VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF MAY 12, 2020
ASSEMBLY HALL
395 MAGNOLIA RD.
PINEHURST, NORTH CAROLINA
4:30 PM

1. Call to Order.

2. Reports:

   Manager

   Council

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.

   A. Consider a Resolution Honoring David Kelley for his Service on the Board of Adjustment and Planning and Zoning Board.

   B. Approval of Village Council Meeting Minutes.

   End of Consent Agenda.

4. Q3 Update on the Status of the FY 2020 Strategic Operating Plan.

5. Presentation of the Fiscal Year 2021 Budget and Strategic Operating Plan.

6. Other Business.

7. Comments from Attendees.

8. Motion to Adjourn.

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.

COUNCIL
ADDITIONAL AGENDA DETAILS:

ATTACHMENTS:

	Description
🗋	2020 Key Partners List

Council Member to Report	Partners & Collaborators
John Strickland	Moore County Transportation Committee
	Neighborhood Advisory Committee
	Pinehurst Resort
Judy Davis	Tri-Cities Work Group (Pinehurst, So. Pines, Aberdeen)
	FirstHealth
	Moore County
Lydia Boesch	Pinehurst Business Partners
	Convention and Visitors Bureau
	Bicycle and Pedestrian Advisory Committee
Kevin Drum	Triangle J. COG
	Partners in Progress
Jane Hogeman	NCDOT/TARPO
	Beautification Committee
	Moore County Schools

CONSIDER A RESOLUTION HONORING DAVID KELLEY FOR HIS SERVICE ON THE BOARD OF ADJUSTMENT AND PLANNING AND ZONING BOARD.

ADDITIONAL AGENDA DETAILS:

FROM:
Beth Dunn

CC:
Jeff Sanborn

DATE OF MEMO:
4/30/2020

MEMO DETAILS:
Attached is draft resolution 20-11 to acknowledge and express appreciation to Mr. David Kelley for his dedicated service to the citizens of Pinehurst as a member of the Board of Adjustment and the Planning and Zoning Board.

ATTACHMENTS:

	Description
🗋	Resolution 20-10

RESOLUTION #20-10:

RESOLUTION HONORING THE SERVICE OF MR. DAVID KELLEY TO THE VILLAGE OF PINEHURST PLANNING AND ZONING BOARD AND BOARD OF ADJUSTMENT

WHEREAS, the Village Council of Pinehurst, North Carolina, wishes to acknowledge and express its appreciation to Mr. David Kelley for his dedicated service to the citizens of Pinehurst as a member of the Board of Adjustment and the Planning and Zoning Board; and

WHEREAS, Mr. Kelley was first appointed to the Board of Adjustment and Planning and Zoning Board on April 22, 2014 and served continuously and faithfully from that time; and

WHEREAS, Mr. Kelley was instrumental in the efficient operation of the Board of Adjustment and the Planning and Zoning Board always conducting the Village's business in a courteous, professional manner; and

WHEREAS, Mr. Kelley has been a significant contributor to a number of subcommittees and study groups, always utilizing his analytical skills and his past experiences to create better outcomes for the community; and

WHEREAS, Mr. Kelley was involved in numerous reviews of significant development projects in Pinehurst and its extraterritorial jurisdiction in which he always ensured that the Planning and Zoning Board fully examined all of the aspects of the proposed development or land use request before providing its recommendation to the Village Council; and

WHEREAS, Mr. Kelley's presence always added a sense of dignity to the board's proceedings.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of Pinehurst, North Carolina, in a regular meeting assembled this this 12th day of May, 2020 as follows:

Section 1. That the Village Council hereby expresses on behalf of the citizens of Pinehurst, deep appreciation and gratitude for the gifts of time, ability, and determination given as a member of the Board of Adjustment and the Planning and Zoning Board.

Section 2. That the Village Manager is hereby directed to have a copy of this Resolution presented to Mr. Kelley as a token of our gratitude.

This Resolution passed and adopted this 12th day of May, 2020.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: ___________________________
John C. Strickland, Mayor

Attest:

____
Beth Dunn, Village Clerk

Approved as to Form:

____
Michael J. Newman, Village Attorney

APPROVAL OF VILLAGE COUNCIL MEETING MINUTES.
ADDITIONAL AGENDA DETAILS:

FROM:
Beth Dunn

CC:
Jeff Sanborn

DATE OF MEMO:
5/6/2020

MEMO DETAILS:
Attached are the draft minutes from the Village Council Regular Meeting, Work Session and Closed Session on April 28, 2020.

ATTACHMENTS:

	Description
🗋	April 28, 2020 Regular Meeting
🗋	April 28, 2020 Work Session

VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF APRIL 28, 2020
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, April 28, 2020 remotely, via Zoom. Assembly Hall, located at Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina was open to the public to view the remote meeting live and to provide public comments in real time.

The following were in remote attendance of the meeting:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk

And approximately 6 attendees, including 4 staff members.

1. Call to Order.
   Mayor Strickland, called the Village Council meeting to order.

2. Reports:
   Village Manager
   - Working on installing pick up lanes and signage for the open businesses downtown.
   - The Village is posting a weekly trivia contest on Facebook with questions about a local business. The questions will require a little research about the business which should help draw attention and also traffic to the business website. Answers are due on Tuesday of the following week. The winning prize will be a gift certificate from that particular business. Different questions for a different business will be asked each week.

   Village Council
   - Councilmember Boesch stated that Pinewild residents have made 5,255 cloth masks and 200 N95 masks for the hospital. John and Jan Cashion have donated the fabric for the masks.
   - Councilmember Drum participated in the Triangle J COG meeting and they shared the way every community. NC Retail call and restaurant association. Scheduled to open in Phase 2 of the Governor's plan.
   - Councilmember Hogeman expressed thanks to the Beautification Committee for their hard work on the plantings around the Village. She thanked Councilmember Boesch for heading the face masks operation in Pinewild.
   - Mayor Pro Tem Davis encourage all citizens to complete the 2020 Census.
   - Mayor Strickland stated he has had weekly contact with the hospital and they are operating on schedule and have adequate backup. He also spoke with the Executive Director of NC Retail Merchants and he explained there are some supply chain

issues and he believe this issue will resolve itself in the next few weeks. Mayor Strickland stated for the public to remember to buy only what's needed and not hoard supplies and hopefully this issue will rectify itself.

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 Village Council Meeting Minutes.
    - April 9, 2020 Special Meeting
    - April 9, 2020 Closed Session
    - April 14, 2020 Regular Meeting
    - April 14, 2020 Closed Session
    - April 20, 2020 Special Meeting
    - April 20, 2020 Closed Session
- Budget Amendment Report

End of Consent Agenda.

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

4. Review and Discuss Key Findings of the Library Services Needs Assessment and Draft ETC Survey.

Natalie Hawkins, Assistant Village Manager, stated this agenda item is to review and discuss the key findings and the alternative strategies as well as review and discuss the Draft ETC Survey to be distributed to a random sample of Pinehurst households as part of the Library Services Needs Assessment.

Debbie Joy, Library IQ, noted that the Library Needs Assessment Report will not be finalized until they receive the results from the ETC Survey and she reviewed the timeline to date of the research activities that brought them to the preliminary findings. Ms. Joy stated that the preliminary findings indicate that, among who participated, resident's needs are not being met by the Given Memorial Library today and residents want expanded public library services in the Village. Ms. Joy explained some of the key theme and takeaways which included that the current library funding structure is not sustainable and the Village should provide library services, the building is too small to meet the desires of residents, especially those households with children, basic technology should be included, and the library hours of operation currently restrict access for working people and families. Ms. Joy stated their recommendations were for the Village to assume responsibility for operating a public library and either relocate the current library services to an existing building or construct a new one. Ms. Joy reviewed some alternative strategies they looked at to meet resident needs for library services. One strategy included collaborating with other municipal or academic libraries. She doesn't feel this is a viable solution, as the Southern Pines library exceeds their capacity already, Moore County Library/Sandhills Regional System declined to participate in the study, and the Community College is not a long term solution.

Fred Belledin, Clearscapes, explained he evaluated the size of a facility based on the industry best practice in terms of the population and also based on the programs and type of services desired by the community. The optimal squared footage would be around 17,000 square feet (sf), based on 1 person per square foot and between 14,000 sf and 20,000 sf based on programing desires heard. Mr. Belledin noted that it's also standard practice to understand what your funding allows and custom design a facility for appropriate services. Mr. Belledin explained they looked at four different sites for a potential Library with an emphasis on sites within or adjacent to Village core areas. Mr. Belledin reviewed the four potential sites they identified to either relocate services to or build a new facility on and the cost and square footage associated with each one. The sites were identified as:

1. Co-locate with Cannon Park Community Center
2. Co-locate with Village Hall
3. Renovate/Expand Historic Fire House
4. Renovate Carolina Theatre Building

Ms. Joy reviewed different options for operating and funding a municipal run library. She explained the next step would be to take the preliminary findings and recommendations and test those in the ETC Survey. She also noted they have discussed adding another question to the survey to find out what level of investment residents would support.

