# Incident IBR Reported Offenses Month To Month Comparison

## Pinehurst Police Department

## September 2016 - September 2015

| Part I Offenses | September 2015 | September 2016 | +/- | Percent Changed | Year-To-Date 2015 | Year-To-Date 2016 | +/- | Percent Changed |
|---|---|---|---|---|---|---|---|---|
| Murder | 0 | 0 | 0 | 0% | 0 | 1 | 1 | - |
| Rape | 0 | 0 | 0 | 0% | 1 | 0 | -1 | -100% |
| Robbery | 0 | 0 | 0 | 0% | 1 | 0 | -1 | -100% |
| Commercial | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Individual | 0 | 0 | 0 | 0% | 1 | 0 | -1 | -100% |
| Assault | 3 | 0 | -3 | -100% | 5 | 1 | -4 | -80% |
| **Violent Total:** | **3** | **0** | **-3** | **-100%** | **7** | **2** | **-5** | **-71%** |
| Burglary | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Residential | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Non-Residential | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Commercial | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Other | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Larceny | 8 | 9 | 1 | 13% | 75 | 65 | -10 | -13% |
| Auto Theft | 0 | 1 | 1 | - | 1 | 1 | 0 | 0% |
| Arson | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| **Property Total:** | **8** | **10** | **2** | **25%** | **76** | **66** | **-10** | **-13%** |
| **Part I Total:** | **11** | **10** | **-1** | **-9%** | **83** | **68** | **-15** | **-18%** |

| Part II Offenses | September 2015 | September 2016 | +/- | Percent Changed | Year-To-Date 2015 | Year-To-Date 2016 | +/- | Percent Changed |
|---|---|---|---|---|---|---|---|---|
| Drug | 0 | 34 | 34 | - | 55 | 129 | 74 | 135% |
| Assault Simple | 2 | 5 | 3 | 150% | 8 | 11 | 3 | 38% |
| Forgery/Counterfeit | 1 | 1 | 0 | 0% | 2 | 4 | 2 | 100% |
| Fraud | 3 | 3 | 0 | 0% | 35 | 22 | -13 | -37% |
| Embezzlement | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Stolen Property | 2 | 0 | -2 | -100% | 7 | 5 | -2 | -29% |
| Vandalism | 1 | 4 | 3 | 300% | 18 | 27 | 9 | 50% |
| Weapons | 0 | 0 | 0 | 0% | 2 | 2 | 0 | 0% |
| Prostitution | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| All Other Sex Offenses | 0 | 0 | 0 | 0% | 0 | 1 | 1 | - |
| Gambling | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Offenses Against Family/Children | 0 | 0 | 0 | 0% | 2 | 2 | 0 | 0% |
| D.W.I. | 1 | 5 | 4 | 400% | 7 | 9 | 2 | 29% |
| Liquor Law Violation | 0 | 0 | 0 | 0% | 3 | 4 | 1 | 33% |
| Disorderly Conduct | 0 | 0 | 0 | 0% | 3 | 3 | 0 | 0% |
| Obscenity | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Kidnap | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| All Other Offenses | 6 | 39 | 33 | 550% | 135 | 157 | 22 | 16% |
| **Part II Total:** | **16** | **91** | **75** | **469%** | **277** | **376** | **99** | **36%** |
| **Incident Total:** | **27** | **101** | **74** | **274%** | **360** | **444** | **84** | **23%** |

# Arrest IBR Reported Offenses Month To Month Comparison

## Pinehurst Police Department

## September 2016 - September 2015

| Part I Offenses | September 2015 | September 2016 | +/- | Percent Changed | Year-To-Date 2015 | Year-To-Date 2016 | +/- | Percent Changed |
|---|---|---|---|---|---|---|---|---|
| Murder | 0 | 0 | 0 | 0% | 1 | 0 | -1 | -100% |
| Rape | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Robbery | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Commercial | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Individual | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Assault | 0 | 0 | 0 | 0% | 4 | 0 | -4 | -100% |
| **Violent Total:** | **0** | **0** | **0** | **0%** | **5** | **0** | **-5** | **-100%** |
| Burglary | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Residential | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Non-Residential | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Commercial | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Other | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Larceny | 2 | 2 | 0 | 0% | 20 | 12 | -8 | -40% |
| Auto Theft | 0 | 0 | 0 | 0% | 1 | 0 | -1 | -100% |
| Arson | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| **Property Total:** | **2** | **2** | **0** | **0%** | **21** | **12** | **-9** | **-43%** |
| **Part I Total:** | **2** | **2** | **0** | **0%** | **26** | **12** | **-14** | **-54%** |

| Part II Offenses | September 2015 | September 2016 | +/- | Percent Changed | Year-To-Date 2015 | Year-To-Date 2016 | +/- | Percent Changed |
|---|---|---|---|---|---|---|---|---|
| Drug | 0 | 24 | 24 | - | 54 | 134 | 80 | 148% |
| Assault Simple | 0 | 3 | 3 | - | 11 | 14 | 3 | 27% |
| Forgery/Counterfeit | 0 | 0 | 0 | 0% | 0 | 2 | 2 | - |
| Fraud | 1 | 0 | -1 | -100% | 9 | 9 | 0 | 0% |
| Embezzlement | 1 | 0 | -1 | -100% | 1 | 0 | -1 | -100% |
| Stolen Property | 2 | 0 | -2 | -100% | 12 | 7 | -5 | -42% |
| Vandalism | 3 | 0 | -3 | -100% | 8 | 3 | -5 | -63% |
| Weapons | 0 | 0 | 0 | 0% | 1 | 8 | 7 | 700% |
| Prostitution | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| All Other Sex Offenses | 0 | 0 | 0 | 0% | 0 | 2 | 2 | - |
| Gambling | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Offenses Against Family/Children | 0 | 0 | 0 | 0% | 0 | 1 | 1 | - |
| D.W.I. | 6 | 5 | -1 | -17% | 51 | 65 | 14 | 27% |
| Liquor Law Violation | 0 | 0 | 0 | 0% | 7 | 10 | 3 | 43% |
| Disorderly Conduct | 0 | 0 | 0 | 0% | 4 | 2 | -2 | -50% |
| Obscenity | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0% |
| Kidnap | 0 | 0 | 0 | 0% | 0 | 1 | 1 | - |
| All Other Offenses | 24 | 25 | 1 | 4% | 210 | 226 | 16 | 8% |
| **Part II Total:** | **37** | **57** | **20** | **54%** | **368** | **484** | **116** | **32%** |
| **Arrest Total:** | **39** | **59** | **20** | **51%** | **394** | **496** | **102** | **26%** |

1895
VILLAGE OF
PINEHURST

HISTORY, CHARM, AND SOUTHERN HOSPITALITY

## SUMMARY FOR THE MONTH OF SEPTEMBER 2016

### SUMMARY OF INCIDENT CALLS

| TYPE OF INCIDENT | *NUMBER THIS MONTH* | *NUMBER YTD* | *NUMBER THIS MONTH LAST YEAR* | *NUMBER YTD LAST YEAR* | *PERCENTAGE YTD* |
|---|---|---|---|---|---|
| Fire | 4 | 36 | 1 | 45 | -20% |
| Overpressure Rupture, Explosion, Overheat - no fire | 0 | 6 | 1 | 5 | 20% |
| Rescue & EMS Incidents | 32 | 289 | 7 | 65 | 345% |
| Hazardous Conditions - no fire | 29 | 152 | 10 | 109 | 39% |
| Service Call | 20 | 154 | 16 | 170 | -9% |
| Good Intent Call | 18 | 188 | 14 | 190 | -1% |
| False Alarm & False Call | 39 | 241 | 21 | 244 | -1% |
| Severe Weather & Natural Disaster | 0 | 12 | 0 | 13 | -8% |
| Special Incident Type | 0 | 1 | 0 | 1 | 0% |
| **TOTAL INCIDENTS** | **142** | **1079** | **70** | **842** | **28%** |

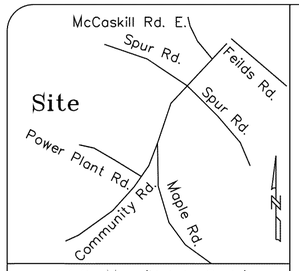
### SUMMARY OF INSPECTION

| TYPE OF INSPECTIONS | *NUMBER THIS MONTH* | *NUMBER YTD* | *NUMBER THIS MONTH LAST YEAR* | *NUMBER YTD LAST YEAR* | *PERCENTAGE YTD* |
|---|---|---|---|---|---|
| Residential | 19 | 137 | 11 | 79 | 73% |
| Residential New Systems | 0 | 0 | 0 | 0 | 0% |
| Residential Fire Sprinkler | 0 | 0 | 0 | 2 | -200% |
| Commercial | 0 | 14 | 29 | 222 | -94% |
| Plan Review/Site Inspections | 1 | 16 | 1 | 8 | 100% |
| Reinspection | 8 | 18 | 62 | 255 | -93% |
| Occupancy Certificates | 0 | 0 | 0 | 0 | 0% |
| **TOTAL INSPECTIONS** | **28** | **185** | **103** | **566** | **-67%** |
| Violations Found: | 0 | 30 | 56 | 349 | -91% |
| YTD Violations to be Corrected: | | 30 | | 335 | |
| YTD Violations Corrected: | | 18 | | 244 | |
| Correction Percentage: | | 60% | | 73% | |

October 3, 2016

J. Carlton Cole, Fire Chief

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




Vicinity Map (Not to Scale)

I, Ryan D. McBryde, certify that this plat was drawn under my supervision from an actual survey made under my supervision (deed description recorded in Book 1556,4597 Page 98,565); that the boundaries not surveyed are clearly indicated as drawn from information as indicated; that the ratio of precision as calculated is 1:20,000+; that this plat was prepared in accordance with G.S. 47-30 as amended. Witness my original signature, registration number and seal this 3rd day of October, A.D., 2016.

Professional Land Surveyor

L-4394
Registration Number

Location of underground utilities, if shown, are based on visible evidence and drawings provided to the surveyor. Location of underground utilities and structures may vary from shown locations. Additional utilities may exist. Local utility companies should be consulted for further information on utilities affecting the property.
This survey was done without benefit of an attorney's title search which could disclose zoning, restrictive covenants, easements not visible to surveyor, building setbacks, or other information which could affect surveyed property.
No subsurface or environmental considerations affecting this property have been made by surveyor.

Notes:
This map is in accordance with GS 47-30.
Area by coordinate method.
No recoverable horizontal control within 2000 feet.
Dashed lines not surveyed, drawn from information as indicated.
There are no visible encroachments other than those shown hereon.
Survey is subject to any Declaration of Restrictions, Conditions, Easements, Covenants, Agreement, Liens and Charges of Record.

Legend:
IPF = Iron Pipe Found
IPS = Iron Pipe Set
IRF = Iron Rod Found
IRS = Iron Rod Set
CMF = Concrete Monument Found
Ⓢ = Sewer Manhole
⊠ = Water Meter
= Fire Hydrant
= Utility Pole
CATV = Cable Television
PSO = Power Stub Out
TP = Telephone Pedestal
WV = Water Valve
= Aerial Light
— — = Building Setback Line
—OHU— = Overhead Utilities
SSO = Sanitary Stub Out
☐ = Electrical Transformer
☒ = HVAC
— SS — = Sanitary Sewer
O = Calculated Point

State of North Carolina
Village of Pinehurst

I, hereby cerify that the division of property shown and described hereon is exempt from Village of Pinehurst Subdivision Ordinance.

Village Manager or
(Designated Authorized Representative)

Date

I, Ryan D. McBryde, a Professional Land Surveyor L-4394, certify to one or more of the following as indicted:

☐ A. That this plat is a survey that created a subdivision of land within the area of the county or municipality that has an ordinance that regulates parcels of land.

☐ B. That this plat is of a survey that is located in such portion of a county or municipality that is unregulated as to an ordinance that regulates parcels of land.

☐ C. That this plat is of a survey of an existing parcel or parcels of land and does not create a new street or change an existing street.

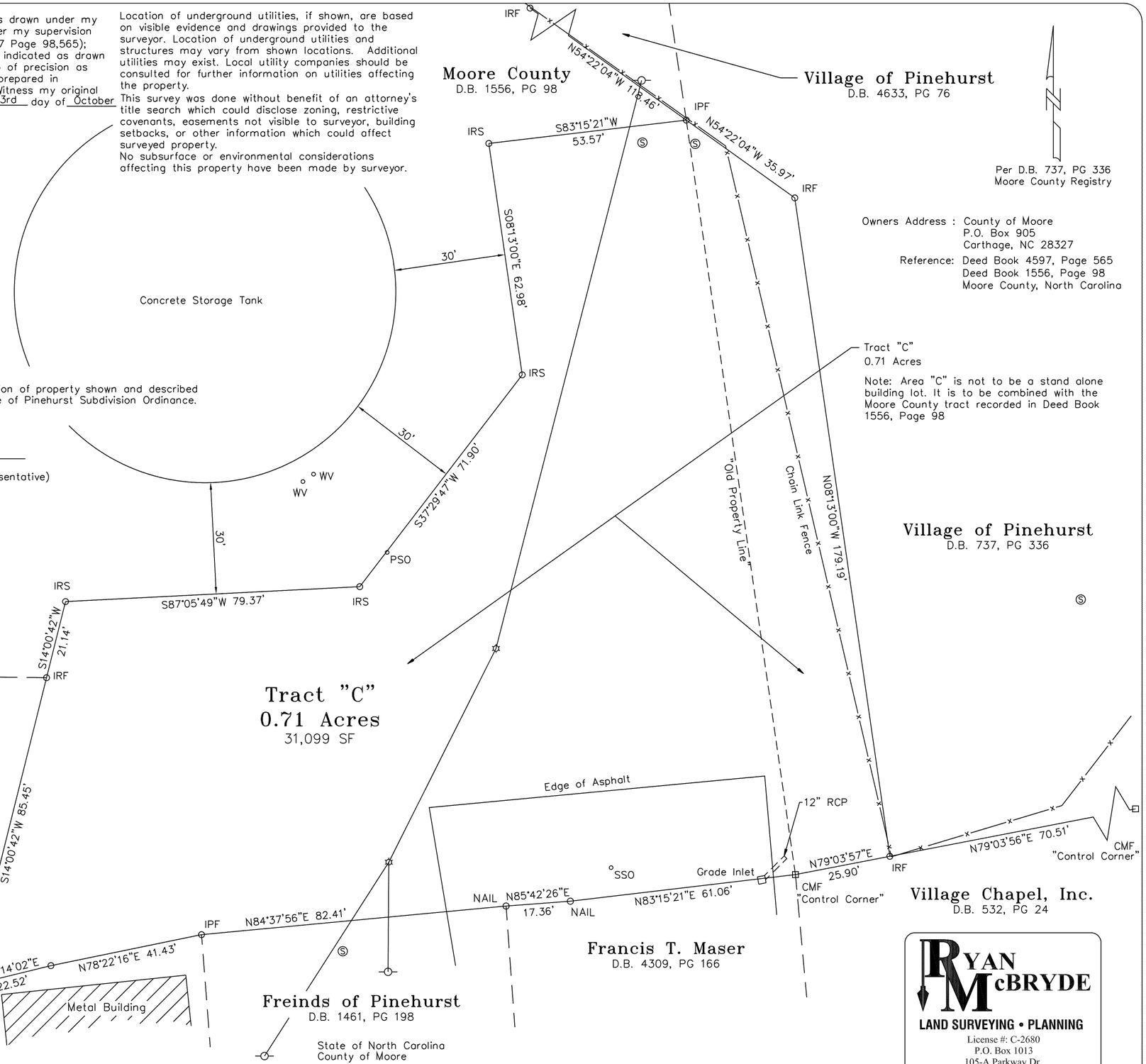
☑ D. That this plat is of a survey of another category, such as the recombination of existing parcels, a court survey or other exception to the definition of subdivision.

☐ E. That the information available to this surveyor is such that I am unable to make a determination to the best of my professional ability as to provisions contained in (A) through (D) above.

Professional Land Surveyor

L-4394
Registration Number

10/03/16
Date




Per D.B. 737, PG 336
Moore County Registry

Owners Address : County of Moore
P.O. Box 905
Carthage, NC 28327

Reference: Deed Book 4597, Page 565
Deed Book 1556, Page 98
Moore County, North Carolina

Tract "C"
0.71 Acres

Note: Area "C" is not to be a stand alone building lot. It is to be combined with the Moore County tract recorded in Deed Book 1556, Page 98

State of North Carolina
County of Moore

I, _____, Review Officer of Moore County, certify that the map or plat to which this certification is affixed meets all statutory requirements for recording.

Review Officer

Date

GRAPHIC SCALE

20 0 10 20 40 80

( IN FEET )
1 inch = 20 ft.


RYAN McBRYDE
LAND SURVEYING • PLANNING
License #: C-2680
P.O. Box 1013
105-A Parkway Dr.
Aberdeen, NC 28315
Phone/Fax (910) 944-2410


Survey For:

# Village of Pinehurst
# Tract "C", 0.71 Acre Tract
# Public Works Land

Recombination Survey
Mineral Springs Township, Moore County
Pinehurst, North Carolina
October 3, 2016 JOB# 150220

RECORD MAP NORTH

REFERENCE:
DEED BOOK 4483, PAGE 510
PLAT CABINET 14, SLIDE 761
MOORE COUNTY REGISTRY

RATIO OF PRECISION = 1:10,000+

ACREAGE DETERMINED BY
COORDINATE METHOD

UNLESS OTHERWISE DENOTED:
EIS = EXISTING IRON STAKE
EIP = EXISTING IRON PIPE
ECM = EXISTING CONCRETE MONUMENT
ERRS = EXISTING RAILROAD SPIKE
EA = EXISTING AXLE
NIP = NEW IRON PIPE
NIS = NEW IRON STAKE
NM = NEW MAG NAIL
EM = EXISTING MAG NAIL
CP = CALCULATED POINT
RCP = REINFORCED CONCRETE PIPE
#AG = (#) INCHES ABOVE GRADE
#BG = (#) INCHES BELOW GRADE
FL = FLUSH WITH GRADE
R/W = RIGHT-OF-WAY
-o- = UTILITY POLE

PARCEL ID: 00022016

ZONING: PC

PUBLIC SUPPLY WATERSHED: WS-III-BW

OWNERS ADDRESS:
VILLAGE OF PINEHURST, NC
395 MAGNOLIA ROAD
PINEHURST, NC 28374

PROPERTY ADDRESS:
810 JUNIPER LAKE ROAD
WEST END, NC 27376

CERTIFICATE OF OWNERSHIP

I, _____, HEREBY CERTIFY THAT I AM THE OWNER OF THE PROPERTY DESCRIBED HEREON, WHICH PROPERTY IS WITHIN THE SUBDIVISION REGULATION JURISDICTION OF THE VILLAGE OF PINEHURST, NORTH CAROLINA, AND THAT I FREELY ADOPT THIS PLAN OF SUBDIVISION

_____ _____
OWNER, VILLAGE REPRESENTATIVE DATE

I, _____, HEREBY CERTIFY THAT SUBDIVISION PLAT SHOWN HEREON HAS BEEN FOUND TO COMPLY WITH THE SUBDIVISION REGULATIONS OF THE VILLAGE OF PINEHURST WITH THE EXCEPTION OF SUCH VARIANCES, IF ANY, AND CONDITIONS OF APPROVAL AS ARE NOTED IN THE MINUTES OF THE VILLAGE COUNCIL AND/OR THE ZONING BOARD OF ADJUSTMENTS AND HAS BEEN APPROVED FOR RECORDING IN THE MOORE COUNTY REGISTRER OF DEEDS

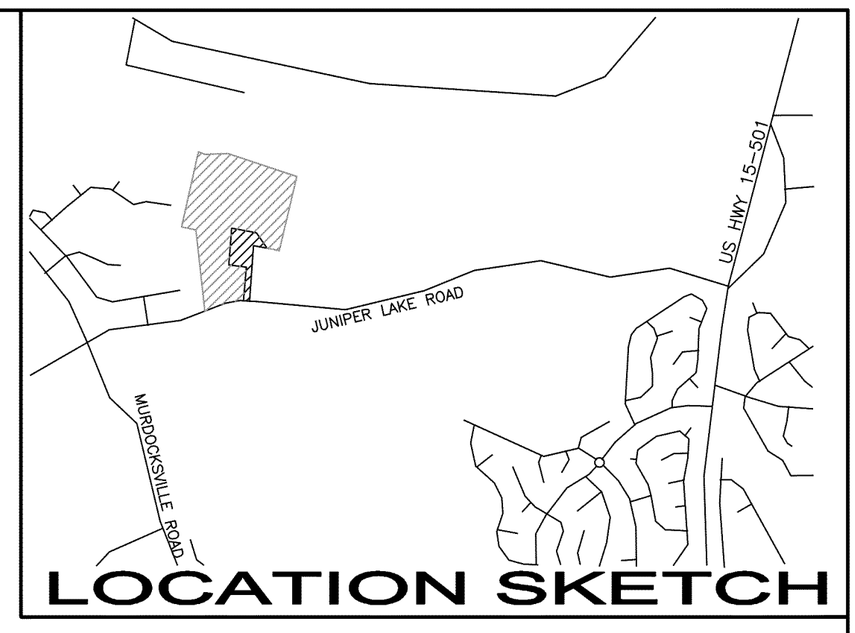
_____ _____
VILLAGE MANAGER DATE

NOTICE: THIS PROPERTY IS LOCATED WITHIN A PUBLIC WATER SUPPLY WATERSHED - DEVELOPMENT RESTRICTIONS MAY APPLY

PUBLIC WATER SUPPLY WATERSHED PROTECTION CERTIFICATE

I, _____, CERTIFY THAT THE PLAT SHOWN HEREON COMPLIES WITH THE VILLAGE OF PINEHURST WATERSHED ORDINANCE AND IS APPROVED BY MYSELF, AS AGENT FOR THE WATERSHED REVIEW BOARD FOR RECORDING IN THE MOORE COUNTY REGISTER OF DEEDS OFFICE

_____ _____
VILLAGE PLANNER DATE




LOCATION SKETCH

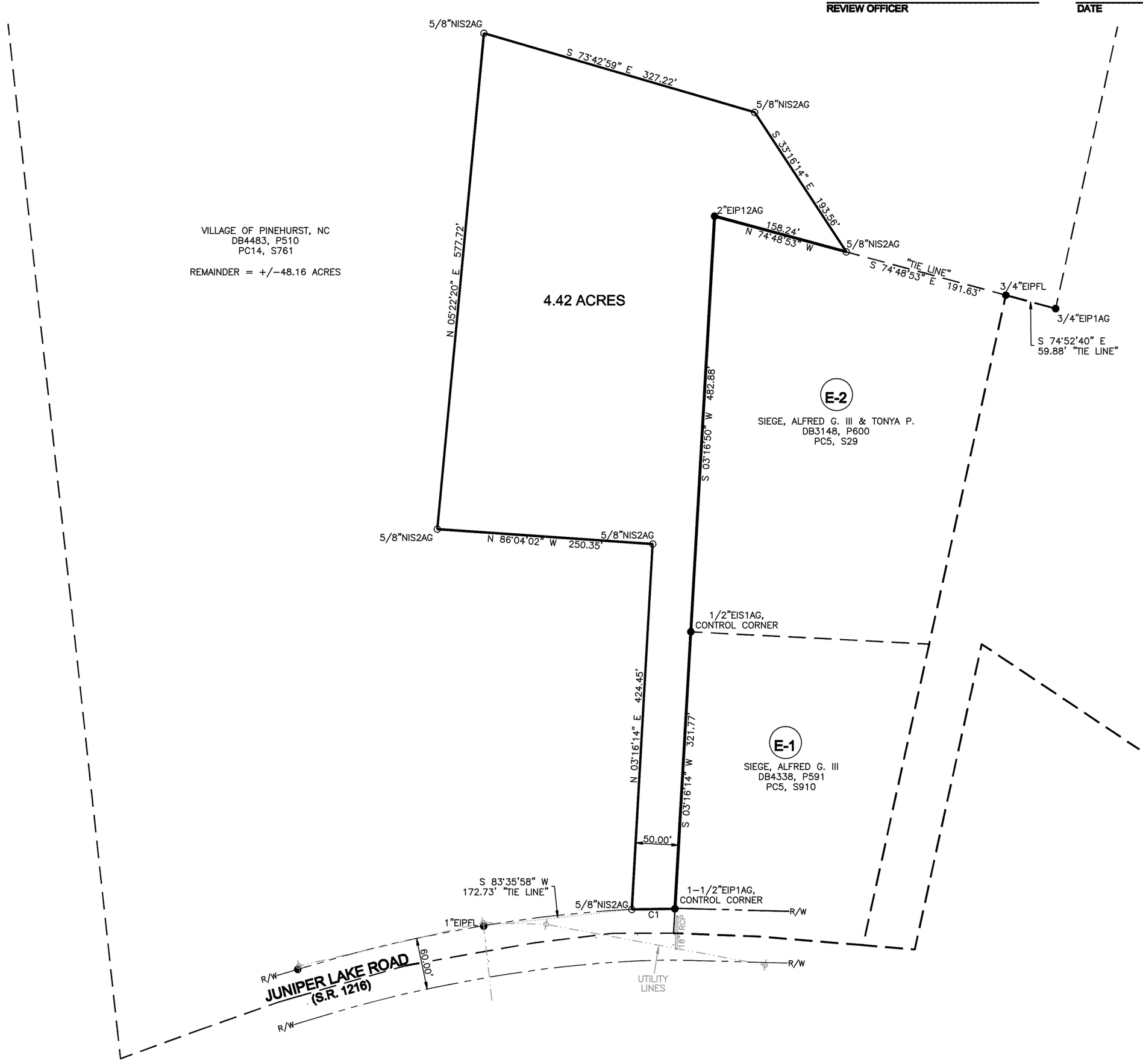
| CURVE | RADIUS | ARC LENGTH | CHORD LENGTH | CHORD BEARING | DELTA ANGLE |
|---|---|---|---|---|---|
| C1 | 1200.00' | 50.13' | 50.12' | S 89°15'41" W | 2°23'36" |

STATE OF NORTH CAROLINA

COUNTY OF MOORE

I, _____, REVIEW OFFICER OF MOORE COUNTY, NORTH CAROLINA, CERTIFY THAT THE MAP OR PLAT WHICH THIS CERTIFICATION IS AFFIXED MEETS ALL STATUTORY REQUIREMENTS FOR RECORDING

_____ _____
REVIEW OFFICER DATE




I, JOHN G. MATTHEWS, CERTIFY THAT THIS SURVEY CREATES A SUBDIVISION OF LAND WITHIN THE AREA OF A COUNTY OR MUNICIPALITY THAT HAS AN ORDINANCE THAT REGULATES PARCELS OF LAND

I, JOHN G. MATTHEWS, CERTIFY THAT THIS PLAT WAS DRAWN UNDER MY SUPERVISION FROM AN ACTUAL SURVEY MADE UNDER MY SUPERVISION (DEED DESCRIPTION RECORDED IN BOOK 4483, PAGE 510, MOORE COUNTY REGISTRY); THAT THE BOUNDARIES NOT SURVEYED ARE CLEARLY INDICATED AS DRAWN FROM INFORMATION FOUND IN BOOK 4483, PAGE 510, MOORE COUNTY REGISTRY; THAT THE RATIO OF PRECISION AS CALCULATED IS 1:10,000+; THAT THIS PLAT WAS PREPARED IN ACCORDANCE WITH G.S. 47-30 AS AMENDED. WITNESS MY ORIGINAL SIGNATURE, REGISTRATION NUMBER AND SEAL THE 28TH DAY OF SEPTEMBER, A.D., 2016.

_____
PROFESSIONAL LAND SURVEYOR, L-5020


MATTHEWS
LAND SURVEYING & MAPPING PLLC
FIRM LICENSE: P-1343
JOHN G. MATTHEWS, PLS, L-5020
103 MONROE STREET, SUITE 104
CARTHAGE, NC 28327
910-947-2671


"PRELIMINARY PLAT - NOT FOR RECORDATION, CONVEYANCES, OR SALES"

0 100 200 300

# DIVISION SURVEY FOR MOORE COUNTY PUBLIC UTILITIES

4.42 ACRE MAINTENANCE YARD AT JUNIPER LAKE ROAD PROPERTY
MINERAL SPRINGS TOWNSHIP, MOORE COUNTY
PINEHURST, NORTH CAROLINA
SEPTEMBER 28, 2016 *** SCALE 1"=100'

**RESOLUTION #16-26:**

**A RESOLUTION REGARDING AN APPOINTMENT TO THE PINEHURST PLANNING AND ZONING BOARD AND BOARD OF ADJUSTMENT.**

**THAT WHEREAS,** the Village of Pinehurst has established a Planning and Zoning Board and a Board of Adjustment as required by its Development Ordinance and authorized by North Carolina General Statutes 160A-361 and 160A-388; and

**WHEREAS,** on the 13th day of March, 2012, the Pinehurst Village Council adopted Ordinance #12-10 to amend Chapter 31 of the Pinehurst Municipal Code to combine the Planning and Zoning Board and the Board of Adjustment; and

**WHEREAS**, there is a need to fill two upcoming vacancies on the boards; and

**WHEREAS,** Mr. Kevin Drum, Ms. Cyndie Burnett, and the Village Council of Pinehurst are desirous of Mr. Drum and Ms. Burnett to serve as members of the Board of Adjustment and the Planning and Zoning Board.

