

**VILLAGE OF PINEHURST
BUDGET AMENDMENTS APPROVED BY BUDGET OFFICER
FOR THE PERIOD SEPTEMBER 16 - OCTOBER 15, 2014**

Under Village of Pinehurst Ordinance #14-25, the Village Council grants the Budget Officer, or Village Manager the ability to transfer appropriations under specific conditions. These conditions allow transfers of up to \$10,000 between departments (including contingency) of the same fund for the 2014-2015 Budget. The Budget Officer may **not** transfer monies between funds at any time.

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

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

	<u>ACCOUNT NUMBER</u>	<u>DESCRIPTION</u>	<u>DEBIT</u>	<u>CREDIT</u>	<u>APPROVED DATE</u>
1	10-00-960-7400	Capital Outlay: Equipment		\$ 3,000	09/16/14
	10-00-960-3560	Charges to Other Departments	\$ 3,000		
	10-20-420-7410	Capital Outlay: Fleet Equipment Charges		\$ 3,000	
	10-20-420-5400	Departmental Supplies	\$ 3,000		
		(Amendment to transfer excess funds from the purchase of a front-end loader in Fleet Maintenance to Streets & Grounds to install a new automatic gate system to secure the Public Services yard)			
2	10-40-710-7430	CapitalOutlay:IT Equipment Charges	\$ 4,305		10/10/2014
	10-10-330-7430	CapitalOutlay:IT Equipment Charges	\$ 600		
	10-20-410-7430	CapitalOutlay:IT Equipment Charges		\$ 4,815	
	10-20-420-7430	CapitalOutlay:IT Equipment Charges	\$ 2,190		
	10-30-510-7430	CapitalOutlay:IT Equipment Charges	\$ 1,500		
	10-80-610-7430	CapitalOutlay:IT Equipment Charges	\$ 810		
	10-80-640-7430	CapitalOutlay:IT Equipment Charges		\$ 4,590	
		(The allocation template used to enter the original budget for IT Equipment Charges was incorrect)			



History, Charm, & Southern Hospitality.

Vision

The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities.

Mission

Preserve and enhance the community's character and ambience by guiding growth, managing change, and providing services in a financially responsible manner.

Values

Competent
Courteous
Professional
Responsive

**MINUTES OF
VILLAGE COUNCIL SPECIAL MEETING
SEPTEMBER 2, 2014**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
4:00 P.M.**

The Pinehurst Village Council held a Special Meeting at 4:00 p.m., Tuesday, September 2, 2014 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Lauren M. Craig, Village Clerk
Mr. Richard Ashton, Planning and Zoning Board Member
Mr. Joel Shriberg, Planning and Zoning Board Member
Mr. Jay Snyder, Planning and Zoning Board Member
Mr. Fred Engelfried, Planning and Zoning Board Chairperson
Ms. Betty Sapp, Planning and Zoning Board Member
Mr. Myles Larsen, Planning and Zoning Board Member

And approximately 21 attendees, including 3 staff and 1 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo called the meeting to order for the Village Council and Chairperson Fred Engelfried called the meeting to order for the Planning and Zoning Board.

2. Motion to Recess Special Meeting and Enter Into a Public Hearing.

Upon motion by Councilmember Strickland, seconded by Councilmember Cashion, the Council unanimously approved to recess the special meeting and enter into a joint public hearing with the Planning and Zoning Board. Upon motion by Mr. Jay Snyder, seconded by Ms. Betty Sapp, the Planning and Zoning Board unanimously approved to recess the special meeting and enter into a joint public hearing with the Village Council.

3. Public Hearing No. 1

To hear and receive comment on the proposed New Pinehurst Development Ordinance. This document will replace the existing Pinehurst Development Ordinance. The new Pinehurst Development Ordinance will apply to all properties within the village limits and extraterritorial jurisdiction (ETJ).

Principal Planner, Bruce Gould, explained the process of the proposed Pinehurst Development Ordinance review and the format of the public hearing. Upon his remarks, the floor was opened for public comment.

- Jack Farrell: Mr. Farrell, congratulated the Village Council on the completion of the development ordinance review. He noted numerous phraseology and word issues that need to be updated that he has noted in his provided testimony. He shared issues with Section 5.2 for administration modifications of zoning standards and explained this should be restricted to elected officials. Mr. Farrell also shared his comments regarding the maximum residential density for R-MF as shown in Table 8.2a, and other R-MF issues. He also proposed a new definition for short term rentals to be added to the Definitions Chapter 10.

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- Gene Horne: Mr. Horne spoke in favor of the highway corridor overlay being removed from the proposed development ordinance. He explained that as an owner of land along that is in the current Highway Corridor Overlay area, it causes great difficulties for the development of those properties.

4. Motion to Adjourn the Public Hearing and Re-Enter the Special Meeting.

Upon motion by Councilmember Cashion, seconded by Councilmember Strickland, the Council unanimously approved to adjourn the public hearing with the Planning and Zoning Board and re-enter the special meeting. Upon motion by Mr. Jay Snyder, seconded by Ms. Betty Sapp, the Planning and Zoning Board unanimously approved to adjourn the public hearing with the Village Council and re-enter the special meeting.

5. Motion to Adjourn.

Councilmember Cashion moved to adjourn the Special Meeting. The motion was seconded by Councilmember Strickland and carried unanimously. Mr. Jay Snyder moved to adjourn the Special Meeting. The motion was seconded by Ms. Betty Sapp and carried unanimously. The Special Meeting adjourned at 4:20 p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

RESOLUTION #14-57:

RESOLUTION AWARDING A CONTRACT FOR THE PURCHASE OF 3,000 ROLLING YARD DEBRIS CARTS FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA.

THAT WHEREAS, The General Statutes of North Carolina allow local governments to enter into contracts with vendors, who have in the past twelve (12) months, been awarded a contract by any state or political subdivision that was bid in a public, formal process substantially similar to that required by G. S. 143-129, if the vendor is willing to extend the same or a more favorable price to the local government; and,

WHEREAS, the City of Florence, South Carolina competitively bid and subsequently awarded a contract for rolling carts to Schaefer Systems International, Inc. at \$48.65 per cart in March 2014; and,

WHEREAS, the Village of Pinehurst published a notice of intent to “piggyback” on October 19th, as required under G.S. 143-129(g); and,

WHEREAS, funds were appropriated in the Fiscal Year 2014-2015 Budget Ordinance in sufficient amount for this purpose.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in a regular meeting assembled this 28th day of October, 2014, as follows:

SECTION 1. To award a contract to Schaefer Systems International, Inc. in the amount of \$145,950 for the purchase of three thousand (3,000) 95-gallon rolling yard debris carts at \$48.65 per cart.

SECTION 2. Copies of this ordinance shall be furnished to the Village Clerk, Village Manager, and to the Financial Services Director for their direction and implementation.

THIS RESOLUTION passed and adopted this 28th day of October 2014.

(Municipal Seal)

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney

DRAFT

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
SEPTEMBER 9, 2014**

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

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, September 9, 2014 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Lauren M. Craig, Village Clerk

Excused absence: Ms. Nancy Roy Fiorillo, Mayor

And approximately 26 attendees, including 11 staff and 1 press.

1. Call to Order.

Mayor Pro Tem John Cashion called the meeting to order.

2. Presentation of resolution honoring service of the Pinehurst Rescue Squad.

Council asked for each volunteer from the Pinehurst Rescue Squad to introduce themselves and share how long they served. Councilmember Strickland presented the resolution to the representatives from the Pinehurst Rescue Squad for their service to the Village of Pinehurst.

3. Reports

Manager

- The Manager explained the Deer Management Task Force would be meeting tomorrow at 11:00am in the Council Conference Room and this is open to the public.

Council

- Councilmember Cashion noted that agenda item #11 regarding the discussion of the Pinehurst Development Ordinance would not be discussed today but Council would discuss the matter at a future meeting.

4. Motion to Approve Consent Agenda.

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

- A. Budget Amendment- Sugar Gum Lane Guardrail
- B. Public Safety Reports
Police Department

End of Consent Agenda.

Councilmember Phillips moved to approve the Consent Agenda. The motion was seconded by Councilmember Campbell and passed unanimously with a vote of 4-0.

5. Wicker Park construction for proposed bocce ball, shuffleboard and sand volleyball courts

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SEPTEMBER 9, 2014**

Mark Wagner, Director of Parks and Recreation and Dave White, Athletic Coordinator presented the proposed site plan for the proposed bocce ball, shuffleboard, and sand volleyball courts. This has been in the master plan for years and this will continue the planned development for the park. This has been budgeted for this year and staff is bringing the concept to Council to discuss before proceeding with the bid process. Council formed a consensus to proceed with this plan.

6. Discuss AC Sandhills proposal for use of West Pinehurst Park

Mark Wagner, Director of Parks and Recreation and Todd Abbey, Executive Director of AC Sandhills discussed the proposal for field space for AC Sandhills to use the open space at the West Pinehurst Community Park. Members in the AC Sandhills club would level and seed the field for training. The PDO requires parking spaces for athletic fields so this would need to be added on the site.

Audience member Doug Middaugh noted missing details such as liability and the length of use of the facility for AC Sandhills. He also noted the question of bathroom facilities in that area. Mr. Middaugh suggested drafting a contract and bring it back to Council to review. Audience member Jack Farrell asked if AC Sandhills was a nonprofit and also wonders about liability and up keep of the property.

Mr. Wagner explained that an agreement would be drafted and it would be a temporary use. Council agreed that this would be a great use of the space and formed a consensus for this plan to proceed and the agreement be processed through the Manager's office.

7. Quarterly Financial Statements for the quarter ended June 30, 2014

John Frye, Director of Financial Services, presented the final quarter of financial statements for FY 2014. He explained the CAFR will be issued in 30-45 days and that the audit fieldwork has been completed and this report is currently under review. He reminded the Council that the quarterly financial statements are the unaudited financial results for FY 2014. Councilmember Strickland thanked the financial staff for their diligence and quality of work and inquired about several comparisons in the report.

8. Presentation of Street Lighting BIRDIE Report

Assistant Village Manager Jeff Batton introduced the BIRDIE recommendation for the street lighting study for the Village of Pinehurst. Councilmember Phillips explained that BIRDIE is the process improvement methodology and she introduced the individuals on the team. The team explained the purpose and objective of the study along with the citizen survey results from 2012 and 2013. The staff explained current lights were mapped, color-coding of neighborhoods was completed to geocode the survey results to the maps, and the Neighborhood Advisory Committee distributed an additional survey to study the problem further. The recommendation of the team is to install street lights initially in Village Acres at intersections of primary roads, establish a committee to determine locations, evaluate the post-project satisfaction levels in Village Acres, and monitor feedback from other neighborhoods. Mr. Batton explained funds are available however the lighting that does go into Village Acres is of no cost to us because the Village would partner with Duke Energy. It was also noted that the LED lights across the Village is also a cost savings opportunity. Council formed a consensus to proceed with the team's recommendation.

Audience member Leo Santowasso said the report was excellent. He noted with respect to the lighting locations for staff to consider lights in cul-de-sacs in addition to the primary intersections. He also suggested a future study on current lighting and if they are in the best location. Audience member Doug Middaugh commented on the lighting location and potential issues with the main intersections and he also inquired about the estimated cost per light per year.

9. Discussion of Yard Debris Cart Size

Assistant Village Manager Jeff Batton introduced the agenda item regarding the size of the yard debris cart size. The yard debris carts would go to residents currently using the service. Staff's recommendation is to approve a 96 gallon size for yard debris and after 12 months of use, a smaller cart option could be reevaluated. Audience member Doug Middaugh noted that the 96 gallon is not

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better for the entirety of the community. Audience member Jack Farrell shared he thinks a variety of sizes would be appropriate. Upon discussion, Council determined to make a decision on the size in the next few weeks.

10. Discussion of Beautification Policy Amendment

Assistant Village Manager Jeff Batton explained a request to move the Beautification Grant Program over to the Beautification Committee to manage. The Community Appearance Commission would continue managing the Façade Grant Program. Upon a motion by Councilmember Strickland, seconded by Councilmember Campbell, Council unanimously approved to adopt the Beautification Grant Program as revised per the edition dated September 9, 2014 by a vote of 4-0.

11. Discussion of the New Pinehurst Development Ordinance

No discussion was held on this item at this time. Council determined to discuss this further at September 24 at 5:00pm in the Council Conference Room.

12. Resolution supporting a Corridor Study for the NC 211 Corridor

The Manager explained that Council and staff representatives have met with representatives from Moore County and Foxfire Village for the purpose of discussing a joint corridor planning initiative for NC 211 corridor running from NC 5 to NC 73. Upon a motion by Councilmember Campbell, seconded by Councilmember Strickland, Council unanimously approved Resolution 14-51 establishing a NC 211 Corridor Planning Initiative for the county of Moore, the Village of Foxfire, and the Village of Pinehurst by a vote of 4-0. (A copy of the resolution will be included in the Resolution Book.)

Planning and Zoning Board Chair, Fred Engelfried, shared that the members of this committee would include Richard Ashton, Jay Snyder and Myles Larsen. Mr. Engelfried will serve as the alternate until another board member decides to serve on this.

13. Municipal Code Amendment to Section 91 Animal Control

The Manager introduced the agenda item for Council to consider a proposed ordinance amending the municipal code in regards to prohibiting the feeding of wild animals. Upon a motion by Councilmember Strickland, seconded by Councilmember Phillips, Council unanimously approved Ordinance 14-33 amending Chapter 91 of the Pinehurst Municipal Code as it pertains to Animal Control by a vote of 4-0. (A copy of the ordinance will be included in the Ordinance Book.)

14. Other Business

- None.

15. Comments from attendees.

- Audience member Leo Santowasso asked if there has been feedback from NCDOT with the plans for the traffic circle and 15-501 and the Council noted they have not seen any feasible options at this time.

16. Motion to Adjourn.

Councilmember Campbell moved to adjourn the Regular Meeting. The motion was seconded by Councilmember Strickland and carried unanimously. The Regular Meeting adjourned at 6:25 p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

**VILLAGE OF PINEHURST
VILLAGE COUNCIL
CLOSED SESSION – SEPTEMBER 2, 2014**

**395 MAGNOLIA ROAD
COUNCIL CONFERENCE ROOM
PINEHURST, NORTH CAROLINA
5:00 PM**

MINUTES

At the special meeting of the Pinehurst Village Council held at 5:00 p.m., Tuesday, September 2, 2014 in the Council Conference Room of Village Hall, 395 Magnolia Road, Pinehurst, North Carolina, Councilmember Cashion moved to go into Closed Session pursuant to NCGS §143-318.11(a) (6) to consider the qualifications, competence, performance, character, fitness and conditions of appointment of an individual public employee. Specifically, the Council will discuss the applicants for the Village Manager position. The motion was seconded by Councilmember Strickland and carried unanimously by a vote of 5-0.

The following people were present:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Angela Kantor, Director of Human Resources

MAYOR NANCY ROY FIORILLO CALLED THE MEETING TO ORDER.

The Council discussed with the Village Manager and the Human Resources Director the twenty-one candidates that had been requested to answer supplementary questions with regard to the Village Manager's position. The Council ranked their top candidates of the twenty-one, and then discussed each of their rankings for the purpose of identifying eight top candidates. After consensus on the top eight candidates, the Human Resources Director was directed to have background and reference checks conducted on all eight of the top eight candidates, and to start scheduling interviews for the top three candidates, with interviews of the next five possibly to follow soon after.

ADJOURNMENT.

Upon the conclusion of the Closed Session, Councilmember Campbell moved to adjourn the Closed Session and re-enter the Special Meeting. The motion was seconded by Councilmember Phillips and carried unanimously.

Councilmember Cashion moved to adjourn the Meeting. The motion was seconded by Councilmember Strickland and carried unanimously. The Regular Meeting adjourned at 6:30 p.m.

Respectfully Submitted,

Lauren M. Craig,
Village Clerk



2015 VILLAGE COUNCIL MEETING SCHEDULE

2nd and 4th Tuesday
Assembly Hall- 395 Magnolia Road

January 13 at 4:30 p.m. – Regular Meeting
January 27 at 4:30 p.m. – Regular Meeting

February 10 at 4:30 p.m. – Regular Meeting
February 24 at 4:30 p.m. – Regular Meeting

March 10 at 4:30 p.m. – Regular Meeting
March 24 at 4:30 p.m. – Regular Meeting

April 14 at 4:30 p.m. – Regular Meeting
April 28 at 4:30 p.m. – Regular Meeting

May 12 at 4:30 p.m. – Regular Meeting
May 26 at 4:30 p.m. – Regular Meeting

June 09 at 2:00 p.m. – Regular Meeting
June 23 at 4:30 p.m. – Regular Meeting

July 14 at 4:30 p.m. – Regular Meeting
July 28 at 4:30 p.m. – Regular Meeting

August 11 at 4:30 p.m. – Regular Meeting*

September 08 at 4:30 p.m. – Regular Meeting
September 22 at 4:30 p.m. – Regular Meeting

October 13 at 4:30 p.m. – Regular Meeting
October 27 at 4:30 p.m. – Regular Meeting

November 17 at 4:30 p.m. – Regular Meeting*

December 08 at 4:30 p.m. – Regular Meeting*

The date or time of a meeting may be changed or additional meetings may be called by Council.

These meetings will be given the title “Special Meetings” and will be announced.

**August, November, and December will only have one scheduled meeting.*

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
SEPTEMBER 23, 2014**

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

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, September 23, 2014 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Lauren M. Craig, Village Clerk

And approximately 25 attendees, including 7 staff and 1 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo called the meeting to order.

2. Invocation and Pledge of Allegiance

Andrew M. Wilkison, Village Manager offered the invocation and led everyone in the Pledge of Allegiance.

3. Presentation of resolution honoring the service of Mr. Frank Thigpen on the Pinehurst Historic Preservation Commission

Mayor Nancy Roy Fiorillo presented the resolution to Frank Thigpen for his service on the Pinehurst Historic Preservation Commission.

4. Reports

Manager

- Noted the Deer Management Task Force continues to meet on Wednesdays at 11:00am in the Council Conference Room and this meeting is open to the public.
- Reminder that Council will hold a Special Meeting tomorrow, September 24 at 5:00pm in the Council Conference Room for consideration of the PDO. This meeting is also open to the public.

Council

- Councilmember Strickland noted the focus areas of the Deer Management Task Force study which includes accidents, medical issues, and nuisance issues with landscaping, and other subjects.

5. Motion to Approve Consent Agenda.

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

- A. Consider resolution reappointing member to the Community Appearance Commission (Barr)
- B. Public Safety Report
Fire Department
- C. Motion to Receive Budget Amendments Report for September 15, 2014
- D. Approval of Draft Village Council Meeting Minutes

**MINUTES OF
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SEPTEMBER 23, 2014**

August 12 Regular Meeting
End of Consent Agenda.

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

6. Discussion of the Concours d'Elegance sponsorship request

Assistant Village Manager, Natalie Dean introduced the item regarding the sponsorship request for the Concours d'Elegance event being held in May 2015. Organizers are asking the Village to consider spending approximately \$15,000 and to provide the Harness Track and Fair Barn facilities free of charge. Jay Howard and Peter Stilwell addressed the Council on their plans for the event and the request for partnering on the 2015 event. Natalie Dean surveyed approximately a dozen village businesses and overall the feedback was positive but did not necessarily have measurable results when contacted. Councilmember Phillips and Councilmember Strickland both noted the need to understand the impact on the Village and its businesses and Peter Stilwell addressed this economic impact potential. Jay Howard shared a binder of press releases and marketing information to each Council member to show the branding opportunities for Pinehurst. Upon discussion, Council determined to delay their decision until the next regular meeting regarding this sponsorship request.

7. Presentation of proposal by the Pinehurst Garden Club for a right-of-way enhancement at the St. Andrews Triangle

Assistant Village Manager Jeff Batton introduced the project proposal by the Pinehurst Garden Club for the triangle at St. Andrews and Lake Forest Drive. The Holly Branch of the Garden Club currently maintains the inside area of plantings and the Village maintains the outer area. Sue Mitchell of the Pinehurst Garden Club presented the proposal of the redesigned planting bed. Council determined to proceed with this plan.

8. Discussion on LED Street Lights

Assistant Village Manager Jeff Batton asked for Council's direction on switching all Village street lights to LED. This will cost the Village \$2,350 but will produce an annual savings of approximately \$3,280. Mr. Batton also sought direction regarding wattage to use for the new lights with the decision between 50W and 75W. Audience member Doug Middaugh suggested to use lights that are equipped with motion detectors to eliminate the light pollution. Audience member Ed Dennison asked if you can get the same lights in flood lights for a different lighting option.

Council determined to switch all street lights in the Village of Pinehurst to LED lights which would result in an annual cost savings. The wattage was not determined but Council asked for staff to work on their suggested lighting plan with the possibility of using both 50W and 75W depending on the location of the lighting.

9. Consider budget ordinance to grant support for MOAA Patriotic Pops Concert

The Manager introduced the agenda item regarding a budget ordinance to support the MOAA Patriotic Pops Concert with \$2,000 that Council agreed upon back in March 2014. Mayor Fiorillo noted the success of last year's events. Upon a motion by Councilmember Phillips, seconded by Councilmember Cashion, Council unanimously approved Ordinance 14-34 amending the budget to support the Sandhills Chapter of the Military Officers Association of America (MOAA) Patriotic Pops Concert scheduled for November 9, 2014 in the amount of \$2,000 by a vote of 5-0. (A copy of the ordinance can be found in the ordinance book.)

10. Consider resolution supporting the 2014 Veterans Weekend events hosted by MOAA.

The Manager introduced the agenda item regarding a resolution to support the 2014 Veterans Weekend. Upon a motion by Councilmember Cashion, seconded by Councilmember Strickland, Council unanimously approved Resolution 14-52 dedicating the weekend of November 8-11, 2014 as Veteran's Weekend in the Village of Pinehurst by a vote of 5-0. (A copy of the resolution can be found in the resolution book.)

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11. Other Business

- Mayor Fiorillo noted plans for a dedication ceremony of the Marshall Stone on Friday, November 7 at 11:00am.
- Councilmember Strickland suggested to continue the Ambassadors Program, similar to what was done for the U.S. Open Championships, for an ongoing basis. Council asked for staff to look into this opportunity.
- Councilmember Cashion noted the PDO meeting that will be held tomorrow evening and suggested Council move through the items quickly.
- Mayor Fiorillo shared the NC League of Municipalities conference is in Greensboro on October 11-14 and encouraged other Councilmembers to attend.

12. Comments from attendees.

- Audience member Jeanne Casinella shared research she completed on the Safest Community designation by Movoto and suggested that Council be careful about promoting a designation by a company such as this. She noted Council's priority should always be public safety and we should be proactive to educate citizens on how to keep themselves safe. She is concerned about safety issues on Lake Hills Road due to it becoming a major road and the NCDOT is aware of issues. She noted the need for better monitoring of Lake Hills Road and suggested Council reconsider the Western Corridor to help alleviate this problem.

13. Motion to Adjourn.

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

Respectfully Submitted,

Lauren M. Craig
Village Clerk

**MINUTES OF
VILLAGE COUNCIL SPECIAL MEETING
SEPTEMBER 24, 2014**

**395 MAGNOLIA ROAD
COUNCIL CONFERENCE ROOM
PINEHURST, NORTH CAROLINA
5:00 P.M.**

The Pinehurst Village Council held a Special Meeting at 5:00 p.m., Wednesday, September 24, 2014 in the Council Conference Room of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Lauren M. Craig, Village Clerk
Mr. Bruce Gould, Principal Planner
Mr. Kevin Reed, Planning and Inspections Director
Ms. Gwendy Hutchinson, Administrative Assistant

And approximately 4 attendees, including 0 staff and 1 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo called the meeting to order.

2. Review of the draft Pinehurst Development Ordinance and consideration of adoption.

Bruce Gould explained the purpose of the meeting is to review the outline of suggested changes to the proposed Pinehurst Development Ordinance to build consensus on each item. Council started by reviewing the list of staff recommended changes and agreed to all twenty-two items individually.

Next, Council reviewed the list of items for further discussion. Council determined 3-2, Councilmember Cashion and Councilmember Strickland casting the dissent vote, to dissolve the Historic District Design Committee in the PDO. The Council determined 4-1, with Councilmember Strickland casting the dissent vote, not to define short-term rentals in the ordinance. Regarding the administrative modification section, Council unanimously decided to keep this in the ordinance. The density requirement of the R-MF was discussed and Council formed a unanimous decision to keep this at 6 units per acre. Council unanimously decided the minimum required square footage for multi-family units be 1,500sf. Council unanimously agreed that the minimum lot size in the R-MF district should be 5,500 sf. Section 8.3.2.4 (c) wording was discussed regarding the suggested change from “will” to “may” and Council unanimously agreed to change the wording to “will be approved or denied at a staff level” in the description. Council unanimously determined that the PDO does not need to be revised to include specific regulations for advertising on umbrellas since current language in the PDO can be used to regulate the issue. Council discussed the fence ordinance and unanimously decided not to revise the ordinance. Council unanimously agreed not to regulate yard art in this proposed development ordinance at this time. Council suggested for yard art and fences to be studied further at a later date. The Manager noted Mike Newman’s opinion to remove the definition of “family” and the Council unanimously agreed to make this change.

Council reviewed the recommended changes of the Planning and Zoning Board. The first recommendation was for a wording change in Section 8.6, SR-105(2) and staff noted that the word “the” should not have been removed in the draft and staff agreed to clarify the wording. Staff and Council discussed the definition of the word “caliper” and staff determined that it is consistent with the American Standard for Nursery Stock and Council suggested the word being defined should be “caliper measurement.” Council discussed their viewpoints on the dedication of open space and

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recreation land and the payment of fees in lieu of dedication and decided 4-1, Councilmember Strickland casting the dissent vote, to keep this out of the development ordinance. Council discussed the last sentence of Section 9.13.1.1 (5) with staff and with Joel Shriberg, from the Planning and Zoning Board, and Council unanimously determined to change the wording to “suspend or modify.”

Councilmember Campbell brought up the topic of the prohibition of office spaces on the first floor in the properties designated VMU. Council unanimously decided to allow for mixed uses on the first floor of VMU.

Council unanimously issued authority for staff to edit any scrivener’s errors when finalizing the document.

Upon a motion by Councilmember Cashion, seconded by Councilmember Phillips, Council unanimously approved Ordinance #14-35 adopting the development ordinance of the Village of Pinehurst and its extraterritorial zoning jurisdiction finding that the proposed Pinehurst Development Ordinance is consistent with the 2010 Comprehensive Long-Range Village Plan by a vote of 5-0. (A copy of this Ordinance can be found in the Ordinance Book.)

The effective date of the newly adopted Pinehurst Development Ordinance was clarified by staff to be October 8 as written in Ordinance 14-35

3. Motion to Adjourn.

Councilmember Strickland moved to adjourn the Special Meeting. The motion was seconded by Councilmember Campbell and carried unanimously. The Special Meeting adjourned at 6:45 p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

RESOLUTION #14-58:

A RESOLUTION ADOPTING A POLICY FOR STREET LIGHTS FOR EXISTING NEIGHBORHOODS AND ROADS IN THE VILLAGE OF PINEHURST

THAT WHEREAS, a policy regarding street light placement in the Village of Pinehurst was adopted in September 1990 in order to restrict the placement of street lights; and

WHEREAS, the Village Council has an objective and responsibility to provide safe traffic and pedestrian mobility; and

WHEREAS, increases in population and traffic have necessitated a review and revision of the current policy to ensure that it remains in the public's best interest;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in regular meeting assembled on the 28th day of October, 2014, as follows:

SECTION 1. It shall be the Policy of the Village of Pinehurst for the Village Council to discuss and make the final determination in advance of any implementation in adding street lighting on existing public roads within the Village of Pinehurst. Further, staff shall recommend any additions or deletions to street lighting on existing public roads and Council should consider recommendations, using the following guidelines:

- a. Street lights shall be minimal in quantity, mounted on wood poles at a height of approximately 25', and should be 50W LED in residential areas and no more than 75W LED on State primary roads unless required by NC DOT to be greater.
- b. Additional street lights may be considered for the Village Center business district in a style and wattage consistent with existing decorative lights.
- c. Street light placement for residential neighborhoods and state roads shall be limited to no more than one light at intersections of 2-lane collector roads. A second light may be considered for an intersection involving at least one 4-lane road or that has a divided median. Mid-block placement is discouraged but recognized as a potential necessity in some locations, particularly on primary state roads. In such instances, a minimum of 150' separation between street lights poles is recommended in order to maintain a minimal quantity of street lights.
- d. Additional street lights may be considered in areas that experience higher volumes of periodic traffic such as areas around FirstHealth Moore Regional Hospital.
- e. Lights that are deemed decorative, such as low voltage landscape lighting, up-lighting or down-lighting that are not mounted on a riser pole may be considered on public right-of-way. If installed at a residential entrance or other residential common areas, the appropriate developer/neighborhood

association is financially responsible for power usage and on-going maintenance.

- f. Street lights at pedestrian, bike or other non-vehicular transportation crossings with primary state roads may be considered.
- g. Street lights not meeting any of the above criteria but deemed worthy of consideration for significant safety reasons as determined by the Village Engineer or Planning Department may be considered by Village Council.
- h. In instances where a development is within the Village limits or is to be annexed, and its roads are to be dedicated to the public at the appropriate time, the Village may accept financial responsibility for street lighting that meets the above criteria for placement and type. In the event the residential area has decorative style street lights or unnecessary or excessive mid-block street lights, as determined by the Village Engineer or Planning Department, the developer/neighborhood association will remain financially responsible for the street lights and the developer/neighborhood association may be reimbursed, monthly, quarterly or annually, as the Village deems appropriate, for each street light that meets the aforementioned criteria for placement and style at a rate equivalent to the monthly, quarterly or annual cost paid by the Village for lease of a standard wood pole and 50W LED street light. The Village will not accept responsibility, nor reimburse, for privately owned street lights, whether in the public (or to be dedicated) right-of-way.

SECTION 2. It shall be the policy of the Village of Pinehurst for street lights in new residential developments to be in accordance with the following:

- a. If street lighting is proposed for a new subdivision, a lighting plan shall be submitted with the site plans for review as part of the new subdivision submittal.
- b. Proposed street lights shall be minimal in quantity, mounted on wood poles at a height of approximately 25', and should be 50W LED in residential areas and no more than 75W LED on state primary roads unless required by NC DOT to be greater.
- c. Street light placement shall be limited to no more than one light at intersections of 2-lane collector roads within the subdivision and at entrance intersections with primary state roads or existing Village collector roads. A second light may be considered for an intersection involving at least one 4-lane road or that has a divided median. Mid-block placement is discouraged but recognized as a potential necessity in some locations. In such instances, a minimum of 150' separation between street lights poles is recommended in order to maintain a minimal quantity of street lights.
- d. Lights that are deemed decorative, such as low voltage landscape lighting, up-lighting or down-lighting that are not mounted on a riser pole may be considered on public right-of-way. The developer/neighborhood association is financially responsible for power usage and on-going maintenance.
- e. Street lights at pedestrian, bike or other non-vehicular transportation crossings with primary state roads may be considered.

- f. Street lights not meeting any of the above criteria but deemed worthy of consideration for significant safety reasons as determined by the Village Engineer or Planning Department may be required.

SECTION 3. That this Resolution shall be and remain in full force and effect from the date of its adoption.

THIS RESOLUTION passed and adopted this 28th day of October 2014.

(Municipal Seal)

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney

John G. Frye, CPA
395 Magnolia Road
Pinehurst, NC 28374
Phone: 910-295-8646
Fax: 910-295-4434
e-mail: jfrye@vopnc.org

Village of Pinehurst

Memo

To: Village Council
From: John G. Frye
CC: Andy & Senior Leadership
Date: October 22, 2014
Re: Financial Statements for the Quarter Ended September 30, 2014

The Village remains in a very good financial position as we begin the fiscal year. Revenues exceeded expenditures by a larger margin than anticipated in our forecast for the first quarter. In addition, our operating expenditures are under control and our revenue outlook is stable. These results should position us well to carry out the objectives outlined in the FY 2015 Strategic Operating Plan.

Financial Position:

The Village's General Fund is showing \$4.2 million in income for the first three months of the year compared to \$3.6 million the prior year. The Village budgeted for revenues to exceed expenditures by roughly \$3.2 million for the first quarter.

In terms of fund balance, the Village's fund balance is currently 67% of expenditures, which is slightly higher than the 63% level seen the previous year at September 30.

The Village's total cash & investment balances increased by \$1,959,000, or 22% compared with the previous year. This increase is due to a delay in the mailing of annual property tax bills by Moore County in the previous fiscal year. The tax bills, which traditionally are mailed in early July, were not mailed until late July last year. This delay caused the variance from historical trend when comparing the current year to the previous year. The tax collection report on page 10 indicates collections through September 30 were 2% higher than the previous fiscal year.

Of the \$10.8 million in cash and investments at September 30, 2014, \$3.5 million was held in high-quality certificates of deposit purchased under the Village's investment program. Our long-term debt balances continue to remain relatively low. The Village currently owes a total of \$2,100,000 in notes payable and capital leases.

Revenues & Expenditures:

General fund revenues were \$402,000, or 5% above the quarterly budget projections. Property tax revenues were \$379,000 above the quarterly revenue estimate. As mentioned above, property tax bills were sent out later last year by the County. This provided additional days this year for payments to be received in the month of September compared to last year. This timing difference is the most likely reason for the increased property tax revenues. This theory is also supported by the Village's 74% collection rate for property taxes which is 2% higher than this time last year.

Local option sales tax revenues were \$55,000 higher than the revenue forecast. Revenues for the month of June and the impact of the 2014 U.S. Open Championships were estimated at the close of the previous fiscal year. The actual revenues, when received in September, were approximately \$60,000 higher than anticipated and account for the majority of the quarterly budget variance.

General fund operating expenditures were \$274,000 or 6.5% below the quarterly budget overall. This variance is just above the expected expenditure variance of 5%. Compared to the previous year, operating expenditures were up \$189,000 for the quarter.

For capital outlay, only 64% of the capital outlay budgeted in the first quarter was expended in the first quarter. The variance is due to several projects for the Assembly Hall that were planned for the first quarter but not completed. These projects include a new video screen, projector, and video recording equipment. Also two vehicles planned for the first quarter for Public Services were not ordered as planned. Variances of this type are common in the first quarter and will work themselves out as the fiscal year progresses.

Financial Outlook:

The Village issued 30 residential building permits valued at \$6,575,000 during the first quarter. Both the number of homes permitted this quarter and the total value of the homes are higher than the previous year. The average value of these homes increased from \$204,000 to \$219,000, or 7.3% when compared to the previous fiscal year.

The amount of fund balance appropriated this fiscal year is \$1,944,000. This is significantly higher than the \$1,075,000 appropriated last year. If historical trends hold true, we anticipate the Village's fund balance to decrease by \$763,000 by the end of FY 2015. This would leave ending fund balance as a percentage of expenditures at 37% as originally planned in the FY 2015 Strategic Operating Plan.

Other Items:

During the quarter, the Fair Barn covered 94% of operating expenditures with operating revenues. This is lower than the 122% achieved at this point the previous year but above the balanced scorecard target of 78%. Before discounts were applied, the Fair Barn actually made an operating profit for the quarter with the ratio standing at 117%. This quarter is the first time that we are quantifying discounted events and reporting operating results before and after the application of those discounts.

The Harness Track covered 13% of its operating expenditures compared to 5% the previous year. Variances of this type are typical due to the timing of stall rental revenues at the start of the training season. By the end of the second quarter, we should have a better idea of where they stand for the season. Their performance target for expenditure coverage for the year is 53%. We are also tracking the financial impact of discounted use at the Harness Track, although there were very few to report in the first quarter.

Conclusion:

At this point in the fiscal year, our financial results align with our expectations. Most variances in revenues, expenditures, and capital outlay timing will work their way out as the fiscal year progresses.

Should you have any questions about these quarterly statements, please feel free to contact me.

RESOLUTION #14-59:

A RESOLUTION REGARDING A RE-APPOINTMENT TO THE VILLAGE OF PINEHURST BEAUTIFICATION COMMITTEE.

THAT WHEREAS, on the 16th day of November, 2010, the Village of Pinehurst established a Village of Pinehurst Beautification Committee by Resolution #10-35; and

WHEREAS, the term of Mr. Chris Burrows expires on October 31, 2014; and

WHEREAS, Mr. Burrows and the Village Council of Pinehurst are desirous of him continuing to serve as a member of the Beautification Committee;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of Pinehurst, North Carolina in a regular meeting assembled this 28th day of October, 2014, as follows:

SECTION 1. That the following re-appointment is hereby made to the Village of Pinehurst Beautification Committee for the term indicated:

Ms. Burrows is re-appointed as a member of the Village of Pinehurst Beautification Committee, said term to expire October 31, 2016.

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

THIS RESOLUTION passed and adopted this 28th day of October, 2014.

(Municipal Seal)

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney

RESOLUTION #14-60:

A RESOLUTION REGARDING AN APPOINTMENT TO THE PINEHURST HISTORIC PRESERVATION COMMISSION.

THAT WHEREAS, the Village of Pinehurst has established an Historic Preservation Commission as authorized by North Carolina General Statutes, Chapter 160A, Article 19; and

WHEREAS, on October 14, 2014 the Village Council approved an ordinance increasing the memberships size of the Pinehurst Historic Preservation Commission from 5 members to 7 members, thus creating two vacancies; and

WHEREAS, the Village Council of Pinehurst is desirous of filling these vacancies;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 28th day of October, 2014 as follows:

SECTION 1. That the following appointments are hereby made to the Historic Preservation Commission for the terms indicated:

Ms. Amanda Jacoby is appointed as a member of the Historic Preservation Commission, effective October 28, 2014, said term to expire October 31, 2016.

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

THIS RESOLUTION passed and adopted this the 28th day of October, 2014.

(Municipal Seal)

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney

ORDINANCE #14-38:

AN ORDINANCE AMENDING SECTION 71.17 OF THE PINEHURST MUNICIPAL CODE AS IT PERTAINS TO OPERATION OF GOLF CARTS ON PUBLIC STREETS AND ROADS.

THAT, WHEREAS, the Village Council of the Village of Pinehurst adopted an ordinance dated October 20, 1980, establishing and implementing certain authorized police powers for the purpose of prescribing regulations governing conditions detrimental to the health, safety, and welfare of its citizens; and

WHEREAS, on September 13, 2011 the Village Council of the Village of Pinehurst adopted Ordinance 11-25 which adopted the general ordinances of the Village of Pinehurst as revised, amended, restated, codified, and compiled in book form and declared that these shall constitute the "Village of Pinehurst, North Carolina Municipal Code;" and

WHEREAS, the Municipal Code will be subsequently amended from time to time as conditions warrant; and

WHEREAS, a reference in the Pinehurst Municipal Code to a North Carolina General Statute should be changed to accurately reflect a change by the General Assembly;

NOW THEREFORE, BE IT ORDAINED AND ESTABLISHED by the Village Council of Pinehurst, North Carolina, in a regular meeting assembled this 28th day of October, 2014 as follows:

SECTION 1. That § 71.17 Operation of Golf Carts on Public Streets and Roads of the Village of Pinehurst, North Carolina Municipal Code is hereby amended:

§ 71.17 OPERATION OF GOLF CARTS ON PUBLIC STREETS AND ROADS.

(A) Authority to regulate. Pursuant to G.S. § 160A-300.56, as enacted by the North Carolina General Assembly, the village is authorized, by ordinance, to require the registration of, and regulate the operation of golf carts upon any public street or road within the village.

SECTION 2. That all local ordinances in conflict herewith are hereby repealed and declared null and void from and after the date of adoption of this ordinance.

SECTION 3. That this Ordinance shall be and remain in full force and effect from and after the date of its adoption.

THIS ORDINANCE passed and adopted this 28th day of October, 2014.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney

DRAFT

VILLAGE OF PINEHURST



FINANCIAL STATEMENTS
FOR THE THREE MONTHS ENDED
SEPTEMBER 30, 2014

**Village of Pinehurst
Financial Statements
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**Village of Pinehurst
Combined Balance Sheet - All Fund Types
September 30, 2014**

	Governmental Fund Types			Account Groups		Totals	Totals
	General Fund	Special Revenue Funds	Capital Project Funds	General Capital Assets	General Long - Term Debt	September 30, 2014	September 30, 2013
ASSETS							
Cash & investments	\$ 10,966,926	\$ 2,897	\$ (210,331)	\$ -	\$ -	\$ 10,759,492	\$ 8,800,599
Taxes receivable	2,420,235	-	-	-	-	2,420,235	2,579,092
Assessments receivable	87,508	-	-	-	-	87,508	99,299
Due from other governmental agencies	1,638,904	-	-	-	-	1,638,904	2,712,637
Interest receivable	-	-	-	-	-	-	204,495
Other receivables	247,331	-	-	-	-	247,331	-
Inventory	47,871	-	-	-	-	47,871	41,287
Capital assets	-	-	-	37,300,469	-	37,300,469	35,299,318
Amounts to be provided for retirement of general long-term debt	-	-	-	-	2,928,560	2,928,560	3,294,387
TOTAL ASSETS	\$ 15,408,775	\$ 2,897	\$ (210,331)	\$ 37,300,469	\$ 2,928,560	\$ 55,430,370	\$ 53,031,114
LIABILITIES AND FUND EQUITY							
Accounts payable	\$ 441,617	\$ -	\$ -	\$ -	\$ -	\$ 441,617	\$ 6,506
Withholdings & accrued expenses	54,250	-	-	-	-	54,250	59,484
Accrued vacation	-	-	-	-	631,459	631,459	604,413
Net pension obligation	-	-	-	-	196,824	196,824	173,403
Deposits	90,490	-	-	-	-	90,490	68,826
Unavailable revenues	2,800,978	-	-	-	-	2,800,978	2,925,206
Residential assurance deposits	-	-	-	-	-	-	55,000
Long-term debt	-	-	-	-	2,100,277	2,100,277	2,516,571
Total Liabilities	3,387,335	-	-	-	2,928,560	6,315,895	6,409,409
EQUITY							
Investment in general capital assets	-	-	-	37,300,469	-	37,300,469	35,299,318
Fund Balance:							
Nonspendable:							
Inventory	47,871	-	-	-	-	47,871	41,287
Restricted:							
Stabilization by state statute	3,622,597	-	-	-	-	3,622,597	4,100,076
Transportation	204,842	-	-	-	-	204,842	-
Committed:							
Capital Project fund expenditures	-	-	(210,331)	-	-	(210,331)	(3,670)
Special Revenue fund expenditures	-	2,897	-	-	-	2,897	10,811
Assigned:							
Designated for expenditures	1,944,155	-	-	-	-	1,944,155	1,074,572
Unassigned	6,201,975	-	-	-	-	6,201,975	6,099,311
Total equity	12,021,440	2,897	(210,331)	37,300,469	-	49,114,475	46,621,705
TOTAL LIABILITIES & EQUITY	\$ 15,408,775	\$ 2,897	\$ (210,331)	\$ 37,300,469	\$ 2,928,560	\$ 55,430,370	\$ 53,031,114

Village of Pinehurst
Statement of Revenues, Expenditures and Changes in Fund Balance
Budget and Actual - General Fund
Three Months Ended September 30, 2014

	Annual Budget as of 09/30/14	Quarterly Budget as of 09/30/14	YTD as of 09/30/14	YTD as of 9/30/2013	Current Year Over (Under) Prior Year	% of 2015 Budget Spent / Received YTD
Revenues						
Ad valorem taxes & penalties	\$ 9,767,000	\$ 6,573,435	\$ 6,952,260	\$ 6,702,921	\$ 249,339	71.18%
Assessments	31,110	-	-	-	10,591	0.00%
Other taxes and licenses	2,800,700	687,305	742,571	610,577	131,994	26.51%
Intergovernmental revenues:			-			
Unrestricted	1,664,900	152,605	165,683	145,242	20,441	9.95%
Restricted	506,760	249,680	244,465	243,116	1,349	48.24%
Permits & fees	557,750	165,548	184,981	245,150	(60,169)	33.17%
Sales & service	532,500	101,125	104,525	100,931	3,594	19.63%
Other revenues	193,530	72,644	12,308	21,924	(9,616)	6.36%
Interest earned on investments	14,100	1,128	(867)	(1,484)	617	-6.15%
TOTAL REVENUES	16,068,350	8,003,470	8,405,926	8,068,377	337,549	52.31%
Operating Expenditures						
Governing Body	233,000	77,600	45,465	40,949	4,516	19.51%
Administration	1,074,975	293,354	259,335	245,918	13,417	24.12%
Financial Services	606,310	236,289	208,880	201,591	7,289	34.45%
Human Resources	377,520	47,117	62,794	57,236	5,558	16.63%
Police	2,777,533	749,803	651,065	642,668	8,397	23.44%
Fire	2,630,299	779,006	604,120	564,310	39,810	22.97%
Inspections	226,090	60,273	49,997	50,621	(624)	22.11%
Public Services Administration	405,025	107,407	82,230	84,166	(1,936)	20.30%
Streets & Grounds	1,238,583	365,657	324,835	325,295	(460)	26.23%
Powell Bill Funds	763,300	(24,875)	41,511	15,476	26,035	5.44%
Solid Waste	1,462,275	338,270	303,264	307,571	(4,307)	20.74%
Recreation	1,295,091	356,365	382,867	278,837	104,030	29.56%
Library	380,000	20,000	340,000	330,000	10,000	89.47%
Harness Track	529,540	160,662	132,974	140,452	(7,478)	25.11%
Fair Barn	290,939	80,056	54,931	51,825	3,106	18.88%
Planning	666,790	179,266	123,512	167,080	(43,568)	18.52%
Community Development	372,275	176,475	69,738	82,030	(12,292)	18.73%
Debt Service	494,525	154,578	195,937	158,652	37,285	39.62%
Contingency	95,000	50,000	-	-	-	0.00%
Total Operating Expenditures	15,919,070	4,207,303	3,933,455	3,744,677	188,778	24.71%
Capital Outlay Expenditures						
Administration	130,205	105,705	16,712	-	16,712	12.84%
Financial Services	4,880	4,880	1,683	-	1,683	34.49%
Human Resources	2,440	2,440	841	-	841	34.47%
Police	142,695	39,195	7,668	-	7,668	5.37%
Fire	149,575	38,275	4,334	539,888	(535,554)	2.90%
Inspections	2,245	1,645	665	-	665	29.62%
Public Services Administration	62,690	62,705	537	-	537	0.86%
Streets & Grounds	485,843	27,730	31,010	131,428	(100,418)	6.38%
Powell Bill Funds	25,000	25,000	-	-	-	0.00%
Solid Waste	199,400	7,900	1,445	-	1,445	0.72%
Recreation	171,463	51,755	10,182	7,135	3,047	5.94%
Harness Track	143,157	136,157	121,996	4,152	117,844	85.22%
Fair Barn	71,925	42,515	656	-	656	0.91%
Planning	6,315	2,010	2,146	-	2,146	33.98%
Community Development	498,500	-	-	37,597	(37,597)	0.00%
Total Capital Outlay Expenditures	2,096,333	547,912	199,875	720,200	(520,325)	9.53%
TOTAL EXPENDITURES	18,015,403	4,755,215	4,133,330	4,464,877	(331,547)	22.94%
REVENUES OVER (UNDER) EXPENDITURES	(1,947,053)	3,248,255	4,272,596	3,603,500	669,096	

Village of Pinehurst
Statement of Revenues, Expenditures and Changes in Fund Balance
Budget and Actual - General Fund
Three Months Ended September 30, 2014

	Annual Budget as of 09/30/14	Quarterly Budget as of 09/30/14	YTD as of 09/30/14	YTD as of 9/30/2013	Current Year Over (Under) Prior Year	% of 2015 Budget Spent / Received YTD
Other Financing Sources (Uses)						
Operating transfers in	\$ 2,898	\$ -	\$ -	\$ -	\$ -	0.00%
Loan proceeds	-	-	-	550,000	(550,000)	0.00%
Total Other Fin. Sources (Uses)	<u>2,898</u>	<u>-</u>	<u>-</u>	<u>550,000</u>	<u>(550,000)</u>	<u>0.00%</u>
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXP AND OTHER FINANCING USES	(1,944,155)	3,248,255	4,272,596	4,153,500	119,096	
Appropriated Fund Balance	<u>1,944,155</u>	<u>256,445</u>	<u>-</u>	<u>-</u>	<u>-</u>	
EXCESS OF REVENUES, OTHER FINANCING SOURCES AND FUND BALANCE APP. OVER (UNDER) EXP AND OTHER FIN. USES	<u>\$ -</u>	<u>\$ 3,504,700</u>	4,272,596	<u>\$ 4,153,500</u>	<u>\$ 119,096</u>	
FUND BALANCE, JULY 1			<u>7,748,844</u>			
FUND BALANCE, SEPT 30			<u>\$ 12,021,440</u>			

Village of Pinehurst
Schedule of Capital Outlay by Function and Activity
Three Months Ended September 30, 2014

	Annual Budget	YTD Budget	YTD Expenditures	Remaining Balance
<u>Land</u>				
Streets & Grounds	\$ 153,800	\$ 20,000	\$ 28,789	\$ 125,011
Recreation	107,898	5,000	8,990	98,908
Harness Track	131,912	131,912	121,270	10,642
Community Development	441,000	-	-	441,000
	834,610	156,912	159,049	675,561
<u>Buildings and Grounds</u>				
Administration	38,200	21,200	-	38,200
Police	7,500	-	-	7,500
Fire	14,100	-	-	14,100
Recreation	22,000	22,000	-	22,000
Harness Track	7,000	-	-	7,000
Fair Barn	22,000	8,000	-	22,000
	110,800	51,200	-	110,800
<u>Equipment and Furniture</u>				
Administration	92,005	84,505	16,712	75,293
Financial Services	4,880	4,880	1,683	3,197
Human Resources	2,440	2,440	841	1,599
Police	21,945	21,945	7,668	14,277
Fire	42,795	35,595	4,334	38,461
Inspections	1,935	1,335	665	1,270
Public Services Administration	6,380	6,395	537	5,843
Streets & Grounds	185,583	1,270	2,221	183,362
Solid Waste	4,200	2,700	1,445	2,755
Recreation	40,975	24,165	1,192	39,783
Harness Track	2,145	2,145	726	1,419
Fair Barn	49,925	34,515	656	49,269
Planning	6,215	1,910	2,146	4,069
Community Development	57,500	-	-	57,500
	518,923	223,800	40,826	478,097
<u>Vehicles</u>				
Police	113,250	17,250	-	113,250
Fire	92,680	2,680	-	92,680
Inspections	310	310	-	310
Public Services Administration	56,310	56,310	-	56,310
Streets & Grounds	6,460	6,460	-	6,460
Solid Waste	195,200	5,200	-	195,200
Recreation	590	590	-	590
Harness Track	2,100	2,100	-	2,100
Planning	100	100	-	100
	467,000	91,000	-	467,000
<u>Infrastructure</u>				
Streets & Grounds	140,000	-	-	140,000
Powell Bill	25,000	25,000	-	25,000
	165,000	25,000	-	165,000
Total	\$ 2,096,333	\$ 547,912	\$ 199,875	\$ 1,896,458

% of Capital Outlay Budget Expended

9.53%

Note: This Schedule includes Fleet Maintenance, Buildings & Grounds and Information Technology Capital Outlay.

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**Village of Pinehurst
Combining Balance Sheet - Special Revenue Funds
September 30, 2014**

	<u>Land Dedication Fund</u>	<u>Total September 30, 2014</u>	<u>Total September 30, 2013</u>
ASSETS			
Cash & investments	\$ 2,897	\$ 2,897	\$ 10,811
TOTAL ASSETS	<u>\$ 2,897</u>	<u>\$ 2,897</u>	<u>\$ 10,811</u>
FUND EQUITY			
Fund Balance:			
Committed:			
Designated for expenditures	\$ 2,897	\$ 2,897	\$ 10,811
Total equity	<u>2,897</u>	<u>2,897</u>	<u>10,811</u>
TOTAL LIABILITIES & FUND EQUITY	<u>\$ 2,897</u>	<u>\$ 2,897</u>	<u>\$ 10,811</u>

Village of Pinehurst
Combining Statement of Revenues, Expenditures, and Changes in Fund Balance
Land Dedication Special Revenue Fund

	<u>Total September 30, 2014</u>	<u>Total September 30, 2013</u>
REVENUES		
Interest earned on investments	<u>\$ 3</u>	<u>\$ 56</u>
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	<u>3</u>	<u>56</u>
Fund Balance, July 1	<u>2,894</u>	<u>10,755</u>
FUND BALANCE, SEPT 30	<u><u>\$ 2,897</u></u>	<u><u>\$ 10,811</u></u>

**Village of Pinehurst
Combining Balance Sheet - Capital Project Funds
September 30, 2014**

	Jackson Hamlet CDBG-III Fund	Total September 30, 2014	Total September 30, 2013
ASSETS			
Cash & investments	\$ (210,331)	\$ (210,331)	\$ -
Due from other governments	<u>-</u>	<u>-</u>	<u>(3,670)</u>
TOTAL ASSETS	<u><u>\$ (210,331)</u></u>	<u><u>\$ (210,331)</u></u>	<u><u>\$ (3,670)</u></u>
Fund Balance:			
Reserved:			
Designated for capital improvements	<u>\$ (210,331)</u>	<u>\$ (210,331)</u>	<u>\$ (3,670)</u>
Total equity	<u>(210,331)</u>	<u>(210,331)</u>	<u>(3,670)</u>
TOTAL LIABILITIES & FUND EQUITY	<u><u>\$ (210,331)</u></u>	<u><u>\$ (210,331)</u></u>	<u><u>\$ (3,670)</u></u>

Village of Pinehurst
Statement of Revenues, Expenditures, and Changes in Fund Balance -
Budget and Actual - Capital Projects Fund - Jackson Hamlet CDBG-III
From Inception and for the Three Months Ended September 30, 2014

	Project budget	Prior years	Actual Current year	Total to date
REVENUES				
Community Development Grant	\$ 683,200	\$ 74,438	\$ (3,244)	\$ 71,194
	683,200	74,438	(3,244)	71,194
EXPENDITURES				
Professional Services	73,200	8,018	-	8,018
Grants for community projects	610,000	66,420	207,087	273,507
	683,200	74,438	207,087	281,525
REVENUES OVER (UNDER) EXPENDITURES	<u>-</u>	<u>-</u>	<u>(210,331)</u>	<u>(210,331)</u>
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	<u>\$ -</u>	<u>\$ -</u>	<u>(210,331)</u>	<u>\$ (210,331)</u>
FUND BALANCE, JULY 1			<u>-</u>	
FUND BALANCE, SEPTEMBER 30			<u>\$ (210,331)</u>	

**Village of Pinehurst
Schedule of General Long Term Debt
Fiscal Year Ended June 30, 2015**

	Balance at 09/30/14	Balance at 09/30/13	Increase (Decrease)
Fire Station			
\$2,500,000; due in 30 semi-annual payments of fixed principal of \$83,334 plus interest @ 3.44%; collateralized by Fire Station bldg; final payment due on 3/15/2020.	\$ 916,667	\$ 1,083,333	\$ (166,666)
Fair Barn			
\$1,000,000; due in 40 semi-annual payments consisting of fixed principal of \$25,000 plus interest @ 4.60%; collateralized by Fair Barn bldg; final payment due on 3/11/22.	375,000	425,000	(50,000)
67.04 Acres (Chicken Plant Road)			
\$500,000; due in 30 semi-annual payments consisting of fixed principal of \$16,667 plus interest @ 3.98%; collateralized by 67.04 acres of land; final payment due 4/17/18.	116,667	150,000	(33,333)
2009 Firetruck			
\$500,000; due in 14 semi-annual payments of \$42,037 beginning on 6/1/10; final payment due on 12/1/16; interest @ 4.43% with a 35% interest rebate on each payment; collateralized by firetruck.	196,688	269,667	(72,979)
Capital Lease			
SAN Storage; due in 3 annual payments of \$20,932 beginning on 01/14/13; final payment due on 01/14/15; interest at 5.5%; title passes to the Village at the end of the lease term.	19,760	38,571	(18,811)
2013 Firetruck			
\$550,000; due in 14 semi-annual payments of \$41,917 beginning on 2/1/14; final payment due on 8/1/20; interest @ 1.75%; collateralized by firetruck.	475,495	550,000	(74,505)
	<u>2,100,277</u>	<u>2,516,571</u>	<u>(416,294)</u>
Unfunded Pension Benefit Obligation	196,824	173,403	23,421
Accumulated Vacation	631,459	604,413	27,046
	<u>828,283</u>	<u>777,816</u>	<u>50,467</u>
	<u>\$ 2,928,560</u>	<u>\$ 3,294,387</u>	<u>\$ (365,827)</u>

**Village of Pinehurst
Schedule of Ad Valorem Property Tax Collections
Three Months Ended September 30, 2014**

Real and Personal

Tax Year	Three Months Ended September 30, 2014			Three Months Ended September 30, 2013		
	Budgeted Collections	Gross Collections	% Collected Through 09/30/14	Budgeted Collections	Gross Collections	% Collected Through 09/30/13
Third Prior Year	\$ -	\$ 548	100.00%	\$ -	\$ 77	100.00%
Second Prior Year	-	143	100.00%	-	18	100.00%
First Prior Year	5,000	1,808	36.16%	5,000	2,160	43.20%
Current Year	9,224,000	6,814,494	73.88%	9,110,000	6,548,738	71.89%
	<u>\$ 9,229,000</u>	<u>\$ 6,816,993</u>	<u>73.86%</u>	<u>\$ 9,115,000</u>	<u>\$ 6,550,993</u>	<u>71.87%</u>

Motor Vehicles

Tax Year	Three Months Ended September 30, 2014			Three Months Ended September 30, 2013		
	Budgeted Collections	Gross Collections	% Collected Through 09/30/14	Budgeted Collections	Gross Collections	% Collected Through 09/30/13
Third Prior Year	\$ -	\$ 153	100.00%	\$ -	\$ 18	100.00%
Second Prior Year	-	125	100.00%	-	254	100.00%
First Prior Year *	2,000	106,366	5318.30%	2,000	18,578	928.90%
Current Year	536,000	27,710	5.17%	565,000	133,434	23.62%
	<u>\$ 538,000</u>	<u>\$ 134,354</u>	<u>24.97%</u>	<u>\$ 567,000</u>	<u>\$ 152,284</u>	<u>26.86%</u>

* Includes amounts collected in July and August through the DMV that were previously recorded as Current Year using the staggered method of vehicle levy and collection.

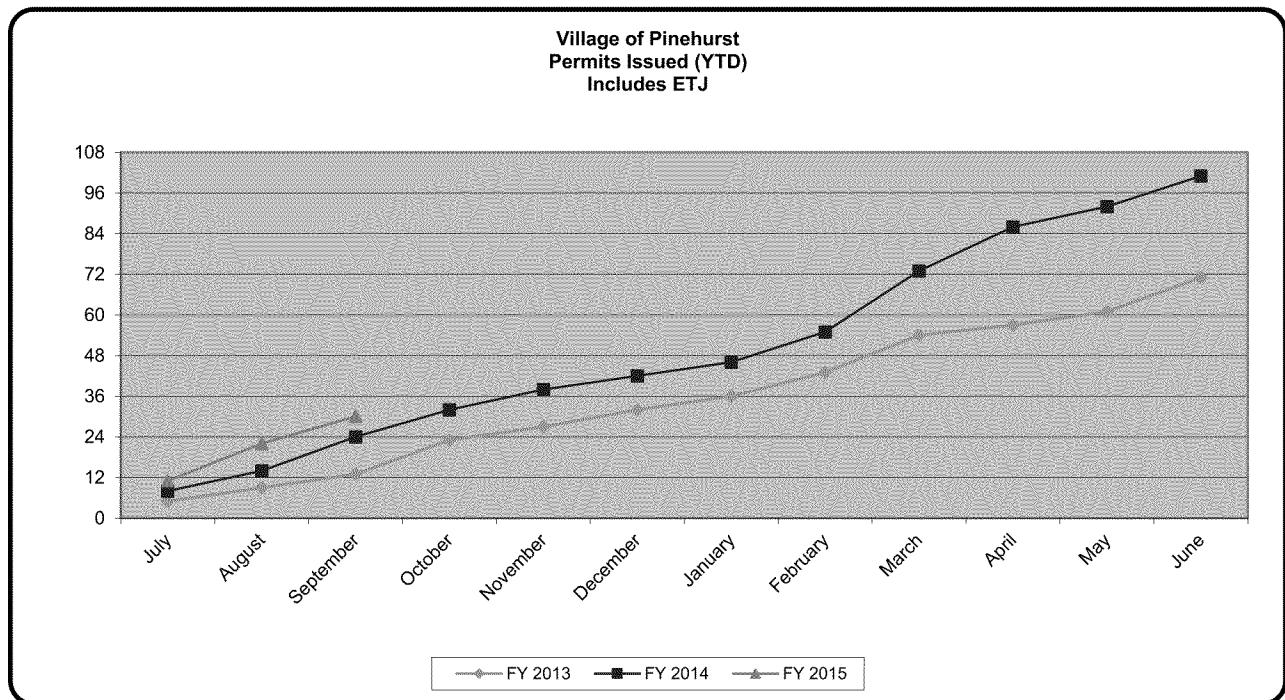
**Village of Pinehurst
Schedule of Ad Valorem Property Tax Levy
Three Months Ended September 30, 2014**

Property Valuation				
	Three Months Ended September 30, 2014	Three Months Ended September 30, 2013	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Real & Personal	\$ 3,291,553,758	\$ 3,235,790,402	\$ 55,763,356	1.72%
Motor Vehicles *	46,849,742	68,415,613	(21,565,871)	-31.52%
	<u>\$ 3,338,403,500</u>	<u>\$ 3,304,206,015</u>	<u>\$ 34,197,485</u>	<u>1.03%</u>
Levy				
	Three Months Ended September 30, 2014	Three Months Ended September 30, 2013	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Real & Personal	\$ 9,211,802	\$ 9,061,826	\$ 149,976	1.66%
Motor Vehicles *	130,890	191,564	(60,674)	-31.67%
	<u>\$ 9,342,692</u>	<u>\$ 9,253,390</u>	<u>\$ 89,302</u>	<u>0.97%</u>

* Prior year Includes amounts collected in July and August using an "Invitation to Renew method by the DMV versus using the staggerd method of vehicle levy and collection by the County. The new method resulted in the valuation and collection of 14 months of Motor Vehicle taxes in fiscal year 2013-2014.

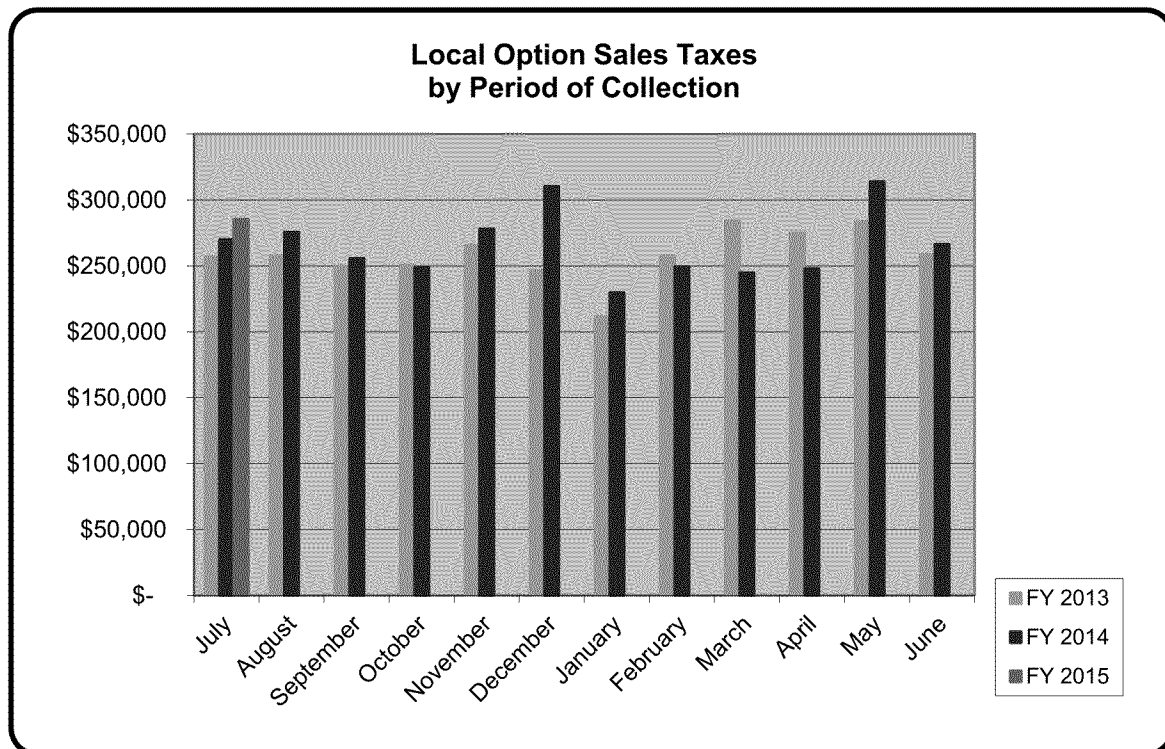
**Village of Pinehurst
Residential Building Permits - Includes ETJ**

	FY 2013		FY 2014		FY 2015		Construction Costs Percentage Change YTD
	# of	Est.	# of	Est.	# of	Est.	
	Permits Issued	Construction Costs	Permits Issued	Construction Costs	Permits Issued	Construction Costs	
July	5	\$ 1,418,713	8	\$ 1,579,000	11	\$ 2,106,000	33.38%
August	4	2,380,000	6	1,624,120	11	2,470,488	42.88%
September	4	1,108,000	10	1,698,171	8	1,998,500	34.15%
October	10	2,531,000	8	3,444,648	-	-	-21.22%
November	4	815,000	6	1,195,000	-	-	-31.09%
December	5	1,417,000	4	1,141,400	-	-	-38.45%
January	4	764,000	4	1,216,800	-	-	-44.74%
February	7	1,706,000	9	1,608,000	-	-	-51.32%
March	11	2,812,700	18	3,864,200	-	-	-62.15%
April	3	790,237	13	3,209,000	-	-	-68.05%
May	4	1,085,000	6	1,201,000	-	-	-69.81%
June	10	1,619,900	9	2,264,000	-	-	-72.66%
YTD	71	\$ 18,447,550	101	\$ 24,045,339	30	\$ 6,574,988	



**Village of Pinehurst
Local Option Sales Taxes**

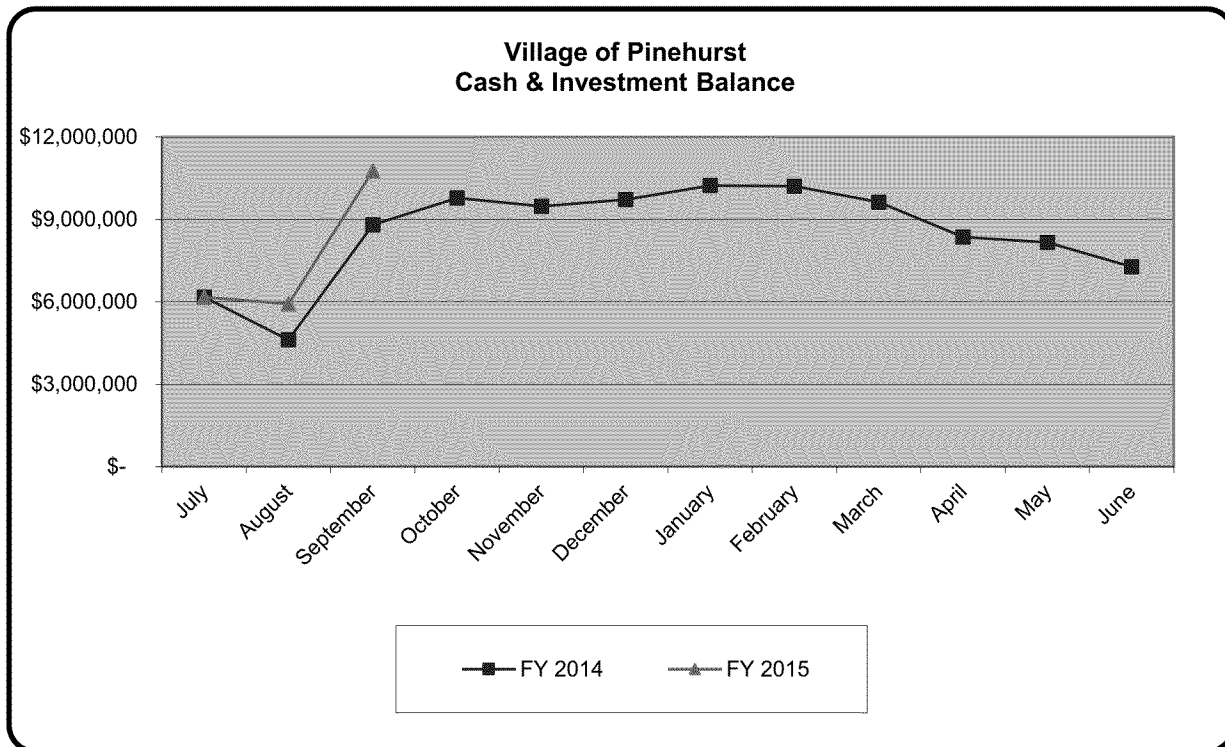
	FY 2013	FY 2014	FY 2015	Same Month Change From Prior Year
July	\$ 256,870	\$ 269,967	\$ 285,352	5.70%
August	257,725	275,713	-	
September	249,925	255,685	-	
October	250,726	248,959	-	
November	265,785	278,014	-	
December	246,614	310,229	-	
January	211,509	229,653	-	
February	257,455	249,354	-	
March	284,085	244,765	-	
April	275,036	247,995	-	
May	283,616	314,055	-	
June	258,733	266,495	-	
YTD	<u>\$ 3,098,079</u>	<u>\$ 3,190,884</u>	<u>\$ 285,352</u>	



Village of Pinehurst Investment Yield Summary

	FY 2014			FY 2015		
	Cash Balance	Investment Earnings	Investment Yield*	Cash Balance	Investment Earnings	Investment Yield*
July	\$ 6,163,553	\$ 5,345	1.08%	\$ 6,167,938	\$ (6,270)	-1.14%
August	4,609,828	19	0.00%	5,916,617	5,372	1.08%
September	8,799,599	(6,791)	-1.23%	10,757,924	34	0.00%
October	9,777,850	1,940	0.25%			
November	9,471,301	53	0.01%			
December	9,722,307	52	0.01%			
January	10,223,815	56	0.01%			
February	10,200,186	3,560	0.42%			
March	9,629,106	57	0.01%			
April	8,355,669	48	0.01%			
May	8,160,318	40	0.01%			
June	7,270,246	6,263	0.99%			
Average	<u>\$ 8,531,982</u>	<u>\$ 10,642</u>	0.12%	<u>\$ 7,614,160</u>	<u>\$ (864)</u>	-0.01%

* Investment yield is presented on an accrual basis.

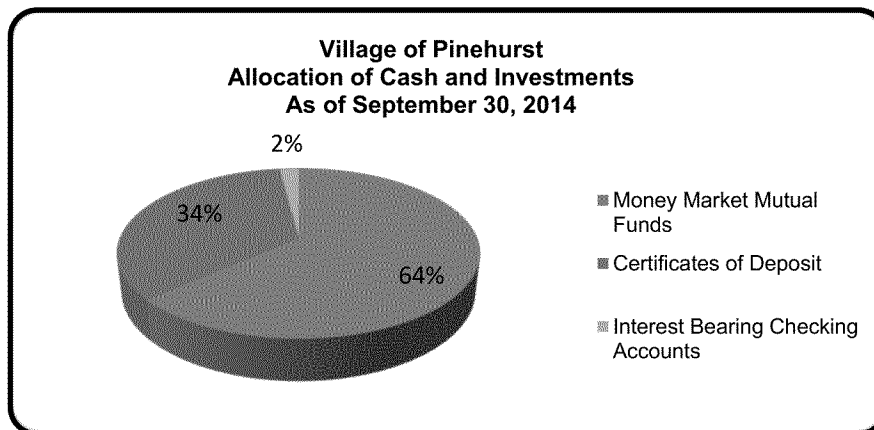


**Village of Pinehurst
Cash and Investment Schedule
As of September 30, 2014**

Investment	Bond Ratings (Moody's/S&P)	Purchase Date	Maturity Date	Cost
Money Market Mutual Funds				
North Carolina Capital Management Trust	AAAm			7,122,104
Certificates of Deposit				
BB&T Capital Markets	4 star	10/03/13	10/03/14	504,669
First Bank	3.5 star	01/17/14	01/17/15	500,000
First Bank	3.5 star	07/29/14	07/29/15	1,524,654
First Tennessee Bank	4 star	08/04/14	08/04/15	1,000,000
Interest Bearing Checking Accounts				
PNC Bank Operating				106,497
Petty Cash				<u>1,568</u>
Total Cash and Investments				<u><u>\$ 10,759,492</u></u>
Total Cash and Investments (same quarter previous year)				<u><u>\$ 8,800,599</u></u>

Summary of Cash and Investments

Money Market Mutual Funds	\$ 7,122,104
Certificates of Deposit	3,529,323
Interest Bearing Checking Accounts	106,497
Petty Cash	<u>1,568</u>
	<u><u>\$ 10,759,492</u></u>



**Village of Pinehurst
Schedule of Fund Balance - General Fund
September 30, 2014**

	Fund Balance at 09/30/14	Fund Balance at 09/30/13
General Fund		
Nonspendable:		
Inventory	\$ 47,871	\$ 41,287
Restricted:		
Stabilization by State Statute	3,622,597	4,100,076
Transportation	204,842	227,202
Assigned		
Subsequent year's expenditures	1,944,155	1,074,572
Unassigned	6,201,975	5,872,109
	<u>\$ 12,021,440</u>	<u>\$ 11,315,246</u>

Village of Pinehurst
Schedule of Budget Amendments - General Fund
For the Fiscal Year Ended June 30, 2015

As of September 30, 2014

	ORIGINAL 2014-2015 BUDGET	Amended * Qtr Ended 09/30/14	Amended Qtr Ended 12/31/14	Amended Qtr Ended 03/31/15	Amended Qtr Ended 06/30/15	Total Amendments	Amended 2014-2015 Budget
REVENUES							
Ad valorem taxes	\$ 9,767,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,767,000
Other taxes and licenses	2,800,700	-	-	-	-	-	2,800,700
Unrestricted Intergov't Revenues	1,664,900	-	-	-	-	-	1,664,900
Restricted Intergov't Revenues	506,760	-	-	-	-	-	506,760
Permits & Fees	557,750	-	-	-	-	-	557,750
Sales & Services	532,500	-	-	-	-	-	532,500
Assessments	31,110	-	-	-	-	-	31,110
Other Revenues	193,530	-	-	-	-	-	193,530
Investment Income	14,100	-	-	-	-	-	14,100
Other Financing Sources	-	2,898	-	-	-	2,898	2,898
Appropriated Fund Balance	1,687,710	256,445	-	-	-	256,445	1,944,155
TOTAL REVENUES	\$ 17,756,060	\$ 259,343	\$ -	\$ -	\$ -	\$ 259,343	\$ 18,015,403
OPERATING EXPENDITURES							
Governing Body	233,000	-	-	-	-	-	233,000
Administration	1,074,975	-	-	-	-	-	1,074,975
Financial Services	606,310	-	-	-	-	-	606,310
Human Resources	459,905	(82,385)	-	-	-	(82,385)	377,520
Police	2,773,875	3,658	-	-	-	3,658	2,777,533
Fire	2,535,925	94,374	-	-	-	94,374	2,630,299
Inspections	226,090	-	-	-	-	-	226,090
Public Services Administration	405,025	-	-	-	-	-	405,025
Streets & Grounds	1,213,665	24,918	-	-	-	24,918	1,238,583
Powell Bill	788,300	(25,000)	-	-	-	(25,000)	763,300
Solid Waste	1,435,975	26,300	-	-	-	26,300	1,462,275
Planning	658,435	8,355	-	-	-	8,355	666,790
Community Development	293,900	78,375	-	-	-	78,375	372,275
Recreation	1,288,335	6,756	-	-	-	6,756	1,295,091
Library	380,000	-	-	-	-	-	380,000
Harness Track	524,040	5,500	-	-	-	5,500	529,540
Fair Barn	289,380	1,559	-	-	-	1,559	290,939
Contingency	100,000	(5,000)	-	-	-	(5,000)	95,000
Debt Service	494,525	-	-	-	-	-	494,525
Total Operating Expenditures	15,781,660	137,410	-	-	-	137,410	15,919,070
CAPITAL EXPENDITURES							
Administration	102,205	28,000	-	-	-	28,000	130,205
Financial Services	4,880	-	-	-	-	-	4,880
Human Resources	2,440	-	-	-	-	-	2,440
Police	142,695	-	-	-	-	-	142,695
Fire	126,575	23,000	-	-	-	23,000	149,575
Inspections	1,645	600	-	-	-	600	2,245
Public Services Administration	67,505	(4,815)	-	-	-	-	62,690
Streets & Grounds	479,530	6,313	-	-	-	6,313	485,843
Powell Bill	-	25,000	-	-	-	25,000	25,000
Solid Waste	197,900	1,500	-	-	-	1,500	199,400
Planning	2,010	4,305	-	-	-	4,305	6,315
Community Development	498,500	-	-	-	-	-	498,500
Recreation	162,755	8,708	-	-	-	8,708	171,463
Harness Track	109,245	33,912	-	-	-	33,912	143,157
Fair Barn	76,515	(4,590)	-	-	-	(4,590)	71,925
Total Capital Expenditures	\$ 1,974,400	\$ 121,933	\$ -	\$ -	\$ -	\$ 126,748	\$ 2,096,333
TOTAL EXPENDITURES	\$ 17,756,060	\$ 259,343	\$ -	\$ -	\$ -	\$ 264,158	\$ 18,015,403

* Includes \$235,345 that was reappropriated from FY 2013-14.

