VILLAGE OF PINEHURST

FINANCIAL STATEMENTS

FOR THE TWELVE MONTHS ENDED JUNE 30, 2017

Village of Pinehurst
Financial Statements
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Village of Pinehurst
Combined Balance Sheet - All Fund Types
June 30, 2017

	Governmental Fund Type	Account Groups			
	General Fund	General Capital Assets	General Long - Term Debt	Totals June 30, 2017	Totals June 30, 2016
ASSETS					
Cash & investments	$ 9,789,207	$ -	$ -	$ 9,789,207	$ 8,578,105
Taxes receivable	26,568	-	-	26,568	24,582
Assessments receivable	92,260	-	-	92,260	131,362
Due from other governmental agencies	1,492,081	-	-	1,492,081	1,425,714
Interest receivable	8,642	-	-	8,642	9,041
Other receivables	22,360	-	-	22,360	14,946
Prepaid items	35,236	-	-	35,236	118,979
Inventory	36,653	-	-	36,653	39,799
Capital assets	-	41,787,581	-	41,787,581	40,551,230
Amounts to be provided for retirement of general long-term debt	-	-	4,913,695	4,913,695	2,834,436
TOTAL ASSETS	$ 11,503,007	$ 41,787,581	$ 4,913,695	$ 58,204,283	$ 53,728,194
LIABILITIES AND FUND EQUITY					
Accounts payable	$ 184,835	$ -	$ -	$ 184,835	$ 182,549
Withholdings & accrued expenses	358,620	-	-	358,620	589,690
Accrued vacation	-	-	624,455	624,455	639,308
Total pension liability (LEO)	-	-	943,908	943,908	268,823
Net pension liability (LGERS)	-	-	2,278,540	2,278,540	490,982
Deposits	201,885	-	-	201,885	86,899
Unavailable revenues	124,565	-	-	124,565	158,046
Residential assurance deposits	-	-	-	-	-
Long-term debt	-	-	1,066,792	1,066,792	1,435,323
Total Liabilities	869,905	-	4,913,695	5,783,600	3,851,620
EQUITY					
Investment in general capital assets	-	41,787,581	-	41,787,581	40,551,230
Fund Balance:					
Nonspendable:					
Inventory	36,653	-	-	36,653	39,799
Prepaid items	35,236	-	-	35,236	118,979
Restricted:					
Stabilization by state statute	2,165,724	-	-	2,165,724	1,474,901
Transportation	-	-	-	-	-
Committed:					
Capital Project fund expenditures	-	-	-	-	-
Special Revenue fund expenditures	-	-	-	-	-
Assigned:					
Designated for expenditures	1,284,513	-	-	1,284,513	1,001,685
Unassigned	7,110,976	-	-	7,110,976	6,689,980
Total equity	10,633,102	41,787,581	-	52,420,683	49,876,574
TOTAL LIABILITIES & EQUITY	$ 11,503,007	$ 41,787,581	$ 4,913,695	$ 58,204,283	$ 53,728,194

Village of Pinehurst
Statement of Revenues, Expenditures and Changes in Fund Balance
Budget and Actual - General Fund
Twelve Months Ended June 30, 2017

	Annual Budget as of 6/30/2017	Quarterly Budget as of 6/30/2017	YTD as of 6/30/2017	YTD as of 6/30/2016	Current Year Over (Under) Prior Year	% of 2017 Budget Spent / Received YTD
Revenues						
Ad valorem taxes & penalties	$ 9,923,000	$ 9,923,000	$ 9,996,412	$ 9,697,697	$ 298,715	100.74%
Assessments	29,000	29,000	39,102	45,741	(6,639)	134.83%
Other taxes and licenses	500	500	2,180	8,745	(6,565)	436.00%
Intergovernmental revenues:						
Unrestricted	5,276,200	5,276,200	5,478,926	5,328,610	150,316	103.84%
Restricted	514,200	514,200	603,437	509,245	94,192	117.35%
Permits & fees	683,800	683,800	801,574	632,033	169,541	117.22%
Sales & service	671,900	671,900	719,515	729,626	(10,111)	107.09%
Other revenues	177,800	177,800	197,420	195,642	1,778	111.03%
Interest earned on investments	40,400	40,400	63,189	25,932	37,257	156.41%
TOTAL REVENUES	17,316,800	17,316,800	17,901,755	17,173,271	728,484	103.38%
Operating Expenditures						
Governing Body	209,400	209,400	120,834	166,703	(45,869)	57.70%
Administration	1,114,210	1,114,210	1,082,562	1,033,153	49,409	97.16%
Financial Services	612,640	612,640	579,712	610,051	(30,339)	94.63%
Human Resources	380,060	380,060	356,084	309,259	46,825	93.69%
Police	2,952,174	2,952,174	2,724,664	2,564,223	160,441	92.29%
Fire	2,788,874	2,788,874	2,526,763	2,484,032	42,731	90.60%
Inspections	215,955	215,955	205,001	185,192	19,809	94.93%
Public Services Administration	419,715	419,715	361,503	357,173	4,330	86.13%
Streets & Grounds	1,336,564	1,336,564	1,220,143	1,163,805	56,338	91.29%
Powell Bill Funds	900,300	900,300	813,982	646,835	167,147	90.41%
Solid Waste	1,372,690	1,372,690	1,309,558	1,257,365	52,193	95.40%
Recreation	1,441,400	1,441,400	1,367,212	1,240,069	127,143	94.85%
Library	200,000	200,000	200,000	225,000	(25,000)	100.00%
Harness Track	513,400	513,400	453,749	448,173	5,576	88.38%
Fair Barn	335,570	335,570	266,441	262,099	4,342	79.40%
Planning	642,150	642,150	557,734	527,678	30,056	86.85%
Community Development	273,167	273,167	195,089	187,654	7,435	71.42%
Debt Service	412,722	412,722	412,248	464,223	(51,975)	99.89%
Contingency	46,900	46,900	-	-	-	0.00%
Total Operating Expenditures	16,167,891	16,167,891	14,753,279	14,132,687	620,592	91.25%
Capital Outlay Expenditures						
Administration	58,279	58,279	21,174	23,584	(2,410)	36.33%
Financial Services	1,960	1,960	1,819	-	1,819	92.81%
Human Resources	2,450	2,450	2,274	-	2,274	92.82%
Police	88,815	88,815	71,702	88,982	(17,280)	80.73%
Fire	665,356	665,356	35,979	98,021	(62,042)	5.41%
Inspections	972	972	869	22,864	(21,995)	89.40%
Public Services Administration	429,905	429,905	423,476	285,093	138,383	98.50%
Streets & Grounds	465,469	465,469	457,611	272,213	185,398	98.31%
Powell Bill Funds	-	-	-	48,952	(48,952)	0.00%
Solid Waste	4,172	4,172	3,342	319,633	(316,291)	80.11%
Recreation	710,911	710,911	589,494	466,593	122,901	82.92%
Harness Track	282,881	282,881	223,108	162,403	60,705	78.87%
Fair Barn	86,146	86,146	76,324	50,382	25,942	88.60%
Planning	27,608	27,608	2,407	-	2,407	8.72%
Community Development	10,915	10,915	9,365	159,234	(149,869)	85.80%
Total Capital Outlay Expenditures	2,835,839	2,835,839	1,918,944	1,997,954	(79,010)	67.67%
TOTAL EXPENDITURES	19,003,730	19,003,730	16,672,223	16,130,641	541,582	87.73%
REVENUES OVER (UNDER) EXPENDITURES	(1,686,930)	(1,686,930)	1,229,532	1,042,630	186,902	

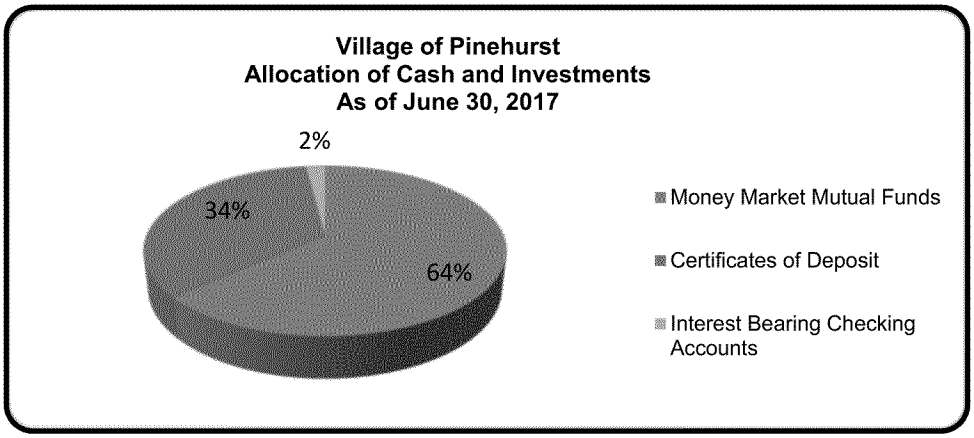
Village of Pinehurst
Statement of Revenues, Expenditures and Changes in Fund Balance
Budget and Actual - General Fund
Twelve Months Ended June 30, 2017

	Annual Budget as of 6/30/2017	Quarterly Budget as of 6/30/2017	YTD as of 6/30/2017	YTD as of 6/30/2016	Current Year Over (Under) Prior Year	% of 2017 Budget Spent / Received YTD
Other Financing Sources (Uses)						
Sales of capital assets	$ 60,000	$ 60,000	$ 78,226	$ 57,612	$ 20,614	130.38%
Total Other Fin. Sources (Uses)	60,000	60,000	78,226	57,612	20,614	130.38%
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXP AND OTHER FINANCING USES	(1,626,930)	(1,626,930)	1,307,758	1,100,242	207,516	
Appropriated Fund Balance	1,626,930	1,626,930	-	-	-	
EXCESS OF REVENUES, OTHER FINANCING SOURCES AND FUND BALANCE APP. OVER (UNDER) EXP AND OTHER FIN. USES	$ -	$ -	1,307,758	$ 1,100,242	$ 207,516	
FUND BALANCE, JULY 1			9,325,344			
FUND BALANCE, JUNE 30			$ 10,633,102			

Village of Pinehurst
Schedule of Cash and Investment
As of June 30, 2017

Investment	Bond/Bank Ratings	Purchase Date	Maturity Date	Cost
Money Market Mutual Funds				
North Carolina Capital Management Trust - Term Portfolio	AAAm (S&P)			$ 5,041,598
North Carolina Capital Management Trust - Government Portfolio	Unrated			2,022,597
Certificates of Deposit				
First Bank	5 star	07/28/16	07/28/17	1,536,101
First Tennessee Bank	4 star	08/04/16	08/04/17	1,000,000
Interest Bearing Checking Accounts				
PNC Bank Operating				187,711
Petty Cash				1,200
Total Cash and Investments				$ 9,789,207
Total Cash and Investments (same quarter previous year)				$ 8,578,105

Summary of Cash and Investments	
Money Market Mutual Funds	$ 7,064,195
Certificates of Deposit	2,536,101
Interest Bearing Checking Accounts	187,711
Petty Cash	1,200
	$ 9,789,207