**NOW, THEREFORE, BE IT RESOLVED** by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 25th day of October, 2016, as follows:

**SECTION 1**. That the following appointment is hereby made to the Board of Adjustment and the Planning and Zoning Board for the term indicated:

Mr. Kevin Drum is appointed as a member of the Board of Adjustment and the Planning and Zoning Board, effective December 1, 2016, said term expiring on November 30, 2019.

Ms. Cyndie Burnett is appointed as a member of the Board of Adjustment and the Planning and Zoning Board, effective December 1, 2016, said term expiring on November 30, 2019.

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

**THIS RESOLUTION** passed and adopted this 25th day of October, 2016.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

DRAFT

Attest:

_____
Lauren M. Craig, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT

**ORDINANCE #16-17:**

**AN ORDINANCE AMENDING THE PINEHURST DEVELOPMENT ORDINANCE AS IT PERTAINS TO SECTION 9.2A TABLE OF DIMENSIONAL REQUIREMENTS:**

**THAT WHEREAS,** the Village Council of the Village of Pinehurst adopted a new Pinehurst Development Ordinance on the 8th day of October, 2014, for the purpose of regulating planning and development in the Village of Pinehurst and the extraterritorial area over which it has jurisdiction; and

**WHEREAS,** said Ordinance may be amended from time to time as circumstances and the best interests of the community have required; and

**WHEREAS,** a public hearing was held at 4:30 p.m. on October 25, 2016, in the Assembly Hall of the Pinehurst Village Hall, Pinehurst, North Carolina after due notice in the Pilot, a newspaper in Southern Pines, North Carolina, with general circulation in the Village of Pinehurst, and its extraterritorial jurisdiction, for the purpose of considering proposed amendments to the Pinehurst Development Ordinance, at which time all interested citizens, residents and property owners in the Village of Pinehurst and its extraterritorial jurisdiction were given an opportunity to be heard as to whether they favored or opposed the proposed text amendments; and

**WHEREAS**, the Planning and Zoning Board has recommended the Village Council amend Section 9.2a of the Pinehurst Development Ordinance; and

**WHEREAS,** the Village Council, after considering all of the facts and circumstances surrounding the proposed amendments to the text of the Pinehurst Development Ordinance, have determined that it is considered reasonable and in the best interest of the Village of Pinehurst and the extraterritorial jurisdiction and that it is consistent with the 2010 Comprehensive Plan that the Pinehurst Development Ordinance be further amended, making the amendments as requested.

**NOW, THEREFORE, BE IT ORDAINED AND ESTABLISHED** by the Village Council of the Village of Pinehurst, North Carolina in the regular meeting assembled on the 25th day of October, 2016, as follows:

**SECTION 1.** That the Pinehurst Development Ordinance of the Village of Pinehurst and its extraterritorial zoning jurisdiction be and the same hereby is amended by revising Section 9.2a, "Table of Dimensional Requirements", to read as follows:

9.2a Table of Dimensional Requirements

| USE TYPES | PC |
|---|---|
| Minimum Lot Width at Street Line | ~~100'~~ **50'** |

DRAFT

**SECTION 2**. That all ordinances or sections thereof 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 25th day of October, 2016.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

_____
Lauren M. Craig, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT

1895
VILLAGE OF
PINEHURST

## PLANNING AND INSPECTIONS DEPARTMENT STAFF REPORT

**To:** Mayor Fiorillo and Village Council

**From:** Kevin B. Reed, Director of Planning and Inspections

**Cc:** Jeff Sanborn, Village Manager
Lauren Craig, Village Clerk
Bruce Gould, Principal Planner

**Date:** October 18, 2016

**Subject:** **Consider an Official Text Amendment to the Pinehurst Development Ordinance, specifically Section 9.2a, "Table of Dimensional Standards", in order to reduce the Required Minimum Lot Width at the Street Line in the Public Conservation (PC) Zoning District.**

The Village of Pinehurst is proposing an amendment to Section 9.2a, "Table of Dimensional Requirements", of the Pinehurst Development Ordinance (PDO). This amendment would reduce the required minimum lot width at the street line from 100-feet to 50-feet within the Public Conservation (PC) Zoning District. The applicant is the Village of Pinehurst.

This amendment would allow for the future subdivision of a ±4.4 acre parcel from the property owned by the Village on Juniper Lake Road. The subdivision is being contemplated in order to facilitate a potential land swap with Moore County. This potential land swap would then allow the County to move their current Public Utilities operations from Rattlesnake Trail to Juniper Lake Road.

Staff is proposing the new minimum 50-foot width in order to provide an adequate area for access, road shoulders and proper drainage. The 50-foot minimum width is also consistent with right-of-way width found in the Engineering Standards and Specifications Manual.

Page 3 of the 2010 Village of Pinehurst Comprehensive Plan indicates that the Village of Pinehurst intends to guide growth or change in ways that complement the unique character and ambience of the community. Page 3 also states that Pinehurst intends to address community needs in the most efficient and cost-effective manner.

Page 14 of the 2010 Comprehensive Plan indicates that the main strategy of the Plan is to manage activities to enhance the character and ambience of the community and to protect existing neighborhoods.

The current location of Moore County's operation is considered to be a gateway to the NewCore area and its relocation would allow for potential redevelopment scenarios and improved aesthetics along that corridor. The proposed text amendment will allow for the relocation of the Moore County Utilities' operation and meet the above mentioned elements of the Comprehensive Plan. Achieving goals in accordance with the Comprehensive Plan is considered reasonable and in the best interest of the public.

The Planning & Zoning Board conducted a duly advertised public hearing on the proposed amendment at is October 6, 2016 meeting. Following its discussion of the matter, the Board voted unanimously to recommend to the Village Council that the amendment to the PDO be approved. Attached to this memorandum is a copy of the proposed amendment in ordinance format with text being deleted shown in a strikethrough format and text being added shown in a bold and underlined format.

KBR

Attachment

# MINUTES OF
# VILLAGE COUNCIL REGULAR MEETING
# SEPTEMBER 27, 2016

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

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, September 27, 2016 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

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

And approximately 122 attendees, including 10 staff and 1 press.

**1. Call to Order.**
Mayor Nancy Roy Fiorillo called the meeting to order.

**2. Invocation and Pledge of Allegiance.**
Pastor Rod Stone from the Community Presbyterian Church led the invocation and Mayor Fiorillo led everyone in the Pledge of Allegiance.

Mayor Fiorillo presented a certificate of appreciation for Doug Middaugh to Jeanne Casinella. The certificate noted the commitment to the Village of Pinehurst that Mr. Middaugh has shown over the years and the Council's best wishes for his health. Ms. Casinella accepted the certificate signed by the entire Village Council.

**3. Reports.**

**Manager**

- Duke Energy will be doing work to install a new distribution line. Work was scheduled to start in late September and will last 4-6 months.
- The Village Manager read a statement into the record to update the community on the progress of the Greens project. Mr. Sanborn noted staff received the site plan application a few weeks ago and it's been through the staff and the Technical Review Committee and comments were returned on September 15 to the developer. Mr. Sanborn noted once the developer answers the list of questions to the satisfaction of all involved parties, they only need to apply for and receive a State of NC Erosion and Sediment Control Plan permit before the Village can grant a building permit. Mr. Sanborn said he signed an application for the subdivision of the property which shows the sale has gone through and the plat showed the required easements for the two required entrances. Mr. Sanborn noted staff received a very extensive public record request pertaining to the Greens Project form a group of concerned citizens. Mr. Sanborn noted last week there was a brief surge in requests by community members for Council to reconsider their approval of the project. Mr. Sanborn noted the legal framework surrounding this suggestion concludes that the Council may not simply rescind an earlier zoning decision and that any potential change would start back at Planning and Zoning after either a petition by the property owners or a request by the Council. He noted the current property owners have identified rights with respect to development under current zoning and any request initiated by the Village would likely results in a lawsuit that the Village would likely lose.

DRAFT

**Council**

- Councilmember Campbell acknowledged that it was Doug Middaugh's idea to invite Duke Energy back for further conversation.

**4. Motion to Approve Consent Agenda.**

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

A. Consider approving the addendum to lease agreement for the Welcome Center.
B. Approval of Draft Village Council Meeting Minutes.
August 9, 2016 Regular Meeting
C. Public Safety Reports.
Police Department
Fire Department

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

**5. Motion to Recess Regular Meeting and Enter Into a Quasi-Judicial Hearing.**
Upon a motion by Councilmember Campbell, seconded by Councilmember Bouldry, Council unanimously approved to recess the regular meeting and enter into a quasi-judicial hearing by a vote of 5-0.

**6. Public Hearing No. 1**
**The purpose of the public hearing is for a special use permit for Dan & Lori Degre in order to establish an accessory dwelling at 1305 Linden Rd. This property is in the R-10 (Single Family Residential) Zoning District. This property is further identified as Moore County Tax Reference LRK # 24452. The proposed accessory dwelling is to be located in the existing attached structure. The applicant is Step One Design.**

Kevin Reed, Planning and Inspections Director, explained the applicant Step One Design requests a Special Use Permit in order to convert 676 square feet of the existing single-family home into an Accessory Dwelling at 1305 Linden Road. He noted the Special Use is proposed for land owned by Dan and Lori Degre and the property is located within the Village's Extra-Territorial Jurisdiction. Mr. Reed noted staff has reviewed the application and found it to be complete and that no recommendation on this proposal is available from the Planning and Zoning Board as this item has not been before that Board since the Special Use Permits go directly to the Village Council.

Dan and Lori Degre explained they are requesting to remodel the interior of the existing recreation room and to move the entry door. Mr. Degre noted the project meets all required uses and specifications. Mr. Degre noted they will need to remove one bush as a requirement for the new door and will relocate it to another location. Mr. Degre said the new use will remain residential in nature as an in-law apartment which will serve as a place for their adult children to stay when they visit. Mr. Degre noted this project is in conformity with the long range comprehensive plan.

There were no public comments.

**7. Motion to Adjourn the Quasi-Judicial Hearing and Re-enter into the Regular Meeting.**
Upon a motion by Councilmember Cashion, seconded by Councilmember Berggren, Council unanimously approved to adjourn the quasi-judicial hearing and re-enter into the regular meeting by a vote of 5-0.

DRAFT

8. **Discuss and consider a motion for the request of a special use permit to establish an accessory dwelling at 1305 Linden Rd.**
   Upon a motion by Councilmember Berggren, seconded by Councilmember Campbell, Council unanimously approved without conditions or restrictions, the Special Use Permit as requested by the applicant, Step One Design. The Village Council has accepted the applicant's Standards of Review and incorporated them into the record as the Council's Standards of Review and Findings of Fact and clearly find that each of the Standards of Review has been met by the applicant. The vote passed by a vote of 5-0.

9. **Motion to Recess Regular Meeting and Enter Into a Public Hearing.**
   Upon a motion by Councilmember Campbell, seconded by Councilmember Cashion, Council unanimously approved to adjourn the regular meeting and enter into a public hearing by a vote of 5-0.

10. **Public Hearing No. 2**
    **The purpose of the public hearing is to consider an Official Text Amendment to the Pinehurst Development Ordinance, Section 9.10, "Well Field Protection". This amendment will remove the well field protection regulations from the Pinehurst Development Ordinance in its entirety. The applicant is the Village of Pinehurst.**

    Kevin Reed, Planning and Inspections Director, explained the Village is proposed an amendment to Section 9.10, "Well Field Protection", of the Pinehurst Development Ordinance (PDO) which would remove the well field protection regulations in its entirety. Mr. Reed explained the NC General Assembly recently passed legislation, which became effective August 1, 2016, regarding the ability for local governments to prohibit or regulate a property owner from constructing and using an irrigation well. He explained that in consultation with the Village Attorney, staff had been advised that our current regulations relative to irrigation wells and the well field protection regulations were not enforceable and should be removed from the PDO. Since August 1st, Village staff has ceased to process applications for irrigation wells and property owners have been directed to Moore County Environmental Health in order to obtain their irrigation well permits. Mr. Reed noted the Planning and Zoning Board voted unanimously to recommend the amendment to the PDO and he noted this is not consistent with the Comprehensive Plan however the existing regulations are in conflict with the state law and therefore this amendment is considered reasonable and in the best interest of the public.

    Audience Comments:

    - Walter Bull explained he objects to this change made without a written opinion of the attorney for the Village of Pinehurst. Mr. Bull said corrective action should be taken so staff understands its limitations for changing this. Mr. Bull read a memo dated 9/23/2016 between Walter Bull to Jeff Sanborn asking what authority the Village is enforcing for the no drilling and suggested to interact with Randy Gould of Moore County Public Utilities. Mr. Bull said he spoke with Wayne Vest and Randy Gould and they support protecting water quality for Pinehurst and are seeking possible legislation for protecting drinking water from irrigation wells. He noted the Pinehurst Water Committee performed a valuable service by establishing the relationship with Moore County and its customers in the Village. He urged Council to withdraw the text amendment to allow Moore County to react to the legislative changes.

    - Randy Gould, Public Works Director for Moore County and also a Pinehurst resident said his job is to protect the water supply for the county and the wells make up a predominant portion of the water. He noted the state law trumps the current protections and the county is seeking other ways to protect the water source and it may not be through the Village's ordinances.

    - Manager Jeff Sanborn read an email into the record from Village Attorney Mike Newman to Jeff Sanborn giving his legal opinion.

DRAFT

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

Upon a motion by Councilmember Campbell, seconded by Councilmember Cashion, Council unanimously approved to approve Ordinance 16-16 amending the Pinehurst Development Ordinance Section 9.10 "Well Field Protection" and that the proposed amendments to the Pinehurst Development Ordinance are not consistent with the goals outlined in the 2010 Comprehensive Long Range Plan and are considered reasonable and in the best interest of the public as referenced in the memorandum dated September 21, 2016 from Kevin Reed, Director of Planning and Inspections by a vote of 5-0.

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

**11. Public Hearing No. 3**

**The purpose of the public hearing is to consider an Official Text Amendment to the Pinehurst Development Ordinance, specifically Section 9.13, "Fences Walls and Columns" and Section 10.2, "Definitions". This amendment will clarify how the height of fencing is measured from existing grades, modifies the design regulations for picket, post and rail and board/shadow box/solid fence types, adds the definition for a column and requires a public hearing for Council to modify the requirements for temporary fencing. The applicant is the Village of Pinehurst.**

Kevin Reed, Planning and Inspections Director, explained the Planning & Zoning Board had been previously tasked with reviewing the Village's fence regulations for potential changes and modifications. The P&Z appointed a subcommittee that included Village staff, P&Z members and members of the Community Appearance Commission (CAC). He explained the subcommittee presented its findings to the full P&Z Board at its August 4, 2016 meeting when a public hearing was conducted on the proposed amendments to the PDO. The Board continued its discussion until its September 1st meeting and at that time voted unanimously to recommend to the Village Council that the proposed amendments be approved. Mr. Reed noted the changes Council directed staff to make after the September 13 work session discussion.

Audience Comments:

- Ronnie and Julie Black of Spring Lake Drive, asked Council to allow the solid fencing of vinyl or wood. Ms. Black noted she sees a lot of the fencing that is allowed and is not attractive. Ms. Black said she is asking to allow the solid privacy fences of vinyl or wood. She noted they started putting up a fence in her yard this year and was contacted by the Village that it was not an allowable type in Pinehurst. Staff noted the proposed amendment would allow the completion of their fence.

- Al Hoy of Pinehurst No. 6 noted he reviewed fences for a while as a member of the CAC and noted his concerns about the quality of fences. He said he researched the suggestion of the 70% increase and found material that was not a significant increase. Suggested 5/8 inch thickness to keep the quality.

- Frank Pacifico of McKenzie Road East asked the definition of fences because homes near him have fences in the front yard with stakes and roping and he didn't think this was allowed. Kevin Reed noted that he assumes these are barriers are put into place to protect the sod that is along the right of way. Mr. Pacifico thought the shoulder of the road should be accessible to drivers.

- Lin Goldhymer asked why privacy fences are needed. She said every house in California had a privacy fence and here in Pinehurst a lot of the large lots have trees that do not need fences.

DRAFT

She said the developers are clear cutting lots and taking away the natural privacy. She asked if we will do something to prevent the deterioration of the land around here.

12. **Motion to Adjourn the Public Hearing and Re-Enter the Regular Meeting.**
Upon a motion by Councilmember Campbell, seconded by Councilmember Bouldry, Council moved to adjourn the public hearing and re-enter the regular meeting by a vote of 5-0.

13. **Discuss and consider an ordinance amending the Pinehurst Development Ordinance Section 9.10, "Well Field Protection".**
See vote noted under #10. Council took action immediately after the Public Hearing.

14. **Discuss and consider an ordinance amending the Pinehurst Development Ordinance Section 9.13, "Fences Walls and Columns" and Section 10.2, "Definitions".**
Councilmember Campbell thanked the Planning and Zoning Board for putting together suggestions for the fence ordinance. Upon a motion by Councilmember Campbell, seconded by Councilmember Cashion, Council unanimously approved Ordinance 16-15 amending the Pinehurst Development Ordinance Section 9.13, "Fences Walls and Columns" and Section 10.2, "Definitions" and that the proposed amendments to the Pinehurst Development Ordinance are consistent with the goals outlined in the 2010 Comprehensive Long Range Plan and are considered reasonable and in the best interest of the public as referenced in the memorandum dated September 21, 2016 from Kevin Reed, Director of Planning and Inspections. This was approved by a vote of 5-0.

15. **Discuss and consider an ordinance amending Chapter 111, "Mobile Vendors", of the Pinehurst Municipal Code in order to permit food trucks in the Hospital Development and Recreational Development Zoning Districts.**
Kevin Reed, Planning and Inspections Director, explained staff prepared a draft ordinance to the Pinehurst Municipal Code which would allow mobile food vendors, specifically food trucks, in the Village's Hospital Development and Recreational Zoning District. Upon a motion by Councilmember Berggren, seconded by Councilmember Bouldry, Council unanimously approved Ordinance 16-13 amending the Pinehurst Municipal Code Chapter 111 "Mobile Vendors" in order to permit food trucks in the hospital development and recreational development zoning districts by a vote of 5-0.

16. **Discuss and consider an ordinance amending the Pinehurst Municipal Code as it pertains to regulatory traffic sign installations in the Village of Pinehurst.**
Manager Jeff Sanborn explained the need to modify the Pinehurst Municipal Code language regarding the authority to installing regulatory traffic signs from Chief of Police to Village Manager. Upon a motion by Councilmember Cashion, seconded by Councilmember Berggren, Council unanimously approved Ordinance 16-14 amending the Pinehurst Municipal Code Section 70.04 as it pertains to the installation of traffic signs for the Village of Pinehurst by a vote of 5-0.

17. **Discuss and consider a resolution to grant a sewer easement on the Public Services property to Moore County Public Utilities (re-route sewer service on Spur Road).**
Jeff Batton said Moore County Public Utilities is requesting the Village grant a sewer easement on the Public Services property to re-route sewer service on Spur Road. Mr. Batton shared a map of the general location of the request. Upon a motion by Councilmember Bouldry, seconded by Councilmember Campbell, Council unanimously approved Resolution 16-25 granting a sewer easement to Moore County Public Utilities by a vote of 5-0. Jeff Batton gave a brief update on the Public Services facility renovation project.

18. **Presentation of the Fiscal Year 2016 Annual Performance Report.**
Natalie Dean presented the FY 2016 annual performance report and noted this is the third year the Village has used its Balanced Scorecard Report. Within the report, staff included three year trend data and includes Key Performance Indicators (KPIs). Each KPI is assigned a score based on staff's performance based on the goal that was set and the red flag thresholds. Ms. Dean also noted areas where the Village set national benchmarks. Ms. Dean noted 99% of residents in every neighborhood in

DRAFT

Pinehurst rated the quality of life as good or excellent. Ms. Dean reviewed the results for the KPIs under the Customer, Internal, Workforce, and Financial Perspectives. Ms. Dean congratulated Village staff for their hard work and for setting five national benchmarks in a single year.

**19. Discuss and consider a resolution authorizing the sale of surplus capital assets.**
John Frye, Financial Services Director, explained Village Ordinance #08-04 authorizes the Village Manager to sell surplus assets with an estimated market value of less than $5,000. He noted the Village has three items listed that could potentially bring it over $5,000 at auction which would need Council's action to authorize the sale. Upon a motion by Councilmember Cashion, seconded by Councilmember Berggren, Council unanimously approved Resolution 16-24 authorizing the Village Manager to dispose of certain surplus capital assets for the Village of Pinehurst by a vote of 5-0.

**20. Discuss and consider a uniform rental service agreement for the Village of Pinehurst.**
John Frye Financial Services Director, explained the Village utilizes uniform rental services in the Public Services, Fleet, Harness Track, and Buildings & Grounds departments and the current five-year contract with Aramark is set to expire November 9, 2016. Mr. Frye explained staff formed a selection team to consider a new vendor and the team considered uniform quality, service, and cost. In making their recommendation, the team considered three providers, including our current provider Aramark, UniFirst, and Cintas. Staff recommends that the Village enter into a five-year service agreement with UniFirst Corporation under the National Joint Powers Alliance (NJPA) cooperative purchase contract for uniform rental services. Upon a motion by Councilmember Bouldry, seconded by Councilmember Berggren, Council unanimously approved to authorize the Mayor or her designee to execute the contract with UniFirst Corporation for the provision of uniform rental services by a vote of 5-0.

**21. Discuss and consider a road resurfacing contract with Riley Paving.**
Assistant Village Manager Jeff Batton and Ralph Morgan, Infrastructure Superintendent, explained staff is requesting Council's authorization to enter into a contract with Riley Paving, Inc., the lowest responsible bidder for the FY 2017 Annual Street Resurfacing & Improvement Project. Mr. Bowen explained the current budget for this activity is $900,000 which will include $376,350 for Riley Paving to resurface 1.9 miles. He said another $248,000 is allocated for this 1.9 miles to other contractors for .50 miles of sub-base reconstruction, a few drainage repairs, and 3.8 miles of shoulder restoration. Upon a motion by Councilmember Bouldry, seconded by Councilmember Campbell, Council unanimously approved to authorize the Mayor or her designee to execute the contract with Riley Paving, Inc. for the FY 2017 Annual Street Resurfacing and Improvement Project by a vote of 5-0.

**22. Other Business.**
- Mayor Fiorillo explained she checked with Southern Pines earlier in the day and they have not received an application from Publix yet and at the last meeting the Village Council determined not to make a statement yet.

**23. Comments from Attendees.**
- Manager Jeff Sanborn reread his statement from the Manager's report about the status of the Greens project.
- Bart Boudreaux, on behalf of the Pinehurst Matters group, shared the group's online petition results. Mr. Boudreaux said the group was denied a slot on the Council's agenda but they have received 554 signatures opposing the rezoning in two weeks. Mr. Boudreaux shared common themes, consistent with the Civic Group, which included concern of scale, the location near the Arboretum, impact on the aesthetics and quaintness, too much traffic, and the Village Council's quick decision to avoid input. Mr. Boudreaux noted he was disappointed with how the Village Council made this decision and he is concerned there were ulterior motives. Mr. Boudreaux said the Council should rescind the decision of the rezoning.
- Kaye Pierson of Pinehurst No.6 asked Manager Jeff Sanborn to repeat the process for a rezoning. Kevin Reed helped explain the process and the vested rights test in NC law. Ms. Pierson recently moved back to property in Pinehurst No. 6 and she is concerned about the Greens Project. Ms. Pearson quoted sections of the NewCore Master Plan and suggested

DRAFT

revisiting this plan since it was written 16 years ago. She noted the design, density, and development statements should not be compromised, there should be a minimum of 45% of open space, the project should be consistent with the scale of existing Village core, the project should extend the scale and character of the Village, and the condensed summary of participants input.

- Judy Davis of the Pinehurst Civic Group said this self-inflicting wound could have been prevented by engaging dialogue among the citizens. Ms. Davis explained the Civic Group is still receiving comments about the proposed Publix development and she has shared the concerns about traffic along Morganton Road. Ms. Davis shared information about the meeting with the developer in Southern Pines. Ms. Davis noted, as a voter, that Council should share and ask more questions to show the public what they are thinking and how they are approaching votes.
- Jack Farrell pointed out that he requested to be on the agenda but was denied. Mr. Farrell noted he and his family have been involved in Pinehurst over 60 years and this is one of the saddest things that could happen to this community. He also said Jeff Sanborn responded there is no practical or legal way for the Village to resend this vote but he suggested that the Village Council could be the applicant and for the due process of the community to be respected.
- Joan Owen of CCNC thanked the Council for the gateway sign on Morganton Road. She said CCNC worked very hard at getting people to respond to the online survey regarding the proposed Publix Development and she feels that delaying writing a letter to Publix is a big mistake. She explained that the Halpern property in Greensboro has listened to the opposition and Trader Joes and Publix have both backed out of that particular property.
- Jim Rhor noted his frustration and feels the apartment project is inappropriate. He noted after the work session, he wrote several emails asking the Village Council a question and didn't get the answer yet. Mr. Moore said the Council was elected to represent the public and he asked why they made this decision in light of overwhelming opposition.
- Keith Junk of Pinewild thanked Natalie Dean for the annual performance report and suggested adding a question asking resident satisfaction with the performance of the Village Council.
- Rebecca Beard said this is a high issue among the citizenry and said she is curious about the decision making of how this 72 unit apartment is a benefit to the community. Ms. Beard noted she voted for Mayor Fiorillo due to her expertise in city planning. Ms. Beard said she thinks this project looks like a dormitory. She said this has caused a divide in the community and there is an element of distress. Ms. Beard asked Council to revisit the Olmstead plan for Pinehurst and said there is a wealth of information about why it is so special and she can't imagine the adverse impact that this apartment complex will make. She urged Council to regain the public trust and to look at the mission and vision for Pinehurst for 50 years and what the population and lifestyle will be.
- John Taylor expressed agreement with Joan Owen's comment to proceed with writing the letter to Publix now. Mr. Taylor said he has been a property owner for 23 years in Pinehurst and he was present at the public hearing regarding the apartment complex. He said the process followed here was horrific and he asked how Council could hold a vote unanimously with no discussion. Mr. Taylor explained conflicting pressures can go into decision making but he thinks it's important to know why the decision was made. He noted 700sf apartments are not going to rent for a lot of money. Mr. Taylor said he would appreciate understanding more about the process that was taken and he said elections have consequences.

**24. Motion to Adjourn.**

Councilmember Campbell moved to adjourn the Regular Meeting. The motion was seconded by Councilmember Berggren and carried unanimously. The Regular Meeting adjourned at 7:20p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

DRAFT

# MINUTES OF
# VILLAGE COUNCIL WORK SESSION
# SEPTEMBER 13, 2016

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

The Pinehurst Village Council held a Work Session at 4:30 p.m., Tuesday, September 13, 2016 in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

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

And approximately 38 attendees, including 14 staff and 1 press.

1. **Call to Order.**
Mayor Nancy Roy Fiorillo called the meeting to order.

2. **Presentation of the 2016 Herman Drake Award to Gerald Brown by the Solid Waste Division of North Carolina Chapter of the American Public Works Association.**
Herald Haywood, 2016 President of the American Public Works Association Solid Waste Division gave an overview of the American Public Works Association and explained the impact of Herman Drake. Mr. Haywood presented Gerald Brown from the Village of Pinehurst Public Services Department with the 2016 Herman Drake Award.

3. **Presentation of the 2016 Community Survey Results.**
John Frye, Director of Financial Services, introduced Jason Morado, Project Manager with ETC Institute who presented the findings of the 2016 Community Survey. Mr. Morado gave an overview of the ETC Institute and the purpose for completing the survey. He explained that they collected 793 completed surveys with a 95% confidence level and a margin of error +/- 3.5% overall. Mr. Morado said residents have a very positive perception of the Village, the Village is moving in the right direction, and satisfaction with Village services is much higher in Pinehurst than other communities. He noted overall priorities for improvement over the next 2 years according to the results include: efforts at maintaining the quality of neighborhoods, level of public involvement in local decisions, and enforcement of Village codes and ordinances. Mr. Morado covered an overview of the survey results noting the general trends and bench mark comparisons.

4. **Presentation of Financial Statements for the Year Ended June 30, 2016.**
John Frye, Director of Financial Services, presented the un-audited financial statements for the year ended June 30, 2016. Mr. Frye noted the Village ended the fiscal year in a strong financial position with fund balance well above the Council's policy range and debts at reasonably low levels. He noted operating expenditures are in check and revenues are growing at a moderate pace. Mr. Frye explained these results and the Village's strong performance management system will help carry out the objectives in the FY 2017 Strategic Operating Plan. Mr. Frye went through a complete review of the financial statements for the Village Council.

5. **Discuss and consider a contract with McGill Associates for sidewalk project design services.**
Mark Wagner, Director of Parks and Recreation, explained the Village advertised a request for qualifications in late July seeking firms to provide design services for the sidewalk project in Village Acres and McGill Associates was the only firm to submit a Statement of Qualifications. He explained

DRAFT

staff is recommending the Village enter into a contract with McGill Associates to provide design services for the sidewalk project. He noted the contract price would be for a total not to exceed $35,100 and would include surveying, design, permitting, bidding management, and construction oversight which is within the budgeted amount for design services. Upon motion by Councilmember Berggren, seconded by Councilmember Cashion, Council unanimously approved to authorize the Mayor her designee to execute the contract with McGill Associates for sidewalk project design services by a vote of 5-0.

