



**VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF JUNE 11, 2019
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, June 11, 2019 in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. John Bouldry, Mayor Pro Tem
Ms. Judy Davis, Treasurer
Mr. Kevin Drum, Councilmember
Mr. Jack Farrell, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk

And approximately 28 attendees, including 7 staff and 1 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo, called the meeting to order.

2. Reports:

Village Manager

- Introduced the new Planning and Inspections Director, Darryn Burich. He brings a wealth of knowledge and experience to the Village of Pinehurst with 25 years of experience.

Village Council

- Mayor Pro Tem Bouldry stated he sent an email to the North Carolina Department of Transportation (NCDOT) regarding the tragic accident between a car and a golf cart on Morganton Road. The NCDOT responded quickly and said they were already working on some options to make the area safer. On June 18th they will have a meeting with the NCDOT and Resort representatives to discuss options to make the area safer.
- Councilmember Davis reminded everyone that Shakespeare in the Pines is this happening weekend and the shows are free.

3. Motion to Approve Consent Agenda.

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

- Approval of Draft Village Council Meeting Minutes.
 - May 23, 2019 Budget Work Session
 - May 28, 2019 Regular Meeting
 - May 28, 2019 Closed Session

End of Consent Agenda.

Upon a motion by Councilmember Davis, seconded by Councilmember Drum, Council unanimously approved the Consent agenda by a vote of 5-0.

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

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

5. Public Hearing No. 1

Natalie Hawkins, Assistant Village Manager, explained public hearing No. 1 is to consider a voluntary annexation petition from Planet Development, LLC., for ±6.95 acres located in the vicinity of Laforet Lane and Laforet Court near the intersection of Foxfire Road and Linden Road. The property to be annexed is further identified as Moore County Parcel ID# 98000634. Ms. Hawkins explained that on February 26, 2019, Village Council approved a General Concept Plan for the LaForet 40-unit townhome project for the subject property. The property is not contiguous to the Village of Pinehurst corporate limits.

Councilmember Farrell asked the applicant if the selling point is to say they will be in the Village of Pinehurst when trying to market the development. Clark Campbell, Applicants Attorney, stated that he assumes the Pinehurst name would matter, however, the address wouldn't be Pinehurst, as with developments such as Murdocksville Road which has a West End address for the postal service. Mr. Campbell stated the voluntary petition was submitted to be in compliance with the Pinehurst Development Ordinance (PDO) to obtain a watershed allocation and he wasn't sure if it would be in the best interest of the Village or the applicant to be annexed. Councilmember Farrell inquired about plans for solid waste pick up for the development, if there was no annexation. Mayor Nancy Fiorillo stated there couldn't be a special intensity allocation if there wasn't an annexation. Mr. Campbell stated that the PDO reads that a petition for annexation must be on file to grant the allocation. Jeff Sanborn, Village Manager, stated that was correct, they are two separate items and the intensity allocation can be granted, once the final plans are in, as an application for annexation had been submitted. Councilmember Farrell stated that he is not a huge fan of non-contiguous annexations and that he did some calculations on the positive and negatives for the annexations. Mr. Sanborn stated that based on the land use physical analysis, conducted a couple years ago, that all of residential uses are profitable and multi-family had the highest net positive stream.

Public Comments:

- Lynn Goldhammer, 11 Salem Lane, asked for clarification as to why we are annexing this property when Council already approved the project, she thought it was already in Pinehurst. She also stated for solid waste, the development should look at sharing services with other towns.
 - Mayor Fiorillo explained the property is currently in the Village of Pinehurst ETJ and subject to all regulations.

6. Public Hearing No. 2

Alex Cameron, Senior Planner, explained this public hearing is to consider an Official Zoning Map Amendment. The map amendment includes three parcels of land consisting of approximately 1.6 acres further identified as Moore County PID #'s 20040078, 20040080 and 20040387. This amendment would zone the properties R-MF (Residential Multi-Family). The properties are currently zoned RD (Recreational Development) and R-MF (Residential Multi-Family). The property is part of the Fairwood Estates Planned Unit Development. The applicant and property owners are James O'Malley, David Shupp and Walter Hess. Mr. Cameron stated the Village Planning and Zoning Board held a public hearing on May 2, 2019 and recommended approval to Council.