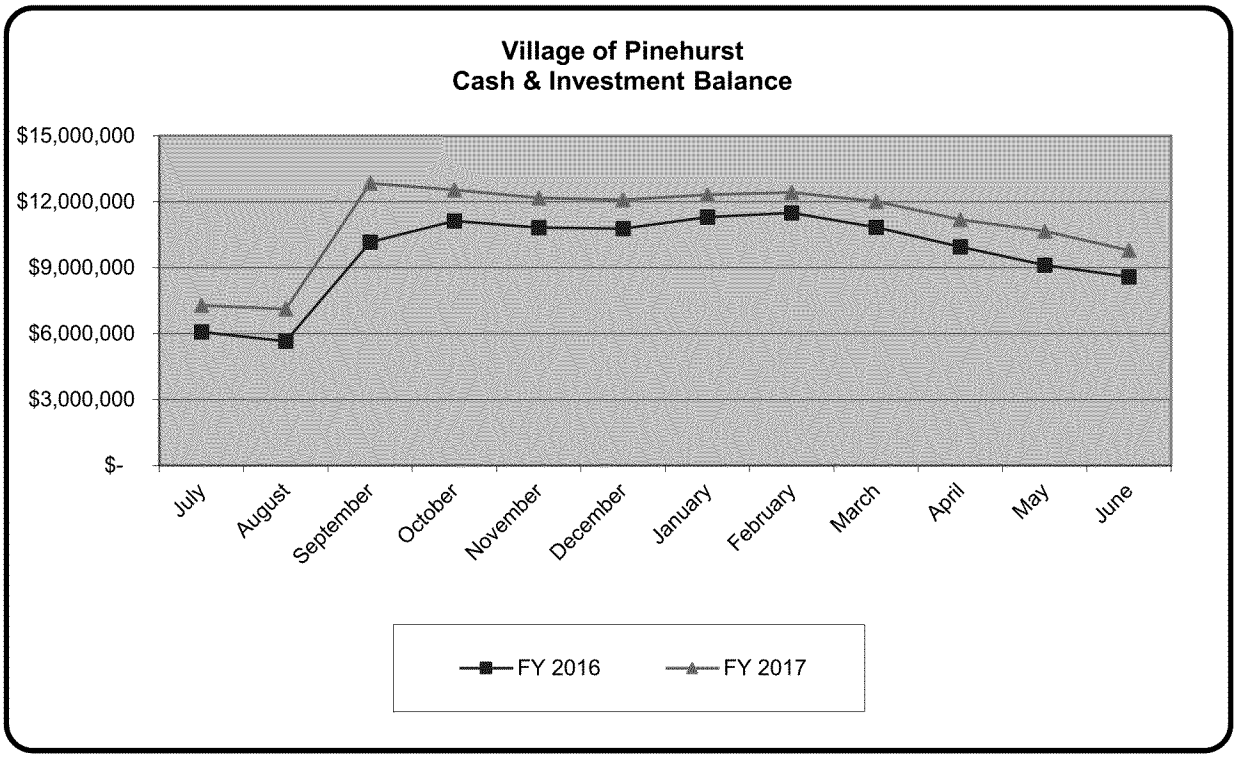


* Bank star ratings provided by Bauerfinancial.com

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%	12,536,811	3,226	0.31%
November	10,822,604	665	0.07%	12,173,106	4,516	0.44%
December	10,778,447	1,244	0.14%	12,090,190	4,942	0.50%
January	11,303,280	2,899	0.32%	12,320,744	7,107	0.71%
February	11,494,468	2,159	0.23%	12,415,861	5,603	0.55%
March	10,831,791	2,530	0.28%	12,008,890	6,579	0.66%
April	9,953,035	2,180	0.26%	11,183,454	6,302	0.66%
May	9,112,676	1,948	0.25%	10,654,701	6,160	0.69%
June	8,578,105	10,597	1.46%	9,789,207	14,618	1.74%
Average	$ 9,657,842	$ 25,932	0.27%	$ 11,034,240	$ 63,189	0.57%

* Investment yield is presented on an accrual basis.



Village of Pinehurst
Schedule of Fund Balance - General Fund
June 30, 2017

	Fund Balance at 6/30/2017	Fund Balance at 6/30/2016
General Fund		
Nonspendable:		
Inventory	$ 36,653	$ 39,799
Prepaid Items	35,236	118,979
Restricted:		
Stabilization by State Statute	2,165,724	1,474,901
Transportation	-	-
Assigned		
Subsequent year's expenditures	1,284,513	1,001,685
Unassigned	7,110,976	6,689,980
	$ 10,633,102	$ 9,325,344

Village of Pinehurst
Schedule of Capital Outlay by Function and Activity
Twelve Months Ended June 30, 2017

	Annual Budget	YTD Budget	YTD Expenditures	Remaining Balance
Land				
Administration	$ 6,000	$ 6,000	$ -	$ 6,000
Streets & Grounds	168,000	168,000	165,209	2,791
Recreation	619,656	619,656	532,284	87,372
Harness Track	46,500	46,500	-	46,500
Fair Barn	55,000	55,000	46,765	8,235
	895,156	895,156	744,258	150,898
Buildings and Grounds				
Administration	26,000	26,000	6,198	19,802
Fire	10,900	10,900	10,870	30
Public Services	385,958	385,958	380,153	5,805
Recreation	52,200	52,200	47,194	5,006
Harness Track	40,000	40,000	39,869	131
Fair Barn	30,000	30,000	28,518	1,482
	545,058	545,058	512,802	32,256
Equipment and Furniture				
Administration	26,279	26,279	14,976	11,303
Financial Services	1,960	1,960	1,819	141
Human Resources	2,450	2,450	2,274	176
Police	88,815	88,815	71,702	17,113
Fire	54,456	54,456	25,109	29,347
Inspections	972	972	869	103
Public Services Administration	43,947	43,947	43,323	624
Streets & Grounds	27,069	27,069	24,381	2,688
Solid Waste	4,172	4,172	3,342	830
Recreation	11,055	11,055	10,016	1,039
Harness Track	11,381	11,381	1,052	10,329
Fair Barn	1,146	1,146	1,042	104
Planning	2,608	2,608	2,407	201
Community Development	10,915	10,915	9,365	1,550
	287,225	287,225	211,677	75,548
Vehicles				
Fire	600,000	600,000	-	600,000
Streets & Grounds	163,000	163,000	160,639	2,361
Recreation	28,000	28,000	-	28,000
Harness Track	185,000	185,000	182,187	2,813
Planning	25,000	25,000	-	25,000
	1,001,000	1,001,000	342,826	658,174
Infrastructure				
Streets & Grounds	107,400	107,400	107,381	19
	107,400	107,400	107,381	19
Total	$ 2,835,839	$ 2,835,839	$ 1,918,944	$ 916,895

% of Capital Outlay Budget Expended 67.67%

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 June 30, 2017

	Balance at 6/30/2017	Balance at 6/30/2016	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 3/15/20.	$ 500,000	$ 666,666	$ (166,666)
Fair Barn			
$1,000,000; due in 40 semi-annual payments consisting of fixed principal of $25,000 plus interest @ 4.60%; collateralized by Fair Barn bldg; final payment due on 3/11/22.	250,000	300,000	(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.	33,333	66,667	(33,334)
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	(40,668)
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.	283,459	361,322	(77,863)
	1,066,792	1,435,323	(368,531)
Total Pension Liability (LEO) *	943,908	268,823	675,085
Net Pension Liability (LGERS) *	2,278,540	490,982	1,787,558
Accumulated Vacation	624,455	639,308	(14,853)
	3,846,903	1,399,113	2,447,790
	$ 4,913,695	$ 2,834,436	$ 2,079,259

* Based on an independent annual actuarial valuation

Village of Pinehurst
Schedule of Budget Amendments - General Fund
For the Fiscal Year Ended June 30, 2017

As of June 30, 2017

	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	-	-	(50,000)	-	(50,000)	5,276,700
Restricted Intergov't Revenues	505,200	-	-	9,000	-	9,000	514,200
Permits & Fees	583,800	-	-	100,000	-	100,000	683,800
Sales & Services	652,400	-	-	19,500	-	19,500	671,900
Assessments	29,000	-	-	-	-	-	29,000
Other Revenues	202,800	-	-	35,000	-	35,000	237,800
Investment Income	25,400	-	-	15,000	-	15,000	40,400
Appropriated Fund Balance	1,001,685	444,745	340,000	(159,500)	-	625,245	1,626,930
TOTAL REVENUES	**$ 18,249,985**	**$ 444,745**	**$ 340,000**	**$ (31,000)**	**$ -**	**$ 753,745**	**$ 19,003,730**
OPERATING EXPENDITURES							
Governing Body	209,400	-	-	-	-	-	209,400
Administration	1,102,910	6,500	-	-	4,800	11,300	1,114,210
Financial Services	609,540	-	-	-	3,100	3,100	612,640
Human Resources	430,060	-	-	(50,000)	-	(50,000)	380,060
Police	2,953,938	8,236	-	(10,000)	-	(1,764)	2,952,174
Fire	2,731,540	8,334	-	49,000	-	57,334	2,788,874
Inspections	215,955	-	-	-	-	-	215,955
Public Services Administration	405,440	8,275	-	-	6,000	14,275	419,715
Streets & Grounds	1,323,600	2,164	7,600	19,000	(15,800)	12,964	1,336,564
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	(600)	-	-	5,577	273,167
Recreation	1,448,980	2,134	-	(9,714)	-	(7,580)	1,441,400
Library	200,000	-	-	-	-	-	200,000
Harness Track	513,400	-	-	-	-	-	513,400
Fair Barn	329,570	-	-	-	6,000	6,000	335,570
Contingency	50,000	-	-	-	(3,100)	(3,100)	46,900
Debt Service	412,722	-	-	-	-	-	412,722
Total Operating Expenditures	16,113,285	48,320	7,000	(1,714)	1,000	54,606	16,167,891
CAPITAL EXPENDITURES							
Administration	45,829	24,000	-	(2,700)	(8,850)	12,450	58,279
Financial Services	1,760	-	-	-	200	200	1,960
Human Resources	2,200	-	-	-	250	250	2,450
Police	77,715	10,000	-	-	1,100	11,100	88,815
Fire	675,706	15,000	-	(26,300)	950	(10,350)	665,356
Inspections	882	-	-	-	90	90	972
Public Services Administration	97,871	182,958	155,000	-	(5,924)	332,034	429,905
Streets & Grounds	466,881	-	(7,600)	(10,000)	16,188	(1,412)	465,469
Solid Waste	3,936	-	-	-	236	236	4,172
Planning	2,348	25,000	-	-	260	25,260	27,608
Community Development	440	9,825	600	-	50	10,475	10,915
Recreation	571,255	129,642	-	9,714	300	139,656	710,911
Harness Track	97,831	-	185,000	-	50	185,050	282,881
Fair Barn	92,046	-	-	-	(5,900)	(5,900)	86,146
Total Capital Expenditures	$ 2,136,700	$ 396,425	$ 333,000	$ (29,286)	$ (1,000)	$ 699,139	$ 2,835,839
TOTAL EXPENDITURES	**$ 18,249,985**	**$ 444,745**	**$ 340,000**	**$ (31,000)**	**$ -**	**$ 753,745**	**$ 19,003,730**

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

Village of Pinehurst
Schedule of Ad Valorem Property Tax Collections
Twelve Months Ended June 30, 2017

Real and Personal

Tax Year	Twelve Months Ended June 30, 2017 Budgeted Collections	Gross Collections	% Collected Through 6/30/2017	Twelve Months Ended June 30, 2016 Budgeted Collections	Gross Collections	% Collected Through 6/30/2016
Third Prior Year	$ -	$ 8	100.00%	$ -	$ 640	100.00%
Second Prior Year	-	-	100.00%	-	509	100.00%
First Prior Year	5,000	3,552	71.04%	5,000	2,843	56.86%
Current Year	9,359,000	9,373,784	100.16%	9,073,000	9,121,999	100.54%
	$ 9,364,000	$ 9,377,344	100.14%	$ 9,078,000	$ 9,125,991	100.53%

Motor Vehicles

Tax Year	Twelve Months Ended June 30, 2017 Budgeted Collections	Gross Collections	% Collected Through 6/30/2017	Twelve Months Ended June 30, 2016 Budgeted Collections	Gross Collections	% Collected Through 6/30/2016
Third Prior Year	$ -	$ 250	100.00%	$ -	$ 632	100.00%
Second Prior Year	-	-	100.00%	-	426	100.00%
First Prior Year	2,000	-	0.00%	2,000	-	0.00%
Current Year	557,000	612,166	109.90%	493,000	565,561	114.72%
	$ 559,000	$ 612,416	109.56%	$ 495,000	$ 566,619	114.47%

Village of Pinehurst
Schedule of Ad Valorem Property Tax Levy
Twelve Months Ended June 30, 2017

Property Valuation

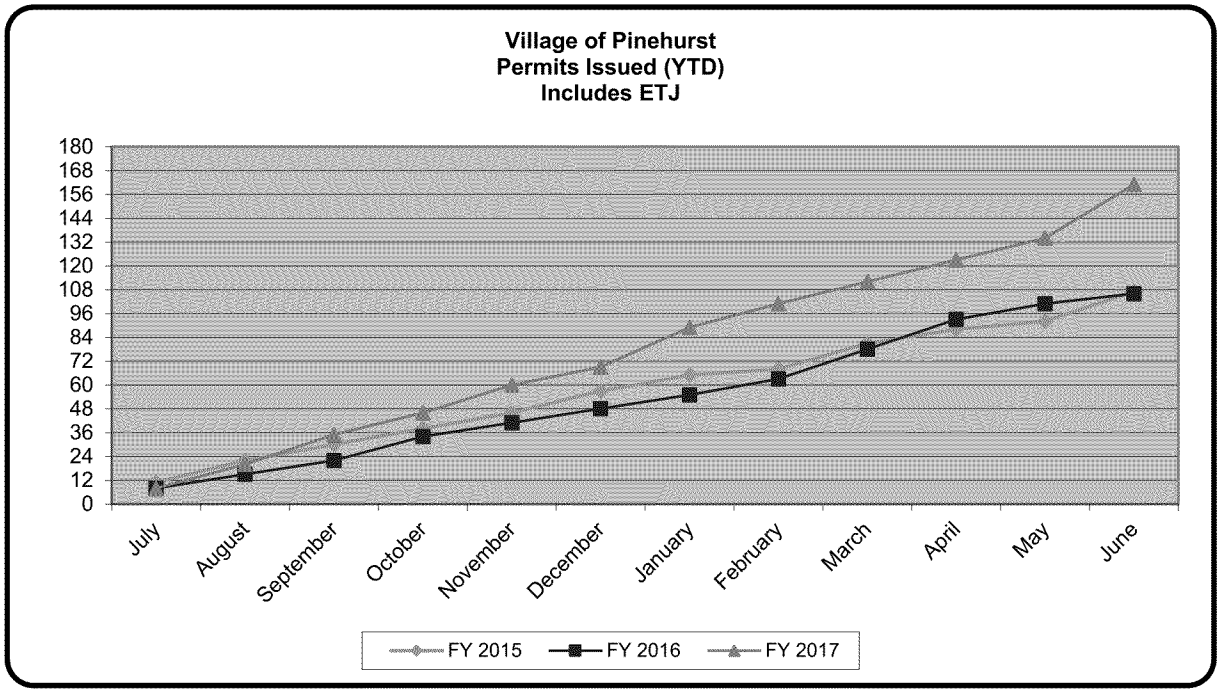
	Twelve Months Ended June 30, 2017	Twelve Months Ended June 30, 2016	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Real & Personal	$ 3,179,430,440	$ 3,146,563,865	$ 32,866,575	1.04%
Motor Vehicles	207,450,132	196,309,568	11,140,564	5.67%
	$ 3,386,880,572	$ 3,342,873,433	$ 44,007,139	1.32%

