



**VILLAGE COUNCIL
AGENDA FOR SPECIAL MEETING OF MAY 19, 2020
2:00 P.M.
ZOOM MEETING
PINEHURST, NORTH CAROLINA**

FY 2021 BUDGET WORK SESSION

1. Call to Order.
2. Discussion of the Recommended 2021 Strategic Operating Plan
3. Adjournment.

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

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

Values: Service, Initiative, Teamwork, and Improvement.



DISCUSSION OF THE RECOMMENDED 2021 STRATEGIC OPERATING PLAN

ADDITIONAL AGENDA DETAILS:

FROM:

Jeff Sanborn

DATE OF MEMO:

5/15/2020

MEMO DETAILS:

Staff will review the contents of the 2021 Strategic Operating Plan and facilitate a Council discussion of the initiatives and other items funded in the annual budget and five-year plan. Attached is the agenda for the Budget Work Session as well as some supplemental information that we will discuss with you during the work session.

A Public Hearing on the proposed Strategic Operating Plan and Budget will be held on Tuesday, May 26, 2020 at 4:30 p.m. Village Council and Staff will be participating in the meeting remotely. Members of the public that wish to speak at the hearing remotely will need to contact the Village Clerk at bdunn@vopnc.org or (910) 420-1631, prior to the start of the meeting, in order to receive information and instructions to log into the ZOOM meeting. Members of the public may also submit written comments by sending an email to publiccomments@vopnc.org. Written comments will be accepted until 24 hours after the public hearing. The public may also submit comments on Engage Pinehurst at <https://engage.vopnc.org/lets-talk-budget>.

While Village leaders strongly encourage the public to view and participate electronically, Assembly Hall, located at 395 Magnolia Road, will be open to members of the public to view or participate in the public hearing in person.

ATTACHMENTS:

Description

- ☐ Agenda
- ☐ Supplemental Material

Village of Pinehurst
Village Council Budget Work Session
May 19, 2020



Purpose: Provide an opportunity for the Village Council to discuss the FY 2021 Strategic Operating Plan document.

1. Welcome and Overview
2. Strategic Priorities (Pages 37-65)
 - a. Balanced Scorecard – Areas of Focus
 - b. Initiative Action Plans (FY 2021-2025)
3. Overview of Proposed FY 2021 General Fund Budget (Pages 66-75)
 - a. COVID-19 Impact on Budget (Revenues and Expenditures)
 - b. General Fund Revenues FY 2021 (Pages 76-91)
 - i. Property Taxes
 - o ½ cent property tax increase on a \$300,000 home equals \$15/year
 - o Pension Rates and Landfill Fee Analysis from FY 2020 SOP
 - ii. Local Option Sales Taxes
 - iii. Other Revenues
 - c. General Fund Expenditures FY 2021 (Pages 92-136)
 - i. Staffing Requests
 - ii. Employee Holiday and Service Award Changes
4. Five-Year Financial Forecast (Pages 137-143)
5. Capital Improvement Plan (Pages 144-152)
6. Other Items or Questions

Key Upcoming Dates:

- Tuesday, May 26th - Budget Public Hearing
- Tuesday, June 9th - Adopt the SOP and Budget Ordinance



