

Incident IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department February 2016 - February 2015

Part I Offenses	February 2015	February 2016	+/-	Percent Changed	Year-To-Date 2015	Year-To-Date 2016	+/-	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%	1	0	-1	-100%
Commercial	0	0	0	0%	0	0	0	0%
Individual	0	0	0	0%	1	0	-1	-100%
Assault	0	0	0	0%	0	0	0	0%
Violent Total:	0	0	0	0%	1	0	-1	-100%
Burglary	0	0	0	0%	0	0	0	0%
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	10	9	-1	-10%	26	15	-11	-42%
Auto Theft	0	0	0	0%	0	0	0	0%
Arson	0	0	0	0%	0	0	0	0%
Property Total:	10	9	-1	-10%	26	15	-11	-42%
Part I Total:	10	9	-1	-10%	27	15	-12	-44%

Part II Offenses	February 2015	February 2016	+/-	Percent Changed	Year-To-Date 2015	Year-To-Date 2016	+/-	Percent Changed
Drug	7	1	-6	-86%	14	4	-10	-71%
Assault Simple	1	0	-1	-100%	1	2	1	100%
Forgery/Counterfeit	0	0	0	0%	0	1	1	-
Fraud	6	5	-1	-17%	9	8	-1	-11%
Embezzlement	0	0	0	0%	0	0	0	0%
Stolen Property	1	1	0	0%	1	1	0	0%
Vandalism	4	3	-1	-25%	6	5	-1	-17%
Weapons	0	1	1	-	0	1	1	-
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	0	0	0	0%	0	0	0	0%
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	1	1	0	0%	1	1	0	0%
D.W.I.	0	0	0	0%	0	0	0	0%
Liquor Law Violation	0	0	0	0%	0	0	0	0%
Disorderly Conduct	0	0	0	0%	1	1	0	0%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	0	0	0	0%	0	0	0	0%
All Other Offenses	13	27	14	108%	26	36	10	38%
Part II Total:	33	39	6	18%	59	60	1	2%
Incident Total:	43	48	5	12%	86	75	-11	-13%

Arrest IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department February 2016 - February 2015

Part I Offenses	February 2015	February 2016	+/-	Percent Changed	Year-To-Date 2015	Year-To-Date 2016	+/-	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	1	0	-1	-100%	1	0	-1	-100%
Violent Total:	1	0	-1	-100%	1	0	-1	-100%
Burglary	0	0	0	0%	0	0	0	0%
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	5	1	-4	-80%	5	1	-4	-80%
Auto Theft	2	0	-2	-100%	2	0	-2	-100%
Arson	0	0	0	0%	0	0	0	0%
Property Total:	7	1	-6	-86%	7	1	-6	-86%
Part I Total:	8	1	-7	-88%	8	1	-7	-88%

Part II Offenses	February 2015	February 2016	+/-	Percent Changed	Year-To-Date 2015	Year-To-Date 2016	+/-	Percent Changed
Drug	15	3	-12	-80%	21	4	-17	-81%
Assault Simple	2	1	-1	-50%	2	6	4	200%
Forgery/Counterfeit	0	0	0	0%	0	0	0	0%
Fraud	1	0	-1	-100%	1	0	-1	-100%
Embezzlement	0	0	0	0%	0	0	0	0%
Stolen Property	6	1	-5	-83%	6	1	-5	-83%
Vandalism	1	0	-1	-100%	1	0	-1	-100%
Weapons	0	3	3	-	0	3	3	-
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	0	1	1	-	0	1	1	-
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	0	0	0	0%	0	0	0	0%
D.W.I.	5	8	3	60%	9	12	3	33%
Liquor Law Violation	2	2	0	0%	2	4	2	100%
Disorderly Conduct	0	0	0	0%	1	1	0	0%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	0	0	0	0%	0	0	0	0%
All Other Offenses	31	47	16	52%	52	61	9	17%
Part II Total:	63	66	3	5%	95	93	-2	-2%
Arrest Total:	71	67	-4	-6%	103	94	-9	-9%



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

SUMMARY FOR THE MONTH OF FEBRUARY 2016

SUMMARY OF INCIDENT CALLS

TYPE OF INCIDENT	NUMBER THIS MONTH	NUMBER YTD	NUMBER THIS MONTH LAST YEAR	NUMBER YTD LAST YEAR	PERCENTAGE YTD
Fire	0	2	5	12	-83%
Overpressure Rupture, Explosion, Overheat - no fire	2	2	0	2	0%
Rescue & EMS Incidents	31	69	1	6	1050%
Hazardous Conditions - no fire	12	34	15	24	42%
Service Call	18	34	28	40	-15%
Good Intent Call	11	30	21	50	-40%
False Alarm & False Call	21	51	25	47	9%
Severe Weather & Natural Disaster	1	5	1	1	400%
Special Incident Type	0	0	0	0	0%
TOTAL INCIDENTS	96	227	96	182	25%

SUMMARY OF INSPECTION

TYPE OF INSPECTIONS	NUMBER THIS MONTH	NUMBER YTD	NUMBER THIS MONTH LAST YEAR	NUMBER YTD LAST YEAR	PERCENTAGE YTD
Residential	11	19	7	14	36%
Residential New Systems	0	0	0	0	0%
Residential Fire Sprinkler	0	0	0	0	0%
Commercial	0	1	21	52	-98%
Plan Review/Site Inspections	3	3	1	1	200%
Reinspection	0	0	26	76	7600%
Occupancy Certificates	0	0	0	0	0%
TOTAL INSPECTIONS	14	23	55	143	-84%
Violations Found:	0	0	30	124	9400%
YTD Violations to be Corrected:		0		94	
YTD Violations Corrected:		0		47	
Correction Percentage:		0%		50%	

March 4, 2016

J. Carlton Cole, Fire Chief

FIRE DEPARTMENT

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

	VILLAGE OF PINEHURST STANDARD PROCEDURE	
SUBJECT: Retirement Recognitions and Gifts	Effective Date: 05/08/12	
Department: Human Resources	Policy No.: HR-116	
Prepared by: Human Resources	Revised:	
Approved by: Andrew Wilkison & Village Council	# of Pages: 2	

I. **POLICY:**

The Village of Pinehurst recognizes the importance of honoring employees who retire from public service. The purpose of this policy is to recognize and celebrate the dedication and hard work of those employees retiring from the Village of Pinehurst.

II. **ELIGIBILITY:**

Employees must be eligible and apply for retirement benefits under the North Carolina Retirement System and have at least five consecutive years of full-time service with the Village of Pinehurst, not including sick time. Qualifying years of service must be immediately prior to retirement.

III. **PROCEDURE:**

Department Directors will notify Human Resources of an employee's pending retirement. Human Resources will work with the Department Director and the retiring employee to coordinate an appropriate celebration and the appropriate gift.

Eligible employees will receive a taxable monetary gift according to the following schedule. These amounts have been increased by 30% to cover estimated taxes.

- 5 years but less than 15 years \$650
- 15 years or more \$1300

Eligible employees with at least 10 years of service will also receive a Village-sponsored, celebratory meal at a Village facility coordinated through Human Resources. Village employees, Council and the retiring employee's immediate family will be invited. Additional people may be invited at the discretion of Human Resources.

Eligible employees with 5 years of service, but less than 10 years will receive a Village-sponsored reception coordinated through Human Resources.

Additional celebrations or gifts, departmental or otherwise, cannot be paid for with Village funds.

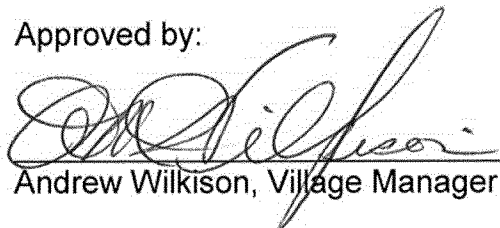
IV. PUBLIC SAFETY:

The Village of Pinehurst recognizes the bravery and dedication of the public safety employees serving in the Pinehurst Police Department and Pinehurst Fire Department. In addition to the retirement gifts listed above, public safety employees may be awarded the gifts listed below.

NCGS 20-187.2 authorizes the Village Council to award, upon request, a retiring law enforcement officer, or a surviving relative of an officer, the service side arm and badge of the officer at a price to be determined by the governing body. This policy sets the price for qualifying awards of side arms to retiring law enforcement officers at one dollar. The law enforcement officer must have at least 20 years of service with the Village of Pinehurst to be eligible for this benefit. If the retiring officer has at least 10 years of service, but less than 20 years, the officer will have the option to purchase the service side arm for \$400. The retiring employee must follow all provisions of the statute and other applicable laws.

NCGS 160A-294.1 authorizes the Village Council to award, upon request, a retiring firefighter or a surviving relative of the firefighter, the fire helmet of the firefighter at a price determined by the governing body. This policy sets the price for qualifying awards of fire helmets to retiring firefighters at one dollar. The firefighter must have at least 10 years of service with the Village of Pinehurst to be eligible for this benefit.

