



**VILLAGE COUNCIL
AGENDA FOR SPECIAL MEETING OF DECEMBER 1, 2021
ASSEMBLY HALL
395 MAGNOLIA RD.
PINEHURST, NORTH CAROLINA
FY 2023 STRATEGIC PLANNING
VILLAGE COUNCIL PRE-RETREAT MEETING
8:30 A.M. - 5:00 P.M.**

1. Call to Order.
2. FY 2023 Village Council Pre-Retreat Meeting
3. Adjournment.

*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.*



**FY 2023 VILLAGE COUNCIL PRE-RETREAT MEETING
ADDITIONAL AGENDA DETAILS:**

FROM:

Matthew McKirahan

CC:

Jeff Sanborn

DATE OF MEMO:

11/21/2021

MEMO DETAILS:

Each year, the Village Council holds a Strategic Planning Retreat in December. This year, the Village Council will hold a FY 2023 Strategic Planning Pre-Retreat meeting in order to review results and data in preparation for the December retreat. The Village Council, Senior Leaders, and Board Chairs will participate in this meeting.

ATTACHMENTS:

Description

📎 Fy2023 Village Council Pre-Retreat Material

**FY 2023 Strategic Planning
Village Council Pre-Retreat Meeting
December 1, 2021 (8:30 am – 5:00 pm)**

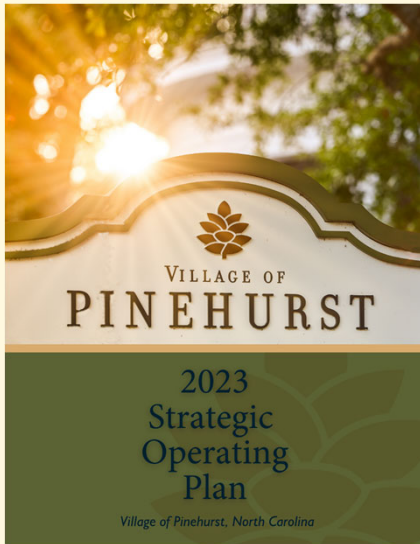


Retreat Objectives:

1. Review Data, Information, and Comp Plan Strategies
2. Affirm SOAR analysis
3. Affirm strategic advantages and challenges
4. Discuss workforce capacity indicators

AGENDA	
8:30 – 9:00	Welcome, Introductions, & Overview
9:00 – 10:00	Review Operating Environment & Context
10:00 – 12:00	Review Data, Information, and Comp Plan Strategies (Goals 1-4)
12:00 – 12:45	Lunch
12:45 – 2:15	Review Data, Information, and Comp Plan Strategies (Goals 5-7)
2:15 – 2:30	Break
2:30 – 3:00	Review Data, Information, and Comp Plan Strategies (Goals 8 and Workforce Capacity Indicators)
3:00 – 3:30	Review Data, Information, and Comp Plan Strategies (Goals 9)
3:30 – 4:00	Affirm SOAR Analysis - Strengths, Opportunities, Aspirations, and Results
4:00 – 4:30	Affirm Strategic Advantages & Challenges
4:30 – 4:45	Wrap Up, Next Steps, & Evaluation

 VALUES Service Initiative Teamwork Improvement	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.



**FY 2023
Village of Pinehurst, NC
Village Council
Pre-Retreat Meeting
December 1, 2021**

**Welcome, Introductions,
and Overview**

Key Retreat Objectives



Objectives:

1. Review Data, Information, and Comp Plan Strategies:
 - Service areas with best practices
 - Service areas that need improvement
2. Affirm SOAR analysis
3. Affirm strategic advantages and challenges
4. Discuss workforce capacity indicators

3

Mission, Vision, and Values



VALUES

Service
Initiative
Teamwork
Improvement

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.

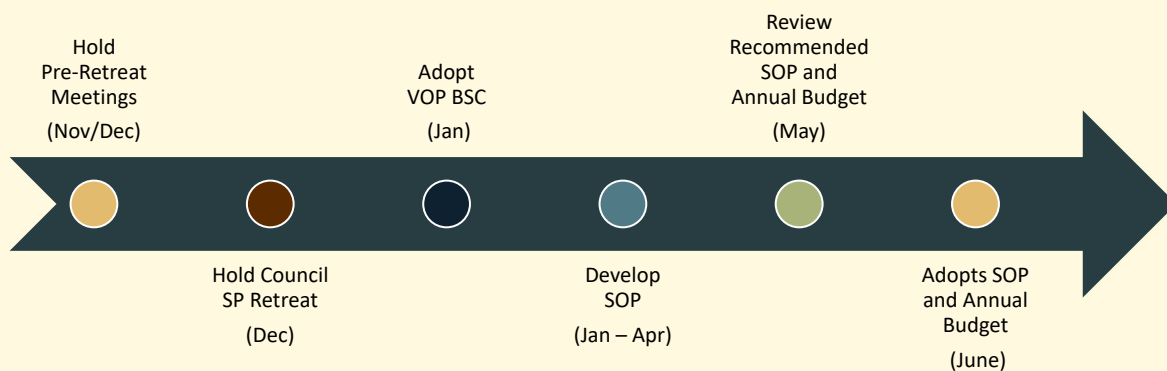
4

Strategic Planning Process



5

Strategic Planning Timeline

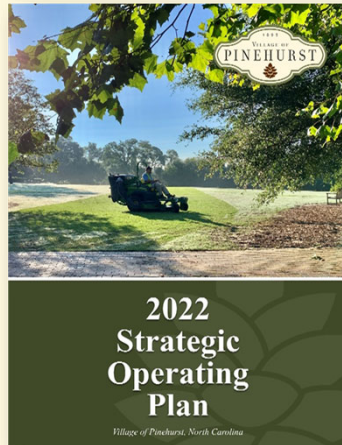


6

We will refine the most recent Strategic Operating Plan (SOP)

We can:

- ☐ Add
- ☐ Delete
- ☐ Modify



Review Operating Environment and Context

National Economic Trends



- Unemployment 4.8% (September 2021)—N.C. 4.3%; pre-crisis level was 3.5%. Should decrease further as Delta variant and Hurricane Ida were still in play in September.



9

National Economic Trends



- Labor shortage
 - Increased savings by the average American worker. Worker's feel they "can be choosy"
 - End of stimulus/other payments have mostly ended
 - Tug-of-war: Workers are holding out until their savings disappear. Businesses are holding out until their customers disappear
 - Service industries (retail, restaurants) have or will need to increase wages
 - Increase in retirees. 2.5 Million 68+ retired since pandemic began (about 1 million more than normal); 1 million below age 65 retired.
 - Lack of childcare adds to labor shortage

- Supply chain disruption:
 - Less production of goods and services during pandemic
 - Pent up demand for products
 - Lack of workers to transport goods
 - Will have to pay more for goods immediately or wait

- Inflation

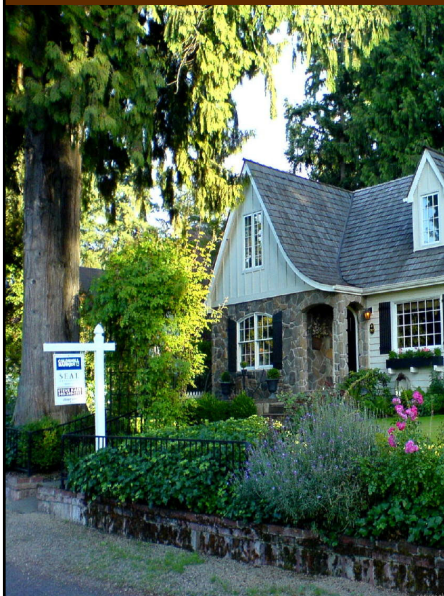
- CPI Increase:

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Ave
2021	1.4	1.7	2.6	4.2	5.0	5.4	5.4	5.3	5.4				
2020	2.5	2.3	1.5	0.3	0.1	0.6	1.0	1.3	1.4	1.2	1.2	1.4	1.2
2019	1.6	1.5	1.9	2.0	1.8	1.6	1.8	1.7	1.7	1.8	2.1	2.3	1.8
2018	2.1	2.2	2.4	2.5	2.8	2.9	2.9	2.7	2.3	2.5	2.2	1.9	2.4

- Interest Rates

- Typically inflation and interest rates have an inverse relationship
 - Will likely remain low, but will taper (perhaps already happened by this meeting)

11



- Housing cost increases. Nationally 18.6% increase Sep 2020 to Sep 2021
 - Increased demand
 - Rising building costs (lumber 114% increase—recently declined, iron and steel 73% increase)
 - Supply chain issues
 - Eviction moratorium
 - Low interest rates
 - Prices have stabilized recently, but have not decreased

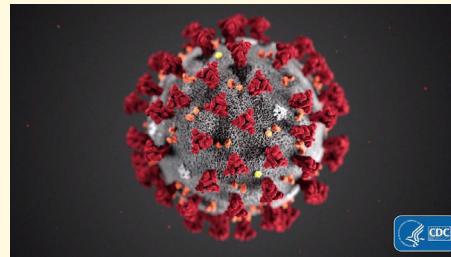
12

National Economic Trends



Considerations for a “Post-COVID” workplace:

1. Increase in remote working
2. Better work-life balance
3. Expanded access to paid sick leave
4. Mental health as a workplace priority
5. Increased attention to safety
6. Talent geographically unleashed



13

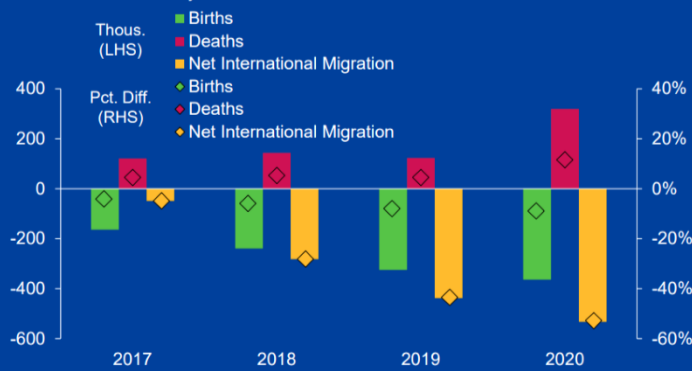
National Economic Trends



Population growth patterns changed due to the pandemic

U.S. Population Growth: Deviations from Projections

Actual Minus 2016 Projections, Thousands



Source: KPMG Economics, U.S. Census Bureau, Haver Analytics

© 2021 KPMG LLP, a Delaware limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

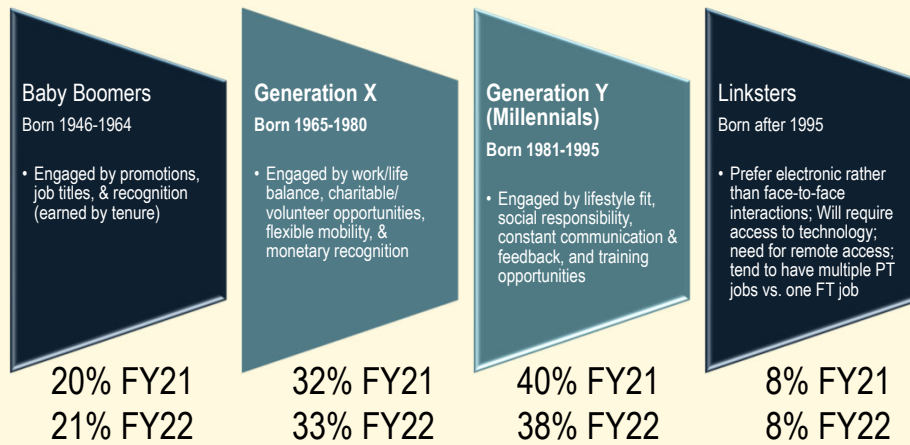
- The population was growing at a pace of 0.7% per year prior to the pandemic. This was due to a sum of births, deaths, and net migration.
- As a result of the pandemic, birth rates fell short of 2016 projections by 9%. Death rates were up by 12%. The decline in immigration over the past few years accelerated due to the pandemic, resulting in a 16% decline from 2019.
- As a result, the population grew only by 0.35% in 2020, half of its previous pace.
- Unless births rise, deaths fall, and net migration accelerates, the medium and long-term growth outlook will experience the long tail of the pandemic for decades to come, just like previous pandemics in history.

14

Generations in the Workforce



Approximately 71% of the Village workforce is Gen X or Gen Y

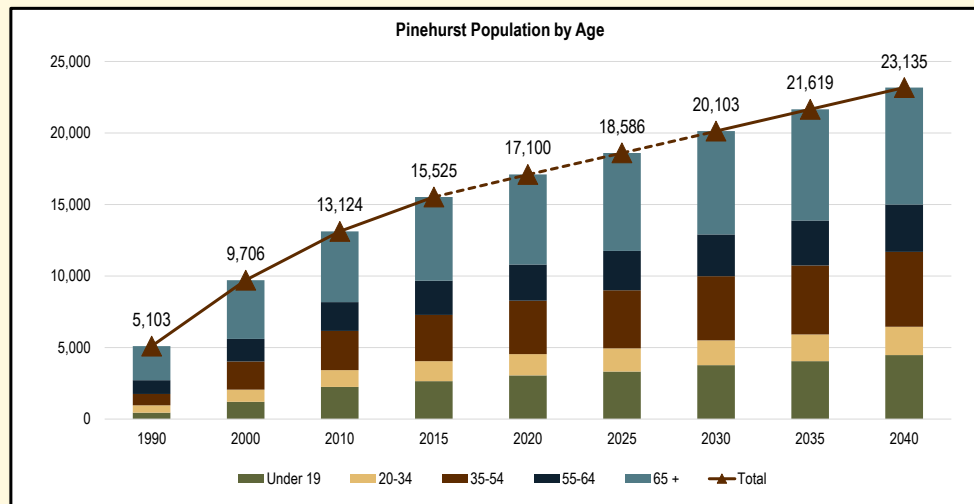


15

Pinehurst Population and Demographics



1.8% average annual population growth rate for the last 10 years



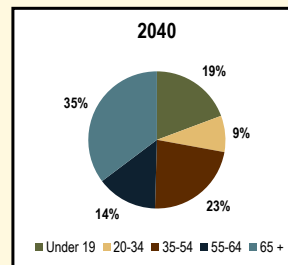
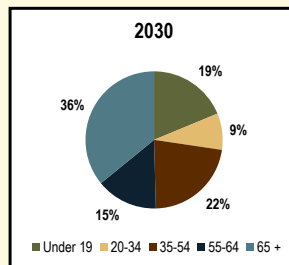
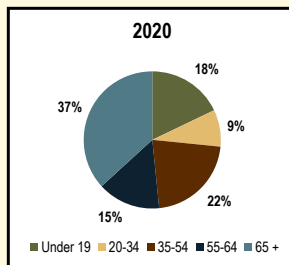
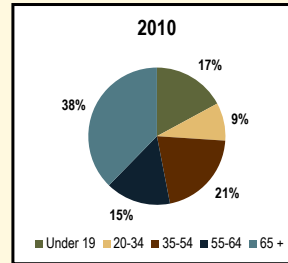
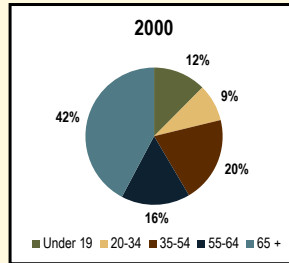
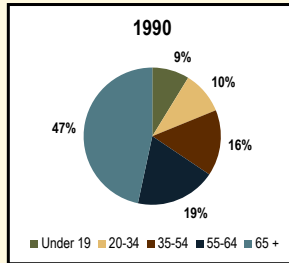
Source: VOP Projections Based on Historical US Census Data

16

Pinehurst Population and Demographics

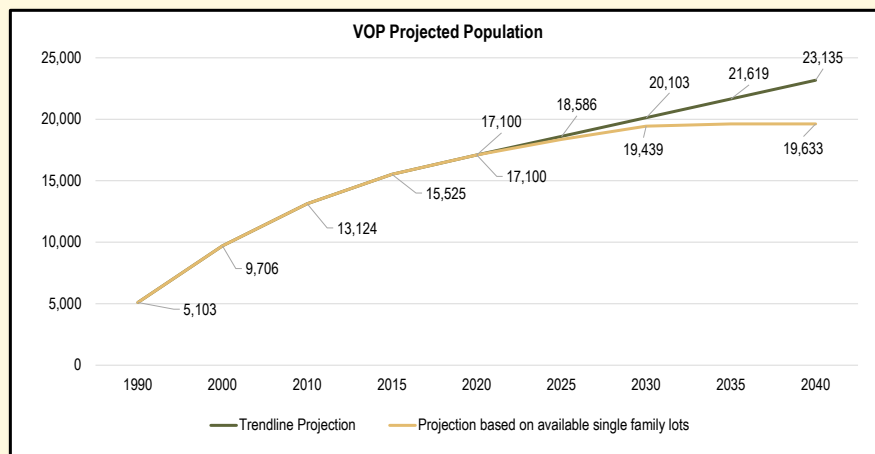


Younger residents are becoming an increasing % of Pinehurst's population



17

Population Projections



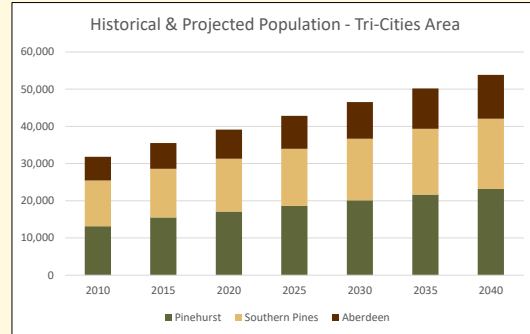
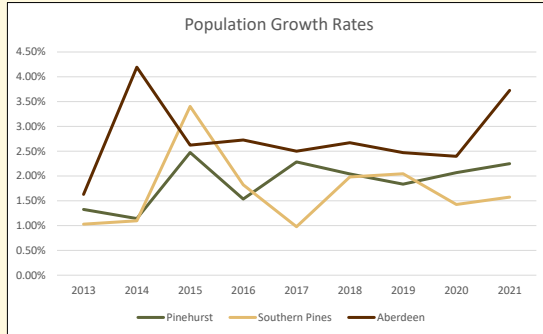
Assuming approximately 1,000 buildable residential lots remain, single-family lots could be depleted in 7 years, or around 2028. If that time period represented the maximum residential development, population could level off around 19,633.

18

Tri-Cities Population

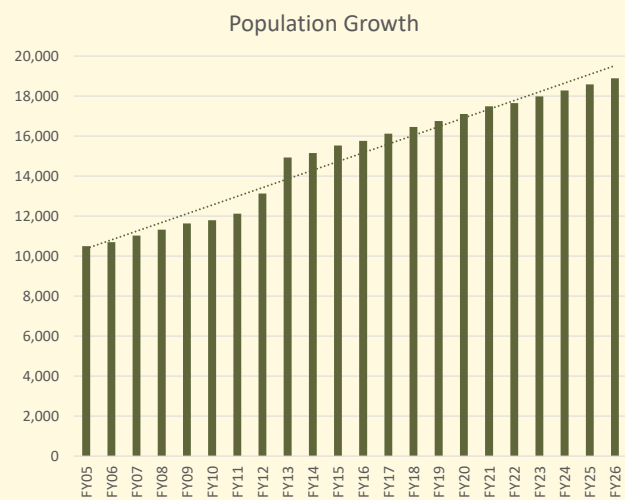
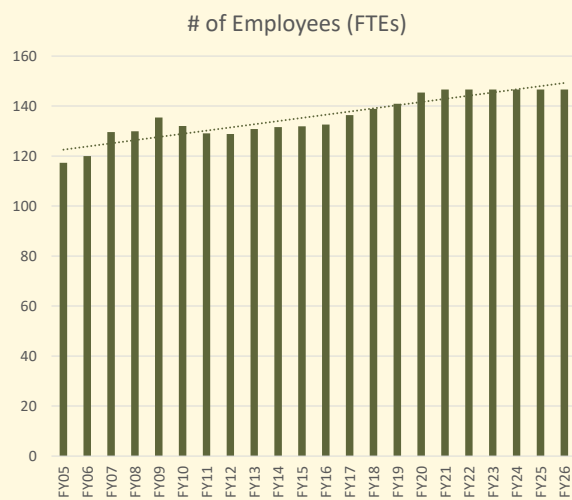


From 2013 to 2021, the average annual population growth rate for Pinehurst was 1.88%, Southern Pines was 1.71%, and Aberdeen was 2.77%.



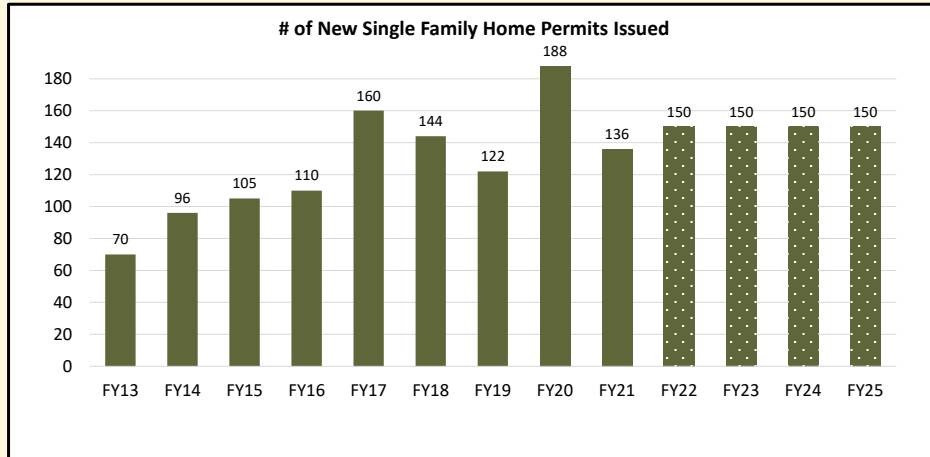
19

Historical and Projected Staffing Levels



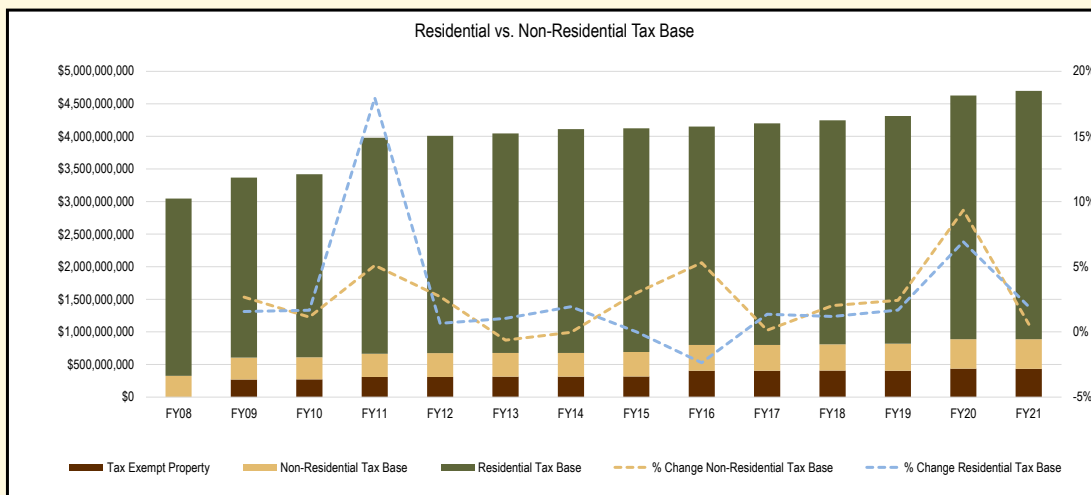
20

Residential Development



21

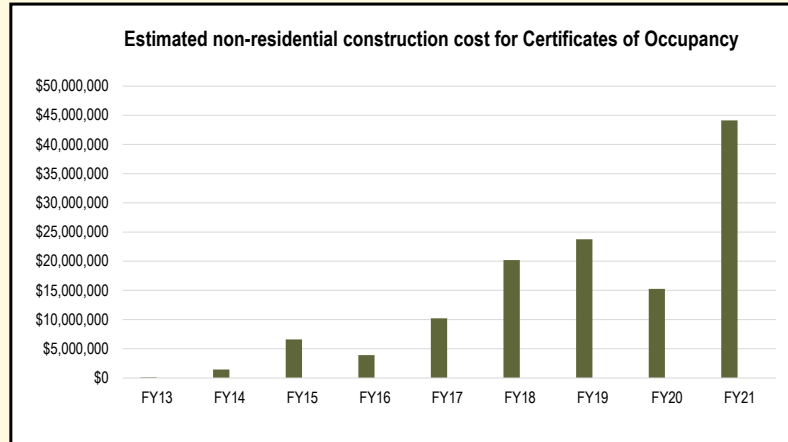
Tax Base



**Average of 2.7% growth in the total tax base since FY08.
Holding steady with 89% residential tax base.**

22

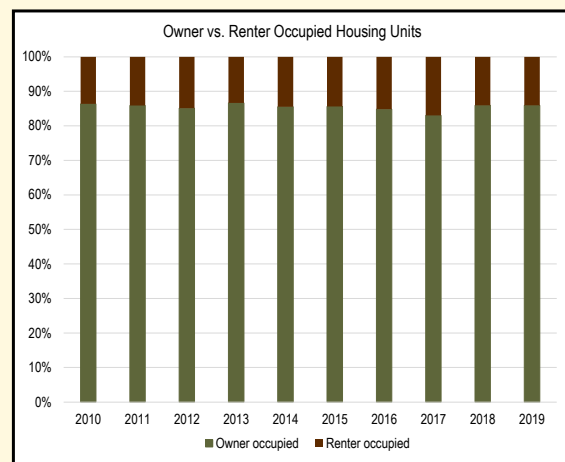
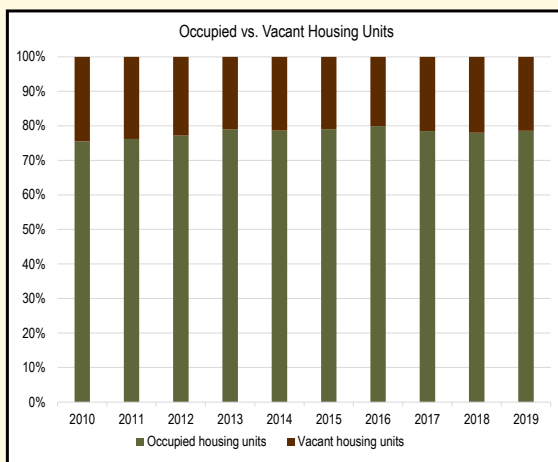
Non-Residential Development



***We have seen an increase in commercial and multi-family development in the Village.
Tax base impact is seen in the following year.***

23

Housing Characteristics



Source: US Census

24

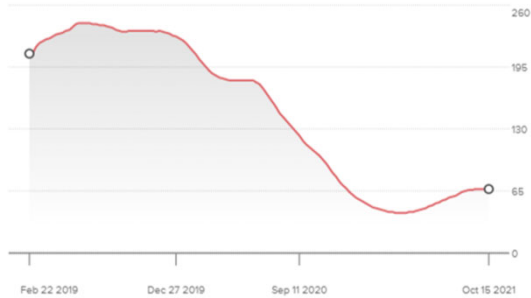
Local Real Estate Trends



FOR SALE INVENTORY

67 — OCT 15, 2021

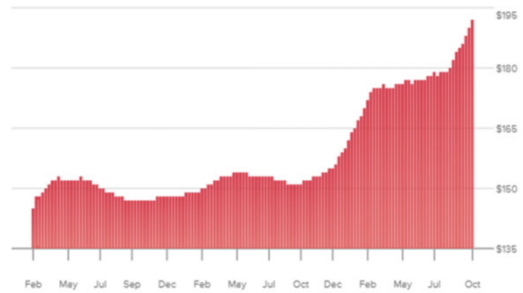
6M 1Y **3Y**



PRICE PER SQUARE FOOT

\$192 — OCT 15, 2021

6M 1Y **3Y**



25

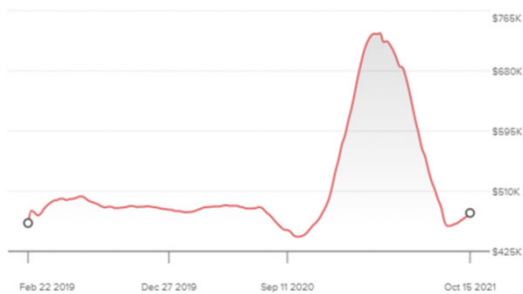
Local Real Estate Trends



MEDIAN LIST PRICE

\$479K — OCT 15, 2021

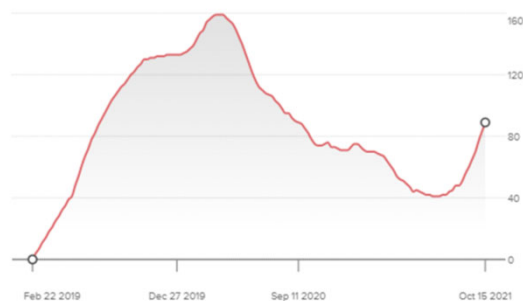
6M 1Y **3Y**



DAYS ON MARKET

89 — OCT 15, 2021

6M 1Y **3Y**

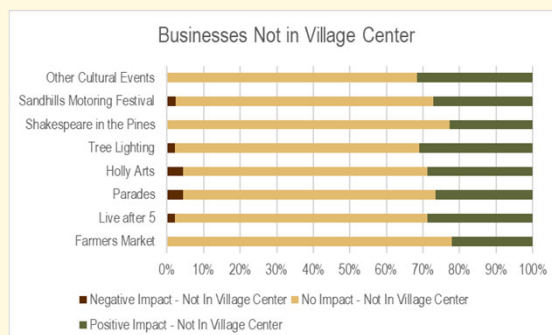
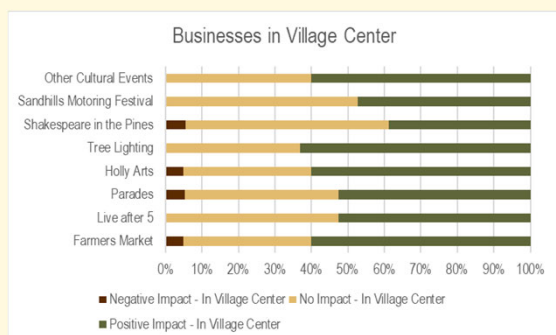


26

Identified Analysis from Business Survey Responses



Impact of Cultural Arts Events on Businesses (FY21)



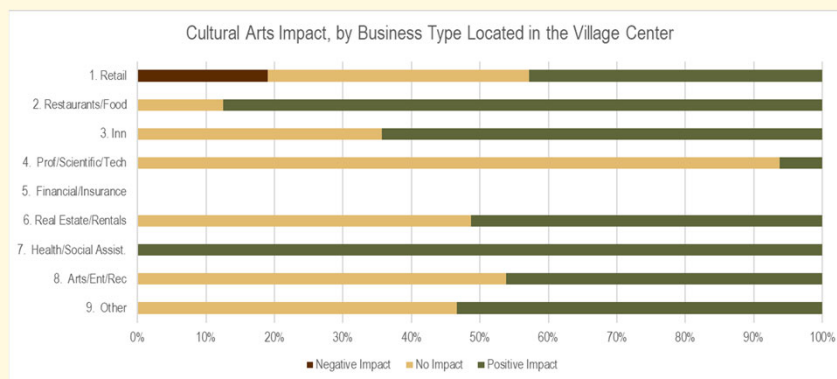
27

Identified Analysis from Business Survey Responses



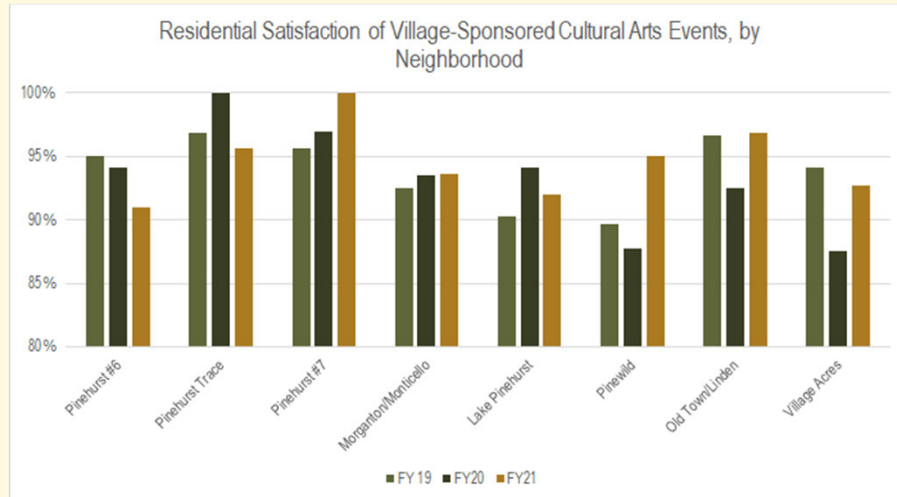
Impact of Cultural Arts Events on Businesses in Village Center (FY21)

Business Type	Overall	In Village Center
Retail	6	3
Restaurants/Food	3	2
Inn	2	2
Prof/Scientific/Tech	9	2
Financial/Insurance	4	0
Real Estate/Rentals	11	5
Health/Social Assist	21	1
Arts/Ent/Rec	2	2
Other	11	2



28

Identified Analysis from Community Survey Responses



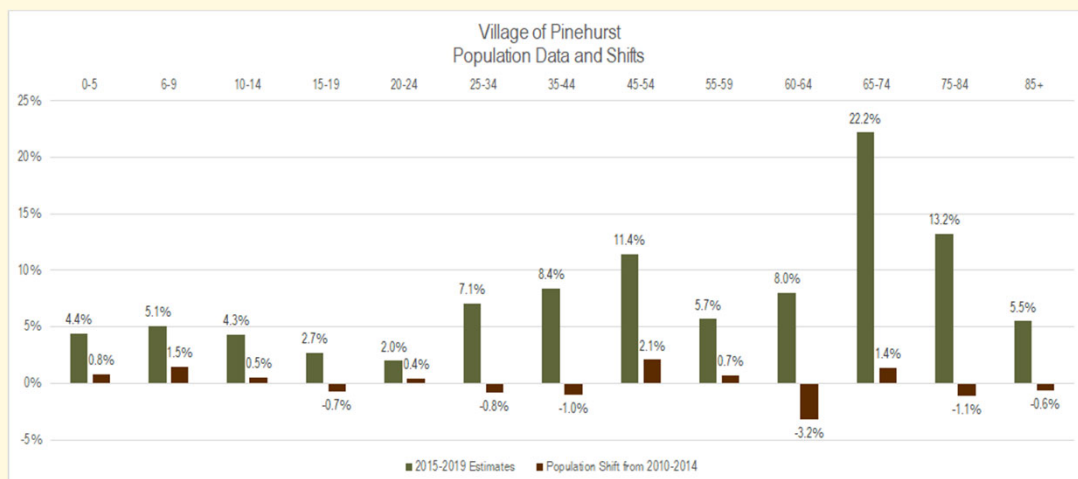
Further background is available in our supplemental information.

29

Parks and Recreation Analysis



Population Shifts within the Village of Pinehurst, 2014-2019



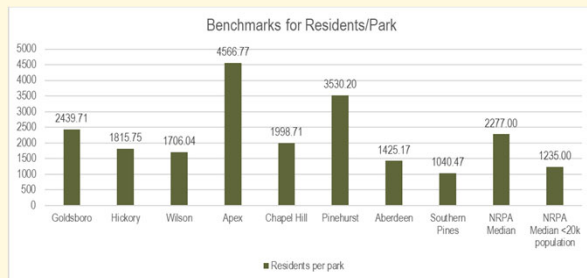
Further background is available in our supplemental information.

30

Parks and Recreation Analysis



Community Benchmarks



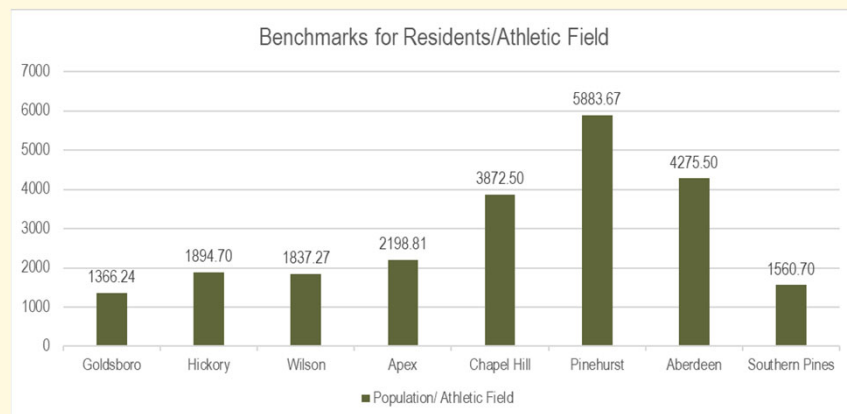
Further background is available in our supplemental information.

31

Parks and Recreation Analysis



Community Benchmarks



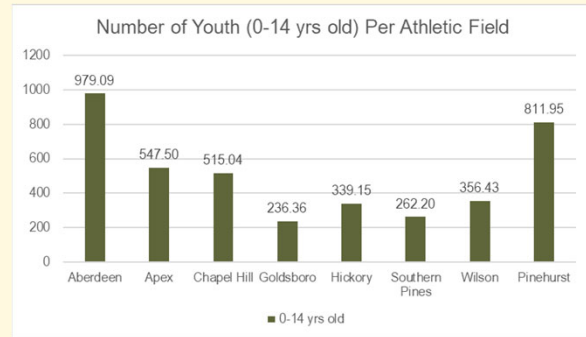
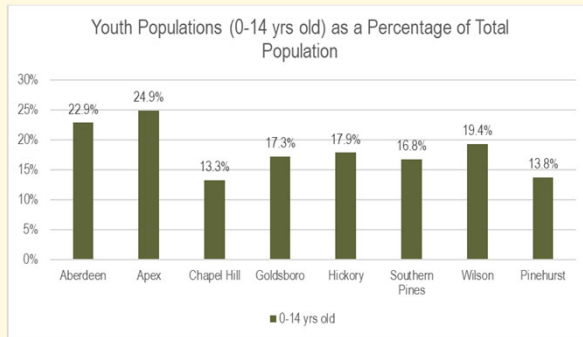
Further background is available in our supplemental information.