Mayor Strickland asked who the consultants spoke with in regards to collaborating with Southern Pines and Sandhills Community College. Ms. Joy stated she had conversations with Amanda Brown with Southern Pines Library and John Dempsey with Sandhills Community College. Mayor Strickland also asked how they determined the Theatre Building and the Fire Station as potential locations and if they had a chance to walk through those buildings while they were in Pinehurst. Mr. Belledin stated that both locations were brought up by the community and the Fire House was mentioned in the New Core Master Plan as a potential location as well. He explained that the Theatre Building was the only building in the Village Center area that is the appropriate scale and size for a library. Mr. Belledin also explained that the Fire House is in that in between area, the Village Core, that is not yet developed and this could help link the two areas together.

Councilmember Drum stated he was looking for a Needs Assessment and it looks like we have a house built on opinions. Ms. Joy explained that typically they take the information from the personal interviews, online surveys, and focus groups and use that as a sampling, given they can't talk to every person in the community. Councilmember Boesch stated she was uncomfortable listing buildings that we don't own in the survey as possible places to relocate the library. Councilmember Boesch also stated she is concerned that the draft report represents it's speaking for the entire community and she is not comfortable that it is. Ms. Joy stated they could change the language in the draft report to state participants in this study instead of community but explained she is confident in the methodology that was used and was certain that this reflects the community. Mr. Belldin stated the feedback received is only as good as the people that participated, but based on the information received from participants this represents a pretty broad cross section of the community.

Councilmember Hogeman stated she is not comfortable going forward with the survey or the report and noted she feels the report has already concluded that a bigger library is needed and demanded. She doesn't feel the greater financial context hasn't been given to the public to this point and that wish list items have been taken and turned into conclusions. Councilmember Hogeman stated she would like to see broader information on lower cost options. Mayor Pro Tem Davis stated she was very comfortable at where we are in the process. She feels we need the facts to back up the information in the report. Mayor Pro Tem Davis stated she wasn't bashful at looking at property that the Village doesn't own, as property can always be for sale. She also stated we need to face the reality that if we don't do anything then the library is going to go away.

Council reviewed and discussed a draft copy of the ETC survey. Mr. Sanborn, Village Manager, noted that this process can be parallel, we can move forward on creating the ETC survey and move forward on improving the language in the draft report at the same time. Mr. Sanborn stated the only way to get true and representative information from the community is to complete the ETC Survey. Council agreed to have a Special Meeting on May 5th at 9:30 a.m. to discuss the draft ETC Survey and Draft Needs Assessment Report further.

5. Other Business.

- Jeff Batton, Assistant Village Manager, stated he and Melissa went downtown and selected locations to install the 125th Anniversary banners on light poles, around 15 to 20 locations scattered around downtown. Melissa is working on several banner concepts to bring to Council to choose from, along with a map of locations where they would be installed. Mr. Batton stated he checked with Duke Energy on their requirements for installing banners on their poles and they only allow an 18 X 18 size banner to be installed, which is too small. The cost of the banners is around $2,500. Mayor Strickland stated Jack Farrell is still willing to provide us with the information of historic dates to publish. We would use Facebook and normal publications to showcase these dates.
- Mayor Strickland asked if there were any updates in regards to the Village's revenues due to COVID-19. Jeff Sanborn, noted that Brooke Hunter, Financial Services Director, has been looking at the worst case scenarios from the revenue projections provided by the North Carolina League of Municipalities (NCLM). Mr. Sanborn stated that the projections issued from the North Carolina Association of County Commissioners (NCACC) that was a little more severe. Mr. Sanborn explained that although we should be cautious of the uncertainty, we should also be aware that we have a 46 million dollar fund balance, and times like this is why we are required to have a fund balance. Also, there is the one million set aside for the library and we have the ability to absorb that as well. Mr. Sanborn stated that things are forever changing and we are going to factor in the latest information as we move forward. Councilmember Hogeman stated that we need to have the priorities set ahead of time so we know what we can set aside, if we need to. Ms. Hunter stated she went back and reviewed the projections by the NCLM and the 3 different scenarios they projected. She explained the Village used the moderate scenarios, the NCLM projected, and then went back and ran the proposed numbers on the worst case numbers and there was a difference of $207,000. Ms. Hunter stated she is hoping the online sales tax revenue will help mitigate the offset.

6. Comments from Attendees.

- Bernard Peters, 1205 Monticello Drive, submitted the following public comment by email: “Hello Lt. Ebel, I want to personally thank yourself and Deputy Chief Webb for your attention to the ongoing issue of the public not adhering to the posted 25 MPH speed limit on Monticello Dr. Yesterday, April 16, 2020, I noticed radar being enforced in the afternoon hours! Hopefully, this will curtail the overall disregard by the motoring public of the posted limit. I certainly appreciate your efforts! Stay safe and healthy.”
- John Webster, Pinehurst resident, submitted the following public comment by email: With reference to the Library consultants’ report and proposed survey questions: 1.The report seems based on opinion, rather than statistical analysis, in part because the statistically valid survey has yet to occur. This did not stop the consultants inferring that the 386 participants online survey is statistically valid, which it is most clearly not. 2. Their recommendations are based on the input of some 2.5% of the VOP population, most of them interested citizens in favor of a new library. Little comment is given to alternatives other than building a new library. The report then goes on to define the where, the size, estimated initial and operating costs, staffing, layout, etc. 3. The survey questions are biased in themselves and in their reference to the consultants’ report. I ask the Council members to make sure the consultants (i) revise their report in line with what they were asked to do and (ii) adopt a neutral stance in relation to an array of options that go from doing nothing, restructuring the existing library space with or without a library/archives separation, collaborating with other libraries, through to building a new library. In this, they must suppress their own bias and accept that their exposure to a small interested segment of the VOP population is not a necessarily valid representation of the opinions and wishes of the majority. I also request that the Council revise and redraft the survey questionnaire to ensure its neutrality while making it abundantly clear to survey respondents what are the property tax consequences of the various options. For example, a $8 MM build cost (assume a 10 year loan) plus $1 MM annual operating cost (not including maintenance) arguably translates into an annual $2 MM cash requirement which is equivalent to raising municipal property taxes by 20%. Utilizing existing municipal property for a new library does not mean the property has no value and thus represents an opportunity cost which must also be part of any calculation.
- Deb Wimberly, Pinehurst resident, submitted the following comments by email: I am in receipt of the libraries 2019 Annual Report. Colorful, upbeat, expensive but not hugely informative. I was taken aback that only 6% of the expenditures were for "Library Collection." Additionally I think that contributions of a meager 3.4% of the population to the facility reflects the population's interest better than any survey, no matter how expensive. The county is blessed with several excellent libraries, a couple with free access to the state's system. I can find nothing in the survey offering partnering with them to enhance services as an option. A very smart friend ran numbers far above my head and calculated the following - $8 MM build cost (assume a 10 year loan) plus $1 MM annual operating cost (not including maintenance) arguably translates into an annual $2 MM cash requirement which is equivalent to raising municipal property taxes by 20%." Can that be possible? Let’s get some FACTS and FIGURES into that survey that appears to be less than neutral.
- Carol Coates, 21 Edinburgh Lane, submitted the following comments by email: I have been reviewing the Library material that will be presented at today's Village Council meeting. It would appear that the consultants did a thorough job of soliciting public input on this matter. But I have to question whether this whole process was totally unbiased since Library IQ is a company that is very pro-library with a mission is to steer "local libraries into destinations for enrichment, community connection and contemporary living." For example, I am skeptical of the assertion that a "key theme" uncovered in their research was a community desire for "teen “hangout” space, and possibly a small performance space/amphitheater." (from Page 5-Library Services Needs Assessment.) Also it is my understanding that the Given library staff had considerable input in this process and I can't help but wonder if this doesn't present a "conflict of interest". We're living in an age where everyone wants everything and they want it now. I think the Village of Pinehurst needs to step back and seriously consider what can reasonably be provided to Village residents considering all of the other capital expenditures/projects proposed in the newly minted comprehensive plan. There is only so much money to go around and an $8 million construction cost plus a $1million annual maintenance expense seems extremely excessive. (And what was the cost overrun for the Community Center?) Also, due to our current situation with Covid-19, I suspect that revenue to the village from sales tax will be decreased. Bottom line for me is that this is not the time to be embarking on another very expensive building project. Even though we are currently 'sheltering in place' my hope is that there will be public Village Council meetings later on where Pinehurst residents will have the opportunity to speak openly to the Village Council expressing their support or concerns. This issue is too important to not have open hearings.

7. Regular Meeting and Enter a Closed Session.

Upon a motion by Councilmember Boesch, seconded by Councilmember Drum, Council unanimously approved to recess the special meeting and enter into a closed session, Pursuant to NCGS §143-318.11(a)(5) 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 and pursuant to NCGS §143-318.11(a)(4), for Village Council to discuss economic development matters involving a prospective new business or the expansion of an existing business or industry, by a vote of 5-0.