Approved by:



Andrew Wilkison, Village Manager

May 8, 2012
Date

Resolution 12-31

Village Council, Resolution

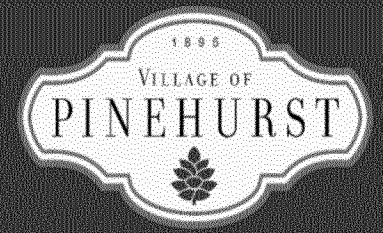
May 8, 2012
Date



VOP 311 BIRDIE Team Presentation

March 22, 2016

VOP 311 BIRDIE



VOP 311 BIRDIE Team Members:

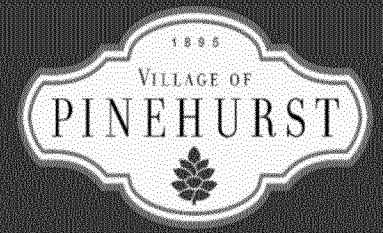
- Natalie Dean, Assistant Village Manager
- Claire Berggren, Council Member
- Jason Whitaker, IT
- Barbara Thompson, IT
- Jill Lazusky, Administration
- Jamie Reed, Planning
- Tricia Batchelor, Public Services
- Dave White, Parks & Recreation
- Angel Smith, Planning

BIRDIE

- B** Bring the opportunity forward
- I** Investigate the opportunity
- R** Review potential solutions
- D** Determine the solution
- I** Implement the solution
- E** Evaluate the solution



VOP 311 BIRDIE



Why VOP 311 BIRIDE:

“Unless complaints are aggregated and analyzed for root causes, service problems may repeat leading to additional customer dissatisfaction and distrust of the organization. In addition, additional costs associated with complaint recovery (e.g. rework costs) may increase causing an undue financial burden on the organization.”

– *Milestone 3 Performance Excellence Feedback Report*



VALUES

Competent
Courteous
Professional
Responsive

VISION

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

MISSION

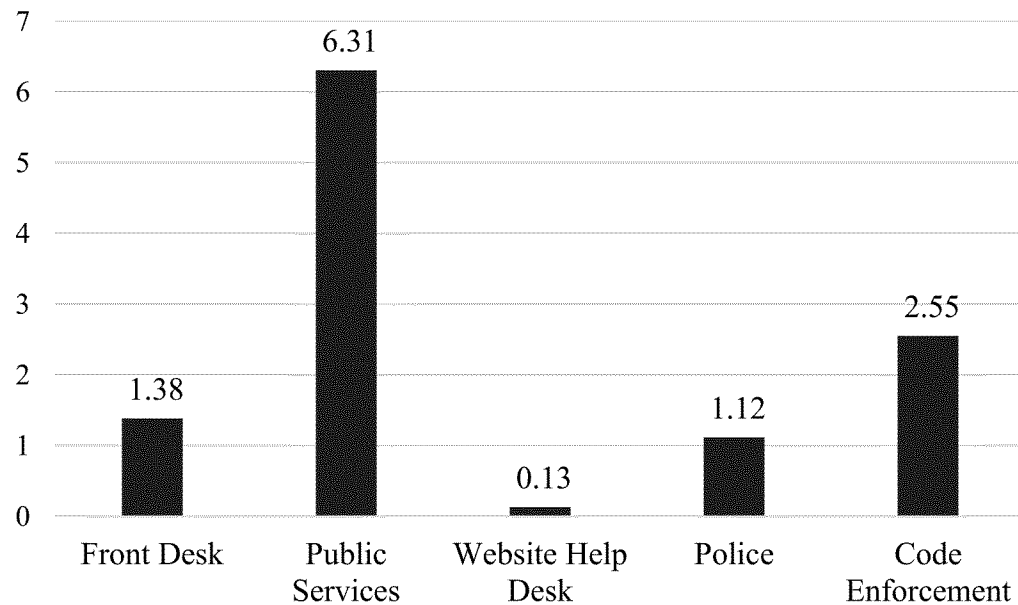
Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

What the Data Told Us:

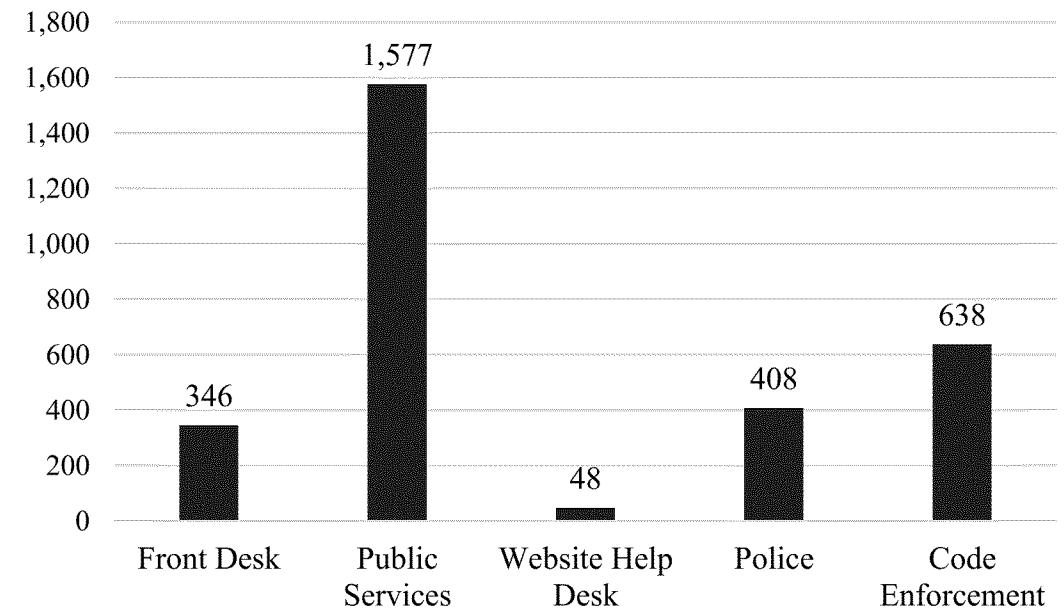
- Only 3 departments have a standardized complaint management process
- No departments routinely analyze complaint data
- Best practices include:
 - Have a good definition of a complaint,
 - Have written policies/procedures/forms/etc.,
 - Ensure staff are trained, adequately informed, and empowered,
 - Report complaint data periodically and evaluate for root causes, and
 - Obtain post complaint customer feedback.

Estimated Number of Complaints:

Estimated # of Complaints Per Day



Estimated # of Complaints Per Year



Key Process Requirements:

- A timely staff response,
- Satisfactory resolution,
- Alternative ways for customers to voice complaints,
- Allow for human interaction/minimize voicemail/email response,
- Route complaints to appropriate staff as quickly as possible,
- Categorize complaints so they can be segmented and analyzed,
- Make it easy to document and record complaints,
- Continue to use the RELATE model,
- Minimize duplication of entry when possible, and
- Handle and resolve complaints as close to the first point of contact.



Evaluation of Solutions:

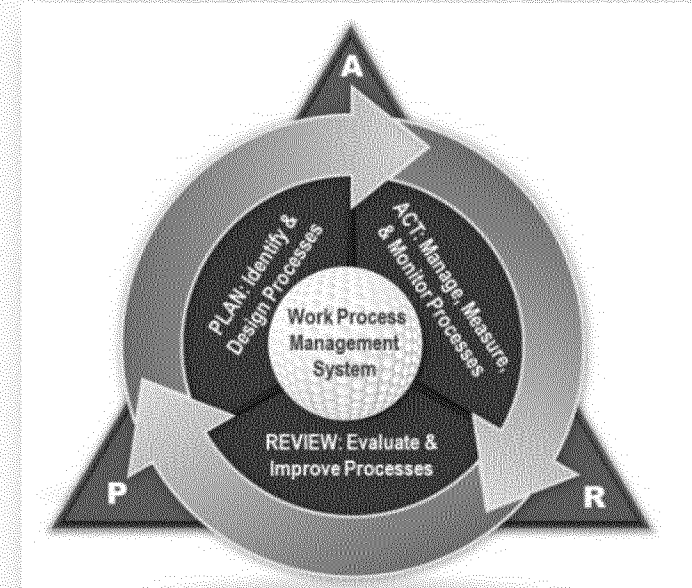
- Considered a variety of perspectives
- Evaluated four (4) solutions:
 1. Develop a standard complaint management procedure,
 2. Utilize a common technology across the organization to track complaints,
 3. Use separate systems to track complaints based on the department, and
 4. Centralize the complaint management process.



Recommendation 1:

Develop a Complaint Management Policy and Procedure

- Policy Committee to review & approve a policy that:
 1. Identifies the four step process employees should follow when they receive a complaint,
 2. Incorporates expected response times for different types of complaints,
 3. Incorporates the RELATE model of service recovery, and
 4. Includes management review and analysis of segmented complaint data quarterly.