32

Parks and Recreation Analysis



Benchmarked Communities within Age Ranges



Further background is available in our supplemental information.

33

American Rescue Plan Act



American Rescue Plan (ARP) Act Funds Key Information:

- Pandemic recovery funds provided by federal government
- Total estimated grant amount of **\$5,296,751.52**
- First disbursement of **\$2,648,375.76** received in August 2021
- Second disbursement will be released approximately a year later and may vary slightly depending on funds returned
- Must be encumbered by December 31, 2024
- Must be spent by December 31, 2026



34

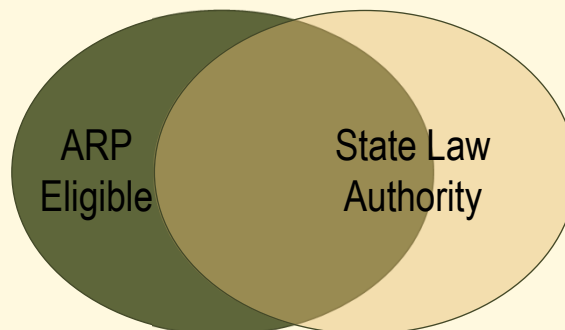
ARP Additional Information:

- VOP will utilize a special revenue fund to account for the revenues and expenditures
- Interim Final Rule is currently available
- Final Rule to come, which will provide clarification and may expand allowable uses
- Many compliance requirements associated with these funds
- Encouraged to wait to take advantage of state budget allocations and any changes to the Final Rule
- Must follow Uniform Guidance federal purchasing regulations



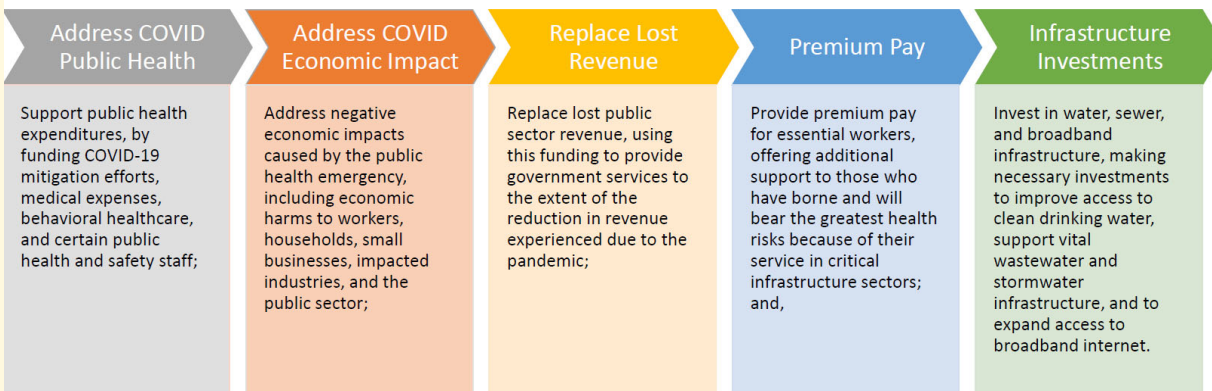
35

Funds can only be used for allowable categories outlined by the US Treasury that are also authorized by state law:



36

ARP Allowable Expenditures:



37

ARP Ineligible Expenditures:

- Borrowing money, loan repayments
- Rainy day fund contributions or financial reserves
- Litigation costs
- As a non-Federal match for most other federal funds, including State Revolving Fund grants
- General growth or economic development purposes
- Pension contributions



38

American Rescue Plan Act



Potential ARP Strategies:

- Await Final Rule to see full list of options before determining projects to pursue
- Spend funds on eligible projects that are already in our 5-year Strategic Operating Plan to reduce impact on fund balance and potentially reduce the amount of debt required
- Once Final Rule is published, hold strategic meeting with senior leaders to discuss potential uses
- Determine plan for community input
- Hold work session with Council to discuss options and proposed projects



39

Operating Environment and Context – Key Themes



Category	Environmental Trends	Why is this Important?
Economy	Labor shortage and supply chain bottlenecks; inflation—CPI over 5% last quarter; interest rates will likely rise.	Difficult to fill certain positions; costs of goods/wages will increase—pressure on the budget; interest rates may affect borrowing
Workplace	Remote working, work/life balance, focus on safety in workplace	Future talent may not be willing to relocate, consider remote working with current and future workforce and benefits for work/life balance, ensure safety measures
Change in workforce generations	Gen X and Y are becoming a larger % of the workforce and more Linksters entering	May need to adjust policies to promote better work/life balance, communication, mobility, and training & development; Workforce will require technology with more Gen Y and Linkster employees
Continued population growth	Approximately 3.8% annual population growth rate for the last 10 years; regional growth will continue	May want to expand our ETJ; Increased traffic; Pressure to retain community character
Changing demographics	Higher % of younger residents	Increased demand for quality schools, parks and family activities and events
Development patterns	Approaching buildout in 8 years; Increase in non-residential development and housing market correction in near future	Increase in non-res tax base that costs more to serve per acre; Inc. demands on staff and need for quality development
Housing characteristics	Scarce inventory, increased housing costs	Surrounding towns/counties could experience growth; vacation rental homes could be on the rise

40

Customer and Workforce Input

Most Important Issues Facing Pinehurst – Resident/Business Input



BSC Perspective	Most Important Issues Facing Pinehurst Today – Resident/Business Input
Goal 1 – Customer	• Traffic enforcement and police patrol • Crime and safety
Goal 2 – Customer	• Manage growth and development • Code enforcement • Maintain quality of life
Goal 3 – Customer	• Parking downtown • Economic issues
Goal 4 – Customer	• Traffic and road improvements (Hwy 5, traffic circle) • Sidewalks, walkways, bike lanes, golf carts
Goal 5 – Customer	• Stormwater issues
Goal 6 – Customer	• New library • Recreational activities/events
Goal 7 – Internal	• Elected officials and decision-making
Goal 9 – Financial	• Fiscal responsibility

FY 2022 KEY External Factors – Employee/Volunteer Input



BSC Perspective	KEY External Factors – Employee/Volunteer Input
Goal 1 – Customer	• Increase in population and growth which means increased demands for services/traffic
Goal 2 – Customer	• Big development projects like USGA, US Opens, hospital district • Maintaining quality of new housing
Goal 3 – Customer	• Increased visitors • USGA Offices
Goal 4 – Customer	• Increasing traffic & delays in transportation projects by NCDOT • Walkways
Goal 5 – Customer	• Stormwater issues • Alternative energy and conservation

43

FY 2022 KEY External Factors – Employee/Volunteer Input



BSC Perspective	KEY External Factors – Employee/Volunteer Input
Goal 6 – Customer	• Library integration • Parks and athletic field improvements • Demographic shift
Goal 7 – Internal	• Cost and availability of goods • Increased cybersecurity threats • Technology changes
Goal 8 – Workforce	• Labor shortages • Ever changing laws and regulations (ADA, FLSA, etc.) • Staffing/Capacity/Retainage
Goal 9 - Financial	• American Rescue Plan Act Funding • New reporting requirements • Inflation

44

Major Medical Care Providers:

- Key Issues:
 - COVID Impact: longer hospital stays for COVID patients
 - Lack of sufficient parking in the medical district (shuttles)
 - Pedestrian safety
 - Lack of day care facilities for employees
 - Limited capacity at FirstHealth Energy Plant
 - Lack of capacity for FirstHealth labor & delivery
 - Increasing # and % of patients from outside of Moore County (especially from the north); need to Hwy 15-501 expansion
- Long Term Plans:
 - FirstHealth was recently approved to add 40 new beds to the existing authorization for 400 beds
 - Cancer Center construction

45

Partners/Stakeholders Long Range Plans

Pinehurst Resort

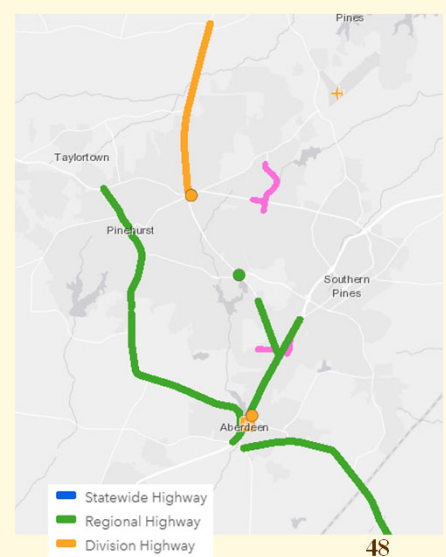
- Key Issues:
 - Lack of sufficient parking during peak demand
 - Wayfinding signage
 - Hotel & other projects need to complete construction prior to 2024 U.S. Open Championship
- Long Term Plans:
 - Relocation of existing amenities
 - USGA location on Resort property
 - Increased frequency of U.S. Open Championships

47

NC Department of Transportation (NCDOT):

- Highway 5 – widening from Aberdeen to Pinehurst (**ROW FY23; Total \$48 million**)
- Hwy 15-501 turn lane improvements (**ROW FY24; \$6.6 million**)
- 15-501 North of Traffic Circle – widening (**ROW FY26; \$52 million**)
- Highway 5 Improvements – From Hwy 211 to Blake Blvd. (**ROW FY28; Total \$7 million**)
- Morganton Rd/15-501 Interchange (**ROW FY29; Total \$30 million**)
- Midland Road Corridor to Southern Pines
- Traffic Circle improvements

Delayed projects until after US Open (2024).





Moore County

- Public Utilities:
 - Abandoned water tanks and property in Village Place (ability for potential land swap)
 - Currently developing a 20 year water model and sewer model to ensure adequate future capacity.
 - East Moore water district phase 4 – water extensions in the Juniper Lake/Esther Road area
 - VOP proposed change to Moore Co. Utilities extension policy
- New School Superintendent
 - Redistricting has shifted some Pinehurst students



Summary:

1. Expect significant non-residential development in the five-year period (medical and Resort)
2. Ways to support key partners/stakeholders include;
 - Consider amendments to the Pinehurst Development Ordinance (medical) and Resort rezonings
 - Cooperate on 2024 U.S. Open Championship preparations
3. Consider daycare facilities in Village Place/Rattlesnake Trail areas for medical district
4. Parking and wayfinding signage are important issues to address in both medical district and Resort
5. Need to influence NCDOT to implement transportation improvements (Hwy 5, traffic circle, and 15-501)

Review Data & Information

Balanced Scorecard



52

Key Work and Support Processes



Work Systems	Key Work & Support Processes
Public Safety Services (BSC Goal 1)	WP1- Emergency response
	WP2- Traffic enforcement
	WP3- Police patrol
	WP4- Crime investigations
Development Services (BSC Goals 2 & 3)	WP5- Permit processing
	WP6- Building inspections
Community Appearance Services (BSC Goal 2)	WP7- Grounds management and enhancements
	WP8- Code Enforcement
Transportation Systems (BSC Goal 4)	WP9- Road resurfacing
Solid Waste Collection Services (BSC Goal 5)	WP10- One-and-done solid waste collection
Storm Water Management Services (BSC Goal 5)	WP11- Stormwater facility maintenance
Recreation and Cultural Services (BSC Goal 6)	WP12- Recreation program coordination
	WP13- Cultural and recreational event coordination

53

Key Work and Support Processes



Work Systems	Key Work & Support Processes
Internal, Workforce, Financial (BSC Goals 7, 8, & 9)	SP1- Public communication and engagement
	SP2- Board agenda management
	SP3- Strategic planning and budgeting
	SP4- Physical asset management
	SP5- Information Technology services
	SP6- Recruitment and hiring
	SP7- Learning and development
	SP8- Payroll
	SP9- Purchasing and contracting

54

Results: What are the outputs and outcomes we achieve (LeTCI)?

1. (Le) Do we have good to excellent performance levels?
2. (T) Do we have beneficial, sustained trends over time?
3. (C) Do our benchmark comparisons show good relative performance?
4. (I) Do we report results for most key processes and requirements?



We benchmark to place our performance results in context Where possible, we compare our results to:

- Professional standards
- US, State, or regional averages
- Performance of other municipalities
- Private sector performance

55

2019 Comprehensive Plan Implementation

We will review the status of the 2019 Comprehensive Plan Implementation Strategies by BSC Goal. The strategies have been updated based on the current FY 2022 OFI list.

56

Customer Results

Key Themes from Customer Results



BSC Goal	Strength	Opportunity for Improvement
Goal 1: Safeguard the Community	.	.
What other data do we need?		
	.	



Goal 1 Comp Plan Strategies



#	Implementation Strategy/Recommendation	BSC Goal	Status as of 6/30/21	Type	Dept / Division Resp.	FY	FY2022 \$	FY2023 \$	FY2024 \$	FY2025 \$	FY2026 \$	5+ Years \$	TOTAL
6.7	Evaluate the need for an additional Police Station or substation to meet the increased service needs and demands of residents.	1		Evaluation	AD	FY26+							\$0



Status		Status	
In Progress and On Schedule		Completed	
In Progress and NOT on Schedule		Scheduled in a Future Year	

59

Key Themes from Customer Results



BSC Goal	Strength	Opportunity for Improvement
Goal 2: Promote high quality development and appearance		
What other data do we need?		



60

Goal 2 Comp Plan Strategies



#	Implementation Strategy/Recommendation	BSC Goal	Status as of 6/30/21	Type	Dept / Division Resp.	FY	FY2022 \$	FY2023 \$	FY2024 \$	FY2025 \$	FY2026 \$	5+ Years \$	TOTAL
1.4	Comprehensive update to the PDO (convert to UDO) - (including but not limited to: 2.4, 2.5, 2.6, 2.13, 2.14, 2.15, 2.16, 2.17, 3.9, 4.1, 4.14, 4.15, 6.1, 7.10, 7.26, 7.27)	2		IAP	PL	FY22	\$200,000						\$0
2.3	Create a small area plan for Village Place & the NC Highway 5 (includes: 2.3, 2.8, 2.14, 2.17, 4.13, 5.2, 5.13, 5.14)	2		IAP	PL	FY22							\$0
2.21	Create a Highway Corridor Overlay ordinance in the PDO to protect critical corridors	2		Project	PL	FY22							\$0
2.10	Evaluate CommunityViz Model to evaluate impact of development (includes 2.10, 2.11, 2.12, 7.14)	2		Evaluation	PL	FY26+							\$0
1.4	Consider a policy to partner with others to promote private, or public, acquisition of historic properties to hold, manage, preserve, restore, and improve properties to promote historic preservation efforts.	2		Evaluation	PL	FY26+							\$0
7.17	Preserve/conserv open space in and around Pinehurst and develop a comprehensive conservation plan for ETJ (includes: 2.1, 4.5, 7.9, 7.15, 7.16, 7.17, 7.18, 7.19, 7.20, 7.21) and update zoning for Focus Area #1	2		Project	PL	FY24			\$50,000				\$50,000
7.7	Consider implementing a routine evaluation of trees in public spaces to ensure regeneration of mature trees through natural regeneration or new plantings.	2		Project	PS	FY22	\$10,000	\$10,000	\$10,000	\$10,000			\$40,000
2.9	Consider expanding the Village's extra-territorial jurisdiction north of NC Highway 211 and west of US Highway 15-501. (2.9)	5		Project	PL	FY24							\$0



Status	Status
In Progress and On Schedule	Completed
In Progress and NOT on Schedule	Scheduled in a Future Year

61

Key Themes from Customer Results



BSC Goal	Strength	Opportunity for Improvement
Goal 3: Promote a thriving business community		
What other data do we need?		



62

Goal 3 Comp Plan Strategies



#	Implementation Strategy/Recommendation	BSC Goal	Status as of 6/30/21	Type	Dept / Division Resp.	FY	FY2022 \$	FY2023 \$	FY2024 \$	FY2025 \$	FY2026 \$	5+ Years \$	TOTAL
2.20	Pursue public/private development partnerships, issuing Requests for Development Proposals (RFDP), as needed.	3		Evaluation	PL	FY22							\$0
4.16	Expand downtown parking facilities	3		IAP	AD	FY22	\$150,000	\$169,375	\$333,542	\$328,208	322,888		\$1,304,013
5.12	Historic tourism marketing and mobile app	3		Project	AD	FY23		\$10,000					\$10,000
5.9	Consider public/private partnerships to locate artist studios and galleries in the Village Center and Village Place (e.g. Starworks glass blowing) to enhance the character of the Village and expand the arts.	3		Project	PL	FY26+							\$0
6.5	Identify alternative locations for the Public Services Complex to allow for redevelopment of Village Place.	3		Project	PS	FY22		\$280,000	\$140,000				\$420,000



Status	Status
In Progress and On Schedule	Completed
In Progress and NOT on Schedule	Scheduled in a Future Year

63

Key Themes from Customer Results



BSC Goal	Strength	Opportunity for Improvement
Goal 4: Promote transportation mobility and connectivity		
What other data do we need?		



64

Goal 4 Comp Plan Strategies



#	Implementation Strategy/Recommendation	BSC Goal	Status as of 6/30/21	Type	Dept / Division Resp.	FY	FY2022 \$	FY2023 \$	FY2024 \$	FY2025 \$	FY2026 \$	5+ Years \$	TOTAL
	Develop a Consolidated Multi-Modal Transportation Plan (includes 3.4, 4.1, 4.3, 4.8, 4.9, 4.10, 4.12)	4		IAP	PL	FY 23		\$100,000					\$100,000
2.7	Consider ways to ensure safe pedestrian crossings on Page Road and Memorial Drive in the Medical District depicted in Focus Area 3.	4		Project	PL	FY22							\$0
4.11	Pursue safety awareness grants through the SRTS program at NCDOT	4		Project	PL	FY23							\$0
4.7	Create a walkable, connected community (Construct sidewalks, walkways, greenways, and/or bike lanes/paths) (I)	4		Project	SG	FY22	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000		\$2,000,000



Status	Status
In Progress and On Schedule	Completed
In Progress and NOT on Schedule	Scheduled in a Future Year

65

Key Themes from Customer Results



BSC Goal	Strength	Opportunity for Improvement
Goal 5: Preserve the Environment		
What other data do we need?		



66

Goal 5 Comp Plan Strategies



#	Implementation Strategy/Recommendation	BSC Goal	Status as of 6/30/21	Type	Dept / Division Resp.	FY	FY2022 \$	FY2023 \$	FY2024 \$	FY2025 \$	FY2026 \$	5+ Years \$	TOTAL
7.23	Consider the creation of an Energy Plan for the Village that studies the impacts and feasibility of using alternate energy sources in the Village. (7.23)	5		Evaluation	BG	FY24							\$0
6.8	Prepare a comprehensive stormwater master plan to identify effective stormwater management strategies. (6.8)	5		IAP	PS	FY22	\$125,000						\$125,000
7.28	Periodically (every five to ten years) complete an energy audit of public facilities and buildings in Pinehurst to identify opportunities for energy conservation and cost efficiencies. (7.28)	5		Project	BG	FY26+							\$0
6.10	Develop an ordinance for stormwater facility maintenance post-construction. (6.10)	5		Project	PS	FY22							\$0
7.8	Consider identifying and registering any "champion" trees with the National Register of Champion Trees (www.americanforests.org) and educate residents on "champion" trees. (7.8)	5		Project	PS	FY25							\$0
6.9	Implementation of stormwater improvements (6.9)	5		Project	SG	FY22	\$337,000	\$385,000	\$400,000	\$400,000	\$400,000		\$1,922,000



Status		Status	
In Progress and On Schedule		Completed	
In Progress and NOT on Schedule		Scheduled in a Future Year	

67

Key Themes from Customer Results



BSC Goal	Strength	Opportunity for Improvement
Goal 6: Promote active living and cultural opportunities		
What other data do we need?		



68

Goal 6 Comp Plan Strategies



#	Implementation Strategy/Recommendation	BSC Goal	Status as of 6/30/21	Type	Dept / Division Resp.	FY	FY2022 \$	FY2023 \$	FY2024 \$	FY2025 \$	FY2026 \$	5+ Years \$	TOTAL
6.14	Assess whether the community supports an indoor and/or outdoor performing arts venue, and if so, explore options for locations and funding sources.	6		Evaluation	AD	FY26+							\$0
6.13	Expand/enhance library services	6		IAP	AD	FY22	\$988,875	\$338,090	(\$653,458)	\$2,228,956	\$869,836		\$3,772,299
5.6	Coordinate efforts between Aberdeen, Southern Pines & Pinehurst to expand arts and cultural facilities and experiences in the region.	6		Project	AD	FY26+							\$0
7.3	Develop West Pinehurst Park and identify potential partners	6		Project	PR	FY22		\$500,000		\$500,000		\$1,000,000	\$2,000,000
7.1	Update the Comprehensive Parks & Recreation Master Plan while considering neighborhood open spaces and amenities	6		Project	PR	FY22	\$45,000						\$45,000
7.1	Develop plan for community gardens	6		Project	PR	FY22	\$1,500						\$1,500



Status		Status	
In Progress and On Schedule		Completed	
In Progress and NOT on Schedule		Scheduled in a Future Year	

69

Internal Results

Professionally Manage a High Performing Organization



Key Supplier	FY21 Grade
Becky's Rubbish	A
CR Grading	A
Design Collective	A
Lofton Garbage Service	A
McGill Associates	B
Reynolds Landscaping	B
Riley Paving	A
Roberson's Unique Sanitation	A
Van Camp, Meacham & Newman	A
Waste Management	B



71

Professionally Manage a High Performing Organization



BSC Goal	Strength	Opportunity for Improvement
Goal 7: Professionally Manage a High Performing Organization		
What other data do we need?		



72

Goal 7 Comp Plan Strategies



#	Implementation Strategy/Recommendation	BSC Goal	Status as of 6/30/21	Type	Dept / Division Resp.	FY	FY2022 \$	FY2023 \$	FY2024 \$	FY2025 \$	FY2026 \$	5+ Years \$	TOTAL
6.6	Expand capacity of Village Hall to meet the increased service needs and demands of residents.	7		Project	BG	FY22	\$271,000						\$271,000



Status		Status	
In Progress and On Schedule		Completed	
In Progress and NOT on Schedule		Scheduled in a Future Year	

73

Workforce Results

Attract & Retain an Engaged Workforce



BSC Goal	Strength	Opportunity for Improvement
Goal 8: Attract & Retain an Engaged Workforce	.	.
What other data do we need?		



75

Workforce Capacity Indicators

Workforce Capacity Indicators



Please review the workforce capacity dashboard and provide any changes to Matt McKirahan by December 10, 2021.

Nov/Dec: DHs review workforce capacity dashboard



Dec 10: Return any changes to OPD



Feb/Mar: DHs use data for staffing requests in FY 2023 SOP

77

Workforce Capacity Indicators

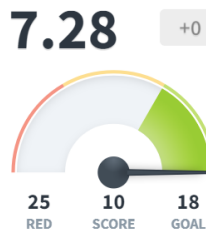


WP4.1 # of incidents investigated per investigator FTE per month

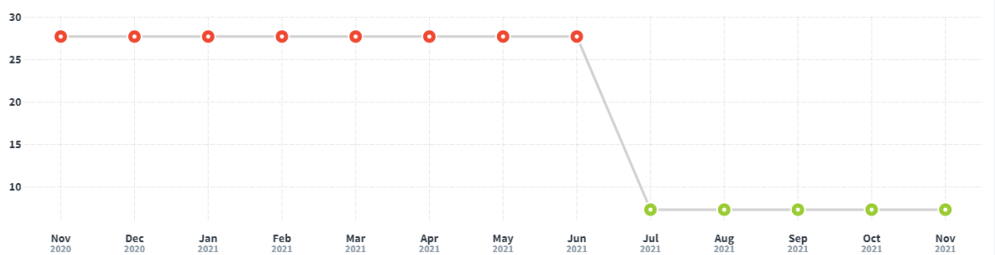
Overview Measures

Edit November 2021 < >

PERFORMANCE



HISTORICAL PERFORMANCE



ACTUAL AND THRESHOLD VALUES

	SCORE	ACTUAL	RED	GOAL
FY 2022	10	7.28	25	18

RELATED ITEMS

No related items

78

Workforce Capacity Indicators



WP5.2 # of permits (all) issued per day per Planning and Zoning Specialist FTE

[i](#)
[★](#)
[⚠](#)
[📄](#)
[📶](#)
[🕒](#)

Overview

Measures

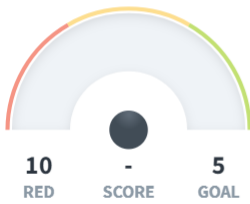
Edit

November 2021

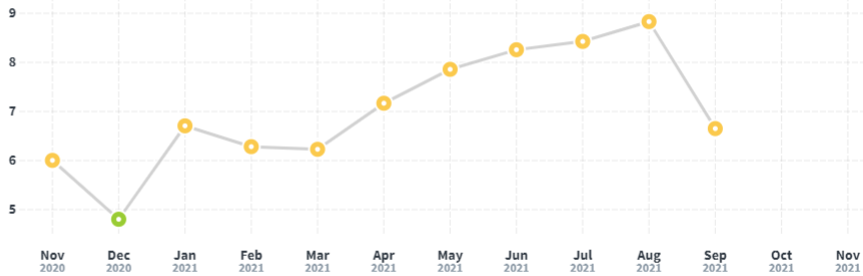
< >

PERFORMANCE

Not updated for this period



HISTORICAL PERFORMANCE



ACTUAL AND THRESHOLD VALUES

	SCORE	ACTUAL	RED	GOAL
November 2021			10	5

RELATED ITEMS

+ Add

No related items

Workforce Capacity Indicators



SW.C.2 # of tons of household trash collected per solid waste FTE

[i](#)
[★](#)
[⚠](#)
[📄](#)
[📶](#)
[🕒](#)

Overview

Measures

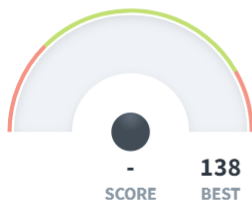
Edit

November 2021

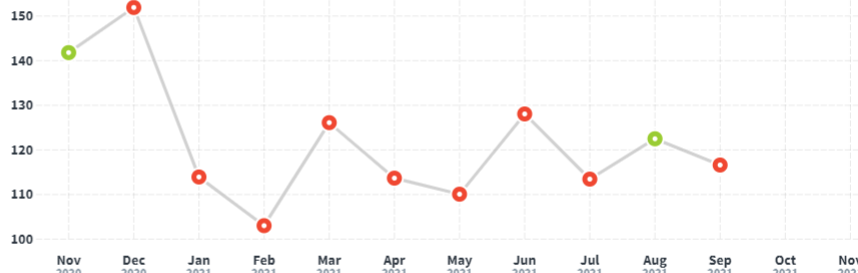
< >

PERFORMANCE

Not updated for this period



HISTORICAL PERFORMANCE



ACTUAL AND THRESHOLD VALUES

	SCORE	ACTUAL	LOW	TARGET	BEST	TARGET	HIGH
November 2021			108	121	138	150	158

RELATED ITEMS

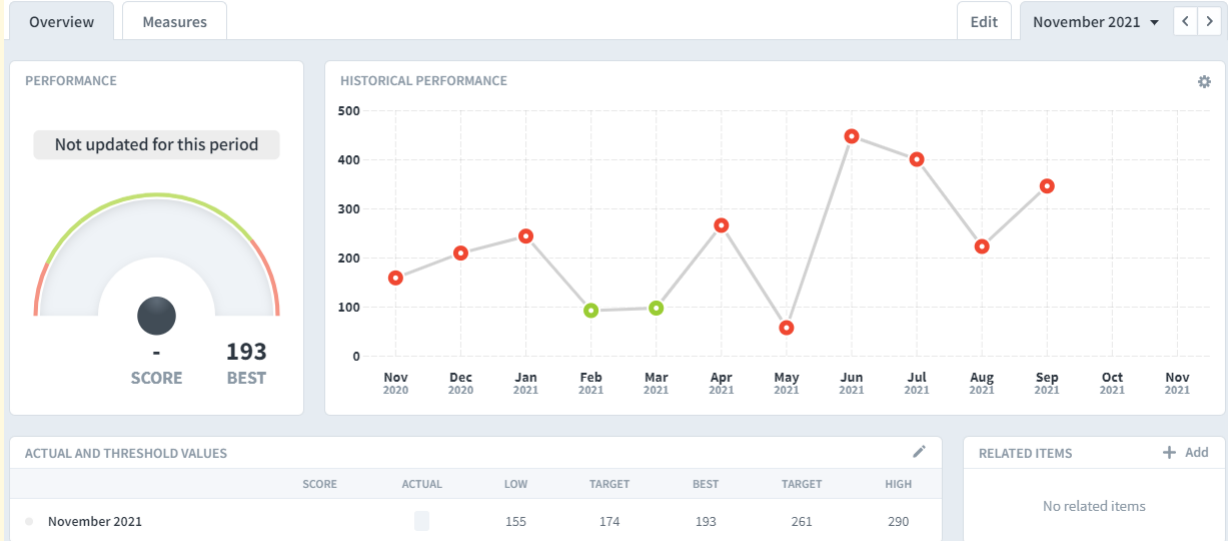
+ Add

No related items

Workforce Capacity Indicators



PR.C.12 # of recreation program participants per Recreation Coordinator FTE



Workforce Capacity Indicators



IT.I.2 Average # of days to close IT help desk tickets



Financial Results

Key Themes from Financial Results



BSC Goal	Strength	Opportunity for Improvement
Goal 9: Maintain a Healthy Financial Condition		
What other data do we need?		



Goal 9 Comp Plan Strategies



#	Implementation Strategy/Recommendation	BSC Goal	Status as of 6/30/21	Type	Dept / Division Resp.	FY	FY2022 \$	FY2023 \$	FY2024 \$	FY2025 \$	FY2026 \$	5+ Years \$	TOTAL
6.15	Consider projecting long term infrastructure capital needs by infrastructure category beyond the five-year planning horizon of the annual Strategic Operating Plan.	9		Project	FS	FY24							\$0



Status		Status	
In Progress and On Schedule		Completed	
In Progress and NOT on Schedule		Scheduled in a Future Year	

85

SOAR Analysis

SOAR Analysis



SOAR Analysis identifies organizational:

- ✓ **Strengths** - What are our greatest strengths that we can build on? What are we proud of?
- ✓ **Opportunities** – What needs/wants are we currently not fulfilling for our internal and external stakeholders? What threats do we see that we could reframe as opportunities? Are there gaps in the market that we could fill?
- ✓ **Aspirations** - What is our preferred future?
- ✓ **Results** – What results will tell us if we are succeeding?

87

SOAR Analysis



Senior Leaders can use the following data sources to create the proposed SOAR analysis:

- 2019 Comprehensive Plan- Top 10 Strategic Opportunities
- Last year's FY 2022 SOAR
- Workforce Input to the FY 2023 SOP
- 2021 Community and Business Survey open-ended results
- 5 years of Community Survey capital improvements that residents feel are most important

88

FY 2022 SOAR Analysis – Last Year



Strengths - What are our greatest strengths that we can build on? What are we proud of?
Strengths that can impact our mission.

Community Strengths

1. Safe community
2. Small-town feel – quiet, peaceful and charming
3. Village appearance is beautiful, attractive, and clean
4. Excellent regional healthcare facilities
5. World-class golf facilities
6. Pinehurst brand & history
7. Great place to raise a family and retire
8. Knowledgeable and informed residents who want to volunteer
9. Citizen engagement
10. Desirable school district
11. Geographic proximity to regional amenities

Organizational Strengths

1. Strong financial position
2. Experienced, capable, customer-focused Village staff
3. Continuous improvement culture
4. Leverage technology
5. Transparent operations
6. Performance measurement system (BSC)
7. Integrated planning processes

89

FY 2022 SOAR Analysis – Last Year



Opportunities – What are the KEY opportunities for new or improved services or processes?

1. Reinvigorate the Village Center to create a “Golf by Day, Arts by Night” atmosphere
2. Seek ways to minimize traffic congestion throughout the Village
3. Become a Digital Village and a premier destination to “Live and Work from Home.”
4. Promote high-quality development and design
5. Become a pedestrian-friendly community
6. Create a thriving business environment
7. Seek to expand the ETJ to the north of NC Highway 211 and west of US Highway 15-501
8. Create new open spaces and amenities within neighborhoods
9. Expand and enhance stormwater management efforts
10. Evaluate possible expansion and construction of new Village facilities

90



Aspirations - What is our preferred future?

1. Have a thriving arts, culture, & entertainment market that creates a “Golf by Day, Arts by Night” atmosphere
2. Become a premier destination to “Live and Work from Home”
3. Have a thriving business environment that encourages innovation and creativity
4. Maintain the rural, wooded character of Pinehurst and its surroundings
5. Be a pedestrian-friendly community with expanded pedestrian, bicycle, and golf-cart connectivity
6. Have high-quality design and development
7. Have minimal traffic congestion
8. Retain the small-town charm of the Village
9. Retain our historic character
10. Have quality housing options for all stages of life

91



Results – What results will tell us if we are succeeding?

VOP Results:

1. Stakeholder satisfaction (residents, businesses, employees, & volunteers)
2. IAP tasks completed on schedule
3. Status of Comprehensive Plan implementation strategies
4. National recognitions and awards
5. Workload indicators
6. Financial results
7. Efficiency/effectiveness measures of key work processes

Community Indicators:

1. Housing trends (vacancies, rentals, home values, days on market)
2. Tax base (residential/non-residential)
3. Resident satisfaction with the quality of commercial development (add to FY21 resident survey)
4. 1st floor occupancy rate and retail/office mix in Village Center
5. Traffic counts
6. Census data
7. Business turnover and churn rate

92

Strategic Advantages & Challenges

Strategic Advantages & Challenges



Strategic advantages are sources of current and future competitive success relative to other providers of similar services that we leverage to achieve our strategic objectives on the BSC.

Strategic challenges are pressures that exert an influence on the likelihood of our future success.



We should be able to identify how we leverage strategic advantages and address challenges to achieve strategic objectives on the BSC.

FY 2022 KEY Strategic Advantages & Challenges – last year



Strategic advantages - sources of current and future competitive success relative to other providers of similar services that we leverage to achieve our strategic objectives on the BSC.

Strategic challenges - pressures that exert an influence on the likelihood of our future success.

KEY Strategic Advantages	KEY Strategic Challenges
1. Integrated and extensive use of technology 2. Culture of continuous improvement 3. Customer focused workforce 4. Strong financial condition 5. Integrated strategic planning processes 6. Robust Performance Measurement System	1. Managing the quality of development 2. Increasing traffic volume and congestion 3. Managing growth in a way that protects the Village's character 4. Limitations on development regulatory authority 5. Changing demographics

95

Wrap Up/Evaluation

Pre-Retreat Objectives – Did we accomplish these?

1. Review Data, Information, and Comp Plan Strategies:
 - Service areas with best practices
 - Service areas that need improvement
2. Affirm SOAR analysis
3. Affirm strategic advantages and challenges
4. Discuss workforce capacity indicators

97

Next Steps



98

Senior Leader Pre-Retreat Evaluation



Plus	Delta

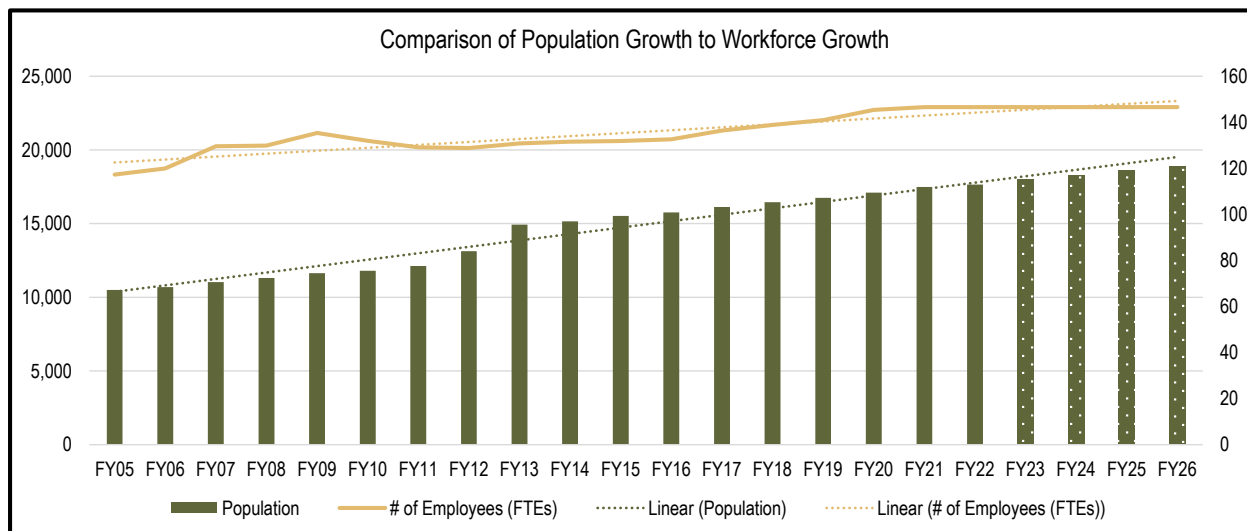
Thank you for your participation!!