6. **Discuss draft ordinance amending the Pinehurst Municipal Code to allow mobile food vendors in the Village of Pinehurst.**
Manager Jeff Sanborn explained upon the direction of Council, staff has prepared a draft ordinance that would amend the Pinehurst Municipal Code as it pertains to mobile food vendors for Council to review and discuss before the Regular Meeting at the end of the month. Council held a discussion about the proposed amendments and it was clarified that the permit would be granted to the property owner not to the food trucks and Council confirmed their support for this. It was determined for staff to make any edits needed and bring this to the next Regular Meeting on September 27 for a vote.

7. **Discuss draft amendments to the Pinehurst Development Ordinance pertaining to fence regulations.**
Kevin Reed, Director of Planning and Inspections, gave an overview of the Planning and Zoning Board's efforts to review the Village's fence regulations for potential changes and modifications. Mr. Reed explained a subcommittee reviewed these regulations and presented its findings to the full P&Z Board at its August 4, 2016 meeting when a public hearing was conducted on the proposed amendments to the PDO. He explained the P&Z Board continued its discussion at their September 1 meeting where the board voted unanimously to recommend to the Village Council that the proposed amendments be approved. Mr. Reed gave a brief summary of the proposed amendments along with staff comments as appropriate and Council discussed several items. Mr. Reed said the planned public hearing is scheduled for the September 27 Regular Meeting. Councilmember Campbell suggested not setting the minimum thickness of vertical wood at 1 inch.

8. **Village Council's work session discussion.**
    a. Councilmember Campbell discussed possible enhancements at Cannon Park such as the scoreboard, advertisement areas in the hockey rink, and adding signage for local merchants around the Rattlesnake Trail area to advertise to those around the ball fields. Council suggested for Mark Wagner to give more information about this at the next meeting.

    b. Mayor Fiorillo noted residents have written letters to the Publix executives requesting there not be an access on Morganton Road and she suggests the Council also do the same. Council held a discussion about this and Council asked for staff to compile the letters the Village has received on this issue and suggested drafting a letter similar to the letter CCNC sent to the developer for review at the next meeting.

    c. Councilmember Campbell thanked Jeff Batton, Walt Morgan, and Ralph Bowen on their help with cleaning up Pinehurst Elementary School.

    d. Jeff Batton asked for Council to discuss the McIntyre Road streetscape plans. Council gave direction to focus on McIntyre Road primarily this year and perhaps extend this further in the future years. It was determined for the plan to have the sidewalk on the merchant side of McIntyre and Mr. Batton said staff would work with the businesses when developing a plan for this. Mr. Batton noted he anticipates brick sidewalks in that area, blue stone defined parking areas for the on street parking, and decorative street lighting.

DRAFT

**9. Review the preliminary list of items for the 9/27 Regular Meeting agenda.**
Village Manager Jeff Sanborn submitted the following list of items for the September 27 Regular Meeting.

a. Consent Agenda: Budget amendments report
b. Presentation of the FY 2016 Annual Performance Report
c. Consider a resolution to grant a sewer easement on the Public Services property to Moore County Public Utilities (to re-route sewer service for two homes on Spur Road).
d. Consider a uniform rental contract recommendation
e. Consider an internet access contract extension
f. A discussion to receive direction on streetscape planning for the McIntyre/McCaskill Road area.
g. Consider an ordinance amending the Pinehurst Municipal Code as it pertains to food trucks in the Village of Pinehurst
h. Consider an ordinance amending the Pinehurst Municipal Code as it pertains to regulatory traffic sign installations in the Village of Pinehurst
i. Discuss and consider authorizing the Mayor or her designee to execute the Welcome Center lease renewal.
j. Public Hearings:
    a. The purpose of the public hearing is to consider an Official Text Amendment to the Pinehurst Development Ordinance, section 9.10 Well Field Protection. This amendment will remove the well field protection regulations from the Pinehurst Development Ordinance in its entirety. The applicant is the Village of Pinehurst.
    b. The purpose of the public hearing is to consider an Official Text Amendment to the Pinehurst Development Ordinance, section 9.13 Fences Walls and Columns and section 10.2 Definitions. This amendment will clarify how the height of fencing is measured from existing grades, modifies the design regulations for picket, post and rail and board/shadow box/solid fence types, adds the definition for a column and requires a public hearing for Council to modify the requirements for temporary fencing. The applicant is the Village of Pinehurst.
    c. The purpose of the public hearing is for a special use permit for Dan & Lori Degre in order to establish an accessory dwelling at 1305 Linden Rd. This property is in the R-10 (Single Family Residential) Zoning District. This property is further identified as Moore County Tax Reference LRK # 24452. The proposed accessory dwelling is to be located in the existing attached structure. The applicant is Step One Design.

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

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

DRAFT

**MINUTES OF**
**VILLAGE COUNCIL WORK SESSION**
**SEPTEMBER 13, 2016**

**11. Motion to adjourn the Closed Session and re-enter the Work Session**
Councilmember Campbell moved to adjourn the Closed Session and re-enter the Work Session. The motion was seconded by Councilmember Berggren and carried unanimously.

**12. Motion to Adjourn.**
Councilmember Bouldry moved to adjourn the Work Session. The motion was seconded by Councilmember Campbell and carried unanimously. The Work Session adjourned at 6:58 p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

DRAFT

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:** Jeff Sanborn & Senior Leadership

**Date:** October 17, 2016

**Re:** Financial Statements for the Quarter Ended September 30, 2016

---

Financially, the Village is off to a good start for FY 2017. At the end of the first quarter, revenues exceeded expenditures by a larger margin than anticipated in our forecast. In addition, our operating expenditures are below expected levels. These results should position us well to carry out the objectives outlined in the FY 2017 Strategic Operating Plan.

**Financial Position:**

The Village's General Fund is showing $4.7 million in income for the first three months of the year compared to $4.5 million the prior year. In terms of fund balance, the Village's fund balance is currently 75% of expenditures, which is higher than the 69% level seen the previous year at September 30.

The Village's total cash & investment balances increased by $2,671,000, or 26% compared with the previous year. The increases in fund balance and cash and investments are primarily due to the addition of fund balance in the previous fiscal year.

Of the $12.8 million in cash and investments at September 30, 2016, $3.0 million was held in high-quality certificates of deposit purchased under the Village's investment program. Our long-term debt balances also continue to remain relatively low. The Village currently owes a total of $1,272,000 in installment financing agreements.

**Revenues & Expenditures:**

General fund revenues were $379,000, or 5% above the quarterly budget projections. The majority of this positive variance was due to property tax revenues which were $374,000 above the quarterly revenue estimate. The Village's real and personal property tax collection rate of 74% through the first quarter was comparable to last year's rate of 75%. It is also worth noting that the valuation of real and personal taxable property increased by approximately 1% as projected.

Local option sales tax revenues were 9% higher than the quarterly budget. This should be viewed cautiously since most of the revenue for the quarter is based upon estimated revenues. The July 2016 collections received were actually slightly lower than July in the prior year.

General fund operating expenditures were $720,000 or 17% below the quarterly budget overall. This variance is well outside the expected expenditure variance of 5%. Operating expenditures were, however, comparable to the previous year.

For capital outlay, only 74% of the capital outlay budgeted in the first quarter was expended in the first quarter. This is roughly the same level as the previous year. Several projects that were planned for the first quarter are under way, but have not been completed. This includes several projects at the Public Services complex. Variances of this type are common in the first quarter and will work themselves out as the fiscal year progresses.

**Financial Outlook:**

Growth in the Village's property tax base continues to be low compared to historical norms. The total tax base increased by only 1.24% this fiscal year. Although this is in line with our forecast, it constrains revenue growth to a large degree since property taxes make up 58% of operating revenues. Even with high levels of fund balance, the low growth in our tax base will limit our ability to increase operating expenditures in the future. So far this year, the Village has issued 35 residential building permits valued at $6,522,000. This is $1.8m, or 39%, higher than the same period last year. We will need to monitor this trend closely going forward.

Sales tax revenues should also be monitored very closely as the fiscal year progresses. To date, we have only received actual revenues for the month of July. Those sales were slightly lower than the previous year as noted above. We have also received word from the Department of Revenue that sales tax collections for August were approximately 5% below the prior year. We will monitor this situation carefully as the year progresses.

**Other Items:**

During the quarter, the Fair Barn covered 96% of operating expenditures with operating revenues. This is higher than the 87% achieved at this point the previous year and on track with the balanced scorecard target of 92%.

The Harness Track covered 14% of its operating expenditures compared to 8% 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 57%, up from 56% the previous year.

**Conclusion:**

At this point in the fiscal year, our financial results are in line with our expectations. Our financial position is solid with higher levels of fund balance and cash due to the positive results of the prior fiscal year. Lower growth in operating revenues, however, could impede our ability to meet normal increases in operating costs in the future. With only one quarter completed, I am cautious to try and predict how the year will end. There are still many variables at play and most of the variances in revenues, expenditures, and capital outlay 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.

# VILLAGE OF PINEHURST
# VILLAGE COUNCIL
# CLOSED SESSION – SEPTEMBER 13, 2016

## 395 MAGNOLIA ROAD
## ASSEMBLY HALL
## PINEHURST, NORTH CAROLINA
## 4:30 PM

## MINUTES

At the regular meeting of the Pinehurst Village Council held at 4:30 p.m., Tuesday, September 13, 2016 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina, Councilmember Campbell moved to go into Closed Session pursuant to NCGS §143-318.11(a)(5)(i) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease. Specifically, the Council will discuss a potential land swap with Moore County. The motion was seconded by Councilmember Cashion and carried unanimously with a vote of 5-0.

The following people were present:

Ms. Nancy Roy Fiorillo, Mayor
Ms. Claire L. Berggren, Councilmember
Mr. John Bouldry, Councilmember
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Mr. Jeff Sanborn, Village Manager
Mr. Jeff Batton, Assistant Village Manager

**MAYOR NANCY ROY FIORILLO CALLED THE MEETING TO ORDER.**

The Village Council discussed the provisions of a potential land swap between the Village of Pinehurst and Moore County, as well as potential land swaps involving the Sandhills Sandsharks and a private property owner.

**ADJOURNMENT.**

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

Respectfully Submitted,

Lauren M. Craig
Village Clerk

# VILLAGE OF PINEHURST

FINANCIAL STATEMENTS

FOR THE THREE MONTHS ENDED
SEPTEMBER 30, 2016

# Village of Pinehurst
# Financial Statements
# Table of Contents


Combined Balance Sheet..... 1

General Fund
Statement of Revenues, Expenditures, and Changes in Fund Balance, Budget and Actual ..... 2

Schedule of Cash and Investment..... 4

Investment Yield Summary..... 5

Schedule of Fund Balance ..... 6

Schedule of Capital Outlay by Function and Activity ..... 7

Schedule of General Long Term Debt..... 8

Schedule of Budget Amendments..... 9

Schedule of Ad Valorem Property Tax Collections ..... 10

Schedule of Ad Valorem Property Tax Levy ..... 11

Building Permits Summary..... 12

Local Option Sales Taxes Summary..... 13

Schedule of Fair Barn Revenues and Expenditures ..... 14

Schedule of Harness Track Revenues and Expenditures..... 15

**Village of Pinehurst**
**Combined Balance Sheet - All Fund Types**
**September 30, 2016**

| | Governmental Fund Type | Account Groups | | | |
|---|---|---|---|---|---|
| | General Fund | General Capital Assets | General Long - Term Debt | Totals September 30, 2016 | Totals September 30, 2015 |
| **ASSETS** | | | | | |
| Cash & investments | $ 12,841,329 | $ - | $ - | $ 12,841,329 | $ 10,170,343 |
| Taxes receivable | 2,391,475 | - | - | 2,391,475 | 2,265,666 |
| Assessments receivable | 126,417 | - | - | 126,417 | 67,391 |
| Due from other governmental agencies | 1,622,904 | - | - | 1,622,904 | 3,045,036 |
| Interest receivable | 1,123 | - | - | 1,123 | 788 |
| Other receivables | 185,455 | - | - | 185,455 | 186,150 |
| Inventory | 40,685 | - | - | 40,685 | 40,104 |
| Capital assets | - | 40,551,230 | - | 40,551,230 | 38,806,674 |
| Amounts to be provided for retirement of general long-term debt | - | - | 2,633,599 | 2,633,599 | 2,531,250 |
| **TOTAL ASSETS** | $ 17,209,388 | $ 40,551,230 | $ 2,633,599 | $ 60,394,217 | $ 57,113,402 |
| **LIABILITIES AND FUND EQUITY** | | | | | |
| Accounts payable | $ 31,154 | $ - | $ - | $ 31,154 | $ 201,942 |
| Withholdings & accrued expenses | 57,032 | - | - | 57,032 | 49,706 |
| Accrued vacation | - | - | 601,902 | 601,902 | 617,156 |
| Net pension obligation (LEO) | - | - | 268,823 | 268,823 | 235,014 |
| Net pension liability (LGERS) | - | - | 490,982 | 490,982 | - |
| Deposits | 104,280 | - | - | 104,280 | 115,524 |
| Unavailable revenues | 2,899,966 | - | - | 2,899,966 | 2,671,406 |
| Residential assurance deposits | - | - | - | - | - |
| Long-term debt | - | - | 1,271,892 | 1,271,892 | 1,679,080 |
| Total Liabilities | 3,092,432 | - | 2,633,599 | 5,726,031 | 5,569,828 |
| **EQUITY** | | | | | |
| Investment in general capital assets | - | 40,551,230 | - | 40,551,230 | 38,806,674 |
| Fund Balance: | | | | | |
| Nonspendable: | | | | | |
| Inventory | 40,685 | - | - | 40,685 | 40,104 |
| Prepaid items | - | - | - | - | - |
| Restricted: | | | | | |
| Stabilization by state statute | 2,818,181 | - | - | 2,818,181 | 4,163,954 |
| Transportation | 233,743 | - | - | 233,743 | 213,827 |
| Committed: | | | | | |
| Capital Project fund expenditures | - | - | - | - | - |
| Special Revenue fund expenditures | - | - | - | - | - |
| Assigned: | | | | | |
| Designated for expenditures | 1,446,430 | - | - | 1,446,430 | 1,827,290 |
| Unassigned | 9,577,917 | - | - | 9,577,917 | 6,491,725 |
| Total equity | 14,116,956 | 40,551,230 | - | 54,668,186 | 51,543,574 |
| **TOTAL LIABILITIES & EQUITY** | $ 17,209,388 | $ 40,551,230 | $ 2,633,599 | $ 60,394,217 | $ 57,113,402 |

# Village of Pinehurst
## Statement of Revenues, Expenditures and Changes in Fund Balance
## Budget and Actual - General Fund
## Three Months Ended September 30, 2016

| | Annual Budget as of 9/30/2016 | Quarterly Budget as of 9/30/2016 | YTD as of 9/30/2016 | YTD as of 9/30/2015 | Current Year Over (Under) Prior Year | % of 2017 Budget Spent / Received YTD |
|---|---|---|---|---|---|---|
| **Revenues** | | | | | | |
| Ad valorem taxes & penalties | $ 9,923,000 | $ 6,751,223 | $ 7,125,366 | $ 6,971,312 | $ 154,054 | 71.81% |
| Assessments | 29,000 | - | 4,945 | - | 4,945 | 17.05% |
| Other taxes and licenses | 500 | 25 | 675 | 150 | 525 | 135.00% |
| Intergovernmental revenues: | | | | | | |
| Unrestricted | 5,326,200 | 904,707 | 984,763 | 954,851 | 29,912 | 18.49% |
| Restricted | 505,200 | 249,923 | 247,864 | 244,896 | 2,968 | 49.06% |
| Permits & fees | 583,800 | 145,950 | 135,213 | 123,347 | 11,866 | 23.16% |
| Sales & service | 652,400 | 137,100 | 121,690 | 105,287 | 16,403 | 18.65% |
| Other revenues | 172,800 | 57,238 | 3,145 | 33,653 | (30,508) | 1.82% |
| Interest earned on investments | 25,400 | 2,000 | 4,137 | 1,197 | 2,940 | 16.29% |
| **TOTAL REVENUES** | 17,218,300 | 8,248,166 | 8,627,798 | 8,434,693 | 193,105 | 50.11% |
| **Operating Expenditures** | | | | | | |
| Governing Body | 209,400 | 73,000 | 39,577 | 48,356 | (8,779) | 18.90% |
| Administration | 1,109,410 | 317,189 | 278,276 | 257,419 | 20,857 | 25.08% |
| Financial Services | 609,540 | 237,331 | 215,132 | 216,406 | (1,274) | 35.29% |
| Human Resources | 430,060 | 150,566 | 69,358 | 59,999 | 9,359 | 16.13% |
| Police | 2,962,174 | 803,747 | 616,591 | 612,366 | 4,225 | 20.82% |
| Fire | 2,739,874 | 724,370 | 591,324 | 552,764 | 38,560 | 21.58% |
| Inspections | 215,955 | 58,714 | 49,271 | 32,910 | 16,361 | 22.82% |
| Public Services Administration | 413,715 | 114,487 | 81,054 | 84,334 | (3,280) | 19.59% |
| Streets & Grounds | 1,325,764 | 370,807 | 356,790 | 316,402 | 40,388 | 26.91% |
| Powell Bill Funds | 900,300 | 300 | 14,068 | 33,714 | (19,646) | 1.56% |
| Solid Waste | 1,372,690 | 336,874 | 293,792 | 305,249 | (11,457) | 21.40% |
| Recreation | 1,451,114 | 393,256 | 329,640 | 328,384 | 1,256 | 22.72% |
| Library | 200,000 | 125,000 | 150,000 | 137,500 | 12,500 | 75.00% |
| Harness Track | 513,400 | 151,563 | 108,302 | 129,819 | (21,517) | 21.10% |
| Fair Barn | 329,570 | 88,368 | 54,975 | 58,111 | (3,136) | 16.68% |
| Planning | 642,150 | 173,514 | 123,928 | 110,416 | 13,512 | 19.30% |
| Community Development | 273,767 | 85,230 | 63,884 | 48,424 | 15,460 | 23.34% |
| Debt Service | 412,722 | 126,413 | 186,553 | 191,249 | (4,696) | 45.20% |
| Contingency | 50,000 | 12,500 | - | - | - | 0.00% |
| **Total Operating Expenditures** | 16,161,605 | 4,343,229 | 3,622,515 | 3,523,822 | 98,693 | 22.41% |
| **Capital Outlay Expenditures** | | | | | | |
| Administration | 69,829 | 42,829 | 4,009 | - | 4,009 | 5.74% |
| Financial Services | 1,760 | 1,760 | 1,036 | - | 1,036 | 58.86% |
| Human Resources | 2,200 | 2,200 | 1,295 | - | 1,295 | 58.86% |
| Police | 87,715 | 37,215 | 16,877 | - | 16,877 | 19.24% |
| Fire | 690,706 | 32,606 | 5,562 | - | 5,562 | 0.81% |
| Inspections | 882 | 882 | 522 | - | 522 | 59.18% |
| Public Services Administration | 280,829 | 217,829 | 20,732 | 52,972 | (32,240) | 7.38% |
| Streets & Grounds | 466,881 | 55,681 | 94,542 | 99,839 | (5,297) | 20.25% |
| Solid Waste | 3,936 | 3,936 | 2,381 | - | 2,381 | 60.49% |
| Recreation | 700,897 | 288,197 | 15,421 | 93,400 | (77,979) | 2.20% |
| Harness Track | 97,831 | 87,831 | 32,749 | 23,721 | 9,028 | 33.48% |
| Fair Barn | 92,046 | 21,046 | 13,058 | - | 13,058 | 14.19% |
| Planning | 27,348 | 27,348 | 1,380 | - | 1,380 | 5.05% |
| Community Development | 10,265 | 10,265 | 7,039 | 130,256 | (123,217) | 68.57% |
| **Total Capital Outlay Expenditures** | 2,533,125 | 829,625 | 216,603 | 400,188 | (183,585) | 8.55% |
| **TOTAL EXPENDITURES** | 18,694,730 | 5,172,854 | 3,839,118 | 3,924,010 | (84,892) | 20.54% |
| **REVENUES OVER (UNDER) EXPENDITURES** | (1,476,430) | 3,075,312 | 4,788,680 | 4,510,683 | 277,997 | |

## Village of Pinehurst
## Statement of Revenues, Expenditures and Changes in Fund Balance
## Budget and Actual - General Fund
## Three Months Ended September 30, 2016

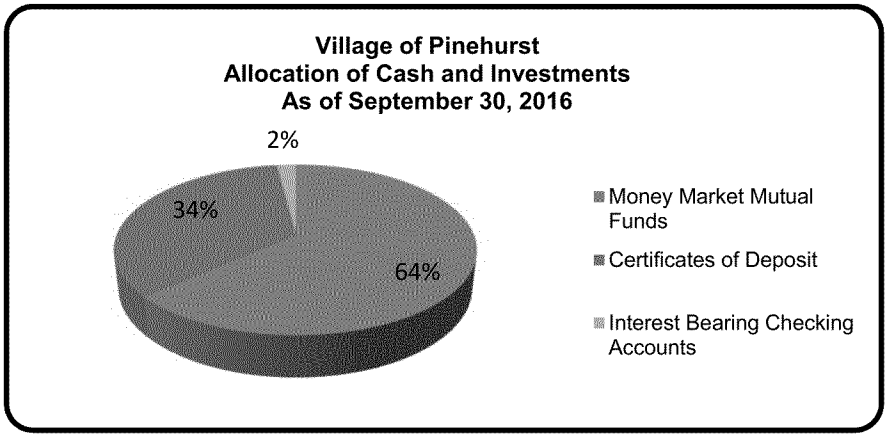
| | Annual Budget as of 9/30/2016 | Quarterly Budget as of 9/30/2016 | YTD as of 9/30/2016 | YTD as of 9/30/2015 | Current Year Over (Under) Prior Year | % of 2017 Budget Spent / Received YTD |
|---|---|---|---|---|---|---|
| **Other Financing Sources (Uses)** | | | | | | |
| Sales of capital assets | $ 30,000 | $ 7,500 | $ 2,932 | $ 1,111 | $ 1,821 | 9.77% |
| **Total Other Fin. Sources (Uses)** | 30,000 | 7,500 | 2,932 | 1,111 | 1,821 | 9.77% |
| **REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXP AND OTHER FINANCING USES** | (1,446,430) | 3,082,812 | 4,791,612 | 4,511,794 | 279,818 | |
| Appropriated Fund Balance | 1,446,430 | 444,745 | - | - | - | |
| **EXCESS OF REVENUES, OTHER FINANCING SOURCES AND FUND BALANCE APP. OVER (UNDER) EXP AND OTHER FIN. USES** | $ - | $ 3,527,557 | 4,791,612 | $ 4,511,794 | $ 279,818 | |
| **FUND BALANCE, JULY 1** | | | 9,325,344 | | | |
| **FUND BALANCE, JUNE 30** | | | $ 14,116,956 | | | |

# Village of Pinehurst
## Schedule of Cash and Investment
## As of September 30, 2016

| Investment | Bond/Bank Ratings | Purchase Date | Maturity Date | Cost |
|---|---|---|---|---|
| ***Money Market Mutual Funds*** | | | | |
| North Carolina Capital Management Trust | AAAm (S&P) | | | $ 9,682,724 |
| ***Certificates of Deposit*** | | | | |
| First Bank | 5 star * | 01/19/16 | 01/19/17 | 503,004 |
| First Bank | 5 star | 07/28/16 | 07/28/17 | 1,536,102 |
| First Tennessee Bank | 5 star | 08/04/16 | 08/04/17 | 1,000,000 |
| ***Interest Bearing Checking Accounts*** | | | | |
| PNC Bank Operating | | | | 118,299 |
| ***Petty Cash*** | | | | 1,200 |
| **Total Cash and Investments** | | | | $ 12,841,329 |
| **Total Cash and Investments (same quarter previous year)** | | | | $ 10,170,343 |

**Summary of Cash and Investments**

| | |
|---|---|
| Money Market Mutual Funds | $ 9,682,724 |
| Certificates of Deposit | 3,039,106 |
| Interest Bearing Checking Accounts | 118,299 |
| Petty Cash | 1,200 |
| | $ 12,841,329 |

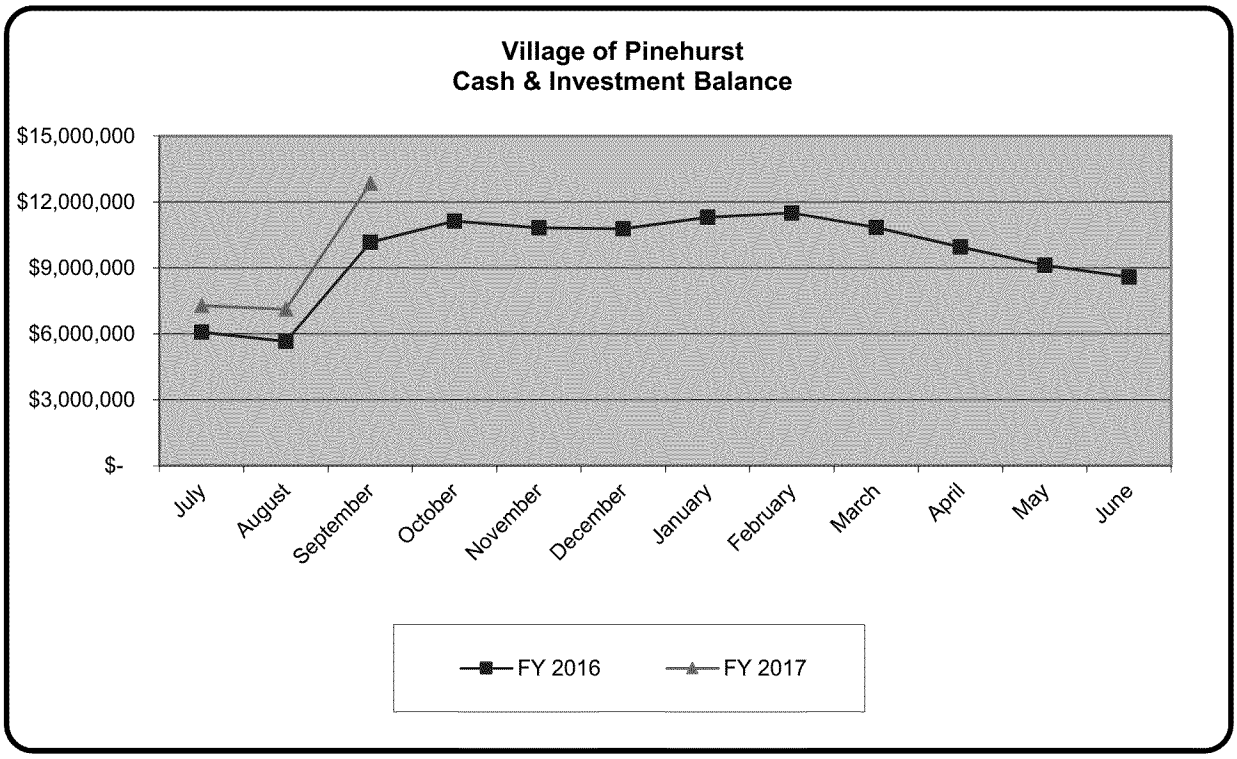



* Bank star ratings provided by Bauerfinancial.com

## Village of Pinehurst
## Investment Yield Summary

| | FY 2016 | | | FY 2017 | | |
|---|---|---|---|---|---|---|
| | Cash Balance | Investment Earnings | Investment Yield* | Cash Balance | Investment Earnings | Investment Yield* |
| July | $ 6,074,972 | $ 591 | 0.11% | $ 7,278,218 | $ 1,281 | 0.20% |
| August | 5,649,499 | 362 | 0.08% | 7,118,369 | 1,598 | 0.27% |
| September | 10,169,143 | 244 | 0.04% | 12,841,329 | 1,257 | 0.15% |
| October | 11,126,089 | 513 | 0.06% | | | |
| November | 10,822,604 | 665 | 0.07% | | | |
| December | 10,777,247 | 1,244 | 0.14% | | | |
| January | 11,303,280 | 2,899 | 0.32% | | | |
| February | 11,494,468 | 2,159 | 0.23% | | | |
| March | 10,831,791 | 2,530 | 0.28% | | | |
| April | 9,953,035 | 2,180 | 0.26% | | | |
| May | 9,112,676 | 1,948 | 0.25% | | | |
| June | 8,578,105 | 1,556 | 0.21% | | | |
| Average | $ 9,657,742 | $ 16,891 | 0.17% | $ 9,079,305 | $ 4,136 | 0.21% |

* Investment yield is presented on an accrual basis.