Councilmember Davis asked why Moore County records list the property as zoned Multi-P. Mr. Cameron explained that is the designation they used for multiple because the property zoning splits the property. Mr. Cameron gave the history of the development of Fairwoods Estates and explained when the development was approved in 1986 the development ordinance, at that time, didn't allow a zero lot line for residential units which prompted them to use the multi-family designation to allow the property beyond the foundation of the home to belong to the Home Owners Association as a common open space. Councilmember Farrell stated his major concern is if they rezone these parcels to multi-family he couldn't find a reason why someone couldn't come in and build multiple town homes, even though he knows that is not the intent of the applicant.

Public Comments:

- Eric Eshelman, President of the Homeowners Association (HOA) for No. 7, stated they have an architectural review board which will not approve anything other than a single family home. He stated that they are in the process of making all the lots privately owned and doing away with the limited common areas, owned by the HOA.

- David Shupp, 7 Granger Rd., stated that his lot is actually zoned residential and the lot beside of him is half recreational and half
- Walt Hess, Granger Rd., stated don't think the lots are not being taxed because they certainly are.

7. Public Hearing No. 3

Alex Cameron, Senior Planner, explained this public hearing is to consider a request by Moore County Schools for a Major Site Plan Review to allow for the construction of a new elementary school for the property at 100 Dundee Road, further identified by Moore County PID # 00024884. This property is located within the R-10 (High Density Residential) Zoning District. Moore County Schools has received a Certificate of Appropriateness from the Historic Preservation Commission (HPC) for the demolition of the existing buildings on the site in October, 2018. Mr. Cameron stated that at their last meeting on May 23rd, the HPC also voted to unanimously issue a COA for the proposed building with the new construction. Mr. Cameron stated the Board of Adjustment issued a variance at their June 6th meeting for the impervious surface to exceed the required 40%. The Technical and Review Committee has reviewed the project and deemed it in compliance with all applicable codes. The Planning and Zoning Board recommended approval of the concept plan with 4 conditions. Following that meeting the applicant has addressed 3 of the 4 conditions recommended by the Planning and Zoning Board. Mr. Cameron stated that staff recommends approval with one condition that the applicant will provide a 25% enhanced landscaping along the property line abutting adjacent residential properties. John Birath, Moore County Schools Executive Officer of Operations, agreed this has been a challenging project due to the small site and thanked the Village for their willingness to work with the school system. Mayor Nancy Fiorillo stated she appreciates all of the hard work done to keep the Elementary School on the same site.

Renee Pfeifer, CHL Design, reviewed the site plan with the Council. Ms. Pfeifer explained the school is 120 parking spaces, sidewalk connectivity, and fire lane to rear of the building. There will be a 4 foot black ornamental fence along the perimeter, on the rear of the site, where the play areas are. Councilmember Davis inquired about the entrances to the building and how were they secured. Mr. Birath explained that in the mornings the only two doors will be open during drop off, after school starts all doors lock and you can only access the building from the front door which is monitored by cameras and automatically locking doors. The outside doors can only be opened with keyless fobs, which the teachers have. Councilmember Drum asked if the applicant was ok with the additional 25% buffer condition recommended by the Planning and Zoning Board. Ms. Pfeifer explained they are asking Council allow them to plant some of the required additional plantings outside of the 20 foot buffer requirement area, due to the large number of plants and trees in one area, this way the plant material will survive. Councilmember Davis asked how many trees would be removed. The Landscape Architect stated 135 trees on the interior of the site and 24 in the buffer area will be removed. She also stated that 208 long leaf pines, 105 understory trees and 698 shrubs will be planted back in the buffer area. As well as 28 pines or hardwood trees and 105 understory trees planted back in the parking areas.