Recommendation 1:

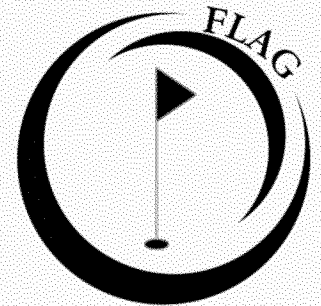
Develop a Complaint Management Policy and Procedure

Step 1: File a complaint

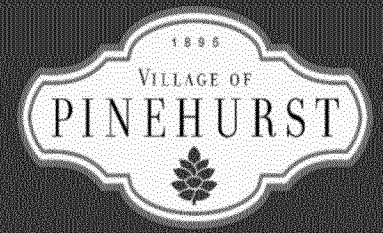
Step 2: Log complaint

Step 3: Acknowledge, investigate & respond

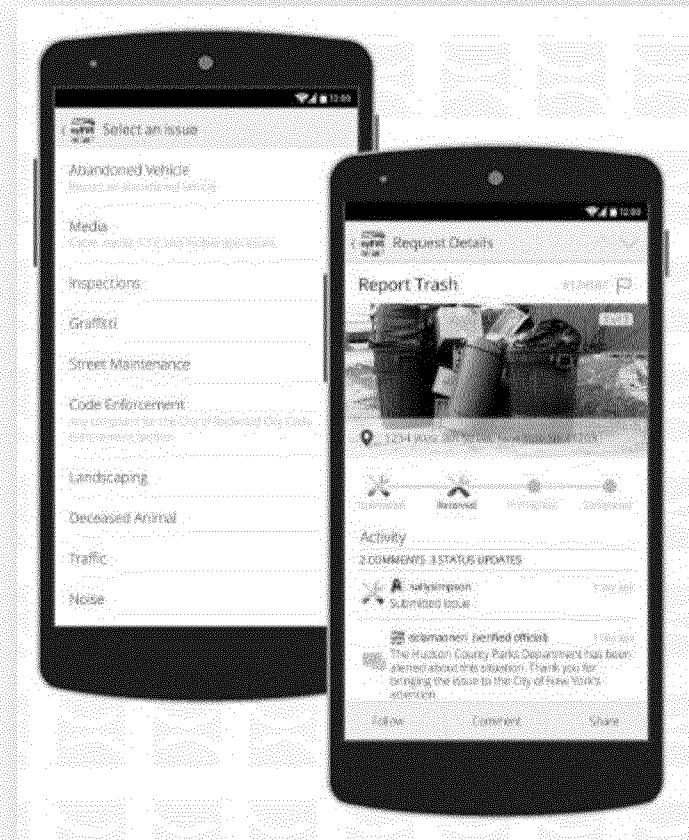
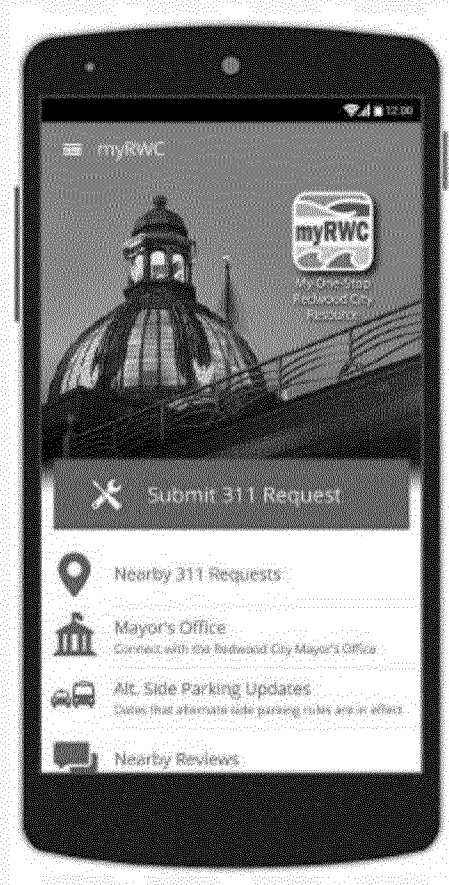
Step 4: Get customer feedback



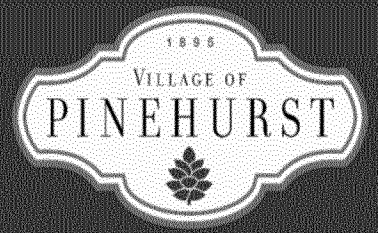
VOP 311 BIRDIE



Recommendation 2: Use 3rd Party Software (Public Stuff) to track complaints

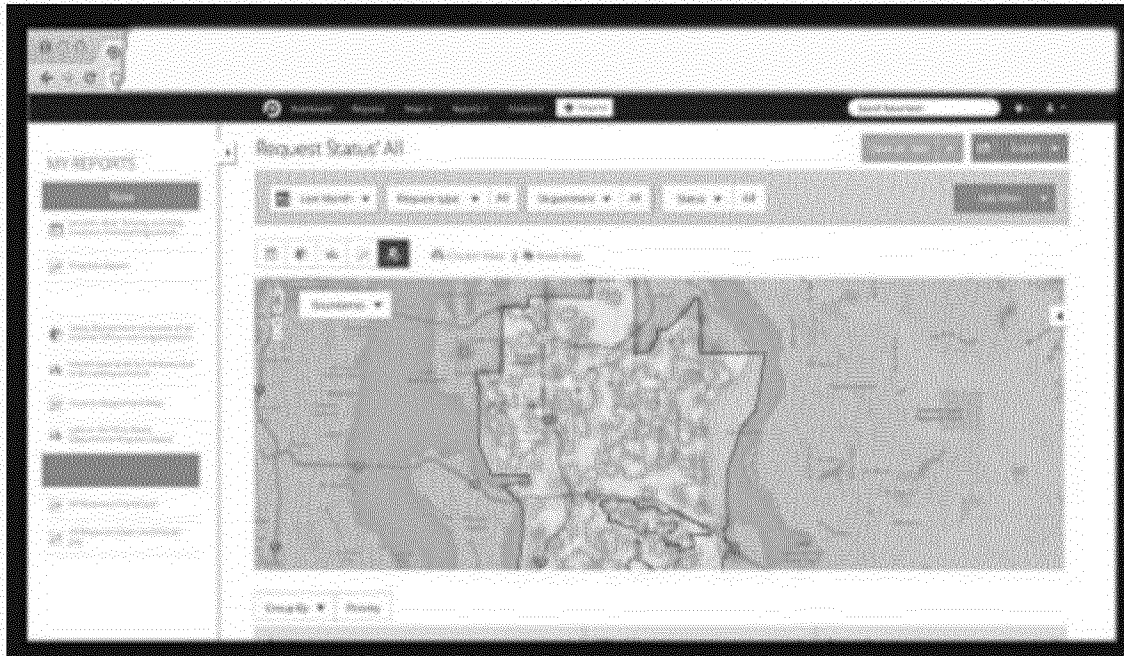


VOP 311 BIRDIE



Recommendation 2:

Use 3rd Party Software (Public Stuff) to track complaints



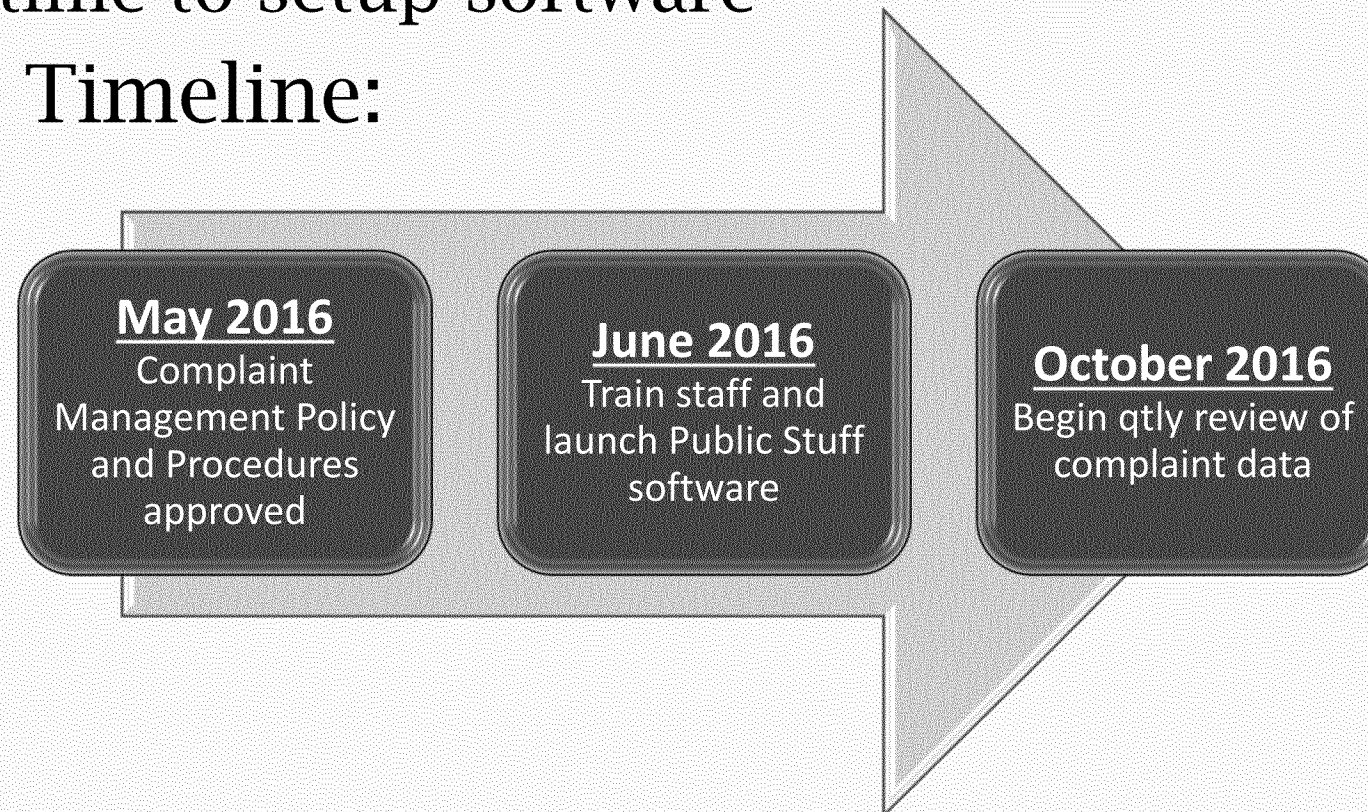
Recommendation 3: Change Automated Message for Village Hall

Current Message Options	Proposed Message Options
1. Trash and recycling	1. Request for service
2. Request a building inspection	2. Request a building inspection
3. Human Resources	3. Code enforcement
All other calls, press 0	4. Human resources
	All other calls, press 0

Impact of Recommendations:

- Annual software maintenance fee of \$6,000
- Minimal staff time to setup software

Implementation Timeline:





Questions/Comments

MAYORAL PROCLAMATION

VILLAGE OF PINEHURST

THAT WHEREAS, in 1872 J. Sterling Morton proposed to the Nebraska Board of Agriculture that a special day be set aside for the planting of trees; and

WHEREAS, this holiday called Arbor Day, was first observed with the planting of more than a million trees in Nebraska; and

WHEREAS, Arbor Day is now observed throughout the nation and the world; and

WHEREAS, trees can reduce the erosion of our precious topsoil by wind and water, cut heating and cooling costs, moderate the temperature, clean the air, produce oxygen and provide habitat for wildlife; and

WHEREAS, trees are a renewable resource; and

WHEREAS, trees in our village increase property values, enhance the economic vitality of business areas, and beautify our community; and

WHEREAS, trees are a source of joy and spiritual renewal; and

WHEREAS, Pinehurst strives to be recognized as a Tree City USA by the National Arbor Day Foundation;

NOW THEREFORE, I, Nancy Roy Fiorillo, Mayor of the Village of Pinehurst, do hereby proclaim April 19, 2016 as “ARBOR DAY” in the Village of Pinehurst, and urge all citizens to support efforts to care for our trees and woodlands and to support our Village’s community forestry program; and

FURTHER, I urge all citizens to plant trees to promote the well-being of present and future generations.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the official seal of the Village of Pinehurst, this the 22nd day of March, 2016.

Nancy Roy Fiorillo, Mayor

MAYORAL PROCLAMATION

VILLAGE OF PINEHURST

THAT WHEREAS, The United States of America Vietnam War Commemoration gives us the opportunity for all Americans to recognize, honor and thank our Vietnam Veterans and their families for their service and sacrifices during the Vietnam War from November 1, 1955 - May 15, 1975; and

WHEREAS, more than 9,000 organizations across America have joined with the Department of Defense as Commemorative Partners to honor our Nation's Vietnam Veterans, including all 106 Chapters of the North Carolina Society, Daughters of the American Revolution; and

WHEREAS, this commemoration includes the nine million Americans, approximately seven million living today, who served in the U.S. Armed Forces during this period, and makes no distinction between those who served in-country, in-theater, or were stationed elsewhere during those 20 years – all answered the call of duty; and

WHEREAS, Veteran's Affairs Secretary Robert A. McDonald has designated March 29, the last day that U.S. troops were on the ground in Vietnam, as a day to honor those who have "borne the battle," and to extend gratitude and appreciation to them and their families;

NOW THEREFORE, I, Nancy Roy Fiorillo, Mayor of the Village of Pinehurst, do hereby proclaim March 29, 2016 as "VIETNAM VETERANS DAY" in the Village of Pinehurst; and

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the official seal of the Village of Pinehurst, this the 22nd day of March, 2016.

Nancy Roy Fiorillo, Mayor

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
FEBRUARY 9, 2016**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
4:30 P.M.**

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, February 9, 2016 in the Assembly Hall of the 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. John Bouldry, Councilmember
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Natalie E. Dean, Interim Village Clerk

And approximately 25 attendees, including 4 staff and 2 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo called the meeting to order.

2. Reports.

Manager

- Village Manager Jeff Sanborn reported on an update on the Hwy 5 and McKenzie Road intersection improvements. Manager Sanborn indicated that NCDOT prefers the Village not ask them to pursue the improvements needed on Hwy 5 and asked instead that the Village make certain landscaping/vegetation improvements and level the eastern McKenzie approach to Hwy 5 first to see if that addresses the traffic safety concerns.
- Manager Sanborn reported that the Police Department conducted a saturation event at the traffic circle earlier in the week and wrote 37 tickets for illegal U-turns on Midland Road in front of the entrance to Pinehurst No. 7, 51 speeding tickets in excess of 15 MPH over the speed limit, and police staff were also involved in a high speed chase with a motorist who was going 94 MPH in a 45 MPH zone, resulting in some minor vehicle damage.
- Manager Sanborn reported there is a meeting scheduled for the public to provide input on Monticello Drive traffic concerns that will be held in Assembly Hall at 4:30pm on Wednesday, February 10th

Council

- There were no Council reports.

3. Motion to Approve Consent Agenda.

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

- A. Consider a resolution reappointing a member to the Planning and Zoning Board and the Board of Adjustment for one additional year (Snyder).

End of Consent Agenda.

Councilmember Cashion moved to approve the Consent Agenda. The motion was seconded by Councilmember Berggren and passed unanimously with a vote of 5-0.

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
FEBRUARY 9, 2016**

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

Councilmember Cashion moved to recess the Regular Meeting and enter into a Public Hearing. The motion was seconded by Councilmember Berggren and carried unanimously.

5. Public Hearing No. 1

The purpose of the public hearing is to consider an Official Text Amendment to the Pinehurst Development Ordinance (PDO) specifically Section 9.7.1.4, "Permitted Signage by Category". The amendment would allow for: (1) larger wall signs on certain structures in the Hospital Development (HD) Zoning District; and, (2) additional ground signs in the HD District. The applicant is FirstHealth of the Carolinas.

Planning Director Kevin Reed explained that FirstHealth of the Carolinas has made this request to allow 3 story structures or taller to have an expanded amount of signage and additional ground signage for appropriately sized buildings in the Hospital Development Zoning District. Kevin also indicated that the proposed amendment is in accordance with the Comprehensive Long Range Plan and staff recommends approval.

Mayor Fiorillo indicated that no one signed up to speak at the public hearing and asked if anyone in the audience wished to speak. There were no speakers on the matter.

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

Upon a motion by Councilmember Bouldry seconded by Councilmember Campbell, Council unanimously moved to adjourn the public hearing and re-enter the regular meeting by a vote of 5-0.

7. Consider Ordinance 16-02 amending the Pinehurst Development Ordinance Sections 9.7.1.4 (C) and 9.7.1.4 (D).

Upon a motion by Councilmember Berggren, seconded by Councilmember Campbell, Council approved Ordinance 16-02 amending the Pinehurst Development Ordinance Sections 9.7.1.4 (C) and 9.7.1.4 (D) and moved the proposed amendments to the PDO are consistent with the goals outlined in the 2010 Comprehensive Long Range Plan and are considered reasonable and in the best interest of the public as referenced in the memorandum dated January 29, 2016 from Kevin Reed, Director of Planning and Inspections the by a vote of 5-0.

8. Discuss Potential Railroad Siding in the Village of Pinehurst.

Manager Jeff Sanborn explained Aberdeen Carolina & Western Railway (ACWR) is seeking the Council's support for their plans to build a permanent railroad siding along Highway 5, north of Morganton Road.