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

Upon a motion by Councilmember Drum, seconded by Councilmember Boesch, Council unanimously approved to adjourn the closed session and re-enter the regular meeting, by a vote of 5-0.

9. Motion to Adjourn.

Council unanimously approved to adjourn the regular meeting by a vote of 5-0 at 8:30 p.m.

Respectfully Submitted,

Beth Dunn,
Village Clerk

A videotape of this meeting is located on the Village website: www.vopnc.org

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

VILLAGE COUNCIL
MINUTES FOR WORK SESSION OF APRIL 28, 2020
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA

IMMEDIATLEY FOLLOWING THE REGULAR MEETING

The Pinehurst Village Council held a work session at 8:30 p.m., Tuesday, April 28, 2020 remotely, via Zoom. Assembly Hall, located at Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina was open to the public to view the remote meeting.

The following were in remote attendance:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Treasurer
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk

And approximately 4 attendees, including 4 staff.

1. Call to Order.
   Mayor John Strickland, called the Council work session to order.

2. Discuss Highway 15-501 Corridor Protection and Impacts of Public Utility Expansion.
   Jeff Sanborn, Village Manager, explained a few days ago they were made aware that Carthage is once again looking to extend their sewer line up highway 15-501 to tie into the County's system. Conversations were had a while back concerning this extension but never went anywhere. Mr. Sanborn noted the Village even had a conversation about expanding our own utility infrastructure, up Highway 15-501, to control development along the corridor, because to access those line we would require annexation. However, the same is true if Carthage runs the utility lines, they could require annexation as long as it meets state statues. Carthage is one of the few municipalities that have a local bill that exempts them from the 10% requirement for satellite annexations. Mr. Sanborn also noted that our annexation agreement with Carthage expired in October of last year.

   Mr. Sanborn stated that we can invest in the infrastructure from the traffic circle north on Highway 15-501 and allow for development and control over what that looks and feels like. Councilmember Hogeman stated that the Town of Carthage's February minutes state that town has run out of practical sewer capacity and will hear back from USDA in sixty to ninety days. Councilmember Boesch asked if Moore County has any say in this expansion. Jeff Batton, Assistant Village Manager, stated that the County has to allow for a connection and he believes Carthage is an investor in the plant. Mr. Sanborn explained they have been pursuing Moore County on a policy change to require developments that tie into their system to require annexation.

   Mr. Sanborn stated there are 3 things we need to be pushing for moving forward. First we need to close the deal on the annexation agreement with Carthage. Secondly, work with Moore County on the policy change that would require annexation for utility hook up on water or sewer. Lastly, work with Moore County on a tailored and smaller ETJ expansion, along the corridors.

3. Other Work Session Business.
   Councilmember Drum stated he feels there is a lot to learn from or partners now, such as the Triangle J. He encouraged Mr. Sanborn to participate in the meeting next week.

Mayor Pro Tem Davis asked if there is any further development between the County and State differences between the COVID-19 case numbers. Mr. Sanborn stated he believes there was a gap in reporting from private labs, which the State was working to correct.

4. Adjournment.
Upon a motion by Councilmember Boesch, seconded by Councilmember Drum, Council unanimously approved to adjourn the work session by a vote of 5-0 at 9:00 p.m.

Respectfully Submitted,

Beth Dunn,
Village Clerk

A videotape of this meeting is located on the Village website: www.vopnc.org

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Q3 UPDATE ON THE STATUS OF THE FY 2020 STRATEGIC OPERATING PLAN.

ADDITIONAL AGENDA DETAILS:

FROM:
Natalie Dean Hawkins

CC:
Jeff Sanborn

DATE OF MEMO:
5/6/2020

MEMO DETAILS:
This agenda item is to review the update on the status of implementing the FY 2020 Strategic Operating Plan. Staff will provide the Council with an update on the implementation of this year's Initiative Action Plans (IAPs) through the end of March 31, 2020.

ATTACHMENTS:

	Description
🗋	Q3 FY 2020 SOP Update

Village of Pinehurst
Strategic Operating Plan Update
Q3 FY 2020

VILLAGE OF PINEHURST | www. vopnc.org

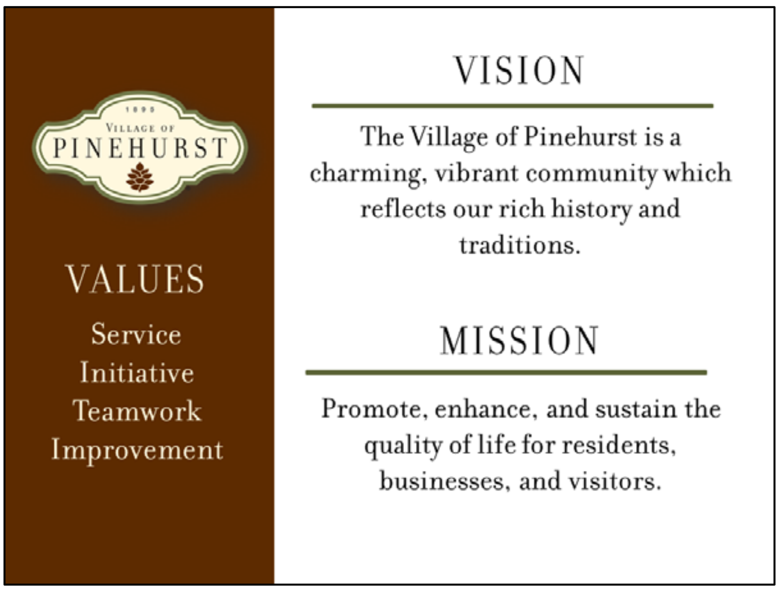
FY 2020 Strategic Operating Plan Overview

Village Council

Each year, the Pinehurst Village Council adopts a Strategic Operating Plan, which indicates the Village's plans to achieve our vision and mission. The Strategic Operating Plan covers the fiscal year that begins on July 1 and includes a five-year financial plan.

Vision, Mission, and Values

The vision is what the Village intends to be and the mission is what the Village must do to achieve that vision. The Village's core values are the guiding principles and behaviors that embody how Village employees and volunteers are expected to operate as they provide services.



Balanced Scorecard

The Village uses a Balanced Scorecard (BSC) to integrate strategic planning and resource allocation. The BSC contains goals, objectives, and key performance indicators in four perspectives to ensure a balanced approach to evaluating the achievement of organizational strategy:

1. Customer
2. Internal
3. Workforce
4. Financial

FY 2020 Balanced Scorecard

FY 2020 Goals

The FY 2020 Balanced Scorecard contains 9 strategic goals in the four perspectives.

FY 2020 Areas of Focus

Each balanced scorecard goal has one or more strategic objectives. Strategic objectives indicate how we will achieve the Village goals. In FY 2020, the Village Council identified four strategic objectives as Areas of Focus $_{\text{AOF}}$:

1. Manage development and enforce codes and ordinances,
2. Provide interconnected pedestrian facilities,
3. Maintain high quality streets, and
4. Provide recreation programs, facilities, and cultural events.

FY 2020 Initiative Action Plans (IAPs)

Status of FY 2020 Initiative Action Plans at March 31, 2020

The FY 2020 Strategic Operating Plan includes 8 Initiative Action Plans (IAPs). IAPs are those defined and measurable activities needed to accomplish our strategic objectives that involve a significant amount of financial and/or staff resources or have a significant community impact over the five-year period. Below is a chart indicating the status of the 8 IAPs as of March 31, 2020. Please see the attached report for more information.

IAP Status at 3/31/2020		# of IAPs	% of IAPs
In progress; NOT on schedule		1	12%
In progress; on schedule		5	63%
Completed		2	25%
	TOTAL	8	100%

Status of FY 2020 Initiative Action Plan Metrics at March 31, 2020

The 8 IAPs include metrics to track how effective the Village is at accomplishing targeted results. As of March 31, 2020, the Village achieved projected performance for 6, or 75%, of the 8 IAPs.

IAP Metrics at 3/31/2020		# of IAPs	% of IAPs
Achieved projected performance		6	75%
Did not achieve projected performance		2	25%
	TOTAL	8	100%

The complete status of the FY 2020 IAPs and an indication if metric projections were achieved in Q3 are indicated in the table attached to this report.