Village of Pinehurst
Historical and Projected Population & Number of Employees
FY 2005 - FY 2026

Fiscal Year	Population	# of Employees (FTEs)	# of Residents Served Per Employee
FY05	10,498	117.3	89.5
FY06	10,694	120	89.1
FY07	11,026	129.6	85.1
FY08	11,316	129.9	87.1
FY09	11,632	135.4	85.9
FY10	11,795	132	89.4
FY11	12,119	129.1	93.9
FY12	13,124	128.8	101.9
FY13	14,929	130.8	114.1
FY14	15,150	131.6	115.1
FY15	15,525	131.9	117.7
FY16	15,763	132.6	118.9
FY17	16,123	136.4	118.2
FY18	16,452	138.9	118.4
FY19	16,754	140.9	118.9
FY20	17,100	145.4	117.6
FY21	17,484	146.6	119.3
FY22	17,651	146.6	120.4
FY23	17,980	146.6	122.6
FY24	18,283	146.6	124.7
FY25	18,586	146.6	126.8
FY26	18,890	146.6	128.9

FTEs per 10,000 Population	UNC Benchmark Group	Southern Pines, NC
111.7		
112.2		
117.5		
114.8		
116.4		
111.9	125	
106.5	121	
98.1	120	113.6
87.6	121	112.4
86.9	118	114.0
85.0	118	114.1
84.1	115	112.0
84.6	121	111.7
84.4	122	113.2
84.1		114.8
85.0		
83.8		154.0
83.1		
81.5		
80.2		
78.9		

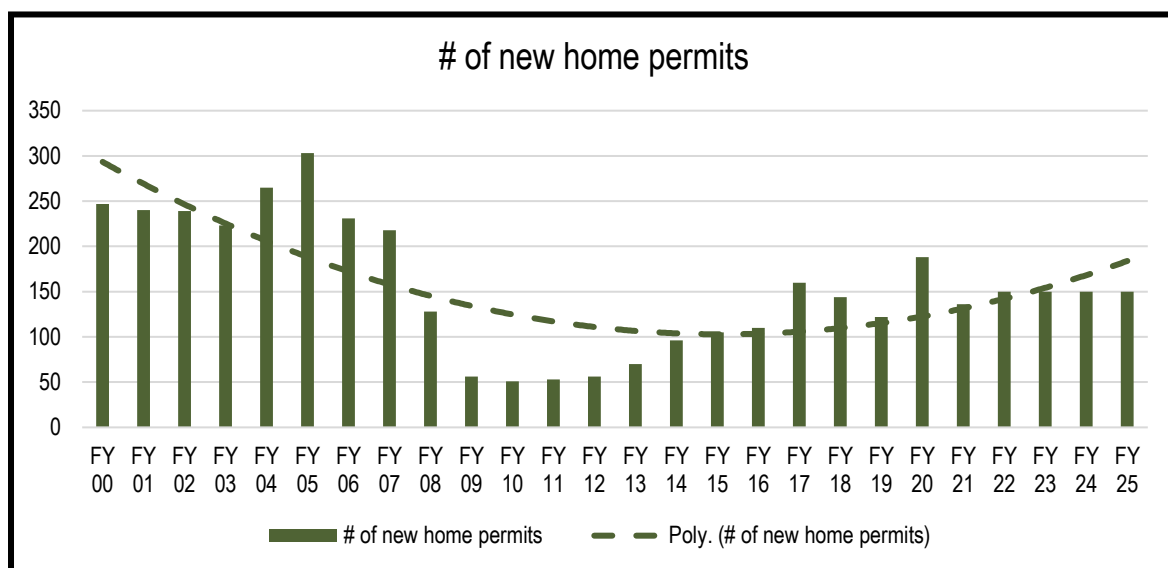
2005 - 2021		
% Increase in Population	% Increase in Workforce	% Inc. in Residents Served per Employee
67%	25%	33%



Village of Pinehurst
New Home Construction Permits

Fiscal Year	# of new home permits	% Change
FY 00	247	
FY 01	240	(2.8%)
FY 02	239	(0.4%)
FY 03	223	(6.7%)
FY 04	265	18.8%
FY 05	303	14.3%
FY 06	231	(23.8%)
FY 07	218	(5.6%)
FY 08	128	(41.3%)
FY 09	56	(56.3%)
FY 10	51	(8.9%)
FY 11	53	3.9%
FY 12	56	5.7%
FY 13	70	25.0%
FY 14	96	37.1%
FY 15	105	9.4%
FY 16	110	4.8%
FY 17	160	45.5%
FY 18	144	(10.0%)
FY 19	122	(15.3%)
FY 20	188	54.1%
FY 21	136	(27.7%)
FY 22	150	10.3%
FY 23	150	0.0%
FY 24	150	0.0%
FY 25	150	0.0%

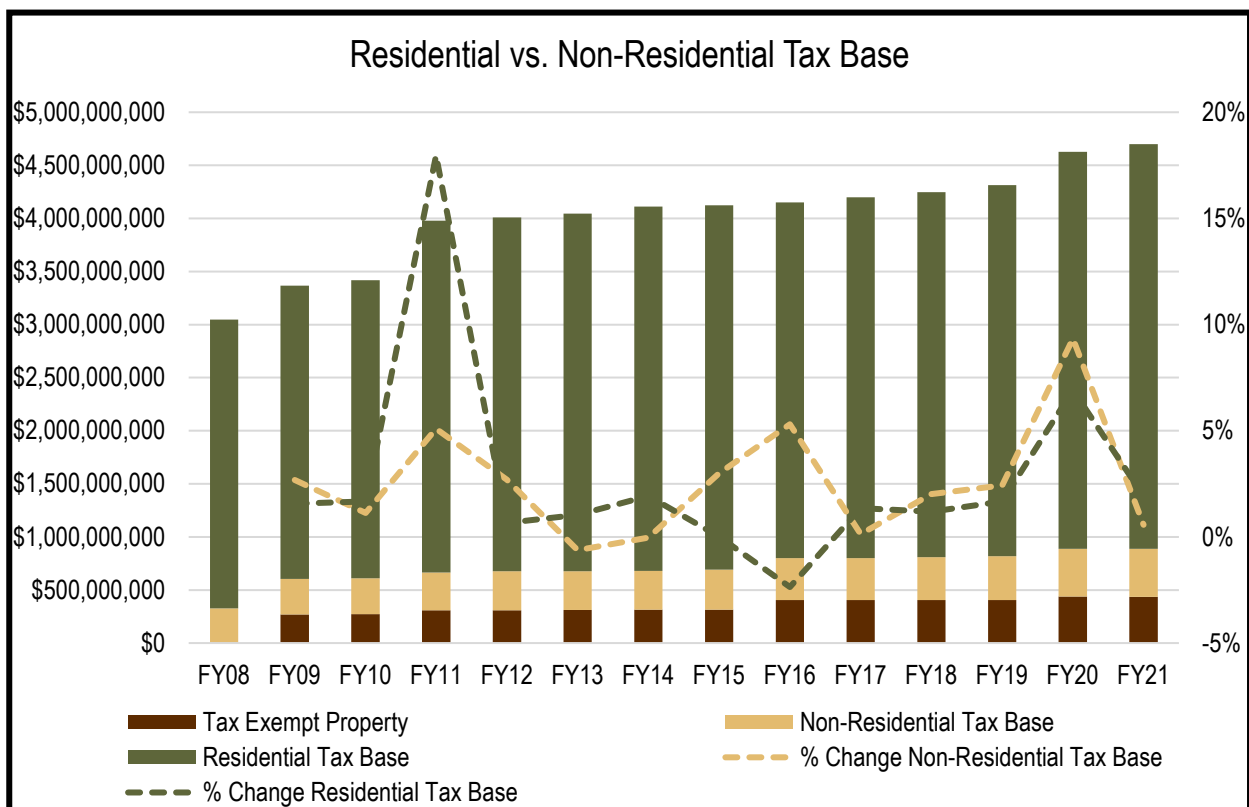
The great recession



Village of Pinehurst

Residential and Non-Residential Tax Base

	Residential Tax Base	Non-Residential Tax Base	Tax Exempt Property	Total Tax Base (Before Tax Exemptions)
FY08	\$2,719,108,835	\$326,652,890		\$3,045,761,725
FY09	\$2,761,647,092	\$335,386,033	\$269,719,030	\$3,097,033,125
FY10	\$2,807,721,340	\$339,175,249	\$271,564,035	\$3,146,896,589
FY11	\$3,312,056,948	\$356,462,370	\$309,316,950	\$3,668,519,318
FY12	\$3,333,807,236	\$366,092,668	\$309,216,950	\$3,699,899,904
FY13	\$3,368,430,240	\$363,811,846	\$312,873,330	\$3,732,242,086
FY14	\$3,433,539,072	\$363,682,745	\$314,499,090	\$3,797,221,817
FY15	\$3,433,872,218	\$374,562,883	\$316,220,133	\$3,808,435,101
FY16	\$3,352,781,389	\$394,449,904	\$404,357,860	\$3,747,231,293
FY17	\$3,398,349,498	\$394,950,175	\$405,681,620	\$3,793,299,673
FY18	\$3,438,503,505	\$402,905,521	\$405,969,480	\$3,841,409,026
FY19	\$3,495,942,470	\$412,691,920	\$405,458,520	\$3,908,634,390
FY20	\$3,737,721,744	\$451,240,244	\$437,571,040	\$4,188,961,988
FY21	\$3,809,790,478	\$453,842,757	\$434,758,410	\$4,263,633,235



Village of Pinehurst

Residential and Non-Residential Tax Base

	% Change Residential Tax Base	% Change Non- Residential Tax Base	Residential Tax Base as a % of Total	Non-Residential Tax Base as a % of Total	% Change Total Tax Base
FY08					
FY09	1.6%	2.7%	89.17%	10.83%	1.7%
FY10	1.7%	1.1%	89.22%	10.78%	1.6%
FY11	18.0%	5.1%	90.28%	9.72%	16.6%
FY12	0.7%	2.7%	90.11%	9.89%	0.9%
FY13	1.0%	-0.6%	90.25%	9.75%	0.9%
FY14	1.9%	0.0%	90.42%	9.58%	1.7%
FY15	0.0%	3.0%	90.16%	9.84%	0.3%
FY16	-2.4%	5.3%	89.47%	10.53%	-1.6%
FY17	1.4%	0.1%	89.59%	10.41%	1.2%
FY18	1.2%	2.0%	89.51%	10.49%	1.3%
FY19	1.7%	2.4%	89.44%	10.56%	1.8%
FY20	6.9%	9.3%	89.23%	10.77%	7.2%

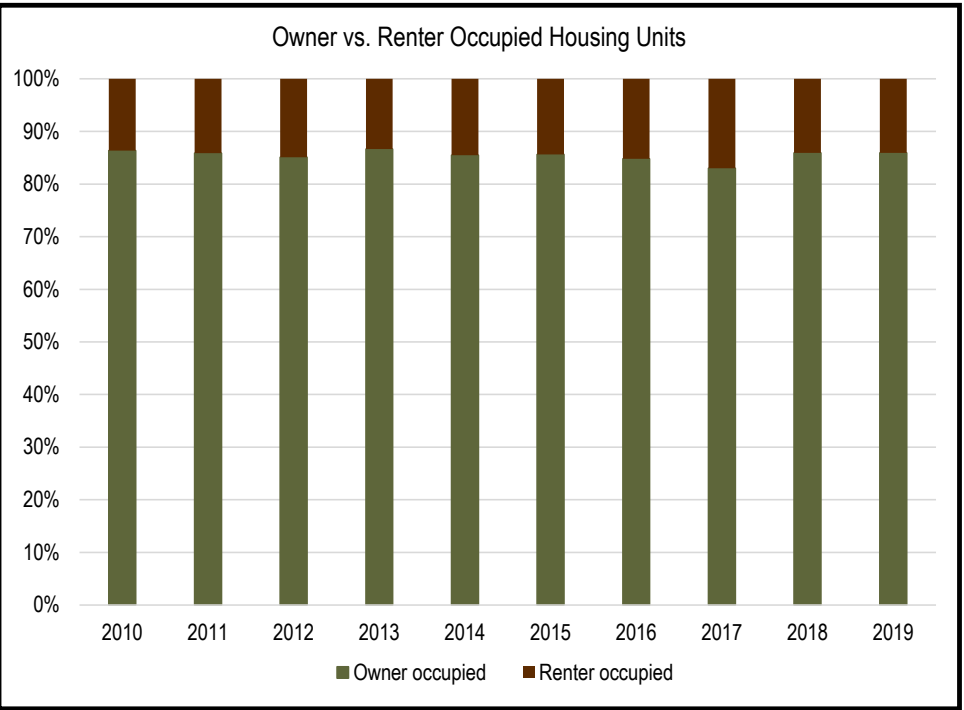
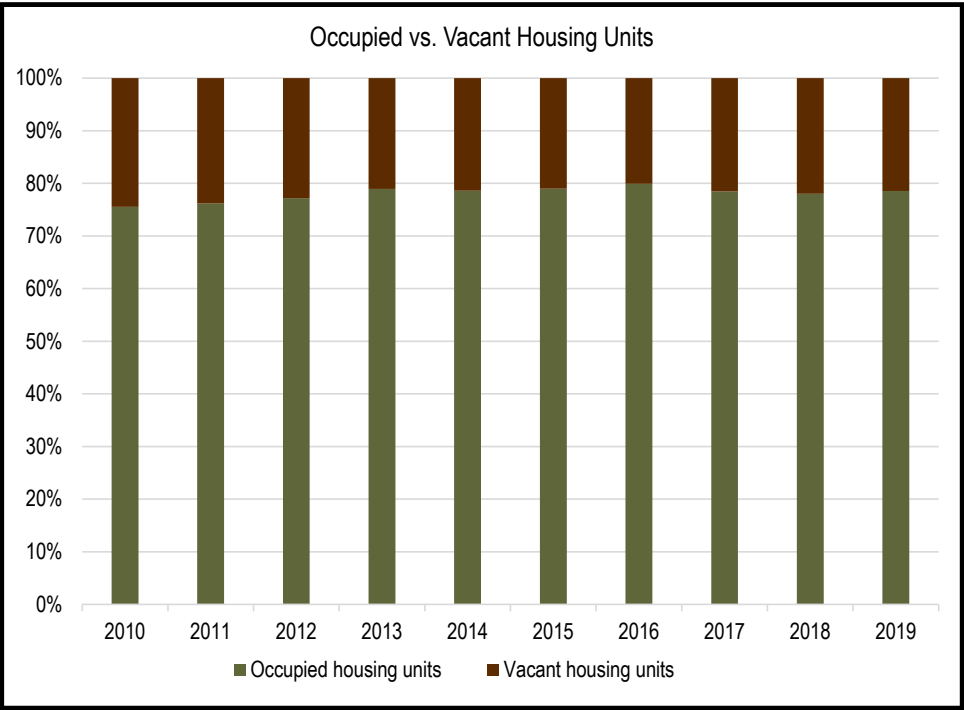
Village of Pinehurst
Owner vs. Renter Occupied Housing
2010 - 2019

Occupancy #s	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Occupied housing units	5,367	5,866	6,235	6,592	6,959	7,287	7,105	7,056	7,241	7,301
Vacant housing units	1,739	1,833	1,843	1,757	1,895	1,936	1,787	1,936	2,039	1,994
TOTAL	7,106	7,699	8,078	8,349	8,854	9,223	8,892	8,992	9,280	9,295
Owner occupied	4,635	5,037	5,305	5,712	5,950	6,239	6,025	5,856	6,191	6,179
Renter occupied	732	829	930	880	1,009	1,048	1,080	1,200	1,050	1,122
TOTAL	5,367	5,866	6,235	6,592	6,959	7,287	7,105	7,056	7,241	7,301

Occupancy %s	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Occupied housing units	76%	76%	77%	79%	79%	79%	80%	78%	78%	79%
Vacant housing units	24%	24%	23%	21%	21%	21%	20%	22%	22%	21%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Owner occupied	86%	86%	85%	87%	86%	86%	85%	83%	86%	86%
Renter occupied	14%	14%	15%	13%	14%	14%	15%	17%	14%	14%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: US Census: Selected Housing Characteristics (DP04)

Village of Pinehurst
Owner vs. Renter Occupied Housing
2010 - 2019



Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	SAFEGUARD THE COMMUNITY
	Traffic Enforcement
1	Speeding, enforcing speeding rules (6)
1	Police need to ticket speeders on Monticello Dr. Still bad even after traffic stop signs installed.
1	increase in traffic has caused an increase in accidents
1	Juniper Creek Blvd is now a highway! Radar needed for 5 mph limit
1	lack of enforcement at the traffic circle.
1	Police enforcement of traffic circle, put a light on Page & 15/501 or halt left turns traveling north.
1	RADAR ENFORCEMENT! Traffic is bad especially on Rte. 5! It will get worse unless the corridor is built!
1	illegal u turns are dangerous.
1	traffic enforcement (2)
1	disregard of laws, rules.
1	speeding, noise
	Health
1	Health and safety
1	People walking dogs, some don't pick up after their dogs.
1	medical services
1	covid variant spread
1	continued strong medical facilities
1	Health care, Senior citizens
	Crime and Safety
1	Crime (4)
1	Police protection (2)
1	Safety (22)
1	security of residents (3)
1	safety from cities & states that are unsafe and over taxed.
1	Clean living
1	Stopping crime;
1	Keep it safe-times will get harder.
1	Maintaining high standards of safety & security
1	provide safety call boxes in town and rec. parks.
1	neighborhood safety
	Other
1	Police department gets too much money. Why do we need new/more police cars?
1	Police dept is incompetent and rude.
1	Homes with children are taking over this retirement area and will cause higher taxes, crime, trash on roads, accidents.

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROMOTE HIGH QUALITY DEVELOPMENT & APPEARANCE
	Historic status of Village / Charm - Small Town
2	Keeping PH as a historic community. Don't allow growth to effect quaintness.
2	Maintaining Village charm as Pinehurst continues to grow.
2	Maintaining small town historic appeal
2	Preservation of historical small town lifestyle, surrounding natural environment, lack of over crowding.
2	Loosing the feel of a small village community while maintaining growth of the area.
2	focus on being a small town
2	Managing Growth and traffic to keep the unique charm of Pinehurst.
2	Retaining some of the charm of a quaint village.
2	Remaining a small town America atmosphere
2	Quality of architecture and building on lots in historic center of the Village, Old Town.
2	maintaining Pinehurst appeal, ambiance, historic district.
2	Too keep its beauty, don't overbuild
2	growth progress yet maintain integrity of the place.
2	Maintaining history and culture.
2	Retaining charm and quality housing which draws people here.
2	The tradition of Pinehurst must be preserved.
2	balance growth with village character
2	how to keep it small town charming during this rapid growth
2	NOT CAPITULATING TO NATIONAL HISTORIC DESIGNATION AT ANY COST
2	MAINTAINING VILLAGE DOWNTOWN.
2	Maintaining the historical character while also managing growth.
2	Maintaining it's charm etc., amid rapid growth in area.
2	losing the Village atmosphere
2	Not to get overpopulated and spoil the charm.
2	Growth-taking away its charm (2)
	ambiance but with progressiveness.
	Quality of Life
2	Keeping the charm and quality of life.
2	Keeping the small town feeling (3)
2	Balance of growth and preservation of uniqueness.
2	Balancing growth with maintaining what makes Pinehurst unique.
2	Balancing growth with tourism and History.
2	Keeping the quality of life and its gracious mission statement. So many communities are being ruined by greed and over development. Don't let that happen to this beautiful town. We are happy to call Pinehurst our home.
2	Managing growth while maintaining a high quality of life.
2	Growth and traffic issues need to be addressed. These two items are threatening our quality of life.
2	Growth in the wrong direction, towards military over retirees. Lifestyles of young have cheapened town.
2	Too much growth too fast and loss of American feel that brought us here.
2	Growth and traffic issues need to be addressed. These two items are threatening our quality of life.
2	MAINTAINING TH EQUALITY OF LIFE FACTORS WHILE DISCOURAGING RAMPANT OVER- DEVELOPMENT!
2	Maintaining the quality of a small town with major growth.
2	maintaining our quality of life from rapid growth.
2	Control of growth to preserve our unique ambiance.
2	As we are a community in transition (USGA, population growth & transition to more working families vs retirees) we need to evaluate our strategy for growth and quality of life.
2	protecting way of life
	Population growth / Changing Demographics
2	Growth (78)

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROMOTE HIGH QUALITY DEVELOPMENT & APPEARANCE
2	Development (5)
2	Population growth or expansion (20)
2	Rapid growth (3)
2	Over populated (over crowded, over growth, too much growth) (29)
2	Managing (controlling)/Planning growth (25)
2	change of demographics
2	fast growth, population exploding
2	OVERCROWDING. TOO MANY PEOPLE MOVING HERE. (ILLEGIBLE) MOVING IN (ILLEGIBLE) WILL GO UP. LOVE FAMILIES, BUT WE MOVED TO RETURN AND NOT BE TAXED TO DEATH
2	UNCONTROLLED EXCESSIVE GROWTH
2	Handling growth issues, while continuing very good services.
2	MANAGING THE RAPID GROWTH. MAINTAINING THE CURRENT LEVEL OF RESIDENT SATISFACTION.
2	MASS GROWTH SEEMS TO BE/HAVE BEN HAPPENING. DON'T ACCEPT THE "WOKE" CULTURE. STAY TRUE TO THE OLD VALUES AND WAY OF LIFE—THIS IS OUR LAST STAND.
2	Overcoming objections to growth, embracing it and the good things that come with density.
2	Space and allocation (2)
2	Starting to get really crowded.
2	Growth-keeping it as it is even as we grow.
2	Controlled growth, well planned and smart (2)
2	Control of growth. We could ruin the village if we're not careful. Growth is important, but it must be planned and enforced correctly.
2	Growth, do not become Southern Pines.
	Housing / Development
2	overbuilding / overdevelopment (51)
2	Housing (6)
2	Controlling development
2	Control of development in and adjacent to Pinehurst.
2	BUILDING, FENCES, DEVELOPMENT.
2	Residential growth is out of control.
2	New construction
2	Overbuilding private homes and apartments (2)
2	Cheap /tacky/unattractive/low quality new homes (14)
2	APPROPRIATE DEVELOPMENT
2	Over building utilize vacant buildings
2	over building. this is destroying Pinehurst. if you want to live in the city, move to Raleigh.
2	master plan for housing projects that compliment Pinehurst.
2	Expansion plans.
2	Regulations on housing developments,
2	Growth in residential areas by poor builders and design, too much emphasis on families at expense of long time retirees.
2	Zoning
2	zoning and accessibility-
2	You are overdeveloping with no attempt to protect existing quality neighborhoods. You are going after low cost houses that are built poorly
2	Controlling growth! Zoning was implemented for a reason - must be extremely compelling reason to change how a property is zoned. Who benefits from growth?? Certainly not "Joe Citizen". CANNOT allow growth to negatively impact what makes Village of Pinehurst a great place!

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROMOTE HIGH QUALITY DEVELOPMENT & APPEARANCE
2	Controlling growth. The Council needs to make informed decisions on the future growth and what the citizens want before developers force us down paths that are not desirable. I think citizens need options as to housing types that fit their needs at various points of life. The large home may not be the answer for older folks who want to stay in Pinehurst where they have built their friend base. The area next to the Pinehurst Brewery is an optimal location for living choices for this with its location and walkability. None of this implies excluding the ability for anyone who wants to, to live in Pinehurst.
2	It is my understanding local communities a few years ago do not and cannot set their own codes. This was taken to Raleigh. In #6 the Village use to approve plans and could reject. I have been told that was lost to Raleigh.
2	Uncontrolled and poorly managed residential growth.
2	Growth, not enough open space, too much construction of new homes.
2	Suburban sprawl and over development are underway.
2	CONSTRUCTION OF HOUSING-KEEP NUMBERS UNDER CONTROL
2	high quality housing for those that don't want large homes.
2	Too much residential building, new residents want amenities like a city which forces fixed income seniors to struggle.
2	Making sure new construction homes and developments match with the charm and character that makes Pinehurst so special.
2	No control over the number of houses being built.
2	Growing too quickly and too much large scale development that ignores already existing structures, zoning and does not keep the once quaint Village.
2	GROWTH, EXCEPTION/APPROVALS FOR BUILDING DESPITE PUBLIC OUTCRY
2	houses on every lot and design and quality of new homes is terrible. They look crowded and cheap.
2	Growth/development while maintaining small town, Pinehurst character, but pace of residential expansion could be slowed a bit.
2	Residential living with commercial close enough.
2	new construction
2	Rapid growth, quality of houses
2	Responsible development/growth.
2	Retaining and fostering the quaint village feel rather than allowing the commercialization and swamping of infrastructure with multi family dwellings and "chain" stores. Continue to promote
2	Pinehurst is slowly and inexorably changing from a retirement community into a bedroom community for Ft. Bragg. Rumored expansion of homes (5000 I was told) in the future will change this place forever.
2	Growth management - zoning, development (5)
2	quality retirement villa
2	Rapid development poses extreme danger.
2	Housing Growth, enforcement of builder, house placement
2	housing prices decline over SP
2	housing shortage (2)
2	Affordable housing (6)
2	There should be no Section 8 housing in Pinehurst.
2	Increase in population resulting in homes being over priced and builders throwing up ugly homes on poor lots.
2	Overpriced homes
2	A lot of seniors I've here and the houses are too big, 500 sq. feet should be allowed.
2	Clear cutting lots / Trees (6)
2	big construction lots that VOP allows to be clear cut.
2	preserving native vegetation.
2	loss of trees being cut down by residents. clear cutting lots
2	We need to approve our construction and protect our trees
2	Too much emphasis on multi family properties.
2	Growth, avoid multi family units

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROMOTE HIGH QUALITY DEVELOPMENT & APPEARANCE
2	construction of too many low quality apartment buildings.
2	Too much growth-especially apartments.
2	Stopping multi unit apt complexes from being built.
2	Too much commercial/office properties being built (3)
2	Remaining small and minimizing commercial growth
2	WAY TOO MUCH NEED BUILDING OF NEW HOMES & STRIP MALLS WITH SUBPAR SHOPS & NOT KEEPING THE ORIGINAL TYPE OF PLACE THE FOUNDERS SET UP.
2	Development of Pinehurst South and expanding the village from the center to 211. Making sure that any regulations are not arbitrary and foolish and make complete sense.
2	No control on growth of mass chain business. Keep us safe and quiet.
2	Poor planning to expand commercial development.
2	Planned growth regarding residential and commercial properties. Please do not overstuff this beautiful town and alter the ambience.
2	CONTROL OF NEW BUSINESSES.
2	over building and consideration for the area.
2	maintaining area/growth with affordable housing.
	Code Enforcement
2	use citizen patrol for code enforcement and report to VOP staff. Make codes to apply to old and new, evaluate Grand-fathering.
2	Political signs in front of houses on Linden Rd
2	code enforcement (2)
2	vacant houses that are not kept up, yards mostly.
2	Residents need to respect the various out door facilities and the rules.
2	Codes enforced by authority personnel, not left up to neighborhoods.
2	having stricter codes and ordinances.
2	enforcing codes
2	personal political signs way past campaign periods.
	Vacation Rentals
2	Unregulated vacation rentals in residential areas.
2	VRBO/AirBNB properties.
	USGA/Pinehurst Resort
2	WELCOMING USGA IN NEWSLETTERS AND (ILLEGIBLE) ASSOCIATION. THOSE ARE A BIG BONUS FOR OUR VILLAGE.
2	USGA Plans to overbuild and traffic infrastructure.
2	GROWTH WITH USGA AND RESORT
2	all the new golf buildings being added
2	commercialization of golf resort at expense of citizens.
2	So much growth, especially the golf club.
2	Growing too quickly especially at the resort.
2	PCC, USGA, too much expansion without adequate parking.
2	PCC taking prominent role over the citizens of pinehurst. uncontrolled growth Part- year residents.
2	While the US Open will be great value, it will increase the traffic and lose some of that small town feeling.
2	adding USGA
2	Impact of USGA expansion, managing growth.
2	not over-crowding of golf courses. PHCC 2020 seemed overloaded with guests and family
2	Increase in tourism with new USGA HQ
2	Allowing the resort to run the Village.

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROMOTE HIGH QUALITY DEVELOPMENT & APPEARANCE
2	disregard for environmental impact of golf industry.
2	now golf buildings are ruining the appearance
2	Not of fan of the soon to be crowded USGA facilities that was shoe horned into the Pinehurst area that will effect the Village. Felt a better spot was out on Hwy 5 where the Pit golf course use to be. Just seems like we are getting a lot of congestion in a very small area.
2	The relationship between the Village and the PCC needs to be Re-evaluated as it appears the community in unprepared for he expansion of the Club. Highway 5 traffic has continued to worsen without any solutions in sight.
	Pinehurst CC additions for USGA facilities. # of people coming in, etc.
	Maintenance / Appearance
2	Keeping the neighborhoods looking nice and keeping the villages atmosphere.
2	cleaning of the entire village, parks & streets
2	Appearance of roadways from Highway 5 traveling west on 211 to the Pinewild 211 Main Gate! Roadways frequently not mowed, lots of weeds, debris in storm drains along west Highway 211. Pinewild residents pay a lot of taxes & the route to their main gate should be preserved!
2	FUNDING BEAUTIFICATION PROJECTS
2	maintenance
2	maintain village's appearance
	Infrastructure
2	Infrastructure (3)
2	Infrastructure improvement
2	infrastructure is woefully lacking
2	Infrastructure to support the growth.
2	extended growth without infrastructure support
2	infrastructure incapable of accommodating growth
2	It is growing quickly and our roads do not support this.
2	A reluctance of the residence to plan for growth, to build infrastructure. To be more than golf.
2	Growth management - infrastructure (7)
2	Expansion, growth, demands on existing infrastructure
2	Population has outgrown infrastructure.
2	Over crowding and poor planning of needed infrastructure, before building.
2	Overgrowth, outpacing number of streets, overtaxing water and sewer systems
2	Too much growth, too fast without adequate planning for infrastructure and overall appearance.
2	Overgrowth, water (2)
2	GROWTH, PROVIDING INFRASTRUCTURE UPDATING TO REFLECT GROWTH
2	Growth, the area is growing too fast-infrastructure and services need to keep up.
2	Support infrastructure such as roads. Inadequate to support current rapid housing boom.
2	large influx of tourists. overloading current service capabilities.
2	limit growth regarding our water supply and improve snow removal on all streets.
2	Overpopulation without infrastructure support.
2	Control of growth and commercial which strains resources and infrastructure.
2	Over development without proper infrastructure of roads and parking.
	Other
	Action into the progress issue.
	loss of green space.
	build green homes. Allow tiny homes

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROMOTE A THRIVING BUSINESS COMMUNITY
	Parking
3	lack of parking (19)
3	2 level garage parking!
3	The Village keeps expanding. They need to plan for parking
3	parking as increase in housing and resort expansion occurs.
3	Parking, no enforcement, needs to be monitored
3	parking problems, etc. Southern Pines has the same problem.
	Economic Issues
3	commercial tax base
3	Carefully managing growth, especially commercial.
3	Tourism
3	Treatment of visitors.
	Casino
3	A possible casino- not a good idea!
3	Casinos changing the general appearance and lifestyle. Sex trafficking because of many rentals, golf influence, outsiders.
	Retail/Restaurants - Shopping
3	Attracting retailers to Village downtown balancing growth.
3	Lack of quality Big Box stores
3	no shopping alternatives (2)
3	control but not eliminate growth. Upgrade "Village downtown experience." I take visitors to So. Pine since downtown is dead, unless you like 27 real estate offices.
3	lack of retail shops (3)
3	Some new businesses are needed; The existing population is enough to support some new business development without needing significant increase in residents.
3	lack of commercial development/shopping opportunities.
3	not enough shopping, we need a Target, Trader Joe's and Publix. I am tired of traveling to Raleigh to shop.
3	control but not eliminate growth. Upgrade "Village downtown experience." I take visitors to So. Pine since downtown is dead, unless you like 27 real estate offices.
3	Handling growth and maintaining our "hamlet" feel in an age of strip malls and big box shopping...
3	Shopping compared to SP
3	lack of variety shops and stores (food market, bakery, soda shop.)
3	quality restaurants.
3	Managing village atmosphere but making sure we have good retail and dining.
3	more dining & shopping options in Village, more child friendly
3	Not enough shopping for locals. Not enough shopping to meet growth of village.
3	Support for small businesses and restaurants who have suffered during pandemic.
3	need more stores like Trader Joes.
3	additional shopping in the Village.
3	small business and keep Pinehurst as a place people want to continue to visit for all the right reasons.
3	Keeping restaurants in business.
3	not built up with box stores.
3	too much retail growth. encourage retailers to go to west end.
3	allow grocery stores and necessities of life stores in the Village.

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROMOTE TRANSPORTATION MOBILITY & CONNECTIVITY
	Traffic/Congestion
4	Traffic, Too much traffic, congestion (129)
4	Population growth and its impact on traffic (2)
4	More traffic because of overdevelopment
4	Making decisions about zoning and bypasses.
4	more traffic and loss of 'small town' feel.
4	Consistent community growth impacting traffic congestion
4	controlled traffic in organized growth
4	traffic flow (2)
4	crowds
4	Getting bigger, more traffic, not the same.
4	logistics and travel.
4	how to handle traffic
4	How to manage traffic as a result of growth.
4	traffic patterns,
4	Increase in traffic due to increase in families moving to area
4	increase in traffic has caused an increase in accidents
4	Increasing traffic with roadways that cannot accommodate
4	move traffic away from the village.
4	traffic from new golf facilities.
4	Distracted drivers on very narrow roads.
4	More money needs to be invested in traffic control.
4	traffic moving away from golf retirement destination
4	over crowding streets, Many senior drive slow.
4	difficulty getting in and out of neighborhoods.
4	develop and implement a thoroughfare plan
4	add left turn lanes. Street signs need to be more prominent.
4	Traffic has increased in old town because of brewery. Need more sidewalks along McCaskill and Barrett within old town.
4	Replace trees growing into power lines.
4	traffic efficiency
4	Traffic during tournaments
4	The ease of travel.
4	Things are way too crowded now, traffic on roads backed up
4	Traffic bypass is needed.
4	Traffic control (3)
4	multi unit housing putting burden on traffic and roads.
4	transportation
	Traffic Circle
4	Traffic Circle (16)
4	we need to evaluate our strategy for the traffic circle. We need strategies and plans with resident input.
4	Growth is impacting traffic. The large traffic circle is a nightmare.
4	Continuing growth, traffic on Circle
4	fixing traffic on major traffic circle
4	Traffic improvements, focus on the traffic circle.
4	expand the traffic circle and keep up with the large influx of people with the USGA headquarters.
4	Will the big traffic circle ever be redesigned to ease it's use? Personally, I am not confident that current Pinehurst and Moore county officials have the will and the resolve to do what needs to be done to fix these issues.

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROMOTE TRANSPORTATION MOBILITY & CONNECTIVITY
4	the traffic circle is a disaster.
	Hwy 5 / 15-501 / 211
4	Increased Traffic/Traffic issues on Hwy 5 (48)
4	Congested main roads
4	Continuing growth, traffic on Hwy 5
4	Finding a solution to the high traffic volume on Highway 5 (Beulah Hill Road) and Morganton Road, along with the intersection congestion.
4	bypass
4	growth, and the congestion, are really getting worse. Is there a solution for the Hwy 5 issues?
4	Rt 5 and development being placed which will only make traffic.
4	STUPID damn RUMBLE Strips!!!! on Hwy 5... Those strips are a 10/10 intensity, they should be closer to 5/10.
4	route 15/501 traffic.
4	Traffic control on NC5,
4	road access particularly on Rt 5 esp. since there is a new elementary school open.
4	Morganton around hwy 5 interaction (2)
4	Underpass needed for workers, hwy 5 for golfers.
4	we need a bypass for 211 and route 5
4	traffic 15-501
	Infrastructure / Street Maintenance
4	Bad neighborhood roads
4	balancing growth with sufficient and adequate roads.
4	Roads (5)
4	Growth and the inability to build roads,
4	only temp road repairs
4	Inadequacy of infrastructure in light of PCC, PGA Expansion.
4	TOO MANY CARS & NOT ENOUGH ROADS!
4	INADEQUATE TRANSPORTATION INFRASTRUCTURE TO INCLUDE ROADS NOT ABLE TO SUPPORT INCREASED TRAFFIC
4	Maintaining growth in a responsible manner without overwhelming existing roads.
4	road repair
4	road resurfacing (2)
4	poor road conditions
4	Roads to handle proposed increase in services.
4	streets are pitted and unregulated "rack tracks.
4	Roads. No constraints on growth has made the roads inadequate for the amount of traffic.
4	Street Maintenance, Long range planning
4	infrastructure
4	infrastructure to support growing population
4	The infrastructure for this area is not able to keep up with the rapid increase in population. There aren't enough alternate routes, service roads, and traffic lights in Pinehurst. Turning onto Highway 5 from St Andrews and Pine Tree Rd (across the street from the Harness Track) is terrifying and extremely dangerous. It's even worse when there is an event at the Harness Track. Why don't we have a traffic light there? Where are the sidewalks and street lights (St Andrews) so people feel safe to walk in their neighborhoods? We have to get in our vehicle and go to Rassie Wicker to take a walk. Otherwise, you're risking your life if you take a walk or jog on St. Andrews. When we moved here, we didn't think to look for sidewalks or street lights. We took those things for granted because every place we've ever lived had them. Our neighborhood streets have numerous areas with uneven and sinking patches of road. When parts of the roads are finally paved, the paved roads increased the water run-off from the street.