Carl Hollowell from ACWR provided some brief history of the permanent railroad siding project along Hwy 5 that was in formation prior to the 2014 U.S. Open Championship, but not implemented. This railroad siding project would accommodate approximately 18-20 private, restored coach rail cars upon completion that could be temporarily stationed along Hwy 5 to house guests of the area. Mr. Hollowell explained that this is similar to what has been done in the past at the Greenbrier and ACWR has been contacted by several private companies that expressed interest in the concept.

Council members indicated they believed this type of project would be beneficial for local economic development. Upon a motion by Councilmember Cashion, seconded by Councilmember Bouldry, Council approved a motion authorizing the Mayor or her designee to execute a letter of support for railroad siding in the Village of Pinehurst along Hwy 5.

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
FEBRUARY 9, 2016**

9. Presentation from the Beautification Committee on Gateway Signs.

Assistant Village Manager Jeff Batton reported to the Council that the Beautification Committee has been working on developing more cost effective and size appropriate gateway signs for the Council's consideration. Mr. Batton then introduced Molly Rowell, chairman for the Beautification Committee, who reviewed alternative designs with the Council that the Beautification Committee unanimously approved. Mr. Batton reviewed a map that indicated the proposed locations for the six gateway signs being proposed. Ms. Rowell indicated each sign is expected to cost a total of \$4,000, or \$24,000 for all six signs. Ms. Rowell reviewed images depicting the signs with proposed landscaping around the gateway signs that follow the Village's planting guidelines on slightly mounded ground that would be mulched.

Councilmember Berggren asked who would maintain the landscaping and Ms. Rowell indicated the recommended plantings are drought resistant and dwarf varieties to minimize any maintenance needed.

After discussion, Council identified the sign design they would prefer and indicated their consensus that they would like to see the signs installed as soon as possible.

10. Presentation of the FY 2016 Strategic Operating Plan Q2 Status Update.

Natalie Dean, Assistant Village Manager, presented Council with an update on the status of implementing the FY 2016 strategic initiatives outlined in this year's Strategic Operating Plan. Ms. Dean shared there are a total of 37 Initiative Action Plans (IAPs) for FY 2016. She noted at the end of December 2015, 10 IAPs were completed, 4 IAPs are scheduled to begin in a future quarter, and 23 IAPs are currently in progress. Ms. Dean covered a summary of these IAPs based on each perspective and noted a recommendation, which the Council approved, to remove the IAP to install solar panels due to legislation not passing that was needed to allow 3rd party vendors to install solar panels at Barn #9 at the Harness Track.

11. Presentation of Quarterly Financial Statements for the Quarter Ended December 31, 2015.

John Frye, Financial Services Director, presented Council with the Quarterly Financial Statements ended December 31, 2015. Mr. Frye explained that the Village remains in very good financial position through the first half of the fiscal year and that revenues exceeded expenditure by a larger margin than anticipated in the forecast for the first two quarters. Mr. Frye discussed the financial position, revenues and expenditures, and the financial outlook.

12. Presentation of Mid-Year Financial Projections and Budget Amendment.

John Frye, Financial Services Director, presented the mid-year financial projection. Mr. Frye estimated the Village's revenues will exceed its expenditures at year-end by approximately \$100,000. This means that none of the fund balance appropriated as a revenue source in the budget will actually be used. Mr. Frye explained the need for Council to consider a budget amendment for mid-year adjustments. Upon a motion by Councilmember Bouldry seconded by Councilmember Berggren, Council unanimously approved Ordinance 16-03 amending the budget for the Village of Pinehurst for mid-year budget adjustments by a vote of 5-0. (A copy of the ordinance can be found in the Ordinance Book.)

13. Review and Approve the Proposed FY 2017 BSC Target Performance Levels.

Assistant Village Manager, Natalie Dean, explained several recommendations from the senior leadership team including recommended performance target levels for each KPI based on a review of the historical performance levels and benchmark communities' performance levels. After reviewing the target levels, Council agreed with the recommended performance targets for FY 2017 and FY 2021 and the Areas of Focus identified on the Proposed FY 2017 Balanced Scorecard (BSC).

Ms. Dean also sought the Council's input on how they would like staff to proceed with including a Community Center in the five-year plan. After discussion, the Council directed staff to explore a

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multi-community facility (such as a YMCA). Upon a motion by Councilmember Cashion, seconded by Councilmember Berggren, Council approved the FY 2017 BSC target performance levels, with one modification to increase the target levels for KPI 7.1 to 95%, by a vote of 5-0.

14. Other Business.

- There was no other business.

15. Comments from Attendees.

- Resident Molly Rowell stated that the Conservation Committee is having its 19th workshop on Saturday, February 13th at 10:30 am. She indicated the topic is Healthy Soil, Healthy Plants, Healthy People and invited the Council and public to attend.
- Resident Jeanne Casinella indicated she thinks it is a great idea that the Council consider working towards a regional YMCA. She also indicated that she believes the quality of neighborhoods are good and Pinehurst is a great place to live.
- Resident Gerard Fredrick, indicated there was a sewer backflow at a house on Burning Tree Drive recently and asked the Village to help him understand a backflow preventer notice he received from Moore Co. Public Utilities. Jeff Batton indicated he is aware that Moore Co. Public Utilities was planning to do some work and that he would help Mr. Fredrick understand the notice.

16. Motion to Adjourn.

Councilmember Bouldry moved to adjourn the Regular Meeting. The motion was seconded by Councilmember Berggren and carried unanimously. The Regular Meeting adjourned at 6:22 p.m.

Respectfully Submitted,

Natalie Dean
Interim Village Clerk

**MINUTES OF
VILLAGE COUNCIL SPECIAL MEETING
PUBLIC INPUT MEETING ON MONTICELLO DR. TRAFFIC
FEBRUARY 10, 2016**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
4:30 P.M.**

The Pinehurst Village Council held a Special Meeting at 4:30 p.m. on Wednesday, February 10, 2016 in the Assembly Hall of the 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. John F. Bouldry, Councilmember
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager

And approximately 80 attendees, including 1 press.

1. General Account

Mayor Nancy Fiorillo called the meeting to order and explained the purpose of the Public Input Meeting on Monticello Drive traffic was to hear the public's opinion. She also stated the Council would not make any decisions or take any action at the meeting. Village Manager Jeff Sanborn presented information on Monticello Drive traffic and 34 people spoke on the matter. The meeting adjourned at 6:30 p.m.

Respectfully Submitted,

Jeff Sanborn
Village Manager

**MINUTES OF
VILLAGE COUNCIL WORK SESSION
FEBRUARY 16, 2016**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
4:30 P.M.**

The Pinehurst Village Council held a Work Session at 4:30 p.m., Tuesday, February 16, 2016 in the Council Conference Room of the 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. John Bouldry, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Natalie E. Dean, Interim Village Clerk

And approximately 4 attendees, including 2 staff.

1. Call to Order.

Mayor Nancy Roy Fiorillo called the meeting to order.

2. Village Council's Work Session Discussion.

Rattlesnake Trail Property

Mayor Nancy Fiorillo indicated she would like for the Village to move forward on working with Moore County Public Utilities to see if they could move off the property they are currently leasing from the Village on Rattlesnake Trail. After discussing the matter, the Council directed staff to contact Moore County and proceed with investigating alternative locations for their bulk storage area and move towards ending the current lease arrangement with them for the Village's property.

Monticello Rd Traffic

Mayor Nancy Fiorillo asked the Council how they felt about installing stop signs on Monticello Road in light of the public input meeting that was held on February 10th. During the discussion, the Mayor and Councilmembers Cashion and Bouldry indicated they supported the Village installing the proposed stop signs. Councilmember Berggren indicated she was not in favor of installing the proposed stop signs and that the Village should enforce the speed limits first to see if that addresses the concerns of Monticello residents. After discussing the enforcement of speed limits further, Council directed staff to proceed with placing an agenda item on the February 23rd agenda for the Council to vote on the matter. Council also directed staff to continue collecting data on traffic speeds and volume on Monticello Drive and resident perceptions of how effective the stop sign installation is in addressing their concerns.

Village Acres Sidewalks and Streetlights

Village Manager Jeff Sanborn and Assistant Village Manager Natalie Dean explained that staff intends to include funding for the extension of sidewalks in Village Acres from the current location on Spring Lake Drive to Hwy 15-501 in the FY 2017 budget and reviewed a proposed survey to be sent to Village Acres residents on sidewalks and street lights in their neighborhood. Ms. Dean reviewed the proposed cover letter and survey to be mailed in March and discussed the proposed public input meeting to follow the survey. After Council discussion, staff was directed to amend the survey to include 2 additional questions: 1) The time preferred to hold the public input meeting and 2) An open ended comment section. Parks and Recreation Director Mark Wagner discussed the location of the sidewalks and the distance between sidewalks and the road.