Public Comments:

- John Hoffman, Everett Rd., asked where the entrance would be on Kelly Road. Mr. Hoffman stated he is concerned that construction will harm the sand walking path and buffer along the roadway
 - Mr. Birath stated they had no plans to disturb that area.
- Clark Campbell, resident, stated he doesn't think an extra 25% landscaping buffer is necessary as the area is already green and grown. Mr. Campbell also asked how they plan to keep strangers out of the play area.
 - Mr. Birath explained they nestled the play area in the back of the school for safety reason and they have safety cameras outside. Mr. Birath stated the fence chokes the area down to only 2 access points at the back of the school, which will be monitored. Brent Covington, Ratio Designs, noted that the design of the building was configured to have large straight line views of the property.
- Frank Pacitico, resident, asked if the fire lanes would meet the requirements for a hook and ladder trucks.
 - Ms. Pfeifer stated they have meet all the NC Fire Code requirements for fire apparatuses.
- Tom Campbell, resident, asked about the walking school bus program and if that would still be available at the new school.
 - Mr. Birath stated that was a school based leadership decision, however, all pathways will still be available for the program.
- Clark Campbell, resident, asked if roads have been designated for construction traffic.
 - Jeff Sanborn, Village Manager, stated that hasn't been coordinated yet.
- Lynn Goldhammer, 11 Salem Lane, stated she is glad the school is staying on the current site. She also asked if it was possible to

put in a 3rd lane for turning into the school on Dundee and Kelly. She stated she hopes the magnolia trees on Dundee are not cut down.

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

Upon a motion by Councilmember Davis, seconded by Councilmember Farrell, Council unanimously approved to adjourn the public hearing and re-enter the regular meeting by a vote of 4-0.

9. Discuss and Consider Ordinance 19-10 to Extend the Corporate Limits of the Village of Pinehurst (LaForet).

Upon a motion by Councilmember Drum, seconded by Councilmember Davis, Council approved Ordinance 19-10 extending the corporate limits of the Village of Pinehurst, NC by a vote of 3-1, with Councilmember Farrell voting No.

10. Discuss and Consider Ordinance 19-11 Amending the Official Pinehurst Zoning Map.

Councilmember Farrell explained he trusts the Home Owners Association and they plan to construct a single family home, he is concerned with future owners of the property. Mr. Cameron explained to Council that if a zoning application has been denied there is a 12 month waiting period. Mayor Pro Tem Bouldry stated he doesn't want the applicant to wait 12 months. Jeff Sanborn, Village Manager, stated to be fair to the applicant they would like to move the process as quickly as possible, if the decision is to deny the 12 month clock could start. Also, if they chose to continue to the next meeting they can always continue again to obtain the proper information.

Upon a motion by Councilmember Drum, seconded by Councilmember Farrell, Council unanimously continued the item to the next regular Council meeting on June 25th by a vote of 4-0.

11. Discuss and Consider a Request by Moore County Schools for a Major Site Plan Review to Allow for the Construction of a New Elementary School.

Councilmember Davis stated she is conflicted with clear cutting the parcel which is why she is voting against the plan. Councilmember Drum stated it is a tradeoff, for keeping the school. Councilmember Farrell stated he understands the concerns but tree cutting was necessary to construct the appropriate elementary school.

Upon a motion by Councilmember Drum, seconded by Councilmember Farrell, Council approved General Concept Plan for the new Pinehurst Elementary School located at 100 Dundee Road requested by Moore County Schools with the condition that the applicant must provide enhanced landscaping of 25% along the property line abutting adjacent residential properties by a vote of 3-1, with Councilmember Davis voting no.

12. Discuss and Consider Ordinance 19-12 Adopting the Fiscal Year 2020 Budget for the Village of Pinehurst.

Brooke Hunter, Financial Services Director, explained that budget ordinance 19-12 adopting the Village of Pinehurst FY 2020 Budget has been presented for Council's review and approval. The ordinance is based on the budget that was presented by the Village Manager on May 14, 2019 and no changes have been made to the budgeted amounts since that time.

