



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF SEPTEMBER 26, 2017
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

1. Call to Order.
2. Invocation and Pledge of Allegiance.
3. Reports:
 - Manager
 - Council
4. Recognition of Tommy Morrison, winner of the boys' 12 division at the U.S Kids Golf World Championship.
5. Presentation of resolution honoring Jay Snyder for his service on the P&Z and BOA.
6. Presentation of the Life Safety Achievement Award to the Pinehurst Fire Department.
7. 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. Consider a resolution reappointing a member to the Bicycle and Pedestrian Advisory Committee (Watford).
- B. Consider a resolution honoring Bob Farren for his service on the Bicycle and Pedestrian Advisory Committee.
- C. Public Safety Reports.
 - Police Department
 - Fire Department
- D. Approval of Draft Village Council Meeting Minutes.
 - August 8, 2017 Regular Meeting
 - August 8, 2017 Closed Session

End of Consent Agenda.

8. Consider a sponsorship request from First Health Foundation for the 1in8K Race.
9. Presentation of the 2017 Community and Business Survey Results
10. FY 2017 State of the Village Report.
11. Financial Transparency Center Demonstration.

12. Consider a budget ordinance amendment for Police donation.
13. Discussion on Community Center.
14. Discuss potential land swap between Village of Pinehurst and Sandhills Sandsharks.
15. Discuss changes to the Village's Purchasing Policy.
16. Other Business.
17. Comments from Attendees.
18. 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.



**PRESENTATION OF THE LIFE SAFETY ACHIEVEMENT AWARD TO THE
PINEHURST FIRE DEPARTMENT.
ADDITIONAL AGENDA DETAILS:**

FROM:

Jeff Sanborn

CC:

Carlton Cole

DATE OF MEMO:

9/12/2017

MEMO DETAILS:

The Pinehurst Fire Department was recently presented with a Life Safety Achievement Award for its fire prevention accomplishments in 2016 by the National Association of State Fire Marshals (NASM) Fire Research and Education Foundation in partnership with Grinnell Mutual. The award was announced by H. Butch Browning, president of the NASFM Fire Research and Education Foundation.

Since 1994, the Life Safety Achievement Award has recognized local fire prevention efforts that have contributed to reducing the number of lives lost in residential fires. The Pinehurst Fire Department is one of 160 fire departments across the United States to receive the award this year for recording zero fire deaths in 2016 or reducing fire deaths by at least 10 percent during the year. In addition, award recipients documented active and effective fire prevention programs as well as a clear commitment to reducing the number of house fires in the community.

Please join me in congratulating Fire Chief Carlton Cole, Deputy Fire Chief Floyd Fritz, and the entire Pinehurst Fire Department on this accomplishment.



**CONSIDER A RESOLUTION REAPPOINTING A MEMBER TO THE
BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE (WATFORD).
ADDITIONAL AGENDA DETAILS:**

FROM:

Lauren Craig

CC:

Mark Wagner

DATE OF MEMO:

9/20/2017

MEMO DETAILS:

Melissa Watford's term on the Bicycle and Pedestrian Advisory Committee expired on 8/31/17 and she is interested in serving for another term. Attached is a resolution to consider her reappointment.

ATTACHMENTS:

Description

- ▣ Resol 17-25 Reappointment to the BPAC (Watford)

RESOLUTION #17-25:

A RESOLUTION REGARDING A RE-APPOINTMENT TO THE BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE FOR THE VILLAGE OF PINEHURST.

THAT WHEREAS, the Village of Pinehurst has established a Bicycle and Pedestrian Advisory Committee by Resolution; and

WHEREAS, the term of Ms. Melissa Watford expired on August 31, 2017; and

WHEREAS, Ms. Watford and the Village Council of Pinehurst are desirous of her continuing to serve as a member of the Bicycle and Pedestrian Advisory Committee for an additional term.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 26th day of September, 2017 as follows:

SECTION 1. That the following appointment is hereby made to the Bicycle and Pedestrian Advisory Committee for the term indicated:

Ms. Watford is re-appointed as a member of the Bicycle and Pedestrian Advisory Committee, effective August 31, 2017, said term expiring on August 31, 2020.

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

THIS RESOLUTION passed and adopted this 26th day of September, 2017.

(Municipal Seal)

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney



**CONSIDER A RESOLUTION HONORING BOB FARREN FOR HIS
SERVICE ON THE BICYCLE AND PEDESTRIAN ADVISORY
COMMITTEE.**

ADDITIONAL AGENDA DETAILS:

FROM:

Lauren Craig

DATE OF MEMO:

9/12/2017

MEMO DETAILS:

Attached is a resolution honoring Bob Farren for his service on Bicycle and Pedestrian Advisory Committee. We will invite Bob to a future Council meeting to be recognized by Council.

ATTACHMENTS:

Description

- ☐ Resol 17-26 Honor BPAC (Farren)

RESOLUTION 17-26:

**A RESOLUTION HONORING THE SERVICE OF MR. BOB FARREN TO THE
VILLAGE OF PINEHURST BICYCLE AND PEDESTRIAN ADVISORY COMMITTEE.**

THAT WHEREAS, the Village Council of Pinehurst, North Carolina, wishes to acknowledge and express its appreciation to Mr. Bob Farren for his dedicated service to the citizens of Pinehurst as a member of the Bicycle and Pedestrian Advisory Committee; and

WHEREAS, Mr. Farren was appointed to the Bicycle and Pedestrian Advisory Committee on August 11, 2015 and served continuously and faithfully from that time; and

WHEREAS, Mr. Farren was instrumental in the efficient operation of the Bicycle and Pedestrian Advisory Committee, always conducting the Village's business in a courteous, professional manner; and

WHEREAS, Mr. Farren demonstrated his knowledge of the local resort community as the committee formed recommendations to the Village Council regarding priorities for enhancing bicycle and pedestrian projects throughout the Village of Pinehurst; and

WHEREAS, Mr. Farren exhibited sound judgement and concern for the health, safety and welfare of the Village of Pinehurst in his decision-making process.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of Pinehurst, North Carolina, in a regular meeting assembled this 26th day of September, 2017 as follows:

SECTION 1. That the Village Council hereby expresses on behalf of the citizens of Pinehurst, deep appreciation and gratitude for the gifts of time, ability, and determination given as a member of the Bicycle and Pedestrian Advisory Committee.

SECTION 2. That the Village Manager is hereby directed to have a copy of this Resolution presented to Mr. Farren as a token of our gratitude.

THIS RESOLUTION passed and adopted this 26th day of September, 2017.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney

DRAFT



**PUBLIC SAFETY REPORTS.
ADDITIONAL AGENDA DETAILS:**

Police Department
Fire Department

FROM:

Lauren Craig

DATE OF MEMO:

9/5/2017

MEMO DETAILS:

The monthly public safety reports are attached.

ATTACHMENTS:

Description

- ☐ August 2017 Police Department
- ☐ August 2017 Fire Department

Incident IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department

August 2017 - August 2016

Part I Offenses	August 2016	August 2017	+/-	Percent Changed	Year-To-Date		+/-	Percent Changed
	2016	2017			2016	2017		
Murder	0	0	0	0%	1	0	-1	-100%
Rape	0	0	0	0%	0	0	0	0%
Robbery	0	0	0	0%	0	2	2	-
Commercial	0	0	0	0%	0	0	0	0%
Individual	0	0	0	0%	0	2	2	-
Assault	0	0	0	0%	1	4	3	300%
Violent Total:	0	0	0	0%	2	6	4	200%
Burglary	0	1	1	-	0	3	3	-
Residential	0	1	1	-	0	3	3	-
Non-Residential	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Other	0	0	0	0%	0	0	0	0%
Larceny	6	15	9	150%	55	79	24	44%
Auto Theft	0	0	0	0%	0	1	1	-
Arson	0	0	0	0%	0	0	0	0%
Property Total:	6	16	10	167%	55	83	28	51%
Part I Total:	6	16	10	167%	57	89	32	56%

Part II Offenses	August 2016	August 2017	+/-	Percent Changed	Year-To-Date		+/-	Percent Changed
	2016	2017			2016	2017		
Drug	13	29	16	123%	97	170	73	75%
Assault Simple	1	2	1	100%	6	8	2	33%
Forgery/Counterfeit	1	3	2	200%	3	4	1	33%
Fraud	0	5	5	-	19	24	5	26%
Embezzlement	0	0	0	0%	0	2	2	-
Stolen Property	1	0	-1	-100%	5	7	2	40%
Vandalism	2	6	4	200%	23	13	-10	-43%
Weapons	0	4	4	-	2	11	9	450%
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	2	2	0	0%	2	2	0	0%
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	1	1	0	0%	2	3	1	50%
D.W.I.	0	4	4	-	4	12	8	200%
Liquor Law Violation	1	1	0	0%	4	9	5	125%
Disorderly Conduct	0	1	1	-	3	3	0	0%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	0	0	0	0%	0	0	0	0%
All Other Offenses	7	44	37	529%	117	158	41	35%
Part II Total:	29	102	73	252%	287	426	139	48%
Incident Total:	35	118	83	237%	344	515	171	50%

Arrest IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department

August 2017 - August 2016

Part I Offenses	August 2016	August 2017	+/-	Percent Changed	Year-To-Date		+/-	Percent Changed
Murder	0	0	0	0%	0	0	0	0%
Rape	0	0	0	0%	0	0	0	0%
Robbery	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Individual	0	0	0	0%	0	0	0	0%
Assault	0	0	0	0%	0	1	1	-
Violent Total:	0	0	0	0%	0	1	1	-
Burglary	0	0	0	0%	0	1	1	-
Residential	0	0	0	0%	0	0	0	0%
Non-Residential	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Other	0	0	0	0%	0	0	0	0%
Larceny	1	2	1	100%	10	19	9	90%
Auto Theft	0	0	0	0%	0	1	1	-
Arson	0	0	0	0%	0	0	0	0%
Property Total:	1	2	1	100%	10	21	11	110%
Part I Total:	1	2	1	100%	10	22	12	120%

Part II Offenses	August 2016	August 2017	+/-	Percent Changed	Year-To-Date		+/-	Percent Changed
Drug	18	14	-4	-22%	110	168	58	53%
Assault Simple	1	2	1	100%	11	11	0	0%
Forgery/Counterfeit	0	0	0	0%	2	1	-1	-50%
Fraud	9	1	-8	-89%	9	4	-5	-56%
Embezzlement	0	0	0	0%	0	1	1	-
Stolen Property	0	1	1	-	7	6	-1	-14%
Vandalism	0	0	0	0%	3	3	0	0%
Weapons	1	2	1	100%	8	13	5	63%
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	1	0	-1	-100%	2	0	-2	-100%
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	1	1	0	0%	1	6	5	500%
D.W.I.	7	4	-3	-43%	60	46	-14	-23%
Liquor Law Violation	1	0	-1	-100%	10	8	-2	-20%
Disorderly Conduct	0	1	1	-	2	4	2	100%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	0	0	0	0%	1	0	-1	-100%
All Other Offenses	16	27	11	69%	201	211	10	5%
Part II Total:	55	53	-2	-4%	427	482	55	13%
Arrest Total:	56	55	-1	-2%	437	504	67	15%



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

SUMMARY FOR THE MONTH OF AUGUST 2017

SUMMARY OF INCIDENT CALLS

TYPE OF INCIDENT	NUMBER THIS MONTH	NUMBER YTD	NUMBER THIS MONTH LAST YEAR	NUMBER YTD LAST YEAR	PERCENTAGE YTD
Fire	11	59	6	32	84%
Overpressure Rupture, Explosion, Overheat - no fire	0	3	0	6	-50%
Rescue & EMS Incidents	29	313	38	259	21%
Hazardous Conditions - no fire	6	100	15	124	-19%
Service Call	18	197	16	135	46%
Good Intent Call	27	219	31	170	29%
False Alarm & False Call	33	203	28	202	0%
Severe Weather & Natural Disaster	0	10	0	12	-17%
Special Incident Type	0	0	0	1	-100%
TOTAL INCIDENTS	124	1104	134	941	17%

SUMMARY OF INSPECTION

TYPE OF INSPECTIONS	NUMBER THIS MONTH	NUMBER YTD	NUMBER THIS MONTH LAST YEAR	NUMBER YTD LAST YEAR	PERCENTAGE YTD
Residential	9	77	13	118	-35%
Residential New Systems	0	0	0	0	0%
Residential Fire Sprinkler	0	0	0	0	0%
Commercial	29	184	0	14	1214%
Plan Review/Site Inspections	1	21	6	15	40%
Reinspection	16	80	0	10	700%
Occupancy Certificates	0	0	0	0	0%
TOTAL INSPECTIONS	55	362	19	157	131%
Violations Found:	27	227	0	30	657%
YTD Violations to be Corrected:		245		30	
YTD Violations Corrected:		173		0	
Correction Percentage:		71%		0%	

September 5, 2017

J. Carlton Cole, Fire Chief

FIRE DEPARTMENT

395 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-5575 • Fax (910) 295-4861 • www.vopnc.org



APPROVAL OF DRAFT VILLAGE COUNCIL MEETING MINUTES.

ADDITIONAL AGENDA DETAILS:

August 8, 2017 Regular Meeting

August 8, 2017 Closed Session

FROM:

Lauren Craig

CC:

Jeff Sanborn

DATE OF MEMO:

9/19/2017

MEMO DETAILS:

See attachments for draft minutes.

ATTACHMENTS:

Description

08-08 Regular Meeting Minutes



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF AUGUST 8, 2017
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, August 8, 2017 in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Ms. Claire L. Berggren, Councilmember
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Lauren M. Craig, Village Clerk

Excused absence: Mr. John Bouldry, Treasurer

And approximately 28 attendees, including 6 staff and 1 press.

1. **Call to Order.**
Mayor Nancy Roy Fiorillo called the meeting to order.
2. **Invocation and Pledge of Allegiance.**
Pastor Jim Ewing from Community Presbyterian Church led the invocation and Mayor Fiorillo led everyone in the Pledge of Allegiance.
3. **Reports:**
 - Manager**
 - Jeff Sanborn reported the VOP has hired a new Planning and Inspections Director, Stephen Wensman, who will be relocating from Lake Elmo, MN and starting on September 5.
 - Council**
 - None
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. Consider a resolution honoring Carol Henry for her service on the BOA and P&Z.
- B. Public Safety Reports.
 - Police Department
 - Fire Department
- C. Approval of Draft Village Council Meeting Minutes.
 - July 11 Work Session
 - July 25 Regular Meeting

End of Consent Agenda.

Upon a motion by Councilmember Cashion, seconded by Councilmember Berggren, Council unanimously approved the Consent

Agenda by a vote of 4-0.

5. Discuss Pinehurst Brewery right-of-way dedication and stormwater plan.

Assistant Village Manager Jeff Batton explained the Pinehurst Brewery (steam plant project) is proposing to build and dedicate a road and right-of-way to the Village in front of the Brewery. He said staff is seeking direction as to whether to proceed with necessary documents to eventually accept the road and associated on-street parking after construction by the Brewery. Bruce Gould, Principal Planner, explained it is advantageous to construct the thoroughfare for this location and the impervious surface for watershed does create a few issues if the right of way is not designated to the public. Council held a discussion about this request and formed a consensus to accept this road being dedicated to the Village. Mr. Batton explained the stormwater flow changes that will also occur with this proposal and the request for the Village to partner on a 50/50 basis to collect the water and take it down Magnolia. The estimated cost of \$55,000 total which would be split if the Council agreed to this partnership with the Resort. Councilmember Campbell suggested also considering to improve the stormwater basin across the street from the one being proposed on Magnolia to also make improvements to that area now with the new development. Council formed a consensus to partner with the Resort on their request for the stormwater improvements.

6. Motion to Recess the Regular Meeting and Enter into a Public Hearing.

Upon a motion by Councilmember Campbell, seconded by Councilmember Cashion, Council approved to recess the regular meeting and enter into a public hearing by a vote of 4-0.

7. Public Hearing No. 1

The purpose of the public hearing is to consider an Official Zoning Map Amendment. This map amendment would rezone two parcels of land consisting of approximately 28 acres. These properties are located between 224 Foxfire Road and 376 Foxfire Road. These properties are further defined as being Moore County LRK #'s 00020369 and 00020354. The properties are currently zoned R-210 Residential District (low density residential). This proposed map amendment would change the zoning of the properties to R-30-CD (R-30- Conditional District Medium Density Residential). The properties are currently vacant. The proposed use of the property is a 28 lot single family subdivision. The applicant is Ken Bass and the owners of the properties are David P. Hunt, Robert F. Hunt and Claudia L. McKenzie.

Bruce Gould, Principal Planner, explained the purpose of the public hearing is to consider an Official Zoning Map amendment. The applicant requests a conditional district rezoning of +/- 28 acres currently zoned R-210 (Low Density Residential,) R-30-CD (Residential Medium Density-Conditional District). The property is defined as being Moore County LRK #'s 00020369 and 00020354. The applicant is Ken Bass (GWB Construction) and owners of the properties are David Hunt, Robert Hunt and Claudia McKenzie. He explained the Planning and Zoning Board voted unanimously to recommend to the Village Council that the rezoning be approved with the following conditions:

1. Waiver from section 3.02a of the Engineering Standards to allow the installation of ditch section roadways.
2. The development will petition for annexation into the Village of Pinehurst.
3. Minimum heated house square footage: 2,400 sq. ft.
4. Maximum heated house square footage: 3,599 sq. ft.
5. A landscape easement shall be provided along the rear of proposed lots adjoining properties to the subdivision as shown. The landscape easement shall be 10' wide and shall remain as undisturbed.
6. Open space lots along Foxfire Road (labeled as 'OS'), shall remain undisturbed except for installation of required infrastructure.
7. Irrigation wells shall not be allowed within the subdivision.

The engineer on record for the applicant, Tucker McKenzie, explained the rezoning request is in compliance with the Comprehensive Long Range Plan and there is existing infrastructure for the project. Mr. McKenzie explained the efforts taken for the plans for this development. Council held a discussion about irrigation wells.

Audience members for the public hearing:

- Kim Geddes lives in the ETJ and voiced her opposition to the parcels being considered. She said the PDO states development in this district is restricted due to watershed restrictions and utilities. She said this does not ensure protection of the water shed or agricultural land. She explained she has witness limited water capacity in this area and this could adversely impact the water in the area. She asked about the capacity and if it could handle the proposed changes. She quoted water availability from the Village's comp plan. She stated there has not been a comprehensive analysis how county land use could be best managed and she is concerned about infrastructure handling the increase of traffic scheduled for this neighborhood. She said new residential development should allow a significant amount of land set aside as open space. She urges the Council to vote no on this potential rezoning. Mayor Fiorillo assured Ms. Geddes about the current availability of water supply that has changed since the 2010 comp plan.
- George Lucas has property on Foxfire Road directly across from this proposed development. He said the issue is water. He said across from the property is pump 21 and this pump has had problems in the past where it has drawn

down the water table and people's wells have gone dry. He said he owns a farm with animals and he said the family who owns the mobile home park across the street have also had an issue with water. He said this development will be drawing water from the system. He said there are 19 farms within 2500 feet of this development and they fertilize their fields with chicken manure twice a year and he said this will be an issue due to the smell.

- Jason Kaufman said looking at the application it did not contain page 57 of the long range plan and he quoted this. He said he is concerned this speaks to the credibility of the long range plan and the lack of willingness to stick to it but also speaks to the credibility of the future long range plans that the Village may adopt. He said this is an encroachment to the ETJ.
- Lynn Goldhammer asked Mr. Bass where his business is located and he stated Pinehurst.
- Joseph Cameron of Murdocksville Road, although out of turn on the agenda, he was given permission to speak and he asked for a walkway along the road and he said he has worked with Mark Wagner on this. He said a lot of families on this street would like this on the street.
- Kim Gilley said she has had to replace a water pump. She said since the land was Zoned R-210 then live within the means and don't rezone it.
- Judy Davis asked about the annexation of the property under Pinehurst and Bruce Gould explained the process for this as a voluntary annexation petition which is ultimately the decision of the Village Council.
- Tom Campbell said when we looked at the land use plan a few weeks ago, we read about density and managing growth and Bruce Gould explained some of the information for how the PDO was developed over time.
- Lynn Goldhammer asked for clarification on the exactly jurisdiction this property belong to.

8. Motion to Adjourn Public Hearing and Re-Enter Regular Meeting.

Upon a motion by Councilmember Cashion, seconded by Councilmember Berggren, Council approved to adjourn the public hearing and re-enter the regular meeting by a vote of 4-0.

9. Discuss and consider an ordinance amending the Official Pinehurst Zoning Map as it pertains to the rezoning of certain land located between 224 Foxfire Road and 376 Foxfire Road.

Council explained they have the opportunity to make a decision on this matter tonight or they can postpone until their next meeting. Ken Bass, the applicant, said he understands this is not a given that Council will be in favor of this but they have gone through the process for the Village and as of now there is no water problem. He said Council should decide if they want the neighborhood or not. Council formed a consensus to make a final decision at the work session in September.

10. Discuss and consider changes to the Position Classification and Pay Plan.

Angie Kantor, Director of Human Resources, explained HR evaluates at least 33% of Village positions each year using market data from NCLM Salary Survey and comparable towns to compare the selected positions. Ms. Kantor shared several recommendations to be made for FY 2018 including increasing all pay ranges by 1.6% based on the CPI through June 2017 and several pay grade changes for certain positions. Upon a motion by Councilmember Berggren, seconded by Councilmember Cashion, Council approved Resolution 17-23 amending the policy on administration of the Position Classification and Pay Plan for the Village of Pinehurst by a vote of 4-0.

11. Other Business.

Council did not have any other business.

12. Comments from Attendees.

- None.

13. Motion to go into Closed Session pursuant to NCGS §143-318.11(a)(5)(i) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease. Specifically, the Council will discuss a potential real estate transaction.

Upon a motion by Councilmember Berggren, seconded by Councilmember Cashion Council approved going into Closed Session pursuant to NCGS §143-318.11(a)(5)(i) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease. Specifically, the Council will discuss a potential real estate transaction by a vote of 4-0.

14. Motion to adjourn the Closed Session and re-enter the Regular Meeting.

Upon a motion by Councilmember Campbell, seconded by Councilmember Cashion, Council approved to adjourn the Closed Session and re-enter the Regular Meeting by a vote of 4-0.

15. Motion to Adjourn.

Upon a motion by Councilmember Campbell, seconded by Councilmember Berggren, Council approved to adjourn the Regular

Meeting by a vote of 4-0 at 6:30pm.

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

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

Values: Service, Initiative, Teamwork, and Improvement.

DRAFT

DRAFT



**CONSIDER A SPONSORSHIP REQUEST FROM FIRST HEALTH
FOUNDATION FOR THE 1IN8K RACE.
ADDITIONAL AGENDA DETAILS:**

FROM:

Mark Wagner

CC:

Jeff Sanborn, Jeff Batton

DATE OF MEMO:

9/19/2017

MEMO DETAILS:

Parks and Recreation Staff received a sponsorship request from The Foundation of FirstHealth for the 1 in 8K Moore for the Cure event scheduled for Saturday, October 7, 2017.

The event is designed to honor survivors and support those who are living with breast cancer. Following the races there are opportunities for participants to be part of a human ribbon that be photographed at Tufts Parks, music and other activities to help celebrate survivorship and fellowship. Proceeds from the event are shared to support the Foundation's Cancer CARE Fund and also provide scholarships for uninsured and underserved women through the Moore Free & Charitable Clinic.

As part of the sponsorship request, they are asking for a waiver of fees to rent Tufts Park and use of our mobile stage. They also would need assistance with trash collection, road barricades, police assistance for the race, a golf cart to mark the course and event promotion.

Pam Hudson or Carie O'Quinn will be at the meeting to provide additional information as needed on this request.

Should Council agree to waive the rental fees for the park (\$250) and provide the mobile stage, Parks and Recreation staff will make those arrangements. The other items will coordinated through the Village's Temporary Use Permit process with the exception of the golf cart, which we do not have availability to provide.

Thank you for your consideration of this request and I am happy to provide any additional information as needed. Dave White with Parks and Recreation will be at the meeting to provide a summary of this request.

ATTACHMENTS:

Description

- ☐ Sponsorship Request Letter
- ☐ Policy: Village Sponsorship of Events

August 9, 2017

Mayor Nancy Fiorillo
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374

Dear Mayor Fiorillo and Village of Pinehurst Council Members,

On behalf of The Foundation of FirstHealth and members of our community who stand to benefit from our upcoming *1 in 8K Moore for the Cure*, I respectfully request your approval for the sponsorship of this event from the Village of Pinehurst.

This event is scheduled for Saturday, October 7, 2017 at 8 a.m. in the Village of Pinehurst. Runners from throughout the region will culminate to participate in an uplifting event to honor survivors and support those who are living with breast cancer. Following the 8K and 1K races, there will be opportunities for participants to be a part of a human ribbon that will be photographed at Tufts Park, music and other activities to help celebrate survivorship and fellowship among our community members.

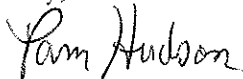
Proceeds from this event will be shared to support the Foundation's Cancer CARE Fund and provide scholarships for uninsured and underserved women through the Moore Free & Charitable Clinic.

The Foundation's Cancer CARE Fund has provided more than \$1.3 million in direct support to cancer patients in our community since the fund's inception in 2000. The funds provide transportation for patients undergoing treatment at Moore Regional and sometimes when assistance is needed to receive treatment at another regional facility. Funds are also used to assist with medications, wigs and other necessities that arise from diagnosis through treatment.

The assistance needed from the Village includes the waiving of the usage fee for the park, the use of the stage in Tufts Park for the band, trash collection and clean up after the event, road barriers and police assistance at start/finish line and in a couple of locations on the race course, use of a golf cart to mark the course prior to the race and assistance of Ashley and other staff to help promote the event through the Village website and other areas. We will gladly include the Village logo on the t-shirts to help promote your efforts.

We greatly appreciate the opportunity to partner with the Village of Pinehurst to make this a great event, draw business to the downtown area and support those who are living with and fighting this disease. If you have any questions or need additional information, please contact me at 715-4229 or by email at phudson@firsthealth.org. Thank you for your support.

Sincerely,



Pam Hudson
Senior Development Officer

RESOLUTION #15-38:

**A RESOLUTION ADOPTING A POLICY REGARDING STANDARDIZED
PROCESSING OF REQUESTS FOR VILLAGE SPONSORSHIP OF EVENTS
COORDINATED BY OTHER ENTITIES.**

THAT WHEREAS, many events occur in the Village of Pinehurst for which the event coordinator(s) request Village Sponsorship each year; and

WHEREAS, sponsorship may be in cash or in kind whereby the Village extends the use of Village facilities or staff for free or at a reduced rate; and

WHEREAS, it is important that the Village only extend sponsorship to the extent that it promotes the welfare, well-being and quality of life for our residents; and

WHEREAS, it is also important that sponsorship resources do not inappropriately augment the income or fund-raising of event coordinators;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled on the 22nd day of September, 2015, as follows:

SECTION 1. It shall be the Policy of the Village of Pinehurst that sponsorship requests be handled in accordance with the following criteria:

- a. For events coordinated by a non-profit for the apparent sole purpose of benefitting the community, sponsorship can be approved by the Village Manager after a careful review of the event, the event coordinator's status and all potential beneficiaries of the event.
- b. For events coordinated by a commercial entity for at least the partial purpose of earning profit, sponsorship for the first event of its type (subsequent to the passage of this resolution) may be approved in public by the Village Council. Sponsorship for subsequent similar events coordinated by the same entity may be approved in public by the Village Council after a review by the Village's Director of Financial Services of a full, financial accounting of the previous event.
- c. For events coordinated by either a commercial entity who has no clear financial gain at stake or by a non-profit that is attempting to raise funds, sponsorship may be approved by the Council in public for the first event of its type. For subsequent events, staff acts on Council approval of previous events unless/until the staff or the Council thinks something has changed that warrants re-consideration by the Council.

SECTION 2. That this Resolution shall be and remain in full force and effect from the date of its adoption.

Adopted this 22nd day of September, 2015.



Attest:

Lauren M. Craig

Lauren M. Craig, Village Clerk

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: Nancy Roy Fiorillo
Nancy Roy Fiorillo, Mayor

Approved as to Form:

Michael J. Newman
Michael J. Newman, Village Attorney



PRESENTATION OF THE 2017 COMMUNITY AND BUSINESS SURVEY RESULTS

ADDITIONAL AGENDA DETAILS:

FROM:

John Frye

CC:

Jeff Sanborn & Natalie Hawkins

DATE OF MEMO:

9/13/2017

MEMO DETAILS:

The Village recently conducted its sixth annual Community and Business Surveys. The Village contracted with ETC Institute of Olathe, Kansas to gather input from residents and businesses on a broad spectrum of Village services.

For the Community Survey, ETC Institute administered the DirectionFinder® survey from mid-July to mid-August 2017. The information gathered from the survey will help the Village establish budget priorities and refine policy decisions.

Jason Morado, Project Manager with ETC Institute will present the findings of the survey. An electronic version of the final survey report is attached and printed copies of the report will be placed in the Council's mailboxes at Village Hall.

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
- GIS maps that show the results of selected questions as neighborhood maps of the Village
- Benchmarking data that shows how the results for the Village of Pinehurst compare to other communities
- Importance-satisfaction analysis
- Tables that show the results for each question on the survey
- A copy of the survey instrument

In addition, Mr. Morado will present the finding from this year's Business Survey. This is also the sixth year for the Business Survey. The Business Survey findings report and presentation are attached.

We look forward to reviewing the findings with you. Should you have any questions, please let me know.

ATTACHMENTS:

Description

- ☐ Pinehurst 2017 Community Survey Findings Report
- ☐ Pinehurst 2017 Community Survey Presentation
- ☐ Pinehurst 2017 Business Survey Report

2017 Resident Survey

Findings Report



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

conducted for
**The Village of
Pinehurst, North Carolina**

by

ETC Institute

725 West Frontier
Olathe, Kansas 66061
(913) 829-1215

September 2017



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Village of Pinehurst Community Survey 2017

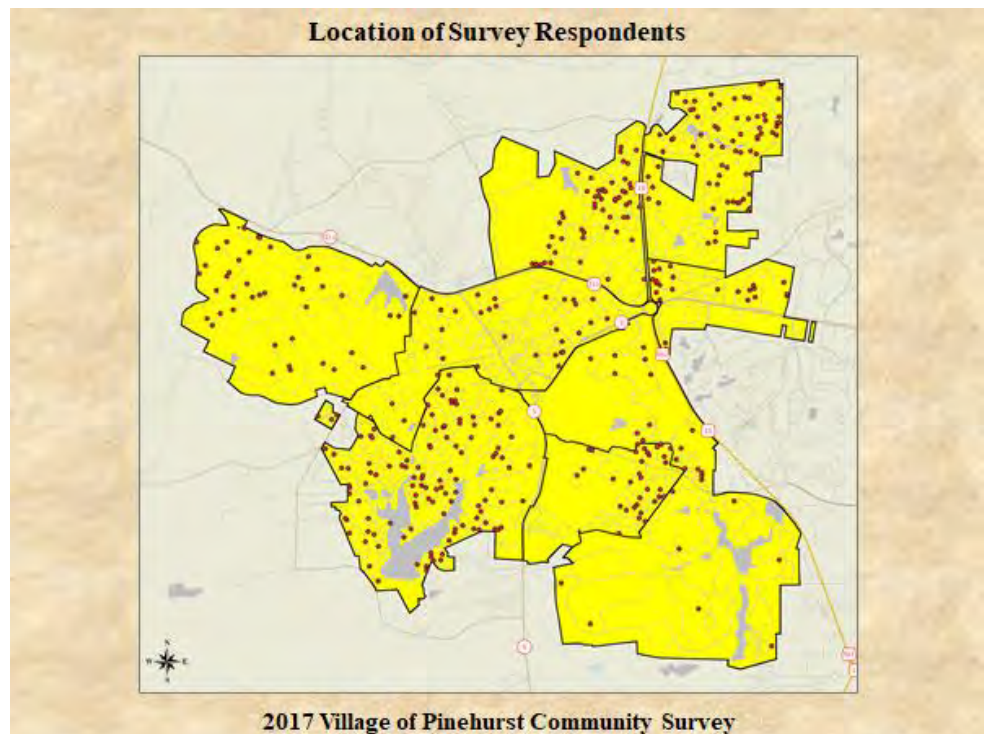
Executive Summary Report

Purpose and Methodology

ETC Institute administered the DirectionFinder® survey for the Village of Pinehurst during the summer of 2017. This is the sixth time that the survey was administered for the Village; the first time was in August and September of 2012. The survey was administered as part of an effort to assess citizen satisfaction with the quality of Village services. The results of this year's survey provide a valuable measurement of change – **TRENDS**. The information gathered from the survey will help the Village establish budget priorities and refine policy decisions, based on performance measurement provided by residents.

Methodology. A seven-page survey was mailed to a random sample of households in the Village of Pinehurst. Approximately seven days after the surveys were mailed, residents who

received the survey were contacted by phone. Those who indicated they had not returned the survey were given the option of completing it by phone. Of the households that received a survey, a total of 414 completed the survey. The results for the random sample of 414 households have a



95% level of confidence with a precision of at least $\pm 4.8\%$. In order to better understand how well services are being delivered by the Village, ETC Institute geocoded the home address of respondents to the survey. The map above shows the physical distribution of survey respondents based on the location of their home.

The percentage of “no opinion” responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from the Village of Pinehurst from other communities in the *DirectionFinder*® database. Since the number of “no opinion” responses often reflect the utilization and awareness of Village services, the percentage of “no opinion” responses has been provided in the tabular data section of this report. When the “no opinion” 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:

- a 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)
- GIS maps that show the results of selected questions as maps of the Village (section 2)
- benchmarking data that shows how the results for the Village of Pinehurst compare to other communities (section 3)
- importance-satisfaction analysis (section 4)
- tables showing the results for each question on the survey (section 5)
- a copy of the survey instrument (section 6)

Major Findings

- **Most of the residents surveyed were satisfied with Village services.** Ninety-five percent (95%) of the residents surveyed *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with the quality of fire services; 92% were satisfied with police services, 89% were satisfied with the solid waste services, and 83% were satisfied with the customer service provided by Village employees.
- **Services that residents thought should receive the most increase in emphasis over the next two years.** The areas that residents thought should receive the most increase in emphasis from the Village of Pinehurst over the next two years were: (1) street and right-of-way maintenance, (2) efforts to maintain the quality of their neighborhoods, (3) level of public involvement in local decisions, and (4) police services.
- **Perceptions of the Village.** Most (97%) of the residents surveyed *who had an opinion* indicated that they were satisfied (rating of 4 or 5 on a 5-point scale) with the overall feeling of safety in the Village; 95% were satisfied with the appearance of the Village, 95% were satisfied with the Village as a place to live, and 95% were satisfied with the overall image of the Village.

- **Public Safety.** Ninety-two percent (92%) of the residents surveyed *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with Village efforts to prevent crimes; 89% were satisfied with how quickly police respond to emergencies, and 88% were satisfied with how quickly fire personnel respond to emergencies.
- **Cultural and Recreation Services.** Ninety-two percent (92%) of the residents *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with the quality of Village parks, 90% were satisfied with the number of Village parks, and 81% were satisfied with the availability of walking and greenway trails. These were the same three items with the highest levels of satisfaction in 2016, in the same order.
- **Community Development.** Seventy-four percent (74%) of the residents surveyed *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with the enforcement of solid waste cart regulations; 64% were satisfied with the enforcement of sign regulations, and 60% were satisfied with the clean-up of litter and debris on private property.
- **Solid Waste Services.** Ninety-five percent (95%) of the residents *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with residential trash collection services; 94% were satisfied with curbside recycling services, and 90% were satisfied with yard waste collection services.
- **Public Services.** Ninety-two percent (92%) of the residents *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with landscaping in medians and other public areas; 90% were satisfied with the maintenance and preservation of downtown, 90% were satisfied with the cleanliness of streets and other public areas, and 89% were satisfied with the maintenance of main Village street thoroughfares.
- **Communication and Outreach.** Seventy-eight percent (78%) of the residents surveyed *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with the Village Newsletter; 78% were satisfied with the quality of information about Village programs and services, and 72% were satisfied with Village website.
- **Customer Service.** Forty-three percent (43%) of residents have contacted the Village during the past year. Of the 43% that have contacted the Village, 96% felt the Village staff was “always” or “usually” courteous, 95% felt Village staff was “always” or “usually” competent and professional, and 93% felt Village staff were “always” or “usually” responsive to their needs.

Short-Term Trend Analysis

From 2016 to 2017, satisfaction ratings **have increased in 43 of the 86 areas** that were assessed, stayed the same in 11 areas, and decreased in 32 areas. There have been significant increases (5% or more) in satisfaction in 12 of these areas, and significant decreases in only 6 areas. The 43 areas that have had an increase in satisfaction since 2016 are listed below:

Service	2016	2017	Difference	Category
Range of amenities at parks & rec facilities	59%	69%	10%	Cultural and Recreation Services
Condition of existing sidewalks	60%	70%	10%	Public Services (Street Maintenance)
Availability of sidewalks/pedestrian facilities	42%	52%	10%	Public Services (Street Maintenance)
Village sponsored cultural arts events	66%	74%	8%	Cultural and Recreation Services
Quality of the stormwater runoff/management system	54%	62%	8%	Public Services (Street Maintenance)
Recreation program registration	90%	97%	7%	Services/Facilities Used by Residents
Quality of outdoor athletic fields and facilities	72%	78%	6%	Cultural and Recreation Services
Availability of outdoor athletic fields/facilities	66%	72%	6%	Cultural and Recreation Services
Monthly Village e-News updates	59%	65%	6%	Public Communication & Outreach
Fire prevention & education programs	66%	71%	5%	Public Safety
Number of Village parks	85%	90%	5%	Cultural and Recreation Services
Village website	67%	72%	5%	Public Communication & Outreach
Quality of Village parks	88%	92%	4%	Cultural and Recreation Services
Condition of walking/greenway trails	76%	80%	4%	Cultural and Recreation Services
Quality of youth recreation programs	54%	58%	4%	Cultural and Recreation Services
Village social media	59%	63%	4%	Public Communication & Outreach
How quickly fire personnel respond to emergencies	85%	88%	3%	Public Safety
Availability of recreation indoor facilities	41%	44%	3%	Cultural and Recreation Services
Landscaping in medians and other public areas	89%	92%	3%	Public Services (Street Maintenance)
Village staff was responsive to my needs	90%	93%	3%	Customer Service
Customer service provided by Village employees	81%	83%	2%	Overall Satisfaction With City Services
How quickly police respond to emergencies	87%	89%	2%	Public Safety
Enforcement of local traffic laws	79%	81%	2%	Public Safety
Availability of walking/greenway trails	79%	81%	2%	Cultural and Recreation Services
Quality of adult recreation programs	55%	57%	2%	Cultural and Recreation Services
Quality of recreation indoor facilities	47%	49%	2%	Cultural and Recreation Services
Residential trash collection services	93%	95%	2%	Solid Waste Services
Curbside recycling services	92%	94%	2%	Solid Waste Services
Adequacy of street lighting	50%	52%	2%	Public Services (Street Maintenance)
Fire Services	98%	100%	2%	Services/Facilities Used by Residents
Progress toward meeting strategic vision/mission	51%	53%	2%	Public Communication & Outreach
Satisfaction with the value received for taxes	71%	73%	2%	Value received for taxes
Solid waste services	88%	89%	1%	Overall Satisfaction With City Services
Promotion of natural resource conservation	68%	69%	1%	Overall Satisfaction With City Services
As a place to live	94%	95%	1%	Perceptions
Walking alone in your neighborhood during the day	98%	99%	1%	Safety and Security
In Village parks and recreation facilities	85%	86%	1%	Safety and Security
Availability of info about recreation programs	63%	64%	1%	Cultural and Recreation Services
Yard waste collection services	89%	90%	1%	Solid Waste Services
Maintenance/preservation of downtown	89%	90%	1%	Public Services (Street Maintenance)
Village staff was courteous	96%	97%	1%	Customer Service
Village staff was competent & professional	94%	95%	1%	Customer Service
My issue was resolved promptly	81%	82%	1%	Customer Service

Long-Term Trend Analysis

From 2013 to 2017, satisfaction ratings **have increased in 68 of the 85 areas** that were assessed, stayed the same in 7 areas, and decreased in 10 areas. There have been significant increases (5% or more) in satisfaction in 31 of these areas, and significant decreases in only 2 areas. The areas with the biggest increases in satisfaction since 2013 are listed below:

Service	2013	2017	Difference	Category
Condition of existing sidewalks	47%	70%	23%	Public Services (Street Maintenance)
Range of amenities at parks & rec facilities	50%	69%	19%	Cultural and Recreation Services
Availability of sidewalks/pedestrian facilities	34%	52%	18%	Public Services (Street Maintenance)
Library programs	70%	87%	17%	Given Memorial Library
Quality of the stormwater runoff/management system	48%	62%	14%	Public Services (Street Maintenance)
Village sponsored cultural arts events	63%	74%	11%	Cultural and Recreation Services
Level of public involvement in local decisions	40%	51%	11%	Overall Satisfaction With City Services
Recreation program registration	87%	97%	10%	Services/Facilities Used by Residents
Adequacy of street lighting	42%	52%	10%	Public Services (Street Maintenance)
Quality of outdoor athletic fields and facilities	69%	78%	9%	Cultural and Recreation Services
Availability of outdoor athletic fields/facilities	63%	72%	9%	Cultural and Recreation Services
Quality of Village parks	83%	92%	9%	Cultural and Recreation Services
Quality of youth recreation programs	49%	58%	9%	Cultural and Recreation Services
Availability of recreation indoor facilities	35%	44%	9%	Cultural and Recreation Services
Landscaping in medians and other public areas	83%	92%	9%	Public Services (Street Maintenance)
Availability of info about recreation programs	55%	64%	9%	Cultural and Recreation Services
Number of Village parks	82%	90%	8%	Cultural and Recreation Services
Quality of recreation indoor facilities	41%	49%	8%	Cultural and Recreation Services
Quality of info about Village programs/services	69%	77%	8%	Public Communication & Outreach
Enforcement of local traffic laws	74%	81%	7%	Public Safety
How quickly fire personnel respond to emergencies	82%	88%	6%	Public Safety
Quality of adult recreation programs	51%	57%	6%	Cultural and Recreation Services
Fire Services	94%	100%	6%	Services/Facilities Used by Residents
In Village parks and recreation facilities	80%	86%	6%	Safety and Security
Frequency police officers patrol your neighborhood	67%	73%	6%	Public Safety
Given Memorial Library services	83%	89%	6%	Given Memorial Library
Planning and inspections services	72%	78%	6%	Services/Facilities Used by Residents
Availability of walking/greenway trails	76%	81%	5%	Cultural and Recreation Services
Yard waste collection services	85%	90%	5%	Solid Waste Services
Village Hall Reception Desk	91%	96%	5%	Services/Facilities Used by Residents
As a place to raise children	71%	76%	5%	Perceptions
Village website	68%	72%	4%	Public Communication & Outreach
Condition of walking/greenway trails	76%	80%	4%	Cultural and Recreation Services
Progress toward meeting strategic vision/mission	49%	53%	4%	Public Communication & Outreach
Maintenance/preservation of downtown	86%	90%	4%	Public Services (Street Maintenance)
Police services	88%	92%	4%	Overall Satisfaction With City Services
Police Services	89%	93%	4%	Services/Facilities Used by Residents
Parks and recreation programs	72%	76%	4%	Overall Satisfaction With City Services

How Pinehurst Compares to Other Communities Nationally

Satisfaction ratings for Pinehurst **rated above the U.S. average in 48 of the 50 areas** that were assessed. Pinehurst rated significantly higher than the U.S. average (difference of 5% or more) in 46 of these areas. Listed below are the comparisons between Pinehurst and the U.S. average:

Service	Pinehurst	U.S.	Difference	Category
Maintenance of main Village street thoroughfares	89%	50%	39%	Maintenance
Landscaping in medians/other public areas	92%	54%	38%	Maintenance
Customer service provided by Village employees	83%	47%	36%	Overall Satisfaction with Village Services
Village efforts to prevent crimes	92%	56%	36%	Public Safety
As a place to retire	93%	58%	35%	Perceptions
Overall appearance of Village	95%	62%	33%	Perceptions
Overall image of Village	95%	64%	31%	Perceptions
Quality of info about Village programs/services	77%	46%	31%	Communication
Village communication with residents	77%	47%	30%	Overall Satisfaction with Village Services
Overall cleanliness of streets/other public areas	90%	62%	28%	Maintenance
Overall feeling of safety in Village	97%	69%	28%	Perceptions
Maintenance/preservation of downtown	90%	63%	27%	Maintenance
As a place to live	95%	70%	25%	Perceptions
Curbside recycling services	94%	69%	25%	Solid Waste
Opportunities to participate in local government	58%	34%	24%	Communication
How quickly police respond to emergencies	89%	65%	24%	Public Safety
Street and right-of-way maintenance	65%	41%	24%	Overall Satisfaction with Village Services
Yard waste collection services	90%	66%	24%	Solid Waste
Efforts to keep you informed about local issues	69%	46%	23%	Communication
Condition of existing sidewalks	70%	47%	23%	Maintenance
Residential trash collection services	95%	73%	22%	Solid Waste
Police services	92%	70%	22%	Overall Satisfaction with Village Services
Quality of Village parks	92%	70%	22%	Parks and Recreation
Number of Village parks	90%	68%	22%	Parks and Recreation
Maintenance of streets in your neighborhood	69%	48%	21%	Maintenance
Condition of walking/greenway trails	80%	59%	21%	Parks and Recreation
Overall quality of life in Village	94%	73%	21%	Perceptions
Solid waste services	89%	69%	20%	Overall Satisfaction with Village Services
Cleanup of litter/debris on private property	60%	41%	19%	Code Enforcement
Level of public involvement in local decisions	51%	33%	18%	Overall Satisfaction with Village Services
Availability of walking/greenway trails	81%	63%	18%	Parks and Recreation
Enforcement of local traffic laws	81%	64%	17%	Public Safety
Winter weather response on Village streets	74%	58%	16%	Maintenance
Frequency police officers patrol your neighborhood	73%	59%	14%	Public Safety
Quality of outdoor athletic fields & facilities	78%	65%	13%	Parks and Recreation
Enforcing sign regulations	64%	51%	13%	Code Enforcement
Parks and recreation facilities	76%	64%	12%	Overall Satisfaction with Village Services
Parks and recreation programs	76%	64%	12%	Overall Satisfaction with Village Services
Fire services	95%	83%	12%	Overall Satisfaction with Village Services
Mowing/cutting grass on private property	51%	41%	10%	Code Enforcement
Village website	72%	62%	10%	Communication
As a place to raise children	76%	68%	8%	Perceptions
Maintenance of street signs/pavement markings	78%	71%	7%	Maintenance
Village social media	63%	56%	7%	Communication
Enforcement of Village codes & ordinances	59%	52%	7%	Overall Satisfaction with Village Services
Fire prevention & education programs	71%	65%	6%	Public Safety
How quickly fire personnel respond to emergencies	88%	84%	4%	Public Safety
Quality of adult recreation programs	57%	54%	3%	Parks and Recreation
Quality of youth recreation programs	58%	60%	-2%	Parks and Recreation
Adequacy of street lighting	52%	56%	-4%	Maintenance

How Pinehurst Compares to Other Communities Regionally

Satisfaction ratings for Pinehurst **rated above the Atlantic regional average in 46 of the 50 areas** that were assessed. Pinehurst rated significantly higher than the Atlantic regional average (difference of 5% or more) in 44 of these areas. Listed below are the comparisons between Pinehurst and the Atlantic regional average:

Service	Pinehurst	Atlantic Region	Difference	Category
Maintenance of main Village street thoroughfares	89%	48%	41%	Maintenance
Customer service provided by Village employees	83%	45%	38%	Overall Satisfaction with Village Services
As a place to retire	93%	57%	36%	Perceptions
Landscaping in medians/other public areas	92%	56%	36%	Maintenance
Village efforts to prevent crimes	92%	59%	33%	Public Safety
Maintenance/preservation of downtown	90%	57%	33%	Maintenance
Overall appearance of Village	95%	64%	31%	Perceptions
Overall cleanliness of streets/other public areas	90%	59%	31%	Maintenance
Overall image of Village	95%	65%	30%	Perceptions
Overall feeling of safety in Village	97%	70%	27%	Perceptions
Quality of info about Village programs/services	77%	51%	26%	Communication
Village communication with residents	77%	52%	25%	Overall Satisfaction with Village Services
As a place to live	95%	71%	24%	Perceptions
Curbside recycling services	94%	70%	24%	Solid Waste
Efforts to keep you informed about local issues	69%	46%	23%	Communication
Opportunities to participate in local government	58%	35%	23%	Communication
How quickly police respond to emergencies	89%	67%	22%	Public Safety
Enforcement of local traffic laws	81%	59%	22%	Public Safety
Street and right-of-way maintenance	65%	44%	21%	Overall Satisfaction with Village Services
Cleanup of litter/debris on private property	60%	39%	21%	Code Enforcement
Condition of existing sidewalks	70%	49%	21%	Maintenance
Maintenance of streets in your neighborhood	69%	48%	21%	Maintenance
Solid waste services	89%	69%	20%	Overall Satisfaction with Village Services
Residential trash collection services	95%	75%	20%	Solid Waste
Police services	92%	73%	19%	Overall Satisfaction with Village Services
Condition of walking/greenway trails	80%	61%	19%	Parks and Recreation
Yard waste collection services	90%	71%	19%	Solid Waste
Overall quality of life in Village	94%	76%	18%	Perceptions
Quality of Village parks	92%	74%	18%	Parks and Recreation
Number of Village parks	90%	72%	18%	Parks and Recreation
Level of public involvement in local decisions	51%	35%	16%	Overall Satisfaction with Village Services
Mowing/cutting grass on private property	51%	35%	16%	Code Enforcement
Quality of outdoor athletic fields & facilities	78%	63%	15%	Parks and Recreation
Enforcing sign regulations	64%	51%	13%	Code Enforcement
Availability of walking/greenway trails	81%	68%	13%	Parks and Recreation
Winter weather response on Village streets	74%	61%	13%	Maintenance
Frequency police officers patrol your neighborhood	73%	62%	11%	Public Safety
Parks and recreation facilities	76%	66%	10%	Overall Satisfaction with Village Services
Parks and recreation programs	76%	67%	9%	Overall Satisfaction with Village Services
Village website	72%	63%	9%	Communication
Fire services	95%	87%	8%	Overall Satisfaction with Village Services
As a place to raise children	76%	68%	8%	Perceptions
Maintenance of street signs/pavement markings	78%	72%	6%	Maintenance
Village social media	63%	58%	5%	Communication
Enforcement of Village codes & ordinances	59%	55%	4%	Overall Satisfaction with Village Services
How quickly fire personnel respond to emergencies	88%	87%	1%	Public Safety
Fire prevention & education programs	71%	72%	-1%	Public Safety
Quality of adult recreation programs	57%	61%	-4%	Parks and Recreation
Quality of youth recreation programs	58%	63%	-5%	Parks and Recreation
Adequacy of street lighting	52%	57%	-5%	Maintenance

Investment Priorities

Recommended Priorities for the Next Two Years. In order to help the Village identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance that residents placed on each Village service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with Village services over the next two years. If the Village wants to improve its overall satisfaction rating, the Village should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in the Section 5 of this report.

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

- o Level of public involvement in local decisions (IS Rating = .1483)
- o Street and right-of-way maintenance (IS Rating = .1362)
- o Efforts at maintaining quality of neighborhoods (IS Rating = .1043)

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

Importance-Satisfaction Rating						
Village of Pinehurst, NC						
OVERALL VILLAGE SERVICES						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10 -.20)						
Level of public involvement in local decisions	31%	3	52%	12	0.1483	1
Street and right-of-way maintenance	39%	1	65%	10	0.1362	2
Efforts at maintaining quality of neighborhoods	33%	2	68%	9	0.1043	3
Medium Priority (IS <.10)						
Enforcement of Village codes & ordinances	24%	5	60%	11	0.0973	4
Parks and recreation facilities	21%	6	77%	6	0.0501	5
Promotion of natural resource conservation	15%	10	69%	8	0.0462	6
Village communication with residents	19%	7	78%	5	0.0430	7
Parks and recreation programs	17%	8	76%	7	0.0404	8
Police services	26%	4	91%	2	0.0220	9
Customer service provided by Village employees	8%	12	83%	4	0.0130	10
Solid waste services	8%	11	89%	3	0.0090	11
Fire services	15%	9	95%	1	0.0082	12

Priorities Within Departments/Specific Areas: The second level of analysis reviewed the importance of and satisfaction of services within departments and specific service areas. This analysis was conducted to help departmental managers set priorities for their department. Based on the results of this analysis, the services that are rated as the top priorities within each department over the next two years are listed below:

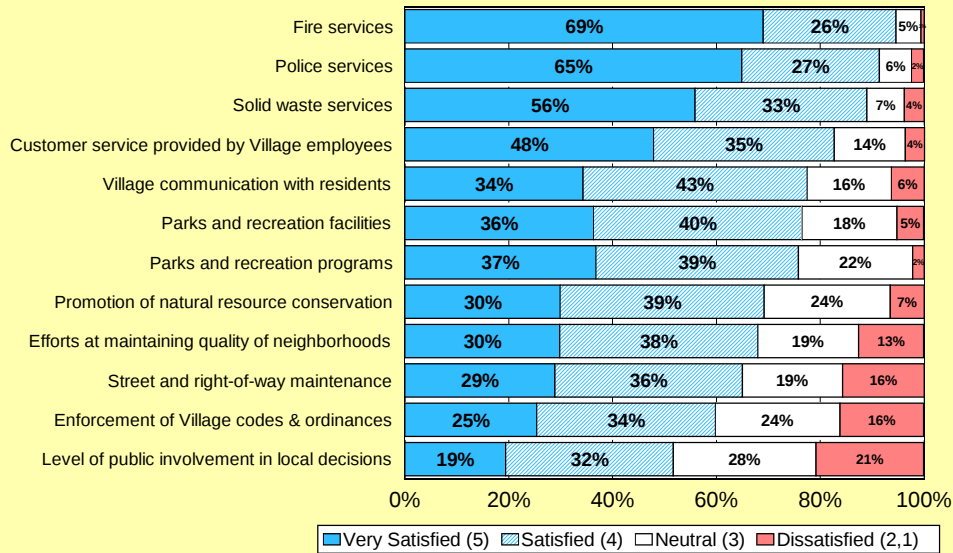
- o **Public Safety:** Frequency police officers patrol neighborhoods
- o **Cultural & Recreation:** Availability of recreation indoor facilities
- o **Public Services:** Adequacy of street lighting, availability of sidewalks/pedestrian facilities and maintenance of neighborhood streets

Section 1

Charts and Graphs

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

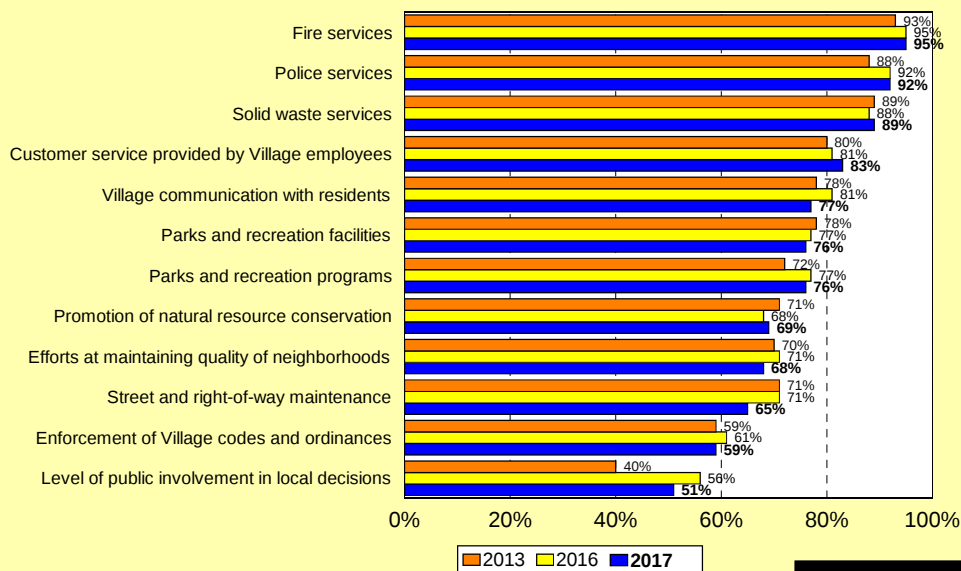
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q1. Overall Satisfaction with Village of Pinehurst Services by Major Category - 2013, 2016 & 2017

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

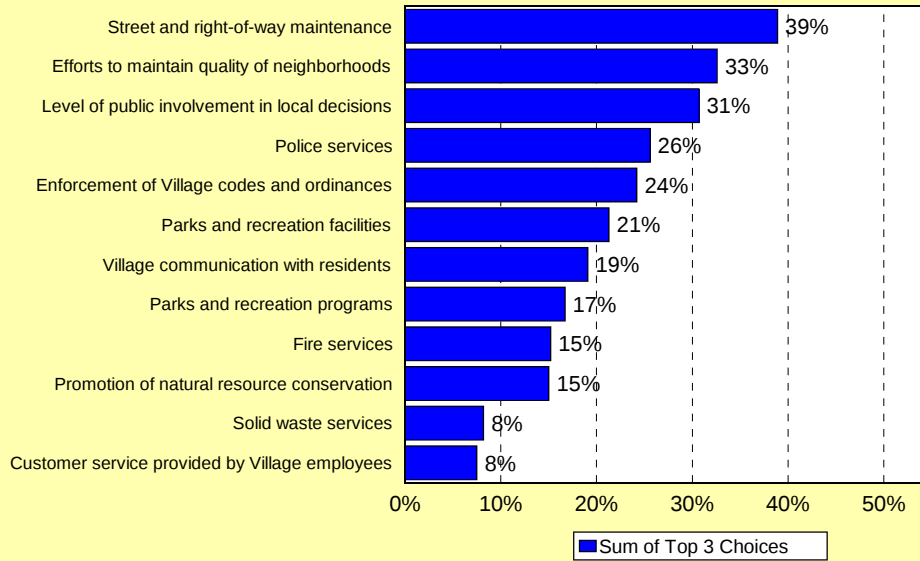


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

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

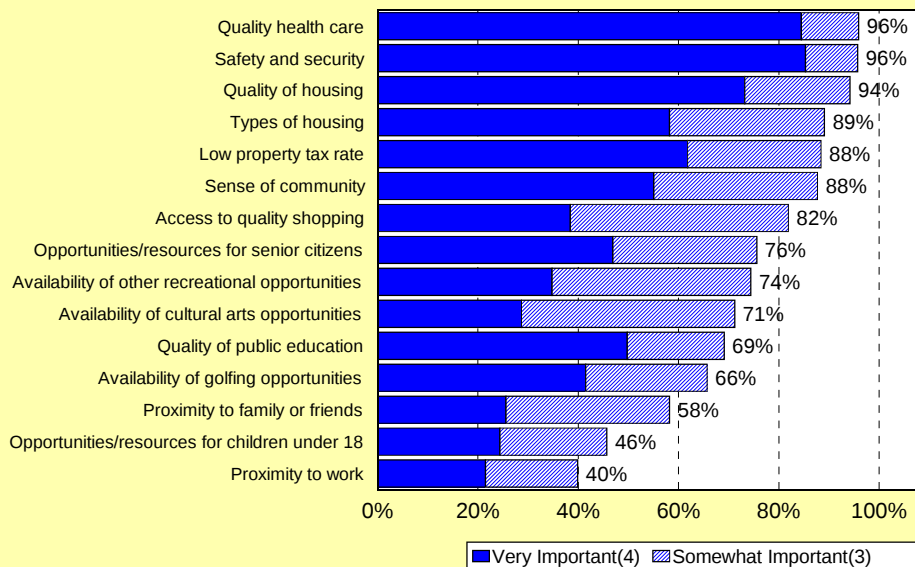
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

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

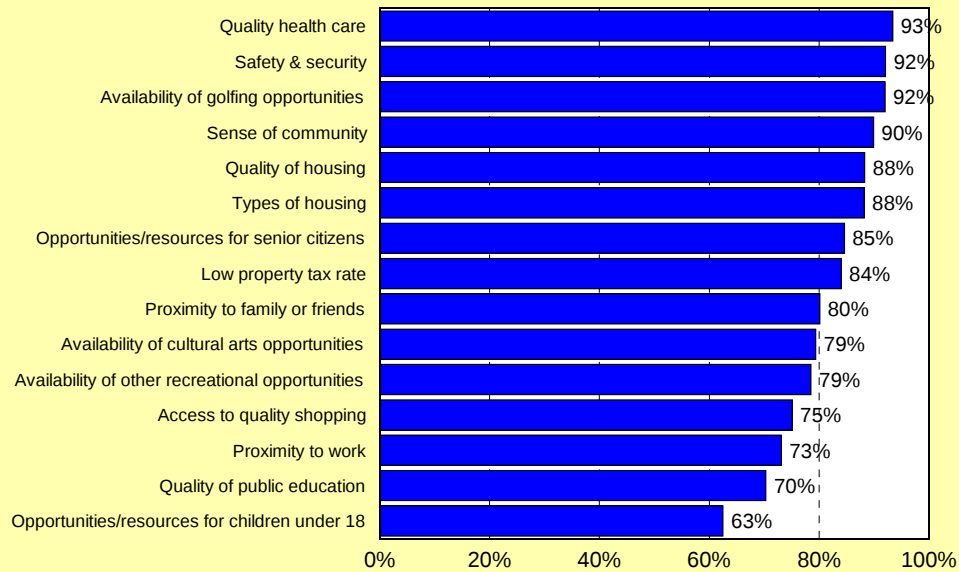
by percentage of respondents who rated the item as a 1 to 4 on a 4-point scale



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

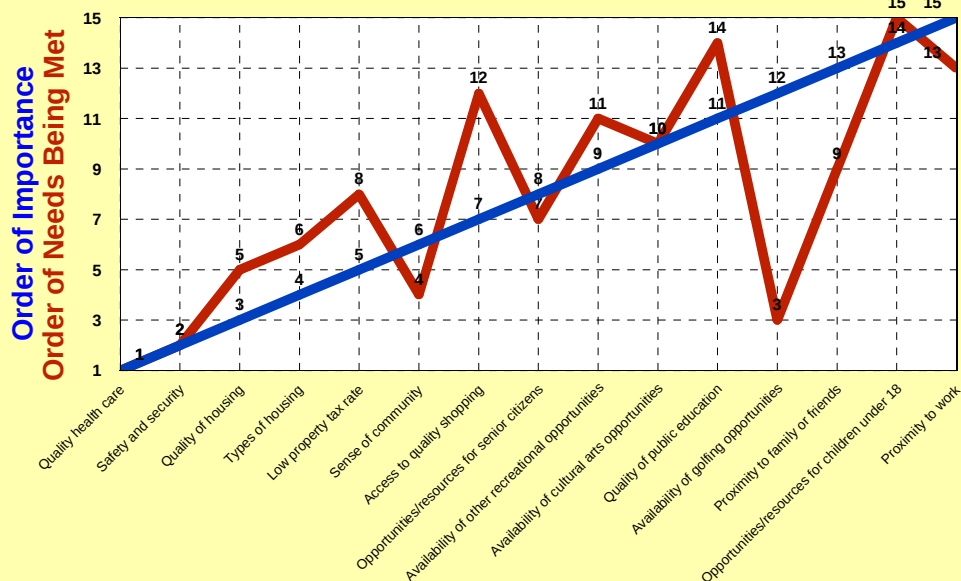
Q3b. Are your needs being met in Pinehurst?

by percentage of respondents who answered "yes"



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

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

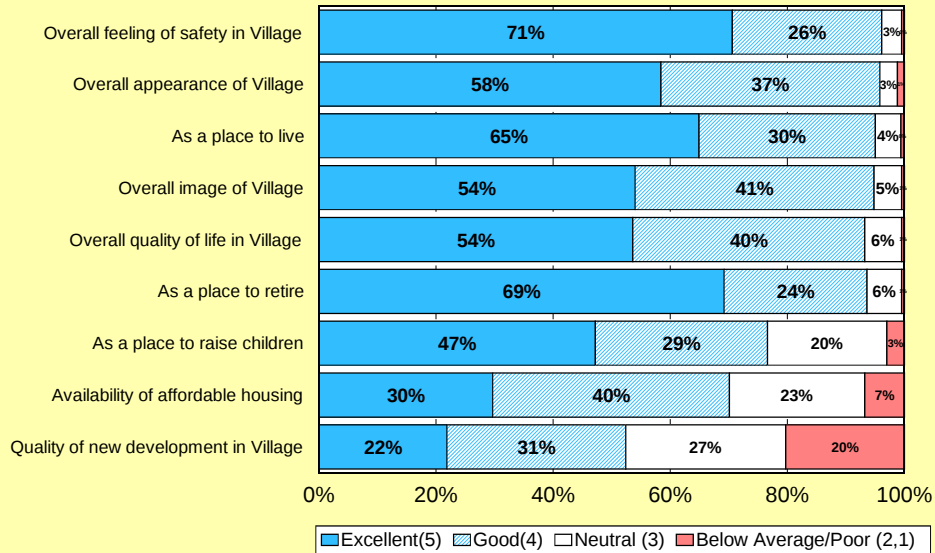


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Red points above the blue line are needs that are not being met relative to their importance

Q4. Perception Residents Have of Pinehurst as a Community

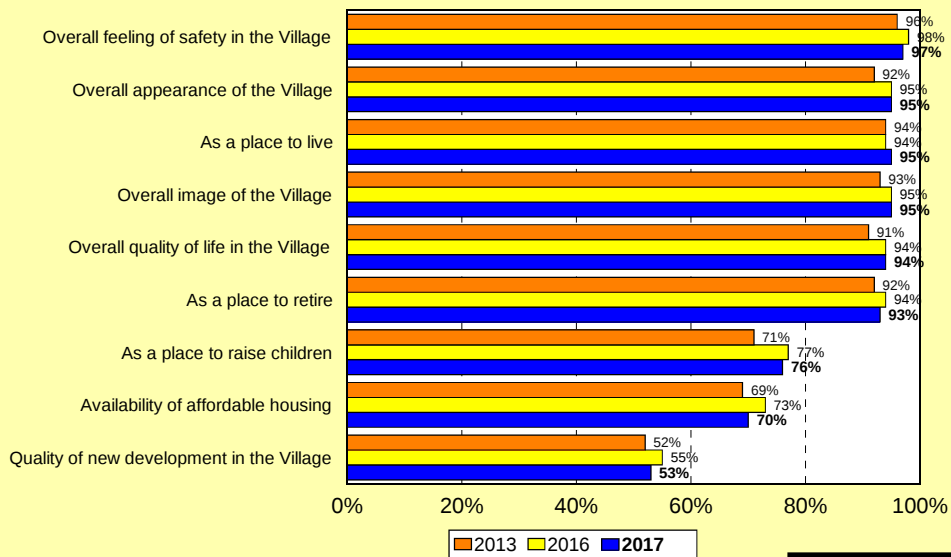
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q4. Perception Residents Have of Pinehurst as a Community - 2013, 2016 & 2017

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

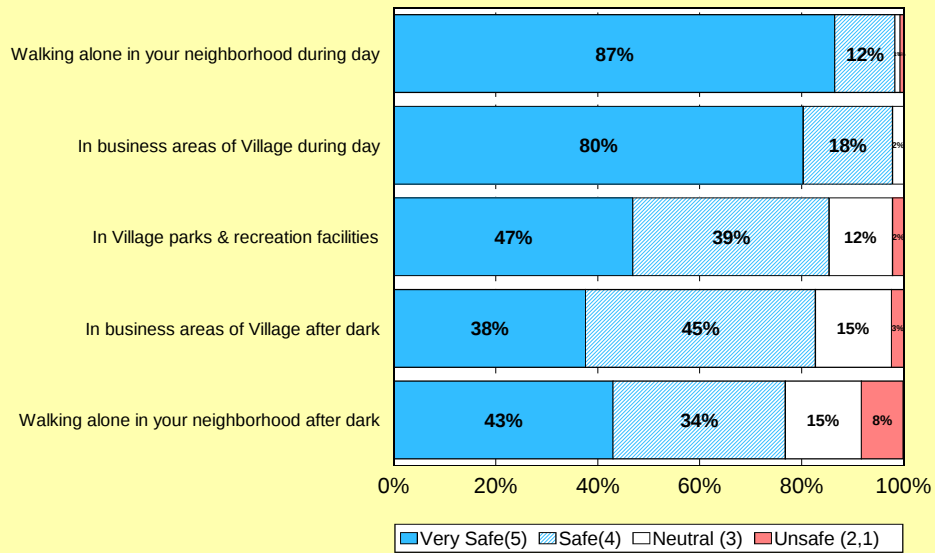


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q5. Perceptions of Safety and Security in Pinehurst

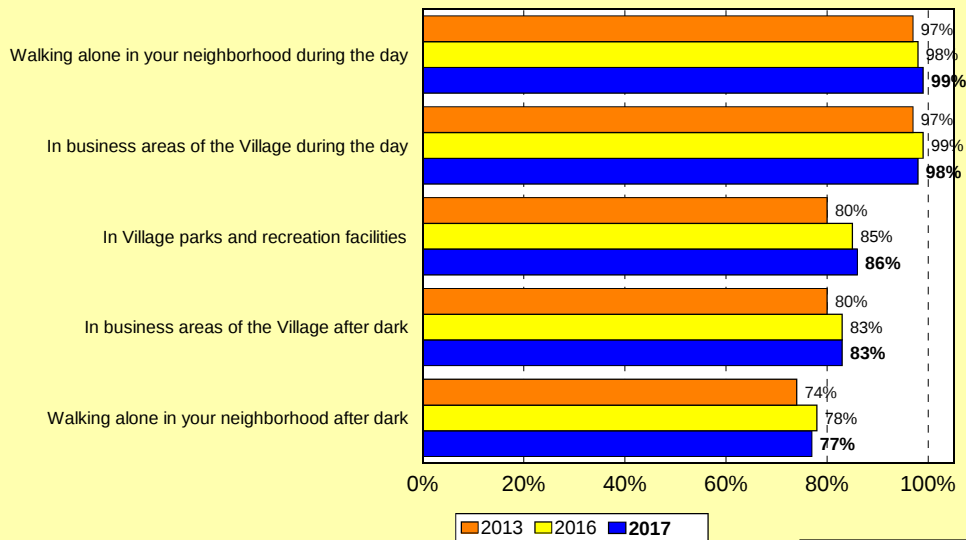
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q5. Perceptions of Safety and Security in Pinehurst - 2013, 2016 & 2017

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

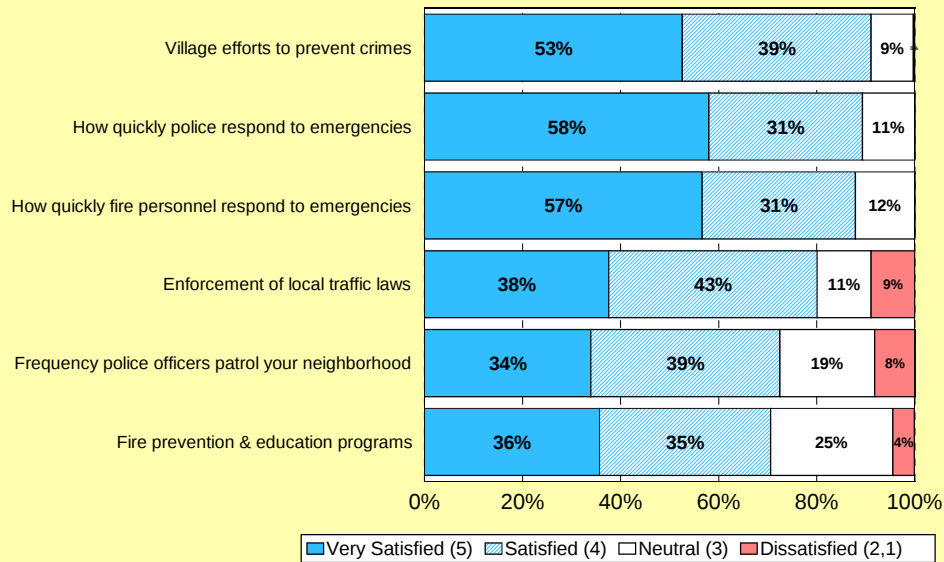


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q6. Satisfaction with Various Aspects of Public Safety

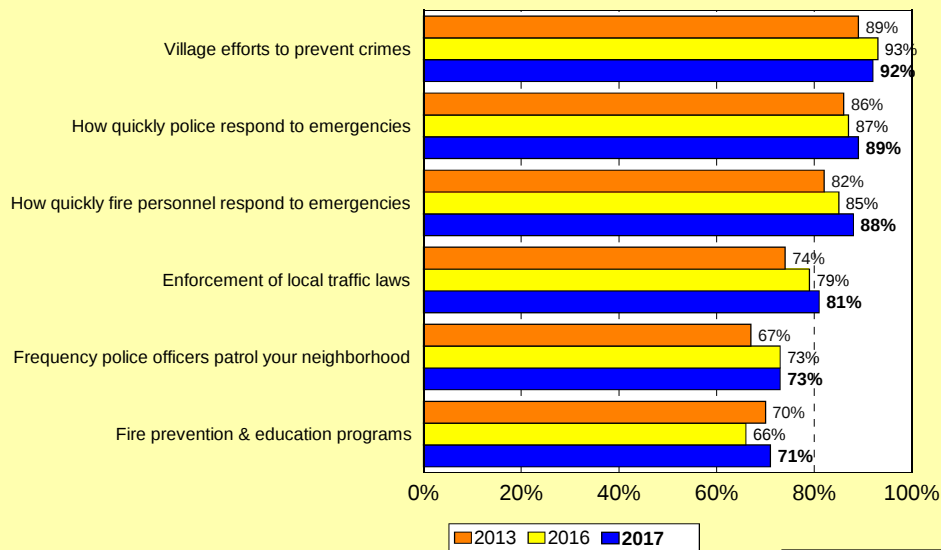
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q6. Satisfaction with Various Aspects of Public Safety 2013, 2016 & 2017

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

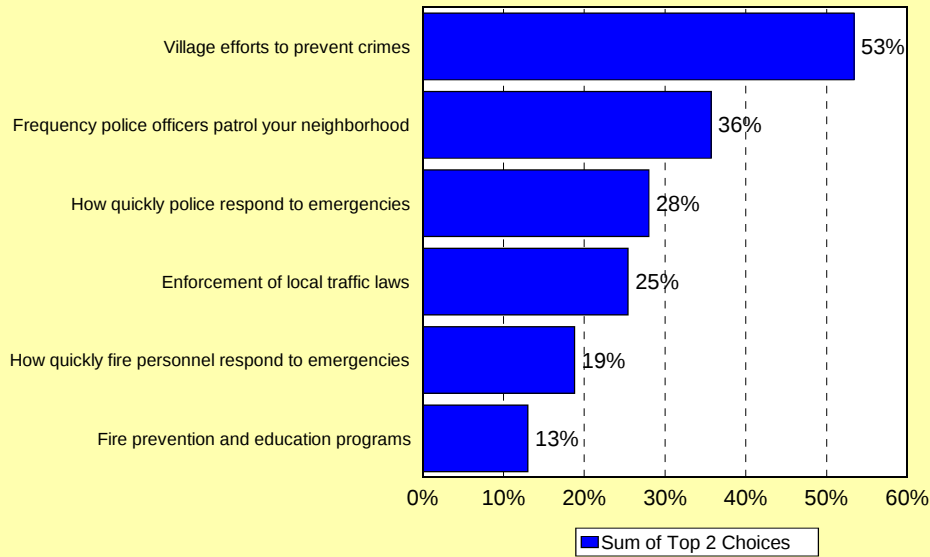


Source: ETC Institute DirectionFinder (2016 - Pinehurst, NC)

TRENDS

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

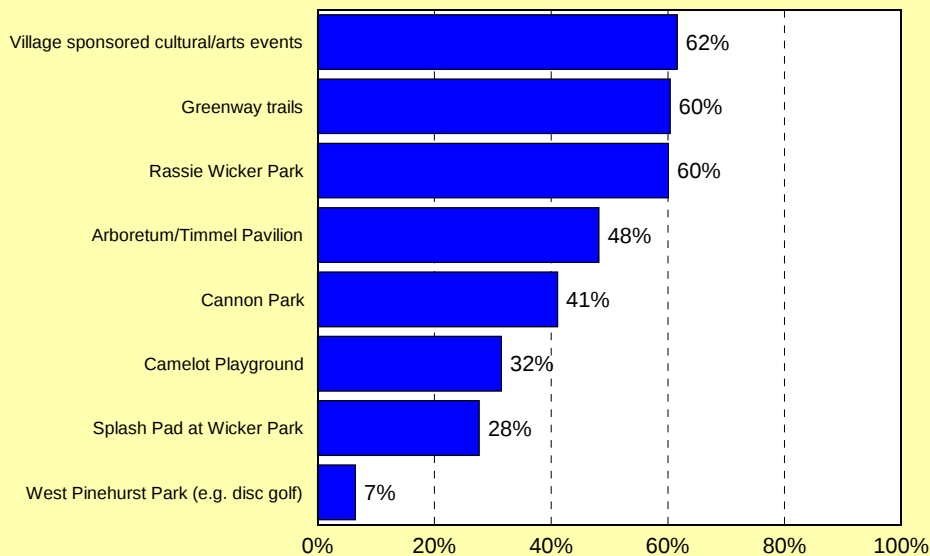
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

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

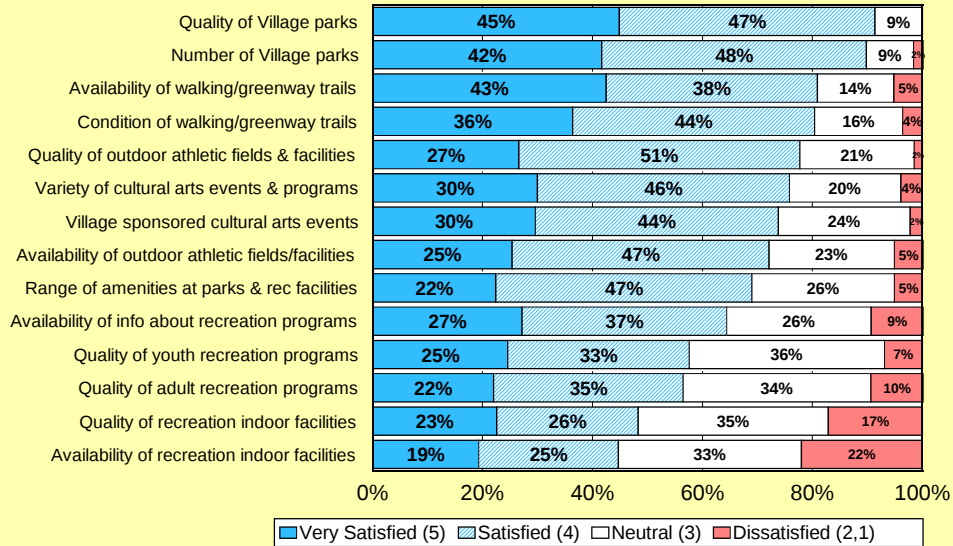
by percentage of respondents (multiple selections could be made)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q9. Satisfaction with Various Aspects of Cultural and Recreation Services

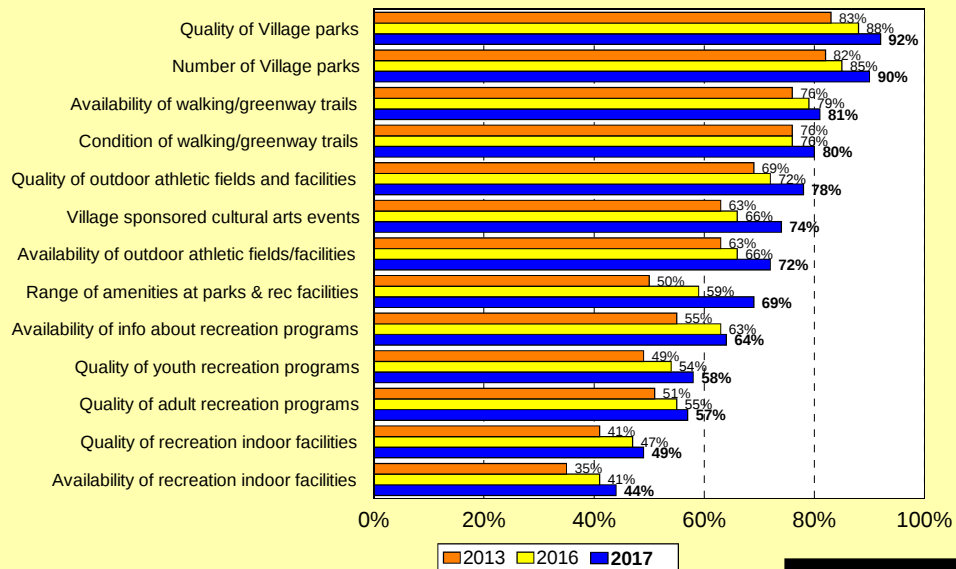
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q9. Satisfaction with Various Aspects of Cultural and Recreation Services - 2013, 2016 & 2017

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

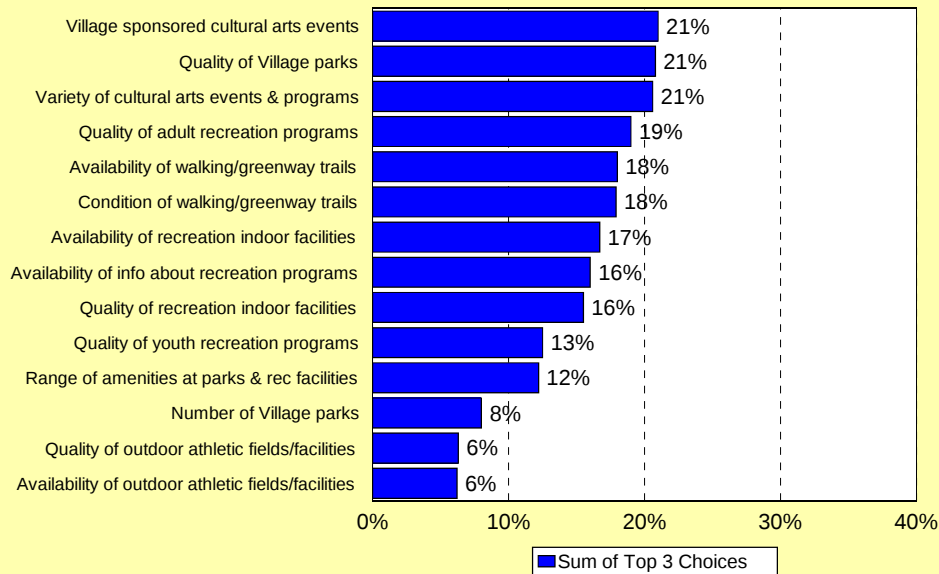


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

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

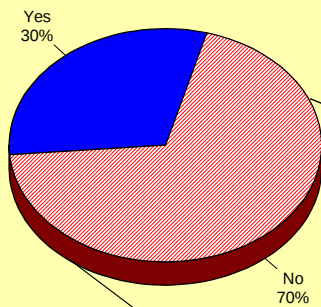
by percentage of respondents who selected the item as one of their top three choices



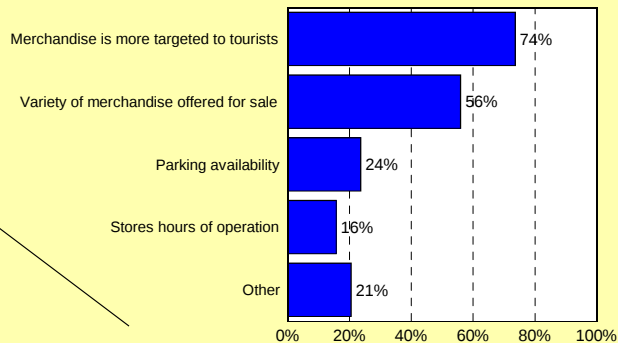
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

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

by percentage of respondents (excluding "not provided")



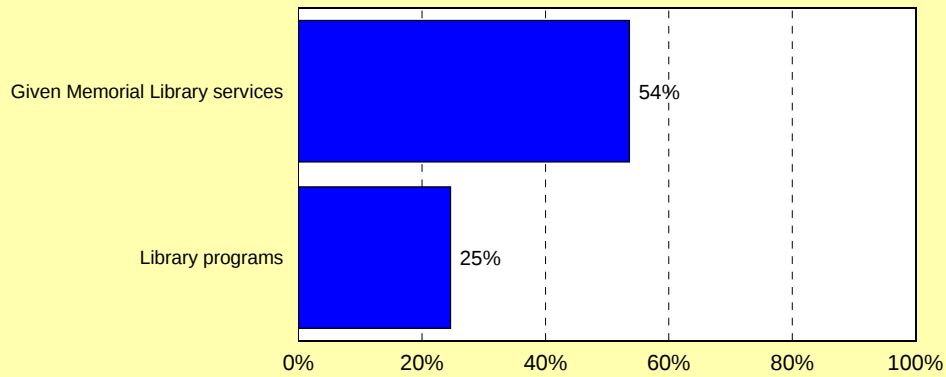
Q11a. Reasons that prevent you from shopping regularly in the Village Center:



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q12. Have you used these Given Memorial Library services?

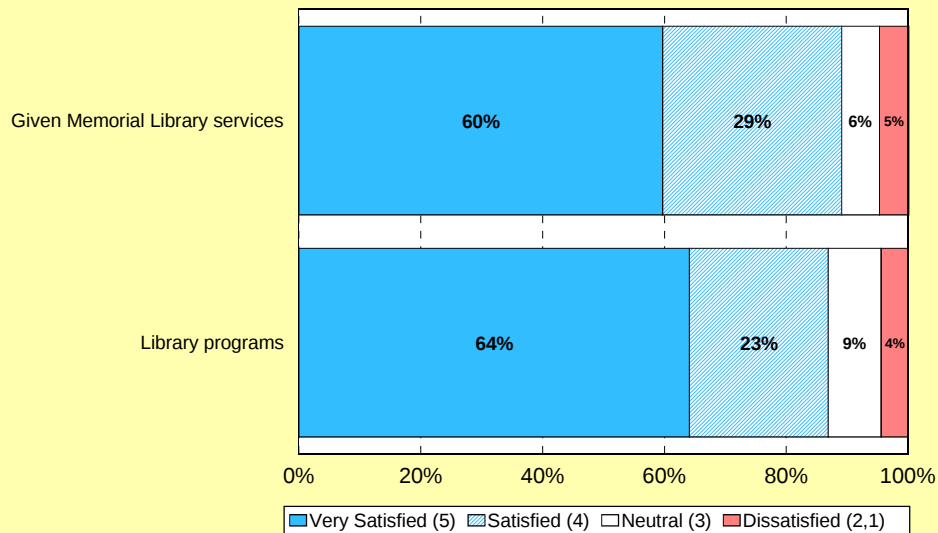
by percentage of respondents who answered "yes"



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q12b. Satisfaction with Various Aspects of the Given Memorial Library

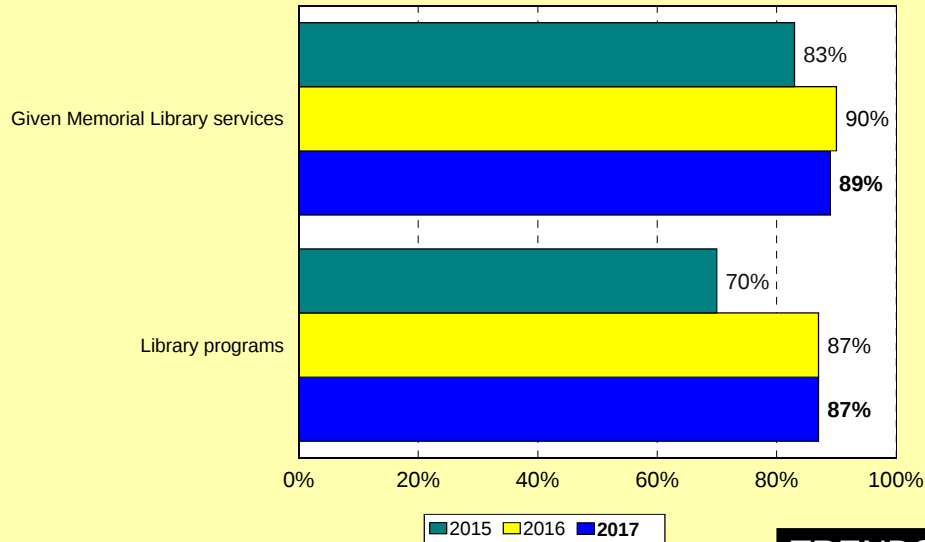
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q12b. Satisfaction with Various Aspects of Given Memorial Library - 2015 to 2017

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

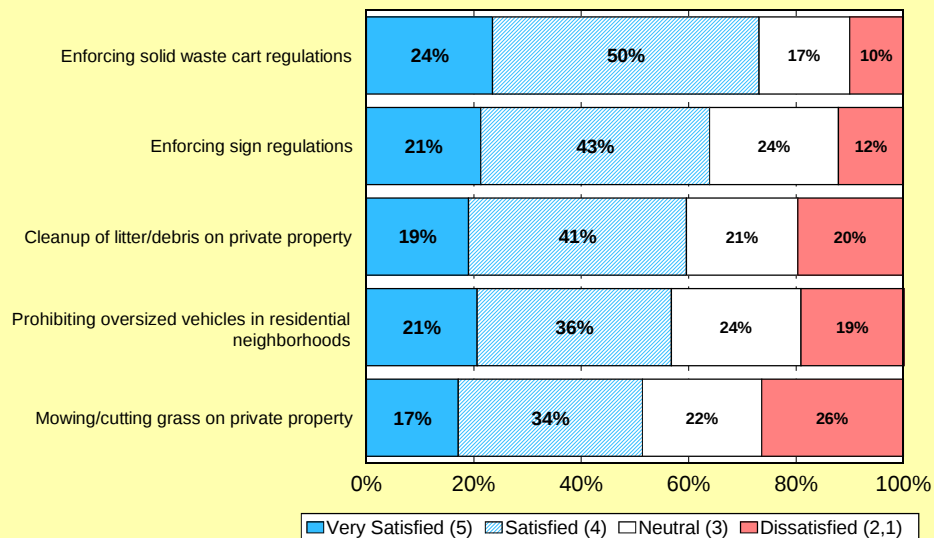


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q13. Satisfaction with Various Aspects of Community Development

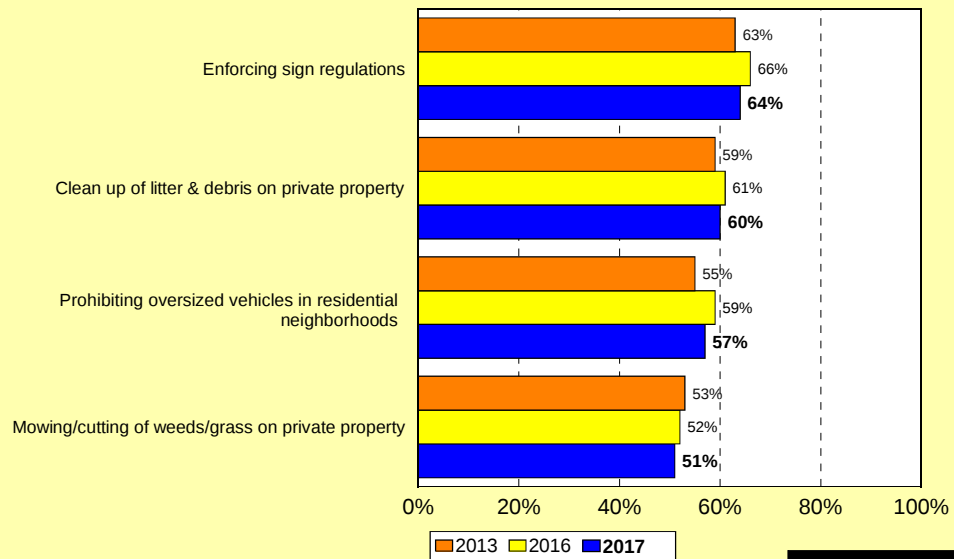
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q13. Satisfaction with Various Aspects of Community Development - 2013, 2016 & 2017

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

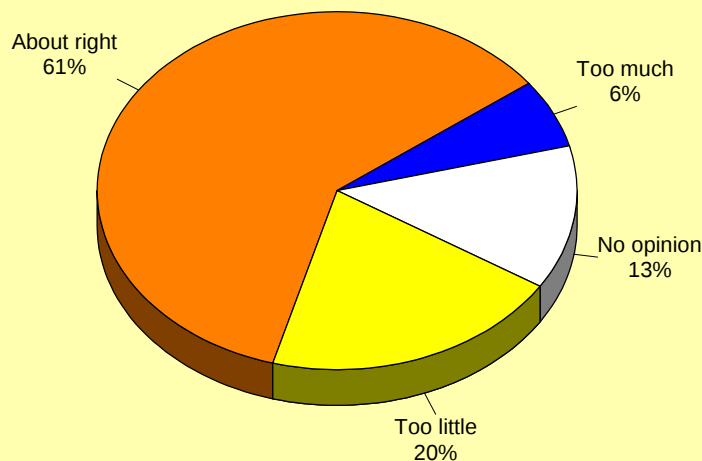


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q14. How would you describe the amount of effort the Village applies to enforce its codes and ordinances?

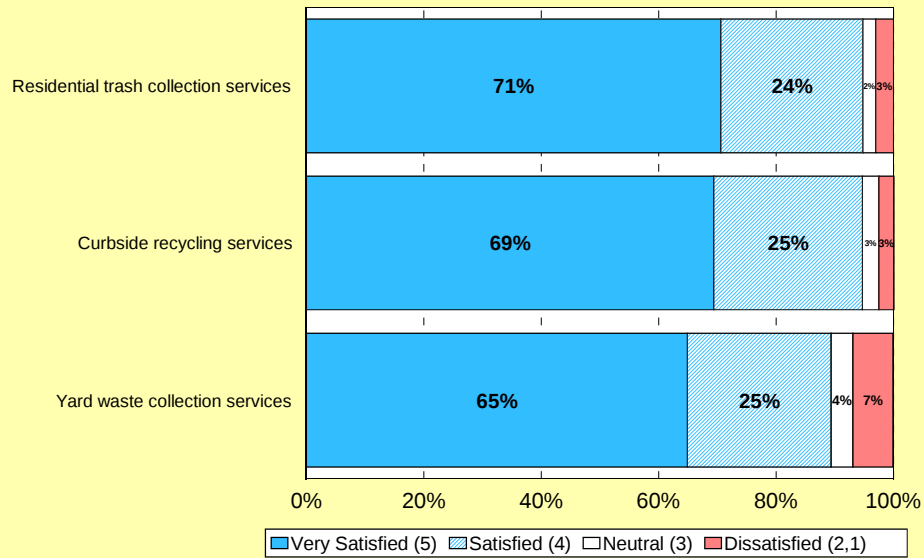
by percentage of respondents



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q15. Satisfaction with Solid Waste Services

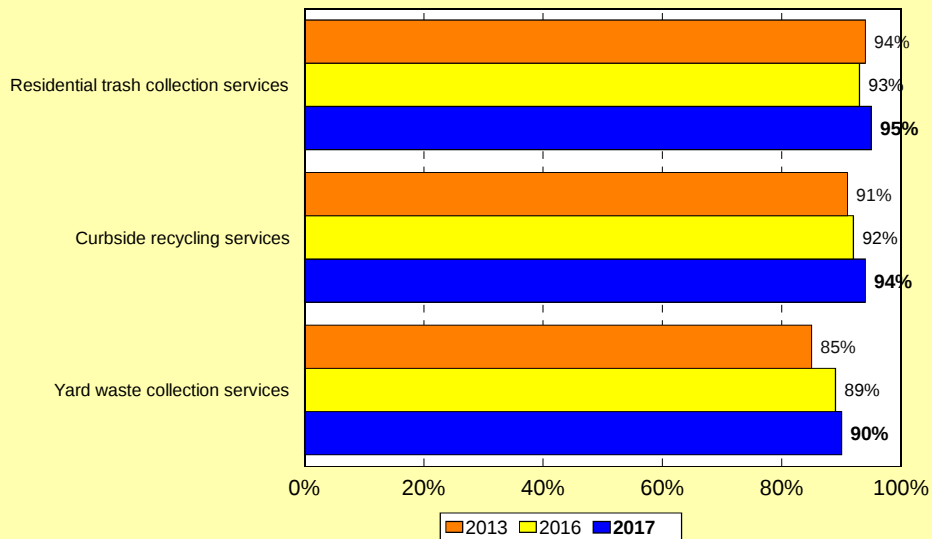
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q15. Satisfaction with Solid Waste Services - 2013, 2016 & 2017

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

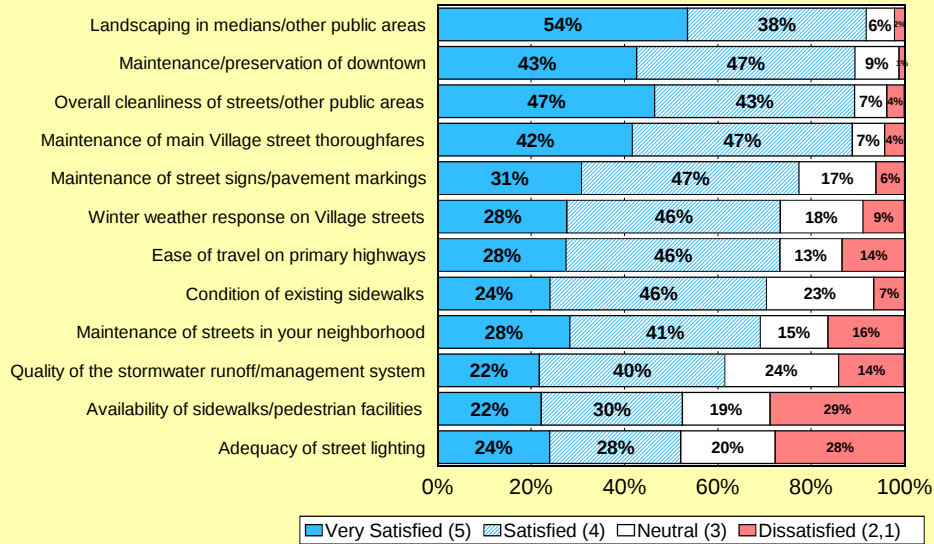


Source: ETC Institute DirectionFinder (2016 - Pinehurst, NC)

TRENDS

Q16. Satisfaction with Various Aspects of Public Services

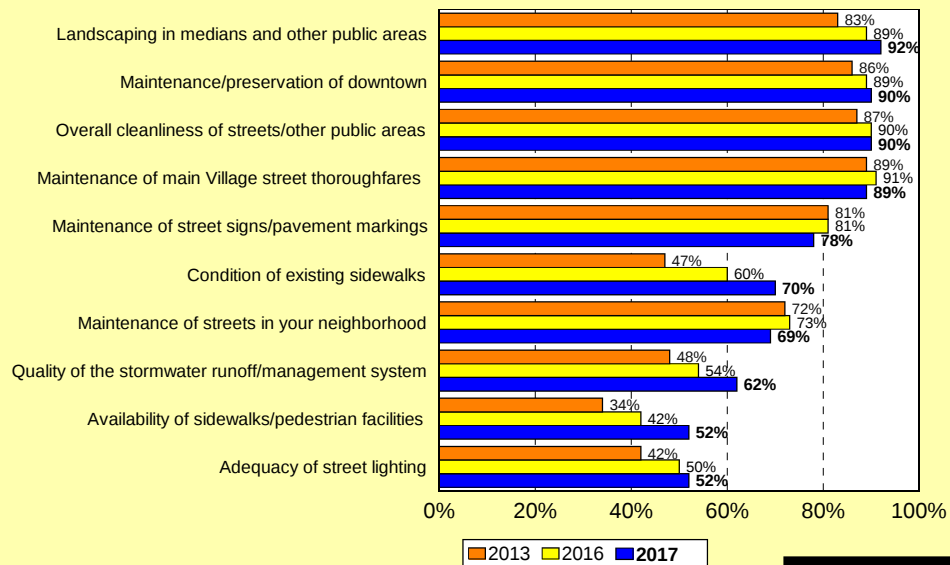
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q16. Satisfaction with Various Aspect of Public Services - 2013, 2016 & 2017

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

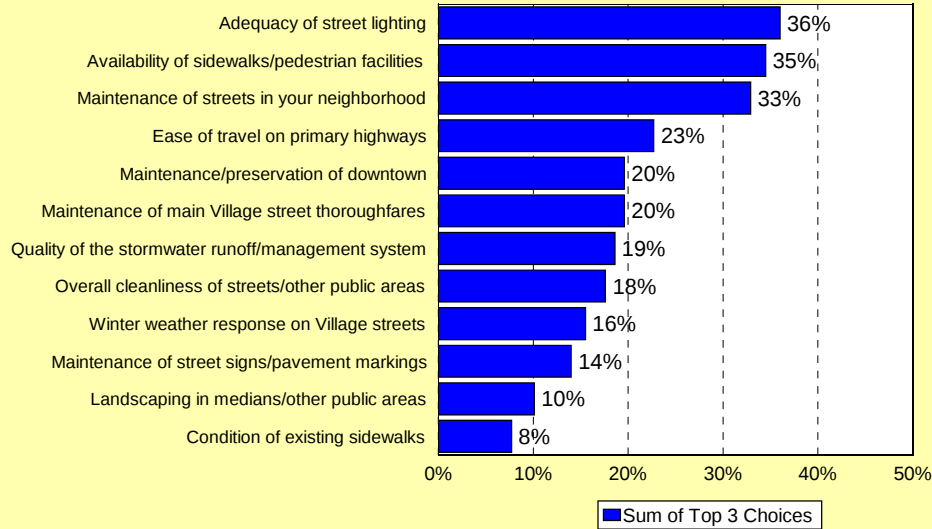


Source: ETC Institute DirectionFinder (2016 - Pinehurst, NC)

TRENDS

Q17. Which three of the Public Services items should receive the most emphasis from Village leaders over the next TWO Years?