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROMOTE TRANSPORTATION MOBILITY & CONNECTIVITY
4	Traffic infrastructure
4	support systems for large increase in population.
	Sidewalks/Walkways/Bike Lanes/Golf Cart Paths/Street Lighting
4	density access for pedestrians
4	Safety of walkers and bikers in neighborhoods!!
4	Pedestrian movement through traffic circle.
4	Please make the community more walkable/bike able. I have young children and it can be dangerous at times.
4	people moving into this great place and wanting to add running and bike paths and lots of lighting. we have other neighborhoods that have that
4	Lack of availability of walking instead of driving.
4	ease of movement around the village
4	limited paths to travel safely
4	I run St Andrews, Lake Forest and get almost hit or drive of the road, need a walking/running/biking path.
4	LACK OF PEDESTRIAN WALKWAYS AND NO STREET LIGHT IN AS TO ENSURE SAFETY WITHIN ALL VILLAGE NEIGHBORHOODS PEOPLE WALK/RUN IN STREETS DAY OR NIGHT. IT'S DANGEROUS!
4	Bike and golf cart safety on streets.
4	this should be walking community
4	give people a place to walk rather than the streets.
4	Making the area as a whole more friendly for either walking, biking or other methods of travel to help alleviate automobile congestion.
4	sidewalks/ walkways (16)
4	leave sidewalks out of Village Acres.
4	Need for sidewalks in Village Acres,
4	No sidewalks to get from neighborhood to the Village.
4	I don't own a golf cart but lack of dedicated golf cart paths is an issue.
4	GOLF CART PATHS (3)
4	In addition the greenways are nice but not enough and not separated enough from road traffic.
4	more attention to those on golf carts esp. those who work at golf course.
4	greenways
4	street lights (10)
4	bike trails (4)
4	bike lanes, especially when crossing Highway 5.
	Other
4	Could do so much more to lead as a unique place. trolley, and mass transit.

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROTECT THE ENVIRONMENT
	Stormwater
5	stormwater management (8)
	Trees
5	Cutting down our long leaf pines as they give Pinehurst it's beauty (2)
5	protect our trees
5	trees & nature are disappearing
	Solid Waste
5	recycle glass
5	recycling
5	trash disposal (2)
5	Solid Waste
5	trash on all sides of the roads
	Other
5	GROWTH AND HAVING THE NECESSARY PUBLIC SERVICES TO HANDLE THE EXPANSION.
5	transition to renewable energy diversity of shipping options in town explosive growth due to growth in the resort

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	PROMOTE ACTIVE LIVING & CULTURAL OORTUNITIES
	Library
6	Library (9)
6	spending for items not needed-library
6	over-funding the Givins bldg. and the new community bldg.
6	SUCCESSFUL IMPLEMENTATION OF NEW LIBRARY. PLANNING FOR A GROWING POPULATION WITH (ILLEGIBLE) DEMOGRAPHICS (MORE FMAILIES WITH YOUNG CHILDREN)
	Recreational Activities/Events
6	increase in youth population
6	Lack of social activities for younger citizens, as well as limited cultural events available to residents.
6	providing services to young families.
6	limited teen activities.
6	more things for children to do, i.e.: skatepark, mini-golf
6	activities and resources for young people 18 and under
6	youth activities miniature golf
6	activities or venues for teenagers.
6	Recreation
6	more recreation options for kids
6	No activities for older children who are too old for playgrounds and splash pads.
6	MAINTAINING CULTURAL & REC SERVICES.
6	crowds at outdoor events
6	Improve variety of activities/sports for 12-25 year old's. Disappointed no boys volleyball for teens or young adults.
	Recreational/Park Facilities
6	dog poop on walk paths and in my yard
6	swimming pool (3)
6	No dog parks or dog friendly establishments.
6	need more parks for more activities (hiking, walking, biking)
6	Parks
6	We have a young family and would like to see more parks,
	Other
6	BALANCE OF GOLF WITH OTHER NEEDS—GOLF IS NOT THE MOST IMPORTANT MOMENT OF LIFE
6	NON GOLF ACTIVITIES
6	Golf is taking over, I think it is a huge mistake.
6	Golf

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal # PROFESSIONALLY MANAGE A HIGH PERFORMING ORGANIZATION	
	Communication
7	Keeping up with technology.
	Leadership
7	Lack of long term plan.
7	no leadership, personal politics come first for the existing and elected officials.
7	political leadership
7	removing partisan politics from village decision.
7	Responsible elected officials
7	Poor new leadership.
	Village Management is terrible
	We are getting too big, too many people moving in and out. Would rather see leaders acting in a way to seek permanent residents.
	Other
7	too many elected officials involved with golf club.
7	CATERING TO VISITORS INSTEAD OF RESIDENTS
7	Limiting the influence of senior-citizens voices. The resort has too much power.

Village of Pinehurst
 2021 Community Survey - Resident Comments
 Q 32 - What are the most important issues facing Pinehurst today?

Goal #		ATTRACT & RETAIN AN ENGAGED WORKFORCE
8	get the staff of the computers and answer the phones!	

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #		MAINTAIN A HEALTHY FINANCIAL CONDITION
		Taxes
9		taxes (2)
9		High property taxes.
9		Keep property taxes low (4)
9		Homes with children are taking over this retirement area and will cause higher taxes, crime, trash on roads, accidents.
		Fiscal responsibility
9		VOP is way over budget and over staffed!
9		rising costs
9		spend our money wisely.
9		cost of living

Village of Pinehurst

2021 Community Survey - Resident Comments

Q 32 - What are the most important issues facing Pinehurst today?

Goal #	OTHER
	Education / Schools
	education / quality of schools (9)
	As we expand the elementary schools I believe we need to think about what the high schools and middle schools will need to grow with the students.
	school buildings,
	Community Growth and meeting school goals.
	and improved educational experience for our youth--without elected officials telling them what they should learn about history.
	Improving public education funding.
	increase in taxes to pay for education,
	Issue with changes with schools. We bought our home to attend Pinehurst schools, not Southern Pines.
	Lack of childcare options especially prior to the start of the school day. The lack of early morning childcare makes it very difficult for parents reporting for duty on Fort Bragg including the civilian workforce.
	More money needs to be invested in schools. Need more activities for schools.
	qualified school teachers
	SCHOOL CURRICULUM/what schols teach (3)
	Rid school board of Woke members and insure education focuses on reading, writing, arithmetic, and science.
	The school board seems out of touch with what learning is needed or important, especially at the HS level. Covid makes this
	The Village keeps expanding. They need to plan for the future schools.
	those three loonies on the school board
	Short Term Rentals
	Short term rental properties.
	short-term rentals destroying the appearance and reputation of Pinehurst.
	rental property not maintained and rented to multiple persons, not single families.
	Keeping village rentals to a minimum.
	The need for restrictions on vacation rentals homes- keeping Pinehurst a village and not a golf resort
	Force rental property upkeep (2)
	Water/Sewer
	sewer system is old & decrepit
	water quality
	water (2)
	Political
	liberalism
	continued segregation, hasn't changed much since I was born
	if left wing democrats continue to force leftwing govt, things will go down dramatically.
	Politics, inflation, indifference.
	Maintaining the freedom for its citizens. Not falling into anymore closures.
	Propaganda woke CRT BLM. Teach not politicize.
	Other
	new to area (3)
	declining senior population which would impact the resort=it goes under.
	incoming residents: incorporating them into Pinehurst instead of changing Pinehurst for them.
	adjusting to the younger demographics of younger families moving in
	Diversity (2)
	Investment in our youth.
	no longer a retirement community
	overbilling by hotels
	we are 3 separate towns, Aberdeen, Southern Pines and Pinehurst, and the demands from people that don't know the difference are not in touch.
	military families
	We moved here four months ago, no concerns at this time.

Village of Pinehurst

2021 Business Survey - Business Comments

Q 19 - What are the most important issues facing Pinehurst today?

Goal #	Response to Q32 "What are the most important issues facing Pinehurst today?"
	SAFEGUARD THE COMMUNITY
1	Covid-19 (5)
1	Have seen a lot of out of state cars(golfers)-think they are contributing to the amount of Covid.
1	even if only during M-F 8-5, not enough emergency services personnel to respond in a timely manner.
1	Speeding on Chinquapin is an issue.
1	police need to enforce the speed limits.
	PROMOTE HIGH QUALITY DEVELOPMENT & APPEARANCE
2	Growth/Managing growth/population growth (13)
2	Development/Expansion (4)
2	Infrastructure (2)
2	Housing shortage/reasonably priced homes (2)
2	Maintain small town atmosphere.
2	not lose character
2	Appearance is pitiful . Should be ashamed . Plantings are horrible.
2	Good and careful planning are important.
2	Positive Growth Opportunities VS The Desire to Remain a Quiet Quaint Village
2	The PGA Complex will ruin Pinehurst's quality.
2	Upgrading streetscape to match expectations of Visitors when they come to the Home of American Golf. It seems we should have white lights in trees year-round and make it look magical as I think it is and upgrade trees and add more greening to village.
2	zoning committee.
2	Zoning-encroachment of mass merchant big box on the village.
	PROMOTE A THRIVING BUSINESS COMMUNITY
3	Parking (5)
3	Keeping businesses open in the Village.
3	Lack of retail in the Village. We have nice stores but they are frequently closed. More shopping makes for a more pleasant experience for the wives of those who are here for golfing trips. Broad St in Southern Pines has more to offer visitors.
3	Need more businesses to attract people. Businesses need to stay open during events.
	PROMOTE TRANSPORTATION MOBILITY & CONNECTIVITY
4	Traffic (10)
4	Roads (1)
4	Hwy 5 is a cluster
4	The traffic circle needs to be addressed.
4	No lighting at night.
4	Public transportation.
4	condition of the streets,
4	Maintaining the village sidewalks. The brick is uneven with significant gaps in many places. I personally have broken heels on shoes and trip frequently.
	PROTECT THE ENVIRONMENT
5	Pinehurst needs to make sure that its lovely wooded areas are preserved and not completely demolished in favor of homes and businesses. It is important to preserve the natural areas, or it will no longer be a beautiful place.

	PROMOTE ACTIVE LIVING & CULTURAL OORTUNITIES
	PROFESSIONALLY MANAGE A HIGH PERFORMING ORGANIZATION
7	Mayor advocating responsibility to Washington DC. Infrastructure to keep up with growth.
7	Accommodating younger families
7	The council.
	ATTRACT & RETAIN AN ENGAGED WORKFORCE
	MAINTAIN A HEALTHY FINANCIAL CONDITION
9	Let the hotel tax pass. It foolish to stand in the way of money's that will elevate the value of our tourism.
	OTHER
10	restructure socialization
10	schools

Village of Pinehurst

Consolidated Workforce Input to the FY 2023 SOP (By BSC Goal - ALL DEPARTMENTS)

FY 2023- FY 2027

Department	BSC Goal	Things on the Horizon
PD	1	Increased population/traffic=more calls
FD	1, 8	Recruitment and retention needs
PD	1,3,6	USGA and US Open
SW	1,4	Traffic
AD	1-9	Growth particularly in the region
AD	1-9	Changing demographics, more families
FD	1-9	Changing service demands (demographics, pop. Growth, traffic, development, added CFS types)
PI & IN	1-9	Development trends such as an aging population, growth by surrounding communities and the Village, approaching buildout, and overall population growth in Moore County
PD	1-9	Business growth in surrounding areas
SW	1-9	Growth
SG	1-9	Growth
PI & IN	2	Big development projects like USGA, US Opens, hospital district
PI & IN	2	State and local elections and impending legislation and municipal preemption
PS	2,4,5,8	Growth creating more workload
AD	3, 6	USGA and US Open
PS	4	Weather events - stormwater
SG	4, 8	Material/labor shortages
SW	5	Residents putting carts out late
PS	5, 8	Lack of employees/candidates with CDLs
FS	6	Library transition and future building expansion
PR	6	Library addition/services
FD	7	Improvements in equipment and technology
FM	7	Inflation costs of parts/vehicles
FM	7	Parts supply
IT	7	Increased cybersecurity threats
IT	7	Demand for remote work capabilities
IT	7	Additional services required for Library
PR	7	Increase in facility use/wear and tear
HR	8	COVID Impact - recruitment/retention
HR	8	Regulatory changes
PR	8	Staffing/capacity/compensation shortages
SG	8	Workforce - increase/retain employees
FS	9	American Rescue Plan Act Funding

FS	9	Growth in and around Village, which increases staffing demands, purchasing transactions, and contracting/additional cash receipting/budgetary pressures, etc.
HR	9	Inflation

Village of Pinehurst
 Goal 1: Safeguard the Community
 FY 2023 SOP

What does the data tell us? (LeTCI)	
Strength	Opportunity for Improvement
Residents have indicated very high levels of overall satisfaction with Fire and Police Services.	Monitor resident satisfaction rates with the enforcement of traffic laws.
Fire Department reaction times.	Keep an eye on collisions with injury, although less than benchmarks.
% of collisions with fatalities improved to 0% in FY21.	Monitor % of officer hours available for patrol.
What other data do we need?	
Number/Percentage of businesses that passed inspections	
Crimes per officer/FTE numbers	
Police staffing/capacity	
Crimes against property	

Village of Pinehurst
Goal 1: Safeguard the Community
FY 2023 SOP

Fire and Rescue Services									
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type
Fire incident rates per 1,000 population served	0.26	0.05	0.66	0.35	0.24	0.23	Corp BSC	WP1	In Process
% of dispatched emergency calls with a reaction time of 90 seconds or less	85%	85%	88%	85%	85%	85%	Key KPI	WP1	
% of emergency calls with a response time of 6 minutes and 30 seconds for first due apparatus	64%	71%	69%	71%	70%	72%	Key KPI	WP1	
% of commercial businesses inspected	46%	38%	152%	80%	78%	85%	BSC- FD		
% of residents whose overall feeling of safety in the Village is good or excellent	99%	100%	99%	95%	99%	99%	Corp BSC	WP4	End Quality
% of businesses whose overall feeling of safety in the Village is good or excellent	100%	99%	100%	-	-	-	Survey- BS	WP4	
% of residents satisfied with how quickly fire personnel respond to emergencies	99%	99%	98%	95%	99%	99%	Corp BSC	WP1	
% of businesses satisfied with fire emergency response	100%	100%	100%	95%	100%	100%	FD KPI	WP1	
% of residents satisfied with fire services	100%	100%	100%	95%	99%	99%	Corp BSC		
% of businesses satisfied with fire inspections	98%	100%	100%	95%	95%	95%	FD KPI		

Police Services									
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type
% of collisions with an injury	9.8%	10.6%	11.5%	10.0%	10%	10%	Key KPI	WP2	In Process
% of collisions with a fatality	0.31%	0%	0%	0.15%	0.16%	0.14%	Key KPI	WP2	
# of collisions per 1,000 population	38.92	33.8	34.3	40	35.6	33.3	Corp BSC	WP2	
% of officer hours available for patrol	73%	56%	34%	40-65%	45%	45%	Key KPI	WP3	
% of time spent on calls for service that are officer initiated	59%	46%	32%	30%	28%	28%	Key KPI	WP3	
Crime rate per 1,000 residents	41	27	36	40	39	39	Corp BSC	WP4	
# of crimes reported against persons per 1,000 population	4.42	2.98	5.20	5.00	3.20	3.00	Key KPI	WP4	
# of crimes reported against property per 1,000 population	15.00	10.76	15.00	15.00	13.20	12.30	Key KPI	WP4	
# of crimes reported against society per 1,000 population	22.02	12.92	15.80	20.00	20.40	19.10	Key KPI	WP4	
% of incidents cleared	97%	92%	88.0%	90%	90%	90%	Key KPI	WP4	End Quality
% of businesses satisfied with police emergency response	96%	100%	100%	95%	97%	97%	PD KPI	WP1	
% of residents satisfied with police emergency response times	99%	99%	99%	95%	97%	97%	PD KPI	WP1	
% of residents satisfied with the enforcement of local traffic laws	86%	89%	87%	90%	88%	88%	PD KPI	WP2	
% of businesses satisfied with how frequently police patrol	97%	100%	100%	95%	97%	97%	PD KPI	WP3	
% of residents satisfied with how frequently police patrol	89%	92%	90%	85%	90%	90%	PD KPI	WP3	
% of residents satisfied with police services	98%	98%	98%	95%	95%	95%	Corp BSC		
% of residents whose overall feeling of safety in the Village is good or excellent	99%	100%	99%	95%	99%	99%	Corp BSC	WP4	
% of businesses whose overall feeling of safety in the Village is good or excellent	100%	99%	100%	-	-	-	Survey- BS	WP4	

Village of Pinehurst

Goal 1: Safeguard the Community

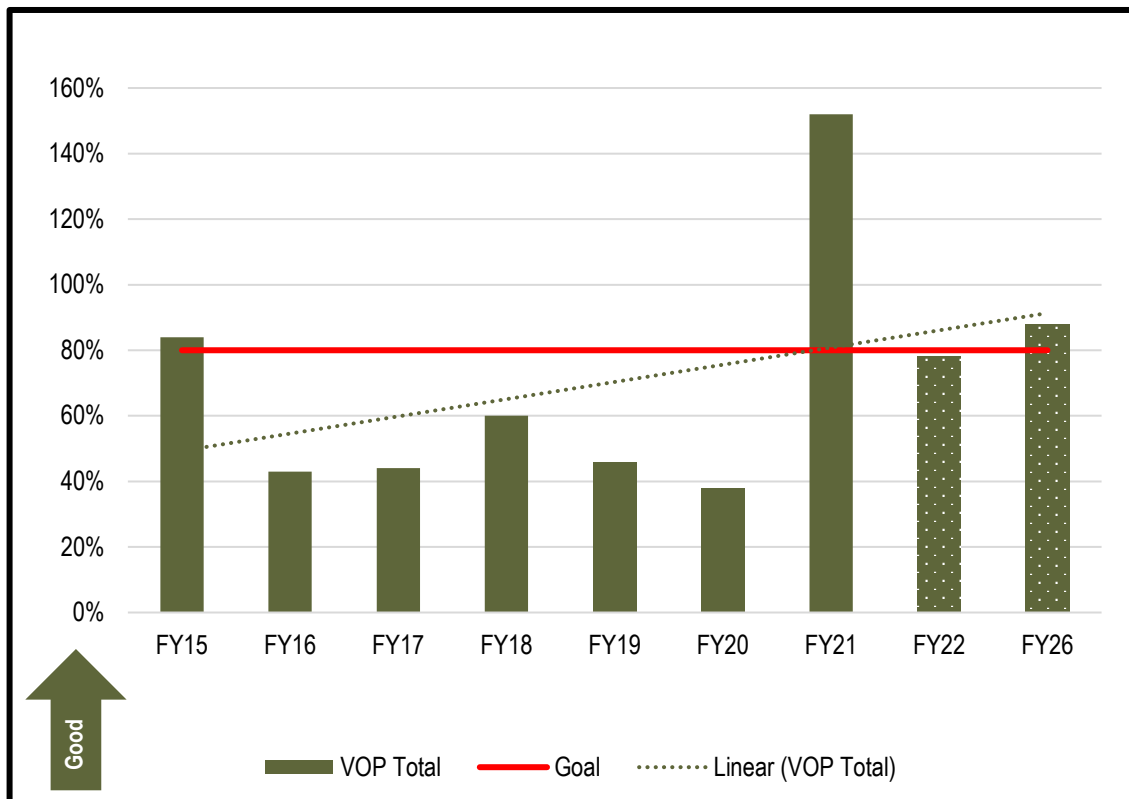
% of commercial businesses inspected

Fiscal Year	VOP Total	Goal
FY15	84%	80%
FY16	43%	80%
FY17	44%	80%
FY18	60%	80%
FY19	46%	80%
FY20	38%	80%
FY21	152%	80%
FY22	78%	80%
FY26	88%	80%

*Note: December 2015, partnered with Moore Co. as Medical First Response agency

*February 2020, hired PT Fire Inspector (converted Reserve position) for 5 days a month to conduct commercial fire inspections. No inspections were completed for approximately 6 weeks due to COVID.

Through October 2021, 31.7% of commercial businesses were inspected, exceeding goal of 20%.



Projected FY22 based on dedicated PT staff to complete fire inspections but also limitations due to COVID-19. FY23-26 projected to achieve goal.

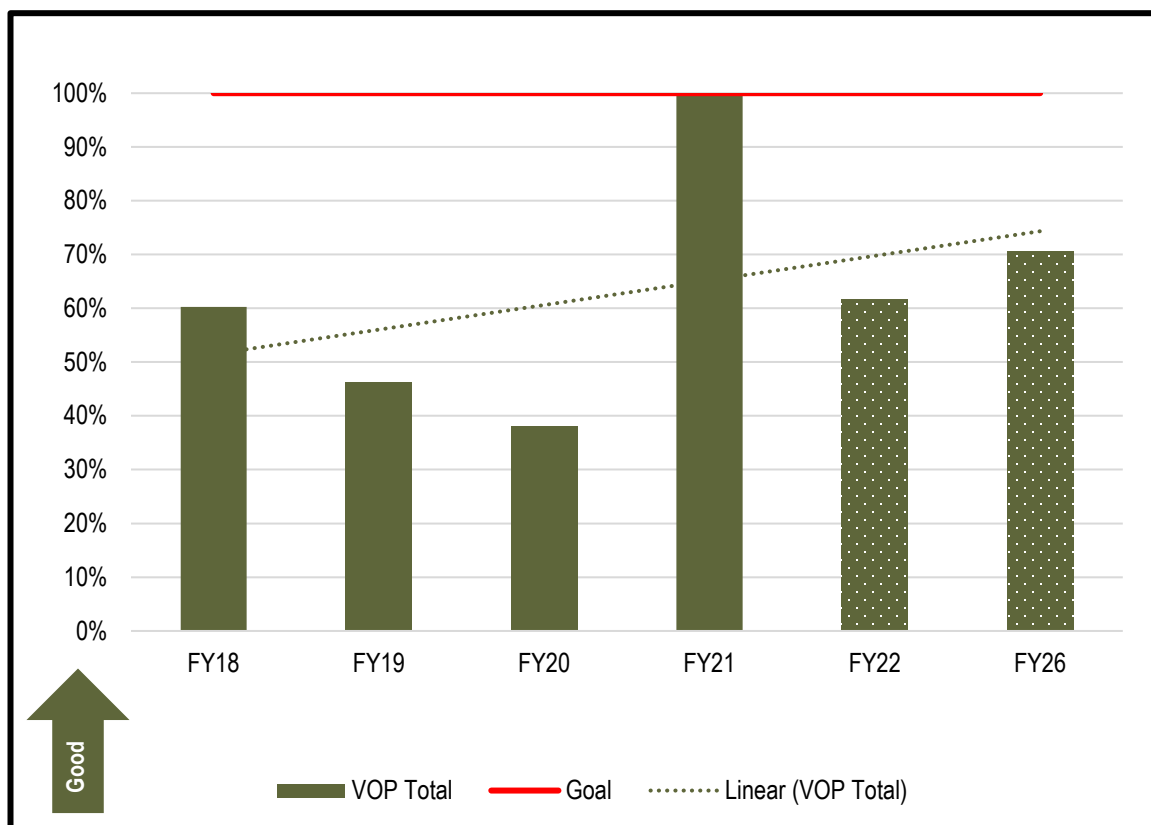
Village of Pinehurst

Goal 1: Safeguard the Community

% of commercial businesses receiving initial occupancy inspection

Fiscal Year	VOP Total	Goal
FY18	60%	100%
FY19	46%	100%
FY20	38%	100%
FY21	101%	100%
FY22	62%	100%
FY26	70%	100%

*Second part-time inspector hired in June 2021



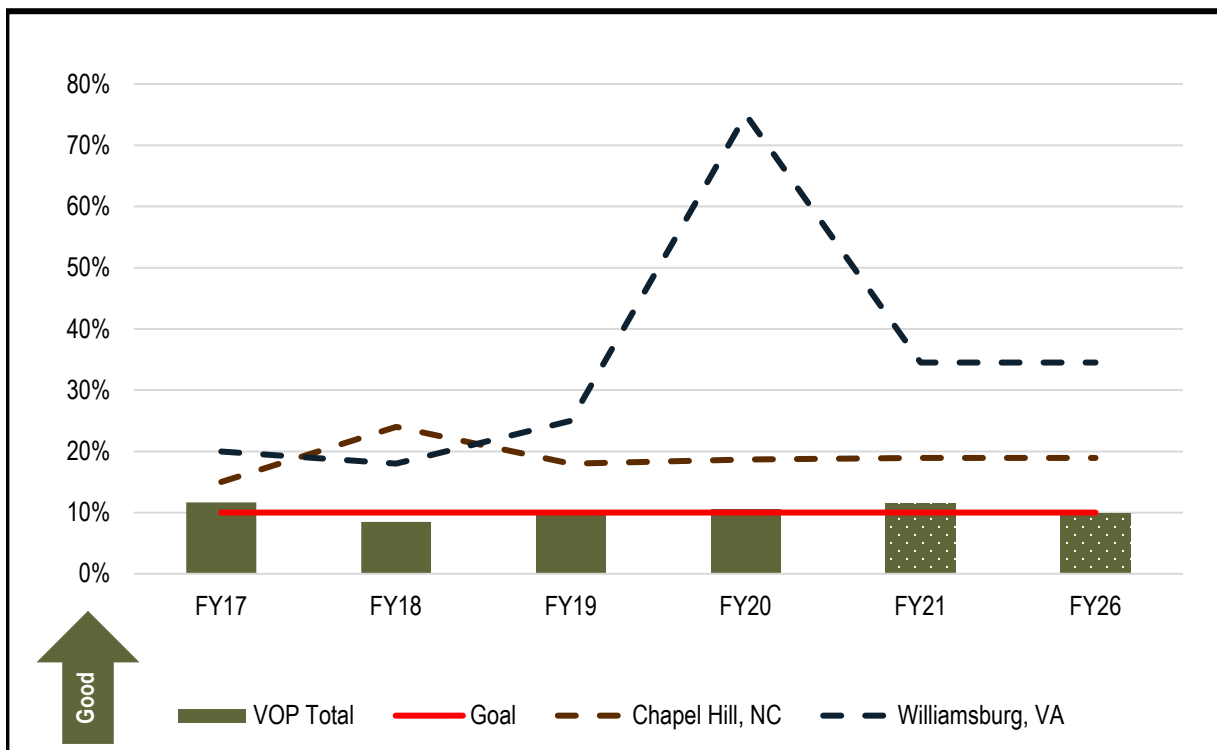
Projected FY22 based on dedicated PT staff to complete fire inspections but also limitations due to COVID-19. FY23-26 projected to achieve goal.

Village of Pinehurst

Goal 1: Safeguard the Community

% of collisions with an injury

Fiscal Year	VOP Total	Goal	Chapel Hill, NC	Williamsburg, VA
FY17	12%	10%	15%	20%
FY18	8%	10%	24%	18%
FY19	10%	10%	18%	25%
FY20	11%	10%	19%	75%
FY21	12%	10%	19%	35%
FY26	10%	10%	19%	35%

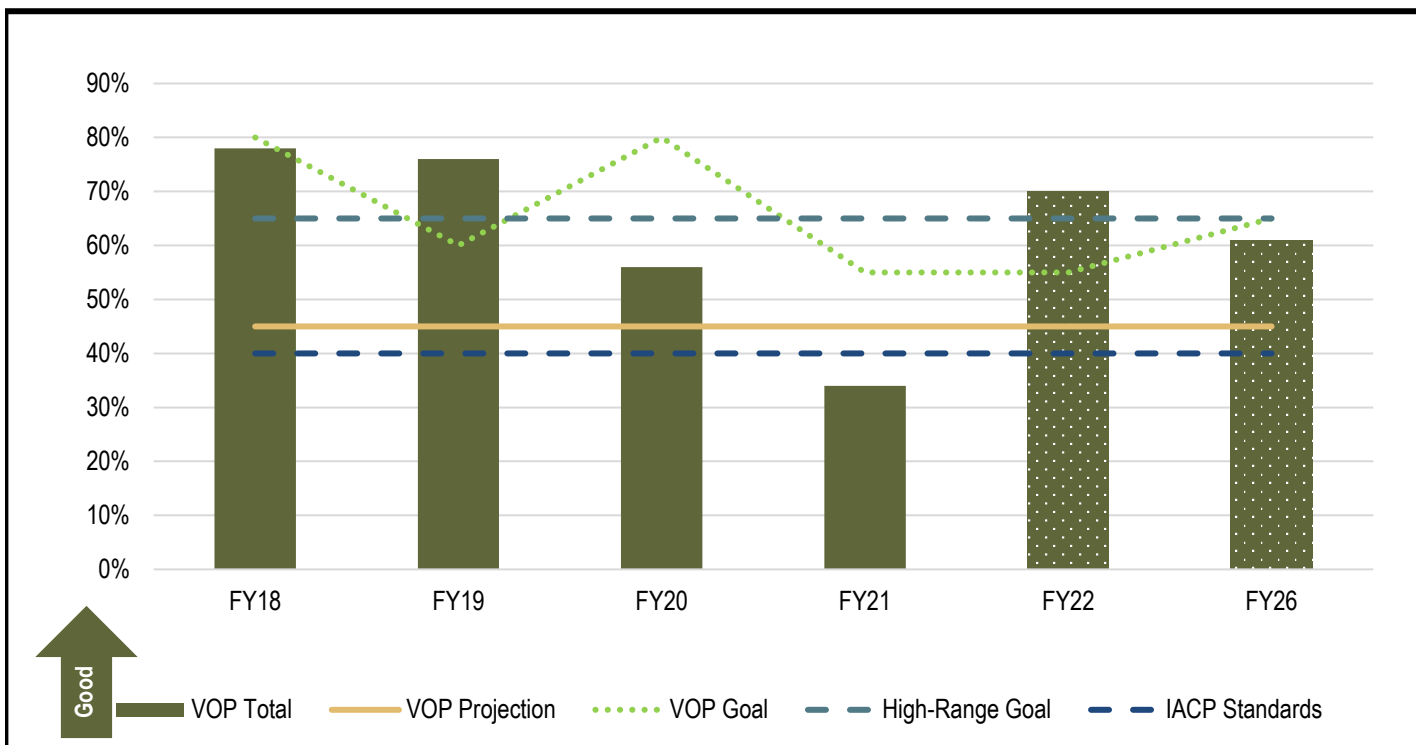


Projected FY22-26 at 6 year average for VOP and 54 year averages for comps

Village of Pinehurst
Goal 1: Safeguard the Community

% of officer hours available for patrol

Fiscal Year	VOP Total	VOP Projection	Low-Range Goal	VOP Goal	High-Range Goal	IACP Standards
FY18	78%	45%	40%	80%	65%	40%
FY19	76%	45%	40%	60%	65%	40%
FY20	56%	45%	40%	80%	65%	40%
FY21	34%	45%	40%	55%	65%	40%
FY22	70%	45%	40%	55%	65%	40%
FY26	61%	45%	40%	65%	65%	40%



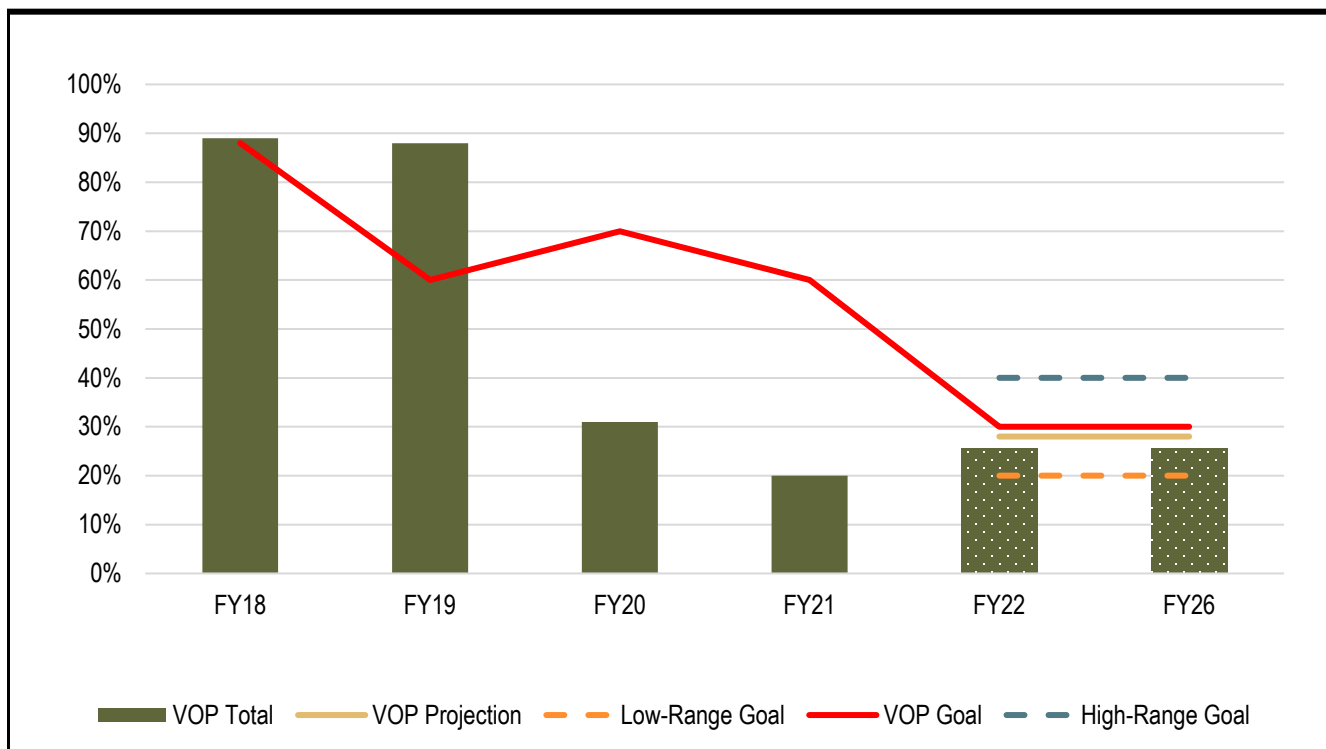
Projected FY22-26 at 4 year average for VOP

Village of Pinehurst

Goal 1: Safeguard the Community

% of total time spent on calls for service that are officer initiated

Fiscal Year	VOP Total	VOP Projection	Low-Range Goal	VOP Goal	High-Range Goal
FY18	89%			88%	
FY19	88%			60%	
FY20	31%			70%	
FY21	20%			60%	
FY22	26%	28%	20%	30%	40%
FY26	26%	28%	20%	30%	40%

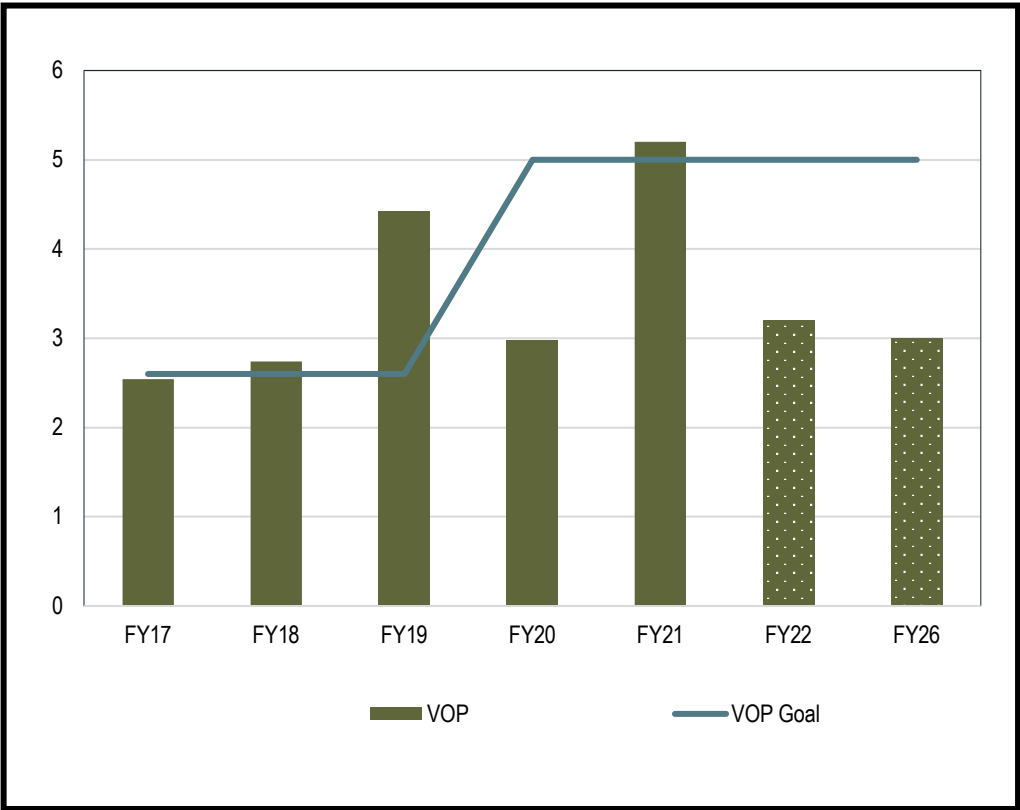


Projected FY22-26 at 2 year average for VOP

Village of Pinehurst
Goal 1: Safeguard the Community

of Crimes reported against persons per 1,000 population

Fiscal Year	VOP	VOP Goal
FY17	2.54	2.6
FY18	2.74	2.6
FY19	4.42	2.6
FY20	2.98	5.0
FY21	5.20	5.0
FY22	3.20	5.0
FY23	3.10	5.0
FY24	3.10	5.0
FY25	3.00	5.0
FY26	3.00	5.0

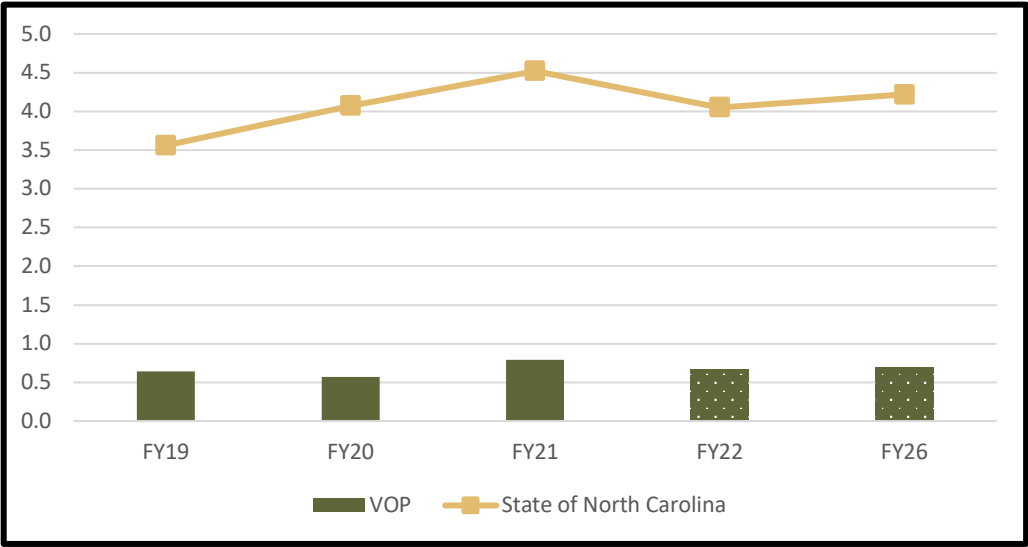


FY 2022 is a 3 year historical average of FY 2018-2020. The five year projections are based on the same three year average but take into account the increasing population projections. State of North Carolina numbers are calendar year.

of Violent Crimes reported against persons per 1,000 population (Defined by NCSBI)

Fiscal Year	VOP	State of North Carolina
FY19	0.64	3.56
FY20	0.57	4.07
FY21	0.79	4.52
FY22	0.67	4.05
FY23	0.68	4.21
FY24	0.71	4.26
FY25	0.69	4.17
FY26	0.69	4.22

*Defined as murder, rape, robbery, and aggravated assault.