Levy

	Twelve Months Ended June 30, 2017	Twelve Months Ended June 30, 2016	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Real & Personal	$ 9,382,980	$ 9,128,269	$ 254,711	2.79%
Motor Vehicles	609,479	564,106	45,373	8.04%
	$ 9,992,459	$ 9,692,375	$ 300,084	3.10%

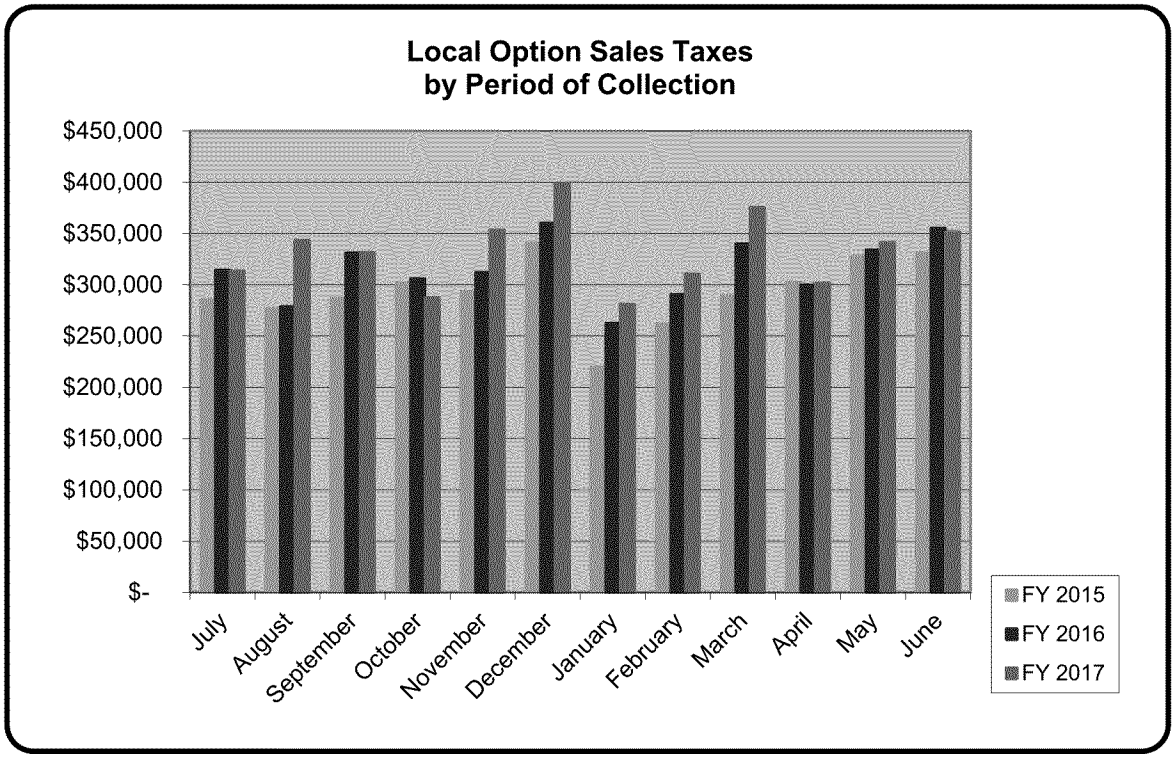
Village of Pinehurst
Residential Building Permits - Includes ETJ

	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	14	2,822,730	39.42%
October	8	1,543,000	12	3,457,175	11	2,910,900	15.95%
November	8	1,472,000	7	1,995,662	14	3,596,000	28.61%
December	11	2,667,725	7	1,367,888	9	2,142,068	31.94%
January	8	2,628,440	7	1,839,725	20	4,035,250	43.99%
February	3	579,000	8	2,121,563	12	2,659,500	41.43%
March	13	2,913,250	15	3,970,930	12	5,589,000	41.29%
April	7	1,804,545	15	2,201,278	11	2,566,718	38.78%
May	4	1,064,841	8	1,605,750	11	1,017,000	33.57%
June	15	3,985,669	5	1,175,966	27	6,129,915	52.24%
YTD	107	$ 25,233,458	106	$ 24,414,180	161	$ 37,168,598	



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	343,487	23.22%
September	287,107	331,186	331,600	0.13%
October	301,580	305,904	287,484	-6.02%
November	293,421	312,234	353,315	13.16%
December	340,776	360,390	399,256	10.78%
January	219,819	262,661	281,108	7.02%
February	261,597	290,756	310,699	6.86%
March	289,556	340,157	375,539	10.40%
April	302,660	299,982	301,667	0.56%
May	327,882	334,120	341,122	2.10%
June	331,369	355,389	351,550	-1.08%
YTD	$ 3,517,909	$ 3,785,827	$ 3,990,412	



Village of Pinehurst
Schedule of Fair Barn Revenues and Expenditures
Twelve Months Ended June 30, 2017

	Annual Budget as of 6/30/2017	Quarterly Budget as of 6/30/2017	Actual 6/30/2017	YTD as of 6/30/2016	Current Year Over (Under) Prior Year	% of 2017 Budget Spent / Received YTD
Fair Barn						
Revenues	$ 218,000	$ 218,000	$ 275,814	$ 277,724	$ (1,910)	126.52%
Expenditures						
Operating	335,570	335,570	266,441	262,099	4,342	79.40%
Capital	86,146	86,146	76,324	50,382	25,942	88.60%
Debt Service	63,225	63,225	63,226	65,526	(2,300)	100.00%
	484,941	484,941	405,991	378,007	27,984	83.72%
Net Before Discounts	(266,941)	(266,941)	(130,177)	(100,283)	(29,894)	48.77%
Event Revenue Discounts			(35,166)	(23,384)	(11,782)	
Net After Discounts	$ (266,941)	$ (266,941)	$ (165,343)	$ (123,667)	$ (41,676)	61.94%
Operating Revenues as a % of Operating Expenditures - **Before Discounts**	65%	65%	104%	106%		
Operating Revenues as a % of Operating Expenditures - **After Discounts**	65%	65%	90%	97%		
Target			92%			

Village of Pinehurst
Schedule of Harness Track Revenues and Expenditures
Twelve Months Ended June 30, 2017

	Annual Budget as of 6/30/2017	Quarterly Budget as of 6/30/2017	Actual 6/30/2017	YTD as of 6/30/2016	Current Year Over (Under) Prior Year	% of 2017 Budget Spent / Received YTD
Harness Track						
Revenues	$ 278,400	$ 278,400	$ 284,599	$ 294,330	$ (9,731)	102.23%
Expenditures						
Operating	513,400	513,400	453,749	448,172	5,577	88.38%
Capital	282,881	282,881	223,108	162,403	60,705	78.87%
	796,281	796,281	676,857	610,575	66,282	85.00%
Net Before Discounts	(517,881)	(517,881)	(392,258)	(316,245)	(76,013)	75.74%
Event Revenue Discounts			(2,845)	(2,910)	65	
Net After Discounts	$ (517,881)	$ (517,881)	$ (395,103)	$ (319,155)	$ (75,948)	76.29%
Operating Revenues as a % of Operating Expenditures - **Before Discounts**	54%	54%	63%	66%		
Operating Revenues as a % of Operating Expenditures - **After Discounts**	54%	54%	62%	65%		
Target			57%			

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: September 6, 2017

Re: Financial Statements for the Year Ended June 30, 2017

Attached are the un-audited financial statements for the fiscal year ended June 30, 2017. The Village ended the fiscal year in a strong financial position with our fund balance well above the Council's policy range and our debts at reasonably low levels. In addition, our operating expenditures are in check and our revenues are growing at a moderate pace. These results, in conjunction with our strong performance management system, should position us well to carry out the objectives contained in the FY 2018 Strategic Operating Plan (SOP).

Financial Position:

The Village's General Fund revenues exceeded expenditures by $1,307,758, increasing the Village's fund balance to $10,633,102. Even if the $871,000 in projects reappropriated from last fiscal year had been completed, the addition to fund balance still would have been approximately $437,000.

The Village's fund balance policy requires us to maintain unassigned fund balance of at least 15% of actual expenditures and total fund balance of 30%-40% of budgeted expenditures. Fund balance is maintained at these levels to meet the Village's cash flow needs and to prepare us for emergencies and opportunities that may arise. At June 30, the General Fund has unassigned fund balance of $7,110,976, or 43%, of actual expenditures. The total fund balance of $10,633,102 represents 56% of budgeted expenditures. The statewide average for total fund balance in the Village's population peer group is 54%.

The Village's cash and investments at June 30 were $9,789,000 compared to $8,578,000 the previous year. This is an increase of $1,211,000 or approximately 14%. The Village earned approximately $63,000 on investments during the year at an average yield of 0.57%. All deposits were insured or collateralized as required for local governments and managed under the Village's investment policy.

The Village's outstanding debts decreased by $369,000, or 26%, during the fiscal year. This decrease was due to the scheduled repayment of principal on existing debt obligations. The total debt outstanding at June 30 was $1,066,792 and total debt service for the year was 2.2% of budgeted expenditures.

Capital investments during the year pushed the Village's total capital assets to $41,788,000. This is an increase of $1,236,000, or 3%, over the previous year. The most significant additions were the Public Services complex renovations, Gun Club sidewalk, Forest Drive greenway, McIntyre Road streetscape, and the purchase of a water truck for the Harness Track. Overall, the Village's capital assets have 53% of their original (undepreciated) value remaining compared to 54% the previous year.

Revenues & Expenditures:

General fund revenues were $585,000, or 3.4%, above budget projections. This is above the normal range of variance of around 1%. Property taxes exceeded our budget estimate by approximately $73,000, mostly due to unexpectedly strong growth in motor vehicle taxes. Property tax collections for the year were also strong with 99.91% of the 2017

levy collected at year end. Sales taxes were $207,000, or 6.7%, higher than budgeted. Permits and fees revenues were $118,000 above budget due to robust construction activity. Unplanned FEMA revenues, related to Hurricane Matthew and wildfire assistance in western North Carolina, contributed $84,000 to the year's revenue variance. Finally, sales and services revenues were $48,000 above estimated levels. This is due to better than expected facility rental income at the Village's Fair Barn and Harness Track and increased recreation event sponsorships.

The larger portion of the year-end variance can be attributed to expenditures being below budget. General fund expenditures were $2,332,000, or 12.2%, below budget overall. Expenditures were less than budgeted amounts for the following significant items: (1) contracted and professional services were $367,000 lower than expected due to lower costs for legal fees and street maintenance, (2) salaries and benefits were $486,000 lower due to employee retirements, turnover, and the related vacancies, (3) IT, Fleet, and Buildings and Grounds operating expenditures were $209,000 below budget combined; and (4) capital expenditures were $917,000 below budget. Overall operating expenditures represented 82% of operating revenues, the same level recorded in the previous year.

For capital outlay, only 68% of the budget was expended at year's end. The majority of this variance was due to the fire engine, street sealing, and sidewalk projects that were carried over to the next fiscal year. Compared to the previous fiscal year, capital expenditures were down by $79,000 or 4%.

Financial Outlook:

As we look to the future, the Village's revenue prospects look good. Unemployment in our area has improved with the current rate at 4.1% compared to 5.1% at the same time last year. The Village also added 161 new homes this past year. For the previous three years the number of new homes constructed had hovered around 100.This increase in single-family home construction also indicates that the Village's tax base will increase proportionately next year.

Other Items:

During FY 2017, the Fair Barn covered 90% of operating expenditures with operating revenues. This is lower than the 97% recorded in the previous year and also below the balanced scorecard target of 92%. An increase in discounts for non-profit events from $23,000 to $35,000 appears to be the primary reason for the shortfall. Before discounts were applied, the Fair Barn made an operating profit for the year with the ratio standing at 104%.

The Harness Track also covered 62% of its operating expenditures compared to 65% in the previous year. This is above their performance target of 54%. The decrease from the previous year is primarily due to a 3% reduction in revenues last season.

