please rate the service or department using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=64)

	Very satisfied	Satisfied	Neutral	Dissatisfied
Q1-1. Building Inspections	77.8%	22.2%	0.0%	0.0%
Q1-2. Fire Inspections	75.0%	23.1%	1.9%	0.0%
Q1-3. Planning & Zoning	55.6%	33.3%	5.6%	5.6%
Q1-4. Code Enforcement	50.0%	37.5%	12.5%	0.0%
Q1-5. Police Patrol	82.1%	14.3%	3.6%	0.0%
Q1-6. Police Emergency Response	88.2%	0.0%	11.8%	0.0%
Q1-7. Fire Emergency Response	100.0%	0.0%	0.0%	0.0%
Q1-8. Village Hall (Front Desk)	76.9%	23.1%	0.0%	0.0%
Q1-9. Streets & Grounds	57.1%	33.3%	9.5%	0.0%

Q2. Which THREE of the Village services or departments listed in Question 1 are MOST IMPORTANT to your business?

Q2. Top choice	Number	Percent
Building Inspections	3	4.0 %
Fire Inspections	11	14.7 %
Planning & Zoning	7	9.3 %
Code Enforcement	1	1.3 %
Police Patrol	21	28.0 %
Police Emergency Response	8	10.7 %
Fire Emergency Response	12	16.0 %
Streets & Grounds	9	12.0 %
None chosen	3	4.0 %
Total	75	100.0 %

Q2. Which THREE of the Village services or departments listed in Question 1 are MOST IMPORTANT to your business?

Q2. 2nd choice	Number	Percent
Building Inspections	2	2.7 %
Fire Inspections	7	9.3 %
Planning & Zoning	6	8.0 %
Code Enforcement	5	6.7 %
Police Patrol	12	16.0 %
Police Emergency Response	17	22.7 %
Fire Emergency Response	17	22.7 %
Village Hall (Front Desk)	2	2.7 %
Streets & Grounds	1	1.3 %
None chosen	6	8.0 %
Total	75	100.0 %

Q2. Which THREE of the Village services or departments listed in Question 1 are MOST IMPORTANT to your business?

Q2. 3rd choice	Number	Percent
Building Inspections	4	5.3 %
Fire Inspections	4	5.3 %
Planning & Zoning	4	5.3 %
Code Enforcement	4	5.3 %
Police Patrol	11	14.7 %
Police Emergency Response	7	9.3 %
Fire Emergency Response	13	17.3 %
Village Hall (Front Desk)	1	1.3 %
Streets & Grounds	18	24.0 %
None chosen	9	12.0 %
Total	75	100.0 %

SUM OF TOP 3 CHOICES

Q2. Which THREE of the Village services or departments listed in Question 1 are the MOST IMPORTANT to your business? (top 3)

Q2. Sum of top 3 choices	Number	Percent
Building Inspections	9	12.0 %
Fire Inspections	22	29.3 %
Planning & Zoning	17	22.7 %
Code Enforcement	10	13.3 %
Police Patrol	44	58.7 %
Police Emergency Response	32	42.7 %
Fire Emergency Response	42	56.0 %
Village Hall (Front Desk)	3	4.0 %
Streets & Grounds	28	37.3 %
None chosen	3	4.0 %
Total	210	

Q3. In general, how satisfied are you with the overall quality of services provided to your business by the Village of Pinehurst? Would you say the quality of services provided is...

Q3. How satisfied are you with overall quality of services provided to your business by Village of Pinehurst	Number	Percent
Significantly higher than your expectations	5	6.7 %
Higher than your expectations	26	34.7 %
Meets your expectations	33	44.0 %
Below your expectations	5	6.7 %
Don't know	6	8.0 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q3. In general, how satisfied are you with the overall quality of services provided to your business by the Village of Pinehurst? Would you say the quality of services provided is... (without "don't know")

Q3. How satisfied are you with overall quality of services provided to your business by Village of Pinehurst	Number	Percent
Significantly higher than your expectations	5	7.2 %
Higher than your expectations	26	37.7 %
Meets your expectations	33	47.8 %
Below your expectations	5	7.2 %
Total	69	100.0 %

Q4. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the Village in the following areas.

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q4-1. Supporting business growth & development	21.3%	36.0%	25.3%	4.0%	4.0%	9.3%
Q4-2. Availability of employee & customer parking around your business	18.7%	30.7%	12.0%	6.7%	9.3%	22.7%
Q4-3. Condition of sidewalks	18.7%	44.0%	6.7%	6.7%	4.0%	20.0%
Q4-4. Creating & promoting special events	29.3%	41.3%	9.3%	1.3%	1.3%	17.3%
Q4-5. Historic preservation efforts	29.3%	33.3%	20.0%	0.0%	2.7%	14.7%
Q4-6. Cleanliness of Village streets & public areas	46.7%	40.0%	5.3%	1.3%	1.3%	5.3%
Q4-7. Landscape maintenance in rights-of-way & public areas	50.7%	33.3%	8.0%	1.3%	1.3%	5.3%
Q4-8. Level of involvement in local decisions	13.3%	34.7%	24.0%	4.0%	2.7%	21.3%

WITHOUT "DON'T KNOW"

Q4. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the Village in the following areas. (without "don't know")

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q4-1. Supporting business growth & development	23.5%	39.7%	27.9%	4.4%	4.4%
Q4-2. Availability of employee & customer parking around your business	24.1%	39.7%	15.5%	8.6%	12.1%
Q4-3. Condition of sidewalks	23.3%	55.0%	8.3%	8.3%	5.0%
Q4-4. Creating & promoting special events	35.5%	50.0%	11.3%	1.6%	1.6%
Q4-5. Historic preservation efforts	34.4%	39.1%	23.4%	0.0%	3.1%
Q4-6. Cleanliness of Village streets & public areas	49.3%	42.3%	5.6%	1.4%	1.4%
Q4-7. Landscape maintenance in rights-of-way & public areas	53.5%	35.2%	8.5%	1.4%	1.4%
Q4-8. Level of involvement in local decisions	16.9%	44.1%	30.5%	5.1%	3.4%

Q5. Perceptions of the Village. Several items that may influence your business's perception of the Village of Pinehurst are listed below. Please rate each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q5-1. Overall image of Village	45.3%	40.0%	9.3%	0.0%	1.3%	4.0%
Q5-2. Overall quality of life	44.0%	42.7%	8.0%	0.0%	0.0%	5.3%
Q5-3. Overall feeling of safety	54.7%	34.7%	8.0%	0.0%	0.0%	2.7%
Q5-4. Quality of new commercial development in Village	22.7%	30.7%	28.0%	6.7%	2.7%	9.3%
Q5-5. Overall appearance of Village	48.0%	36.0%	10.7%	0.0%	1.3%	4.0%

WITHOUT "DON'T KNOW"

Q5. Perceptions of the Village. Several items that may influence your business's perception of the Village of Pinehurst are listed below. Please rate each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q5-1. Overall image of Village	47.2%	41.7%	9.7%	0.0%	1.4%
Q5-2. Overall quality of life	46.5%	45.1%	8.5%	0.0%	0.0%
Q5-3. Overall feeling of safety	56.2%	35.6%	8.2%	0.0%	0.0%
Q5-4. Quality of new commercial development in Village	25.0%	33.8%	30.9%	7.4%	2.9%
Q5-5. Overall appearance of Village	50.0%	37.5%	11.1%	0.0%	1.4%

Q6. Thinking generally about the Village of Pinehurst, how likely would you be to recommend the Village as a business location to friends, family, and co-workers?

Q6. How likely would you be to recommend Village as a business location to friends, family, & co-workers	Number	Percent
Very likely	30	40.0 %
Likely	28	37.3 %
Somewhat likely	8	10.7 %
Not likely	4	5.3 %
Not likely at all	2	2.7 %
Don't know	3	4.0 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q6. Thinking generally about the Village of Pinehurst, how likely would you be to recommend the Village as a business location to friends, family, and co-workers? (without "don't know")

Q6. How likely would you be to recommend Village as a business location to friends, family, & co-workers	Number	Percent
Very likely	30	41.7 %
Likely	28	38.9 %
Somewhat likely	8	11.1 %
Not likely	4	5.6 %
Not likely at all	2	2.8 %
Total	72	100.0 %

Q7. Which of the following best describes the overall business atmosphere in the Village of Pinehurst today, compared to two years ago?

Q7. Which following best describes overall business atmosphere in Village of Pinehurst today, compared to two years ago	Number	Percent
Better	31	41.3 %
No change, but good	25	33.3 %
No change, but poor	4	5.3 %
Worse	6	8.0 %
Don't know	9	12.0 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q7. Which of the following best describes the overall business atmosphere in the Village of Pinehurst today, compared to two years ago? (without "don't know")

Q7. Which following best describes overall business atmosphere in Village of Pinehurst today, compared to two years ago	Number	Percent
Better	31	47.0 %
No change, but good	25	37.9 %
No change, but poor	4	6.1 %
Worse	6	9.1 %
Total	66	100.0 %

Q8. How would you rate your satisfaction with the following in Pinehurst compared to other places you have operated a business in the past?

(N=75)

	Significantly better	Better	Same	Worse	Significantly worse	No opinion
Q8-1. Overall quality of life	20.0%	26.7%	10.7%	2.7%	1.3%	38.7%
Q8-2. Overall quality of Village services	9.3%	29.3%	21.3%	1.3%	0.0%	38.7%
Q8-3. Customer service provided by Village employees	9.3%	26.7%	21.3%	1.3%	0.0%	41.3%

WITHOUT "NO OPINION"

Q8. How would you rate your satisfaction with the following in Pinehurst compared to other places you have operated a business in the past? (without "no opinion")

(N=75)

	Significantly better	Better	Same	Worse	Significantly worse
Q8-1. Overall quality of life	32.6%	43.5%	17.4%	4.3%	2.2%
Q8-2. Overall quality of Village services	15.2%	47.8%	34.8%	2.2%	0.0%
Q8-3. Customer service provided by Village employees	15.9%	45.5%	36.4%	2.3%	0.0%

Q9. Customer Service. Overall, how would you rate the Village of Pinehurst customer service? Would you say it is...

Q9. How would you rate Village of Pinehurst customer service	Number	Percent
Very good	31	41.3 %
Good	28	37.3 %
Poor	2	2.7 %
Don't know	14	18.7 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q9. Customer Service. Overall, how would you rate the Village of Pinehurst customer service? Would you say it is... (without "don't know")

Q9. How would you rate Village of Pinehurst customer service	Number	Percent
Very good	31	50.8 %
Good	28	45.9 %
Poor	2	3.3 %
Total	61	100.0 %

Q10. Thinking about your MOST RECENT contact with Village government staff, please rate your experience using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree."

(N=75)

	Strongly agree	Agree	Neutral	Disagree	Don't know
Q10-1. Village staff was responsive to my needs	33.3%	29.3%	5.3%	1.3%	30.7%
Q10-2. Village staff was competent	28.0%	30.7%	8.0%	1.3%	32.0%
Q10-3. Village staff was courteous	34.7%	26.7%	4.0%	1.3%	33.3%
Q10-4. My issue was resolved promptly	29.3%	24.0%	9.3%	1.3%	36.0%

WITHOUT "DON'T KNOW"

Q10. Thinking about your MOST RECENT contact with Village government staff, please rate your experience using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree." (without "don't know")

(N=75)

	Strongly agree	Agree	Neutral	Disagree
Q10-1. Village staff was responsive to my needs	48.1%	42.3%	7.7%	1.9%
Q10-2. Village staff was competent	41.2%	45.1%	11.8%	2.0%
Q10-3. Village staff was courteous	52.0%	40.0%	6.0%	2.0%
Q10-4. My issue was resolved promptly	45.8%	37.5%	14.6%	2.1%

Q11. Communication. Overall, how satisfied are you with the job the Village of Pinehurst does communicating with business owners? Would you say you are...

Q11. How satisfied are you with the job Village of Pinehurst does communicating with business owners	Number	Percent
Very satisfied	19	25.3 %
Satisfied	26	34.7 %
Neutral	19	25.3 %
Dissatisfied	3	4.0 %
Very dissatisfied	2	2.7 %
Don't know	6	8.0 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q11. Communication. Overall, how satisfied are you with the job the Village of Pinehurst does communicating with business owners? Would you say you are... (without "don't know")

Q11. How satisfied are you with the job Village of Pinehurst does communicating with business owners	Number	Percent
Very satisfied	19	27.5 %
Satisfied	26	37.7 %
Neutral	19	27.5 %
Dissatisfied	3	4.3 %
Very dissatisfied	2	2.9 %
Total	69	100.0 %

Q12. Have you visited the Village's website (vopnc.org) during the last 12 months?

Q12. Have you visited Village's website (vopnc.org) during last 12 months	Number	Percent
Yes	41	54.7 %
No	31	41.3 %
Don't know	3	4.0 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q12. Have you visited the Village's website (vopnc.org) during the last 12 months? (without "don't know")

Q12. Have you visited Village's website (vopnc.org) during last 12 months	Number	Percent
Yes	41	56.9 %
No	31	43.1 %
Total	72	100.0 %

Q12a. Using a scale of 1 to 5, where 5 means "Very Good" and 1 means "Very Poor," please rate the Village website with regard to each of the following characteristics.

(N=41)

	Very good	Good	Average	Poor	Don't know
Q12a-1. Easy to navigate	34.1%	31.7%	26.8%	2.4%	4.9%
Q12a-2. Availability of information about Village services	43.9%	34.1%	14.6%	2.4%	4.9%

WITHOUT "DON'T KNOW"

Q12a. Using a scale of 1 to 5, where 5 means "Very Good" and 1 means "Very Poor," please rate the Village website with regard to each of the following characteristics. (without "don't know")

(N=41)

	Very good	Good	Average	Poor
Q12a-1. Easy to navigate	35.9%	33.3%	28.2%	2.6%
Q12a-2. Availability of information about Village services	46.2%	35.9%	15.4%	2.6%

Q12b. Overall, how satisfied would you say you were with the Village of Pinehurst Website? Would you say you were...

Q12b. How satisfied were you with Village of Pinehurst website	Number	Percent
Very satisfied	10	24.4 %
Satisfied	22	53.7 %
Neutral	9	22.0 %
Total	41	100.0 %

Q13. Have you used the Village's mobile app (MY VOP) during the last 12 months?

Q13. Have you used Village's mobile app (MY VOP) during last 12 months	Number	Percent
Yes	8	10.7 %
No	65	86.7 %
Don't know	2	2.7 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q13. Have you used the Village's mobile app (MY VOP) during the last 12 months? (without "don't know")

Q13. Have you used Village's mobile app (MY VOP) during last 12 months	Number	Percent
Yes	8	11.0 %
No	65	89.0 %
Total	73	100.0 %

Q13a. Overall, how satisfied would you say you were with the Village mobile app, MY VOP? Would you say you were...

Q13a. How satisfied were you with Village mobile app, MY VOP	Number	Percent
Very satisfied	3	37.5 %
Satisfied	3	37.5 %
Neutral	2	25.0 %
Total	8	100.0 %

Q14. Please indicate which of the following are the best ways for the Village to communicate with you to get important information to your business.

Q14. Which following are the best ways for Village to communicate with you to get important information to your business	Number	Percent
Direct mail	27	36.0 %
Village website	14	18.7 %
Email (monthly business eNews)	50	66.7 %
Workshops/business forums	8	10.7 %
Social media	14	18.7 %
Personal calls/visits	15	20.0 %
Newsletters	15	20.0 %
Brochures	1	1.3 %
MY VOP mobile app	2	2.7 %
Engage Pinehurst online engagement portal (engage.vopnc.org)	2	2.7 %
Other	5	6.7 %
Total	153	

Q14-11. Other

Q14-11. Other	Number	Percent
Text	2	40.0 %
The Pilot	1	20.0 %
Instagram	1	20.0 %
Phone alerts	1	20.0 %
Total	5	100.0 %

Q15. Community Development. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the following Village codes and ordinances.

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q15-1. Zoning ordinances	20.0%	29.3%	29.3%	4.0%	4.0%	13.3%
Q15-2. Business signage regulations	24.0%	32.0%	21.3%	10.7%	2.7%	9.3%
Q15-3. Historic District Guidelines	25.3%	33.3%	24.0%	0.0%	4.0%	13.3%

WITHOUT "DON'T KNOW"

Q15. Community Development. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the following Village codes and ordinances. (without "don't know")

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q15-1. Zoning ordinances	23.1%	33.8%	33.8%	4.6%	4.6%
Q15-2. Business signage regulations	26.5%	35.3%	23.5%	11.8%	2.9%
Q15-3. Historic District Guidelines	29.2%	38.5%	27.7%	0.0%	4.6%

Q16. Village Events. Using a scale of 1 to 3, where 3 means "Positive Impact" and 1 means "Negative Impact," please indicate the impact the following events in the Village Center have on your business.

(N=75)

	Positive impact	No impact	Negative impact	Don't know
Q16-1. Farmers Markets	37.3%	60.0%	1.3%	1.3%
Q16-2. Live After Five Concerts	38.7%	57.3%	1.3%	2.7%
Q16-3. Parades (e.g. Fourth of July, St. Patrick's Day, US Kids)	36.0%	57.3%	4.0%	2.7%
Q16-4. Holly Arts & Crafts Festival	41.3%	53.3%	4.0%	1.3%
Q16-5. Tree Lighting	42.7%	53.3%	1.3%	2.7%
Q16-6. Shakespeare in the Pines	29.3%	64.0%	1.3%	5.3%
Q16-7. Sandhills Motoring Festival	37.3%	57.3%	1.3%	4.0%
Q16-8. Other cultural activities (e.g. performing arts)	36.0%	50.7%	0.0%	13.3%

WITHOUT "DON'T KNOW"

Q16. Village Events. Using a scale of 1 to 3, where 3 means "Positive Impact" and 1 means "Negative Impact," please indicate the impact the following events in the Village Center have on your business. (without "don't know")

(N=75)

	Positive impact	No impact	Negative impact
Q16-1. Farmers Markets	37.8%	60.8%	1.4%
Q16-2. Live After Five Concerts	39.7%	58.9%	1.4%
Q16-3. Parades (e.g. Fourth of July, St. Patrick's Day, US Kids)	37.0%	58.9%	4.1%
Q16-4. Holly Arts & Crafts Festival	41.9%	54.1%	4.1%
Q16-5. Tree Lighting	43.8%	54.8%	1.4%
Q16-6. Shakespeare in the Pines	31.0%	67.6%	1.4%
Q16-7. Sandhills Motoring Festival	38.9%	59.7%	1.4%
Q16-8. Other cultural activities (e.g. performing arts)	41.5%	58.5%	0.0%

Q17. Please indicate how satisfied you are with the way the Village handles events that attract large crowds to the Village (e.g. considering the needs of businesses, addressing noise and disturbance issues)?

Q17. How satisfied are you with the way Village handles events that attract large crowds to Village	Number	Percent
Very satisfied	23	30.7 %
Satisfied	28	37.3 %
Neutral	13	17.3 %
Dissatisfied	1	1.3 %
Very dissatisfied	1	1.3 %
Don't know	9	12.0 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q17. Please indicate how satisfied you are with the way the Village handles events that attract large crowds to the Village (e.g. considering the needs of businesses, addressing noise and disturbance issues)? (without "don't know")

Q17. How satisfied are you with the way Village handles events that attract large crowds to Village	Number	Percent
Very satisfied	23	34.8 %
Satisfied	28	42.4 %
Neutral	13	19.7 %
Dissatisfied	1	1.5 %
Very dissatisfied	1	1.5 %
Total	66	100.0 %

Q18. Using a scale of 1 to 5, where 5 means "Extremely Important" and 1 means "Not Important," please indicate how important each of the following reasons were in your decision to locate your business in the Village of Pinehurst.

(N=75)

	Extremely important	Very important	Important	Less important	Not important	Not provided
Q18-1. Overall image of Village	38.7%	32.0%	18.7%	0.0%	6.7%	4.0%
Q18-2. Safety & security	44.0%	42.7%	10.7%	0.0%	0.0%	2.7%
Q18-3. Availability of trained employees	28.0%	28.0%	21.3%	4.0%	12.0%	6.7%
Q18-4. Low property tax rate	36.0%	20.0%	16.0%	10.7%	8.0%	9.3%
Q18-5. Quality healthcare	45.3%	28.0%	9.3%	2.7%	8.0%	6.7%
Q18-6. Affordable rent	33.3%	26.7%	14.7%	6.7%	8.0%	10.7%
Q18-7. Proximity to family or friends	30.7%	26.7%	14.7%	9.3%	12.0%	6.7%
Q18-8. Quality of public education	41.3%	20.0%	17.3%	2.7%	9.3%	9.3%
Q18-9. Overall quality of life in Village	49.3%	30.7%	12.0%	0.0%	4.0%	4.0%

WITHOUT "DON'T KNOW"

Q18. Using a scale of 1 to 5, where 5 means "Extremely Important" and 1 means "Not Important," please indicate how important each of the following reasons were in your decision to locate your business in the Village of Pinehurst. (without "not provided")

(N=75)

	Extremely important	Very important	Important	Less important	Not important
Q18-1. Overall image of Village	40.3%	33.3%	19.4%	0.0%	6.9%
Q18-2. Safety & security	45.2%	43.8%	11.0%	0.0%	0.0%
Q18-3. Availability of trained employees	30.0%	30.0%	22.9%	4.3%	12.9%
Q18-4. Low property tax rate	39.7%	22.1%	17.6%	11.8%	8.8%
Q18-5. Quality healthcare	48.6%	30.0%	10.0%	2.9%	8.6%
Q18-6. Affordable rent	37.3%	29.9%	16.4%	7.5%	9.0%
Q18-7. Proximity to family or friends	32.9%	28.6%	15.7%	10.0%	12.9%
Q18-8. Quality of public education	45.6%	22.1%	19.1%	2.9%	10.3%
Q18-9. Overall quality of life in Village	51.4%	31.9%	12.5%	0.0%	4.2%

Q19. What are the most important issues facing Pinehurst today?

- Controlling growth
- covid-19
- Covid and Mayor advocating responsibility to Washington DC. Infrastructure to keep up with growth.
- Covid- restructure socialization
- covid-19
- Covid-Have seen a lot of out of state cars(golfers)-think they are contributing to the amount of Covid.
- Development
- expansion
- Growth
- Growth
- Growth & traffic.
- Growth and handling the growth.
- Growth, schools, & managing traffic.
- Growth/Infrastructure
- Housing shortage for reasonably priced homes.
- Hwy 5 is a cluster
- Keeping businesses open in the Village.
- Lack of medium range priced homes. Need more retail
- Lack of retail in the Village. We have nice stores but they are frequently closed. More shopping makes for a more pleasant experience for the wives of those who are here for golfing trips. Broad St in Southern Pines has more to offer visitors.
- Let the hotel tax pass. It foolish to stand in the way of money's that will elevate the value of our tourism.
- Maintain small town atmosphere.
- Management of growth, roads, infrastructure. The traffic circle needs to be addressed.
- managing growth and accommodating younger families
- Managing growth and not loose character
- Need more businesses to attract people. Businesses need to stay open during events.
- No parking . Appearance is pitiful . No lighting at night. Should be ashamed . Plantings are horrible.
- Overall growth.
- Parking
- Parking
- Parking for businesses in the heart of the Village.
- Pinehurst needs to make sure that its lovely wooded areas are preserved and not completely demolished in favor of homes and businesses. It is important to preserve the natural areas, or it will no longer be a beautiful place.
- Population growth and traffic
- Population growth, even if only during M-F 8-5, and not enough emergency services personnel to respond in a timely manner.
- Positive growth and expansion. Good and careful planning are important.
- Positive Growth Opportunities VS The Desire to Remain a Quiet Quaint Village
- Public transportation.
- The council.
- The PGA Complex will ruin Pinehurst's quality.
- Traffic
- Traffic and over developing.
- Traffic and parking
- Traffic congestion

Q19. What are the most important issues facing Pinehurst today? (cont.)

- Traffic, condition of the streets, zoning committee.
- Traffic, especially in the village. Speeding on Chinquapin is an issue. Maintaining the village sidewalks. The brick is uneven with significant gaps in many places. I personally have broken heels on shoes and trip frequently.
- Traffic, police need to enforce the speed limits.
- Upgrading streetscape to match expectations of Visitors when they come to the Home of American Golf. It seems we should have white lights in trees year-round and make it look magical as I think it is and upgrade trees and add more greening to village.
- Zoning-encroachment of mass merchant big box on the village.
-

Q20. Do you have any suggestions for how the Village could serve your business better?

- All is good
- Better response time.
- Don't be so strict on grant money. After spending a great deal of money upgrading my property, a small grant was turned down because I did the landscaping work in advance even though I had before and after images. Seems like a silly technicality after spending so much to enhance a building that is so important to the overall look of the Village.
- Extend all services to Taylortown (Olmsted Village) area.
- Find zoning information online easier.
- I would really like to see the downtown area of the Village completely pedestrianized. Especially Chinquapin and Market Square. This would provide wonderful gathering and eating spaces and more.
- Keep 5-8 Shop Late
- Let everyone know better about events and road blockages
- Lighting and police patrol. Too dark to be open after dark.
- More police presence in the neighborhoods and improve prosecutions of all crimes.
- Need sidewalks and off street parking.
- Offer trash pick up to small business/offices in the hospital area.
- Parking
- Provide transportation.
- Recycling for businesses.
- Respond to emails.
- Signage
- Signage is confusing at best - it seems there are resort signs and signs that say "Village Shops" but nothing and I repeat nothing saying the Historic Village of Pinehurst is this way - we are more than Village Shops - we are the Historic Village of Pinehurst. When you combine that with no signs directing people walking from the hotel and the confusing street names changing I think we need a professional to evaluate this issue and resolve it because right now we are too hard to find for those who haven't been here before.
- Slow down the traffic that is ripping thru the center of the village and trim back hedges and trees that block visibility and are impassable for two cars due to overgrown shrubs.
- We were arbitrarily placed into the Historic District even though we were in the Service District. We are major stakeholder on Rattlesnake Trail - yet were never interviewed or contacted regarding the Re-Envision of our street. We have participated in the zoom. The staff has been very responsive when we have needed answers. They are NOT the issue. The staff is great and this is not a complaint about them. They are bound by the rules of the council, and their rules and regs. I will be absolutely shocked if anyone reaches out to follow up with my comments. We feel as though we are "red headed step-children." I have lived her for over 40 years. Somehow we managed to make Pinehurst nice enough for the population increase - some who have been here for a short while and yet they think they know better. Hmmm.

Q21. Business Category. Please indicate the primary business category of your business.

Q21. What is the primary business category for your business	Number	Percent
Retail	6	8.0 %
Restaurants & Food Services	3	4.0 %
Inn	2	2.7 %
Professional, Scientific, & Technical Services	9	12.0 %
Financial & Insurance	4	5.3 %
Real Estate & Rental Leasing	11	14.7 %
Health Care & Social Assistance	21	28.0 %
Arts, Entertainment, & Recreation	2	2.7 %
Other	11	14.7 %
Not provided	6	8.0 %
Total	75	100.0 %

WITHOUT "NOT PROVIDED"

Q21. Business Category. Please indicate the primary business category of your business. (without "not provided")

Q21. What is the primary business category for your business	Number	Percent
Retail	6	8.7 %
Restaurants & Food Services	3	4.3 %
Inn	2	2.9 %
Professional, Scientific, & Technical Services	9	13.0 %
Financial & Insurance	4	5.8 %
Real Estate & Rental Leasing	11	15.9 %
Health Care & Social Assistance	21	30.4 %
Arts, Entertainment, & Recreation	2	2.9 %
Other	11	15.9 %
Total	69	100.0 %

Q21-9. Other

Q21-9. Other	Number	Percent
Travel and tourism	1	9.1 %
Commercial printing	1	9.1 %
Non-profit	1	9.1 %
Metal fabrication, powder coating and tooling	1	9.1 %
Non-profit membership organization, promoting Scottish culture	1	9.1 %
Printing service	1	9.1 %
Foundation	1	9.1 %
Liquor store	1	9.1 %
Private club and neighborhood	1	9.1 %
Hair salon	1	9.1 %
Grocery store	1	9.1 %
Total	11	100.0 %

Q22. How many years have you been in operation in the Village of Pinehurst?

Q22. How many years have you been in operation in Village of Pinehurst	Number	Percent
0-5 years	12	16.0 %
6-10 years	7	9.3 %
11-15 years	11	14.7 %
16-20 years	5	6.7 %
20+ years	35	46.7 %
Not provided	5	6.7 %
Total	75	100.0 %

WITHOUT "NOT PROVIDED"

Q22. How many years have you been in operation in the Village of Pinehurst? (without "not provided")

Q22. How many years have you been in operation in Village of Pinehurst	Number	Percent
0-5 years	12	17.1 %
6-10 years	7	10.0 %
11-15 years	11	15.7 %
16-20 years	5	7.1 %
20+ years	35	50.0 %
Total	70	100.0 %

Q23. Please answer the following questions.

(N=75)

	Yes	No	Not provided
Q23-1. Are you a member of Pinehurst Business Partners	20.0%	52.0%	28.0%
Q23-2. Are you a member of Moore County Chamber of Commerce	34.7%	44.0%	21.3%
Q23-3. Is your business located in Village Center	26.7%	61.3%	12.0%

WITHOUT "NOT PROVIDED"

Q23. Please answer the following questions. (without "not provided")

(N=75)

	Yes	No
Q23-1. Are you a member of Pinehurst Business Partners	27.8%	72.2%
Q23-2. Are you a member of Moore County Chamber of Commerce	44.1%	55.9%
Q23-3. Is your business located in Village Center	30.3%	69.7%

4 Survey Instrument

1895
VILLAGE OF
PINEHURST

HISTORY, CHARM, AND SOUTHERN HOSPITALITY

July 2021

Dear Village of Pinehurst Business Owner,

Each year, the Village of Pinehurst surveys its business owners to obtain feedback on how the Village is meeting the needs of its businesses. We invite you to participate in this year's Business Survey by providing your personal opinion. By taking approximately 10 minutes to complete the anonymous survey, you can help make an impact on the Village of Pinehurst. The feedback we receive will help Village leaders and elected officials set community priorities including staffing and budget expenditures, determine areas or services that need improvement, and identify future needs. We strive to exceed your expectations as we promote, enhance, and sustain the quality of life in the Village of Pinehurst.

Complete the survey using the paper survey and postage paid envelope provided or complete it online by visiting *www.2021PinehurstBusinessSurvey.com*.

The survey data will be collected and analyzed by ETC Institute, one of the nation's leading governmental research firms, and Village staff. Results will be presented to the Pinehurst Village Council at a public meeting in September. Please join us to hear the results!

If you have any questions about the survey, please contact me at 295-1900, ext. 1101. Thank you for participating in the 2021 Business Survey.

Sincerely,

Jeffrey M. Sanborn
Village Manager

ADMINISTRATION
395 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-1900 • Fax (910) 295-4434 • www.vopnc.org

2021 Village of Pinehurst Business Survey

Please take a few minutes to complete this survey. Your input is an important part of the Village's ongoing effort to identify and respond to business concerns. If you have questions, please contact Jeff Sanborn, Village Manager at (910) 295-1900, ext. 1101 or at *jsanborn@vopnc.org*.

---

1. <u>Community Service Satisfaction.</u> Please indicate if your business has used each of the services or departments listed below in the past year. *If "Yes,"* please rate the service or department using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Has your business used this service or department in the past year?		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Building Inspections	Yes	No	5	4	3	2	1	9
2.	Fire Inspections	Yes	No	5	4	3	2	1	9
3.	Planning and Zoning	Yes	No	5	4	3	2	1	9
4.	Code Enforcement	Yes	No	5	4	3	2	1	9
5.	Police Patrol	Yes	No	5	4	3	2	1	9
6.	Police Emergency Response	Yes	No	5	4	3	2	1	9
7.	Fire Emergency Response	Yes	No	5	4	3	2	1	9
8.	Village Hall (Front Desk)	Yes	No	5	4	3	2	1	9
9.	Streets and Grounds	Yes	No	5	4	3	2	1	9

2. Which THREE of the Village services or departments listed above are the MOST IMPORTANT to your business? *[Write in your answers below using the numbers from the list in Question 1.]*

1st: ____ 2nd: ____ 3rd: ____

3. In general, how satisfied are you with the overall quality of services provided to your business by the Village of Pinehurst? Would you say the quality of services provided is...

____(1) Significantly higher than your expectations
____(2) Higher than your expectations
____(3) Meets your expectations
____(4) Below your expectations
____(5) Significantly below your expectations
____(9) Don't know

4. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the Village in the following areas.

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Supporting business growth and development	5	4	3	2	1	9
2.	Availability of employee and customer parking around your business	5	4	3	2	1	9
3.	Condition of sidewalks	5	4	3	2	1	9
4.	Creating and promoting special events	5	4	3	2	1	9
5.	Historic preservation efforts	5	4	3	2	1	9
6.	Cleanliness of Village streets and public areas	5	4	3	2	1	9
7.	Landscape maintenance in rights-of-way and public areas	5	4	3	2	1	9
8.	Level of involvement in local decisions	5	4	3	2	1	9

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5. **<u>Perceptions of the Village.</u> Several items that may influence your business's perception of the Village of Pinehurst are listed below. Please rate each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Overall image of the Village	5	4	3	2	1	9
2.	Overall quality of life	5	4	3	2	1	9
3.	Overall feeling of safety	5	4	3	2	1	9
4.	Quality of new commercial development in the Village	5	4	3	2	1	9
5.	Overall appearance of the Village	5	4	3	2	1	9

6. **Thinking generally about the Village of Pinehurst, how likely would you be to recommend the Village as a business location to friends, family, and co-workers?**

____(1) Very likely ____(3) Somewhat likely ____(5) Not likely at all
____(2) Likely ____(4) Not likely ____(9) Don't know

7. **Which of the following best describes the overall business atmosphere in the Village of Pinehurst today, compared to two years ago?**

____(1) Better ____(3) No change, but poor ____(9) Don't know
____(2) No change, but good ____(4) Worse

8. **How would you rate your satisfaction with the following in Pinehurst compared to other places you have operated a business in the past?**

		Significantly Better	Better	Same	Worse	Significantly Worse	No Opinion
1.	Overall quality of life	5	4	3	2	1	9
2.	Overall quality of Village services	5	4	3	2	1	9
3.	Customer service provided by Village employees	5	4	3	2	1	9

9. **<u>Customer Service.</u> Overall, how would you rate the Village of Pinehurst customer service? Would you say it is...**

____(1) Very good ____(3) Poor ____(9) Don't know
____(2) Good ____(4) Very poor

10. **Thinking about your MOST RECENT contact with Village government staff, please rate your experience using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree."**

	Customer Service Characteristics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
1.	Village staff was responsive to my needs	5	4	3	2	1	9
2.	Village staff was competent	5	4	3	2	1	9
3.	Village staff was courteous	5	4	3	2	1	9
4.	My issue was resolved promptly	5	4	3	2	1	9

11. **<u>Communication.</u> Overall, how satisfied are you with the job the Village of Pinehurst does communicating with business owners? Would you say you are...**

____(1) Very satisfied ____(3) Neutral ____(5) Very dissatisfied
____(2) Satisfied ____(4) Dissatisfied ____(9) Don't know

12. **Have you visited the Village's website (<u>*vopnc.org*</u>) during the last 12 months?**

____(1) Yes *[Answer Q12a-b.]* ____(2) No *[Skip to Q13.]* ____(9) Don't know *[Skip to Q13.]*

12a. Using a scale of 1 to 5, where 5 means "Very Good" and 1 means "Very Poor," please rate the Village website with regard to each of the following characteristics.

		Very Good	Good	Average	Poor	Very Poor	Don't Know
1.	Easy to navigate	5	4	3	2	1	9
2.	Availability of information about Village services	5	4	3	2	1	9

12b. Overall, how satisfied would you say you were with the Village of Pinehurst website? Would you say you were...

____(1) Very satisfied ____(3) Neutral ____(5) Very dissatisfied
____(2) Satisfied ____(4) Dissatisfied ____(9) Don't know

13. Have you used the Village's mobile app (MY VOP) during the last 12 months?

____(1) Yes *[Answer Q13a.]* ____(2) No *[Skip to Q14.]* ____(9) Don't know *[Skip to Q14.]*

13a. Overall, how satisfied would you say you were with the Village mobile app, MY VOP? Would you say you were...

____(1) Very satisfied ____(3) Neutral ____(5) Very dissatisfied
____(2) Satisfied ____(4) Dissatisfied ____(9) Don't know

14. Please indicate which of the following are the best ways for the Village to communicate with you to get important information to your business. *[Check all that apply.]*

____(01) Direct mail
____(02) Village website
____(03) Email (Monthly Business eNews)
____(04) Workshops/Business Forums
____(05) Social media
____(06) Personal calls/visits
____(07) Newsletters
____(08) Brochures
____(09) MY VOP mobile app
____(10) Engage Pinehurst online engagement portal (engage.vopnc.org)
____(11) Other: _____

15. <u>Community Development.</u> Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the following Village codes and ordinances.

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Zoning ordinances	5	4	3	2	1	9
2.	Business signage regulations	5	4	3	2	1	9
3.	Historic District Guidelines	5	4	3	2	1	9

16. <u>Village Events.</u> Using a scale of 1 to 3, where 3 means "Positive Impact" and 1 means "Negative Impact," please indicate the impact the following events in the Village Center have on your business.

		Positive Impact	No Impact	Negative Impact	Don't Know
1.	Farmers Markets	3	2	1	9
2.	Live After Five Concerts	3	2	1	9
3.	Parades (e.g. Fourth of July, St. Patrick's Day, US Kids)	3	2	1	9
4.	Holly Arts and Crafts Festival	3	2	1	9
5.	Tree Lighting	3	2	1	9
6.	Shakespeare in the Pines	3	2	1	9
7.	Sandhills Motoring Festival	3	2	1	9
8.	Other cultural activities (e.g. performing arts)	3	2	1	9

17. Please indicate how satisfied you are with the way the Village handles events that attract large crowds to the Village (e.g. considering the needs of businesses, addressing noise and disturbance issues)?

____(1) Very satisfied ____(3) Neutral ____(5) Very dissatisfied
____(2) Satisfied ____(4) Dissatisfied ____(9) Don't know

18. Using a scale of 1 to 5, where 5 means "Extremely Important" and 1 means "Not Important," please indicate how important each of the following reasons were in your decision to locate your business in the Village of Pinehurst.

		Extremely Important	Very Important	Important	Less Important	Not Important
1.	Overall image of the Village	5	4	3	2	1
2.	Safety and security	5	4	3	2	1
3.	Availability of trained employees	5	4	3	2	1
4.	Low property tax rate	5	4	3	2	1
5.	Quality healthcare	5	4	3	2	1
6.	Affordable rent	5	4	3	2	1
7.	Proximity to family or friends	5	4	3	2	1
8.	Quality of public education	5	4	3	2	1
9.	Overall quality of life in the Village	5	4	3	2	1

19. <u>Additional Feedback.</u> What are the most important issues facing Pinehurst today?

_____

_____

20. Do you have any suggestions for how the Village could serve your business better?

_____

_____

21. <u>Business Category.</u> Please indicate the primary business category for your business.

____(1) Retail
____(2) Restaurants and Food Services
____(3) Inn
____(4) Professional, Scientific, and Technical Services
____(5) Financial and Insurance
____(6) Real Estate and Rental Leasing
____(7) Health Care and Social Assistance
____(8) Arts, Entertainment, and Recreation
____(9) Other: _____

22. How many years have you been in operation in the Village of Pinehurst?

____(1) 0-5 years ____(2) 6-10 years ____(3) 11-15 years ____(4) 16-20 years ____(5) 20+ years

23. Please answer the following questions.

1.	Are you a member of Pinehurst Business Partners?	Yes	No
2.	Are you a member of the Moore County Chamber of Commerce?	Yes	No
3.	Is your business located in the Village Center?	Yes	No

This concludes the survey – Thank you for your time!

Please return your completed survey in the enclosed postage paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. The information printed to the right will ONLY be used to help identify the level of satisfaction with Village services in your area. If your address is not correct, please provide the correct information. Thank you.

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RESOLUTION #21-20:

A RESOLUTION APPOINTING A CHAIRMAN FOR THE VILLAGE OF PINEHURST BOARD OF ADJUSTMENT.

THAT WHEREAS, the Village of Pinehurst has established a Planning and Zoning Board and a Board of Adjustment as required by its Development Ordinance and authorized by North Carolina General Statutes 160A-361 and 160A-388; and

WHEREAS, on the 13th day of March, 2012, the Pinehurst Village Council adopted Ordinance #12-10 to amend Chapter 31 of the Pinehurst Municipal Code to combine the Planning and Zoning Board and the Board of Adjustment; and

WHEREAS, the Chairperson seat for the Board of Adjustment needs to be filled as the previous Chairperson's term expires on October 31, 2021; and

WHEREAS, the Village Council of the Village of Pinehurst is desirous of making an appointment to fill the vacant seat of Chairperson of the Board of Adjustment.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 12th day of October, 2021, as follows:

SECTION 1. That the following appointment is hereby made to the Village of Pinehurst Board of Adjustment for the term indicated:

> Mr. David Alzamora shall be appointed as Chairperson of the Board of Adjustment, effective November 1, 2021, to serve at the pleasure of the Council until the end of his term on April 31, 2023.

SECTION 2. That the appointee shall continue serving until a replacement is appointed and qualified.

THIS RESOLUTION passed and adopted this 12th day of October, 2021.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
John C. Strickland, Mayor

Attest:

_____
Kelly Chance, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT

1895

VILLAGE OF

PINEHURST

®

2021 Resident Survey

ETC INSTITUTE

Survey Partner: ETC

A National Leader in Market Research for Local Governmental Organizations

…helping local governments gather and use survey data to enhance organizational performance for more than 35 years

More than 2,200,000 Persons Surveyed Since 2010 for more than 900 communities in 49 States

Agenda

- Purpose and Methodology
- General Overview
- Major Findings
- Summary
- Questions

Purpose

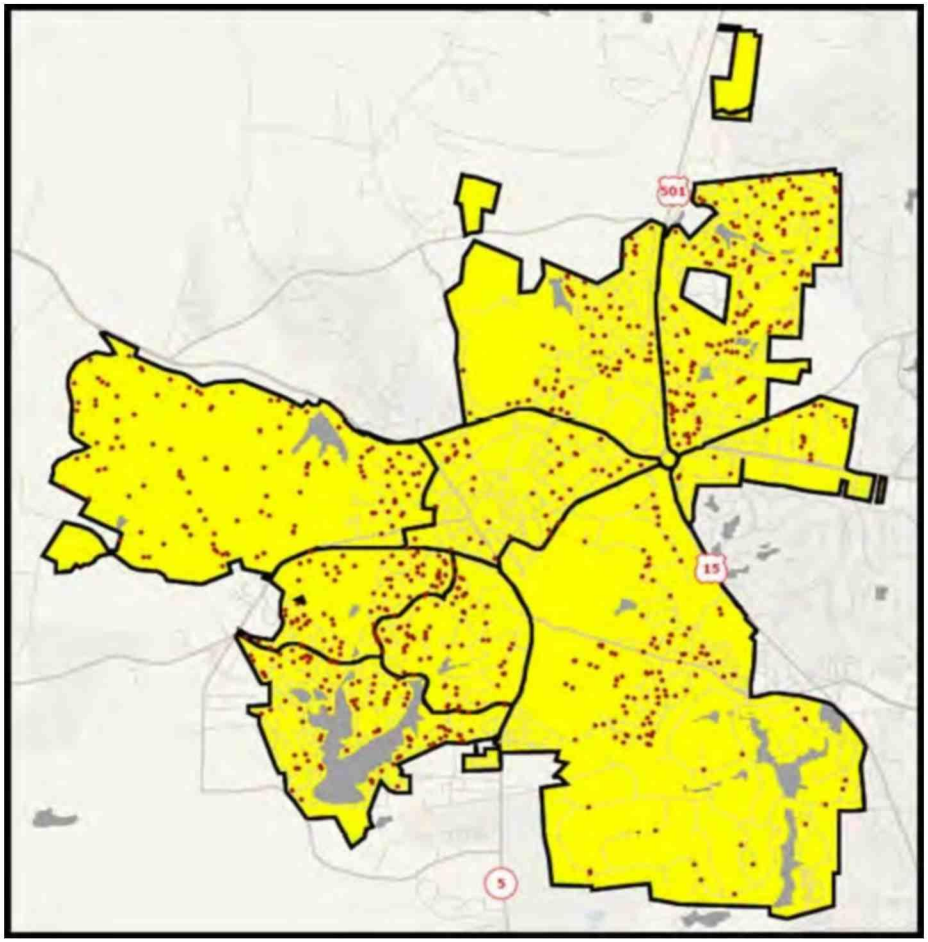
- To objectively assess resident satisfaction with the delivery of major Village services
- To help determine priorities for the Village
- To measure trends from previous surveys
- To compare the Village's performance with residents regionally and nationally

Methodology

- **Survey Description**
  - Seven-page survey; included many of the same questions that were asked in previous years
  - 10th Resident Survey conducted for the Village
- **Method of Administration**
  - By mail and online to a random sample of Village residents
  - Approximate survey time: 15-20 minutes
- **Sample size:**
  - Completed surveys: 801 (far exceeded goal of 700)
  - Demographics of survey respondents accurately reflects the actual population of the Village
- **Confidence level:** 95%
- **Margin of error:** +/- 3.4% overall

Location of Survey Respondents

Good representation throughout the Village

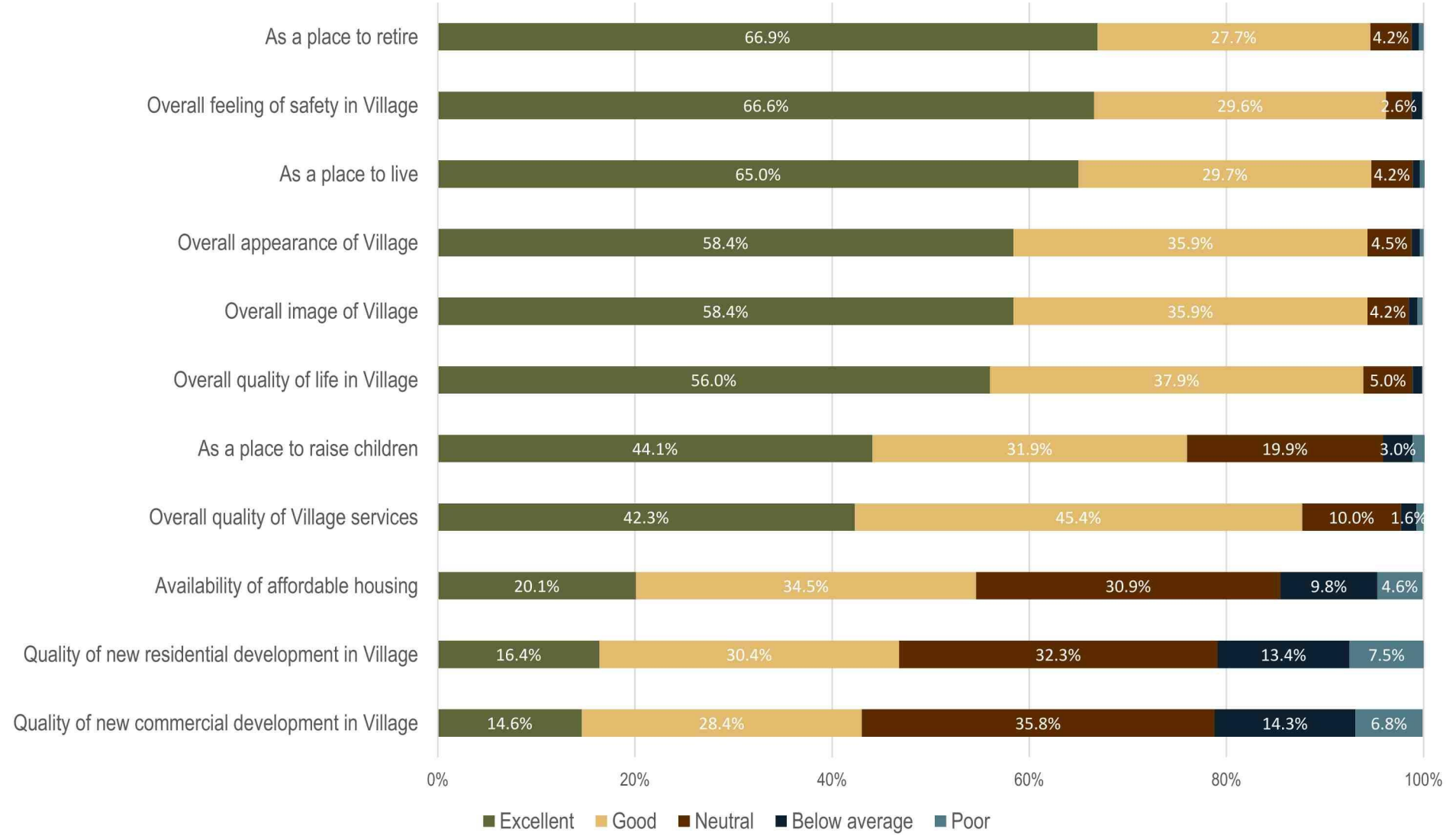


General Overview

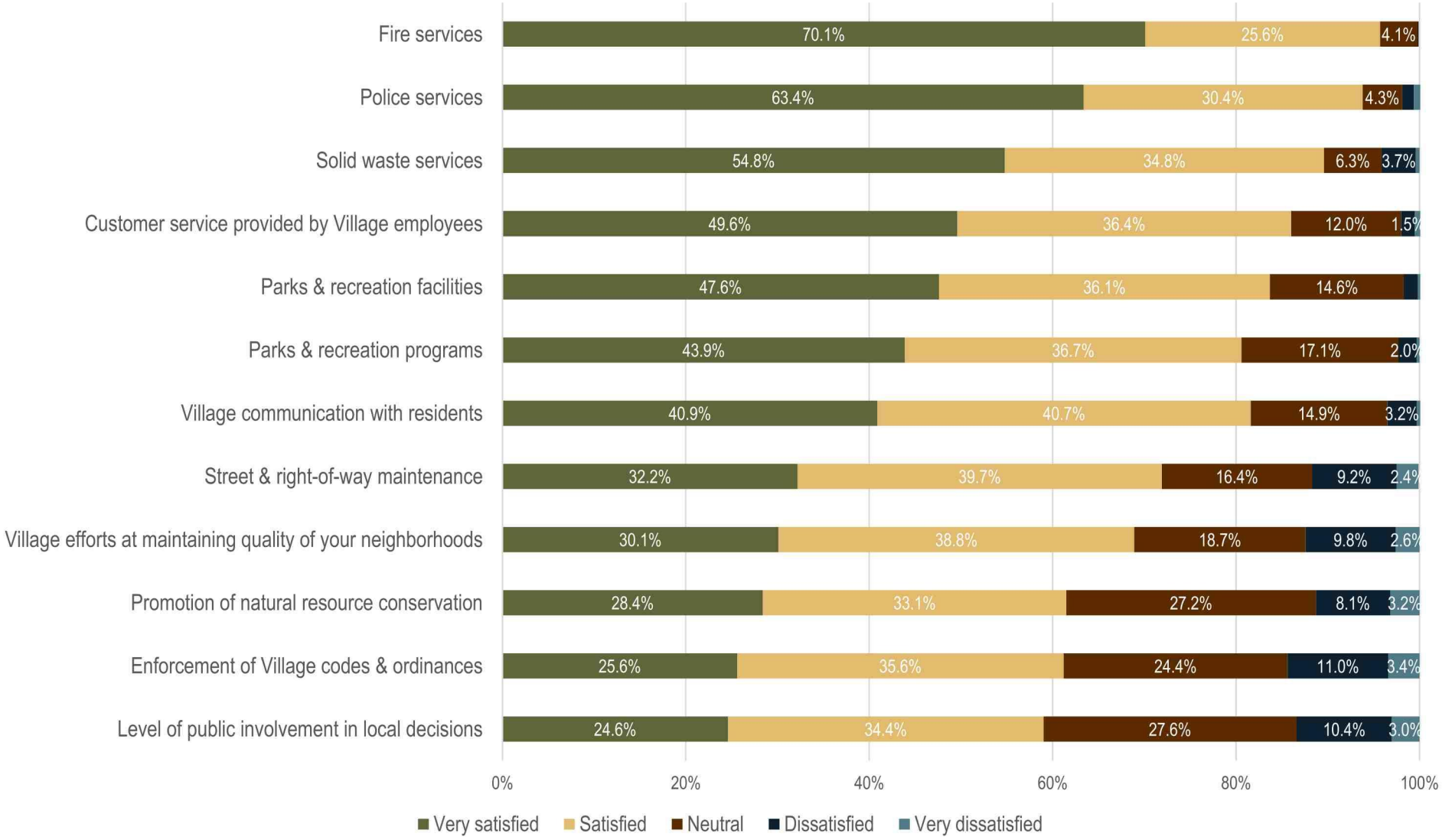
- **Residents Have a Very Positive Perception of the Village**
  - 95% rated Pinehurst as an excellent or good place to live
  - 96% of residents indicated that their overall feeling of safety in the Village as either excellent or good.
- **The Village Is Moving in the Right Direction**
  - Satisfaction ratings have increased or stayed the same in 32 of 89 areas since 2020, and 66 of 77 areas since 2013
- **Satisfaction with Village Services Is Much Higher in Pinehurst Than Other Communities**
  - Pinehurst rated above the U.S. Average in 48 of 49 areas
  - Satisfaction with Customer Service from Village Employees rated 35% above the U.S. Average
- **Overall Community Priorities:**
  - Efforts at maintaining the quality of neighborhoods
  - Enforcement of Village codes and ordinances

Perceptions of the Village

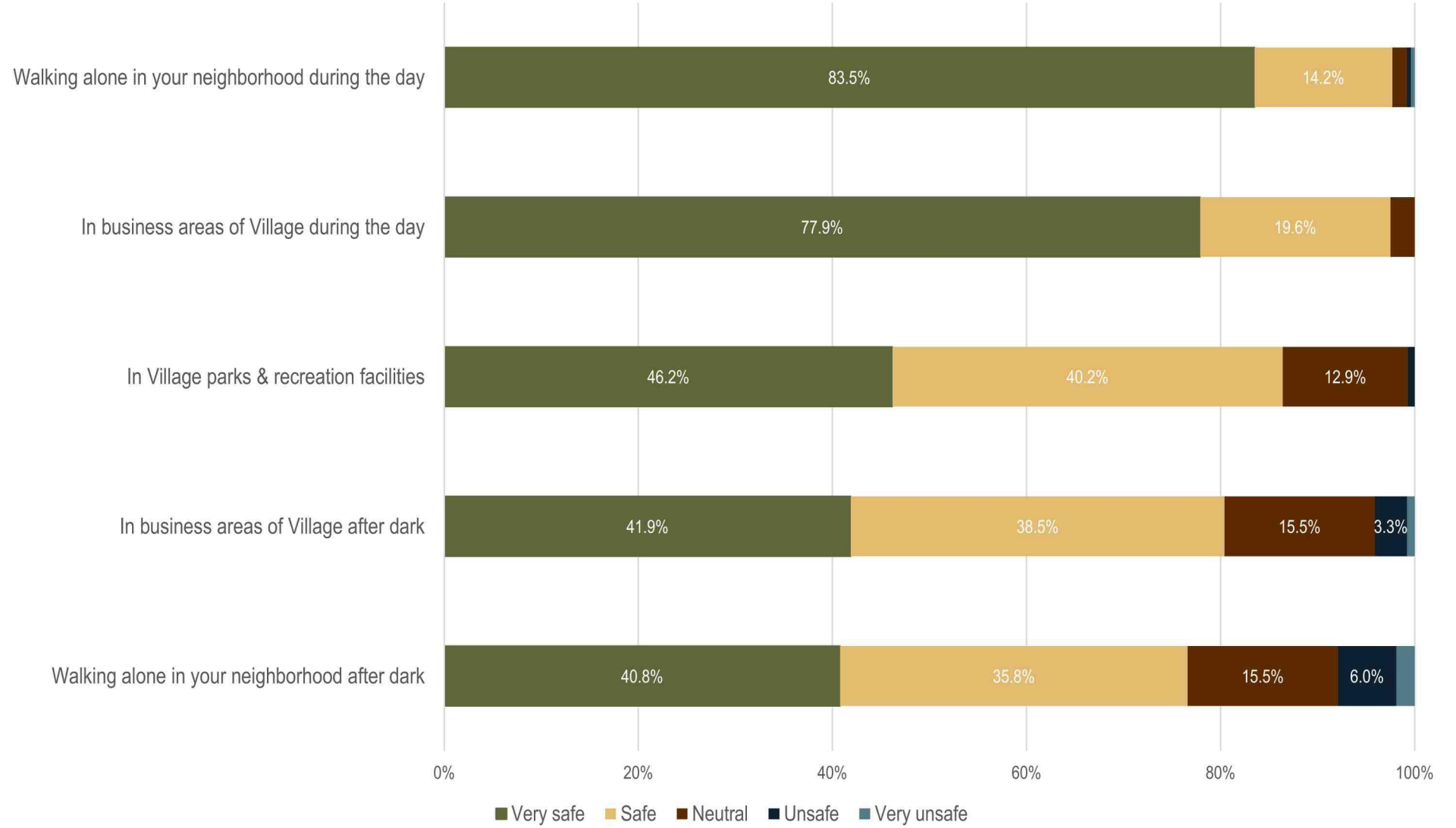
Perceptions of Pinehurst



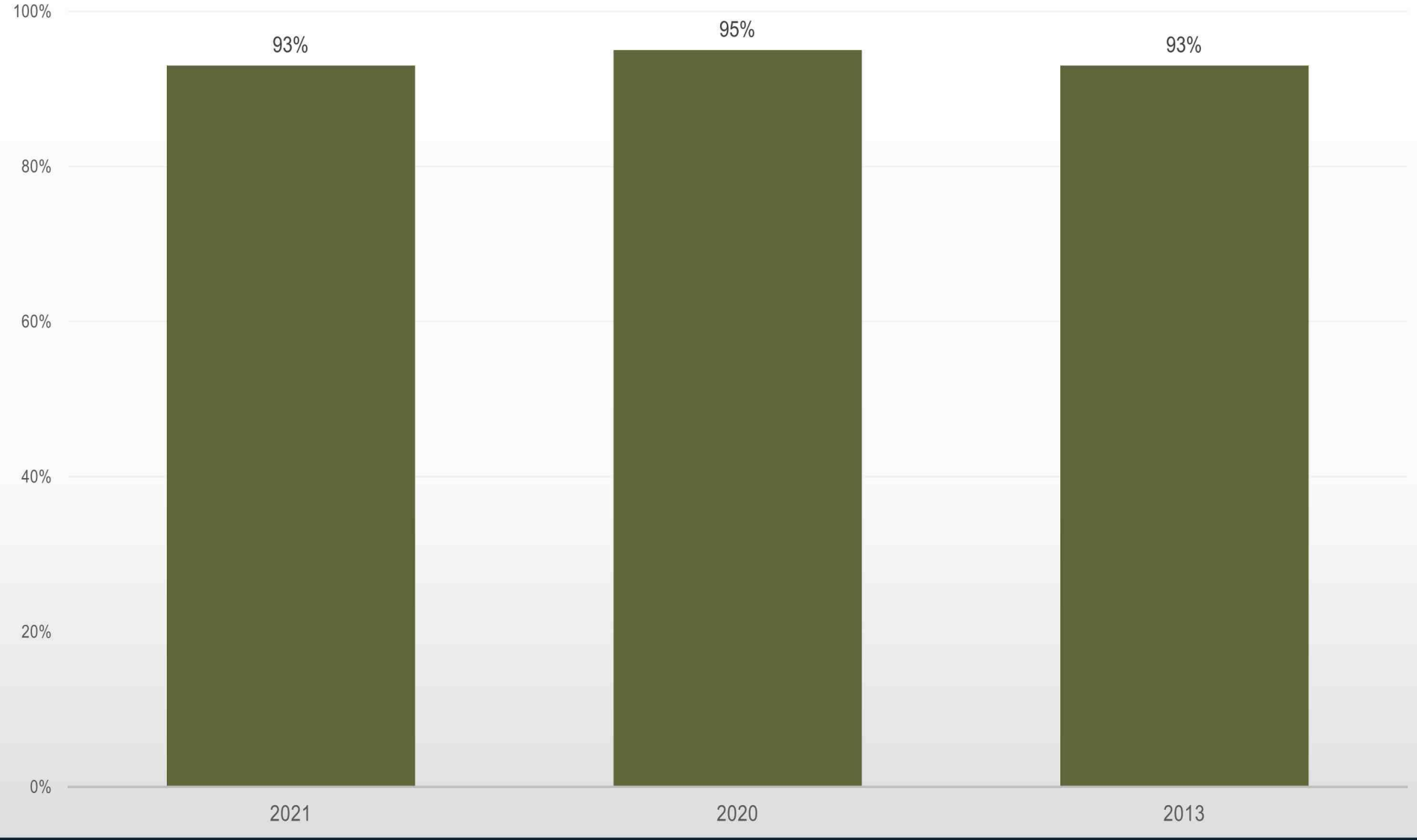
Overall Satisfaction with Village Services



Perceptions of Safety and Security

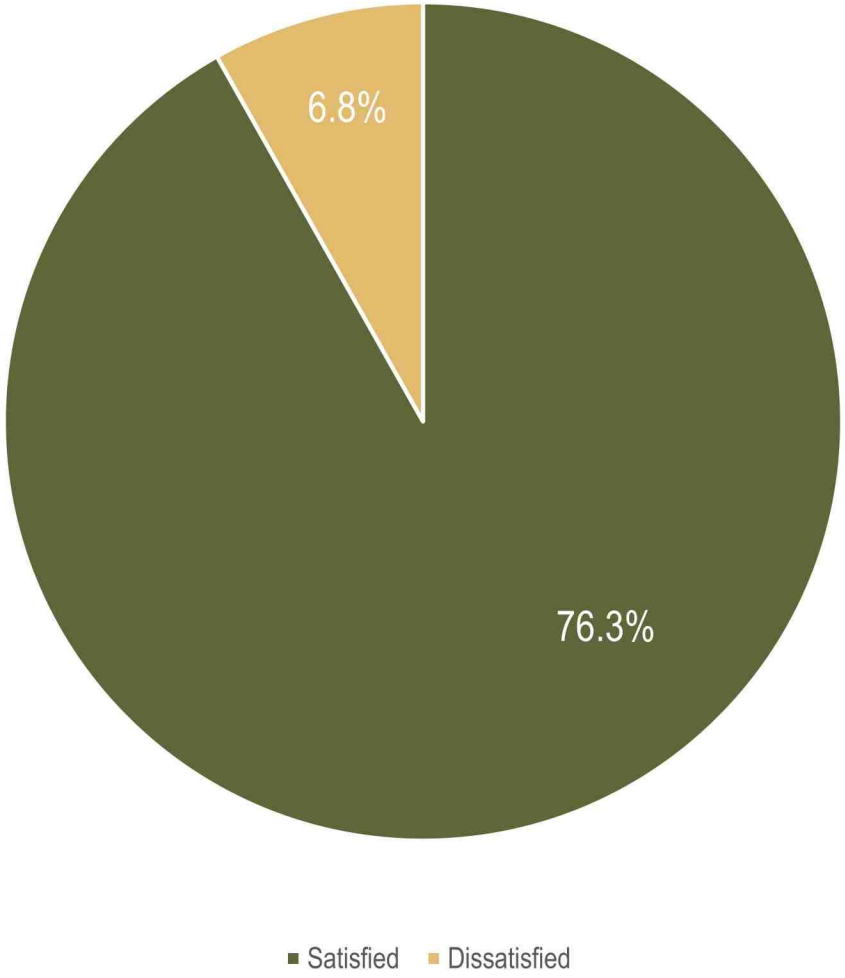


Would you recommend Pinehurst as a place to live?



Satisfaction with the value you receive for the portion of your property taxes that funds the Village's operating budget

More Than a 10-1 Ratio of Residents Who Are Satisfied vs. Dissatisfied (76% vs. 7%) with the Value Received for Property Taxes Funding the Village's Operating Budget



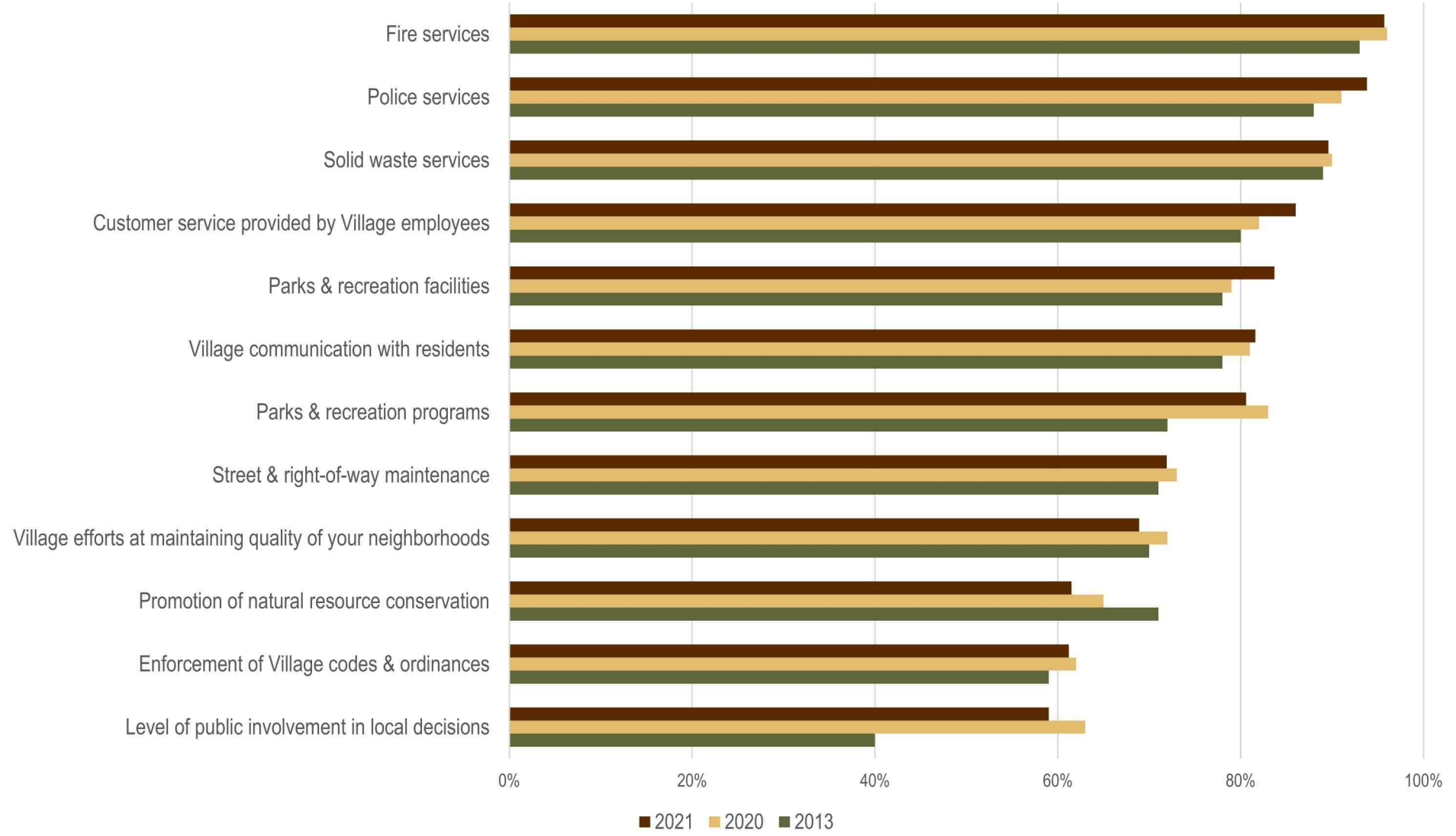
The Village Direction

Trends

Satisfaction Increases of More Than 5% Since 2020

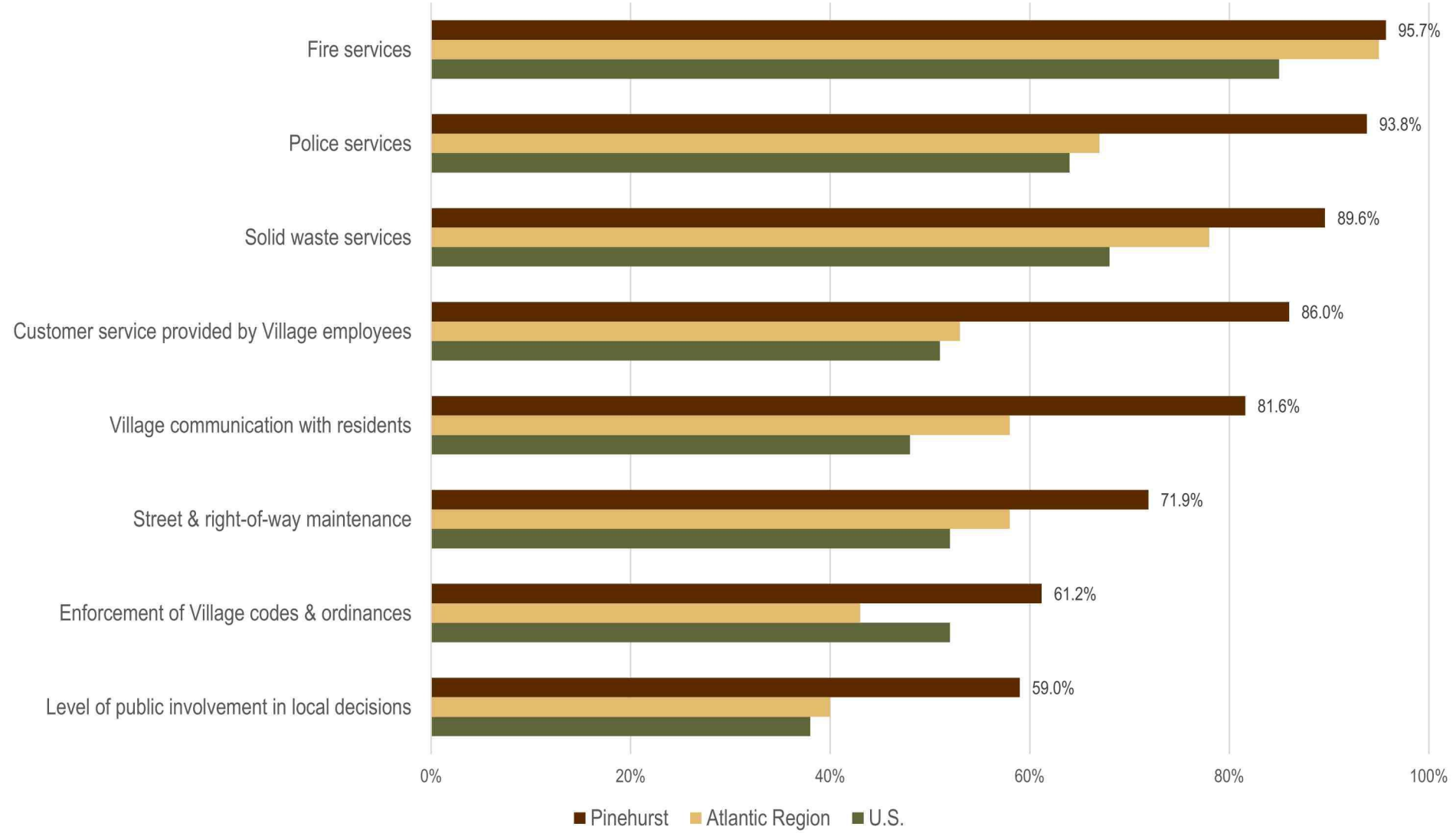
- Code enforcement (+7%)
- Village Hall reception desk (+5%)
- Fire services (+5%)
- Parks & Recreation Facilities (+5%)
- MYVOP services request system (+5%)
- Customer services provided by Village employees (5%)

Overall Satisfaction with Village Services

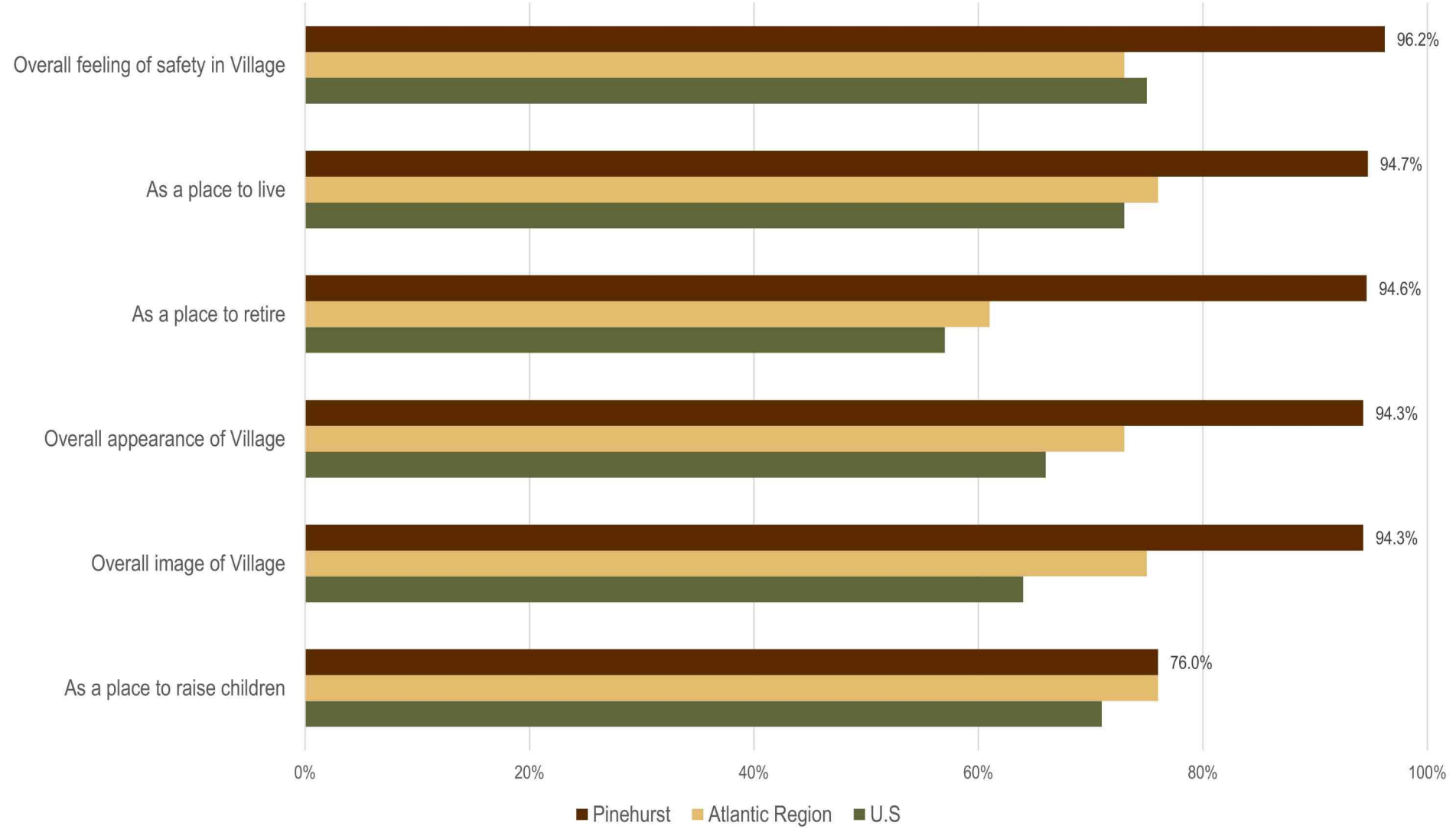


Pinehurst Benchmarked Against Other Communities

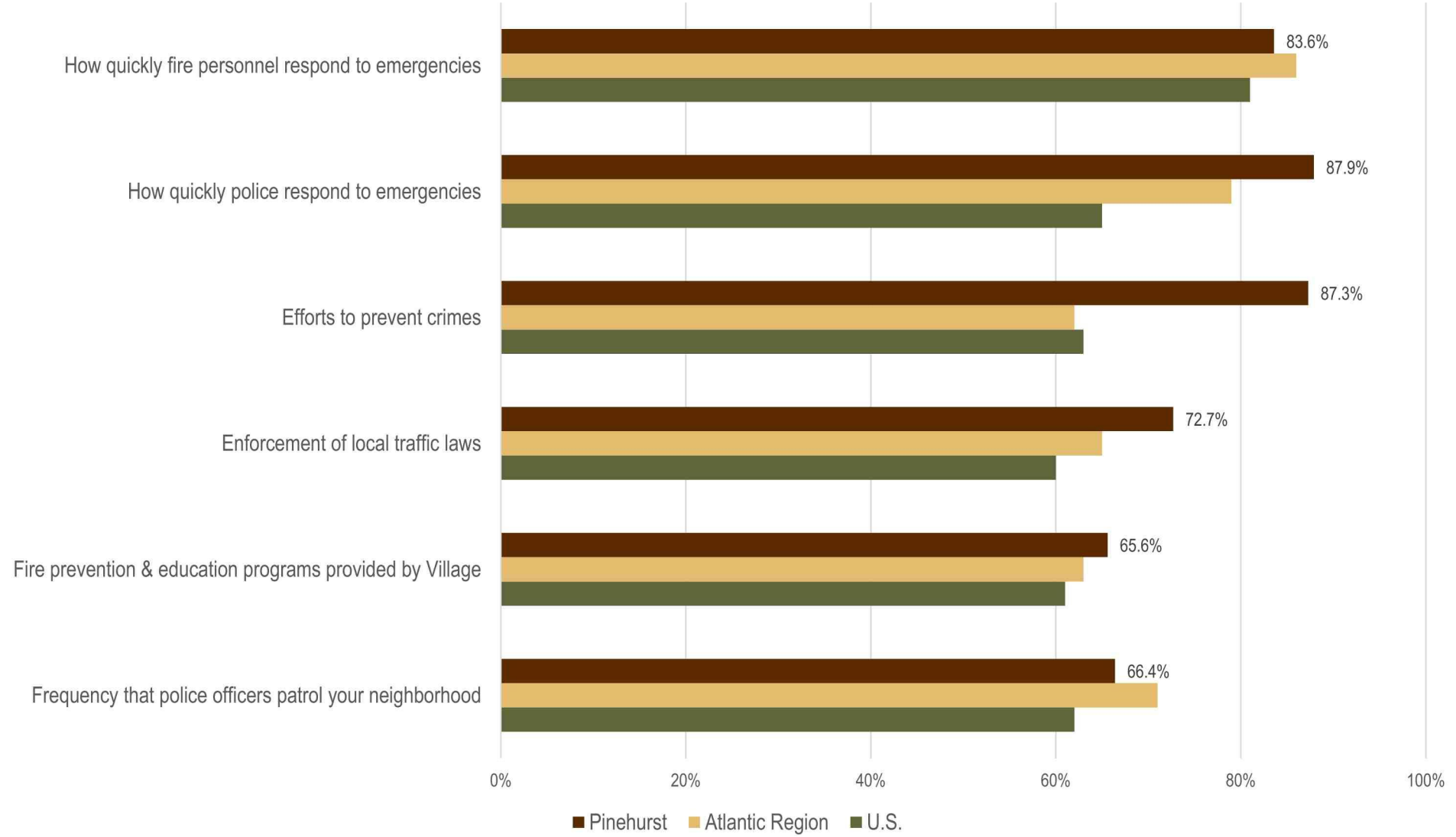
Overall Satisfaction with Village Services



