



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF OCTOBER 10, 2023
ASSEMBLY HALL
395 MAGNOLIA RD. PINEHURST, NC 28374
PINEHURST, NORTH CAROLINA
4:30 PM**

1. Call to Order.

2. Reports:

Manager

Council

3. 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.

- A. Approval of Village Council Meeting Minutes
September 26, 2023 Regular Meeting Minutes
September 26, 2023 Work Session Minutes

End of Consent Agenda.

4. Presentation of the FY 2023 Business Survey Results

5. Discuss and Consider Adoption of the SMPO Memorandum of Understanding

6. Other Business.

7. Comments from Attendees.

8. Motion to Adjourn.

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.



APPROVAL OF VILLAGE COUNCIL MEETING MINUTES
ADDITIONAL AGENDA DETAILS:

September 26, 2023 Regular Meeting Minutes

September 26, 2023 Work Session Minutes

ATTACHMENTS:

Description

- ▣ September 26, 2023 Council Regular Meeting Minutes
- ▣ September 26, 2023 Council Work Session Minutes



**VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF SEPTEMBER 26, 2023
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

The Pinehurst Village Council held a Regular Meeting at 4:28 p.m., Tuesday September 26, 2023, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were in attendance in Assembly Hall:

Mr. John Strickland, Mayor
Mr. Patrick Pizzella, Mayor Pro Tem
Mr. Jeff Morgan, Councilmember
Ms. Lydia Boesch, Councilmember
Mr. Tom Hennie, Councilmember
Mr. Jeff Sanborn, Village Manager
Mr. Jason Whitaker, Chief Information Officer
Ms. Shannon Konstantinou, Village Clerk

And approximately 23 attendees, including 9 staff and 1 press.

1. Call to Order.

Mayor Pro Tem Pizzella called the Village Council meeting to order.

2. Invocation by Hugh Tudor-Foley and Pledge of Allegiance led by Mayor Pro Tem Pizzella.

3. Reports:

Village Manager

- Mr. Jeff Sanborn, Village Manager, reported on the status of the litigation the Village of Pinehurst has been engaged in regarding Open Meetings Law.

Village Council

- Mayor Pro Tem Pizzella reported on the Neighborhood Advisory Committee meeting of September 18th, 2023; the MPO meeting of September 14th, 2023 (it was decided the name would be changed to Sandhills Metropolitan Planning Organization or SMPO and discussion on the voting terms to be included in the Memorandum of Understanding [MOU] would be continued at the meeting of September 29th, 2023); the Flutterby Festival on September 23rd, 2023; the Moore County Economic Development Partnership Entrepreneurial event at the Fair Barn on November 14th, 2023; and commended the Police Department for their work patrolling the community.
- Councilmember Boesch reported on the Village Heritage Foundation's Annual Awards Reception held on September 20th, 2023 and noted the 3 recipients of Pinehurst Historic Plaques; the Moore County Economic Development Partnership monthly meeting on September 25th, 2023 with a presentation on the history of Pinehurst given by Audrey Moriarty and the upcoming meeting on

October 23rd, 2023 with a presentation by C.A.R.E Group scheduled; and the upcoming Holly Arts & Crafts Festival on October 21st, 2023.

- Councilmember Morgan reported on the funeral services of Mr. Leo Santowasso and the banquet honoring Amie Fraley and Stuart Mills, The Moore County Community Foundation's Woman and Man of the Year 2023.
- Councilmember Hennie thanked Reverend Hugh Tudor-Foley for his invocation and stated he is happy to be participating in the meeting.

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.

A. Approval of Village Council Meeting Minutes

- September 12, 2023 Council Regular Meeting Minutes
- September 12, 2023 Council Work Session Minutes

End of Consent Agenda.

Upon a motion by Councilmember Boesch, seconded by Councilmember Morgan, Council unanimously approved the Consent agenda by a vote of 4-0.

5. Discuss and Consider Resolution 23-43 Appointing Ms. Carol Henry as the Extraterritorial Jurisdiction (ETJ) Representative for the Planning & Zoning Board and Board of Adjustment.

Mr. Jeramy Hooper, Planning & Zoning Board Chairperson, introduced Ms. Carol Henry and provided a brief background on Ms. Henry's experience.

Ms. Henry thanked Council, and stated she strives to always do her best and she would like to be a representative not only for the Jackson Hamlet community but all ETJ residents.

Upon a motion by Councilmember Boesch, seconded by Councilmember Morgan, Council unanimously approved Resolution 23-43 Appointment of Ms. Carol Henry as the Extraterritorial Jurisdiction (ETJ) Representative for the Planning & Zoning Board and Board of Adjustment by a vote of 4-0.

6. Library and Archives Space Analysis and Programming Update and Location Discussion.

Representatives of Oakley Collier Architects reviewed a PDF presentation of the Library and Archives Space Analysis focusing on the New Archives Program, Conceptual Floor Plans, and Budget Estimates; and New Given Memorial Library Program, Proposed Site Plan Options, Conceptual Floor Plans, and Budget Estimates.

Council discussed the scope of work covered by the proposed budget estimates, expansion possibilities, parking locations and options, topography of the different optional sites for the New Given Memorial Library, and potential impacts on surrounding sites / services for the different optional sites for the New Given Memorial Library.

Mr. Doug Willardson, Assistant Village Manager, reviewed a PowerPoint presentation outlining the Available Funds and Recommended Expenditures (new single-story library and the archives within the current footprint). Mr. Willardson further recommended Council pursue Option 3, which would locate the library next to the Police Department and Equipment Storage Area (across Magnolia Rd. from the Trinity Christian Church).

Council further discussed the current proposed budget estimates exceeding the previous proposed budget

estimates, the results of the needs assessment done on library services and facilities in relation to recent website / survey data, and the minimum square footage needed to accommodate the volume of books and per person / visitor.

Council agreed Option 3 is the strongest contender but that further research is needed on the services and facilities best suited to the residents of the Village of Pinehurst.

7. Presentation of Stormwater Management and Master Plan.

Mr. Michael Hanson, Principal Engineer with McGill Associates, and Mr. Mike Apke, Public Services Director, reviewed a PowerPoint presentation outlining the Project Oversight Group, Project Overview, 2019 Comprehensive Plan Recommendations, What is Stormwater?, Who is Responsible for Stormwater Management?, Community Survey Results, NPDES Phase II, Existing Standards and Documents, 10-Year Pre-Post Stormwater Discharge, Existing Standard – ESSM, What Rules Govern Stormwater in North Carolina, Stormwater Management and Master Plan Scope, Phase 1 Scope of Work, Public Engagement, Phase 2 Scope of Work, Recommendations, Future Considerations, Drainage Problem Area Solutions, Local Erosion Control Program, and Stormwater Utility.

Mr. Apke noted property owners are responsible for stormwater management across their land (this includes residential property owners) and MyVOP is a good platform for residents to use to submit stormwater concerns to the Village.

Council discussed having Mr. Apke give an updated presentation to the Neighborhood Advisory Committee (NAC), the cost of maintaining different types of stormwater mechanisms to qualify for an annual maintenance / inspection report and what types of stormwater mechanisms would require an annual maintenance / inspection report, the implementation process for proposed requirements / regulations, reducing the frequency of required maintenance / inspection reports, verification of available funds for maintenance of the stormwater mechanisms, what constitutes maintenance of stormwater mechanisms, the cost of having a proactive approach to stormwater mechanism maintenance versus a passive / emergency approach, and the possibility of having a dedicated Staff member conduct the annual maintenance / inspections of stormwater mechanisms on private property.

Council and Staff agreed to include the feedback and suggestions given by Council during the meeting in the draft report for future presentation to Council.

Mayor Pro Tem Pizzella recessed the Regular Meeting for a 10-minute break at 07:13 PM.

Mayor Pro Tem Pizzella reconvened the Regular Meeting at 07:22 PM.

8. Fees and Charges Schedule Update Harness Track.

Mr. Mark Wagner, Parks and Recreation Director, presented Council with an amended fee schedule for RV rentals at the Harness Track facility.

Council discussed the progress made on the installation of electric and water services, and what constitutes a “full season” rental.

Upon a motion by Councilmember Morgan, seconded by Councilmember Boesch, Council unanimously approved Resolution 23-44 Amending Fee Schedule by a vote of 4-0.

9. Presentation of the FY 2023 Community Survey Results.

Mr. Matthew McKirahan, Organizational Performance Director, reviewed a PowerPoint presentation outlining the Purpose and Methodology, General Overview, Perceptions of Pinehurst, Village Direction, Pinehurst

Benchmarked Against Other Communities, Other Findings, Major Findings, and Summary.

Mr. McKirahan noted the need to factor in a margin of error when analyzing the satisfaction ratings and stated more information will be given during the Strategic Planning Retreat meetings in December.

10. Other Business

Council discussed the three types of development decisions that can be made: Quasi-Judicial, Legislative, and Administrative.

Mayor Strickland arrived at the meeting at 08:24 PM.

11. Comments from Attendees.

Ms. Colette Kolinsky, 25 Queens Court, asked Council to review the political signage regulations for the Village.

12. Motion to Adjourn

Upon a motion by Councilmember Boesch, seconded by Councilmember Morgan, Council unanimously approved to adjourn the regular meeting by a vote of 4-0 at 8:29 p.m.

Respectfully Submitted,

Shannon Konstantinou
Village Clerk

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

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**VILLAGE COUNCIL
MINUTES FOR WORK SESSION OF SEPTEMBER 26, 2023
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

The Pinehurst Village Council held a Work Session Meeting at 08:29 p.m., Tuesday, September 26, 2023, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were in attendance in Assembly Hall:

Mr. John Strickland, Mayor
Mr. Patrick Pizzella, Mayor Pro Tem
Mr. Jeff Morgan, Councilmember
Ms. Lydia Boesch, Councilmember
Mr. Tom Hennie, Councilmember
Mr. Jeff Sanborn, Village Manager
Mr. Jason Whitaker, Chief Information Officer
Ms. Shannon Konstantinou, Village Clerk

And approximately 4 attendees, including 3 staff and 1 press.

1. Call to Order.

Mayor Pro Tem Pizzella called the Village Council meeting to order.

2. Discussion About Broadband Installation in Our Village Right of Ways

Mr. Jeff Batton, Assistant Village Manager, and Mr. Mike Apke, Public Services Director, discussed how installation of broadband services within the Village align with goals set out in the 2019 Comprehensive Plan implementation strategies, the legal framework relating to control of streets and right-of-ways and implementation of fees, potential limitations to preventing providers from using Village right-of-ways for the installation of services, providers that have expressed an interest in offering services to portions of the Village, the potential impact of the installation of these services on the condition of the right-of-ways and any existing utilities in these areas, the challenges communities will face when trying to manage the construction involved with multiple providers installing their services, the need for the Village to seek legal counsel on what rights the Village has to limit or regulate the installation of broadband services, the review process for encroachment agreements relating to utilities, whether responses to encroachment agreements are subject to time limits, adding language to the encroachment agreement that would help to ensure performance of the providers' work meets the expectations or standards of the Village, and the possibility of moving forward with smaller projects / areas versus larger projects / areas to start.

3. SMPO Discussion

Mr. Jeff Sanborn, Village Manager, reviewed highlights from the September 14, 2023 SMPO Formation Meeting, and stated the Memorandum of Understanding (MOU) for the SMPO requires agreement from the Village of Pinehurst and Southern Pines in order to be adopted. Council and Mr. Sanborn further discussed the question of including a weighted vote as part of the MOU voting rules and verified the Village's preference for a weighted vote to be included.

4. Other Work Session Business

Mayor Strickland provided details on his travels to Dornoch, Scotland and the potential the recent agreement between the Village of Pinehurst and Dornoch holds for both communities.

5. Potential Future Agenda Items

None.

6. Adjournment.

Upon a motion by Councilmember Boesch, seconded by Councilmember Morgan, Council unanimously approved to adjourn the Work Session at 09:20 p.m., by a vote of 5-0.

Respectfully Submitted,

Shannon Konstantinou
Village Clerk

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

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PRESENTATION OF THE FY 2023 BUSINESS SURVEY RESULTS ADDITIONAL AGENDA DETAILS:

FROM:

Matthew McKirahan

CC:

Jeff Sanborn

DATE OF MEMO:

9/22/2023

MEMO DETAILS:

The Village recently conducted its eleventh annual Business Survey. The Village contracted with ETC Institute of Olathe, Kansas to gather input from businesses on a broad spectrum of Village services. The information gathered from the survey will help the Village set community priorities including staffing and budget expenditures, determine areas or services that need improvement, and identify future needs.

An electronic version of the Business Survey report is attached. ETC's final report includes:

- A summary of the methodology for administering the survey and major findings
- Charts and graphs for each question on the survey
- Tables that show the results for each question on the survey
- A copy of the survey instrument

We look forward to reviewing the findings with you.

ATTACHMENTS:

Description

- ▣ 2023 Business Survey Presentation
- ▣ 2023 Business Survey Report



2023 Business Survey

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
- Survey Topics
- Summary
- Questions

Purpose

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



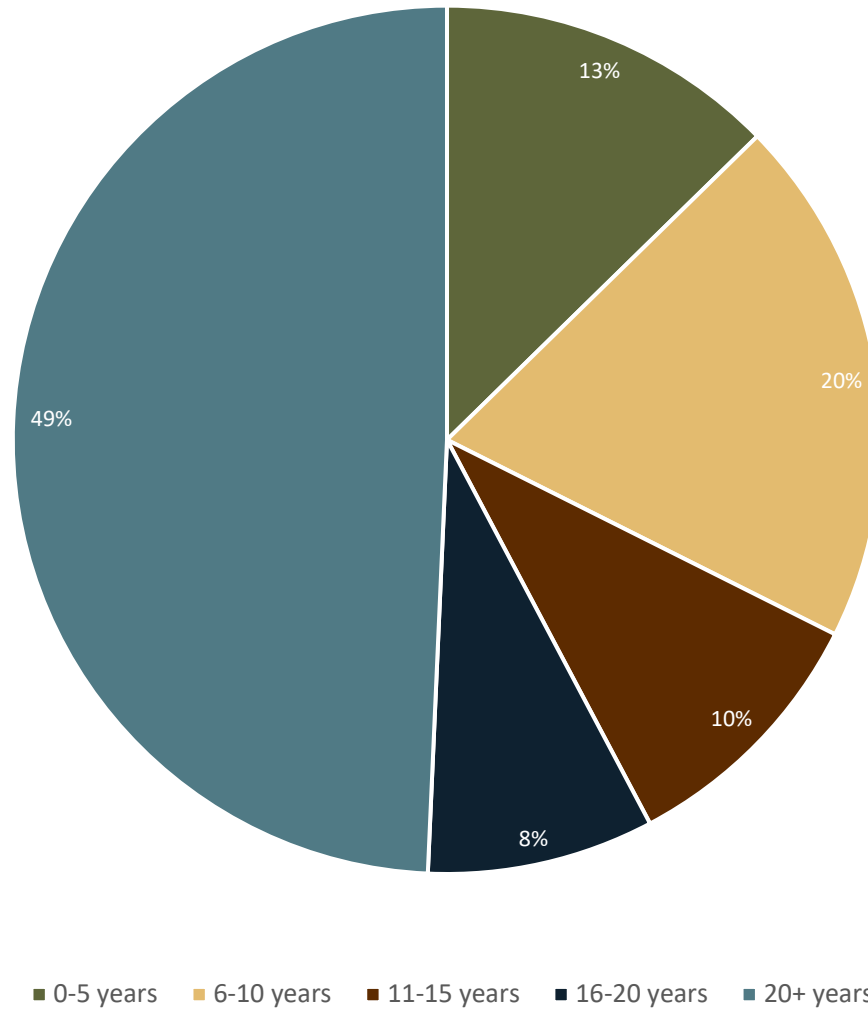
Methodology

- **Survey Description**
 - ❑ Five-page survey
 - ❑ 11th Business Survey conducted for the Village
- **Method of Administration**
 - ❑ By mail and online to all known businesses in the Village of Pinehurst
- **Sample size:**
 - ❑ Completed surveys: 75

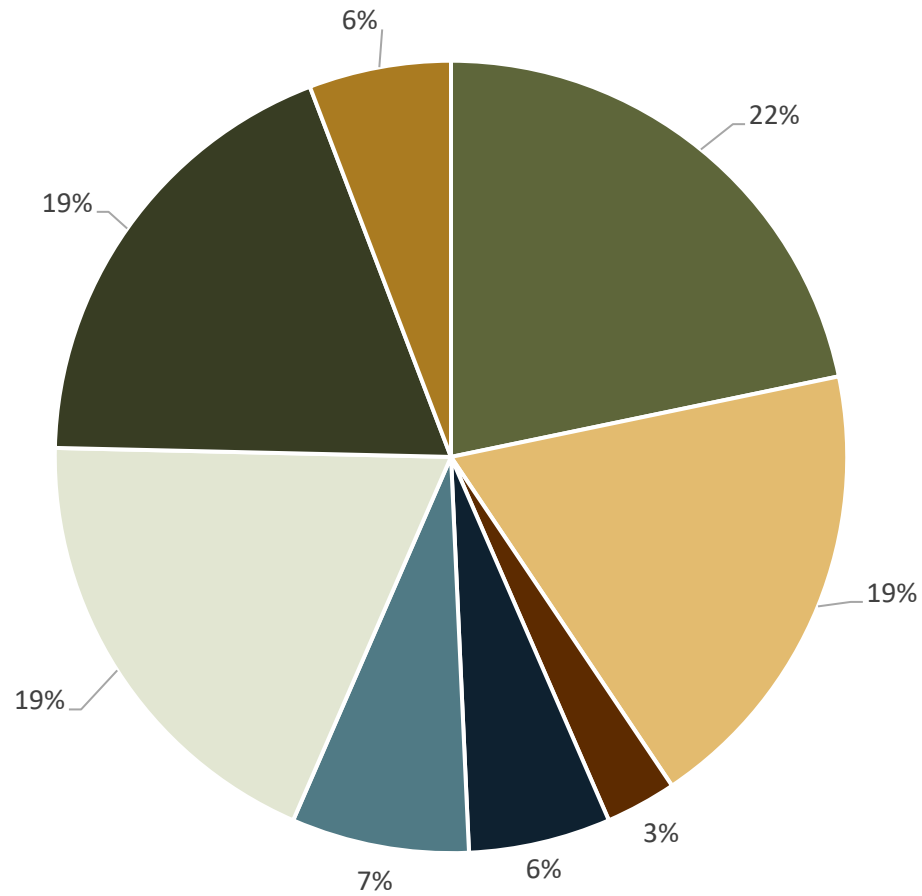


Characteristics of the Business Community

Years of Operation in Pinehurst



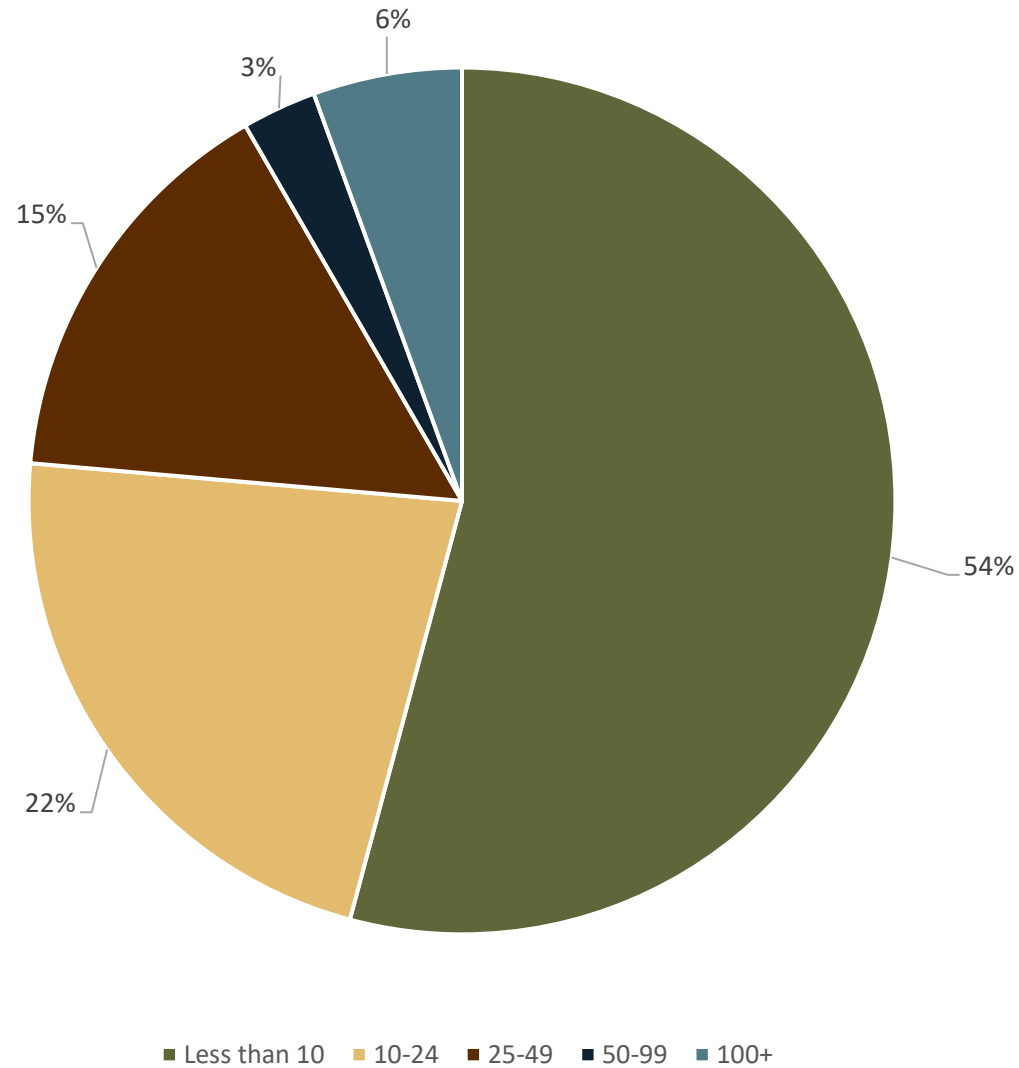
Primary Business Category



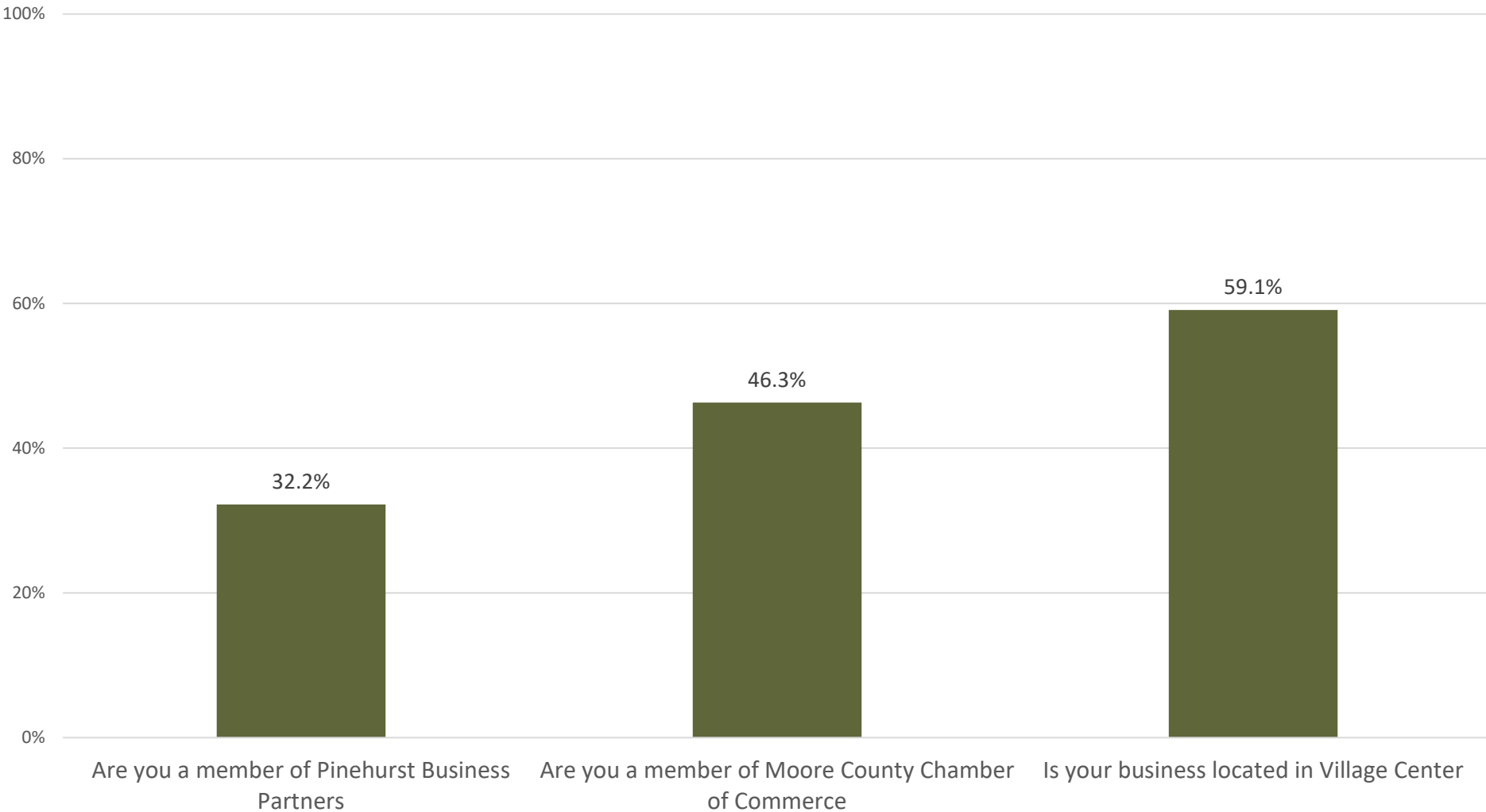
- Retail
- Restaurants and Food Services
- Inn
- Professional, Scientific, and Technical Services
- Financial and Insurance
- Real Estate and Rental Leasing
- Health Care and Social Assistance
- Other



Organizational Size by Number of Employees

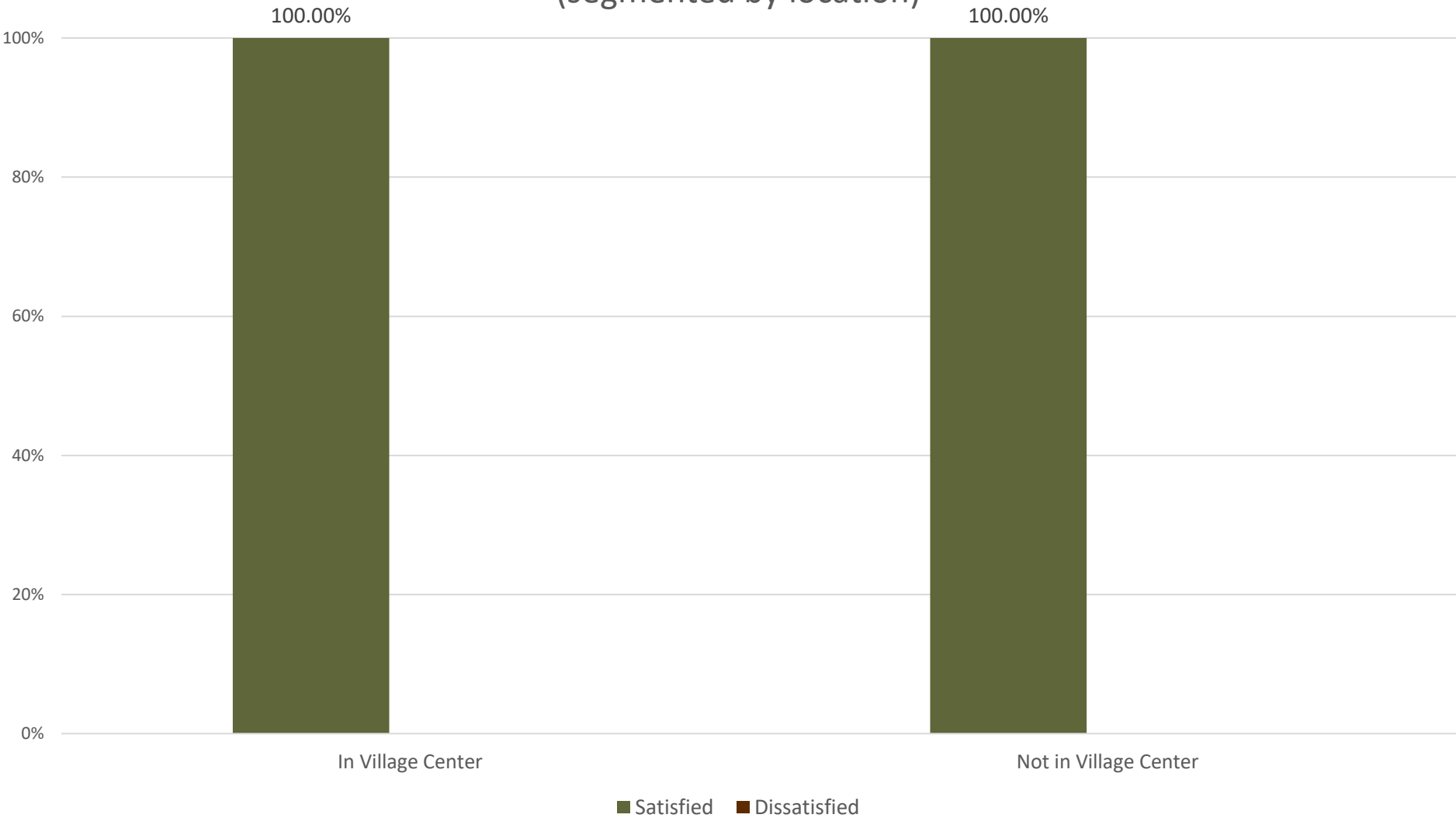


Is Your Business Any of the Following: (Yes Responses)

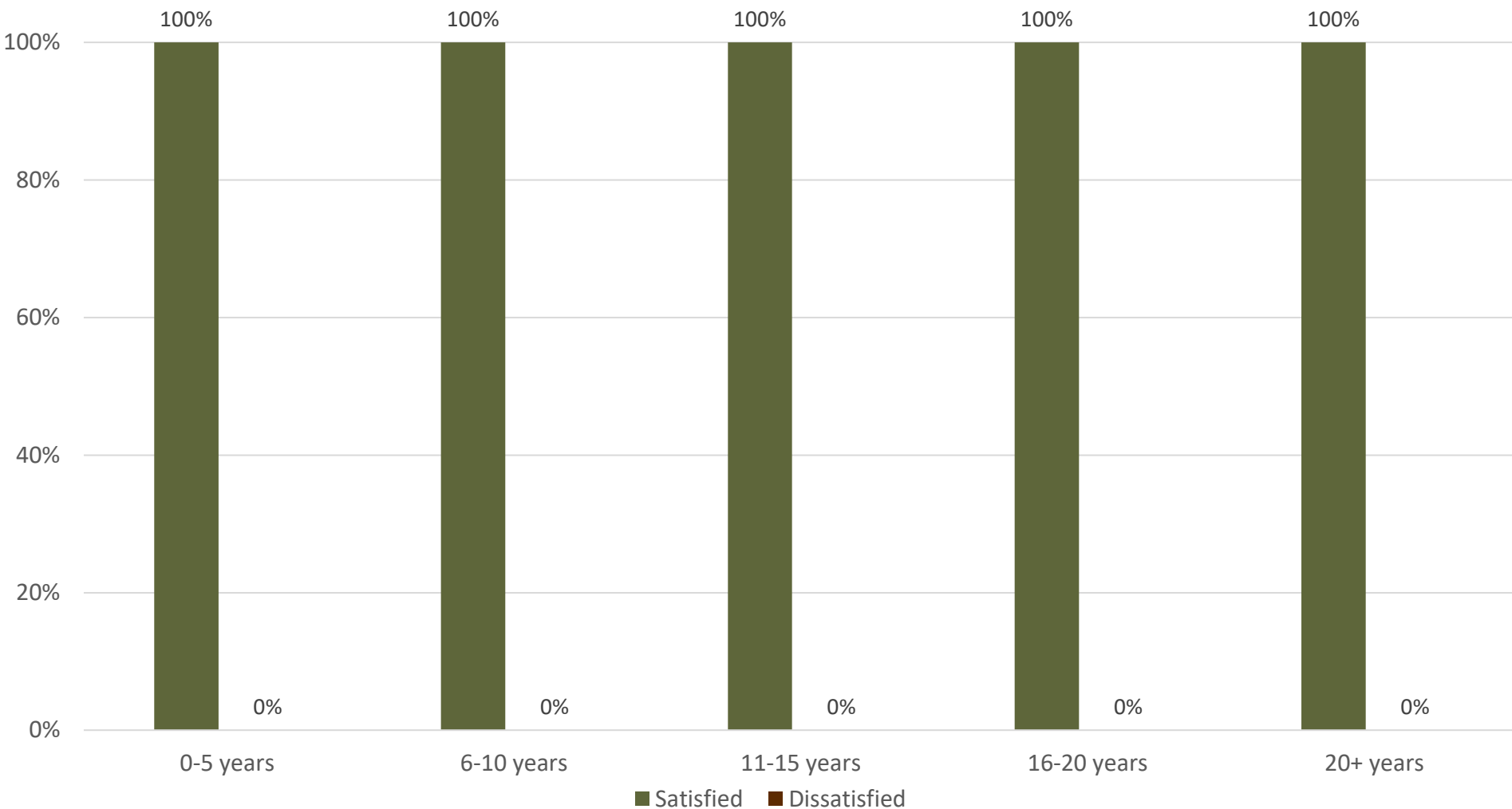


Perceptions of the Village

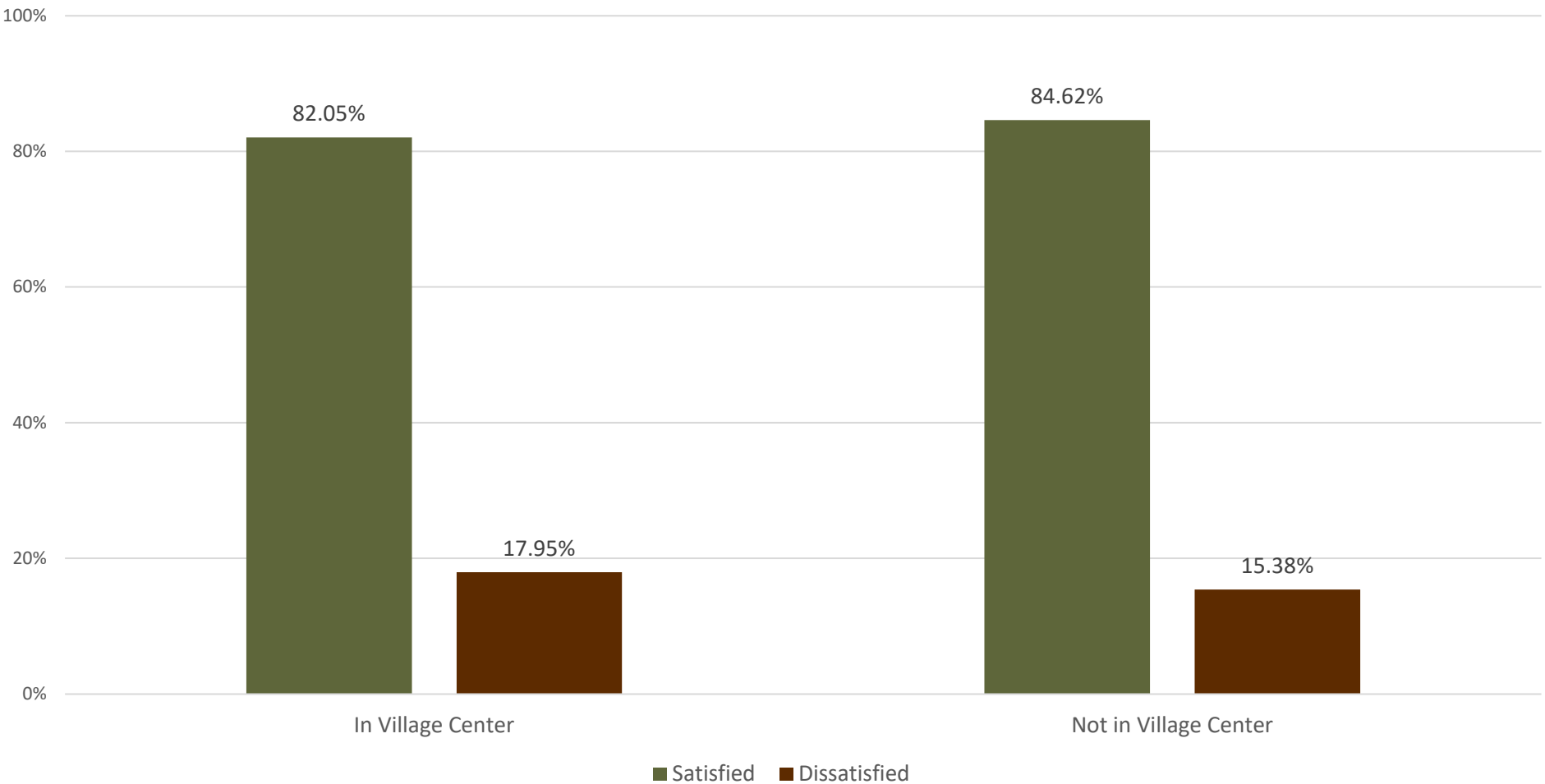
Businesses who are overall satisfied with overall feeling of safety (segmented by location)



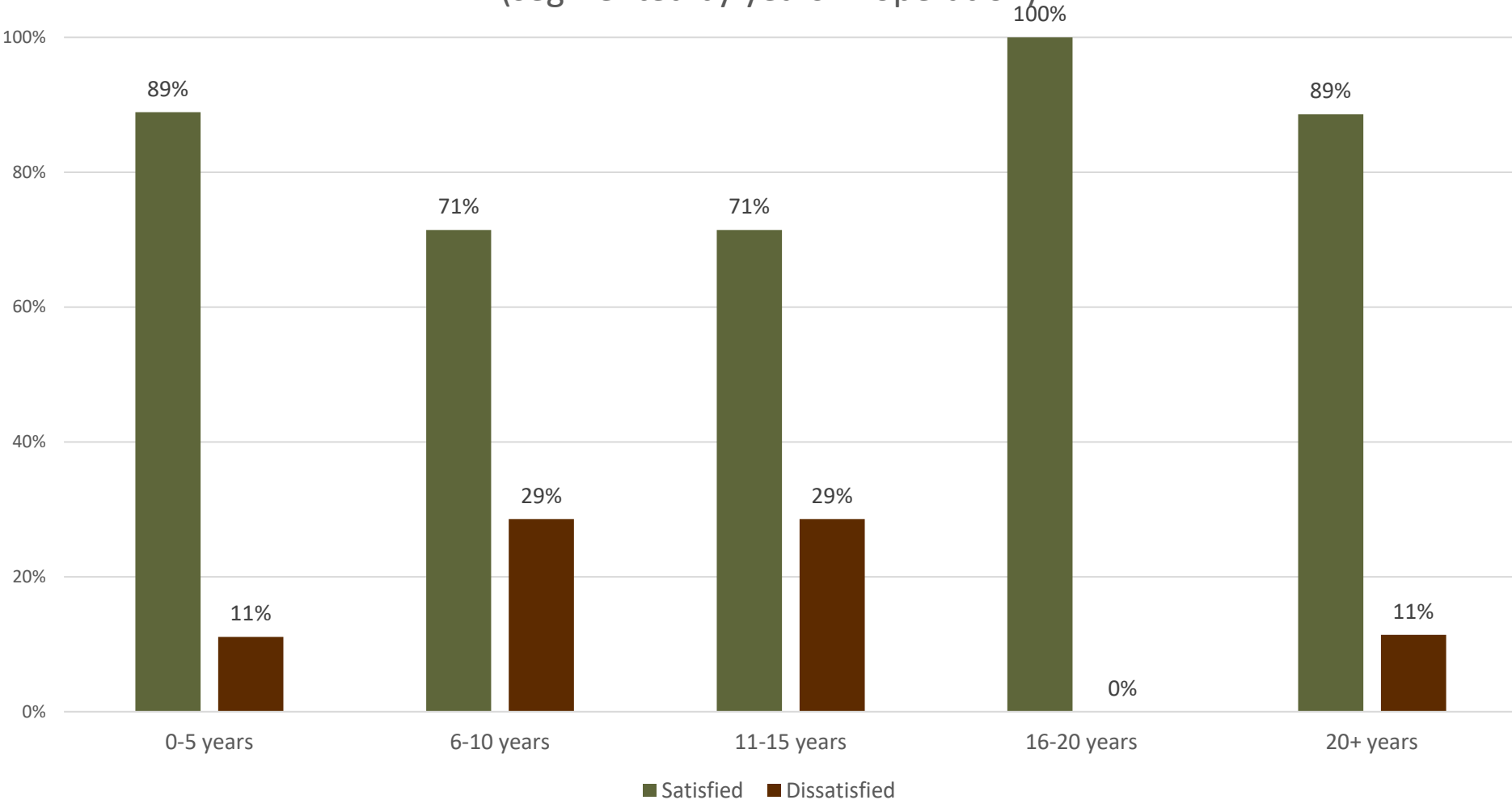
Businesses who are overall satisfied with overall feeling of safety (segmented by years in operation)