Upon a motion by Councilmember Davis, seconded by Councilmember Farrell, Council unanimously approved Ordinance 19-12 adopting the Village of Pinehurst fiscal year 2020 budget by a vote of 4-0.

13. Discuss and Consider a Contract for Legal Services for Fiscal Year 2020.

Brooke Hunter, Financial Services Director, explained the proposed contract for legal services with Van Camp, Meacham, & Newman, PLLC for Fiscal Year (FY) 2020 has been presented for Council's review and consideration. The functional terms of the contract are unchanged from the previous year. Ms. Hunter stated the contract calls for a 2% cost increase, bringing the monthly rate to \$4,660. The annual contract totals \$55,920. Michael Newman's hourly rate is \$375 per hour, a minor \$25 increase from the previous year.

Upon a motion by Councilmember Drum, seconded by Councilmember Farrell, Council unanimously authorized the Mayor or her designee to execute a contract with Van Camp Meacham & Newman, PLLC for legal services for Fiscal Year 2020 by a vote of 4-0.

14. Discuss and Consider the Contract for the Examination of Local Governmental Employees' Retirement System Census Data.

Brooke Hunter, Financial Services Director, explained that the Village of Pinehurst was selected by the Office of State Auditor (OSA) to obtain a required census data examination for the calendar year ended 12/31/19. The Village is one of 53 government employer participants selected from both the Local Governmental Employees' Retirement System (LGERS) and Teachers' and State

Employees' Retirement System (TSERS). This is the third year of required testing, and units that were not selected this year will eventually be chosen as the State works through the sample pool, except very small units. The OSA is the auditor for the State of North Carolina's Comprehensive Annual Financial Report (CAFR), which includes the LGERS plan. Employee information and payroll data for the LGERS plan is entered into ORBIT (North Carolina's online retirement system portal) by each individual government unit. The engagement focuses on internal controls surrounding the ORBIT data gathering and input process, as well as several pieces of census data including: eligibility, compensation, gender, date of birth, date of enrollment in the plan with this employer, and termination date. Upon implementation of GASB Standards 67 and 68 regarding the reporting of pension assets and liabilities, the OSA began requiring a selection of government employer participants to obtain an examination of their census data each year. This allows the OSA to provide assurance that the census data used to produce the net pension liability and pension expense data is materially accurate.

Our current auditor, Dixon Hughes Goodman, LLP, is experienced in performing these examinations. Ms. Hunter stated that based on the professional service the Village has received, she recommends the Village Council approve the engagement letter with Dixon Hughes Goodman, LLP in the amount of \$7,000 to complete the state-required census data examination. The required census data examination will be completed in fiscal year (FY) 2020 and funds are available in the FY 2020 budget to cover these unexpected costs.

Upon a motion by Councilmember Drum, seconded by Councilmember Davis, Council unanimously authorized the Mayor or her designee to execute the engagement letter with Dixon Hughes Goodman, LLP for the completion of a state-required census data examination by a vote of 4-0.

15. Discuss and Consider Solid Waste Contract for Waste Management and Lofton Garbage Services for Fiscal Year 2020.

Jeff Batton, Assistant Village Manager, explained Waste Management of Carolinas, Inc. is the current provider of services within the Pinewild community and Lofton Garbage Services is a current provider of services for Country Club of North Carolina (CCNC).

Mr. Batton stated the proposed Waste Management contract extension would expire on June 30, 2021. Waste Management has agreed to a flat rate renewal for fiscal year (FY) 2020 and would not increase the current monthly fee until the beginning of FY 2021, which would be capped at the CPI rate for the previous 12 month period. The value of the FY 2020 contract is estimated at \$235,000. Also, the proposed Lofton Garbage Services contract renewal is for 12 months beginning on July 1, 2019 and expiring on July 2020. Mr. Batton explained this contract includes a CPI adjusted rate increase for FY 2020. The value of Lofton's contract is estimated at \$110,000. Councilmember Davis asked if either of the contractors are accepting glass for recycling. Mr. Batton stated that from his understanding Lofton has set up a glass only receptacle for residents in CCNC.