**MINUTES OF
VILLAGE COUNCIL WORK SESSION
FEBRUARY 16, 2016**

Board Evaluation

Assistant Village Manager Natalie Dean distributed information to the Council on the best practice of board evaluations. After a discussion, the Council indicated they would review the information provided, but did not feel a need to develop a board evaluation process at this time.

Position Paper from Molly Rowell on Midland Road

Councilmember John Bouldry indicated that Molly Rowell, Chair of the Conservation Commission, asked the Council to support the recommendations contained in her position paper and forward a letter of support to the Midland Road Corridor Study Group. Assistant Manager Jeff Batton indicated that he had corresponded with Ms. Rowell and informed her that many of the concerns she outlined in the position paper were already being considered by the Midland Road Corridor Study Group. Mayor Fiorillo asked that all Council members read the paper and the Council discuss it at a future meeting.

Open Village Hall

Manager Jeff Sanborn indicated he proposed to add a standing item to the Council work session agendas to see if there are any topics the Council would like some feedback on that the Village could use Open Village Hall to obtain. After a discussion, staff was directed to consider adding a tutorial on the website of how to use Open Village Hall and try to better educate residents on its use. Council also directed staff to provide an overview of Open Village Hall at the next Neighborhood Advisory Council Meeting.

Public Services Renovation

Assistant Manager Jeff Batton asked the Council for direction on the type of facades they would like for two buildings on the site that front on McCaskill Road. Mr. Batton indicated the least expensive alternative is to simply paint the buildings. Mr. Batton indicated the estimated cost to paint all four buildings on the site is approximately \$16,000. After a discussion, Council directed staff to identify other façade options and the associated estimated costs for each option for the Council to consider.

Hwy 5

Councilmember Cashion indicated the NCDOT is considering a left hand turn lane on Hwy 5 at the intersection of Linden Road and Manager Sanborn indicated there are also other improvements on Hwy 5 being contemplated by NCDOT. Manager Sanborn also reported that the vegetation cutback at the Hwy 5 and McKenzie Road intersection has been completed and the roadbed elevation is scheduled to be completed in the near future.

Joint Meeting with the Planning & Zoning Board

Council discussed the best time to hold a joint meeting with the Planning and Zoning Board to discuss the two matters they have indicated they would like to discuss with the Council: 1) swimming pool regulations and 2) a recommendation on the Village's Juniper Lake Road property. After a discussion, Council directed staff to schedule a meeting for 4:00 pm on Tuesday, March 8th, prior to the Council's scheduled Regular Meeting, if that is acceptable to the members of the P&Z Board.

3. Comments from Attendees.

- There were no comments from attendees.

4. Motion to Adjourn.

Councilmember Bouldry moved to adjourn the Work Session. The motion was seconded by Councilmember Cashion and carried unanimously. The Work Session adjourned at 6:05 p.m.

Respectfully Submitted,

Natalie Dean
Interim Village Clerk

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
FEBRUARY 23, 2016**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
4:30 P.M.**

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, February 23, 2016 in the Assembly Hall of the 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. John Bouldry, Councilmember
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Natalie E. Dean, Interim Village Clerk

And approximately 30 attendees, including 5 staff and 2 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo called the meeting to order.

2. Invocation and Pledge of Allegiance.

Pastor Dean Engebretson from Christ Community Church led the invocation and Mayor Fiorillo led the Pledge of Allegiance.

3. Reports.

Manager

- Village Manager Jeff Sanborn reported that staff is working on developing key performance indicators and initiative action plans for the FY 2017 Strategic Operating Plan.
- Manager Sanborn also reported that the work has been completed on McKenzie and Hwy 5 to elevate the road and trim the trees to help improve sight distances. Manager Sanborn indicated that if the Village does not get the desired level of results, we'll continue to work with DOT to identify other potential solutions.

Council

- There were no Council reports.

4. Motion to Approve Consent Agenda.

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

A. Approval of Draft Village Council Meeting Minutes.

- January 12 Regular Meeting Minutes
- January 25 Work Session Minutes
- January 26 Regular Meeting Minutes
- January 26 Closed Session Minutes

B. Public Safety Reports

- Police Department
- Fire Department

C. Budget Amendment for Gateway Signage

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End of Consent Agenda.

Councilmember Cashion moved to approve the Consent Agenda. The motion was seconded by Councilmember Berggren and passed unanimously with a vote of 5-0.

Item not on the Agenda – Discuss Duke Energy Response to Most Recent Winter Weather Event.

Mayor Fiorillo introduced David McNeil, District Manager for Duke Energy, who was asked to discuss Duke Energy's storm planning and the challenges of the most recent winter storm. Mr. McNeil introduced two other Duke Energy employees who are on their storm response team. Mr. McNeil indicated Duke Energy uses a Comprehensive Storm Response Plan and monitors the weather and brings in additional resources, as needed. He indicated Duke Energy brought in 3,600 personnel from several other states to help respond to the most recent winter weather event. Mr. McNeil indicated that there were some unusual challenges with the most recent event including a Linden Road feeder line went offline, which was difficult to access and delayed the restoration of power. Mr. McNeil indicated Duke Energy is taking proactive measures to change some switches on feeder lines to be able to restore power to residents more quickly. The Mayor indicated residents can call the Police Department non-emergency phone number if they need assistance during power outages.

Ms. Maureen Horansky, who lives on Pine Vista Drive, explained that she was without power for four days during the most recent winter weather event and explained other situations where local residents were without power and the negative repercussions. Mr. Steve Drinkwater, who lives on Pinyon Circle, indicated he is frustrated that his neighbors had power when he did not during the latest winter storm. Ms. Dolores Muller, who lives on Pinyon Circle, indicated they always hear a transformer on Burning Tree pop and that there are seven homes on the circle that seem to lose power more often the other homes in the neighborhood. Mr. McNeil indicated he appreciated the resident input and that he would have his engineers look at that streets and homes that were identified by the resident speakers.

5. Consider a Sponsorship Request for Use of Fair Barn.

Parks and Recreation Director Mark Wagner relayed a request he received from the Knights of Columbus for free utilization of the Fair Barn for a Home, Garden, and Lifestyle Expo. Mr. Wagner indicated the Knights of Columbus is a 501(c)8 organization due to their National Charter, which would not qualify them for the recently adopted changes to the Fair Barn fee schedule for Non-Profits. However, the staff's recommendation is to apply the newly adopted fee schedule rates that 501(c)3 organizations are eligible for, since the organization operates more like a 501(c)3. These fees would be \$500 for each weekday rented, \$1,000 for each weekend day rented, and all applicable fees for tables and chairs. However, Mr. Wagner does recommend the 10% of gross sales be waived in this instance.

Mr. Wagner introduced Mr. McMillan from the Knights of Columbus, who explained how the organization works and that they would like to move their expo from Southern Pines to Pinehurst to increase exposure and make it more accessible to the community.

Councilmember Berggren moved to approve the sponsorship request from the Knights of Columbus for the use of the Fair Barn for a Home, Garden, and Lifestyle Expo, as recommended by staff, which is to apply the non-profit discounted rate for the facility and waive the 10% of gross sales for admission charges. The motion was seconded by Councilmember Cashion and passed unanimously with a vote of 5-0.

6. Transfer of Surplus Equipment to Sandhills Community College.

Fire Chief Carlton Cole reviewed a recommendation to transfer a surplused Hurst Rescue System "Jaws of Life" hydraulic pump to Sandhills Community College for use in Emergency Services Training. Councilmember Cashion made a motion to transfer the "Jaws of Life" to Sandhills Community College. The motion was seconded by Councilmember Bouldry and passed unanimously with a vote of 5-0.

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7. Consider an Ordinance Amending the Municipal Code to Add Stop Signs on Monticello Drive.

Manager Jeff Sanborn indicated the agenda item is the Council's consideration of an ordinance to add the stop signs on Monticello Drive. Councilmember Berggren indicated she does not feel it is the right first step and Councilmember Campbell indicated he agrees with Councilmember Berggren. Councilmember Campbell indicated he did not believe there is sufficient evidence to support the installation of the signs at this time and that there may be other alternatives to consider in consultation with the Chief of Police. In addition, Councilmember Campbell indicated he thought the Village should conduct a broader Village-wide traffic study because the issue is bigger than just Monticello Drive. Councilmember Bouldry indicated he agrees with Councilmember Campbell that the Village should conduct a more comprehensive Village-wide traffic study. Councilmember Cashion indicated that dropping the speed limits to 25 MPH several years ago was really the first step in reducing speeds on Monticello Drive and that he supports the installation of the stop signs. Mayor Fiorillo indicated she also supports the installation of stop signs on Monticello Drive and trying to re-establish the street as a neighborhood street. Councilmember Bouldry and Mayor Fiorillo both indicated they would like the Village to continue to collect traffic data to monitor the situation.

Resident Jeanne Casinella asked the Council to conduct a comprehensive traffic study for the entire Village. She also asked the Council to hire more police officers and enforce the laws.