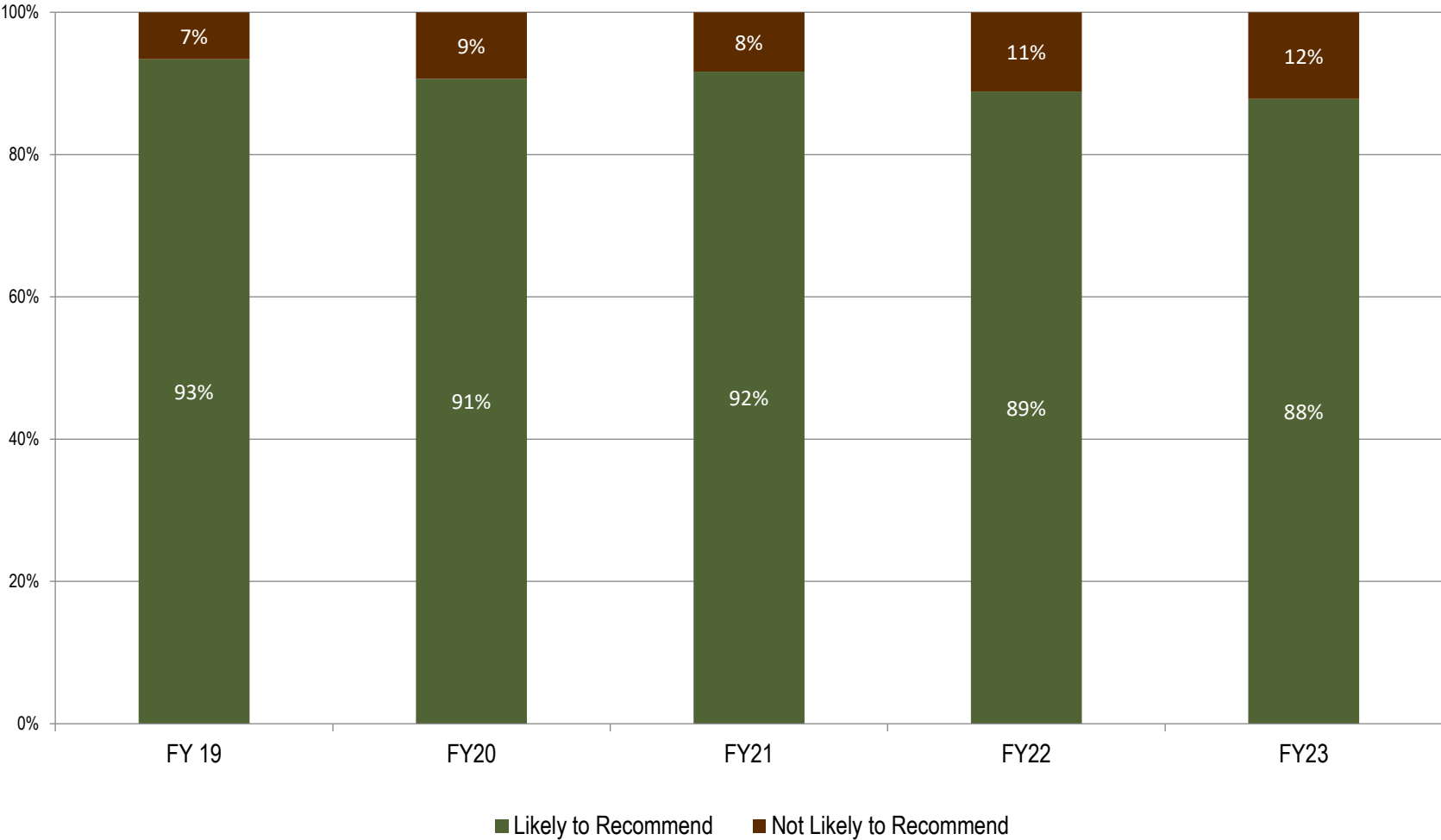
Businesses who are overall satisfied with quality of business environment (segmented by location)



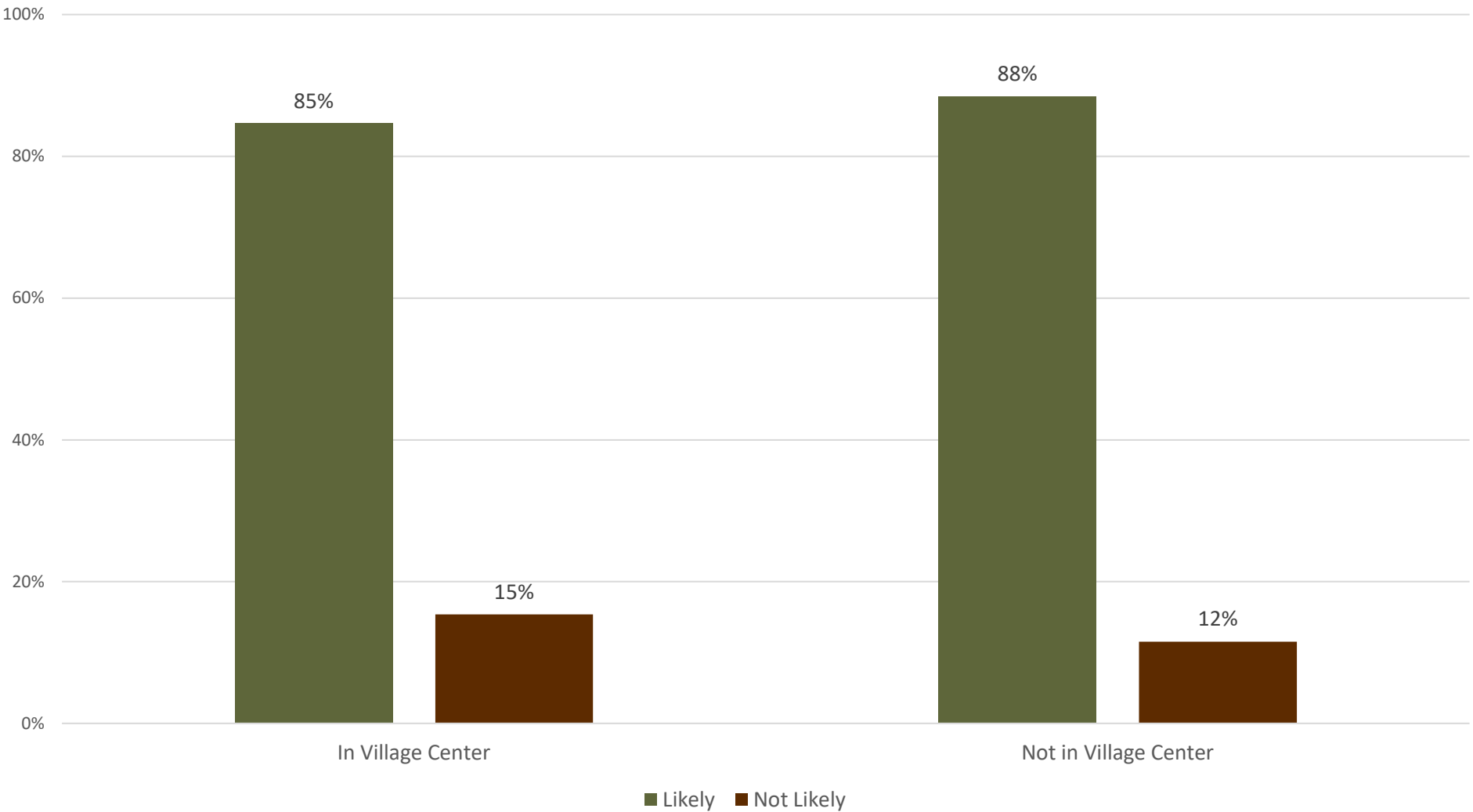
Businesses who are overall satisfied with quality of business environment (segmented by years in operation)



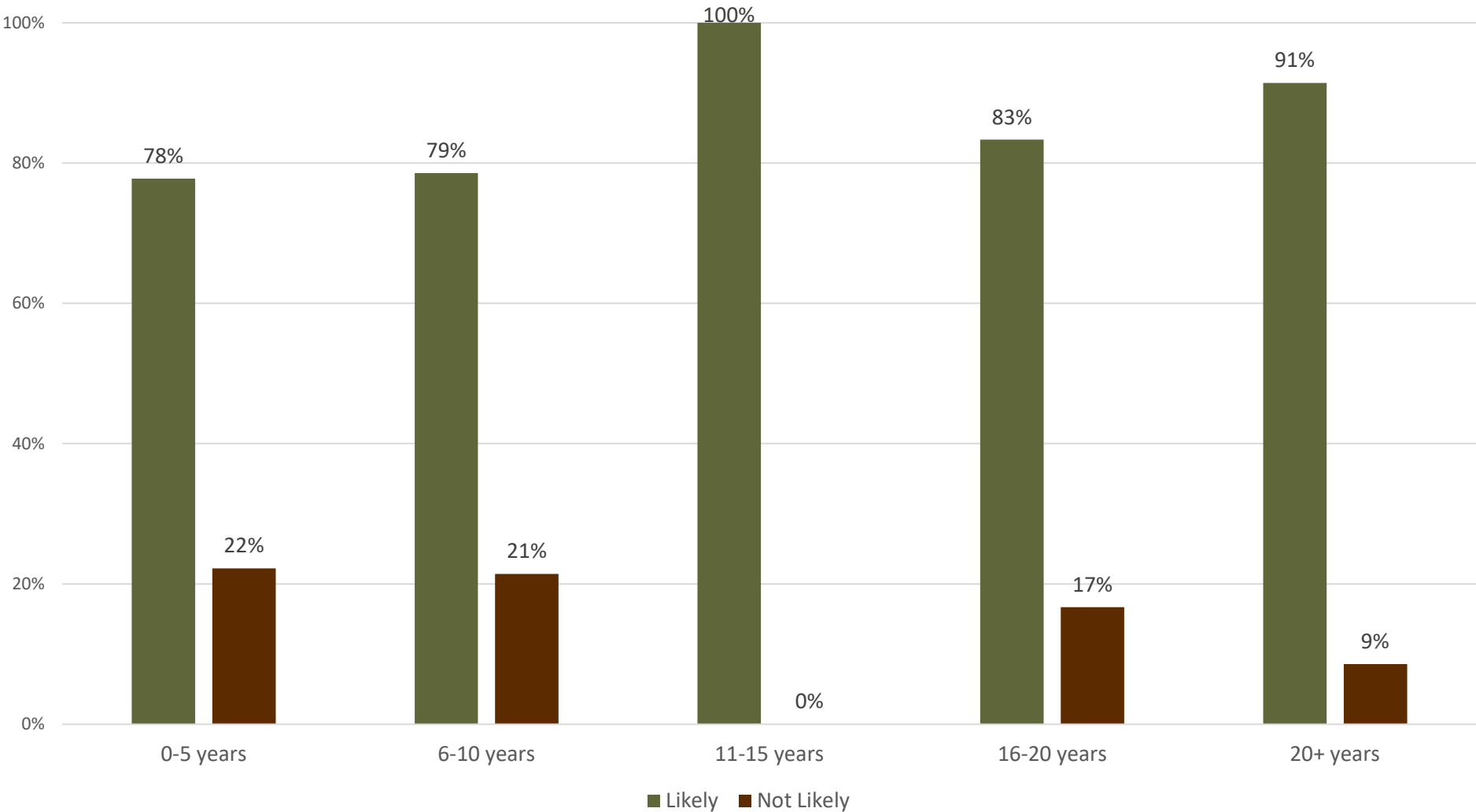
Businesses likely to recommend VOP as a business location



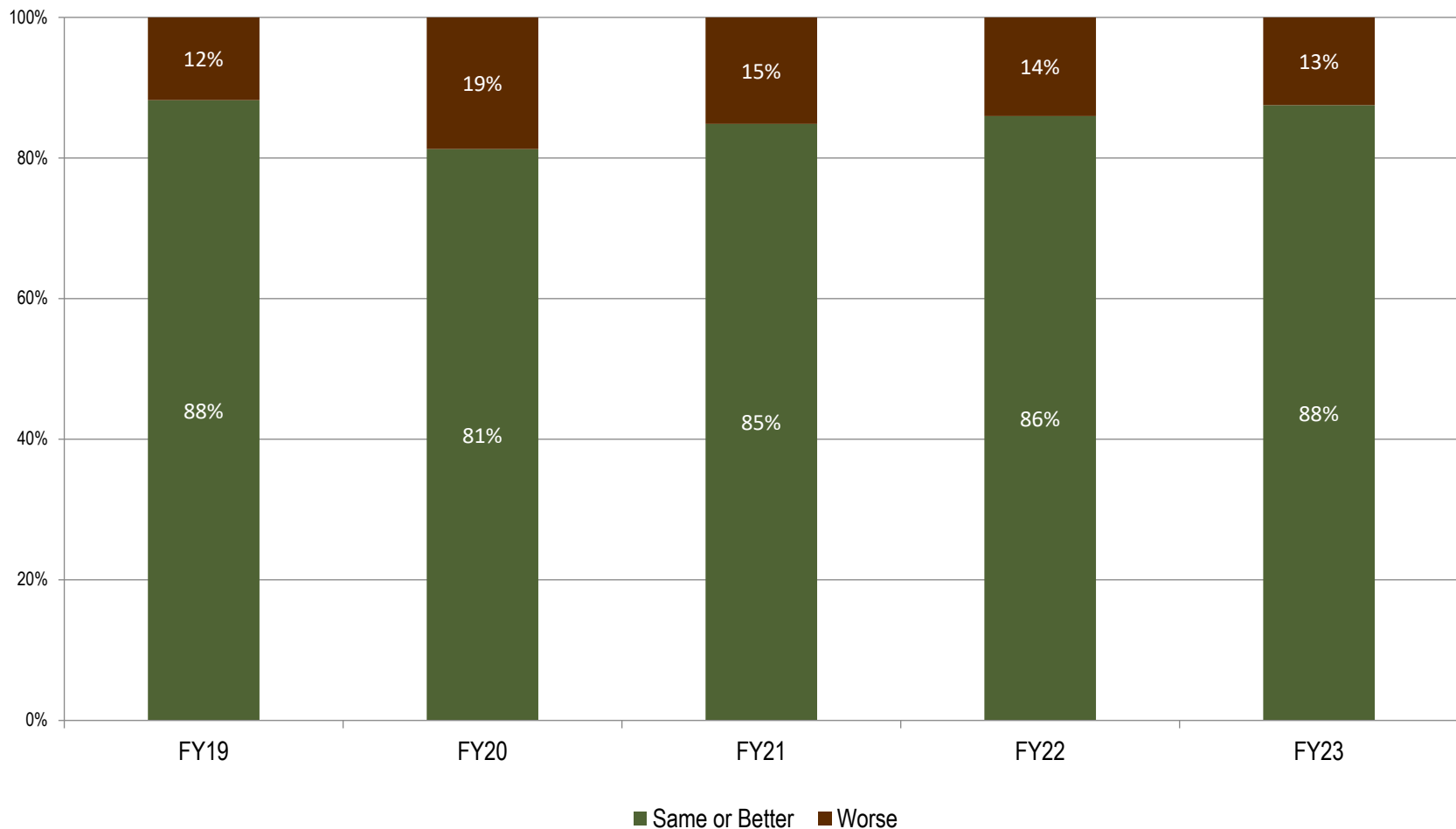
Businesses who are likely to recommend VOP as a business location (segmented by location)



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

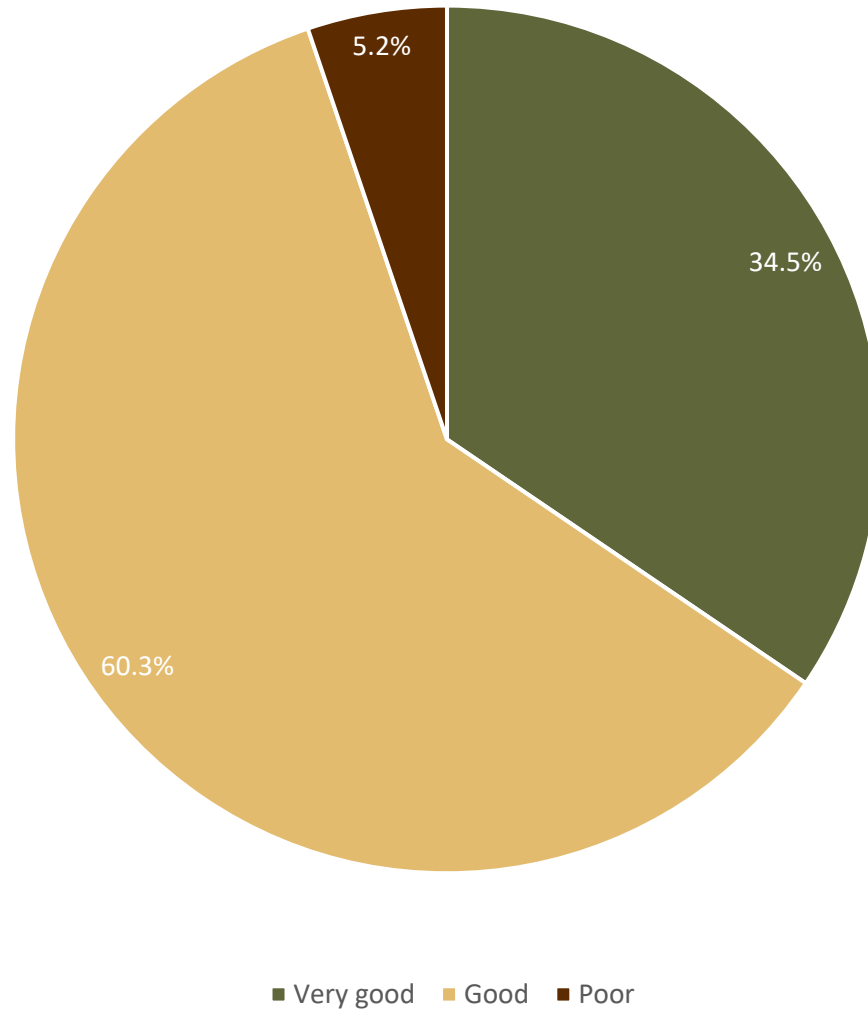


How businesses rate the business atmosphere in the Village today compared to two years prior

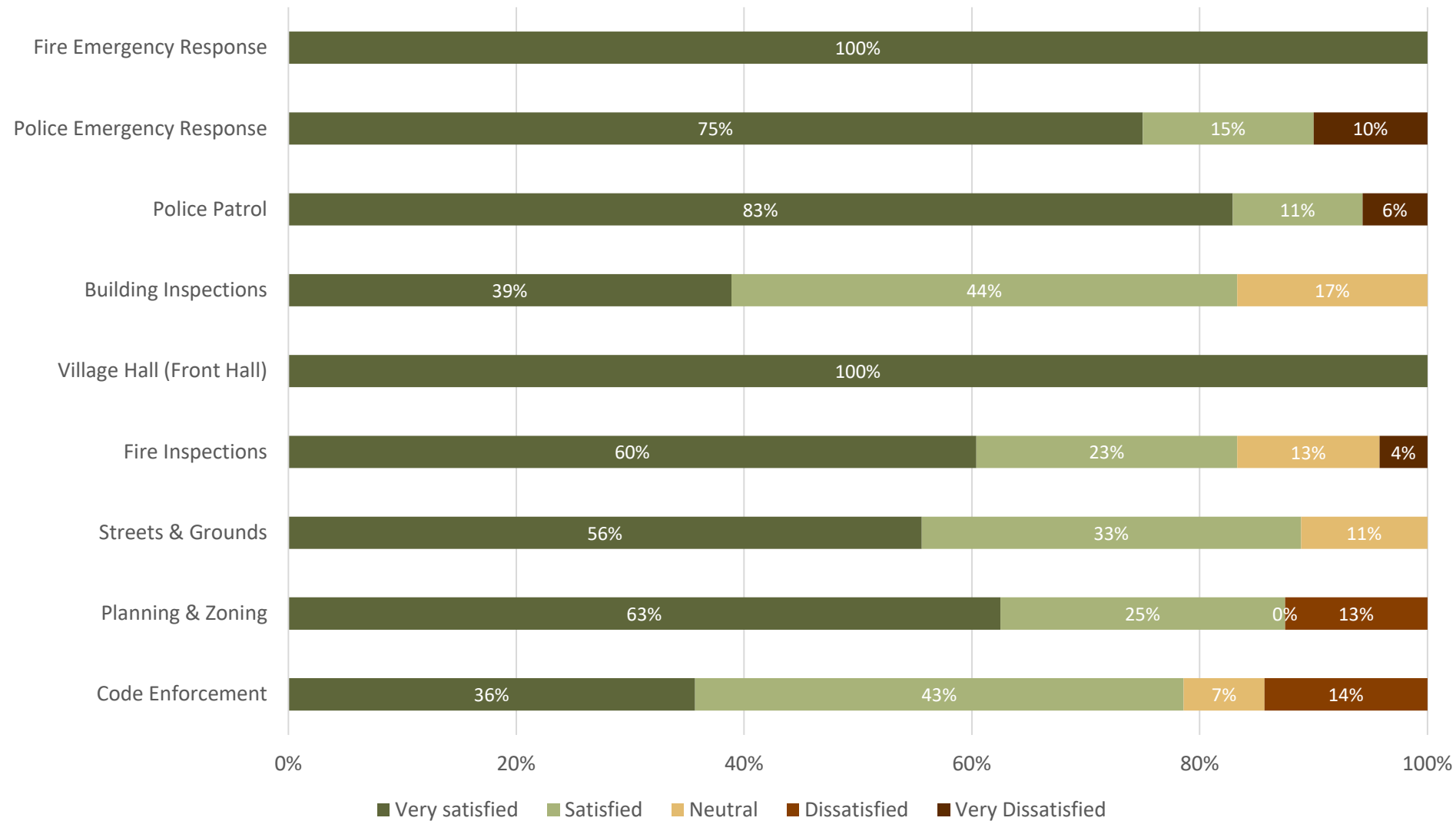


Satisfaction with Village Services and Priorities for Improvement

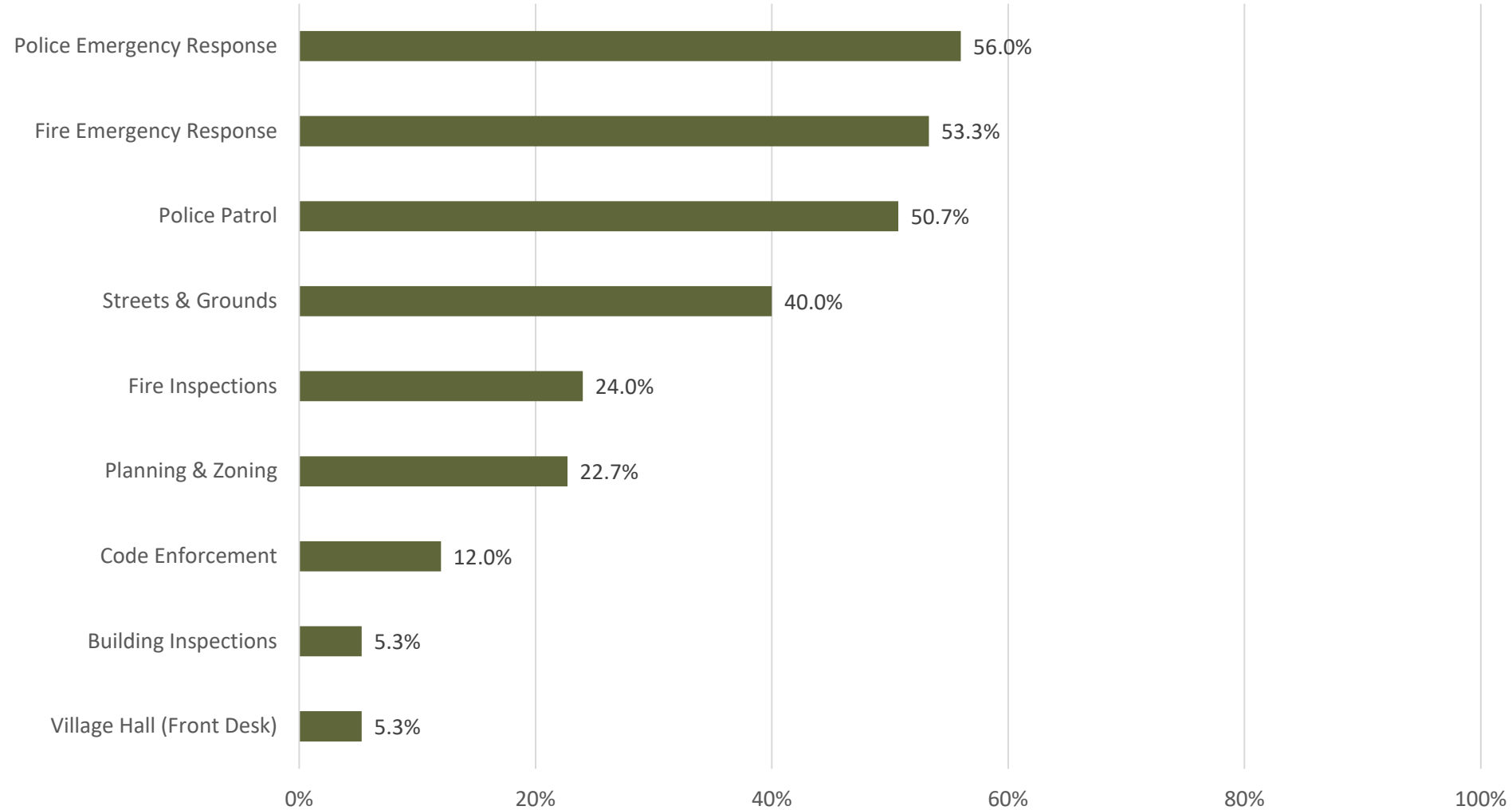
How would you rate Village of Pinehurst customer service?



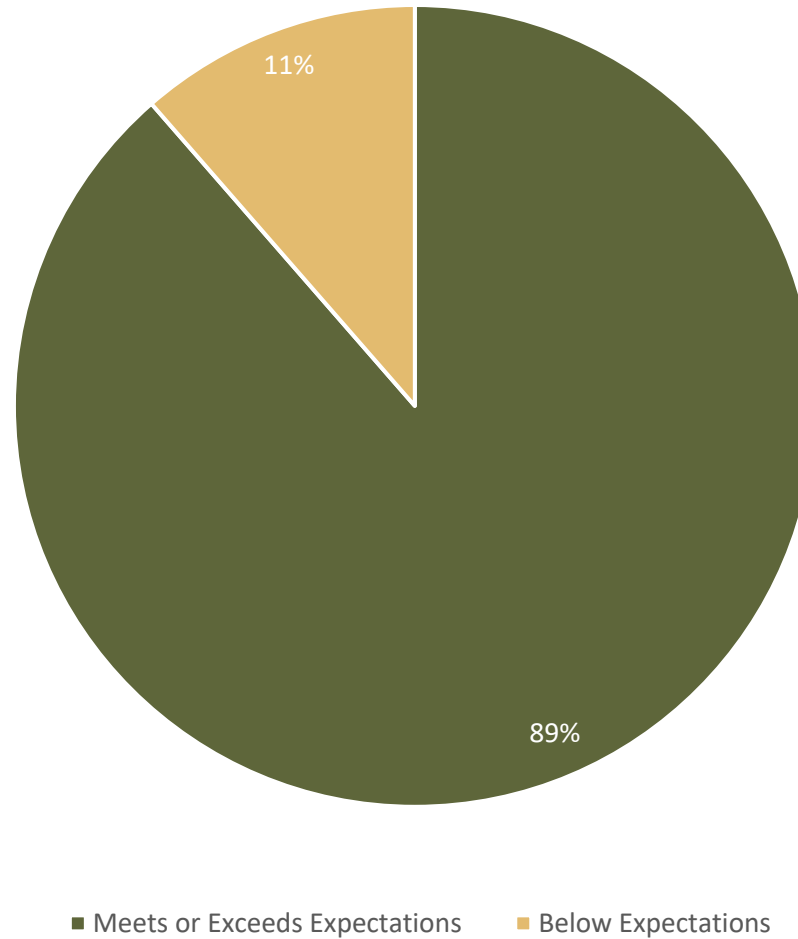
Satisfaction with Community Services



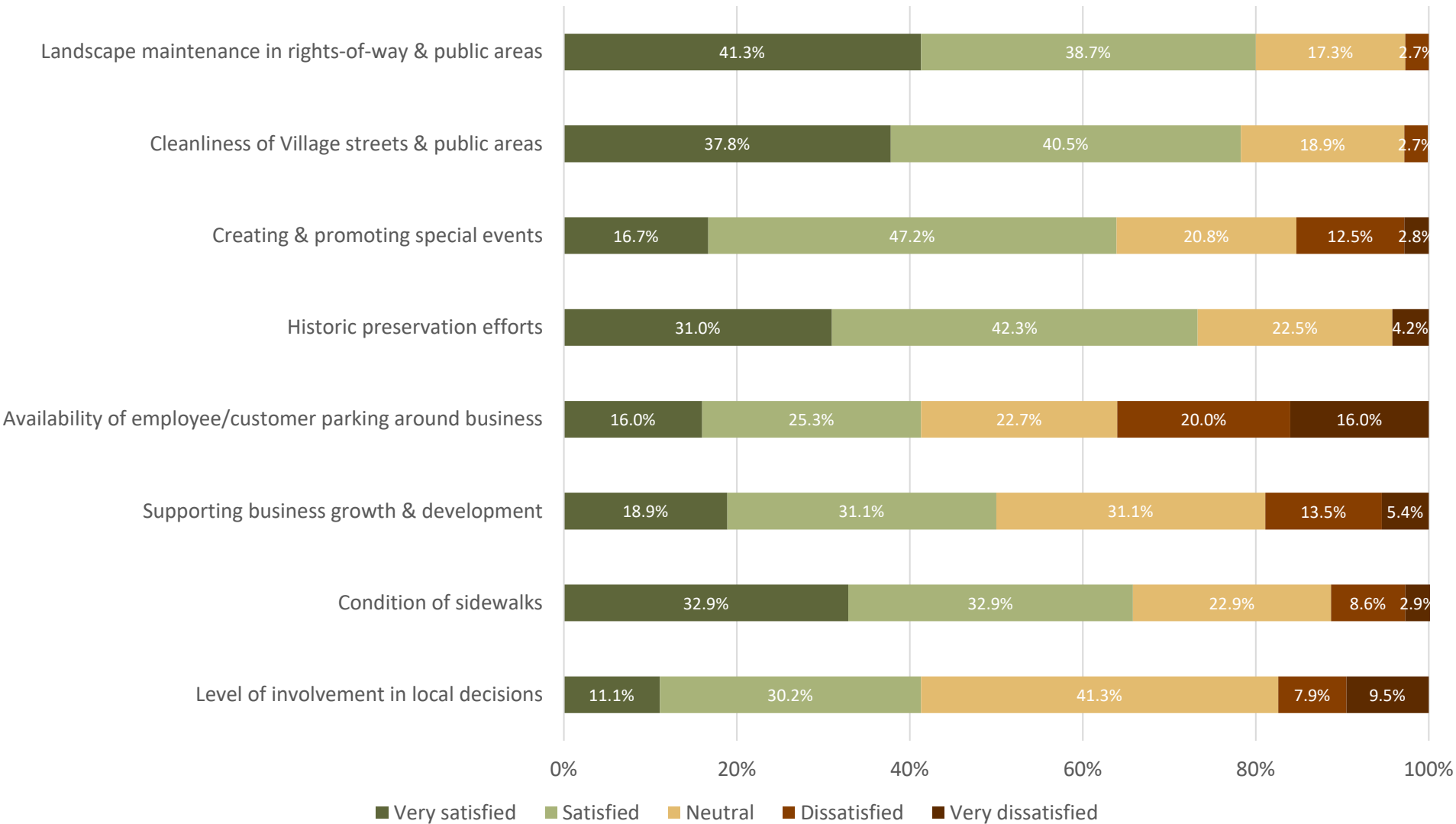
Sum of Top Three Village Services/Departments Most Important to Your Business



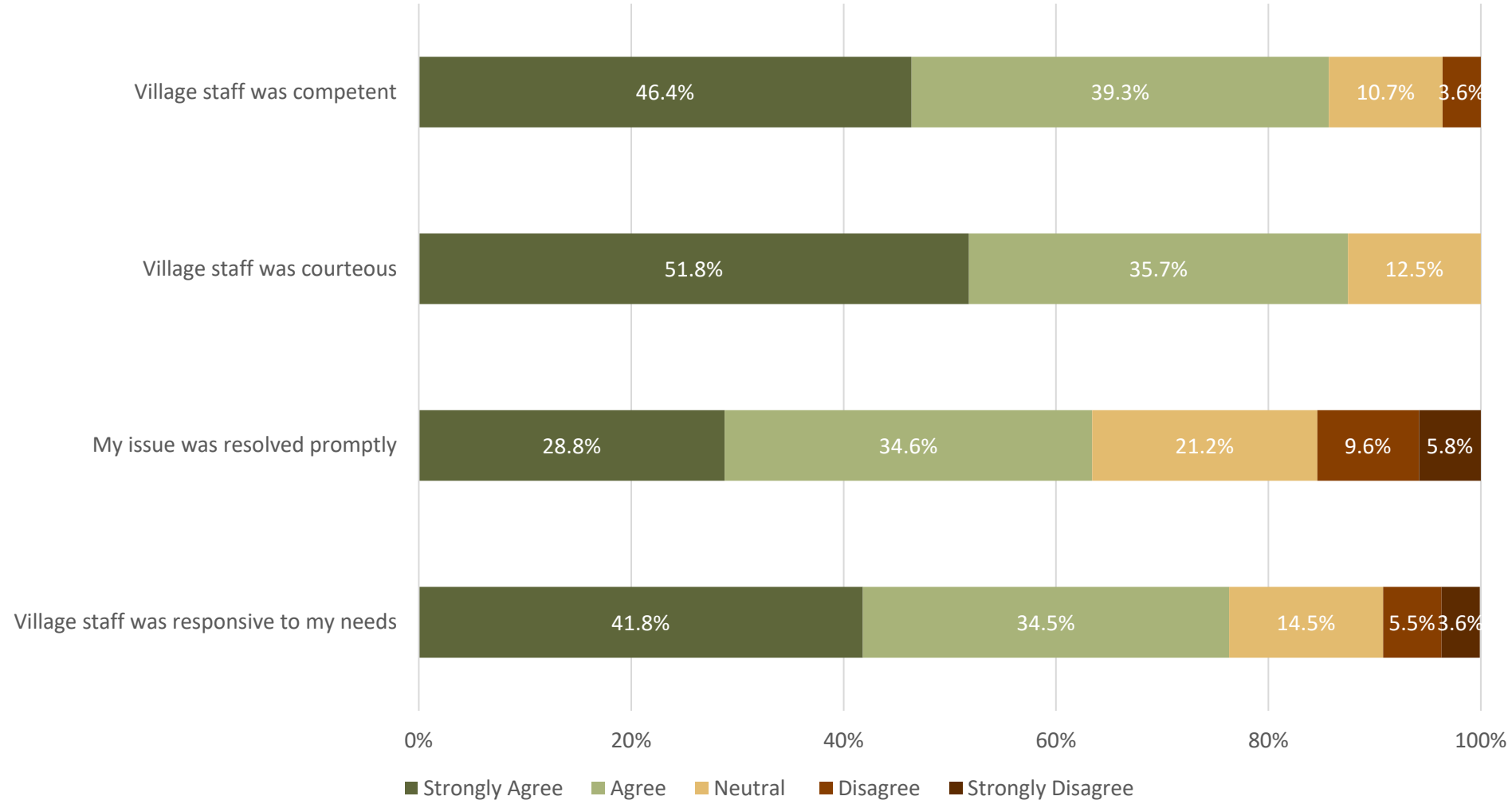
Satisfaction with the Overall Quality of Services Provided to Businesses by the Village of Pinehurst



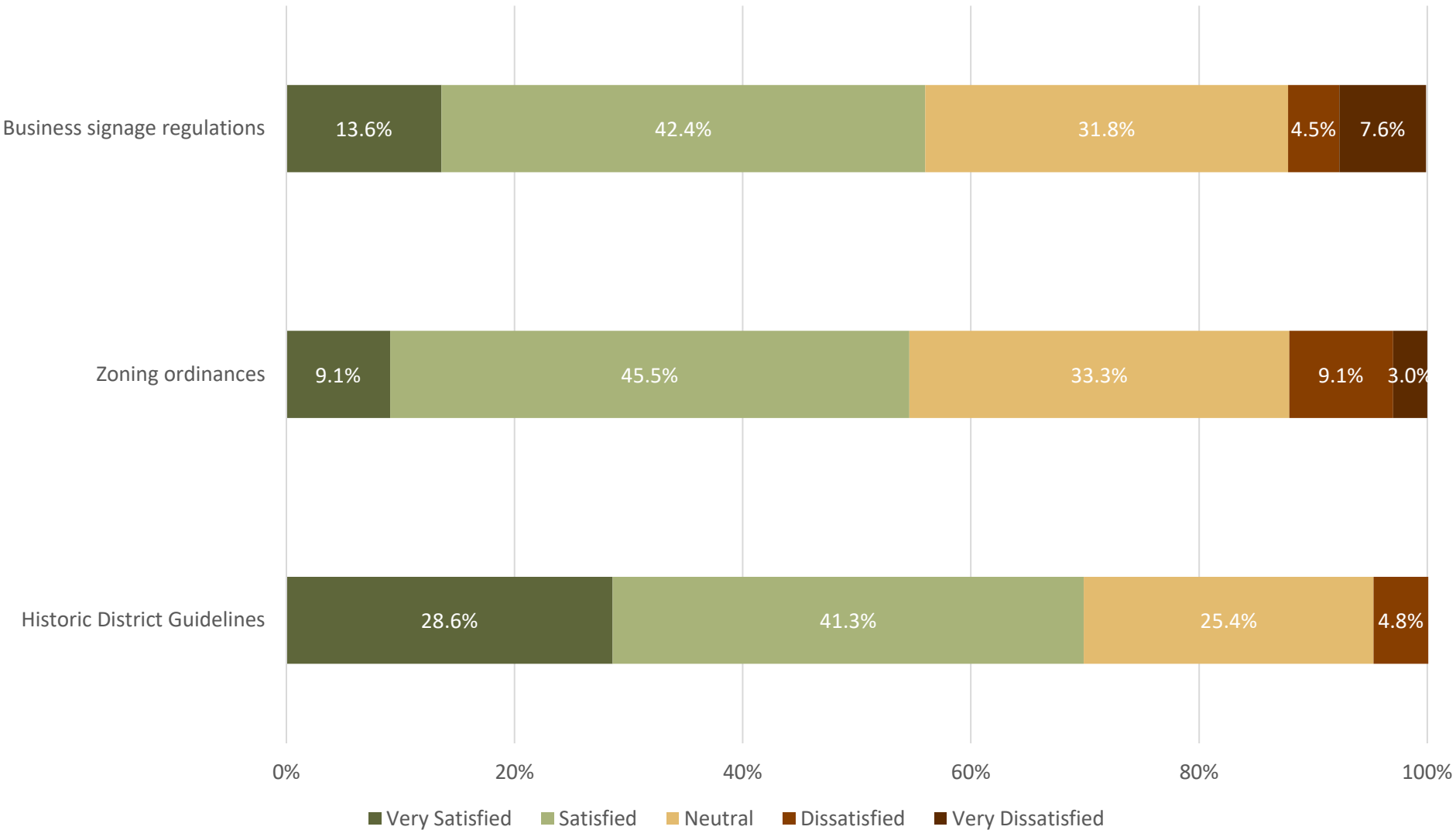
Business Satisfaction with the Village in Various Areas