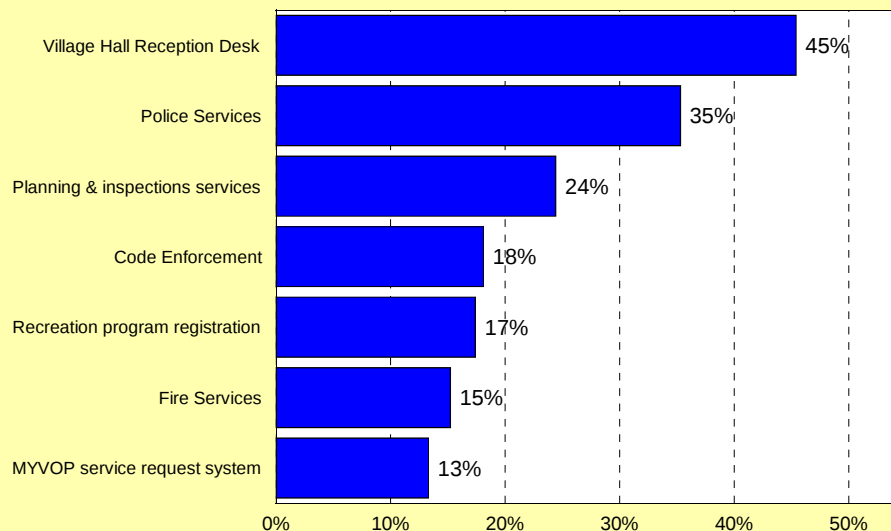
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q18. Do you or other members of your household use Village services and facilities?

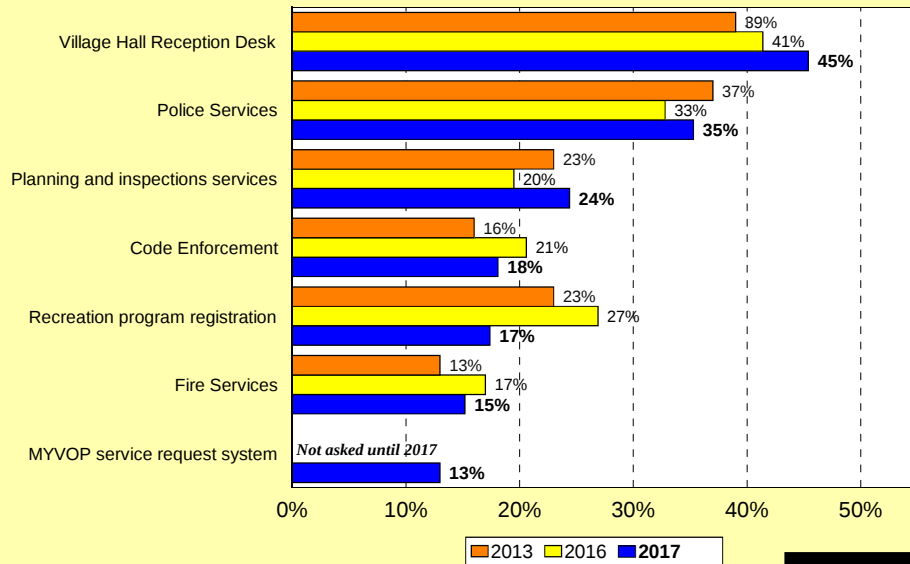
by percentage of respondents who answered "yes"



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q18. Households That Use Village Services and Facilities - 2013, 2016 & 2017

by percentage of respondents who answered "yes"

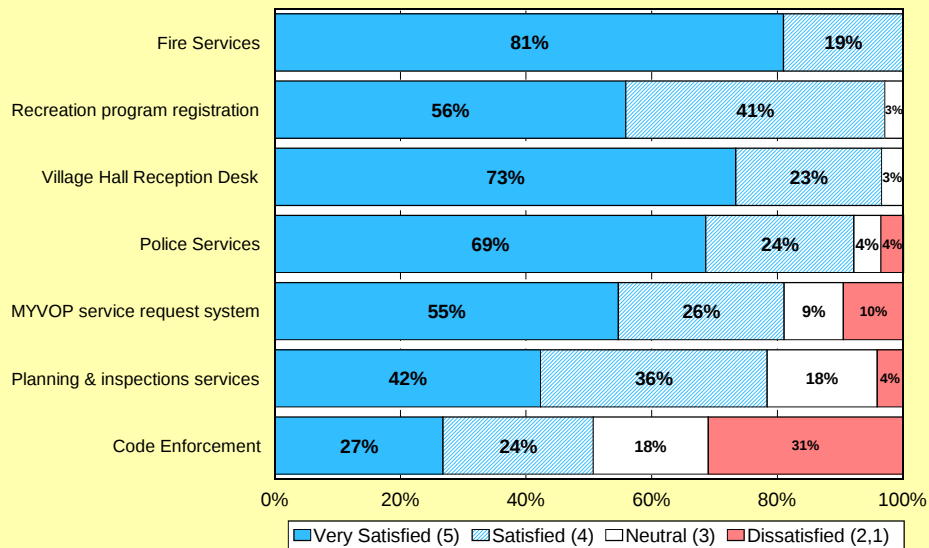


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q18a. Satisfaction with Village Services and Facilities That Households Have Used

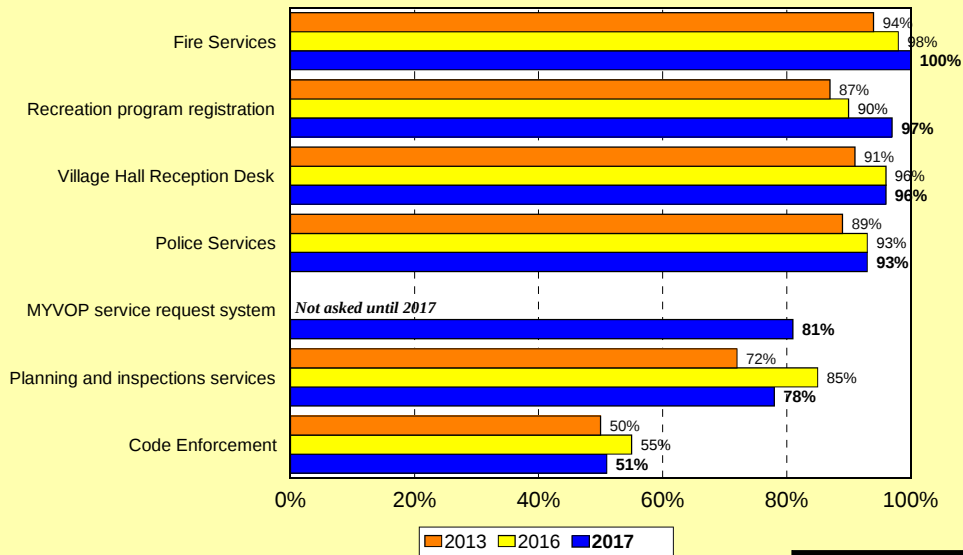
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q18a. Satisfaction With Village Services and Facilities - 2013, 2016 & 2017

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

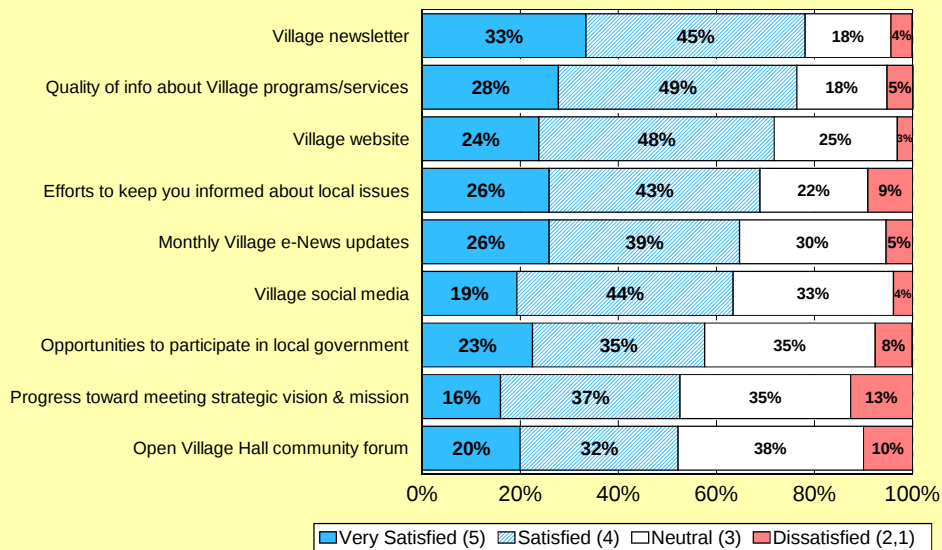


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q19. Satisfaction with Public Communication and Outreach

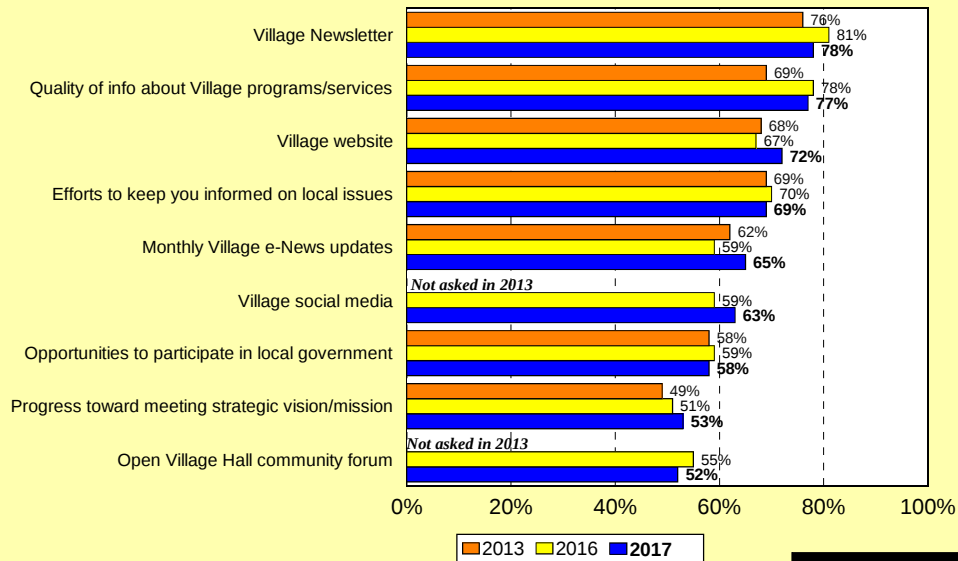
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q19. Satisfaction with Public Communication and Outreach - 2013, 2016 & 2017

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

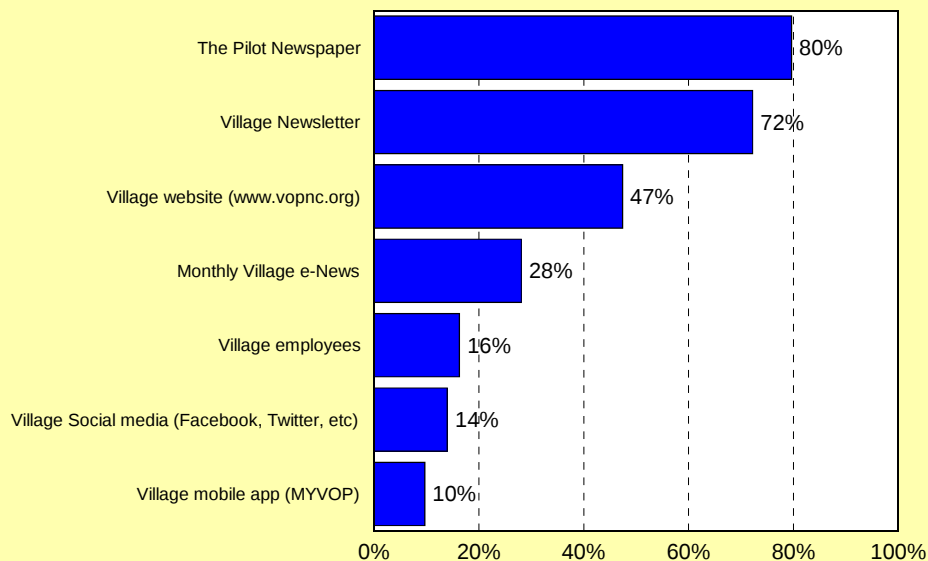


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q20. Which of the following do you use to get information about the Village of Pinehurst?

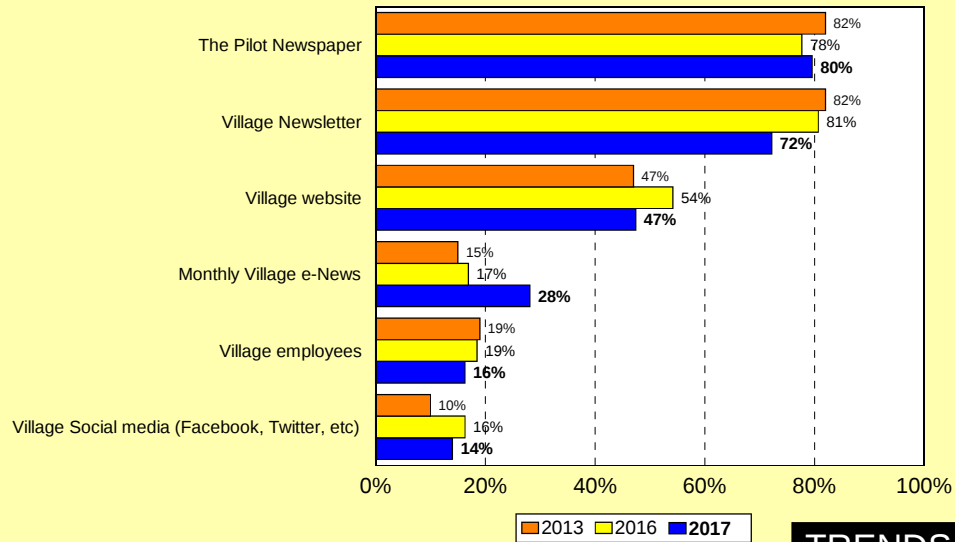
by percentage of respondents (multiple selections could be made)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q19. Which of the following do you use to get information about the Village of Pinehurst? 2013, 2016 & 2017

by percentage of respondents (multiple selections could be made)

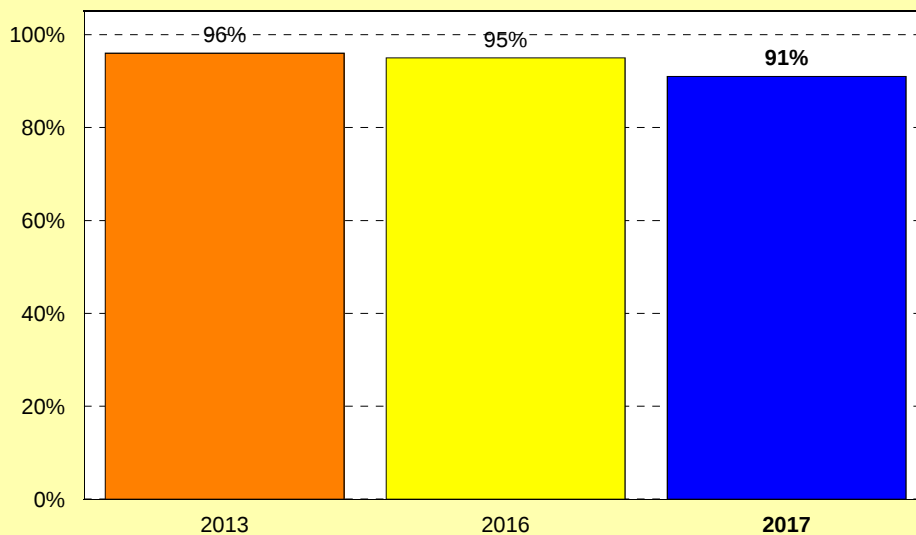


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

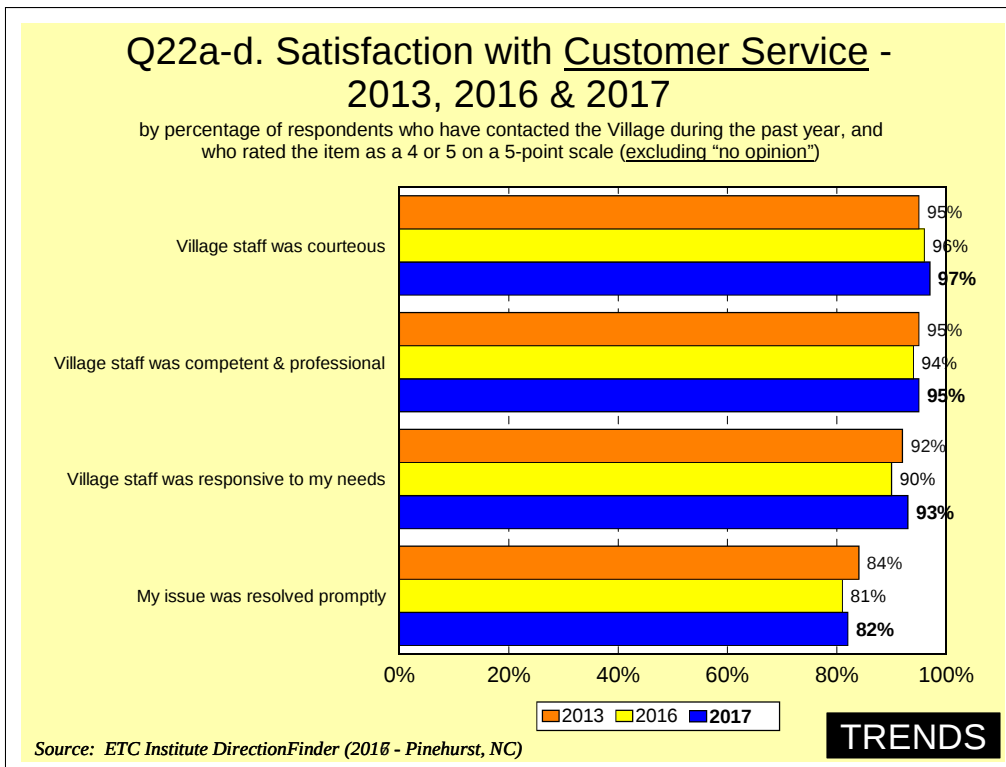
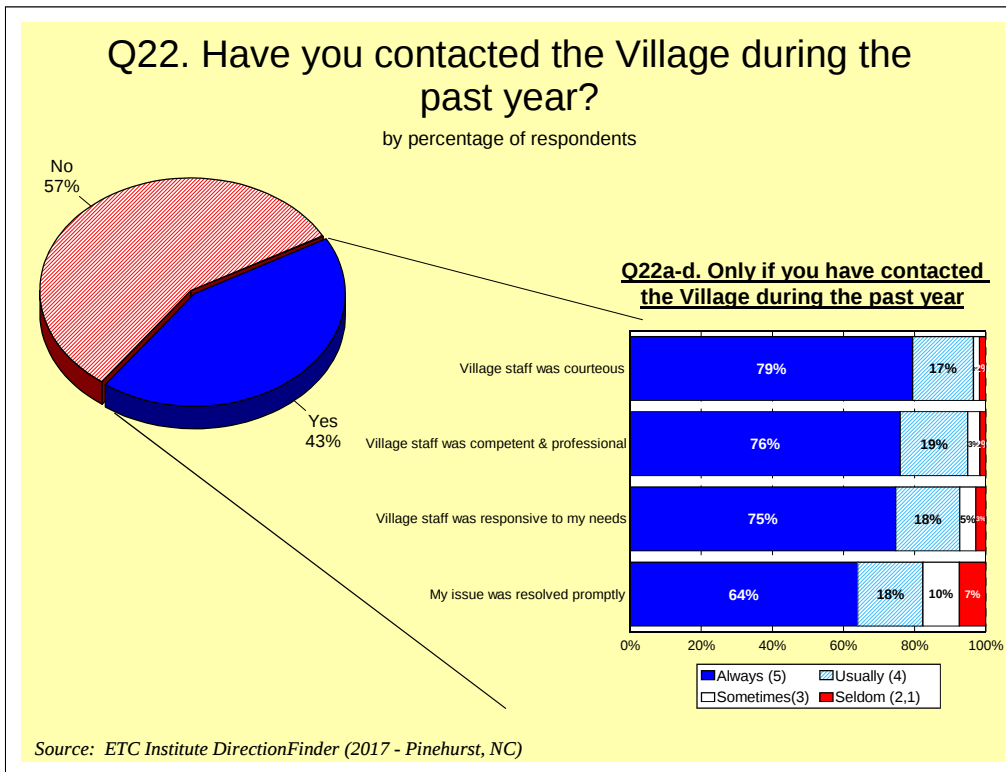
Q21. How often do you read the Village Newsletter, which is mailed to all residents?

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



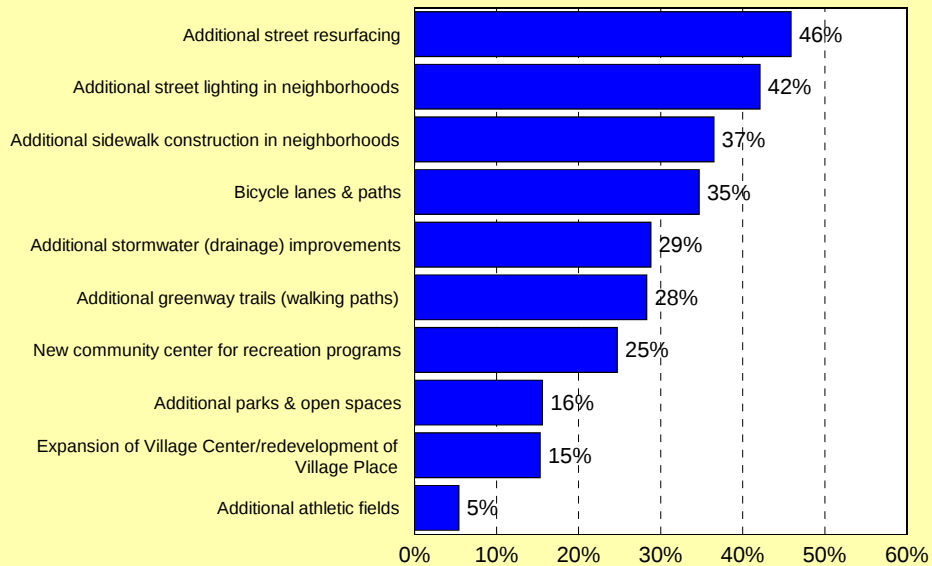
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS



Q23. Capital Improvements That Residents Feel Are the Most Important

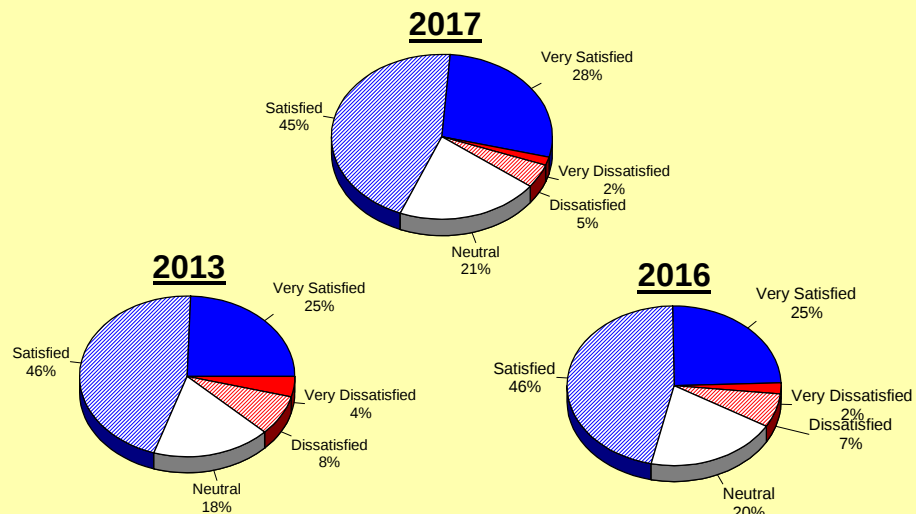
by percentage of respondents (3 selections could be made)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q24. What is your level of satisfaction with the value you receive for the portion of your property taxes that funds the Village's operating budget?

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

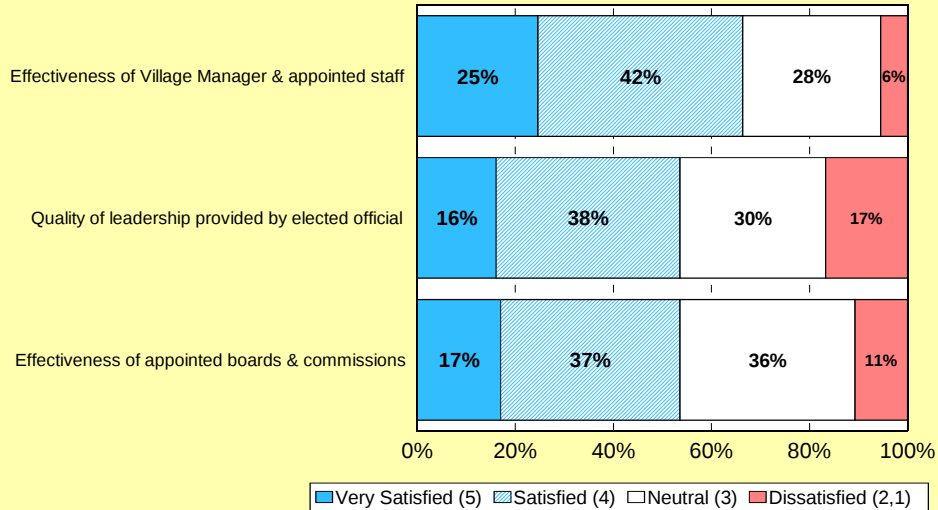


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q25. Please rate your satisfaction with the following aspects of Village leadership:

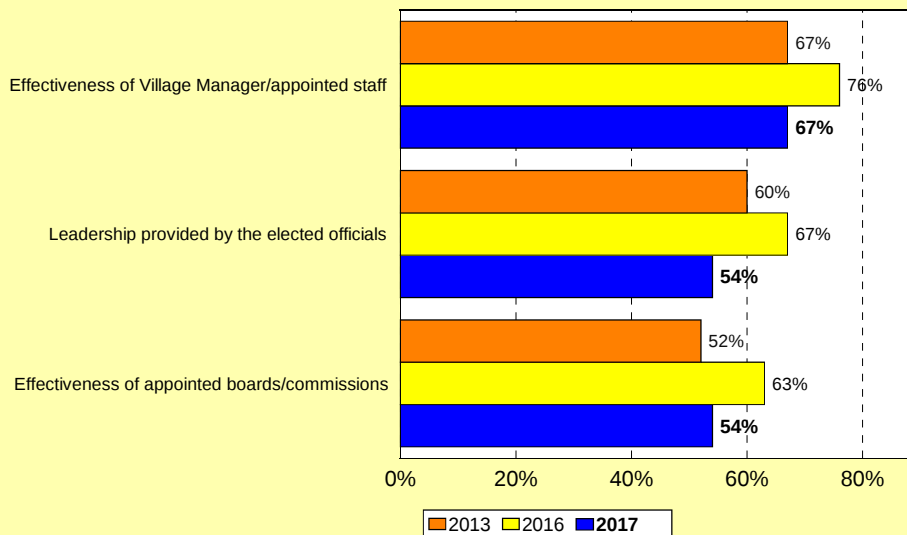
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q25. Satisfaction with Village Leadership - 2013, 2016 & 2017

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

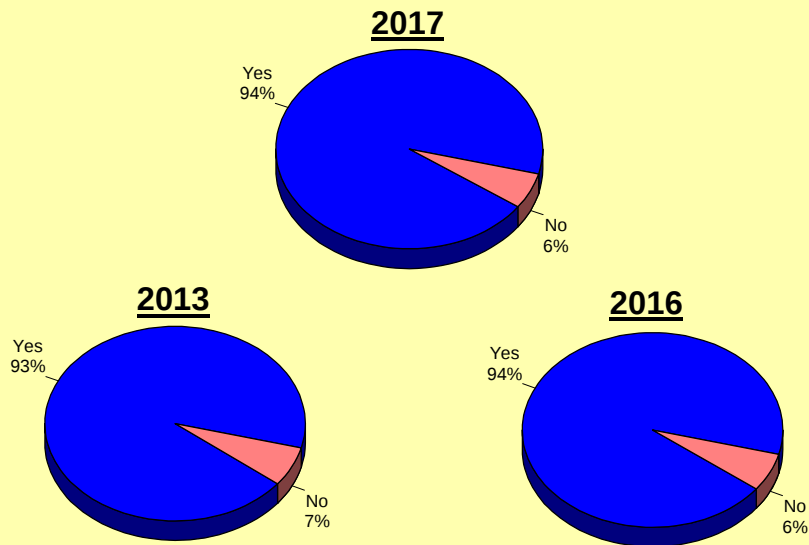


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q26. Would you recommend Pinehurst to others as a place to live?

by percentage of respondents who answered "yes" (excluding "not provided")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q27. Demographics: Approximately how many years have you lived in the Village of Pinehurst?

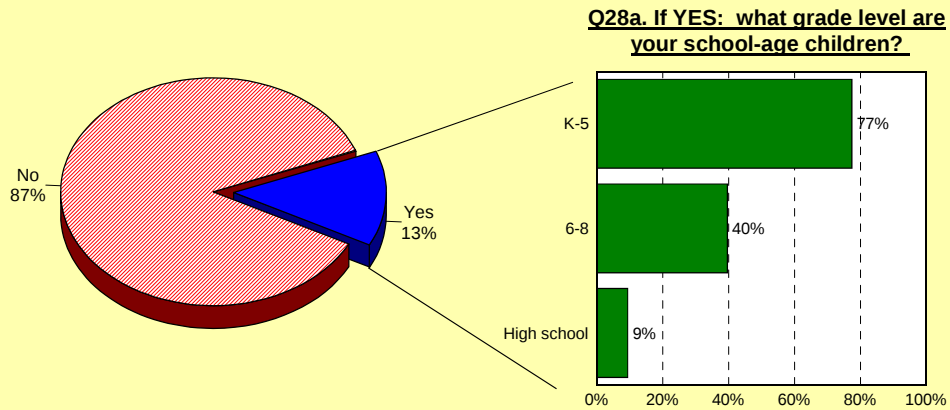
by percentage of respondents (excluding "not provided")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q28. Demographics: Do you have school age children (grades K-12) living at home?

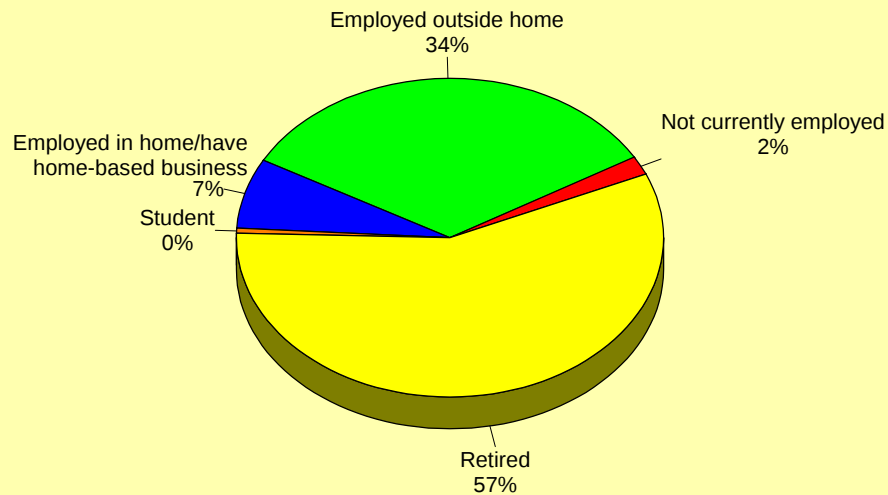
by percentage of respondents



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q29. Demographics: Current Employment Status

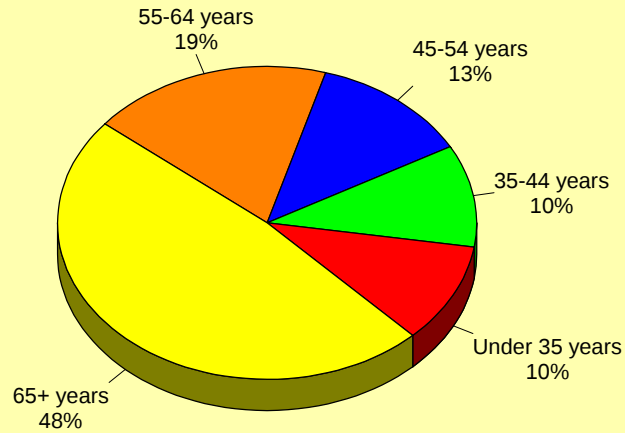
by percentage of respondents (excluding "not provided")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q30. Demographics: Age of Respondents

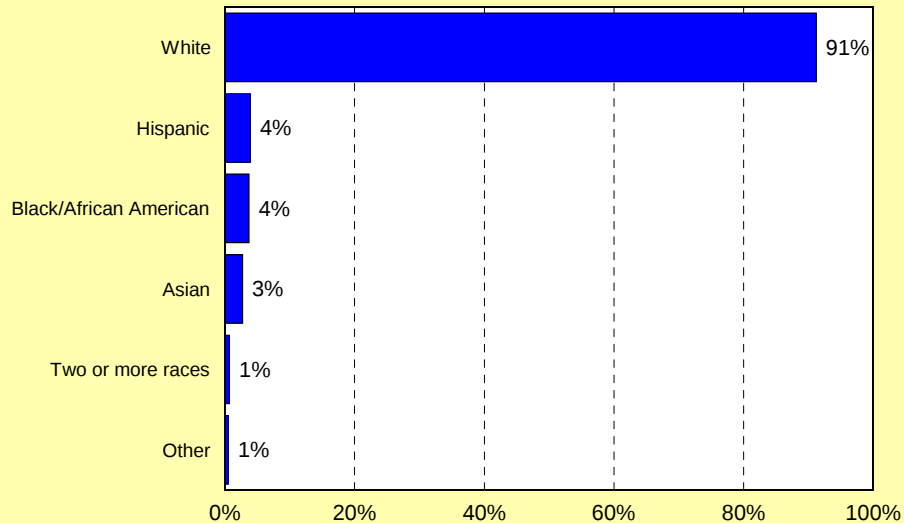
by percentage of respondents (excluding "not provided")



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q31. Demographics: Which of the following best describes your race?

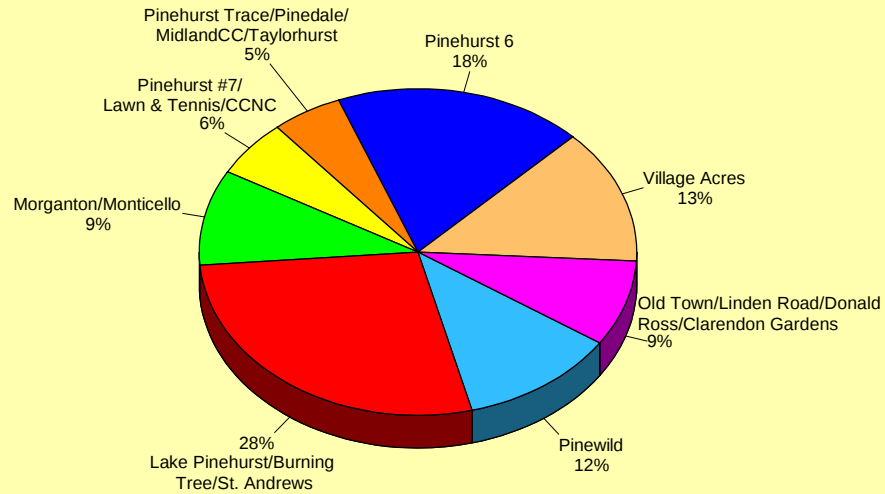
by percentage of respondents (multiple selections could be made)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q32. Demographics: Which of the following best describes where you live?

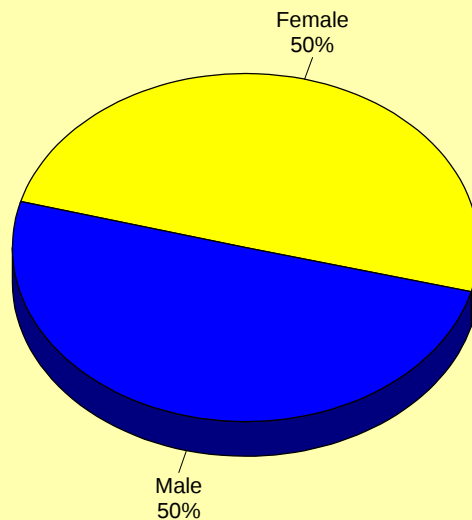
by percentage of respondents



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q33. Demographics: Gender

by percentage of respondents



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Section 2

GIS Maps

Interpreting the Maps

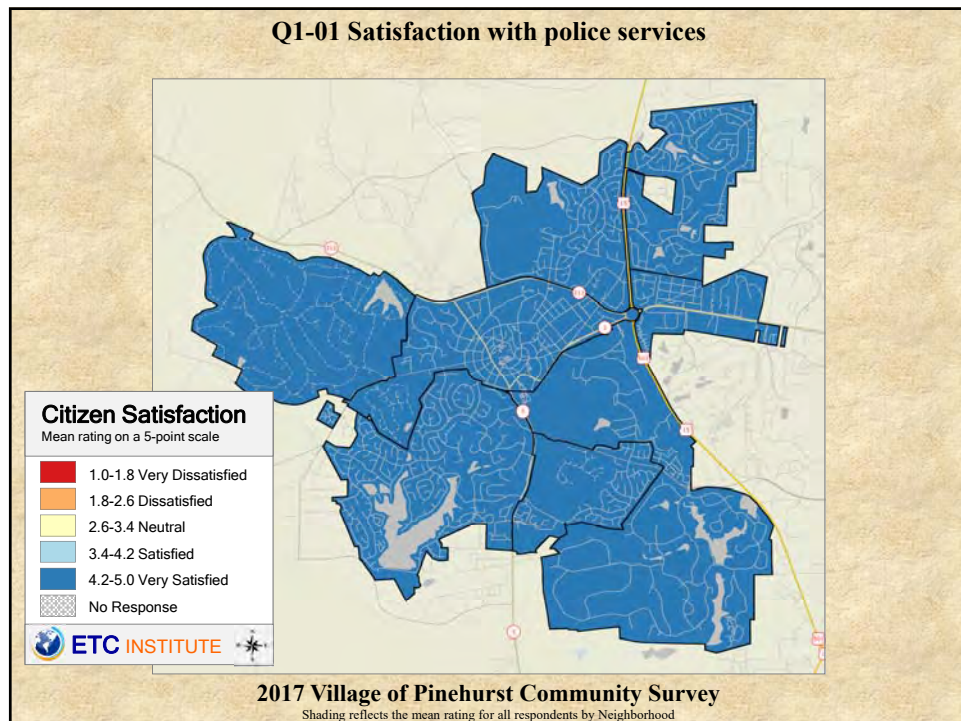
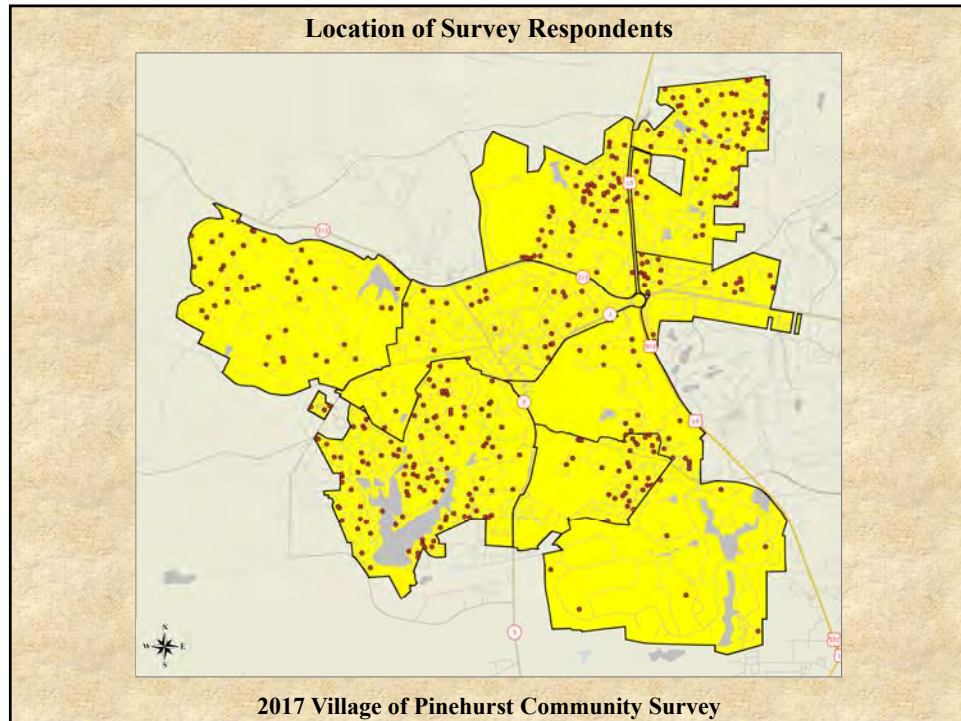
The maps on the following pages show the mean ratings for several questions by Neighborhood in the Village of Pinehurst.

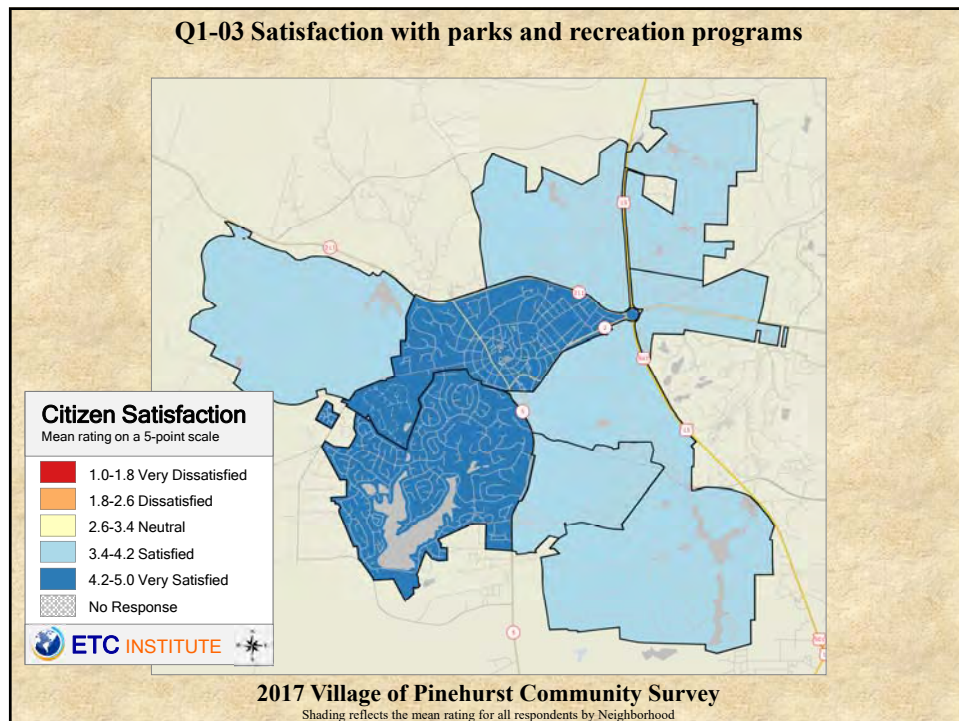
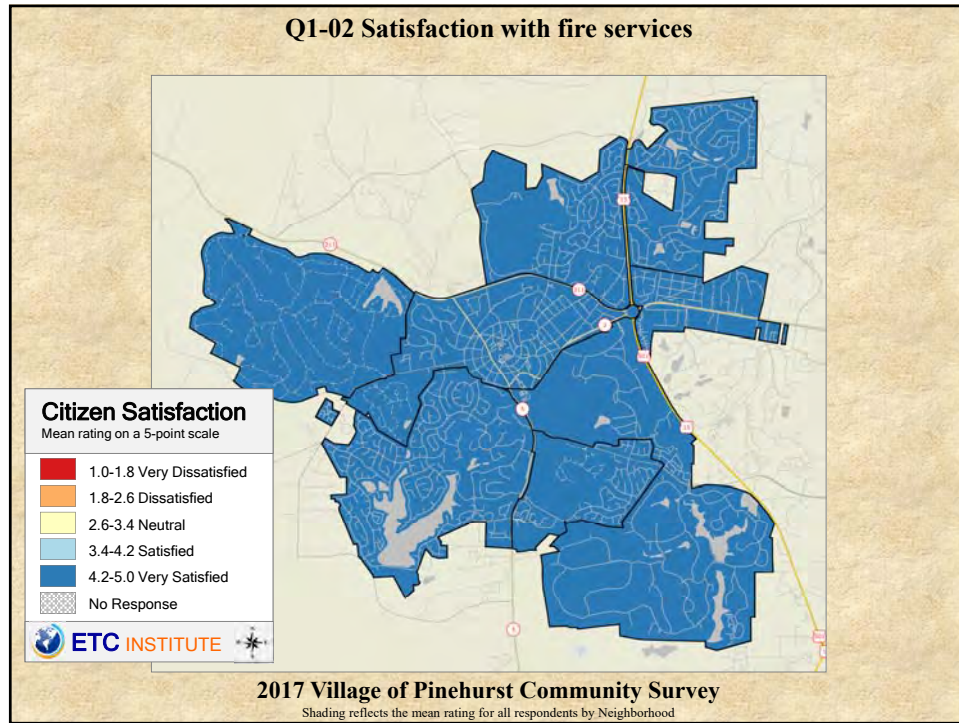
If all Neighborhoods on a map are the same color, then most residents in the community generally feel the same about that issue.

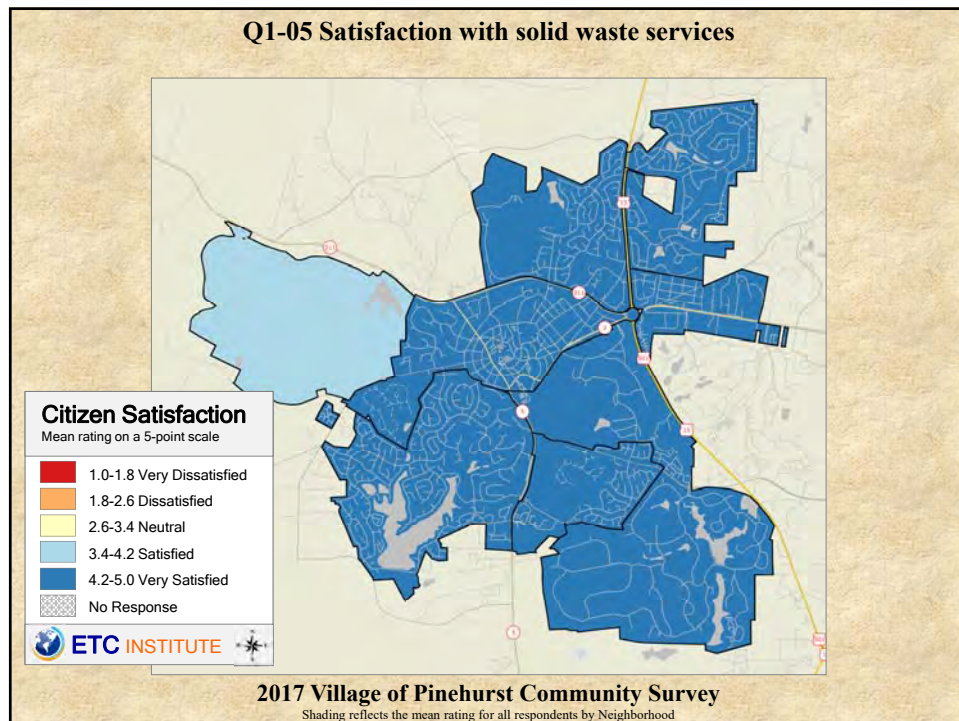
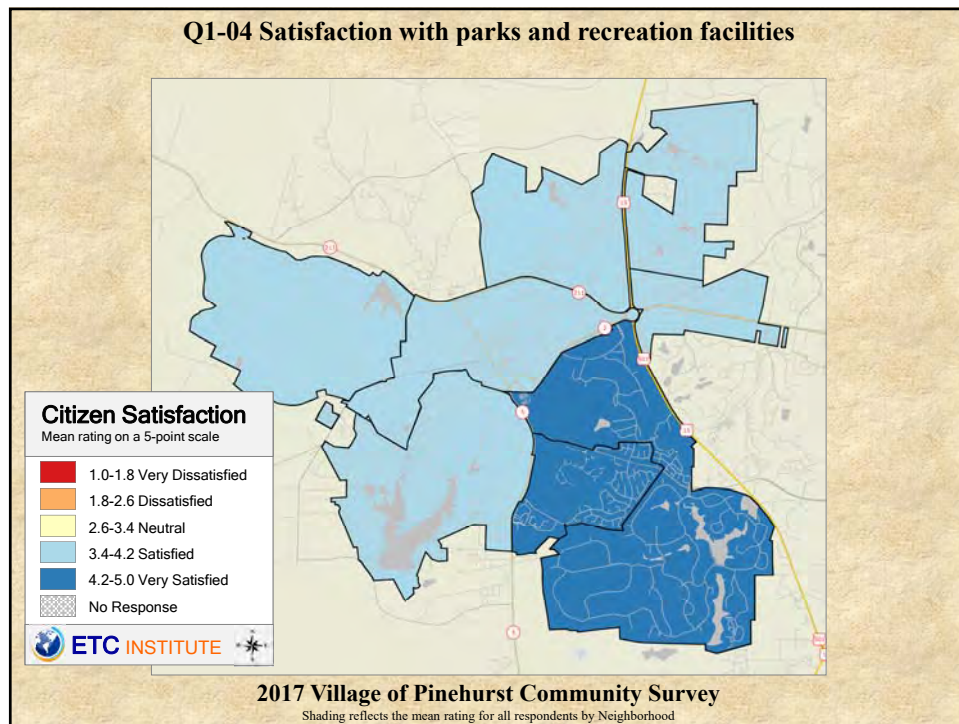
If all areas on a map are the same color, then residents generally feel the same about that issue regardless of the location of their home.

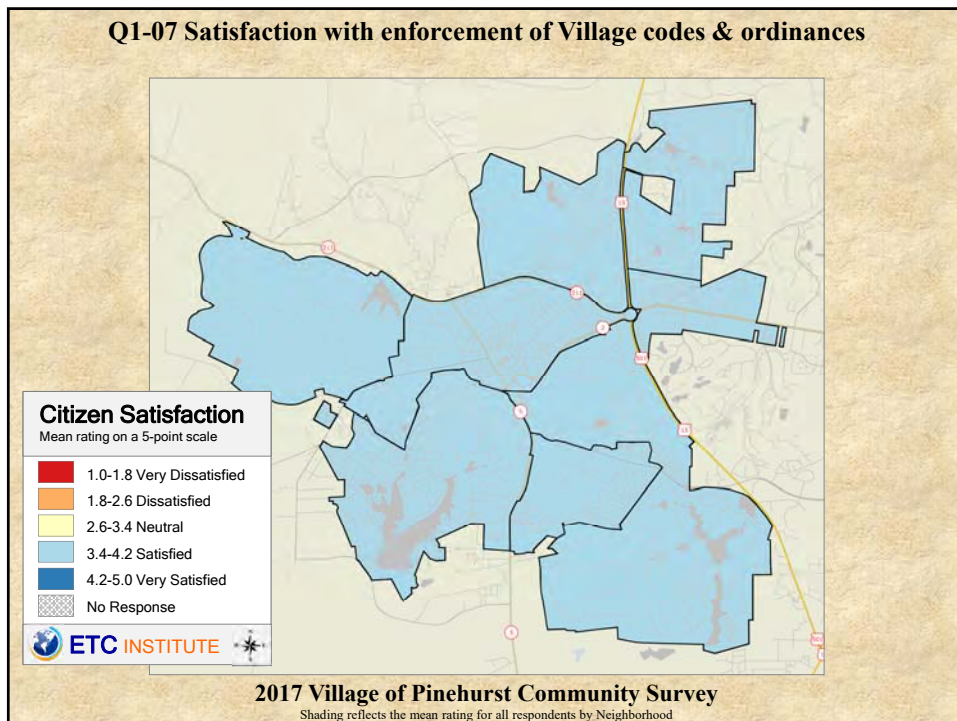
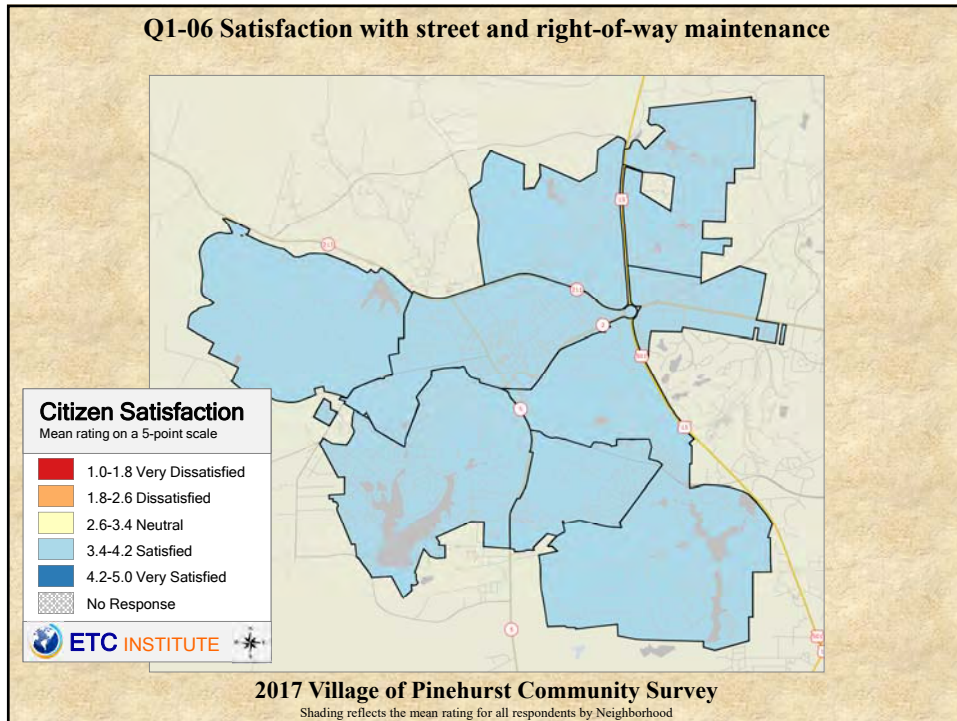
When reading the maps, please use the following color scheme as a guide:

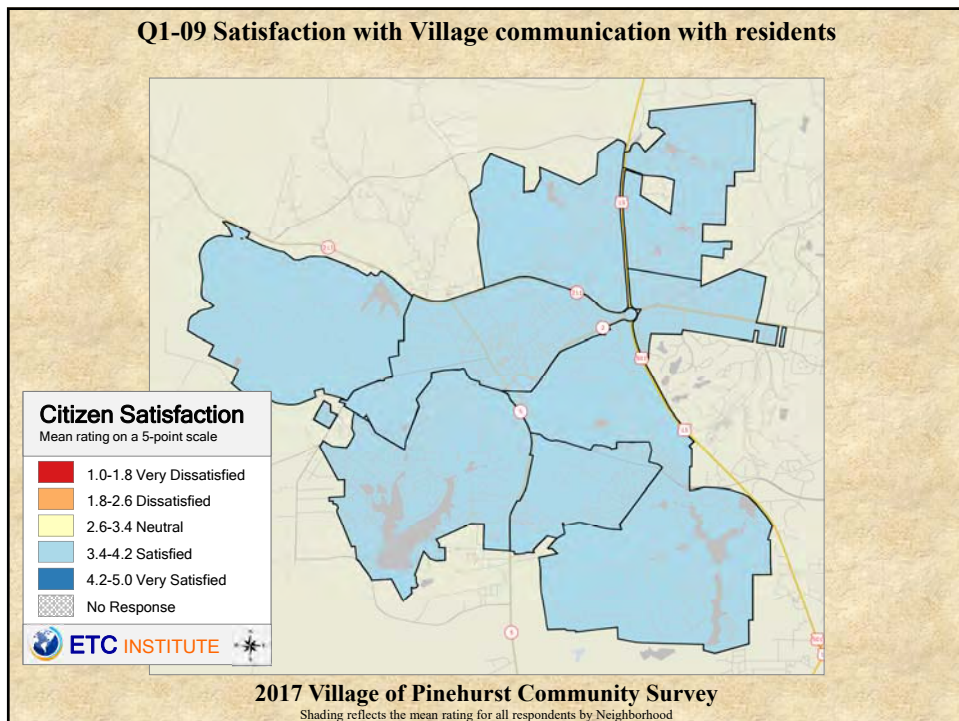
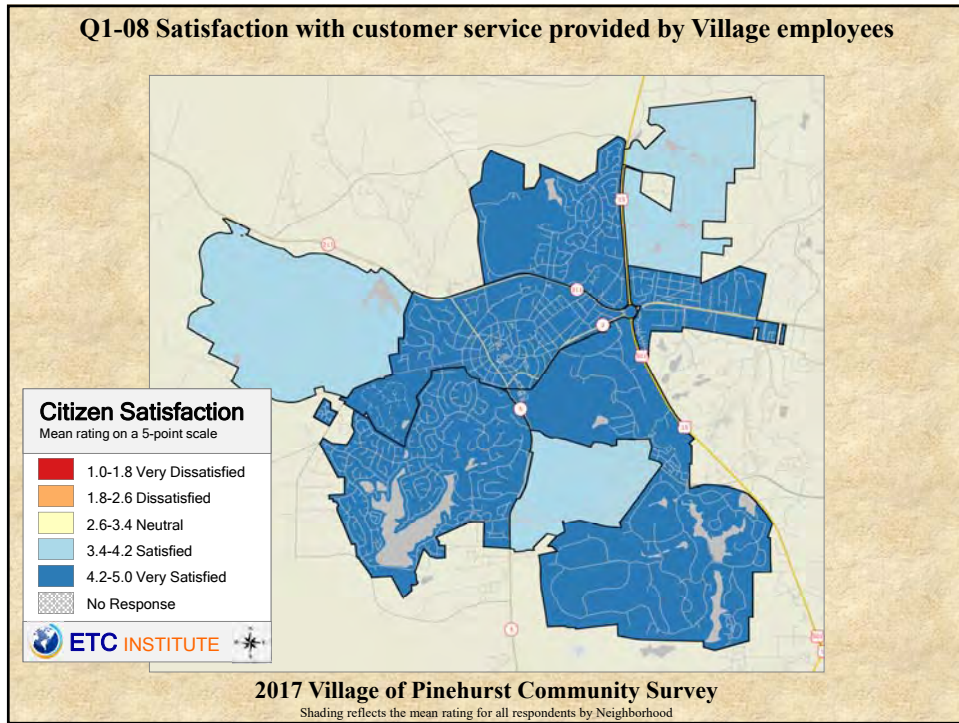
- **DARK/LIGHT BLUE** shades indicate POSITIVE ratings. Shades of blue generally indicate higher levels of “very satisfied” or “satisfied” responses, higher levels of “very safe” or “safe” responses or higher levels of importance depending upon the type of question.
- **OFF WHITE** shades indicate NEUTRAL ratings. These shades generally indicate that residents thought the quality of service delivery is adequate or that residents were neutral about the issue in question.
- **DARK/LIGHT RED** shades indicate NEGATIVE ratings. Shades of red generally indicate higher levels of “dissatisfied” or “very dissatisfied” responses, higher levels of “unsafe” or “very unsafe” responses and lower levels of importance depending on the question.



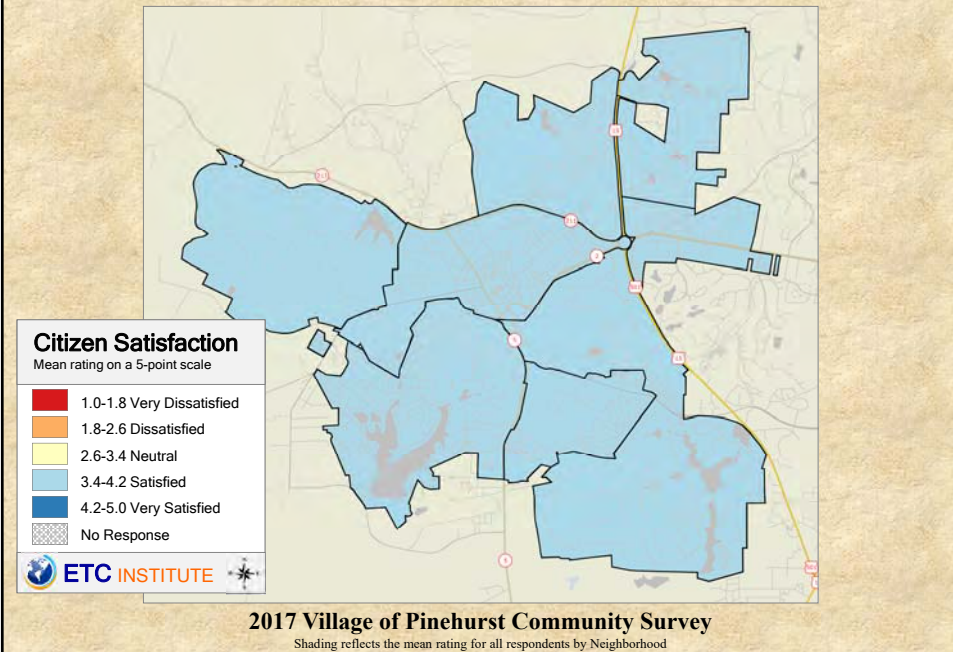




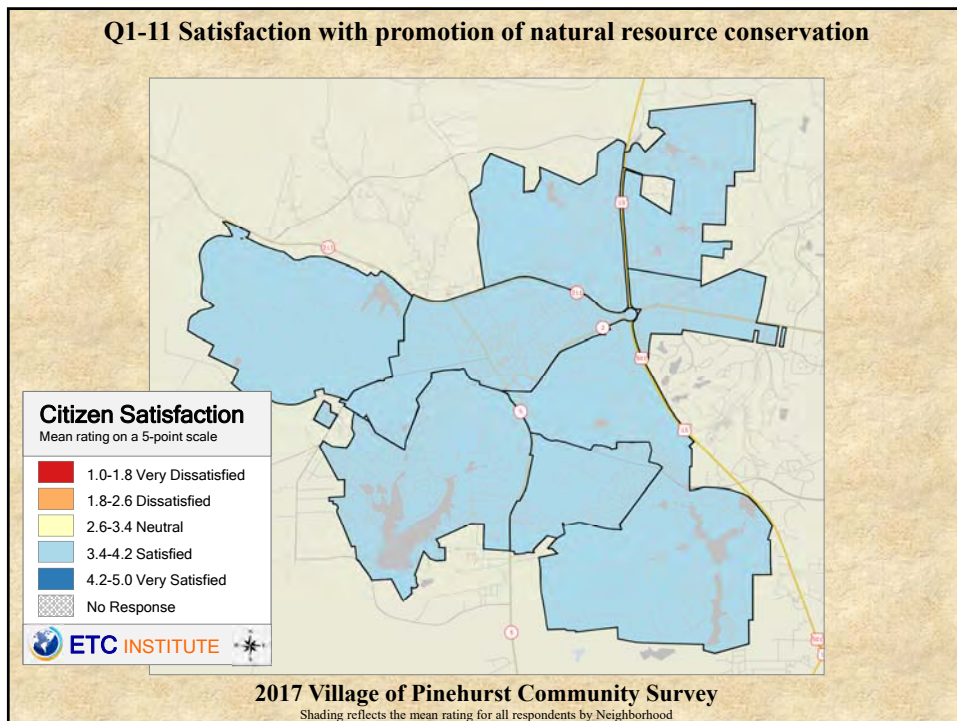


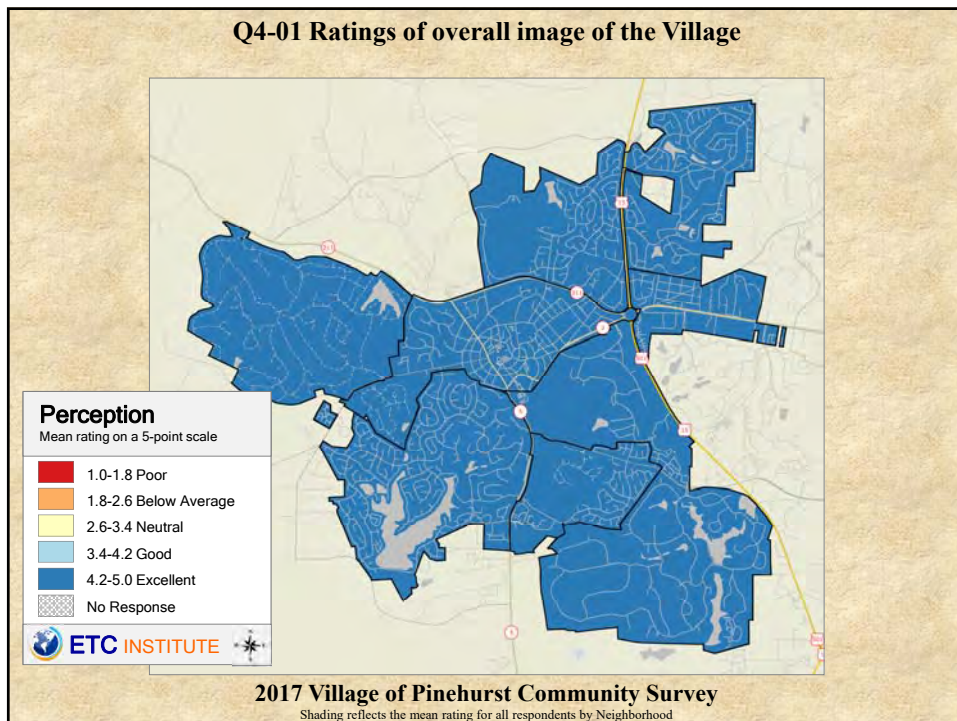
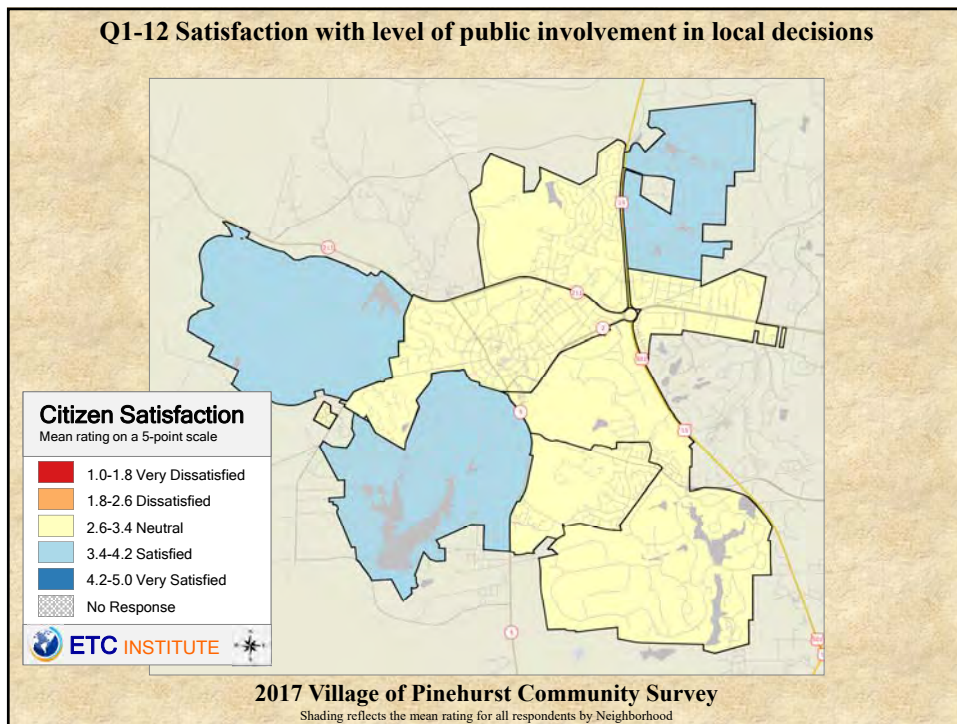


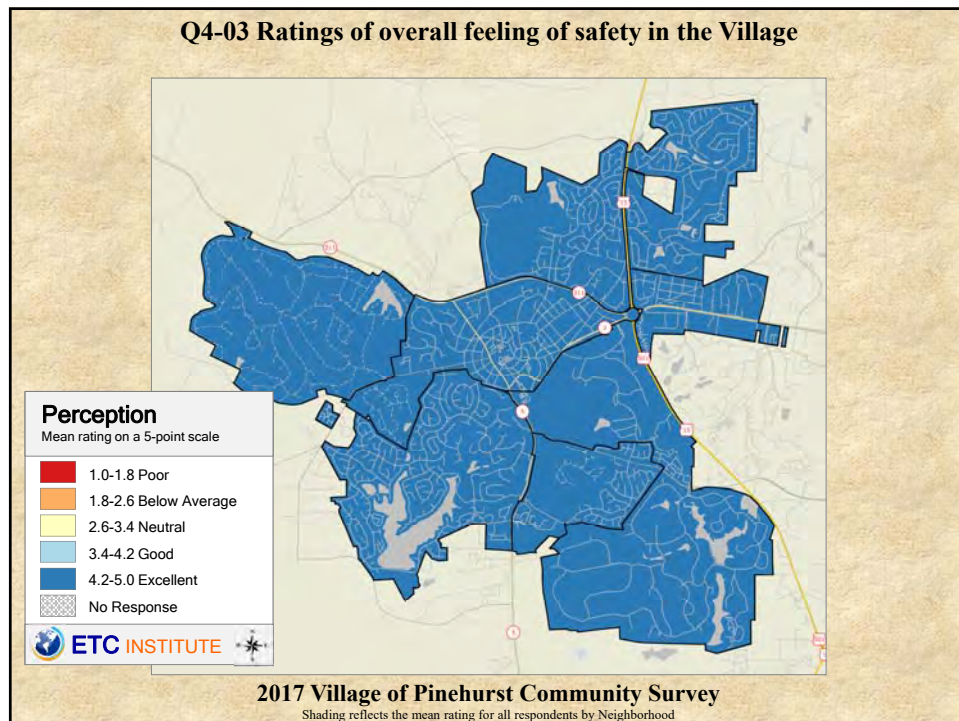
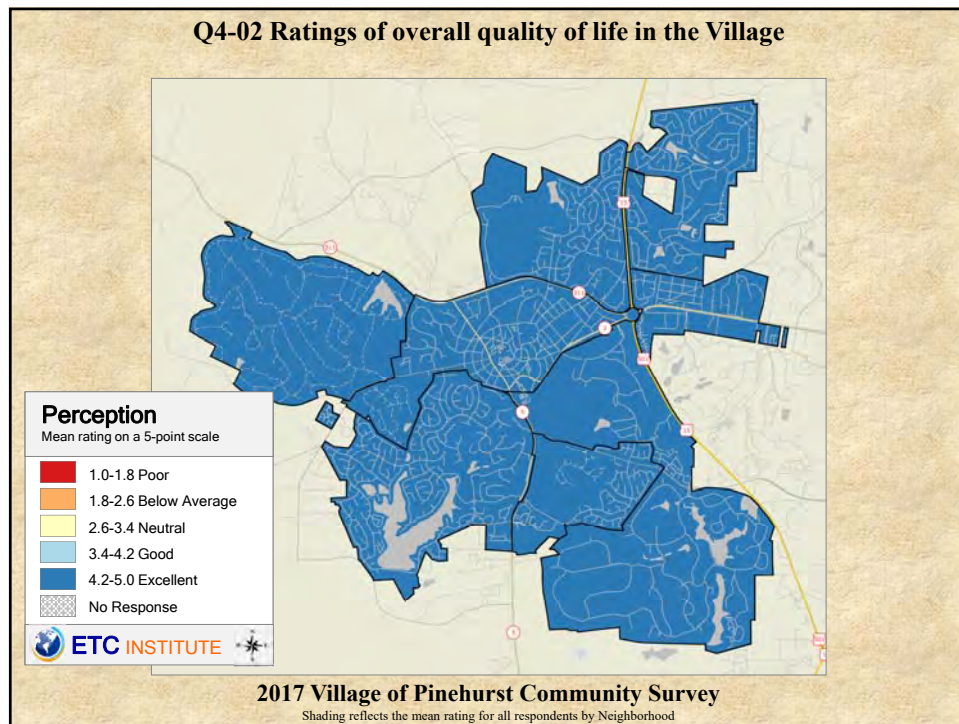
Q1-10 Satisfaction with Village efforts at maintaining the quality of neighborhoods

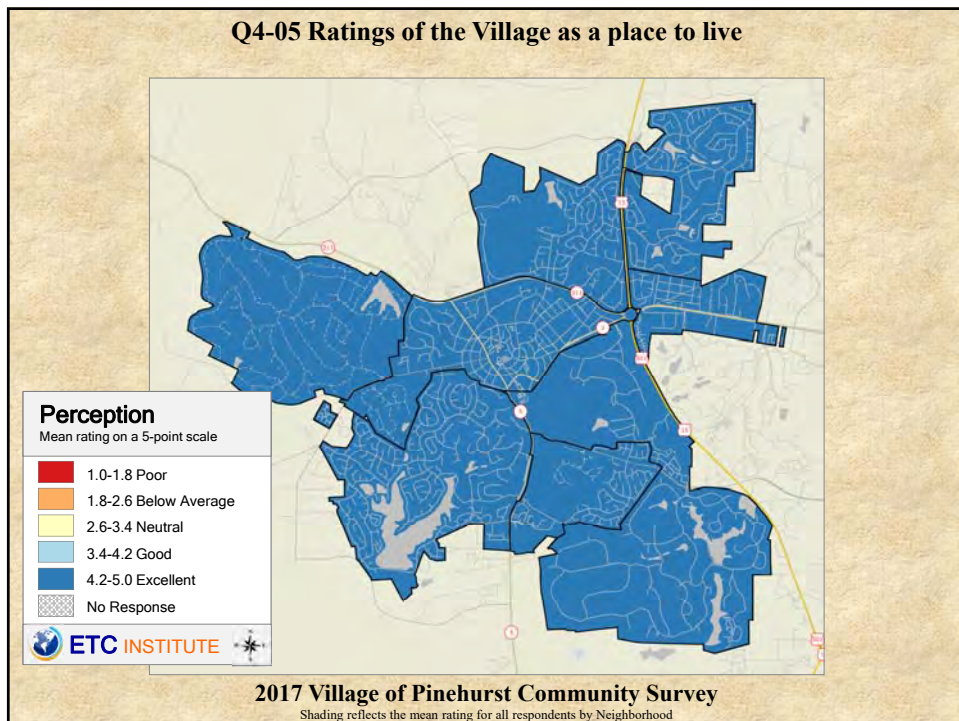
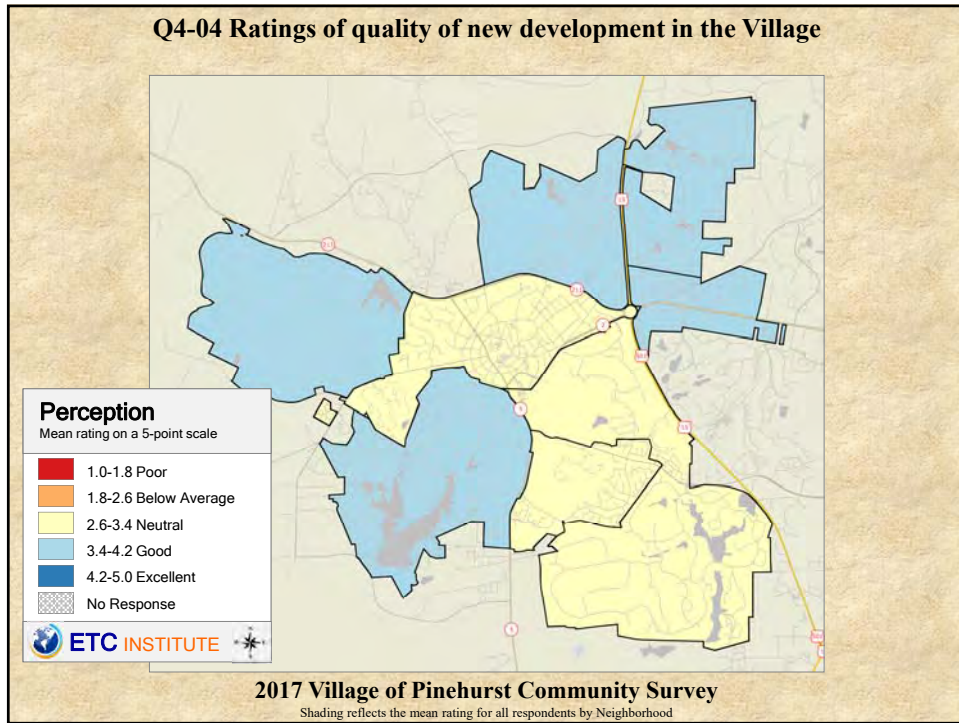


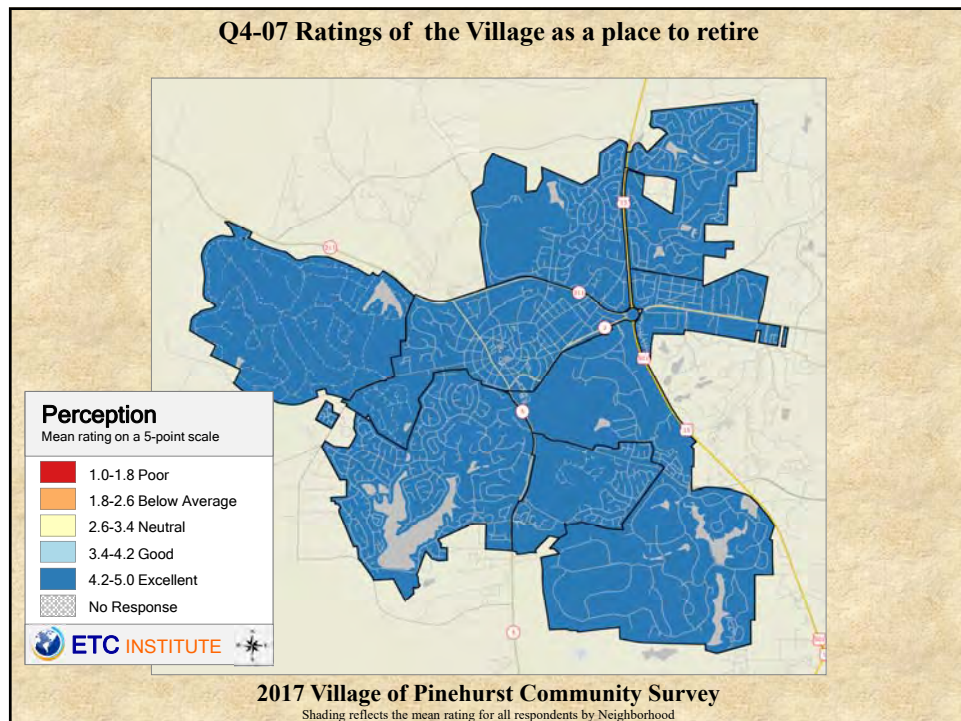
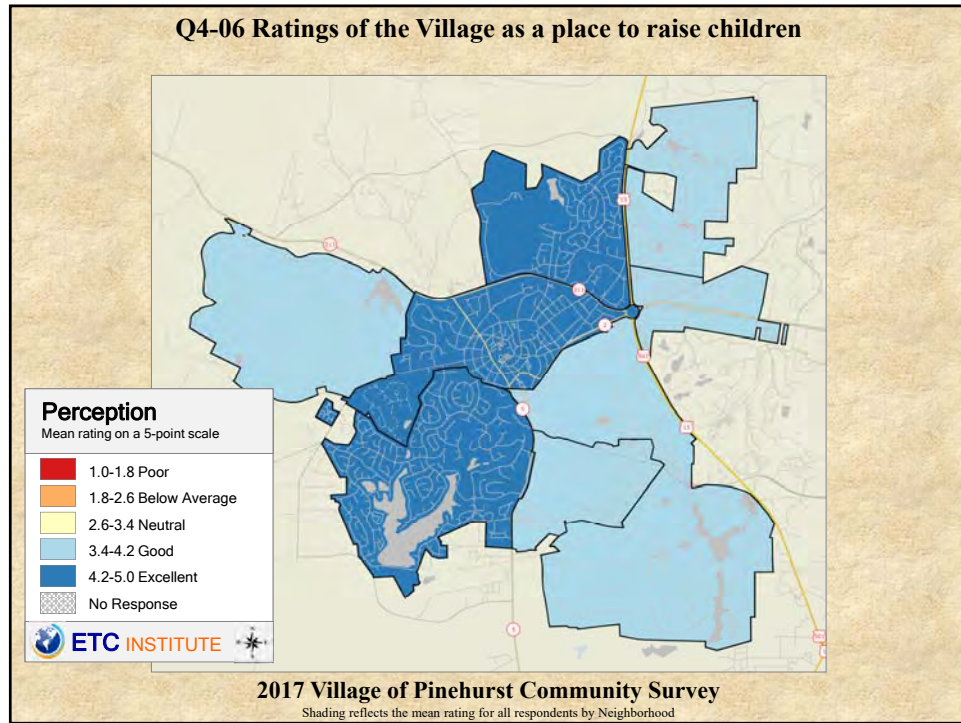
Q1-11 Satisfaction with promotion of natural resource conservation

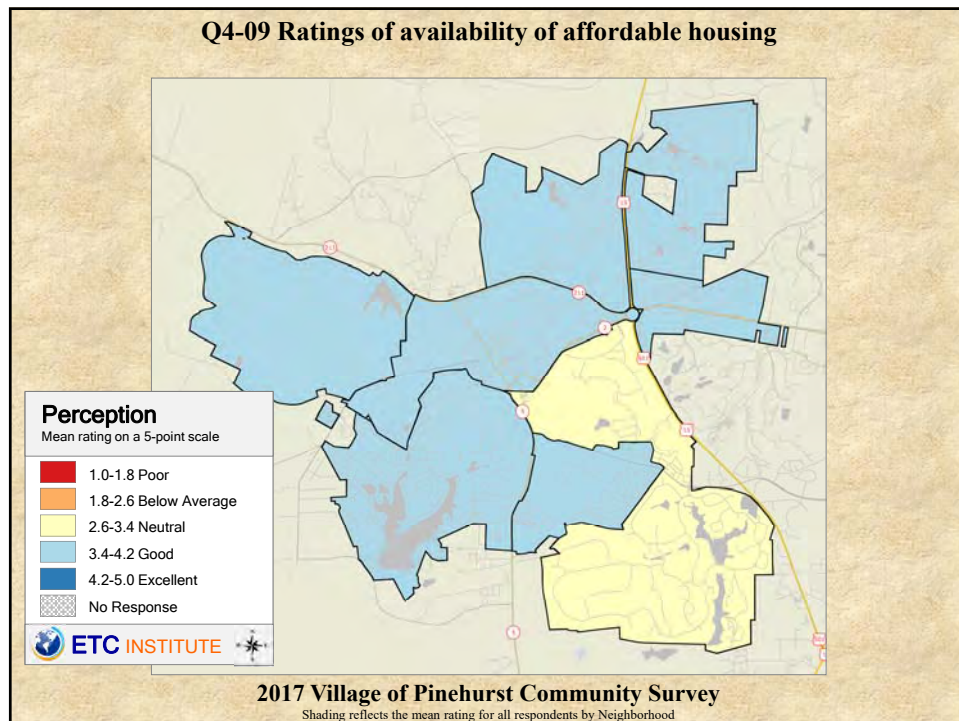
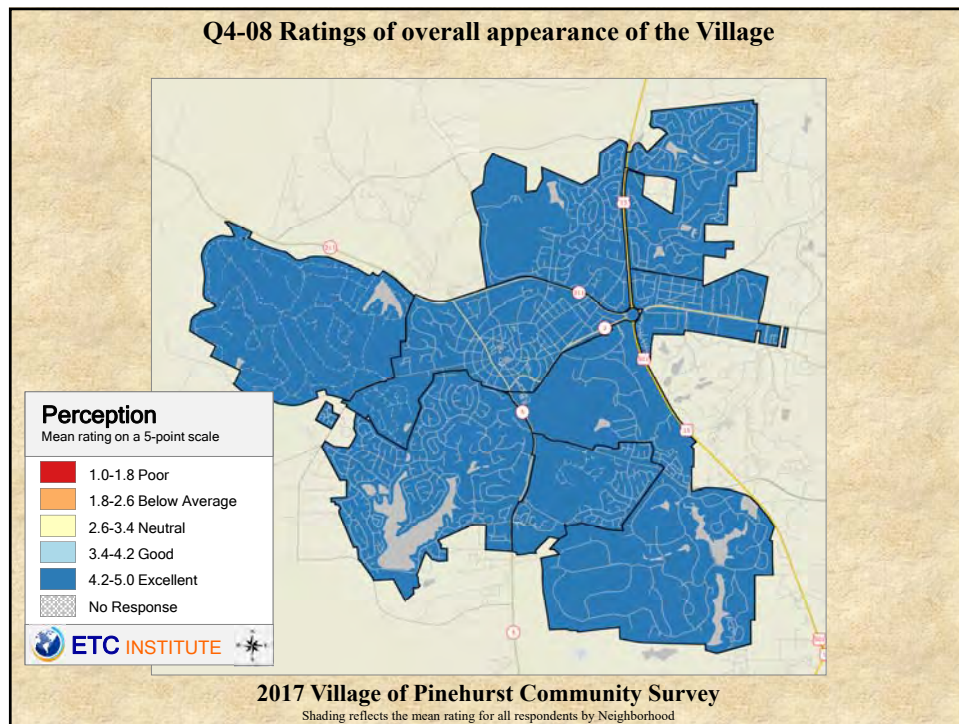


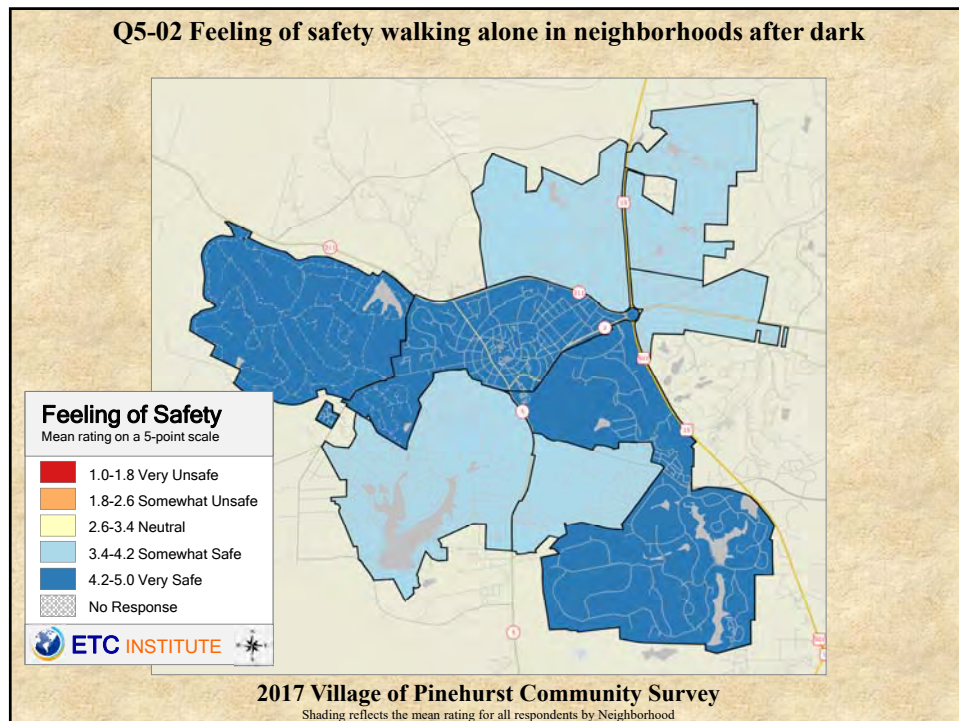
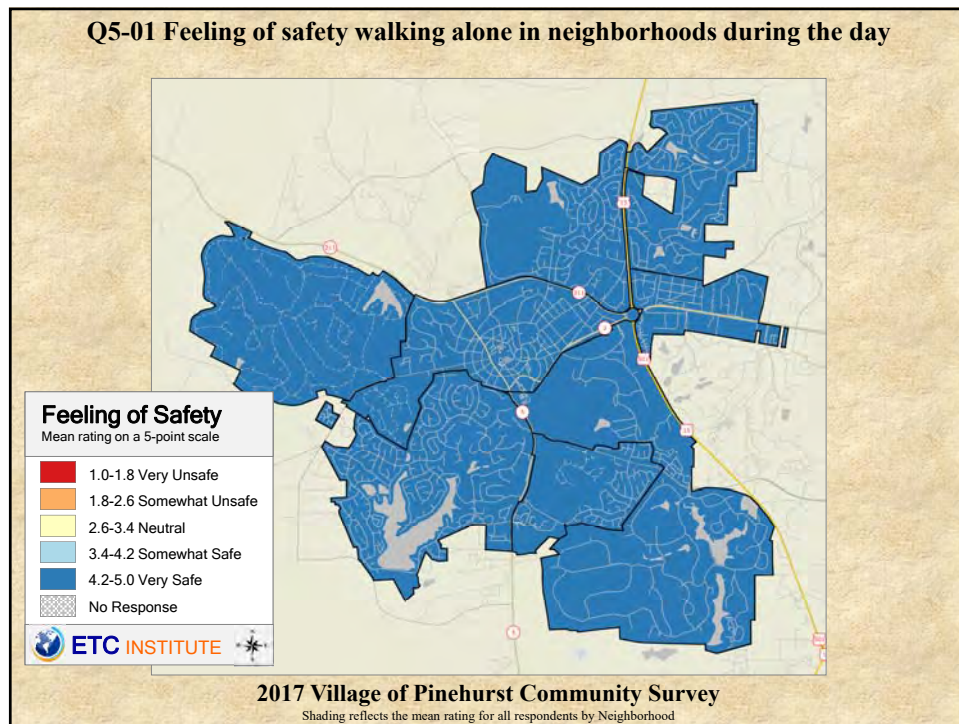


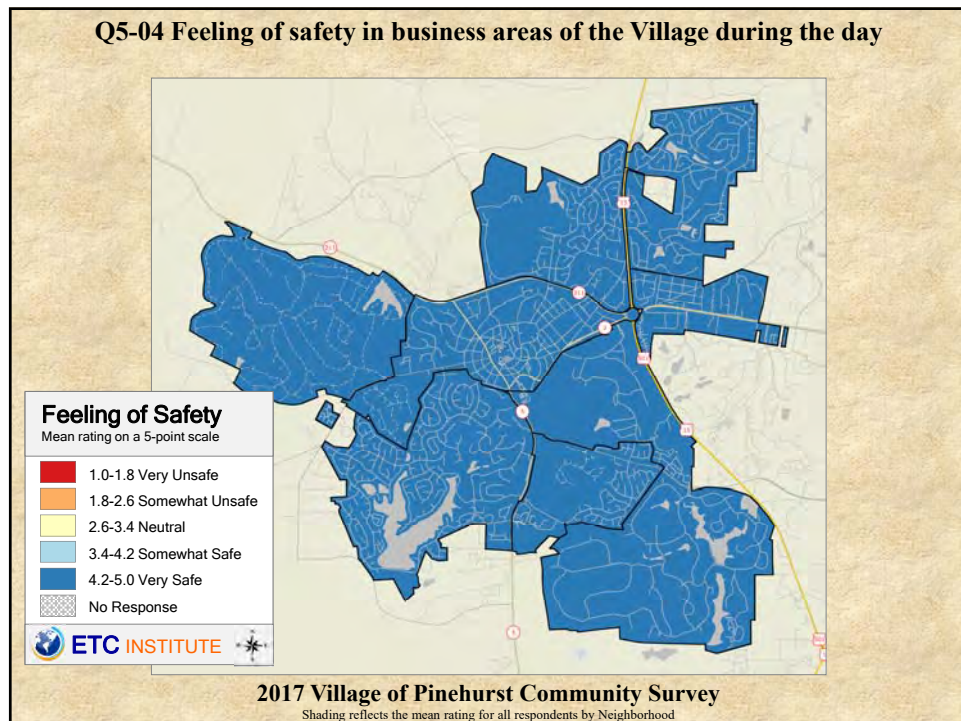
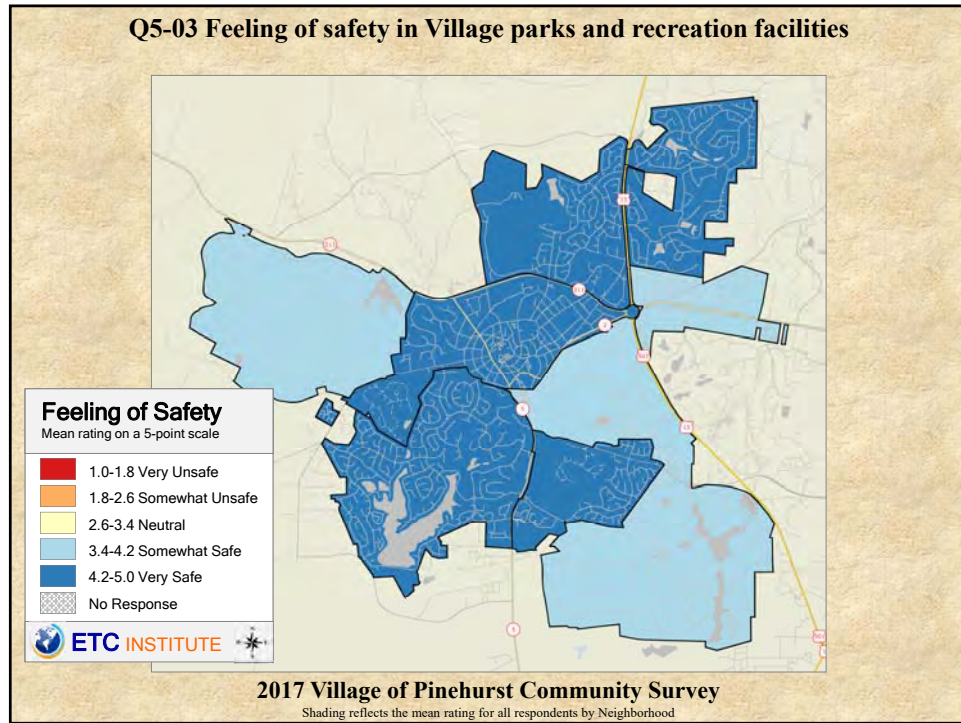