Councilmember Bouldry made a motion to approve Ordinance 16-01 Amending the Municipal Code to Add Stop Signs on Monticello Drive. Councilmember Cashion seconded the motion. When asked to vote, Councilmembers Berggren and Campbell dissented. The motion carried 3-2.

8. Consider an Interlocal Agreement with Moore County for Building Inspection Services.

Planning and Inspections Director Kevin Reed explained that the Village of Pinehurst and Moore County entered into a reciprocal agreement for building inspection services in February 2014 and that Moore County has asked to lower the financial threshold in the Village's agreement from \$10,000 to \$2,500 in order to be compliant with County budget amounts for the service. Councilmember Cashion moved to authorize the mayor, or her designee, be authorized to execute an Interlocal Agreement with Moore County for building inspection services. The motion was seconded by Councilmember Campbell and passed unanimously with a vote of 5-0.

9. Other Business.

- Mayor Fiorillo asked Pat Corso, Executive Director of Partners in Progress, to discuss his organization's examination of the growth in southern Moore County. Mr. Corso indicated that Mr. John McClain, a retired urban planner, volunteered his time to evaluate the growth and has presented his overall general findings to the board. Mr. Corso indicated Mr. McClain's conclusions will be discussed on March 8th by the Partners in Progress Board to determine how the three towns may want to address macro issues such as transportation and comprehensive land use to proactively ensure a continued high quality of life.

10. Comments from Attendees.

- Resident Tom Campbell, who lives off Monticello Drive, expressed his thanks for the Council approving the installation of the stop signs on Monticello Drive.

11. Motion to Adjourn.

Councilmember Cashion moved to adjourn the Regular Meeting. The motion was seconded by Councilmember Campbell and carried unanimously. The Regular Meeting adjourned at 5:45 p.m.

Respectfully Submitted,

Natalie Dean
Interim Village Clerk

BIRDIE Team Report

VOP 311 Complaint Management

March 22, 2016



Executive Summary

Opportunity Being Evaluated

This BIRDIE team evaluated how Village staff handle complaints from our residents and businesses. Using the following feedback from our recent NC Awards for Excellence site visit, we conducted this BIRDIE to address an opportunity for performance improvement to increase customer satisfaction and engagement:

“VOP is in the early stages of developing and deploying a systematic approach to handling complaints and concerns...Some complaints are documented and others are not... Also, most departments handle complaints in differing manners and thus there is very little aggregation and organizational use of complaint data. Unless complaints are aggregated and analyzed for root causes, service problems may repeat leading to additional customer dissatisfaction and distrust of the organization. In addition, additional costs associated with complaint recovery (e.g. rework costs) may increase causing an undue financial burden on the organization.”

- Milestone 3 Performance Excellence Feedback Report

The BIRDIE team’s evaluation and recommendation supports the Village’s strategic goal to **“Professionally Manage a High Performing Organization.”**

Overview of the Process and Data Used to Determine Recommendations

Following our systematic BIRDIE process, the team conducted a thorough review of how Village staff currently handle customer complaints, researched best practices, and gathered relevant data to identify potential solutions. Key data the BIRDIE team evaluated to develop the recommendations in this report included:

- Process maps of how each department currently handles complaints,
- Technology currently being used in the organization to record/track customer complaints and other technology solutions that are available for complaint management,
- Research of best practices in complaint management, and
- Estimates of the number of complaints the Village receives based on a review of: 1) historical complaint levels in Code Enforcement and the Police Department; 2) a two-week log for Village Hall and Public Services complaints, and 3) historical complaints received through the website Help Desk.

Final BIRDIE Team Recommendations

After evaluating alternative solutions, the BIRDIE team recommends the Village take the following actions to improve our process for handling customer complaints:

1. Develop a standard Complaint Management Policy and Procedure,
2. Develop a Complaint Management System to track complaints using a Customer Relationship Management (CRM) tool called “Public Stuff”, and
3. Change the automated attendant message on the main telephone line to Village Hall to include Code Enforcement concerns.

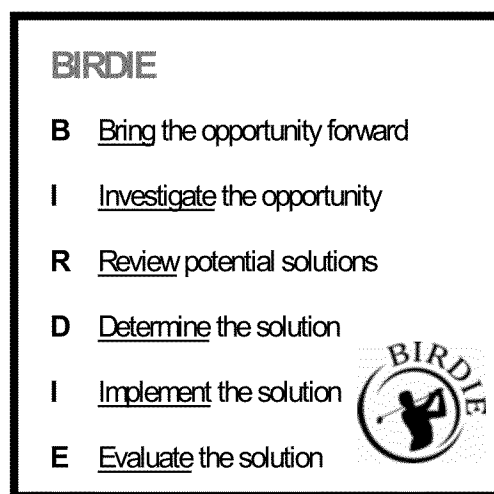
Evaluation Process

Description of the BIRDIE Process and Team Members

The evaluation of the Village's complaint management process began with the formation of a BIRDIE team. BIRDIE is the Village's systematic six-step process to evaluate and improve key organizational projects and processes that have a considerable ongoing staffing and financial impact.

The BIRDIE team used for this evaluation included the following members:

- Natalie Dean, Assistant Village Manager
- Claire Berggren, Council Member
- Jason Whitaker, IT
- Barbara Thompson, IT
- Jill Lazusky, Administration
- Jamie Reed, Planning
- Tricia Batchelor, Public Services
- Dave White, Parks & Recreation
- Angel Smith, Planning



Five Whys Analysis

Once the opportunity for complaint management improvement was identified, the BIRDIE team conducted a “Five Whys” analysis to determine the root cause of the issue. This analysis revealed that the root causes of the problem were primarily:

1. No consistent complaint methodology is used across the Village, and
2. There is no centralized system to track and monitor complaint data.

What the Data Told Us

The BIRDIE team gathered data in four key areas:

1. **Process maps** of how each department currently handles complaints,
2. **Technology** currently being used in the organization to record/track customer complaints and other technology solutions that are available for complaint management,
3. Research of **best practices** in complaint management, and
4. Estimates of the **number of complaints** the Village receives.

Process Maps

The BIRDIE team members created process maps for each of the 14 departments to gain an understanding of how the Village is currently handling customer complaints. These indicated that only 3 departments (Code Enforcement, the Police Department, and Public Services) have standard complaint management procedures in place. However, these departments do not routinely analyze complaint data for trends and root cause analysis to prevent future complaints.

Technology

Currently, some departments utilize technology to record complaints that include: 1) the Help Desk and Feedback form on the Village website, 2) Computer Aided Dispatch (CAD) system in the Police Department, 3) Excel spreadsheets in Code Enforcement, and 4) Email. The BIRDIE team then researched and identified other technology solutions available to utilize for complaint management.

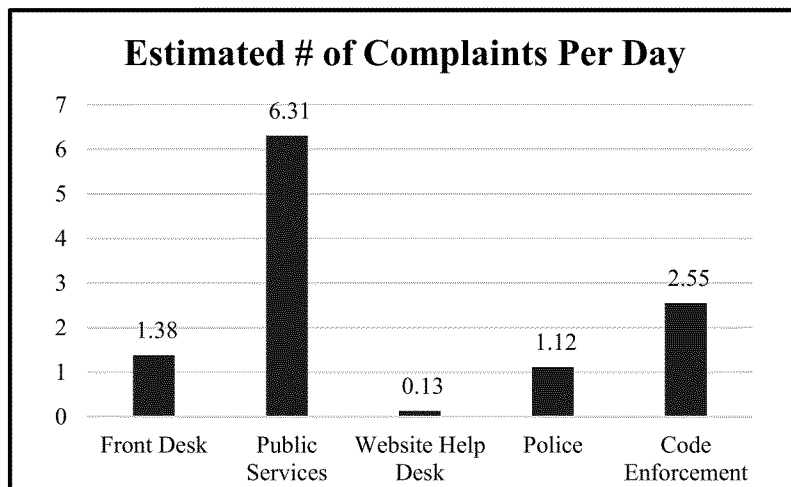
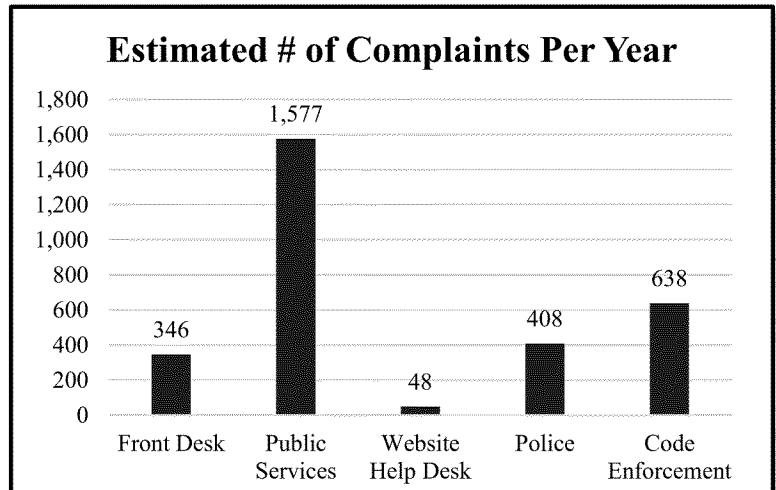
Best Practices in Complaint Management

The BIRDIE team's research on best practices in complaint management identified the following best practices that the team believed should be included in its final recommendations:

1. Have a good definition of a complaint,
2. Have written policies/procedures/forms/etc.,
3. Ensure staff handling complaints are trained, adequately informed, and empowered,
4. Report complaint data periodically to stakeholders (management, NAC, etc.) and evaluate for root causes, and
5. Obtain post complaint customer feedback (i.e. point of service survey) to determine the effectiveness of the complaint management process.