Upon a motion by Councilmember Davis, seconded by Councilmember Farrell, Council unanimously authorized the Mayor or her designee to execute a contract with Lofton Garbage Services for solid waste services to CCNC and Waste Management of Carolinas for solid waste services to Pinewild for fiscal year 2020 by a vote of 4-0.

16. Community Center Update & Discussion of Change Orders/Budget Amendment

Mark Wagoner, Parks and Recreation Director, stated since the last update, the site has seen significant progress. All of the interior and exterior walls are in place, wood trusses have been installed above the program and office area with plywood installation on the trusses approximately 30% complete. Steel trusses were delivered today for the gymnasium, and store front windows are on site and ready to be installed. The two underground storm water systems are being installed and the roof for the building and cupola should be completed by the end of the month. Upcoming items of significance in June and July should be the roof installation, rough in for plumbing, mechanical and fire sprinklers, and the beginning of site utility work such as the water and sewer line connections. The project does remain behind schedule by roughly 3 weeks, due primarily to the delay in receiving the steel trusses for the gymnasium. Mr. Wagoner stated the contractor hopes to make up some time once the building is under roof, and we hope that is the case, as the schedule is getting very tight. As it stands right now, anticipated move in would be the week of November 11th. Mr. Wagner shared photos of the construction progress with Council.

Mr. Wagoner explained expenditures for fiscal year (FY) 2019 to date on the project have totaled \$1,360,697, which includes \$131,850 paid to Oakley Collier Architects for design services and construction administration for the project. The remaining \$1,228,847 has been paid to H.M. Kern Corporation for construction. The total expenditures to date in the Capital Project Fund are \$1,518,439 which includes an additional \$157,742 paid to Oakley Collier for design services in the prior fiscal year.

Mr. Wagner stated the project has a couple of items that have arisen which require a change order for Council's approval and a Council-level budget amendment.

- \$19,000 to upsize the 4" sewer line to 6" from the building to the manhole in the right of way to match the size of the line coming from the building. Mr. Wagoner noted we may be able to offset some of this cost within the project itself, but this would be the maximum expense.
- \$1,500 for additional testing services related to the underground storm water systems. During inspections of the site for the systems, there were concerns about the compaction of the soils and infiltration rates of groundwater. We had to bring the engineers back to do additional testing to make sure the site and the system would work as designed. They were able to confirm the infiltration rates were appropriate and the bad soils were removed from the site.
- There is one additional item outstanding we are currently working with Moore County Public Utilities (MCPU) on that is unresolved as of this moment. MCPU right now is requiring us to install an RPZ and large 10' x 6' x 4' hot box in the right of way on the water line that feeds the new on-site fire hydrant and the building sprinkler system. This hot box would result in an additional cost of \$26,500. The building design currently has the RPZ unit inside the Community Center in the Riser Room for the sprinkler system. Consulting with our engineers and the Fire Chief, the RPZ by the road on the line serving the fire hydrant appears to go against the State Fire Code. Mr. Wagoner explained staff has come up with a solution to loop a 2 inch line back to the right of way which cut the price by a third.

Staff would also like to seek approval to move available funds from Contingency into the Capital Project Fund to allow the construction project to move forward in a timely manner as small change orders arise. This, in combination with the Village Manager being granted authority to approve the change orders, will prevent the project from being on-hold until the next Council meeting to approve any minor change orders. With the timeline becoming so tight for the project, staff feels this is critical to completing the building in time for the department to move into the facility and be ready to open for the upcoming basketball season the first week of December.

Mr. Wagoner explained the proposed ordinance for a budget amendment transfers \$165,000 of contingency funds from the General Fund to the Community Center Capital Project Fund for potential change orders during the construction process. The ordinance also delegates authority to the Village Manager to execute change orders to the Community Center construction contract up to the available amount that is appropriated in the Capital Project Fund budget. A report of any executed change orders will be provided to the Village Council at its next regular meeting.