FY 2021 Strategic Operating Plan



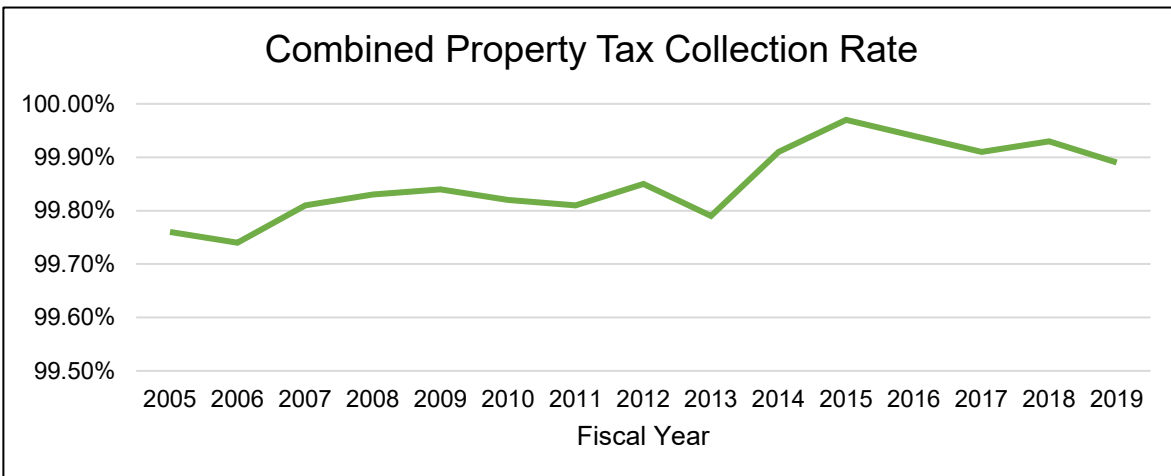
FY 2021 Potential Expenditure Deferments Due to COVID-19:

Expenditure	Amount
Postpone hiring Transportation Planner until October	\$22,750
Accelerated debt payments	\$52,000
Additional structured parking at Cannon Park	\$103,000
Wicker Park maintenance storage expansion	\$60,000
Pedestrian facilities	\$250,000
Streetscape improvements on Magnolia Road	\$250,000
Pipe inspection camera	\$95,000
Close Welcome Center operations	\$23,000
Total Potential Expenditure Deferments	\$855,750 ¹
¹ Equates to 23% of budgeted sales tax revenue	

Village of Pinehurst
Historical Property Tax Collection Rates
FY 2005-2019

Fiscal Year	Real and Personal Collection Rate	Motor Vehicles Collection Rate	Combined Collection Rate
2005	99.93%	97.09%	99.76%
2006	99.97%	97.22%	99.74%
2007	99.97%	97.50%	99.81%
2008	99.97%	97.29%	99.83%
2009	99.94%	97.75%	99.84%
2010	99.92%	97.56%	99.82%
2011	99.91%	97.52%	99.81%
2012	99.97%	97.35%	99.85%
2013	99.94%	96.91%	99.79%
2014	99.97%	99.03%	99.91%
2015	99.97%	100.00% ¹	99.97%
2016	99.93%	100.00%	99.94%
2017	99.90%	100.00%	99.91%
2018	99.93%	100.00%	99.93%
2019	99.89%	100.00%	99.89%

¹ NC's Tag & Tax Together program implemented, which combined the billing of annual vehicle registration fees and vehicle property taxes so they can be paid at the same time.



Village of Pinehurst
Five-Year Forecast Tax Rate Comparison
FY 2021 - 2025

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Tax Rate	\$ 0.300	\$ 0.300	\$ 0.300	\$ 0.300	\$ 0.300
Projected Actual Gain (Loss) ¹	(\$84,544)	\$30,824	(\$208,173)	(\$386,090)	(\$377,317)
Operating Margin	89%	91%	92%	92%	94%
Projected Ending GF Fund Balance	\$9,772,249	\$9,803,074	\$9,594,901	\$9,208,811	\$8,831,494
Fund Balance as a % of Expenditures	46%	46%	44%	40%	39%
Tax Rate	\$ 0.305	\$ 0.310	\$ 0.315	\$ 0.320	\$ 0.320
Projected Actual Gain (Loss) ¹	\$106,346	\$418,664	\$378,637	\$405,750	\$421,593
Operating Margin	88%	90%	90%	89%	91%
Projected Ending GF Fund Balance	\$9,963,139	\$10,381,804	\$10,760,441	\$11,166,191	\$11,587,784
Fund Balance as a % of Expenditures	47%	49%	49%	49%	51%

¹ Projected actual gain (loss) includes the Budget to Actual variance of 101% of revenues and 93% of operating expenditures.

Village of Pinehurst

Tax Equivalent of LGERS Pension Rate and Recycling Landfill Fee Increases

FY 2020 Budget

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
FY 2019 LGERS Rates	8.00%	8.25%	8.25%	8.25%	8.25%
NEW LGERS Rates ¹	8.95%	10.15%	11.35%	12.45%	12.45%
FY 2019 Recycling Landfill Fees/Ton	\$25	\$25	\$25	\$25	\$25
NEW Recycling Landfill Fees/Ton ¹	\$115	\$115	\$115	\$115	\$115
Annual \$ Impact of Pension Rate Increases	\$75,590	\$157,171	\$269,682	\$377,721	\$392,557
Annual \$ Impact of Landfill Fee Increases	\$149,704	\$152,027	\$154,366	\$156,720	\$159,087
Total \$ Impact	\$225,294	\$309,198	\$424,048	\$534,441	\$551,644
Tax Rate Equivalent of Increases	\$ 0.006	\$ 0.008	\$ 0.011	\$ 0.014	\$ 0.015

¹ When preparing the FY 2020 Budget and Five-Year Forecast, the Village Council approved a 1/2 cent tax increase in FY 2020 and scheduled an additional 1/2 cent tax increase for FY 2021, FY 2022, FY 2023, and FY 2024 to cover the increased estimated costs associated with the new LGERS pension contribution rates mandated by the State Retirement System and the new recycling landfill fees imposed by Moore County.



Village of Pinehurst
POSITION DESCRIPTION - DRAFT

Title:	Transportation Planner	Reports To:	Planning and Inspections Director
Department:	Planning and Inspections	Division:	Planning
Salary Grade:	24	Directly Supervises:	N/A
FLSA Status:	Exempt	Shift:	Primarily Days M-F
Safety Sensitive:			
Established Date:	July 2020	Revision Date:	

GENERAL STATEMENT OF DUTIES

Primarily performs journey-level professional planning work on a wide variety of transportation planning work tasks and development projects.

DESCRIPTION

An employee in this class primarily performs journey-level planning work, with an emphasis on transportation related planning and project analysis and design. The employee will also perform general planning and zoning work to interpret and administer Village codes, regulations, standards, and plans. Work involves serving as a staff resource for planning boards and commissions and ensuring design and development projects meet applicable design and development ordinance standards. The position also assists in responding to questions and inquiries regarding planning and zoning ordinances. Work involves considerable public contact often in sensitive or emotional issues requiring good judgment, firmness, and tact. Considerable knowledge and skill in GIS and computerized drafting software is required. Work is supervised by the Planning and Inspections Director and is evaluated through conferences, review of work results obtained, and overall acceptance of the programs by the Village's citizens.

DUTIES AND RESPONSIBILITIES

- Reviews, analyzes, interprets and projects traffic data using NCDOT traffic counts, Village collected traffic counts, and Street Light data.
- Administers periodic traffic counts on Village roads.
- Reviews, analyzes and provides recommendations on traffic related impacts of development proposals.
- Prepares and periodically updates various multimodal transportation plans including but not limited to the Bicycle Master Plan and the Pedestrian Master Plan.
- Develops new transportation plans and studies related to implementation of the Comprehensive Plan and other adopted planning documents that include, but are not limited to golf cart mobility, complete streets, and greenway trail development.
- Contributes to development and updates to the Moore County Comprehensive Transportation Plan and serves as a Village representative on the Moore Co. Comprehensive Transportation Committee.
- Serves as staff liaison with the Bicycle and Pedestrian Advisory Committee.
- Serves as the liaison with NC Department of Transportation and Triangle Area Rural Planning Organization (TARPO) on planned transportation improvements.
- Serves as a staff resource for multiple planning boards and committees; attends Technical Review Committee (TRC) meetings.
- Coordinates, reviews and analyzes Level of Service intersection studies and recommends transportation and pedestrian safety improvements.
- Conducts parking studies. Reviews and revises parking standards and develops parking strategies.
- Develops streetscape and street lighting plans for Village right of ways.
- Reviews, revises and designs transportation standards in the Engineering Standards and Specifications Manual (ESSM), Pinehurst Development Ordinance and other regulatory standards.
- Prepares annual Powell Bill Map and report.



Village of Pinehurst
POSITION DESCRIPTION - DRAFT

- Administers the sign ordinance for transportation, wayfinding, parking and other related areas.
- Confers with and provides technical assistance to property owners, contractors, developers, engineers, architects and the public regarding conformance to standards, plans, specifications and codes; explains codes, requirements and procedures and evaluates alternatives.
- Responds to questions and inquiries on a variety of issues regarding the planning and development ordinance; reviews zoning and special use requests for conformity with the principles of good planning and land use.
- Prepares and analyzes maps, GIS information and other graphical materials for the department, other Village departments and the public.
- Visits subdivisions and/or tracts of land under consideration of zoning, rezoning, variances, special use permits, etc., to determine applicability of various zoning and development ordinances, and prepares recommendations to boards and committees.
- Performs related duties as required.

KNOWLEDGE, SKILLS AND ABILITIES

- Considerable knowledge of the concepts, principles, techniques, and legal aspects of transportation planning.
- Knowledge of local, state, and federal laws, regulations, zoning, land use, and other ordinances and codes, and of the principles and practices of planning.
- Ability to review and understand technical and analytical reports, plans, and correspondence, including engineering drawings, transportation studies, and site plans.
- Ability to review proposed developments for circulation, access, and transportation impacts.
- Ability to effectively communicate technical issues and reports to a non-technical audience through presentations, written correspondence, etc.
- Considerable skill in the collection, analysis, and presentation of technical data. Skill in the use of ARC GIS, and other computer aided drafting and software programs.
- Skill in collaborative conflict resolution.
- Ability to establish and maintain effective working relationships with builders, architects, federal, state, regional, and Village officials, and the general public.
- Ability to facilitate meetings, build consensus, and work collaboratively with developers, builders, architects, Village officials, and the community regarding development.
- Ability to organize work and projects, pay close attention to detail, maintain accuracy and effectively prioritize work in the context of department practices and established time frames.

SAFETY

This position requires enforcing and following all Village of Pinehurst and OSHA safety regulations.

PHYSICAL REQUIREMENTS

- Must be able to perform the basic physical life operational functions of reaching, stooping, standing, walking, lifting, fingering, grasping, feeling, talking, hearing, and repetitive motions.
- Must be able to perform medium work exerting up to 50 pounds of force occasionally, and/or 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.
- Must possess the visual acuity to examine and work with drawings and maps, operate a computer, inspect sites regarding planning, design and construction issues, and do extensive reading.

MINIMUM AND PREFERRED EDUCATION AND EXPERIENCE

A Master's Degree in transportation planning, urban or regional planning or a closely related field, or a combination of a Bachelor's degree in urban and regional planning or closely related field and three years of professional experience in transportation planning.



Village of Pinehurst
POSITION DESCRIPTION - DRAFT

SPECIAL REQUIREMENTS

Possession of a valid driver's license. American Institute of Certified Planner (AICP) certification desired but not required. Certified Zoning Official (CZO) certification preferred.

**Village of Pinehurst
Historical Local Option Sales Tax & Hold Harmless Trends
FY 2005-2019**

Fiscal Year	Amount	% Change Over Prior Year
2005	\$2,081,945	N/A
2006	2,320,987	11.48%
2007	2,501,361	7.77%
2008	2,557,685	2.25%
2009	2,384,525	-6.77%
2010	2,270,623	-4.78%
2011	2,648,767	16.65%
2012	2,970,623	12.15%
2013	3,098,079	4.29%
2014	3,275,435	5.72%
2015	3,517,909	7.40%
2016	3,785,828	7.62%
2017	4,020,556	6.20%
2018	4,192,552	4.28%
2019	4,525,514	7.94%

¹ Article 44 sales tax repealed as part of Medicaid relief program for counties and replaced with Hold Harmless reimbursement.