Conclusion:

Overall, the Village ended FY 2017 better than expected and is well positioned to carry out the initiatives outlined in the FY 2018 Strategic Operating Plan (SOP). As you may recall, the plan indicated that total fund balance would exceed the policy range until FY 2019 when the Community Center is completed. With the $1,308,000 addition to fund balance at June 30, 2017 and the $871,000 reappropriation in July, there is now approximately $437,000 in new fund balance that was not allocated in the five-year capital plan. This should bring our fund balance back above the 30% policy minimum target at the end of FY 2019 and perhaps lower the amount of financing needed for the Community Center.

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

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919.967.9188
919.967.9077 fax

Community Planning
Zoning/Design Standards
Impact Fees
Growth Management
Sustainability

CLARION

MEMORANDUM

TO: **Natalie Dean Hawkins, Assistant Village Manager, Village of Pinehurst**
FROM: **Roger Waldon, Clarion Associates**
DATE: **August 3, 2017**
RE: **Summary Report and Recommendations from Planning Team Workshop**

Thank you for the opportunity to participate in discussions regarding Pinehurst's upcoming initiative to update its Comprehensive Plan and Future Land Use Plan. We continue to be impressed with the vitality and future prospects that surround this unique community.

The meeting of your Planning Team on July 19 was robust, and generated many great ideas that can be used to inform the creation of a process to use in updating these plans. A summary of the day's discussions is attached.

Based on our review of circumstances in Pinehurst, our knowledge of planning initiatives in other communities, current trends in planning practice, and the ideas and directions we heard on July 19, we offer the following observations and recommendations.

First, it is clear that there is strong appetite for an aggressive public engagement component to this initiative. We heard many suggestions on July 19 regarding the multiple sectors of the Pinehurst community (including various demographic groups) that need to be reached through customized approaches. Formulation of an inclusive engagement strategy, including residents and property owners in the ETJ, needs to be one of the first tasks of this project.

We also heard a good debate and differences of opinion regarding the sequencing of work. One idea discussed was to update Pinehurst's Future Land Use Plan first, and then follow that initiative with an update to the Comprehensive Plan. The other approach discussed was to fold work on the Land Use Plan into and under the umbrella of the Comprehensive Plan. We believe that preparing a full Comprehensive Plan, with a Future Land Use Plan as one element, is preferable for several reasons:

- It allows the Land Use Plan work to be informed by the many other community issues that will be addressed: housing, economic development, environmental preservation, growth management, community health and recreation, and transportation, among others.

- It provides for one focus on vision, issues, goals, and opportunities around which all subsequent theme elements can be based – rather than conduct a community dialogue first about land use only, and then subsequently about all other issues.

- It would allow a shorter time frame for the overall scope of work envisioned here, rather than undertaking two separate initiatives.

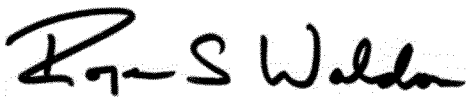
Accordingly, our recommendation is to pursue the approach of creating a new Pinehurst Comprehensive Plan, of which one component would be a Land Use element.

With this approach in mind, we have drafted a preliminary Request for Proposals for consideration, and attach that here. The RFP is based on the concept of one initiative, to prepare a Comprehensive Plan. The draft RFP that we have prepared offers a brief summary of community circumstances and a listing of exiting plans and policy documents. It outlines a proposed scope of work and tentative schedule, lists what the components should be of proposals that are submitted, and summarizes a consultant selection process.

If the Village decides to pursue the alternate approach of preparing a Land Use Plan first, followed by work on a Comprehensive Plan, the attached RFP template could be adapted by rewriting and replacing Section III, Scope of Work.

Thank you for this opportunity. We look forward to hearing reactions to our ideas and recommendations.

Regards,



Roger Waldon, Senior Consultant
Clarion Associates

Summary Report

Pinehurst Planning Team Meeting:

Strategy Discussion Regarding Possibilities and Options
For Preparation of a new Pinehurst Land Use Plan

July 19, 2017
12:00-5:00 pm
Fire Station

Prepared by Clarion Associates
July 29, 2017

Introduction

The Village of Pinehurst is considering options for how best to move forward in pursuit of updating and synthesizing the Village's existing array of plans and policy documents. This half-day workshop was scheduled to bring together Village Council members, Village staff and community members for a discussion about options for moving forward to prepare a Land Use Plan, along with articulation of key ideas and principles to inform the establishment of a planning process. This document summarizes material presented at the meeting, key discussion points, and options for next steps.

Following is a list of attendees at the meeting:

Nancy Fiorillo, Mayor
John Bouldry, Village Council
Joanne Valdes, Pinehurst Civic Group
Natalie Hawkins, Village Staff
Bruce Gould, Village Staff
Helena Wallin-Miller, Pinehurst Resident
Leo Santowasso, Planning and Zoning Board
Kevin Drum, Pinehurst Business Owner
Tom Campbell, Pinehurst Resident
Bruce Geddes, Pinehurst ETJ Resident
Pattie Taylor, Pinehurst Resident
Roger Waldon, Clarion Associates

The discussion was facilitated by Roger Waldon, from the consulting firm Clarion Associates.

The format of the meeting:

- Introductory Comments
- Review Pinehurst's Existing Policy Framework
- Hear Presentation of Current Best Practices for Land Use and Comprehensive Planning
- Review Examples from Other Communities
- Discuss Choices and Timelines for Consideration in Updating Pinehurst's Plans

This report will provide a summary of the day's discussion.

Introductory Comments/Observations

Participants were invited to share comments about Pinehurst's current circumstances and this upcoming planning initiative. Following is a compilation of the comments:

- Pinehurst has a unique history and highly valued community character.
- Pinehurst is seeing significant growth pressures (one of the 10 fastest growing municipalities in NC).
- Economic growth opportunities surround the Village.
- Continuing discussions have been ongoing regarding the future of the Village Center.
- Multiple community organizations are involved in preserving/enhancing the quality of life in Pinehurst.
- For many around the table, this is the 3rd time Pinehurst will be updating its foundational planning documents; for others, this is the first time since they have lived here.
- The 2000 Pinehurst Comprehensive Plan had no land use component. The current Comprehensive Plan, adopted in 2010, has a short narrative about land use but does not have a full Land Use Element.
- Many properties in the Pinehurst ETJ are rural in character and have addresses other than Pinehurst, reflecting identification with a neighboring community.
- A key issue in the ETJ is planning for new roads.
- Protection of property rights is important, especially in the ETJ.
- The Village annually prepares and adopts a Strategic Operating Plan. There currently is no link between this annual action plan and the Comprehensive Plan. Linkages between and among existing Pinehurst plans are weak.
- Many current Pinehurst residents came here to retire.
- Connections between the Village and rural, natural areas is important. Key interests here are preserving quality of life, and recognizing rural heritage.
- Energy and Sustainability may be topics of increasing interest.
- A key need now is preparation of a "plan for the plan" – discussion and consensus regarding (1) A framework for structuring and creating the plan, along with strategies for resident engagement; and/or (2) Articulation of a shared vision for the future, highlighting community values and choices to be considered.
- This new plan should help guide decision-making.
- Change is coming; but history is important.
- There is a need for this plan to be aspirational.
- Process needs to acknowledge multiple influences on Pinehurst, and solicit opinions.
- Concerns to be addressed: traffic, roads, schools.
- Plan needs to balance the needs and preferences and lifestyles of old residents, new residents, and military families. Need to balance the old and the new.
- Need coordination with Moore County and other nearby jurisdictions in preparation of this plan.
- Need to coordinate work on this new plan with ongoing work by Triangle J Council of Governments on a tri-city plan for Pinehurst, Southern Pines, and Aberdeen.

- The jurisdictions of Aberdeen, Southern Pines, and Pinehurst all share common interests regarding traffic and economic development.
- Probably need to find and use new ways of engaging residents in the preparation of this plan.
- Key choice to be made early: Should this upcoming initiative be preparation a Land Use Plan only, with preparation of a full Comprehensive Plan to follow? Or a preparation of a Comprehensive Plan that includes a Land Use Element?
- What should be the role of fiscal analysis in the preparation of this plan?
- Need to coordinate with ongoing transportation planning for Pinehurst and this area.
- This planning initiative needs to look at the large area, not be a patchwork of piecemeal perspectives. It needs to look at land use, infrastructure, and policy, and create a framework for future land use.
- Data and trends are helpful considerations; small-scale impact analyses less so.
- There is not a common understanding about what is changing.
- This plan should articulate an umbrella community vision. Example: What's our slogan? What is the best process to achieve that?
- Focus on themes instead of issues.
- Should there be a Steering Committee for this initiative? Perhaps with diverse representation similar to the composition of today's Planning Team?
- Enforceability of the recommendations of a Comprehensive Plan is a topic for discussion. A plan may include calls for changes to regulations, but the principles of a plan are not in themselves binding; a comprehensive plan and/or a land use plan are guides for making decisions.

These ideas and observations, along with material gleaned from existing plans and documents (summarized below), will help establish a foundation moving forward with this new planning initiative.

Review of Pinehurst Policy Framework

The current array of Pinehurst plan and policy documents follows, along with a short description of each item.

Comprehensive Long Range Plan: This plan, designed to be a guide for directing the future of the Village of Pinehurst, provides a vision and a basis for policies to help attain that vision. It includes two component parts: A Strategic Element and an Implementation Element. The Strategic Element is a statement of overall strategic directions which are considered important for Pinehurst to promote and pursue. The Implementation Element is a detailed compilation of tasks and programs to help accomplish the overall strategies. The Strategic Element includes a one-page narrative for a Future Land Use Plan, and a Future Land Use Plan Map.

Historic District Standards and Guidelines: The Standards and Guidelines for Pinehurst's local historic district provide design principles and standards for structures and landscaping, including new construction, renovation, and landscaping within the boundary of the local historic district. These standards and guidelines have recently been reviewed and modifications are pending Council review and approval.

NewCore Master Plan: The NewCore area consists of approximately 19 acres located lose to shops and historic buildings of the Village Center, and residential areas dating to the earliest years of the Village. The Master Plan envisions the site as a coherent, walkable, mixed-use district that is now being called Village Place.

Parks and Recreation Master Plan: This Master Plan provides a framework for long-range planning of facilities. The plan is based on an inventory of the existing park systems, along with recommended additions/renovations of facilities. It includes priorities for specific projects.

Comprehensive Pedestrian Plan: The purpose of this plan is to establish criteria for planning, design, financing, implementation, and maintenance of pedestrian systems.

Comprehensive Bicycle Plan: The goals of the Bicycle Plan are to increase options for bicycling as an alternate form of transportation within the village, create a bicycle-friendly community, promote bicycling as a healthy exercise, improve connections between disparate parts of the village, and promote bicycle safety.

Pinehurst Thoroughfare Plan: The Thoroughfare Plan was developed collaboratively by Pinehurst, the NC Department of Transportation, and the neighboring jurisdictions Aberdeen and Southern Pines. The purpose is to facilitate the implementation of roadway improvements and manage projected growth permitting travel in Pinehurst to occur safely and unrestricted by congestion. A consideration in planning for roadway improvements is the emergence of new land use patterns.

Midland Road Corridor Study: This study provides a framework for implementing improvements along Midland Road that address safety, mobility, and access issues while retaining historic character. The vision for this corridor was developed with involvement of local residents, the NC Department of Transportation, Moore County, and Southern Pines.

Highway 211 Corridor Study: The completion of the NC Highway 211 widening project resulted in improved mobility along the corridor, contributing to increased potential for development along the corridor. The purpose of this study was to address mobility, safety, and aesthetics along the corridor.

Western Connector Corridor Study (not adopted): This document combines a feasibility study and a preliminary functional design for the proposed Western Connector, a project intended to help ease congestion along NC 5 in Pinehurst. This project has involved discussions and with Pinehurst residents and business community members, along with collaboration with Foxfire Village, Aberdeen, ad Moore County. Discussions remain underway regarding the desirability of this road project.

Pinehurst Development Ordinance: This ordinance establishes zoning regulations, including creation and applications of zoning districts; design and development standards; subdivision regulations; and procedures. At the time of action to approve or deny any amendments to the Development Ordinance or Zoning Map, the Village Council is required to make a statement regarding whether or not the proposed amendment is consistent with the Comprehensive Long Range Plan.

These multiple plans, policies, and ordinances work together to create the framework under which growth and development in Pinehurst is managed.

Current Best Practices

The practice of planning and growth management continues to evolve, as circumstances in cities and towns change, as legal rules change, as technology changes, as society is changing, and as new innovative approaches are explored and proven successful. A 2015 report published by the American Planning Association[1] highlighted key areas of best planning practices for preparation of comprehensive plans:

- Ensure that all elements of the built environment work together to provide a high quality of life.
- Ensure that protection of natural resources is a primary objective.
- Ensure that the community builds and retains a resilient economy.
- Ensure equity and fairness in providing for housing, services, health, safety, and livelihood.
- Ensure that public health needs are recognized and addressed.
- Ensure that local plans account for, connect with, and support plans of adjacent jurisdictions.
- Ensure that the planning process actively involves all segments of the community.
- Ensure that responsibilities for carrying out plans are clearly stated.
- Ensure that plans contain a consistent set of visions, goals, policies, objectives, and actions.
- Ensure that plans include creative and innovative strategies that coordinate with each other, with federal and state requirements, and with plans of adjacent jurisdictions.