# Village of Pinehurst
## Schedule of Fund Balance - General Fund
## September 30, 2016

| | Fund Balance at 9/30/2016 | Fund Balance at 9/30/2015 |
|---|---|---|
| **General Fund** | | |
| Nonspendable: | | |
| Inventory | $ 40,685 | $ 40,104 |
| Restricted: | | |
| Stabilization by State Statute | 2,818,181 | 4,163,954 |
| Transportation | 233,743 | 213,827 |
| Assigned | | |
| Subsequent year's expenditures | 1,446,430 | 1,827,290 |
| Unassigned | 9,577,917 | 6,491,725 |
| | $ 14,116,956 | $ 12,736,900 |

# Village of Pinehurst
## Schedule of Capital Outlay by Function and Activity
## Three Months Ended September 30, 2016

| | Annual Budget | YTD Budget | YTD Expenditures | Remaining Balance |
|---|---|---|---|---|
| **Land** | | | | |
| Administration | $ 6,000 | $ - | $ - | $ 6,000 |
| Streets & Grounds | 140,000 | - | - | 140,000 |
| Recreation | 589,342 | 229,642 | 13,568 | 575,774 |
| Harness Track | 49,500 | 49,500 | - | 49,500 |
| Fair Barn | 55,000 | - | - | 55,000 |
| | 839,842 | 279,142 | 13,568 | 826,274 |
| **Buildings and Grounds** | | | | |
| Administration | 26,000 | 15,000 | - | 26,000 |
| Fire | 8,200 | 8,200 | - | 8,200 |
| Public Services | 230,958 | 182,958 | 20,221 | 210,737 |
| Recreation | 50,000 | 50,000 | - | 50,000 |
| Harness Track | 37,000 | 37,000 | 31,951 | 5,049 |
| Fair Barn | 30,000 | 20,000 | 12,450 | 17,550 |
| | 382,158 | 313,158 | 64,622 | 317,536 |
| **Equipment and Furniture** | | | | |
| Administration | 37,829 | 27,829 | 4,009 | 33,820 |
| Financial Services | 1,760 | 1,760 | 1,036 | 724 |
| Human Resources | 2,200 | 2,200 | 1,295 | 905 |
| Police | 87,715 | 37,215 | 16,877 | 70,838 |
| Fire | 82,506 | 24,406 | 5,562 | 76,944 |
| Inspections | 882 | 882 | 522 | 360 |
| Public Services Administration | 49,871 | 34,871 | 511 | 49,360 |
| Streets & Grounds | 30,881 | 5,681 | 13,420 | 17,461 |
| Solid Waste | 3,936 | 3,936 | 2,381 | 1,555 |
| Recreation | 33,555 | 8,555 | 1,853 | 31,702 |
| Harness Track | 11,331 | 1,331 | 798 | 10,533 |
| Fair Barn | 7,046 | 1,046 | 608 | 6,438 |
| Planning | 2,348 | 2,348 | 1,380 | 968 |
| Community Development | 10,265 | 10,265 | 7,039 | 3,226 |
| | 362,125 | 162,325 | 57,291 | 304,834 |
| **Vehicles** | | | | |
| Fire | 600,000 | - | - | 600,000 |
| Streets & Grounds | 186,000 | - | 51,302 | 134,698 |
| Recreation | 28,000 | - | - | 28,000 |
| Planning | 25,000 | 25,000 | - | 25,000 |
| | 839,000 | 25,000 | 51,302 | 787,698 |
| **Infrastructure** | | | | |
| Streets & Grounds | 110,000 | 50,000 | 29,820 | 80,180 |
| | 110,000 | 50,000 | 29,820 | 80,180 |
| Total | $ 2,533,125 | $ 829,625 | $ 216,603 | $ 2,316,522 |

| | |
|---|---|
| % of Capital Outlay Budget Expended | 8.55% |

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

# Village of Pinehurst
## Schedule of General Long Term Debt
## Fiscal Year Ended September 30, 2016

| | Balance at 9/30/2016 | Balance at 9/30/2015 | 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. | $ 583,333 | $ 750,000 | $ (166,667) |
| **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. | 275,000 | 325,000 | (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. | 50,000 | 83,333 | (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. | 40,668 | 120,438 | (79,770) |
| **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. | 322,891 | 400,310 | (77,419) |
| | 1,271,892 | 1,679,081 | (407,189) |
| **Unfunded Pension Benefit Obligation (LEO)** | 268,823 | 235,014 | 33,809 |
| **Pension Liability (LGERS) *** | 490,982 | - | 490,982 |
| **Accumulated Vacation** | 601,902 | 617,156 | (15,254) |
| | 1,361,707 | 852,170 | 509,537 |
| | $ 2,633,599 | $ 2,531,251 | $ 102,348 |

* Based on an actuarial valuation, the LGERS pension plan had a net pension liability during FY 2017; the plan had a net pension asset during FY 2016.

## Village of Pinehurst
## Schedule of Budget Amendments - General Fund
## For the Fiscal Year Ended September 30, 2016

**As of September 30, 2016**

| | ORIGINAL 2016-2017 BUDGET | Amended * Qtr Ended 09/30/16 | Amended Qtr Ended 12/31/16 | Amended Qtr Ended 03/31/17 | Amended Qtr Ended 06/30/17 | Total Amendments | Amended 2016-2017 Budget |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Ad valorem taxes | $ 9,923,000 | $ - | $ - | $ - | $ - | $ - | $ 9,923,000 |
| Unrestricted Intergov't Revenues | 5,326,700 | - | - | - | - | - | 5,326,700 |
| Restricted Intergov't Revenues | 505,200 | - | - | - | - | - | 505,200 |
| Permits & Fees | 583,800 | - | - | - | - | - | 583,800 |
| Sales & Services | 652,400 | - | - | - | - | - | 652,400 |
| Assessments | 29,000 | - | - | - | - | - | 29,000 |
| Other Revenues | 202,800 | - | - | - | - | - | 202,800 |
| Investment Income | 25,400 | - | - | - | - | - | 25,400 |
| Appropriated Fund Balance | 1,001,685 | 444,745 | - | - | - | 444,745 | 1,446,430 |
| **TOTAL REVENUES** | **$ 18,249,985** | **$ 444,745** | **$ -** | **$ -** | **$ -** | **$ 444,745** | **$ 18,694,730** |
| **OPERATING EXPENDITURES** | | | | | | | |
| Governing Body | 209,400 | - | - | - | - | - | 209,400 |
| Administration | 1,102,910 | 6,500 | - | - | - | 6,500 | 1,109,410 |
| Financial Services | 609,540 | - | - | - | - | - | 609,540 |
| Human Resources | 430,060 | - | - | - | - | - | 430,060 |
| Police | 2,953,938 | 8,236 | - | - | - | 8,236 | 2,962,174 |
| Fire | 2,731,540 | 8,334 | - | - | - | 8,334 | 2,739,874 |
| Inspections | 215,955 | - | - | - | - | - | 215,955 |
| Public Services Administration | 405,440 | 8,275 | - | - | - | 8,275 | 413,715 |
| Streets & Grounds | 1,323,600 | 2,164 | - | - | - | 2,164 | 1,325,764 |
| Powell Bill | 900,300 | - | - | - | - | - | 900,300 |
| Solid Waste | 1,372,690 | - | - | - | - | - | 1,372,690 |
| Planning | 635,650 | 6,500 | - | - | - | 6,500 | 642,150 |
| Community Development | 267,590 | 6,177 | - | - | - | 6,177 | 273,767 |
| Recreation | 1,448,980 | 2,134 | - | - | - | 2,134 | 1,451,114 |
| Library | 200,000 | - | - | - | - | - | 200,000 |
| Harness Track | 513,400 | - | - | - | - | - | 513,400 |
| Fair Barn | 329,570 | - | - | - | - | - | 329,570 |
| Contingency | 50,000 | - | - | - | - | - | 50,000 |
| Debt Service | 412,722 | - | - | - | - | - | 412,722 |
| Total Operating Expenditures | 16,113,285 | 48,320 | - | - | - | 48,320 | 16,161,605 |
| **CAPITAL EXPENDITURES** | | | | | | | |
| Administration | 45,829 | 24,000 | - | - | - | 24,000 | 69,829 |
| Financial Services | 1,760 | - | - | - | - | - | 1,760 |
| Human Resources | 2,200 | - | - | - | - | - | 2,200 |
| Police | 77,715 | 10,000 | - | - | - | 10,000 | 87,715 |
| Fire | 675,706 | 15,000 | - | - | - | 15,000 | 690,706 |
| Inspections | 882 | - | - | - | - | - | 882 |
| Public Services Administration | 97,871 | 182,958 | - | - | - | 182,958 | 280,829 |
| Streets & Grounds | 466,881 | - | - | - | - | - | 466,881 |
| Solid Waste | 3,936 | - | - | - | - | - | 3,936 |
| Planning | 2,348 | 25,000 | - | - | - | 25,000 | 27,348 |
| Community Development | 440 | 9,825 | - | - | - | 9,825 | 10,265 |
| Recreation | 571,255 | 129,642 | - | - | - | 129,642 | 700,897 |
| Harness Track | 97,831 | - | - | - | - | - | 97,831 |
| Fair Barn | 92,046 | - | - | - | - | - | 92,046 |
| Total Capital Expenditures | $ 2,136,700 | $ 396,425 | $ - | $ - | $ - | $ 396,425 | $ 2,533,125 |
| **TOTAL EXPENDITURES** | **$ 18,249,985** | **$ 444,745** | **$ -** | **$ -** | **$ -** | **$ 444,745** | **$ 18,694,730** |

* Includes $444,745 that was reappropriated from FY 2015-16.

## Village of Pinehurst
## Schedule of Ad Valorem Property Tax Collections
## Three Months Ended September 30, 2016

**Real and Personal**

| Tax Year | Three Months Ended September 30, 2016 | | | Three Months Ended September 30, 2015 | | |
|---|---|---|---|---|---|---|
| | Budgeted Collections | Gross Collections | % Collected Through 9/30/2016 | Budgeted Collections | Gross Collections | % Collected Through 9/30/2015 |
| Third Prior Year | $ - | $ 2 | 100.00% | $ - | $ 38 | 100.00% |
| Second Prior Year | - | - | 100.00% | - | 10 | 100.00% |
| First Prior Year | 5,000 | 140 | 2.80% | 5,000 | 1,418 | 28.36% |
| Current Year | 9,359,000 | 6,959,163 | 74.36% | 9,073,000 | 6,828,968 | 75.27% |
| | $ 9,364,000 | $ 6,959,305 | 74.32% | $ 9,078,000 | $ 6,830,434 | 75.24% |

**Motor Vehicles**

| Tax Year | Three Months Ended September 30, 2016 | | | Three Months Ended September 30, 2015 | | |
|---|---|---|---|---|---|---|
| | Budgeted Collections | Gross Collections | % Collected Through 9/30/2016 | Budgeted Collections | Gross Collections | % Collected Through 9/30/2015 |
| Third Prior Year | $ - | $ 38 | 100.00% | $ - | $ 288 | 100.00% |
| Second Prior Year | - | - | 100.00% | - | 115 | 100.00% |
| First Prior Year | 2,000 | - | 0.00% | 2,000 | - | 0.00% |
| Current Year | 557,000 | 165,572 | 29.73% | 493,000 | 141,505 | 28.70% |
| | $ 559,000 | $ 165,610 | 29.63% | $ 495,000 | $ 141,908 | 28.67% |

## Village of Pinehurst
## Schedule of Ad Valorem Property Tax Levy
## Three Months Ended September 30, 2016

**Property Valuation**

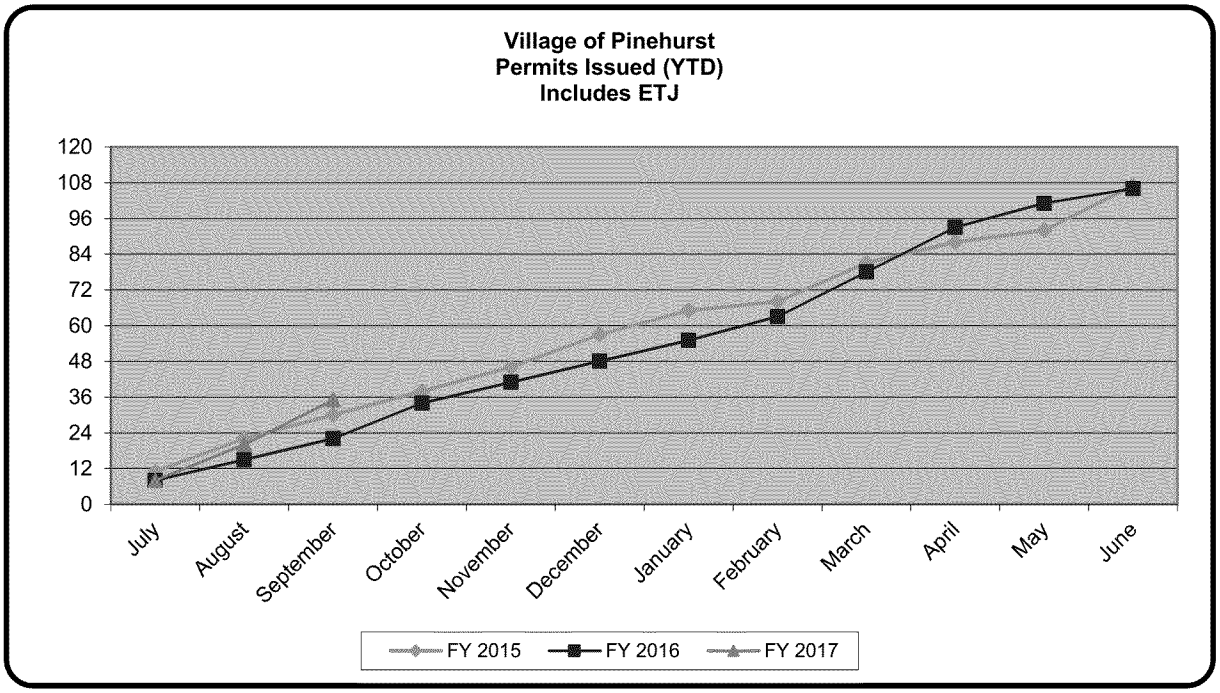
| | Three Months Ended September 30, 2016 | Three Months Ended September 30, 2015 | Dollar Increase (Decrease) | Percentage Increase (Decrease) |
|---|---|---|---|---|
| Real & Personal | $ 3,161,063,962 | $ 3,128,194,518 | $ 32,869,444 | 1.05% |
| Motor Vehicles | 56,702,290 | 50,088,703 | 6,613,587 | 13.20% |
| | $ 3,217,766,252 | $ 3,178,283,221 | $ 39,483,031 | 1.24% |

**Levy**

| | Three Months Ended September 30, 2016 | Three Months Ended September 30, 2015 | Dollar Increase (Decrease) | Percentage Increase (Decrease) |
|---|---|---|---|---|
| Real & Personal | $ 9,326,508 | $ 9,074,879 | $ 251,629 | 2.77% |
| Motor Vehicles | 165,410 | 140,758 | 24,652 | 17.51% |
| | $ 9,491,918 | $ 9,215,637 | $ 276,281 | 3.00% |

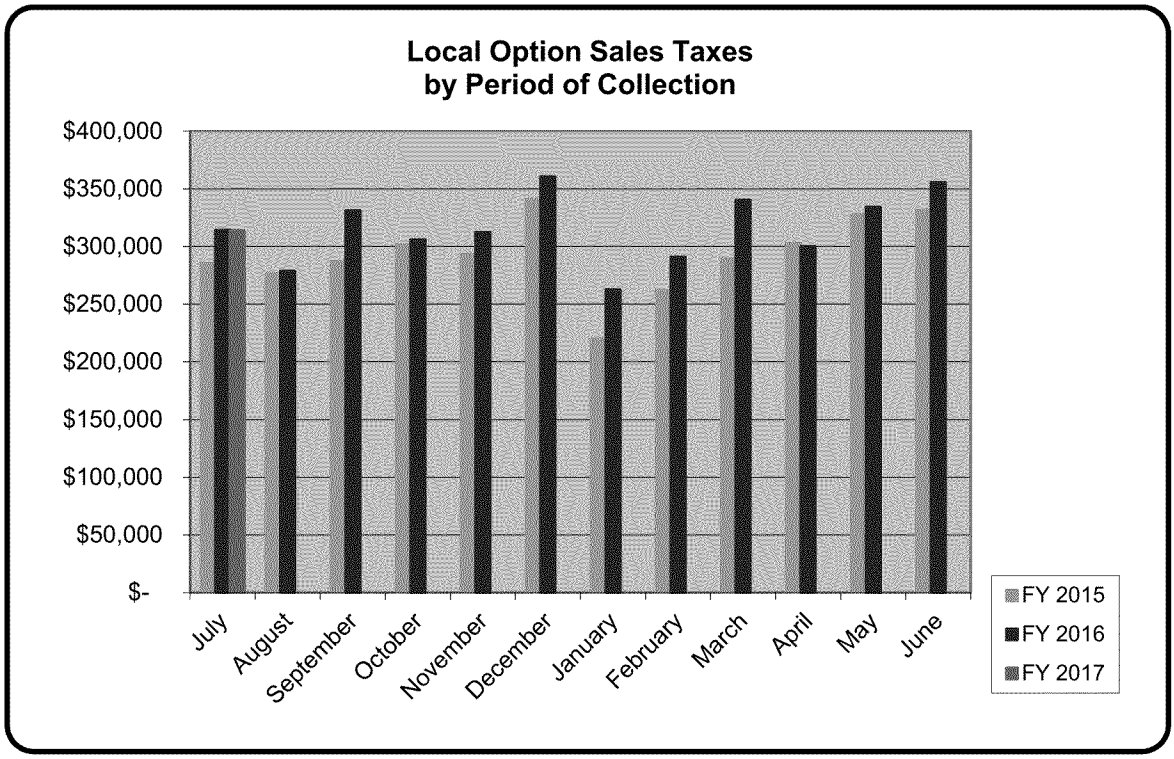
## Village of Pinehurst
## Residential Building Permits - Includes ETJ

| | FY 2015 | | FY 2016 | | FY 2017 | | Construction Costs Percentage Change YTD |
|---|---|---|---|---|---|---|---|
| | # of Permits Issued | Est. Construction Costs | # of Permits Issued | Est. Construction Costs | # of Permits Issued | Est. Construction Costs | |
| July | 11 | $ 2,106,000 | 8 | $ 1,497,225 | 8 | $ 1,645,500 | 9.90% |
| August | 11 | 2,470,488 | 7 | 1,595,098 | 12 | 2,054,017 | 19.64% |
| September | 8 | 1,998,500 | 7 | 1,585,920 | 15 | 2,822,730 | 39.42% |
| October | 8 | 1,543,000 | 12 | 3,457,175 | - | - | |
| November | 8 | 1,472,000 | 7 | 1,995,662 | - | - | |
| December | 11 | 2,667,725 | 7 | 1,367,888 | - | - | |
| January | 8 | 2,628,440 | 7 | 1,839,725 | - | - | |
| February | 3 | 579,000 | 8 | 2,121,563 | - | - | |
| March | 13 | 2,913,250 | 15 | 3,970,930 | - | - | |
| April | 7 | 1,804,545 | 15 | 2,201,278 | - | - | |
| May | 4 | 1,064,841 | 8 | 1,605,750 | - | - | |
| June | 15 | 3,985,669 | 5 | 1,175,966 | - | - | |
| YTD | 107 | $ 25,233,458 | 106 | $ 24,414,180 | 35 | $ 6,522,247 | |



## Village of Pinehurst
## Local Option Sales Taxes

| | FY 2015 | FY 2016 | FY 2017 | Same Month Change From Prior Year |
|---|---|---|---|---|
| July | $ 285,352 | $ 314,280 | $ 313,585 | -0.22% |
| August | 276,790 | 278,768 | - | |
| September | 287,107 | 331,186 | - | |
| October | 301,580 | 305,904 | - | |
| November | 293,421 | 312,234 | - | |
| December | 340,776 | 360,390 | - | |
| January | 219,819 | 262,661 | - | |
| February | 261,597 | 290,756 | - | |
| March | 289,556 | 340,157 | - | |
| April | 302,660 | 299,982 | - | |
| May | 327,882 | 334,120 | - | |
| June | 331,369 | 355,389 | - | |
| YTD | $ 3,517,909 | $ 3,785,827 | $ 313,585 | |



## Village of Pinehurst
## Schedule of Fair Barn Revenues and Expenditures
## Three Months Ended September 30, 2016

| | Annual Budget as of 9/30/2016 | Quarterly Budget as of 9/30/2016 | Actual 9/30/2016 | YTD as of 9/30/2015 | Current Year Over (Under) Prior Year | % of 2017 Budget Spent / Received YTD |
|---|---|---|---|---|---|---|
| **Fair Barn** | | | | | | |
| Revenues | $ 218,000 | $ 80,625 | $ 62,504 | $ 50,817 | $ 11,687 | 28.67% |
| Expenditures | | | | | | |
| Operating | 329,570 | 88,368 | 54,975 | 58,111 | (3,136) | 16.68% |
| Capital | 92,046 | 21,046 | 13,058 | - | 13,058 | 14.19% |
| Debt Service | 63,225 | 31,613 | 31,901 | 33,051 | (1,150) | 50.46% |
| | 484,841 | 141,027 | 99,934 | 91,162 | 8,772 | 20.61% |
| Net Before Discounts | (266,841) | (60,402) | (37,430) | (40,345) | 2,915 | 14.03% |
| Event Revenue Discounts | | | (9,817) | - | (9,817) | |
| Net After Discounts | $ (266,841) | $ (60,402) | $ (47,247) | $ (40,345) | $ (6,902) | 17.71% |
| Operating Revenues as a % of Operating Expenditures - **Before Discounts** | 66% | 91% | 114% | 87% | | |
| Operating Revenues as a % of Operating Expenditures - **After Discounts** | 66% | 91% | 96% | 87% | | |
| Target | | | 92% | | | |

## Village of Pinehurst
## Schedule of Harness Track Revenues and Expenditures
## Three Months Ended September 30, 2016

| | Annual Budget as of 9/30/2016 | Quarterly Budget as of 9/30/2016 | Actual 9/30/2016 | YTD as of 9/30/2015 | Current Year Over (Under) Prior Year | % of 2017 Budget Spent / Received YTD |
|---|---|---|---|---|---|---|
| **Harness Track** | | | | | | |
| Revenues | $ 278,400 | $ 17,850 | $ 17,962 | $ 10,345 | $ 7,617 | 6.45% |
| Expenditures | | | | | | |
| Operating | 513,400 | 151,563 | 108,302 | 129,819 | (21,517) | 21.10% |
| Capital | 97,831 | 87,831 | 32,750 | 23,721 | 9,029 | 33.48% |
| | 611,231 | 239,394 | 141,052 | 153,540 | (12,488) | 23.08% |
| Net Before Discounts | (332,831) | (221,544) | (123,090) | (143,195) | 20,105 | 36.98% |
| Event Revenue Discounts | | | (2,260) | - | (2,260) | |
| Net After Discounts | $ (332,831) | $ (221,544) | $ (125,350) | $ (143,195) | $ 17,845 | 37.66% |
| Operating Revenues as a % of Operating Expenditures - **Before Discounts** | 54% | 12% | 17% | 8% | | |
| Operating Revenues as a % of Operating Expenditures - **After Discounts** | 54% | 12% | 14% | 8% | | |
| Target | | | 57% | | | |

**VILLAGE OF PINEHURST**
**BUDGET AMENDMENTS APPROVED BY BUDGET OFFICER**
**FOR THE PERIOD SEPTEMBER 16 - OCTOBER 15, 2016**

Under Village of Pinehurst Ordinance #16-09, 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 FY 2017 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.

| | ACCOUNT NUMBER | DESCRIPTION | DEBIT | CREDIT | APPROVED DATE |
|---|---|---|---|---|---|
| **1** | 10-00-980-5400 | Departmental Supplies | $ 5,000 | | 10/13/2016 |
| | 10-00-980-7400 | Capital Outlay: Furniture & Fixtures | | $ 5,000 | |
| | | *(To transfer funding for Council Conference Room audio/visual equipment from capital outlay to) operating budget since the project, when bid, came in under the capitalization threshold.)* | | | |

**RESOLUTION 16-28:**

**A RESOLUTION HONORING THE VOLUNTEERS OF THE CONSERVATION COMMISSION FOR THE VILLAGE OF PINEHURST.**

**THAT WHEREAS,** the Village Council of Pinehurst, North Carolina wishes to acknowledge and express its appreciation to the members of the Conservation Commission for the years of dedicated service to the citizens of Pinehurst; and

**WHEREAS,** the members of the Conservation Commission and its subcommittees have provided valuable community service through public education and involvement in conservation activities around the Village of Pinehurst; and

**WHEREAS,** the roles and responsibilities of the Conservation Commission have changed over time and the Pinehurst Village Council determined to evaluate its mission along with the Beautification Committee and the Community Appearance Commission; and

**WHEREAS,** on August 9, 2016, the Village Council established the Pinehurst Appearance Committee and determined, with the exception of the Greenway Wildlife Habitat Committee, that the remaining functions of the Conservation Commission would roll into this new committee; and

**WHEREAS,** the Village Council wishes to recognize the many non-appointed members of the Conservation Commission and the five appointed members at the time of its completion: Molly Rowell, Tom Campbell, Larry Cox, Susan Strine, and Steve Wilson.

**NOW, THEREFORE, BE IT RESOLVED** by the Village Council of the Village of Pinehurst, North Carolina, in a regular meeting assembled this 25th day of October, 2016, as follows:

**SECTION 1.** That the Village Council hereby expresses on behalf of the citizens of Pinehurst, deep appreciation and gratitude for the gifts of time, ability and determination given as members of the Conservation Commission for the Village of Pinehurst.

**SECTION 2**. That the Village Manager is hereby directed to have a copy of this Resolution presented to Ms. Rowell, Mr. Campbell, Mr. Cox, Ms. Strine, and Mr. Wilson as a token of our gratitude.

**THIS RESOLUTION** passed and adopted this 25th day of October, 2016.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

DRAFT

Attest:

_____
Lauren M. Craig, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT

**REQUEST FOR SPECIAL INTENSITY ALLOCATION**
**PINEHURST SENIOR APARTMENTS**
**REPORT TO VILLAGE COUNCIL**
**October 18, 2016**

**Prepared by the Pinehurst Planning and Inspections Department**

Request

The applicant seeks a Special Intensity Allocation (SIA) in order to construct a new senior apartment complex. Section 8.3.3.5(c) of the Pinehurst Development Ordinance indicates that up to ten (10) percent of the balance of the watershed may be developed for non-residential uses allowing up to seventy (70) percent built-upon area on a project by project basis. Non-residential uses or multi-family development seeking to establish additional impervious surface allotments in the Watershed may do so only after Village Council approval of a Special Intensity Allocation.

*Note: As the proposed improvement has already received approval of a general concept Plan from the Village Council, Minor Site Plan approval is required by staff only.*

Project Profile

| | |
|---|---|
| Applicant | Charlie Grant<br>5101-A Unicorn Dr.<br>Wake Forest, NC 27587 |
| Property Owner | Charlie Grant<br>5101-A Unicorn Dr.<br>Wake Forest, NC 27587 |
| Moore County LRK # | 20160035 |
| Property Location | 4176 Murdocksville Rd. |
| Zoning | Conditional Use-Office and Professional (OP): This district is intended to provide for limited office and retail development as a spatial development between business districts and residential land uses. At the time of approval, retirement communities were a permitted/special use in the OP Zoning District.<br><br>Watershed Protection District: The purpose of this district is to ensure the availability of public water supplies at a safe and acceptable level of water quality for present and future residents of the Village and the surrounding region. |
| Land Area | 5 acres |
| Current Land Use | Vacant/Previous home was removed |

Project Analysis

The applicant is proposing to construct a 56-unit senior apartment complex and associated parking, sidewalks, stormwater features and landscaped areas. According to a Staff Memo prepared on February 8, 1996, the total area of Watershed III is 4,070 acres. In accordance with Section 8.3.3.59(c) of the Pinehurst Development Ordinance (PDO), ten (10) percent of Watershed III can be granted a Special Intensity Allocation (SIA). This will yield an area of 407 acres eligible to receive Special Intensity Allocations. This SIA would grant relief from the Watershed III maximum impervious built upon area of twenty-four (24) percent and increase that to seventy (70) percent or the maximum impervious built upon area for the underlying zoning district, whichever is more stringent. The proposed project will involve a 5 acre tract. This request is for 5 acres of Special Intensity Allocation to be granted. Please note that the total impervious surface on this property after the proposed development will equal 42%. The maximum allowable impervious surface within the Office & Professional Zoning District is 70%.