Village of Pinehurst
Initiative Action Plans (IAPs) Quarterly Report
FY 2020

	Goal	IAP Name	IAP Description	FY	Q3 FY 2020 IAP Status: IAP Status	Q3 Comments	IAP Metrics	YTD Actual	YTD Goal
Customer	Safeguard the community	Police Department Accreditation	Implement accreditation standards for law enforcement and achieve Law Enforcement Accreditation through CALEA	FY19-FY21		Due to staff turnover, the timeline for the accreditation process was delayed by one year in Q1. Annual ethics training was conducted, a requirement of accreditation, in Q2. In Q3, staff continued working through policy change approvals and required documentation.	Cumulative % of policies/standards required for accreditation reviewed	100%	100%
Customer	Ensure an attractive residential community	Long-Range Comprehensive Plan Update AOF	Develop a Long-Range Comprehensive Plan to identify future land uses and community amenities needed to achieve the community's long term vision to retain and enhance the character of the community.	FY19-FY20		The Long-Range Comprehensive Plan Update project was completed when the Village Council adopted the final plan on October 22, 2019.	# of participants who attended meetings or viewed information on Envision the Village	2,172	500
Customer	Ensure an attractive residential community	Small Area Plan for the Village Place/Rattlesnake Trail Corridor AOF	Engage a consultant to prepare a small area plan for the Village Place and Rattlesnake Trail Corridor.	FY20-FY21		The draft RFQ was prepared and reviewed with the Village Council in February and again in March. The RFQ was issued on April 17th, with responses due by May 8th.	# of residents who participate and engage in the planning process (online and in person)	0	0
Customer	Maintain an active, healthy community	Community Center AOF	Construct the Community Center to meet resident demands for cultural and recreational activities.	FY20		Construction of the new Community Center was completed and staff occupied the building on January 6th.	Total # of participants in athletic and recreation programs	3,089	3,300
Internal	Professionally manage a high performing organization	P&I Process Improvements *(carryforward)*	Implement software to process permits and inspections with an online portal and implement other recommendations to improve permit and inspection processes as identified, recommended, and approved as a result of the BIRDIE evaluation.	FY19		Staff developed formal cross-training plans for key permit processing and began working on drafting PDO amendments to require electronic submission of applications that will go to the P&Z Board and Village Council for consideration in Q4. Staff also began working on permit guides that will be posted on the VOP website in Q4.	Average # of days to issue single family permits for new construction and additions/alterations	9.28	8
Internal	Professionally manage a high performing organization	Build Baldrige Framework Systems & Culture	Continue to use the leading business model, the Baldrige Framework for Performance Excellence, to ensure systematic processes that deliver exceptional results and submit an application for the National Malcolm Baldrige Quality award in FY 2020.	FY19-FY21		Staff completed and submitted the Elegibility Certification for the Malcolm Baldrige National Quality Award in Februrary. Staff also completed drafting the 50 page application that was submitted on April 7th.	% of sections of the application drafted	100%	100%
							% of Quarterly Leadership Retreats held according to schedule	100%	100%
Internal	Professionally manage a high performing organization	Expand GIS Capabilities	Begin implementing the GIS Strategic Plan for the Village.	FY20		Staff organized and consolidated GIS data for all known data sets in January. Static maps were converted to ArcGIS online maps as of 3/1/2020. 8 maps converted, 3 were dropped due to not being applicable any longer and several new maps were created.	# of static maps converted to ArcGIS for public and staff use	100%	100%

	Goal	IAP Name	IAP Description	FY	Q3 FY 2020 IAP Status				
					IAP Status	Q3 Comments	IAP Metrics	YTD Actual	YTD Goal
Workforce	Attract & retain an engaged workforce	Workforce Learning and Development	Expand the Village's succession planning process and enhance the workforce learning and development system.	FY19-FY20		Supervisors held mid-year development meetings in January to identify employee training needs and discuss employee desires for advancement (succsssion planning). Department Heads created Department Training & Development Plans and Succession Planning Department Lists based on these meetings.	% of vacancies filled with internal candidates	51%	35%

AOF FY 2020 Village Council Areas of Focus.

Key for IAP Status	
	In progress; NOT on schedule
	In progress; on schedule
	Completed
Key for Metrics	
	Did not achieve projected performance
	Achieved projected performance

PRESENTATION OF THE FISCAL YEAR 2021 BUDGET AND STRATEGIC OPERATING PLAN.

ADDITIONAL AGENDA DETAILS:

FROM:
Jeff Sanborn

DATE OF MEMO:
5/7/2020

MEMO DETAILS:
At the Village Council meeting on May 12th, I will present an overview of the Recommended FY 2021 Budget and Strategic Operating Plan. I have attached the Budget in Brief which provides an overview of what is included in the Recommended FY 2021 Budget and a copy of the presentation.

A hard copy of the proposed 2021 Strategic Operating Plan was delivered to you on Thursday, May 7th. The document will also be placed on the Village's website following the presentation Tuesday and a printed copy will be available at the Village Hall for public inspection, as required by law.

As a reminder, Council has two budget work sessions scheduled to discuss the budget in more detail:

1. Tuesday, May 19th at 2:00 pm
2. Thursday, May 21st at 2:00 pm

We will also launch a topic on Engage Pinehurst on Wednesday, May 13th to allow the public ample opportunity to comment electronically on the Recommended FY 2021 Budget.

In addition, a public hearing is scheduled for Tuesday, May 26th at 4:30 pm for the Council to receive public comments on the budget. The Village Council and staff will be participating in the public hearing remotely via the virtual meeting platform ZOOM. Residents who wish to comment will be provided both in-person and remote opportunities.

As always, thank you for your leadership and direction throughout the process of developing the 2021 Strategic Operating Plan.

ATTACHMENTS:

	Description
🗋	Budget in Brief
🗋	FY 2021 Strategic Operating Plan Presentation

Letter from the Mayor

The Village Council is committed to ensuring Pinehurst is a charming, vibrant community which reflects our rich history and traditions. Each year, we kickoff our strategic planning process by asking our residents and businesses for feedback on our services through the community and business surveys. Council and senior leaders used that feedback, along with other relevant data, to prepare the FY 2021 Strategic Operating Plan, which includes the FY 2021 Budget.

The Council amended and affirmed the FY 2021 Balanced Scorecard and identified three strategic objectives as Areas of Focus to provide direction for the development of the FY 2021 Budget. The three Areas of Focus for FY 2021 include:

- Managing development and enforcing codes and ordinances,
- Providing a safe and effective multi-modal transportation system, and
- Managing stormwater systems.

With diligent financial oversight, the Village's Council and staff have been effective stewards of our tax dollars, ensuring the delivery of quality services that our residents, businesses, and visitors require and expect. The $21.3 million FY 2021 Budget contains a $0.305 per $100 valuation property tax rate, the lowest in the county, along with several great initiatives and projects that are sure to enhance the quality of life in the Village of Pinehurst. I encourage you to read further about those in our 2021 Strategic Operating Plan.

Sincerely,

Mayor John C. Strickland

Quick Facts

$21.3 M
Total Budget

$0.305
Per $100 of Valuation Tax Rate

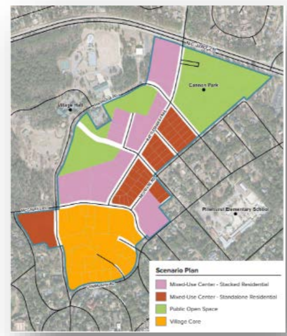
7
Initiative Action Plans

1.25
Increase of Staff Full Time Equivalents (FTEs)

Fiscal Year 2021 Initiative Action Plans

The FY 2021 Budget includes seven Initiative Action Plans (IAPs) at a cost of $251,865 to address the Village's nine strategic goals, three of which are designated to address an Area of Focus (AOF). In the five-year planning period, there are eight IAPs totaling $842,325. Additional information on IAPs can be found in the *Strategic Priorities* section of the 2021 Strategic Operating Plan. The FY 2021 Initiative Action Plans and the funding incorporated in the FY 2021 Budget include:

1. **Police Department Accreditation ($11,365)**
   The Police Department plans to implement law enforcement standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA) and apply for Police Department accreditation.
2. **Update the Pinehurst Development Ordinance AOF ($0)**
   The Village will update the Pinehurst Development Ordinance to reflect priorities of the 2019 Comprehensive Plan and revisions required by changes in NC legislation. The Village will engage a consultant and incur expenses in FY 2022.



3. **Small Area Plan for the Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy 5 Commercial Area AOF ($158,000)**
   The Village will engage a consultant to prepare two small area plans for the Village Place and the Rattlesnake Trail Corridor, which will be an update to and expansion of the previously adopted 2008 New Core Master Plan, and the Pinehurst South/Hwy 5 Commercial Area. These are two focus areas identified in the 2019 Comprehensive Plan.
4. **Develop a Comprehensive Stormwater Master Plan AOF ($0)**
   Develop a plan and strategy to address stormwater issues and concerns within the community. The Village will engage a consultant and incur expenses in FY 2022 for this IAP.
5. **Build Baldrige Framework Systems and Culture ($52,500)**
   The Village will continue using the Baldrige Excellence Framework to ensure systematic processes that deliver exceptional results and seek feedback from independent examiners in FY 2021.
6. **Expand GIS Capabilities ($23,000)**
   The Village will continue implementing the GIS Strategic Plan for the Village of Pinehurst.
7. **Workforce Learning and Development ($7,000)**
   Plans to expand the Village's succession planning process and enhance workforce learning and development will continue in FY 2021.

***Future Year IAP:* Develop a Consolidated Multi-Modal Transportation Plan AOF**
Consolidate the Village's multi-modal transportation plans into one document that incorporates bicycle, pedestrian, and golf cart accessibility. This IAP is scheduled to begin in FY 2024.

Other Significant Projects Planned for FY 2021

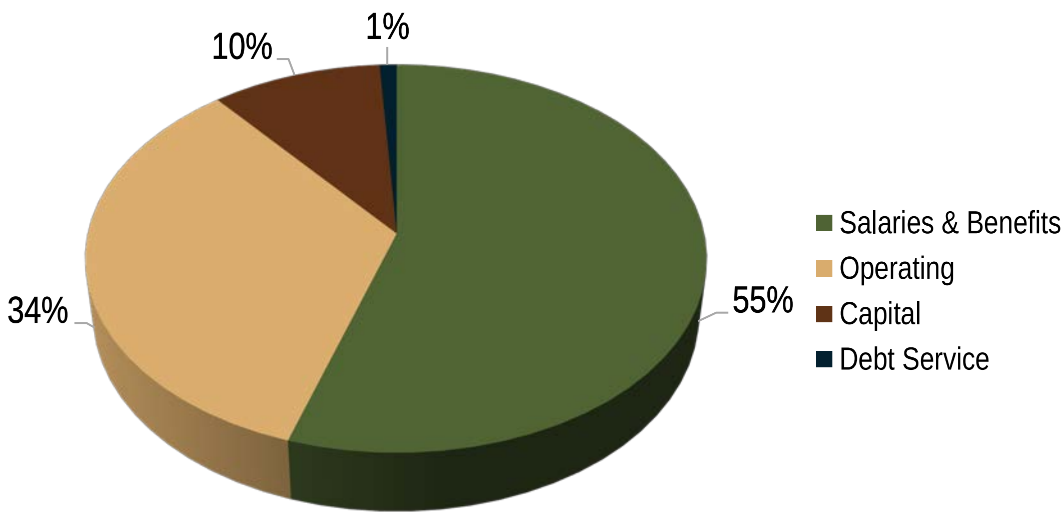
- Construct pedestrian facilities ($250,000)
- Stormwater facility enhancements ($260,000)
- West Pinehurst Park Master Plan ($30,000)
- Magnolia Road streetscape enhancements ($250,000)
- Consolidate and align multi-modal transportation planning ($97,800)
- Develop a comprehensive plan for mitigating future traffic on Highway 5 ($0)
- Resurfacing and patching for approximately 4.5 miles of roadways ($1.3 million)

How will your tax dollars be spent in FY 2021?

The FY 2021 Budget for salaries and benefits for the Village's 147 full-time equivalents (FTEs) accounts for 55% of total expenditures, or $11.8 million. The budget includes a 1.8% cost of living adjustment and merit raises at an average of 2% per employee. The Village currently pays for 100% of health, dental, and vision insurance premiums for employee-only coverage.

New Positions Funded
HR Specialist (0.25 FTE)
Transportation Planner

The FY 2021 Budget includes an increase of 1.25 full time equivalents (FTEs) for 2 positions (see *Personnel Classification Summary* for more details). A proposed restructure is also recommended in the FY 2021 budget in Parks and Recreation to increase career development opportunities and enhance performance.



In FY 2021, the recommended budget includes $2.2 million in capital investment, or 10% of total expenditures. This represents an increase from last year's General Fund capital expenditures, largely due to the replacement of a fire truck. However, this does not include approximately $2.2 million spent in FY 2020 of the total estimated $4.6 million Community Center project located in the Community Center Capital Project Fund (see Capital Expenditures section for additional details).

Significant operating costs include funding for Initiative Action Plans supporting the Council's goals and objectives. The operating expenditures also include a $1.3 million investment in street resurfacing and patching devoted to improving the quality of Village streets (see *Powell Bill* section for additional details).

Expenditures by Function

Public Safety 36%

Transportation 19%

Cultural & Recreation 16%

General Government 14%

Environmental Protection 9%

Economic & Physical Development 5%

Debt Service 1%

The Village continues to pay down its debts and at the start of FY 2021 has only $142,000 in long-term debt outstanding. Total required principal and interest payments for FY 2021 amount to $148,000, or 1% of the total annual budget. In FY 2021, the Village will pay off all remaining debt obligations.

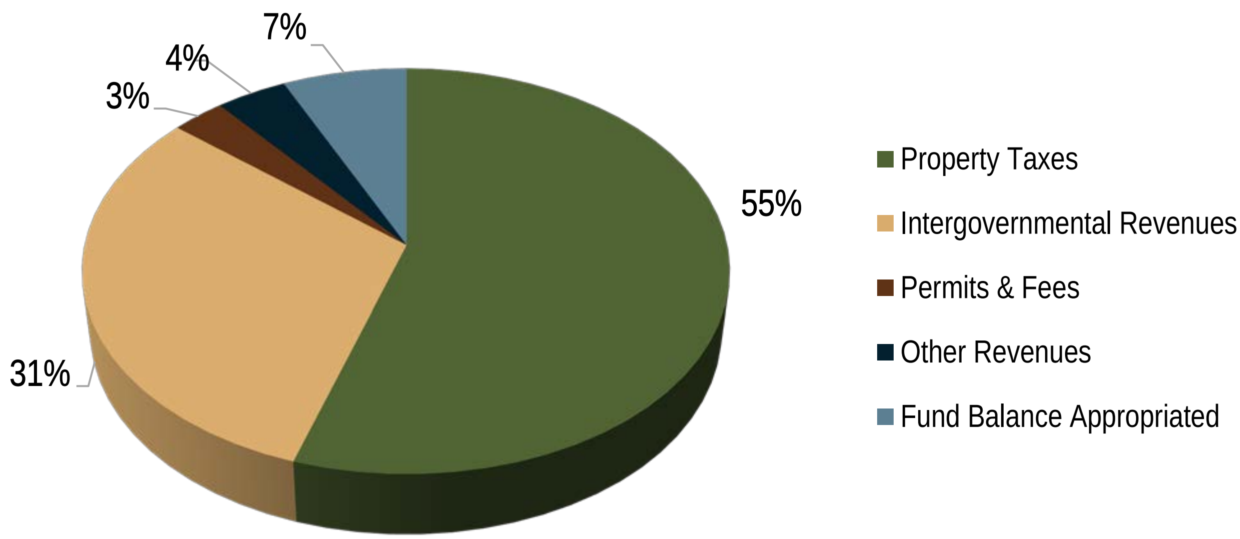
Overall, the FY 2021 Budget totals $21,261,917 or 3% below the prior year's amended General Fund budget as of December 31, 2019. The recommended budget as presented results in a per capita expenditure of $1,227 based on a projected population of 17,331.

How is the Village of Pinehurst Funded in FY 2021?

The primary revenue source for the Village is property taxes, accounting for 55% of total revenues, or $11.6 million. In FY 2021, the Village elected to increase the tax rate by ½ cent and adopt a tax rate of $0.305 per $100 of valuation, which is the lowest municipal tax rate in Moore County.

At $6.6 million, intergovernmental revenues make up 31% of total General Fund revenues. These revenues include local option sales taxes, utility sales taxes, and other state-collected revenues. Of these, local option sales taxes are the largest intergovernmental revenue source for the Village, representing 18% of the total budget.

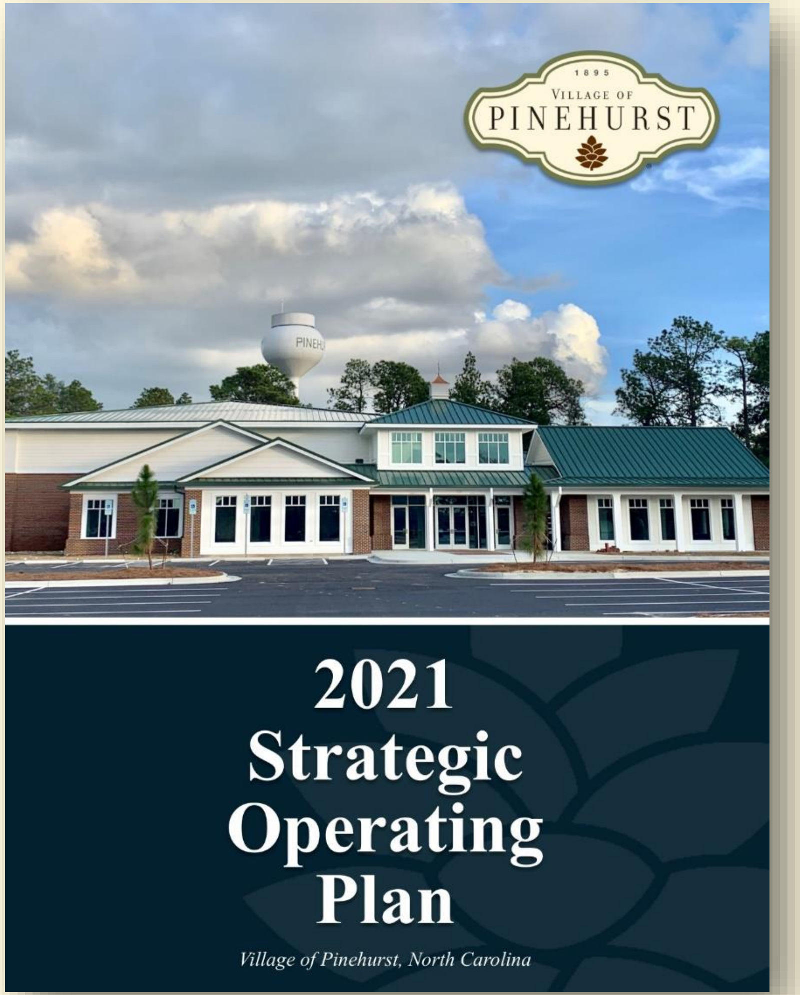
Because revenues historically come in at 101% of budget and expenditures typically fall 7% below budget, we estimate the Village will actually add $106,346 to fund balance in FY 2021. This will result in an ending fund balance of approximately 46.9% of General Fund expenditures. While this is above the Council's target fund balance policy range, it positions the Village well to address significant future projects.



Viewing the Budget Online

To view the FY 2021 Budget online, go to www.vopnc.org/sop.

On the Budget "launch" page, residents can open the entire FY 2021 Budget and Strategic Operating Plan document or an individual section, with a linked table of contents.



Presentation of the

FY 2021
Strategic Operating Plan

May 12, 2020

What we will cover:

1. Council's strategic direction
2. Key components of the Strategic Operating Plan (SOP)
3. FY 2021 Budget
4. FY 2021-2025 Financial Forecast
5. Next steps

VALUES

Service
Initiative
Teamwork
Improvement

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.

Council's Strategic Direction

Council's Strategic Direction

- Discussed in *Strategic Priorities* Section (pgs. 37-65)
- Indicates:
  - Strategic planning process
  - FY 2021 Balanced Scorecard (BSC), with Areas of Focus (AOF)
  - Initiative Action Plans (IAPs) to address strategic goals & objectives
  - Key process evaluations planned
  - Historical and projected performance, given resources allocated in the SOP

FY 2021 Strategic Operating Plan

FY 2021 Strategic Operating Plan addresses <u>most</u> of the strategic challenges indicated by the Village Council in the strategic planning retreat.

FY 2021 Strategic Opportunities Identified by Council

1. Evaluate, identify, and purchase land for a future third fire station
2. Update the Pinehurst Development Ordinance
3. Prepare a small area plan for Village Place
4. Pursue regulatory authority around our borders through ETJ extensions, annexation agreements, and amending the water/wastewater agreement with Moore County.
5. Create a small area plan for the NC Highway 5 commercial area
6. Partner with others to bring high speed internet and mobile services to the Village [1]
7. Identify alternative locations for the Public Services Complex
8. Develop a comprehensive plan for mitigating traffic on Highway 5
9. Consolidate and align multi-modal transportation planning/engineering
10. Expand street lighting
11. Implement elements of the 2015 Comprehensive Pedestrian Plan and Bicycle Plan
12. Prepare consolidated multi-modal plan
13. Prepare a comprehensive stormwater master plan
14. Update the Comprehensive Parks & Recreation Master Plan while considering neighborhood open spaces and amenities
15. Create a master plan to develop West Pinehurst Park
16. Implement the GIS strategic plan (in progress)

[1] Scheduled to be addressed beyond the five-year planning period

FY 2021 Strategic Operating Plan

FY 2021 Strategic Operating Plan addresses all of the strategic challenges indicated by the Village Council in the strategic planning retreat.

Strategic Challenges
1. Managing the quality of development 2. Minimizing traffic congestion, especially on Hwy 5 3. Increase in the cost of doing business 4. Aging housing stock 5. Responding to increased demand on existing services due to growth 6. Changing service needs due to changing demographics 7. Attracting and retaining highly qualified workforce members (employees and volunteers) 8. Attracting types of businesses to the Village that the community desires

FY 2021 Strategic Operating Plan

The Village Council identified three (3) Areas of Focus (AOF) in January 2020 that are addressed in the FY 2021 Strategic Operating Plan.

Areas of Focus
1. Manage development and enforce codes and ordinances *(Short Term)* 2. Provide a safe and effective multi-modal transportation system *(Short Term)* 3. Manage stormwater systems *(Short Term)*

Short Term means to focus Village efforts in FY 2021.

Key Components of the Strategic Operating Plan

Key Components of the Strategic Operating Plan

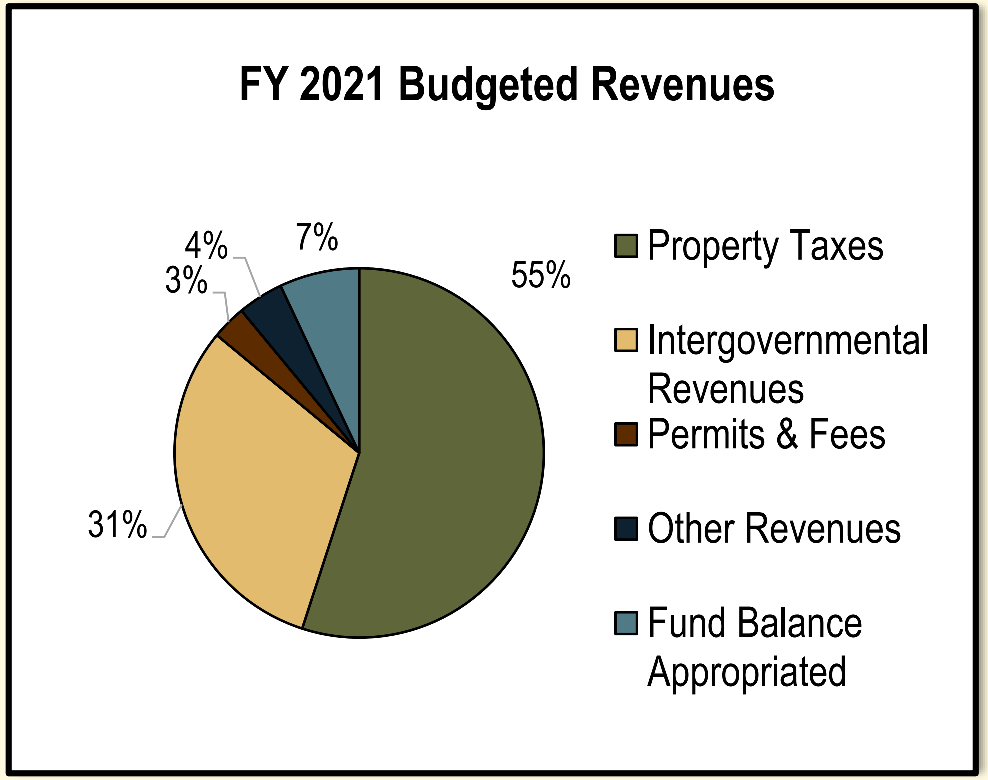
FY 2021 Budget

FY 2021 General Fund Budget Overview:

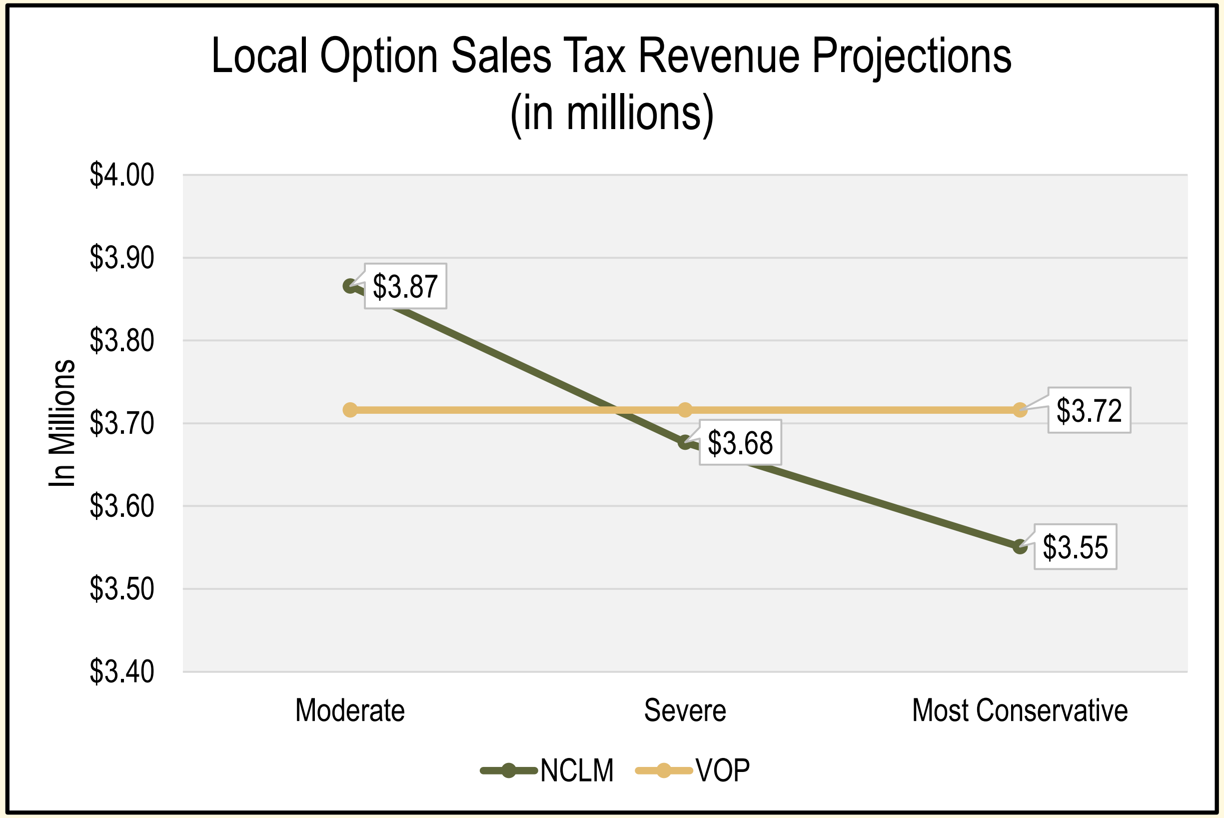
- $21.3 million budget, 3% below the FY 2020 amended General Fund budget as of December 31, 2019
- Property tax rate of $0.305 (increase of $0.005)
- Includes $1.4 million of appropriated fund balance
- Lowered budget to actual variance for expenditures from 95% to 93%
- Expect ending fund balance of 46.9% of expenditures; $1 million of library funding returned in FY20, equates to 4.7% of expenditures
- Revenue projections were lowered for several revenue sources due to the COVID-19 pandemic; Staff have identified expenditures that could be delayed
- Includes seven (7) Initiative Action Plans (IAPs) at a cost of $252,000

FY 2021 General Fund Revenues:

- Assumes a 1.28% growth in the real property tax base based on prior year construction levels
- Assumes 100 new homes, 85 less than the 185 projected for FY 2020
- Building permits & fees and planning & zoning fees – Est. decline of $286,000 from FY 2020 original budget
- Investment income – Est. decline of $155,000 from FY 2020 original budget



FY 2021 Local Option Sales Tax Impact of COVID-19:

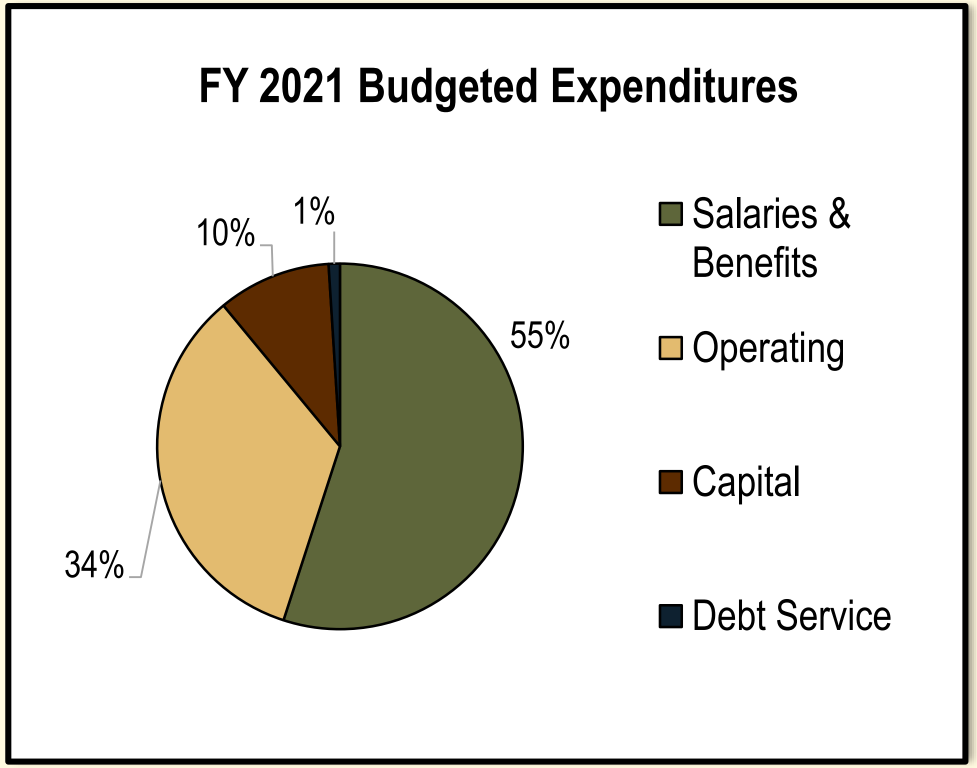


This year, the NCLM prepared three local option sales tax growth/loss scenarios ranging in severity from Moderate to Most Conservative. VOP's estimate is most similar to NCLM's Severe scenario.

– VOP can absorb a $1.45 million decline (39% less than budgeted) in revenue and still maintain fund balance at 40% of expenditures

FY 2021 General Fund Expenditures:

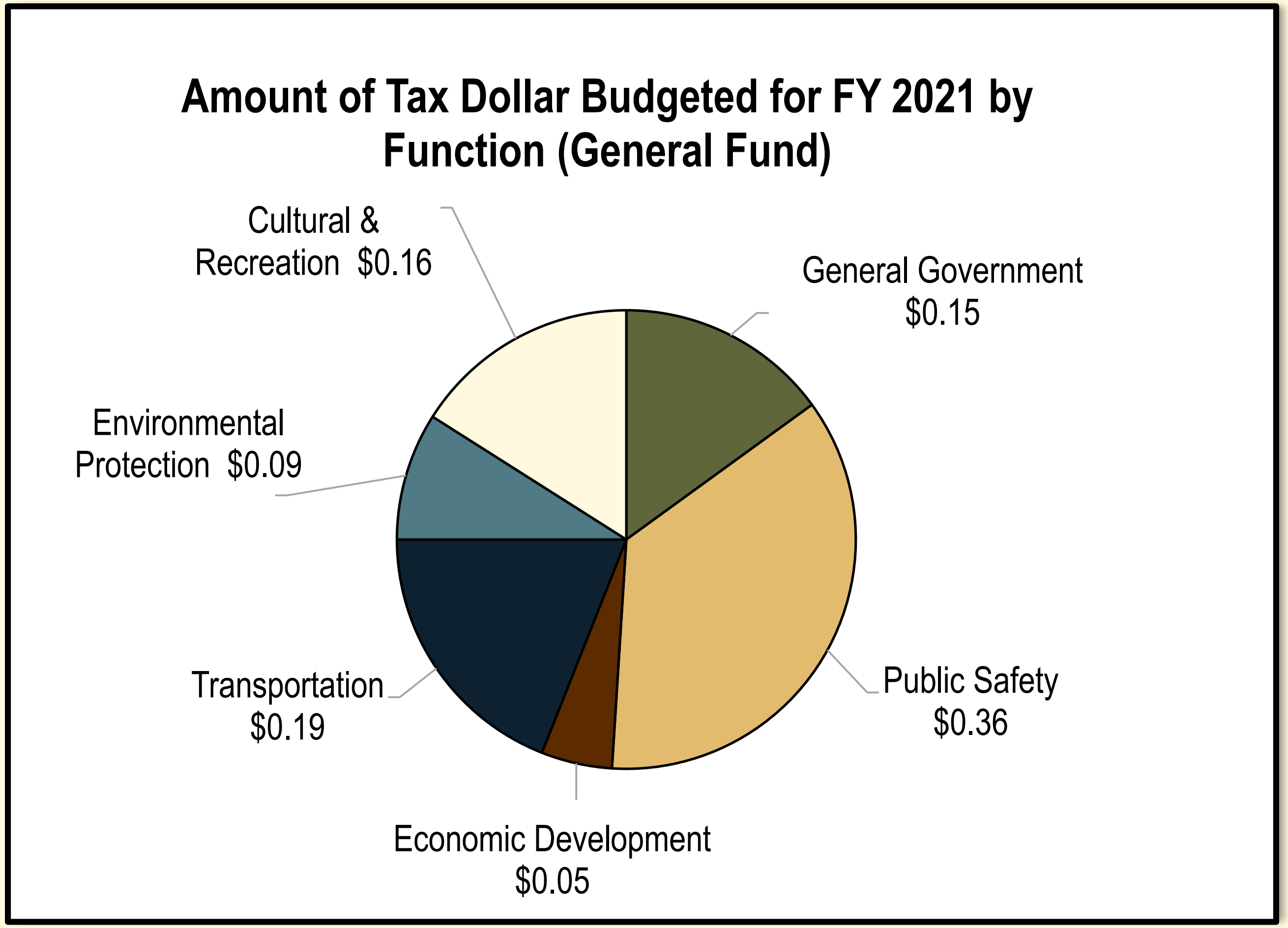
- Merit pay raises at 2% average plus cost of living adjustment of 1.8%
- 1.25 new full-time equivalents (FTEs): Transportation Planner (1.0), HR Specialist (0.25)
- VOP pays 100% of employee health/dental insurance; Estimated 10% increase in premiums
- Includes $506,000 for Comprehensive Plan strategies (almost $0.015 on the tax rate)