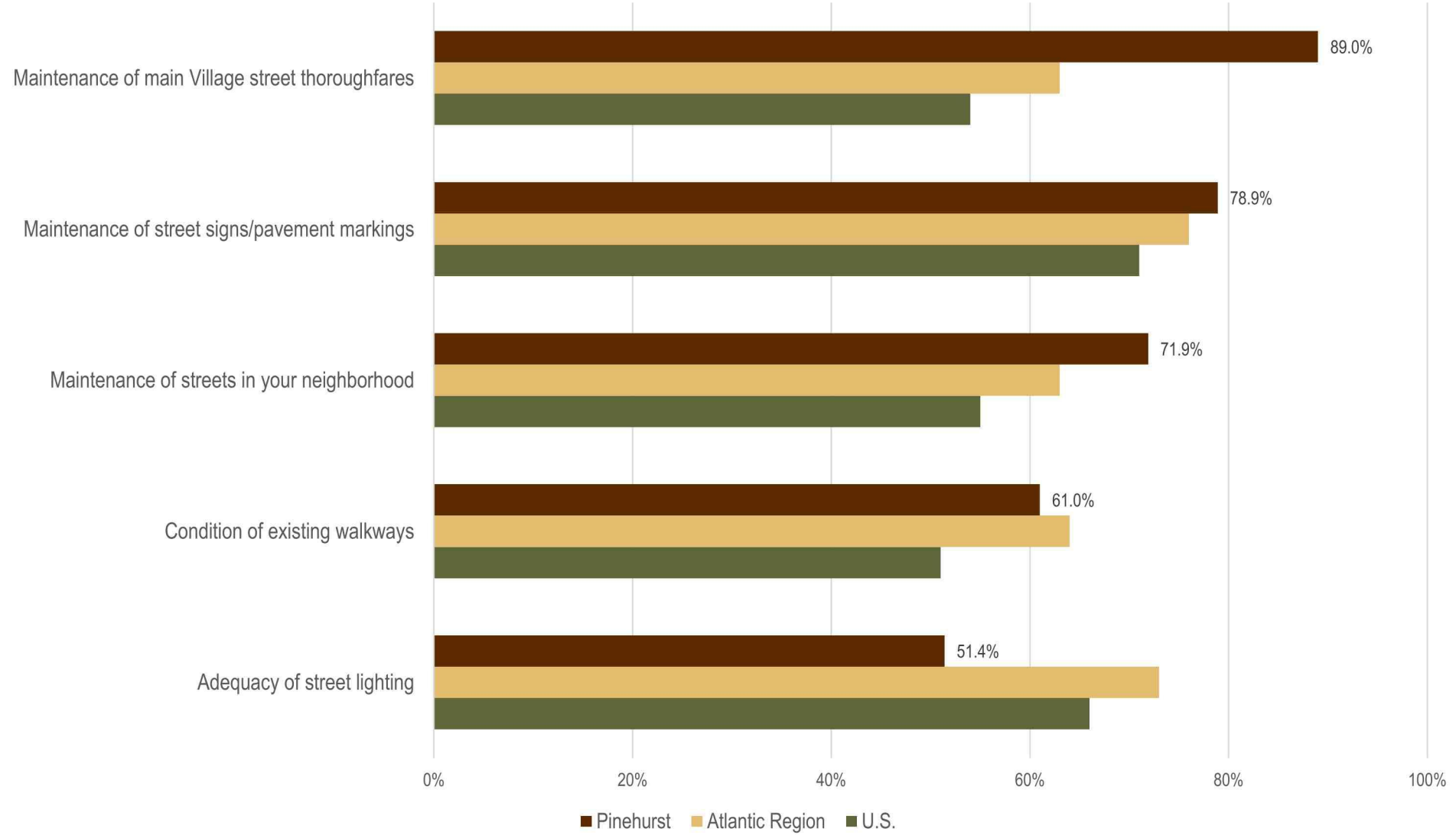
Satisfaction with Issues that Influence Perceptions of the Village



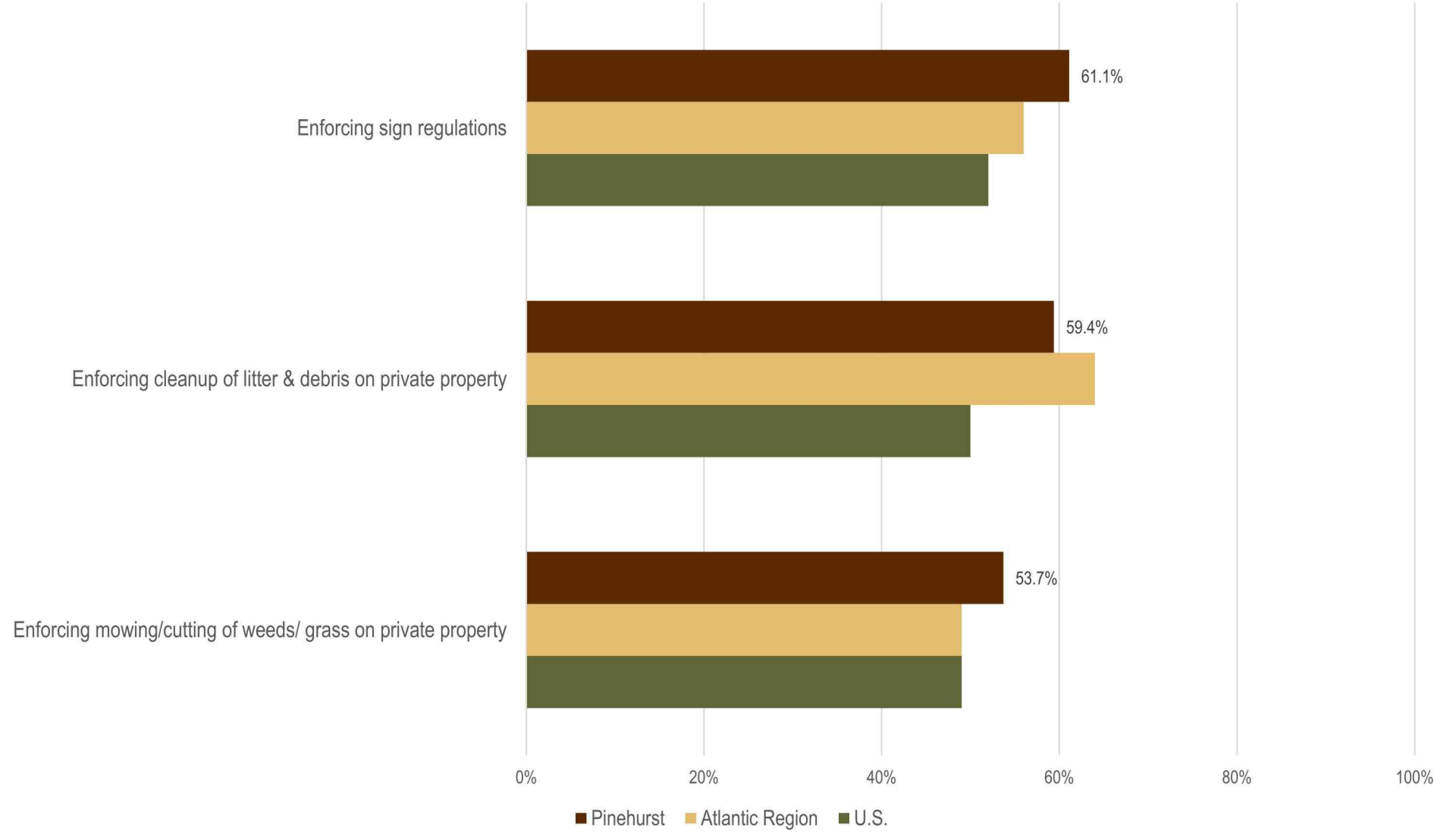
Overall Satisfaction with Public Safety Services



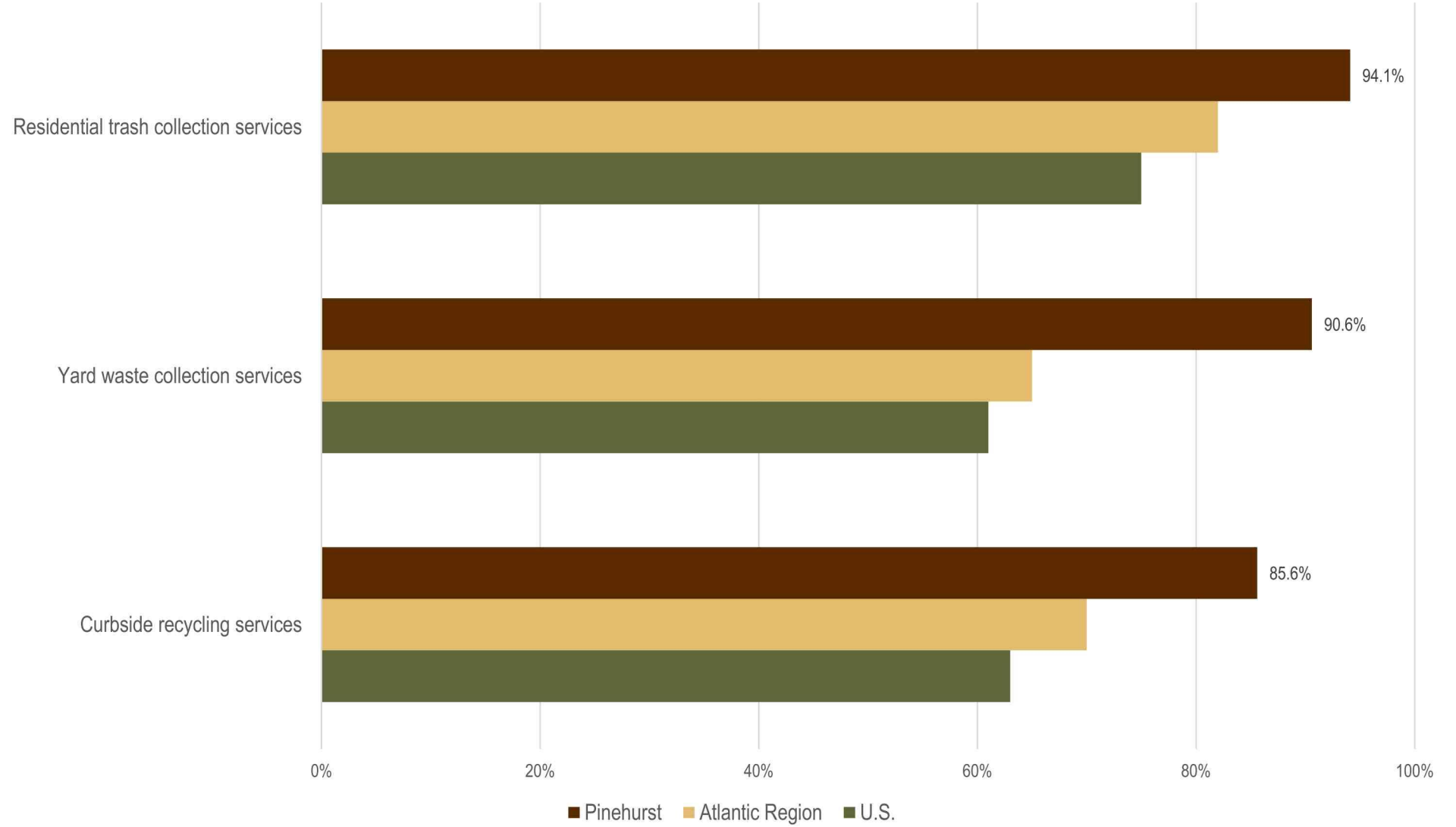
Overall Satisfaction with Transportation/Public Services



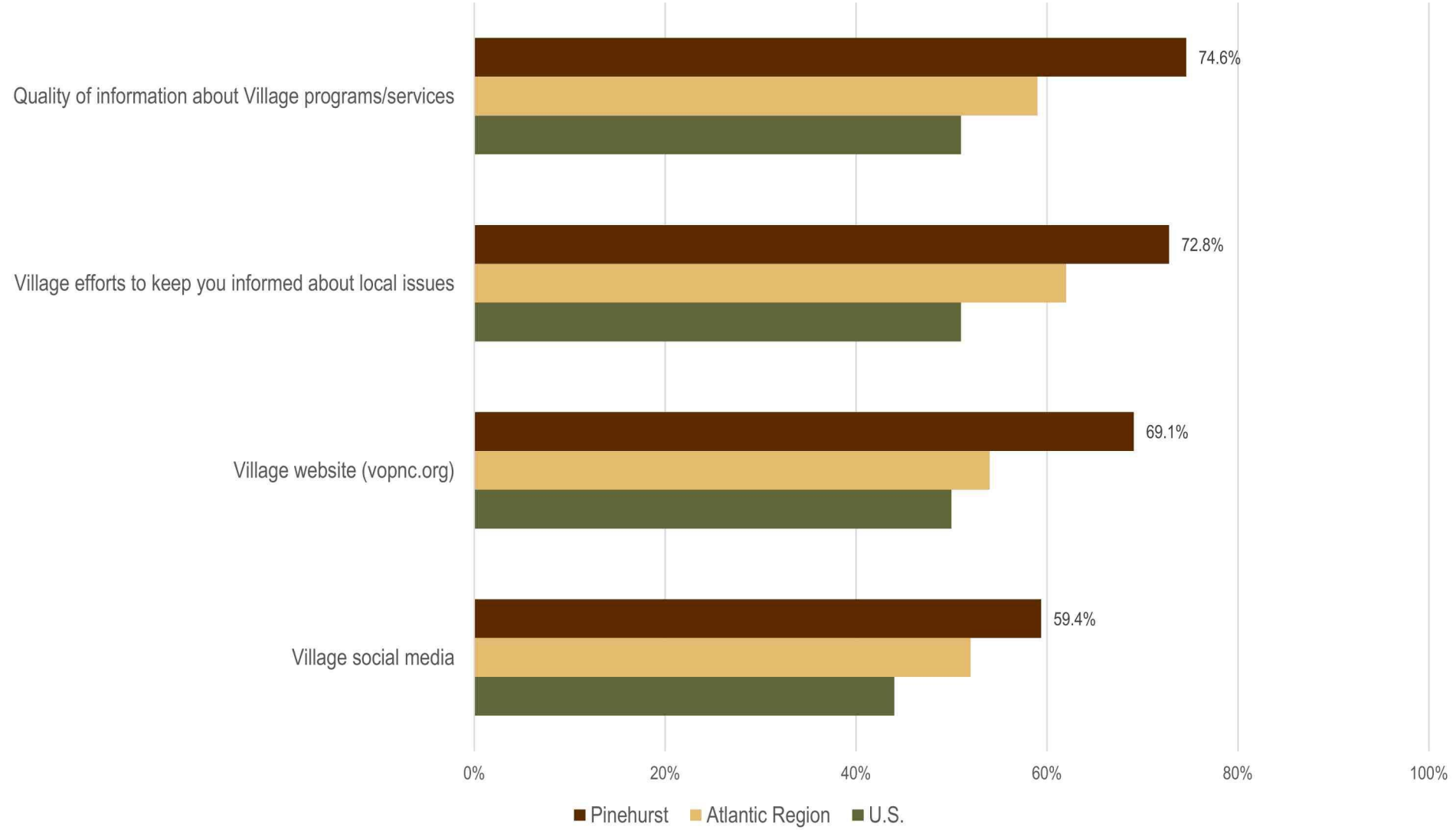
Overall Satisfaction with Code Enforcement



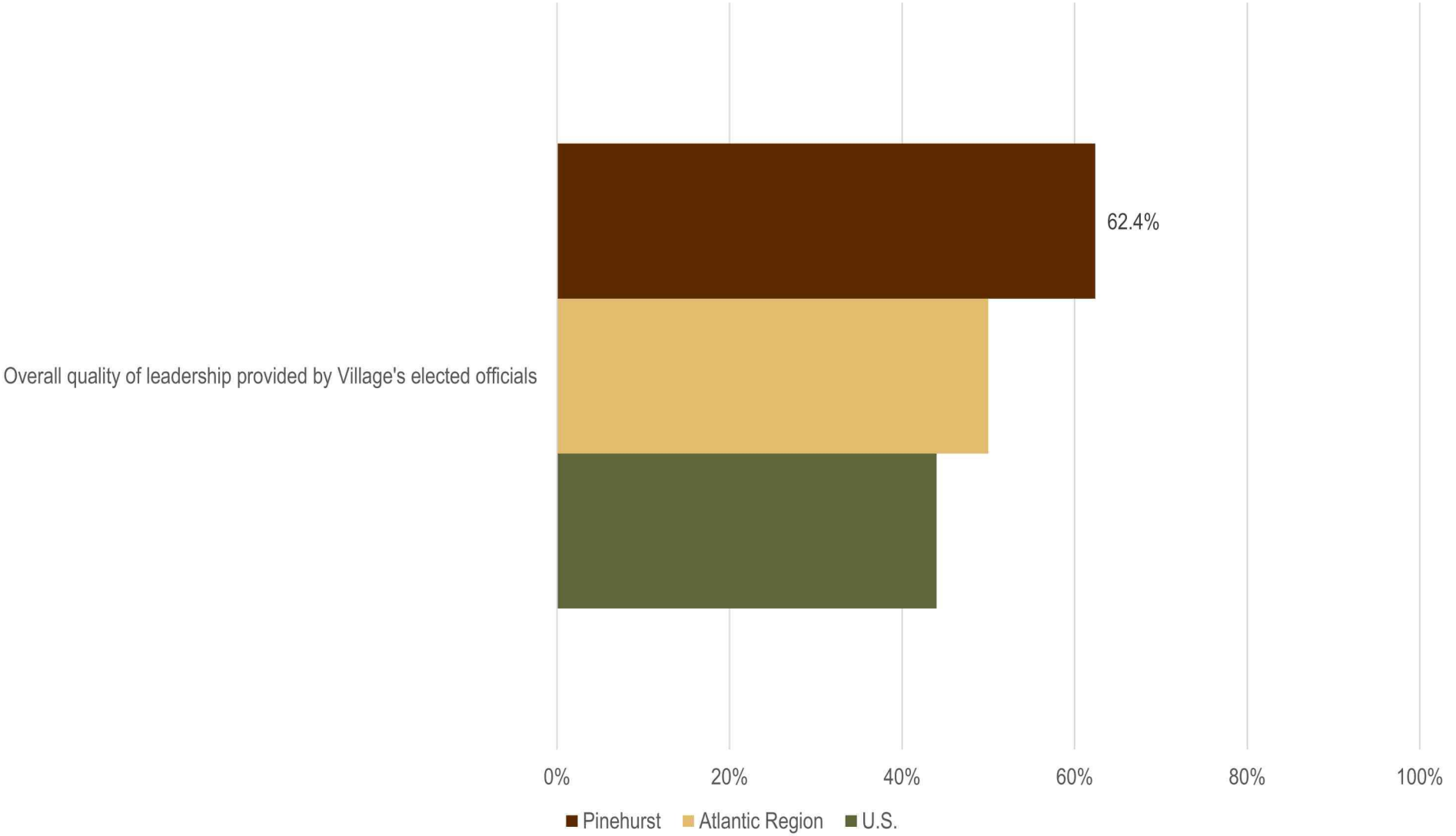
Overall Satisfaction with Solid Waste Services



Overall Satisfaction with Communication

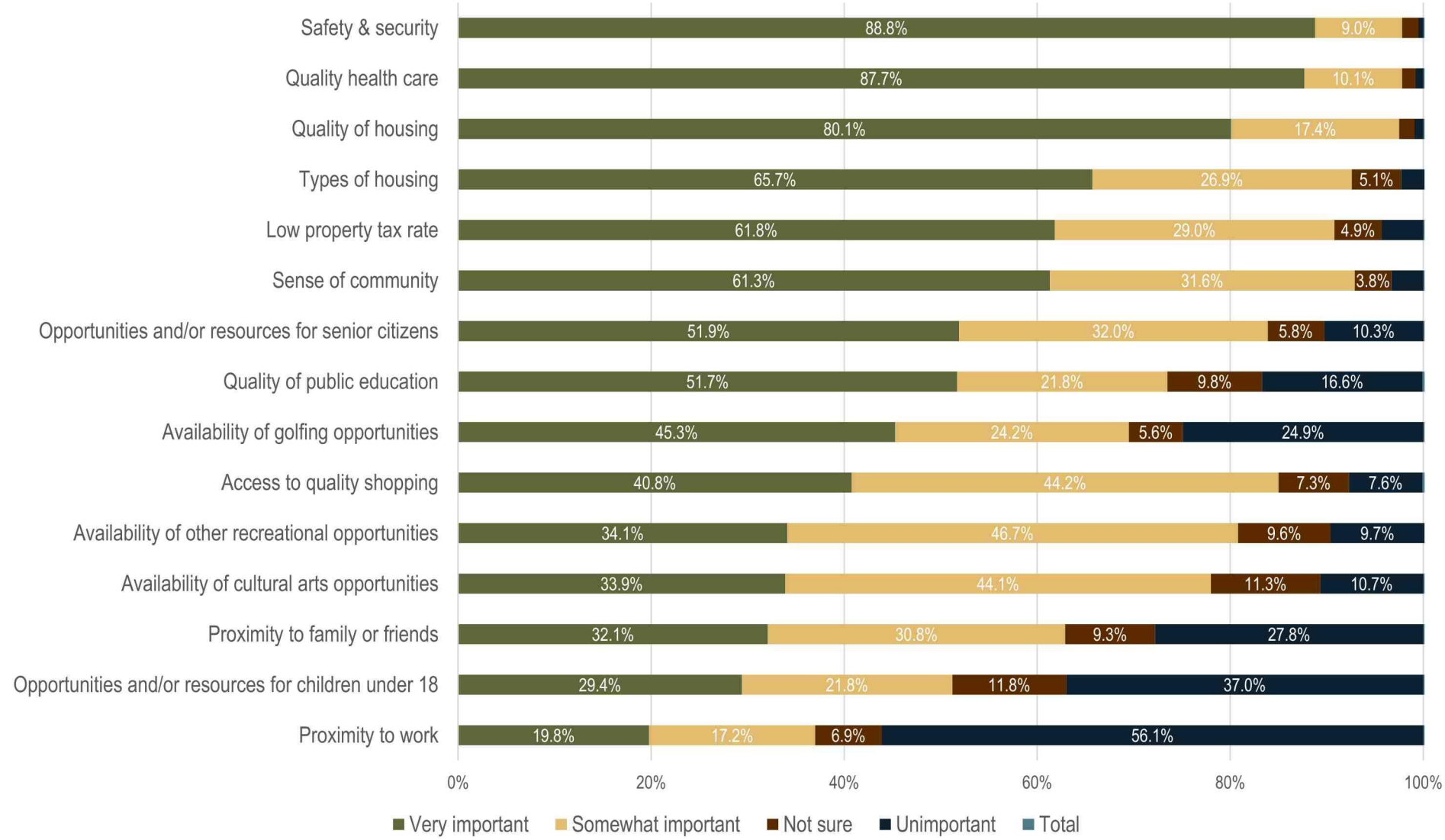


Overall Satisfaction with Village Leadership

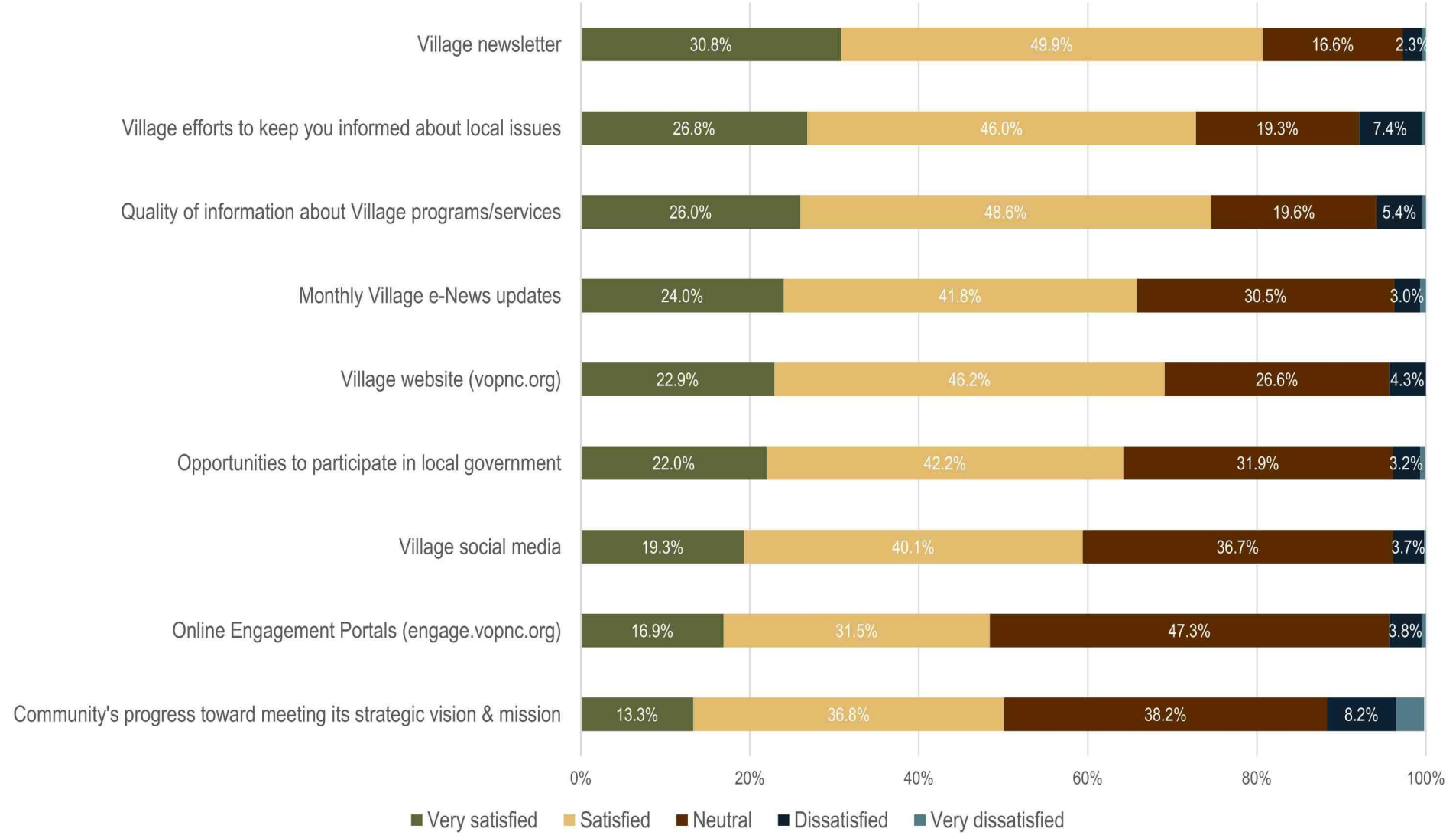


Other Findings

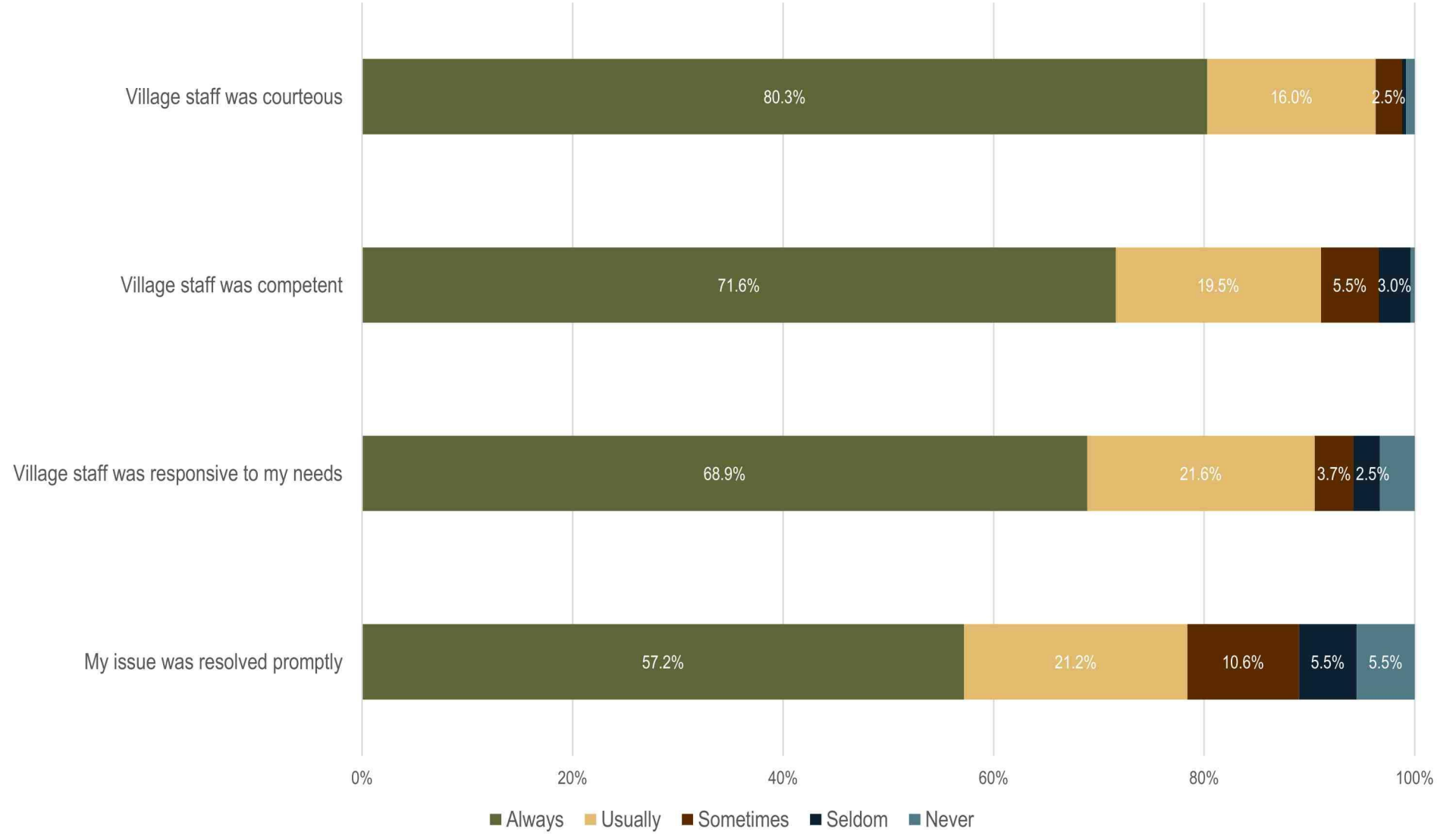
Reasons to Live in Pinehurst



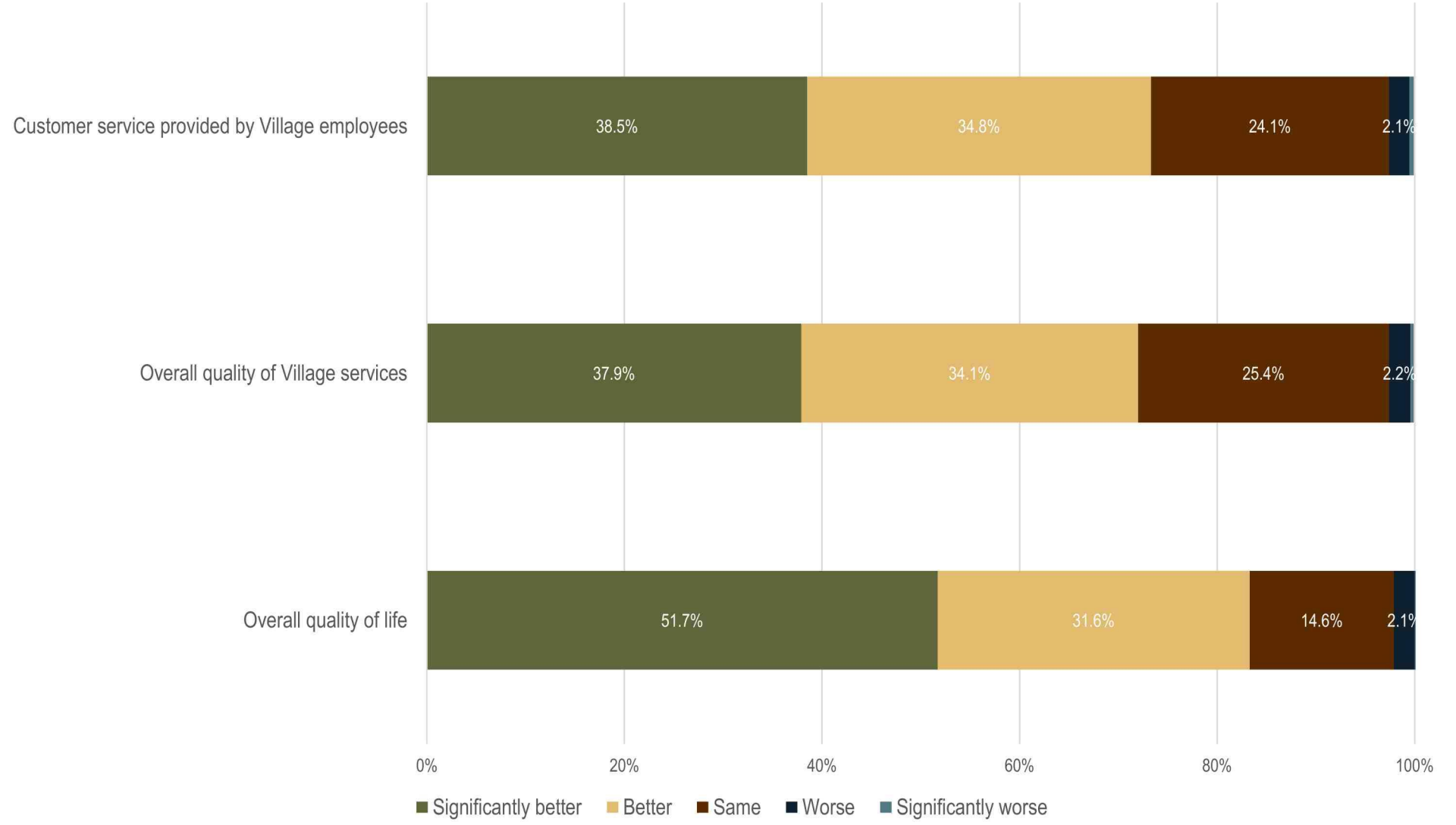
Satisfaction of Public Communication and Outreach



Experiences with Village Employees



Satisfaction with Pinehurst Compared to Previous Residence(s)



Summary

In Summary

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Questions?

1895

VILLAGE OF

PINEHURST

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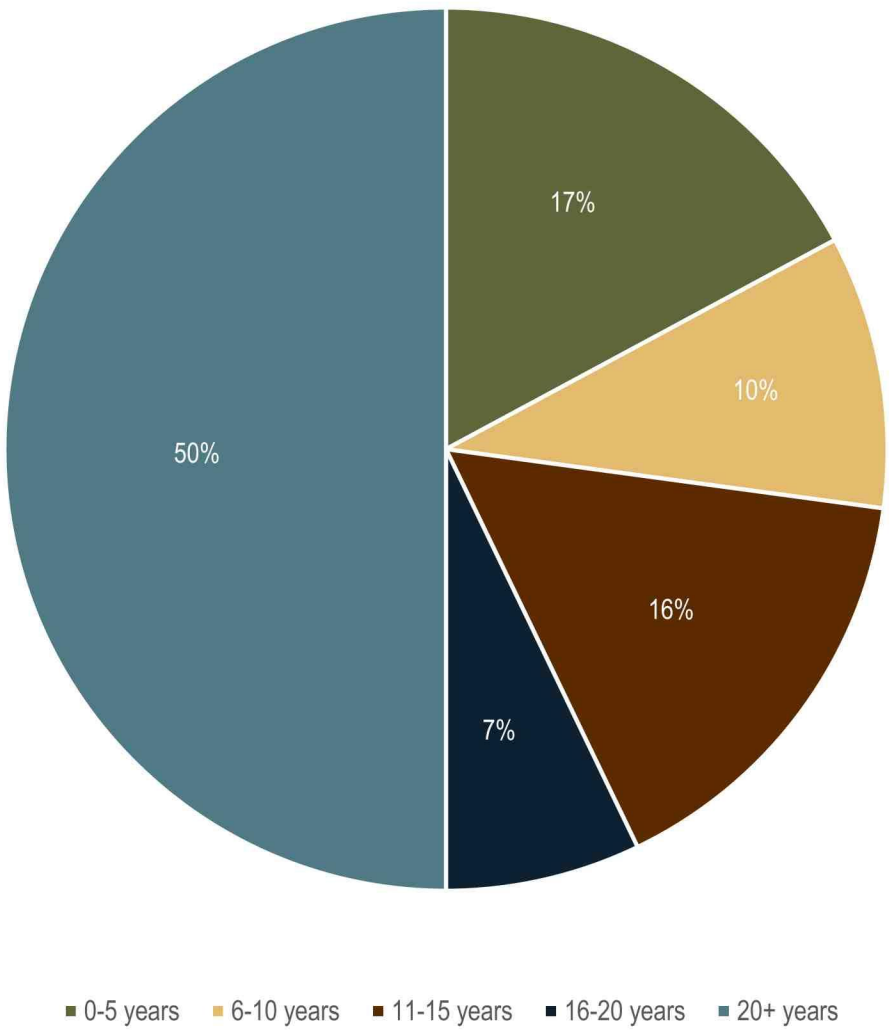
- To identify ways to improve the quality of Village services that are provided to businesses in the community.
- To measure trends from previous surveys

Methodology

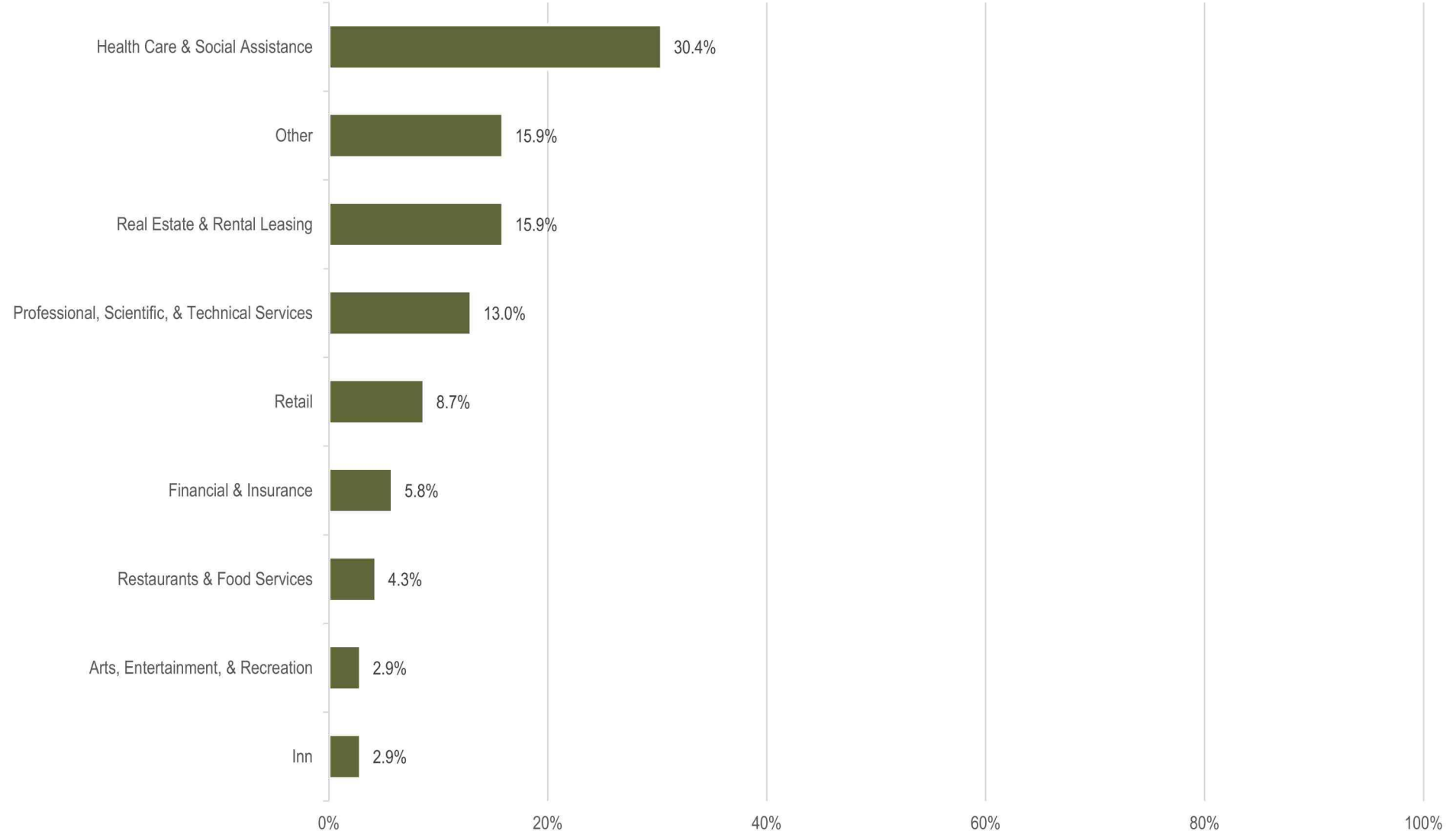
- **Survey Description**
  - Four-page survey
  - 9th Business Survey conducted for the Village
- **Method of Administration**
  - By mail and online to a sample of businesses in the Village of Pinehurst
- **Sample size:**
  - Completed surveys: 75

Characteristics of the Business Community

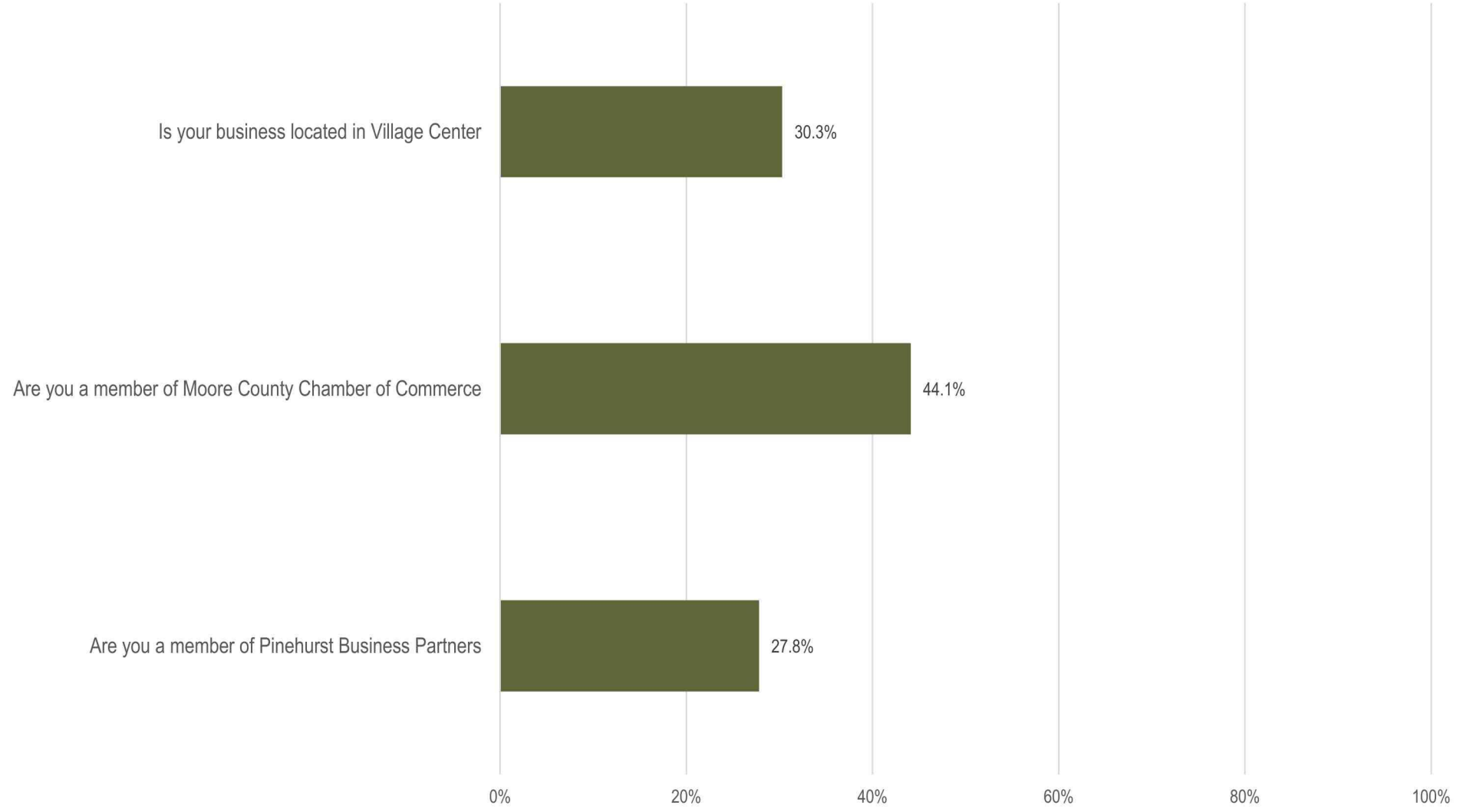
Years of Operation in Pinehurst



Primary Business Category

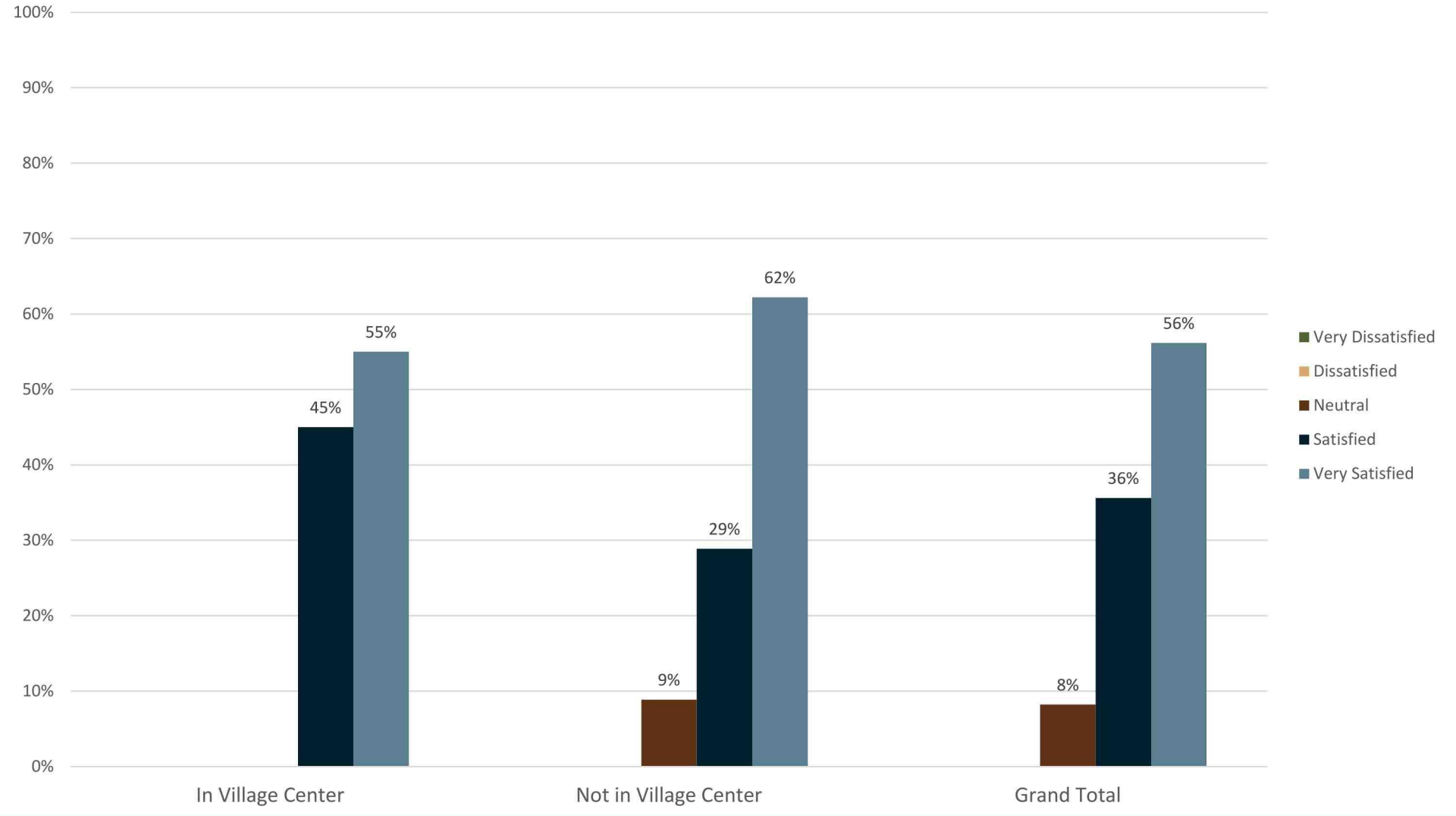


Is Your Business Any of the Following:
(Yes Responses)

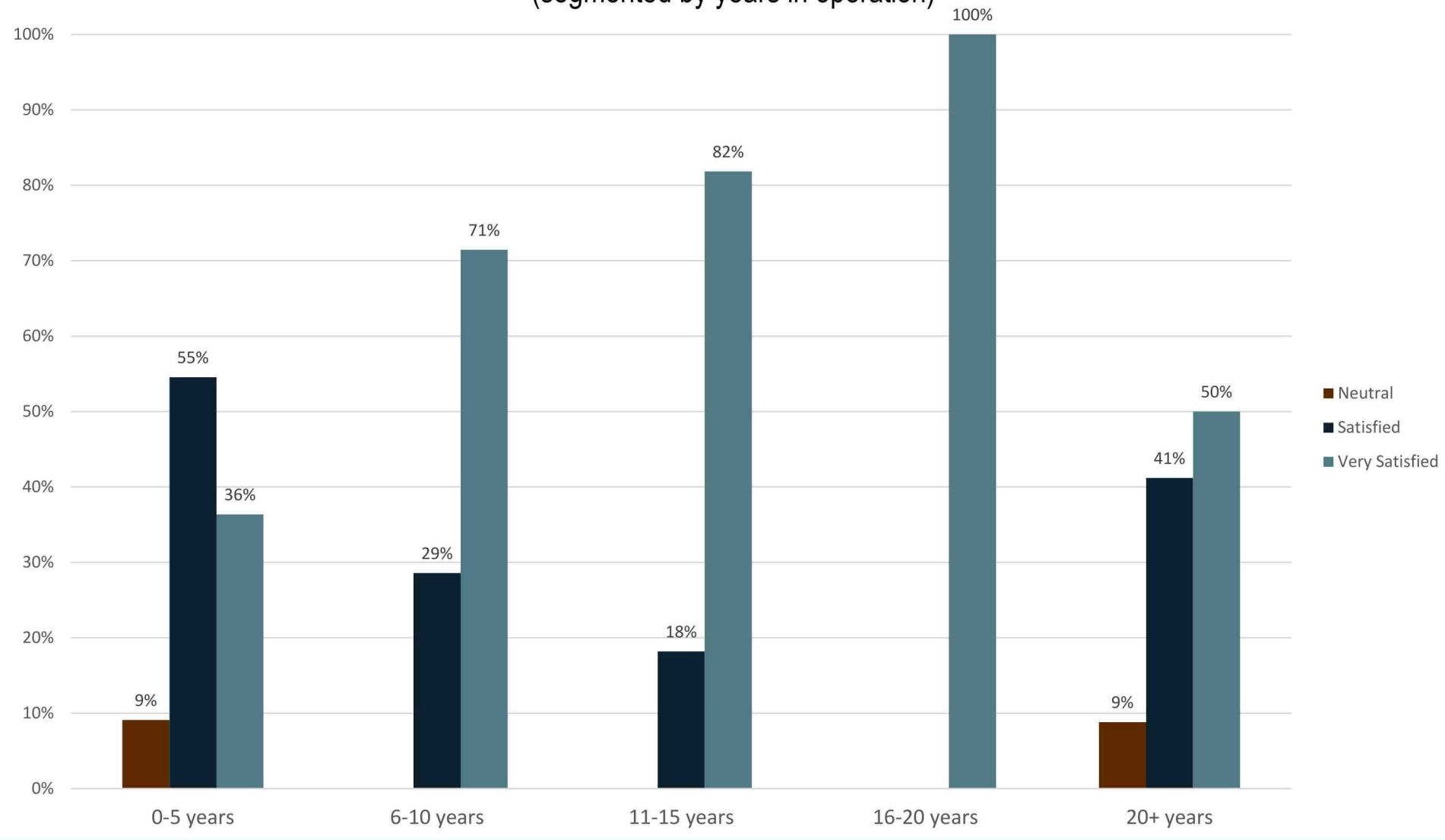


Perceptions of the Village

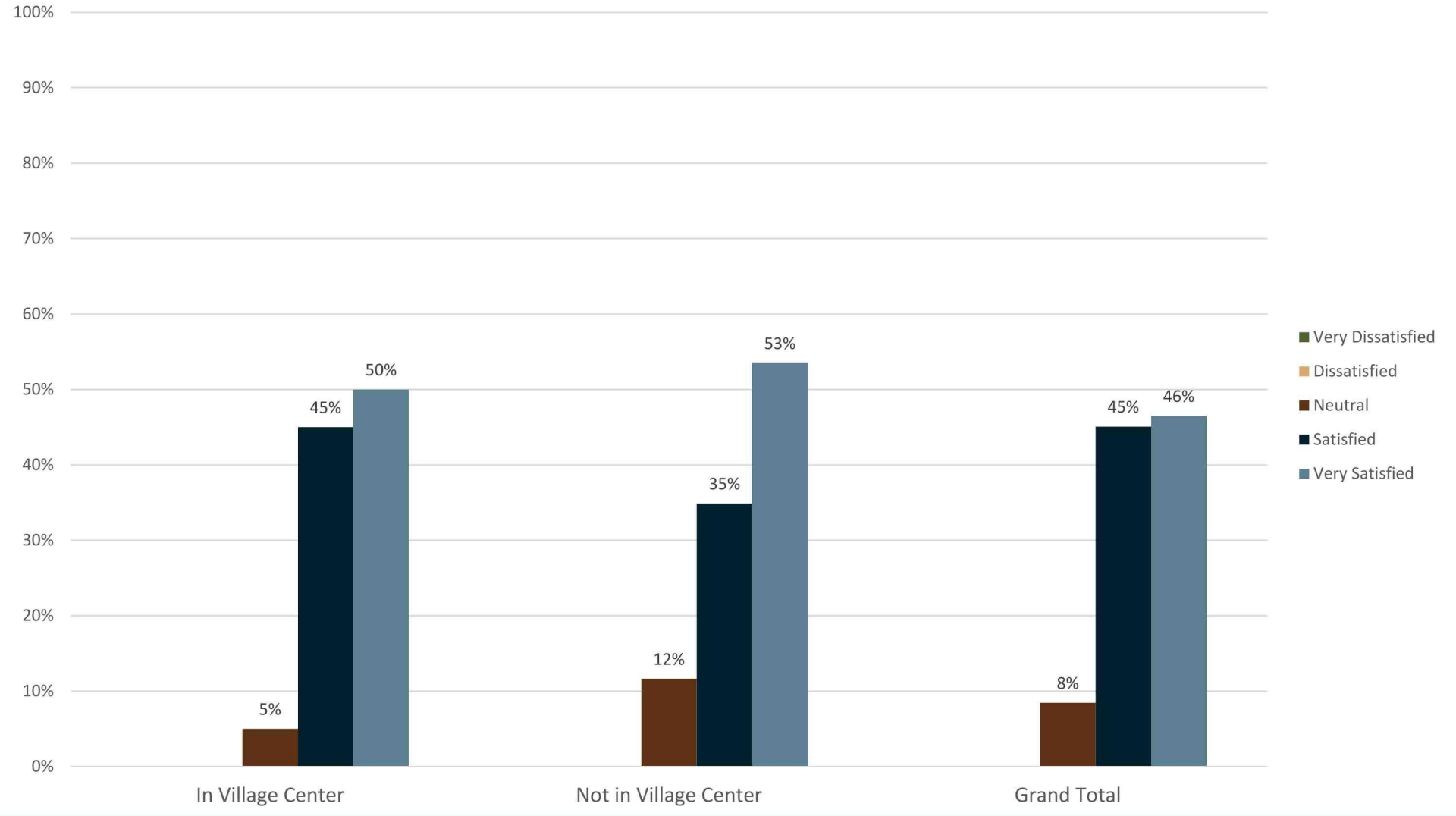
Businesses who are overall satisfied with overall feeling of safety
(segmented by location)



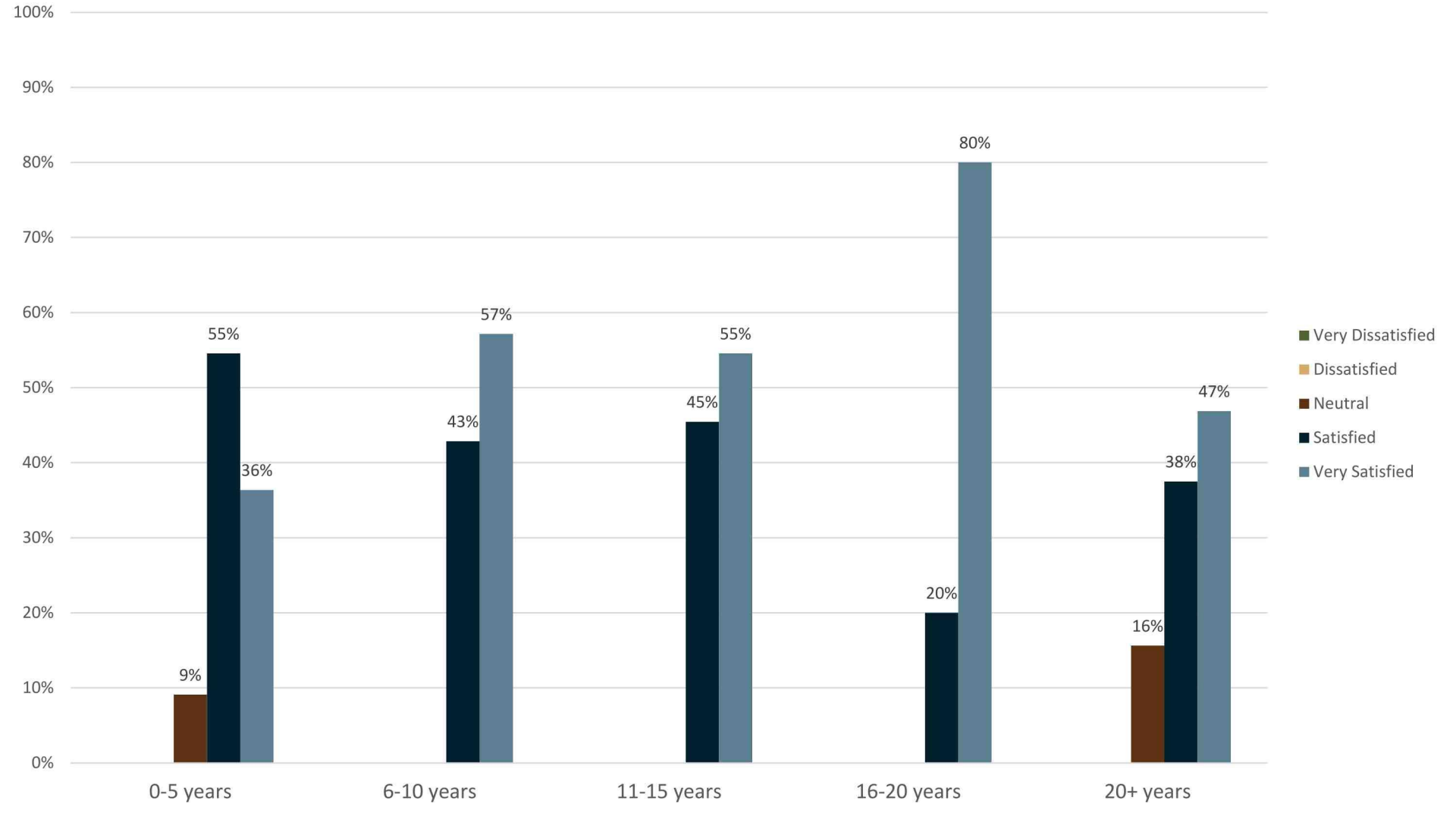
Businesses who are overall satisfied with overall feeling of safety
(segmented by years in operation)



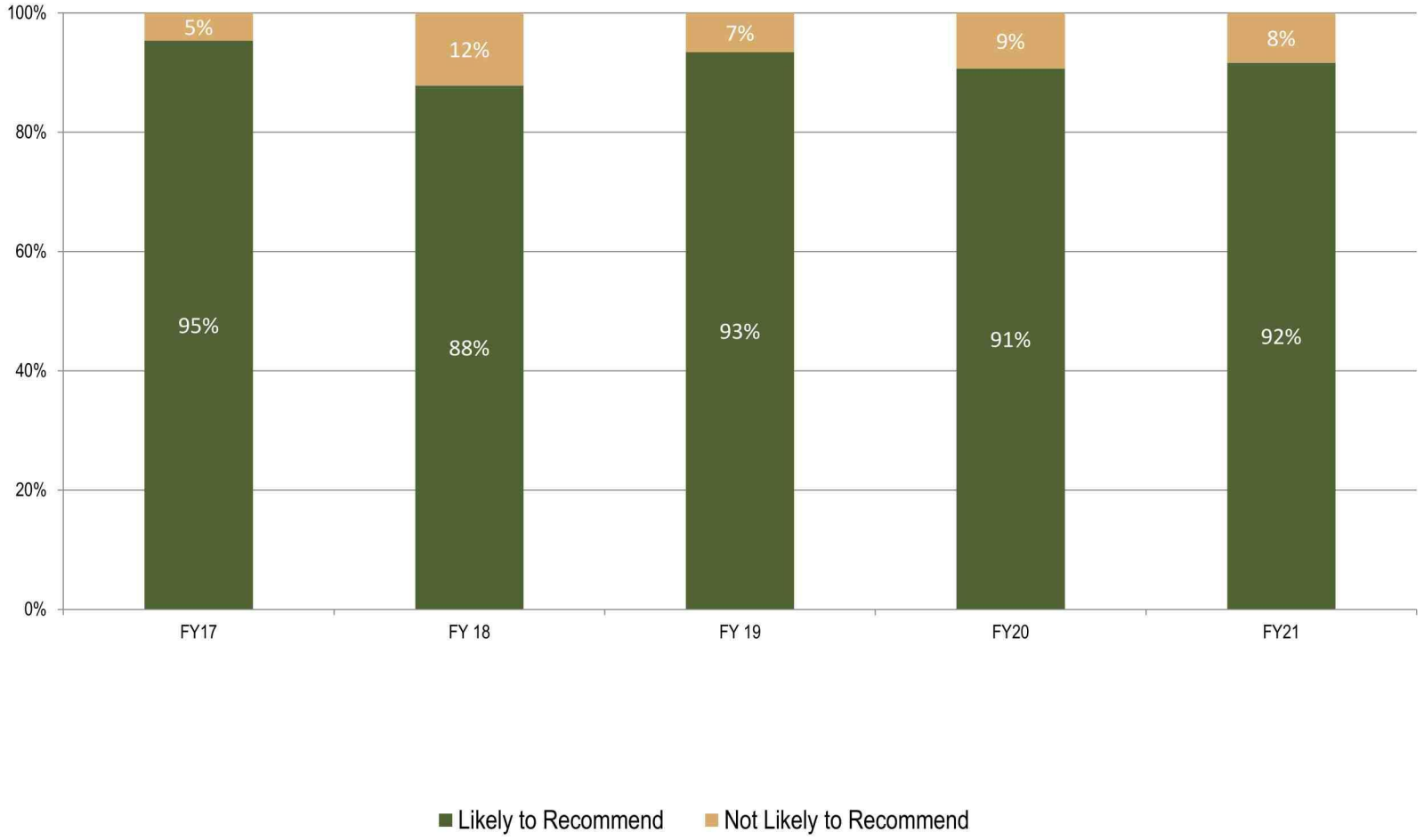
Businesses who are overall satisfied with quality of life
(segmented by location)



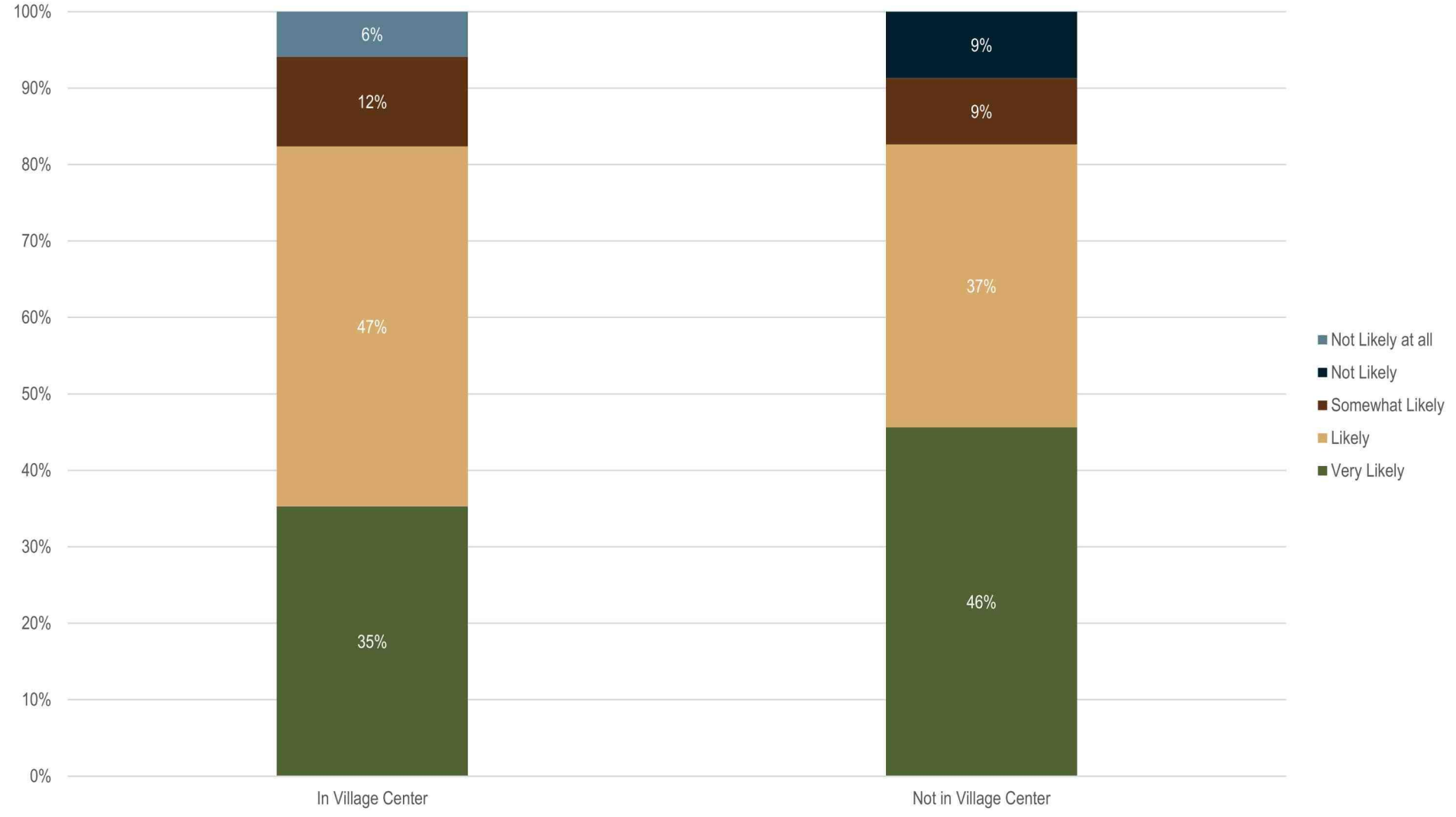
Businesses who are overall satisfied with quality of life
(segmented by years in operation)



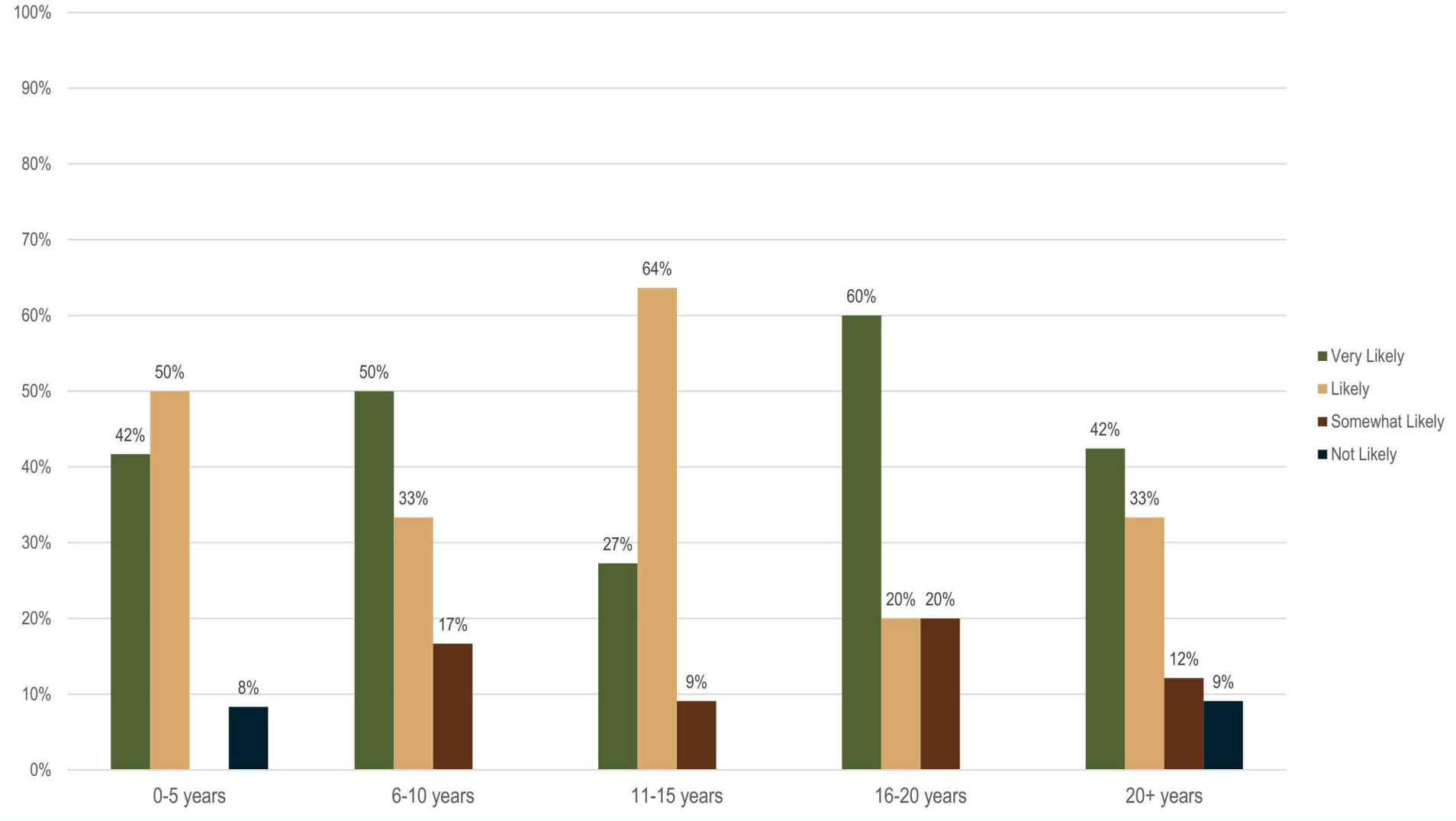
Businesses likely to recommend the Village of Pinehurst as a business location



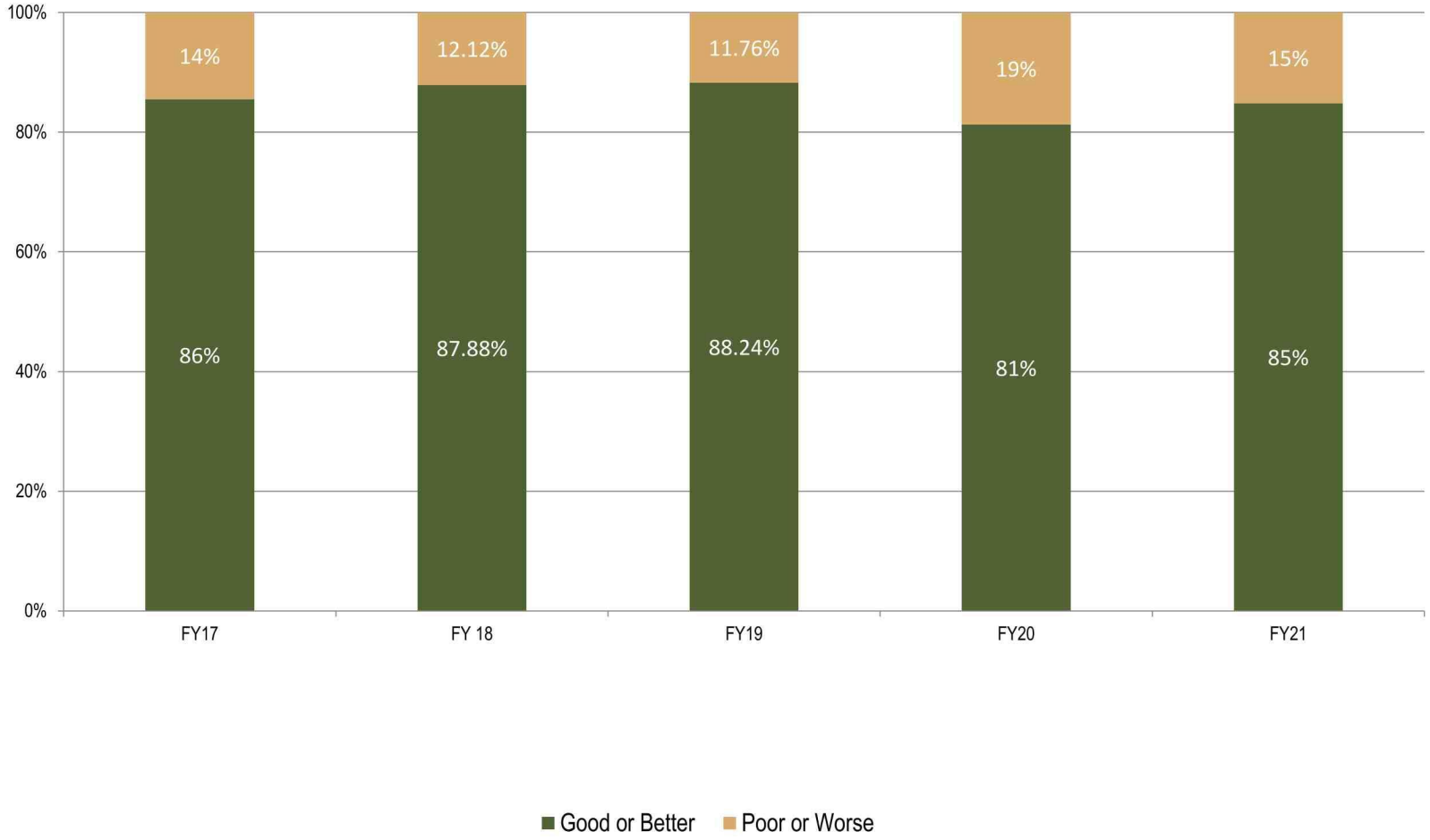
Businesses who are likely to recommend VOP as a business location
(segmented by location)



Businesses who are likely to recommend VOP as a business location
(segmented by years in operation)