The table below outlines activity in the Watershed III since August 1996.

| **Date of Village Council Action** | **Project Name** | **Amount of SIA per Project** | **Balance of area in Watershed that can receive SIA after Project** |
|---|---|---|---|
| N/A | N/A | N/A | 407 acres |
| 10/21/96 | Pinehurst Hotel | 11.36 acres | 395.64 acres |
| 10/21/96 | Manor Care | Reallocated 4/23/02 | |
| 2/17/97 | Carolina House | 1.03 acres | 394.61 acres |
| 3/17/97 | Hall-Jones | 1.24 acres | 393.37 acres |
| 4/21/97 | Moore Reg. Hospital | Reallocated 7/17/02 | |
| 5/19/97 | Community Presbyterian Church | 1.21 acres | 392.16 acres |
| 7/21/97 | Van Camp, West, et al | .64 acres | 391.52 acres |
| 7/21/97 | Moore Regional Hospital | Reallocated 7/17/02 | |
| 8/18/97 | Pinehurst Medical Clinic | 1.8 acres | 389.72 acres |
| 10/27/97 | Pinehurst Radiology Clinic | .74 acres | 388.98 acres |
| 10/27/97 | Moore Reg. Hospital: N. Parking Lot | Reallocated 7/17/02 | |
| 10/27/97 | Moore Regional Hospital | Reallocated 7/17/02 | |
| 7/20/98 | Sacred Heart Catholic Church | 3.79 acres | 385.19 acres |
| 10/26/98 | Holly Inn | 1.84 acres | 383.35 acres |
| 4/19/99 | Sprint Com | .01 acres | 383.34 acres |
| 9/20/99 | Manor Care | Reallocated 4/23/02 | |
| 2/22/00 | Golf Course #6 Bath House | .02 acres | 383.32 acres |
| 2/22/00 | Total Renal Care Dialysis Facility | 1.65 acres | 381.67 acres |

| | | | |
|---|---|---|---|
| 6/27/00 | Moore Co. Memorial Hospital | Reallocated 7/17/02 | |
| 6/25/00 | Pinehurst Resorts Hotel Spa | 1.04 acres | 380.63 acres |
| 6/25/00 | Pinehurst Resorts Hotel Security Bldg | .01 acres | 380.62 acres |
| 10/24/00 | Hudson Williams Properties | .14 acres | 380.48 acres |
| 03/27/01 | Moore Co. Public Utilities | .114 acres | 380.366 acres |
| 05/03/01 | Moore Co Public Utilities | .005 acres | 380.361 acres |
| 4/23/02 | Manor Care | 2.53 acres | 377.831 acres |
| 7/17/02 | Moore Regional Hospital | 57.89 acres | 319.941 acres |
| 7/18/02 | Pinehurst Cardiology | 1.2 acres | 318.741 |
| 11/06/02 | Skladany Office Building | .31 acres | 318.431 |
| 3/14/05 | Village of Pinehurst Fire Station | 2.36 acres | 316.071 acres |
| 9/23/05 | Dr. Craig Allison<br>15 Aviemore Dr. | .68 acres | 315.391 acres |
| 10/6/08 | Razooks Building<br>35 Chinquapin Rd. | .30 acres | 315.091 acres |
| 4/28/09 | Pinehurst Medical<br>15 Regional Dr. | 4.56 acres | 310.531 acres |
| 4/27/10 | Monroe & Monroe Dental<br>12 regional Dr. | 1.07 acres | 309.461 acres |
| 1/10/12 | Pinehurst Family Care Center<br>8 Regional Circle | 1.22 acres | 308.241 acres |
| 4/28/15 | The Allergy Partners of Pinehurst<br>14 Regional Dr. | 1.12 acres | 307.121 acres |
| 6/14/16 | Greens at the Arboretum<br>205 McCaskill Rd | 6.55 acres<br>* CD District automatic approval w/ Council approval of the zoning PDO 6.2.4(c) | 300.66 |
| 10/25/16 | Pinehurst Senior Apartments<br>4176 Murdocksville Rd | 5 acres | 295.66 |

**ORDINANCE #16-18:**

**AN ORDINANCE AMENDING THE ORDINANCE APPROPRIATING FUNDS FOR OPERATIONS OF THE VILLAGE OF PINEHURST FOR FISCAL YEAR 2017, REGARDING REVENUES AND EXPENDITURES OF THE GENERAL FUND FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA (HARNESS TRACK WATER TRUCK)**

**THAT WHEREAS**, the Harness Track water truck has reached the end of its useful life; and,

**WHEREAS**, An ACE process improvement team has studied the situation and recommends purchasing a replacement vehicle in the current fiscal year; and,

**WHEREAS**, funding for this vehicle was not included in the FY 2017 Budget when it was originally adopted;

**NOW, THEREFORE, BE IT RESOLVED** by the Village Council of the Village of Pinehurst, North Carolina, in the regular meeting assembled this 25th day of October 2016, as follows:

**SECTION 1.** To amend the FY 2017 General Fund budget with regard to revenues and expenditures, the revenue and expenditure accounts are to be changed as follows:

| Account No. | Account Name | Debit | Credit |
|---|---|---|---|
| 10-00-960-7500 | Fleet-Capital Outlay: Vehicles | $185,000 | |
| 10-00-960-3560 | Fleet-Charges to Other Departments | | $185,000 |
| 10-80-620-7510 | Harness Track-Fleet Vehicle Charges | 185,000 | |
| 10-00-190-3905 | Fund Balance Appropriated | | 185,000 |

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

**THIS ORDINANCE** passed and adopted this 25th day of October 2016.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

_____
Lauren M. Craig, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

**RESOLUTION 16-29:**

**A RESOLUTION HONORING THE VOLUNTEERS OF THE COMMUNITY APPEARANCE COMMISSION FOR THE VILLAGE OF PINEHURST.**

**THAT WHEREAS,** the Village Council of Pinehurst, North Carolina wishes to acknowledge and express its appreciation to the members of the Community Appearance Commission for the years of dedicated service to the citizens of Pinehurst; and

**WHEREAS,** the members of the Community Appearance Commission were involved in many decisions affecting the character, appearance, and ambience throughout the Village of Pinehurst; and

**WHEREAS,** the roles and responsibilities of the Community Appearance Commission have changed over time and the Pinehurst Village Council determined to evaluate its mission along with the Beautification Committee and the Conservation Commission; and

**WHEREAS,** on August 9, 2016, the Village Council established the Pinehurst Appearance Committee and determined that the remaining functions of the Community Appearance Commission would roll into this new committee; and

**WHEREAS,** the Village Council wishes to recognize the appointed members of the Community Appearance Commission at the time of its completion: Debbie Barr, Susan Holmes, Alan Hoy, Mary-Stewart Regensburg, and Christine Dandeneau.

**NOW, THEREFORE, BE IT RESOLVED** by the Village Council of the Village of Pinehurst, North Carolina, in a regular meeting assembled this 25th day of October, 2016, as follows:

**SECTION 1.** That the Village Council hereby expresses on behalf of the citizens of Pinehurst, deep appreciation and gratitude for the gifts of time, ability and determination given as members of the Community Appearance Commission for the Village of Pinehurst.

**SECTION 2**. That the Village Manager is hereby directed to have a copy of this Resolution presented to Ms. Barr, Ms. Holmes, Mr. Hoy, Ms. Regensburg, and Ms. Dandeneau as a token of our gratitude.

**THIS RESOLUTION** passed and adopted this 25th day of October, 2016.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

DRAFT

Attest:

_____
Lauren M. Craig, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT

# BIRDIE Report: Grounds Maintenance

***Stated Mission: Evaluate the grounds (and buildings) maintenance operations in order to identify opportunities that may exist for enhanced efficiency and effectiveness.***

| 10.25.2015 | Village Council Meeting |
| --- | --- |

**Study Summary**

In keeping with Council goals of "Maintain a Healthy Financial Condition" and "Ensure Pinehurst is a Premier Residential Community," this BIRDIE was initiated to determine if there are opportunities to gain efficiency (defined as time and/or capacity) and effectiveness (defined as performance and/or level of service) in the Village's grounds maintenance operations. BIRDIE's are an acronym for the Village's methodology of evaluating a process for improvement. BIRDIE stands for **B**ring forth the opportunity, **I**nvestigate the opportunity, **R**eview potential solutions, **D**etermine best option, **I**mplement the option and **E**valuate

The current structure of the grounds maintenance operations is comprised of two separate teams in two separate departments with each having a defined delineation of duties. One group is responsible for all maintenance of parks, downtown and greenways while the other is responsible for Village-wide right-of-ways and roadside landscaped areas.

In working through the BIRDIE process, the committee first identified all stakeholder groups. Two internal groups and three external groups were identified: the Public Services grounds crew, Parks & Recreation grounds crew, residents, businesses, and visitors. The committee also identified *Key Process Requirements* for the internal groups and the *Key Service Requirements* for the three external groups to ensure that any proposed changes would meet the requirements of each stakeholder group. The committee then conducted a thorough review of each grounds crew's current functions (appendix A) including all tasks performed, mapping territories maintained, determining man-hours required per task-per territory, developing cost data per task per territory and analyzing the differing scheduling requirements. In addition, the committee projected man-hours needed per territory and noted facilities and territories added since 2008 (with no growth in staff) in order to have a complete and clear understanding of the current operations.

**Key Stakeholders:**
- Parks & Rec. Grounds Staff
- Public Services Grounds Staff
- Residents
- Businesses
- Visitors

***Key Process Requirements:***
- Training/certifications
- Systematic Schedule
- Activity Schedule
- Equipment
- Manpower

***Key Service Requirements:***
- Aesthetically pleasing
- Timely (frequency and time of day)
- Attention to detail

To ascertain various best management practices for grounds maintenance management and operations, a sub-committee identified and interviewed five other cities across the Country that have high residential satisfaction with overall community appearance.

Once all initial data was gathered and analyzed, the committee brainstormed and developed ten different potential options for grounds operations. These ten options were individually

evaluated and discussed with the list narrowed to five. The five options were then put through an evaluation process using an advantages/disadvantages approach that also included answering a series of five specific questions the team developed. From there, the list was narrowed to three options for in-depth study, review and scrutiny. The final three options were:

1) *Separate Operations by Function,*
2) *Centralize Management of Grounds under One Department,* and
3) *Keep Current Organizational Structure.*

After thoroughly evaluating each potential option, the committee concluded that the current organizational structure is the preferred option for managing the Grounds Maintenance functions. ***The committee could not identify any significant or measurable gains in efficiency or effectiveness by switching to another management option.*** The committee does however, recommend a more in-depth review of the two internal grounds operations. The committee believes a coalition of staff, supervisors and managers from both departments are best suited to conduct this review. Its purpose is to identify and eliminate any overlap of territories that may adversely affect efficiency and identify opportunities for realignment of specific functions that may result in improved effectiveness. An evaluation and report on efficiency and effectiveness gains should be conducted six months after any changes are implemented.

**Current Structure**

**Parks and Recreation**

*Territories:*
- All Parks
- Greenways/designated sidewalks
- Downtown grounds

*Schedule:*
- Activity driven

*Staff:*
- 4.5 FTE

**Public Services**

*Territories:*
- All right-of-ways
- All traffic circles/triangles/roadside spaces
- Downtown streets
- Pathways/designated sidewalks

*Schedule:*
- Rotation driven

*Staff:*
- 7 FTE

The committee also concludes that staff capacity is a primary concern across all options going forward in maintaining the Village's high ratings for resident satisfaction with community appearance (95%). The data indicates that the Village is currently 1.7 Full-Time Equivalents (FTE) short in man-hours available versus man-hours needed (appendix B).

| | |
|---|---|
| Man-hours available annually: | 20,108 |
| FTE: | 10.7 |
| Man-hours needed: | 23,402 |
| FTE: | 12.4 |
| FTE Deficit: | 1.7 |

Since 2008 growth has occurred in park facilities, right-of-way miles and roadside landscaped areas while staff responsible for such has remained unchanged (appendix C). The committee's position relative to staffing is that Council needs to be informed, and ultimately needs to determine, whether to address staff capacity or accept tradeoffs against possible lower service levels in existing maintained spaces. Determining acceptable service levels are Council's purview and the

committee recommends Council make a point of discussing staff capacity and acceptable service levels at the December Council Retreat.

**Recommendations:**

1. Organizational structure should remain in its current configuration as research of other high performing communities reveals this is a best management practice.
2. Internal staff should conduct an in-depth review of the two grounds operations to eliminate any service territory overlap and determine if any realignment of duties is warranted. Evaluate in 6 months and report on any changes.
3. Council should consider the addition of 1.7 FTEs in order to maintain the Village's current satisfaction levels in grounds maintenance thereby establishing acceptable staffing and capacity levels.

**Evaluation in Detail**

This grounds maintenance evaluation was not borne out of a situation that was deemed to be "broken" but more out of a desire to ensure the Village is operating in the most efficient and effective manner possible. Resident satisfaction with the Village's overall appearance remains extremely high (95%) in the most recent Community Satisfaction Survey as does many other questions related to the public area's appearance as found throughout the survey. Thus the team focused on a variety of operational alignments to see if opportunities arose that could reveal any gains in efficiency and effectiveness.

The BIRDIE team established to perform this review were:

- Jeff Batton, Administration (Chair)
- John Bouldry, Village Council
- Walt Morgan, Public Services
- Carl Smith, Public Services
- Mark Wagner, Parks and Recreation
- Kevin Brewer, Parks and Recreation
- Angela Kantor, Human Resources
- JoEllen Richter, Administration

The first task at hand for the team was to develop and agree to a mission statement (see front cover) and an overall process or task road map to guide the evaluation. Once completed the team conducted a complete audit of all operations and equipment of the two different grounds operations in order to have a full understanding of the scale, scope, and magnitude of the grounds maintenance responsibilities within the corporate limits. This detailed report included a lengthy list of duties by task and territory, man-hours utilized to perform each function, and frequency of duties on an annual basis. The manner in which maintenance work is scheduled was also discussed at length as the Parks and Recreation rationale and methodology for scheduling is very different than the Public Services' scheduling. Scheduling of grounds maintenance through the Parks and Recreation Department is largely based on the schedule of activities and events happening in the parks while the Public Services is driven much more by a regular, defined rotational method of scheduling. These very different needs for scheduling became an important distinction in the evaluation process. Two other parts of the audit of current operations involved working with Finance to allocate annual cost to each of the functions and territories and to develop a Village-wide color coded map to aid in visually seeing and understanding everything maintained by each department.

After becoming familiarized with the current operations, the team sought out ETC Institute in Olathe, Kansas, for assistance in identifying several communities across the country that rate high in citizen satisfaction with overall community appearance. ETC conducts the Village's Community Satisfaction Surveys and they provided five communities that were then contacted by the

committee. Mountain Brook, AL (pop. 20,000), Kirkwood, MO (pop. 27,500), Lenexa, KS (pop. 48,000), Clayton, MO (pop. 15,900) and Glenview, IL (pop. 45,500), were asked a series of questions the team developed (appendix D for sample) in order to identify some best management practices among high achieving organizations. While all of these communities vary in size and scale of operation, they have one common organizational theme: their grounds maintenance operations are all organized in two departments with delineation of duties between Parks & Recreation and Public Services.

Once the research of current operations and how others operate was complete, the team turned to brainstorming various ways grounds maintenance could be handled within the Village. Ultimately 10 different ideas emerged.

The committee talked through each of the ideas and narrowed the list to five options that would receive further scrutiny. In order to evaluate all five options with an organized approach, the committee developed an evaluation matrix that included six perspectives with an advantage vs. disadvantage with possible mitigation approach to each. Once complete, each option was put through a series of five questions to help further the evaluation process. This exercise narrowed the list to the final three options that were then evaluated in depth.

**Five Options:**

- Geographical Alignment (merged)
- Geographical Alignment (separate)
- Centralize Management (merged)
- Keep Current Structure (separate)
- Separate by Function (either)

The final three options, Separate Operations by Function, Centralize Management of Grounds under One Department, and Keep Current Organizational Structure were evaluated using an expanded matrix of nine perspectives and the advantages vs. disadvantage mitigation approach to each. Again, the five questions were then considered in-depth. A summary report of each of the three options is attached as appendices E, F and G.

**Nine Perspectives:**

- Efficiency
- Effectiveness
- Service Level Impact
- Workforce Base Location
- Management Complexity
- Employee/Staffing
- Impact to Department
- Ability to Adjust to Needs
- Other

**Five Key Questions:**

1. Is the option more efficient and therefore more effective in delivering services?
2. Is the option providing an improved level of service?
3. Does the option improve workforce performance?
4. Is there sufficient capacity to implement option?
5. Can we adjust to special requirements to meet event needs?

**Detailed Recommendations:**

1. After all evaluations were complete, our determination is the current organizational structure is preferred. Its strengths and benefits include:
    a. Maintains more of a horizontal organizational chart allowing for closer working relationships between the staff and departmental hierarchy.
    b. Maintains direct communication between the departmental hierarchy who is setting priorities and needs with the staff caring out those priorities and needs.
    c. Eliminates competing cross-departmental priorities and reduces the potential for a lack of, or misunderstanding in, communications.
    d. Reduces overall managerial complexity.
    e. Simplifies scheduling.
    f. Does not increase the potential capital investment needed in space and/or equipment compared to the other options.
    g. Other options evaluated do not yield gains in efficiency and effectiveness thus change is not warranted.

2. Complete an in-depth review of duties and territories for potential opportunities to eliminate overlaps in territory and to ensure all duties are aligned to gain maximum efficiency. The committee recommends this be a staff-driven analysis with a report of findings and changes subsequently attached to the BIRDIE file. Staff should be directed to complete this analysis by end of November, 2016 and implement those changes immediately since these changes would not have direct financial implications.

3. Council, at its annual retreat in December, should consider the addition of 1.7FTEs or the equivalent in contracted services to maintain high satisfaction levels with overall appearance. Staff should provide Council necessary documentation to inform Council of maintenance deficiencies as currently exist (Hwy 211 corridor) as well as anticipated impacts based on other capital improvements (sidewalks, greenways, etc.) and roadside upgrades in landscape (gateway signage).

# Appendix A:

# Inventory of Grounds Maintenance Duties by Department

B&G Grounds Maintenance Audit

# of Staff in Division:

| Position Titles: | Qty |
|---|---|
| B&G Superintendent | 1 |
| Grounds Specialist | 2 |
| Grounds Sepcialist I | 2 |
| Maintenance Technician | 1 |

| Area Maintained | Manhours | Who Performs Work | Cost (if contracted) | Frequency | Equipment utilized |
|---|---|---|---|---|---|
| Cannon Park | | | | | |
| Mowing | 216 hrs/year | Ryan | | 1x per week | Ventrac/John Deere Zero turn/ push mower |
| Weed eating | 36 hrs/year | Ryan | | 1x per week | Gas weed eater/small truck |
| Edging | 4 hrs/year | Ryan | | 4x per year | Gas stick edger/weed eater/small truck/back pack blower |
| Shelter Cleanup | 104 hrs/year | Ryan. | | 2x per week | Gas backpack blower/Small truck |
| Trash Removal | 208 hrs/year | Ryan | | 3x per week | Small truck/small garbage truck |
| Litter pick up | 156 hrs/year | Ryan | | 5x per week | Small truck |
| Baseball field prep(2 fields) | 362 hrs/year | Ryan | | 4x per week | Sand trap rake/small truck/backpack blower |
| Soccer field prep | 26 hrs/ year | Ryan | | 1x per week | Small truck |
| Football field prep | 12 hrs/ year | Ryan | | 1x per week | Small truck |
| Softball field prep(1 field) | 80 hrs/ year | Ryan | | 4x per week | Sand trap rake/small truck/backpack blower |
| Lacrosse field prep | 6 hrs/ year | Ryan | | 1x per week | Small truck |
| Camelot Maintenance | 190 hrs/ year | Ryan | | 5x per week | Small truck/backpack blower |
| Trail Maintenance | 52 hrs/year | Ryan | | 1x per week | Back pack blower/small truck/Ventrac w/ blower |
| Restrooms/concessions | 12 hrs/year | Ryan | | Varies | Small truck |
| Parking lot grading | 10 hrs/year | Ryan | | 4x per year | Kubota tractor/Ventrac tractor |
| Irrigation repair | 24 hrs/year | Ryan, Kevin | | Varies | Small truck |
| Herbicide application | 96 hrs/year | Ryan | | 2x per month avg. | Sand trap rake with tank sprayer/small truck |
| Pruning Trees/Shrubs | 10 hrs/each time | Ryan | | 2x per year | Small truck/gas headge shears/gas pole saw |
| Flower bed prep/planting | 10 hrs/year | Ryan | | 2x per year | Small truck/Roto tiller |
| Pine straw/mulch | 60 hrs/year | Ryan | | 2x per year | small truck |
| Pet waste stations | 24 hrs/year | Ryan | | 2x per week | Small truck |
| Contracted Services-grounds | | | | | |
| Fire ant treatment | | | $600 | 2x per year | |
| Herbicide application | | | $2,270 | 4x per year | |
| Fertilizer app.(labor only) | | | $220 | 2x per year | *DOES NOT INCLUDE COST OF FERTILIZER* |
| Aerating | | | $180 | 1x per year | |
| Lime | | | $300 | 1x per year(if needed) | *BASED ON SOIL TEST RESULTS* |
| Tree work/removal | | | $900 | Varies | |
| Re-mulch playground | | | $950 | 1x per year | |
| Contracted Services-Field houses | | | | | |
| Janitorial services | | | $7,176 | 6x per week | |
| Pest Control | | | $360 | 1x per month | |
| Fire extinguisher service | | | $45 | 1x per year | |

| Area Maintained | Manhours | Who Performs Work | Cost (if contracted) | Frequency | Equipment utilized |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| **Wicker Park** | | | | | |
| Mowing | 108 hrs/year | Ryan | | 1x per week | Ventrac/John Deere Zero turn |
| Weed eating | 18 hrs/year | Ryan | | 1x per week | Gas weed eater/small truck |
| Edging | 18 hrs/year | Ryan | | 2x per month | Gas stick edger/small truck/back pack blower |
| Hockey Rink Maint. | 72 hrs/year | Brent | | 2x per week | Backpack blower/small truck |
| Trash Removal | 80 hrs/year | Brent | | 3x per week | Small truck |
| Litter pick up | 130 hrs/year | Brent | | 5x per week | Small truck |
| Trail Maintenance | 80 hrs/year | Brent | | 1x per week | Small truck |
| Bridge maintenance | 7hrs/year | Brent | | 1x per month | Small truck |
| Parking Lot Cleanup | 12 hrs/year | Brent | | 1x per month | Ventrac w/blower/small ruck/backpack blower |
| Bocce Ball Court Maint. | 52 hrs/year | Brent | | 1x per week | Backpack blower/small truck |
| Tennis Court Maint. | 52 hrs/year | Brent | | 1x per week | Backpack blower/small truck |
| Irrigation repair | 20 hrs/year | Ryan, Kevin | | Varies | small truck/full size truck |
| Herbicide application | 100 hrs/year | Brent/Ryan | | 2x per month avg. | Sand trap rake with tank sprayer/small truck |
| Playground maintenance | 90 hrs/year | Brent | | 5x per week | Small truck |
| Pet waste stations | 26 hrs/year | Brent | | 2x per week | Small truck |
| Pine straw/mulch | 170 hrs/year | Brent,Ryan | | 2x per year | Small truck |
| Shrub/tree fertilization | 8 hrs/year | Brent,Kevin | | 2x per year | Small truck |
| Pruning Trees/Shrubs | 10 hrs/year | Brent | | 2x per year | Small truck/gas headge shears/gas pole saw |
| Xeriscape garden maint. | 50 hrs/year | Brent | | 2x per month | Small truck/back pack blower |
| Contracted Services-grounds | | | | | |
| Fire ant treatment | | | $800 | 2x per year | |
| Herbicide application | | | $2,150 | 4x per year | |
| Fertilizer app.(labor only) | | | $440 | 4x per year | *DOES NOT INCLUDE COST OF FERTILIZER* |
| Aerating | | | $180 | 1x per year | |
| Lime | | | $400 | 1x per year | *BASED ON SOIL TEST RESULTS* |
| Tree work/removal | | | $5,000 | Varies | |
| Clean out retention ponds | | | $800 | Every 2 years | |
| Re-mulch playground | | | $850 | 1x per year | |
| Contracted Services-Field house | | | | | |
| Janitorial services | | | $3,588 | 6x per week | |
| Pest Control | | | $180 | 1x per month | |
| Fire extinguisher service | | | $45 | 1x per year | |
| Termite for building | | | $113 | 1x per year | |
| | | | | | |
| **Arboretum** | | | | | |
| Mowing | 288 hrs/year | Chad | | 1x per week | Ventrac/John Deere zero turn |
| Weed eating | 108 hrs/year | Chad | | 1x per week | Gas weed eater |
| Edging | 144 hrs/year | Chad | | 2x per month | Gas stick edger/weed eater/small truck/back pack blower |
| Flower care/deadheading | 60 hrs/year | Chad,Kevin | | 1x per week | Small truck |
| Small area turf fert./preem. | 16 hrs/year | Chad | | 4x per year | Small truck |
| Herbicide application | 80 hrs/year | Chad | | 2x per month avg. | Sand trap rake with tank sprayer/small truck |

| Area Maintained | Manhours | Who Performs Work | Cost (if contracted) | Frequency | Equipment utilized |
|---|---|---|---|---|---|
| Shrub/flower fertilization | 8 hrs/year | Chad | | 2x per year | Small trcuk |
| Timmel Pavilion Cleanup | 260 hrs/year | Chad | | 2x per week | Small truck/back pack blower |
| Trash Removal | 208 hrs/year | Chad | | 2x per week | Small truck/small garbage truck |
| Pine straw/mulch | 200 hrs/year | Chad | | 2x per year | Small truck/back pack blower |
| Bridge maintenance | 60 hrs/year | Chad | | 1x per month | Small truck |
| Parking Lot Cleanup | 52 hrs/year | Chad | | 1x per week | Small truck/back pack blower/Ventrack w/blower |
| Irrigation repair | 24 hrs/year | Chad,Kevin | | Varies | Small truck/full size truck |
| Pruning Trees/Shrubs | 160 hrs/year | Chad | | 2x per year | Small truck/gas headge shears/gas pole saw |
| Trail Maintenance | 312 hrs/year | Chad | | 1x per week | Small truck/Kubota tractor/backpack blower/ |
| Contracted Services-grounds | | | | | |
| Fire ant treatment | | | $1,400 | 2x per year | |
| Herbicide application | | | $2,050 | 4x per year | |
| Fertilizer app.(labor only) | | | $440 | 2x per year | *DOES NOT INCLUDE COST OF FERTILIZER* |
| Aerating | | | $400 | 1x per year | |
| Lime | | | $300 | 1x per year | |
| Prescribed burns | | | $4,000 | 1x per 3 years | |
| Tree fert. & pruning program | | | $1,856 | 2x per year | |
| Tree work/removal | | | $1,000 | Varies | |
| Contracted Services-buildings | | | | | |
| Janitorial services | | | $3,588 | 6x per week | |
| Pest Control | | | $180 | 1x per month | |
| Fire extinguisher service | | | $45 | 1x per year | |
| Termite for building | | | $113 | 1x per year | |
| | | | | | |
| **Greenways** | | | | | |
| Pet waste stations | 52 hrs/year | Brent | | 2x per week | Small truck |
| Sign maint., install. & replcmt. | 10 hrs/year | Brent | | Varies | Small truck |
| Bridge maintenance | 15 hrs/year | Brent | | 1x per month | Small truck |
| Trail maintenance | 650 hrs/year | Brent | | 1x per week | Small truck/Kubota tractor/backpack blower/ |
| | | | | | Ventrac w/blower & box blade |
| Contracted Services-grounds | | | | | |
| Tree work/removal | | | $500 | Varies | |
| Trail repair/restoration | | | $35,000 | 1x per year | |
| | | | | | |
| **West Pinehurst Community Park** | | | | | |
| Trash Removal | 52 hrs/year | Brent | | 2x per week | Small truck |
| Litter pick up | 26 hrs/year | Brent | | 2x per week | Small truck |
| Herbicide application | 18 hrs/year | Brent | | 1x per month | Small truck |
| Disc Golf Course Maint. | 24 hrs/year | Brent | | 1x per month | Small truck/Kubota tractor |
| Mowing | 18 hrs/year | Brent | | 1x per month | Small truck/push mower/weed eater |
| Contracted Services-grounds | | | | | |
| Portable toilet | | | $950 | 2x per month | |
| Tree work/removal | | | $1,500 | Varies | |
| | | | | | |