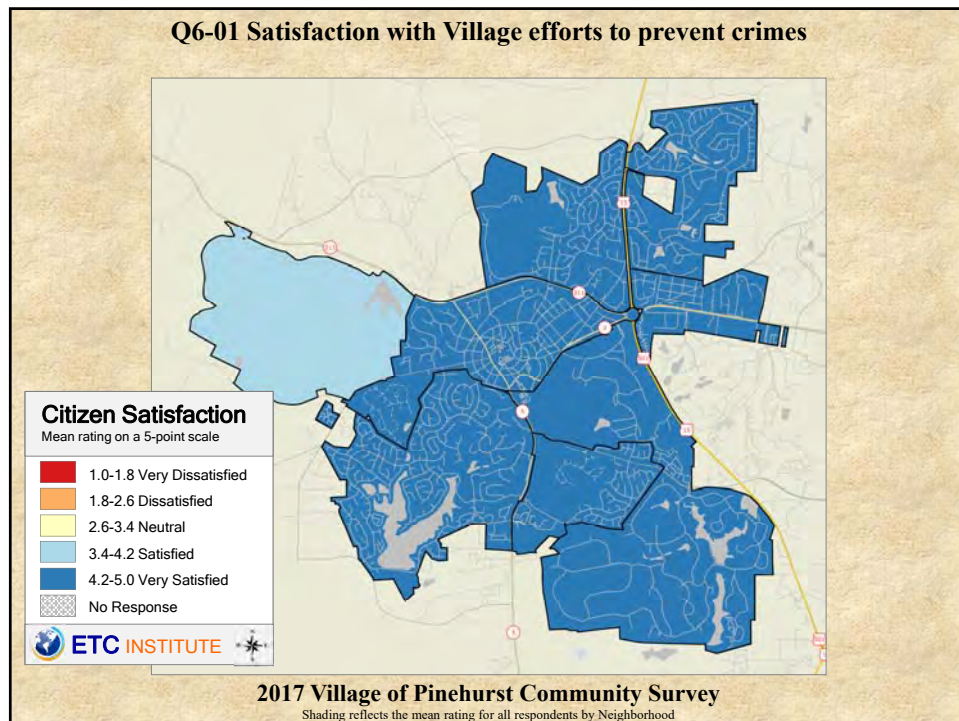
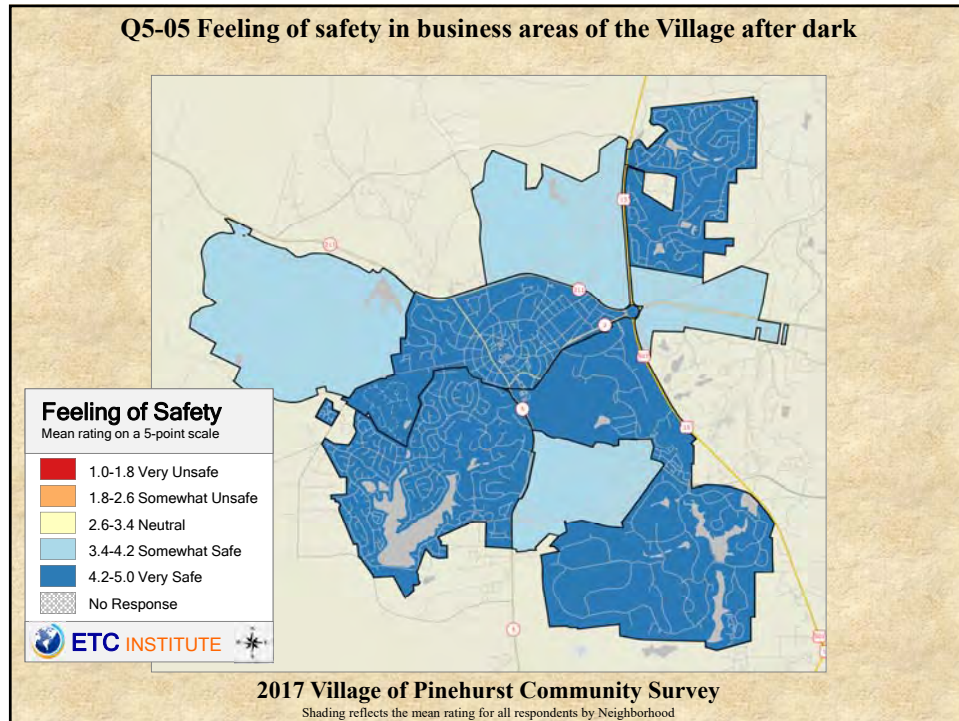


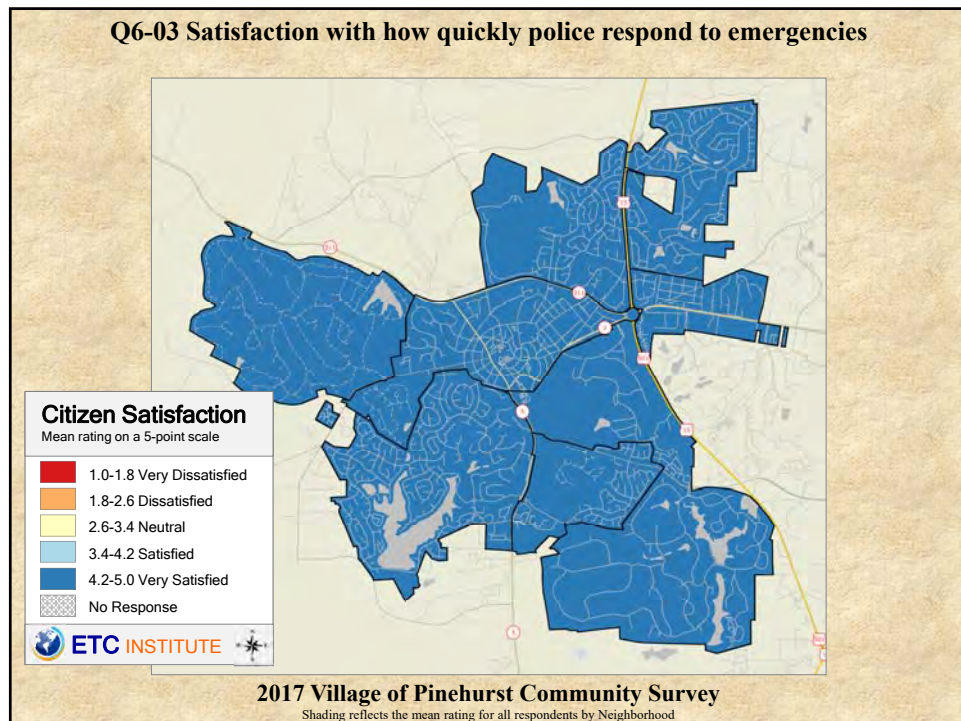
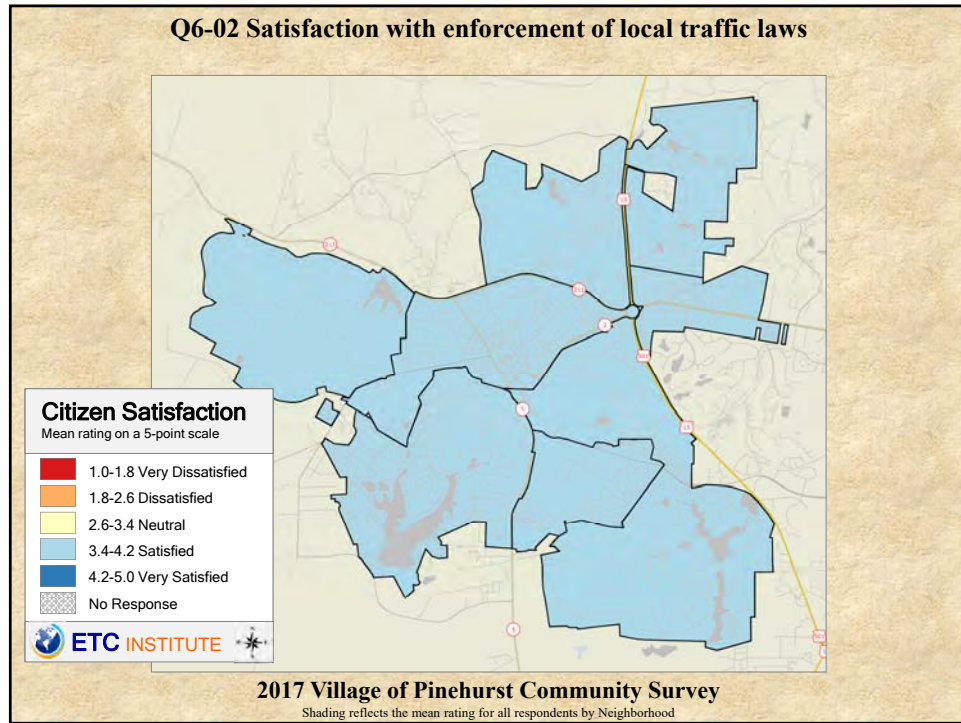




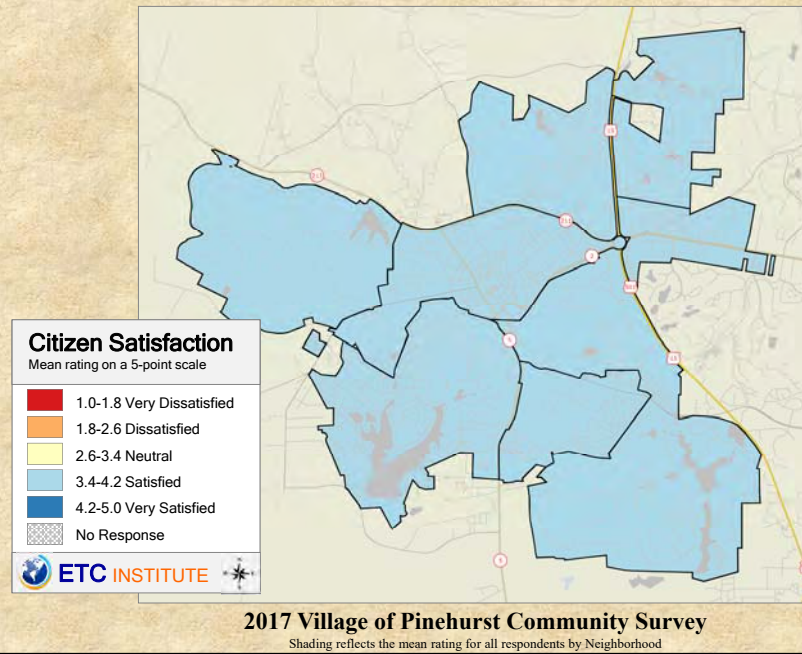




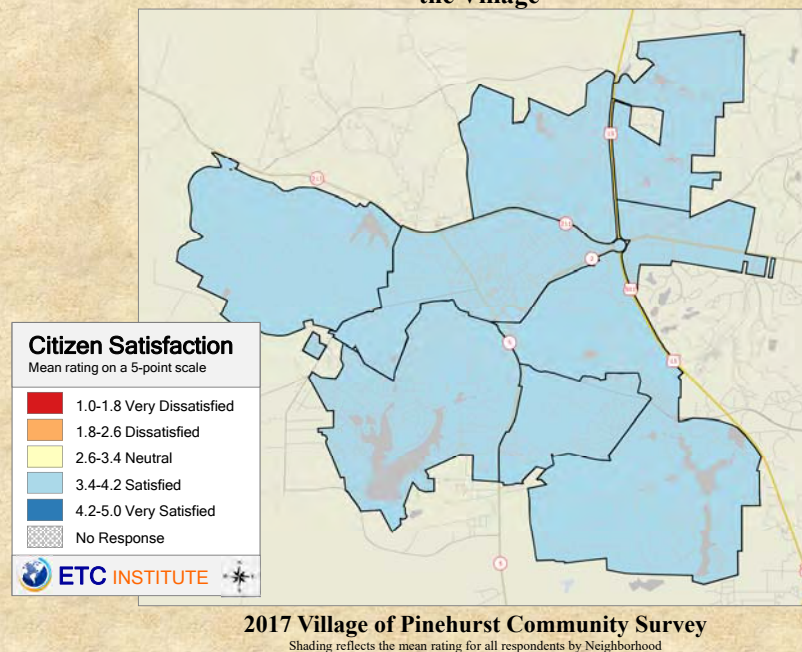




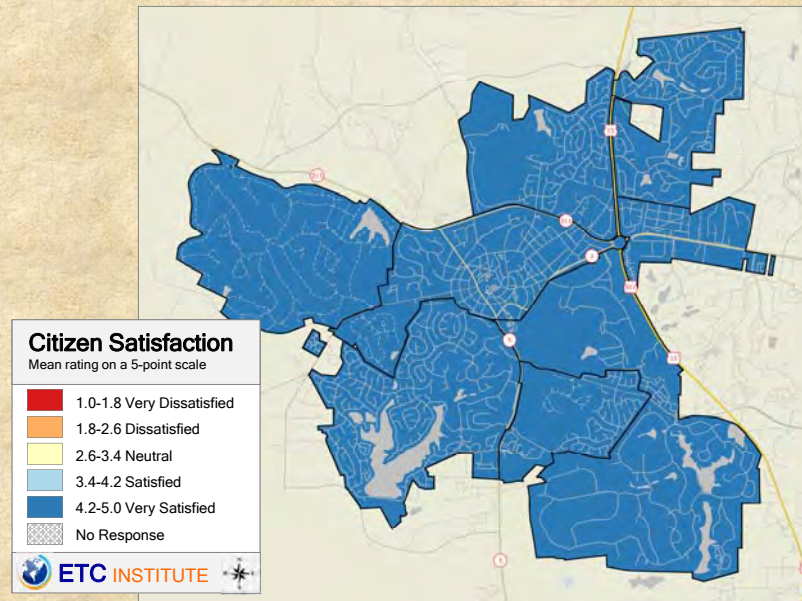
Q6-04 Satisfaction with frequency that police officers patrol neighborhoods



Q6-05 Satisfaction with fire prevention and education programs provided by the Village



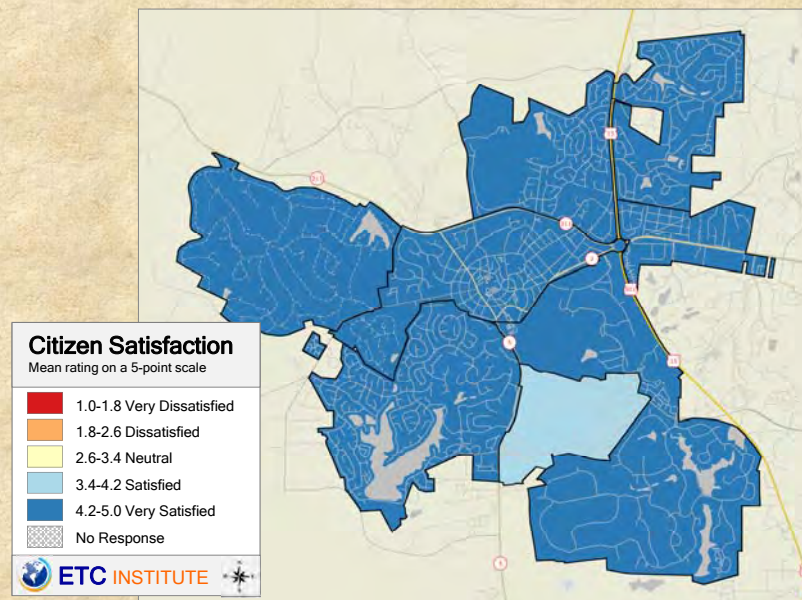
Q6-06 Satisfaction with how quickly fire personnel respond to emergencies



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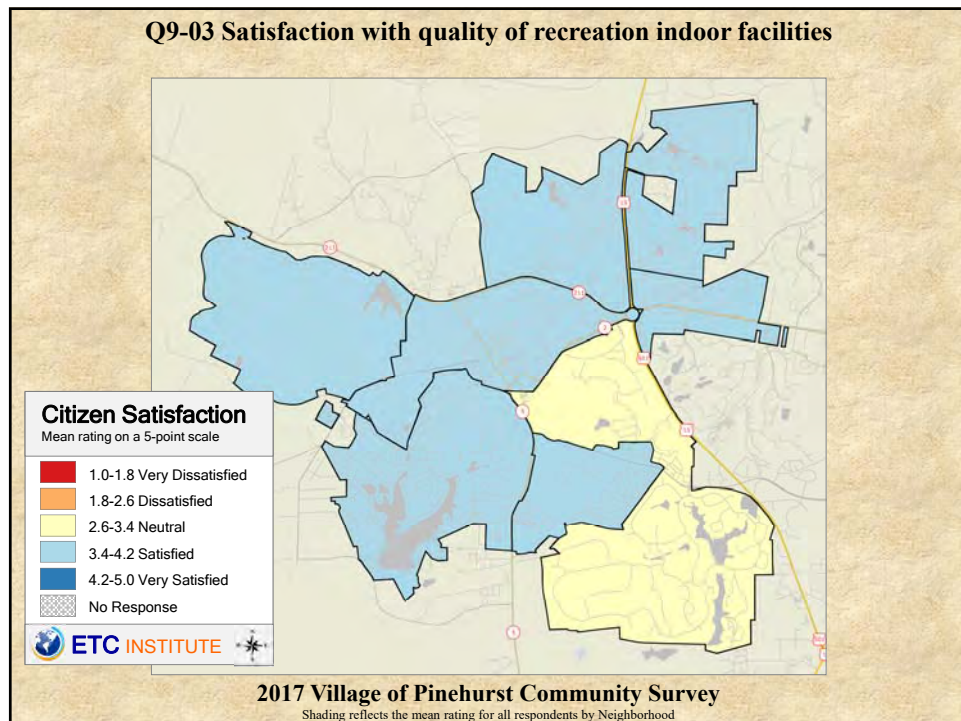
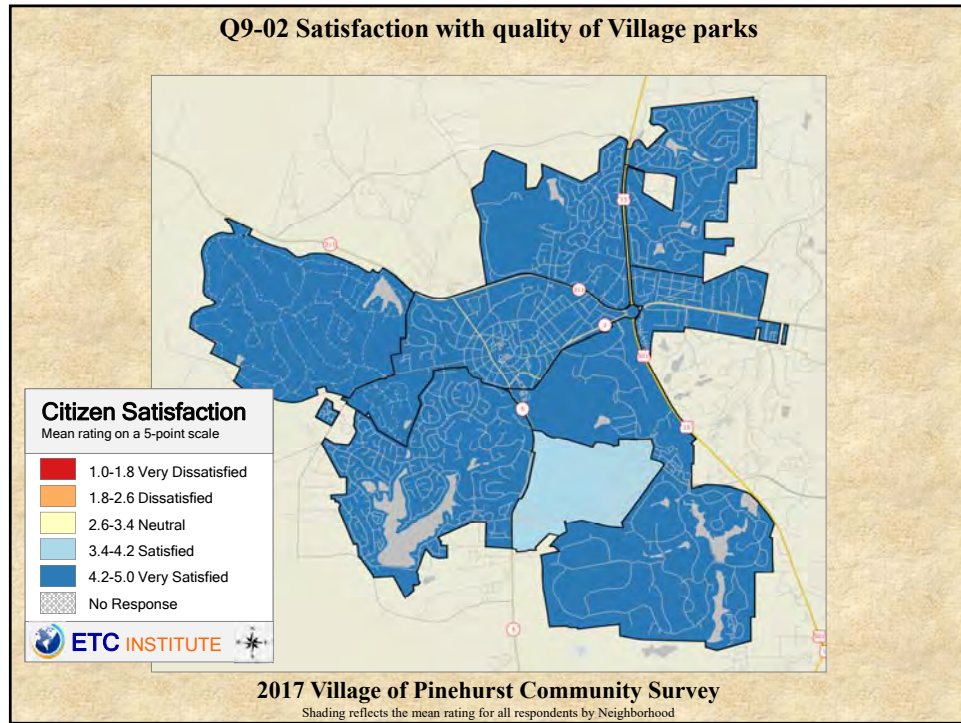
Shading reflects the mean rating for all respondents by Neighborhood

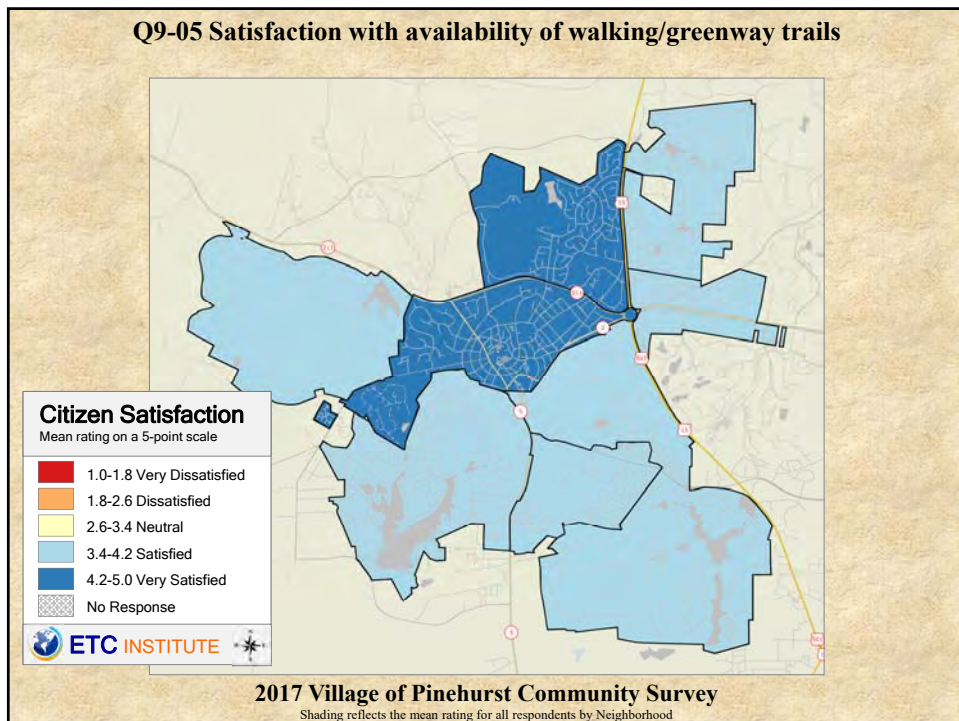
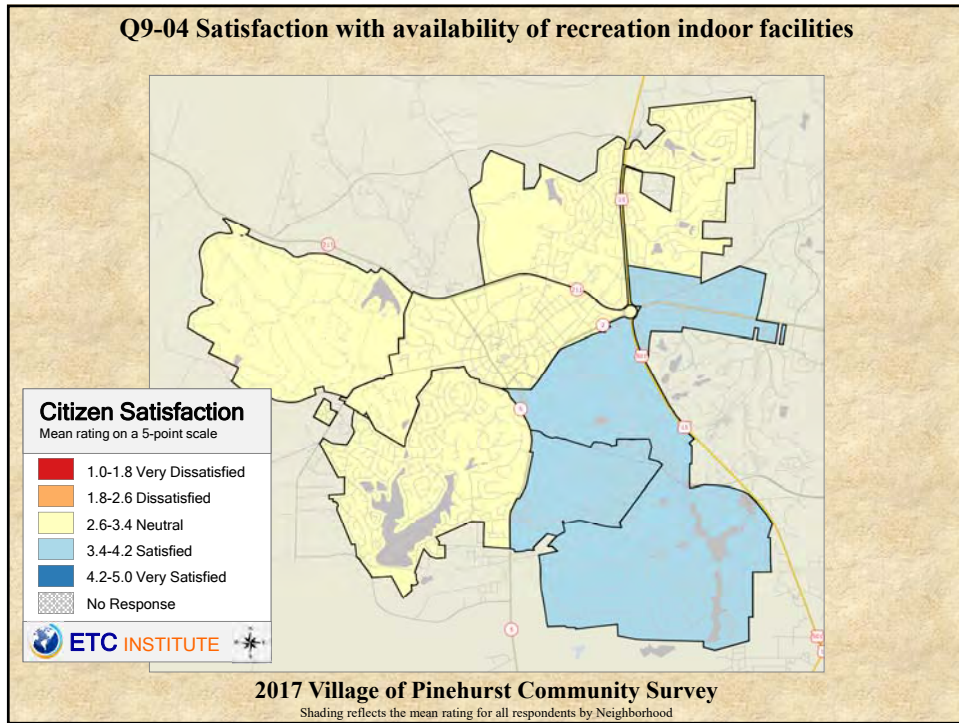
Q9-01 Satisfaction with number of Village parks

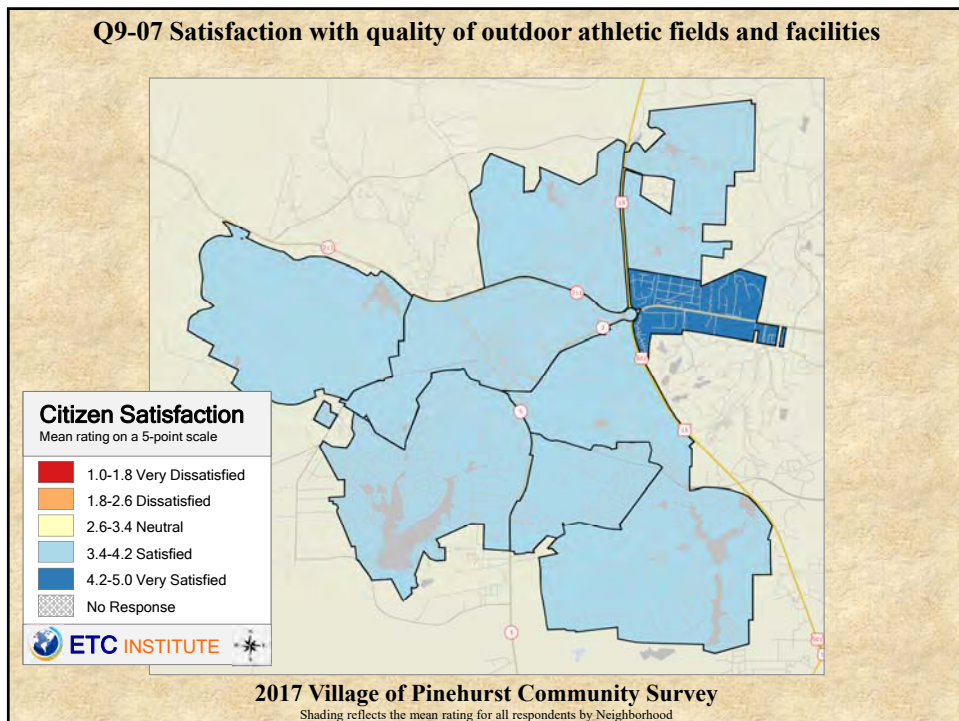
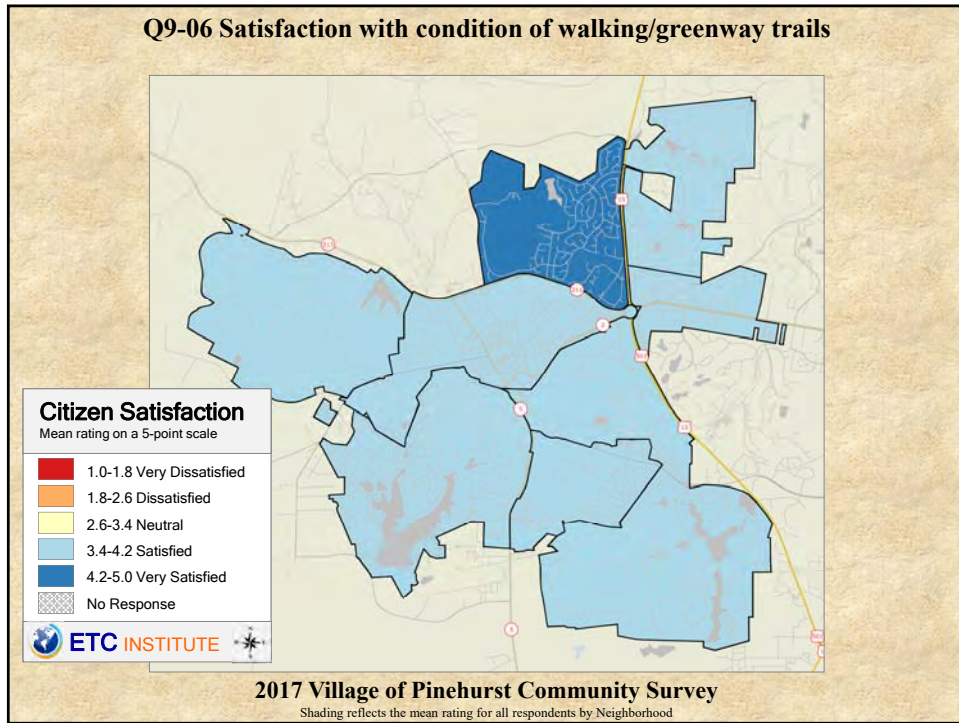


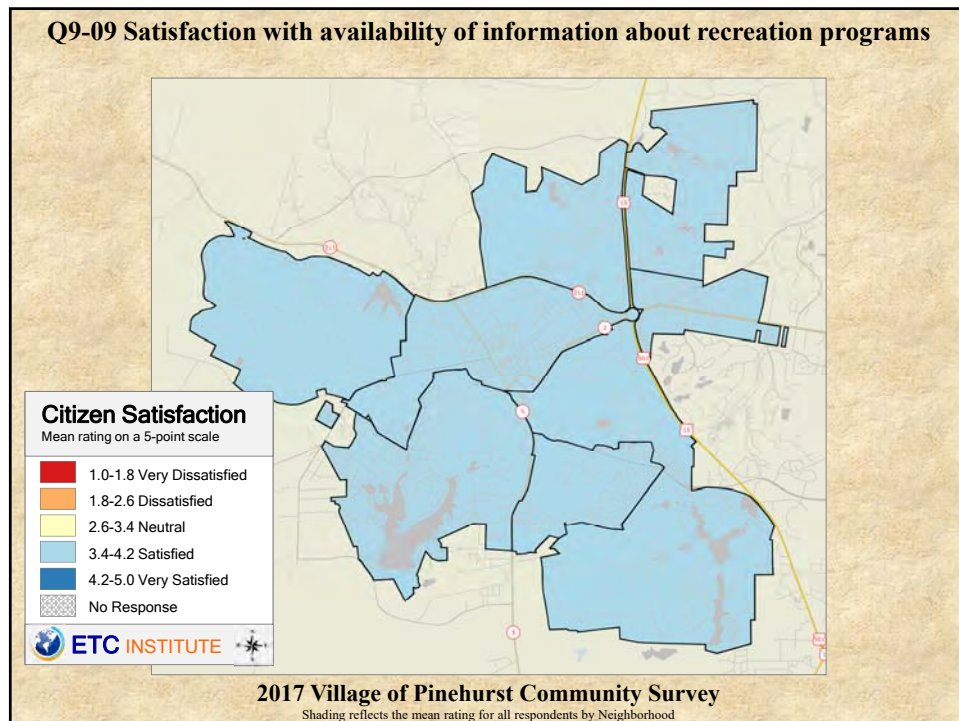
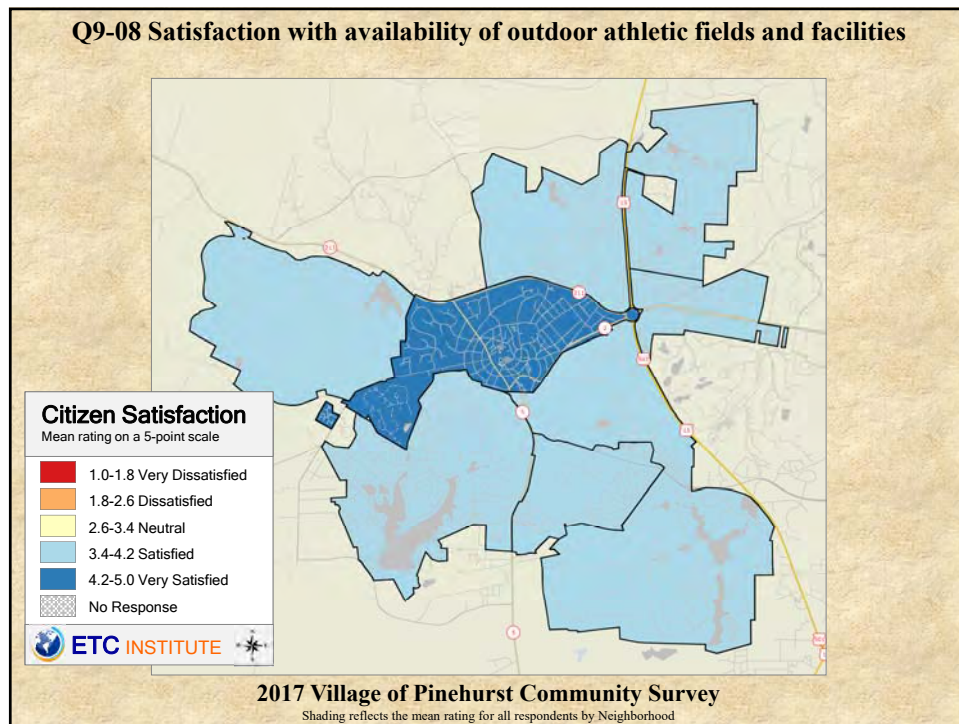
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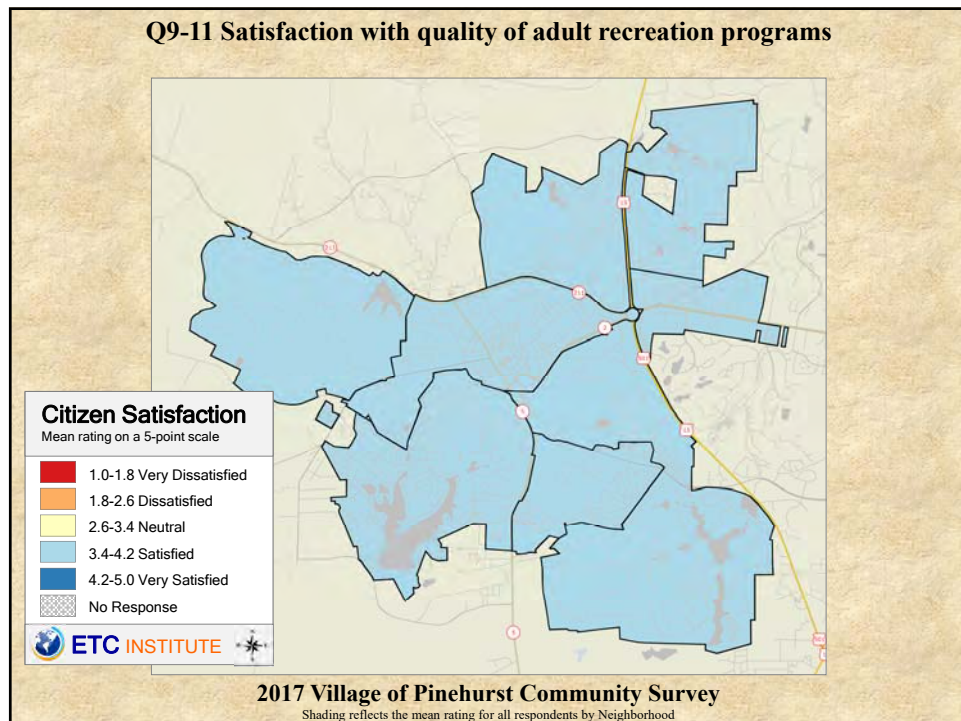
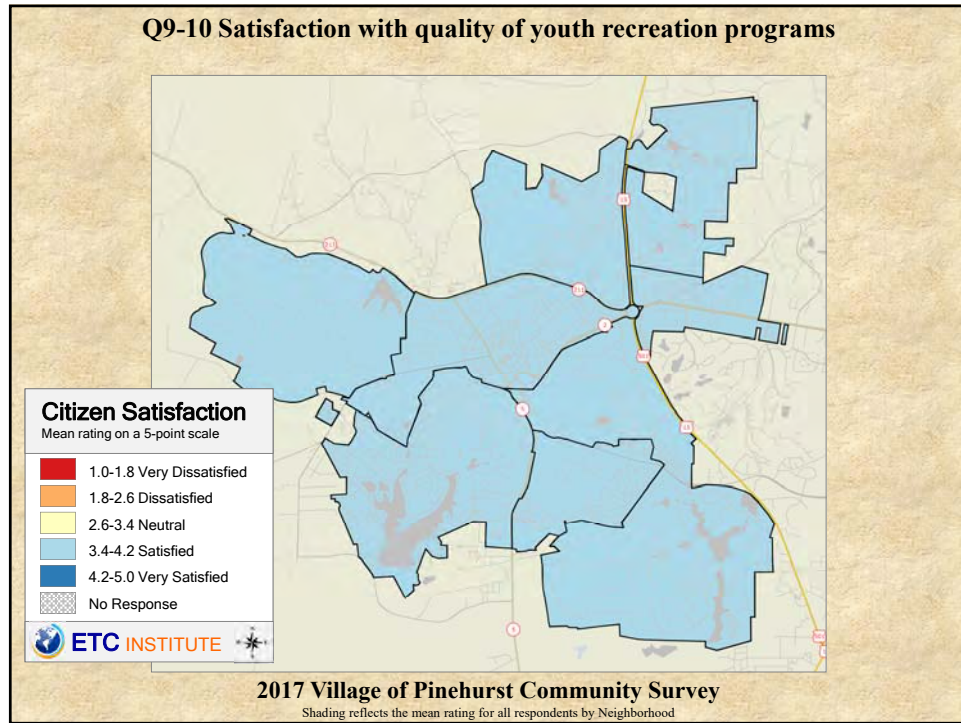
Shading reflects the mean rating for all respondents by Neighborhood



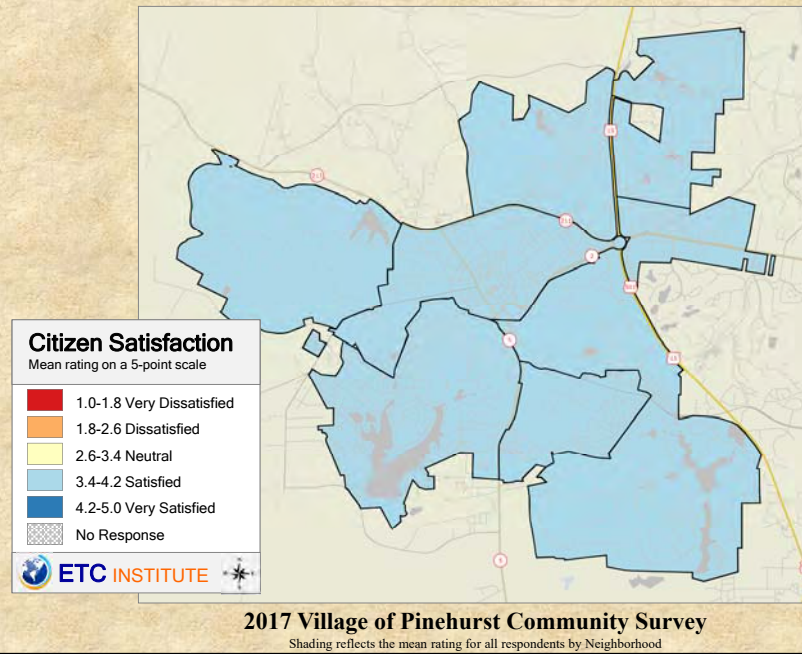




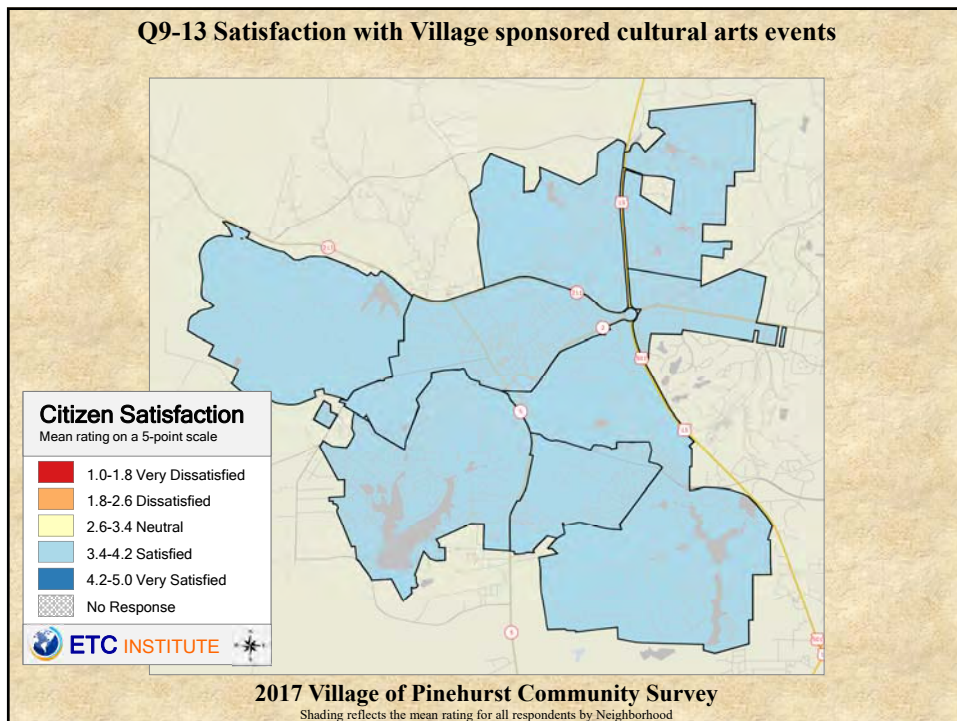


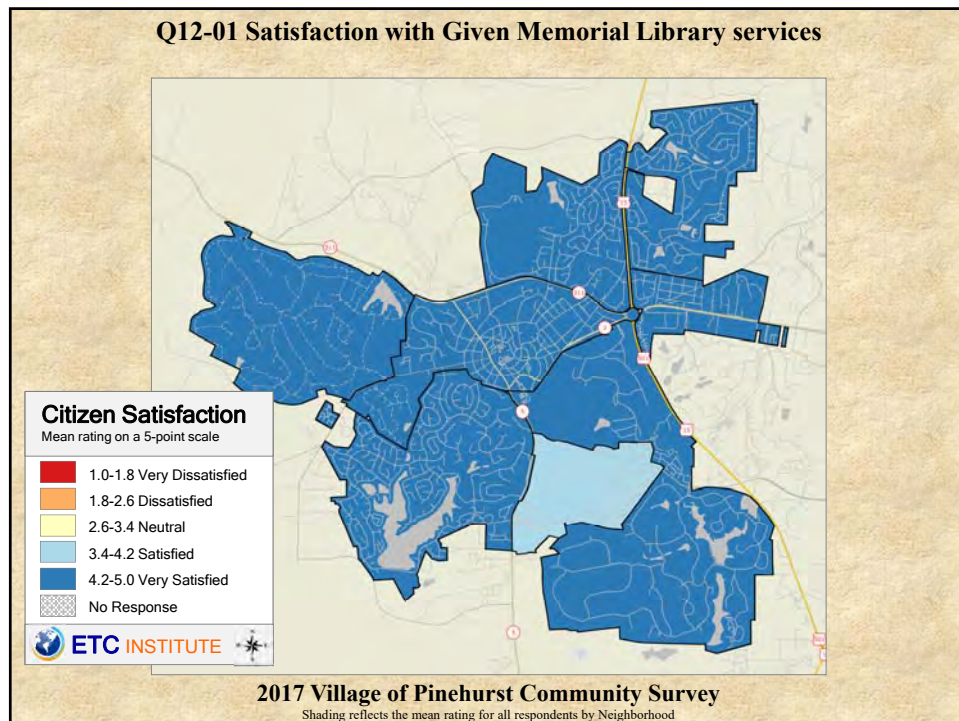
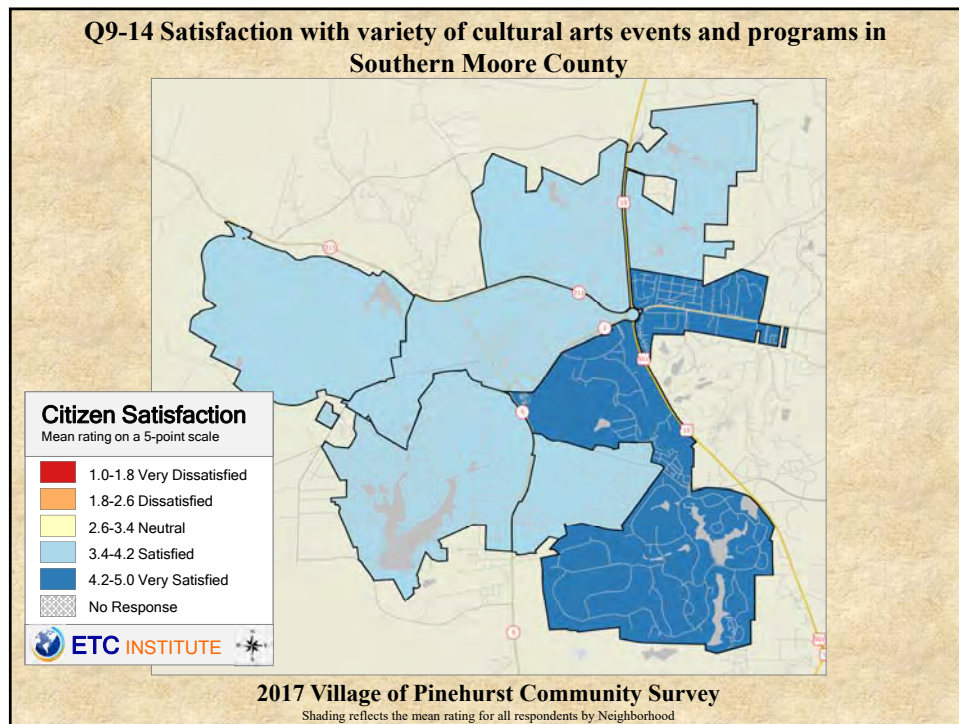


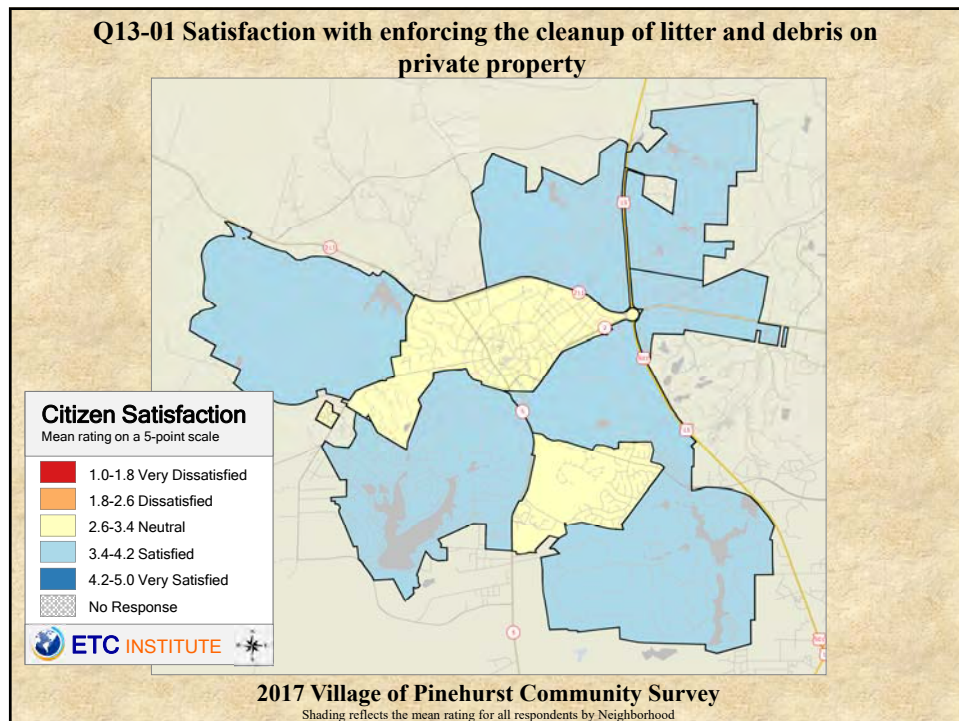
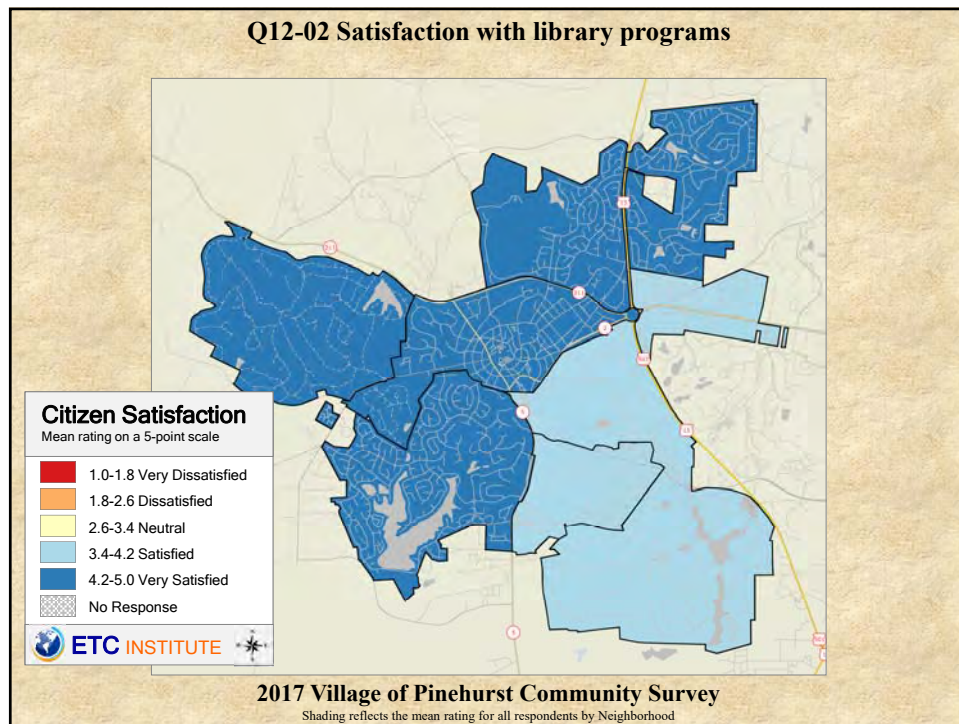
Q9-12 Satisfaction with range of amenities at parks and recreation facilities

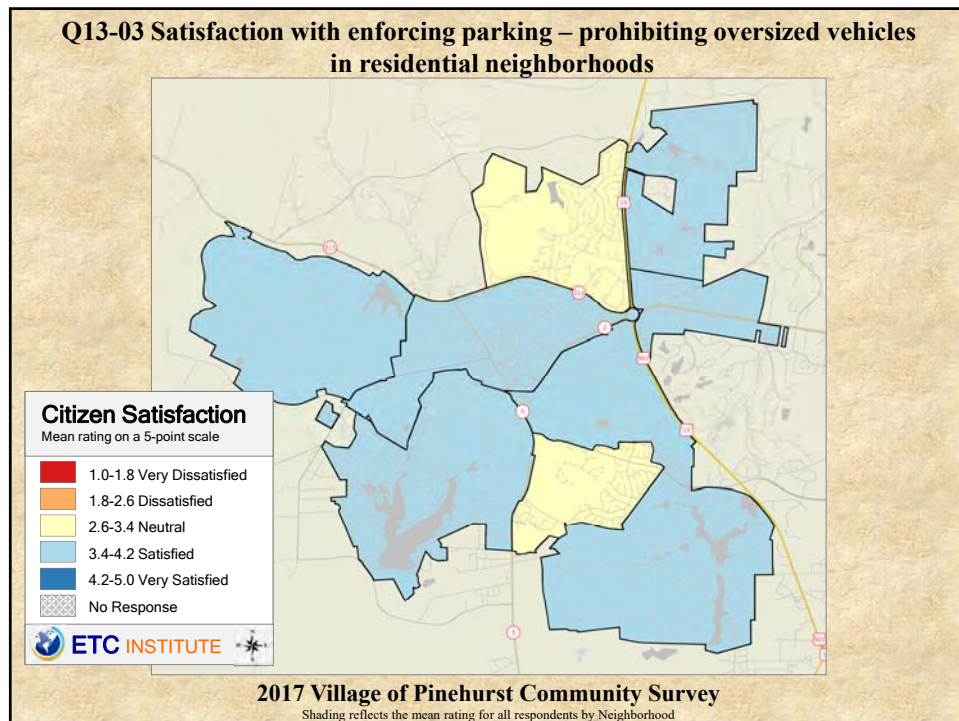
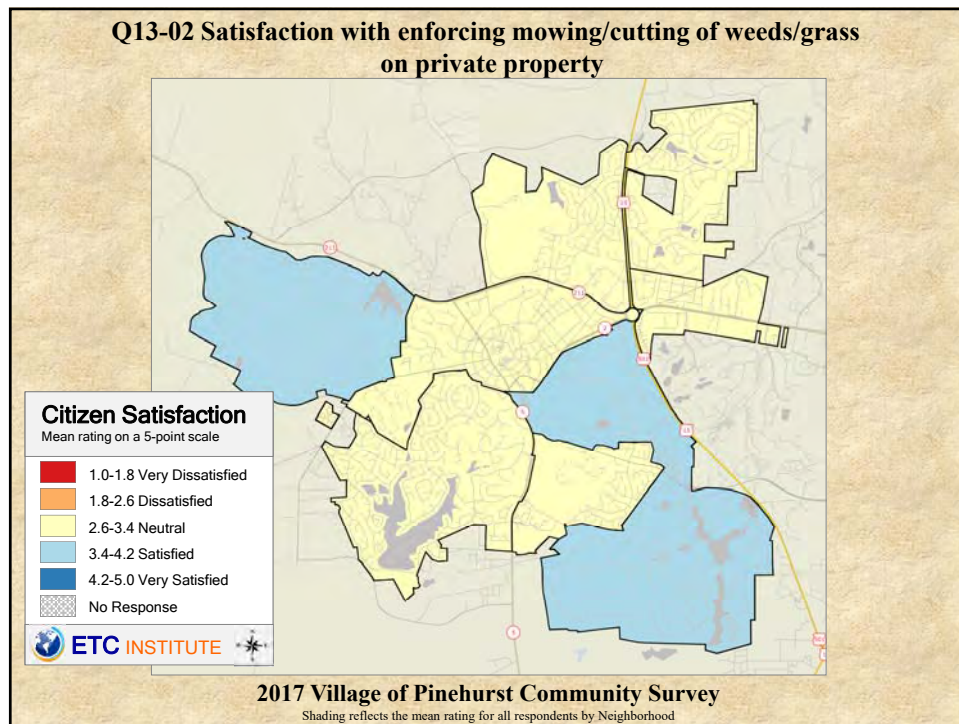


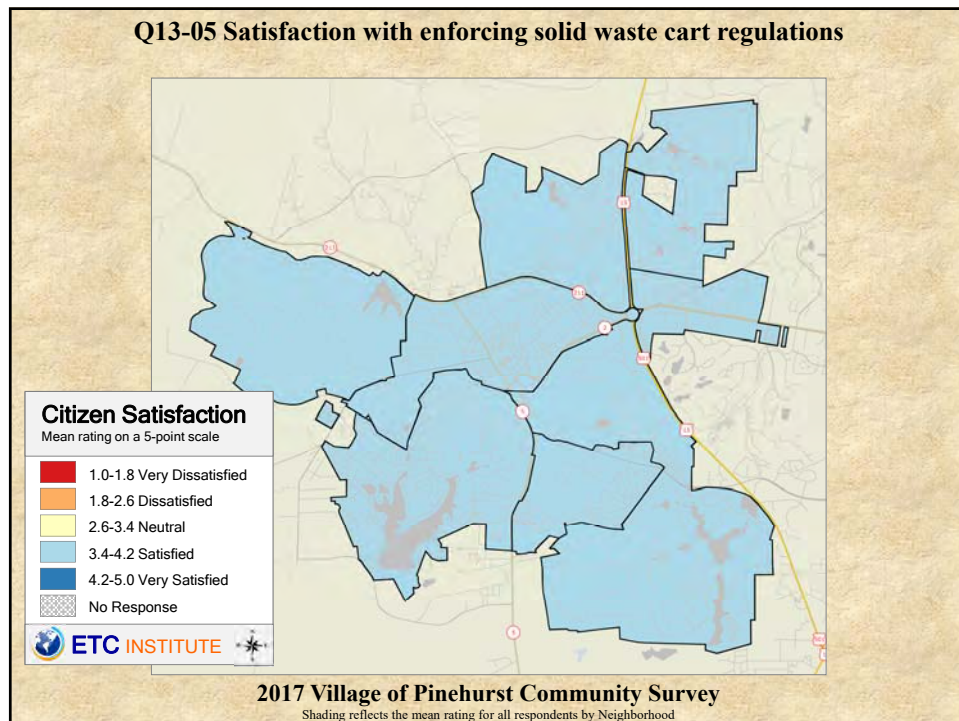
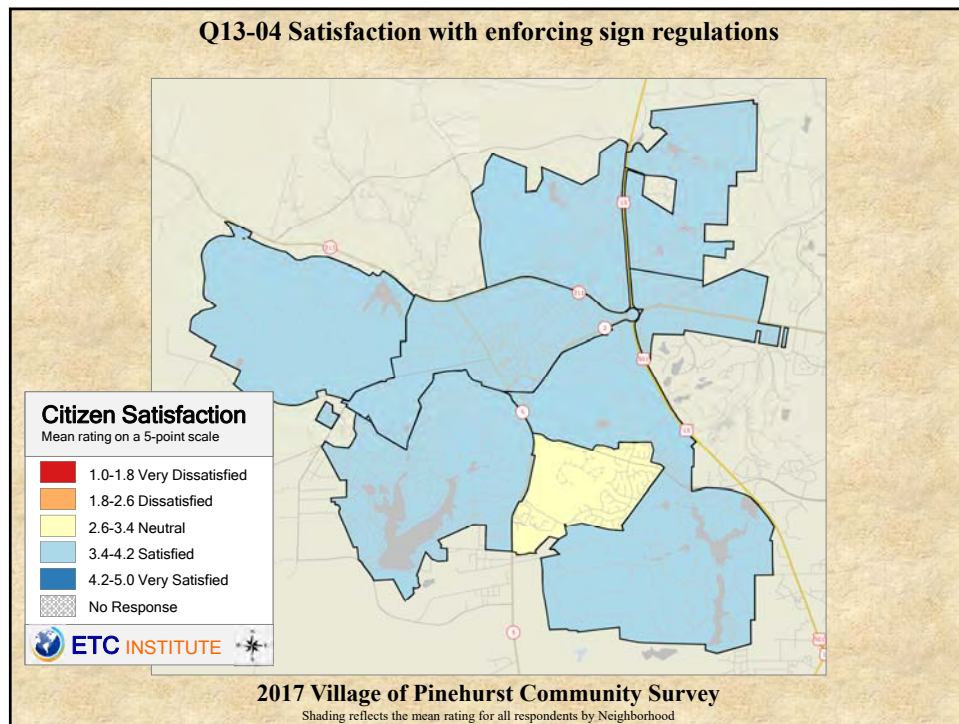
Q9-13 Satisfaction with Village sponsored cultural arts events

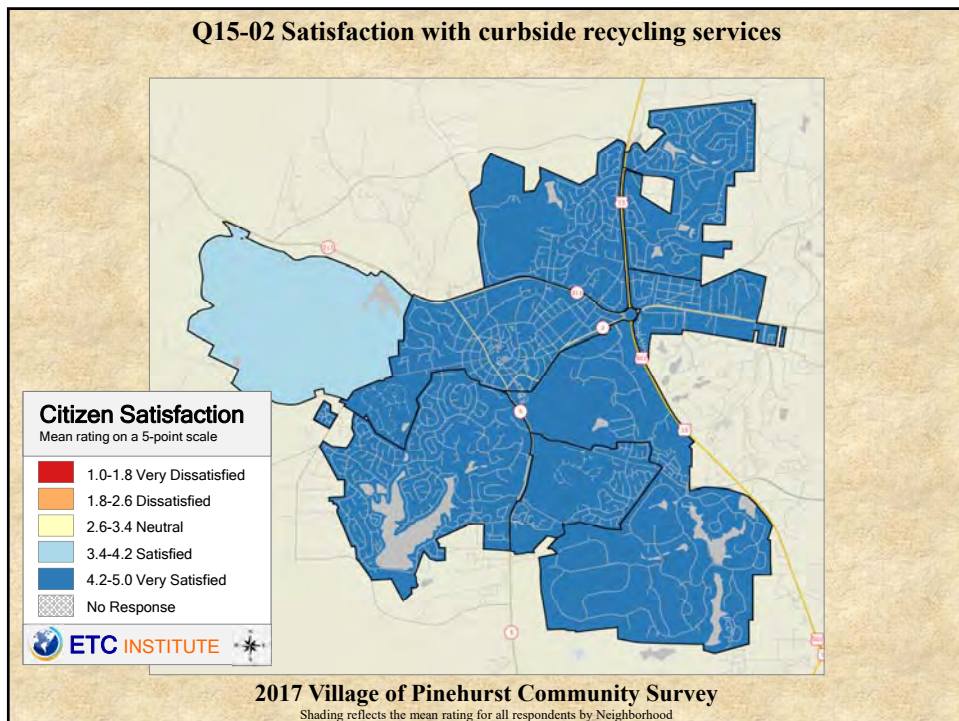
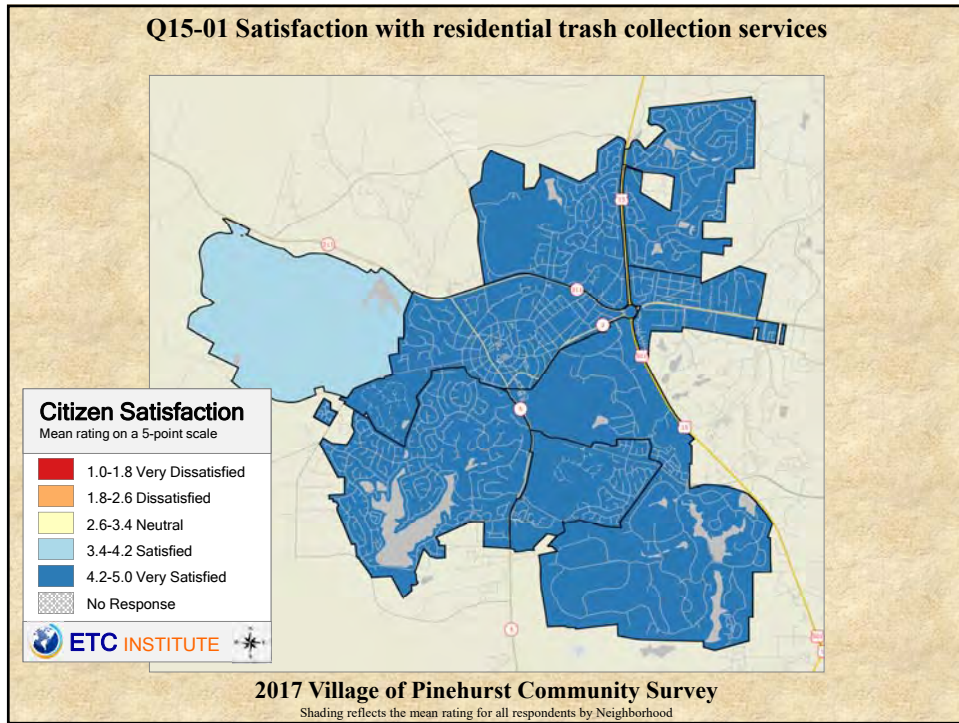


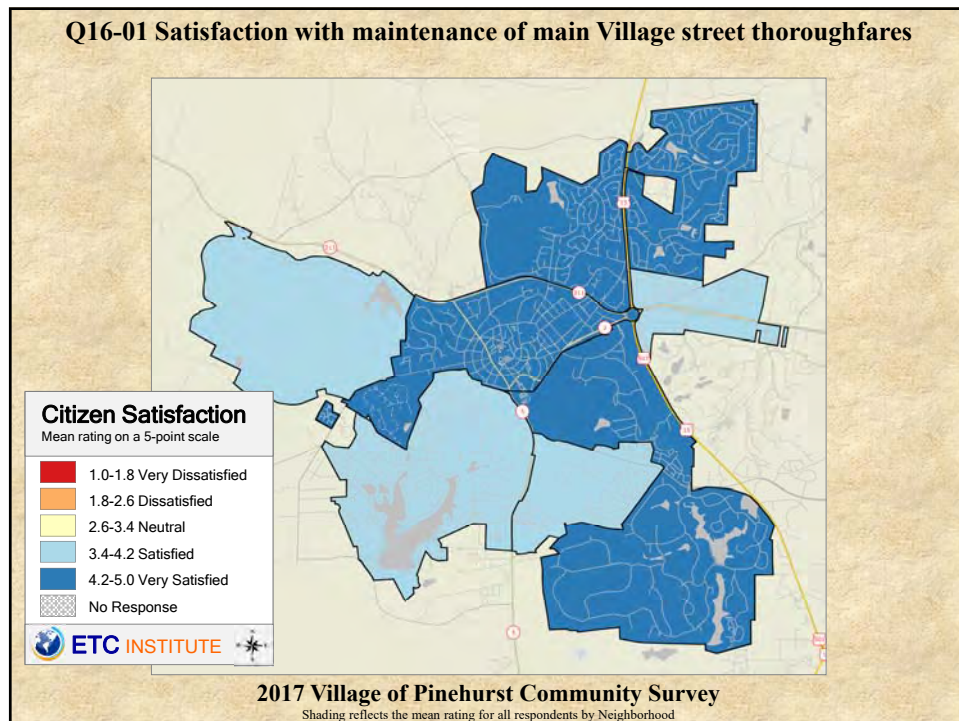
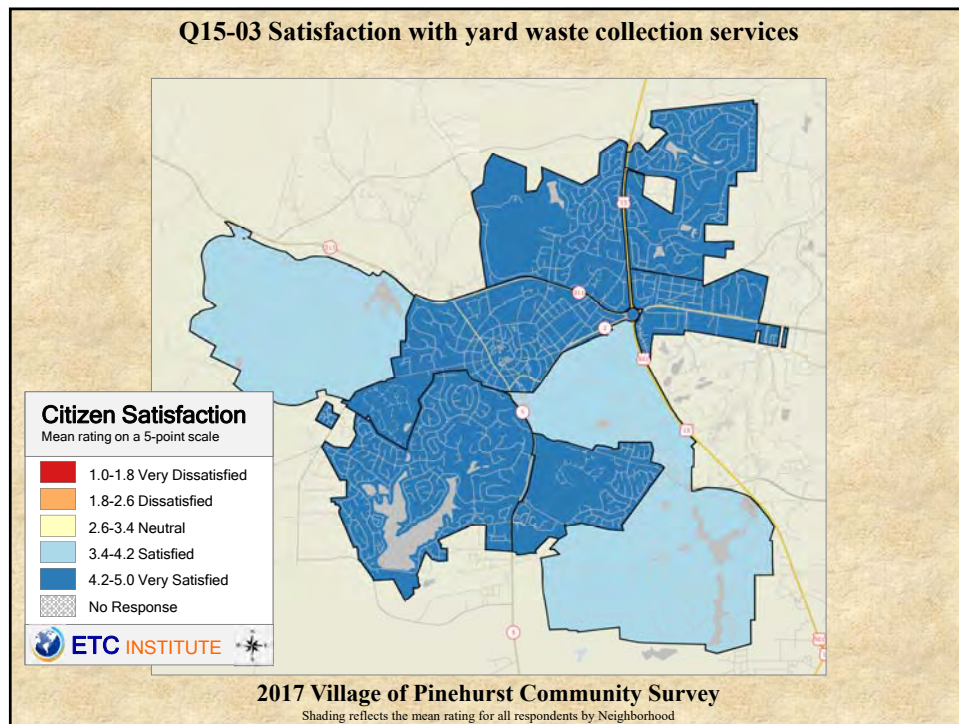


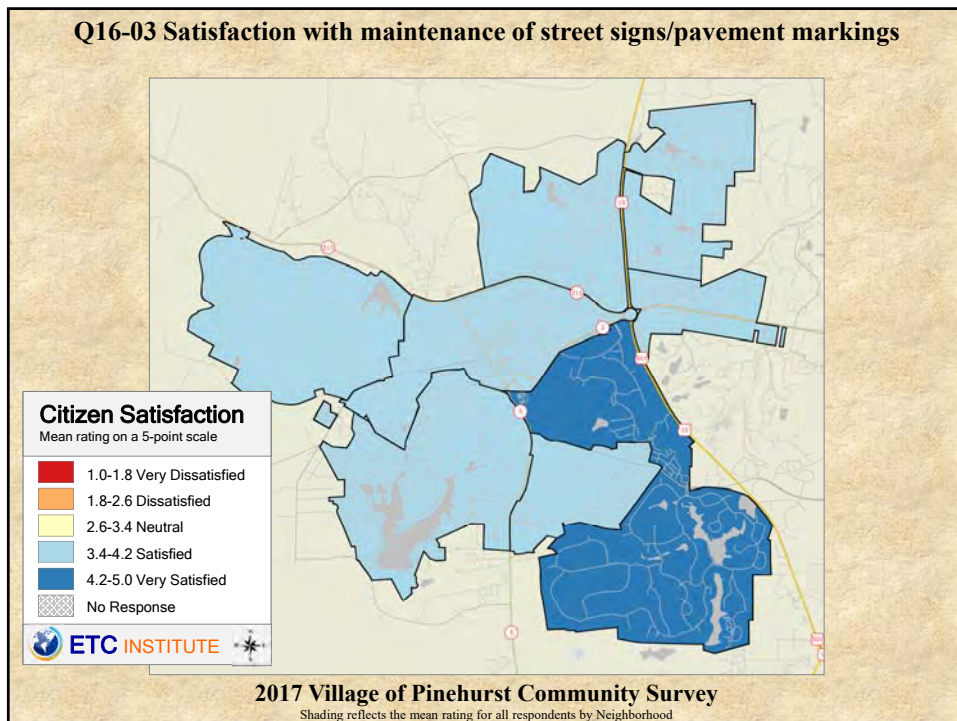
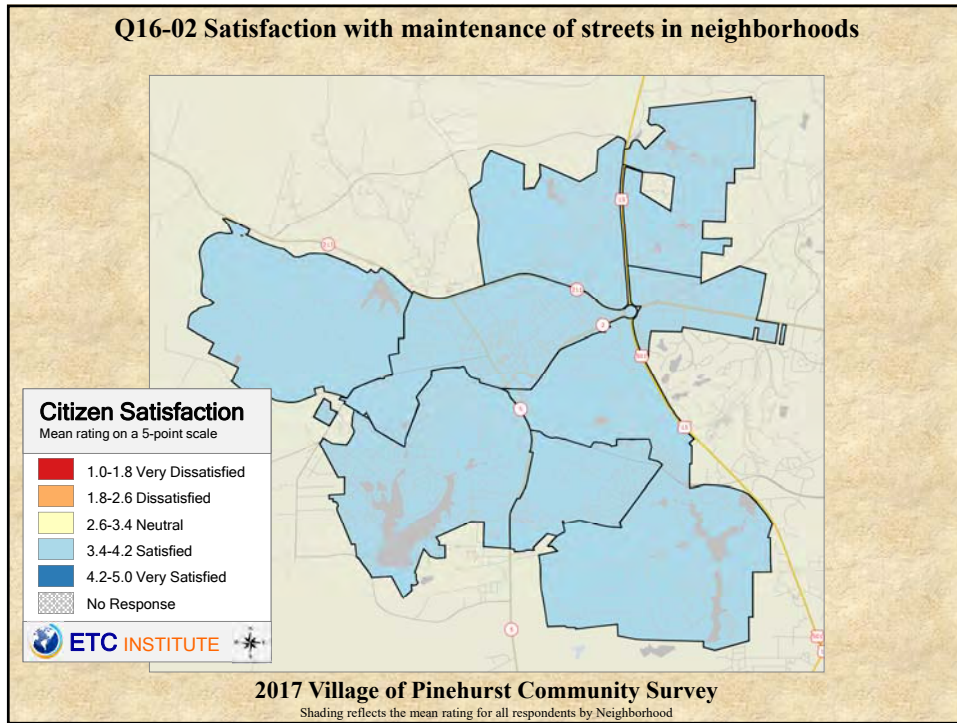


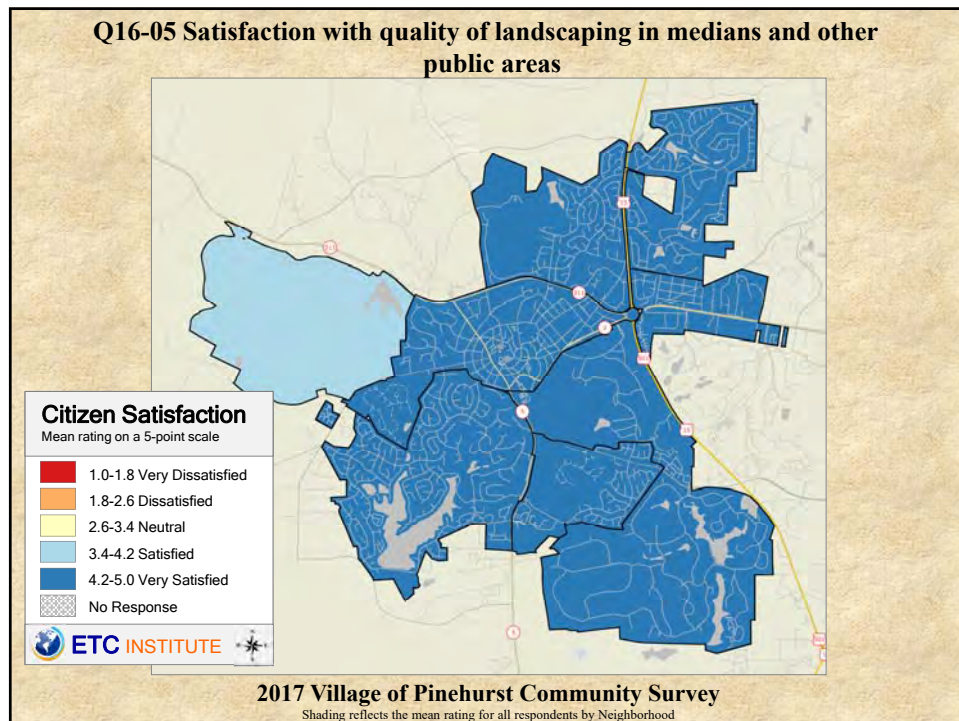
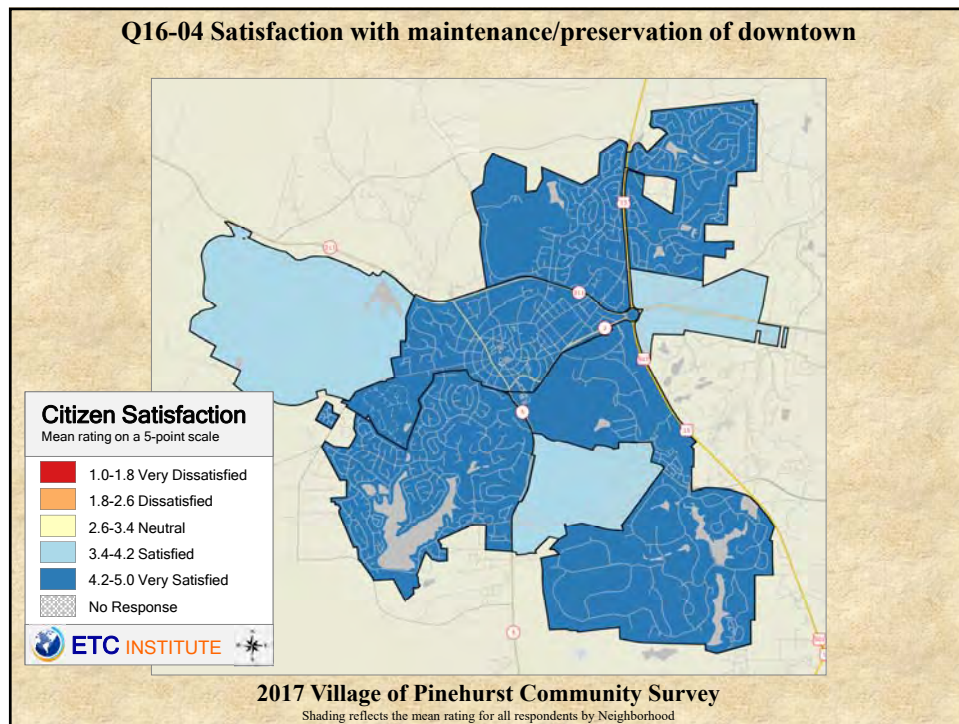


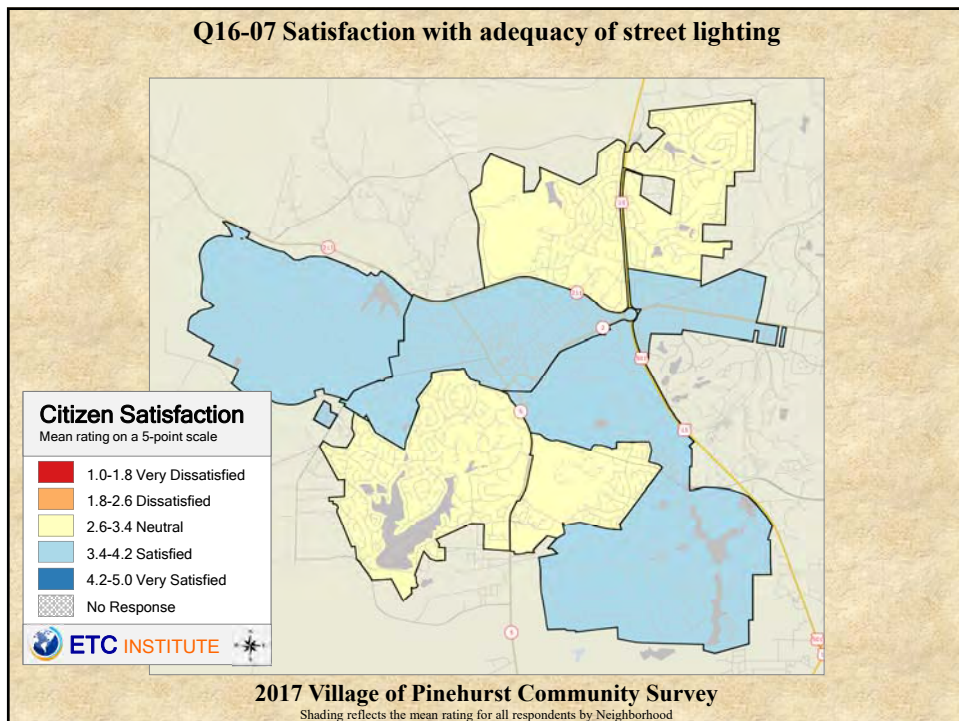
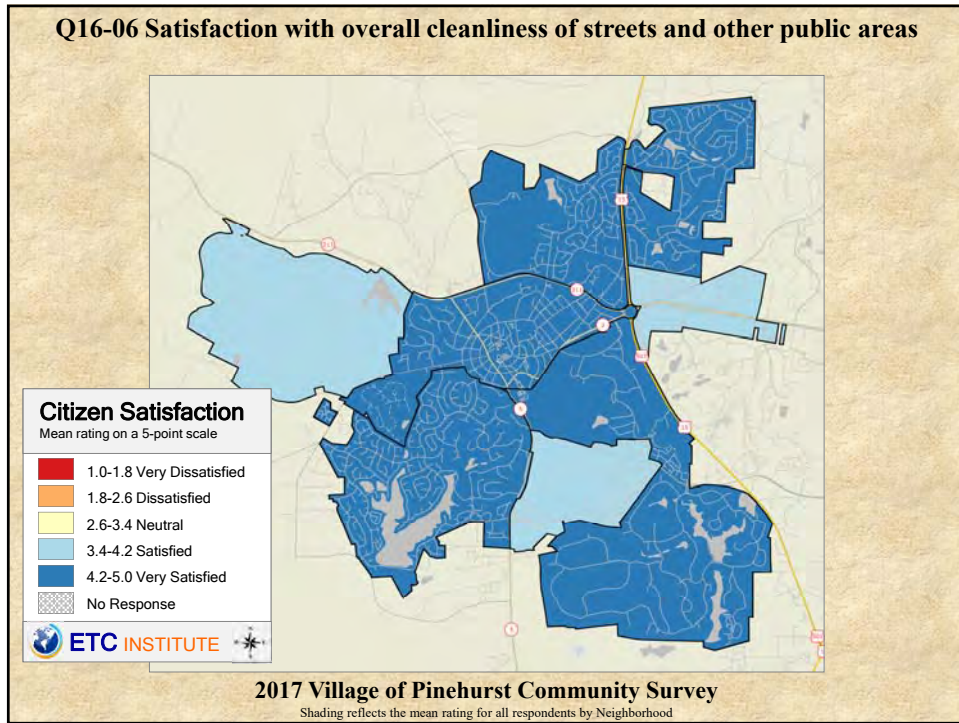




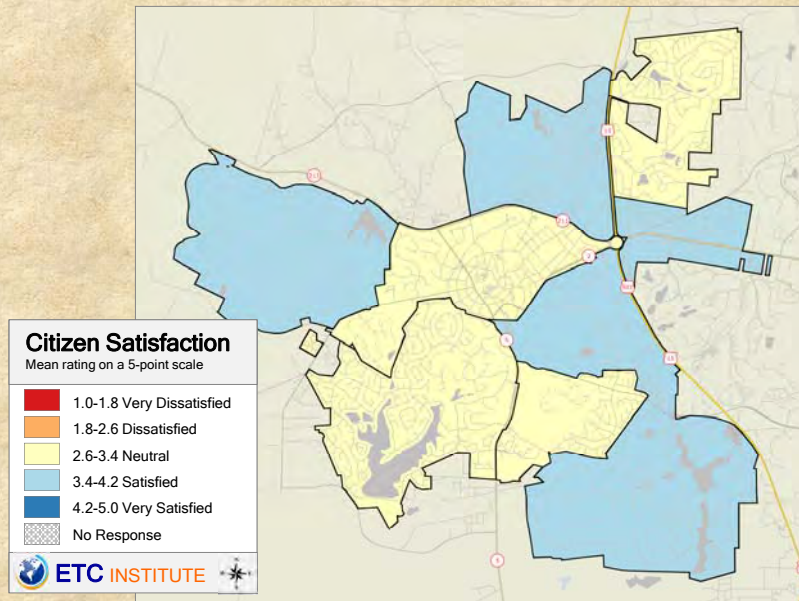








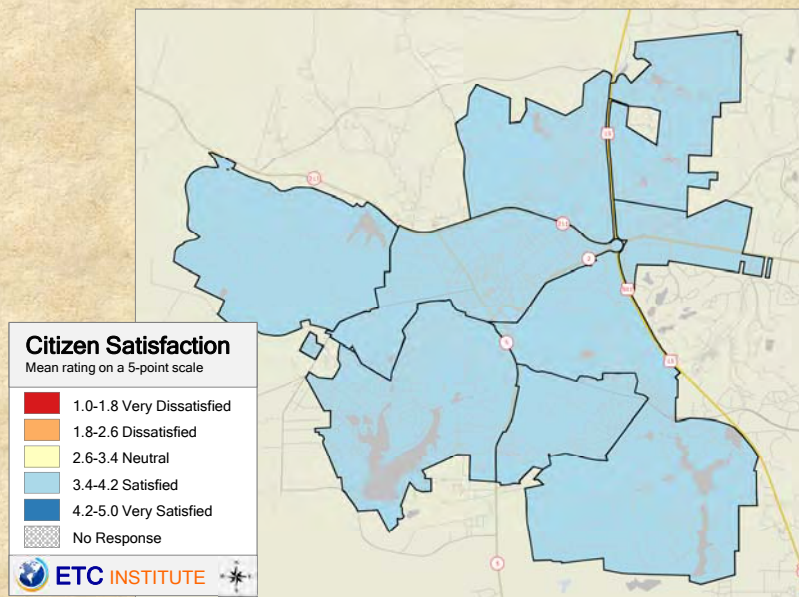
Q16-08 Satisfaction with availability of sidewalks and other pedestrian facilities



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Shading reflects the mean rating for all respondents by Neighborhood

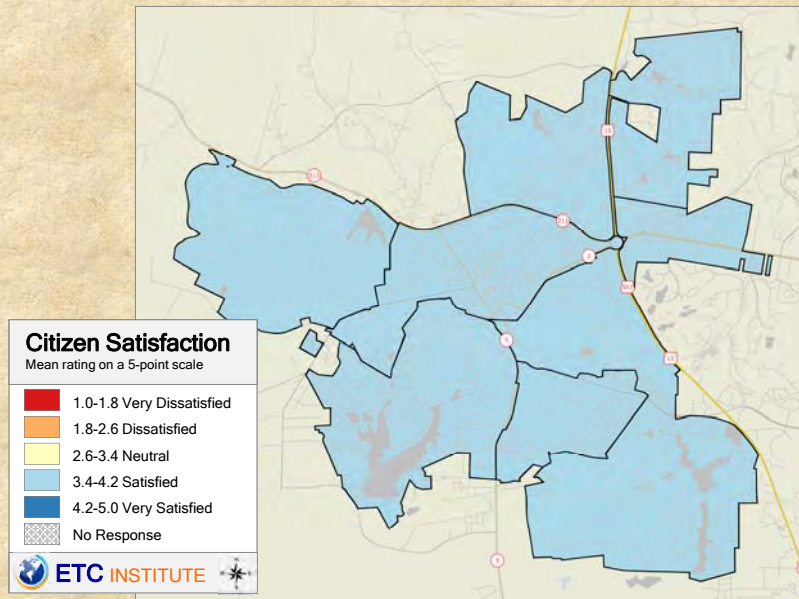
Q16-09 Satisfaction with condition of existing sidewalks



2017 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by Neighborhood

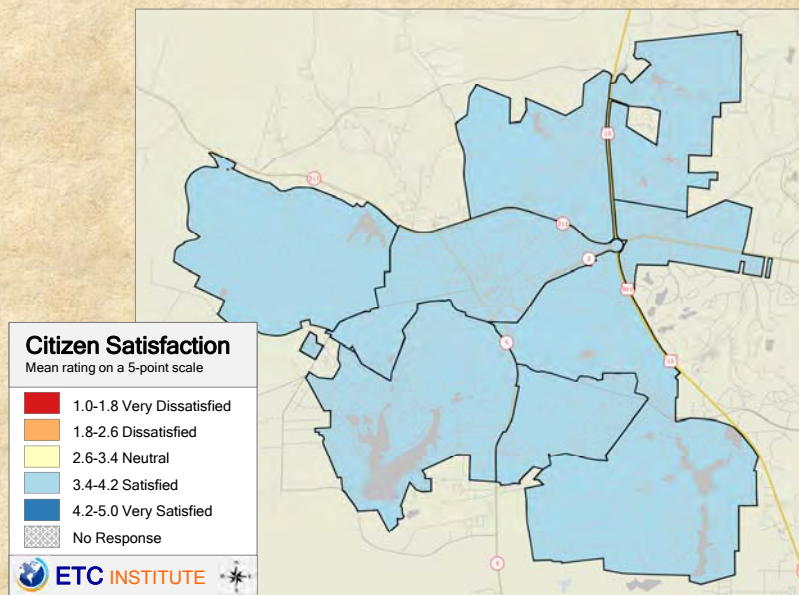
Q16-10 Satisfaction with quality of the stormwater runoff/management system



2017 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by Neighborhood

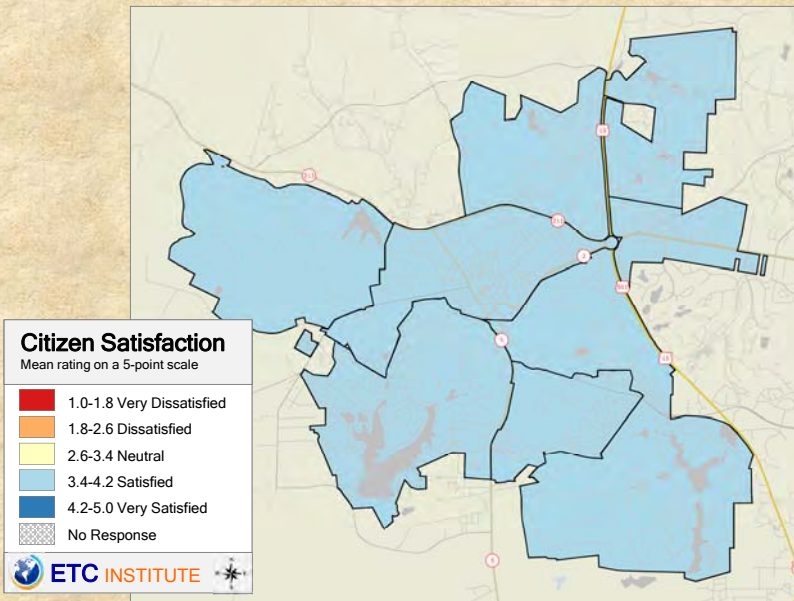
Q16-11 Satisfaction with winter weather response on Village streets (snow/ice)



2017 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by Neighborhood

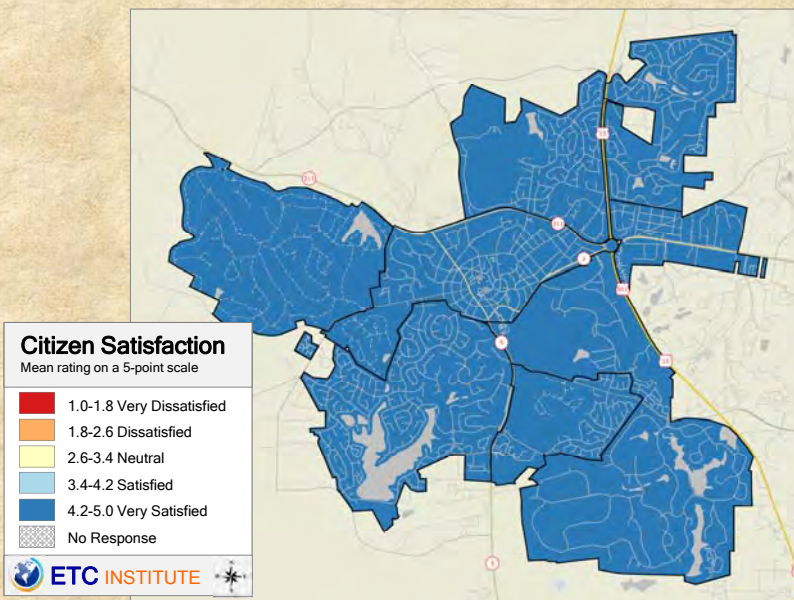
Q16-12 Satisfaction with ease of travel on primary highways through the Village



2017 Village of Pinehurst Community Survey

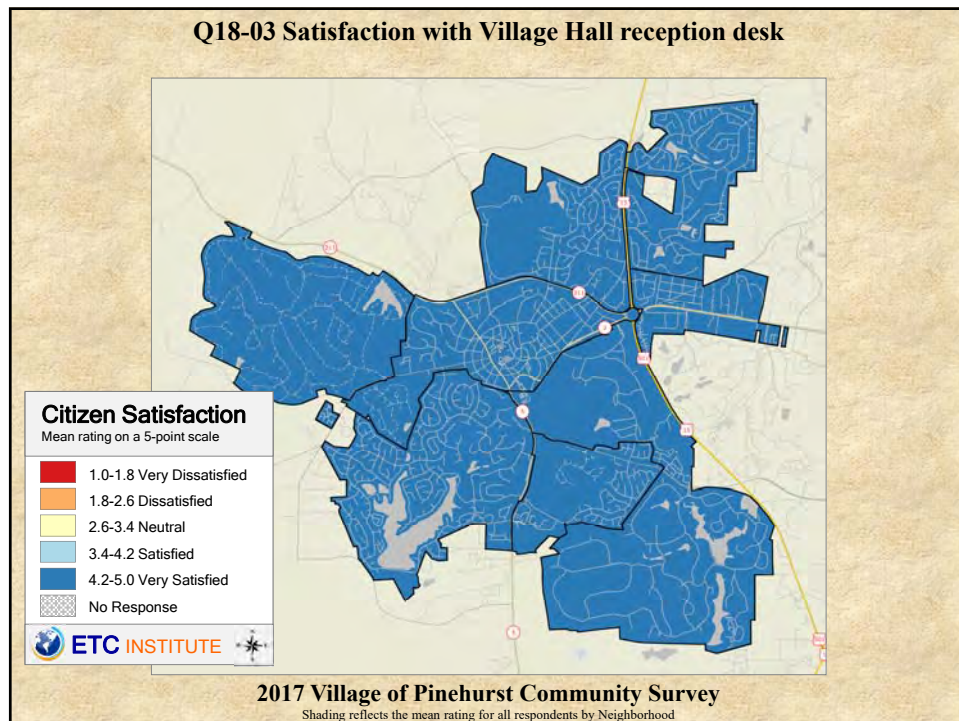
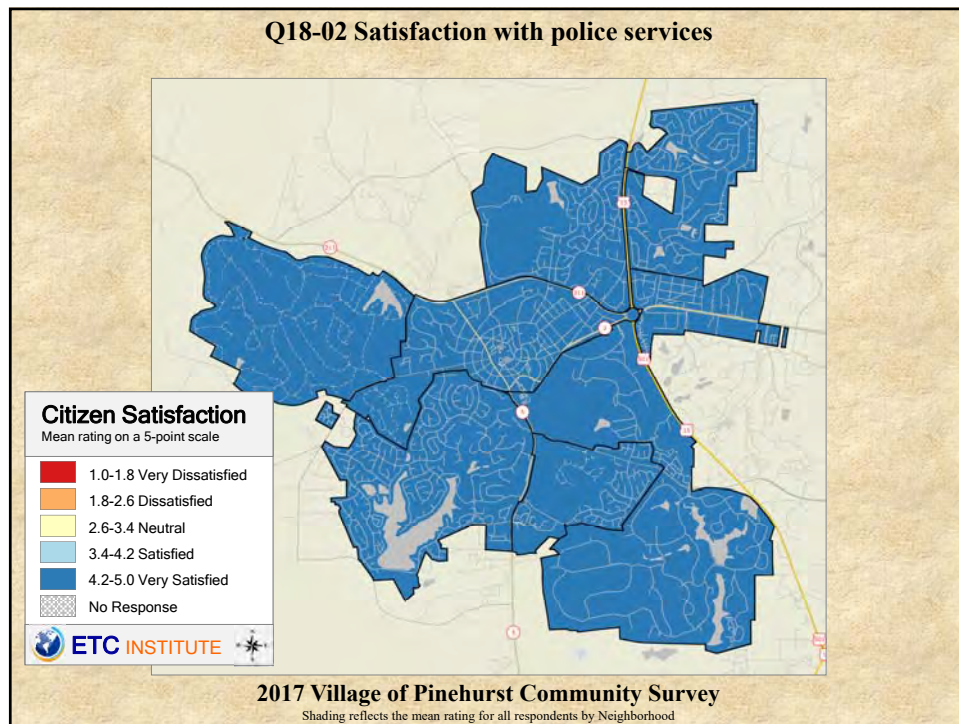
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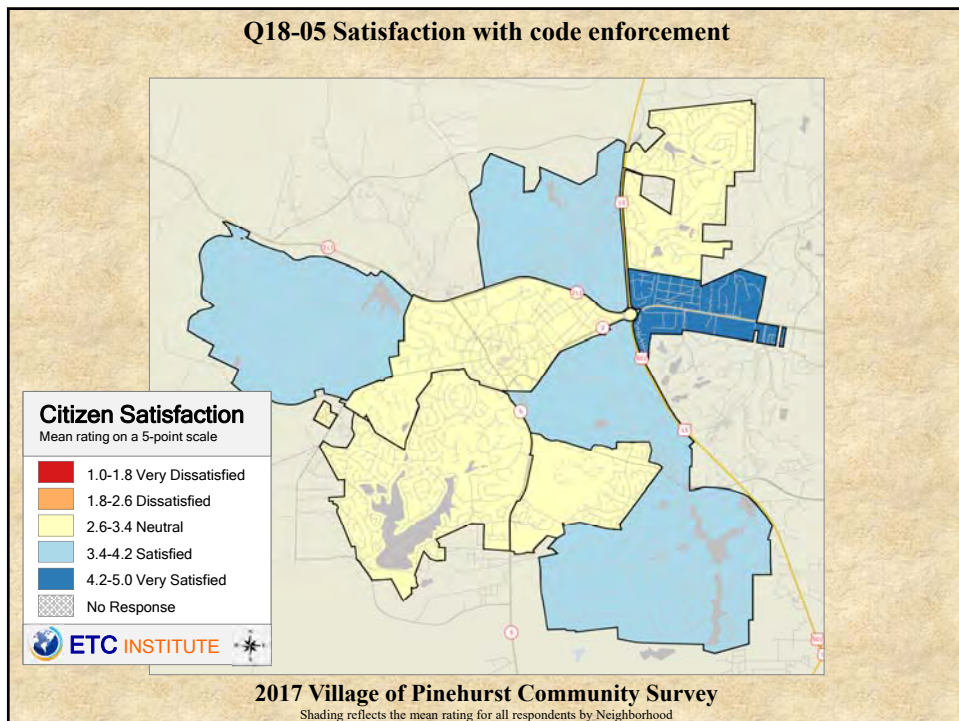
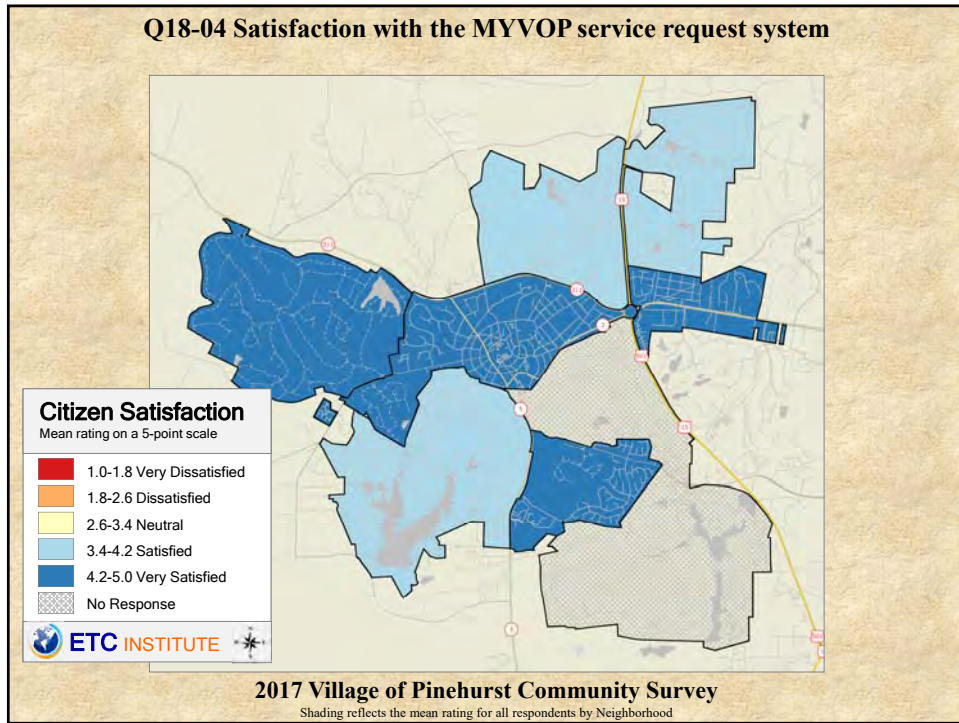
Q18-01 Satisfaction with fire services

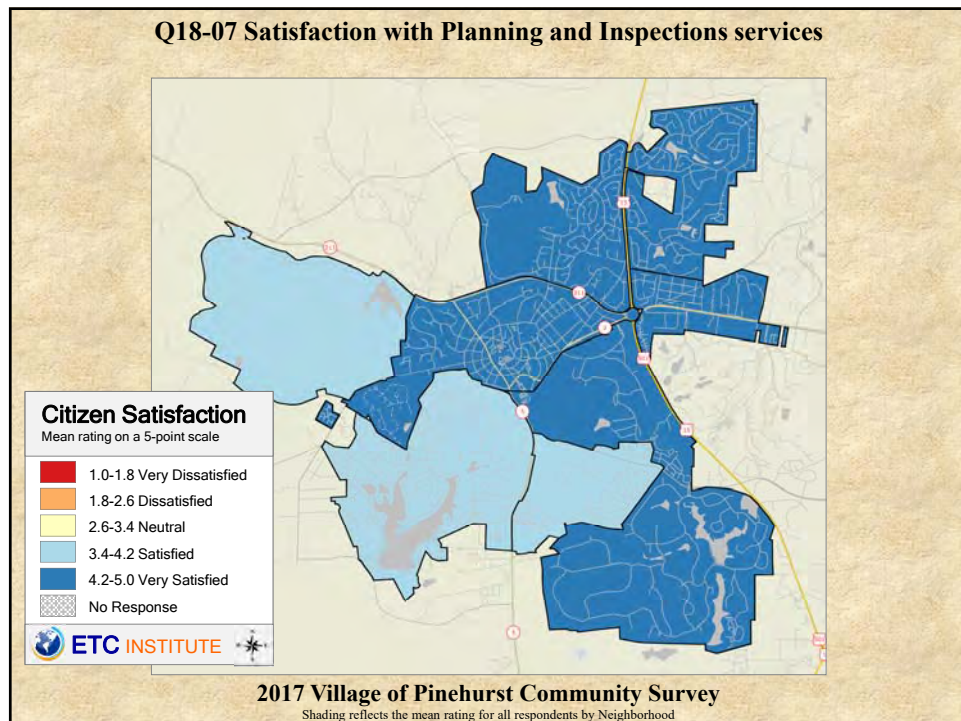
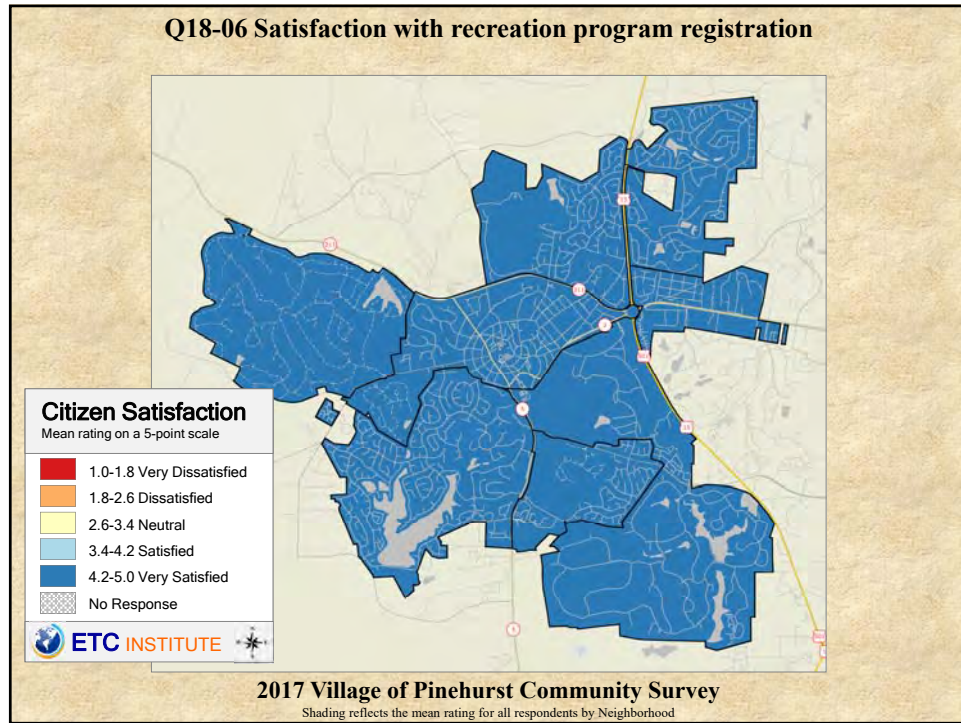


2017 Village of Pinehurst Community Survey

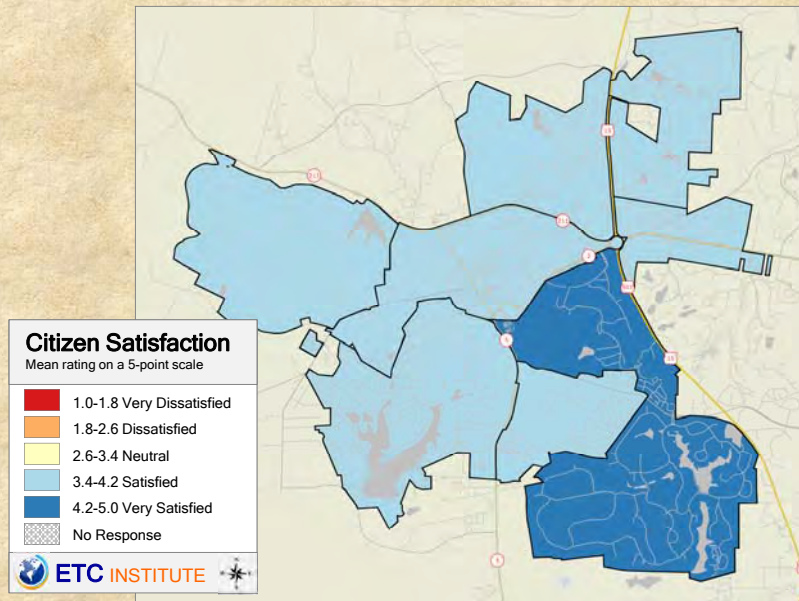
Shading reflects the mean rating for all respondents by Neighborhood







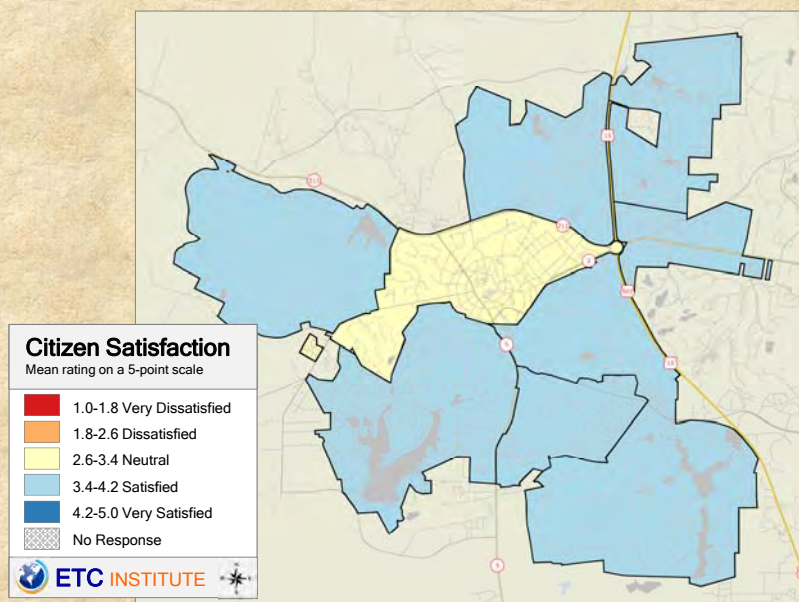
Q19-01 Satisfaction with quality of information about Village programs/services



2017 Village of Pinehurst Community Survey

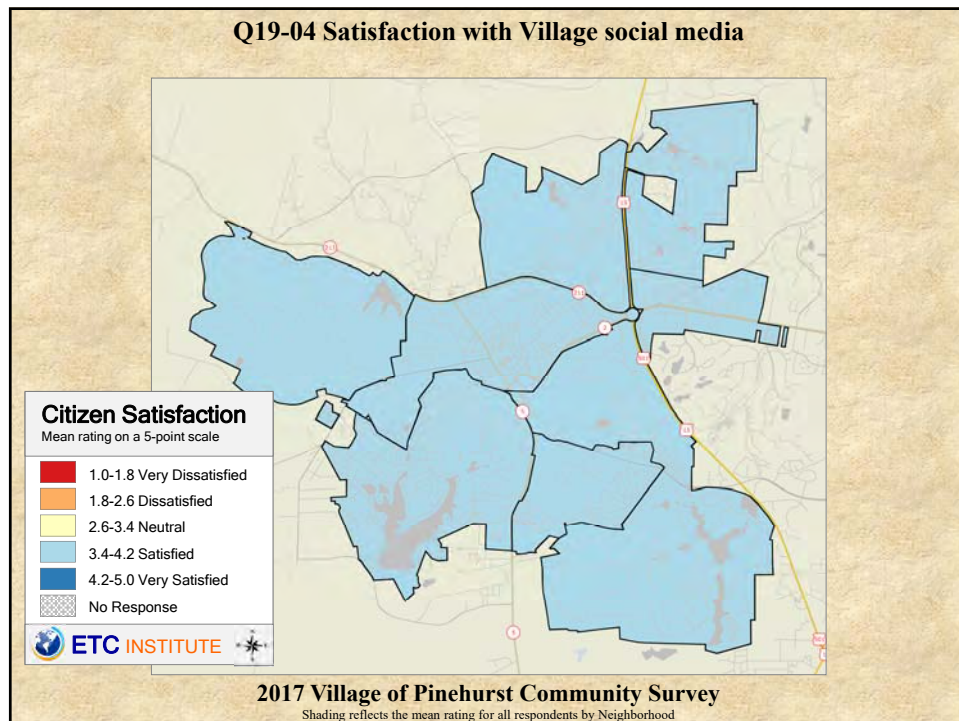
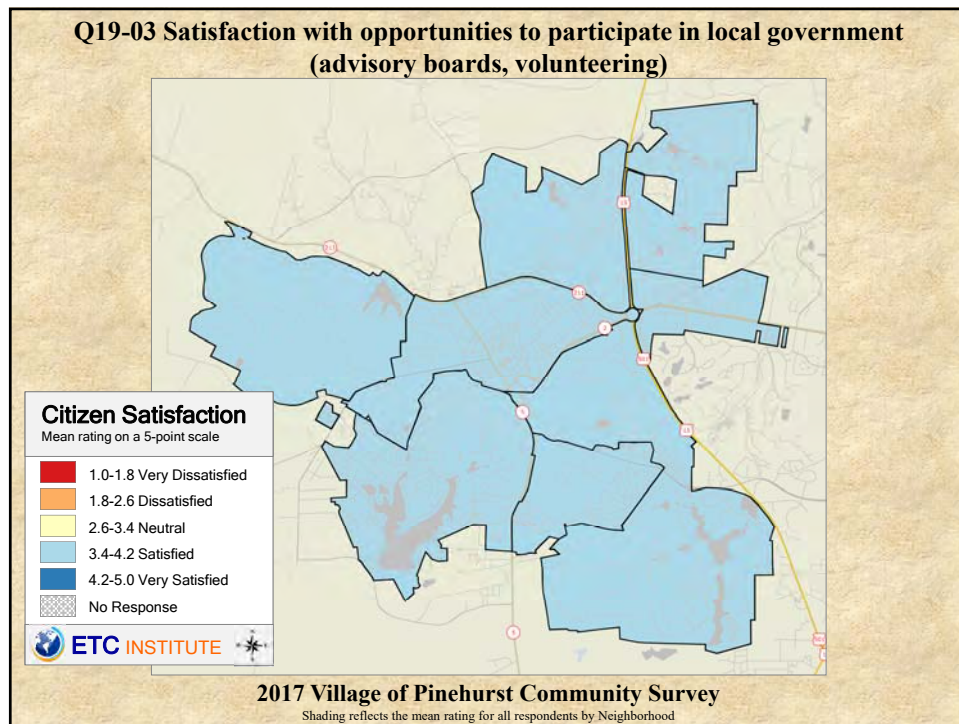
Shading reflects the mean rating for all respondents by Neighborhood

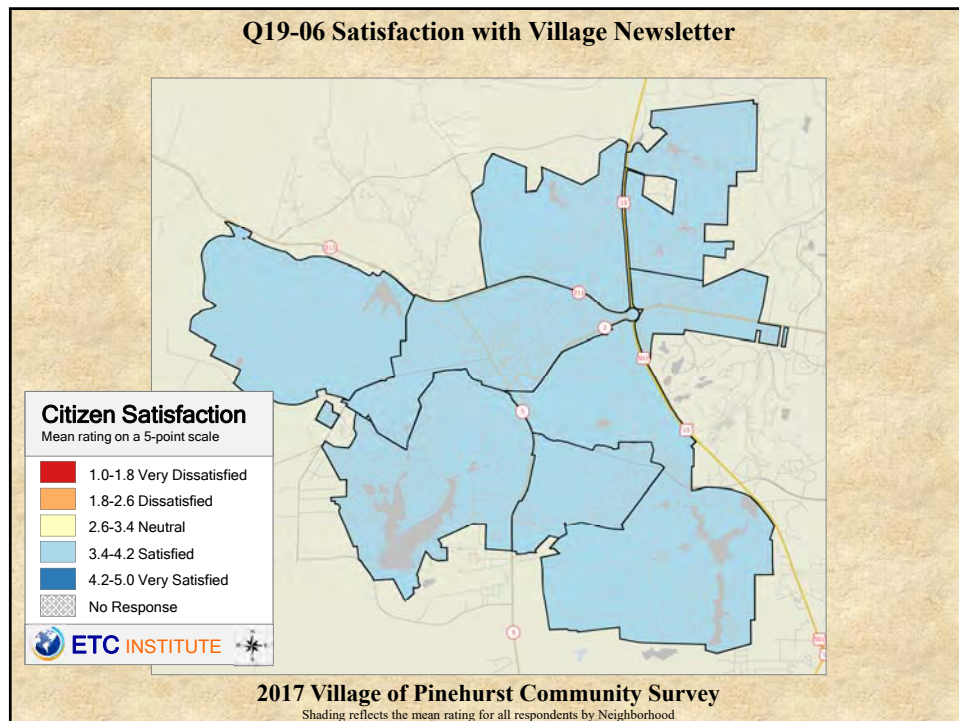
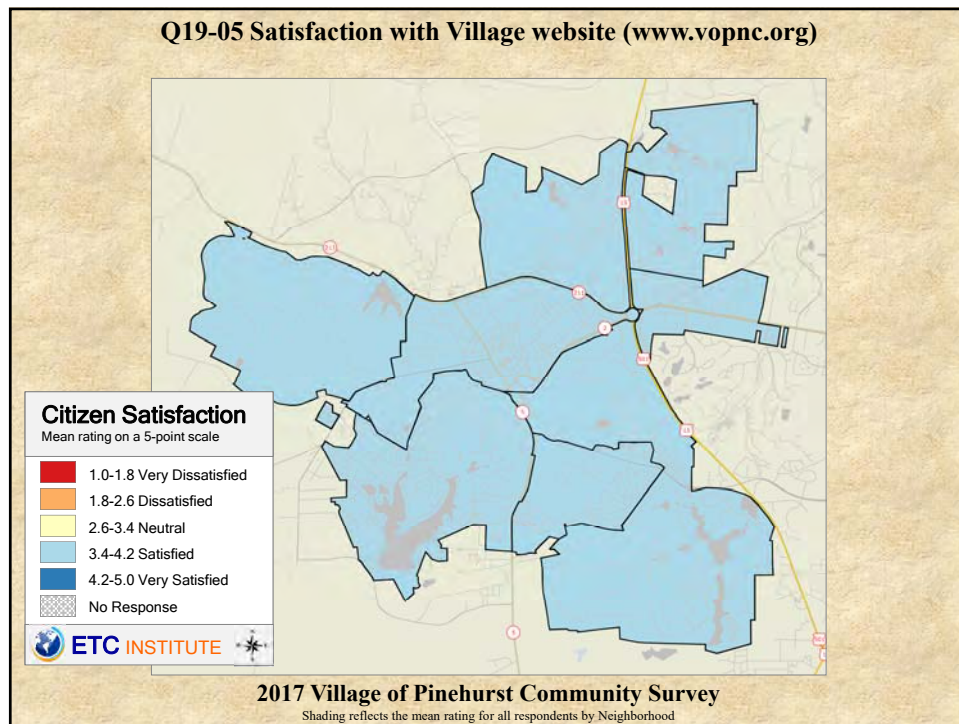
Q19-02 Satisfaction with Village efforts to inform about local issues

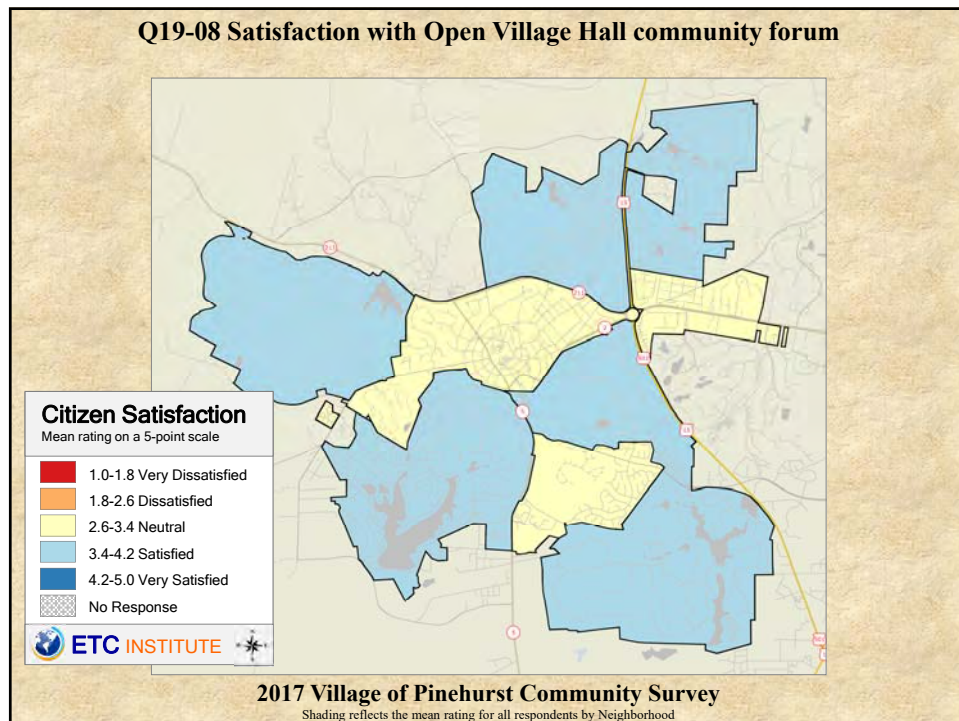
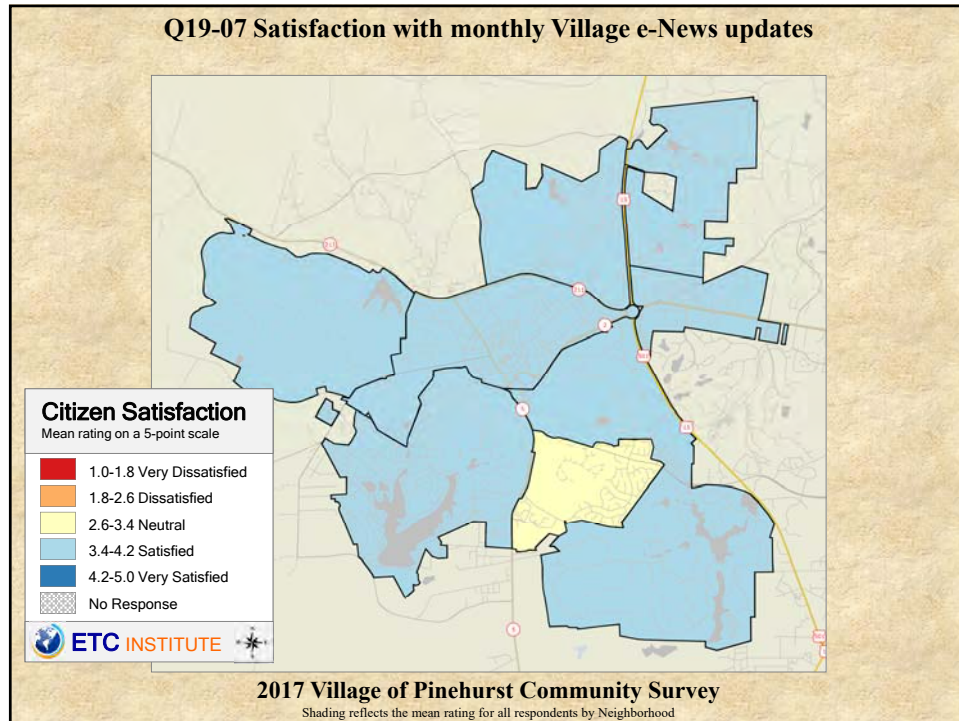


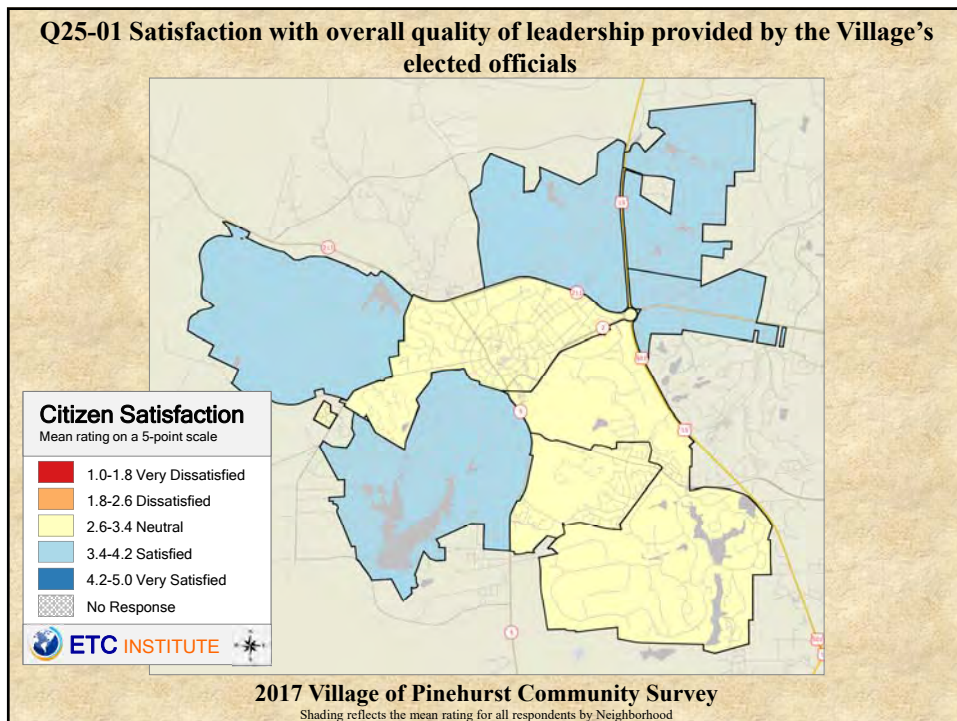
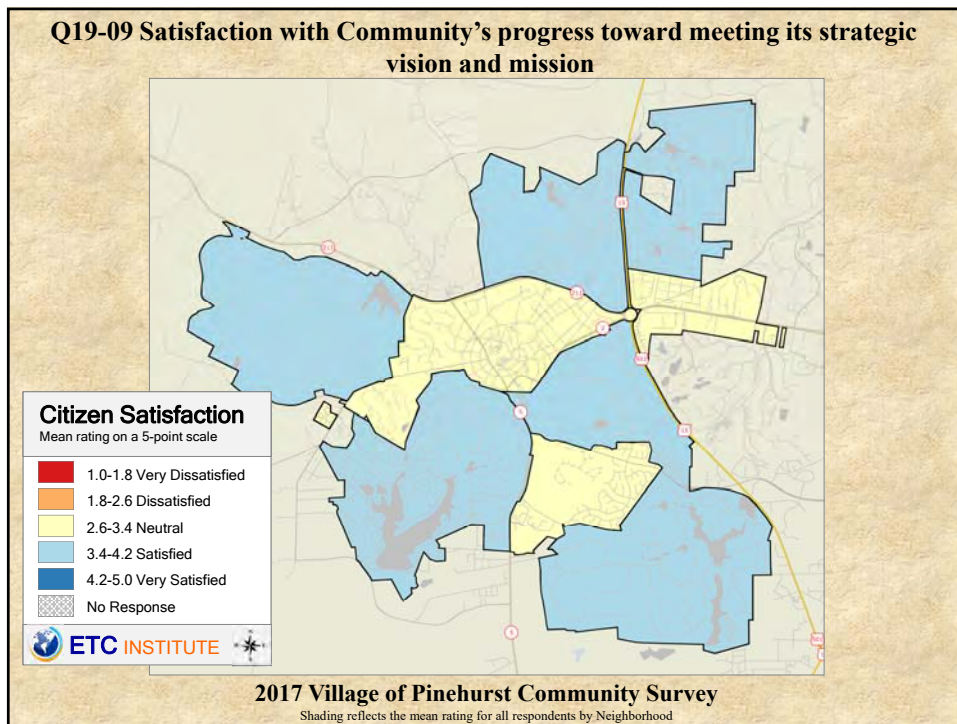
2017 Village of Pinehurst Community Survey

Shading reflects the mean rating for all respondents by Neighborhood

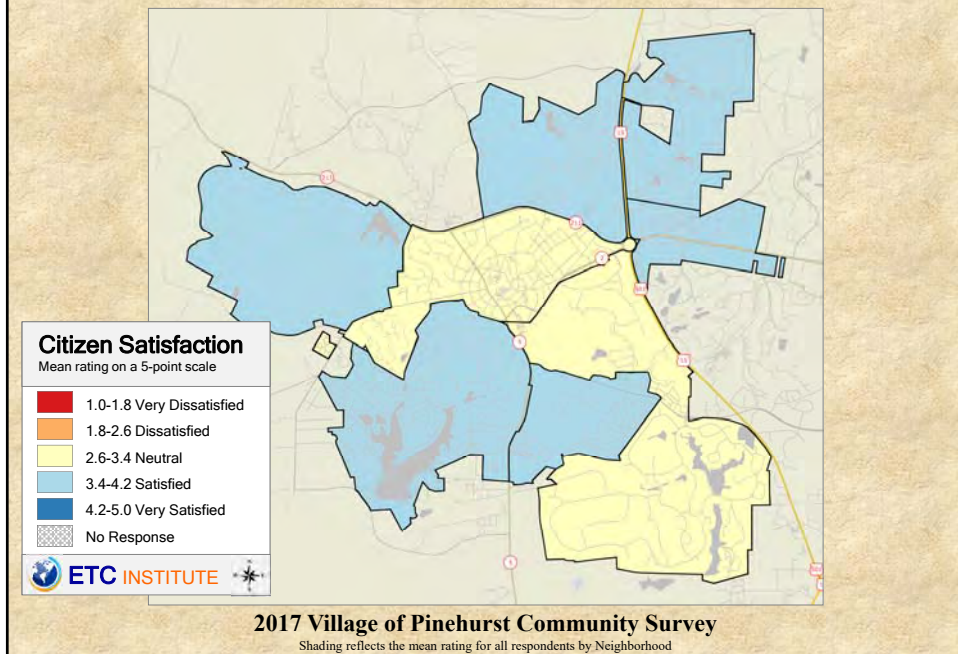




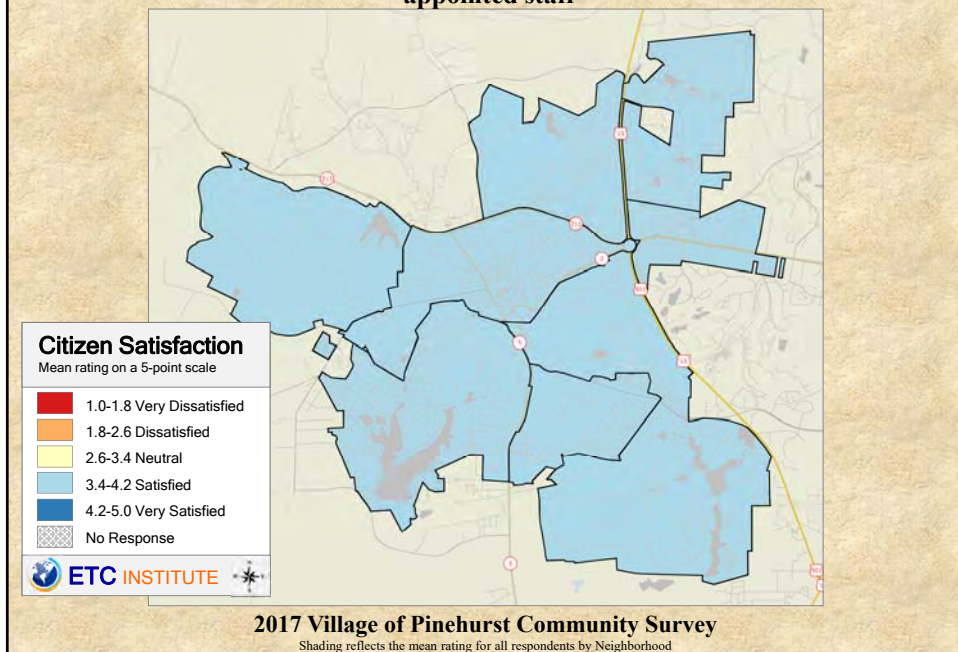




Q25-02 Satisfaction with overall effectiveness of appointed boards and commissions



Q25-03 Satisfaction with overall effectiveness of the Village Manager and appointed staff



Section 3

Benchmarking Data

Benchmarking Summary Report

Pinehurst, North Carolina

Overview

ETC Institute's *DirectionFinder* program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November 1999, the survey has been administered in more than 230 cities and counties in 48 states. Most participating communities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from three sources: (1) a national survey that was administered by ETC Institute during the fall of 2016 to a random sample of over 4,000 residents across the United States, (2) a regional survey that was administered to a random sample of nearly 400 residents in the Atlantic region of the United States during the fall of 2016, and (3) individual communities with a population of 50,000 or less where ETC Institute had administered the *DirectionFinder Survey* since 2013; the 51 communities included in these comparisons are listed below.

- | | | |
|-------------------------|------------------------|---------------------|
| • Auburn, CA | • Hallandale Beach, FL | • Pinehurst, NC |
| • Bensenville, IL | • Hyattsville, MD | • Pitken County, CO |
| • Branson, MO | • Jackson, MO | • Platte City, MO |
| • Brooklyn, OH | • Johnston, IA | • Portland, TX |
| • Camas, WA | • Kennesaw, GA | • Raymore, MO |
| • Cedar Hill, TX | • Kirkwood, MO | • Rifle, CO |
| • Chickasha, OK | • Knoxville, IA | • Rio Blanco, CO |
| • Clayton, MO | • Lawrenceburg, IN | • Riverside, MO |
| • Cleveland Heights, OH | • Lenexa, KS | • Roeland Park |
| • Coffeyville, KS | • Manassas, VA | • Rolla, MO |
| • Creve Coeur, MO | • Mission, KS | • San Marcos, TX |
| • Des Peres, MO | • Mountain Brook, AL | • Spring Hill, KS |
| • Edgerton, KS | • Newport, RI | • Washougal, WA |
| • Gardner, KS | • Oswego, IL | • Wauwatosa, WI |
| • Gladstone, MO | • Perryville, MO | • Waxhaw, NC |
| • Glencoe, IL | • Pflugerville, TX | • Wentzville, MO |
| • Glenview, IL | • Pinecrest, FL | • Westlake, TX |

Interpreting the Charts

National Benchmarks. The first set of charts on the following pages show how the overall results for Pinehurst compare to the national average and southeast regional average based on the results of an annual survey that was administered by ETC Institute to a random sample of more than 4,000 U.S. residents across the U.S., and over 400 residents in the Atlantic region of the U.S.

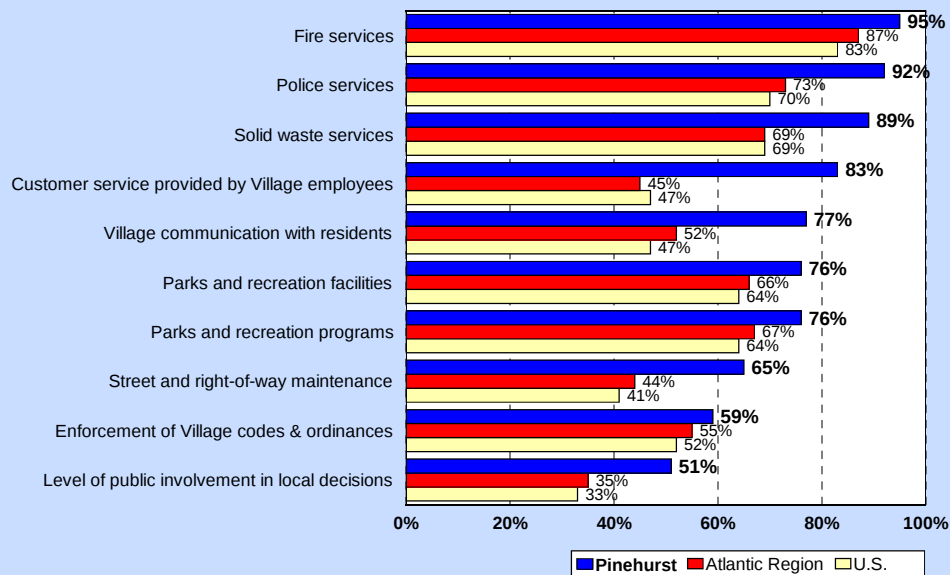
Performance Ranges. The second set of charts show the highest, lowest, and average (mean) levels of satisfaction in the 51 communities listed on the previous page. The mean rating is shown as a vertical line, which indicates the average level of satisfaction for the 51 communities. The actual ratings for Pinehurst are listed to the right of each chart. The dot on each bar shows how the results for Pinehurst compare to the other communities with a population of 50,000 or less where ETC has administered the DirectionFinder® survey since 2013.

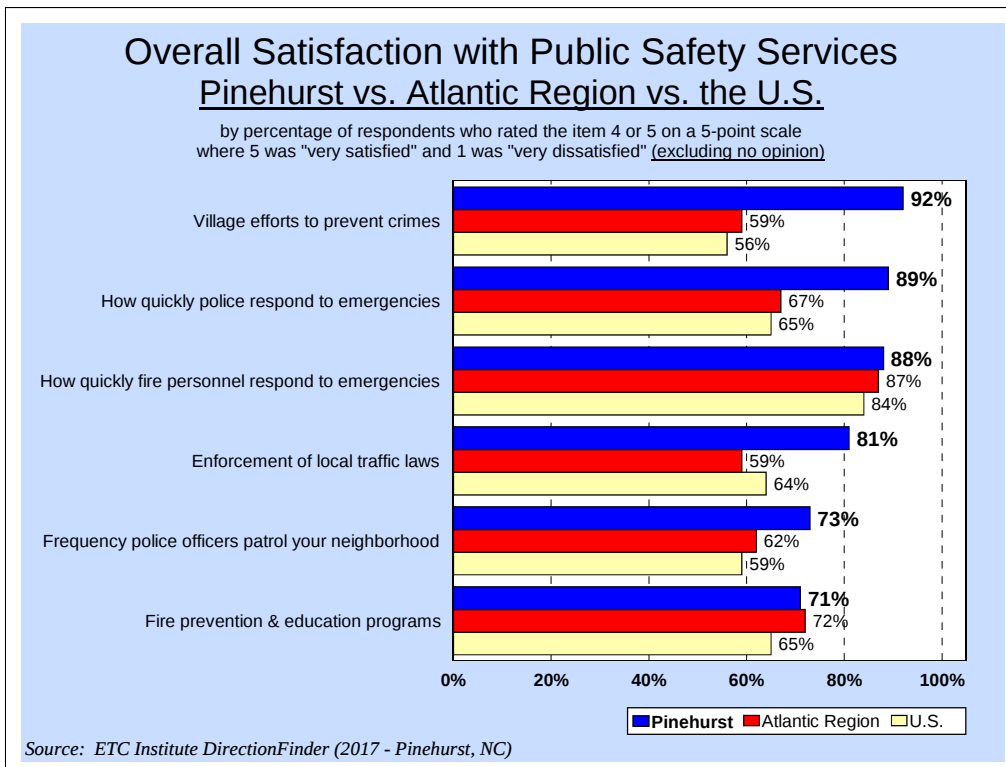
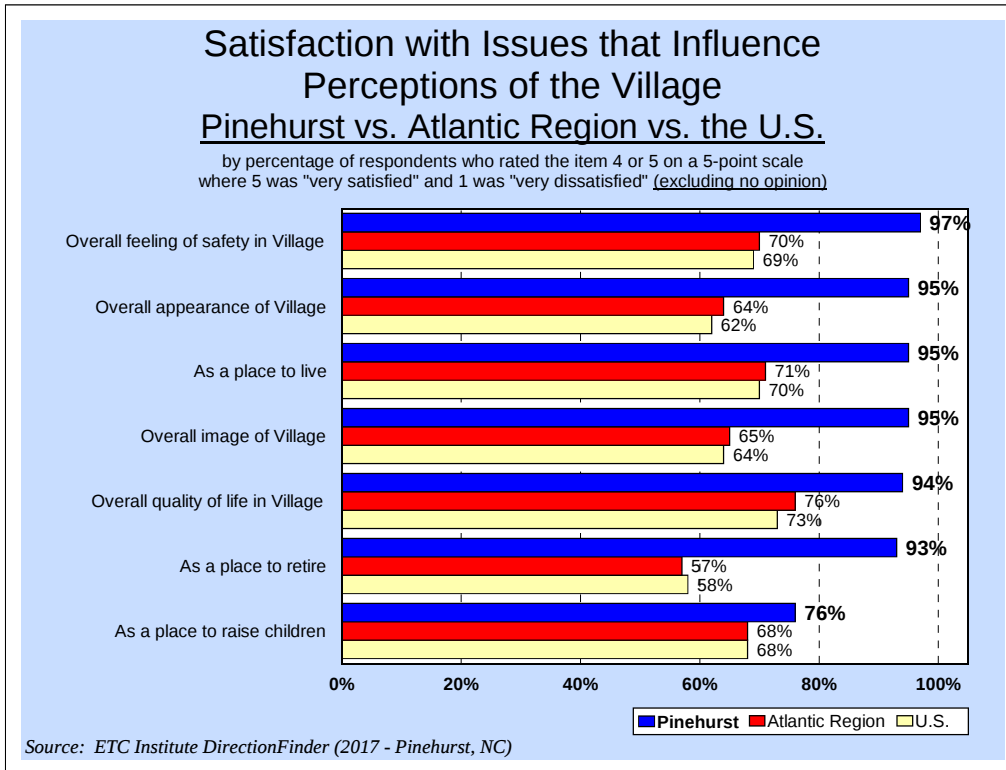
National Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the Village of Pinehurst is not authorized without written consent from ETC Institute.

Overall Satisfaction with Various Community Services Pinehurst vs. Atlantic Region vs. the U.S.

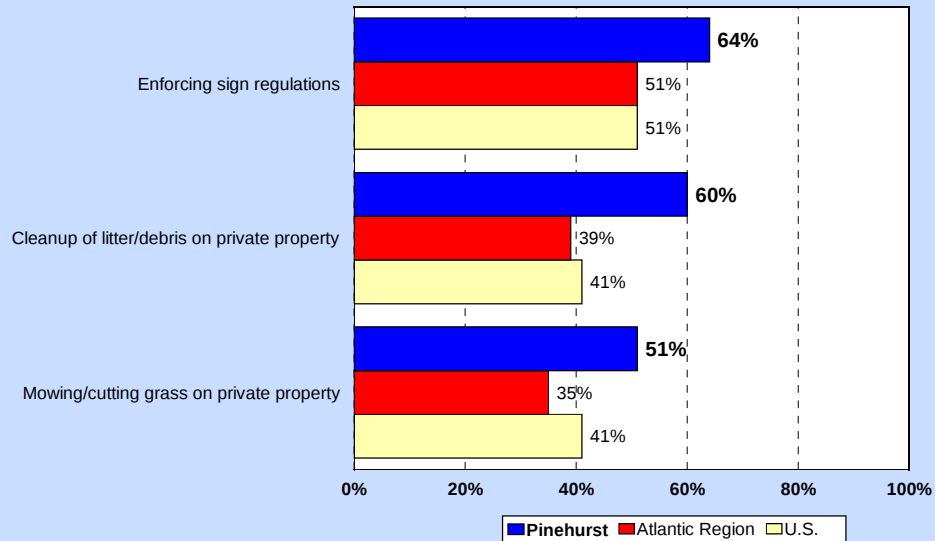
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)





Overall Satisfaction with Code Enforcement Pinehurst vs. Atlantic Region vs. the U.S.

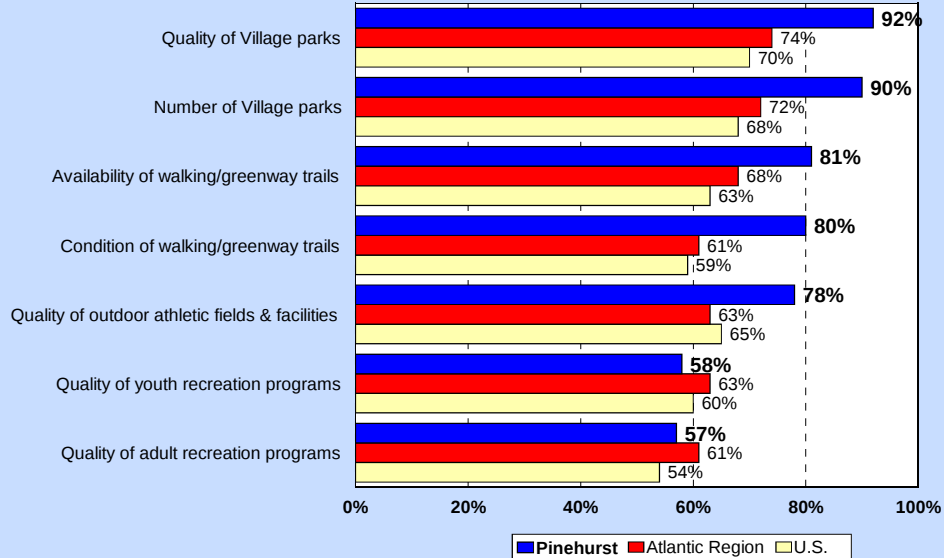
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Overall Satisfaction with Parks and Recreation Pinehurst vs. Atlantic Region vs. the U.S.

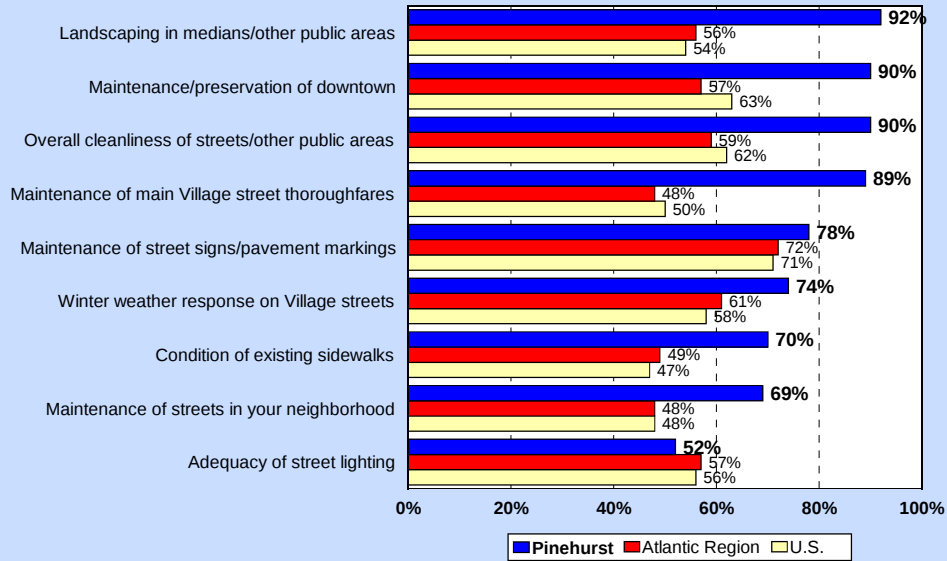
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Overall Satisfaction with Maintenance Pinehurst vs. Atlantic Region vs. the U.S.

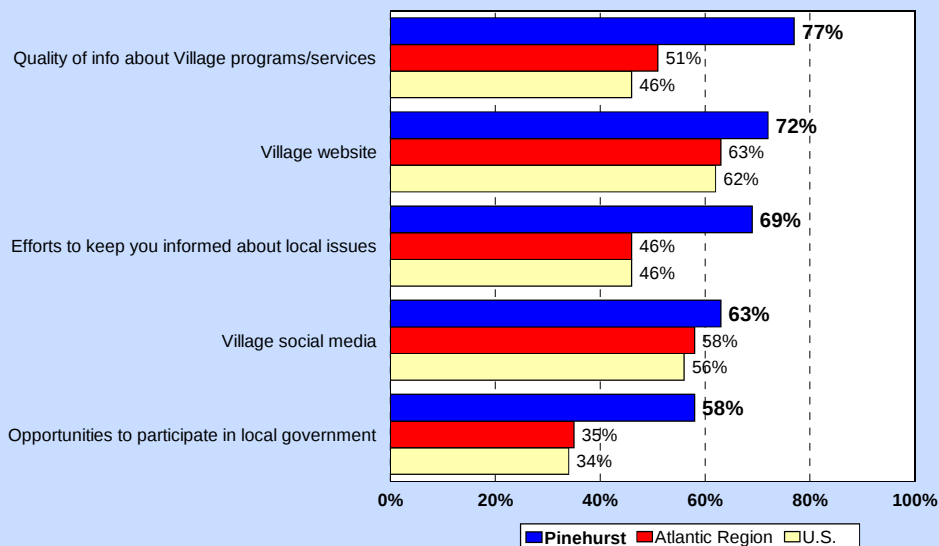
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



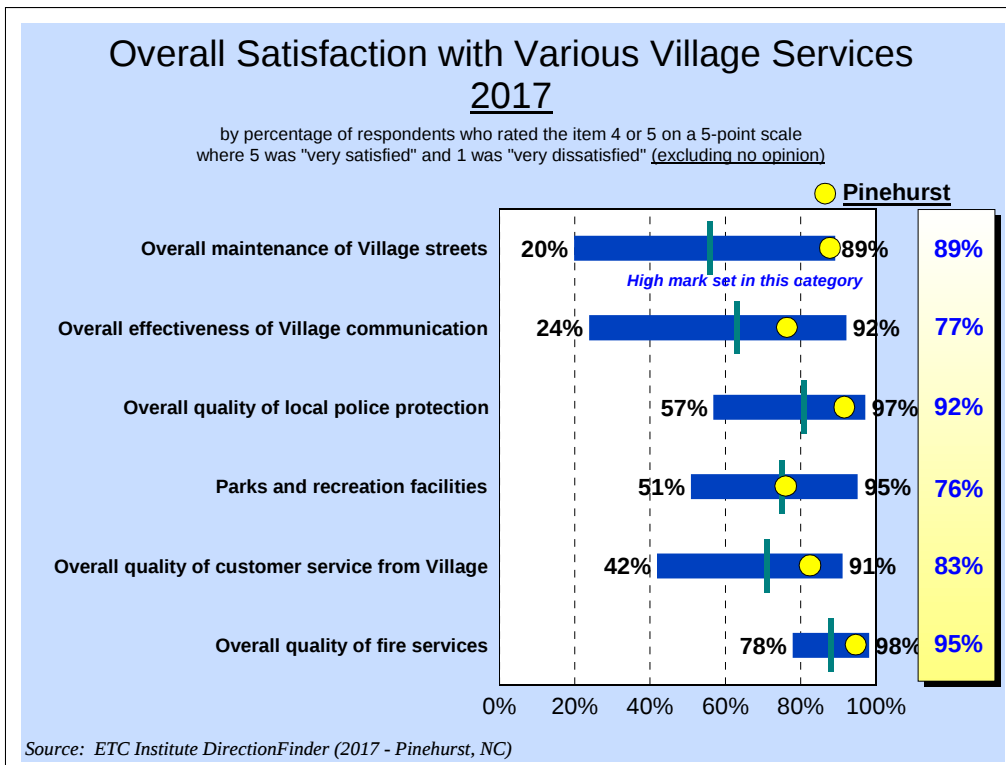
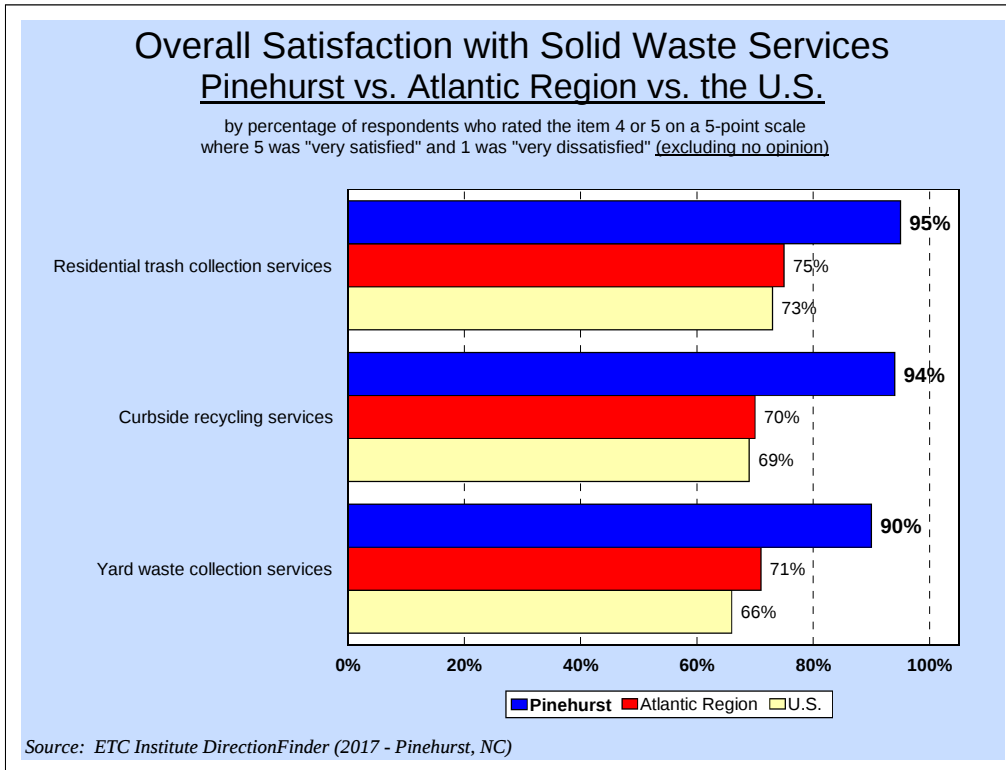
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

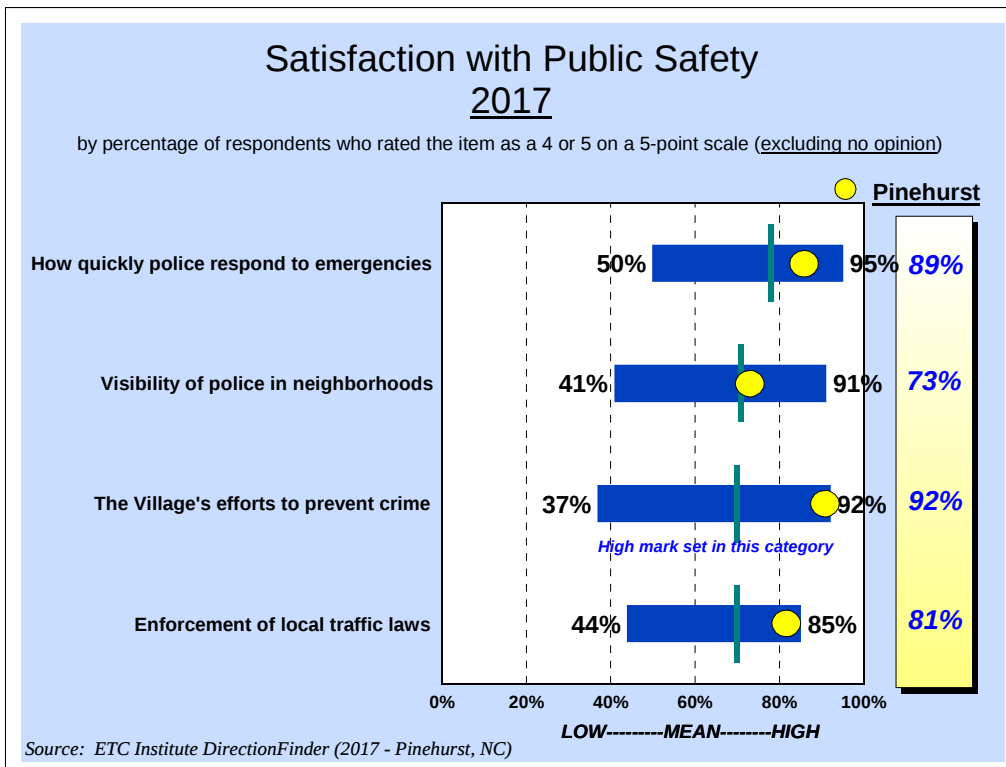
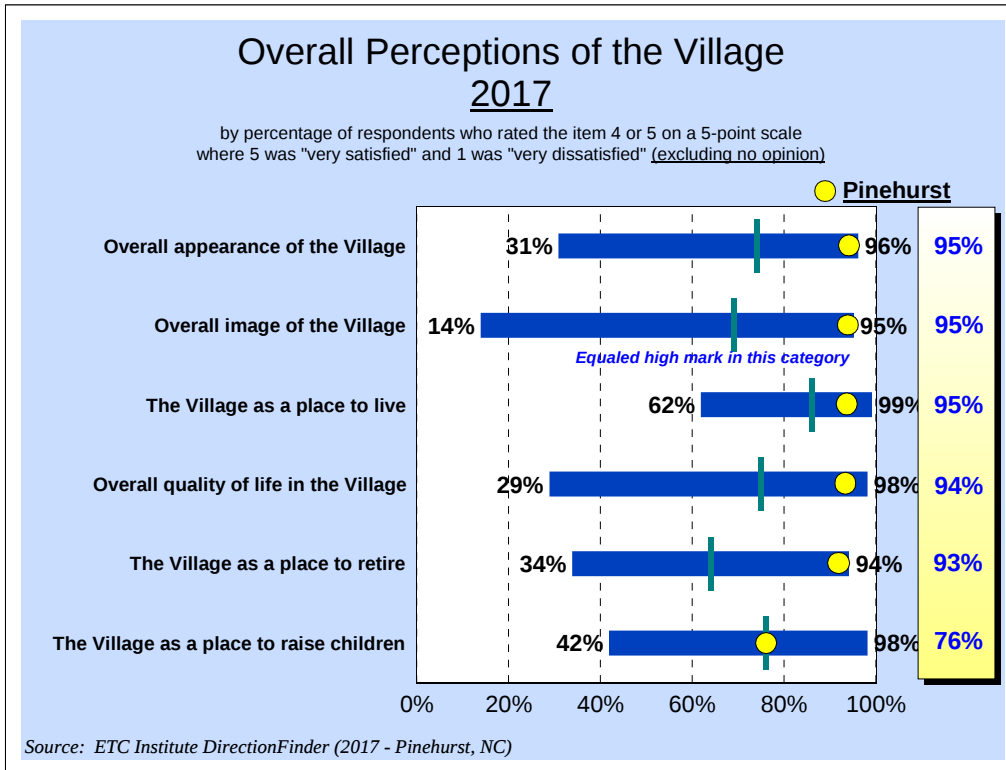
Overall Satisfaction with Communication Pinehurst vs. Atlantic Region vs. the U.S.

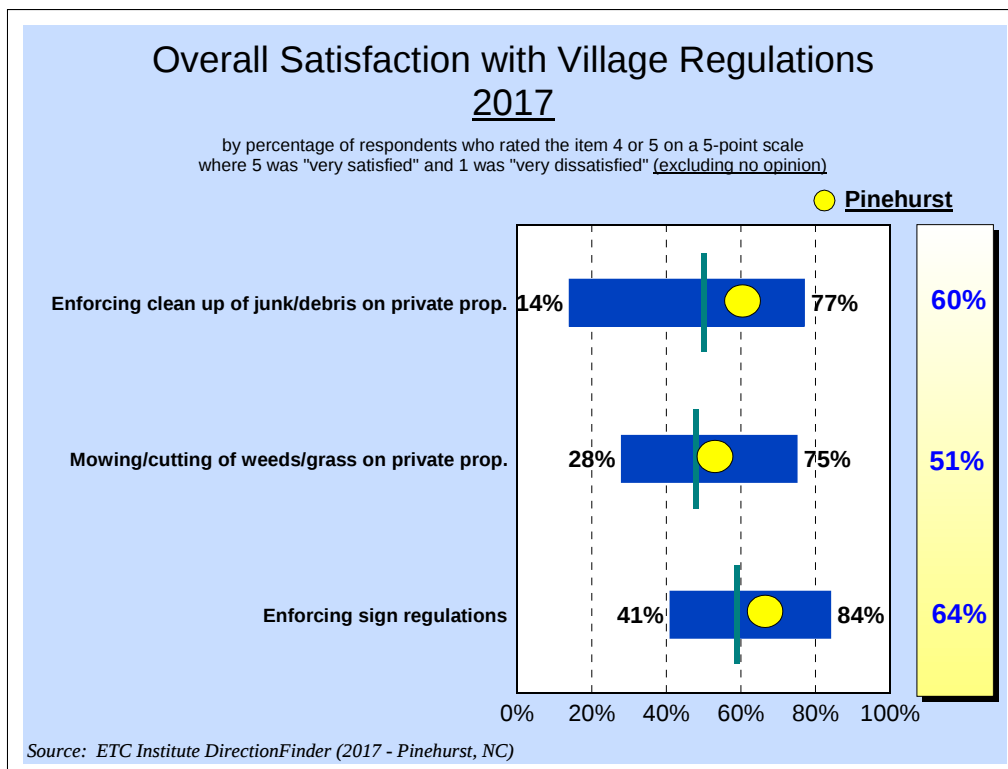
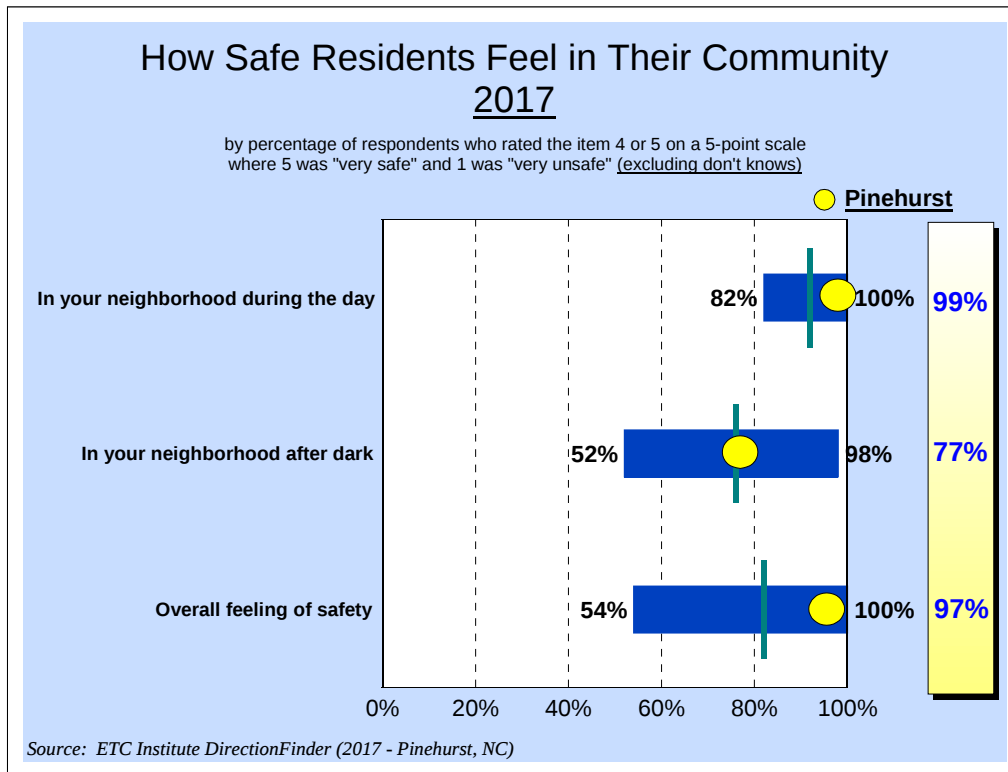
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)

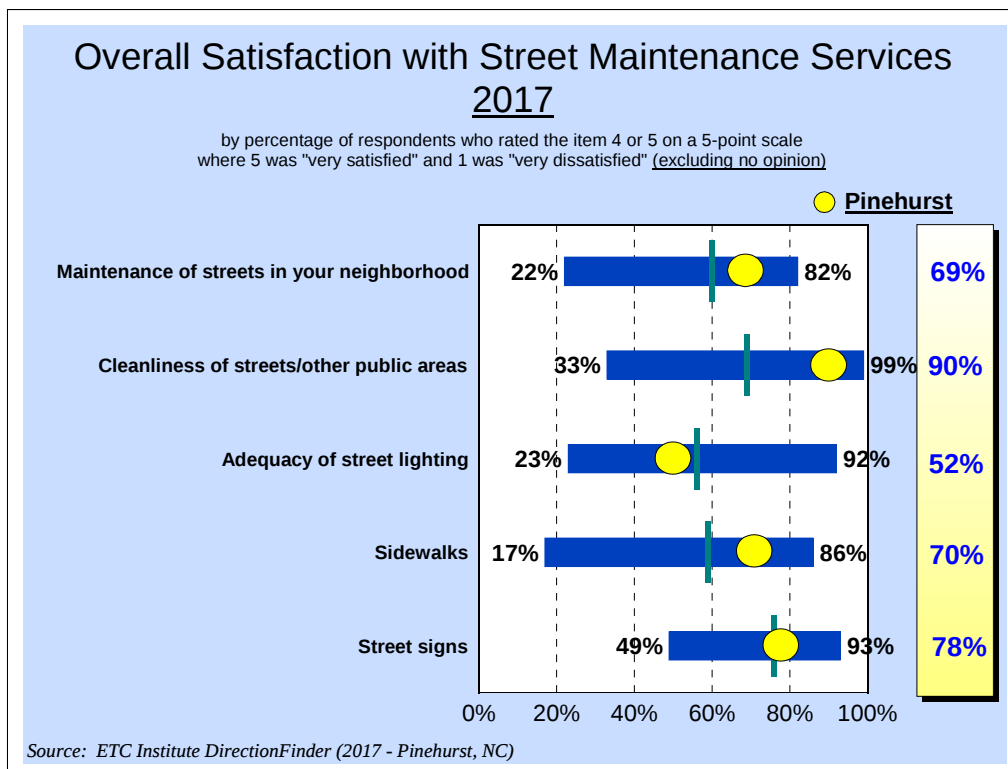
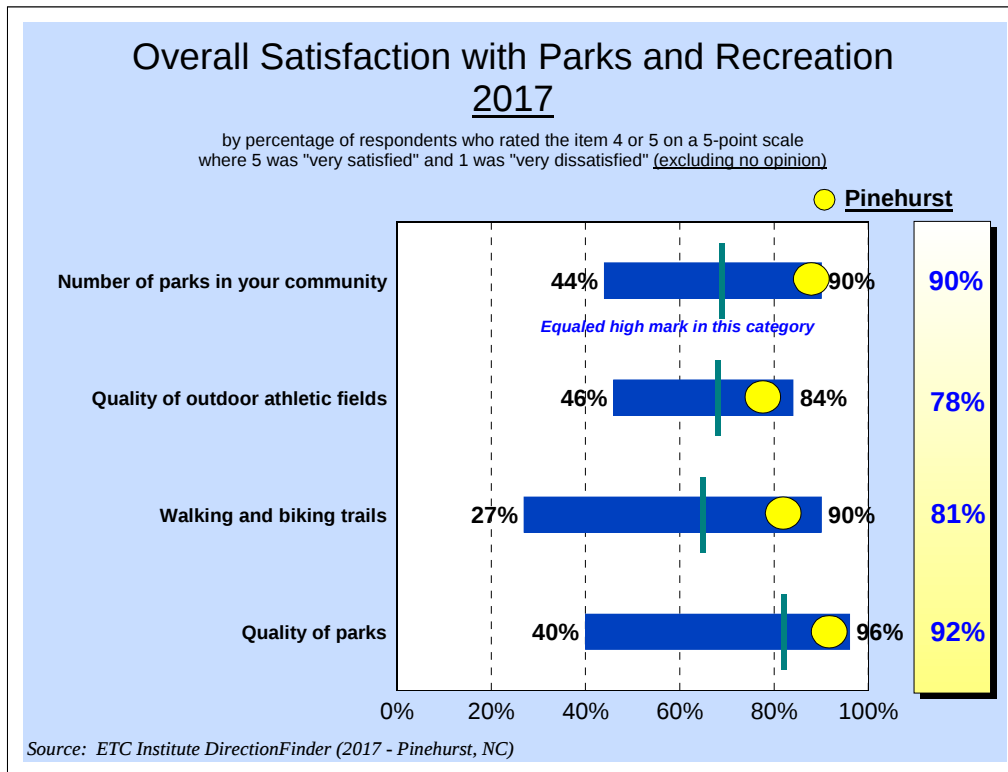


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)



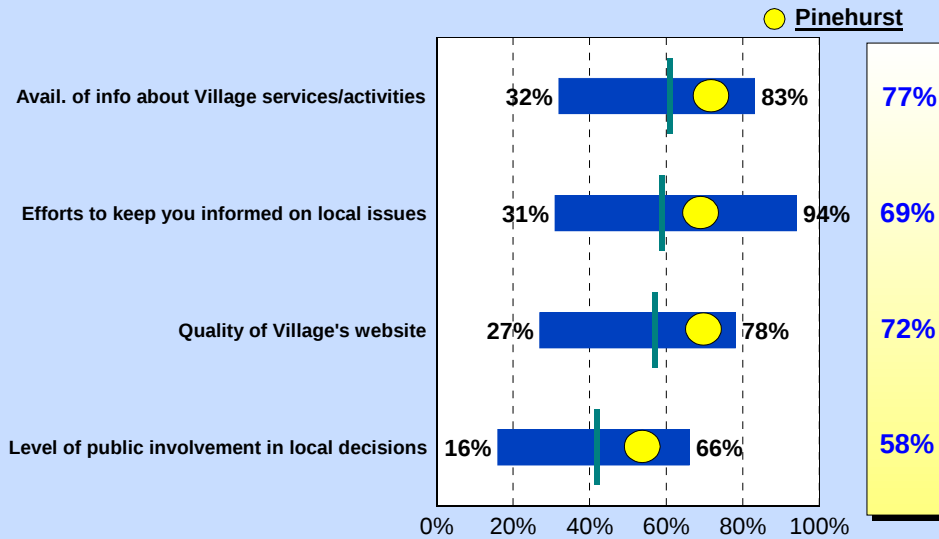






Overall Satisfaction with Public Information Services 2017

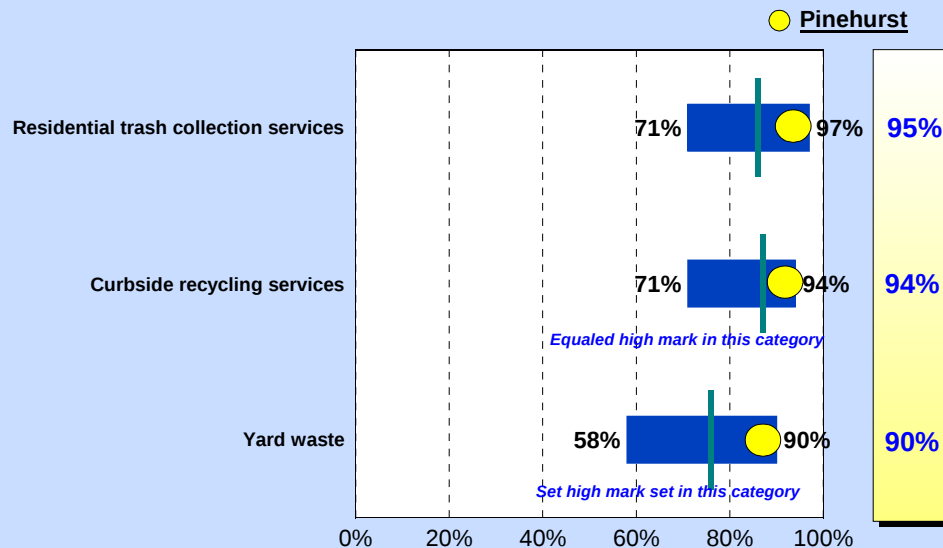
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Overall Satisfaction with Utilities 2017

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Section 4

Importance-Satisfaction Analysis

Importance-Satisfaction Analysis

Village of Pinehurst, NC

Overview

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

The Importance-Satisfaction (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 cities will maximize overall citizen satisfaction by emphasizing improvements in those service categories 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 emphasize over the next two years. This sum is then multiplied by 1 minus the percentage of respondents that 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 that 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 services they thought were the most important for the Village to provide. Approximately thirty-nine percent (38.9%) of residents selected "*street and right-of-way maintenance*" as one of the most important major services to provide.

With regard to satisfaction, 65% of the residents surveyed rated their overall satisfaction with “*street and right-of-way maintenance*” as a “4” or a “5” on a 5-point scale (where “5” means “very satisfied”). The I-S rating for “*street and right-of-way maintenance*” was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 38.9% was multiplied by 35% (1-0.65). This calculation yielded an I-S rating of 0.1362, which ranked second out of twelve major Village services.

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 that they are positively satisfied with the delivery of the service.

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

- if 100% of the respondents were positively satisfied with the delivery of the service
- if none (0%) of the respondents selected the service as one of the three most important areas for the Village 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 .10 to .20 identify service areas that should receive increased emphasis. Ratings less than .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 Pinehurst are provided on the following pages.

Importance-Satisfaction Rating

Village of Pinehurst, NC

OVERALL VILLAGE SERVICES

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS .10 -.20)</u>						
Level of public involvement in local decisions	31%	3	52%	12	0.1483	1
Street and right-of-way maintenance	39%	1	65%	10	0.1362	2
Efforts at maintaining quality of neighborhoods	33%	2	68%	9	0.1043	3
<u>Medium Priority (IS <.10)</u>						
Enforcement of Village codes & ordinances	24%	5	60%	11	0.0973	4
Parks and recreation facilities	21%	6	77%	6	0.0501	5
Promotion of natural resource conservation	15%	10	69%	8	0.0462	6
Village communication with residents	19%	7	78%	5	0.0430	7
Parks and recreation programs	17%	8	76%	7	0.0404	8
Police services	26%	4	91%	2	0.0220	9
Customer service provided by Village employees	8%	12	83%	4	0.0130	10
Solid waste services	8%	11	89%	3	0.0090	11
Fire services	15%	9	95%	1	0.0082	12

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

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

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

Importance-Satisfaction Rating

Village of Pinehurst, NC

PUBLIC SAFETY SERVICES

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Medium Priority (IS <.10)						
Frequency police officers patrol your neighborhood	36%	2	73%	5	0.0982	1
Enforcement of local traffic laws	25%	4	80%	4	0.0505	2
Village efforts to prevent crimes	53%	1	91%	1	0.0475	3
Fire prevention & education programs	13%	6	71%	6	0.0382	4
How quickly police respond to emergencies	28%	3	89%	2	0.0300	5
How quickly fire personnel respond to emergencies	19%	5	88%	3	0.0227	6

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

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

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

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Importance-Satisfaction Rating

Village of Pinehurst, NC

CULTURAL & RECREATION SERVICES

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Medium Priority (IS < .10)</u>						
Availability of recreation indoor facilities	17%	11	45%	14	0.0924	1
Quality of adult recreation programs	19%	12	57%	12	0.0827	2
Quality of recreation indoor facilities	16%	13	48%	13	0.0801	3
Availability of info about recreation programs	16%	3	64%	10	0.0570	4
Village sponsored cultural arts events	21%	7	74%	7	0.0550	5
Quality of youth recreation programs	13%	2	58%	11	0.0530	6
Variety of cultural arts events & programs	21%	9	76%	6	0.0499	7
Range of amenities at parks & rec facilities	12%	4	69%	9	0.0378	8
Condition of walking/greenway trails	18%	10	80%	4	0.0351	9
Availability of walking/greenway trails	18%	6	81%	3	0.0344	10
Quality of Village parks	21%	5	91%	1	0.0179	11
Availability of outdoor athletic fields/facilities	6%	8	72%	8	0.0173	12
Quality of outdoor athletic fields & facilities	6%		78%	5	0.0140	13
Number of Village parks	8%	1	90%	2	0.0082	14

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

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

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

Importance-Satisfaction Rating

Village of Pinehurst, NC

PUBLIC SERVICES

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS .10 -.20)</u>						
Adequacy of street lighting	36%	1	52%	12	0.1724	1
Availability of sidewalks/pedestrian facilities	35%	2	52%	11	0.1642	2
Maintenance of streets in your neighborhood	33%	3	69%	9	0.1017	3
<u>Medium Priority (IS <.10)</u>						
Quality of the stormwater runoff/management system	19%	7	62%	10	0.0716	4
Ease of travel on primary highways	23%	4	73%	7	0.0606	5
Winter weather response on Village streets	16%	9	73%	6	0.0412	6
Maintenance of street signs/pavement markings	14%	10	77%	5	0.0316	7
Condition of existing sidewalks	8%	12	70%	8	0.0228	8
Maintenance of main Village street thoroughfares	20%	6	89%	4	0.0220	9
Maintenance/preservation of downtown	20%	5	89%	2	0.0208	10
Overall cleanliness of streets/other public areas	18%	8	89%	3	0.0188	11
Landscaping in medians/other public areas	10%	11	92%	1	0.0083	12

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

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

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

Section 5

Tabular Data

Q1. Overall Satisfaction with Village Services. Please rate your level of satisfaction with each of the following major categories of services provided by the Village of Pinehurst using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q1a. Police services	60.9%	24.9%	5.8%	1.7%	0.5%	6.3%
Q1b. Fire services	58.7%	21.7%	4.1%	0.2%	0.2%	15.0%
Q1c. Parks & recreation programs	28.3%	30.0%	16.9%	1.2%	0.5%	23.2%
Q1d. Parks & recreation facilities	29.2%	32.4%	14.7%	2.9%	1.2%	19.6%
Q1e. Solid waste services	52.7%	31.2%	6.8%	2.7%	1.0%	5.8%
Q1f. Street & right-of-way maintenance	27.1%	33.8%	18.1%	10.9%	3.9%	6.3%
Q1g. Enforcement of Village codes & ordinances	22.5%	30.4%	21.3%	10.4%	3.9%	11.6%
Q1h. Customer service provided by Village employees	40.6%	29.5%	11.6%	2.2%	1.0%	15.2%
Q1i. Village communication with residents	31.6%	39.9%	15.0%	4.1%	1.7%	7.7%
Q1j. Village efforts at maintaining quality of your neighborhoods	27.5%	35.3%	17.9%	8.7%	2.9%	7.7%
Q1k. Promotion of natural resource conservation	23.2%	30.4%	18.8%	4.8%	0.2%	22.5%
Q1l. Level of public involvement in local decisions	16.7%	27.8%	23.7%	12.1%	5.8%	14.0%

WITHOUT NO OPINION

Q1. Overall Satisfaction with Village Services. Please rate your level of satisfaction with each of the following major categories of services provided by the Village of Pinehurst using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q1a. Police services	64.9%	26.5%	6.2%	1.8%	0.5%
Q1b. Fire services	69.0%	25.6%	4.8%	0.3%	0.3%
Q1c. Parks & recreation programs	36.8%	39.0%	22.0%	1.6%	0.6%
Q1d. Parks & recreation facilities	36.3%	40.2%	18.3%	3.6%	1.5%
Q1e. Solid waste services	55.9%	33.1%	7.2%	2.8%	1.0%
Q1f. Street & right-of-way maintenance	28.9%	36.1%	19.3%	11.6%	4.1%
Q1g. Enforcement of Village codes & ordinances	25.4%	34.4%	24.0%	11.7%	4.4%
Q1h. Customer service provided by Village employees	47.9%	34.8%	13.7%	2.6%	1.1%
Q1i. Village communication with residents	34.3%	43.2%	16.2%	4.5%	1.8%
Q1j. Village efforts at maintaining quality of your neighborhoods	29.8%	38.2%	19.4%	9.4%	3.1%
Q1k. Promotion of natural resource conservation	29.9%	39.3%	24.3%	6.2%	0.3%
Q1l. Level of public involvement in local decisions	19.4%	32.3%	27.5%	14.0%	6.7%

Q2. From the list of items in Question 1, which THREE of the major categories of Village services do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

<u>Q2. Top choice</u>	<u>Number</u>	<u>Percent</u>
Police services	71	17.1 %
Fire services	5	1.2 %
Parks & recreation programs	21	5.1 %
Parks & recreation facilities	33	8.0 %
Solid waste services	7	1.7 %
Street & right-of-way maintenance	84	20.3 %
Enforcement of Village codes & ordinances	33	8.0 %
Customer service provided by Village employees	6	1.4 %
Village communication with residents	21	5.1 %
Village efforts at maintaining quality of your neighborhoods	34	8.2 %
Promotion of natural resource conservation	15	3.6 %
Level of public involvement in local decisions	39	9.4 %
None chosen	45	10.9 %
Total	414	100.0 %

Q2. From the list of items in Question 1, which THREE of the major categories of Village services do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

<u>Q2. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Police services	17	4.1 %
Fire services	50	12.1 %
Parks & recreation programs	25	6.0 %
Parks & recreation facilities	29	7.0 %
Solid waste services	13	3.1 %
Street & right-of-way maintenance	39	9.4 %
Enforcement of Village codes & ordinances	38	9.2 %
Customer service provided by Village employees	10	2.4 %
Village communication with residents	26	6.3 %
Village efforts at maintaining quality of your neighborhoods	49	11.8 %
Promotion of natural resource conservation	15	3.6 %
Level of public involvement in local decisions	40	9.7 %
None chosen	63	15.2 %
Total	414	100.0 %

Q2. From the list of items in Question 1, which THREE of the major categories of Village services do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

<u>Q2. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Police services	18	4.3 %
Fire services	8	1.9 %
Parks & recreation programs	23	5.6 %
Parks & recreation facilities	26	6.3 %
Solid waste services	14	3.4 %
Street & right-of-way maintenance	38	9.2 %
Enforcement of Village codes & ordinances	29	7.0 %
Customer service provided by Village employees	15	3.6 %
Village communication with residents	32	7.7 %
Village efforts at maintaining quality of your neighborhoods	52	12.6 %
Promotion of natural resource conservation	32	7.7 %
Level of public involvement in local decisions	48	11.6 %
None chosen	79	19.1 %
Total	414	100.0 %

Q2. From the list of items in Question 1, which THREE of the major categories of Village services do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? (top 3)

<u>Q2. Sum of top 3 choices</u>	<u>Number</u>	<u>Percent</u>
Police services	106	25.6 %
Fire services	63	15.2 %
Parks & recreation programs	69	16.7 %
Parks & recreation facilities	88	21.3 %
Solid waste services	34	8.2 %
Street & right-of-way maintenance	161	38.9 %
Enforcement of Village codes & ordinances	100	24.2 %
Customer service provided by Village employees	31	7.5 %
Village communication with residents	79	19.1 %
Village efforts at maintaining quality of your neighborhoods	135	32.6 %
Promotion of natural resource conservation	62	15.0 %
Level of public involvement in local decisions	127	30.7 %
None chosen	45	10.9 %
Total	1100	

Q3. Reasons to Live in Pinehurst. Several reasons for deciding where to live are listed below. On a scale from 1 to 4, where 4 is "Very Important" and 1 is "Unimportant," please rate how important each reason was in your decision to live where you live.

(N=414)

	Very important	Somewhat important	Not sure	Unimportant
Q3a. Sense of community	55.1%	32.6%	8.2%	4.1%
Q3b. Quality of public education	49.8%	19.3%	12.6%	18.4%
Q3c. Types of housing	58.2%	30.9%	8.0%	2.9%
Q3d. Quality of housing	73.2%	21.0%	4.8%	1.0%
Q3e. Access to quality shopping	38.4%	43.5%	9.9%	8.2%
Q3f. Availability of cultural arts opportunities	28.7%	42.5%	17.6%	11.1%
Q3g. Availability of golfing opportunities	41.5%	24.2%	8.0%	26.3%
Q3h. Availability of other recreational opportunities	34.8%	39.6%	15.0%	10.6%
Q3i. Proximity to family or friends	25.6%	32.6%	15.2%	26.6%
Q3j. Proximity to work	21.5%	18.4%	15.5%	44.7%
Q3k. Safety & security	85.3%	10.4%	3.6%	0.7%
Q3l. Quality health care	84.5%	11.4%	3.1%	1.0%
Q3m. Opportunities and/or resources for senior citizens	46.9%	28.7%	9.9%	14.5%
Q3n. Opportunities and/or resources for children under 18	24.4%	21.3%	20.3%	34.1%
Q3o. Low property tax rate	61.8%	26.6%	8.5%	3.1%

Q3. Then, please indicate if your needs are being met in Pinehurst.

(N=414)

	Yes	No	Not provided
Q3a. Sense of community	66.4%	7.5%	26.1%
Q3b. Quality of public education	46.9%	19.8%	33.3%
Q3c. Types of housing	63.0%	8.5%	28.5%
Q3d. Quality of housing	63.8%	8.5%	27.8%
Q3e. Access to quality shopping	53.1%	17.6%	29.2%
Q3f. Availability of cultural arts opportunities	55.1%	14.3%	30.7%
Q3g. Availability of golfing opportunities	63.5%	5.6%	30.9%
Q3h. Availability of other recreational opportunities	54.8%	15.0%	30.2%
Q3i. Proximity to family or friends	53.4%	13.3%	33.3%
Q3j. Proximity to work	45.9%	16.9%	37.2%
Q3k. Safety & security	67.9%	5.8%	26.3%
Q3l. Quality health care	68.4%	4.8%	26.8%
Q3m. Opportunities and/or resources for senior citizens	57.2%	10.4%	32.4%
Q3n. Opportunities and/or resources for children under 18	39.1%	23.4%	37.4%
Q3o. Low property tax rate	59.7%	11.4%	29.0%

Q3. Then, please indicate if your needs are being met in Pinehurst. (without "not provided")

(N=414)

	Yes	No
Q3a. Sense of community	89.9%	10.1%
Q3b. Quality of public education	70.3%	29.7%
Q3c. Types of housing	88.2%	11.8%
Q3d. Quality of housing	88.3%	11.7%
Q3e. Access to quality shopping	75.1%	24.9%
Q3f. Availability of cultural arts opportunities	79.4%	20.6%
Q3g. Availability of golfing opportunities	92.0%	8.0%
Q3h. Availability of other recreational opportunities	78.5%	21.5%
Q3i. Proximity to family or friends	80.1%	19.9%
Q3j. Proximity to work	73.1%	26.9%
Q3k. Safety & security	92.1%	7.9%
Q3l. Quality health care	93.4%	6.6%
Q3m. Opportunities and/or resources for senior citizens	84.6%	15.4%
Q3n. Opportunities and/or resources for children under 18	62.5%	37.5%
Q3o. Low property tax rate	84.0%	16.0%

Q4. Perception of Pinehurst. Several items that may influence your perception of Pinehurst as a community are listed below. Please rate your satisfaction with each item on a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor."

(N=414)

	Excellent	Good	Neutral	Below average	Poor	No opinion
Q4a. Overall image of Village	52.7%	39.9%	4.6%	0.5%	0.0%	2.4%
Q4b. Overall quality of life in Village	51.7%	38.2%	6.0%	0.5%	0.0%	3.6%
Q4c. Overall feeling of safety in Village	69.6%	25.1%	3.4%	0.5%	0.0%	1.4%
Q4d. Quality of new development in Village	20.3%	28.3%	25.4%	10.4%	8.5%	7.2%
Q4e. As a place to live	63.5%	29.5%	4.3%	0.2%	0.2%	2.2%
Q4f. As a place to raise children	34.1%	21.3%	14.7%	1.4%	0.7%	27.8%
Q4g. As a place to retire	65.0%	22.9%	5.6%	0.5%	0.0%	6.0%
Q4h. Overall appearance of Village	57.0%	36.5%	2.9%	1.2%	0.0%	2.4%
Q4i. Availability of affordable housing	26.1%	35.5%	20.3%	4.3%	1.7%	12.1%

WITHOUT NO OPINION

Q4. Perception of Pinehurst. Several items that may influence your perception of Pinehurst as a community are listed below. Please rate your satisfaction with each item on a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor." (without "no opinion")

(N=414)

	Excellent	Good	Neutral	Below average	Poor
Q4a. Overall image of Village	54.0%	40.8%	4.7%	0.5%	0.0%
Q4b. Overall quality of life in Village	53.6%	39.6%	6.3%	0.5%	0.0%
Q4c. Overall feeling of safety in Village	70.6%	25.5%	3.4%	0.5%	0.0%
Q4d. Quality of new development in Village	21.9%	30.5%	27.3%	11.2%	9.1%
Q4e. As a place to live	64.9%	30.1%	4.4%	0.2%	0.2%
Q4f. As a place to raise children	47.2%	29.4%	20.4%	2.0%	1.0%
Q4g. As a place to retire	69.2%	24.4%	5.9%	0.5%	0.0%
Q4h. Overall appearance of Village	58.4%	37.4%	3.0%	1.2%	0.0%
Q4i. Availability of affordable housing	29.7%	40.4%	23.1%	4.9%	1.9%

Q5. Perceptions of Safety and Security. Using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations.

(N=414)

	Very safe	Safe	Neutral	Unsafe	Very unsafe	No opinion
Q5a. Walking alone in your neighborhood during the day	85.0%	11.6%	1.0%	0.7%	0.0%	1.7%
Q5b. Walking alone in your neighborhood after dark	40.3%	31.6%	14.0%	6.8%	1.0%	6.3%
Q5c. In Village parks & recreation facilities	40.3%	33.1%	10.6%	1.7%	0.2%	14.0%
Q5d. In business areas of Village during the day	77.8%	16.9%	2.2%	0.0%	0.0%	3.1%
Q5e. In business areas of Village after dark	33.6%	40.3%	13.3%	1.9%	0.2%	10.6%

WITHOUT NO OPINION

Q5. Perceptions of Safety and Security. Using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations. (without "no opinion")

(N=414)

	Very safe	Safe	Neutral	Unsafe	Very unsafe
Q5a. Walking alone in your neighborhood during the day	86.5%	11.8%	1.0%	0.7%	0.0%
Q5b. Walking alone in your neighborhood after dark	43.0%	33.8%	14.9%	7.2%	1.0%
Q5c. In Village parks & recreation facilities	46.9%	38.5%	12.4%	2.0%	0.3%
Q5d. In business areas of Village during the day	80.3%	17.5%	2.2%	0.0%	0.0%
Q5e. In business areas of Village after dark	37.6%	45.1%	14.9%	2.2%	0.3%

Q6. Public Safety Services. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following items.

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q6a. Village efforts to prevent crimes	48.8%	35.7%	8.0%	0.2%	0.0%	7.2%
Q6b. Enforcement of local traffic laws	35.5%	40.1%	10.4%	6.5%	1.9%	5.6%
Q6c. How quickly police respond to emergencies	43.0%	23.2%	8.0%	0.0%	0.0%	25.8%
Q6d. Frequency that police officers patrol your neighborhood	29.7%	33.8%	16.9%	5.3%	1.9%	12.3%
Q6e. Fire prevention & education programs provided by Village	23.2%	22.7%	16.2%	2.4%	0.5%	35.0%
Q6f. How quickly fire personnel respond to emergencies	37.2%	20.5%	8.0%	0.0%	0.0%	34.3%

WITHOUT NO OPINION

Q6. Public Safety Services. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following items. (without "no opinion")

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q6a. Village efforts to prevent crimes	52.6%	38.5%	8.6%	0.3%	0.0%
Q6b. Enforcement of local traffic laws	37.6%	42.5%	11.0%	6.9%	2.0%
Q6c. How quickly police respond to emergencies	58.0%	31.3%	10.7%	0.0%	0.0%
Q6d. Frequency that police officers patrol your neighborhood	33.9%	38.6%	19.3%	6.1%	2.2%
Q6e. Fire prevention & education programs provided by Village	35.7%	34.9%	24.9%	3.7%	0.7%
Q6f. How quickly fire personnel respond to emergencies	56.6%	31.3%	12.1%	0.0%	0.0%

Q7. Which TWO of the public safety services listed in Question 6 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q7. Top choice	Number	Percent
Village efforts to prevent crimes	172	41.5 %
Enforcement of local traffic laws	60	14.5 %
How quickly police respond to emergencies	45	10.9 %
Frequency that police officers patrol your neighborhood	56	13.5 %
Fire prevention & education programs provided by Village	25	6.0 %
How quickly fire personnel respond to emergencies	14	3.4 %
None chosen	42	10.1 %
Total	414	100.0 %

Q7. Which TWO of the public safety services listed in Question 6 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q7. 2nd choice	Number	Percent
Village efforts to prevent crimes	49	11.8 %
Enforcement of local traffic laws	45	10.9 %
How quickly police respond to emergencies	71	17.1 %
Frequency that police officers patrol your neighborhood	92	22.2 %
Fire prevention & education programs provided by Village	29	7.0 %
How quickly fire personnel respond to emergencies	64	15.5 %
None chosen	64	15.5 %
Total	414	100.0 %

Q7. Which TWO of the public safety services listed in Question 6 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? (top 2)

Q7. Sum of top 2 choices	Number	Percent
Village efforts to prevent crimes	221	53.4 %
Enforcement of local traffic laws	105	25.4 %
How quickly police respond to emergencies	116	28.0 %
Frequency that police officers patrol your neighborhood	148	35.7 %
Fire prevention & education programs provided by Village	54	13.0 %
How quickly fire personnel respond to emergencies	78	18.8 %
None chosen	42	10.1 %
Total	764	

Q8. Which of the following Parks and Recreation programs and facilities have you used in the Village of Pinehurst during the past year?

Q8. Which Parks & Recreation programs & facilities have you used in Village of Pinehurst during past year?	Number	Percent
Greenway trails	203	60.4 %
Village sponsored cultural/arts events	207	61.6 %
Cannon Park	138	41.1 %
Arboretum/Timmel Pavilion	162	48.2 %
Rassie Wicker Park	202	60.1 %
Camelot Playground	106	31.5 %
Splash Pad at Wicker Park	93	27.7 %
West Pinehurst Park (e.g. disc golf)	22	6.5 %
Total	1133	

Q9. Cultural and Recreation Services. Please rate your satisfaction with each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q9a. Number of Village parks	36.2%	41.8%	7.5%	1.4%	0.0%	13.0%
Q9b. Quality of Village parks	39.1%	40.6%	7.5%	0.0%	0.0%	12.8%
Q9c. Quality of recreation indoor facilities	14.0%	15.9%	21.5%	7.2%	3.4%	37.9%
Q9d. Availability of recreation indoor facilities	12.3%	16.2%	21.3%	9.9%	4.1%	36.2%
Q9e. Availability of walking/greenway trails	35.5%	32.1%	11.6%	4.1%	0.2%	16.4%
Q9f. Condition of walking/greenway trails	29.2%	35.3%	12.8%	2.7%	0.2%	19.8%
Q9g. Quality of outdoor athletic fields & facilities	17.6%	33.8%	13.8%	1.0%	0.0%	33.8%
Q9h. Availability of outdoor athletic fields & facilities	16.7%	30.7%	15.0%	3.1%	0.2%	34.3%
Q9i. Availability of information about recreation programs	21.0%	28.7%	20.3%	6.0%	1.2%	22.7%
Q9j. Quality of youth recreation programs	12.1%	16.2%	17.4%	2.7%	0.7%	51.0%
Q9k. Quality of adult recreation programs	14.0%	22.0%	21.7%	4.8%	1.2%	36.2%
Q9l. Range of amenities at parks & recreation facilities	15.9%	33.1%	18.4%	3.1%	0.5%	29.0%
Q9m. Village sponsored cultural arts events	22.9%	34.3%	18.6%	1.7%	0.0%	22.5%
Q9n. Variety of cultural arts events & programs in southern Moore County	22.5%	34.3%	15.2%	2.4%	0.5%	25.1%

WITHOUT NO OPINION

Q9. Cultural and Recreation Services. Please rate your satisfaction with each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q9a. Number of Village parks	41.7%	48.1%	8.6%	1.7%	0.0%
Q9b. Quality of Village parks	44.9%	46.5%	8.6%	0.0%	0.0%
Q9c. Quality of recreation indoor facilities	22.6%	25.7%	34.6%	11.7%	5.4%
Q9d. Availability of recreation indoor facilities	19.3%	25.4%	33.3%	15.5%	6.4%
Q9e. Availability of walking/greenway trails	42.5%	38.4%	13.9%	4.9%	0.3%
Q9f. Condition of walking/greenway trails	36.4%	44.0%	16.0%	3.3%	0.3%
Q9g. Quality of outdoor athletic fields & facilities	26.6%	51.1%	20.8%	1.5%	0.0%
Q9h. Availability of outdoor athletic fields & facilities	25.4%	46.7%	22.8%	4.8%	0.4%
Q9i. Availability of information about recreation programs	27.2%	37.2%	26.3%	7.8%	1.6%
Q9j. Quality of youth recreation programs	24.6%	33.0%	35.5%	5.4%	1.5%
Q9k. Quality of adult recreation programs	22.0%	34.5%	34.1%	7.6%	1.9%
Q9l. Range of amenities at parks & recreation facilities	22.4%	46.6%	25.9%	4.4%	0.7%
Q9m. Village sponsored cultural arts events	29.6%	44.2%	24.0%	2.2%	0.0%
Q9n. Variety of cultural arts events & programs in southern Moore County	30.0%	45.8%	20.3%	3.2%	0.6%

Q10. Which THREE of the Cultural and Recreation Services items listed in Question 9 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q10. Top choice	Number	Percent
Number of Village parks	20	4.8 %
Quality of Village parks	43	10.4 %
Quality of recreation indoor facilities	33	8.0 %
Availability of recreation indoor facilities	28	6.8 %
Availability of walking/greenway trails	42	10.1 %
Condition of walking/greenway trails	17	4.1 %
Quality of outdoor athletic fields & facilities	5	1.2 %
Availability of outdoor athletic fields & facilities	6	1.4 %
Availability of information about recreation programs	27	6.5 %
Quality of youth recreation programs	18	4.3 %
Quality of adult recreation programs	18	4.3 %
Range of amenities at parks & recreation facilities	11	2.7 %
Village sponsored cultural arts events	29	7.0 %
Variety of cultural arts events & programs in southern Moore County	16	3.9 %
None chosen	101	24.4 %
Total	414	100.0 %

Q10. Which THREE of the Cultural and Recreation Services items listed in Question 9 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q10. 2nd choice	Number	Percent
Number of Village parks	4	1.0 %
Quality of Village parks	26	6.3 %
Quality of recreation indoor facilities	17	4.1 %
Availability of recreation indoor facilities	30	7.2 %
Availability of walking/greenway trails	18	4.3 %
Condition of walking/greenway trails	38	9.2 %
Quality of outdoor athletic fields & facilities	12	2.9 %
Availability of outdoor athletic fields & facilities	10	2.4 %
Availability of information about recreation programs	16	3.9 %
Quality of youth recreation programs	15	3.6 %
Quality of adult recreation programs	31	7.5 %
Range of amenities at parks & recreation facilities	16	3.9 %
Village sponsored cultural arts events	33	8.0 %
Variety of cultural arts events & programs in southern Moore County	28	6.8 %
None chosen	120	29.0 %
Total	414	100.0 %

Q10. Which THREE of the Cultural and Recreation Services items listed in Question 9 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q10. 3rd choice	Number	Percent
Number of Village parks	9	2.2 %
Quality of Village parks	17	4.1 %
Quality of recreation indoor facilities	14	3.4 %
Availability of recreation indoor facilities	11	2.7 %
Availability of walking/greenway trails	15	3.6 %
Condition of walking/greenway trails	19	4.6 %
Quality of outdoor athletic fields & facilities	9	2.2 %
Availability of outdoor athletic fields & facilities	10	2.4 %
Availability of information about recreation programs	23	5.6 %
Quality of youth recreation programs	19	4.6 %
Quality of adult recreation programs	30	7.2 %
Range of amenities at parks & recreation facilities	23	5.6 %
Village sponsored cultural arts events	25	6.0 %
Variety of cultural arts events & programs in southern Moore County	41	9.9 %
None chosen	149	36.0 %
Total	414	100.0 %

Q10. Which THREE of the Cultural and Recreation Services items listed in Question 9 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? (top 3)

Q10. Sum of top 3 choices	Number	Percent
Number of Village parks	33	8.0 %
Quality of Village parks	86	20.8 %
Quality of recreation indoor facilities	64	15.5 %
Availability of recreation indoor facilities	69	16.7 %
Availability of walking/greenway trails	75	18.1 %
Condition of walking/greenway trails	74	17.9 %
Quality of outdoor athletic fields & facilities	26	6.3 %
Availability of outdoor athletic fields & facilities	26	6.3 %
Availability of information about recreation programs	66	15.9 %
Quality of youth recreation programs	52	12.6 %
Quality of adult recreation programs	79	19.1 %
Range of amenities at parks & recreation facilities	50	12.1 %
Village sponsored cultural arts events	87	21.0 %
Variety of cultural arts events & programs in southern Moore County	85	20.5 %
None chosen	101	24.4 %
Total	973	

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

Q11. Do you shop regularly in Village Center (downtown)?	Number	Percent
Yes	122	29.5 %
No	279	67.4 %
Not provided	13	3.1 %
Total	414	100.0 %

WITHOUT NOT PROVIDED

Q11. Do you shop regularly in the Village Center (downtown)? (without "not provided")

Q11. Do you shop regularly in Village Center (downtown)?	Number	Percent
Yes	122	30.4 %
No	279	69.6 %
Total	401	100.0 %

Q11a. (If NO to Question 11) Please check each of the following reasons that prevent you from shopping regularly in the Village Center (downtown).

Q11a. Reasons that prevent you from shopping regularly in Village Center (downtown)	Number	Percent
Stores hours of operation	40	15.7 %
Variety of merchandise offered for sale	142	55.9 %
Merchandise is more targeted to tourists than local shoppers	187	73.6 %
Parking availability	60	23.6 %
Other	52	20.5 %
Total	481	

Q11a. Other

Q11a. Other	Number	Percent
Prices	5	9.6 %
Too busy	2	3.8 %
too costly	2	3.8 %
cost	1	1.9 %
Cater to the rich only	1	1.9 %
Not enough variety, need ice cream parlor	1	1.9 %
NOT A BIG CHOICE	1	1.9 %
I am poor	1	1.9 %
Lack quality restaurants	1	1.9 %
TOO EXPENSIVE	1	1.9 %
NOTHING THERE I WANT TO BUY	1	1.9 %
I HAVE 3 YOUNG CHILDREN REALLY NO REASON TO SHOP IN THE VILLAGE	1	1.9 %
Closer to other shopping areas	1	1.9 %
AMAZON.COM	1	1.9 %
SELDOM USE	1	1.9 %
Talbots or Chico's	1	1.9 %
WE NEED NO MORE STORES	1	1.9 %
HIGHER COSTS	1	1.9 %
Not interested	1	1.9 %
NICE TOURIST AREA-I USE ONLY THE RESTAURANTS	1	1.9 %
DO NOT SHOP MUCH	1	1.9 %
just do't shop often	1	1.9 %
SOUTHERN PINES AND ABERDORN ARE BETTER	1	1.9 %
NEED NOTHING	1	1.9 %
Lack different shops	1	1.9 %
Stores open till 8 PM since I work till 6 PM	1	1.9 %
JUST DON'T SPEND MUCH TIME DOWNTOWN	1	1.9 %
Would like to see more info via the web	1	1.9 %
TOO EXPENSIVE MOSTLY BOUTIQUE	1	1.9 %
WIFE USES A WALKER VERY HARD TO GET AROUND	1	1.9 %
Expensive	1	1.9 %
NOT A SHOPPER	1	1.9 %
Not enough shops and too many realtor offices and banks	1	1.9 %
Prices are outrageous	1	1.9 %
No pharmacy, bakery	1	1.9 %
Not enough shops	1	1.9 %
Prices are too high	1	1.9 %
Empty retail space	1	1.9 %
Cost of shops too high for average person	1	1.9 %
EXPENSIVE BUT ONE OF A KIND	1	1.9 %
DO VERY LITTLE SHOPPING NOT NEEDED	1	1.9 %
Priced for tourists	1	1.9 %
More retail stores	1	1.9 %
No interest/too expensive	1	1.9 %
Unwelcoming atmosphere	1	1.9 %
Overpriced items	1	1.9 %
Total	52	100.0 %

Q12. Public Library Services. The Village of Pinehurst helps provide public library services through a cooperative agreement with the Given Memorial Library-a private, non-profit organization-providing only 22% of the operational costs of the library. With that in mind, please indicate whether you or other members of your household have used the Given Memorial Library's services by circling either "Yes" or "No."

(N=414)

	Yes	No
Q12a. Given Memorial Library services	53.6%	46.4%
Q12b. Library programs	24.6%	75.4%

Q12. Then, for each of the services you have used, please rate your satisfaction with that service on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=226)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q12a. Given Memorial Library services	56.8%	27.9%	5.9%	4.1%	0.5%	5.0%
Q12b. Library programs	57.8%	20.6%	7.8%	2.9%	1.0%	9.8%

WITHOUT NO OPINION

Q12. Then, for each of the services you have used, please rate your satisfaction with that service on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=226)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q12a. Given Memorial Library services	59.7%	29.4%	6.2%	4.3%	0.5%
Q12b. Library programs	64.1%	22.8%	8.7%	3.3%	1.1%

Q13. Code Enforcement. Please rate your satisfaction with each of the following Village efforts to enforce regulations using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q13a. Enforcing cleanup of litter & debris on private property	16.3%	34.9%	17.8%	11.7%	5.1%	14.1%
Q13b. Enforcing mowing/cutting of weeds/grass on private property	14.9%	29.8%	19.3%	17.6%	5.4%	13.2%
Q13c. Enforcing parking-prohibiting oversized vehicles in residential neighborhoods	17.1%	30.0%	20.0%	10.2%	5.6%	17.1%
Q13d. Enforcing sign regulations	17.6%	35.1%	19.8%	6.8%	3.2%	17.6%
Q13e. Enforcing solid waste cart regulations	20.0%	42.2%	14.4%	6.8%	1.7%	14.9%

WITHOUT NO OPINION

Q13. Code Enforcement. Please rate your satisfaction with each of the following Village efforts to enforce regulations using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q13a. Enforcing cleanup of litter & debris on private property	19.0%	40.6%	20.7%	13.6%	6.0%
Q13b. Enforcing mowing/cutting of weeds/grass on private property	17.1%	34.3%	22.2%	20.2%	6.2%
Q13c. Enforcing parking-prohibiting oversized vehicles in residential neighborhoods	20.6%	36.2%	24.1%	12.4%	6.8%
Q13d. Enforcing sign regulations	21.3%	42.6%	24.0%	8.3%	3.8%
Q13e. Enforcing solid waste cart regulations	23.5%	49.6%	16.9%	8.0%	2.0%

Q14. How would you describe the amount of effort the Village applies to enforce its codes and ordinances?

Q14. How would you describe amount of effort Village applies to enforce its codes & ordinances?	Number	Percent
About right	251	60.6 %
Too much	26	6.3 %
Too little	84	20.3 %
No opinion	53	12.8 %
Total	414	100.0 %

WITHOUT NO OPINION

Q14. How would you describe the amount of effort the Village applies to enforce its codes and ordinances? (without "no opinion")

Q14. How would you describe amount of effort Village applies to enforce its codes & ordinances?	Number	Percent
About right	251	69.5 %
Too much	26	7.2 %
Too little	84	23.3 %
Total	361	100.0 %

Q15. Solid Waste Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q15a. Residential trash collection services	69.0%	23.7%	2.2%	2.4%	0.5%	2.2%
Q15b. Curbside recycling services	66.3%	24.1%	2.7%	1.7%	0.7%	4.4%
Q15c. Yard waste collection services	60.0%	22.7%	3.4%	3.9%	2.4%	7.6%

WITHOUT NO OPINION

Q15. Solid Waste Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q15a. Residential trash collection services	70.6%	24.2%	2.2%	2.5%	0.5%
Q15b. Curbside recycling services	69.4%	25.3%	2.8%	1.8%	0.8%
Q15c. Yard waste collection services	64.9%	24.5%	3.7%	4.2%	2.6%

Q16. Public Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q16a. Maintenance of main Village street thoroughfares	40.0%	45.1%	6.6%	2.7%	1.5%	4.1%
Q16b. Maintenance of streets in your neighborhood	27.1%	39.0%	13.9%	11.7%	3.9%	4.4%
Q16c. Maintenance of street signs/pavement markings	30.0%	45.4%	16.1%	4.6%	1.2%	2.7%
Q16d. Maintenance/preservation of downtown	40.0%	43.9%	8.8%	1.0%	0.2%	6.1%
Q16e. Quality of landscaping in medians & other public areas	52.2%	37.3%	5.9%	1.7%	0.5%	2.4%
Q16f. Overall cleanliness of streets & other public areas	45.9%	42.2%	6.8%	2.9%	0.7%	1.5%
Q16g. Adequacy of street lighting	22.9%	26.8%	19.3%	18.0%	8.5%	4.4%
Q16h. Availability of sidewalks & other pedestrian facilities	21.0%	28.5%	17.8%	15.6%	11.7%	5.4%
Q16i. Condition of existing sidewalks	21.2%	40.7%	20.2%	3.9%	2.0%	12.0%
Q16j. Quality of stormwater runoff/management system	18.5%	33.7%	20.7%	7.1%	4.9%	15.1%
Q16k. Winter weather response on Village streets (snow/ice)	24.4%	40.2%	15.6%	5.1%	2.7%	12.0%
Q16l. Ease of travel on primary highways through Village	26.8%	44.6%	12.9%	9.5%	3.7%	2.4%

WITHOUT NO OPINION

Q16. Public Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q16a. Maintenance of main Village street thoroughfares	41.7%	47.1%	6.9%	2.8%	1.5%
Q16b. Maintenance of streets in your neighborhood	28.3%	40.8%	14.5%	12.2%	4.1%
Q16c. Maintenance of street signs/pavement markings	30.8%	46.6%	16.5%	4.8%	1.3%
Q16d. Maintenance/preservation of downtown	42.6%	46.8%	9.4%	1.0%	0.3%
Q16e. Quality of landscaping in medians & other public areas	53.5%	38.3%	6.0%	1.8%	0.5%
Q16f. Overall cleanliness of streets & other public areas	46.5%	42.8%	6.9%	3.0%	0.7%
Q16g. Adequacy of street lighting	24.0%	28.1%	20.2%	18.9%	8.9%
Q16h. Availability of sidewalks & other pedestrian facilities	22.2%	30.2%	18.8%	16.5%	12.4%
Q16i. Condition of existing sidewalks	24.1%	46.3%	23.0%	4.4%	2.2%
Q16j. Quality of stormwater runoff/management system	21.8%	39.7%	24.4%	8.3%	5.7%
Q16k. Winter weather response on Village streets (snow/ice)	27.7%	45.7%	17.7%	5.8%	3.0%
Q16l. Ease of travel on primary highways through Village	27.5%	45.8%	13.3%	9.8%	3.8%

Q17. Which THREE of the Public Services items listed in Question 16 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q17. Top choice	Number	Percent
Maintenance of main Village street thoroughfares	34	8.2 %
Maintenance of streets in your neighborhood	58	14.0 %
Maintenance of street signs/pavement markings	12	2.9 %
Maintenance/preservation of downtown	27	6.5 %
Quality of landscaping in medians & other public areas	10	2.4 %
Overall cleanliness of streets & other public areas	17	4.1 %
Adequacy of street lighting	76	18.4 %
Availability of sidewalks & other pedestrian facilities	53	12.8 %
Condition of existing sidewalks	3	0.7 %
Quality of stormwater runoff/management system	27	6.5 %
Winter weather response on Village streets (snow/ice)	12	2.9 %
Ease of travel on primary highways through Village	40	9.7 %
None chosen	45	10.9 %
Total	414	100.0 %

Q17. Which THREE of the Public Services items listed in Question 16 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q17. 2nd choice	Number	Percent
Maintenance of main Village street thoroughfares	19	4.6 %
Maintenance of streets in your neighborhood	51	12.3 %
Maintenance of street signs/pavement markings	13	3.1 %
Maintenance/preservation of downtown	35	8.5 %
Quality of landscaping in medians & other public areas	20	4.8 %
Overall cleanliness of streets & other public areas	29	7.0 %
Adequacy of street lighting	55	13.3 %
Availability of sidewalks & other pedestrian facilities	60	14.5 %
Condition of existing sidewalks	7	1.7 %
Quality of stormwater runoff/management system	16	3.9 %
Winter weather response on Village streets (snow/ice)	22	5.3 %
Ease of travel on primary highways through Village	21	5.1 %
None chosen	66	15.9 %
Total	414	100.0 %

Q17. Which THREE of the Public Services items listed in Question 16 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?

Q17. 3rd choice	Number	Percent
Maintenance of main Village street thoroughfares	28	6.8 %
Maintenance of streets in your neighborhood	27	6.5 %
Maintenance of street signs/pavement markings	33	8.0 %
Maintenance/preservation of downtown	19	4.6 %
Quality of landscaping in medians & other public areas	12	2.9 %
Overall cleanliness of streets & other public areas	27	6.5 %
Adequacy of street lighting	18	4.3 %
Availability of sidewalks & other pedestrian facilities	30	7.2 %
Condition of existing sidewalks	22	5.3 %
Quality of stormwater runoff/management system	34	8.2 %
Winter weather response on Village streets (snow/ice)	30	7.2 %
Ease of travel on primary highways through Village	33	8.0 %
None chosen	101	24.4 %
Total	414	100.0 %

Q17. Which THREE of the Public Services items listed in Question 16 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years? (top 3)

Q17. Sum of top 3 choices	Number	Percent
Maintenance of main Village street thoroughfares	81	19.6 %
Maintenance of streets in your neighborhood	136	32.9 %
Maintenance of street signs/pavement markings	58	14.0 %
Maintenance/preservation of downtown	81	19.6 %
Quality of landscaping in medians & other public areas	42	10.1 %
Overall cleanliness of streets & other public areas	73	17.6 %
Adequacy of street lighting	149	36.0 %
Availability of sidewalks & other pedestrian facilities	143	34.5 %
Condition of existing sidewalks	32	7.7 %
Quality of stormwater runoff/management system	77	18.6 %
Winter weather response on Village streets (snow/ice)	64	15.5 %
Ease of travel on primary highways through Village	94	22.7 %
None chosen	45	10.9 %
Total	1075	

Q18. Please indicate whether you or other members of your household have used the Village services and facilities by circling either "Yes" or "No."

(N=414)

	Yes	No
Q18a. Fire services	15.2%	84.8%
Q18b. Police services	35.3%	64.7%
Q18c. Village Hall reception desk	45.4%	54.6%
Q18d. MYVOP service request system	13.3%	86.7%
Q18e. Code enforcement	18.1%	81.9%
Q18f. Recreation program registration	17.4%	82.6%
Q18g. Planning & inspections services	24.4%	75.6%

Q18. If YES, please rate your satisfaction with that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=304)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q18a. Fire services	75.8%	17.7%	0.0%	0.0%	0.0%	6.5%
Q18b. Police services	65.8%	22.6%	4.1%	2.7%	0.7%	4.1%
Q18c. Village Hall reception desk	70.7%	22.3%	3.3%	0.0%	0.0%	3.8%
Q18d. MYVOP service request system	54.7%	26.4%	9.4%	5.7%	3.8%	0.0%
Q18e. Code enforcement	26.4%	23.6%	18.1%	19.4%	11.1%	1.4%
Q18f. Recreation program registration	53.5%	39.4%	2.8%	0.0%	0.0%	4.2%
Q18g. Planning & inspections services	41.4%	35.4%	17.2%	4.0%	0.0%	2.0%

WITHOUT NO OPINION

Q18. If YES, please rate your satisfaction with that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=304)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q18a. Fire services	81.0%	19.0%	0.0%	0.0%	0.0%
Q18b. Police services	68.6%	23.6%	4.3%	2.9%	0.7%
Q18c. Village Hall reception desk	73.4%	23.2%	3.4%	0.0%	0.0%
Q18d. MYVOP service request system	54.7%	26.4%	9.4%	5.7%	3.8%
Q18e. Code enforcement	26.8%	23.9%	18.3%	19.7%	11.3%
Q18f. Recreation program registration	55.9%	41.2%	2.9%	0.0%	0.0%
Q18g. Planning & inspections services	42.3%	36.1%	17.5%	4.1%	0.0%

Q19. Public Communication and Outreach. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q19a. Quality of information about Village programs/services	25.6%	44.7%	16.9%	4.6%	0.2%	8.0%
Q19b. Village efforts to keep you informed about local issues	24.2%	40.1%	20.5%	7.7%	0.7%	6.8%
Q19c. Opportunities to participate in local government (advisory boards, volunteering)	18.1%	28.3%	28.0%	4.3%	1.7%	19.6%
Q19d. Village social media	14.3%	32.6%	24.2%	2.2%	0.7%	26.1%
Q19e. Village website (www.vopnc.org)	18.6%	37.4%	19.6%	1.9%	0.5%	22.0%
Q19f. Village newsletter	29.5%	39.4%	15.5%	3.4%	0.5%	11.8%
Q19g. Monthly Village e-News updates	18.4%	27.5%	21.3%	2.7%	1.2%	29.0%
Q19h. Open Village Hall community forum	13.0%	21.0%	24.6%	3.9%	2.7%	34.8%
Q19i. Community's progress toward meeting its strategic vision & mission	11.1%	25.4%	24.2%	5.8%	2.9%	30.7%

WITHOUT NO OPINION

Q19. Public Communication and Outreach. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q19a. Quality of information about Village programs/services	27.8%	48.6%	18.4%	5.0%	0.3%
Q19b. Village efforts to keep you informed about local issues	25.9%	43.0%	22.0%	8.3%	0.8%
Q19c. Opportunities to participate in local government (advisory boards, volunteering)	22.5%	35.1%	34.8%	5.4%	2.1%
Q19d. Village social media	19.3%	44.1%	32.7%	2.9%	1.0%
Q19e. Village website (www.vopnc.org)	23.8%	48.0%	25.1%	2.5%	0.6%
Q19f. Village newsletter	33.4%	44.7%	17.5%	3.8%	0.5%
Q19g. Monthly Village e-News updates	25.9%	38.8%	29.9%	3.7%	1.7%
Q19h. Open Village Hall community forum	20.0%	32.2%	37.8%	5.9%	4.1%
Q19i. Community's progress toward meeting its strategic vision & mission	16.0%	36.6%	34.8%	8.4%	4.2%

Q20. Which of the following do you use to get information about the Village of Pinehurst?

Q20. What do you use to get information about Village of Pinehurst?	Number	Percent
Village employees	64	16.3 %
Village newsletter	283	72.2 %
Village website (www.vopnc.org)	186	47.4 %
Monthly Village e-News	110	28.1 %
Village mobile app (MYVOP)	38	9.7 %
Village social media (Facebook, Twitter, etc.)	55	14.0 %
The Pilot newspaper	312	79.6 %
Total	1048	

Q21. Please indicate how often you read the Village Newsletter, which is mailed to all residents.

Q21. How often do you read Village newsletter which is mailed to all residents?	Number	Percent
All the time	272	65.7 %
Sometimes	80	19.3 %
Seldom	19	4.6 %
Never	18	4.3 %
Don't know	25	6.0 %
Total	414	100.0 %

WITHOUT DON'T KNOW

Q21. Please indicate how often you read the Village Newsletter, which is mailed to all residents. (without "don't know")

Q21. How often do you read Village newsletter which is mailed to all residents?	Number	Percent
All the time	272	69.9 %
Sometimes	80	20.6 %
Seldom	19	4.9 %
Never	18	4.6 %
Total	389	100.0 %

Q22. Customer Service. Have you contacted the Village during the past year?

Q22. Have you contacted Village during past year?	Number	Percent
Yes	178	43.0 %
No	236	57.0 %
Total	414	100.0 %

Q22a. (If YES to Question 22) Using a 5-point scale, where 5 means "Always" and 1 means "Never," please indicate your experience with Village employees (not elected officials) on the following behaviors.

(N=178)

	Always	Usually	Sometimes	Seldom	Never	No opinion
Q22a-a. Village staff was responsive to my needs	74.7%	18.0%	4.5%	1.1%	1.7%	0.0%
Q22a-b. Village staff was competent & professional	74.2%	18.5%	3.4%	1.1%	0.6%	2.2%
Q22a-c. Village staff was courteous	78.1%	16.9%	1.7%	1.1%	0.6%	1.7%
Q22a-d. My issue was resolved promptly	62.9%	18.0%	10.1%	3.4%	3.9%	1.7%

WITHOUT NO OPINION

Q22a. (If YES to Question 22) Using a 5-point scale, where 5 means "Always" and 1 means "Never," please indicate your experience with Village employees (not elected officials) on the following behaviors. (without "no opinion")

(N=178)

	Always	Usually	Sometimes	Seldom	Never
Q22a-a. Village staff was responsive to my needs	74.7%	18.0%	4.5%	1.1%	1.7%
Q22a-b. Village staff was competent & professional	75.9%	19.0%	3.4%	1.1%	0.6%
Q22a-c. Village staff was courteous	79.4%	17.1%	1.7%	1.1%	0.6%
Q22a-d. My issue was resolved promptly	64.0%	18.3%	10.3%	3.4%	4.0%

Q23. Capital Improvements. Of the community improvements listed below, which THREE would you select as the MOST IMPORTANT?

Q23. What are the most important community improvements?	Number	Percent
Additional sidewalk construction in neighborhoods	143	36.5 %
Additional greenway trails (walking paths)	111	28.3 %
Bicycle lanes & paths	136	34.7 %
Additional street lighting in neighborhoods	165	42.1 %
Additional stormwater (drainage) improvements	113	28.8 %
Additional street resurfacing	180	45.9 %
Additional parks & open spaces	61	15.6 %
Additional athletic fields	21	5.4 %
New community center for recreation programs	97	24.7 %
Expansion of Village Center/redevelopment of Village Place	60	15.3 %
Total	1087	

Q24. If you own a home in Pinehurst, 39% of your property tax bill goes to the Village of Pinehurst to fund the Village's operating budget. The balance of your bill goes to the County (61%). Considering this, how satisfied are you with the value you receive for the portion of your property taxes that funds the Village's operating budget?

Q24. How satisfied are you with the value received for portion of your property taxes that funds Village's operating budget?	Number	Percent
Very satisfied	105	25.4 %
Satisfied	171	41.3 %
Neutral	79	19.1 %
Dissatisfied	18	4.3 %
Very dissatisfied	6	1.4 %
Don't know	35	8.5 %
Total	414	100.0 %

WITHOUT DON'T KNOW

Q24. If you own a home in Pinehurst, 39% of your property tax bill goes to the Village of Pinehurst to fund the Village's operating budget. The balance of your bill goes to the County (61%). Considering this, how satisfied are you with the value you receive for the portion of your property taxes that funds the Village's operating budget? (without "don't know")

Q24. How satisfied are you with the value received for portion of your property taxes that funds Village's operating budget	Number	Percent
Very satisfied	105	27.7 %
Satisfied	171	45.1 %
Neutral	79	20.8 %
Dissatisfied	18	4.7 %
Very dissatisfied	6	1.6 %
Total	379	100.0 %

Q25. Village Leadership. Please rate your level of satisfaction with the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	No opinion
Q25a. Overall quality of leadership provided by Village's elected officials	13.5%	31.4%	24.9%	10.4%	3.6%	16.2%
Q25b. Overall effectiveness of appointed boards & commissions	13.8%	29.7%	29.0%	6.3%	2.4%	18.8%
Q25c. Overall effectiveness of Village Manager & appointed staff	20.3%	34.5%	23.2%	2.2%	2.4%	17.4%

WITHOUT NO OPINION

Q25. Village Leadership. Please rate your level of satisfaction with the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "no opinion")

(N=414)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q25a. Overall quality of leadership provided by Village's elected officials	16.1%	37.5%	29.7%	12.4%	4.3%
Q25b. Overall effectiveness of appointed boards & commissions	17.0%	36.6%	35.7%	7.7%	3.0%
Q25c. Overall effectiveness of Village Manager & appointed staff	24.6%	41.8%	28.1%	2.6%	2.9%

Q26. Would you recommend Pinehurst to others as a place to live?

Q26. Would you recommend Pinehurst to others as a place to live?	Number	Percent
Yes	367	88.6 %
No	23	5.6 %
Not provided	24	5.8 %
Total	414	100.0 %

WITHOUT NOT PROVIDED

Q26. Would you recommend Pinehurst to others as a place to live? (without "not provided")

Q26. Would you recommend Pinehurst to others as a place to live?	Number	Percent
Yes	367	94.1 %
No	23	5.9 %
Total	390	100.0 %

Q27. Approximately how many years have you lived in the Village of Pinehurst?

Q27. How many years have you lived in Village of Pinehurst?	Number	Percent
Less than 5 years	148	35.7 %
5-10 years	74	17.9 %
11-20 years	117	28.3 %
20+ years	71	17.1 %
Not provided	4	1.0 %
Total	414	100.0 %

WITHOUT NOT PROVIDED

Q27. Approximately how many years have you lived in the Village of Pinehurst? (without "not provided")

Q27. How many years have you lived in Village of Pinehurst?	Number	Percent
Less than 5 years	148	36.1 %
5-10 years	74	18.0 %
11-20 years	117	28.5 %
20+ years	71	17.3 %
Total	410	100.0 %

Q28. Do you have school-age children (grades K-12) living at home?

Q28. Do you have school-age children (grades K-12) living at home?	Number	Percent
Yes	54	13.0 %
No	353	85.3 %
Not provided	7	1.7 %
Total	414	100.0 %

WITHOUT NOT PROVIDED

Q28. Do you have school-age children (grades K-12) living at home? (without "not provided")

Q28. Do you have school-age children (grades K-12) living at home?	Number	Percent
Yes	54	13.3 %
No	353	86.7 %
Total	407	100.0 %

Q28a. (If YES to Question 28) What grade level are your school-age children?

Q28a. What grade level	Number	Percent
K-5	41	77.4 %
6-8	21	39.6 %
High school	5	9.4 %
Total	67	

Q29. Which of the following best describes your current employment status?

Q29. Your current employment status	Number	Percent
Employed outside home	138	33.3 %
Employed at home/have a home-based business	29	7.0 %
Student	2	0.5 %
Retired	233	56.3 %
Not currently employed	8	1.9 %
Not provided	4	1.0 %
Total	414	100.0 %

WITHOUT NOT PROVIDED
Q29. Which of the following best describes your current employment status? (without "not provided")

Q29. Your current employment status	Number	Percent
Employed outside home	138	33.7 %
Employed at home/have a home-based business	29	7.1 %
Student	2	0.5 %
Retired	233	56.8 %
Not currently employed	8	2.0 %
Total	410	100.0 %

Q29-1. (If "employed outside home") What is the zip code where you work?

Q29-1. Workplace zip code	Number	Percent
27229	1	0.9 %
27242	1	0.9 %
27376	3	2.8 %
28303	3	2.8 %
28306	1	0.9 %
28308	2	1.9 %
28310	12	11.1 %
28315	1	0.9 %
28327	3	2.8 %
28345	2	1.9 %
28352	2	1.9 %
28364	1	0.9 %
28370	1	0.9 %
28371	1	0.9 %
28374	58	53.7 %
28387	13	12.0 %
28394	1	0.9 %
28397	1	0.9 %
28401	1	0.9 %
Total	108	100.0 %

Q30. Which of the following best describe your age?

Q30. Your age	Number	Percent
18-34	42	10.1 %
35-44	42	10.1 %
45-54	51	12.3 %
55-64	75	18.1 %
65+	195	47.1 %
Not provided	9	2.2 %
Total	414	100.0 %

Q30. Which of the following best describe your age? (without "not provided")

Q30. Your age	Number	Percent
18-34	42	10.4 %
35-44	42	10.4 %
45-54	51	12.6 %
55-64	75	18.5 %
65+	195	48.1 %
Total	405	100.0 %

Q31. Which of the following best describes your race?

Q31. Your race	Number	Percent
Asian	11	2.7 %
White	373	91.2 %
American Indian/Alaskan Native	1	0.2 %
Native Hawaiian/Pacific Islander	1	0.2 %
Black/African American	15	3.7 %
Hispanic	16	3.9 %
Two or more races	3	0.7 %
Other	2	0.5 %
Total	422	

Q31. Other

Q31. Other	Number	Percent
Scot/Irish	1	50.0 %
Mixed	1	50.0 %
Total	2	100.0 %

Q32. Which of the following best describes where you live?

Q32. Where do you live?	Number	Percent
Pinehurst 6	73	17.6 %
Pinehurst Trace/Pinedale/MidlandCC/Taylorhurst	21	5.1 %
Pinehurst 7/Lawn & Tennis/CCNC	23	5.6 %
Morganton/Monticello	37	8.9 %
Lake Pinehurst/Burning Tree/St. Andrews	110	26.6 %
Pinewild	47	11.4 %
Old Town/Linden Road/Donald Ross/Clarendon Gardens	34	8.2 %
Village Acres	53	12.8 %
Not provided	16	3.9 %
Total	414	100.0 %

WITHOUT NOT PROVIDED

Q32. Which of the following best describes where you live? (without "not provided")

Q32. Where do you live?	Number	Percent
Pinehurst 6	73	18.3 %
Pinehurst Trace/Pinedale/MidlandCC/Taylorhurst	21	5.3 %
Pinehurst 7/Lawn & Tennis/CCNC	23	5.8 %
Morganton/Monticello	37	9.3 %
Lake Pinehurst/Burning Tree/St. Andrews	110	27.6 %
Pinewild	47	11.8 %
Old Town/Linden Road/Donald Ross/Clarendon Gardens	34	8.5 %
Village Acres	53	13.3 %
Total	398	100.0 %

Q33. What is your gender?

Q33. Your gender	Number	Percent
Male	208	50.2 %
Female	206	49.8 %
Total	414	100.0 %

Q34. Do you have any other suggestions for how the Village could serve you better?

- Give up the idea of an expensive Community Center. (2) Understand what is square footage for residences, i.e. balconies do not count.
- Have lines repainted on Morganton Road & Hwy 5 so you can see at night and when it's foggy. Have turn lanes installed on Hwy 5 intersections and Morganton Road and Fox Hollow Court. Traffic sucks. (2) Need a public outdoor swimming pool.
- More community pool access without paying First Health monthly fees or being a Pinehurst member, (2) leeway to keep well maintained, licensed enclosed trailers (that don't fit into a standard garage) on driveway or at least property (considering there's some junky looking cars/trucks parked on the side of driveways etc.) OR at least a community RV/trailer/vehicle storage lots (rather than the beautification officer telling residents not VOP problem/issue) and (3) enforcement of yard waste bins being returned from the curb sooner than 1-3 days later.
- A community relations program similar to the law enforcement citizen academy, yet other aspects of the local government. A cupcake shop in the village. Please and thank you.
- A council that listens to residents concerns
- Add sidewalks to make it easier to walk in the community.
- address storm water runoff in frequently eroded areas
- remove trees that grow over roads and block sight lines

Q34. Do you have any other suggestions for how the Village could serve you better? (cont.)

- Address the traffic issue on the circle! This is a nightmare 90% of peak traffic hours! What were planners thinking to have this type of intersection in this community! Accidents weekly!
- Admit when you make a mistake
- At CCNC, we don't have many opportunities to counteract with officials. We are retired residents.
- Be conscious of the environment and the impact your decisions have on air quality, water conservation, and future generations. Stop builders from driving down home values. Cheap new homes, destroying forests for spec homes should not be allowed. You are killing homeowners in the resale market. Homes sit on the market too long and sell for far less. This does not help us. Too many transients in Village Acres. Many rental properties. And your street lights are ugly. Why not the same as the village. Deplorable.
- Be more open with plans.
- be realistic about price the Village charges to rent out the Pavilion at the arboretum. When my book club asked to rent it for 3 hours we were quoted \$180 (this was Wed in Aug) Come on so we are renting a pavilion in 7 lakes by the lake for \$25 for the day. I would love to hear Nancy comment on this. Barbara Keating 910-420-2919
- Better law enforcement in Lake Pinehurst area. Lots of contractors exceed speed limits.
- Better street lighting
- Bicycle lanes please especially around the traffic circle.
- Bring back the idea of Welcome Wagon. Most people who move here are unfamiliar with what the community offers. Where to go to get services. It also hinders local businesses from offering introductions via discounts. I'd also like to see more information for grandparents to have to entertain their grandchildren when they visit.
- build a gym
- By putting the needs priority before the wants.
- Clean the drain under the RR bridge more often.
- clean up of highway 5 by the barn, always a misery of garbage it is a shame for such a beautiful village
- Cleaning up rights-of-way and drains dead trees and branches.
- Commercial business in The Village is weak. No longevity, rents too high for shops. Nowhere in the survey is there a section to address development and sustainability of business in the Village. Southern Pines is a destination for dining and shopping more than Pinehurst.
- Communicate more frequently in writing. Use funds to improve roads and get traffic out of route 5 that is avoiding the circle. Support the bypass.
- Continue beautification projects, expand greenway trails/bike paths, and police presence in neighborhoods. We recently had our vehicles broke into and personal items stolen.
- Continue to find ways to make the Village downtown a viable place for business while keeping high standards for quality. Recent conversations on what kind of private business occupies space should instead be focused of doing all that can be done to fill the space, keeping in mind quality. Maximize the use of existing facilities and parks before w get consumed with building more, good example is recent decisions to keep more activities at the Village Green.
- Continue to strive to keep sales tax and property taxes low.
Cop (citizen on patrol) is an excellent program, if possible it should be expanded and better promoted
- cut trees in row/s, curb and gutter installation, to control water run off
- Discourage high-rise buildings. Keep construction at no more than 2 stories.

Q34. Do you have any other suggestions for how the Village could serve you better? (cont.)

- Do not allow apartments to be built. No more grocery stores or strip malls. Focus on keeping Pinehurst quaint rather than growing population.
- Do not need street lights or sidewalks
- Dog parks would be great.
- Doing a good job in general
- During the Winter when it stays dark longer, I leave the house around 6:30 for work. As I'm driving through my neighborhood, I can't see any of the children waiting for the school bus until my headlights hit them. I think a few corners need small street lamps! That's it! Pinehurst is amazing!
- Elect a new council.
- Enforce codes - people parking in yards/grass. Overall - amazing place to live - clean, safe, friendly.
- Enforce existing codes
- Extend effort to integrate Pinewild into being felt as part of the Pinehurst community.
- Fantastic survey, thank you
- Fire the town council especially the mayor
- Get a new road paving company. They make a mess currently. Quality of homes has decreased dramatically. Plastic vinyl unsightly! Too many homes leave their trash bins on the road for days! Too many homes keeping trash bins in front yards. Yards are allowed to be overgrown. Sewer maintenance equipment has been left on RT-5 for months, why? Traffic lights north to south on RT-5 too long in green. Unable to log in to join your website.
- get rid of roundabouts by the hospital, way too many traffic jams throughout the day
- Get rid of the traffic circle or do something to better enforce safety when driving in it, stop people from cutting from outside lanes because they don't want to wait in line
- Get ride of 25 mph limit on major streets (burning tree) do something to encourage business in downtown, focus a bit less on traffic control. Contrast with s.p. which is viewed as far are welcoming
- Great job!
- Great place to live. I just have some drainage issues living on a downward incline and no lights on my street.
- Have a better code enforcement officer in place. Current officer performance is dismal at best to non-existent. Get rid of voicemail to speak to a live person to explain your issues to.
- Help us to get natural gas service in our neighborhood.
- My neighborhood is a dangerous place for walkers, bicyclists and motorists. Someday someone will be killed walking or bicycling on St Andrews.
- Highway 211 bypass.
- I believe there is a change in age demographics of Pinehurst residents. More emphasis on younger residents (education, things to do, shopping, etc.).
- I do feel the traffic on 2 and needs to be addressed. The speeding and noise from pickup trucks, garbage trucks, motorcycles is excessive. Limiting the speed to 25 or enforcing the 35 would help. On 5 an alternate route needs to addressed. The quiet Village is becoming a town next to highways.
- I don't think I am receiving the Newsletter
- I have been noticing vehicle break-ins at night listed on my e-newsletters. There should be more night patrols need to curb this before it gets out of hand.

Q34. Do you have any other suggestions for how the Village could serve you better? (cont.)

- I have lived here less than on year, so have not experienced many of the questions. One thing we have noticed is the lack of warning for road work that would enable us to take another route.
- I have never received The Village Newsletter.
- I have reported certain neighbors not picking up their dogs waste to properly owners in Pinehurst manor however it continues and the area is looking disgusting and unclean on the ground, please help. My dog has already gotten a very bad bacteria infection from those neighbors not picking up dog waste
- I hope the post office postman doesn't roll over the grass near my mailbox when delivering the mail. Thank you.
- I suggest that the village reduces speed limit to 25 mph in Pinehurst 6 neighborhood. People drive around the neighborhood too fast. Not safe for residents and especially children.
- I think traffic light is needed at page and 15-501 or a no left hand turn on the north side of junction
- I want some street lights.
- I would like to have a bigger library with more activities, preferably part of a county library system. And I'd like more sidewalks.
- I would like to see sidewalks, street lights in Pinewild and gas service in Pinewild
- If code enforcement officials send you a letter of non-compliance make sure the letter is sent to correct address and that it is justified.
- I'm fine with lower speed limits, but tail gating laws need to be enforced along with speed limits.
- Improve drainage on Spur road from Everette to Cherokee road.
- Improve shoulders on either side of roads. Walkers and runners have only the roads and in some areas have limited areas to step off when vehicles approach.
- In general keep up the good work
- It would be a waste of time.
- I've been here since Jan 2017 and still determining my feelings about this area
- Keep casual village image. Limit large residential development. Improve traffic patterns.
- Keep seeking input! I absolutely love Pinehurst and think Village leadership and staff does a stellar job. I moved here eleven years ago after living in Europe for thirty years. I love it here just as much as I loved Europe. I enjoy lots of visitors, American and international, and all echo what a jewel Pinehurst and this area is. Thank you!
- Keep up the good job - thank you
- Keep up the good work!
- Keep up your good efforts! Keep community spirit alive!
- Let homeowners outside of the historic village make improvements to their homes as they see fit w/in certain guidelines i.e., allowing fences/outdoor structures without having to get explicit permission from the village
- Let neighbors know when building is to be done. Let neighborhood know when work is to be done on water and sewer.
- Love it here!
- Lower utilities water especially i don't understand why it is so expensive.

Q34. Do you have any other suggestions for how the Village could serve you better? (cont.)

- Maintain the cart crossing onto muster branch from #7, the gravel washes out with nearly every rain storm, can we make that path asphalt or concrete? That would make it maintenance free
- Maintain the ditch on shamrock way, i spend my time and money to maintain it from weeks when its the village of Pinehurst responsibility, need to do underground drainage-running in ditch, slows down water-make my neighborhood look unkept
- Maintain the ditch on shamrock way, i spend a my time and money to maintain it from weeds, its the village of Pinehurst responsibility, need to so underground drainage sand running in ditch slows down water, makes neighborhood look unkept
- Make waste management pick up any and all yard waste regardless of whether it is in a bin purchased from them. My additional bin has the same hook system as theirs but they will not empty it
- Mo more apt complexes
- More cultural events in old village, encourage more shops downtown village, develop work around for traffic circle
- More emphasis on sidewalk construction and street lighting. We need a public indoor pool.
- More ethics from council, representation govt stop the stupid growth, protect the historic character, need more vibrant downtown, too many realtors and banks, need retain, fix parking problem, better choices of board and committee member
- More evening yoga Pilates strength dance classes. The cost for village classes is so much cheaper than other businesses. I love your fitness classes.
- More information about the area, events, and how to get involved for newer residents.
- More lighting is needed through the town, instead of a recreation center mega bucks, repair the streets in Pinehurst and more street lighting is needed, many complaints from visitors as well as people living here, needed all through Pinehurst
- more sidewalks for walking, more walking paths, more lighting
- more swimming areas for VOP residents/homeowners, pools are needed for families, more recreational areas, Pinehurst Resort needs to clean small lakes from alge and hydrill
- Most everything is great for us.
- Move Route 211 Welcome Sign to Village limits (west of Pinewild main entrance across from church). We are part of the Village - acknowledge it.
- Need to develop a more positive image of the police. Rumors persist throughout the country that a visitor is vulnerable to get a DUI in Pinehurst. I believe that has been improved, but the image is still negative.
- Never seen a police officer ride down my street, not happy with unprofessional look (beards, uniform) of police dept. Trash pickup drivers leave waste containers laying in roadway in middle of street too in a hurry. All read in paper is how the police dept. is making arrest in other towns and constantly doing saturation speed traps on 15501 South while no officer has come down my street

Q34. Do you have any other suggestions for how the Village could serve you better? (cont.)

- No I have been pleased with the village management
- No more apartment building!
- No more apartment complexes!
- No more grocery stores, no more apartments, no more parks - walkways - bike paths, no more developments, stop building. Fix up what is already here! The small town charm is being destroyed with all the building, pavement, and the traffic is horrible at all hours now! Stop building!!!!!!
- No more high density apartments in the village! Implement frequent litter pick-up along midland rd, hwy 5, 211, 15-501 all village streets. Coordinate with county and state as needed get the litter picked up.
- No sidewalks on Saint Andrews!
- Nope. Overall I think the folks we've elected do a good job.
- Not at this time!
- Not really. All in all, job well done!
- Offer a better solution for yard debris pick up for citizens. The trash bin style pickup is good for small use only, but most folks have plenty of bushes and landscape debris during pruning season each year. Possible scheduled pickups with the small dump bed trucks that the Village already has, or as other communities such as Aberdeen and Southern Pines have dedicated large trucks with claw/vacuum apparatus for use for leave, tree limb and bush debris pickup. I find it very disappointing that Pinehurst does not have such service and property owners are left with the burden of making multiple trips to the landfill and paying fees for each trip to dispose of said yard debris.
- Offer more adult recreation sports for couples i.e. Softball, volleyball.
- OFFER MORE THINGS GEARED TOWARD SINGLES AS FAR AS PROGRAMS.
- On longleaf West there are many older people/parents and babies that walk the road, no sidewalks, the street is really narrow and feel they could use a safe place to walk
- Overall not a bad place to live. Slow decline since i moved here since 2000. Shrubs trees need to be trimmed or removed from some corners that lead into roads.
- Patrol midland rd from circle to circle down us 1.
- Patrol more often in different neighborhoods. Have more traffic stops to check drivers licenses registration and car insurance.
- Pave my street and remove snow and ice during the winter. Lost 3 days of work due to my street being impassable.
- Pay better attention to code enforcement and repave more streets.
- Pay more attention to village acres west of gun club road.
- Pick-up yard waste more than 1 tiny can a week.
- Pinehurst #7 golf course
- Pinehurst is a great place to live. Keep doing exactly what you are doing.
- Pinehurst needs a public pool for those families that aren't members of PCC. Would also like to see street lights in #6.
- Pinehurst should have pushed for more retail stores. Less grocery stores. No public transportation available. Target would have been great.
- Plan to elect new mayor and plan to elect a new town council

Q34. Do you have any other suggestions for how the Village could serve you better? (cont.)

- Please add more sidewalks! There is limited availability and makes walking or riding bikes in our own neighborhood dangerous.
- Please address the short section of lake forest se between Lake Forest SW and Sugar Gum. We need a sidewalk! All thru sections we can get off the road and or cars see pedestrians. Many folks use the loop daily around lake forest se & sw.
- Please build a community center.
- Please consider using some of the property at west Pinehurst park for a dog park
- Please make better efforts to keep Hwy 5 litter free, fine litters
- Please make sure that roadways are completed.
- Please enforce speed limit or add speed bumps on juniper creek Blvd this is becoming a dangerous situation for residents of Pinehurst.
- Please put some road lights on Idlewild Road for driving safety; please put Caution sign for children playing on Idlewild Road since there is a blind area in the middle of Idlewild Road. People can't see ahead when they are driving. It's very dangerous for children to play or bike there. Thank you.
- Please put traffic calming bumps to control speed of vehicles on Saint Andrews, I do not want to pay for a new recreation center, rent the space you need per actual size and demand. There are lots of empty store sites
- Police should be working traffic to prevent accidents, not to generate revenue.
- Poor emergency response by paramedic service several times a response in excess of 15 minutes
- Potentially a village email (weekly) bulletin for upcoming events, and if one already exists, apologies, we are new to the village.
- Priorities should be street lights, sidewalks, safety and security, control litter/trash on streets/roads and in neighborhoods, maintenance of neighborhood streets, no littering signs, speed limit 35 mph, community center should be a Moore County issue not a Pinehurst issue. Why not have YMCA for moor county. We need street lights and sidewalks before some 4 million dollar community center
- Public access traffic cam at circle to decide best way to go
- Public transportation.
- Put more emphasis on cleaning up our area, as you do on the other side of the traffic circle. Dead trees and limbs have been untouched for over a year. No enforcement for residents to clean and maintain their yards. Allowing a resident to house a cat and dog rescue at her home, which was reported by me. I was told she can do that, but i would love to see you say that was alright if she lived within the actual village of Pinehurst. All i'm asking for is fairness across the board.
- Quit wasting tax dollars on consultants and lawyers, more govt involvement isn't better
- Quit worrying about sidewalks, street lights and bike paths
- Racquetball courts!
- Reduce size of historic district and reduce rules concerning home modification, repair and maintenance.
- Replace village council they are destroying Pinehurst.
- Retain Pinehurst charter instead of focusing on growth and allowing high density housing spoil this.

Q34. Do you have any other suggestions for how the Village could serve you better? (cont.)

- Route 2 is dangerous, middle land is not large enough to wait on inbound traffic to turn other direction, midland golf club
- Safety issue for burning tree/lake forest -- we need some form of sidewalk/path in this area. A lot of people walk/run/bike and they are very hard to see when dark. I would like a path akin to what is on linden rd.
- Sidewalks and bike lanes for our neighborhood. We see children and adults running, biking, walking on the street. We moved here because we thought it would be a nice place to raise our young family. The lack of sidewalks, lack of enforcement of the speed limit in our neighborhood, and the drainage issues (which ensure that people literally walk in the busy street) make it clear that young families are not very welcome here. We would like the chance to revisit the issues of sidewalks in our neighborhood.
- Sidewalks and lighting in village acres.
- So far, so good.
- Some of your questions do not relate to Pinewild residents. Speeding is a major issue on 211.
- Spend less time and energy on Baldridge style metrics and start plans and stick to the knitting of daily business.
- Stop building. Repair existing roads.
- Stop standing in the way of progress. Old town people get out of your shell, it's 2017!
- Stop the building
- Stop trying to turn Pinehurst into anytown USA, preserve the peaceful serene atmosphere built over the last century. Restrict new development that is not in keeping with Pinehurst best interest, walker station, apartments, shopping centers
- Stop wasting money on unnecessary sidewalks, stop signs, and street lighting. Keep the neighborhoods rustic. Stop this insane building of new houses anywhere you can. Spend money to fix the traffic problem at the traffic circle.
- Stop worrying about keeping everyone happy and just what needs to be done, this town is stuck in the 19th century and it needs to wake up
- Storm sewers on Deerwood, overflow. Sidewalks.
- Street lights and sidewalks on burning tree rd.
- Street lights. Green space in front of my house.
- Take more active role in developing and promoting businesses in the village center area. There is much the village could do to facilitate growth. The number and quality of business enterprises are what attracts people downtown. And it seems that the village govt has adopted a hands off approach
- Thank you for the sidewalks in village acres. We use them everyday!
- The lake Pinehurst area could benefit from sidewalk space even in green pathway form or enforcement of speed limit, it is dangerous to walk because there is not room to walk and people go entirely too fast
- The new apartments are disgrace the village should have prevented these, it's disheartening to think that our leaders engaged in something fishy to allow that development
- The village council needs to listen to residents more carefully and recognize to creating a future Pinehurst should not sacrifice the beauty of our historic heritage

Q34. Do you have any other suggestions for how the Village could serve you better? (cont.)

- The village is a great place to live and we ask for little support.
- The water should always remain a priority no complaints
- They do a good job!
- This questionnaire too extensive, apartments in village was a huge mistake, communications very poor, backgrounds of members tends to favor developers and real estate people
- This was a complex questionnaire. I wonder if you will get sufficient response to make it useful research.
- Too much house building
- Tornado warning signal or siren
- Transparency in village decision
- Trees need trimming
- Try and get high speed internet competitors to provide service in the area and break the spectrum monopoly. Look at the model provided by farmers telecommunications (ftc) and their gigabit fiber services.
- Unfortunately, with the influx of people, crowded roads and building that has transpired in such a short amount of time, we can no longer call this beautiful place the village of Pinehurst.
- Village needs street lamps badly! It's very dark once the sun goes down and we've had several incidences with theft lately.
- Village does a very good job for Pinehurst.
- Village mayor and council be more transparent, not push through apartments most residents feel do not fit in our community. Utilize Jeff Batton in more roles, he is highly competent, a pleasure with whom to work and highly effective. I wish public service employees had a best practices mentality. Our woodlands streets need more resurfacing especially Raleigh Drive. The se corner of Monticello/Morganton road, needs radius surfacing to prevent many stones buildup on Monticello. Buses/trucks and trailers cannot stay on the pavement resulting in debris and stones accumulating in front of our new sign.
- Village needs to be cleaned up, junk in people's yards, lawnmower mess, some homes are not taken care of. People who rent homes here should be held accountable of these renters do not keep place up, old motor scooter been sitting here for years one with pine door and aqua shutter
- Village shops need to sell things residents need for daily living, should have a place to buy take-home dinners for example. Also, need to upgrade several areas of the greenway, love having it, but it washes out a lot.
- Vop needs additional recreation for all ages, pools, and swimming boating at lake not just for resort guest
- Water fountains at Rasie Wicker get turned off and I run in eve/night. Librarians are grumpy.
- We are both retired navy and moved here November, 2016 and love it here. Just wish some homes cut their grass and got rid of their weeds. The village itself is wonderful.
- We are very concerned regarding the quality of the public schools in Pinehurst. We expect so much more considering the average level of income and home prices in Pinehurst - very disappointed!
- We come to the farmers mkt on sat mornings, find functions in village for the young and very hard to park, used to visit a lot 110 years ago go to club for diner
- We like it here but only been here for a year. Like to see an athletic field with a 1/4 mile track. And more sidewalks.

Q34. Do you have any other suggestions for how the Village could serve you better? (cont.)

- We live on a circle, spring of 2017 1/2 of the circle was paved, the other year with needs paving badly was never done. The village council should be more responsive to the desires of all the citizens and not meet the desires of a few. The council wants to put light and sidewalks down lake forest despite the fact that more people that live along that road did not want it
- We need more shops in the village to attract people and give local people something to do besides go to s.p. more eating places also.
- We need street lights and sidewalks in Village Acres. Kids can't walk or ride bikes without having to worry about cars hitting them. The speed limit needs to be enforced more. Vehicles fly by up and down the roads in Village Acres, especially constructions trucks and equipment vehicles!!
- We would like a new movie theater in Pinehurst.
- Who takes care of easements around sewers, home built in back of us. Easement never leveled for fixed. We cut easement on our property also lake should be available to people who live at least 3 blocks away
- With more young families living here and being a big part of the economic growth of Pinehurst, more focus should be put on indoor facilities for kids, sidewalks, street lights and more entertainment for young families.
- Work with state highway people to route through traffic away from the traffic circle.
- Would it be possible to built the recreation center with private money?
- Would like to see the downtown Village more vibrant with retail shops, restaurants, etc. Similar to Southern Pines.
- Would love to have tai chi classes on weekends or at night same for yoga.
- Yes please work more closely within your volunteer communities so that we all may feel a part.
- Yes, build the new Community Center and easily incorporate two pickleball courts into one basketball court. Please be aware that pickleball is the fastest growing sport in our country.
- You do an outstanding job!
- You post speed limit signs most are not enforced, be more aware of tailgaters, phone use, no head lights when raining

Section 6

Survey Instrument



HISTORY, CHARM, AND SOUTHERN HOSPITALITY_____

July 2017

Dear Village of Pinehurst Resident,

The Village of Pinehurst is requesting your help. You have been chosen to participate in a survey designed to gather resident opinions and feedback regarding Village services and programs. The information requested in this survey will be used to help improve our services and determine the future needs of Pinehurst's citizens.

We greatly appreciate your participation. Please take a few minutes to complete and return the survey. We estimate it should take approximately 15-20 minutes to answer all the questions, and your individual responses to the questions will remain confidential. The sticker on the survey identifies responses from broad geographic areas and helps us know where we might improve our service delivery.

Please return your completed survey in the next few days using the postage-paid envelope provided.

You may also take the survey online by visiting www.2017PinehurstCommunitySurvey.com.

The survey data will be compiled and analyzed by ETC Institute, one of the nation's leading governmental research firms. ETC representatives will present survey results to the Pinehurst Village Council at a public meeting in September.

If you have any questions about the survey, please contact me at 295-1900, ext. 1101.

Thank you for helping guide the direction of our community by completing and returning the enclosed survey.

Sincerely,

A handwritten signature in cursive script, appearing to read "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



2017 Village of Pinehurst Community Survey

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

1. **Overall Satisfaction with Village Services.** Please rate your level of satisfaction with each of the following major categories of services provided by the Village of Pinehurst using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
01.	Police services	5	4	3	2	1	9
02.	Fire services	5	4	3	2	1	9
03.	Parks and recreation programs	5	4	3	2	1	9
04.	Parks and recreation facilities	5	4	3	2	1	9
05.	Solid waste services	5	4	3	2	1	9
06.	Street and right-of-way maintenance	5	4	3	2	1	9
07.	Enforcement of Village codes & ordinances	5	4	3	2	1	9
08.	Customer service provided by Village employees	5	4	3	2	1	9
09.	Village communication with residents	5	4	3	2	1	9
10.	Village efforts at maintaining the quality of your neighborhoods	5	4	3	2	1	9
11.	Promotion of natural resource conservation	5	4	3	2	1	9
12.	Level of public involvement in local decisions	5	4	3	2	1	9

2. **From the list of items in Question 1, which THREE of the major categories of Village services do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?**
[Write-in your answers below using the numbers from the list in Question 1.]

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

3. **Reasons to Live in Pinehurst.** Several reasons for deciding where to live are listed below. On a scale from 1 to 4, where 4 is "Very Important" and 1 is "Unimportant," please rate how important each reason was in your decision to live where you live. Then, please indicate if your needs are being met in Pinehurst.

		Very Important	Somewhat Important	Not sure	Unimportant	Are your needs being met in Pinehurst?	
01.	Sense of community	4	3	2	1	Yes	No
02.	Quality of public education	4	3	2	1	Yes	No
03.	Types of housing	4	3	2	1	Yes	No
04.	Quality of housing	4	3	2	1	Yes	No
05.	Access to quality shopping	4	3	2	1	Yes	No
06.	Availability of cultural arts opportunities	4	3	2	1	Yes	No
07.	Availability of golfing opportunities	4	3	2	1	Yes	No
08.	Availability of other recreational opportunities	4	3	2	1	Yes	No
09.	Proximity to family or friends	4	3	2	1	Yes	No
10.	Proximity to work	4	3	2	1	Yes	No
11.	Safety and security	4	3	2	1	Yes	No
12.	Quality health care	4	3	2	1	Yes	No
13.	Opportunities and/or resources for senior citizens	4	3	2	1	Yes	No
14.	Opportunities and/or resources for children under 18	4	3	2	1	Yes	No
15.	Low property tax rate	4	3	2	1	Yes	No

4. **Perception of Pinehurst.** Several items that may influence your perception of Pinehurst as a community are listed below. Please rate your satisfaction with each item on a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor."

		Excellent	Good	Neutral	Below Average	Poor	No Opinion
1.	Overall image of the Village	5	4	3	2	1	9
2.	Overall quality of life in the Village	5	4	3	2	1	9
3.	Overall feeling of safety in the Village	5	4	3	2	1	9
4.	Quality of new development in the Village	5	4	3	2	1	9
5.	As a place to live	5	4	3	2	1	9
6.	As a place to raise children	5	4	3	2	1	9
7.	As a place to retire	5	4	3	2	1	9
8.	Overall appearance of the Village	5	4	3	2	1	9
9.	Availability of affordable housing	5	4	3	2	1	9

5. **Perceptions of Safety and Security.** Using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations.

	How safe do you feel...	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	No Opinion
1.	Walking alone in your neighborhood during the day	5	4	3	2	1	9
2.	Walking alone in your neighborhood after dark	5	4	3	2	1	9
3.	In Village parks and recreation facilities	5	4	3	2	1	9
4.	In business areas of the Village during the day	5	4	3	2	1	9
5.	In business areas of the Village after dark	5	4	3	2	1	9

6. **Public Safety Services.** Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following items.

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Village efforts to prevent crimes	5	4	3	2	1	9
2.	Enforcement of local traffic laws	5	4	3	2	1	9
3.	How quickly police respond to emergencies	5	4	3	2	1	9
4.	Frequency that police officers patrol your neighborhood	5	4	3	2	1	9
5.	Fire prevention and education programs provided by the Village	5	4	3	2	1	9
6.	How quickly fire personnel respond to emergencies	5	4	3	2	1	9

7. **Which TWO of the public safety services listed in Question 6 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?** *[Write-in your answers below using the numbers from the list in Question 6.]*

1st: _____ 2nd: _____

8. **Which of the following Parks and Recreation programs and facilities have you used in the Village of Pinehurst during the past year?** *[Check all that apply.]*

- | | |
|--|--|
| ____(1) Greenway trails | ____(5) Rassie Wicker Park |
| ____(2) Village sponsored cultural/arts events | ____(6) Camelot Playground |
| ____(3) Cannon Park | ____(7) Splash Pad at Wicker Park |
| ____(4) Arboretum/Timmel Pavilion | ____(8) West Pinehurst Park (e.g. disc golf) |

9. **Cultural and Recreation Services.** Please rate your satisfaction with each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
01.	Number of Village parks	5	4	3	2	1	9
02.	Quality of Village parks	5	4	3	2	1	9
03.	Quality of recreation indoor facilities	5	4	3	2	1	9
04.	Availability of recreation indoor facilities	5	4	3	2	1	9
05.	Availability of Walking/Greenway trails	5	4	3	2	1	9
06.	Condition of Walking/Greenway trails	5	4	3	2	1	9
07.	Quality of outdoor athletic fields and facilities	5	4	3	2	1	9
08.	Availability of outdoor athletic fields and facilities	5	4	3	2	1	9
09.	Availability of information about recreation programs	5	4	3	2	1	9
10.	Quality of youth recreation programs	5	4	3	2	1	9
11.	Quality of adult recreation programs	5	4	3	2	1	9
12.	Range of amenities at parks and recreation facilities	5	4	3	2	1	9
13.	Village sponsored cultural arts events	5	4	3	2	1	9
14.	Variety of cultural arts events and programs in Southern Moore County	5	4	3	2	1	9

10. Which **THREE** of the Cultural and Recreation Services items listed in Question 9 do you think should receive the **MOST EMPHASIS** from Village leaders over the next **TWO** years? *[Write-in your answers below using the numbers from the list in Question 9.]*

1st: _____ 2nd: _____ 3rd: _____

11. Do you shop regularly in the Village Center (downtown)? _____(1) Yes *[Skip to Q12.]* _____(2) No

- 11a. Please check each of the following reasons that prevent you from shopping regularly in the Village Center (downtown). *[Check all that apply.]*

_____(1) Stores hours of operation
 _____(2) Variety of merchandise offered for sale
 _____(3) Merchandise is more targeted to tourists than local shoppers
 _____(4) Parking availability
 _____(5) Other: _____

12. **Public Library Services.** The Village of Pinehurst helps provide public library services through a cooperative agreement with the Given Memorial Library—a private, non-profit organization—providing only 22% of the operational costs of the library.

With that in mind, please indicate whether you or other members of your household have used the Given Memorial Library's services by circling either "Yes" or "No." Then, for each of the services you have used, please rate your satisfaction with that service on a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

Service	Have you used this service?		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1. Given Memorial Library services	Yes	No	5	4	3	2	1	9
2. Library programs	Yes	No	5	4	3	2	1	9

13. **Code Enforcement.** Please rate your satisfaction with each of the following Village efforts to enforce regulations using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Enforcing the cleanup of litter and debris on private property	5	4	3	2	1	9
2.	Enforcing mowing/cutting of weeds/grass on private property	5	4	3	2	1	9
3.	Enforcing parking-prohibiting oversized vehicles in residential neighborhoods	5	4	3	2	1	9
4.	Enforcing sign regulations	5	4	3	2	1	9
5.	Enforcing solid waste cart regulations	5	4	3	2	1	9

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

____(1) About right ____ (2) Too much ____ (3) Too little

15. **Solid Waste Services.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Residential trash collection services	5	4	3	2	1	9
2.	Curbside recycling services	5	4	3	2	1	9
3.	Yard waste collection services	5	4	3	2	1	9

16. **Public Services.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
01.	Maintenance of main Village street thoroughfares	5	4	3	2	1	9
02.	Maintenance of streets in your neighborhood	5	4	3	2	1	9
03.	Maintenance of street signs/pavement markings	5	4	3	2	1	9
04.	Maintenance/preservation of downtown	5	4	3	2	1	9
05.	Quality of landscaping in medians and other public areas	5	4	3	2	1	9
06.	Overall cleanliness of streets and other public areas	5	4	3	2	1	9
07.	Adequacy of street lighting	5	4	3	2	1	9
08.	Availability of sidewalks and other pedestrian facilities	5	4	3	2	1	9
09.	Condition of existing sidewalks	5	4	3	2	1	9
10.	Quality of the stormwater runoff / management system	5	4	3	2	1	9
11.	Winter weather response on Village streets (snow/ice)	5	4	3	2	1	9
12.	Ease of travel on primary highways through the Village	5	4	3	2	1	9

17. **Which THREE of the Public Services items listed in Question 16 do you think should receive the MOST EMPHASIS from Village leaders over the next TWO years?** *[Write-in your answers below using the numbers from the list in Question 16.]*

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

18. Please indicate whether you or other members of your household have used the Village services and facilities by circling either "Yes" or "No." If "Yes," please rate your satisfaction with that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

Service or Facility		Have you used this service or facility?		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Fire services	Yes	No	5	4	3	2	1	9
2.	Police services	Yes	No	5	4	3	2	1	9
3.	Village Hall reception desk	Yes	No	5	4	3	2	1	9
4.	The MYVOP service request system	Yes	No	5	4	3	2	1	9
5.	Code enforcement	Yes	No	5	4	3	2	1	9
6.	Recreation program registration	Yes	No	5	4	3	2	1	9
7.	Planning and Inspections services	Yes	No	5	4	3	2	1	9

19. **Public Communication and Outreach.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Quality of information about Village programs/services	5	4	3	2	1	9
2.	Village efforts to keep you informed about local issues	5	4	3	2	1	9
3.	Opportunities to participate in local government (advisory boards, volunteering)	5	4	3	2	1	9
4.	Village social media	5	4	3	2	1	9
5.	Village website (www.vopnc.org)	5	4	3	2	1	9
6.	Village Newsletter	5	4	3	2	1	9
7.	Monthly Village e-News updates	5	4	3	2	1	9
8.	Open Village Hall community forum	5	4	3	2	1	9
9.	Community's progress toward meeting its strategic vision and mission	5	4	3	2	1	9

20. Which of the following do you use to get information about the Village of Pinehurst? *[Check all that apply.]*

☐ (1) Village employees
 ☐ (5) Village mobile app (MYVOP)
☐ (2) Village Newsletter
 ☐ (6) Village social media (Facebook, Twitter, etc.)
☐ (3) Village website (www.vopnc.org)
 ☐ (7) The Pilot newspaper
☐ (4) Monthly Village e-News

21. Please indicate how often you read the Village Newsletter, which is mailed to all residents.

☐ (1) All the time
 ☐ (3) Seldom
 ☐ (9) Don't know
☐ (2) Sometimes
 ☐ (4) Never

22. **Customer Service.** Have you contacted the Village during the past year?

☐ (1) Yes ☐ (2) No *[Skip to Q23.]*

- 22a. Using a 5-point scale, where 5 means "Always" and 1 means "Never," please indicate your experience with Village employees (not elected officials) on the following behaviors.

Customer Service Characteristics:		Always	Usually	Sometimes	Seldom	Never	No Opinion
1.	Village staff was responsive to my needs	5	4	3	2	1	9
2.	The Village staff was competent and professional	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

23. **Capital Improvements.** Of the community improvements listed below, which **THREE** would you select as the **MOST IMPORTANT**?

- | | |
|---|---|
| ☐ (01) Additional sidewalk construction in neighborhoods | ☐ (07) Additional parks and open spaces |
| ☐ (02) Additional greenway trails (walking paths) | ☐ (08) Additional athletic fields |
| ☐ (03) Bicycle lanes and paths | ☐ (09) New Community Center for recreation programs |
| ☐ (04) Additional street lighting in neighborhoods | ☐ (10) Expansion of Village Center/ Redevelopment of Village Place |
| ☐ (05) Additional stormwater (drainage) improvements | |
| ☐ (06) Additional street resurfacing | |

24. **If you own a home in Pinehurst, 39% of your property tax bill goes to the Village of Pinehurst to fund the Village's operating budget. The balance of your bill goes to the County (61%).**

Considering this, how satisfied are you with the value you receive for the portion of your property taxes that funds the Village's operating budget?

- | | | |
|---|---|--|
| ☐ (5) Very satisfied | ☐ (3) Neutral | ☐ (1) Very Dissatisfied |
| ☐ (4) Satisfied | ☐ (2) Dissatisfied | ☐ (9) Don't know |

25. **Village Leadership.** Please rate your level of satisfaction with the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Overall quality of leadership provided by the Village's elected officials	5	4	3	2	1	9
2.	Overall effectiveness of appointed boards and commissions	5	4	3	2	1	9
3.	Overall effectiveness of the Village Manager and appointed staff	5	4	3	2	1	9

26. **Would you recommend Pinehurst to others as a place to live?** ☐ (1) Yes ☐ (2) No

DEMOGRAPHICS

27. **Approximately how many years have you lived in the Village of Pinehurst?**

- ☐ (1) Less than 5 years ☐ (2) 5-10 years ☐ (3) 11-20 years ☐ (4) 20+ years

28. **Do you have school-age children (grades K-12) living at home?** ☐ (1) Yes ☐ (2) No [Skip to Q29.]

28a. **What grade level are your school-age children? [Check all that apply.]**

- ☐ (1) K - 5 ☐ (2) 6 - 8 ☐ (3) High School

29. **Which of the following best describes your current employment status?**

- | | |
|--|---|
| ☐ (1) Employed outside the home
(What is the zip code where you work? _____) | ☐ (3) Student |
| ☐ (2) Employed in the home/have a home-based business | ☐ (4) Retired |
| | ☐ (5) Not currently employed |

30. **Which of the following best describe your age?**

- | | | |
|---|--|--|
| ☐ (1) Under 25 years | ☐ (3) 35-44 years | ☐ (5) 55-64 years |
| ☐ (2) 25-34 years | ☐ (4) 45-54 years | ☐ (6) 65+ years |

31. **Which of the following best describes your race? [Check all that apply.]**

- | | |
|---|---|
| ☐ (1) Asian | ☐ (5) Black/African American |
| ☐ (2) White | ☐ (6) Hispanic |
| ☐ (3) American Indian/Alaskan Native | ☐ (7) Two or more races |
| ☐ (4) Native Hawaiian/Pacific Islander | ☐ (8) Other: _____ |

32. Which of the following best describes where you live?

- | | |
|---|---|
| ☐ (1) Pinehurst 6 | ☐ (5) Lake Pinehurst/Burning Tree/St. Andrews |
| ☐ (2) Pinehurst Trace/Pinedale/
MidlandCC/Taylorhurst | ☐ (6) Pinewild |
| ☐ (3) Pinehurst 7/Lawn & Tennis/CCNC | ☐ (7) Old Town/Linden Road/Donald Ross/Clarendon Gardens |
| ☐ (4) Morganton/Monticello | ☐ (8) Village Acres |

33. What is your gender? ☐ (1) Male ☐ (2) Female

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

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 on your address sticker 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.

2017 Resident Survey

Village of Pinehurst, NC

Presented by

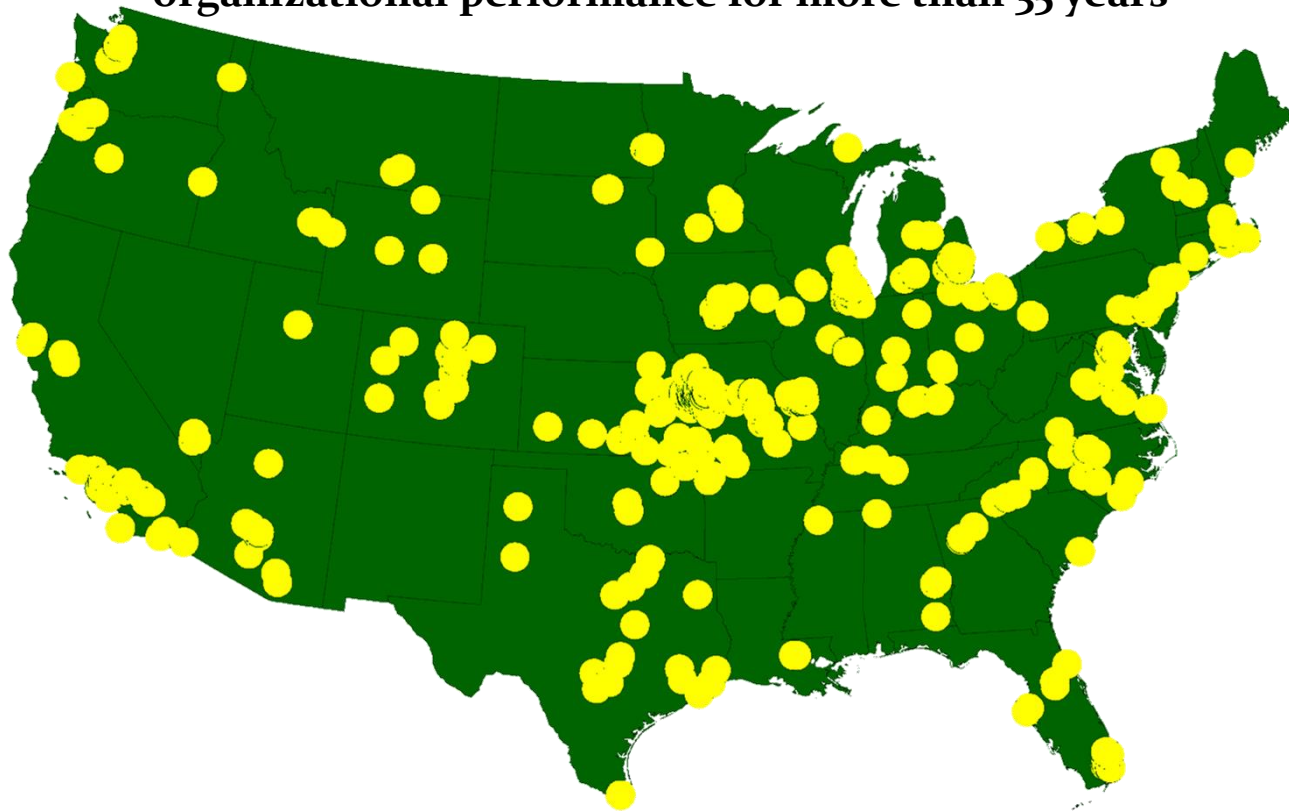


September 2017

ETC Institute

A National Leader in Market Research for Local Governmental Organizations

...helping City and county governments gather and use survey data to enhance
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More than 2,150,000 Persons Surveyed Since 2006
for more than 900 cities in 49 States

Purpose

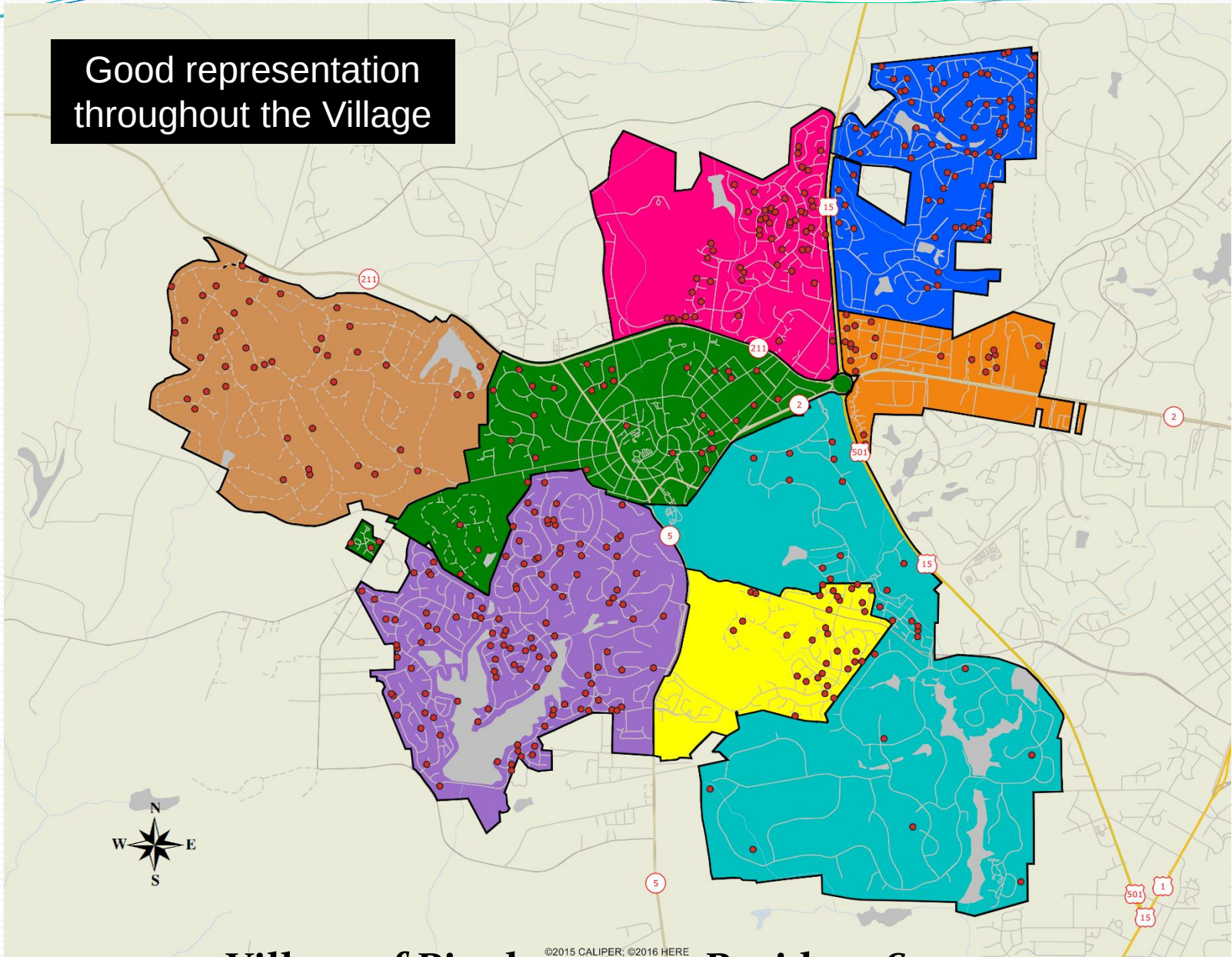
- **To objectively assess citizen satisfaction with the delivery of major Village services**
- **To measure trends from previous surveys**
- **To compare the Village's performance with residents regionally and nationally**
- **To help determine priorities for the community**

Methodology

- **Survey Description**
 - ❑ seven-page survey; included many of the same questions that were asked in previous years
 - ❑ 6th Resident Survey conducted for the Village
- **Method of Administration**
 - ❑ by mail, online, & phone to a random sample of Village residents
 - ❑ each survey took approximately 15-20 minutes to complete
- **Sample size:**
 - ❑ 414 completed surveys
 - ❑ demographics of survey respondents accurately reflects the actual population of the Village
- **Confidence level:** 95%
- **Margin of error:** +/- 4.8% overall

Location of Survey Respondents

Good representation
throughout the Village



Village of Pinehurst 2017 Resident Survey

Bottom Line Up Front

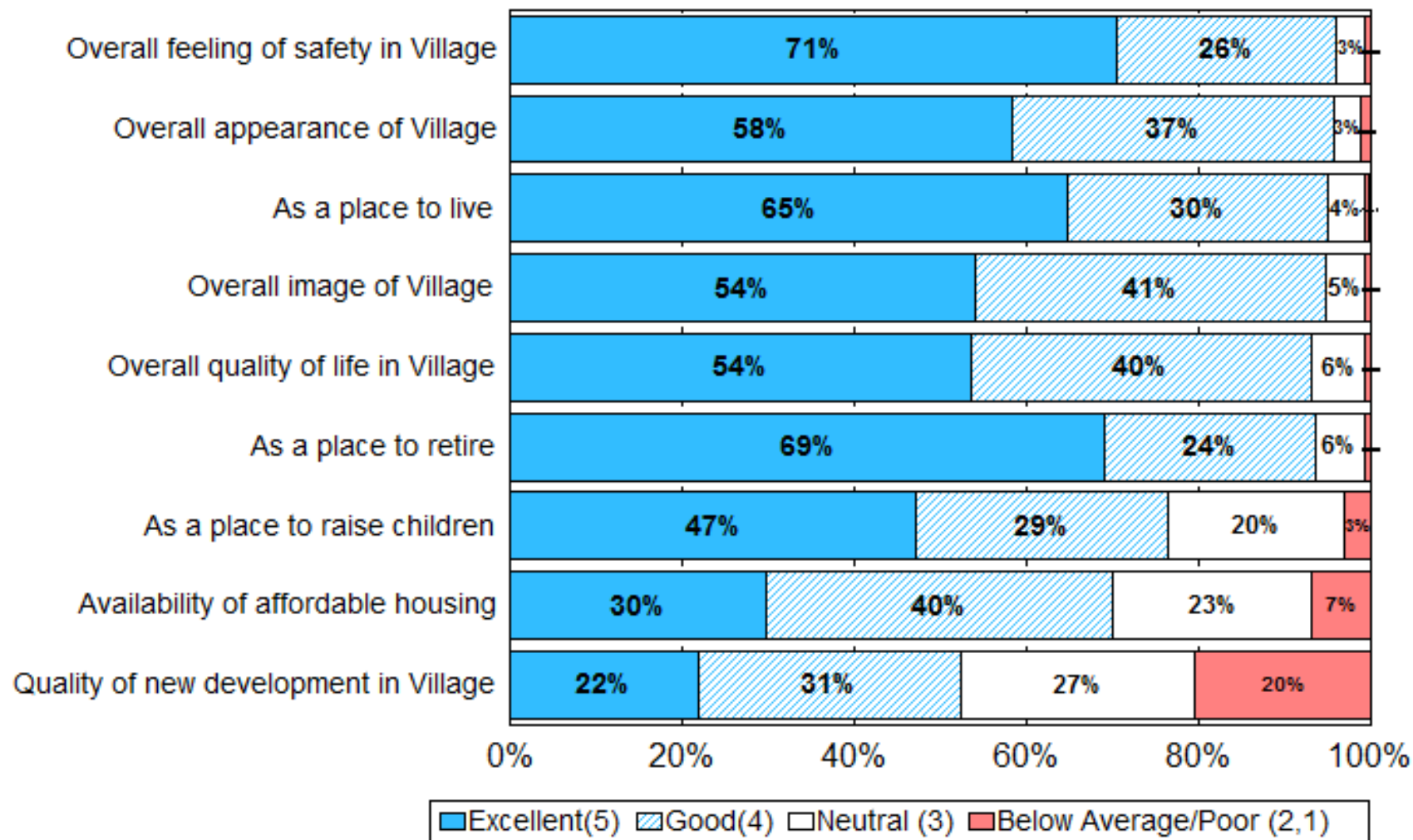
- **Residents Have a Very Positive Perception of the Village**
 - ❑ 95% rated Pinehurst as excellent or good place to live
 - ❑ 94% would recommend Pinehurst to others as a place to live
- **Satisfaction Ratings Have Increased Slightly Since 2016, and Remain Among the Highest in the Nation**
 - ❑ Satisfaction ratings have increased or stayed the same in 54 of 86 areas since 2016; and increased or stayed the same in 75 of 85 areas since 2013
- **Satisfaction with Village Services is Much Higher in Pinehurst Than Other Communities**
 - ❑ The Village rated above the Atlantic Regional Average in 48 of 50 areas, and above the U.S. Average in 46 of the 50 areas that were compared
- **Overall Priorities for Improvement:**
 - ❑ Level of public involvement in local decisions
 - ❑ Street and right-of-way maintenance
 - ❑ Efforts at maintaining the quality of neighborhoods

Major Finding #1

Residents Have a Very Positive
Perception of the Village

Q4. Perception Residents Have of Pinehurst as a Community

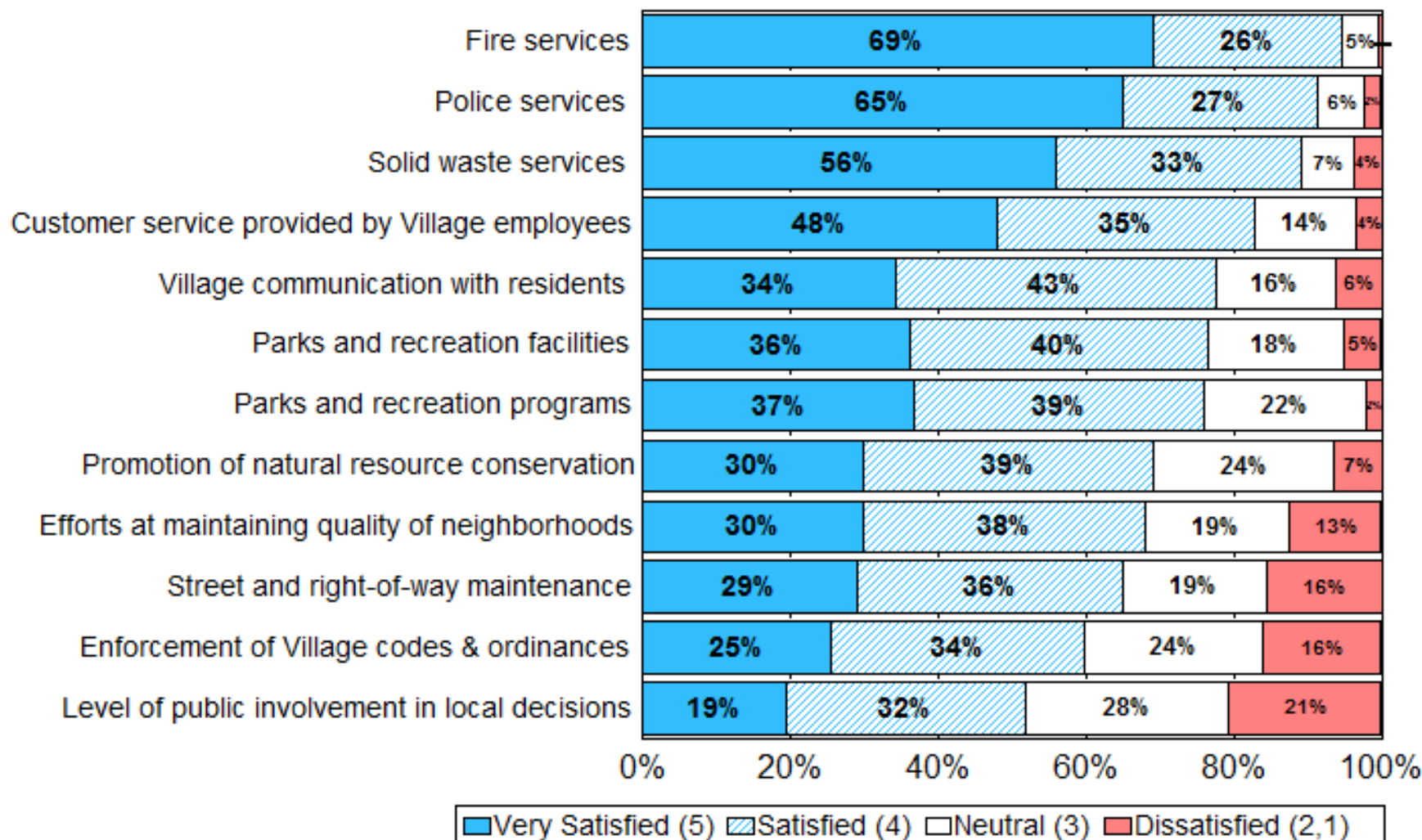
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "no opinion")



Nearly All Residents Feel Pinehurst Is an Excellent or Good Place to Live, to Retire, and Feel Safe in the Village

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

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

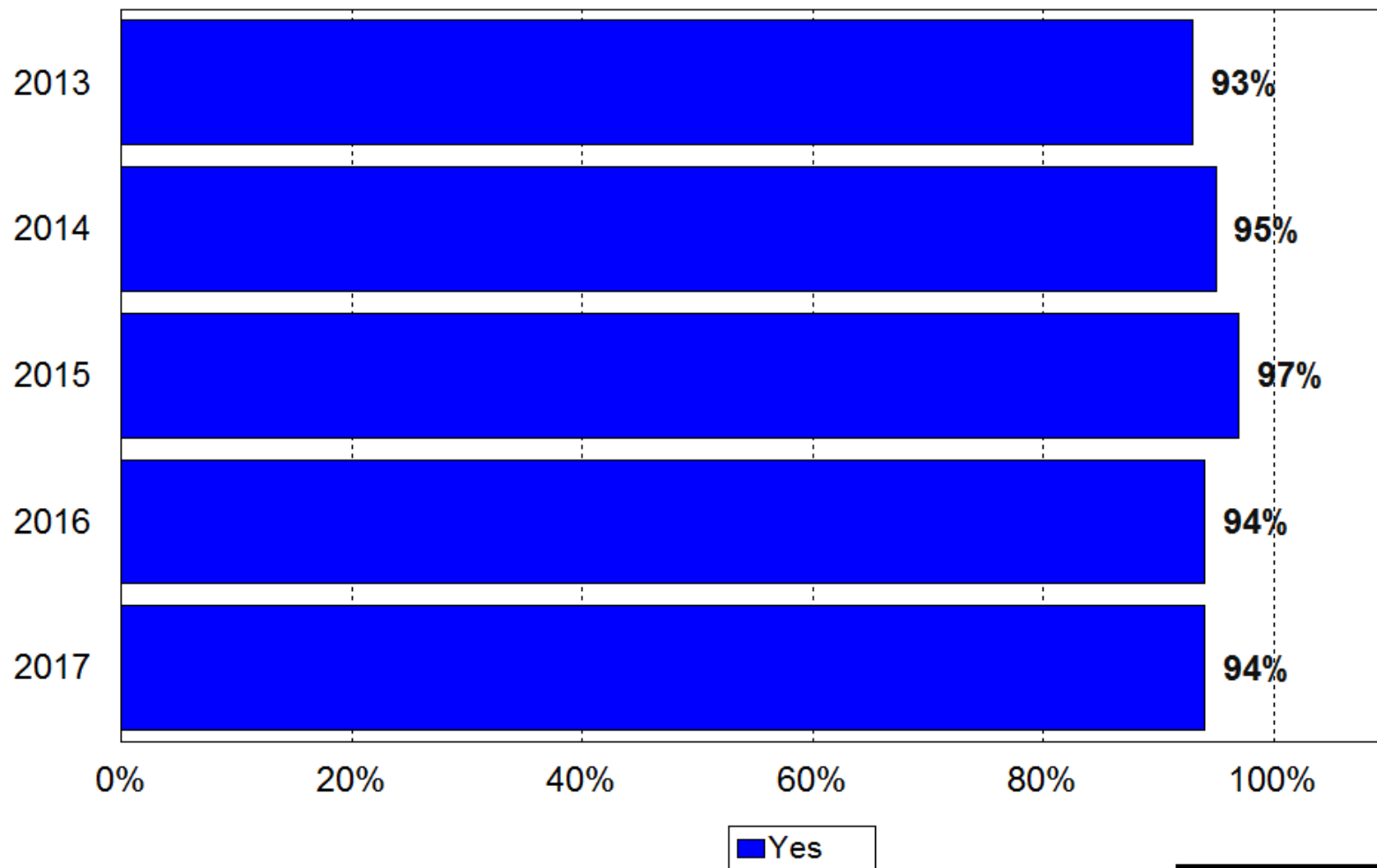


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Satisfaction Is High for All Village Services

Q25. Would you recommend Pinehurst to others as a place to live?

by percentage of respondents



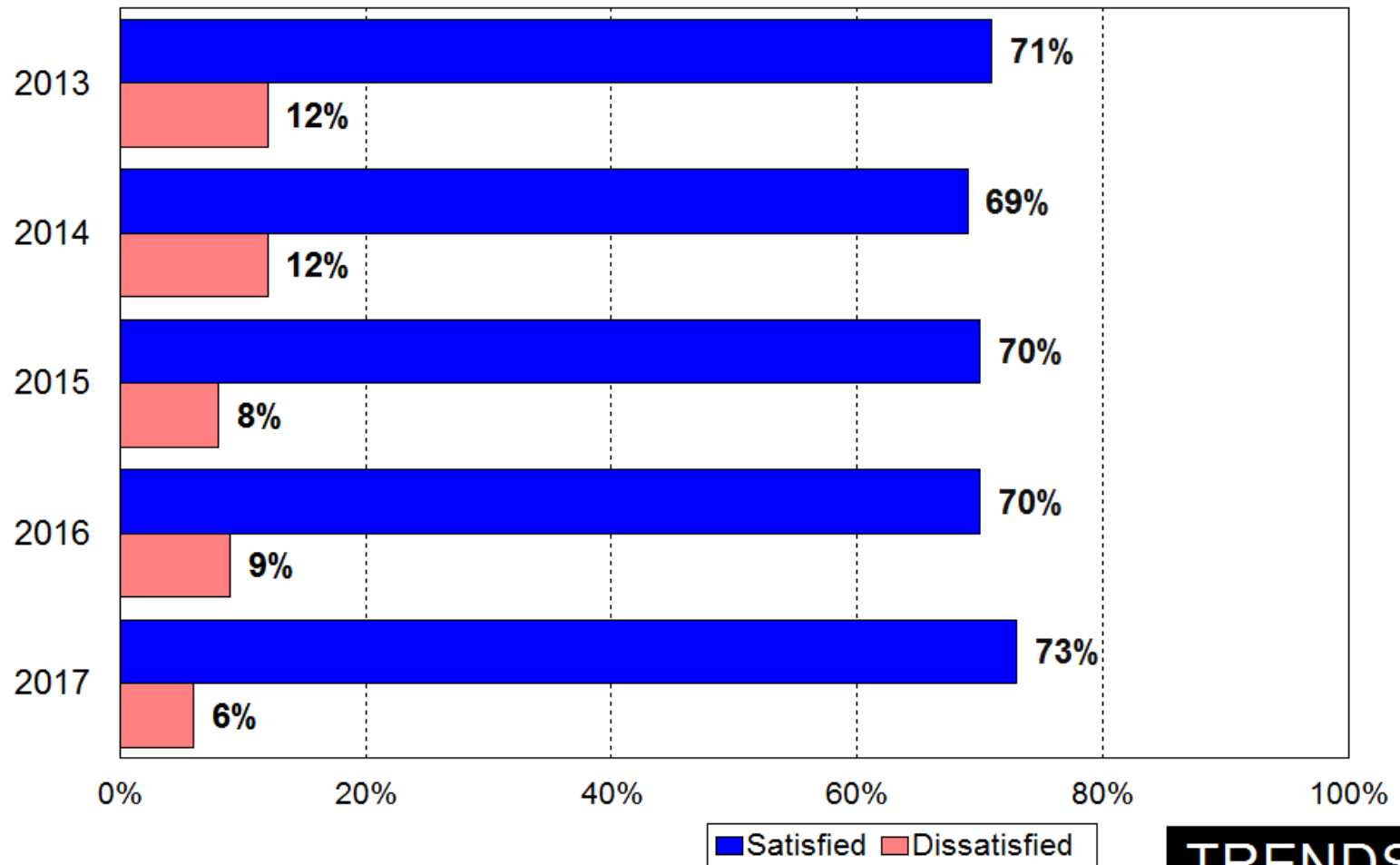
Source: ETC Institute DirectionFinder (2016 - Pinehurst, NC)

TRENDS

94% of Residents Would Recommend Pinehurst to Others as a Place to Live

Q24. What is your level of satisfaction with the value you receive for the portion of your property taxes that funds the Village's operating budget?

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



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

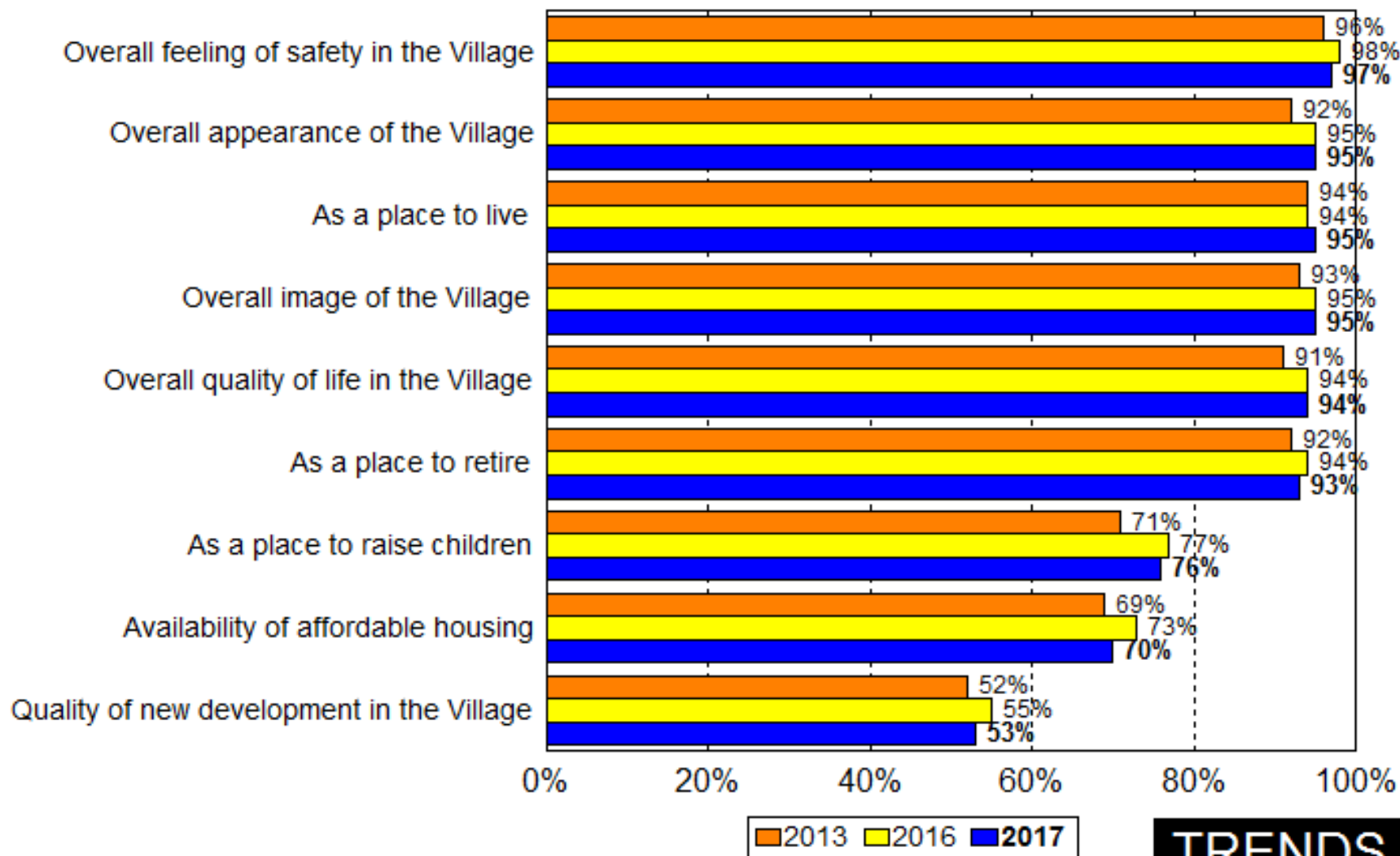
More Than a 12-1 Ratio of Residents Who Are Satisfied vs. Dissatisfied (73% vs. 6%) with the Value Received for Property Taxes Funding the Village's Operating Budget

Major Finding #2

Satisfaction Ratings Have
Increased Slightly Since 2016,
and Remain Among the Highest
in the Nation

Q4. Perception Residents Have of Pinehurst as a Community - 2013, 2016 & 2017

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



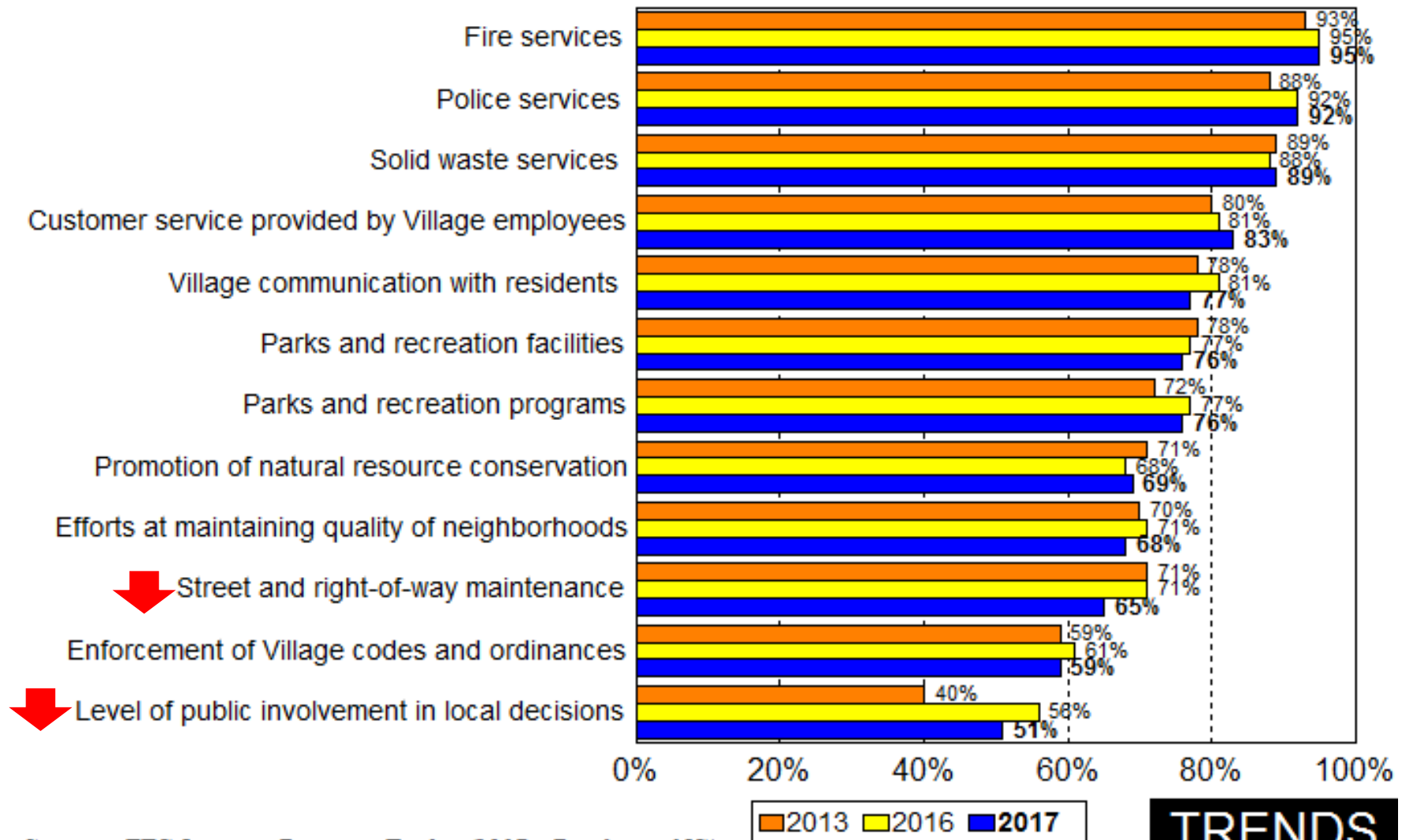
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Significant Increases From 2016:  **Significant Decreases From 2016:** 

Q1. Overall Satisfaction with Village of Pinehurst Services by Major Category - 2013, 2016 & 2017

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



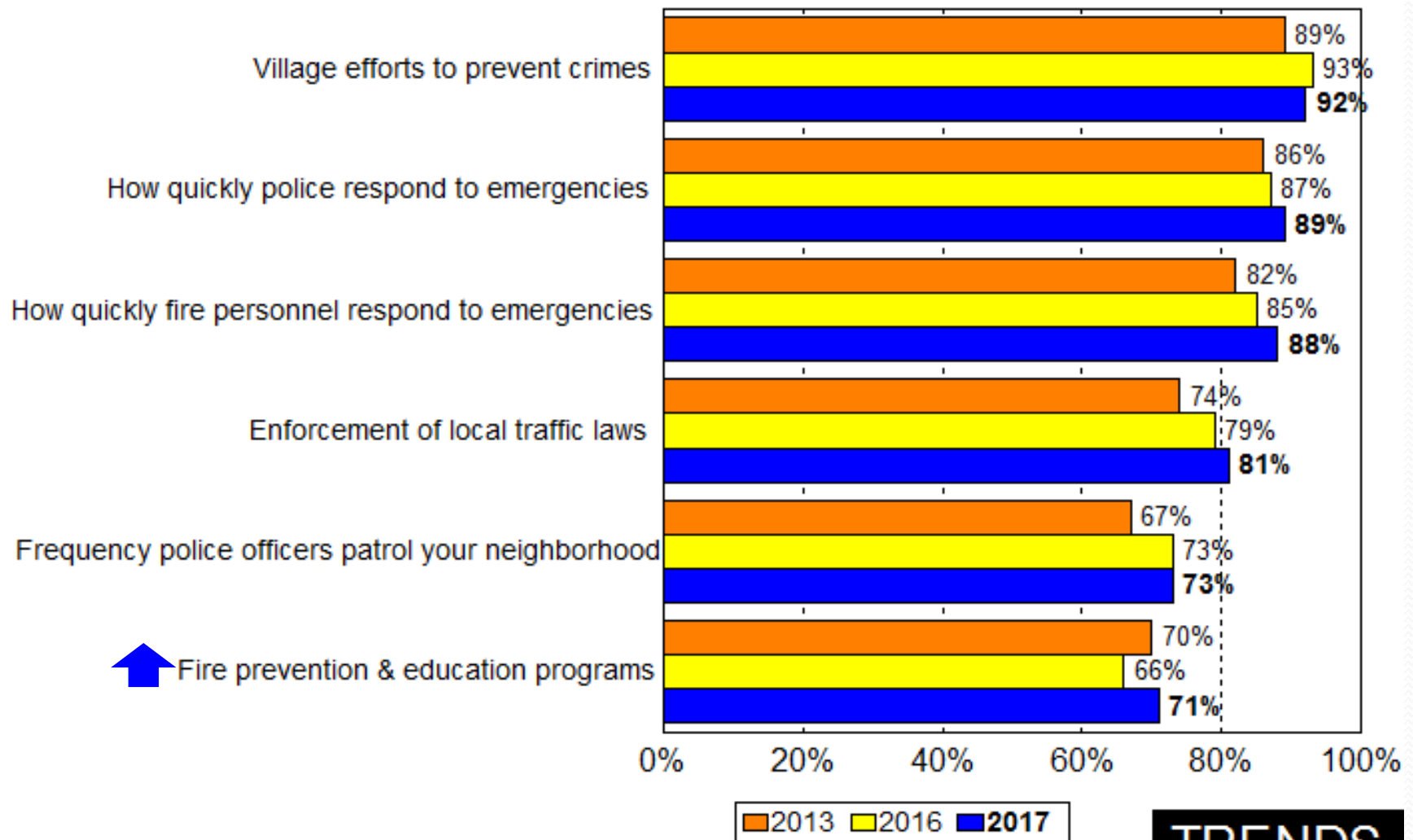
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Significant Increases From 2016: ↑

Significant Decreases From 2016: ↓

Q6. Satisfaction with Various Aspects of Public Safety 2013, 2016 & 2017

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



Source: ETC Institute DirectionFinder (2016 - Pinehurst, NC)

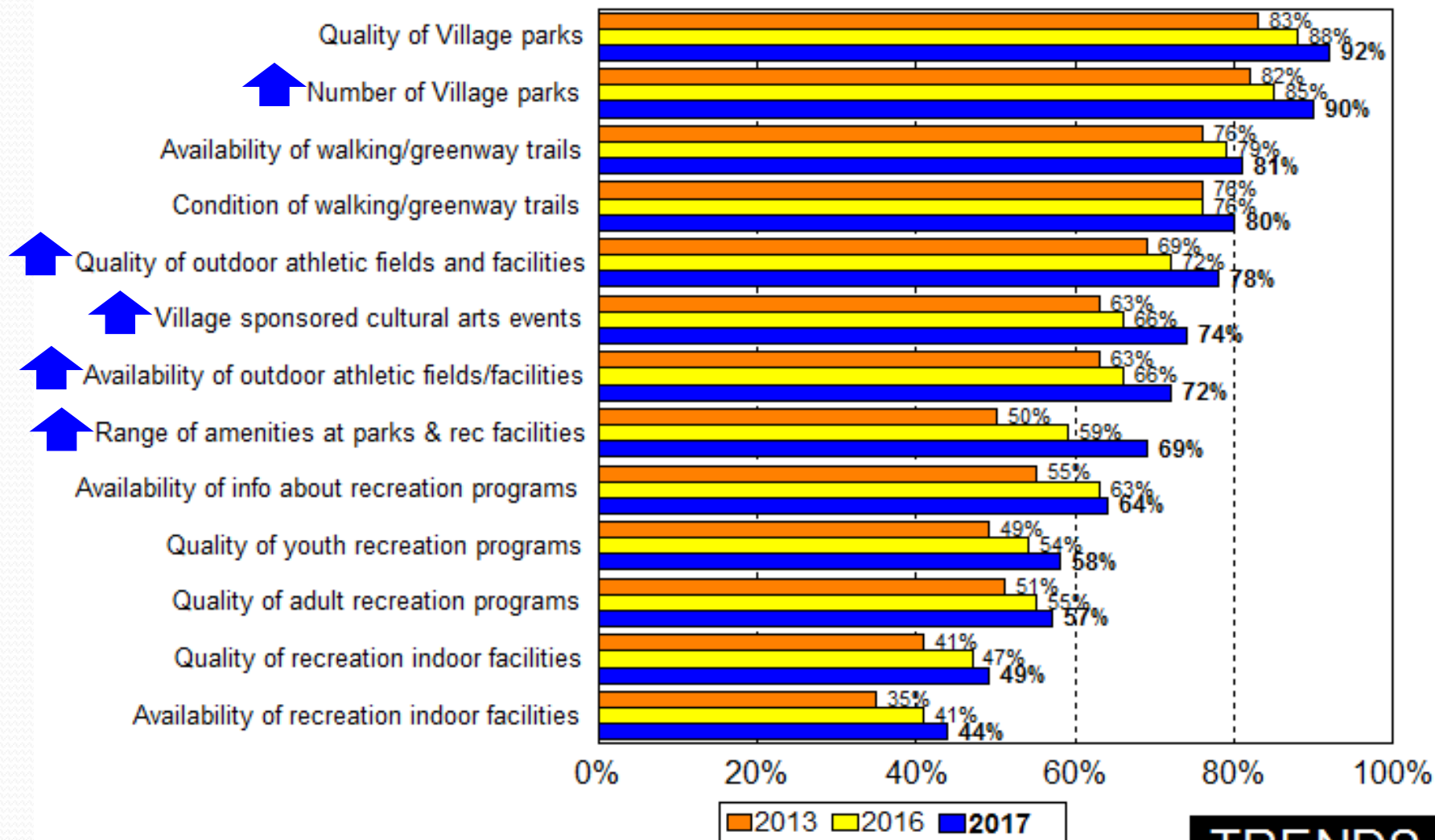
TRENDS

Significant Increases From 2016: ↑

Significant Decreases From 2016: ↓

Q9. Satisfaction with Various Aspects of Cultural and Recreation Services - 2013, 2016 & 2017

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



TRENDS

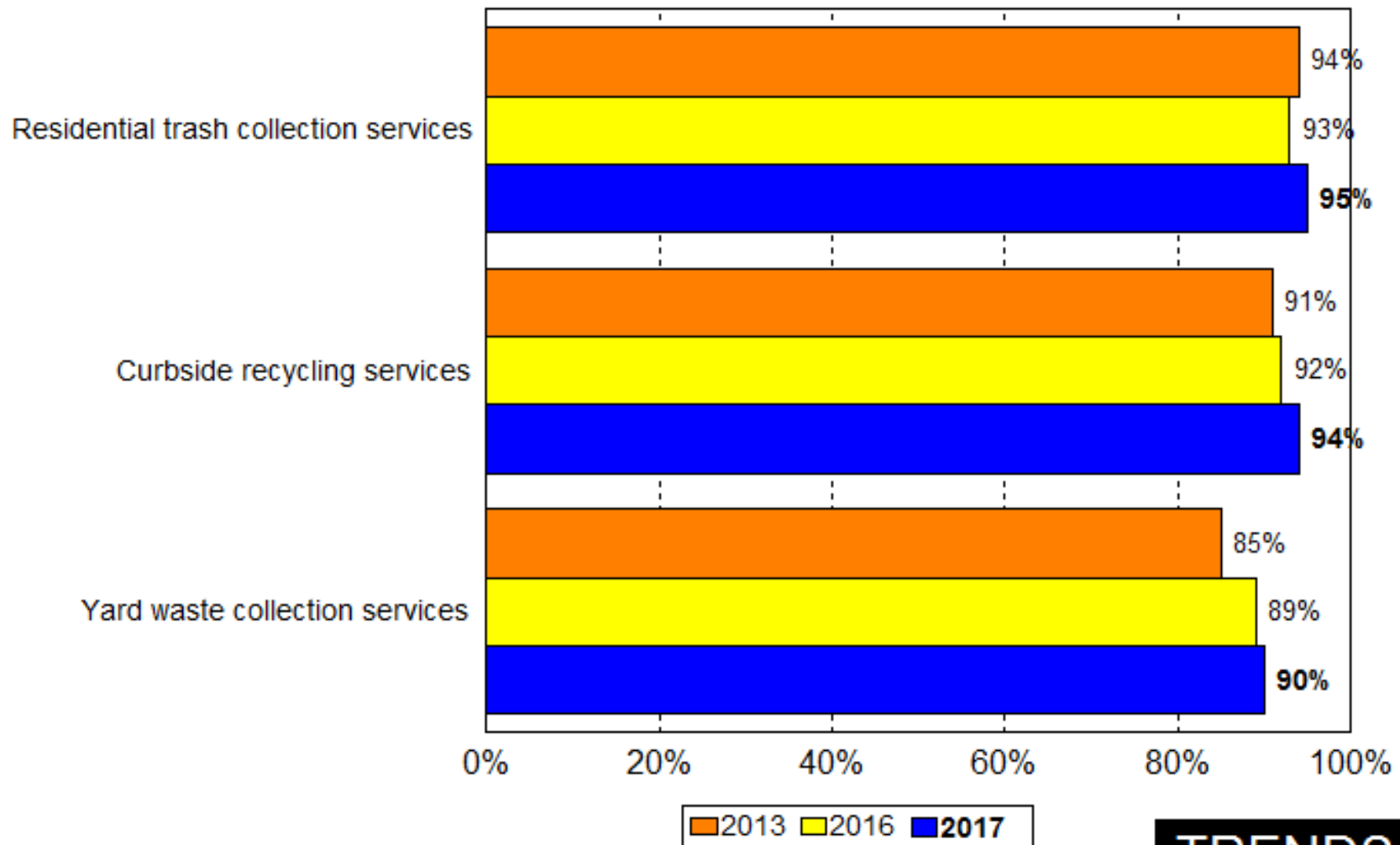
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Significant Increases From 2016: ↑

Significant Decreases From 2016: ↓

Q15. Satisfaction with Solid Waste Services - 2013, 2016 & 2017

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



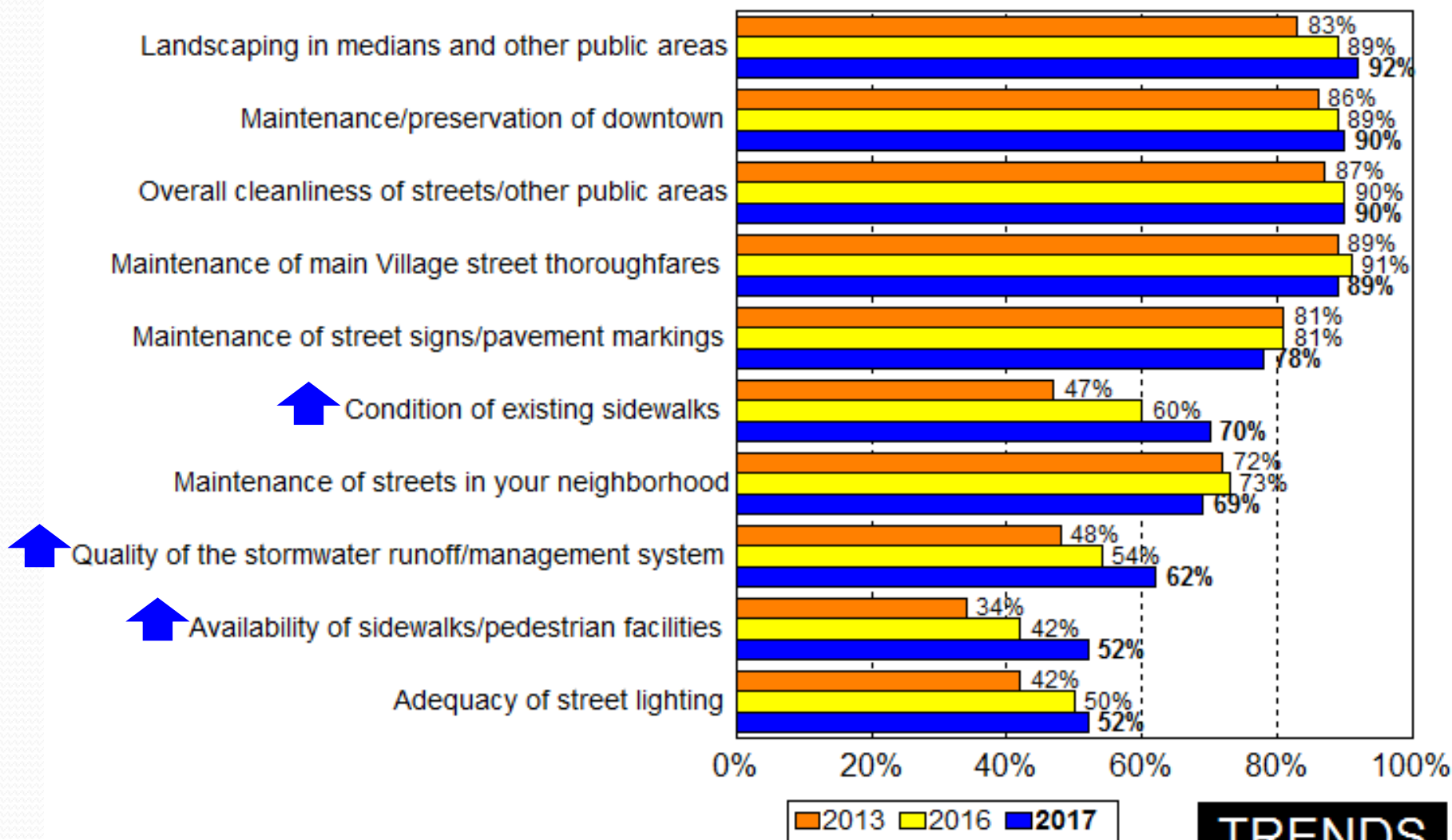
Source: ETC Institute DirectionFinder (2016 - Pinehurst, NC)

TRENDS

Significant Increases From 2016:  **Significant Decreases From 2016:** 

Q16. Satisfaction with Various Aspect of Public Services - 2013, 2016 & 2017

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



Source: ETC Institute DirectionFinder (2016 - Pinehurst, NC)

Significant Increases From 2016:

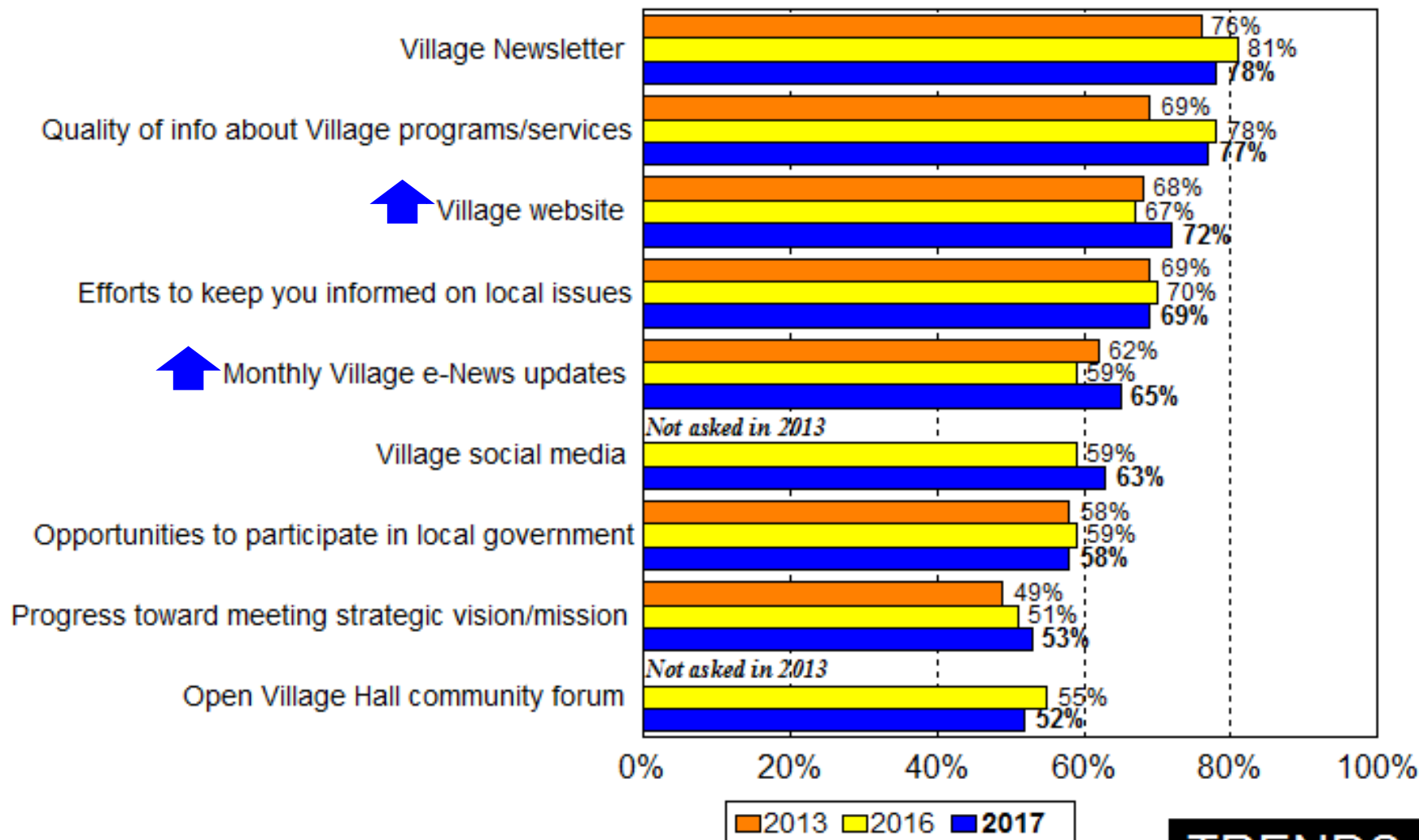


Significant Decreases From 2016:



Q19. Satisfaction with Public Communication and Outreach - 2013, 2016 & 2017

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



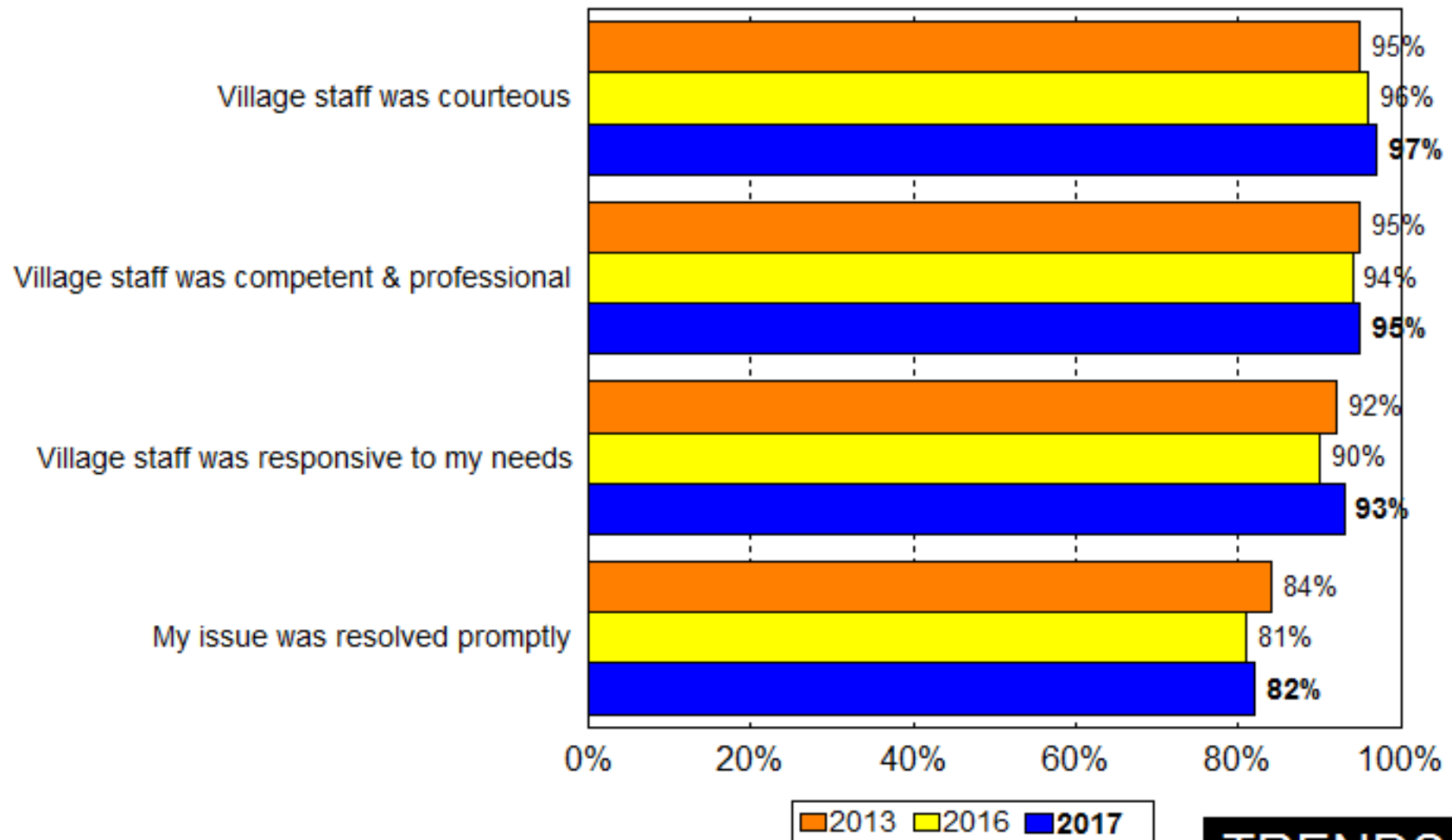
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Significant Increases From 2016: ↑ **Significant Decreases From 2016:** ↓

Q22a-d. Satisfaction with Customer Service - 2013, 2016 & 2017

by percentage of respondents who have contacted the Village during the past year, and
who rated the item as a 4 or 5 on a 5-point scale (excluding "no opinion")



Source: ETC Institute DirectionFinder (2016 - Pinehurst, NC)

TRENDS

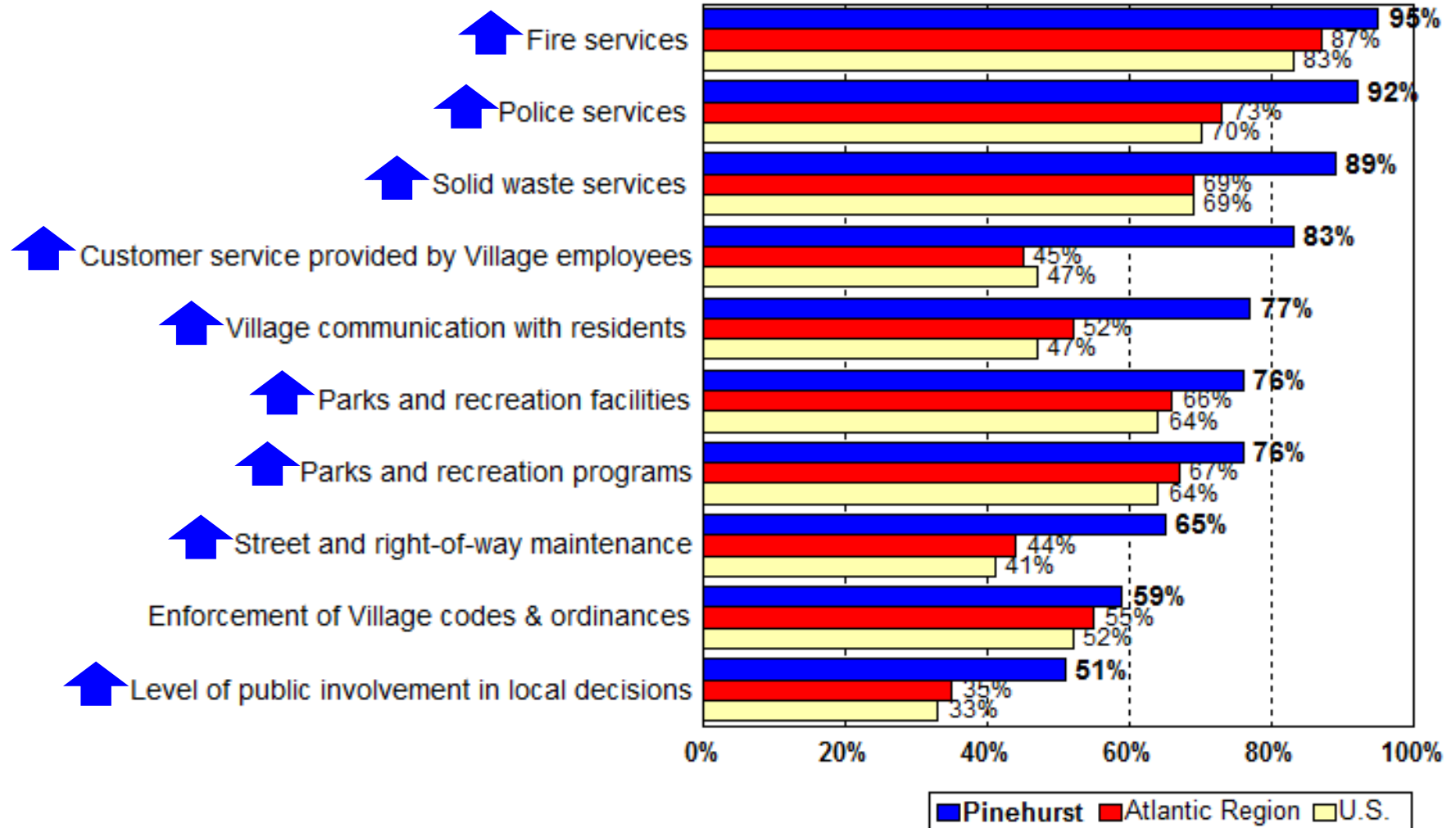
Significant Increases From 2016:  **Significant Decreases From 2016:** 

Major Finding #3

Satisfaction with Village Services
Is Significantly Higher in
Pinehurst Than in Other
Communities

Overall Satisfaction with Various Community Services Pinehurst vs. Atlantic Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

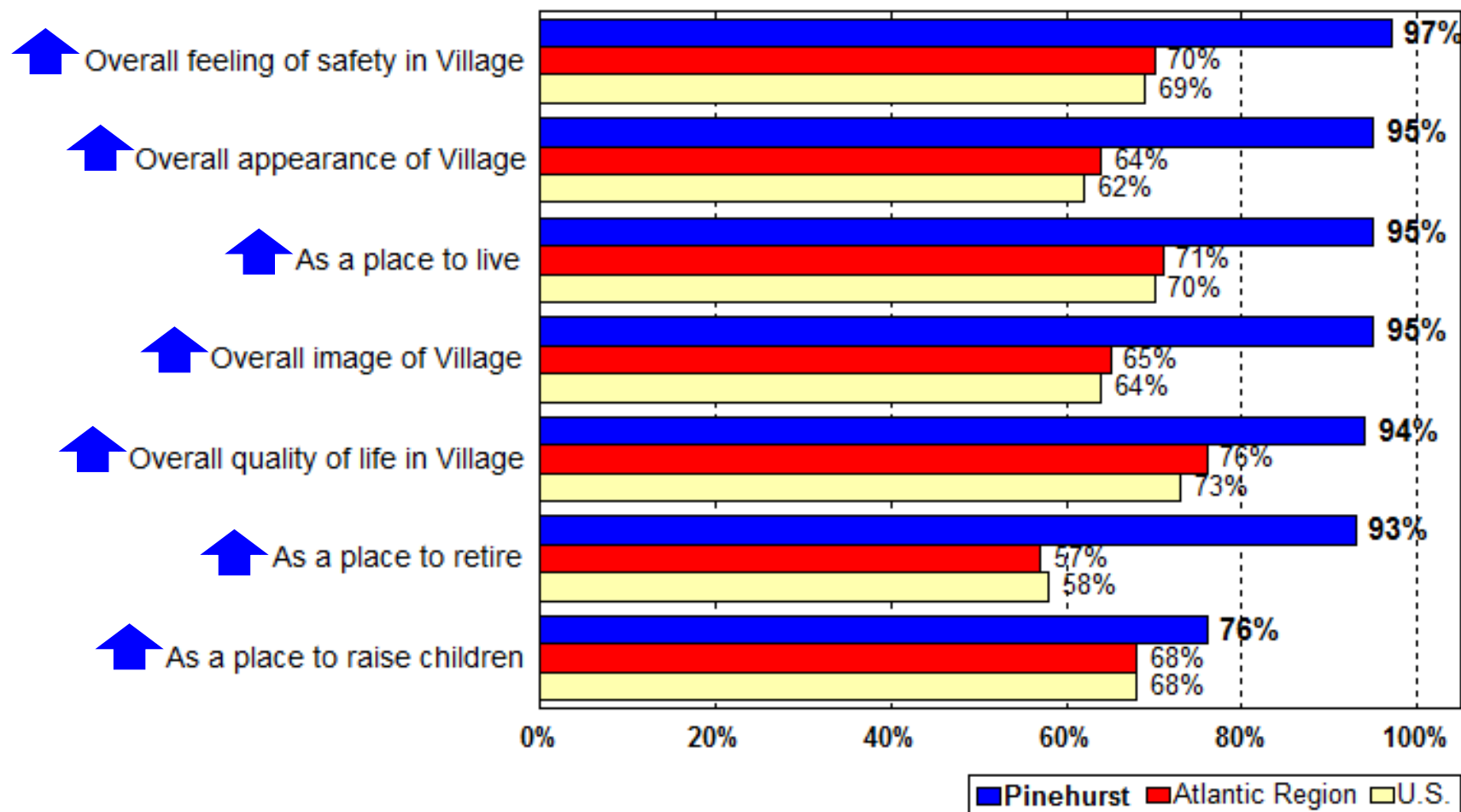
Significantly Higher: ↑

Significantly Lower: ↓

Satisfaction with Issues that Influence Perceptions of the Village

Pinehurst vs. Atlantic Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

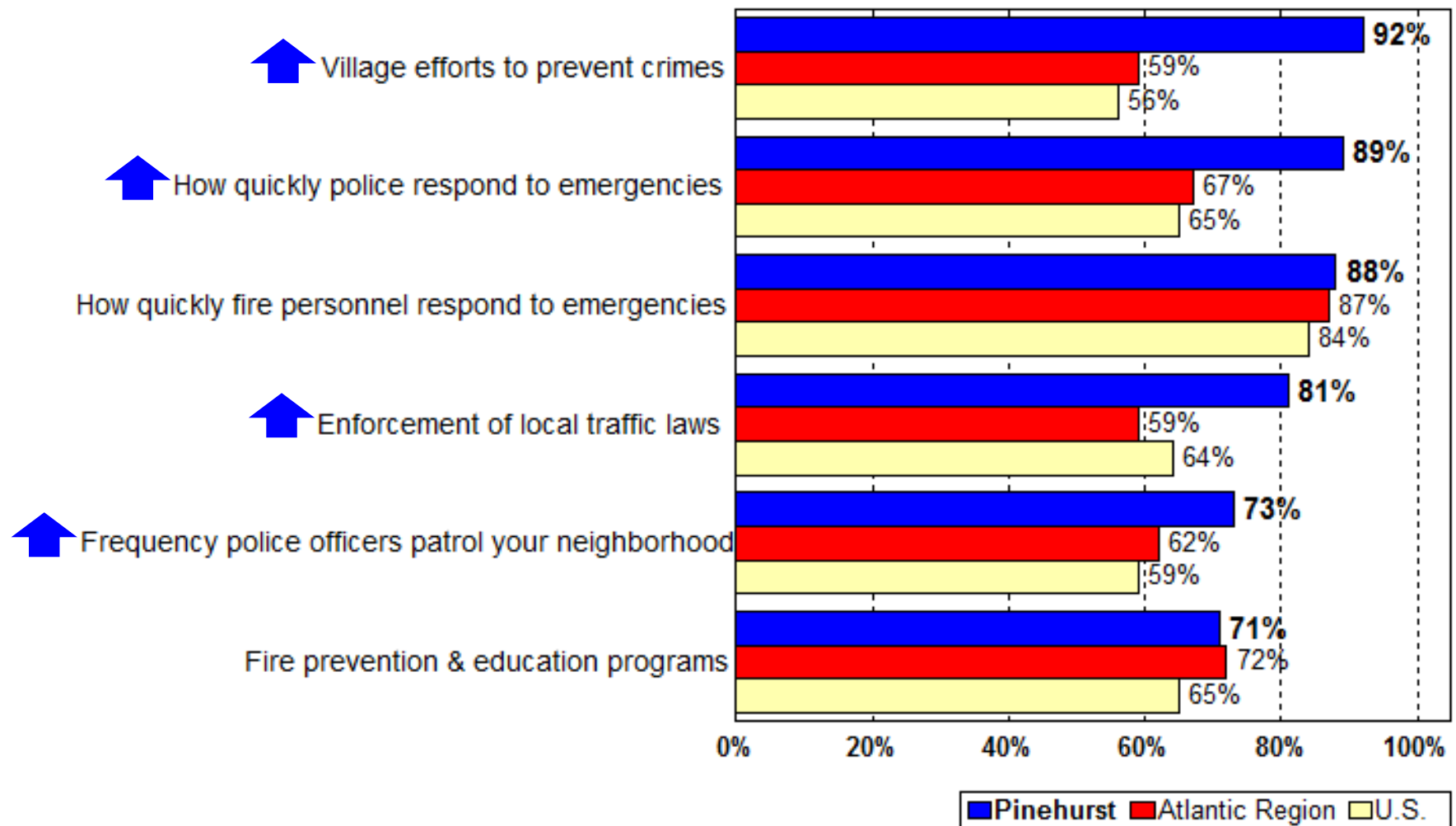
Significantly Higher: ↑

Significantly Lower: ↓

Overall Satisfaction with Public Safety Services

Pinehurst vs. Atlantic Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

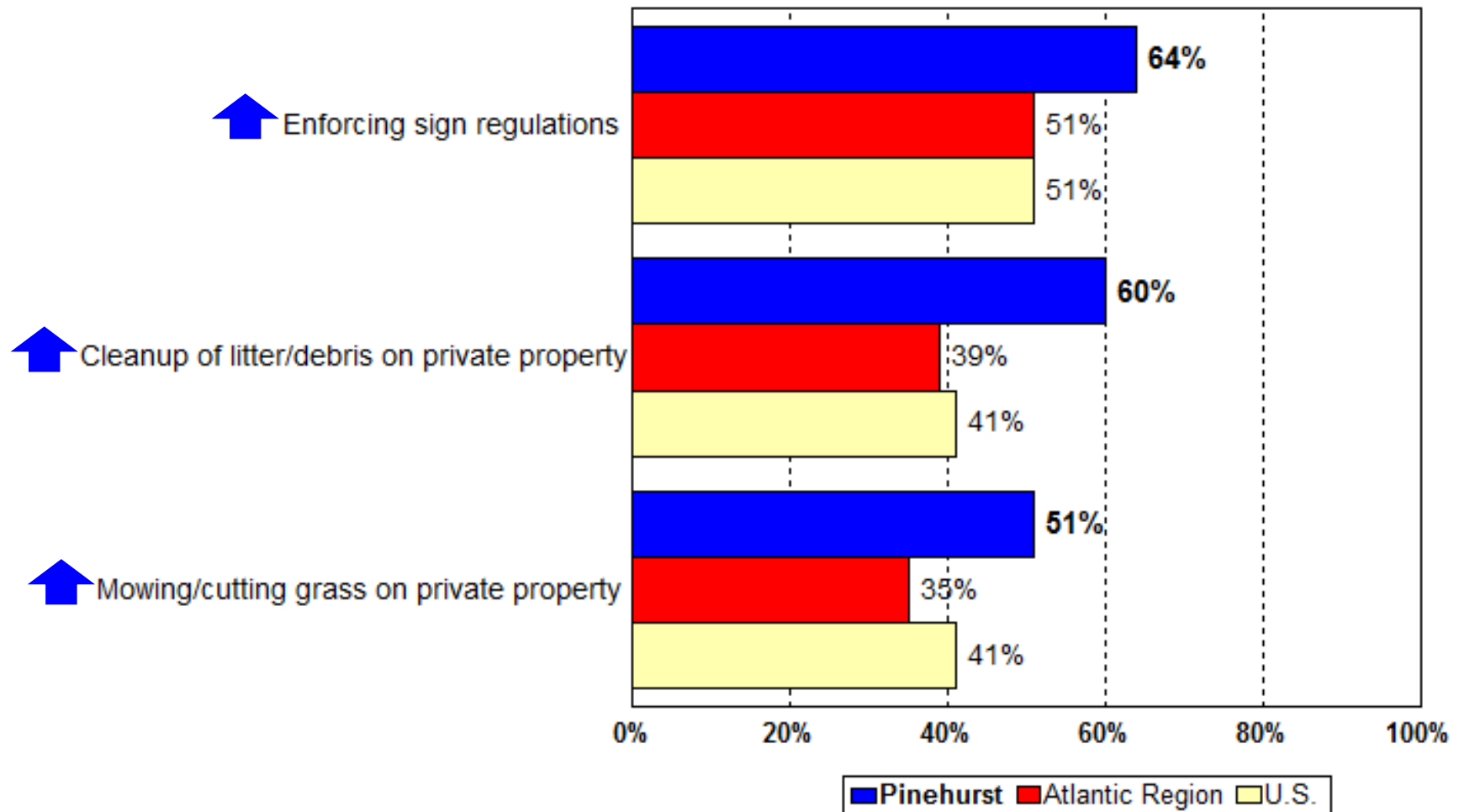
Significantly Higher: ↑

Significantly Lower: ↓

Overall Satisfaction with Code Enforcement

Pinehurst vs. Atlantic Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



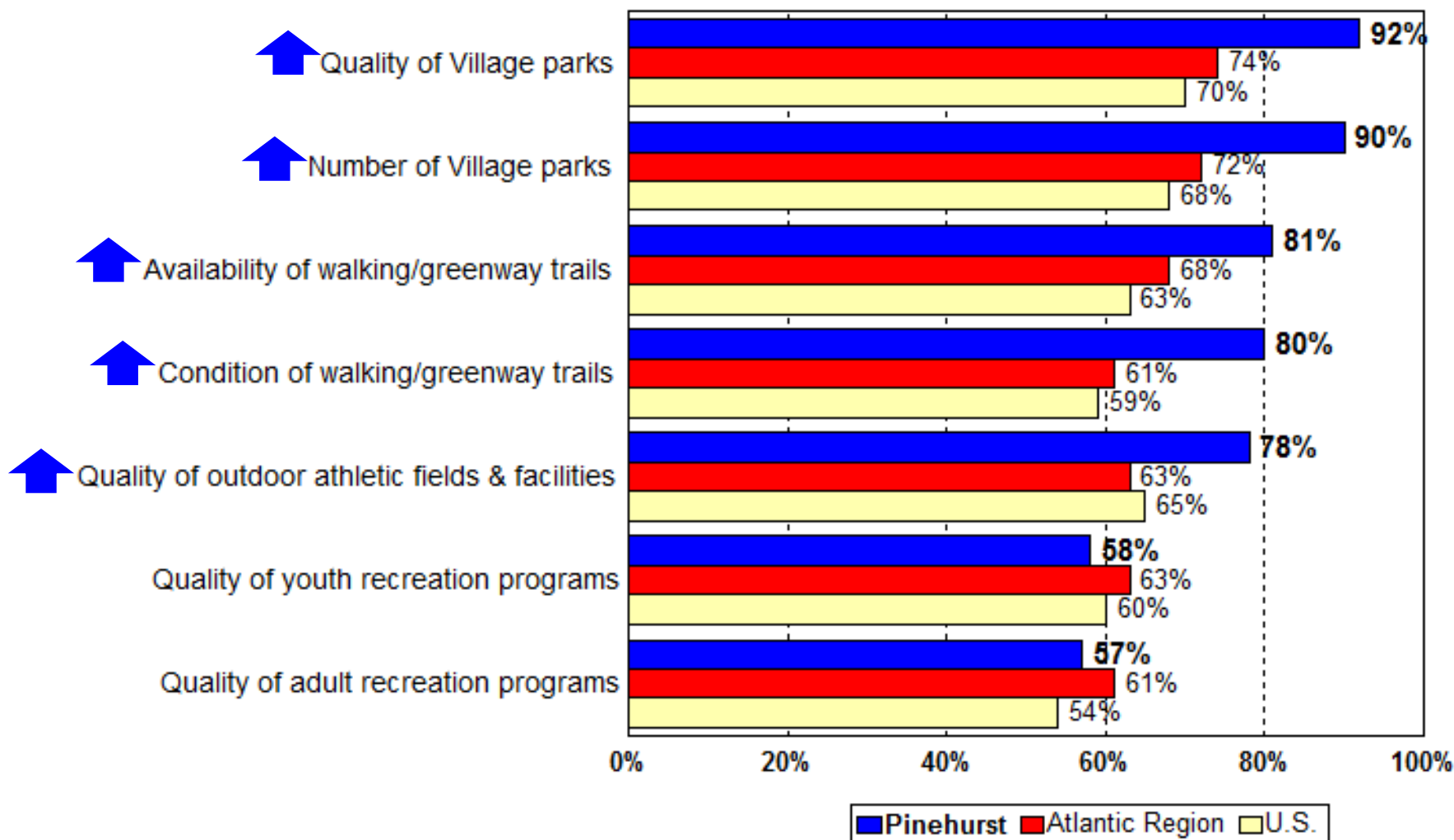
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Significantly Higher: ↑

Significantly Lower: ↓

Overall Satisfaction with Parks and Recreation Pinehurst vs. Atlantic Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



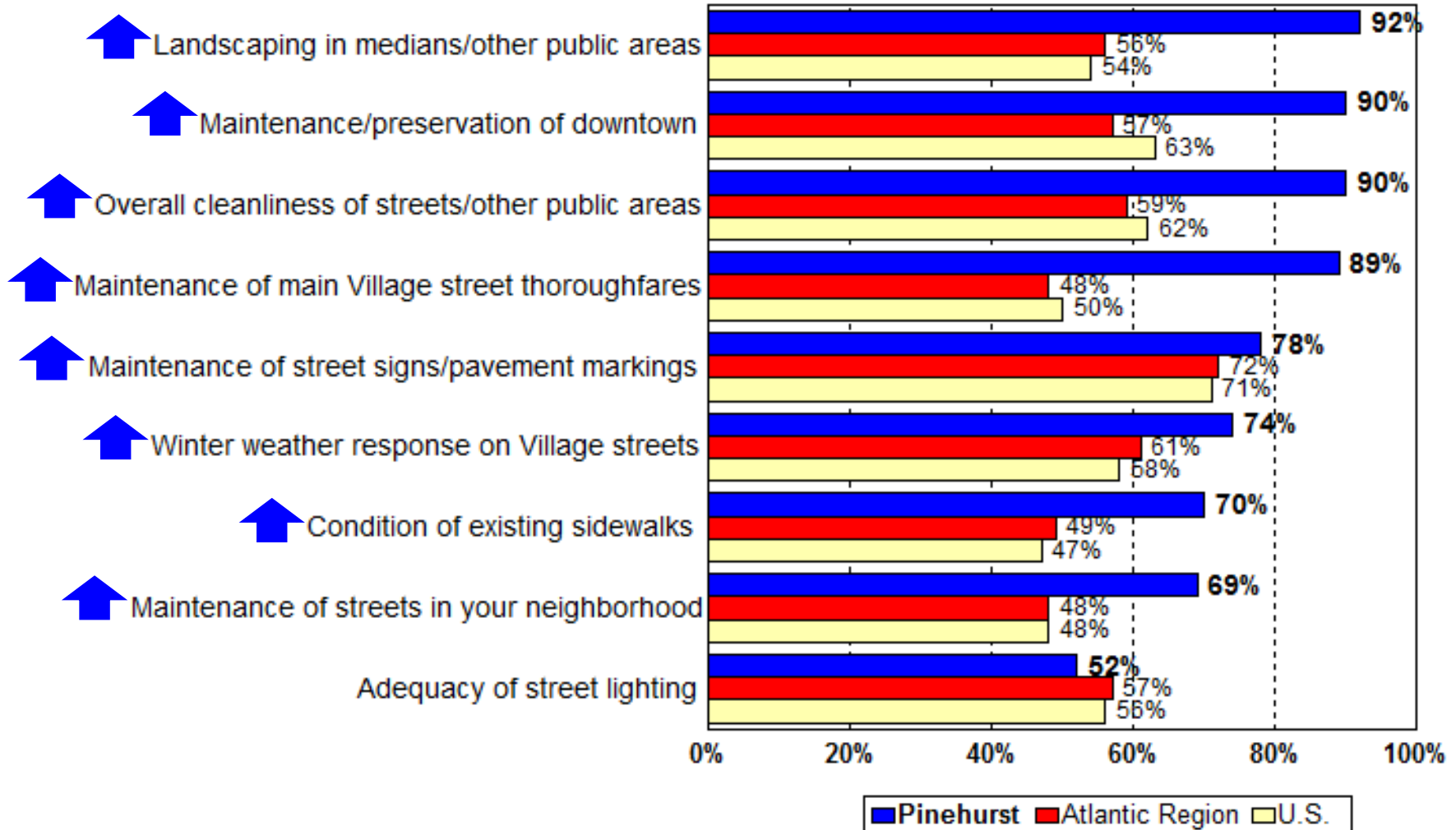
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Significantly Higher: ↑

Significantly Lower: ↓

Overall Satisfaction with Maintenance Pinehurst vs. Atlantic Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

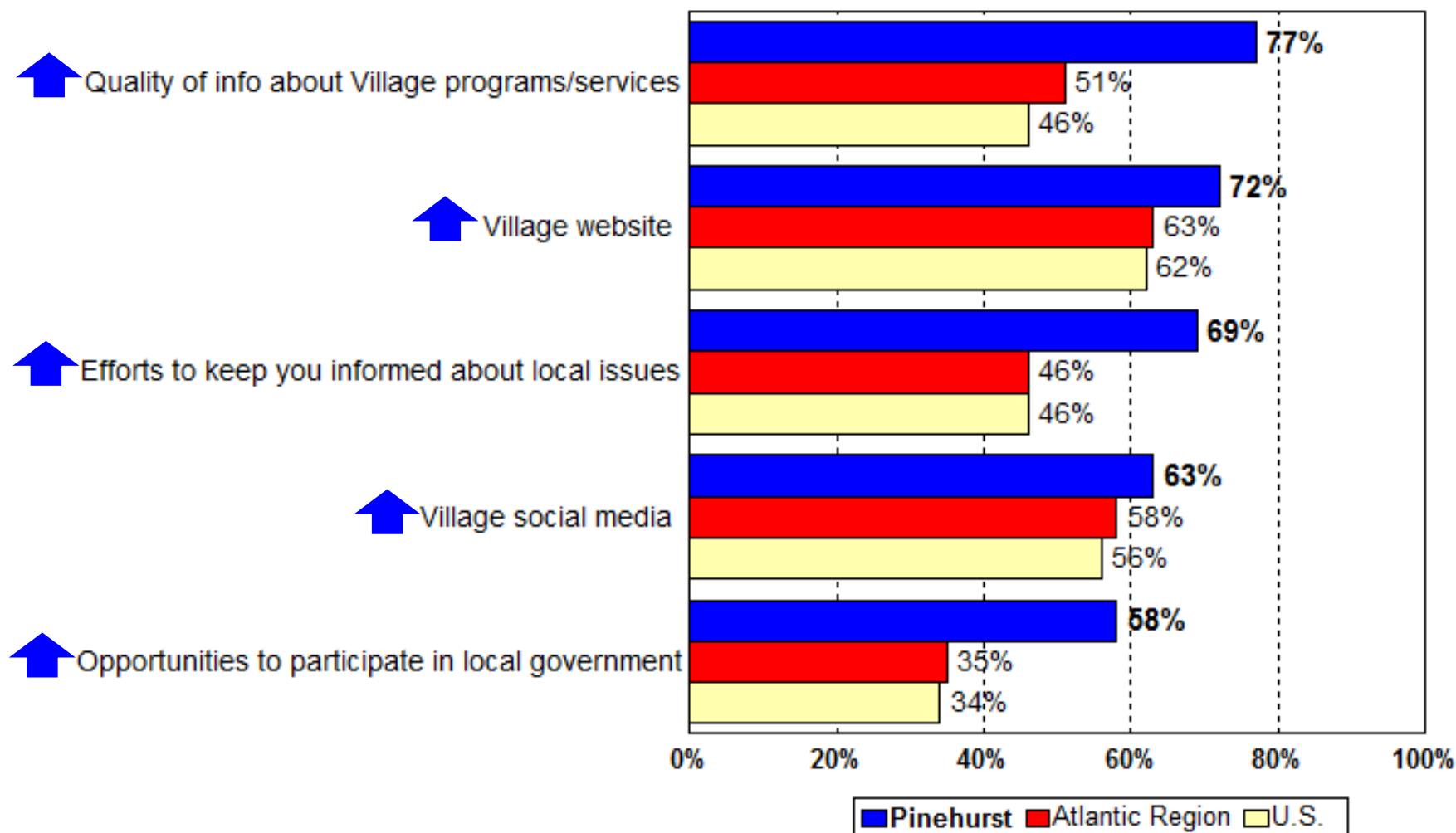
Significantly Higher: ↑

Significantly Lower: ↓

Overall Satisfaction with Communication

Pinehurst vs. Atlantic Region vs. the U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding no opinion)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Significantly Higher: ↑

Significantly Lower: ↓

Major Finding #4 Priorities for Investment

Importance-Satisfaction Rating

Village of Pinehurst, NC

OVERALL VILLAGE SERVICES

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS .10 -.20)</u>						
Level of public involvement in local decisions	31%	3	52%	12	0.1483	1
Street and right-of-way maintenance	39%	1	65%	10	0.1362	2
Efforts at maintaining quality of neighborhoods	33%	2	68%	9	0.1043	3
<u>Medium Priority (IS <.10)</u>						
Enforcement of Village codes & ordinances	24%	5	60%	11	0.0973	4
Parks and recreation facilities	21%	6	77%	6	0.0501	5
Promotion of natural resource conservation	15%	10	69%	8	0.0462	6
Village communication with residents	19%	7	78%	5	0.0430	7
Parks and recreation programs	17%	8	76%	7	0.0404	8
Police services	26%	4	91%	2	0.0220	9
Customer service provided by Village employees	8%	12	83%	4	0.0130	10
Solid waste services	8%	11	89%	3	0.0090	11
Fire services	15%	9	95%	1	0.0082	12

Overall Priorities: 

Importance-Satisfaction Rating

Village of Pinehurst, NC

PUBLIC SERVICES

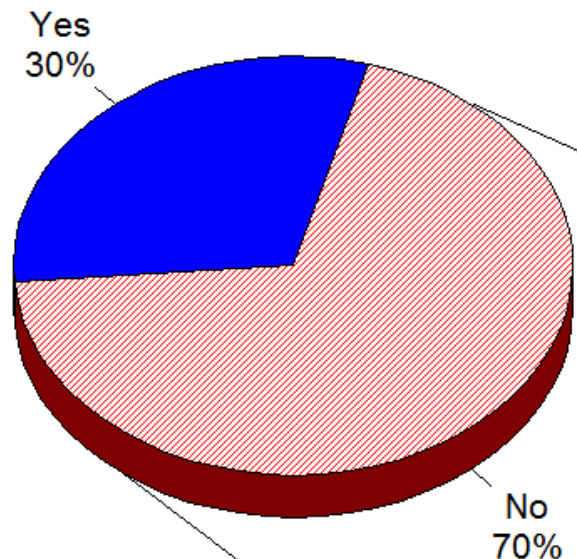
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS .10 -.20)</u>						
Adequacy of street lighting	36%	1	52%	12	0.1724	1
Availability of sidewalks/pedestrian facilities	35%	2	52%	11	0.1642	2
Maintenance of streets in your neighborhood	33%	3	69%	9	0.1017	3
<u>Medium Priority (IS <.10)</u>						
Quality of the stormwater runoff/management system	19%	7	62%	10	0.0716	4
Ease of travel on primary highways	23%	4	73%	7	0.0606	5
Winter weather response on Village streets	16%	9	73%	6	0.0412	6
Maintenance of street signs/pavement markings	14%	10	77%	5	0.0316	7
Condition of existing sidewalks	8%	12	70%	8	0.0228	8
Maintenance of main Village street thoroughfares	20%	6	89%	4	0.0220	9
Maintenance/preservation of downtown	20%	5	89%	2	0.0208	10
Overall cleanliness of streets/other public areas	18%	8	89%	3	0.0188	11
Landscaping in medians/other public areas	10%	11	92%	1	0.0083	12

Public Services Priorities:

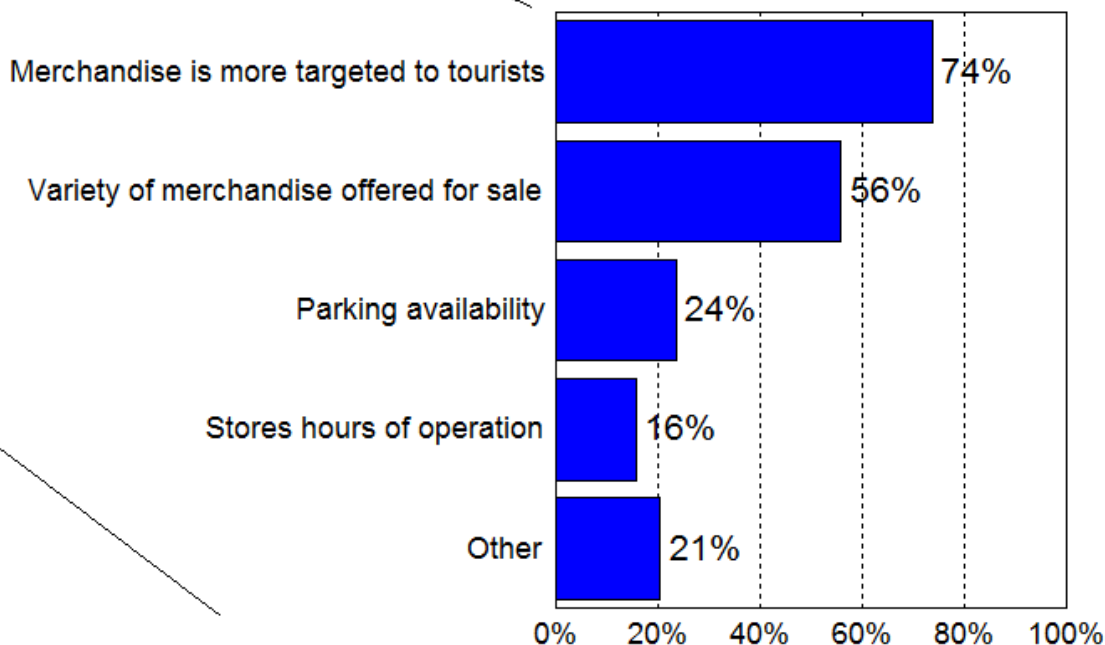
Other Findings

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

by percentage of respondents (excluding "not provided")



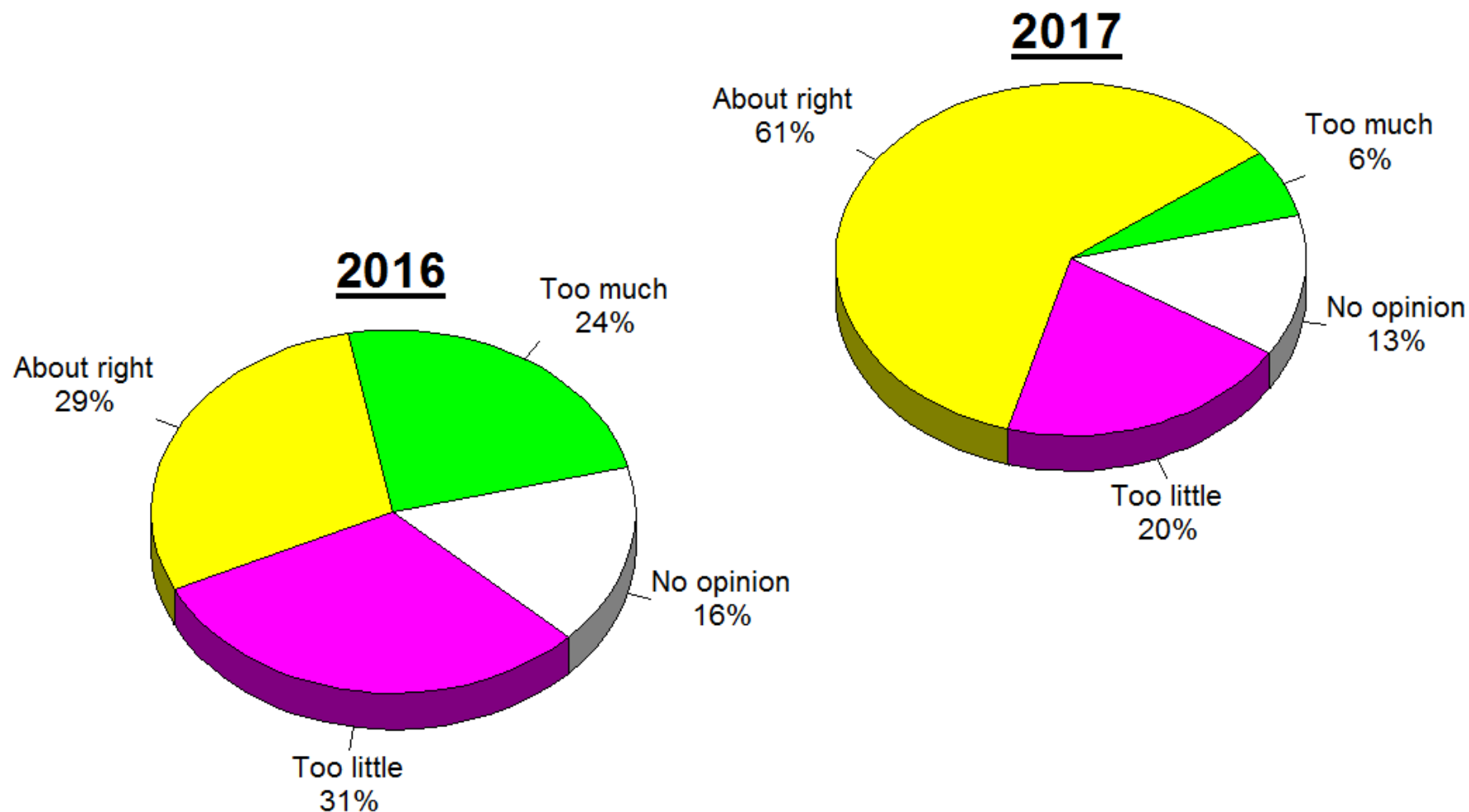
Q11a. Reasons that prevent you from shopping regularly in the Village Center:



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q14. How would you describe the amount of effort the Village applies to enforce its codes and ordinances?

by percentage of respondents

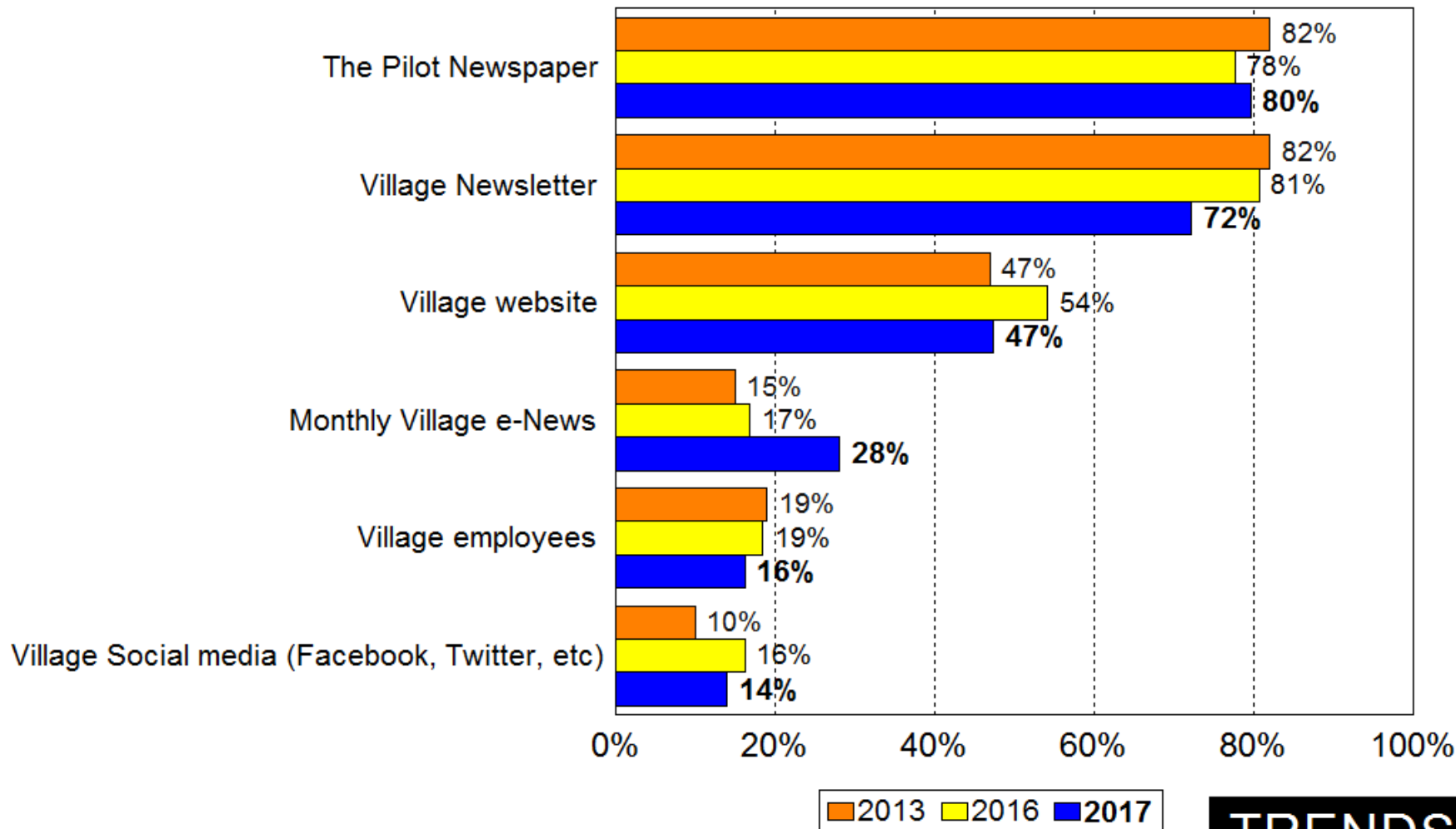


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Q19. Which of the following do you use to get information about the Village of Pinehurst?

2013, 2016 & 2017

by percentage of respondents (multiple selections could be made)

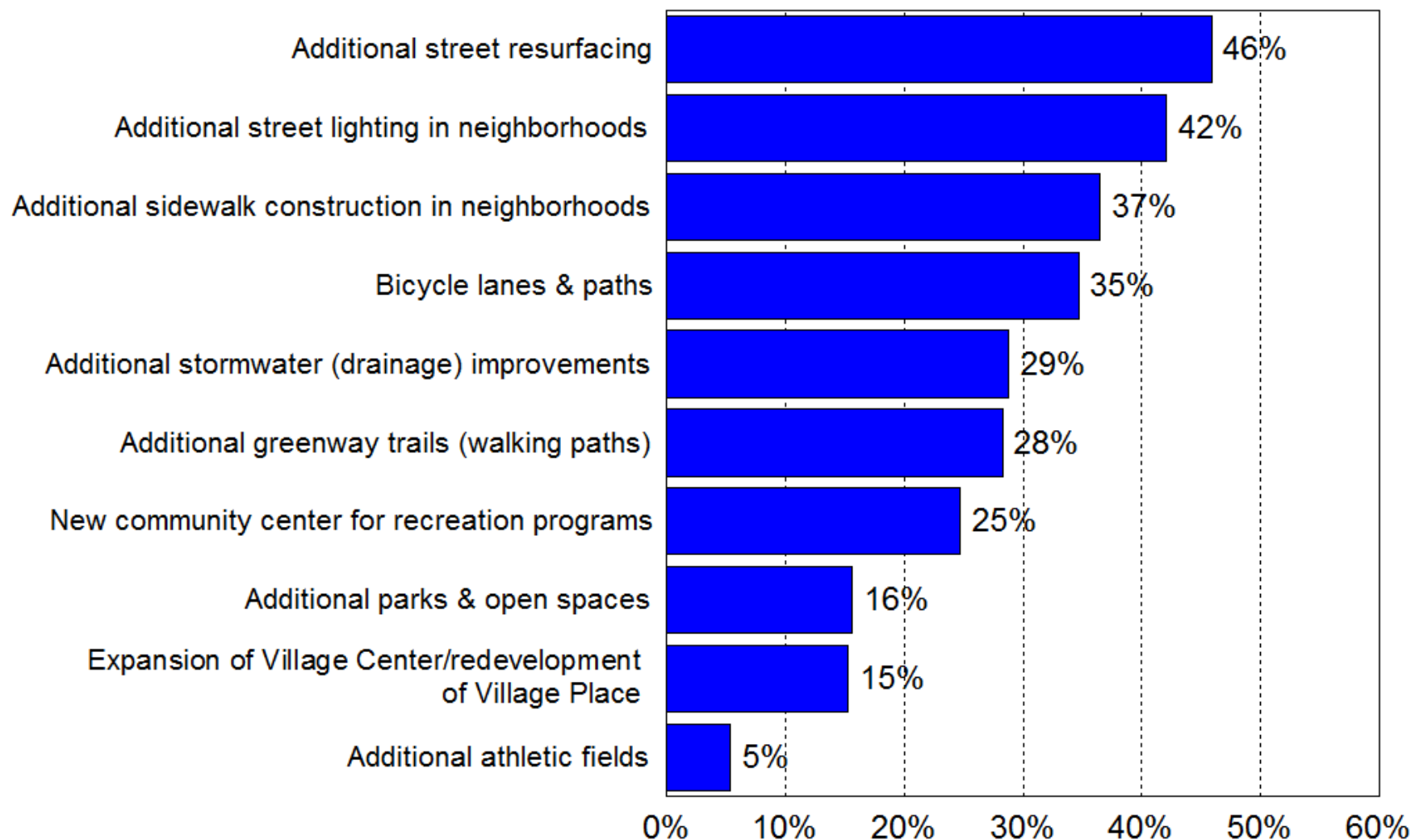


Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

Q23. Capital Improvements That Residents Feel Are the Most Important

by percentage of respondents (3 selections could be made)



Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

Summary

- **Residents Have a Very Positive Perception of the Village**
 - ❑ 95% rated Pinehurst as excellent or good place to live
 - ❑ 94% would recommend Pinehurst to others as a place to live
- **Satisfaction Ratings Have Increased Slightly Since 2016, and Remain Among the Highest in the Nation**
 - ❑ Satisfaction ratings have increased or stayed the same in 54 of 86 areas since 2016; and increased or stayed the same in 75 of 85 areas since 2013
- **Satisfaction with Village Services is Much Higher in Pinehurst Than Other Communities**
 - ❑ The Village rated above the Atlantic Regional Average in 48 of 50 areas, and above the U.S. Average in 46 of the 50 areas that were compared
- **Overall Priorities for Improvement:**
 - ❑ Level of public involvement in local decisions
 - ❑ Street and right-of-way maintenance
 - ❑ Efforts at maintaining the quality of neighborhoods

Questions?

THANK YOU!!

2017 Business Survey

Findings Report



HISTORY, CHARM, AND SOUTHERN HOSPITALITY_____

conducted for
**The Village of
Pinehurst, North Carolina**

by

ETC Institute

725 West Frontier
Olathe, Kansas 66061
(913) 829-1215

August 2017

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Village of Pinehurst Business Satisfaction Survey Executive Summary

Purpose

A business survey was administered for The Village of Pinehurst to businesses located within the Village limits during the summer of 2017. The survey was administered for the sixth time as part of an effort to assess business satisfaction with the quality of Village services and to measure trends from the results of previous surveys. The information gathered will help the Village address issues affecting the business community by measuring change over time.

Methodology

A four-page survey was mailed to businesses in the Village of Pinehurst. Approximately 10 days after surveys were mailed, businesses that received the survey were contacted by phone. Those who indicated they had not returned the survey were given the option of completing it by phone or online. The goal was to receive at least 75 completed surveys. This goal was accomplished, with a total of 86 businesses completing the survey.

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:

- a summary of the methodology for administering the survey and major findings
- charts and graphs for each question on the survey
- importance-satisfaction analysis
- tabular data that show the results for each question on the survey
- a copy of the survey instrument.

Major Findings

- **Use of Village Services.** The services that the highest percentage of businesses have used in the past year were: fire inspections (66%), police patrol (61%), and streets & grounds (51%).
- **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%), police emergency response (100%), Village Hall (97%), building inspections (95%), and police patrol (94%).
- **Most Important Village Services.** Based on the sum of the top three choices, areas that businesses rated as the most important were: (1) fire emergency response (50%) (2) police emergency response (47%), and (3) police patrol (47%).
- **Satisfaction with the Overall Quality of Village Services.** Nearly half (49%) of businesses feel the overall quality of services provided by the Village meets their expectations; 46% feel the overall quality of Village services exceeds their expectations, and only 3% feel the overall quality of Village services are below their expectations.
- **Satisfaction with Various Village Services.** Most (95%) of the businesses surveyed *who had an opinion* indicated that they were satisfied with the cleanliness of streets and public areas; 90% were satisfied with the landscape and maintenance in right of ways and public areas, and 88% were satisfied with the condition of sidewalks.
- **Perceptions of the Village.** Most (98%) of the businesses surveyed *who had an opinion* indicated that they were satisfied with the overall feeling of safety in the Village; 97% were satisfied with the overall quality of life, and 92% were satisfied with the overall image of the Village.
- **Likelihood of Recommending the Village as a Business Location.** Seventy-one percent (71%) of businesses would be very likely or likely to recommend the Village as a business location to family and friends; 24% would be somewhat likely to recommend the Village as a business location to family and friends, and only 4% would not be likely to recommend the Village as a business location.
- **Business Atmosphere Compared to Two Years Ago.** Thirty-eight percent (38%) of businesses *who had an opinion* feel the overall business atmosphere in the Village is better than two years ago; 47% feel there has been no change, but the atmosphere is good, 12% feel there has been no change but the atmosphere is poor, and 3% feel the atmosphere is worse.

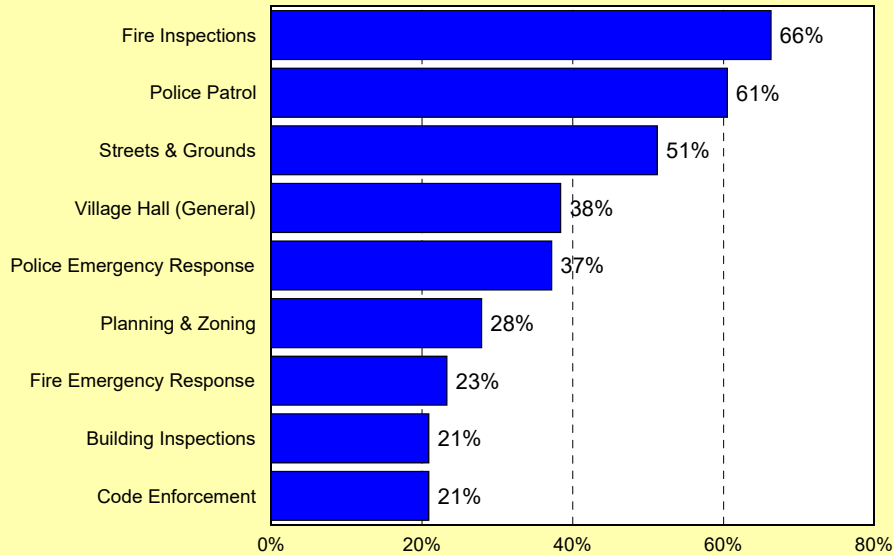
- **Village Customer Service.** More than half (51%) of businesses *who had an opinion* rated the customer service from the Village as very good; 47% rated customer service as good, and only 2% rated the customer service from the Village as poor.
- **Level of Agreement with Statements About Customer Service from Village Staff.** Eighty-four percent (84%) of the businesses surveyed *who had an opinion* agreed that the Village staff was courteous during their most recent interaction with them; 84% agreed that Village staff was competent and professional, 79% agreed that Village staff was responsive to their needs, and 70% agreed that their issue was resolved promptly.
- **Satisfaction with Village Communications with Businesses.** Nearly two-thirds (63%) of businesses were satisfied with the job the Village does communicating with business owners, compared to only 8% who were dissatisfied.
- **Village Website.** Of the 62% of business that visited the Village’s website (www.vopnc.org) during the past 12 months, 83% were very satisfied or satisfied with the website and 17% rated it as “neutral.” Over three-fourths (76%) of the businesses surveyed *who had an opinion* rated the ease of navigation and the informative content of the Village’s website as “very good” or “good.”.
- **Village Mobile App.** Seven percent (7%) of businesses indicated they used the Village’s mobile app (MY VOP) during the past 12 months. Of those, 84% were very satisfied or satisfied and 17% were dissatisfied.
- **Community Development (Codes and Ordinances).** Seventy-seven percent (77%) of the businesses *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with historic district guidelines; 69% were satisfied with zoning ordinances, and 43% were satisfied with business signage and regulations.
- **Impact of Various Cultural and Entertainment Opportunities.** Forty-nine percent (49%) of the businesses surveyed feel parades in the Village Center have a positive impact on their business; 45% feel other cultural activities (live music, etc.) have a positive impact, and 44% feel the Holly Arts & Crafts Festival has a positive impact on their business.
- **Satisfaction with the Way the Village handles Events That Attract Large Crowds.** More than three-fourths (78%) of businesses are satisfied with the way the Village handles events that attract large crowds.
- **Reasons Influencing Decision to Locate Business in the Village of Pinehurst.** Eighty-three percent (83%) of businesses surveyed indicated safety and security was either “extremely important” (60%) or “very important” (23%) in their decision to locate their business in the Village of Pinehurst. The other top reasons included the overall quality of life in the village (79%) and quality healthcare (76%).

Section 1

Charts and Graphs

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

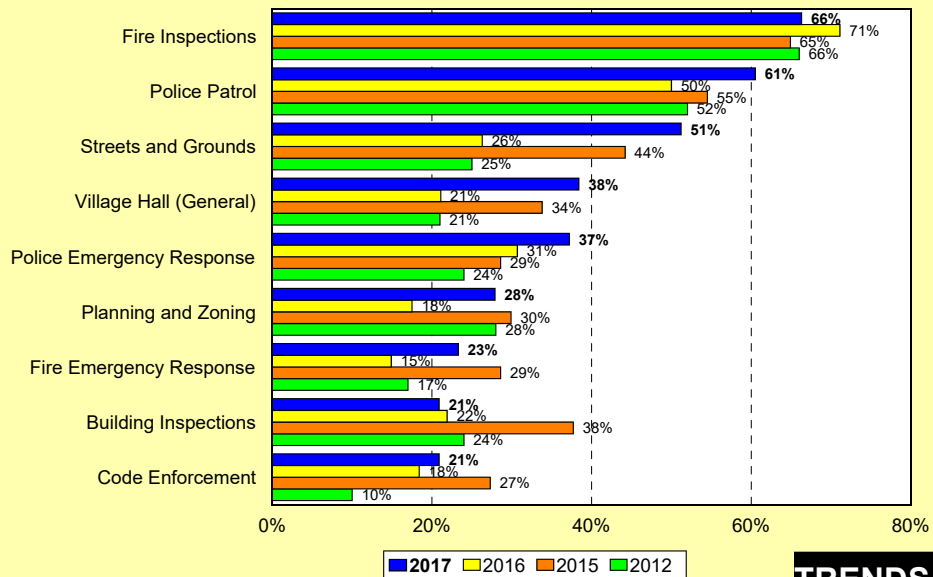
by percentage of respondents who answered "yes"



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q1. Have you used this service or department in the past year? - 2012 to 2017

by percentage of respondents who answered "yes"

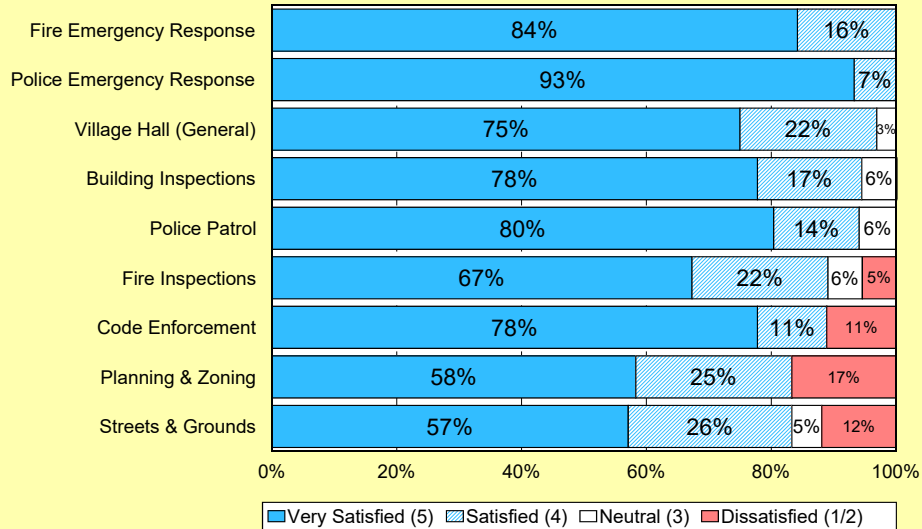


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

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

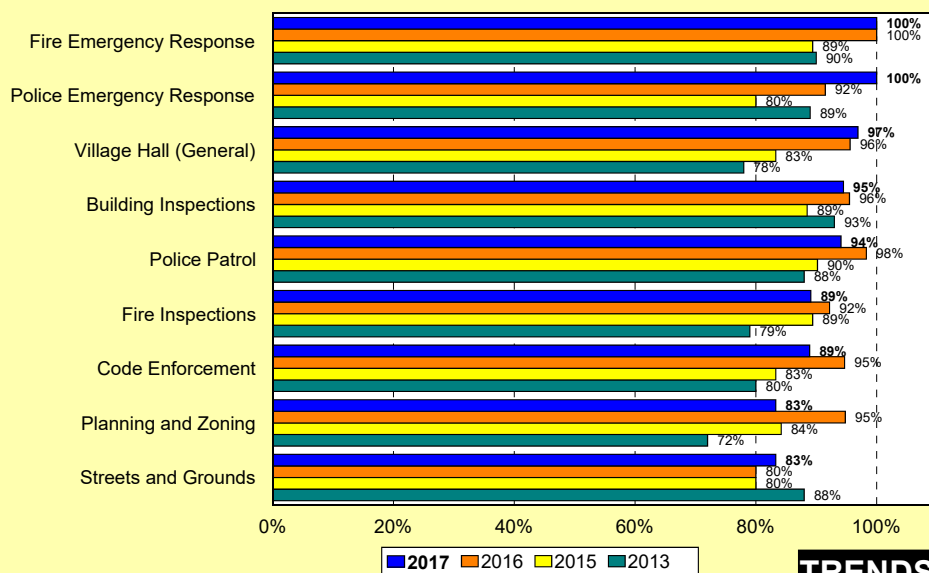
by percentage of respondents who had used the service or department and rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q1. Overall Satisfaction with Pinehurst Services or Departments Used in the Past Year - 2013 to 2017

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

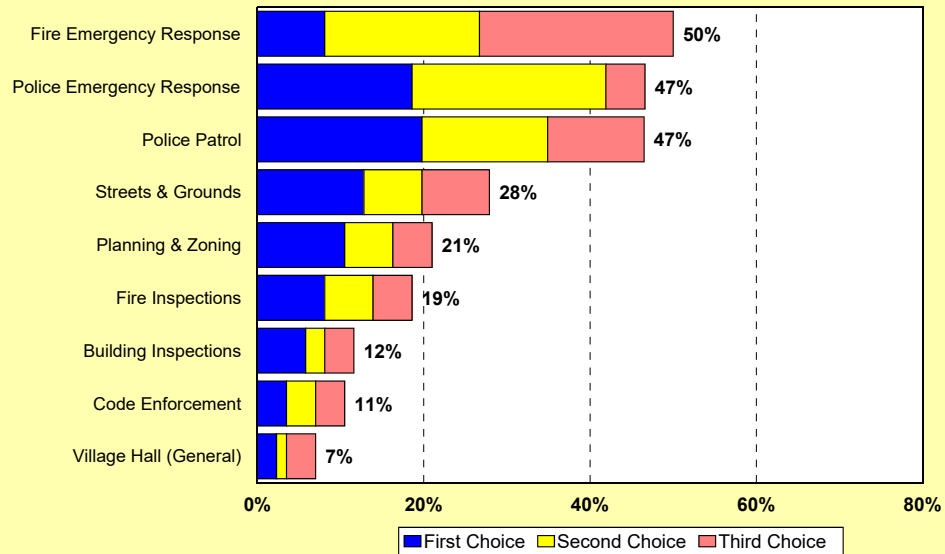


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q2. Village Services or Department Businesses Indicated as the Most Important to their Business

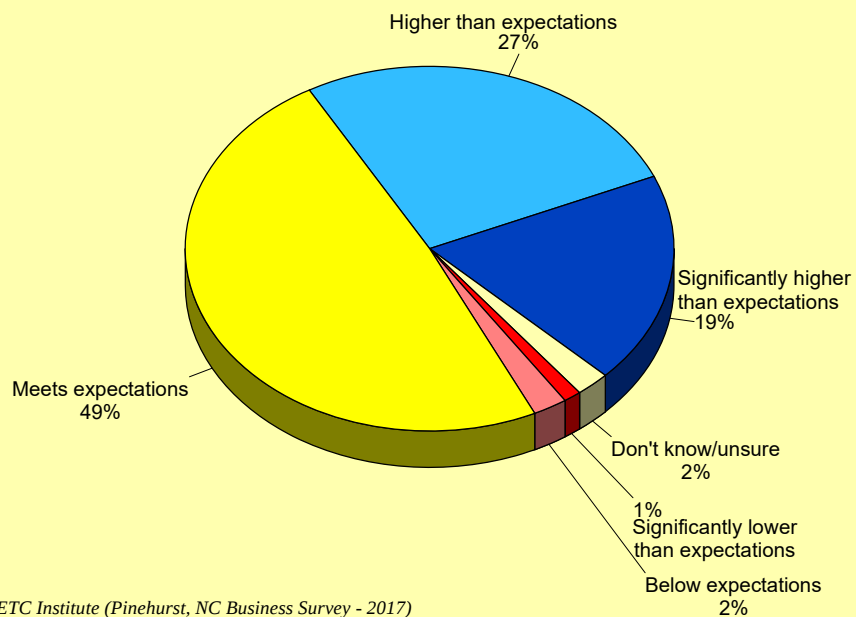
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

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

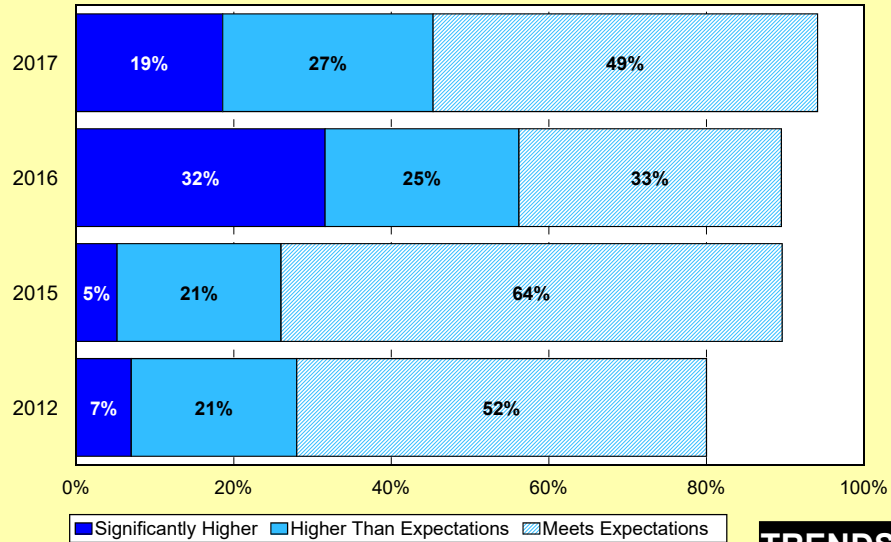
by percentage of respondents



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q3. Satisfaction with the overall quality of services provided to your business by the Village of Pinehurst 2012 to 2017

by percentage of respondents

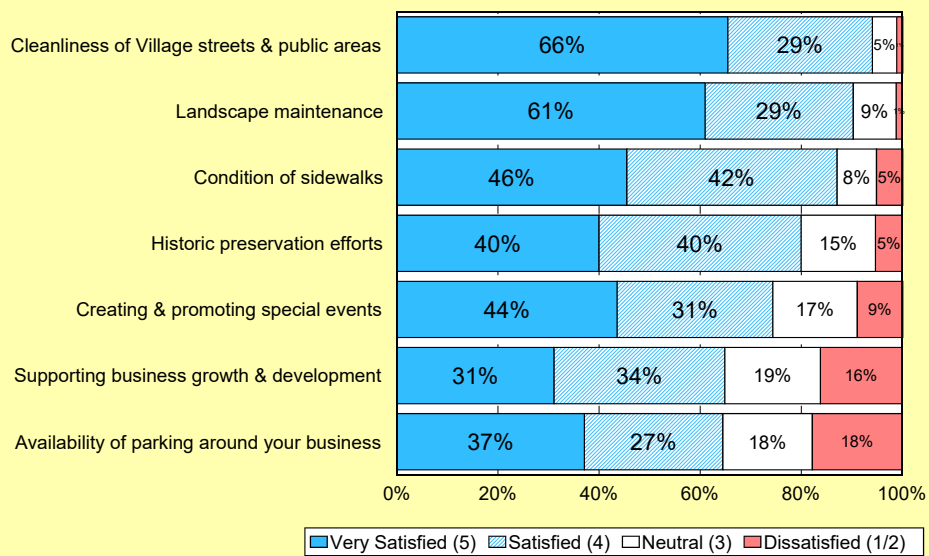


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q4. Level of Satisfaction with the Village in Various Areas

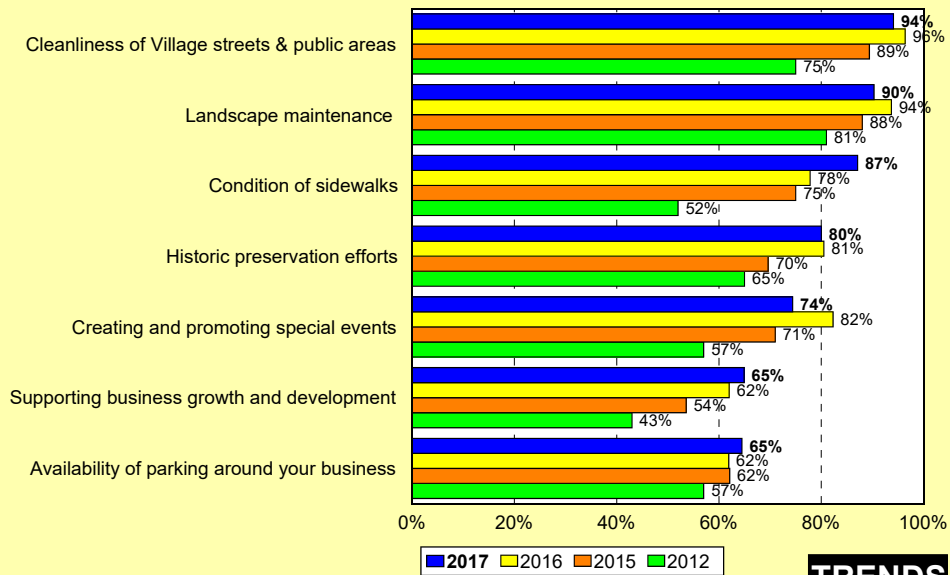
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q4. Level of Satisfaction with the Village in Various Areas 2012 to 2017

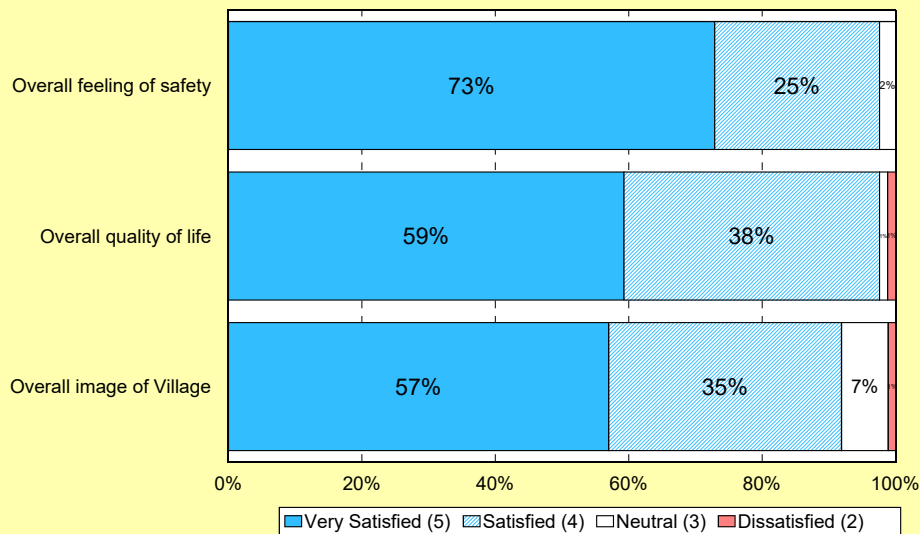
by percentage of respondents who answered "very satisfied" or "satisfied"



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

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

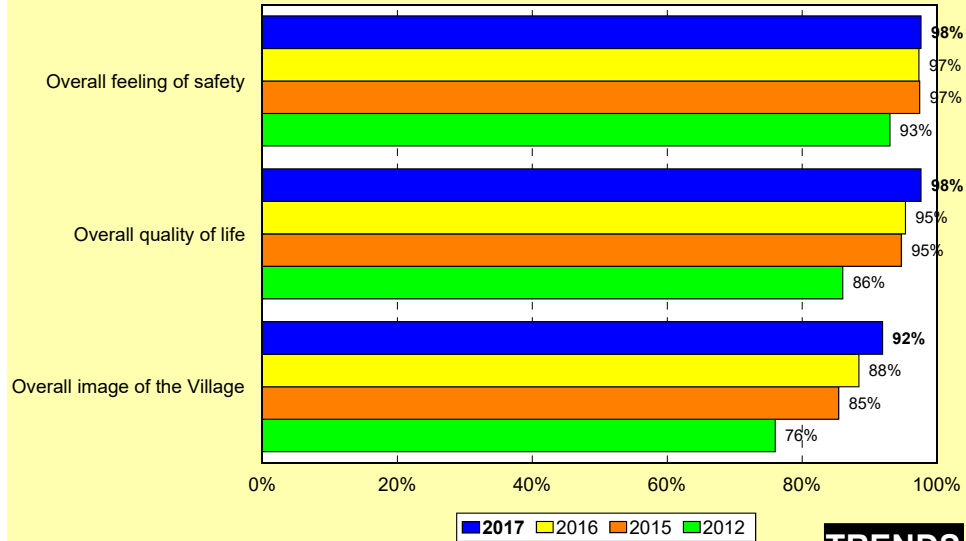
by percentage of respondents who had used the service or department and rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q5. Overall Satisfaction with Various Perceptions of the Village of Pinehurst - 2012 to 2017

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")

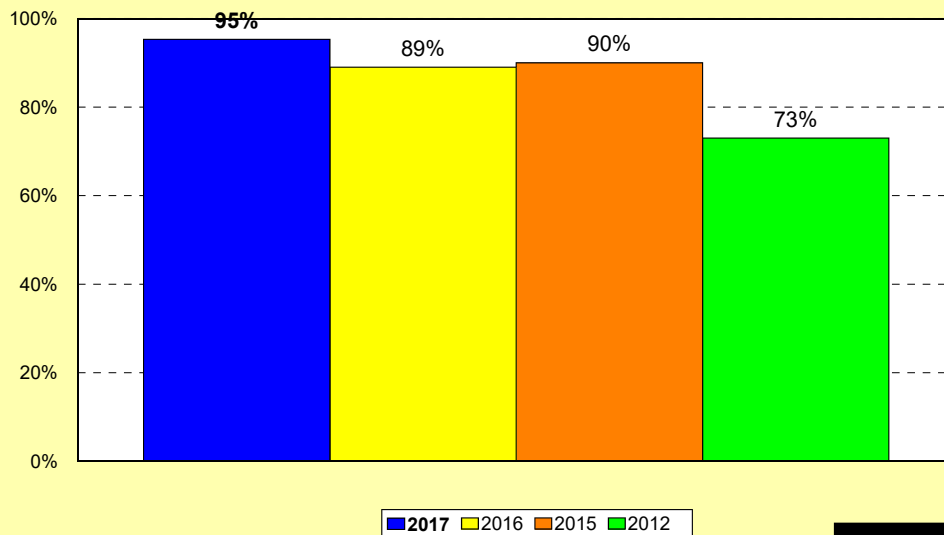


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q6. How likely would you be to recommend the Village as a business location to friends, family, and co-workers? 2012 to 2017

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

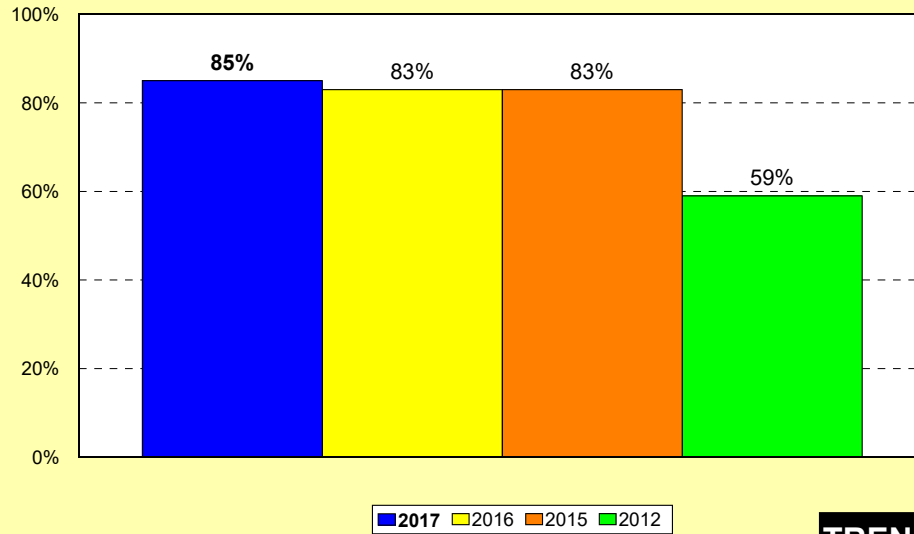


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

**Q7. How would you rate the overall business atmosphere in the Village of Pinehurst today, compared to two years ago?
2012 to 2017**

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

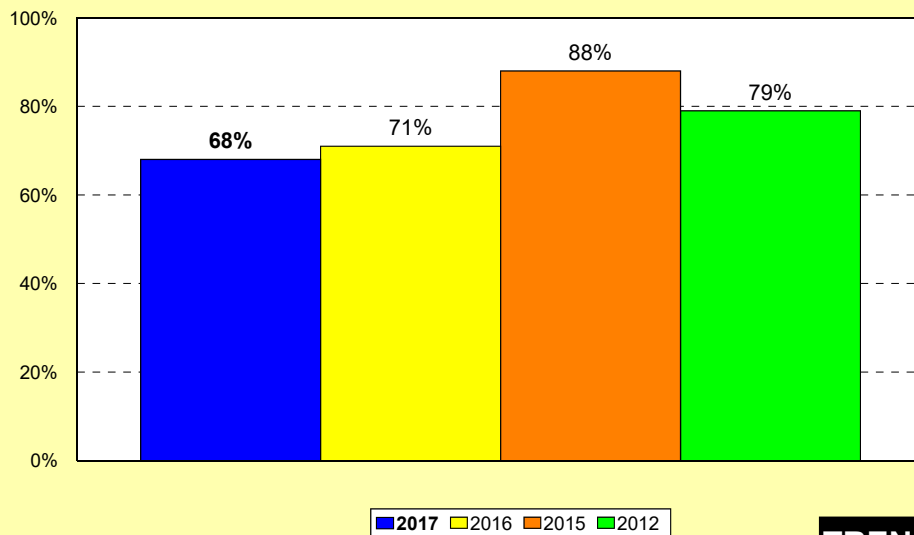


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q8. How would you rate the Village of Pinehurst customer service? - 2012 to 2017

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

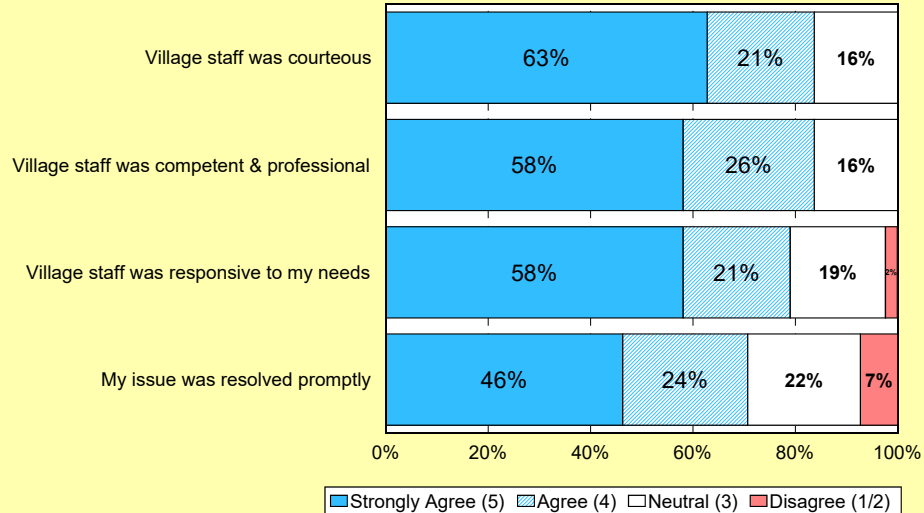


Source: ETC Institute (Pinehurst, NC Business Survey - 2016)

TRENDS

Q9. Level of Agreement with Statements About Your Most Recent Contact with the Village Government Staff

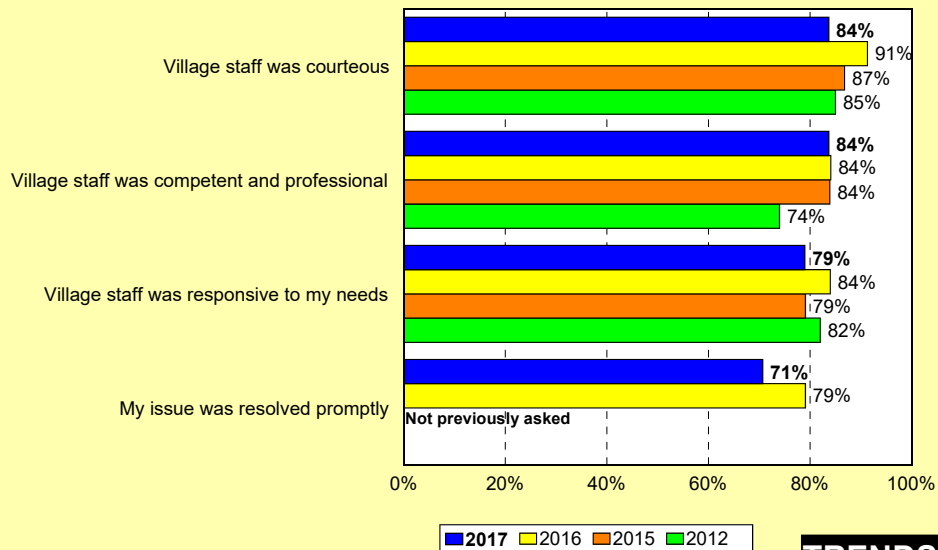
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q9. Level of Agreement with Statements About Your Most Recent Contact with the Village - 2012 to 2017

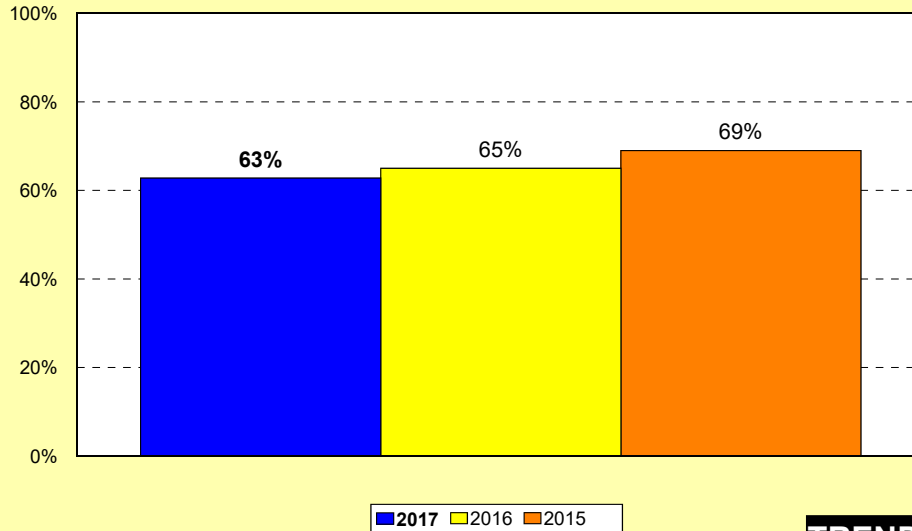
by percentage of respondents who answered "strongly agree" or "agree" (excluding "don't know")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

**Q10. How satisfied are you with the job the Village of Pinehurst does communicating with business owners?
2015 to 2017**

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

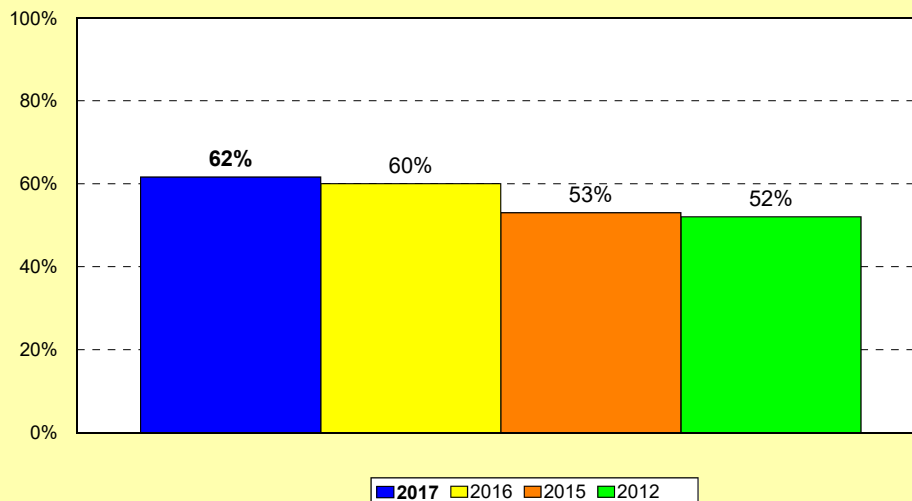


Source: ETC Institute (Pinehurst, NC Business Survey - 2016)

TRENDS

Q11. Have you visited the Village's website (www.vopnc.org) during the past 12 months? - 2012 to 2017

by percentage of respondents who answered "yes"

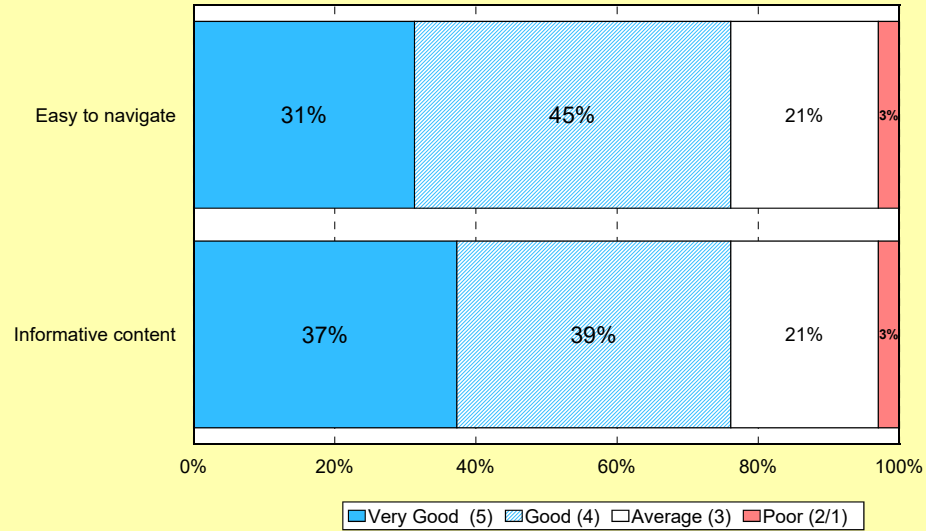


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q11a. How would you rate the following characteristics of the Village website?

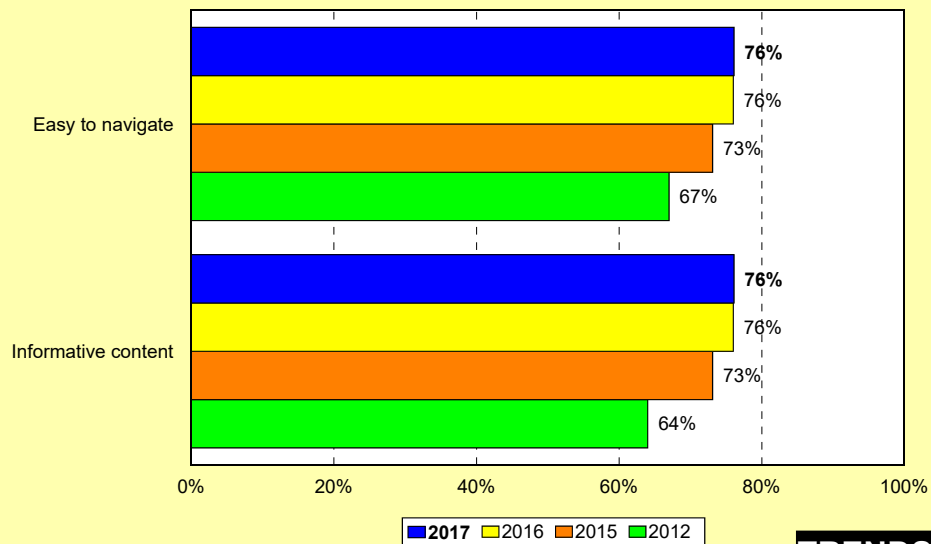
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q11a. How would you rate the following characteristics of the Village website? - 2012 to 2017

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

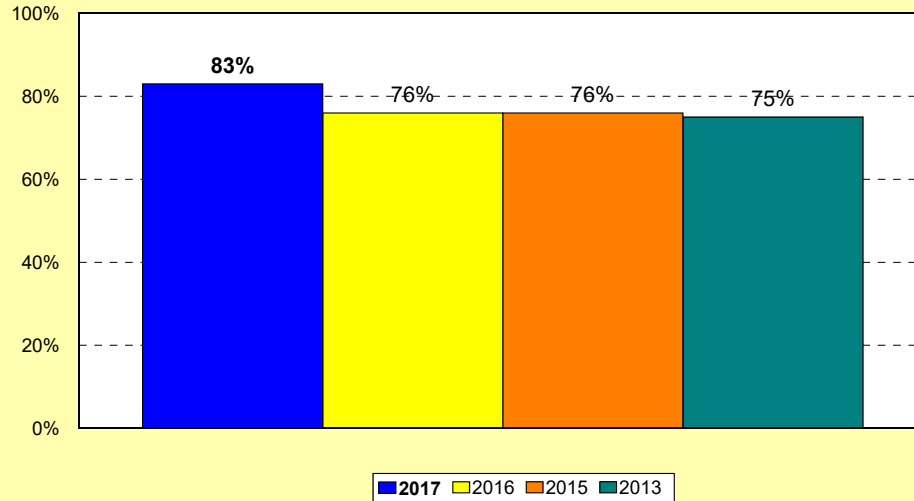


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q11b. How satisfied are you with the Village's website? 2013 to 2017

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

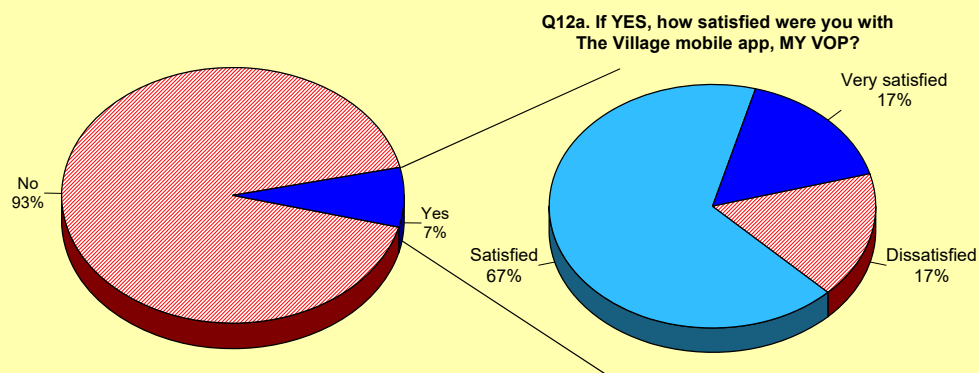


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q12. Have you used the Village's mobile app ("MY VOP") during the past 12 months?

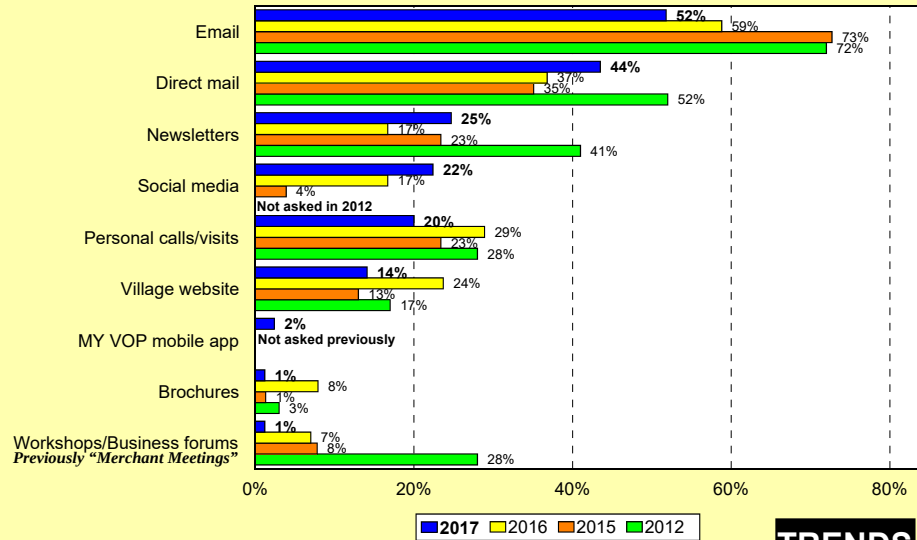
by percentage of respondents (excluding "don't know")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q13. Which of the following are the best ways for the Village to communicate important information to your business? 2012 to 2017

by percentage of respondents (multiple choices could be made)

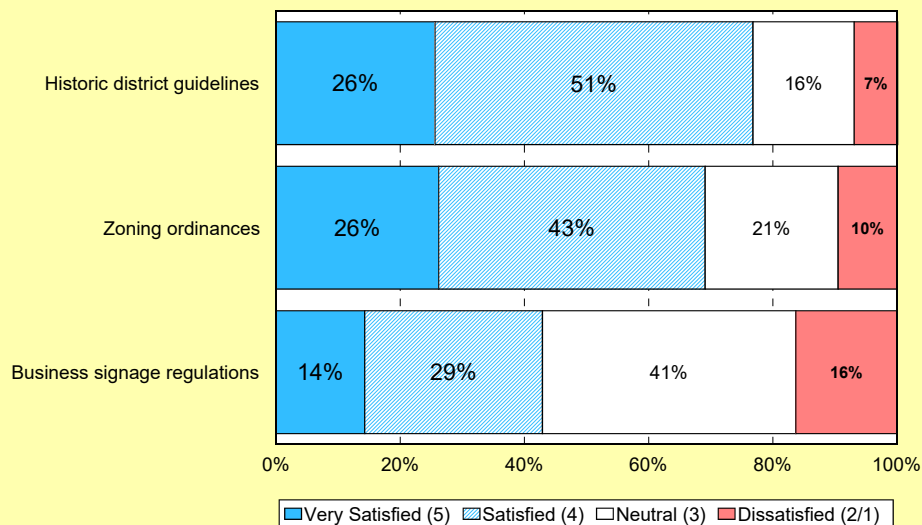


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q14. Level of Satisfaction with Community Development (Village Codes and Ordinances)

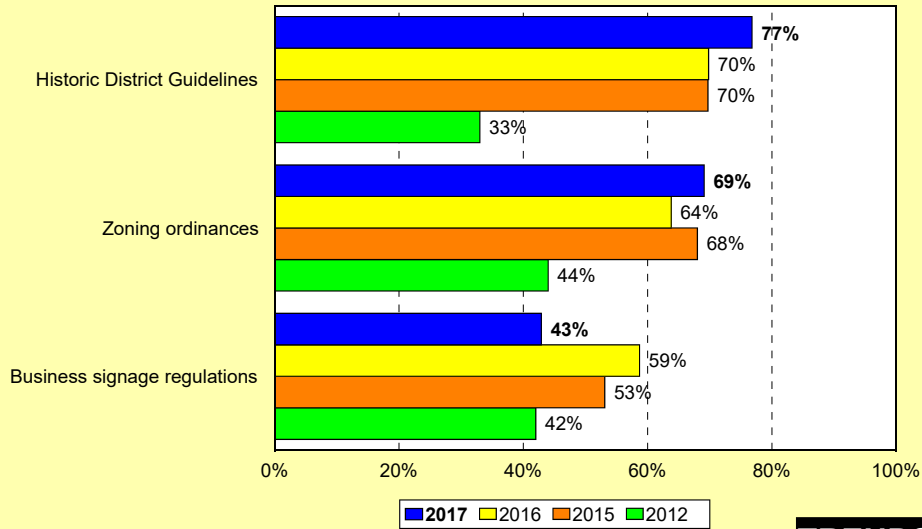
by percentage of respondents who had used the service or department and rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q14. Level of Satisfaction with Community Development (Village Codes and Ordinances) - 2012 to 2017

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

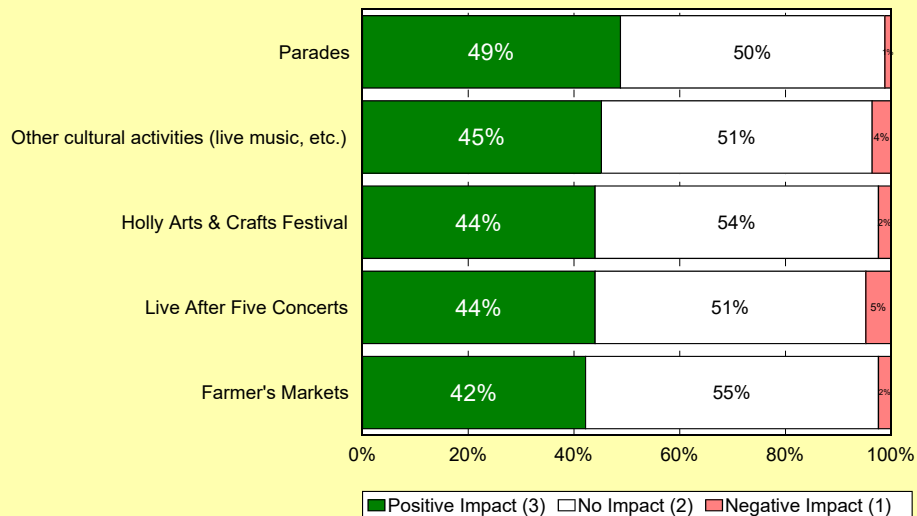


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q15. How Businesses Feel About the Impact the Following Events in the Village Center Have on Their Business

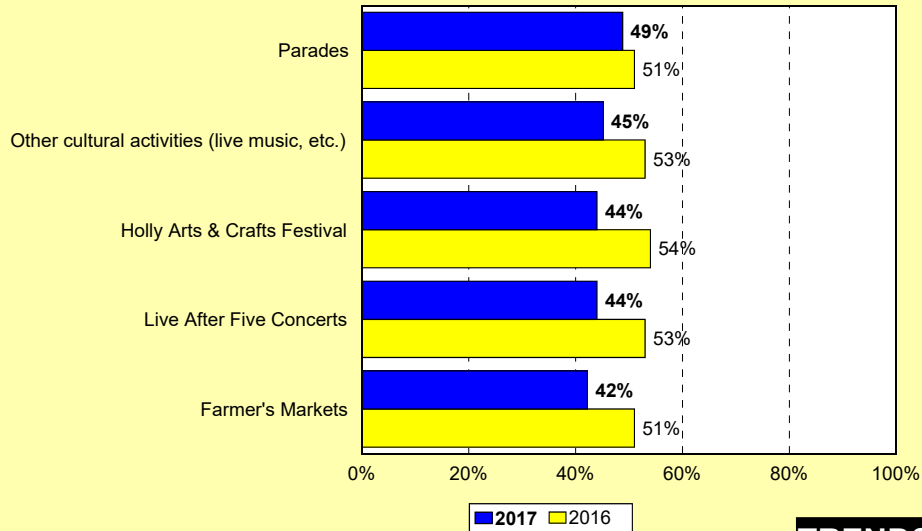
by percentage of respondents who rated the item as a 1 to 3 on a 3-point scale



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q15. How Businesses Feel About the Impact the Following Events in the Village Center Have on Their Business 2016 vs. 2017

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

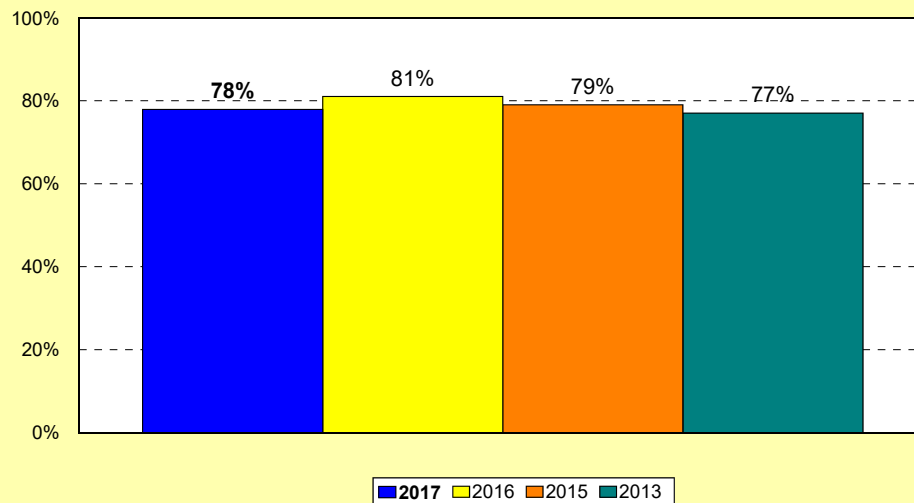


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q16. How satisfied are you with the way the Village handles events that attract large crowds to the Village? 2013 to 2017

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

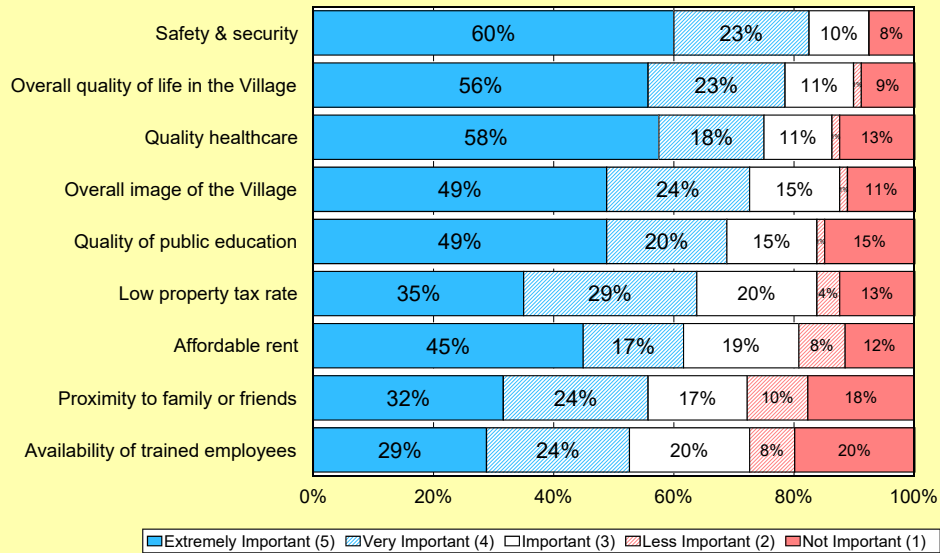


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q17. Importance of Various Reasons in Your Decision to Locate Your Business in the Village of Pinehurst

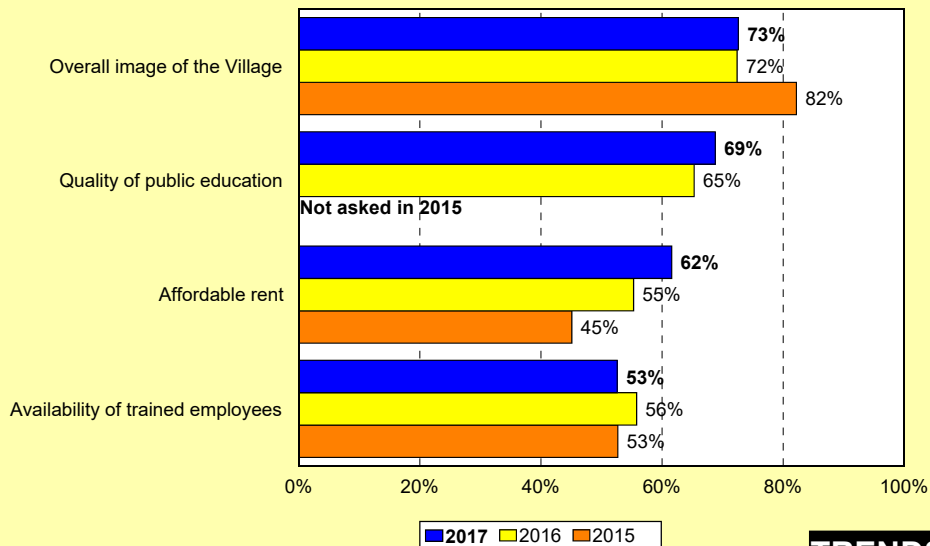
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "not provided")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q17. Importance of Various Reasons in Your Decision to Locate Your Business in the Village of Pinehurst 2015 to 2017

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

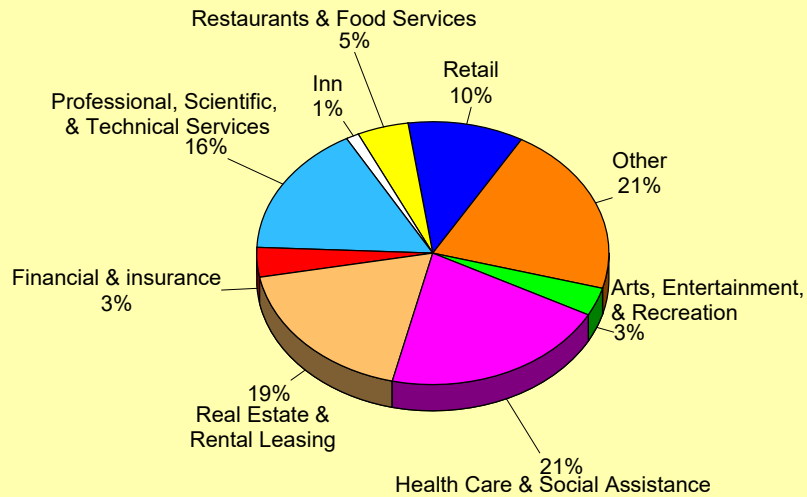


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Q18. Primary Business Category for Your Business

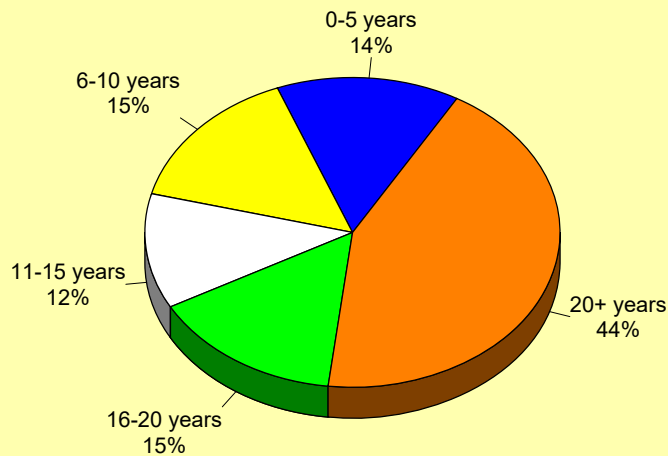
by percentage of respondents



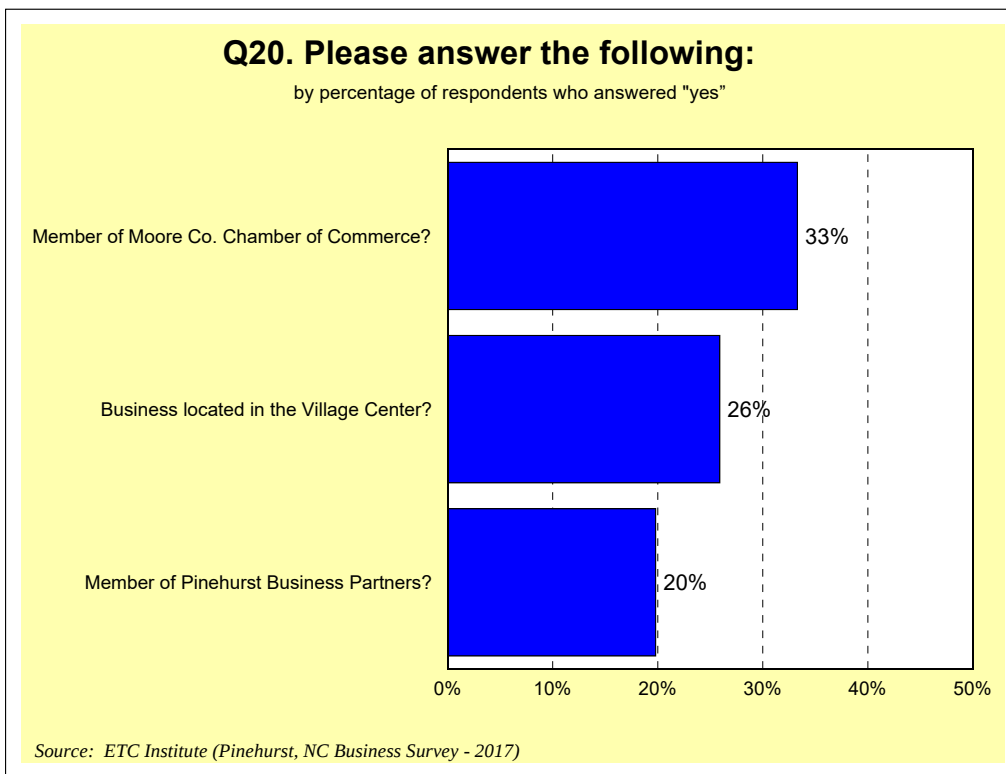
Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q19. How many years have you been in operation in the Village?

by percentage of respondents (excluding "not provided")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)



Section 2

Importance-Satisfaction Analysis

Importance-Satisfaction Analysis

Village of Pinehurst, NC

Overview

Today, community officials have limited resources which need to be targeted to activities that are of the most benefit to 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 communities will maximize overall business satisfaction by emphasizing improvements in those service categories 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 emphasize over the next two years. This sum is then multiplied by 1 minus the percentage of respondents that 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 that 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 services they thought were the most important for the Village to provide. Approximately forty-seven percent (46.5%) of businesses selected "Police Patrol" as one of the most important major services to provide.

With regard to satisfaction, 94% of the businesses surveyed rated their overall satisfaction with “Police Patrol” as a “4” or a “5” on a 5-point scale (where “5” means “very satisfied”). The I-S rating for “Police Patrol” was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 46.5% was multiplied by 6% (1-0.94). This calculation yielded an I-S rating of 0.0279, which ranked third out of nine major Village services.

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 that they are positively satisfied with the delivery of the service.

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

- if 100% of the respondents were positively satisfied with the delivery of the service
- if none (0%) of the respondents selected the service as one of the three most important areas for the Village 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 .10 to .20 identify service areas that should receive increased emphasis. Ratings less than .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 Pinehurst are provided on the following page.

Importance-Satisfaction Rating

Village of Pinehurst, NC - Business Survey

OVERALL VILLAGE SERVICES

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Medium Priority (IS <.10)						
Streets & Grounds	28%	4	83%	9	0.0474	1
Planning & Zoning	21%	5	83%	8	0.0357	2
Police Patrol	47%	3	94%	5	0.0279	3
Fire Inspections	19%	6	89%	6	0.0205	4
Code Enforcement	11%	8	89%	7	0.0116	5
Building Inspections	12%	7	95%	4	0.0058	6
Village Hall (General)	7%	9	97%	3	0.0021	7
Fire Emergency Response	50%	1	100%	1	0.0000	8
Police Emergency Response	47%	2	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, third and fourth most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

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

Importance-Satisfaction Matrix Analysis

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

The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

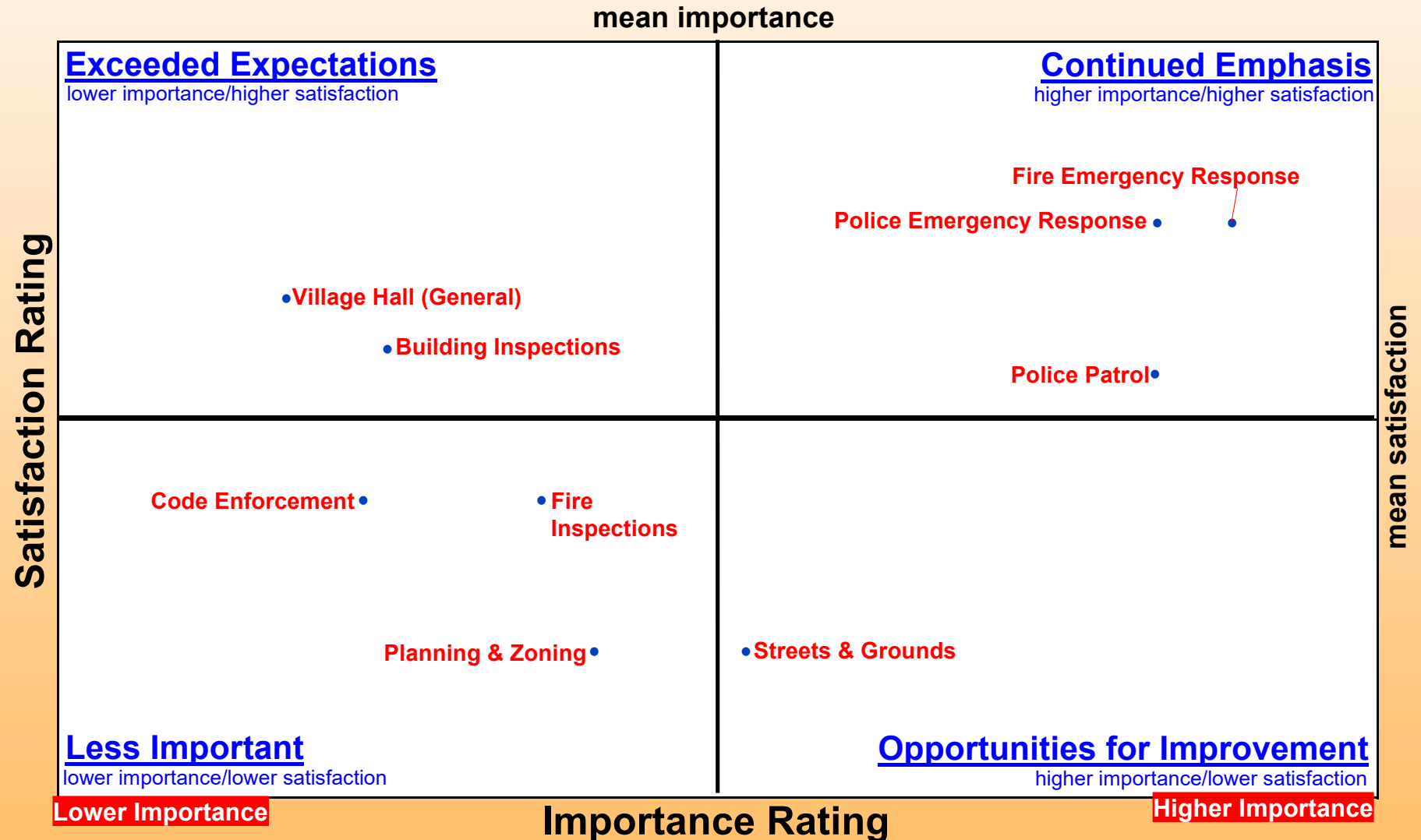
- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the Village is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The Village should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the Village is performing significantly better than customers expect 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 residents 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 showing the results for Pinehurst is provided on the following page.

2017 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)



Source: ETC Institute (2016)

Section 3

Tabular Data

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

(N=86)

	Yes	No
Q1a. Building Inspections	20.9%	79.1%
Q1b. Fire Inspections	66.3%	33.7%
Q1c. Planning & Zoning	27.9%	72.1%
Q1d. Code Enforcement	20.9%	79.1%
Q1e. Police Patrol	60.5%	39.5%
Q1f. Police Emergency Response	37.2%	62.8%
Q1g. Fire Emergency Response	23.3%	76.7%
Q1h. Village Hall (General)	38.4%	61.6%
Q1i. Streets & Grounds	51.2%	48.8%

Q1. If your business has used a service or department, please rate that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=74)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q1a. Building Inspections	77.8%	16.7%	5.6%	0.0%	0.0%	0.0%
Q1b. Fire Inspections	67.3%	21.8%	5.5%	3.6%	1.8%	0.0%
Q1c. Planning & Zoning	58.3%	25.0%	0.0%	12.5%	4.2%	0.0%
Q1d. Code Enforcement	77.8%	11.1%	0.0%	0.0%	11.1%	0.0%
Q1e. Police Patrol	80.4%	13.7%	5.9%	0.0%	0.0%	0.0%
Q1f. Police Emergency Response	90.3%	6.5%	0.0%	0.0%	0.0%	3.2%
Q1g. Fire Emergency Response	84.2%	15.8%	0.0%	0.0%	0.0%	0.0%
Q1h. Village Hall (General)	75.0%	21.9%	3.1%	0.0%	0.0%	0.0%
Q1i. Streets & Grounds	55.8%	25.6%	4.7%	11.6%	0.0%	2.3%

WITHOUT "DON'T KNOW"

Q1. If your business has used a service or department, please rate that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=74)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q1a. Building Inspections	77.8%	16.7%	5.6%	0.0%	0.0%
Q1b. Fire Inspections	67.3%	21.8%	5.5%	3.6%	1.8%
Q1c. Planning & Zoning	58.3%	25.0%	0.0%	12.5%	4.2%
Q1d. Code Enforcement	77.8%	11.1%	0.0%	0.0%	11.1%
Q1e. Police Patrol	80.4%	13.7%	5.9%	0.0%	0.0%
Q1f. Police Emergency Response	93.3%	6.7%	0.0%	0.0%	0.0%
Q1g. Fire Emergency Response	84.2%	15.8%	0.0%	0.0%	0.0%
Q1h. Village Hall (General)	75.0%	21.9%	3.1%	0.0%	0.0%
Q1i. Streets & Grounds	57.1%	26.2%	4.8%	11.9%	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	5	5.8 %
Fire Inspections	7	8.1 %
Planning & Zoning	9	10.5 %
Code Enforcement	3	3.5 %
Police Patrol	17	19.8 %
Police Emergency Response	16	18.6 %
Fire Emergency Response	7	8.1 %
Village Hall (General)	2	2.3 %
Streets & Grounds	11	12.8 %
None chosen	9	10.5 %
Total	86	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	2.3 %
Fire Inspections	5	5.8 %
Planning & Zoning	5	5.8 %
Code Enforcement	3	3.5 %
Police Patrol	13	15.1 %
Police Emergency Response	20	23.3 %
Fire Emergency Response	16	18.6 %
Village Hall (General)	1	1.2 %
Streets & Grounds	6	7.0 %
None chosen	15	17.4 %
Total	86	100.0 %

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

Q2. 3rd choice	Number	Percent
Building Inspections	3	3.5 %
Fire Inspections	4	4.7 %
Planning & Zoning	4	4.7 %
Code Enforcement	3	3.5 %
Police Patrol	10	11.6 %
Police Emergency Response	4	4.7 %
Fire Emergency Response	20	23.3 %
Village Hall (General)	3	3.5 %
Streets & Grounds	7	8.1 %
None chosen	28	32.6 %
Total	86	100.0 %

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

Q2. Sum of top 3 choices	Number	Percent
Building Inspections	10	11.6 %
Fire Inspections	16	18.6 %
Planning & Zoning	18	20.9 %
Code Enforcement	9	10.5 %
Police Patrol	40	46.5 %
Police Emergency Response	40	46.5 %
Fire Emergency Response	43	50.0 %
Village Hall (General)	6	7.0 %
Streets & Grounds	24	27.9 %
None chosen	9	10.5 %
Total	215	

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

Q3. How satisfied are you with overall quality of services provided to your business by Village of Pinehurst?

	Number	Percent
Significantly higher than your expectations	16	18.6 %
Higher than your expectations	23	26.7 %
Meets your expectations	42	48.8 %
Below your expectations	2	2.3 %
Significantly below your expectations	1	1.2 %
Don't know	2	2.3 %
Total	86	100.0 %

WITHOUT "DON'T KNOW"

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

Q3. How satisfied are you with overall quality of services provided to your business by Village of Pinehurst?

	Number	Percent
Significantly higher than your expectations	16	19.0 %
Higher than your expectations	23	27.4 %
Meets your expectations	42	50.0 %
Below your expectations	2	2.4 %
Significantly below your expectations	1	1.2 %
Total	84	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=86)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q4a. Supporting business growth & development	26.7%	29.1%	16.3%	11.6%	2.3%	14.0%
Q4b. Availability of employee & customer parking around your business	26.7%	19.8%	12.8%	4.7%	8.1%	27.9%
Q4c. Condition of sidewalks	40.7%	37.2%	7.0%	2.3%	2.3%	10.5%
Q4d. Creating & promoting special events	39.5%	27.9%	15.1%	5.8%	2.3%	9.3%
Q4e. Historic preservation efforts	34.9%	34.9%	12.8%	3.5%	1.2%	12.8%
Q4f. Cleanliness of Village streets & public areas	64.0%	27.9%	4.7%	1.2%	0.0%	2.3%
Q4g. Landscape maintenance in rights of way & public areas	58.1%	27.9%	8.1%	1.2%	0.0%	4.7%

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=86)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q4a. Supporting business growth & development	31.1%	33.8%	18.9%	13.5%	2.7%
Q4b. Availability of employee & customer parking around your business	37.1%	27.4%	17.7%	6.5%	11.3%
Q4c. Condition of sidewalks	45.5%	41.6%	7.8%	2.6%	2.6%
Q4d. Creating & promoting special events	43.6%	30.8%	16.7%	6.4%	2.6%
Q4e. Historic preservation efforts	40.0%	40.0%	14.7%	4.0%	1.3%
Q4f. Cleanliness of Village streets & public areas	65.5%	28.6%	4.8%	1.2%	0.0%
Q4g. Landscape maintenance in rights of way & public areas	61.0%	29.3%	8.5%	1.2%	0.0%

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

(N=86)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Don't Know
Q5a. Overall image of Village	57.0%	34.9%	7.0%	1.2%	0.0%
Q5b. Overall quality of life	55.8%	36.0%	1.2%	1.2%	5.8%
Q5c. Overall feeling of safety	72.1%	24.4%	2.3%	0.0%	1.2%

WITHOUT "DON'T KNOW"

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

(N=86)

	Very Satisfied	Satisfied	Neutral	Dissatisfied
Q5a. Overall image of Village	57.0%	34.9%	7.0%	1.2%
Q5b. Overall quality of life	59.3%	38.3%	1.2%	1.2%
Q5c. Overall feeling of safety	72.9%	24.7%	2.4%	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 the Village as a business location to friends, family, & co-workers?	Number	Percent
Very likely	37	43.0 %
Likely	24	27.9 %
Somewhat likely	21	24.4 %
Not likely	2	2.3 %
Not likely at all	2	2.3 %
Total	86	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. Overall business atmosphere in the Village of Pinehurst today compared to two years ago	Number	Percent
Better	29	33.7 %
No change, but good	36	41.9 %
No change, but poor	9	10.5 %
Worse	2	2.3 %
Don't know	10	11.6 %
Total	86	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. Overall business atmosphere in the Village of Pinehurst today compared to two years ago	Number	Percent
Better	29	38.2 %
No change, but good	36	47.4 %
No change, but poor	9	11.8 %
Worse	2	2.6 %
Total	76	100.0 %

Q8. Customer Service. Overall, how would you rate the Village of Pinehurst's customer service? Would you say it is...

Q8. How would you rate the Village of Pinehurst's customer service?	Number	Percent
Very good	30	34.9 %
Good	28	32.6 %
Poor	1	1.2 %
Don't know	27	31.4 %
Total	86	100.0 %

WITHOUT "DON'T KNOW"

Q8. Customer Service. Overall, how would you rate the Village of Pinehurst's customer service? Would you say it is... (without "don't know")

Q8. How would you rate the Village of Pinehurst's customer service?	Number	Percent
Very good	30	50.8 %
Good	28	47.5 %
Poor	1	1.7 %
Total	59	100.0 %

Q9. Thinking about your most recent contact with Village government staff, please rate that experience with regard to each of the following using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree."

(N=86)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q9a. Village staff was responsive to my needs	29.1%	10.5%	9.3%	1.2%	0.0%	50.0%
Q9b. Village staff was competent & professional	29.1%	12.8%	8.1%	0.0%	0.0%	50.0%
Q9c. Village staff was courteous	31.4%	10.5%	8.1%	0.0%	0.0%	50.0%
Q9d. My issue was resolved promptly	22.1%	11.6%	10.5%	1.2%	2.3%	52.3%

WITHOUT "DON'T KNOW"

Q9. Thinking about your most recent contact with Village government staff, please rate that experience with regard to each of the following using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree." (without "don't know")

(N=86)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q9a. Village staff was responsive to my needs	58.1%	20.9%	18.6%	2.3%	0.0%
Q9b. Village staff was competent & professional	58.1%	25.6%	16.3%	0.0%	0.0%
Q9c. Village staff was courteous	62.8%	20.9%	16.3%	0.0%	0.0%
Q9d. My issue was resolved promptly	46.3%	24.4%	22.0%	2.4%	4.9%

Q10. Communication. Overall, how satisfied are you with how well the Village of Pinehurst does communicating with business owners? Would you say you are...

Q10. How satisfied are you with how well the Village of Pinehurst does communicating with business owners?	Number	Percent
Very Satisfied	24	27.9 %
Satisfied	30	34.9 %
Neutral	16	18.6 %
Dissatisfied	5	5.8 %
Very Dissatisfied	2	2.3 %
Don't Know	9	10.5 %
Total	86	100.0 %

WITHOUT "DON'T KNOW"

Q10. Communication. Overall, how satisfied are you with how well the Village of Pinehurst does communicating with business owners? Would you say you are... (without "don't know")

Q10. How satisfied are you with how well the Village of Pinehurst does communicating with business owners?	Number	Percent
Very Satisfied	24	31.2 %
Satisfied	30	39.0 %
Neutral	16	20.8 %
Dissatisfied	5	6.5 %
Very Dissatisfied	2	2.6 %
Total	77	100.0 %

Q11. Have you visited the Village's website (www.vopnc.org) during the past 12 months?

Q11. Have you visited the Village's website (www.vopnc.org) during past 12 months?

	Number	Percent
Yes	53	61.6 %
No	33	38.4 %
Total	86	100.0 %

Q11a. (If YES to Question 11) 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=53)

	Very good	Good	Average	Poor	Don't know
Q11a-a. Easy to navigate	34.0%	47.2%	15.1%	3.8%	0.0%
Q11a-b. Availability of information about Village services	39.6%	43.4%	15.1%	0.0%	1.9%

WITHOUT "DON'T KNOW"

Q11a. (If YES to Question 11) Using a scale of 1 to 5, where 5 means "Very Good" and 1 means "Very Poor," please rate the Village website with regard to each of the following characteristics. (without "don't know")

(N=53)

	Very good	Good	Average	Poor
Q11a-a. Easy to navigate	34.0%	47.2%	15.1%	3.8%
Q11a-b. Availability of information about Village services	40.4%	44.2%	15.4%	0.0%

Q11b. (If YES to Question 11) Overall, how satisfied would you say you were with the Village of Pinehurst Website? Would you say you were...

Q11b. How satisfied would you say you were with the Village of Pinehurst Website?	Number	Percent
Very Satisfied	17	32.1 %
Satisfied	27	50.9 %
Neutral	9	17.0 %
Total	53	100.0 %

Q12. Have you used the Village's mobile app ("MY VOP") during the past 12 months?

Q12. Have you used the Village's mobile app (MY VOP) during past 12 months?	Number	Percent
Yes	6	7.0 %
No	76	88.4 %
Don't know	4	4.7 %
Total	86	100.0 %

WITHOUT "DON'T KNOW"

Q12. Have you used the Village's mobile app ("MY VOP") during the past 12 months? (without "don't know")

Q12. Have you used the Village's mobile app (MY VOP) during past 12 months?	Number	Percent
Yes	6	7.3 %
No	76	92.7 %
Total	82	100.0 %

Q12a. (If YES to Question 12) Overall, how satisfied would you say you were with The Village mobile app, MY VOP? Would you say you were...

Q12a. How satisfied were you with The Village mobile app, MY VOP?	Number	Percent
Very Satisfied	1	16.7 %
Satisfied	4	66.7 %
Dissatisfied	1	16.7 %
Total	6	100.0 %

Q13. Which of the following are the best ways for the Village to communicate with you to get important information to your business?

Q13. Best ways for the Village to get important information to your business	Number	Percent
Direct mail	37	43.5 %
Village website	12	14.1 %
Email (monthly business news)	44	51.8 %
Workshops/business forums	1	1.2 %
Social media	19	22.4 %
Personal calls/visits	17	20.0 %
Newsletters	21	24.7 %
Brochures	1	1.2 %
MY VOP mobile app	2	2.4 %
Total	154	

Q14. 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=86)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q14a. Zoning ordinances	12.8%	20.9%	10.5%	3.5%	1.2%	51.2%
Q14b. Business signage regulations	8.1%	16.3%	23.3%	5.8%	3.5%	43.0%
Q14c. Historic district guidelines	12.8%	25.6%	8.1%	2.3%	1.2%	50.0%

WITHOUT "DON'T KNOW"

Q14. 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=86)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q14a. Zoning ordinances	26.2%	42.9%	21.4%	7.1%	2.4%
Q14b. Business signage regulations	14.3%	28.6%	40.8%	10.2%	6.1%
Q14c. Historic district guidelines	25.6%	51.2%	16.3%	4.7%	2.3%

Q15. Village Events. Using a scale of 1 to 3, where 3 indicates a "Positive Impact" and 1 a "Negative Impact," please rate the impact each of the following events in the Village Center have on your business.

(N=86)

	Positive impact	No impact	Negative impact	Don't know
Q15a. Farmer's Markets	40.7%	53.5%	2.3%	3.5%
Q15b. Live After Five Concerts	43.0%	50.0%	4.7%	2.3%
Q15c. Parades (Fourth of July, St. Patrick's Day, US Kids)	47.7%	48.8%	1.2%	2.3%
Q15d. Holly Arts & Crafts Festival	43.0%	52.3%	2.3%	2.3%
Q15e. Other cultural activities (live music, etc.)	44.2%	50.0%	3.5%	2.3%

WITHOUT "DON'T KNOW"

Q15. Village Events. Using a scale of 1 to 3, where 3 indicates a "Positive Impact" and 1 a "Negative Impact," please rate the impact each of the following events in the Village Center have on your business. (without "don't know")

(N=86)

	Positive impact	No impact	Negative impact
Q15a. Farmer's Markets	42.2%	55.4%	2.4%
Q15b. Live After Five Concerts	44.0%	51.2%	4.8%
Q15c. Parades (Fourth of July, St. Patrick's Day, US Kids)	48.8%	50.0%	1.2%
Q15d. Holly Arts & Crafts Festival	44.0%	53.6%	2.4%
Q15e. Other cultural activities (live music, etc.)	45.2%	51.2%	3.6%

Q16. How satisfied are you 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)?

Q16. How satisfied are you with the way the Village handles events that attract large crowds to the Village?	Number	Percent
Very Satisfied	42	48.8 %
Satisfied	25	29.1 %
Neutral	6	7.0 %
Dissatisfied	2	2.3 %
Very Dissatisfied	1	1.2 %
Don't Know	10	11.6 %
Total	86	100.0 %

WITHOUT "DON'T KNOW"

Q16. How satisfied are you 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")

Q16. How satisfied are you with the way the Village handles events that attract large crowds to the Village?	Number	Percent
Very Satisfied	42	55.3 %
Satisfied	25	32.9 %
Neutral	6	7.9 %
Dissatisfied	2	2.6 %
Very Dissatisfied	1	1.3 %
Total	76	100.0 %

Q17. 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=86)

	Extremely important	Very important	Important	Less important	Not important	Don't know
Q17a. Overall image of the Village	45.3%	22.1%	14.0%	1.2%	10.5%	7.0%
Q17b. Safety & security	55.8%	20.9%	9.3%	0.0%	7.0%	7.0%
Q17c. Availability of trained employees	26.7%	22.1%	18.6%	7.0%	18.6%	7.0%
Q17d. Low property tax rate	32.6%	26.7%	18.6%	3.5%	11.6%	7.0%
Q17e. Quality healthcare	53.5%	16.3%	10.5%	1.2%	11.6%	7.0%
Q17f. Affordable rent	40.7%	15.1%	17.4%	7.0%	10.5%	9.3%
Q17g. Proximity to family or friends	29.1%	22.1%	15.1%	9.3%	16.3%	8.1%
Q17h. Quality of public education	45.3%	18.6%	14.0%	1.2%	14.0%	7.0%
Q17i. Overall quality of life in the Village	51.2%	20.9%	10.5%	1.2%	8.1%	8.1%

WITHOUT "DON'T KNOW"

Q17. 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 "don't know")

(N=86)

	Extremely important	Very important	Important	Less important	Not important
Q17a. Overall image of the Village	48.8%	23.8%	15.0%	1.3%	11.3%
Q17b. Safety & security	60.0%	22.5%	10.0%	0.0%	7.5%
Q17c. Availability of trained employees	28.8%	23.8%	20.0%	7.5%	20.0%
Q17d. Low property tax rate	35.0%	28.8%	20.0%	3.8%	12.5%
Q17e. Quality healthcare	57.5%	17.5%	11.3%	1.3%	12.5%
Q17f. Affordable rent	44.9%	16.7%	19.2%	7.7%	11.5%
Q17g. Proximity to family or friends	31.6%	24.1%	16.5%	10.1%	17.7%
Q17h. Quality of public education	48.8%	20.0%	15.0%	1.3%	15.0%
Q17i. Overall quality of life in the Village	55.7%	22.8%	11.4%	1.3%	8.9%

Q18. Business Category. What is the primary business category for your business?

Q18. Primary business category for your business	Number	Percent
Retail	9	10.5 %
Restaurants & food services	4	4.7 %
Inn	1	1.2 %
Professional, scientific, & technical services	14	16.3 %
Financial & insurance	3	3.5 %
Real Estate & rental leasing	16	18.6 %
Health care & social assistance	18	20.9 %
Arts, entertainment, & recreation	3	3.5 %
Other	18	20.9 %
Total	86	100.0 %

Q18. Other

Q18. Other	Number	Percent
Service	3	20.0 %
Day Spa	2	13.3 %
Interior Design	1	6.7 %
Attorney	1	6.7 %
Non-profit	1	6.7 %
Construction building	1	6.7 %
Historical, restaurant	1	6.7 %
Tree service	1	6.7 %
Laundry service	1	6.7 %
Church	1	6.7 %
Construction	1	6.7 %
Country club	1	6.7 %
Total	15	100.0 %

Q19. How many years have you been in operation in the Village?

Q19. How many years have you been in operation in the Village?	Number	Percent
0-5 years	12	14.0 %
6-10 years	13	15.1 %
11-15 years	10	11.6 %
16-20 years	13	15.1 %
20+ years	37	43.0 %
Not provided	1	1.2 %
Total	86	100.0 %

WITHOUT “NOT PROVIDED”
Q19. How many years have you been in operation in the Village? (without "not provided")

Q19. How many years have you been in operation in the Village?	Number	Percent
0-5 years	12	14.1 %
6-10 years	13	15.3 %
11-15 years	10	11.8 %
16-20 years	13	15.3 %
20+ years	37	43.5 %
Total	85	100.0 %

Q20. Please answer the following final questions.

(N=86)

	Yes	No	Not provided
Q20a. Are you a member of Pinehurst Business Partners	18.6%	75.6%	5.8%
Q20b. Are you a member of the Moore County Chamber of Commerce	31.4%	62.8%	5.8%
Q20c. Is your business located in the Village Center	25.6%	73.3%	1.2%

WITHOUT "NOT PROVIDED"

Q20. Please answer the following final questions. (without "not provided")

(N=86)

	Yes	No
Q20a. Are you a member of Pinehurst Business Partners	19.8%	80.2%
Q20b. Are you a member of the Moore County Chamber of Commerce	33.3%	66.7%
Q20c. Is your business located in the Village Center	25.9%	74.1%

Section 4

Survey Instrument



HISTORY, CHARM, AND SOUTHERN HOSPITALITY_____

July 2017

Dear Village of Pinehurst Business Owner,

The Village of Pinehurst is requesting your help to gather business owners' opinions and feedback regarding Village services. The attached survey will be used to help determine your level of satisfaction with our services and help us improve future services.

We greatly appreciate your participation. Please take a few minutes to complete and return the survey in the postage-paid envelope. We estimate it should take approximately 5-10 minutes to answer all the questions, and your individual responses to the questions will remain confidential.

Please return your completed survey in the next few days using the postage-paid envelope provided.

You may also take the survey online by visiting www.2017PinehurstBusinessSurvey.com.

The survey data will be compiled and analyzed by ETC Institute, one of the nation's leading governmental research firms. Upon receipt of their final report, Village staff will present the survey results to the Pinehurst Village Council at their Strategic Planning Retreat in December.

If you have any questions about the survey, please contact me directly at 295-1900, ext. 1103.

Thank you for helping guide the direction of our community by completing and returning the enclosed survey.

Sincerely,

*Natalie Dean Hawkins
Assistant Village Manager*

ADMINISTRATION

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



2017 Village of Pinehurst Business Satisfaction 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 Natalie Dean Hawkins, Assistant Village Manager at (910) 295-1900 or at nhawkinsdean@vopnc.org.

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

If your business has used a service or department, please rate that item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

Service/Department		Has your business used this service/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 (General)	Yes	No	5	4	3	2	1	9
9.	Streets & Grounds	Yes	No	5	4	3	2	1	9

2. Which **THREE** of the Village services or departments listed in Question 1 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...

____ (5) Significantly higher than your expectations ____ (2) Below your expectations
 ____ (4) Higher than your expectations ____ (1) 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 & public areas	5	4	3	2	1	9
7.	Landscape maintenance in rights of way and public areas	5	4	3	2	1	9

5. **Perceptions of The Village.** Please rate each of the following items that may influence your business's perception of the Village of Pinehurst using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

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

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

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

9. **Thinking about your most recent contact with Village government staff, please rate that experience with regard to each of the following using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree."**

		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 and professional	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

10. **Communication.** Overall, how satisfied are you with how well 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

11. **Have you visited the Village's website (www.vopnc.org) during the past 12 months?**

____ (1) Yes ____ (2) No [Skip to Q12.] ____ (9) Don't know [Skip to Q12.]

- 11a. **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

- 11b. **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

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

____(1) Yes ____ (2) No [Skip to Q13.] ____ (9) Don't know [Skip to Q13.]

12a. 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

13. 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 ____ (05) Social media ____ (09) MY VOP mobile app
____(02) Village website ____ (06) Personal calls/visits ____ (10) Other: _____
____(03) Email (Monthly Business Enews) ____ (07) Newsletters
____(04) Workshops/Business Forums ____ (08) Brochures

14. 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

15. Village Events. Using a scale of 1 to 3, where 3 indicates a "Positive Impact" and 1 a "Negative Impact," please rate the impact each of 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 (Fourth of July, St. Patrick's Day, US Kids)	3	2	1	9
4.	Holly Arts and Crafts Festival	3	2	1	9
5.	Other cultural activities (live music, etc.)	3	2	1	9

16. How satisfied are you 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

17. 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

18. **Business Category.** What is the primary business category for your business?

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

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

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

20. Please answer the following final questions.

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

This concludes the survey – Thank you for your time!

Business Address: _____

Zip Code: _____

2017 Business Survey

Village of Pinehurst, NC

Presented by

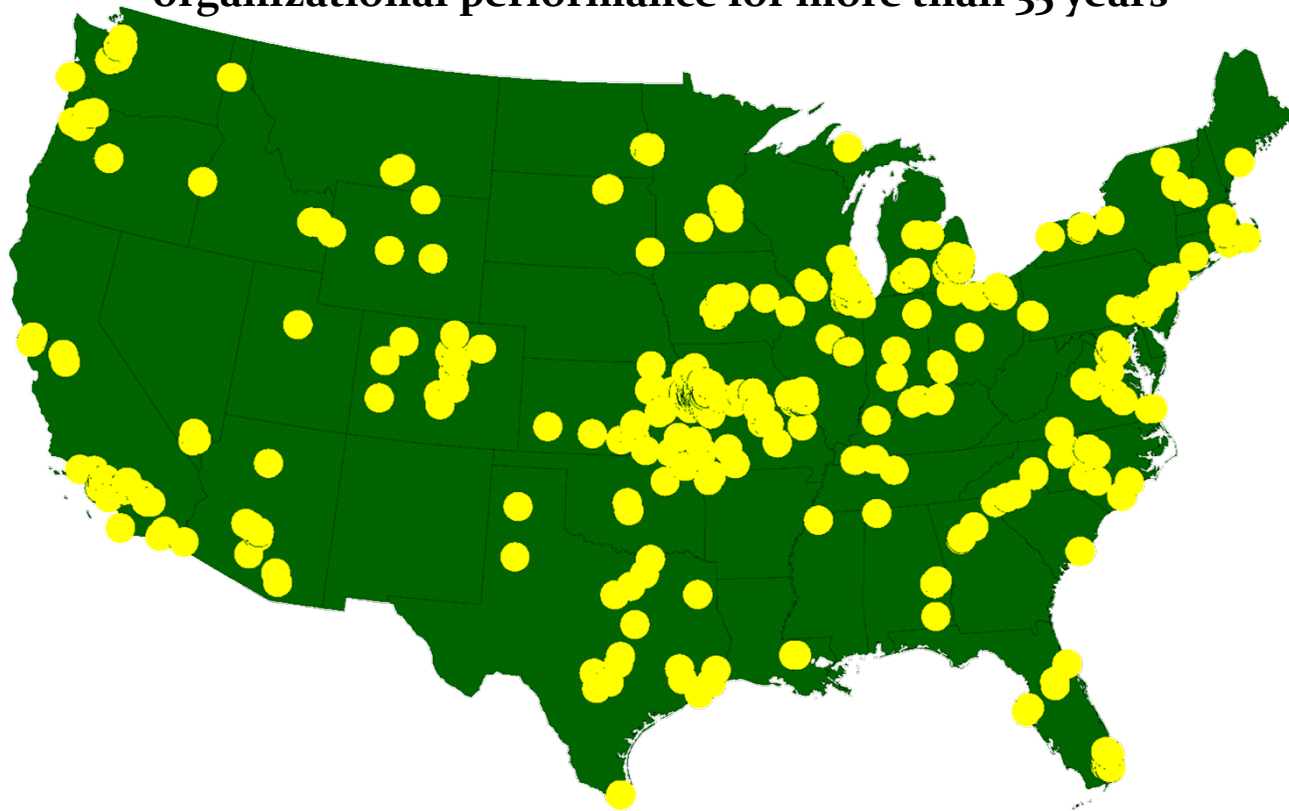


September 2017

ETC Institute

A National Leader in Market Research for Local Governmental Organizations

...helping City and county governments gather and use survey data to enhance
organizational performance for more than 35 years



More than 2,150,000 Persons Surveyed Since 2006
for more than 900 cities in 49 States

Agenda

☐ Purpose

☐ Methodology

☐ Survey Topics

- Characteristics of Businesses
- Perceptions of the Village
- Satisfaction with Village Services
- Reasons Businesses Located in Pinehurst
- Communication

☐ 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

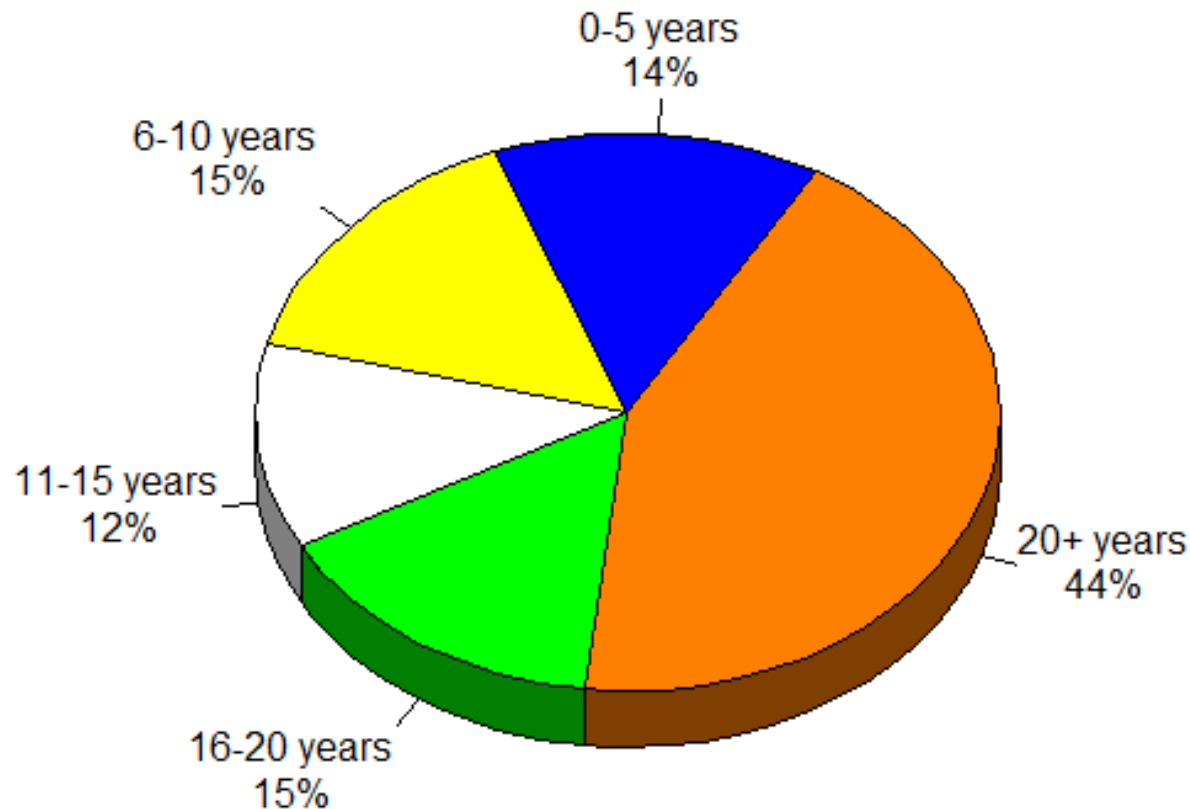
- ❑ Four-page survey
- ❑ Took average respondents about 10-15 minutes to complete
- ❑ Many of the questions were similar to those asked in previous surveys
- ❑ Administered by mail, online and phone
- ❑ A random sample of 86 business owners/senior managers completed the survey

Topic #1

Characteristics of the Business Community

Q19. How many years have you been in operation in the Village?

by percentage of respondents (excluding "not provided")

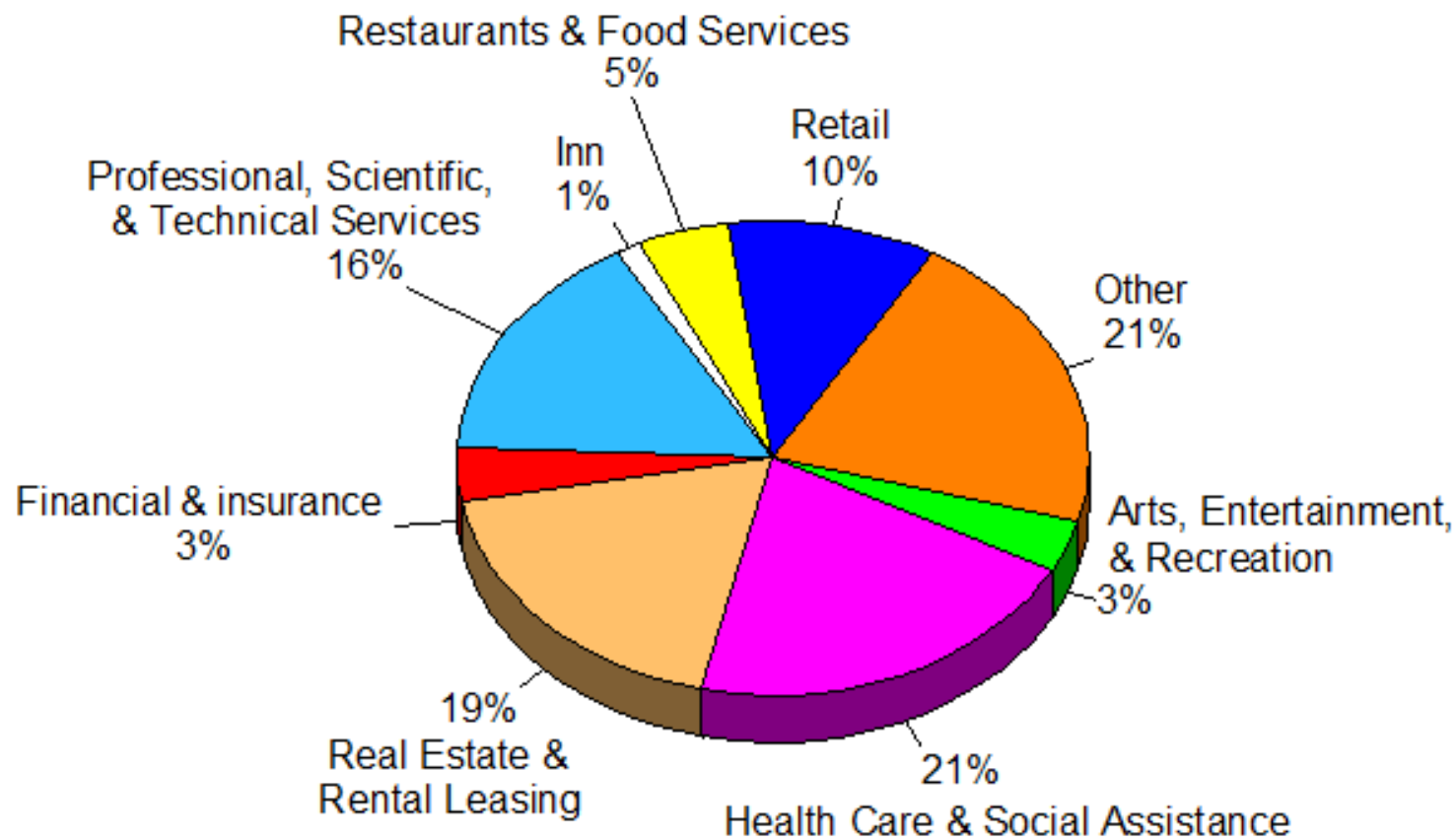


**Good Representation
by Number of Years
in the Village**

Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q18. Primary Business Category for Your Business

by percentage of respondents

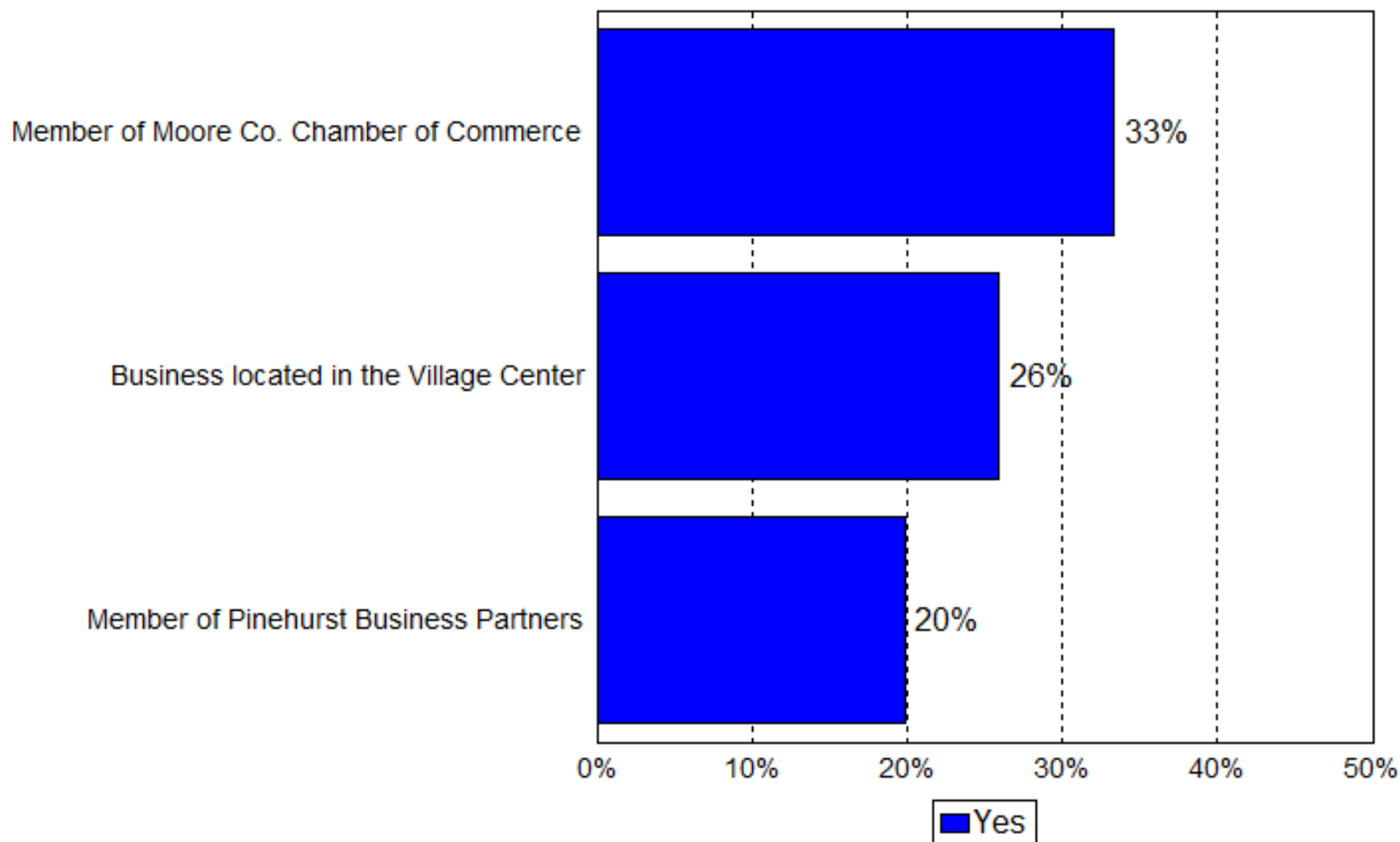


**Good Representation
by Type of Business**

Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q20. Is Your Business Any of the Following:

by percentage of respondents who answered "yes"



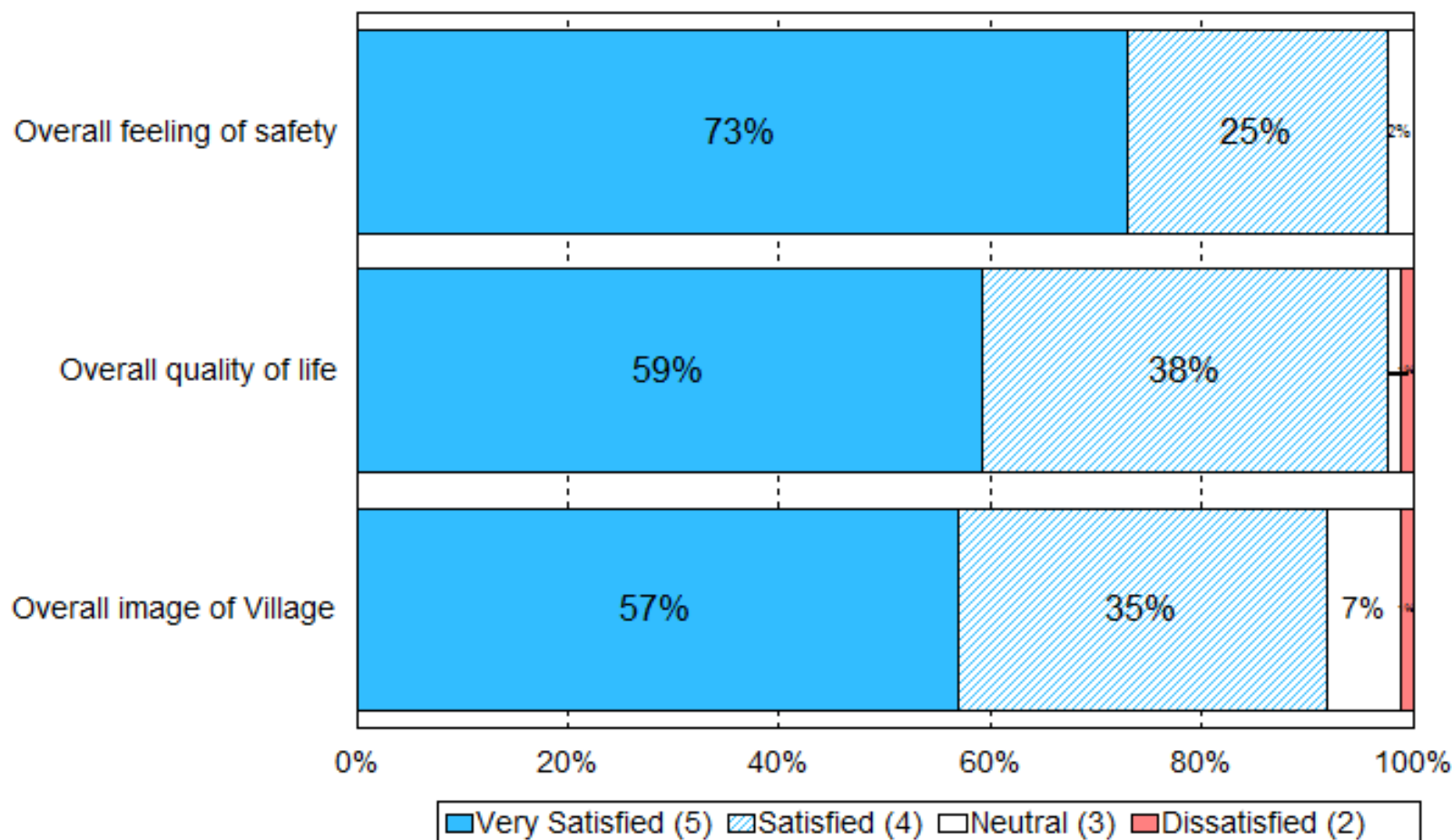
Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Topic #2

Perceptions of the Village

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

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

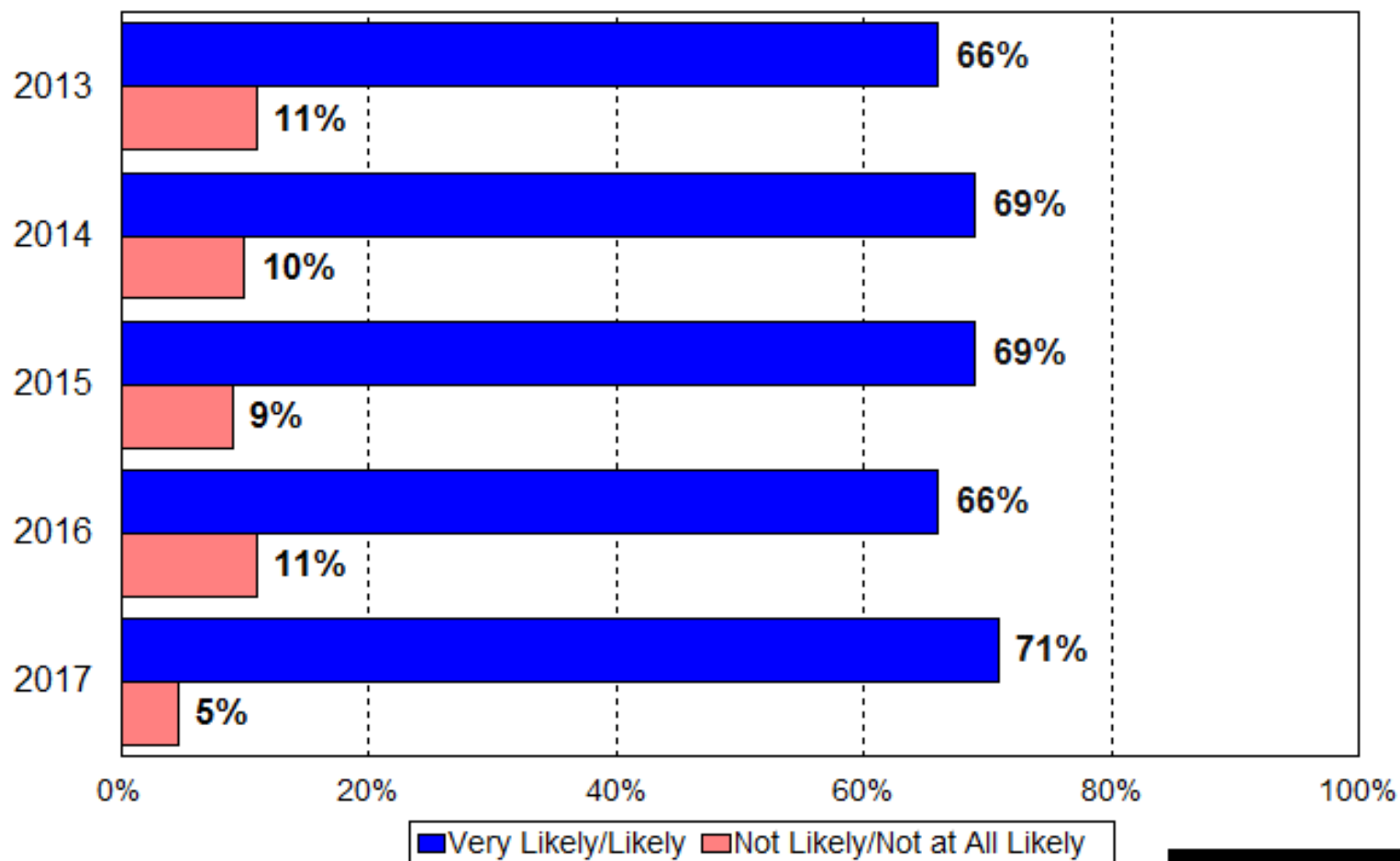


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Over 90% of Businesses Are Very Satisfied or Satisfied with the Feeling of Safety, Quality of Life, and Image of the Village

Q6. How likely would you be to recommend the Village as a business location to friends, family, and co-workers? 2013 to 2017

by percentage of respondents



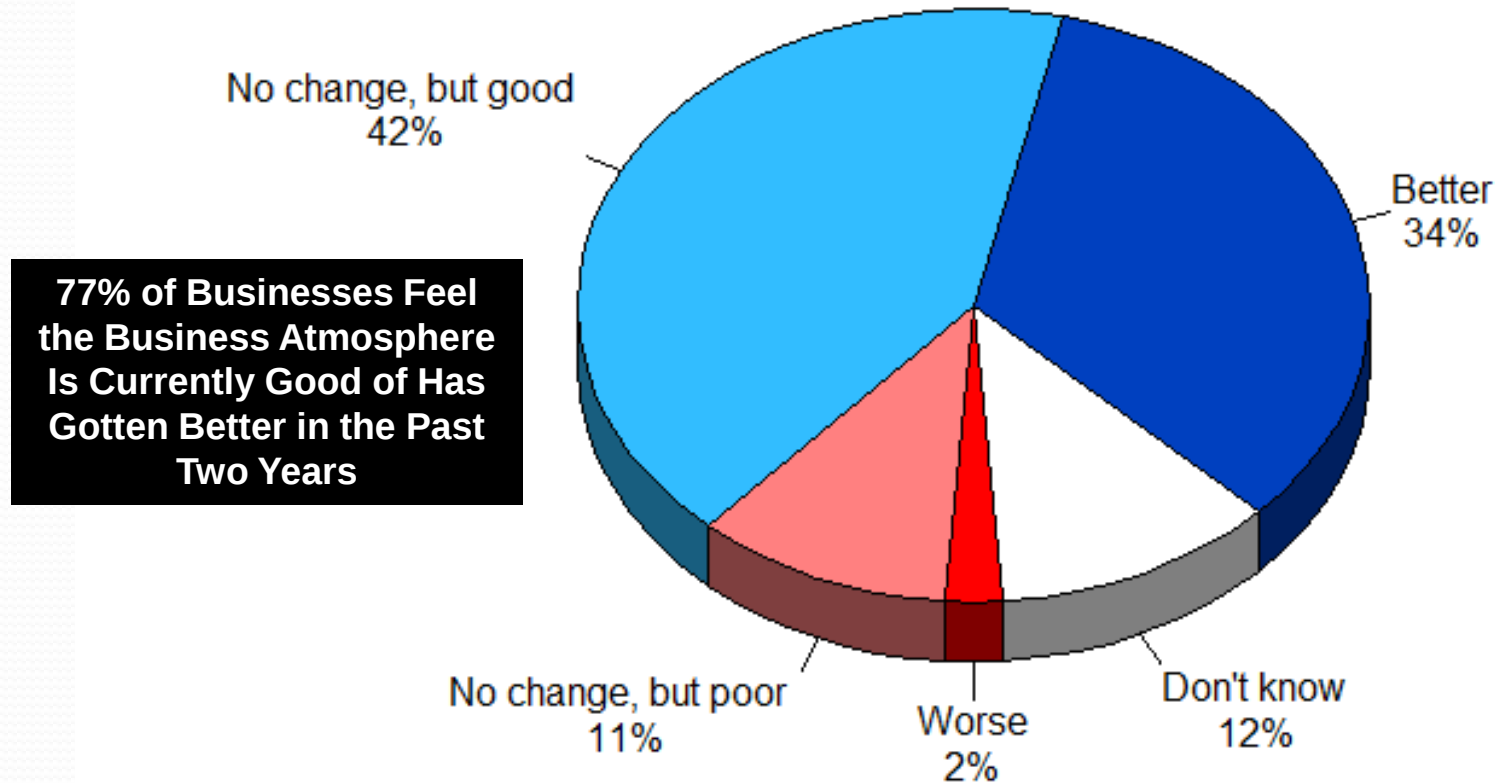
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

In 2017, 71% of Businesses Would Be Very Likely or Likely to Recommend the Village as a Business Location, Compared to Only 5% Who Would Not

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

by percentage of respondents



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

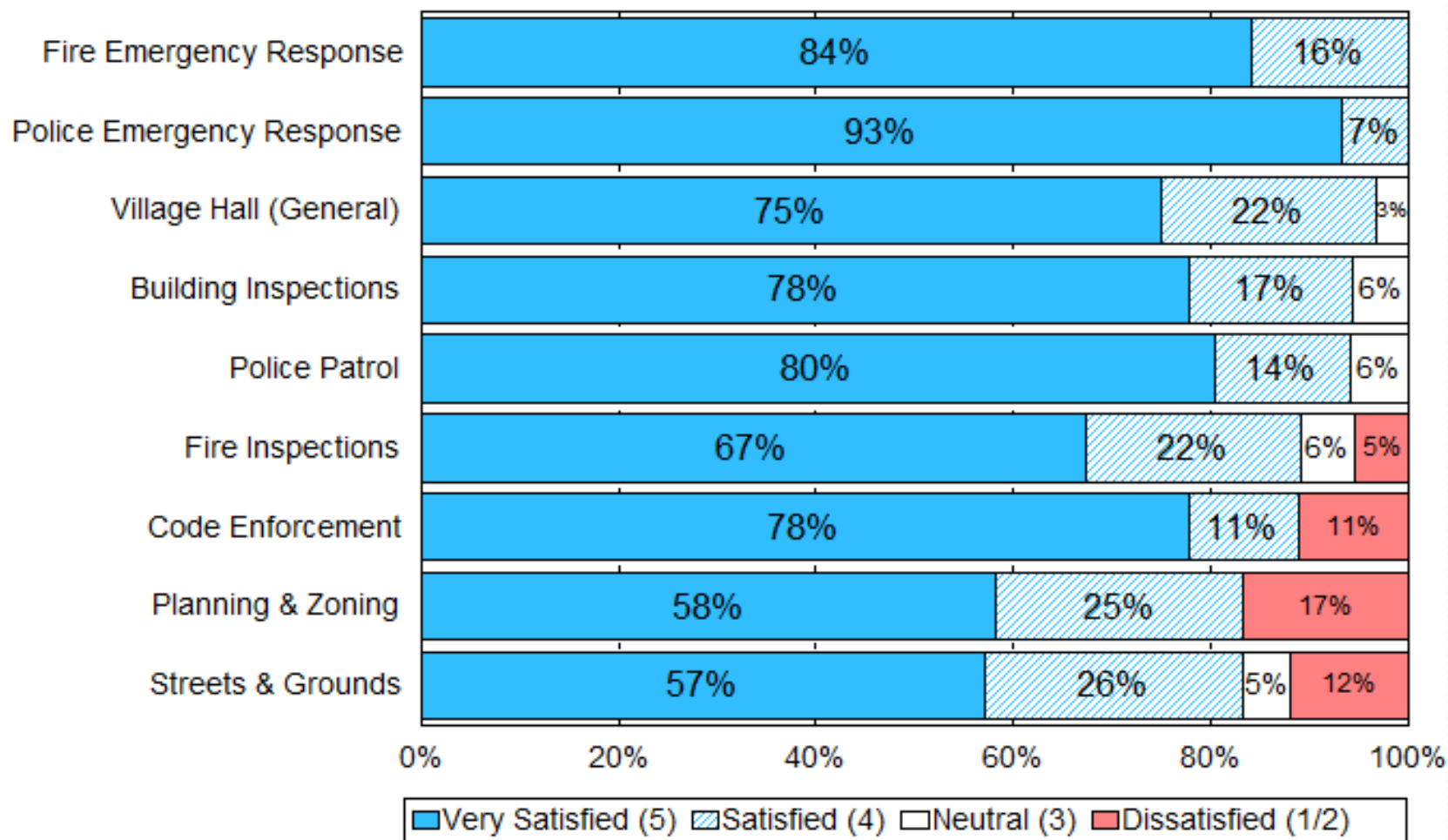
34% Feel the Overall Business Atmosphere in Pinehurst Has Gotten Better, Compared to Only 2% Who Feel It's Gotten Worse

Topic #3

Satisfaction with Village Services and Priorities for Improvement

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")

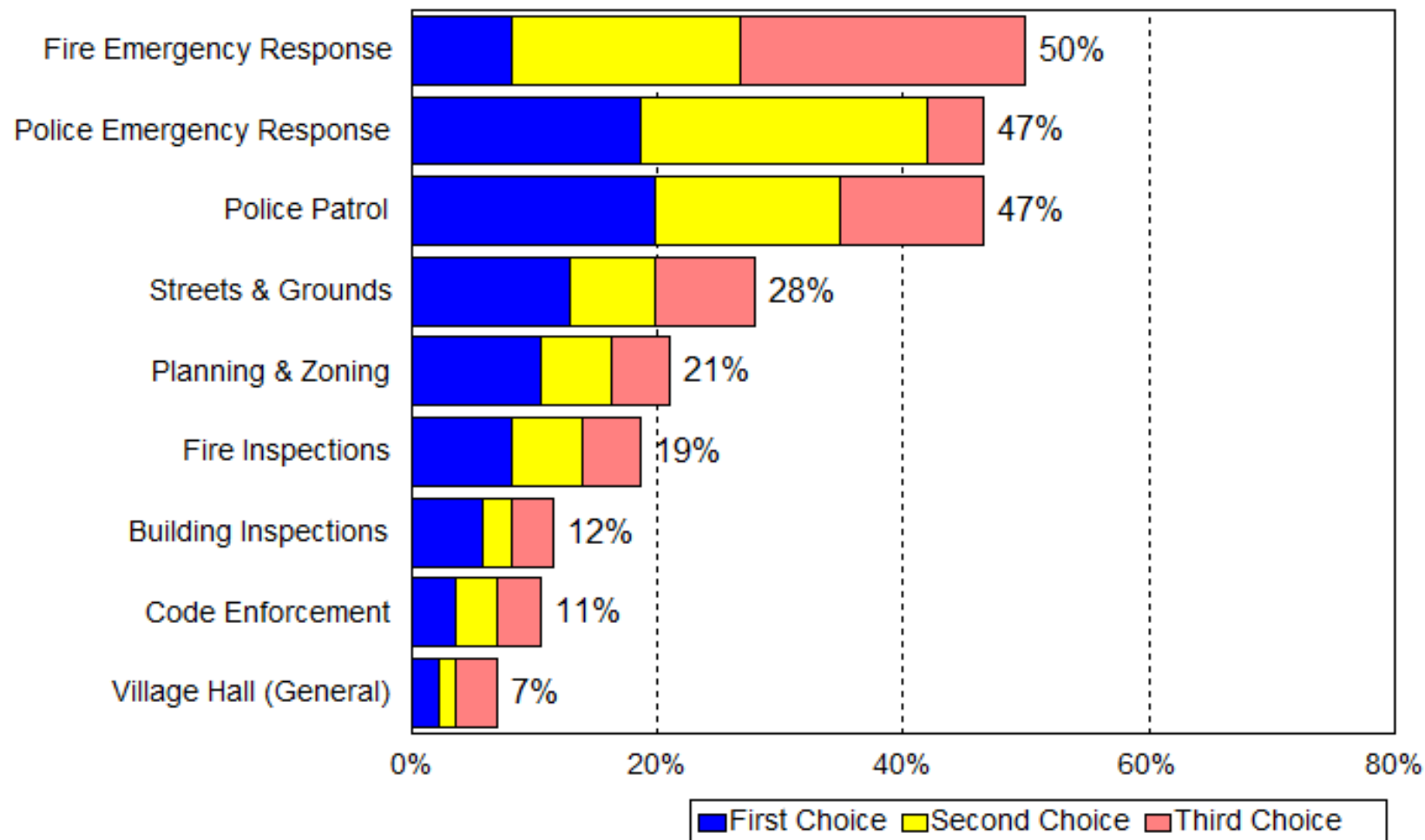


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Satisfaction Is High for All Village Services

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

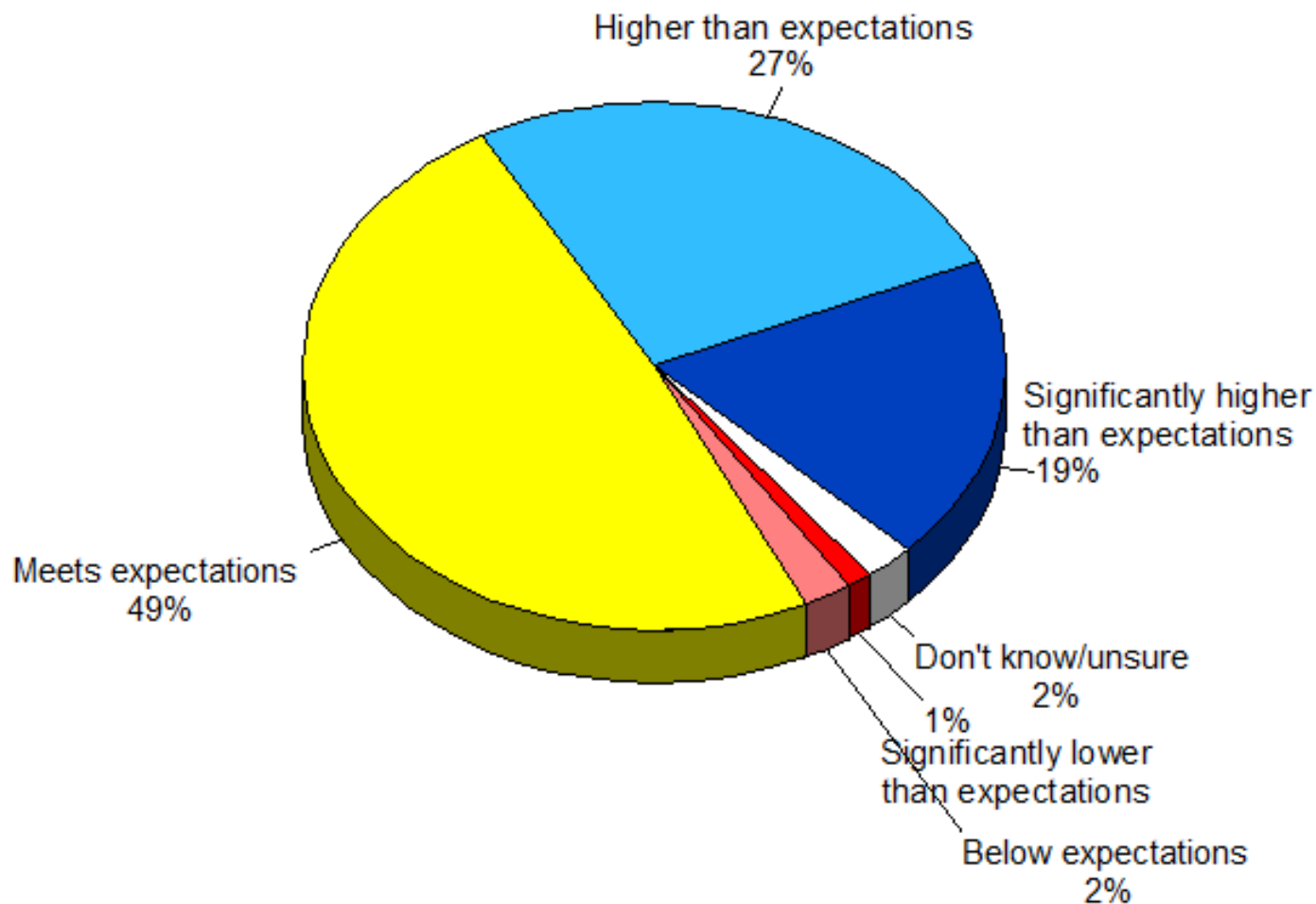


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Fire Emergency Response, Police Emergency Response, and Police Patrol Were Rated as the Most Important Village Services

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

by percentage of respondents

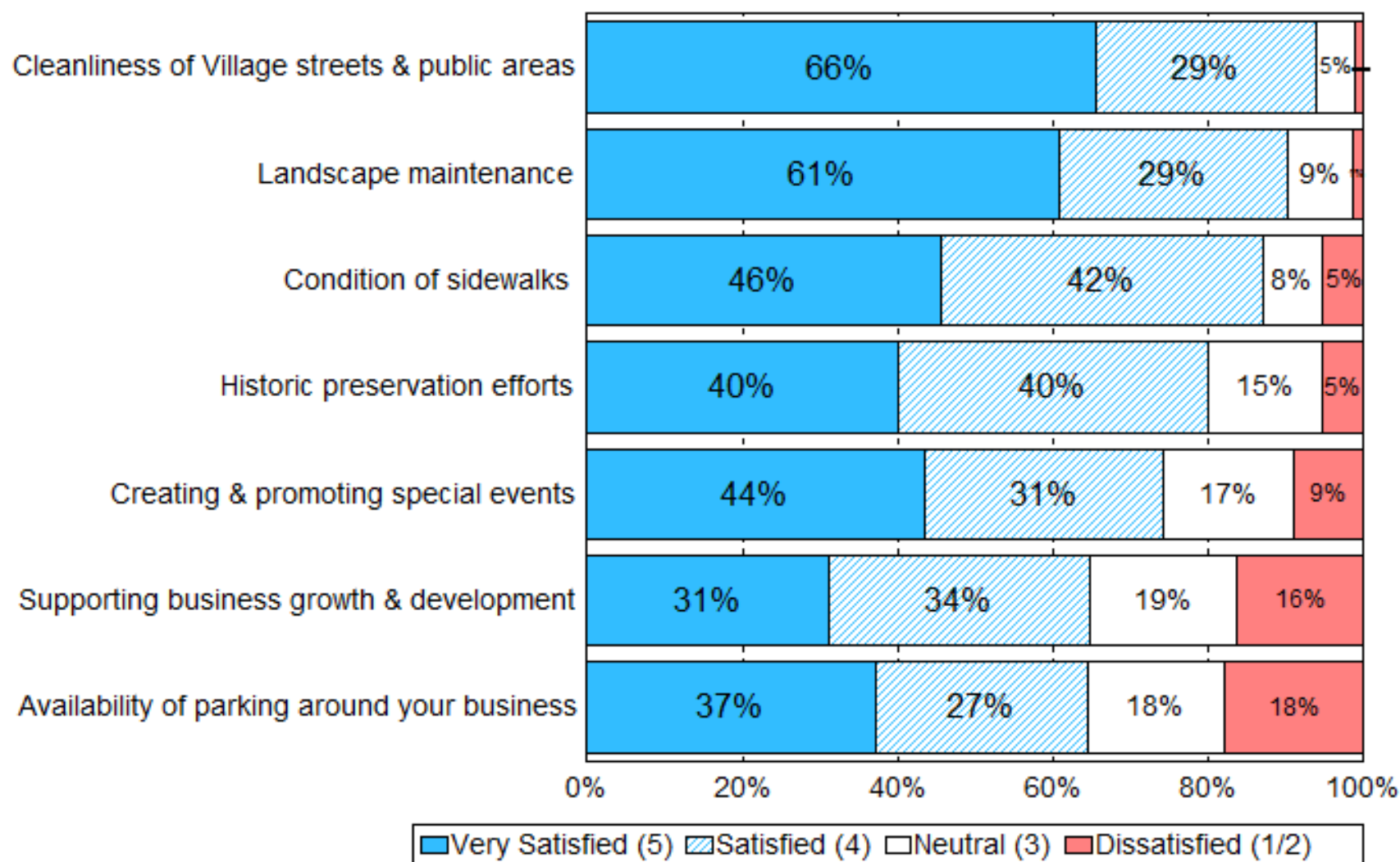


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

46% of Businesses Feel the Overall Quality of Village Services Is Higher Than Their Expectations; Only 3% Feel Village Services Are Below Their Expectations

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")

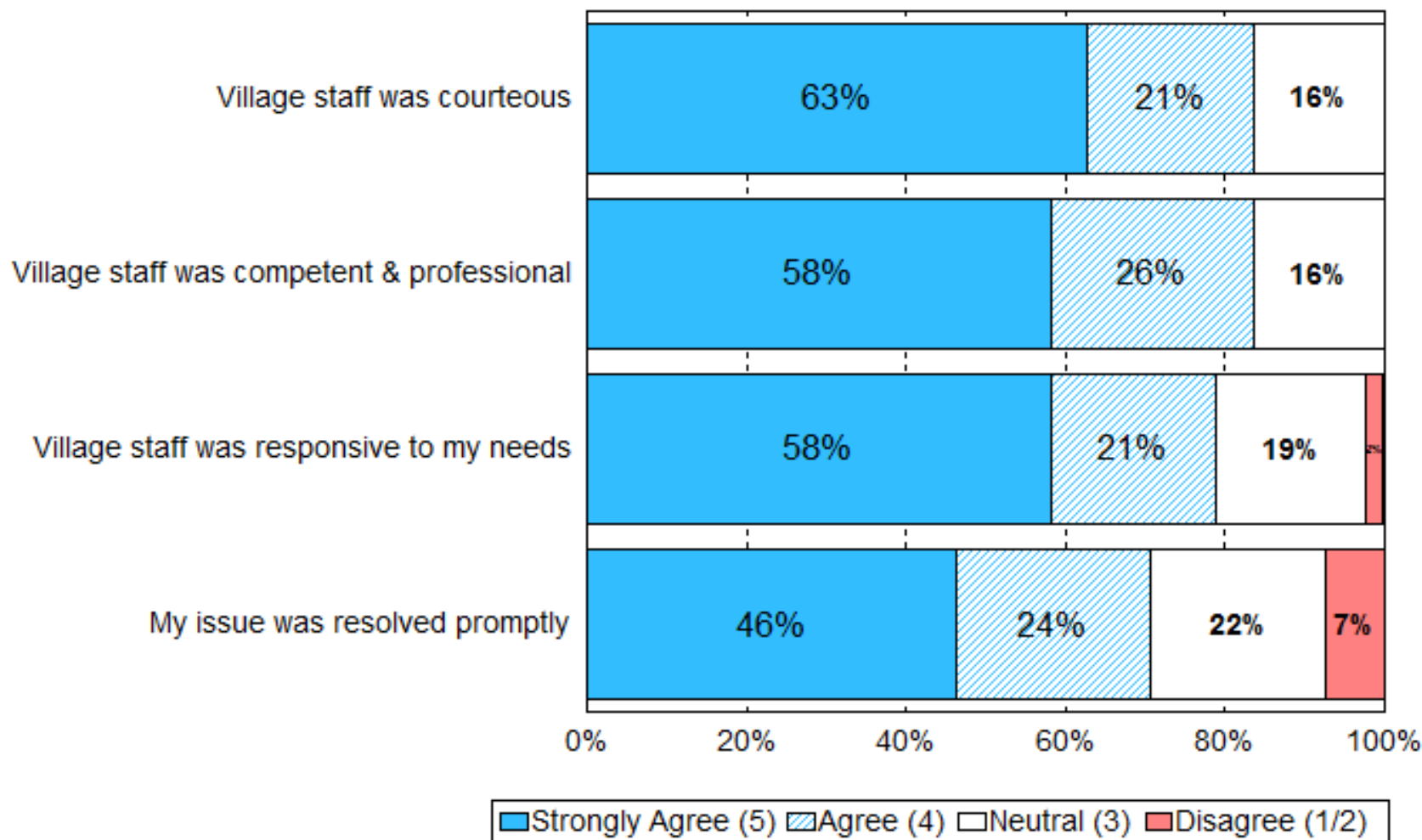


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Satisfaction Is High for All Village Services

Q9. Level of Agreement with Statements About Your 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")

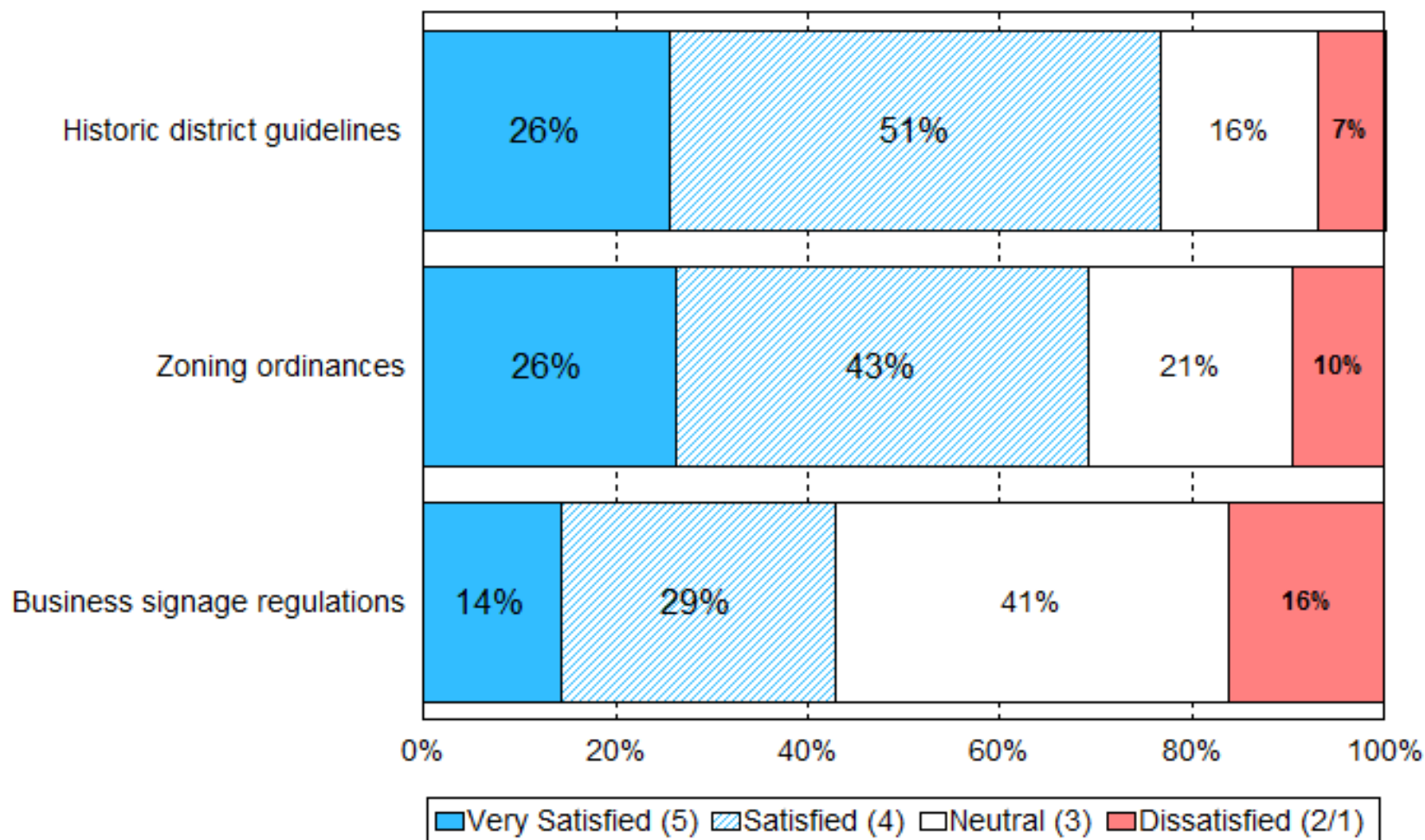


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Satisfaction Is High for All Areas of Customer Service

Q14. 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")



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

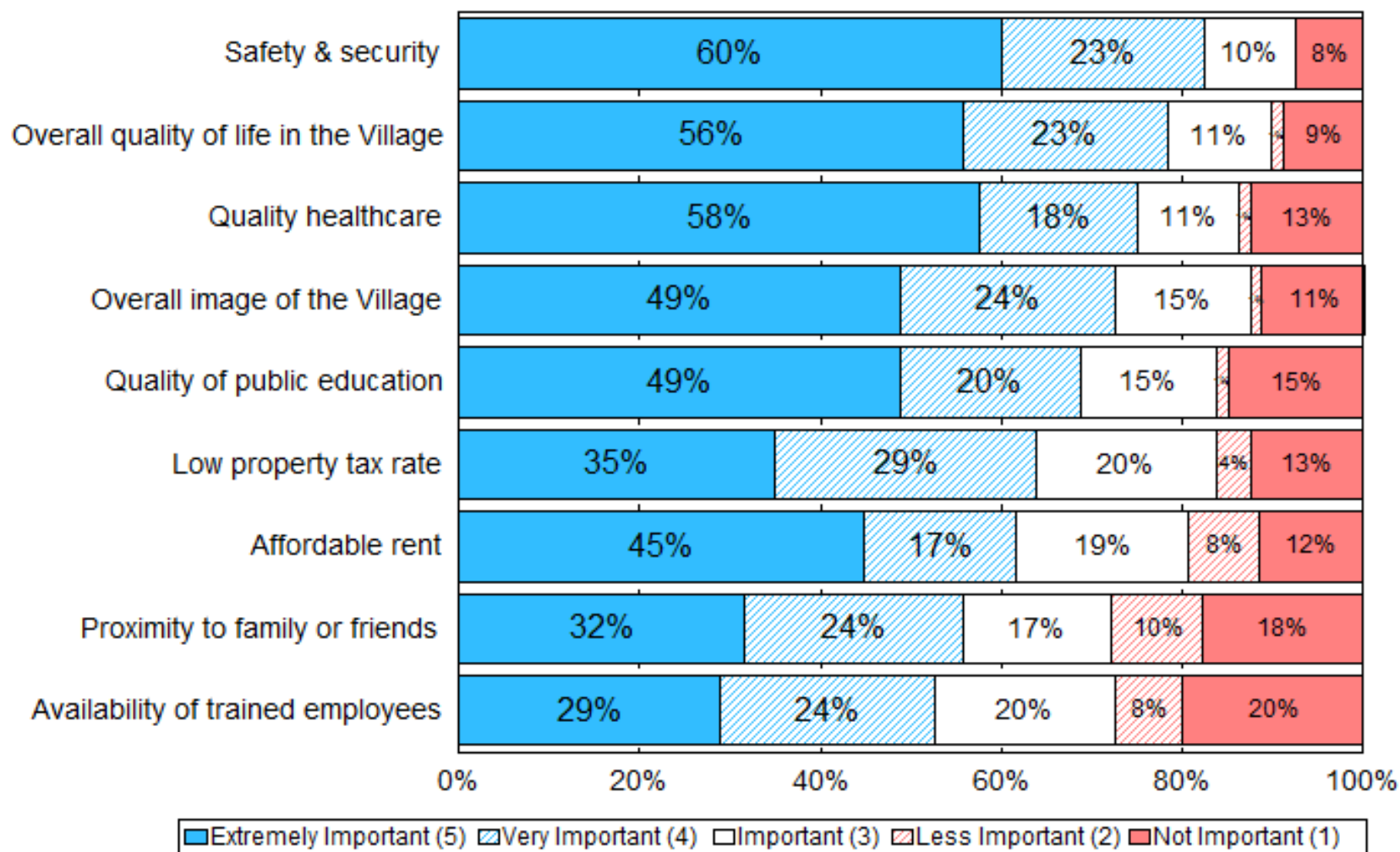
High Satisfaction with Historic District Guidelines and Zoning Ordinances

Major Finding #4

Reasons Businesses Decided to Locate in Pinehurst

Q17. 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")



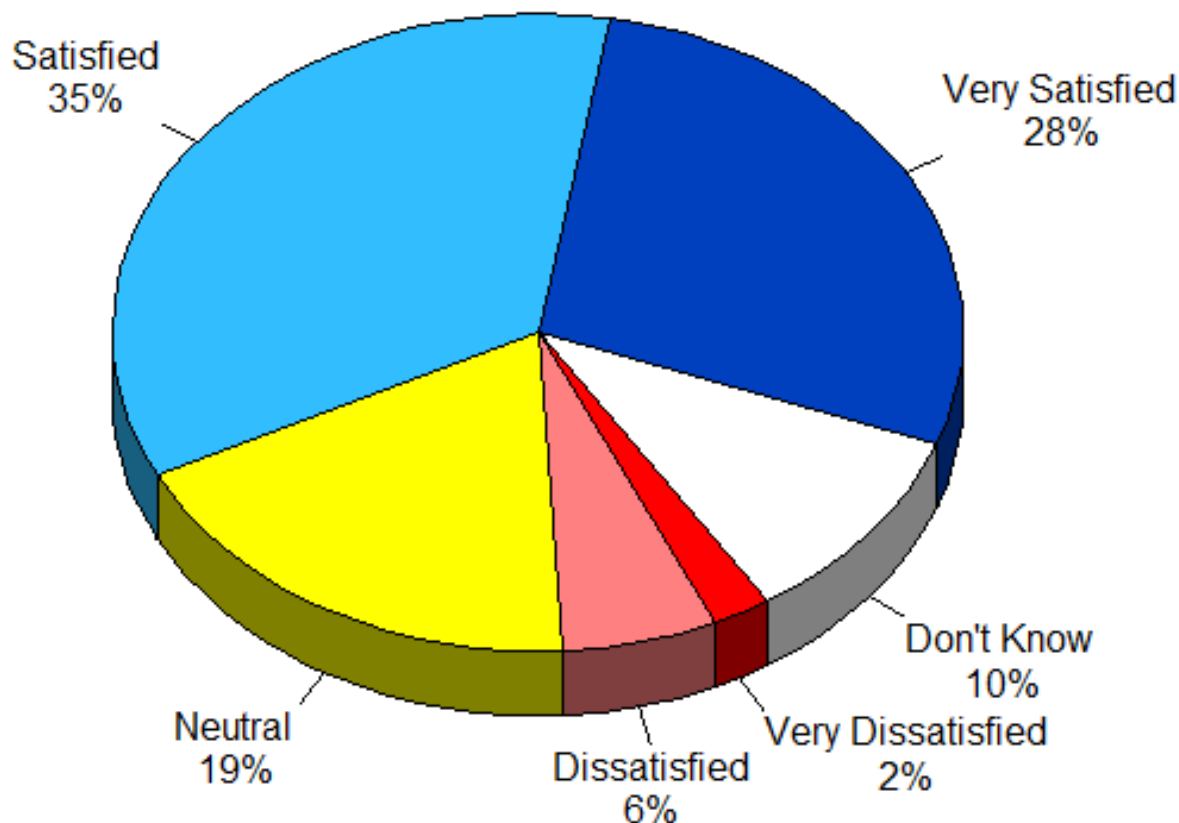
Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

The Most Important Reasons That Businesses Decided to Locate in Pinehurst Are: Safety and Security, Quality of Life in the Village, and Quality Healthcare

Major Finding #5
Communication

Q10. How satisfied are you with the job the Village of Pinehurst does communicating with business owners?

by percentage of respondents

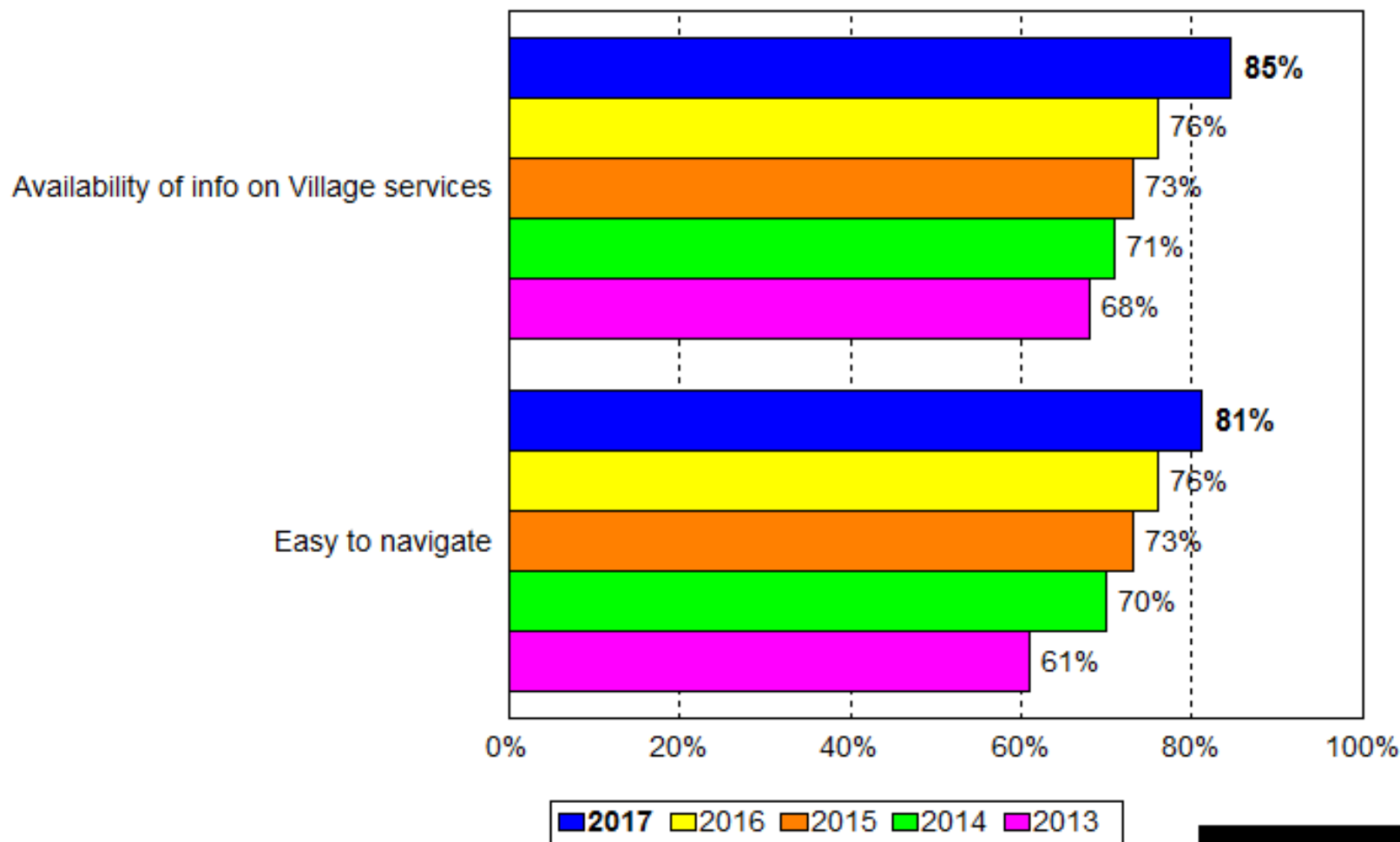


Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Nearly an 8-1 Ratio of Residents Who Are Satisfied vs. Dissatisfied (63% vs. 8%) with How Well the Village Communicates with Business Owners

Q11a. How would you rate the following characteristics of the Village website? - 2012 to 2017

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



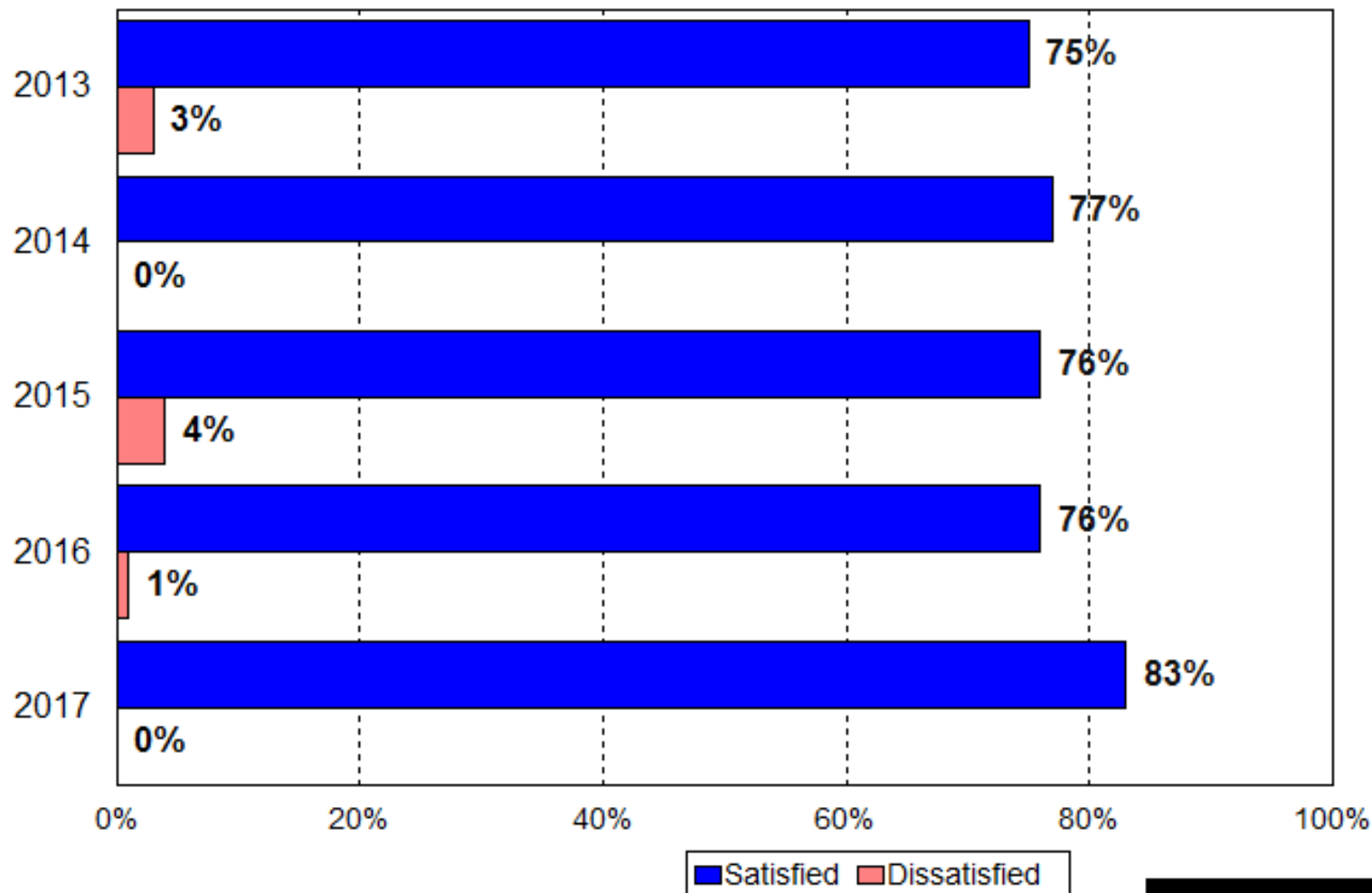
Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

TRENDS

Satisfaction Has Increased in 5 Consecutive Years with the Availability of Information and Ease of Navigating the Village Website

Q11b. Overall, how satisfied are you with the Village's website? - 2013 to 2017

by percentage of respondents



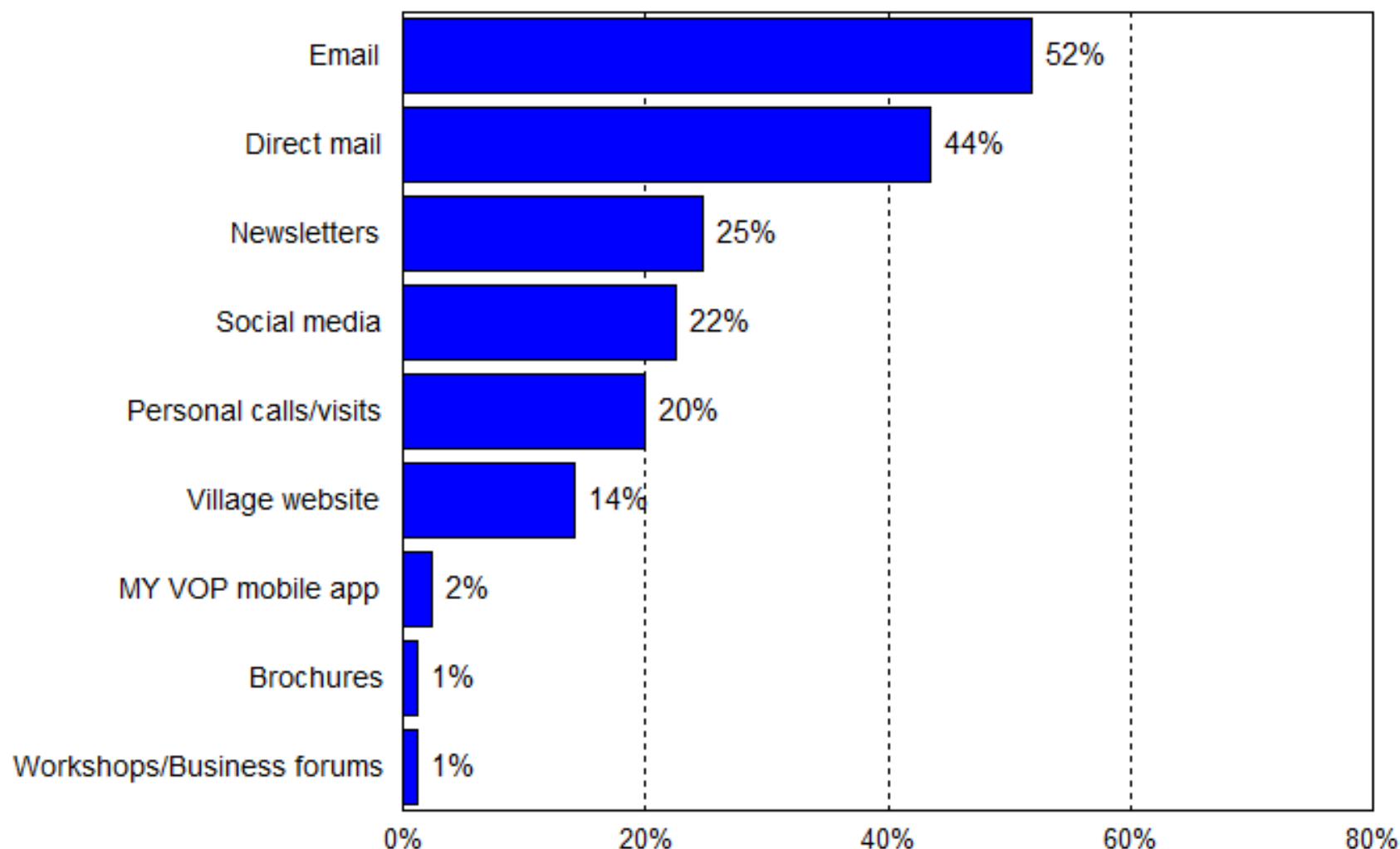
Source: ETC Institute DirectionFinder (2017 - Pinehurst, NC)

TRENDS

In 2017, 83% of Businesses Were Satisfied with the Village Website, and No Businesses Were Dissatisfied

Q13. Which of the following are the best ways for the Village to communicate important information to your business?

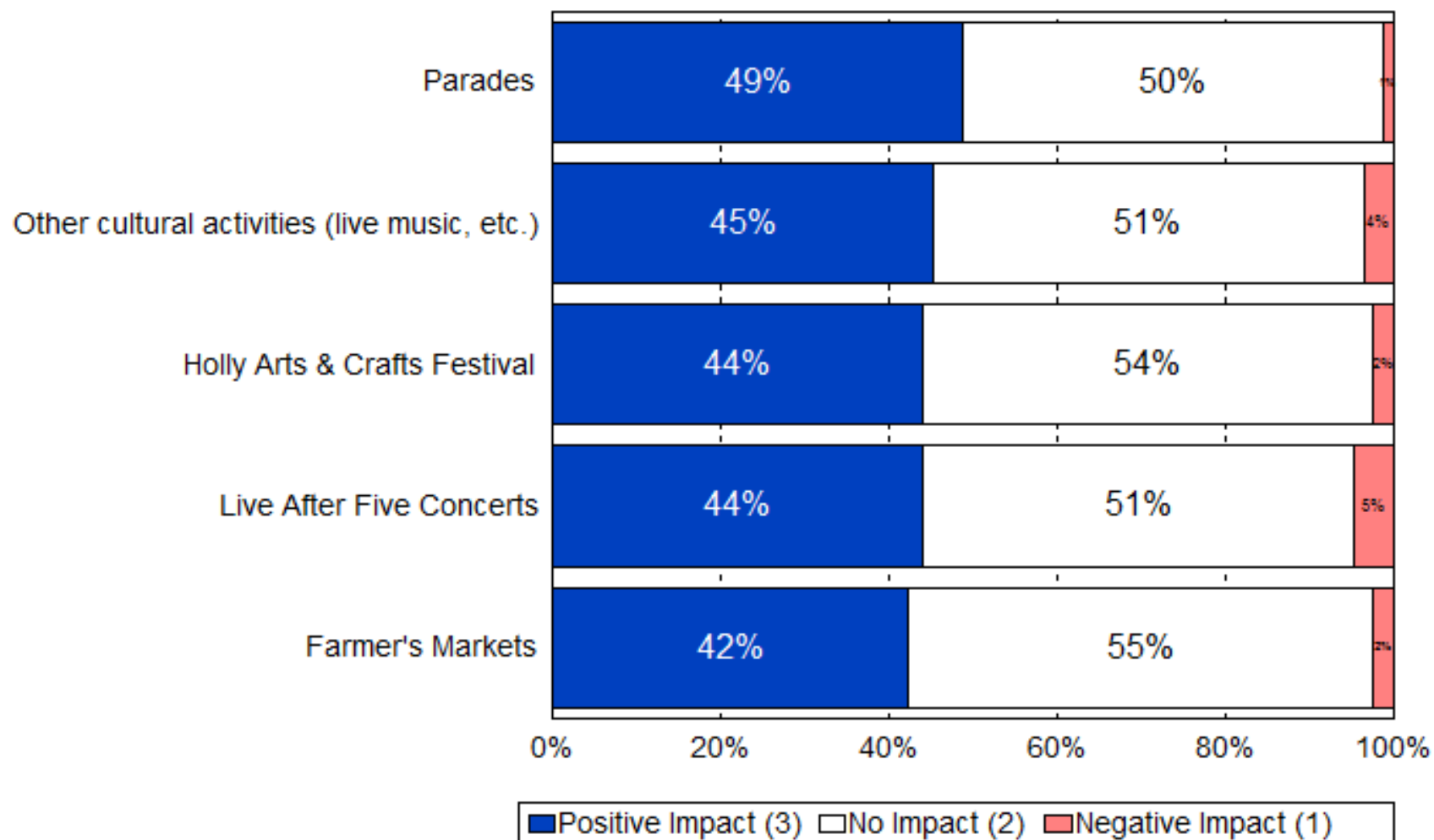
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Q15. 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



Source: ETC Institute (Pinehurst, NC Business Survey - 2017)

Summary

- ❑ The Village of Pinehurst has a very strong brand among businesses
- ❑ Businesses have a high level of satisfaction with Village services
- ❑ The majority of businesses are satisfied with the level of customer service and how well the Village communicates with their business
- ❑ The Village services that businesses rated as the most important are: fire emergency response, police emergency response, and police patrol
- ❑ The most important reasons for businesses locating in Pinehurst are: safety and security, quality of life in the Village, and quality healthcare

Questions?

THANK YOU!!



**FY 2017 STATE OF THE VILLAGE REPORT.
ADDITIONAL AGENDA DETAILS:**

FROM:

Natalie Hawkins

DATE OF MEMO:

9/21/2017

MEMO DETAILS:

This agenda item is a review of the Village's performance relative to the goals and objectives set for FY 2017. Staff will present the attached Presentation on the FY 2017 State of the Village Report.

As you will see from the attached presentation, the Village performed exceptionally well this year and overall exceeded our goals for FY 2017. I am extremely proud of the hard work and dedication of our staff to meet the needs of our residents, businesses, and visitors so they may enjoy a high quality of life.

The complete FY 2017 State of the Village Report can be found on the Village website at: <http://www.vopnc.org/Home/ShowDocument?id=5808>

I look forward to sharing this information with you at your meeting on Tuesday.

ATTACHMENTS:

Description

□ FY 2017 State of the Village Report Presentation



***FY 2017
State of the Village Report Presentation***

FY 2017 State of the Village Report Presentation Village Council



***Councilmember Clark Campbell, Treasurer John Bouldry, Mayor Nancy Fiorillo,
Councilmember Claire Berggren, Mayor Pro-Tem John Cashion (From left to right)***

FY 2017 State of the Village Report Presentation

Message from the Office of the Village Manager



This year, the Village successfully accomplished several key objectives set forth by the Village Council and overall we exceeded our FY 2017 goals. We establish annual goals and objectives to ensure we achieve the Village Mission to “Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.” This year, ***99% of residents and 99% of businesses rate the overall quality of life in the Village as excellent or good.***

Using the Baldrige Performance Excellence Framework, we have successfully created a culture of continuous improvement at the Village. Each year we undertake multiple initiatives aimed to enhance resident and business satisfaction levels as measured in our annual surveys.

This year, we accomplished 15 different initiatives and our residents and businesses continue to indicate high satisfaction levels with the vast majority of Village services. Since adopting the Baldrige Framework in 2013, the Village has seen improved resident satisfaction in 80% of our service areas and we currently exceed the national averages in 48 out of 50 service areas. ***We have also achieved the highest annual satisfaction ratings in the nation in 11 different service areas over the last five years.***

Just like keeping score in a ballgame, the Village routinely monitors its “score” relative to nine key (9) community goals stated on the Village’s Balanced Scorecard. Scores are assigned to each goal and shown using red, yellow, or green indicator dials to easily demonstrate achievement of our goals. The “score” identified for each community goal is based on pre-established goals and red flag thresholds.

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



Jeff Sanborn
Village Manager



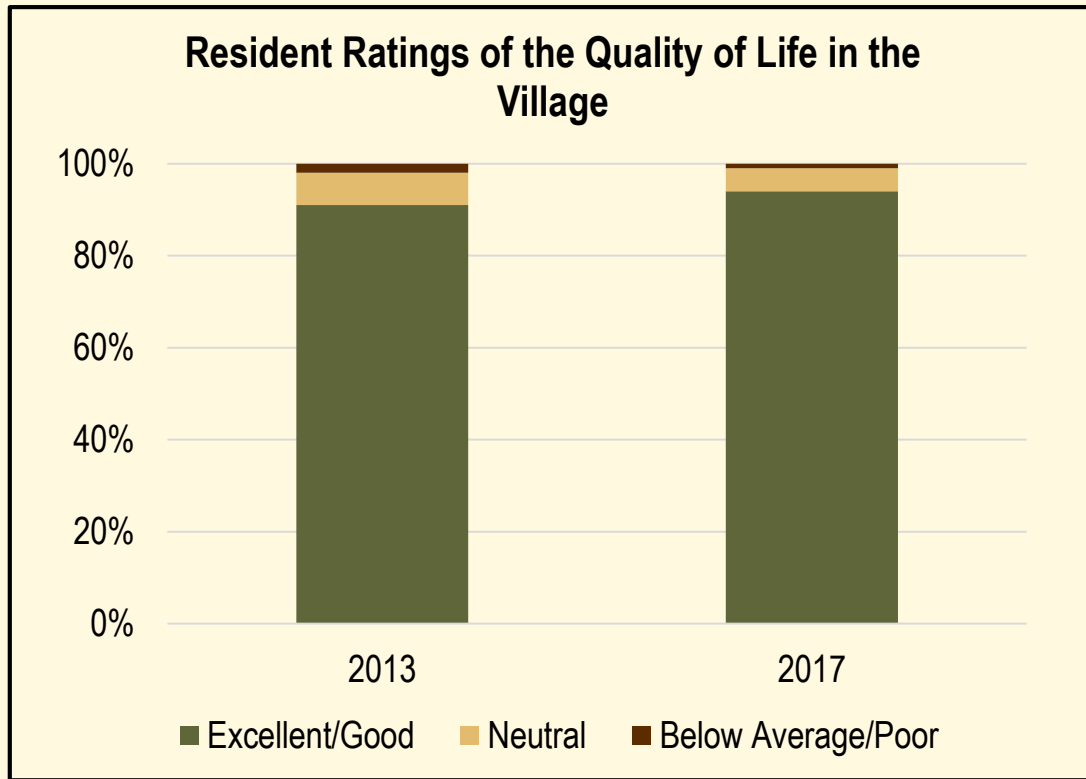
Natalie Dean Hawkins
Assistant Village Manager



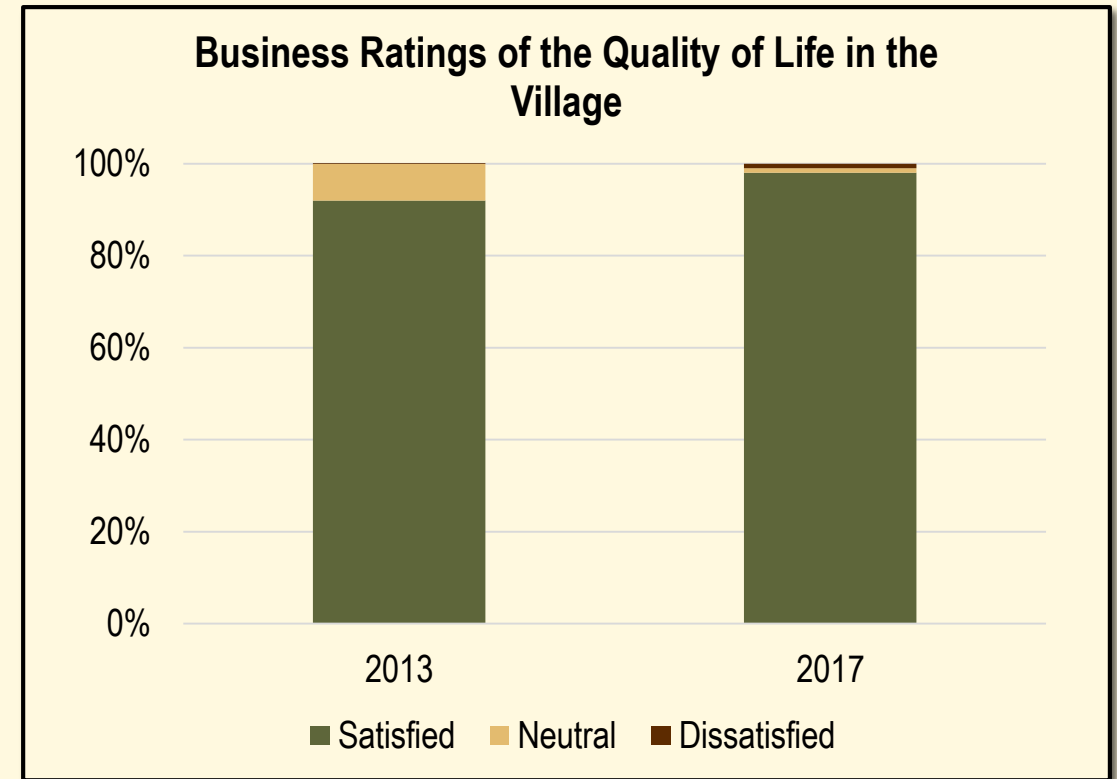
Jeff Batton
Assistant Village Manager

FY 2017 State of the Village Report Presentation

Quality of Life



99% of residents rate the quality of life in the Village as good or excellent



98% of businesses rate the quality of life in the Village as good or excellent

FY 2017 State of the Village Report Presentation

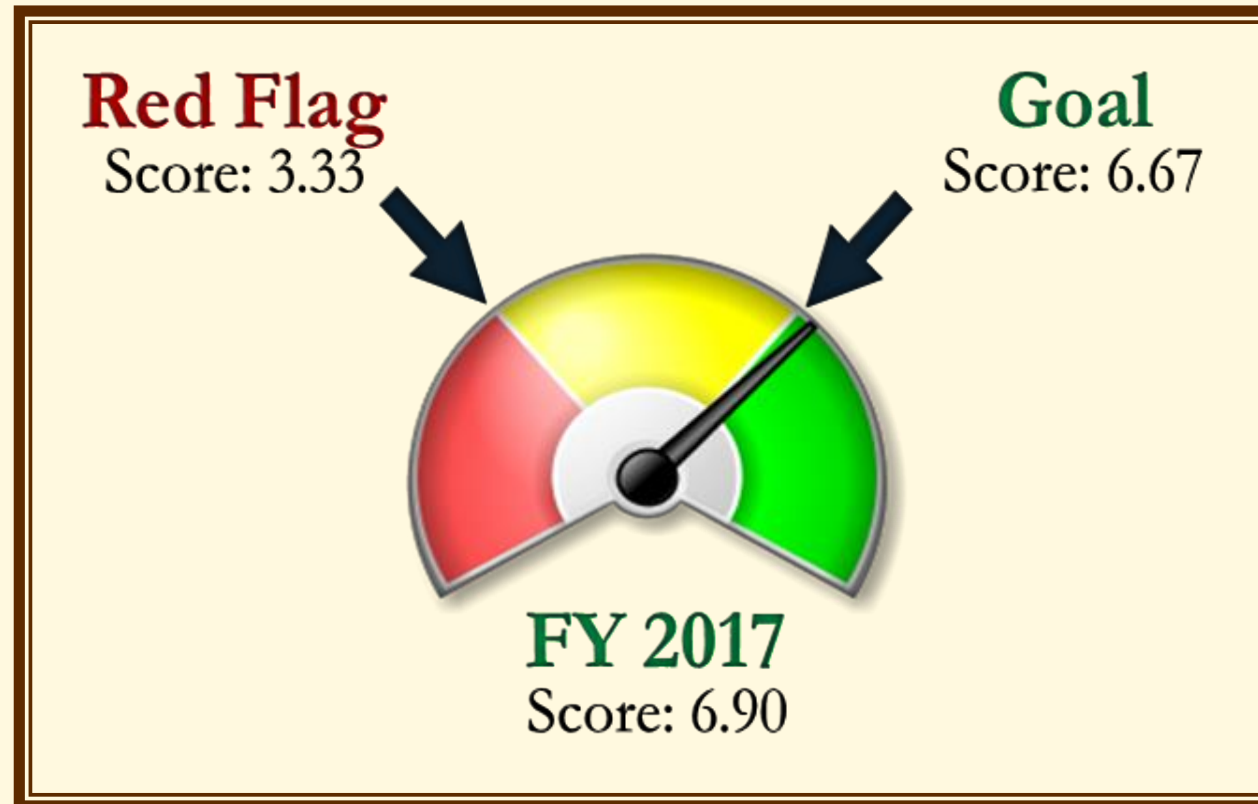
National High Satisfaction Ratings Achieved



Since 2012, the Village has achieved the highest annual satisfaction rating in the United States for eleven different areas

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

Overall, in FY 2017, the Village exceeded the goals set forth by the Village Council on the FY 2017 Balanced Scorecard



FY 2017 State of the Village Report Presentation

Council Goals on the Balanced Scorecard



Balanced Scorecard Results by Goal

↑ Noticeable improvement from FY 2014 to FY 2017

Customer Focus

FY 2017 State of the Village Report Presentation

Safeguard the Community

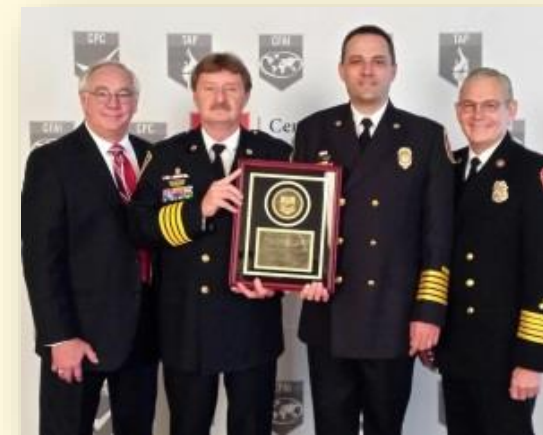


Key Performance Indicators	FY 2014	FY 2016	FY 2017	FY 2017 Goal
UCR index crime rate per 1,000 residents	10.5	6.15	6.89	12.00
% of residents whose overall feeling of safety in the Village is good or excellent	99%	100%	100%	95%
% of residents satisfied with how quickly fire personnel respond to emergencies	100%	99%	100%	95%
% of residents satisfied with the enforcement of local traffic laws	87%	90%	91%	90%



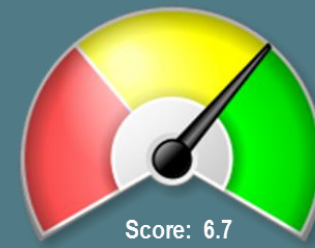
In FY 2017 the Fire Department achieved international accreditation, joining an elite group of 20 agencies in NC and 220 worldwide. The accreditation process has helped to reduce reaction times by 28% over the last year. Also, for the 14th consecutive year, the department achieved the Life Safety Achievement Award for zero fire deaths in the Village.

This year, the Police Department hired two new traffic enforcement officers and reorganized the department to more effectively safeguard our community. In FY 2017, Pinehurst was named one of the Safest Communities in NC for the 4th consecutive year and received the Traffic Safety Community of the Year Award for the 10th consecutive year.



FY 2017 State of the Village Report Presentation

Ensure Pinehurst is a Premier Residential Community



Key Performance Indicators	FY 2014	FY 2016	FY 2017	FY 2017 Goal
% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	99%	95%
% of residents satisfied with the enforcement of codes and ordinances	84%	84%	84%	87%
% of residents satisfied with Village efforts to maintain the quality of neighborhoods	88%	88%	87%	90%
Single family home average sales price	\$255,000	\$304,266	\$271,186	\$267,000



To improve the quality of neighborhoods in FY 2017, we increased code compliance efforts and began routine neighborhood patrols to identify code compliance issues. This year, we investigated 93% of 1,200 complaints within 2 days and resolved 95% of complaints within 45 days. We also installed sidewalks and street lights in Village Acres and added police officers to increase the enforcement of neighborhood speed limits.

This year, Pinehurst was also recognized as a Tree City USA for the 12th consecutive year.



FY 2017 State of the Village Report Presentation

Ensure a Thriving Business Community



Key Performance Indicators	FY 2014	FY 2016	FY 2017	FY 2017 Goal
1st floor occupancy rate in the Village Center	80%	94%	95%	90%
% of businesses likely to recommend the Village as a business location	86%	89%	95%	90%



To support Pinehurst businesses this year, we began streetscape improvements on McCaskill Road and McIntyre Road which will include brick sidewalks, organized parking, enhanced street lighting and enhanced signage when completed in FY 2018. We also installed a public parking lot at our Public Services Complex to provide additional parking for nearby businesses and their patrons.



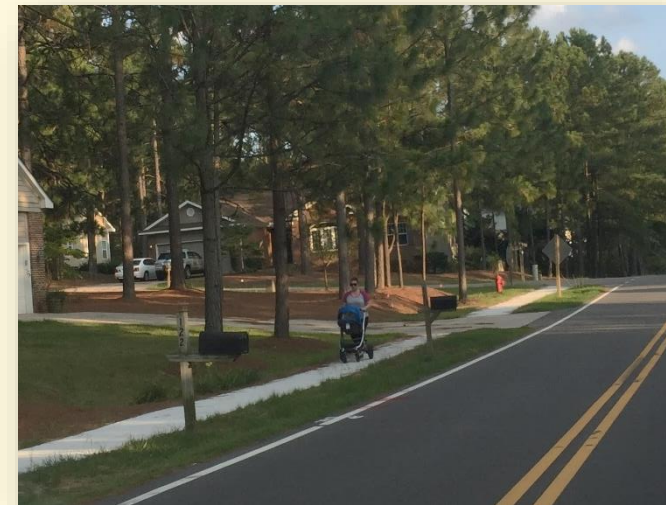
FY 2017 State of the Village Report Presentation

Provide Multi-Modal Transportation Systems



Key Performance Indicators	FY 2014	FY 2016	FY 2017	FY 2017 Goal
% of residents satisfied with the availability of sidewalks	69%	63%	71%	68%
% of residents satisfied with availability of greenway / walking trails	93%	92%	95%	90%
% of residents satisfied with street and right of way maintenance	89%	89%	84%	90%

This year, the Village nearly completed construction of approximately 1 mile of sidewalks in Village Acres and extended the greenway trail along Hwy 15-501 to Spring Lake Drive. We also collaborated with NC Dept. of Transportation, Moore County, and the Town of Southern Pines to facilitate the preparation of the Midland Road Corridor Study.



FY 2017 State of the Village Report Presentation

Manage Solid Waste Collection



Key Performance Indicators	FY 2014	FY 2016	FY 2017	FY 2017 Goal
% of residents satisfied with solid waste services	95%	96%	96%	95%
% of refuse diverted from the landfill	34%	32%	34%	35%

We continue to see high participation rates in recycling and this year, the Village continued to remain in the top 5% of NC municipalities for the amount of refuse diverted from the landfill due to recycling efforts.

This year, Public Services staff worked tirelessly to clear over 154 tons of debris caused by Hurricane Matthew, helping residents quickly get back to normal after the storm.



FY 2017 State of the Village Report Presentation

Maintain an Active, Healthy Community



Key Performance Indicators	FY 2014	FY 2016	FY 2017	FY 2017 Goal
% of residents satisfied with P&R programs	97%	96%	98%	95%
% of residents satisfied with Village sponsored cultural arts events	94%	91%	98%	90%

This year, we responded to the needs of users of the popular splashpad and installed a shelter at Rassie Wicker Park to provide relief for park goers from the sun.

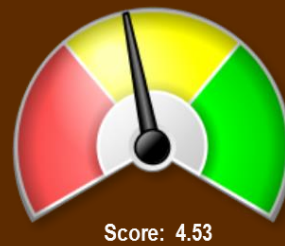
For the first year ever, 100% of residents were satisfied with Village Parks and we achieved the highest satisfaction rating in the US for the number of parks in our community.



Internal Focus

FY 2017 State of the Village Report Presentation

Professionally Manage a High Performing Organization



Key Performance Indicators	FY 2014	FY 2016	FY 2017	FY 2017 Goal
% of residents satisfied with Village communications	97%	95%	94%	95%
% of residents satisfied with the level of public involvement in local decisions	82%	84%	79%	90%
Full-time equivalents per million \$ of revenue	7.91	7.72	7.62	8.00
% of residents satisfied with the value received for taxes paid	88%	91%	94%	90%

Leveraging our culture of continuous improvement and technology, we made several process improvements to operate more efficiently and effectively. Key improvements this year include the creation of a Communications Specialist position who significantly enhanced Village communications using technology, implementation of the MY VOP service system to efficiently respond to resident complaints and requests, routinely surveying P&R program participants to determine their satisfaction, and enhancing our emergency preparedness. Each of these enhancements were made as a result of feedback from the NC Awards for Excellence program using the Baldrige Framework.




Village Council News

Next Village Council Meeting: September 12 at 4:30 p.m.

Agenda Items:

- Discuss and consider an ordinance amending the Official Pinehurst Zoning Map as it pertains to the rezoning of certain land located between 224 Foxfire Road and 376 Foxfire Road.
- Discussion regarding first floor occupancy in the Village Center.
- Discussion of Land Use Planning Workshop and Long Range Planning.
- Presentation of Financial Statements for the Year Ended June 30, 2017.
- Approve a contract for cleaning services at the Fair Barn.
- Discussion regarding TARPOINCDOT Pedestrian Projects.
- Discuss potential changes to the Pinehurst Appearance Committee.
- Other Business.

Workforce Focus

FY 2017 State of the Village Report Presentation

Attract & Retain an Engaged Workforce



Key Performance Indicators	FY 2014	FY 2016	FY 2017	FY 2017 Goal
% of employees who agree that overall they like their job	95%	95%	97%	95%
% of volunteers satisfied with the volunteer experience	96%	95%	100%	95%
Employee Engagement Index	8.67	8.36	8.96	8.50

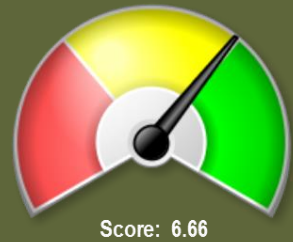
This year, we focused on leadership development for Village employees to enhance workforce engagement and improve employee capabilities. We revamped our internal TOPS (Training of Pinehurst Staff) training program and implemented a training requirement for all employees. In FY 2017, we also revamped our performance appraisals to incorporate leadership attribute ratings for all supervisors to facilitate development discussions during performance reviews. We also began creating a formal Village-wide succession plan this year that will be implemented in FY 2018.



Financial Focus

FY 2017 State of the Village Report Presentation

Maintain a Healthy Financial Condition

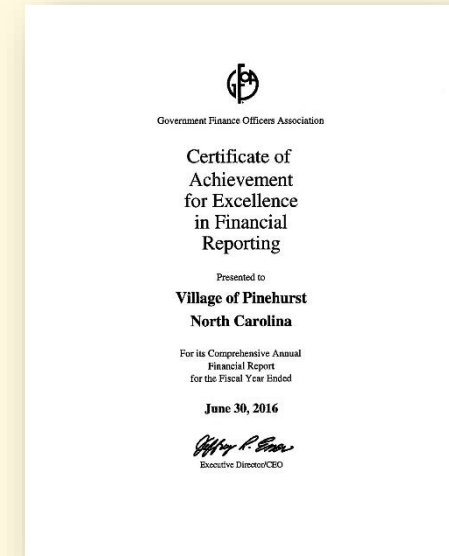


Key Performance Indicators	FY 2014	FY 2016	FY 2017	FY 2017 Goal
Unassigned General Fund (GF) balance as a % of actual expenditures	26%	41%	43%	20%
Capital Asset Condition Ratio	49%	46%	45%	47%



The Village continues to improve its financial condition year after year through diligent financial oversight. For the 24th consecutive year, we received the Certificate for Excellence in Financial Reporting and the Distinguished Budget Award for the 10th consecutive year for meeting the highest standards for financial reporting and budgeting.

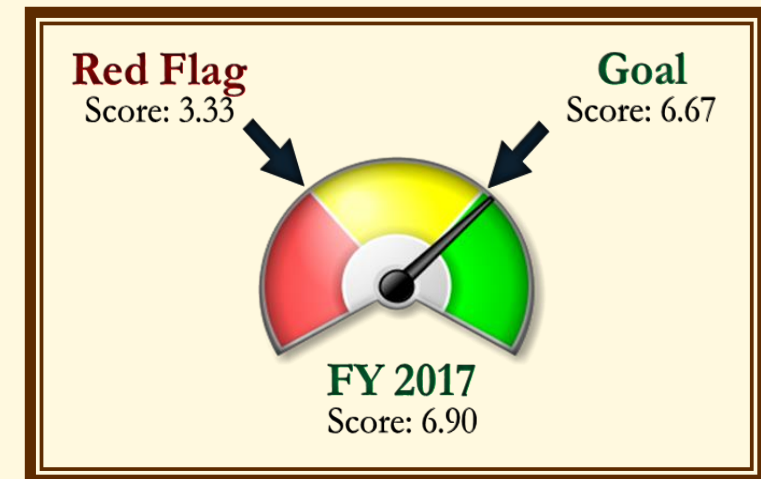
This year, revenues were 103% of budget and expenditures fell 12% below budget. Excluding funds rolled over to FY 2018, the Village increased its savings by \$437,000. These unexpected funds can now be used to improve service levels even further. We also continue to pay off our debts and now have only \$1 million in debt compared to \$2.5 million five years ago.



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

- ✓ 99% of residents and 99% of businesses indicate the quality of life as good or excellent
- ✓ 94% of residents are satisfied with the value received for taxes paid
- ✓ We have achieved the highest national satisfaction ratings in 11 areas in the last 5 years
- ✓ We exceed 48 of 50 US average satisfaction ratings
- ✓ Resident satisfaction ratings have improved in 80% of our service areas since 2013
- ✓ Our workforce indicates high levels of engagement
- ✓ We are in excellent financial condition

We are a ***High Performing Organization*** because we have adopted the Baldrige Performance Excellence Framework and have embedded a culture of continuous improvement to better serve residents, businesses, and visitors



For more information, please contact:

Natalie Hawkins, Assistant Village Manager

nhawkins@vopnc.org

910-295-1900 ext. 1103

395 Magnolia Road
Pinehurst, NC 28374

www.vopnc.org



**FINANCIAL TRANSPARENCY CENTER DEMONSTRATION.
ADDITIONAL AGENDA DETAILS:**

FROM:

John Frye

CC:

Jeff Sanborn & Natalie Hawkins

DATE OF MEMO:

9/15/2017

MEMO DETAILS:

The Village recently partnered with ClearGov, a leading municipal transparency and benchmarking platform, to launch an infographic-based financial transparency center.

This online tool provides the public with an easy-to-understand, visual breakdown of the Village's finances, as well as insights into its demographics. The new site also provides budgetary comparisons to peer communities.

We would like to take a few minutes to familiarize the Council with the site and answer any questions you may have.



**CONSIDER A BUDGET ORDINANCE AMENDMENT FOR POLICE
DONATION.**

ADDITIONAL AGENDA DETAILS:

FROM:

John Frye

CC:

Jeff Sanborn & Natalie Hawkins

DATE OF MEMO:

9/15/2017

MEMO DETAILS:

The Police Department recently received a \$1,950 donation from the Sandhills Center for Mental Health, Developmental Disabilities, and Substance Abuse Services (Sandhills Center). The donation was directed to the purchase of Naloxone kits for Police patrol vehicles. These kits allow Police Officers to respond to opioid overdoses in the field.

Since these funds were not included in the FY 2018 Budget when it was originally adopted, the attached budget ordinance amendment is presented for your consideration.

ATTACHMENTS:

Description

- ☐ Ordinance 17-13 Budget Ordinance Amendment (Police Donation)

ORDINANCE #17-13:

AN ORDINANCE AMENDING THE ORDINANCE APPROPRIATING FUNDS FOR OPERATIONS OF THE VILLAGE OF PINEHURST FOR FISCAL YEAR 2018, REGARDING REVENUES AND EXPENDITURES OF THE GENERAL FUND FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA (POLICE NALOXONE DONATION)

THAT WHEREAS, Village of Pinehurst Police Officers face the potential each day of responding to opioid overdoses; and

WHEREAS, the Police Department began a program in 2016 to supply patrol vehicles with Naloxone kits to use in instances of overdose response; and

WHEREAS, Sandhills Center for Mental Health, Developmental Disabilities, and Substance Abuse Services (Sandhills Center) donated \$1,950 to the Village of Pinehurst Police Department to purchase 25 additional Naloxone kits; and

WHEREAS, these funds were not included in the FY 2018 General Fund Budget when it was originally adopted.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in a regular meeting assembled this 26th day of September, 2017, as follows:

SECTION 1. To amend the FY 2018 General Fund budget with regard to revenues and expenditures, the revenue and expenditure accounts are to be changed as follows:

<u>Account No.</u>	<u>Account Name</u>	<u>Debit</u>	<u>Credit</u>
10-10-310-5402	Departmental Supplies-Restricted	\$ 1,950	
10-10-120-3882	Public Safety Donations		\$ 1,950

SECTION 2. Copies of this budget amendment shall be furnished to the Clerk to the Village Council, Village Manager, and Financial Services Director for their direction and implementation.

THIS ORDINANCE passed and adopted this 26th day of September, 2017.

(Municipal Seal)

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney



**DISCUSSION ON COMMUNITY CENTER.
ADDITIONAL AGENDA DETAILS:**

FROM:

Mark Wagner

CC:

Jeff Sanborn, Jeff Batton

DATE OF MEMO:

9/18/2017

MEMO DETAILS:

Staff will have a brief presentation for the Village Council regarding the proposed Community Center. There will also be conceptual renderings presented to show what a building may potentially look like in the locations that have been proposed for consideration. Staff is seeking direction on if the Community Center design process may proceed as budgeted and if so, in which location.

Please note that Parks and Recreation Director Mark Wagner will not be present at this meeting as he is attending a conference this week. Jeff Batton will be making the presentation and be available to answer any questions that the Council may have.



**DISCUSS POTENTIAL LAND SWAP BETWEEN VILLAGE OF PINEHURST
AND SANDHILLS SANDSHARKS.
ADDITIONAL AGENDA DETAILS:**

FROM:

Jeff Batton

DATE OF MEMO:

9/20/2017

MEMO DETAILS:

The Village has the opportunity to acquire one acre of property at the corner of Rattlesnake Trail and Woods Road from the Sandhills Sandsharks in exchange for 3.2 acres of Village property on Juniper Lake Road. The one acre property is adjacent to Cannon Park and could easily be absorbed into the park property.

The Village would sub-divide the 3.2 acres from the existing 48.3 acres the Village currently owns on Juniper Lake Road where the Sandhills Sandsharks would like to eventually develop an aquatics facility that could support a variety of programming as well as serve as home to the Sandsharks swim team.

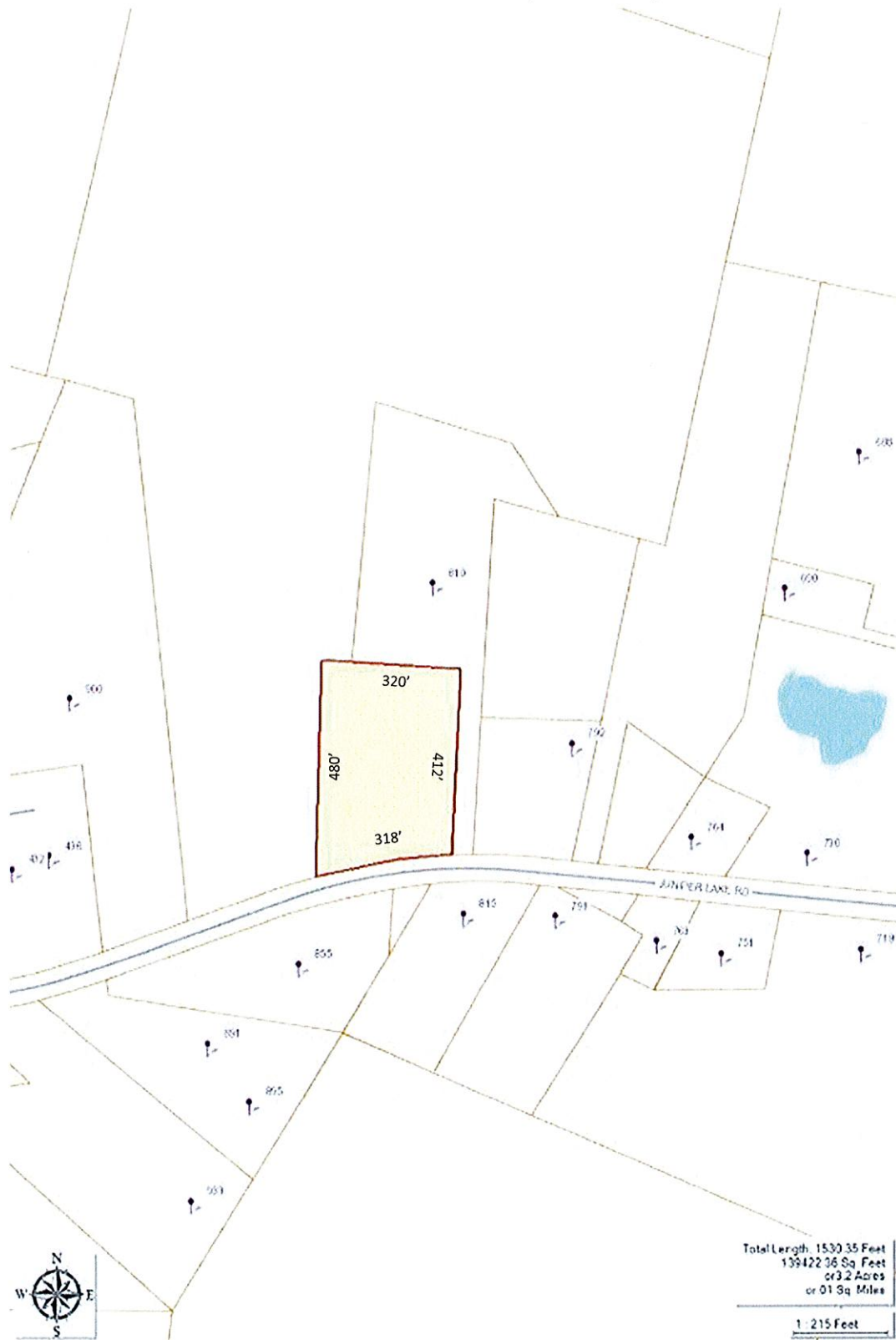
Sandhills Sandsharks would receive 3.2 acres of property (estimated value of \$32,640) plus \$20,000 cash and the Village would absorb estimated expenses of \$5,000 for surveying and legal documents necessary for the exchange. Total estimated value of what the Sandsharks would receive is \$57,640. Value of the one acre of property the Village would receive is estimated at \$60,000. Maps of both proposed parcels is attached. Staff will seek direction from Council on whether to develop the necessary documents to complete the transaction. If so, Council will be asked to vote on the proposal at the October 10th work session.

ATTACHMENTS:

Description

- ☐ Proposed 1 Acre Parcel to VOP
- ☐ Proposed 3.2 acre Parcel SSS

Proposed Land Swap with
Sandhills Sandsharks (3.2 acres)





DISCUSS CHANGES TO THE VILLAGE'S PURCHASING POLICY. ADDITIONAL AGENDA DETAILS:

FROM:

Natalie Hawkins

DATE OF MEMO:

9/19/2017

MEMO DETAILS:

Because financial policies require Council approval, this agenda item is for the Council to consider proposed changes to the Village's existing Purchasing Policy & Procedures.

These policy changes are being proposed in order to establish a formal process to select and evaluate the performance of our suppliers so we can ensure the highest quality of service delivery to our customers. This year, Village staff performed an ACE (Analyze, Change, and Evaluate) process evaluation to address an opportunity for improvement identified in feedback from our NC Awards for Excellence Level 3 Milestone report:

"Although the VOP selects suppliers through formal and informal bidding and contracts are typically awarded to the lowest responsible bidder, there is not a systematic approach to ensure that they enhance customer satisfaction. Feedback to suppliers to help them improve is not typically provided and measurement and evaluation is not currently done. Systematic supplier management may enable the applicant to enhance customer and workforce satisfaction."

The proposed changes to the policy are indicated in the attached Purchasing and Contracting Policy & Procedures and include:

1. Adding requirements for contracts with key suppliers that include: 1) Communicating the Village's mission, vision, and values, 2) Communicating ethical standards, and 3) Identifying methods of contract performance evaluation. Key suppliers only include those contractors who provide significant and specialized services that play a critical role in Village service delivery. They are contractors who provide professional services (i.e. attorney, engineer, architect, etc.), road construction, and refuse collection.
2. Adding a requirement for staff to annually evaluate the performance of vendors we contract with using a letter grade system.
3. Adding a requirement for staff to review the previous year's contractor grade prior to entering into a new contract in a subsequent year.

These recommended policy changes are being proposed to improve how we select suppliers, evaluate the performance of suppliers, and deal with poorly performing suppliers. If we are able to improve these processes, it is likely we can ultimately improve the quality of goods and services purchased and enhance customer and employee satisfaction.

Please let me know if you have any questions about these proposed changes and I look forward to discussing them with you at your meeting.

ATTACHMENTS:

Description

- ▣ Resol 17-27 Purchasing and Contracting Policy Amendments
- ▣ Exhibit A: Purchasing and Contracting Policies & Procedures

RESOLUTION #17-27:

A RESOLUTION AMENDING THE PURCHASING POLICY & PROCEDURES FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA.

THAT WHEREAS, the Village of Pinehurst adopted the “Purchasing Policy & Procedures” by Resolution #10-03 on January 9, 2010 to guide the Village of Pinehurst’s purchasing methods and practices; and

WHEREAS, the Village of Pinehurst staff has amended the “Purchasing Policy & Procedures” to now be called the “Purchasing and Contracting Policy & Procedures” to establish a process for selecting and evaluating the performance of Village suppliers to ensure the highest quality of service delivery to its customers; and

WHEREAS, Resolution #10-03 requires all financial policies be approved by the Village Council.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in the regular meeting assembled this 26th day of September, 2017, as follows:

SECTION 1. That the aforementioned “Purchasing and Contracting Policy & Procedures” and the same hereby is amended as shown in Exhibit A.

SECTION 2. That this resolution shall be and the same is hereby effective from and after the date of its adoption.

ADOPTED this 26th day of September, 2017.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney

	VILLAGE OF PINEHURST STANDARD PROCEDURE	
SUBJECT: Purchasing <u>and Contracting</u> Policy & Procedures	Effective Date: 11/01/2000	
Department: Financial Services		
Prepared by: Financial Services Director, John Frye	Policy No.: FIN-416.1	
	Revised: <u>10/1/2017</u>	
Approved by: Village Council Resolution #17-10	# of Pages: 16	

PROCEDURE PURPOSE:

These purchasing policies and procedures are intended for use as a guide to the Village of Pinehurst's purchasing methods and practices. When used properly and with common sense, the policies and procedures established herein will enable the Village to obtain needed materials, equipment, supplies and services efficiently and economically.

The understanding and cooperation of all employees is essential if the Village is to obtain the maximum value for each dollar spent. While this policy and procedure does not answer all questions related to purchasing, it does provide the foundation for a sound purchasing system.

The basic goals of the Village's purchasing program are:

1. To comply with the legal requirements of competitive bidding that are outlined in Chapter 143, Article 8 of the North Carolina General Statutes.
2. To comply with other North Carolina General Statutes regarding procurement including laws regarding Historically Underutilized Businesses (HUBs).
3. To assure vendors that impartial and equal treatment is afforded to all who wish to do business with the Village.
4. To receive maximum value for each dollar spent by awarding purchase orders to the lowest responsible, responsive bidder, taking into consideration quality, performance, technical support, delivery schedule, past performance and other relevant factors.

5. To provide Village departments the required goods, equipment, and services at the time and place needed and in the proper quantity and quality.
6. To professionally administer the search for sources of supplies, the development of new sources, the selection of suppliers, negotiations, commitment, follow-up, and adjustments.
7. To promote good and effective vendor relations, cultivated by informed and fair buying practices and strict maintenance of ethical standards.
8. To effect maximum feasible standardization of products used within and among departments in order to minimize stock levels and obtain better prices.

If the established procedures and guidelines are followed, each department can efficiently manage, control and plan its available resources to meet present and future departmental needs and help the Village to meet these goals.

OVERVIEW:

Local Buying

It is the desire of the Village to purchase from vendors located within Moore County whenever possible. This can be accomplished by insuring that local vendors who have goods or services available which are needed by the Village are included in the competitive purchasing process. The Village has a responsibility to its residents; however, to insure that maximum value is obtained for each public dollar spent. **The Village cannot and will not make purchasing decisions solely on the basis of vendor residence.** Rather, the Village will endeavor to encourage local vendors and suppliers to compete for all Village business.

Planning

Planning for purchases should be done on both a short-term and long-term basis, thereby minimizing small orders and last minute purchases. Planning will also reduce the number of trips required to obtain materials and minimize clerical and supervisory time spent on documenting purchases.

Buying Proper Quality

Quality and service are as important as price. It is the duty of the requesting department to secure the best, most economical, quality products and services that will meet but not exceed the requirements for which the goods or services are intended. In some instances the lowest price does not necessarily mean the lowest cost.

Contractor Relations

Contractors working for the Village of Pinehurst, are an extension of the Village. To help the Village achieve its mission and provide its customers with the highest levels of service, it is important for all contractors to reflect the Village's values as they perform contracted services. Purchasers are also required to evaluate contractors at least annually to assess their performance and to address any service deficiencies.

PURCHASING PROCEDURES:

This section outlines the Village's purchasing procedures. These procedures cover the purchase of apparatus, supplies, materials and/or equipment, as well as contracted services, for items costing over \$1,000. Purchases of less than \$1,000 are subject to the Purchasing Card (P-Card) Program Policy procedure, which are documented in Policy No. FIN-416.2. This policy does not, however, preclude departments from encumbering funds for purchases less than \$1,000. Construction contracts are addressed separately in this document.

Vendor Setup

A subcontractor form (W-9) must be obtained for vendors who provide contracted or professional services. Please contact Financial Services if you have questions regarding this form.

Contract Control Form

If the purchase involves the Village executing a contract document, or if the purchase includes labor being performed on Village property, a *Contract Control Form* will be required. The *Contract Control Form* helps protect the Village from various contract risks and ensures that contractors have adequate insurance coverage for the work they perform. It also assists the Village with overall contract management.

Essential Communications for Key Suppliers are also required for contracts with key suppliers. Key suppliers are identified on the SharePoint Contract List and provide significant and specialized services that play a critical role in Village service delivery. They are contractors who provide professional services (i.e. attorney, engineer, architect, etc.), road construction, and refuse collection.

Request to Purchase

The *Request to Purchase Form*, which must be approved by the department head or his/her designee, initiates the procurement process.

A completed *Request to Purchase Form* with appropriate signatures is required for all purchases requiring a Purchase Order. See Exhibit A for a list of purchases that do not require a purchase order.

Completing the Request to Purchase Form

The request is a one-part form. Once completed, forward the original form to the Financial Services Department. A copy of the request should be retained by the user department and attached to the copy of the purchase order that will follow.

All requests must indicate the account to be charged, a description of the item, the quantity to be purchased, the unit of issue (e.g. lbs., cases, dozen, each, etc.), the unit cost of the item requested, along with either the budgeted amount or a "Not To Exceed" (N.T.E.) amount in the appropriate column.

Each section of the request must be completed. If you are unable to provide required information please state "unknown" in that section. If the form is not completed in its entirety or if the Financial Services staff has questions concerning the request, he/she may return the form with a request for additional information needed to the department head or his/her designee.

Specific Instructions

All items must be completed on the *Request to Purchase Form* for a purchase order to be generated. Please remember the following items when completing the form:

1. Please number the page(s) if there is more than one page to assure that none are lost during the processing of the request.
2. The promised delivery date must be indicated; **the acronym ASAP is not acceptable.**
3. The contact person with whom you normally deal should be listed.
4. The address of the delivery location must be provided.
5. Include a thorough description of all items requested with product numbers from a catalog, if applicable.
6. Indicate anticipated shipping costs separately from the cost of the product.
7. Do not send the form to the Financial Services Department until all required signatures are obtained.

VENDOR SELECTION

Selection Policy

Vendors should be selected on a competitive basis. Formal bids, informal bids, or telephone quotations will be solicited by the individual departments prior to submission of the *Request to Purchase Form*. Bid awards, purchase orders and/or contracts should be issued to the lowest responsible, responsive bidder. When soliciting for services from a previously used contractor, purchasers should review the contractor's most recent performance grade on the *SharePoint Contract List*.

Selection Procedures

For the procurement of supplies, materials and/or equipment and for construction or repair, the Village will observe the following procedures:

1. In accordance with North Carolina General Statute §143-129, invitation for formal bids will be used for purchases of \$90,000 and greater (\$500,000 and greater for construction and repairs). This will include advertising in the local newspaper and/or other advertising media as deemed appropriate and receiving sealed bids.
2. Purchases greater than \$5,000 but less than \$90,000 (less than \$500,000 for construction and repairs), are subject to Informal Bidding Procedures. North Carolina General Statute §143-131 requires this for purchases greater than \$30,000 but less than \$90,000; however, the Village has elected to use a lower threshold of \$5,000. Purchases in this range will require three written quotes. All quotes, regardless of degree of formality, are required to be attached to the *Request to Purchase Form* before the Purchase Requisition form is submitted.
3. In accordance with North Carolina General Statute §143-131, purchases of less than \$5,000 can be made in the open market with no requirement for a formal invitation for bids or request for quotations. However, **every effort should be given to obtain written competitive quotes for purchases of less than \$5,000**. However, verbal quotes will be accepted if documented on the *Vendors Requested to Propose Form*. All quotes, regardless of degree of formality, are required to be attached to the *Request to Purchase Form* before the Purchase Requisition form is submitted.

The department is required to obtain written quotations from any related party that submits a proposal to provide goods or services. A related party includes Village employees, Board members, and Council members and their immediate family members. In these instances, the department is **required** to obtain pricing from at least three vendors. Related-party contracts are discouraged and should be in accordance with the Village's Ethics Policy AD-150.

E-VERIFY

Per Session Law 2013-418, municipalities may not enter into a contract unless the contractor and the contractor's subcontractors comply with Article 2 of Chapter 64 of the General Statutes. Employers and their subcontractors with 25 or more employees in North Carolina as defined in Article 2 of Chapter 64 of the NC General Statutes must comply with E-Verify requirements to contract with the Village. Federal and State agencies and Municipalities are exempt from this requirement.

E-Verify is a Federal program operated by the US Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law.

Any contract or purchase order approved by the Village will include these E-Verify contract requirements.

PURCHASE ORDERS

To be valid, a purchase order issued by the Village must be completed and signed by either the Financial Services Director (the statutory Finance Officer) or the Assistant Financial Services Director (the Deputy Finance Officer). **Purchase orders will not be issued without a properly executed *Request to Purchase Form*.**

The Purchase Order Process

A purchase order is a contract between the Village and a vendor. The Village will not recognize the issuance of purchase orders by unauthorized Village employees or officials and payment of these obligations will not be approved. Obtaining supplies, materials, equipment or services without a purchase order is an unauthorized purchase (except in emergency situations as outlined later).

Unauthorized purchases are classified as a personal expense and may be paid for by the employee.

In the event that a purchase order is not requested by the department and issued by Financial Services before the date of the invoice, the department head responsible for the unauthorized purchase should complete the *Explanation for Delay of Purchase Order Request Form*. This form will then be signed by the department head, forwarded to their immediate supervisor for approval, and then forwarded to the Village Manager, or his/her designee, for final approval. Once the Village Manager has approved the form, the Village Manager will send the form to Financial Services to authorize the payment of the invoice. Financial Services will not issue payment of the invoice without an approved *Explanation for Delay of Purchase Order Request Form*.

The original purchase order will be distributed to the requesting department and should be mailed to the vendor. It is recommended that departments make a copy of the

original purchase order for their records prior to mailing it to the vendor. Financial Services will maintain one copy of the purchase order, which is filed sequentially in notebooks.

After an item is received, the department should indicate the purchase order number on the invoice before forwarding to the Financial Services Department for payment. This should be done immediately after the item(s) have been received, inspected and accepted by the user department.

Change Orders

In order to change, modify, cancel, or liquidate an existing purchase order, the user department must complete a *Change Order Form* with the department head's or his/her designee's approval. All pertinent information needed to make the changes should be completed. The change order should be forwarded to the Financial Services Department for processing and approval. Financial Services will then distribute the paperwork to the department head or his/her designee. It is the department's responsibility to forward the additional paperwork to the vendor. Change order approval will be based upon the new purchase order total and not on the amount being added to the purchase order. Purchase order changes are appropriate for reasonable increases in quantity or project scope. If the change is significant, the Financial Services Director may request the purchase be re-quoted as a new purchase. Also, change orders should not be processed for changes under 10% of the original purchase order.

Change orders will **not** be allowed:

1. That would alter the procurement procedures that were used in the original process. (i.e., from informal to formal).
2. After the scope of services have been rendered or materials have been received.
3. That would increase a blanket purchase order.

Change orders are not needed when the dollar amount of the change for a line item will not be exceeded by 10% of the original amount.

SPECIAL PROCUREMENT PROCEDURES

Blanket Purchase Orders

The Financial Services Department will issue blanket purchase orders to selected vendors for the procurement of large volume items and recurring service contracts, such as cleaning and pest control services.

Requests for blanket purchase orders must, in addition to the required information, indicate the following: items covered by the blanket purchase order and a Not to Exceed (NTE) amount in the appropriate column. The issued purchase order will

instruct the vendor that unauthorized purchases will not be allowed. It is the responsibility of the individual authorized to purchase under a blanket purchase order to ensure that an unspent balance remains to cover the purchase to be made. **Any purchase that exceeds the funds available under a blanket purchase order or made by personnel not authorized will be classified as an unauthorized purchase, or personal expense, and may be charged to the employee.**

An authorized Village employee must sign the vendor's delivery ticket and the purchase order number should be indicated on the receiving documents when a purchase is received. Delivery tickets may be discarded after being reconciled with the invoice.

Service Contracts

Recurring service contracts such as monthly or quarterly cleaning, pest control, maintenance, etc. can be encumbered at the beginning of the fiscal year for which a valid contract exists. A request for a blanket purchase order should be made in the total estimated amount to be expended on the service contract in the fiscal year. An executed contract should be attached to the *Request to Purchase Form* before a blanket purchase order will be issued for service contracts.

Purchasing Card Program

To procure small-dollar items, select Village employees will be issued a VISA-brand procurement card. Small-dollar purchases are individual expenditures of \$1,000 or less. Some cardholders could be authorized to make purchases for greater or lesser amounts. The policies and procedures for the Village purchasing card program are documented in the Purchasing Card (P-Card) Program Policy No. FIN-416.2.

Emergency Purchases

In cases of emergencies, the department head or his/her designee may purchase directly from any vendor supplies or services whose immediate procurement is essential to prevent delays in work that may affect the life, health, or safety of Village of Pinehurst employees or citizens.

The user department shall exercise good judgment and use established vendors when making emergency purchases. Always obtain the best possible price and limit purchases to those items emergency related. Not anticipating needs does not constitute an emergency situation. First, the department should determine if a true emergency does exist. Second, the department should anticipate needs and avoid emergency situations whenever possible.

During working hours, the following procedure should be used for emergency purchases:

Contact the Financial Services Department and supply all pertinent information to obtain a purchase order. The information needed will include the vendor name, item(s) to be purchased with quantities, expenditure account to which the item(s) should be charged and the reason for the emergency purchase. After verifying available funds, a purchase order number will be issued for the expenditure and the purchase order will be distributed accordingly. If the purchase will over encumber the account balance, a budget amendment will need to be completed as soon as possible.

After working hours, the following procedure should be used for emergency purchases:

The invoice received should be coded with the account(s) to be charged and signed by the individual receiving the goods or services. The department head should complete the *Explanation for Delay of Purchase Order Request Form*. This form will then be signed by the department head, forwarded to their immediate supervisor for approval and then forwarded to the Village Manager, or his/her designee, for final approval. Once the Village Manager has approved the form, the Village Manager will send the form to Financial Services to authorize the payment of the invoice. Financial Services will not issue payment of the invoice without an approved *Explanation for Delay of Purchase Order Request Form*.

Emergency purchases, although sometimes necessary, are costly both in time and money. The use of emergency procedures should be limited and will be monitored for abuse.

Call-In Request for Purchase Orders

Call-in requests for purchase orders will be used for emergency situations only. However, scanning and emailing requests with the appropriate backup for rapid expedition is acceptable.

Purchase Order Cut-Off Date

Purchase requests for materials, supplies, services and equipment (not included in blanket purchase orders or service contracts) for the ending current fiscal year must be submitted to the Financial Services Department no later than June 1. Purchase requests of a routine nature that could have been scheduled prior to June 1, and are not critical, will be returned to the department for disposition in the new fiscal year. This procedure is necessary to allow for the delivery and receipt of the goods by the end of the fiscal year.

Sole Source of Supply

In the event there is only one vendor capable of providing a particular good or service, the competitive pricing procedures outlined in this manual may be waived by the approval of the Village Council. Whenever a department head or his/her designee

elects to purchase goods or services from a "sole source", he/she shall document on the request why only one company or individual is capable of providing the goods or services required. The provisions of G.S. §143-129(e)(6), which requires Council to allow for this sole source exception, will be applied.

State of North Carolina Purchase Contract

Departments may utilize the State of North Carolina Department of Administration Purchase and Contract Division whenever possible for procurement of capital and non-capital items. This system expedites the purchase of goods, offers pricing compatible with quotes received from formal and informal bids, and satisfies North Carolina General Statutes. Examples of goods on state contract are: law enforcement vehicles, office furniture, copiers, janitorial supplies, copier paper, and light bulbs. Contact the Financial Services Department with questions about which goods are on State Contract.

Cooperative or Group Purchasing Programs

Under North Carolina General Statute 143-129(e)(3) departments may make purchases from suppliers who are selected through a group purchasing program that is a "formally organized program that offers competitively obtained purchasing services at discount prices to two or more public agencies". Items selected for purchase from these contracts are not subject to informal or formal bidding requirements. Financial Services maintains membership in several such programs. Current information regarding these programs can be found on the Financial Services Self-Service page on the intranet.

Professional Services

Normal competitive procedures cannot be utilized in securing professional services such as attorneys, engineers, planners, and other professional people who, in keeping with the standards of their discipline, will not enter into a competitive bidding process. When an agreement between a professional service company and the Village is established, a purchase order with a NTE amount shall be issued to satisfy accounting and statutory requirements. A copy of the contract should be provided to support the purchase order. Architectural, engineering, and surveying contracts will also be subject to a qualification based selection (QBS) process per NCGS 143-64.31.

Purchasing Calendar: Capital and Non-Capital Equipment

In order to secure financing and maintain the fixed asset records for the fiscal year, the departments should try to complete all capital purchases no later than February 15 with delivery scheduled no later than May 15, if at all possible.

COMPETITIVE BIDS

Formal Bids-Apparatus, Supplies, Materials, & Equipment (\$90,000 and Greater)

In order to purchase supplies, apparatus, materials or equipment with an expenditure of \$90,000 or more, the department head or his/her designee, in conjunction with the Financial Services Director, shall develop and prepare specifications for bidding. The department head shall be responsible for ensuring that all North Carolina General Statutes are satisfied, including, but not limited to, newspaper advertisement and receipt of sealed bids. These requirements are outlined in NCGS §143-129.

After receipt of all bids, the department head or his/her designee, shall review the bid responses to determine the bid deemed in the best interest of the Village. The department head or his/her designee shall make a formal recommendation of award, with supporting documentation to the Financial Services Director, Village Manager, and the Village Council.

Upon Village Council approval of the recommendation, the responsible department head shall initiate the purchase order process and upon receipt of the issued purchase order, the department head may place the order with the successful bidder(s).

Informal Bids-Supplies and Materials (\$5,000 - \$90,000)

The department head shall utilize the informal bidding process for purchases greater than \$5,000 and up to \$90,000, in accordance with NCGS §143-131. The informal bidding process requires that competitive pricing be obtained in writing from the bidders. Requests for quotes are sent to several sources that can supply the product(s) desired. Upon receiving the quotes and selecting the vendor, the department head shall forward a *Request to Purchase Form* to the Financial Services Department who will generate a purchase order. Copies of the written quotations submitted by vendors should accompany the *Request to Purchase Form* along with the basis for selecting the vendor chosen.

Purchases of Supplies and Materials (Less than \$5,000)

Every effort should be made to obtain three (3) written quotes when expending public funds of less than \$5,000. Once the department head determines the quote that is in the best interest of the Village, he/she or his/her designee should complete a *Request to Purchase Form* and forward it to the Financial Services Department, along with copies of the written quotes received. Quotes should be summarized on the *Vendors Requested to Quote Form*. This form can be especially useful for documenting verbal quotes. If other documentation is supplied, the department should provide all of the information with their submission to Financial Services. The Finance Technician will then generate a purchase order.

CONSTRUCTION AND REPAIR WORK

Formal Construction or Repair Contracts (\$500,000 and greater)

Construction contracts within this range shall be the responsibility of the department head, engineer, and other Village officials as deemed necessary. These officials are responsible for specification development. G.S. §143-128 details the five alternative bidding methods for building construction and repair contracts. G.S. §143-128.2 defines historically underutilized business (HUB) participation goals and requirements. Per Ordinance #93-7, it is the Village's policy to have a verifiable goal of five (5%) percent for participation by historically underutilized businesses in building construction contracts awarded pursuant to G.S. §143-128.

After the formal bidding process has been completed, the department head or his/her designee shall recommend to the Village Council the lowest responsible, responsive bidder deemed in the best interest of the Village. Upon award by the Village Council and execution of the contract, the department head shall initiate a *Request to Purchase Form* so that a purchase order can be generated to encumber the expenditure account.

Informal Construction or Repair Contracts (Less than \$500,000)

Construction, renovation or repair work of less than \$500,000 shall be the responsibility of the department head, the contracted engineer and other Village officials as deemed necessary. The bid award will be made to the lowest responsible, responsive bidder, upon recommendation by the department head. Under G.S. 143-131(b) for construction or repair projects departments are required to document their good faith effort to solicit historically underutilized businesses. Upon approval by the Village Manager and execution of the contract, the department head or his/her designee shall initiate a *Request to Purchase Form* so that a purchase order can be generated to encumber the expenditure accounts. The department is also responsible for contacting the successful bidder(s).

HISTORICALLY UNDERUTILIZED BUSINESSES

For building construction (vertical construction with walls and roof) projects above \$300,000, the Village must follow prescribed requirements in the Village's Minority Business Outreach Plan (MBOP). The formal bidding limit for construction is \$500,000, but for HUB reporting, the limit is \$300,000. For projects in this range, departments should contact the Financial Services Director for assistance in following those guidelines.

For building construction, maintenance, or repair projects in the \$30,000 - \$300,000 informal range, departments must make the following "good faith" efforts.

1. Solicit HUB participation in contracts,
2. Document efforts to recruit HUB participation,

3. Maintain records of HUB contractors solicited, and
4. Report all data on HUB participation efforts to the N.C. HUB Office.

Good faith efforts should be recorded on a HUB Informal Reporting Form and submitted to the Financial Services Director. This form will be the basis for a report to the NC HUB Office.

The Finance Department maintains a list of minority owned (HUB) businesses in Moore County in the intranet that may be of assistance to departments in soliciting HUB bids.

VERIFICATION OF BIDS RECEIVED

When a *Request to Purchase Form* is submitted for the purchase of supplies, materials, or equipment, the Financial Services Department will periodically verify bid information provided by vendors directly with the vendors. All bids received should accompany the *Request to Purchase Form*, regardless of the bid selected. In addition, a listing of the vendors who were asked to propose on the goods/services should be provided on the *Vendors Requested to Propose Form*.

SPECIFICATIONS

When goods or services are procured under the formal or informal bidding process, specifications must be prepared. All specifications, should do at least four things:

1. Identify minimum requirements,
2. Encourage competitive bids,
3. Be capable of objective review, and
4. Provide for an equitable award at the lowest possible cost.

Specifications shall be as simple as possible while maintaining the degree of exactness required to prevent bidders from avoiding supplying the goods or services required or otherwise taking advantage of their competitors.

All specifications utilizing a name brand must include the term "or approved equal" to avoid being restrictive and eliminating fair competition from the bidding process.

Different methods of structuring specifications include:

1. Qualified products on acceptable vendor list,
2. Specification by blueprint or dimension sheet,
3. Specification by chemical analysis or physical properties,
4. Specification by performance, purpose or use,
5. Specification by identification with industry standards, or
6. Specification by samples.

DELIVERY AND PERFORMANCE

A completed and accepted purchase order by the parties concerned must produce the intended results or objectives before it can be considered a successful or completed purchase. The terms and conditions must clearly define the delivery and performance requirements of the services, supplies or equipment.

The importance of the delivery schedule should be emphasized to the vendor. Delivery requirements should be clearly written and fully understood by all vendors. If several items are required by the purchase order, there may be a different delivery schedule for each item. It is important to clearly indicate the delivery location on the *Request to Purchase Form*.

Partial Deliveries

Some purchase orders may list several items. It is possible the vendor may complete timely delivery on some items, which are referred to as "partial deliveries". Upon receipt of a partial delivery, the department should attach a copy of the signed delivery receipt, indicate "Partial Delivery" and forward to the Financial Services Department.

Non-performance

If a vendor fails to meet any requirements(s) of the specifications or terms and conditions of the contract or purchase order, the vendor can be cited for non-performance. The seriousness of non-performance will be evaluated based upon the circumstances of each violation.

INSPECTION AND TESTING

Life and safety as well as successful operation of expensive equipment and supplies may depend upon how well a purchased item meets the design and performance specifications.

Goods and materials should be checked at the time of receipt for damage or defects. The inspection shall include assuring goods comply with the specifications. If damage is found or the goods fail to comply with the specifications, the item(s) shall be rejected as outlined below.

Rejection

In order to protect the Village's rights in the event of rejection, for whatever reason, the vendor shall be informed as soon as possible. Reasons for the rejection must be documented in memo form and forwarded to the Financial Services Department in a timely manner. It is the department head's or his/her designee's responsibility to notify Financial Services and the vendor of the reason for the rejection within three (3) business days if another employee received and signed for the goods.

Damaged Goods

One of the major reasons for immediately inspecting the goods or materials upon receipt is to detect any visible damage. When it is apparent that the extent of the damage causes the goods to be worthless, they will not be accepted. It is necessary that all damage including evidence of concealed damage shall be documented by memo and forwarded to the Financial Services Department. The department head or his/her designee is responsible for informing the vendor and Financial Services of the damaged goods within three (3) business days if another employee received and signed for the goods.

Latent Defects

Latent defects may be the result of damage in transit or failure of the manufacturer to conform to specifications. Consequently, it is often difficult to fix responsibility for the defective material. If specific liability for the defect cannot be determined between the carrier, the vendor, or the manufacturer, the Village may file a claim against all parties. A memo explaining the defects must be forwarded to the Financial Services Department to ensure all parties involved are properly informed. The department head or his/her designee is responsible for informing the vendor and Financial Services of the damaged goods within three (3) business days if another employee received and signed for the goods.

VENDOR RELATIONS

Good vendor relations are valuable business assets established through mutual confidence and satisfactory business relationships between buyer and seller. An important contribution toward promoting and preserving these relations is a clear understanding between the contractor and the Village of the expectations under the contract. Purchasers are required to grade all contractors at least annually on the Village's SharePoint Contract List to assist the Village in awarding future contracts. They are also encouraged to routinely provide feedback to contractors on their performance under the contract.

Purchasers are required to grade each contractor on the SharePoint Contract List with a letter grade of A, B, C, or F at the conclusion of the contract period. This aggregate grade should be based on the fairness of pricing, and the quality and timeliness of the services delivered. The purchaser is required to provide a brief comment with the letter grade explaining the reason for the grade assigned. Each letter grade has an explanation to assist the purchaser in selecting the appropriate grade.

For contracts with key suppliers, purchasers are required to use the Essential Communications for Key Suppliers to communicate: 1) The Village's mission, vision, and values, 2) Required ethical standards, and 3) Methods of contract performance evaluation, including a required performance evaluation meeting. Key suppliers are required to provide a written acknowledgment they have received the Essential

Communications for Key Suppliers.

OTHER

No employee or official should derive a direct personal benefit from any contract or purchase. Also, employees should not accept gifts or favors from vendors per G. S. 133-32 and the Village's Ethics Policy AD-150.

Departments do not have the authorization to commit in writing, or verbally, future Village business to vendors.

AFTER THE ORDER

The procurement function is not accomplished by simply placing an order with a supplier. Satisfactory delivery must also be made. To insure delivery will be made when required, follow-up is necessary.

Follow-up or expediting delivery of an order is part of the purchasing process and can be more efficiently handled by the purchasing party.

The Financial Services Department shall on a regular basis review outstanding purchase orders to determine if vendors are delinquent in shipping the items requested or providing the services requested. The Department head or his/her designee should contact vendors directly concerning any delinquent deliveries.

The Financial Services Department shall contact vendors concerning invoice discrepancies and shall have the authorization to approve or disapprove invoice amounts.

EXHIBIT A

EXAMPLES OF PURCHASES NOT REQUIRING A COMPLETED REQUEST TO PURCHASE FORM

The following items are not required to obtain a purchase order prior to their purchase:

- Claim payments
- Insurance premiums
- Petty cash - replenishment of funds
- Refunds
- Tuition fees for educational purposes
- Utilities

This document replaces all previous versions of this policy in their entirety.