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

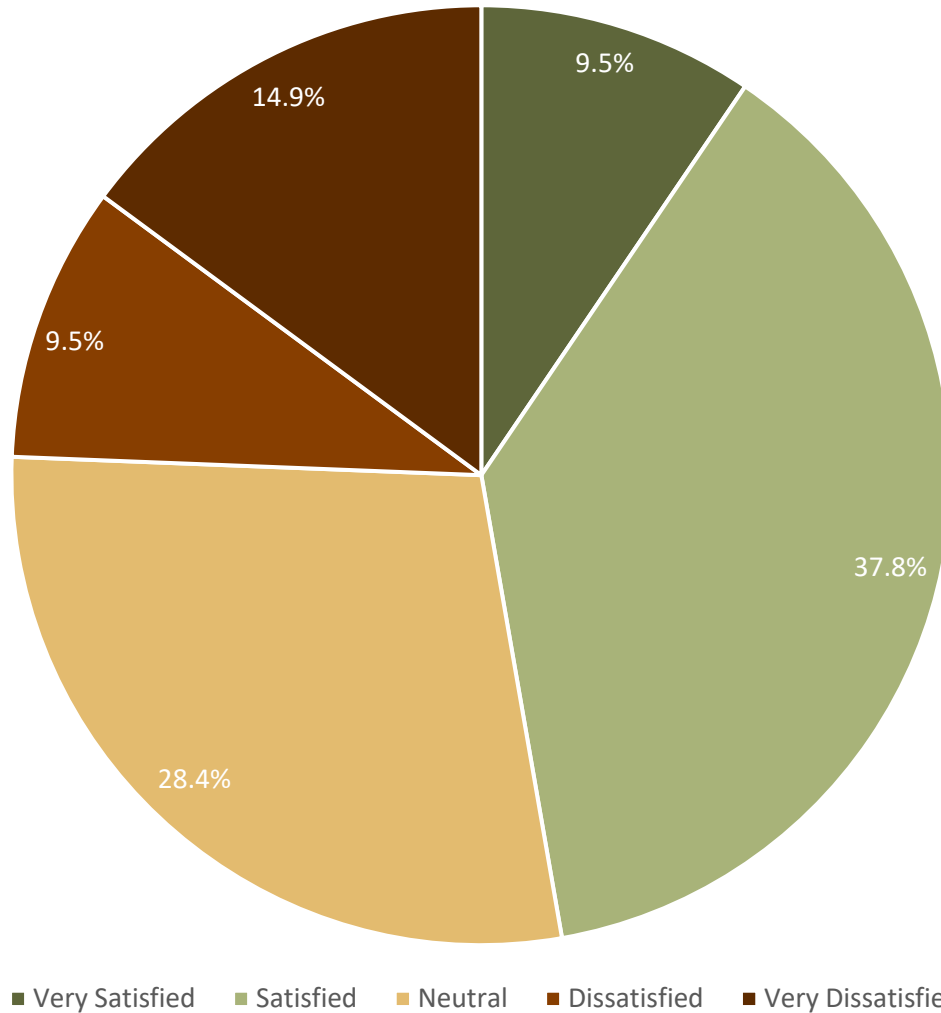


Level of Satisfaction with Community Development

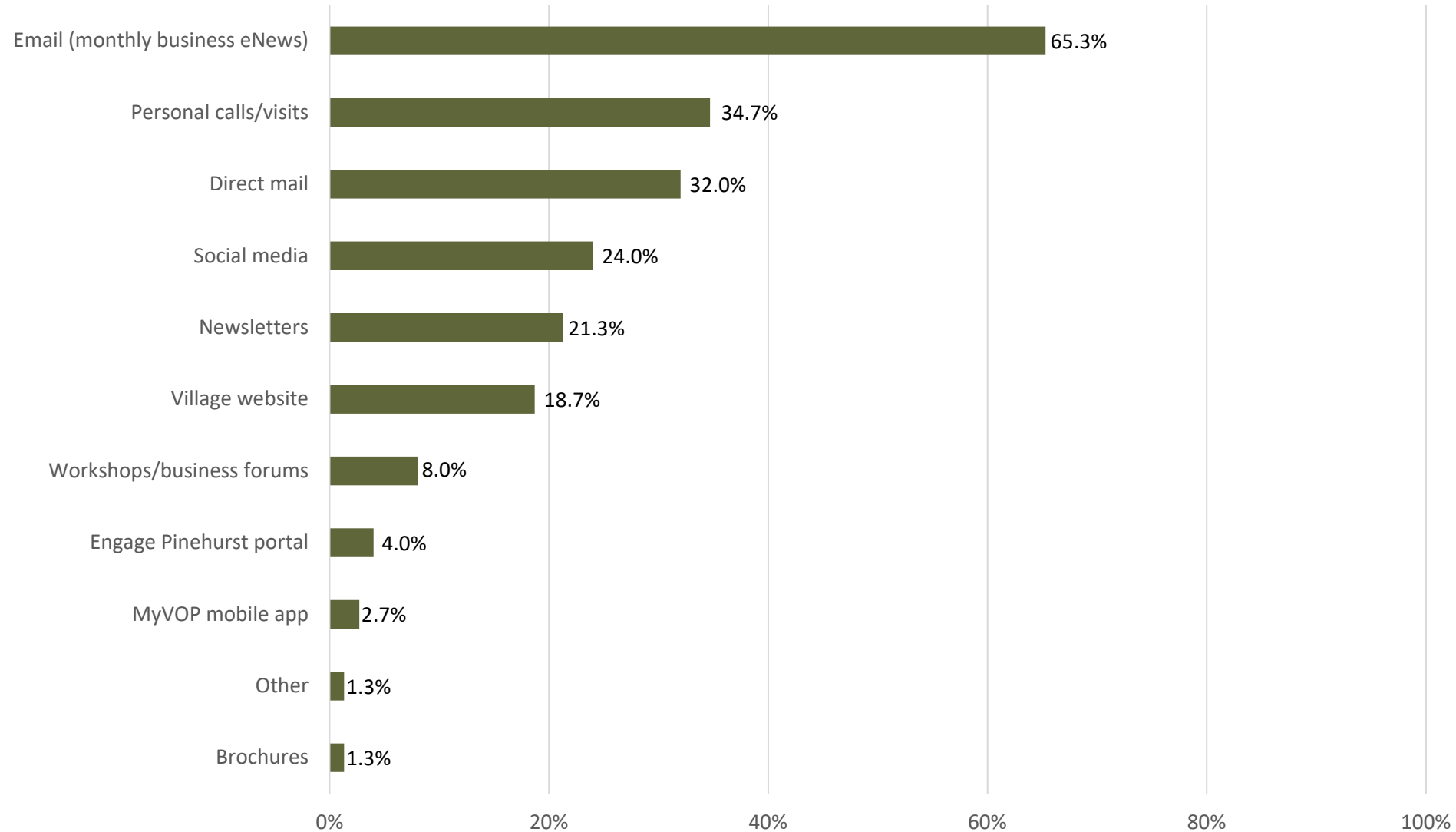


Communication and Event Impacts

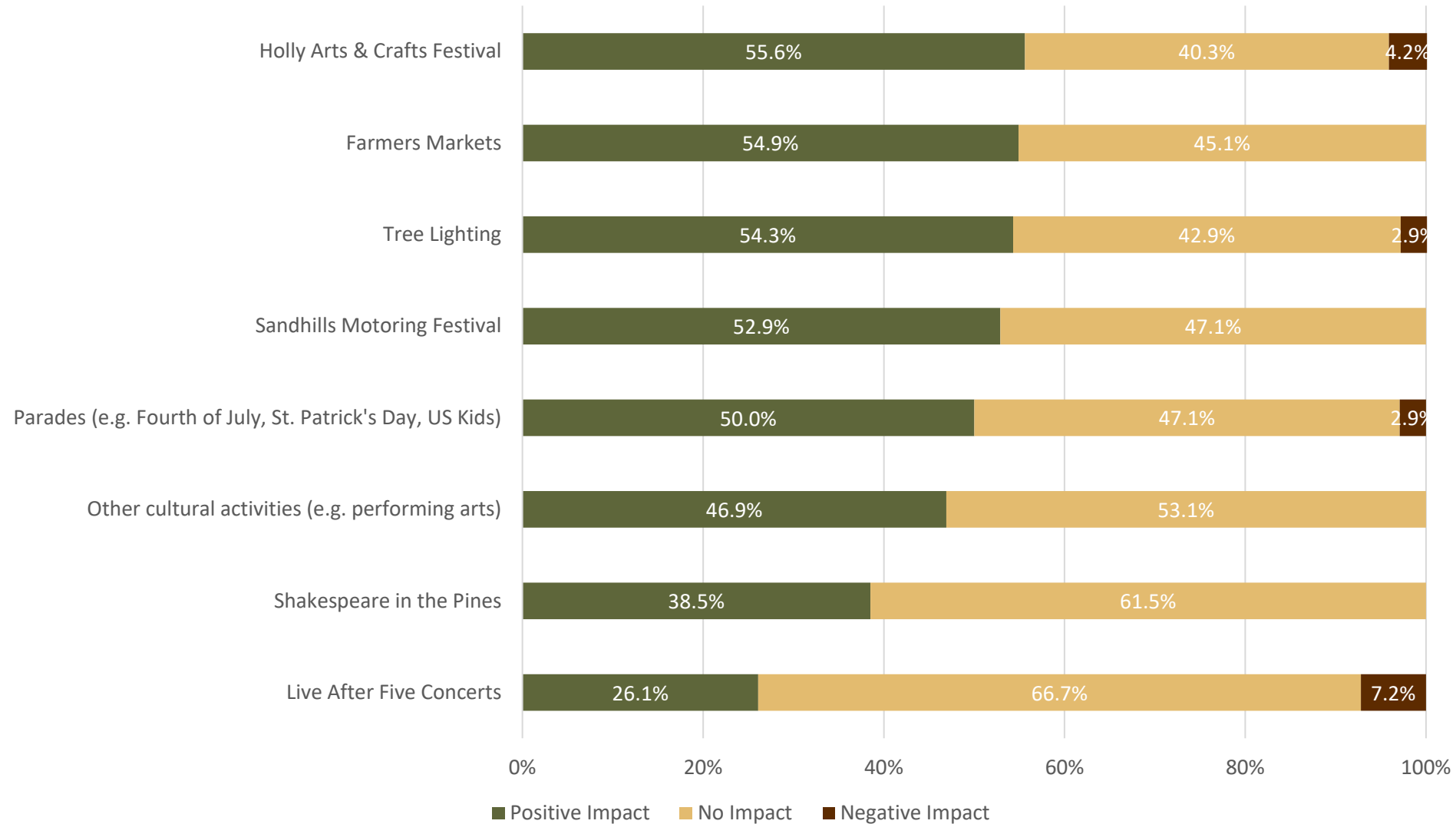
Overall Satisfaction with the Job the Village of Pinehurst does Communicating with Business Owners



Best ways for the Village to Communicate with Businesses



Impact of Events on the Business Community



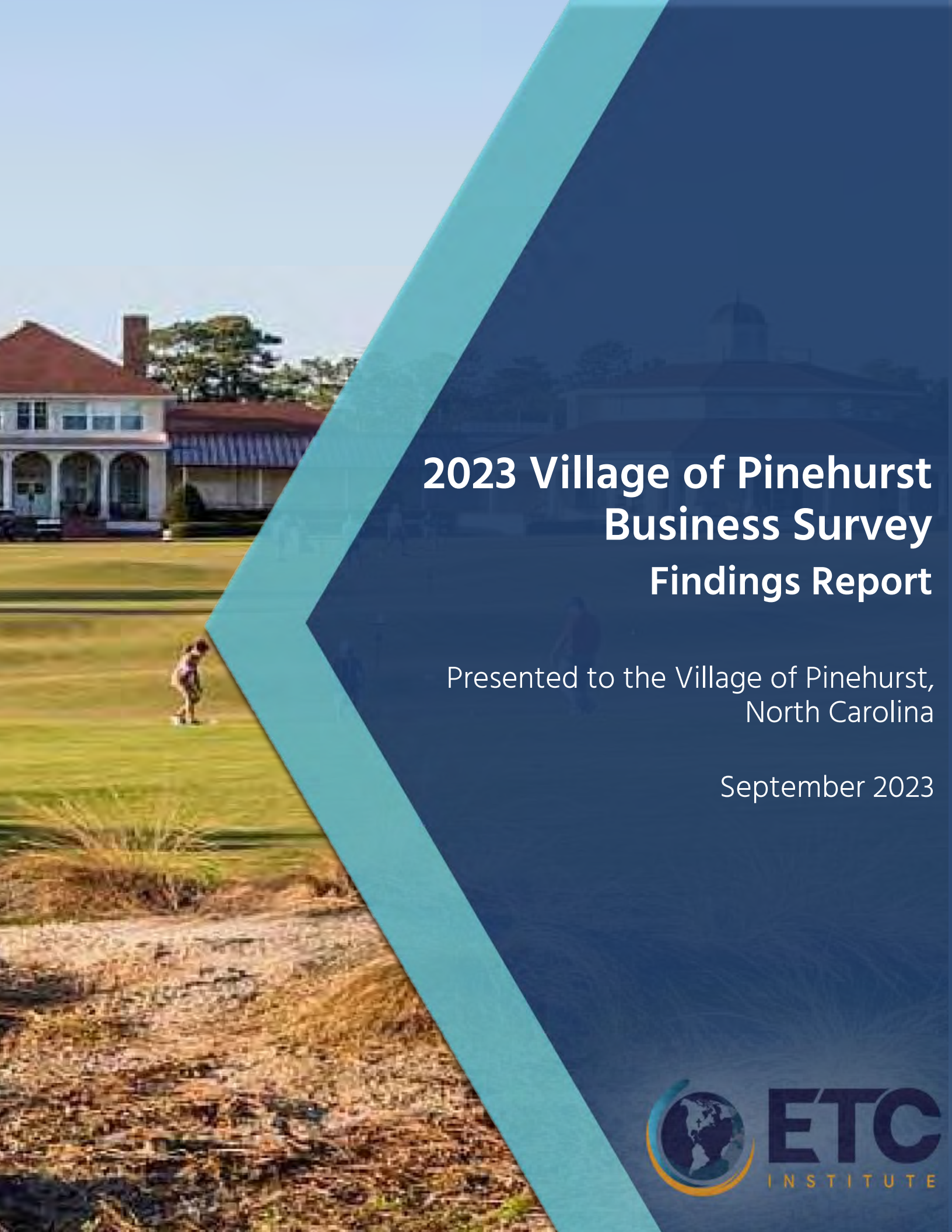
Summary

Summary

1. Businesses have a high level of satisfaction with Village services. The highest levels:
 - Fire emergency response
 - Village Hall (front desk)
 - Police patrol
 - Police emergency response
2. Thirty-one percent of responding businesses feel that the overall business environment in the Village better than two years ago; 44% feel no change, but that the atmosphere is good.
3. Most important Village services:
 - Public safety and response
4. Village as a business location:
 - Sixty-eight percent would be very likely or likely to recommend the Village as a business location to friends, family, and co-workers



Questions?



2023 Village of Pinehurst Business Survey Findings Report

Presented to the Village of Pinehurst,
North Carolina

September 2023



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Executive Summary

2023 Village of Pinehurst Business Survey

Executive Summary



Purpose and Methodology

ETC Institute administered a survey to businesses in the Village of Pinehurst during the summer of 2023. The survey was conducted for the eleventh 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 five-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 that shows priority actions for the Village to address based on the survey results (Section 2),
- tables that show the results for each question on the survey (Section 3),
- a copy of the survey instrument (Section 4).

2023 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 (64%), police patrol (47%), police emergency response (27%), and building inspections (24%).

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 patrol (94%), and police emergency response (90%).

Most Important Village Services. Based on the sum of their top three choices, the areas that businesses rated as most important were: 1) police emergency response (56%), 2) fire emergency response (53%), and police patrol (51%).

Satisfaction with the Overall Quality of Village Services. Fifty-six percent (56%) of the businesses surveyed feel the overall quality of services provided by the Village meets their expectations; 27% feel the overall quality of Village services is higher or significantly higher than their expectations. Only 10% feel the overall quality of Village services is below their expectations.

Satisfaction with Various Village Services. Eighty percent (80%) of the businesses surveyed who had an opinion indicated that they were satisfied with the landscape and maintenance in rights-of-way and public areas; 78% were satisfied with the cleanliness of streets and public areas, and 73% were satisfied with historic preservation efforts.

Perceptions of the Village. All businesses surveyed (100%) who had an opinion indicated that they were satisfied with the overall feeling of safety in the Village; 95% were satisfied with the overall appearance of the Village, and 89% were satisfied with the overall image of the Village.

Likelihood of Recommending the Village as a Business Location. Sixty-eight percent (68%) of businesses would be very likely or likely to recommend the Village as a business location to friends, family and co-workers; 20% would be somewhat likely to recommend the Village as a business location, and 12% would not be likely to recommend the Village as a business location to friends, family and co-workers.

Business Atmosphere Compared to Two Years Ago. Thirty-one percent (31%) of businesses feel the overall business atmosphere in the Village is better than two years ago; 44% feel there has been no change, but the atmosphere is good, and 11% feel the atmosphere is worse.

Village Customer Service. Seventy-three percent (73%) of businesses rated the customer service from the Village as very good or good, compared to only 4% who rated the customer service from the Village as poor.

2023 Village of Pinehurst Business Survey

Executive Summary



Level of Agreement with Statements About Customer Service from Village Staff. Eighty-eight percent (88%) of the businesses surveyed who had an opinion agreed that the Village staff was courteous during their most recent interaction with them; 86% also agreed that Village staff was competent, 76% agreed that the staff was responsive to their needs, and 63% agreed that their issue was resolved promptly.

Satisfaction with Village Communications with Businesses. Forty-seven percent (47%) of businesses were satisfied with the job the Village does communicating with business owners, compared to 24% who were dissatisfied.

Village Website. Of the 55% of business that visited the Village's website (www.vopnc.org) during the past 12 months, 61% who had an opinion felt the website was easy to navigate, and 61% rated the availability of information on Village services on the website as "very good" or "good." Overall, 70% of those who have visited the Village's website indicated they were either "very satisfied" or "satisfied" with the website.

Village Mobile App. Eight percent (8%) of businesses indicated they used the Village's mobile app (MY VOP) during the past 12 months; 83% of those who have used it indicated they were "very satisfied" or "satisfied."

Best Ways to Communicate with Businesses. Sixty-five percent (65%) of businesses indicated that email is one of the best ways for the Village to communicate with them.

Community Development (Codes and Ordinances). Seventy percent (70%) of the businesses who had an opinion were satisfied with historic district guidelines; 56% were satisfied with business signage regulations, and 55% were satisfied with zoning ordinances.

Impact of Various Cultural and Entertainment Opportunities. Fifty-six percent (56%) of the businesses surveyed feel Holly Arts & Crafts Festival in the Village Center has a positive impact on their business; 55% feel farmer's markets have a positive impact; 54% feel tree lighting has a positive impact on their business, and 53% feel the Sandhills Motoring Festival has a positive impact on their business.

Value of Village of Pinehurst Welcome Center. Thirty-seven percent (37%) of businesses strongly agree or agree with the statement, *"The Village of Pinehurst Welcome Center brings added value to my business;"* 36% are neutral, 12% disagree with this statement, and 15% do not have an opinion.

Satisfaction with the Way the Village Handles Events That Attract Large Crowds. Sixty-seven percent (67%) of businesses are satisfied with the way the Village handles events that attract large crowds, compared to 12% who are dissatisfied.

2023 Village of Pinehurst Business Survey

Executive Summary



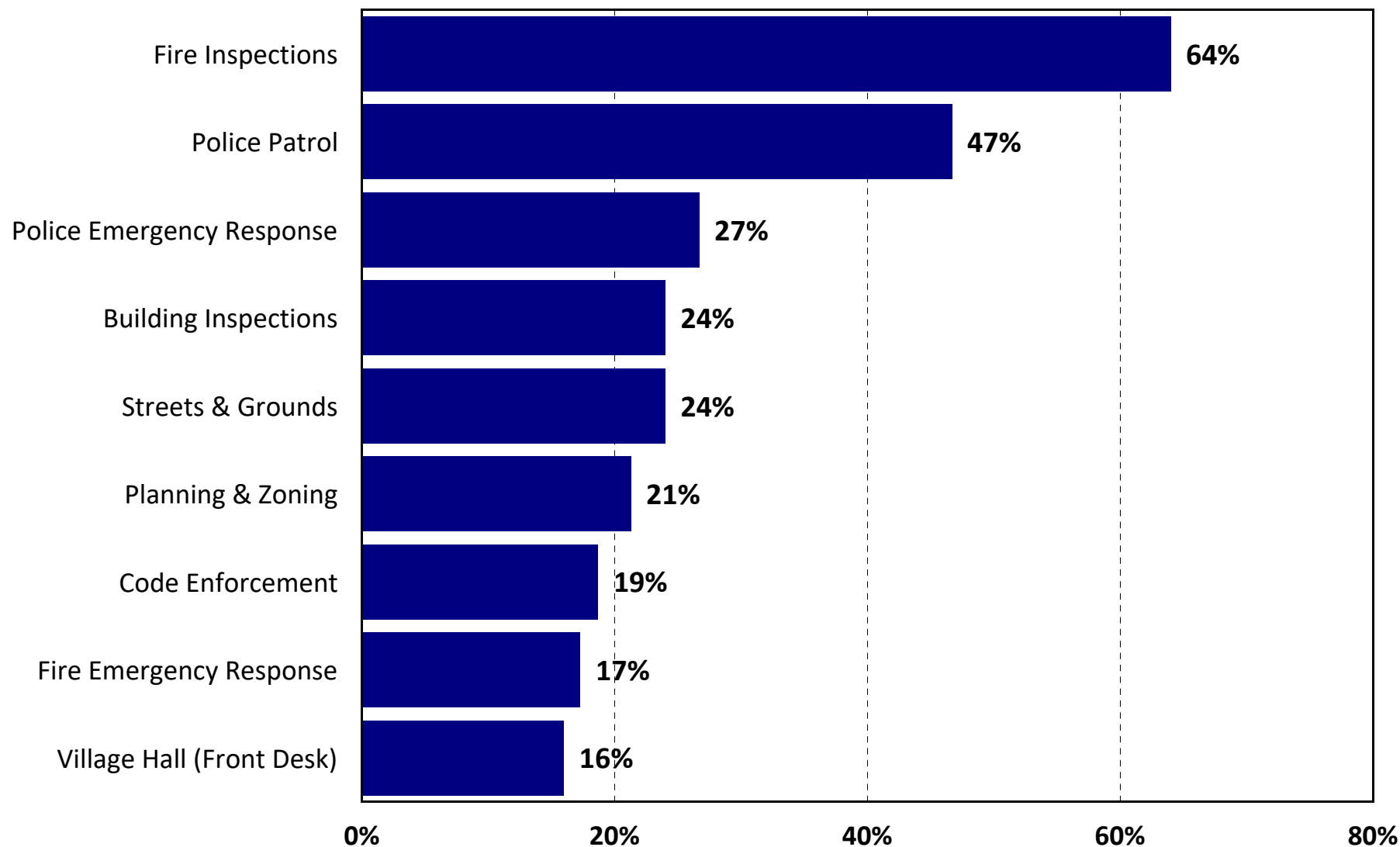
Reasons Influencing Decision to Locate Business in the Village of Pinehurst. Ninety-four percent (94%) of businesses surveyed indicated that overall quality of life in the Village was either “extremely important” or “very important” in their decision to locate their business in the Village of Pinehurst. Other top reasons included: safety and security (92%) and overall image of the Village (84%).



Charts and Graphs

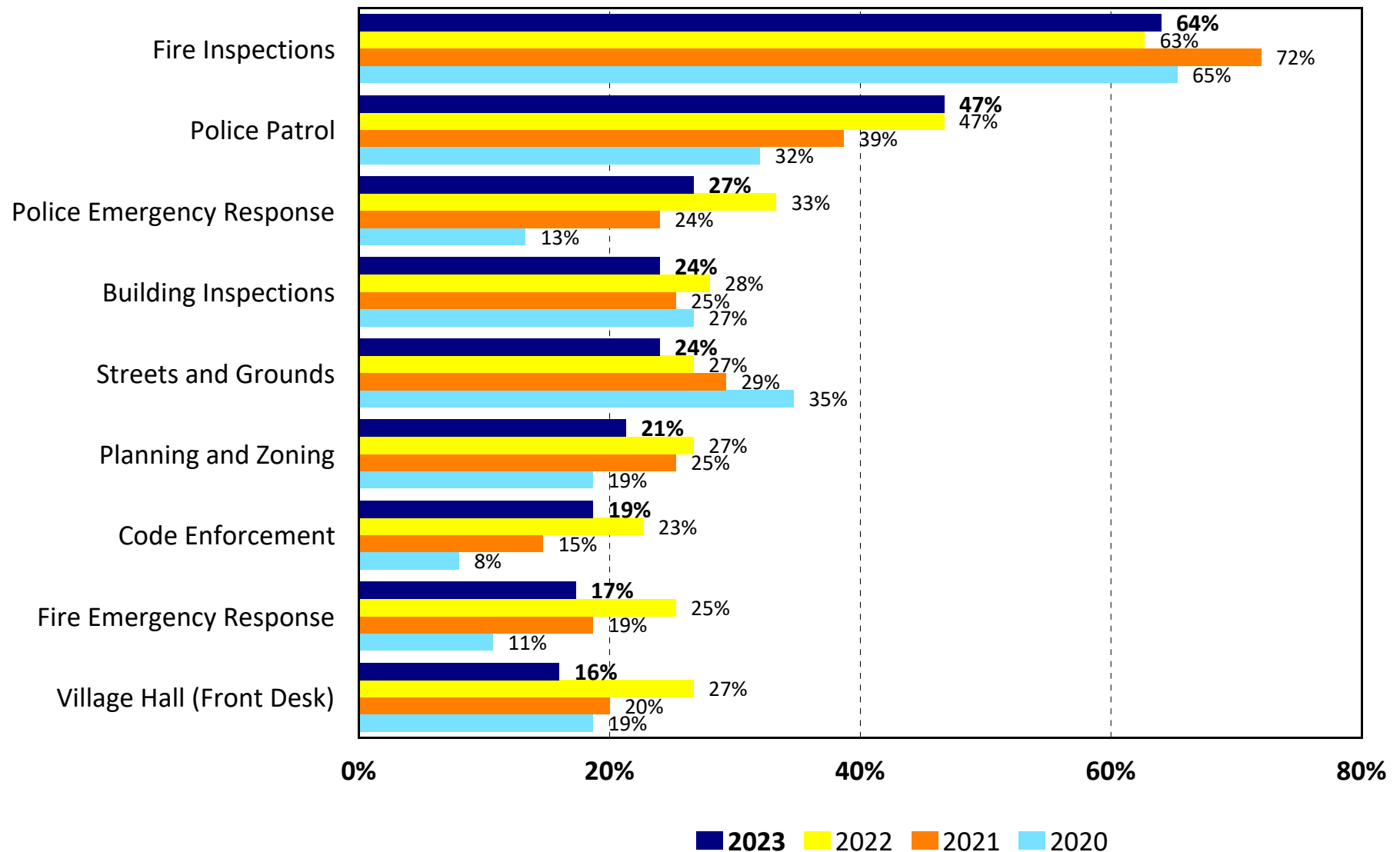
Q1. Have you used this service or department in the past year?

by percentage of respondents who answered “yes”



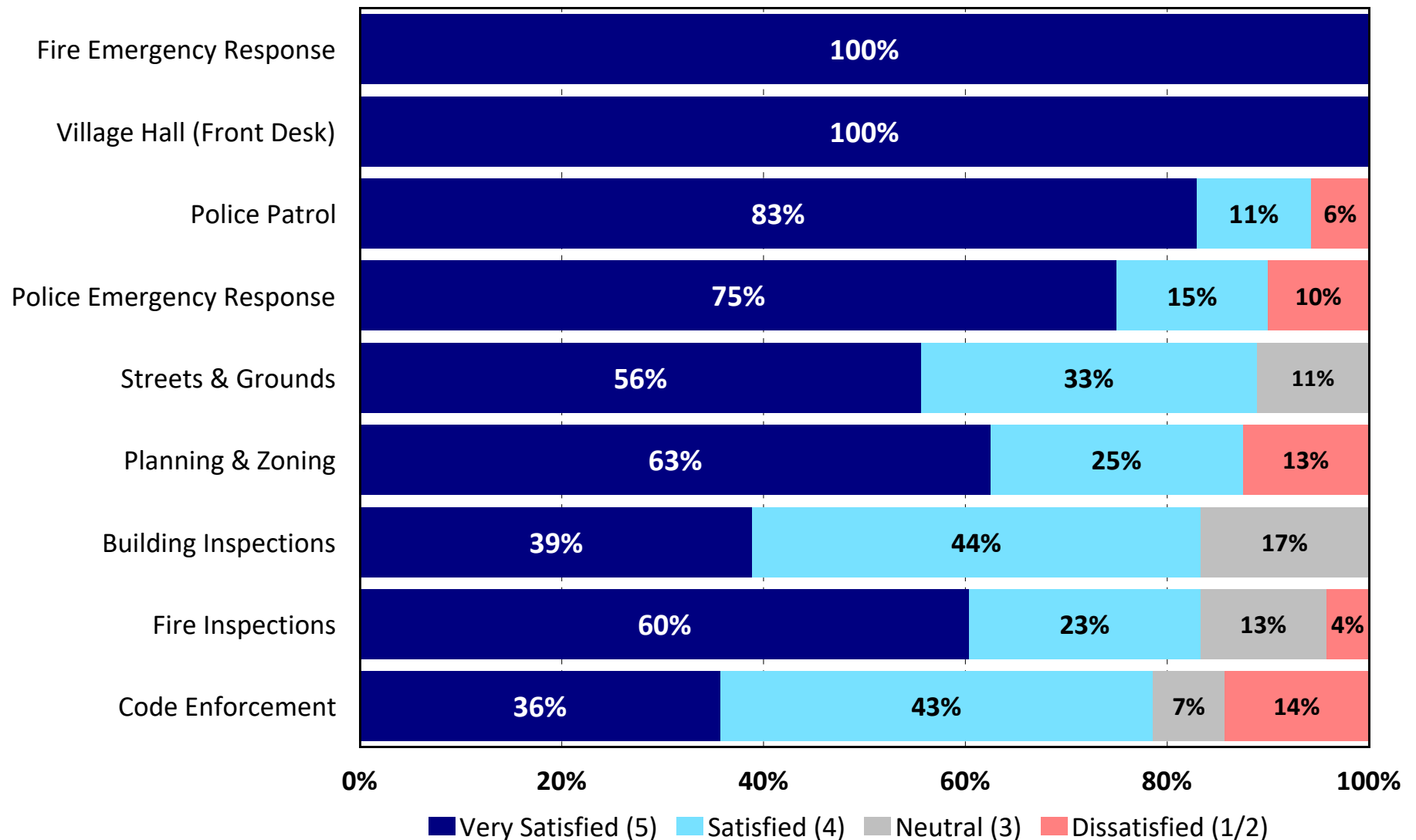
Q1. Have you used this service or department in the past year? - 2020 to 2023

by percentage of respondents who answered "yes"



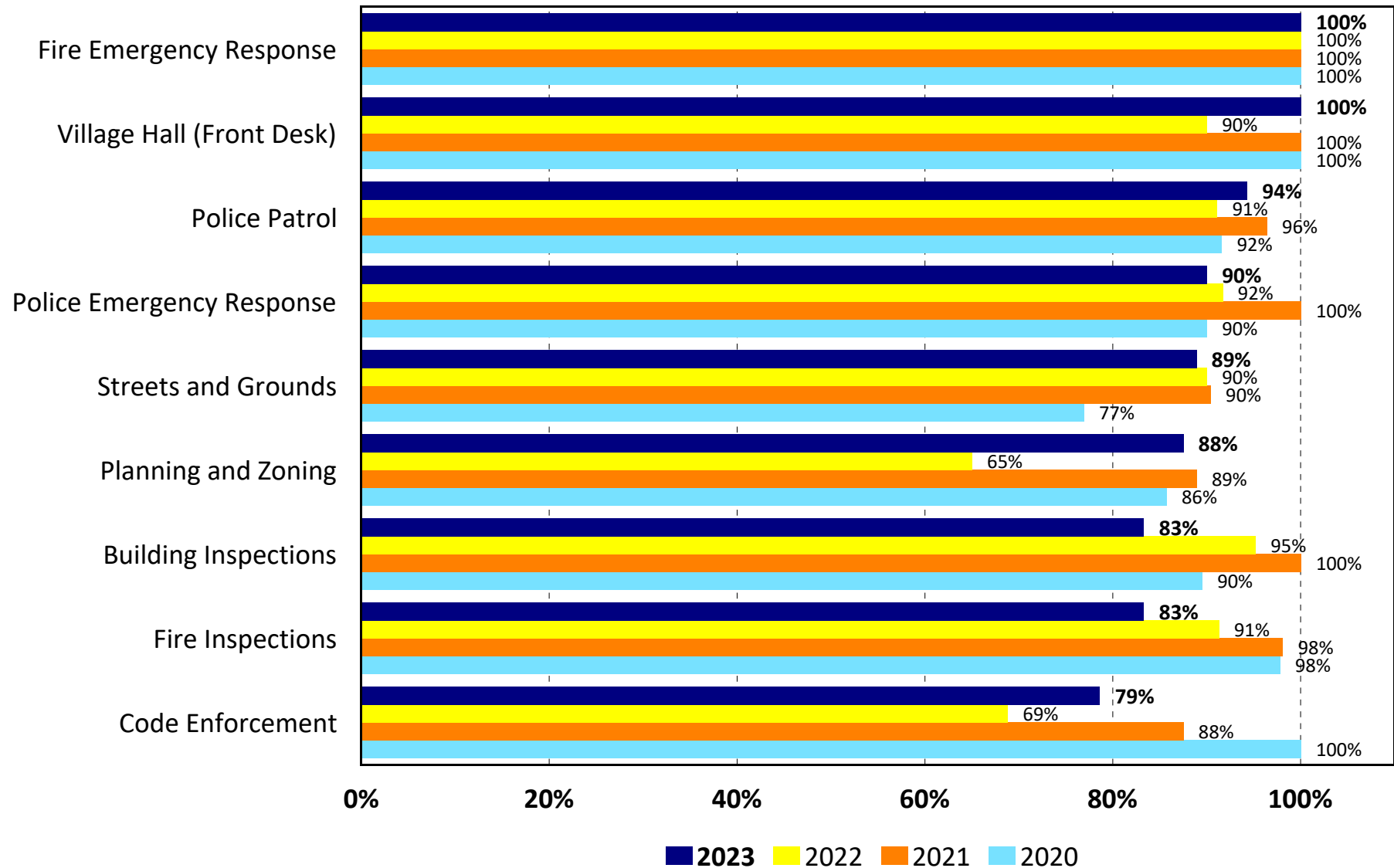
Q1. Overall Satisfaction with Pinehurst Services or Departments Used in the Past Year

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")



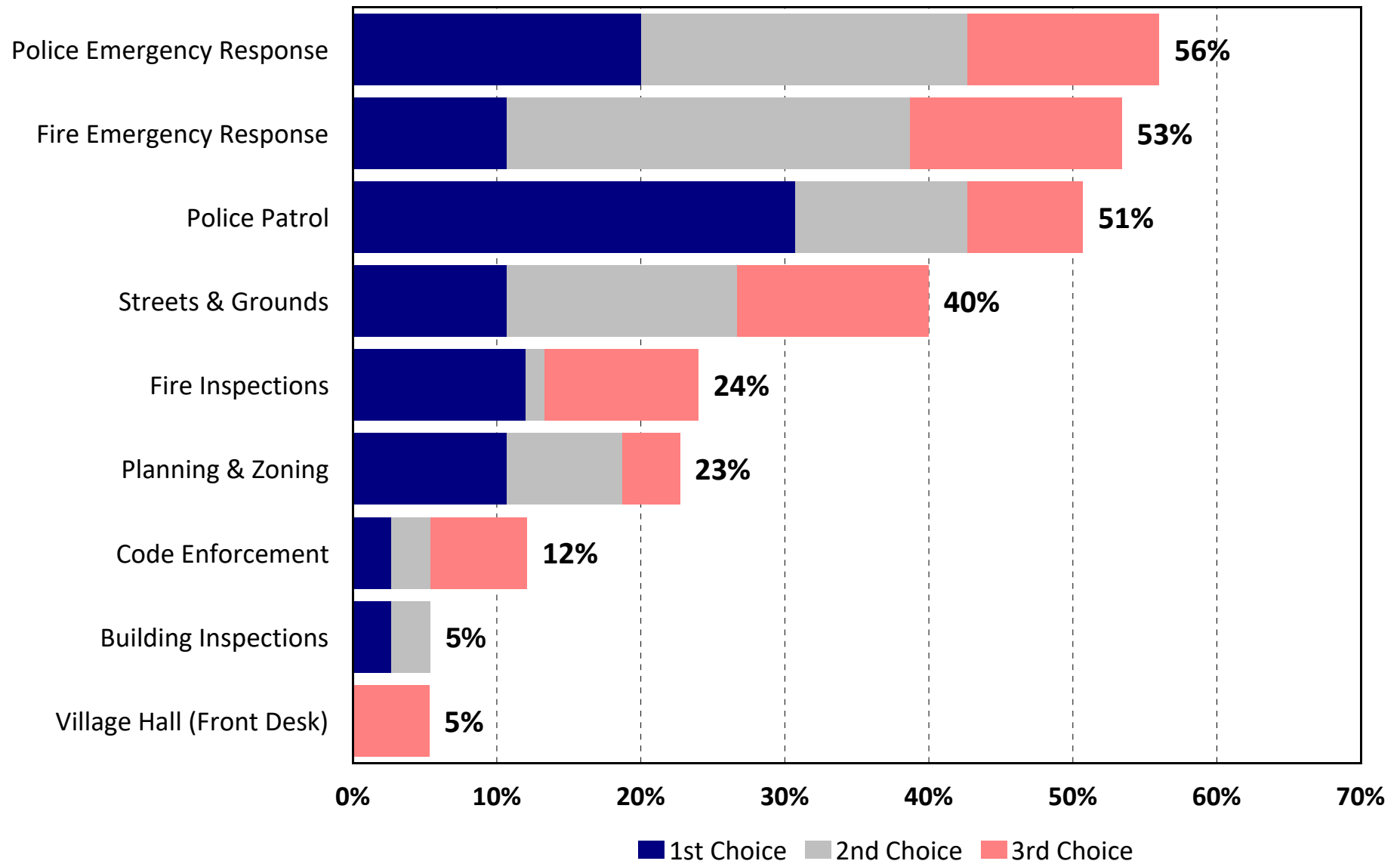
Q1. Overall Satisfaction with Pinehurst Services or Departments Used in the Past Year - 2020 to 2023

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



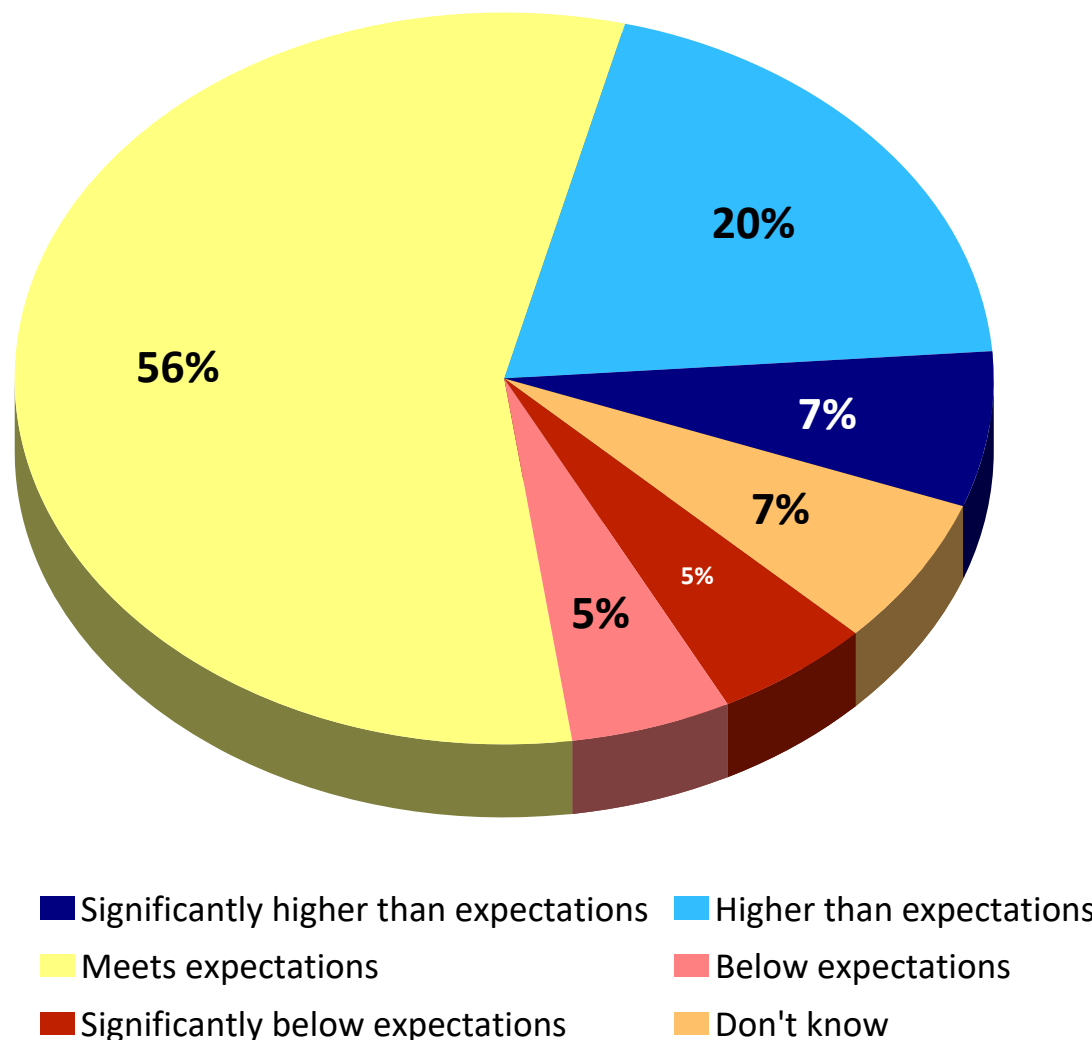
Q2. Village Services or Departments Rated as the Most Important to Their Business