| Area Maintained | Manhours | Who Performs Work | Cost (if contracted) | Frequency | Equipment utilized |
|---|---|---|---|---|---|
| **Tufts Park/Village Green** | | | | | |
| Pet waste stations | 26 hrs/year | Pat | | 1x per week | Full size truck |
| Trail maintenance | 156 hrs/year | Pat | | 1x per week | Full size truck/back pack blower |
| Clean up-litter, sticks, pine cones | 208 hrs/year | Pat | | 1x per week | Full size truck |
| Herbicide-Village green | 18 hrs/year | Kevin | | 1x per month | Full size truck |
| Electrical(outlets/timers) | 16 hrs/year | Gary | | Varies | Full size van |
| Snow/ice removal | 4 hrs/year | evin, Chad, Ryan, Brent, Pat | | Varies | Trucks, Ventrac w/blade |
| Contracted Services-grounds | | | | | |
| Grounds maint. Contract | | | $9,207 | 1x per week | |
| Tree work/removal | | | $1,500 | Varies | |
| | | | | | |
| **Downtown** | | | | | |
| Mowing | 36 hrs/year | Pat | | 1x per week | Push mower/Full size truck |
| Weed eating | 18 hrs/year | Pat | | 1x per week | Cordless weed eater/full size truck |
| Edging | 18 hrs/year | Pat | | 2x per month | Cordless weed eater/Gas stick edger/full size truck/ |
| | | | | | backpack blower |
| DT clean up-litter,stick/leaves | 416 hrs/year | Pat | | 2x per week | Full size truck |
| Pruning trees/shrubs | 20 hrs/year | Pat | | 2x per year | Cordless hedge shears/full size truck |
| Flower/shrub fertilization | 12 hrs/year | Pat | | 4x per year | Full size truck |
| Flower bed maint./dead heading | 104 hrs/year | Pat | | 1x per week | Full size truck |
| Trail/sidewalk maintenance | 460 hrs/year | Pat | | 1x per week | Full size truck/backpack blower |
| Turf fert./preem. | 5 hrs/year | Kevin | | 5x per year | Full size truck |
| Irrigation repair | 24 hrs/year | Kevin | | Varies | Full size truck |
| Street light maintenance | 52 hrs/year | Gary | | Varies | Full size van |
| Electrical(outlets/timers) | 8 hrs/year | Gary | | Varies | Full size van |
| Mulch | 120 hrs/year | Pat | | 3x per year | Full size truck |
| Flower bed prep & planting | 48 hrs/year | Pat | | 2x per year | Full size truck/roto tiller |
| Deer repellant applications | 12 hrs/year | Kevin | | 2x per month | Full size truck |
| Flower bed planting | 4 hrs/year | rden Club Volunteers, Kevin | | 2x per year | Full size truck |
| Container planting | 6 hrs/year | rden Club Volunteers, Kevin | | 2x per year | Full size truck |
| Unloading flowers for Garden Club | 3 hrs/year | Pat,Kevin,Ryan,Chad,Brent | | 2x per year | 2 Full size truck & 3 small trucks |
| Herbicide | 36 hrs/year | Kevin | | 1x per month | Full size truck |
| Contracted Services-grounds | | | | | |
| Tree work/removal | | | $800 | Varies | |
| Planter & basket watering | | | $18,000 | 2x per week +/- | |
| Planter & basket change out | | | $9,000 | 2x per year | |
| | | | | | |
| **Parks & Rec Rented Space** | | | | | |
| Snow/Ice removal | 1 hr/year | Kevin, Gary | | Varies | Full size truck |
| | | | | | |
| **Village Hall** | | | | | |
| Flower bed prep | 2 hrs/year | Pat | | 2x per year | Full size truck/roto tiller |
| Flower bed fert./preem | 1 hr/year | Kevin | | 4x per year | Full size truck |
| Deer repellant applications | 6 hrs/year | Kevin | | 2x per month | Full size truck |
| Irrigation repair | 10 hrs/year | Kevin | | Varies | Full size truck |

| Area Maintained | Manhours | Who Performs Work | Cost (if contracted) | Frequency | Equipment utilized |
|---|---|---|---|---|---|
| Snow/Ice removal | 8 hrs/year | evin, Chad, Ryan, Brent, Pat | | Varies | Trucks/Ventrac w/blade/Kubota tractor |
| Contracted Services-grounds | | | | | |
| Turf & shrub maint. | | | $9,497 | 1x per week | |
| Fire ant treatment | | | $132 | 2x per year | |
| Tree work/removal | | | $500 | Varies | |
| | | | | | |
| **Fire Department 91** | | | | | |
| Irrigation repair | 5 hrs/year | Kevin, Ryan | | Varies | Full size truck/small truck |
| Snow/Ice removal | 3 hrs/year | evin, Chad, Ryan, Brent, Pat | | Varies | Trucks/Ventrac w/blade/Kubota tractor |
| Contracted Services-grounds | | | | | |
| Turf & shrub maint. | | | $5,014 | 1x per week | |
| Fire ant treatment | | | $198 | 2x per year | |
| | | | | | |
| **Police Department** | | | | | |
| Irrigation repair | 5 hrs/year | Kevin | | Varies | Full size truck |
| Snow/Ice removal | 6 hrs/year | evin, Chad, Ryan, Brent, Pat | | Varies | Trucks/Ventrac w/blade/Kubota tractor |
| Contracted Services-grounds | | | | | |
| Turf & shrub maint. | | | $9,497 | 1x per week | |
| Fire ant treatment | | | $132 | 2x per year | |
| Tree work/removal | | | $800 | Varies | |
| Herbicide-natural area | | | $700 | 2x per year | |
| | | | | | |
| **Fair Barn** | | | | | |
| Contracted Services-grounds | | | | | |
| Fire ant treatment | | | $132 | 2x per year | |
| Herbicide application | | | $600 | 2x per year | |
| Overseeding | | | $750 | 1x per year | |
| | | | | | |
| **Harness Track** | | | | | |
| Contracted Services-grounds | | | | | |
| Fire ant treatment | | | $4,620 | 2x per year | |
| Herbicide application | | | $4,500 | 4x per year | |
| Fertilizer application | | | $200 | 1x per year | *DOES NOT INCLUDE COST OF FERTILIZER* |
| Aerating | | | $900 | 2x per year | |
| Tree work/removal | | | $500 | Varies | |
| | | | | | |
| **Annual Grounds Contracted Total Cost** | | | **$158,048** | | |
| | | | | | |
| **Special Events** | | | | | |
| Christmas | | | | | |
| Christmas tree set up | 12hrs/year | Kevin, Brent, Ryan, Chad | | 1x per year | 3 small trucks, Full size truck |
| Christmas tree break down | 12 hrs/year | Kevin, Brent, Ryan, Chad | | 1x per year | 3 small trucks, Full size truck |
| Stage set up | 2 hrs/year | Kevin, Brent, Ryan, Chad | | 1x per year | 3 small trucks, Full size truck |
| Live After Five | | | | | |
| Stage set up/tents | 12 hrs/year | Kevin, Brent, Ryan, Chad | | 4x per year | 3 small trucks, Full size truck |

| Area Maintained | Manhours | Who Performs Work | Cost (if contracted) | Frequency | Equipment utilized |
|---|---|---|---|---|---|
| Picnic table set up/break down | 4 hrs/year | Kevin, Brent, Ryan, Chad | | 4x per year | 3 small trucks, Full size truck |
| July 4th | | | | | |
| Set up for event | 4 hrs/year | vin, Brent, Ryan, Chad, Gary | | 1x per year | 3 small trucks, Full size truck, Full size van |
| Working event | 8.5 hrs/year | n, Brent, Ryan, Chad, Gary, Pat | | 1x per year | 2 small truck, Full size truck, Full size van |
| Break down for event | 4 hrs/year | vin, Brent, Ryan, Chad, Gary | | 1x per year | 3 small trucks, Full size truck, Full size van |
| Fall festival | | | | | |
| Set up/brk dwn-picnic tables, etc. | 2 hrs/year | Ryan, Chad | | 1x per year | 2 small trucks |
| Movie nights | | | | | |
| Set up-tent, games, tables, trash | 3 hrs/year | Chad, Ryan, Brent | | 3x per year | 3 small trucks/Kubota tractor |
| Xtreme game night | | | | | |
| Set up-tent, games, tables, trash | 3 hrs/year | Chad, Ryan, Brent | | 3x per year | 3 small trucks/Kubota tractor |
| Military Child | | | | | |
| Stage, tables, etc. | 2 hrs/year | Chad, Ryan, Brent | | 1x per year | 3 small trucks/Kubota tractor |
| Oktoberfest | | | | | |
| Picnic table set up/break down | 1.5 hrs/year | Chad, Ryan, Brent | | 1x per year | 3 small trucks/Kubota tractor |
| Other events-Library, Civic Group, etc. | 3 hrs/year | Kevin, Ryan, Chad, Brent | | Varies | 3 small trucks, Full size truck |
| | | | | | |
| **Training/Recertification classes** | | | | | |
| ISA | 20 hrs/year | Kevin, Ryan | | 2x per year | Truck |
| Pesticide | 5 hrs/year | Kevin, Ryan, Chad, Brent | | 1x per year | 2 trucks |
| TOPS, Safety, OSHA required | 10 hrs/year | y, Ryan,Brent,Pat,Chad,Kevin | | Varies | |
| | | | | | |
| **Building Maintenance:** | | | | | |
| Maintenance-Maintenance Tech. time | | | | | |
| Village Hall | 416 hrs/year | Gary | | Varies | Full size van |
| Police Dept. | 251 hrs/year | Gary | | Varies | Full size van |
| Fire Depts. | 197 hrs/year | Gary | | Varies | Full size van |
| Fair Barn | 279 hrs/year | Gary | | Varies | Full size van |
| Parks & Recreation | 358 hrs/year | Gary | | Varies | Full size van |
| Harness Track | 315 hrs/year | Gary | | Varies | Full size van |
| Public Services | 159 hrs/year | Gary | | Varies | Full size van |
| | | | | | |
| **Required Meetings** | | | | | |
| B&G Staff & safety meetings | 6 hrs/year | y, Ryan,Brent,Pat,Chad,Kevin | | 1x per month | |
| P&R Staff meetings | 4 hrs/year | y, Ryan,Brent,Pat,Chad,Kevin | | 4x per year | |
| State of the Village | 3 hrs/year | y, Ryan,Brent,Pat,Chad,Kevin | | 2x per year | |
| | | | | | |
| **Committee Involvement** | | | | | |
| ERC | 36 hrs/year | Gary | | | *Meeting, ERC events |
| Safety | 30 hrs/year | Kevin | | | *Meetings, inspections, safety training |
| Beautification | 80 hrs/year | Kevin | | | *Meetings, inspections, projects |
| Greenway Wildlife | 30 hrs/year | Kevin | | | *Purchasing, help with projects |
| | | | | | |

| Area Maintained | Manhours | Who Performs Work | Cost (if contracted) | Frequency | Equipment utilized |
|---|---|---|---|---|---|
| **Other: Administrative/Supervisory** | | | | | |
| Order/Manage Seasonal Plantings | 104 hrs/year | Kevin | | | |
| Staff mgt./Performance Evaluations | 300 hrs/year | Kevin | | | |
| Ordering/purchasing supplies | 100 hrs/year | Kevin | | | |
| Bidding/Managing new projects | 480 hrs/year | Kevin | | | |
| Managing existing contract/contractors | 780 hrs/year | Kevin | | | |
| Reports(BSC, time sheets, p-cards, etc.) | 60 hrs/year | Kevin | | | |
| Invoices/check requests | 52 hrs/year | Kevin | | | |
| | | | | | |
| | | | | | |
| **Buildings Maintenance- Contracted Services** | | | | | |
| Village Hall | | | | | |
| HVAC PM | | | $3,500 | 4x per year | |
| Cleaning services | | | $14,820 | 2x per week | |
| Elevator services | | | $2,168 | 1x per month | |
| Fire sprinkler system testing | | | $1,550 | 1x per year | |
| Fire alarm system testing | | | $1,062 | 1x per year | |
| Pest Control | | | $684 | 1x per month | |
| Fire alarm/burglar monitoring | | | $970 | Daily | |
| Floor waxing/carpet cleaning | | | $1,800 | 1x per year | |
| Fire extinguishers | | | $250 | 1x per year | |
| | | | | | |
| Police Department | | | | | |
| HVAC PM | | | $3,000 | 4x per year | |
| Cleaning services | | | $4,160 | 2x per week | |
| Elevator services | | | $2,168 | 1x per month | |
| Fire sprinkler system testing | | | $800 | 1x per year | |
| Fire alarm system testing | | | $465 | 1x per year | |
| Pest control | | | $480 | 1x per month | |
| Fire alarm monitoring | | | $707 | Daily | |
| Floor waxing/carpet cleaning | | | $1,600 | 1x per year | |
| Fire extinguishers | | | $200 | 1x per year | |
| | | | | | |
| Fire Station 91 | | | | | |
| HVAC PM | | | $1,600 | 4x per year | |
| Cleaning services | | | $3,120 | 2x per week | |
| Fire sprinkler system testing | | | $643 | 1x per year | |
| Fire alarm system testing | | | $600 | 1x per year | |
| Pest control | | | $588 | 1x per month | |
| Termite for building | | | $300 | 1x per year | |
| Fire alarm monitoring | | | $707 | Daily | |
| Floor waxing/carpet cleaning | | | $1,000 | 1x per year | |
| Fire Extinguishers/Hood maint. | | | $850 | Varies | |
| | | | | | |

| Area Maintained | Manhours | Who Performs Work | Cost (if contracted) | Frequency | Equipment utilized |
|---|---|---|---|---|---|
| Fire Station 92 | | | | | |
| HVAC PM | | | $800 | 4x per year | |
| Fire alarm system testing | | | $200 | 1x per year | |
| Pest control | | | $312 | 1x per month | |
| Termite for building | | | $250 | 1x per year | |
| Fire alarm monitoring | | | $707 | Daily | |
| Floor waxing/carpet cleaning | | | $800 | 1x per year | |
| Fire extinguishers | | | | | |
| | | | | | |
| Fair Barn | | | | | |
| HVAC PM | | | $3,000 | 4x per year | |
| Cleaning services | | | $21,000 | 3x per week(avg) | |
| Fire sprinkler system testing | | | $1,500 | 1x per year | |
| Fire alarm system testing | | | $515 | 1x per year | |
| Pest control | | | $1,632 | 1x per month | |
| Termite for building | | | $640 | 1x per month | |
| Fire alarm/burglar monitoring | | | $748 | Daily | |
| Floor waxing | | | $4,800 | 4x per year | |
| Fire Extinguishers/Hood maint. | | | $1,500 | Varies | |
| | | | | | |
| Harness Track | | | | | |
| HVAC PM(tack shp, rest.) | | | $200 | 4x per year | |
| Fire alarm system testing | | | $1,600 | 1x per year | |
| Pest control(tack shp, rest.,Office) | | | $588 | 1x per month | |
| Termite for buildings | | | $4,600 | 1x per month | |
| Fire alarm monitoring | | | $1,012 | Daily | |
| Fire Extinguishers/Hood maint. | | | $1,800 | Varies | |
| | | | | | |
| Public Services | | | | | |
| HVAC PM | | | $800 | 4x per year | |
| Cleaning services | | | $4,680 | 2x per week | |
| Pest control | | | $696 | 1x per month | |
| Termite for buildings | | | $195 | 1x per year | |
| Floor waxing | | | $600 | 1x per year | |
| Fire extinguishers | | | $150 | 1x per year | |
| | | | | | |
| Parks & Rec. Rental space | | | | | |
| Pest control | | | $384 | 1x per month | |
| Cleaning services | | | $3,120 | 2x per week | |
| | | | | | |
| | | | | | |
| **Annual Buildings Contracted Services** | | | **$108,622** | | |

**Public Services - S&G Division Audit**

**# of Staff in Division:**
S&G Grounds Specialist Crew: 7

| **Position Titles:** | **Qty** |
|---|---|
| Team Leader | 1 |
| Maintenance Worker - CDL | 5 |
| Maintenance Worker | 1 |

| Area Maintained | Manhours/ Year | Who Performs Work | Cost (if contracted) | Frequency | Equipment Utilized |
|---|---|---|---|---|---|
| **Azalea Rd & Shaw Rd NE (Marshall Park)** | | | | | |
| Debris Pickup | 78 | 2 | | Every 2 wks | Cans & pickers/truck |
| Mowing | 78 | 2 | | Every 2 wks | Zero turn bagger |
| Overseeding | 18 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Spraying | 13 | 1 | | 7x per yr | Tractor (50 gal tank) |
| Traffic Control | 26 | 1 | | Every 2 wks | 2 Men Working signs/truck |
| Weedeating | 78 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 39 | 1 | | Every 2 wks | Back blowers |
| **TOTAL** | **330** | | | | |
| | | | | | |
| **Barrett Rd W (big triangle)** | | | | | |
| Debris Pickup | 78 | 2 | | Every 2 wks | Cans & pickers/truck |
| Edging | 24 | 1 | | Monthly | Push edger |
| Mowing | 78 | 2 | | Every 2 wks | Zero turn bagger |
| Overseeding | 18 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Spraying | 7 | 1 | | 7x per yr | Tractor (50 gal tank) |
| Traffic Control | 26 | 1 | | Every 2 wks | 2 Mowing Ahead/truck |
| Weedeating | 78 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 39 | 1 | | Every 2 wks | Blower |
| **TOTAL** | **348** | | | | |
| | | | | | |
| **Entrance of Pinedale & Airport Rd** | | | | | |
| Debris Pickup | 20 | 1 | | Every 2 wks | Pickers & cans |
| Mowing | 20 | 1 | | Every 2 wks | Zero turn |
| Overseeding | 9 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Traffic Control | 26 | 1 | | Every 2 wks | Signs/truck |
| Weedeating | 20 | 1 | | Every 2 wks | Weedeaters |

| Area Maintained | Manhours/ Year | Who Performs Work | Cost (if contracted) | Frequency | Equipment Utilized |
|---|---|---|---|---|---|
| Blowing | 20 | 1 | | Every 2 wks | Blower |
| **TOTAL** | **115** | | | | |
| | | | | | |
| **Fields Rd (triangle area)** | | | | | |
| Debris Pickup | 78 | 2 | | Every 2 wks | Pickers & cans/truck |
| Edging | 3 | 1 | | Monthly | Weedeater |
| Mowing | 39 | 1 | | Every 2 wks | Zero turn bagger |
| Overseeding | 12 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Spraying | 7 | 1 | | 7x per yr | Back sprayer/tractor |
| Traffic Control | 26 | 1 | | Every 2 wks | Signs/truck |
| Weedeating | 39 | 1 | | Every 2 wks | Weedeater |
| Blowing | 39 | 1 | | Every 2 wks | Blower |
| **TOTAL** | **243** | | | | |
| | | | | | |
| **Gun Club Dr entrance & both sides of road to triangle at Spring Lake Dr** | | | | | |
| Mowing | 45 | 1 | | 15x per yr | Ventrac |
| Traffic Control | 15 | 1 | | 15x per yr | Signs/truck |
| Weedeating | 135 | 3 | | 15x per yr | Weedeaters |
| Blowing | 45 | 1 | | 15x per yr | Blower |
| **TOTAL** | **240** | | | | |
| | | | | | |
| **Hwy 5 new plant mound area - W McDonald & 211** | | | | | |
| Debris Pickup | 59 | 1 | | Every 2 wks | Pickers & cans/truck |
| Edging | 12 | 1 | | Monthly | Push edger |
| Mowing | 59 | 1 | | Every 2 wks | Zero turn bagger |
| Overseeding | 18 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Spraying | 11 | 1 | | 7x per year | Back sprayer/tractor |
| Traffic Control | 26 | 1 | | Every 2 wks | Signs/truck |
| Weedeating | 117 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 59 | 1 | | Every 2 wks | Blower |
| **TOTAL** | **361** | | | | |
| | | | | | |

Grounds Maintenance Review BIRDIE - Public Services - Streets and Grounds Division Audit

| Area Maintained | Manhours/ Year | Who Performs Work | Cost (if contracted) | Frequency | Equipment Utilized |
|---|---|---|---|---|---|
| **Hwy 211 from Page Rd to red light at Taylortown** | | | | | |
| Debris Pickup | 126 | 1 | | 7x per yr | Picker & can/truck |
| Edging | 126 | 1 | | 7x per yr | Mower with edger attached |
| Mowing | 252 | 2 | | 7x per yr | Ventrac/zero turn bagger |
| Spraying | 28 | 1 | | 7x per yr | Pack sprayer |
| Traffic Control | 14 | 5 | | 7x per yr | Signs/cones/trucks |
| Weedeating | 378 | 3 | | 7x per yr | Weedeaters |
| **TOTAL** | **924** | | | | |
| | | | | | |
| **Juniper Creek pond dam** | | | | | |
| Mowing | 14 | 1 | | 7x per yr | Ventrac |
| Traffic Control | 7 | 1 | | 7x per yr | Signs/truck |
| Weedeating | 42 | 3 | | 7x per yr | Weedeaters |
| **TOTAL** | **63** | | | | |
| | | | | | |
| **Lake Hills Rd circle & both sides of roadway to red light on Hwy 5** | | | | | |
| Debris Pickup | 156 | 2 | | Every 2 wks | Pickers & cans/truck |
| Mowing | 156 | 2 | | Every 2 wks | Zero turn & Ventrac |
| Overseeding | 12 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Spraying | 4 | 1 | | 7x per yr | Pack sprayer/tractor |
| Traffic Control | 26 | 1 | | Every 2 wks | Signs/truck |
| Weedeating | 156 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 78 | 1 | | Every 2 wks | Blower |
| **TOTAL** | **588** | | | | |
| | | | | | |
| **Magnolia Rd at store to Police Dept, Rassie Wicker next to Village Hall right side all the way to 4 way stop at McKenzie Rd** | | | | | |
| Debris Pickup | 30 | 1 | | 15x per yr | Pickers & cans |
| Mowing | 60 | 2 | | 15x per yr | Zero turn/ventrac |
| Traffic Control | 15 | 1 | | 15x per yr | Sign/truck |
| Weedeating | 60 | 2 | | 15x per yr | Weedeaters |
| Blowing | 30 | 1 | | 15x per yr | Blower |
| **TOTAL** | **195** | | | | |
| | | | | | |

Grounds Maintenance Review BIRDIE - Public Services - Streets and Grounds Division Audit

| Area Maintained | Manhours/ Year | Who Performs Work | Cost (if contracted) | Frequency | Equipment Utilized |
|---|---|---|---|---|---|
| **McKenzie Rd & Hwy 5 next to underpass** | | | | | |
| Debris Pickup | 78 | 2 | | Every 2 wks | Pickers & cans/truck |
| Edging | 24 | 1 | | Monthly | Push edger/weedeater |
| Mowing | 39 | 1 | | Every 2 wks | Zero turn bagger |
| Overseeding | 9 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Spraying | 6 | 1 | | 7x per yr | Back sprayer/tractor |
| Traffic Control | 26 | 1 | | Every 2 wks | Sign/truck |
| Weedeating | 78 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 39 | 1 | | Every 2 wks | Blowers |
| **TOTAL** | **299** | | | | |
| | | | | | |
| **McKenzie Rd W (3 small triangles)** | | | | | |
| Mowing | 10 | 1 | | Every 2 wks | Zero turn |
| Overseeding | 6 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Traffic Control | 13 | 1 | | Every 2 wks | Signs/truck |
| Weedeating | 20 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 10 | 1 | | Every 2 wks | Blower |
| **TOTAL** | **59** | | | | |
| | | | | | |
| **Midland Rd (Double Track)** | | | | | |
| Debris Pickup | 137 | 1 | | Every 2 wks | Pickers/can/truck |
| Edging | 252 | 3 | | Monthly | Push edger/weedeaters |
| Mowing | 137 | 1 | | Every 2 wks | Zero turn |
| Overseeding | 39 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Spraying | 6 | 1 | | 7x per yr | Pack sprayer |
| Traffic Control | 26 | 3 | | Every 2 wks | Signs/traffic cones |
| Weedeating | 410 | 3 | | Every 2 wks | Weedeaters |
| **TOTAL** | **1,007** | | | | |
| | | | | | |
| **Midland Rd east of circle** | | | | | |
| Debris Pickup | 45 | 1 | | 15x per yr | Pickers/cans/truck |
| Mowing | 90 | 2 | | 15x per yr | Zero turn/ventrac |
| Overseeding | 9 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Traffic Control | 26 | 1 | | Every 2 wks | Signs/truck |
| Weedeating | 117 | 2 | | Every 2 wks | Weedeaters |
| **TOTAL** | **287** | | | | |

Grounds Maintenance Review BIRDIE - Public Services - Streets and Grounds Division Audit

| Area Maintained | Manhours/ Year | Who Performs Work | Cost (if contracted) | Frequency | Equipment Utilized |
|---|---|---|---|---|---|
| | | | | | |
| **Morganton Rd (CCNC)** | | | | | |
| Debris Pickup | 96 | 2 | | Monthly | Truck, cans, & picker |
| Edging | 78 | 1 | | Every 2 wks | Push edger |
| Mowing | 156 | 2 | | Every 2 wks | Zero turn/ventrac |
| Overseeding | 24 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Spraying | 4 | 1 | | 7x per yr | Tractor/pack sprayer |
| Traffic Control | 26 | 1 | | Every 2 wks | Signs/trucks |
| Weedeating | 156 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 156 | 2 | | Every 2 wks | Blowers |
| **TOTAL** | **696** | | | | |
| | | | | | |
| **Oakmont Dr Entrance & both sides** | | | | | |
| Debris Pickup | 20 | 1 | | Every 2 wks | Pickers/cans/truck |
| Mowing | 20 | 1 | | Every 2 wks | Zero turn |
| Overseeding | 6 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Traffic Control | 26 | 1 | | Every 2 wks | Sign/truck |
| Weedeating | 39 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 20 | 1 | | Every 2 wks | Blower |
| **TOTAL** | **131** | | | | |
| | | | | | |
| **Page Rd & 15-501** | | | | | |
| Debris Pickup | 30 | 2 | | 15x per yr | Pickers/cans |
| Mowing | 15 | 1 | | 15x per yr | Zero turn |
| Spraying | 7 | 1 | | 7x per yr | Tractor sprayer |
| Traffic Control | 15 | 1 | | 15x per yr | Signs/truck |
| Weedeating | 15 | 1 | | 15x per yr | Weedeater |
| **TOTAL** | **82** | | | | |
| | | | | | |
| **Pond Dams 1 & 2** | | | | | |
| Mowing | 70 | 2 | | 7x per yr | Zero turn/ventrac |
| Overseeding | 18 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Weedeating | 70 | 2 | | 7x per yr | Weedeaters |
| Blowing | 35 | 1 | | 7x per yr | Blowers |
| **TOTAL** | **193** | | | | |

Grounds Maintenance Review BIRDIE - Public Services - Streets and Grounds Division Audit

| Area Maintained | Manhours/ Year | Who Performs Work | Cost (if contracted) | Frequency | Equipment Utilized |
|---|---|---|---|---|---|
| | | | | | |
| **Scioto Ln pond dams** | | | | | |
| Mowing | 7 | 1 | | 7x per yr | Ventrac |
| Traffic Control | 7 | 1 | | 7x per yr | Sign & truck |
| Weedeating | 21 | 3 | | 7x per yr | Weedeaters |
| **TOTAL** | **35** | | | | |
| | | | | | |
| **Shaw Rd W & Ritter Rd (triangle area)** | | | | | |
| Debris Pickup | 78 | 2 | | Every 2 wks | Pickers & cans |
| Edging | 24 | 1 | | Monthly | Push edger & weedeater |
| Mowing | 39 | 1 | | Every 2 wks | Zero turn bagger |
| Overseeding | 12 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Spraying | 7 | 1 | | 7x per yr | Pack sprayer |
| Traffic Control | 26 | 1 | | Every 2 wks | Signs/truck |
| Weedeating | 78 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 14 | 1 | | 7x per yr | Blower |
| **TOTAL** | **278** | | | | |
| | | | | | |
| **Spring Lake Dr & 15-501 entrance both sides & circle** | | | | | |
| Debris Pickup | 39 | 1 | | Every 2 wks | Pickers/cans |
| Mowing | 39 | 1 | | Every 2 wks | Zero turn bagger |
| Overseeding | 9 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Traffic Control | 26 | 1 | | Every 2 wks | Signs & truck |
| Weedeating | 78 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 39 | 1 | | Every 2 wks | Blower |
| **TOTAL** | **230** | | | | |
| | | | | | |
| **St Andrews (triangle)** | | | | | |
| Debris Pickup | 39 | 1 | | Every 2 wks | Pickers/cans/truck |
| Edging | 24 | 1 | | Monthly | Weedeaters |
| Mowing | 39 | 1 | | Every 2 wks | Zero turn bagger |
| Overseeding | 12 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Spraying | 4 | 1 | | 7x per yr | Pack sprayer/tractor |

Grounds Maintenance Review BIRDIE - Public Services - Streets and Grounds Division Audit

| Area Maintained | Manhours/ Year | Who Performs Work | Cost (if contracted) | Frequency | Equipment Utilized |
|---|---|---|---|---|---|
| Traffic Control | 26 | 1 | | Every 2 wks | Signs/truck |
| Weedeating | 78 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 39 | 1 | | Every 2 wks | Pack blower |
| **TOTAL** | **261** | | | | |
| | | | | | |
| **Traffic Cir & outsides of Cir to each entrance** | | | | | |
| Debris Pickup | 90 | 1 | | 15x per yr | Pickers/cans |
| Mowing | 180 | 2 | | 15x per yr | Zero turn/ventrac |
| Spraying | 14 | 1 | | 7x per yr | Tractor sprayer (50 gal tank) |
| Traffic Control | 15 | 2 | | 15x per yr | Signs/truck |
| Weedeating | 180 | 2 | | 15x per yr | Weedeaters |
| **TOTAL** | **479** | | | | |
| | | | | | |
| **Triangles Island around Cir** | | | | | |
| Debris Pickup | 156 | 2 | | Every 2 wks | Pickers/cans/truck |
| Edging | 144 | 3 | | Monthly | Push edger/weedeaters |
| Mowing | 78 | 1 | | Every 2 wks | Zero turn bagger |
| Overseeding | 30 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Traffic Control | 26 | 2 | | Every 2 wks | Signs/trucks |
| Weedeating | 156 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 156 | 2 | | Every 2 wks | Pack blowers |
| **TOTAL** | **746** | | | | |
| | | | | | |
| **Women Exchange & front of Bank of America** | | | | | |
| Debris Pickup | 59 | 2 | | Every 2 wks | Pickers/cans/truck |
| Mowing | 30 | 1 | | Every 2 wks | Zero turn bagger |
| Overseeding | 6 | 6 | | Yearly | Various mowers, weedeaters, aerator, tractors, pull behind spreaders, drag, truck |
| Traffic Control | 26 | 1 | | Every 2 wks | Signs/truck |
| Weedeating | 59 | 2 | | Every 2 wks | Weedeaters |
| Blowing | 30 | 1 | | Every 2 wks | Pack blowers |
| **TOTAL** | **210** | | | | |
| | | | | | |
| **Big tractor mows roughly 198 miles of right of ways on the East & West Sides of town** | | | | | |
| Mowing | 1,080 | 1 | | 30x per yr | Big tractor |
| Traffic Control | | 1 | | 30x per yr | Signs/tractor |
| **TOTAL** | **1,080** | | | | |