Village of Pinehurst
Schedule of Fair Barn Revenues and Expenditures
Three Months Ended September 30, 2014

	Annual Budget as of 9/30/14	Quarterly Budget as of 9/30/14	Actual 9/30/14	YTD as of 9/30/2013	Current Year Over (Under) Prior Year	% of 2015 Budget Spent / Received YTD
<u>Fair Barn</u>						
Revenues	\$ 183,000	\$ 60,000	\$ 64,237	\$ 63,441	\$ 796	35.10%
Expenditures						
Operating	290,939	80,056	54,931	51,825	3,106	18.88%
Capital	76,515	42,515	656	-	656	0.86%
Debt Service	67,825	33,913	34,201	35,351	(1,150)	50.43%
	<u>435,279</u>	<u>156,484</u>	<u>89,788</u>	<u>87,176</u>	<u>2,612</u>	<u>20.63%</u>
Net <u>Before</u> Discounts	<u>(252,279)</u>	<u>(96,484)</u>	<u>(25,551)</u>	<u>(23,735)</u>	<u>(1,816)</u>	<u>10.13%</u>
Event Revenue Discounts			(12,765)	-	(12,765)	
Net <u>After</u> Discounts	<u>\$ (252,279)</u>	<u>\$ (96,484)</u>	<u>\$ (38,316)</u>	<u>\$ (23,735)</u>	<u>\$ (14,581)</u>	<u>15.19%</u>
Operating Revenues as a % of Operating Expenditures - Before Discounts	63%	75%	117%	122%		
Operating Revenues as a % of Operating Expenditures - After Discounts	63%	75%	94%	122%		
Target			78%			

Village of Pinehurst
Schedule of Harness Track Revenues and Expenditures
Three Months Ended September 30, 2014

	Annual Budget as of 9/30/14	Quarterly Budget as of 9/30/14	Actual 9/30/14	YTD as of 9/30/13	Current Year Over (Under) Prior Year	% of 2015 Budget Spent / Received YTD
<u>Harness Track</u>						
Revenues	\$ 249,000	\$ 16,000	\$ 18,555	\$ 6,771	\$ 11,784	7.45%
Expenditures						
Operating	529,540	160,662	132,974	140,452	(7,478)	25.11%
Capital	143,157	136,157	121,996	4,152	117,844	85.22%
	<u>672,697</u>	<u>296,819</u>	<u>254,970</u>	<u>144,604</u>	<u>110,366</u>	<u>37.90%</u>
Net <u>Before</u> Discounts	<u>(423,697)</u>	<u>(280,819)</u>	<u>(236,415)</u>	<u>(137,833)</u>	<u>(98,582)</u>	<u>55.80%</u>
Event Revenue Discounts			(1,040)	-	(1,040)	
Net <u>After</u> Discounts	<u>\$ (423,697)</u>	<u>\$ (280,819)</u>	<u>\$ (237,455)</u>	<u>\$ (137,833)</u>	<u>\$ (99,622)</u>	<u>56.04%</u>
Operating Revenues as a % of Operating Expenditures - Before Discounts	47%	10%	14%	5%		
Operating Revenues as a % of Operating Expenditures - After Discounts	47%	10%	13%	5%		
Target			53%			

FY 2014 Village of Pinehurst Annual Performance Report



Village Hall – 395 Magnolia Road



The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities.

FY 2014 Village of Pinehurst Annual Performance Report

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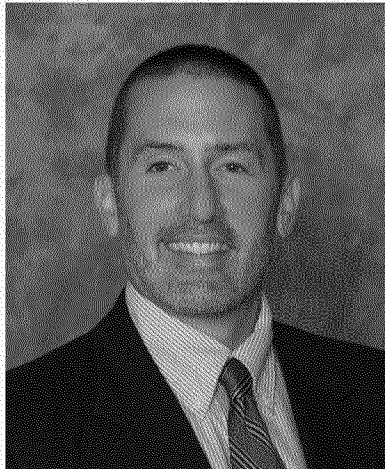
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FY 2014 Village of Pinehurst Annual Performance Report

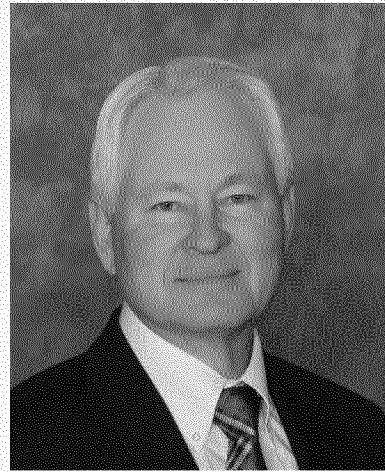
Village Council



**Nancy Fiorillo,
Mayor**



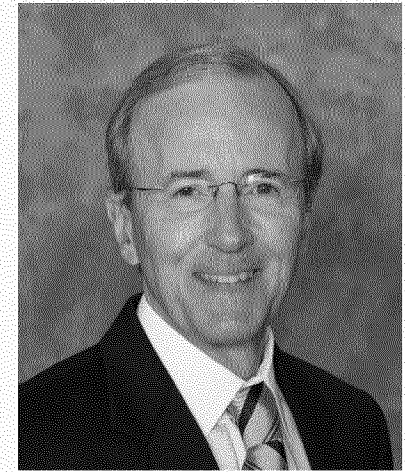
**Clark Campbell,
Councilmember**



**John Cashion,
Mayor Pro Tem**



**Claire Phillips,
Councilmember**



**John Strickland,
Treasurer**

FY 2014 Village of Pinehurst Annual Performance Report

Message from the Office of the Village Manager



In Fiscal Year (FY) 2014, the Village Council adopted a Balanced Scorecard (BSC) Model as a means to align activities and resources with organization goals and improve decision-making by providing performance feedback on critical priorities. This framework helps to balance strategic focus among four key perspective areas:

1) Customer, 2) Internal, 3) Employee, and 4) Financial.

The FY 2014 BSC includes 18 Strategic Objectives. Following the development and Council approval of the Corporate BSC, senior staff developed department dashboards that cascade from the Corporate BSC, incorporating Village-level strategy into departmental-level strategy. This report includes the comprehensive results of performance on both the Corporate BSC and the department dashboards. Results are then aggregated and composite scores are assigned to each of the 18 Strategic Objectives and the four BSC perspectives. Performance measurement data included in this report has been reviewed and audited by management to ensure the accuracy of data being presented.

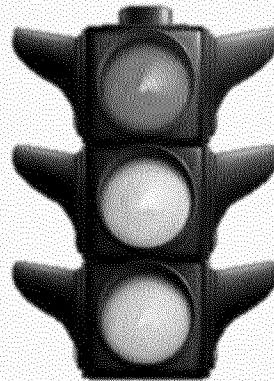
This Annual Performance Report also identifies which strategic initiatives were implemented, in progress, or not completed in FY 2014. These initiatives are aimed at improving performance levels where improvement is needed.

All scorecard components (performance measures, strategic objectives, and BSC perspectives) are scored using red, yellow, or green indicators based on established goals and red flag thresholds. Additional information about the scoring system is included within this report.

In some cases, three-year trend information by BSC perspective is included to help the reader see current performance levels relative to historical performance levels.

FY 2014 Performance

The Village exceeded target performance levels for 14 Strategic Objectives as a whole. Performance for three Strategic Objectives fell short of the goal, but were within defined acceptable levels, and performance fell below acceptable levels for one Strategic Objective, Provide Value for Tax Dollars.



FY 2014 Village of Pinehurst Annual Performance Report

Message from the Village Manager



Of the 34 FY 2014 strategic initiatives, staff completed 26, seven were in progress at year end, and one was not completed.

Significant accomplishments in FY 2014 included:

- Partnering with the USGA to host the U.S. Open Experience at Tufts Park and to support the historic back to back 2014 U.S. Open Championships,
- Evaluation of the yard debris collection process and recommendation to move to single day collection,
- Installation of gateway and wayfinding signage,
- Relocation of the Welcome Center and construction of public restrooms in the Theatre Building,
- Evaluation of village-wide street lighting needs,
- Automation of the Council agenda process, and
- Preparation of a Village-wide employee compensation study.

In addition, the Village was ranked as the ***Safest Community in NC*** by two separate agencies due to the low crime rate in Pinehurst. Also, the Village received the NC State Treasurer's Award and special recognition from the Government Finance Officer's Association for implementation of the Balanced Scorecard performance measurement system.

We are proud of what Village staff accomplished in FY 2014 and thank the Village Council for their continued leadership as staff strives to efficiently and effectively serve Village residents, businesses, and visitors.

Sincerely,

Andy Wilkison
Village Manager

Natalie Dean
Assistant Village Manager

FY 2014 Village of Pinehurst Annual Performance Report

Key Terms Used in this Report



Balanced Scorecard (BSC) – a strategic framework for translating broad, long-term organizational goals into a set of strategic operational objectives, measures, and initiatives.

BSC Perspectives – the four ‘lenses’ through which the organization views itself, including Customer, Internal, Employee and Financial.

Composite – a composite contains a set of performance measures that make up a composite or an index score, ranging from 0-10.

Performance Measures – indicators to gauge progress of strategic initiatives in affecting progress towards goals.

Strategic Initiative – a program, project, or activity that is designed to improve, introduce or sustain a scorecard component.

Strategic Objective – what the Village seeks to achieve to ensure long-term sustainability to guide resource allocation.

FY 2014 Village of Pinehurst Annual Performance Report

Scoring of Scorecard Components



A 0-10 score is assigned to every scorecard component, with 0 being the lowest (red) and 10 being the highest (green). A yellow color-scoring occurs when actual performance is between the goal and the red flag thresholds.

Red flag thresholds for survey results were set as indicated in the chart.

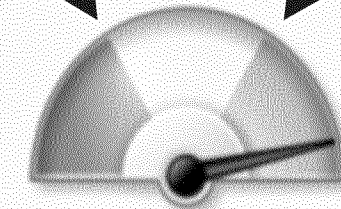
Satisfaction Level Goal	Red Flag
95% - 100%	90%
90% - 94%	85%
81% - 89%	80%
76% - 80%	75%
71% - 75%	70%
Less than 70%	Goal – 1%

Other red flag thresholds were determined by Senior Management in consultation with department heads.

Example

Red Flag
85%
Score: 3.33

Goal
90%
Score: 6.67



% of residents who rate the overall
quality of life as good or excellent

Actual Value: 94%
Score: 9.33

In this example, the goal is 90% and the red flag threshold, or the % that would indicate this measure should be evaluated, is 85%. Because the actual value was 94%, the score assigned to this measure is 9.33.

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Scoring of Scorecard Components

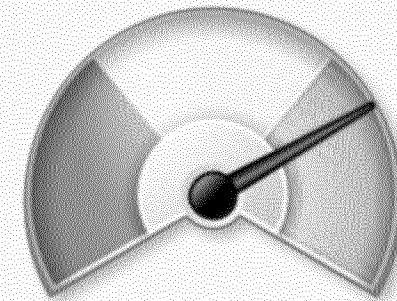


To determine the Village's performance related to a strategic objective, multiple performance measures are scored and a **composite score** is provided for the objective.

In addition, composite scores are also provided for each BSC perspective, which are identified below for FY 2014.

In FY 2014, the Village received an overall composite score of 7.51 out of 10.

Balanced Scorecard Perspective	FY 2014 Composite Score
Customer	7.87
Internal	8.83
Employee	7.60
Financial	6.47



**Village-wide FY 2014
Composite Score: 7.51**

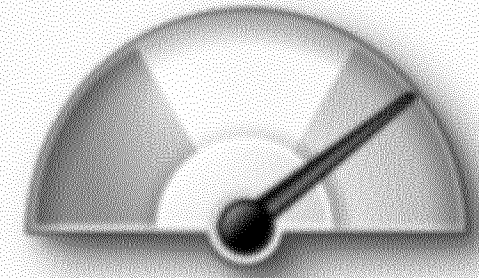
FY 2014 Village of Pinehurst Annual Performance Report

Strategic Objectives



Composite Results by Balanced Scorecard Perspective

Customer Perspective

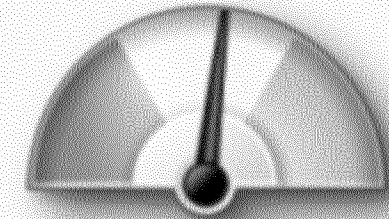


Customer Perspective
Composite Score: 7.87

The FY 2014 composite score for the Customer Perspective includes all performance measures for the six strategic objectives in this BSC perspective.

FY 2014 Village of Pinehurst Annual Performance Report

Safeguard the Community



**Safeguard the Community
Composite Score: 5.36**

Safeguard the Community Performance Measures	Score	Actual	Goal
UCR crime rate per 1,000 residents	8.75	10.24	14
Fires per 1,000 population	5.74	3.57	2.75
% of residents whose overall feeling of safety in the Village is good or excellent	6.11	95%	96%
% of fire code violations corrected upon initial re-inspection after at least 30 days	0	66%	80%
% of emergency calls with reaction time (dispatch to apparatus en-route) of 90 seconds or less	1.97	68%	75%
% of emergency response calls with response time of 6 minutes and 30 seconds or less for the first due apparatus	0	73%	76%
% of inspections that are compliant upon the initial inspection	5.65	95%	97%
% of residents satisfied with the frequency of patrols in neighborhoods	10	67%	65%
% of businesses satisfied with the frequency of patrols in business districts	10	95%	45%

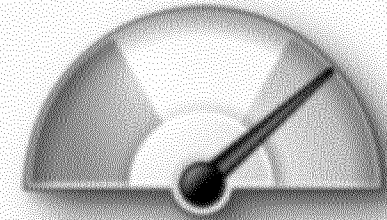
This year, two separate rating agencies ranked the Village as the ***“Safest Community in NC”*** and the Village exceeded its goals relative to crime rates and satisfaction with patrols. An area for improvement, however, is response times to fire calls for service, which the Village first began tracking this year in an effort to achieve national accreditation in the Fire Department.

FY 2014 Village of Pinehurst Annual Performance Report

Preserve the Character & Ambience of the Village



Village Center



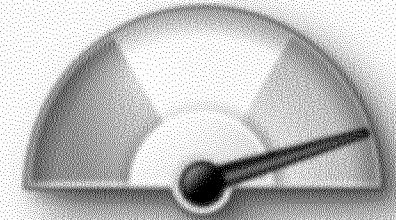
**Preserve the Character &
Ambience of the Village**
Composite Score: 7.69

The 2014 Community Survey indicated high satisfaction ratings for the overall appearance of the Village and quality of life, exceeding the stated goals. In addition, the vast majority of code violations were resolved within the 45 day target response rate.

Preserve the Character & Ambience of the Village Performance Measures	Score	Actual	Goal
% of residents satisfied with landscaping in medians and other public areas	6.67	85%	85%
% of residents who rate the overall appearance of the Village as good or excellent	7.08	94%	93%
% of residents who rate the overall quality of life as good or excellent	9.33	94%	90%
% of code violations resolved within 45 days of notification	7.67	97%	95%

FY 2014 Village of Pinehurst Annual Performance Report

Promote Economic Opportunity



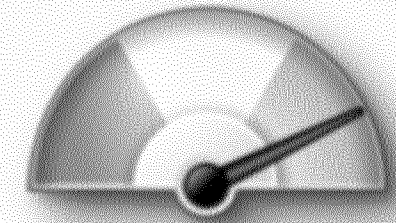
Promote Economic Opportunity Composite Score: 9.05

Promote Economic Opportunity Performance Measures	Score	Actual	Goal
1st floor occupancy rate in the Village Center	3.35	80%	85%
% of businesses likely to recommend the Village as a business location	10	86%	77%
% of businesses satisfied with the Village's overall job of communicating with businesses	10	62%	50%
% of residents satisfied with the availability of parking downtown	10	75%	65%
# of parking spaces in the Village Center per 1,000 sq feet of commercial space	10	2.26	2.08
# of unique visitors to online business resources	10	1,479	500
% of businesses satisfied with the Village website	10	77%	40%

The Village far exceeded most goals related to promoting economic opportunity, with a significant increase in business satisfaction ratings over the prior year. These increased ratings are likely due to an increased focus and several initiatives aimed at enhancing the business climate in the Village. An area the Village should continue to monitor is the first floor occupancy rates, as landlords continue to see transitions in Village Center businesses.

FY 2014 Village of Pinehurst Annual Performance Report

Provide Safe Traffic & Pedestrian Mobility



Provide Safe Traffic & Pedestrian Mobility Composite Score: 8.56

In FY 2014, the Village resurfaced 5 miles of roadways and maintained relatively high levels of resident satisfaction with the maintenance of main thoroughfares. In addition, the Village constructed over 18,000 linear feet of sidewalks, which was primarily those installed along Hwy 211. Only 46% of residents are satisfied with the availability of pedestrian facilities and the Village is currently developing an Alternative Transportation Plan to address this. S&G staff were also unable to inspect regulatory signs as planned due to limited staff capacity.

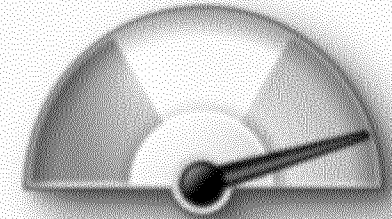
Provide Safe Traffic & Pedestrian Mobility Performance Measures	Score	Actual	Goal
Pavement condition rating	10	82.9	80
# of lf of sidewalks, greenways, and bike paths constructed	10	18,831	8,000
% of residents satisfied with the availability of pedestrian walkways & sidewalks	10	46%	27%
% of residents satisfied with the maintenance of streets in neighborhoods	6.67	73%	73%
% of residents satisfied with the adequacy of street lighting	10	55%	45%
% of collisions with an injury or fatality	10	6.64%	18%
# of Village roadways resurfaced	10	5	4
% of centerline miles of Village roadways resurfaced	10	4.7%	3.7%
Five year rolling average of the # of miles resurfaced	10	5.7	4.6
% of yard debris routes where regulatory signs are inspected and/or replaced	0	11%	22%
% of miles of shoulder inspected and/or repaired	10	15.5%	8.8%
% of residents satisfied with maintenance of street signs/pavement markings	6.67	81%	81%
% of residents satisfied with maintenance of main Village street thoroughfares	7.92	91%	88%

FY 2014 Village of Pinehurst Annual Performance Report

Protect the Environment



Residence with Solid Waste Carts



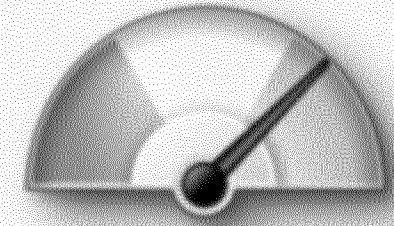
**Protect the Environment
Composite Score: 9.09**

The Village continues to see strong participation in its recycling program, exceeding goals for participation levels and tonnage diverted from the landfill. In addition, *the Village has set a national high benchmark with 92% of residents satisfied with curbside recycling services.*

Protect the Environment Performance Measures	Score	Actual	Goal
% of refused diverted from the landfill	7.88	33.68%	32.70%
% of residents satisfied with curbside recycling services	6.67	92%	92%
% of residents satisfied with the quality of stormwater runoff/management	10	56%	55%
# of households participating in curbside recycling	10	5,887	5,358
% of households participating in curbside recycling	10	74%	68%
# of tons recycled	10	2,025	1,890

FY 2014 Village of Pinehurst Annual Performance Report

Provide a Variety of Recreational & Cultural Opportunities



Provide a Variety of Recreational & Cultural Opportunities Composite Score: 7.5

The 2014 Community Survey satisfaction levels with both the availability and quality of outdoor athletic fields fell far below the goals set for the year. Satisfaction levels with P&R programs remained consistent with last year's 72% rating, although below the goal. Satisfaction with cultural opportunities improved significantly, increasing from 52% last year to 65% this year. The Fair Barn far exceeded its weekday rental goal, due primarily to P&R use of the facility for classes and programs, which also contributed to the increase in the % of available days the Fair Barn was reserved.

Provide a Variety of Recreational & Cultural Opportunities Performance Measures	Score	Actual	Goal
% of residents satisfied with P&R programs	4.67	72%	75%
% of residents satisfied with the availability of cultural recreation opportunities	10	65%	58%
% of residents satisfied with P&R facilities	10	77%	76%
% of residents satisfied with the quality of outdoor athletic fields and facilities	0	68%	76%
% of residents satisfied with the availability of outdoor athletic fields & facilities	0	62%	70%
# of Fair Barn weekday rentals	10	64	44
% of available days the Fair Barn is reserved	10	55%	33%
# of overall recreation programs offered	10	92	52
# of overall cultural programs offered	10	76	38
% of capacity reached for stall rentals	5.38	96%	100%
# of days the Harness Track facilities are reserved	10	125	55
% of customers satisfied with Harness Track facilities	10	92%	70%

FY 2014 Village of Pinehurst Annual Performance Report

Trend Analysis - BSC Customer Perspective Results



Strategic Objective	Performance Measures	FY 2012	FY 2013	FY 2014	Trend
Safeguard the Community	% of residents whose overall feeling of safety in the Village is good or excellent	96%	96%	95%	↓
	Total UCR crime rate per 1,000 residents	11.31	12.08	10.24	↑
Preserve the Character & Ambience of the Village	% of residents satisfied with landscaping in medians and other public areas	85%	83%	85%	↑
	% of residents who rate the overall quality of life as good or excellent	88%	91%	94%	↑
Promote Economic Opportunity	% of businesses likely to recommend the Village as a business location	73%	84%	86%	↑
Provide Safe Traffic & Pedestrian Mobility	% of residents satisfied with the availability of pedestrian walkways & sidewalks	37%	34%	46%	↑
	% of residents satisfied with the maintenance of streets in neighborhoods	73%	72%	73%	↑
	Pavement condition rating	82.3	82.9	82.9	--
Protect the Environment	% of residents satisfied with curbside recycling services	91%	91%	92%	↑
	% of refused diverted from the landfill	32.18%	33.16%	33.68%	↑
Provide a Variety of Recreational & Cultural Opportunities	% of residents satisfied with P&R programs	75%	72%	72%	--
	% of residents satisfied with the availability of cultural recreation opportunities	61%	63%	65%	↑
	% of residents satisfied with P&R facilities	78%	78%	77%	↓

The trend column indicates if results for a performance measure have improved or declined in FY 2014 from FY 2013.

FY 2014 Village of Pinehurst Annual Performance Report

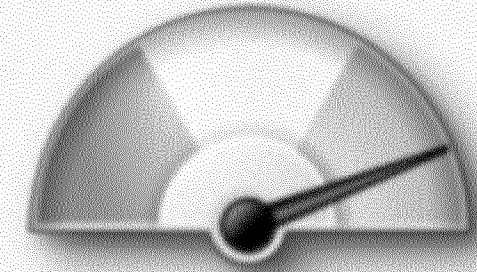
Customer Perspective– Strategic Initiatives and Status



Strategic Objective	Strategic Initiative	Status
Safeguard the Community	Evaluate fire inspection processes and modify to ensure consistent inspections are delivered	
Preserve the Character & Ambience of the Village	Enhance landscaping of highly visible public areas	
	Evaluate yard debris collection process for efficiency improvements	
Promote Economic Opportunity	Provide online resources for existing and prospective businesses	
	Create a mechanism to obtain and maintain updated business contact information	
	Institute a monthly e-blast to Village businesses	
	Provide public restrooms in the Village Center	
Provide Safe Traffic & Pedestrian Mobility	Install gateway and wayfinding signage	
	Develop an alternative transportation master plan to identify locations of greenways, sidewalks and bike paths	
	Conduct a Village-wide evaluation of street lighting needs	
	Install Opticom traffic device to improve response time and ensure safety of emergency personnel	
	Continue to enhance Village roadways with Annual Street Resurfacing Program	
	Partner with NCDOT to install sidewalks and decorative stoplights in conjunction with Hwy 211 widening	
Protect the Environment	Complete Harness Track storm water improvement project	
Provide a Variety of Recreational and Cultural Opportunities	Enhance the quality of athletic fields	
	Identify and secure dedicated and adequate indoor space for adult and youth recreation programs	
	Support the Given Memorial Library expansion and expand other cultural events sponsored by the Village	

	Completed
	In progress at year end
	Not completed

Internal Perspective

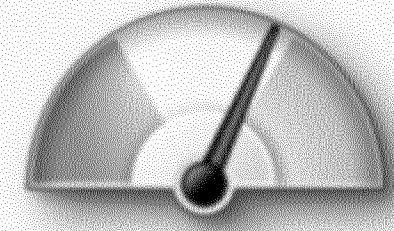


**Internal Perspective
Composite Score: 8.83**

The FY 2014 composite score for the Internal Perspective includes all performance measures for the four strategic objectives in this BSC perspective.

FY 2014 Village of Pinehurst Annual Performance Report

Enhance Customer Service



Enhance Customer Service Composite Score: 6.35

The % of fleet PMs performed on time fell significantly below the goal, indicating this process should be evaluated. In addition, resident satisfaction with access to the Council declined to 43%, one of the lower satisfaction levels on the 2014 Community Survey.

Enhance Customer Service Performance Measures	Score	Actual	Goal
% of businesses satisfied with fire prevention inspection services	10	95%	57%
% of fleet maintenance PMs performed on time	0	74%	90%
% of fleet work order requests completed in two days	10	81%	60%
% of rolling stock available	3.52	97%	99%
% of residents satisfied with access to the Mayor/Village Council	0	43%	50%
% of residents satisfied with the effectiveness of appointed boards/commissions	10	60%	54%
% of employees who rate the timeliness of HR services as excellent or good	6.67	80%	80%
% of inspections completed within one business day	3.67	95%	99%
% of IT help desk tickets closed within 2 days	6.15	88%	90%
Average # of days to close IT help desk tickets	10	0.51	1.1
% of time the Technical Review Committee responds to comments within 3 weeks	10	79%	55%

FY 2014 Village of Pinehurst Annual Performance Report

Enhance Customer Service (CONTINUED)



Enhance Customer Service Performance Measures (CONTINUED)	Score	Actual	Goal
% of residents satisfied with Public Services "request for service"	10	87%	78%
% of residents satisfied with customer service provided by Village employees	10	82%	78%
% of residents satisfied with Village Hall reception desk service	8.10	90%	87%
% of residents satisfied with Village communication with residents	10	88%	80%
% of agendas with supporting materials posted to the VOP website 5 days in advance of the meetings	0	61%	75%
% of facilities inspected quarterly	10	87%	76%
% of B&G work order requests closed within 14 days	1.57	81%	92%
% of employees who rate the quality of procurement services as excellent or good	4.00	86%	90%
% of employees who rate the timeliness of procurement services as excellent or good	3.33	85%	90%

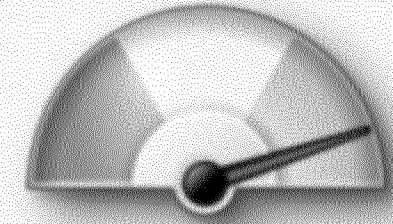
This year's Community Survey indicated a significant increase in satisfaction levels with Village communication with residents, improving from 78% to 88%. This may be due to an increased focus on and revamping the Village Newsletter and an increased use of the Village's Code Red system. While the % of agendas posted in advance of meetings fell below the goal, the Village Clerk has achieved a 100% posting rate since automation of the agenda packet process in the fall of 2013. The percentage of B&G work order requests closed within 14 days fell short of the goal due primarily to limited staff capacity.

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Other Internal Perspective Objectives

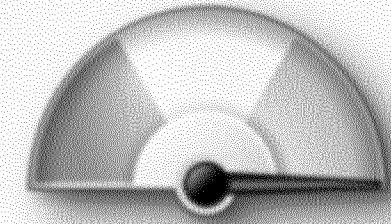


Leverage Technology to Continuously Improve Processes Performance Measures	Score	Actual	Goal
Full-time equivalents per million \$ of revenue	7.97	7.79	8.41
# of failed transactions for critical Intranet/SharePoint applications	10	3	20



Leverage Technology to Continuously Improve Processes
Composite Score: 8.98

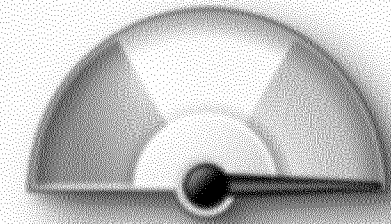
Develop Collaborative Solutions Performance Measure	Score	Actual	Goal
# of new collaborative initiatives developed	10	14	6



Develop Collaborative Solutions
Composite Score: 10

The Village had 3 significant internal collaborative initiatives including BIRDIEs (a systematic performance improvement process) for yard debris collection, street lighting, and agenda automation. In addition, significant external collaborations included partnerships with the USGA on the 2014 U.S. Open Championships, with other agencies on transportation planning initiatives, and with the Resort on mapping and sidewalk projects.

Meet Legal & Regulatory Performance Measure	Score	Actual	Goal
% compliance with the NC Local Government and Fiscal Control Act	10	100%	100%



Meet Legal & Regulatory Requirements
Composite Score: 10

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Internal Perspective – Initiatives and Status

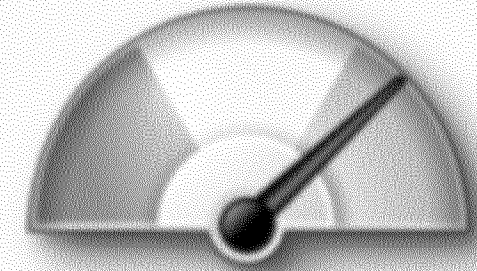


Strategic Objective	Internal Perspective Strategic Initiatives	Status
Enhance Customer Service	Develop and implement a customer service survey for internal service departments	
Leverage Technology to Continuously Improve Processes	Automate Council agenda packet preparation and distribution process	
	Utilize technology to obtain customer feedback on incident response and fire inspections services	
	Implement an automated employee benefit enrollment system	
	Centralize data access and promote business process analysis by maintaining, supporting, and utilizing SharePoint more effectively	
	Automate the Technical Review Committee (TRC) review process	
Meet Legal & Regulatory Requirements	Design and implement a compliance program for outreach to Historically Underutilized Businesses (HUB)	
	Implement dual authentication requirements as required for the FBI Criminal Justice Informational Service (CJIS) System.	

	Completed
	In progress at year end
	Not completed

The dual authentication initiative was not completed in FY 2014 because a change in the legal requirements occurred during the year.

Employee Perspective



Employee Perspective
Composite Score: 7.60

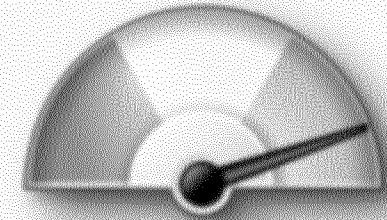
The FY 2014 composite score for the Employee Perspective includes all performance measures for the four strategic objectives in this BSC perspective.

FY 2014 Village of Pinehurst Annual Performance Report

Increase Volunteer Engagement



Volunteers at the 2014 Volunteer Luncheon



**Increase Volunteer
Engagement**
Composite Score: 8.96

The 2014 Volunteer Survey indicated a healthy increase in volunteer agreement that they are offered training, exceeding the goal set for the year. In addition, the Police Department far exceeded their goal of 2,800 volunteer Citizens on Patrol (COPs) hours. In fact, *the value of the 3,722 hours of COPs volunteer service equates to approximately \$67,000.* In addition, the Village's enhanced volunteer recruitment efforts helped to generate far more volunteer applications than projected.

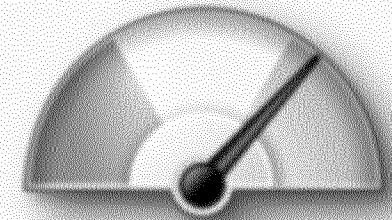
Increase Volunteer Engagement Performance Measures	Score	Actual	Goal
% of volunteers satisfied with the volunteer experience	5.83	86%	88%
# of volunteer applications received	10	55	25
% of volunteers who agree they are offered training and development to enhance their skills	10	67%	60%
# of Citizen on Patrol volunteer hours	10	3,722	2,800

FY 2014 Village of Pinehurst Annual Performance Report

Promote Learning & Leadership Development



Fire Department Live Burn Training



Promote Learning & Leadership Development Composite Score: 7.33

The 2014 Workforce Survey indicated a slight decline in the % of employees who agree the Village develops employees' leadership abilities from 79% last year to 77% this year. The Fire Department exceeded their goal for employees to receive advanced training, as they strive to achieve national accreditation for the department.

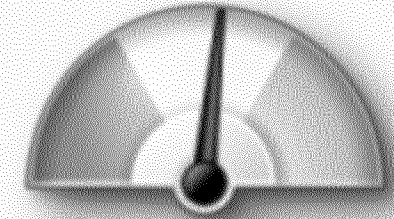
Promote Learning & Leadership Development Performance Measures	Score	Actual	Goal
% of EEs who agree the VOP develops employees' leadership abilities	4.67	77%	80%
% of Fire Department employees who complete advanced training programs of 30 or more hours per year	10	30%	16%

FY 2014 Village of Pinehurst Annual Performance Report

Increase Employee Engagement & Satisfaction



Employee Academy Participants



Increase Employee Engagement & Satisfaction Composite Score: 5.33

The 2014 Workforce Survey indicated a slight decline in both employee job satisfaction and willingness to recommend from the prior year and did not reach target levels set. While the Village's goal is to have no lost time worker's compensation claims, having only four reportable lost time claims is reasonable.

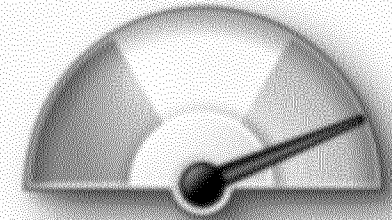
Increase Employee Engagement & Satisfaction Performance Measures	Score	Actual	Goal
% of EEs who are satisfied with their job	4.67	87%	90%
% of EEs who would recommend working for the VOP to a friend	2.67	84%	90%
% of employees who agree they are recognized for contributing to the VOP Mission	10	68%	67%
# of lost time workers' compensation claims	4	4	0

FY 2014 Village of Pinehurst Annual Performance Report

Recruit & Retain a Skilled & Diverse Workforce



Police Chief, Earl Phipps, Swearing in Ceremony



Recruit & Retain a Skilled & Diverse Workforce Composite Score: 8.77

All performance measures in this category exceeded the goals established. This year, the Village performed a compensation study and 86% of positions were reviewed for salary range competitiveness, greatly exceeding the % of positions typically reviewed. The employee turnover rate of 7.8% was below the target level set by the Council and recruitment for new employees is being completed on average under 50 days.

Recruit & Retain a Skilled and Diverse Workforce Performance Measures	Score	Actual	Goal
Employee turnover rate	6.93	7.8%	8%
% of employees who agree they are paid fairly	10	66%	61%
Average # of days to recruit from requisition to start date	8.14	41.17	50
% of positions reviewed for salary range competitiveness	10	86%	35%

FY 2014 Village of Pinehurst Annual Performance Report

Trend Analysis - BSC Employee Perspective Results



Strategic Objective	Performance Measures	FY 2012	FY 2013	FY 2014	Trend
Increase Volunteer Engagement	% of volunteers satisfied with the volunteer experience	88%	90%	86%	↓
Promote Learning & Leadership Development	% of EEs who agree the VOP develops employees' leadership abilities	79%	79%	77%	↓
Recruit & Retain a Skilled & Diverse Workforce	% of EEs who are satisfied with their job	90%	90%	87%	↓
	% of EEs who would recommend working for the VOP to a friend	90%	85%	84%	↓

The trend column indicates if results for a performance measure have improved or declined in FY 2014 from FY 2013. While each of these key volunteer and workforce survey questions indicated a negative trend in satisfaction levels, the 2014 results are not significantly lower than the previous two years. However, they do indicate that management should be mindful of employee satisfaction and engagement.

FY 2014 Village of Pinehurst Annual Performance Report

Employee Perspective – Initiatives and Status

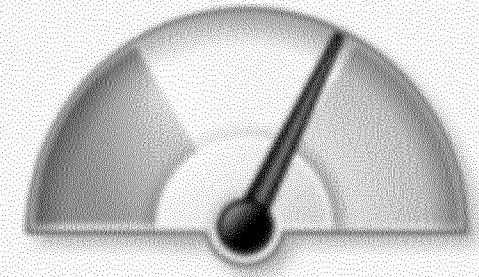


**2013 Employee of the Year, Ashley Hunt with
Village Manager, Andy Wilkison**

Strategic Objective	Employee Perspective Strategic Initiatives	Status
Increase Volunteer Engagement	Develop a systematic process for onboarding members of Council appointed boards and commissions	Completed
	Develop and implement effective methods to recruit volunteers, using technology and other means	Completed
Recruit & Retain a Skilled & Diverse Workforce	Perform a formal compensation study to review current practices, pay scales, & position descriptions	In progress at year end
	Develop a Village-wide employee recognition program	Not completed

Completed
In progress at year end
Not completed

Financial Perspective



**Financial
Composite Score: 6.47**

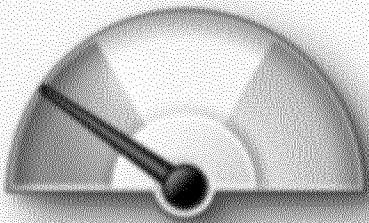
The FY 2014 composite score for the Financial Perspective includes all performance measures for the four strategic objectives in this BSC perspective.

FY 2014 Village of Pinehurst Annual Performance Report

Provide Value for Tax Dollars



Arial View of Municipal Complex in Rassie Wicker Park



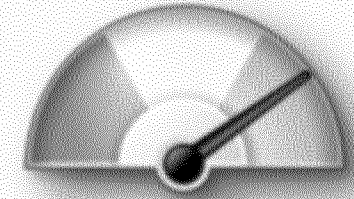
Provide Value for Tax Dollars Composite Score: 1.94

The 2014 Community Survey indicated a healthy decline from the prior year's 71% satisfaction level with the value received for taxes paid, falling below the goal of 66%. The Village's pavement condition survey, which rates Village roadways, is conducted every three years and was last completed in 2013.

Provide Value for Tax Dollars Performance Measures	Score	Actual	Goal
% of residents satisfied with the value received for taxes paid	0	64%	66%
% of roadways rated 85 or better	3.89	60%	65%

FY 2014 Village of Pinehurst Annual Performance Report

Maintain a Strong Financial Condition



Maintain Strong Financial Condition

Composite Score: 8.02

Maintain a Strong Financial Condition Performance Measures	Score	Actual	Goal
Bond rating	6.67	86	86
Debt service expenditures as a % of total budgeted expenditures	7.38	2.72%	4%
Fund Balance Appropriated during the year (less the rollforward) as a % of original budget	10	4.67%	10%

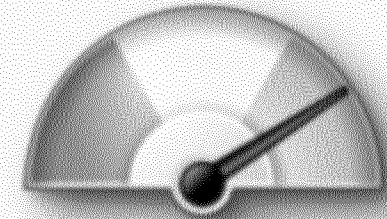
The Village's NC Municipal Council rating of 86 is equivalent to an Aa/AA bond rating from a national rating agency. The Village's debt service continues to decline as a % of total budgeted expenditures and was below the goal of 4%, indicating capacity for new debt issuances as old debt is paid off.

FY 2014 Village of Pinehurst Annual Performance Report

Invest in Capital



CIO, Jason Whitaker, Working on a Server



**Invest in Capital
Composite Score: 8.15**

The FY 2014 capital asset condition ratio fell below the stated goal of 60% and indicates the Village should continue to monitor the condition of capital assets to ensure they are replaced in a timely fashion.

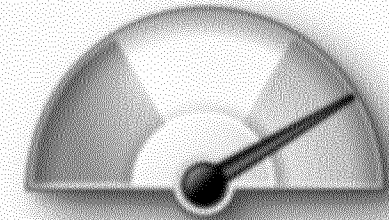
Invest in Capital Performance Measures	Score	Actual	Goal
Capital asset condition ratio	4.59	57%	60%
% of computers and servers less than 5 years old	8.15	97%	95%

FY 2014 Village of Pinehurst Annual Performance Report

Manage Operating Costs



Manage Operating Costs Performance Measures	Score	Actual	Goal
General Fund operating expenditures as a % of operating revenues	10	87%	89%
Fair Barn operating revenues as a % of operating expenditures	10	94%	78%
Cumulative # of enrolled ACH vendors	10	125	70
% of total purchases made using p-cards	10	15%	11%
\$ received in annual p-card rebate	8.61	\$13,167	\$12,000
# of financial transactions processed per Finance Technician FTE per month	10	942	800
# of initial fire inspections completed per inspector per month	10	12	2
# of PMs completed per fleet FTE per month	4.66	5	8
Ratio of HR staff per 100 employees	3.39	1.9	2.5
Building inspections completed per inspector FTE per day	9.62	11	9
Estimated average cost per building inspection	10	\$41.86	\$51.00
# of IT work orders completed per FTE per month	5.19	31	35
# of program and athletics participants per Recreation Coordinator FTE	3.44	1,615	2,050
# of calls dispatched per sworn police officer	4.68	552	570
Household refuse collection cost per household per year	6.74	\$189.79	\$190.00
Yard waste tons collected per FTE	10	416	395
Harness Track operating revenues as a % of operating expenditures	5.42	52%	53%



**Manage Operating Costs
Composite Score: 8.3**

Manage operating costs contains a variety of efficiency measures (i.e. “per FTE”) designed to indicate the efficiency with which Village employees perform their duties. In most cases, the actual values for the these measures were below the goal, but above the red flag threshold. In addition, the Financial Services Dept. was successful in automating vendor payments in an effort to make the payables process more efficient. Finally, the Fair Barn achieved its highest ever coverage of operating expenditures with operating revenues due to increased marketing and more efficient management of the facility.

FY 2014 Village of Pinehurst Annual Performance Report

Trend Analysis - BSC Financial Perspective Results



Strategic Objective	Performance Measures	FY 2012	FY 2013	FY 2014	Trend
Provide Value for Tax Dollars	% of residents satisfied with the value received for taxes paid	66%	71%	64%	↓
Maintain a Strong Financial Condition	Bond rating	86	86	86	--
	Debt service expenditures as a % of total budgeted expenditures	5.45%	3.41%	2.72%	↑
	Unassigned General Fund fund balance as % of actual expenditures	30%	29%	26%	↓
Invest in Capital	Capital asset condition ratio	59%	59%	57%	↓
Manage Operating Costs	General Fund operating expenditures as a % of operating revenues	89%	85%	87%	↓

The trend column indicates if results for a performance measure have improved or declined in FY 2014 from FY 2013. While several of these measures indicated a negative trend, most 2014 results are not significantly lower than the previous two years, with the exception of the decline in resident satisfaction levels with the value received for taxes paid.

FY 2014 Village of Pinehurst Annual Performance Report

Financial Perspective – Initiatives and Status



Police Vehicle

Strategic Objective	Financial Perspective Strategic Initiatives	Status
Maintain Strong Financial Condition	Increase vendor participation in ACH and p-card payment systems	
Invest in Capital	Evaluate the size of the Village's fleet and update the Fleet Replacement Plan	
	Effectively maintain current capital assets	
	Continue the orderly replacement of technology assets, per the Village's IT Replacement Plan	
Manage Operating Costs	Enhance marketing of the Fair Barn facility	

	Completed
	In progress at year end
	Not completed

For more information, please contact:

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395 Magnolia Road
Pinehurst, NC 28374

www.vopnc.org

Village of Pinehurst 2014 DirectionFinder® Resident Survey Findings

Presented by

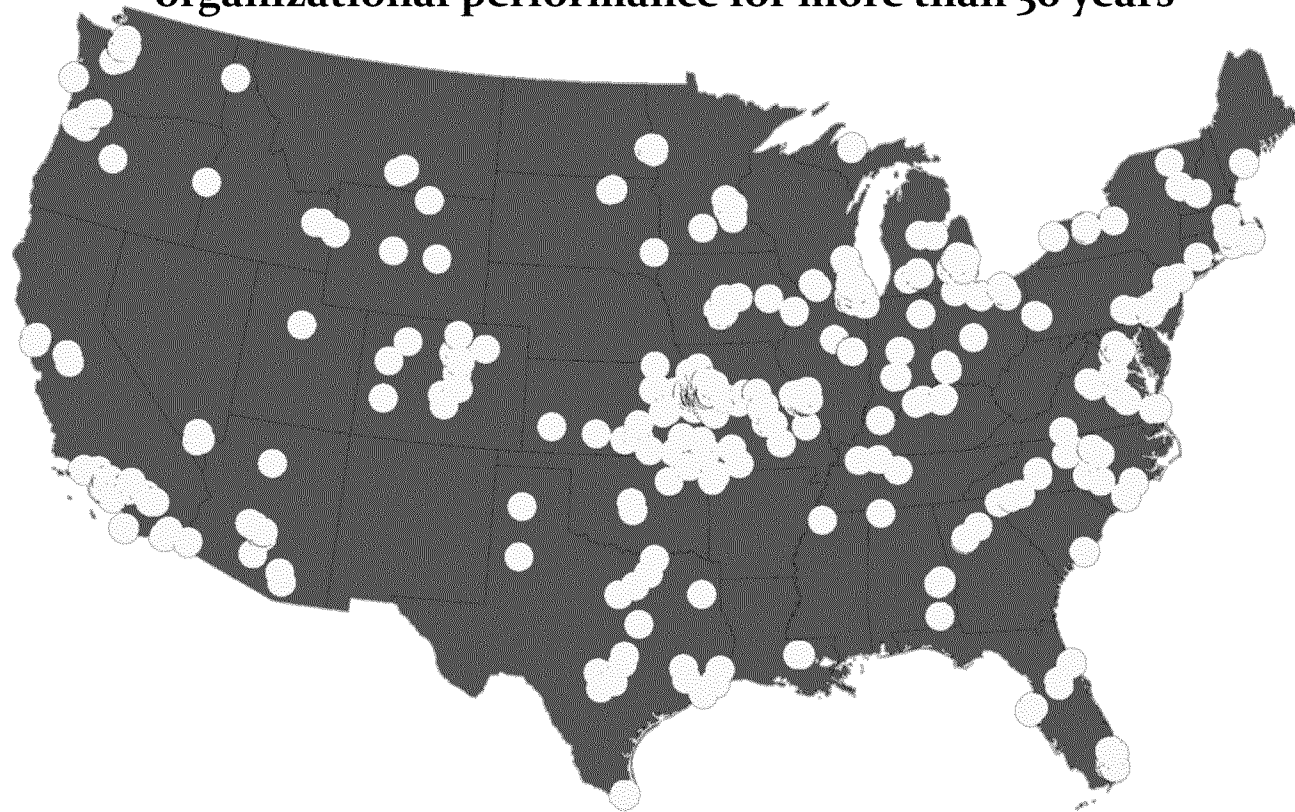


October 2014

ETC Institute

A National Leader in Market Research for Local Governmental Organizations

**...helping Village and county governments gather and use survey data to enhance
organizational performance for more than 30 years**



**More than 1,850,000 Persons Surveyed Since 2006
for more than 700 cities in 49 States**

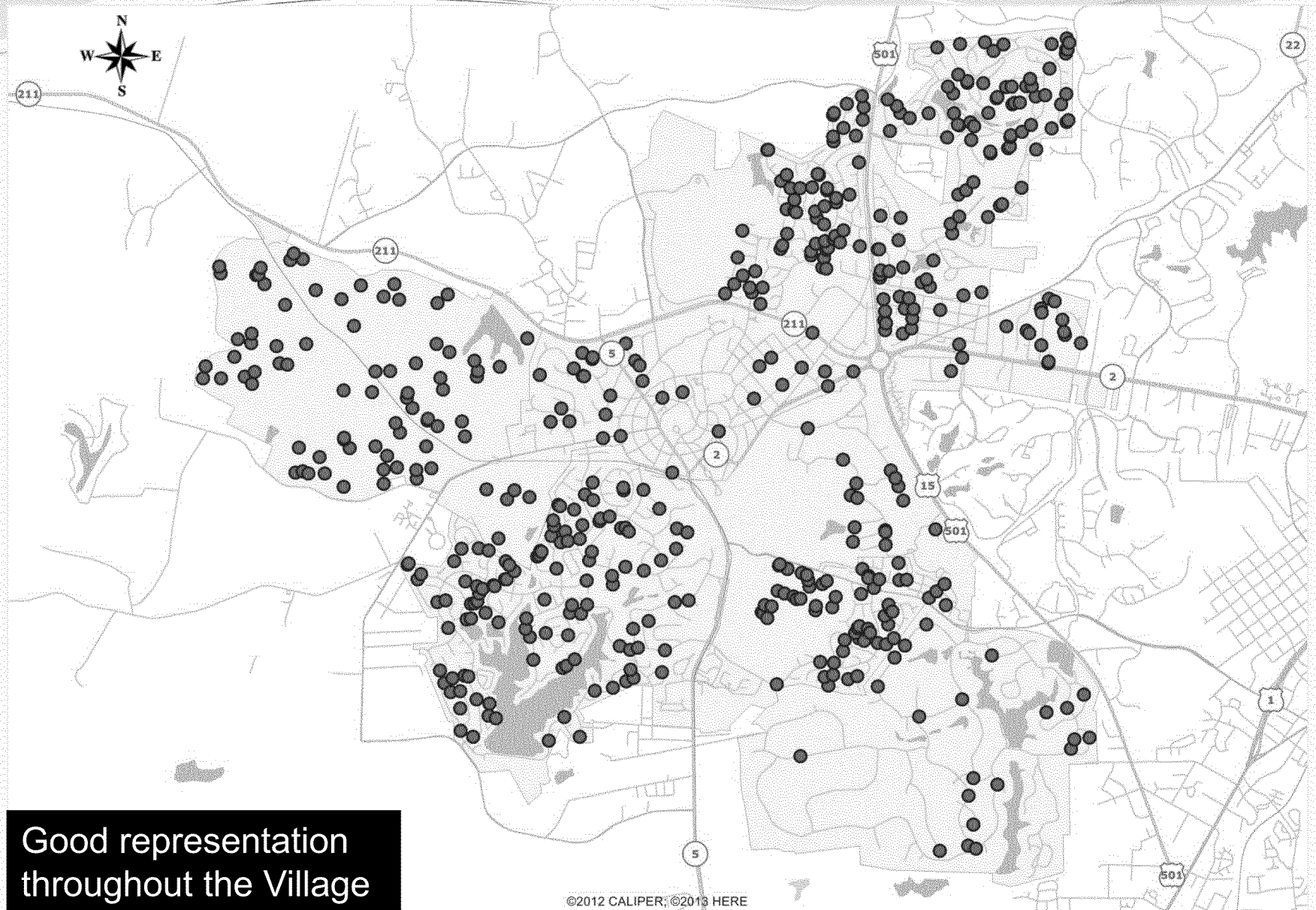
Purpose

- **To objectively assess citizen satisfaction with the delivery of major Village services**
- **To measure trends from 2012, 2013, and 2014**
- **To help determine priorities for the community**
- **To compare the Village's performance with residents regionally and nationally**

Methodology

- **Survey Description**
 - ☐ seven-page survey
 - ☐ third *DirectionFinder*® Survey conducted for the Village
 - ☐ included many of the same questions that were asked in previous years
- **Method of Administration**
 - ☐ by mail, phone, and online
 - ☐ each survey took approximately 15-20 minutes to complete
- **Sample size:** 506 completed surveys (goal was 400)
- **Confidence level:** 95%
- **Margin of error:** +/- 4.3% overall

Location of Survey Respondents



2014 Village of Pinehurst Resident Survey

Bottom Line Up Front

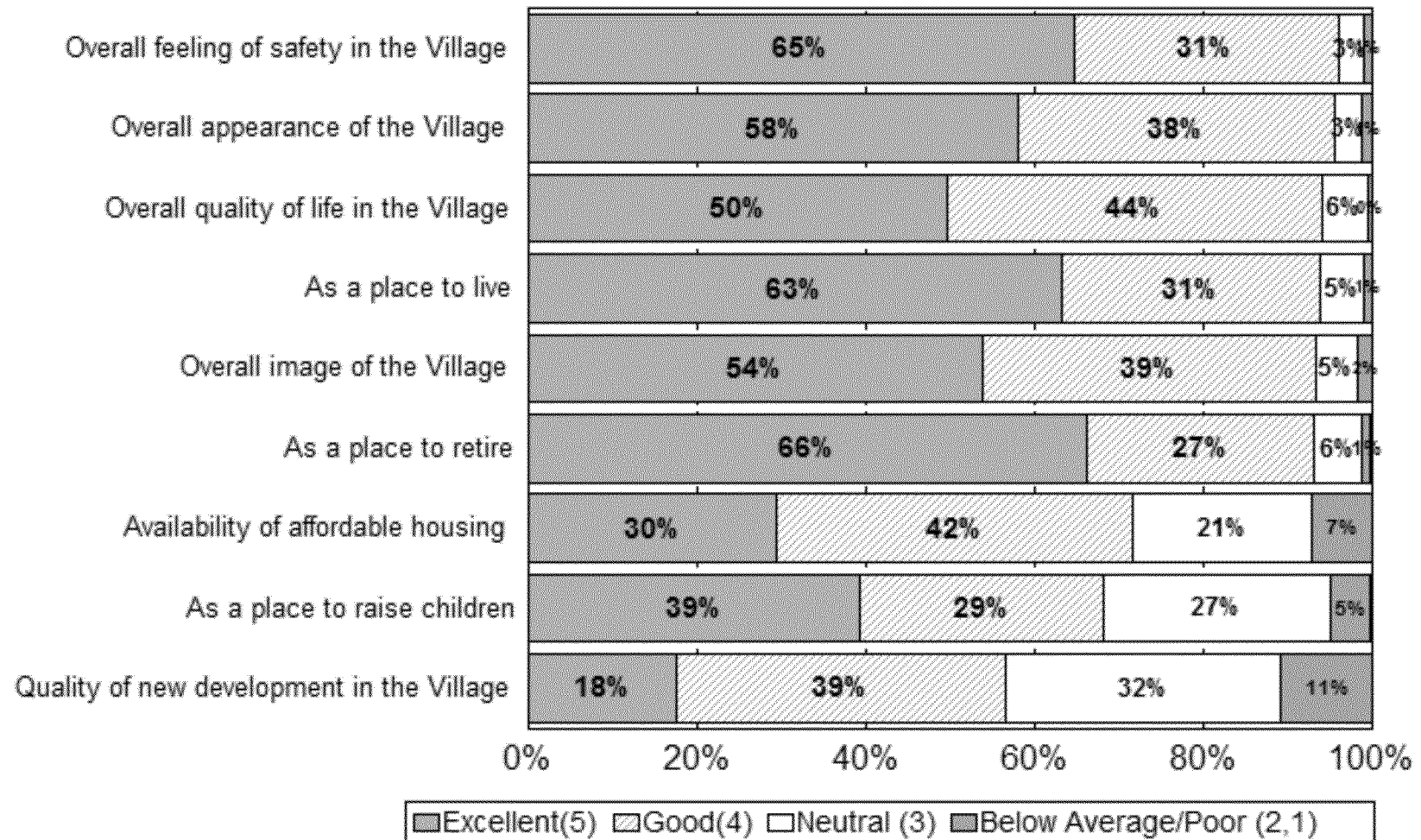
- **Residents Have a Very Positive Perception of the Village**
 - ❑ 95% would recommend Pinehurst to others as a place to live
 - ❑ 94% rated the overall quality of life in the Village as excellent or good
- **Analysis of Trends**
 - ❑ Overall satisfaction is similar to the 2012 and 2013 surveys
- **Pinehurst is Setting the Standard for Overall Service Delivery Compared to Other Communities**
 - ❑ The Village rated above the National Average in 38 of the 42 areas that were compared
 - ❑ The Village rated significantly above the National Average in 32 of the 42 areas that were compared
- **Overall priorities for improvement over the next 2 years:**
 - ❑ Enforcement of Village codes and ordinances
 - ❑ Efforts at maintaining the quality of neighborhoods
 - ❑ Street and right-of-way maintenance

Major Finding #1

**Residents Have a Positive
Perception of the Village**

Q4. Perception Residents Have of Pinehurst as a Community

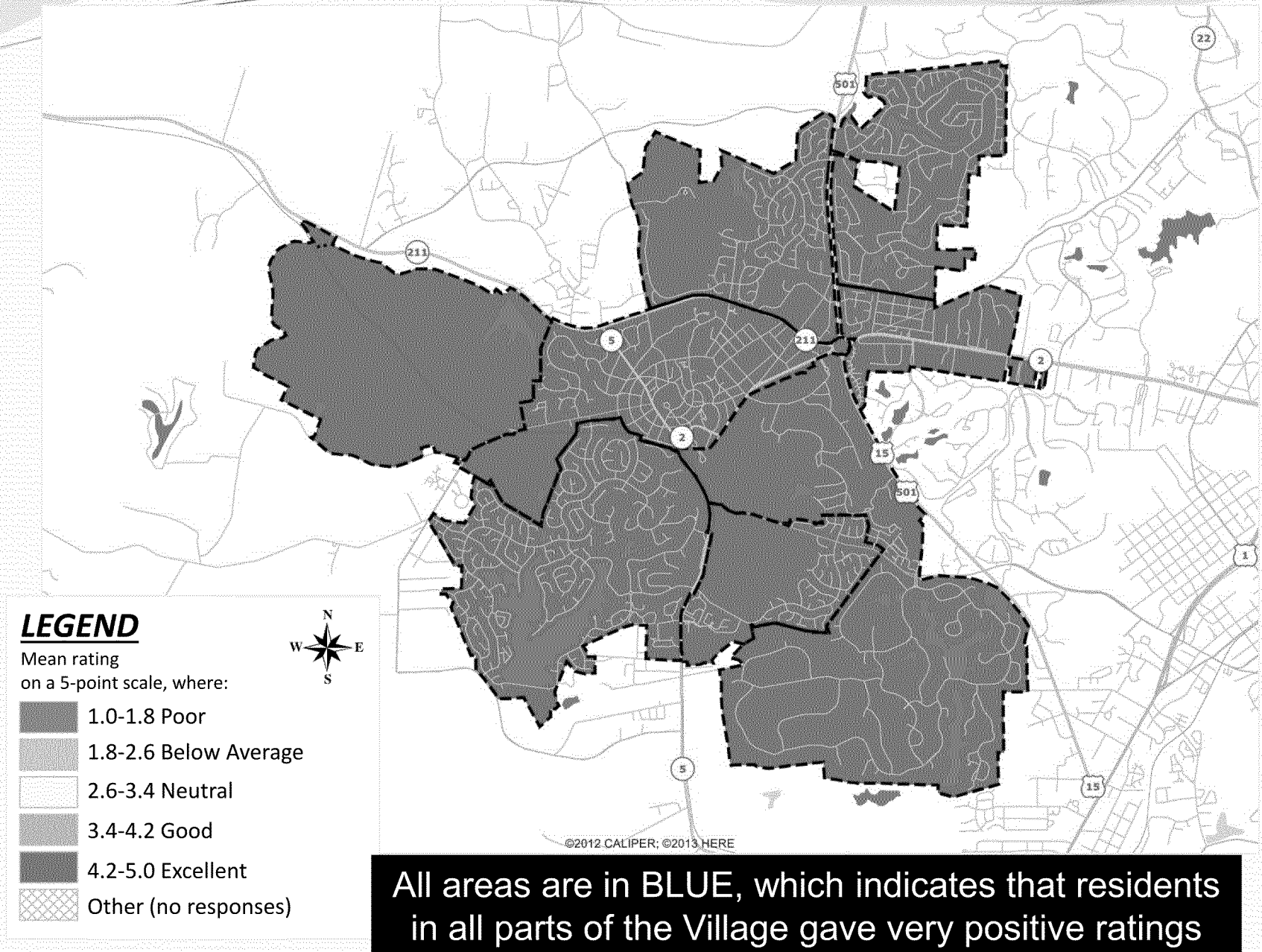
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



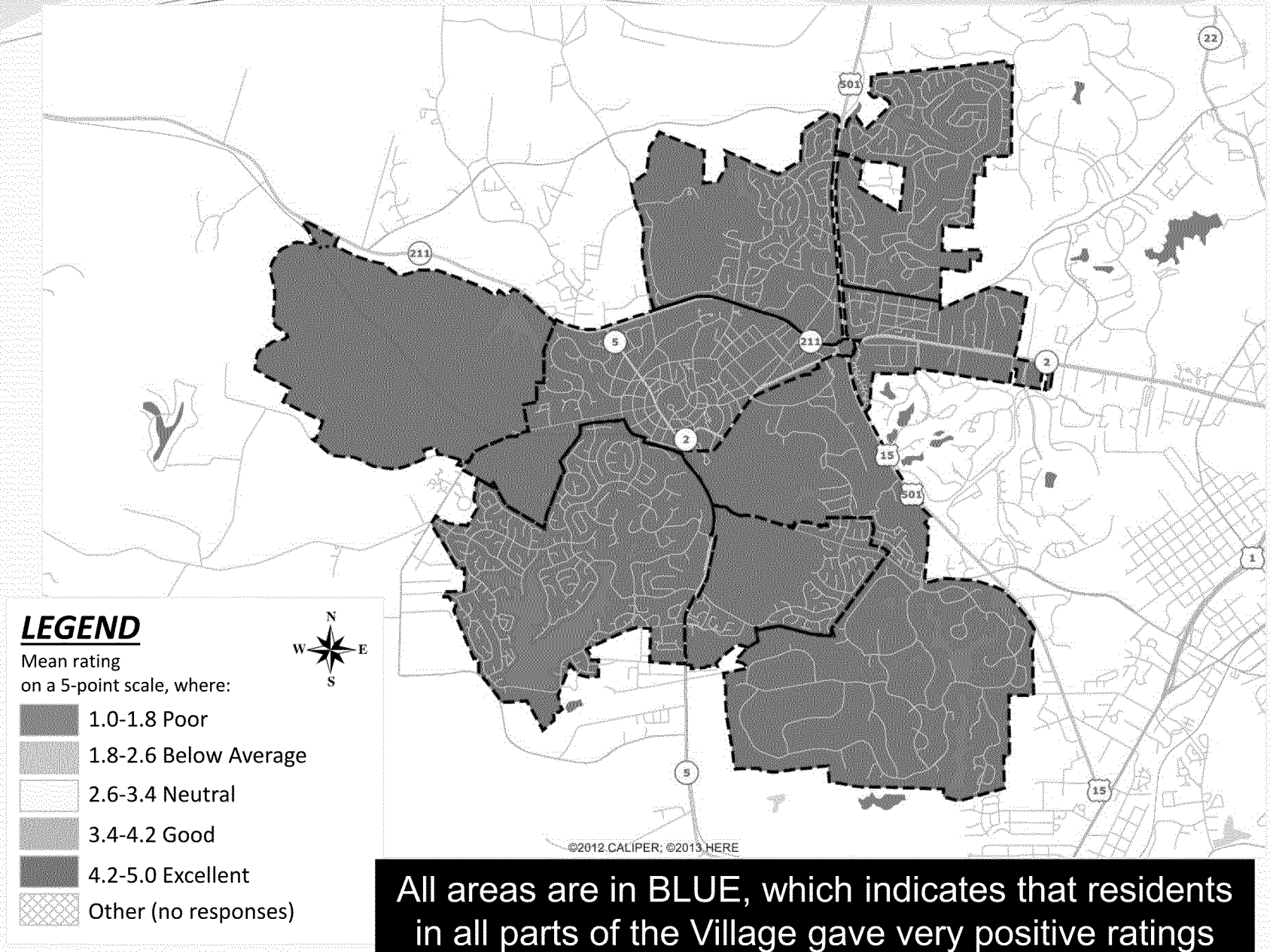
Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

94% of residents rated the overall quality of life in the Village as "excellent" or "good", and 94% rated the Village as an "excellent" or "good" place to live

Q4b. Overall Quality of Life in the Village

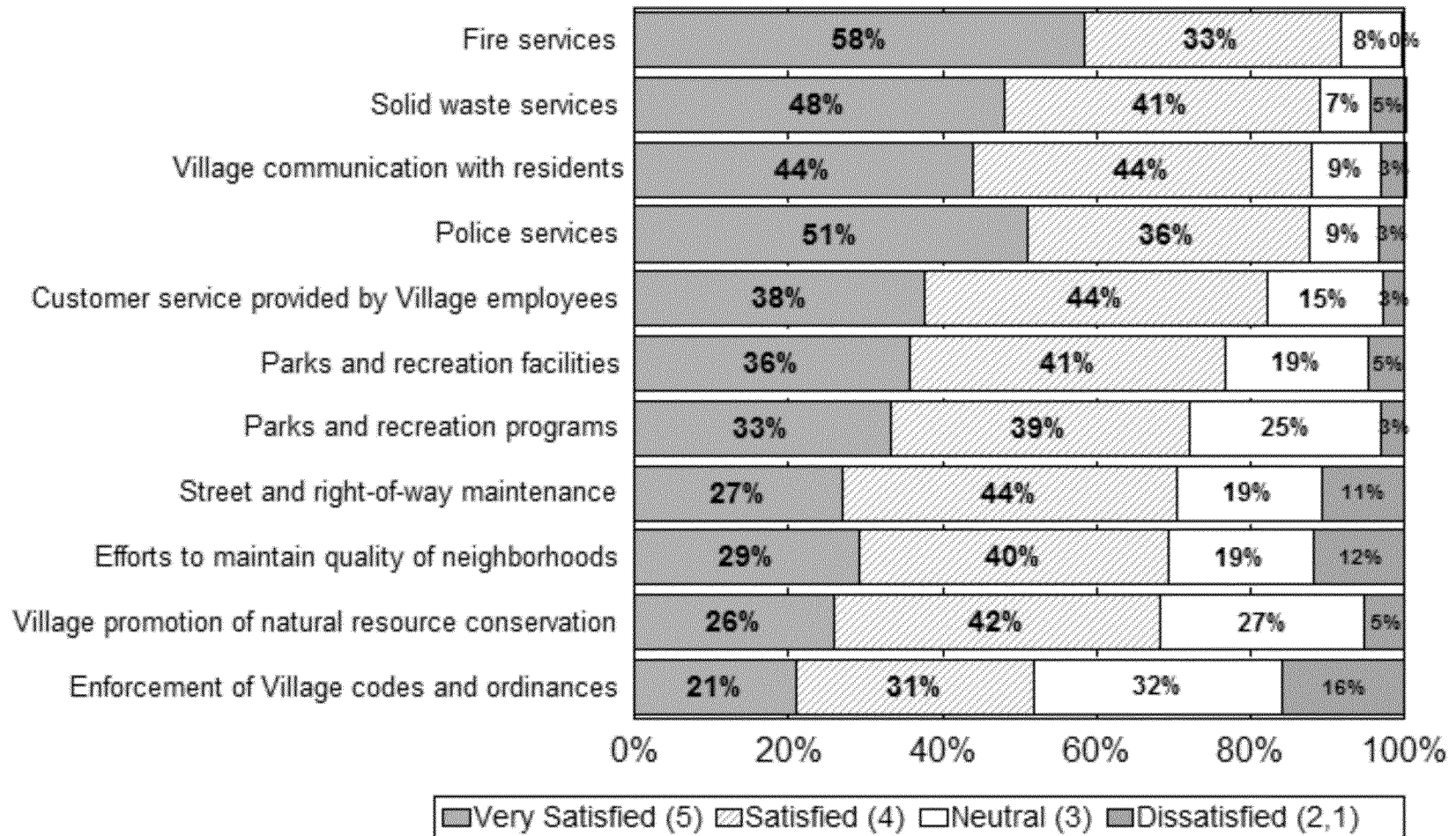


Q4e. Pinehurst as a Place to Live



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

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



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

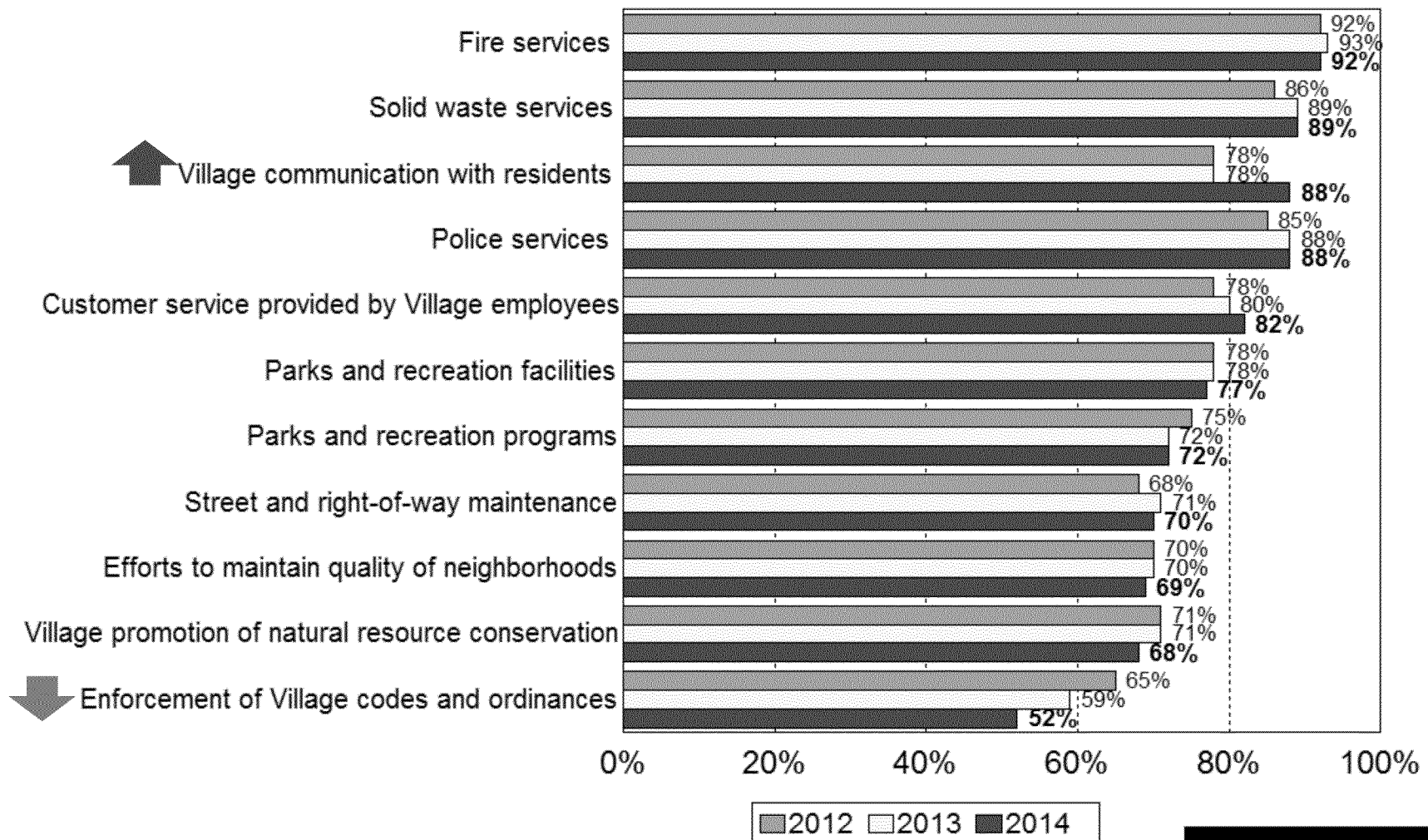
Less than 20% of the Residents Surveyed Were Dissatisfied with Any of the Major Categories of Village Services Rated

Major Finding #2

**Overall Satisfaction Is Similar
to the 2012 and 2013 Surveys**

Q1. Overall Satisfaction with Village of Pinehurst Services by Major Category - 2012, 2013 & 2014

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



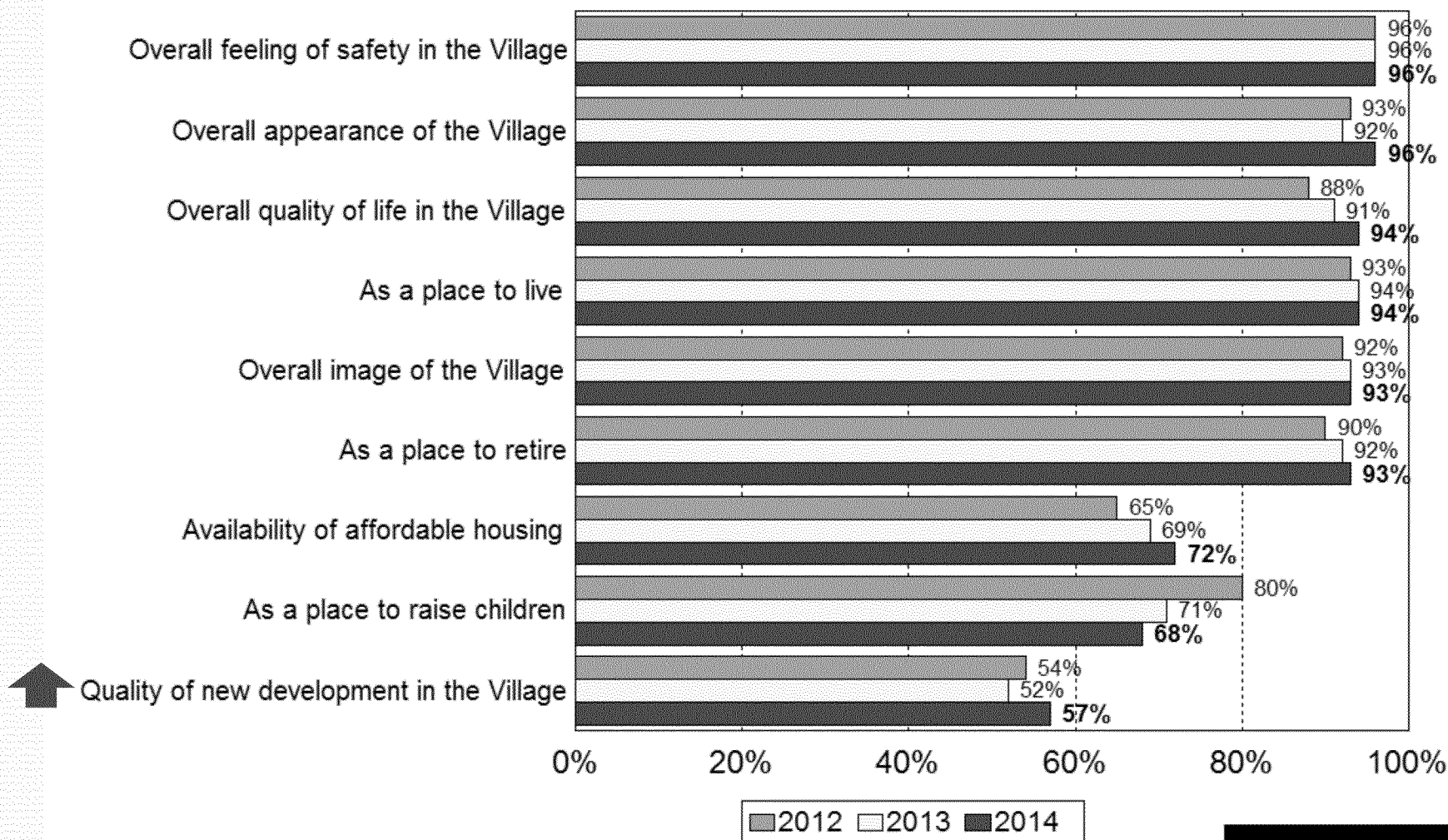
Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Significant Increases From 2013: ↑ **Significant Decreases From 2013:** ↓

Q4. Perception Residents Have of Pinehurst as a Community - 2012, 2013 & 2014

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



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

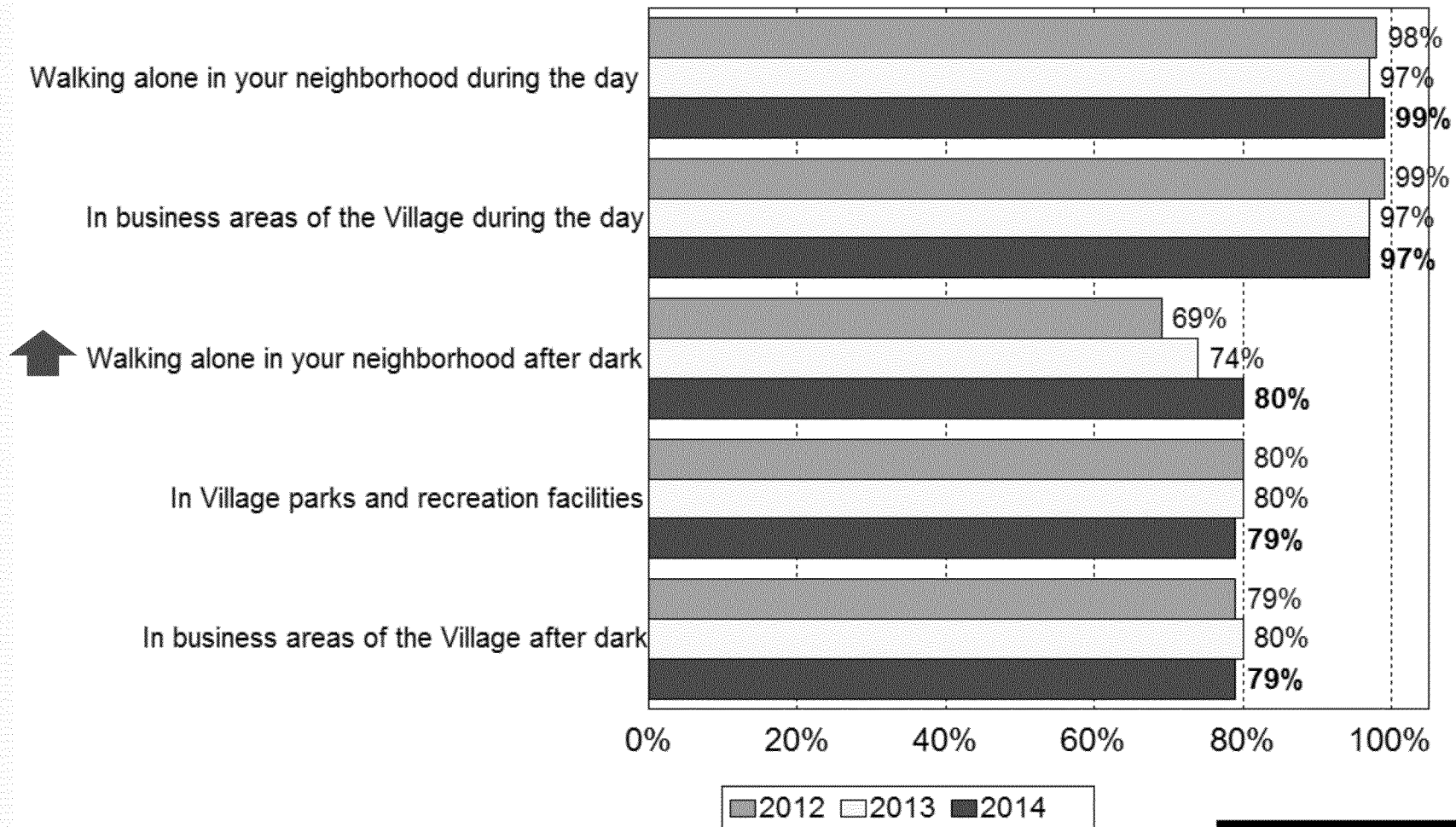
TRENDS

Significant Increases From 2013: ↑

Significant Decreases From 2013: ↓

Q5. Perceptions of Safety and Security in Pinehurst - 2012, 2013 & 2014

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



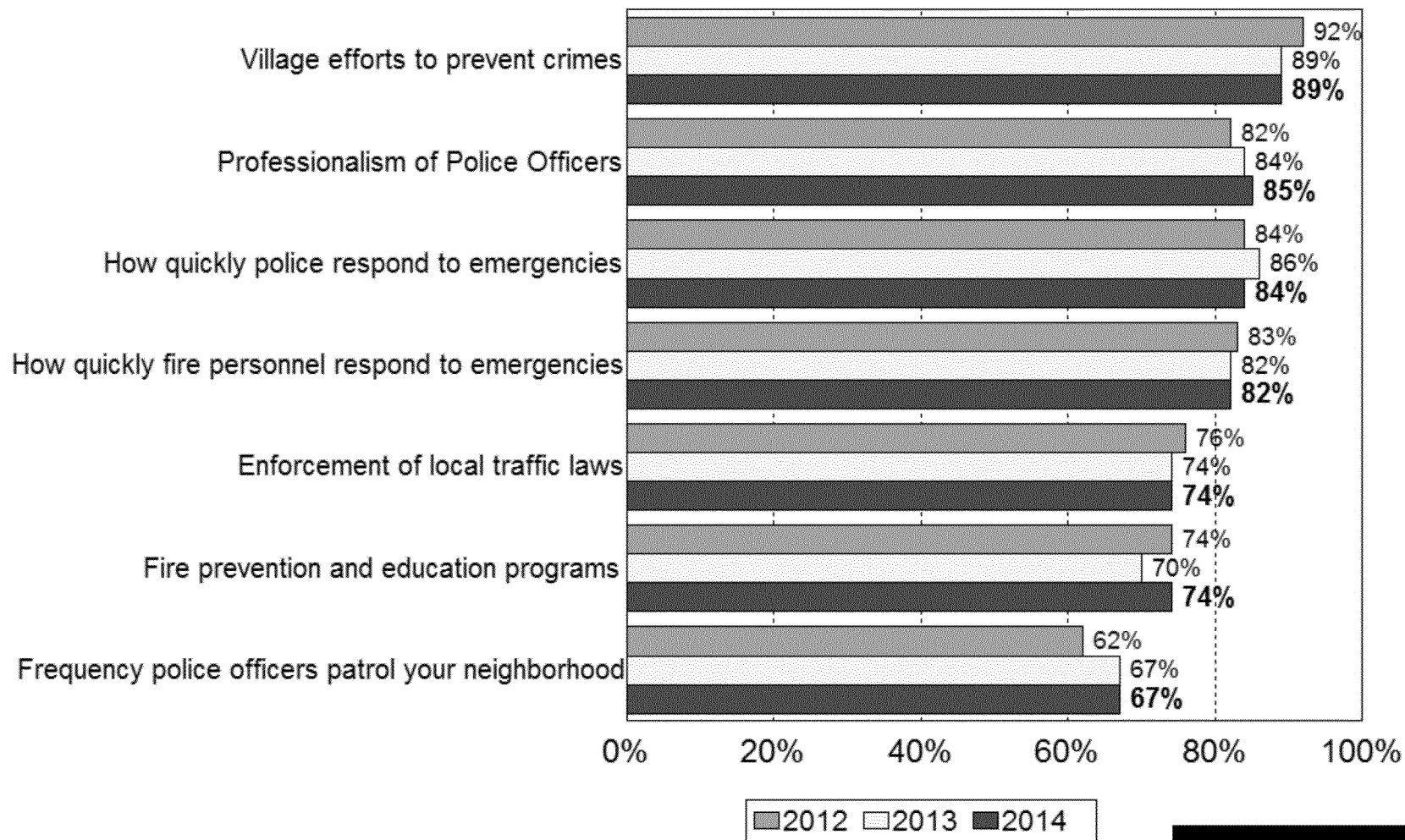
Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Significant Increases From 2013: ↑ **Significant Decreases From 2013:** ↓

Q6. Satisfaction with Various Aspects of Public Safety 2012, 2013 & 2014

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



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

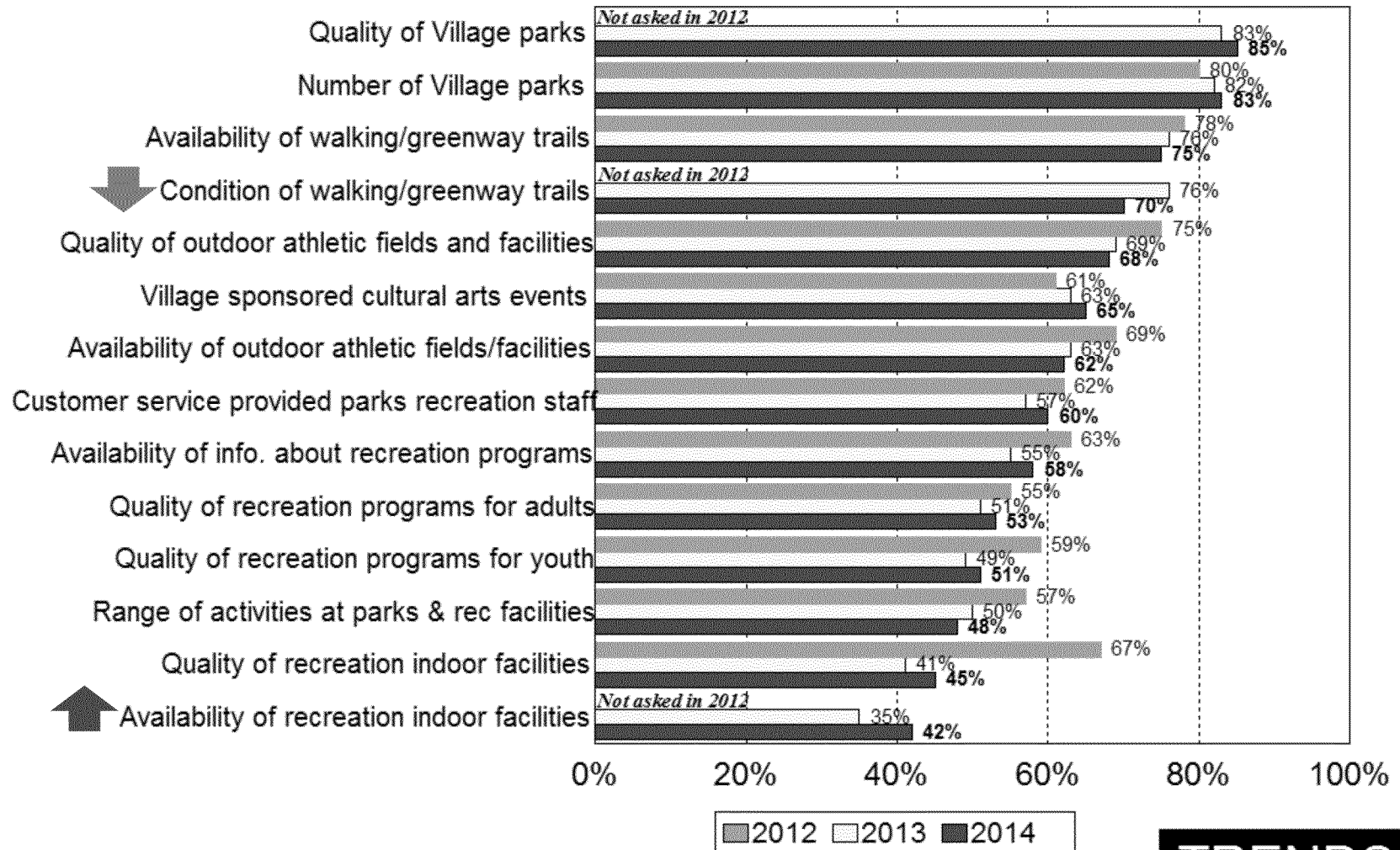
TRENDS

Significant Increases From 2013: ↑

Significant Decreases From 2013: ↓

Q8. Satisfaction with Various Aspects of Cultural and Recreation Services - 2012, 2013 & 2014

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



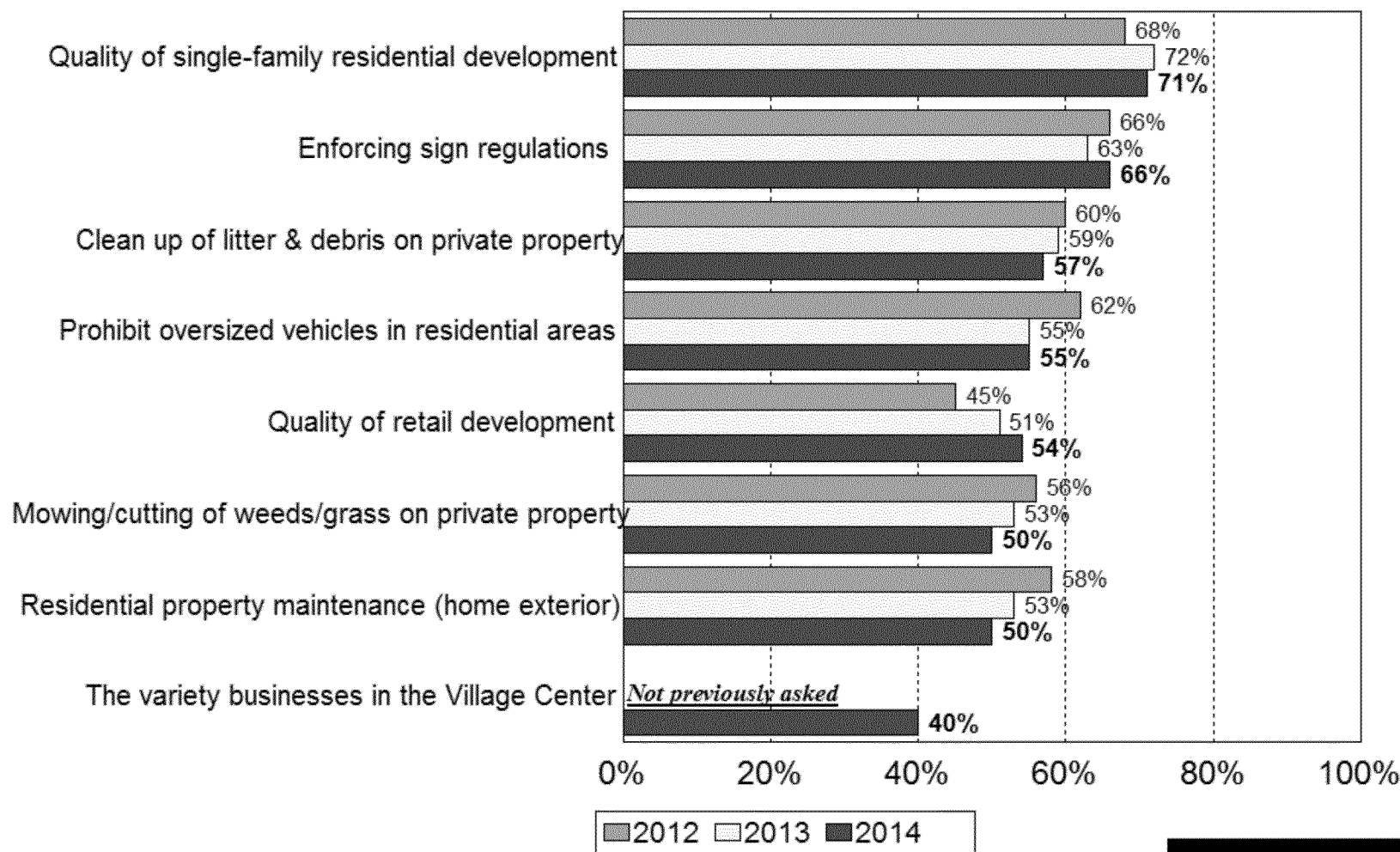
Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Significant Increases From 2013: ↑ **Significant Decreases From 2013:** ↓

Q12. Satisfaction with Various Aspects of Community Development - 2012, 2013 & 2014

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



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

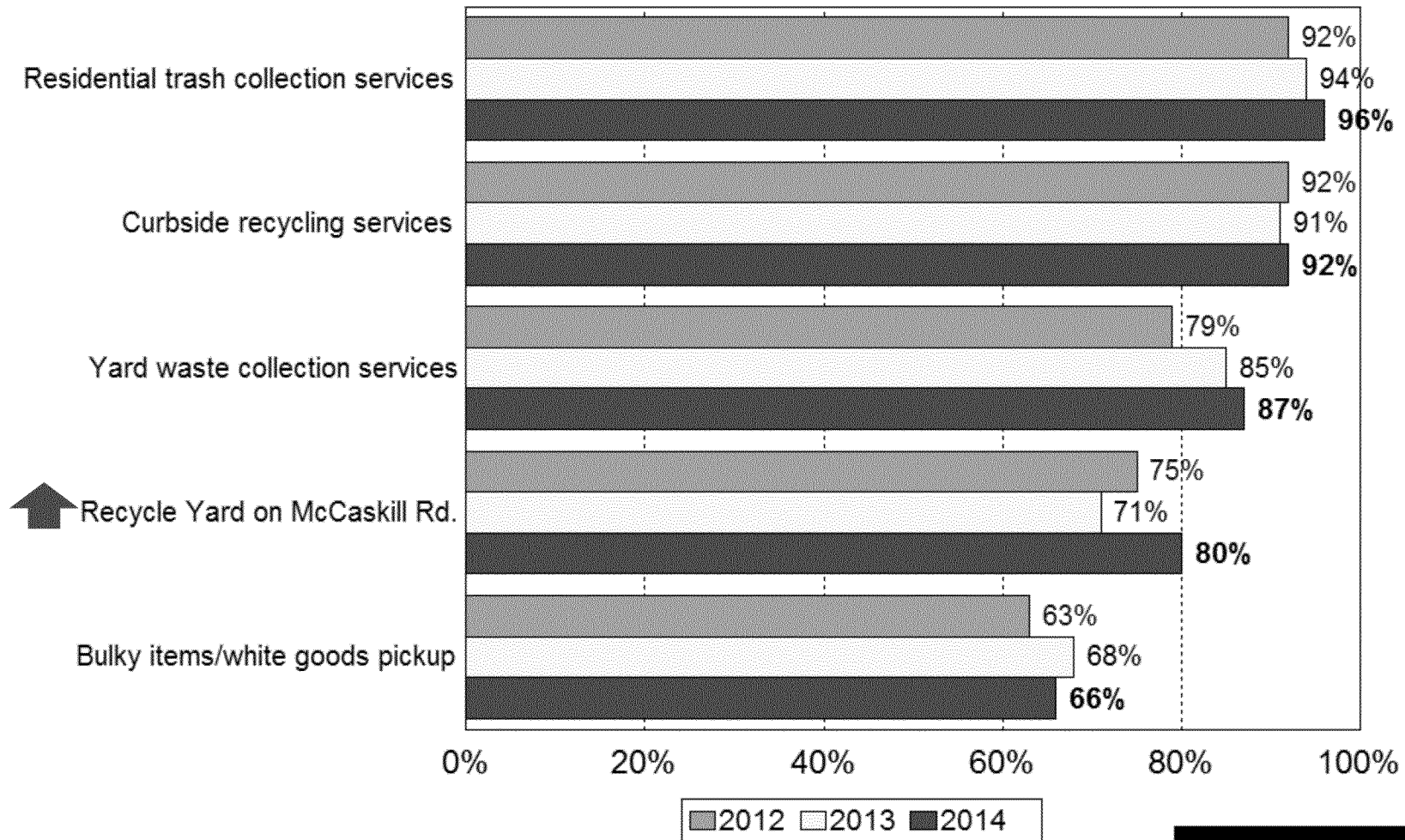
TRENDS

Significant Increases From 2013: ↑

Significant Decreases From 2013: ↓

Q13. Satisfaction with Solid Waste Services - 2012, 2013 & 2014

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



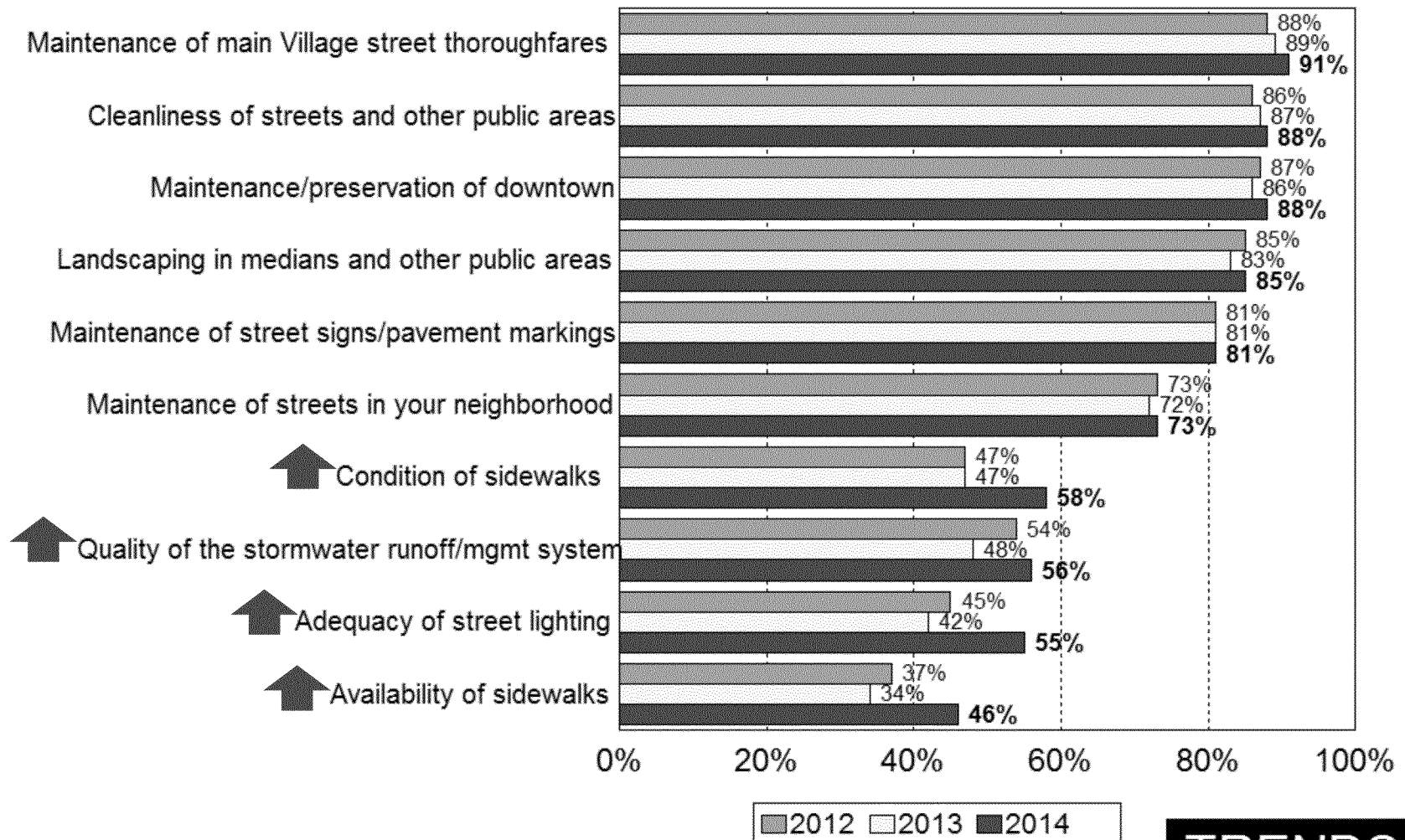
Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Significant Increases From 2013: ↑ **Significant Decreases From 2013:** ↓

Q14. Satisfaction with Various Aspect of Public Services - 2012, 2013 & 2014

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



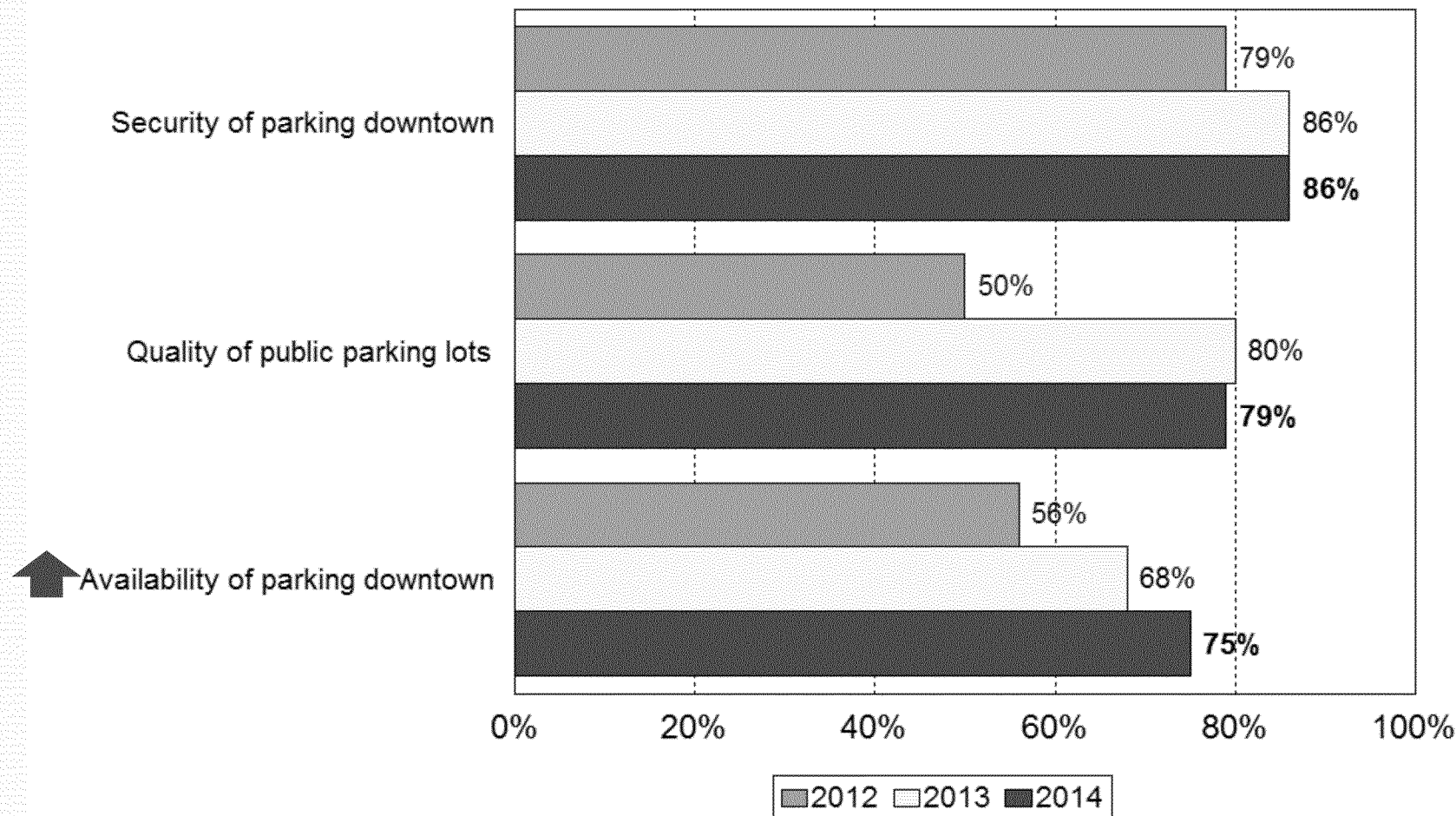
Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Significant Increases From 2013: ↑ **Significant Decreases From 2013:** ↓

Q17. Satisfaction with Various Aspects of Downtown Parking - 2012, 2013 & 2014

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



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

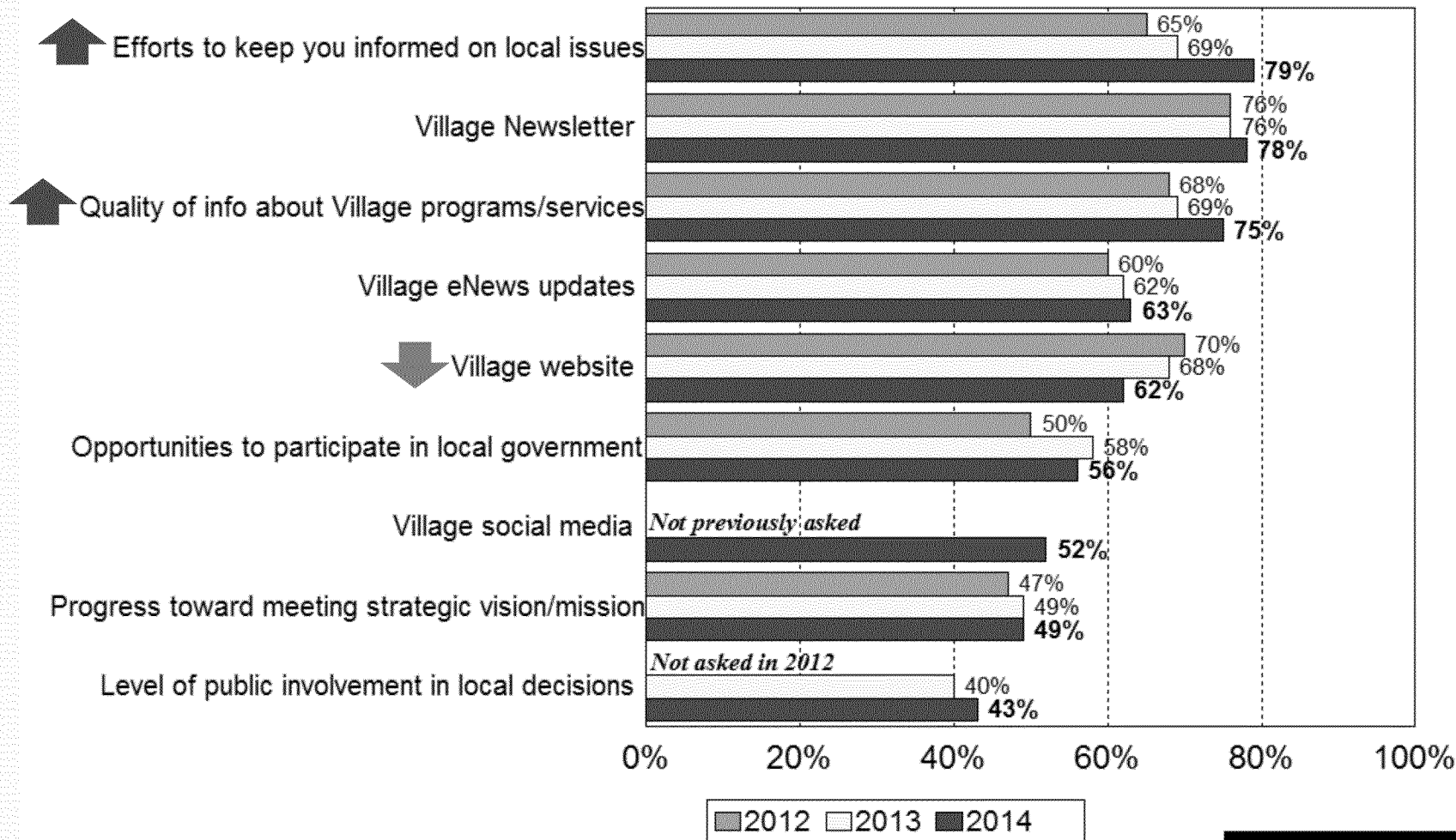
TRENDS

Significant Increases From 2013: ↑

Significant Decreases From 2013: ↓

Q18. Satisfaction with Public Communication and Outreach - 2012, 2013 & 2014

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



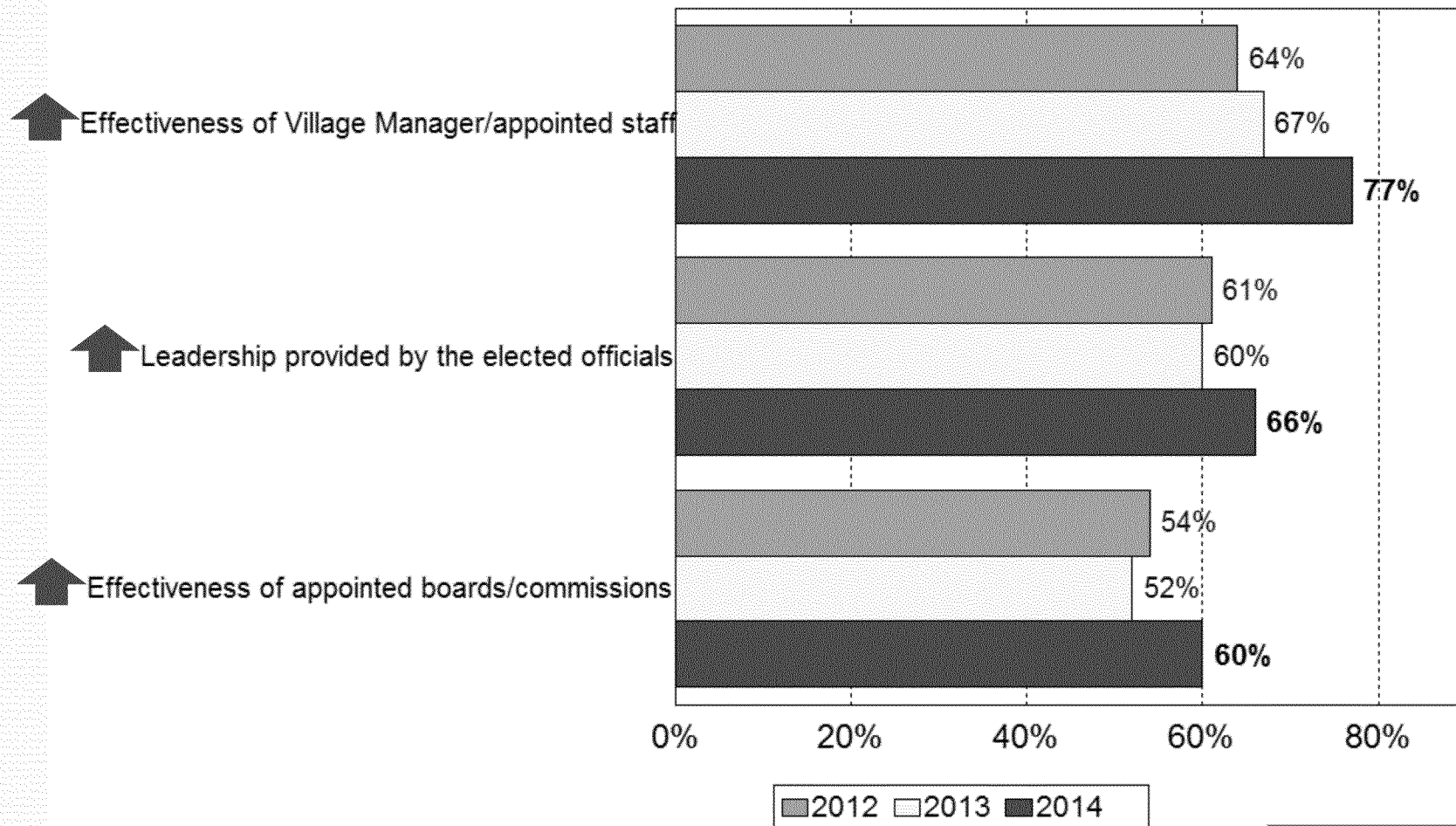
Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Significant Increases From 2013: ↑ **Significant Decreases From 2013:** ↓

Q23. Satisfaction with Village Leadership - 2012, 2013 & 2014

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



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Significant Increases From 2013: ↑ **Significant Decreases From 2013:** ↓

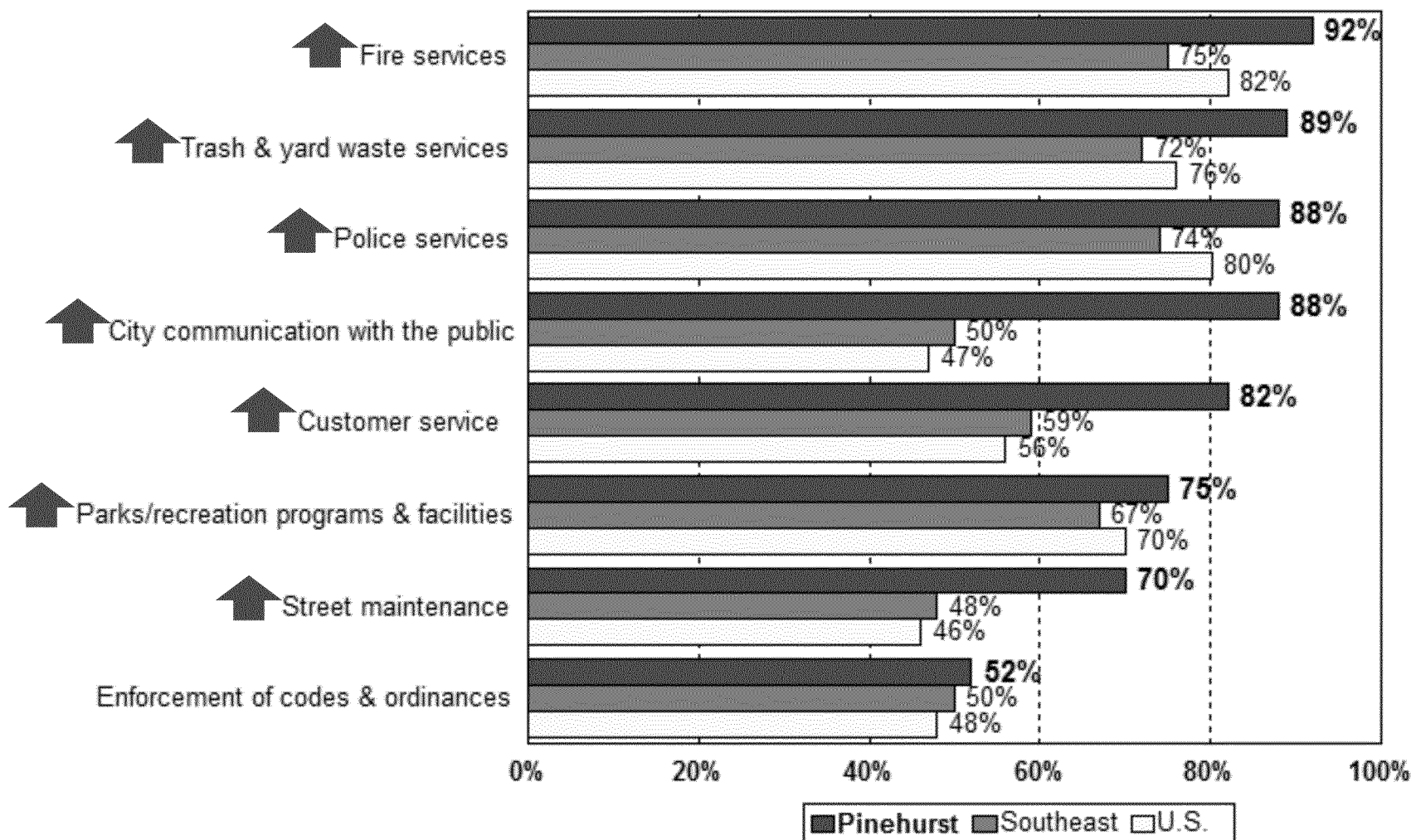
Major Finding #3

**Pinehurst Is Setting the Standard
for Service Delivery Compared to
Other Communities**

Overall Satisfaction with Various Community Services

Pinehurst vs. Southeast vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

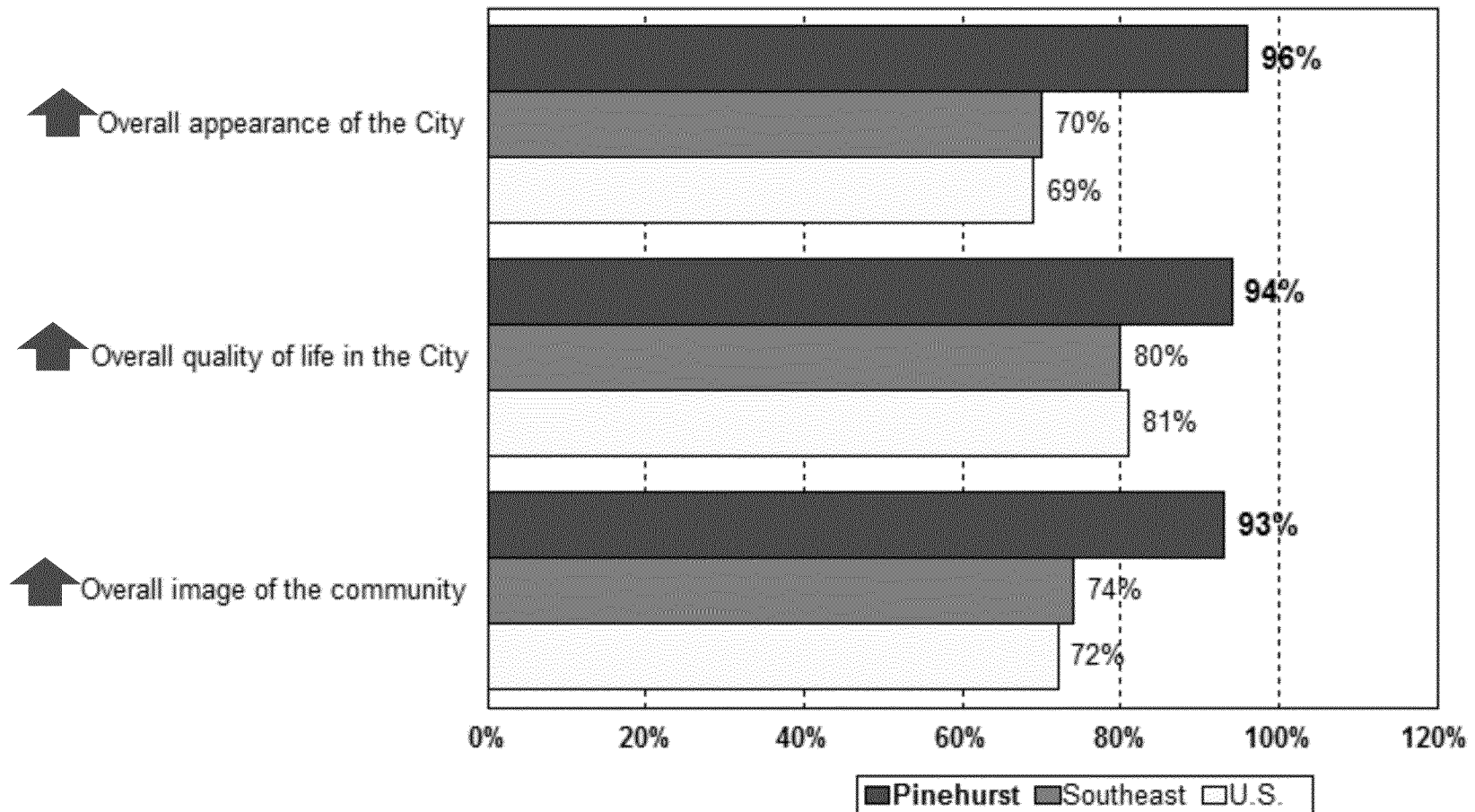
Significantly Higher: ↑

Significantly Lower: ↓

Satisfaction with Issues that Influence Perceptions of the Village

Pinehurst vs. Southeast vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

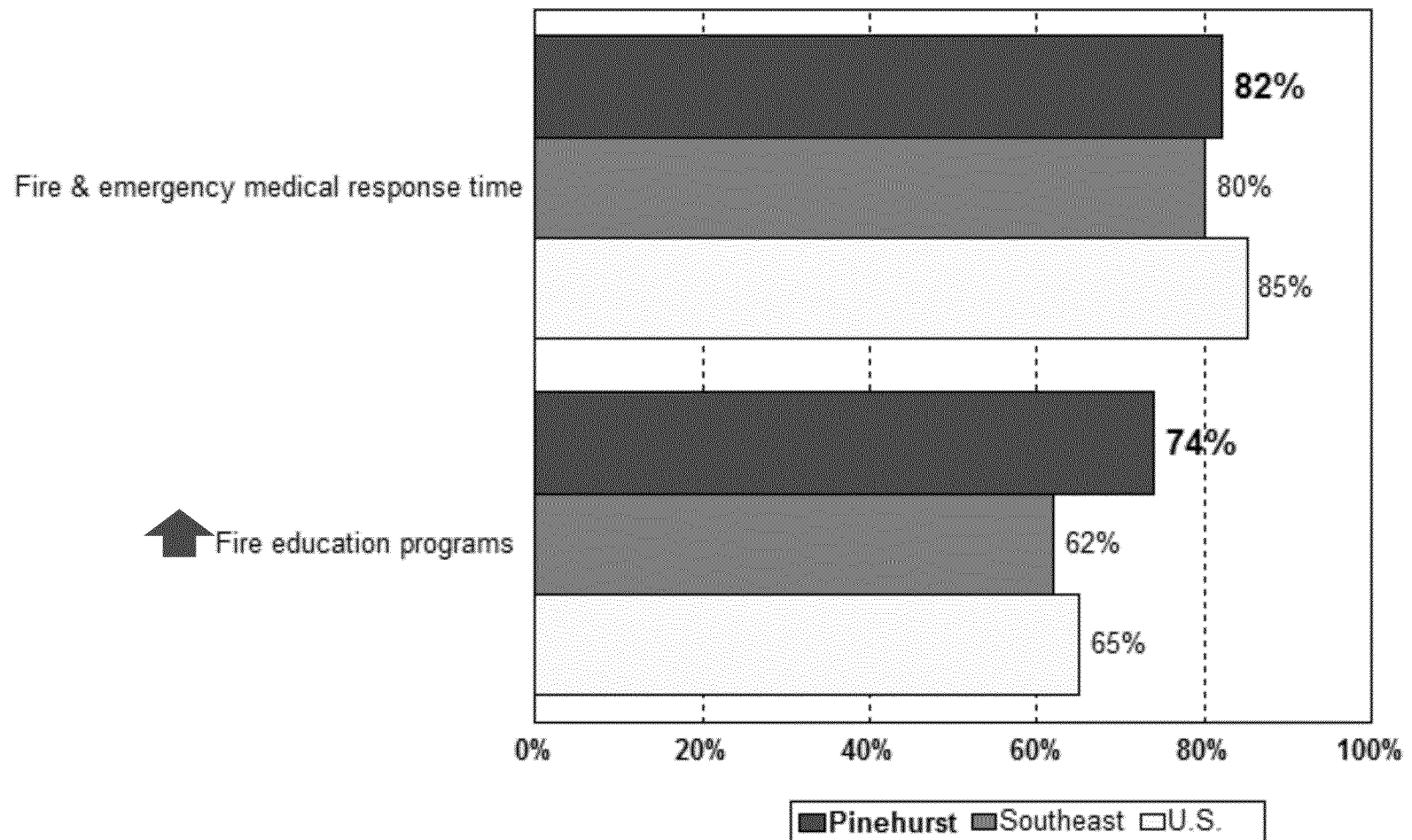
Significantly Higher: ↑

Significantly Lower: ↓

Overall Satisfaction with Fire and Ambulance Services

Pinehurst vs. Southeast vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

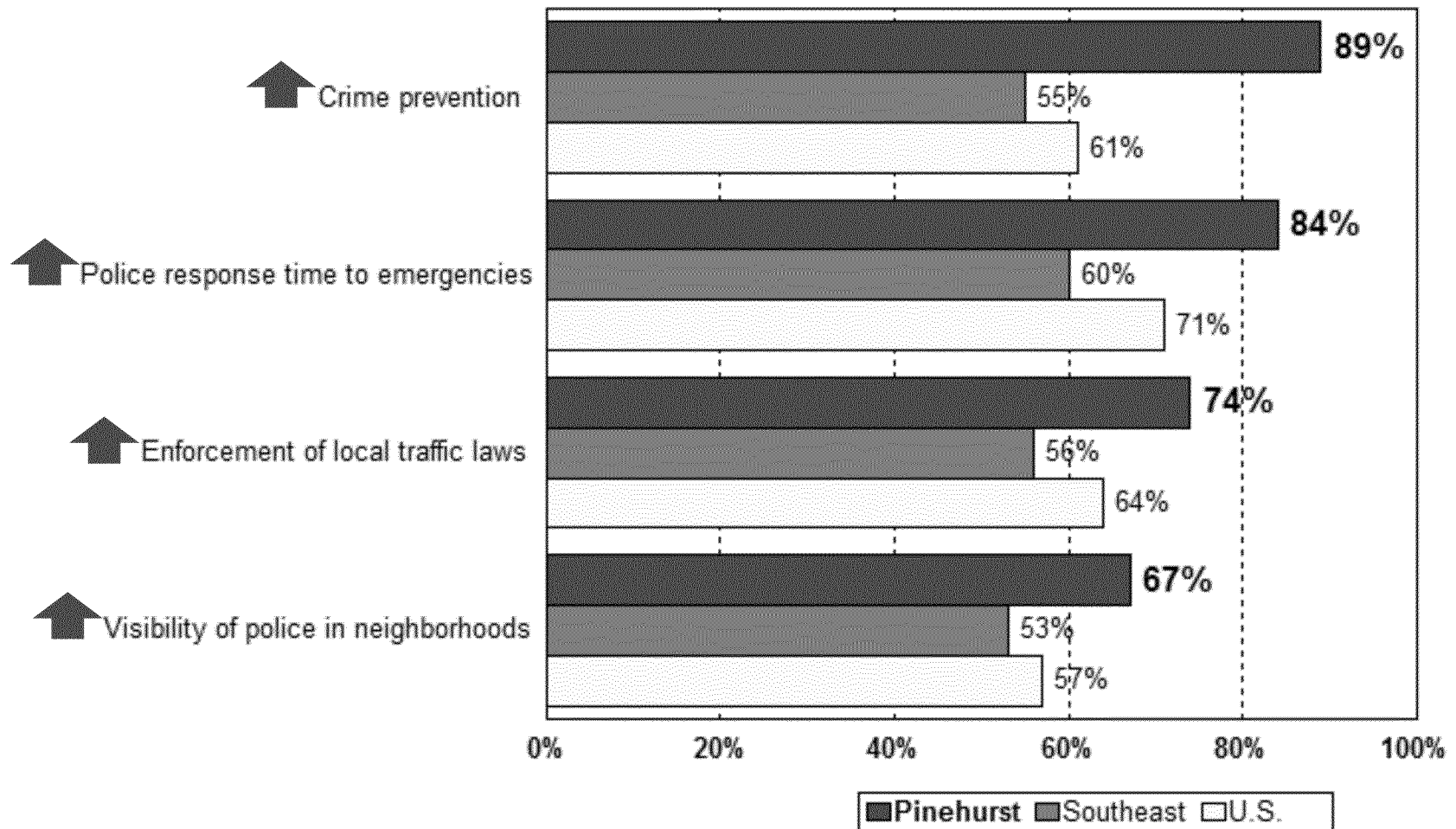
Significantly Higher: ↑

Significantly Lower: ↓

Overall Satisfaction with Police Services

Pinehurst vs. Southeast vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

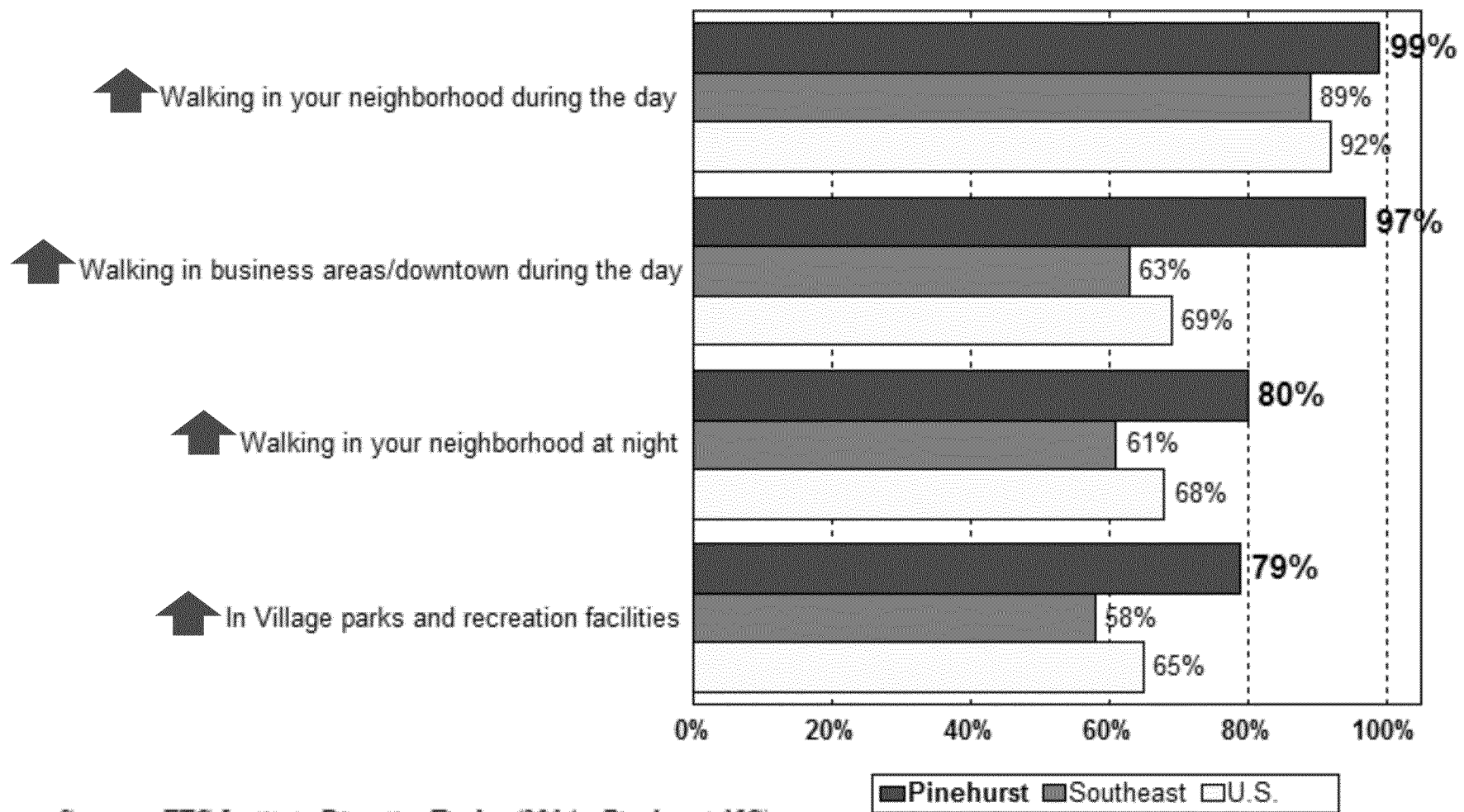
Significantly Higher: ↑

Significantly Lower: ↓

How Safe Residents Feel in Their Community

Pinehurst vs. Southeast vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very safe" and 1 was "very unsafe" (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Significantly Higher:



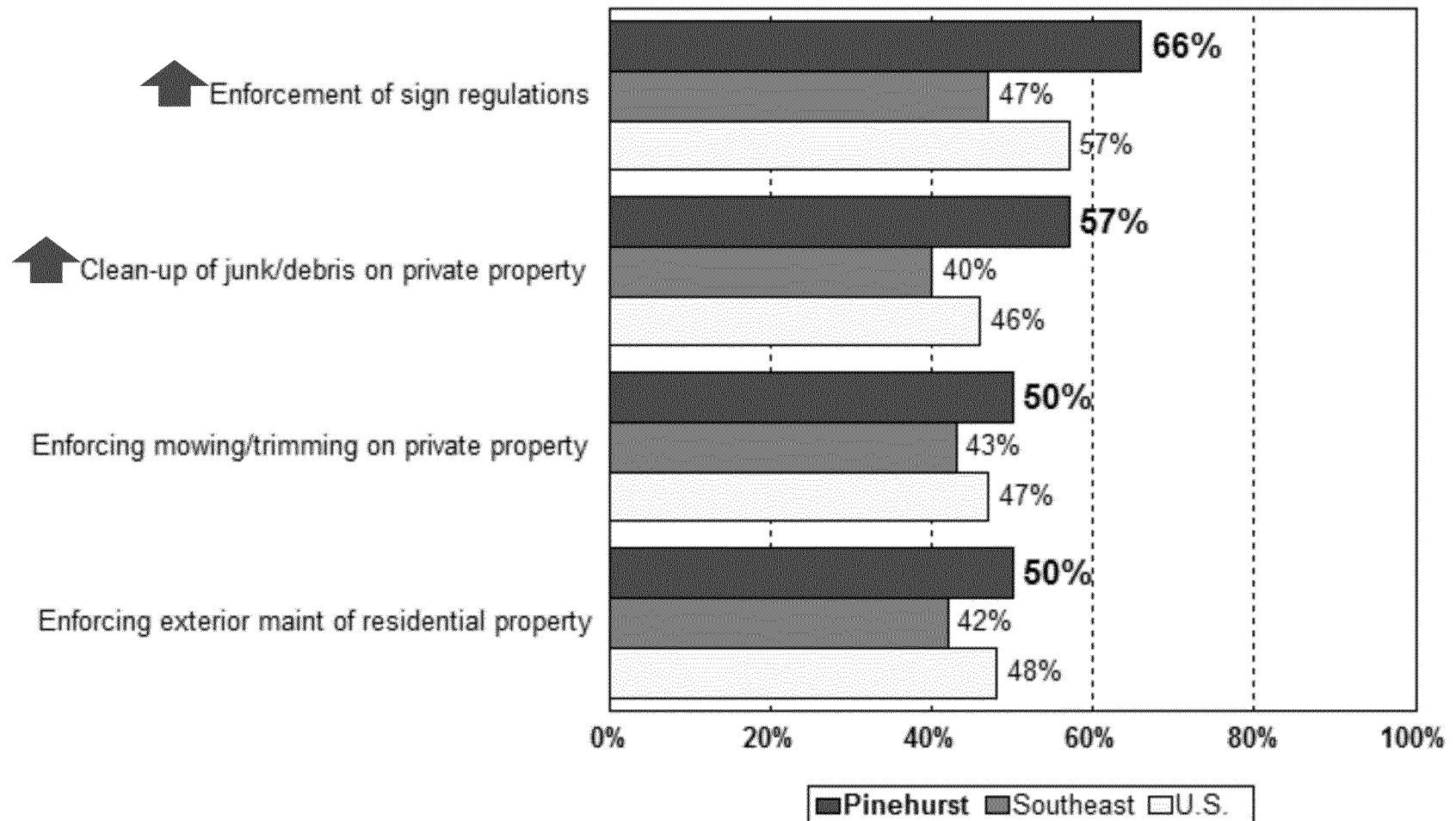
Significantly Lower:



Overall Satisfaction with Code Enforcement

Pinehurst vs. Southeast vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



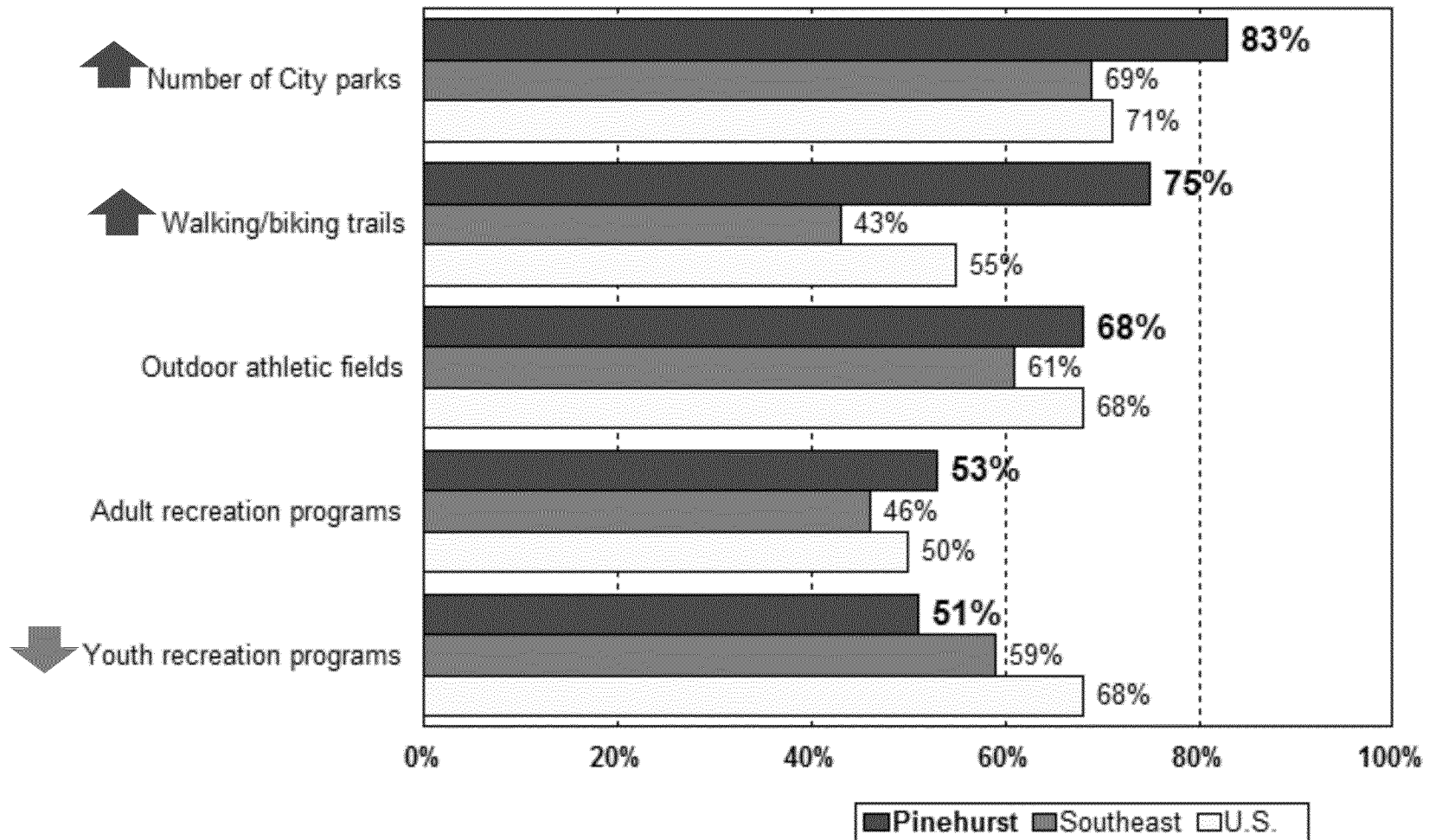
Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Significantly Higher: ↑

Significantly Lower: ↓

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

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

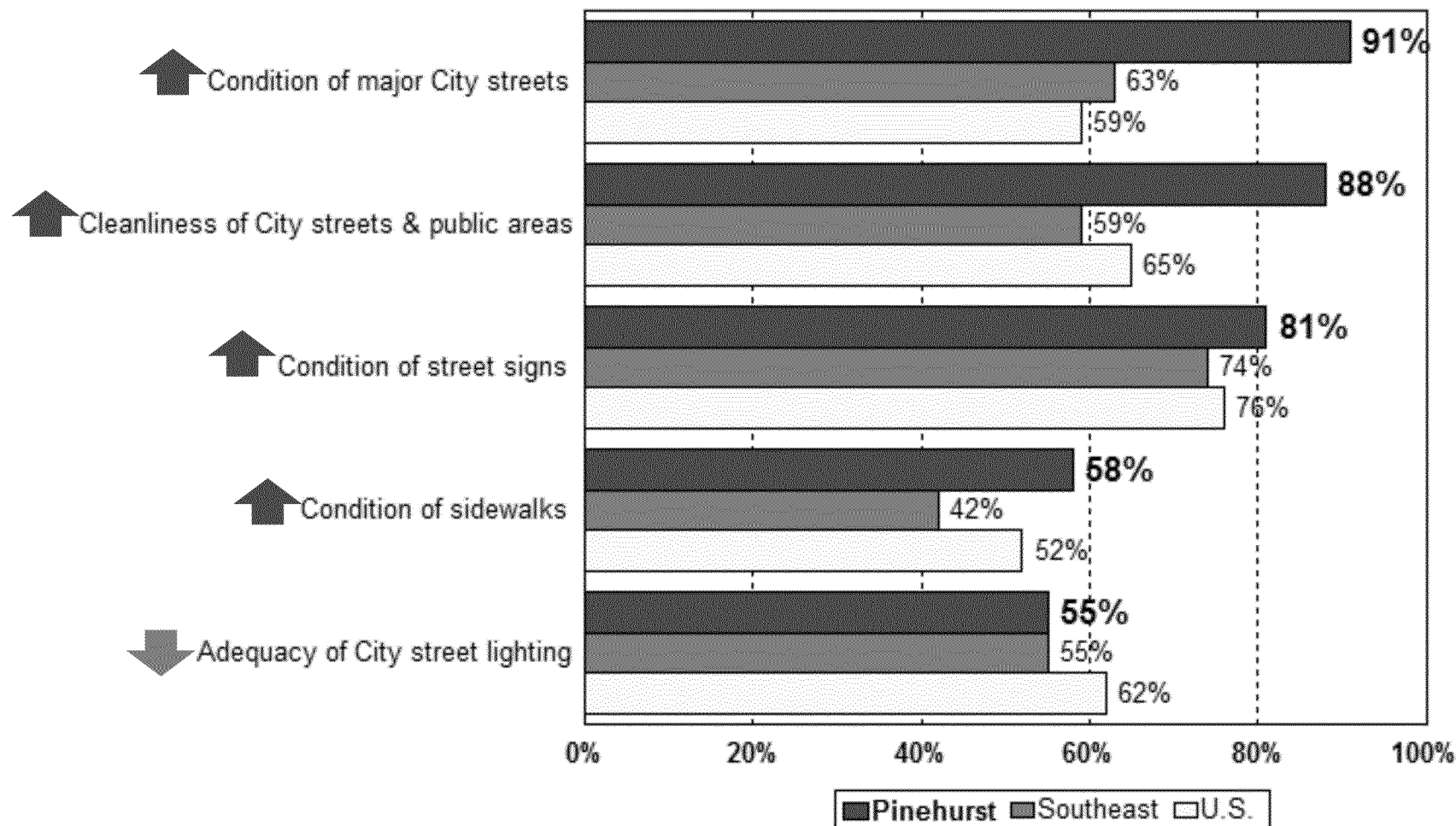
Significantly Higher: ↑

Significantly Lower: ↓

Overall Satisfaction with Maintenance

Pinehurst vs. Southeast vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Significantly Higher:



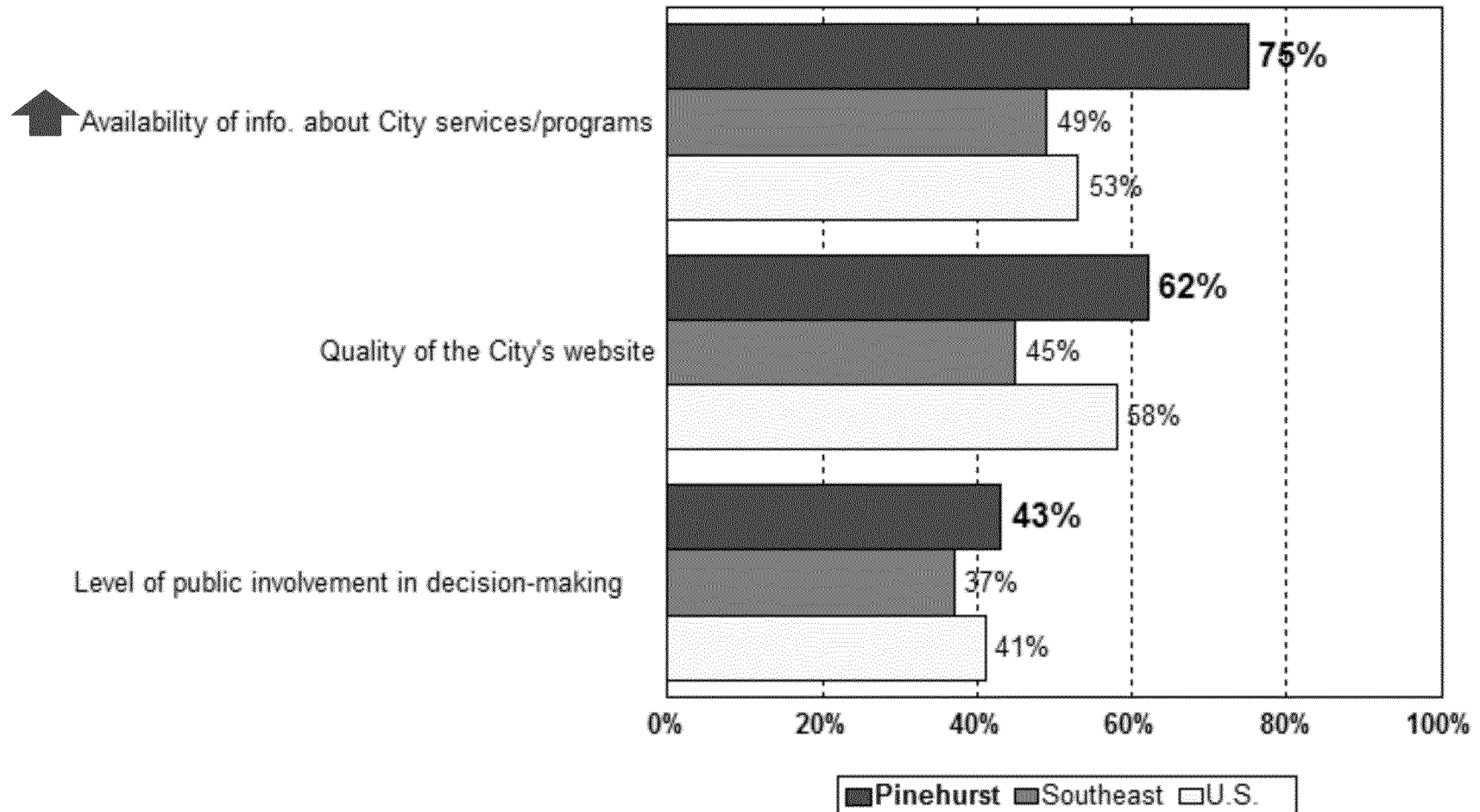
Significantly Lower:



Overall Satisfaction with Communication

Pinehurst vs. Southeast vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

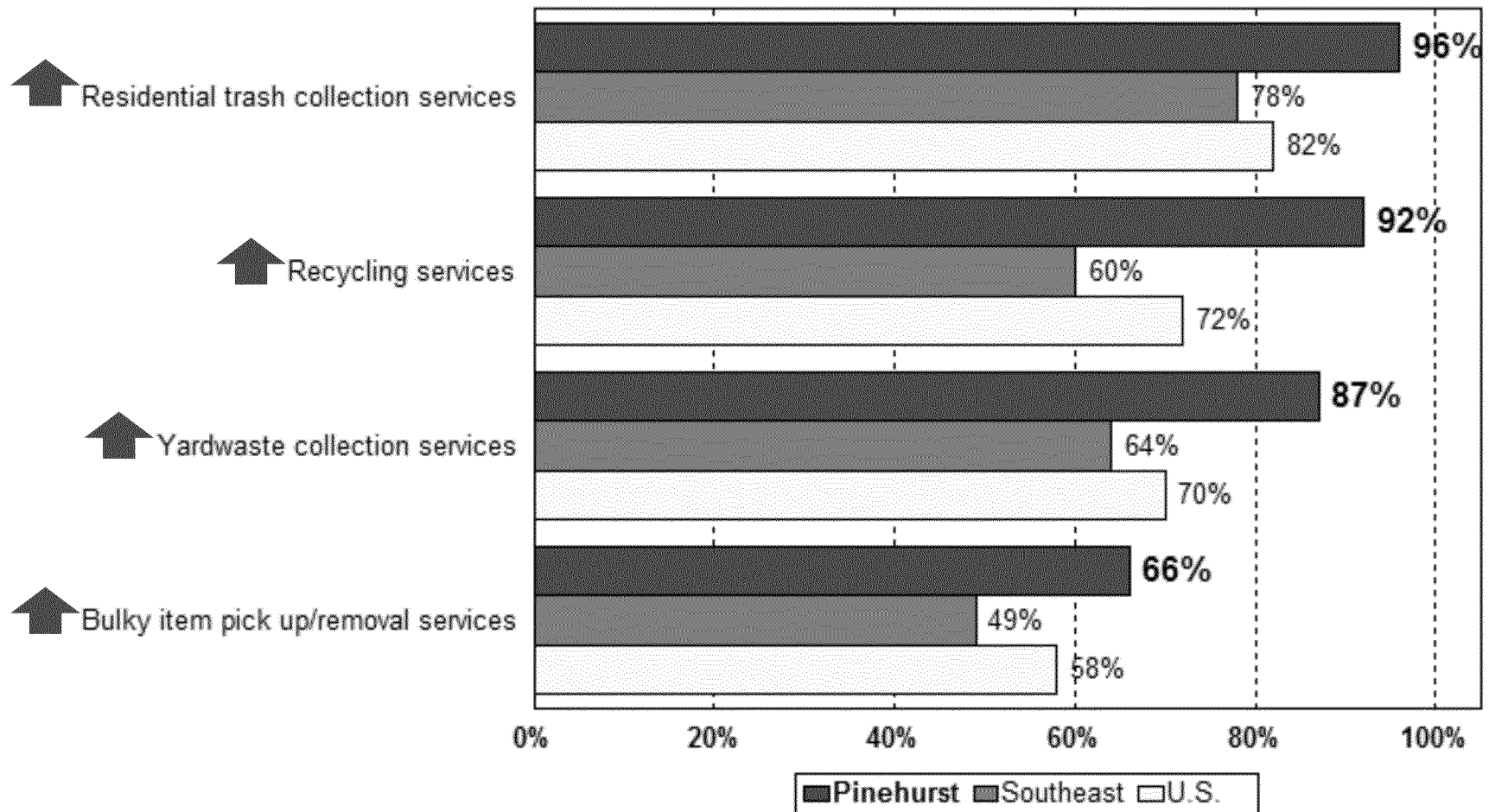
Significantly Higher: ↑

Significantly Lower: ↓

Overall Satisfaction with Utility Services

Pinehurst vs. Southeast vs. the U.S

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Significantly Higher: ↑

Significantly Lower: ↓

Major Finding #4 Priorities for Investment

Importance-Satisfaction Rating

Village of Pinehurst, NC

OVERALL

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS .10 - .20)</u>						
Enforcement of Village codes & ordinances	33%	4	52%	11	0.1584	1
Efforts at maintaining quality of neighborhoods	45%	1	69%	9	0.1395	2
Street & right-of-way maintenance	35%	3	70%	8	0.1050	3
<u>Medium Priority (IS <.10)</u>						
Promotion of natural resource conservation	18%	7	68%	10	0.0576	4
Parks & recreation facilities	19%	6	77%	6	0.0437	5
Police services	36%	2	88%	4	0.0432	6
Parks & recreation programs	15%	8	72%	7	0.0420	7
Fire services	22%	5	92%	1	0.0176	8
Village communication with residents	14%	9	88%	3	0.0168	9
Customer service provided by Village employees	8%	11	82%	5	0.0144	10
Solid waste services	12%	10	89%	2	0.0132	11

Overall Priorities: 

Importance-Satisfaction Rating

Village of Pinehurst, NC

Public Safety Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Medium Priority (IS < .10)</u>						
Frequency that police officers patrol your neighborhood	28%	2	67%	7	0.0924	1
Village efforts to prevent crimes	53%	1	89%	1	0.0583	2
Enforcement of local traffic laws	20%	5	74%	5	0.0520	3
How quickly police respond to emergencies	26%	3	84%	3	0.0416	4
How quickly fire personnel respond to emergencies	21%	4	82%	4	0.0378	5
Fire prevention & education programs	12%	6	74%	6	0.0312	6
Professionalism of Police officers	12%	7	85%	2	0.0180	7

Public Safety Priorities:

Importance-Satisfaction Rating

Village of Pinehurst, NC

Cultural and Recreation Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS.10 - .20)</u>						
Availability of recreation indoor facilities	19%	6	42%	14	0.1102	1
Range of activities at parks & recreation	20%	5	48%	12	0.1040	2
Village sponsored cultural arts events	29%	1	65%	6	0.1015	3
<u>Medium Priority (IS < .10)</u>						
Quality of recreation programs for youth	17%	8	51%	11	0.0833	4
Quality of recreation programs for adults	16%	9	53%	10	0.0752	5
Quality of recreation indoor facilities	13%	10	45%	13	0.0715	6
Availability of information about recreation programs	17%	7	58%	9	0.0714	7
Condition of walking/greenway trails	22%	4	70%	4	0.0660	8
Availability of walking/greenway trails	22%	3	75%	3	0.0550	9
Quality of Village parks	22%	2	85%	1	0.0330	10
Customer service provided by parks & recreation staff	8%	11	60%	8	0.0320	11
Quality of outdoor athletic fields & facilities	7%	12	68%	5	0.0224	12
Availability of outdoor athletic fields & facilities	5%	14	62%	7	0.0190	13
Number of Village parks	6%	13	83%	2	0.0102	14

Cultural and Recreation Services Priorities:

Importance-Satisfaction Rating

Village of Pinehurst, NC

PUBLIC SERVICES

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS.10 - .20)</u>						
Availability of sidewalks	33%	3	46%	10	0.1782	1
Adequacy of street lighting	39%	1	55%	9	0.1755	2
Maintenance of streets in your neighborhood	38%	2	73%	6	0.1026	3
Quality of stormwater runoff/management system	23%	5	56%	8	0.1012	4
<u>Medium Priority (IS < .10)</u>						
Condition of sidewalks	10%	10	58%	7	0.0420	5
Maintenance/preservation of Downtown	23%	6	88%	3	0.0276	6
Overall cleanliness of streets & other public areas	22%	7	88%	2	0.0264	7
Quality of landscaping in medians & other public areas	17%	8	85%	4	0.0255	8
Maintenance of street signs/pavement markings	13%	9	81%	5	0.0247	9
Maintenance of main Village street thoroughfares	23%	4	91%	1	0.0207	10

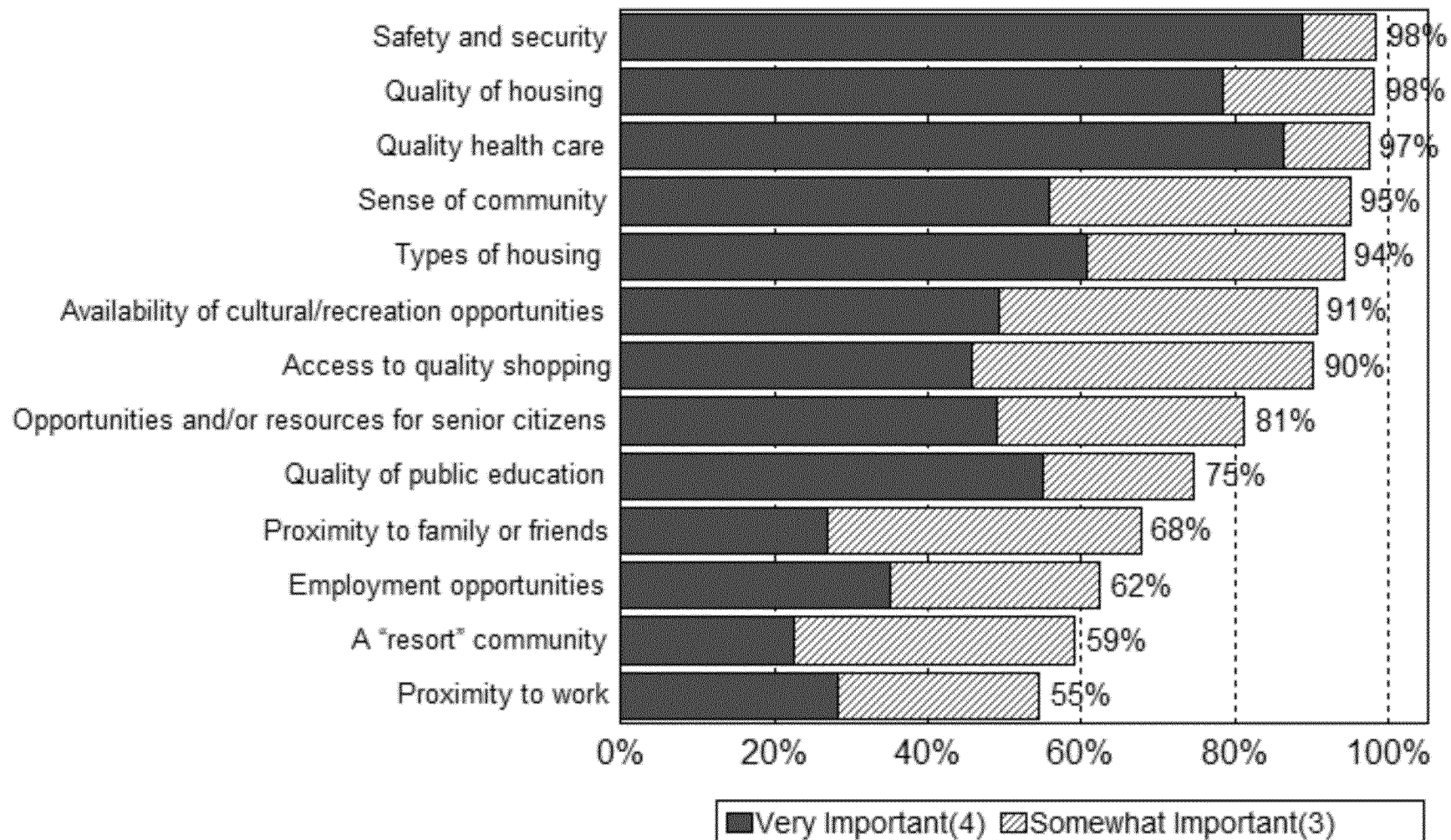
Public Services Priorities:



Other Findings

Q3. Level of Importance of Various Reasons for Choosing to Live in Pinehurst

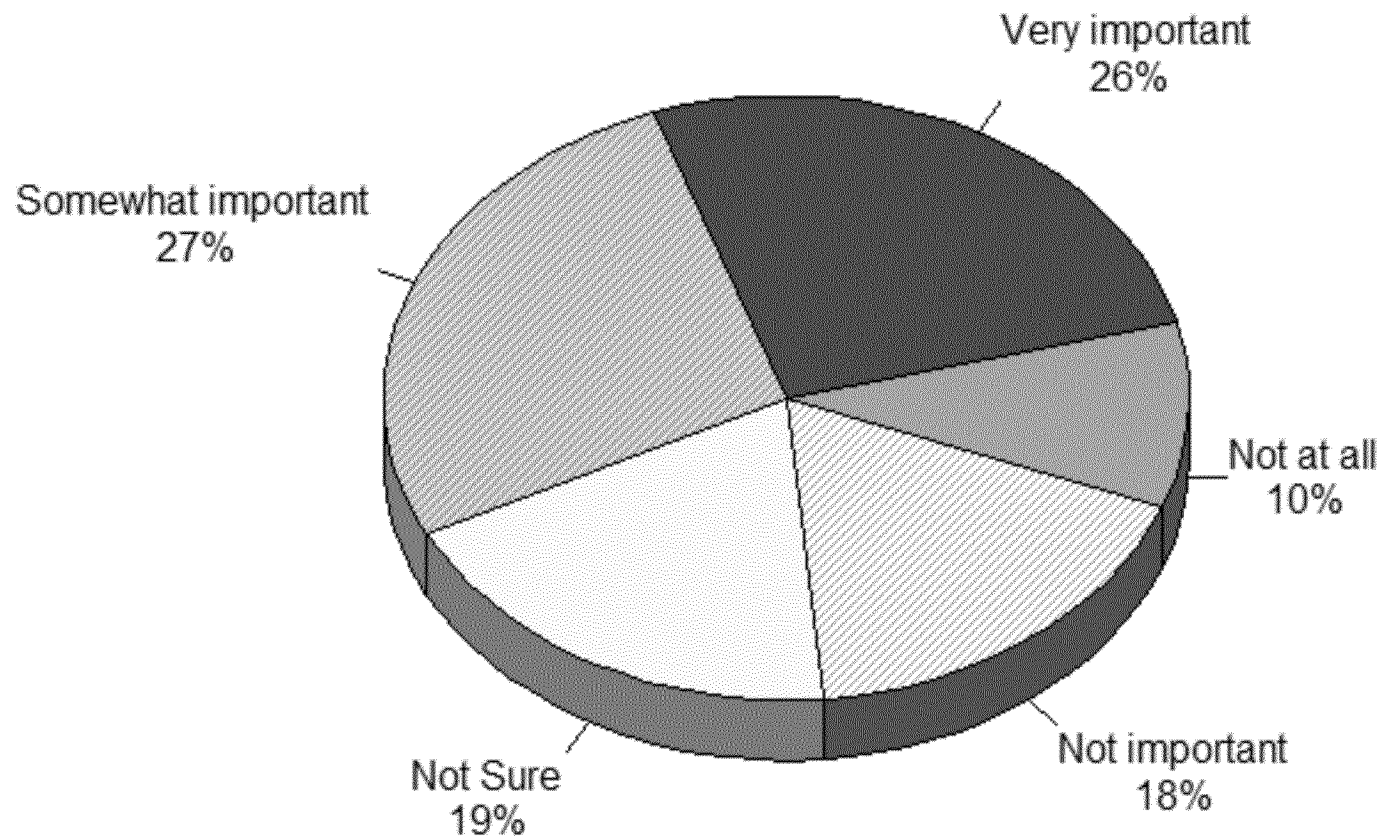
by percentage of respondents who rated the item as a 1 to 4 on a 4-point scale



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q10. How important do you feel it is for the Village to construct a Community Center to provide indoor recreation space for youth and adults?

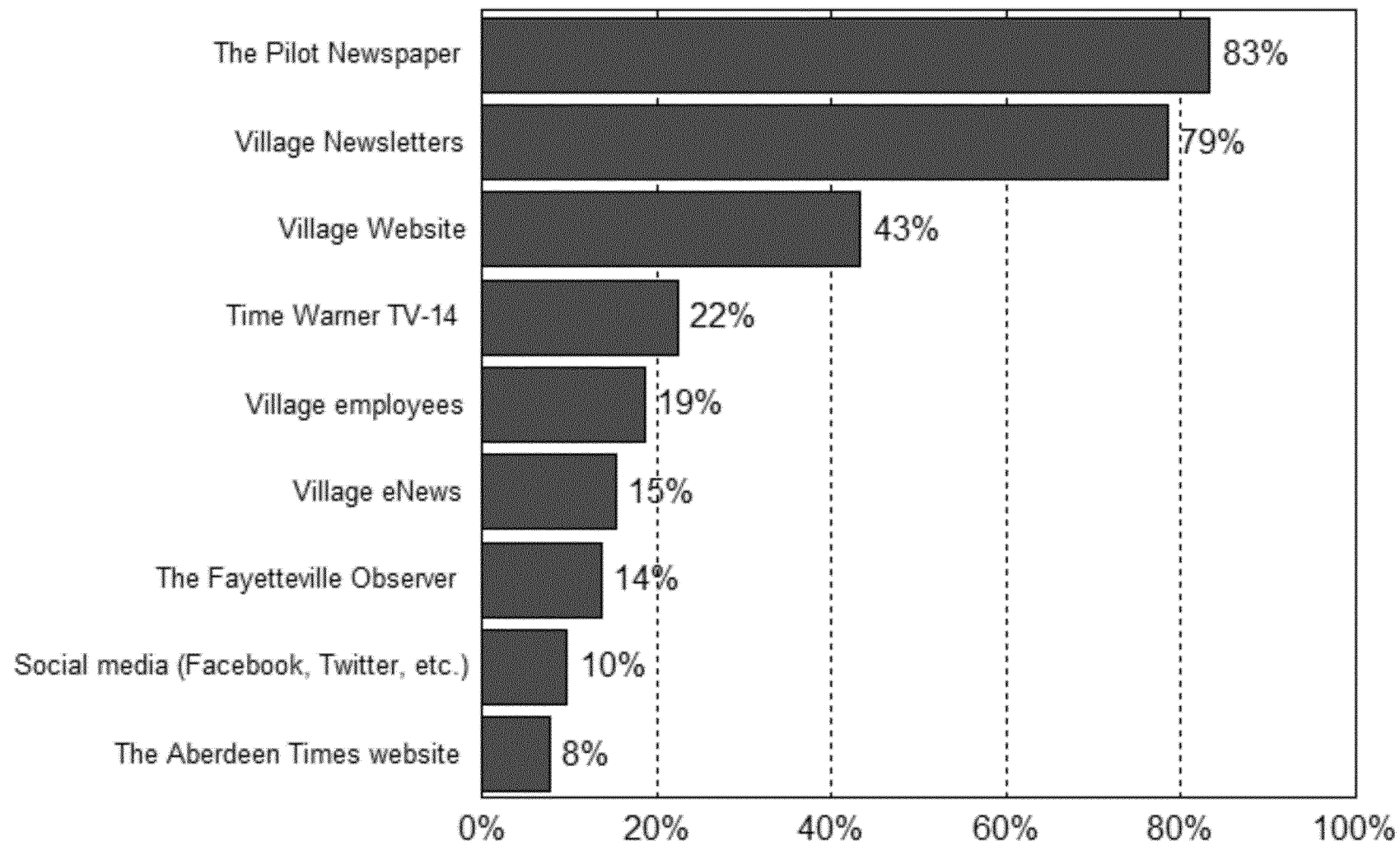
by percentage of respondents



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

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

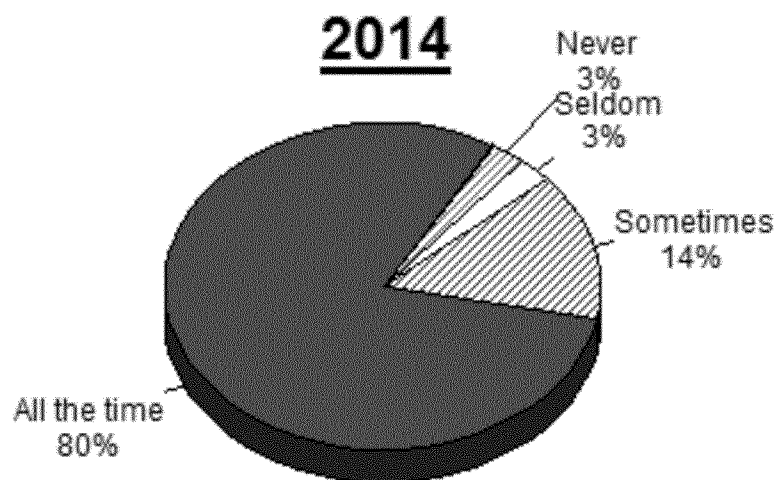
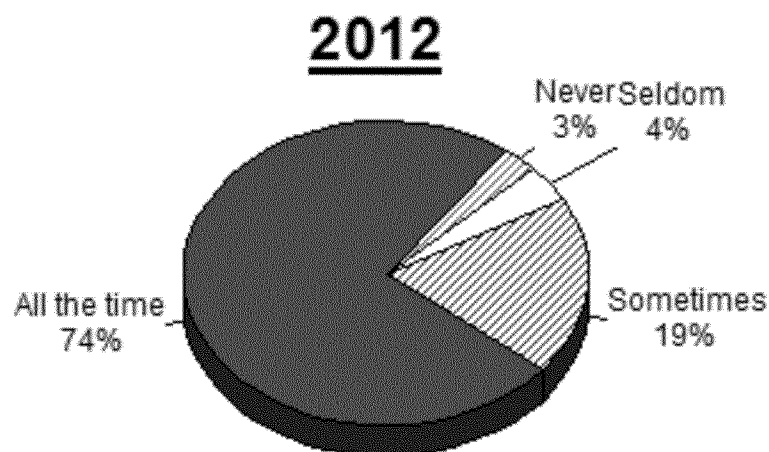
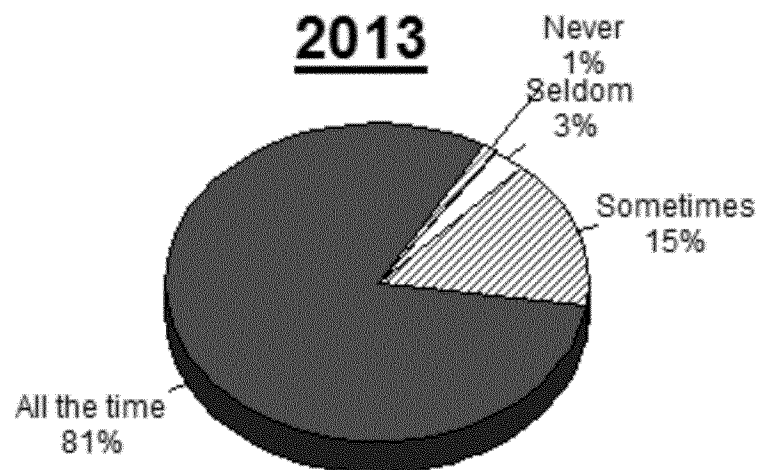
by percentage of respondents (multiple selections could be made)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q20. How often do you read the Village Newsletter, which is mailed to all residents?

by percentage of respondents



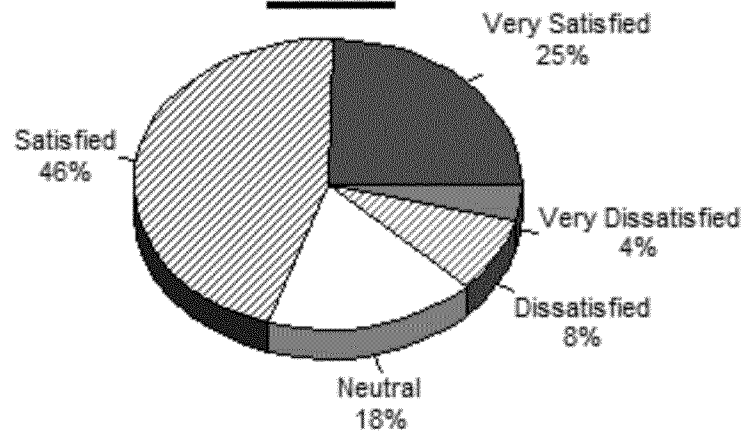
Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

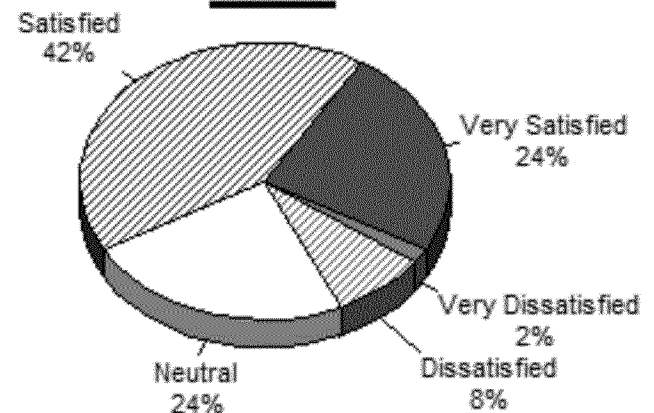
Q22. What is your level of satisfaction with the value you receive for the portion of your property taxes that funds the Village's operating budget?

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

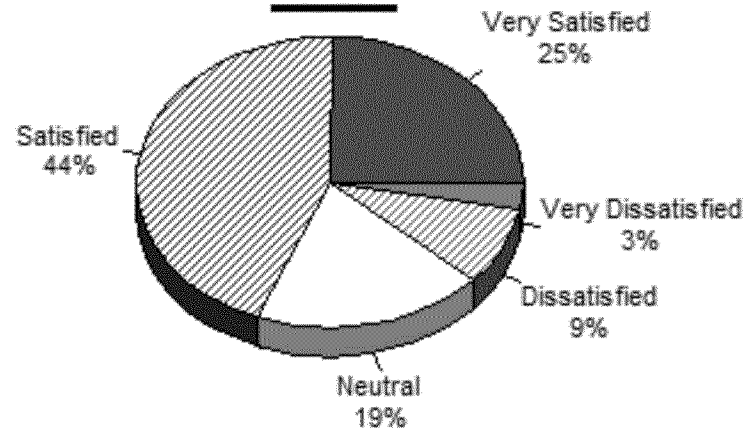
2013



2012



2014



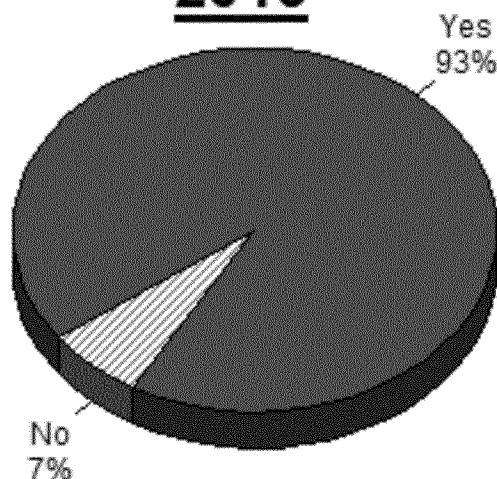
Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

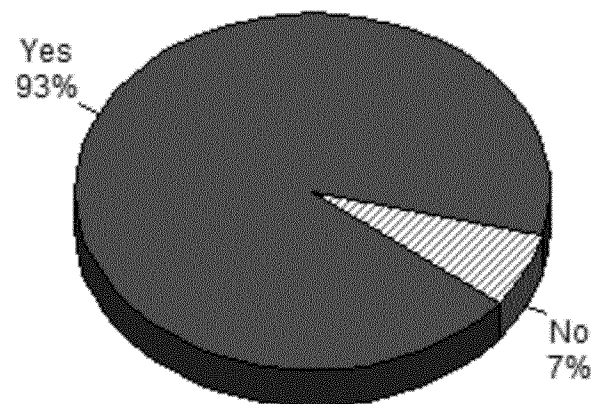
Q24. Would you recommend Pinehurst to others as a place to live?

by percentage of respondents

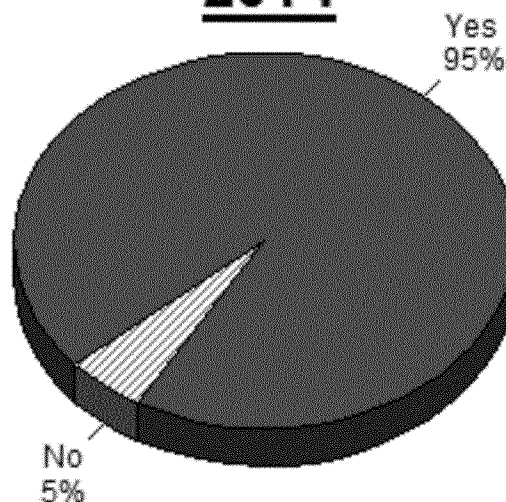
2013



2012



2014



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Summary

- **Residents Have a Very Positive Perception of the Village**
 - ❑ 95% would recommend Pinehurst to others as a place to live
 - ❑ 94% rated the overall quality of life in the Village as excellent or good
- **Analysis of Trends**
 - ❑ Overall satisfaction is similar to the 2012 and 2013 surveys
- **Pinehurst is Setting the Standard for Overall Service Delivery Compared to Other Communities**
 - ❑ The Village rated above the National Average in 38 of the 42 areas that were compared
 - ❑ The Village rated significantly above the National Average in 32 of the 42 areas that were compared
- **Overall priorities for improvement over the next 2 years:**
 - ❑ Enforcement of Village codes and ordinances
 - ❑ Efforts at maintaining the quality of neighborhoods
 - ❑ Street and right-of-way maintenance

Questions?

THANK YOU!!

2014 Resident Survey

Findings Report



HISTORY, CHARM, AND SOUTHERN HOSPITALITY_____

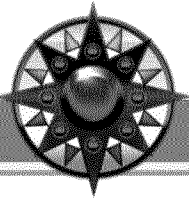
conducted for
The Village of
Pinehurst, North Carolina

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

October 2014

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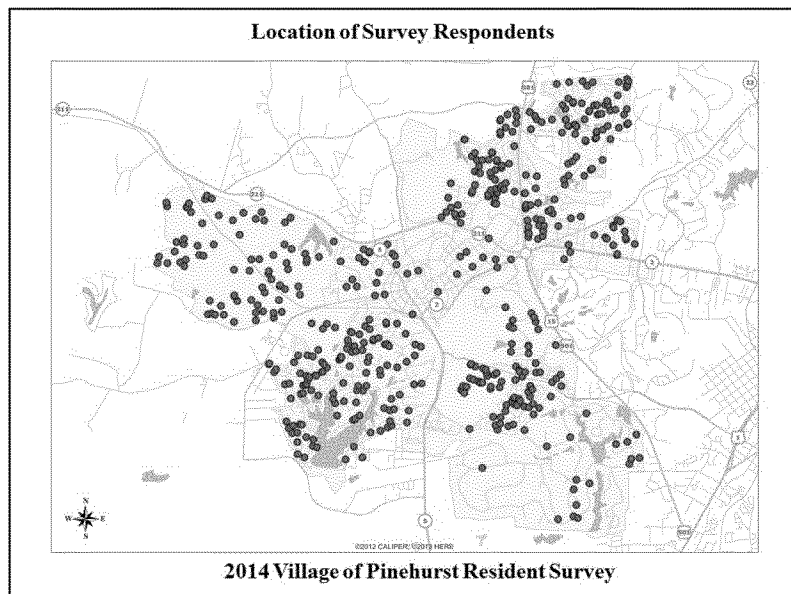
Executive Summary	i
Charts and Graphs	Section 1
GIS Maps	Section 2
Benchmarking Comparisons	Section 3
Importance-Satisfaction Analysis	Section 4
Tabular Data	Section 5
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Purpose and Methodology

ETC Institute administered the DirectionFinder® survey for the Village of Pinehurst during August and September of 2014. This is the third time that the survey was administered for the Village. The first time was in August and September of 2012. The survey was administered as part of an effort to assess citizen satisfaction with the quality of Village services. The results of this year's survey provide a valuable measurement of change – **TRENDS**. The information gathered from the survey will help the Village establish budget priorities and refine policy decisions, based on performance measurement provided by residents.

Methodology. A seven-page survey was mailed to a random sample of 2,000 households in the Village of Pinehurst. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. Of the households that received a survey, a total of 506 completed the survey. The results for the random sample of 506 households have a 95% level of confidence with a precision of at least $\pm 4.3\%$. In order to better understand how well services are being delivered by the Village, ETC Institute geocoded the home address of respondents to the survey. The map to the right shows the physical distribution of survey respondents based on the location of their home.



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

This report contains:

- a summary of the methodology for administering the survey and major findings
- charts and graphs for each question on the survey
- GIS maps that show the results of selected questions as maps of the Village
- benchmarking data that shows how the results for the Village of Pinehurst compare to other communities
- importance-satisfaction analysis
- tables that show the results for each question on the survey
- a copy of the survey instrument.

Major Findings

- **Most of the residents surveyed were satisfied with Village services.** Ninety-two percent (92%) of the residents surveyed who had an opinion were satisfied (rating of 4 or 5 on a 5-point scale) with the quality of fire services, 89% were satisfied with solid waste services, 88% were satisfied with Village communication with residents, and 88% were satisfied with the overall quality of police services.

TRENDS: Change that is referred to as “significant” is above or below the +/-4.3% margin of error. Because the numbers measured are rounded, the margin of error is also rounded to +/- 4%, so “significant” applies to a change of 5% or more. There was one significant increase - Village communication with the public (88% in 2014 vs. 78% in 2013). There was also one significant decrease - enforcement of Village codes and ordinances (52% in 2014 vs. 59% in 2013).

- **Services that residents thought should receive the most increase in emphasis over the next two years.** The areas that residents thought should receive the most increase in emphasis from the Village of Pinehurst over the next two years were: (1) efforts to maintain the quality of their neighborhoods, (2) police services, and (3) street and right-of-way maintenance. These were also the top three, in this order, in 2012.
- **The Importance of Various Factors in Resident Decision to Live in the Village of Pinehurst (GAP Analysis)** Residents were asked to choose from a list of 13 issues that were the most important to their decision to live in the Village of Pinehurst. The top three reasons were 1st) safety and security, 2nd) quality of housing, and 3rd) the quality of health care.

With the same 13 issues, residents were asked if their needs were being met in Pinehurst. The greatest GAP between the order of importance and needs being met, were with;

- Access to quality shopping – 7th in importance and 12th in needs being met – GAP is 5
- A “resort” community – 12th in importance and 7th in needs being met – GAP is 5

The Village of Pinehurst accomplished what none of our other communities have – the top 5 issues in regards to “needs met” are also the top 5 in “importance”.

- **Perceptions of the City.** Most (96%) of the residents surveyed *who had an opinion* indicated that they were satisfied (rating of 4 or 5 on a 5-point scale) with the overall feeling of safety in the Village; 96% were satisfied with the appearance of the Village, 94% were satisfied with the quality of life in the Village, 94% were satisfied with the Village of Pinehurst as a place to live, and 93% were satisfied with the overall image of the Village. **TRENDS:** There was one significant increase - quality of new development in the Village (57% in 2014 vs. 52% in 2013). There were no significant decreases.
- **Public Safety.** Eighty-nine percent (89%) of the residents surveyed *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with Village efforts to prevent crime, 85% were satisfied the professionalism of Police Officers, and 84% were satisfied with how quickly police respond to emergencies. **TRENDS:** There were no significant changes.
- **Cultural and Recreation Services** Eighty-five percent (85%) of the residents *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with the quality of Village parks, 83% were satisfied with the number of Village parks, and 75% were satisfied with the availability of walking and greenway trails. **TRENDS:** There was one significant increase – availability of recreation indoor facilities (42% in 2014 vs. 35% in 2013). There was also one significant decrease – condition of walking and greenway trails (70% in 2014 vs. 76% in 2013).
- **Community Development** Seventy-one percent (71%) of the residents surveyed *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with the quality of single family residential development, 66% were satisfied with the enforcing of sign regulations, and 57% were satisfied with the clean-up of litter and debris on private property. **TRENDS:** There were no significant changes.
- **Public Services.** Ninety-one percent (91%) of the residents *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with the maintenance of main Village street thoroughfares, 88% were satisfied with the cleanliness of streets and other public areas, 88% were satisfied with the maintenance and preservation of downtown, and 85% were satisfied with landscaping in medians and other public areas (85%). **TRENDS:** There were four significant increases. The most significant increases were – adequacy of street lighting (55% in 2014 vs. 42% in 2013) and availability of sidewalks (46% vs. 34%). There were no significant decreases.

- **Solid Waste Services.** Ninety-six percent (96%) of the residents *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with residential trash collection service services, 92% were satisfied with curbside recycling services, and 87% were satisfied with yard waste collection services. **TRENDS:** There was one significant increase – Recycle Yard on McCaskill Rd. (80% in 2014 vs. 71% in 2013). There were no significant decreases.

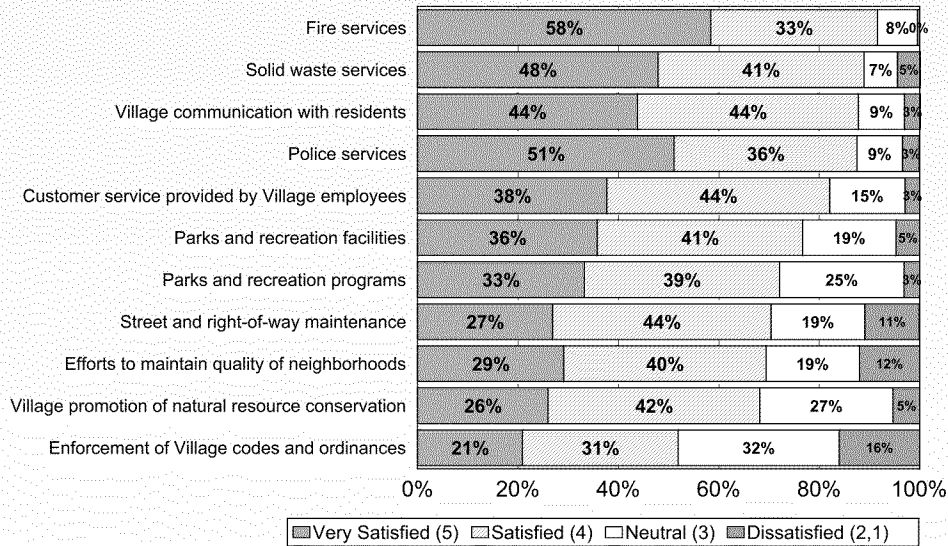
- **Communications and Outreach.** Seventy-nine percent (79%) of the residents surveyed *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with efforts to keep residents informed about local issues, 78% were satisfied with the Village Newsletter, and 75% were satisfied with the availability of information about Village programs and services. **TRENDS:** There were two significant increases – efforts to keep you informed on local issues (79% in 2014 vs. 69% in 2013) and quality of information about Village programs and services (75% in 2014 vs. 69% in 2013.) There was one significant decrease – Village website (62% in 2014 vs. 68% in 2013).

- **Downtown Parking.** Eighty-six percent (86%) of the residents *who had an opinion* were satisfied (rating of 4 or 5 on a 5-point scale) with the security of parking downtown, 79% were satisfied with the quality of public parking lots, and 75% were satisfied with the availability of parking downtown. **TRENDS:** There was one significant increase – availability of parking downtown (75% in 2014 vs. 68% in 2013). There were no significant decreases.

Section 1:
Charts and Graphs

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

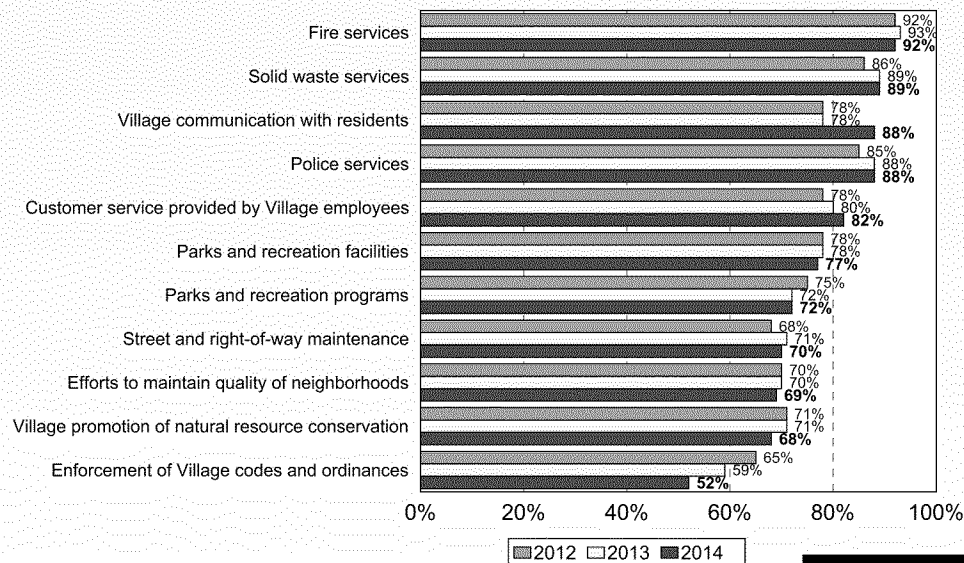
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q1. Overall Satisfaction with Village of Pinehurst Services by Major Category - 2012, 2013 & 2014

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

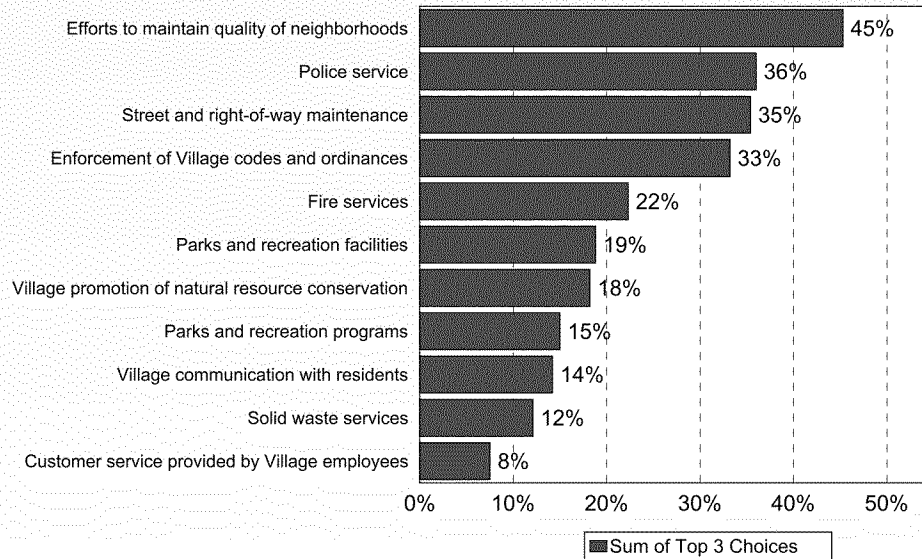


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

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

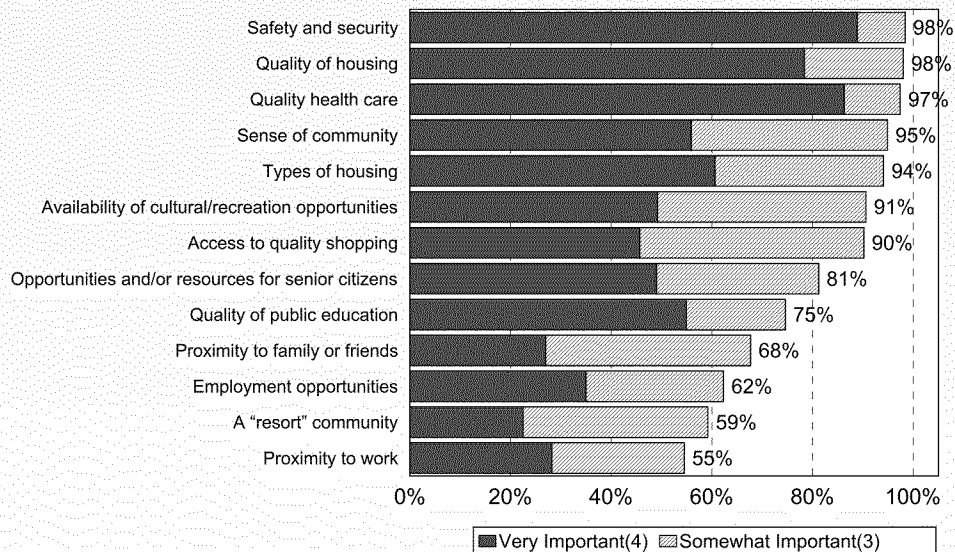
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q3. Level of Importance of Various Reasons for Choosing to Live in Pinehurst

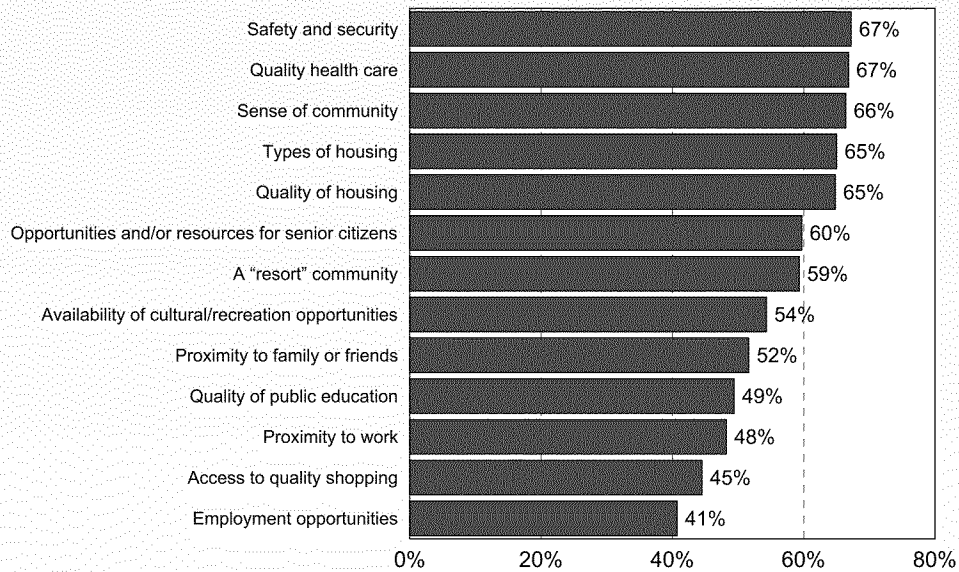
by percentage of respondents who rated the item as a 1 to 4 on a 4-point scale



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

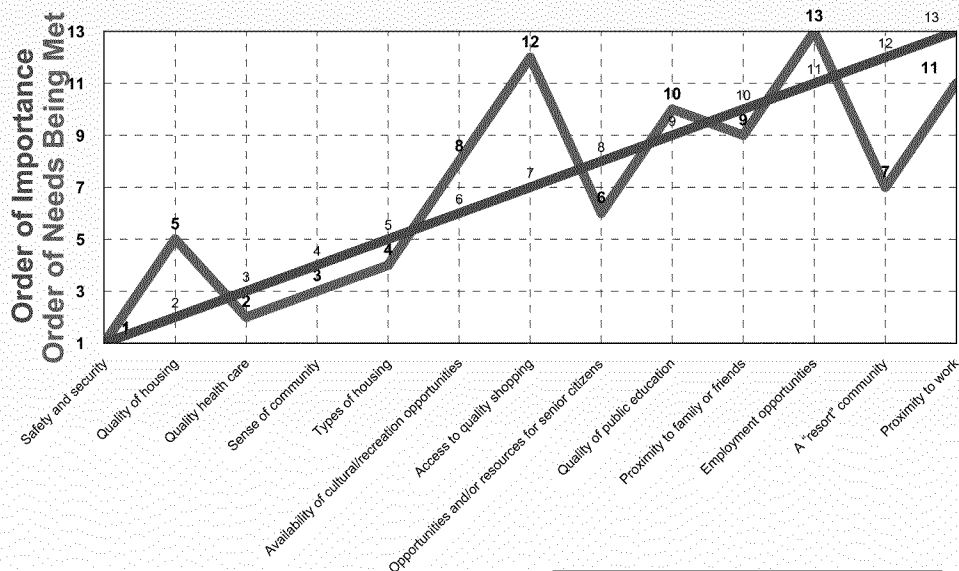
Q3a. Are your needs being met in Pinehurst?

by percentage of respondents who answered "yes"



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

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

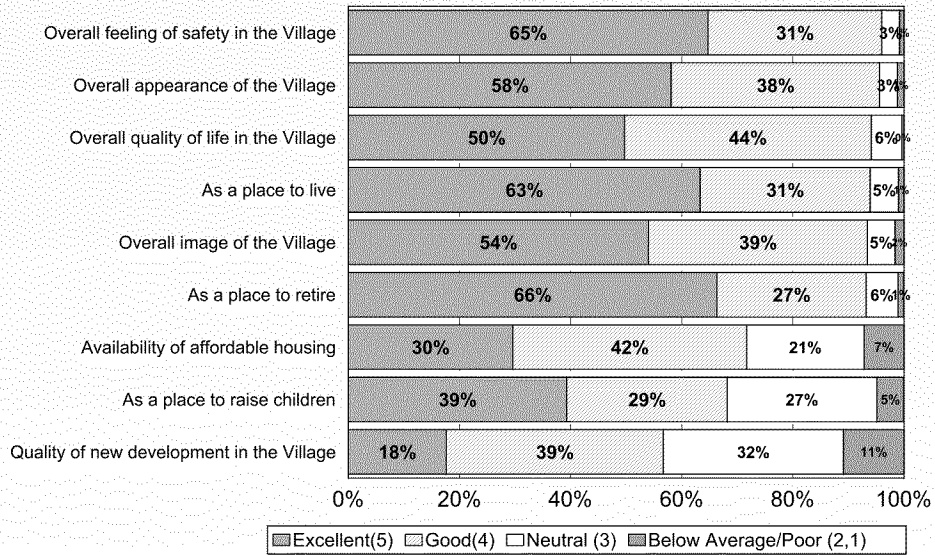


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

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

Q4. Perception Residents Have of Pinehurst as a Community

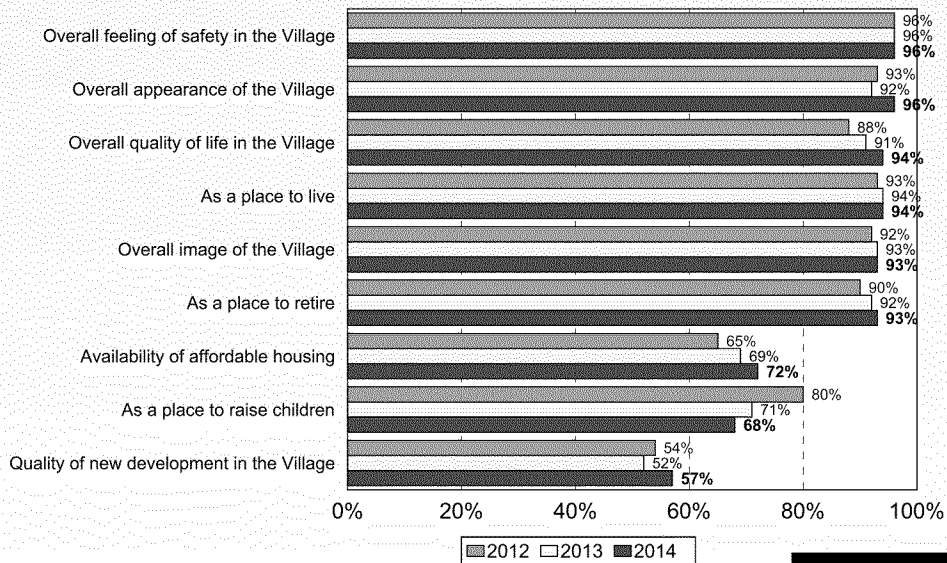
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q4. Perception Residents Have of Pinehurst as a Community - 2012, 2013 & 2014

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

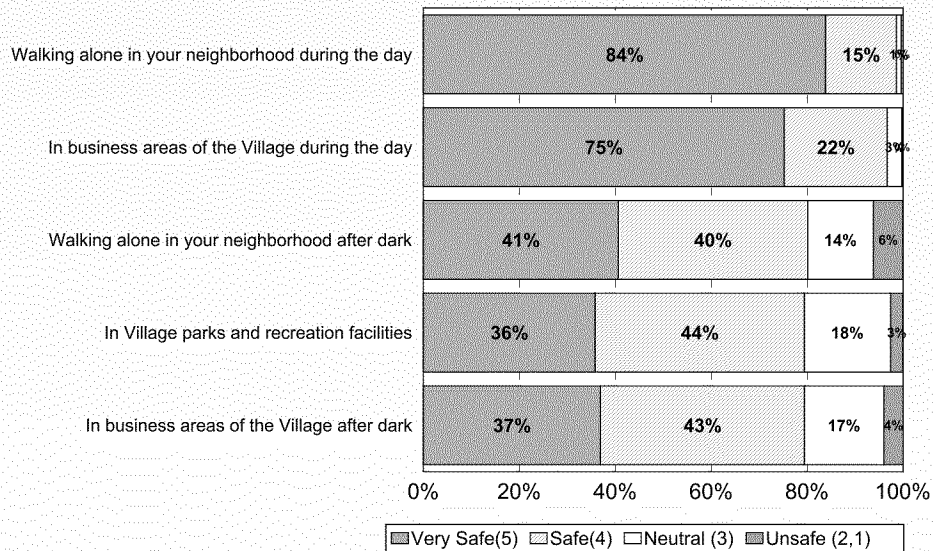


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q5. Perceptions of Safety and Security in Pinehurst

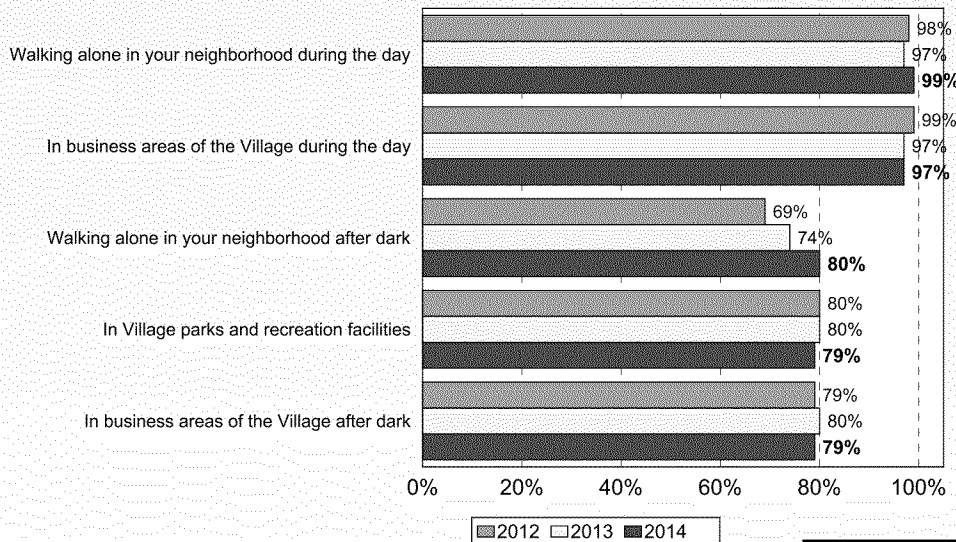
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q5. Perceptions of Safety and Security in Pinehurst - 2012, 2013 & 2014

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

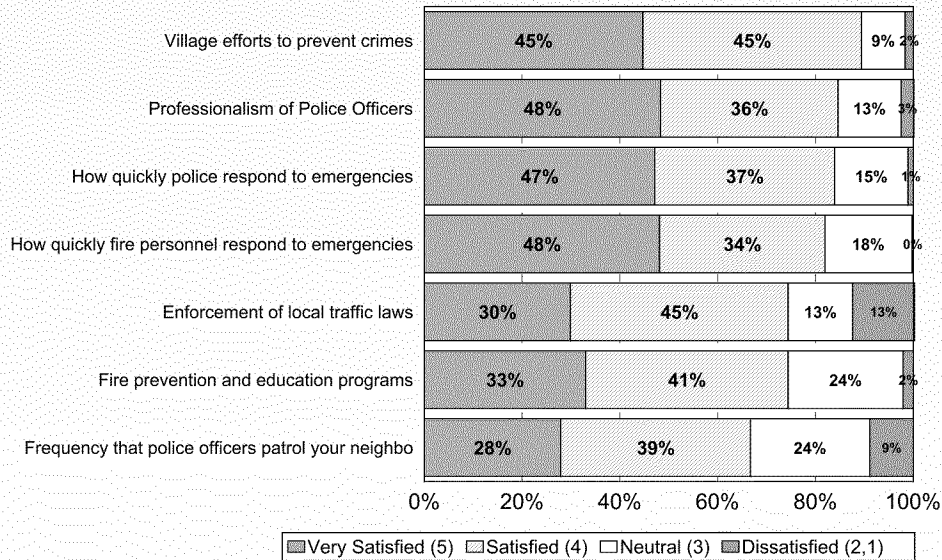


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q6. Satisfaction with Various Aspects of Public Safety

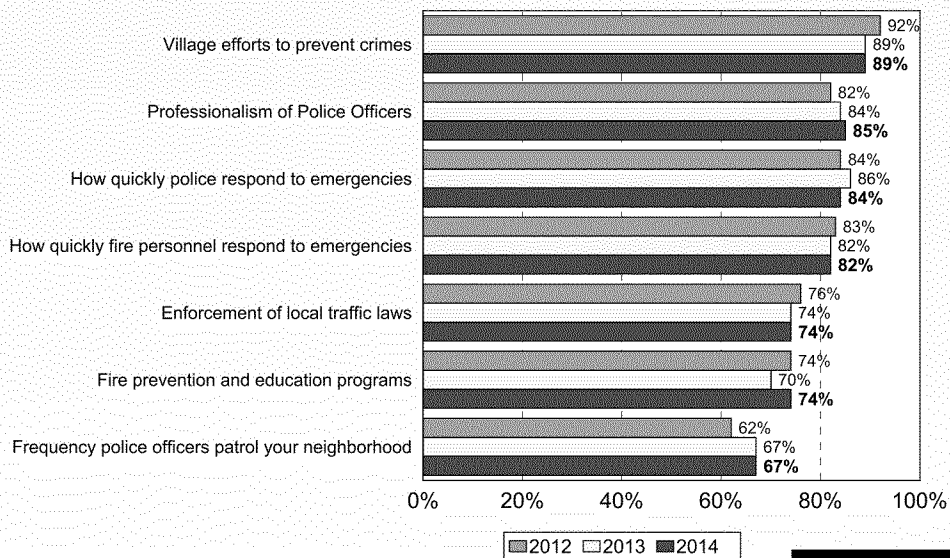
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q6. Satisfaction with Various Aspects of Public Safety 2012, 2013 & 2014

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

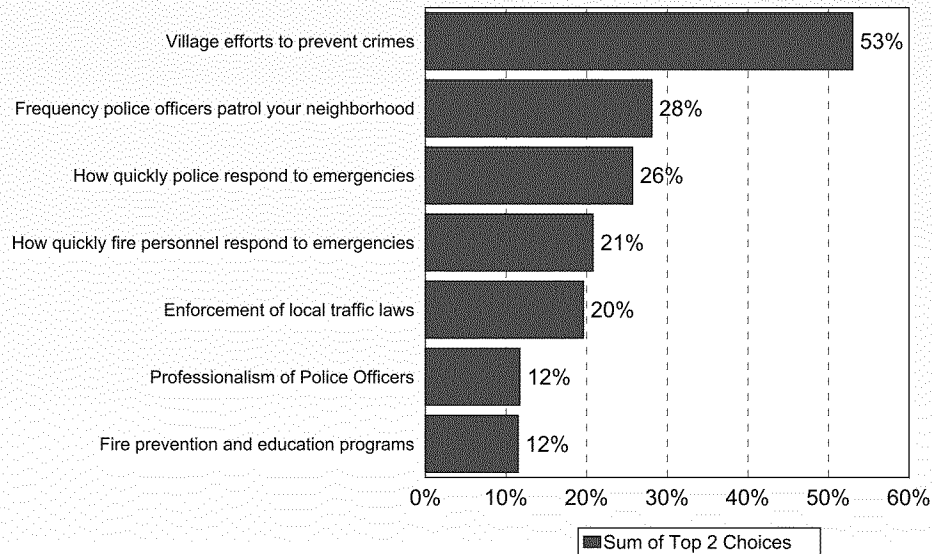


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

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

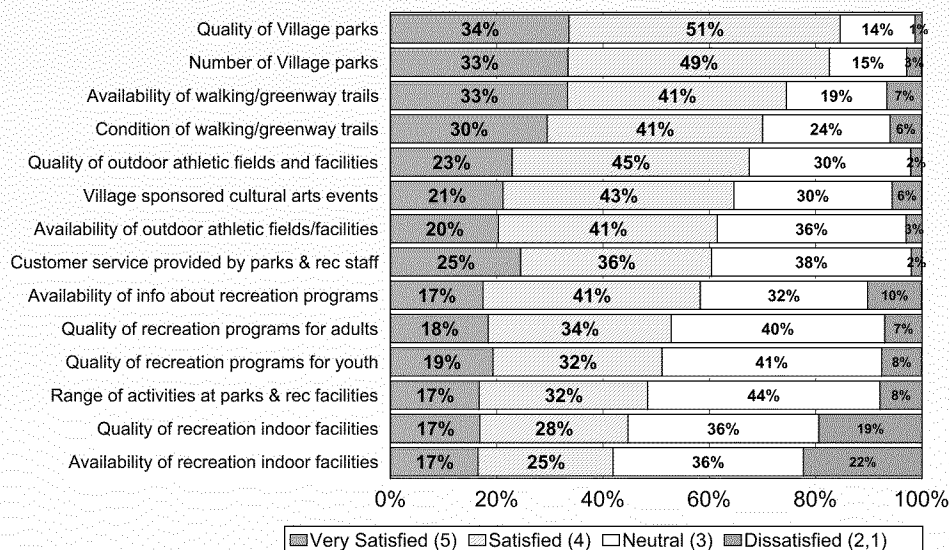
by percentage of respondents who selected the item as one of their top two choices



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q8. Satisfaction with Various Aspects of Cultural and Recreation Services

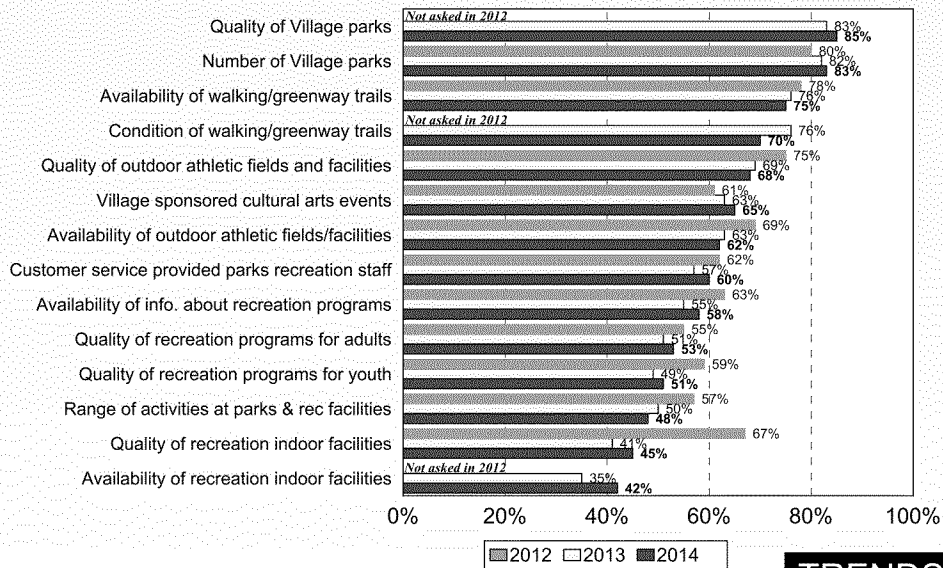
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q8. Satisfaction with Various Aspects of Cultural and Recreation Services - 2012, 2013 & 2014

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

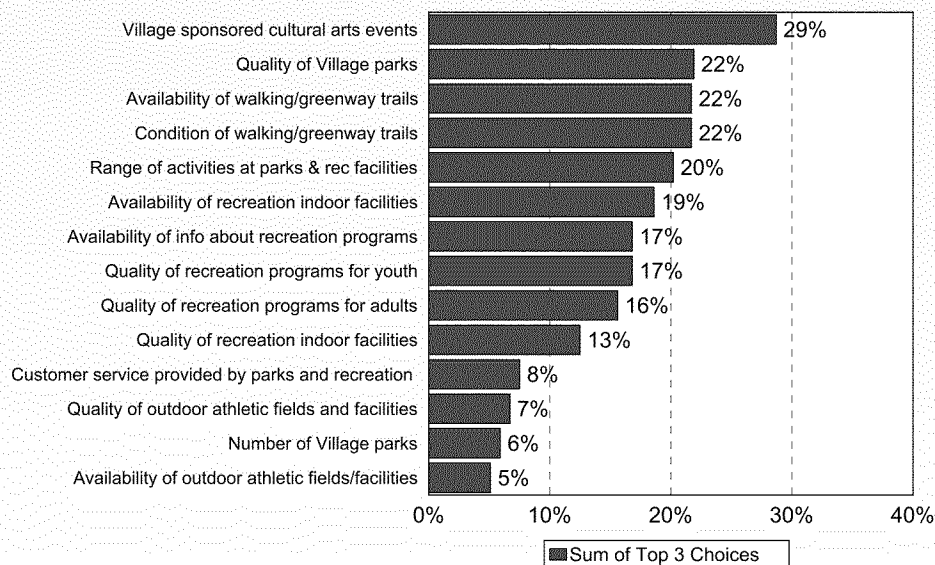


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q9. Cultural and Recreation Services That Should Receive the Most Emphasis Over the Next TWO Years

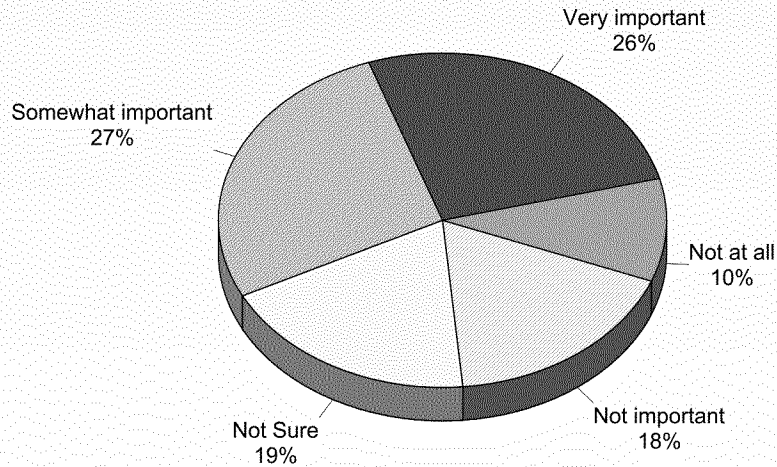
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q10. How important do you feel it is for the Village to construct a Community Center to provide indoor recreation space for youth and adults?

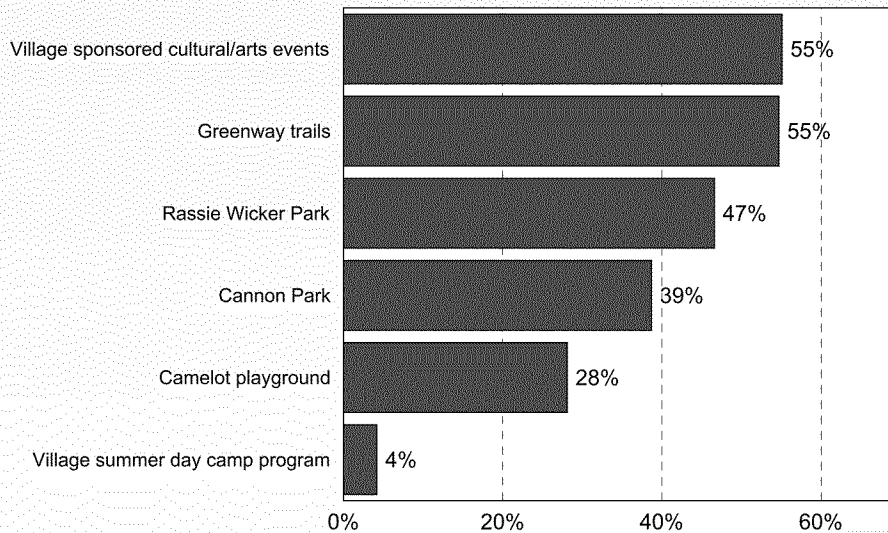
by percentage of respondents



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q11. Parks and Recreation Programs and Facilities That Residents Have Used During the Past Year

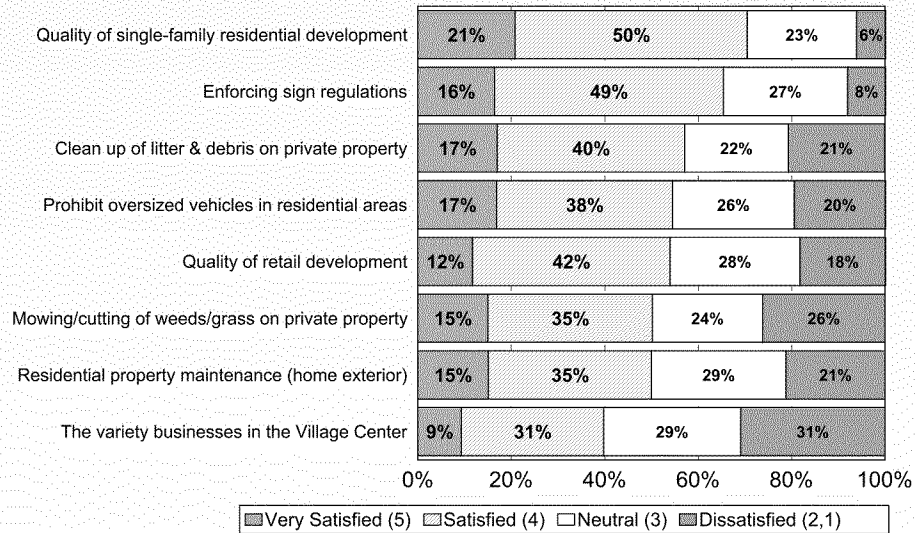
by percentage of respondents (multiple selections could be made)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q12. Satisfaction with Various Aspects of Community Development

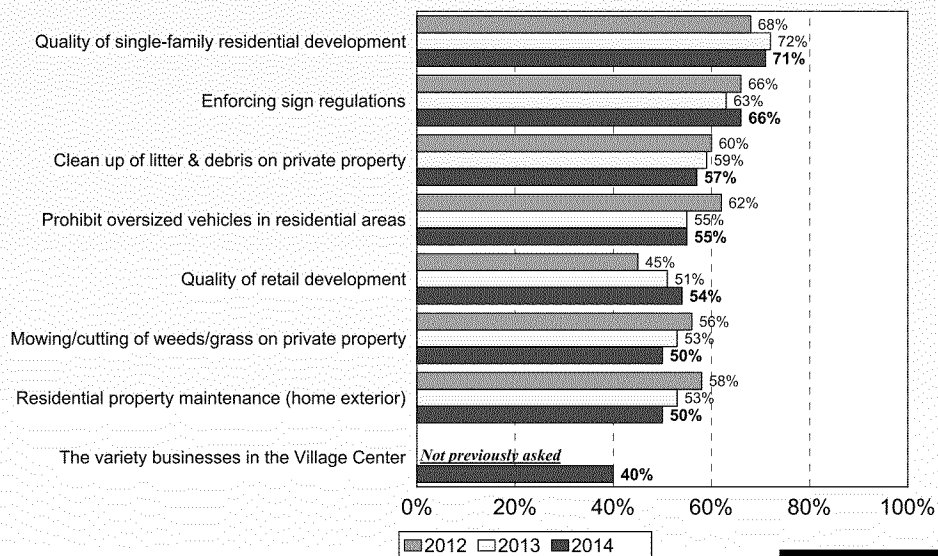
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q12. Satisfaction with Various Aspects of Community Development - 2012, 2013 & 2014

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

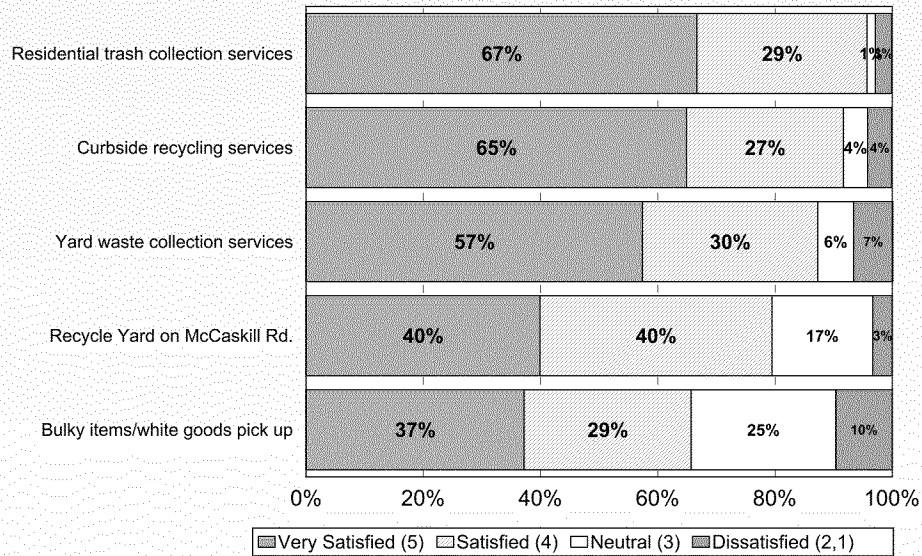


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q13. Satisfaction with Solid Waste Services

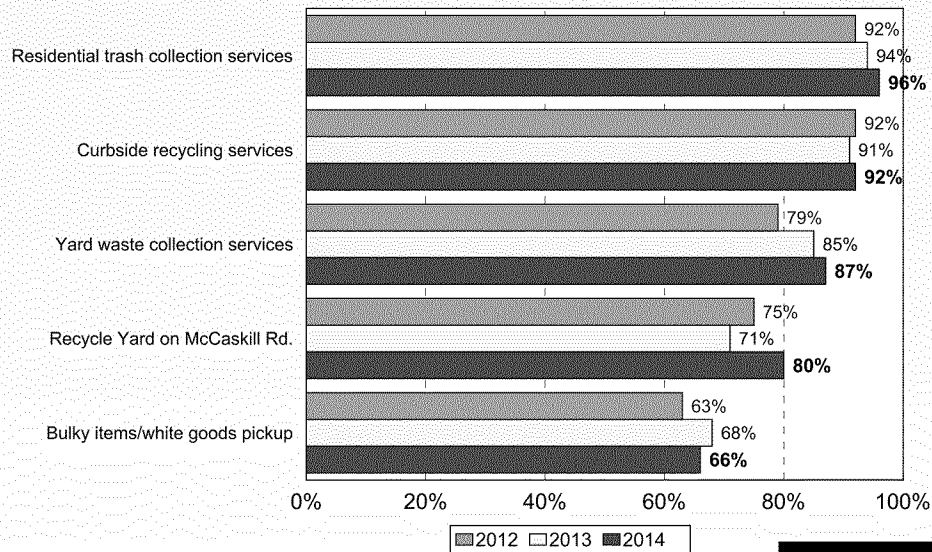
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q13. Satisfaction with Solid Waste Services - 2012, 2013 & 2014

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

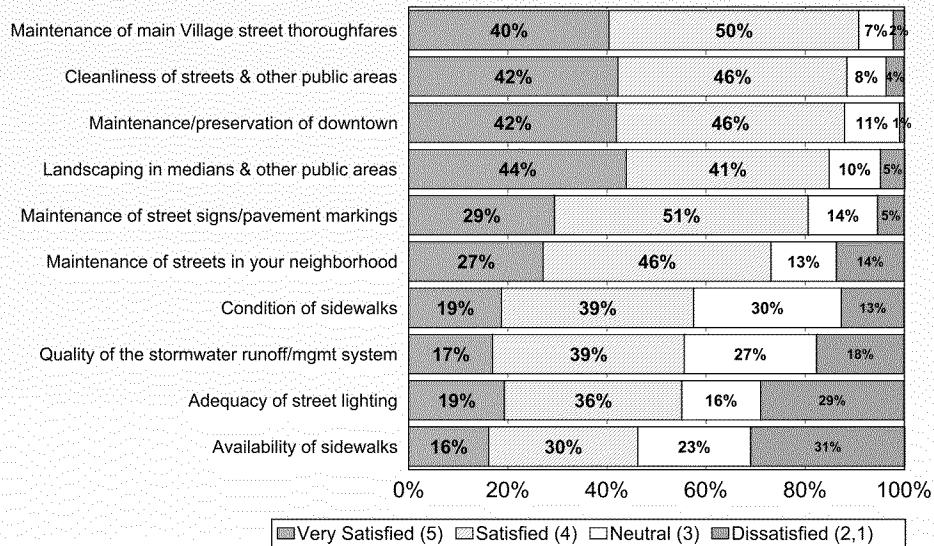


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q14. Satisfaction with Various Aspects of Public Services

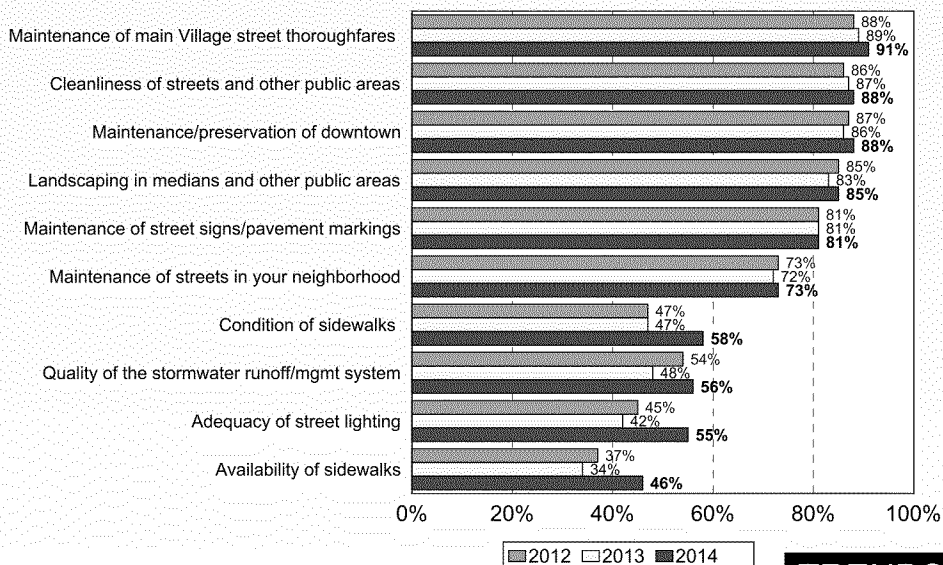
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q14. Satisfaction with Various Aspect of Public Services - 2012, 2013 & 2014

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

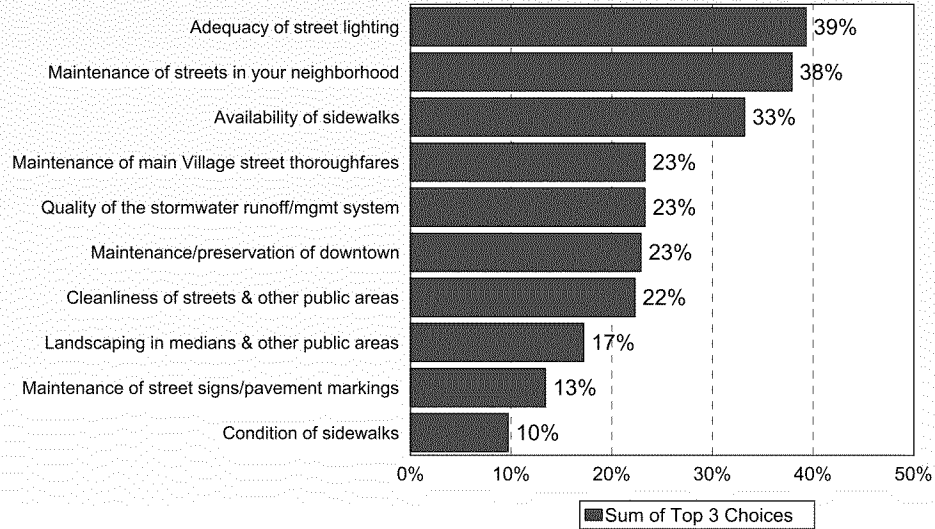


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q15. Which three of the Public Services items should receive the most emphasis from Village leaders over the next TWO Years?

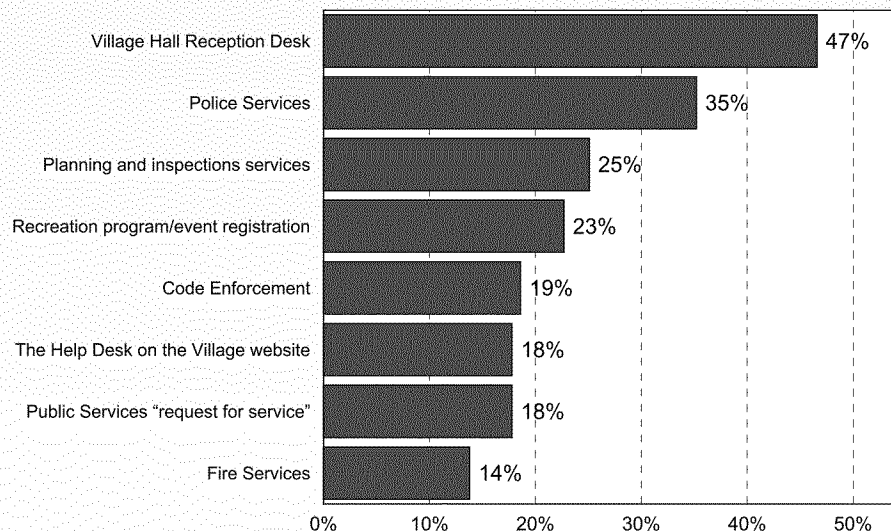
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q16. Do you or other members of your household use Village services and facilities?

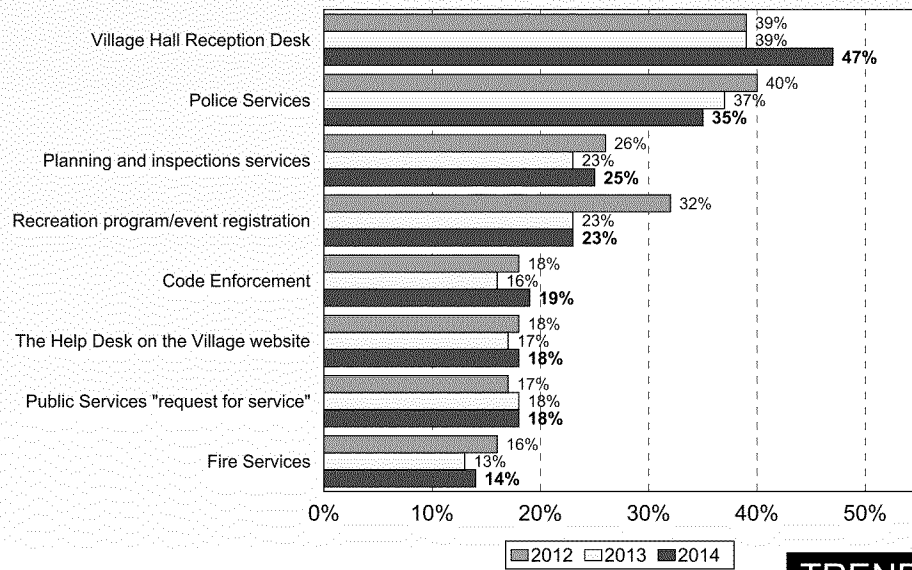
by percentage of respondents who answered "yes"



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q16. Households That Use Village Services and Facilities - 2012, 2013 & 2014

by percentage of respondents who answered "yes"

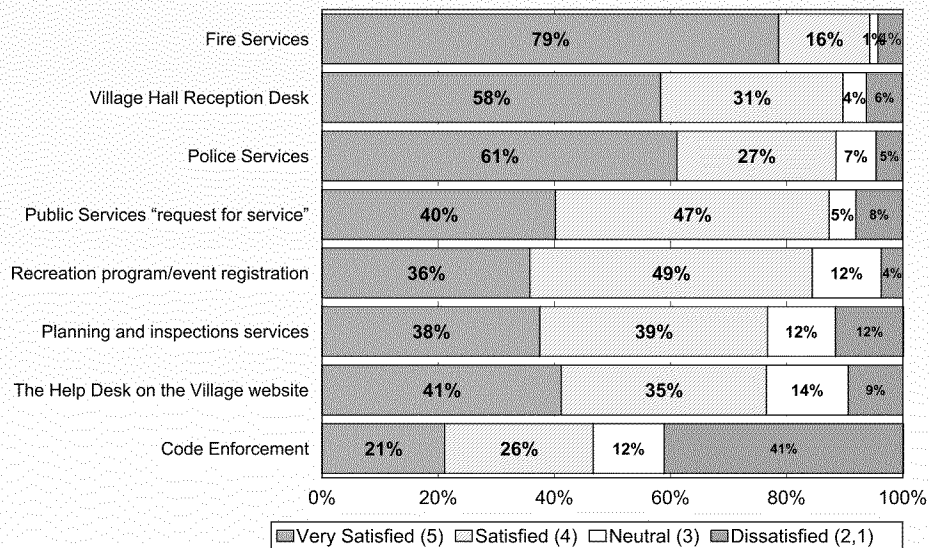


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q16a. Satisfaction with Village Services and Facilities That Households Have Used

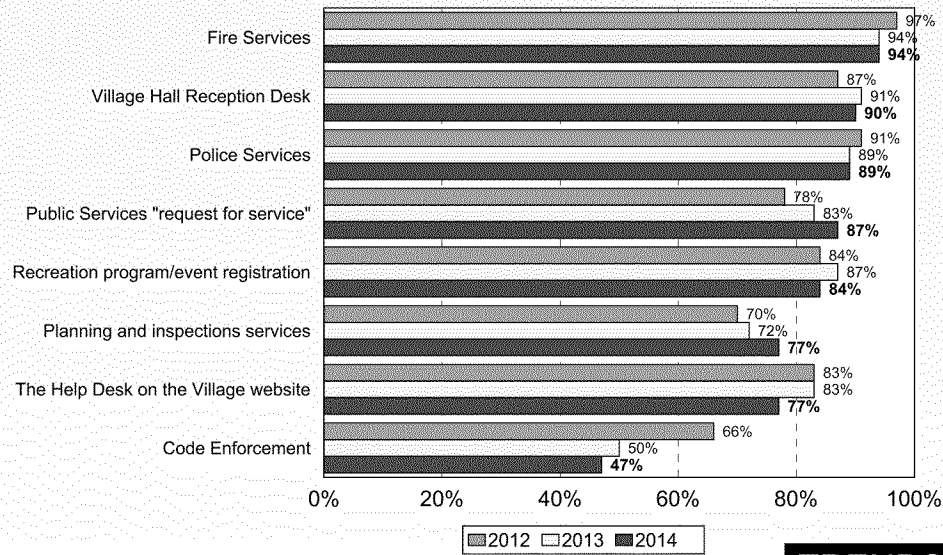
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q16a. Satisfaction With Village Services and Facilities - 2012, 2013 & 2014

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

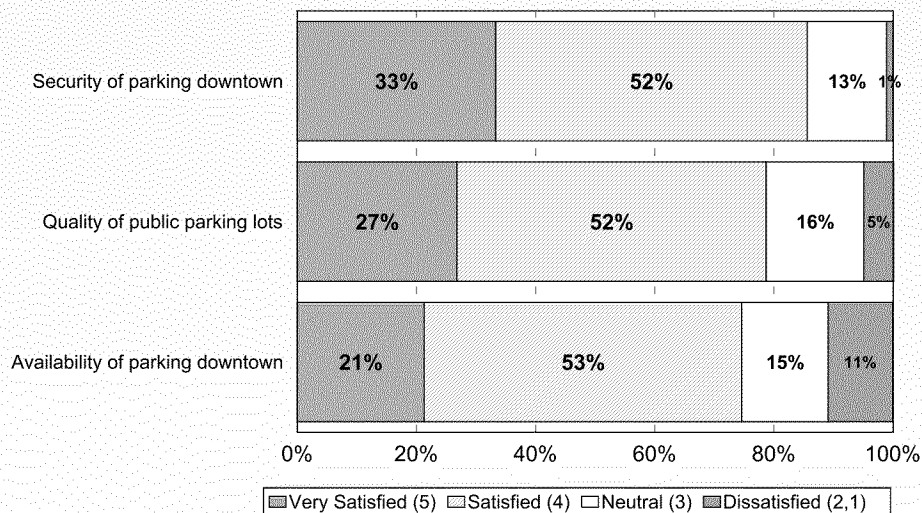


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q17. Satisfaction with Various Aspects of Downtown Parking

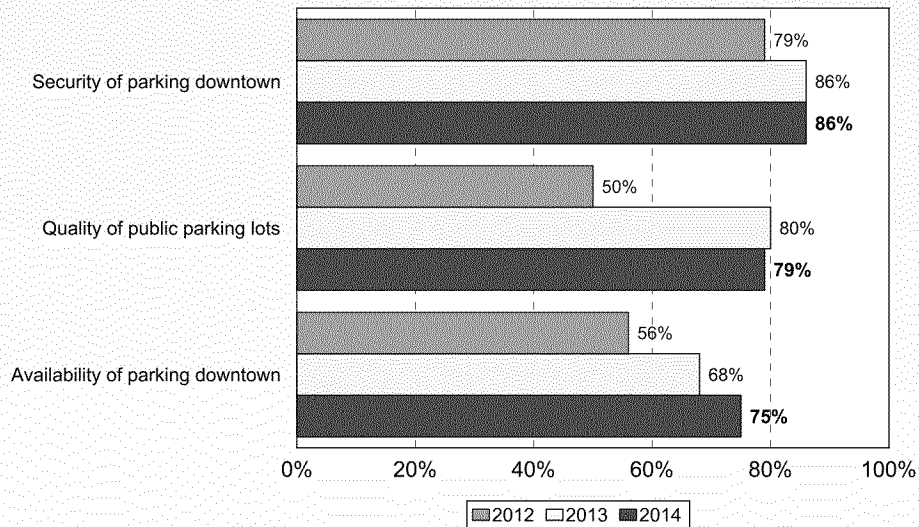
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q17. Satisfaction with Various Aspects of Downtown Parking - 2012, 2013 & 2014

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

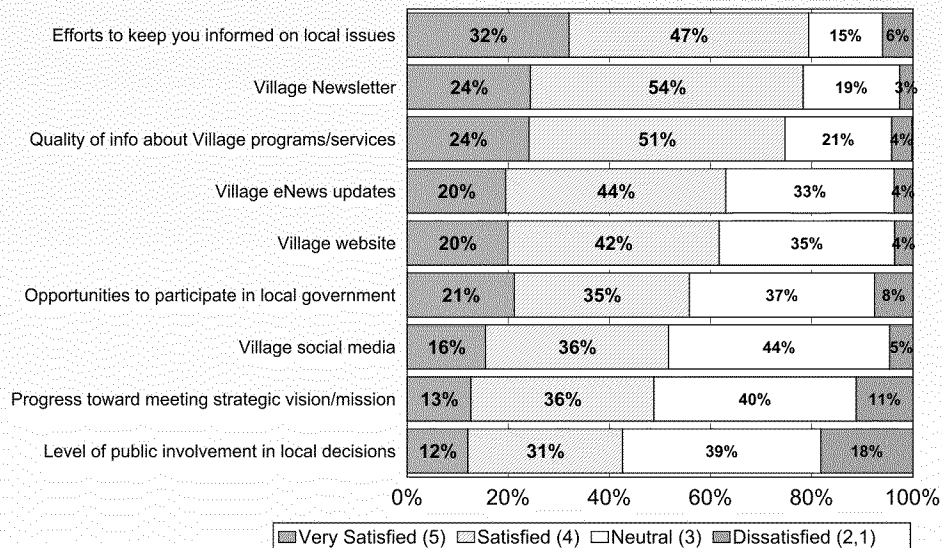


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q18. Satisfaction with Public Communication and Outreach

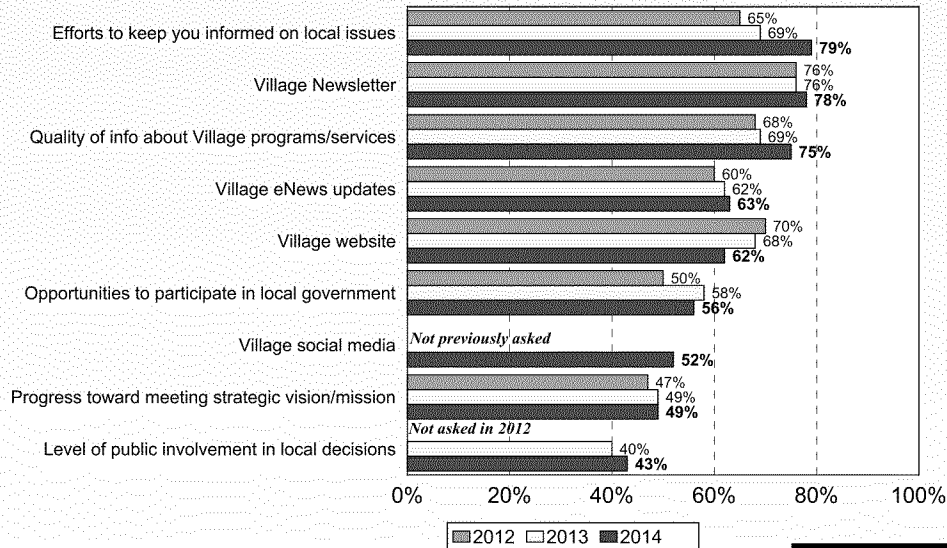
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q18. Satisfaction with Public Communication and Outreach - 2012, 2013 & 2014

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

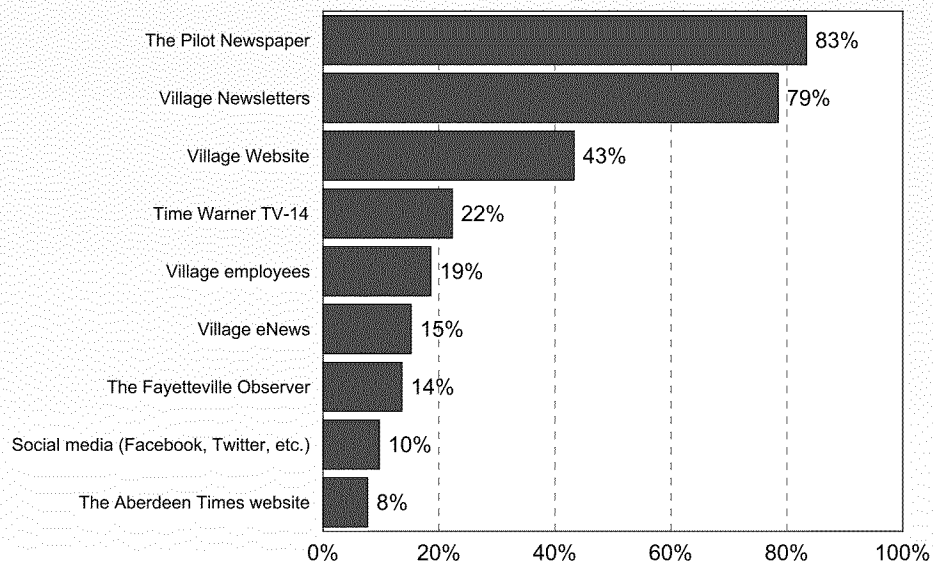


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

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

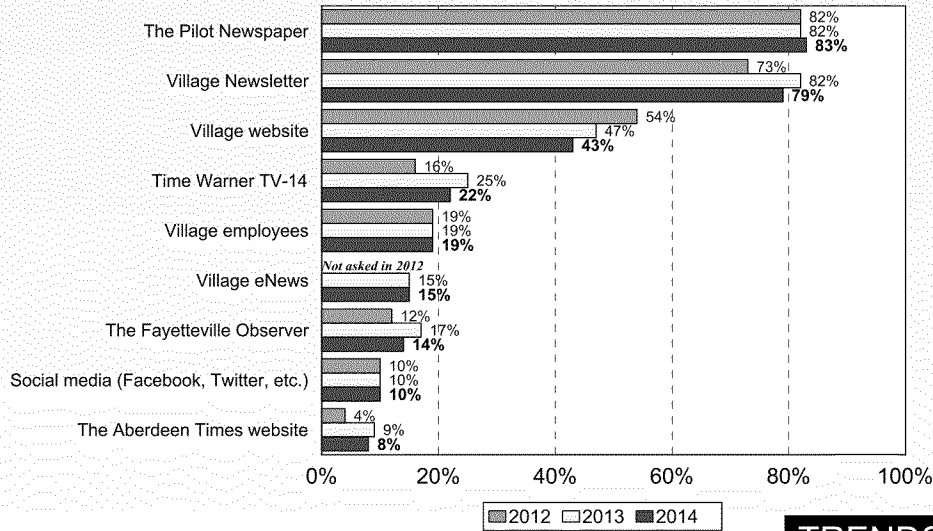
by percentage of respondents (multiple selections could be made)



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q19. Which of the following do you use to get information about the Village of Pinehurst? 2012, 2013 & 2014

by percentage of respondents (multiple selections could be made)

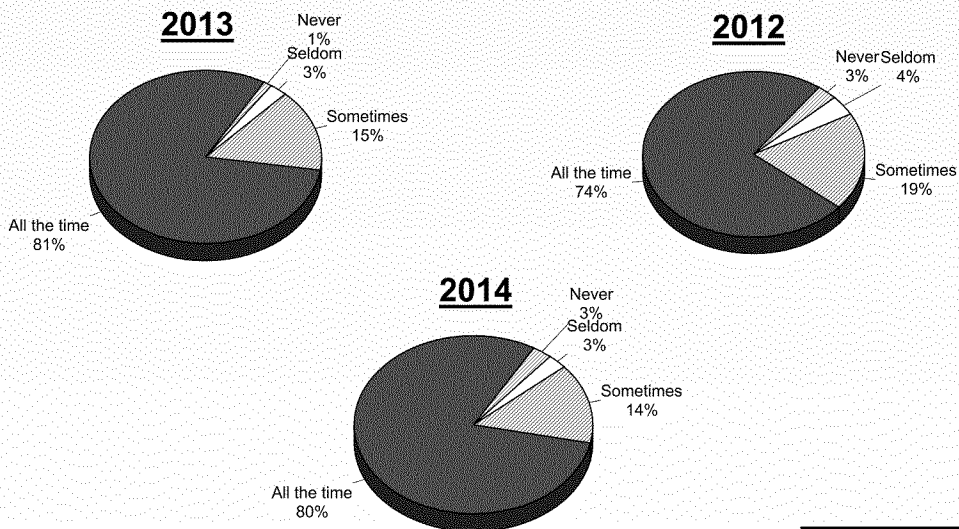


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q20. How often do you read the Village Newsletter, which is mailed to all residents?

by percentage of respondents

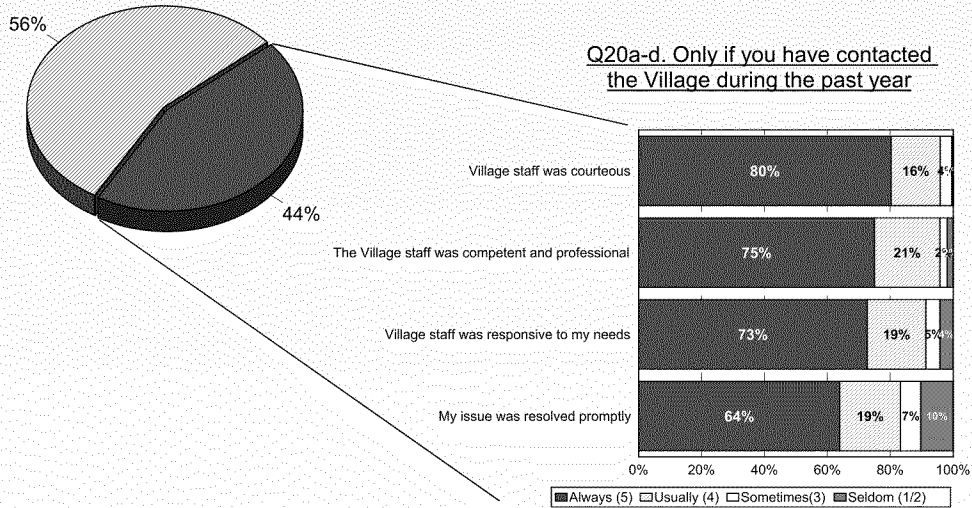


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q21. Have you contacted the Village during the past year?

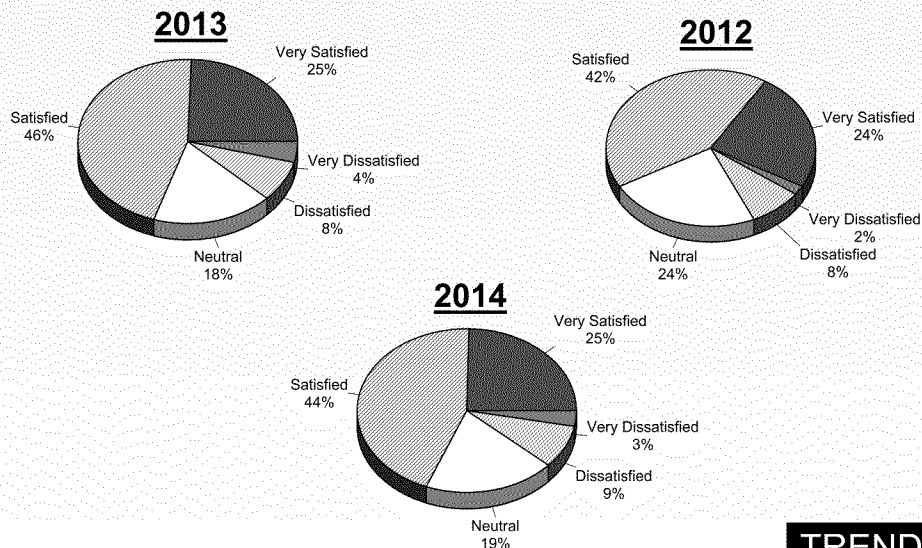
by percentage of respondents



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q22. What is your level of satisfaction with the value you receive for the portion of your property taxes that funds the Village's operating budget?

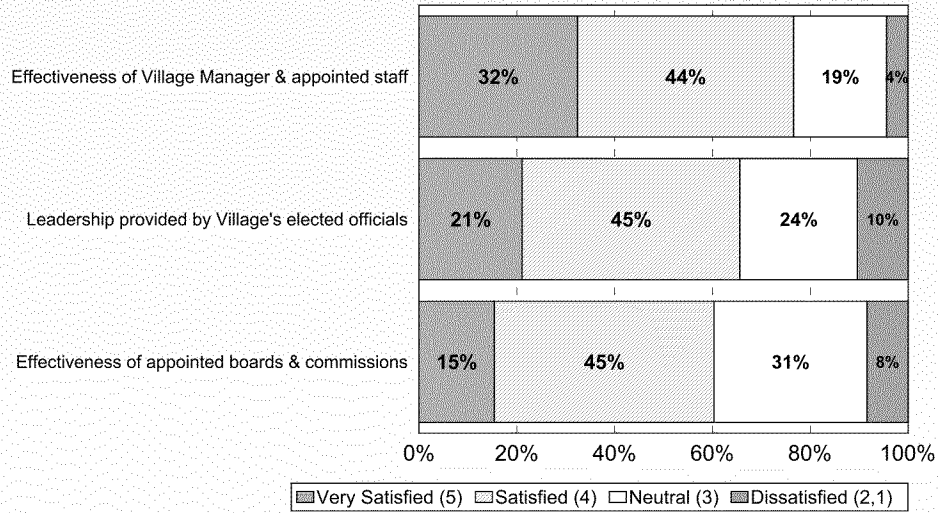
by percentage of respondents (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q23. Please rate your satisfaction with Village Leadership for the following items:

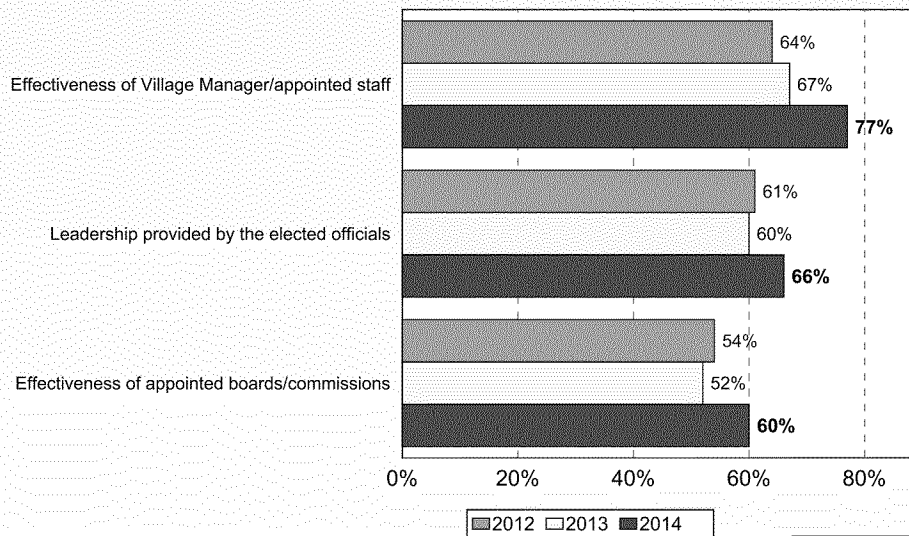
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q23. Satisfaction with Village Leadership - 2012, 2013 & 2014

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

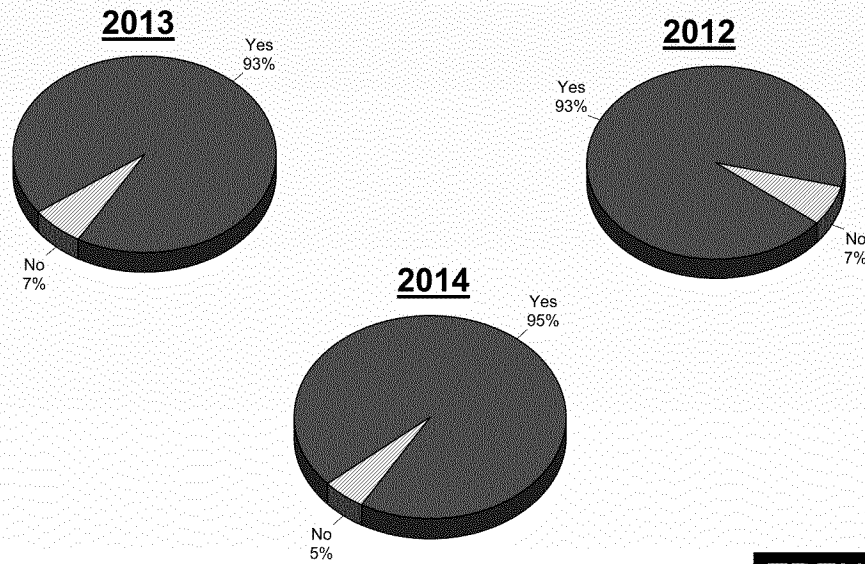


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q24. Would you recommend Pinehurst to others as a place to live?

by percentage of respondents

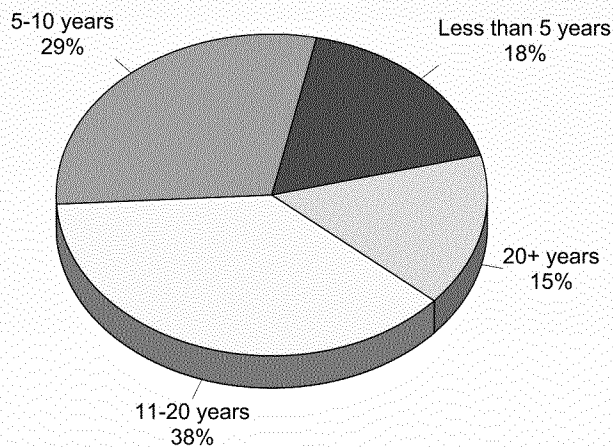


Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

TRENDS

Q25. Approximately how many years have you lived in the Village of Pinehurst?

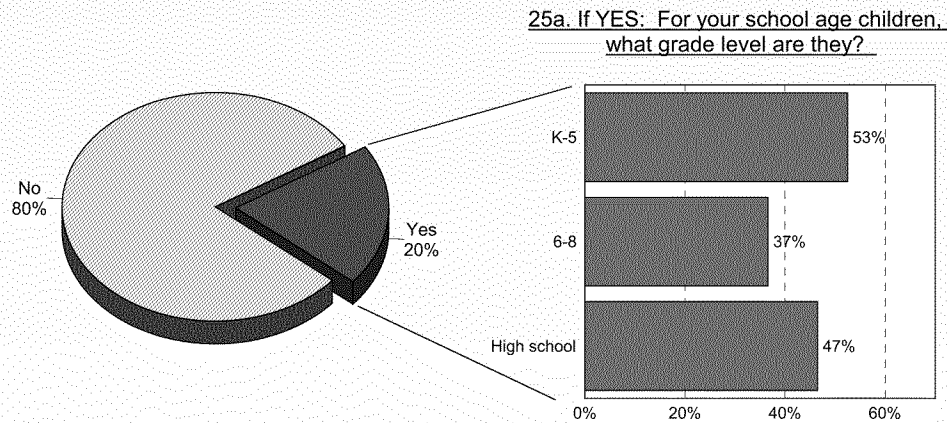
by percentage of respondents



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q26. Do you have school age children (grades K-12) living at home?

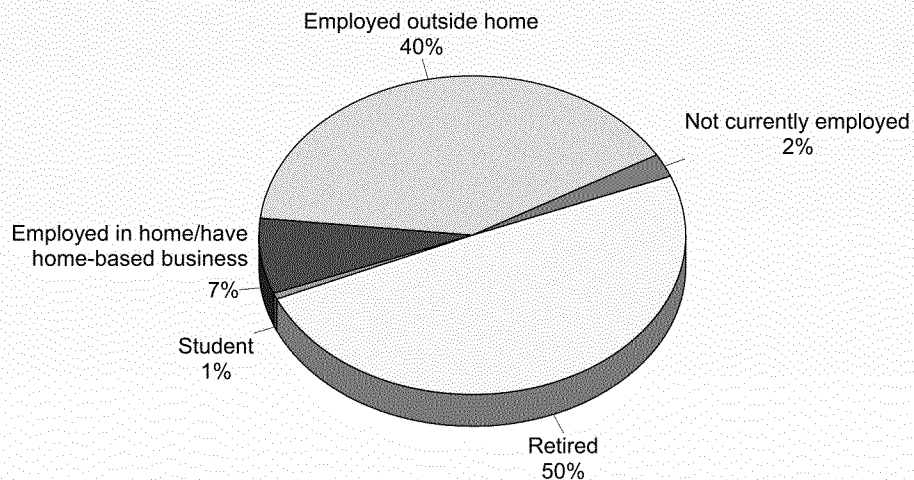
by percentage of respondents



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q27. Demographics: Current Employment Status

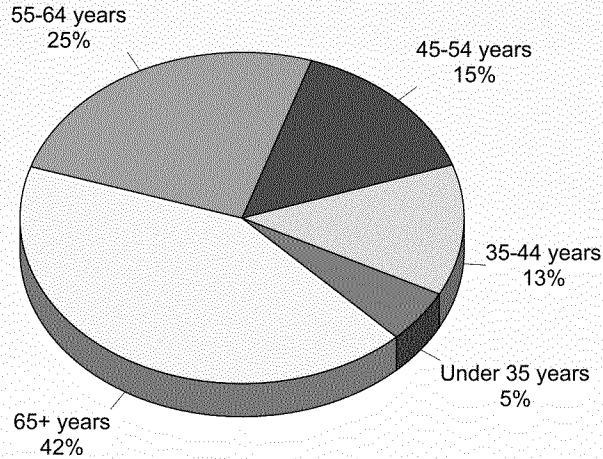
by percentage of respondents



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q28. Demographics: Age of Respondents

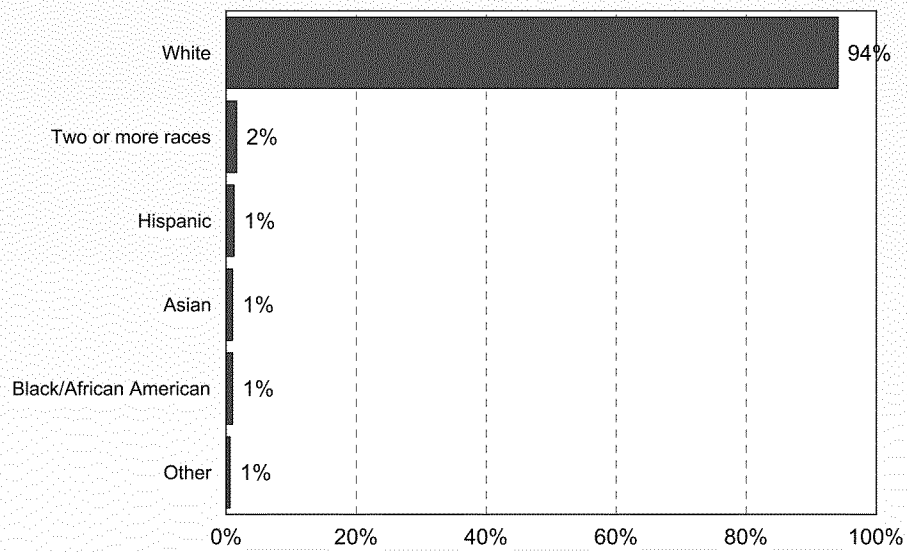
by percentage of respondents



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q29. Which of the following best describes your race?

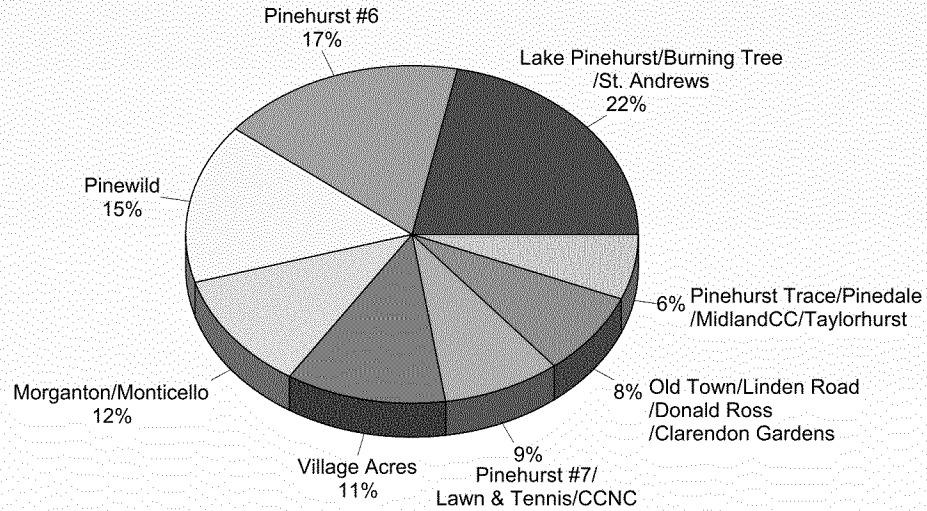
by percentage of respondents



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q30. Which of the following best describes where you live?

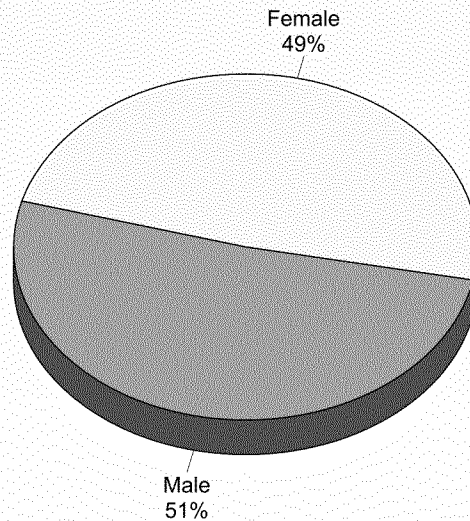
by percentage of respondents



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Q32. Demographics: Gender

by percentage of respondents



Source: ETC Institute DirectionFinder (2014 - Pinehurst, NC)

Section 2: ***GIS Maps***

Interpreting the Maps

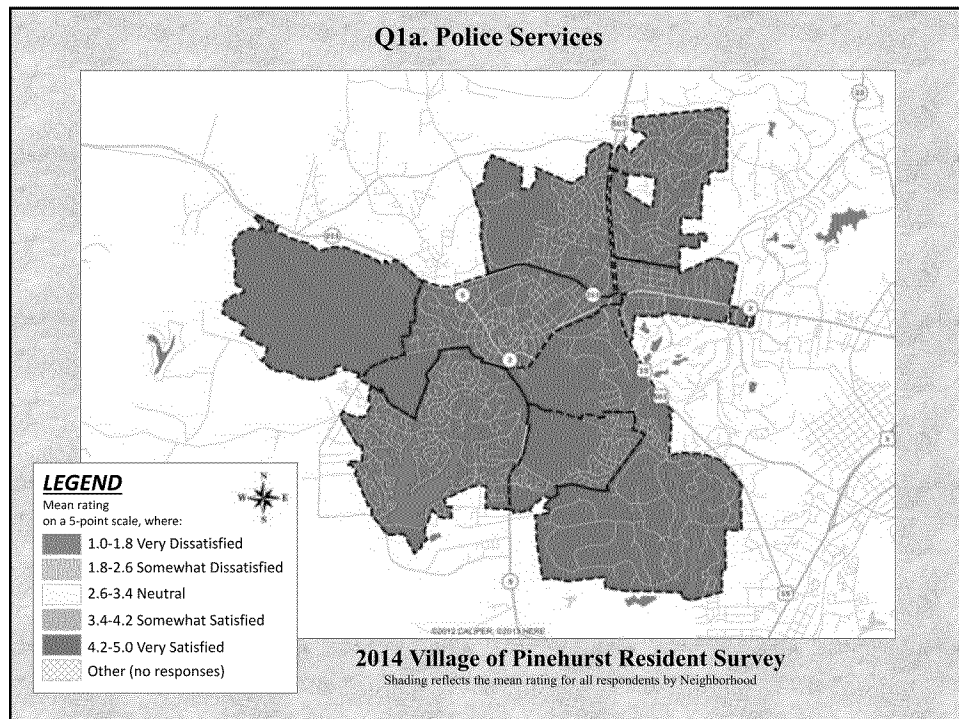
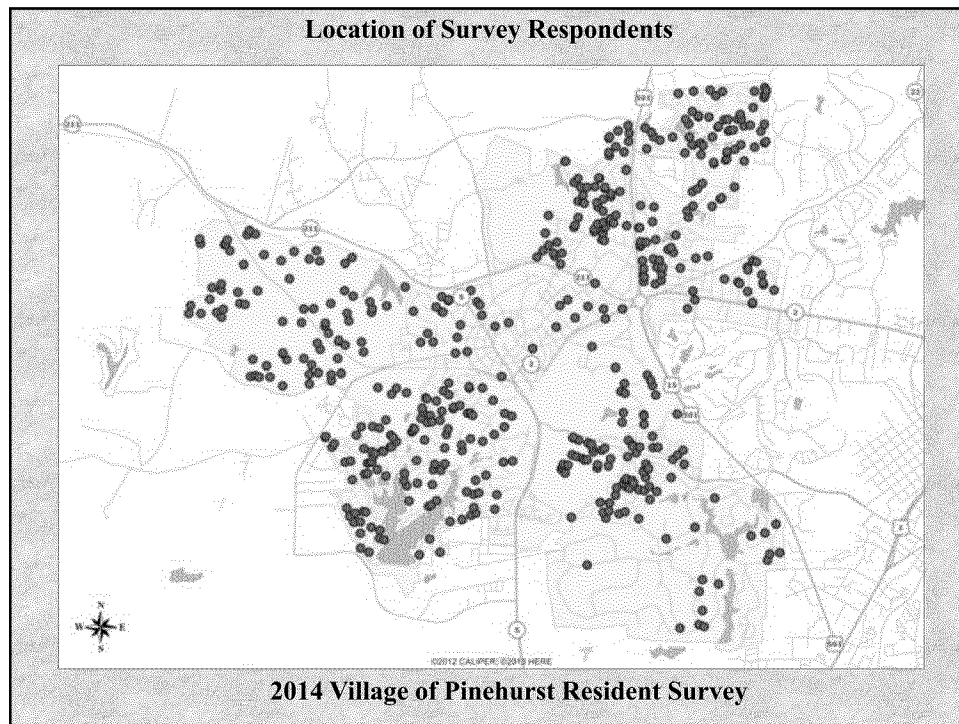
The maps on the following pages show the mean ratings for several questions by Neighborhood for the first time in the 2014 Survey Findings Report.

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

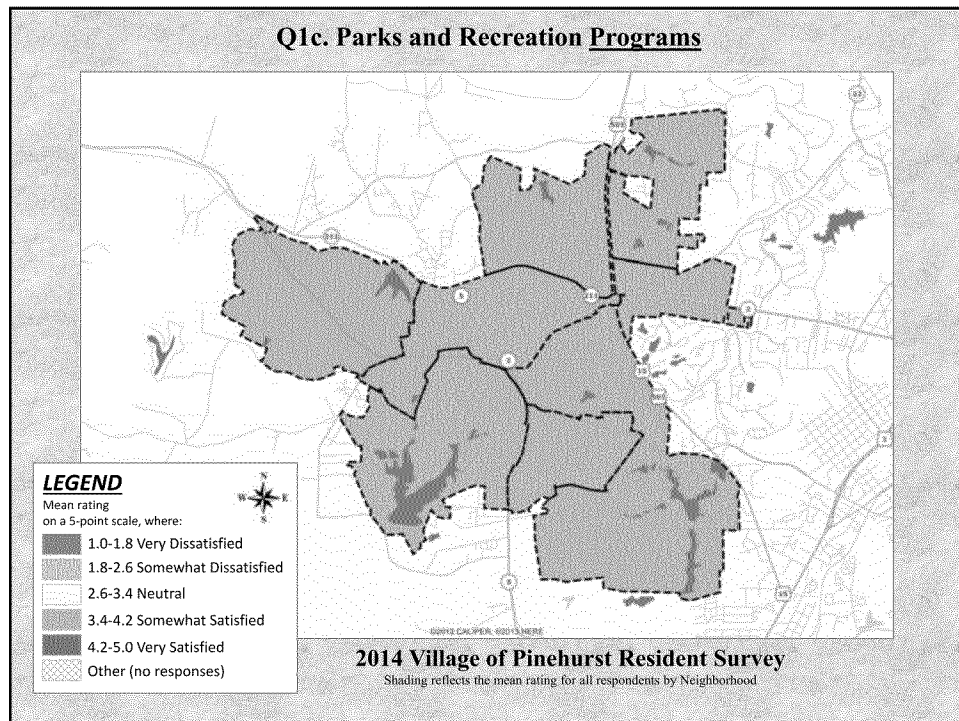
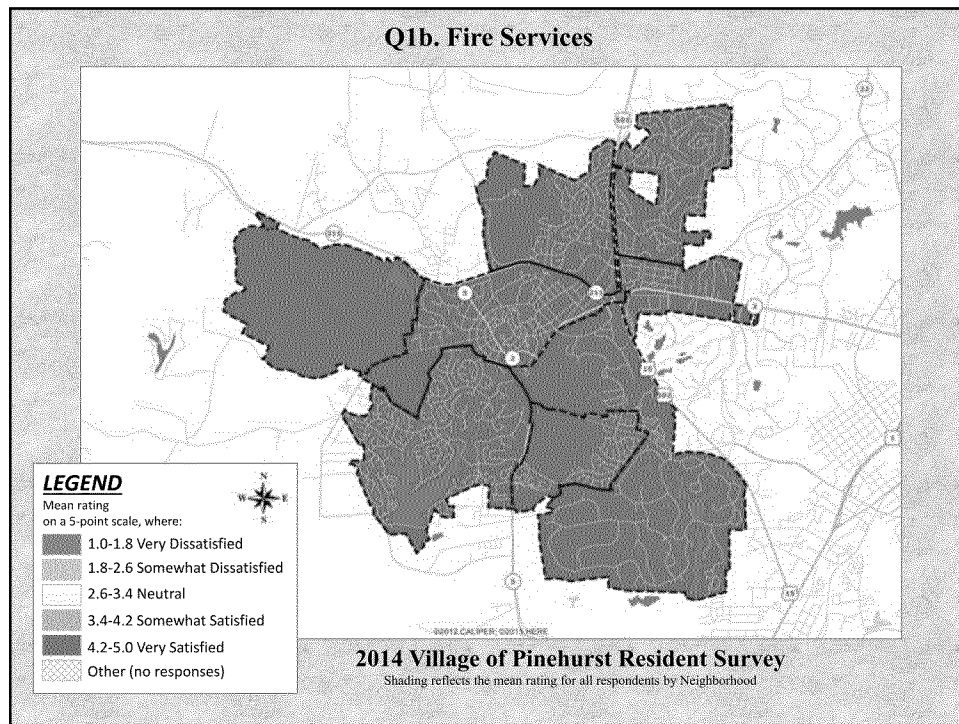
When reading the charts, please use the following color scheme as a guide:

- **DARK/LIGHT BLUE** shades indicate POSITIVE ratings. Shades of blue generally indicate agreement and a willingness of residents to fund an initiative.
- **OFF-WHITE/BEIGE** shades indicate a NEUTRAL rating. Shades of neutral generally indicate a neutral or “not sure” opinion about an issue.
- **ORANGE/RED** shades indicate NEGATIVE ratings. Shades of orange/red generally indicate disagreement and an unwillingness to fund an initiative.

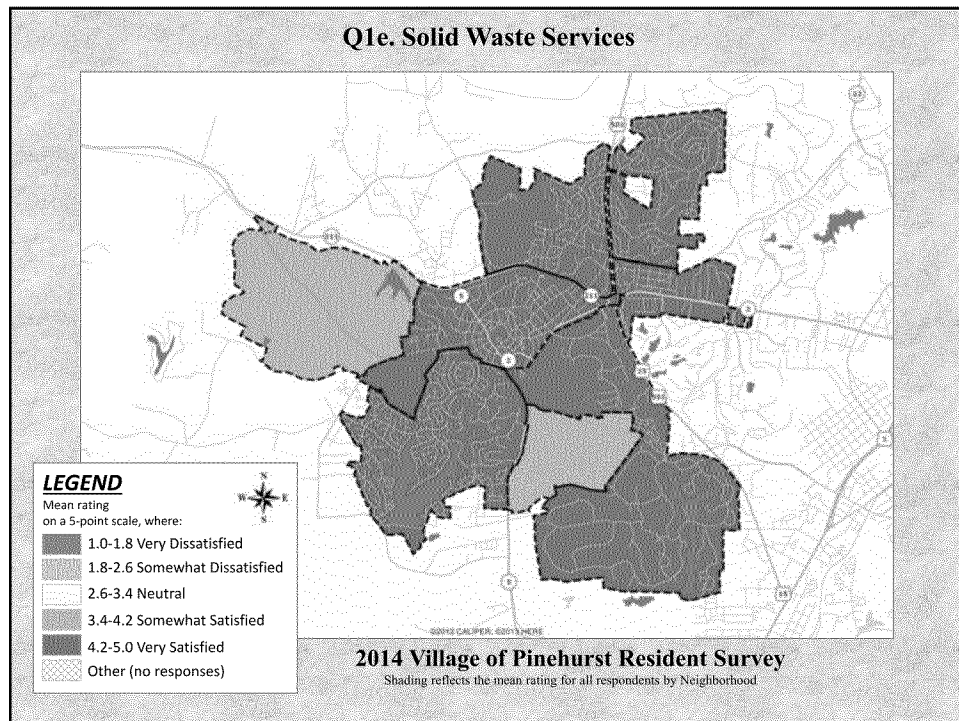
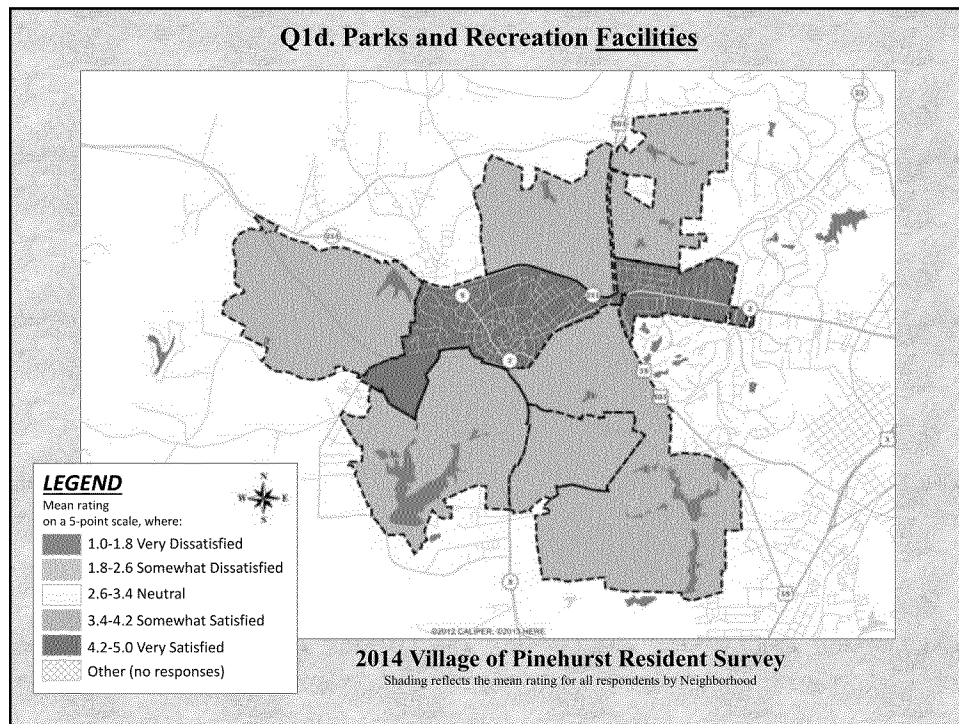
Village of Pinehurst 2014 Resident Survey



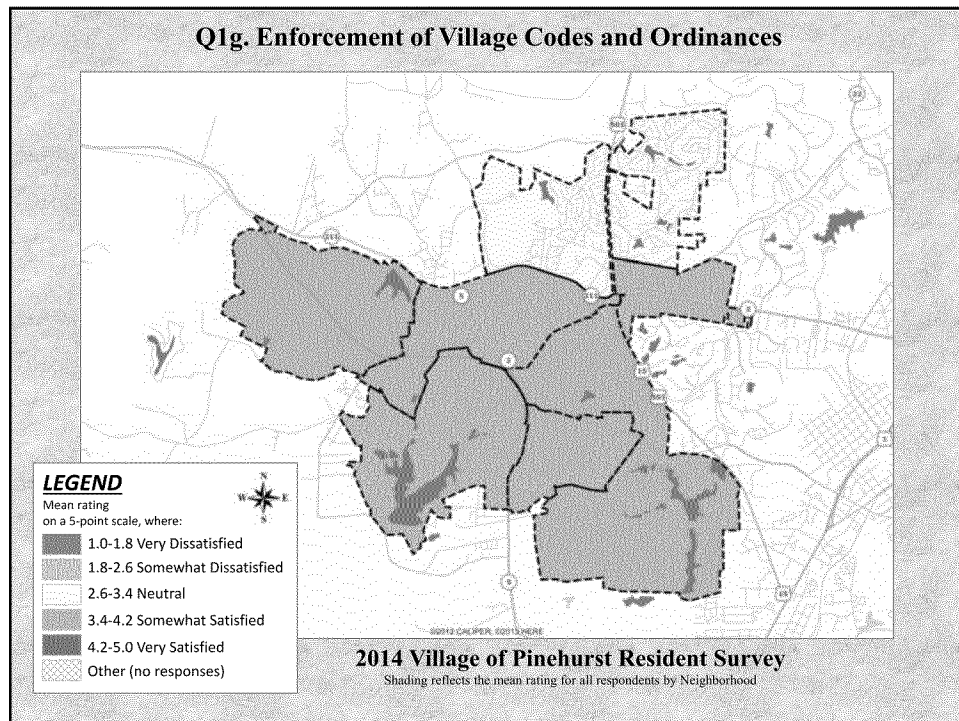
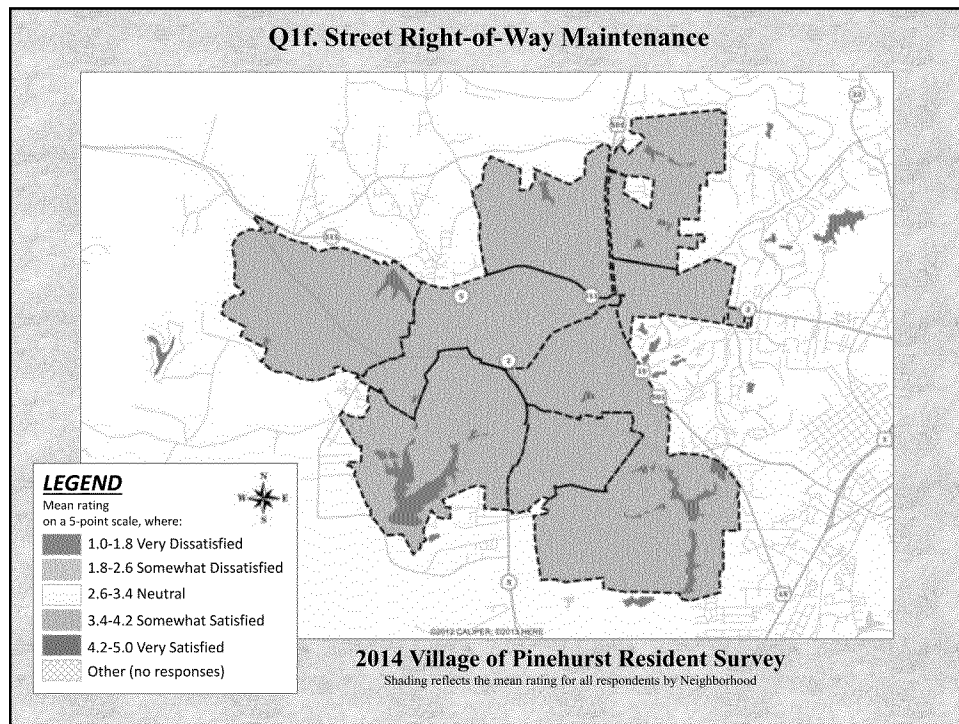
Village of Pinehurst 2014 Resident Survey



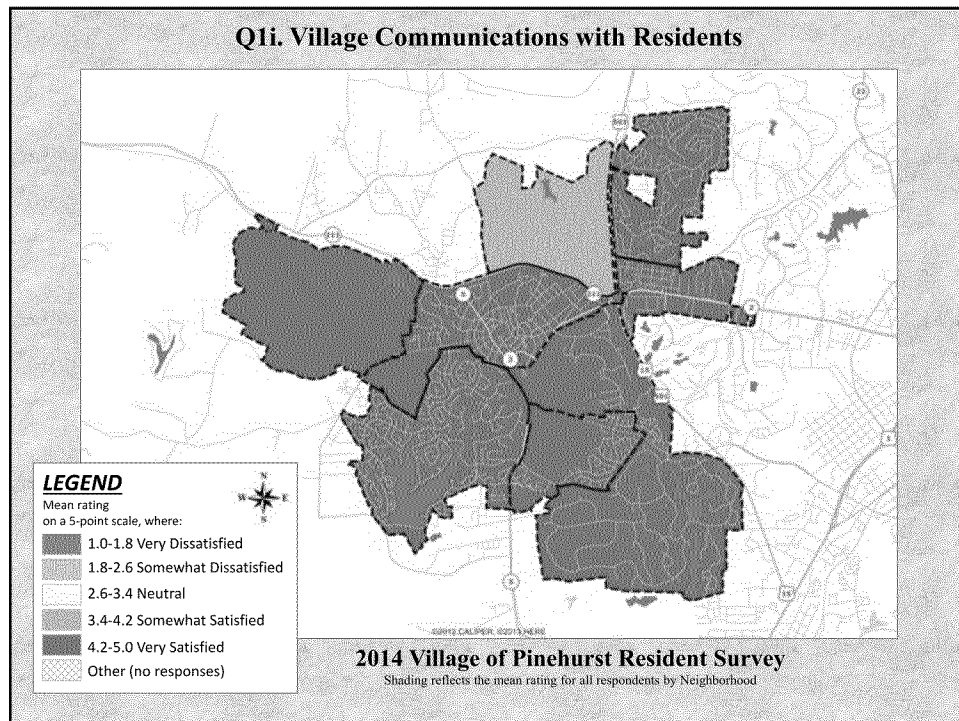
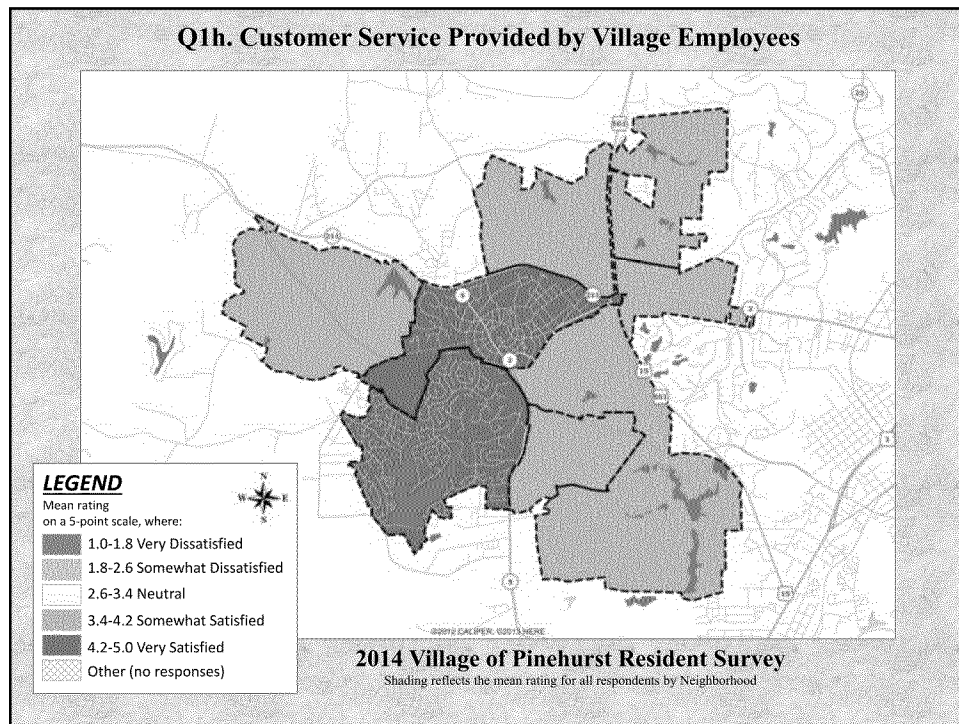
Village of Pinehurst 2014 Resident Survey



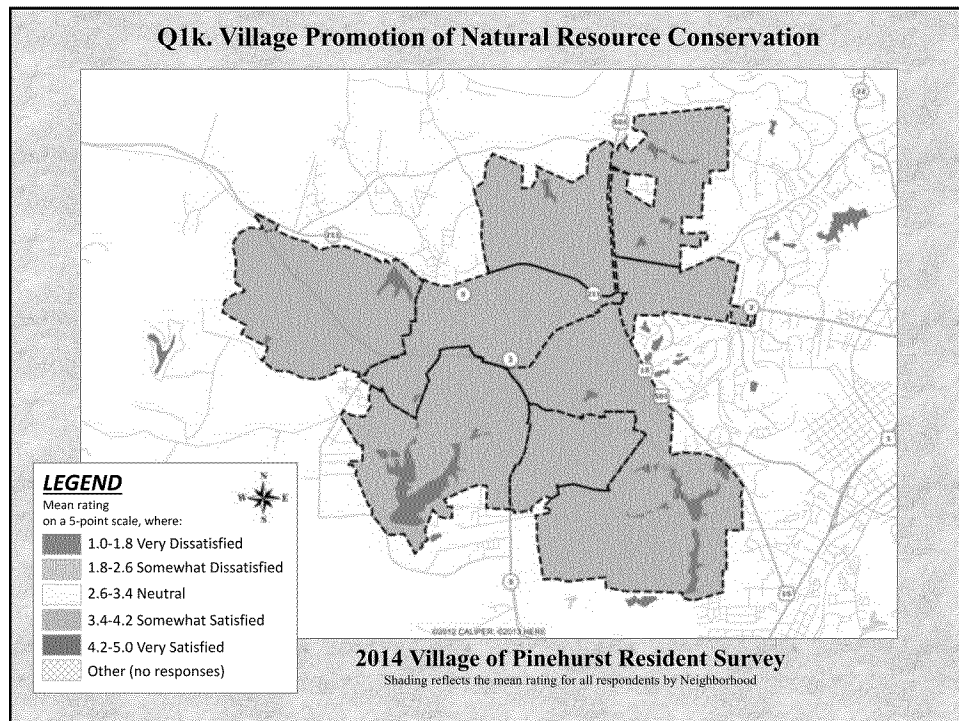
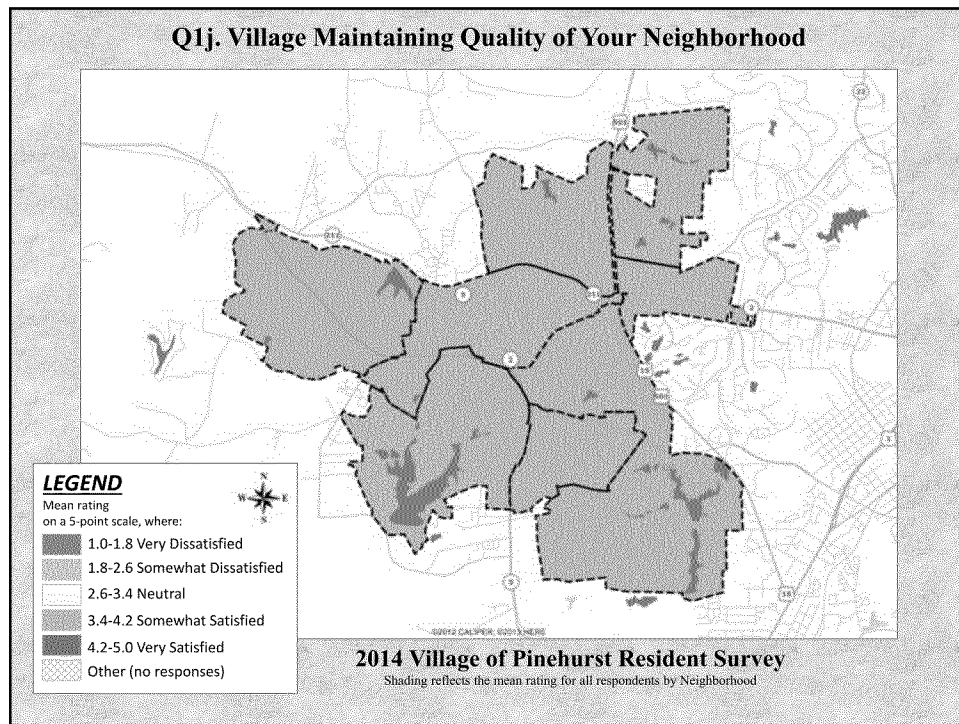
Village of Pinhurst 2014 Resident Survey



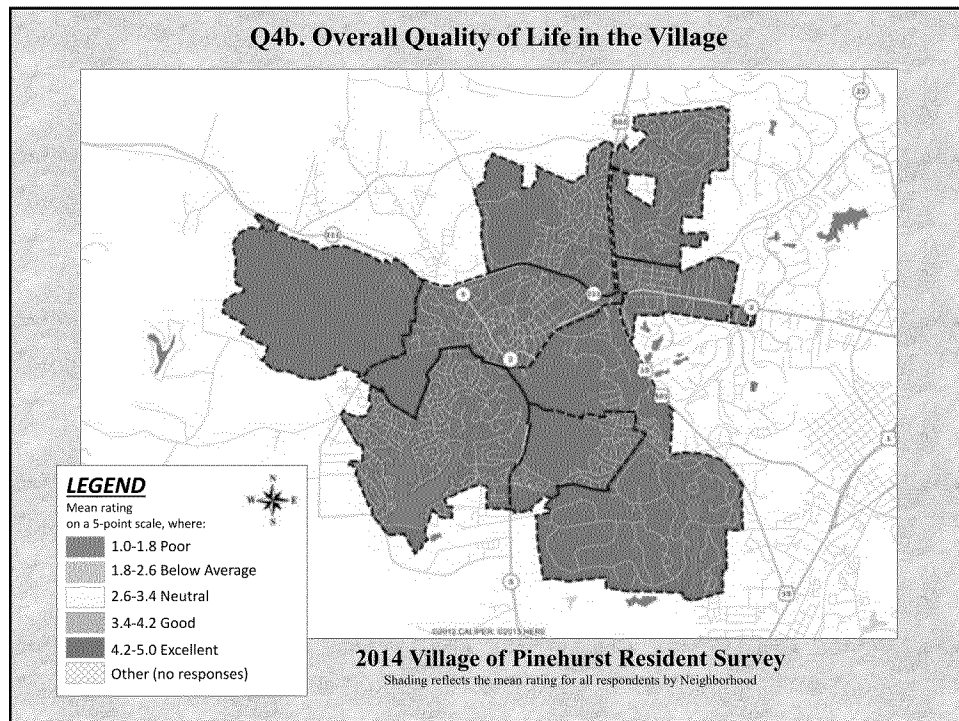
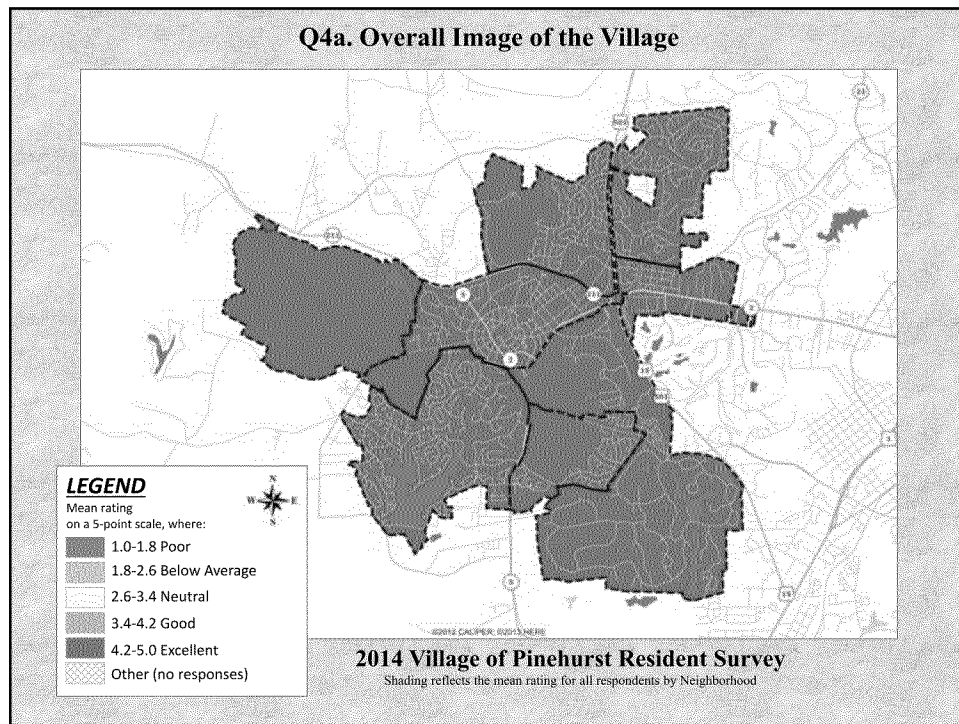
Village of Pinehurst 2014 Resident Survey



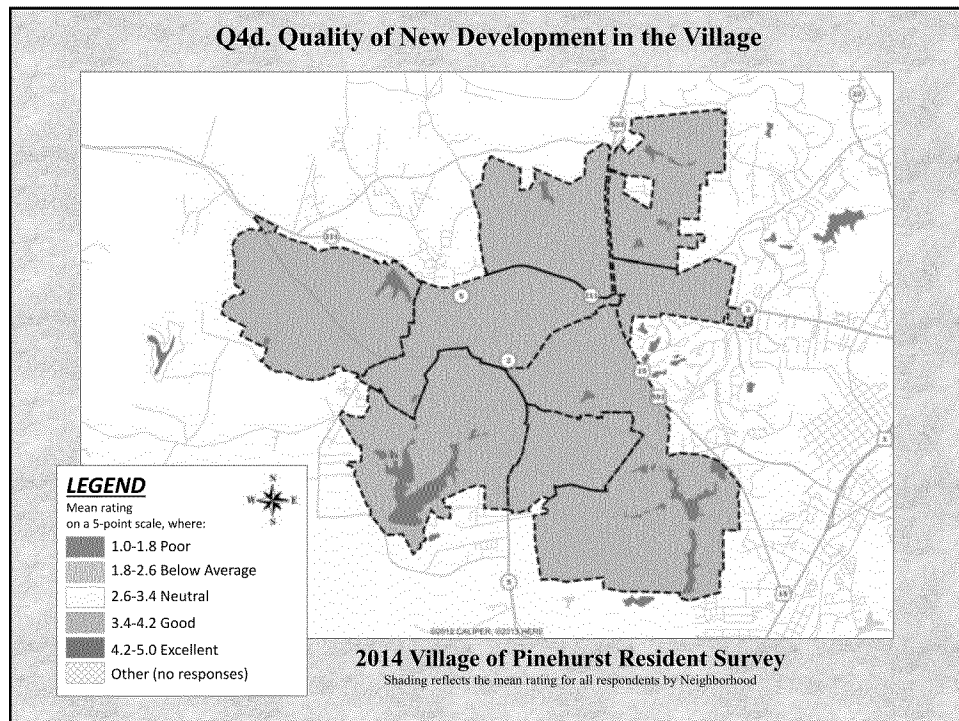
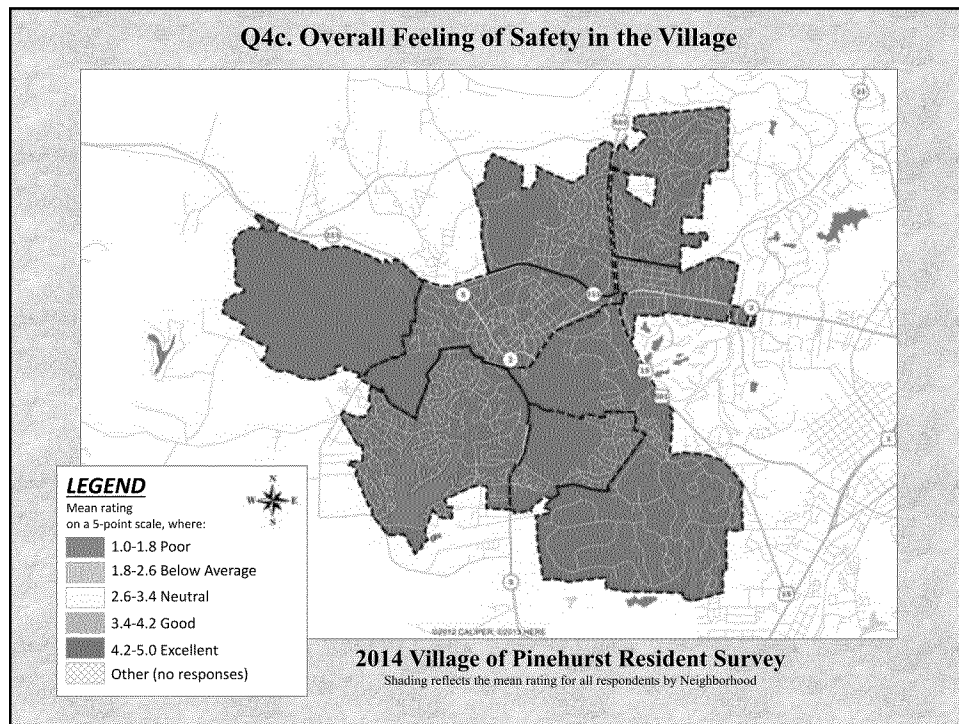
Village of Pinehurst 2014 Resident Survey



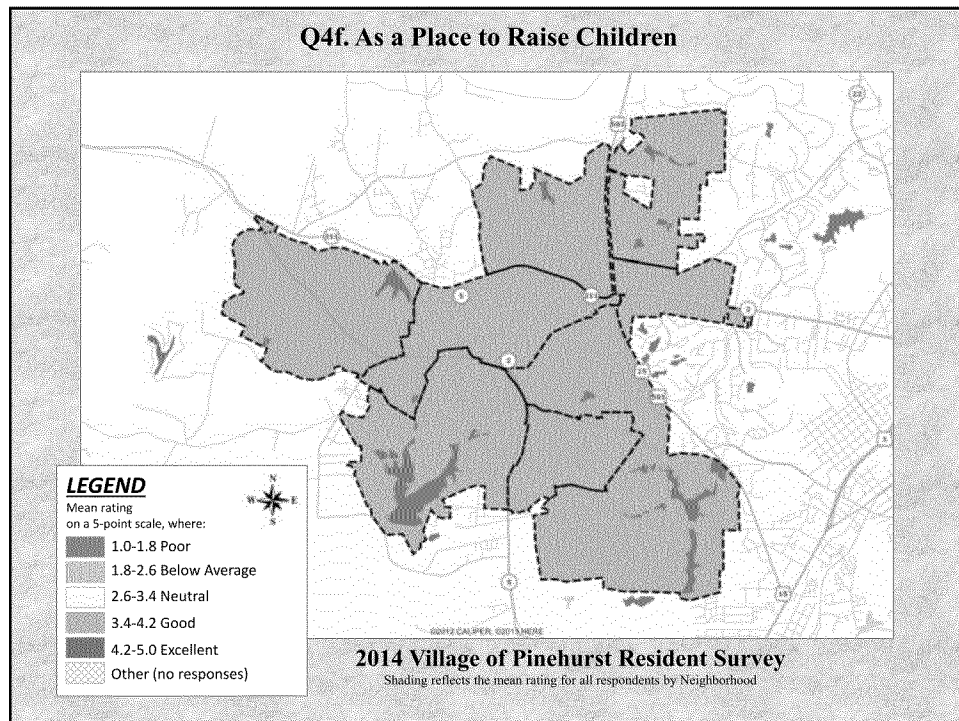
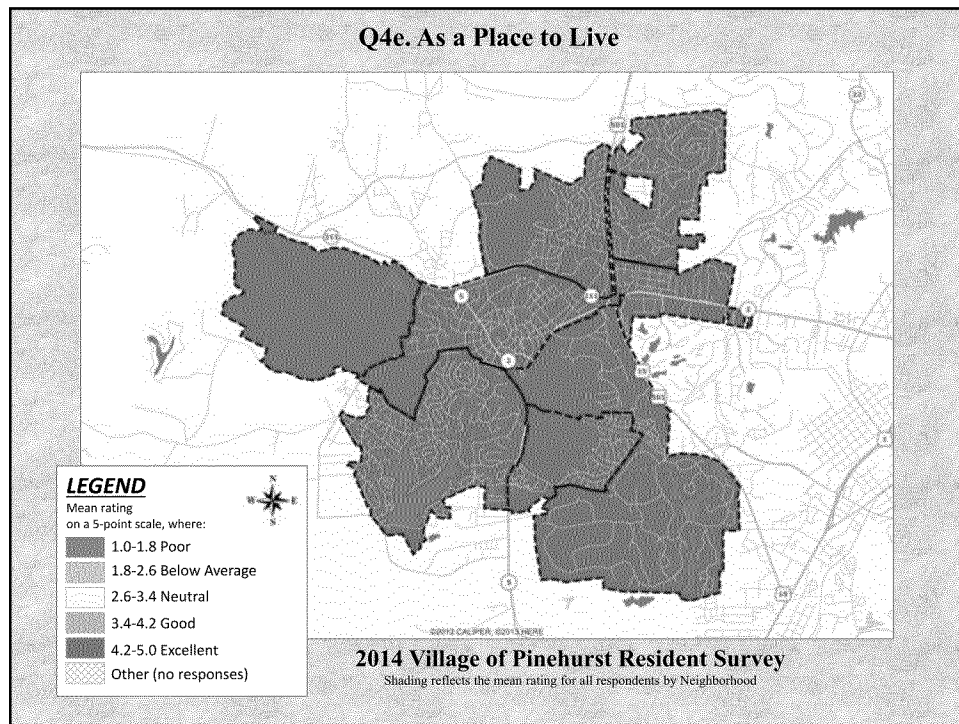
Village of Pinehurst 2014 Resident Survey



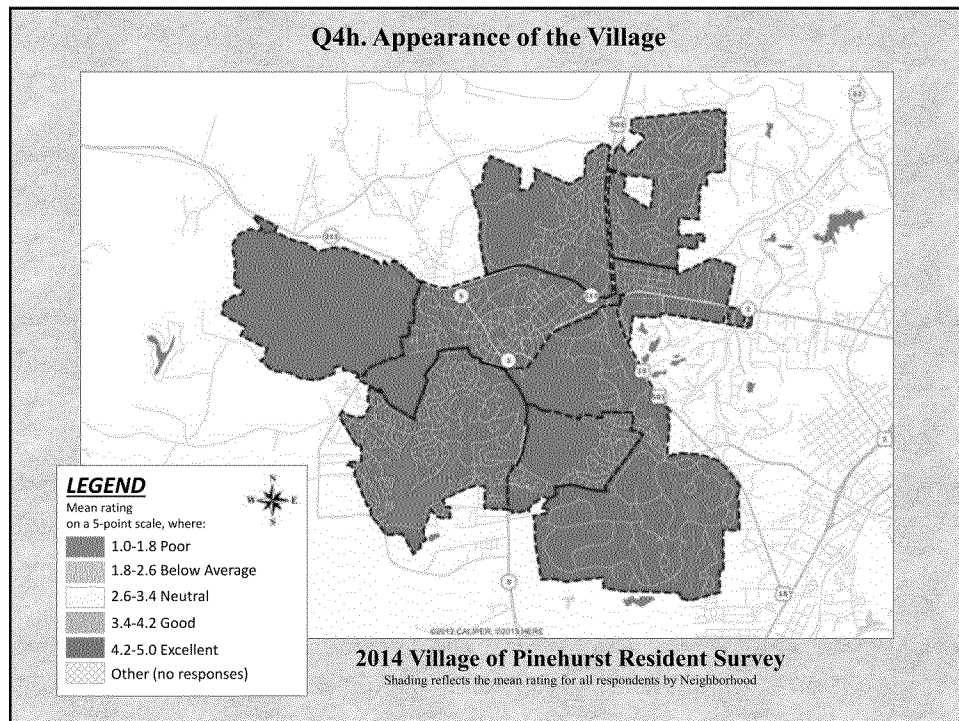
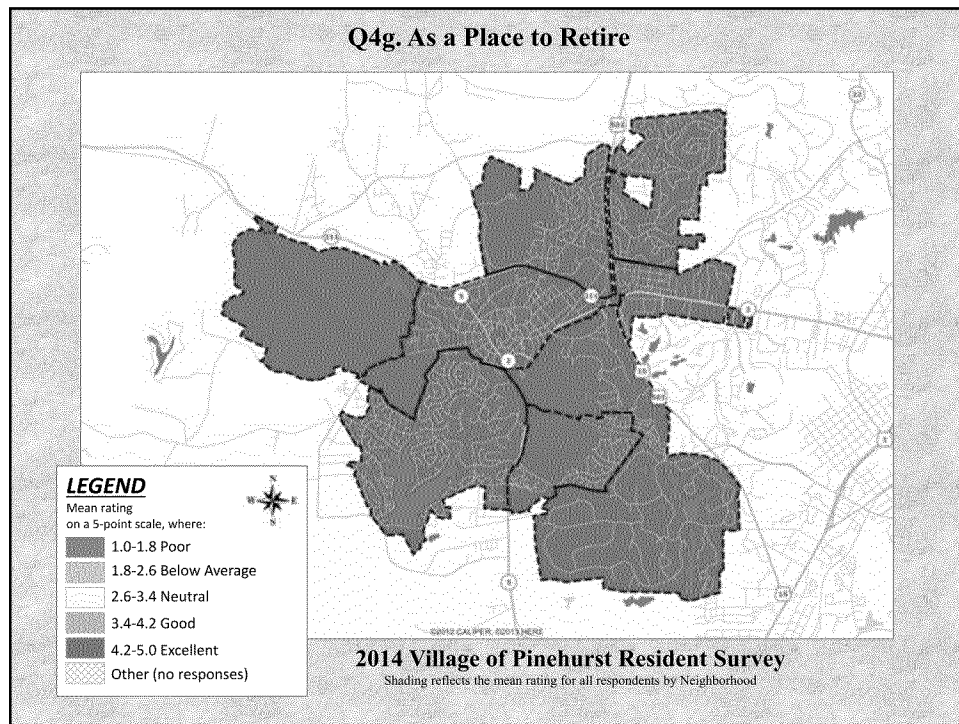
Village of Pinehurst 2014 Resident Survey



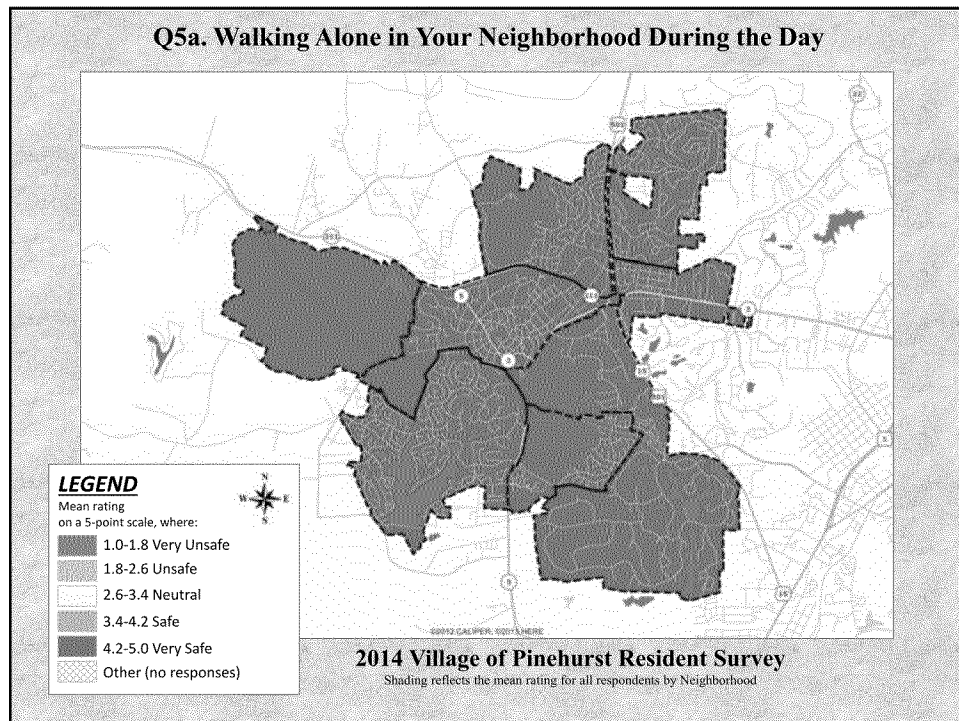
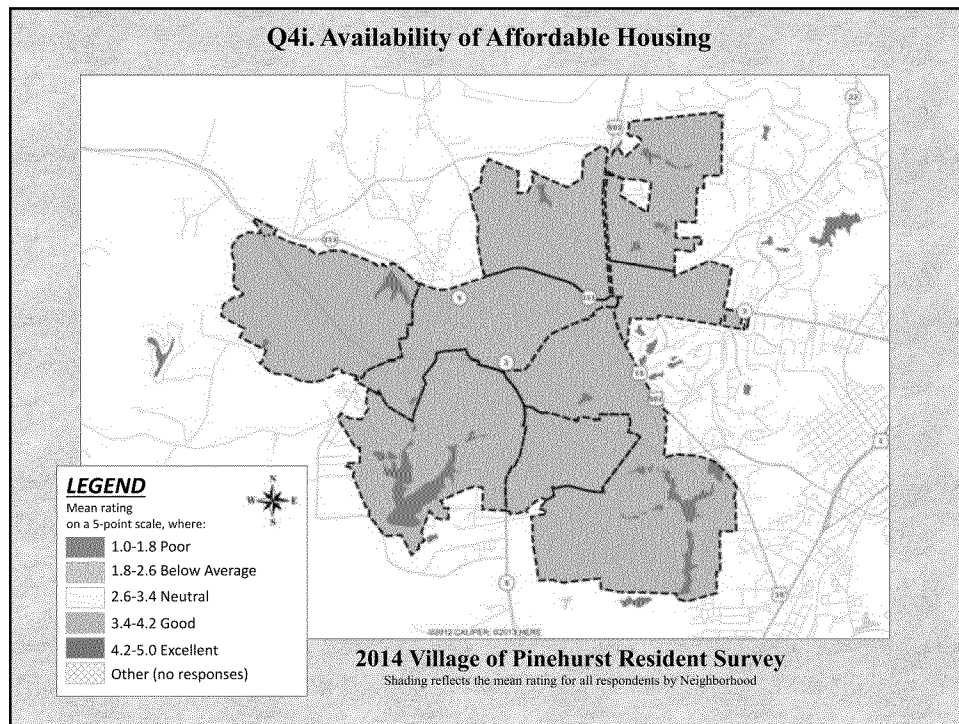
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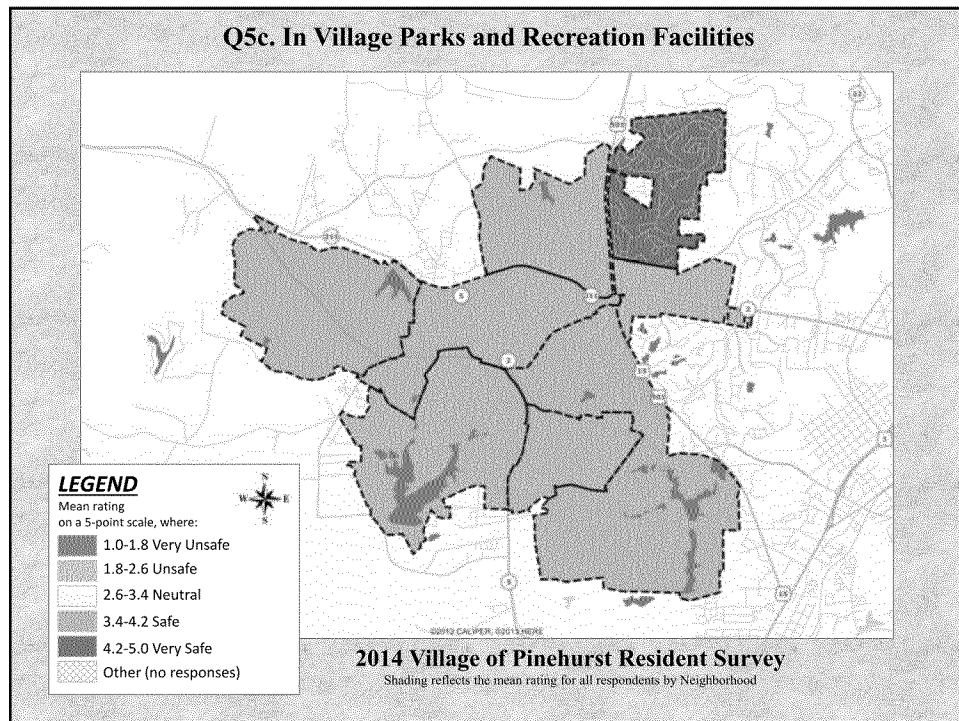
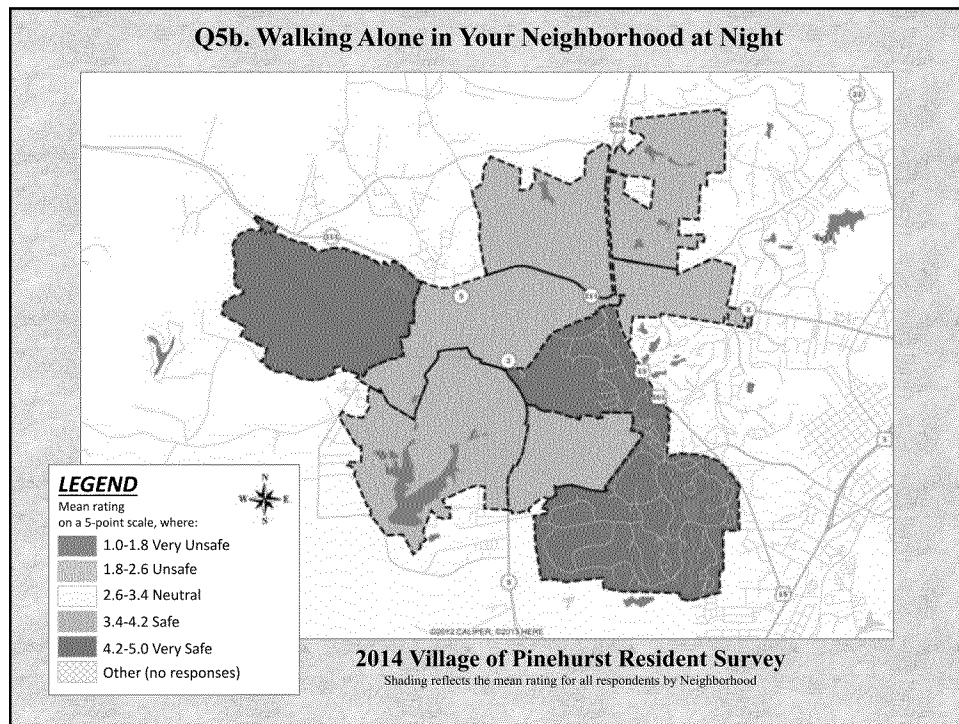


Village of Pinehurst 2014 Resident Survey

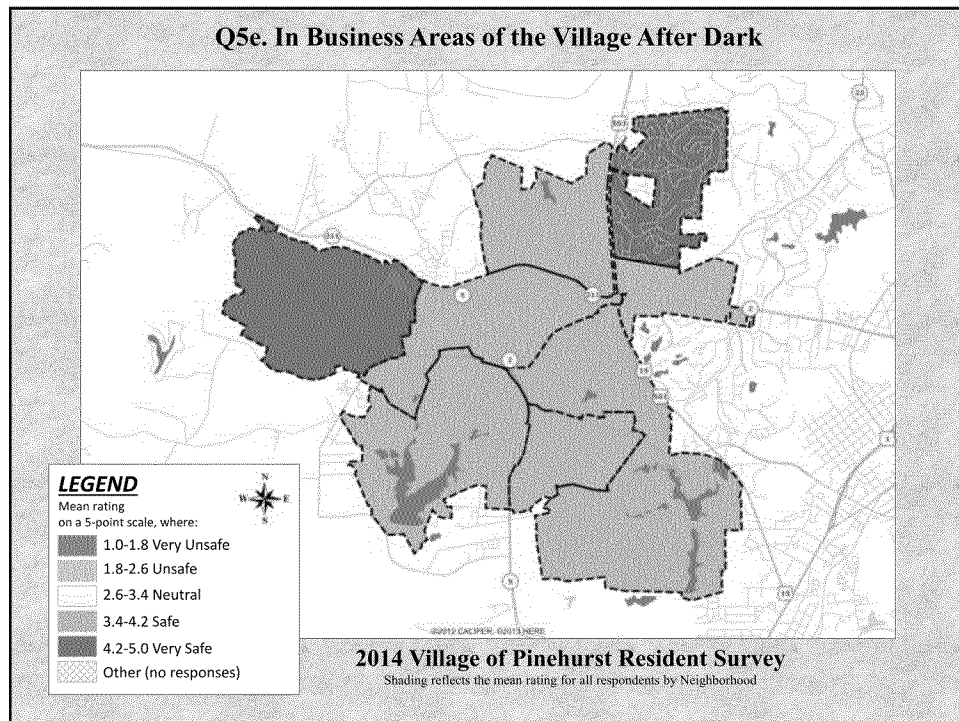
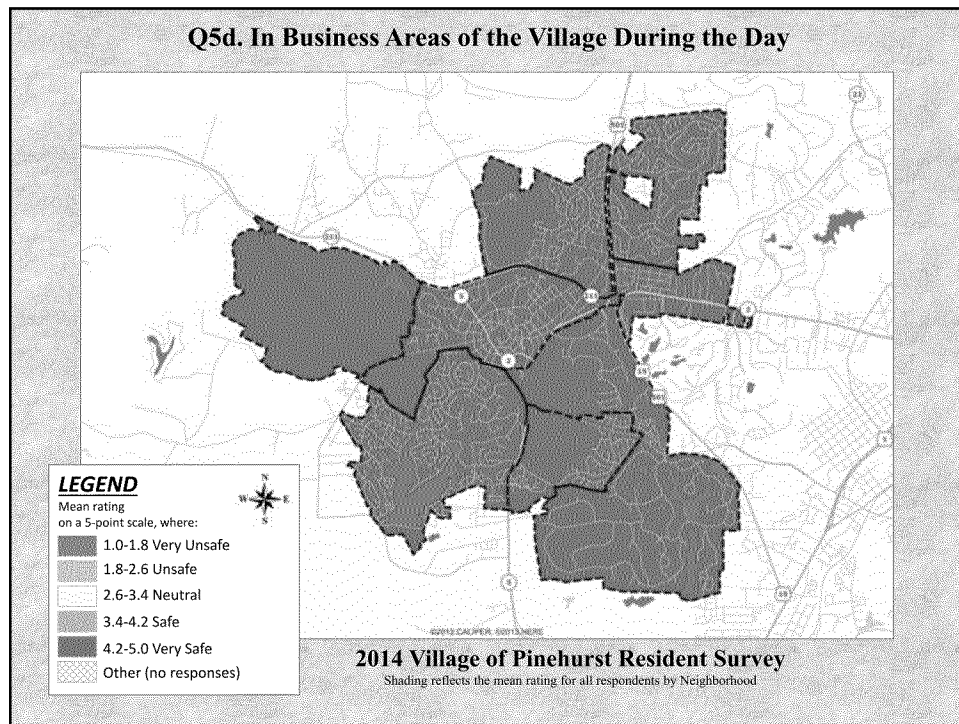


Village of Pinehurst 2014 Resident Survey

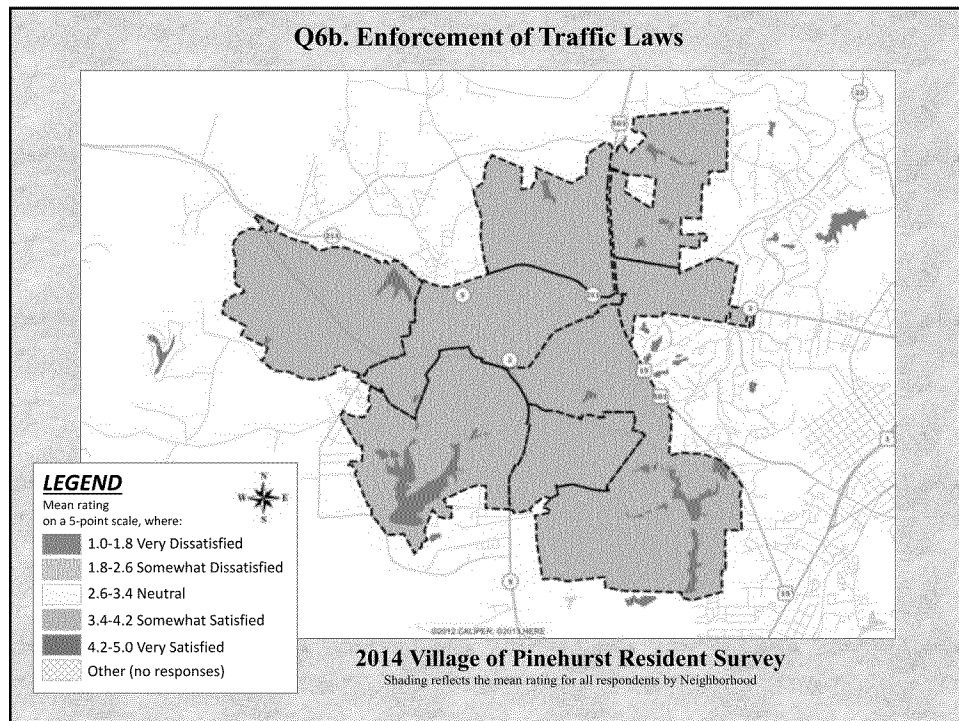
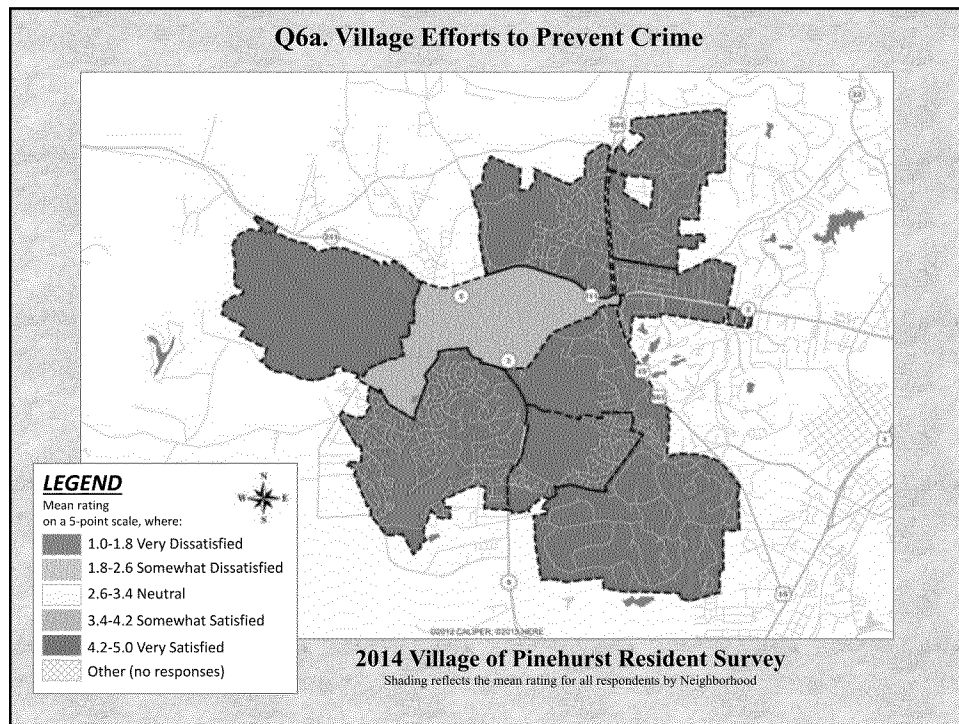




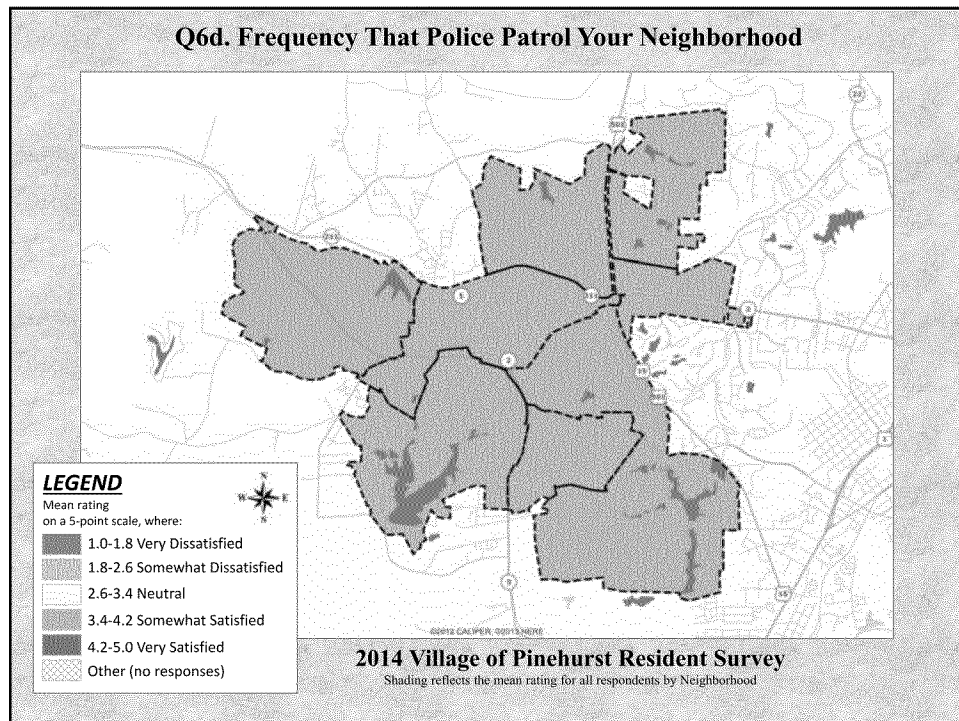
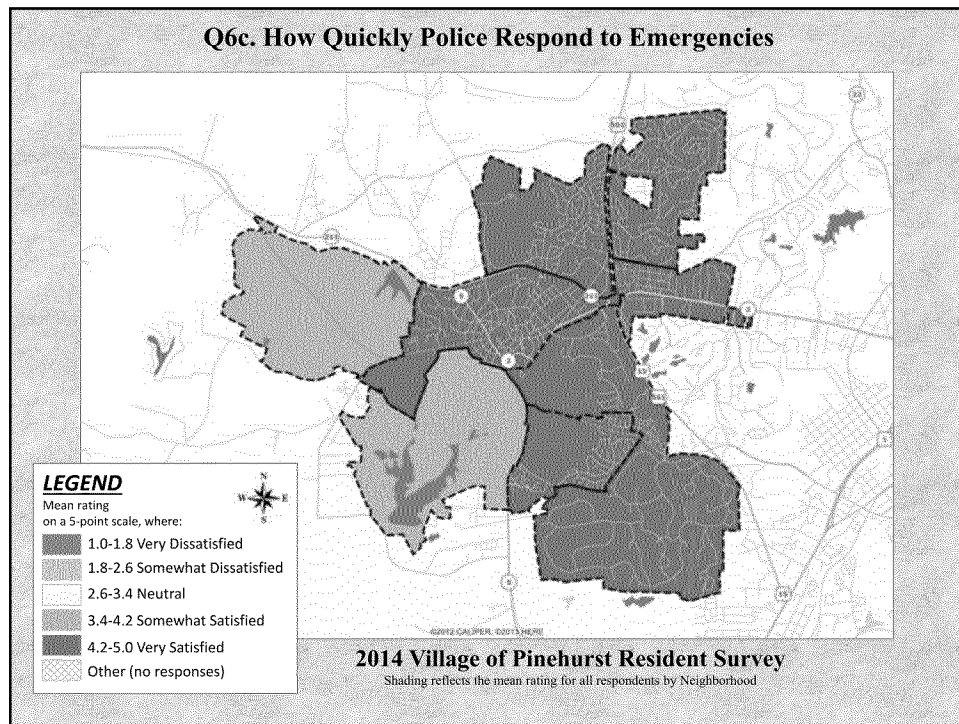
Village of Pinehurst 2014 Resident Survey

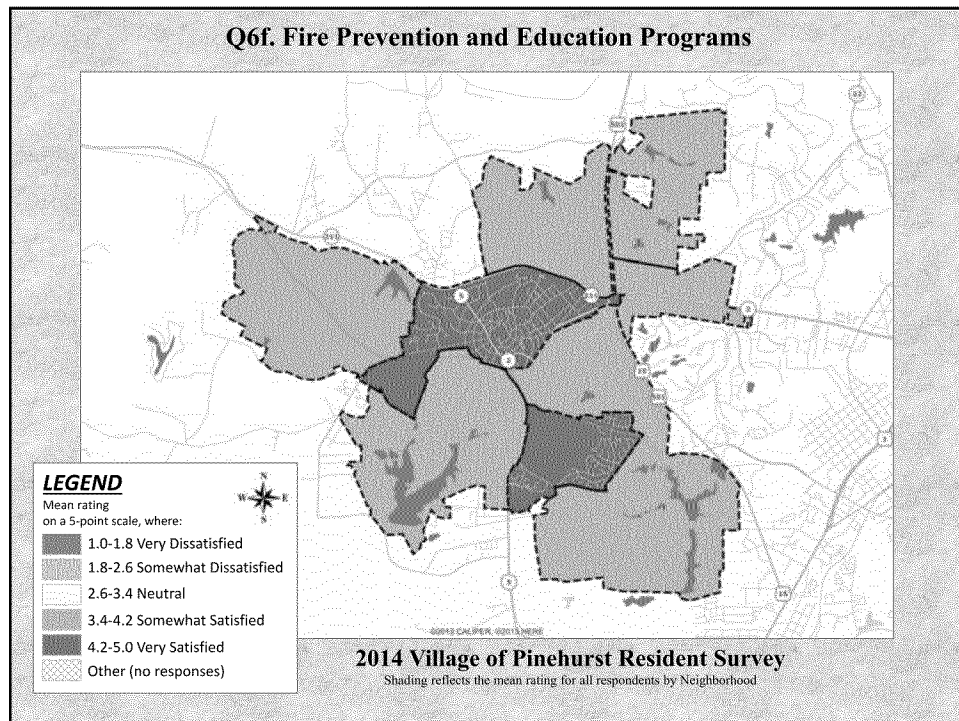
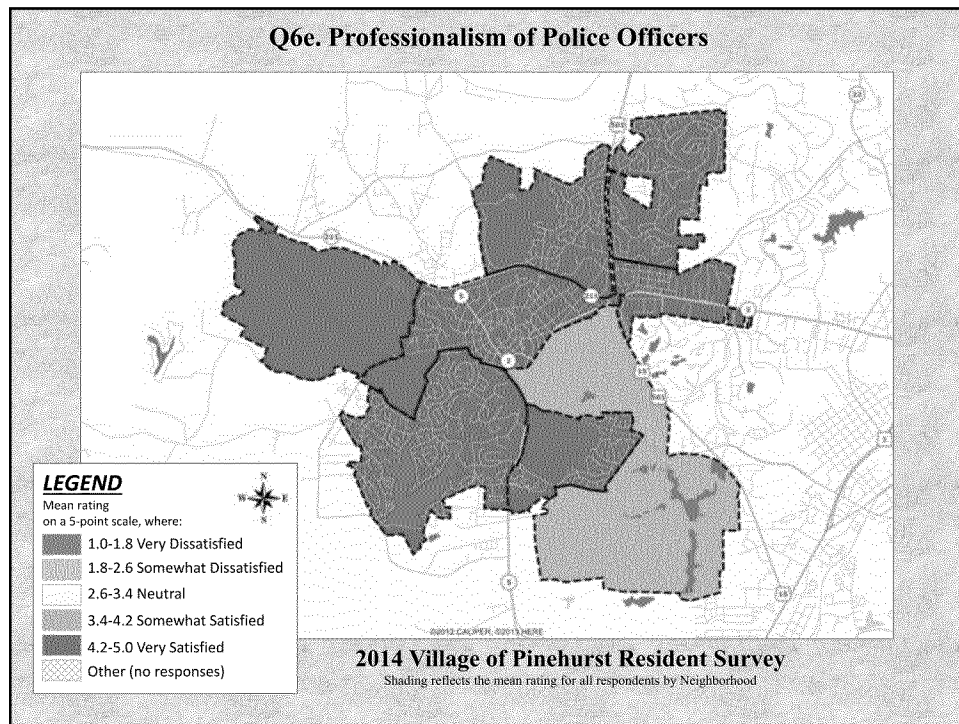


Village of Pinehurst 2014 Resident Survey

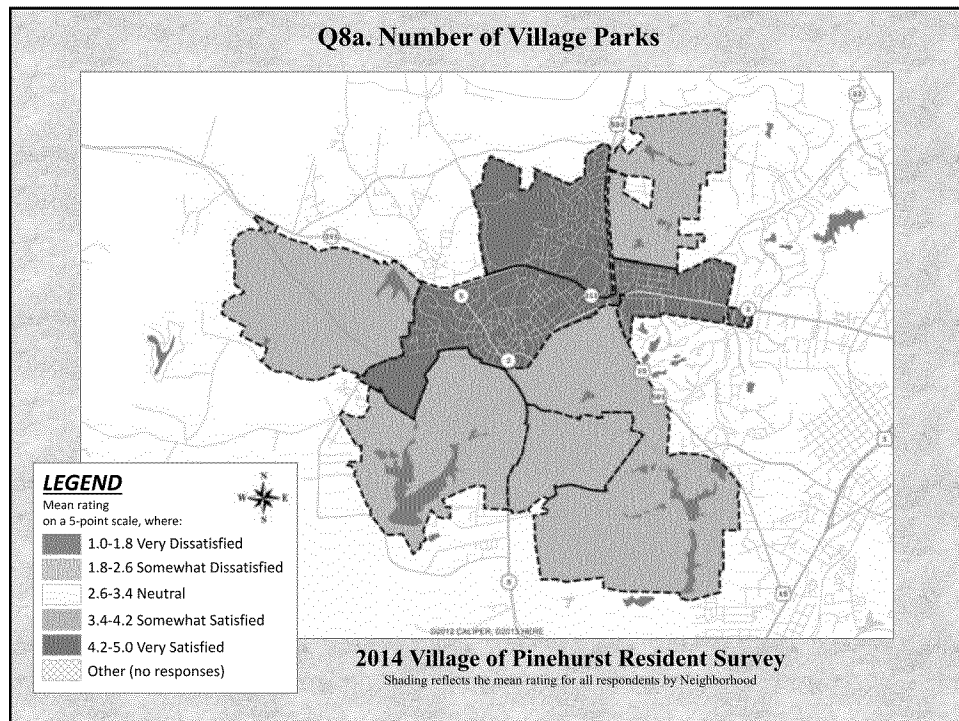
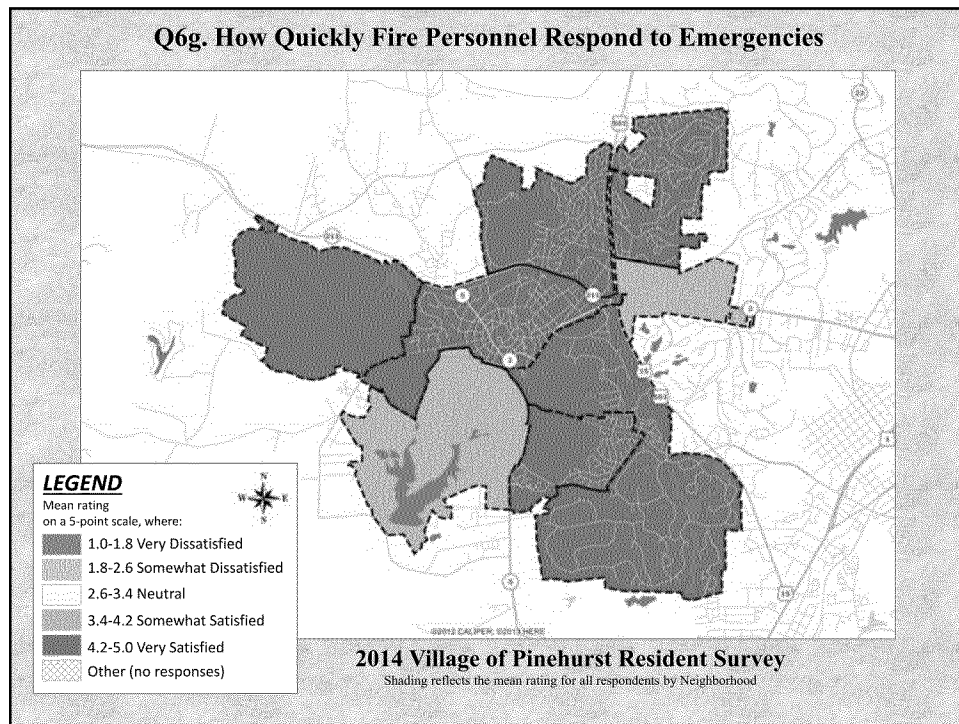


Village of Pinehurst 2014 Resident Survey

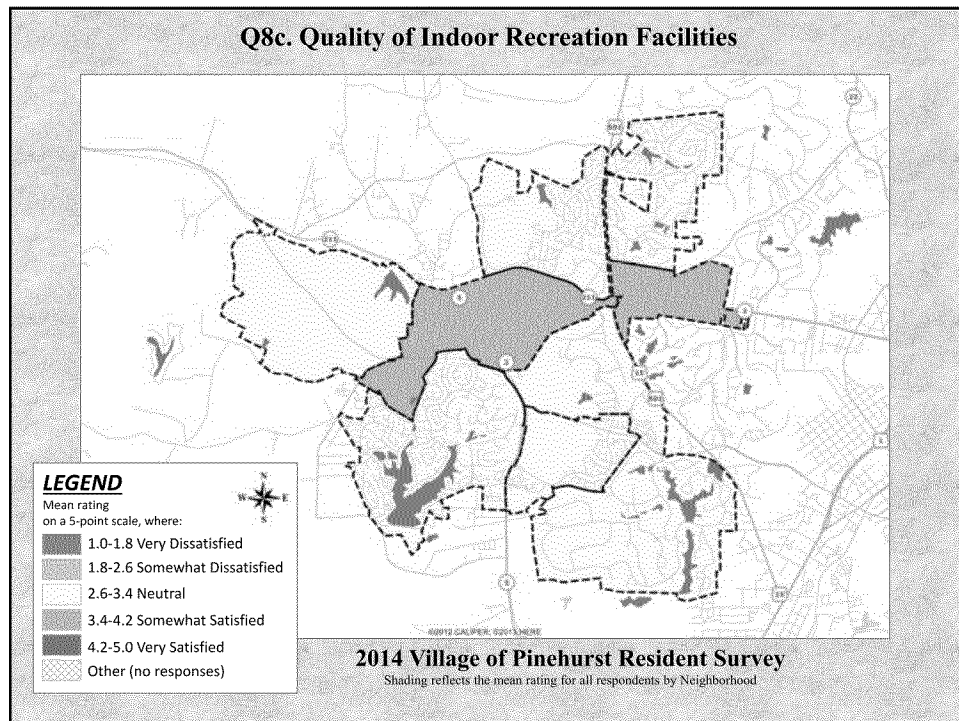
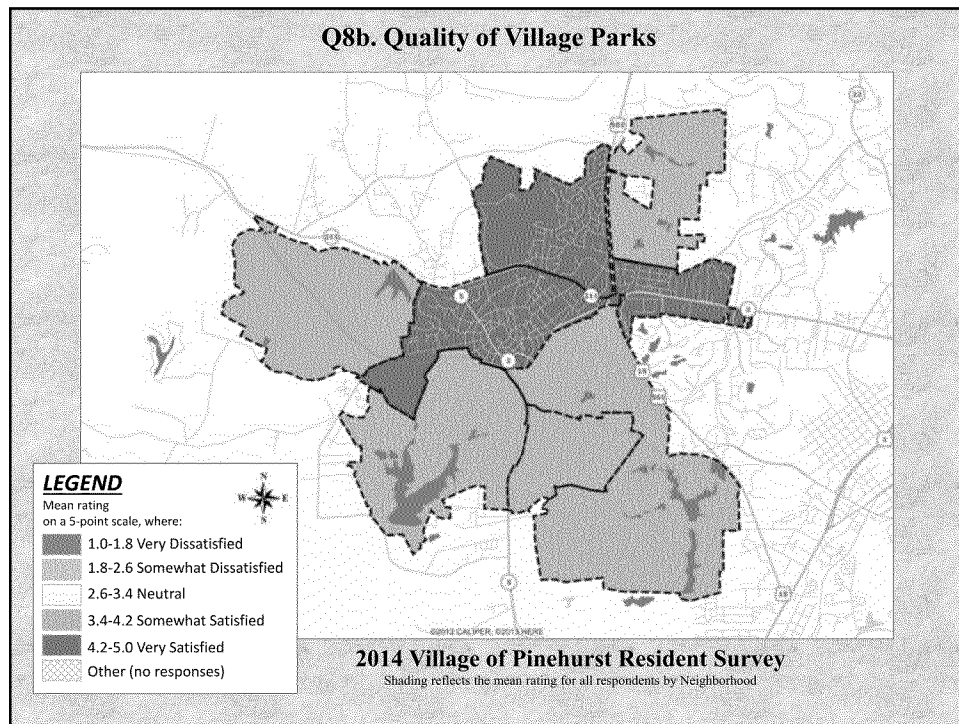




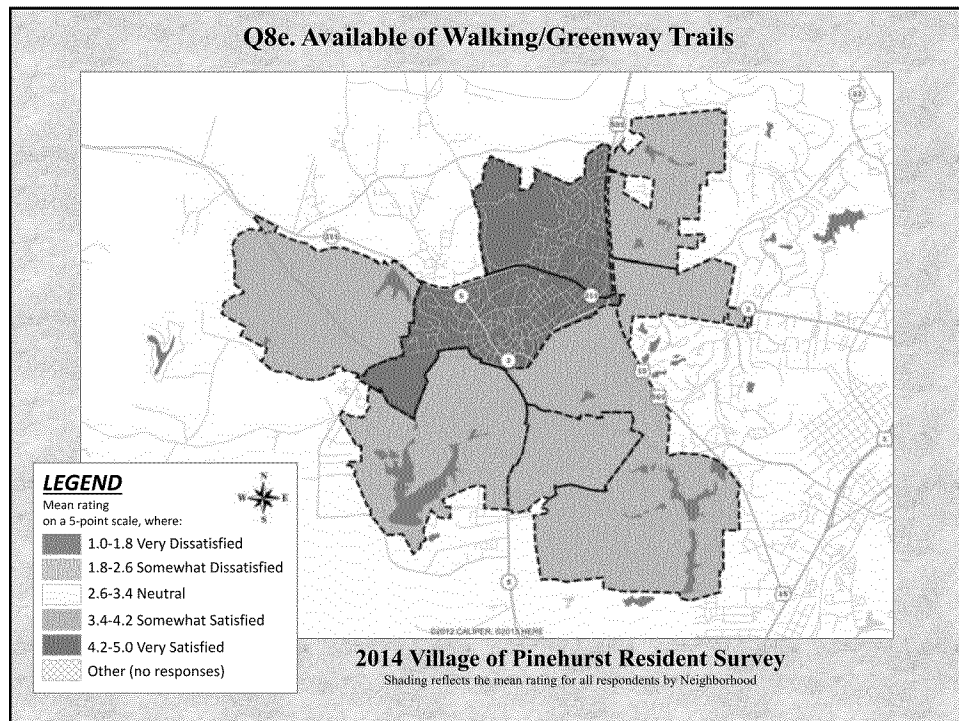
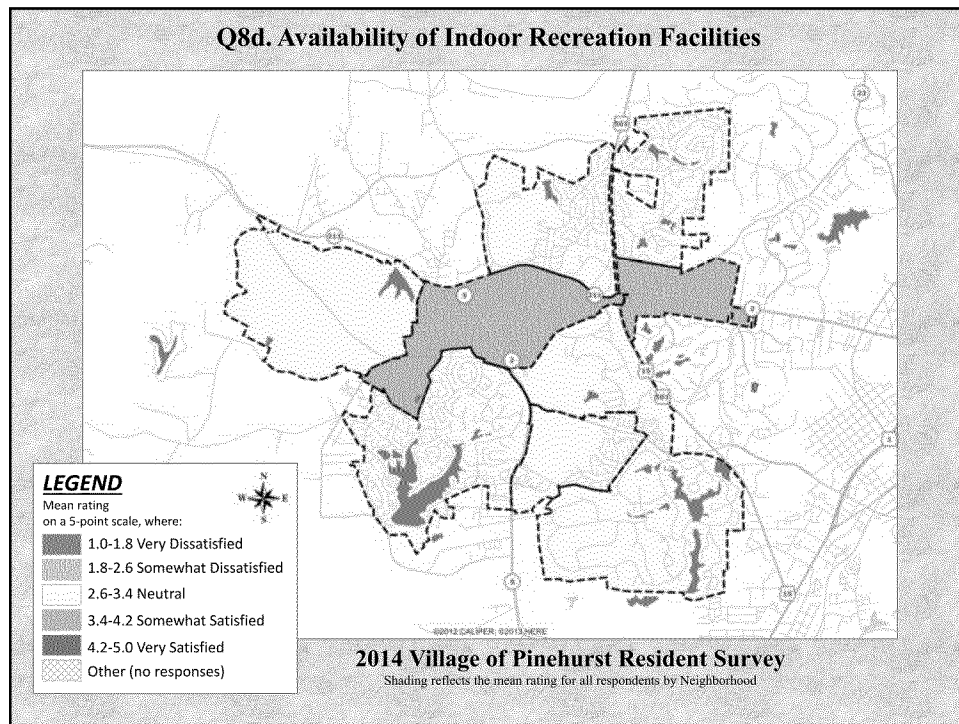
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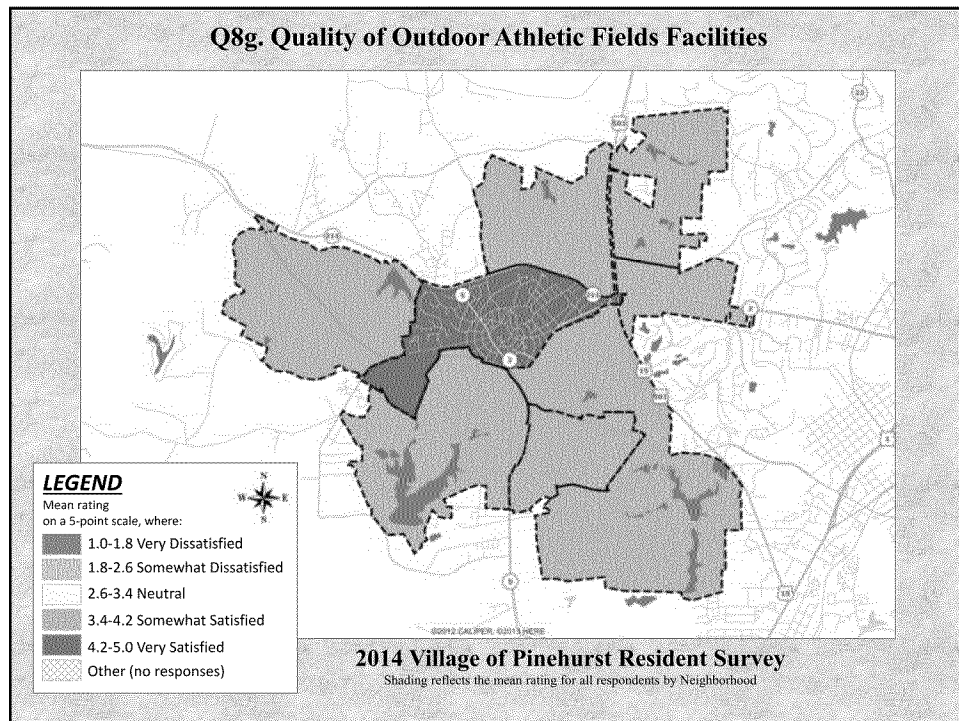
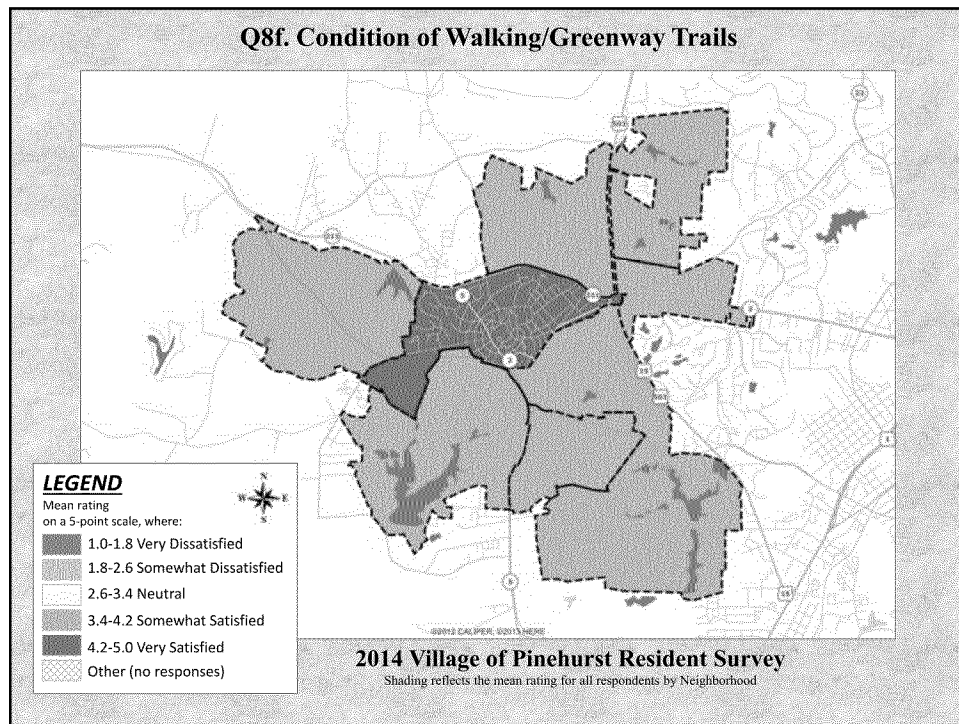
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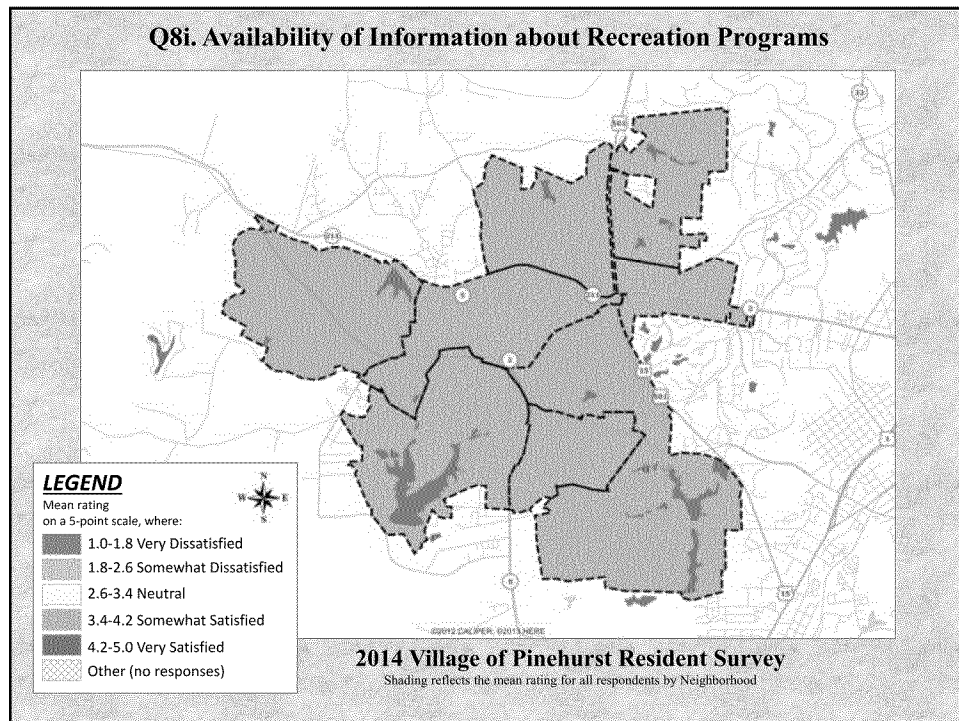
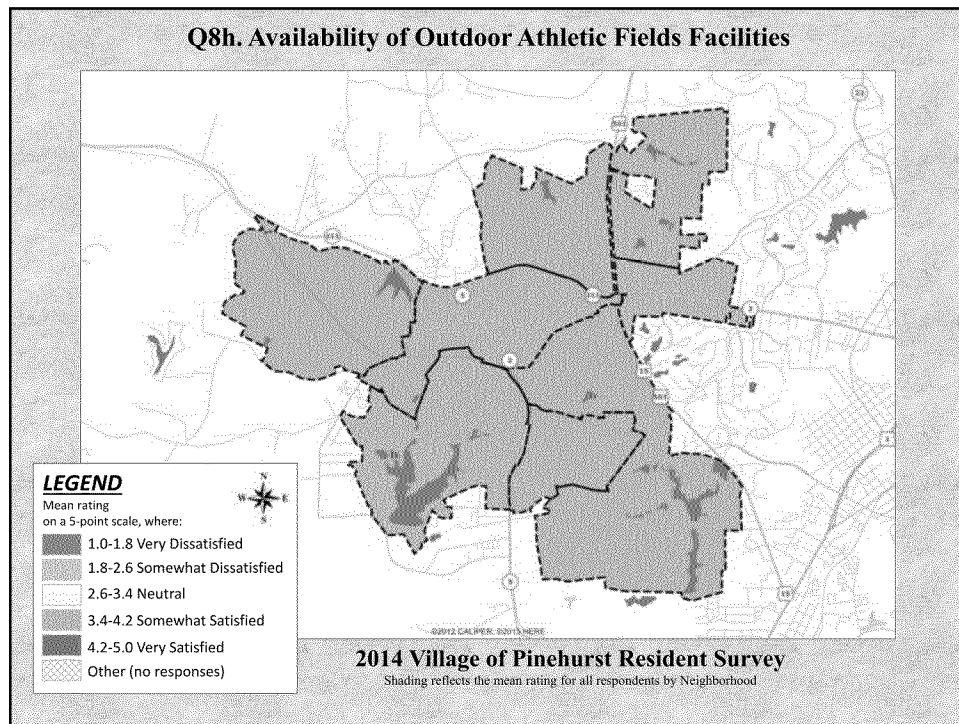
Village of Pinehurst 2014 Resident Survey

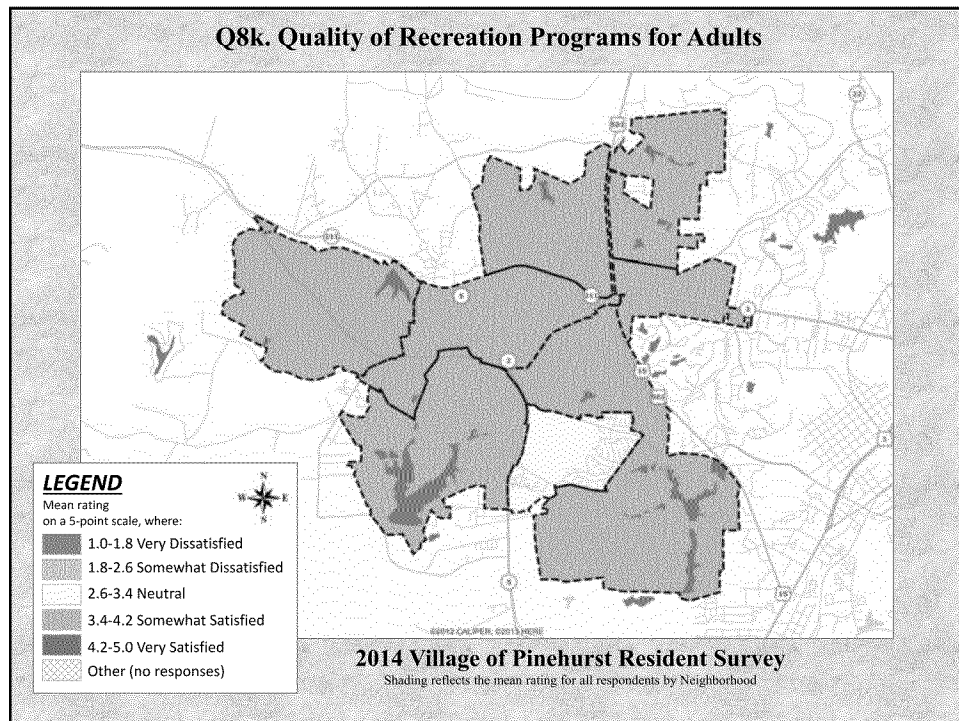
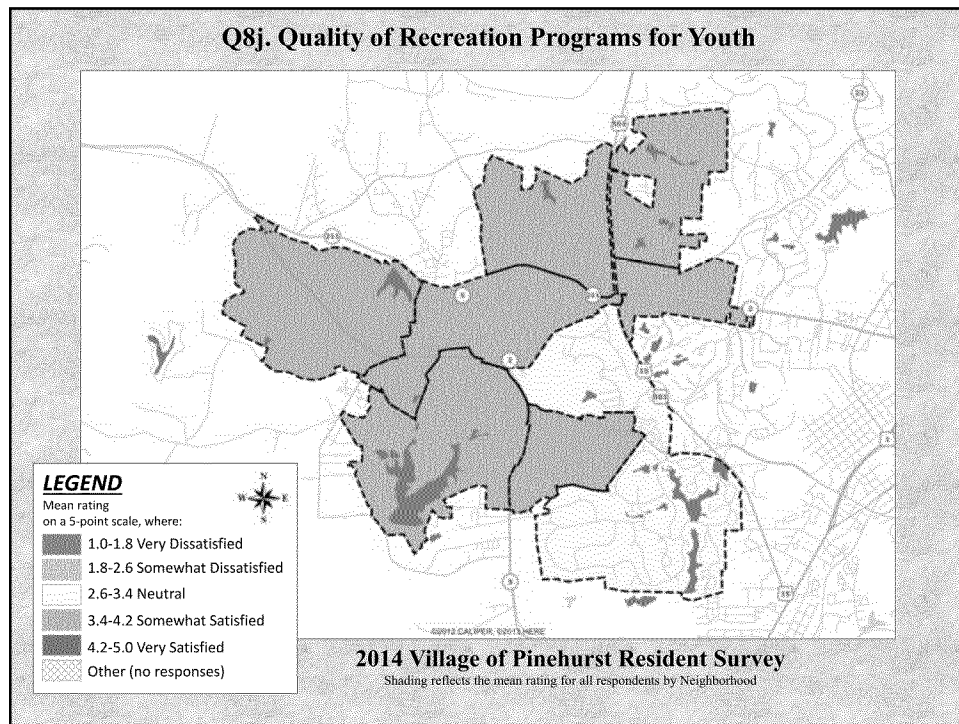


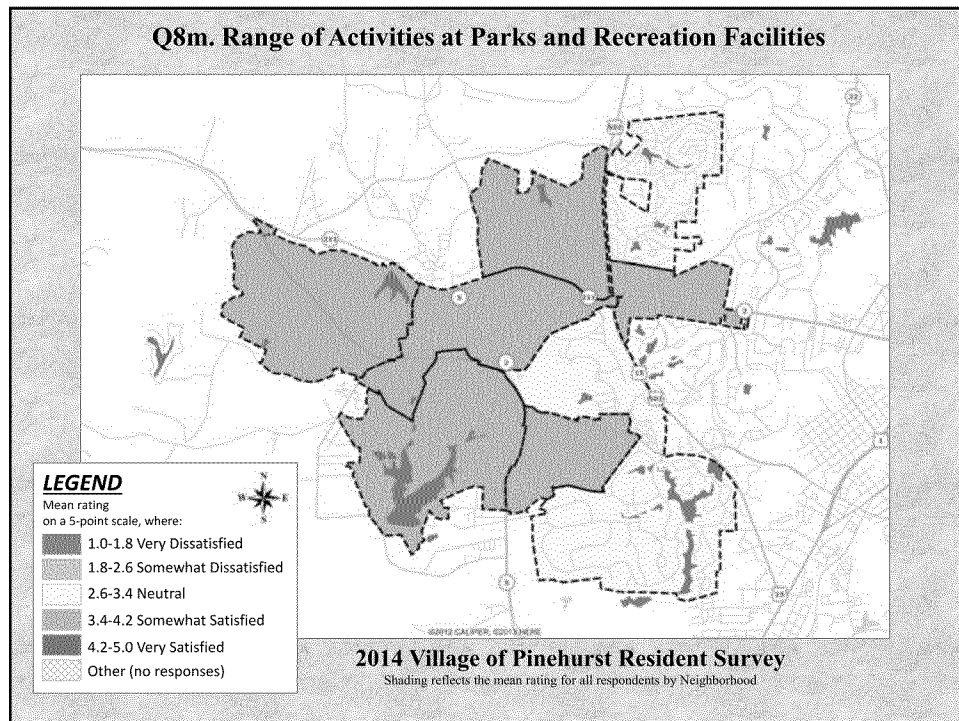
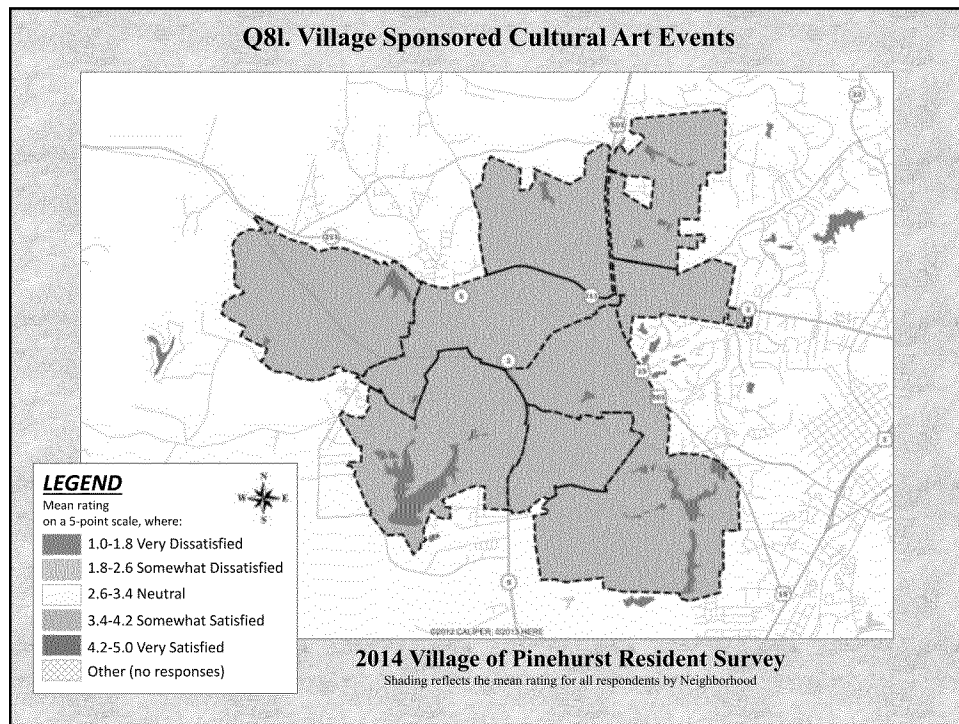
Village of Pinehurst 2014 Resident Survey



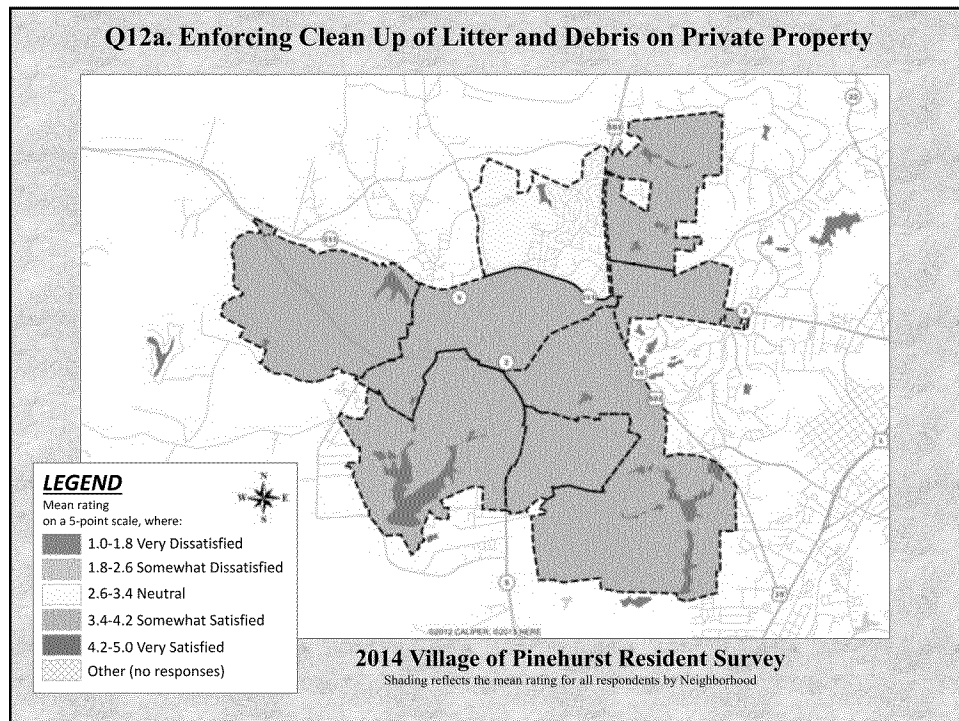
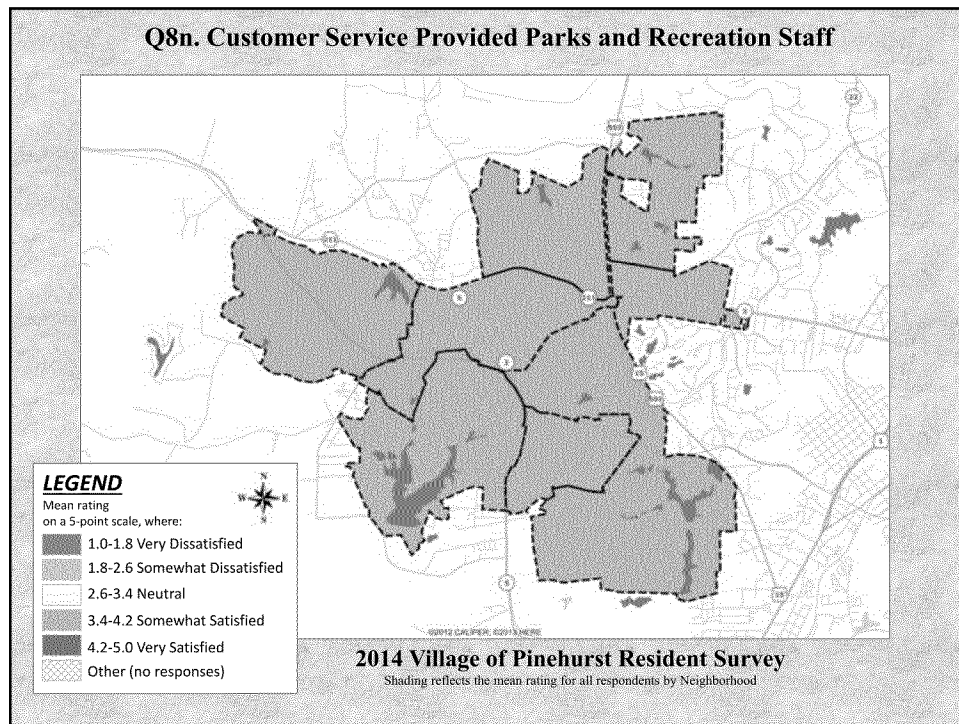
Village of Pinehurst 2014 Resident Survey

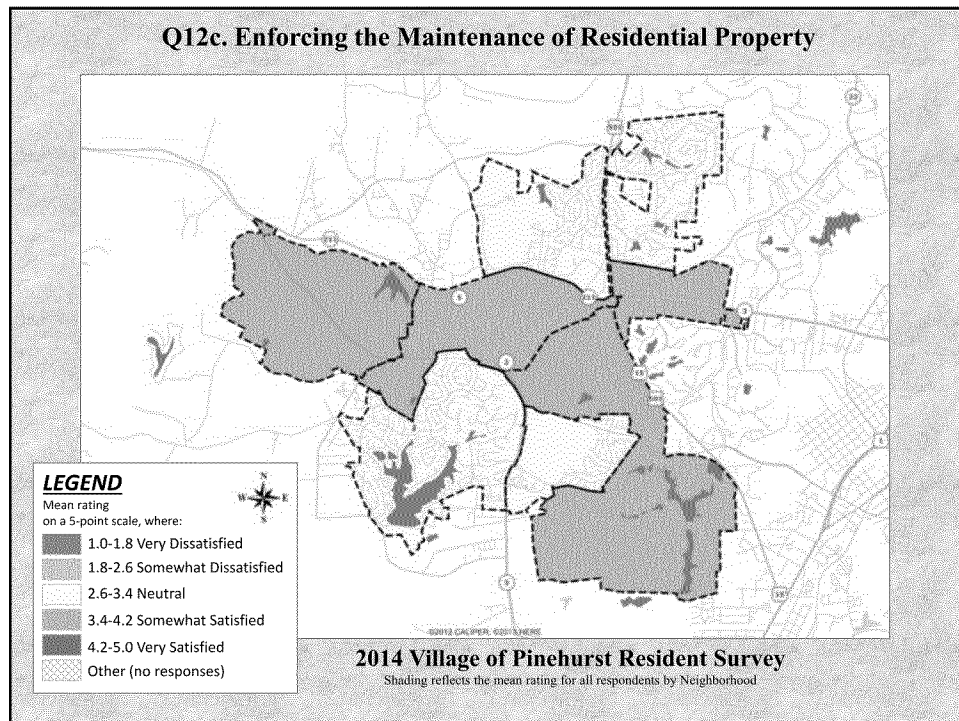
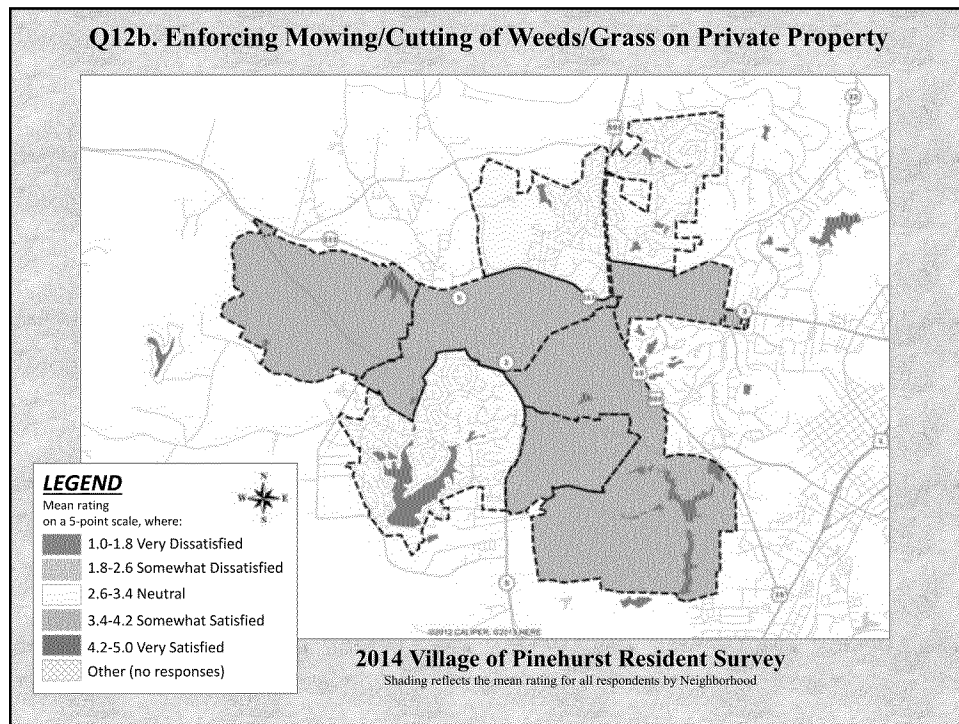


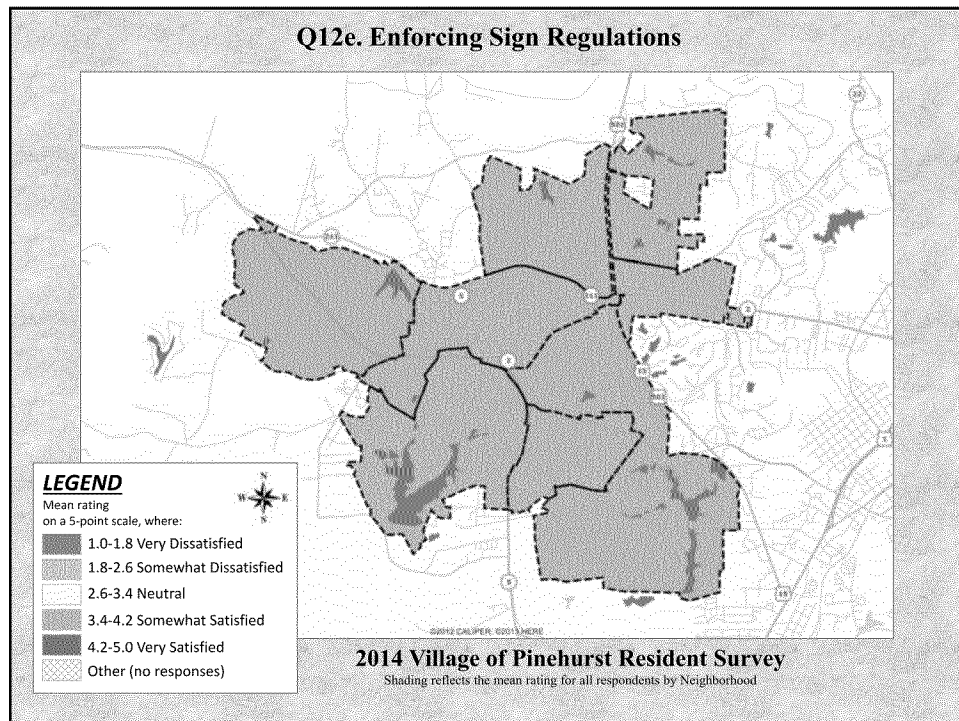
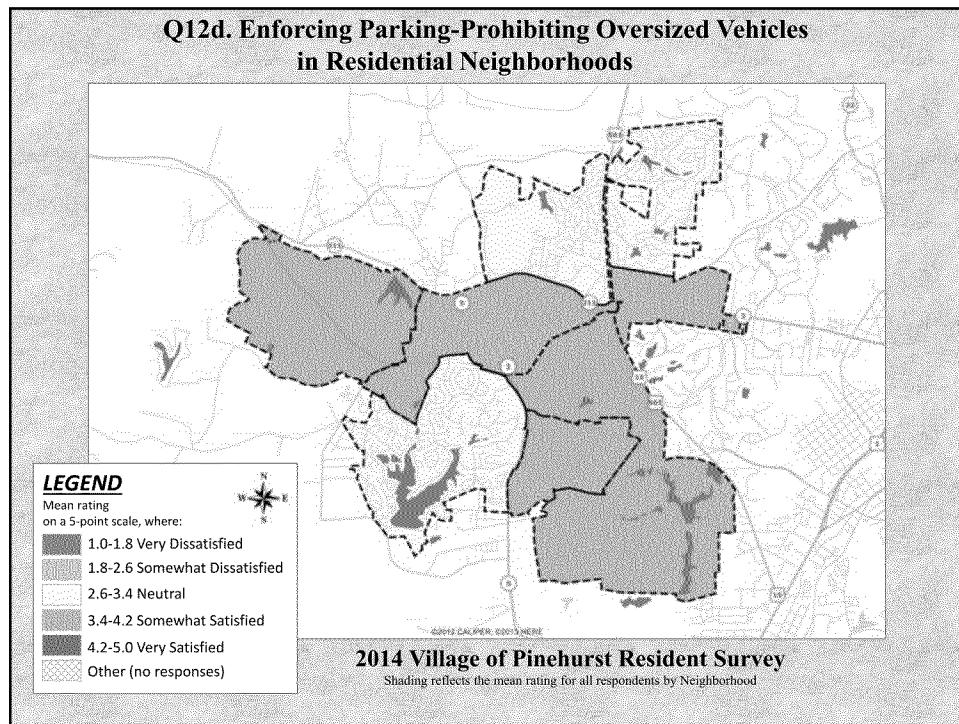




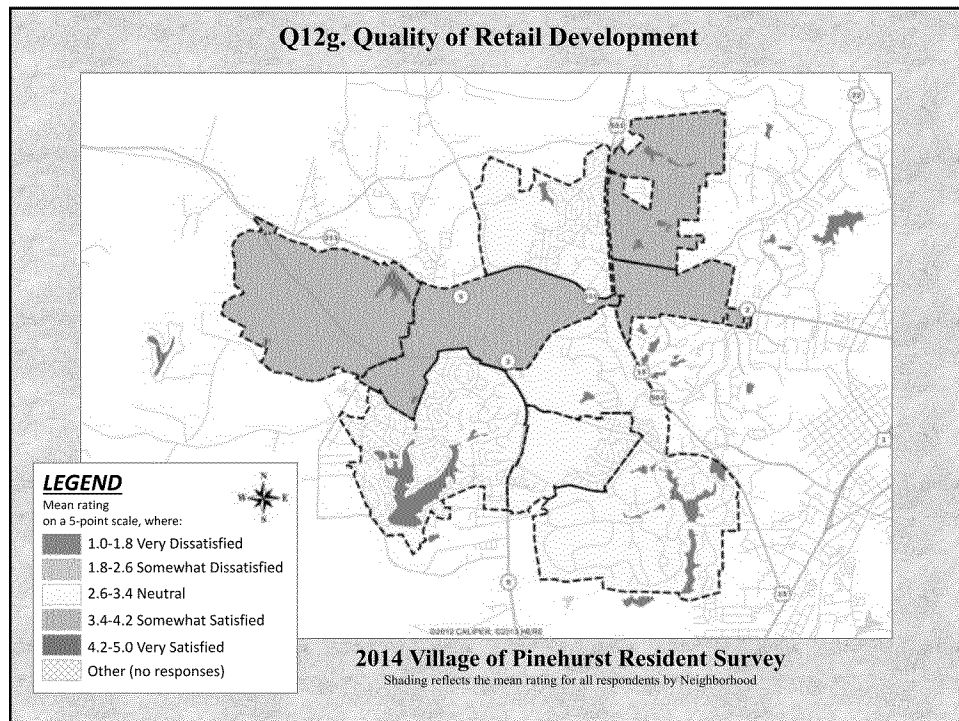
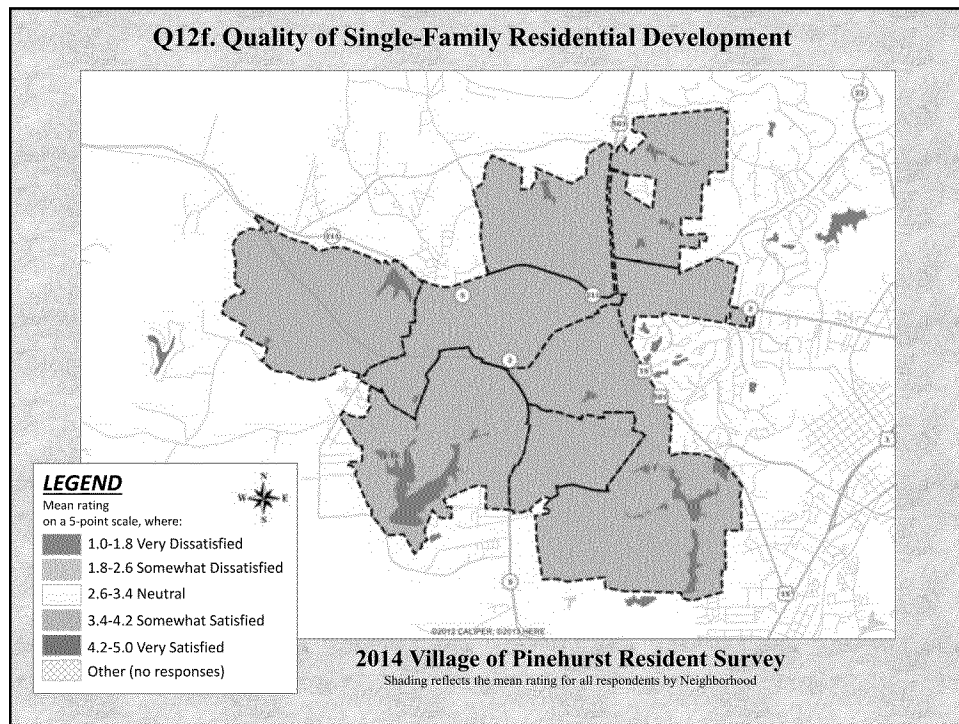
Village of Pinehurst 2014 Resident Survey



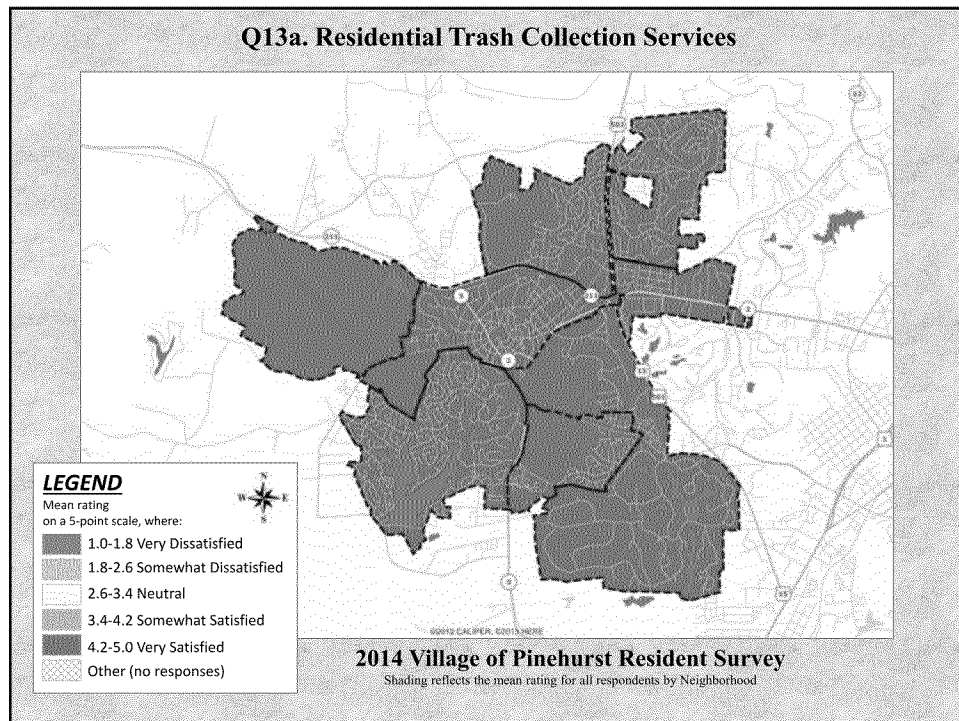
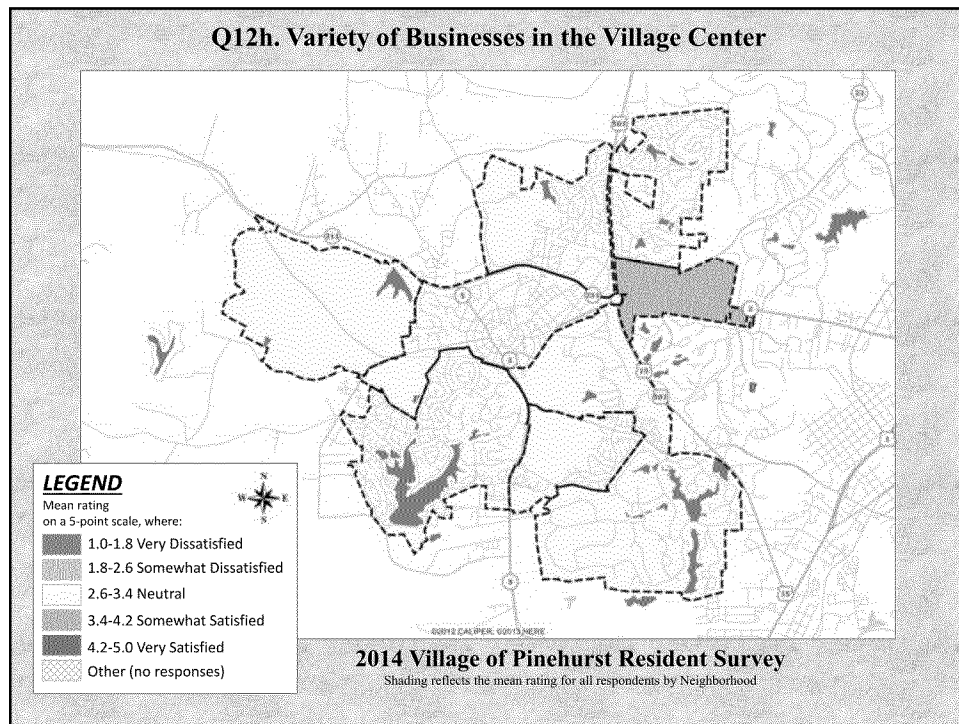




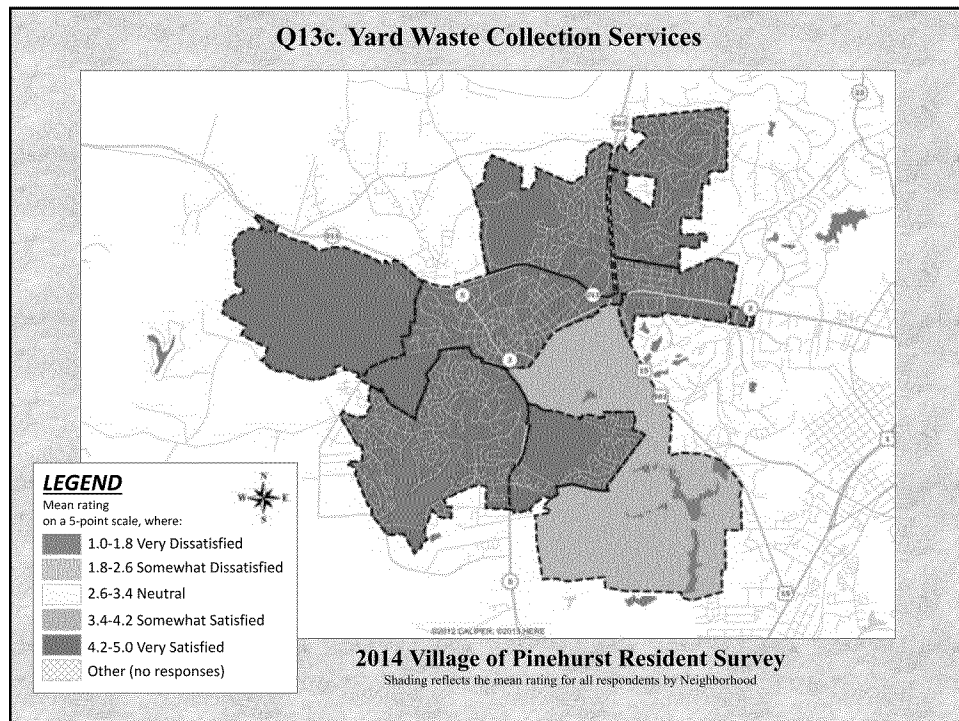
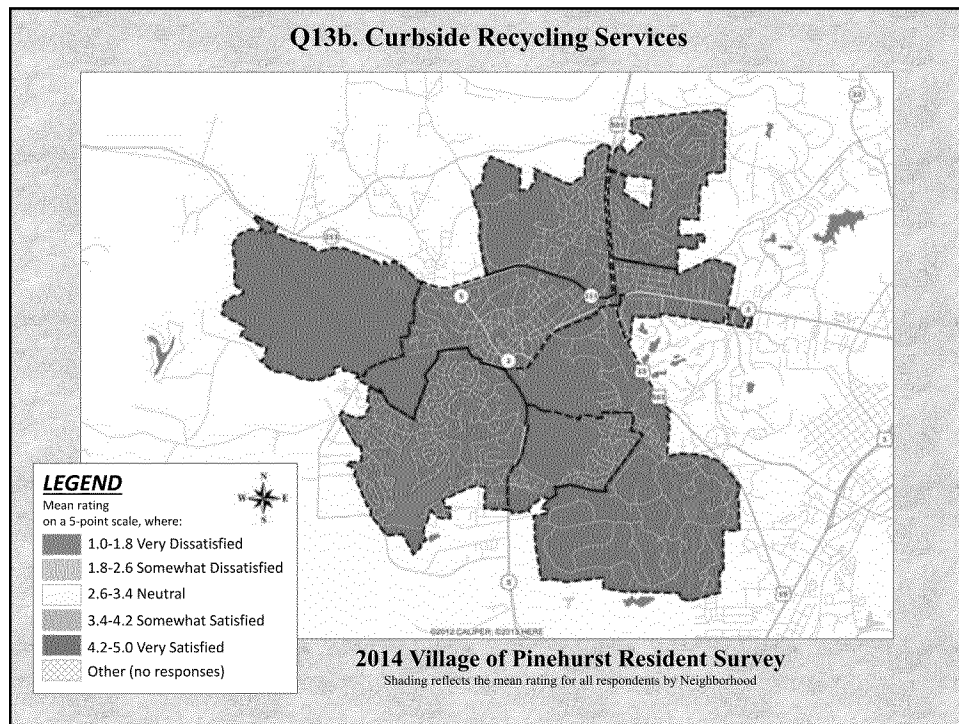
Village of Pinehurst 2014 Resident Survey



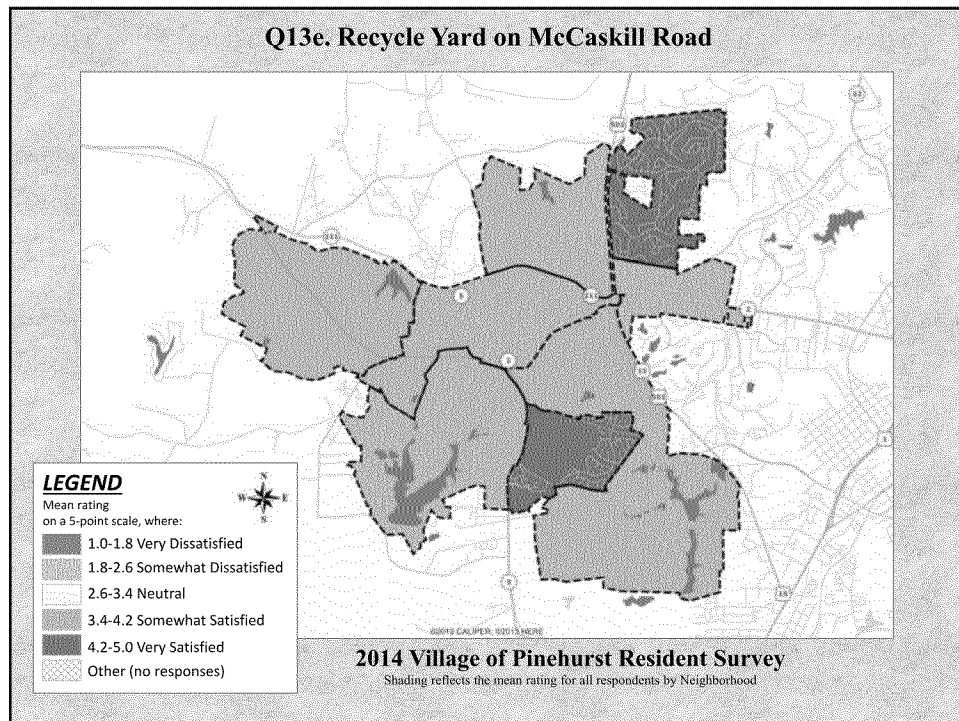
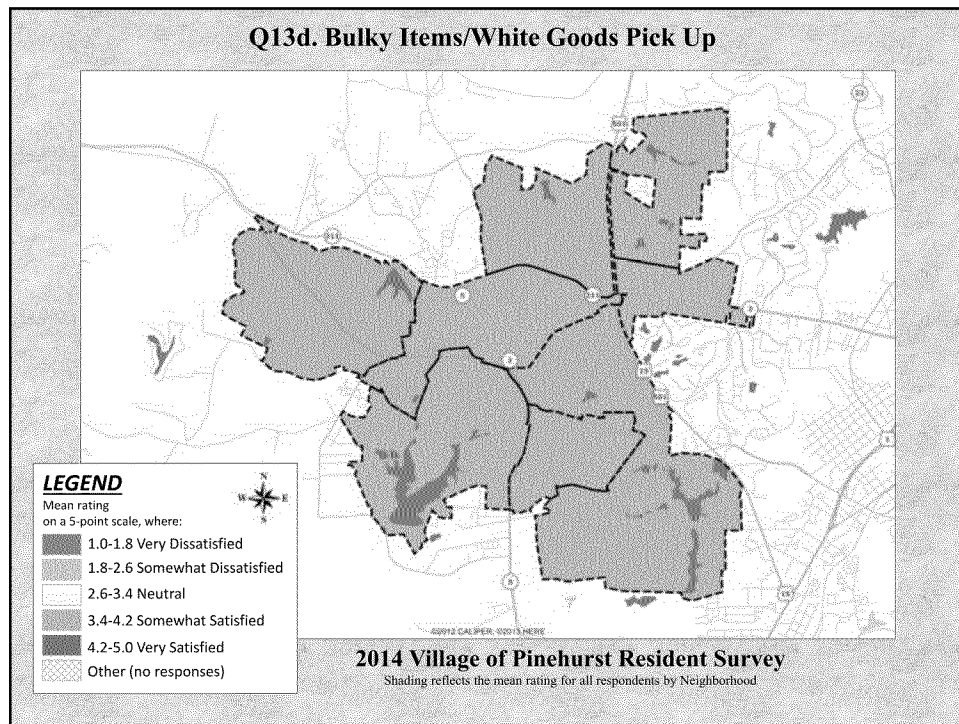
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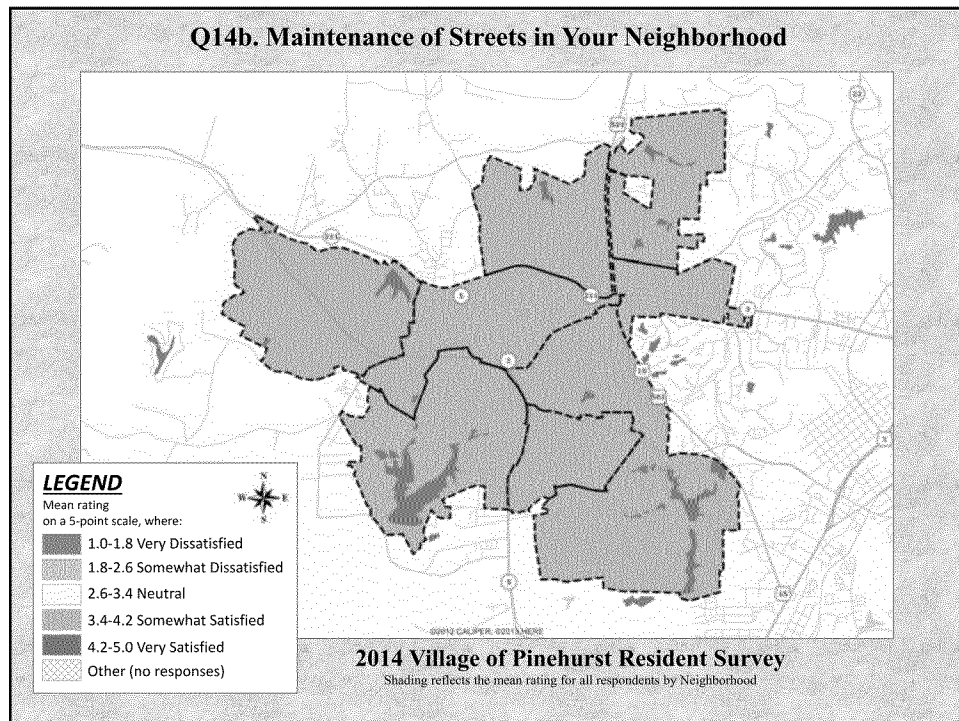
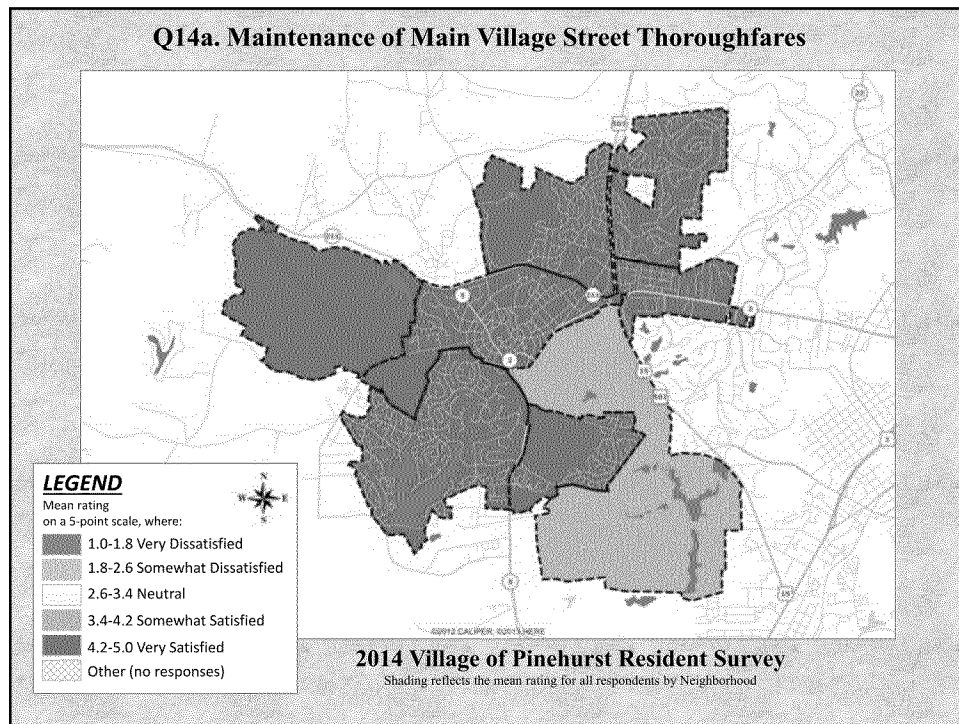
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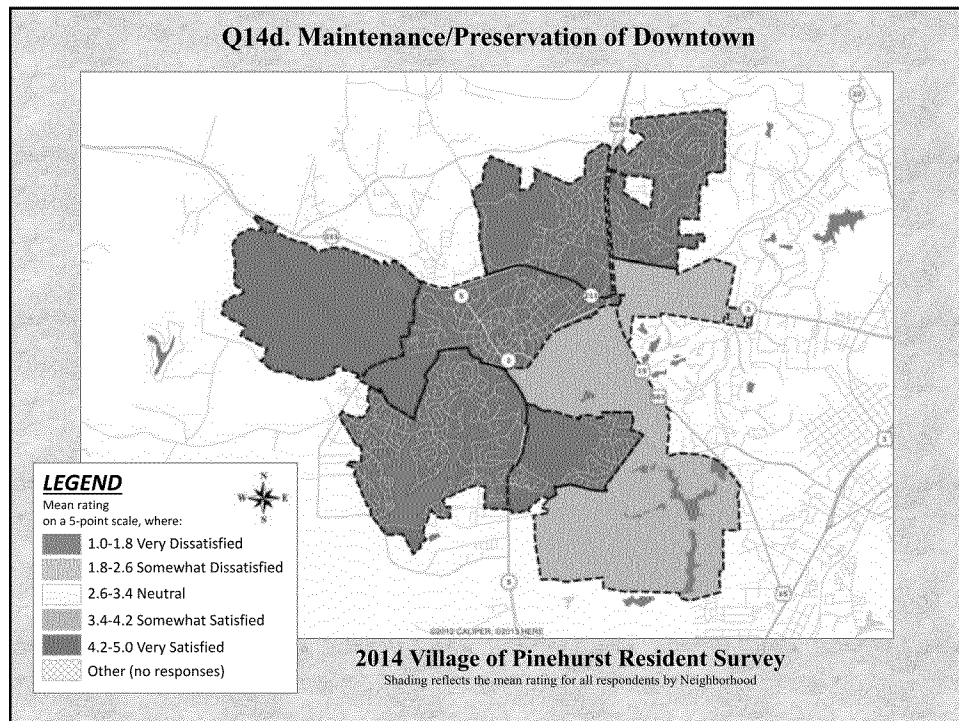
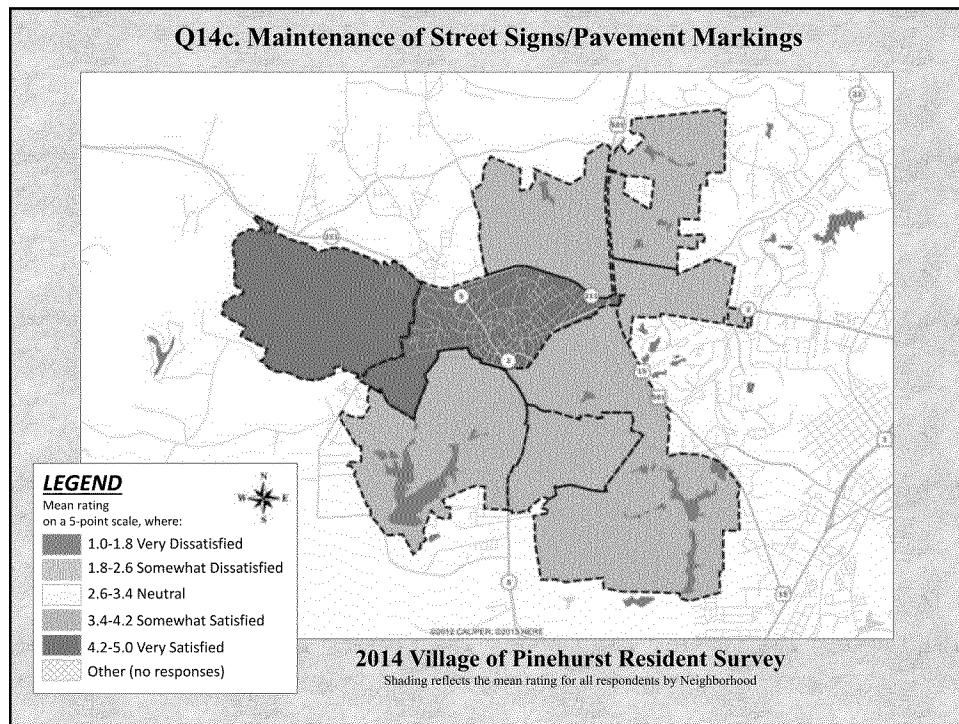


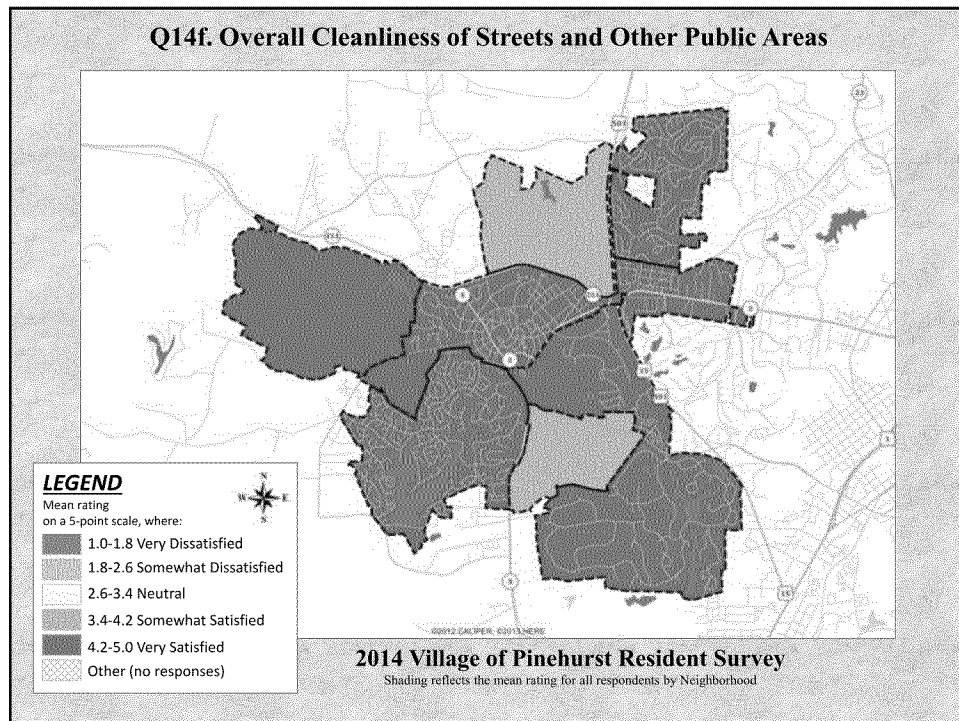
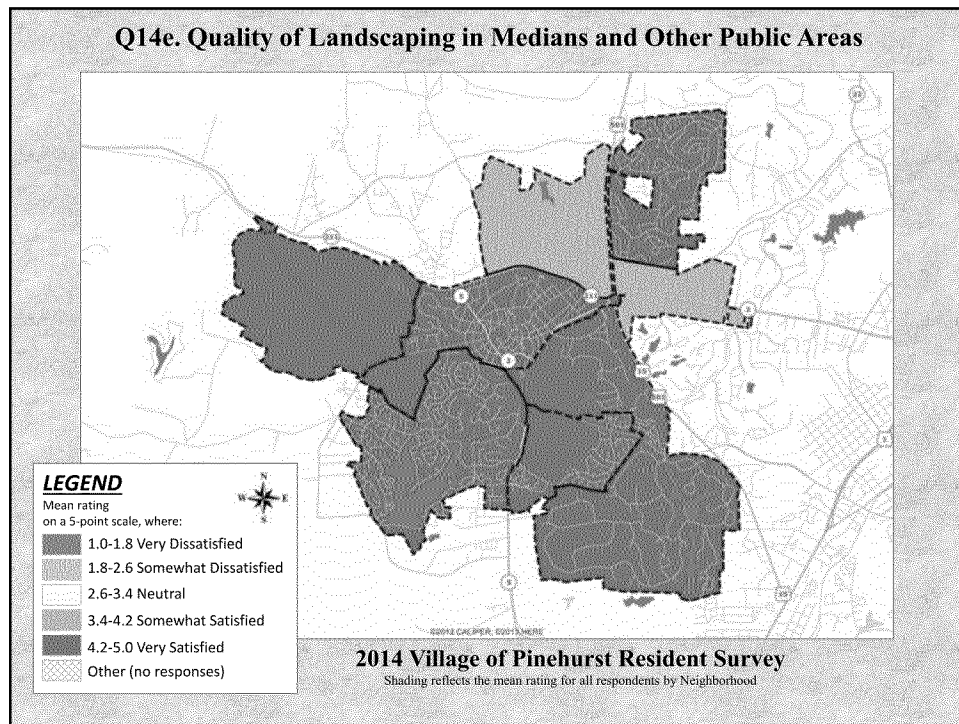
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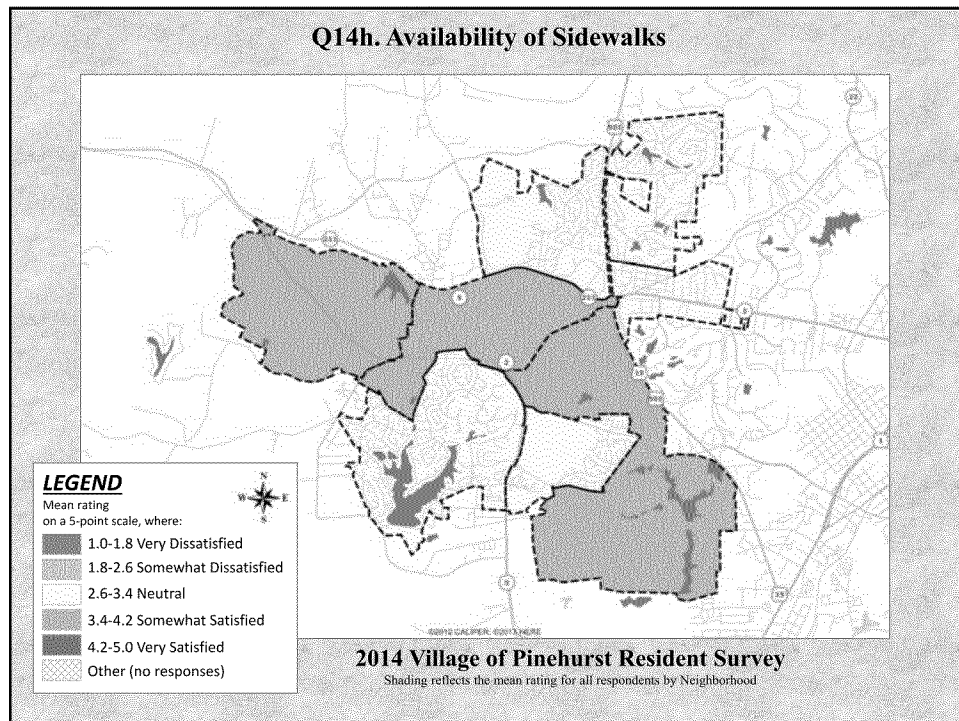
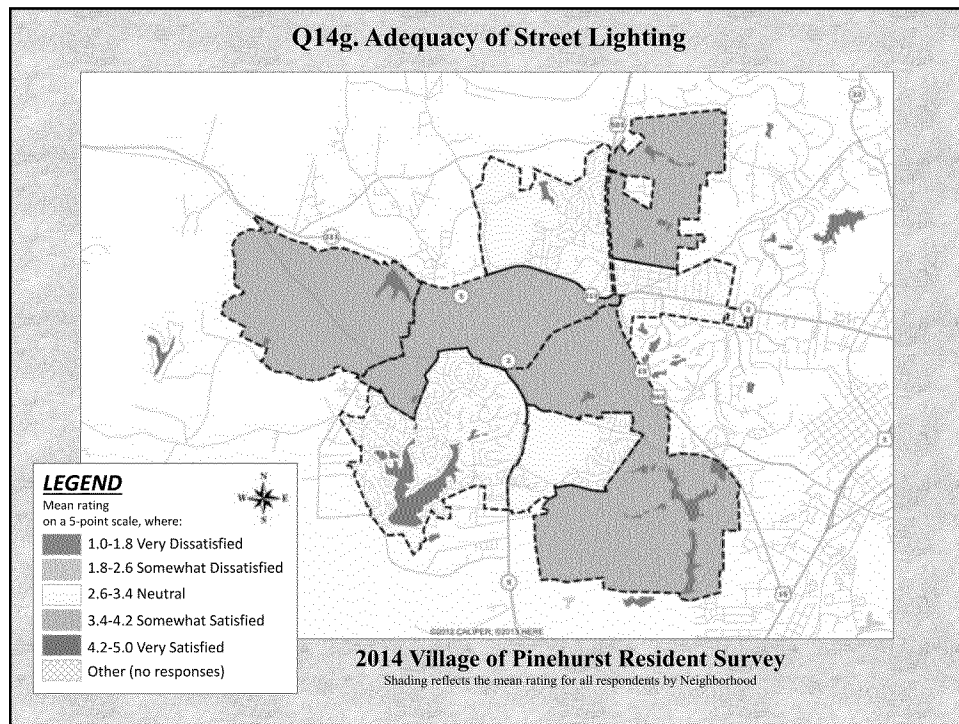
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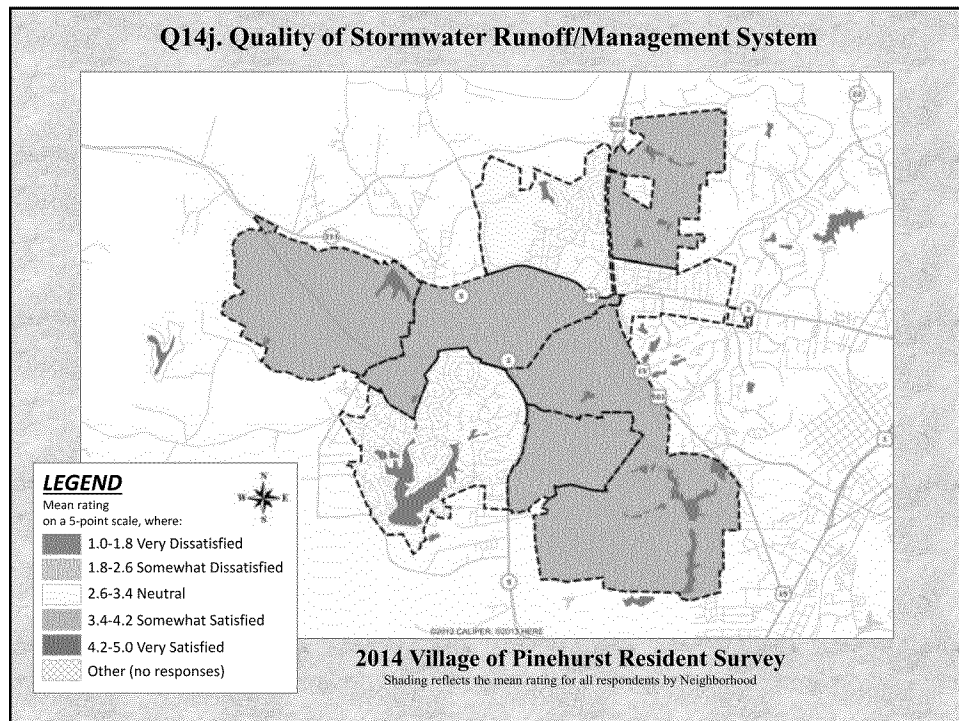
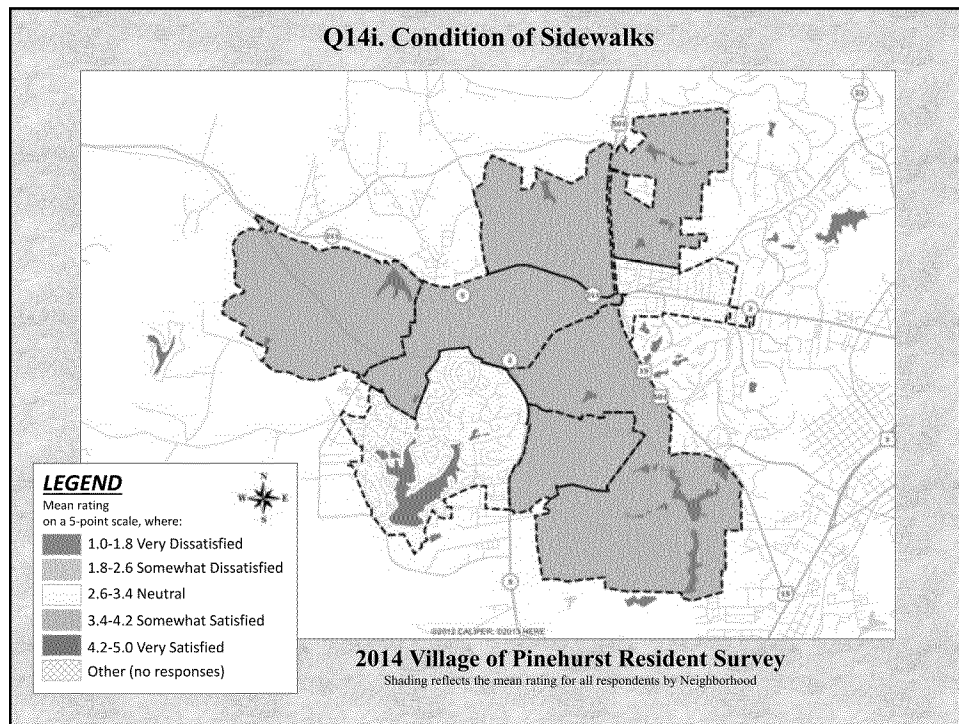




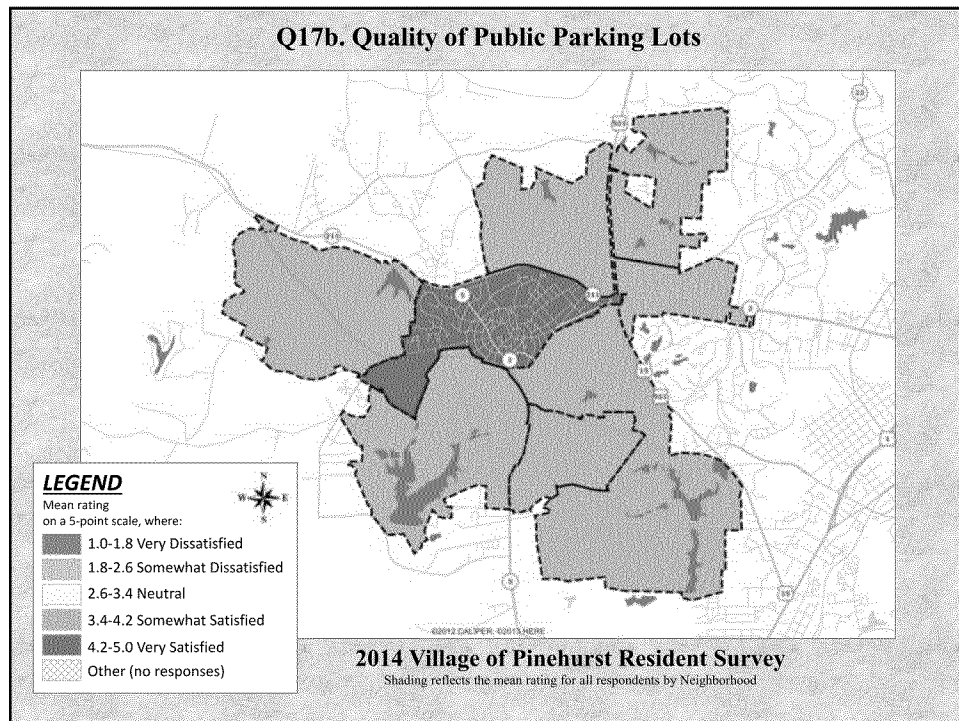
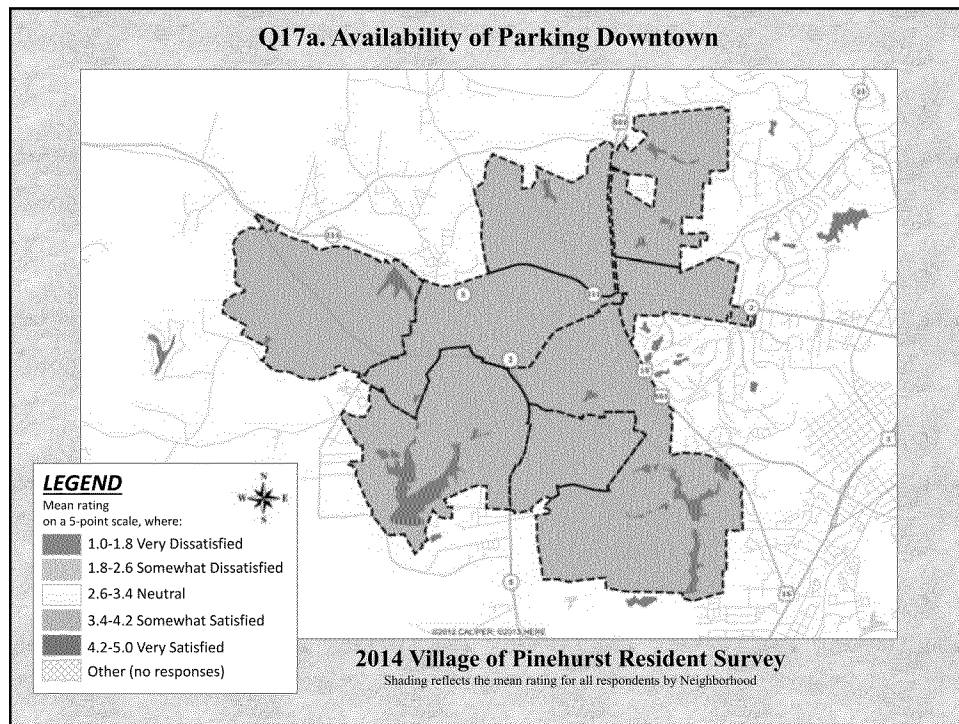


Village of Pinehurst 2014 Resident Survey

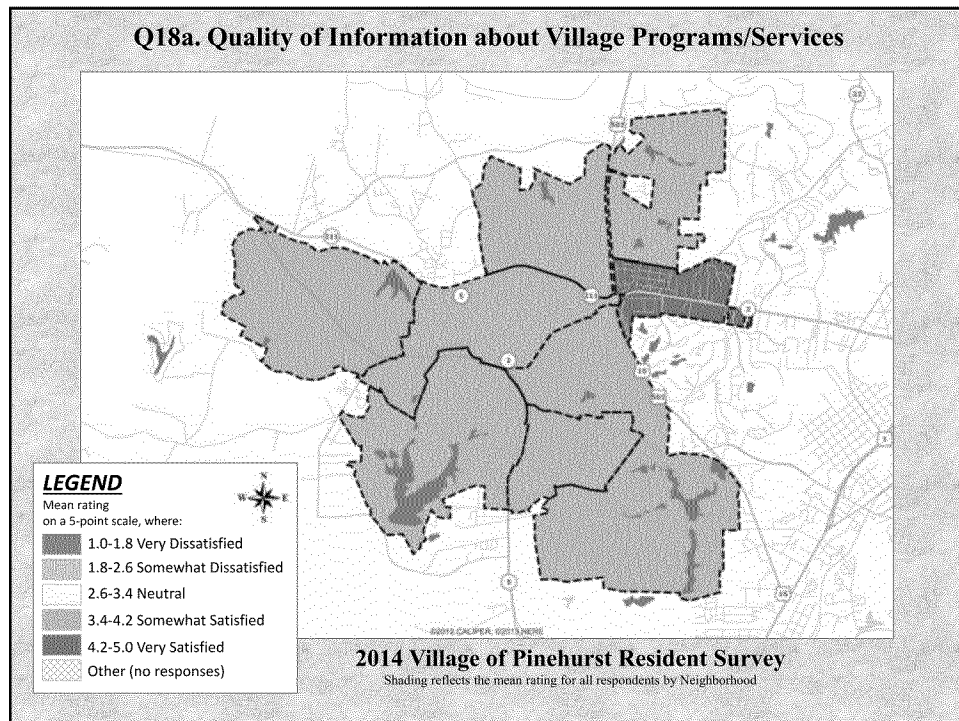
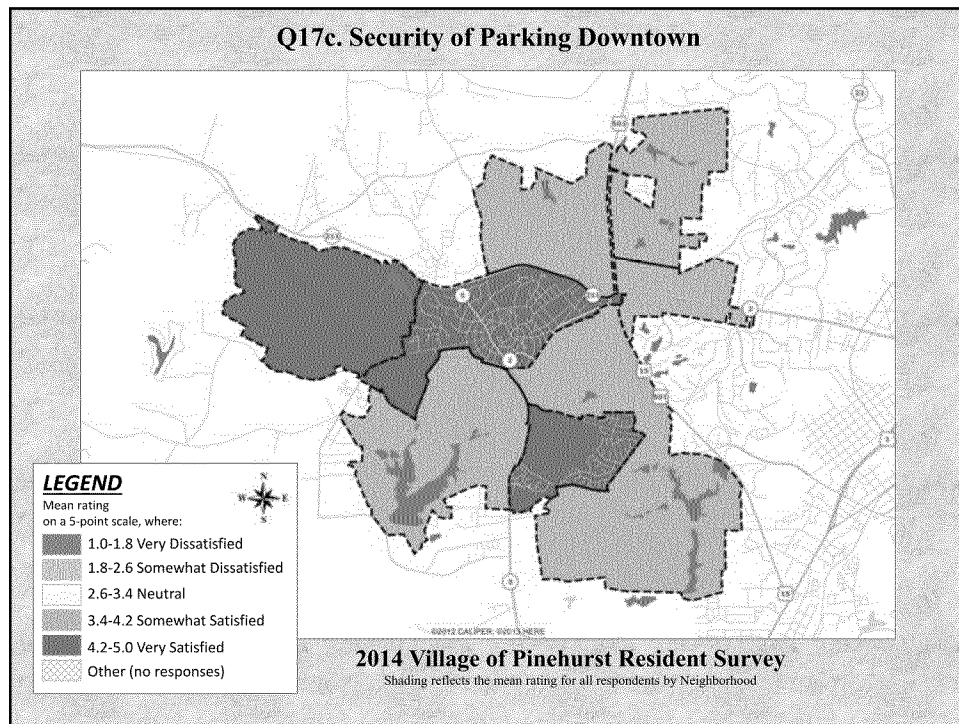


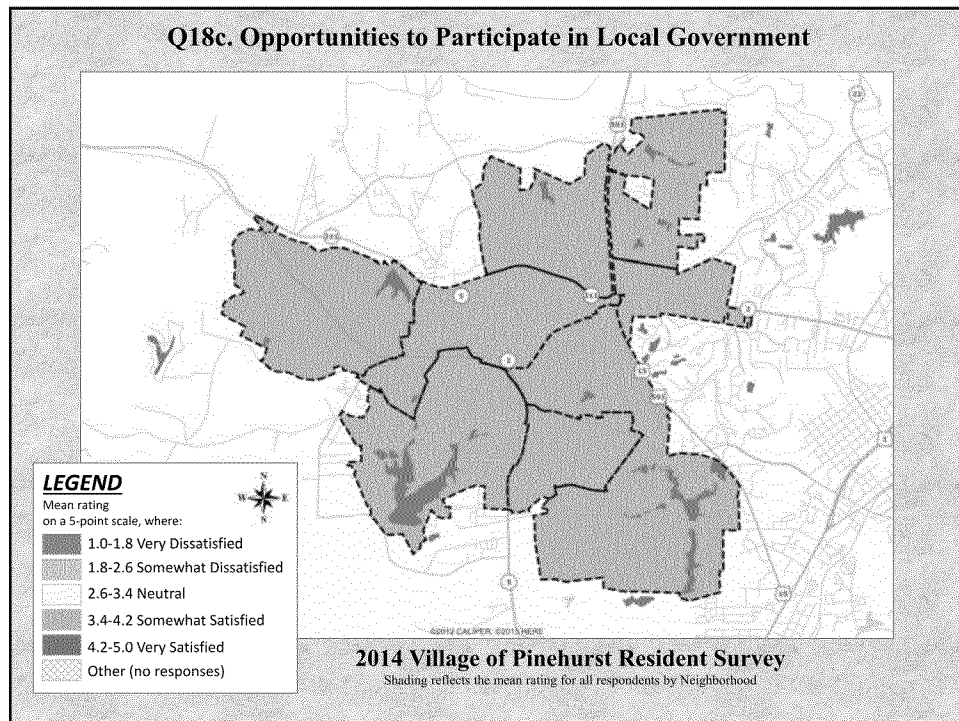
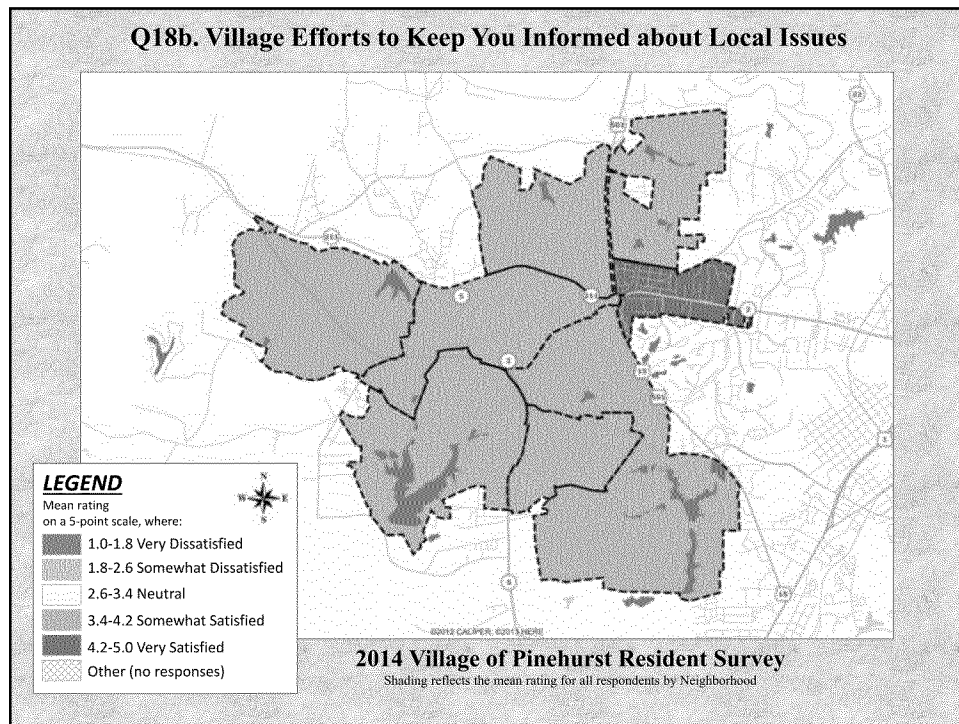


Village of Pinehurst 2014 Resident Survey

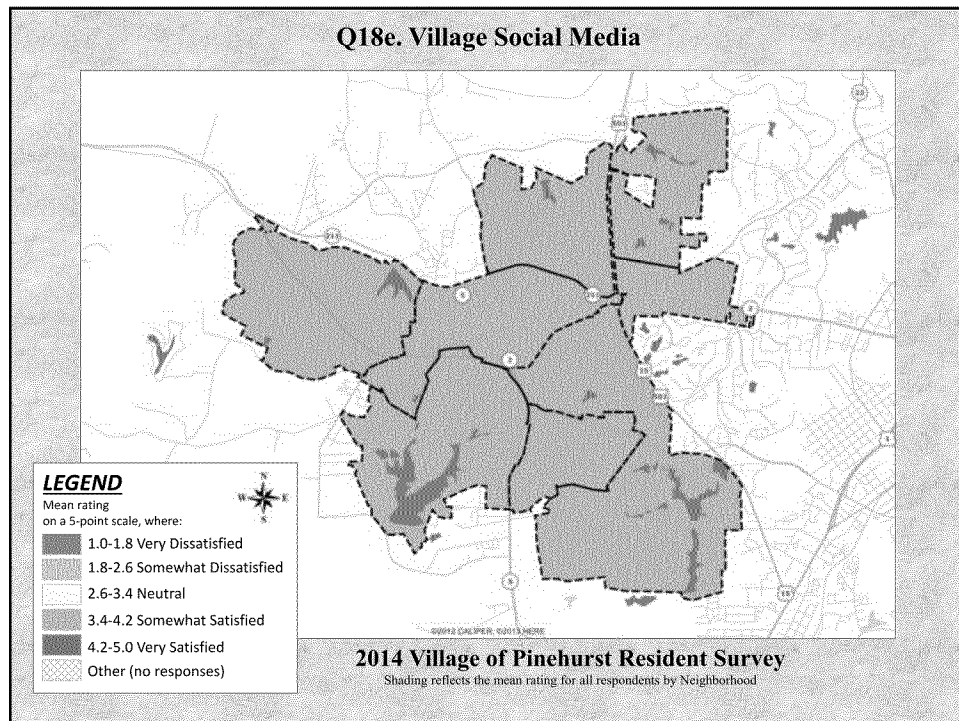
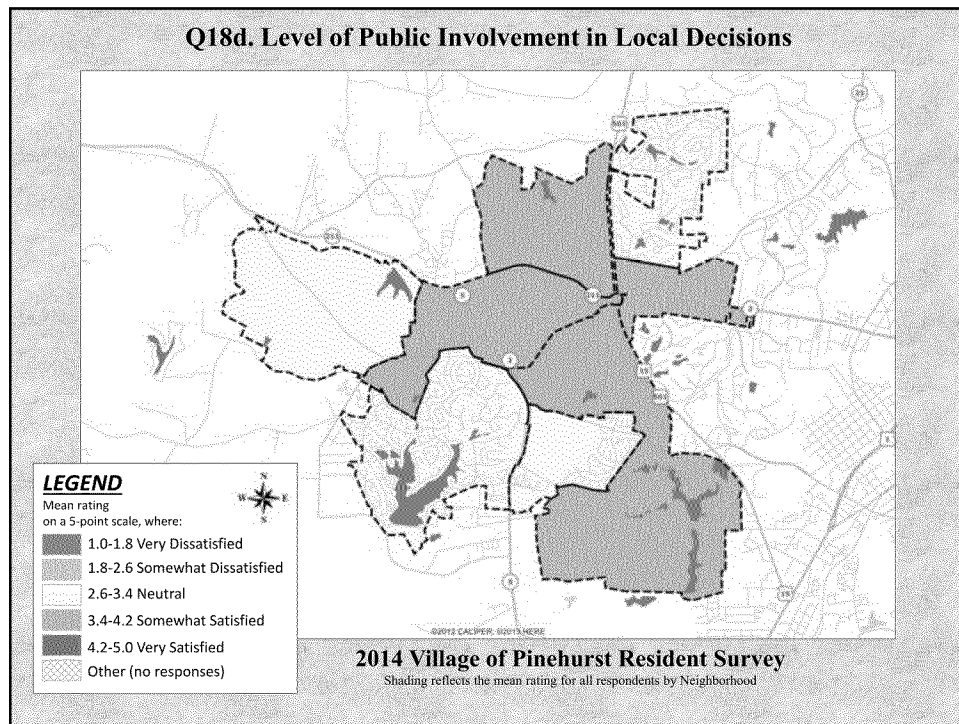


Village of Pinehurst 2014 Resident Survey

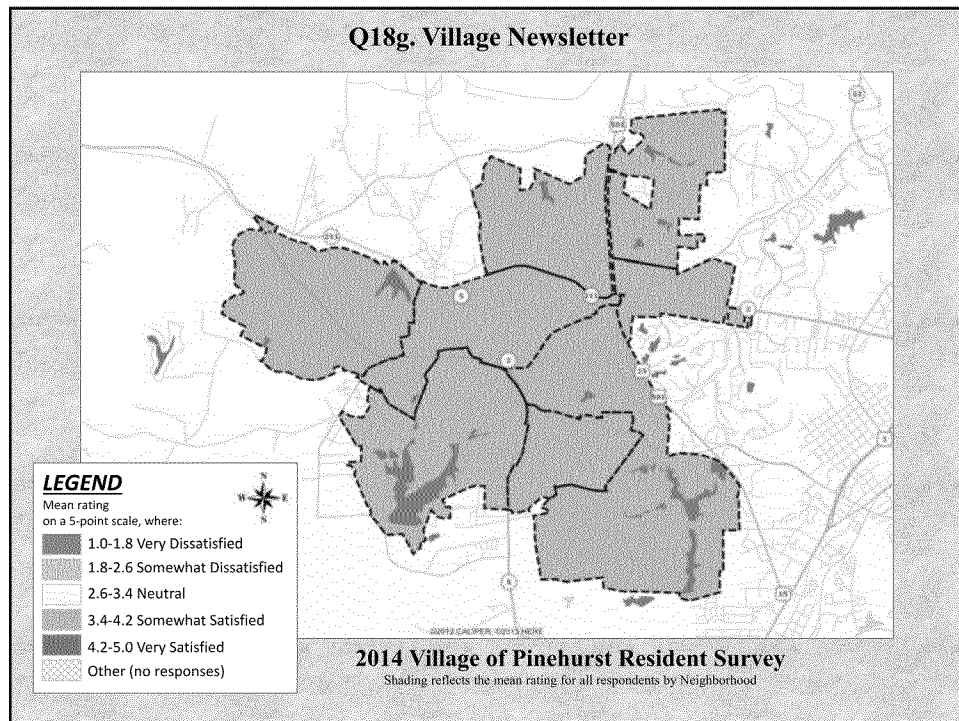
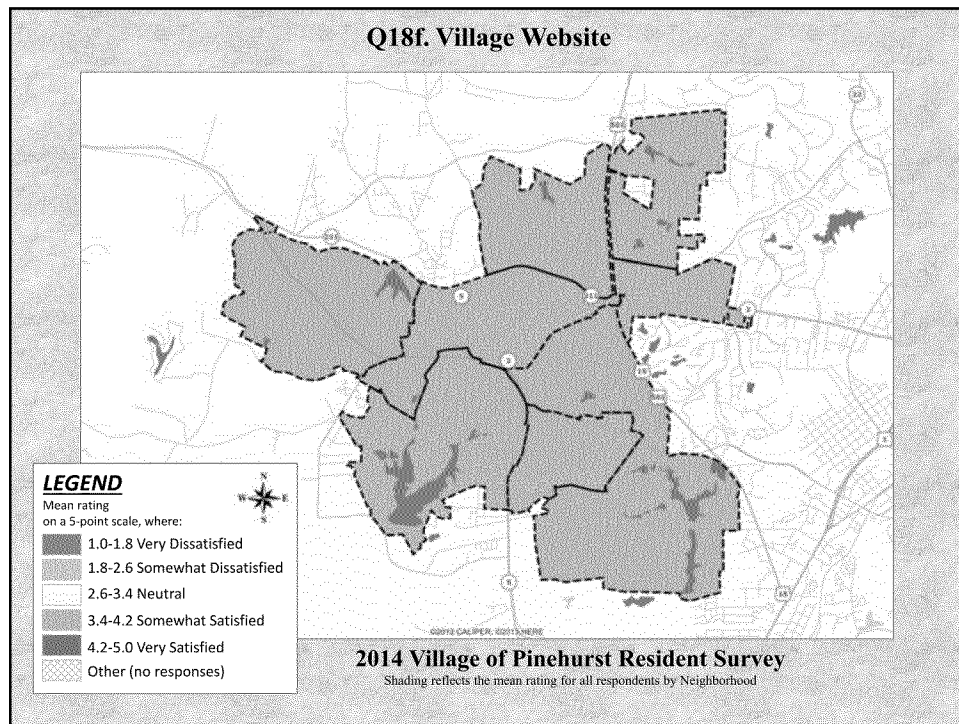




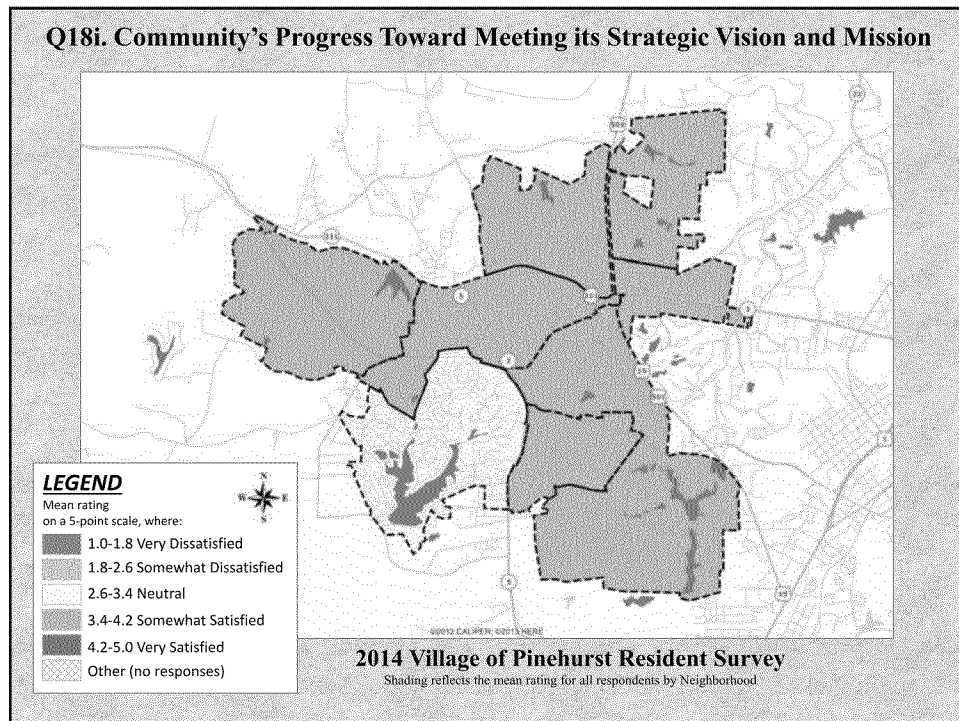
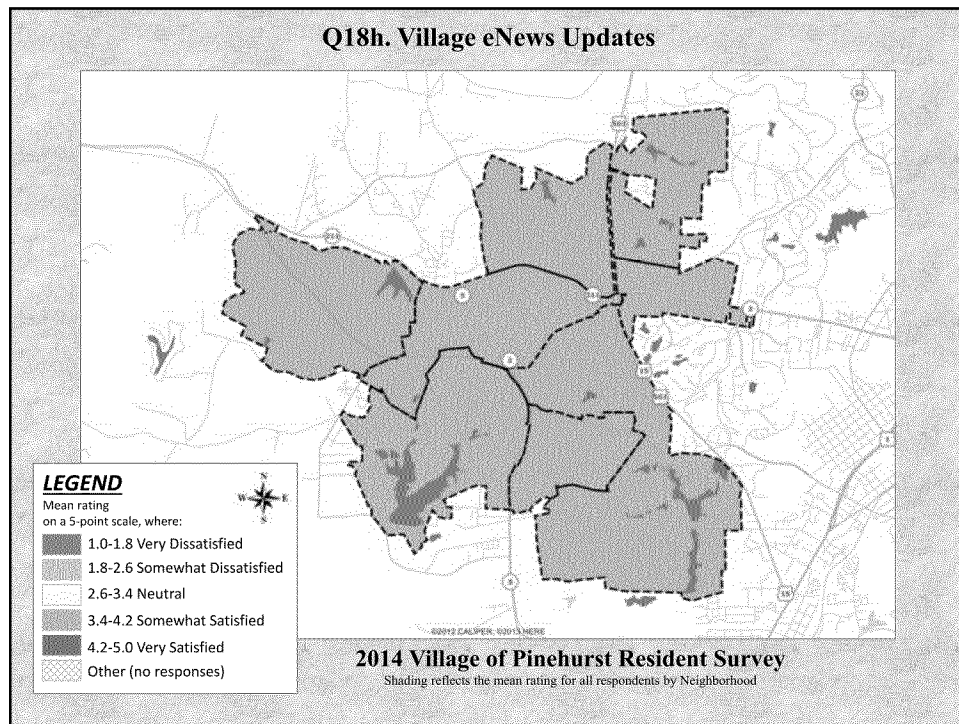
Village of Pinehurst 2014 Resident Survey



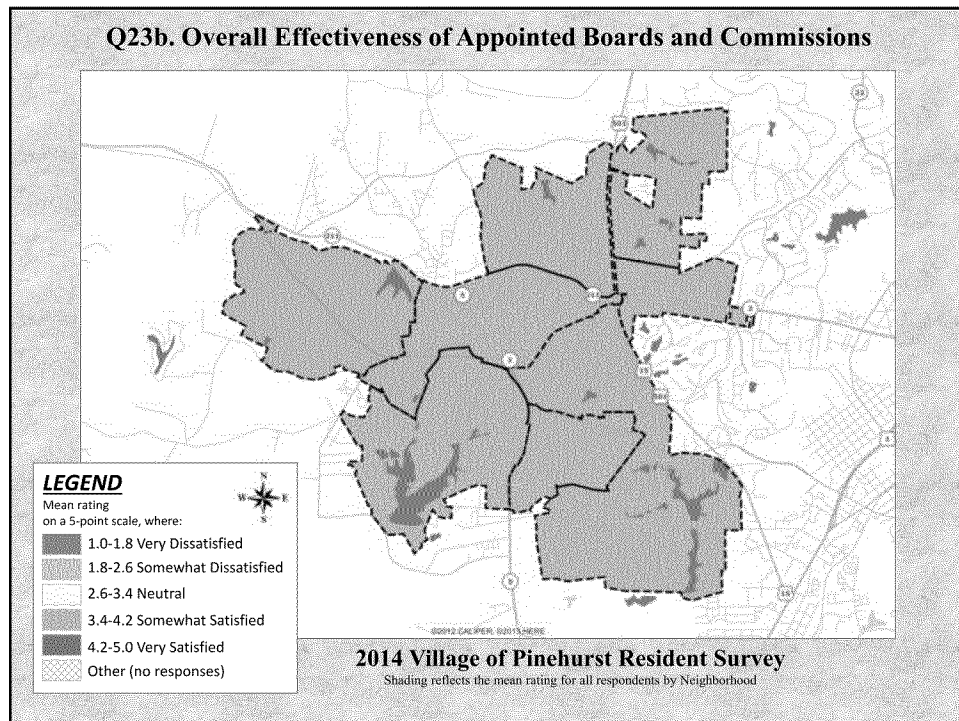
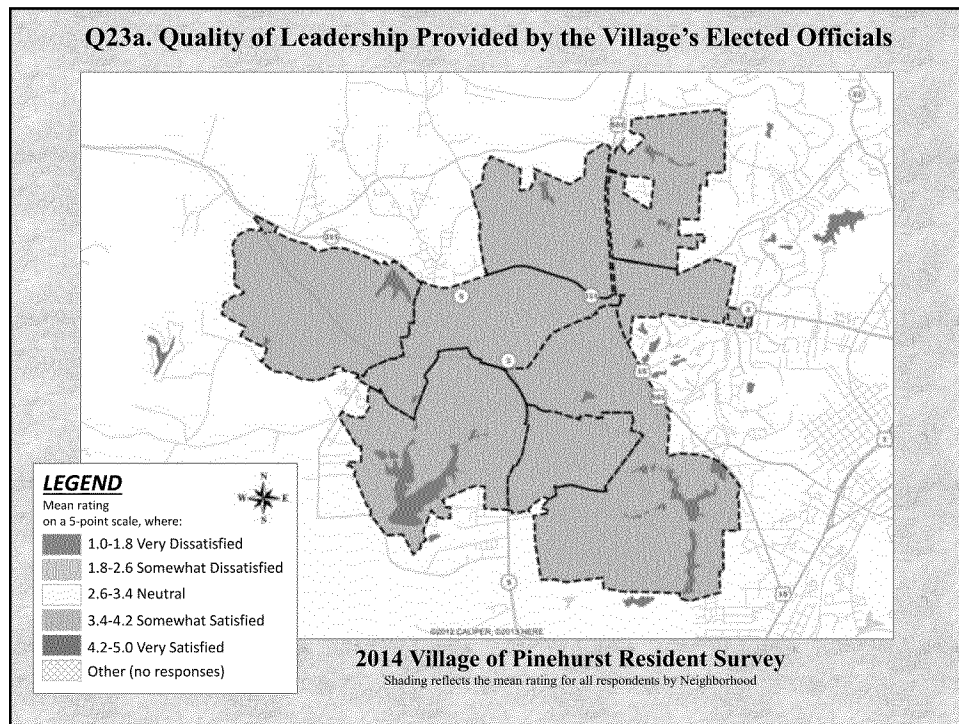
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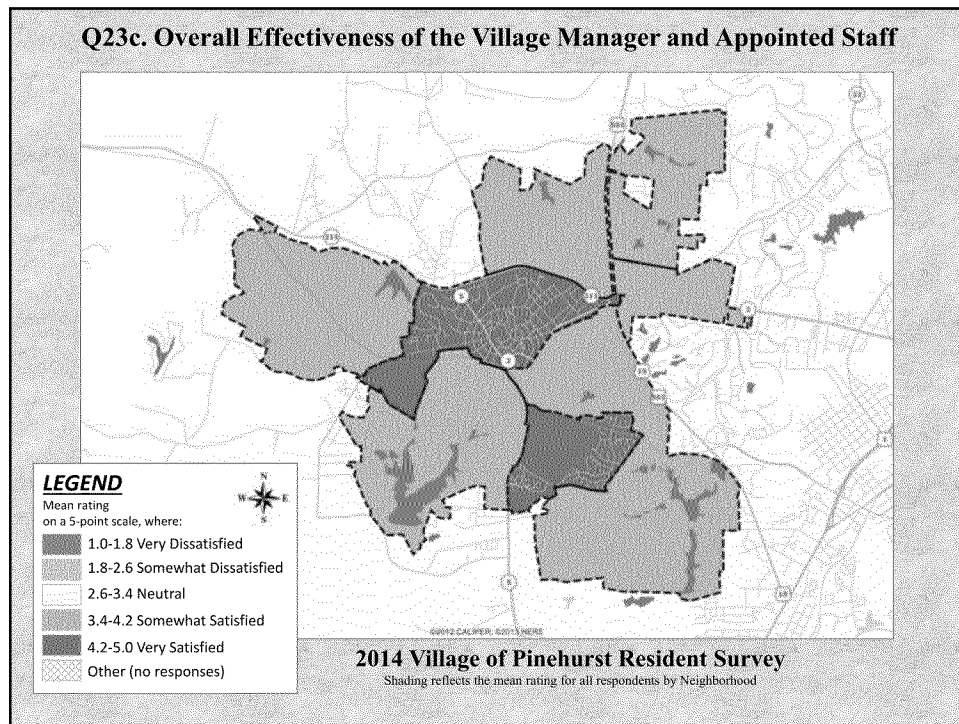


Village of Pinehurst 2014 Resident Survey



Village of Pinehurst 2014 Resident Survey





Section 3:
Benchmarking Comparisons



DirectionFinder® Survey

Year 2014 Benchmarking Summary Report

Overview

ETC Institute's *DirectionFinder* program was originally developed in 1999 to help community leaders across the United States use statistically valid community survey data as a tool for making better decisions. Since November 1999, the survey has been administered in more than 210 cities and counties in 48 states. Most participating communities conduct the survey on an annual or biennial basis.

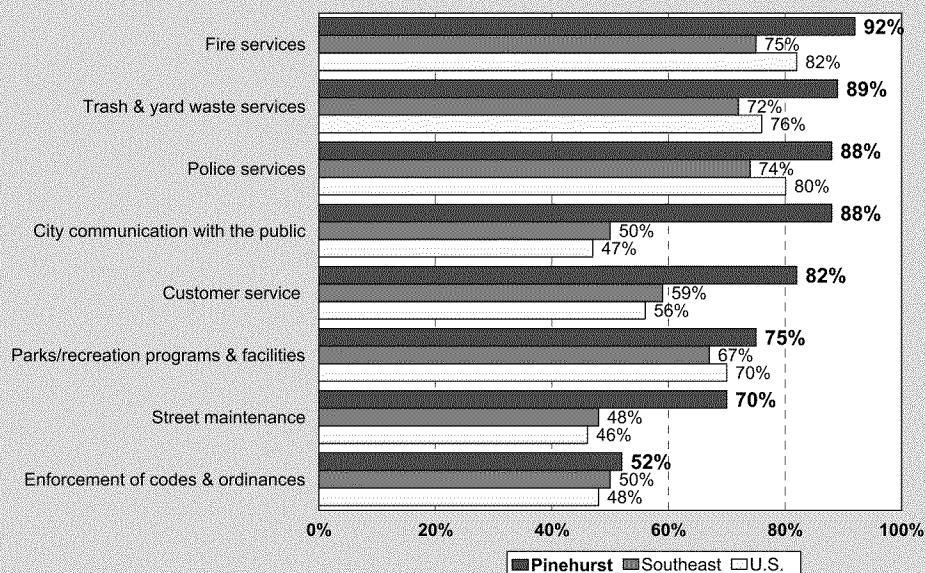
This report contains benchmarking data from two sources: (1) a national survey that was administered by ETC Institute during the summer of 2014 to a random sample of over 4,000 residents across the United States, (2) a regional survey that was administered to a random sample of nearly 400 residents in the Southeastern region of the United States during the summer of 2013. The states included in the Southeast region are: Kentucky, North Carolina, Tennessee, South Carolina, Alabama, Arkansas, Mississippi, Louisiana, and Georgia.

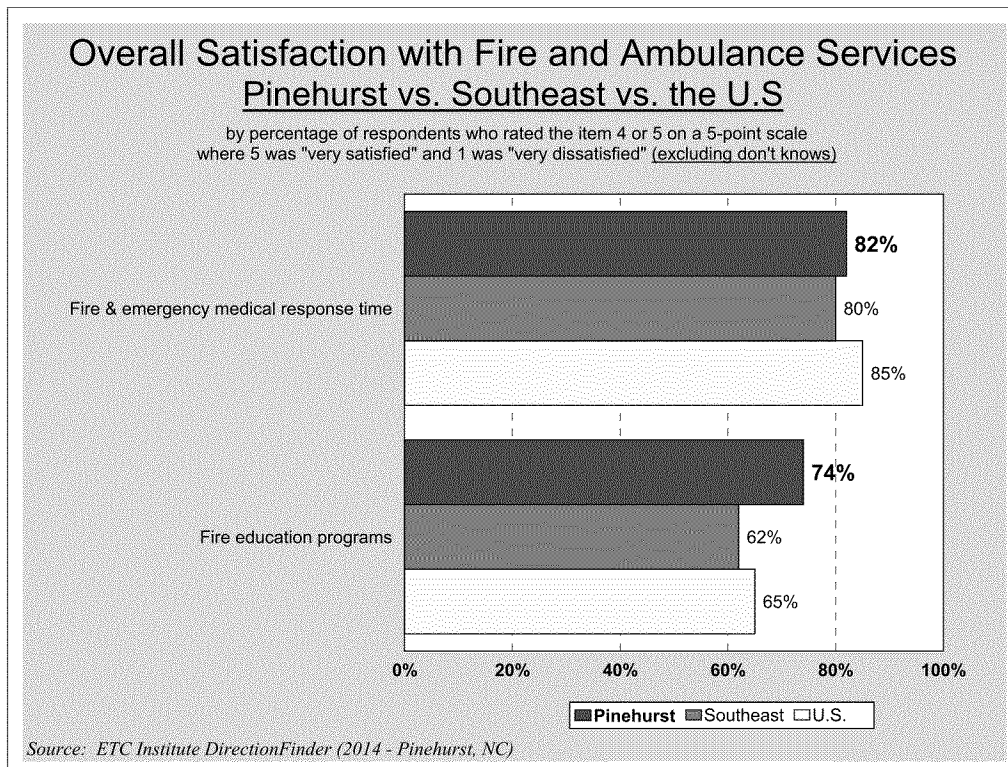
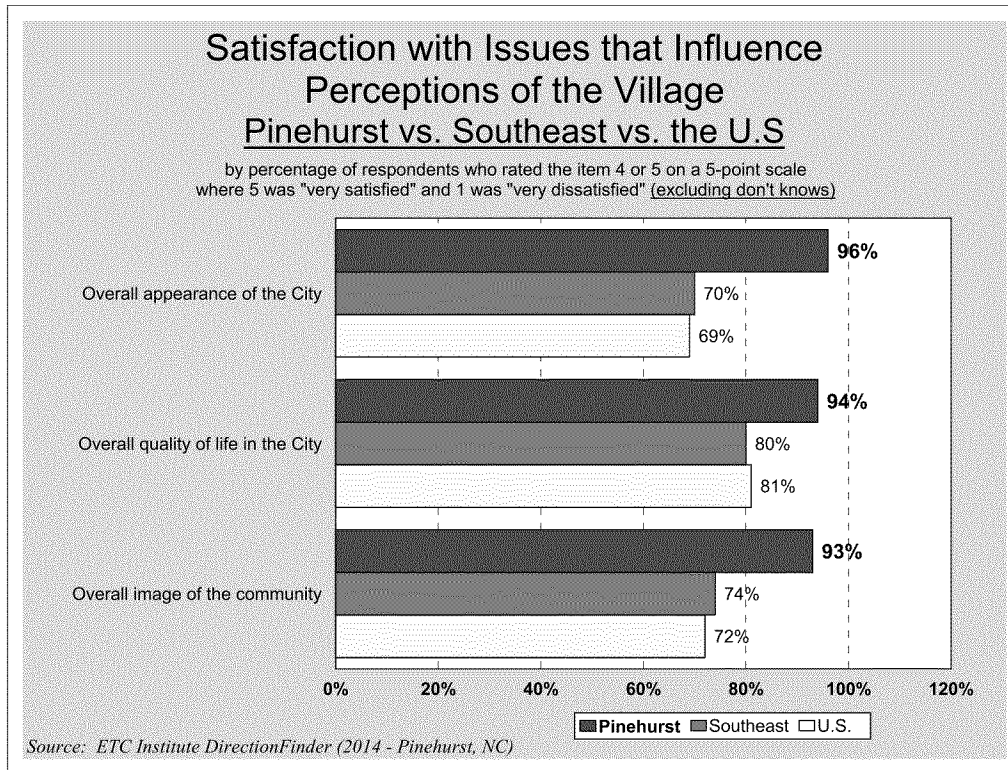
National Benchmarks

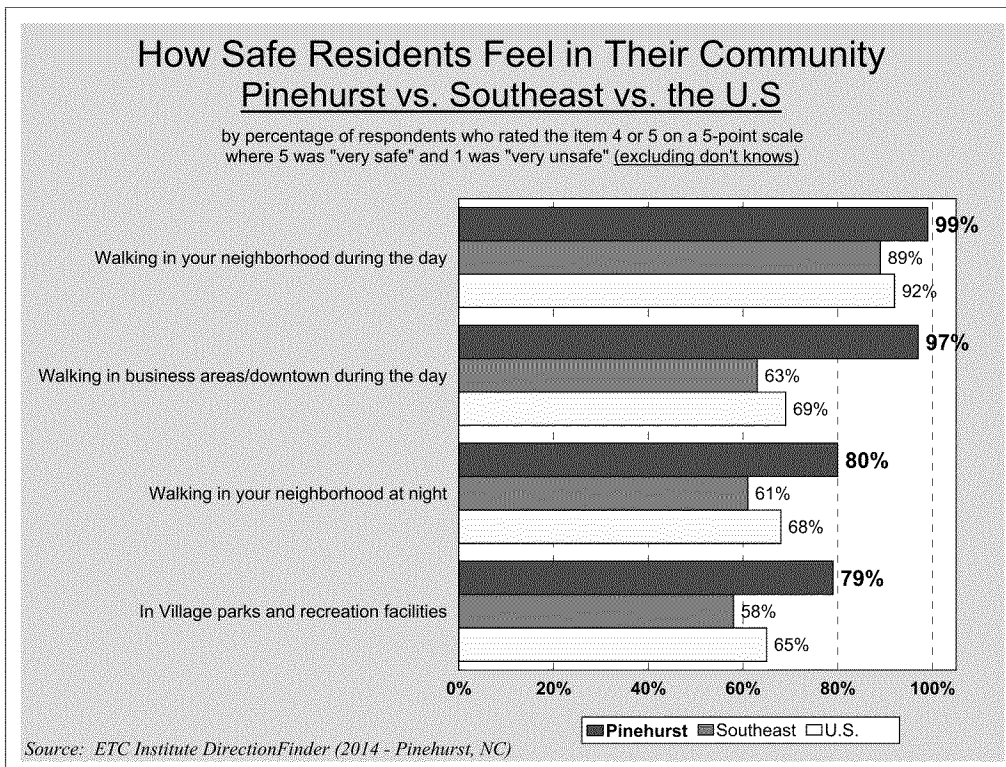
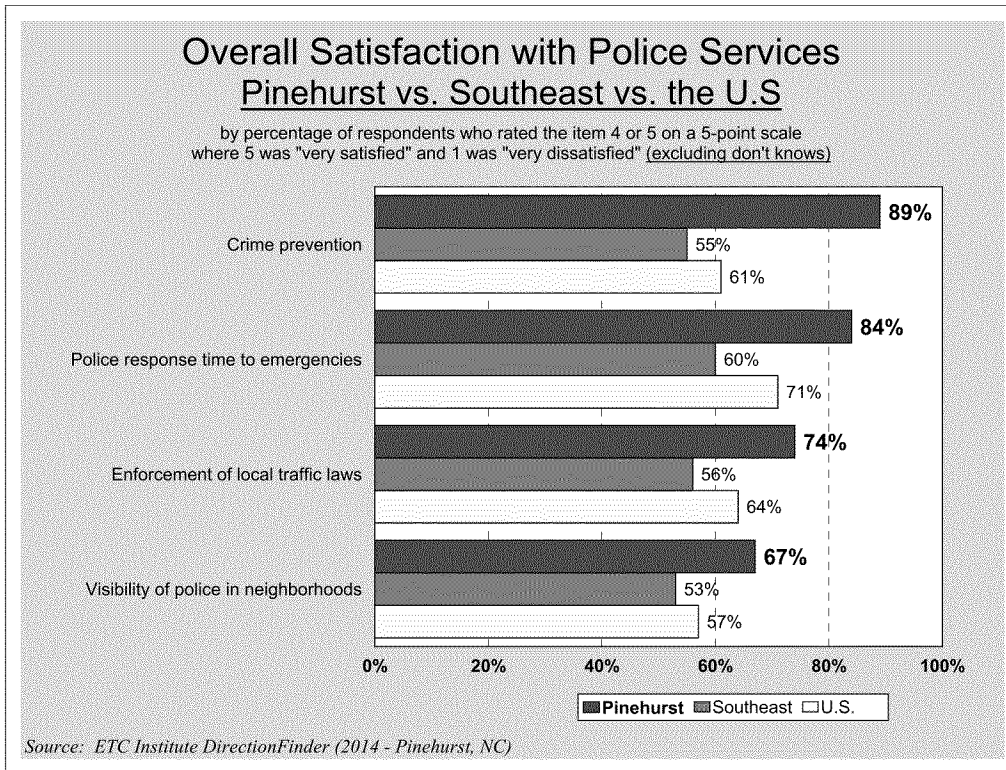
Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the Village of Pinehurst is not authorized without written consent from ETC Institute.

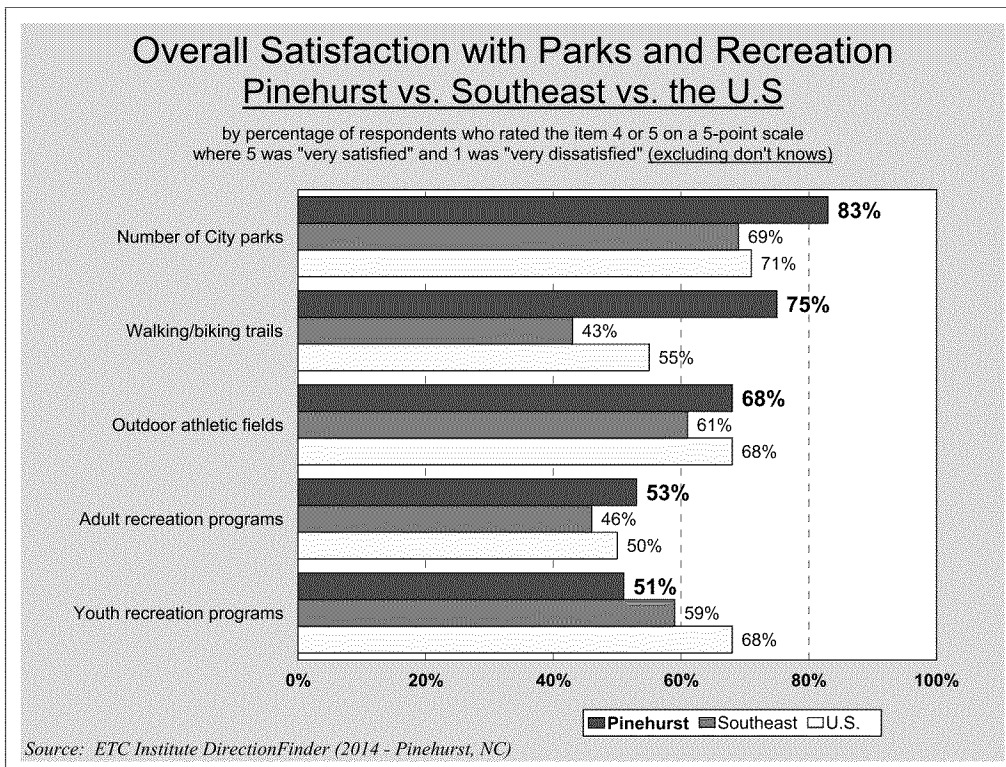
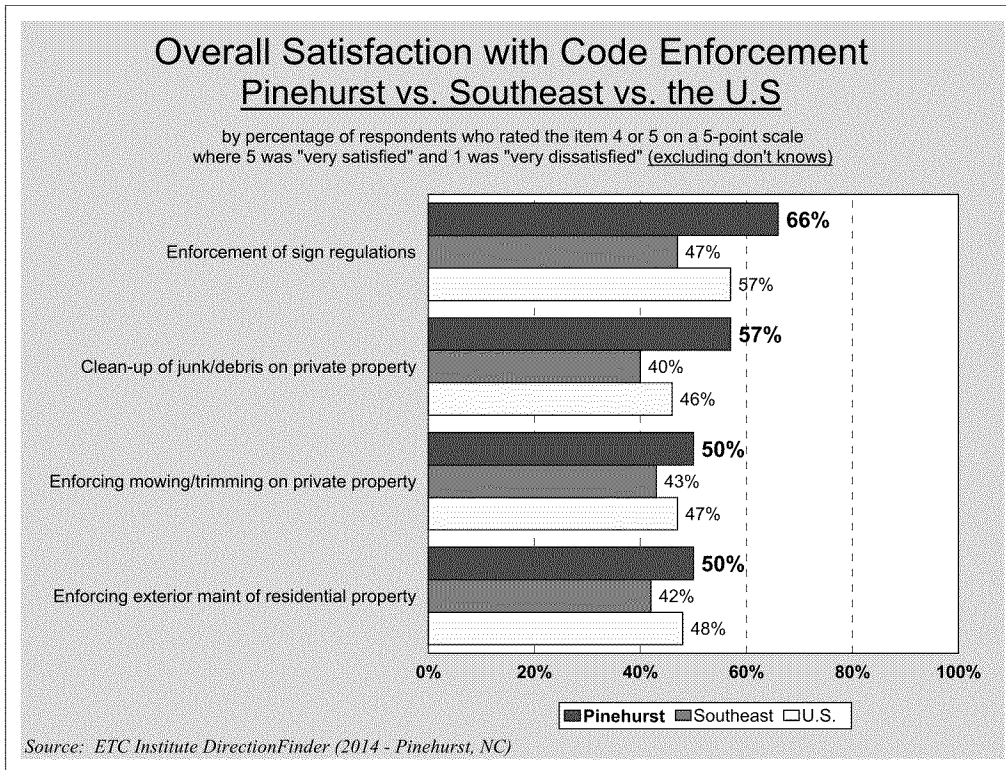
Overall Satisfaction with Various Community Services Pinehurst vs. Southeast vs. the U.S.

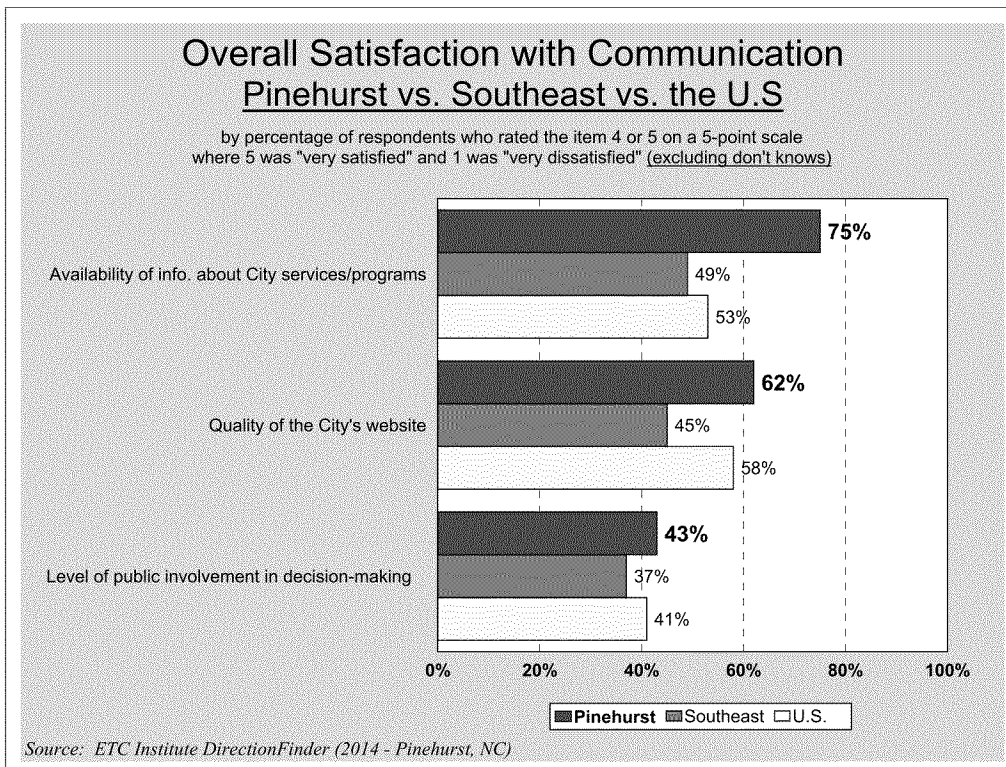
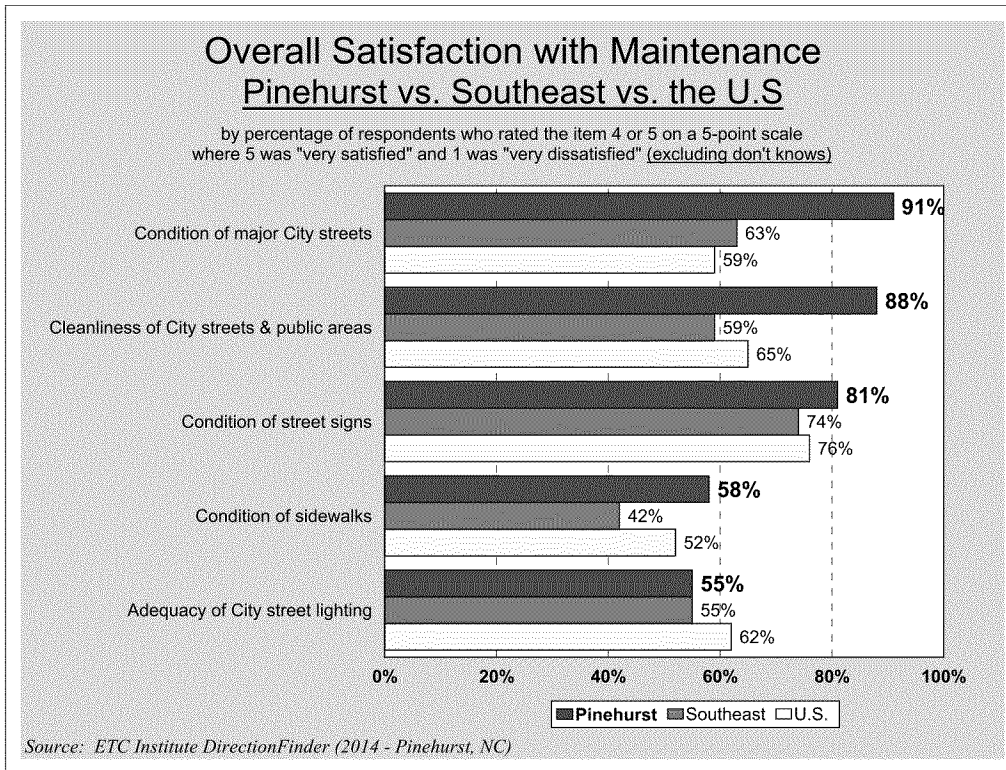
by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)

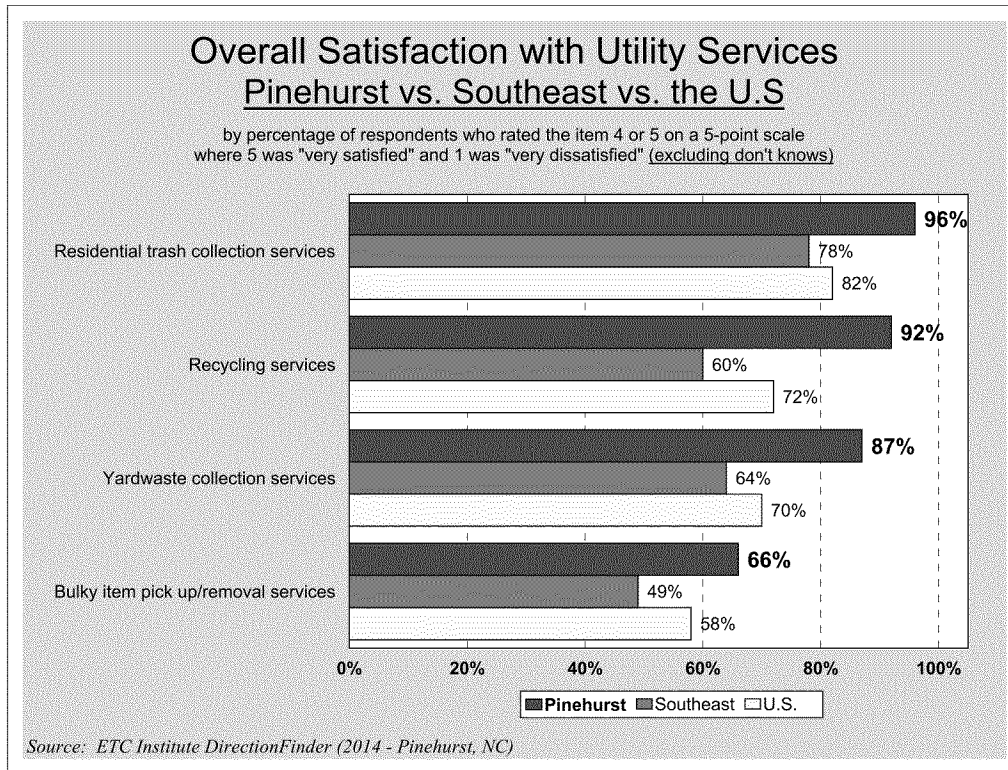




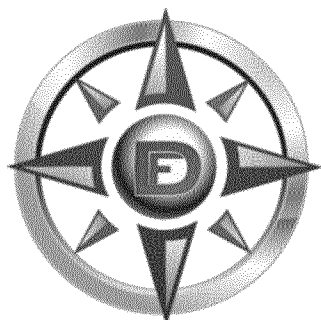








Section 4:
***Importance-Satisfaction
Analysis***



Importance-Satisfaction Analysis

The Village of Pinehurst, NC

Overview

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

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

Methodology

The rating is calculated by summing the percentage of responses for items selected as the first, second, and third most important services for the Village to emphasize over the next two years. This sum is then multiplied by 1 minus the percentage of respondents that indicated they were positively satisfied with the Village's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "don't know" responses). "Don't know" responses are excluded from the calculation to ensure that the satisfaction ratings among service categories are comparable. $[IS = \text{Importance} \times (1 - \text{Satisfaction})]$.

Example of the Calculation. Respondents were asked to identify the major services they thought were the most important for the Village to provide. Forty-five percent (45%) of residents selected "Efforts at maintaining the quality of neighborhoods" as one of the most important major services to provide.

With regard to satisfaction, 69% of the residents surveyed rated their overall satisfaction with “Efforts at maintaining the quality of neighborhoods” as a “4” or a “5” on a 5-point scale (where “5” means “very satisfied”). The I-S rating for “Efforts at maintaining the quality of neighborhoods” was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 45% was multiplied by 31% (1-0.69). This calculation yielded an I-S rating of 0.1395, which ranked second out of eleven major Village services.

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

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

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

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from .10 to .20 identify service areas that should receive increased emphasis. Ratings less than .10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis ($IS \geq 0.20$)
- Increase Current Emphasis ($0.10 \leq IS < 0.20$)
- Maintain Current Emphasis ($IS < 0.10$)

The results for Pinehurst are provided on the following page.

Importance-Satisfaction Rating

Village of Pinehurst, NC

OVERALL

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10 - .20)						
Enforcement of Village codes & ordinances	33%	4	52%	11	0.1584	1
Efforts at maintaining quality of neighborhoods	45%	1	69%	9	0.1395	2
Street & right-of-way maintenance	35%	3	70%	8	0.1050	3
Medium Priority (IS <.10)						
Promotion of natural resource conservation	18%	7	68%	10	0.0576	4
Parks & recreation facilities	19%	6	77%	6	0.0437	5
Police services	36%	2	88%	4	0.0432	6
Parks & recreation programs	15%	8	72%	7	0.0420	7
Fire services	22%	5	92%	1	0.0176	8
Village communication with residents	14%	9	88%	3	0.0168	9
Customer service provided by Village employees	8%	11	82%	5	0.0144	10
Solid waste services	12%	10	89%	2	0.0132	11

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

Most Important %:

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

Satisfaction %:

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

Importance-Satisfaction Rating

Village of Pinehurst, NC

Public Safety Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Medium Priority (IS <.10)						
Frequency that police officers patrol your neighborhood	28%	2	67%	7	0.0924	1
Village efforts to prevent crimes	53%	1	89%	1	0.0583	2
Enforcement of local traffic laws	20%	5	74%	5	0.0520	3
How quickly police respond to emergencies	26%	3	84%	3	0.0416	4
How quickly fire personnel respond to emergencies	21%	4	82%	4	0.0378	5
Fire prevention & education programs	12%	6	74%	6	0.0312	6
Professionalism of Police officers	12%	7	85%	2	0.0180	7

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

Most Important %:

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

Satisfaction %:

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

Importance-Satisfaction Rating

Village of Pinehurst, NC

Cultural and Recreation Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS.10 - .20)						
Availability of recreation indoor facilities	19%	6	42%	14	0.1102	1
Range of activities at parks & recreation	20%	5	48%	12	0.1040	2
Village sponsored cultural arts events	29%	1	65%	6	0.1015	3
Medium Priority (IS < .10)						
Quality of recreation programs for youth	17%	8	51%	11	0.0833	4
Quality of recreation programs for adults	16%	9	53%	10	0.0752	5
Quality of recreation indoor facilities	13%	10	45%	13	0.0715	6
Availability of information about recreation programs	17%	7	58%	9	0.0714	7
Condition of walking/greenway trails	22%	4	70%	4	0.0660	8
Availability of walking/greenway trails	22%	3	75%	3	0.0550	9
Quality of Village parks	22%	2	85%	1	0.0330	10
Customer service provided by parks & recreation staff	8%	11	60%	8	0.0320	11
Quality of outdoor athletic fields & facilities	7%	12	68%	5	0.0224	12
Availability of outdoor athletic fields & facilities	5%	14	62%	7	0.0190	13
Number of Village parks	6%	13	83%	2	0.0102	14

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

Most Important %:

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

Satisfaction %:

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

Importance-Satisfaction Rating

Village of Pinehurst, NC

PUBLIC SERVICES

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS .10 - .20)</u>						
Availability of sidewalks	33%	3	46%	10	0.1782	1
Adequacy of street lighting	39%	1	55%	9	0.1755	2
Maintenance of streets in your neighborhood	38%	2	73%	6	0.1026	3
Quality of stormwater runoff/management system	23%	5	56%	8	0.1012	4
<u>Medium Priority (IS < .10)</u>						
Condition of sidewalks	10%	10	58%	7	0.0420	5
Maintenance/preservation of Downtown	23%	6	88%	3	0.0276	6
Overall cleanliness of streets & other public areas	22%	7	88%	2	0.0264	7
Quality of landscaping in medians & other public areas	17%	8	85%	4	0.0255	8
Maintenance of street signs/pavement markings	13%	9	81%	5	0.0247	9
Maintenance of main Village street thoroughfares	23%	4	91%	1	0.0207	10

Most Important %:

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

Satisfaction %:

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

Section 5:

Tabular Data

Q1. Major categories of services provided by the Village of Pinehurst are listed below. Please rate each item on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfi- ed	Very Dissatisfi- ed	Don't Know
Q1a. Police services	48.8%	34.8%	8.7%	2.0%	1.2%	4.5%
Q1b. Fire services	52.2%	29.6%	7.1%	0.2%	0.2%	10.7%
Q1c. Parks and recreation programs	25.7%	30.0%	19.2%	1.8%	0.6%	22.7%
Q1d. Parks and recreation facilities	30.4%	34.8%	15.8%	2.8%	1.2%	15.0%
Q1e. Solid waste services	46.6%	39.9%	6.5%	3.6%	0.8%	2.6%
Q1f. Street and right-of-way maintenance	25.9%	41.9%	18.0%	8.7%	1.8%	3.8%
Q1g. Enforcement of Village Codes and ordinances	18.4%	27.3%	28.3%	10.1%	4.0%	12.1%
Q1h. Customer service provided by Village employees	33.8%	39.7%	13.4%	1.8%	0.8%	10.5%
Q1i. Village communication with residents	42.3%	42.5%	8.9%	2.4%	0.6%	3.4%
Q1j. Village efforts at maintaining the quality of your neighborhoods	27.3%	37.7%	17.4%	8.7%	2.6%	6.3%
Q1k. Village promotion of natural resource conservation	21.5%	35.0%	21.9%	3.4%	1.0%	17.2%

Q1. Major categories of services provided by the Village of Pinehurst are listed below. Please rate each item on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied."

Excluding "Don't Know"

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q1a. Police services	51.1%	36.4%	9.1%	2.1%	1.2%
Q1b. Fire services	58.4%	33.2%	8.0%	0.2%	0.2%
Q1c. Parks and recreation programs	33.2%	38.9%	24.8%	2.3%	0.8%
Q1d. Parks and recreation facilities	35.8%	40.9%	18.6%	3.3%	1.4%
Q1e. Solid waste services	47.9%	41.0%	6.7%	3.7%	0.8%
Q1f. Street and right-of-way maintenance	26.9%	43.5%	18.7%	9.0%	1.8%
Q1g. Enforcement of Village Codes and ordinances	20.9%	31.0%	32.1%	11.5%	4.5%
Q1h. Customer service provided by Village employees	37.7%	44.4%	15.0%	2.0%	0.9%
Q1i. Village communication with residents	43.8%	44.0%	9.2%	2.5%	0.6%
Q1j. Village efforts at maintaining the quality of your neighborhoods	29.1%	40.3%	18.6%	9.3%	2.7%
Q1k. Village promotion of natural resource conservation	26.0%	42.2%	26.5%	4.1%	1.2%

Q2. From the list of items in Question #1 which THREE of the major categories of Village services do you think should receive the most emphasis from Village leaders over the next two years?

Q2. Most Emphasis	Number	Percent
Police service	130	25.7 %
Fire services	9	1.8 %
Parks and recreation programs	22	4.3 %
Parks and recreation facilities	31	6.1 %
Solid waste services	12	2.4 %
Street and right-of-way maintenance	61	12.1 %
Enforcement of Village Codes and ordinances	80	15.8 %
Customer service provided by Village employees	4	0.8 %
Village communication with residents	9	1.8 %
Village efforts at maintaining the quality of your neighborhoods	71	14.0 %
Village promotion of natural resource conservation	24	4.7 %
None Chosen	53	10.5 %
Total	506	100.0 %

Q2. From the list of items in Question #1 which THREE of the major categories of Village services do you think should receive the most emphasis from Village leaders over the next two years?

Q2. 2nd Emphasis	Number	Percent
Police service	31	6.1 %
Fire services	88	17.4 %
Parks and recreation programs	30	5.9 %
Parks and recreation facilities	32	6.3 %
Solid waste services	16	3.2 %
Street and right-of-way maintenance	47	9.3 %
Enforcement of Village Codes and ordinances	51	10.1 %
Customer service provided by Village employees	19	3.8 %
Village communication with residents	31	6.1 %
Village efforts at maintaining the quality of your neighborhoods	75	14.8 %
Village promotion of natural resource conservation	20	4.0 %
None Chosen	66	13.0 %
Total	506	100.0 %

Q2. From the list of items in Question #1 which THREE of the major categories of Village services do you think should receive the most emphasis from Village leaders over the next two years?

Q2. 3rd Emphasis	Number	Percent
Police service	21	4.2 %
Fire services	16	3.2 %
Parks and recreation programs	24	4.7 %
Parks and recreation facilities	32	6.3 %
Solid waste services	33	6.5 %
Street and right-of-way maintenance	71	14.0 %
Enforcement of Village Codes and ordinances	37	7.3 %
Customer service provided by Village employees	15	3.0 %
Village communication with residents	32	6.3 %
Village efforts at maintaining the quality of your neighborhoods	83	16.4 %
Village promotion of natural resource conservation	48	9.5 %
None Chosen	94	18.6 %
Total	506	100.0 %

Q2. From the list of items in Question #1 which THREE of the major categories of Village services do you think should receive the most emphasis from Village leaders over the next two years? (Top Three)

Q2. Sum of Top 3 Choices	Number	Percent
Police service	182	36.0 %
Fire services	113	22.3 %
Parks and recreation programs	76	15.0 %
Parks and recreation facilities	95	18.8 %
Solid waste services	61	12.1 %
Street and right-of-way maintenance	179	35.4 %
Enforcement of Village Codes and ordinances	168	33.2 %
Customer service provided by Village employees	38	7.5 %
Village communication with residents	72	14.2 %
Village efforts at maintaining the quality of your neighborhoods	229	45.3 %
Village promotion of natural resource conservation	92	18.2 %
None Chosen	53	10.5 %
Total	1358	

Q3. QUALITY OF LIFE. Several reasons for deciding where to live are listed below. On a scale from 1 to 4, where 4 is "very important" and 1 is "unimportant," how important was each reason in your decision to live where you live? Then, please indicate if your needs are being met in Pinehurst.

(N=506)

	Very Important	Somewhat Important	Not Sure	Unimporta- nt	Not provided
Q3a. Sense of community	54.3%	37.9%	3.6%	1.4%	2.8%
Q3b. Quality of public education	53.0%	19.0%	5.5%	19.0%	3.6%
Q3c. Employment opportunities	33.8%	26.3%	8.1%	28.3%	3.6%
Q3d. Types of housing	59.7%	33.0%	3.6%	2.2%	1.6%
Q3e. Quality of housing	77.3%	19.4%	1.0%	1.0%	1.4%
Q3f. Access to quality shopping	44.7%	43.5%	5.3%	4.2%	2.4%
Q3g. Availability of cultural and recreation opportunities	47.6%	40.1%	5.1%	4.0%	3.2%
Q3h. Proximity to family or friends	26.3%	39.5%	8.7%	22.7%	2.8%
Q3i. Proximity to work	26.5%	24.7%	5.1%	37.7%	5.9%
Q3j. Safety and security	87.0%	9.3%	0.4%	1.2%	2.2%
Q3k. A "resort" community	21.7%	35.4%	11.3%	28.1%	3.6%
Q3l. Quality health care	84.8%	10.9%	1.0%	1.6%	1.8%
Q3m. Opportunities and/or resources for senior citizens	47.8%	31.4%	6.3%	12.1%	2.4%

Q3. QUALITY OF LIFE. Several reasons for deciding where to live are listed below. On a scale from 1 to 4, where 4 is "very important" and 1 is "unimportant," how important was each reason in your decision to live where you live? Then, please indicate if your needs are being met in Pinehurst.

Excluding "Don't Know"

(N=506)

	Very Important	Somewhat Important	Not Sure	Unimporta- nt
Q3a. Sense of community	55.9%	39.0%	3.7%	1.4%
Q3b. Quality of public education	54.9%	19.7%	5.7%	19.7%
Q3c. Employment opportunities	35.0%	27.3%	8.4%	29.3%
Q3d. Types of housing	60.6%	33.5%	3.6%	2.2%
Q3e. Quality of housing	78.4%	19.6%	1.0%	1.0%
Q3f. Access to quality shopping	45.7%	44.5%	5.5%	4.3%
Q3g. Availability of cultural and recreation opportunities	49.2%	41.4%	5.3%	4.1%
Q3h. Proximity to family or friends	27.0%	40.7%	8.9%	23.4%
Q3i. Proximity to work	28.2%	26.3%	5.5%	40.1%
Q3j. Safety and security	88.9%	9.5%	0.4%	1.2%
Q3k. A "resort" community	22.5%	36.7%	11.7%	29.1%
Q3l. Quality health care	86.3%	11.1%	1.0%	1.6%
Q3m. Opportunities and/or resources for senior citizens	49.0%	32.2%	6.5%	12.3%

Q3. Please indicate if your needs are being met in Pinehurst.

(N=506)

	Yes	No	Not provided
Q3a. Sense of community	66.4%	5.1%	28.5%
Q3b. Quality of public education	49.4%	7.9%	42.7%
Q3c. Employment opportunities	40.7%	13.4%	45.8%
Q3d. Types of housing	65.0%	2.8%	32.2%
Q3e. Quality of housing	64.8%	3.0%	32.2%
Q3f. Access to quality shopping	44.5%	24.3%	31.2%
Q3g. Availability of cultural and recreation opportunities	54.3%	13.0%	32.6%
Q3h. Proximity to family or friends	51.6%	7.3%	41.1%
Q3i. Proximity to work	48.2%	6.1%	45.7%
Q3j. Safety and security	67.2%	1.6%	31.2%
Q3k. A “resort” community	59.3%	2.2%	38.5%
Q3l. Quality health care	66.8%	3.0%	30.2%
Q3m. Opportunities and/or resources for senior citizens	59.7%	4.7%	35.6%

Q3. Please indicate if your needs are being met in Pinehurst.

Excluding “not provided”

(N=506)

	Yes	No
Q3a. Sense of community	92.8%	7.2%
Q3b. Quality of public education	86.2%	13.8%
Q3c. Employment opportunities	75.2%	24.8%
Q3d. Types of housing	95.9%	4.1%
Q3e. Quality of housing	95.6%	4.4%
Q3f. Access to quality shopping	64.7%	35.3%
Q3g. Availability of cultural and recreation opportunities	80.6%	19.4%
Q3h. Proximity to family or friends	87.6%	12.4%
Q3i. Proximity to work	88.7%	11.3%
Q3j. Safety and security	97.7%	2.3%
Q3k. A “resort” community	96.5%	3.5%
Q3l. Quality health care	95.8%	4.2%
Q3m. Opportunities and/or resources for senior citizens	92.6%	7.4%

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

(N=506)

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
Q4a. Overall image of the Village	53.2%	38.7%	4.9%	1.6%	0.0%	1.6%
Q4b. Overall quality of life in the Village	48.2%	43.1%	5.3%	0.2%	0.2%	3.0%
Q4c. Overall feeling of safety in the Village	63.8%	30.8%	3.2%	0.8%	0.0%	1.4%
Q4d. Quality of new development in the Village	16.0%	35.6%	29.4%	6.9%	3.0%	9.1%
Q4e. As a place to live	61.7%	29.8%	4.9%	0.8%	0.2%	2.6%
Q4f. As a place to raise children	30.6%	22.5%	20.9%	3.4%	0.4%	22.1%
Q4g. As a place to retire	63.8%	25.9%	5.5%	0.8%	0.2%	3.8%
Q4h. Overall appearance of the Village	57.3%	37.0%	3.2%	1.0%	0.2%	1.4%
Q4i. Availability of affordable housing	26.7%	37.9%	19.0%	5.5%	1.0%	9.9%

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

Excluding "Don't Know"

(N=506)

	Excellent	Good	Neutral	Below Average	Poor
Q4a. Overall image of the Village	54.0%	39.4%	5.0%	1.6%	0.0%
Q4b. Overall quality of life in the Village	49.7%	44.4%	5.5%	0.2%	0.2%
Q4c. Overall feeling of safety in the Village	64.7%	31.3%	3.2%	0.8%	0.0%
Q4d. Quality of new development in the Village	17.6%	39.1%	32.4%	7.6%	3.3%
Q4e. As a place to live	63.3%	30.6%	5.1%	0.8%	0.2%
Q4f. As a place to raise children	39.3%	28.9%	26.9%	4.3%	0.5%
Q4g. As a place to retire	66.3%	26.9%	5.7%	0.8%	0.2%
Q4h. Overall appearance of the Village	58.1%	37.5%	3.2%	1.0%	0.2%
Q4i. Availability of affordable housing	29.6%	42.1%	21.1%	6.1%	1.1%

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

(N=506)

	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
Q5a. Walking alone in your neighborhood during the day	82.6%	14.6%	1.0%	0.2%	0.2%	1.4%
Q5b. Walking alone in your neighborhood after dark	37.9%	37.0%	12.8%	4.9%	0.8%	6.5%
Q5c. In Village parks and recreation facilities	30.6%	37.4%	15.4%	1.6%	0.6%	14.4%
Q5d. In business areas of the Village during the day	73.1%	20.9%	3.0%	0.2%	0.0%	2.8%
Q5e. In business areas of the Village after dark	32.6%	37.5%	14.6%	3.4%	0.2%	11.7%

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

Excluding "Don't Know"

(N=506)

	Very Safe	Safe	Neutral	Unsafe	Very Unsafe
Q5a. Walking alone in your neighborhood during the day	83.8%	14.8%	1.0%	0.2%	0.2%
Q5b. Walking alone in your neighborhood after dark	40.6%	39.5%	13.7%	5.3%	0.8%
Q5c. In Village parks and recreation facilities	35.8%	43.6%	18.0%	1.8%	0.7%
Q5d. In business areas of the Village during the day	75.2%	21.5%	3.0%	0.2%	0.0%
Q5e. In business areas of the Village after dark	36.9%	42.5%	16.6%	3.8%	0.2%

Q6. Public Safety Services. Using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied," please rate your satisfaction with each of the following items:

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfi- ed	Very Dissatisfi- ed	Don't Know
Q6a. Village efforts to prevent crimes	40.7%	40.7%	8.1%	1.2%	0.4%	8.9%
Q6b. Enforcement of local traffic laws	28.3%	42.1%	12.5%	8.1%	3.8%	5.3%
Q6c. How quickly police respond to emergencies	34.2%	26.7%	10.9%	0.8%	0.0%	27.5%
Q6d. Frequency that police officers patrol your neighborhood	23.7%	33.0%	20.8%	6.5%	1.0%	15.0%
Q6e. Professionalism of Police Officers	41.5%	31.2%	11.1%	1.8%	0.4%	14.0%
Q6f. Fire prevention and education programs provided by the Village	21.1%	26.5%	15.0%	0.8%	0.6%	36.0%
Q6g. How quickly fire personnel respond to emergencies	27.3%	19.2%	10.1%	0.2%	0.0%	43.3%

Q6. Public Safety Services. Using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied," please rate your satisfaction with each of the following Q4h Appearance of the Village items:

Excluding "Don't Know"

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q6a. Village efforts to prevent crimes	44.7%	44.7%	8.9%	1.3%	0.4%
Q6b. Enforcement of local traffic laws	29.9%	44.5%	13.2%	8.6%	4.0%
Q6c. How quickly police respond to emergencies	47.1%	36.8%	15.0%	1.1%	0.0%
Q6d. Frequency that police officers patrol your neighborhood	27.9%	38.8%	24.4%	7.7%	1.2%
Q6e. Professionalism of Police Officers	48.3%	36.3%	12.9%	2.1%	0.5%
Q6f. Fire prevention and education programs provided by the Village	33.0%	41.4%	23.5%	1.2%	0.9%
Q6g. How quickly fire personnel respond to emergencies	48.1%	33.8%	17.8%	0.3%	0.0%

Q7. Which TWO of the public safety services listed above do you think should receive the most emphasis from Village leaders over the next two years?

Q7. Most Emphasis	Number	Percent
Village efforts to prevent crimes	219	43.3 %
Enforcement of local traffic laws	51	10.1 %
How quickly police respond to emergencies	50	9.9 %
Frequency that police officers patrol your neighborhood	65	12.8 %
Professionalism of Police Officers	17	3.4 %
Fire prevention and education programs provided by the Village	17	3.4 %
How quickly fire personnel respond to emergencies	27	5.3 %
None Chosen	60	11.9 %
Total	506	100.0 %

Q7. Which TWO of the public safety services listed above do you think should receive the most emphasis from Village leaders over the next two years?

Q7. 2nd Emphasis	Number	Percent
Village efforts to prevent crimes	49	9.7 %
Enforcement of local traffic laws	48	9.5 %
How quickly police respond to emergencies	80	15.8 %
Frequency that police officers patrol your neighborhood	77	15.2 %
Professionalism of Police Officers	42	8.3 %
Fire prevention and education programs provided by the Village	41	8.1 %
How quickly fire personnel respond to emergencies	78	15.4 %
None Chosen	91	18.0 %
Total	506	100.0 %

Q7. Which TWO of the public safety services listed above do you think should receive the most emphasis from Village leaders over the next two years?(Top Two)

<u>Q7. Sum of Top 2 Choices</u>	<u>Number</u>	<u>Percent</u>
Village efforts to prevent crimes	268	53.0 %
Enforcement of local traffic laws	99	19.6 %
How quickly police respond to emergencies	130	25.7 %
Frequency that police officers patrol your neighborhood	142	28.1 %
Professionalism of Police Officers	59	11.7 %
Fire prevention and education programs provided by the Village	58	11.5 %
How quickly fire personnel respond to emergencies	105	20.8 %
None Chosen	60	11.9 %
Total	921	

Q8. Cultural and Recreation Services. Please rate your satisfaction with each item using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't Know
Q8a. Number of Village parks	30.1%	44.4%	13.1%	2.2%	0.4%	9.9%
Q8b. Quality of Village parks	30.2%	45.8%	12.6%	1.0%	0.2%	10.1%
Q8c. Quality of recreation indoor facilities	10.5%	17.4%	22.3%	8.9%	3.2%	37.7%
Q8d. Availability of recreation indoor facilities	10.7%	16.4%	23.1%	10.7%	3.8%	35.4%
Q8e. Availability of Walking/Greenway trails	29.2%	36.2%	16.6%	5.3%	0.4%	12.3%
Q8f. Condition of Walking/Greenway trails	24.5%	33.6%	20.0%	4.3%	0.6%	17.0%
Q8g. Quality of outdoor athletic fields and facilities	15.6%	30.4%	20.8%	1.2%	0.2%	31.8%
Q8h. Availability of outdoor athletic fields and facilities	13.4%	27.3%	23.5%	1.8%	0.2%	33.8%
Q8i. Availability of information about recreation Programs	13.8%	32.6%	25.1%	7.1%	1.0%	20.4%
Q8j. Quality of recreation programs for youth	10.1%	16.6%	21.5%	3.4%	0.6%	47.8%
Q8k. Quality of recreation programs for adults	11.9%	22.1%	25.9%	4.3%	0.2%	35.6%
Q8l. Village sponsored cultural arts events	17.6%	36.0%	24.7%	3.8%	0.8%	17.2%
Q8m. Range of activities at parks and recreation Facilities	11.3%	21.3%	29.4%	4.5%	0.8%	32.6%
Q8n. Customer service provided by parks and recreation staff	14.8%	21.7%	22.7%	1.0%	0.2%	39.5%

Q8. Cultural and Recreation Services. Please rate your satisfaction with each item using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

Excluding "Don't Know"

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q8a. Number of Village parks	33.4%	49.2%	14.5%	2.4%	0.4%
Q8b. Quality of Village parks	33.6%	51.0%	14.1%	1.1%	0.2%
Q8c. Quality of recreation indoor facilities	16.8%	27.9%	35.9%	14.3%	5.1%
Q8d. Availability of recreation indoor facilities	16.5%	25.4%	35.8%	16.5%	5.8%
Q8e. Availability of Walking/Greenway trails	33.3%	41.2%	18.9%	6.1%	0.5%
Q8f. Condition of Walking/Greenway trails	29.5%	40.5%	24.0%	5.2%	0.7%
Q8g. Quality of outdoor athletic fields and facilities	22.9%	44.6%	30.4%	1.7%	0.3%
Q8h. Availability of outdoor athletic fields and facilities	20.3%	41.2%	35.5%	2.7%	0.3%
Q8i. Availability of information about recreation Programs	17.4%	40.9%	31.5%	8.9%	1.2%
Q8j. Quality of recreation programs for youth	19.3%	31.8%	41.3%	6.4%	1.1%
Q8k. Quality of recreation programs for adults	18.4%	34.4%	40.2%	6.7%	0.3%
Q8l. Village sponsored cultural arts events	21.2%	43.4%	29.8%	4.5%	1.0%
Q8m. Range of activities at parks and recreation Facilities	16.7%	31.7%	43.7%	6.7%	1.2%
Q8n. Customer service provided by parks and recreation staff	24.5%	35.9%	37.6%	1.6%	0.3%

Q9. Which THREE of the Cultural and Recreation Services items listed above do you think should receive the most emphasis from Village leaders over the next two years?

Q9. Most Emphasis	Number	Percent
Number of Village parks	17	3.4 %
Quality of Village parks	56	11.1 %
Quality of recreation indoor facilities	31	6.1 %
Availability of recreation indoor facilities	41	8.1 %
Availability of Walking/Greenway trails	65	12.8 %
Condition of Walking/Greenway trails	25	4.9 %
Quality of outdoor athletic fields and facilities	10	2.0 %
Availability of outdoor athletic fields and facilities	2	0.4 %
Availability of information about recreation Programs	27	5.3 %
Quality of recreation programs for youth	30	5.9 %
Quality of recreation programs for adults	18	3.6 %
Village sponsored cultural arts events	48	9.5 %
Range of activities at parks and recreation Facilities	19	3.8 %
Customer service provided by parks and recreation staff	8	1.6 %
None Chosen	109	21.5 %
Total	506	100.0 %

Q9. Which THREE of the Cultural and Recreation Services items listed above do you think should receive the most emphasis from Village leaders over the next two years?

Q9. 2nd Emphasis	Number	Percent
Number of Village parks	4	0.8 %
Quality of Village parks	32	6.3 %
Quality of recreation indoor facilities	21	4.2 %
Availability of recreation indoor facilities	38	7.5 %
Availability of Walking/Greenway trails	35	6.9 %
Condition of Walking/Greenway trails	52	10.3 %
Quality of outdoor athletic fields and facilities	15	3.0 %
Availability of outdoor athletic fields and facilities	9	1.8 %
Availability of information about recreation Programs	22	4.3 %
Quality of recreation programs for youth	29	5.7 %
Quality of recreation programs for adults	27	5.3 %
Village sponsored cultural arts events	45	8.9 %
Range of activities at parks and recreation Facilities	37	7.3 %
Customer service provided by parks and recreation staff	5	1.0 %
None Chosen	135	26.7 %
Total	506	100.0 %

Q9. Which THREE of the Cultural and Recreation Services items listed above do you think should receive the most emphasis from Village leaders over the next two years?

Q9. 3rd Emphasis	Number	Percent
Number of Village parks	9	1.8 %
Quality of Village parks	23	4.5 %
Quality of recreation indoor facilities	11	2.2 %
Availability of recreation indoor facilities	15	3.0 %
Availability of Walking/Greenway trails	10	2.0 %
Condition of Walking/Greenway trails	33	6.5 %
Quality of outdoor athletic fields and facilities	9	1.8 %
Availability of outdoor athletic fields and facilities	15	3.0 %
Availability of information about recreation Programs	36	7.1 %
Quality of recreation programs for youth	26	5.1 %
Quality of recreation programs for adults	34	6.7 %
Village sponsored cultural arts events	52	10.3 %
Range of activities at parks and recreation Facilities	46	9.1 %
Customer service provided by parks and recreation staff	25	4.9 %
None Chosen	162	32.0 %
Total	506	100.0 %

Q9. Which THREE of the Cultural and Recreation Services items listed above do you think should receive the most emphasis from Village leaders over the next two years? (Top Three)

Q9. Sum of Top 3 Choices	Number	Percent
Number of Village parks	30	5.9 %
Quality of Village parks	111	21.9 %
Quality of recreation indoor facilities	63	12.5 %
Availability of recreation indoor facilities	94	18.6 %
Availability of Walking/Greenway trails	110	21.7 %
Condition of Walking/Greenway trails	110	21.7 %
Quality of outdoor athletic fields and facilities	34	6.7 %
Availability of outdoor athletic fields and facilities	26	5.1 %
Availability of information about recreation Programs	85	16.8 %
Quality of recreation programs for youth	85	16.8 %
Quality of recreation programs for adults	79	15.6 %
Village sponsored cultural arts events	145	28.7 %
Range of activities at parks and recreation Facilities	102	20.2 %
Customer service provided by parks and recreation staff	38	7.5 %
None Chosen	109	21.5 %
Total	1221	

Q10. How important do you feel it is for the Village to construct a Community Center to provide indoor recreation space for youth and adults?

Q10. How important do you feel?	Number	Percent
Very important	130	25.7 %
Somewhat important	134	26.5 %
Not Sure	94	18.6 %
Not important	88	17.4 %
Not at all	48	9.5 %
Not provided	12	2.4 %
Total	506	100.0 %

Q10. How important do you feel it is for the Village to construct a Community Center to provide indoor recreation space for youth and adults?

Excluding "Not Provided"

Q10. How important do you feel?	Number	Percent
Very important	130	26.3 %
Somewhat important	134	27.1 %
Not Sure	94	19.0 %
Not important	88	17.8 %
Not at all	48	9.7 %
Total	494	100.0 %

Q11. Which of the following parks and recreation programs and facilities have you used in the Village of Pinehurst during the past year? (Check ALL that apply)

Q11. Parks and recreation programs and facilities have you used?	Number	Percent
Greenway trails	277	54.7 %
Village sponsored cultural/arts events	279	55.1 %
Cannon Park	196	38.7 %
Village summer day camp program	21	4.2 %
Rassie Wicker Park	236	46.6 %
Camelot playground	142	28.1 %
None	87	17.2 %
Total	1238	

Q12. COMMUNITY DEVELOPMENT For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't Know
Q12a. Enforcing the clean up of litter and debris on private property	15.0%	35.4%	19.6%	13.2%	4.9%	11.9%
Q12b. Enforcing mowing/cutting of weeds/grass on private property	13.0%	30.6%	20.6%	17.2%	5.5%	13.0%
Q12c. Enforcing the maintenance of residential property (exterior of homes)	13.0%	30.2%	24.9%	14.0%	4.3%	13.4%
Q12d. Enforcing parking-prohibiting oversized vehicles in residential neighborhoods	14.2%	31.6%	21.9%	12.6%	3.8%	15.8%
Q12e. Enforcing sign regulations	14.0%	41.9%	22.7%	4.3%	2.6%	14.4%
Q12f. Quality of Single-family residential development	18.8%	44.9%	21.1%	3.8%	1.8%	9.7%
Q12g. Quality of Retail development	10.9%	39.3%	25.9%	14.0%	3.0%	6.9%
Q12h. The variety businesses in the Village Center	8.9%	29.1%	27.9%	20.9%	8.5%	4.7%

Q12. COMMUNITY DEVELOPMENT For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

Excluding "Don't Know"

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q12a. Enforcing the clean up of litter and debris on private property	17.0%	40.1%	22.2%	15.0%	5.6%
Q12b. Enforcing mowing/cutting of weeds/grass on private property	15.0%	35.2%	23.6%	19.8%	6.4%
Q12c. Enforcing the maintenance of residential property (exterior of homes)	15.1%	34.9%	28.8%	16.2%	5.0%
Q12d. Enforcing parking-prohibiting oversized vehicles in residential neighborhoods	16.9%	37.6%	26.1%	15.0%	4.5%
Q12e. Enforcing sign regulations	16.4%	49.0%	26.6%	5.1%	3.0%
Q12f. Quality of Single-family residential development	20.8%	49.7%	23.4%	4.2%	2.0%
Q12g. Quality of Retail development	11.7%	42.3%	27.8%	15.1%	3.2%
Q12h. The variety businesses in the Village Center	9.3%	30.5%	29.3%	22.0%	8.9%

Q13. Solid Waste Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't Know
Q13a. Residential trash collection services	64.4%	28.1%	1.4%	2.0%	0.8%	3.4%
Q13b. Curbside recycling services	61.9%	25.5%	4.0%	2.8%	1.2%	4.7%
Q13c. Yard waste collection services	52.4%	27.3%	5.5%	4.3%	1.8%	8.7%
Q13d. Bulky items/white goods pick up	22.9%	17.6%	15.2%	4.0%	2.0%	38.3%
Q13e. Recycle Yard on McCaskill Rd.	23.9%	23.7%	10.3%	1.6%	0.4%	40.1%

Q13. Solid Waste Services. Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."(Without "Don't Know")

Excluding "Don't Know"

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q13a. Residential trash collection services	66.7%	29.0%	1.4%	2.0%	0.8%
Q13b. Curbside recycling services	64.9%	26.8%	4.1%	2.9%	1.2%
Q13c. Yard waste collection services	57.4%	29.9%	6.1%	4.8%	1.9%
Q13d. Bulky items/white goods pick up	37.2%	28.5%	24.7%	6.4%	3.2%
Q13e. Recycle Yard on McCaskill Rd.	39.9%	39.6%	17.2%	2.6%	0.7%

Q14. PUBLIC SERVICES. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't Know
Q14a. Maintenance of main Village street thoroughfares	38.9%	48.6%	6.7%	2.0%	0.2%	3.6%
Q14b. Maintenance of streets in your neighborhood	25.5%	43.3%	12.5%	10.1%	2.8%	5.9%
Q14c. Maintenance of street signs/pavement markings	28.3%	49.2%	13.4%	5.1%	0.0%	4.0%
Q14d. Maintenance/preservation of downtown	40.1%	44.1%	10.7%	0.8%	0.2%	4.2%
Q14e. Quality of landscaping in medians and other public areas	42.7%	39.7%	10.1%	4.2%	0.6%	2.8%
Q14f. Overall cleanliness of streets and other public areas	40.9%	44.9%	7.7%	2.6%	1.0%	3.0%
Q14g. Adequacy of street lighting	18.2%	33.8%	15.0%	18.4%	8.9%	5.7%
Q14h. Availability of sidewalks	15.2%	28.5%	21.5%	18.6%	10.9%	5.3%
Q14i. Condition of sidewalks	16.4%	34.0%	26.1%	6.5%	4.5%	12.5%
Q14j. Quality of the stormwater runoff/mgmt system	13.6%	31.2%	21.5%	9.3%	4.9%	19.4%

Q14. PUBLIC SERVICES. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied." (Without "Don't know")

Excluding "Don't Know"

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q14a. Maintenance of main Village street thoroughfares	40.4%	50.4%	7.0%	2.0%	0.2%
Q14b. Maintenance of streets in your neighborhood	27.1%	46.0%	13.2%	10.7%	2.9%
Q14c. Maintenance of street signs/pavement markings	29.4%	51.2%	14.0%	5.3%	0.0%
Q14d. Maintenance/preservation of downtown	41.9%	46.0%	11.1%	0.8%	0.2%
Q14e. Quality of landscaping in medians and other public areas	43.9%	40.9%	10.4%	4.3%	0.6%
Q14f. Overall cleanliness of streets and other public areas	42.2%	46.2%	7.9%	2.6%	1.0%
Q14g. Adequacy of street lighting	19.3%	35.8%	15.9%	19.5%	9.4%
Q14h. Availability of sidewalks	16.1%	30.1%	22.8%	19.6%	11.5%
Q14i. Condition of sidewalks	18.7%	38.8%	29.8%	7.4%	5.2%
Q14j. Quality of the stormwater runoff/mgmt. system	16.9%	38.7%	26.7%	11.5%	6.1%

Q15. Which THREE of the Public Services items listed above do you think should receive the most emphasis from Village leaders over the next TWO Years?

Q15. Most Emphasis	Number	Percent
Maintenance of main Village street thoroughfares	65	12.8 %
Maintenance of streets in your neighborhood	74	14.6 %
Maintenance of street signs/pavement markings	12	2.4 %
Maintenance/preservation of downtown	31	6.1 %
Quality of landscaping in medians and other public areas	20	4.0 %
Overall cleanliness of streets and other public areas	20	4.0 %
Adequacy of street lighting	91	18.0 %
Availability of sidewalks	66	13.0 %
Condition of sidewalks	4	0.8 %
Quality of the stormwater runoff/mgmt system	50	9.9 %
None Chosen	73	14.4 %
Total	506	100.0 %

Q15. Which THREE of the Public Services items listed above do you think should receive the most emphasis from Village leaders over the next TWO Years?

Q15. 2nd Emphasis	Number	Percent
Maintenance of main Village street thoroughfares	33	6.5 %
Maintenance of streets in your neighborhood	74	14.6 %
Maintenance of street signs/pavement markings	28	5.5 %
Maintenance/preservation of downtown	44	8.7 %
Quality of landscaping in medians and other public areas	33	6.5 %
Overall cleanliness of streets and other public areas	28	5.5 %
Adequacy of street lighting	64	12.6 %
Availability of sidewalks	73	14.4 %
Condition of sidewalks	13	2.6 %
Quality of the stormwater runoff/mgmt system	22	4.3 %
None Chosen	94	18.6 %
Total	506	100.0 %

Q15. Which THREE of the Public Services items listed above do you think should receive the most emphasis from Village leaders over the next TWO Years?

Q15. 3rd Emphasis	Number	Percent
Maintenance of main Village street thoroughfares	20	4.0 %
Maintenance of streets in your neighborhood	44	8.7 %
Maintenance of street signs/pavement markings	28	5.5 %
Maintenance/preservation of downtown	41	8.1 %
Quality of landscaping in medians and other public areas	34	6.7 %
Overall cleanliness of streets and other public areas	65	12.8 %
Adequacy of street lighting	44	8.7 %
Availability of sidewalks	29	5.7 %
Condition of sidewalks	32	6.3 %
Quality of the stormwater runoff/mgmt system	46	9.1 %
None Chosen	123	24.3 %
Total	506	100.0 %

Q15. Which THREE of the Public Services items listed above do you think should receive the most emphasis from Village leaders over the next TWO Years? (Top Three)

Q15. Sum of Top 3 Choices	Number	Percent
Maintenance of main Village street thoroughfares	118	23.3 %
Maintenance of streets in your neighborhood	192	37.9 %
Maintenance of street signs/pavement markings	68	13.4 %
Maintenance/preservation of downtown	116	22.9 %
Quality of landscaping in medians and other public areas	87	17.2 %
Overall cleanliness of streets and other public areas	113	22.3 %
Adequacy of street lighting	199	39.3 %
Availability of sidewalks	168	33.2 %
Condition of sidewalks	49	9.7 %
Quality of the stormwater runoff/mgmt system	118	23.3 %
None Chosen	73	14.4 %
Total	1301	

Q16. Please indicate whether you or other members of your household used the Village services and facilities by circling YES or NO below.

(N=506)

	Yes	No
Q16a. Fire Services	13.8%	86.2%
Q16b. Police Services	35.2%	64.8%
Q16c. Village Hall Reception Desk	46.6%	53.4%
Q16d. The Help Desk on the Village website	17.8%	82.2%
Q16e. Code Enforcement	18.6%	81.4%
Q16f. Recreation program/event registration	22.7%	77.3%
Q16g. Public Services “request for service”	17.8%	82.2%
Q16h. Planning and inspections services	25.1%	74.9%

Q16. If you answer YES, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied", with the service or facility by circling the corresponding number to the right.

(N=378)

	Very Satisfied	Satisfied	Neutral	Dissatisfi- ed	Very dissatisfied	Don't Know
Q16a. Fire Services	77.5%	15.5%	1.4%	4.2%	0.0%	1.4%
Q16b. Police Services	60.1%	27.0%	6.7%	3.4%	1.1%	1.7%
Q16c. Village Hall Reception Desk	54.9%	29.5%	3.8%	4.6%	1.3%	5.9%
Q16d. The Help Desk on the Village website	38.9%	33.3%	13.3%	5.6%	3.3%	5.6%
Q16e. Code Enforcement	20.2%	24.5%	11.7%	24.5%	14.9%	4.3%
Q16f. Recreation program/event registration	33.9%	46.1%	11.3%	3.5%	0.0%	5.2%
Q16g. Public Services "request for service"	38.9%	45.6%	4.4%	3.3%	4.4%	3.3%
Q16h. Planning and inspections services	35.4%	37.0%	11.0%	8.7%	2.4%	5.5%

Q16. If you answer YES, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied", with the service or facility by circling the corresponding number to the right.

Excluding "Don't Know"

(N=378)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q16a. Fire Services	78.6%	15.7%	1.4%	4.3%	0.0%
Q16b. Police Services	61.1%	27.4%	6.9%	3.4%	1.1%
Q16c. Village Hall Reception Desk	58.3%	31.4%	4.0%	4.9%	1.3%
Q16d. The Help Desk on the Village website	41.2%	35.3%	14.1%	5.9%	3.5%
Q16e. Code Enforcement	21.1%	25.6%	12.2%	25.6%	15.6%
Q16f. Recreation program/event registration	35.8%	48.6%	11.9%	3.7%	0.0%
Q16g. Public Services "request for service"	40.2%	47.1%	4.6%	3.4%	4.6%
Q16h. Planning and inspections services	37.5%	39.2%	11.7%	9.2%	2.5%

Q17. DOWNTOWN PARKING. The Village continues to address parking downtown. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't Know
Q17a. Availability of parking downtown	20.6%	51.4%	14.0%	9.5%	1.0%	3.6%
Q17b. Quality of public parking lots	25.5%	49.4%	15.6%	4.7%	0.0%	4.7%
Q17c. Security of parking downtown	30.2%	47.4%	12.1%	1.0%	0.0%	9.3%

Q17. DOWNTOWN PARKING. The Village continues to address parking downtown. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

Excluding "Don't Know"

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q17a. Availability of parking downtown	21.3%	53.3%	14.5%	9.8%	1.0%
Q17b. Quality of public parking lots	26.8%	51.9%	16.4%	5.0%	0.0%
Q17c. Security of parking downtown	33.3%	52.3%	13.3%	1.1%	0.0%

Q18. PUBLIC COMMUNICATION AND OUTREACH. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't Know
Q18a. Quality of information about Village programs/services	22.2%	46.6%	19.4%	3.2%	0.6%	7.9%
Q18b. Village efforts to keep you informed about local issues	30.4%	45.1%	13.8%	5.1%	0.6%	4.9%
Q18c. Opportunities to participate in local government (advisory boards, volunteering)	16.6%	27.1%	28.7%	3.8%	2.2%	21.7%
Q18d. Level of public involvement in local decisions	9.7%	24.7%	31.6%	12.1%	2.6%	19.4%
Q18e. Village social media	10.7%	24.9%	30.0%	2.8%	0.4%	31.2%
Q18f. Village website	15.4%	32.4%	26.9%	2.2%	0.6%	22.5%
Q18g. Village Newsletter	21.7%	48.0%	17.0%	2.0%	0.4%	10.9%
Q18h. Village eNews updates	12.8%	28.7%	21.9%	2.0%	0.4%	34.2%
Q18i. Community's progress toward meeting its strategic vision and mission	8.5%	24.3%	26.9%	6.5%	1.0%	32.8%

Q18. PUBLIC COMMUNICATION AND OUTREACH. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

Excluding "Don't Know"

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q18a. Quality of information about Village programs/services	24.1%	50.6%	21.1%	3.4%	0.6%
Q18b. Village efforts to keep you informed about local issues	32.0%	47.4%	14.6%	5.4%	0.6%
Q18c. Opportunities to participate in local government (advisory boards, volunteering)	21.2%	34.6%	36.6%	4.8%	2.8%
Q18d. Level of public involvement in local decisions	12.0%	30.6%	39.2%	15.0%	3.2%
Q18e. Village social media	15.5%	36.2%	43.7%	4.0%	0.6%
Q18f. Village website	19.9%	41.8%	34.7%	2.8%	0.8%
Q18g. Village Newsletter	24.4%	53.9%	19.1%	2.2%	0.4%
Q18h. Village eNews updates	19.5%	43.5%	33.3%	3.0%	0.6%
Q18i. Community's progress toward meeting its strategic vision and mission	12.6%	36.2%	40.0%	9.7%	1.5%

Q19. Which of the following do you use to get information about the Village of Pinehurst? (check all that apply)

Q19. Which of the following do you use to get information about the Village of Pinehurst?	Number	Percent
Village employees	94	18.6 %
Village Newsletters	397	78.5 %
Village Website	219	43.3 %
Village eNews	77	15.2 %
The Pilot Newspaper	422	83.4 %
The Fayetteville Observer	69	13.6 %
Social media (Facebook, Twitter, etc.)	49	9.7 %
The Aberdeen Times website	39	7.7 %
Time Warner TV-14	113	22.3 %
None Chosen	12	2.4 %
Total	1491	

Q20. Please indicate how often you read the Village Newsletter, which is mailed to all residents.

Q20. Please indicate how often you read the Village Newsletter, which is mailed to all residents.	Number	Percent
All the time	382	75.5 %
Sometimes	69	13.6 %
Seldom	13	2.6 %
Never	13	2.6 %
Don't know	29	5.7 %
Total	506	100.0 %

Q20. Please indicate how often you read the Village Newsletter, which is mailed to all residents.

Excluding "Don't Know"

Q20. Please indicate how often you read the Village Newsletter, which is mailed to all residents.	Number	Percent
All the time	382	80.1 %
Sometimes	69	14.5 %
Seldom	13	2.7 %
Never	13	2.7 %
Total	477	100.0 %

Q21. Have you contacted the Village during the past year?

Q21. Have you contacted the Village during the past year?	Number	Percent
Yes	225	44.5 %
No	281	55.5 %
Total	506	100.0 %

Q21a-d. Only if you have contacted the Village during the past year: Using a 5-point scale where 5, means "always" and 1 means "never," please indicate your experience with Village employees (not elected officials) on the following behaviors:

(N=225)

	Always	Usually	Sometimes	Seldom	Never	Don't Know
Q21a. Village staff was responsive to my needs	71.1%	18.2%	4.4%	1.3%	2.7%	2.2%
Q21b. The Village staff was competent and professional	72.0%	20.0%	2.2%	1.3%	0.4%	4.0%
Q21c. Village staff was courteous	77.8%	15.1%	3.6%	0.0%	0.4%	3.1%
Q21d. My issue was resolved promptly	60.9%	18.2%	6.2%	2.7%	7.1%	4.9%

Q21a-d. Only if you have contacted the Village during the past year: Using a 5-point scale where 5, means "always" and 1 means "never," please indicate your experience with Village employees (not elected officials) on the following behaviors:

Excluding "Don't Know"

(N=225)

	Always	Usually	Sometimes	Seldom	Never
Q21a. Village staff was responsive to my needs	72.7%	18.6%	4.5%	1.4%	2.7%
Q21b. The Village staff was competent and professional	75.0%	20.8%	2.3%	1.4%	0.5%
Q21c. Village staff was courteous	80.3%	15.6%	3.7%	0.0%	0.5%
Q21d. My issue was resolved promptly	64.0%	19.2%	6.5%	2.8%	7.5%

Q22. If you own a home in Pinehurst, 38% of your property tax bill goes to the Village of Pinehurst to fund the Village's operating budget. The balance of your bill goes to the County (62%). What is your level of satisfaction with the value you receive for the portion of your property taxes that funds the Village's operating budget?

Q22. What is your level of satisfaction with the value you receive?	Number	Percent
Very Satisfied	115	22.7 %
Satisfied	207	40.9 %
Neutral	90	17.8 %
Dissatisfied	40	7.9 %
Very Dissatisfied	14	2.8 %
Don't Know	40	7.9 %
Total	506	100.0 %

Q22. If you own a home in Pinehurst, 38% of your property tax bill goes to the Village of Pinehurst to fund the Village's operating budget. The balance of your bill goes to the County (62%). What is your level of satisfaction with the value you receive for the portion of your property taxes that funds the Village's operating budget?

Q22. What is your level of satisfaction with the value you receive?	Number	Percent
Very Satisfied	115	24.7 %
Satisfied	207	44.4 %
Neutral	90	19.3 %
Dissatisfied	40	8.6 %
Very Dissatisfied	14	3.0 %
Total	466	100.0 %

Q23. VILLAGE LEADERSHIP. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Q23a. Overall quality of leadership provided by the Village's elected officials	18.6%	39.1%	21.1%	6.9%	2.2%	12.1%
Q23b. Overall effectiveness of appointed boards and commissions	13.0%	37.9%	26.5%	5.5%	1.6%	15.4%
Q23c. Overall effectiveness of the Village Manager and appointed staff	28.3%	38.5%	16.6%	3.0%	0.8%	12.8%

Q23. VILLAGE LEADERSHIP. For each of the items listed, please rate your satisfaction on a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied."

Excluding "Don't Know"

(N=506)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Q23a. Overall quality of leadership provided by the Village's elected officials	21.1%	44.5%	24.0%	7.9%	2.5%
Q23b. Overall effectiveness of appointed boards and commissions	15.4%	44.9%	31.3%	6.5%	1.9%
Q23c. Overall effectiveness of the Village Manager and appointed staff	32.4%	44.2%	19.0%	3.4%	0.9%

Q24. Would you recommend Pinehurst to others as a place to live

Q24. Would you recommend Pinehurst to others as a place to live?	Number	Percent
Yes	460	90.9 %
No	26	5.1 %
Not provided	20	4.0 %
Total	506	100.0 %

Q24. Would you recommend Pinehurst to others as a place to live

Excluding "Not provided"

Q24. Would you recommend Pinehurst to others as a place to live?	Number	Percent
Yes	460	94.7 %
No	26	5.3 %
Total	486	100.0 %

Q25. Approximately how many years have you lived in the Village of Pinehurst?

Q25. Approximately how many years have you lived in the Village of Pinehurst?	Number	Percent
Less than 5 years	89	17.6 %
5 -10 years	145	28.7 %
11-20 years	188	37.2 %
More than 20 years	76	15.0 %
Not provided	8	1.6 %
Total	506	100.0 %

Q25. Approximately how many years have you lived in the Village of Pinehurst?

Excluding "Not provided"

Q25. Approximately how many years have you lived in the Village of Pinehurst?	Number	Percent
Less than 5 years	89	17.9 %
5 -10 years	145	29.1 %
11-20 years	188	37.8 %
More than 20 years	76	15.3 %
Total	498	100.0 %

Q26. Do you have school age children (grades K-12) living at home?

Q26. Do you have school age children (grades K-12) living at home?	Number	Percent
Yes	101	20.0 %
No	403	79.6 %
Not provided	2	0.4 %
Total	506	100.0 %

Q26. Do you have school age children (grades K-12) living at home?

Excluding "Not provided"

Q26. Do you have school age children (grades K-12) living at home?	Number	Percent
Yes	101	20.0 %
No	403	80.0 %
Total	504	100.0 %

Q26a. If YES: For your school age children, what grade level are they?

Q26a. If YES: For your school age children, what grade level are they?	Number	Percent
K-5	53	52.5 %
6-8	37	36.6 %
High School	47	46.5 %
Total	137	

Q27. Which of the following best describes your current employment status?

Q27. Which of the following best describes your current employment status?	Number	Percent
Employed outside the home	203	40.1 %
Employed in the home/have a home-based business	38	7.5 %
Student	2	0.4 %
Retired	251	49.6 %
not currently employed	12	2.4 %
Total	506	100.0 %

Q27. What is the ZIP CODE where you work?

Q27. What is the ZIP CODE where you work?	Number	Percent
28310	12	5.9 %
28315	13	6.4 %
28374	76	37.4 %
28387	40	19.7 %
Other Zip Codes (fewer than 5 respondents from the zip code)	39	19.2 %
Not provided	23	11.3 %
Total	203	100.0 %

Q28. Which of the following BEST describe your age?

Q28. Which of the following BEST describe your age?	Number	Percent
18 - 34 years	27	5.3 %
35 - 44 years	62	12.3 %
45 - 54 years	76	15.0 %
55 - 64 years	127	25.1 %
65+ years	213	42.1 %
Not provided	1	0.2 %
Total	506	100.0 %

Q28. Which of the following BEST describe your age?

Excluding "Not provided"

Q28. Which of the following BEST describe your age?	Number	Percent
18 - 34 years	27	5.3 %
35 - 44 years	62	12.3 %
45 - 54 years	76	15.0 %
55 - 64 years	127	25.1 %
65+ years	213	42.2 %
Total	505	100.0 %

Q29. Which of the following best describes your race?

Q29. Which of the following best describes your race?	Number	Percent
Asian	5	1.0 %
White	476	94.1 %
American Indian/Alaskan Native	2	0.4 %
Native Hawaiian/Pacific Islander	1	0.2 %
Black/African American	5	1.0 %
Two or more races	8	1.6 %
Hispanic	6	1.2 %
Not provided	7	1.4 %
Total	510	

Q30. Which of the following best describes where you live?

Q30. Which of the following best describes where you live?	Number	Percent
Pinehurst #6	88	17.4 %
Pinehurst Trace/Pinedale/MidlandCC/Taylorhurst	31	6.1 %
Pinehurst #7/Lawn & Tennis/CCNC	43	8.5 %
Morganton/Monticello	58	11.5 %
Lake Pinehurst/Burning Tree/St. Andrews	111	21.9 %
Pinewild	77	15.2 %
Old Town/Linden Road/Donald Ross/Clarendon Gardens	41	8.1 %
Village Acres	57	11.3 %
Total	506	100.0 %

Q31. What is your gender?

Q31 Gender	Number	Percent
Male	259	51.2 %
Female	247	48.8 %
Total	506	100.0 %

Section 6:
Survey Instrument



HISTORY, CHARM, AND SOUTHERN HOSPITALITY_____

August 2014

Dear Village of Pinehurst Resident,

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

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

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

You may also take the survey online by visiting www.2014PinehurstCommunitySurvey.com.

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

If you have any questions about the survey, please contact me at 295-1900, ext. 1101. Thank you for helping guide the direction of our community by completing and returning the enclosed survey.

Sincerely,

Andrew M. Wilkison
Village Manager

ADMINISTRATION

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



2014 Village of Pinehurst Community Survey

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

1. Major categories of services provided by the Village of Pinehurst are listed below. Please rate each item on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied."

How Satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	Police services	5	4	3	2	1	9
B.	Fire services	5	4	3	2	1	9
C.	Parks and recreation programs	5	4	3	2	1	9
D.	Parks and recreation facilities	5	4	3	2	1	9
E.	Solid waste services	5	4	3	2	1	9
F.	Street and right-of-way maintenance	5	4	3	2	1	9
G.	Enforcement of Village Codes and ordinances	5	4	3	2	1	9
H.	Customer service provided by Village employees	5	4	3	2	1	9
I.	Village communication with residents	5	4	3	2	1	9
J.	Village efforts at maintaining the quality of your neighborhoods	5	4	3	2	1	9
K.	Village promotion of natural resource conservation	5	4	3	2	1	9

2. From the list of items in Question #1 which THREE of the major categories of Village services do you think should receive the most emphasis from Village leaders over the next two years? [Write in the letters below using the letters from the list in Question 1 above].

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

3. **QUALITY OF LIFE.** Several reasons for deciding where to live are listed below. On a scale from "1" to "4" where "4" is "very important" and "1" is "unimportant," how important was each reason in your decision to live where you live? Then, please indicate if your needs are being met in Pinehurst. (Please circle your answers)

The Reasons for Choosing a Community to Live in		Very Important	Somewhat Important	Not sure	Un-important	Are your needs being met in Pinehurst?	
						Yes	No
A.	Sense of community	4	3	2	1	A	B
B.	Quality of public education	4	3	2	1	A	B
C.	Employment opportunities	4	3	2	1	A	B
D.	Types of housing	4	3	2	1	A	B
E.	Quality of housing	4	3	2	1	A	B
F.	Access to quality shopping	4	3	2	1	A	B
G.	Availability of cultural and recreation opportunities	4	3	2	1	A	B
H.	Proximity to family or friends	4	3	2	1	A	B
I.	Proximity to work	4	3	2	1	A	B
J.	Safety and security	4	3	2	1	A	B
K.	A "resort" community	4	3	2	1	A	B
L.	Quality health care	4	3	2	1	A	B
M.	Opportunities and/or resources for senior citizens	4	3	2	1	A	B

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

<i>How would you rate The Village of Pinehurst:</i>		Excellent	Good	Neutral	Below Average	Poor	Don't Know
A.	Overall image of the Village	5	4	3	2	1	9
B.	Overall quality of life in the Village	5	4	3	2	1	9
C.	Overall feeling of safety in the Village	5	4	3	2	1	9
D.	Quality of new development in the Village	5	4	3	2	1	9
E.	As a place to live	5	4	3	2	1	9
F.	As a place to raise children	5	4	3	2	1	9
G.	As a place to retire	5	4	3	2	1	9
H.	Overall appearance of the Village	5	4	3	2	1	9
I.	Availability of affordable housing	5	4	3	2	1	9

5. Perceptions of Safety and Security. Using a scale of 1 to 5 where 5 means "very safe" and 1 means "very unsafe," please rate how safe you feel in the following situations:

<i>How safe do you feel:</i>		Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
A.	Walking alone in your neighborhood during the day	5	4	3	2	1	9
B.	Walking alone in your neighborhood after dark	5	4	3	2	1	9
C.	In Village parks and recreation facilities	5	4	3	2	1	9
D.	In business areas of the Village during the day	5	4	3	2	1	9
E.	In business areas of the Village after dark	5	4	3	2	1	9

6. Public Safety Services. Using a scale of 1 to 5, where 5 means "very satisfied" and 1 means "very dissatisfied," please rate your satisfaction with each of the following items:

<i>How Satisfied are you with:</i>		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	Village efforts to prevent crimes	5	4	3	2	1	9
B.	Enforcement of local traffic laws	5	4	3	2	1	9
C.	How quickly police respond to emergencies	5	4	3	2	1	9
D.	Frequency that police officers patrol your neighborhood	5	4	3	2	1	9
E.	Professionalism of Police Officers	5	4	3	2	1	9
F.	Fire prevention and education programs provided by the Village	5	4	3	2	1	9
G.	How quickly fire personnel respond to emergencies	5	4	3	2	1	9

7. Which **TWO** of the public safety services listed above do you think should receive the most emphasis from Village leaders over the next two years? [Write in the letters below using the letters from the list in Question 6 above].

1st. _____ 2nd. _____

8. **Cultural and Recreation Services.** Please rate your satisfaction with each item using a scale of 1 to 5 where 5 means “very satisfied” and 1 means “very dissatisfied.”

How Satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	Number of Village parks	5	4	3	2	1	9
B.	Quality of Village parks	5	4	3	2	1	9
C.	Quality of recreation indoor facilities	5	4	3	2	1	9
D.	Availability of recreation indoor facilities	5	4	3	2	1	9
E.	Availability of Walking/Greenway trails	5	4	3	2	1	9
F.	Condition of Walking/Greenway trails	5	4	3	2	1	9
G.	Quality of outdoor athletic fields and facilities	5	4	3	2	1	9
H.	Availability of outdoor athletic fields and facilities	5	4	3	2	1	9
I.	Availability of information about recreation Programs	5	4	3	2	1	9
J.	Quality of recreation programs for youth	5	4	3	2	1	9
K.	Quality of recreation programs for adults	5	4	3	2	1	9
L.	Village sponsored cultural arts events	5	4	3	2	1	9
M.	Range of activities at parks and recreation Facilities	5	4	3	2	1	9
N.	Customer service provided by parks and recreation staff	5	4	3	2	1	9

9. Which **THREE** of the **Cultural and Recreation Services** items listed above do you think should receive the most emphasis from Village leaders over the next two years? [Write in the letters below using the letters from the list in Question 8 above].

1st. _____ 2nd. _____ 3rd. _____

10. How important do you feel it is for the Village to construct a Community Center to provide indoor recreation space for youth and adults?

_____ (5) Very Important _____ (2) Not Important
 _____ (4) Somewhat Important _____ (1) Not Important at All
 _____ (3) Not Sure

11. Which of the following parks and recreation programs and facilities have you used in the Village of Pinehurst during the past year? (Check ALL that apply)

_____ (1) Greenway trails _____ (4) Village summer day camp program
 _____ (2) Village sponsored cultural/arts events _____ (5) Rassie Wicker Park
 _____ (3) Cannon Park _____ (6) Camelot Playground

12. **COMMUNITY DEVELOPMENT** For each of the items listed, please rate your satisfaction on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied."

How Satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	Enforcing the clean up of litter and debris on private property	5	4	3	2	1	9
B.	Enforcing mowing/cutting of weeds/grass on private property	5	4	3	2	1	9
C.	Enforcing the maintenance of residential property (exterior of homes)	5	4	3	2	1	9
D.	Enforcing parking-prohibiting oversized vehicles in residential neighborhoods	5	4	3	2	1	9
E.	Enforcing sign regulations	5	4	3	2	1	9
F.	Quality of Single-family residential development	5	4	3	2	1	9
G.	Quality of Retail development	5	4	3	2	1	9
H.	The variety businesses in the Village Center	5	4	3	2	1	9

13. **Solid Waste Services.** Please rate your satisfaction with each of the following items using a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied."

How Satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	Residential trash collection services	5	4	3	2	1	9
B.	Curbside recycling services	5	4	3	2	1	9
C.	Yard waste collection services	5	4	3	2	1	9
D.	Bulky items/white goods pick up	5	4	3	2	1	9
E.	Recycle Yard on McCaskill Rd.	5	4	3	2	1	9

14. **PUBLIC SERVICES.** For each of the items listed, please rate your satisfaction on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied."

How Satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	Maintenance of main Village street thoroughfares	5	4	3	2	1	9
B.	Maintenance of streets in your neighborhood	5	4	3	2	1	9
C.	Maintenance of street signs/pavement markings	5	4	3	2	1	9
D.	Maintenance/preservation of downtown	5	4	3	2	1	9
E.	Quality of landscaping in medians and other public areas	5	4	3	2	1	9
F.	Overall cleanliness of streets and other public areas	5	4	3	2	1	9
G.	Adequacy of street lighting	5	4	3	2	1	9
H.	Availability of sidewalks	5	4	3	2	1	9
I.	Condition of sidewalks	5	4	3	2	1	9
J.	Quality of the stormwater runoff/mgmt system	5	4	3	2	1	9

15. Which THREE of the Public Services items listed above do you think should receive the most emphasis from Village leaders over the next TWO Years? [Write the letters below using the letters from list in Q14 above.]

1st. _____ 2nd. _____ 3rd. _____

16. Please indicate whether you or other members of your household used the Village services and facilities by circling YES or NO below. If you answer YES, please rate your satisfaction on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied" with the service or facility by circling the corresponding number to the right.

Have You Used This Service or Facility?		Service or Facility	Very Satisfied	Satisfied	Neutral	Dis-satisfied	Very Dissatisfied	Don't Know
YES	NO	Fire Services	5	4	3	2	1	9
YES	NO	Police Services	5	4	3	2	1	9
YES	NO	Village Hall Reception Desk	5	4	3	2	1	9
YES	NO	The Help Desk on the Village website	5	4	3	2	1	9
YES	NO	Code Enforcement	5	4	3	2	1	9
YES	NO	Recreation program/event registration	5	4	3	2	1	9
YES	NO	Public Services "request for service"	5	4	3	2	1	9
YES	NO	Planning and inspections services	5	4	3	2	1	9

17. **DOWNTOWN PARKING.** The Village continues to address parking downtown. For each of the items listed, please rate your satisfaction on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied."

How Satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	Availability of parking downtown	5	4	3	2	1	9
B.	Quality of public parking lots	5	4	3	2	1	9
C.	Security of parking downtown	5	4	3	2	1	9

18. **PUBLIC COMMUNICATION AND OUTREACH.** For each of the items listed, please rate your satisfaction on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied."

How Satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	Quality of information about Village programs/services	5	4	3	2	1	9
B.	Village efforts to keep you informed about local issues	5	4	3	2	1	9
C.	Opportunities to participate in local government (advisory boards, volunteering)	5	4	3	2	1	9
D.	Level of public involvement in local decisions	5	4	3	2	1	9
E.	Village social media	5	4	3	2	1	9
F.	Village website	5	4	3	2	1	9
G.	Village Newsletter	5	4	3	2	1	9
H.	Village eNews updates	5	4	3	2	1	9
I.	Community's progress toward meeting its strategic vision and mission	5	4	3	2	1	9

19. Which of the following do you use to get information about the Village of Pinehurst? (check all that apply)
- | | |
|------------------------------|---|
| ____ (1) Village employees | ____ (6) The Fayetteville Observer |
| ____ (2) Village Newsletter | ____ (7) Social media (Facebook, Twitter, etc.) |
| ____ (3) Village website | ____ (8) The Aberdeen Times website |
| ____ (4) Village eNews | ____ (9) Time Warner TV-14 |
| ____ (5) The Pilot Newspaper | |

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

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

CUSTOMER SERVICE

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

____(1) Yes [answer Q21a through d] ____ (2) No [go to Q22]

21a-d. Only if you have contacted the Village during the past year: Using a 5-point scale where 5 means “always” and 1 means “never,” please indicate your experience with Village employees (not elected officials) on the following behaviors:

Customer Service Characteristics:		<i>Always</i>	<i>Usually</i>	<i>Some-times</i>	<i>Seldom</i>	<i>Never</i>	<i>Don't Know</i>
A.	Village staff was responsive to my needs	5	4	3	2	1	9
B.	The Village staff was competent and professional	5	4	3	2	1	9
C.	Village staff was courteous	5	4	3	2	1	9
D.	My issue was resolved promptly	5	4	3	2	1	9

22. If you own a home in Pinehurst, 38% of your property tax bill goes to the Village of Pinehurst to fund the Village's operating budget. The balance of your bill goes to the County (62%). What is your level of satisfaction with the value you receive for the portion of your property taxes that funds the Village's operating budget.

____ (1) Very satisfied ____ (4) Dissatisfied
____ (2) Satisfied ____ (5) Very Dissatisfied
____ (3) Neutral ____ (6) Don't know

23. VILLAGE LEADERSHIP. For each of the items listed, please rate your satisfaction on a scale of 1 to 5 where 5 means "very satisfied" and 1 means "very dissatisfied."

How Satisfied are you with:		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	Overall quality of leadership provided by the Village's elected officials	5	4	3	2	1	9
B.	Overall effectiveness of appointed boards and commissions	5	4	3	2	1	9
C.	Overall effectiveness of the Village Manager and appointed staff	5	4	3	2	1	9

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

____(1) Yes
____(2) No

DEMOGRAPHICS

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

____(1) Less than 5 years
____(2) 5-10 years
____(3) 11-20 years
____(4) More than 20 years

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

____(1) Yes
____(2) No

26a. If YES: For your school age children, what grade level are they? (Check all that apply)

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

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

- ☐ (1) employed outside the home –
 What is the ZIP CODE where you work? _____
☐ (2) employed in the home/have a home-based business
☐ (3) student
☐ (4) retired
☐ (5) not currently employed

28. Which of the following BEST describe your age?

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

29. Which of the following best describes your race?

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

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

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

31. What is your gender?

- ☐ (1) Male
☐ (2) Female

This concludes the survey. Thank you for your time!

Please Return Your Completed Survey in the Enclosed Postage Paid Envelope Addressed to:
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

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