Ways in which the format and approaches to preparing a comprehensive plan are evolving were presented to the Planning Team, and include the following:

- Newer plans are generally written for a wider audience, and planning concepts and policy directions are presented using graphics and streamlined policy guidance in lieu of lengthy narratives.
- Newer plans are more future-focused, and tend to avoid extensive inventories of data and statistics that can become quickly outdated. (Statistical information increasingly being made available separately).
- Newer plans are increasingly organized around key themes, such as Creating/Preserving Complete Neighborhoods, Enhancing Mobility, Growing a Healthy City, and Maintaining Fiscal Resiliency - in lieu of more conventional and isolated chapters such as Housing, Transportation, and Land Use.
- Newer plans tend to approach future land use through definition of character-based areas, coordinated with transportation issues, in lieu of focusing exclusively on the purposes for which land is used.
- Newer plans tend to take a broad and comprehensive view of a community, grounded in a consensus vision and set of guiding principles, compared to older techniques focused on parcel-specific land use.
- Best practices call for taking advantage of multiple and emerging technologies for engaging the community in dialogue, in addition to traditional forms of outreach.

Planning Team discussion highlighted examples of Pinehurst initiatives that have had more (or less) success in achieving consensus through public engagement. A recent example of community discussion was highlighted regarding whether or not Pinehurst should pursue construction of sidewalks in the Lake Pinehurst neighborhood. A survey that was circulated returned results expressing support for building sidewalks. However, a meeting that

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[1] *2015 Planning Advisory Service Report, "Sustaining Places: Best Practices for Comprehensive Plans." David R. Godschalk, FAICP and David C. Rouse, AICP. Published by the American Planning Association.*

was well-attended brought forward strong opposition to building sidewalks in the neighborhood. The dialogue is continuing.

Examples from Other Communities

Pinehurst Staff had assembled a set of comprehensive plans prepared by other communities that (1) had circumstances that in some ways resembled Pinehurst; (2) were innovative and successful; and (3) had features that might be replicable and useful in designing the Pinehurst process. A copy of the staff summary of other plans is attached to this report.

In discussion of these plans, Planning Team members were asked to comment on features of the example plans that seemed particularly noteworthy. Following is a summary of those comments:

- The "plan for a plan" approach, although need to do that in a shorter time period.
- The approach to "testing community choices." Example – If an idea under consideration is to stop all new development, what does that mean in terms of effects on the community? If an idea under consideration is to not build sidewalks, what are the implications of that?
- "Dream about the future." Need to allocate time to visioning. Document the ideas.
- Guest speakers to inspire. Example – Mayor Riley from Charleston. Example – representative from another tourist-destination community.
- Diversity of inputs, not just from people attending meetings. Timing considerations will dictate participation levels. Need new approaches to outreach.
- Attention to how data are collected – method, time, place, and attention to what you are asking. The question influences the answers.
- Depth of penetration to the community.
- Attention to how you use the information that is received from outreach.
- Regional coordination. ETJ attention.
- Charrettes, visualization techniques.
- Focus on enforcement and implementation mechanisms.
- Best plans have a mix of data and policy.
- Invite participants to submit photographs illustrating things liked and disliked about community.
- Annual surveys that ask "why" in addition to asking about preferences.

Discussion of the examples from other places generated these additional comments, suggestions, and questions for consideration in preparing for this new Pinehurst initiative:

- Triangulation regarding data: for key issues, collect data in three different ways and compare results.
- Pinehurst has 19 neighborhoods. Need to focus on the character of each. Comparison to the 13 colonies. Pinehurst has a rich history, but is still a relatively young municipality.
- Be clear what is meant when we are talking about "community." How can we reach each segment of our community?
- How will the new plan dovetail with the existing plan?

- It takes time to achieve effective community involvement. Need - social media; champions; broad-based ownership; education.
- Force-field analysis can be helpful: If there is clear opposition to an idea (e.g., sidewalks), what are the reasons people object?
- A good way to organize would be to have a core leadership team (e.g., Steering Committee), and also many individual issue-focused groups to work on particular topics, coordinated by the core leadership team. Identify stakeholder groups focused on key themes. Allow people to sign up for multiple issue groups. Examples: military families; schools; visitors and tourism. Information would bounce back and forth between the leadership team and individual groups.
- Need to engage tourists/visitors in this discussion about Pinehurst, and why they are coming here.
- Need to have a Resources Committee to coordinate information, achieve consistency, and assure that all related resources are being used. Example: coordination of a project webpage.

Choices and Timelines

The approach to preparing a new Pinehurst Land Use Plan should consider these ideas:

Themes rather than conventional plan elements:

- Focus on themes. Note that a theme might involve multiple disciplines. (Example to review: Moore County Land Use Plan.) The themes should be extracted from public input.
- Coordinate the construction of themes for this plan with the six key service areas that form the organization of the annual Pinehurst Strategic Plan.
- Include a focus on regional growth objectives.

Look beyond Village boundary and ETJ:

- Look at edges, compatibility, service delivery, infrastructure. Example – Consider north-south mobility vs. east-west mobility.
- Consider west end: possible ETJ extension?
- Need to partner with Taylortown, Jackson Hamlet, Village Acres, and Foxfire Village communities, and any other areas that are perceived as being part of Pinehurst.
- Focus on school issues.
- Focus on continuing to attract military families.

Other plans/areas that should be examined and considered:

- Airport
- Watershed
- Rattlesnake Trail
- All corridor plans
- Public facilities plans
- Moore County plans
- School system plans
- South on Highway 5

- Private utilities

The Pinehurst Comprehensive Plan should look at all these areas, describe what is going on, and identify one or more areas for more detailed study subsequent to completion of the comprehensive Plan.

Approaches to community engagement:

Following is a list of key groups that should be identified for specific outreach strategies:

Retirees	Pinehurst Resort
Military families	First Health of the Carolinas
Business owners	Medical-related interests
Students	Developers
School parents	Community College
Visitors	Large employers
Young families	Places of Worship
Potential residents	

In designing strategies for outreach, the following circumstances need consideration:

- There must be multiple means of providing input, multiple opportunities.
- Determine when it is most convenient for different groups to be able to come to a meeting.
- Avoid creating special interest groups; provide opportunities for individual input.
- Consider customizing messaging to particular groups.
- Consider assembling focus groups for discussions.
- Consider new marketing ideas. Example – New program called "Moving to Pinehurst."
- Branding and marketing will be what makes this outreach effective. Emphasize that this is a fresh look.
- Strive for depth in survey data.
- Be sure that data collectors are neutral.
- Arrange for in-house, at-home options for participation.
- Transparency in the methodologies is critical.
- Be clear how the input was used in the process.
- The outreach strategy will be a defining feature of this planning effort.
- Maximize use of technology.
- Multi-day charrettes can be useful, but the time commitments involved may be too much of a barrier.
- The "plan to do a plan" is very important for creating an outreach strategy.
- The outreach approaches need to capture people's imagination.
- Effective outreach is the way to brand this effort as being different from other initiatives.
- This should be the consultant's first task.

Approaches to visualizations and imagery:

- This is important to convey information and ideas.
- Need to consider options and process for producing imagery.

Timelines:

- A key decision is the sequencing of this initiative. There are options regarding whether to:
    - Option A - Pursue development of a Land Use Plan first, followed by a Comprehensive Plan.
    - Option B - Develop a distinct Land Use Plan under the umbrella organization of a Comprehensive Plan.
    - Option C - Develop a Comprehensive Plan, where one element is a land use component.

- Option A
    - Fiscal year 1: Land Use Analysis
    - Fiscal year 2: Comprehensive Land Use Plan
    - Fiscal year 3: Comprehensive Plan

- Option B
    - Fiscal year 1: Prepare Land Use Plan
    - Fiscal year 2: Prepare Comprehensive Plan

- Option C
    - 18 month process to prepare a Comprehensive Plan with a land use component as a key focus

For any of these options, up-front work is necessary to (1) Secure consultant services through a selection process involving issuance of a Request for Proposals; (2) Design the "plan to do the plan," with particular emphasis on outreach strategies; and (3) Assemble a Steering Committee to oversee the process.

The Planning Team expressed interest in moving forward, with a goal of issuing a Request for Proposals for consultant services in August, and completing consultant selection by the end of the calendar year, allowing work on the plan to begin in January, 2018.

Draft

REQUEST FOR PROPOSALS

FOR

PINEHURST COMPREHENSIVE PLAN

The Village of Pinehurst invites submission of proposals to assist the Village in the preparation of a new Comprehensive Plan. This RFP is designed to offer background information and details to consulting firms with interest in submitting a proposal, and is organized as follows:

I. RFP Terms and Conditions
II. Background
III. Scope of Work
IV. Proposal Requirements
V. Consultant Selection Process
VI. Proposal Submission and Deadline

Questions may be directed to Natalie Dean Hawkins, Assistant Village Manager. Proposals are due by 5:00 p.m. on _____ at the following physical address:

Pinehurst Village Manager's Office
395 Magnolia Road
Pinehurst, NC 28374
910-295-1900 ext. 1103
nhawkins@vopnc.org

I. RFP TERMS AND CONDITIONS

A. This RFP does not commit the Village to award a contract. No other party, including any proposer, is intended to be granted any rights hereunder. Proposals which, in the sole discretion of the Village, do not meet the minimum requirements, including without limitation the minimum proposal submission requirements, may not be reviewed. This RFP and the process it describes are proprietary to the Village and are for the sole and exclusive benefit of the Village. Any response, including written documents and verbal communication by any proposer to this RFP, will become the property of the Village and if required by law may be subject to public disclosure by the Village or any authorized agent of the Village. The Village is not liable for any costs associated with the development, preparation, transmittal or presentation of any proposal or material(s) submitted in response to this RFP.

B. It shall be the proposer's responsibility to review and verify the completeness of its proposal. The Village may request additional or clarifying information or more detailed information from any proposer at any time, including information inadvertently omitted by a proposer. The Village may request to contact clients referenced in the proposal. The Village also reserves the right to conduct investigations with respect to the qualifications of a proposer.

C. Verbal communication made by any Village employee or agent of the Village with respect to this RFP is not binding and shall not in any way be considered as a commitment by the Village. Only written responses to questions submitted in writing to the Village or written addenda to this RFP issued by the Village will be considered binding on the Village.

D. The Village reserves and may exercise the following rights and options with respect to evaluation of proposals and selection for negotiation:
   i. To reject any and all proposals and re-issue the RFP at any time prior to execution of a final contract if, in the Village's sole discretion, it is in the Village's best interest to do so;
   ii. To supplement, amend, substitute or otherwise modify this RFP at any time prior to selection of one or more respondents for negotiation and to cancel this RFP with or without issuing another RFP;
   iii. To accept or reject any or all of the items in any proposal and award the contract in whole or in part if it is deemed in the Village's best interest to do so;
   iv. To reject the proposal that, in the Village's sole judgment, has been delinquent or unfaithful in the performance of any contract with the Village or another government entity, is financially or technically incapable or is otherwise not a responsible proposer;
   v. To reject as informal or non-responsive any proposal which, in the Village's sole judgment, is incomplete, is not in conformity with applicable law, is conditioned in any way, deviates from this RFP or contains erasures, ambiguities, alterations, or items of work not called for by this RFP;
   vi. To waive any informality, defect, non-responsiveness and/or deviation from this RFP that is not, in the Village's sole judgment, material to the proposal;
   vii. To permit or reject, at the Village's sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of proposals by some or all of the respondents following proposal submissions:
   viii. To request that some or all of the proposers modify proposals based upon the evaluation of the Village.

E. The Village may enter into negotiations for a contract, on terms and conditions satisfactory to the Village with one or more selected proposer(s). However, the Village reserves the right to terminate any negotiations at any time or conduct simultaneous, competitive negotiations with multiple proposers. The Village reserves the right to negotiate acceptable terms in an otherwise unacceptable proposal. Such negotiations may result in changes in terms material to this RFP; in such an event, the Village shall not be obligated to inform other proposers of the changes, or permit them to revise their proposals accordingly, unless the Village, in its sole discretion, determines that doing so and permitting such is in the Village's best interest. Should negotiations not prove satisfactory with the selected proposer(s), the Village reserves the right to discontinue negotiations. Additional individuals/businesses may be asked to enter into negotiations, and/or the Village may solicit new proposals.

II. BACKGROUND

A. Community Profile

The Village of Pinehurst, located in an area known as "the Sandhills" in Moore County, is in south central North Carolina. Although it was established in 1895, the Village did not become a municipality until 1980.