Grounds Maintenance Review BIRDIE - Public Services - Streets and Grounds Division Audit

| Area Maintained | Manhours/ Year | Who Performs Work | Cost (if contracted) | Frequency | Equipment Utilized |
|---|---|---|---|---|---|
| | | | | | |
| **Small shoulders mower roughly mows 12 miles of right of ways on East & West sides of town in the Historic District** | | | | | |
| Mowing | 540 | 1 | | 15x per yr | Zero turn |
| Spraying | 75 | 1 | | 15x per yr | Pack sprayer/tractor |
| Weedeating | 135 | 1 | | 15x per yr | Weedeater |
| **TOTAL** | **750** | | | | |
| | | | | | |
| **Hedges trimming on East side of town** | | | | | |
| Debris Pickup | 252 | 2 | | 7x per yr | Pickforks - racks/truck |
| Traffic Control | 14 | 1 | | 7x per yr | Signs/truck |
| Weedeating/Hedge Trimming | 378 | 3 | | 7x per yr | Hedge trimmers/ weedeaters |
| **TOTAL** | **644** | | | | |
| | | | | | |
| **Hedges trimming West side of town** | | | | | |
| Debris Pickup | 126 | 2 | | 7x per yr | Pickforks - racks/truck |
| Traffic Control | 7 | 1 | | 7x per yr | Signs/truck |
| Weedeating/Hedge Trimming | 189 | 3 | | 7x per yr | Hedge trimmers/ weedeaters |
| **TOTAL** | **322** | | | | |
| | | | | | |
| **Special Events** | | | | | |
| Christmas | | | | | |
| Swags | 16 | 4 | | Yearly | Ladders/trucks |
| Wreaths | 35 | 7 | | Yearly | Ladders/trucks |
| Lights on trees (Fields & #5) | 12 | 4 | | Yearly | Trucks |
| Manger & clock downtown | 1 | 2 | | Yearly | Ladder/truck |
| **TOTAL** | **64** | | | | |
| | | | | | |
| **Flags** | | | | | |
| May | 63 | 7 | | Yearly | Trucks |
| July | 63 | 7 | | Yearly | Trucks |
| Sept | 63 | 7 | | Yearly | Trucks |
| Nov | 63 | 7 | | Yearly | Trucks |
| **TOTAL** | **252** | | | | |
| | | | | | |
| **Training/Recertification classes** | | | | | |
| ISA | | | | | |
| Pesticide | | | | | |

Grounds Maintenance Review BIRDIE - Public Services - Streets and Grounds Division Audit

| Area Maintained | Manhours/ Year | Who Performs Work | Cost (if contracted) | Frequency | Equipment Utilized |
|---|---|---|---|---|---|
| TOPS, Safety, OSHA required | 21 | 7 | | Varies | |
| Other: | | | | | |
| **TOTAL** | **21** | | | | |
| | | | | | |
| **Required Meetings** | | | | | |
| S&G Staff & safety meetings | 243 | 7 | | Daily | |
| PS Staff meetings | 91 | 7 | | Weekly | |
| State of the Village | 21 | 7 | | 2x per yr | |
| Supervisors Meeting | 18 | 1 | | Monthly | |
| Other: | | | | | |
| **TOTAL** | **373** | | | | |
| | | | | | |
| **Committee Involvement** | | | | | |
| ERC | | | | | |
| Safety | | | | | |
| Beautification | | | | | |
| Greenway Wildlife | | | | | |
| BIRDIE | 24 | 1 | | Varies | |
| Wellness | 18 | 1 | | Varies | |
| Other: | | | | | |
| **TOTAL** | **42** | | | | |
| | | | | | |
| **Other: Administrative/Supervisory** | | | | | |
| Order/Manage Seasonal Plantings | 16 | 1 | | Varies | |
| Staff mgt/Performance Evaluations | 288 | 1 | | Varies | |
| Ordering/purchasing supplies | 12 | 1 | | Varies | |
| Bidding/Managing new projects | 36 | 1 | | Varies | |
| Managing existing contract/contractors | 4 | 1 | | Varies | |
| Reports (BSC, time sheets, p-cards, etc) | 48 | 1 | | Varies | |
| Invoices/check requests | | | | | |
| Other: | | | | | |
| **TOTAL** | **404** | | | | |
| | | | | | |
| **Miscellaneous:** | 1,200 | | | | |
| Call ins | | | | Varies | |
| Irrigation | | | | Varies | |
| Metals pickup | | | | Varies | |
| Planting flowers, trees, etc | | | | Varies | |
| Replace street posts | | | | Varies | |

Grounds Maintenance Review BIRDIE - Public Services - Streets and Grounds Division Audit

| Area Maintained | Manhours/ Year | Who Performs Work | Cost (if contracted) | Frequency | Equipment Utilized |
|---|---|---|---|---|---|
| Signs | | | | Varies | |
| Solid Waste support | | | | Varies | |
| **TOTAL** | **1,200** | | | | |
| | | | | | |
| **GRAND TOTAL*** | **13,552** | | $3000.00 (varies) | | |
| | | | | | |
| *Does not account for vacation/sick | | | | | |

# Appendix B:

# Man-hour Analysis

Grounds Maintenance BIRDIE
Separate by Function

| Functions | Manhours Available/yr. | FTE Allocation by Time | FTE Allocation by Crew | | Manhours Needed/yr | FTE Allocation by Time | FTE Allocation by Crew | | 2016 Additions |
|---|---|---|---|---|---|---|---|---|---|
| Pedestrian Facilities | 1771 | 0.94 | | | 1948 | 1.03 | | | 1.25 mi sidewalks/.5 mi gr-way |
| Turf Management | 10,605 | 5.6 | 5.5 | | 13,165 | 6.97 | 6.5 | | Increase Hwy 211 maintenance |
| Active Recreation Management | 848 | 0.45 | | | 950 | 0.50 | | | Splashpad |
| Plant Bed Management | 2579 | 1.4 | | | 2,900 | 1.54 | | | Muster Branch/ gateway locations |
| Park Trash Removal | 1066 | 0.56 | | | 1200 | 0.64 | | | More weddings in Arbor/Splashpad |
| Contract Management | In Admin | | | | | | | | |
| Other | 1439 | 0.76 | 4.11 | | 1439 | 0.76 | 4.47 | | |
| Administrative Function | 1800 | 0.95 | 1 | (.5x2) | 1800 | 0.95 | 1 | (.5 x 2) | |
| | 20108 | 10.65 | 10.61 | | 23402 | 12.40 | 11.97 | | |
| # of hours worked less vacations, holidays & 3 days of sick time per person | 1888 | | | | 1888 | | | | |
| Plus 1 P/T Seasonal | 420 | | | | | | | | |
| FTE Available/Need | 10.65 | 10.65 | 10.61 | | 12.4 | 12.4 | 12.85 | | |
| Current S&G | 6 | | | | | | | | |
| Current B&G, G only | 4.5 | | | | | | | | |
| Current Total | 10.5 | | | | | | | | |

# Appendix C:

# List of Additions since 2008

Additions since 2008 (with no additional staff added)

- 1.94 miles of new greenway trails have been constructed
- 2 Tennis Courts constructed in Wicker Park
- Trailhead parking lot was constructed on Forrest Drive
- Bocce/Shuffleboard Courts constructed in Wicker Park
- Splash Pad constructed
- Arboretum - Trails, Meadow, Timmel Pavilion, Entrance Pavilion, Small shelter, & Extensive Tree Work, Brick Sidewalk
- Barrett/McCaskill triangle landscape
- Shaw/Ritter triangle landscape
- McKenzie W/NC 5 landscape
- Fields Road landscape
- Muster Branch landscape
- Addition of landscape at NC 5 near McDonald Road
- Addition of Hwy 211
- West Pinehurst Park
- Community Road Streetscape

FY2017 Additions

- 1.25 mi sidewalks/.5 mi greenway
- Small Shelter by Splashpad
- Gateway locations
- McCaskill/McIntyre Streetscape
- Public parking lot at PS Facility

# Appendix D

# Sample Questions for ETC Identified Communities

# City of Mountain Brook, Alabama

1. **What is the size of your grounds maintenance staff in your Public Service Department?**
   - Right of Way Division-15 employees including Public Works Supervisor and two Arborist

2. **What type public areas do they maintain? (Rights of ways, medians, parks, etc.)**
   - Roads, sidewalks, trees

3. **What is the size of your grounds maintenance staff in your Parks and Recreation Department?**
   - Parks and Rec Department-16 full time employees which consists of 14 employees that do physical maintenance of parks and other areas, 1 office manager, and 1 superintendent/director. During spring and summer month's 2-3 temporary laborers are hired to help out during busy time.

4. **What type of public areas do they maintain? (Parks, greenways, playgrounds, open space, etc.)**
   - Parks, playgrounds, tennis courts, pavilions, nature trails, sports fields, traffic islands/right-of-ways
   - Parks & Rec Department <u>does not</u> do any programs, only maintenance. Three independent organizations and schools run the athletics and other programs.

5. **Does your Public Services Department maintain any of your Parks or Recreation facilities?**
   - Do not maintain any parks but works with P&R if they have a large project that is related to what they do in Public Works (concrete, tree work, drainage projects, etc.)

6. **How many total park acres does the city have in your system?**
   - 102 acres of parks, sports fields, and right of ways consisting of:
     - 73.5 acres made up of 9 parks and nature trails
       - 3 playgrounds
       - 3 pavilions
       - 2 tennis courts
       - 3.7 miles of walking trails connected to sidewalk system that Public Works maintains
     - 10 acre sports complex consisting of:
       - 6 baseball/softball fields
       - 3 soccer fields
       - 6 tennis courts
       - 1 playground
     - 12.8 acres made up of 5 multi-sport fields located at each school in Mountain Brook
     - 6 acres consisting of over 106 traffic islands varying in size that are grassy or landscaped areas created in cul-de-sacs or at intersections/road divisions

7. **How many miles of roads does the city have that you maintain?**
   - 180 miles of roads
   - 40 miles of sidewalks

# Appendix E

# Separate Operations by Function

**Grounds Maintenance BIRDIE**
**Solution Evaluation**
**July 2016**

**Solution #5: Separate by Function**

The Sub-committee of Walt Morgan, Carl Smith, Mark Wagner, Kevin Brewer and Jeff Batton evaluated solution #5 which was to operate S&G and B&G separately but divide responsibilities by function.

The evaluation process involved the following steps:

- Develop the list of all duties performed,
- Group the duties into a logical set of functions,
- Determine total man-hours necessary to perform duties within each function (from S&G and B&G maintenance audits),
- Determine number of staff necessary to accomplish each function,
- Combine the functions and assign to teams,
- Answer the five specific questions developed for use in the evaluation process for all solutions,
- Develop a list of advantages and disadvantages of the solution.

The committee used a process to lay out all the primary duties and begin combining duties into a logical set of eight functions:

1. Pedestrian Facilities: Sidewalks/Pathways/Greenways/Trails
2. Turf Management
3. Active Recreation Management
4. Plant Bed Management
5. Park Trash Removal
6. Contract Management
7. Other: vandalism repair, special event set-up, street sign upkeep, dead animal removal, etc.
8. Administrative Functions

Once the functions were identified and grouped, an analysis of the man-hours necessary for the functions was conducted utilizing the B&G and S&G maintenance audits completed at the beginning of the BIRDIE process. With necessary man-hours assigned to each function, the committee then used mathematical computations based on the number of hours each staff works in a given year to determine how many staff are needed for each function. Based on this data and using only the number of people currently on staff, functions were combined creating two primary teams, with each having .5 FTE administrative and contract management role assigned to handle those duties. One team of 6 was determined necessary to handle the Turf Management function and one team of 4.5 was developed to handle the remaining functions.

In analyzing the B&G and S&G audits and comparing man-hours available versus man-hours needed, a deficit of at least 1.7 FTE is noted (see Appendix A).

Next the committee answered the five specific questions developed to be used in the evaluation of each potential solution.

***Question #1*: Is the solution/option more efficient and therefore more effective in delivering services across the Village? ***

*Answer: The change to a system of allocating human resources by functions does not generate an increase in time available to perform additional duties nor generate added capacity. As a result there is no efficiency gain. Effectiveness is a measure of the quality of services provided and the proposed salutian daes not increase the quality.*

***Question #2:* Is the solution/option delivering/providing a better/improved level of service? ***

*Answer: The evaluatian does not indicate a gain ar improvement in service levels. In fact, the complexity of the scheduling af Turf Management may actually result in a reduction in service level for this function. One of the key factors for B&G is that mowing schedules and frequency are dictated by the programs and events planned in the parks whereas S&G mawing frequency and schedules are dictated mostly on a rotational basis. Also mawing af right-of-ways and triangles have varying frequency schedules based on location and type of mawing necessary. Mowing schedules in parks are on a higher frequency basis due to the nature of the use and require greater flexibility based program and event schedules.*

**Question #3: Does this improve workforce performance? ***

*Answer: The proposed salution daes not improve overall performance. The change may actually result in a reduction in satisfaction in appearances af some areas due to the fact that the Turf Management staff may maw an area one day but the Plant Bed Management crew may not be there for several days ta address the plants beds. The net effect could be an area that never really looks completely "finished" with maintenance activities. Currently, the S&G staff address all the maintenance needs in the specific area while there leaving the area in a "finished" state. B&G operates slightly different but the net result is the area is finished before they move to the next area.*

**Question #4: Is there sufficient capacity (personnel/equipment)? ***

*Answer: The current level of services pravided have staff operating at full capacity. A change to an allocation of resources by "function" would have the same capacity as the current alignment.*

**Question #5: Can we adjust to special requirements/special events to meet events needs/requirements?**

*Answer: Adjustments are made in our current staffing alignment for events and we do not perceive any diminishing of this ability with an allocation of resources by function.*

* *Based on the analyses between man-haurs available and man-haurs needed, a deficit of 1.7 FTE has been identified. The deficit contributes to the lack af improvement under this solution. If capacity were addressed, either through staff additians or contracted services, the ability to effect an improvement in service levels may increase. Maintenance responsibilities continue to grow and capacity has lagged behind which will result in the deficit of man-hours needed to*

*widen. In fact, maintenance staff has not expanded in Public Services or P&R since 2008. The Hwy 211 corridor is already maintained at a lower standard than the remainder of our important public right-of-ways due to it being absorbed without additional staff. In FY 2017, additional maintenance needs will be added to current staff when two to three blocks of additional brick sidewalks and landscape in the commercial section of McIntyre Road are added along with the six new landscaped gateway sign locations. The addition of the splash pad has added to the maintenance responsibilities and in FY 2017 a new shelter is being added at Wicker Park, over 1 mile of new sidewalk is being constructed in Village Acres and a ½ mile of new greenway is being added. Maintenance levels in other areas will decrease in order to absorb these additional responsibilities regardless of organizational structure.*

The final step in the evaluation is a listing of perceived advantages and disadvantages.

| Advantages | Disadvantages |
|---|---|
| Certain staff may become experts based on performing only specific functions | Landscaped areas may not look finished based on when the particular crew responsible for certain functions visits a site. Mowing on one schedule and plant bed management on another. |
| | Scheduling of Turf Management will be more complex |
| | Staff burnout in certain functions may be a concern given lack of work variety for some |

*Appendix A*

Grounds Maintenance BIRDIE
Separate by Function

| Functions | Manhours Available/yr. | FTE Allocation by Time | FTE Allocation by Crew | Manhours Needed/yr | FTE Allocation by Time | FTE Allocation by Crew | 2016 Additions |
|---|---|---|---|---|---|---|---|
| Pedestrian Facilities | 1771 | 0.94 | | 1948 | 1.03 | | 1.25 mi sidewalks/.5 mi gr-way |
| Turf Management | 10,605 | 5.6 | 5.5 | 13,165 | 6.97 | 6.5 | Increase Hwy 211 maintenance |
| Active Recreation Management | 848 | 0.45 | | 950 | 0.50 | | Splashpad |
| Plant Bed Management | 2579 | 1.4 | | 2,900 | 1.54 | | Muster Branch/ gateway locations |
| Park Trash Removal | 1066 | 0.56 | | 1200 | 0.64 | | More weddings in Arbor/Splashpad |
| Contract Management | In Admin | | | | | | |
| Other | 1439 | 0.76 | 4.11 | 1439 | 0.76 | 4.47 | |
| Administrative Function | 1800 | 0.95 | 1 (.5x2) | 1800 | 0.95 | 1 (.5 x 2) | |
| | 20108 | 10.65 | 10.61 | 23402 | 12.40 | 11.97 | |
| # of hours worked less vacations, holidays & 3 days of sick time per person | 1888 | | | 1888 | | | |
| Plus 1 P/T Seasonal | 420 | | | | | | |
| FTE Need | 10.65 | 10.65 | 10.61 | 12.4 | 12.4 | 12.85 | |
| Current S&G | 6 | | | | | | |
| Current B&G, G only | 4.5 | | | | | | |
| Current Total | 10.5 | | | | | | |

Other Additions since 2008 (with no additional staff added)

1.94 miles of new greenway trails have been constructed

2 Tennis Courts constructed in Wicker Park
Trailhead parking lot was constructed on Forrest Drive

Bocce/Shuffleboard Courts constructed in Wicker Park
Splash Pad constructed

Aboretum completed including trails, meadow, Timmel Pavilion, Entrance pavillion, small shelter, & extensive tree prunings
Addition of landscape at Barrett/McCaskill triangle

Addition of landscape at Shaw/Ritter triangle
Addition of landscape at McKenzie W/NC 5

Addition of landscape at Fields Road
Addition of landscape at Muster Branch Road

Addition of landscape at NC 5 near McDonald Road

# Appendix F

# Centralize Management of Operations

**Grounds Maintenance BIRDIE**
**Solution Evaluation**
**August 2016**

**Solution #3: Centralized Management**

The Sub-committee of Walt Morgan, Carl Smith, Mark Wagner, Kevin Brewer and Jeff Batton evaluated solution #3 which was to centralize the management of the Public Services Grounds function with the Parks and Recreation (P&R) function of Buildings and Grounds (B&G).

The evaluation process involved the following steps:

- Review of current organizational structure,
- Create a set of criteria and perspectives to be used in evaluation,
- Development of a proposed organizational structure,
- Evaluate solution using advantage/disadvantage approach for each criteria/perspective if housed under the P&R Department,
- Evaluate a hybrid where buildings maintenance supervision would be shifted to P&R Director,
- Evaluate solution using advantage/disadvantage approach for each criteria/perspective if housed under the Public Services Department,
- Compare the department evaluations and determine where centralizing would function best,
- Answer the five specific questions developed for use in the evaluation process for all solutions,

The committee used nine criteria/perspectives when evaluating the centralization of grounds management under each department. The nine were:

1. Gain(s) in Efficiency
2. Gain(s) in Effectiveness
3. Effects on Level of Service
4. Management Challenge/Complexity
5. Employee/Staffing
6. Workforce Base Location
7. Ability to Adjust to Needs (Special events)
8. Impact to the Department
9. Other

Once the current organizational structure was mapped (Appendix 1), the committee created a new organizational structure that would likely be the basis of operations should management be centralized under one department (Appendix 2 - Proposal A). In addition a separate organizational structure was developed shifting buildings maintenance supervision to the P&R Director (Appendix 3 - Proposal B).

The new structure (Appendix 2 - Proposal A) largely takes the same approach as the current structure with the existing staff of the P&R Grounds function maintaining the parks based on program scheduling

and the existing staff of the Public Services Grounds function maintaining the right-of-ways and triangles based on a rotational-based schedule. The two functions would then report to a single B&G Superintendent within one department.

The separate organizational structure (Appendix 3 - Proposal B) created followed the same approach except the buildings function was removed altogether and placed under the supervision of the P&R director.

Advantages and disadvantages to both departments were considered when evaluating centralizing management under each department. Centralizing under one department impacts both departments differently and thus it was important to evaluate the impacts to each department when evaluating centralizing under either one. Advantage and disadvantages to each department were also evaluated under a scenario where the buildings maintenance function would align with the P&R Director leaving Grounds maintenance as a stand-alone division.

After analyzing the advantages and disadvantages of the three scenarios, it was determined that if it were to occur, it should be centralized under the P&R Department and that buildings should be retained by the B&G Superintendent. There are three primary reasons for this:

1. Balancing of Management Responsibilities – If a shift of personnel were from Public Services to P&R, the two departments would become similar in staff size. This helps keep both departments more horizontal in organizational structure. Adding to the Public Service Department places too much additional managerial pressure on that department. Aligning the buildings supervision under the P&R Director would likely result in a reduction in supervision not only in buildings but also in the rest of the operations of the P&R Department.
2. Buildings Maintenance - The current role of Buildings Maintenance is already in P&R and is aligned with its Grounds Maintenance function. By keeping B&G together in P&R, the learning curve is reduced 33%. The P&R hierarchy is already intimately familiar with the building maintenance function and the grounds maintenance function for parks therefor the learning curve is confined to the role of Public Services' ground maintenance operations. If centralized under Public Services, the hierarchy is only familiar with the role of the right-of-way grounds maintenance operation. They would have to become familiar not only with the operations related to building maintenance but also the functions of parks maintenance.
3. Communication/Establishment of priorities - Communication is simplified under P&R. Since parks maintenance is based on program and activity schedules, the need for direct communication between recreation programming staff and parks maintenance staff is imperative to quality of programs. Being in the same department and under the same management, any breakdown in communication or need to clarify priorities is quickly and efficiently handled within that department.

Next the committee answered the five specific questions developed to be used in the evaluation of all potential solutions.

*Question #1:* **Is the solution/option more efficient and therefore more effective in delivering services across the Village? ***
*Answer: The centralization of grounds maintenance does not generate an increase in time available to perform additional duties nor generate added capacity as a result of simply combining the forces under one department. As a result there is no identifiable efficiency gain. Effectiveness is a measure of the quality of services provided and the proposed solution does not increase or decrease the quality.*

*Question #2:* **Is the solution/option delivering/providing a better/improved level of service? ***
*Answer: The evaluation does not indicate a gain or improvement in service levels. Service levels may dip slightly initially due to the P&R hierarchy's learning curve for Public Services current grounds operations but that dip would recover quickly.*

**Question #3: Does this improve workforce performance? ***
*Answer: The solution's impact on improving overall workforce performance is difficult to determine. If current staff are combined under P&R, workforce performance is not likely impacted either way.*

**Question #4: Is there sufficient capacity (personnel/equipment)? ***
*Answer: The current level of services provided have staff operating at full capacity. A change to an allocation of resources under centralized management would have the same capacity as the current alignment.*

**Question #5: Can we adjust to special requirements/special events to meet events needs/requirements?**
*Answer: Adjustments are made in our current staffing alignment for events and we do not perceive any diminishing of this ability with a centralized management approach. Specific to P&R events, an increased ability to meet needs may occur.*

* *Based on previous analyses between man-hours available and man-hours needed, a deficit of 1.7 FTE has been identified (Appendix 4). The deficit is the primary driving force for a lack of improvement under this solution. If capacity were addressed, either through staff additions or contracted services, the ability to effect an improvement in service levels would increase. Maintenance responsibilities continue to grow and capacity has lagged behind. The Hwy 211 corridor is already maintained at a lower standard than the remainder of our important public right-of-ways due to it being absorbed without additional staff. In fact, maintenance staff has not expanded in Public Services or P&R since 2008. In FY 2017, additional maintenance needs will be added to current staff when two to three blocks of additional brick sidewalks and landscape in the commercial section of McIntyre Road are added along with the six new landscaped gateway sign locations. The addition of the splash pad has added to the maintenance responsibilities and in FY 2017 a new shelter is being added at Wicker Park, over 1 mile of new sidewalk is being constructed in Village Acres and a ½ mile of new greenway is being added. Maintenance levels in other areas will decrease in order to absorb these additional responsibilities regardless of organizational structure. If the additions noted on Appendix 2 or 3 were to occur (or contracts added), the proposed solution would increase quantity and quality of*

*service. The most impacted areas if this were to occur would be maintenance of the Hwy 211 corridor and overall trail and park maintenance.*

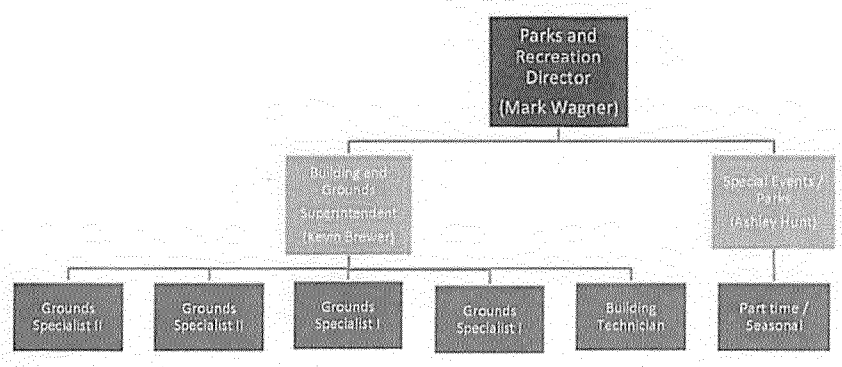
The final step in the evaluation is a listing of the overall primary advantages and disadvantages of centralizing management under P&R.