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	

FY 2021 Strategic Operating Plan



FY 2021 Significant Capital ($2.2 million in total):

Significant Capital Items	Amount
Fire engine	$625,000
Magnolia Road streetscape improvements	$250,000
Pedestrian facilities	$250,000
Garbage truck	$210,000
Storm drainage projects	$170,000
3 Police vehicles	$120,000
Additional structured parking at Cannon Park	$103,000

FY 2021–2025 Five-Year Financial Forecast

Five-Year Financial Forecast (Pages 137-143) Includes:

- Developed to meet key financial ratios for fund balance (>30% minimum), operating margins (89% - 91%), and debt service ratios (<10%)
- Incorporates:
  - Five-Year Staffing Forecast
  - Five-Year Capital Improvement Plan (CIP)
- Key Assumptions
  - 1.0% annual growth in real & personal tax base
  - 3.3% annual increase in salaries & benefits
  - 2.5% inflation rate in operating costs

VILLAGE OF PINEHURST 1895

Key Highlights of FY 2021-2025 Financial Plan:

1. Tax rate of $0.305 in FY 2021; projected tax rate increases of ½ cent in each year of FY 2022-2024
2. Includes mandated pension rates and landfill fees
3. 0.75 new FTEs in the five-year period
4. One department restructure to increase career development
5. $1.85 million included in FY 2021-2025 for pedestrian facilities
6. $1.24 million included in FY 2021-2025 for storm drainage projects
7. $1.03 million included in FY 2021-2025 for West Pinehurst Park master plan and development

FY 2021 Strategic Operating Plan

Five Year Financial Forecast: FY 2021 – FY 2025					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Tax Rate	**$0.305**	**$0.310**	**$0.315**	**$0.320**	**$0.320**
Full Time Equivalents (FTEs)	**147**	**147**	**146**	**146**	**146**
General Fund Operating Revenues	$19,847,450	$20,188,000	$20,722,000	$21,667,000	$21,632,000
General Fund Operating Expenditures	19,038,717	19,624,963	20,195,788	20,906,903	21,294,330
Operating Income(Loss)	**$808,733**	**$563,037**	**$526,212**	**$760,097**	**$337,670**
Capital Expenditures	2,223,200	1,720,000	1,768,500	2,034,500	1,623,000
Total Expenditures	$21,261,917	$21,344,963	$21,964,288	$22,941,403	$22,917,330
Budget to Actual Variance [1]	1,520,813	1,575,627	1,620,925	1,680,153	1,706,923
Projected Actual Gain/(Loss) [2]	**$106,346**	**$418,664**	**$378,637**	**$405,750**	**$421,593**
Projected Fund Balance as a % of Total Budget	**46.9%**	**48.6%**	**49.0%**	**48.7%**	**50.6%**
Operating Margin	0.88	0.90	0.90	0.89	0.91

[1]*Assumes actual operating revenues of 101% of budget and actual operating expenditures of 93% of budget*

[2] *Flexibility to fund future capital requirements or offset unexpected high and prolonged COVID-19 impacts*

FY 2021 Strategic Operating Plan

Strategic Objective	Initiative Action Plan (IAP) Name	Initiative Action Plan (IAP) Description	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Deliver effective police services	Police Department Accreditation	Seek national accreditation from CALEA by FY 2022	$11,365	$10,365	$7,365	$7,365	$7,365	$43,825
Manage development and enforce codes and ordinances AOF	Update the Pinehurst Development Ordinance	Update the Pinehurst Development Ordinance to reflect priorities of the 2019 Comprehensive Plan and changes required by 160D legislation	$0	$200,000	$0	$0	$0	$200,000
	Small Area Plan for Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy5 Commercial Area	Engage a consultant and develop small area plans for two focus areas from the 2019 Comprehensive Plan	$158,000	$0	$0	$0	$0	$158,000
Provide a safe and effective multi-modal transportation system AOF	Develop a consolidated multi-modal transportation plan	Consolidate multi-modal transportation plans in one document that incorporates bicycle, pedestrian, and golf cart accessibility	$0	$0	$0	$100,000	$0	$100,000
Manage stormwater systems AOF	Develop a comprehensive stormwater master plan	Develop a plan and strategy to address stormwater issues and concerns within the community	$0	$125,000	$0	$0	$0	$125,000
Continuously improve and innovate	Build Baldrige Framework Systems and Culture	Continue use of the Baldrige Excellence Framework to ensure systematic processes that deliver exceptional results	$52,500	$0	$0	$0	$0	$52,500
	Expand GIS Capabilities	Begin implementing the GIS Strategic Plan for the Village	$23,000	$25,000	$30,000	$25,000	$25,000	$128,000
Provide a supportive and rewarding work environment	Workforce Learning and Development	Expand the Village's succession planning process and enhance workforce learning and development system	$7,000	$7,000	$7,000	$7,000	$7,000	$35,000
		TOTAL NET COST	**$251,865**	**$367,365**	**$44,365**	**$139,365**	**$39,365**	**$842,325**

AOF – Addresses Council Areas of Focus

VILLAGE OF PINEHURST 1895

FY 2021-2025 Planned Capital Expenditures

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
Fleet	$ 994,500	$ 421,000	$ 413,000	$ 913,000	$ 351,000	$ 3,092,500
Information Technology	31,000	189,000	108,000	56,000	10,000	394,000
Other Capital Improvements	1,197,700	1,110,000	1,247,500	1,065,500	1,262,000	5,882,700
Total Capital Exp. Paid with Cash	**$ 2,223,200**	**$ 1,720,000**	**$ 1,768,500**	**$ 2,034,500**	**$ 1,623,000**	**$ 9,369,200**
Net Annual Operating Impact	5,000	5,500	13,500	24,000	24,500	72,500
General Fund Impact	**$ 2,228,200**	**$ 1,725,500**	**$ 1,782,000**	**$ 2,058,500**	**$ 1,647,500**	**$ 9,441,700**
Tax Rate Equivalent	**$0.06**	**$0.04**	**$0.05**	**$0.05**	**$0.04**	**-**

VILLAGE OF PINEHURST 1895

2019 Comprehensive Plan Strategy Funding

Expenditures	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Transportation Planner (salary, benefits & supplies)	$97,800	$94,600	$98,300	$102,200	$106,200	$499,100
Small Area Plans	158,000	-	-	-	-	158,000
Stormwater Master Plan	-	125,000	-	-	-	125,000
Comprehensive Updates to PDO	-	200,000	-	-	-	200,000
Multi-Modal Transportation Plan	-	-	-	100,000	-	100,000
Pedestrian Facilities	250,000	400,000	400,000	400,000	400,000	1,850,000
Additional Stormwater Infrastructure Projects	-	-	100,000	115,000	115,000	330,000
Total Significant Comp Plan Implementation Expenditures	**$505,800**	**$819,600**	**$598,300**	**$717,200**	**$621,200**	**$3,262,100**

FY 2021 Strategic Operating Plan

- Plan to conduct 39 **evaluations** in FY 2021-2025 to ID ways to improve processes and service delivery. Several will be evaluated using the BIRDIE or ACE process. These are Plan-Do-Check-Act methodologies used to identify process improvements.
- Other key evaluations include: Library Needs Assessment, parking in downtown, need for economic development and business relation services, need for additional Police Station or substation, and agenda software.

ACEs	
FY21	Fire inspection process
FY21	Improve the employee and volunteer recruitment processes
FY21	Insourcing Solid Waste collection
FY22	Ways to automate employee timekeeping
FY22	Road patching services
FY22	Ways to minimize return pickups
FY23	Purchasing/contracting process

BIRDIEs	
FY22	Document Imaging

Next Steps

KEY Dates for Next Steps *	
May 19th	Budget Work Session at 2:00 pm
May 21st	Budget Work Session at 2:00 pm
May 26th	Budget Public Hearing
June 9th	Adopt the Budget
* Meetings are currently scheduled as remote meetings using Zoom	

Following this presentation the FY 2021 Strategic Operating Plan will be posted online at www.vopnc.org and the Village welcomes public comments at www.engage.vopnc.org/budget.