Estimated Number of Complaints

To estimate the number of complaints received by Village staff, the BIRDIE team reviewed the data available for Code Enforcement complaints, complaints received by the Police Department, and complaints received through the Village website Help Desk. In addition, Public Services staff and Customer Service Representatives at Village Hall logged complaints for 13 business days to estimate the number of complaints received. The estimates shown in the charts indicate the *minimum* number of complaints the Village receives because other Village staff often receive complaints directly, which are not currently captured in these estimates.



Solutions Evaluated and Perspectives Considered

The BIRDIE team identified and evaluated four (4) key solutions:

1. Develop a standard complaint management procedure,
2. Utilize a common technology across the organization to track complaints,
3. Use separate systems to track complaints based on the department, and
4. Centralize the complaint management process.

The process requirements the BIRDIE team identified that should be met when the Village develops a complaint management process include:

- A timely staff response to the complaint,
- Satisfactory resolution to the complaint,
- Alternative ways for customers to voice complaints (in person, telephone, electronic, etc.),
- Allow for human interaction and minimize voicemail/email response, when possible,
- Route complaints to appropriate staff as quickly as possible,
- Categorize complaints so they can be segmented and analyzed for root cause analysis,
- Make it easy to document and record complaints, so it is not time consuming,
- Continue to use the RELATE model (**R**ecognize concern, **E**mpathize, **L**isten, **A**pologize, **T**hank the customer, **E**xplain)
- Minimize duplication of entry when possible (ex: have a lookup feature), and
- Handle and resolve complaints as close to the first point of contact as possible.

The team identified the advantages, disadvantages, and ways to mitigate the disadvantages for each of the four solutions from a variety of perspectives, as shown below.

The BIRDIE team agreed that a ***standard complaint management procedure*** would be beneficial to our customers, staff, management, and the public at large. The lack of a systematic complaint management procedure was identified during the “Five Whys” analysis as a key reason why the Village does not evaluate complaint data for root cause analysis to prevent future complaints. In addition, written policies, procedures, and forms were identified as a key process requirement.

The BIRDIE team evaluated four ***technology solutions***: GovTrack, SharePoint, Mobile 311, and Public Stuff.

GovTrack is a service desk system that is provided by the Village’s new website provider, Vision Internet. SharePoint is used by employees today for internal service desk work order systems



(Fleet Maintenance, IT, and Buildings and Grounds) and Help Desk tickets generated from the website. Mobile 311 is used by the Public Services department to manage a portion of their operations, but not to handle complaints. In addition, as a result of the Code Enforcement BIRDIE team recommendations, the Village's Code Enforcement Officer implemented Mobile 311 for a short period of time before abandoning it due to reporting barriers. The final technology solution evaluated was a CRM software, Public Stuff.

The following matrix identifies the conclusions drawn from the evaluation of the four technology solutions:

Technology Solution	Ease of Use (Customer Perspective)	Ease of Use (Employee Perspective)	Incremental Cost (Financial Perspective)	Data Reporting (Management Perspective)	Other Pros/Cons
Gov Track	+ Website interface is clear, informative, and easy to use	+	+ Included in website development and already built so would require less staff resources to set up	+ Limited ability to customize reporting options	
SharePoint	+ Website interface is clear, informative, and easy to use	+ Employees are using now and are familiar with it	- Requires the purchase of SharePoint add on (Nintex forms) and more IT staff time to develop the website interface and integration	+ Can segregate complaint data, but requires additional IT staff time	Will require significantly more IT resources to setup and maintain, with no mapping capabilities built in
Mobile 311	- Limited ability to customize and add information	- Workflow tracking and managing complaints is cumbersome on the back end	- To use Village-wide would require additional licensing and financial investment	- Limited ability to customize reporting options	
Public Stuff	+ Website interface is simple, clear, informative, and easy to use; Public Stuff partners with new website provider now	++ Dashboards for employee monitoring and tracking are very user-friendly	- Requires an annual license fee	++ Very extensive, easy to segment & map by neighborhood, automatic customizable email notifications, can easily set & report response deadlines by type	++ Could replace current mobile app and serve to increase community engagement

Two solutions evaluated, but not recommended included ***centralizing the complaint management process*** and ***using separate systems*** in each department. Overall, the BIRDIE team thought the disadvantages of these solutions outweighed the advantages.

Detailed Recommendations

After evaluating alternative solutions from a variety of perspectives, the BIRDIE team recommends the Village take the following actions to improve our process for handling customer complaints:

1. **Develop a standard Complaint Management Policy and Procedure,**
2. **Develop a Complaint Management System to track complaints using a Customer Relationship Management (CRM) tool, Public Stuff, and**
3. **Change the automated attendant message on the main telephone line to Village Hall.**

Description of Recommendations

Complaint Management Procedure and Policy

This recommendation entails using the Village's Work Process Management System to develop a Complaint Management Policy and Procedure. This policy is required to be approved by the Village's Policy Committee and will:

- Identify the process employees should follow when they receive a complaint,
- Incorporate expected response times for different types of complaints to determine employee effectiveness at resolving customer complaints,
- Incorporate the RELATE model of service recovery, and
- Describe the process management will use to systematically segment and analyze complaint data to evaluate employee effectiveness at resolving complaints, determine root causes of complaints, and prevent future complaints.



Public Stuff CRM Tool

This recommendation involves acquiring a third-party software, Public Stuff, to accumulate complaint data. The software is a mobile application with a seamless website integration that can aggregate complaint data with pre-determined response times for each type of complaint. It is a geographically based program that would also allow the Village to easily report complaint data by neighborhoods or any other segment desired by staff, such as a certain road, etc. Implementing the software would involve assigning staff in the system to address certain complaint types and establishing automatic email notifications for staff and the complainant. Finally, staff would develop customized reports that are filtered to include needed information and these reports can be set up to be automatically distributed to the employees that need access to the information. This tool can also be used to process external and internal service requests in the future. Finally, because it is a mobile app the Village could also use it to more effectively communicate and engage residents by including additional Village information, which is in support of two other FY 2017 Initiative Action Plans.

Automated Attendant Message on Village Hall Telephone

While considering the potential solution of consolidating complaint management into a central location, the BIRDIE team evaluated how phone calls are routed. As a result, the team recommends changing the automated attendant greeting for Village Hall to include an option for

“Code Enforcement Concerns” and “Request for Service.” By adding these options and removing the “Trash and Recycling” option, the BIRDIE team believes phone calls can be routed more efficiently and the Customer Service Representatives at Village Hall can help respond to any Public Services complaints that are routed to them.

Overview of Financial and Staffing Impact

Financial Impact

The only BIRDIE team recommendation that has an incremental direct financial cost is the acquisition of the third party software, Public Stuff, which costs \$6,000 in annual maintenance. This amount is already funded in the FY 2016 budget.

Staffing Impact

While the BIRDIE team’s recommendations do not include any additional staff resources, the implementation of a Complaint Management Policy and Procedure will require additional staff time to document and routinely evaluate complaints received. In addition, it will require IT and Administration staff resources to create and maintain the recommended software.

Benefits of Recommendations

There are numerous benefits to the solutions recommended by the VOP 311 BIRDIE team. Our recommendations:

- Provide the workforce with clearer expectations of performance when handling complaints,
- Reinforce our customer-focused culture,
- Reduce future operating costs when Village processes and services improve to eliminate future complaints, and
- Increase customer loyalty and engagement due to better customer service and easier ways to communicate complaints and concerns.

Implementation Plan

The BIRDIE Team’s recommended implementation plan to aggregate and analyze complaints for root causes is as follows:

May 2016 - Develop and obtain approval of the Complaint Management Policy and Procedures

June 2016 – Train staff and launch Public Stuff software

Because funding for these recommendations has already been approved in the FY 2016 budget by the Village Council and the recommended policy is an Administrative Policy that the Council has delegated authority to the Village Manager, there is no Council action needed.

The BIRDIE Team, however, believes it is important to report on the work we completed in order to improve this process and to meet Council’s strategic goal to ***“Professionally Manage a High Performing Organization.”***