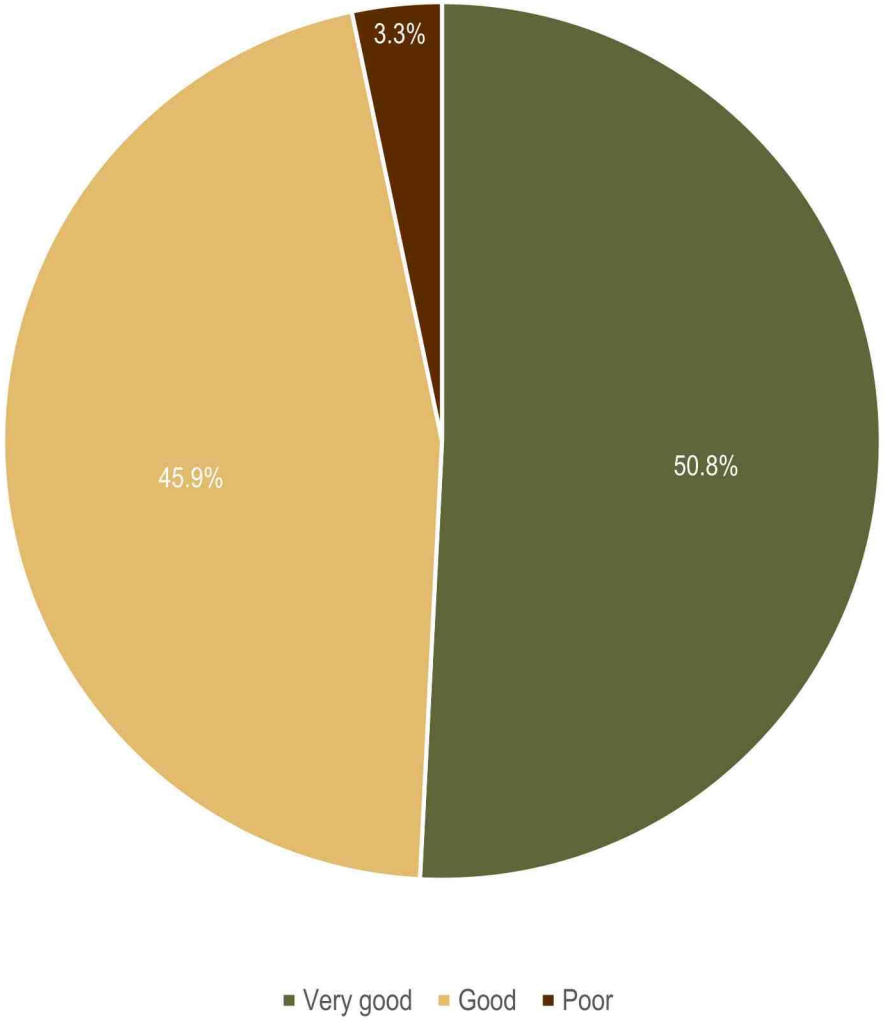


Businesses who rate the business environment as good or better

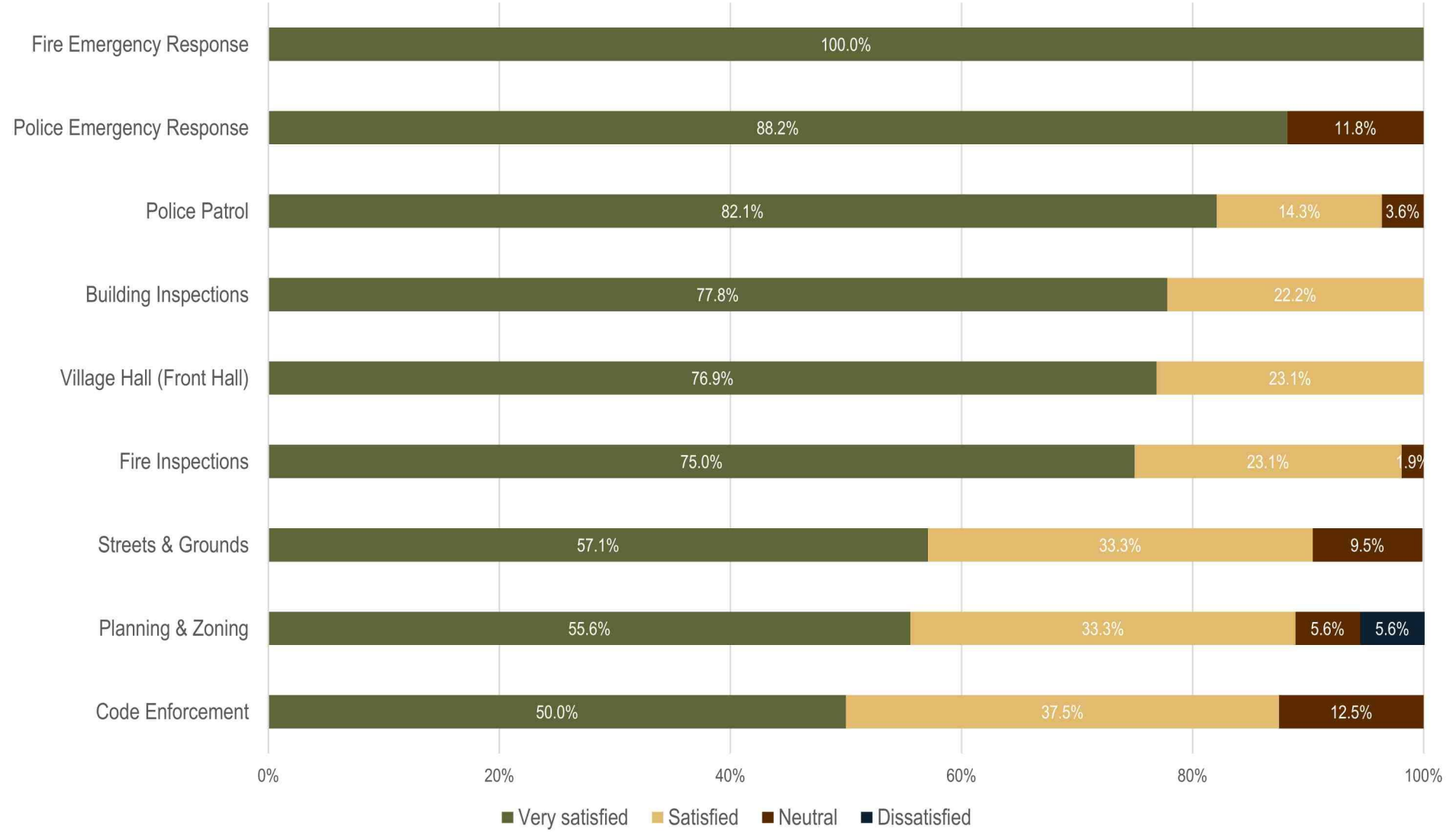


Satisfaction with Village Services and Priorities for Improvement

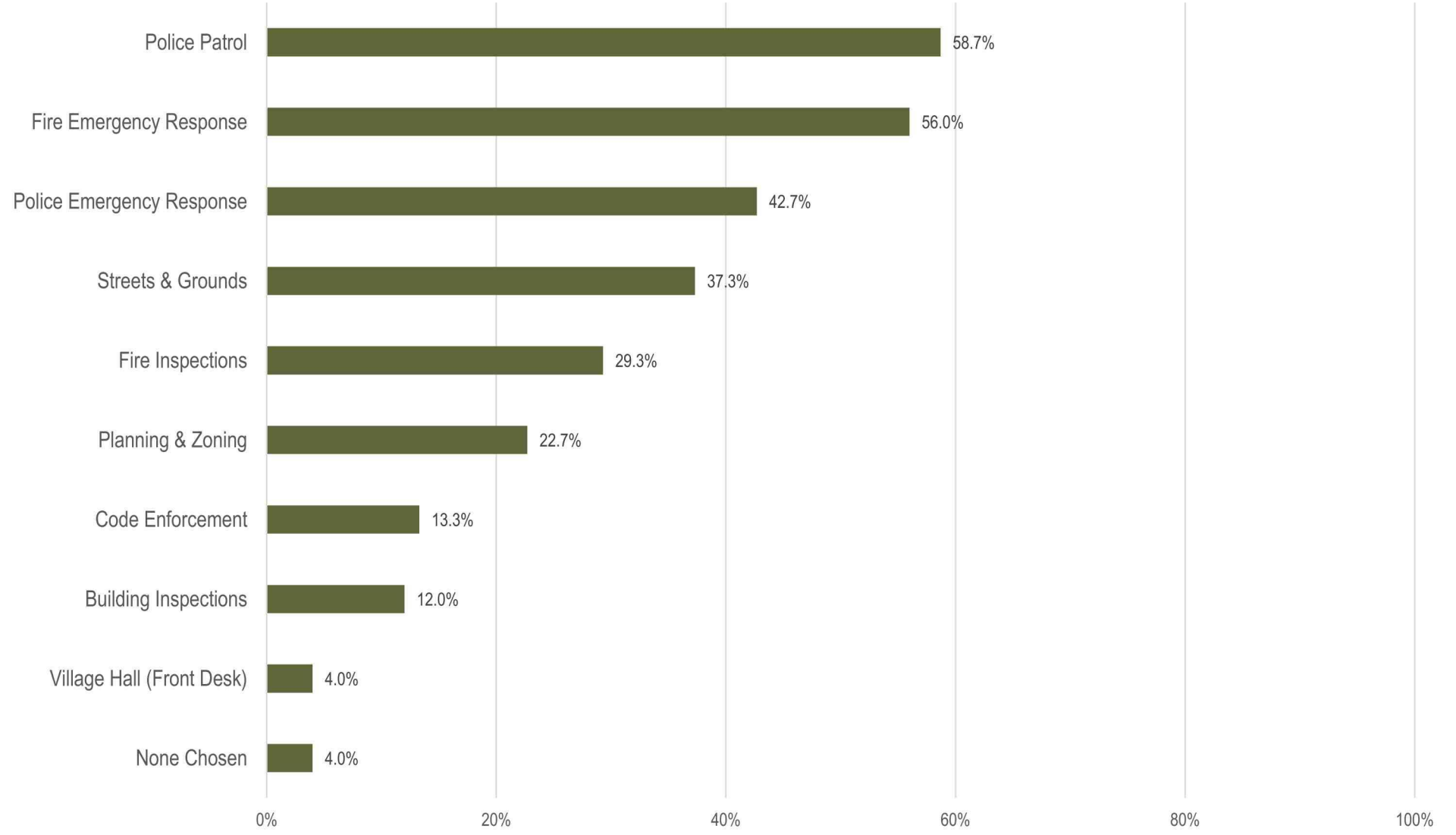
Ratings of Village of Pinehurst Customer Service



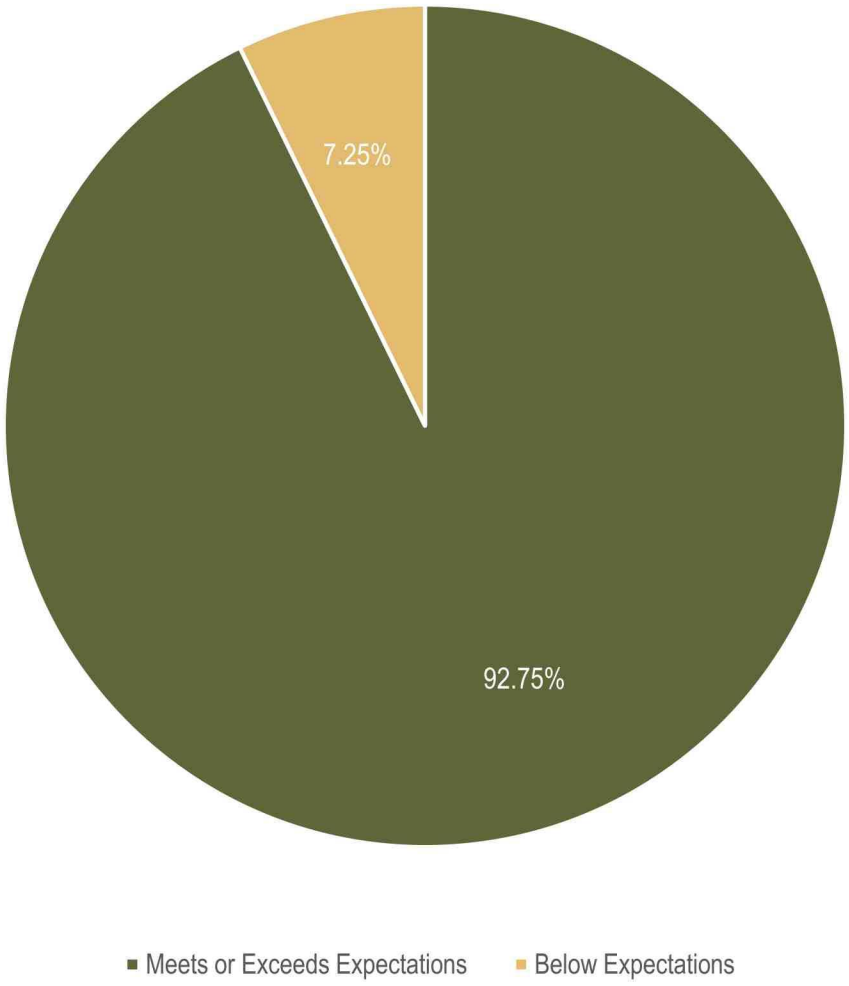
Satisfaction with Community Services



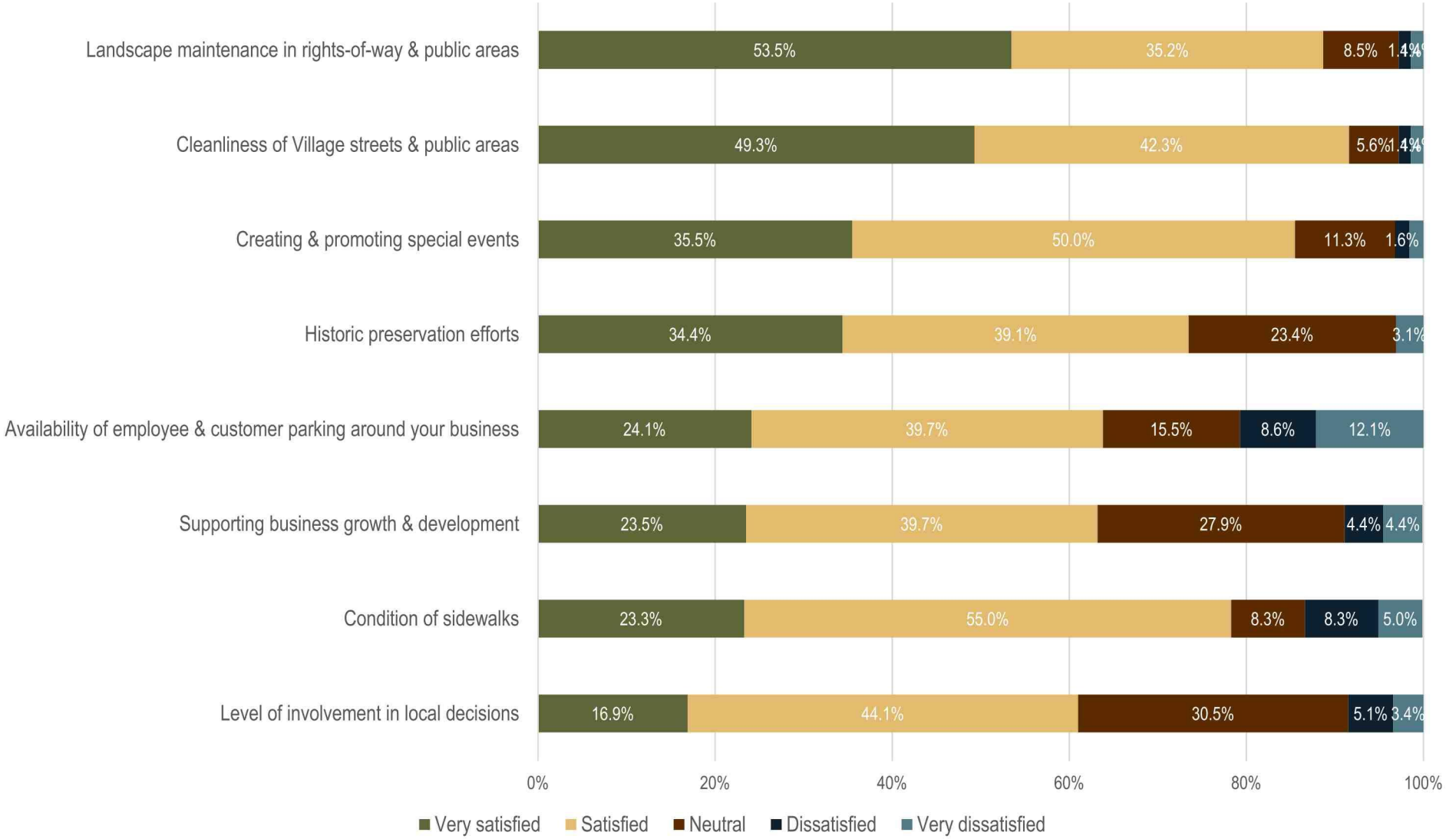
Sum of Top Three Village Services/Departments Most Important to Your Business



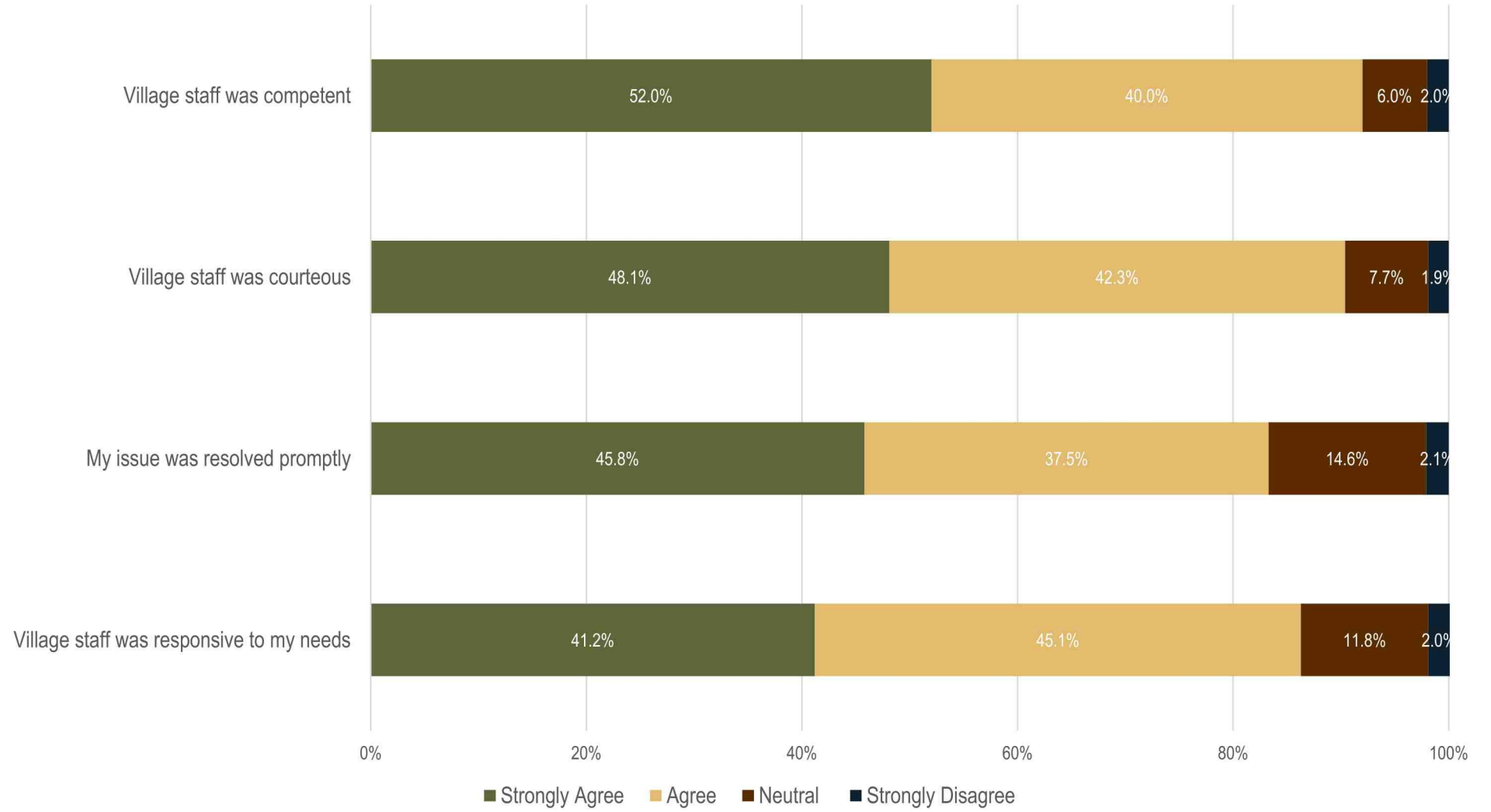
Satisfaction with the Overall Quality of Services Provided to Businesses by the Village of Pinehurst



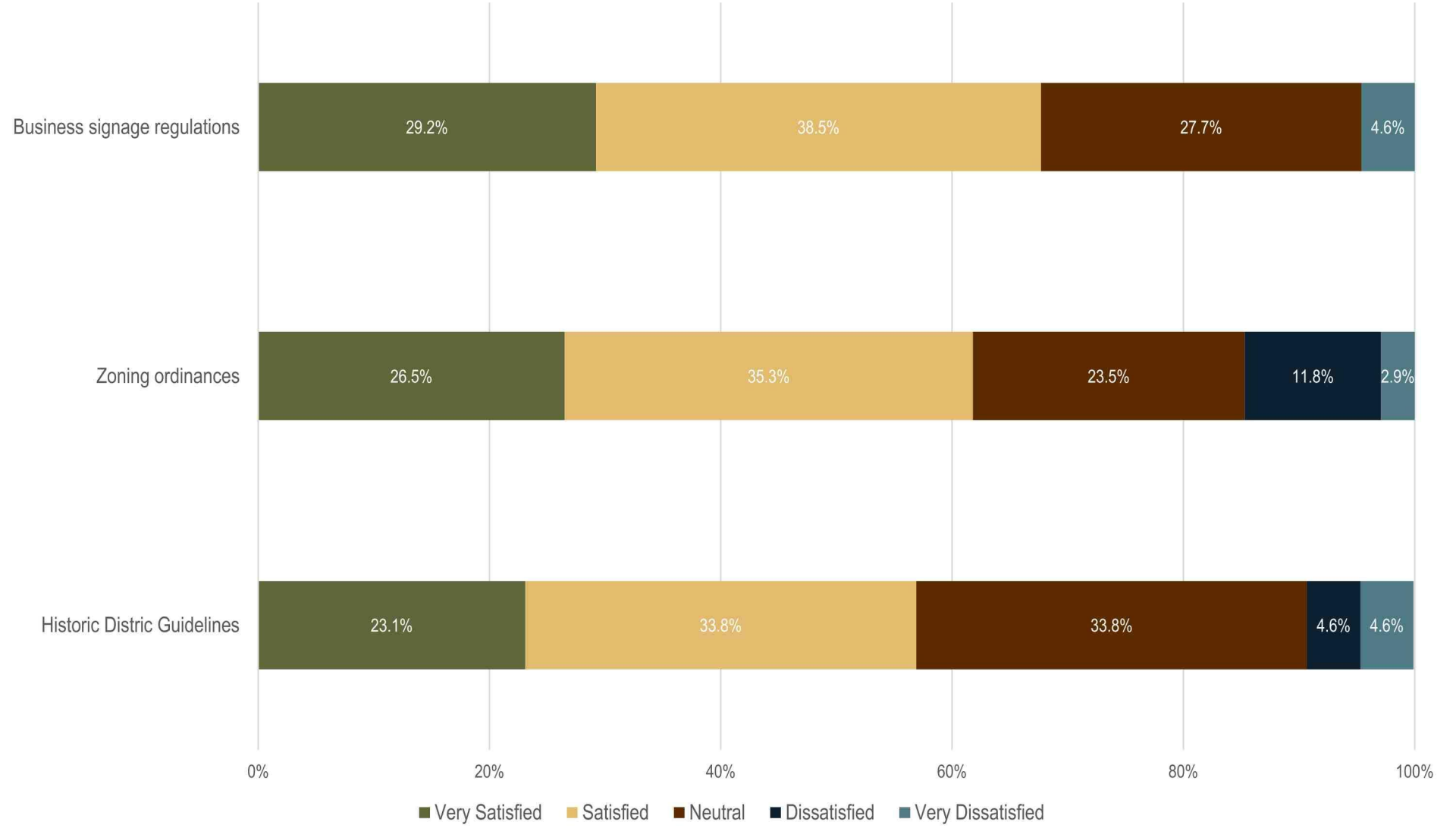
Business Satisfaction with the Village in Various Areas



Level of Agreement with Statements about Your Most Recent Contact with the Village Government Staff

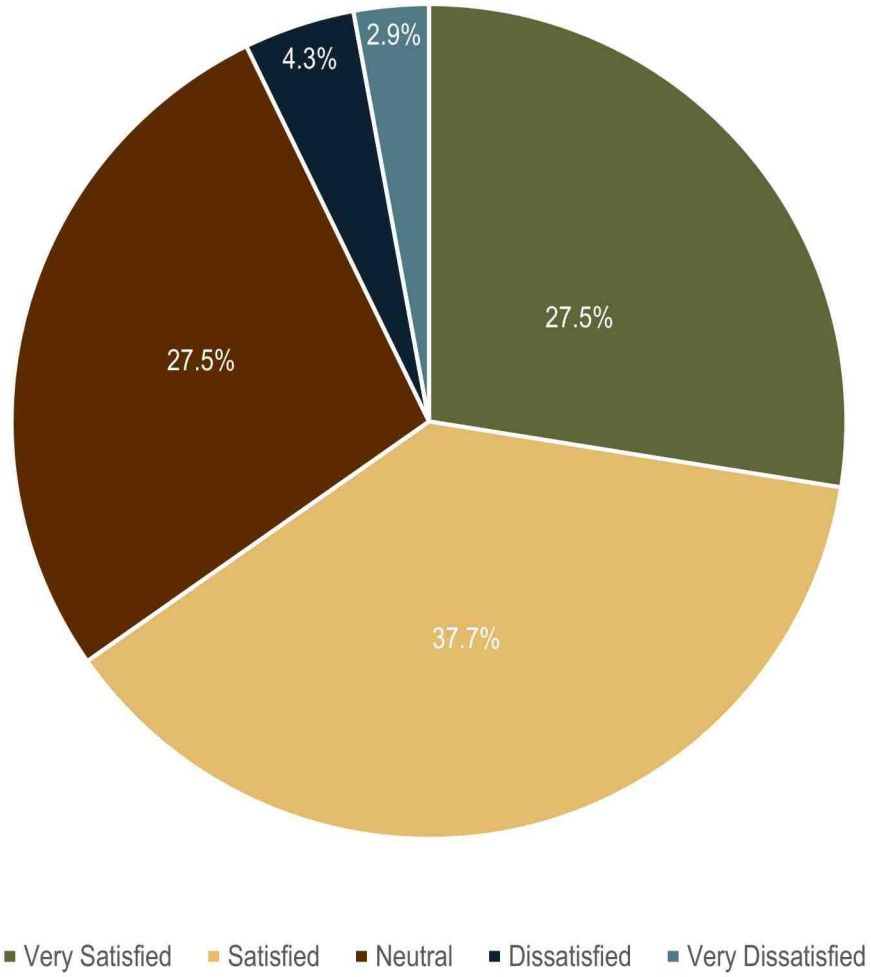


Level of Satisfaction with Community Development

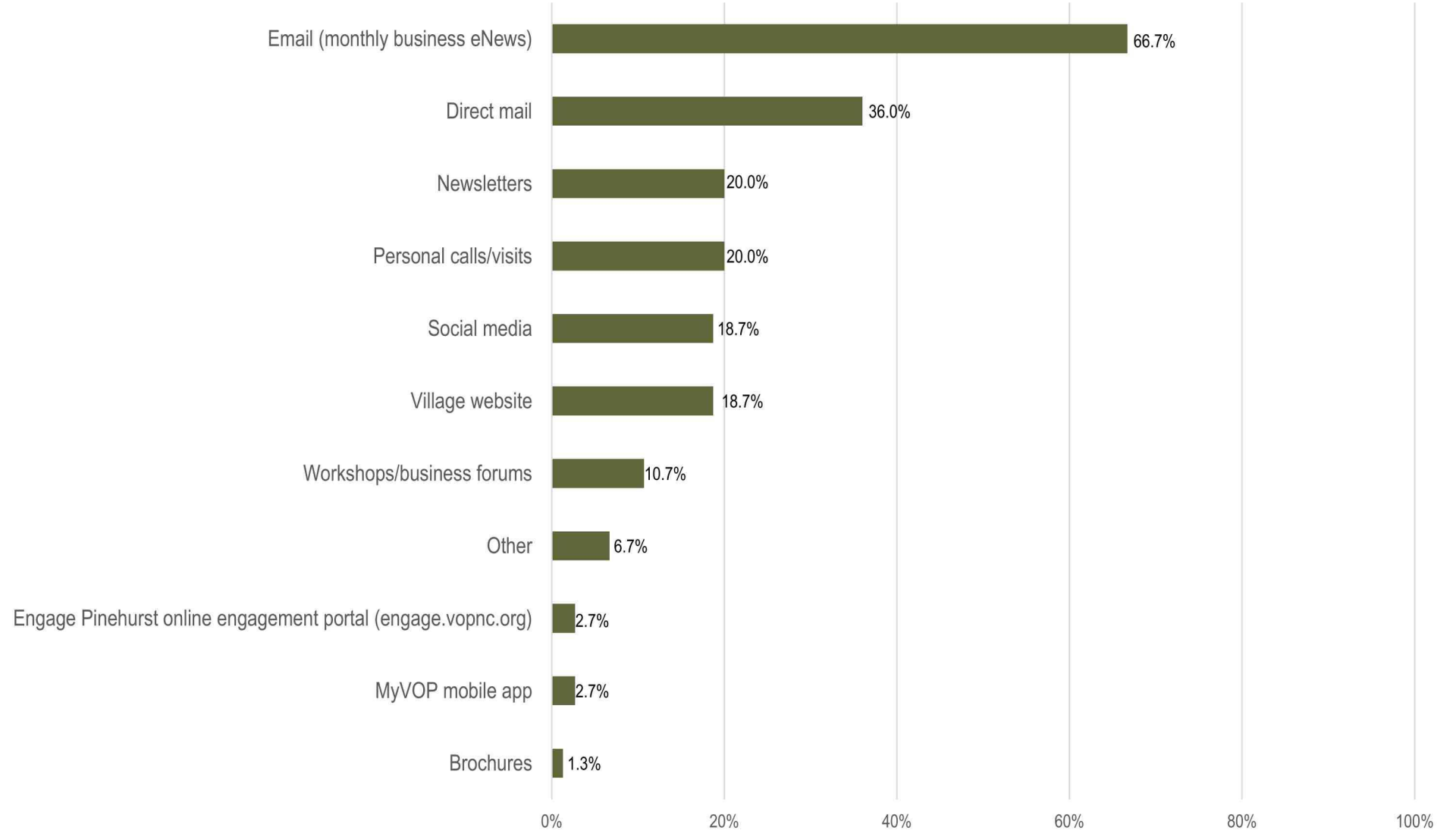


Communication and Event Impacts

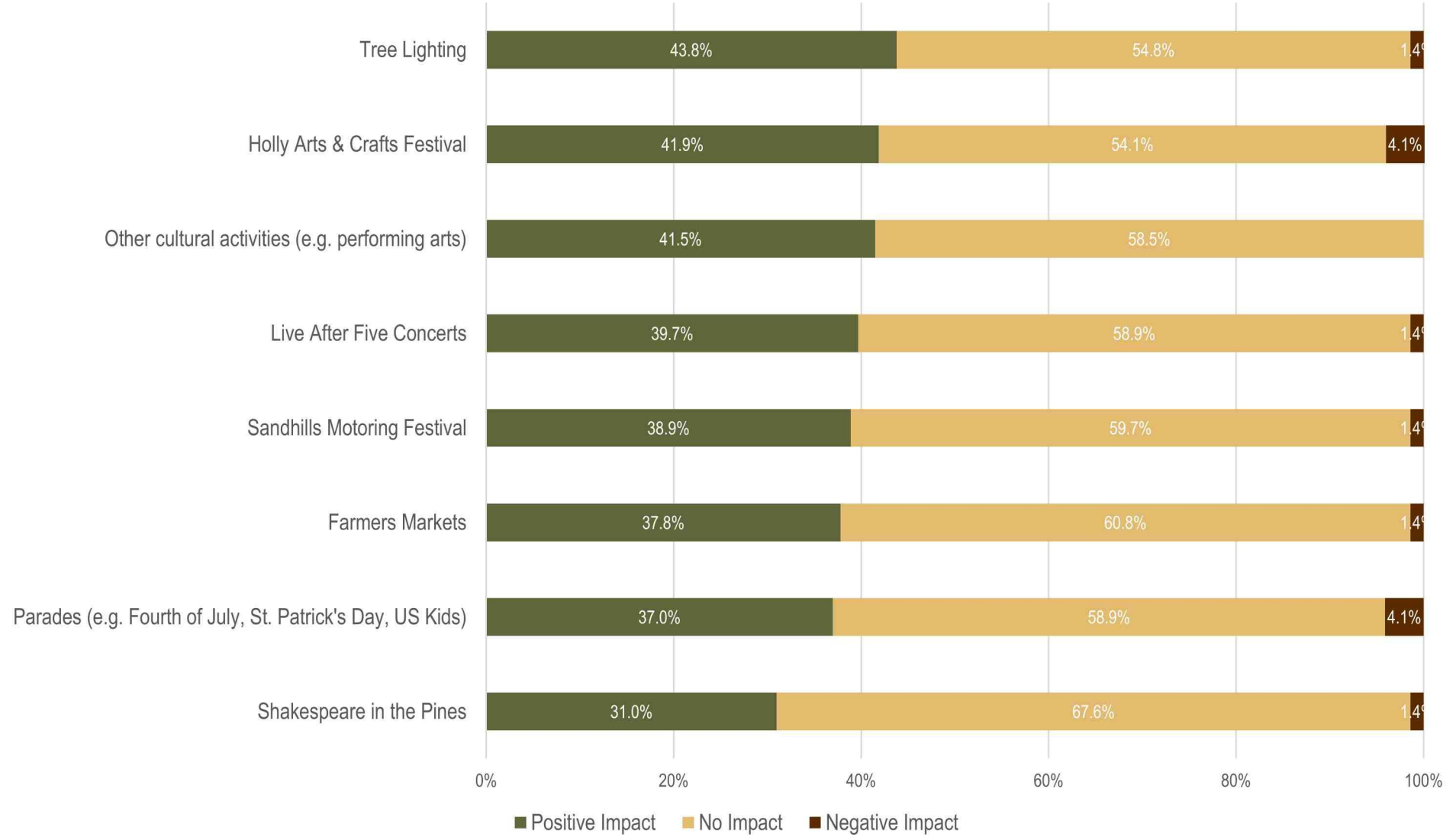
Satisfaction with the job the Village of Pinehurst does Communicating with Business Owners



Best Ways for the Village to Communicate with Businesses



Impact of Events on Business



Summary

Summary

1. Businesses have a high level of satisfaction with Village services. The highest levels:
   - Fire emergency response
   - Village Hall (front desk)
   - Police emergency response
   - Building inspections

2. Forty-one percent of surveyed businesses feel that the overall business environment in the Village better than two years ago; 33% feel no change, but that the atmosphere is good.

3. Most important Village services:
   - Public safety and response
   - Streets and grounds

4. Village as a business location:
   - Eighty-one percent would be very likely or likely to recommend the Village as a business location to friends

Questions?

RESOLUTION #21-23:

A RESOLUTION AMENDING THE POLICY ON ADMINISTRATION OF THE POSITION CLASSIFICATION AND PAY PLAN FOR THE VILLAGE OF PINEHURST.

WHEREAS, the Village Council of Pinehurst, North Carolina, adopted the Policy on Administration of the Position Classification and Pay Plan on November 17, 2009; and

WHEREAS, the Village Council of Pinehurst, North Carolina, amended the Policy on Administration of the Position Classification and Pay Plan on June 22, 2021; and

WHEREAS, changes in the organization infrastructure and guiding policies and procedures must be made as personnel needs of the Village change;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 12th day of October, 2021 as follows:

SECTION 1. That the Policy on the Administration of the Position Classification and Pay Plan is hereby amended effective October 12, 2021; said policy attached hereto as Attachment A and made a part hereof; the same as if included verbatim.

SECTION 2. That the Position Classification and Pay Plan for the Village of Pinehurst is hereby amended to include the Library Services and Archives Director, Assistant Library Services and Archives Director, and Library and Archives Associate positions; said Pay Plan attached hereto as part of Attachment B and made a part hereof; the same as if included verbatim.

THIS RESOLUTION passed and adopted this 12th day of October, 2021.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
John Strickland, Mayor

Attest:

_____
Kelly Chance, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT

Village of Pinehurst
Position Classification and Pay Plan
FY 2021-2022

ATTACHMENT B

FLSA	GRADE	POSITION	MINIMUM	MIDPOINT	MAXIMUM
	11	Streets & Grounds Maintenance Worker I	27,893	34,867	41,840
	12	Streets & Grounds Maintenance Worker II	29,288	36,610	43,932
	13	Parks Maintenance Specialist I Solid Waste Equipment Operator Track Specialist Welcome Center Coordinator	30,752	38,440	46,128
	14	Customer Service Representative Parks Maintenance Specialist II Telecommunications Specialist I Track Crew Leader	32,290	40,362	48,435
	15	Administrative Assistant Grounds Maintenance Crew Leader Events Assistant Firefighter (Non-EMT, Reserve) Library and Archives Associate Street Maintenance Crew Leader Telecommunications Specialist II	33,904	42,381	50,857
	16	Administrative Specialist Assistant Solid Waste Superintendent Firefighter EMT (2nd Class, 1st Class) Fleet Service Technician I Facilities Maintenance Technician Human Resources Technician	35,600	44,499	53,399
	17	Financial Services Technician Fleet Service Techinician II Grounds Maintenance Supervisor Parks Maintenance Supervisor	37,380	46,724	56,069
E	18	Administrative and Data Coordinator Administrative and Telecommunications Coordinator Code Compliance Technician Fair Barn Coordinator Fire and Life Safety Educator IT Technician Assistant Library Services and Archives Director Senior Firefighter (Fire Engineer) Street Maintenance Supervisor	39,249	49,061	58,873
E	19	Fire Lieutenant Planning and Zoning Specialist Police Officer Track Superintendent	41,211	51,514	61,817
	20	Athletic Coordinator Code Compliance Specialist Program Coordinator Senior Police Officer Special Events Coordinator	43,272	54,089	64,907
	21	Engineering Technician Master Police Officer Police Investigator	45,435	56,794	68,153

E=Exempt from the Wage and Hour provisions of the Fair Labor Standards Act (FLSA)
1.2%=Grade adjustment from previous year

5%=Spread between grades
50%=Spread within the grade

Village of Pinehurst
Position Classification and Pay Plan
FY 2021-2022

ATTACHMENT B

FLSA	GRADE	POSITION	MINIMUM	MIDPOINT	MAXIMUM
	22	Building Inspector-Level I	47,707	59,633	71,560
E		Communications Specialist			
E		Financial Services Supervisor			
		Fire Captain (Senior Fire Captain)			
E		Planner			
		Police Sergeant			
	23	Building Inspector- Level II	50,092	62,615	75,138
E		Human Resources Generalist			
		Information Technology Systems Specialist			
E		Solid Waste Superintendent			
	24	Battalion Chief	52,597	65,746	78,895
		Building Inspector-Level III			
		Detective Lieutenant			
E		Buildings and Grounds Superintendent			
		Police Lieutenant			
E		Recreation Superintendent			
E		Senior Planner			
E		Transportation Planner			
		Village Clerk			
E	25	Assistant Financial Services Director	55,227	69,033	82,840
E		Assistant Public Services Director			
E		GIS Analyst			
E		IT Business Analyst			
E		Principal Planner			
	26	Building Code Official	57,988	72,485	86,982
E		Deputy Fire Chief			
E		IT Infrastructure Administrator			
E		Planning Supervisor			
E		Police Captain			
E	27	Fleet Maintenance Director	60,887	76,109	91,331
E	28	Library Services and Archives Director	63,932	79,915	95,898
E	29	Deputy Police Chief	67,128	83,911	100,693
E	30	Organizational Performance Director	70,485	88,106	105,727
E	31	Fire Chief	74,009	92,512	111,014
E		Human Resources Director			
E		Parks and Recreation Director			
E	32	Chief Information Officer	77,710	97,137	116,564
E		Public Services and Engineering Director			
E		Financial Services Director			
E		Planning and Inspections Director			
E	33	Police Chief	81,595	101,994	122,393
E	34	Assistant Village Manager for Administration	85,675	107,093	128,512
E		Assistant Village Manager for Operations			

E=Exempt from the Wage and Hour provisions of the Fair Labor Standards Act (FLSA)
1.2%=Grade adjustment from previous year

5%=Spread between grades
50%=Spread within the grade

2021 Village of Pinehurst Community Survey

Findings Report

Presented to the Village of Pinehurst, North Carolina

September 2021

ETC INSTITUTE

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Executive Summary

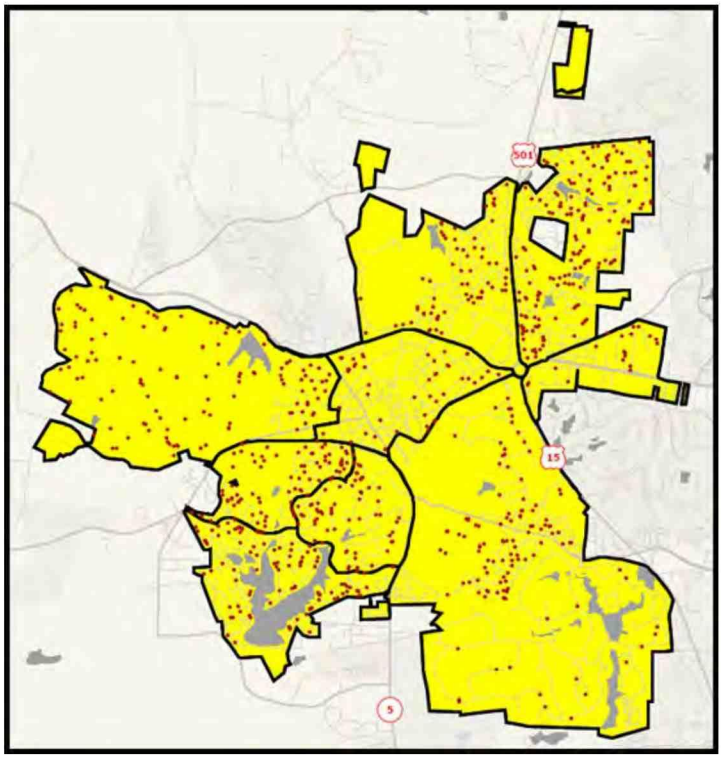
2021 Village of Pinehurst Community Survey
Executive Summary

Purpose and Methodology

ETC Institute administered a survey to residents of the Village of Pinehurst during the summer of 2021. The purpose of the survey was to help Village leaders and elected officials set community priorities including staffing and budget expenditures. The survey and its data will also help the Village determine areas or services that need improvement and identify future needs. This is the tenth survey administered for the Village; previous community surveys have been conducted annually since 2012.

The seven-page survey and cover letter were mailed to a random sample of households in the Village of Pinehurst. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online. At the end of the online survey, residents were asked to enter their home address; this was done to ensure that only responses from residents who were part of the random sample were included in the final survey database.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Pinehurst from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.



The goal was to obtain completed surveys from at least 700 residents. The goal was far exceeded, with a total of 801 residents completing the survey. The overall results for the sample of 801 households have a precision of at least +/-3.4% at the 95% level of confidence. To better understand how well services are being delivered by the Village. ETC institute geocoded the home address of respondents to the survey. The map to the right shows the physical distribution of survey respondents based on the location of their home.

2021 Village of Pinehurst Community Survey
Executive Summary

The percentage of "don't know" responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from Pinehurst with the results from other communities in ETC Institute's *DirectionFinder®* database. Since the number of "don't know" responses often reflects the utilization and awareness of services, the percentage of "don't know" responses has been provided in the tabular data section of this report. When the "don't know" responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase "*who had an opinion.*"

This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts and graphs for each question on the survey, including short-term and long-term trend comparisons (section 1)
- benchmarking data that show how the results for the Village compare to other communities (section 2),
- Importance-Satisfaction analysis; this analysis was done to determine priority actions for the Village to address based upon the survey results (section 3),
- tables that show the results of the random sample for each question on the survey (section 4),
- a copy of the survey instrument (section 5).

Overall Perceptions of the Village

Ninety-six percent (96%) of the residents surveyed, *who had an opinion,* indicated that their overall feeling of safety in the Village is either an "excellent" or "good," which is 21% higher than the national average. Ninety-five percent (95%) of those surveyed, *who had an opinion,* indicated the Village is either "excellent" or "good" as a place to live, which is 22% higher than the national average.

Overall Satisfaction with Village Services

The major categories of Village services that had the highest levels of satisfaction, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents *who had an opinion*, were: fire services (96%), police services (94%), and solid waste services (90%). Village leaders have done a great job of ensuring overall satisfaction among residents is very high. The areas residents thought should receive the most increase in emphasis from the Village over the next two years were: (1) efforts at maintain the quality of neighborhoods, (2) street and right-of-way maintenance, and 3) police services.

2021 Village of Pinehurst Community Survey
Executive Summary

Feelings of Safety

Ninety-eight percent (98%) of respondents, *who had an opinion,* indicated they feel either "very safe" or "safe" walking alone in their neighborhood during the day, and 98% of residents, *who had an opinion,* indicated they feel either "very safe" or "safe" in business areas of the Village during the day.

Satisfaction with Specific Village Services

Public Safety Services. The highest levels of satisfaction with public safety services, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents *who had an opinion*, were: how quickly police respond to emergencies (88%), efforts to prevent crimes (87%), and how quickly fire personnel respond to emergencies (84%). The aspect of public safety services that respondents were least satisfied with was fire prevention and education programs (66%). Respondents indicated that the Village's efforts to prevent crimes is the public safety service they think should receive the most emphasis from Village leaders over the next two years.

Cultural and Recreation Services. The highest levels of satisfaction with cultural and recreation services, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents *who had an opinion*, were: quality of Village parks (88%), the number of Village parks (84%), the availability of walking/greenway trails (79%), and the condition of walking/greenway trails (79%). The three cultural and recreation services respondents indicated should receive the most emphasis over the next two years were (1) the condition of walking/greenway trails, (2) Village sponsored cultural arts events, and (3) the quality of Village parks.

Code Enforcement. The highest levels of satisfaction with Village code enforcement, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents *who had an opinion*, were: the enforcement of solid waste cart regulations (69%), enforcing sign regulations (61%), and enforcing the cleanup of litter and debris on private property (59%). Sixty-one percent (61%) of respondents described the effort the Village applies to enforce its codes and ordinances as "about right," 4% indicated it is "too much," and 24% indicated it is "too little."

Transportation Services. The highest levels of satisfaction with transportation services, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents *who had an opinion*, were: the maintenance of main Village street thoroughfares (89%) and the maintenance of street signs and pavement markings (79%). The ease of travel on NC Highway 5 and the ease of travel through large traffic circle were the two transportation services respondents think should receive the most emphasis from the Village over the next two years.

2021 Village of Pinehurst Community Survey
Executive Summary

Public Services. The highest levels of satisfaction with public services, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents *who had an opinion*, were: landscaping in medians/other public areas (94%) and the cleanliness of streets and other public areas (92%). The cleanliness of streets and other public areas and the maintenance and preservation of downtown were the two public services respondents think should receive the most emphasis from the Village over the next two years.

Solid Waste Services. Ninety-four percent (94%) of residents *who had an opinion* were satisfied with residential trash collection services; 91% were satisfied with yard waste collection services, and 86% were satisfied with curbside recycling services.

Public Communication and Outreach. The highest levels of satisfaction with public communication and outreach, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents *who had an opinion*, were: the Village newsletter (81%), the quality of information on Village programs and services (75%), and efforts to keep residents informed about local issues (73%).

- The Village Newsletter (78%) and The Pilot newspaper (75%) are the two most used sources for information about the Village of Pinehurst.
- Ninety-four percent (94%) of respondents indicated they read the Village Newsletter either "all the time" or "sometimes."

Village Leadership. Sixty-nine percent (69%) of residents *who had an opinion* were satisfied with the effectiveness of the Village Manager and appointed staff; 62% were satisfied with the quality of leadership provided by elected officials, and 58% were satisfied with the effectiveness of appointed boards and commissions.

2021 Village of Pinehurst Community Survey
Executive Summary

How the Village Compares to Other Communities Nationally

Satisfaction ratings for the Village of Pinehurst **rated above the U.S. average in 48 of the 49 areas** that were assessed. The Village of Pinehurst rated significantly higher than the U.S. average (difference of 5% or more) in 44 of these areas. Listed below are the comparisons between the Village of Pinehurst and the U.S. average:

Service	Pinehurst	U.S.	Difference	Category
As a place to retire	95%	57%	37%	Perceptions of the Community
Maintenance of main Village street thoroughfares	89%	54%	35%	Transportation Services
Customer service provided by Village employees	86%	51%	35%	Major Categories of Community Services
Landscaping in medians/other public areas	94%	60%	34%	Public Services
Village communication with residents	82%	48%	34%	Major Categories of Community Services
Cleanliness of streets & other public areas	92%	60%	31%	Public Services
Police services	94%	64%	30%	Major Categories of Community Services
Overall image of Village	94%	64%	30%	Perceptions of the Community
Yard waste collection services	91%	61%	30%	Solid Waste Services
Quality of recreation indoor facilities	67%	38%	30%	Cultural and Recreational Services
Overall appearance of Village	94%	66%	28%	Perceptions of the Community
Maintenance/preservation of Downtown	91%	63%	28%	Public Services
Efforts to prevent crimes	87%	63%	25%	Public Safety Services
Quality of info about Village programs/services	75%	51%	23%	Public Communication and Outreach
In Village parks & recreation facilities	86%	64%	23%	Perceptions of Safety and Security
How quickly police respond to emergencies	88%	65%	23%	Public Safety Services
Curbside recycling services	86%	63%	22%	Solid Waste Services
Efforts to keep you informed about local issues	73%	51%	22%	Public Communication and Outreach
Solid waste services	90%	68%	22%	Major Categories of Community Services
As a place to live	95%	73%	22%	Perceptions of the Community
Level of public involvement in local decisions	59%	38%	21%	Major Categories of Community Services
Overall feeling of safety in Village	96%	75%	21%	Perceptions of the Community
Street & right-of-way maintenance	72%	52%	20%	Major Categories of Community Services
Quality of adult recreation programs	53%	34%	20%	Cultural and Recreational Services
Village website	69%	50%	19%	Public Communication and Outreach
Residential trash collection services	94%	75%	19%	Solid Waste Services
Quality of leadership by elected officials	62%	44%	18%	Leadership
Maintenance of streets in your neighborhood	72%	55%	17%	Transportation Services
Condition of walking/greenway trails	79%	63%	16%	Cultural and Recreational Services
Village social media	59%	44%	15%	Public Communication and Outreach
Quality of youth recreation programs	53%	39%	14%	Cultural and Recreational Services
Quality of outdoor athletic fields & facilities	67%	53%	14%	Cultural and Recreational Services
Enforcement of local traffic laws	73%	60%	13%	Public Safety Services
Fire services	96%	85%	11%	Major Categories of Community Services
Condition of existing walkways	61%	51%	10%	Transportation Services
Enforcement of Village codes & ordinances	61%	52%	9%	Major Categories of Community Services
Walking alone in your neighborhood during the day	98%	89%	9%	Perceptions of Safety and Security
Enforcing cleanup of litter & debris	59%	50%	9%	Code Enforcement
Winter weather response on Village streets	74%	65%	9%	Public Services
Enforcing sign regulations	61%	52%	9%	Code Enforcement
Maintenance of street signs/pavement markings	79%	71%	8%	Transportation Services
Walking alone in your neighborhood after dark	77%	71%	5%	Perceptions of Safety and Security
Quality of stormwater runoff/management system	65%	59%	5%	Public Services
As a place to raise children	76%	71%	5%	Perceptions of the Community
Fire prevention & education programs	66%	61%	4%	Public Safety Services
Enforcing mowing/cutting of weeds/grass	54%	49%	4%	Code Enforcement
Frequency police officers patrol your neighborhood	66%	62%	4%	Public Safety Services
How quickly fire personnel respond to emergencies	84%	81%	3%	Public Safety Services
Adequacy of street lighting	51%	66%	-15%	Transportation Services

2021 Village of Pinehurst Community Survey
Executive Summary

How the Village Compares to Other Communities Regionally

Satisfaction ratings for the Village of Pinehurst **rated the same or above the Atlantic regional average in 42 of the 49 areas** that were assessed. The Village of Pinehurst rated significantly higher than this average (difference of 5% or more) in 38 of these areas. Listed below are the comparisons between the Village of Pinehurst and the average for the Atlantic Region:

Service	Pinehurst	Atlantic Region	Difference	Category
Quality of recreation indoor facilities	67%	28%	39%	Cultural and Recreational Services
As a place to retire	95%	61%	33%	Perceptions of the Community
Customer service provided by Village employees	86%	53%	33%	Major Categories of Community Services
Cleanliness of streets & other public areas	92%	64%	27%	Public Services
Landscaping in medians/other public areas	94%	67%	27%	Public Services
Quality of adult recreation programs	53%	27%	27%	Cultural and Recreational Services
Police services	94%	67%	26%	Major Categories of Community Services
Maintenance of main Village street thoroughfares	89%	63%	26%	Transportation Services
Efforts to prevent crimes	87%	62%	26%	Public Safety Services
Yard waste collection services	91%	65%	25%	Solid Waste Services
Maintenance/preservation of Downtown	91%	67%	24%	Public Services
Village communication with residents	82%	58%	24%	Major Categories of Community Services
Overall feeling of safety in Village	96%	73%	23%	Perceptions of the Community
In Village parks & recreation facilities	86%	64%	23%	Perceptions of Safety and Security
Quality of youth recreation programs	53%	31%	22%	Cultural and Recreational Services
Overall appearance of Village	94%	73%	22%	Perceptions of the Community
Overall image of Village	94%	75%	20%	Perceptions of the Community
Level of public involvement in local decisions	59%	40%	19%	Major Categories of Community Services
Quality of outdoor athletic fields & facilities	67%	48%	19%	Cultural and Recreational Services
As a place to live	95%	76%	19%	Perceptions of the Community
Enforcement of Village codes & ordinances	61%	43%	18%	Major Categories of Community Services
Quality of info about Village programs/services	75%	59%	15%	Communication
Curbside recycling services	86%	70%	15%	Solid Waste Services
Condition of walking/greenway trails	79%	64%	15%	Cultural and Recreational Services
Village website	69%	54%	15%	Communication
Street & right-of-way maintenance	72%	58%	14%	Major Categories of Community Services
Quality of leadership by elected officials	62%	50%	12%	Leadership
Solid waste services	90%	78%	12%	Major Categories of Community Services
Residential trash collection services	94%	82%	12%	Solid Waste Services
Efforts to keep you informed about local issues	73%	62%	11%	Communication
Walking alone in your neighborhood during the day	98%	89%	9%	Perceptions of Safety and Security
How quickly police respond to emergencies	88%	79%	9%	Public Safety Services
Maintenance of streets in your neighborhood	72%	63%	9%	Transportation Services
Winter weather response on Village streets	74%	66%	8%	Public Services
Enforcement of local traffic laws	73%	65%	8%	Public Safety Services
Village social media	59%	52%	7%	Communication
Enforcing sign regulations	61%	56%	5%	Code Enforcement
Enforcing mowing/cutting of weeds/grass	54%	49%	5%	Code Enforcement
Maintenance of street signs/pavement markings	79%	76%	3%	Transportation Services
Fire prevention & education programs	66%	63%	3%	Public Safety Services
Fire services	96%	95%	1%	Major Categories of Community Services
As a place to raise children	76%	76%	1%	Perceptions of the Community
Walking alone in your neighborhood after dark	77%	79%	-2%	Perceptions of Safety and Security
How quickly fire personnel respond to emergencies	84%	86%	-3%	Public Safety Services
Condition of existing walkways	61%	64%	-3%	Transportation Services
Frequency police officers patrol your neighborhood	66%	71%	-4%	Public Safety Services
Enforcing cleanup of litter & debris	59%	64%	-4%	Code Enforcement
Quality of stormwater runoff/management system	65%	72%	-7%	Public Services
Adequacy of street lighting	51%	73%	-21%	Transportation Services

2021 Village of Pinehurst Community Survey
Executive Summary

Short-Term Trend Analysis

From 2020 to 2021, satisfaction ratings have increased or stayed the same in 32 of the 89 areas that were assessed. There have been significant increases (5% or more) in satisfaction in 6 of these areas. The 32 areas that have increased or stayed the same since 2020 are listed below.

Service	2021	2020	Difference	Category
Code enforcement	56%	49%	7%	Village Services and Facilities
Village Hall reception desk	95%	90%	5%	Village Services and Facilities
Fire services	100%	95%	5%	Village Services and Facilities
Parks & recreation facilities	84%	79%	5%	Major Categories of Community Services
MYVOP service request system	85%	81%	5%	Village Services and Facilities
Customer service provided by Village employees	86%	82%	5%	Major Categories of Community Services
Given Memorial Library services	91%	88%	4%	Given Memorial Library
Given Memorial Library programs	91%	88%	3%	Given Memorial Library
Police services	94%	91%	3%	Major Categories of Community Services
Winter weather response on Village streets	74%	72%	2%	Public Services
Quality of recreation indoor facilities	67%	65%	2%	Cultural and Recreation Services
Availability of outdoor athletic fields/facilities	64%	62%	2%	Cultural and Recreation Services
Village sponsored cultural arts events	71%	69%	2%	Cultural and Recreation Services
Quality of stormwater runoff/management system	65%	63%	1%	Public Services
In Village parks & recreation facilities	86%	85%	1%	Perceptions of Safety and Security
Maintenance of main Village street thoroughfares	89%	88%	1%	Transportation Services
Police services	93%	92%	1%	Village Services and Facilities
Landscaping in medians/other public areas	94%	93%	1%	Public Services
In business areas of Village during the day	98%	97%	1%	Perceptions of Safety and Security
Condition of walking/greenway trails	79%	78%	1%	Cultural and Recreation Services
Recreation program registration	88%	87%	1%	Village Services and Facilities
Maintenance/preservation of Downtown	91%	91%	0%	Public Services
Range of amenities at parks & rec. facilities	61%	61%	0%	Cultural and Recreation Services
Fire services	96%	96%	0%	Major Categories of Community Services
Village communication with residents	82%	81%	0%	Major Categories of Community Services
Maintenance of street signs/pavement markings	79%	79%	0%	Transportation Services
Cleanliness of streets & other public areas	92%	92%	0%	Public Services
Solid waste services	90%	90%	0%	Major Categories of Community Services
Availability of recreation indoor facilities	61%	61%	0%	Cultural and Recreation Services
Walking alone in your neighborhood during the day	98%	98%	0%	Perceptions of Safety and Security
Ease of golf cart travel	58%	59%	0%	Transportation Services
Yard waste collection services	91%	91%	0%	Solid Waste Services

2021 Village of Pinehurst Community Survey
Executive Summary

Long-Term Trend Analysis

From 2013 to 2021, satisfaction ratings have increased or stayed the same in 66 of the 77 areas that were assessed. There have been significant increases (5% or more) in satisfaction in 28 of these areas. The 66 areas that have increased or stayed the same since 2013 are listed below.

Service	2021	2013	Difference	Category
Quality of recreation indoor facilities	67%	41%	26%	Cultural and Recreation Services
Availability of recreation indoor facilities	61%	35%	26%	Cultural and Recreation Services
Level of public involvement in local decisions	59%	40%	19%	Major Categories of Community Services
Quality of stormwater runoff/management system	65%	48%	17%	Public Services
Condition of existing walkways	61%	47%	14%	Transportation Services
Availability of walkways	47%	34%	13%	Transportation Services
Range of amenities at parks & rec. facilities	61%	50%	11%	Cultural and Recreation Services
Landscaping in medians/other public areas	94%	83%	11%	Public Services
Adequacy of street lighting	51%	42%	9%	Transportation Services
Availability of information about recreation programs	64%	55%	9%	Cultural and Recreation Services
Parks & recreation programs	81%	72%	9%	Major Categories of Community Services
Village sponsored cultural arts events	71%	63%	8%	Cultural and Recreation Services
In Village parks & recreation facilities	86%	80%	6%	Perceptions of Safety and Security
Opportunities to participate in local government	64%	58%	6%	Public Communication and Outreach
Code enforcement	56%	50%	6%	Village Services and Facilities
Fire services	100%	94%	6%	Village Services and Facilities
Customer service provided by Village employees	86%	80%	6%	Major Categories of Community Services
Police services	94%	88%	6%	Major Categories of Community Services
Parks & recreation facilities	84%	78%	6%	Major Categories of Community Services
Yard waste collection services	91%	85%	6%	Solid Waste Services
Planning & Inspections services	78%	72%	6%	Village Services and Facilities
Quality of info about Village programs/services	75%	69%	6%	Public Communication and Outreach
Effectiveness of appointed boards & commissions	58%	52%	5%	Leadership
Maintenance/preservation of Downtown	91%	86%	5%	Public Services
As a place to raise children	76%	71%	5%	Perceptions of the Community
Quality of Village parks	88%	83%	5%	Cultural and Recreation Services
Cleanliness of streets & other public areas	92%	87%	5%	Public Services
Village newsletter	81%	76%	5%	Public Communication and Outreach
Quality of youth recreation programs	53%	49%	4%	Cultural and Recreation Services
Efforts to keep you informed about local issues	73%	69%	4%	Public Communication and Outreach
Monthly Village e-News updates	66%	62%	4%	Public Communication and Outreach
Village Hall reception desk	95%	91%	4%	Village Services and Facilities
Police services	93%	89%	4%	Village Services and Facilities
Village communication with residents	82%	78%	4%	Major Categories of Community Services
Availability of walking/greenway trails	79%	76%	3%	Cultural and Recreation Services
Condition of walking/greenway trails	79%	76%	3%	Cultural and Recreation Services
Overall quality of life in Village	94%	91%	3%	Perceptions of the Community
Fire services	96%	93%	3%	Major Categories of Community Services
Walking alone in your neighborhood after dark	77%	74%	3%	Perceptions of Safety and Security
As a place to retire	95%	92%	3%	Perceptions of the Community
Quality of adult recreation programs	53%	51%	2%	Cultural and Recreation Services
Quality of leadership by elected officials	62%	60%	2%	Leadership
Effectiveness of Village Manager & appointed staff	69%	67%	2%	Leadership
Overall appearance of Village	94%	92%	2%	Perceptions of the Community
Enforcement of Village codes & ordinances	61%	59%	2%	Major Categories of Community Services
Number of Village parks	84%	82%	2%	Cultural and Recreation Services
How quickly police respond to emergencies	88%	86%	2%	Public Safety Services
How quickly fire personnel respond to emergencies	84%	82%	2%	Public Safety Services
Overall image of Village	94%	93%	1%	Perceptions of the Community
Progress toward strategic vision & mission	50%	49%	1%	Public Communication and Outreach
Village website (vopnc.org)	69%	68%	1%	Public Communication and Outreach
Street & right-of-way maintenance	72%	71%	1%	Major Categories of Community Services
Prohibiting oversized vehicles in residential neighborhoods	56%	55%	1%	Code Enforcement
As a place to live	95%	94%	1%	Perceptions of the Community
Walking alone in your neighborhood during the day	98%	97%	1%	Perceptions of Safety and Security
Enforcing mowing/cutting of weeds/grass on private property	54%	53%	1%	Code Enforcement
Recreation program registration	88%	87%	1%	Village Services and Facilities
Solid waste services	90%	89%	1%	Major Categories of Community Services
In business areas of Village during the day	98%	97%	1%	Perceptions of Safety and Security
Availability of outdoor athletic fields/facilities	64%	63%	1%	Cultural and Recreation Services
In business areas of Village after dark	80%	80%	0%	Perceptions of Safety and Security
Enforcing cleanup of litter & debris on private property	59%	59%	0%	Code Enforcement
Overall feeling of safety in Village	96%	96%	0%	Perceptions of the Community
Residential trash collection services	94%	94%	0%	Solid Waste Services
Maintenance of main Village street thoroughfares	89%	89%	0%	Transportation Services
Maintenance of streets in your neighborhood	72%	72%	0%	Transportation Services

2021 Village of Pinehurst Community Survey
Executive Summary

Investment Priorities

Recommended Priorities for the Next Two Years. In order to help the Village identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each Village service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with Village services over the next two years. If the Village wants to improve its overall satisfaction rating, they should prioritize investments in services with the highest Importance-Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in Section 3 of this report.

Overall Priorities for the Village by Major Category. This analysis reviewed the importance of and satisfaction with major categories of Village services. This analysis was conducted to help set the overall priorities for the Village. Based on the results of this analysis, the major services that are recommended as the top priorities for investment over the next two years in order to raise the Village's overall satisfaction rating are listed below:

- Village efforts at maintaining the quality of neighborhoods (I-S Rating = 0.1381)
- Enforcement of Village codes and ordinances (I-S Rating = 0.1257)

The table below shows the Importance-Satisfaction rating for all 12 major categories of Village services that were rated.

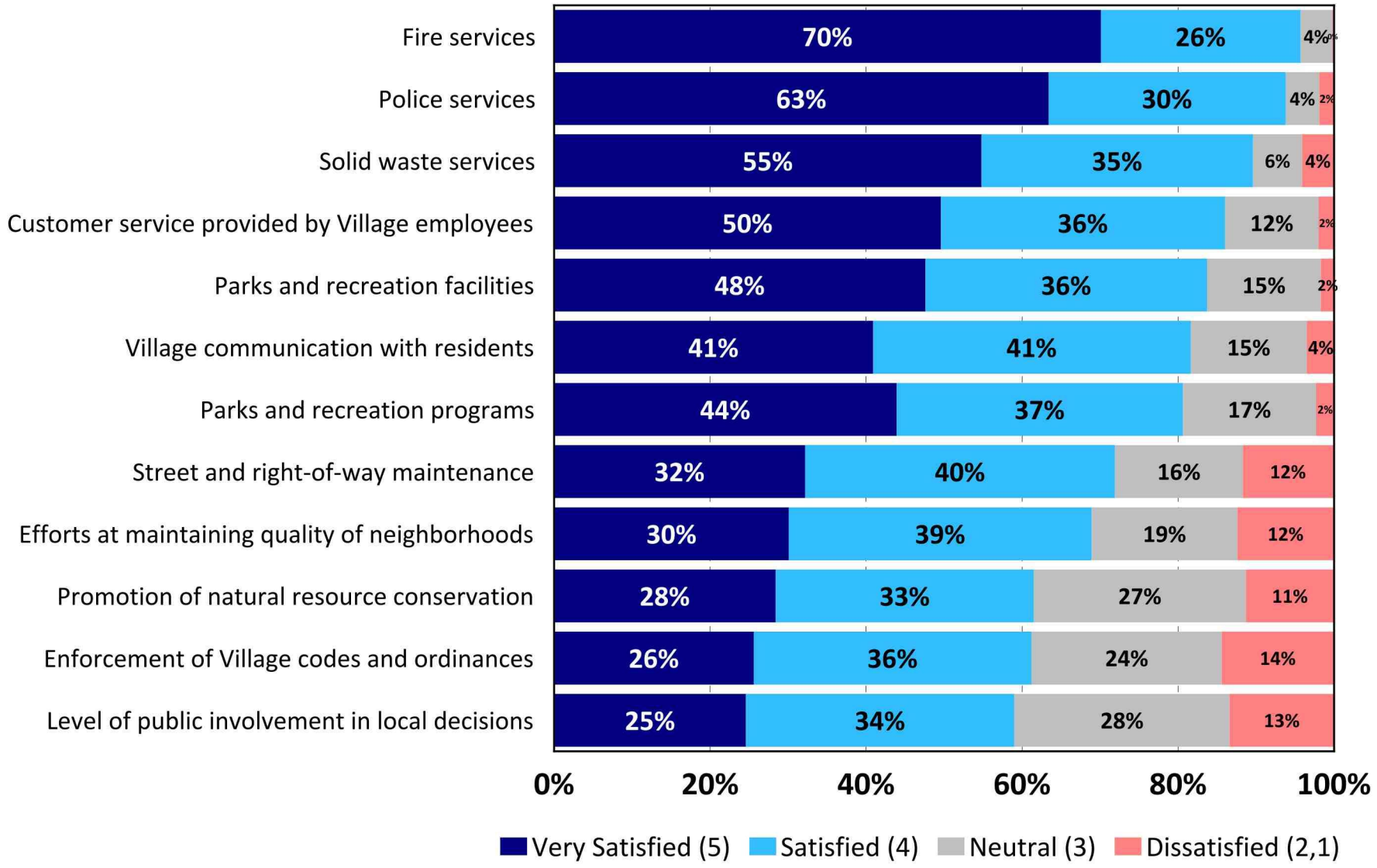
2021 Importance-Satisfaction Rating
Village of Pinehurst, North Carolina
Overall Satisfaction with Village Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Efforts at maintaining quality of neighborhoods	44%	1	69%	9	0.1381	1
Enforcement of Village codes and ordinances	32%	4	61%	11	0.1257	2
Medium Priority (IS <.10)						
Level of public involvement in local decisions	24%	5	59%	12	0.0996	3
Street and right-of-way maintenance	34%	2	72%	8	0.0958	4
Promotion of natural resource conservation	22%	6	62%	10	0.0832	5
Village communication with residents	14%	9	82%	6	0.0261	6
Parks and recreation programs	13%	10	81%	7	0.0246	7
Police services	34%	3	94%	2	0.0208	8
Parks and recreation facilities	10%	11	84%	5	0.0158	9
Solid waste services	15%	8	90%	3	0.0158	10
Fire services	18%	7	96%	1	0.0076	11
Customer service provided by Village employees	5%	12	86%	4	0.0064	12

1 Charts and Graphs:

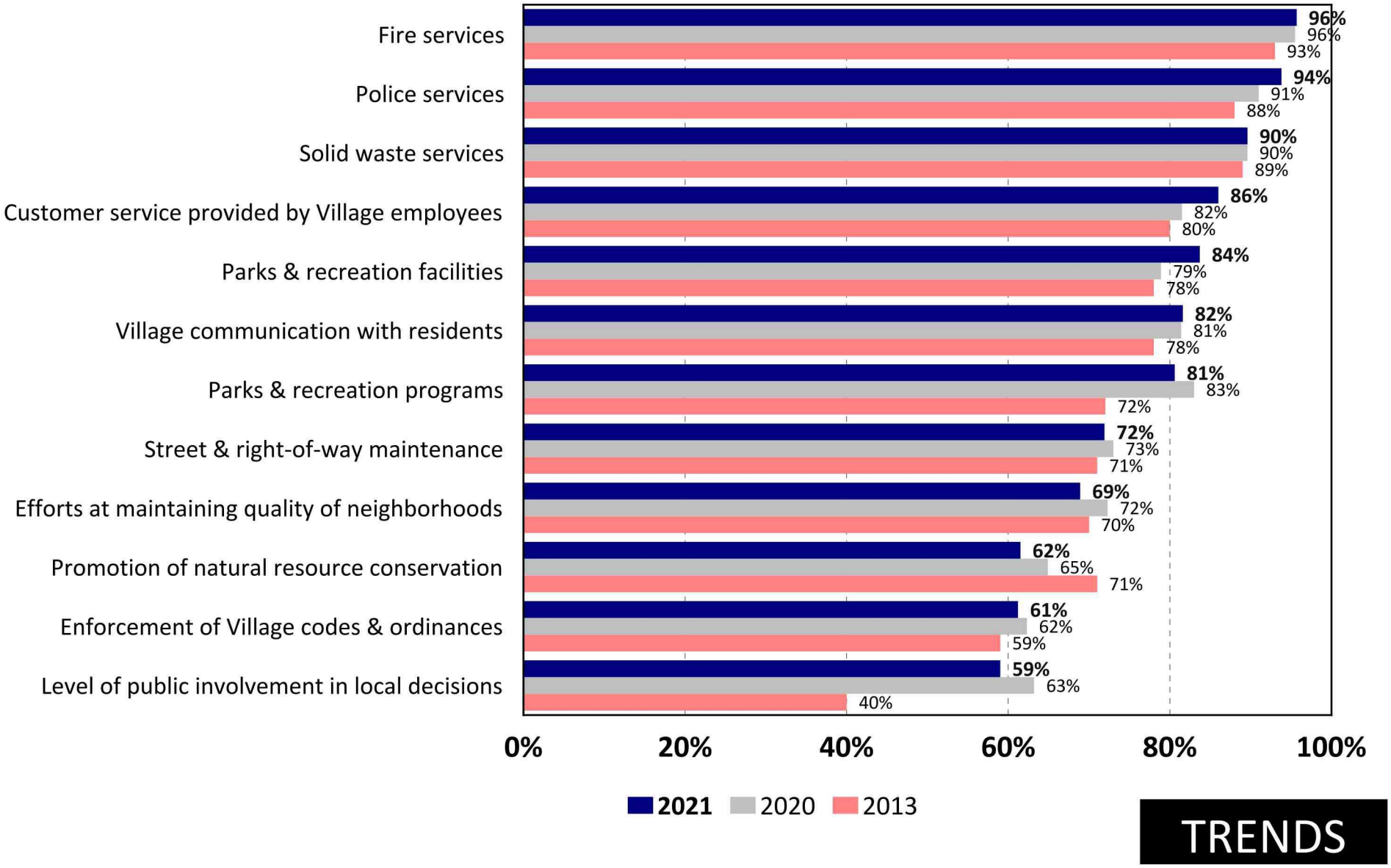
Q1. Overall Satisfaction with Village of Pinehurst Services by Major Category

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q1. Overall Satisfaction with Village of Pinehurst Services by Major Category - *2021, 2020 & 2013*

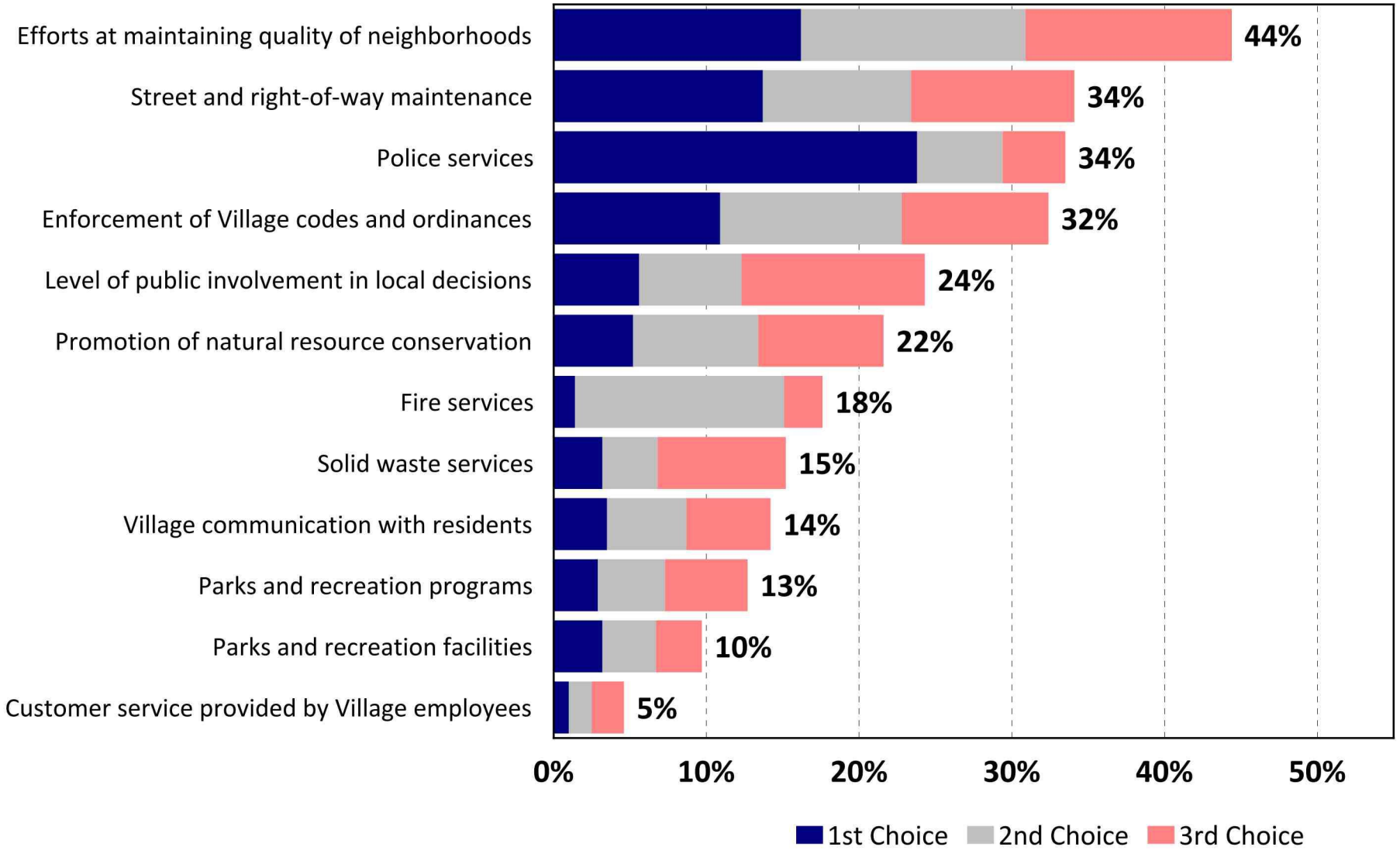
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

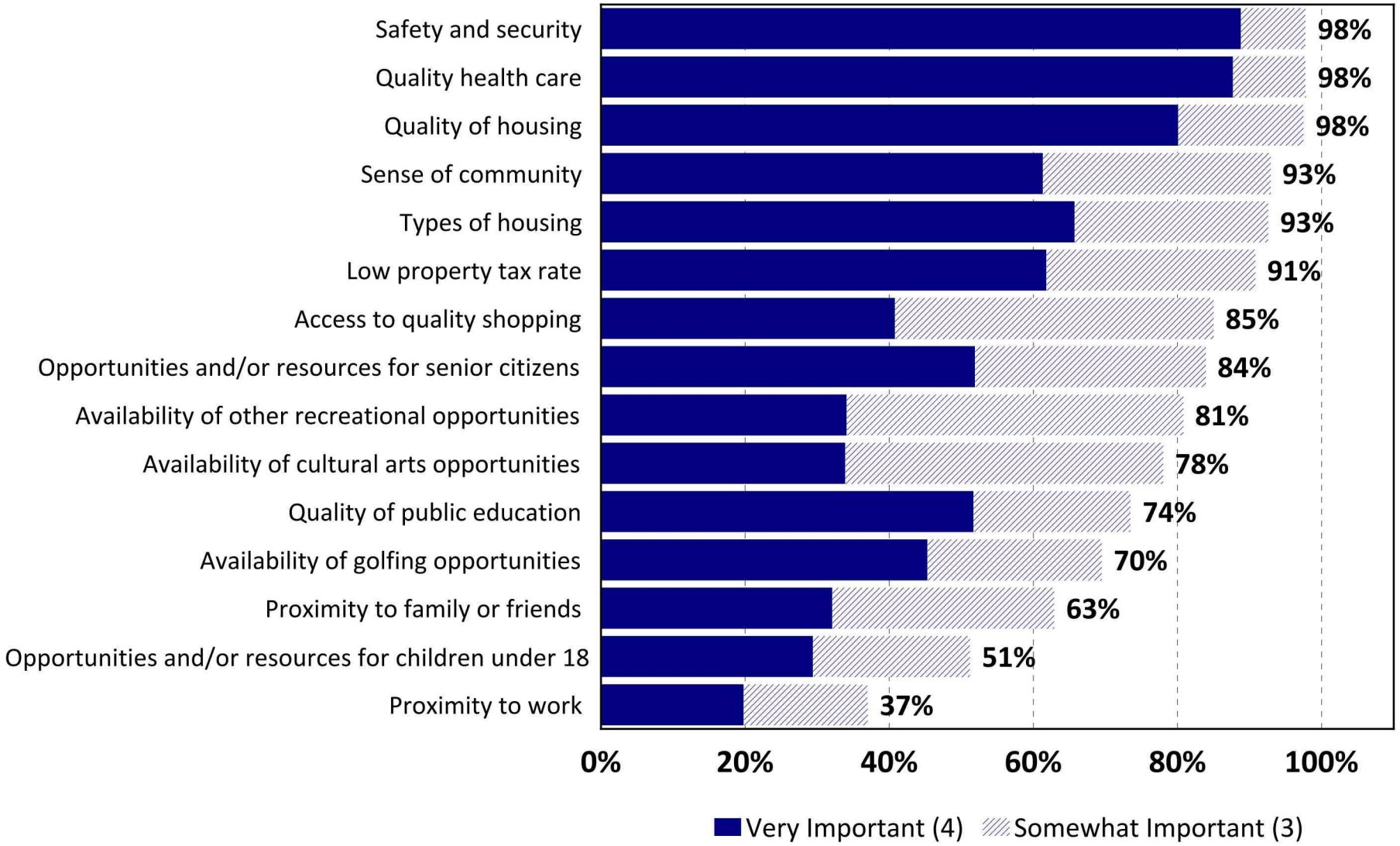
Q2. Village Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