Upon a motion by Councilmember Farrell, seconded by Councilmember Drum, Council unanimously approved Ordinance 19-13 transferring \$165,000 of contingency funds to the Community Center Capital Project Fund and delegating authority to the Village Manager to execute potential change orders to the Community Center construction contract up to the amount appropriated in the Capital Project Fund budget by a vote of 4-0.

17. Discuss Tri-Cities Highway Corridor Overlay Standards.

Natalie Hawkins, Assistant Village Manager, briefed the Council on the Tri-Cities group's evaluation of highway corridor overlay standards and sought Council's feedback on the preliminary recommendations of the Tri-Cities work group and Village staff. Ms. Hawkins stated Southern Pines is really the only town that has a standard for highway corridors, so they used their standards as a starting point. Mayor Pro Tem Bouldry asked if there was a liaison with the County regarding highway corridor overlays. Ms. Hawkins stated there wasn't, the County is not a member of the TriCities Group.

Ms. Hawkins reviewed the minimum standards agreed upon by the Tri-Cities group and the preliminary recommendations of Village staff for the US Highway 15-501 corridor. Ms. Hawkins explained the Tri-Cities group agreed to set minimum standards on highway corridors where our jurisdictional boundaries meet, but also agreed that each individual town could implement more restrictive standards if desired and appropriate. For example, the standards considered by Pinehurst for the US Highway 15-501 corridor may be more stringent than those considered by the Town of Aberdeen further south on US Highway 15-501. Councilmember Davis asked if impervious surface was included in the standards. Ms. Hawkins stated they decided they would not include impervious surface, they agreed that each individual jurisdiction would handle their own requirements.

18. Other Business.

Mayor Pro Tem Bouldry stated that 2020 would be the Village of Pinehurst's 125 anniversary. He hopes that either the Village or the Village and partners have a celebration event for the anniversary.

19. Comments from Attendees.

- Mr. Fisco asked for staff to look at the area by the Greens Apartments, as the tributary has been blocked and is creating a pond and will be a haven for mosquitos.
 - Mr. Batton stated the Village plans to put a pipe under the sidewalk to get the water flowing into the creek in the park.
- John Hoffman, Everett Rd., stated the Community Presbyterian Church are still continuing to violate the PDO in regards to

parking. He stated that they have reduced the number of services on Sunday's and now have only one, which has made parking violations even worse.

- Councilmember Davis stated it was time for the church to give us some feedback on their plans. Alex Cameron, Senior Planner, stated that they had received resubmittals and had provided comments on the plans.

20. Motion to Recess the Regular Meeting and Enter a Closed Session.

Upon a motion by Councilmember Drum, seconded by Davis, Council unanimously approved to recess the regular meeting and enter into a closed session pursuant to NCGS §143-318.11(a)(5)(i) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease, specifically, the Council will discuss a potential real estate transaction and pursuant to NCGS 143-318.11(a)(3) to consult with the Village Attorney in order to preserve the attorney-client privilege between the Village Attorney and the Village Council, specifically, Council will discuss potential litigation for the recently approved Taylortown annexation by a vote of 4-0.

21. Closed Session.

1. Pursuant to NCGS §143-318.11(a)(5)(i) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease. Specifically, the Council will discuss a potential real estate transaction.

2. Pursuant to NCGS 143-318.11(a)(3) to consult with the Village Attorney in order to preserve the attorney-client privilege between the Village Attorney and the Village Council. Specifically, Council will discuss potential litigation for the recently approved Taylortown annexation.

22. Motion to Adjourn the Closed Session and Re-enter the Regular Meeting.

Upon a motion by Councilmember Drum, seconded by Councilmember Davis, Council unanimously approved to adjourn the closed session and re-enter the regular meeting by a vote of 4-0.

23. Motion to Adjourn.

Upon a motion by Councilmember Davis, seconded by Farrell, Council unanimously approved to adjourn the regular meeting by a vote of 4-0 at 9:00 pm.

Respectfully Submitted,



Beth Dunn,
Village Clerk

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

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

Values: Service, Initiative, Teamwork, and Improvement