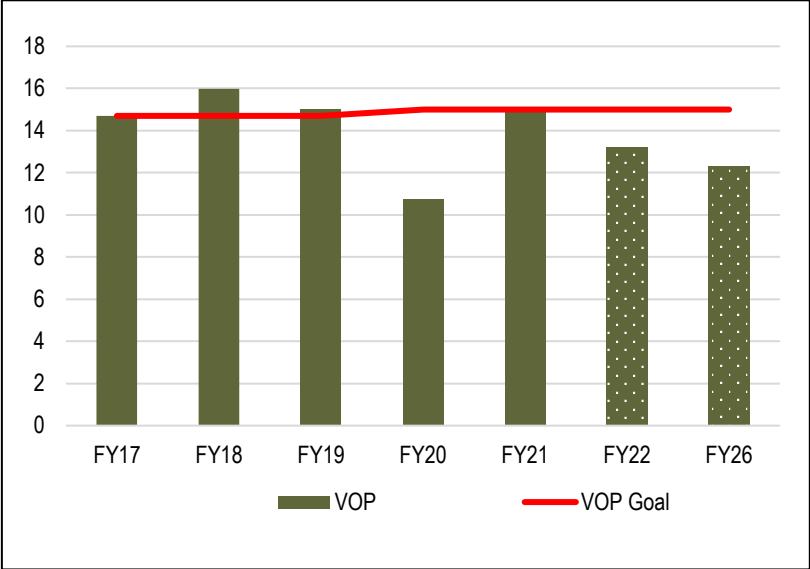


FY 2022 is a 3 year historical average of FY 2019-2021. The five year projections are based on the same three year average.

Village of Pinehurst
Goal 1: Safeguard the Community

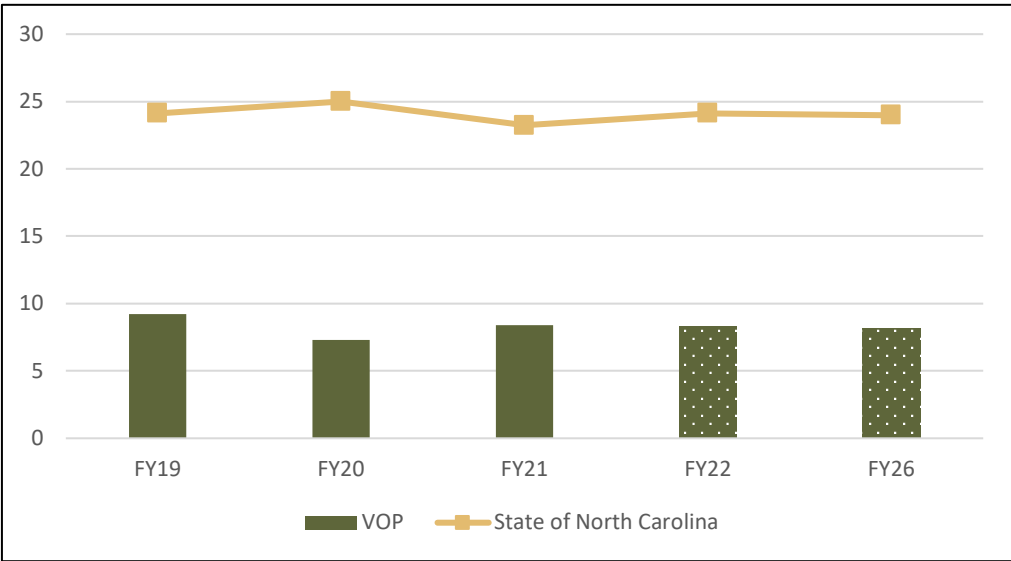
of Crimes reported against property per 1,000 population

Fiscal Year	VOP	VOP Goal
FY17	14.70	14.70
FY18	15.99	14.70
FY19	15.04	14.70
FY20	10.76	15.00
FY21	14.99	15.00
FY22	13.20	15.00
FY26	12.30	15.00



of Crimes reported against property per 1,000 population (Defined by NCSBI)

Fiscal Year	VOP	State of North Carolina
FY19	9.24	24.13
FY20	7.32	25.00
FY21	8.38	23.24
FY22	8.32	24.12
FY26	8.14	23.99

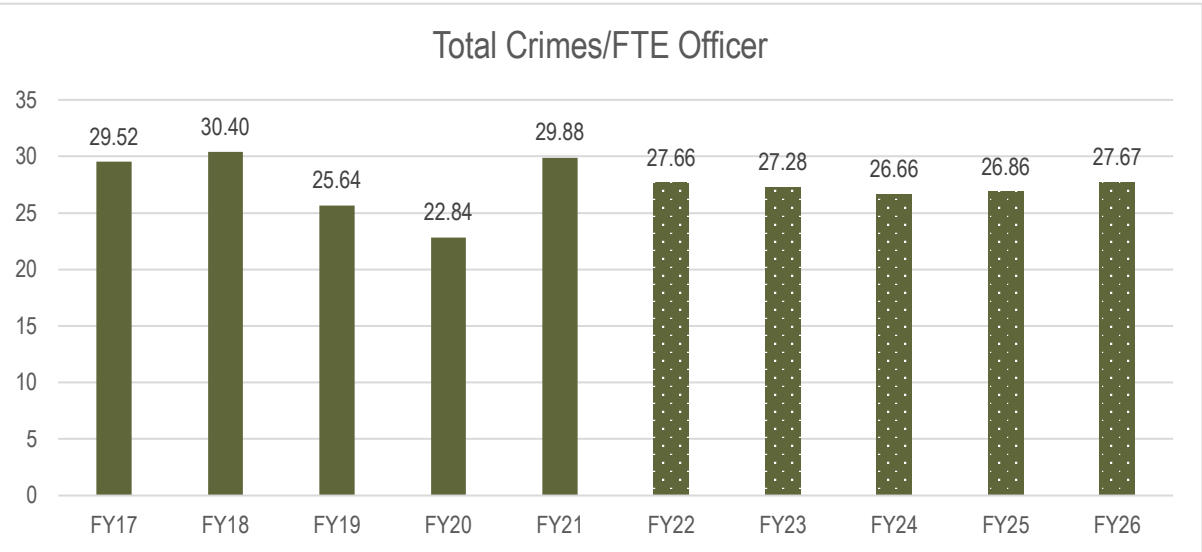


FY 2022 is a 3 year historical average of FY 2018-2020.The five year projections are based on the same three year average but take into account the increasing population projections. State of North Carolina numbers are calendar year.

Village of Pinehurst
Goal 1: Safeguard the Community

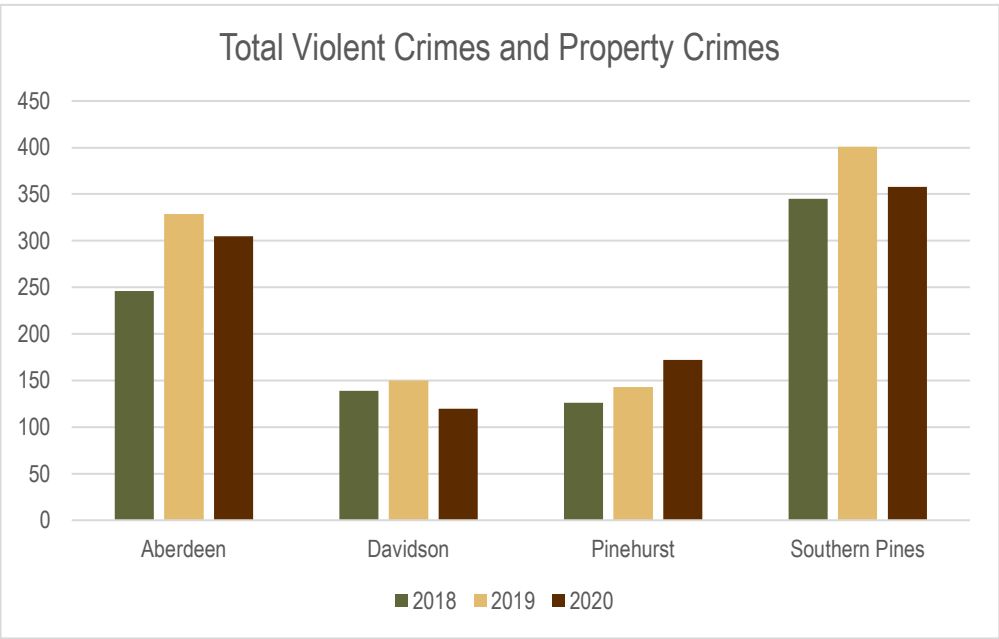
Total Crimes Per FTE Officer in Pinehurst

Fiscal Year	Total Crimes	FTE Officers	Total Crimes/FTE Officer
FY17	738	25	29.52
FY18	760	25	30.40
FY19	641	25	25.64
FY20	571	25	22.84
FY21	747	25	29.88
FY22	691	25	27.66
FY23	682	25	27.28
FY24	666	25	26.66
FY25	672	25	26.86
FY26	692	25	27.67



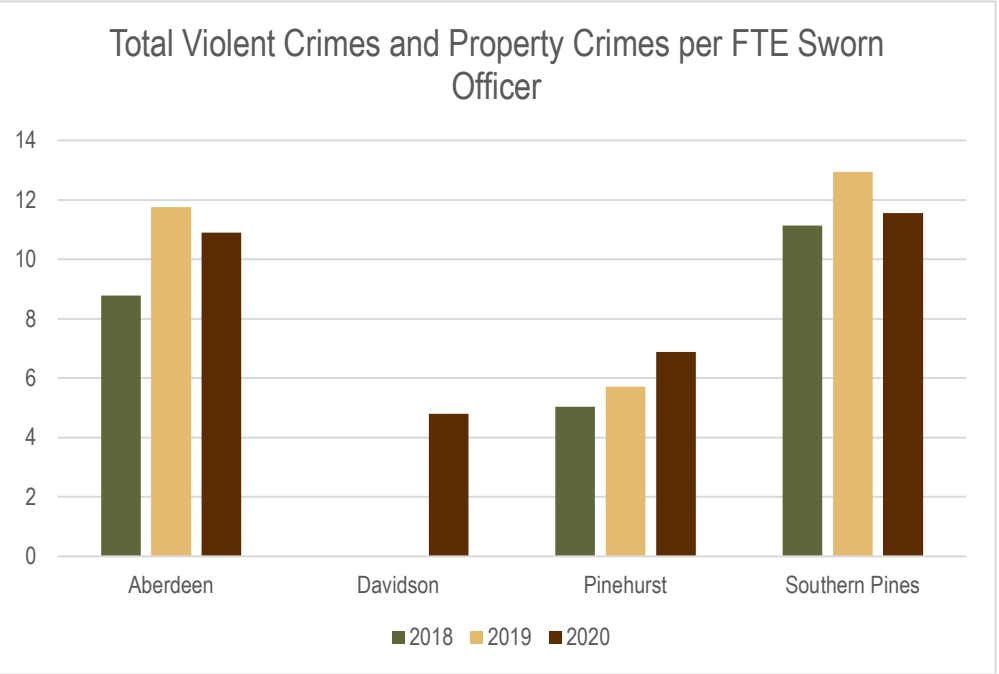
Total Violent Crimes and Property Crimes (Reported to NIBR/UCR)

Community	2018	2019	2020
Aberdeen	246	329	305
Davidson	139	150	120
Pinehurst	126	143	172
Southern Pines	345	401	358



Total Violent Crimes and Property Crimes per FTE Sworn Officer

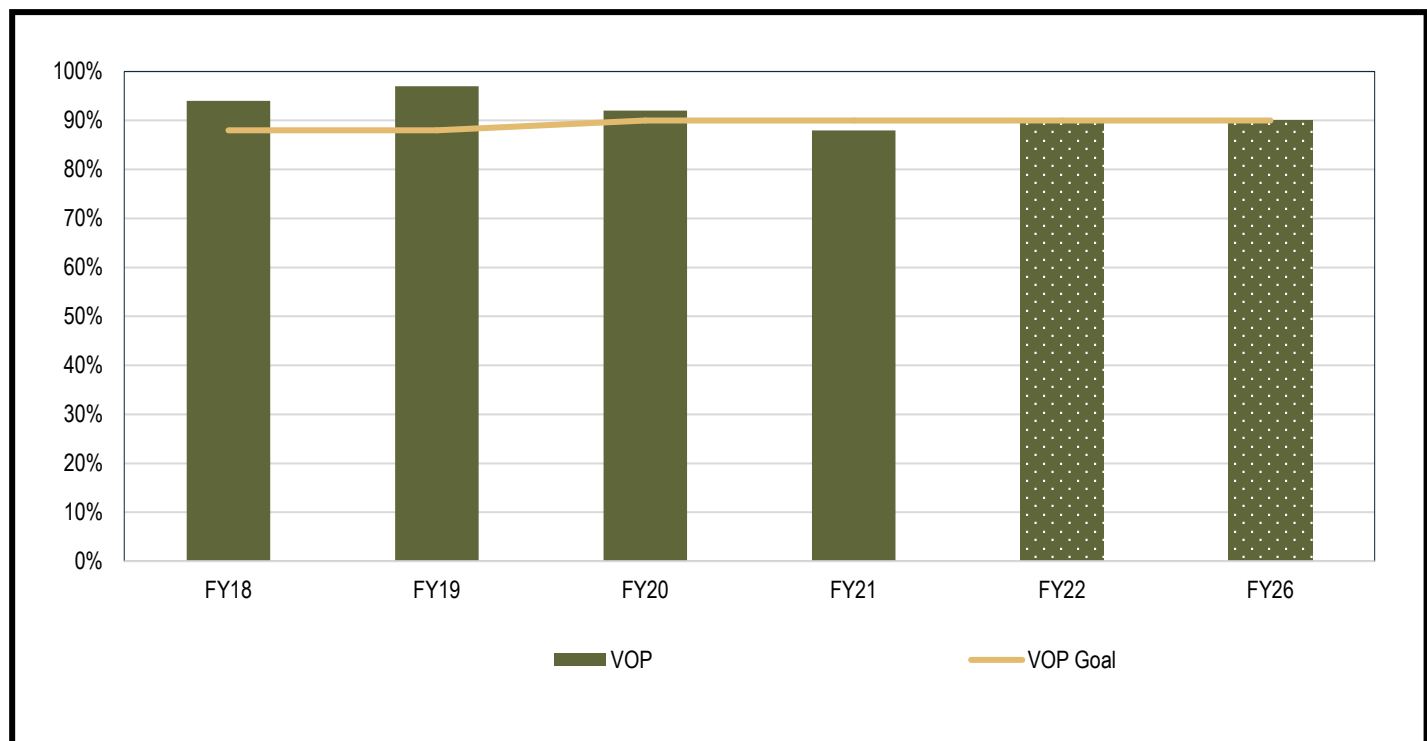
Community	2018	2019	2020
Aberdeen	8.79	11.75	10.89
Davidson			4.80
Pinehurst	5.04	5.72	6.88
Southern Pines	11.13	12.94	11.55



Village of Pinehurst
Goal 1: Safeguard the Community

of incidents cleared

Fiscal Year	VOP	VOP Goal
FY18	94%	88%
FY19	97%	88%
FY20	92%	90%
FY21	88%	90%
FY22	90%	90%
FY26	90%	90%



Projected FY21 and 5-year planning period based on a 3 year average for VOP and Comps

Village of Pinehurst

Goal 2: Promote high quality development and appearance

FY 2023 SOP

What does the data tell us? (LeTCI)	
Strength	Opportunity for Improvement
Excellent performance levels for resident satisfaction with Village appearance and landscaping	Educational opportunities with community members on building application requirements
Overall high satisfaction levels with the enforcement of codes and ordinances	Review and potentially recommend a change of family residential new construction and addition/alteration plan from 14 days to the state statutory requirement
High performance levels with code enforcement violations resolved in 45 days	Potentially shift KPIs concerning plan review from completed review to first completed review and comments.
Excellent performance levels for business satisfaction with building inspections	
100% of building inspections were completed within one business day	
What other data do we need?	
Residential satisfaction with the quality of new development (commercial vs. residential) by neighborhood	

Public Appearance										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of ROW mowing performed according to schedule	92%	92%	100%	90%	95%	95%	SG KPI	WP7	In Process	Maintain & enhance the appearance of public spaces
% of residents who rate the overall appearance of the Village as good or excellent	98%	99%	99%	95%	99%	99%	Corp BSC	WP7	End Quality	Manage development and enforce codes and ordinances
% of residents satisfied with the quality of landscaping in medians and other public areas	98%	98%	99%	-	-	-	Survey- CS			Manage development and enforce codes and ordinances

Development Services										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
# of residential Certificates of Occupancy issued	212	236	208	n/a	230	190	Key KPI		In Process	Maintain & enhance the appearance of public spaces
% of single family residential new construction and addition/alteration plans reviewed within 14 days	95.47%	89.63%	78.93%	95%	95%	95%	Key KPI	WP5		Manage development and enforce codes and ordinances
Average # of days to issue single family permits for new construction and additions/alterations	7.92	10.68	11.14	11	10.0	10.0	Key KPI	WP5		Manage development and enforce codes and ordinances
% of building inspections completed within one business day	100%	100%	100%	99%	100%	100%	Key KPI	WP6		Manage development and enforce codes and ordinances
# of building inspections completed per inspector FTE per day	13.85	12.63	11.4	13	12	10.4	Key KPI	WP6		Manage development and enforce codes and ordinances
Single family home average sales price	\$317,942	\$334,542	\$365,000	-	\$368,650	\$383,620	PL KPI		End Quality	Manage development and enforce codes and ordinances
% of residents satisfied with Village efforts to maintain the quality of neighborhoods	84%	90%	88%	90%	90%	90%	Corp BSC			Manage development and enforce codes and ordinances
% of residents satisfied with the quality of new development	77%	83%	79%	80%	80%	85%	Corp BSC			Manage development and enforce codes and ordinances
% of businesses satisfied with building inspections	100%	95%	100%	95%	100%	100%	PL KPI	WP6		Manage development and enforce codes and ordinances
% of residents satisfied with planning & inspection services	92%	94%	89%	90%	90%	90%	PL KPI	WP6		

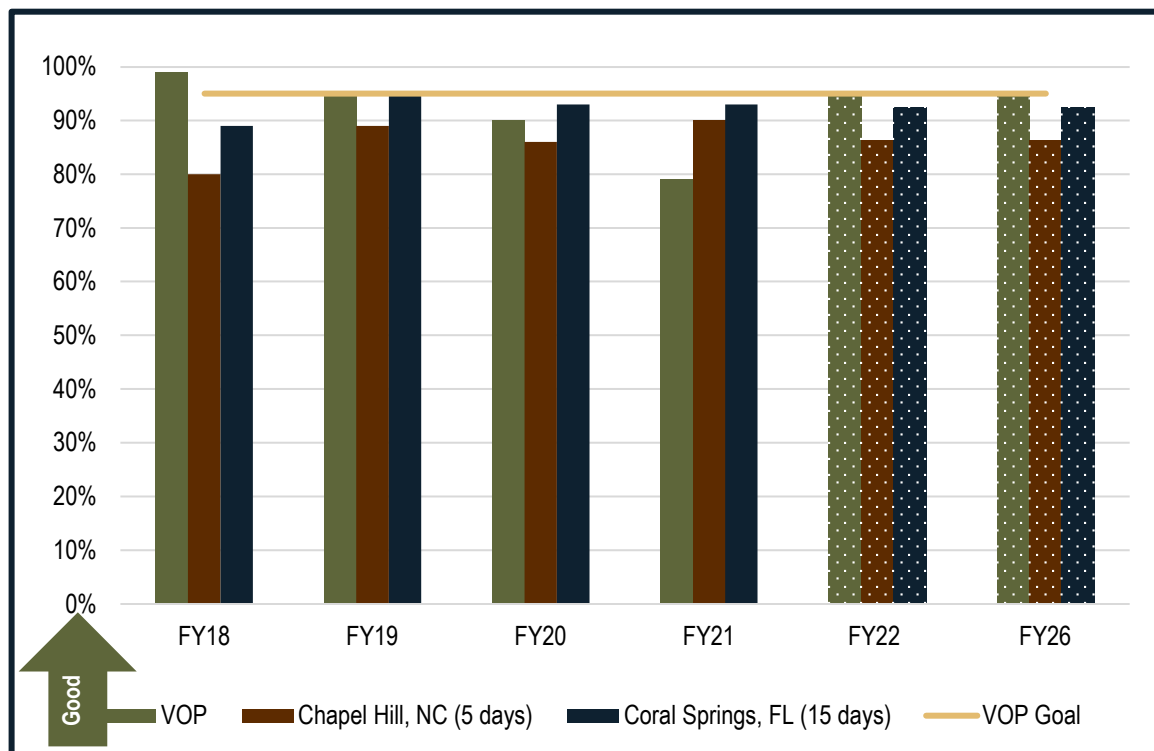
Code Enforcement										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of code violations resolved within 45 days	93.66%	98.11%	96.59%	95%	95%	95%	Key KPI	WP8	In Process	Manage development and enforce codes and ordinances
% of code violations investigated within 2 business days	85.29%	86.27%	83%	90%	88%	92%	Key KPI	WP8		Manage development and enforce codes and ordinances
# of code violations investigated per FTE per day	4.16	5.42	4.71	3-5	2.6	2.6	Key KPI	WP8		Manage development and enforce codes and ordinances
% of residents satisfied with the enforcement of codes and ordinances	84%	86%	86%	85%	85%	85%	Corp BSC	WP8	End Quality	Manage development and enforce codes and ordinances
% of residents who agree the amount of effort applied to the enforcement of codes and ordinances is about right	66%	71%	69%	-	-	-	Survey- CS			Manage development and enforce codes and ordinances

Village of Pinehurst

Goal 2: Promote high quality development and appearance

% of single-family residential new construction and addition/alteration plans reviewed within 14 days

Fiscal Year	VOP	VOP Goal	Chapel Hill, NC (5 days)	Coral Springs, FL (15 days)
FY18	99%	95%	80%	89%
FY19	95%	95%	89%	95%
FY20	90%	95%	86%	93%
FY21	79%	95%	90%	93%
FY22	95%	95%	86.25%	92.5%
FY26	95%	95%	86.25%	92.5%

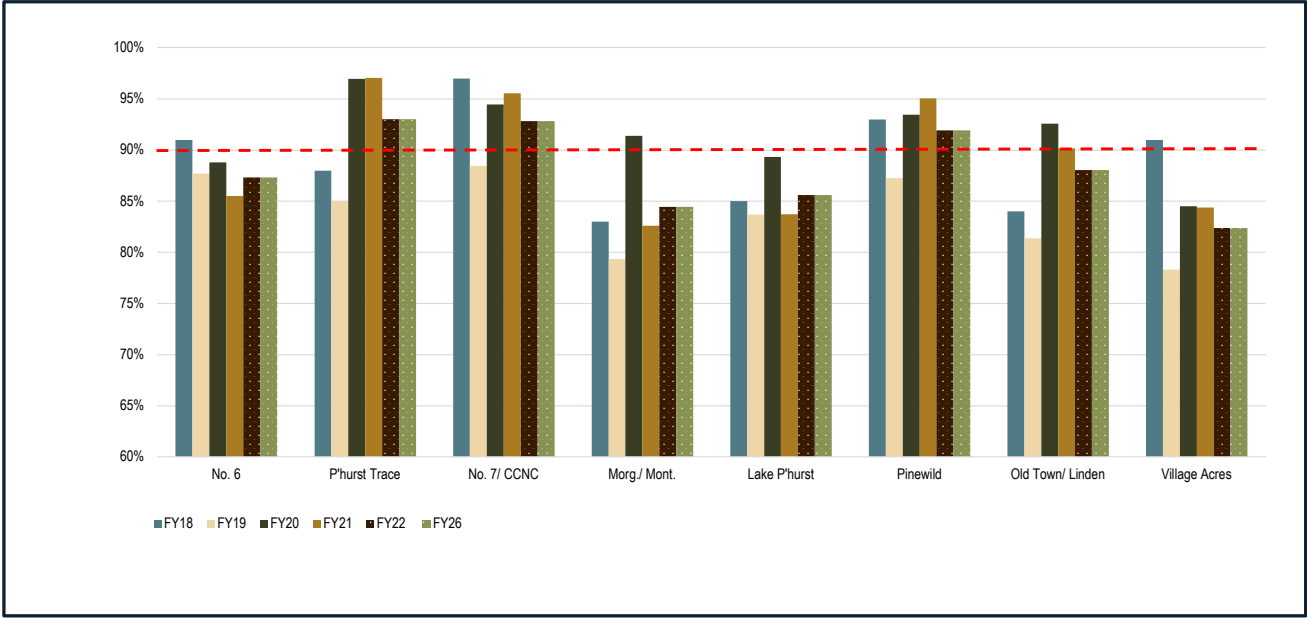


Projected FY22-26 based on anticipated performance of 95% due to our statutory responsibility.

Village of Pinehurst
Goal 2: Promote high quality development and appearance

% of residents satisfied with efforts at maintaining quality neighborhoods (by neighborhood)

Fiscal Year	No. 6	P'hurst Trace	No. 7/ CCNC	Morg./ Mont.	Lake P'hurst	Pinewild	Old Town/ Linden	Village Acres	VOP Total	Goal	Coral Springs, FL
FY18	91%	88%	97%	83%	85%	93%	84%	91%	88%	90%	84%
FY19	88%	85%	88%	79%	84%	87%	81%	78%	84%	90%	82%
FY20	89%	97%	94%	91%	89%	93%	93%	85%	90%	90%	83%
FY21	86%	97%	96%	83%	84%	95%	90%	84%	88%	90%	79%
FY22	87%	93%	93%	84%	86%	92%	88%	82%	87%	90%	81%
FY26	87%	93%	93%	84%	86%	92%	88%	82%	87%	90%	81%



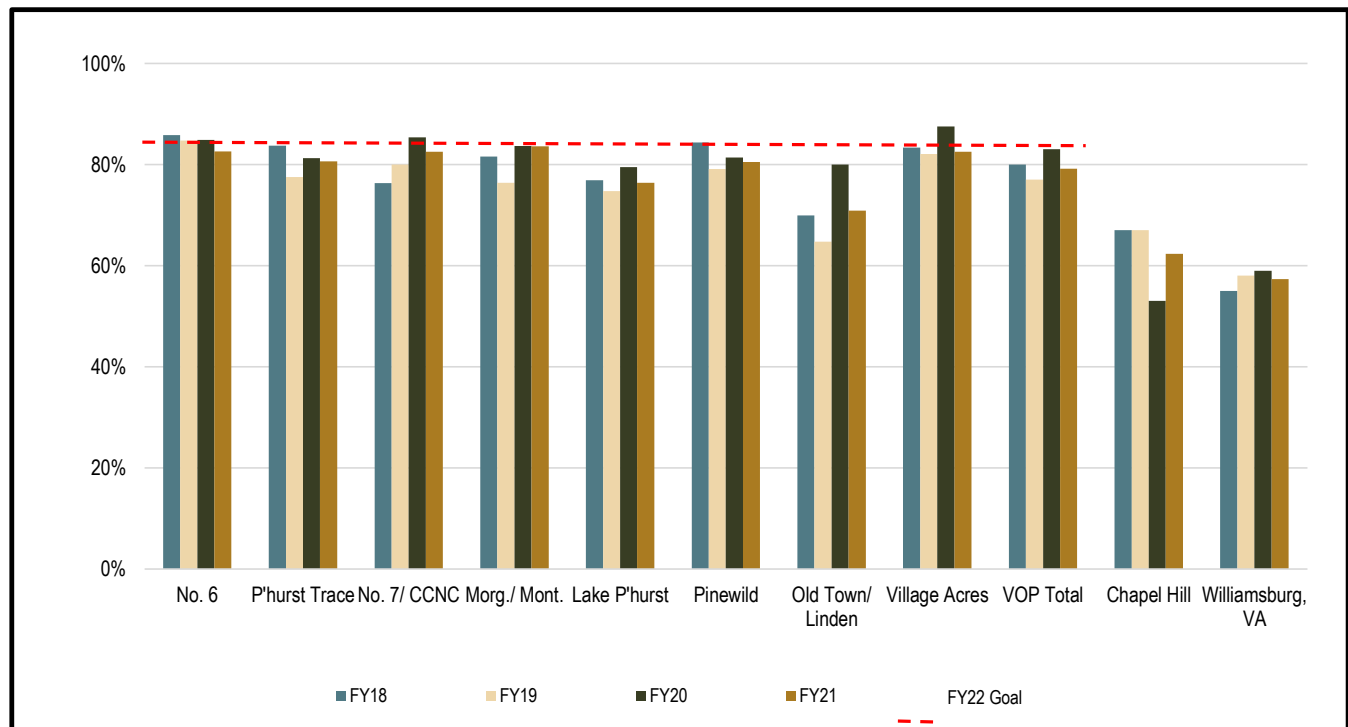
*Projections are based on a three-year rolling average

Village of Pinehurst

Goal 2: Promote high quality development and appearance

% of residents satisfied with the quality of new development

Fiscal Year	No. 6	P'hurst Trace	No. 7/ CCNC	Morg./ Mont.	Lake P'hurst	Pinewild	Old Town/ Linden	Village Acres	VOP Total	Goal	Chapel Hill	Williamsburg, VA
FY18	86%	84%	76%	82%	77%	84%	70%	83%	80%	85%	67%	55%
FY19	85%	78%	80%	76%	75%	79%	65%	82%	77%	85%	67%	58%
FY20	85%	81%	85%	84%	79%	81%	80%	88%	83%	85%	53%	59%
FY21	83%	81%	83%	84%	76%	80%	71%	83%	79%	80%	62%	57%
FY22	84%	80%	83%	81%	77%	80%	72%	84%	80%	85%	62%	57%
FY26	84%	80%	83%	83%	77%	81%	73%	84%	80%	85%	62%	57%



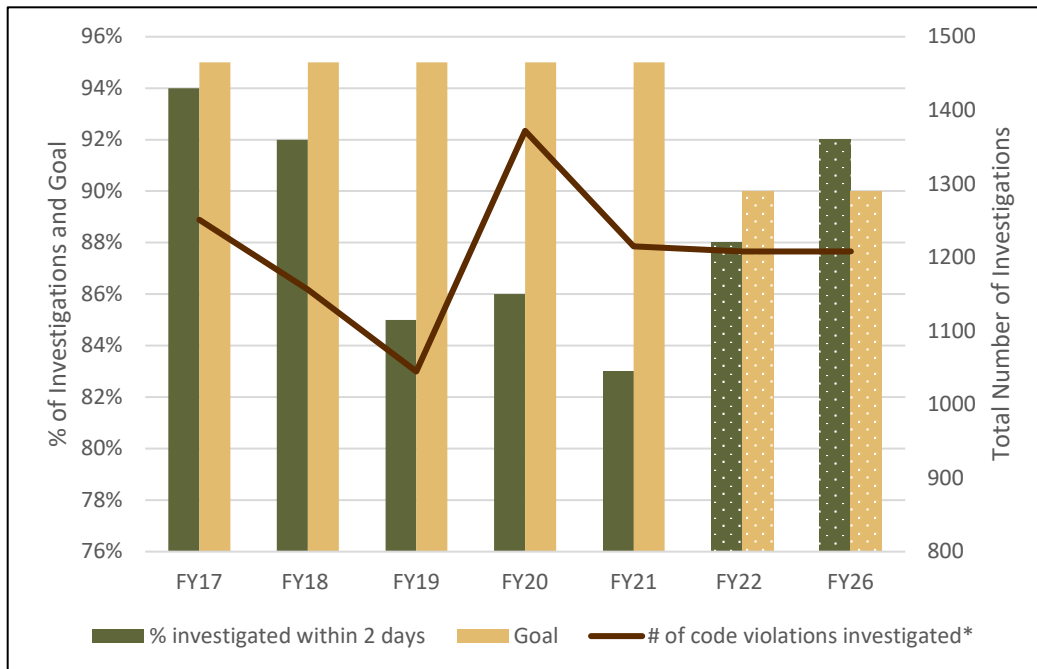
Projected FY22-26 using the three year historical average for VOP and comp

Village of Pinehurst

Goal 2: Promote high quality development and appearance

% of code violations investigated within 2 business days vs. # of code violations investigated

Fiscal Year	% investigated within 2 days	Goal	# of code violations investigated*
FY17	94%	95%	1251
FY18	92%	95%	1156
FY19	85%	95%	1045
FY20	86%	95%	1372
FY21	83%	95%	1215
FY22	88%	90%	1208
FY26	92%	90%	1208



The projections for FY22-26 take into account the 0.5 FTE that is planned which would increase the performance of this KPI over the next 5 year planning period.