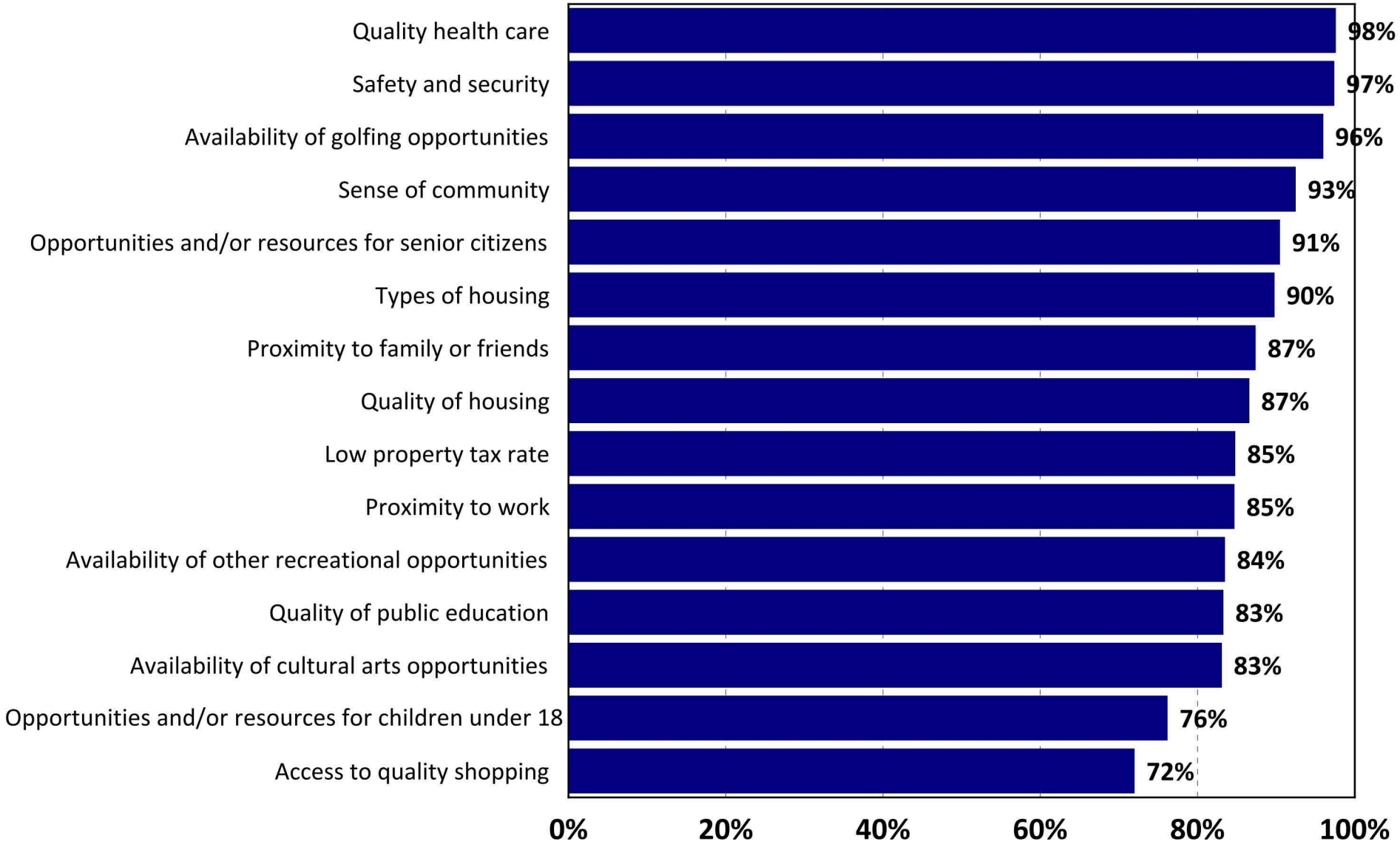
Q3a. Level of Importance of Various Reasons for Choosing to Live in Pinehurst

by percentage of respondents who rated the item as a 1 to 4 on a 4-point scale

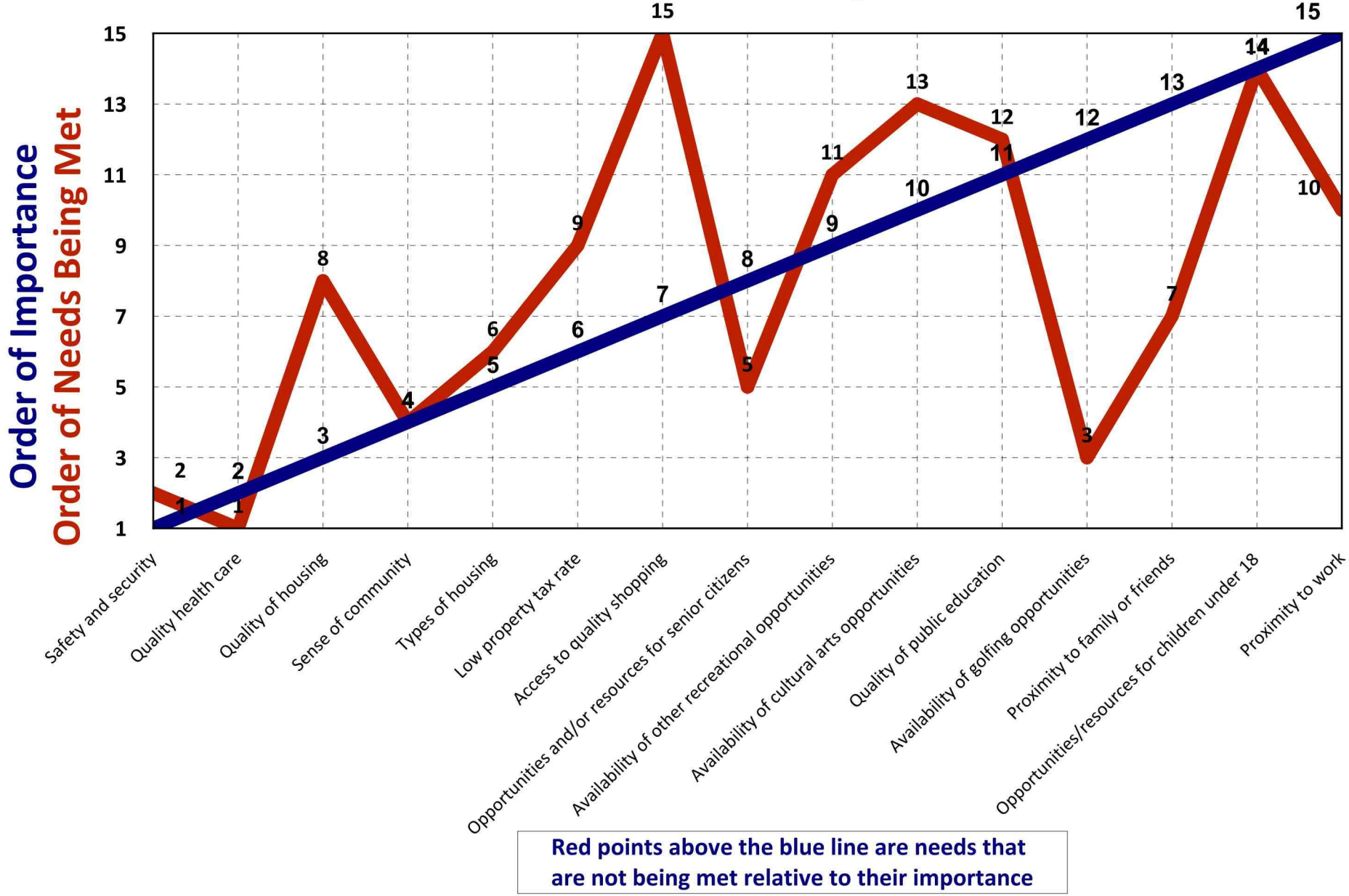


Q3b. Are your needs being met in Pinehurst?

by percentage of respondents who answered "yes"

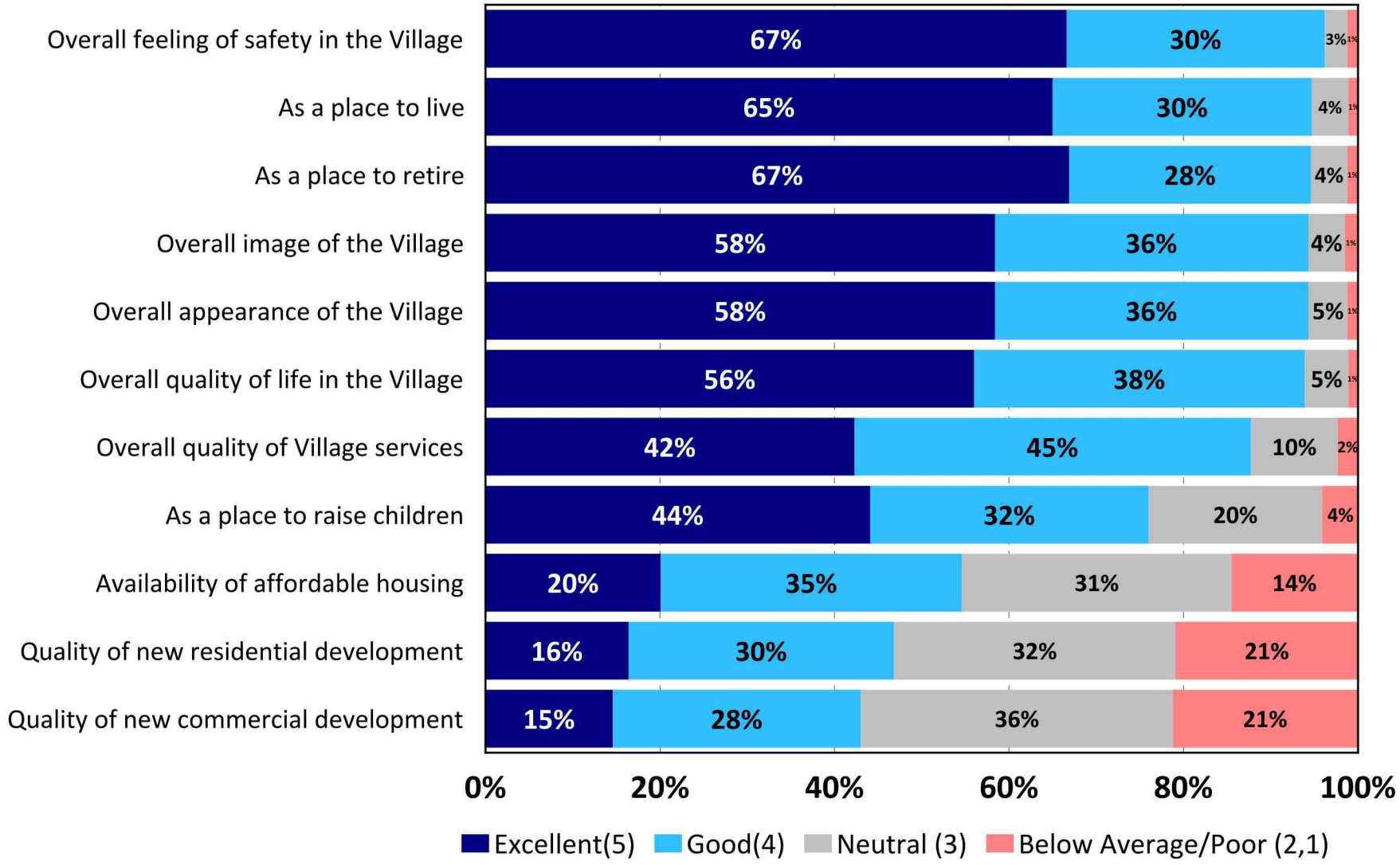


The Importance of Various Reasons for Choosing to Live in Pinehurst vs. Needs Being Met in Pinehurst



Q4. Perception Residents Have of Pinehurst as a Community

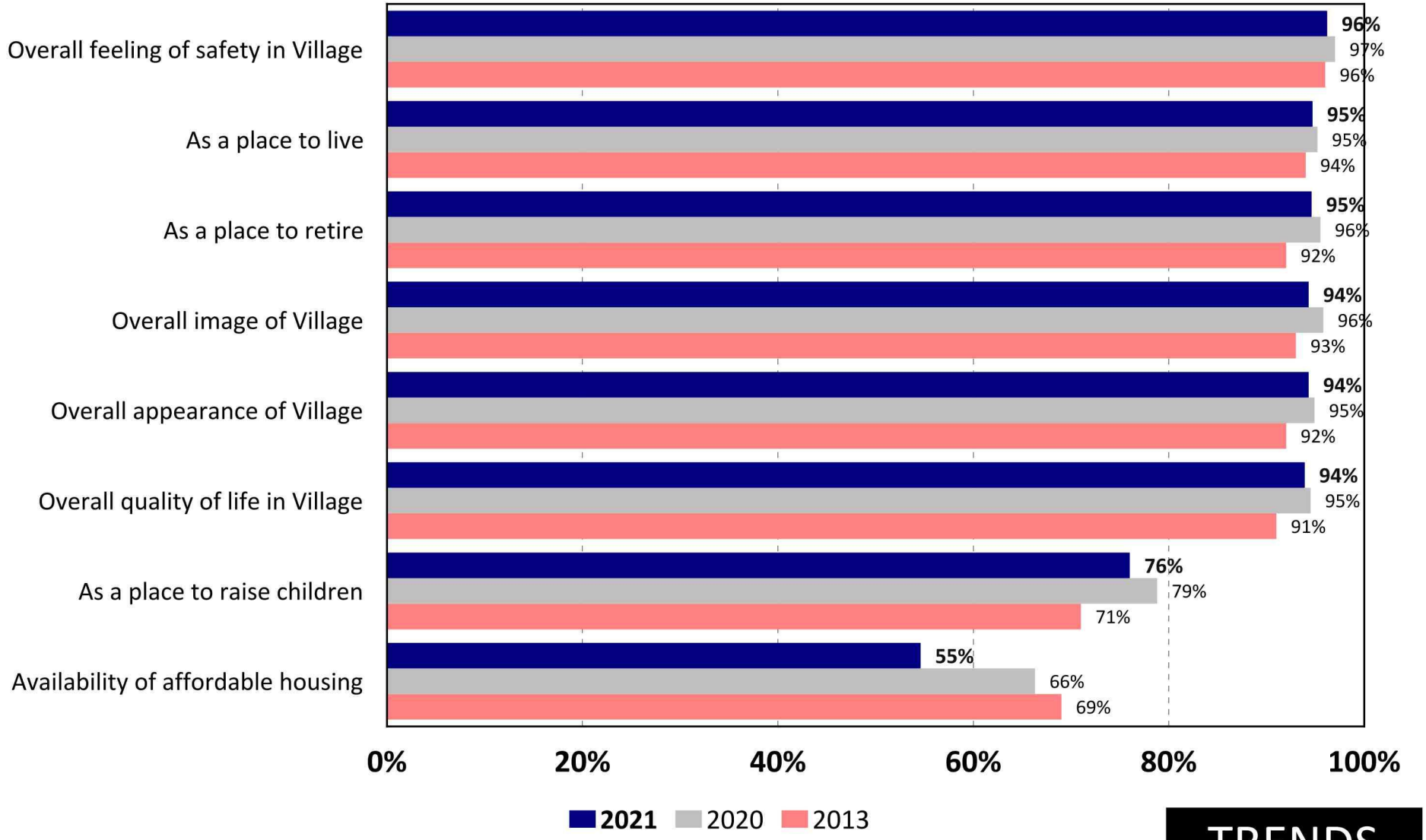
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q4. Perception Residents Have of Pinehurst as a Community

2021, 2020 & 2013

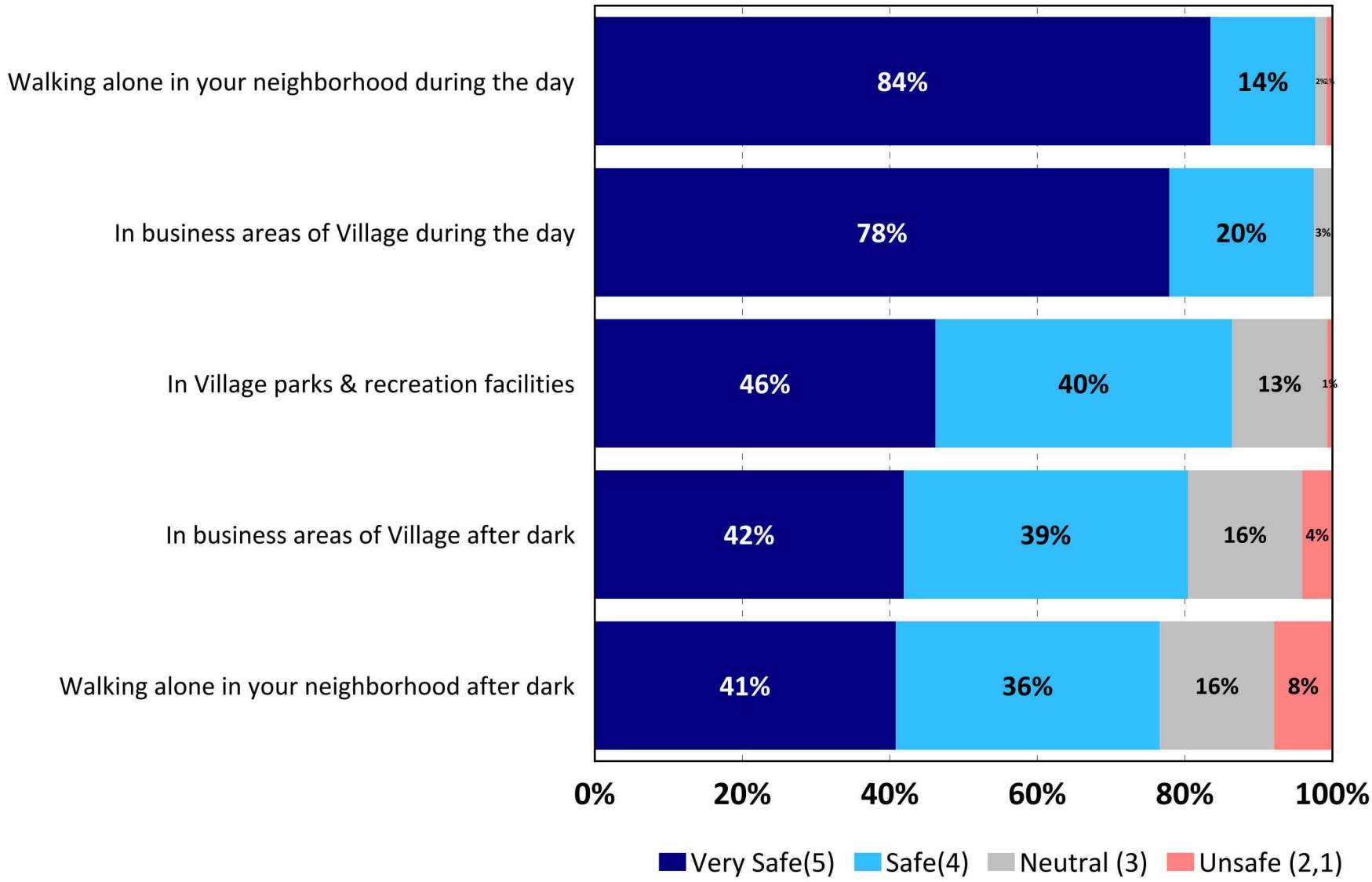
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

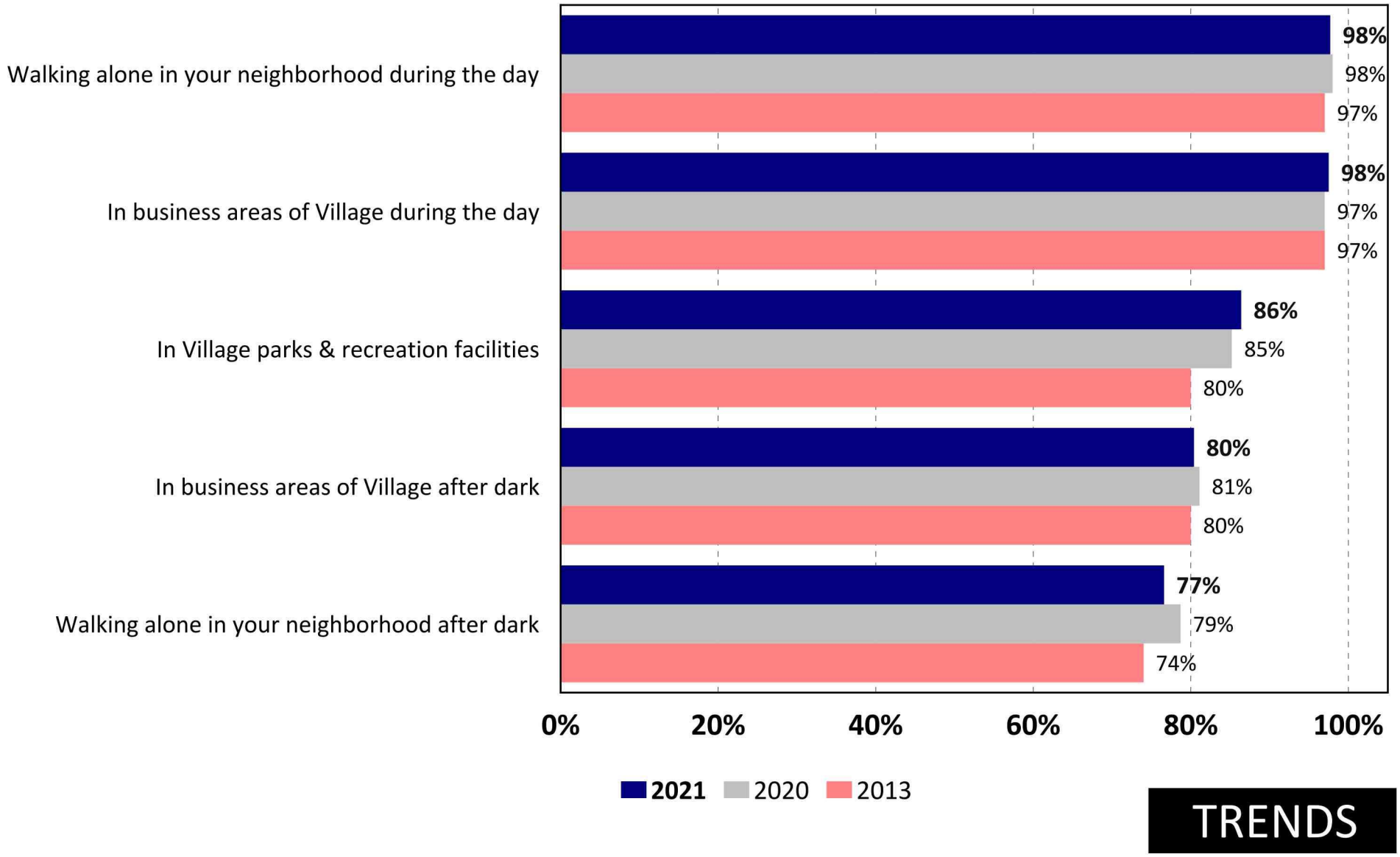
Q5. Perceptions of Safety and Security in Pinehurst

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q5. Perceptions of Safety and Security in Pinehurst
2021, 2020 & 2013

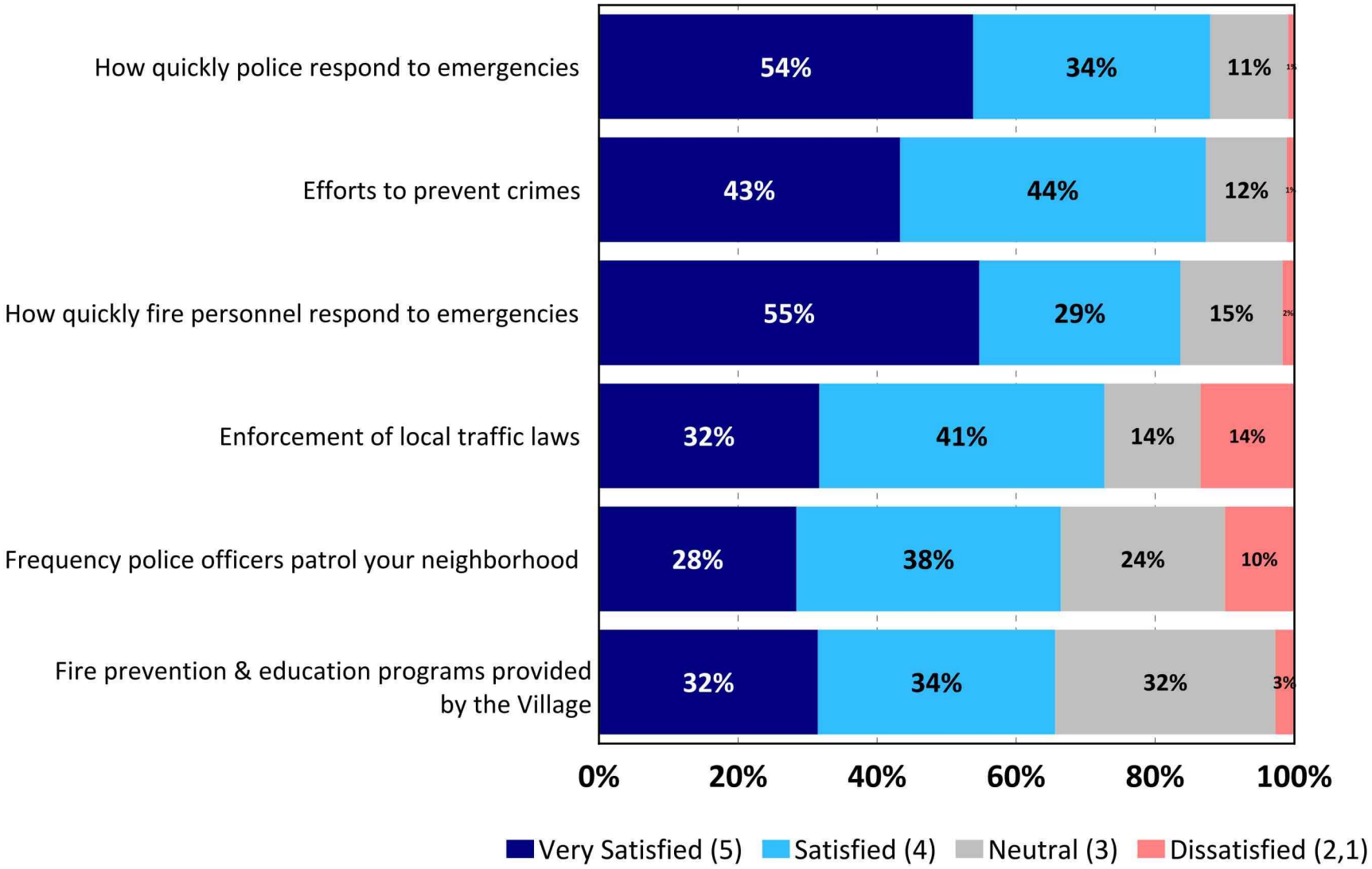
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

Q6. Satisfaction with Public Safety

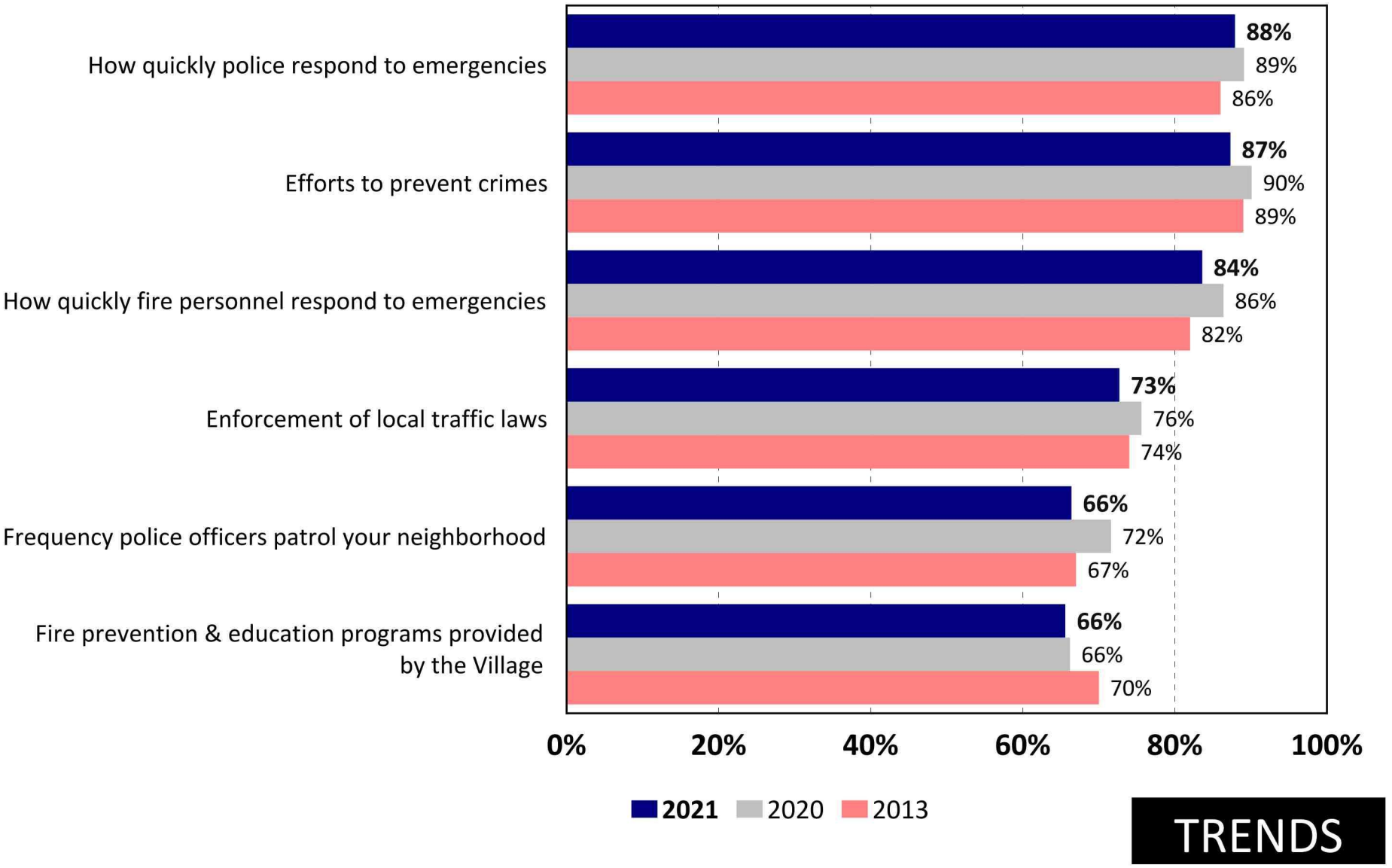
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q6. Satisfaction with Public Safety

2021, 2020 & 2013

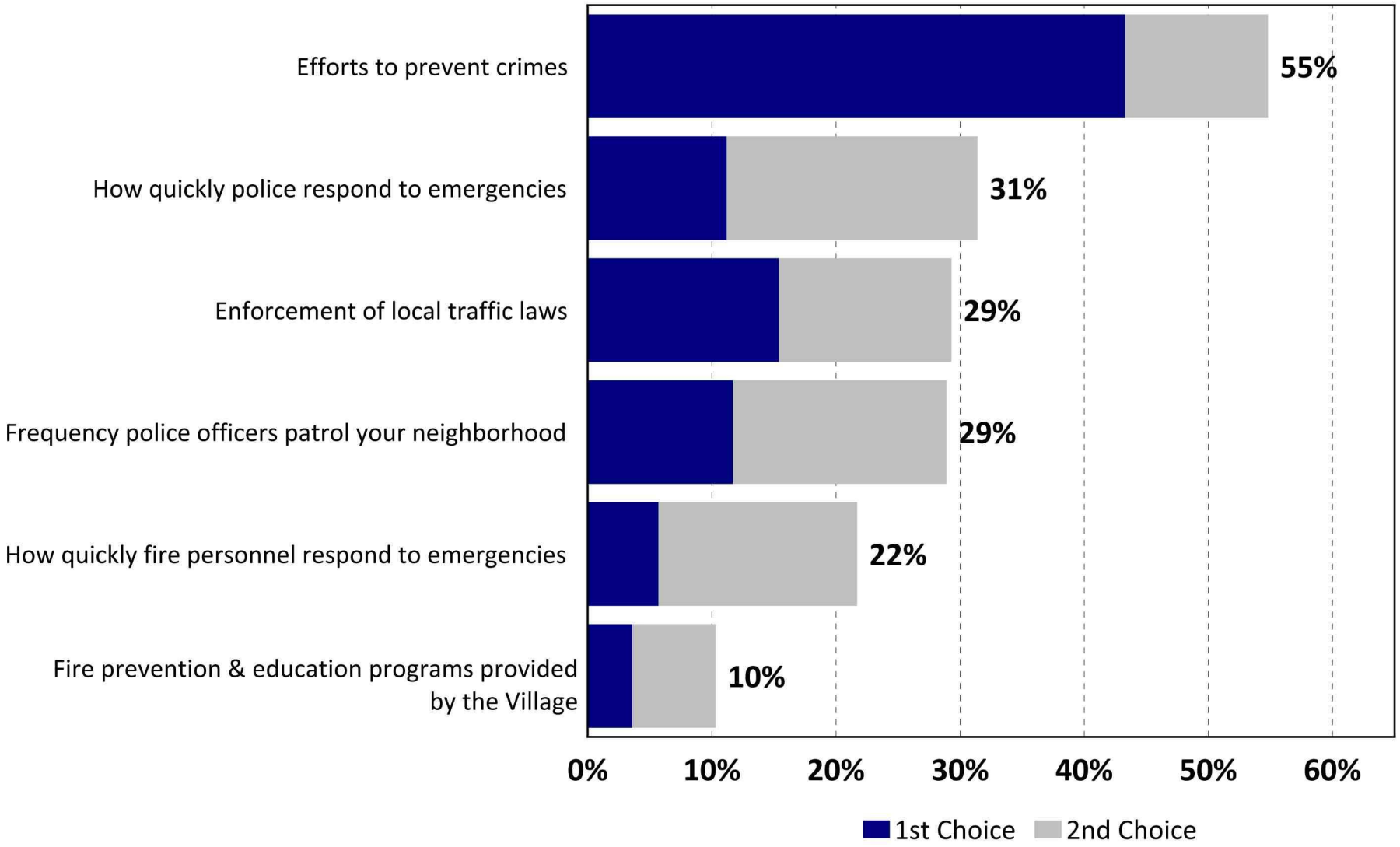
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

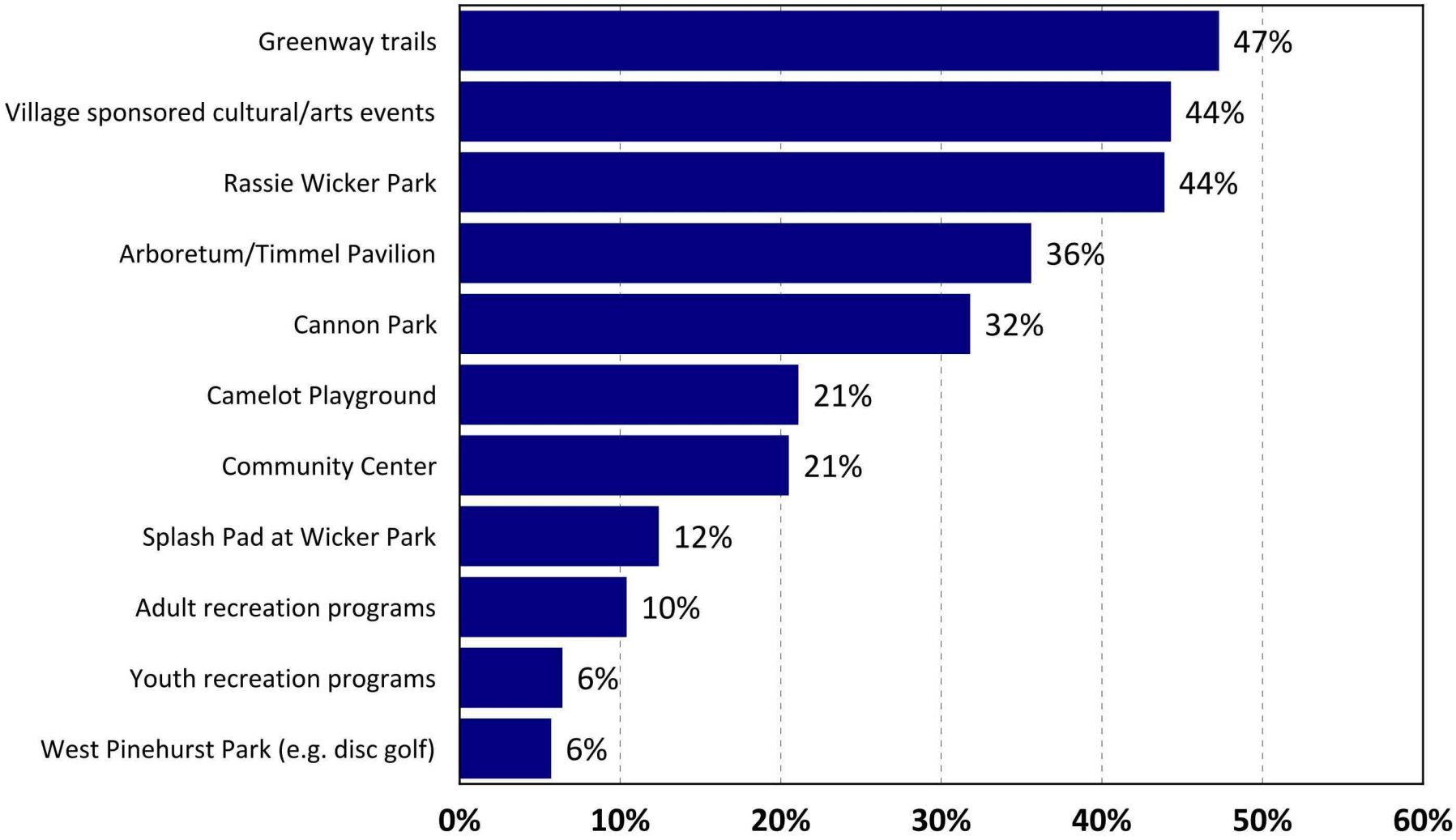
Q7. Public Safety Services That should Receive the Most Emphasis Over the Next TWO Years

by percentage of respondents who selected the item as one of their top two choices



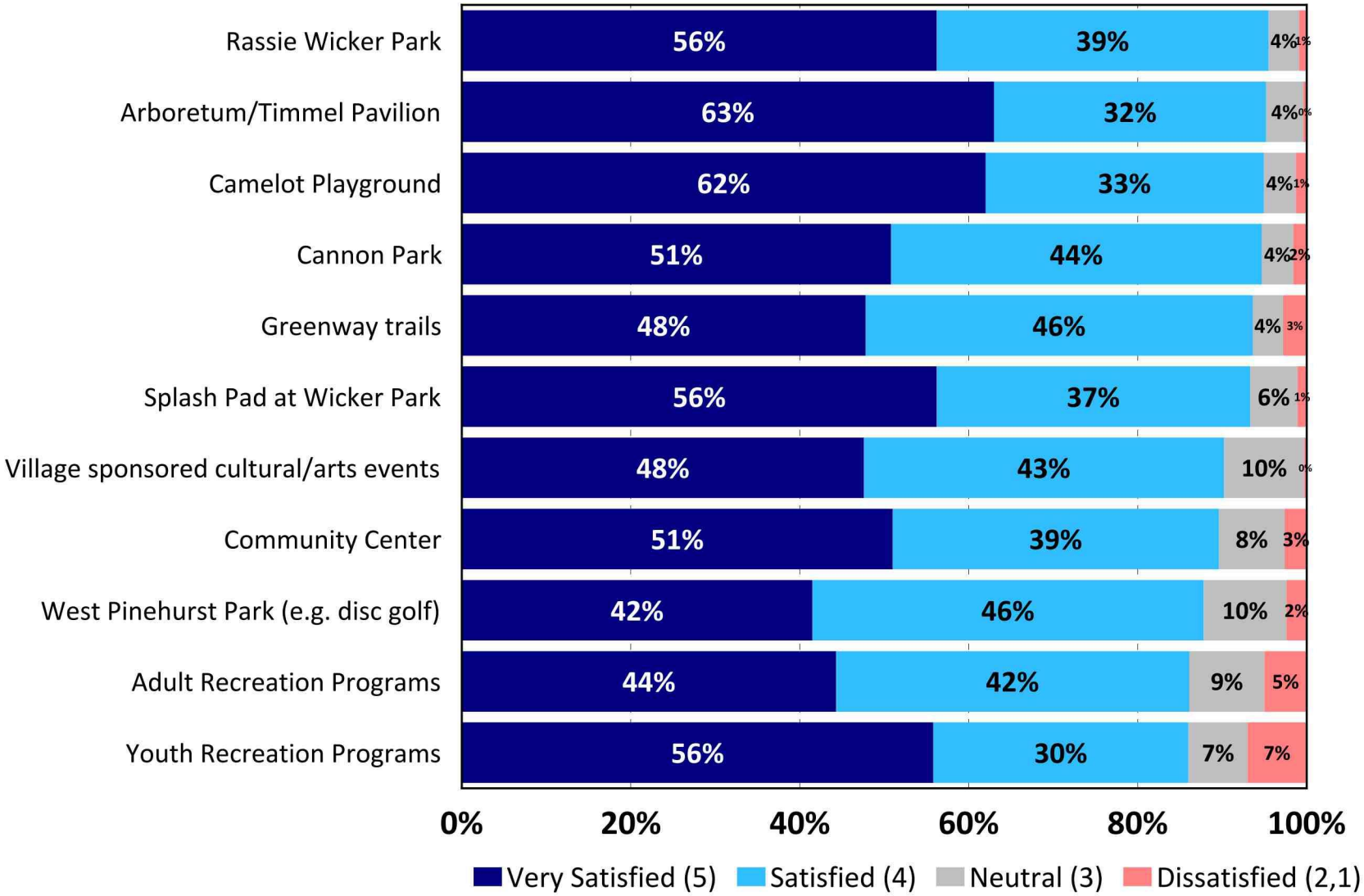
Q8[1]. Village of Pinehurst Parks and Recreation Programs and Facilities Residents Have Used During the Past Year

by percentage of respondents (multiple selections could be made)



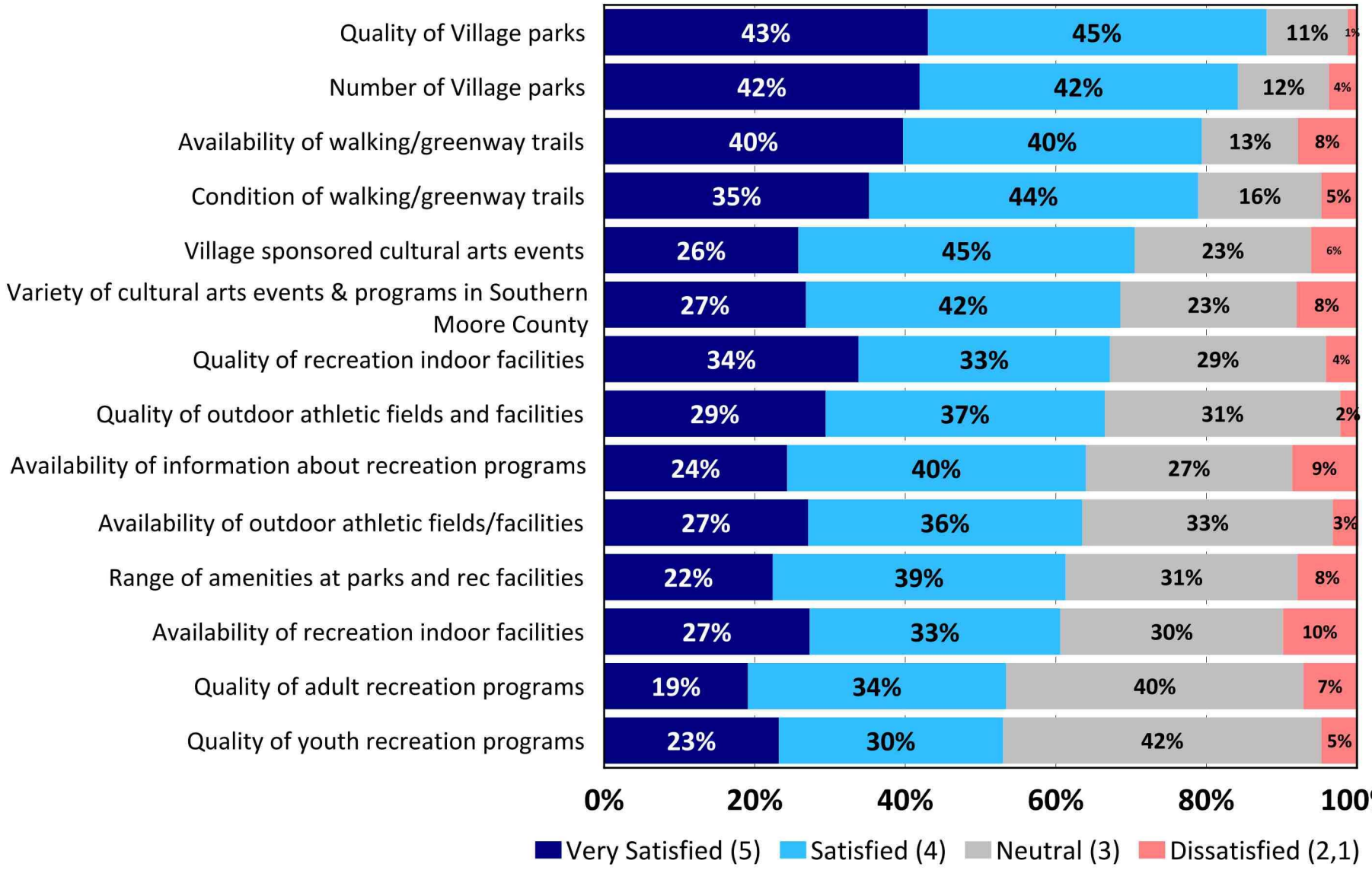
Q8[2]. Satisfaction with Village of Pinehurst Parks and Recreation Programs and Facilities

by percentage of respondents who used programs and facilities during the past year and rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



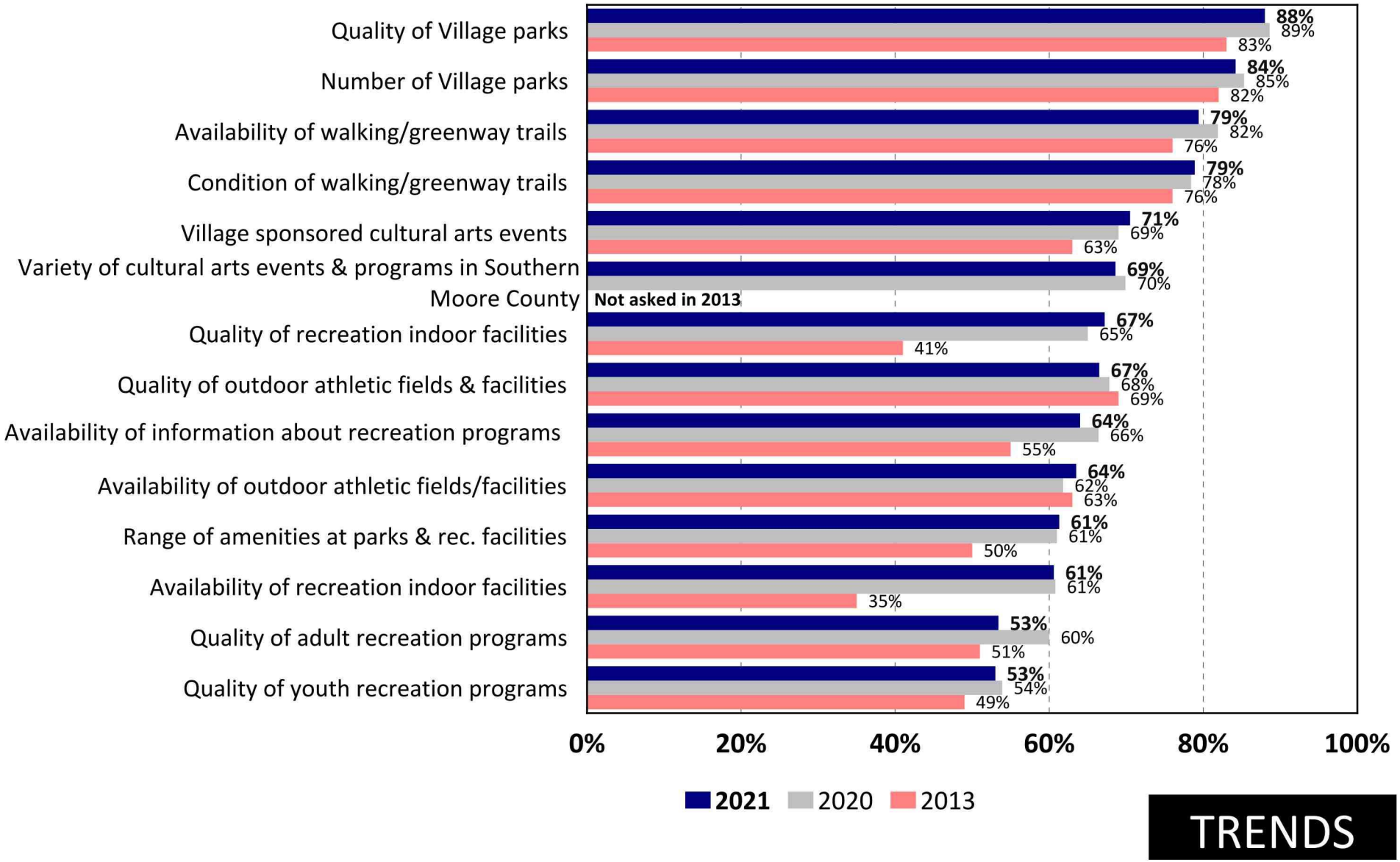
Q9. Satisfaction with Cultural and Recreation Services

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q9. Satisfaction with Cultural and Recreation Services
2021, 2020 & 2013

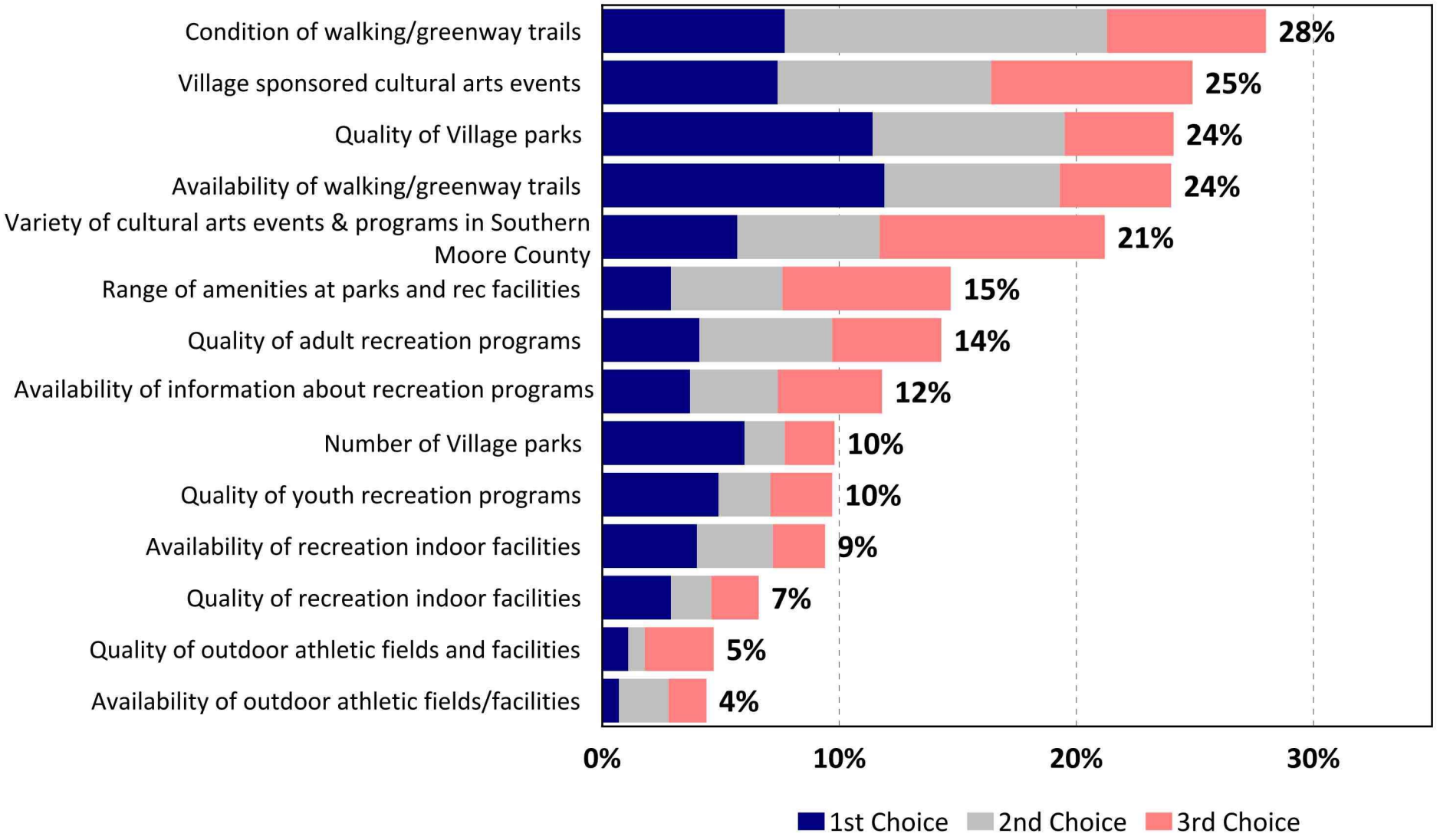
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

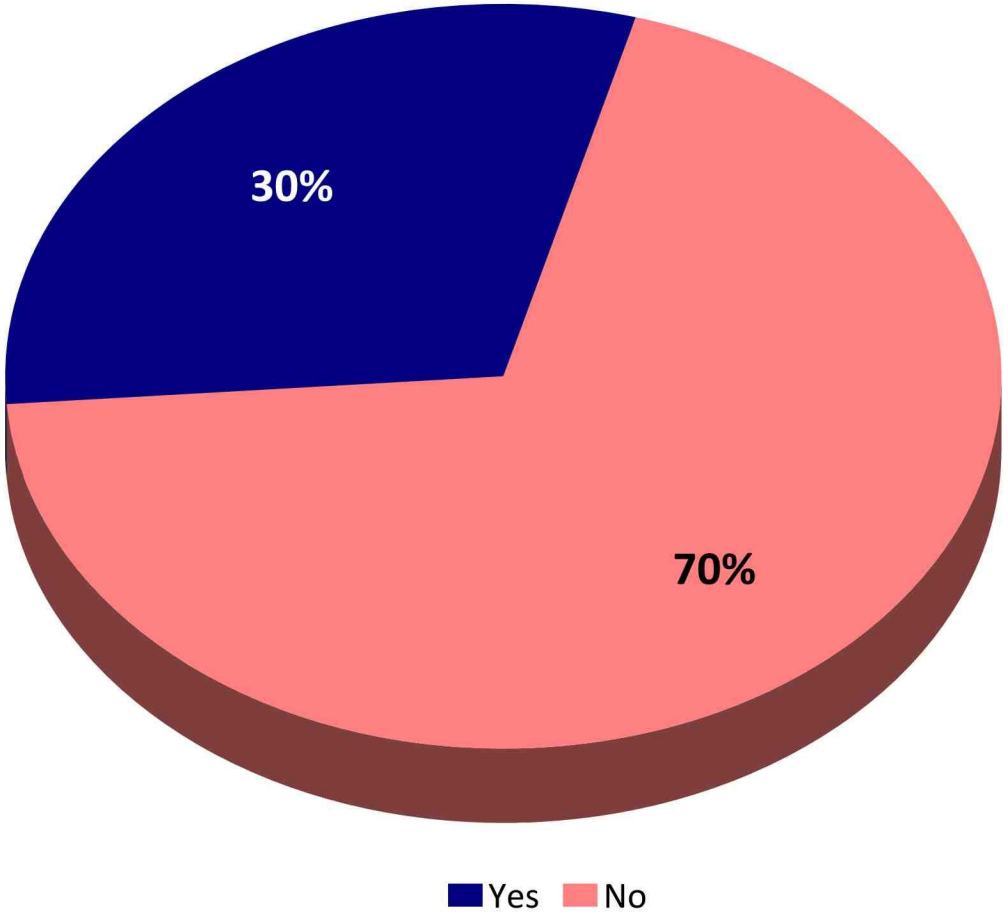
Q10. Cultural and Recreation Services That Should Receive the Most Emphasis Over the Next TWO Years

by percentage of respondents who selected the item as one of their top three choices



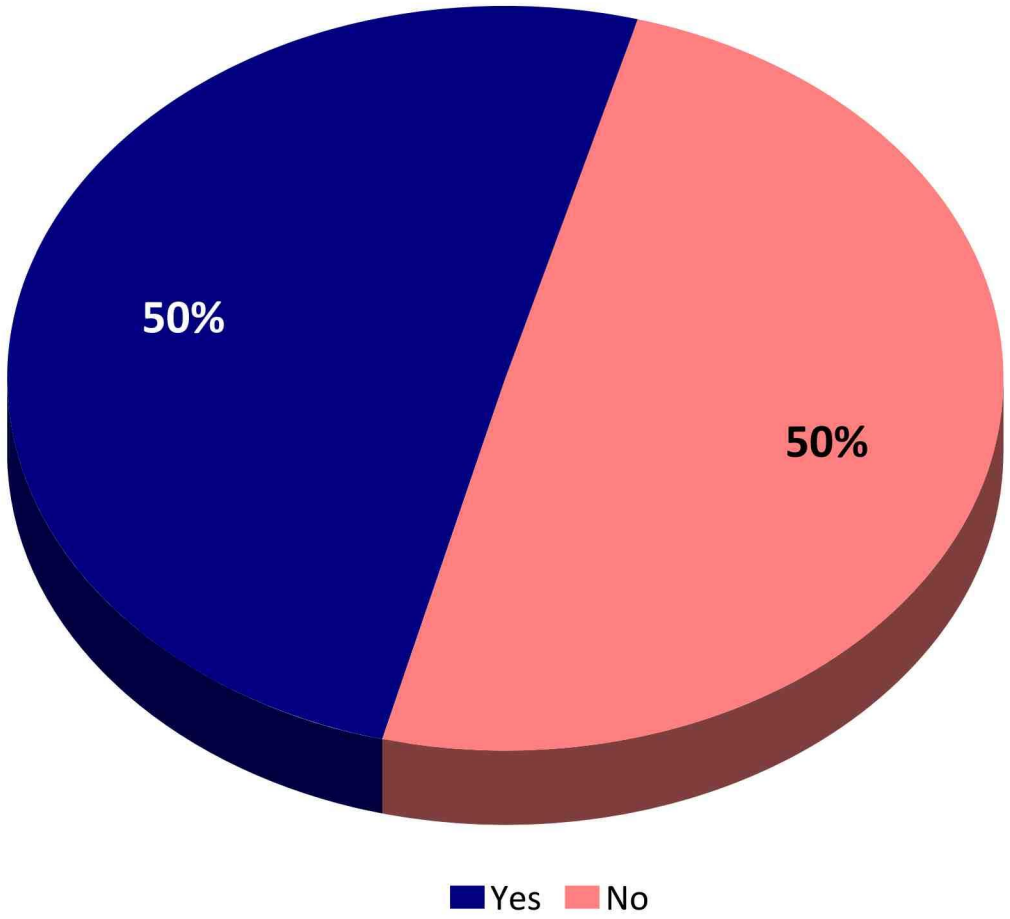
Q11. Do you shop regularly in the Village Center (downtown)?

by percentage of respondents (excluding "not provided")



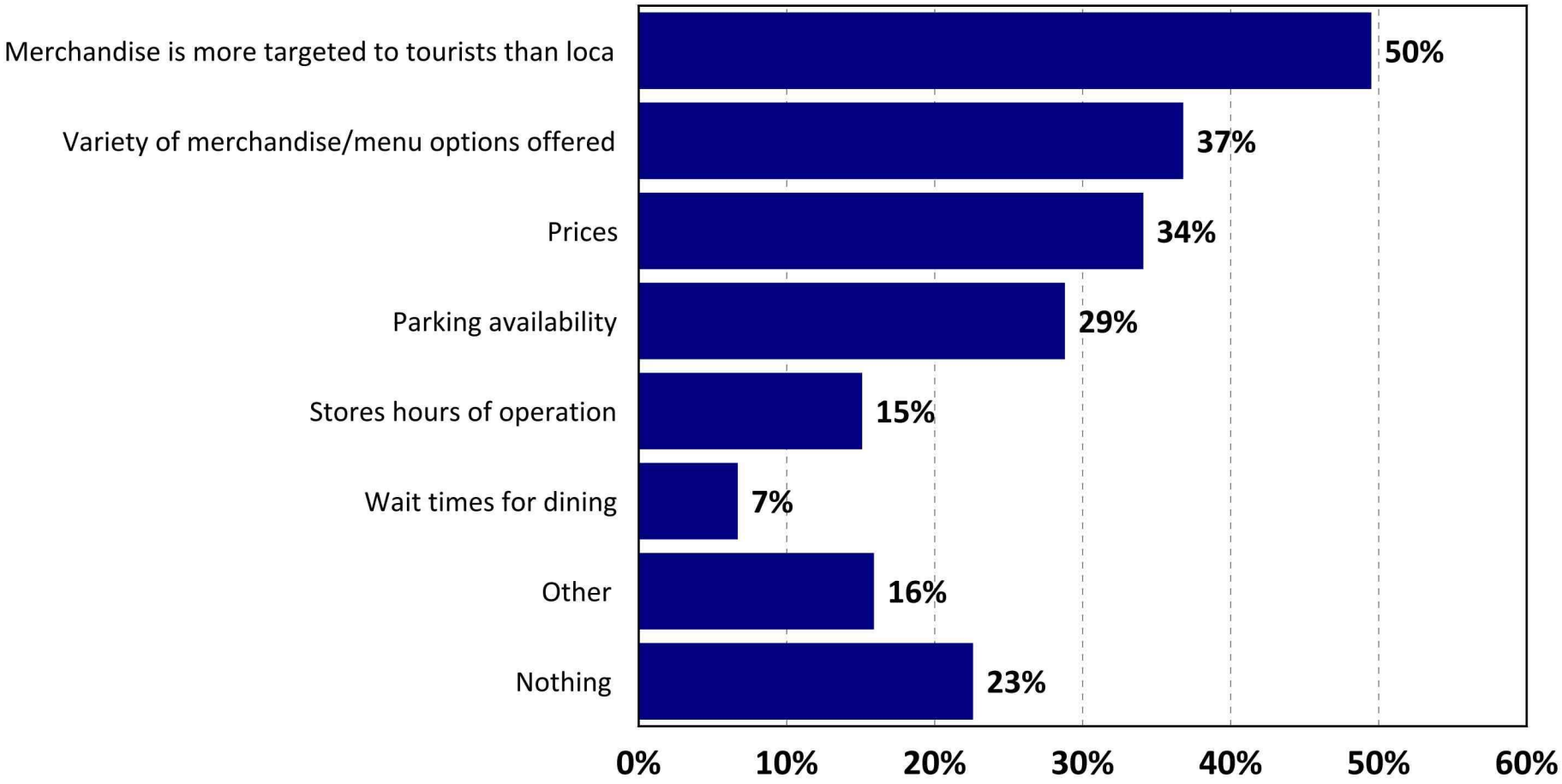
Q12. Do you dine regularly in the Village Center (downtown)?

by percentage of respondents (excluding "not provided")



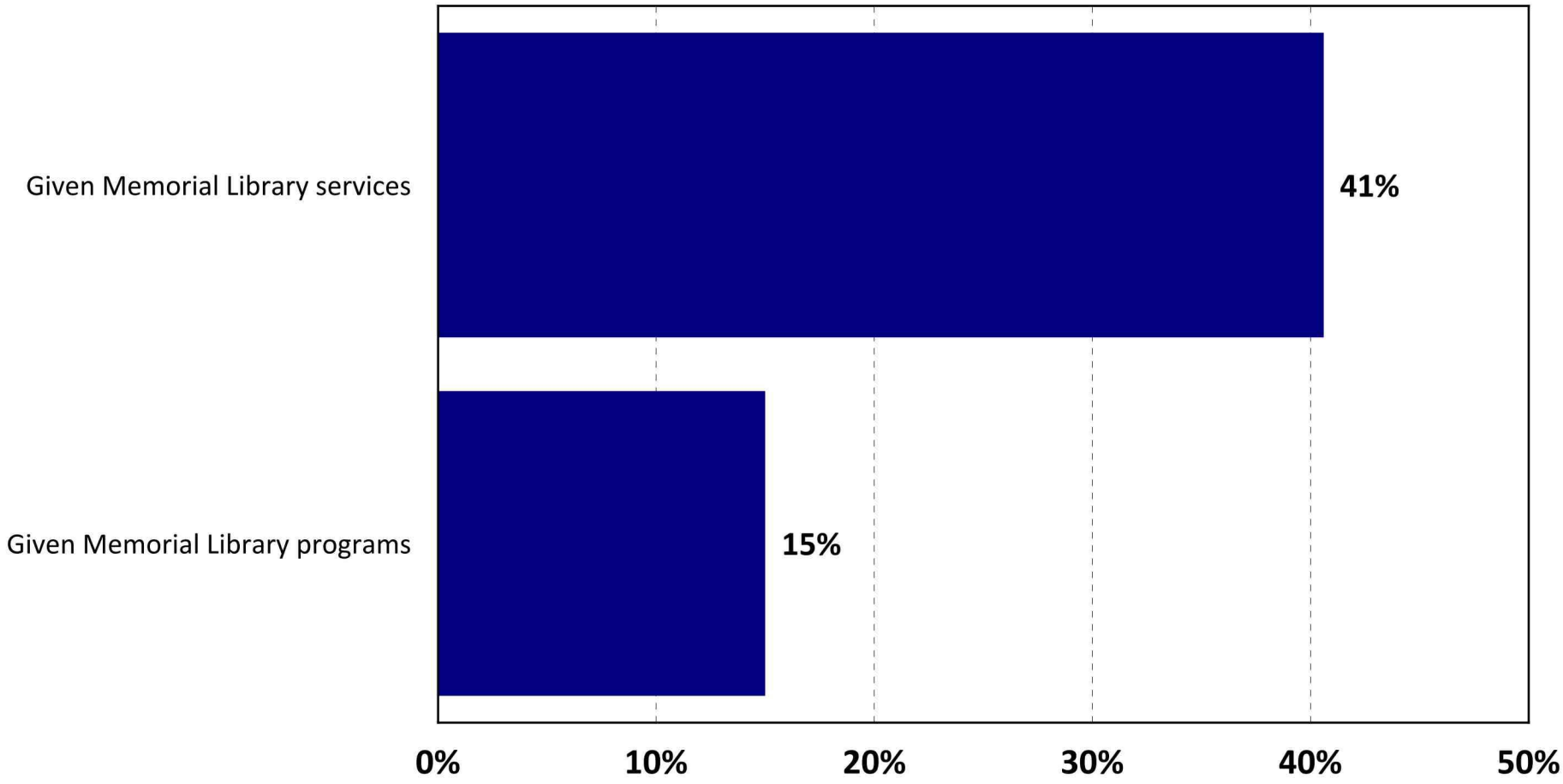
Q13. Reasons That Prevent Respondents From Shopping/ Dining Regularly in the Village Center (Downtown) More Often

by percentage of respondents (multple selections could be made)



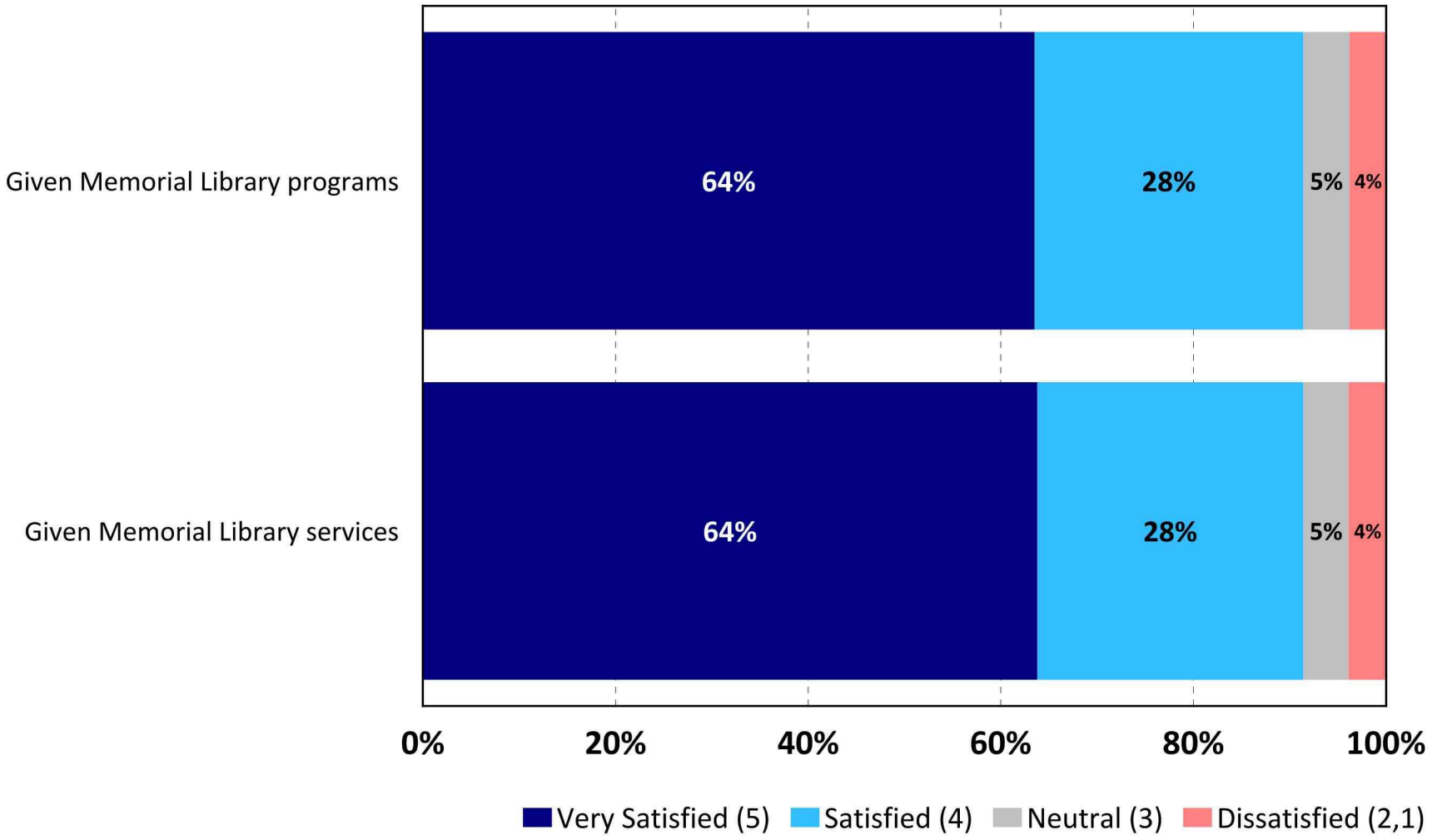
Q14. Have you used these Given Memorial Library services during the past year?

by percentage of respondents who answered "yes"



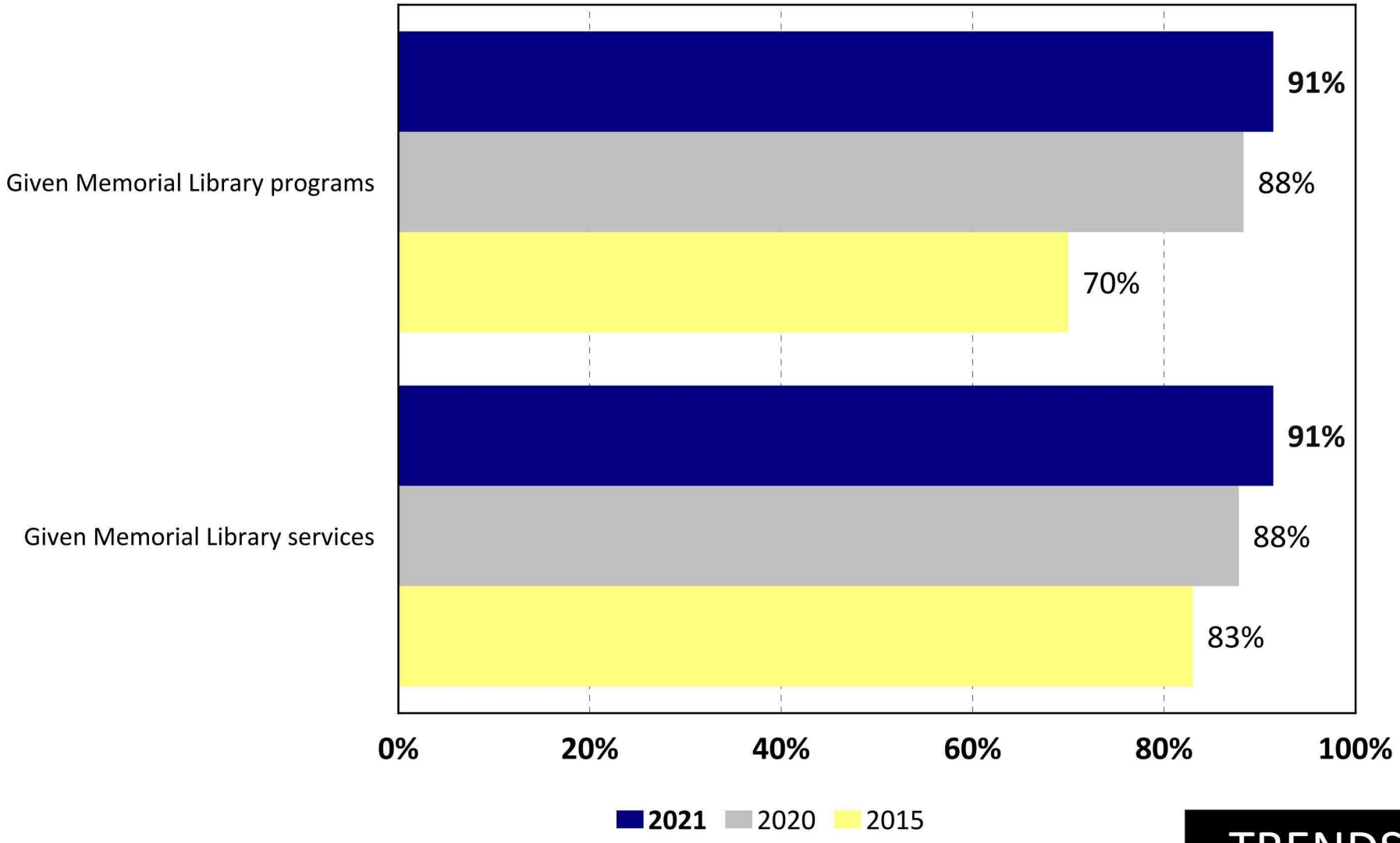
Q14a. Satisfaction with Given Memorial Library Services

by percentage of respondents who used Givens Memorial Library Services and rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q14. Satisfaction with Given Memorial Library
2021, 2020 & 2015

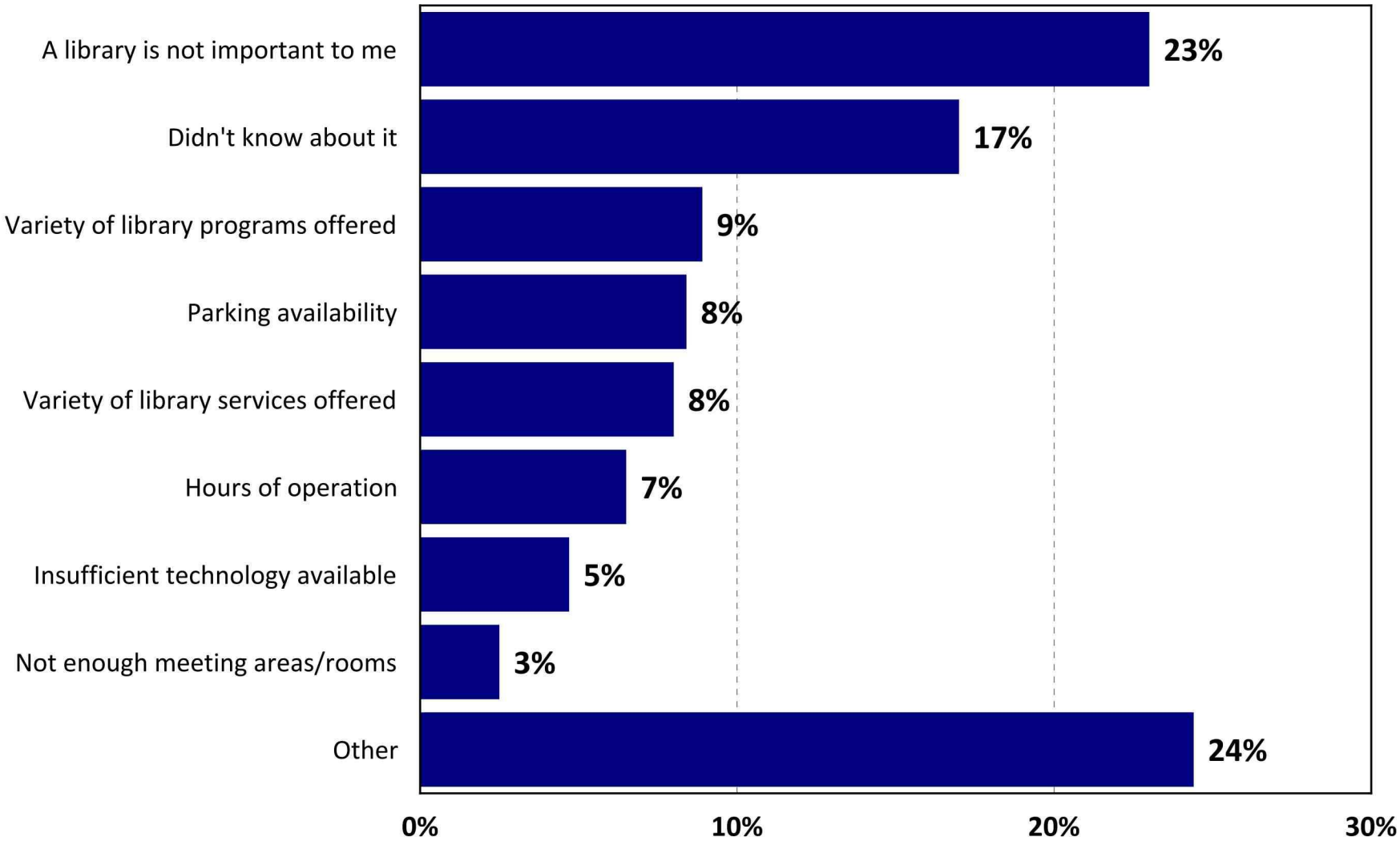
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

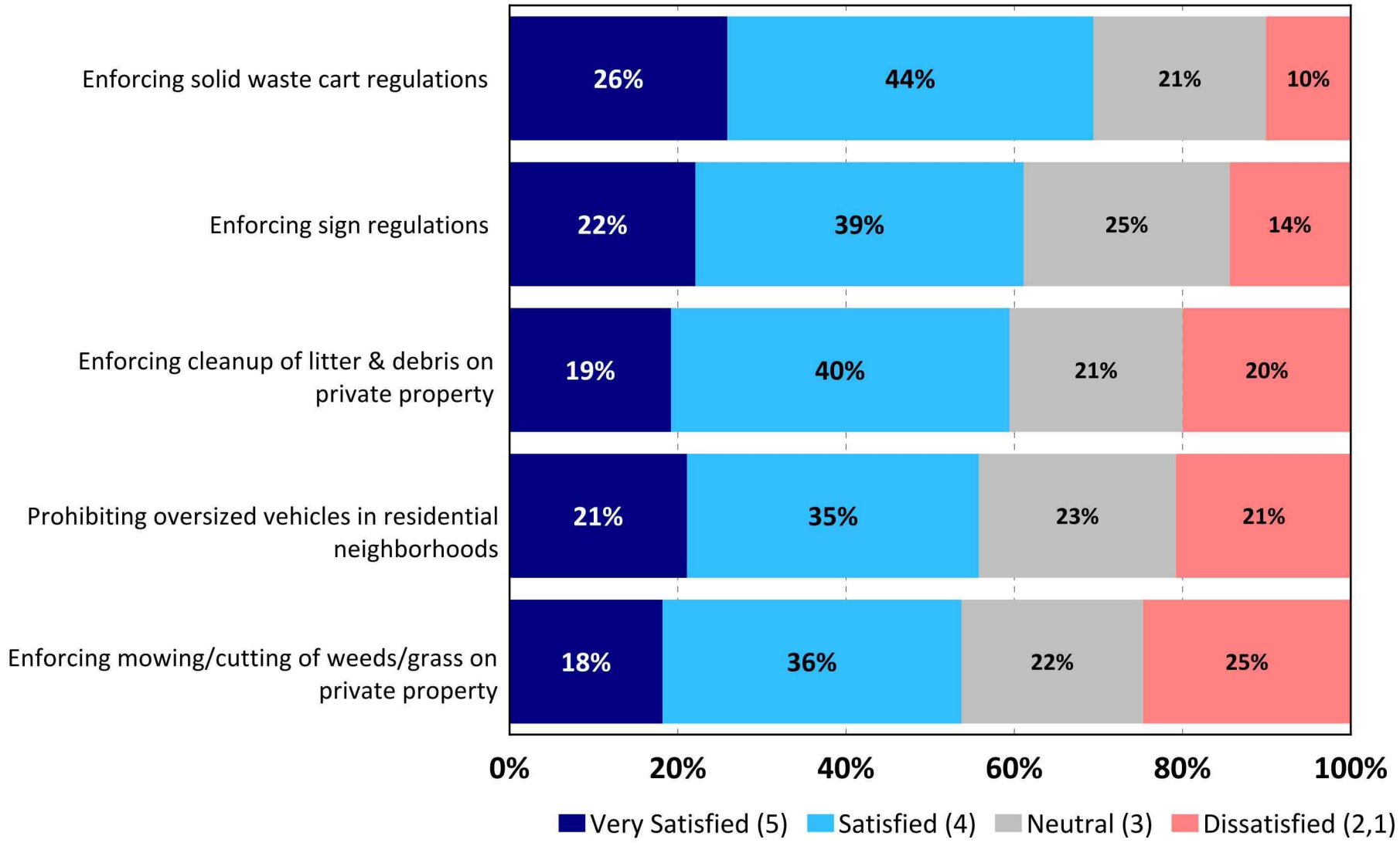
Q14a. Reasons that Prevent Respondents from Using Given Memorial Library Services

by percentage of respondents who answered "No" to Question 14



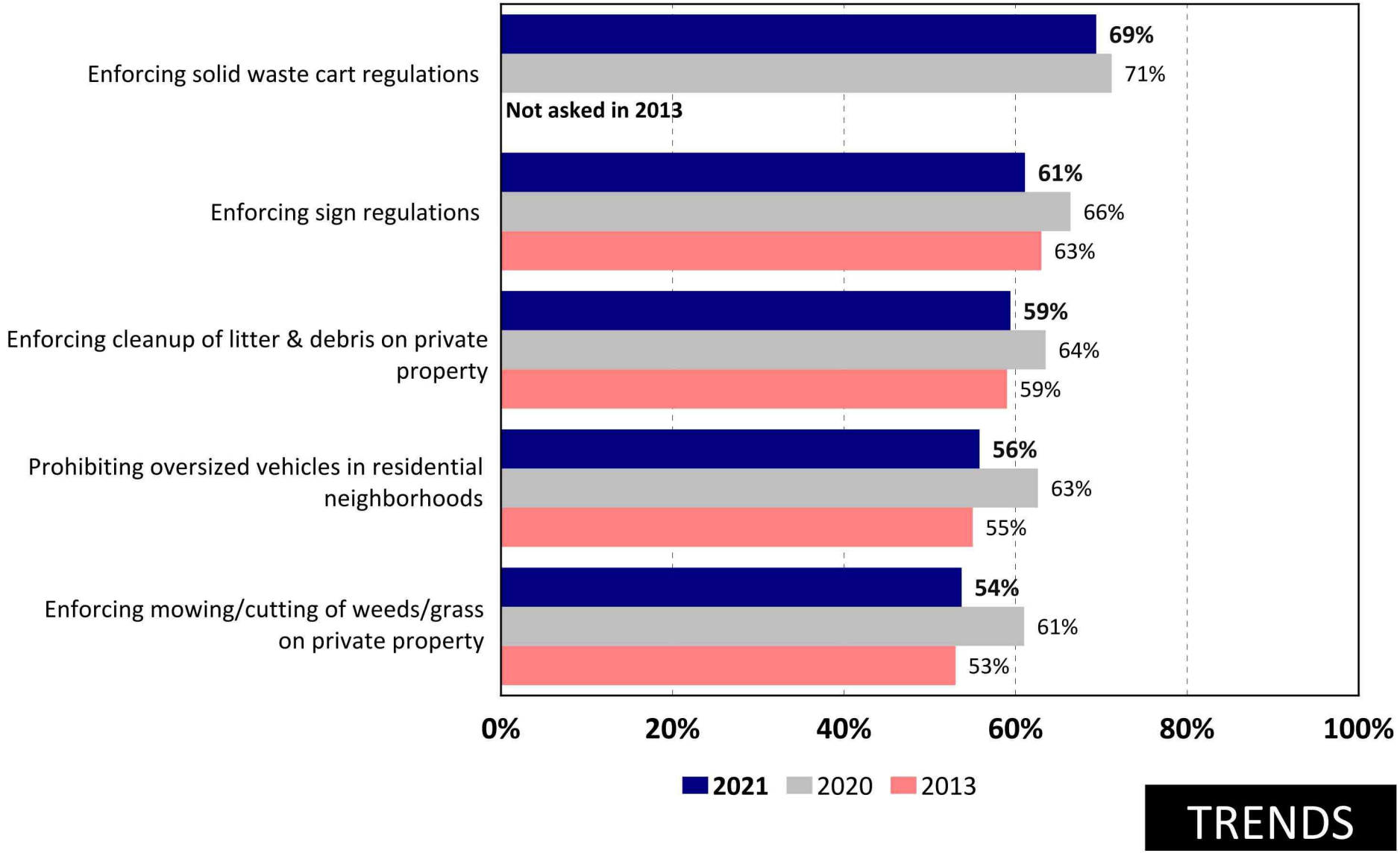
Q15. Satisfaction with Code Enforcement

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q15. Satisfaction with Code Enforcement
2021, 2020 & 2013