James Walker Tufts, a resident of the Boston Area, purchased approximately 600 acres of land to create a create a health resort in the Sandhills. Mr. Tufts contacted a land planning firm based in Brookline, Massachusetts, headed by Frederick Law Olmstead, designer of Central Park in New York City and the Biltmore Estate in Asheville. In about three weeks time, the plan for the Village of Pinehurst was formed. For many years, Pinehurst was a privately held resort. In 1980, the Village of Pinehurst became an incorporated municipality.

The current population of the Village of Pinehurst stands at approximately 15,000 residents, the land area of the currently incorporated area comprising approximately 15 square miles. The Village exercises Extraterritorial Jurisdiction for zoning purposes, for areas immediately outside of its corporate limits. Nearby municipalities include Southern Pines, Whispering Pines, Aberdeen, Pinebluff, Carthage, and Taylortown

The Village of Pinehurst intends to update its 2010 Comprehensive Plan. As part of this project, Pinehurst seeks to consider and and synthesize the Village's existing array of plans and policy documents, and design the new Comprehensive Plan to be a mechanism for coordination of these issue-specific policies.

B. Existing Plans and Policies

Following is a summary of existing plans, and regulations that are part of the current array of Pinehurst's policy framework.

- Comprehensive Long Range Plan: Strategic Element and Implementation Element
- Comprehensive Parks and Recreation Master Plan
- Comprehensive Bicycle Master Plan
- Comprehensive Pedestrian Master Pan
- Historic District Guidelines
- NewCore Master Plan
- Pinehurst Development Ordinance
- Engineering Standards Manual
- Multiple corridor and transportation studies

These documents are available on the Village website.

III. SCOPE OF WORK

A. Project Description

The approach to preparing a new Pinehurst Comprehensive Plan will need to consider, among many other issues, these key points:

- Pinehurst has a unique history and highly valued community character.
- Pinehurst is seeing significant growth pressures.
- Economic growth opportunities surround the Village.
- Continuing discussions have been ongoing regarding the future of the Village Center.
- Many community organizations are involved in promoting the quality of life in Pinehurst.
- The Comprehensive Plan will focus on the Village of Pinehurst and its ETJ area.
- There is a strong desire to guide growth/change "in ways that complement the unique character and ambience of the community." (Quote from 2011 Comprehensive Long-Range Village Plan Strategic Element.)

A Steering Committee will be appointed by the Village Council to meet with staff and the consultant team on a regular basis to steer the plan process, help design means of collecting public input, and review interim work products. The Comprehensive Plan will be prepared in two phases: Preparing a Plan Framework, and Preparing the Comprehensive Plan.

The Plan Framework is anticipated to be a set of activities that results in a specific methodology and approach to preparation of the full Comprehensive Plan. Plan Framework tasks should include:

- Identify key community stakeholders and groups, including Village Council and appointed boards and commissions, professional staff, resident groups, business leaders, community organizations and institutions, schools, retirees, military families, and potential residents.
- Initiate discussions with stakeholders and groups to identify the most effective mechanisms for outreach and communication, and to solicit opinions regarding key issues that should be addressed in the Comprehensive Plan.
- Work with staff and the Steering Committee to develop a detailed scope of work for the Comprehensive Plan Update, including: 1) Identification of the issues that should be addressed; (2) A strategy for public engagement; (3) A preliminary outline for the Comprehensive Plan's structure; and (4) A proposed sequence of producing working documents and facilitating public review of those documents.
- Develop recommendations for branding the Comprehensive Plan Update project, including an overall project identity that successfully communicates the community's image and culture, and includes elements such as a project name, tag line, and logo.

The Comprehensive Plan is anticipated to be a key policy and action document for the Village of Pinehurst, to be used by staff, government agencies, economic development entities, elected officials, boards and commissions, developers, property owners, and residents as a guide for future land use development, capital investments, and growth management decisions over the next 15 years. It will include a narrative articulating the desired future vision for Pinehurst. It will provide clearly stated strategies for development and preservation that will help to set priorities for implementation actions by both the public and private sectors.

Comprehensive Plan tasks are expected to include:

- Prepare a Community Profile with information, trends, and statistics that will be used to inform the planning process. The Profile should include:
  - Existing and projected population demographics
  - Profile of existing housing stock
  - Profile of existing nonresidential development
  - Profile of historical, existing and projected employment base
  - Review of committed development in the pipeline
  - Review of relevant regional statistics and trends.

- Articulate a Vision statement, based on community information, input, and aspirations, along with goals to guide implementation of the vision.

- Identify Themes that will be used as the organizational structure of the Plan.

- Prepare individual Elements within the Plan, each focusing on a community theme, along with identification of how the strategies and objectives of each theme are related to other elements in the Plan. Elements should include charts, graphics, and maps to illustrate key concepts.

- Prepare a Future Land Use Plan as an element of the Comprehensive Plan that identifies preferences and priorities for future land use patterns that would complement and help achieve the Goals and Vision articulated in the Comprehensive Plan.

- Prepare an Implementation Strategy to include recommendations for actions to achieve the goals of the plan, including attention to (1) Time frames, (2) Priorities, (3) Resources necessary to carry out the actions, and (4) entities to assume primary responsibility for action recommendations.

- Prepare a Summary document that communicates the key components of the Plan.

B. Public Engagement

Effective and authentic participation by residents, stakeholders, and organizations will be critical to the success of this initiative. The consultant will be expected to formulate and execute a public engagement strategy, working with staff and the Steering Committee. Techniques should include, at a minimum, community and neighborhood meetings, stakeholder interviews, a project website, surveys, and use of social media. The public engagement strategy should be designed to ensure broad and enthusiastic participation in the creation of the Pinehurst Comprehensive Plan, including participation by a wide and representative demographic. The strategy should identify methods to be used for publicizing the initiative and maintaining interest and communication with the public.

C. Sequence of Tasks

The sequence of tasks shall be pursued as follows:

- Consultant selection.
- Formation of a Steering Committee.
- Preparation of a Plan Framework.
- Preparation of a Community Profile.
- Initiation of Public Engagement.
- Preparation of a Community Vision and Themes.
- Preparation of individual Elements, including a Future Land Use Plan.
- Community review of draft Comprehensive Plan.
- Preparation of Implementation Strategies and Action Plan.
- Adoption of the Comprehensive Plan by the Village Council.
- Preparation and distribution of a Plan Summary.

D. Timeline

It is expected that preparation of the Comprehensive Plan will be completed approximately 18 months after commencement of the initiative. Following is a preliminary timeline of activity, to be adjusted following selection of the consultant and subsequent discussions regarding details and logistics:

- Consultant procurement process completed and beginning of project: January, 2018.
- Preparation of Plan Framework: January-February, 2018.
- Beginning of Public Engagement: March, 2018.
- Completion of Community Profile: April, 2018.
- Completion of Vision statement, Themes: May, 2018.
- Work on individual Elements, including Future Land Use Plan: May-December, 2018.
- Community review of draft Comprehensive Plan: January-March, 2019.
- Revisions, preparation of Implementation Strategy and Action Plan: April-May, 2019.
- Public hearings, adoption by Village Council: May-June, 2019.

Preliminary dates and timeframes are approximate. Preparation of a project scope and proposed timeline is to be prepared and submitted as a component of consultant response to this Request for Proposals.

IV. PROPOSAL REQUIREMENTS

Proposals prepared and submitted in response to this RFP should include the following:

- Transmittal Letter.
- Description of Project Team and Sub-Consultants.
- Qualifications, including descriptions of work on projects similar in size and complexity.
- Proposed scope, timeline, and budget for project.
- References.

V. CONSULTANT SELECTION PROCESS

All submitted proposals will be evaluated and considered according to the following criteria:

- Quality of proposal.
- Demonstration of understanding and expertise.
- Experience of firm(s) with projects of a similar scope and scale.
- Work plan / technical approach / timeline.
- Qualification and experience of the proposed team and location of team members.
- Knowledge of Village of Pinehurst and Moore County.
- Proposed fee.
- Other factors deemed appropriate by the Village of Pinehurst.

The Village of Pinehurst may choose to arrange interviews for one or more selected consultant firms submitting proposals.

VI. PROPOSAL SUBMISSION AND DEADLINE

Interested firms should submit six (6) paper copies and one digital copy of the completed proposal to the address shown below.

Please forward all proposals by_____, 2017, 5:00 p.m. to:

Natalie Dean Hawkins
Assistant Village Manager for Administration
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374

Questions may be submitted via telephone or email to Natalie Dean Hawkins,
910-295-1900 ext. 1103
or nhawkins@vopnc.org

STATE OF NORTH CAROLINA

COUNTY OF MOORE

THIS CONTRACT, made and entered into this 12th day of September, 2017 by and between **SANDHILLS SERVICES**, of the County of Moore, State of North Carolina, Party of the First Part (hereinafter sometimes referred to as "Contractor"); and the **VILLAGE OF PINEHURST**, a duly chartered municipal corporation and body corporate and politic of the County of Moore, State of North Carolina, Party of the Second Part (hereinafter sometimes referred to as "the Village");

W I T N E S S E T H:

THAT WHEREAS, the Contractor is engaged in the business of Cleaning Services, as an independent contractor; and

WHEREAS, the Village has the need for cleaning services for the Fair Barn located at the Pinehurst Harness Track; and

WHEREAS, it has been determined by the Village of Pinehurst that it would be in the best interest of the Village and its citizens and residents to enter into this agreement with the Contractor for the purpose of engaging his/her services for a period of approximately ten (10) months beginning on or about September 12, 2017 and ending June 30, 2018. The anticipated start date of September 12, 2017 is approximate and services may be required in advance of this date if mutually agreeable to both parties at the listed rate below. This agreement may be extended for four additional 12 month periods beginning July 1 and ending June 30 if mutually agreeable to both parties. The price for each additional 12 month period would be based upon the initial schedule, plus an annual increase based upon the U.S. Bureau of Labor Statistics, Consumer Price Index (CPI) for the U.S. South Urban Area. The CPI adjustment shall be calculated as the annual percentage increase as of May 30th over the previous year.

NOW, THEREFORE, for and in consideration of the charges, and the terms, covenants, promises and conditions hereinafter set forth, the Village engages the services of the Contractor for the purpose cleaning services and certain items of additional services, such as the Contractor agrees to perform, said services at the above referenced buildings located in Pinehurst, North Carolina, in accordance with this contract.

The terms, covenants, promises and conditions of this agreement and contract are as follows:

Fair Barn
Cleaning Contract Specifications

GENERAL CLEAN: TO BE DONE AFTER EACH RENTAL

Main Restrooms:
Clean/sanitize toilet bowls and seats(may require plunging toilets to clear bowl)
Clean/sanitize urinals (men's only)
Clean/sanitize counters and sinks
Empty garbage, replenish garbage bags from stock
Replenish soap dispensers from stock
Restock paper towels and toilet tissue from stock
Clean mirrors
Sweep and mop floor

Main Room:
Sweep balcony and stairs, if necessary
Remove all garbage and debris
Sweep and mop floor
Vacuum rubber mats
If dance floor is out, sweep and mop
If stage is out, sweep and mop

Outside (Main and Back Entrances):
Remove any visible garbage
Empty Smoker's Stations, if necessary

Annex Hallway:
Sweep and mop floor

Dressing Rooms:
Sweep and mop floor
Remove any garbage
Clean mirrors and counter tops

Annex Restrooms:
Clean/sanitize toilet bowls and seats(may require plunging toilets to clear bowl)
Clean/sanitize sinks
Empty garbage, replenish garbage bags from stock
Replenish soap dispensers from stock
Restock paper towels and toilet tissue from stock
Clean mirrors
Sweep and mop floor

Kitchen:
Clean countertops
Sweep and mop floor
Ice coolers emptied, wiped out, and returned to kitchen
Clean stove top and ovens
Empty and clean refrigerators and freezers
Clean sinks
Make sure all dishes are washed and stacked
Make sure dishwasher is cleaned and turned off
Empty garbage, replenish garbage bags from stock
Replenish soap dispensers from stock
Restock paper towels from stock

Other:
Break down cardboard boxes and place in recycling carts
All recyclables placed in recycling carts

DEEP CLEAN: TO BE DONE ON A QUARTERLY BASIS

Kitchen:
Refrigerator and freezer: Thoroughly clean and sanitize inside and outside including top
Clean glass in windows and door
Dust all surfaces
Move tables/equipment and sweep/mop behind/under
Wash out trash cans and lids
Clean rolling carts
Clean out and sanitize ice machine
Clean and sanitize ice coolers
Clean and sanitize carts
Stove and ovens: Thoroughly clean stove top and ovens
Clean and sanitize tables and shelving
Remove cobwebs

Dressing Rooms:
Dust all surfaces including light fixtures
Remove cobwebs

Annex Hallway and Restrooms:
Dust all surfaces
Clean glass in doors and windows
Remove cobwebs

Storage Room:
Sweep and mop floor
Clean glass in windows and doors

Main Room:
Dust walls, columns, light fixtures (within reasonable reach)
Dust balcony area
Clean glass in doors and windows (except round windows and skylights)
Remove cobwebs

Main Restrooms:
Dust all surfaces
Wipe down walls, doors, and partitions
Remove cobwebs
Clean glass in doors and windows

Contractor agrees to provide the above services each week as described on a flexible schedule based on rentals of the facility. It is understood that cleaning services will be required on various weekdays and weekends during the day, evening or after hours as needed.