* Based on date MyVOP ticket is received

Village of Pinehurst

Goal 3: Promote a thriving business community

FY 2023 SOP

What does the data tell us? (LeTCI)	
Strength	Opportunity for Improvement
Businesses continue their desire to be in the Village Center	Continue to monitor downtown stormwater needs
High levels of visitors served at the Welcome Center	Downtown parking improvements
The Village's Small Area Plan	Library expansion and archive services
Downtown cultural events	Downtown Village appearance
	Expanding sidewalk and other walkability options
	Continue building the relationship with the Convention and Visitors Bureau and Pinehurst Business Partners
What other data do we need?	
Analysis on downtown cultural events	
A potential new-business survey after a designated time period	
Downtown appearance from the annual Business Survey	
Potential audit of goal KPIs to ensure they adequately measure a "thriving" business community	

Business Support Services										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
1st floor occupancy rate in the Village Center	85%	93%	92%	90%	90%	90%	Key KPI		In Process	Support businesses and facilitate economic development
# of non-residential Certificates of Occupancy issued	28	24	13	-	20	20	Key KPI	WP5		Support businesses and facilitate economic development
# of non-residential permits issued	29	35	24	-	20	20	Key KPI	WP6		Support businesses and facilitate economic development
# of Welcome Center visitors served	4,526	3,791	3,944	3,800	3,800	3,800	Key KPI			Support businesses and facilitate economic development
% of businesses likely to recommend the Village as a business location	93%	91%	92%	90%	91%	91%	Corp BSC		End Quality	Support businesses and facilitate economic development
% of businesses who rate the overall business atmosphere as good or better than compared to two years ago	88%	81%	85%	-			Survey- BS			Support businesses and facilitate economic development
% of businesses satisfied with the overall quality of services	95%	97%	98%	-	-	-	Survey- BS			Support businesses and facilitate economic development
% of businesses satisfied with customer service	93%	96%	98%	-			Survey- BS			Support businesses and facilitate economic development
% of residents who regularly shop in Village Center	29%	31%	30%	-			Survey- CS			Support businesses and facilitate economic development

Village of Pinehurst

Goal 4: Promote transportation mobility and connectivity

FY 2023 SOP

What does the data tell us? (LeTCI)	
Strength	Opportunity for Improvement
Exceeding goal for residents satisfied with street and right-of-way maintenance	Determine need for additional walkways/sidewalks in select neighborhoods
High level of resident satisfaction with the availability of walking trails and greenways	Determine need for additional street lighting in select neighborhoods
	Monitor the need for increased number of miles resurfaced
What other data do we need?	
NCDOT plans for traffic (STIP) - 10-year highway improvement plan	
Average Pavement Condition Rating data by neighborhood	

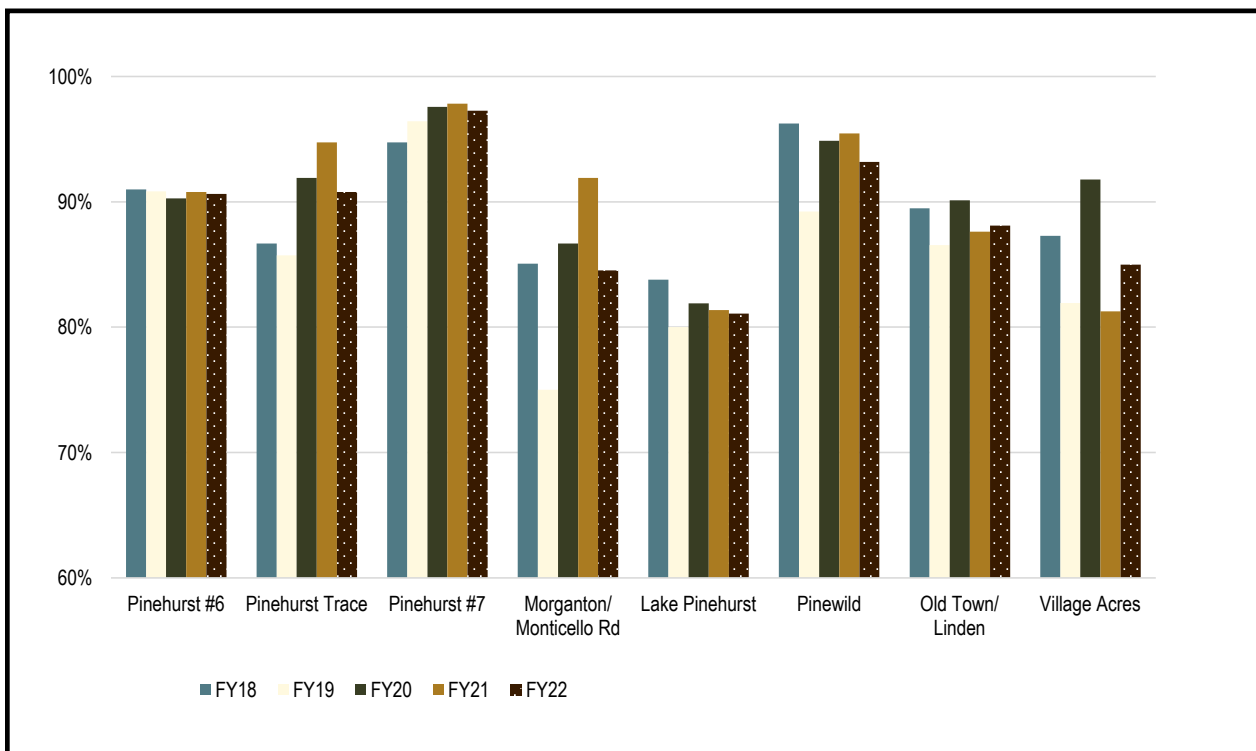
Street Maintenance										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
5-year rolling average of the # of miles of roadways resurfaced and sealed	3.22	3.21	4.22	4.5	4.5	4.5	Key KPI	WP9	In Process	Maintain high quality streets
% of ROW mowing performed according to schedule	92%	92%	100%	90%	95%	95%	Key KPI	WP7		Maintain high quality streets
% of right of way lane miles shoulders inspected	38%	66%	62%	35%	35%	40%	Key KPI			Maintain high quality streets
% of centerline miles of Village roadways resurfaced and sealed	3.64%	4.16%	4.18%	4.15%	4.15%	4.15%	Key KPI	WP9		Maintain high quality streets
Pavement Condition Rating	79.6	79.6	79.6	80.0	80	82	Key KPI	WP9		Maintain high quality streets
% of intersections studied with a level of service rating "C" or higher	86%	86%	86%	80%	100%	82%	SG KPI			Maintain high quality streets
% of residents satisfied with street and right of way maintenance	85%	89%	88%	85%	87%	87%	Corp BSC		End Quality	Maintain high quality streets
% of residents satisfied with neighborhood street maintenance	82%	85%	83%	80%	84%	85%	SG KPI	WP9		Maintain high quality streets
% residents satisfied with the adequacy of street lighting	75%	70%	71%	70%	72%	72%	Corp BSC			Maintain high quality streets
Traffic Management										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
# of collisions per 1,000 population	38.92	33.8	34.3	40	35.6	33.3	Corp BSC	WP2	In Process	Provide a safe and effective multi-modal transportation system
NCDOT Traffic Counts							Other			Maintain high quality streets
% of residents satisfied with the ease of travel through large traffic circle	64%	66%	62%	-	-	-	Survey- CS		End Quality	Maintain high quality streets
Mult-Modal Transportation										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of lane miles with walkways	7.92%	8.07%	8.03%	9.00%	9.04%	11.29%	Key KPI		In Process	Provide a safe and effective multi-modal transportation system
# of miles of greenway trails per 1,000 population	0.45	0.44	0.43	0.45	0.44	0.42	Key KPI			Provide a safe and effective multi-modal transportation system
% of residents satisfied with the availability of walkways	70%	71%	67%	70%	71%	73%	Corp BSC		End Quality	Provide a safe and effective multi-modal transportation system
% of residents satisfied with availability of greenway/walking trails	94%	94%	92%	90%	94%	94%	Corp BSC			Provide a safe and effective multi-modal transportation system

Village of Pinehurst

Goal 4: Promote transportation mobility and connectivity

Resident satisfaction with street and right of way maintenance vs. 5 year rolling avg roadways resurfaced

Fiscal Year	Pinehurst #6	Pinehurst Trace	Pinehurst #7	Morganton/ Monticello Rd	Lake Pinehurst	Pinewild	Old Town/ Linden	Village Acres	Total	5-year rolling avg resurfaced (miles)
FY18	91%	87%	95%	85%	84%	96%	89%	87%	88%	4.07
FY19	91%	86%	96%	75%	80%	89%	87%	82%	85%	3.22
FY20	90%	92%	98%	87%	82%	95%	90%	92%	89%	3.21
FY21	91%	95%	98%	92%	81%	95%	88%	81%	88%	4.22
FY22	91%	91%	97%	85%	81%	93%	88%	85%	87%	4.50
FY26	91%	92%	98%	87%	81%	94%	88%	85%	88%	4.50



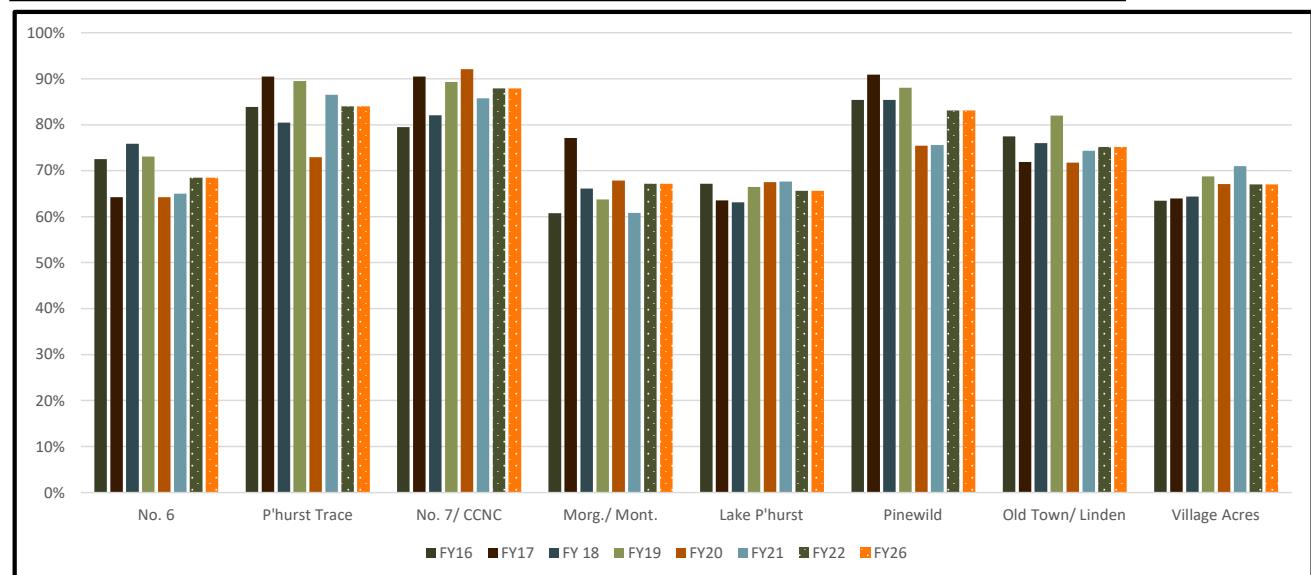
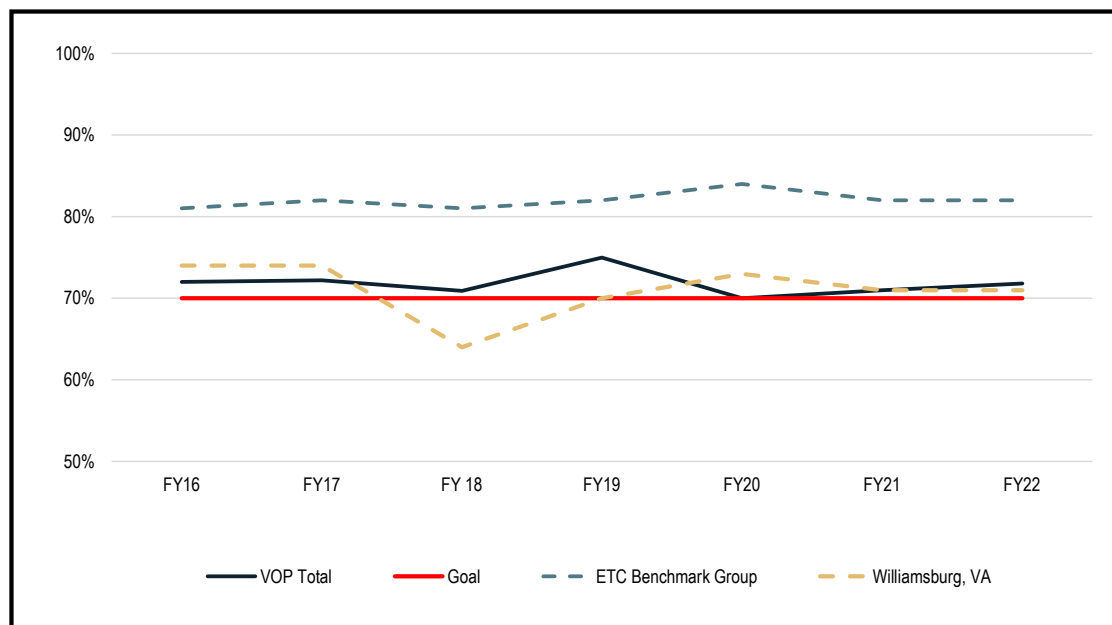
Projected FY22-26 based on 3 year historical averages

Village of Pinehurst

Goal 4: Promote transportation mobility and connectivity

% of residents satisfied with street lighting (by neighborhood)

Fiscal Year	No. 6	P'hurst Trace	No. 7/ CCNC	Morg./ Mont.	Lake P'hurst	Pinewild	Old Town/ Linden	Village Acres	VOP Total	Goal	ETC Benchmark Group	Williamsburg, VA
FY16	73%	84%	79%	61%	67%	85%	78%	63%	72%	70%	81%	74%
FY17	64%	90%	90%	77%	64%	91%	72%	64%	72%	70%	82%	74%
FY 18	76%	80%	82%	66%	63%	85%	76%	64%	71%	70%	81%	64%
FY19	73%	89%	89%	64%	66%	88%	82%	69%	75%	70%	82%	70%
FY20	64%	73%	92%	68%	68%	75%	72%	67%	70%	70%	84%	73%
FY21	65%	86%	86%	61%	68%	76%	74%	71%	71%	70%	82%	71%
FY22	69%	84%	88%	67%	66%	83%	75%	67%	72%	70%	82%	71%
FY26	69%	84%	88%	67%	66%	83%	75%	67%	72%	70%	82%	70%



Projected FY22-26 based on 5 year averages of historical actuals

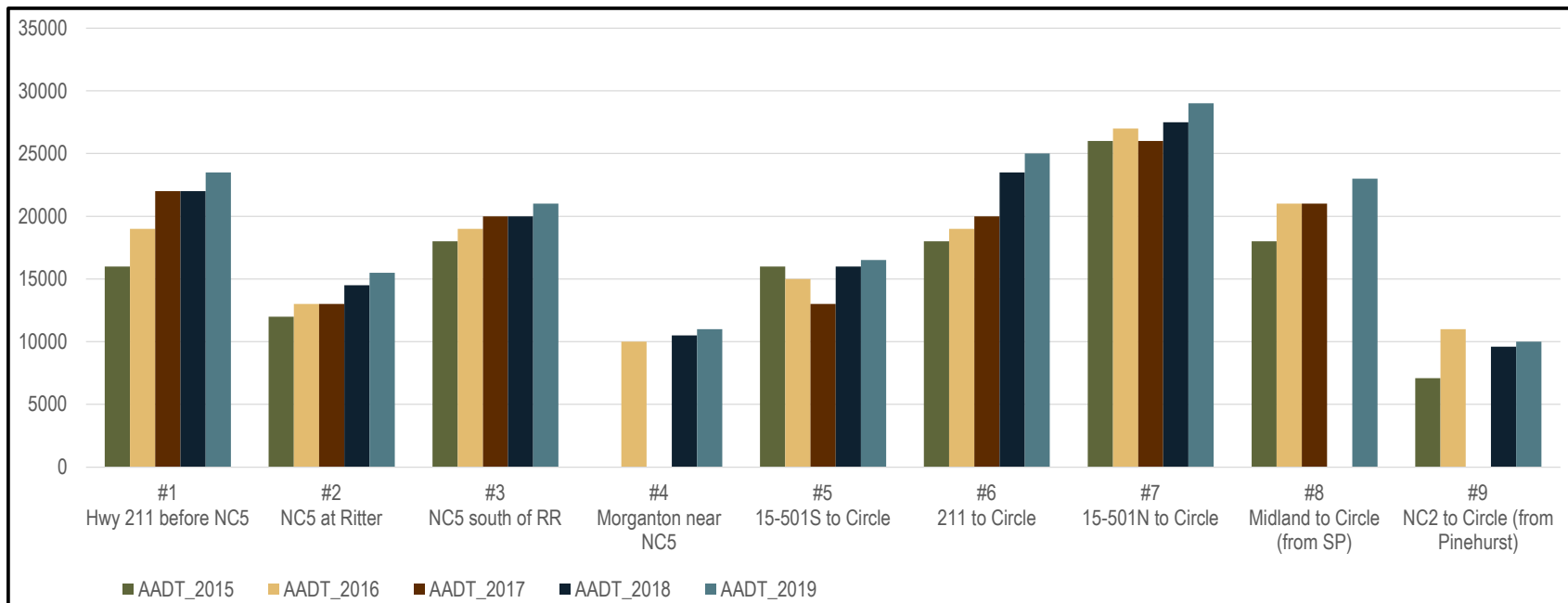
Village of Pinehurst

Goal 4: Promote transportation mobility and connectivity

NCDOT Annual Average Daily Traffic Counts

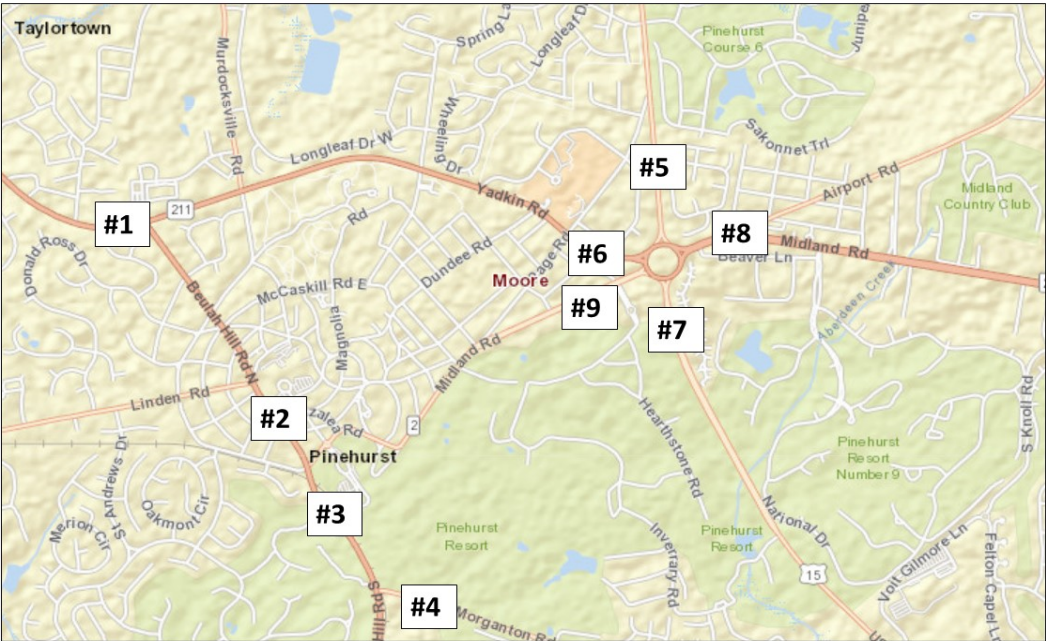
Annual average daily traffic (AADT) volume maps that present the traffic average for a specific year at specific points on North Carolina's roads. See map included below with locations identified by numbers.

	#1 Hwy 211 before NC5	#2 NC5 at Ritter	#3 NC5 south of RR	#4 Morganton near NC5	#5 15-501S to Circle	#6 211 to Circle	#7 15-501N to Circle	#8 Midland to Circle (from SP)	#9 NC2 to Circle (from Pinehurst)
LocationID	630000179	630000174	630000149	630000401	630000168	630000246	630000219	630000143	630000236
Route ID	30000211063	30000005063	30000005063	40001205063		30000211063	20000015063	30000002063	30000002063
ROUTE	NC 211	NC 5	NC 5	SR 1205	US 15-501		US 15-501	NC 2	NC 2
LOCATION	W OF NC 5	N OF NC 2	N OF SR 1205	E OF NC 5	N OF NC 211	E OF SR 1208	S OF NC 2	E OF US 15-501	W OF US 15-501
AADT_2009	16000	12000	18000		16000	16000	26000	17000	7500
AADT_2010	15000	11000	17000	8100	15000	15000	21000	17000	7500
AADT_2011	17000	12000	19000		16000	17000	28000	19000	8400
AADT_2012	18000	13000	19000	9000	18000	18000	29000	20000	8500
AADT_2013	13000	11000	17000		16000		26000	18000	8700
AADT_2014			18000			19000		17000	7600
AADT_2015	16000	12000	18000		16000	18000	26000	18000	7100
AADT_2016	19000	13000	19000	10000	15000	19000	27000	21000	11000
AADT_2017	22000	13000	20000		13000	20000	26000	21000	
AADT_2018	22000	14500	20000	10500	16000	23500	27500		9600
AADT_2019	23500	15500	21000	11000	16500	25000	29000	23000	10000



Village of Pinehurst
Goal 4: Promote transportation mobility and connectivity

NCDOT Traffic Count Locations

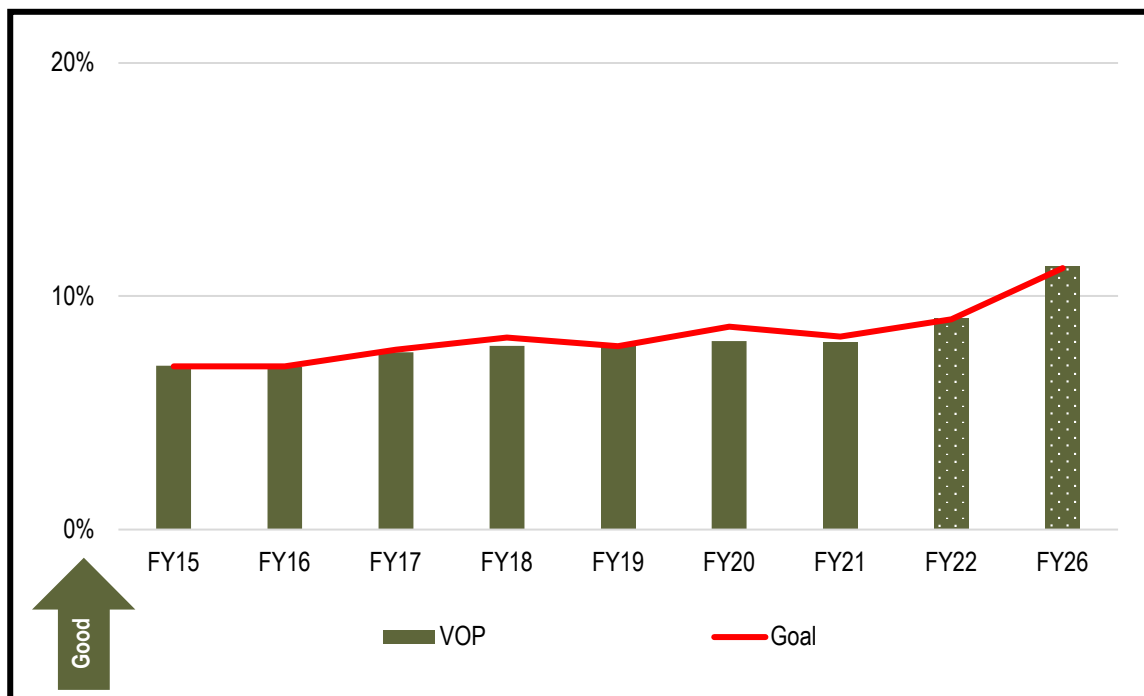


Village of Pinehurst

Goal 4: Promote transportation mobility and connectivity

% of lane miles with walkways

Fiscal Year	VOP	Goal
FY15	7.01%	7.00%
FY16	6.96%	7.00%
FY17	7.59%	7.70%
FY18	7.87%	8.23%
FY19	7.92%	7.86%
FY20	8.07%	8.69%
FY21	8.03%	8.27%
FY22	9.04%	9.00%
FY26	11.29%	11.20%



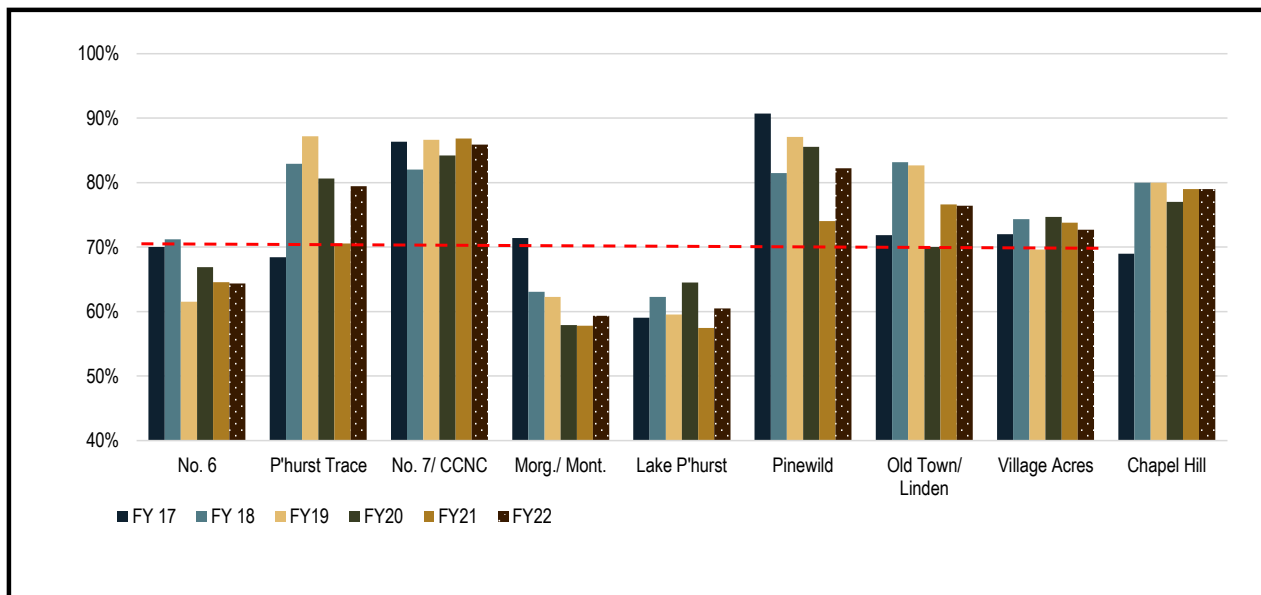
The projections are based on additional funding anticipated as a result of Long Range Comp Plan as well as acceptance of sidewalks in Walker Station in FY 2021 and acceptance of sidewalks in Winston Pines and on Winged Foot in FY 2022. \$200,000 included in budget request for FY 2021 and \$400,000 in FY22-25.

Village of Pinehurst

Goal 4: Promote transportation mobility and connectivity

% of residents satisfied with the availability of walkways

Fiscal Year	No. 6	P'hurst Trace	No. 7/ CCNC	Morg./ Mont.	Lake P'hurst	Pinewild	Old Town/ Linden	Village Acres	VOP Total	Goal	Chapel Hill
FY 17	70%	68%	86%	71%	59%	91%	72%	72%	71%	70%	69%
FY 18	71%	83%	82%	63%	62%	81%	83%	74%	72%	70%	80%
FY19	62%	87%	87%	62%	60%	87%	83%	70%	70%	70%	80%
FY20	67%	81%	84%	58%	65%	86%	70%	75%	71%	70%	77%
FY21	65%	71%	87%	58%	57%	74%	77%	74%	67%	70%	79%
FY22	64%	79%	86%	59%	60%	82%	76%	73%	71%	70%	79%
FY26	65%	77%	86%	58%	61%	81%	74%	74%	70%	70%	79%



FY22-26 projections were based on three year averages for VOP and comps

Village of Pinehurst
 Goal 5: Preserve the Environment
 FY 2023 SOP

What does the data tell us? (LeTCI)	
Strength	Opportunity for Improvement
High resident satisfaction with solid waste services	Determine potential ways to recycle glass curbside
Strong participation in recycling efforts	Monitor hiring and retention issues, such as a CDL shortage and pay.
Increased the percentage of stormwater complaints resolved quickly	Implement mobile technology for trucks to ensure greater efficiency, effectiveness, and accountability.
What other data do we need?	
Complaints per collection address point, per neighborhood	

Solid Waste Services										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of solid waste routes completed on schedule	100%	100%	100%	99%	99%	99%	Key KPI	WP10	In Process	Provide effective and efficient solid waste collection services
# of tons of yard debris collected per solid waste FTE	1,219	1,078	890	1,044	1044	1114	Key KPI	WP10		Provide effective and efficient solid waste collection services
# of tons of household trash collected per solid waste FTE	1,257	1,378	1572	1,657	1,657	1,771	Key KPI	WP10		Provide effective and efficient solid waste collection services
# of tons of recycling collected per solid waste FTE	453	324	257	325	325	350	Key KPI	WP10		Provide effective and efficient solid waste collection services
% of MY VOP solid waste request completed on time	99%	98%	99%	95%	98%	98%	Key KPI	WP10		Provide effective and efficient solid waste collection services
# of solid waste collection complaints per 1,000 collection points	0.61	0.76	1.04	0.80	0.80	0.80	Other			Provide effective and efficient solid waste collection services
% of residents satisfied with solid waste services	92%	96%	96%	95%	95%	95%	Corp BSC	WP10	End Quality	Provide effective and efficient solid waste collection services
% of residents satisfied with yard waste collection	95%	97%	96%	-	-	-	Survey- CS	WP10		Provide effective and efficient solid waste collection services
% of residents satisfied with household trash collection	97%	98%	98%	-	-	-	Survey- CS	WP10		Provide effective and efficient solid waste collection services

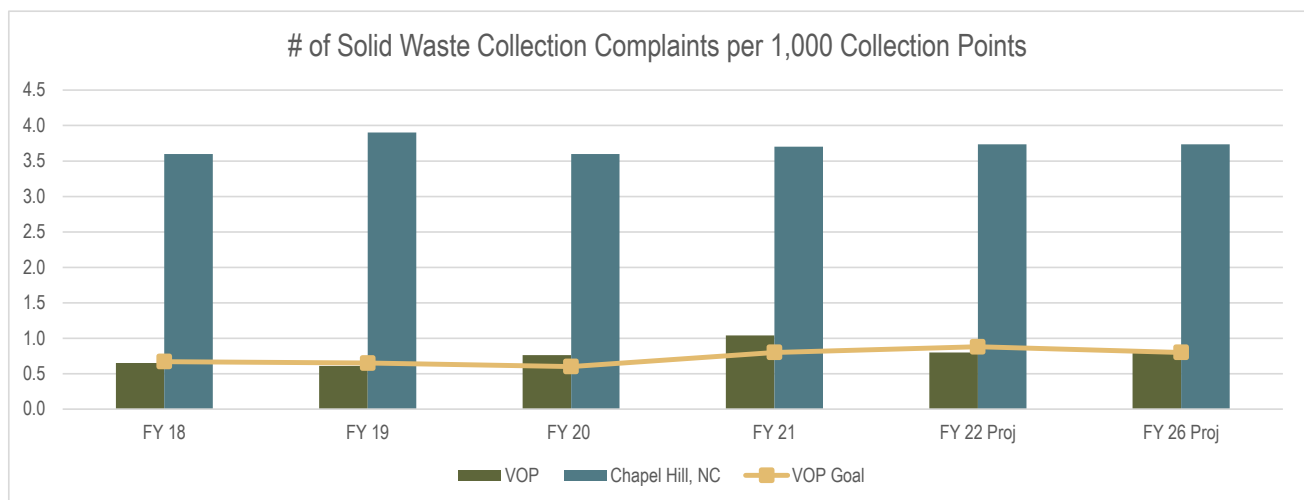
Recycling Services										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of refuse diverted from the landfill	27%	20%	15%	20%	20%	20%	Corp BSC	WP10	In Process	Conserve natural resources
% of households participating in curbside recycling	89%	92%	93%	90%	94%	94%	Key KPI	WP10		Conserve natural resources
Total # of tons recycled per household (including collection by outside vendors)	0.23	0.15	0.12	n/a	0.15	0.15	Key KPI	WP10		Conserve natural resources
% of residents satisfied with the promotion of natural resource conservation	86%	92%	89%	90%	90%	90%	Corp BSC		End Quality	Conserve natural resources
% of residents satisfied with recycling collection	86%	94%	92%	-	-	-	Survey- CS	WP10		Conserve natural resources

Stormwater Management										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of stormwater complaints addressed on time	84%	94%	97%	90%	95%	95%	Key KPI	WP11	In Process	Manage stormwater systems
MyVOP stormwater requests (by neighborhood) with resident satisfaction by neighborhood							Other	WP11		Manage stormwater systems
MyVOP stormwater complaints by month with rainfall totals by month per year				-	-	-	Other	WP11		Manage stormwater systems
% of residents satisfied with the quality of the stormwater runoff management system	77%	84%	83%	80%	81%	85%	Corp BSC	WP11	End Quality	Manage stormwater systems

Village of Pinehurst
Goal 5: Preserve the Environment

of solid waste collection complaints per 1,000 collection points

	VOP	VOP Goal	Chapel Hill, NC	Benchmarking
FY 18	0.65	0.67	3.6	28.9
FY 19	0.61	0.65	3.9	27.4
FY 20	0.76	0.60	3.6	23
FY 21	1.04	0.80	3.7	26.4
FY 22 Proj	0.80	0.88	3.7	25.6
FY 26 Proj	0.80	0.80	3.7	25.6

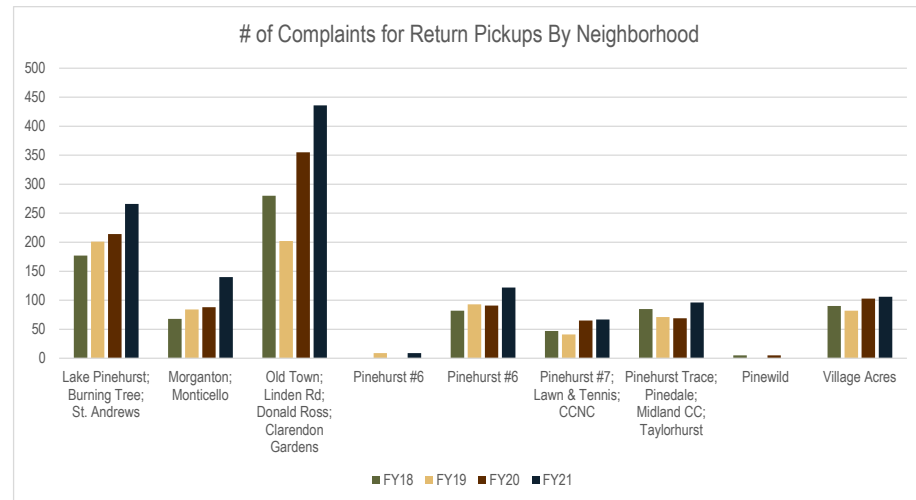


*Benchmarked projections are based on three-year averages

Village of Pinehurst
Goal 5: Preserve the Environment

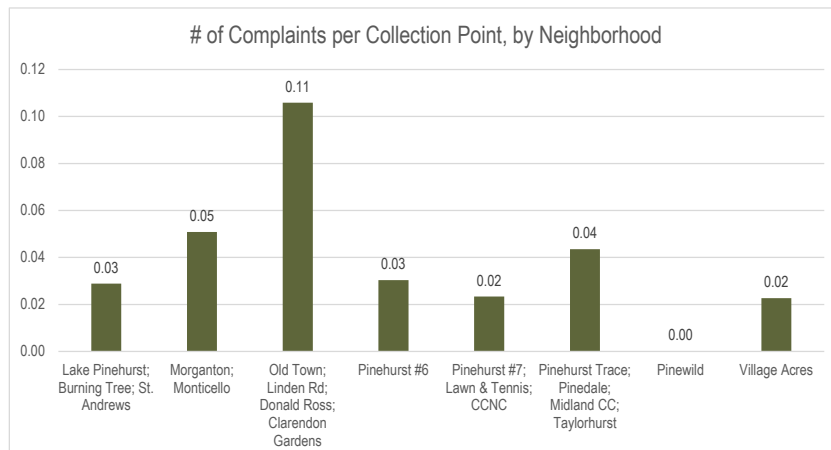
of solid waste collection complaints

# of Complaints for Return Pickups By Neighborhood										
	Lake Pinehurst; Burning Tree; St. Andrews	Morganton; Monticello	Old Town; Linden Rd; Donald Ross; Clarendon Gardens	Pinehurst #6	Pinehurst #6	Pinehurst #7; Lawn & Tennis; CCNC	Pinehurst Trace; Pinedale; Midland CC; Taylorhurst	Pinewild	Village Acres	TOTALS
FY18	177	68	280		82	47	85	5	90	834
FY19	201	84	202	9	93	41	71	0	82	774
FY20	214	88	355		91	65	69	5	103	990
FY21	266	140	436	9	122	67	96	0	106	1233



% of Complaints per collection point, by neighborhood

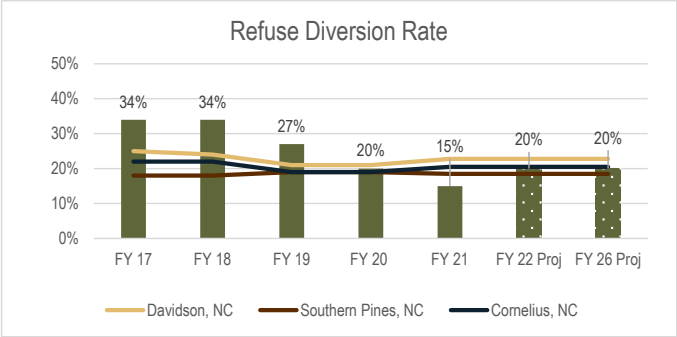
	Lake Pinehurst; Burning Tree; St. Andrews	Morganton; Monticello	Old Town; Linden Rd; Donald Ross; Clarendon Gardens	Pinehurst #6	Pinehurst #7; Lawn & Tennis; CCNC	Pinehurst Trace; Pinedale; Midland CC; Taylorhurst	Pinewild	Village Acres
FY21	0.03	0.05	0.11	0.03	0.02	0.04	0.00	0.02



Village of Pinehurst
Goal 5: Preserve the Environment

of solid waste collection points vs. Residents satisfied with solid waste services

	VOP	Davidson, NC	Southern Pines, NC	Cornelius, NC
FY 17	34%	25%	18%	22%
FY 18	34%	24%	18%	22%
FY 19	27%	21%	19%	19%
FY 20	20%	21%	19%	19%
FY 21	15%	23%	19%	21%
FY 22 Proj	20%	23%	19%	21%
FY 26 Proj	20%	23%	19%	21%



Village of Pinehurst
 Goal 6: Promote active living and cultural opportunities
 FY 2023 SOP

What does the data tell us? (LeTCI)	
Strength	Opportunity for Improvement
High satisfaction levels with Parks and Recreation facilities	Increase athletic field availability through the use of new/alternative turfs (synthetic turf)
High satisfaction levels with Parks and Recreation programs	Increase the percentage of resident participation in both recreation and athletic programs
High satisfaction levels with cultural arts events	
What other data do we need?	
Wait-list numbers for athletic/recreation programs, broken down by resident and non-resident	

Athletic and Recreation Programs										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
Total # of participants in athletic and recreation programs	4,343	3,392	4,085	4,000	4,000	4,330	PR KPI	WP12	In Process	Provide recreation programs, facilities, and cultural events
Resident participation rate as a % of total participants in athletic and recreation programs	72%	74%	66%	73%	73%	73%	PR KPI	WP12		Provide recreation programs, facilities, and cultural events
Residents recreation program participants as a % of population	18%	14%	9%	8%	8%	10%	PR KPI	WP12		Provide recreation programs, facilities, and cultural events
# of recreation program participants per Recreation Coordinator FTE	2,171.5	1,696	2,043	2,000	2,000	2,165	PR KPI	WP12		Provide recreation programs, facilities, and cultural events
% of residents satisfied with the quality of youth recreation programs	92%	94.70%	95%	95%	95%	95%	PR KPI	WP12	End Quality	Provide recreation programs, facilities, and cultural events
% of residents satisfied with the quality of adult recreation programs	93%	93%	93%	95%	95%	95%	PR KPI	WP12		Provide recreation programs, facilities, and cultural events
% of residents satisfied with P&R programs	98%	99%	98%	95%	98%	98%	Corp BSC	WP12		Provide recreation programs, facilities, and cultural events
% of recreation participants satisfied with athletic and recreation programs	99%	95%	97%	95	95	95	PR KPI	WP12		Provide recreation programs, facilities, and cultural events
Parks and Recreation Facilities										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
# of acres of developed parks per 1,000 population	8.56	8.38	8.20	11.5	8.1	11.49	Key KPI		In Process	Provide recreation programs, facilities, and cultural events
% of residents satisfied with P&R facilities	96%	99%	98%	95%	97%	97%	Corp BSC	WP12	End Quality	Provide recreation programs, facilities, and cultural events
% of residents satisfied with the quality of recreation indoor facilities	88%	93%	96%	-	-	-	Survey-CS			Provide recreation programs, facilities, and cultural events