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

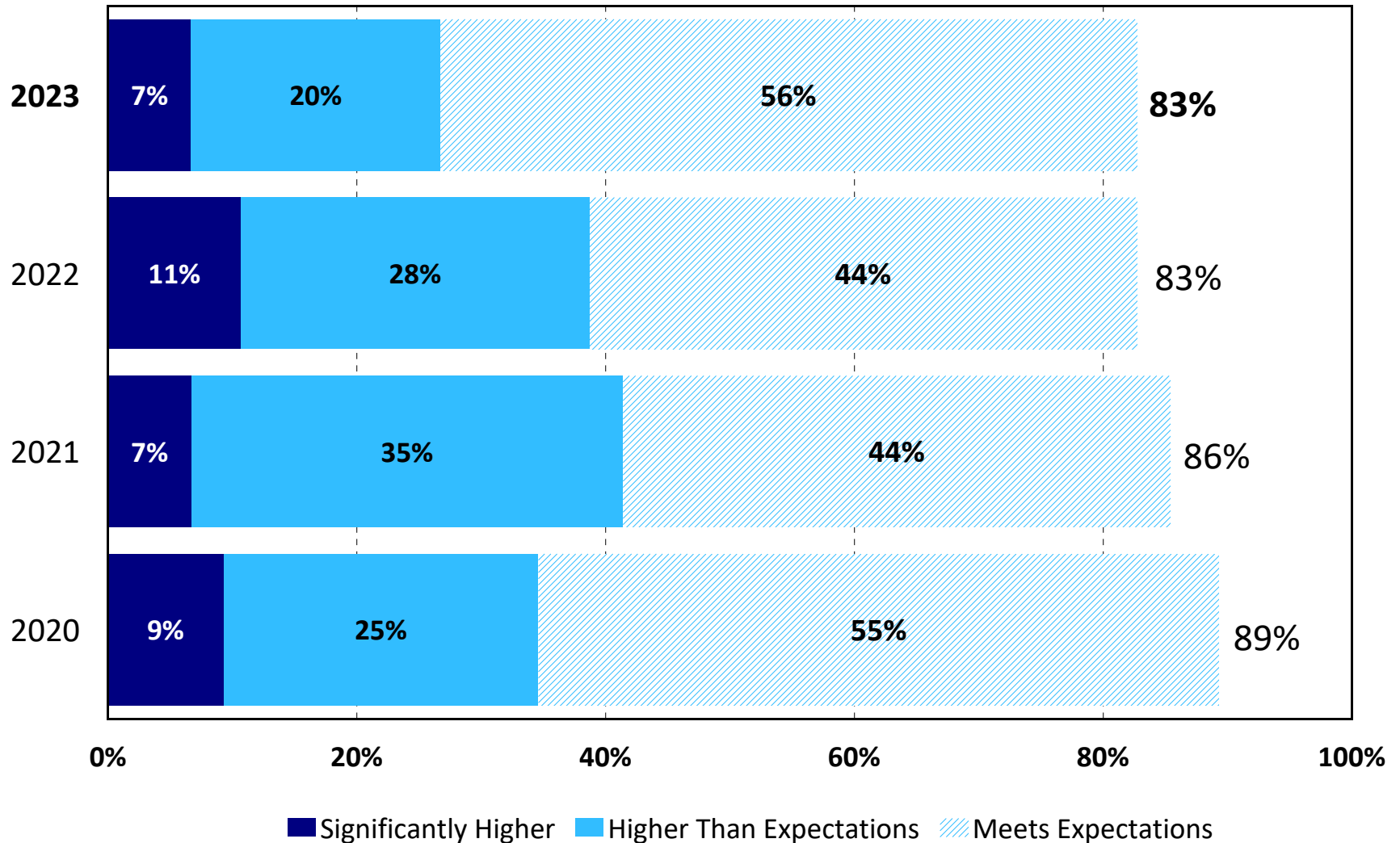
by percentage of respondents



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

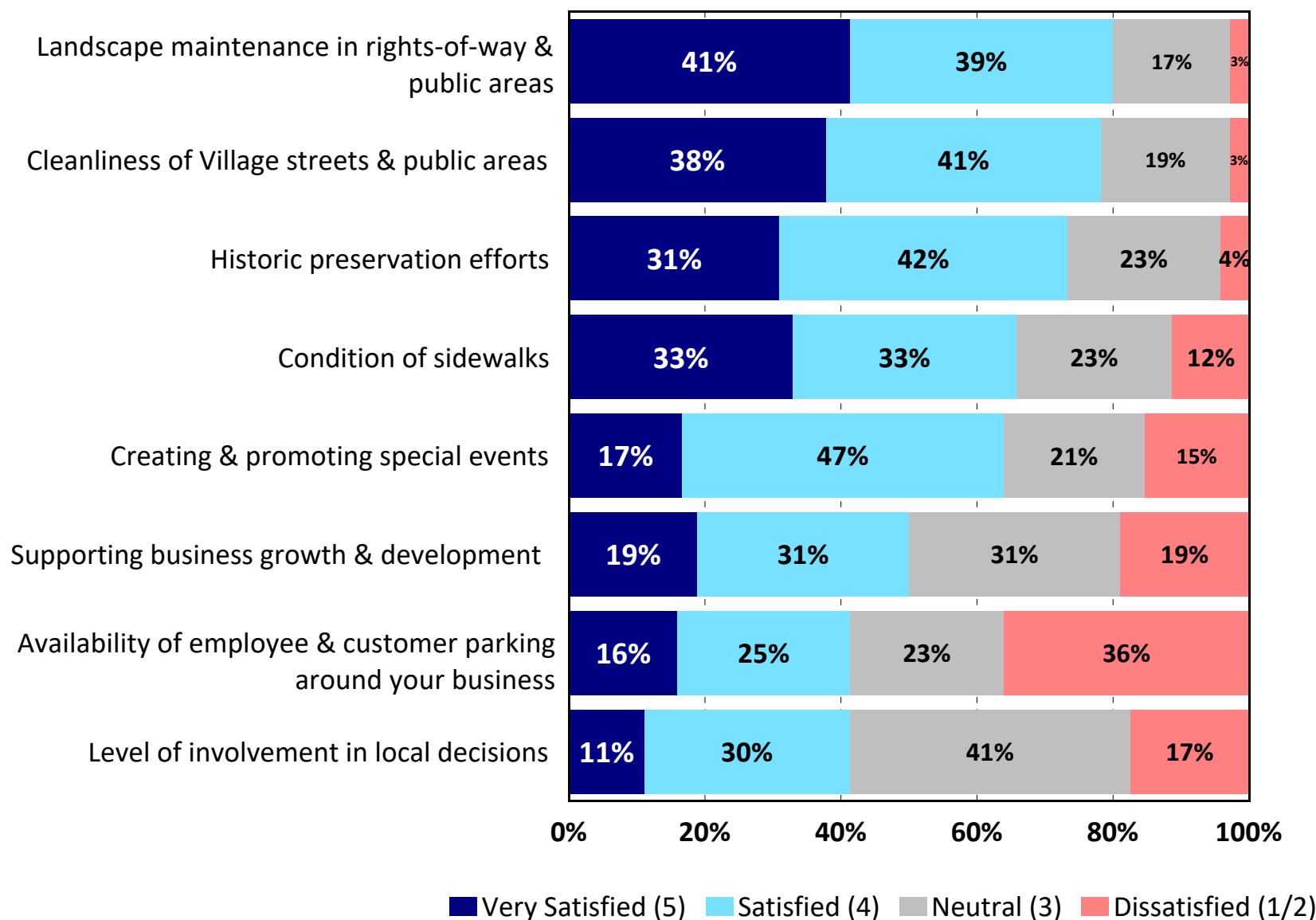
2020 to 2023

by percentage of respondents



Q4. Level of Satisfaction with the Village in Various Areas

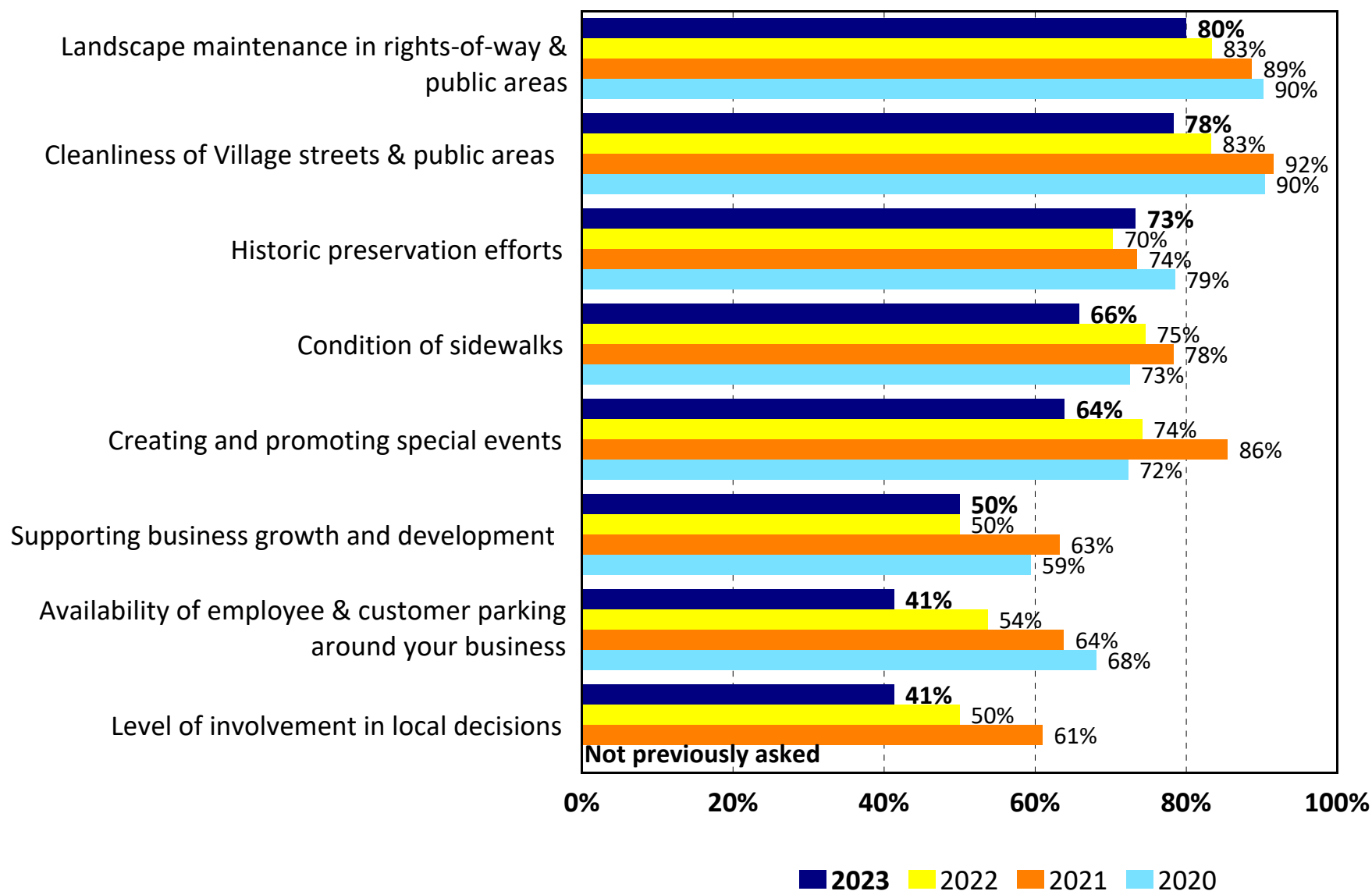
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding “don't know”)



Q4. Level of Satisfaction with the Village in Various Areas

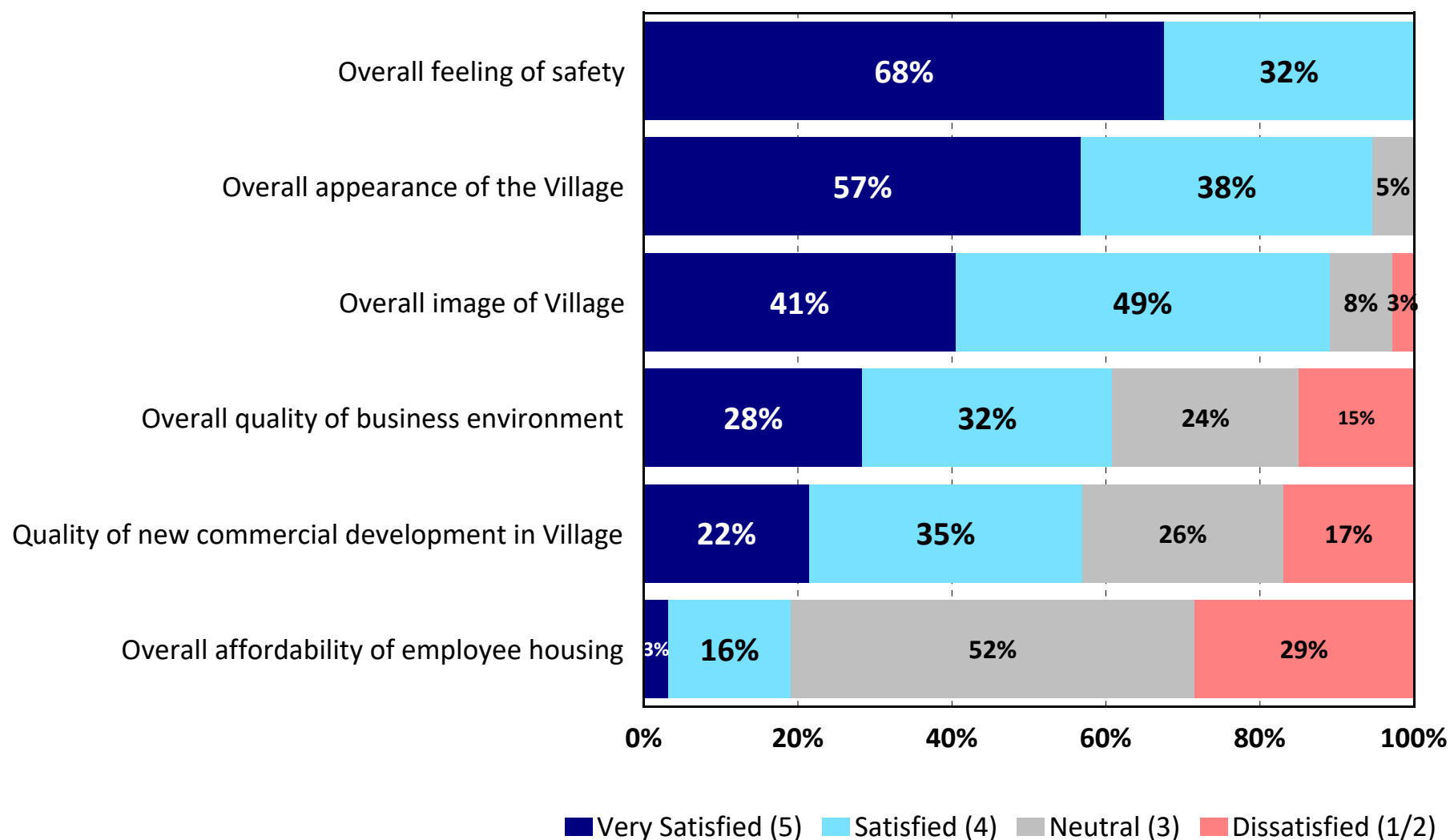
2020 to 2023

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



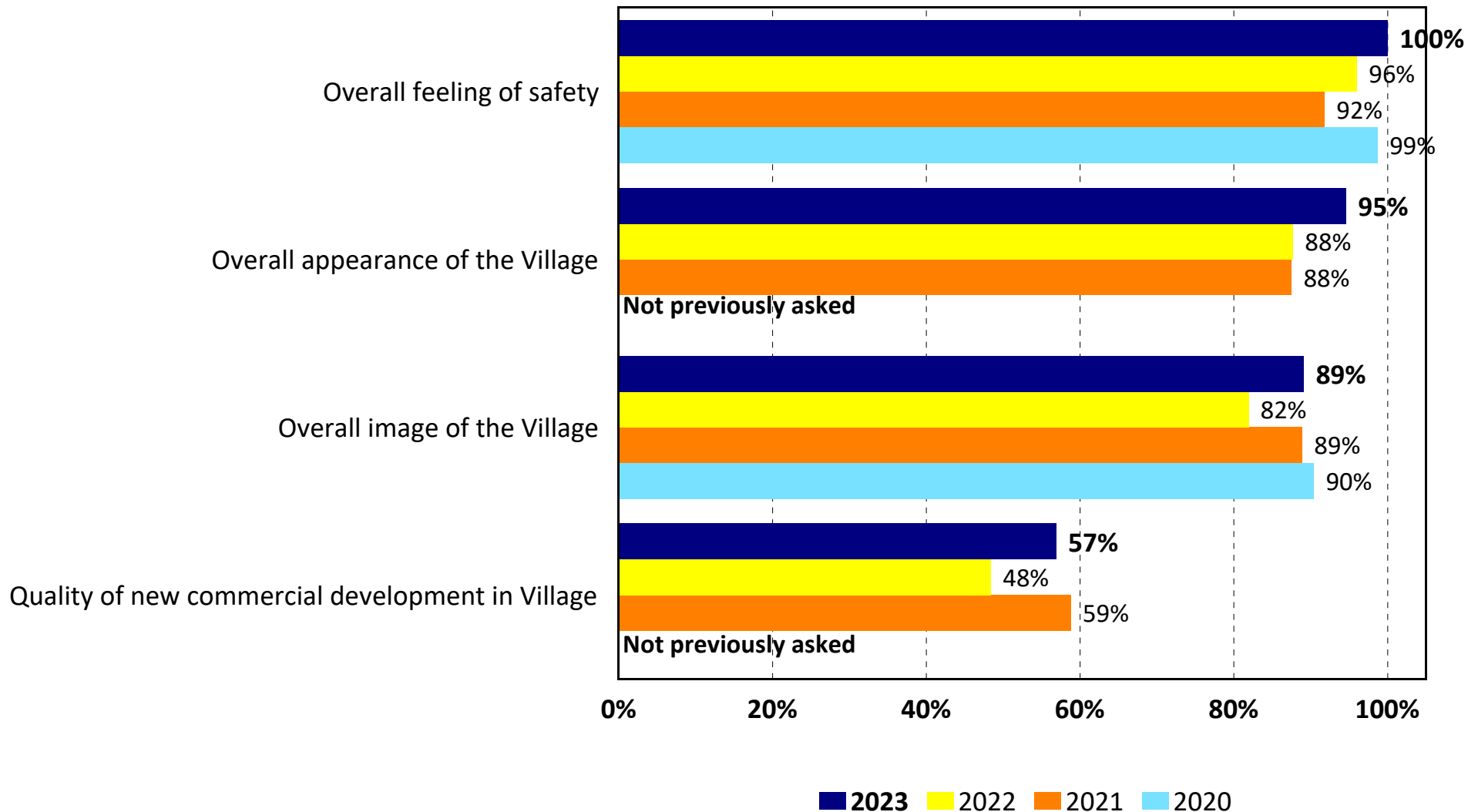
Q5. Overall Satisfaction with Various Perceptions of the Village of Pinehurst

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



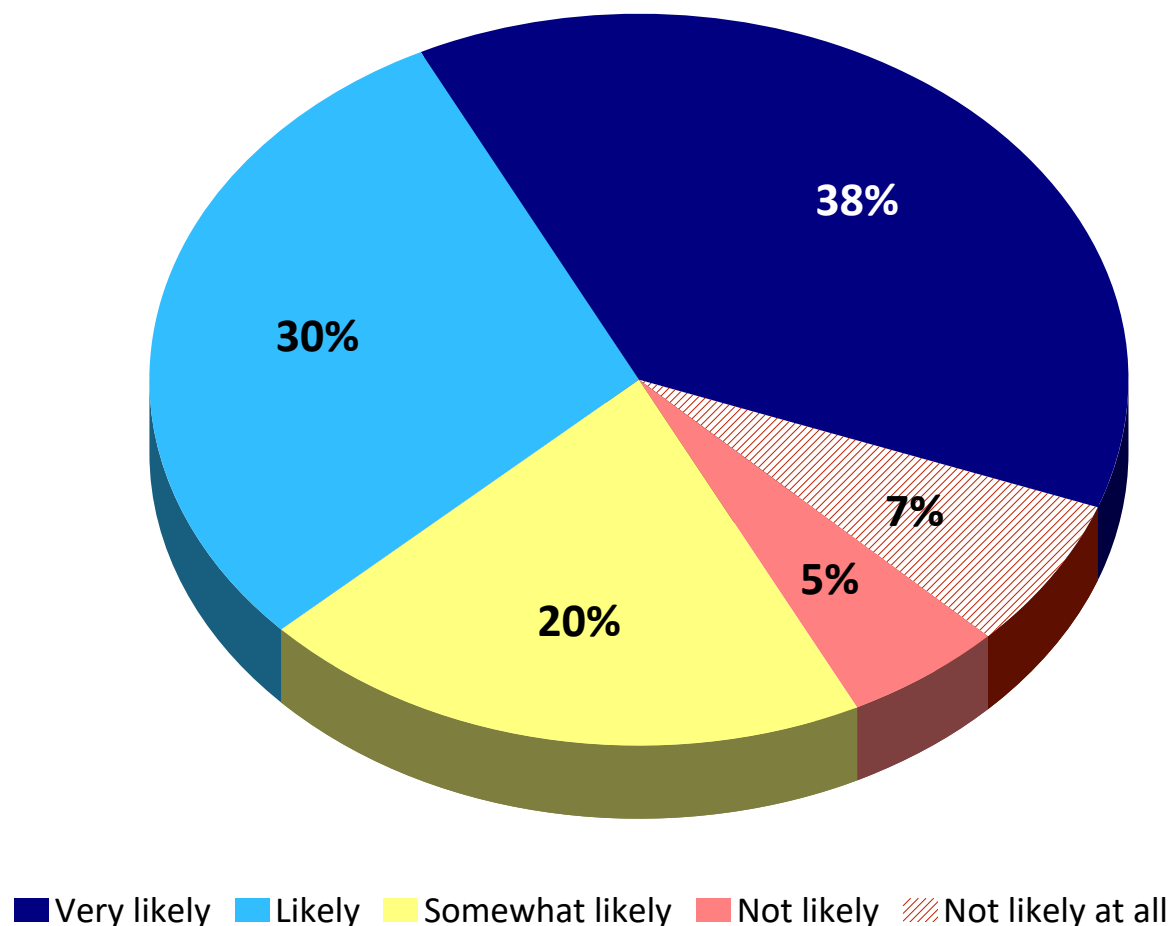
Q5. Overall Satisfaction with Various Perceptions of the Village of Pinehurst - 2020 to 2023

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")



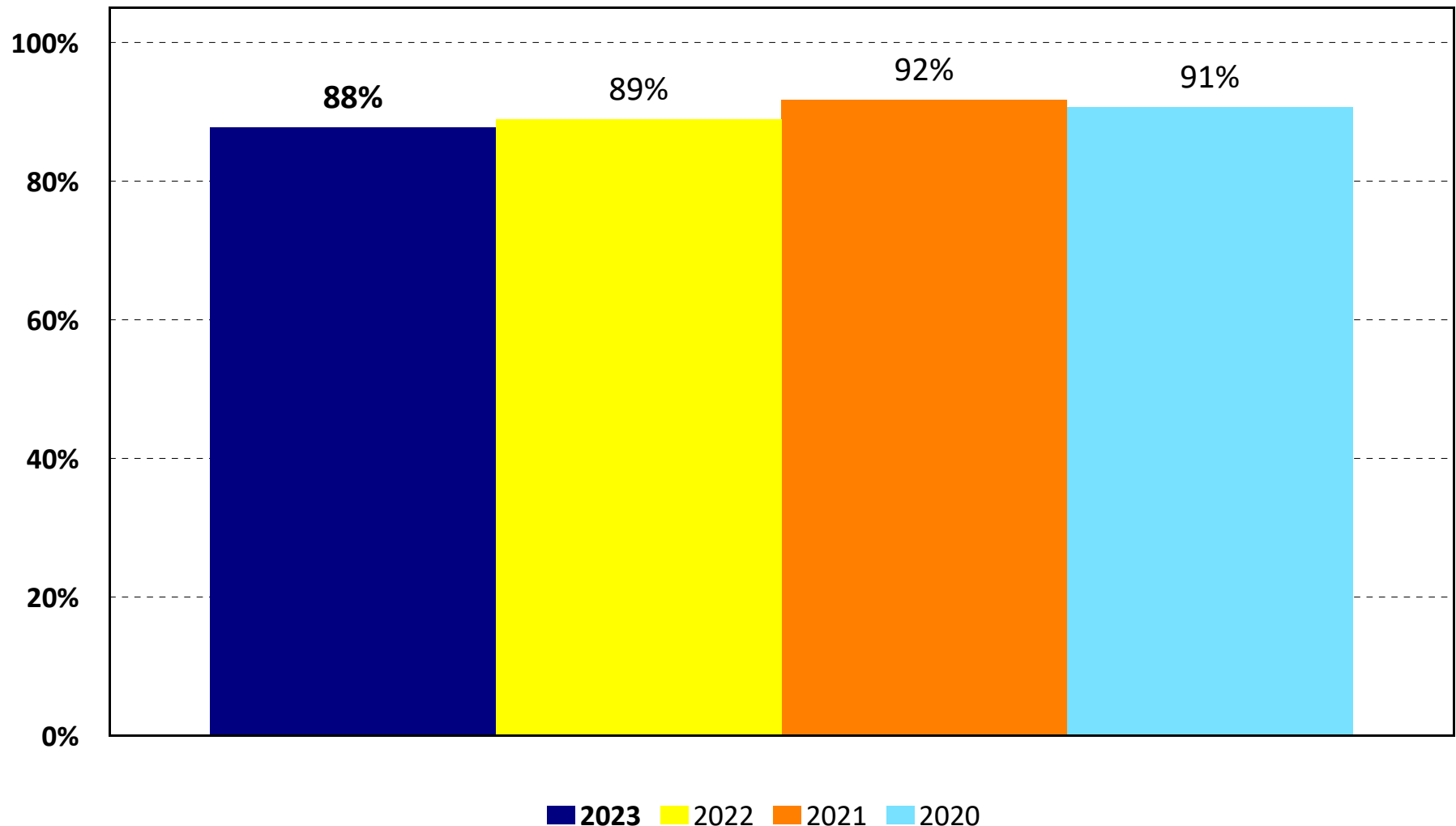
Q6. How likely would you be to recommend the Village as a business location to friends, family, and co-workers?

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



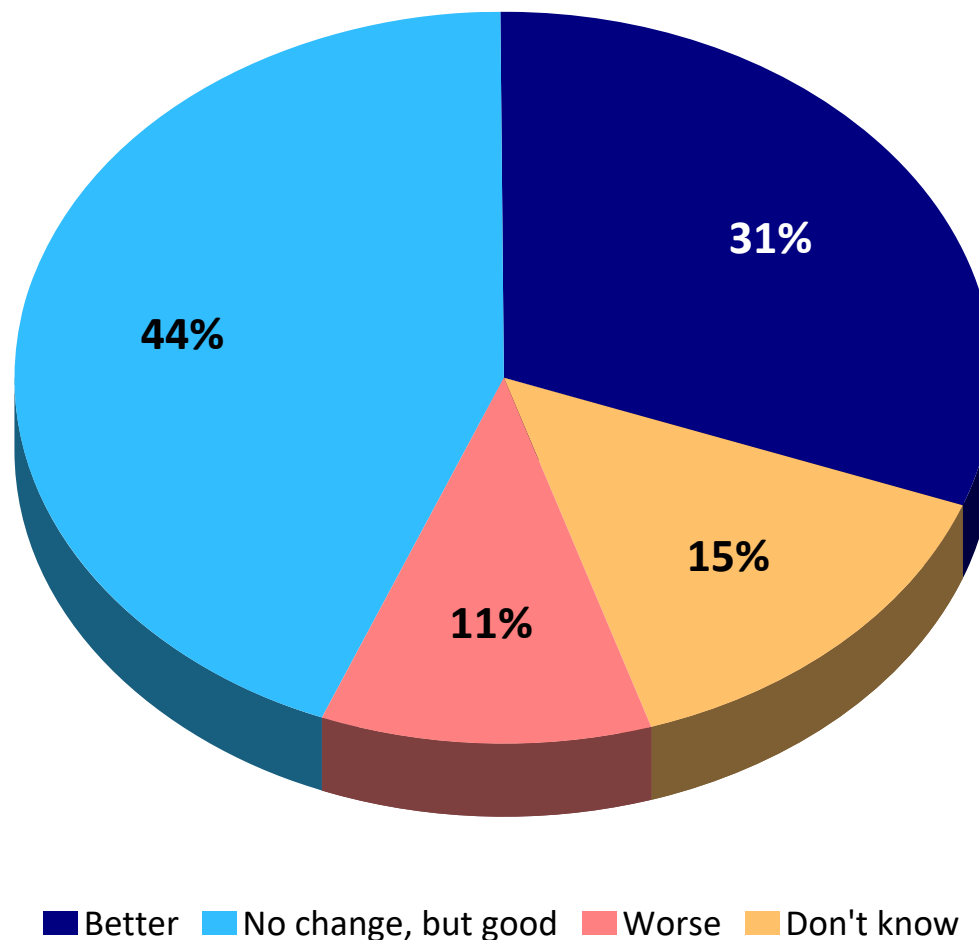
Q6. How likely would you be to recommend the Village as a business location to friends, family, and co-workers? - 2020 to 2023

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?

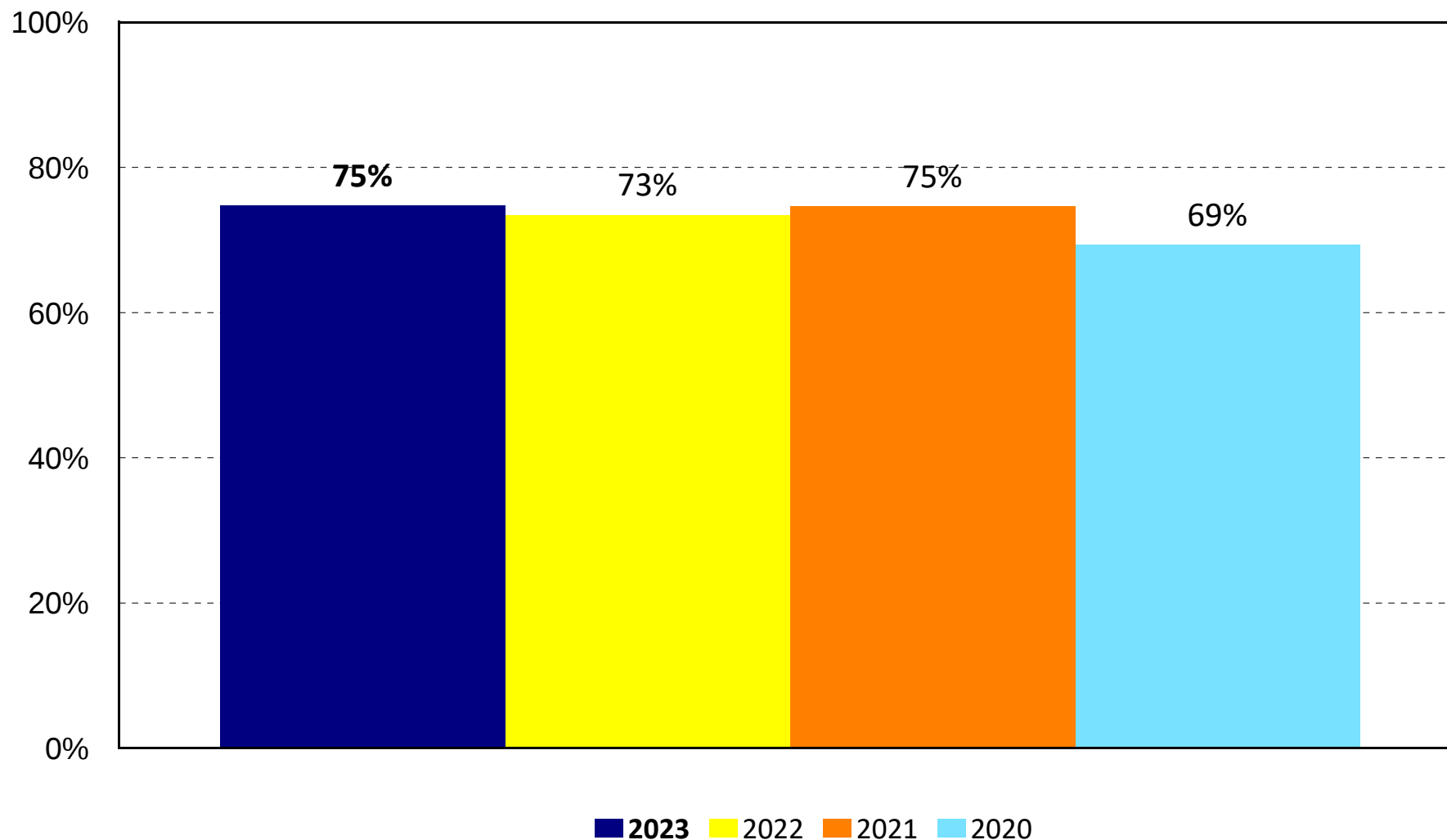
by percentage of respondents



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

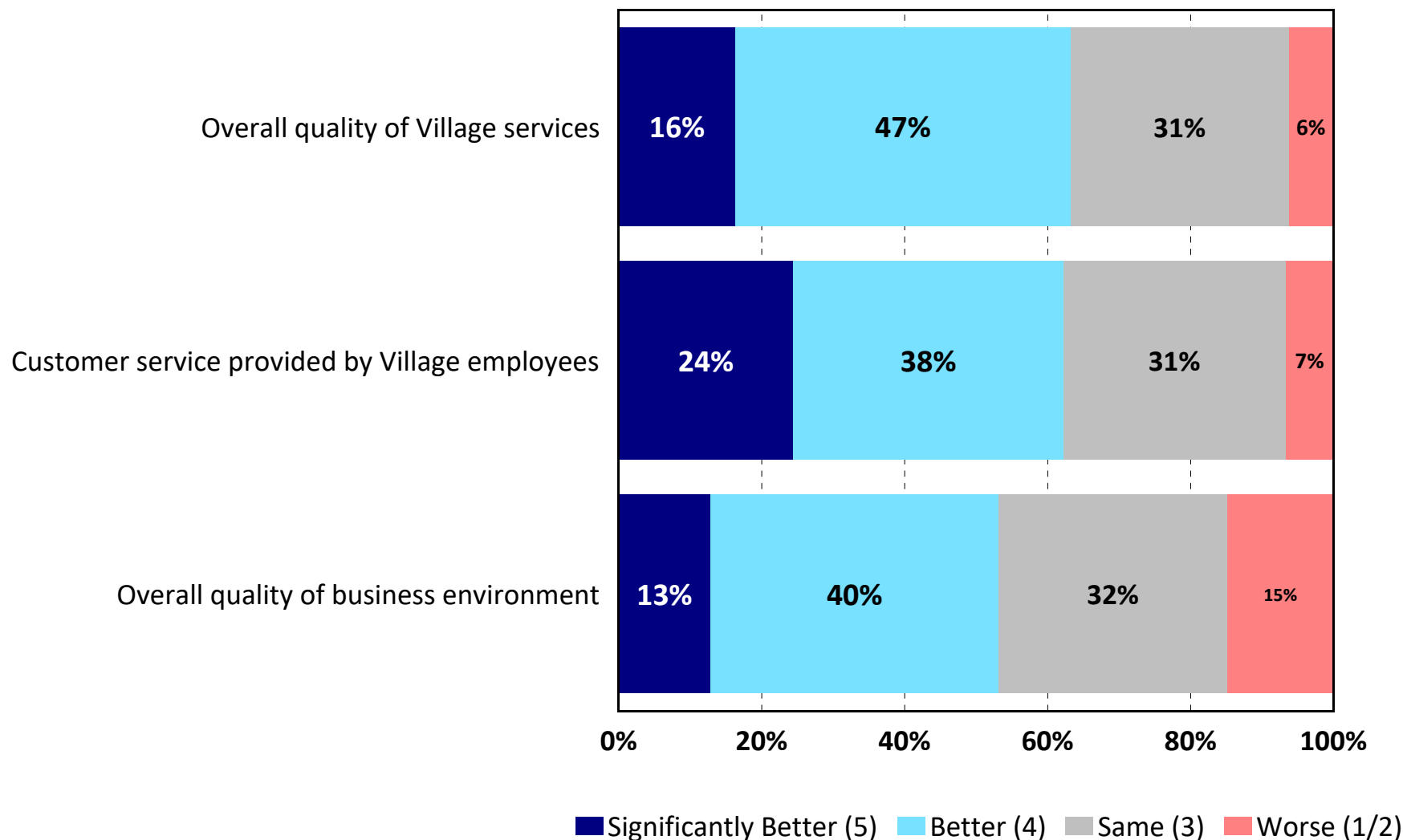
2020 to 2023

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



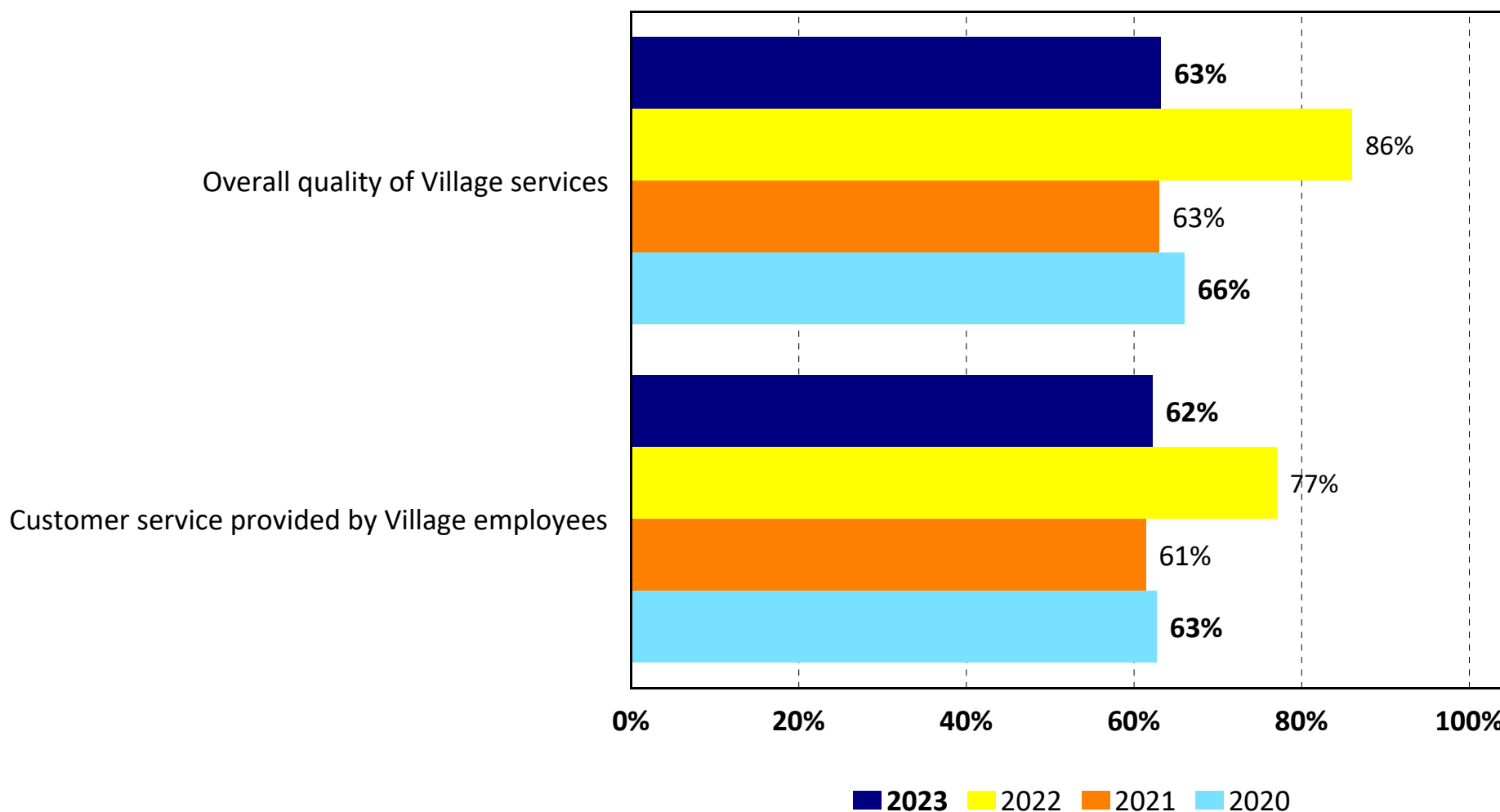
Q8. Satisfaction with Various Aspects of Pinehurst Compared to Other Places Businesses Have Operated in the Past

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”)



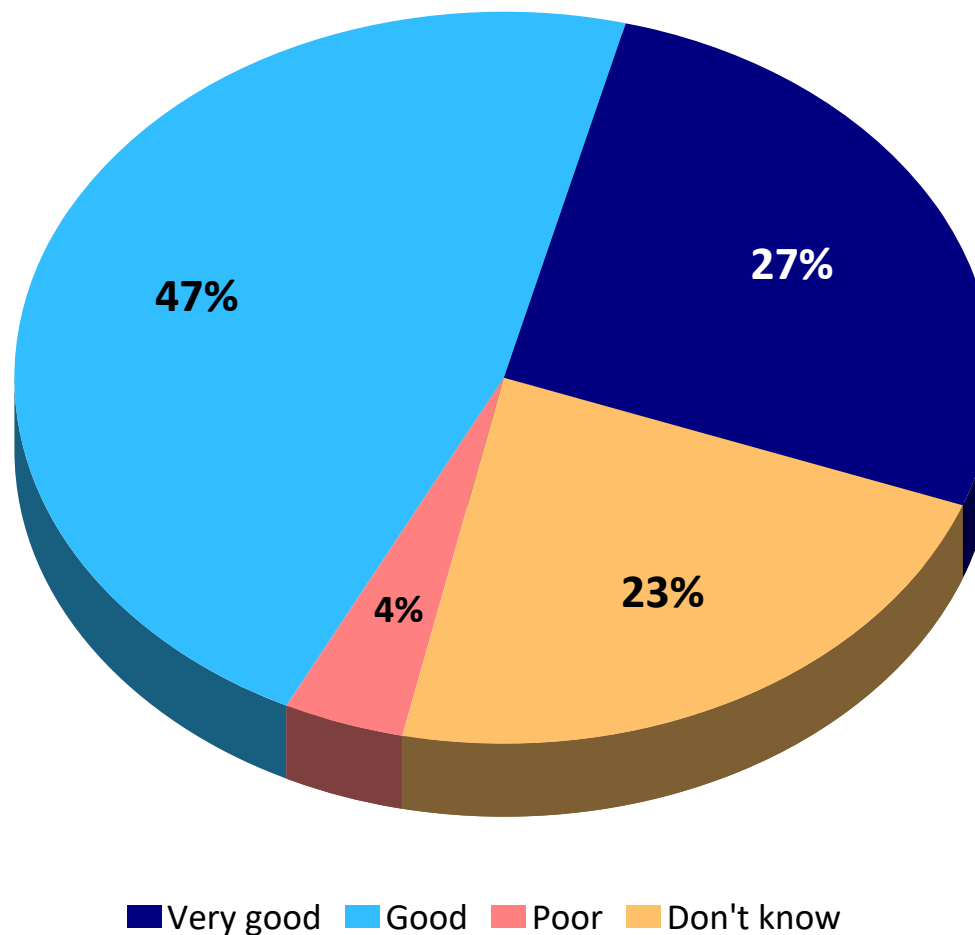
Q8. Satisfaction with various aspects of Pinehurst compared to other places businesses have operated in the past 2020 to 2023

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



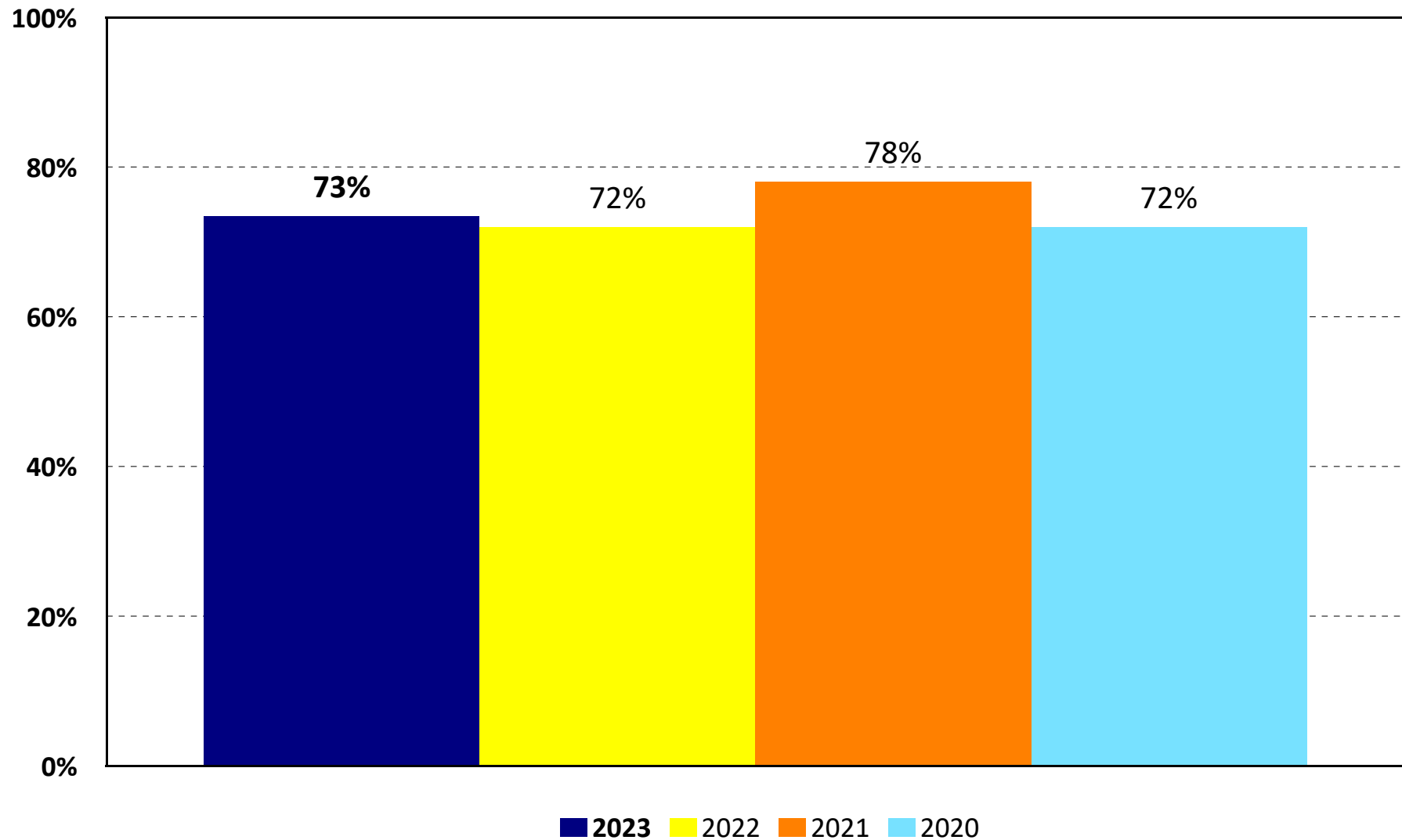
Q9. How would you rate the Village of Pinehurst customer service?

by percentage of respondents



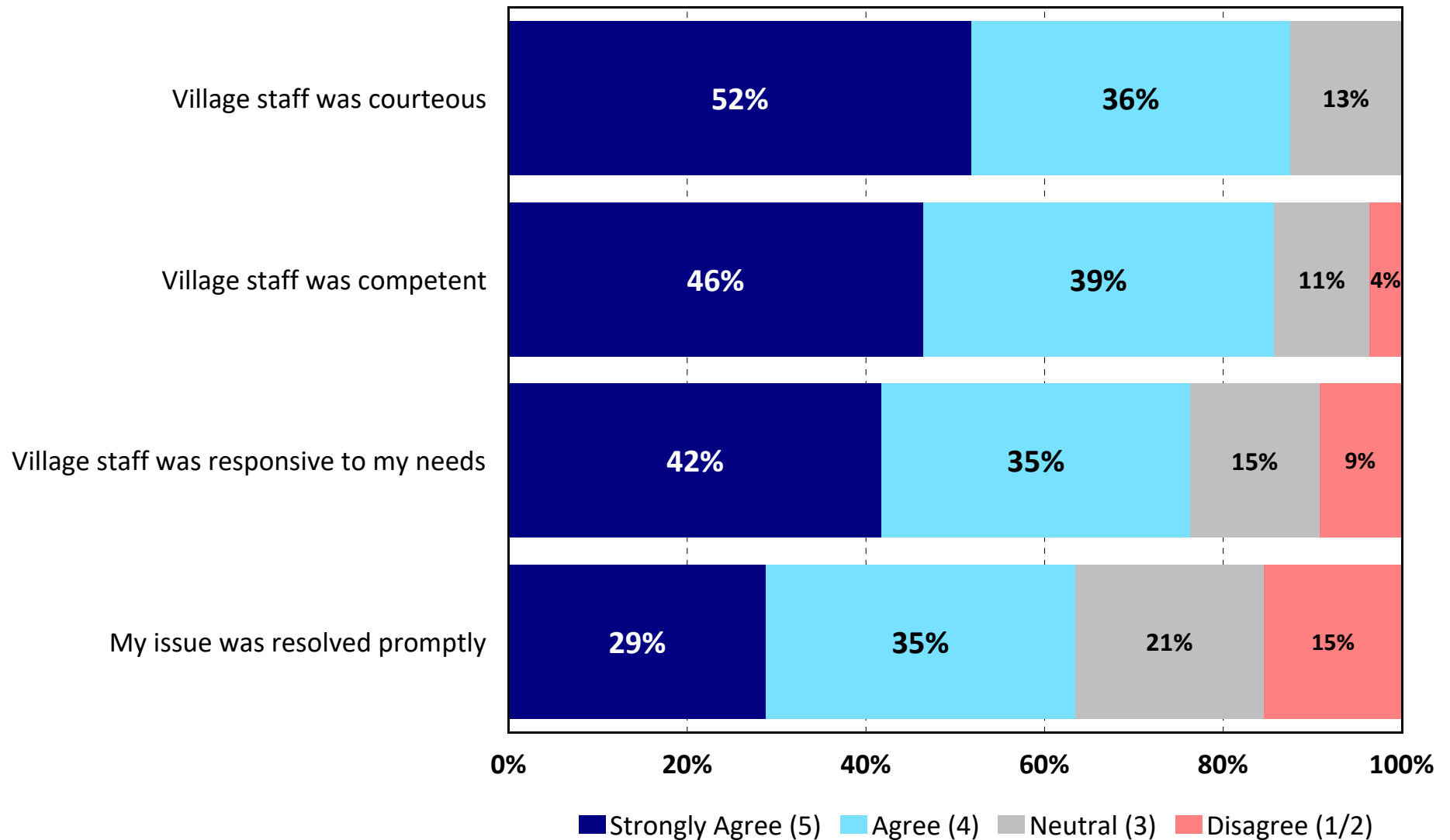
Q9. How would you rate the Village of Pinehurst customer service? - 2020 to 2023

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



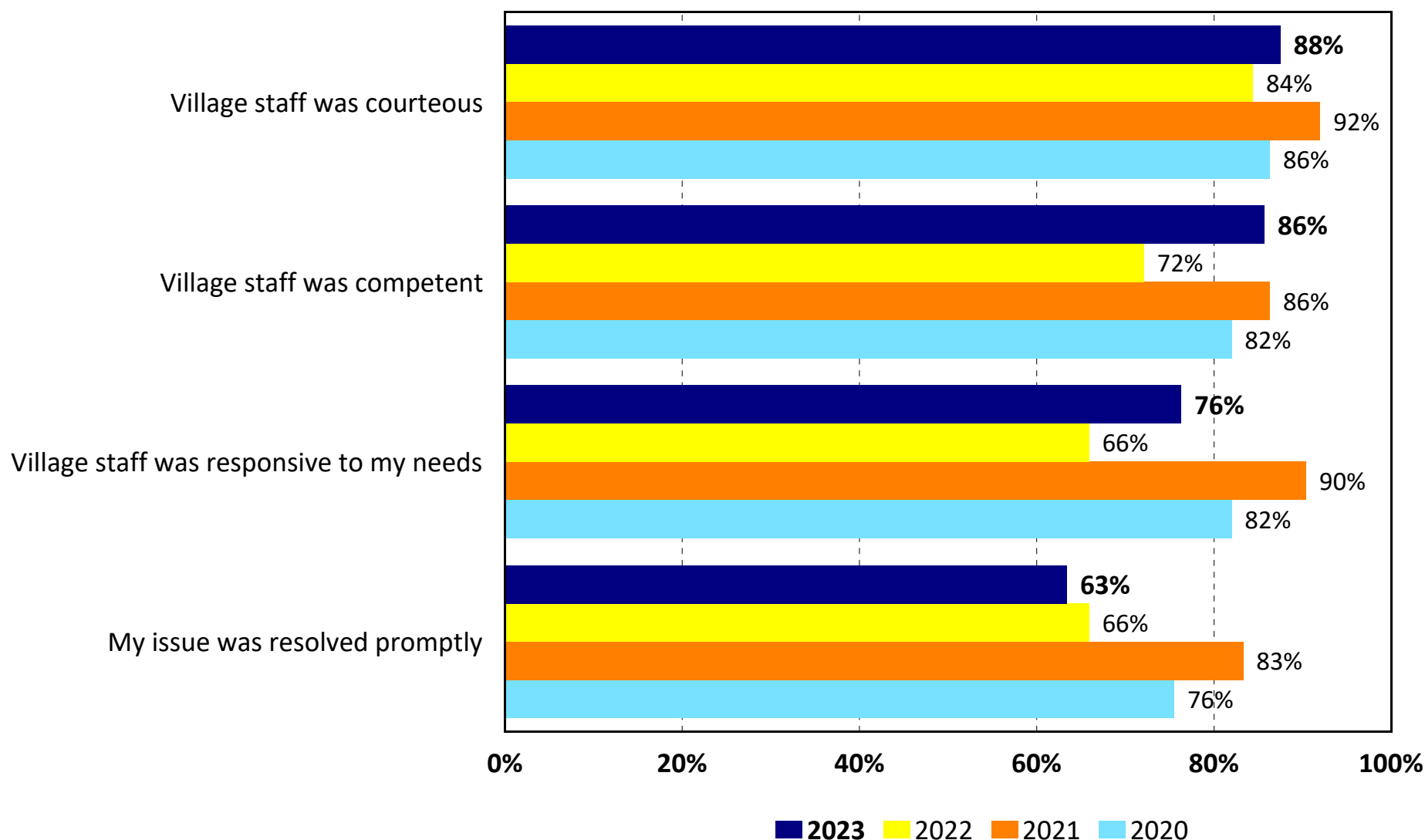
Q10. Level of Agreement with Statements About Most Recent Contact with the Village Government Staff

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



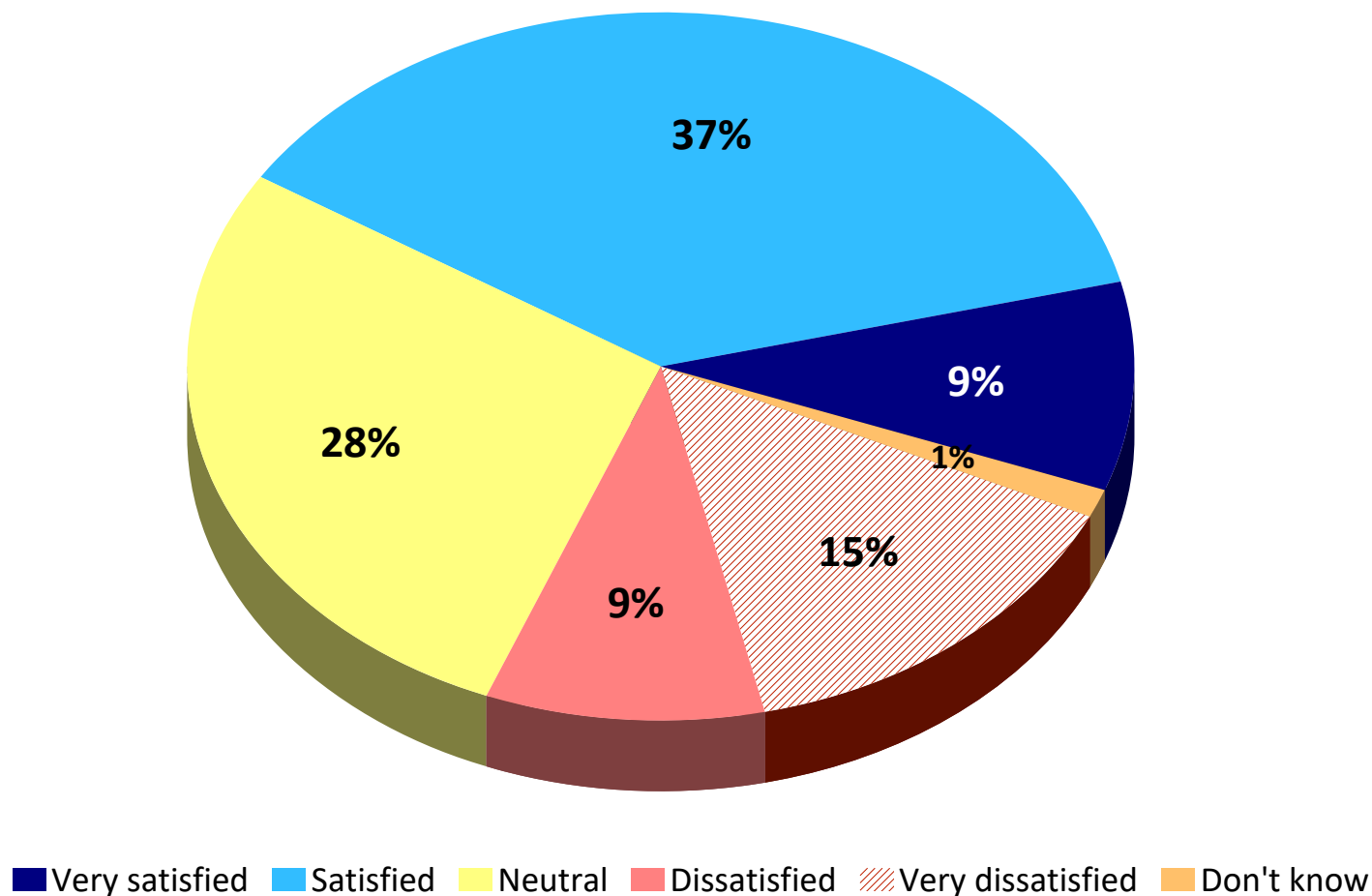
Q10. Level of Agreement with Statements About Most Recent Contact with the Village - 2020 to 2023

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?

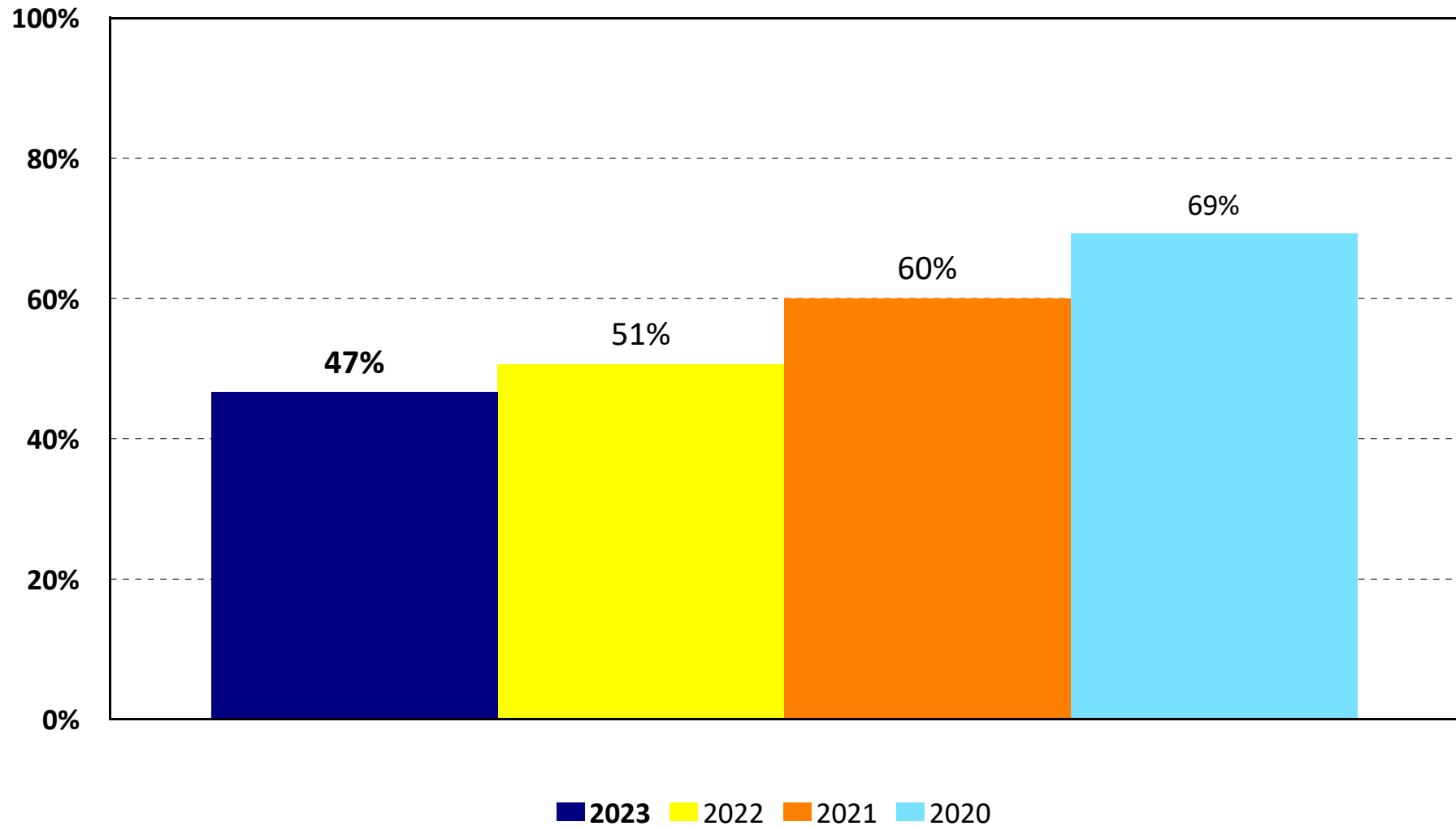
by percentage of respondents



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

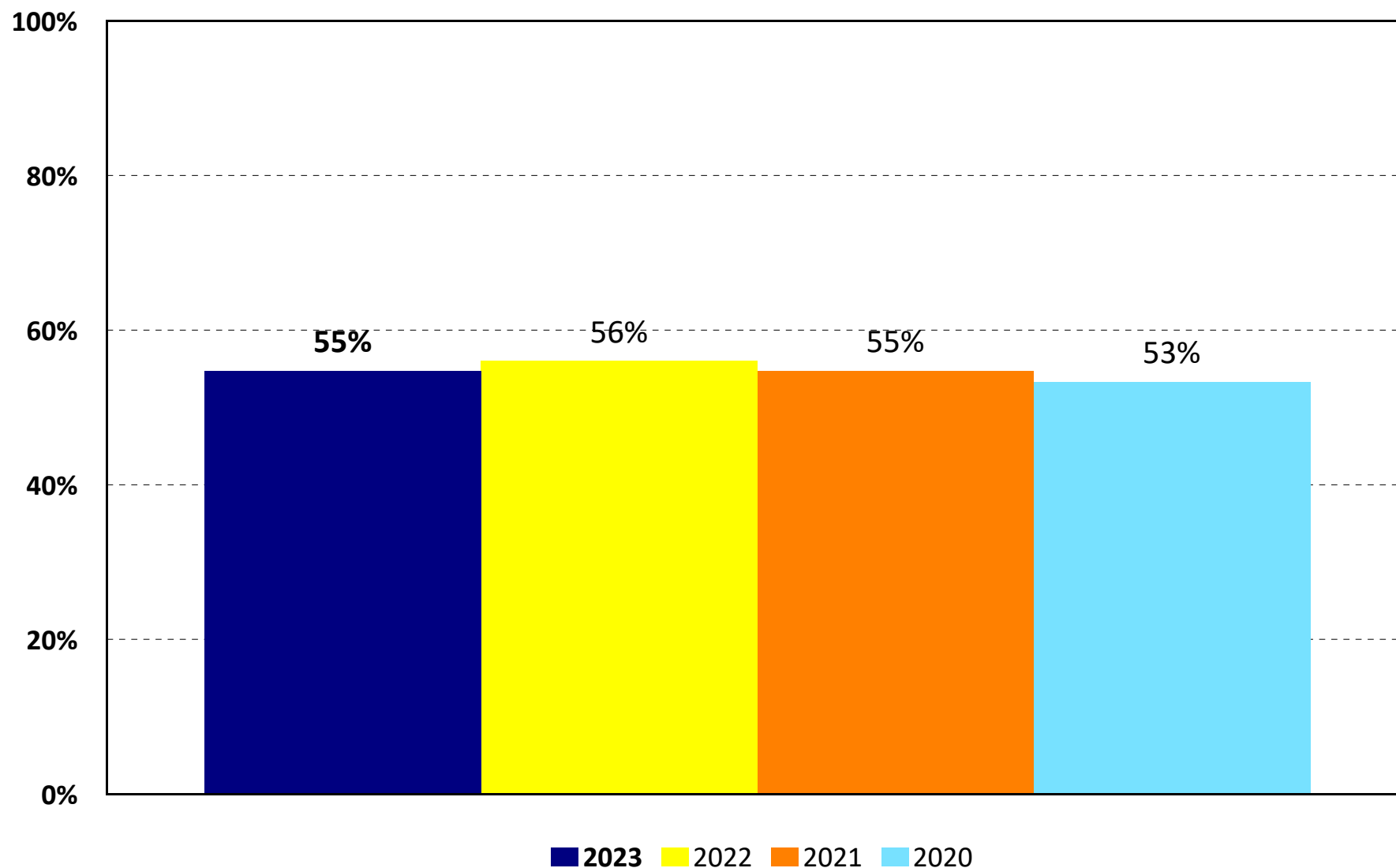
2020 to 2023

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



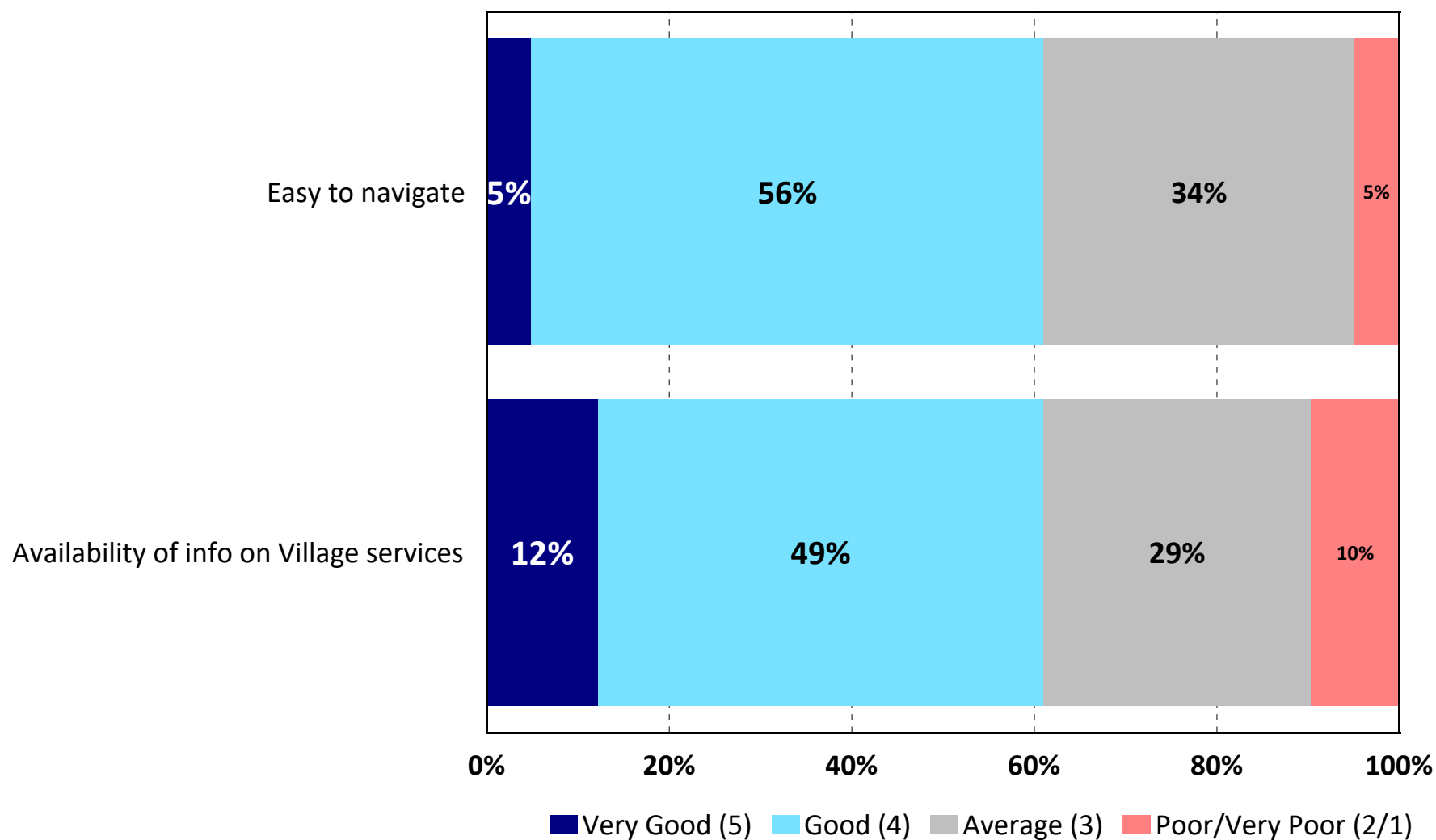
Q12. Have you visited the Village's website (www.vopnc.org) during the last 12 months? - 2020 to 2023

by percentage of respondents who answered "yes"



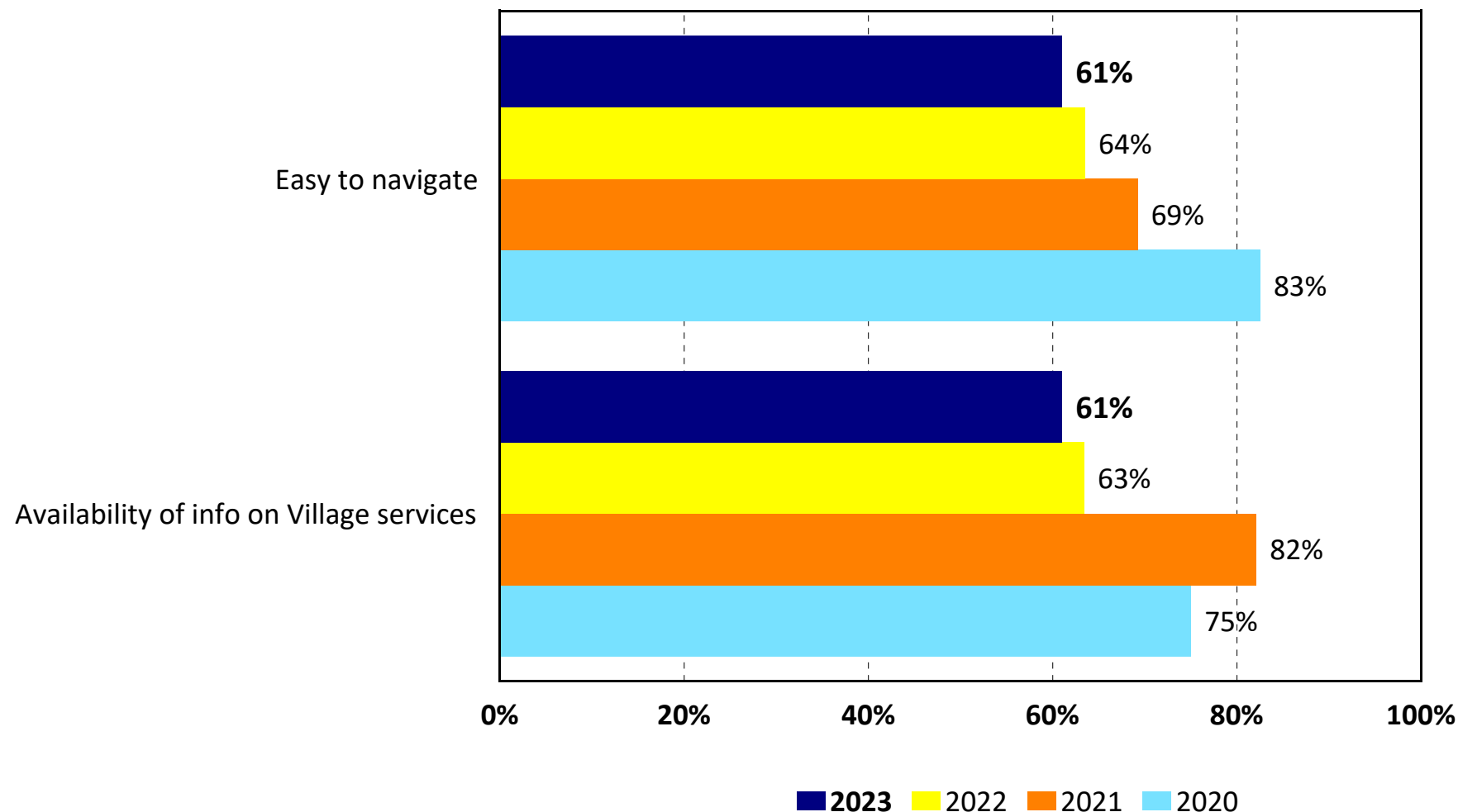
Q12a. How would you rate the following characteristics of the Village website?

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



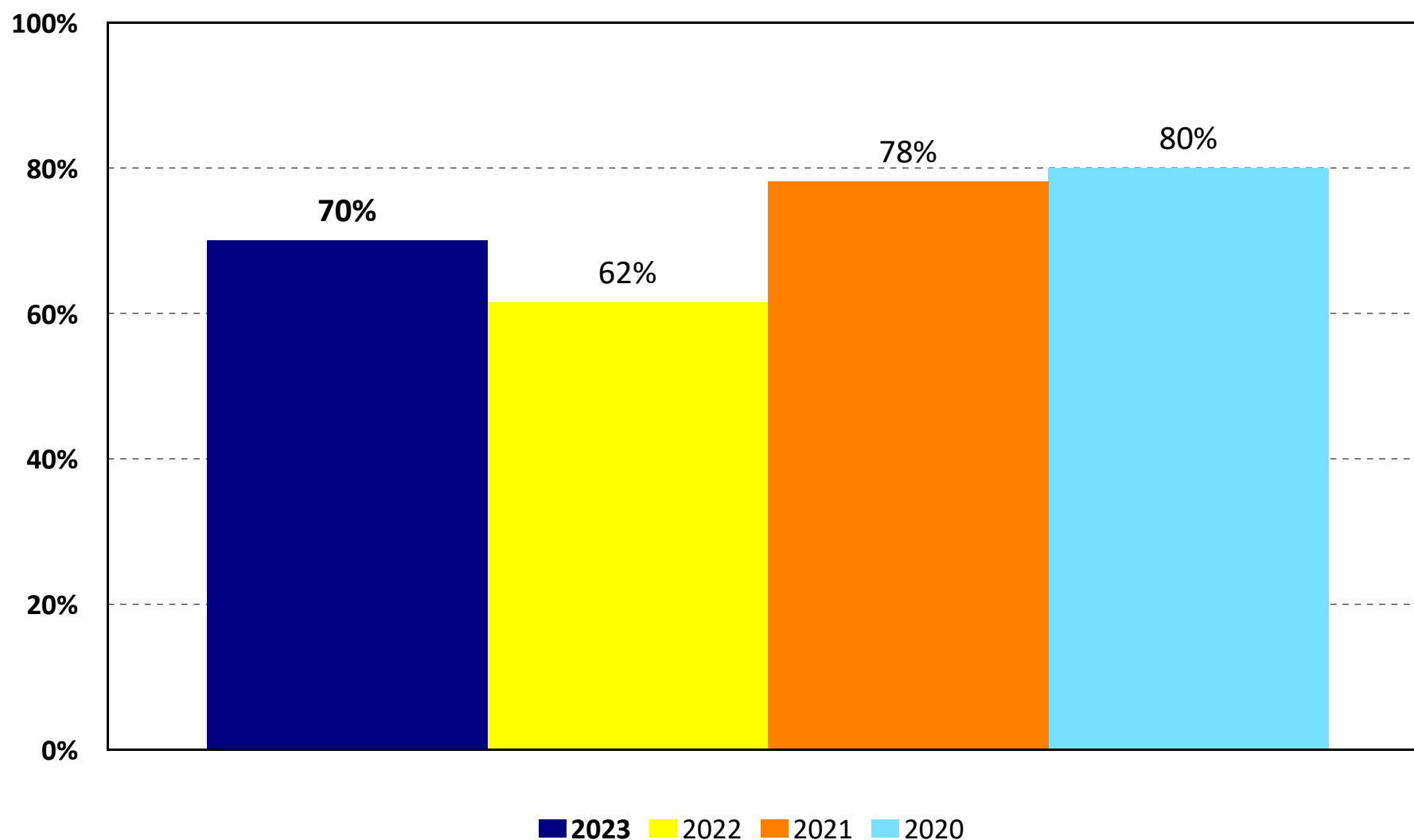
Q12a. How would you rate the following characteristics of the Village website? - 2020 to 2023

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



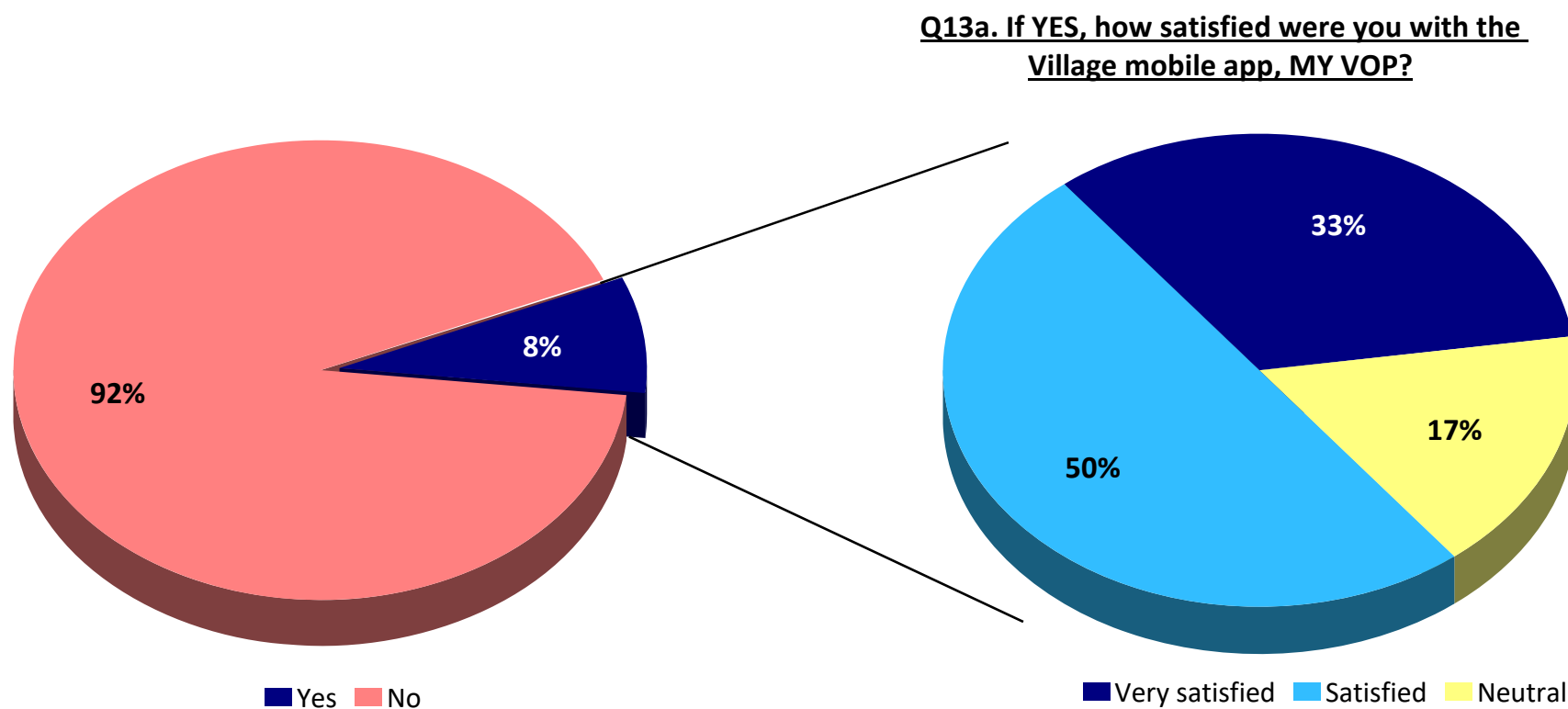
Q12b. How satisfied are you with the Village's website? 2020 to 2023

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



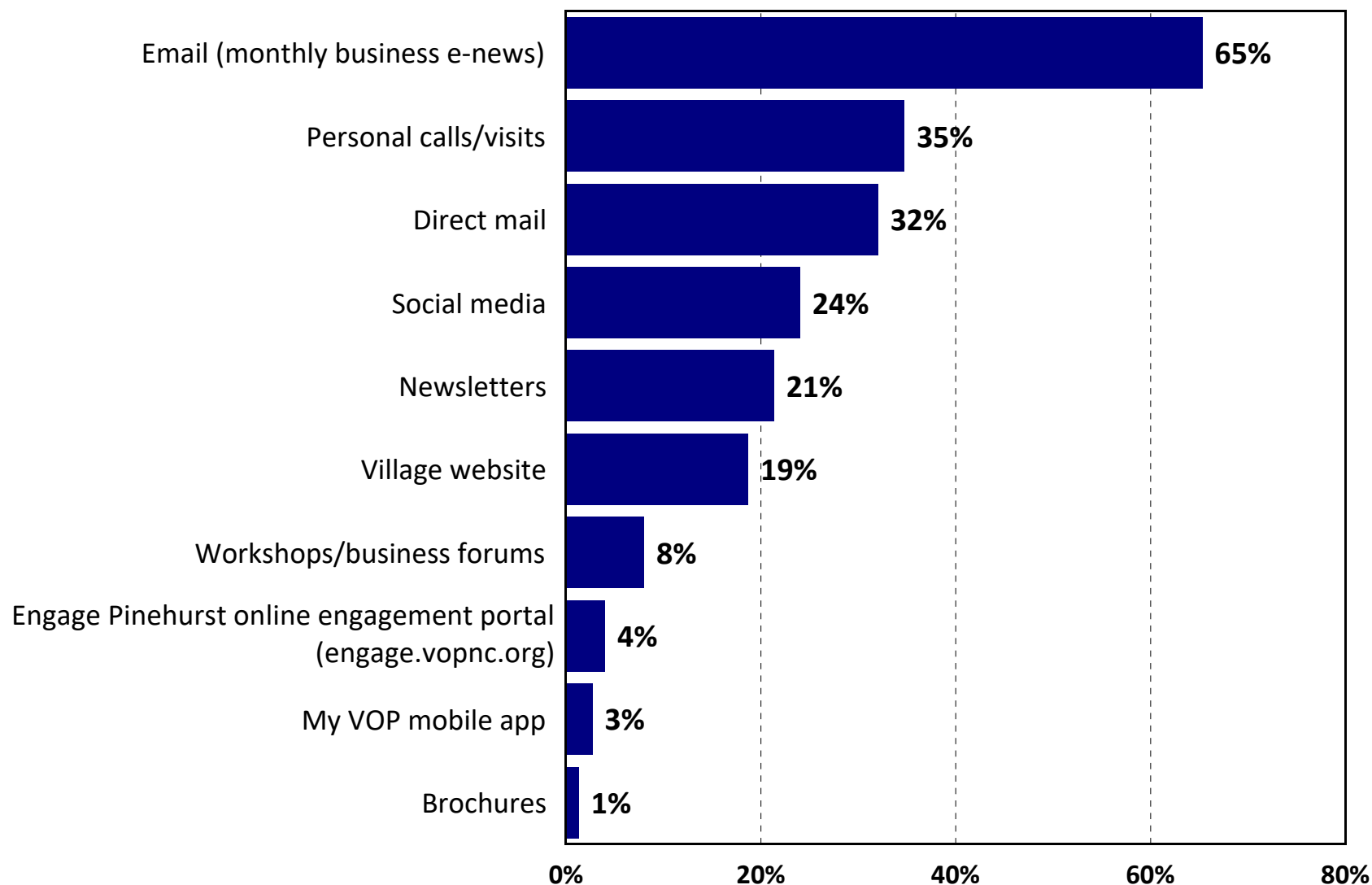
Q13. Have you used the Village's mobile app ("MY VOP") during the past 12 months?

by percentage of respondents



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

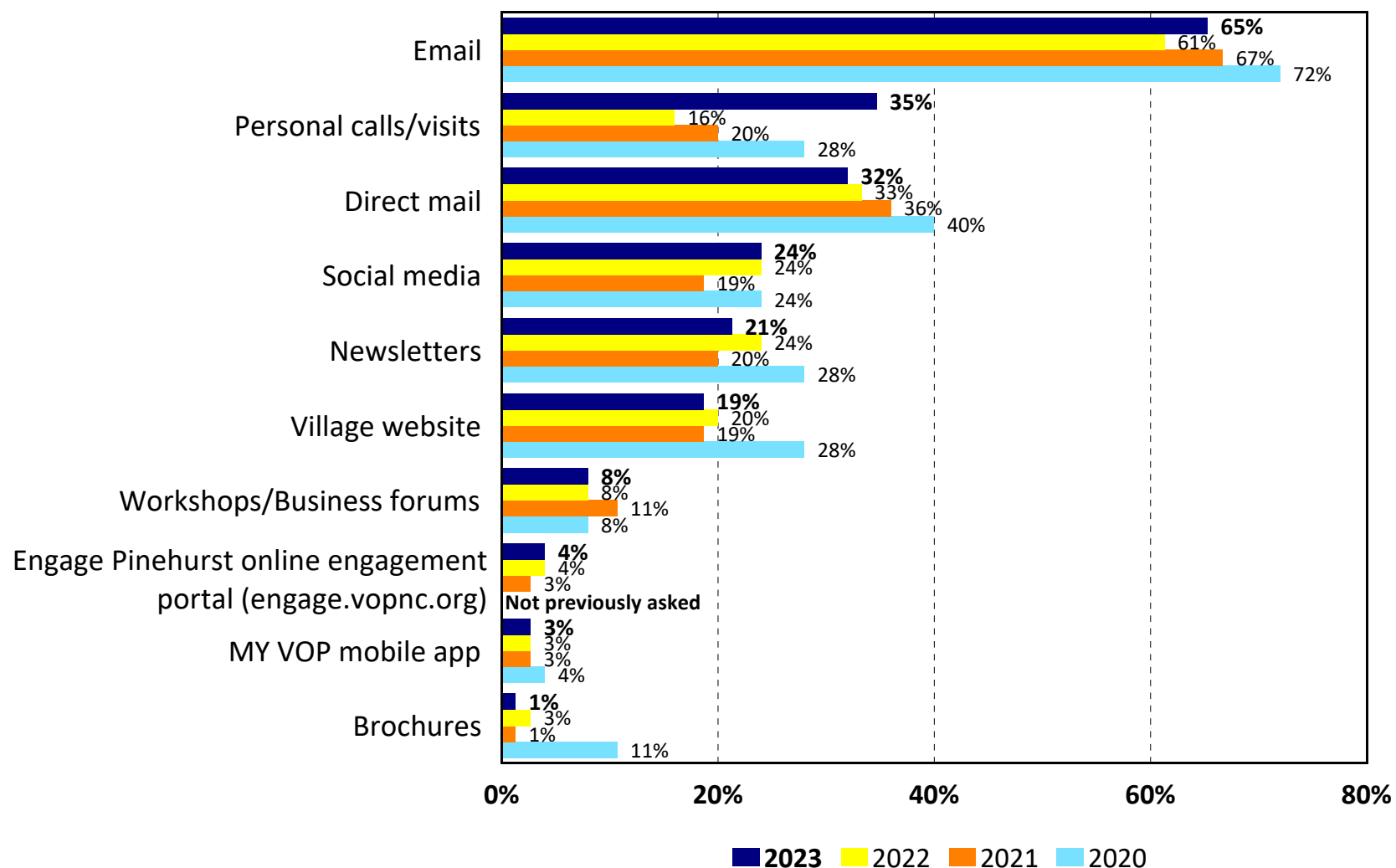
by percentage of respondents (multiple choices could be made)



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

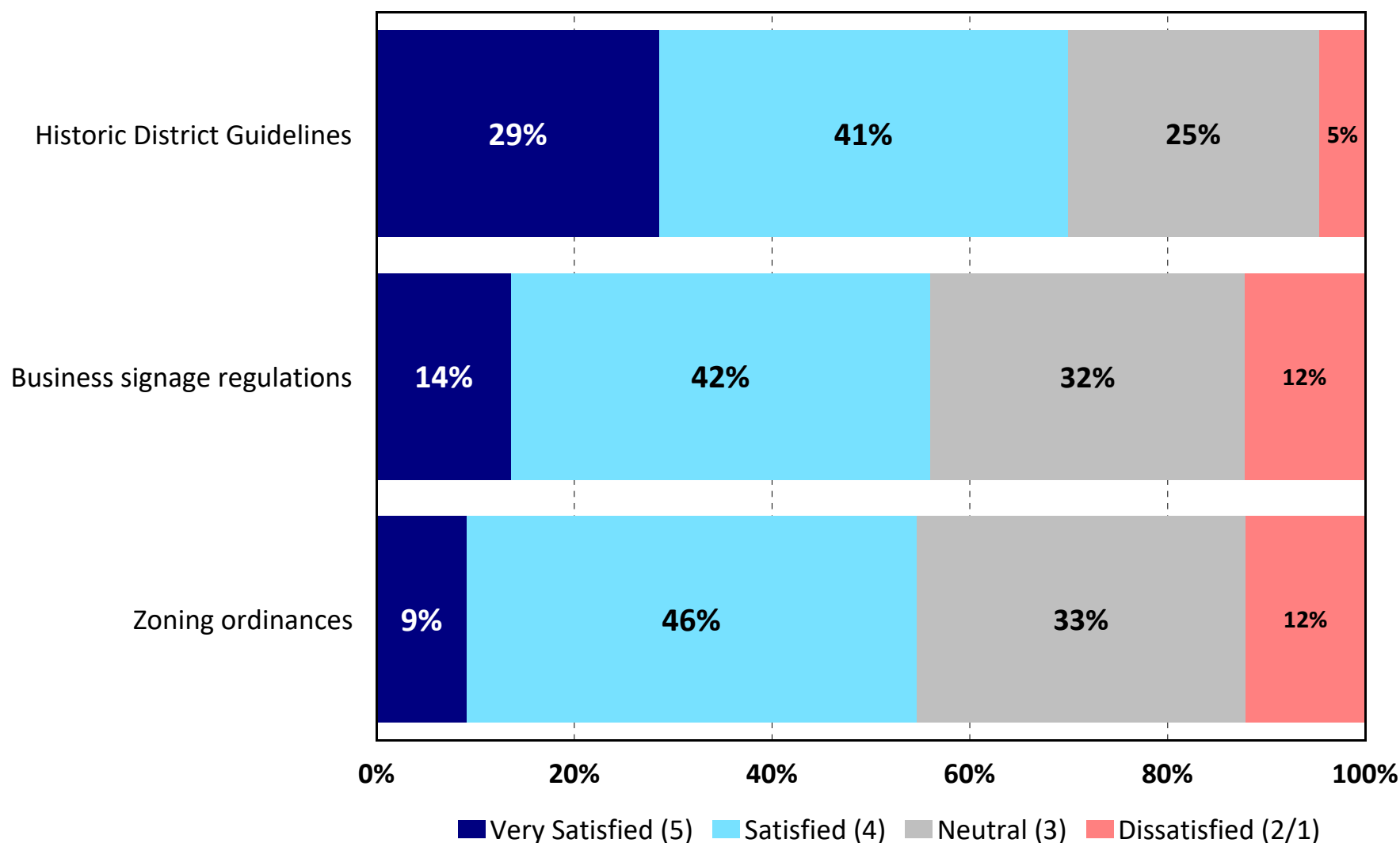
2020 to 2023

by percentage of respondents (multiple choices could be made)



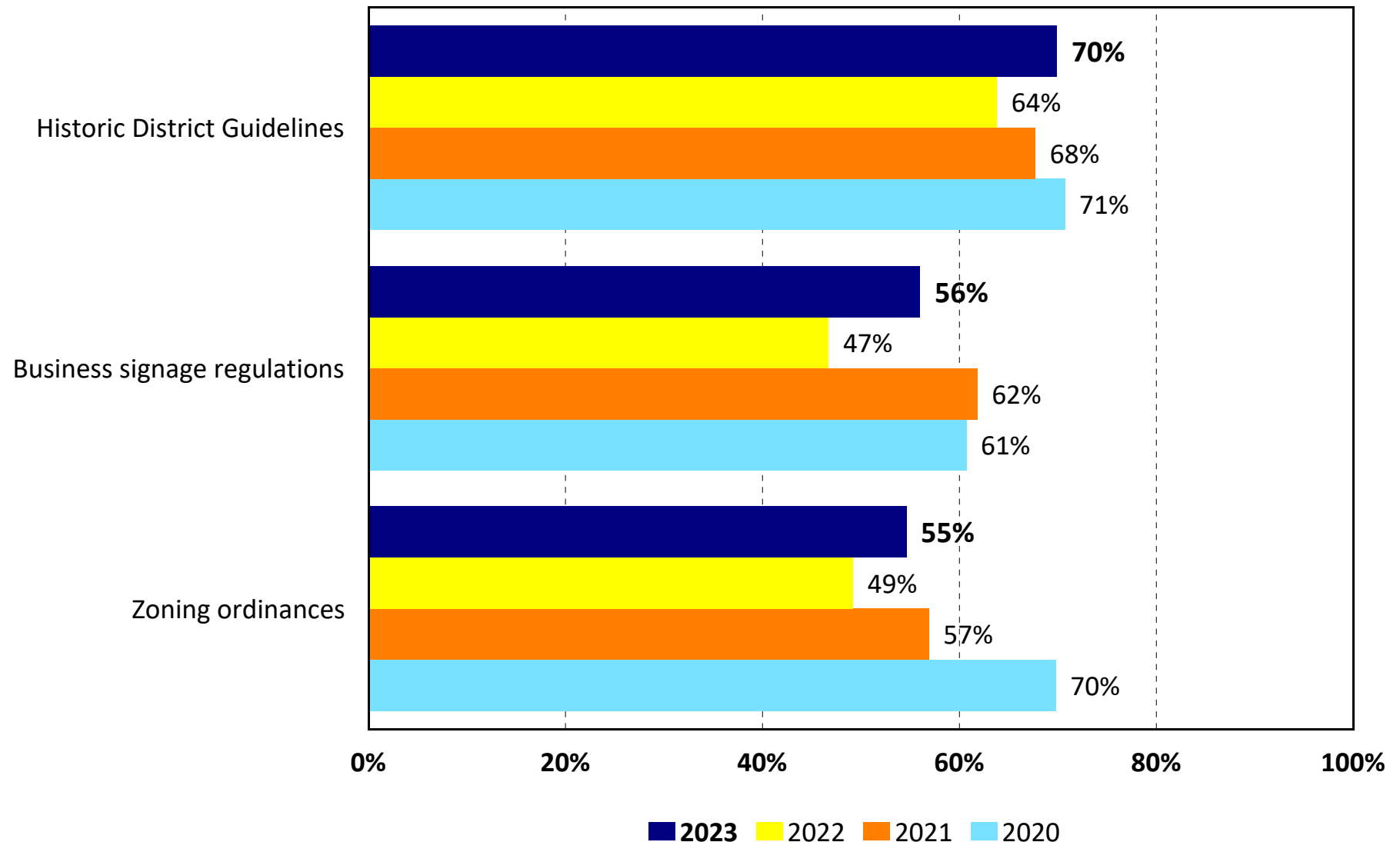
Q15. Level of Satisfaction with Community Development (Village Codes and Ordinances)

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")



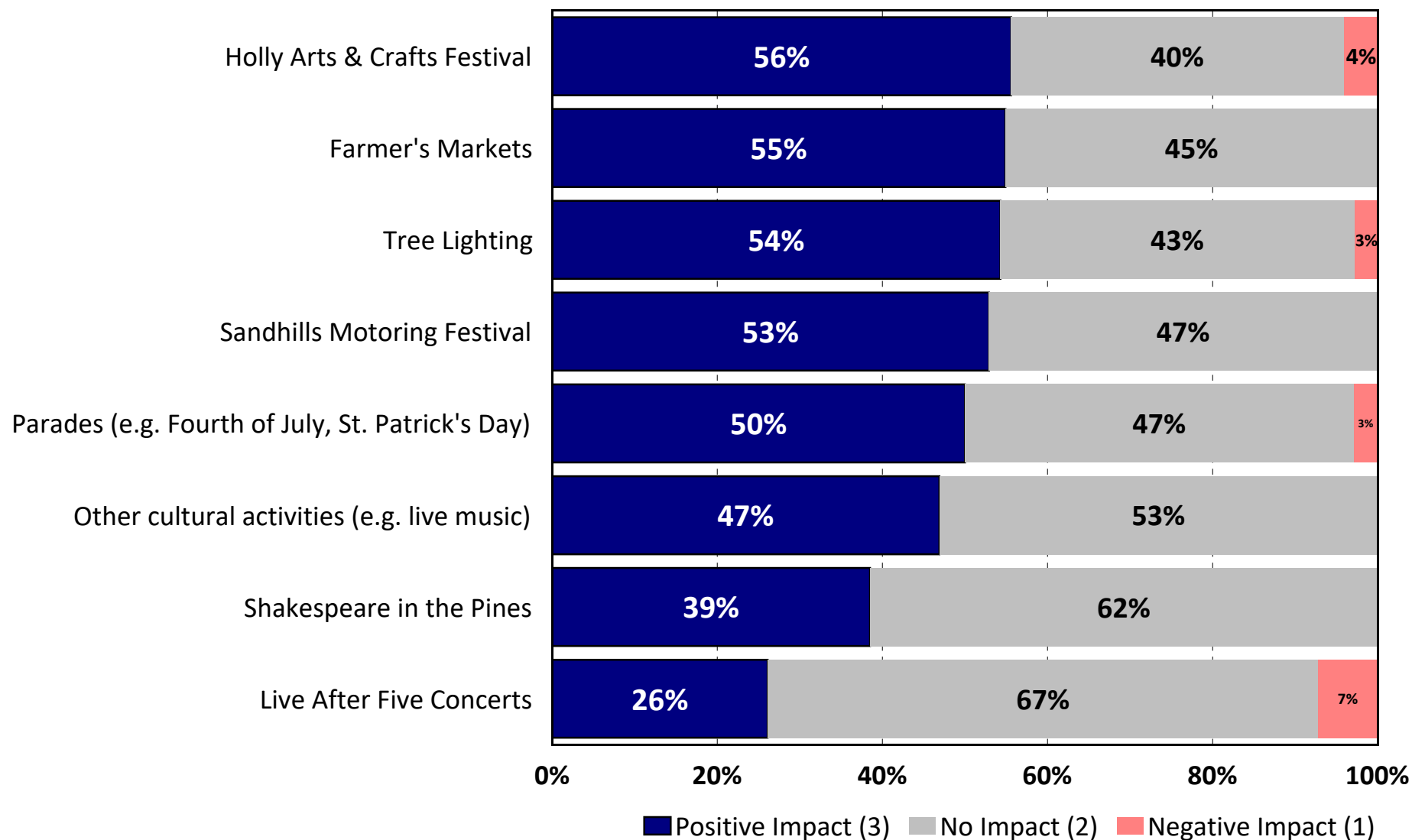
Q15. Level of Satisfaction with Community Development (Village Codes and Ordinances) - 2020 to 2023

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



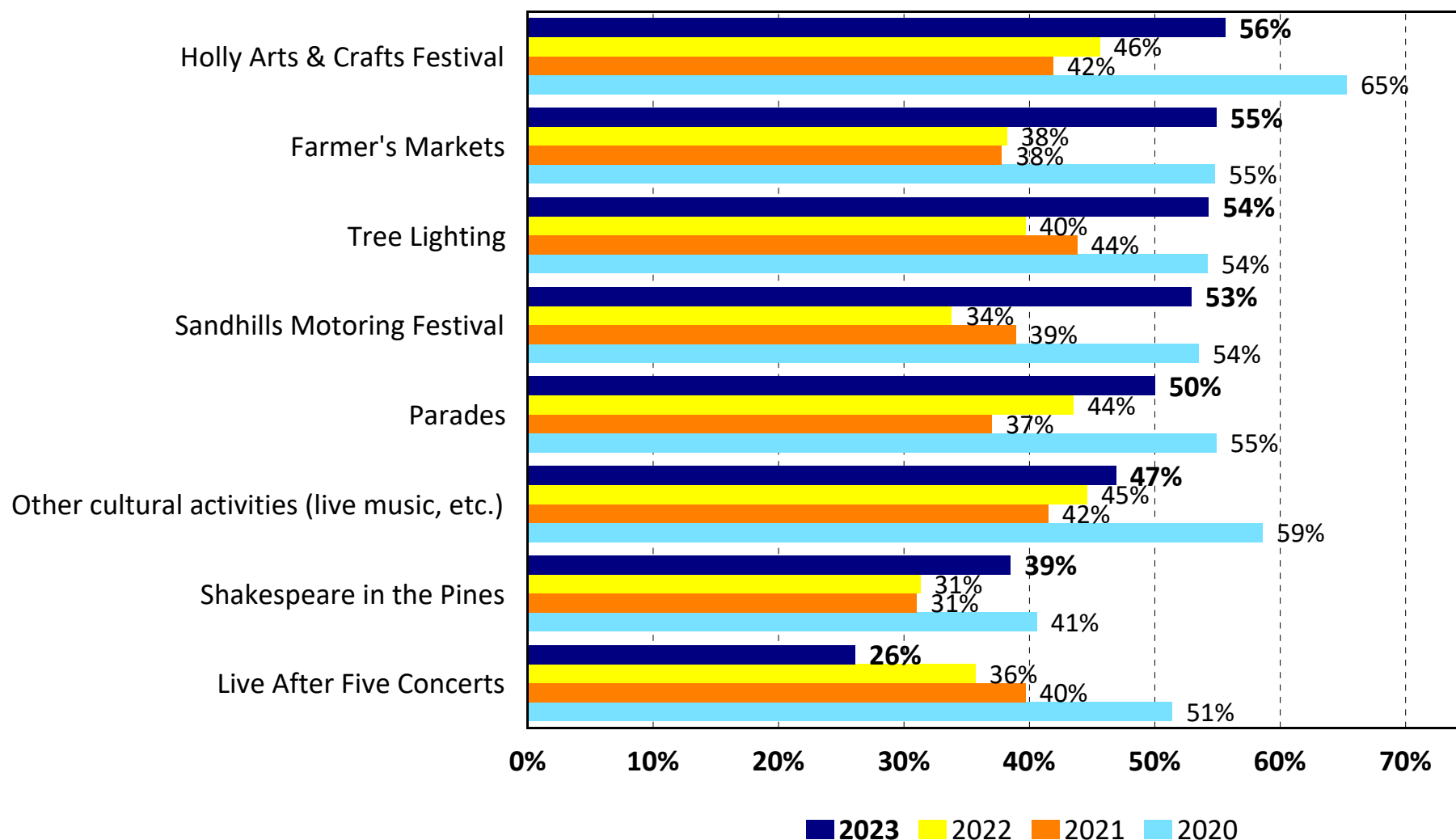
Q16. How Businesses Feel About the Impact the Following Events in the Village Center Have on Their Business

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



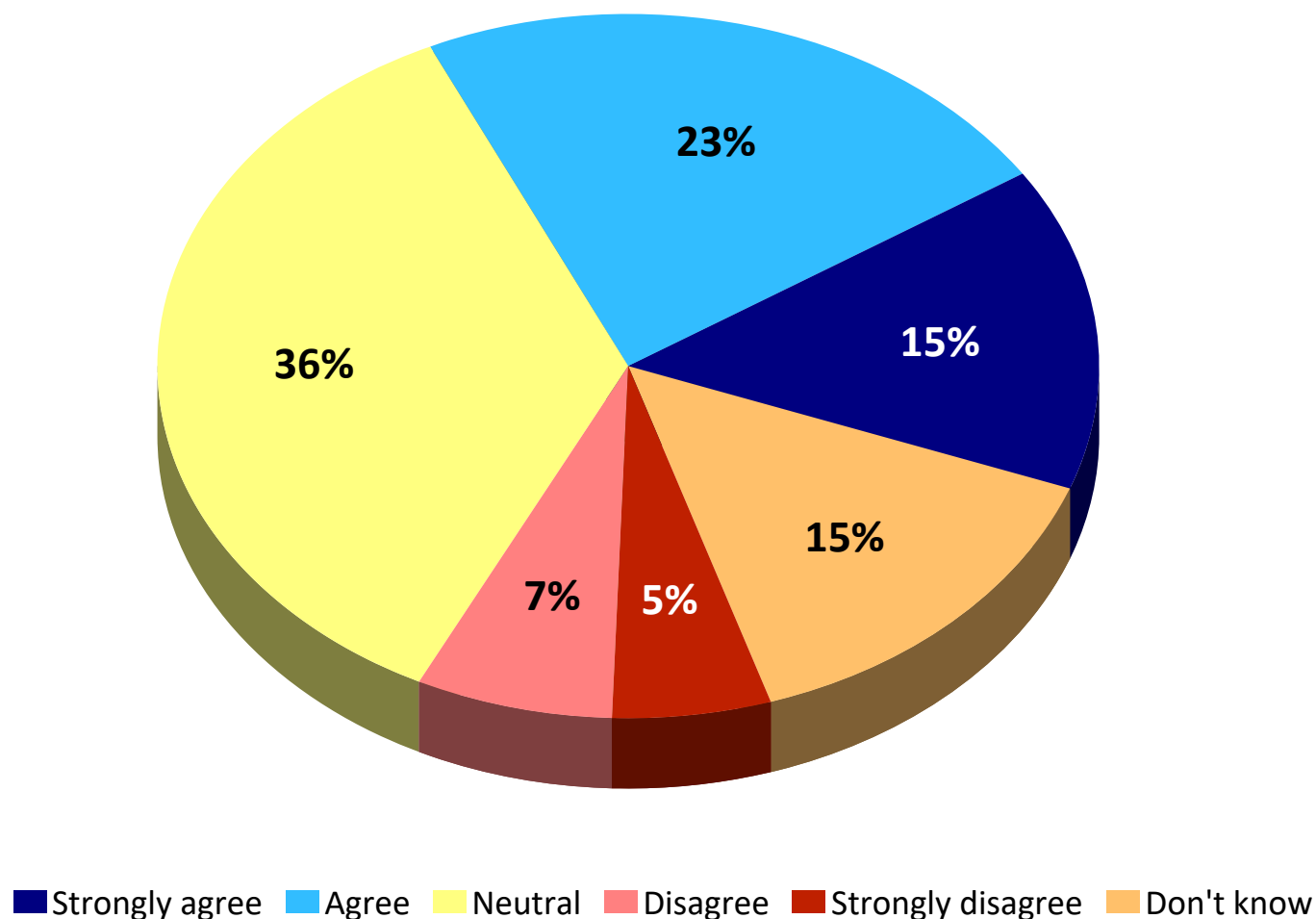
Q16. How Businesses Feel About the Impact the Following Events in the Village Center Have on Their Business 2020 to 2023

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



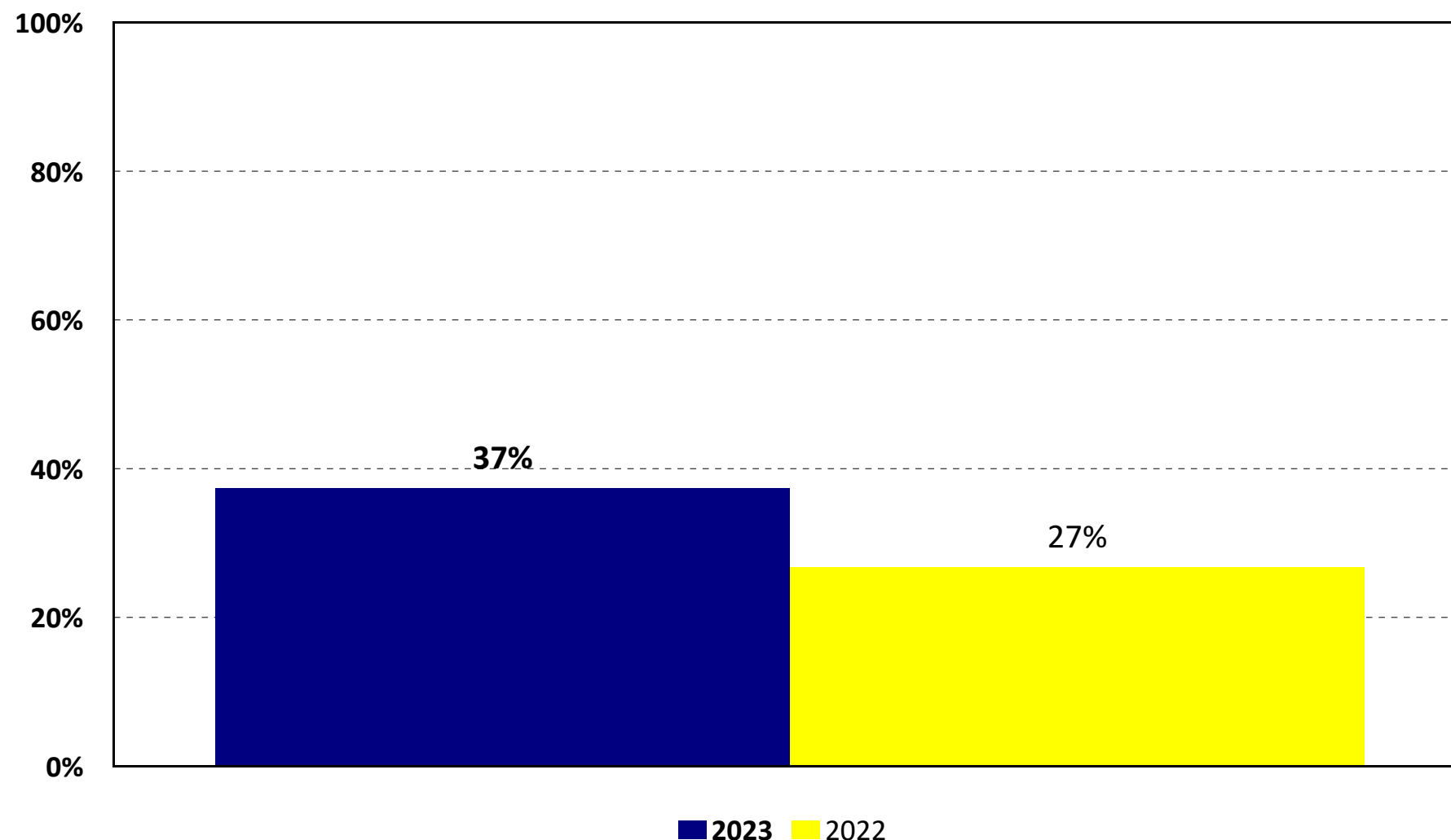
Q17. Level of Agreement With the Statement, “The Village of Pinehurst Welcome Center brings added value to my business”

by percentage of respondents



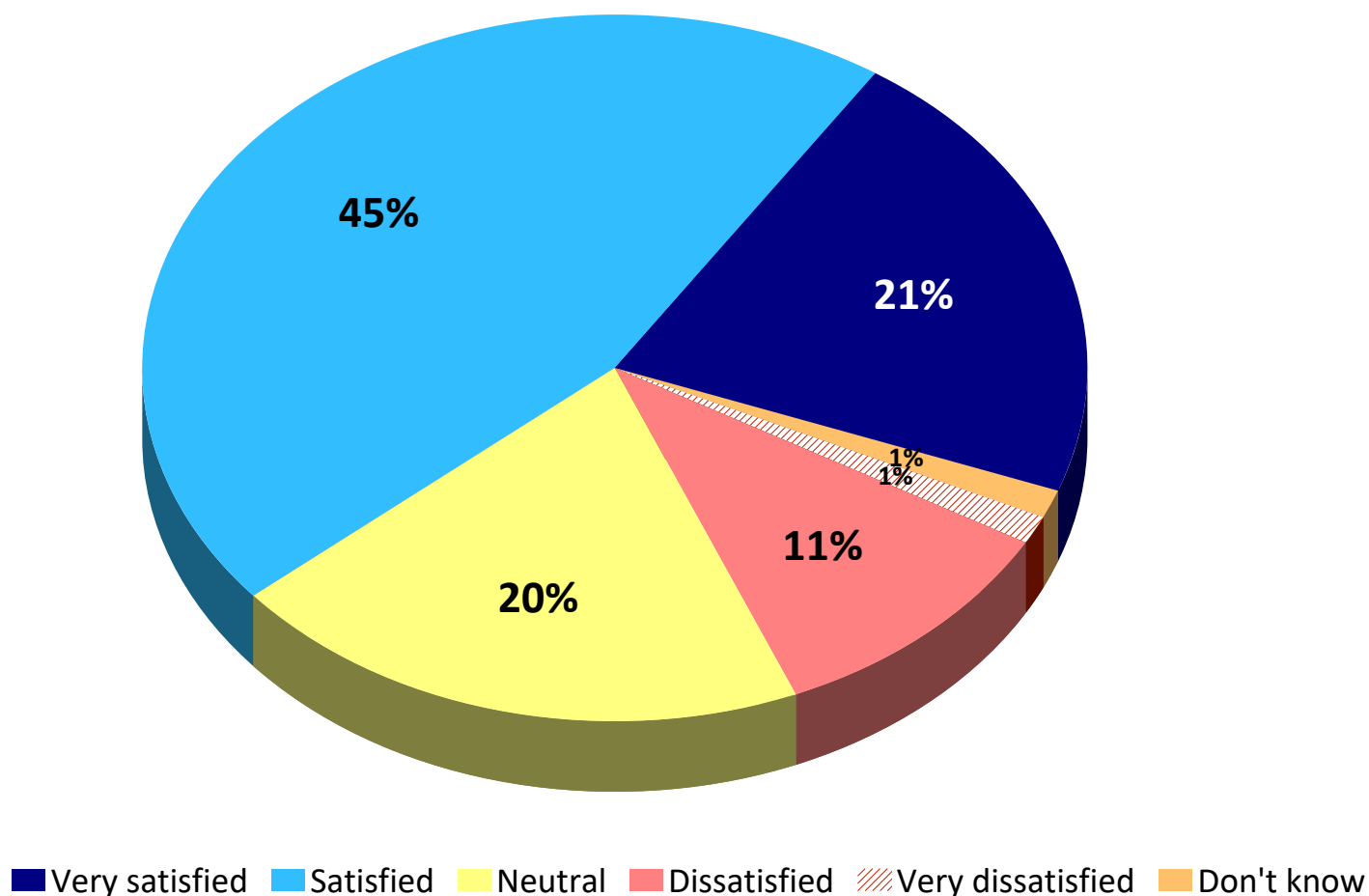
Q17. Level of Agreement With the Statement, “The Village of Pinehurst Welcome Center brings added value to my business” - 2022 vs. 2023

by percentage of respondents who “strongly agree” or “agree” with the statement



Q18. How satisfied are you with the way the Village handles events that attract large crowds to the Village?

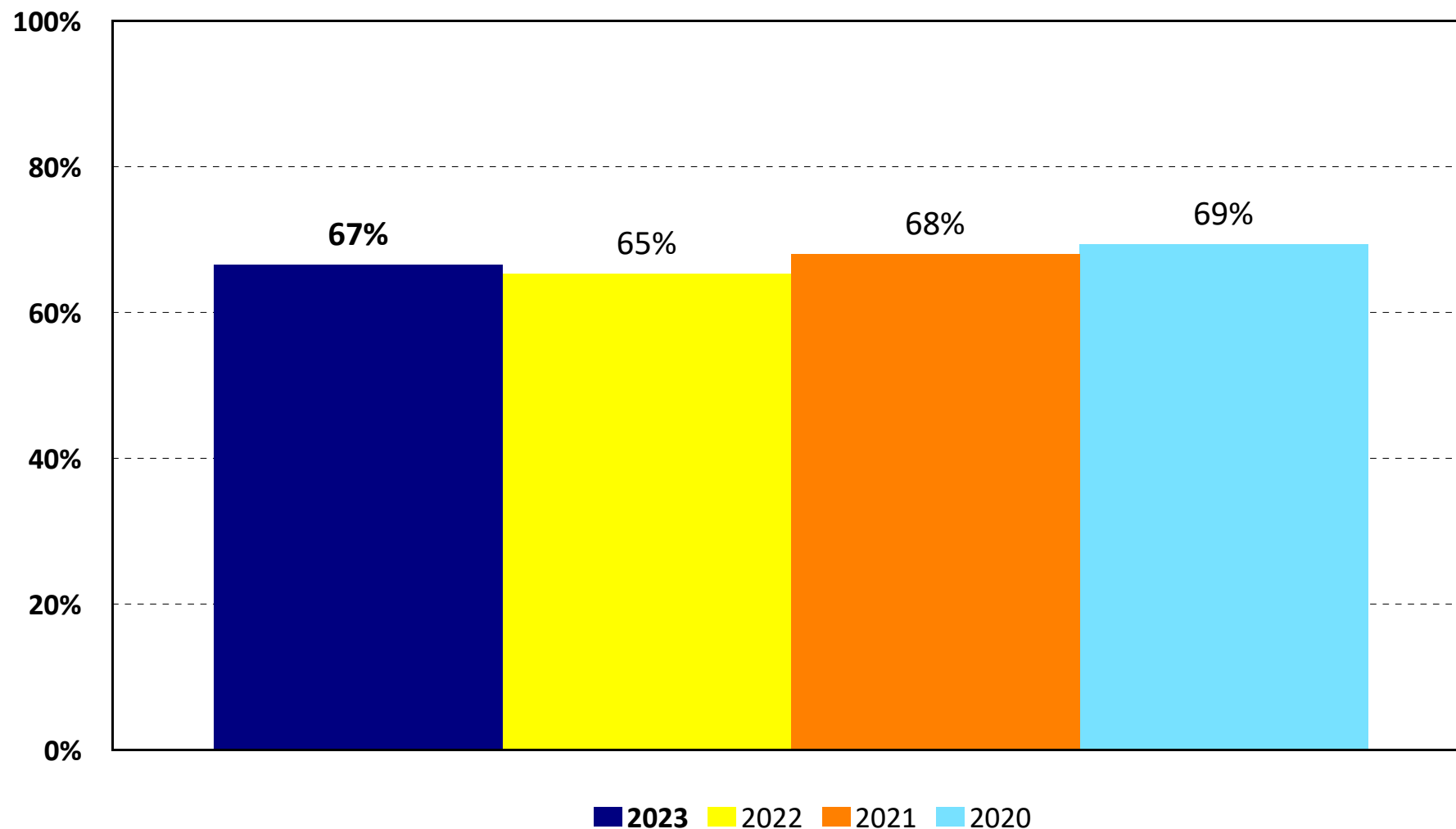
by percentage of respondents



Q18. How satisfied are you with the way the Village handles events that attract large crowds to the Village?

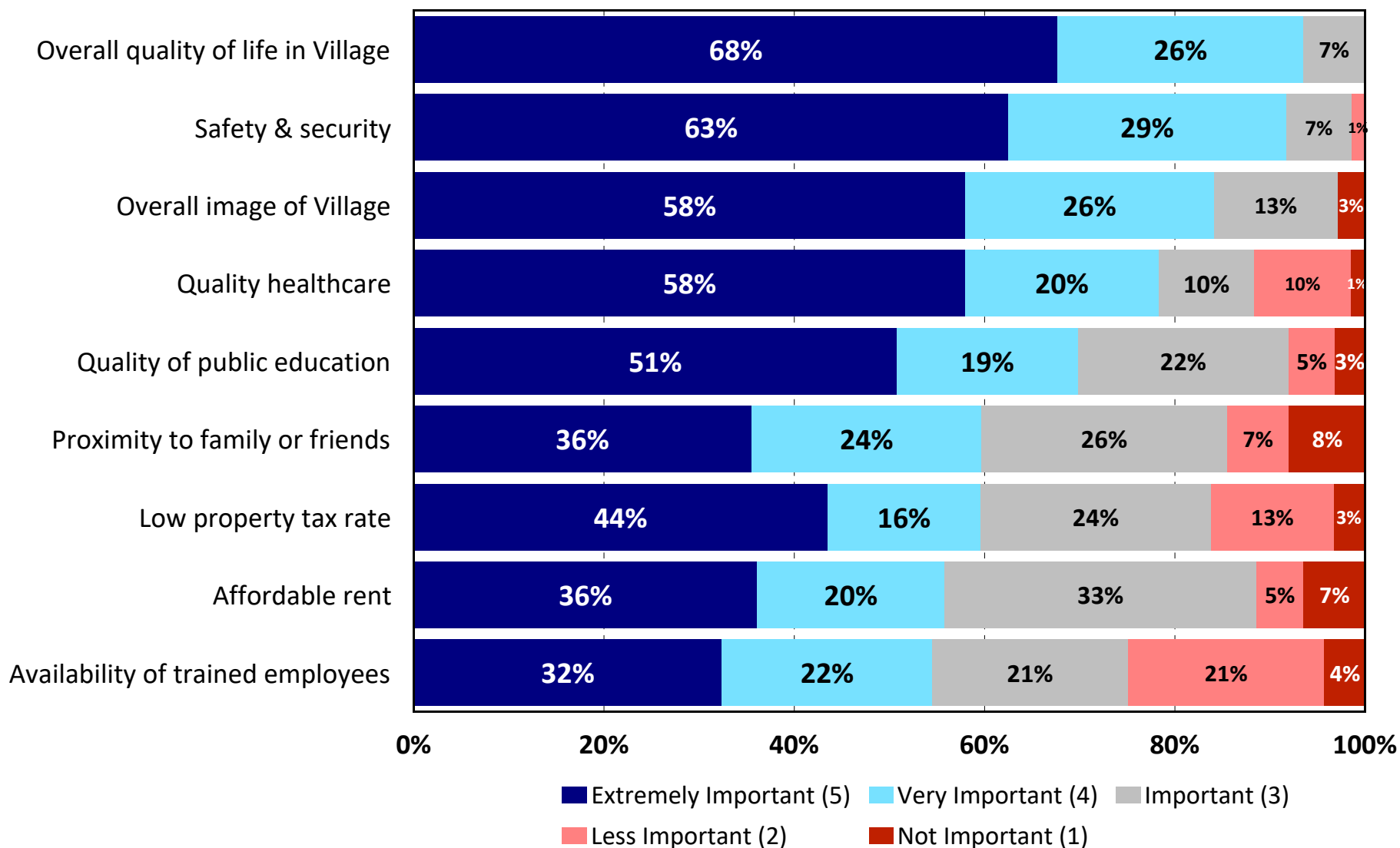
2020 to 2023

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



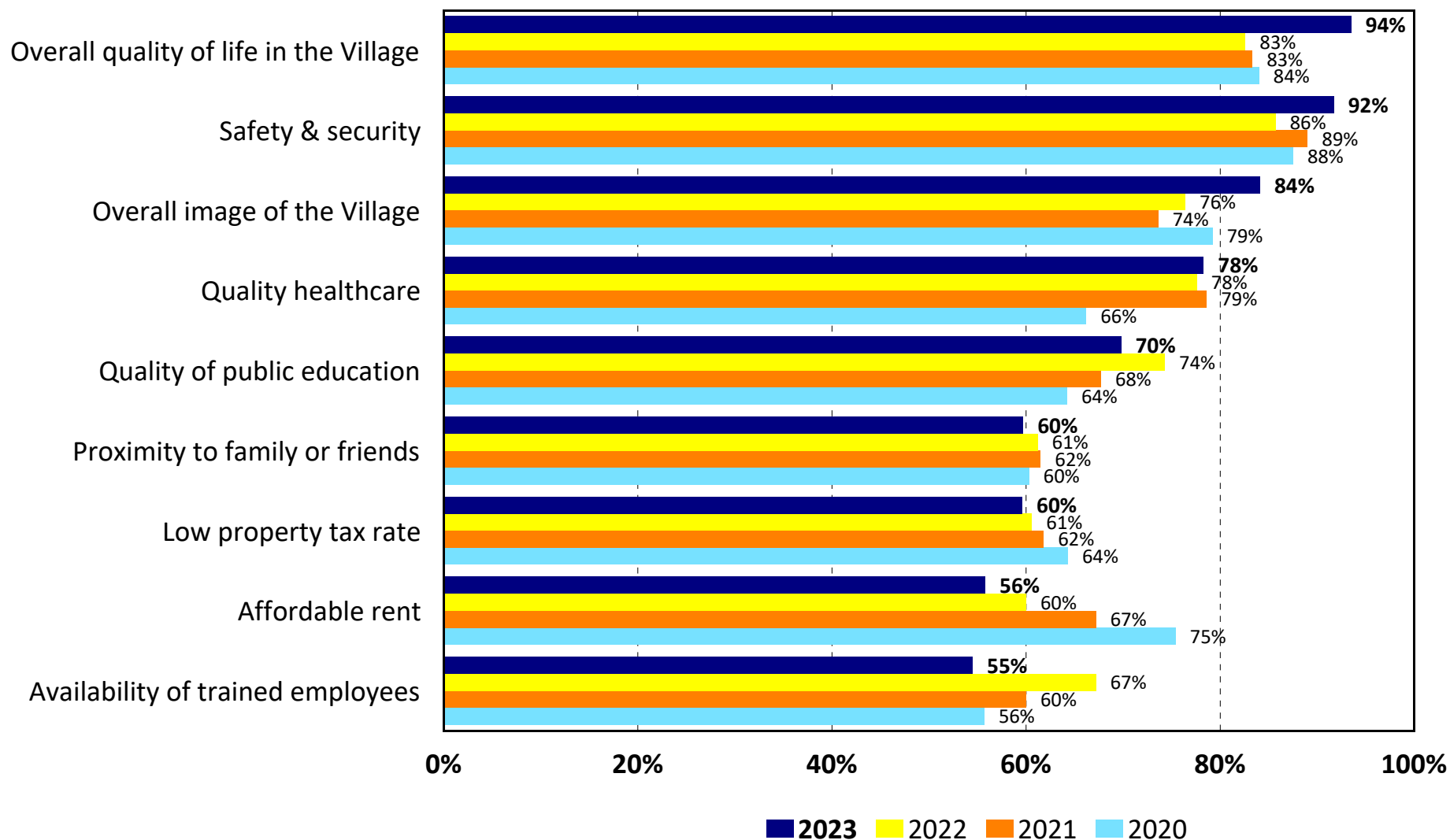
Q19. Importance of Various Reasons in Your Decision to Locate Your Business in the Village of Pinehurst

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



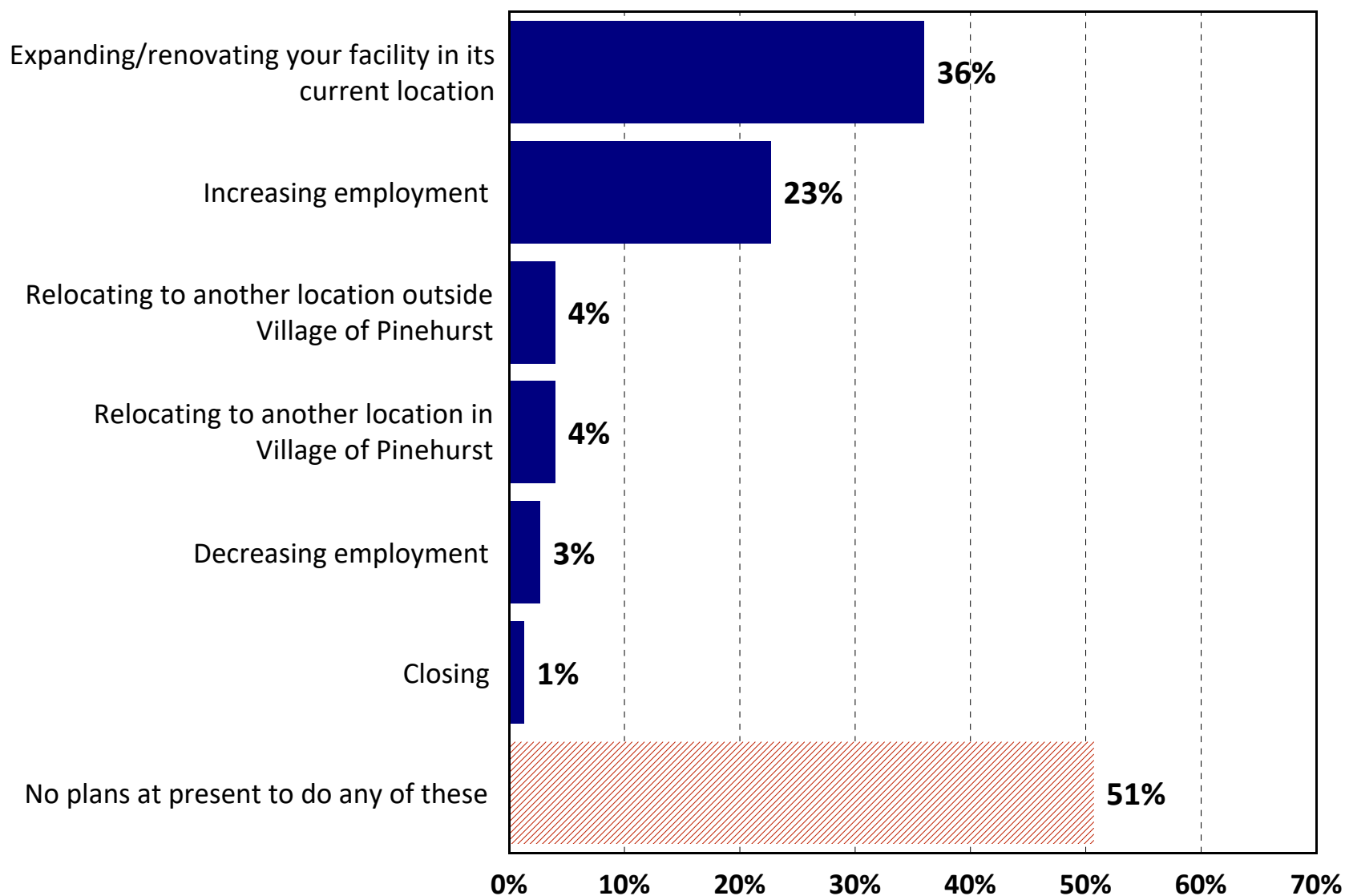
Q19. Importance of Various Reasons in Your Decision to Locate Your Business in the Village of Pinehurst 2020 to 2023

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



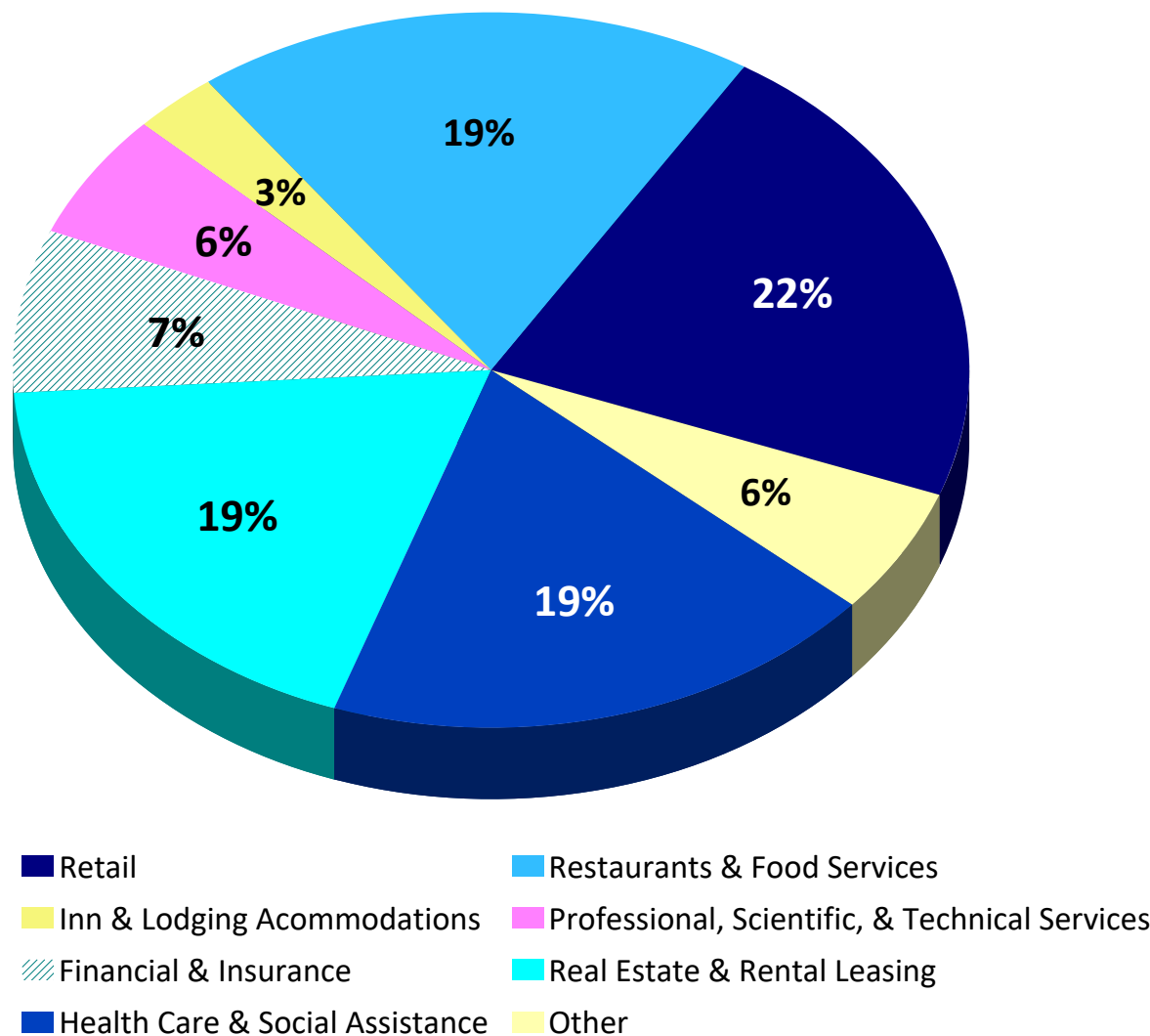
Q20. In the next three years, is your business planning to do any of the following?

by percentage of respondents



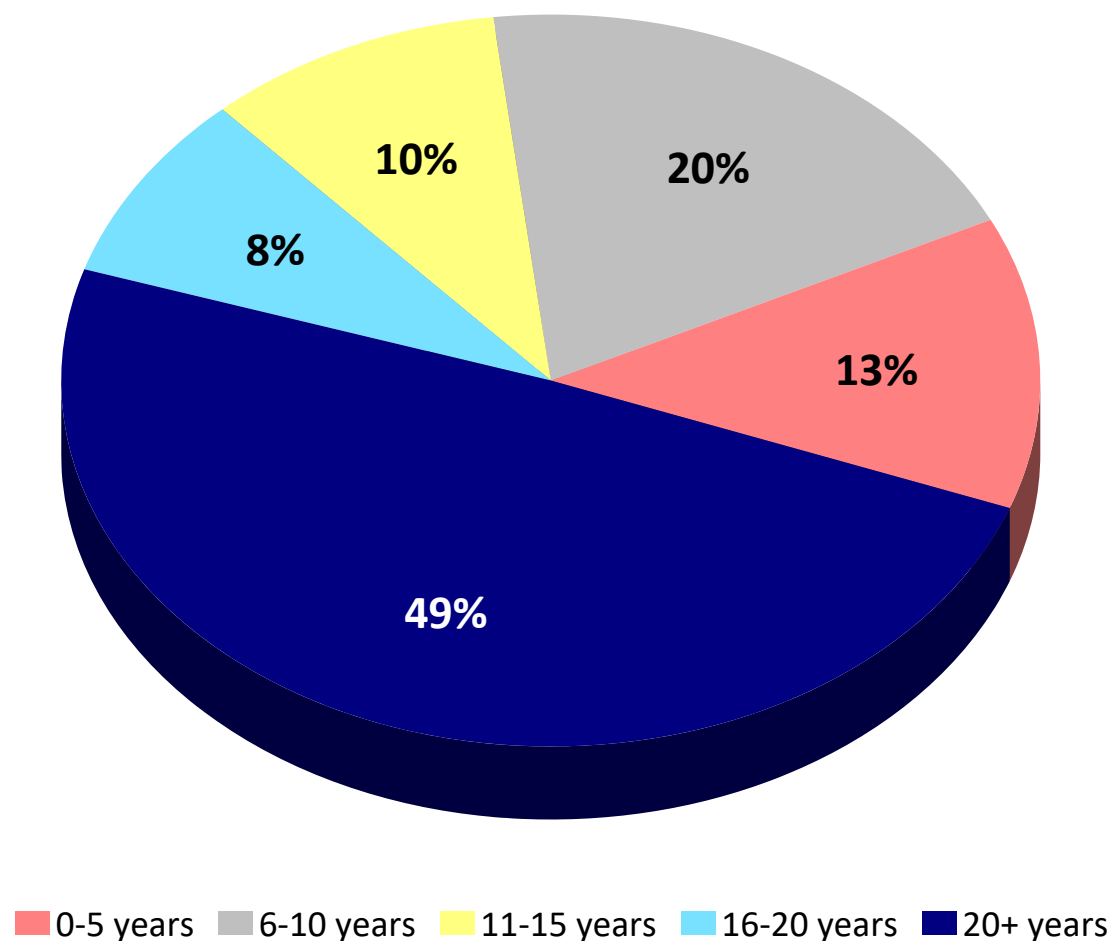
Q23. Primary Business Category

by percentage of respondents



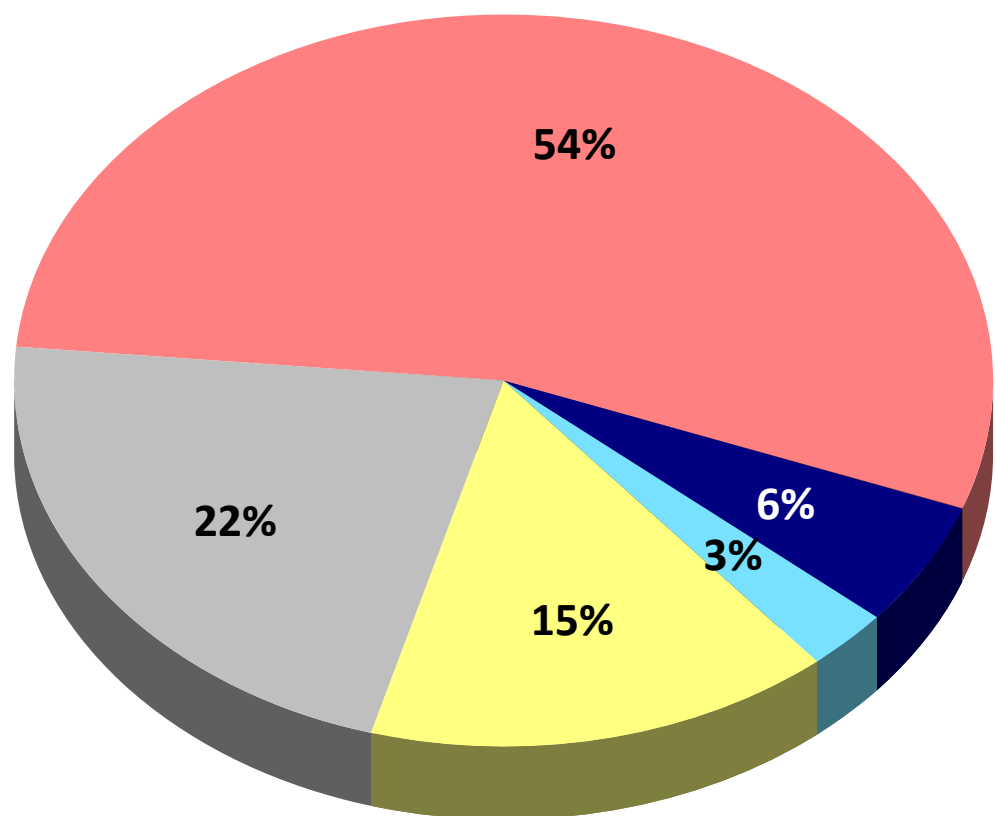
Q24. How many years have you been in operation in the Village?

by percentage of respondents (excluding "not provided")



Q25. Approximately how many employees does your organization employ in the Village of Pinehurst?

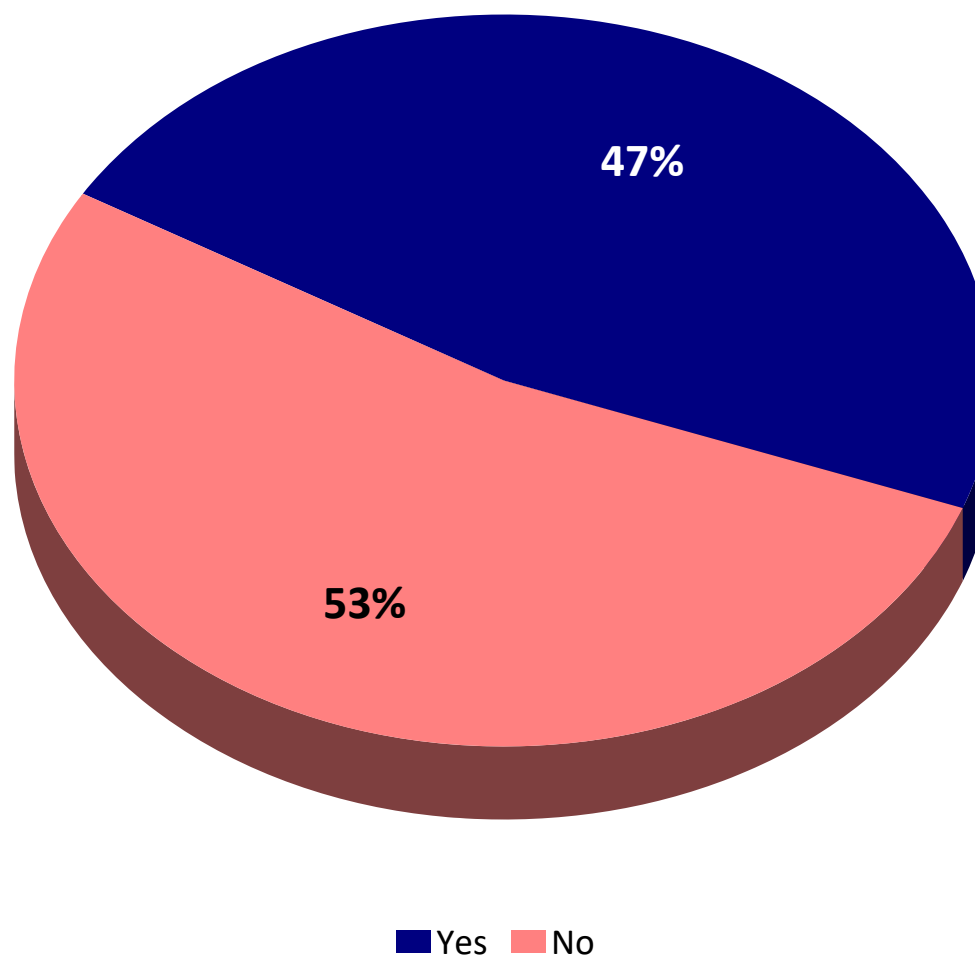
by percentage of respondents (excluding "not provided")



■ Less than 10
 ■ 10 to 24
 ■ 25 to 49
 ■ 50 to 99
 ■ 100+

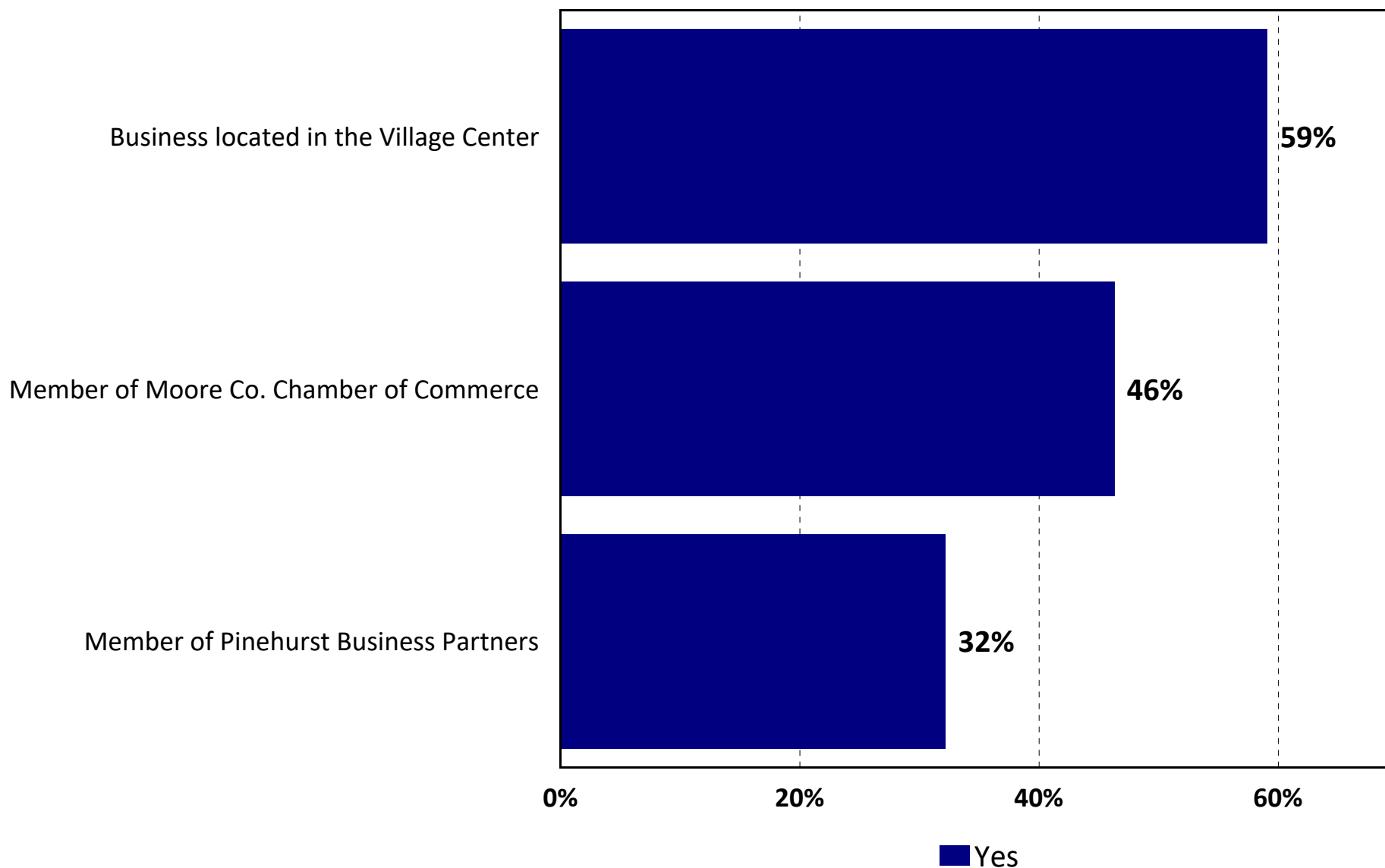
Q26. Is your personal residence in the Village of Pinehurst?

by percentage of respondents (excluding "not provided")



Q27. 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. $[IS = \text{Importance} \times (1 - \text{Satisfaction})]$.

Example of the Calculation: Respondents were asked to identify the major categories of Village services they think are most important to their business. More than half (56%) of respondents selected *Police Emergency Response* as one of the most important services for the Village to provide.

With regard to satisfaction, 90% of respondents surveyed rated the Village's overall performance of *Police Emergency Response* 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 1 minus the sum of the satisfaction percentages. In this example, 56% was multiplied by 10% (1-0.90). This yielded an I-S rating of 0.0560, 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* ($IS \geq 0.20$)
- *Increase Current Emphasis* ($0.10 \leq IS < 0.20$)
- *Maintain Current Emphasis* ($IS < 0.10$)

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

2023 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)						
Police Emergency Response	56%	1	90%	4	0.0560	1
Streets & Grounds	40%	4	89%	5	0.0444	2
Fire Inspections	24%	5	83%	8	0.0401	3
Police Patrol	51%	3	94%	3	0.0289	4
Planning & Zoning	23%	6	88%	6	0.0284	5
Code Enforcement	12%	7	79%	9	0.0259	6
Building Inspections	5%	8	83%	7	0.0090	7
Fire Emergency Response	53%	2	100%	1	0.0000	8
Village Hall (Front Desk)	5%	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.

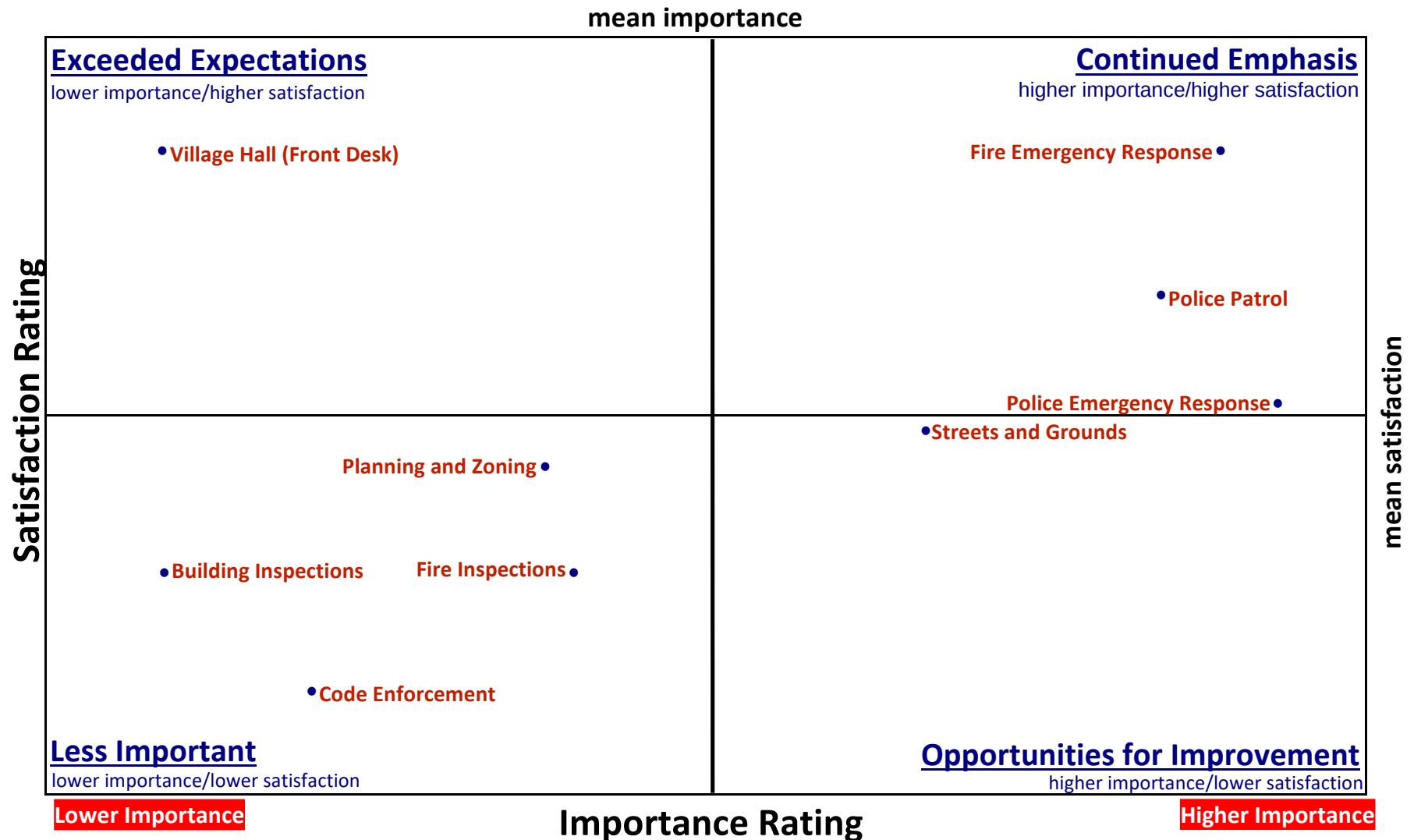
The matrix chart for the Village of Pinehurst Business Survey is provided on the following page.

2023 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)





Tabular Data

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

(N=75)

	Yes	No
Q1-1. Building Inspections	24.0%	76.0%
Q1-2. Fire Inspections	64.0%	36.0%
Q1-3. Planning & Zoning	21.3%	78.7%
Q1-4. Code Enforcement	18.7%	81.3%
Q1-5. Police Patrol	46.7%	53.3%
Q1-6. Police Emergency Response	26.7%	73.3%
Q1-7. Fire Emergency Response	17.3%	82.7%
Q1-8. Village Hall (Front Desk)	16.0%	84.0%
Q1-9. Streets & Grounds	24.0%	76.0%

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=67)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q1-1. Building Inspections	38.9%	44.4%	16.7%	0.0%	0.0%
Q1-2. Fire Inspections	60.4%	22.9%	12.5%	0.0%	4.2%
Q1-3. Planning & Zoning	62.5%	25.0%	0.0%	12.5%	0.0%
Q1-4. Code Enforcement	35.7%	42.9%	7.1%	14.3%	0.0%
Q1-5. Police Patrol	82.9%	11.4%	0.0%	0.0%	5.7%
Q1-6. Police Emergency Response	75.0%	15.0%	0.0%	0.0%	10.0%
Q1-7. Fire Emergency Response	100.0%	0.0%	0.0%	0.0%	0.0%
Q1-8. Village Hall (Front Desk)	100.0%	0.0%	0.0%	0.0%	0.0%
Q1-9. Streets & Grounds	55.6%	33.3%	11.1%	0.0%	0.0%

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

<u>Q2. Top choice</u>	<u>Number</u>	<u>Percent</u>
Building Inspections	2	2.7 %
Fire Inspections	9	12.0 %
Planning & Zoning	8	10.7 %
Code Enforcement	2	2.7 %
Police Patrol	23	30.7 %
Police Emergency Response	15	20.0 %
Fire Emergency Response	8	10.7 %
Streets & Grounds	8	10.7 %
Total	75	100.0 %

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

<u>Q2. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Building Inspections	2	2.7 %
Fire Inspections	1	1.3 %
Planning & Zoning	6	8.0 %
Code Enforcement	2	2.7 %
Police Patrol	9	12.0 %
Police Emergency Response	17	22.7 %
Fire Emergency Response	21	28.0 %
Streets & Grounds	12	16.0 %
None chosen	5	6.7 %
Total	75	100.0 %

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

<u>Q2. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Fire Inspections	8	10.7 %
Planning & Zoning	3	4.0 %
Code Enforcement	5	6.7 %
Police Patrol	6	8.0 %
Police Emergency Response	10	13.3 %
Fire Emergency Response	11	14.7 %
Village Hall (Front Desk)	4	5.3 %
Streets & Grounds	10	13.3 %
None chosen	18	24.0 %
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)

<u>Q2. Sum of top 3 choices</u>	<u>Number</u>	<u>Percent</u>
Building Inspections	4	5.3 %
Fire Inspections	18	24.0 %
Planning & Zoning	17	22.7 %
Code Enforcement	9	12.0 %
Police Patrol	38	50.7 %
Police Emergency Response	42	56.0 %
Fire Emergency Response	40	53.3 %
Village Hall (Front Desk)	4	5.3 %
Streets & Grounds	30	40.0 %
Total	202	

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	Number	Percent
Significantly higher than your expectations	5	6.7 %
Higher than your expectations	15	20.0 %
Meets your expectations	42	56.0 %
Below your expectations	4	5.3 %
Significantly below your expectations	4	5.3 %
Don't know	5	6.7 %
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	Number	Percent
Significantly higher than your expectations	5	7.1 %
Higher than your expectations	15	21.4 %
Meets your expectations	42	60.0 %
Below your expectations	4	5.7 %
Significantly below your expectations	4	5.7 %
Total	70	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	18.7%	30.7%	30.7%	13.3%	5.3%	1.3%
Q4-2. Availability of employee & customer parking around your business	16.0%	25.3%	22.7%	20.0%	16.0%	0.0%
Q4-3. Condition of sidewalks	30.7%	30.7%	21.3%	8.0%	2.7%	6.7%
Q4-4. Creating & promoting special events	16.0%	45.3%	20.0%	12.0%	2.7%	4.0%
Q4-5. Historic preservation efforts	29.3%	40.0%	21.3%	0.0%	4.0%	5.3%
Q4-6. Cleanliness of Village streets & public areas	37.3%	40.0%	18.7%	2.7%	0.0%	1.3%
Q4-7. Landscape maintenance in rights-of-way & public areas	41.3%	38.7%	17.3%	2.7%	0.0%	0.0%
Q4-8. Level of involvement in local decisions	9.3%	25.3%	34.7%	6.7%	8.0%	16.0%

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	18.9%	31.1%	31.1%	13.5%	5.4%
Q4-2. Availability of employee & customer parking around your business	16.0%	25.3%	22.7%	20.0%	16.0%
Q4-3. Condition of sidewalks	32.9%	32.9%	22.9%	8.6%	2.9%
Q4-4. Creating & promoting special events	16.7%	47.2%	20.8%	12.5%	2.8%
Q4-5. Historic preservation efforts	31.0%	42.3%	22.5%	0.0%	4.2%
Q4-6. Cleanliness of Village streets & public areas	37.8%	40.5%	18.9%	2.7%	0.0%
Q4-7. Landscape maintenance in rights-of-way & public areas	41.3%	38.7%	17.3%	2.7%	0.0%
Q4-8. Level of involvement in local decisions	11.1%	30.2%	41.3%	7.9%	9.5%

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	40.0%	48.0%	8.0%	2.7%	0.0%	1.3%
Q5-2. Overall quality of business environment	28.0%	32.0%	24.0%	12.0%	2.7%	1.3%
Q5-3. Overall affordability of employee housing	2.7%	13.3%	44.0%	16.0%	8.0%	16.0%
Q5-4. Overall feeling of safety	66.7%	32.0%	0.0%	0.0%	0.0%	1.3%
Q5-5. Quality of new commercial development in Village	18.7%	30.7%	22.7%	13.3%	1.3%	13.3%
Q5-6. Overall appearance of Village	56.0%	37.3%	5.3%	0.0%	0.0%	1.3%

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	40.5%	48.6%	8.1%	2.7%	0.0%
Q5-2. Overall quality of business environment	28.4%	32.4%	24.3%	12.2%	2.7%
Q5-3. Overall affordability of employee housing	3.2%	15.9%	52.4%	19.0%	9.5%
Q5-4. Overall feeling of safety	67.6%	32.4%	0.0%	0.0%	0.0%
Q5-5. Quality of new commercial development in Village	21.5%	35.4%	26.2%	15.4%	1.5%
Q5-6. Overall appearance of Village	56.8%	37.8%	5.4%	0.0%	0.0%

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	28	37.3 %
Likely	22	29.3 %
Somewhat likely	15	20.0 %
Not likely	4	5.3 %
Not likely at all	5	6.7 %
Don't know	1	1.3 %
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	28	37.8 %
Likely	22	29.7 %
Somewhat likely	15	20.3 %
Not likely	4	5.4 %
Not likely at all	5	6.8 %
Total	74	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	23	30.7 %
No change, but good	33	44.0 %
Worse	8	10.7 %
Don't know	11	14.7 %
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	23	35.9 %
No change, but good	33	51.6 %
Worse	8	12.5 %
Total	64	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 business environment	8.0%	25.3%	20.0%	2.7%	6.7%	37.3%
Q8-2. Overall quality of Village services	10.7%	30.7%	20.0%	4.0%	0.0%	34.7%
Q8-3. Customer service provided by Village employees	14.7%	22.7%	18.7%	4.0%	0.0%	40.0%

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 business environment	12.8%	40.4%	31.9%	4.3%	10.6%
Q8-2. Overall quality of Village services	16.3%	46.9%	30.6%	6.1%	0.0%
Q8-3. Customer service provided by Village employees	24.4%	37.8%	31.1%	6.7%	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	20	26.7 %
Good	35	46.7 %
Poor	3	4.0 %
Don't know	17	22.7 %
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	20	34.5 %
Good	35	60.3 %
Poor	3	5.2 %
Total	58	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	Strongly disagree	Don't know
Q10-1. Village staff was responsive to my needs	30.7%	25.3%	10.7%	4.0%	2.7%	26.7%
Q10-2. Village staff was competent	34.7%	29.3%	8.0%	2.7%	0.0%	25.3%
Q10-3. Village staff was courteous	38.7%	26.7%	9.3%	0.0%	0.0%	25.3%
Q10-4. My issue was resolved promptly	20.0%	24.0%	14.7%	6.7%	4.0%	30.7%

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	Strongly disagree
Q10-1. Village staff was responsive to my needs	41.8%	34.5%	14.5%	5.5%	3.6%
Q10-2. Village staff was competent	46.4%	39.3%	10.7%	3.6%	0.0%
Q10-3. Village staff was courteous	51.8%	35.7%	12.5%	0.0%	0.0%
Q10-4. My issue was resolved promptly	28.8%	34.6%	21.2%	9.6%	5.8%

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	7	9.3 %
Satisfied	28	37.3 %
Neutral	21	28.0 %
Dissatisfied	7	9.3 %
Very dissatisfied	11	14.7 %
Don't know	1	1.3 %
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	7	9.5 %
Satisfied	28	37.8 %
Neutral	21	28.4 %
Dissatisfied	7	9.5 %
Very dissatisfied	11	14.9 %
Total	74	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	34	45.3 %
Total	75	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	Very poor
Q12a-1. Easy to navigate	4.9%	56.1%	34.1%	2.4%	2.4%
Q12a-2. Availability of information about Village services	12.2%	48.8%	29.3%	9.8%	0.0%

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	3	7.3 %
Satisfied	25	61.0 %
Neutral	11	26.8 %
Very dissatisfied	1	2.4 %
Don't know	1	2.4 %
Total	41	100.0 %

WITHOUT "DON'T KNOW"**Q12b. Overall, how satisfied would you say you were with the Village of Pinehurst Website? Would you say you were... (without "don't know")**

Q12b. How satisfied were you with Village of Pinehurst
website

	Number	Percent
Very satisfied	3	7.5 %
Satisfied	25	62.5 %
Neutral	11	27.5 %
Very dissatisfied	1	2.5 %
Total	40	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	6	8.0 %
No	69	92.0 %
Total	75	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	2	33.3 %
Satisfied	3	50.0 %
Neutral	1	16.7 %
Total	6	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	24	32.0 %
Village website	14	18.7 %
Email (monthly business eNews)	49	65.3 %
Workshops/business forums	6	8.0 %
Social media	18	24.0 %
Personal calls/visits	26	34.7 %
Newsletters	16	21.3 %
Brochures	1	1.3 %
MY VOP mobile app	2	2.7 %
Engage Pinehurst online engagement portal (engage.vopnc. org)	3	4.0 %
Other	1	1.3 %
Total	160	

Q14-11. Other:

Q14-11. Other	Number	Percent
Text message	1	100.0 %
Total	1	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	8.0%	40.0%	29.3%	8.0%	2.7%	12.0%
Q15-2. Business signage regulations	12.0%	37.3%	28.0%	4.0%	6.7%	12.0%
Q15-3. Historic District Guidelines	24.0%	34.7%	21.3%	4.0%	0.0%	16.0%

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	9.1%	45.5%	33.3%	9.1%	3.0%
Q15-2. Business signage regulations	13.6%	42.4%	31.8%	4.5%	7.6%
Q15-3. Historic District Guidelines	28.6%	41.3%	25.4%	4.8%	0.0%

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. Farmer's Markets	52.0%	42.7%	0.0%	5.3%
Q16-2. Live After Five Concerts	24.0%	61.3%	6.7%	8.0%
Q16-3. Parades (e.g. Fourth of July, St. Patrick's Day, US Kids)	46.7%	44.0%	2.7%	6.7%
Q16-4. Holly Arts & Crafts Festival	53.3%	38.7%	4.0%	4.0%
Q16-5. Tree Lighting	50.7%	40.0%	2.7%	6.7%
Q16-6. Shakespeare in the Pines	33.3%	53.3%	0.0%	13.3%
Q16-7. Sandhills Motoring Festival	49.3%	44.0%	0.0%	6.7%
Q16-8. Other cultural activities (e.g., performing arts)	40.0%	45.3%	0.0%	14.7%

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. Farmer's Markets	54.9%	45.1%	0.0%
Q16-2. Live After Five Concerts	26.1%	66.7%	7.2%
Q16-3. Parades (e.g. Fourth of July, St. Patrick's Day, US Kids)	50.0%	47.1%	2.9%
Q16-4. Holly Arts & Crafts Festival	55.6%	40.3%	4.2%
Q16-5. Tree Lighting	54.3%	42.9%	2.9%
Q16-6. Shakespeare in the Pines	38.5%	61.5%	0.0%
Q16-7. Sandhills Motoring Festival	52.9%	47.1%	0.0%
Q16-8. Other cultural activities (e.g., performing arts)	46.9%	53.1%	0.0%

Q17. Welcome Center. Please rate your level of agreement with the following statement: The Village of Pinehurst Welcome Center brings added value to my business.

Q17. The Village of Pinehurst Welcome Center brings added value to my business	Number	Percent
Strongly agree	11	14.7 %
Agree	17	22.7 %
Neutral	27	36.0 %
Disagree	5	6.7 %
Strongly disagree	4	5.3 %
Don't know	11	14.7 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q17. Welcome Center. Please rate your level of agreement with the following statement: The Village of Pinehurst Welcome Center brings added value to my business. (without "don't know")

Q17. The Village of Pinehurst Welcome Center brings added value to my business	Number	Percent
Strongly agree	11	17.2 %
Agree	17	26.6 %
Neutral	27	42.2 %
Disagree	5	7.8 %
Strongly disagree	4	6.3 %
Total	64	100.0 %

Q18. 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)?

Q18. How satisfied are you with the way Village handles events that attract large crowds to Village	Number	Percent
Very satisfied	16	21.3 %
Satisfied	34	45.3 %
Neutral	15	20.0 %
Dissatisfied	8	10.7 %
Very dissatisfied	1	1.3 %
Don't know	1	1.3 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q18. 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")

Q18. How satisfied are you with the way Village handles events that attract large crowds to Village	Number	Percent
Very satisfied	16	21.6 %
Satisfied	34	45.9 %
Neutral	15	20.3 %
Dissatisfied	8	10.8 %
Very dissatisfied	1	1.4 %
Total	74	100.0 %

Q19. 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
Q19-1. Overall image of Village	53.3%	24.0%	12.0%	0.0%	2.7%	8.0%
Q19-2. Safety & security	60.0%	28.0%	6.7%	1.3%	0.0%	4.0%
Q19-3. Availability of trained employees	29.3%	20.0%	18.7%	18.7%	4.0%	9.3%
Q19-4. Low property tax rate	36.0%	13.3%	20.0%	10.7%	2.7%	17.3%
Q19-5. Quality healthcare	53.3%	18.7%	9.3%	9.3%	1.3%	8.0%
Q19-6. Affordable rent	29.3%	16.0%	26.7%	4.0%	5.3%	18.7%
Q19-7. Proximity to family or friends	29.3%	20.0%	21.3%	5.3%	6.7%	17.3%
Q19-8. Quality of public education	42.7%	16.0%	18.7%	4.0%	2.7%	16.0%
Q19-9. Overall quality of life in Village	56.0%	21.3%	5.3%	0.0%	0.0%	17.3%

WITHOUT "NOT PROVIDED"

Q19. 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
Q19-1. Overall image of Village	58.0%	26.1%	13.0%	0.0%	2.9%
Q19-2. Safety & security	62.5%	29.2%	6.9%	1.4%	0.0%
Q19-3. Availability of trained employees	32.4%	22.1%	20.6%	20.6%	4.4%
Q19-4. Low property tax rate	43.5%	16.1%	24.2%	12.9%	3.2%
Q19-5. Quality healthcare	58.0%	20.3%	10.1%	10.1%	1.4%
Q19-6. Affordable rent	36.1%	19.7%	32.8%	4.9%	6.6%
Q19-7. Proximity to family or friends	35.5%	24.2%	25.8%	6.5%	8.1%
Q19-8. Quality of public education	50.8%	19.0%	22.2%	4.8%	3.2%
Q19-9. Overall quality of life in Village	67.7%	25.8%	6.5%	0.0%	0.0%

Q20. In the next THREE years, is your business planning to do any of the following?

Q20. What is your business planning to do in next three years	Number	Percent
Expanding/renovating your facility in its current location	27	36.0 %
Relocating to another location in Village of Pinehurst	3	4.0 %
Relocating to another location outside Village of Pinehurst	3	4.0 %
Decreasing employment	2	2.7 %
Increasing employment	17	22.7 %
Closing	1	1.3 %
No plans at present to do any of these	38	50.7 %
Total	91	

Q20-2. Where is your business planning to relocate to another location in the Village of Pinehurst?

Q20-2. Where	Number	Percent
Magnolia	1	33.3 %
One block away	1	33.3 %
Renting or building a medical facility near the Hospital	1	33.3 %
Total	3	100.0 %

Q20-2. Why is your business planning to relocate to another location in the Village of Pinehurst?

Q20-2. Why	Number	Percent
Foot traffic	1	33.3 %
Visibility	1	33.3 %
Outgrown our current office space	1	33.3 %
Total	3	100.0 %

Q20-3. What city/where is your business planning to relocate to another location outside the Village of Pinehurst?

Q20-3. What city/where	Number	Percent
TN or FL	1	100.0 %
Total	1	100.0 %

Q20-3. Why is your business planning to relocate to another location outside the Village of Pinehurst?

Q20-3. Why	Number	Percent
Taxes and ease of approvals for modifications to business location	1	100.0 %
Total	1	100.0 %

Q20-4. Please indicate the anticipated number of layoffs:

Q20-4. Anticipated number of layoffs	Number	Percent
3	1	50.0 %
4	1	50.0 %
Total	2	100.0 %

Q20-5. Please indicate the anticipated number of new hires:

Q20-5. Anticipated number of new hires	Number	Percent
1	2	11.8 %
2	5	29.4 %
3	3	17.6 %
4+	6	35.3 %
Not provided	1	5.9 %
Total	17	100.0 %

WITHOUT "NOT PROVIDED"**Q20-5. Please indicate the anticipated number of new hires: (without "not provided")**

Q20-5. Anticipated number of new hires	Number	Percent
1	2	12.5 %
2	5	31.3 %
3	3	18.8 %
4+	6	37.5 %
Total	16	100.0 %

Q20-5. Please indicate the HOURLY Wage Level:

<u>Q20-5. Hourly wage level</u>	<u>Number</u>	<u>Percent</u>
9	1	7.1 %
15	3	21.4 %
16	1	7.1 %
17	1	7.1 %
18	1	7.1 %
19	2	14.3 %
20	5	35.7 %
Total	14	100.0 %

Q20-6. Why is your business planning to close?

<u>Q20-6. Why closing</u>	<u>Number</u>	<u>Percent</u>
Retiring	1	100.0 %
Total	1	100.0 %

Q21. What are the most important issues facing Pinehurst today?

- Can't find good employees
- Comprehensive planning for increased in and around the Village.
- Congestion
- Convenient parking.
- Expansion efforts create a lot of congestion on Hwy 5-grid lock.
- Growing too fast, infrastructure not keeping up.
- Growth
- Growth, traffic, parking
- Infrastructure on the growth. Water flow issues and future needs.
- Lack of direct communication regarding matters directly affecting business owners.
Lost potential in the ability to be a destination space for shopping & dining with multiple spaces being taken by Real Estate offices. Long-term goals seem not to reflect the general consensus of the people that live here and pour back into it everyday (Harness Track Plans, etc.)
Dealing with fast, large, growth appropriately.
- Lack of parking
- Live at 5 decreases business on a Friday night for restaurants. That is our busiest night but not when there is a Live at 5. Include local businesses in that event or perhaps hold on a Saturday night.
- Need for a more vibrant core. Changed brought on by USGA arrival.
- No attention to business development to meet local and tourist expectations.
- Over population of families in the area, congested roads (especially near schools and events)
- Overgrowth with lack of infrastructure.
- Parking
- Parking
- Parking
- Parking
- Parking
- Parking
- Parking. Lack of ! No more real estate offices. Lunch options.
- Pinehurst remaining relevant.
- Planning for growth
- Population Growth Management
- Property tax increase
- Qualified employees
- Quality healthcare. Some of their ordinances are a problem.
- The police are very disrespectful, they talk down to you, not to you.
- There is room enough to add another parking space in front of my storefront. The city came and measured and said there was enough and nothing ever happen!
- Traffic
- Traffic and getting to big.
- Traffic and parking. We don't know the impact on our business with the new USGA buildings. Storm water work
- Traffic circles are intense.
- Traffic Demands and Safety, Public School capacity

Q21. What are the most important issues facing Pinehurst today?

- Village is dying a slow death - its beautiful and charming, but soon, the resort village in Aberdeen will be the Favored destination for tourists.
- Village Mgr. Does Not Make Owners Maintain Exterior Of Building. Market Square Looks Like A Run-Down Area- Its a disaster.

Q22. Do you have any suggestions for how the Village could serve your business better?

- Assist in facilities safety and security
- Avoid tax increase
- Better communication and execution on matters that directly affect us daily (parking).
- Come and listen to the business owners.
Surveys are very misleading.
- Commercial development.
- Communicate-zero communication.
- Continued communication.
- Difficult for employees to get to work when an event is going on.
- Does moving live after five to the Netherlands assist businesses THAT PAY RENT or does it assist food trucks who do not? Really, guys, this is ridiculous.
- Don't schedule events beyond walking distance from village shops and restaurants.
- Don't close streets before 5 pm. Enforce signage restrictions outside businesses.
- During tournaments caddy's park where employees park. Keep the quaintness of the Village.
- Eliminate short term rental ordinance.
- ENFORCE PARKING. BUILD A PARKING LOT. ASK DRIVERS TO PARK ELSEWHERE IF MORE THAN 2 HOURS. VILLAGE DOES NOTHING TO MAKE IT BETTER FOR BUSINESSES-WELCOME CENTER HARDLY OPEN
- Highlight Small Business Owners, including small medical practices like Sandhills Orthotics & Prosthetics
- Keep quality employees
- Less relator agencies and more RETAILORS!
- Live after Five: In the Village center or cancel it
- Live at 5 decreases business on a Friday night for restaurants. That is our busiest night but not when there is a Live at 5. Include local businesses in that event or perhaps hold on a Saturday night.
- Meet with Businesses and Building Owners - I have never been to a meeting in 10 years with a village where all businesses and building owners were invited. When I say never, I mean never in the past ten years - I remember it occurring 11 or 12 years ago by Natalie Hawkins.
- Parking garage.
- Permits are given to favorites, this is not fair.
- We are a small non-profit but feel that the Village is strict with Signage issues, water and flooding, and restrictions on outside renovations
- With the new road construction at the intersection of Hwy 15/501 and Memorial Drive, many cars still turn right On RED, even with the two signs posted. While it is new to everyone, I had noticed a great improvement of the flow to the circle when drivers did honor this sign and not pile into the line for the circle.

Q23. Business Category. Please indicate the primary business category of your business.

<u>Q23. Primary business category for your business</u>	<u>Number</u>	<u>Percent</u>
Retail	15	20.0 %
Restaurants & food services	13	17.3 %
Inn	2	2.7 %
Professional, scientific, & technical services	4	5.3 %
Financial & insurance	5	6.7 %
Real estate & rental leasing	13	17.3 %
Health care & social assistance	13	17.3 %
Other	4	5.3 %
Not provided	6	8.0 %
Total	75	100.0 %

WITHOUT "NOT PROVIDED"**Q23. Business Category. Please indicate the primary business category of your business. (without "not provided")**

<u>Q23. Primary business category for your business</u>	<u>Number</u>	<u>Percent</u>
Retail	15	21.7 %
Restaurants & food services	13	18.8 %
Inn	2	2.9 %
Professional, scientific, & technical services	4	5.8 %
Financial & insurance	5	7.2 %
Real estate & rental leasing	13	18.8 %
Health care & social assistance	13	18.8 %
Other	4	5.8 %
Total	69	100.0 %

Q23-9. Other

<u>Q23-9. Other</u>	<u>Number</u>	<u>Percent</u>
Church	2	50.0 %
Non-profit	1	25.0 %
Retail/office/educational	1	25.0 %
Total	4	100.0 %

Q24. How many years have you been in operation in the Village of Pinehurst?

Q24. How many years have you been in operation in
Village of Pinehurst

	Number	Percent
0-5 years	9	12.0 %
6-10 years	14	18.7 %
11-15 years	7	9.3 %
16-20 years	6	8.0 %
20+ years	35	46.7 %
Not provided	4	5.3 %
Total	75	100.0 %

WITHOUT "NOT PROVIDED"**Q24. How many years have you been in operation in the Village of Pinehurst? (without "not provided")**

Q24. How many years have you been in operation in
Village of Pinehurst

	Number	Percent
0-5 years	9	12.7 %
6-10 years	14	19.7 %
11-15 years	7	9.9 %
16-20 years	6	8.5 %
20+ years	35	49.3 %
Total	71	100.0 %

Q25. Approximately how many employees does your organization employ in the Village of Pinehurst?

Q25. How many employees does your organization employ in Village of Pinehurst	Number	Percent
Less than 10	39	52.0 %
10-24	16	21.3 %
25-49	11	14.7 %
50-99	2	2.7 %
100+	4	5.3 %
Not provided	3	4.0 %
Total	75	100.0 %

WITHOUT "NOT PROVIDED"**Q25. Approximately how many employees does your organization employ in the Village of Pinehurst? (without "not provided")**

Q25. How many employees does your organization employ in Village of Pinehurst	Number	Percent
Less than 10	39	54.2 %
10-24	16	22.2 %
25-49	11	15.3 %
50-99	2	2.8 %
100+	4	5.6 %
Total	72	100.0 %

Q26. Is your personal residence in the Village of Pinehurst?

Q26. Is your personal residence in Village of Pinehurst	Number	Percent
Yes	32	42.7 %
No	36	48.0 %
Not provided	7	9.3 %
Total	75	100.0 %

WITHOUT "NOT PROVIDED"**Q26. Is your personal residence in the Village of Pinehurst? (without "not provided")**

Q26. Is your personal residence in Village of Pinehurst	Number	Percent
Yes	32	47.1 %
No	36	52.9 %
Total	68	100.0 %

Q27. Please answer the following questions.

(N=75)

	Yes	No	Not provided
Q27-1. Are you a member of Pinehurst Business Partners	25.3%	53.3%	21.3%
Q27-2. Are you a member of Moore County Chamber of Commerce	33.3%	38.7%	28.0%
Q27-3. Is your business located in Village Center	52.0%	36.0%	12.0%

WITHOUT "NOT PROVIDED"**Q27. Please answer the following questions. (without "not provided")**

(N=75)

	Yes	No
Q27-1. Are you a member of Pinehurst Business Partners	32.2%	67.8%
Q27-2. Are you a member of Moore County Chamber of Commerce	46.3%	53.7%
Q27-3. Is your business located in Village Center	59.1%	40.9%

4

Survey Instrument



HISTORY, CHARM, AND SOUTHERN HOSPITALITY_____

July 2023

Dear Village of Pinehurst Business Leader,

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 *PinehurstBusinessSurvey.com*.

The survey data will be collected by ETC Institute, one of the nation's leading governmental research firms. Village staff will receive the survey results, without identifying information, from ETC Institute for further analysis. 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 2023 Business Survey.

Sincerely,

A handwritten signature in cursive script, reading "Jeffrey M. Sanborn".

Jeffrey M. Sanborn
Village Manager

ADMINISTRATION

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



2023 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. **Community Service Satisfaction.** 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 ____ (4) Below your expectations
 ____ (2) Higher than your expectations ____ (5) Significantly below your expectations
 ____ (3) Meets 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

5. **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."

		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 the business environment	5	4	3	2	1	9
3.	Overall affordability of employee housing	5	4	3	2	1	9
4.	Overall feeling of safety	5	4	3	2	1	9
5.	Quality of new commercial development in the Village	5	4	3	2	1	9
6.	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?**

____ (5) Very likely ____ (3) Somewhat likely ____ (1) Not likely at all
 ____ (4) Likely ____ (2) 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?**

____ (4) Better ____ (2) No change, but poor ____ (9) Don't know
 ____ (3) No change, but good ____ (1) 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 the business environment	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. **Customer Service.** Overall, how would you rate the Village of Pinehurst customer service? Would you say it is...

____ (4) Very good ____ (2) Poor ____ (9) Don't know
 ____ (3) Good ____ (1) 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. **Communication.** Overall, how satisfied are you with the job the Village of Pinehurst does communicating with business owners? Would you say you are...

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

12. Have you visited the Village's website (vopnc.org) 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...

____ (5) Very satisfied ____ (3) Neutral ____ (1) Very dissatisfied
 ____ (4) Satisfied ____ (2) 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...

____ (5) Very satisfied ____ (3) Neutral ____ (1) Very dissatisfied
 ____ (4) Satisfied ____ (2) 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 ____ (07) Newsletters
 ____ (02) Village website ____ (08) Brochures
 ____ (03) Email (Monthly Business eNews) ____ (09) MY VOP mobile app
 ____ (04) Workshops/Business forums ____ (10) Engage Pinehurst online engagement portal (engage.vopnc.org)
 ____ (05) Social media ____ (11) Other: _____
 ____ (06) Personal calls/visits

15. **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.

		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. **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.

		Positive Impact	No Impact	Negative Impact	Don't Know
1.	Farmer's 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. **Welcome Center.** Please rate your level of agreement with the following statement: The Village of Pinehurst Welcome Center brings added value to my business.

____(5) Strongly agree ____ (3) Neutral ____ (1) Strongly disagree
 ____ (4) Agree ____ (2) Disagree ____ (9) Don't know

18. 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)?

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

19. 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

20. In the next THREE years, is your business planning to do any of the following? [Check all that apply.]

- ____ (1) Expanding/renovating your facility in its current location
- ____ (2) Relocating to another location in the Village of Pinehurst
 (Where? _____ Why? _____)
- ____ (3) Relocating to another location outside the Village of Pinehurst
 (What city/where? _____ Why? _____)
- ____ (4) Decreasing employment:
 Please indicate the anticipated number of layoffs: _____
- ____ (5) Increasing employment:
 Please indicate the anticipated number of new hires: _____ HOURLY Wage Level: _____
- ____ (6) Closing (Why? _____)
- ____ (7) No plans at present to do any of these

21. **Additional Feedback.** What are the most important issues facing Pinehurst today?

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

23. Business Category. Please indicate the primary business category for your business.

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

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

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

25. Approximately how many employees does your organization employ in the Village of Pinehurst?

- | | | | |
|---|------------------------------------|--------------------------------------|--|
| ☐ (1) Less than 10 | ☐ (3) 25-49 | ☐ (5) 100-249 | ☐ (7) 500 or more |
| ☐ (2) 10-24 | ☐ (4) 50-99 | ☐ (6) 250-499 | |

26. Is your personal residence in the Village of Pinehurst? ☐ (1) Yes ☐ (2) No

27. 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.



**DISCUSS AND CONSIDER ADOPTION OF THE SMPO MEMORANDUM OF
UNDERSTANDING
ADDITIONAL AGENDA DETAILS:**

FROM:

Jeff Sanborn

CC:

Village Council

DATE OF MEMO:

10/4/2023

MEMO DETAILS:

Please, see the attached materials relating to this item.

ATTACHMENTS:

Description

- ☐ SMPO MOU 09.29.2023 with Exhibit A
- ☐ Resolution 23-45 Enter into the SMPO MOU

MEMORANDUM OF UNDERSTANDING FOR COOPERATIVE, COMPREHENSIVE, AND CONTINUING
TRANSPORTATION PLANNING

AMONG

THE VILLAGE OF PINEHURST, TOWN OF SOUTHERN PINES, TOWN OF ABERDEEN, VILLAGE OF
WHISPERING PINES, TOWN OF PINEBLUFF, VILLAGE OF FOXFIRE, TOWN OF TAYLORTOWN,
MOORE COUNTY AND THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION IN
COOPERATION WITH THE UNITED STATES DEPARTMENT OF TRANSPORTATION

WITNESSETH:

THAT WHEREAS, the Village of Pinehurst, Town of Southern Pines, Town of Aberdeen, Village of
Whispering Pines, Town of Pinebluff, Village of Foxfire, Town of Taylortown, Moore County and
the North Carolina Department of Transportation (NCDOT) desire to enter into a Memorandum
of Understanding for Cooperative, Comprehensive, and Continuing Transportation Planning,
regarding the Sandhills Metropolitan Planning Organization (SMPO);

WHEREAS, each Metropolitan Planning Organization (MPO) is required to develop a
Metropolitan Transportation Plan in cooperation with NCDOT and in accordance with 23 U.S.C.
§ 134, any amendments thereto, and any implementing regulations; and a Comprehensive
Transportation Plan in accordance with North Carolina General Statute §136-66.2; and

WHEREAS, the Metropolitan Transportation Plan serves as the basis for future transportation
improvements within the Metropolitan Planning Area (MPA);

NOW THEREFORE, in consideration of the mutual benefits afforded to each party, the parties
agree as follows:

Section 1. Naming and Boundary of the Metropolitan Planning Area

The “Sandhills Metropolitan Planning Organization” (“SMPO”) shall be the formal name for the
organization governing transportation planning for the Pinehurst-Southern Pines Urban Area as
initially defined by the United States Department of Commerce, Bureau of the Census, plus the
additional existing urbanized area beyond the existing urbanized area boundary that is
expected to become urbanized within a twenty-year planning period and as adopted by the
jurisdictions included in the MPA.

The Sandhills MPA consists of the Pinehurst-Southern Pines Urban Area as defined by the
United States Department of Commerce, Bureau of the Census, plus that area beyond the
existing urbanized area boundary that is expected to become urbanized within a twenty-year

planning period. This area is hereinafter referred to as the MPA and is delineated in Exhibit A.

Section 2. Planning Responsibility within the Metropolitan Planning Area

Cooperative, continuing, and comprehensive transportation planning shall be undertaken in the MPA by the SMPO in accordance with all applicable federal and state statutes. The SMPO shall coordinate any transportation planning it undertakes which may have a regional impact with the Triangle Area Rural Planning Organization, and other municipalities in the region.

Section 3. SMPO Governing Board

The SMPO shall be governed by a Governing Board which shall be the policy making board for the MPO. The voting membership of the Governing Board shall include one elected official from each member local government plus an NCDOT Board Member appointed by the Secretary, as well as non-voting members from the following agencies:

- a. Federal Highway Administration (FHWA) North Carolina Division, DA;
- b. Moore County Airport Authority.

Section 4. Conduct of Business by the SMPO Governing Board

The SMPO Governing Board will meet as often as it deems appropriate and advisable, but at least quarterly. The Governing Board shall adopt by-laws and conduct its business in accordance with its adopted by-laws. The Governing Board will select a Chair and Vice-Chair annually at the first scheduled meeting of each calendar year. All meetings of the Governing Board will be subject to the Open Meetings Law.

Section 5. Role and Responsibilities of the SMPO

The SMPO Governing Board will be responsible for carrying out the provisions of 23 U.S.C. § 134 (Federal Highway Administration); and 49 U.S.C. §§ 5303, 5304, 5305, 5306 and 5307 (Federal Transit Administration); including the following duties and responsibilities:

- 5.1. Review and approval of the annual transportation Unified Planning Work Program and any subsequent amendments;
- 5.2. Review and approval of the annual budget;
- 5.3. Review and approval of the Transportation Improvement Program for multimodal capital and operating expenditures to insure coordination between local and State capital and operating improvement programs and any subsequent amendments;

5.4. Review and approval of the Metropolitan Transportation Plan, and subsequent changes thereto, and the Comprehensive Transportation Plan as required by the N.C.G.S. § 136-66.2(d). Revisions in the transportation plans must be jointly approved by the Governing Board and the North Carolina Department of Transportation;

5.5. Endorsement, review and approval of changes to the Federal Highway Administration Functional Classification System, the Adjusted Urbanized Area Boundary and the MPA Boundary;

5.6. Endorsement, review and approval of a Prospectus for Transportation Planning which defines work tasks and responsibilities for the various agencies participating in the transportation planning process;

5.7. Establishment of goals and objectives for the transportation planning process reflective of and responsive to such comprehensive plans for growth and development in the MPA as are adopted by Boards of General-Purpose Local Government;

5.8. Approval and distribution of federal funds designated for the MPA under the provisions of MAP-21 and any other subsequent transportation funding authorizations;

5.9. Formation of ad-hoc and standing subcommittees.

Section 6. SMPO Voting Procedures

Any member may call for a vote on any issue provided that it is seconded and within the purposes set forth in this "Memorandum of Understanding." Each voting member of the Governing Body shall have one vote unless a weighted vote is called for as described below. A majority vote of those present and voting shall constitute approval of any motion, provided a quorum exists and provided that a super-majority vote is not required for approval of the item under applicable law, or a weighted vote is called for. Abstentions are not included in the tally of the votes.

In order for a vote, or a weighted vote, to be counted, each local government member of SMPO must be current with respect to payment of local match dues; if an entity is not current in payment of dues, then its input will be merely advisory in a non-voting capacity. Currency with respect to dues payment is defined as having paid, in total, an annual or other SMPO dues payment for which said payment's due date has elapsed. Members who are in a non-voting status because of unpaid dues will be classified as non-voting board members and will not count toward calculations of a quorum in any way. Voting privileges will be restored upon full payment of required dues.

After any non-unanimous vote, any member may make a motion for a weighted vote on the matter. If that motion is seconded, a weighted vote will take place. If a weighted vote is taken, all local governments will have at least one vote. Those local governments with populations over 10% of the total MPA population will have one additional vote. Then, any local government with over 20% of the total MPA population will have another additional vote. Population figures shall be determined based on the most recent Federal Decennial Census. Only the non-municipal population of those portions of the county located within the MPA shall be counted for the county. As of the date of this MOU, the weighted voting structure is as follows:

<u>VOTING MEMBER</u>	<u>NUMBER OF WEIGHTED VOTES</u>
Village of Pinehurst	3
Town of Southern Pines	3
Town of Aberdeen	2
Village of Whispering Pines	1
Town of Pinebluff	1
Village of Foxfire	1
Town of Taylortown	1
Moore County	2
Other voting members	1

Section 7. Establishment of the Transportation Coordinating Committee (the TCC)

7.1. The parties acknowledge that transportation planning is a specialized field. In order to give the duly constituted Governing Board access to the technical expertise necessary to meet the requirements of federal and state law, a Transportation Coordinating Committee (the TCC) shall be established with the responsibility for advising the Governing Board of the technical aspects of the transportation planning process, performing such technical analysis as necessary to support transportation planning and making recommendations to the Governing Board, and local and State governmental agencies for any necessary actions relating to the continuing transportation planning process.

7.2. Membership of the TCC shall include technical representation from all local and State governmental agencies directly related to and concerned with the transportation planning process for the MPA and the voting members shall consist of the following:

- a. Village Manager or designee, Pinehurst;
- b. Town Manager or designee, Southern Pines;
- c. Town Manager or designee, Aberdeen;
- d. Village Manager or designee, Whispering Pines;

- e. Town Administrator or designee, Pinebluff;
- f. Village Clerk, Manager or designee, Foxfire;
- g. Town Clerk, Manager or designee, Taylortown;
- h. County Manger or designee, Moore County;
- i. Moore County Transportation Services Director or designee;
- j. Division 8 Engineer or designee, North Carolina Department of Transportation;
- k. NCDOT Transportation Planning Division Representative

In order for a vote to be counted, each local government member of SMPO must be current with respect to payment of local match dues; if an entity is not current in payment of dues, then its input will be merely advisory in a non-voting capacity. Currency with respect to dues payment is defined as having paid, in total, an annual or other SMPO dues payment for which said payment's due date has elapsed. Members who are in a non-voting status because of unpaid dues will be classified as non-voting board members and will not count toward calculations of a quorum in any way. Voting privileges will be restored upon full payment of required dues.

Representatives from each of the following bodies will serve as non-voting members of the Technical Coordinating Committee.

- a. Public Transportation Division, North Carolina Department of Transportation;
- b. Federal Highway Administration (FHWA) North Carolina Division, Planning and Program Development Planner;
- c. Other local, State or Federal agencies impacting transportation in the planning area invited by or staff to a member jurisdiction or at the invitation of the TCC.

Section 8. Conduct of Business by the TCC

The TCC will meet as often as it deems appropriate and advisable, but at least quarterly. The TCC will adopt by-laws and conduct its business in accordance with its adopted bylaws. The TCC will select a chair and vice-chair annually at its first meeting of each calendar year. All meetings of the TCC shall be subject to the Open Meetings Law.

Section 9. Role and Responsibilities of the TCC

The TCC shall be responsible for development, review, and recommendation for approval of the Prospectus, Transportation Improvement Program, Federal-Aid Urban System and Boundary, revisions to the Transportation Plan, planning citizen participation, and documentation reports on the transportation study.

Section 10. TCC Personnel Subcommittee

The TCC shall appoint and maintain a subcommittee made up of three managers for the hiring, counselling, discipline, termination, performance evaluation, etc. of the SMPO Director. The Pinehurst Village Manager will always be a member of Personnel Subcommittee, while its other members may rotate as desired by the TCC.

Section 11. Designation of the Lead Planning Agency (the LPA)

The Village of Pinehurst shall serve as the Lead Planning Agency (LPA). As LPA, the Village of Pinehurst will provide the necessary facilities and administrative support to SMPO to fulfill its responsibilities. An LPA Agreement will be entered into between the Village of Pinehurst as LPA and SMPO which will further clarify the roles and responsibilities the Village will provide on behalf of SMPO. SMPO will be the sole and exclusive common law employer of all SMPO staff; however, SMPO staff shall be considered employees of Pinehurst for the purpose of NC Local Governmental Employees' Retirement System, health and welfare and other benefits, and general payroll administration.

Section 12. The Director and Staff

Administrative coordination for the SMPO Governing Board and the TCC will be performed by a Director. The Director shall be selected by a subcommittee defined in section 10. The Director will be assigned to the Village of Pinehurst Planning and Inspections Department and report to the Village's Director of Planning and Inspections for administrative purposes. As necessary, the Director shall select, with the concurrence of the Personnel Subcommittee, such other staff as may be budgeted and within the annual staffing plan. All staff selected by the Director shall be assigned to the Village of Pinehurst Planning and Inspections Department and subject to the provisions of the Village's personnel rules and policies as further defined in the LPA Agreement.

Section 13. Role and Responsibilities of the Director

The Director shall be responsible to arrange the meetings and agendas in coordination with the Village of Pinehurst Village Clerk, or as otherwise supported by the LPA. In addition, the Director shall prepare the Prospectus, the Unified Planning Work Program the (UPWP), a Transportation Improvement Program in accordance with federal and state regulations and requirements; develop a Metropolitan Transportation Plan (MTP) in accordance with federal and state regulations; maintain the MTP; execute the transportation planning process in accordance with federal and state laws and regulations; prepare invoices and progress reports in accordance with federal, state, and local requirements; structure the public involvement process needed to ensure that the UPWP, Transportation Plan, Transportation Improvement

Program, and any transportation conformity determinations meet federal requirements; and consult with the SMPO Governing Board and the TCC regarding the best approaches to performing the duties listed above.

Section 14. Additional Responsibilities of Member Governments

14.1. The representative from each General-Purpose Local Government on the SMPO Governing Board shall be responsible for instructing the clerk of his/her local government to provide to the Director copies of the minutes of any action taken by his/her local government which involves any MPO plan.

14.2. Each member signatory local government shall seek to maintain harmony between long-range plans, zoning, subdivision approval and SMPO transportation plans.

14.3. All member signatory local governments will assist in the transportation planning process by providing planning assistance, data, and inventories in accordance with the Prospectus for Transportation Planning.

Section 15. Funding and Fiscal Matters

15.1. All transportation and related federal aid planning funds available to promote the cooperative transportation planning process will be expended in accordance with the Unified Planning Work Program adopted by the Governing Board. Administration of funding in support of the Transportation Planning Process on behalf of the Governing Board will be conducted by the Village of Pinehurst as the host planning agency. The Village of Pinehurst will execute appropriate agreements with funding agencies as provided by the Planning Work Program.

15.2. The local match for the Federal Aid planning funds will be determined based on the current federal matching requirements. The signatory General Purpose Local Governments will contribute to the local match requirement proportionate to their percentage of the population within the MPA at the most recent decennial census. As of the 2020 census, those percentages are:

<u>LOCAL GOVERNMENT</u>	<u>PERCENT OF POPULATION</u>
Village of Pinehurst	29%
Town of Southern Pines	26%
Town of Aberdeen	14%
Village of Whispering Pines	8%
Town of Pinebluff	2%
Village of Foxfire	2%

Town of Taylortown	1%
Moore County	18%

Only the non-municipal population of those portions of the county located within the MPA shall be counted for the county. Member governments may also be asked to contribute additional local funding for projects wholly within their jurisdictional limits.

15.3. This funding share shall be invoiced by August 15th of each year for actual expenses from the previous fiscal year by the Village of Pinehurst, acting as Lead Planning Agency, and as recipient of the Federal Planning funds distributed by the North Carolina Department of Transportation. All payments will be due to the Village of Pinehurst by October 1st. Annual fees are non-refundable.

Section 16. Methodology for Changes to SMPO MOU

Any changes to the MPA boundaries, Governing board membership or voting structure, or formulation of dues must be approved by the same process as for the creation of the MPO, which is as follows: the units of local government that together represent at least 75% of the affected population in the Pinehurst-Southern Pines Urban Area (including the largest incorporated city, based on population) must vote at a properly called public meeting at each local government's jurisdiction to approve such changes to reach the 75% or more approval standard.

Section 17. Duration of the Agreement

Any party may terminate its participation in the MPO and remove itself from this Agreement by giving sixty days' advance notice in a writing signed by the Chief Elected Official, if a local government, or by the chief executive officer of the agency, if not a local government. This notice shall be delivered to the Chairman of the SMPO Governing Board and to the Director.

SANDHILLS METROPOLITAN PLANNING ORGANIZATION

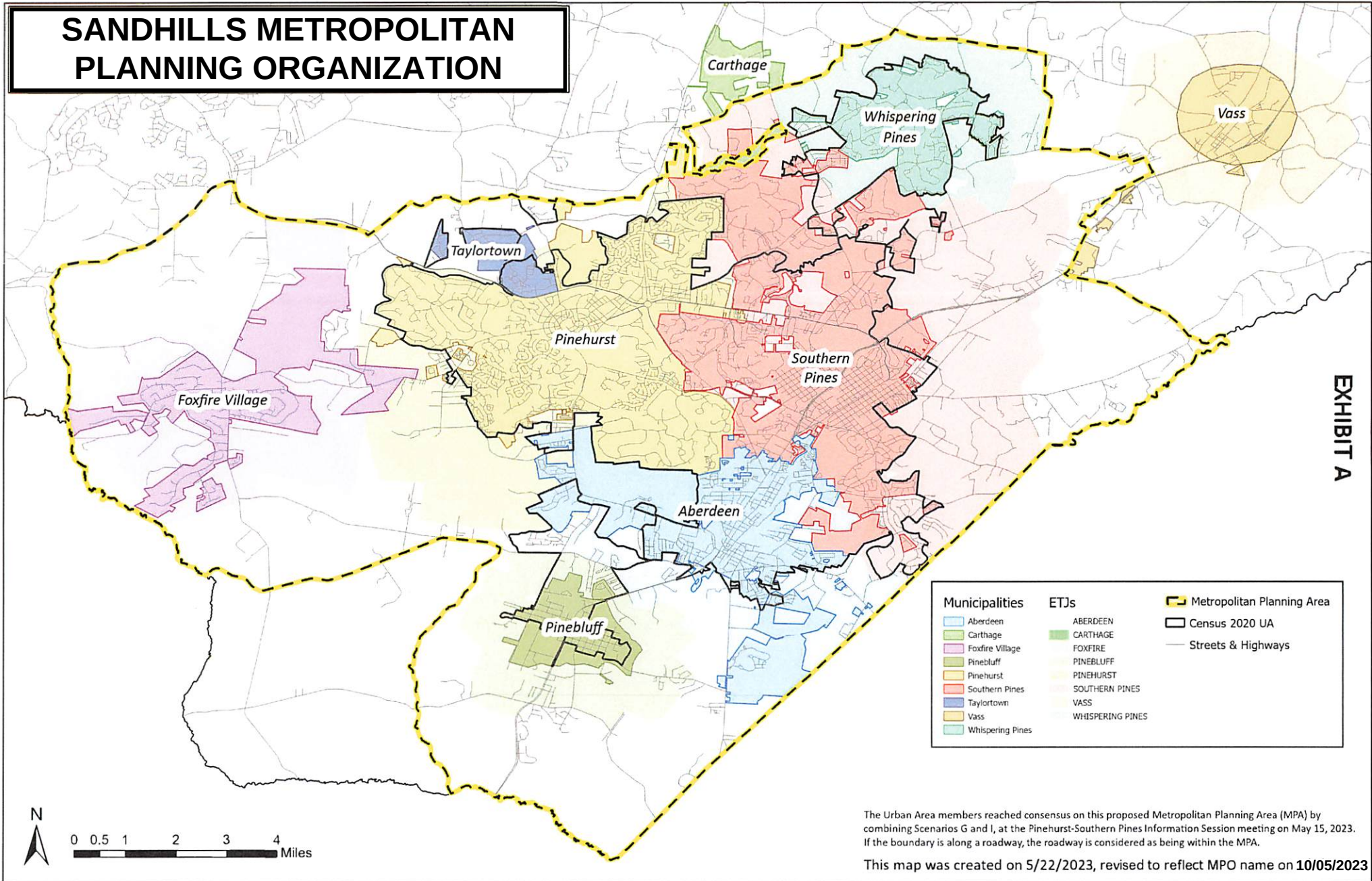


EXHIBIT A

The Urban Area members reached consensus on this proposed Metropolitan Planning Area (MPA) by combining Scenarios G and I, at the Pinehurst-Southern Pines Information Session meeting on May 15, 2023. If the boundary is along a roadway, the roadway is considered as being within the MPA.

This map was created on 5/22/2023, revised to reflect MPO name on 10/05/2023

RESOLUTION #23-45:

RESOLUTION TO ENTER INTO THE SMPO MOU

THAT WHEREAS, it is recognized that a proper transportation system to support movement within and through the Pinehurst-Southern Pines urbanized area is highly desirable element of a comprehensive plan for the orderly growth and development of the area, and;

WHEREAS, there are a number of governmental jurisdictions within the Pinehurst-Southern Pines urbanized area which have been authorized with implementation and regulatory responsibilities for transportation by North Carolina General Statutes, and;

WHEREAS, it is desirable that coordinated, comprehensive and cooperative transportation planning processes be maintained in the Pinehurst-Southern Pines urbanized area to ensure that the transportation system is maintained on an efficient and economical basis commensurate with the public health, safety, and welfare, and;

WHEREAS, a Memorandum of Understanding between the Town of Aberdeen, Village of Foxfire, County of Moore, Town of Pinebluff, Village of Pinehurst, Town of Southern Pines, Town of Taylortown, Village of Whispering Pines and the North Carolina Department of Transportation has been prepared that sets forth the responsibilities and working arrangements for maintaining a continuing, comprehensive, and cooperative transportation planning process, and;

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF PINEHURST, NORTH CAROLINA:

That the Memorandum of Understanding between the Town of Aberdeen, Village of Foxfire, County of Moore, Town of Pinebluff, Village of Pinehurst, Town of Southern Pines, Town of Taylortown, Village of Whispering Pines and the North Carolina Department of Transportation be approved and that the Mayor and Village Clerk are hereby directed to enter into and execute the Memorandum of Understanding.

Adopted by the Village Council in regular session this 10th day of October, 2023

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
John C. Strickland, Mayor

Attest:

Approved as to Form:

Shannon Konstantinou, Village Clerk

Michael J. Newman, Village Attorney