For these services outlined above, the Village of Pinehurst will pay the amount of $245.00 per General Cleaning and $350.00 per Deep Cleaning to the Contractor. For the purpose of this contract, an estimated 120 General Cleanings are anticipated over the course of the initial term, however the actual quantity of cleanings required is not guaranteed and subject to change based on rental activity.

The Village of Pinehurst agrees to provide all paper products, trash can liners, and hand soap for all facilities while the Contractor will provide all cleaning supplies. All special cleaning such as carpet shampoo/cleaning, hard surface floors cleaning will be bid out to interested vendors on an as needed basis.

The Contractor is responsible to present an invoice to the Village by the end of business each Tuesday. All payments due to the Contractor will be made the following Friday via electronic funds transfer.

Contractor agrees that he/she will furnish all of the necessary labor to provide for these services.

It is understood and agreed that the Contractor shall be responsible for all worker's compensation and other types of insurance necessary to protect him/her and the Village from any liability whatsoever and the Contractor will provide the Village with a copy of each Policy. Contractor shall pay all taxes and other expenses required in his/her business, and it is clearly understood and agreed that the Contractor is an independent contractor operating strictly on his/her own and in no sense is he to be considered as an employee of the Village of Pinehurst.

It is necessary that the Village see to it that this contract is performed by the contractor in an efficient and effective manner; and in the event, the Contractor should fail to so perform said contract, then, and in such event, the Contractor agrees that the Village of Pinehurst shall have full and complete authority to terminate this contract, summarily, and to engage another contractor to carry out the performance of these functions. *In addition, either party has the right to terminate this contract upon thirty (30) days written notice.*

E-Verify – The contractor and their subcontractors with 25 or more employees in North Carolina as defined in Article 2 of Chapter 64 of the NC General Statutes must comply with E-Verify requirements to contract with the Village. E-Verify is a Federal program operated by the US Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law.

Iran Divestment Act – As of the date of this agreement, the contractor, and all subcontractors utilized by the contractor, is not listed on the Final Divestment List created by the State Treasurer pursuant to N.C.G.S. 143-6A-4 and will not utilize any subcontractor performing work under this agreement which is listed on the Final Divestment List. The Final Divestment List can be found on the State Treasurer's website at the address www.nctreasurer.com/Iran and should be updated every 180 days.

Upon such termination, the contractor shall be paid only through the time services have been performed hereunder.

IN WITNESS WHEREOF, the Village of Pinehurst has caused this contract to be executed in duplicate originals, one of which is retained by each of the parties and has caused its municipal corporate name to be hereto affixed by the Manager of the Village of Pinehurst, attested by the Village Clerk, and has caused its corporate seal to be hereon impressed, all by authority of the Village Council duly given; and Sandhills Services (Contractor), has hereunto set his/her hand and seal, all on the day and year first above written.

VILLAGE OF PINEHURST

By: _____
Nancy R. Fiorillo, Mayor

Certification:
This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

_____ 8/29/17
Finance Officer

_____
Contractor
Federal ID# 20-3671437
SS # _____

Planning Team Meeting – Fire Station
July 19, 2017
12:00 pm – 5:00 pm

Objective: Review best practices for long-range planning and articulate planning direction for the Village's Comprehensive and Land Use Plans

I. Welcome/Introductions
II. Review existing policy framework
III. Review comprehensive planning/land use planning best practices
IV. Highlight examples of plans from other communities
V. Discuss key choices to make as we begin the planning process:

1. Do we want the plan organized around the examination of issues or around elements or themes? Or, do we wait for more public input before we answer this question?
2. To what extent should the plan focus only on Pinehurst or should it consider areas outside of the Village limits and/or ETJ?
3. Are there any other area plans needed that should be incorporated or identified in the planning process?
4. Should the Land Use Plan be parcel specific or indicate character areas instead?
5. How do we want to engage the public in the process (our customers include residents/businesses/visitors)?
6. Do we want to hold multi-day charrettes (intense day-long planning sessions over several days) to dive into issues?
7. Do we want to engage architect/urban designers to help prepare visualizations of physical design?
8. How specific should the plan be regarding implementation and action steps?

VI. Expected timeline of long-range planning process
VII. Discuss next steps

1. Summary of today's session
2. Request for Proposal Template

Note: Lunch will be served from noon – 1:00 pm

RESOLUTION #17-24:

A RESOLUTION AMENDING THE PINEHURST APPEARANCE COMMITTEE AND SUBCOMMITTEES FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA.

THAT, WHEREAS, the Pinehurst Village Council established the Pinehurst Appearance Committee on August 9, 2016 restructuring several established committees to better serve the Village of Pinehurst and made an impact on the quality of life; and

WHEREAS, on October 25, 2016 members were appointed to serve on the Pinehurst Appearance Committee and others were recruited to volunteer on the four subcommittees: Outreach, Beautification, Sustainability, and Advisory; and

WHEREAS, since the establishment, the responsibilities and purview of the Pinehurst Appearance Committee and its subcommittees have been under review by the volunteers, staff, and the Village Council to ensure a clear direction for the volunteers who dedicate their time to help the Village; and

WHEREAS, at the conclusion of the evaluation, it was determined to pursue a significant reorganization to be in the best interest of the Village of Pinehurst and its volunteers.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a work session assembled this 12th day of September, 2017, as follows:

SECTION 1. The Pinehurst Appearance Committee shall no longer be an established committee for the Village of Pinehurst including the Outreach, Sustainability, and Advisory subcommittees.

SECTION 2. The volunteers of this committee and subcommittees shall be notified of the organizational change, shown great appreciation for their willingness to serve the Village of Pinehurst, and given the opportunity to volunteer with another committee.

SECTION 2. The Beautification Committee shall continue as a separate standing committee for the Village of Pinehurst and the remaining responsibilities of the Outreach subcommittee shall be consolidated into the Beautification Committee.

SECTION 3. The Beautification Committee shall have one Council-appointed member, the Chairperson, who will continue serving out their current term and every term after shall be for two (2) years. The Chairperson term on this committee is not subject to the term limit policy.

SECTION 6. That this Resolution shall be in full force and effect from and after its date of adoption.

THIS RESOLUTION passed and adopted this 12th day of September.

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

ORDINANCE #17-12:

AN ORDINANCE AMENDING THE OFFICIAL PINEHURST ZONING MAP AS IT PERTAINS TO THE REZONING OF CERTAIN LAND LOCATED BETWEEN 224 FOXFIRE RD AND 376 FOXFIRE RD.

THAT WHEREAS, the Village Council of the Village of Pinehurst adopted a new Pinehurst Development Ordinance and Map 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 and Map 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 August 8, 2017 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 rezoning of two parcels of land consisting of approximately 28 acres. These properties are located between 224 Foxfire Road and 376 Foxfire Road. These properties are further defined as being Moore County LRK #'s 00020369 and 00020354. The properties are currently zoned R-210 Residential District (low density residential). This proposed map amendment would change the zoning of the properties to R-30-CD (R-30- Conditional District Medium Density Residential). The properties are currently vacant. The proposed use of the property is a 28 lot single family subdivision, 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 rezoning; and

WHEREAS, the Planning and Zoning Board has recommended the zoning map be amended; and

WHEREAS, the applicant has agreed upon the following condition(s):

1) **Waiver from section 3.02a of the Engineering Standards to allow the installation of ditch section roadways.**
2) **The development will petition for annexation into the Village of Pinehurst.**
3) **Minimum heated house square footage: 2,400 sq. ft.**
4) **Maximum heated house square footage: 3,599 sq. ft.**
5) **A landscape easement shall be provided along the rear of proposed lots adjoining properties to the subdivision as shown. The landscape easement shall be 10' wide and shall remain as undisturbed.**
6) **Open space lots along Foxfire Road (labeled as 'OS'), shall remain undisturbed except for installation of required infrastructure.**

DRAFT

NOW, THEREFORE, BE IT ORDAINED AND ESTABLISHED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled on this 12th day of September, 2017 as follows:

SECTION 1. That the Pinehurst Zoning Map of the Village of Pinehurst and its extraterritorial zoning jurisdiction be and the same hereby is amended by rezoning of approximately 28 acres located between 224 Foxfire Road and 376 Foxfire Road, further defined as being Moore County LRK #'s 00020369 and 00020354 from R-210 Residential District (low density residential) to R-30-CD (R-30- Conditional District Medium Density Residential).

SECTION 2. The rezoning map and general concept plan is attached hereto as Exhibit A and made a part hereof, the same as if included verbatim.

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

Adopted this 12th day of September, 2017.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