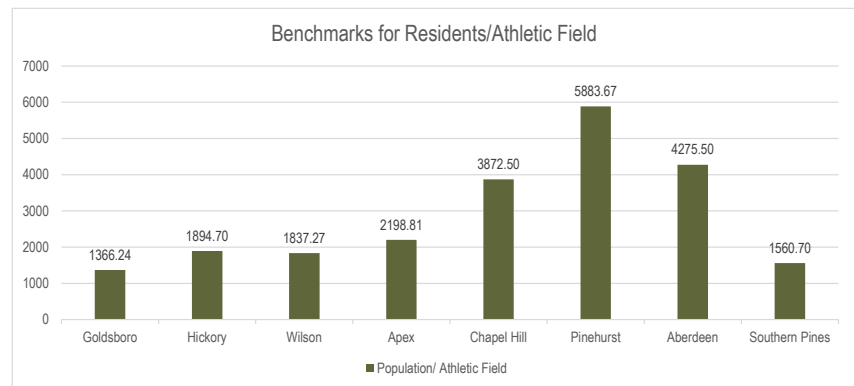
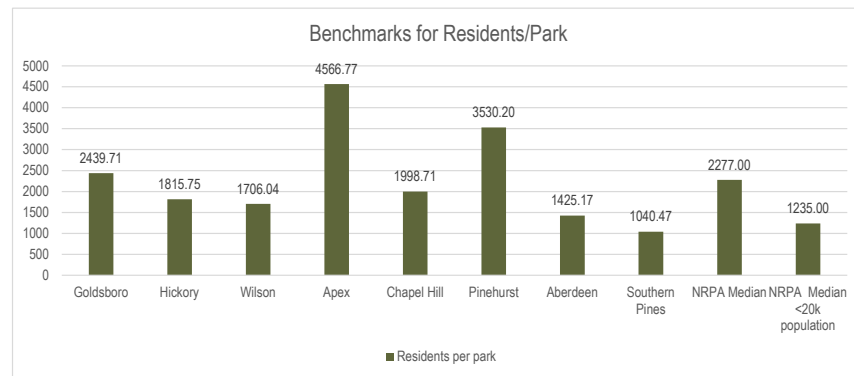
Cultural Events										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
# of Village sponsored cultural arts events	64	62	56	67	67	67	Key KPI	WP13	In Process	Provide recreation programs, facilities, and cultural events
% of residents satisfied with Village sponsored cultural arts events	93%	93%	94%	90%	93%	93%	Corp BSC	WP13	End Quality	Provide recreation programs, facilities, and cultural events

Village of Pinehurst

Goal 6: Promote active living and cultural opportunities

Parks and Recreation Benchmarks

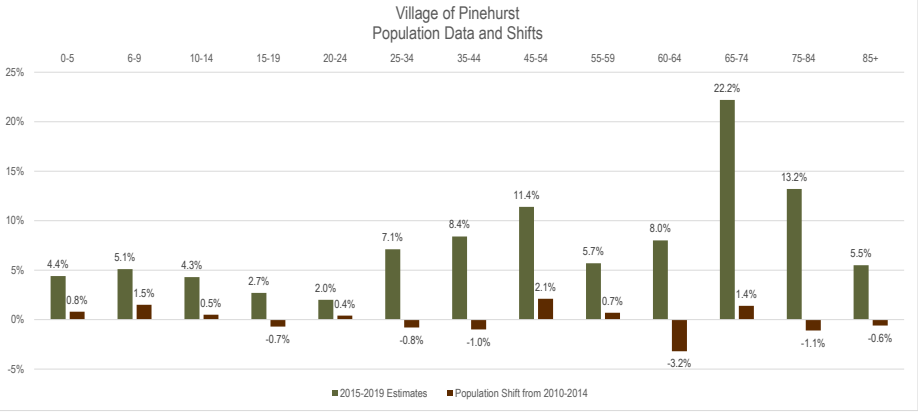
Region	Residents per park	Acres of parkland/ 1,000 residents	Miles of Trail	Staffing per 10,000 residents	Athletic Fields	July 2021 Population	Population/ Athletic Field
Goldsboro	2439.71	6.82	4.50	14.14	25	34156	1366.24
Hickory	1815.75	10.27	16.00	5.28	23	43578	1894.70
Wilson	1706.04	8.37	7.50	9.32	26	47769	1837.27
Apex	4566.77	10.41	21.90	6.99	27	59368	2198.81
Chapel Hill	1998.71	17.98	15.50	11.46	16	61960	3872.50
Pinehurst	3530.20	17.24	7.60	6.80	3	17651	5883.67
Aberdeen	1425.17	15.20	1.50	5.85	2	8551	4275.50
Southern Pines	1040.47	30.87	12.00	8.33	10	15607	1560.70
NRPA Median	2277.00	9.90	12.00	8.20			
NRPA Median <20k population	1235.00	12.40	3.00	10.30			



Village of Pinehurst
Goal 6: Promote active living and cultural opportunities

Population Shifts by Age Ranges, with Benchmarked Communities

	Aberdeen town, North Carolina			Apex town, North Carolina			Chapel Hill town, North Carolina			Davidson town, North Carolina			Goldsboro city, North Carolina			Hickory city, North Carolina			Southern Pines town, North Carolina			Wilson city, North Carolina			Pinehurst village, North Carolina		
Age Range	2015-2019 Estimates	2010-2014 Estimates	Population Shift	2015-2019 Estimates	2010-2014 Estimates	Population Shift	2015-2019 Estimates	2010-2014 Estimates	Population Shift	2015-2019 Estimates	2010-2014 Estimates	Population Shift	2015-2019 Estimates	2010-2014 Estimates	Population Shift	2015-2019 Estimates	2010-2014 Estimates	Population Shift	2015-2019 Estimates	2010-2014 Estimates	Population Shift	2015-2019 Estimates	2010-2014 Estimates	Population Shift	2015-2019 Estimates	2010-2014 Estimates	Population Shift
0-5	10.30%	7.20%	3.10%	6.60%	7.90%	-1.30%	3.30%	3.50%	-0.20%	4.50%	4.50%	0.00%	6.60%	8.60%	-2.00%	5.20%	6.00%	-0.80%	6.20%	5.10%	1.10%	5.80%	7.00%	-1.20%	4.40%	3.60%	0.80%
6-9	8.20%	7.60%	0.60%	8.80%	9.00%	-0.20%	4.90%	4.30%	0.60%	7.50%	7.10%	0.40%	6.20%	7.00%	-0.80%	6.10%	7.00%	-0.90%	5.90%	4.70%	1.20%	6.80%	6.60%	0.20%	5.10%	3.60%	1.50%
14	4.40%	6.90%	-2.50%	9.50%	9.90%	-0.40%	5.10%	5.20%	-0.10%	8.70%	7.90%	0.80%	4.50%	5.50%	-1.00%	6.60%	6.10%	0.50%	4.70%	5.70%	-1.00%	6.80%	6.90%	-0.10%	4.30%	3.80%	0.50%
19	4.30%	5.50%	-1.20%	6.50%	8.00%	-1.50%	13.80%	15.70%	-1.90%	12.40%	12.70%	-0.30%	6.50%	5.80%	0.70%	8.00%	6.90%	1.10%	3.70%	5.30%	-1.60%	7.00%	7.20%	-0.20%	2.70%	3.40%	-0.70%
24	7.60%	5.00%	2.60%	4.50%	3.90%	0.60%	21.40%	20.00%	1.40%	7.80%	9.60%	-1.80%	9.20%	8.50%	0.70%	6.90%	7.50%	-0.60%	4.30%	3.00%	1.30%	6.70%	6.60%	0.10%	2.00%	1.60%	0.40%
34	17.70%	15.10%	2.60%	10.60%	10.00%	0.60%	12.00%	11.90%	0.10%	6.50%	7.30%	-0.80%	16.20%	15.50%	0.70%	13.40%	12.50%	0.90%	14.20%	10.60%	3.60%	12.70%	12.30%	0.40%	7.10%	7.90%	-0.80%
44	12.70%	8.30%	4.40%	18.70%	20.50%	-1.80%	9.50%	10.50%	-1.00%	12.20%	14.30%	-2.10%	9.80%	10.20%	-0.40%	12.00%	14.20%	-2.20%	12.80%	13.40%	-0.60%	11.30%	11.50%	-0.20%	8.40%	9.40%	-1.00%
54	9.20%	18.00%	-8.80%	17.50%	16.70%	0.80%	10.10%	10.60%	-0.50%	14.50%	16.50%	-2.00%	11.80%	11.90%	-0.10%	12.40%	12.50%	-0.10%	9.10%	11.30%	-2.20%	12.40%	13.90%	-1.50%	11.40%	9.30%	2.10%
59	4.70%	5.90%	-1.20%	6.10%	5.10%	1.00%	4.60%	4.90%	-0.30%	6.50%	4.90%	1.60%	5.80%	6.60%	-0.80%	6.80%	6.50%	0.30%	6.10%	5.00%	1.10%	6.60%	6.90%	-0.30%	5.70%	5.00%	0.70%
64	6.20%	3.90%	2.30%	3.30%	3.20%	0.10%	4.10%	3.40%	0.70%	5.40%	4.90%	0.50%	7.00%	5.50%	1.50%	5.80%	5.10%	0.70%	5.90%	8.00%	-2.10%	7.10%	5.70%	1.40%	8.00%	11.20%	-3.20%
74	7.70%	8.80%	-1.10%	5.00%	3.90%	1.10%	6.20%	5.20%	1.00%	8.80%	6.10%	2.70%	9.20%	7.50%	1.70%	9.60%	8.30%	1.30%	12.60%	12.60%	0.00%	9.60%	8.40%	1.20%	22.20%	20.80%	1.40%
84	5.80%	5.90%	-0.10%	1.90%	1.40%	0.50%	3.40%	3.30%	0.10%	4.20%	3.00%	1.20%	4.80%	5.30%	-0.50%	5.00%	5.40%	-0.40%	7.80%	7.00%	0.80%	5.00%	5.00%	0.00%	13.20%	14.30%	-1.10%
85+	1.30%	1.90%	-0.60%	1.10%	0.50%	0.60%	1.60%	1.50%	0.10%	1.10%	1.10%	0.00%	2.40%	2.20%	0.20%	2.20%	2.00%	0.20%	6.70%	8.30%	-1.60%	2.20%	2.10%	0.10%	5.50%	6.10%	-0.60%
average age (year)	34.40	37.3	-7.77%	37.10	35.9	3.34%	25.80	25.8	0.00%	37.20	35.7	4.20%	36.00	34.4	4.65%	38.10	38	0.26%	42.80	46.9	-8.74%	38.60	38.2	1.05%	59.4	61.1	-2.78%
per 18 year	25.40%	25.00%	0.40%	29.90%	32.40%	-2.50%	16.10%	16.60%	-0.50%	24.70%	22.90%	1.80%	21.20%	24.60%	-3.40%	22.30%	23.00%	-0.70%	18.80%	19.00%	-0.20%	23.20%	24.40%	-1.20%	16.00%	13.80%	2.20%
year s and	76.50%	76.30%	0.20%	73.40%	71.20%	2.20%	85.60%	86.30%	-0.70%	78.00%	79.20%	-1.20%	81.50%	77.90%	3.60%	81.00%	79.40%	1.60%	82.50%	83.40%	-0.90%	79.10%	78.00%	1.10%	85.50%	88.20%	-2.70%
year s and	74.60%	75.00%	-0.40%	70.10%	67.60%	2.50%	83.90%	83.40%	0.50%	75.30%	77.10%	-1.80%	78.80%	75.40%	3.40%	77.70%	77.00%	0.70%	81.20%	81.00%	0.20%	76.80%	75.60%	1.20%	84.00%	86.20%	-2.20%
year s and	70.30%	71.70%	-1.40%	67.80%	64.50%	3.30%	66.50%	64.50%	2.00%	64.40%	64.30%	0.10%	74.30%	72.00%	2.30%	72.50%	72.50%	0.00%	79.20%	78.40%	0.80%	72.30%	70.70%	1.60%	82.90%	85.50%	-2.60%
year s and	17.70%	19.70%	-2.00%	9.90%	7.80%	2.10%	13.70%	12.20%	1.50%	17.40%	13.30%	4.10%	20.30%	18.20%	2.10%	20.40%	18.60%	1.80%	31.10%	32.40%	-1.30%	21.00%	18.90%	2.10%	45.90%	48.70%	-2.80%
year s and	14.80%	16.60%	-1.80%	7.90%	5.80%	2.10%	11.20%	10.00%	1.20%	14.10%	10.20%	3.90%	16.40%	15.00%	1.40%	16.90%	15.60%	1.30%	27.20%	27.90%	-0.70%	16.70%	15.50%	1.20%	40.90%	41.20%	-0.30%



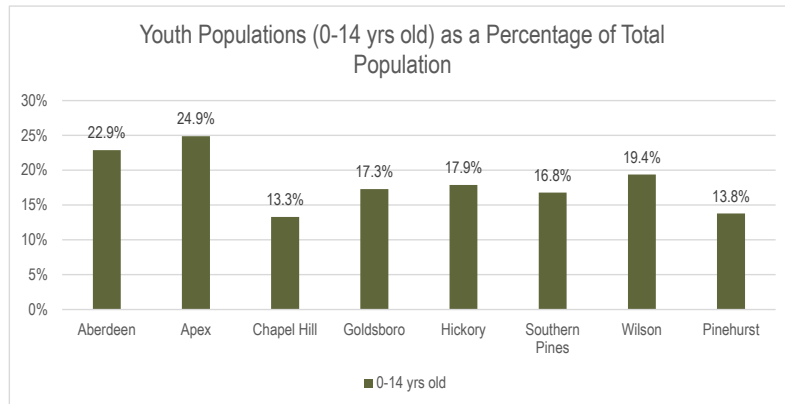
* The percentages above are pulled from the 2010-14 and 2015-2019 population estimates from the U.S. Census Bureau.

Village of Pinehurst

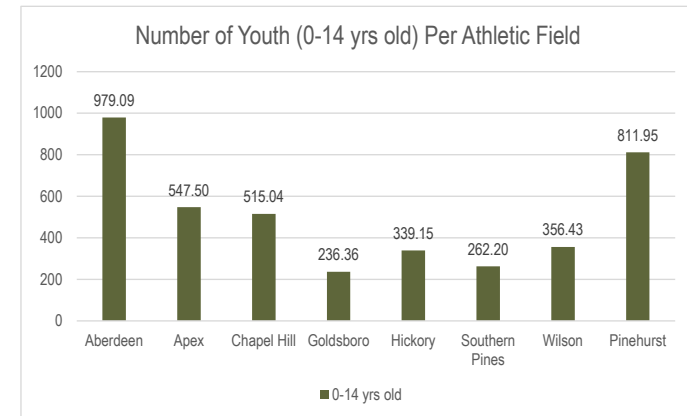
Goal 6: Promote active living and cultural opportunities

Athletic Fields available within Benchmarked Age Ranges

Age Range Populations								
Group Rang	Aberdeen	Apex	Chapel Hill	Goldsboro	Hickory	Southern Pi	Wilson	Pinehurst
0-14 yrs old	22.9%	24.9%	13.3%	17.3%	17.9%	16.8%	19.4%	13.8%



Athletic Fields per Subset of Population								
Group Ranges	Aberdeen	Apex	Chapel Hill	Goldsboro	Hickory	Southern Pi	Wilson	Pinehurst
0-14 yrs old	979.09	547.50	515.04	236.36	339.15	262.20	356.43	811.95



* The analysis above utilizes percentage ranges from the U.S. Census Bureau's 2015-2019 estimates and the North Carolina State Demographer's July 2020 certified population.

Village of Pinehurst
Goal 7: Professionally Manage a High Performing Organization
FY 2023 SOP

What does the data tell us? (LeTCI)	
Strength	Opportunity for Improvement
High performance levels for residents satisfied with communications on Village Services and events	Monitor Initiative Action Plans to ensure they achieve targeted results
High performance levels for residents and businesses with customer service provided by VOP	Provide more digital opportunities within Village lobby areas, such as digital signage and kiosks
There are a variety of platforms and tools used to communicate/engage with community members	
High level of responsiveness to MyVOP requests	
Overall results show high level of VOP transparency with the community	
High level of resident satisfaction with the value they receive for taxes paid	
Overall results show high level of VOP transparency with the community	
High level of resident satisfaction who rate the quality of life as good or excellent (a core tenant of the Village's mission)	
What other data do we need?	
Customer satisfaction data from MyVOP	

Communication and Engagement										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
Total # of followers on all social media sites	19,209	21,830	24,592	27,100	27,100	39,700	Key KPI	SP1	In Process	Communicate with and engage the community
Total # of site visits for online engagement portals	4,904	6,591	4,445	4,000	4,000	4,000	Key KPI	SP1		Communicate with and engage the community
eNews open rate	38%	40%	37%	38%	38%	38%	Key KPI	SP1		Communicate with and engage the community
% of MyVOP requests responded to on-time	96%	97%	98%	95%	95%	95%	AD KPI	SP1		Communicate with and engage the community
% of Council agendas with supporting materials posted to the Village website 5 days in advance of meetings	100%	100%	100%	99%	99%	99%	Key KPI	SP2		Communicate with and engage the community
% of Council meeting videos posted to the Village website within 24 hours of the meeting	100%	100%	100%	99%	99%	99%	Key KPI	SP2		Communicate with and engage the community
% of P&Z/BOA/HPC agendas with supporting materials posted to the Village website 5 days in advance of meetings	100%	100%	100%	99%	99%	99%	Key KPI	SP2		Communicate with and engage the community
% of P&Z/BOA and HPC meeting videos posted to the Village website within 24 hours of the meeting		100%	100%	99%	99%	99%	Key KPI	SP2		Communicate with and engage the community
# of website sessions	181,380	121,289	164,375	130,000	130,000	130,000	Key KPI			Communicate with and engage the community
% of Initiative Action Plans (IAPs) that achieve targeted results	57%	88%	57%	80%	80%	80%	Key KPI	SP3		Continuously improve and innovate
% of residents satisfied with Village communications	96%	97%	97%	95%	95%	95%	Corp BSC	SP1	End Quality	Communicate with and engage the community
% of businesses satisfied with VOP efforts to communicate with businesses	92%	92%	93%	90%	90%	90%	AD KPI	SP1		Communicate with and engage the community
% of residents satisfied with Village efforts to keep residents informed about local issues	90%	93%	92%	90%	90%	90%	AD KPI	SP2		Communicate with and engage the community
% of residents satisfied with the level of public involvement in local decisions	92%	87%	87%	85%	88%	88%	Corp BSC	SP1		Communicate with and engage the community

Customer Service										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of key suppliers with annual performance reviews	100%	100%	100%	100%	100%	100%	AD KPI		In Process	Key Suppliers
% of residents satisfied with customer service provided by VOP staff	97%	98%	98%	95%	98%	98%	Corp BSC	SP1	End Quality	Provide a high level of customer service
% of businesses satisfied with customer service provided by VOP staff	97%	96%	97%	95%	95%	95%	AD KPI	SP1		Provide a high level of customer service
% of residents satisfied with effectiveness of VM and appointed staff	92%	96%	93%	-	-	-	Survey- CS			Provide a high level of customer service
% of residents satisfied with quality of leadership provided by elected officials	87%	95%	88%	-	-	-	Survey- CS			Provide a high level of customer service
% of residents satisfied with effectiveness of appointed boards and commissions	90%	96%	90%	-	-	-	Survey- CS			Provide a high level of customer service

Maintain Village Assets										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of B&G work order requests closed within 14 days	99%	99%	100%	95%	95%	95%	BG KPI	SP4	In Process	Maintain Village assets
Average # of days to close B&G work orders	7.74	4.71	4.6	4.50	4	4	Key KPI	SP4		Maintain Village assets
% of fleet work orders completed within 2 days of receipt	99%	99%	99%	95%	95%	95%	Key KPI	SP4		Maintain Village assets
% of PMs completed on time	99%	96%	98%	95%	95%	95%	Key KPI	SP4		Maintain Village assets
% of rolling stock available	98%	99%	99%	98%	98%	98%	Key KPI	SP4		Maintain Village assets
% of IT help desk tickets closed within 2 days	94%	92%	93%	90%	91%	94%	Key KPI	SP5		Maintain Village assets
% of computers with current antivirus protection	97%	94%	94%	90%	92%	92%	Key KPI	SP5		Maintain Village assets
% of network uptime	100%	100%	100%	99%	99%	99%	Key KPI	SP5		Maintain Village assets
% of depreciable life remaining on assets	42%	40%	45%	50%	44%	47%	Corp BSC		End Quality	Maintain Village assets
% of employees satisfied with quality of B&G work performed	91%	99%	100%	95%	95%	95%	BG KPI	SP4		Maintain Village assets
% of employees satisfied that fleet repairs are made correctly the first time	83%	91%	94%	90%	90%	90%	FM KPI	SP4		Maintain Village assets
% of employees satisfied with timeliness of IT Help Desk Services	98%	99%	99%	95%	98%	98%	Survey - EE	SP5		Maintain Village assets
% of employees satisfied with the quality of IT Help Desk Services	97%	100%	99%	95%	98%	98%	Survey - EE	SP5		Maintain Village assets

Risk Management										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
Cost of risk (premiums, legal fees, & losses) as a % of General Fund expenditures	1.75%	1.93%	1.68%	2.10%	1.95%	1.95%	AD KPI		End Quality	Continuously improve and innovate

Quality of Life										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of residents satisfied with the value received for taxes paid	90%	93%	93%	90%	92%	92%	Corp BSC		End Quality	Other
% of residents who rate the quality of life as good or excellent	98%	99%	99%	97%	97%	97%	AD KPI	SP3		Other
% of businesses who rate the quality of life as good or excellent	100%	100%	100%	97%	97%	97%	AD KPI	SP3		Other
% of residents who rate the Village as a good place to live	98%	99%	99%	-	-	-	Survey- CS			Other
% of residents who rate the Village as a good place to retire	98%	99%	99%	-	-	-	Survey- CS			Other
% of residents who rate the Village as a good place to raise children	95%	96%	96%	-	-	-	Survey- CS			Other
% of residents likely to recommend	94%	95%	93%	-	-	-	Survey- CS			Other

Village of Pinehurst
 Goal 8: Attract and retain an engaged workforce
 FY 2023 SOP

What does the data tell us? (LeTCI)	
Strength	Opportunity for Improvement
Compared to our benchmarked communities, the Village is doing well attracting and retaining a qualified workforce	Storytelling opportunities that help to humanize staff members and their work in the Village. Explore an internal newsletter option
Overall high performance levels regarding job and volunteer satisfaction	Monitor the labor shortage and retention numbers
Zero work injuries due to negligence in FY21	Explore opportunities to better define metrics for attracting a high-quality workforce
	Explore ways to engage new employees
What other data do we need?	
Voluntary rate of resignation over the last 10 years	

Recruitment										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of positions filled within target date	77%	59%	78%	73%	73%	80%	SP6	Key KPI	In Process	Provide a supportive and rewarding work environment
Average # of days to recruit (requisition to start date)	82	81	73	80	75	71	SP6	HR KPI		Provide a supportive and rewarding work environment
% of turnover during the first year of employment	2.26%	2.97%	2.18%	1%	1.0%	1.0%		Key KPI		Provide a supportive and rewarding work environment
% of EEs satisfied with responsiveness of HR employee recruiting services		86%	93%	90%	90%	90%	SP6	HR KPI	End Quality	Provide a supportive and rewarding work environment

Benefits										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
Satisfaction with health insurance benefits - Mean rating	4.47	4.45	5.01	-	-	-		EE Survey	End Quality	Provide a supportive and rewarding work environment

Safety										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of work injuries that are due to negligence	51.85%	25%	0%	30%	20%	20%		Key KPI	In Process	Provide a supportive and rewarding work environment
% of accidents that are due to negligence	68%	58%	45%	65%	60%	55%		Key KPI		Provide a supportive and rewarding work environment
# of recordable Worker's Compensation claims per 100 FTEs	3.27	4.28	3.54	5.00	3.00	3.00		Key KPI		Provide a supportive and rewarding work environment

Learning and Development										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of vacancies filled with internal candidates	36%	46%	47%	35%	35%	35%	SP7	Key KPI	In Process	Provide a supportive and rewarding work environment
Promotion Rates	8%	15%	20%	8%	8%	8%	SP7	Key KPI		Provide a supportive and rewarding work environment
Someone at work encourages my professional development - Mean rating	5.1	5.24	5.13	-	-	-	SP7	EE Survey	End Quality	Provide a supportive and rewarding work environment
% of employees who agree they have received adequate training to do their job	99%	98%	97%	95%	95%	95%	SP7	HR KPI		Provide a supportive and rewarding work environment

Employee Engagement										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of turnover (all)	12%	16%	13%	10%	11%	10%		Key KPI	In Process	Provide a supportive and rewarding work environment
% of employees who agree that overall they like their job	97%	99%	98%	95%	98%	98%		Corp BSC	End Quality	Provide a supportive and rewarding work environment
% of employees likely to recommend working for the Village to a friend	98%	100%	97%	-	-	-		EE Survey		Provide a supportive and rewarding work environment
Overall employee survey agreement ratings - Mean rating	5.14	5.29	5.32	-	-	-		EE Survey		Provide a supportive and rewarding work environment
Employees who agree that overall they like their job - Mean rating	5.45	5.69	5.51	-	-	-		EE Survey		Provide a supportive and rewarding work environment
Employees who agree they are comfortable in their relationships with peers - Mean rating	5.47	5.56	5.42	-	-	-		EE Survey		Provide a supportive and rewarding work environment
Employee survey agreement ratings for Career Development overall topic - Mean rating	5.22	5.33	5.39	-	-	-		EE Survey		Provide a supportive and rewarding work environment
Employees who agree that they trust Management - Mean rating	4.84	4.9	5.07	-	-	-		EE Survey		Provide a supportive and rewarding work environment
Employee survey agreement ratings for Reward and Recognition overall topic - Mean rating	5	5.15	5.18	-	-	-		EE Survey		Provide a supportive and rewarding work environment
Management (Senior Leadership Team) follows through on promises - Mean rating	4.62	4.89		-	-	-		EE Survey		Provide a supportive and rewarding work environment

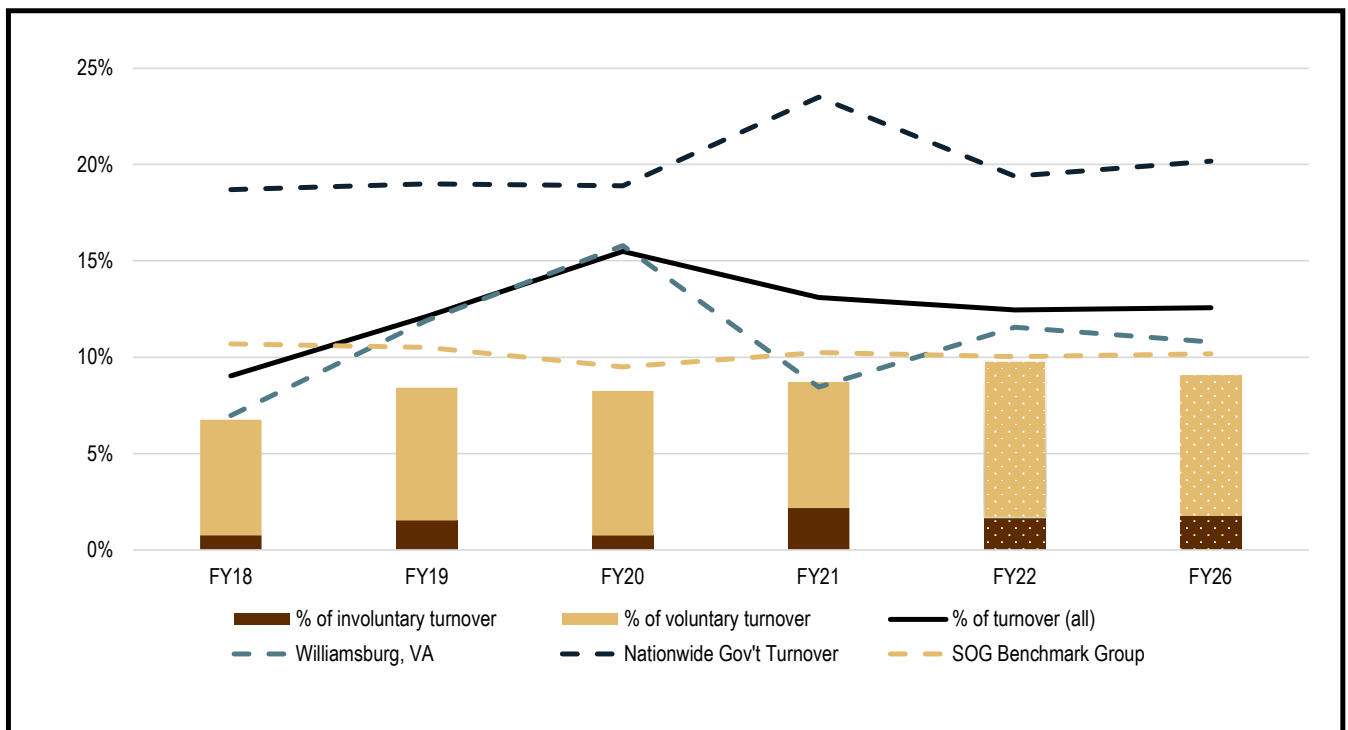
Capacity										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
Village employees per Capita								Other	In Process	
My personal workload is acceptable - Mean rating (segmented by department)	4.59	5.11	5.03	-	-	-		EE Survey	End Quality	Provide a supportive and rewarding work environment

Volunteer Engagement										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of volunteers satisfied with their volunteer role	100%	100%	98%	95%	99%	99%		Corp BSC	End Quality	Provide a supportive and rewarding work environment
% of volunteers likely to recommend volunteering for the Village	96%	100%	96%	-	-	-		Survey- Vol		Provide a supportive and rewarding work environment
% of volunteers who agree they are treated fairly and with respect	98%	100%	91%	-	-	-		Survey- Vol		
% of volunteers who agree they have trusting relationships with other volunteers	100%	100%	98%	-	-	-		Survey- Vol		
% of volunteers who feel supported	100%	95%	91%	-	-	-		Survey- Vol		
I am an active participant in the change process	92%	92%		-	-	-		Survey- Vol		Provide a supportive and rewarding work environment
VOP uses volunteer feedback to improve the organization	96%	97%		-	-	-		Survey- Vol		Provide a supportive and rewarding work environment
My committee chair appreciates my input	94%	100%		-	-	-		Survey- Vol		Provide a supportive and rewarding work environment
Volunteer survey strengths and areas with greatest opportunity for improvement								Survey- Vol		Provide a supportive and rewarding work environment

Village of Pinehurst
Goal 8: Attract and retain an engaged workforce

Turnover Rates

Fiscal Year	% of turnover (all)	% of voluntary turnover	% of involuntary turnover	% of turnover during the first year of employment	Williamsburg, VA	Nationwide Gov't Turnover	SOG Benchmark Group
FY18	9.0%	6.0%	0.8%	2.28%	7.0%	18.7%	10.7%
FY19	12.1%	6.9%	1.5%	2.26%	11.9%	19.0%	10.5%
FY20	15.5%	7.5%	0.7%	2.97%	15.8%	18.90%	9.5%
FY21	13.1%	6.5%	2.18%	2.18%	8.5%	23.50%	10.2%
FY22	12.5%	8.1%	1.7%	2.9%	11.6%	19.4%	10.0%
FY26	12.6%	7.2%	1.8%	2.9%	10.8%	20.2%	10.2%

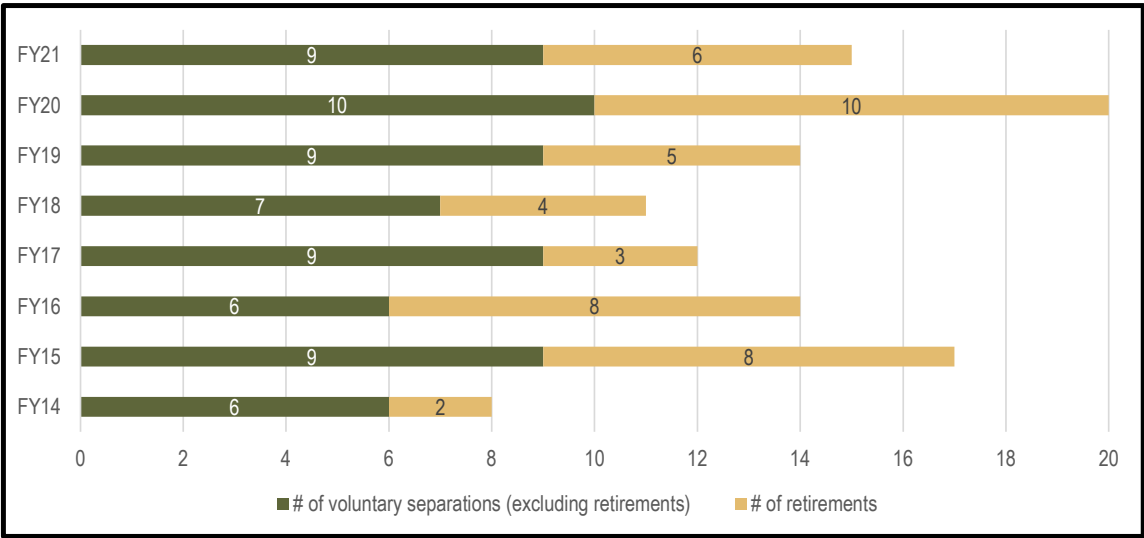


Projected 5-year historical average for 5-year planning period

Village of Pinehurst
Goal 8: Attract and retain an engaged workforce

Voluntary Turnover

Fiscal Year	# of voluntary separations (excluding retirements)	# of retirements
FY14	6	2
FY15	9	8
FY16	6	8
FY17	9	3
FY18	7	4
FY19	9	5
FY20	10	10
FY21	9	6



Village of Pinehurst
 Goal 9: Maintain a Healthy Financial Condition
 FY 2023 SOP

What does the data tell us? (LeTCI)	
Strength	Opportunity for Improvement
Overall fund balance to achieve the Village's future capital needs	Better utilization of the Harness Track. Potential influx of opportunities due to a location in Florida closing next year
The Village continues to live within its means - strong operating margin	Managing and leveraging American Recovery Plan (ARP) funds
High employee satisfaction rates with Financial Services - purchasing and payroll	
There is additional capacity for debt, if needed	
What other data do we need?	

Financial Health										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
Amended budget as a % of original budget	104.6%	101.4%	107%	105%	105%	104%	Key KPI	SP3	In Process	Meet or exceed established financial targets
Actual General Fund revenues as a % of final budget	103%	99%	105%	101%	102%	102%	Other			Meet or exceed established financial targets
Actual Revenue as a % of forecasted revenues	103.04%	98.81%	104.59%	101%	101%	101%	Key KPI	SP3		
Actual General Fund expenditures as a % of final budget	92%	80%	84%	-	92%	92%	Other			Meet or exceed established financial targets
Per capita revenues	\$1,151	\$1,224.00	\$1,205.00	-	\$1,216	\$1,252	Other			Meet or exceed established financial targets
Per capita expenditures	\$1,046	\$1,029.00	\$1,103.00	-	\$1,359	\$1,334	Other			Meet or exceed established financial targets
Assessed value per square mile	\$201,331,947	\$215,597,181	\$220,050,277	-	\$222,895,707	\$232,259,367	Other			Meet or exceed established financial targets
Total General Fund Balance as a % of actual expenditures	45%	64%	69%	30%	42%	34%	Corp BSC	SP3	End Quality	Meet or exceed established financial targets
Operating margin	86%	80%	82%	81%-91%	86%	88%	Corp BSC			Meet or exceed established financial targets
General Fund debt service ratio	1.82%	1.80%	0.75%	10%	0%	2%	Corp BSC			Meet or exceed established financial targets
Unassigned General Fund fund balance as a % of actual expenditures	29.9%	42%	15.5%	15%	15%	15%	FS KPI			Meet or exceed established financial targets

Financial Services										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% of purchase orders processed within 1 business day of submission	100%	100%	100%	95%	95%	95%	Key KPI	SP9	In Process	Meet or exceed established financial targets
# of accounts payable invoices and payments processed per accounts payable FTE per month	779	803	712	800	775	795	Key KPI	SP9		Meet or exceed established financial targets
# of payroll transactions processed per payroll technician FTE per month	677	652	675	650	665	685	Key KPI	SP8		Meet or exceed established financial targets
% of EEs satisfied with timeliness of purchasing services	97%	99%	98%	95%	95%	95%	FS KPI		End Quality	Meet or exceed established financial targets
% of EEs satisfied with quality of purchasing services	99%	100%	98%	95%	95%	95%	FS KPI			Meet or exceed established financial targets
% of EEs satisfied with accuracy of payroll processing	98%	99%	99%	95%	95%	95%	FS KPI			Meet or exceed established financial targets

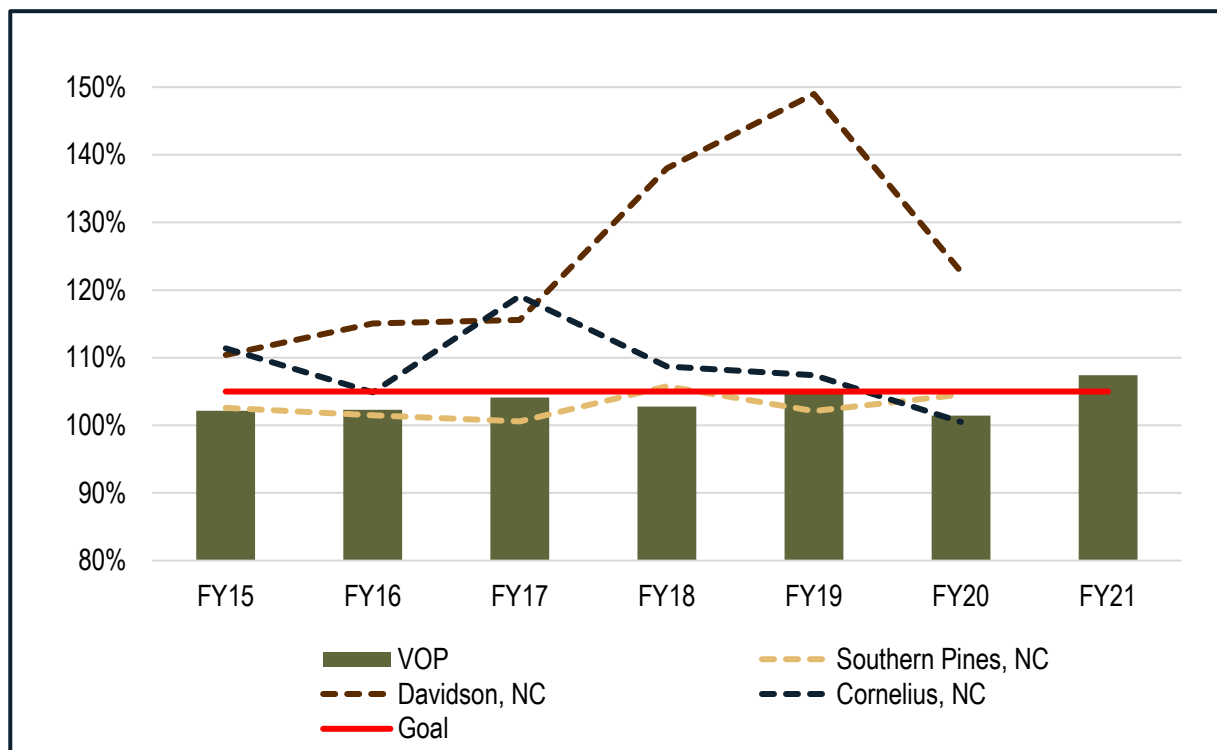
Harness Track and Fair Barn Utilization										
KPIs	FY 19	FY 20	FY 21	Goal	FY 22 Proj	FY26 Proj	Source	Process	Type	Strategic Objective
% capacity reached for stall rentals	74%	66%	48%	64%	64%	79%	Key KPI		In Process	Meet or exceed established financial targets
% of Harness Track operating expenditures recovered with fees	48%	51%	40%	45%	45%	45%	Key KPI			Meet or exceed established financial targets
Fair Barn weekend utilization rate	55%	39%	12%	59%	59%	61%	Key KPI			Meet or exceed established financial targets
% of Fair Barn operating expenditures recovered with fees	82%	53%	32%	100%	90%	95%	Key KPI			Meet or exceed established financial targets

Village of Pinehurst

Goal 9: Maintain a Healthy Financial Condition

Final amended budget as a % of original budget

Fiscal Year	VOP	Southern Pines, NC	Davidson, NC	Cornelius, NC	Goal
FY15	102.1%	102.6%	110.4%	111.4%	105%
FY16	102.3%	101.5%	115.1%	104.9%	105%
FY17	104.1%	100.6%	115.6%	119.1%	105%
FY18	102.8%	105.8%	138.0%	108.7%	105%
FY19	104.6%	102.1%	149.0%	107.4%	105%
FY20	101.4%	104.5%	122.7%	100.5%	105%
FY21	107.4%				105%
Avg	103.1%	102.9%	128.1%	108.1%	

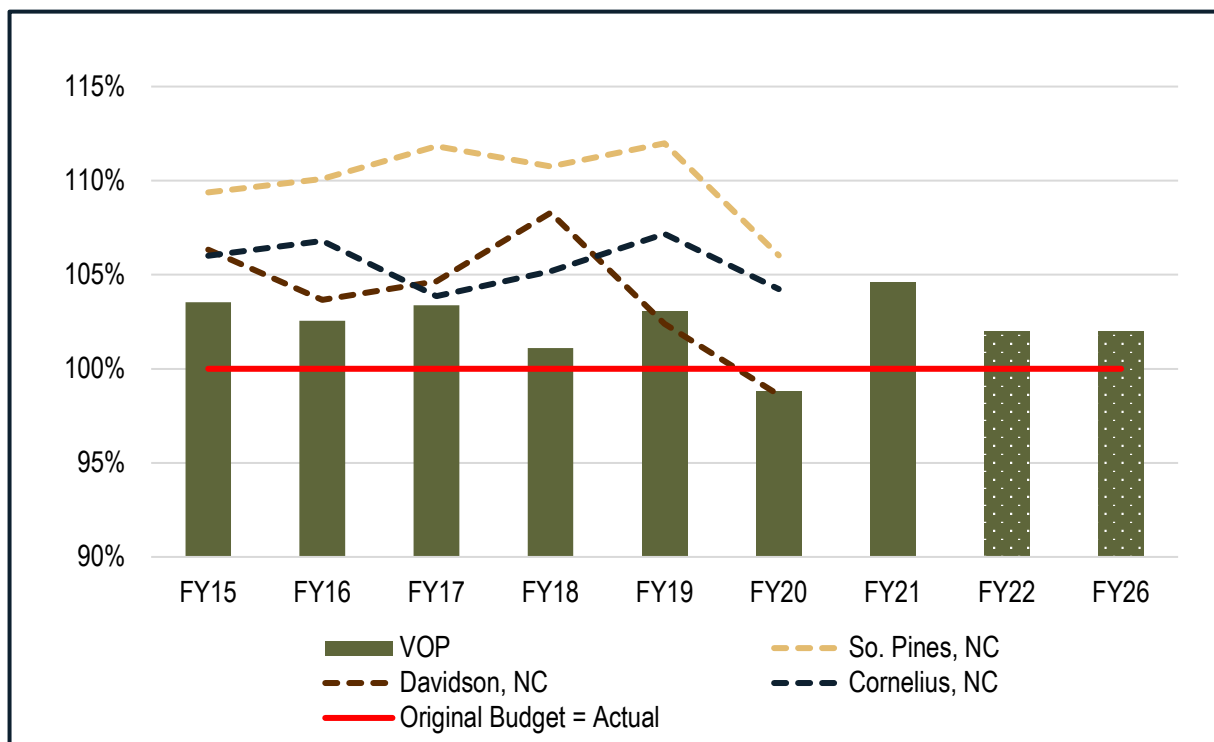


Village of Pinehurst

Goal 9: Maintain a Healthy Financial Condition

Actual General Fund revenues as a % of **final** budget revenues

Fiscal Year	VOP	So. Pines, NC	Davidson, NC	Cornelius, NC	Original Budget = Actual
FY15	104%	109%	106%	106%	100%
FY16	103%	110%	104%	107%	100%
FY17	103%	112%	105%	104%	100%
FY18	101%	111%	108%	105%	100%
FY19	103%	112%	102%	107%	100%
FY20	99%	106%	99%	104%	100%
FY21	105%				100%
FY22	102%				100%
FY26	102%				100%



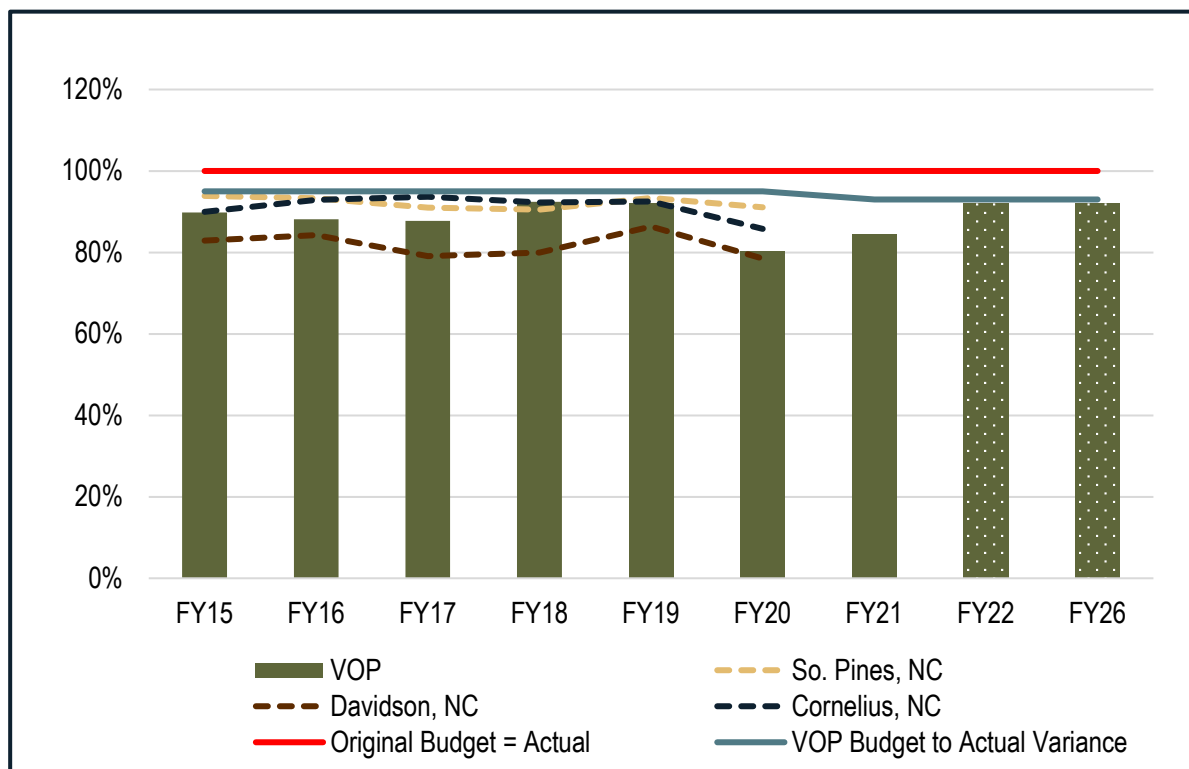
Projected VOP at 6-year historical avg (FY 2016 - 2021)

Village of Pinehurst

Goal 9: Maintain a Healthy Financial Condition

Actual General Fund expenditures as a % of **final** budget

Fiscal Year	VOP	So. Pines, NC	Davidson, NC	Cornelius, NC	Original Budget = Actual	VOP Budget to Actual Variance
FY15	89.8%	93.9%	82.9%	90.0%	100%	95%
FY16	88.1%	93.3%	84.2%	92.9%	100%	95%
FY17	87.7%	91.0%	79.1%	93.7%	100%	95%
FY18	92.4%	90.5%	80.0%	92.3%	100%	95%
FY19	92.1%	93.4%	86.4%	92.5%	100%	95%
FY20	80.4%	91.1%	78.5%	85.8%	100%	95%
FY21	84.4%				100%	93%
FY22	92.0%				100%	93%
FY26	92.0%				100%	93%



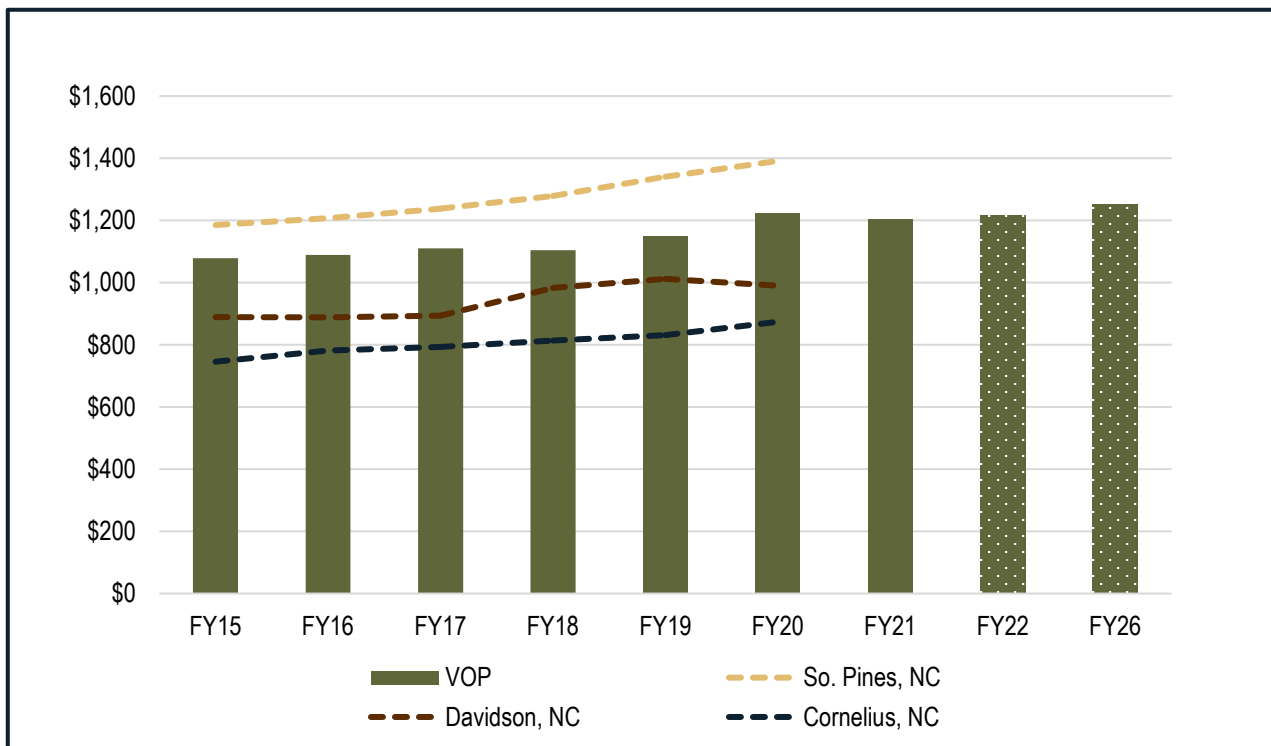
Projected VOP at 6-year historical avg

Village of Pinehurst

Goal 9: Maintain a Healthy Financial Condition

Per capita revenues

Fiscal Year	VOP	So. Pines, NC	Davidson, NC	Cornelius, NC
FY15	\$1,079	\$1,185	\$889	\$746
FY16	\$1,089	\$1,208	\$888	\$781
FY17	\$1,110	\$1,238	\$894	\$793
FY18	\$1,104	\$1,279	\$983	\$814
FY19	\$1,151	\$1,341	\$1,012	\$831
FY20	\$1,224	\$1,391	\$990	\$874
FY21	\$1,205			
FY22	\$1,216			
FY26	\$1,252			



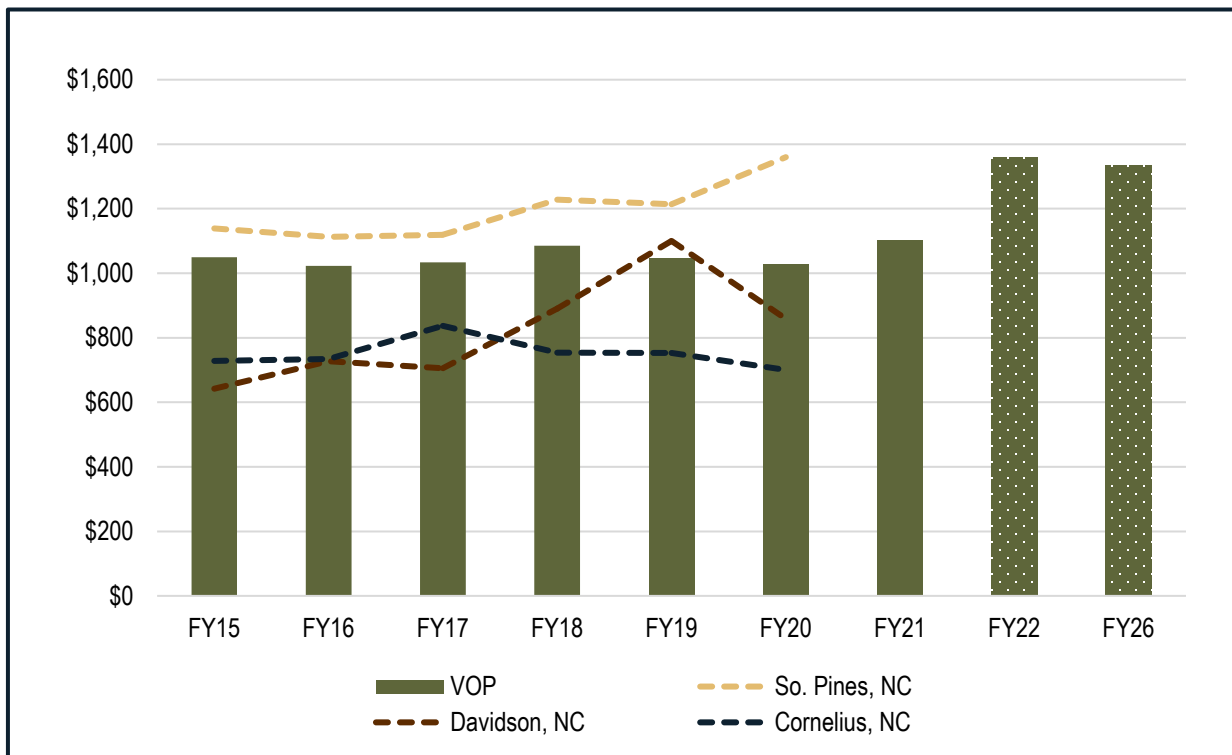
Projected VOP based on FY22-26 financial forecast; does not include Budget-to-Actual Variance

Village of Pinehurst

Goal 9: Maintain a Healthy Financial Condition

Per capita expenditures

Fiscal Year	VOP	So. Pines, NC	Davidson, NC	Cornelius, NC
FY15	\$1,049	\$1,139	\$642	\$728
FY16	\$1,023	\$1,113	\$727	\$734
FY17	\$1,034	\$1,119	\$706	\$837
FY18	\$1,086	\$1,228	\$890	\$754
FY19	\$1,046	\$1,214	\$1,100	\$753
FY20	\$1,029	\$1,360	\$859	\$700
FY21	\$1,103			
FY22	\$1,359			
FY26	\$1,334			



Projected VOP based on FY22-26 financial forecast; does not include Budget-to-Actual Variance

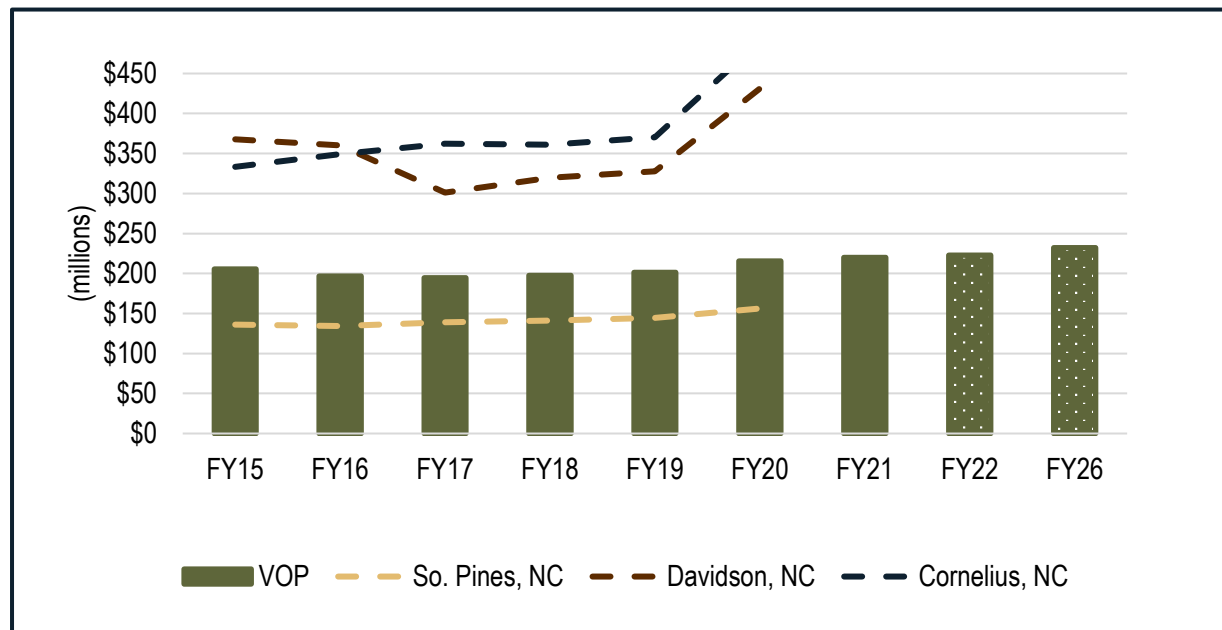
Village of Pinehurst

Goal 9: Maintain a Healthy Financial Condition

Assessed value per square mile

Fiscal Year	VOP	So. Pines, NC	Davidson, NC	Cornelius, NC
FY15	\$205,424,410	\$135,923,159	\$367,535,630	\$333,338,833
FY16	\$196,639,614	\$134,345,664	\$360,289,748	\$349,037,500
FY17	\$194,648,309	\$138,945,673	\$301,116,700	\$362,133,046
FY18	\$197,439,054	\$141,359,192	\$319,578,767	\$361,012,366
FY19	\$201,331,947	\$144,704,820	\$327,563,816	\$370,142,091
FY20	\$215,597,181	\$156,238,652	\$431,166,461	\$490,203,456
FY21	\$220,050,277			
FY22	\$222,895,707			
FY26	\$232,256,367			

	IN MILLIONS			
Fiscal Year	VOP	So. Pines, NC	Davidson, NC	Cornelius, NC
FY15	\$205	\$136	\$368	\$333
FY16	\$197	\$134	\$360	\$349
FY17	\$195	\$139	\$301	\$362
FY18	\$197	\$141	\$320	\$361
FY19	\$201	\$145	\$328	\$370
FY20	\$216	\$156	\$431	\$490
FY21	\$220			
FY22	\$223			
FY26	\$232			



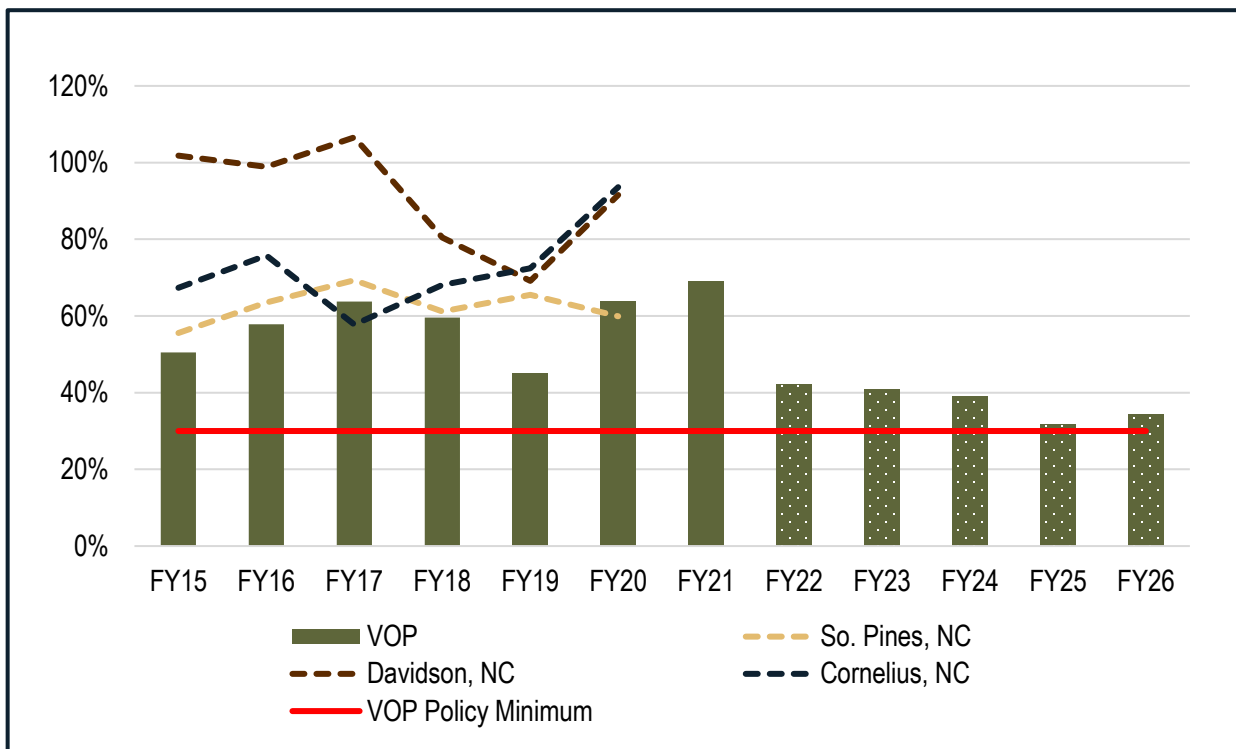
Projected VOP using assessed values from Financial Services projections

Village of Pinehurst

Goal 9: Maintain a Healthy Financial Condition

Total General Fund fund balance as a % of actual expenditures

Fiscal Year	VOP	So. Pines, NC	Davidson, NC	Cornelius, NC	VOP Policy Minimum
FY15	50%	56%	102%	67%	30%
FY16	58%	63%	99%	76%	30%
FY17	64%	69%	107%	58%	30%
FY18	60%	61%	80%	68%	30%
FY19	45%	66%	69%	72%	30%
FY20	64%	60%	92%	94%	30%
FY21	69%				30%
FY22	42%				30%
FY23	41%				30%
FY24	39%				30%
FY25	32%				30%
FY26	34%				30%



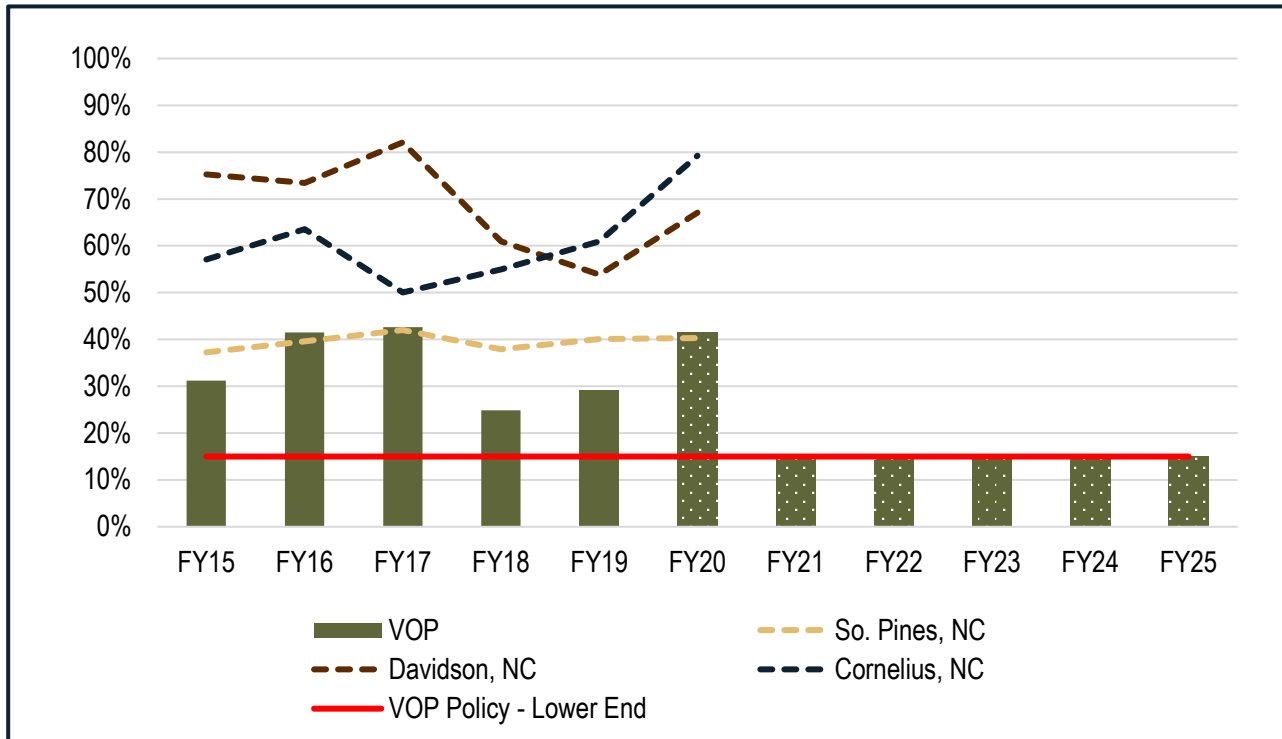
Projected VOP based on FY22-26 financial forecast

Village of Pinehurst

Goal 9: Maintain a Healthy Financial Condition

Unassigned General Fund fund balance as a % of actual expenditures

Fiscal Year	VOP	So. Pines, NC	Davidson, NC	Cornelius, NC	VOP Policy - Lower End
FY15	31%	37%	75%	57%	15%
FY16	41%	40%	73%	64%	15%
FY17	43%	42%	82%	50%	15%
FY18	25%	38%	61%	55%	15%
FY19	29%	40%	54%	61%	15%
FY20	42%	40%	67%	79%	15%
FY21	15%				15%
FY22	15%				15%
FY23	15%				15%
FY24	15%				15%
FY25	15%				15%
FY26	15%				15%



Projected VOP at 15% of total fund balance as revised Fund Balance Policy allows for commitment of fund balance for future capital needs; however, commitments cannot reduce unassigned fund balance below the 15% policy minimum

FY 2023 SOAR Analysis	
Strengths	
<u>Community Strengths</u>	<u>Organizational Strengths</u>
1. Safe community 2. Small-town feel – quiet, peaceful and charming 3. Village appearance is beautiful, attractive, and clean 4. Excellent regional healthcare facilities 5. World-class golf facilities 6. Pinehurst brand & history 7. Great place to raise a family and retire 8. Knowledgeable and informed residents that volunteer 9. Citizen engagement 10. Desirable schools ~~district~~ 11. Geographic proximity to regional amenities and destinations 12. USGA commitment to our community	1. Strong financial position 2. Experienced, capable, customer-focused Village staff 3. Continuous improvement culture 4. Leverage technology 5. Transparent operations 6. Performance measurement system (BSC) 7. Integrated strategy planning processes
[Strategic] Opportunities	
1. Reinvigorate the Village Center to create a “Golf by Day, Arts by Night” atmosphere 2. Improve the effectiveness of our transportation systems. 3. Become a Digital Village and a premier destination to “Live and Work from Home”. 4. Promote high quality development and design. 5. Become a pedestrian-friendly community.	6. Create a thriving business environment. 7. Pursue regulatory authority around our borders 8. Create new open spaces and amenities within neighborhoods. 9. Expand and enhance stormwater management efforts. 10. Evaluate possible expansion and construction of new Village facilities.

Aspirations	
1. Have a thriving arts, culture, & entertainment market that creates a “Golf by Day, Arts by Night” atmosphere	5. Be a pedestrian friendly community with expanded pedestrian, bicycle, and golf-cart connectivity
2. Become a premier destination to “Live and Work from Home”	6. Have high quality design and development
3. Have a thriving business environment that encourages innovation and creativity	7. Have minimal traffic congestion
4. Maintain the rural, wooded character of Pinehurst and its surroundings	8. Retain the small town charm of the Village
	9. Retain our historic character
	10. Have quality housing options for all stages of life
Results	
<u>VOP Results:</u>	<u>Community Indicators:</u>
1. Stakeholder satisfaction (residents, businesses, employees, & volunteers)	1. Housing trends (vacancies, rentals, home values, days on market)
2. IAP tasks completed on schedule	2. Tax base (residential/non-residential)
3. Status of Comprehensive Plan implementation strategies	~~3. Resident satisfaction with the quality of commercial development (add to FY21 resident survey)~~
4. National recognitions and awards	4. 1 st floor occupancy rate and retail/office mix in Village Center
~~5. Workload indicators~~ Workforce Capacity Indicators	5. Traffic counts
6. Financial results	6. Census data
7. Efficiency/effectiveness measures of key work processes	7. Business turnover and churn rate

Key Strategic Advantages	Key Strategic Challenges
1. Integrated and extensive use of technology 2. Culture of continuous improvement 3. Customer focused workforce 4. Strong financial condition 5. Integrated strategic planning processes 6. Robust Performance Measurement System	1. Managing the quality of development 2. Increasing traffic volume and congestion 3. Managing growth in a way that protects the Village's character 4. Limitations on development regulatory authority 5. Changing demographics 6. Cost escalation 7. Tightening labor market

FY 2022 Balanced Scorecard								
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.								
	Goal We intend to...	Strategic Objective How we will...	KPI #	KPI Description How do we know...	Actual FY 20	Est FY 21	ST Goal FY 22	LT Goal FY 26
Customer	1 - Safeguard the community	Deliver effective fire and rescue services	1.1	% of residents satisfied with fire services	100%	99%	95%	95%
			1.2	% of residents satisfied with how quickly fire personnel respond to emergencies	99%	99%	95%	95%
			1.3	Fire incident rates per 1,000 residents	0.05	0.72	<0.35	<0.35
		Deliver effective police services	1.4	% of residents whose overall feeling of safety in the Village is good or excellent	100%	99%	95%	95%
			1.5	% of residents satisfied with police services	98%	95%	95%	95%
			1.6	Crime rate per 1,000 residents	27	35	<40	<40
	2 – Promote high quality development and appearance	Manage development to protect Village character AOF	2.1	% of residents satisfied with the quality of new development	83%	80%	80%	85%
			2.2	% of residents satisfied with Village efforts to maintain the quality of neighborhoods	90%	90%	90%	90%
		Enforce codes and ordinances	2.3	% of residents satisfied with the enforcement of Village codes and ordinances	86%	85%	85%	85%
		Maintain and enhance the appearance of public spaces	2.4	% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	95%	95%
	3 – Promote a thriving business community	Support the business community AOF	3.1	% of businesses satisfied with the overall quality of Village services	97%	95%	95%	95%
			3.2	% of businesses likely to recommend the Village as a business location	91%	91%	90%	90%
	4 – Promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system AOF	4.1	% of residents satisfied with the availability of walkways	71%	71%	70%	75%
			4.2	% of residents satisfied with the availability of greenway/walking trails	94%	94%	90%	90%
			4.3	# of collisions per 1,000 residents	33.8	32	40	40
		Maintain high quality streets	4.4	% of residents satisfied with the adequacy of street lighting	70%	72%	70%	70%
			4.5	% residents satisfied with street and right of way maintenance	89%	87%	85%	85%
	5 - Preserve the environment	Manage stormwater systems	5.1	% of residents satisfied with the quality of stormwater management	84%	81%	80%	85%
		Provide effective and efficient solid waste collection services	5.2	% of residents satisfied with solid waste services	96%	95%	95%	95%
		Conserve natural resources	5.3	% of residents satisfied with promotion of natural resource conservation	92%	90%	90%	90%
			5.4	% of refuse diverted from the landfill	20%	15%	20%	20%
	6 – Promote active living and cultural opportunities	Provide recreation programs and facilities	6.1	% of residents satisfied with P&R programs	99%	98%	95%	95%
		Provide cultural services and events	6.2	% of residents satisfied with P&R facilities	99%	97%	95%	95%
			6.3	% of residents satisfied with Village sponsored cultural arts events	93%	93%	90%	90%
Internal	7 - Professionally manage a high performing organization	Communicate with and engage the community	7.1	% of residents satisfied with Village communications	96%	95%	95%	95%
			7.2	% of residents satisfied with the level of public involvement in local decisions	92%	88%	85%	85%
		Provide a high level of customer service	7.3	% of residents satisfied with customer service provided by VOP staff	98%	98%	95%	95%
		Continuously improve and innovate	7.4	% of residents satisfied with the value received for taxes paid	93%	92%	90%	90%
		Maintain Village assets	7.5	% of depreciable life remaining on assets	40%	44%	40-60%	40-60%
Workforce	8 - Attract & retain an engaged workforce	Provide a supportive and rewarding work environment	8.1	% of employees who agree that overall they like their job	99%	98%	95%	95%
			8.2	% of volunteers who agree that overall they like their role	100%	99%	95%	95%
Financial	9 - Maintain a healthy financial condition	Meet or exceed established financial targets	9.1	Total General Fund fund balance as a % of actual expenditures*	64%	47%	>30%	>30%
			9.2	General Fund operating margin*	80%	87%	81%-91%	81%-91%
			9.3	General Fund debt service ratio*	1.8%	0.7%	<10%	<10%

Items in red are Areas of Focus (AOF) based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and community survey areas for improvement. *ST and LT goals are based on established financial policies. 136



Village of Pinehurst Plus/Delta Evaluation Tool

When conducting an evaluation of a process, a simple Plus/Delta can help process owners easily identify what worked well (Plus) and what we should change or consider in future evaluations (Delta). To ensure organizational learning and the transfer of knowledge, this information should be shared with others.

Subject of the Evaluation	FY 2023 SPP	
Date of the Evaluation	July 2021 – April 2022	
Plus	Delta	



COMMONLY USED ACRONYMS

ACE – Analyze process requirements; **C**hange the process; **E**valuate the change (process improvement methodology)

BIRDIE – **B**ring the opportunity forward; **I**nvestigate the opportunity; **R**eview potential solutions; **D**etermine the solution; **E**valuate the solution; **E**valuate the solution (process improvement methodology)

BSC – Balanced Score Card

IAP – Initiative Action Plan

KPI – Key Performance Indicator

KMP – Knowledge Management Portal

MVV – Mission, Vision, Values

MY VOP – Mobile App for our customer complaint and request for service system

OFI – Opportunity For Improvement

PAR – Plan, Act, Review

RELATE – **R**ecognize a customer with a concern; **E**mpathize with the customer; **L**isten to the customer; **A**poloize to the customer; **T**hank the customer for sharing; **E**xplain to the customer how concern will be resolved (method by which we manage customer complaints)

SMART Goals – **S**pecific, **M**easurable, **A**ttainable, **R**elevant, **T**imely (employee annual goals must meet these criteria)

SOP – Strategic Operating Plan

SOV – State Of the Village (bi-annual meetings held for the employees)

TOPS Training – Training Of Pinehurst Staff

VOP – Village Of Pinehurst