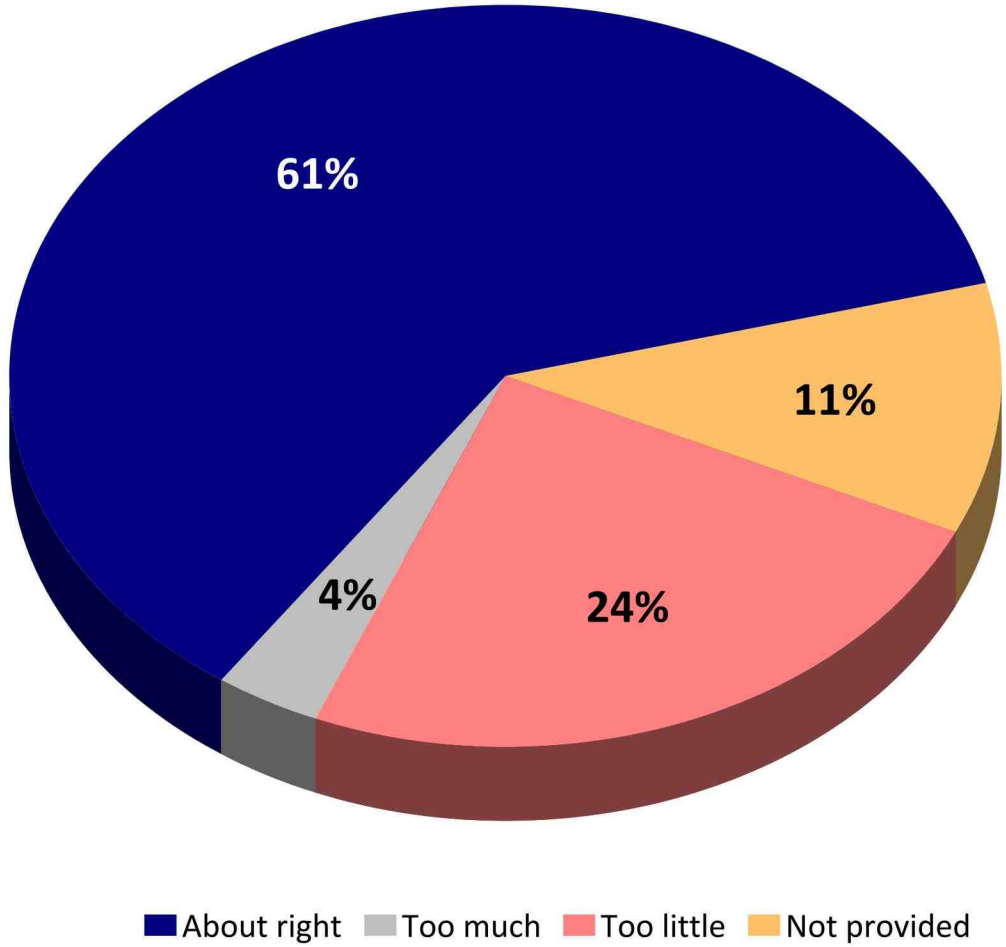
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

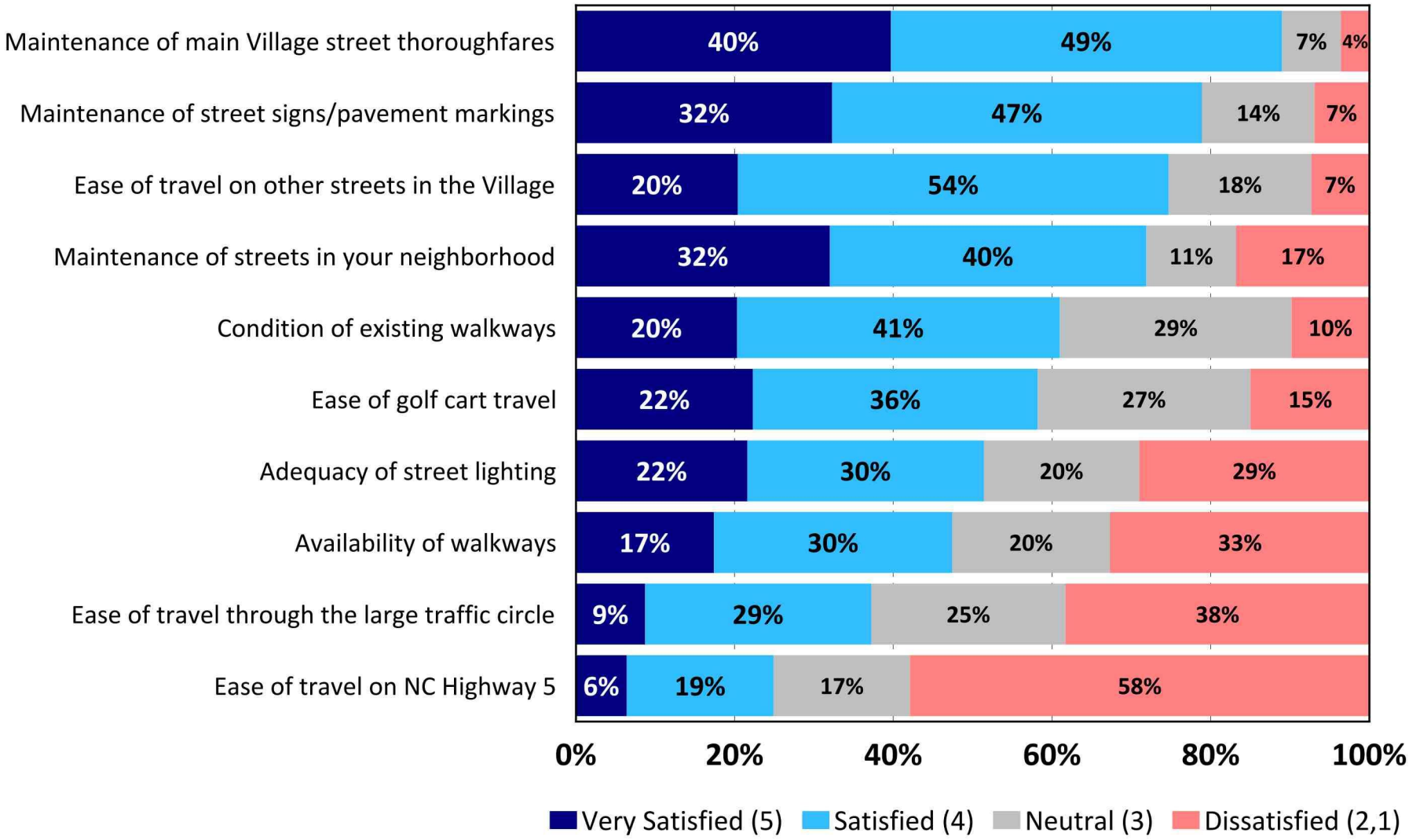
Q16. How would you describe the amount of effort the Village applies to enforce its codes and ordinances?

by percentage of respondents



Q17. Satisfaction with Transportation Services

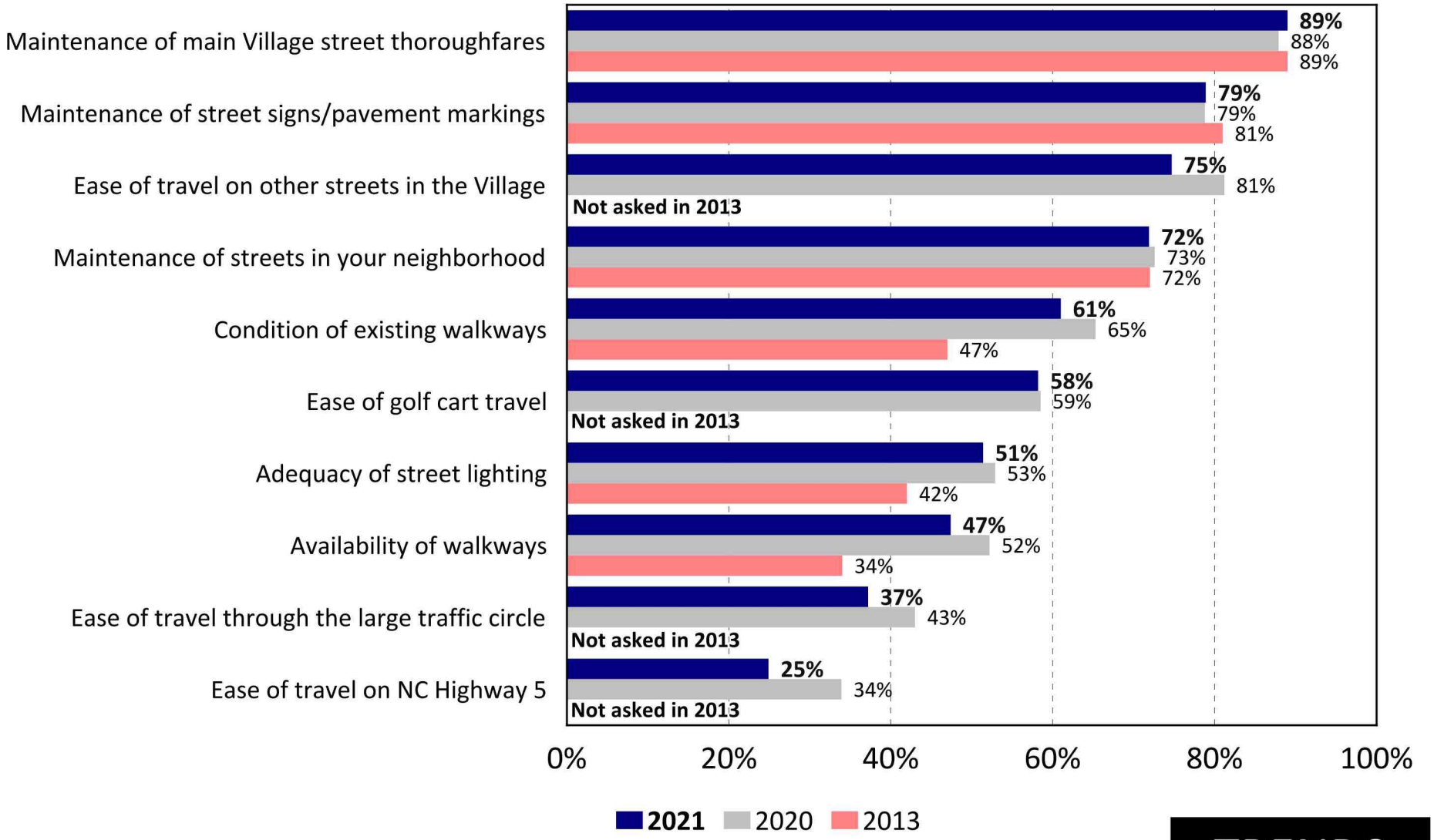
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q15. Satisfaction with Transportation Services

2021, 2020 & 2013

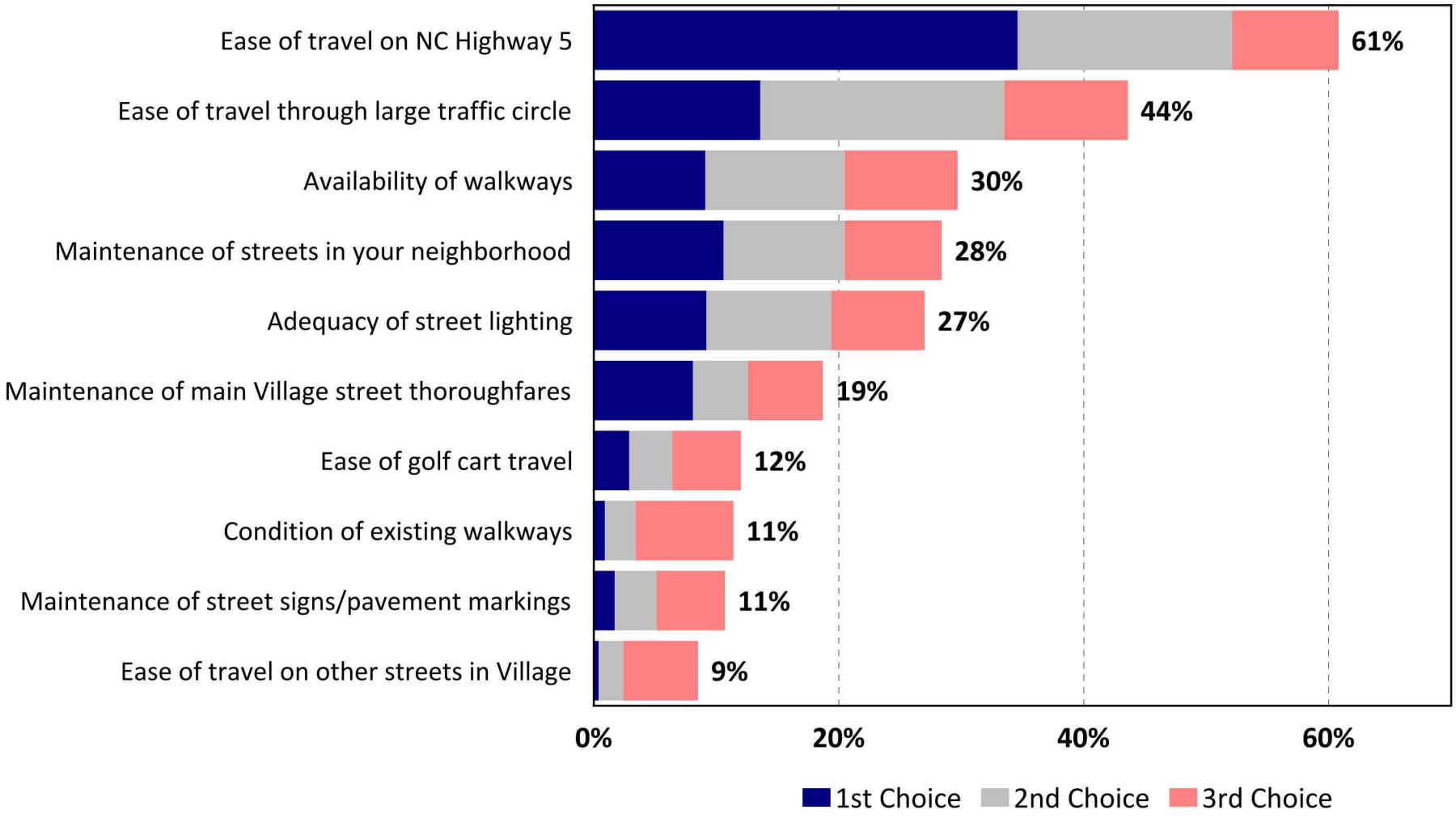
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

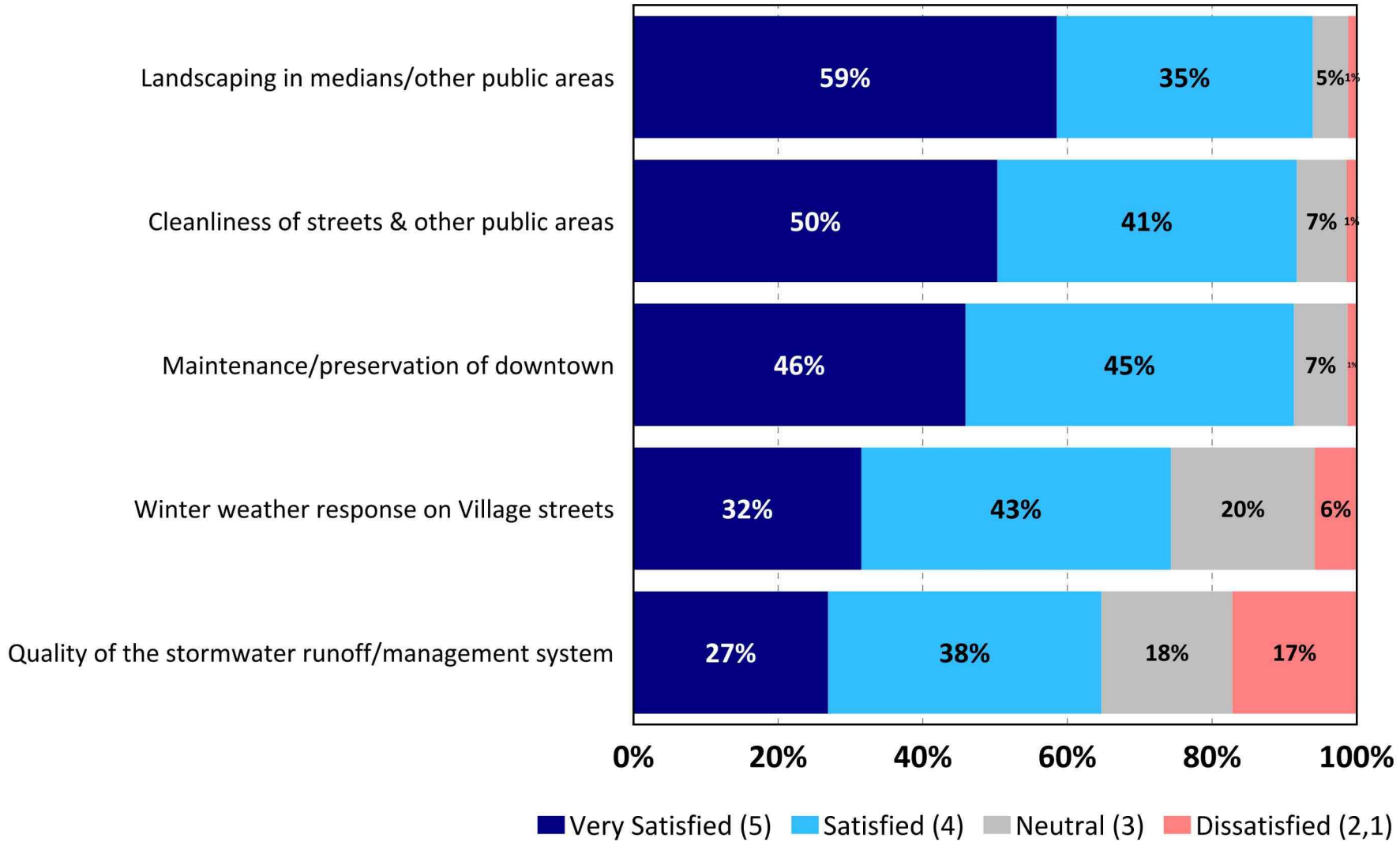
Q18. Which three of the Transportation Services items should receive the most emphasis from Village leaders over the next TWO Years?

by percentage of respondents who selected the item as one of their top three choices



Q19. Satisfaction with Public Services

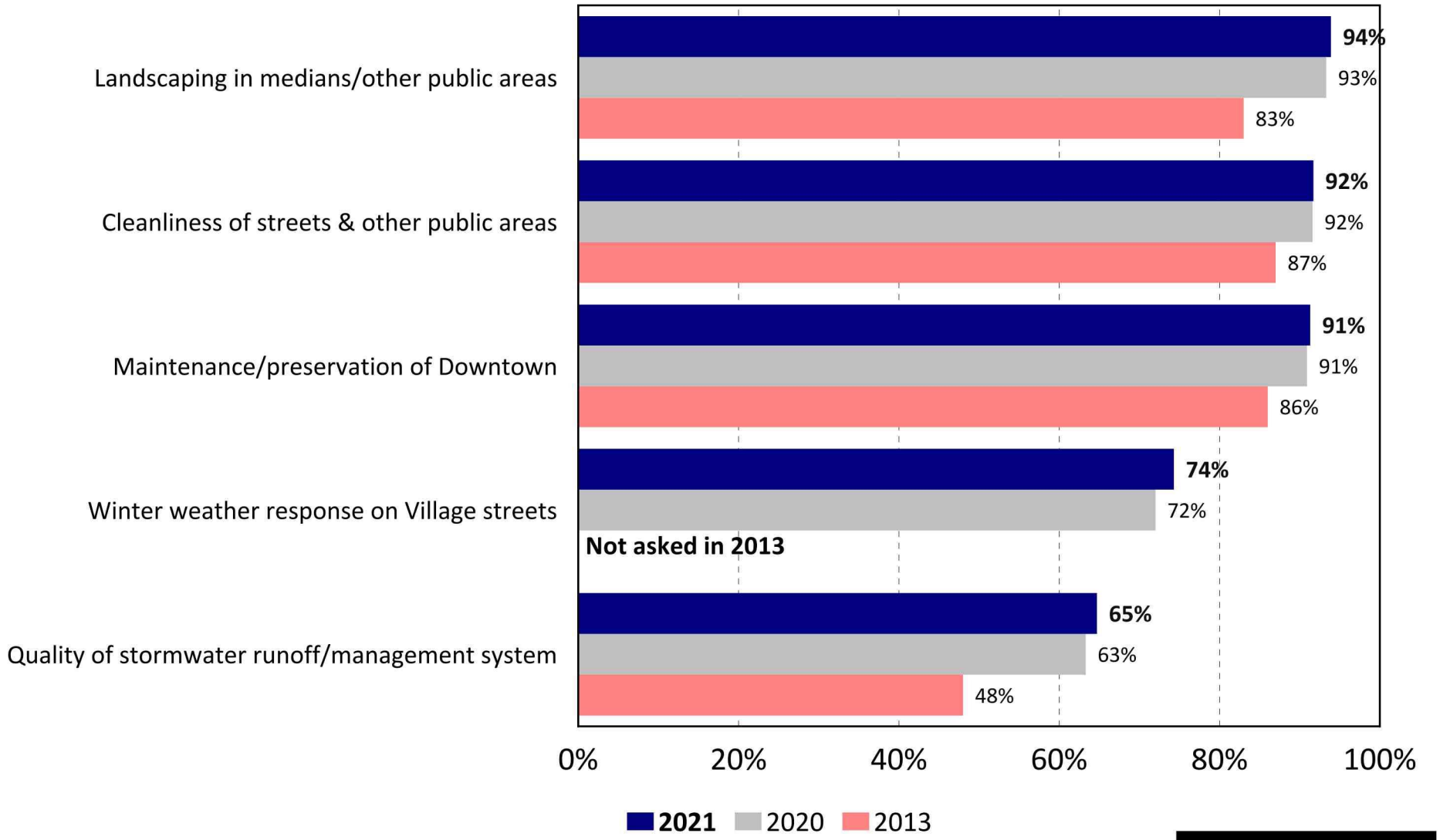
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q19. Satisfaction with Public Services

2021, 2020 & 2013

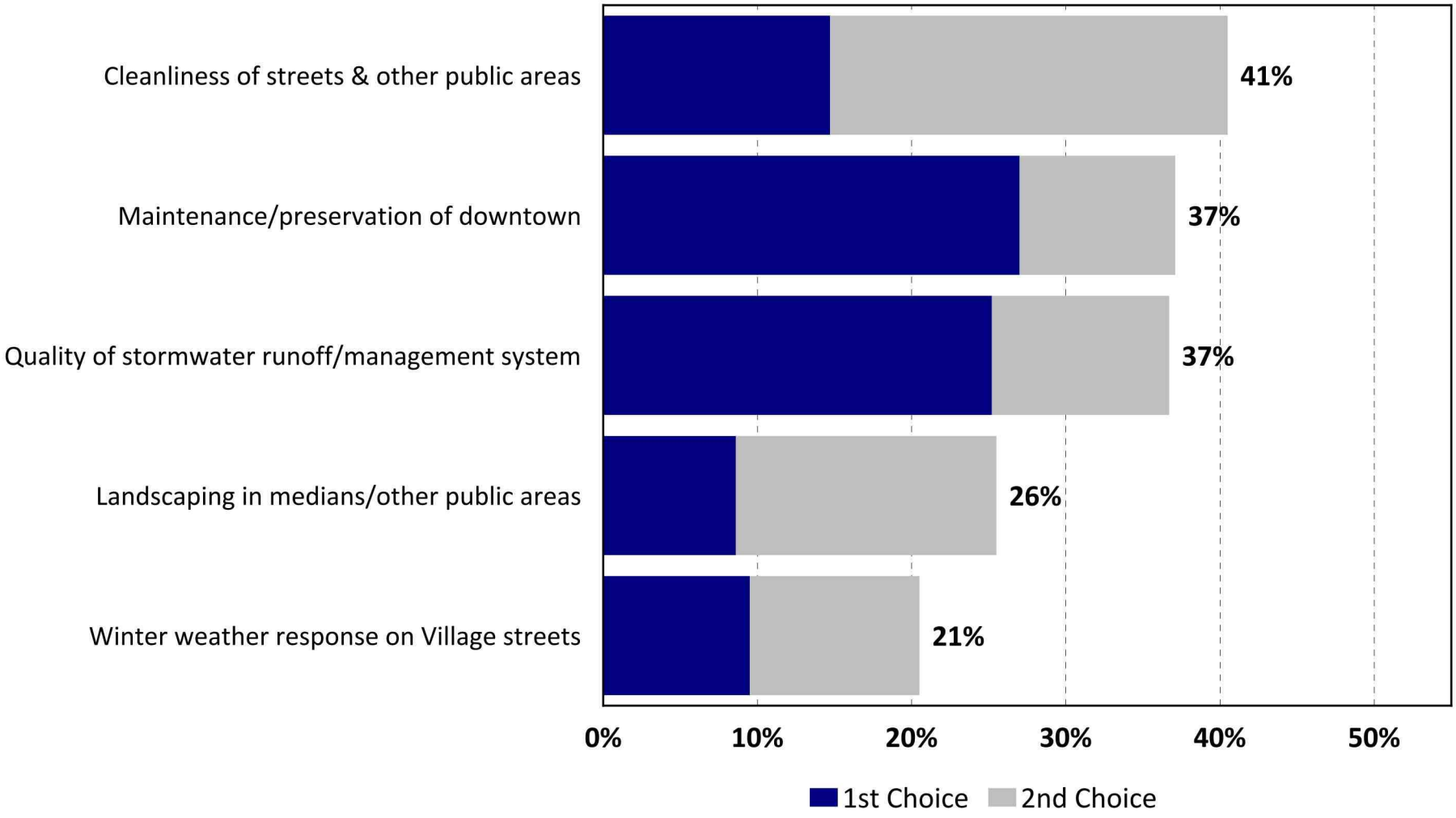
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

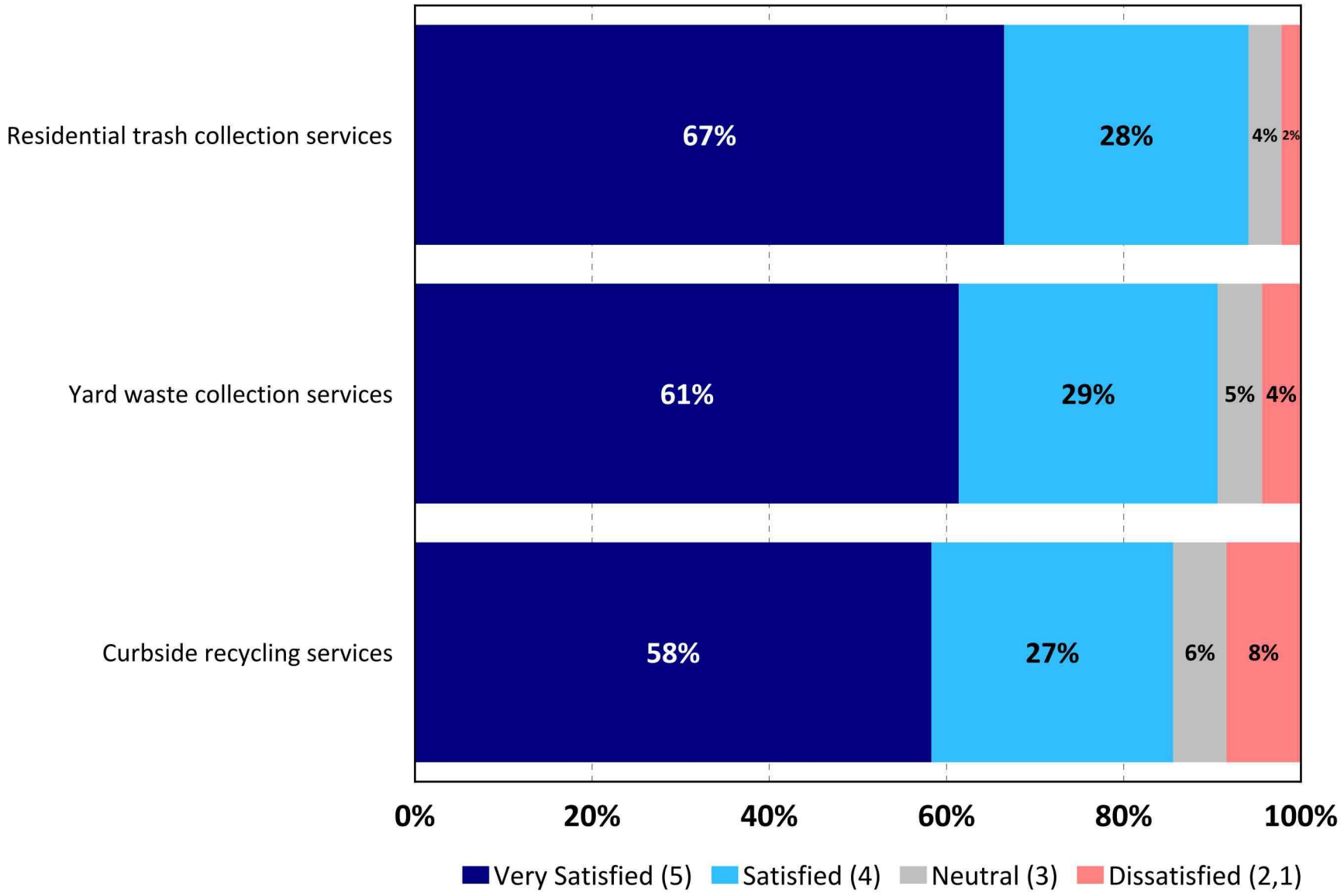
Q20. Which two of the Public Services items should receive the most emphasis from Village leaders over the next TWO Years?

by percentage of respondents who selected the item as one of their top two choices



Q21. Satisfaction with Solid Waste Services

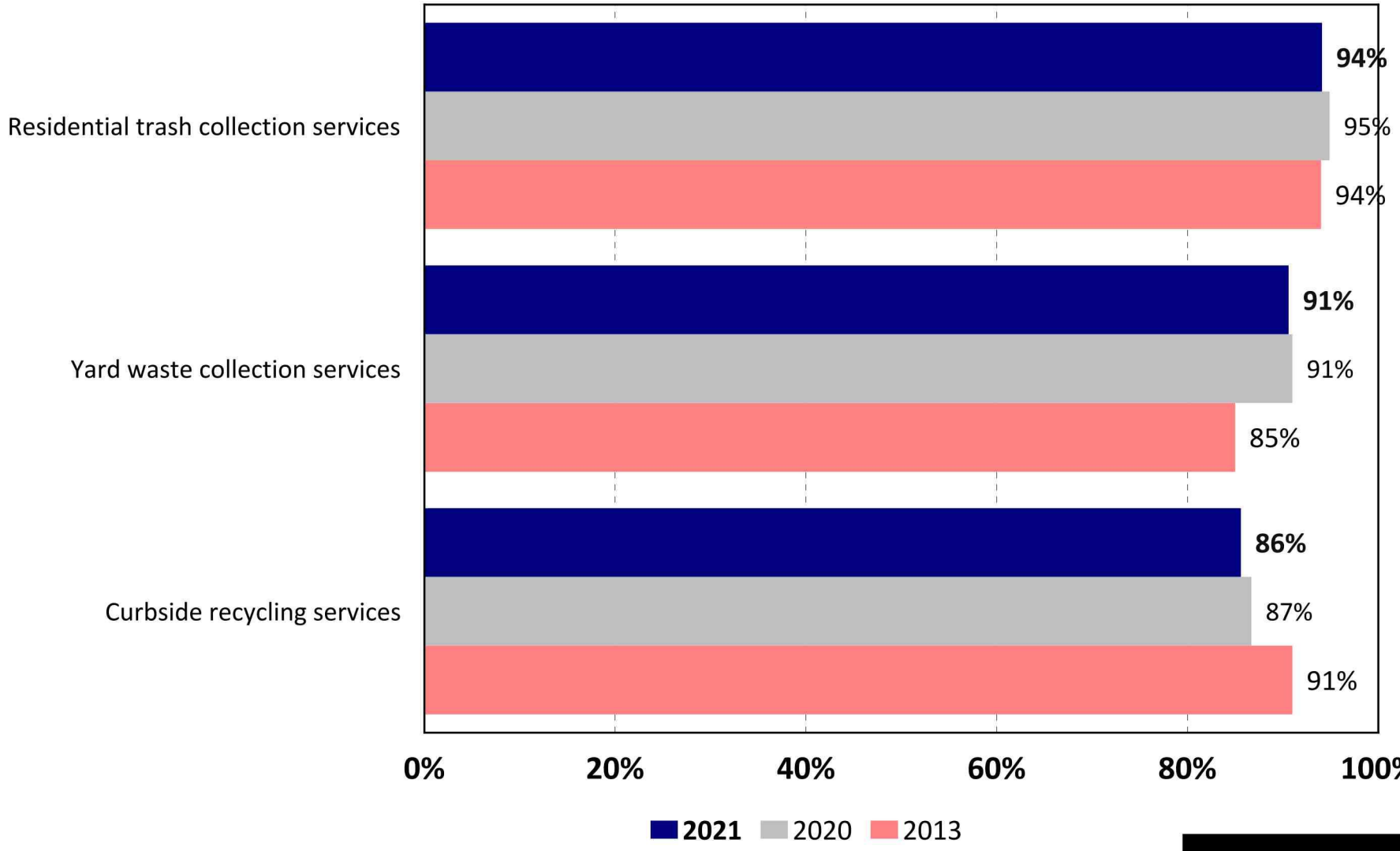
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q21. Satisfaction with Solid Waste Services

2021, 2020 & 2013

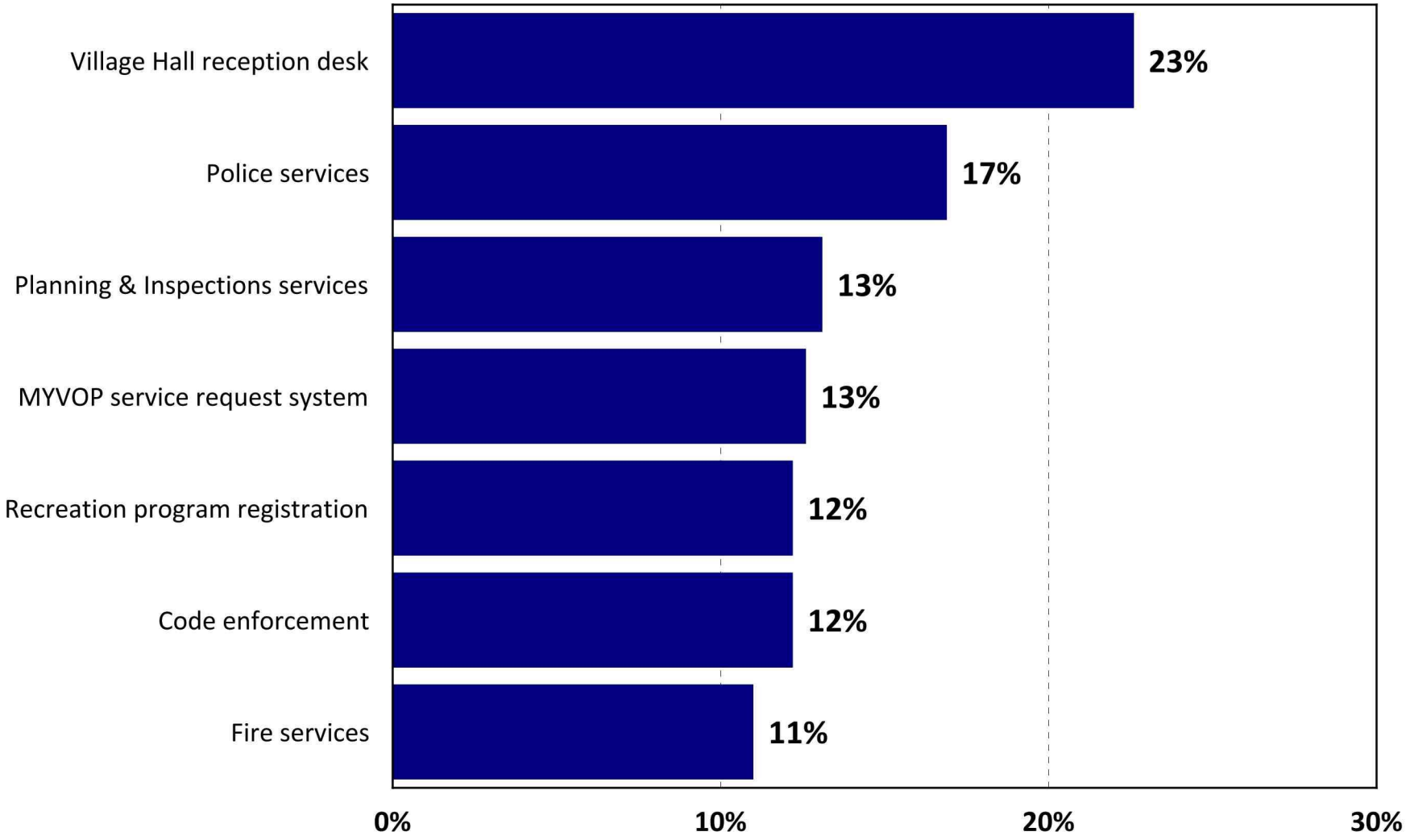
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

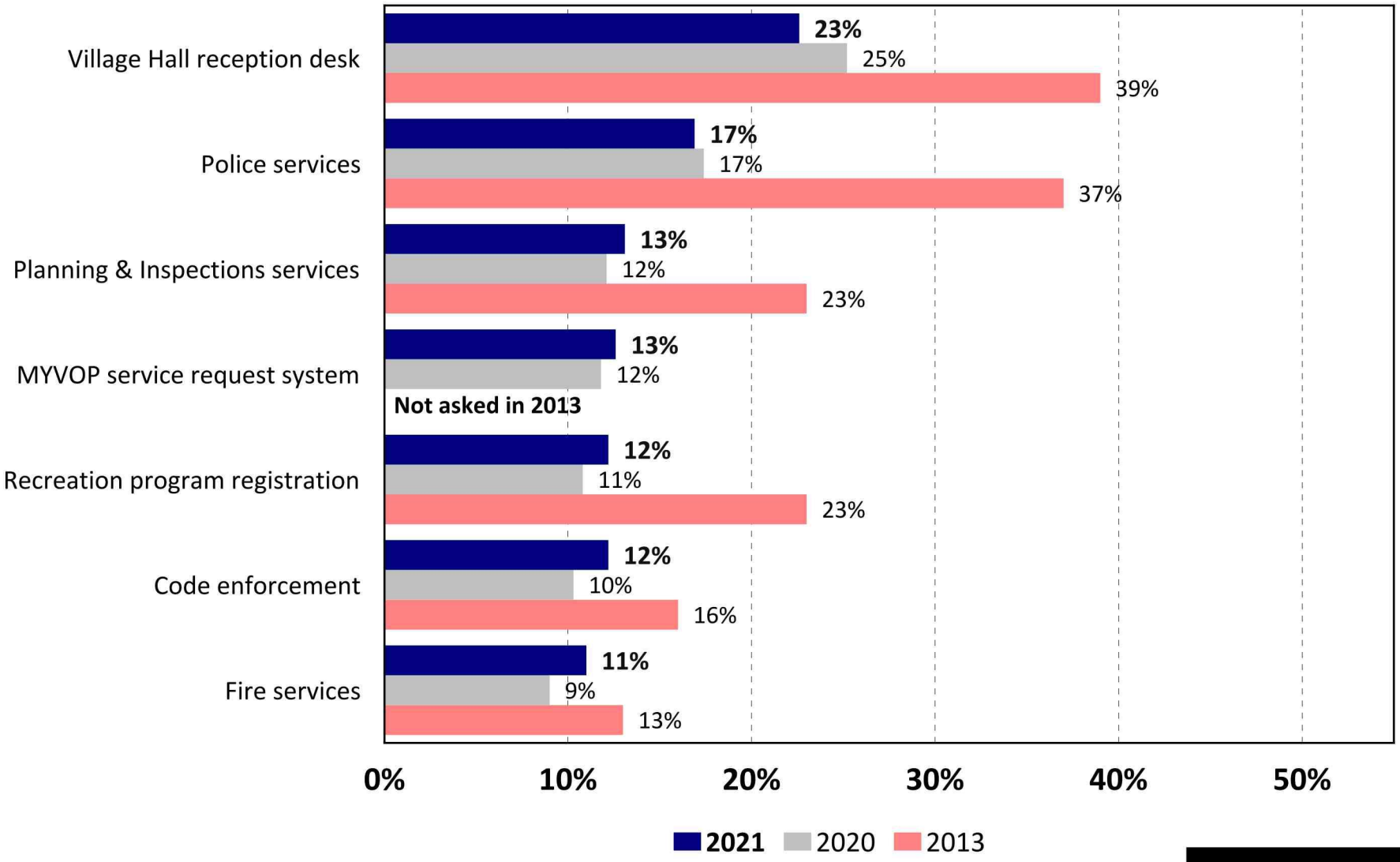
Q22[1]. Have you or other members of your household used these Village services and facilities during the past year?

by percentage of respondents who answered "yes"



Q22[1]. Households That Have Used Village Services and Facilities - *2021, 2020 & 2013*

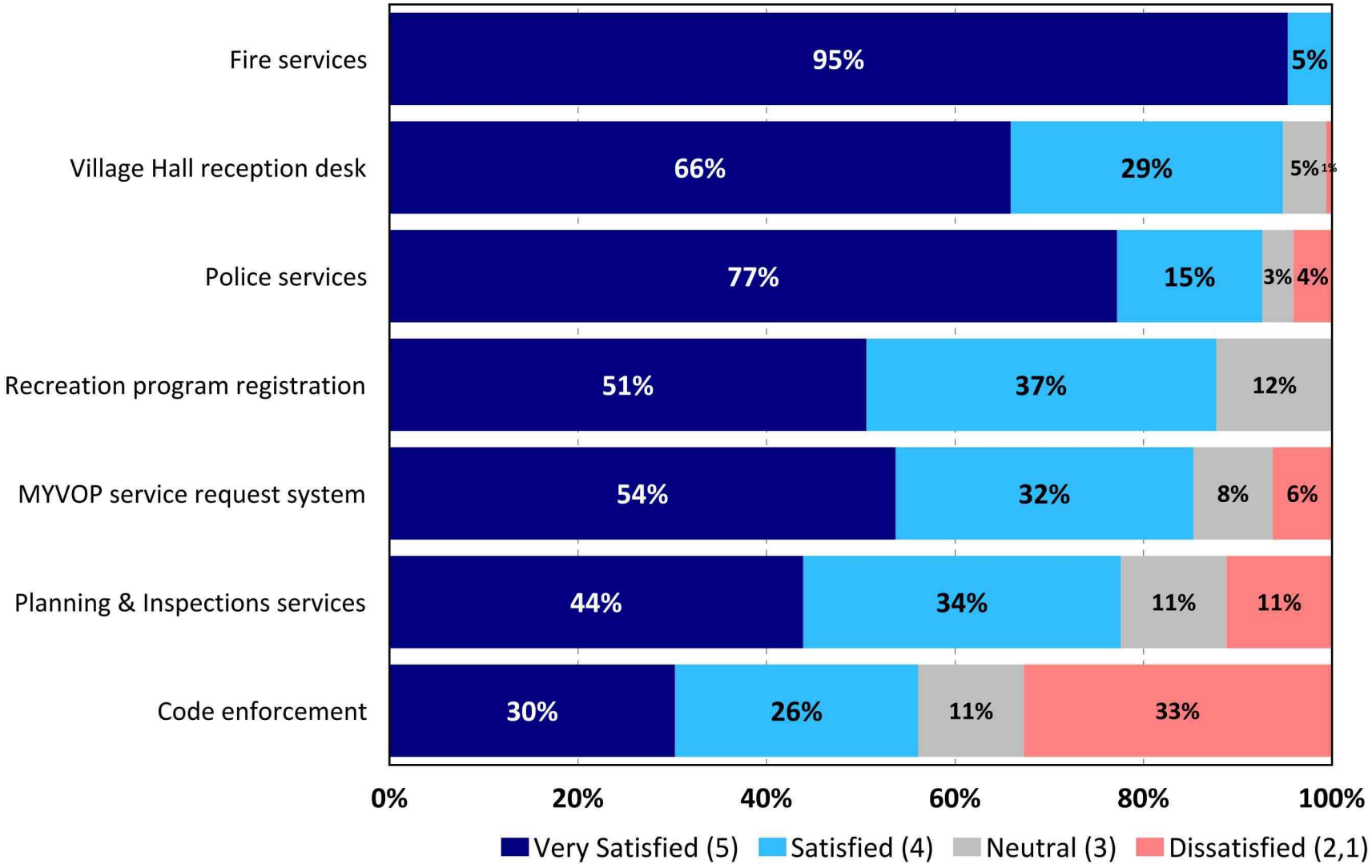
by percentage of respondents who answered "yes"



TRENDS

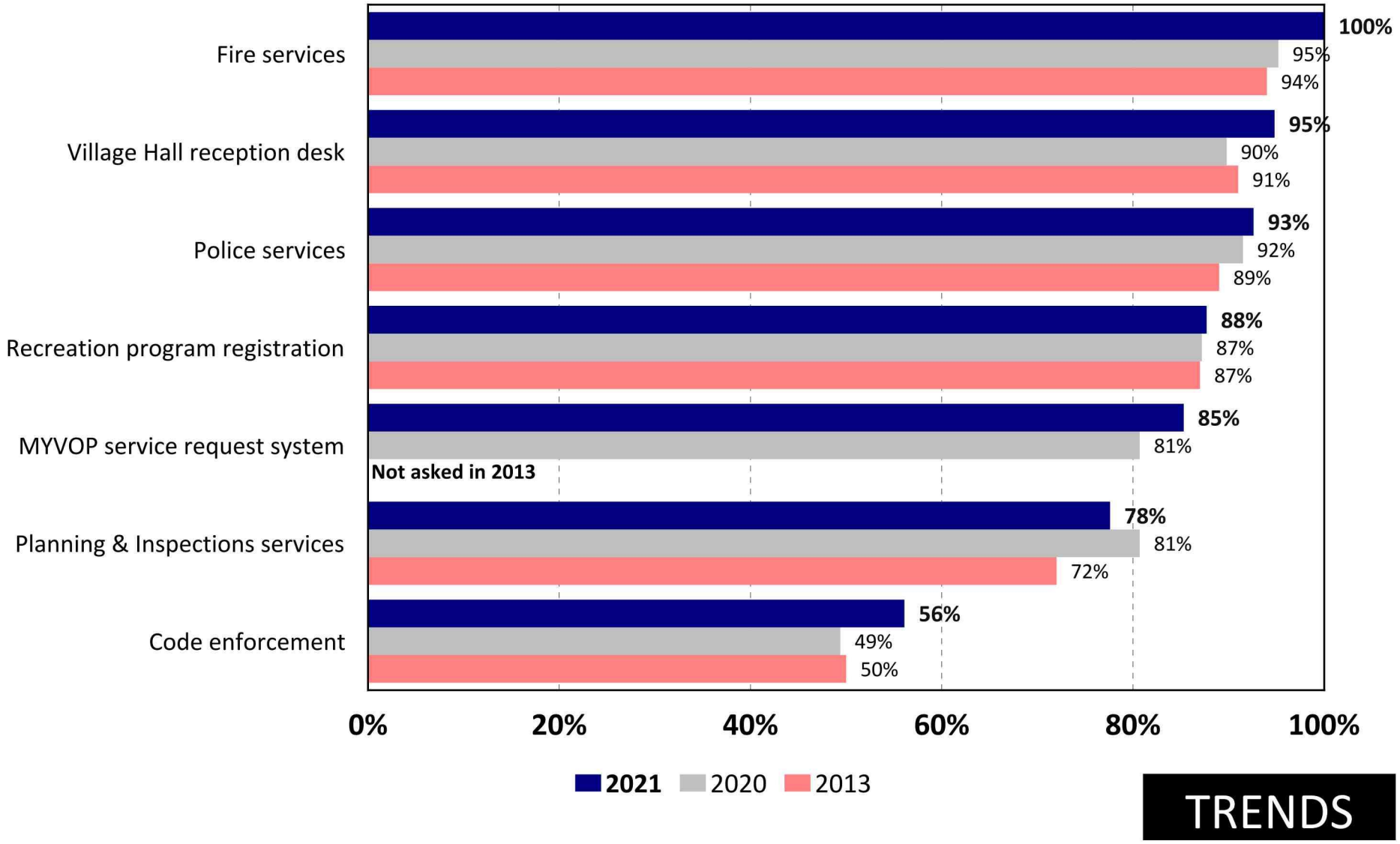
Q22[2]. Satisfaction with Village Services and Facilities That Households Have Used

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q22[2]. Satisfaction With Village Services and Facilities
2021, 2020 & 2013

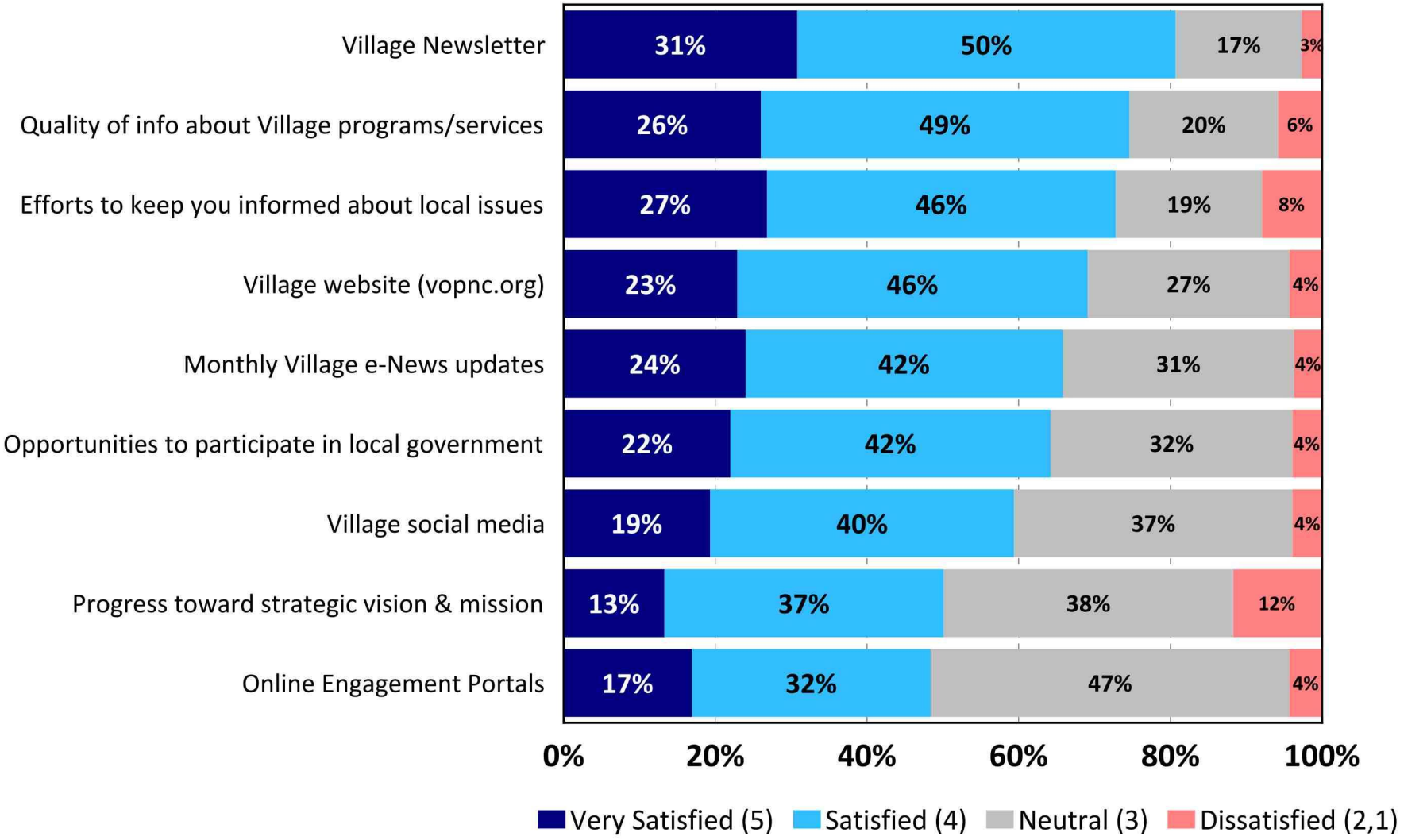
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

Q23. Satisfaction with Public Communication and Outreach

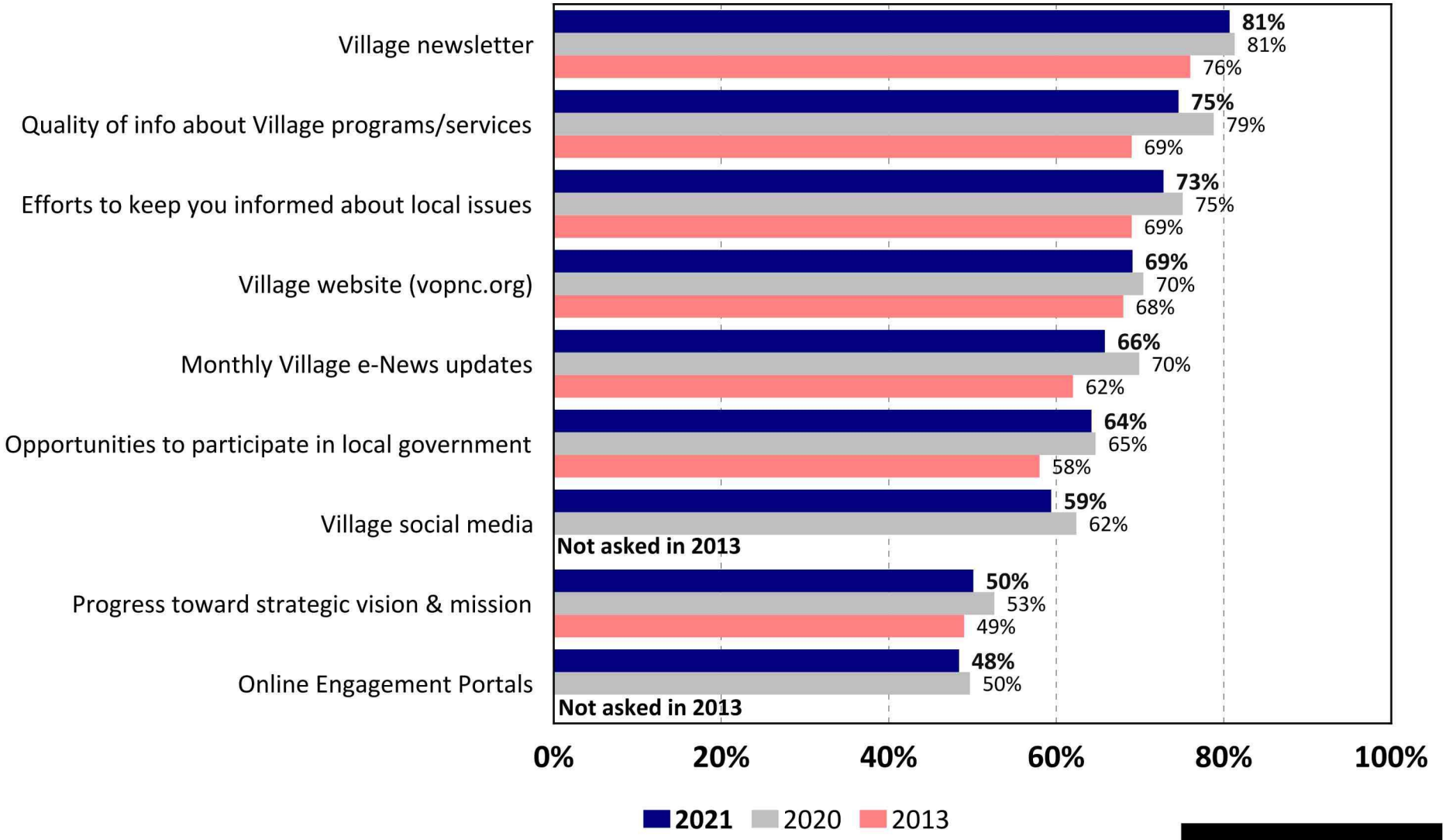
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q23. Satisfaction with Public Communication and Outreach

2021, 2020 & 2013

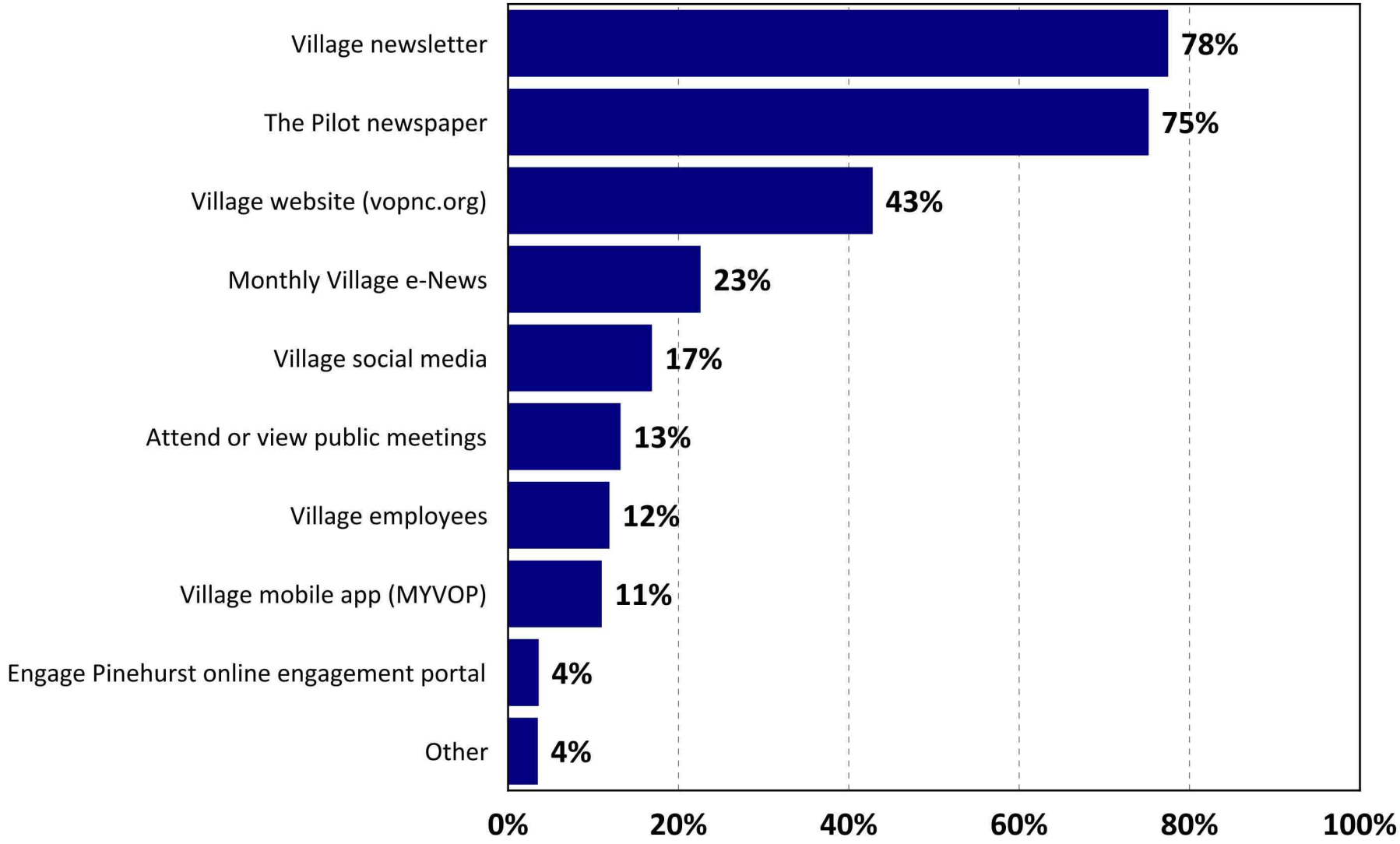
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

Q24. Which of the following do you use to get information about the Village of Pinehurst?

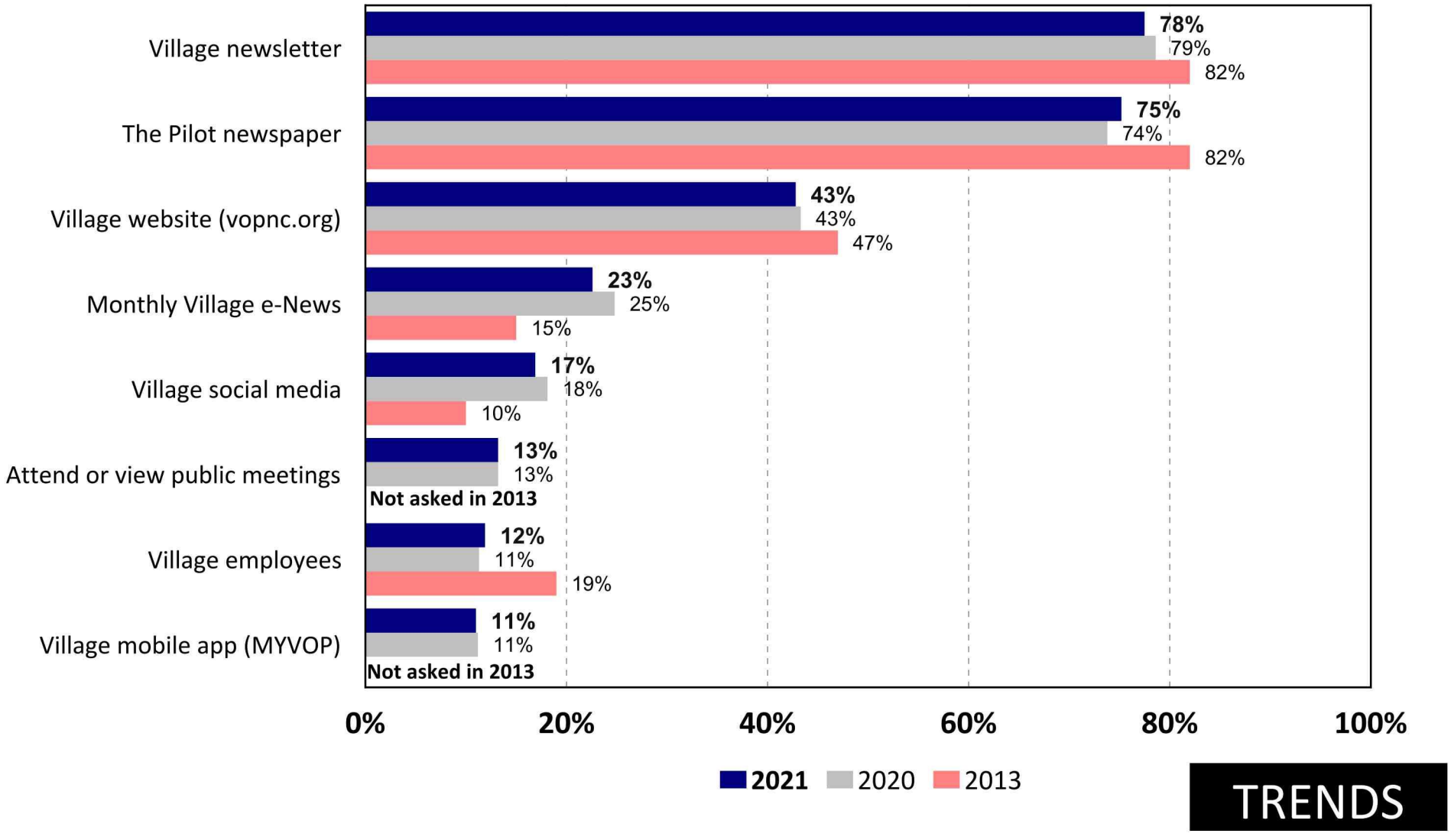
by percentage of respondents (multiple selections could be made)



Q24. Which of the following do you use to get information about the Village of Pinehurst?

2021, 2020 & 2013

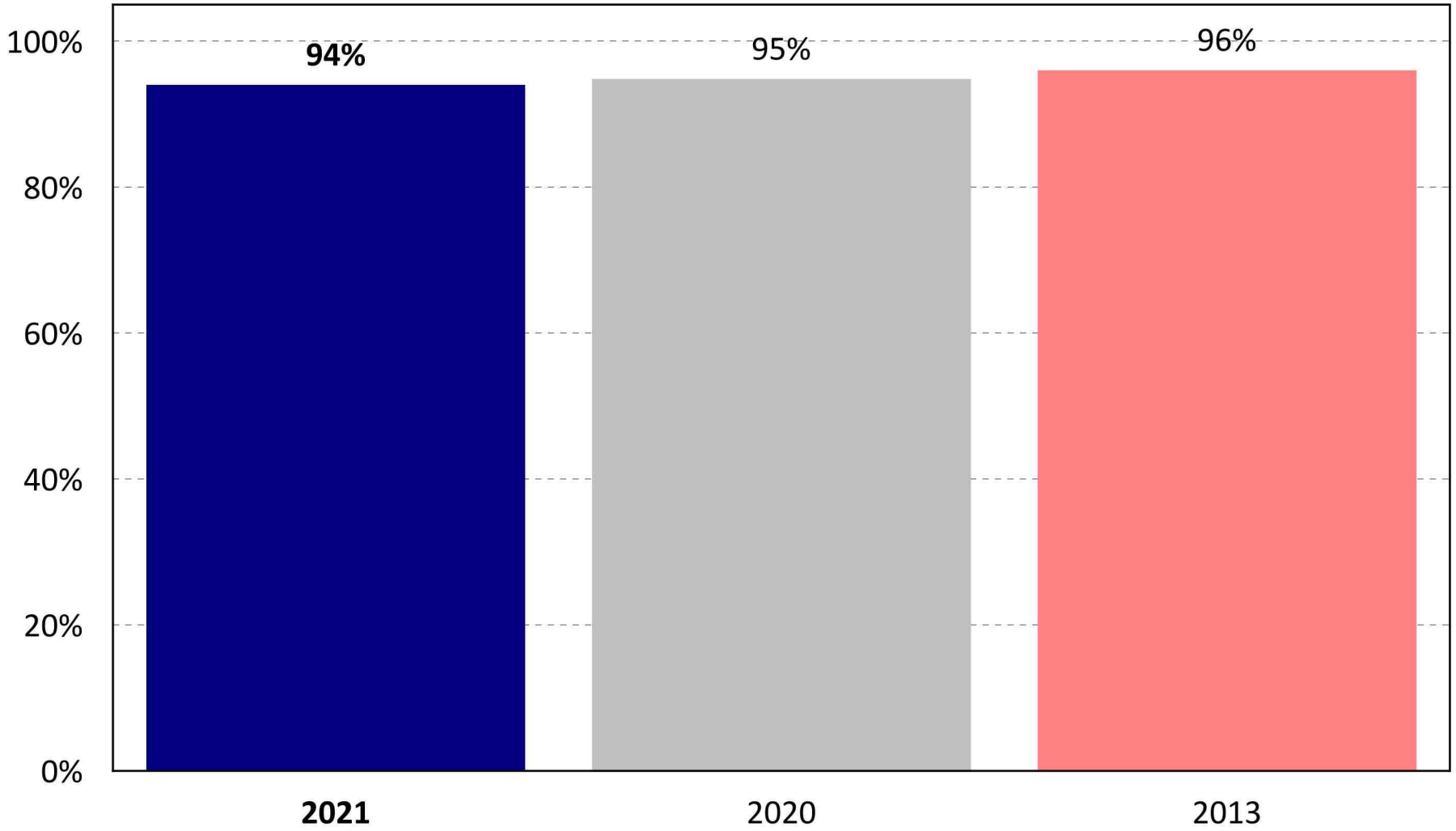
by percentage of respondents (multiple selections could be made)



TRENDS

Q25. How often do you read the Village Newsletter, which is mailed to all residents?

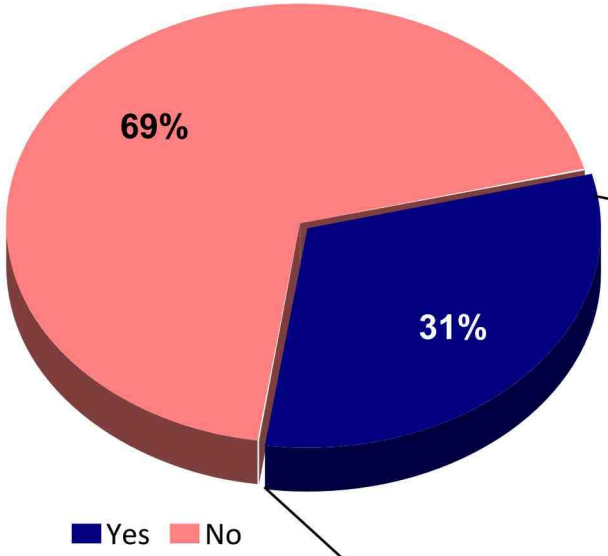
by percentage of respondents who answered "all the time" or "sometimes" (excluding "don't know")



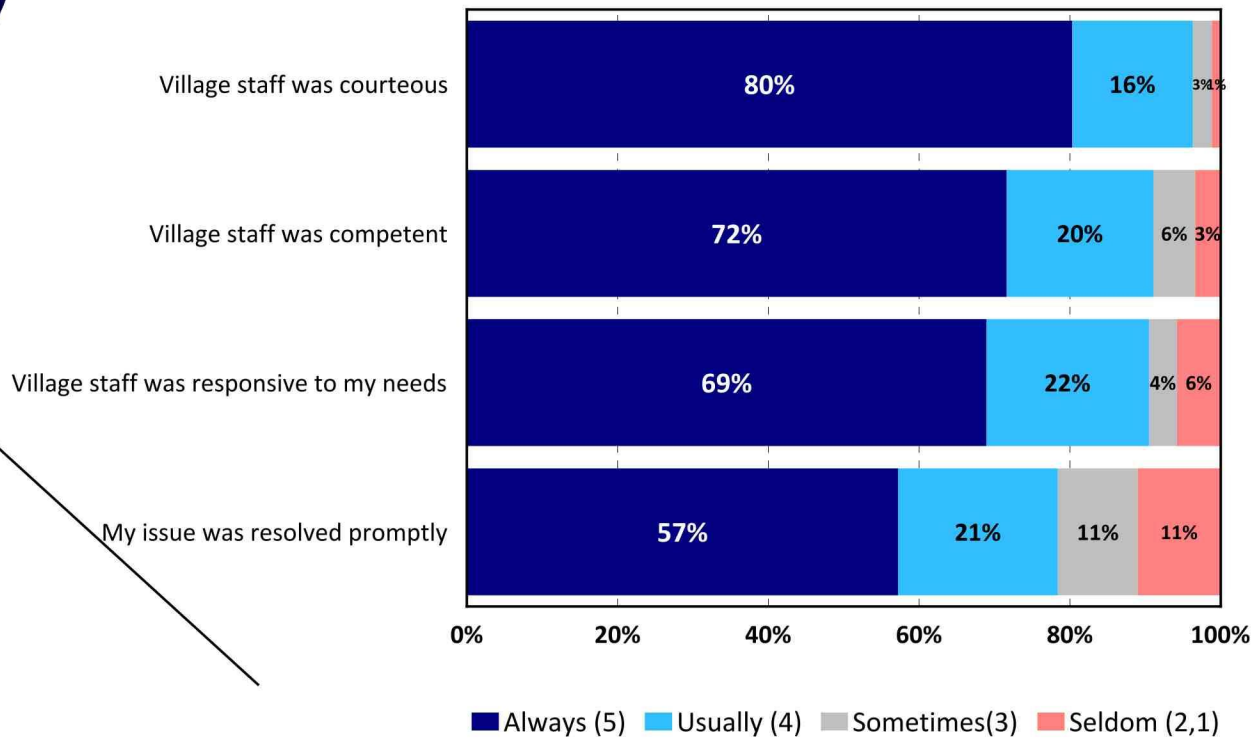
TRENDS

Q26. Have you contacted the Village during the past year?

by percentage of respondents

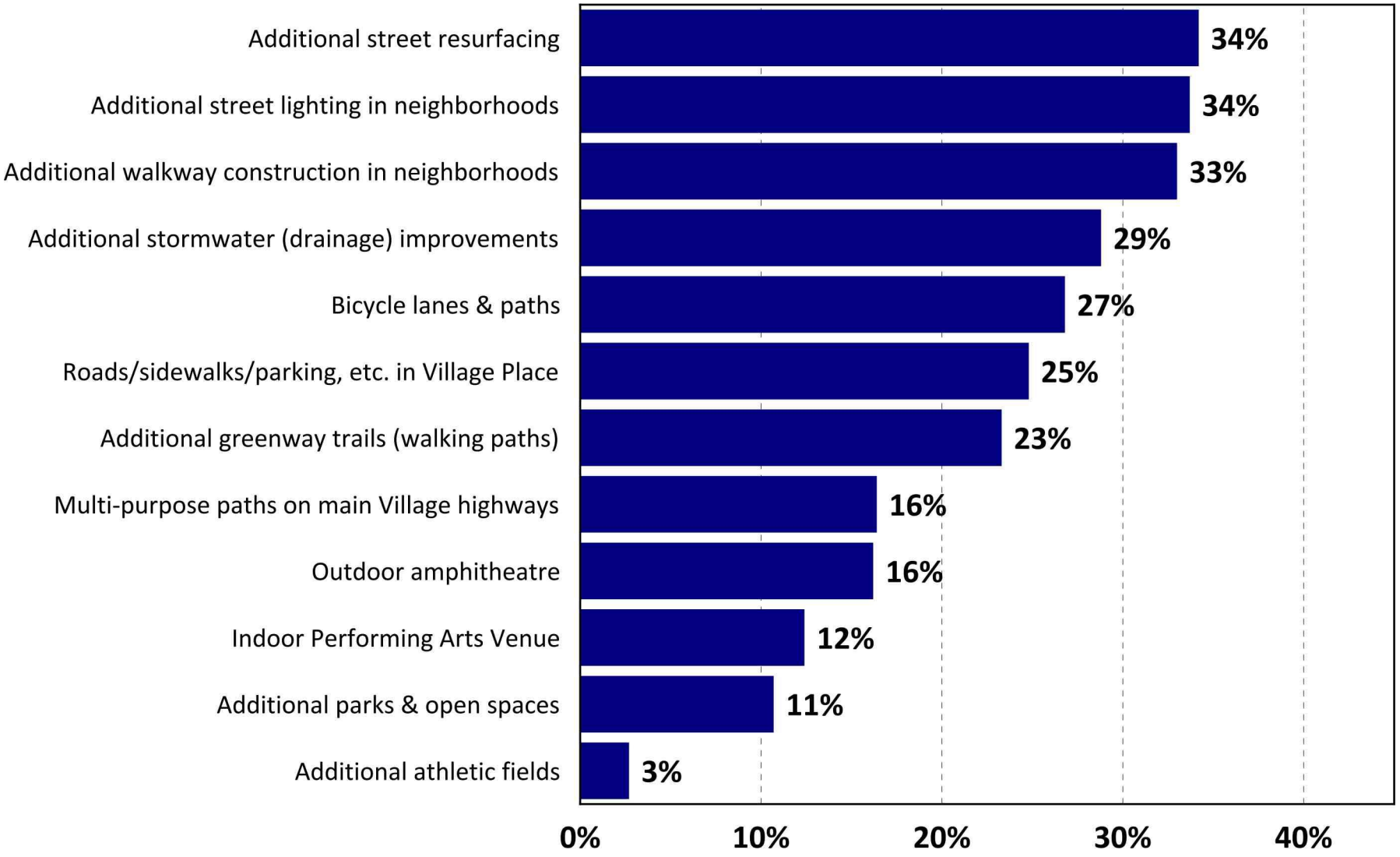


Q26a. Only if you have contacted the Village during the past year



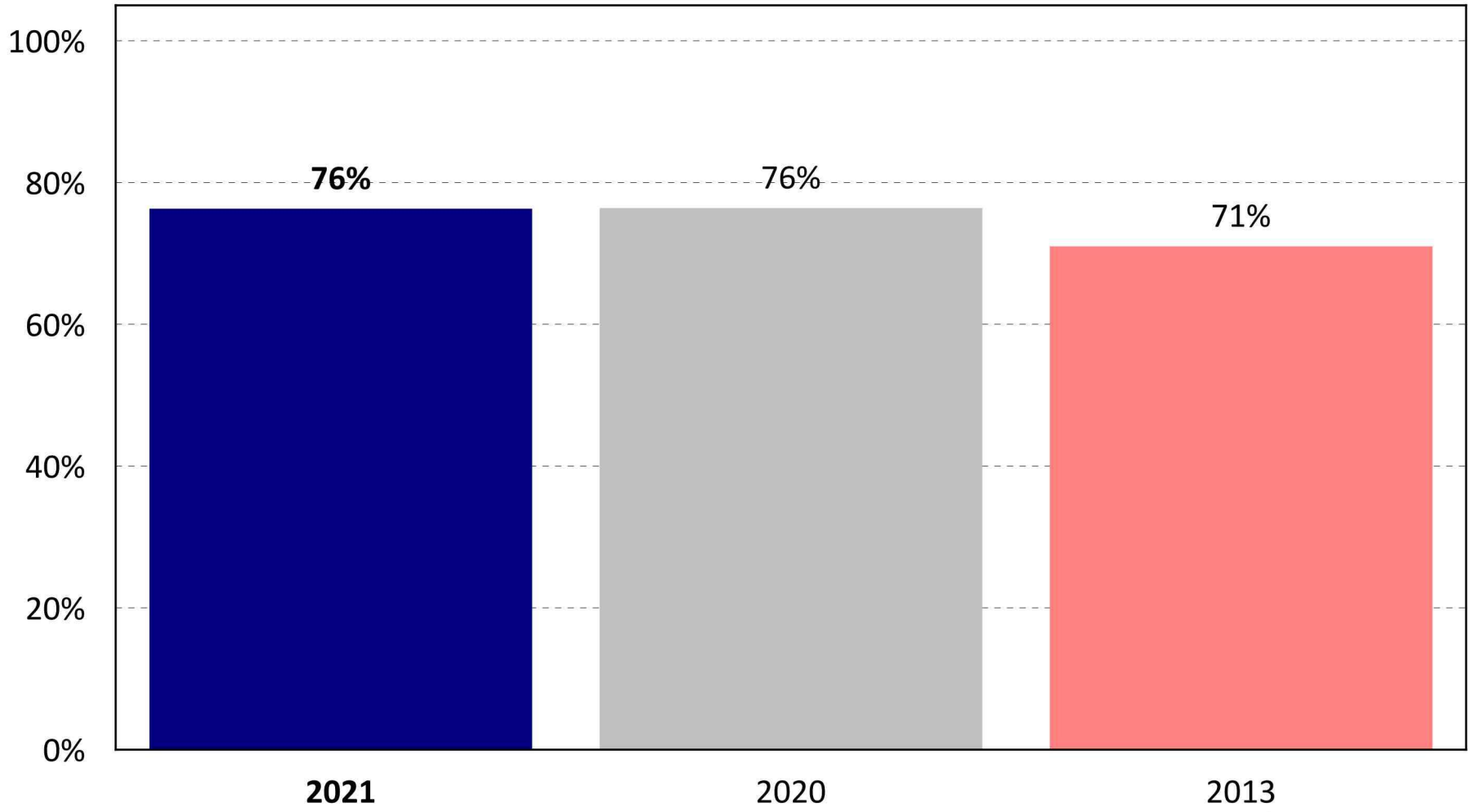
Q27. Community Improvements That Residents Feel Are Most Important

by percentage of respondents (3 selections could be made)



Q28. What is your level of satisfaction with the value you receive for the portion of your property taxes that funds the Village's operating budget?

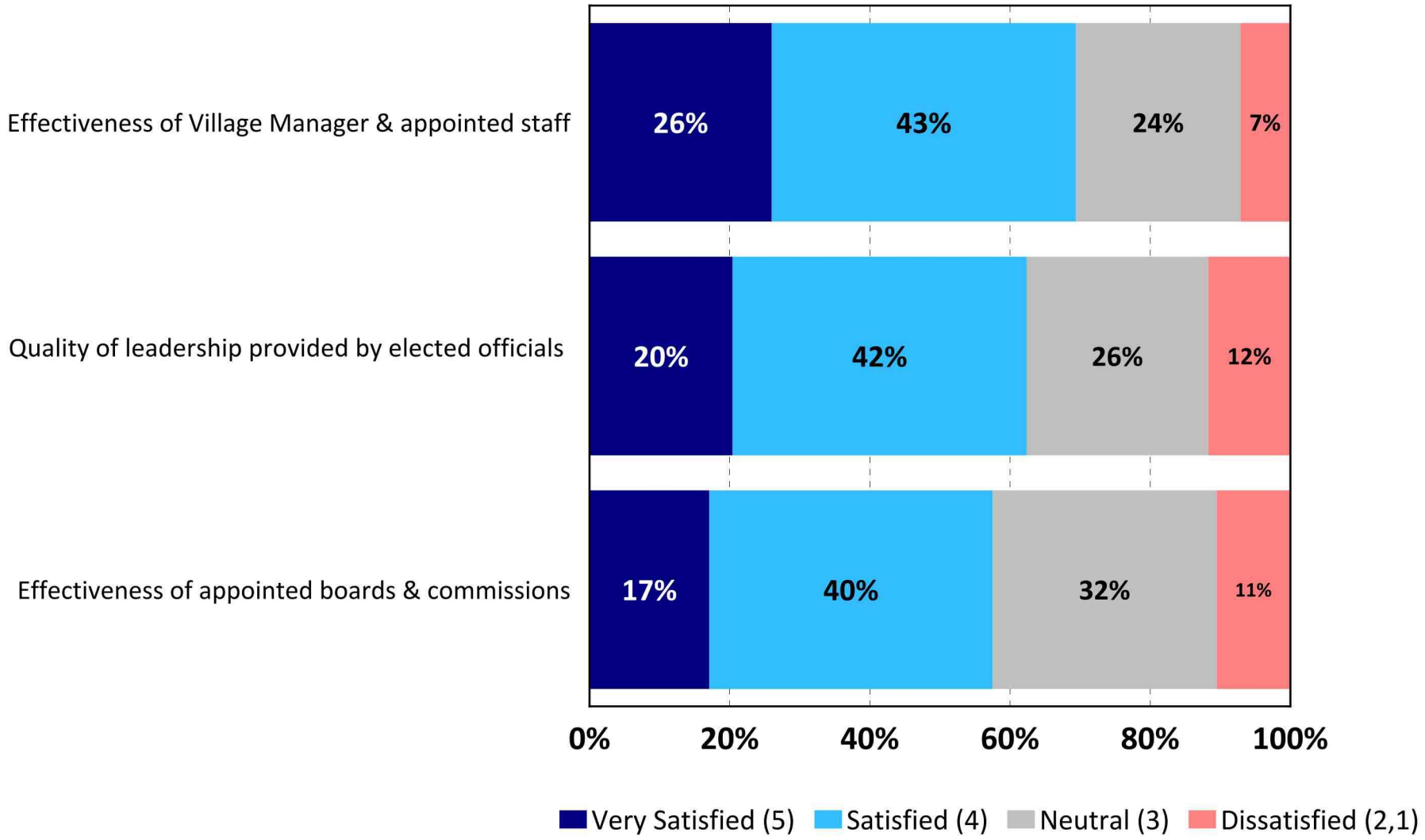
by percentage of respondents who answered "very satisfied" or "satisfied" (excluding "don't know")



TRENDS

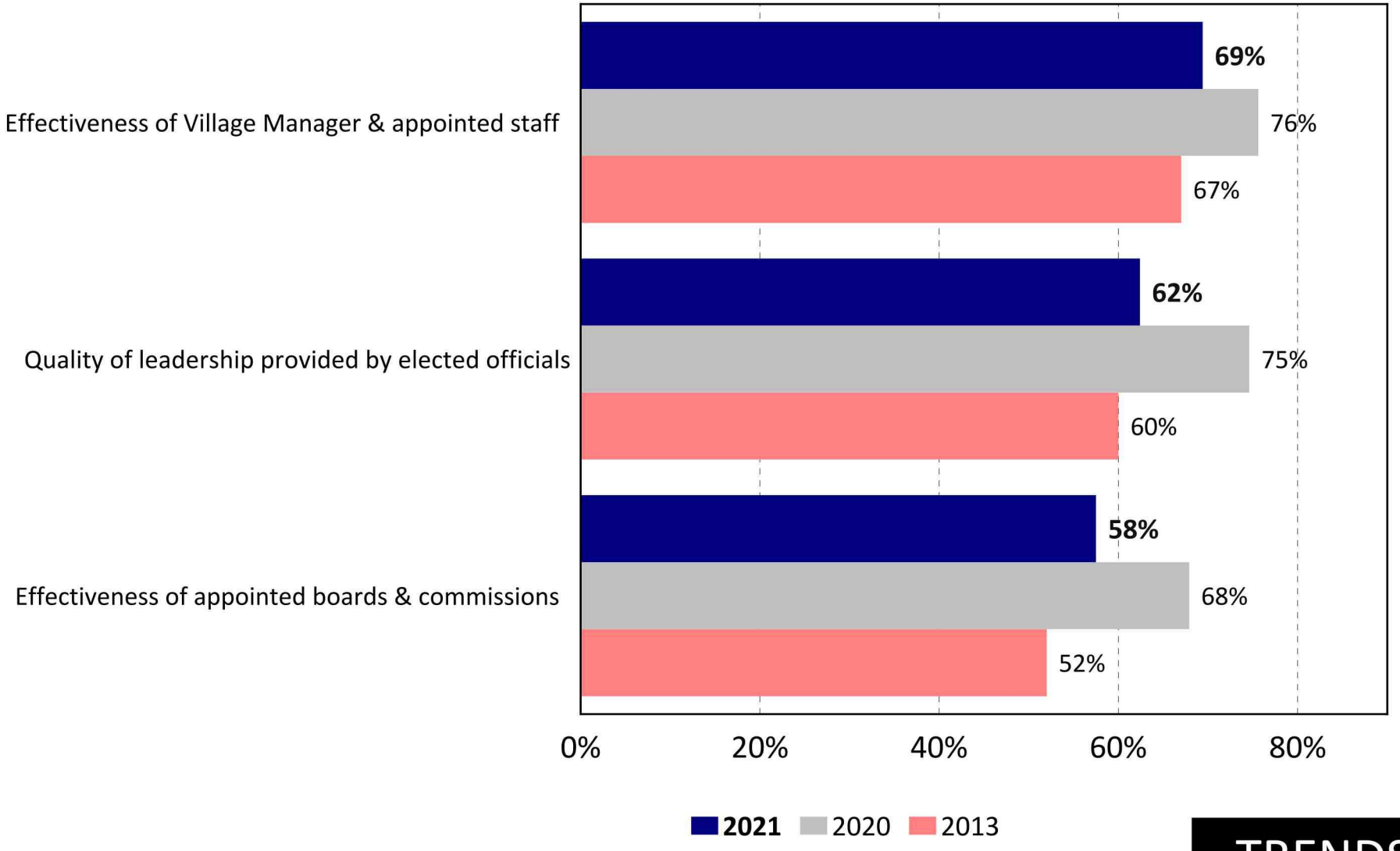
Q29. Please rate your satisfaction with the following aspects of Village leadership:

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q29. Satisfaction with Village Leadership
2021, 2020 & 2013

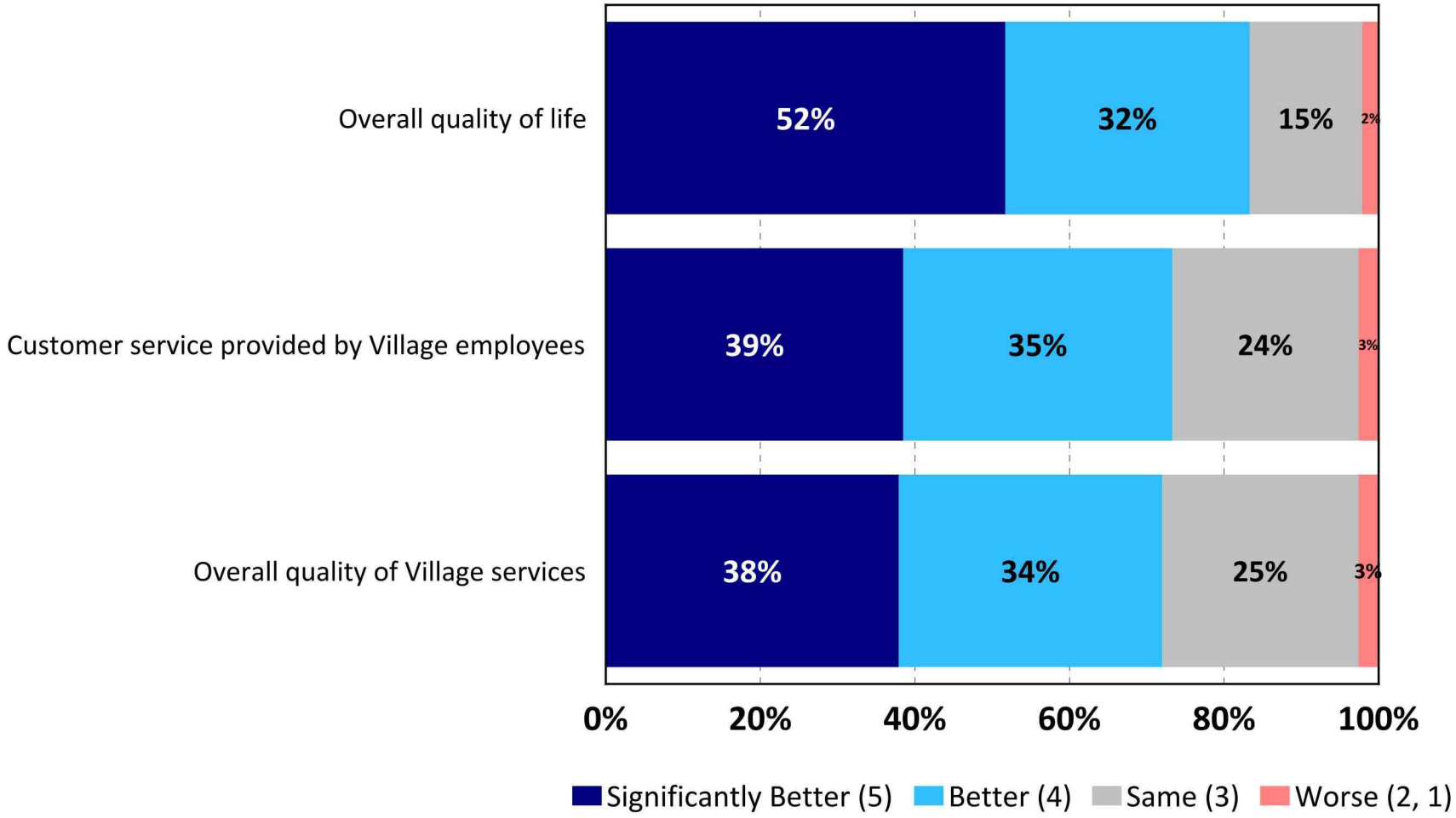
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

Q30. How would you rate your satisfaction with the following in Pinehurst compared to other places you have lived in the past?

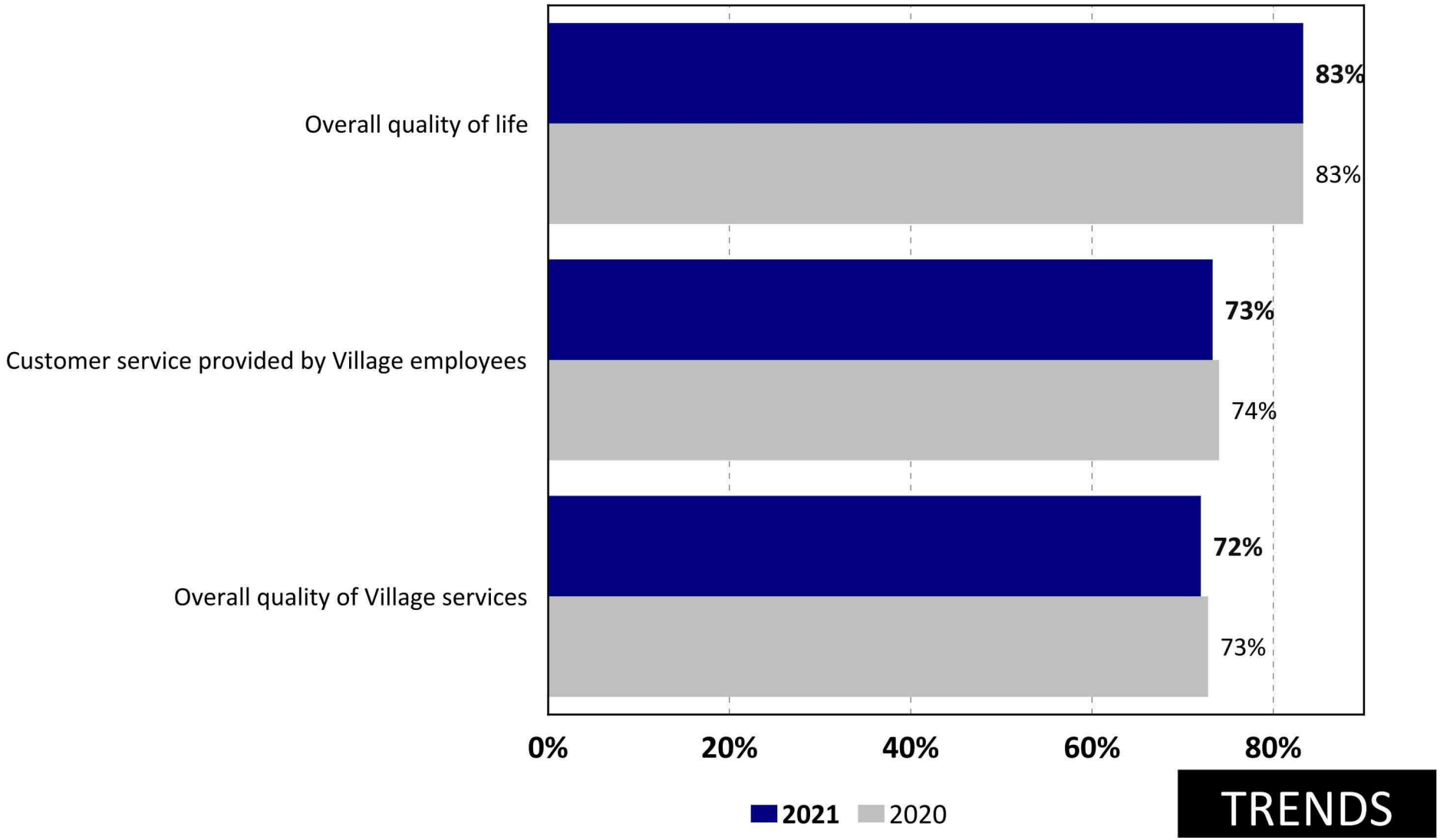
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Q30. How would you rate your satisfaction with the following in Pinehurst compared to other places you have lived in the past?

2021 vs. 2020

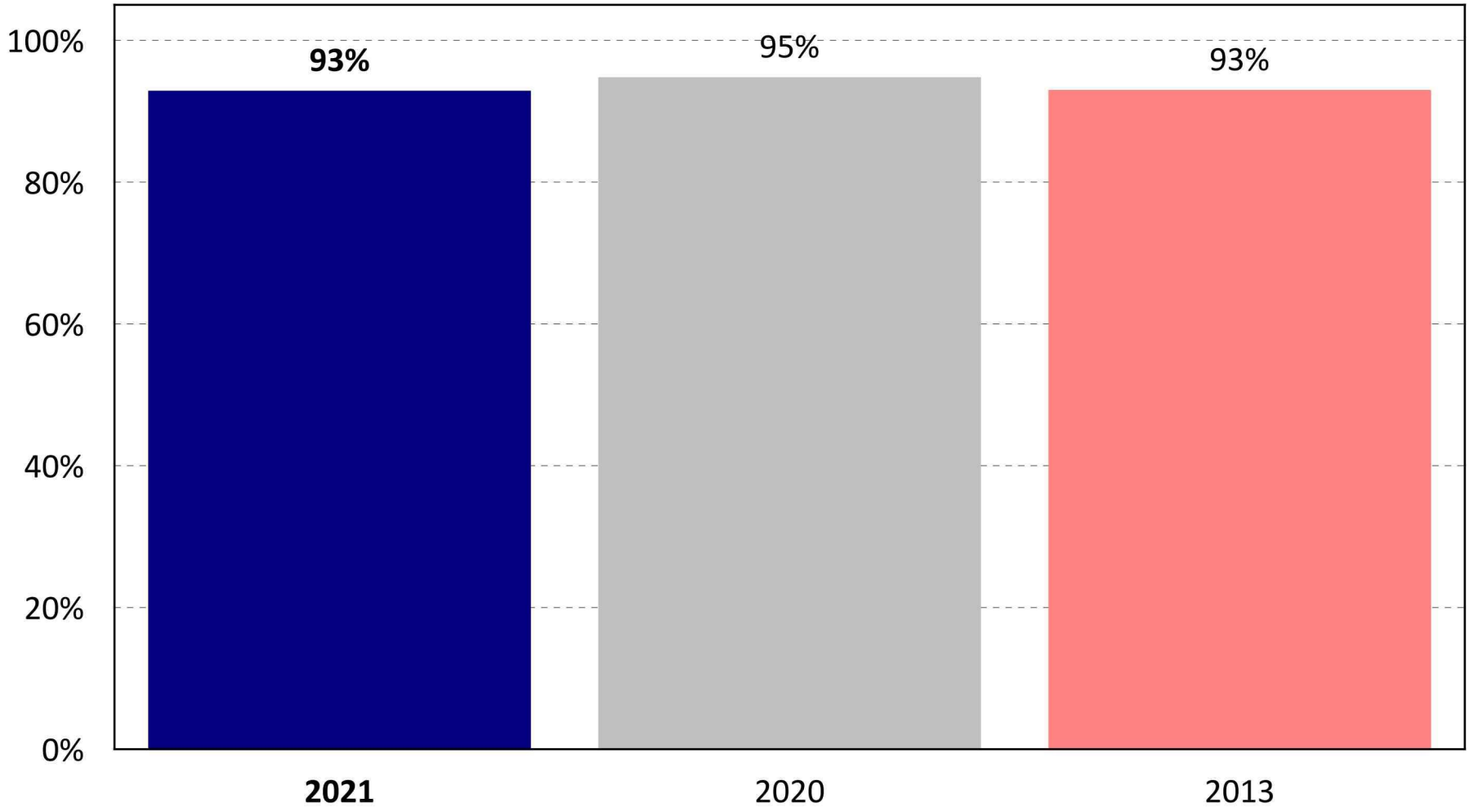
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



TRENDS

Q31. Would you recommend Pinehurst to others as a place to live?

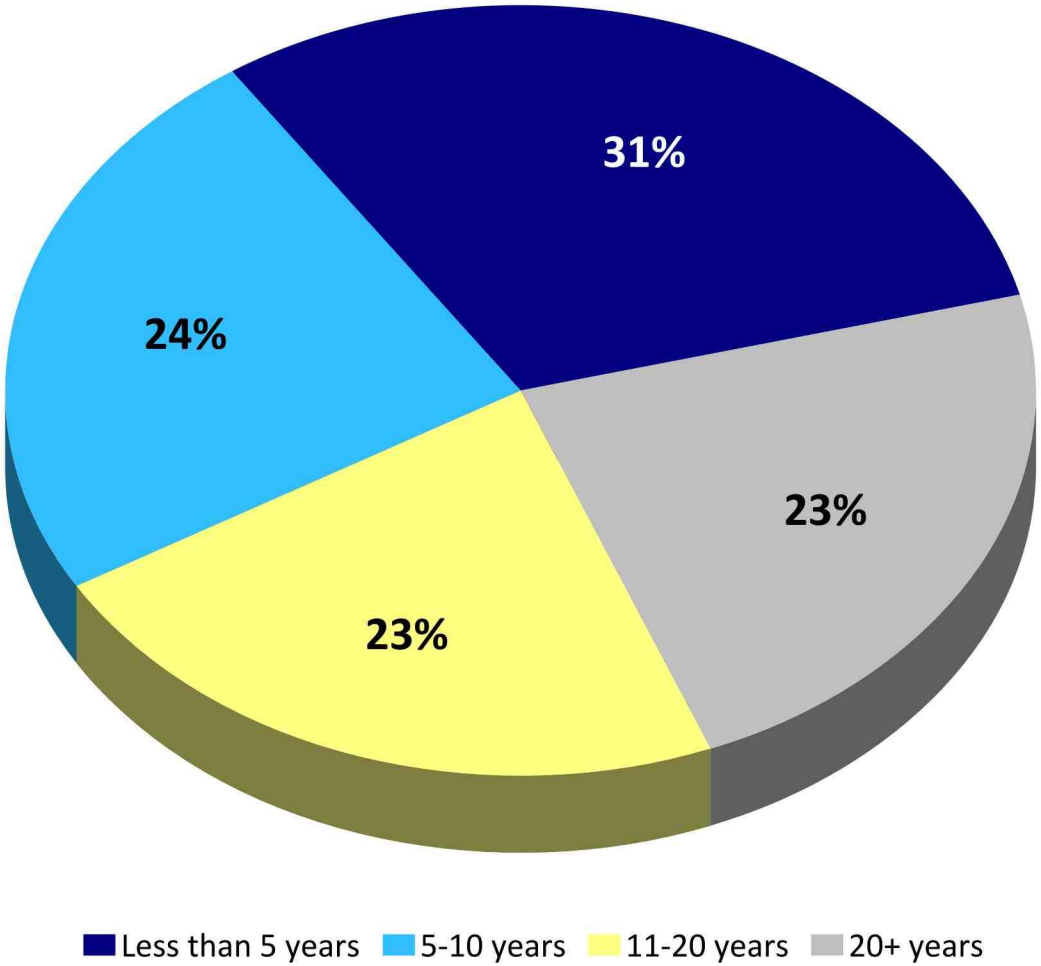
by percentage of respondents who answered "yes" (excluding "not provided")



TRENDS

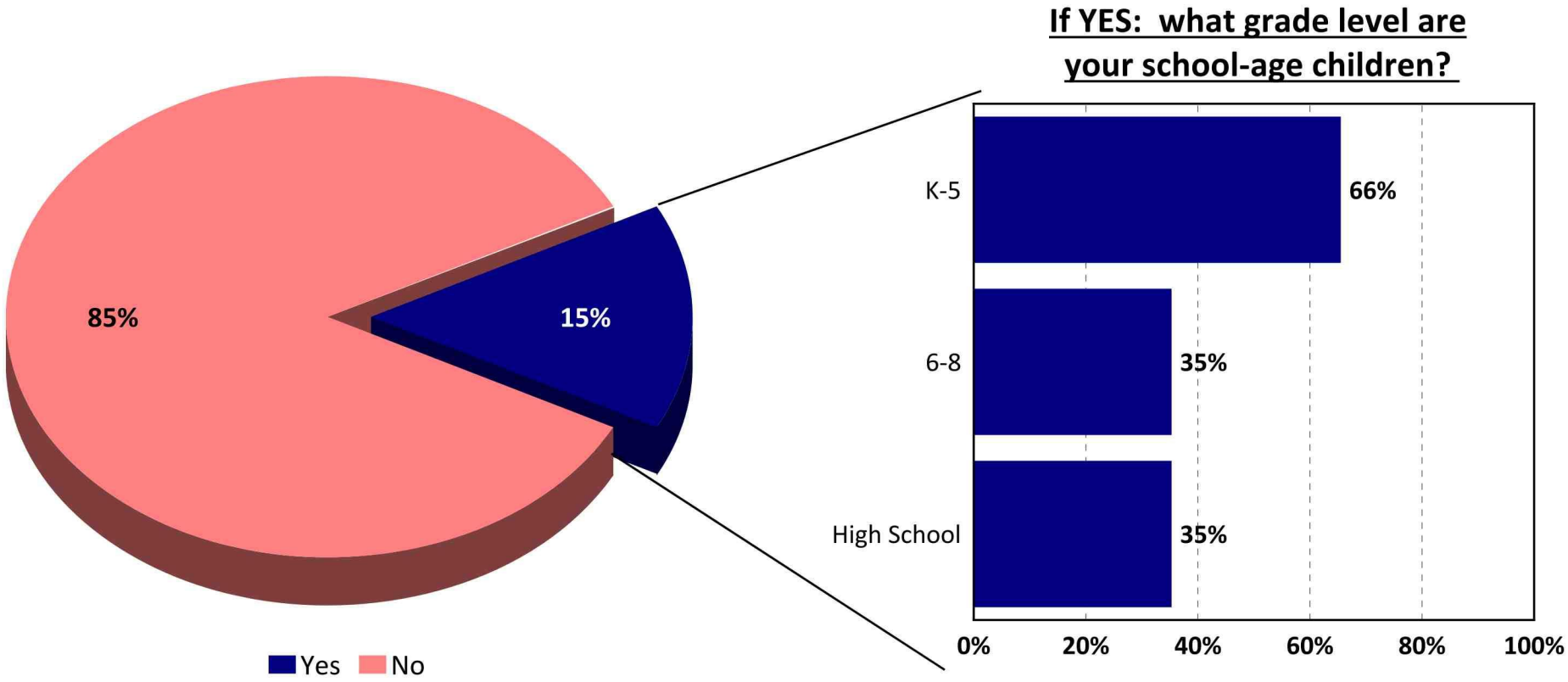
Demographics: Approximately how many years have you lived in the Village of Pinehurst?

by percentage of respondents (excluding "not provided")



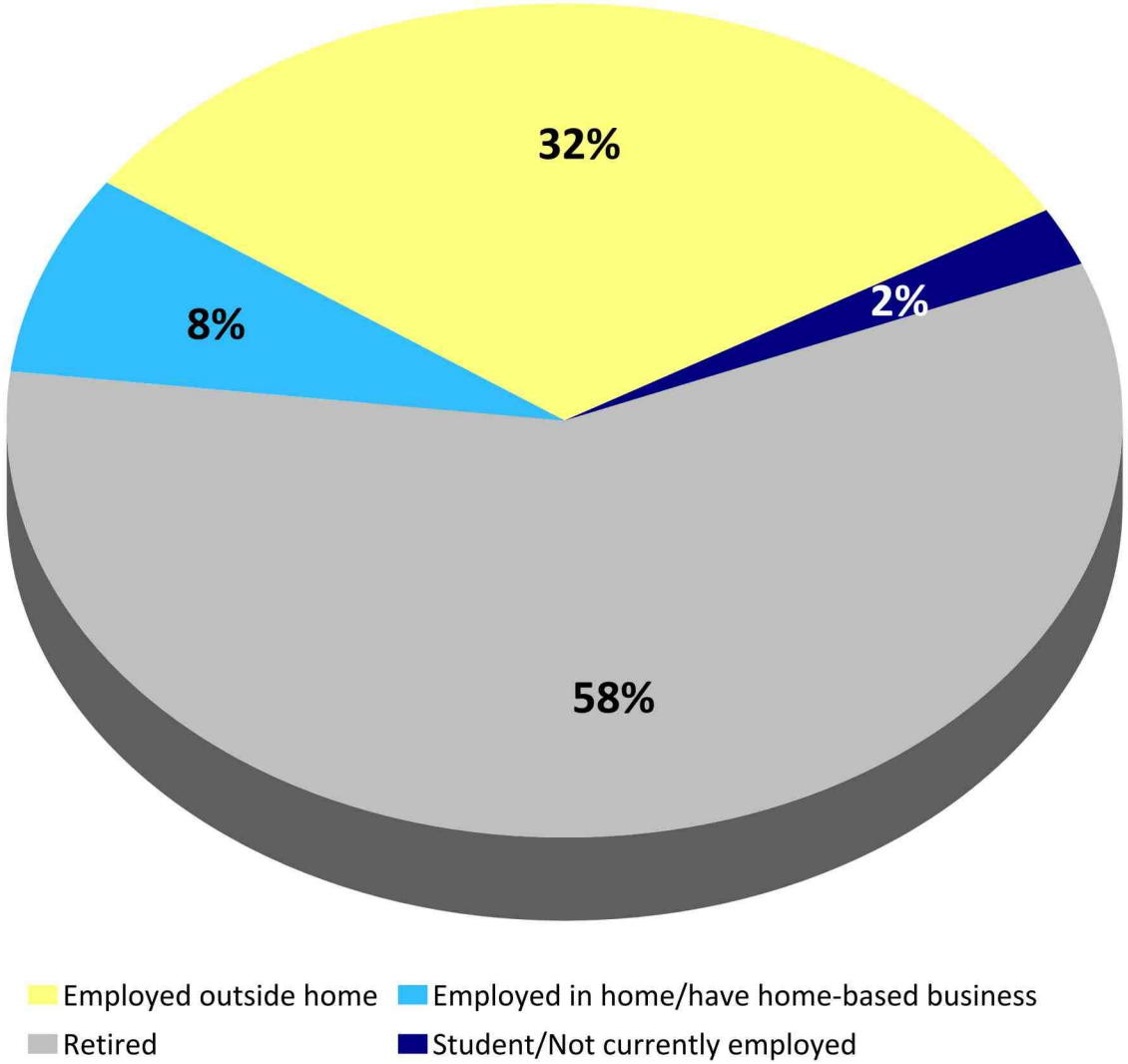
Demographics: Do you have school age children (grades K-12) living at home?

by percentage of respondents



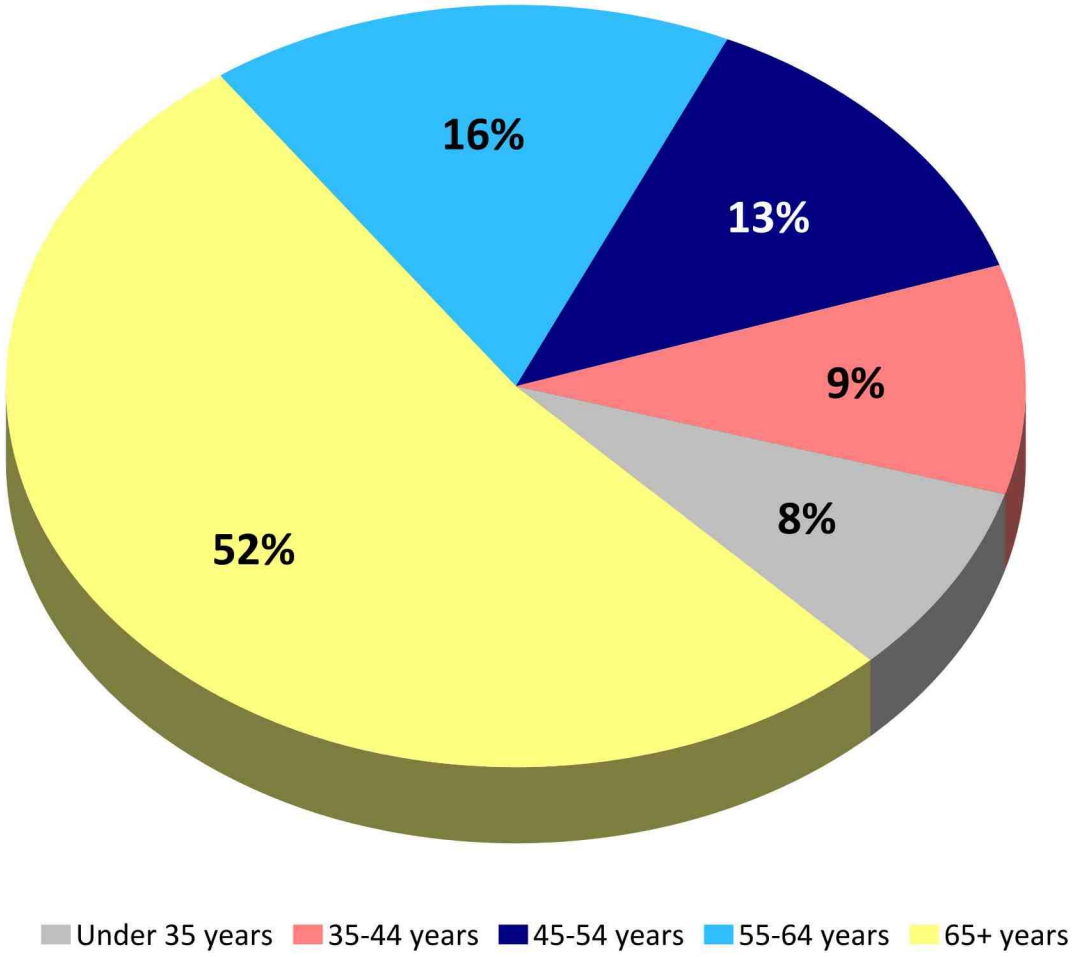
Demographics: Current Employment Status

by percentage of respondents (excluding "not provided")



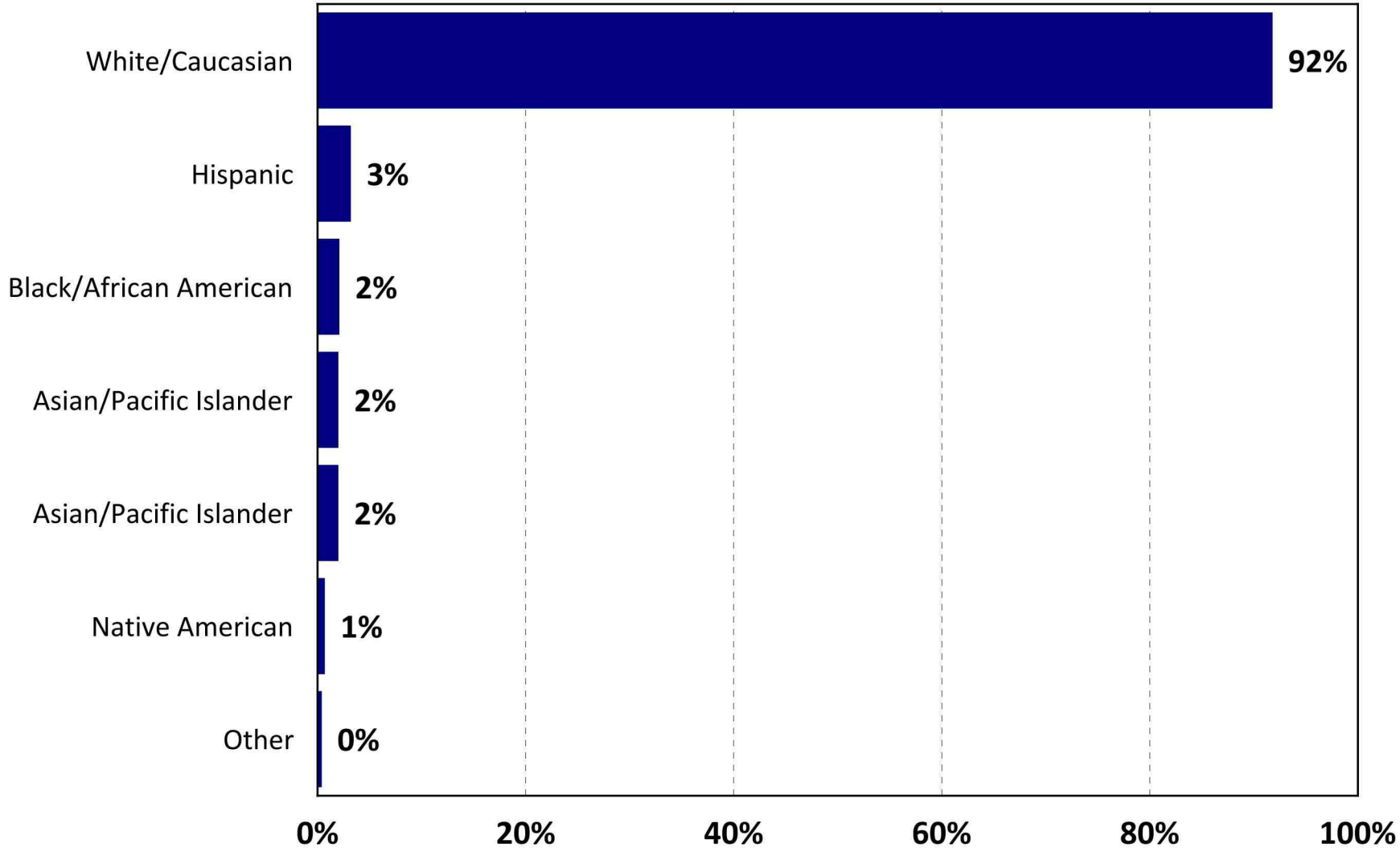
Demographics: Age of Respondents

by percentage of respondents (excluding "not provided")



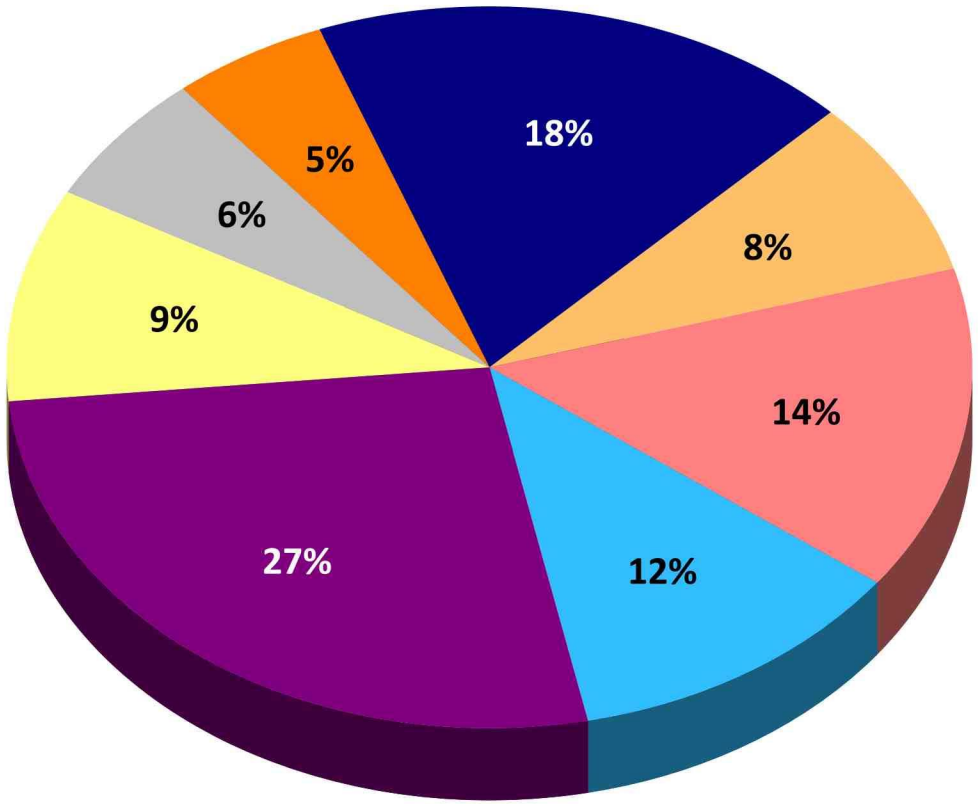
Demographics: Which of the following best describes your race?

by percentage of respondents (multiple selections could be made)



Demographics: Which of the following best describes where you live?

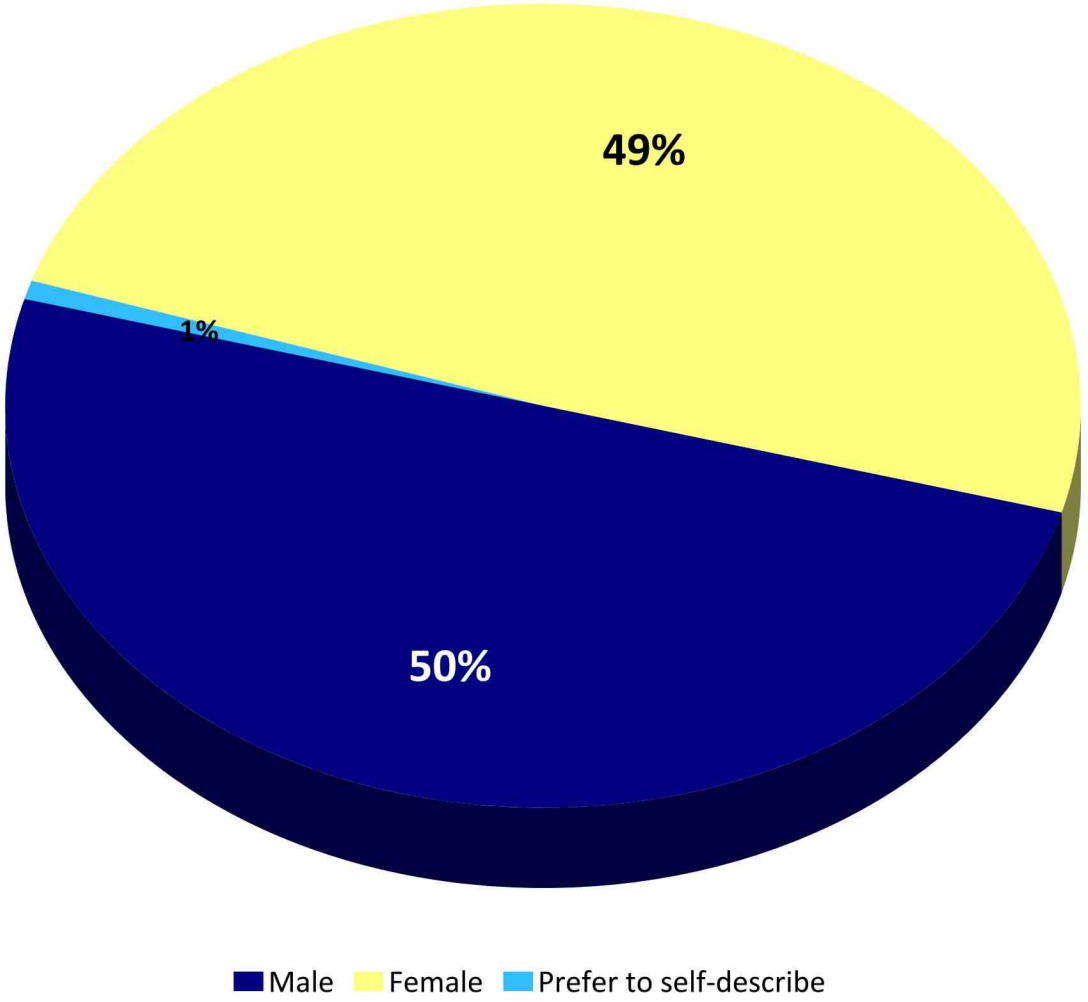
by percentage of respondents (excluding "not provided")



- Pinehurst No. 6
- Pinehurst Trace/Pinedale/Midland Country Club/Taylorhurst/Walker Station
- Pinehurst No. 7/Lawn & Tennis/CCNC
- Morganton/Monticello Rd.
- Lake Pinehurst/Burning Tree/St. Andrews/Cotswold
- Pinewild
- Old Town/Linden Rd./Donald Ross Dr./Clarendon Gardens
- Village Acres/Murdocksville Rd.

Demographics: Gender

by percentage of respondents (excluding "not provided")



0.1% of respondents selected "Non-Binary/Third Gender"

2 Benchmarking Analysis

Benchmarking Analysis

Overview

ETC Institute's *DirectionFinder®* program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November of 1999, the survey has been administered in more than 500 communities in 50 states. Most participating communities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from three sources: (1) a national survey that was administered by ETC Institute during the summer of 2020 to a random sample of more than 5,000 residents across the United States, (2) a regional survey administered during the summer of 2020 to a random sample of over 400 residents in the Atlantic Region of the United States; the Atlantic Region includes the states of North Carolina, Virginia, West Virginia, Maryland, Delaware, and the District of Columbia, and (3) from individual surveys that were administered in 25 communities with populations of fewer than 30,000 residents between January 2020 and August 2021. The averages shown in the performance range charts is the average rating of the 25 communities listed below:

- Belton, Missouri
- Buchanan, Wisconsin
- Clayton, Missouri
- Dickinson, Texas
- Edgerton, Kansas
- Fruita, Colorado
- Gladstone, Missouri
- Harrisonville, Missouri
- Johnston, Iowa
- Key Biscayne, Florida
- Kirkwood, Missouri
- Lebanon, Missouri
- Merriam, Kansas
- Mission, Kansas
- New Fairview, Texas
- North Kansas City, Missouri
- Perryville, Missouri
- Port Washington, Wisconsin
- Raymore, Missouri
- Richmond, Missouri
- Roeland Park, Kansas
- Rolla, Missouri
- Spring Hill, Kansas
- Washougal, Washington
- Weldon Spring, Missouri

Benchmarking Analysis

Interpreting the Charts

The charts on the following pages show how the overall results for Pinehurst compare to the national and regional averages based on the results of the 2020 survey that was administered by ETC Institute. The "National Average" shown in the charts reflects the overall results of ETC Institute's national survey of more than 5,000 residents, and the "Atlantic Region" reflects the results of the survey of more than 400 residents in the states listed on the previous page.

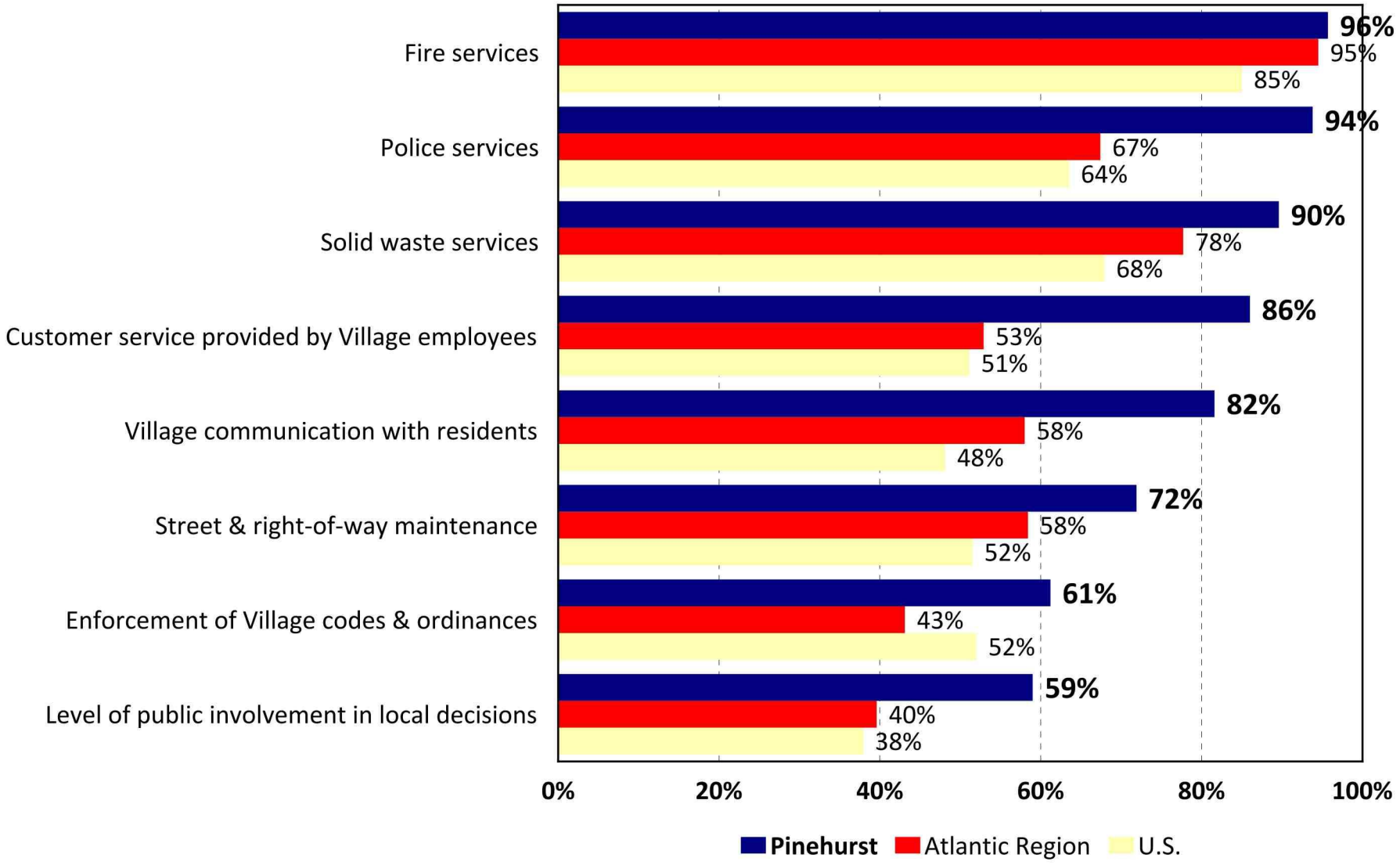
Performance Range Charts. The second set of charts show comparisons for several items that were rated on the survey. The horizontal bars show the range of satisfaction among residents in communities of fewer than 30,000 that have participated in the DirectionFinder® Survey since January 2020. The lowest and highest satisfaction ratings are listed to the left and right of each bar. The yellow dot on each bar shows how the results for Pinehurst compare to the average for communities with fewer than 30,000 residents, which is shown as a vertical dash in the middle of each horizontal bar. If the yellow dot is located to the right of the vertical dash, the Village of Pinehurst is rated higher than the community average. If the yellow dot is located to the left of the vertical dash, the Village is rated below the community average.

National Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the Village of Pinehurst is not authorized without written consent from ETC Institute.

Overall Satisfaction with Various Community Services
Pinehurst vs. Atlantic Region vs. the U.S.

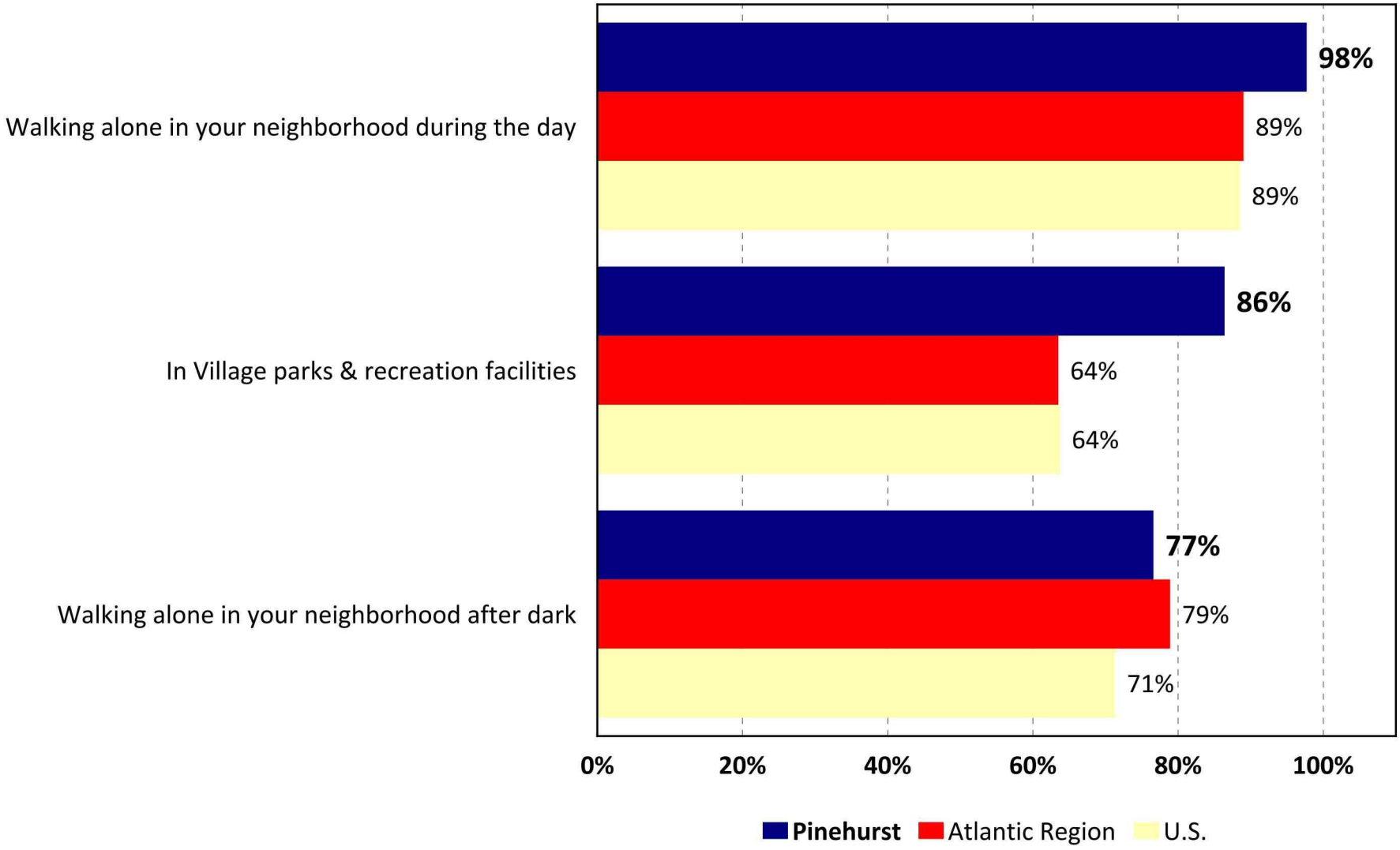
by percentage of respondents who rated the item 4 or 5 on a 5-point scalewhere 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Overall Perceptions of Safety and Security

Pinehurst vs. Atlantic Region vs. the U.S.

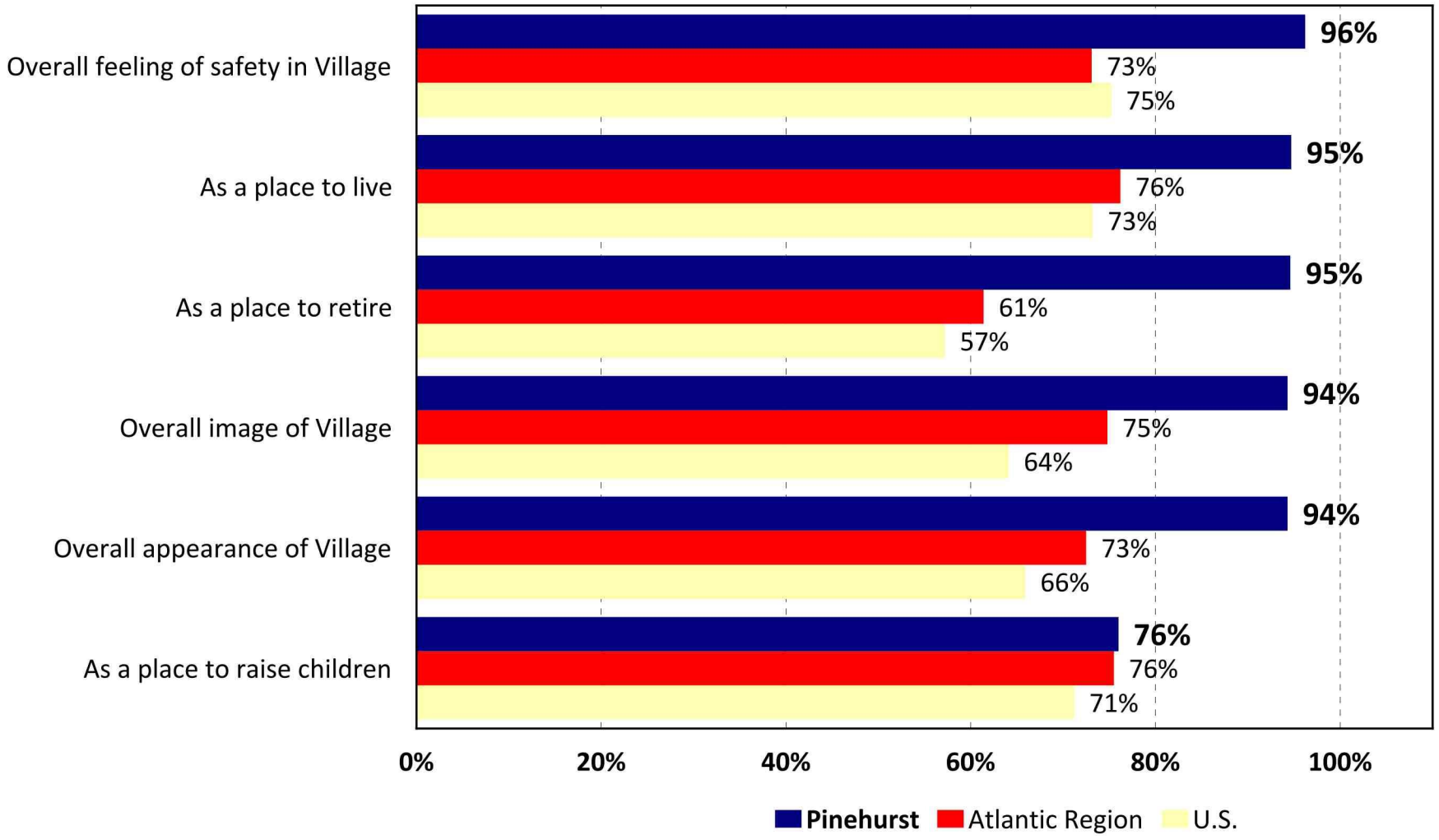
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Satisfaction with Issues that Influence Perceptions of the Village

Pinehurst vs. Atlantic Region vs. the U.S.

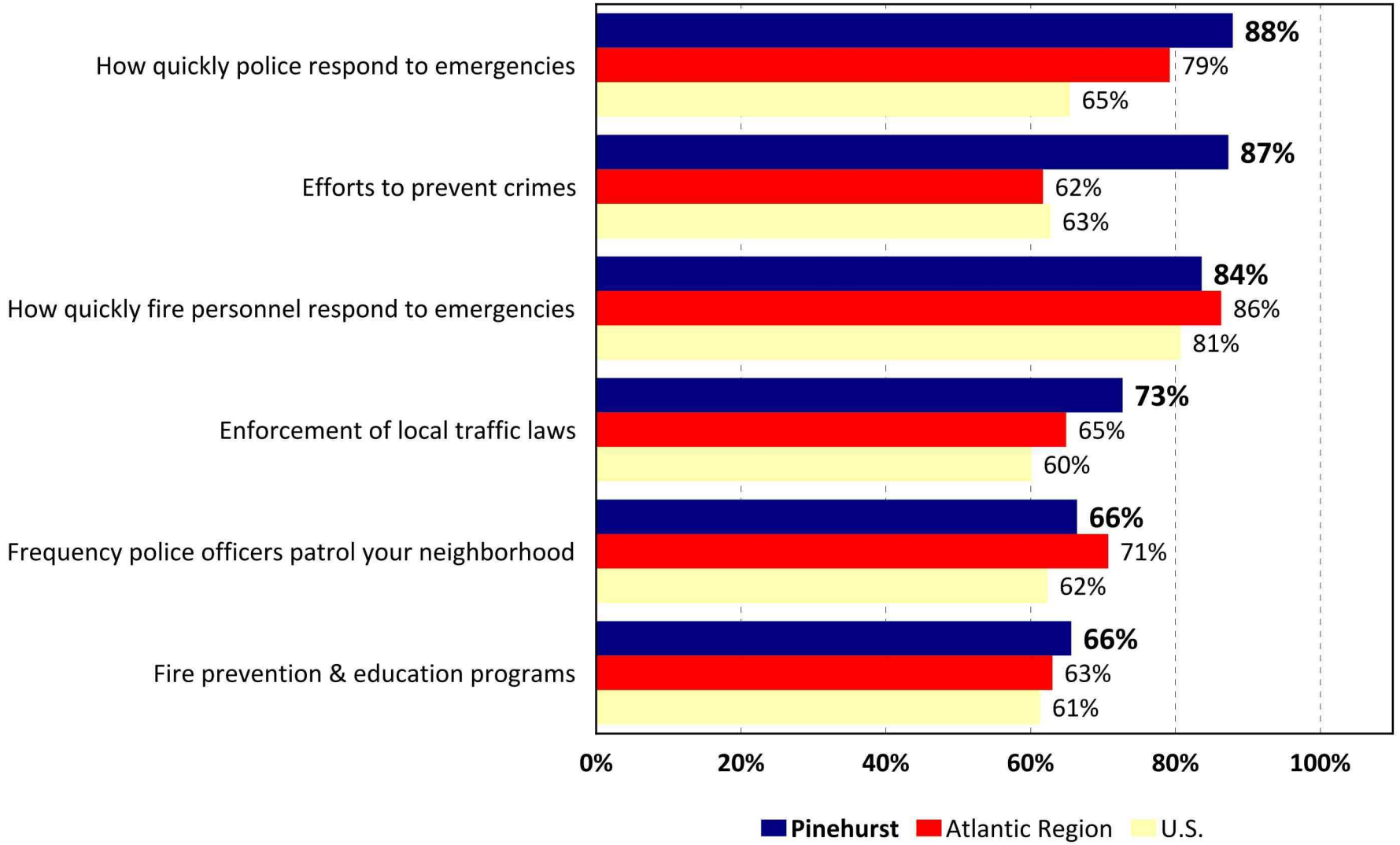
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "excellent" and 1 was "poor" (excluding no opinion)



Overall Satisfaction with Public Safety Services

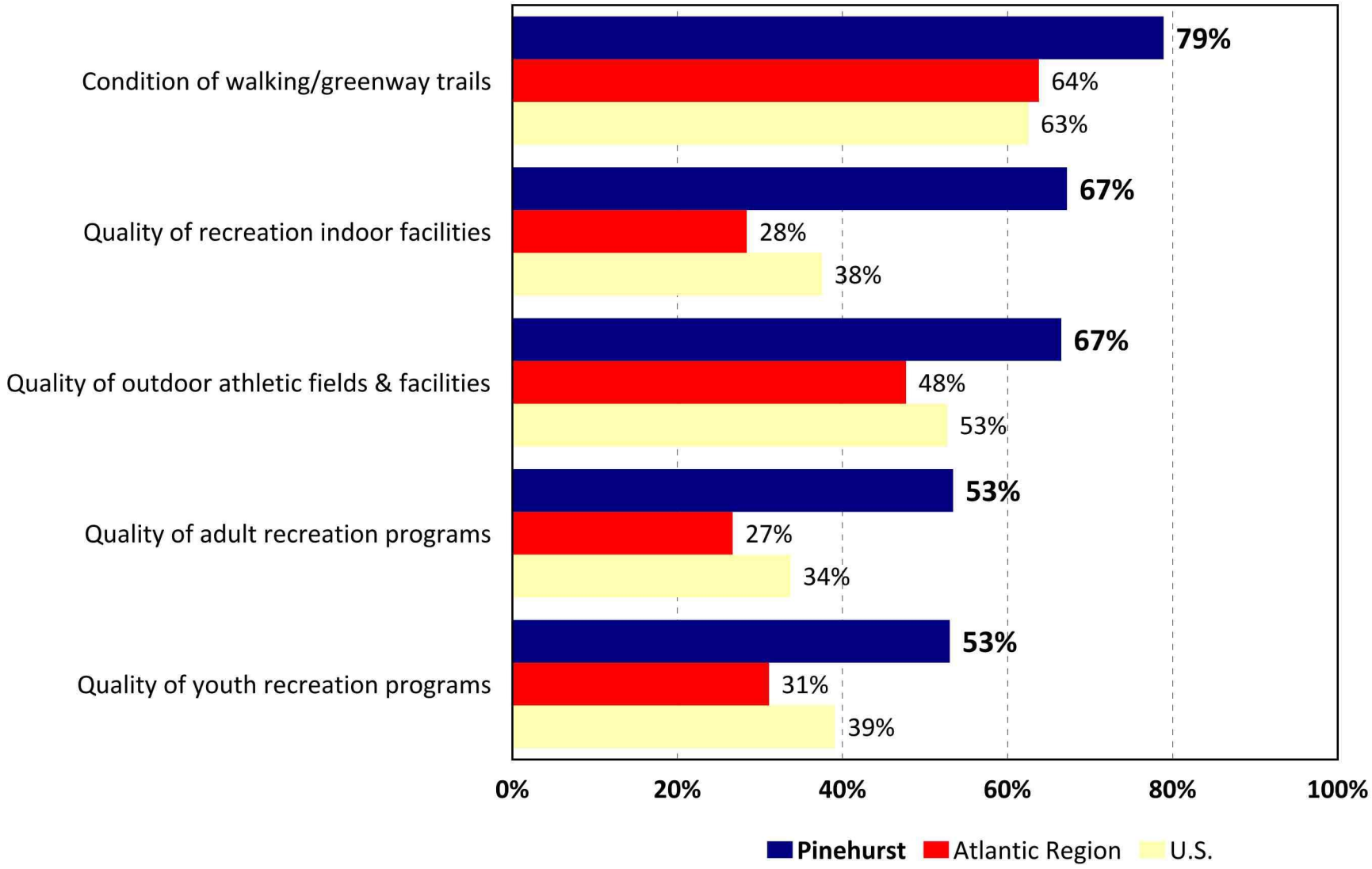
Pinehurst vs. Atlantic Region vs. the U.S.

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 no opinion)



Overall Satisfaction with Cultural and Recreation Services
Pinehurst vs. Atlantic Region vs. the U.S.

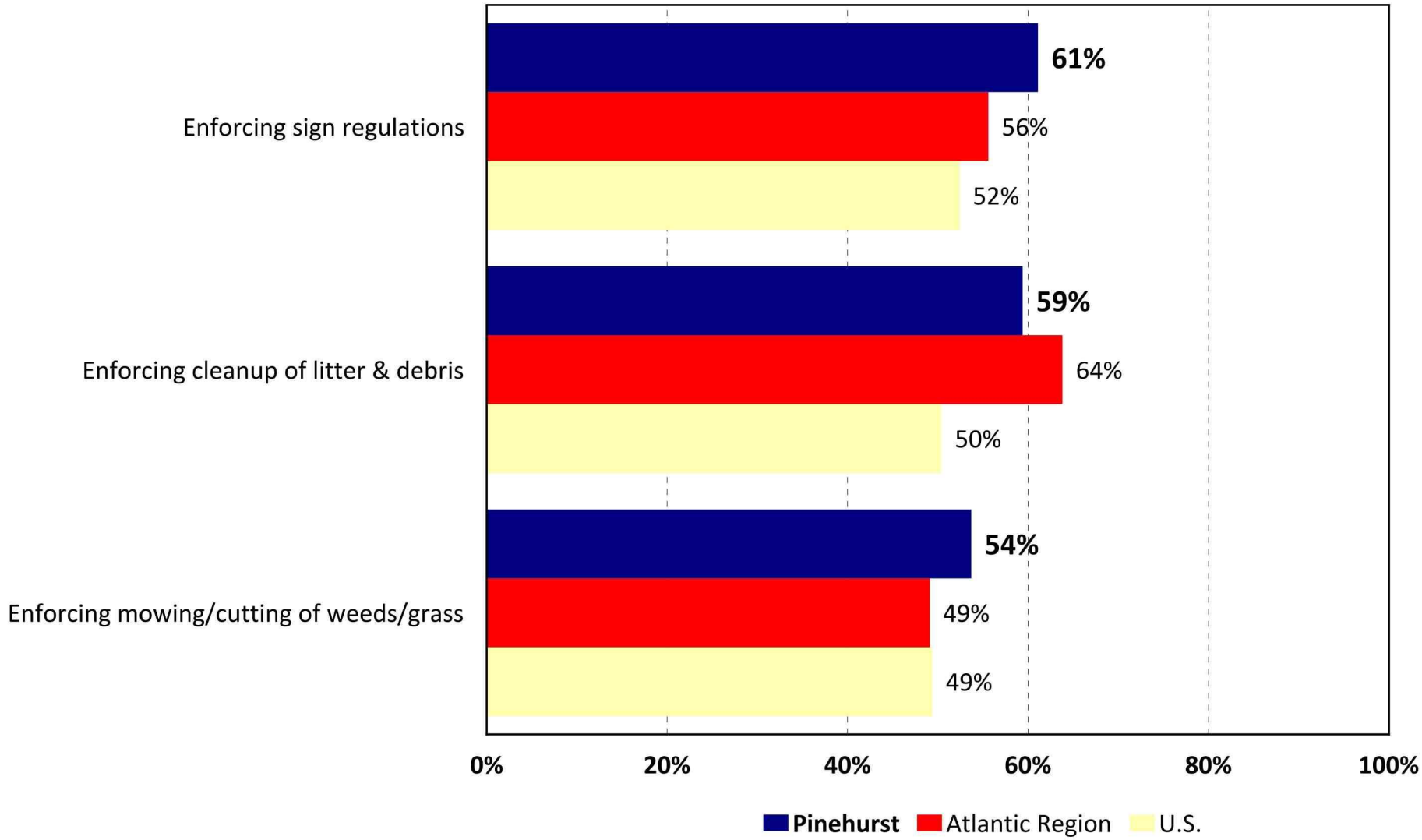
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Overall Satisfaction with Code Enforcement

Pinehurst vs. Atlantic Region vs. the U.S.

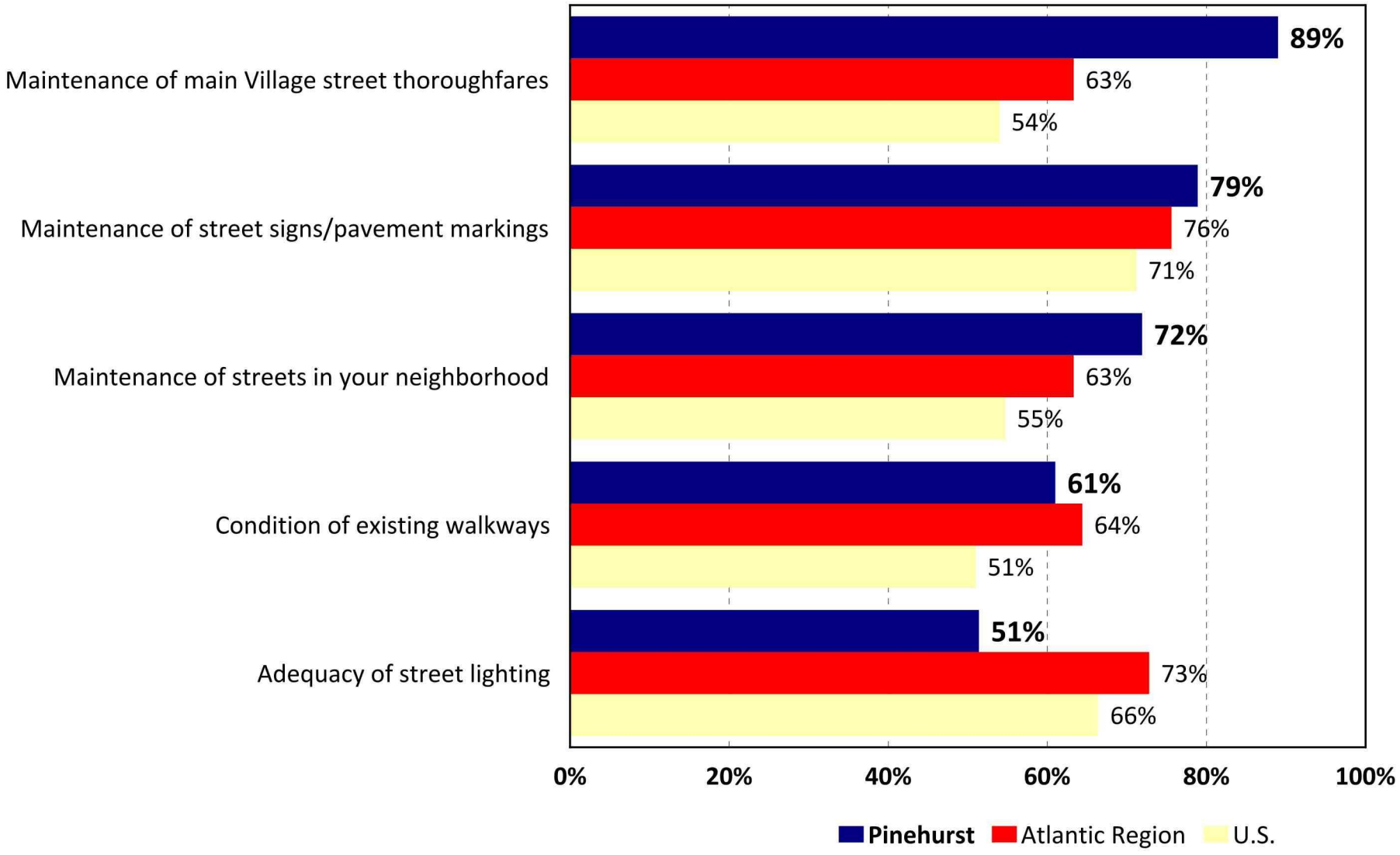
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Overall Satisfaction with Transportation Services

Pinehurst vs. Atlantic Region vs. the U.S.

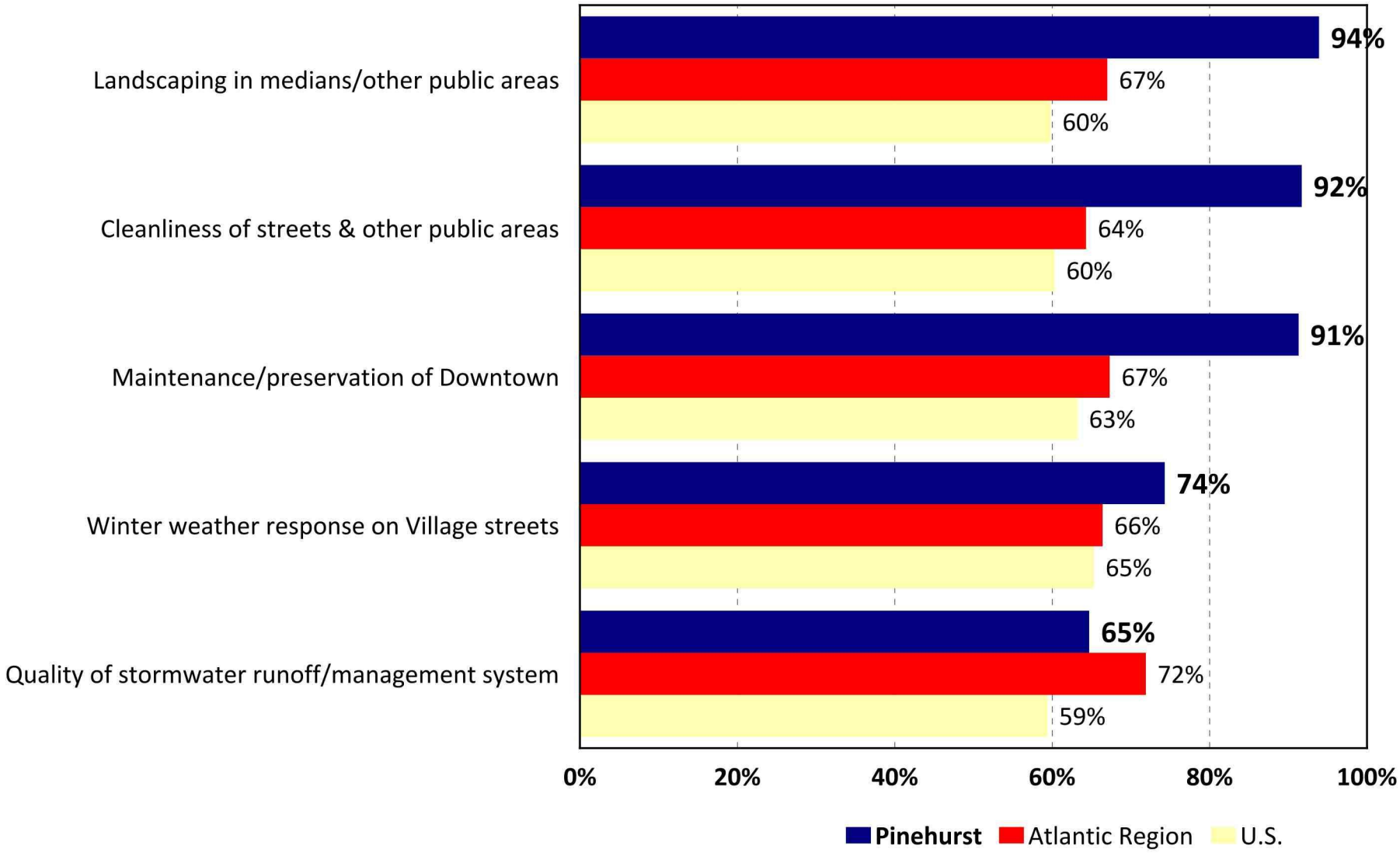
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Overall Satisfaction with Public Services

Pinehurst vs. Atlantic Region vs. the U.S.

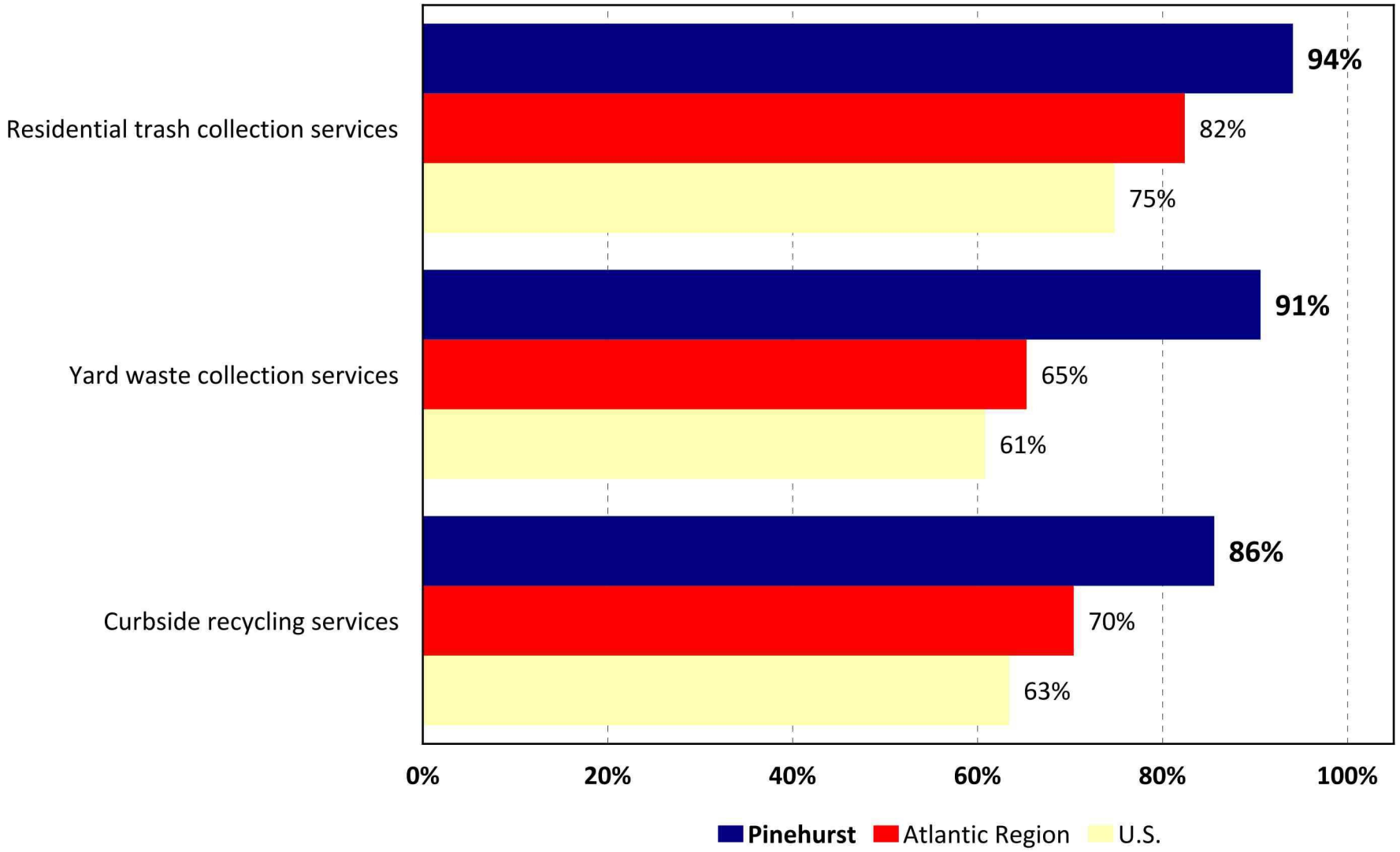
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Overall Satisfaction with Solid Waste Services

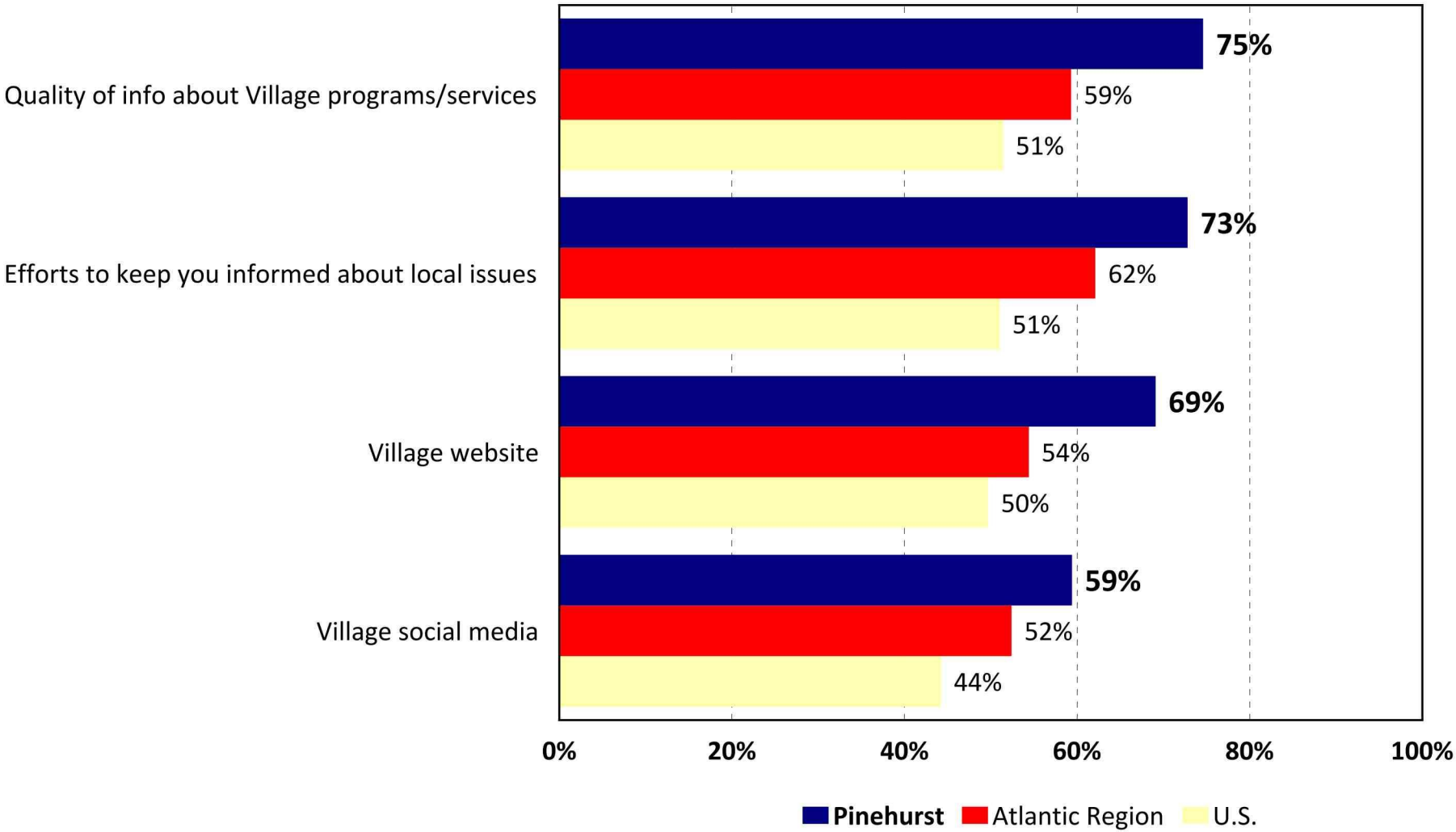
Pinehurst vs. Atlantic Region vs. the U.S.

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 no opinion)



Overall Satisfaction with Communication
Pinehurst vs. Atlantic Region vs. the U.S.

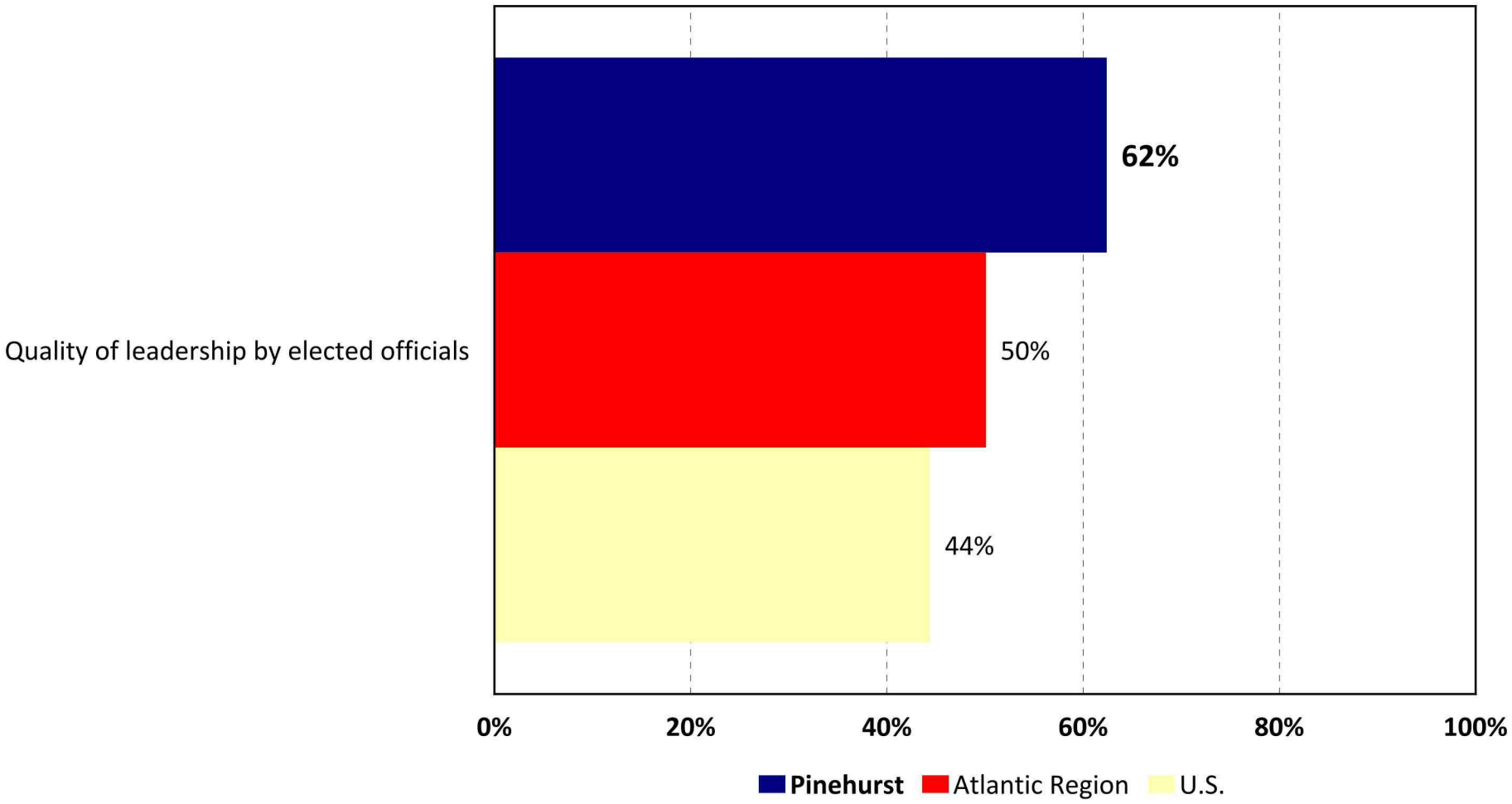
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Overall Satisfaction with Village Leadership

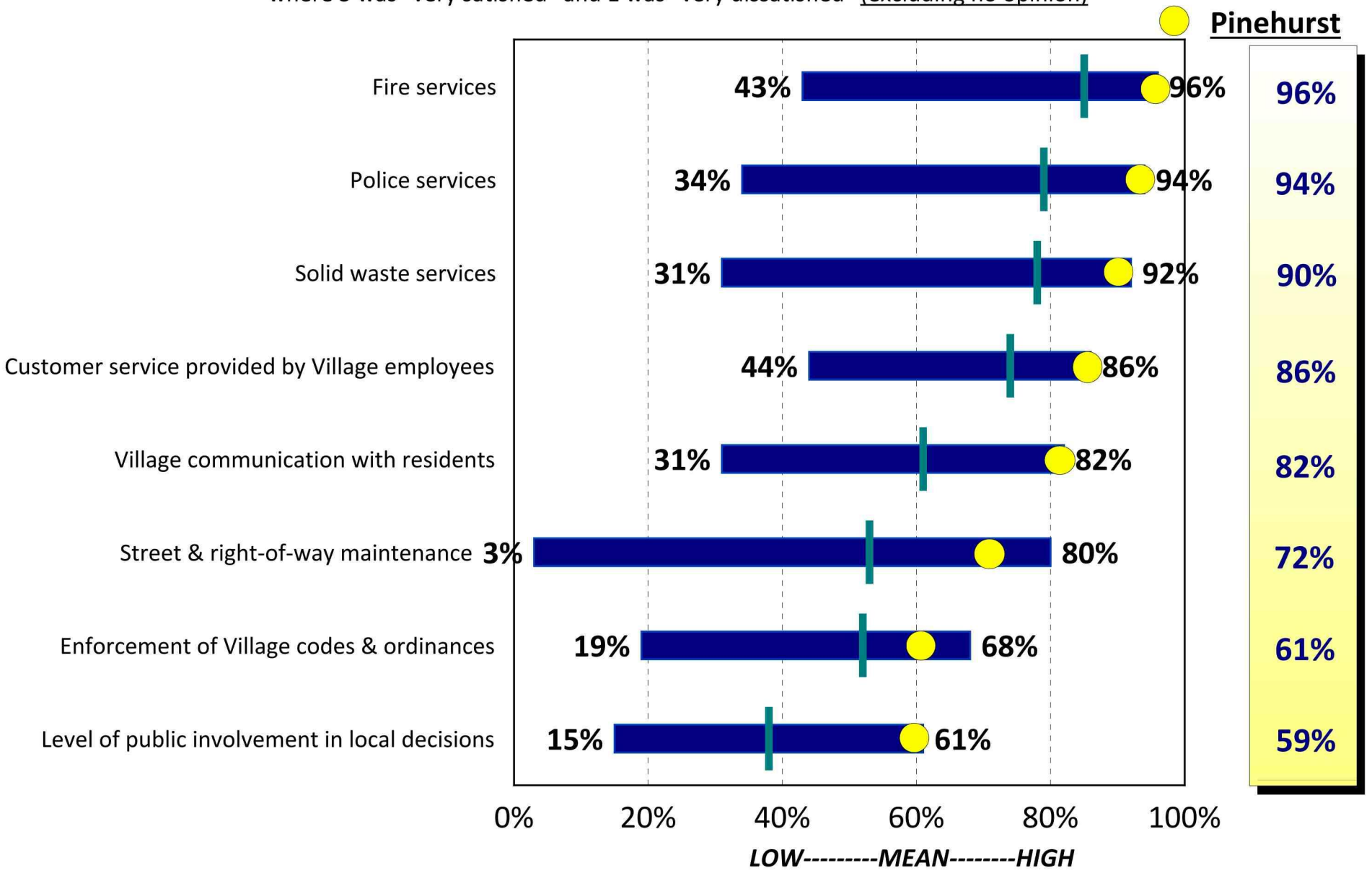
Pinehurst vs. Atlantic Region vs. the U.S.

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 no opinion)



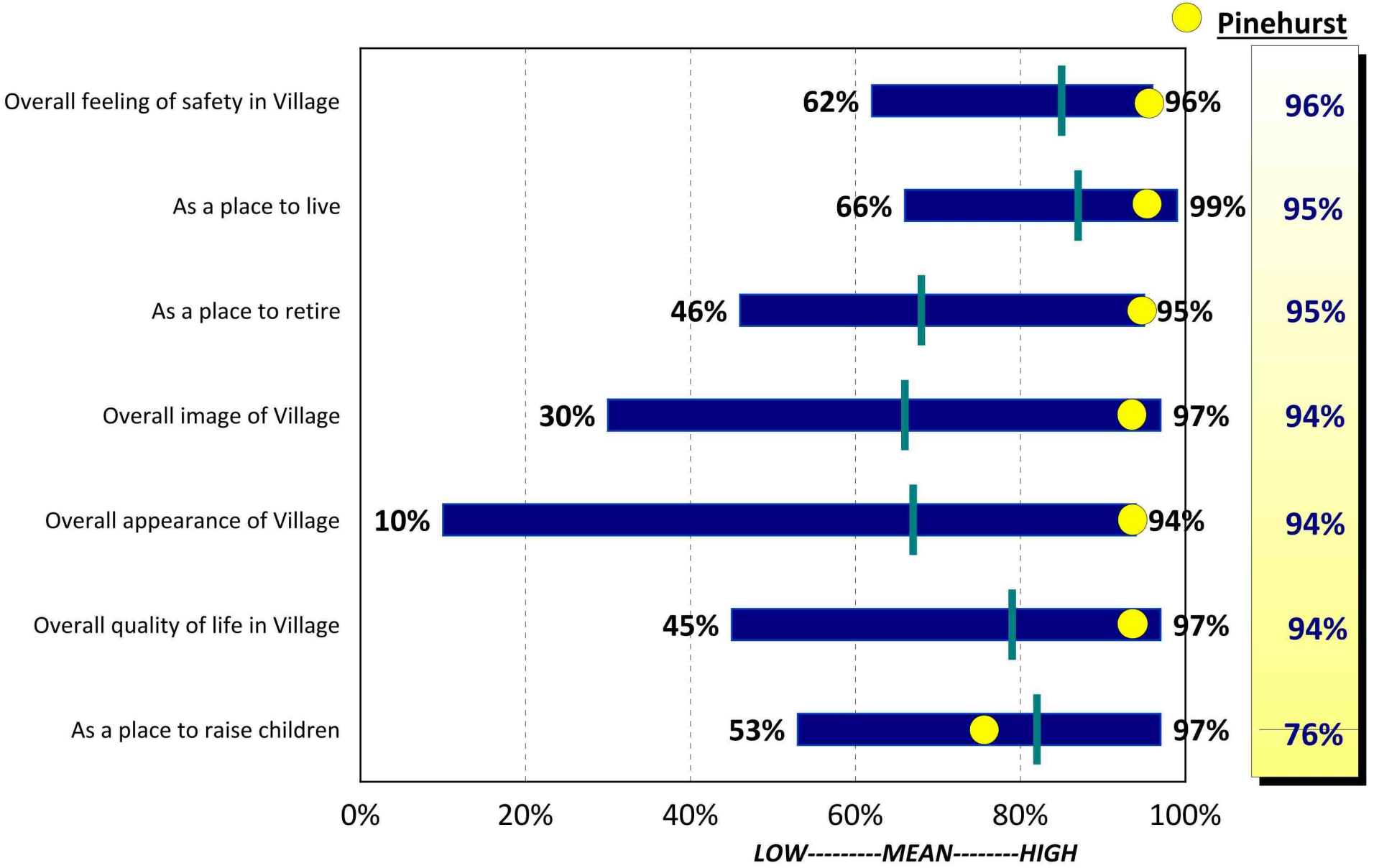
Overall Satisfaction with Various Village Services

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 no opinion)



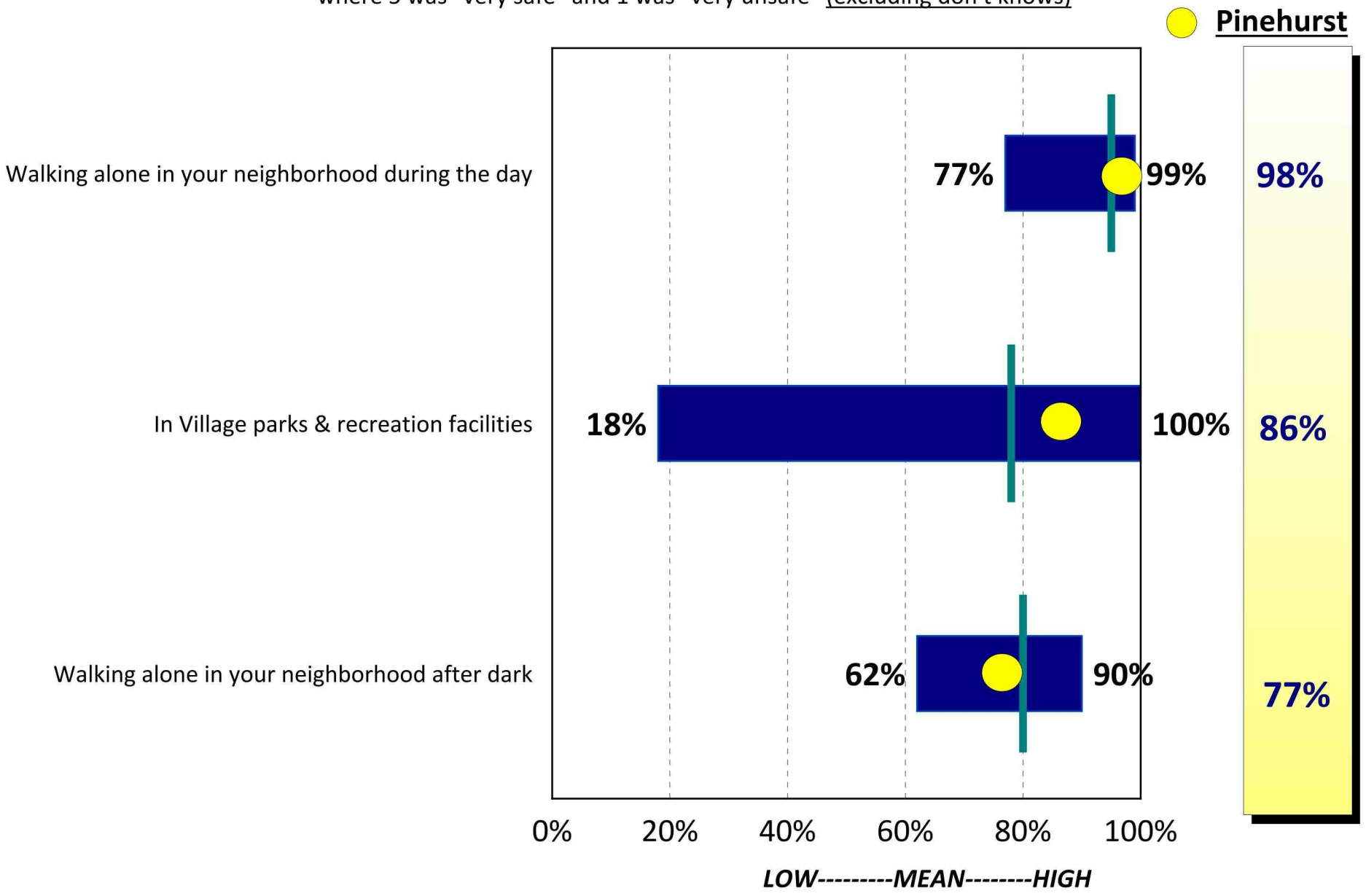
Overall Perceptions of the Village

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 no opinion)



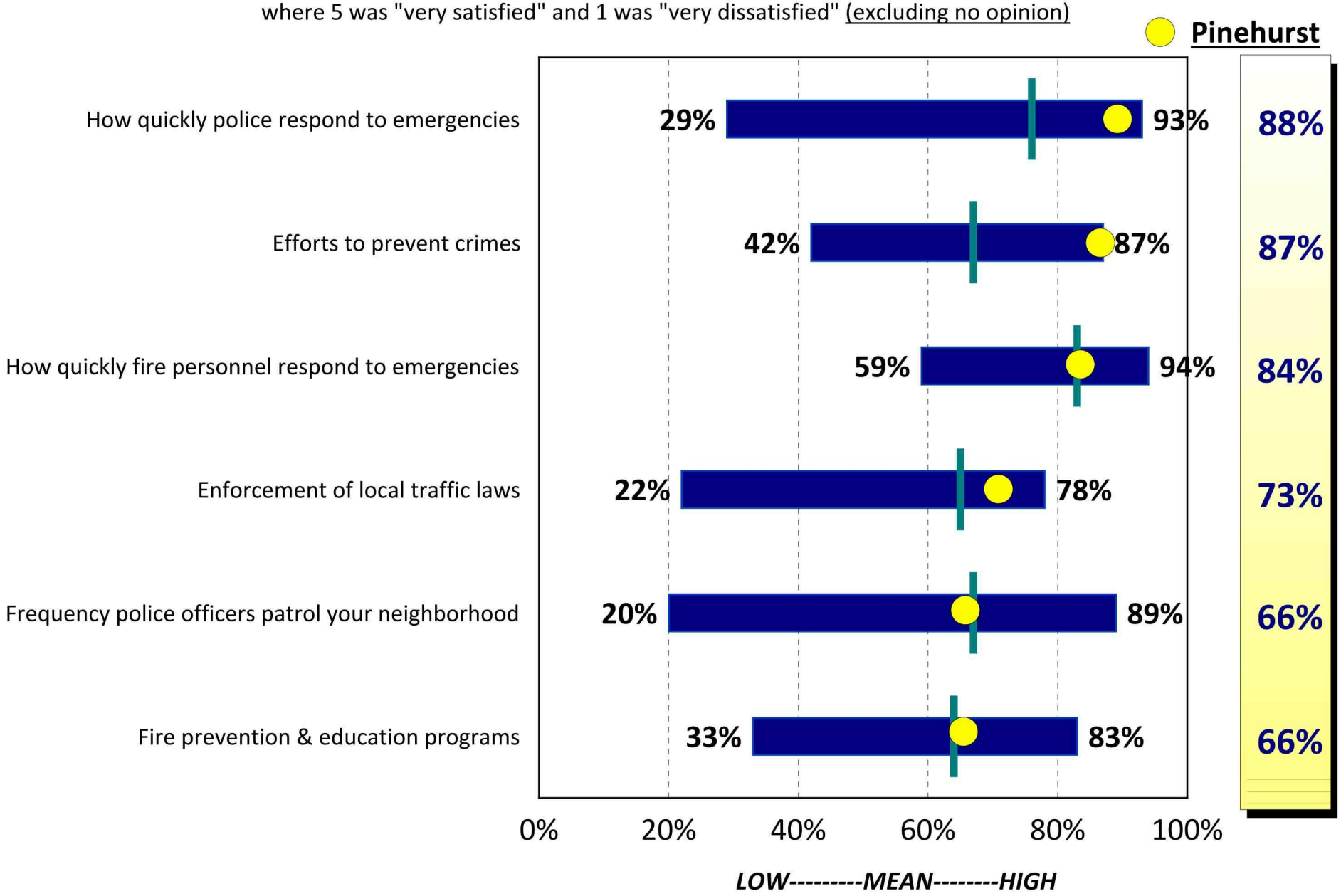
How Safe Residents Feel in Their Community

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



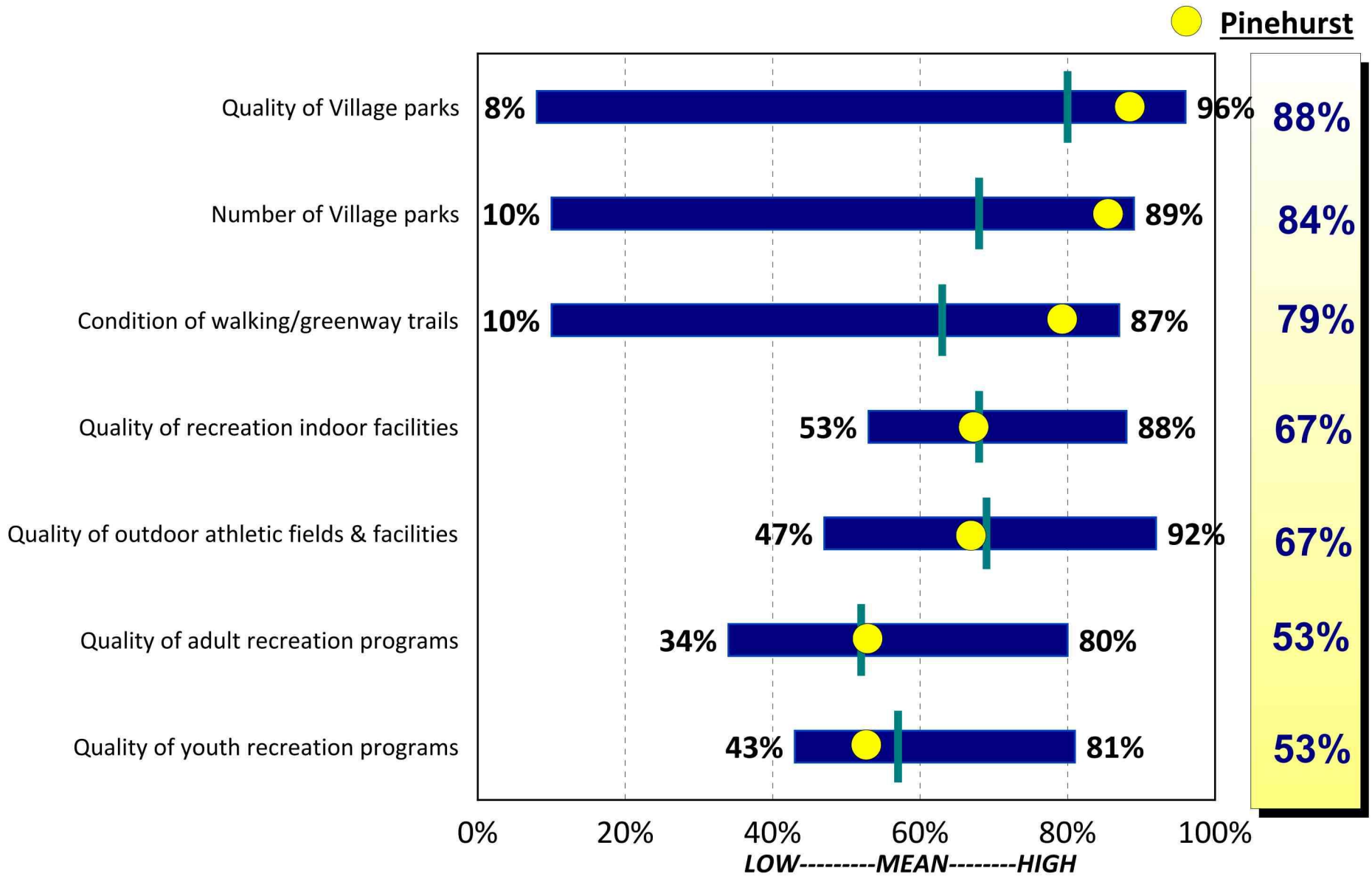
Satisfaction with Public Safety

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 no opinion)



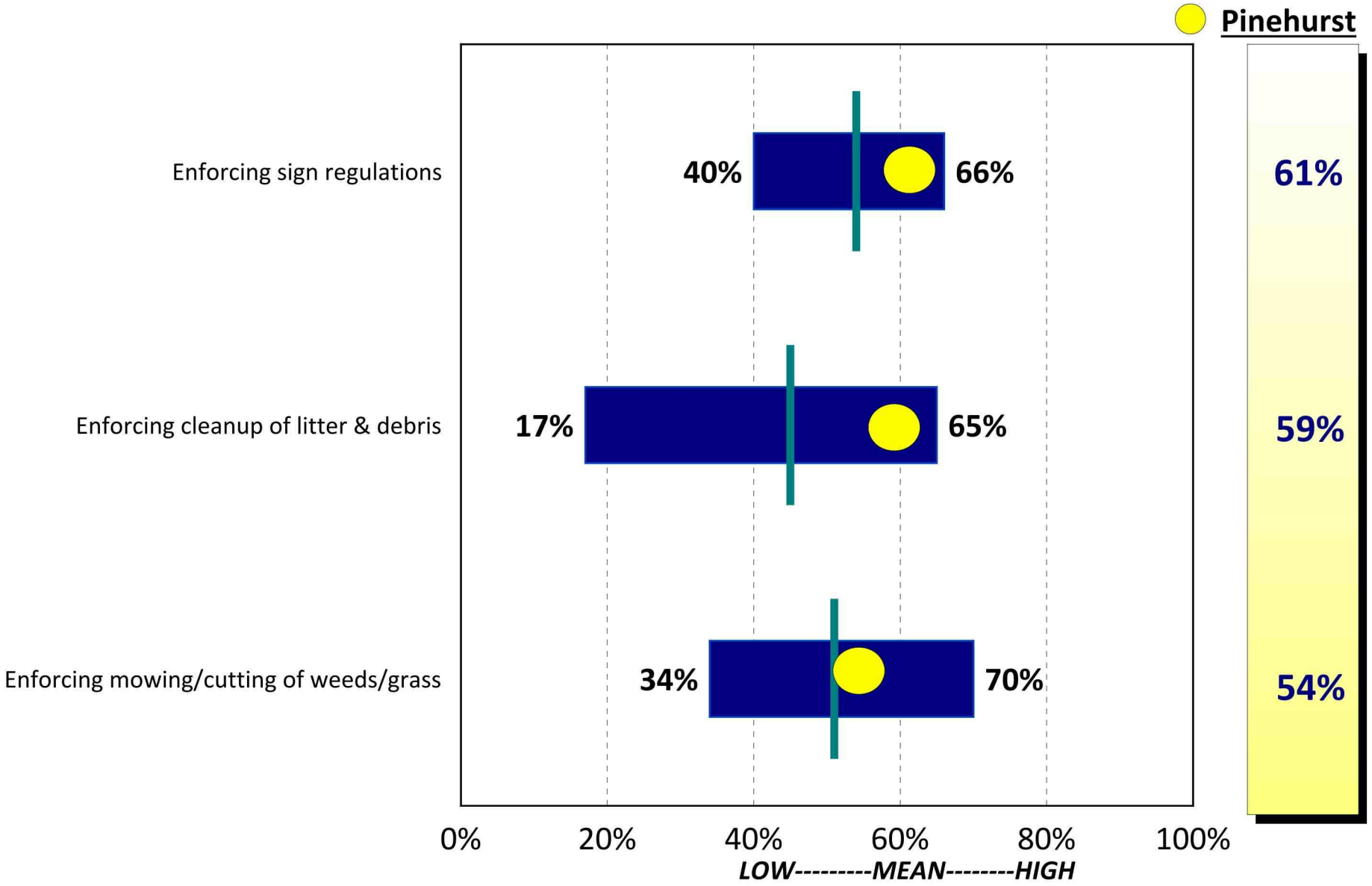
Overall Satisfaction with Cultural and Recreation Services

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 no opinion)



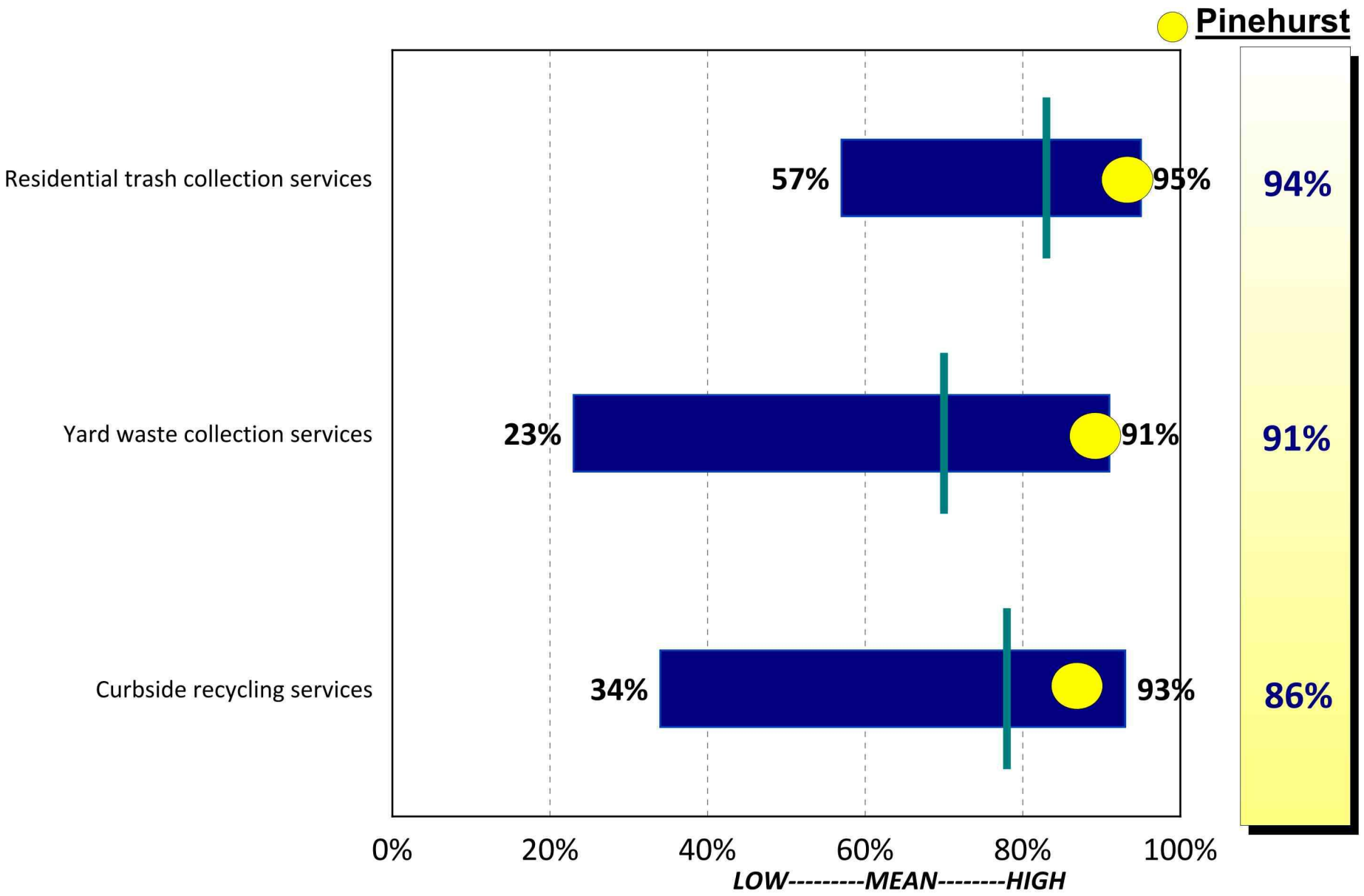
Overall Satisfaction with Code Enforcement

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 no opinion)



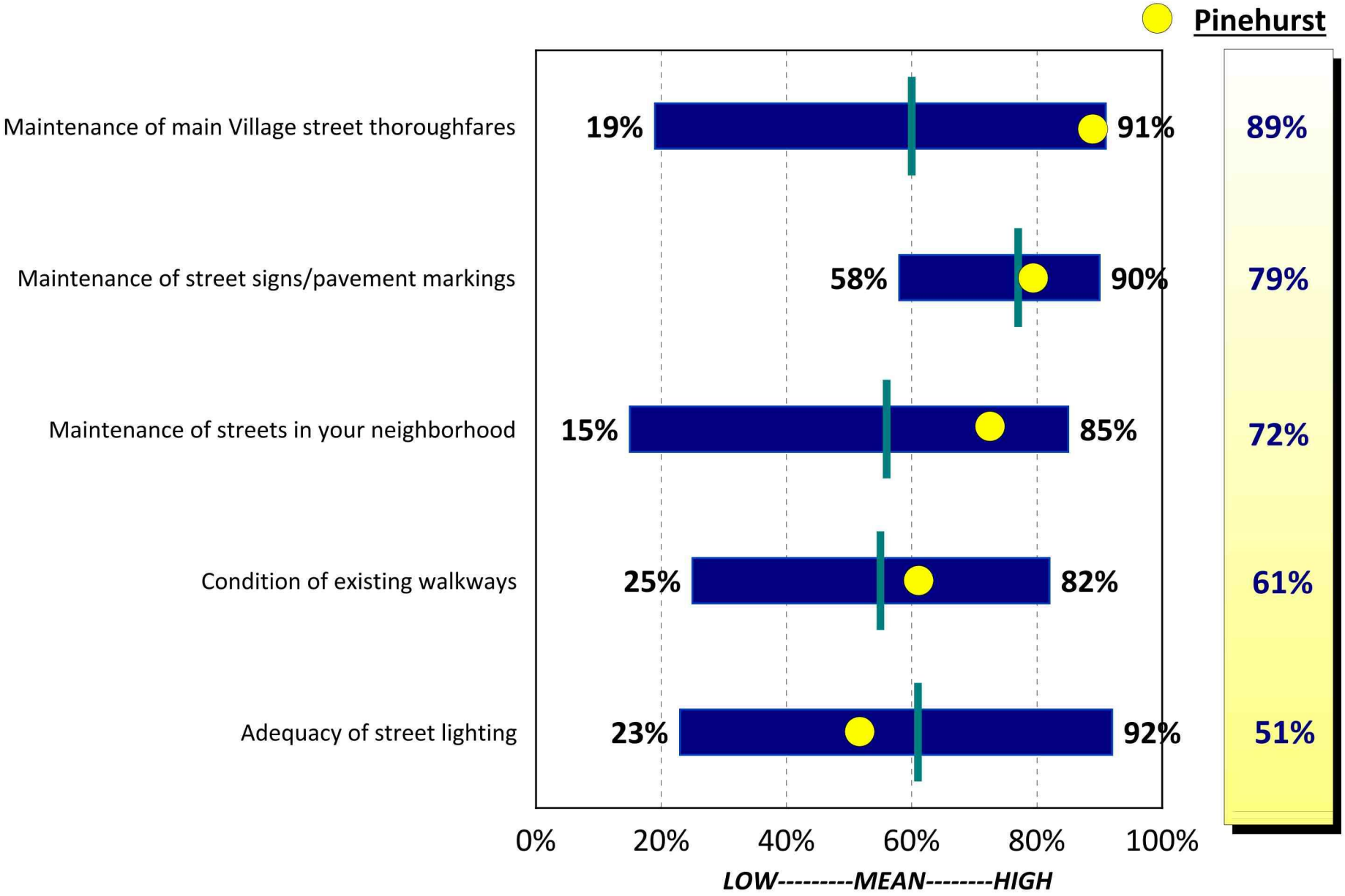
Overall Satisfaction with Solid Waste Services

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 no opinion)



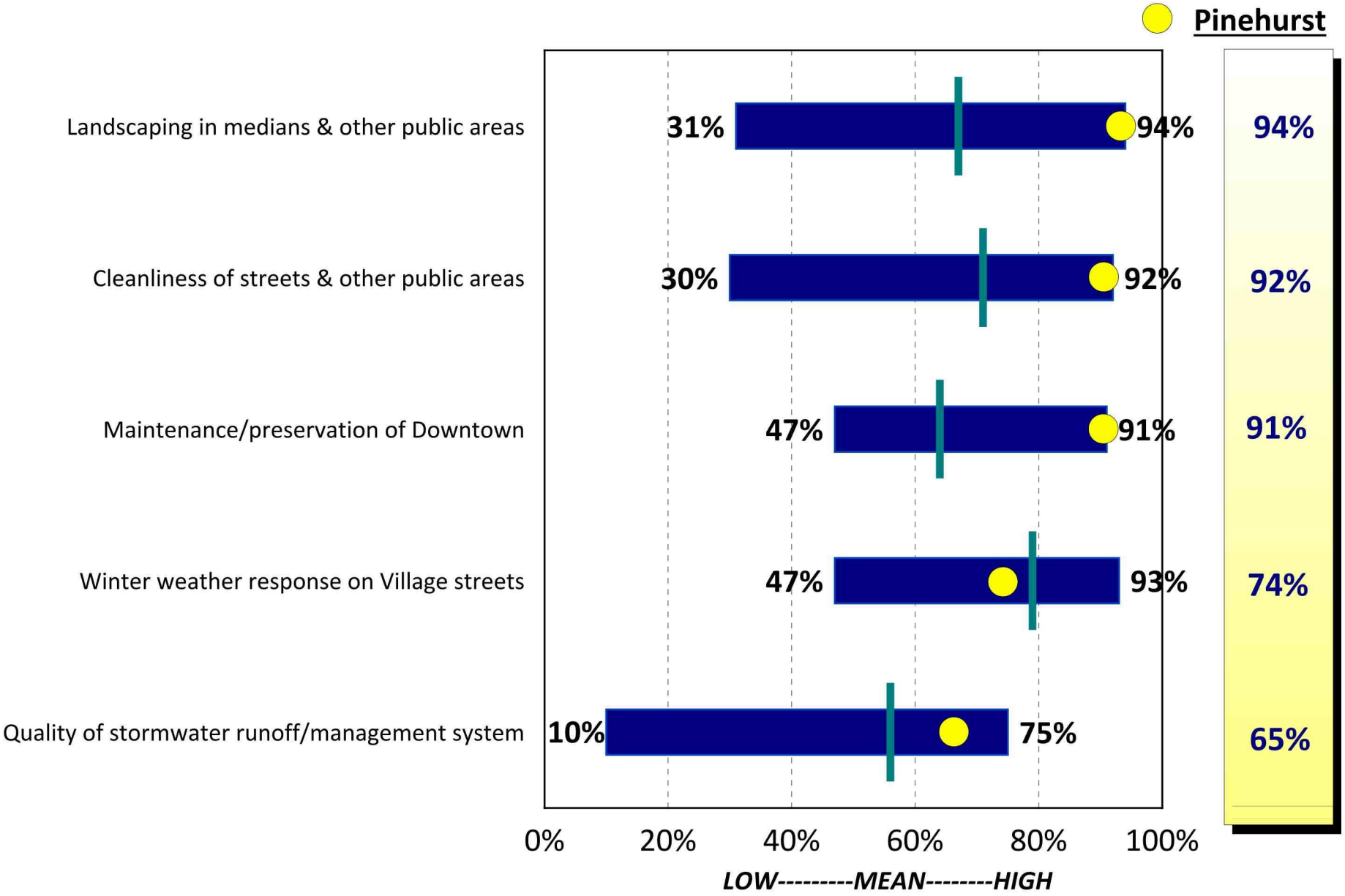
Overall Satisfaction with Transportation Services

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 no opinion)



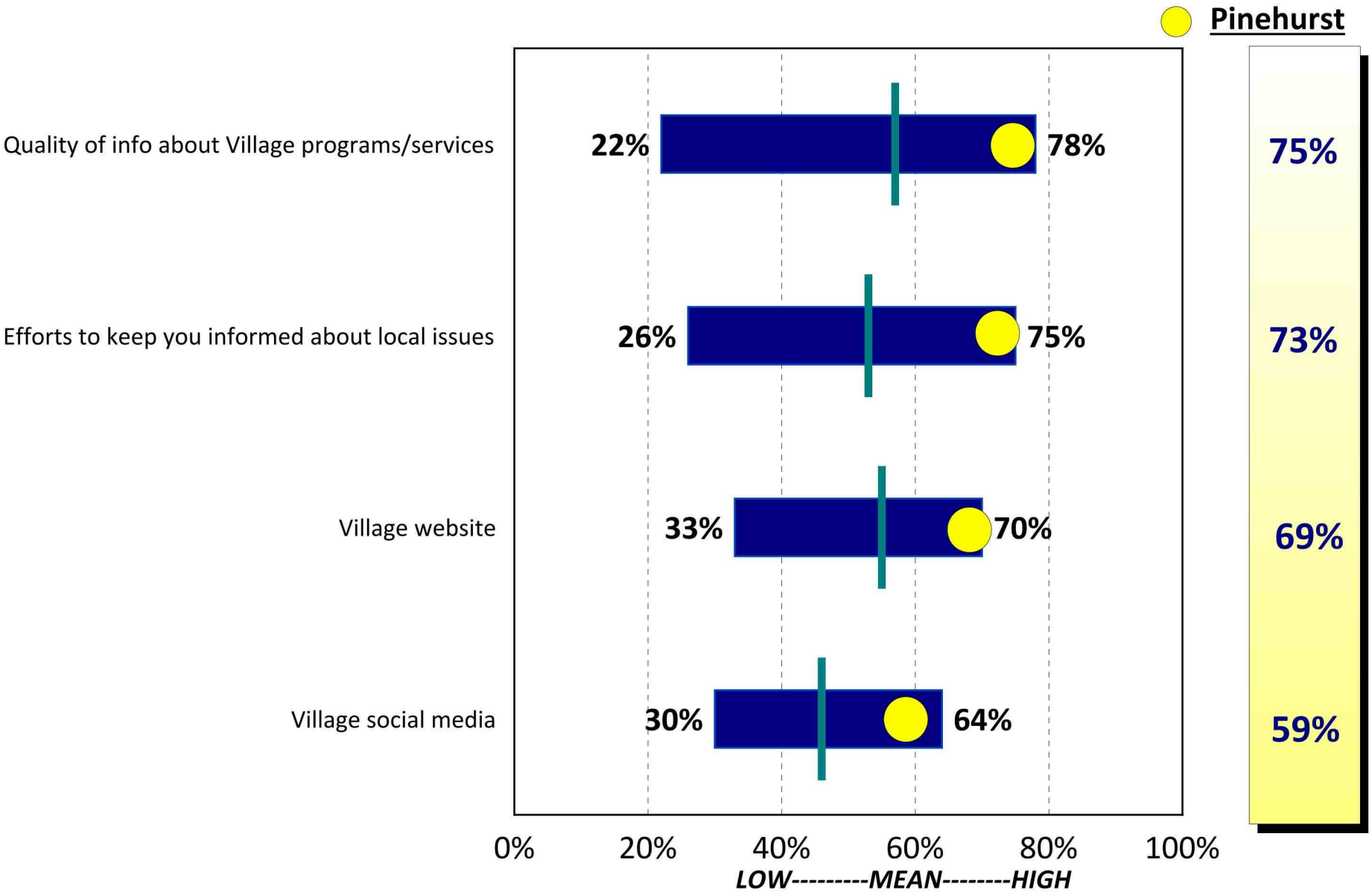
Overall Satisfaction with Public Services

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 no opinion)



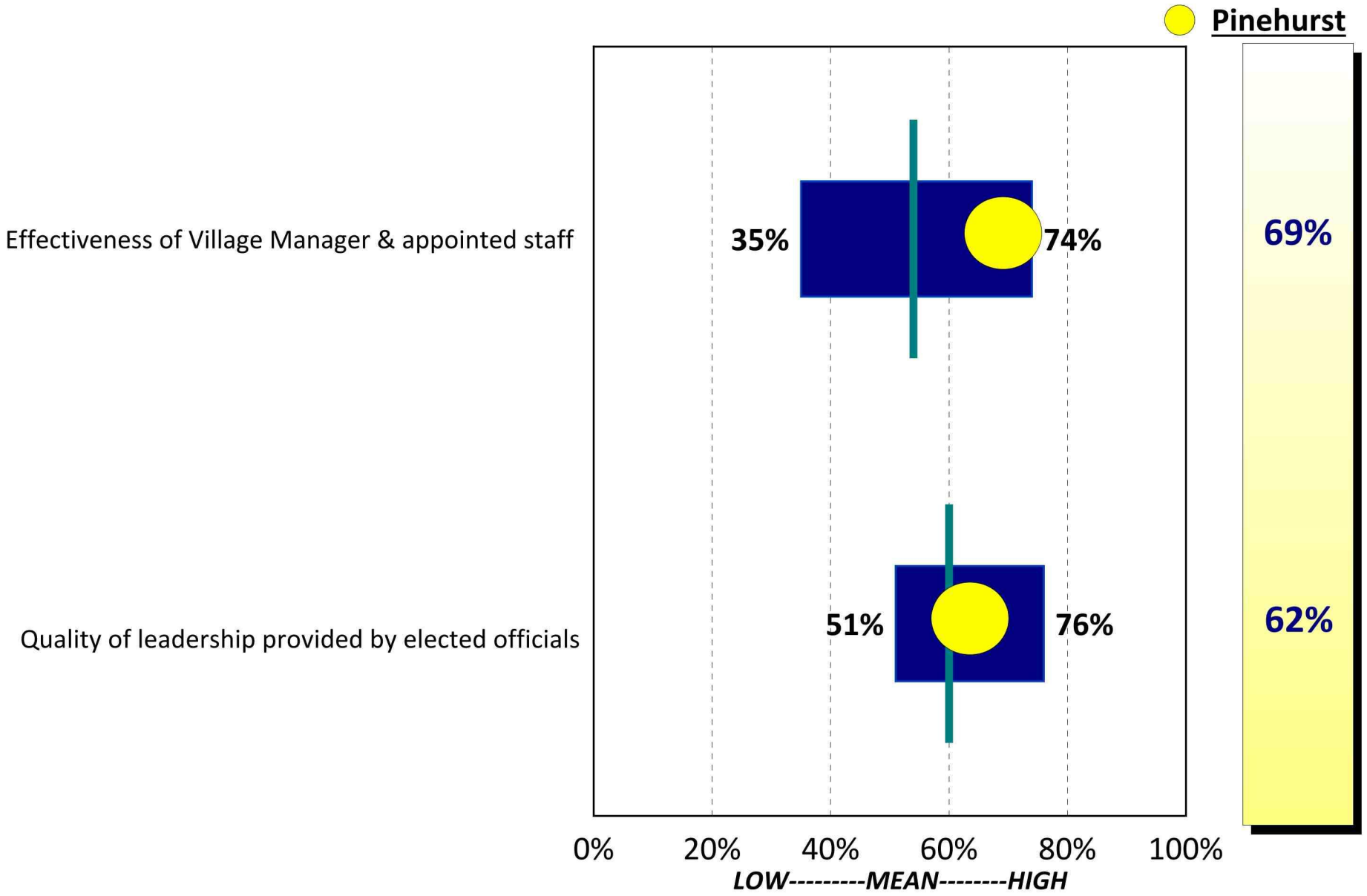
Overall Satisfaction with Public Communication and Outreach

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 no opinion)



Overall Satisfaction with Village Leadership

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 no opinion)



3 Importance-Satisfaction Analysis

Importance-Satisfaction Analysis

Overview

Today, community leaders have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction (I-S) rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high.

The rating is calculated by summing the percentage of responses for items selected as the first, second, and third most important services for the Village to provide. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the Village's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "don't know" responses). "Don't know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable.

I-S Rating = Importance x (1-Satisfaction)

Example of the Calculation

Respondents were asked to identify the overall categories of Village services that were most important to their household. Nearly one-third (32.4%) of the households selected *"enforcement of Village codes and ordinances"* as one of the most important services to emphasize over the next two years.

With regard to satisfaction, 61.2% of respondents surveyed rated *"enforcement of Village codes and ordinances"* as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied"), excluding "don't know" responses. The I-S rating was calculated by multiplying the sum of the most important percentages by one minus the sum of the satisfaction percentages. In this example, 32.4% was multiplied by 38.8% (1-0.612). This calculation yielded an I-S rating of 0.1257, which ranked second out of twelve categories of Village services analyzed.

Importance-Satisfaction Analysis

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices of importance and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one of the three most important areas.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- *Definitely Increase* Emphasis (I-S > 0.20)
- *Increase* Current Emphasis (I-S = 0.10 - 0.20)
- *Maintain* Current Emphasis (I-S < 0.10)

The results for the Village of Pinehurst are provided on the following pages.

2021 Importance-Satisfaction Rating
Village of Pinehurst, North Carolina
Overall Satisfaction with Village Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Efforts at maintaining quality of neighborhoods	44%	1	69%	9	0.1381	1
Enforcement of Village codes and ordinances	32%	4	61%	11	0.1257	2
Medium Priority (IS <.10)						
Level of public involvement in local decisions	24%	5	59%	12	0.0996	3
Street and right-of-way maintenance	34%	2	72%	8	0.0958	4
Promotion of natural resource conservation	22%	6	62%	10	0.0832	5
Village communication with residents	14%	9	82%	6	0.0261	6
Parks and recreation programs	13%	10	81%	7	0.0246	7
Police services	34%	3	94%	2	0.0208	8
Parks and recreation facilities	10%	11	84%	5	0.0158	9
Solid waste services	15%	8	90%	3	0.0158	10
Fire services	18%	7	96%	1	0.0076	11
Customer service provided by Village employees	5%	12	86%	4	0.0064	12

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %: The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %: The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2021 Importance-Satisfaction Rating
Village of Pinehurst, North Carolina
Overall Satisfaction with Public Safety Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Medium Priority (IS <.10)						
Frequency police officers patrol your neighborhood	29%	4	66%	5	0.0971	1
Enforcement of local traffic laws	29%	3	73%	4	0.0800	2
Efforts to prevent crimes	55%	1	87%	2	0.0696	3
How quickly police respond to emergencies	31%	2	88%	1	0.0380	4
How quickly fire personnel respond to emergencies	22%	5	84%	3	0.0356	5
Fire prevention & education programs	10%	6	66%	6	0.0354	6

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %: The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %: The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2021 Importance-Satisfaction Rating
Village of Pinehurst, North Carolina
Overall Satisfaction with Cultural and Recreation Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Medium Priority (IS <.10)						
Quality of adult recreation programs	20%	6	53%	13	0.0918	1
Variety of cultural arts events & programs	26%	2	69%	6	0.0813	2
Village sponsored cultural arts events	23%	5	71%	5	0.0667	3
Quality of youth recreation programs	12%	8	53%	14	0.0555	4
Availability of walking/greenway trails	25%	3	79%	3	0.0519	5
Range of amenities at parks and rec facilities	13%	7	61%	11	0.0511	6
Condition of walking/greenway trails	24%	4	79%	4	0.0500	7
Availability of recreation indoor facilities	11%	10	61%	12	0.0437	8
Quality of outdoor athletic fields and facilities	11%	9	67%	8	0.0375	9
Quality of Village parks	26%	1	88%	1	0.0314	10
Availability of information about recreation programs	6%	12	64%	9	0.0223	11
Availability of outdoor athletic fields/facilities	6%	13	64%	10	0.0204	12
Quality of recreation indoor facilities	5%	14	67%	7	0.0167	13
Number of Village parks	10%	11	84%	2	0.0163	14

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %: The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %: The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2021 Importance-Satisfaction Rating
Village of Pinehurst, North Carolina
Overall Satisfaction with Transportation Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Ease of travel on other streets in the Village	61%	1	25%	10	0.4566	1
Maintenance of main Village street thoroughfares	44%	2	37%	9	0.2738	2
High Priority (IS .10-.20)						
Maintenance of street signs/pavement markings	30%	3	47%	8	0.1562	3
Condition of existing walkways	27%	5	51%	7	0.1312	4
Medium Priority (IS <.10)						
Availability of walkways	28%	4	72%	4	0.0798	5
Ease of golf cart travel	12%	7	58%	6	0.0502	6
Maintenance of streets in your neighborhood	11%	8	61%	5	0.0445	7
Ease of travel through the large traffic circle	11%	9	79%	2	0.0226	8
Adequacy of street lighting	9%	10	75%	3	0.0215	9
Ease of travel on NC Highway 5	19%	6	89%	1	0.0206	10

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %: The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %: The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2021 Importance-Satisfaction Rating
Village of Pinehurst, North Carolina
Overall Satisfaction with Public Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Quality of the stormwater runoff/management system	37%	3	65%	5	0.1296	1
Medium Priority (IS <.10)						
Winter weather response on Village streets	21%	5	74%	4	0.0527	2
Cleanliness of streets & other public areas	41%	1	92%	2	0.0336	3
Maintenance/preservation of downtown	37%	2	91%	3	0.0323	4
Landscaping in medians/other public areas	26%	4	94%	1	0.0156	5

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %: The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %: The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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Importance-Satisfaction Analysis

Importance-Satisfaction Matrix Analysis

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the Village is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The Village should maintain (or slightly increase) emphasis on items in this area.

- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the Village is performing significantly better than customers expect them to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with Village services. The Village should maintain (or slightly decrease) emphasis on items in this area.

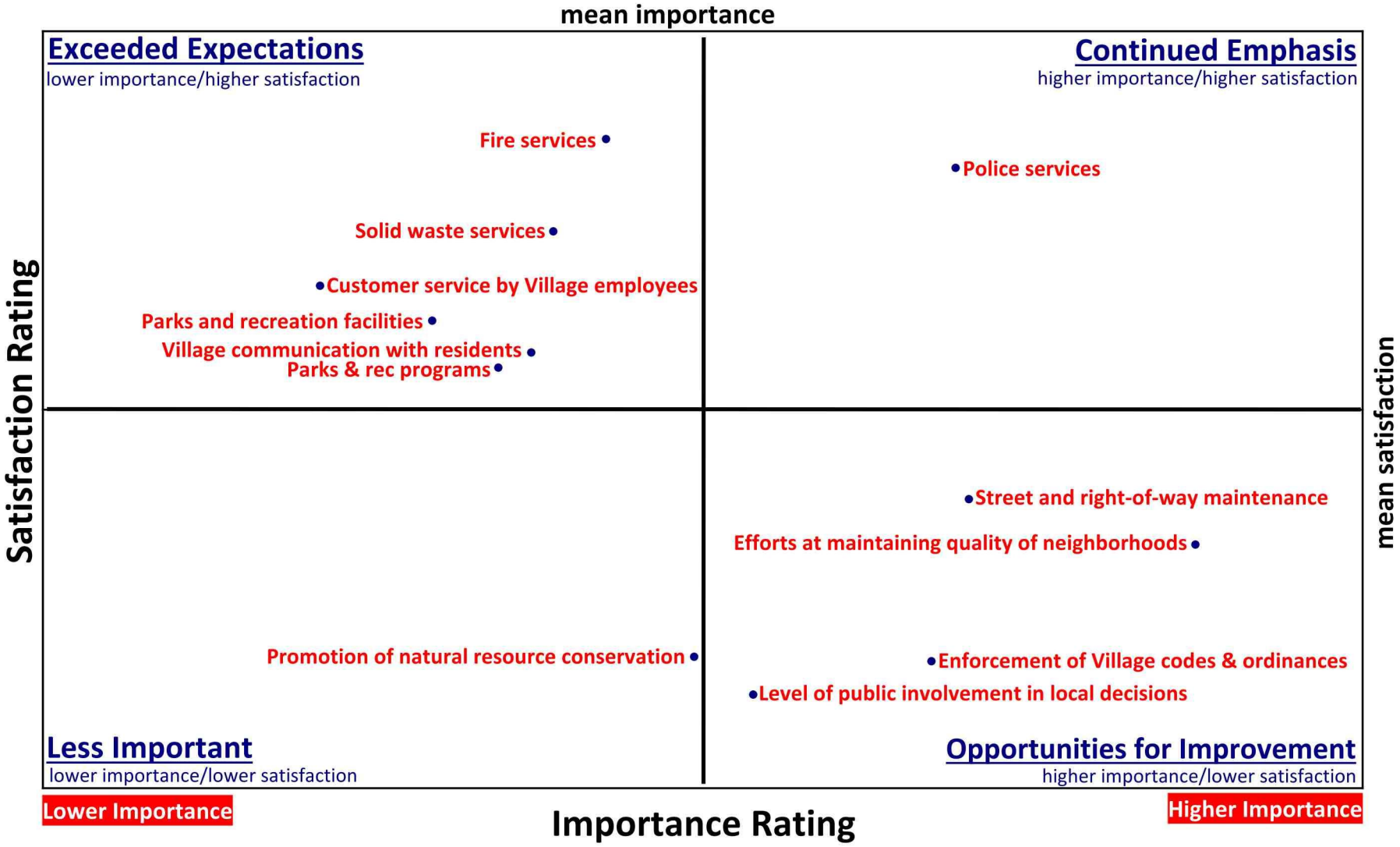
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the Village is not performing as well as residents expect them to perform. This area has a significant impact on customer satisfaction, and the Village should DEFINITELY increase emphasis on items in this area.

- **Less Important (below average importance and below average satisfaction).** This area shows where the Village is not performing well relative to its performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with Village services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

Matrices showing the results for the Village of Pinehurst are provided on the following pages.

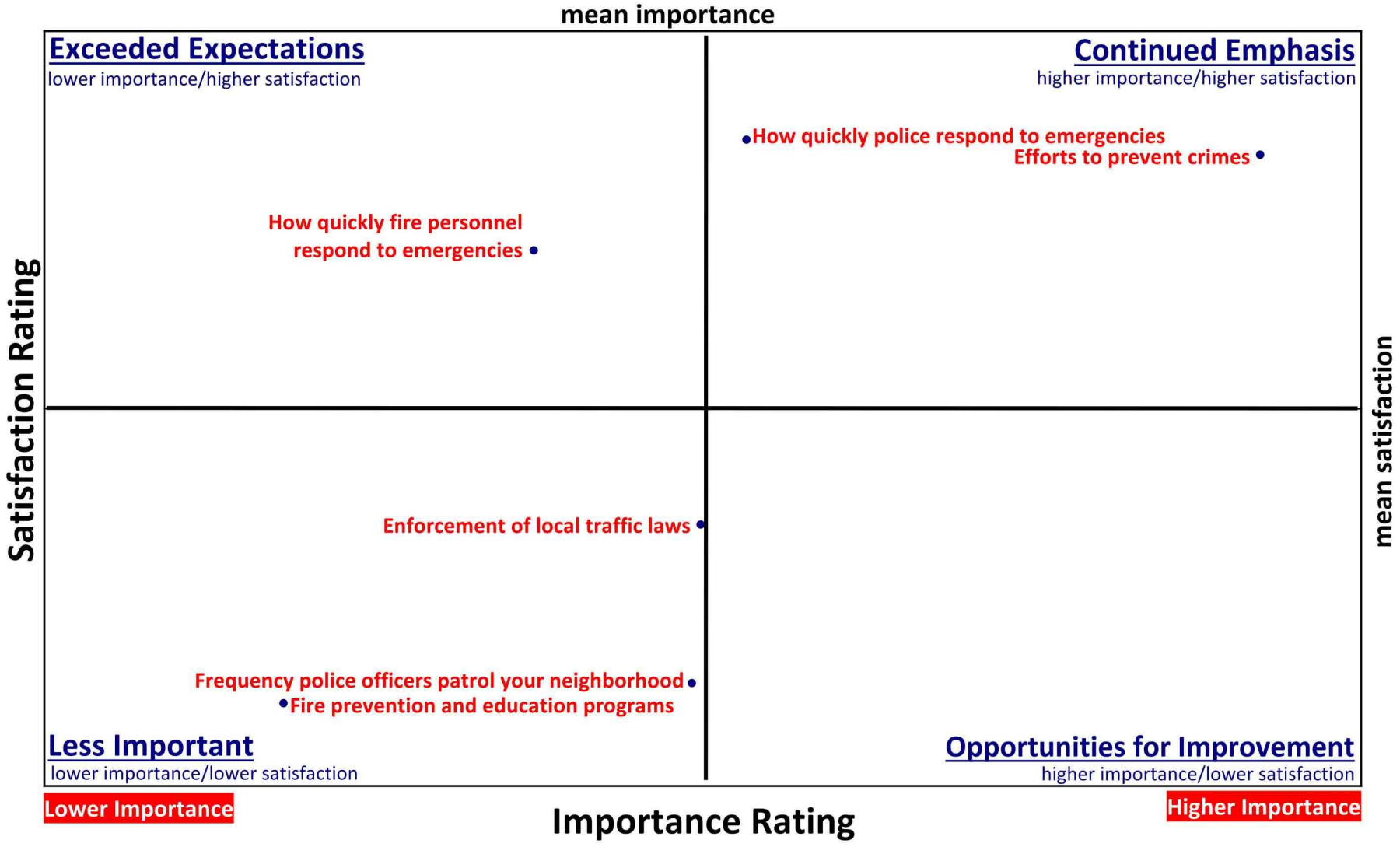
2021 Village of Pinehurst Community Survey
Importance-Satisfaction Assessment Matrix
-Overall-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



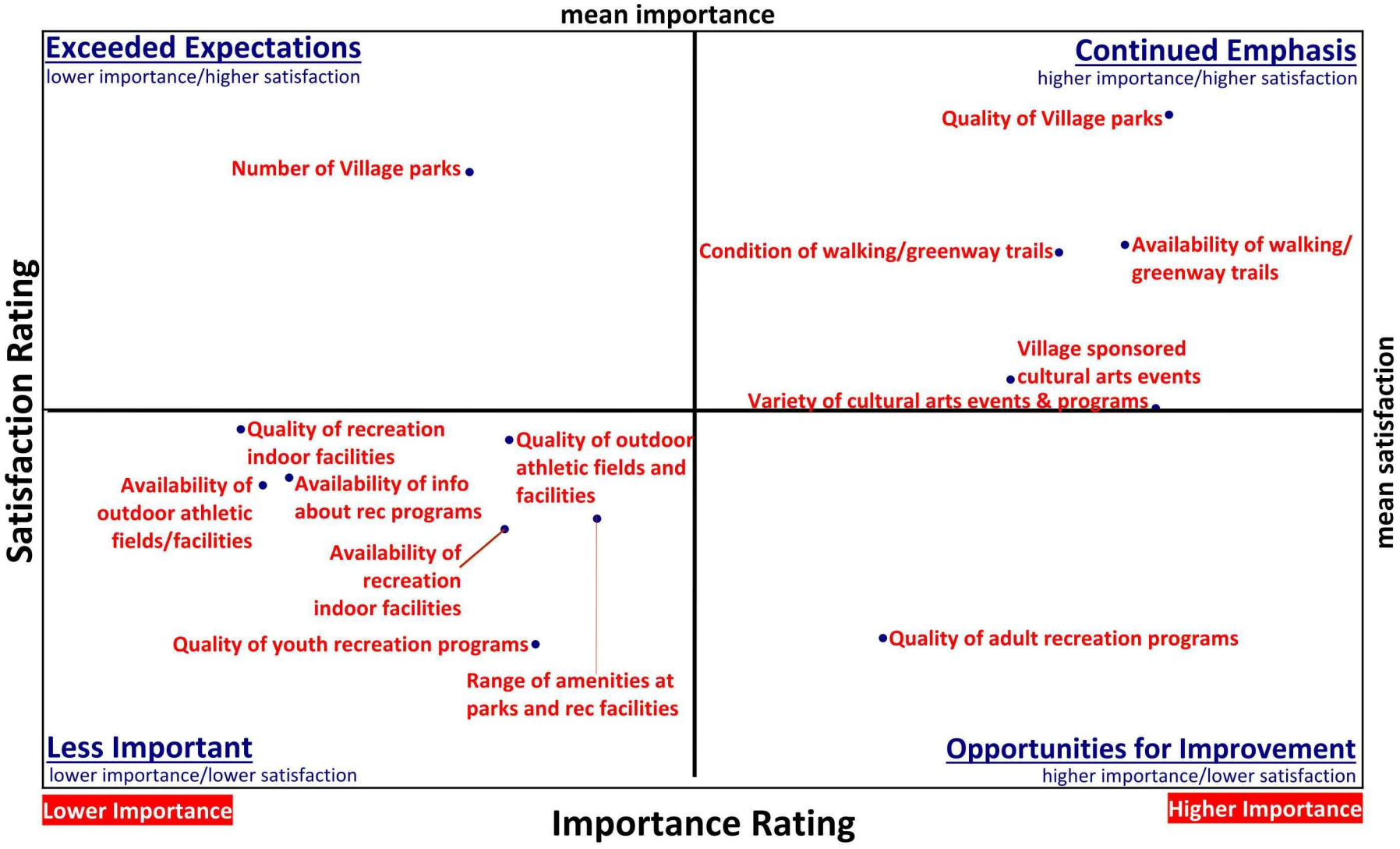
2021 Village of Pinehurst Community Survey
Importance-Satisfaction Assessment Matrix
-Public Safety-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



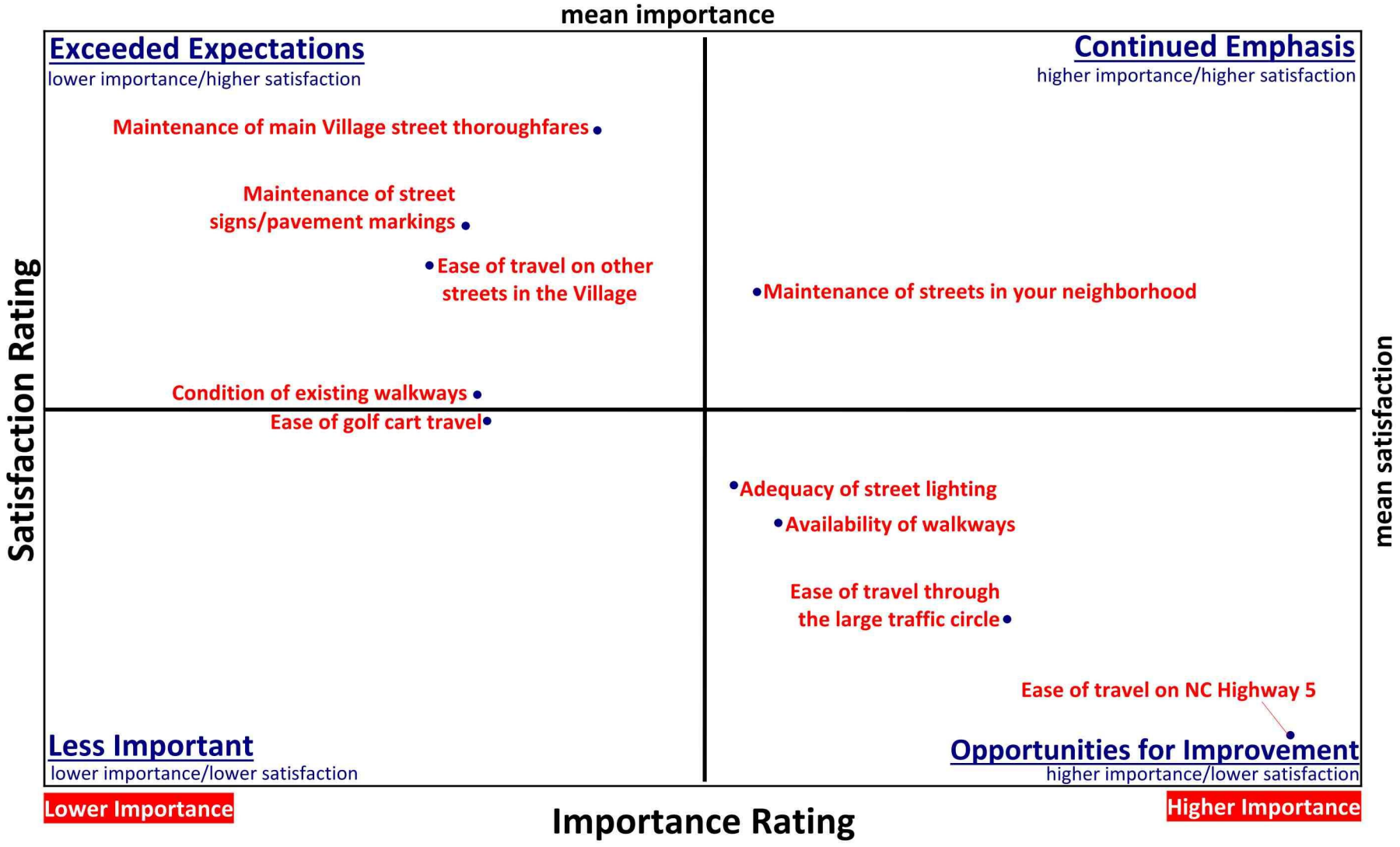
2021 Village of Pinehurst Community Survey
Importance-Satisfaction Assessment Matrix
-Cultural and Recreation Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



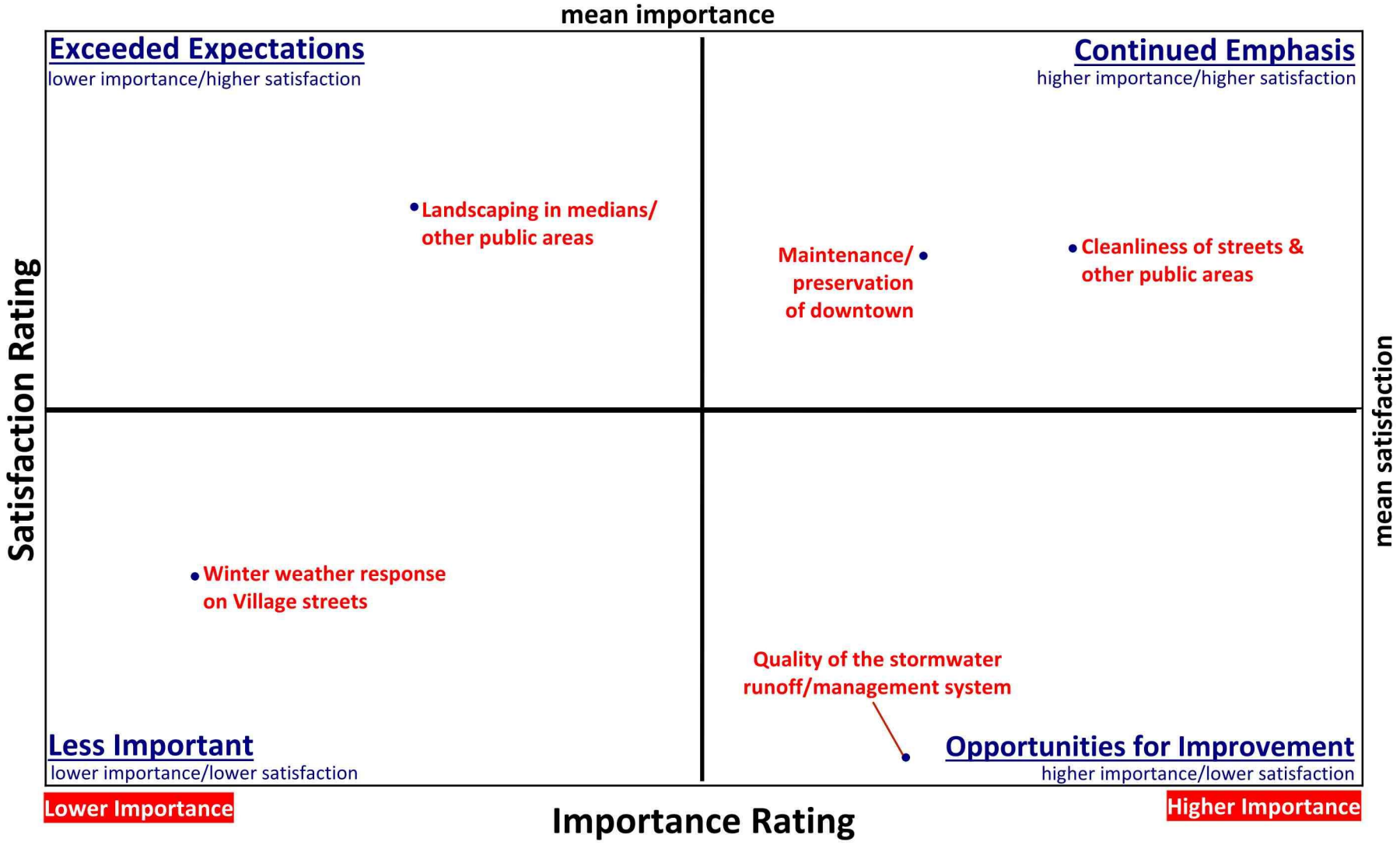
2021 Village of Pinehurst Community Survey
Importance-Satisfaction Assessment Matrix
-Transportation Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



2021 Village of Pinehurst Community Survey
Importance-Satisfaction Assessment Matrix
-Public Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



4 Tabular Data

Q1. Overall Satisfaction with Village Services. Please rate your level of satisfaction with each of the following major categories of services provided by the Village of Pinehurst using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q1-1. Police services	60.4%	29.0%	4.1%	1.2%	0.6%	4.6%
Q1-2. Fire services	65.7%	24.0%	3.9%	0.1%	0.0%	6.4%
Q1-3. Parks & recreation programs	35.7%	29.8%	13.9%	1.6%	0.2%	18.7%
Q1-4. Parks & recreation facilities	40.7%	30.8%	12.5%	1.2%	0.2%	14.5%
Q1-5. Solid waste services	53.3%	33.8%	6.1%	3.6%	0.4%	2.7%
Q1-6. Street & right-of-way maintenance	31.3%	38.6%	16.0%	9.0%	2.4%	2.7%
Q1-7. Enforcement of Village codes & ordinances	22.8%	31.8%	21.8%	9.9%	3.0%	10.6%
Q1-8. Customer service provided by Village employees	41.7%	30.6%	10.1%	1.2%	0.5%	15.9%
Q1-9. Village communication with residents	38.8%	38.6%	14.1%	3.0%	0.4%	5.1%
Q1-10. Village efforts at maintaining quality of your neighborhoods	28.5%	36.7%	17.7%	9.2%	2.5%	5.4%
Q1-11. Promotion of natural resource conservation	23.3%	27.2%	22.3%	6.6%	2.6%	17.9%
Q1-12. Level of public involvement in local decisions	21.6%	30.2%	24.2%	9.1%	2.6%	12.2%

WITHOUT "NO OPINION"

Q1. Overall Satisfaction with Village Services. Please rate your level of satisfaction with each of the following major categories of services provided by the Village of Pinehurst using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q1-1. Police services	63.4%	30.4%	4.3%	1.3%	0.7%
Q1-2. Fire services	70.1%	25.6%	4.1%	0.1%	0.0%
Q1-3. Parks & recreation programs	43.9%	36.7%	17.1%	2.0%	0.3%
Q1-4. Parks & recreation facilities	47.6%	36.1%	14.6%	1.5%	0.3%
Q1-5. Solid waste services	54.8%	34.8%	6.3%	3.7%	0.4%
Q1-6. Street & right-of-way maintenance	32.2%	39.7%	16.4%	9.2%	2.4%
Q1-7. Enforcement of Village codes & ordinances	25.6%	35.6%	24.4%	11.0%	3.4%
Q1-8. Customer service provided by Village employees	49.6%	36.4%	12.0%	1.5%	0.6%
Q1-9. Village communication with residents	40.9%	40.7%	14.9%	3.2%	0.4%
Q1-10. Village efforts at maintaining quality of your neighborhoods	30.1%	38.8%	18.7%	9.8%	2.6%
Q1-11. Promotion of natural resource conservation	28.4%	33.1%	27.2%	8.1%	3.2%
Q1-12. Level of public involvement in local decisions	24.6%	34.4%	27.6%	10.4%	3.0%

Q2. From the list of items in Question 1, which THREE of the major categories of Village services do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q2. Top choice	Number	Percent
Police services	191	23.8 %
Fire services	11	1.4 %
Parks & recreation programs	23	2.9 %
Parks & recreation facilities	26	3.2 %
Solid waste services	26	3.2 %
Street & right-of-way maintenance	110	13.7 %
Enforcement of Village codes & ordinances	87	10.9 %
Customer service provided by Village employees	8	1.0 %
Village communication with residents	28	3.5 %
Village efforts at maintaining quality of your neighborhoods	130	16.2 %
Promotion of natural resource conservation	42	5.2 %
Level of public involvement in local decisions	45	5.6 %
None chosen	74	9.2 %
Total	801	100.0 %

Q2. From the list of items in Question 1, which THREE of the major categories of Village services do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q2. 2nd choice	Number	Percent
Police services	45	5.6 %
Fire services	110	13.7 %
Parks & recreation programs	35	4.4 %
Parks & recreation facilities	28	3.5 %
Solid waste services	29	3.6 %
Street & right-of-way maintenance	78	9.7 %
Enforcement of Village codes & ordinances	95	11.9 %
Customer service provided by Village employees	12	1.5 %
Village communication with residents	42	5.2 %
Village efforts at maintaining quality of your neighborhoods	118	14.7 %
Promotion of natural resource conservation	66	8.2 %
Level of public involvement in local decisions	54	6.7 %
None chosen	89	11.1 %
Total	801	100.0 %

Q2. From the list of items in Question 1, which THREE of the major categories of Village services do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q2. 3rd choice	Number	Percent
Police services	33	4.1 %
Fire services	20	2.5 %
Parks & recreation programs	43	5.4 %
Parks & recreation facilities	24	3.0 %
Solid waste services	67	8.4 %
Street & right-of-way maintenance	86	10.7 %
Enforcement of Village codes & ordinances	77	9.6 %
Customer service provided by Village employees	17	2.1 %
Village communication with residents	44	5.5 %
Village efforts at maintaining quality of your neighborhoods	108	13.5 %
Promotion of natural resource conservation	66	8.2 %
Level of public involvement in local decisions	96	12.0 %
None chosen	120	15.0 %
Total	801	100.0 %

SUM OF TOP 3 CHOICES

Q2. From the list of items in Question 1, which THREE of the major categories of Village services do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? (top 3)

Q2. Sum of top 3 choices	Number	Percent
Police services	269	33.6 %
Fire services	141	17.6 %
Parks & recreation programs	101	12.6 %
Parks & recreation facilities	78	9.7 %
Solid waste services	122	15.2 %
Street & right-of-way maintenance	274	34.2 %
Enforcement of Village codes & ordinances	259	32.3 %
Customer service provided by Village employees	37	4.6 %
Village communication with residents	114	14.2 %
Village efforts at maintaining quality of your neighborhoods	356	44.4 %
Promotion of natural resource conservation	174	21.7 %
Level of public involvement in local decisions	195	24.3 %
None chosen	74	9.2 %
Total	2194	

Q3. Reasons to Live in Pinehurst. Several reasons for deciding where to live are listed below. On a scale from 1 to 4, where 4 is "Very Important" and 1 is "Unimportant," please rate how important each reason was in your decision to live where you live.

(N=801)

	Very important	Somewhat important	Not sure	Unimportant	Not provided
Q3-1. Sense of community	58.3%	30.1%	3.6%	3.1%	4.9%
Q3-2. Quality of public education	48.6%	20.5%	9.2%	15.6%	6.1%
Q3-3. Types of housing	62.5%	25.6%	4.9%	2.2%	4.7%
Q3-4. Quality of housing	76.8%	16.7%	1.5%	0.9%	4.1%
Q3-5. Access to quality shopping	38.8%	42.1%	7.0%	7.2%	4.9%
Q3-6. Availability of cultural arts opportunities	32.3%	42.1%	10.7%	10.2%	4.6%
Q3-7. Availability of golfing opportunities	43.7%	23.3%	5.4%	24.0%	3.6%
Q3-8. Availability of other recreational opportunities	32.5%	44.4%	9.1%	9.2%	4.7%
Q3-9. Proximity to family or friends	30.6%	29.3%	8.9%	26.5%	4.7%
Q3-10. Proximity to work	18.4%	16.0%	6.4%	52.1%	7.2%
Q3-11. Safety & security	86.5%	8.7%	1.6%	0.5%	2.6%
Q3-12. Quality health care	85.8%	9.9%	1.4%	0.7%	2.2%
Q3-13. Opportunities and/or resources for senior citizens	49.6%	30.6%	5.5%	9.9%	4.5%
Q3-14. Opportunities and/or resources for children under 18	27.1%	20.1%	10.9%	34.1%	7.9%
Q3-15. Low property tax rate	59.6%	28.0%	4.7%	4.1%	3.6%

WITHOUT "NOT PROVIDED"

Q3. Reasons to Live in Pinehurst. Several reasons for deciding where to live are listed below. On a scale from 1 to 4, where 4 is "Very Important" and 1 is "Unimportant," please rate how important each reason was in your decision to live where you live. (without "not provided")

(N=801)

	Very important	Somewhat important	Not sure	Unimportant
Q3-1. Sense of community	61.3%	31.6%	3.8%	3.3%
Q3-2. Quality of public education	51.7%	21.8%	9.8%	16.6%
Q3-3. Types of housing	65.7%	26.9%	5.1%	2.4%
Q3-4. Quality of housing	80.1%	17.4%	1.6%	0.9%
Q3-5. Access to quality shopping	40.8%	44.2%	7.3%	7.6%
Q3-6. Availability of cultural arts opportunities	33.9%	44.1%	11.3%	10.7%
Q3-7. Availability of golfing opportunities	45.3%	24.2%	5.6%	24.9%
Q3-8. Availability of other recreational opportunities	34.1%	46.7%	9.6%	9.7%
Q3-9. Proximity to family or friends	32.1%	30.8%	9.3%	27.8%
Q3-10. Proximity to work	19.8%	17.2%	6.9%	56.1%
Q3-11. Safety & security	88.8%	9.0%	1.7%	0.5%
Q3-12. Quality health care	87.7%	10.1%	1.4%	0.8%
Q3-13. Opportunities and/or resources for senior citizens	51.9%	32.0%	5.8%	10.3%
Q3-14. Opportunities and/or resources for children under 18	29.4%	21.8%	11.8%	37.0%
Q3-15. Low property tax rate	61.8%	29.0%	4.9%	4.3%

Q3. Then, please indicate if your needs are being met in Pinehurst.

(N=801)

	Yes	No	Not provided
Q3-1. Sense of community	67.9%	5.5%	26.6%
Q3-2. Quality of public education	49.3%	9.9%	40.8%
Q3-3. Types of housing	63.4%	7.2%	29.3%
Q3-4. Quality of housing	61.5%	9.5%	29.0%
Q3-5. Access to quality shopping	50.4%	19.6%	30.0%
Q3-6. Availability of cultural arts opportunities	55.3%	11.2%	33.5%
Q3-7. Availability of golfing opportunities	63.4%	2.6%	34.0%
Q3-8. Availability of other recreational opportunities	55.6%	11.0%	33.5%
Q3-9. Proximity to family or friends	53.1%	7.6%	39.3%
Q3-10. Proximity to work	44.2%	8.0%	47.8%
Q3-11. Safety & security	69.5%	1.9%	28.6%
Q3-12. Quality health care	69.7%	1.7%	28.6%
Q3-13. Opportunities and/or resources for senior citizens	59.7%	6.2%	34.1%
Q3-14. Opportunities and/or resources for children under 18	38.7%	12.1%	49.2%
Q3-15. Low property tax rate	57.9%	10.4%	31.7%

WITHOUT "NOT PROVIDED"

Q3. Then, please indicate if your needs are being met in Pinehurst. (without "not provided")

(N=801)

	Yes	No
Q3-1. Sense of community	92.5%	7.5%
Q3-2. Quality of public education	83.3%	16.7%
Q3-3. Types of housing	89.8%	10.2%
Q3-4. Quality of housing	86.6%	13.4%
Q3-5. Access to quality shopping	72.0%	28.0%
Q3-6. Availability of cultural arts opportunities	83.1%	16.9%
Q3-7. Availability of golfing opportunities	96.0%	4.0%
Q3-8. Availability of other recreational opportunities	83.5%	16.5%
Q3-9. Proximity to family or friends	87.4%	12.6%
Q3-10. Proximity to work	84.7%	15.3%
Q3-11. Safety & security	97.4%	2.6%
Q3-12. Quality health care	97.6%	2.4%
Q3-13. Opportunities and/or resources for senior citizens	90.5%	9.5%
Q3-14. Opportunities and/or resources for children under 18	76.2%	23.8%
Q3-15. Low property tax rate	84.8%	15.2%

Q4. Perception of Pinehurst. Several items that may influence your perception of Pinehurst as a community are listed below. Please rate each item on a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor."

(N=801)

	Excellent	Good	Neutral	Below average	Poor	No opinion
Q4-1. Overall image of Village	56.7%	34.8%	4.1%	0.9%	0.5%	3.0%
Q4-2. Overall quality of life in Village	54.2%	36.7%	4.9%	0.9%	0.1%	3.2%
Q4-3. Overall feeling of safety in Village	64.5%	28.7%	2.5%	1.0%	0.1%	3.1%
Q4-4. Quality of new residential development in Village	14.9%	27.5%	29.2%	12.1%	6.7%	9.6%
Q4-5. Quality of new commercial development in Village	13.1%	25.5%	32.1%	12.9%	6.1%	10.4%
Q4-6. As a place to live	62.3%	28.5%	4.0%	0.6%	0.5%	4.1%
Q4-7. As a place to raise children	33.0%	23.8%	14.9%	2.2%	0.9%	25.2%
Q4-8. As a place to retire	63.5%	26.3%	4.0%	0.6%	0.5%	5.0%
Q4-9. Overall appearance of Village	56.3%	34.6%	4.4%	0.7%	0.4%	3.6%
Q4-10. Availability of affordable housing	17.4%	29.8%	26.7%	8.5%	4.0%	13.6%
Q4-11. Overall quality of Village services	40.6%	43.6%	9.6%	1.5%	0.6%	4.1%

WITHOUT "NO OPINION"

Q4. Perception of Pinehurst. Several items that may influence your perception of Pinehurst as a community are listed below. Please rate each item on a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor." (without "no opinion")

(N=801)

	Excellent	Good	Neutral	Below average	Poor
Q4-1. Overall image of Village	58.4%	35.9%	4.2%	0.9%	0.5%
Q4-2. Overall quality of life in Village	56.0%	37.9%	5.0%	0.9%	0.1%
Q4-3. Overall feeling of safety in Village	66.6%	29.6%	2.6%	1.0%	0.1%
Q4-4. Quality of new residential development in Village	16.4%	30.4%	32.3%	13.4%	7.5%
Q4-5. Quality of new commercial development in Village	14.6%	28.4%	35.8%	14.3%	6.8%
Q4-6. As a place to live	65.0%	29.7%	4.2%	0.7%	0.5%
Q4-7. As a place to raise children	44.1%	31.9%	19.9%	3.0%	1.2%
Q4-8. As a place to retire	66.9%	27.7%	4.2%	0.7%	0.5%
Q4-9. Overall appearance of Village	58.4%	35.9%	4.5%	0.8%	0.4%
Q4-10. Availability of affordable housing	20.1%	34.5%	30.9%	9.8%	4.6%
Q4-11. Overall quality of Village services	42.3%	45.4%	10.0%	1.6%	0.7%

Q5. Perceptions of Safety and Security. Using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations.

(N=801)

	Very safe	Safe	Neutral	Unsafe	Very unsafe	No opinion
Q5-1. Walking alone in your neighborhood during the day	81.8%	13.9%	1.5%	0.4%	0.4%	2.1%
Q5-2. Walking alone in your neighborhood after dark	38.1%	33.5%	14.5%	5.6%	1.7%	6.6%
Q5-3. In Village parks & recreation facilities	39.8%	34.7%	11.1%	0.6%	0.0%	13.7%
Q5-4. In business areas of Village during the day	74.8%	18.9%	2.4%	0.0%	0.0%	4.0%
Q5-5. In business areas of Village after dark	37.8%	34.7%	14.0%	3.0%	0.7%	9.7%

WITHOUT "NO OPINION"

Q5. Perceptions of Safety and Security. Using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations. (without "no opinion")

(N=801)

	Very safe	Safe	Neutral	Unsafe	Very unsafe
Q5-1. Walking alone in your neighborhood during the day	83.5%	14.2%	1.5%	0.4%	0.4%
Q5-2. Walking alone in your neighborhood after dark	40.8%	35.8%	15.5%	6.0%	1.9%
Q5-3. In Village parks & recreation facilities	46.2%	40.2%	12.9%	0.7%	0.0%
Q5-4. In business areas of Village during the day	77.9%	19.6%	2.5%	0.0%	0.0%
Q5-5. In business areas of Village after dark	41.9%	38.5%	15.5%	3.3%	0.8%

Q6. Public Safety Services. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following items.

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q6-1. Efforts to prevent crimes	39.1%	39.7%	10.5%	0.5%	0.5%	9.7%
Q6-2. Enforcement of local traffic laws	29.6%	38.3%	12.9%	9.5%	3.1%	6.6%
Q6-3. How quickly police respond to emergencies	43.2%	27.3%	9.0%	0.6%	0.1%	19.7%
Q6-4. Frequency that police officers patrol your neighborhood	25.2%	33.7%	21.0%	6.7%	2.1%	11.2%
Q6-5. Fire prevention & education programs provided by Village	22.7%	24.6%	22.8%	1.5%	0.4%	28.0%
Q6-6. How quickly fire personnel respond to emergencies	41.8%	22.1%	11.2%	0.4%	0.9%	23.6%

WITHOUT "NO OPINION"

Q6. Public Safety Services. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following items. (without "no opinion")

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q6-1. Efforts to prevent crimes	43.3%	44.0%	11.6%	0.6%	0.6%
Q6-2. Enforcement of local traffic laws	31.7%	41.0%	13.8%	10.2%	3.3%
Q6-3. How quickly police respond to emergencies	53.8%	34.1%	11.2%	0.8%	0.2%
Q6-4. Frequency that police officers patrol your neighborhood	28.4%	38.0%	23.6%	7.6%	2.4%
Q6-5. Fire prevention & education programs provided by Village	31.5%	34.1%	31.7%	2.1%	0.5%
Q6-6. How quickly fire personnel respond to emergencies	54.7%	28.9%	14.7%	0.5%	1.1%

Q7. Which TWO of the public safety services listed in Question 6 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q7. Top choice	Number	Percent
Efforts to prevent crimes	347	43.3 %
Enforcement of local traffic laws	123	15.4 %
How quickly police respond to emergencies	90	11.2 %
Frequency that police officers patrol your neighborhood	94	11.7 %
Fire prevention & education programs provided by Village	29	3.6 %
How quickly fire personnel respond to emergencies	46	5.7 %
None chosen	72	9.0 %
Total	801	100.0 %

Q7. Which TWO of the public safety services listed in Question 6 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q7. 2nd choice	Number	Percent
Efforts to prevent crimes	92	11.5 %
Enforcement of local traffic laws	111	13.9 %
How quickly police respond to emergencies	162	20.2 %
Frequency that police officers patrol your neighborhood	138	17.2 %
Fire prevention & education programs provided by Village	54	6.7 %
How quickly fire personnel respond to emergencies	128	16.0 %
None chosen	116	14.5 %
Total	801	100.0 %

SUM OF TOP 2 CHOICES

Q7. Which TWO of the public safety services listed in Question 6 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? (top 2)

Q7. Sum of top 2 choices	Number	Percent
Efforts to prevent crimes	439	54.8 %
Enforcement of local traffic laws	234	29.2 %
How quickly police respond to emergencies	252	31.5 %
Frequency that police officers patrol your neighborhood	232	29.0 %
Fire prevention & education programs provided by Village	83	10.4 %
How quickly fire personnel respond to emergencies	174	21.7 %
None chosen	72	9.0 %
Total	1486	

Q8. Cultural and Recreation Services. Please indicate whether you or other members of your household have used these Cultural and Recreation Services during the past year.

(N=801)

	Yes	No
Q8-1. Greenway trails	47.3%	52.7%
Q8-2. Village sponsored cultural/arts events	44.3%	55.7%
Q8-3. Cannon Park	31.8%	68.2%
Q8-4. Arboretum/Timmel Pavilion	35.6%	64.4%
Q8-5. Rassie Wicker Park	43.9%	56.1%
Q8-6. Camelot Playground	21.1%	78.9%
Q8-7. Splash Pad at Wicker Park	12.4%	87.6%
Q8-8. West Pinehurst Park (e.g. disc golf)	5.7%	94.3%
Q8-9. Community Center	20.5%	79.5%
Q8-10. Youth recreation programs	6.4%	93.6%
Q8-11. Adult recreation programs	10.4%	89.6%

Q8. If "Yes," please rate your satisfaction with that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=597)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q8-1. Greenway trails	45.4%	43.5%	3.4%	2.6%	0.0%	5.0%
Q8-2. Village sponsored cultural/arts events	45.4%	40.6%	9.0%	0.3%	0.0%	4.8%
Q8-3. Cannon Park	48.6%	42.0%	3.5%	1.6%	0.0%	4.3%
Q8-4. Arboretum/Timmel Pavilion	59.6%	30.5%	4.2%	0.4%	0.0%	5.3%
Q8-5. Rassie Wicker Park	52.8%	36.9%	3.4%	0.9%	0.0%	6.0%
Q8-6. Camelot Playground	58.0%	30.8%	3.6%	1.2%	0.0%	6.5%
Q8-7. Splash Pad at Wicker Park	50.5%	33.3%	5.1%	1.0%	0.0%	10.1%
Q8-8. West Pinehurst Park (e.g. disc golf)	37.0%	41.3%	8.7%	2.2%	0.0%	10.9%
Q8-9. Community Center	47.6%	36.0%	7.3%	1.8%	0.6%	6.7%
Q8-10. Youth recreation programs	47.1%	25.5%	5.9%	2.0%	3.9%	15.7%
Q8-11. Adult recreation programs	42.2%	39.8%	8.4%	2.4%	2.4%	4.8%

WITHOUT "NO OPINION"

Q8. If "Yes," please rate your satisfaction with that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=597)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q8-1. Greenway trails	47.8%	45.8%	3.6%	2.8%	0.0%
Q8-2. Village sponsored cultural/arts events	47.6%	42.6%	9.5%	0.3%	0.0%
Q8-3. Cannon Park	50.8%	43.9%	3.7%	1.6%	0.0%
Q8-4. Arboretum/Timmel Pavilion	63.0%	32.2%	4.4%	0.4%	0.0%
Q8-5. Rassie Wicker Park	56.2%	39.3%	3.6%	0.9%	0.0%
Q8-6. Camelot Playground	62.0%	32.9%	3.8%	1.3%	0.0%
Q8-7. Splash Pad at Wicker Park	56.2%	37.1%	5.6%	1.1%	0.0%
Q8-8. West Pinehurst Park (e.g. disc golf)	41.5%	46.3%	9.8%	2.4%	0.0%
Q8-9. Community Center	51.0%	38.6%	7.8%	2.0%	0.7%
Q8-10. Youth recreation programs	55.8%	30.2%	7.0%	2.3%	4.7%
Q8-11. Adult recreation programs	44.3%	41.8%	8.9%	2.5%	2.5%

Q9. Please rate your satisfaction with each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q9-1. Number of Village parks	35.5%	35.8%	10.2%	2.7%	0.4%	15.4%
Q9-2. Quality of Village parks	36.0%	37.6%	9.0%	1.0%	0.0%	16.5%
Q9-3. Quality of recreation indoor facilities	20.5%	20.2%	17.4%	2.2%	0.2%	39.5%
Q9-4. Availability of recreation indoor facilities	16.4%	20.0%	17.7%	4.9%	1.0%	40.1%
Q9-5. Availability of walking/ greenway trails	31.3%	31.3%	10.1%	4.6%	1.5%	21.1%
Q9-6. Condition of walking/ greenway trails	26.3%	32.7%	12.2%	2.9%	0.6%	25.2%
Q9-7. Quality of outdoor athletic fields & facilities	17.0%	21.5%	18.1%	1.1%	0.1%	42.2%
Q9-8. Availability of outdoor athletic fields & facilities	15.2%	20.5%	18.7%	1.5%	0.4%	43.7%
Q9-9. Availability of information about recreation programs	18.0%	29.3%	20.2%	5.2%	1.1%	26.1%
Q9-10. Quality of youth recreation programs	9.7%	12.5%	17.7%	1.6%	0.4%	58.1%
Q9-11. Quality of adult recreation programs	10.1%	18.1%	20.8%	3.0%	0.7%	47.2%
Q9-12. Range of amenities at parks & recreation facilities	14.5%	25.1%	19.9%	4.4%	0.7%	35.5%
Q9-13. Village sponsored cultural arts events	19.0%	33.0%	17.2%	3.7%	0.7%	26.3%
Q9-14. Variety of cultural arts events & programs in Southern Moore County	19.6%	30.6%	17.1%	5.0%	0.9%	26.8%

WITHOUT "NO OPINION"

Q9. Please rate your satisfaction with each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q9-1. Number of Village parks	41.9%	42.3%	12.1%	3.2%	0.4%
Q9-2. Quality of Village parks	43.0%	45.0%	10.8%	1.2%	0.0%
Q9-3. Quality of recreation indoor facilities	33.8%	33.4%	28.7%	3.7%	0.4%
Q9-4. Availability of recreation indoor facilities	27.3%	33.3%	29.6%	8.1%	1.7%
Q9-5. Availability of walking/greenway trails	39.7%	39.7%	12.8%	5.9%	1.9%
Q9-6. Condition of walking/greenway trails	35.2%	43.7%	16.4%	3.8%	0.8%
Q9-7. Quality of outdoor athletic fields & facilities	29.4%	37.1%	31.3%	1.9%	0.2%
Q9-8. Availability of outdoor athletic fields & facilities	27.1%	36.4%	33.3%	2.7%	0.7%
Q9-9. Availability of information about recreation programs	24.3%	39.7%	27.4%	7.1%	1.5%
Q9-10. Quality of youth recreation programs	23.2%	29.8%	42.3%	3.9%	0.9%
Q9-11. Quality of adult recreation programs	19.1%	34.3%	39.5%	5.7%	1.4%
Q9-12. Range of amenities at parks & recreation facilities	22.4%	38.9%	30.8%	6.8%	1.2%
Q9-13. Village sponsored cultural arts events	25.8%	44.7%	23.4%	5.1%	1.0%
Q9-14. Variety of cultural arts events & programs in Southern Moore County	26.8%	41.8%	23.4%	6.8%	1.2%

Q10. Which THREE of the Cultural and Recreation Services items listed in Question 9 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q10. Top choice	Number	Percent
Number of Village parks	48	6.0 %
Quality of Village parks	91	11.4 %
Quality of recreation indoor facilities	23	2.9 %
Availability of recreation indoor facilities	32	4.0 %
Availability of walking/greenway trails	95	11.9 %
Condition of walking/greenway trails	62	7.7 %
Quality of outdoor athletic fields & facilities	9	1.1 %
Availability of outdoor athletic fields & facilities	6	0.7 %
Availability of information about recreation programs	30	3.7 %
Quality of youth recreation programs	39	4.9 %
Quality of adult recreation programs	33	4.1 %
Range of amenities at parks & recreation facilities	23	2.9 %
Village sponsored cultural arts events	59	7.4 %
Variety of cultural arts events & programs in Southern Moore County	46	5.7 %
None chosen	205	25.6 %
Total	801	100.0 %

Q10. Which THREE of the Cultural and Recreation Services items listed in Question 9 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q10. 2nd choice	Number	Percent
Number of Village parks	14	1.7 %
Quality of Village parks	65	8.1 %
Quality of recreation indoor facilities	14	1.7 %
Availability of recreation indoor facilities	26	3.2 %
Availability of walking/greenway trails	59	7.4 %
Condition of walking/greenway trails	109	13.6 %
Quality of outdoor athletic fields & facilities	6	0.7 %
Availability of outdoor athletic fields & facilities	17	2.1 %
Availability of information about recreation programs	30	3.7 %
Quality of youth recreation programs	18	2.2 %
Quality of adult recreation programs	45	5.6 %
Range of amenities at parks & recreation facilities	38	4.7 %
Village sponsored cultural arts events	72	9.0 %
Variety of cultural arts events & programs in Southern Moore County	48	6.0 %
None chosen	240	30.0 %
Total	801	100.0 %

Q10. Which THREE of the Cultural and Recreation Services items listed in Question 9 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q10. 3rd choice	Number	Percent
Number of Village parks	17	2.1 %
Quality of Village parks	37	4.6 %
Quality of recreation indoor facilities	16	2.0 %
Availability of recreation indoor facilities	18	2.2 %
Availability of walking/greenway trails	38	4.7 %
Condition of walking/greenway trails	54	6.7 %
Quality of outdoor athletic fields & facilities	23	2.9 %
Availability of outdoor athletic fields & facilities	13	1.6 %
Availability of information about recreation programs	35	4.4 %
Quality of youth recreation programs	21	2.6 %
Quality of adult recreation programs	37	4.6 %
Range of amenities at parks & recreation facilities	57	7.1 %
Village sponsored cultural arts events	68	8.5 %
Variety of cultural arts events & programs in Southern Moore County	76	9.5 %
None chosen	291	36.3 %
Total	801	100.0 %

SUM OF TOP 3 CHOICES

Q10. Which THREE of the Cultural and Recreation Services items listed in Question 9 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? (top 3)

Q10. Sum of top 3 choices	Number	Percent
Number of Village parks	79	9.9 %
Quality of Village parks	193	24.1 %
Quality of recreation indoor facilities	53	6.6 %
Availability of recreation indoor facilities	76	9.5 %
Availability of walking/greenway trails	192	24.0 %
Condition of walking/greenway trails	225	28.1 %
Quality of outdoor athletic fields & facilities	38	4.7 %
Availability of outdoor athletic fields & facilities	36	4.5 %
Availability of information about recreation programs	95	11.9 %
Quality of youth recreation programs	78	9.7 %
Quality of adult recreation programs	115	14.4 %
Range of amenities at parks & recreation facilities	118	14.7 %
Village sponsored cultural arts events	199	24.8 %
Variety of cultural arts events & programs in Southern Moore County	170	21.2 %
None chosen	205	25.6 %
Total	1872	

Q11. Do you shop regularly in the Village Center (downtown)?

Q11. Do you shop regularly in Village Center (downtown)	Number	Percent
Yes	239	29.8 %
No	551	68.8 %
Not provided	11	1.4 %
Total	801	100.0 %

WITHOUT "NOT PROVIDED"

Q11. Do you shop regularly in the Village Center (downtown)? (without "not provided")

Q11. Do you shop regularly in Village Center (downtown)	Number	Percent
Yes	239	30.3 %
No	551	69.7 %
Total	790	100.0 %

Q12. Do you dine regularly in the Village Center (downtown)?

Q12. Do you dine regularly in Village Center (downtown)	Number	Percent
Yes	397	49.6 %
No	393	49.1 %
Not provided	11	1.4 %
Total	801	100.0 %

WITHOUT "NOT PROVIDED"

Q12. Do you dine regularly in the Village Center (downtown)? (without "not provided")

Q12. Do you dine regularly in Village Center (downtown)	Number	Percent
Yes	397	50.3 %
No	393	49.7 %
Total	790	100.0 %

Q13. Please check each of the following reasons that prevent you from shopping/dining regularly in the Village Center (downtown) more often.

Q13. What are the reasons that prevent you from shopping/dining regularly in Village Center (downtown) more often	Number	Percent
Stores hours of operation	56	15.1 %
Variety of merchandise/menu options offered	137	36.8 %
Merchandise is more targeted to tourists than local shoppers	184	49.5 %
Parking availability	107	28.8 %
Wait times for dining	25	6.7 %
Prices	127	34.1 %
Other	59	15.9 %
Nothing prevents me from shopping/dining more often in Village Center	84	22.6 %
Total	779	

Q14. Public Library Services & Programs. Through a cooperative agreement with the Given Memorial Library, a private 501c(3) non-profit organization, the Village augments private funding with a $150,000 annual contribution to help provide free library services. Please indicate whether you or other members of your household have used the Given Memorial Library during the past year.

(N=801)

	Yes	No
Q14-1. Given Memorial Library services	40.6%	59.4%
Q14-2. Given Memorial Library programs	15.0%	85.0%

Q14. Then, please rate your satisfaction with services or programs you have used on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=332)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q14-1. Given Memorial Library services	59.1%	25.5%	4.3%	3.4%	0.3%	7.4%
Q14-2. Given Memorial Library programs	55.0%	24.2%	4.2%	2.5%	0.8%	13.3%

WITHOUT "NO OPINION"

Q14. Then, please rate your satisfaction with services or programs you have used on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=332)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q14-1. Given Memorial Library services	63.8%	27.6%	4.7%	3.7%	0.3%
Q14-2. Given Memorial Library programs	63.5%	27.9%	4.8%	2.9%	1.0%

Q14a. If you answered "No" to either part of Question 14, please CHECK ALL of the following reasons that prevent you from using the Given Memorial Library services.

Q14a. What are the reasons that prevent you from using Given Memorial Library services	Number	Percent
Didn't know about it	117	17.0 %
Hours of operation	45	6.5 %
Variety of library services offered	55	8.0 %
Variety of library programs offered	61	8.9 %
Parking availability	58	8.4 %
Insufficient technology available	32	4.7 %
Not enough meeting areas/rooms	17	2.5 %
A library is not important to me	158	23.0 %
Other	168	24.4 %
Total	711	

Q15. Code Enforcement. Please rate your satisfaction with each of the following Village efforts to enforce regulations using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q15-1. Enforcing cleanup of litter & debris on private property	16.2%	34.0%	17.4%	12.7%	4.1%	15.6%
Q15-2. Enforcing mowing/cutting of weeds/grass on private property	15.5%	30.2%	18.4%	15.4%	5.7%	14.9%
Q15-3. Enforcing parking-prohibiting oversized vehicles in residential neighborhoods	17.2%	28.3%	19.1%	13.7%	3.4%	18.2%
Q15-4. Enforcing sign regulations	17.9%	31.6%	19.9%	8.7%	2.9%	19.1%
Q15-5. Enforcing solid waste cart regulations	21.5%	36.1%	17.0%	5.9%	2.5%	17.1%

WITHOUT "NO OPINION"

Q15. Code Enforcement. Please rate your satisfaction with each of the following Village efforts to enforce regulations using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q15-1. Enforcing cleanup of litter & debris on private property	19.2%	40.2%	20.6%	15.1%	4.9%
Q15-2. Enforcing mowing/cutting of weeds/ grass on private property	18.2%	35.5%	21.6%	18.0%	6.7%
Q15-3. Enforcing parking-prohibiting oversized vehicles in residential neighborhoods	21.1%	34.7%	23.4%	16.8%	4.1%
Q15-4. Enforcing sign regulations	22.1%	39.0%	24.5%	10.8%	3.5%
Q15-5. Enforcing solid waste cart regulations	25.9%	43.5%	20.5%	7.1%	3.0%

Q16. How would you describe the amount of effort the Village applies to enforce its codes and ordinances?

Q16. How would you describe amount of effort Village applies to enforce its codes & ordinances	Number	Percent
About right	492	61.4 %
Too much	28	3.5 %
Too little	195	24.3 %
Not provided	86	10.7 %
Total	801	100.0 %

WITHOUT "NOT PROVIDED"

Q16. How would you describe the amount of effort the Village applies to enforce its codes and ordinances? (without "not provided")

Q16. How would you describe amount of effort Village applies to enforce its codes & ordinances	Number	Percent
About right	492	68.8 %
Too much	28	3.9 %
Too little	195	27.3 %
Total	715	100.0 %

Q17. Transportation Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q17-1. Maintenance of main Village street thoroughfares	36.8%	45.8%	6.9%	2.7%	0.6%	7.1%
Q17-2. Maintenance of streets in your neighborhood	29.0%	36.2%	10.2%	11.7%	3.5%	9.4%
Q17-3. Maintenance of street signs/pavement markings	30.1%	43.3%	13.2%	5.5%	0.9%	7.0%
Q17-4. Adequacy of street lighting	20.0%	27.6%	18.1%	16.9%	10.0%	7.5%
Q17-5. Ease of travel on NC Highway 5	6.1%	17.7%	16.5%	32.7%	22.7%	4.2%
Q17-6. Ease of travel through large traffic circle	8.4%	27.5%	23.6%	22.0%	15.0%	3.6%
Q17-7. Ease of travel on other streets in Village	19.4%	51.6%	17.1%	4.9%	2.0%	5.1%
Q17-8. Availability of walkways	15.5%	26.7%	17.7%	17.5%	11.7%	10.9%
Q17-9. Condition of existing walkways	16.7%	33.6%	24.1%	5.6%	2.5%	17.5%
Q17-10. Ease of golf cart travel	11.9%	19.1%	14.2%	5.2%	2.7%	46.8%

WITHOUT "NO OPINION"

Q17. Transportation Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q17-1. Maintenance of main Village street thoroughfares	39.7%	49.3%	7.4%	3.0%	0.7%
Q17-2. Maintenance of streets in your neighborhood	32.0%	39.9%	11.3%	12.9%	3.9%
Q17-3. Maintenance of street signs/pavement markings	32.3%	46.6%	14.2%	5.9%	0.9%
Q17-4. Adequacy of street lighting	21.6%	29.8%	19.6%	18.2%	10.8%
Q17-5. Ease of travel on NC Highway 5	6.4%	18.5%	17.2%	34.2%	23.7%
Q17-6. Ease of travel through large traffic circle	8.7%	28.5%	24.5%	22.8%	15.5%
Q17-7. Ease of travel on other streets in Village	20.4%	54.3%	18.0%	5.1%	2.1%
Q17-8. Availability of walkways	17.4%	30.0%	19.9%	19.6%	13.2%
Q17-9. Condition of existing walkways	20.3%	40.7%	29.2%	6.8%	3.0%
Q17-10. Ease of golf cart travel	22.3%	35.9%	26.8%	9.9%	5.2%

Q18. Which THREE of the Transportation Services items listed in Question 17 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q18. Top choice	Number	Percent
Maintenance of main Village street thoroughfares	65	8.1 %
Maintenance of streets in your neighborhood	85	10.6 %
Maintenance of street signs/pavement markings	14	1.7 %
Adequacy of street lighting	74	9.2 %
Ease of travel on NC Highway 5	277	34.6 %
Ease of travel through large traffic circle	109	13.6 %
Ease of travel on other streets in Village	3	0.4 %
Availability of walkways	73	9.1 %
Condition of existing walkways	7	0.9 %
Ease of golf cart travel	23	2.9 %
None chosen	71	8.9 %
Total	801	100.0 %

Q18. Which THREE of the Transportation Services items listed in Question 17 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q18. 2nd choice	Number	Percent
Maintenance of main Village street thoroughfares	36	4.5 %
Maintenance of streets in your neighborhood	79	9.9 %
Maintenance of street signs/pavement markings	27	3.4 %
Adequacy of street lighting	82	10.2 %
Ease of travel on NC Highway 5	140	17.5 %
Ease of travel through large traffic circle	159	19.9 %
Ease of travel on other streets in Village	16	2.0 %
Availability of walkways	91	11.4 %
Condition of existing walkways	20	2.5 %
Ease of golf cart travel	28	3.5 %
None chosen	123	15.4 %
Total	801	100.0 %

Q18. Which THREE of the Transportation Services items listed in Question 17 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q18. 3rd choice	Number	Percent
Maintenance of main Village street thoroughfares	49	6.1 %
Maintenance of streets in your neighborhood	63	7.9 %
Maintenance of street signs/pavement markings	45	5.6 %
Adequacy of street lighting	61	7.6 %
Ease of travel on NC Highway 5	70	8.7 %
Ease of travel through large traffic circle	81	10.1 %
Ease of travel on other streets in Village	49	6.1 %
Availability of walkways	74	9.2 %
Condition of existing walkways	64	8.0 %
Ease of golf cart travel	45	5.6 %
None chosen	200	25.0 %
Total	801	100.0 %

SUM OF TOP 3 CHOICES

Q18. Which THREE of the Transportation Services items listed in Question 15 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? (top 3)

Q18. Sum of top 3 choices	Number	Percent
Maintenance of main Village street thoroughfares	150	18.7 %
Maintenance of streets in your neighborhood	227	28.3 %
Maintenance of street signs/pavement markings	86	10.7 %
Adequacy of street lighting	217	27.1 %
Ease of travel on NC Highway 5	487	60.8 %
Ease of travel through large traffic circle	349	43.6 %
Ease of travel on other streets in Village	68	8.5 %
Availability of walkways	238	29.7 %
Condition of existing walkways	91	11.4 %
Ease of golf cart travel	96	12.0 %
None chosen	71	8.9 %
Total	2080	

Q19. Public Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q19-1. Maintenance/ preservation of downtown	43.2%	42.7%	7.0%	1.0%	0.2%	5.9%
Q19-2. Quality of landscaping in medians & other public areas	56.3%	34.1%	4.7%	0.9%	0.2%	3.7%
Q19-3. Overall cleanliness of streets & other public areas	48.4%	39.8%	6.6%	1.4%	0.0%	3.7%
Q19-4. Quality of stormwater runoff/management system	22.8%	32.1%	15.4%	10.2%	4.4%	15.1%
Q19-5. Winter weather response on Village streets (snow/ice)	27.2%	37.0%	17.2%	4.1%	0.9%	13.6%

WITHOUT "NO OPINION"

Q19. Public Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q19-1. Maintenance/preservation of downtown	45.9%	45.4%	7.4%	1.1%	0.3%
Q19-2. Quality of landscaping in medians & other public areas	58.5%	35.4%	4.9%	0.9%	0.3%
Q19-3. Overall cleanliness of streets & other public areas	50.3%	41.4%	6.9%	1.4%	0.0%
Q19-4. Quality of stormwater runoff/ management system	26.9%	37.8%	18.1%	12.1%	5.1%
Q19-5. Winter weather response on Village streets (snow/ice)	31.5%	42.8%	19.9%	4.8%	1.0%

Q20. Which TWO of the Public Services items listed in Question 19 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q20. Top choice	Number	Percent
Maintenance/preservation of downtown	216	27.0 %
Quality of landscaping in medians & other public areas	69	8.6 %
Overall cleanliness of streets & other public areas	118	14.7 %
Quality of stormwater runoff/management system	202	25.2 %
Winter weather response on Village streets (snow/ice)	76	9.5 %
None chosen	120	15.0 %
Total	801	100.0 %

Q20. Which TWO of the Public Services items listed in Question 19 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q20. 2nd choice	Number	Percent
Maintenance/preservation of downtown	81	10.1 %
Quality of landscaping in medians & other public areas	135	16.9 %
Overall cleanliness of streets & other public areas	207	25.8 %
Quality of stormwater runoff/management system	92	11.5 %
Winter weather response on Village streets (snow/ice)	88	11.0 %
None chosen	198	24.7 %
Total	801	100.0 %

SUM OF TOP 2 CHOICES

Q20. Which TWO of the Public Services items listed in Question 17 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? (top 2)

Q20. Sum of top 2 choices	Number	Percent
Maintenance/preservation of downtown	297	37.1 %
Quality of landscaping in medians & other public areas	204	25.5 %
Overall cleanliness of streets & other public areas	325	40.6 %
Quality of stormwater runoff/management system	294	36.7 %
Winter weather response on Village streets (snow/ice)	164	20.5 %
None chosen	120	15.0 %
Total	1404	

Q21. Solid Waste Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q21-1. Residential trash collection services	63.5%	26.3%	3.5%	1.2%	0.9%	4.5%
Q21-2. Curbside recycling services	54.6%	25.6%	5.6%	5.6%	2.2%	6.4%
Q21-3. Yard waste collection services	55.6%	26.5%	4.5%	2.6%	1.4%	9.5%

WITHOUT "NO OPINION"

Q21. Solid Waste Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q21-1. Residential trash collection services	66.5%	27.6%	3.7%	1.3%	0.9%
Q21-2. Curbside recycling services	58.3%	27.3%	6.0%	6.0%	2.4%
Q21-3. Yard waste collection services	61.4%	29.2%	5.0%	2.9%	1.5%

Q22. Please indicate whether you or other members of your household have used these Village services and facilities during the past year.

(N=801)

	Yes	No
Q22-1. Fire services	11.0%	89.0%
Q22-2. Police services	16.9%	83.1%
Q22-3. Village Hall reception desk	22.6%	77.4%
Q22-4. MyVOP service request system	12.6%	87.4%
Q22-5. Code enforcement	12.2%	87.8%
Q22-6. Recreation program registration	12.2%	87.8%
Q22-7. Planning & Inspections services	13.1%	86.9%

Q22. If "Yes," please rate your satisfaction with that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=426)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q22-1. Fire services	92.0%	4.5%	0.0%	0.0%	0.0%	3.4%
Q22-2. Police services	70.4%	14.1%	3.0%	3.0%	0.7%	8.9%
Q22-3. Village Hall reception desk	63.0%	27.6%	4.4%	0.0%	0.6%	4.4%
Q22-4. MyVOP service request system	50.5%	29.7%	7.9%	5.9%	0.0%	5.9%
Q22-5. Code enforcement	27.6%	23.5%	10.2%	20.4%	9.2%	9.2%
Q22-6. Recreation program registration	45.9%	33.7%	11.2%	0.0%	0.0%	9.2%
Q22-7. Planning & Inspections services	41.0%	31.4%	10.5%	6.7%	3.8%	6.7%

WITHOUT "NO OPINION"

Q22. If "Yes," please rate your satisfaction with that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=426)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q22-1. Fire services	95.3%	4.7%	0.0%	0.0%	0.0%
Q22-2. Police services	77.2%	15.4%	3.3%	3.3%	0.8%
Q22-3. Village Hall reception desk	65.9%	28.9%	4.6%	0.0%	0.6%
Q22-4. MyVOP service request system	53.7%	31.6%	8.4%	6.3%	0.0%
Q22-5. Code enforcement	30.3%	25.8%	11.2%	22.5%	10.1%
Q22-6. Recreation program registration	50.6%	37.1%	12.4%	0.0%	0.0%
Q22-7. Planning & Inspections services	43.9%	33.7%	11.2%	7.1%	4.1%

Q23. Public Communication and Outreach. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q23-1. Quality of information about Village programs/services	23.2%	43.4%	17.5%	4.9%	0.4%	10.6%
Q23-2. Village efforts to keep you informed about local issues	24.6%	42.2%	17.7%	6.7%	0.4%	8.4%
Q23-3. Opportunities to participate in local government (advisory boards, volunteering)	18.1%	34.7%	26.2%	2.6%	0.5%	17.9%
Q23-4. Village social media	13.6%	28.2%	25.8%	2.6%	0.1%	29.6%
Q23-5. Village website (vopnc.org)	18.0%	36.2%	20.8%	3.4%	0.0%	21.6%
Q23-6. Village newsletter	27.3%	44.3%	14.7%	2.0%	0.4%	11.2%
Q23-7. Monthly Village e-News updates	16.7%	29.1%	21.2%	2.1%	0.5%	30.3%
Q23-8. Online Engagement Portals (engage.vopnc.org)	8.9%	16.5%	24.7%	2.0%	0.2%	47.7%
Q23-9. Community's progress toward meeting its strategic vision & mission	9.5%	26.2%	27.2%	5.9%	2.4%	28.8%

WITHOUT "NO OPINION"

Q23. Public Communication and Outreach. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q23-1. Quality of information about Village programs/services	26.0%	48.6%	19.6%	5.4%	0.4%
Q23-2. Village efforts to keep you informed about local issues	26.8%	46.0%	19.3%	7.4%	0.4%
Q23-3. Opportunities to participate in local government (advisory boards, volunteering)	22.0%	42.2%	31.9%	3.2%	0.6%
Q23-4. Village social media	19.3%	40.1%	36.7%	3.7%	0.2%
Q23-5. Village website (vopnc.org)	22.9%	46.2%	26.6%	4.3%	0.0%
Q23-6. Village newsletter	30.8%	49.9%	16.6%	2.3%	0.4%
Q23-7. Monthly Village e-News updates	24.0%	41.8%	30.5%	3.0%	0.7%
Q23-8. Online Engagement Portals (engage. vopnc.org)	16.9%	31.5%	47.3%	3.8%	0.5%
Q23-9. Community's progress toward meeting its strategic vision & mission	13.3%	36.8%	38.2%	8.2%	3.3%

Q24. Which of the following do you use to get information about the Village of Pinehurst?

Q24. What following do you use to get information about Village of Pinehurst	Number	Percent
Village employees	95	11.9 %
Village newsletter	621	77.5 %
Village website (vopnc.org)	343	42.8 %
Monthly Village e-News	181	22.6 %
Village mobile app (MYVOP)	88	11.0 %
Engage Pinehurst online engagement portal (engage.vopnc.org)	29	3.6 %
Village social media (e.g. Facebook, Twitter)	135	16.9 %
The Pilot newspaper	602	75.2 %
Attend or view public meetings	106	13.2 %
Other	28	3.5 %
Total	2228	

Q24-10. Other

Q24-10. Other	Number	Percent
Neighbors	6	21.4 %
Word of mouth	4	14.3 %
Friends	2	7.1 %
The Sway	2	7.1 %
My friends and neighbors	1	3.6 %
Village council members	1	3.6 %
Friends, word of mouth	1	3.6 %
VOP phone alerts	1	3.6 %
Pinestraw	1	3.6 %
Radio	1	3.6 %
Pinestraw Magazine and Visitor's Center in Theater Building	1	3.6 %
Announcements at parks	1	3.6 %
Sandhills Sentinel	1	3.6 %
Nextdoor	1	3.6 %
Website	1	3.6 %
TV news	1	3.6 %
Have had difficulty finding resources	1	3.6 %
NAC	1	3.6 %
Total	28	100.0 %

Q25. Please indicate how often you read the Village Newsletter, which is mailed to all residents.

Q25. How often do you read Village Newsletter which is mailed to all residents	Number	Percent
All the time	573	71.5 %
Sometimes	148	18.5 %
Seldom	26	3.2 %
Never	20	2.5 %
Don't know	34	4.2 %
Total	801	100.0 %

WITHOUT "DON'T KNOW"

Q25. Please indicate how often you read the Village Newsletter, which is mailed to all residents. (without "don't know")

Q25. How often do you read Village Newsletter which is mailed to all residents	Number	Percent
All the time	573	74.7 %
Sometimes	148	19.3 %
Seldom	26	3.4 %
Never	20	2.6 %
Total	767	100.0 %

Q26. Customer Service. Have you contacted the Village during the past year for customer support?

Q26. Have you contacted Village during past year for customer support	Number	Percent
Yes	249	31.1 %
No	552	68.9 %
Total	801	100.0 %

Q26a. Using a scale from 1 to 5, where 5 means "Always" and 1 means "Never," please rate your experience with Village employees (not elected officials) on the following behaviors.

(N=249)

	Always	Usually	Sometimes	Seldom	Never	No opnion
Q26a-1. Village staff was responsive to my needs	66.7%	20.9%	3.6%	2.4%	3.2%	3.2%
Q26a-2. Village staff was competent	67.9%	18.5%	5.2%	2.8%	0.4%	5.2%
Q26a-3. Village staff was courteous	76.7%	15.3%	2.4%	0.4%	0.8%	4.4%
Q26a-4. My issue was resolved promptly	54.2%	20.1%	10.0%	5.2%	5.2%	5.2%

WITHOUT "NO OPINION"

Q26a. Using a scale from 1 to 5, where 5 means "Always" and 1 means "Never," please rate your experience with Village employees (not elected officials) on the following behaviors. (without "no opinion")

(N=249)

	Always	Usually	Sometimes	Seldom	Never
Q26a-1. Village staff was responsive to my needs	68.9%	21.6%	3.7%	2.5%	3.3%
Q26a-2. Village staff was competent	71.6%	19.5%	5.5%	3.0%	0.4%
Q26a-3. Village staff was courteous	80.3%	16.0%	2.5%	0.4%	0.8%
Q26a-4. My issue was resolved promptly	57.2%	21.2%	10.6%	5.5%	5.5%

Q27. Capital Improvements. Of the community improvements listed below, which THREE would you select as the MOST IMPORTANT?

Q27. What community improvements would you select as most important	Number	Percent
Additional street resurfacing	274	34.2 %
Additional street lighting in neighborhoods	270	33.7 %
Additional walkway construction in neighborhoods	264	33.0 %
Additional stormwater (drainage) improvements	231	28.8 %
Bicycle lanes & paths	215	26.8 %
Roads, sidewalks, parking, etc. in Village Place (around Pinehurst Brewery)	199	24.8 %
Additional greenway trails (walking paths)	187	23.3 %
Multi-purpose paths on main Village highways	131	16.4 %
Outdoor amphitheater	130	16.2 %
Indoor Performing Arts Venue	99	12.4 %
Additional parks & open spaces	86	10.7 %
Additional athletic fields	22	2.7 %
Total	2108	

Q28. If you own a home in Pinehurst, 36% of your property tax bill goes to the Village of Pinehurst to fund the Village's operating budget. The balance of your bill goes to the County (64%). Considering this, how satisfied are you with the value you receive for the portion of your property taxes that funds the Village's operating budget?

Q28. How satisfied are you with the value you receive for portion of your property taxes that funds Village's operating budget	Number	Percent
Very satisfied	229	28.6 %
Satisfied	342	42.7 %
Neutral	126	15.7 %
Dissatisfied	39	4.9 %
Very dissatisfied	12	1.5 %
Don't know	53	6.6 %
Total	801	100.0 %

WITHOUT "DON'T KNOW"

Q28. If you own a home in Pinehurst, 36% of your property tax bill goes to the Village of Pinehurst to fund the Village's operating budget. The balance of your bill goes to the County (64%). Considering this, how satisfied are you with the value you receive for the portion of your property taxes that funds the Village's operating budget? (without "don't know")

Q28. How satisfied are you with the value you receive for portion of your property taxes that funds Village's operating budget	Number	Percent
Very satisfied	229	30.6 %
Satisfied	342	45.7 %
Neutral	126	16.8 %
Dissatisfied	39	5.2 %
Very dissatisfied	12	1.6 %
Total	748	100.0 %

Q29. Village Leadership. Please rate your level of satisfaction with the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q29-1. Overall quality of leadership provided by Village's elected officials	17.4%	35.8%	22.1%	8.2%	1.7%	14.7%
Q29-2. Overall effectiveness of appointed boards & commissions	13.9%	32.7%	26.0%	6.7%	1.7%	19.0%
Q29-3. Overall effectiveness of Village Manager & appointed staff	21.7%	36.2%	19.6%	3.9%	2.0%	16.6%

WITHOUT "NO OPINION"

Q29. Village Leadership. Please rate your level of satisfaction with the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=801)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q29-1. Overall quality of leadership provided by Village's elected officials	20.4%	42.0%	25.9%	9.7%	2.0%
Q29-2. Overall effectiveness of appointed boards & commissions	17.1%	40.4%	32.0%	8.3%	2.2%
Q29-3. Overall effectiveness of Village Manager & appointed staff	26.0%	43.4%	23.5%	4.6%	2.4%

Q30. How would you rate your satisfaction with the following in Pinehurst compared to other places you have lived in the past?

(N=801)

	Significantly better	Better	Same	Worse	Significantly worse	No opinion
Q30-1. Overall quality of life	50.1%	30.6%	14.1%	2.0%	0.1%	3.1%
Q30-2. Overall quality of Village services	36.0%	32.3%	24.1%	2.1%	0.2%	5.2%
Q30-3. Customer service provided by Village employees	32.3%	29.2%	20.2%	1.7%	0.4%	16.1%

WITHOUT "NO OPINION"

Q30. How would you rate your satisfaction with the following in Pinehurst compared to other places you have lived in the past? (without "no opinion")

(N=801)

	Significantly better	Better	Same	Worse	Significantly worse
Q30-1. Overall quality of life	51.7%	31.6%	14.6%	2.1%	0.1%
Q30-2. Overall quality of Village services	37.9%	34.1%	25.4%	2.2%	0.3%
Q30-3. Customer service provided by Village employees	38.5%	34.8%	24.1%	2.1%	0.4%

Q31. Would you recommend Pinehurst to others as a place to live?

Q31. Would you recommend Pinehurst to others as a place to live	Number	Percent
Yes	716	89.4 %
No	55	6.9 %
Not provided	30	3.7 %
Total	801	100.0 %

WITHOUT "NOT PROVIDED"

Q31. Would you recommend Pinehurst to others as a place to live? (without "not provided")

Q31. Would you recommend Pinehurst to others as a place to live	Number	Percent
Yes	716	92.9 %
No	55	7.1 %
Total	771	100.0 %

Q34. Approximately how many years have you lived in the Village of Pinehurst?

Q34. How many years have you lived in Village of Pinehurst	Number	Percent
Less than 5 years	243	30.3 %
5-10 years	191	23.8 %
11-20 years	179	22.3 %
20+ years	183	22.8 %
Not provided	5	0.6 %
Total	801	100.0 %

WITHOUT "NOT PROVIDED"

Q34. Approximately how many years have you lived in the Village of Pinehurst? (without "not provided")

Q34. How many years have you lived in Village of Pinehurst	Number	Percent
Less than 5 years	243	30.5 %
5-10 years	191	24.0 %
11-20 years	179	22.5 %
20+ years	183	23.0 %
Total	796	100.0 %

Q35. Do you have school-age children (grades K-12) living at home?

Q35. Do you have school-age children (grades K-12) living at home	Number	Percent
Yes	119	14.9 %
No	673	84.0 %
Not provided	9	1.1 %
Total	801	100.0 %

WITHOUT "NOT PROVIDED"

Q35. Do you have school-age children (grades K-12) living at home? (without "not provided")

Q35. Do you have school-age children (grades K-12) living at home	Number	Percent
Yes	119	15.0 %
No	673	85.0 %
Total	792	100.0 %

Q35a. What grade level(s) are your school-age children?

Q35a. What grade level(s) are your school-age children	Number	Percent
K-5	78	65.5 %
6-8	42	35.3 %
High school	42	35.3 %
Total	162	

Q36. Which of the following best describes your current employment status?

Q36. Which following best describes your current employment status	Number	Percent
Employed outside home	246	30.7 %
Employed in home/have a home-based business	60	7.5 %
Student	2	0.2 %
Retired	444	55.4 %
Not currently employed	15	1.9 %
Not provided	34	4.2 %
Total	801	100.0 %

WITHOUT "NOT PROVIDED"

Q36. Which of the following best describes your current employment status? (without "not provided")

Q36. Which following best describes your current employment status	Number	Percent
Employed outside home	246	32.1 %
Employed in home/have a home-based business	60	7.8 %
Student	2	0.3 %
Retired	444	57.9 %
Not currently employed	15	2.0 %
Total	767	100.0 %

Q36-1. "If employed outside home," what is the zip code where you work?

Q36-1. What is the zip code where you work	Number	Percent
28374	100	42.2 %
28387	28	11.8 %
28310	26	11.0 %
27376	8	3.4 %
28307	6	2.5 %
27374	6	2.5 %
28352	4	1.7 %
28303	4	1.7 %
27332	4	1.7 %
27560	4	1.7 %
28304	4	1.7 %
28364	4	1.7 %
27330	4	1.7 %
28315	4	1.7 %
28308	2	0.8 %
28326	2	0.8 %
28314	2	0.8 %
28347	2	0.8 %
28208	2	0.8 %
28379	2	0.8 %
28327	2	0.8 %
27611	2	0.8 %
28281	2	0.8 %
28373	2	0.8 %
28376	2	0.8 %
27371	2	0.8 %
28728	1	0.4 %
27387	1	0.4 %
27268	1	0.4 %
27410	1	0.4 %
23874	1	0.4 %
28394	1	0.4 %
28388	1	0.4 %
Total	237	100.0 %

Q37. Which of the following best describes your age?

Q37. Which following best describes your age	Number	Percent
Under 25 years	64	8.0 %
25-34 years	73	9.1 %
35-44 years	103	12.9 %
45-54 years	127	15.9 %
55-64 years	405	50.6 %
Not provided	29	3.6 %
Total	801	100.0 %

WITHOUT "NOT PROVIDED"

Q37. Which of the following best describes your age? (without "not provided")

Q37. Which following best describes your age	Number	Percent
Under 25 years	64	8.3 %
25-34 years	73	9.5 %
35-44 years	103	13.3 %
45-54 years	127	16.5 %
55-64 years	405	52.5 %
Total	772	100.0 %

Q38. Which of the following best describes your race?

Q38. Which following best describes your race/ethnicity	Number	Percent
Asian/Pacific Islander	16	2.0 %
Black/African American	17	2.1 %
Native American	6	0.7 %
White/Caucasian	735	91.8 %
Hispanic	26	3.2 %
Other	3	0.4 %
Total	803	

Q38-6. Self-describe your race:

Q38-6. Self-describe your race/ethnicity	Number	Percent
More than one	1	33.3 %
Mixed race	1	33.3 %
Multi	1	33.3 %
Total	3	100.0 %

Q39. Which of the following best describes the general neighborhood areas where you live?

Q39. Which following best describes the general neighborhood areas where you live	Number	Percent
Pinehurst No. 6	143	17.9 %
Pinehurst Trace/Pinedale/Midland Country Club/Taylorhurst/ Walker Station	42	5.2 %
Pinehurst No. 7/Lawn & Tennis/CCNC	48	6.0 %
Morganton/Monticello Rd.	74	9.2 %
Lake Pinehurst/Burning Tree/St. Andrews/Cotswold	211	26.3 %
Pinewild	92	11.5 %
Old Town/Linden Rd./Donald Ross Dr./Clarendon Gardens	114	14.2 %
Village Acres/Murdocksville Rd.	65	8.1 %
Not provided	12	1.5 %
Total	801	100.0 %

WITHOUT "NOT PROVIDED"

Q39. Which of the following best describes the general neighborhood areas where you live? (without "not provided")

Q39. Which following best describes the general neighborhood areas where you live	Number	Percent
Pinehurst No. 6	143	18.1 %
Pinehurst Trace/Pinedale/Midland Country Club/Taylorhurst/ Walker Station	42	5.3 %
Pinehurst No. 7/Lawn & Tennis/CCNC	48	6.1 %
Morganton/Monticello Rd.	74	9.4 %
Lake Pinehurst/Burning Tree/St. Andrews/Cotswold	211	26.7 %
Pinewild	92	11.7 %
Old Town/Linden Rd./Donald Ross Dr./Clarendon Gardens	114	14.4 %
Village Acres/Murdocksville Rd.	65	8.2 %
Total	789	100.0 %

Q40. What is your gender?

Q40. Your gender	Number	Percent
Male	400	49.9 %
Female	394	49.2 %
Non-Binary/Third Gender	1	0.1 %
Prefer to self-describe	6	0.7 %
Total	801	100.0 %

5 Survey Instrument

1895
VILLAGE OF
PINEHURST

HISTORY, CHARM, AND SOUTHERN HOSPITALITY

July 2021

Dear Village of Pinehurst Resident,

Each year, the Village of Pinehurst surveys its residents to obtain feedback on how the Village is meeting the needs of its citizens. We invite you to participate in this year's Community Survey by providing your personal opinion. By taking approximately 15 minutes to complete the anonymous survey, you can help make an impact on the Village of Pinehurst. The feedback we receive will help Village leaders and elected officials set community priorities including staffing and budget expenditures, determine areas or services that need improvement, and identify future needs. We strive to exceed your expectations as we promote, enhance, and sustain the quality of life in the Village of Pinehurst.

Complete the survey using the paper survey and postage paid envelope provided or complete it online by visiting *www.2021PinehurstCommunitySurvey.com*.

The survey data will be collected and analyzed by ETC Institute, one of the nation's leading governmental research firms, and Village staff. Results will be presented to the Pinehurst Village Council at a public meeting in September. Please join us to hear the results!

If you have any questions about the survey, please contact me at 295-1900, ext. 1101. Thank you for participating in the 2021 Community Survey.

Sincerely,

Jeffrey M. Sanborn
Village Manager

ADMINISTRATION
395 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-1900 • Fax (910) 295-4434 • www.vopnc.org

2021 Village of Pinehurst Community Survey

Please take a few minutes to complete this survey. Your input is an important part of the Village's ongoing effort to identify and respond to resident concerns. If you have questions, please contact Jeff Sanborn, Village Manager at (910) 295-1900, ext. 1101 or at *jsanborn@vopnc.org*.

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1. <u>Overall Satisfaction with Village Services.</u> Please rate your level of satisfaction with each of the following major categories of services provided by the Village of Pinehurst using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
01.	Police services	5	4	3	2	1	9
02.	Fire services	5	4	3	2	1	9
03.	Parks and recreation programs	5	4	3	2	1	9
04.	Parks and recreation facilities	5	4	3	2	1	9
05.	Solid waste services	5	4	3	2	1	9
06.	Street and right-of-way maintenance	5	4	3	2	1	9
07.	Enforcement of Village codes and ordinances	5	4	3	2	1	9
08.	Customer service provided by Village employees	5	4	3	2	1	9
09.	Village communication with residents	5	4	3	2	1	9
10.	Village efforts at maintaining the quality of your neighborhoods	5	4	3	2	1	9
11.	Promotion of natural resource conservation	5	4	3	2	1	9
12.	Level of public involvement in local decisions	5	4	3	2	1	9

2. From the list of items in Question 1, which THREE of the major categories of Village services do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? *[Write in your answers below using the numbers from the list in Question 1.]*

1st: ____ 2nd: ____ 3rd: ____

3. <u>Reasons to Live in Pinehurst.</u> Several reasons for deciding where to live are listed below. On a scale from 1 to 4, where 4 is "Very Important" and 1 is "Unimportant," please rate how important each reason was in your decision to live where you live. Then, please indicate if your needs are being met in Pinehurst.

		Very Important	Somewhat Important	Not Sure	Unimportant	Are your needs being met in Pinehurst?	
01.	Sense of community	4	3	2	1	Yes	No
02.	Quality of public education	4	3	2	1	Yes	No
03.	Types of housing	4	3	2	1	Yes	No
04.	Quality of housing	4	3	2	1	Yes	No
05.	Access to quality shopping	4	3	2	1	Yes	No
06.	Availability of cultural arts opportunities	4	3	2	1	Yes	No
07.	Availability of golfing opportunities	4	3	2	1	Yes	No
08.	Availability of other recreational opportunities	4	3	2	1	Yes	No
09.	Proximity to family or friends	4	3	2	1	Yes	No
10.	Proximity to work	4	3	2	1	Yes	No
11.	Safety and security	4	3	2	1	Yes	No
12.	Quality health care	4	3	2	1	Yes	No
13.	Opportunities and/or resources for senior citizens	4	3	2	1	Yes	No
14.	Opportunities and/or resources for children under 18	4	3	2	1	Yes	No
15.	Low property tax rate	4	3	2	1	Yes	No

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4. <u>Perception of Pinehurst.</u> Several items that may influence your perception of Pinehurst as a community are listed below. Please rate each item on a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor."

		Excellent	Good	Neutral	Below Average	Poor	No Opinion
01.	Overall image of the Village	5	4	3	2	1	9
02.	Overall quality of life in the Village	5	4	3	2	1	9
03.	Overall feeling of safety in the Village	5	4	3	2	1	9
04.	Quality of new residential development in the Village	5	4	3	2	1	9
05.	Quality of new commercial development in the Village	5	4	3	2	1	9
06.	As a place to live	5	4	3	2	1	9
07.	As a place to raise children	5	4	3	2	1	9
08.	As a place to retire	5	4	3	2	1	9
09.	Overall appearance of the Village	5	4	3	2	1	9
10.	Availability of affordable housing	5	4	3	2	1	9
11.	Overall quality of Village services	5	4	3	2	1	9

5. <u>Perceptions of Safety and Security.</u> Using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations.

	How safe do you feel...	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	No Opinion
1.	Walking alone in your neighborhood during the day	5	4	3	2	1	9
2.	Walking alone in your neighborhood after dark	5	4	3	2	1	9
3.	In Village parks and recreation facilities	5	4	3	2	1	9
4.	In business areas of the Village during the day	5	4	3	2	1	9
5.	In business areas of the Village after dark	5	4	3	2	1	9

6. <u>Public Safety Services.</u> Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following items.

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Efforts to prevent crimes	5	4	3	2	1	9
2.	Enforcement of local traffic laws	5	4	3	2	1	9
3.	How quickly police respond to emergencies	5	4	3	2	1	9
4.	Frequency that police officers patrol your neighborhood	5	4	3	2	1	9
5.	Fire prevention and education programs provided by the Village	5	4	3	2	1	9
6.	How quickly fire personnel respond to emergencies	5	4	3	2	1	9

7. Which TWO of the public safety services listed in Question 6 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? *[Write in your answers below using the numbers from the list in Question 6.]*

1st: ____ 2nd: ____

8. **<u>Cultural and Recreation Services.</u> Please indicate whether you or other members of your household have used these Cultural and Recreation Services during the past year by circling either "Yes or "No." If "Yes," please rate your satisfaction with that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

		Have you used this service in the past year?		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
01.	Greenway trails	Yes	No	5	4	3	2	1	9
02.	Village sponsored cultural/arts events	Yes	No	5	4	3	2	1	9
03.	Cannon Park	Yes	No	5	4	3	2	1	9
04.	Arboretum/Timmel Pavilion	Yes	No	5	4	3	2	1	9
05.	Rassie Wicker Park	Yes	No	5	4	3	2	1	9
06.	Camelot Playground	Yes	No	5	4	3	2	1	9
07.	Splash Pad at Wicker Park	Yes	No	5	4	3	2	1	9
08.	West Pinehurst Park (e.g. disc golf)	Yes	No	5	4	3	2	1	9
09.	Community Center	Yes	No	5	4	3	2	1	9
10.	Youth Recreation Programs	Yes	No	5	4	3	2	1	9
11.	Adult Recreation Programs	Yes	No	5	4	3	2	1	9

9. **Please rate your satisfaction with each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."**

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
01.	Number of Village parks	5	4	3	2	1	9
02.	Quality of Village parks	5	4	3	2	1	9
03.	Quality of recreation indoor facilities	5	4	3	2	1	9
04.	Availability of recreation indoor facilities	5	4	3	2	1	9
05.	Availability of walking/greenway trails	5	4	3	2	1	9
06.	Condition of walking/greenway trails	5	4	3	2	1	9
07.	Quality of outdoor athletic fields and facilities	5	4	3	2	1	9
08.	Availability of outdoor athletic fields and facilities	5	4	3	2	1	9
09.	Availability of information about recreation programs	5	4	3	2	1	9
10.	Quality of youth recreation programs	5	4	3	2	1	9
11.	Quality of adult recreation programs	5	4	3	2	1	9
12.	Range of amenities at parks and recreation facilities	5	4	3	2	1	9
13.	Village sponsored cultural arts events	5	4	3	2	1	9
14.	Variety of cultural arts events and programs in Southern Moore County	5	4	3	2	1	9

10. **Which THREE of the Cultural and Recreation Services items listed in Question 9 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?** *[Write in your answers below using the numbers from the list in Question 9.]*

1st: ____ 2nd: ____ 3rd: ____

11. **Do you <u>shop</u> regularly in the Village Center (downtown)?** ____(1) Yes ____(2) No

12. **Do you <u>dine</u> regularly in the Village Center (downtown)?** ____(1) Yes ____(2) No

13. **Please check each of the following reasons that prevent you from shopping/dining regularly in the Village Center (downtown) more often.** *[Check all that apply.]*

____(1) Stores hours of operation
____(2) Variety of merchandise/menu options offered
____(3) Merchandise is more targeted to tourists than local shoppers
____(4) Parking availability
____(5) Wait times for dining
____(6) Prices
____(7) Other: _____
____(8) Nothing prevents me from shopping/dining more often in Village Center

14. <u>Public Library Services & Programs.</u> Through a cooperative agreement with the Given Memorial Library, a private 501c(3) non-profit organization, the Village augments private funding with a $150,000 annual contribution to help provide free library services. Please indicate whether you or other members of your household have used the Given Memorial Library during the past year by circling either "Yes" or "No." Then, please rate your satisfaction with services or programs you have used on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Have you used this service in the past year?		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Given Memorial Library services	Yes	No	5	4	3	2	1	9
2.	Given Memorial Library programs	Yes	No	5	4	3	2	1	9

14a. *If you answered "No" to either part of Question 14,* please CHECK ALL of the following reasons that prevent you from using the Given Memorial Library services.

____(1) Didn't know about it
____(2) Hours of operation
____(3) Variety of library services offered
____(4) Variety of library programs offered
____(5) Parking availability
____(6) Insufficient technology available
____(7) Not enough meeting areas/rooms
____(8) A library is not important to me
____(9) Other: _____

15. <u>Code Enforcement.</u> Please rate your satisfaction with each of the following Village efforts to enforce regulations using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Enforcing the cleanup of litter and debris on private property	5	4	3	2	1	9
2.	Enforcing mowing/cutting of weeds/grass on private property	5	4	3	2	1	9
3.	Enforcing parking-prohibiting oversized vehicles in residential neighborhoods	5	4	3	2	1	9
4.	Enforcing sign regulations	5	4	3	2	1	9
5.	Enforcing solid waste cart regulations	5	4	3	2	1	9

16. How would you describe the amount of effort the Village applies to enforce its codes and ordinances?

____(1) About right ____(2) Too much ____(3) Too little

17. <u>Transportation Services.</u> Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
01.	Maintenance of main Village street thoroughfares	5	4	3	2	1	9
02.	Maintenance of streets in your neighborhood	5	4	3	2	1	9
03.	Maintenance of street signs/pavement markings	5	4	3	2	1	9
04.	Adequacy of street lighting	5	4	3	2	1	9
05.	Ease of travel on NC Highway 5	5	4	3	2	1	9
06.	Ease of travel through the large traffic circle	5	4	3	2	1	9
07.	Ease of travel on other streets in the Village	5	4	3	2	1	9
08.	Availability of walkways	5	4	3	2	1	9
09.	Condition of existing walkways	5	4	3	2	1	9
10.	Ease of golf cart travel	5	4	3	2	1	9

18. Which THREE of the Transportation Services items listed in Question 17 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? *[Write in your answers below using the numbers from the list in Question 17.]*

1st: ____ 2nd: ____ 3rd: ____

19. <u>Public Services.</u> Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Maintenance/preservation of downtown	5	4	3	2	1	9
2.	Quality of landscaping in medians and other public areas	5	4	3	2	1	9
3.	Overall cleanliness of streets and other public areas	5	4	3	2	1	9
4.	Quality of the stormwater runoff/management system	5	4	3	2	1	9
5.	Winter weather response on Village streets (snow/ice)	5	4	3	2	1	9

20. Which TWO of the Public Services items listed in Question 19 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? *[Write in your answers below using the numbers from the list in Question 19.]*

1st: ____ 2nd: ____

21. <u>Solid Waste Services.</u> Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Residential trash collection services	5	4	3	2	1	9
2.	Curbside recycling services	5	4	3	2	1	9
3.	Yard waste collection services	5	4	3	2	1	9

22. Please indicate whether you or other members of your household have used these Village services and facilities during the past year by circling either "Yes" or "No." If "Yes," please rate your satisfaction with that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Have you used these services or facilities in the past year?		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Fire services	Yes	No	5	4	3	2	1	9
2.	Police services	Yes	No	5	4	3	2	1	9
3.	Village Hall reception desk	Yes	No	5	4	3	2	1	9
4.	The MyVOP service request system	Yes	No	5	4	3	2	1	9
5.	Code enforcement	Yes	No	5	4	3	2	1	9
6.	Recreation program registration	Yes	No	5	4	3	2	1	9
7.	Planning and Inspections services	Yes	No	5	4	3	2	1	9

23. <u>Public Communication and Outreach.</u> Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Quality of information about Village programs/services	5	4	3	2	1	9
2.	Village efforts to keep you informed about local issues	5	4	3	2	1	9
3.	Opportunities to participate in local government (advisory boards, volunteering)	5	4	3	2	1	9
4.	Village social media	5	4	3	2	1	9
5.	Village website (*vopnc.org*)	5	4	3	2	1	9
6.	Village Newsletter	5	4	3	2	1	9
7.	Monthly Village e-News updates	5	4	3	2	1	9
8.	Online Engagement Portals (*engage.vopnc.org*)	5	4	3	2	1	9
9.	Community's progress toward meeting its strategic vision and mission	5	4	3	2	1	9

24. Which of the following do you use to get information about the Village of Pinehurst? *[Check all that apply.]*

____(01) Village employees
____(02) Village Newsletter
____(03) Village website (vopnc.org)
____(04) Monthly Village e-News
____(05) Village mobile app (MYVOP)
____(06) Engage Pinehurst online engagement portal (*engage.vopnc.org*)
____(07) Village social media (e.g. Facebook, Twitter)
____(08) The Pilot newspaper
____(09) Attend or view public meetings
____(10) Other: _____

25. Please indicate how often you read the Village Newsletter, which is mailed to all residents.

____(1) All the time ____(2) Sometimes ____(3) Seldom ____(4) Never ____(9) Don't know

26. <u>Customer Service.</u> Have you contacted the Village during the past year for customer support?

____(1) Yes ____(2) No *[Skip to Q27.]*

26a. Using a scale from 1 to 5, where 5 means "Always" and 1 means "Never," please rate your experience with Village employees (not elected officials) on the following behaviors.

		Always	Usually	Sometimes	Seldom	Never	No Opinion
1.	Village staff was responsive to my needs	5	4	3	2	1	9
2.	Village staff was competent	5	4	3	2	1	9
3.	Village staff was courteous	5	4	3	2	1	9
4.	My issue was resolved promptly	5	4	3	2	1	9

27. <u>Capital Improvements.</u> Of the community improvements listed below, which THREE would you select as the MOST IMPORTANT?

____(01) Additional walkway construction in neighborhoods
____(02) Additional greenway trails (walking paths)
____(03) Bicycle lanes and paths
____(04) Multi-purpose paths on main Village highways
____(05) Additional street lighting in neighborhoods
____(06) Additional stormwater (drainage) improvements
____(07) Additional street resurfacing
____(08) Additional parks and open spaces
____(09) Additional athletic fields
____(10) Roads, sidewalks, parking, etc. in Village Place (around Pinehurst Brewery)
____(11) Indoor Performing Arts Venue
____(12) Outdoor Amphitheatre

28. If you own a home in Pinehurst, 36% of your property tax bill goes to the Village of Pinehurst to fund the Village's operating budget. The balance of your bill goes to the County (64%). Considering this, how satisfied are you with the value you receive for the portion of your property taxes that funds the Village's operating budget?

____(1) Very Satisfied ____(3) Neutral ____(5) Very Dissatisfied
____(2) Satisfied ____(4) Dissatisfied ____(9) Don't know

29. <u>Village Leadership.</u> Please rate your level of satisfaction with the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Overall quality of leadership provided by the Village's elected officials	5	4	3	2	1	9
2.	Overall effectiveness of appointed boards and commissions	5	4	3	2	1	9
3.	Overall effectiveness of the Village Manager and appointed staff	5	4	3	2	1	9

30. How would you rate your satisfaction with the following in Pinehurst compared to other places you have lived in the past?

		Significantly Better	Better	Same	Worse	Significantly Worse	No Opinion
1.	Overall quality of life	5	4	3	2	1	9
2.	Overall quality of Village services	5	4	3	2	1	9
3.	Customer service provided by Village employees	5	4	3	2	1	9

31. Would you recommend Pinehurst to others as a place to live? ____(1) Yes ____(2) No

32. What are the most important issues facing Pinehurst today?

_____

_____

33. Do you have any suggestions for how the Village could serve you better?

_____

_____

Demographics

34. Approximately how many years have you lived in the Village of Pinehurst?

____(1) Less than 5 years ____(2) 5-10 years ____(3) 11-20 years ____(4) 20+ years

35. Do you have school-age children (grades K-12) living at home? ____(1) Yes ____(2) No *[Skip to Q36.]*

35a. What grade level(s) are your school-age children? *[Check all that apply.]*

____(1) K - 5 ____(2) 6 - 8 ____(3) High School

36. Which of the following best describes your current employment status?

____(1) Employed outside the home
(What is the zip code where you work?_____)
____(2) Employed in the home/have a home-based business
____(3) Student
____(4) Retired
____(5) Not currently employed

37. Which of the following best describes your age?

____(1) Under 25 years ____(3) 35-44 years ____(5) 55-64 years
____(2) 25-34 years ____(4) 45-54 years ____(6) 65+ years

38. Which of the following best describes your race? *[Check all that apply.]*

____(01) Asian/Pacific Islander
____(02) Black/African American
____(03) Native American
____(04) White/Caucasian
____(05) Hispanic
____(99) Other: _____

39. Which of the following best describes the general neighborhood areas where you live?

____(1) Pinehurst No. 6
____(2) Pinehurst Trace/Pinedale/Midland Country Club/Taylorhurst/Walker Station
____(3) Pinehurst No. 7/Lawn & Tennis/CCNC
____(4) Morganton/Monticello Rd.
____(5) Lake Pinehurst/Burning Tree/St. Andrews/Cotswold
____(6) Pinewild
____(7) Old Town/Linden Rd./Donald Ross Dr./Clarendon Gardens
____(8) Village Acres/Murdocksville Rd.

40. What is your gender?

____(1) Male ____(2) Female ____(3) Non-binary/Third Gender ____(4) Prefer to self-describe

This concludes the survey. Thank you for your time!

Please return your completed survey in the enclosed postage-paid envelope addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. The information printed to the right will ONLY be used to help identify the level of satisfaction with Village services in your area. If your address is not correct, please provide the correct information. Thank you.

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