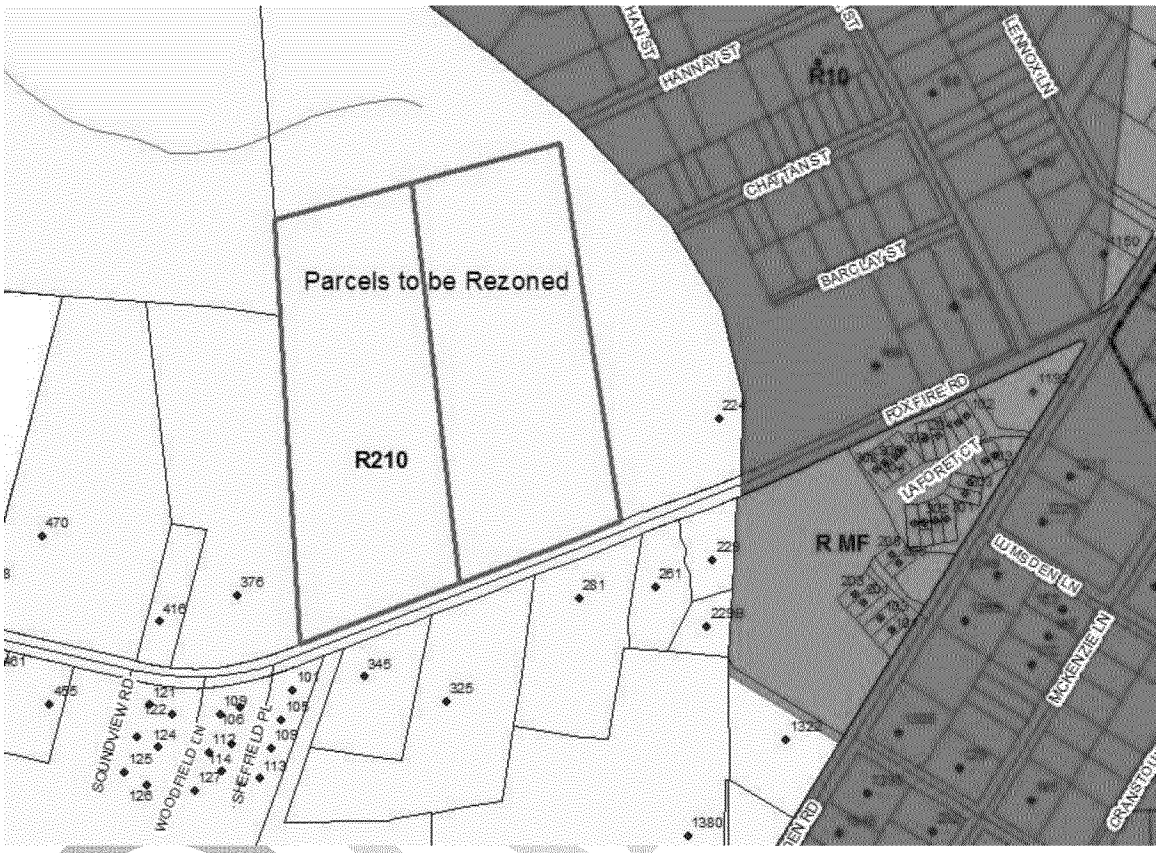
_____
Lauren M. Craig, Village Clerk

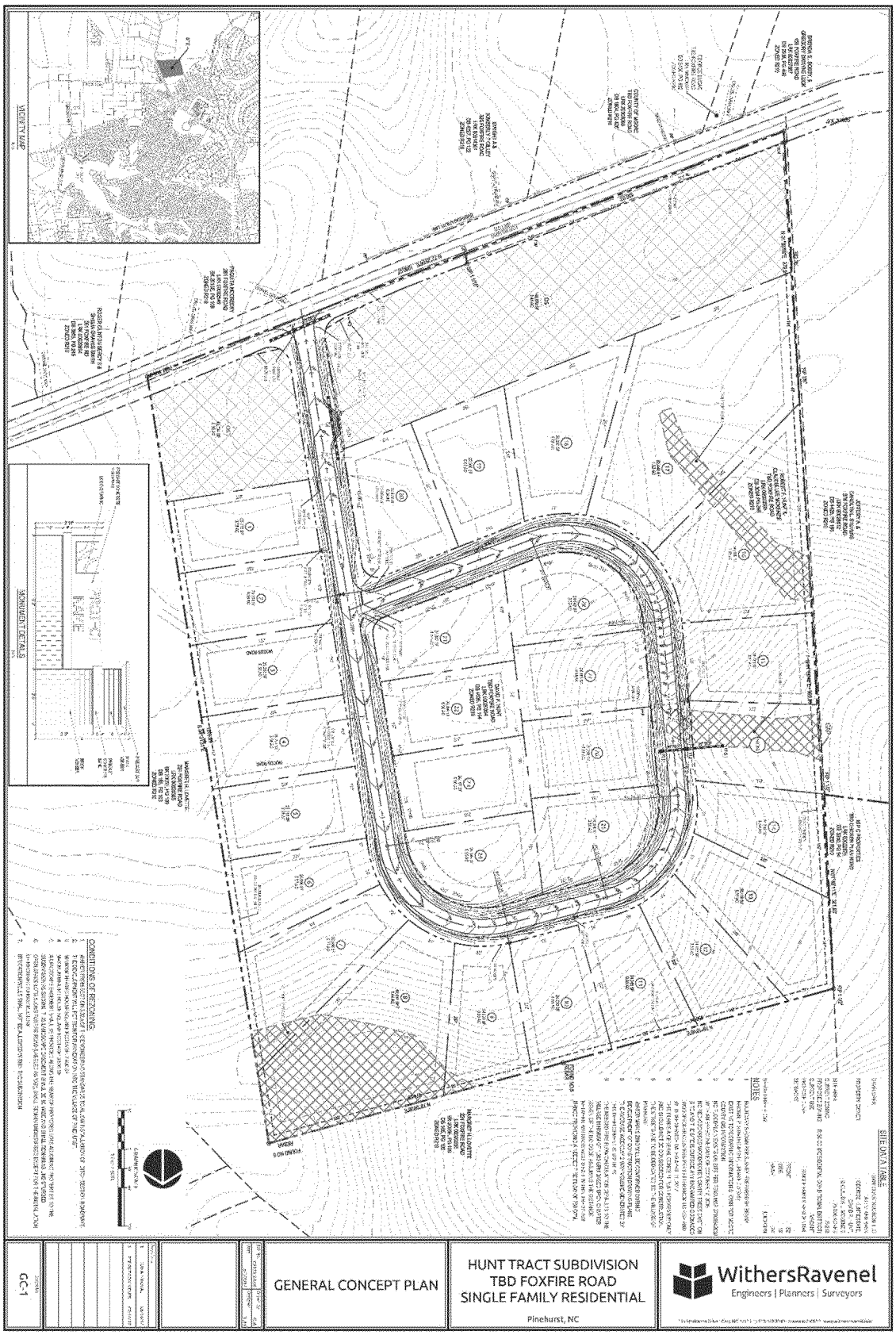
Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT

EXHIBIT A


Parcels to be Rezoned
R210
R10
R MF
HANNAY ST
CHATTAN ST
BARCLAY ST
FOXFIRE RD
LAFORET CT
LEMOYNE LN
UTMSDEN LN
MCKENZIE LN
SOUNDVIEW RD
WOODFIELD LN
SHEFFIELD PL
470
376
416
345
325
281
261
1380


GENERAL CONCEPT PLAN
HUNT TRACT SUBDIVISION
TBD FOXFIRE ROAD
SINGLE FAMILY RESIDENTIAL
Pinehurst, NC
WithersRavenel
Engineers | Planners | Surveyors
GC-1
VICINITY MAP
MONUMENT DETAILS
CONDITIONS OF REZONING
NOTES
SITE DATA TABLE

ORDINANCE #17-12:

AN ORDINANCE AMENDING THE OFFICIAL PINEHURST ZONING MAP AS IT PERTAINS TO THE REZONING OF CERTAIN LAND LOCATED BETWEEN 224 FOXFIRE RD AND 376 FOXFIRE RD.

THAT WHEREAS, the Village Council of the Village of Pinehurst adopted a new Pinehurst Development Ordinance and Map 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 and Map may be amended from time to time as circumstances and the best interests of the community have required; and

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WHEREAS, the Planning and Zoning Board has recommended the zoning map be amended; and

WHEREAS, the applicant has agreed upon the following condition(s):

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

DRAFT

NOW, THEREFORE, BE IT ORDAINED AND ESTABLISHED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled on this 12th day of September, 2017 as follows:

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Adopted this 12th day of September, 2017.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

_____
Lauren M. Craig, Village Clerk

Approved as to Form:

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Michael J. Newman, Village Attorney

DRAFT

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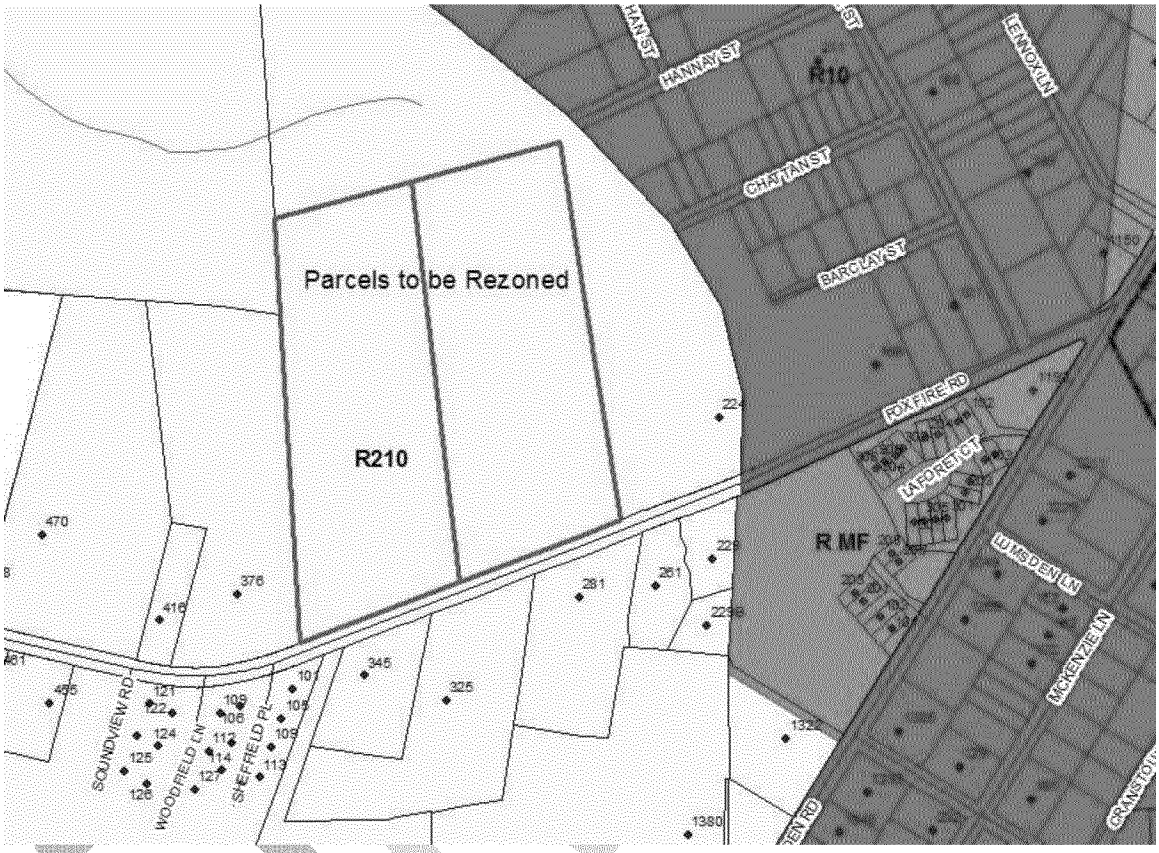
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LENNOX LN
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WOODFIELD LN
SHEFFIELD PL
470
376
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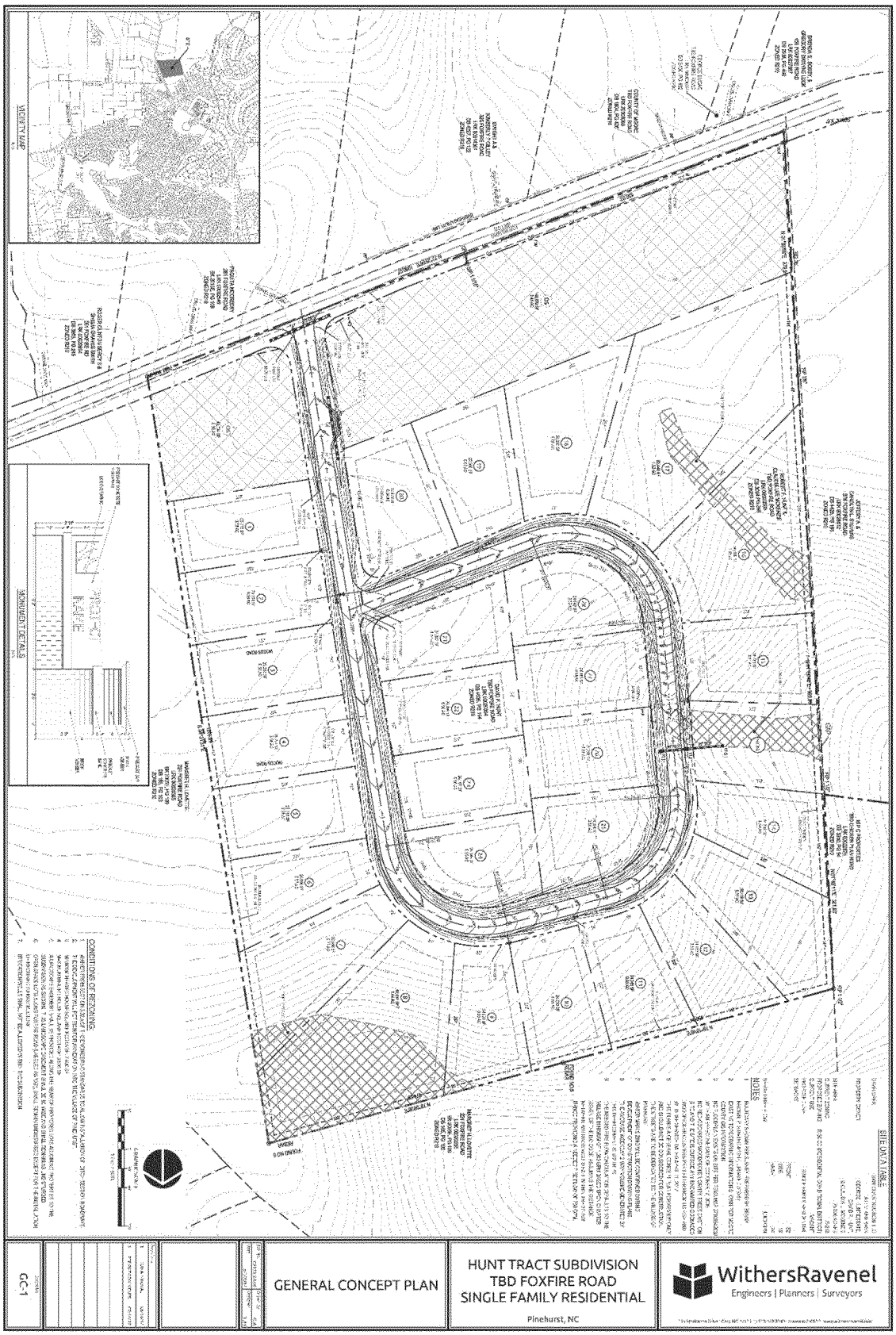
345
325
281
261
1380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SINGLE FAMILY RESIDENTIAL
Pinehurst, NC
WithersRavenel
Engineers | Planners | Surveyors
GC-1
VICINITY MAP
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Murdocksville Rd. Sidewalk
LINCOLN RD
LINCOLN AVE
TAYLOR AVE
GLOVER LN
BURCH DR
CENTRAL PARK AVE
OLMSTED BLVD
IVEY LN
CYPRESS LN
LONGLEAF DR W
LONGLEAF DR E
NC 211 HWY
VILLAGE WAY
PEBBLES PL
GUN CLUB DR
WINCHESTER RD
LASSITER LN
BERWYN CT
WHEELING DR
REGAL WAY
ICE CT
SCOTT CT
LOVE LN
REMINGTON LN
GARNER LN
SPRING LAKE DR
BRADLEY LN
PIERCE PL

SAKONNET TRL
GAETA DR
AIRPORT RD
PINEHURST TRACE DR
MOCKINGBIRD WAY
HILLARD RD
MCDAIRMID RD
Airport Rd. Path
TURNER RD
GULL LN
MIDLAND LN
MIDLAND TRL
FAIRWAY DR
MIDLAND DR
SAFFORD DR
DR NEAL RD
ROBIN LN
MIDLAND RD
Midland Rd. Path
BEAVER LN
MAGNOLIA AVE
THOMAS RD
WILLIAMS RD
PALMER DR
NATIONAL DR
WHITECRAIGS CT
US 15-501 HWY
ROYAL DUBLIN DR
KILLINEY CT
WHINHILL CT
KNOLL RD