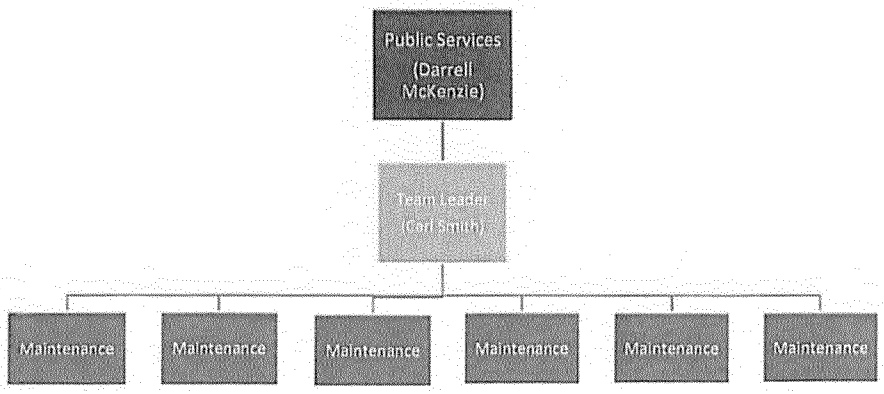
| Advantages | Disadvantages |
|---|---|
| Increased potential for utilization of existing equipment | Decreases pool of fill-in drivers for Solid Waste services |
| Ability to deploy additional human resources to accomplish major tasks | Require increased mid–level Parks Maintenance Supervisor role |
| Balances managerial workload between Public Services and P&R | Insufficient space to accommodate all staff and equipment in central location |
| Increases the pool to respond to special event needs in P&R | Significantly impacts Public Services ability to manage storm response |
| | |

*Appendix 1*

## Central Management

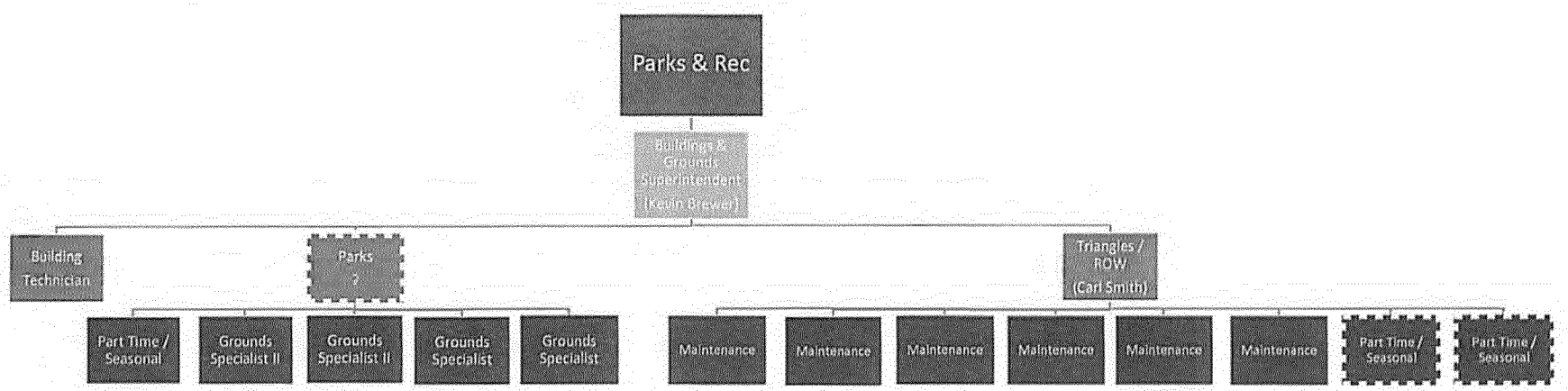
*Current:*



*Appendix 2*

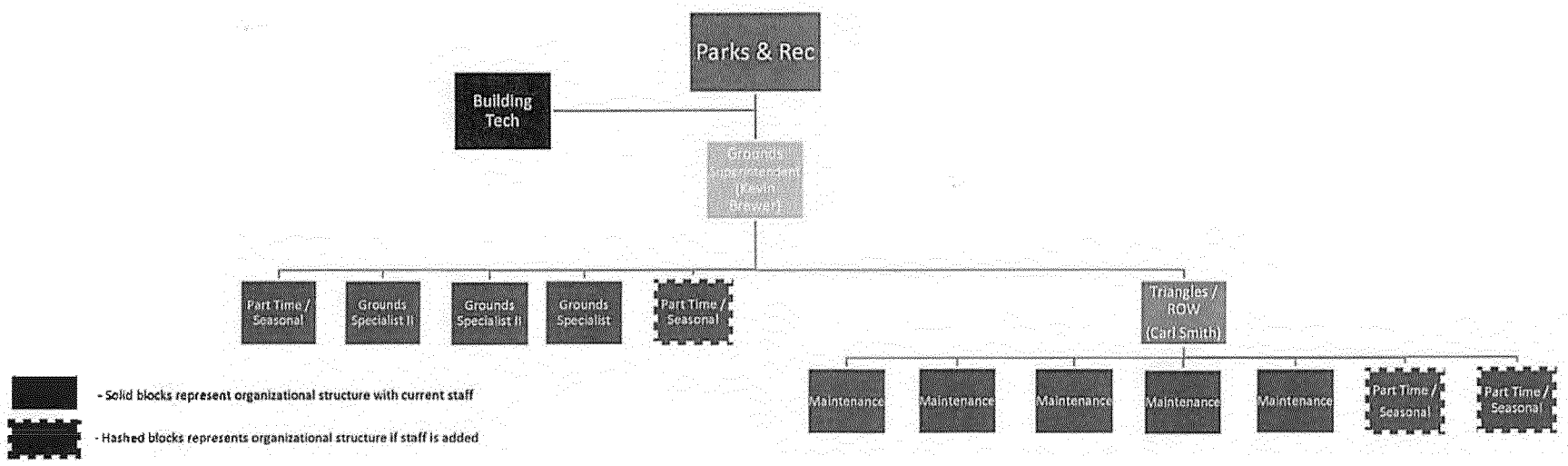
## *Proposal A: Centralized under P & R*




- Solid blocks represent organizational structure with current staff
- Hashed blocks represents organizational structure if staff is added

*Appendix 3*

*Proposal B: Centralized under P&R; Director Assumes Buildings*



*Appendix 4*

Grounds Maintenance BIRDIE
Separate by Function

| Functions | Manhours Available/yr. | FTE Allocation by Time | FTE Allocation by Crew | | Manhours Needed/yr | FTE Allocation by Time | FTE Allocation by Crew | | 2016 Additions |
|---|---|---|---|---|---|---|---|---|---|
| Pedestrian Facilities | 1771 | 0.94 | | | 1948 | 1.03 | | | 1.25 mi sidewalks/.5 mi gr-way |
| Turf Management | 10,605 | 5.6 | 5.5 | | 13,165 | 6.97 | 6.5 | | Increase Hwy 211 maintenance |
| Active Recreation Management | 848 | 0.45 | | | 950 | 0.50 | | | Splashpad |
| Plant Bed Management | 2579 | 1.4 | | | 2,900 | 1.54 | | | Muster Branch/ gateway locations |
| Park Trash Removal | 1066 | 0.56 | | | 1200 | 0.64 | | | More weddings in Arbor/Splashpad |
| Contract Management | In Admin | | | | | | | | |
| Other | 1439 | 0.76 | 4.11 | | 1439 | 0.76 | 4.47 | | |
| Administrative Function | 1800 | 0.95 | 1 | (.5x2) | 1800 | 0.95 | 1 | (.5 x 2) | |
| | 20108 | 10.65 | 10.61 | | 23402 | 12.40 | 11.97 | | |
| # of hours worked less vacations, holidays & 3 days of sick time per person | 1888 | | | | 1888 | | | | |
| Plus 1 P/T Seasonal | 420 | | | | | | | | |
| FTE Need | 10.65 | 10.65 | 10.61 | | 12.4 | 12.4 | 12.85 | | |
| Current S&G | 6 | | | | | | | | |
| Current B&G, G only | 4.5 | | | | | | | | |
| Current Total | 10.5 | | | | | | | | |

Other Additions since 2008 (with no additional staff added)

1.94 miles of new greenway trails have been constructed

2 Tennis Courts constructed in Wicker Park
Trailhead parking lot was constructed on Forrest Drive

Bocce/Shuffleboard Courts constructed in Wicker Park
Splash Pad constructed

Aboretum completed including trails, meadow, Timmel Pavilion, Entrance pavillion, small shelter, & extensive tree prunings
Addition of landscape at Barrett/McLaskill triangle

Addition of landscape at Shaw/Ritter triangle
Addition of landscape at McKenzie W/NC 5

Addition of landscape at Fields Road
Addition of landscape at Muster Branch Road

Addition of landscape at NC 5 near McDonald Road

# Appendix G

# Keep Current Organizational Structure

**Grounds Maintenance BIRDIE**
**Solution Evaluation**
**August 2016**

**Solution #4: Leave As Is**

The Sub-committee of Walt Morgan, Carl Smith, Mark Wagner, Kevin Brewer and Jeff Batton evaluated solution #4 which was to leave the management of the Public Services Grounds function and the Parks and Recreation (P&R) function of Buildings and Grounds (B&G) separate and maintain the current delineation of duties.

The evaluation process involved the following steps:

- Review of current organizational structure,
- Create a set of criteria and perspectives to be used in the evaluation,
- Evaluate solution using advantage/disadvantage approach for each criteria/perspective,
- Develop a proposed structure that accounts for existing capacity issues,
- Answer the five specific questions developed for use in the evaluation process for all solutions,
- Consider overall advantages and disadvantages.

The committee used nine criteria/perspectives when evaluating the solution. The nine were:

1. Gain(s) in Efficiency
2. Gain(s) in Effectiveness
3. Effects on Level of Service
4. Management Challenge/Complexity
5. Employee/Staffing
6. Workforce Base Location
7. Ability to Adjust to Needs (Special events)
8. Impact to the Department
9. Other

The current organizational structure (Appendix 1) is well known to the committee thus, the committee quickly moved to review of the criteria/perspectives to be used and agreed to those.

Listing of advantages and disadvantages of the solution under each criteria/perspective was a quick endeavor given the familiarity of operations under the current structure.

A more in-depth review of the delineation of duties within the current structure would be a logical next step should this solution be selected. Opportunities potentially exist for resolving overlaps in service territories and/or realigning duties and responsibilities that may result in improving efficiency. Breaking down the specific operations to identify these opportunities would occur if this solution (Leave As Is) is selected as the preferred approach to Grounds Maintenance.

Next the committee developed a separate organizational structure (Appendix 2) that addresses the previous recognition of a 1.7 FTE deficit in man-hours available versus man-hours needed (Appendix 3). The additional capacity in this structure is achieved by adding staff to make up for the deficit in man-hours available versus man-hours needed. Prior to adopting such an approach, an analysis should be conducted to determine if hiring staff or contracting services is the most cost-effective means to close the man-hour deficit.

Once complete with the new organizational structure, the committee answered the same five specific questions developed to be used in the evaluation of all potential solutions.

***Question #1*: Is the solution/option more efficient and therefore more effective in delivering services across the Village? ***
*Answer: Leaving the organizational structure "as is" does not generate an increase in time available to perform additional duties nor generate added capacity. As a result there is no identifiable efficiency gain however, the committee recognizes that some small gains may be realized by a more in-depth analysis of the duties and territories maintained by the respective departments. Also, effectiveness, i.e. quality of services provided, does not appear to be impacted.*

***Question #2:* Is the solution/option delivering/providing a better/improved level of service? ***
*Answer: The evaluation does not indicate an improvement in service levels under current staffing. The in-depth analysis of duties and territories could result in a few isolated areas of improvement. Overall however, given the addition of territory to maintain (Hwy 211, Park amenities, sidewalks, etc.), service levels are likely to be reduced as staff capacity is spread to absorb the additional responsibilities.*

**Question #3: Does this improve workforce performance? ***
*Answer: In general, workforce performance is not impacted.*

**Question #4: Is there sufficient capacity (personnel/equipment)? ***
*Answer: Staff operate at full capacity at this point and some areas are lagging behind in maintenance frequency. A very minor change in capacity may result if alignment of duties and territories are carefully evaluated and any overlap is eliminated.*

**Question #5: Can we adjust to special requirements/special events to meet events needs/requirements?**
*Answer: Adjustments are made in our current staffing for events and we do not perceive any diminishing of this ability.*

* *Based on previous analyses between man-hours available and man-hours needed, a deficit of 1.7 FTE has been identified (Appendix 3). The deficit is the primary driving force for a lack of improvement under this solution. If capacity were addressed, either through staff additions or contracted services, the ability to effect an improvement in service levels would increase. Maintenance responsibilities continue to grow and capacity has lagged behind. In fact, maintenance staff has not expanded in Public Services or P&R since 2008. The Hwy 211 corridor is already maintained at a lower standard than the remainder of our important public right-of-*

*ways due to it being absorbed without additional staff. In FY 2017, additional maintenance needs will be added to current staff when two to three blocks of additional brick sidewalks and landscape in the commercial section of McIntyre Road are added along with the six new landscaped gateway sign locations. The addition of the splash pad has added to the maintenance responsibilities and in FY 2017 a new shelter is being added at Wicker Park, over 1 mile of new sidewalk is being constructed in Village Acres and a ½ mile of new greenway is being added. Maintenance levels in other areas will decrease in order to absorb these additional responsibilities regardless of organizational structure. If the additions noted on Appendix 2 were to occur (or contracts added), the proposed solution would increase quantity and quality of service. The most impacted areas if this were to occur would be maintenance of the Hwy 211 corridor and overall trail and park maintenance.*

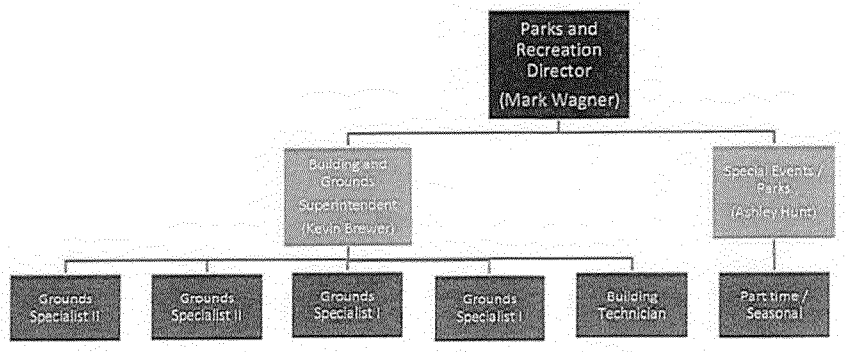
The final step in the evaluation is a listing of the primary advantages and disadvantages of leaving the organizational structure in its current state.

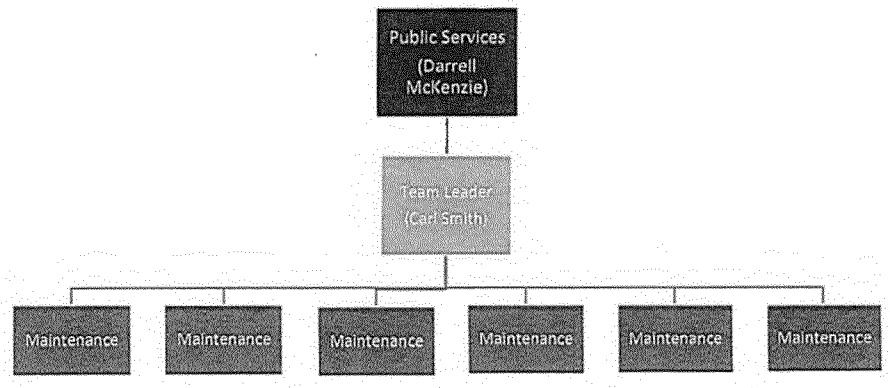
| Advantages | Disadvantages |
|---|---|
| No learning curve and no change in service level | |
| Other communities with high ratings are separated in the same manner | |
| | |

*Appendix 1*

## Leave As Is

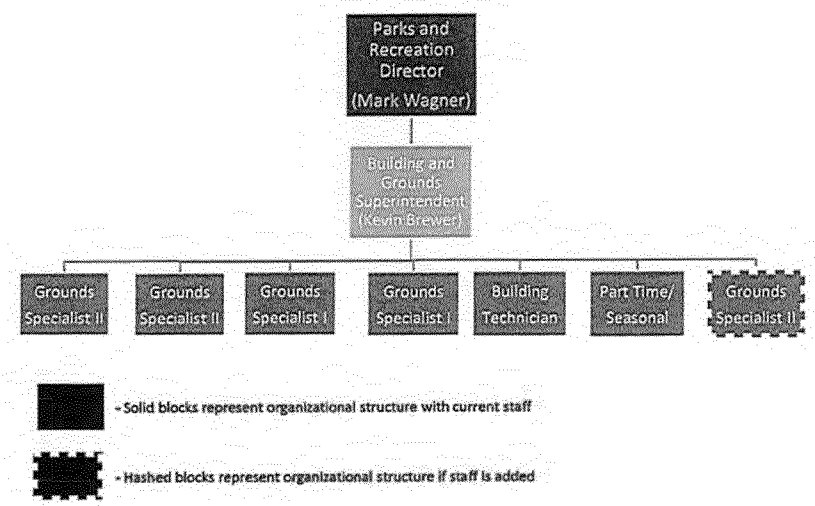
*Current:*



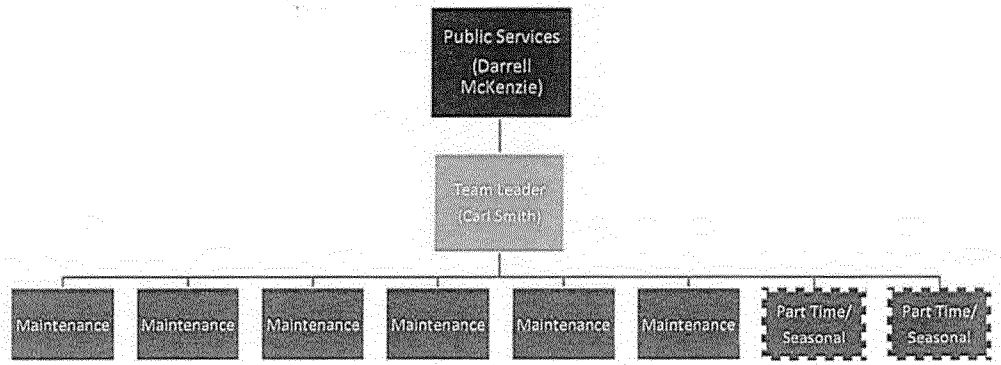



*Appendix 2*

**Leave As Is**




*Proposed:*



*Appendix 3*

Grounds Maintenance BIRDIE
Separate by Function

| Functions | Manhours Available/yr. | FTE Allocation by Time | FTE Allocation by Crew | | Manhours Needed/yr | FTE Allocation by Time | FTE Allocation by Crew | | 2016 Additions |
|---|---|---|---|---|---|---|---|---|---|
| Pedestrian Facilities | 1771 | 0.94 | | | 1948 | 1.03 | | | 1.25 mi sidewalks/.5 mi gr-way |
| Turf Management | 10,605 | 5.6 | 5.5 | | 13,165 | 6.97 | 6.5 | | Increase Hwy 211 maintenance |
| Active Recreation Management | 848 | 0.45 | | | 950 | 0.50 | | | Splashpad |
| Plant Bed Management | 2579 | 1.4 | | | 2,900 | 1.54 | | | Muster Branch/ gateway locations |
| Park Trash Removal | 1066 | 0.56 | | | 1200 | 0.64 | | | More weddings in Arbor/Splashpad |
| Contract Management | In Admin | | | | | | | | |
| Other | 1439 | 0.76 | 4.11 | | 1439 | 0.76 | 4.47 | | |
| Administrative Function | 1800 | 0.95 | 1 | (.5x2) | 1800 | 0.95 | 1 | (.5 x 2) | |
| | 20108 | 10.65 | 10.61 | | 23402 | 12.40 | 11.97 | | |
| # of hours worked less vacations, holidays & 3 days of sick time per person | 1888 | | | | 1888 | | | | |
| Plus 1 P/T Seasonal | 420 | | | | | | | | |
| FTE Need | 10.65 | 10.65 | 10.61 | | 12.4 | 12.4 | 12.85 | | |
| Current S&G | 6 | | | | | | | | |
| Current B&G, G only | 4.5 | | | | | | | | |
| Current Total | 10.5 | | | | | | | | |

Other Additions since 2008 (with no additional staff added)

1.94 miles of new greenway trails have been constructed

2 Tennis Courts constructed in Wicker Park
Trailhead parking lot was constructed on Forrest Drive

Bocce/Shuffleboard Courts constructed in Wicker Park
Splash Pad constructed

Aboretum completed including trails, meadow, Timmel Pavilion, Entrance pavillion, small shelter, & extensive tree prunings
Addition of landscape at Barrett/McLaskill triangle

Addition of landscape at Shaw/Ritter triangle
Addition of landscape at McKenzie W/NC 5

Addition of landscape at Fields Road
Addition of landscape at Muster Branch Road

Addition of landscape at NC 5 near McDonald Road

# 2017 VILLAGE COUNCIL MEETING SCHEDULE

**Work Sessions (2nd Tuesday) and Regular Meetings (4th Tuesday) and are held in Assembly Hall at 395 Magnolia Road, Pinehurst, NC 28374**

January 10 at 4:30 p.m. – Work Session
January 24 at 4:30 p.m. – Regular Meeting

February 14 at 4:30 p.m. – Work Session
February 28 at 4:30 p.m. – Regular Meeting

March 14 at 4:30 p.m. – Work Session
March 28 at 4:30 p.m. – Regular Meeting

April 11 at 4:30 p.m. – Work Session
April 25 at 4:30 p.m. – Regular Meeting

May 9 at 4:30 p.m. – Work Session
May 23 at 4:30 p.m. – Regular Meeting

June 13 at 4:30 p.m. – Work Session
June 27 at 4:30 p.m. – Regular Meeting

July 11 at 4:30 p.m. – Work Session
July 25 at 4:30 p.m. – Regular Meeting

August 8 at 4:30 p.m. – Regular Meeting*

September 12 at 4:30 p.m. – Work Session
September 26 at 4:30 p.m. – Regular Meeting

October 10 at 4:30 p.m. – Work Session
October 24 at 4:30 p.m. – Regular Meeting

November 14 at 4:30 p.m. – Regular Meeting*

December 12 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, a Regular Meeting.*

**RESOLUTION #16-27:**

**A RESOLUTION OF THE VILLAGE OF PINEHURST APPOINTING MEMBERS TO THE PINEHURST APPEARANCE COMMITTEE**

**THAT WHEREAS,** the Village of Pinehurst has established Pinehurst Appearance Committee by Resolution 16-23; and

**WHEREAS**, the Village Council is desirous of appointing members to this committee.

**NOW, THEREFORE, BE IT RESOLVED** by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting on the 25th day of October, 2016, as follows:

**SECTION 1.** That the following appointments are hereby made to the Pinehurst Appearance Committee for the term indicated:

Bert Higgins is appointed as the Chairperson of the Pinehurst Appearance Committee effective October 25, 2016, said term to expire October 31, 2019.

Jack Wood is appointed as a member of the Pinehurst Appearance Committee and Chairperson of the Advisory subcommittee effective October 25, 2016, said term to expire October 31, 2019.

Sherri Sabo is appointed as a member of the Pinehurst Appearance Committee and Chairperson of the Outreach subcommittee effective October 25, 2016, said term to expire October 31, 2019.

Molly Rowell is appointed as a member of the Pinehurst Appearance Committee and Chairperson of the Beautification subcommittee effective October 25, 2016, said term to expire October 31, 2018.

Larry Cox is appointed as a member of the Pinehurst Appearance Committee and Chairperson of the Sustainability subcommittee effective October 25, 2016, said term to expire October 31, 2018.

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

**THIS RESOLUTION** passed and adopted this 25th day of October, 2016.

DRAFT

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

_____
Lauren M. Craig, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT

**Village of Pinehurst**
**ACE Process Improvement**

There are three steps to an ACE Process Improvement:

1. **A**nalyze the process and its requirements
2. **C**hange the process
3. **E**valuate the process

Please complete the following information to document your process improvement, so others in the organization may learn from it.

## Process Name

Harness Track Watering

**Date Process Review Was Completed**

9/30/2016

**Completed By**

N. Dean; M. Wagner; R. Kuhn; J. Frye; R. Skellington

# 1. Analyze the Process and its Requirements

***Step 1: Complete SIPOC to ID Input and Output Requirements***
***Step 2: Enter Input and Output Requirements below***
***Step 3: ID which Input and Output Requirements are not being met***

| Identify the Input and Output Requirements | ID the Requirements Not Being Met & Root Cause |
|---|---|
| **Input:**<br>• Reliable water source<br>• Operating fill station<br>• Safe, reliable and efficient way to inject water into training surface<br>• Trained staff on operation of water truck/fill station<br>**Output:**<br>• Adequate watering to provide proper moisture content to provide proper footing ensuring track surface is not too hard or too soft for ideal training conditions.<br>• Adequate watering to provide proper moisture content to show ring material and provide proper footing ensuring show ring surface is optimal for riders performing in the shows. | **Requirements Not Met:**<br>• Safe, reliable and efficient way to inject water into training surface<br>• Trained staff on operation of water truck/fill station<br>• Adequate watering for full width of the track in a single load<br><br>**Root Cause:**<br>• The truck is old and has passed its useful life<br>• Age and material of tank (maybe worn baffles)<br>• The size of the tank may be insufficient<br>• Multiple valves are cumbersome to operate manually |

# 2. Change the Process

**Describe How the Process Was Changed to Meet the Process Requirements**

After evaluating five alternatives, the ACE Team recommends the Village acquire a new water truck with a 4,000 gallon stainless steel tank to ensure the following process requirements are met:

- Safe, reliable and efficient way to inject water into training surface
- Adequate watering for full width of the track in a single load

This solution matches the useful life of the tank with the truck so remounting time/expense is avoided, it is the lowest net present value cost of the alternatives considered to be viable, and has more advantages for staff and customers than any of the other alternatives.

Below is a summary of the evaluation performed where the ACE Team identified the advantages, disadvantages, and mitigating factors of each solution from the perspectives listed in the chart below. This evaluation is documented in the HT Watering Ace Evaluation workbook.

| Perspective | 1 - Purchase New Truck with Stainless Steel Tank | 2 - Purchase Used Chassis/Mount stainless steel tank and install spray bar | 3 - Purchase Used Water Truck with Steel Tank and install spray bar | 4 - Purchase Alternative (e.g. Water wagon) | 5 - Construct Fixed Watering System |
|---|---|---|---|---|---|
| Harness Track staff | 1 | 2 | 2 | 3 | 3 |
| Fleet staff | 1 | 2 | 2 | 2 | 1 |
| Trainers/Customers | 1 | 1 | 1 | 3 | 3 |
| Financial (Annual Amortized costs) | 2 | 2 | 2 | 3 | 1 |
| *Net Present Value of Acquisition & Maint. Costs* | *$432,000* | *$451,000* | *$476,000* | *$484,000* | *$153,000* |

**Ranking System**
1 = Highest advantage
3 = Lowest advantage

While the Village would prefer to schedule a replacement like this through the annual budget process, maintenance issues have arisen since the adoption of the FY 2017 SOP that make the current water truck unreliable. The recommendation approved by staff is to move forward with acquiring a new water truck in FY 2017, with a budget amendment going to the Village Council on October 25, 2016.

| Identify the KPIs or Metrics Used to Evaluate the Effectiveness of the Process Change | |
|---|---|
| 1. % of ½ and 5/8 mile tracks watered with a full load<br>2. Annual maintenance & repair costs for water truck/tank | |
| **Date Process Change was Made** | **Date to Conduct Evaluation** |
| **2/1/2016** | **2/1/2017** |

## 3. Evaluate the Change

**Date Evaluation Was Completed:** Click here to enter a date.

| Plus | Delta |
|---|---|
| Click here to enter text. | Click here to enter text. |
| Click here to enter text. | Click here to enter text. |
| Click here to enter text. | Click here to enter text. |
| Click here to enter text. | Click here to enter text. |
| Click here to enter text. | Click here to enter text. |
| Click here to enter text. | Click here to enter text. |
| Click here to enter text. | Click here to enter text. |
| **Indicate any Changes Made Based on the Evaluation** | |
| Click here to enter text. | |

**ORDINANCE #16-17:**

**AN ORDINANCE AMENDING THE PINEHURST DEVELOPMENT ORDINANCE AS IT PERTAINS TO SECTION 9.2A TABLE OF DIMENSIONAL REQUIREMENTS:**

**THAT WHEREAS,** the Village Council of the Village of Pinehurst adopted a new Pinehurst Development Ordinance on the 8th day of October, 2014, for the purpose of regulating planning and development in the Village of Pinehurst and the extraterritorial area over which it has jurisdiction; and

**WHEREAS,** said Ordinance may be amended from time to time as circumstances and the best interests of the community have required; and

**WHEREAS,** a public hearing was held at 4:30 p.m. on October 25, 2016, in the Assembly Hall of the Pinehurst Village Hall, Pinehurst, North Carolina after due notice in the Pilot, a newspaper in Southern Pines, North Carolina, with general circulation in the Village of Pinehurst, and its extraterritorial jurisdiction, for the purpose of considering proposed amendments to the Pinehurst Development Ordinance, at which time all interested citizens, residents and property owners in the Village of Pinehurst and its extraterritorial jurisdiction were given an opportunity to be heard as to whether they favored or opposed the proposed text amendments; and

**WHEREAS**, the Planning and Zoning Board has recommended the Village Council amend Section 9.2a of the Pinehurst Development Ordinance; and

**WHEREAS,** the Village Council, after considering all of the facts and circumstances surrounding the proposed amendments to the text of the Pinehurst Development Ordinance, have determined that it is considered reasonable and in the best interest of the Village of Pinehurst and the extraterritorial jurisdiction and that it is consistent with the 2010 Comprehensive Plan that the Pinehurst Development Ordinance be further amended, making the amendments as requested.

**NOW, THEREFORE, BE IT ORDAINED AND ESTABLISHED** by the Village Council of the Village of Pinehurst, North Carolina in the regular meeting assembled on the 25th day of October, 2016, as follows:

**SECTION 1.** That the Pinehurst Development Ordinance of the Village of Pinehurst and its extraterritorial zoning jurisdiction be and the same hereby is amended by revising Section 9.2a, "Table of Dimensional Requirements", to read as follows:

9.2a Table of Dimensional Requirements

| USE TYPES | PC |
|---|---|
| Minimum Lot Width at Street Line | ~~100'~~ **50'** |

DRAFT

**SECTION 2**. That all ordinances or sections thereof 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 25th day of October, 2016.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

_____
Lauren M. Craig, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT

**RESOLUTION 16-30:**

**A RESOLUTION HONORING THE VOLUNTEERS OF THE BEAUTIFICATION COMMITTEE FOR THE VILLAGE OF PINEHURST.**

**THAT WHEREAS,** the Village Council of Pinehurst, North Carolina wishes to acknowledge and express its appreciation to the members of the Beautification Committee for the years of dedicated service to the citizens of Pinehurst; and

**WHEREAS,** the members of the Beautification Committee have been instrumental in numerous beautification projects throughout the Village, in conjunction with and in cooperation with the Pinehurst Garden Clubs and the Village of Pinehurst Public Services Department; and

**WHEREAS,** the roles and responsibilities of the Beautification Committee have changed over time and the Pinehurst Village Council determined to evaluate its mission along with the Community Appearance Commission and the Conservation Commission; and

**WHEREAS,** on August 9, 2016, the Village Council established the Pinehurst Appearance Committee and determined that the functions of the Beautification Committee would roll into this new committee; and

**WHEREAS,** the Village Council wishes to recognize the appointed members of the Beautification Committee at the time of its completion: Chris Burrows, Kim Gilley, Mary Hall Koontz, Randy Murzyn, Molly Rowell, Lorraine Tweed, Brenda Lyne Blackwell, and Amy McKenzie.

**NOW, THEREFORE, BE IT RESOLVED** by the Village Council of the Village of Pinehurst, North Carolina, in a regular meeting assembled this 25th day of October, 2016, as follows:

**SECTION 1.** That the Village Council hereby expresses on behalf of the citizens of Pinehurst, deep appreciation and gratitude for the gifts of time, ability and determination given as members of the Beautification Committee for the Village of Pinehurst.

**SECTION 2**. That the Village Manager is hereby directed to have a copy of this Resolution presented to Mr. Burrows, Ms. Gilley, Ms. Koontz, Mr. Murzyn, Ms. Rowell, Ms. Tweed, Ms. Blackwell, and Ms. McKenzie as a token of our gratitude.

**THIS RESOLUTION** passed and adopted this 25th day of October, 2016.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

DRAFT

Attest:

_____
Lauren M. Craig, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT