Incident IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department

March 2018 - March 2017

Part I Offenses	March 2017	March 2018	+/-	Percent Changed	Year-To-Date 2017	Year-To-Date 2018	+/-	Percent Changed
Murder	0	0	0	0%	0	0	0	0%
Rape	0	0	0	0%	0	0	0	0%
Robbery	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Individual	0	0	0	0%	0	0	0	0%
Assault	0	0	0	0%	0	0	0	0%
Violent Total:	**0**	**0**	**0**	**0%**	**0**	**0**	**0**	**0%**
Burglary	0	0	0	0%	1	1	0	0%
Residential	0	0	0	0%	1	1	0	0%
Non-Residential	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Other	0	0	0	0%	0	0	0	0%
Larceny	7	8	1	14%	21	22	1	5%
Auto Theft	0	0	0	0%	0	0	0	0%
Arson	0	0	0	0%	0	0	0	0%
Property Total:	**7**	**8**	**1**	**14%**	**22**	**23**	**1**	**5%**
Part I Total:	**7**	**8**	**1**	**14%**	**22**	**23**	**1**	**5%**

Part II Offenses	March 2017	March 2018	+/-	Percent Changed	Year-To-Date 2017	Year-To-Date 2018	+/-	Percent Changed
Drug	7	12	5	71%	25	50	25	100%
Assault Simple	0	2	2	-	1	2	1	100%
Forgery/Counterfeit	0	0	0	0%	0	1	1	-
Fraud	4	1	-3	-75%	7	6	-1	-14%
Embezzlement	0	0	0	0%	0	0	0	0%
Stolen Property	0	0	0	0%	2	0	-2	-100%
Vandalism	1	3	2	200%	3	5	2	67%
Weapons	0	0	0	0%	3	1	-2	-67%
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	0	1	1	-	0	1	1	-
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	0	0	0	0%	0	0	0	0%
D.W.I.	0	8	8	-	1	20	19	1900%
Liquor Law Violation	0	1	1	-	0	1	1	-
Disorderly Conduct	0	0	0	0%	1	1	0	0%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	0	1	1	-	0	1	1	-
All Other Offenses	3	23	20	667%	19	85	66	347%
Part II Total:	**15**	**52**	**37**	**247%**	**62**	**174**	**112**	**181%**
Incident Total:	**22**	**60**	**38**	**173%**	**84**	**197**	**113**	**135%**

Arrest IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department

March 2018 - March 2017

Part I Offenses	March 2017	March 2018	+/-	Percent Changed	Year-To-Date 2017	Year-To-Date 2018	+/-	Percent Changed
Murder	0	0	0	0%	0	0	0	0%
Rape	0	0	0	0%	0	0	0	0%
Robbery	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Individual	0	0	0	0%	0	0	0	0%
Assault	0	0	0	0%	1	0	-1	-100%
Violent Total:	**0**	**0**	**0**	**0%**	**1**	**0**	**-1**	**-100%**
Burglary	0	0	0	0%	1	1	0	0%
Residential	0	0	0	0%	0	0	0	0%
Non-Residential	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Other	0	0	0	0%	0	0	0	0%
Larceny	3	1	-2	-67%	9	4	-5	-56%
Auto Theft	0	0	0	0%	0	0	0	0%
Arson	0	0	0	0%	0	0	0	0%
Property Total:	**3**	**1**	**-2**	**-67%**	**10**	**5**	**-5**	**-50%**
Part I Total:	**3**	**1**	**-2**	**-67%**	**11**	**5**	**-6**	**-55%**

Part II Offenses	March 2017	March 2018	+/-	Percent Changed	Year-To-Date 2017	Year-To-Date 2018	+/-	Percent Changed
Drug	22	12	-10	-45%	59	46	-13	-22%
Assault Simple	1	1	0	0%	2	1	-1	-50%
Forgery/Counterfeit	0	0	0	0%	0	0	0	0%
Fraud	1	0	-1	-100%	2	0	-2	-100%
Embezzlement	0	0	0	0%	0	0	0	0%
Stolen Property	1	0	-1	-100%	2	1	-1	-50%
Vandalism	1	1	0	0%	1	4	3	300%
Weapons	0	0	0	0%	5	1	-4	-80%
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	0	0	0	0%	0	0	0	0%
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	0	0	0	0%	0	0	0	0%
D.W.I.	5	8	3	60%	12	21	9	75%
Liquor Law Violation	1	0	-1	-100%	2	0	-2	-100%
Disorderly Conduct	2	0	-2	-100%	3	2	-1	-33%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	0	0	0	0%	0	0	0	0%
All Other Offenses	33	11	-22	-67%	70	62	-8	-11%
Part II Total:	**67**	**33**	**-34**	**-51%**	**158**	**138**	**-20**	**-13%**
Arrest Total:	**70**	**34**	**-36**	**-51%**	**169**	**143**	**-26**	**-15%**

SUMMARY FOR THE MONTH OF MARCH 2018

SUMMARY OF INCIDENT CALLS

TYPE OF INCIDENT	*NUMBER THIS MONTH*	*NUMBER YTD*	*NUMBER THIS MONTH LAST YEAR*	*NUMBER YTD LAST YEAR*	*PERCENTAGE YTD*
Fire	11	14	6	19	-26%
Overpressure Rupture, Explosion, Overheat - no fire	0	4	1	1	300%
Rescue & EMS Incidents	44	149	39	125	19%
Hazardous Conditions - no fire	12	48	10	32	50%
Service Call	24	70	18	77	-9%
Good Intent Call	20	84	15	64	31%
False Alarm & False Call	15	62	19	69	-10%
Severe Weather & Natural Disaster	0	2	5	5	-60%
Special Incident Type	0	0	0	0	0%
TOTAL INCIDENTS	**126**	**433**	**113**	**392**	**10%**

SUMMARY OF INSPECTION

TYPE OF INSPECTIONS	*NUMBER THIS MONTH*	*NUMBER YTD*	*NUMBER THIS MONTH LAST YEAR*	*NUMBER YTD LAST YEAR*	*PERCENTAGE YTD*
Residential	8	22	9	28	-21%
Residential New Systems	0	0	0	0	0%
Residential Fire Sprinkler	0	0	0	0	0%
Commercial	0	25	11	36	-31%
Plan Review/Site Inspections	0	2	0	4	-50%
Reinspection	9	22	0	28	-21%
Occupancy Certificates	0	0	0	0	0%
TOTAL INSPECTIONS	**17**	**71**	**20**	**96**	**-26%**
Violations Found:	0	67	27	86	-22%
YTD Violations to be Corrected:		67		41	
YTD Violations Corrected:		1		25	
Correction Percentage:		1%		61%	

April 5, 2018

J. Carlton Cole, Fire Chief

VILLAGE OF PINEHURST
BUDGET AMENDMENTS APPROVED BY BUDGET OFFICER
FOR THE PERIOD APRIL 3 - APRIL 17, 2018

Under Village of Pinehurst Ordinance #17-07, the Village Council grants the Budget Officer, or Village Manager, the ability to transfer appropriations under specific conditions. These conditions allow transfers of up to $10,000 between departments (including contingency) of the same fund for the FY 2018 Budget. The Budget Officer may not transfer monies between funds at any time.

According to Section 159-15 of The Local Government Budget and Fiscal Control Act, "any such transfers shall be reported to the governing board at its next regular meeting and shall be entered in the minutes". Listed below are the amendments authorized by the Budget Officer for the period specified above.

Note: Since appropriations are made at the department level, line item adjustments within the same department may be made without limit and do not require a report since they do not actually amend the adopted budget ordinance.

	ACCOUNT NUMBER	DESCRIPTION	DEBIT	CREDIT	APPROVED DATE
1	10-00-970-9999	Buildings & Grounds (B&G) Contingency		$ 2,846	4/16/2018
	10-00-970-7510	B&G: Fleet Vehicle Charges	$ 2,846		
	10-00-220-7520	Capital Outlay: B&G Vehicle Charges	$ 615		
	10-00-220-5904	B&G Maint ISF		$ 615	
	10-10-310-7520	Capital Outlay: B&G Vehicle Charges	$ 380		
	10-10-310-5904	B&G Maint ISF		$ 380	
	10-10-320-7520	Capital Outlay: B&G Vehicle Charges	$ 244		
	10-10-320-5904	B&G Maint ISF		$ 244	
	10-20-410-7520	Capital Outlay: B&G Vehicle Charges	$ 208		
	10-20-410-5904	B&G Maint ISF		$ 208	
	10-80-610-7520	Capital Outlay: B&G Vehicle Charges	$ 550		
	10-80-610-5904	B&G Maint ISF		$ 550	
	10-80-620-7520	Capital Outlay: B&G Vehicle Charges	$ 405		
	10-80-620-5904	B&G Maint ISF		$ 405	
	10-80-640-7520	Capital Outlay: B&G Vehicle Charges	$ 443		
	10-80-640-5904	B&G Maint ISF		$ 443	
		(Transfer $2,846 from Buildings & Grounds (B&G) Contingency to cover an overage in a B&G vehicle cost. Adjusted the associated departmental allocations for operating and capital outlay accordingly.)			
2	10-80-620-7510	Harness Track: Capital Outlay Fleet Vehicle Charges	$ 2,053		4/16/2018
	10-20-420-7510	Streets & Grounds: Capital Outlay Fleet Vehicle Charges		$ 2,053	
		(Transfer $2,053 to cover an overage in a Harness Track vehicle from Streets & Grounds Fleet capital outlay allocation.)			
3	10-00-230-4000	Financial Services Salaries	$ 7,000		4/16/2018
	10-40-710-4000	Planning Salaries		$ 7,000	
		(Transfer from Planning Salaries to cover unfunded portion of Finance Director's terminal leave payout.)			

RESOLUTION #18-10:

A RESOLUTION WAIVING ACCELERATION OF SPECIAL ASSESSMENT INSTALLMENTS FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA.

THAT WHEREAS, the Village has levied special assessments in the Municipal Service District and the Cotswold subdivision; and

WHEREAS, the Village Council approved for these special assessments to be repaid in annual installments; and

WHEREAS, the annual installments were due February 9, 2018 and the property owners listed below did not pay their assessment installment by the due date but have subsequently paid their annual installment; and

WHEREAS, G.S. 160A-233(b) states that if any installment of an assessment is not paid by the due date that all remaining installments become due and payable, unless the Council waives acceleration; and

WHEREAS, the past due accounts have been collected as of this date;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in the regular meeting assembled this 24th day of April, 2018, as follows:

SECTION 1. To waive acceleration of installments for the following Municipal Service District properties:

Property Owner	Property	Project	Annual Installment
Terry & Beth Lurtz	LRK#20080018	Cotswold	$ 337.58
Peggy Kelly & Riva, Maura Landers	LRK#20060148	Cotswold	$ 337.58
Margaret Williamson	LRK#20080325	Cotswold	$ 337.58

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

DRAFT

THIS RESOLUTION passed and adopted this 24th day of April, 2018.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By:

_____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

_____
Lauren M. Craig, Village Clerk

_____
Michael J. Newman, Village Attorney

DRAFT

John G. Frye, CPA
395 Magnolia Road
Pinehurst, NC 28374
Phone: 910-295-8646
Fax: 910-295-4434
e-mail: jfrye@vopnc.org

Village of Pinehurst

Memo

To: Village Council

From: John G. Frye

CC: Jeff Sanborn & Senior Leadership

Date: April 17, 2018

Re: Financial Statements for the Nine Months Ended March 31, 2018

As we enter the final quarter of the fiscal year, the Village's financial condition looks good. Our revenue forecast for the first three quarters is right on target. In addition, operating expenditures are running below expected levels and our capital outlays are within budget. These results should position us well to carry out the objectives outlined in the FY 2018 Strategic Operating Plan.

Financial Position:

The Village's General Fund is showing $2.2 million in income for the first nine months of the year, which is considerably lower than the $3.3 million the prior year. In terms of fund balance, the Village's fund balance is currently 67% of budgeted expenditures, which is the same level seen the previous year at March 31.

The Village's total cash and investment balances increased by $80,376, or 0.67%, compared with the previous year. This small increase is due to operating expenditures that are lower than expected at this point in the fiscal year.

Of the $12.1 million in cash and investments at March 31, 2018, $9.4 million was invested in the North Carolina Capital Management Trust money market mutual funds. An additional $2.5 million was held in high-quality certificates of deposit. Our long-term debt balances also continue to decline, with the Village currently owing $738,000 in notes payable.

Revenues & Expenditures:

General fund revenues were $211,000, or 1.4%, above the year-to-date budget projections. Most of this variance was due to property tax revenues, which were $177,000, or 1.8%, above the quarterly revenue estimate. The real and personal property tax collection rate of 99.8% is similar to this time last year. The real and personal base grew by 1.35%, compared to the same period last year, which is also slightly ahead of the 1% budget forecast. The motor vehicle tax base grew by 1.44%.

For local option sales taxes, the adopted budget forecasted a 3.5% increase over the previous year. So far, the actual collections for the first seven months of the year received are running 3.8% ahead of the previous year's collections. Overall, however, unrestricted intergovernmental revenues are near even with budget, due to utility sales taxes trending below our forecast.

Sales and service revenues are $18,000, or 3.3%, above the quarterly forecast. January billings at the Harness Track helped this revenue to exceed the revised estimate that was reduced by $39,000 at mid-year, due to lower stall occupancy rates. Overall, the Harness Track revenues are down, but not by as wide a margin as previously anticipated.

General fund operating expenditures were $1,466,000, or 11%, below the quarterly budget. This variance is significantly larger than the expected year-end expenditure variance of 5% and is the primary factor in our overall quarterly budget variance. Approximately $627,000 of the operating expenditure variance is due to lapsed salaries and benefits. Employee turnover has increased this year, with some positions remaining vacant for longer than expected. Although the largest variance this year has been in the Planning Department, other departments have also been affected. In addition to salaries and benefits, other operating items have not been expended by departments as planned. Examples include the Comprehensive Plan, legal fees, EMS base design, and engineering fees.

For capital outlay, approximately 86% of the capital outlay budgeted in the first three quarters has been expended. The majority of the remaining variance is due to $145,000 for a dump truck and police vehicle that were on order at the end of the quarter. Fleet Maintenance expects to complete these orders by the end of the fiscal year.

Financial Outlook:

The Village issued 103 single-family residential building permits valued at $25,970,000 during the first three quarters compared to 112 the previous year. Although the number of homes permitted is lower than the previous year, it is slightly ahead of our forecast. Based on this, we have revised our originally forecasted number of homes to be constructed this year from 130 to 140. Despite the increase in the projection, we will still end the year lower than the 161 constructed in the prior year.

Based on our current estimates, we anticipate the Village's fund balance will decrease by approximately $134,000 by the end of FY 2018. This is better than our estimated loss of $295,000 when the budget was adopted in May of 2017. This will leave the ending fund balance for the General Fund at $10,499,000, or 52%, of expenditures and positions the Village well as we begin preparing the FY 2019 budget. Please note, this forecast could vary significantly if departmental projects are delayed or not completed by year end.

Other Items:

During the first three quarters, the Fair Barn covered 102% of operating expenditures with operating revenues. This is slightly higher than the 100% achieved at this point the previous year and exceeds the balanced scorecard target of 95%. Due to employee turnover at the Fair Barn, we believe the Fair Barn will significantly exceed its balanced scorecard target of 95% at year-end.

The Harness Track only covered 69% of its operating expenditures compared to 84% the previous year. The decline is due to fewer horses stabling at the track this season, as mentioned above. At this point, it is doubtful the track will reach its performance target for expenditure coverage of 53% by year-end.

Conclusion:

At this point in the fiscal year, I am very pleased with the Village's financial condition and position. The Village Council and Village managers are to be commended for meeting or exceeding all of the Village's financial targets. This also positions the Village well for the upcoming adoption of our 5-year Strategic Operating Plan.

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

VILLAGE OF PINEHURST

FINANCIAL STATEMENTS

FOR THE NINE MONTHS ENDED
MARCH 31, 2018

Village of Pinehurst
Financial Statements
Table of Contents

Combined Balance Sheet..... 1

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

Community Center Capital Project Fund
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual..... 4

Schedule of Interfund Transfers..... 5

Schedule of Cash and Investments..... 6

Investment Yield Summary..... 7

Schedule of Fund Balance 8

Schedule of Capital Outlay by Function and Activity 9

Schedule of General Long Term Debt..... 10

Schedule of Budget Amendments..... 11

Schedule of Encumbrances..... 12

Schedule of Ad Valorem Property Tax Collections 13

Schedule of Ad Valorem Property Tax Levy 14

Residential Building Permits Summary..... 15

Local Option Sales Taxes Summary..... 16

Schedule of Fair Barn Revenues and Expenditures 17

Schedule of Harness Track Revenues and Expenditures..... 18

Village of Pinehurst
Combined Balance Sheet - All Fund Types
March 31, 2018

	Governmental Fund Types	Account Groups			
	General Fund	General Capital Assets	General Long - Term Debt	Totals March 31, 2018	Totals March 31, 2017
ASSETS					
Cash & investments	$ 12,089,266	$ -	$ -	$ 12,089,266	$ 12,008,890
Taxes receivable	46,582	-	-	46,582	44,984
Assessments receivable	61,568	-	-	61,568	96,257
Due from other governmental agencies	1,178,826	-	-	1,178,826	1,027,243
Other receivables	192,354	-	-	192,354	196,158
Prepaid items	2,750	-	-	2,750	5,035
Inventory	40,942	-	-	40,942	41,004
Capital assets	-	41,787,581	-	41,787,581	40,551,230
Amounts to be provided for retirement of general long-term debt	-	-	4,599,619	4,599,619	2,459,797
TOTAL ASSETS	$ 13,612,288	$ 41,787,581	$ 4,599,619	$ 59,999,488	$ 56,430,598
LIABILITIES AND FUND EQUITY					
Accounts payable	$ 164	$ -	$ -	$ 164	$ 5,086
Withholdings & accrued expenses	173,026	-	-	173,026	157,591
Accrued vacation	-	-	639,602	639,602	633,200
Total pension liability (LEO)	-	-	943,908	943,908	268,823
Net pension liability (LGERS)	-	-	2,278,540	2,278,540	490,982
Deposits	219,231	-	-	219,231	175,541
Unavailable revenues	343,873	-	-	343,873	377,415
Long-term debt	-	-	737,569	737,569	1,066,792
Total Liabilities	736,294	-	4,599,619	5,335,913	3,175,430
EQUITY					
Investment in general capital assets	-	41,787,581	-	41,787,581	40,551,230
Fund Balance:					
Nonspendable:					
Inventory	40,942	-	-	40,942	41,004
Prepaid items	2,750	-	-	2,750	5,035
Restricted:					
Stabilization by state statute	2,113,709	-	-	2,113,709	2,658,792
Equitable sharing	2,655	-	-	2,655	-
Assigned:					
Designated for expenditures	1,624,654	-	-	1,624,654	1,626,930
Unassigned	9,091,284	-	-	9,091,284	8,372,177
Total equity	12,875,994	41,787,581	-	54,663,575	53,255,168
TOTAL LIABILITIES & EQUITY	$ 13,612,288	$ 41,787,581	$ 4,599,619	$ 59,999,488	$ 56,430,598

Village of Pinehurst
General Fund
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
For the Fiscal Period Ended March 31, 2018

	Annual Budget as of 3/31/2018	Quarterly Budget as of 3/31/2018	YTD as of 3/31/2018	YTD as of 3/31/2017	Current Year Over (Under) Prior Year	% of 2018 Budget Spent / Received YTD
Revenues						
Ad valorem taxes & penalties	$ 10,126,000	$ 9,772,240	$ 9,949,304	$ 9,811,633	$ 137,671	98.26%
Assessments	28,400	28,400	30,692	35,105	(4,413)	108.07%
Other taxes and licenses	1,000	750	1,470	1,475	(5)	147.00%
Intergovernmental revenues:						
Unrestricted	5,636,100	3,752,300	3,754,521	3,590,493	164,028	66.62%
Restricted	505,400	502,877	510,757	503,910	6,847	101.06%
Permits & fees	676,800	507,600	526,291	612,474	(86,183)	77.76%
Sales & service	685,100	546,875	564,715	565,384	(669)	82.43%
Other revenues	198,730	151,253	135,772	134,969	803	68.32%
Interest earned on investments	99,000	85,905	85,685	36,109	49,576	86.55%
TOTAL REVENUES	17,956,530	15,348,200	15,559,207	15,291,552	267,655	86.65%
Operating Expenditures						
Governing Body	180,800	138,025	85,824	95,516	(9,692)	47.47%
Administration	1,152,450	877,204	795,436	796,761	(1,325)	69.02%
Financial Services	659,710	537,817	508,606	466,395	42,211	77.10%
Human Resources	422,110	310,134	258,918	244,895	14,023	61.34%
Police	3,006,514	2,270,886	2,104,848	1,978,977	125,871	70.01%
Fire	2,710,237	2,046,808	1,837,753	1,838,221	(468)	67.81%
Inspections	217,920	163,518	145,564	149,581	(4,017)	66.80%
Public Services Administration	459,789	335,962	293,342	256,505	36,837	63.80%
Streets & Grounds	1,450,720	1,032,933	980,460	941,975	38,485	67.58%
Powell Bill Funds	987,400	987,400	958,877	783,021	175,856	97.11%
Solid Waste	1,387,900	999,278	929,099	932,721	(3,622)	66.94%
Recreation	1,638,746	1,209,988	909,195	882,471	26,724	55.48%
Library	200,000	175,000	175,000	175,000	-	87.50%
Harness Track	535,760	416,984	340,354	316,482	23,872	63.53%
Fair Barn	344,040	257,108	188,639	173,735	14,904	54.83%
Planning	712,260	532,898	345,844	397,123	(51,279)	48.56%
Community Development	262,590	199,878	110,308	146,468	(36,160)	42.01%
Debt Service	362,513	303,434	361,383	412,248	(50,865)	99.69%
Total Operating Expenditures	16,691,459	12,795,255	11,329,450	10,988,095	341,355	67.88%
Capital Outlay Expenditures						
Administration	25,832	25,832	19,048	16,981	2,067	73.74%
Financial Services	1,425	1,425	1,104	1,580	(476)	77.47%
Human Resources	1,140	1,140	883	1,974	(1,091)	77.46%
Police	125,439	125,439	71,825	62,359	9,466	57.26%
Fire	674,406	659,406	662,914	34,841	628,073	98.30%
Inspections	440	440	335	763	(428)	76.14%
Public Services Administration	95,800	95,800	92,766	388,813	(296,047)	96.83%
Streets & Grounds	764,430	553,180	553,751	183,881	369,870	72.44%
Solid Waste	325,948	325,948	324,604	3,059	321,545	99.59%
Recreation	331,864	331,864	172,452	155,842	16,610	51.96%
Harness Track	121,829	96,829	71,943	45,849	26,094	59.05%
Fair Barn	125,606	98,606	29,210	78,026	(48,816)	23.26%
Planning	1,281	1,281	994	2,094	(1,100)	77.60%
Community Development	285	285	221	7,175	(6,954)	77.54%
Total Capital Outlay Expenditures	2,595,725	2,317,475	2,002,050	983,237	1,018,813	77.13%
TOTAL EXPENDITURES	19,287,184	15,112,730	13,331,500	11,971,332	1,360,168	69.12%
REVENUES OVER (UNDER) EXPENDITURES	(1,330,654)	235,470	2,227,707	3,320,220	(1,092,513)	

Village of Pinehurst
General Fund
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
For the Fiscal Period Ended March 31, 2018

	Annual Budget as of 3/31/2018	Quarterly Budget as of 3/31/2018	YTD as of 3/31/2018	YTD as of 3/31/2017	Current Year Over (Under) Prior Year	% of 2018 Budget Spent / Received YTD
Other Financing Sources (Uses)						
Operating transfers out	$ (344,000)	$ (258,000)	$ (25,240)	$ -	$ (25,240)	7.34%
Sales of capital assets	50,000	42,500	40,425	58,374	(17,949)	80.85%
Total Other Fin. Sources (Uses)	(294,000)	(215,500)	15,185	58,374	(43,189)	-5.16%
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXP AND OTHER FINANCING USES	(1,624,654)	19,970	2,242,892	3,378,594	(1,135,702)	
Appropriated Fund Balance	1,624,654	340,141	-	-	-	
EXCESS OF REVENUES, OTHER FINANCING SOURCES AND FUND BALANCE APP. OVER (UNDER) EXP AND OTHER FIN. USES	$ -	$ 360,111	2,242,892	$ 3,378,594	$ (1,135,702)	
FUND BALANCE, JULY 1			10,633,102			
FUND BALANCE, JUNE 30			$ 12,875,994			

Village of Pinehurst
Community Center Capital Project Fund
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
From Inception and for the Fiscal Period Ended March 31, 2018

	Project Budget	Actual Prior Years	Actual Current Year	Actual Total To Date
EXPENDITURES				
Design costs	$ 344,000	$ -	$ 25,240	$ 25,240
	344,000	-	25,240	25,240
REVENUES OVER (UNDER) EXPENDITURES	(344,000)	-	(25,240)	(25,240)
OTHER FINANCING SOURCES (USES)				
Transfer from General Fund	344,000	-	25,240	25,240
	344,000	-	25,240	25,240
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	$ -	$ -	-	$ -
FUND BALANCE, JULY 1			-	
			$ -	

Village of Pinehurst
Schedule of Interfund Transfers
For the Fiscal Period Ended March 31, 2018

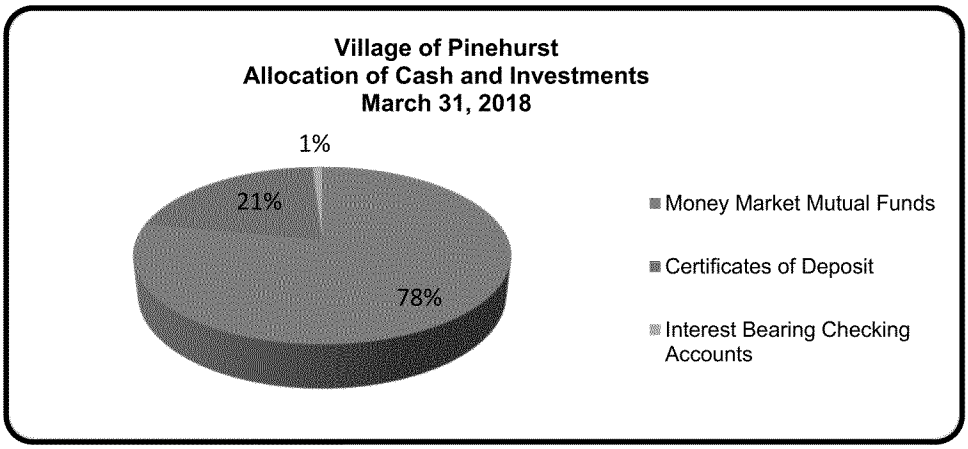
	Budgeted		Actual	
	Transfers In	Transfers Out	Transfers In	Transfers Out
General Fund Transfers:				
Community Center Capital Project Fund	$ -	$ 344,000	$ -	$ 25,240
Community Center Capital Project Fund	344,000	-	25,240	-
	$ 344,000	$ 344,000	$ 25,240	$ 25,240

Village of Pinehurst
Schedule of Cash and Investments
March 31, 2018

Investment	Bond/Bank Ratings	Purchase Date	Maturity Date	Cost
Money Market Mutual Funds				
North Carolina Capital Management Trust - Term Portfolio	Unrated			$ 8,114,385
North Carolina Capital Management Trust - Government Portfolio	AAAm (S&P)			1,316,187
Certificates of Deposit				
First Bank	5 star	07/28/17	07/28/18	1,543,013
First Tennessee Bank	4 star	08/04/17	08/04/18	1,000,000
Interest Bearing Checking Accounts				
PNC Bank Operating				114,581
Petty Cash				1,100
Total Cash and Investments				$ 12,089,266
Total Cash and Investments (same quarter previous year)				$ 12,008,890

Summary of Cash and Investments

Money Market Mutual Funds	$ 9,430,572
Certificates of Deposit	2,543,013
Interest Bearing Checking Accounts	114,581
Petty Cash	1,100
	$ 12,089,266

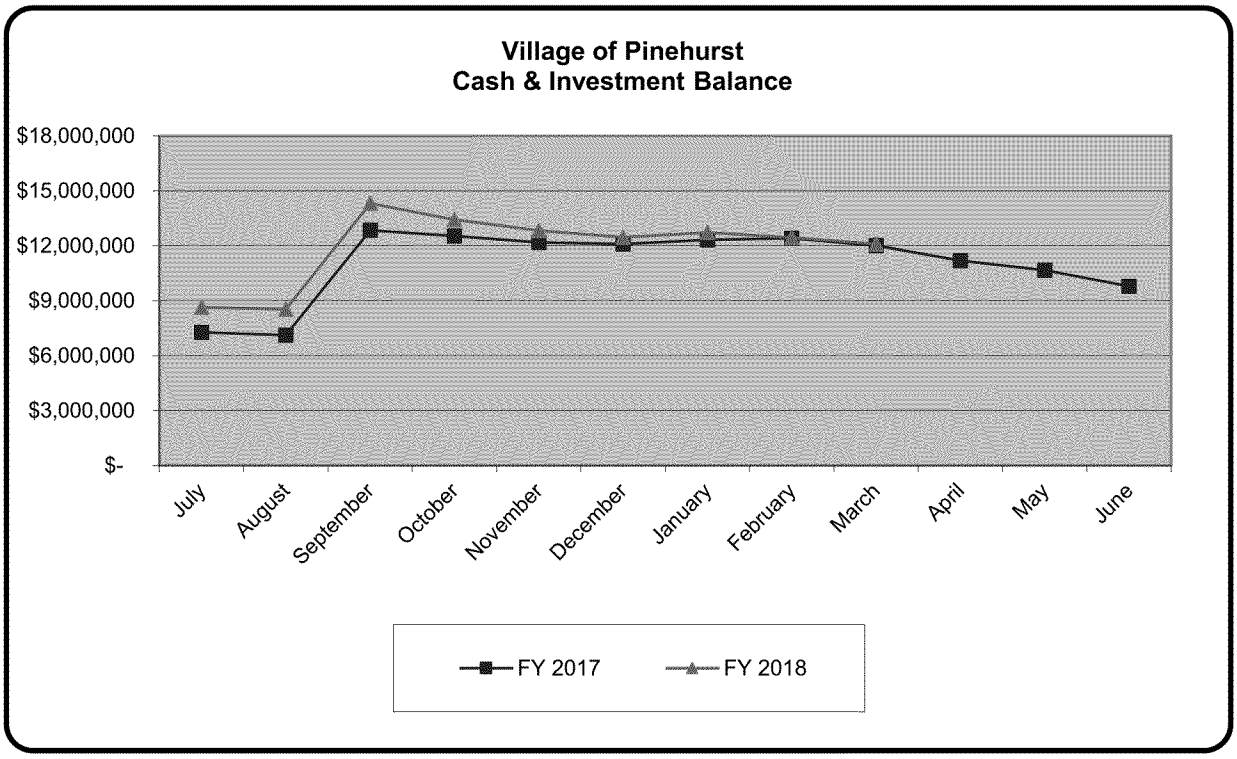


* Bank star ratings provided by Bauerfinancial.com

Village of Pinehurst
Investment Yield Summary

	FY 2017			FY 2018		
	Cash Balance	Investment Earnings	Investment Yield*	Cash Balance	Investment Earnings	Investment Yield*
July	$ 7,278,218	$ 1,281	0.20%	$ 8,640,436	$ 6,416	0.85%
August	7,118,369	1,598	0.27%	8,533,653	5,740	0.81%
September	12,841,329	1,257	0.15%	14,312,660	7,054	0.75%
October	12,536,811	3,226	0.31%	13,423,626	10,512	0.92%
November	12,173,106	4,516	0.44%	12,835,641	9,637	0.89%
December	12,090,190	4,942	0.50%	12,456,454	10,628	1.02%
January	12,320,744	7,107	0.71%	12,729,139	11,696	1.13%
February	12,415,861	5,603	0.55%	12,448,165	10,752	1.04%
March	12,008,890	6,579	0.66%	12,089,266	13,250	1.31%
April	11,183,454	6,302	0.66%			
May	10,654,701	6,160	0.69%			
June	9,789,207	14,618	1.74%			
Average	$ 11,034,240	$ 63,189	0.57%	$ 11,941,004	$ 85,685	0.97%

* Investment yield is presented on an accrual basis.



Village of Pinehurst
Schedule of Fund Balance - General Fund
March 31, 2018

	Fund Balance at 3/31/2018	Fund Balance at 3/31/2017
General Fund		
Nonspendable:		
Inventory	$ 40,942	$ 41,004
Prepaid Items	2,750	5,035
Restricted:		
Stabilization by State Statute	2,113,709	2,658,792
Equitable Sharing	2,655	-
Assigned		
Subsequent year's expenditures	1,624,654	1,626,930
Unassigned	9,091,284	8,372,177
	$ 12,875,994	$ 12,703,938

Village of Pinehurst
Schedule of Capital Outlay by Function and Activity
For the Fiscal Period Ended March 31, 2018

	Annual Budget	YTD Budget	YTD Expenditures	Remaining Balance
Land				
Streets & Grounds	$ 254,111	$ 39,111	$ 250,126	$ 3,985
Recreation	230,000	230,000	110,451	119,549
Harness Track	41,728	16,728	-	41,728
Fair Barn	85,646	85,646	21,019	64,627
	611,485	371,485	381,596	229,889
Buildings and Grounds				
Police	16,000	16,000	15,193	807
Fire	36,500	36,500	36,500	-
Public Services	91,336	91,336	88,363	2,973
Recreation	40,000	40,000	-	40,000
Harness Track	45,000	45,000	33,639	11,361
Fair Barn	32,000	5,000	-	32,000
	260,836	233,836	173,695	87,141
Equipment and Furniture				
Administration	16,116	16,116	8,718	7,398
Financial Services	1,425	1,425	1,104	321
Human Resources	1,140	1,140	883	257
Police	19,442	19,442	5,771	13,671
Fire	56,945	41,945	45,303	11,642
Inspections	440	440	335	105
Public Services Administration	1,190	1,190	921	269
Streets & Grounds	257,819	257,819	225,063	32,756
Solid Waste	948	948	733	215
Recreation	1,832	1,832	1,419	413
Harness Track	8,693	8,693	9,438	(745)
Fair Barn	944	944	732	212
Planning	1,281	1,281	994	287
Community Development	285	285	221	64
	368,500	353,500	301,635	66,865
Vehicles				
Administration	9,716	9,716	10,331	(615)
Police	89,997	89,997	50,861	39,136
Fire	580,961	580,961	581,111	(150)
Public Services Administration	3,274	3,274	3,482	(208)
Streets & Grounds	127,900	127,900	-	127,900
Solid Waste	325,000	325,000	323,870	1,130
Recreation	60,032	60,032	60,582	(550)
Harness Track	26,408	26,408	28,866	(2,458)
Planning	7,016	7,016	7,459	(443)
	1,230,304	1,230,304	1,066,562	163,742
Infrastructure				
Streets & Grounds	124,600	128,350	78,562	46,038
	124,600	128,350	78,562	46,038
Total	$ 2,595,725	$ 2,317,475	$ 2,002,050	$ 593,675

% of Capital Outlay Budget Expended 77.13%

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

Village of Pinehurst
Schedule of General Long Term Debt
March 31, 2018

	Balance at 3/31/2018	Balance at 3/31/2017	Increase (Decrease)
Fire Station			
$2,500,000; due in 30 semi-annual payments of fixed principal of $83,334 plus interest @ 3.44%; collateralized by Fire Station bldg; final payment due on 3/15/20.	$ 333,333	$ 500,000	$ (166,667)
Fair Barn			
$1,000,000; due in 40 semi-annual payments consisting of fixed principal of $25,000 plus interest @ 4.60%; collateralized by Fair Barn bldg; final payment due on 3/11/22.	200,000	250,000	(50,000)
67.04 Acres (Chicken Plant Road)			
$500,000; due in 30 semi-annual payments consisting of fixed principal of $16,667 plus interest @ 3.98%; collateralized by 67.04 acres of land; final payment due 4/17/18.	-	33,333	(33,333)
2013 Firetruck			
$550,000; due in 14 semi-annual payments of $41,917 beginning on 2/1/14; final payment due on 8/1/20; interest @ 1.75%; collateralized by firetruck.	204,236	283,459	(79,223)
	737,569	1,066,792	(329,223)
Total Pension Liability (LEO) *	943,908	268,823	675,085
Net Pension Liability (LGERS) *	2,278,540	490,982	1,787,558
Accumulated Vacation	639,602	633,200	6,402
	3,862,050	1,393,005	2,469,045
	$ 4,599,619	$ 2,459,797	$ 2,139,822

* Based on an independent annual actuarial valuation

Village of Pinehurst
Schedule of Budget Amendments - General Fund
For the Fiscal Period Ended March 31, 2018

	ORIGINAL FY 2018 BUDGET	Amended * Qtr Ended 09/30/17	Amended Qtr Ended 12/31/17	Amended Qtr Ended 03/31/18	Amended Qtr Ended 06/30/18	Total Amendments	Amended FY 2018 Budget
REVENUES							
Ad valorem taxes	$ 10,052,000	$ -	$ -	$ 74,000	$ -	$ 74,000	$ 10,126,000
Unrestricted Intergov't Revenues	5,607,100	-	-	30,000	-	30,000	5,637,100
Restricted Intergov't Revenues	505,400	-	-	-	-	-	505,400
Permits & Fees	676,800	-	-	-	-	-	676,800
Sales & Services	709,100	-	-	(24,000)	-	(24,000)	685,100
Assessments	28,400	-	-	-	-	-	28,400
Other Revenues	226,780	1,950	-	20,000	-	21,950	248,730
Investment Income	49,000	-	-	50,000	-	50,000	99,000
Appropriated Fund Balance	1,284,513	870,541	40,000	(570,400)	-	340,141	1,624,654
TOTAL REVENUES	**$ 19,139,093**	**$ 872,491**	**$ 40,000**	**$ (420,400)**	**$ -**	**$ 492,091**	**$ 19,631,184**
OPERATING EXPENDITURES							
Governing Body	180,800	-	-	-	-	-	180,800
Administration	1,138,950	13,500	-	-	-	13,500	1,152,450
Financial Services	659,710	-	-	-	-	-	659,710
Human Resources	452,110	-	-	(30,000)	-	(30,000)	422,110
Police	3,003,230	3,284	-	-	-	3,284	3,006,514
Fire	2,676,960	36,277	(3,000)	-	-	33,277	2,710,237
Inspections	217,920	-	-	-	-	-	217,920
Public Services Administration	460,220	-	(431)	-	-	(431)	459,789
Streets & Grounds	1,430,080	640	-	10,000	-	10,640	1,440,720
Powell Bill	900,400	87,000	-	-	-	87,000	987,400
Solid Waste	1,387,900	-	-	-	-	-	1,387,900
Planning	712,260	-	-	-	-	-	712,260
Community Development	272,590	-	-	(10,000)	-	(10,000)	262,590
Recreation	1,655,050	(6,304)	-	(10,000)	-	(16,304)	1,638,746
Library	200,000	-	-	-	-	-	200,000
Harness Track	535,760	-	-	-	-	-	535,760
Fair Barn	344,040	-	-	-	-	-	344,040
Contingency	-	-	-	-	-	-	-
Debt Service	362,513	-	-	-	-	-	362,513
Other Financing Uses	344,000	-	-	-	-	-	344,000
Total Operating Expenditures	16,934,493	134,397	(3,431)	(40,000)	-	90,966	17,025,459
CAPITAL EXPENDITURES							
Administration	25,832	-	-	-	-	-	25,832
Financial Services	1,425	-	-	-	-	-	1,425
Human Resources	1,140	-	-	-	-	-	1,140
Police	125,439	-	-	-	-	-	125,439
Fire	66,806	602,500	5,100	-	-	607,600	674,406
Inspections	440	-	-	-	-	-	440
Public Services Administration	89,564	5,805	431	-	-	6,236	95,800
Streets & Grounds	1,082,819	84,111	(2,100)	(390,400)	-	(308,389)	774,430
Solid Waste	325,948	-	-	-	-	-	325,948
Planning	1,281	-	-	-	-	-	1,281
Community Development	285	-	-	-	-	-	285
Recreation	274,560	7,304	40,000	10,000	-	57,304	331,864
Harness Track	105,101	26,728	-	(10,000)	-	16,728	121,829
Fair Barn	103,960	11,646	-	10,000	-	21,646	125,606
Total Capital Expenditures	$ 2,204,600	$ 738,094	$ 43,431	$ (380,400)	$ -	$ 401,125	$ 2,605,725
TOTAL EXPENDITURES	**$ 19,139,093**	**$ 872,491**	**$ 40,000**	**$ (420,400)**	**$ -**	**$ 492,091**	**$ 19,631,184**

* Includes $870,541 that was reappropriated from FY 2016-2017.

Village of Pinehurst
Schedule of Encumbrances
For the Fiscal Period Ended March 31, 2018

	Annual Budget as of 3/31/2018	YTD as of 3/31/2018	Encumbered Amount	Unencumbered Balance
GENERAL FUND				
Operating Expenditures				
Governing Body	$ 180,800	$ 85,824	$ 15,234	$ 79,742
Administration	1,152,450	795,436	16,851	340,163
Financial Services	659,710	508,606	900	150,204
Human Resources	422,110	258,918	19,053	144,139
Police	3,006,514	2,104,848	11,948	889,718
Fire	2,710,237	1,837,753	44,373	828,111
Inspections	217,920	145,564	574	71,782
Public Services Administration	459,789	293,342	12,105	154,342
Streets & Grounds	1,450,720	980,460	118,656	351,604
Powell Bill Funds	987,400	958,877	27,805	718
Solid Waste	1,387,900	929,099	161,797	297,004
Recreation	1,638,746	909,195	36,081	693,470
Library	200,000	175,000	-	25,000
Harness Track	535,760	340,354	37,439	157,967
Fair Barn	344,040	188,639	11,358	144,043
Planning	712,260	345,844	12,087	354,329
Community Development	262,590	110,308	46,565	105,717
Fleet Maintenance	696,530	456,818	41,424	198,288
B&G Maintenance	1,204,790	632,991	89,308	482,491
Information Technology	999,850	665,084	35,575	299,191
Debt Service	362,513	361,383	-	1,130
Total Operating Expenditures *	19,592,629	13,084,343	739,133	5,769,153
Capital Outlay Expenditures				
Administration	25,832	19,048	-	6,784
Financial Services	1,425	1,104	-	321
Human Resources	1,140	883	-	257
Police	125,439	71,825	-	53,614
Fire	674,406	662,914	-	11,492
Inspections	440	335	-	105
Public Services Administration	95,800	92,766	-	3,034
Streets & Grounds	764,430	553,751	-	210,679
Solid Waste	325,948	324,604	-	1,344
Recreation	331,864	172,452	-	159,412
Harness Track	121,829	71,943	-	49,886
Fair Barn	125,606	29,210	-	96,396
Planning	1,281	994	-	287
Community Development	285	221	-	64
Fleet Maintenance	1,486,874	1,290,656	155,798	40,420
B&G Maintenance	704,565	372,772	85,975	245,818
Information Technology	28,500	22,078	-	6,422
Total Capital Outlay Expenditures *	4,815,664	3,687,556	241,773	886,335
Transfer to Community Center CPF	344,000	25,240	-	318,760
Charges to Other Departments *	(5,121,109)	(3,440,399)	-	(1,680,710)
TOTAL GENERAL FUND EXPENDITURES	$ 19,631,184	$ 13,356,740	$ 980,906	$ 5,293,538
COMMUNITY CENTER CAPITAL PROJECT FUND				
Capital Expenditures				
Design & Engineering Costs	$ 344,000	$ 25,240	$ 269,560	$ 49,200
TOTAL CAPITAL PROJECT FUND EXPENDITURES	$ 344,000	$ 25,240	$ 269,560	$ 49,200

* In this schedule, General Fund operating and capital expenditures are overstated due to internal service allocation budgets appearing in both the internal service departments (Fleet, B&G, & IT) and the department to which the expenditure is eventually allocated. Total expenditures, however, reflect the actual General Fund budget.

Village of Pinehurst
Schedule of Ad Valorem Property Tax Collections
For the Fiscal Period Ended March 31, 2018

Real and Personal

Tax Year	For the Fiscal Period Ended March 31, 2018			For the Fiscal Period Ended March 31, 2017		
	Budgeted Collections	Gross Collections	% Collected Through 3/31/2018	Budgeted Collections	Gross Collections	% Collected Through 3/31/2017
Third Prior Year	$ -	$ 8	100.00%	$ -	$ 8	100.00%
Second Prior Year	-	624	100.00%	-	-	100.00%
First Prior Year	5,000	2,798	55.96%	5,000	3,542	70.84%
Current Year	9,506,000	9,486,774	99.80%	9,359,000	9,355,698	99.96%
	$ 9,511,000	$ 9,490,204	99.78%	$ 9,364,000	$ 9,359,248	99.95%

Motor Vehicles

Tax Year	For the Fiscal Period Ended March 31, 2018			For the Fiscal Period Ended March 31, 2017		
	Budgeted Collections	Gross Collections	% Collected Through 3/31/2018	Budgeted Collections	Gross Collections	% Collected Through 3/31/2017
Third Prior Year	$ -	$ 310	100.00%	$ -	$ 96	100.00%
Second Prior Year	-	-	0.00%	-	-	100.00%
First Prior Year	2,000	-	0.00%	2,000	-	0.00%
Current Year	613,000	453,687	74.01%	557,000	445,479	79.98%
	$ 615,000	$ 453,997	73.82%	$ 559,000	$ 445,575	79.71%

Village of Pinehurst
Schedule of Ad Valorem Property Tax Levy
For the Fiscal Period Ended March 31, 2018

Property Valuation

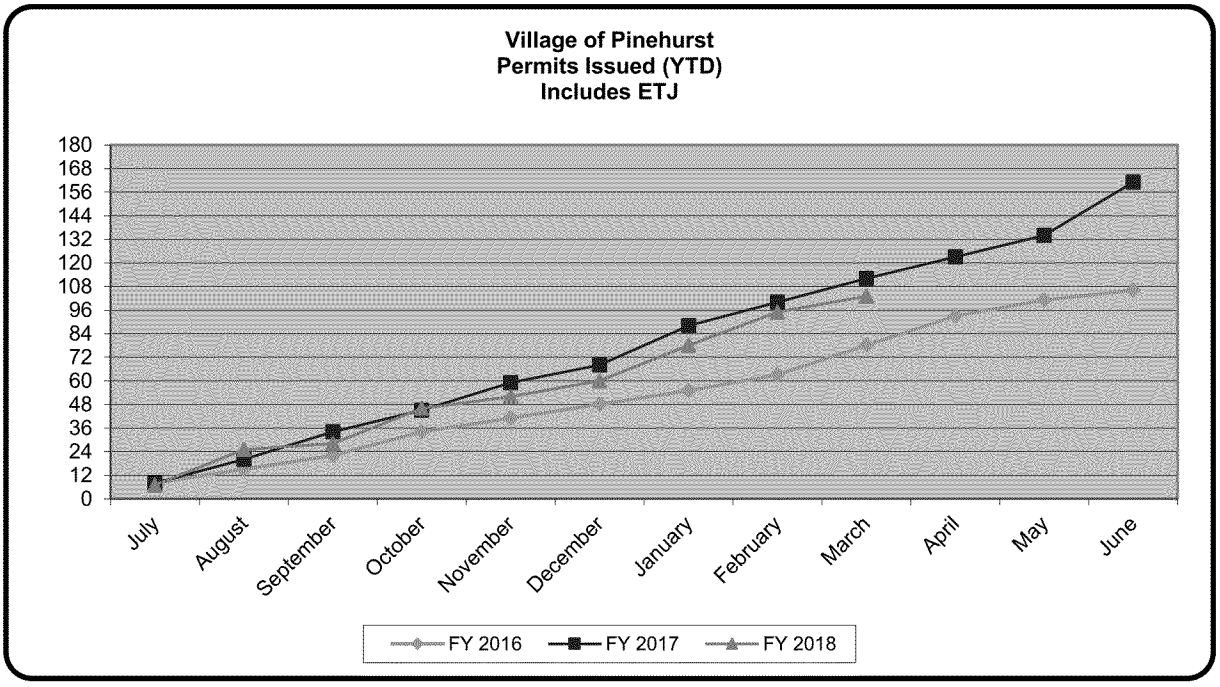
	For the Fiscal Period Ended March 31, 2018	For the Fiscal Period Ended March 31, 2017	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Real & Personal	$ 3,223,617,889	$ 3,180,761,819	$ 42,856,070	1.35%
Motor Vehicles	153,589,165	151,408,680	2,180,485	1.44%
	$ 3,377,207,054	$ 3,332,170,499	$ 45,036,555	1.35%

Levy

	For the Fiscal Period Ended March 31, 2018	For the Fiscal Period Ended March 31, 2017	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Real & Personal	$ 9,511,213	$ 9,384,731	$ 126,482	1.35%
Motor Vehicles	453,015	444,019	8,996	2.03%
	$ 9,964,228	$ 9,828,750	$ 135,478	1.38%

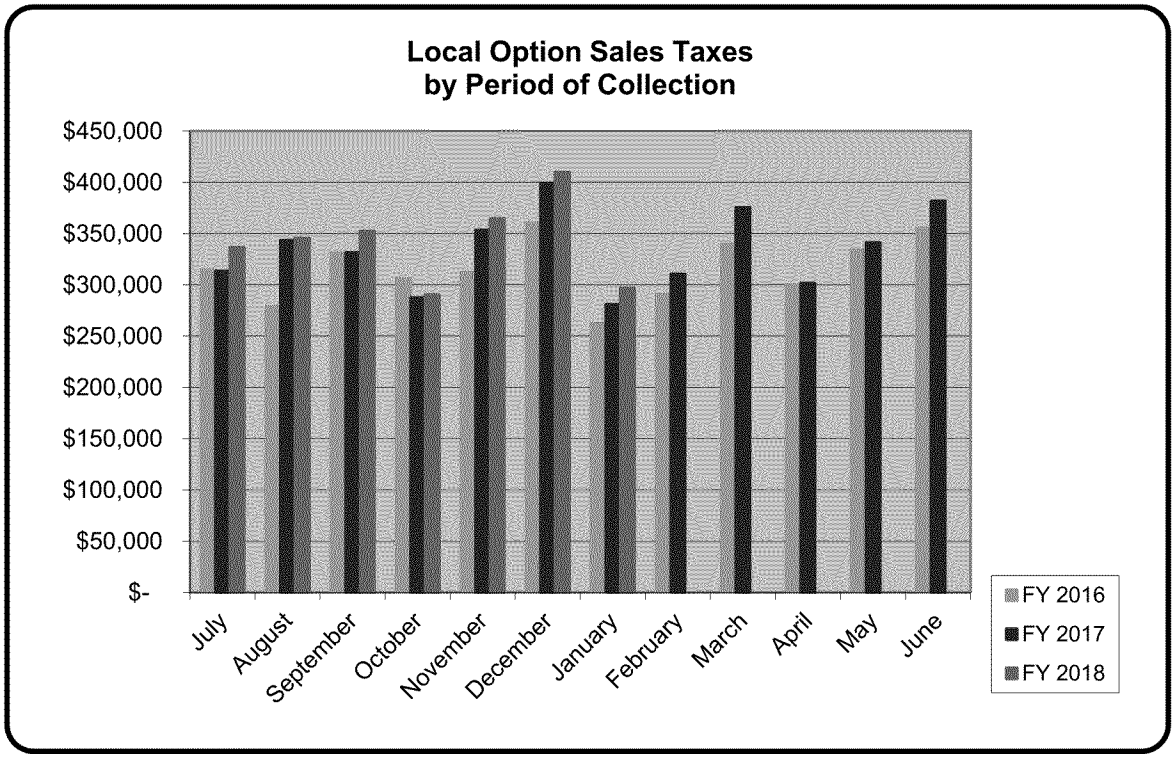
Village of Pinehurst
Residential Building Permits - Includes ETJ

	FY 2016		FY 2017		FY 2018		Construction
	# of Permits Issued	Est. Construction Costs	# of Permits Issued	Est. Construction Costs	# of Permits Issued	Est. Construction Costs	Costs Percentage Change YTD
July	8	$ 1,497,225	8	$ 1,645,500	7	$ 1,691,850	2.82%
August	7	1,595,098	12	2,054,017	18	3,158,655	31.11%
September	7	1,585,920	14	2,822,730	3	2,174,900	7.71%
October	12	3,457,175	11	2,910,900	18	4,675,000	24.04%
November	7	1,995,662	14	3,596,000	6	2,984,550	12.71%
December	7	1,367,888	9	2,142,068	8	1,589,700	7.27%
January	7	1,839,725	20	4,035,250	18	3,414,632	2.51%
February	8	2,121,563	12	2,659,500	17	4,524,452	10.74%
March	15	3,970,930	12	5,589,000	8	1,756,700	-5.41%
April	15	2,201,278	11	2,566,718	-	-	
May	8	1,605,750	11	1,017,000	-	-	
June	5	1,175,966	27	6,129,915	-	-	
YTD	106	$ 24,414,180	161	$ 37,168,598	103	$ 25,970,439	



Village of Pinehurst
Local Option Sales Taxes

	FY 2016	FY 2017	FY 2018	Same Month Change From Prior Year
July	$ 314,280	$ 313,585	$ 336,443	7.29%
August	278,768	343,487	345,760	0.66%
September	331,186	331,600	352,649	6.35%
October	305,904	287,484	290,344	0.99%
November	312,234	353,315	364,829	3.26%
December	360,390	399,256	409,840	2.65%
January	262,661	281,108	296,850	5.60%
February	290,756	310,699	-	
March	340,157	375,539	-	
April	299,982	301,667	-	
May	334,120	341,122	-	
June	355,389	381,696	-	
YTD	$ 3,785,827	$ 4,020,558	$ 2,396,715	



Village of Pinehurst
Schedule of Fair Barn Revenues and Expenditures
For the Fiscal Period Ended March 31, 2018

	Annual Budget as of 3/31/2018	Quarterly Budget as of 3/31/2018	Actual 3/31/2018	YTD as of 3/31/2017	Current Year Over (Under) Prior Year	% of 2018 Budget Spent / Received YTD
Fair Barn						
Revenues	$ 253,000	$ 182,500	$ 234,622	$ 198,958	$ 35,664	92.74%
Expenditures						
Operating	344,040	257,108	188,639	173,735	14,904	54.83%
Capital	125,606	98,606	29,210	78,026	(48,816)	23.26%
Debt Service	60,925	60,925	60,926	63,226	(2,300)	100.00%
	530,571	416,639	278,775	314,987	(36,212)	52.54%
Net Before Discounts	(277,571)	(234,139)	(44,153)	(116,029)	71,876	15.91%
Event Revenue Discounts			(41,659)	(26,066)	(15,593)	
Net After Discounts	$ (277,571)	$ (234,139)	$ (85,812)	$ (142,095)	$ 56,283	30.92%
Operating Revenues as a % of Operating Expenditures - **Before Discounts**	74%	71%	124%	115%		
Operating Revenues as a % of Operating Expenditures - **After Discounts**	74%	71%	102%	100%		
Target			95%			

Village of Pinehurst
Schedule of Harness Track Revenues and Expenditures
For the Fiscal Period Ended March 31, 2018

	Annual Budget as of 3/31/2018	Quarterly Budget as of 3/31/2018	Actual 3/31/2018	YTD as of 3/31/2017	Current Year Over (Under) Prior Year	% of 2018 Budget Spent / Received YTD
Harness Track						
Revenues	$ 232,600	$ 221,700	$ 236,249	$ 269,652	$ (33,403)	101.57%
Expenditures						
Operating	535,760	416,984	340,354	316,482	23,872	63.53%
Capital	121,829	96,829	71,943	45,849	26,094	59.05%
	657,589	513,813	412,297	362,331	49,966	62.70%
Net Before Discounts	(424,989)	(292,113)	(176,048)	(92,679)	(83,369)	41.42%
Event Revenue Discounts			-	(2,845)	2,845	
Net After Discounts	$ (424,989)	$ (292,113)	$ (176,048)	$ (95,524)	$ (80,524)	41.42%
Operating Revenues as a % of Operating Expenditures - **Before Discounts**	43%	53%	69%	85%		
Operating Revenues as a % of Operating Expenditures - **After Discounts**	43%	53%	69%	84%		
Target			53%			

Council Member to Report	Partners & Collaborators
Nancy Fiorillo	Triangle J. COG
	Neighborhood Advisory Committee
John Cashion	Moore County Schools
	Partners in Progress
John Bouldry	NCDOT/MCTC/TARPO
	Beautification Committee
Judy Davis	Pinehurst Business Partners
	Given Memorial Library
Kevin Drum	Tri-Cities Work Group (Pinehurst, So. Pines, Aberdeen)
	Bicycle and Pedestrian Advisory Committee

VILLAGE COUNCIL
MINUTES FOR WORK SESSION OF APRIL 10, 2018
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA

IMMEDIATELY FOLLOWING REGULAR MEETING

The Pinehurst Village Council held a Work Session at 6:04 p.m., Tuesday, April 10, 2018 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 R. Cashion, Mayor Pro Tem
Mr. John Bouldry, Treasurer
Ms. Judy Davis, Councilmember
Mr. Kevin Drum, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Lauren M. Craig, Village Clerk

And approximately 13 attendees, including 3 staff and 1 press.

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

2. Consider road dedication request from Spring Lake Hills Condominiums
Jeff Batton, Assistant Village Manager, explained Spring Lake Hills Condominium homeowners association has requested the Village consider accepting their roads into the Village network. The complex is located across the street from the north entrance to the Number 6 neighborhood. Mr. Batton explained the roads look to be built in a reasonable standards and would meet our standards but they have not been resurfaced since they were built. Mr. Batton asked Council if this is something they would like to consider in the future or other information they wish to have to deliberate. Bill Wood from the condo association said they would be happy to give the easements to the right of way needed and the speed bumps are for the water diversion. He said this is a small subdivision and not in a position to maintain these roads to the standards for Pinehurst. Council held a discussion on this request. Brenda Hiscott explained she and her husband built this development in 1998 and have sold them all. Council determined to have Jeff Batton continue looking into the storm water issues and other questions and bring options back to the Village Council at a future meeting.

3. Work Session Business.

- Manager Jeff Sanborn shared the recommended Moore County prioritization of transportation projects for STI funding. He shared the methodology for division, regional, and TARPO eligibility. The group reviewed the prioritization order and briefly discussed each proposed project.
- Manager Jeff Sanborn reminded Council the Village entered into an agreement with the CVB on the Welcome Center. The CVB has proposed for the Village to hire a part-time staff person but they pay for it. Council formed a consensus to continue this discussion with the CVB.
- Councilmember Bouldry said there is a development on Highway 211 being proposed for rezoning. He said this is in the area of the county's jurisdiction. Council held a discussion about this proposed rezoning and shared concerns with what could be used in that area. Council discussed the suggestion to write to the county commissioners about the concern with this project and to look at the B2 list of allowable uses and come back with suggestions to enhance the gateway of the Village.

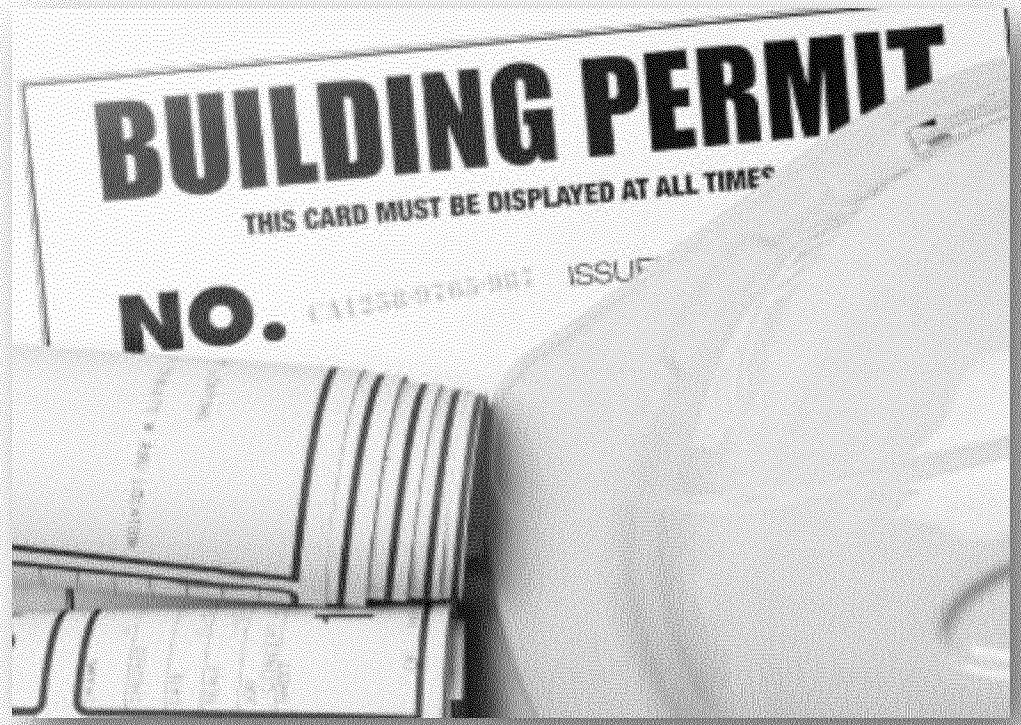
4. Motion to Adjourn.

Upon a motion by Councilmember Davis, seconded by Councilmember Bouldry, Council approved to adjourn the Work Session by a vote of 5-0 at 7:35pm.

Respectfully Submitted,

Lauren M. Craig
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



1895
VILLAGE OF
PINEHURST

BIRDIE Team Report

Permitting & Inspection Processes

April 2018

BIRDIE Overview

BIRDIE Team Members:

- Natalie Hawkins - Chair, Assistant Village Manager
- Nancy Fiorillo, Mayor
- Jason Whitaker, CIO
- Lauren Craig, Village Clerk
- Will Deaton, Planning & Inspections Director
- Bruce Gould, Principal Planner
- Alex Cameron, Senior Planner
- Scott Thomas, Chief Building Official
- Jamie Reed, Planning Technician
- JoEllen Richter, Customer Service Representative
- Wayne Haddock, Residential Builder
- Perry Harrison, Landscape Architect

BIRDIE

B Bring the opportunity forward

I Investigate the opportunity

R Review potential solutions

D Determine the solution

I Implement the solution

E Evaluate the solution

BIRDIE Team met over 9 months to develop recommendations

Balanced Scorecard Goals

FY 2018
Balanced Scorecard Goals

Customer

- Safeguard the Community
- Ensure an Attractive Residential Community
- Ensure a Thriving Business Community
- Provide Multi-Modal Transportation Systems
- Protect the Environment
- Maintain an Active, Healthy Community

Internal

- Professionally Manage a High Performing Organization

Workforce

- Attract & Retain an Engaged Workforce

Financial

- Maintain a Healthy Financial Condition

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

Why Evaluate Permitting and Inspection Processes?

How can the Village improve the efficiency and effectiveness of the Village's permitting and inspections processes?

BIRDIE Team set out to identify ways to:

- ✓ Streamline applications
- ✓ Minimize paperwork
- ✓ Look up historical permit & inspection data more efficiently
- ✓ Centralize data and information
- ✓ Make the processes more user friendly for customers
- ✓ Improve communication with internal and external parties
- ✓ Leverage technology for efficiency improvements

Eight (8) BIRDIE Team Recommendations:

1. Acquire and implement new **permit and inspection software**
2. Improve accessibility and usability of **permit forms and applications**
3. Create **permit guides** that clearly describe the permit process
4. Implement **performance standards** on turnaround times
5. Consider implementing **single point of contacts** to the extent possible
6. Increase and enhance **training efforts**
7. Organize **permit and inspection files**
8. Amend the **Pinehurst Development Ordinance** for any process changes implemented

Process and Data Used to Develop Recommendations

Used systematic BIRDIE process to:

- Review current permitting and inspection processes
- Determine if key stakeholder requirements are being met (customers, employees, etc.)
- Identify root causes of why some requirements are not being met
- Identify and evaluate alternative solutions to help meet key requirements

SIPOC – Permitting Process

Used a SIPOC to map out the current permitting process and ID stakeholder needs and requirements

SIPOC

- **S** Suppliers
- **I** Inputs
- **P** Process
- **O** Outputs
- **C** Customers

1. Process Steps

Staff reviews permit requirements with resident/builder and they submit a permit application	→	Front Desk staff accept the permit application & process if it is a single trade permit	→	Front Desk staff forward permit application to appropriate P&I staff, if needed	→	Village staff/TRC members/Boards/Council review and approve permit	→	Staff delivers permit/approval to applicant and ensures payment is received

6. Suppliers	5. Inputs	2. Outputs	3.Customers
Village staff	Permit application (may require plans or detailed descriptions)	Approved permit	Applicants: Residents
Village Council	Fee schedule	Notice of additional info requiried	Applicants: Residential Builders
Moore County	Staff review of application	Denial of permit	Applicants: Nonresidential
Outside agencies	PDO		Applicants: Contractors (Single
Historic Preservation Commission	Municpal Code		Applicants: Business Owners
Planning & Zoning	Historic District Guidelines		
Board of Adjustment	GIS		
TRC	Outside agency regulations/permits		
	Technology: computers, cell phones, printers/plotter, credit card machine, Excel, Great Plains		
	Vehicles		

7. Input Requirements (What do the suppliers need?)
Clear regulations (PDO, Municipal Code, Historic District Guidelines)
Complete information from the applicant
Immediate access to up to date & accurate GIS information
Adequate amount of time to review applications
Standardized processes with checklists
Central databases with permit information
Minimize the # of copies made to the minimal amount needed
Easy to look up permit information (user-friendly)
Timely response and clear communication between external and internal review
Continuous education to remain up to date on current practice/technology

4. Output Requirements (What does the customer expect?)
Timely turnaround of permit
Timely notification that permit is ready
Efficient submittal process
Accessibility to VOP staff who have knowledge of VOP codes and permits
Clear documentation and communication protocols of deficiencies and
Alternative methods to communicate permits are ready/deliver permits to
Clearly communicate the cost/fee associated with the permit
Easy access to permits/application forms
Clear communication of permit process and requirements (internal/external)
Clearly documented conditions of approval, as applicable
Applicant knowledge of VOP codes/permits required and permit process

8. Process Measures (How do you know the process is efficient and effective?
PL.C.9 - % of single family residential new construction and addition/alteration plans reviewed within 14 days
PL.C.10 - Average # of days to issue a SF permits for new construction and additions/alternations
PL.C.12 - % of Certificates of Appropriateness issued by staff within 7 days
PL.C.13 - % of Certificates of Appropriateness issued by the HPC within 45 days
PL.C.15 - % of time non-residential development applicant receives initial staff comments within 21 days

SIPOC – Inspections Process

Used a SIPOC to map out the current inspections process and ID stakeholder needs and requirements

SIPOC

- **S** Suppliers
- **I** Inputs
- **P** Process
- **O** Outputs
- **C** Customers

1. Process Steps				
Builder/contractor/resident requests an inspection	P&I Staff log inspection request, pull inspection cards daily and forward to Building Official	Building Official determines daily inspection schedule and assigns staff	Inspectors conduct inspections daily	P&I staff record inspection outcome on site, on the permit card, and in Great Plains (If a reinspection is needed, process starts over)

6. Suppliers
Customer:
VOP staff (P&I)
NC Dept of Insurance
Building Inpsectors
Moore County: GIS, Utilities, Env. Health
IT staff
Surveyors

5. Inputs
Inspection request
Daily inspection log
Permit card
Plans
Building Codes
Location of inspection
Inspectors schedules
Vehicle
Technology; MY VOP, etc.
CO requirements

2. Outputs
Inspection approval/rejection
Certificate of Occupancy

3.Customers
Builder - Residential
Contractor - Res/Non-Residential
Resident

7. Input Requirements (What do the suppliers need?)
Immediate access to up to date & accurate GIS information
Effective coordination with others (internal/external) to determine if CO can be
Multiple, easy, convenient way to submit inspection requests
Work completed prior to inspection
Timely turnaround from other VOP staff (FD and PS)
Backup for employees who are absent
Easy to use and accessible mobile technology
Adequate time to complete thorough inspections
Access to property to inspect

4. Output Requirements (What does the customer expect?)
Timely inspection (respond to request timely)
Quality inspection (e.g. inspector correctly applies NC Building Code)
Timely notification of inspection outcome
Accessibility to inspectors to consult
Alternative notifications other than on the job site

8. Process Measures (How do you know the process is efficient and effective?
IN. C.2 % of building inspections completed within one business day
IN.C.4 # of building inspections completed per inspector FTE per day
IN.C.10 % of businesses satisfied with building inspections
IN.F.2 Average cost per building inspection

The key reasons for not meeting certain staff and customer requirements include:

- Lack of an integrated, user-friendly software with mobile capabilities and an online portal
- Confusing and hard to find permits and applications
- No real performance standards for some plan reviews
- Lack of staff training in Geographical Information Systems (GIS)
- No standardized checklists or project tracking status for non-residential development

Data Reviewed

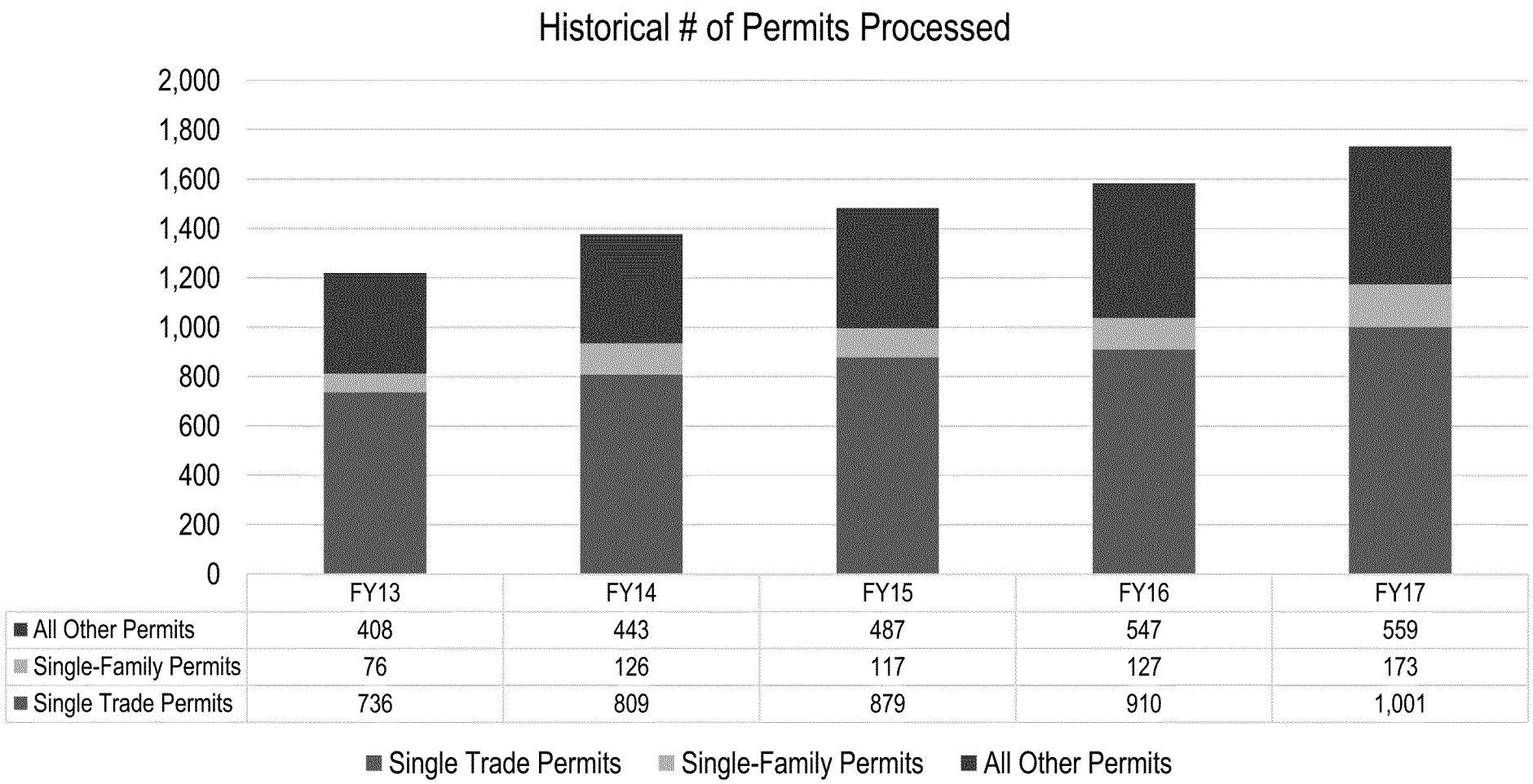
Key data reviewed by the BIRDIE Team included:

- Historical # of permits issued by type
- Historical performance levels for plan reviews
- Historical inspections cycle times
- Available benchmark data for plan review and inspections cycle times

What the Data Told Us:

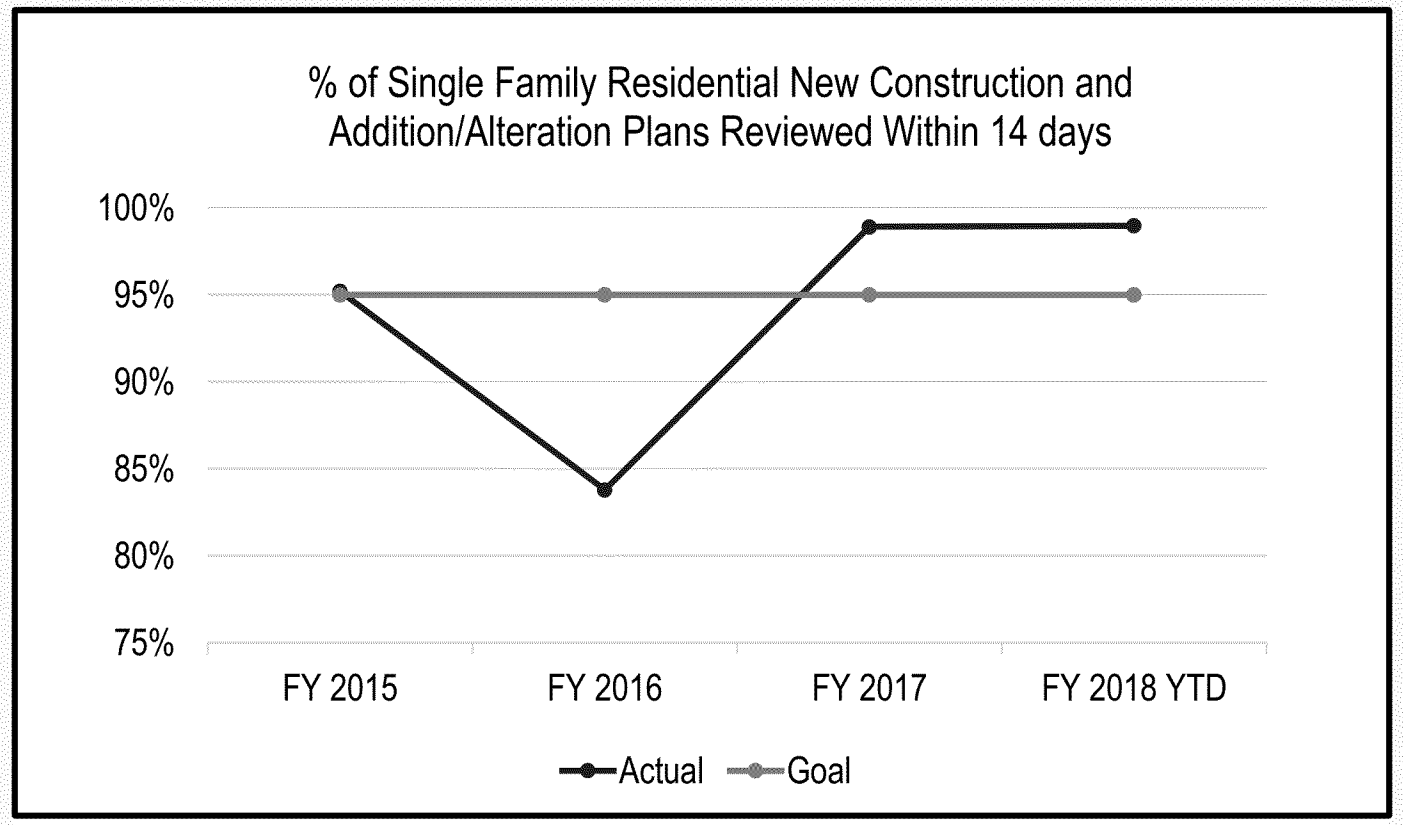
- Increasing plan review, permit issuance, and inspection workload
- Most benchmark communities strive to complete residential plan reviews in a shorter period of time than the Village
- The Village does not track or monitor plan review times for non-residential development
- Exceptional turnaround time for inspection requests, but plan review turnarounds suffer as a result
- Building inspectors are near maximum capacity in terms of the number of inspections they can complete in a given day

Data Evaluation



	FY13	FY14	FY15	FY16	FY17
All Other Permits	408	443	487	547	559
Single-Family Permits	76	126	117	127	173
Single Trade Permits	736	809	879	910	1,001

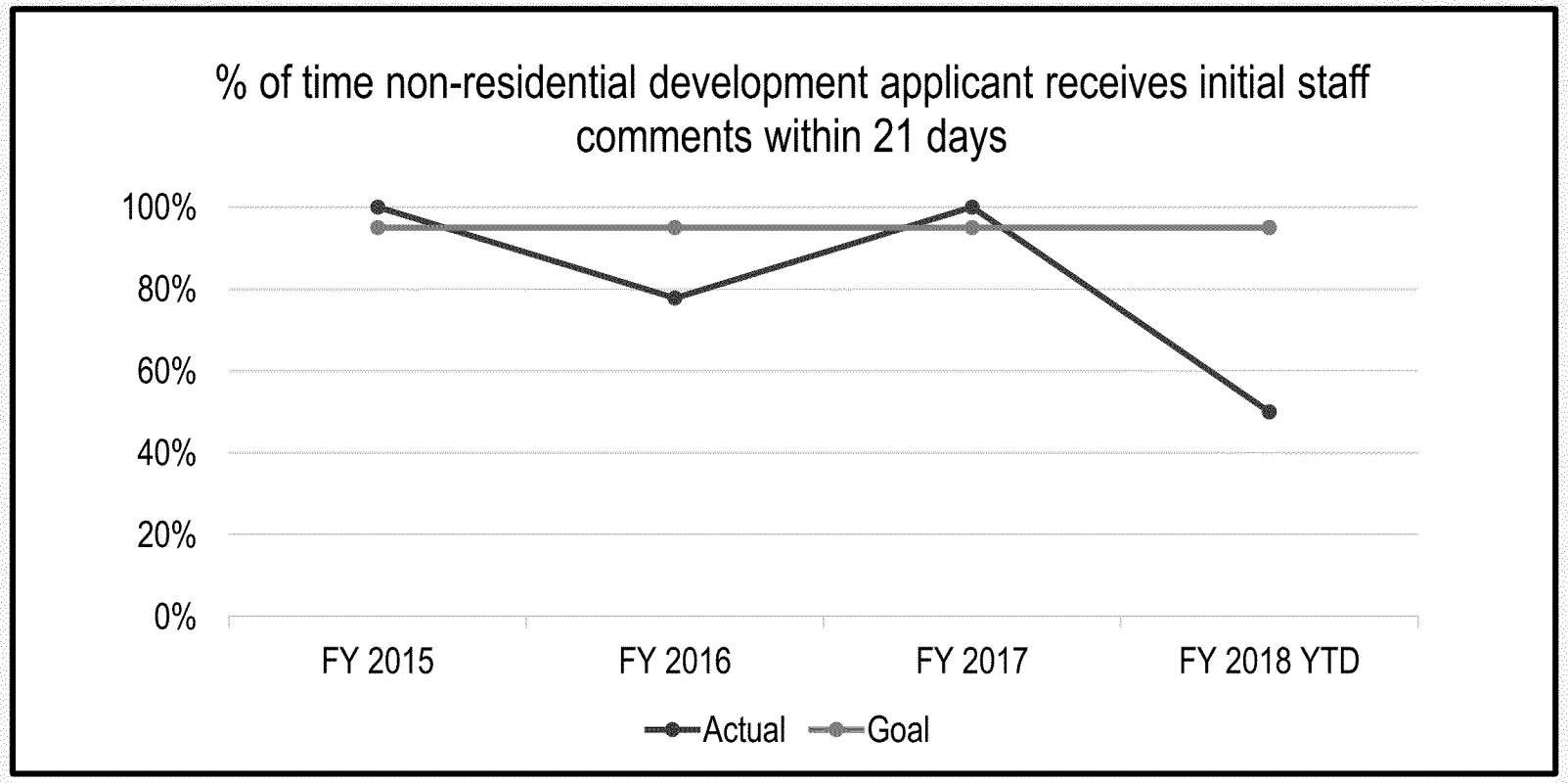
Data Evaluation



"Most of the cities examined perform building permit reviews within 4 weeks for commercial projects and within two weeks for residential buildings. Review time in some cities is notably shorter, with reviews of commercial plans requiring only about a week and residential plans only a few days."

-Municipal Benchmarks (3rd Edition) by David Ammons

Data Evaluation



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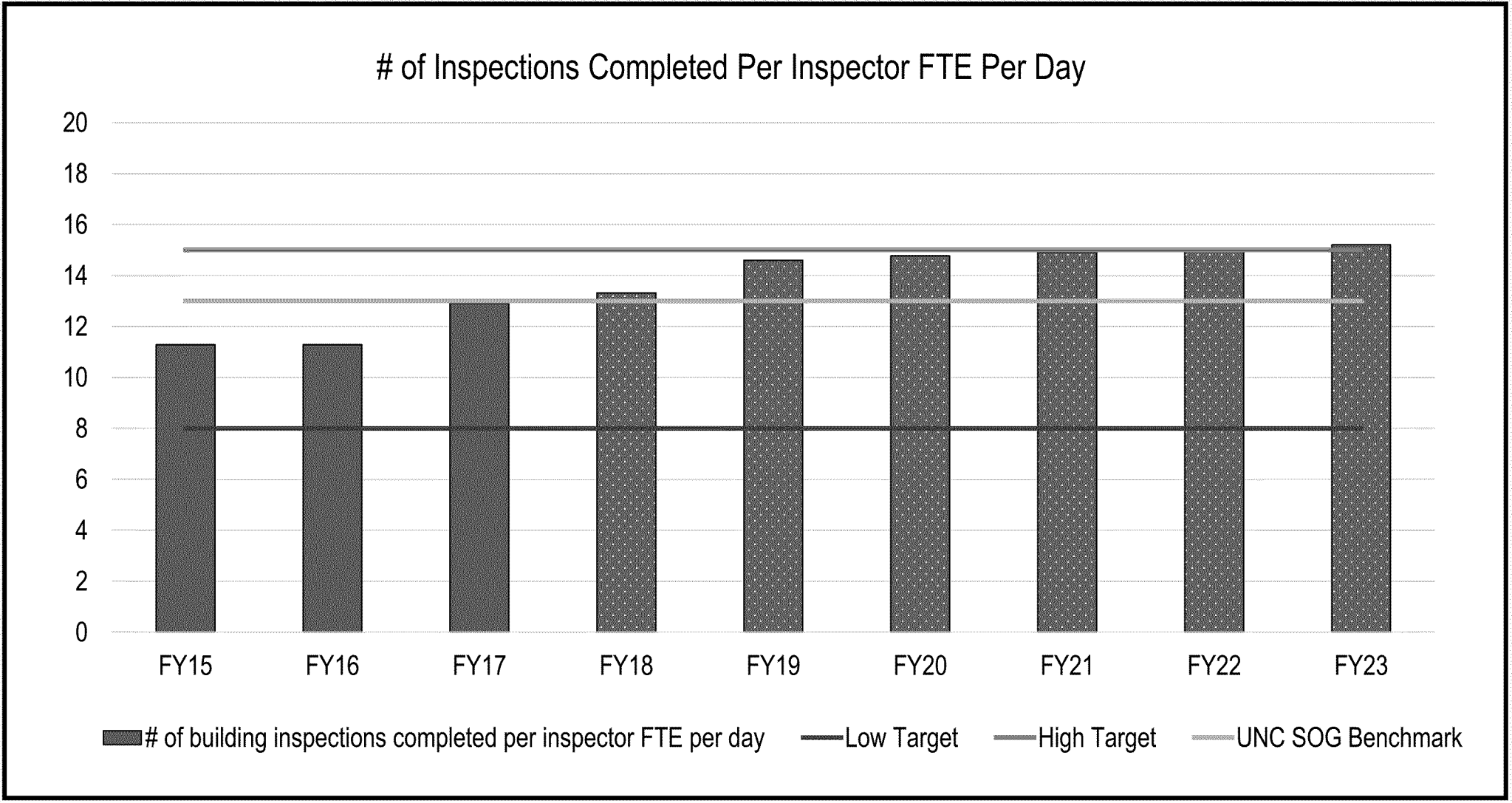


Detailed Recommendations

Recommendation #1 – Implement new P&I Software

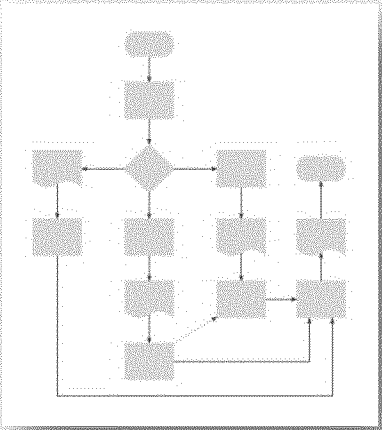
- **Implement Accela Land Management Software to streamline permitting and inspections processes for staff and customers**
- **Key benefits include:**
  - ✓ User-friendly online portal
  - ✓ Ability for staff to review plan submissions electronically
  - ✓ Mobile capabilities for inspectors to document inspection results in the field
  - ✓ Automatic text and/or email notifications to builders of inspection results
  - ✓ Integration with Geographic Information Systems (GIS)
  - ✓ Ability to integrate code violation information with permit information

Recommendation #2 - Improve accessibility and usability of permit forms and applications

- Extensive and significant changes to how planning and inspections information is displayed on the Village website
- Includes changes to website pages, navigation structure, and menus <u>and</u> changes to MYVOP
- **Key benefits include:**
  - ✓ Easier to locate permitting portal/forms on VOP website, reducing the amount of time for customers
  - ✓ Reduction in the number of walk-ins and telephone calls will free up staff time for other tasks

Recommendation #3 - Create permit guides that clearly describe the permit process

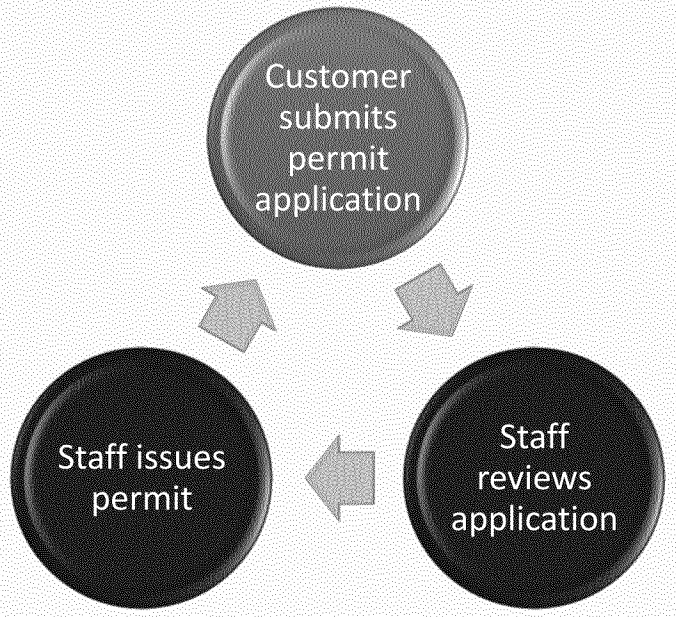
- Create permit guides for six (6) key permit processes that provide a clear and concise description of the process, including the expected amount of time the permit process takes at each step and how to apply



- **Key benefits include:**
  - ✓ Increased transparency of the permitting process
  - ✓ Increased customer understanding of the permit process so customers know what to expect
  - ✓ Reduction in walk-in traffic and telephone calls will free up staff time for other tasks
  - ✓ Guides can be used to help cross-train staff in the P&I department and as a training tool for new Board members

Recommendation #4 - Implement performance standards on turnaround times

- Establish performance standards for turnaround times for all reviewers in order to achieve desired cycle times for plan reviews overall
- **Key benefits include:**
  - ✓ Reduce permit turnaround times, resulting in a time and cost savings for customers
  - ✓ Reduce the amount of staff effort expended to follow up on overdue reviews
  - ✓ Increase employee accountability to management with performance standards included in annual employee goals
  - ✓ Provide clear expectations to staff and Board members about desired cycle times for reviews and approvals



Recommendation #5 - Consider implementing single point of contacts for residents and builders, to the extent possible

- Realign staff duties to centralize customer contact for some types of permits
- **Key benefits include:**
  - ✓ Easier for customers to navigate the permit process with a single point of contact
  - ✓ Helps to clarify staff roles and encourages staff to become more of an "expert" in certain areas and therefore more productive

Recommendation #6 - Increase and enhance training efforts

- Expand staff and board training:
  - ✓ Conduct GIS training for all P&I staff, with specialized training for key staff members
  - ✓ Develop and implement a formalized cross-training plan for P&I staff
  - ✓ Conduct systematic training for board members
- **Key benefits include:**
  - ✓ Higher level of service provided to customers with increased staff capabilities/knowledge
  - ✓ Make staff more productive
  - ✓ Other departments benefit from more in-house GIS expertise
  - ✓ Expand capabilities of Board members

Recommendation #7 - Organize permit and inspection files

- Implement a systematic filing system that adheres to the NC Records Retention Policy
- **Key benefits include**:
  - ✓ More timely response to information requests of customers, staff, and Board members when staff can more easily locate files and records
  - ✓ Declutters common areas in the P&I department, presenting a better public image and instilling a more positive image of the department as a whole
  - ✓ Ensures compliance with NC Record Retention Policy
  - ✓ Frees up file cabinets for other departments to use, saving $

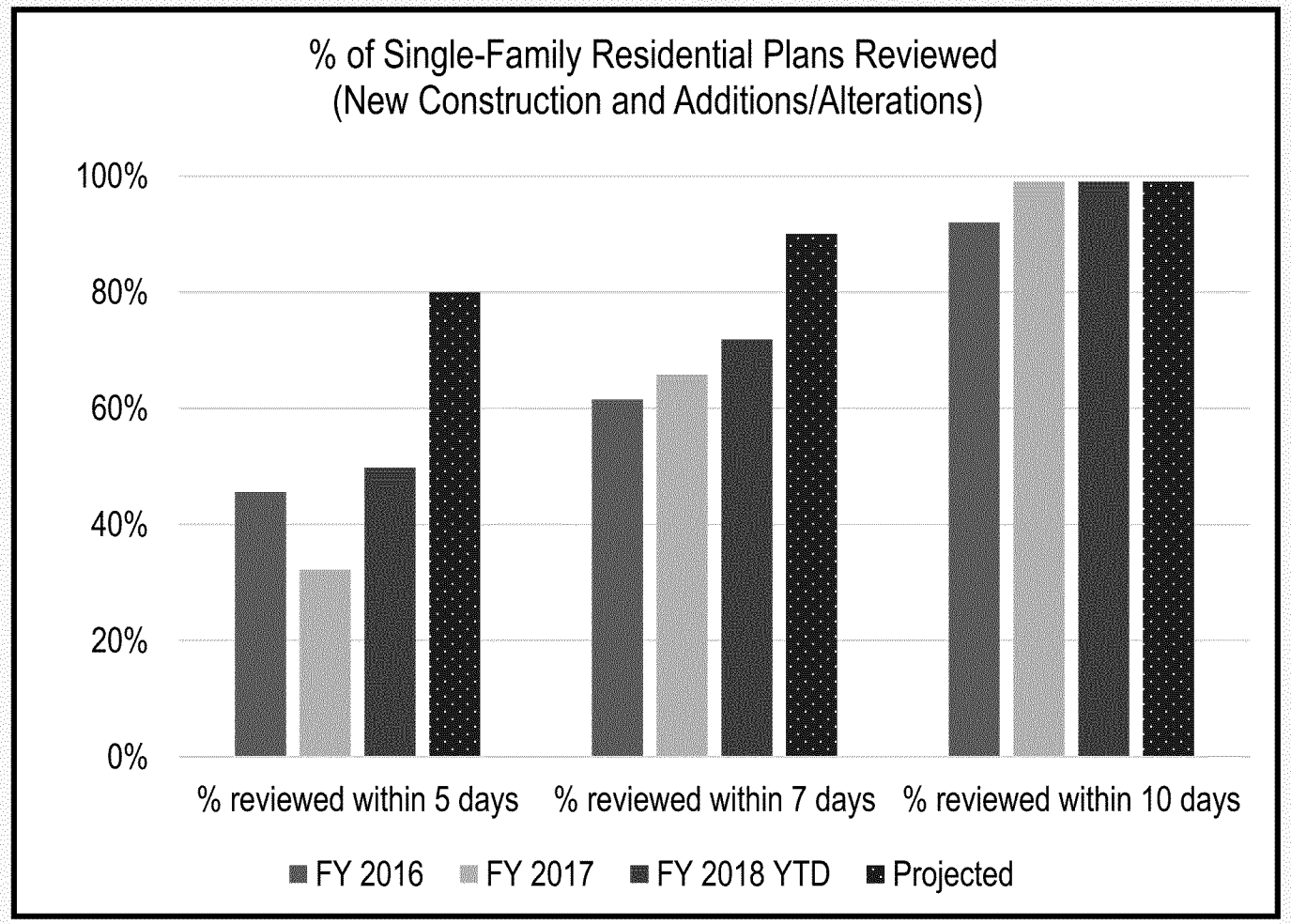
Recommendation #8 - Amend the Pinehurst Development Ordinance for any process changes implemented

- Review the Pinehurst Development Ordinance (PDO) to determine if any amendments are needed (e.g. reduce the number of plan copies required)
- **Key benefits include:**
  - ✓ Potentially reduces regulations for residents/builders
  - ✓ Alignment of PDO requirements with new processes

Impact of Recommendations

Performance Impact

- ✓ Significant increase in % of single family residential plans reviewed in under 5 and 7 days
- ✓ Eliminate up to 3 hours of duplicate, manual work each work day for P&I staff = approximately 780 hours/year
- ✓ Reduce telephone calls and walk-ins by 30% for P&I and front desk staff = approximately 585 hours/year



Workforce Impact

- ✓ 775 hours to implement recommendations through 3/31/19
- ✓ Conservative estimate of 1,365 hours of annual staff time savings
- ✓ Increased Geographical Information Systems (GIS) capabilities of P&I staff
- ✓ Staff involved in implementation:
  - All P&I staff
  - Select IT staff
  - Select Administration staff
  - Select Public Services staff
  - Select Fire Department staff

Financial Impact

Direct Financial Impact of Recommendation #1 – Acquire software	
Description	**Financial Impact**
Hardware costs (mobile devices, printers, large screen monitors, mobile field access)	$ 5,000
Acquire, configure, & implement Accela Land Management software, with training	$ 47,190
First year maintenance costs	$ 25,200
Total Implementation Costs in FY 2018	**$ 77,390**
** Annual ongoing software, licensing and data charges will be approximately $31,600 annually.*	

A conservative estimate of the indirect financial impact of the BIRDIE team's recommendations is a savings of approximately $42,500 in staff time annually.

Advantages/Disadvantages of Recommendations (e.g. Risk Assessment)

Key Advantages/Disadvantages of Recommendations

KEY Advantages and Disadvantages of BIRDIE Team Recommendations	
Advantages or Benefits	**Disadvantages or Costs**
Reduced plan review turnaround time and immediate notification of inspection outcomes, saving builders time and money (improving from 50% to 80% of plans reviewed within 5 days and from 72% to 90% of plans reviewed within 7 days)	Financial Cost: • Initial cost of software - $77,390 setup costs • Ongoing cost of software - $31,600 annual maintenance/license fees
More user-friendly and transparent process with easily accessible online portal for customers with electronic plan submittals and payment	Estimated 775 hours of staff time to implement in FY 2019
A central location of permit and inspection data and organized filing systems to help staff retrieve files and records easier and quicker	
Increased staff capabilities with employee-specific training and cross-training	
Staff time savings of approximately 1,365 hours each year, which equates to approximately $42,500 in annual salary & benefits	

All recommendations were evaluated from four perspectives:
1) Customer, 2) Staff, 3) Board Members, and 4) Financial.

Conclusion

- These eight recommendations:
  - ✓ Represent **meaningful, innovative improvements to key Village processes and services** that will add new value for all stakeholders
  - ✓ Supports FY 2019 strategic objectives to **Ensure quality residential and business development**
  - ✓ Addresses FY 2019 strategic opportunity to **Utilize technology to improve services**
  - ✓ Addresses FY 2019 strategic challenge of **Responding to increased demand for services and changing needs due to growth**

The BIRDIE Team believes the advantages outweigh the disadvantages and respectfully requests the Council approve these recommendations

Proposed Implementation Timeline

Implementation Timeline

June 30, 2018

- Identify and inform P&I staff of NC record retention policies
- Acquire P&I software and hardware
- Begin software implementation

September 30, 2018

- Complete file organization in the P&I department
- Begin software setup & configuration

December 31, 2018

- Complete P&I staff GIS training
- Create P&I cross-training plan
- Complete software configuration, staff training, & testing
- Provide software training for builders and Board members
- Identify & draft any PDO changes
- Develop permit guides and update the Village website & MYVOP
- Implement single points of contacts to the extent possible
- Implement new turnaround performance standards

March 31, 2019

- Go *LIVE!* with new software and processes on January 1, 2019
- Publish new permit guides
- Adopt any required PDO changes
- Implement P&I cross training plan
- Complete file organization in the basement of Village Hall
- Evaluate the first few months of implementation

VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF APRIL 10, 2018
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 10, 2018 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 R. Cashion, Mayor Pro Tem
Mr. John Bouldry, Treasurer
Ms. Judy Davis, Councilmember
Mr. Kevin Drum, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Lauren M. Craig, Village Clerk

And approximately 32 attendees, including 5 staff and 1 press.

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

2. Reports:

Manager

- Jeff Sanborn noted we held our first Tri Cities Partnership Meeting with Southern Pines and Aberdeen.
- He also shared John Bouldry, John Cashion and the Manager met with representatives from other communities in Moore Co. to review and develop a recommendation for TARPO with prioritizing transportation projects to compete for NC DOT funding.

Council

- Mayor Fiorillo shared the Matinee Races was very successful again this year.
- Councilmember Drum noted he serves on the BPAC and the Tri Cities work group. The last BPAC meeting was canceled and he couldn't attend the Tri Cities meeting, but he is excited for the benefits of this group.
- Councilmember Bouldry shared on April 17 from 6:30-8:30pm NC DOT will be in Assembly Hall to receive public comments on the Moore Co. Comprehensive Transportation Plan. April 18 at the Senior Enrichment Center, the County will review the scoring to rank the 25 projects across Moore County.
- Councilmember Davis said the working group for the library has been working on a plan and they hope to receive public comments as part of this discussion in the near future.
- Councilmember Cashion said the Partners in Progress meeting today was all about the school.
- Councilmember Cashion and Mayor Fiorillo attended the Sister Cities concert in Southern Pines last week led by Denise Baker. Council noted the need to find a new liaison to this group.

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. Approval of Draft Village Council Meeting Minutes.
March 27 Regular Meeting
March 27 Work Session

B. Budget Amendments Report

End of Consent Agenda.

Upon a motion by Councilmember Bouldry, seconded by Councilmember Cashion, Council unanimously approved the Consent Agenda by a vote of 5-0.

4. Presentation of the May 8, 2018 bond referendum to build new schools.

Helena Wallin-Miller, Chair of the Moore County Board of Education, gave a presentation on the May 8 bond referendum to build new schools in Moore County. She represented the YES! Campaign for Moore County Education Bonds. She noted she is a Pinehurst resident and feels it is important for the Council to support this. She explained this referendum includes $103 million for elementary schools in Aberdeen, Southern Pines, and Pinehurst and $20 million for a nursing education facility at Sandhills Community College. She explained the purpose to consolidate and replace aging and overcrowded facilities. Ms. Wallin-Miller shared pictures of current school conditions and renderings of the proposed school sites. She explained the limited obligation bond for the new area 1 elementary school that is going up on Camp Easter Road which will open in 2019. She said North Moore is also looking into possible updates to their facility. She said the bond would create a range of impact from 5-8 cents per $100 valuation on property tax. She explained ways to connect with this campaign and reminded everyone that early voting starts April 19 and the primary election is May 8.

An audience member asked about additional security cameras and measures that will be added to these schools and Ms. Wallin-Miller assured these would be updated with modern safety measures. Lynn Goldhammer asked when the added tax would begin and it was answered that probably in 2019. She suggests every new home built should be taxed $10,000 to pay for these schools. She also suggested FirstHealth to help fund this as they are benefitting from the college. Emily Richardson PTO President of Pinehurst Elementary School thanked the Council for their help to keep the school in the Village in the current location. Ms. Wallin-Miller explained there are two issues that will be voted for separately on the ballot, one for the elementary schools and one for the college.

Upon a motion by Councilmember Drum, seconded by Councilmember Davis, Council unanimously approved Resolution 18-09 supporting the bond referendum for new schools in Moore County by a vote of 5-0.

5. Consider a request for sponsorship for the 2019 Spring Matinee Race.

Manager Jeff Sanborn and Mark Wagner, Director of Parks and Recreation, explained staff received a request from Garth Henry, President of the Pinehurst Driving and Training Club, to have an exemption from paying rental fees for use of the Fair Barn for the 2019 Spring Matinee Race as well as future races. They also requested to move this event in the future from Sunday to Saturday. Garth Henry explained the history of holding this on a Sunday due to the Stoneybrook Steeplechase typically held on Saturday prior. Now that Stoneybrook is no longer the competition for the weekend, they would request to move this to a Saturday to be the primary local horse race event. Council formed a consensus to approve the usage for two days for 2019 and full support of the Driving and Training Club.

6. FY 2019 Strategic Operating Plan (SOP) Preview.

Jeff Sanborn presented a preview of the FY 2019 Strategic Operating Plan (SOP) including the more significant items currently being proposed in the five-year plan. Mr. Sanborn explained he is seeking Council's input to determine if there are any significant modifications needed before staff prepares the budget document for submission to Council in early May. Mr. Sanborn noted the FY 2019 SOP addresses the strategic opportunities and challenges indicated by the Village Council in January 2018. He also noted Council identified four areas of focus (AOF): to ensure quality residential development, ensure quality business development, maintain high quality streets, and provide recreation programs and events for all ages. Mr. Sanborn shared a list of Initiative Action Plans (IAP) being proposed for the FY 2019 SOP and how they address strategic opportunities and challenges and how they align with Balanced Scorecard goals. Mr. Sanborn shared detailed descriptions of the IAPs and the financial impact of these to the budget and the five year plan. Council discussed the opportunity to review the financial details of the Community Center and its ongoing cost at the next work session. He also shared the Village plans to conduct 15 evaluations in FY 2019-2023 (3 BIRDIEs and 12 ACEs) to identify ways to improve processes and service delivery. He shared key highlights in the FY 2019-2023 financial plan including the proposed tax rate, community center financing, street maintenance funding, full-time positions, merit raises, library support, and pedestrian facilities. Mr. Sanborn shared the preliminary five-year financial forecast. Council held a discussion on this preview.

7. Other Business.

John Bouldry asked for the Village to use social media tools to broadcast the transportation meetings on April 17 and April 18.

8. Comments from Attendees.

- Lynn Goldhammer asked what would be in the recreation center and she asked why we are moving the EMS to the fire station. She also asked about the Baldrige Award and the reason to submit this application. Council held a discussion about the need to pursue the Baldrige Award.

9. Motion to Adjourn.

Upon a motion by Councilmember Bouldry, seconded by Councilmember Cashion, Council approved to adjourn the Regular

Meeting by a vote of 5-0 at 6:26pm.

Respectfully Submitted,

Lauren M. Craig
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

1895
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PINEHURST

HISTORY, CHARM, AND SOUTHERN HOSPITALITY

Recommend approval
4/10/18 Jeff Sanborn

To: Jeff Sanborn

From: MPO Penny Lucas

Reference: Duty Weapon

To Whom It May Concern:

I am writing this letter to express my desire to obtain my duty weapon upon my retirement on April 27th, 2018. After fifteen years of service at Pinehurst Police Department, I have grown accustomed to my glock 45. It has become a part of me so to speak. To Jeff Sanborn as well as all council members and individuals responsible for this decision, please consider this request; perhaps I may purchase my weapon at a reasonable cost such as $1.00. As Master Patrol Officer, I value this specific glock and feel almost awkward when it's not on my person! I hold this weapon with the utmost respect and feel very strongly about it. I hope when I retire that it remains in my possession and shall serve as a reminder of my dedication to Pinehurst Police Department and its citizens.

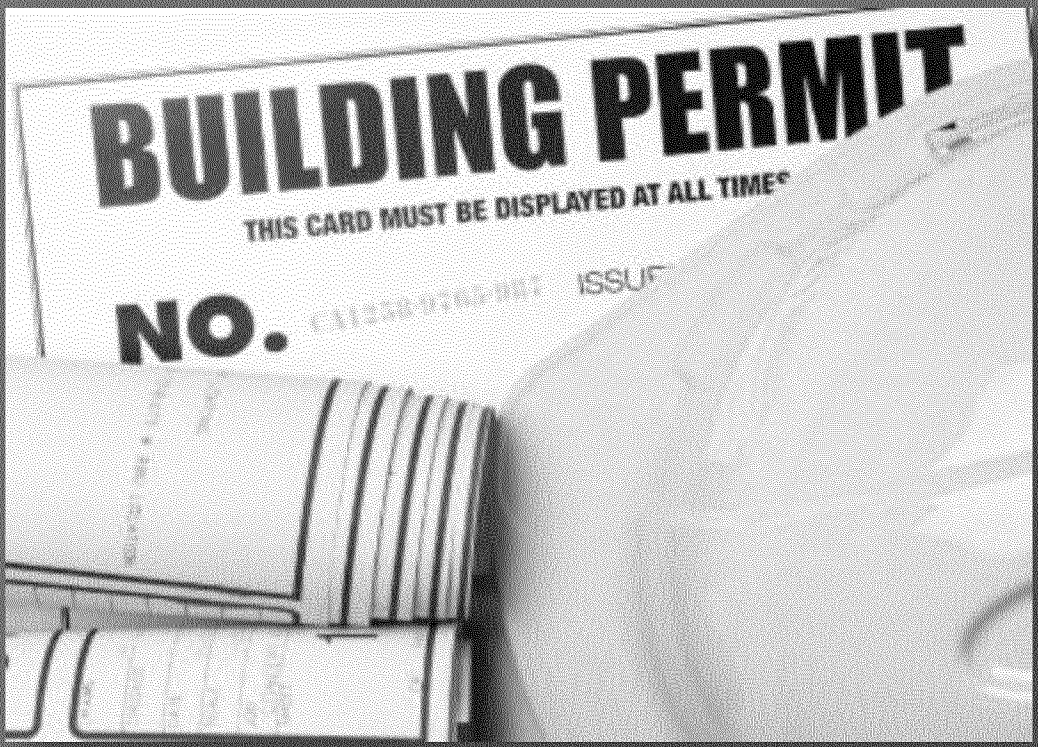
Sincerest,

Master Patrol Officer Penny Lucas

Master Patrol Officer Penny Lucas

POLICE DEPARTMENT
420 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-3141 • Fax (910) 295-5924 • www.vopnc.org

Permitting & Inspection Processes
BIRDIE Report
April 2018



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Executive Summary

Opportunity Evaluated

This BIRDIE team evaluated opportunities to improve the efficiency and effectiveness of the Village's permitting and inspections processes. We evaluated current permitting and inspection processes, planning and permitting forms, historical performance information, and best practices. A large amount of work in the Planning and Inspections (P&I) Department is performed using time-consuming manual processes. The BIRDIE team evaluated these processes to determine improvements that could make the processes more efficient and also more customer-friendly.

The BIRDIE team's recommendation supports the Village's strategic goals to ***"Ensure Quality Residential Development"*** and ***"Ensure Quality Business Development."***

Final BIRDIE Team Recommendations

After evaluating alternative solutions, the BIRDIE team recommends the Village take eight (8) key actions that will result in improved efficiency and effectiveness of the Village's permitting and inspection processes:

1. Acquire and implement new permit and inspection software
2. Improve accessibility and usability of permit forms and applications
3. Create permit guides that clearly describe the permit process
4. Implement performance standards on turnaround times
5. Consider implementing single point of contacts for residents and builders, to the extent possible
6. Increase and enhance training efforts
7. Organize permit and inspection files
8. Amend the Pinehurst Development Ordinance for any process changes implemented.

Overview of the Process and Data Used to Determine Recommendations

Following our systematic BIRDIE process, the team conducted a thorough review of how the P&I Department's processes can be improved for more efficient and effective delivery of services to the building community and residents. To develop the recommendations included in this report, the team researched and evaluated the following:

- Current process for issuing permits and meeting key supplier and customer requirements,
- Current process for conducting building inspections and meeting key supplier and customer requirements,
- Key Performance Indicators (KPIs) related to the permit issuance and building inspection processes relative to benchmark comparisons,
- Alternative permit and inspection software programs, including demonstrations and reference checks with other local governments currently using the software programs, and
- Best practices for permit issuance.

Detailed Recommendations

After evaluating alternative solutions from a variety of perspectives, the BIRDIE team recommends the Village implement the eight (8) recommendations described in detail below to allocate resources more effectively to improve both the efficiency and effectiveness of permit and inspection processes.

Recommendation #1 – Acquire and implement new permit and inspection software

Currently, P&I staff use a third-party software product acquired with the Village's Great Plains Enterprise Resource Planning (ERP) system in 2004 that does not meet all of their needs and has not been enhanced as new technology has been introduced in the market to help better manage the permit and inspection processes. As a result, P&I staff are using the software to track permits and inspections but not to effectively manage the permitting and inspection processes as a whole, including plan reviews. The current software lacks key features such as allowing electronic plan submissions, online payments, and integration with Geographical Information Systems (GIS) property data.

A subgroup of the BIRDIE team evaluated five software programs against software requirements identified by the BIRDIE team and selected a new software program that can significantly enhance the efficiency and effectiveness of P&I operations. The software selected is a Land Management product by Accela, the same software company the Village utilizes for MY VOP service requests and complaints that was implemented in 2016.

To reach a decision on the software program that would best meet the Village's and customers' needs, the Village's Chief Information Officer and BIRDIE team member, Jason Whitaker, conducted extensive research on multiple software programs, obtained references from other agencies using the programs being evaluated, and negotiated the best possible pricing from the three software finalists selected. The BIRDIE team subgroup ranked each of the top three finalists using a variety of factors such as meeting software requirements, price, references, etc. Ultimately, it was a unanimous decision by the subgroup and the BIRDIE team to recommend the Accela Land Management software program, with a target GO LIVE! date of January 1, 2019.

Key features of the new software program that can significantly increase the efficiency and effectiveness of P&I staff and provide a better customer experience include:

- User-friendly online portal for builders and residents to submit permit applications (with electronic plans) and inspection requests
- Ability for staff to review plan submissions electronically with automated workflow steps
- Mobile capabilities for inspectors to document inspection results in the field
- Automatic text and email notifications to builders of inspection results in real-time
- Mobile print capabilities for inspectors in the field
- GIS integration with automated alerts and flags for site conditions
- Ability to integrate code violations and permit information so it is readily accessible by parcel information such as physical address, Parcel Identification Number (PIN), or Land Record Key (LRK)

In 2011, the Village engaged the Lawrence Group to review the development process and in their report dated May 11, 2011 they recommended the Village implement an online portal and allow

digital-only submissions where possible. The Accela Land Management software would allow the Village to implement these recommendations that were made approximately seven years ago.

Key features and benefits of the Accela Land Management software are shown below:

Accela Land Management

Build and grow your community faster and more safely

Accela Land Management helps communities build and grow safely with planning, permitting and code enforcement solutions. Features like Electronic Document Review, Esri GIS mapping and a series of role-based apps for inspectors, code officers and contractors can streamline business processes from office to field and improve the citizen experience.

Accela Planning

Upload plans and documentation and track reviews in real time

Accela Planning accelerates project approval by bringing the plan review process online. All reviewers can see where a plan is in the process, perform parallel reviews and see others' comments with Electronic Document Review. Citizens and contractors have transparency through Citizen Access, an online portal where they can receive updates about plans they submit and make any changes as necessary.

Accela Permitting

Decrease building permit turnaround times

Accela Permitting automates and accelerates the permitting process for contractors and residents, supporting economic development by moving key business processes online. When used with Electronic Document Review and Accela's mobile apps for inspectors and contractors, agencies can build their community more efficiently, all while keeping multiple departments informed in real time.

Accela Code Enforcement

Create and manage cases in the field

Accela Code Enforcement helps agencies manage enforcement cases against individuals, contractors, properties and businesses. Whether for follow-ups or proactive sweeps, agencies can use the app to create cases in the field using a smartphone, tablet or laptop, and quickly move from citation to resolution.

The need for significant technology advancements in the P&I department has been identified for several years and the BIRDIE team recommends implementing these advancements as soon as possible to not only increase staff efficiencies, but to make the permit process more customer friendly. The new software will also significantly increase the efficiency of the building inspectors who will be able to pass/fail inspections in the field with immediate notifications delivered to the builder.

As part of this recommendation, there will be a significant amount of training needed for all P&I staff and members of appointed boards and commissions. In addition, P&I staff will also need

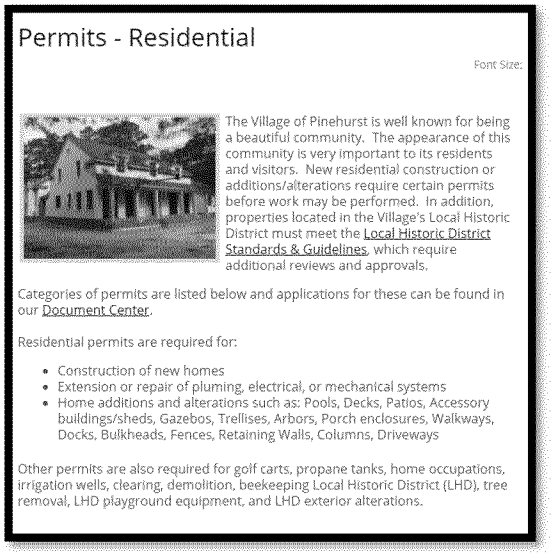
larger computer monitors to conduct plan reviews and building inspectors will need mobile devices and printers in the field. At this point, staff envisions continuing the current practice of providing paper plan reviews for appointed board and commission reviews, but providing electronic access if board members would prefer to review plans in that manner. Village staff will also need to conduct training for builders on how to access and utilize the online permitting portal during regular Builders Workshops facilitated by staff.

Recommendation #2 – Improve accessibility and availability of permit forms and applications

Currently, there are 37 different permit forms and applications available on the Village website with paper copies maintained at Village Hall. These forms are not organized in any manner on the Village website and it is often confusing for applicants to know which forms to complete. Also, these forms are buried deep in the Village website and it takes multiple decision points to navigate to the required forms with no explanation of what form is appropriate to use. With the current navigation structure, it is difficult for a knowledgeable person to find the form they need in an efficient manner.

This recommendation is to make the online permit application process more prominently displayed on the Village website, making it more user friendly and easily accessible. Centralizing the application process in an automated system that is prominent on the Village website will significantly streamline the process by eliminating the need to keep a large number of paper copies of permit forms on hand, reducing walk in traffic and telephone calls, and eliminating redundant manual processes.

This recommendation will require extensive and significant changes to how planning and inspections information is displayed on the Village website and require changes in website pages, navigation structure, and menus.



Permits - Residential

Font Size:

The Village of Pinehurst is well known for being a beautiful community. The appearance of this community is very important to its residents and visitors. New residential construction or additions/alterations require certain permits before work may be performed. In addition, properties located in the Village's Local Historic District must meet the Local Historic District Standards & Guidelines, which require additional reviews and approvals.

Categories of permits are listed below and applications for these can be found in our Document Center.

Residential permits are required for:

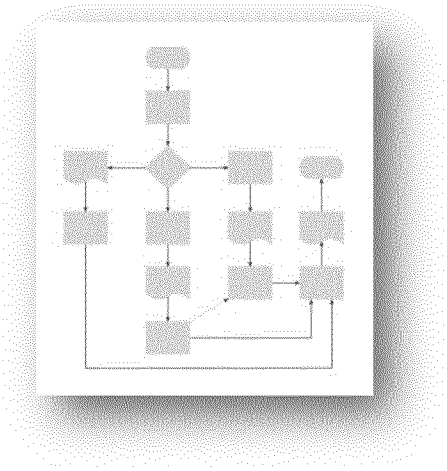
- Construction of new homes
- Extension or repair of pluming, electrical, or mechanical systems
- Home additions and alterations such as: Pools, Decks, Patios, Accessory buildings/sheds, Gazebos, Trellises, Arbors, Porch enclosures, Walkways, Docks, Bulkheads, Fences, Retaining Walls, Columns, Driveways

Other permits are also required for golf carts, propane tanks, home occupations, irrigation wells, clearing, demolition, beekeeping Local Historic District (LHD), tree removal, LHD playground equipment, and LHD exterior alterations.

Recommendation #3 – Create permit guides that clearly describe the permit process

During the process, the BIRDIE team researched best practices for permitting and all of the research indicated a best practice is to produce permit guides that clearly describe various permit processes. This recommendation is to develop permit guides for key permit processes that provide a clear and concise description of the process used for key permit types, the expected amount of time the permit process takes at each step, and how to apply. Village staff would design and format the permit guides similar to the Village's existing learning guides to ensure brand consistency.

The BIRDIE team recommends Village staff produce and publish the following permit guides for inclusion on the Village website and distribution at Village Hall:



1. Amendments, Appeals, and Variances
2. Major Site Plan – Non-Residential
3. Minor Site Plan – Non Residential
4. Single Family New-Home Construction
5. Subdivisions
6. Historic Approvals

Recommendation #4 – Implement performance standards on turnaround times

To ensure Village staff process permits efficiently, employees should strive to perform their required reviews within a specified period of time. This recommendation is to establish performance standards for turnaround times for all reviewers in order to achieve desired cycle times for plan reviews overall. Target cycle times for plan reviews will vary based on the type of permit requested. This information will be captured in the recommended software so it is easy to obtain turnaround time data for review and analysis.

Performance standards for cycle times that P&I staff currently monitor on their department Balanced Scorecard include:

<u>Permit Issuance</u>

- % of single family residential new construction and addition/alteration plans reviewed within 14 days
- Average # of days to issue a SF permits for new construction and additions/alternations
- % of Certificates of Appropriateness issued by staff within 7 days
- % of Certificates of Appropriateness issued by the HPC within 45 days
- % of time non-residential development applicant receives initial Village staff comments within 21 days

<u>Building Inspections</u>

- % of building inspections completed within one business day
- # of building inspections completed per inspector FTE per day

Recommendation #5 – Consider single points of contact to the extent possible

During the BIRDIE team's research of best practices, one concept that seemed prevalent was to have a single point of contact for an applicant. This recommendation is to seek ways to the extent possible to utilize a single point of contact to make the application process easier to navigate for customers. With a small department, this may be somewhat difficult to implement, but the BIRDIE team thinks it is worthwhile to investigate this opportunity. Once the P&I department is fully staffed, it may be possible to realign some duties to achieve some centralization of customer contact for some types of permits. To implement this recommendation, the P&I Director will evaluate individual staff duties to determine if some responsibilities can be shifted among existing staff to achieve some single points of contact.

Recommendation #6 – Increase and enhance training efforts

This recommendation became evident to the BIRDIE team when documenting the current permitting and inspection processes. There is a clear need to increase staff capabilities of utilizing GIS data systems on both the planning and inspections side of the house. In addition, there are several opportunities to implement a formal cross-training program to ensure consistency in permit processes. Currently, there is very limited cross training in the department and large amounts of knowledge rest with a few employees that could cause significant declines in service if these employees are absent. Finally, P&I staff indicated there are also additional opportunities to enhance training of appointed board members so they stay current on relevant state regulations.

The recommendation to increase and enhance training efforts includes:

- GIS training for all P&I staff, with specialized training for key staff members
- Develop and implement a formalized cross-training plan
- Conduct systematic training for board members

Recommendation #7 – Organize permit and inspection files

During the BIRDIE team's evaluation, it became very clear that there are several opportunities to improve how permit and inspection files are organized and maintained by the P&I department to make it easier for staff to access files and records. Historically, P&I staff have not utilized the NC Records Retention Policy to purge and discard files and as a result the Village has maintained records much longer than needed. This has led to overcrowding of file storage space and unnecessary disorganization of records, making it difficult for staff to locate some planning records.

Residential development and inspection files are fairly well organized, but planning files such as non-residential permit and development files are particularly disorganized. In addition, historical files for Council appointed boards are scattered in various locations throughout the department and stored in various manners. The recommendation is to collaborate with the Village Clerk and apply Administration's best practices for storing Village Council agendas and minutes to Planning & Zoning/Board of Adjustment and the Historic Preservation Commission files and records.

This recommendation will result in systematic filing that adheres to the NC Records Retention Policy. This can result in the removal of several filing cabinets in the department and help to declutter staff's workspace significantly. In addition, there is a very large amount of planning and inspection files located in the basement of Village Hall that are not labeled or filed in any sort of order that staff will review and organize as part of this recommendation. The software implementation will also reduce future storage needs with an increase in electronic files and a decrease in paper files.

Recommendation #8 – Amend the Pinehurst Development Ordinance for any process changes implemented

This recommendation is for staff to review the Pinehurst Development Ordinance (PDO) to determine if they recommend any amendments to the PDO after implementing the new software. Potential changes could include minimizing the number of copies of plans that applicants are required to submit, for example.

Evaluation Process

Description of the BIRDIE Process and Team Members

The evaluation of the Village's permitting and inspection processes began with the formation of a BIRDIE team in July 2017. BIRDIE is the Village's systematic six-step process to evaluate and improve key organizational processes that have a considerable ongoing staffing and financial impact.

The BIRDIE team that evaluated opportunities for improving the efficiency and effectiveness of permitting and inspection processes over the course of eight months included the following members:

- Natalie Hawkins, Assistant Village Manager
- Nancy Fiorillo, Mayor
- Jason Whitaker, Chief Information Officer
- Lauren Craig, Village Clerk
- Will Deaton, Planning & Inspections Director
- Bruce Gould, Principal Planner
- Alex Cameron, Senior Planner
- Scott Thomas, Chief Building Official
- Jamie Reed, Planning Technician
- JoEllen Richter, Customer Service Representative
- Wayne Haddock, Residential Builder
- Perry Harrison, Landscape Architect

BIRDIE

B Bring the opportunity forward

I Investigate the opportunity

R Review potential solutions

D Determine the solution

I Implement the solution

E Evaluate the solution

Root Cause Analysis

The BIRDIE team's evaluation began with documenting the current permitting and inspection processes using a SIPOC, which includes identifying Suppliers, Inputs, Process, Outputs, and Customers (SIPOC). Once these items were identified, the BIRDIE team then indicated what the suppliers need and what the customers need (or input and output requirements) of the processes and if these requirements were currently being met. Next, the BIRDIE team identified the root causes of why the supplier and/or customer requirements are not being met with the current process design. Performing the root cause analysis indicated that multiple requirements of both the permitting and inspection processes are not being consistently met today.

Figures 1 and 2 indicate the supplier and customer requirements identified by the BIRDIE team for the permitting process and the inspection process, with requirements not currently being met consistently highlighted in bold:

Figure 1. Permitting Process Requirements	
Input Requirements - What do staff, outside agencies, and boards/commissions need?	**Output Requirements - What do builders, residents, and businesses expect?**
Clear regulations (PDO, Municipal Code, Historic District Guidelines)	Timely notification that permit is ready
Complete information from the applicant	**Efficient submittal process**
Immediate access to up to date & accurate GIS information	Accessibility to VOP staff who have knowledge of VOP codes and permits required
Adequate amount of time to review applications	**Clear documentation and communication protocols of deficiencies and proposed alternatives/solutions**
Standardized processes with checklists	**Alternative methods to communicate permits are ready/deliver permits to applicants**
Central databases with permit information	**Clearly communicate the fees associated with the permit**
Minimize the # of copies made to the minimal amount needed	**Easy access to permits and application forms**
User friendly and easy way to look up permit information	**Clear communication of the permit process and requirements both internally and externally**
Timely response and clear communication between external and internal review parties	Clearly documented conditions of approval, as applicable
Continuous education to remain up to date on current practices and technology	Timely turnaround of permits
	Applicant knowledge of VOP codes/permits required and permit process

Figure 2. Inspection Process Requirements	
Input Requirements - What do builders, contractors, and staff need?	**Output Requirements - What do builders, residents, and businesses expect?**
Immediate staff access to up to date & accurate GIS information	Timely inspections (e.g. building inspectors have the ability to respond to inspection requests in a timely manner)
Effective and timely internal and external coordination among staff and outside agencies to determine if a Certificate of Occupancy (CO) can be issued	Quality inspections (e.g. inspector correctly applies NC Building Code)
Multiple, easy, convenient way to submit inspection requests	Timely notification of inspection outcome
Builder completes the work prior to an inspection request	Building inspectors who are accessible and available to consult with builders and contractors
Backup for Village staff who perform plan reviews and are absent (e.g. P&I, Fire, and Public Services staff)	**Alternative electronic notifications of inspection outcomes in addition to on the job site**
Easy to use and accessible mobile technology	
Adequate time to complete thorough inspections	
Access to property to inspect	

The key reasons for supplier and customer requirements not being met included:

- Lack of an integrated, user-friendly software with mobile capabilities, an online user interface that will accept electronic plans, and automatic notifications to applicants,

- Current permit forms and applications are hard to access and do not clearly describe the permit process so customer expectations may not be realistic,
- No real performance standards for some types of plan reviews,
- Lack of staff training in GIS with consistent procedures and protocols, and
- No standardized checklists or project tracking system for non-residential development.

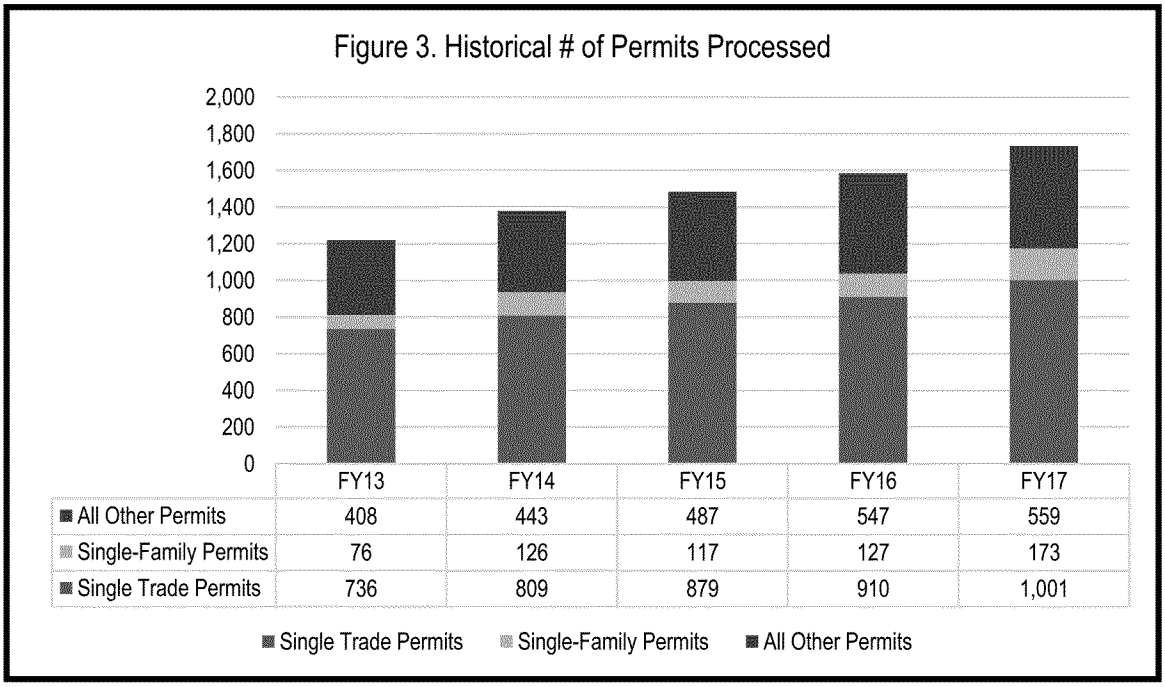
What the Data Told Us

The BIRDIE team researched and evaluated data in the following areas to develop the recommendations included in this report:

- Historical # of permits issued by type
- Historical performance levels for plan reviews and inspections cycle times
- Available benchmark data for plan review and inspections cycle times

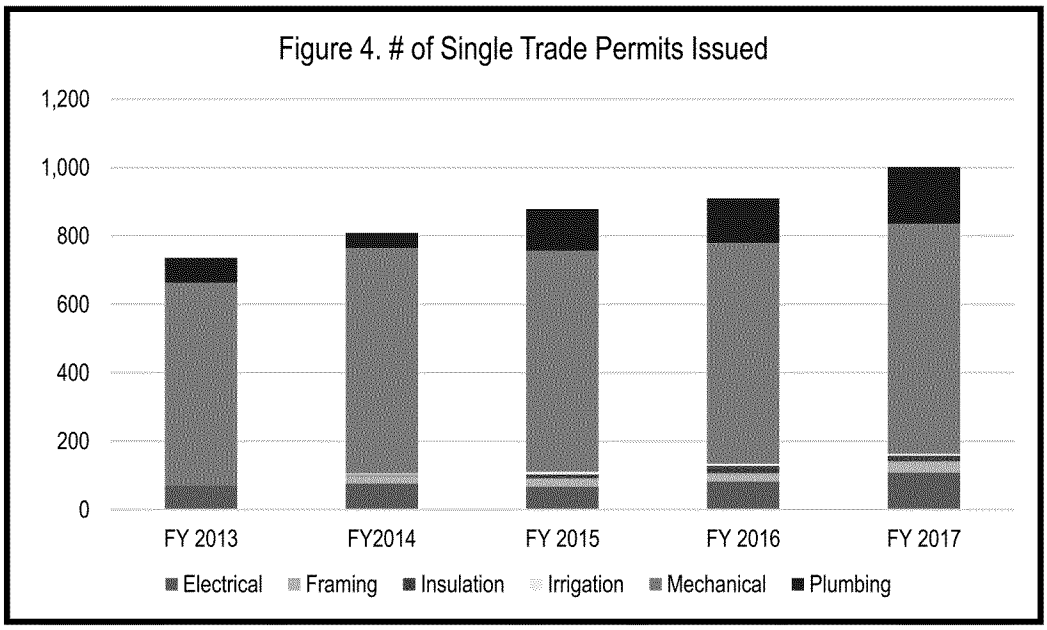
<u># of Permits</u>

The data in Figure 3 indicates the workload in the Planning & Inspections Department has increased considerably in the past few years, particularly for single-family home permits, which have increased 127% in the last four years.



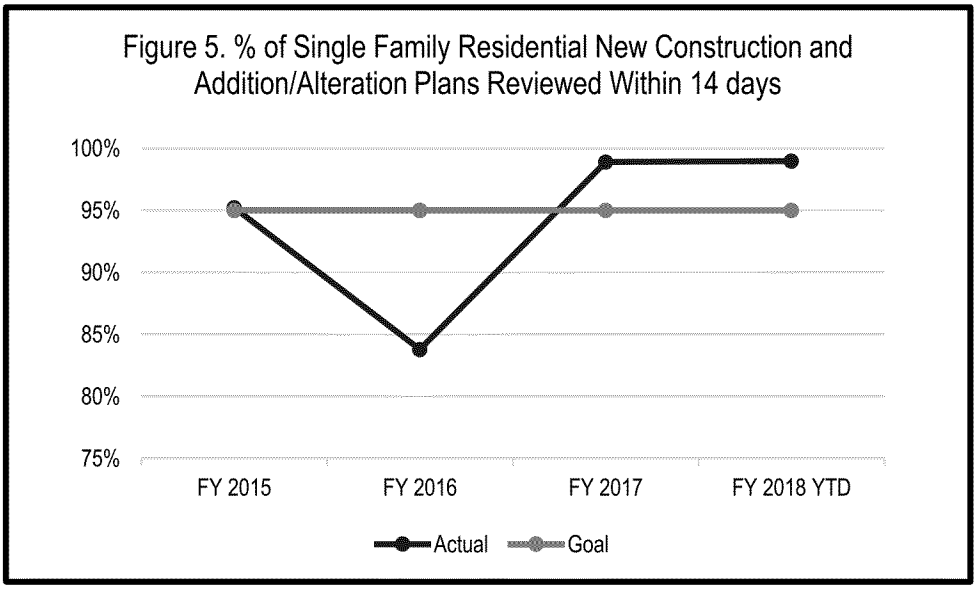
	FY13	FY14	FY15	FY16	FY17
All Other Permits	408	443	487	547	559
Single-Family Permits	76	126	117	127	173
Single Trade Permits	736	809	879	910	1,001

Single trade permits have also increased by 36% over the past few years and front desk staff at Village Hall issue these permits as shown in Figure 4. Processing these permits on the spot at the front desk helps to relieve some of the workload in the P&I Department and makes it easier for the customer to obtain a permit.



Plan Reviews

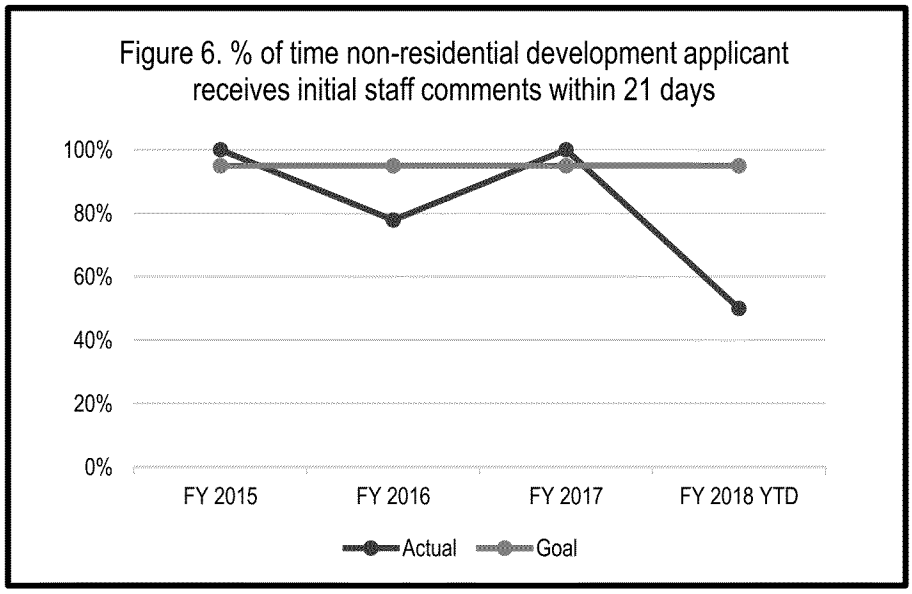
Village staff track the cycle time of single-family residential plan reviews with a goal to review 95% of residential plans within 14 days, including weekends. This is measured by tracking the number of days from when a residential permit is initially submitted until all internal reviews are completed by the Permit Technician and the Building Inspector and does not include any reviews required by outside agencies, such as U.S. Fish and Wildlife. In the last two years, Village staff have exceeded this performance goal, as shown in Figure 5.



A review of benchmarks in *Municipal Benchmarks* (3rd Edition) by David Ammons indicates the vast majority of municipalities measure a shorter turnaround time for single-family permits that include 2 days, 5 days, 7 days, and 10 days. This, along with high performance levels at the current 14-day review time goal indicates the Village should consider modifying this Key Performance Indicator and seek ways to streamline the process to shorten single-family plan review turnaround time.

In addition, the BIRDIE team discovered that the P&I Department does not systematically track review cycle time for non-residential permits, with the exception of providing initial comments from the Technical Review Committee within 21 days (See Figure 6). Beyond this Key Performance Indicator, P&I staff do not track or monitor the length of time it takes to complete site plan reviews or issue a non-residential building permit.

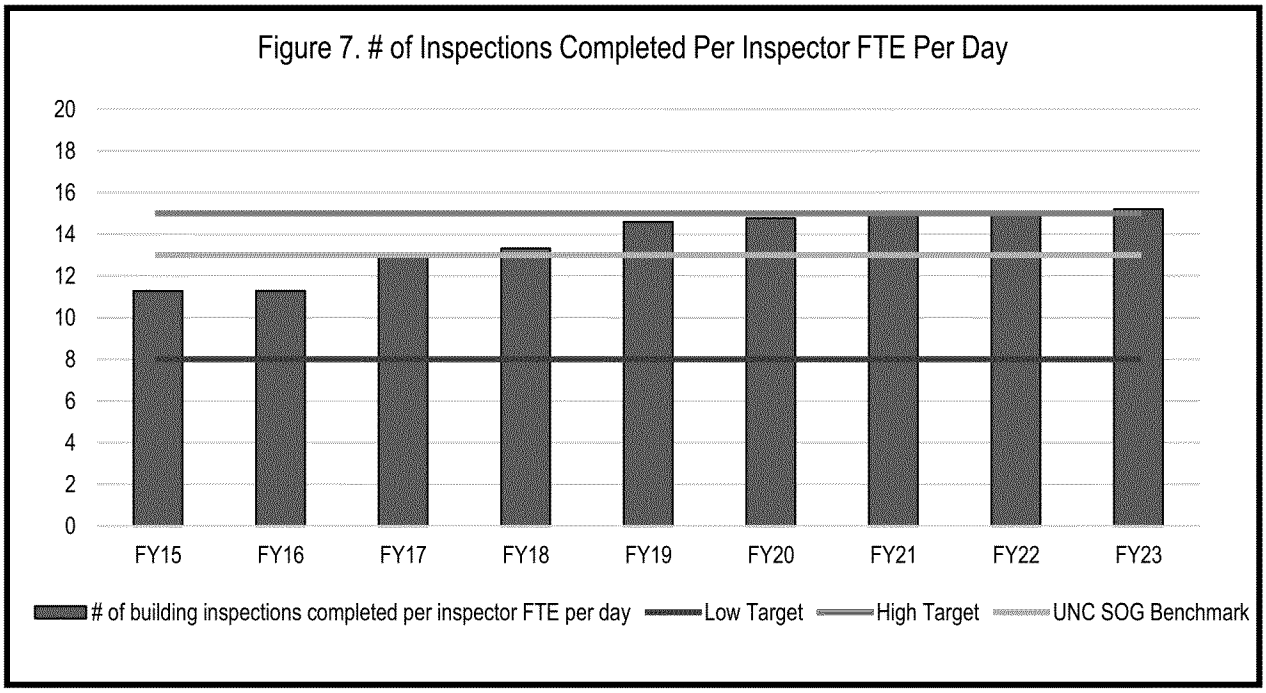
> ***"Most of the cities examined perform building permit reviews within 4 weeks for commercial projects and within two weeks for residential buildings. Review time in some cities is notably shorter, with reviews of commercial plans requiring only about a week and residential plans only a few days."***
>
> *-Municipal Benchmarks (3rd Edition) by David Ammons*



Building Inspections

In terms of cycle-time, the Village's building inspectors are delivering a high level of service with nearly 100% of inspections being completed within one business day of the request. The historical average for the UNC School of Government Benchmarking Project municipalities is closer to 95%. Often, plan review takes a back seat to getting inspections completed the next business day as building inspectors view inspection turnaround time as one of their highest priorities.

Another Key Performance Indicator (KPI) reviewed by the BIRDIE team was the number of building inspections completed per inspector FTE per day, as shown in Figure 7. This KPI provides insight into the workload placed on the Village's building inspectors. A review of this historical data and the projections for the five-year planning period indicate development levels are approaching the maximum capacity of the two building inspectors on staff. Prior to the Great Recession, the Village employed three building inspectors in the department. As the economy improves and development increases, it is important to seek ways to maximize the capacity of existing building inspector staff in order to continue to provide the existing high level of inspection services.



Solutions Evaluated and Perspectives Considered

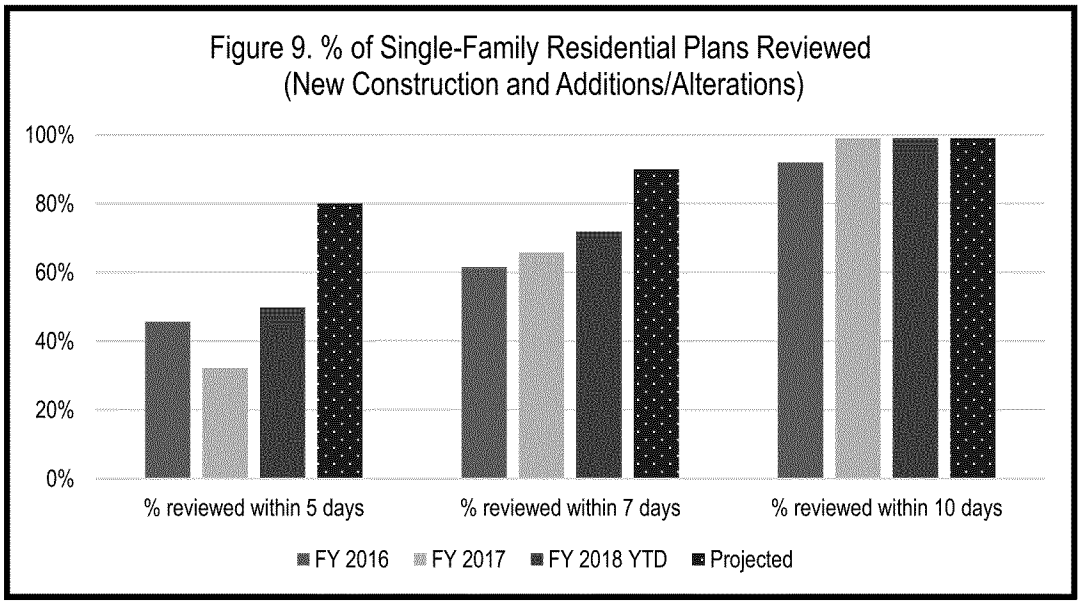
After identifying potential solutions, the BIRDIE team evaluated possible solutions from four different perspectives, identifying the key advantages/benefits, the key disadvantages/costs, and any mitigating actions staff could take to minimize potential disadvantages/costs. ***Appendix A*** indicates the benefit/cost analysis for each of the BIRDIE team's eight (8) recommendations. The four perspectives considered in the analysis included:

1. The customer's perspective,
2. Village staff's perspective,
3. Appointed board members' perspective (Planning & Zoning and Historic Preservation Commission), and
4. The financial perspective.

Impact of Recommendations

Performance Impact

While it is unclear how much the efficiency improvements of implementing the Accela Land Management software will generate, the BIRDIE team believes one of the key reasons the Village should acquire the software is to help staff save time by reducing the cycle time of single-family plan reviews. Figure 9 indicates historical cycle times and the projected performance impact of the BIRDIE team recommendations on single-family plan reviews. As indicated in Figure 9, staff review times have declined since P&I staff began monitoring plan review cycle times in FY 2016, but automation of processes is projected to shorten review times even more.



With an estimated time savings of one-hour per inspector per day and another one-hour per day time savings for the Permit Technician, P&I staff believe it can eliminate up to 3 hours of duplicate or manual work each work day, or approximately 780 hours in a year. This equates to approximately $29,000 of salaries and benefits.

Because P&I staff do not currently monitor non-residential plan review cycle times, it is not possible to project the impact of the BIRDIE team recommendations on this type of plan review. However, the new software will allow staff to track non-residential plan review time automatically within the system. Once the Village has some historical data, the BIRDIE team recommends adding a Key Performance Indicator (KPI) to the Planning Department's Balanced Scorecard for non-residential plan review cycle time in FY 2020.

The BIRDIE team also believes the amount of walk-in traffic at Village Hall will decline because of implementing the team's recommendations. For each of the last three fiscal years, front desk staff at Village Hall have served on average 30 customers for the P&I Department per day either in person or over the telephone. Based on the number of working days in a year, that equates to 7,800 P&I customers served annually. The BIRDIE team believes it is reasonable to estimate at

least a 30% reduction in P&I walk-in traffic and telephone calls at the front desk, if not more. This would eliminate approximately 2,340 customer visits and phone calls to Village Hall each year, or the equivalent of approximately $13,500 of salaries and benefits.

Overall, a conservative estimate of the indirect financial impact the Village could expect to result from the efficiency improvements of the BIRDIE team's recommendations would be to divert approximately $42,500 of salaries and benefits expense annually to other tasks.

Workforce Impact

The BIRDIE team's recommendations will have a significant impact on Planning & Inspections staff in the 2018 calendar year. In addition, other departments will also be impacted, including Administration, Public Services, and Fire. These departments also process permits or play a role in plan review. As a result, select employees in these departments will also need training on the new software and will need to modify their current processes accordingly. The Village's IT department will oversee the acquisition and configuration of the software so they will also be impacted. Staff estimates it will take approximately 775 combined staff hours over the next eight months to acquire, configure, and learn the new software before launching it to the public on January 1, 2019.

While the estimated amount of time to implement the software and other BIRDIE team recommendations is 775 hours, staff estimates these recommendations will save at a minimum 1,365 hours on an annual basis post implementation. In addition, a significant positive workforce impact will be to enhance the GIS skills and capabilities of P&I staff.

Financial Impact

Of the eight recommendations, the only one that has a real direct financial impact is Recommendation #1 - Acquire and implement new permit and inspection software. Other recommendations have an indirect financial impact of staff time either needed or saved. The direct financial cost to acquire, configure, and implement the recommended Accela Land Management software solution includes one-time implementation costs and annual recurring software maintenance costs thereafter, as shown in Figure 8. Of the three software programs evaluated, Accela was the most economical with the other two options costing two and three times the cost of the software selected by the BIRDIE team.

Figure 8. Direct Financial Impact of Recommendation #1 – Acquire software

Description	Financial Impact
Hardware costs (mobile devices, printers, monitors, mobile field access)	$ 5,000
Acquire, configure, & implement Accela Land Management software, with training	$ 47,190
First year maintenance costs	$ 25,200
Total Implementation Costs in FY 2018	**$ 77,390**

** Annual ongoing software, licensing and data charges will be approximately $31,600 annually.*

The Fiscal Year (FY) 2018 budget included $50,000 for the purchase of permit and inspection software in anticipation of the BIRDIE team's recommendation. Should the Council approve the recommendation to acquire new software, the current budget of $50,000 plus the amount currently included in the FY 2019-2023 Financial Forecast that will be presented to the Village Council in

May 2019 will be sufficient to cover the cost of the software and ongoing annual software, licensing and data charges.

As indicated previously, a conservative estimate of the indirect financial impact of the BIRDIE team's recommendations on the Village is a savings of approximately $42,500 in staff time.

Conclusion

Overall, the BIRDIE team believes the advantages or benefits of the team's eight recommendations significantly outweigh the disadvantages or costs. Figure 10 below indicates the KEY advantages and disadvantages of the overall recommendations that are detailed more fully in ***Appendix A***.

Figure 10. KEY Advantages and Disadvantages of BIRDIE Team Recommendations

Advantages or Benefits	Disadvantages or Costs
Reduced plan review turnaround time and immediate notification of inspection outcomes, saving builders time and money (improving from 50% to 80% of plans reviewed within 5 days and from 72% to 90% of plans reviewed within 7 days)	Financial Cost: • Initial cost of software - $77,390 setup costs • Ongoing cost of software - $31,600 annual maintenance/license fees
More user-friendly and transparent process with easily accessible online portal for customers with electronic plan submittals and payment	Estimated 775 hours of staff time to implement in FY 2019
A central location of permit and inspection data and organized filing systems to help staff retrieve files and records easier and quicker	
Increased staff capabilities with employee-specific training and cross-training	
Staff time savings of approximately 1,365 hours each year, which equates to approximately $42,500 in annual salary & benefits	

When the BIRDIE team considered the financial impacts, workforce impacts, performance impacts and other advantages and disadvantages from different perspectives, the team unanimously concluded the recommendations contained within this report are intelligent risks the Village should pursue (i.e. the benefits of the recommendations outweigh the costs).

These eight recommendations represent meaningful, innovative improvements to key Village processes and services that will add new value for all stakeholders, including staff, builders, residents, members of Council-appointed Boards and Commissions and ultimately the public at large. They also address a strategic opportunity identified by the Village Council to "*Utilize technology to improve services*" and a strategic challenge of "*Responding to increased demand for services and changing needs due to growth*."

The Permitting & Inspection BIRDIE team respectfully requests the Village Council approve the recommendations presented in this report.

Implementation Plan

Should the Village Council approve these recommendations, the BIRDIE Team suggests the following implementation plan and timeline shown in Figure 11. Staff has scheduled these implementation steps and deadlines in order to achieve full implementation of the new processes and software before launching the new software on January 1, 2019. Because January and February are typically slower months for the P&I Department, the BIRDIE team agreed a January 1, 2019 *GO LIVE!* date for the new software would provide staff time to get familiar with the new software before development picks up in the Spring.

It is important to note that with the development of the 2035 Long-Range Comprehensive Plan underway during this same time period, it will take a significant staff commitment to achieve these projected implementation deadlines. However, staff is committed to ensuring a successful implementation and are willing and able to make the required investment of time to ultimately achieve the desired efficiencies and deliver a higher level of service to our customers.

Figure 11. Implementation Plan	
June 30, 2018	Identify and inform P&I staff of NC record retention policies
	Acquire P&I software and hardware
	Begin software implementation
September 30, 2018	Complete file organization in the P&I department
	Begin software setup & configuration
December 31, 2018	Complete GIS training for P&I staff
	Develop a P&I staff cross-training schedule
	Complete software configuration, staff training, & testing
	Provide software training for staff, builders, and Board members
	Identify & draft any changes needed to the PDO based on process changes
	Develop permit guides and update the Village website & MYVOP accordingly
	Implement single points of contacts to the extent possible
	Identify and implement new turnaround performance standards for Village staff
March 31, 2019	Go *LIVE!* with new software and processes & adjust as needed
	Distribute & publish new permit guides
	Adopt any required PDO changes
	Implement P&I staff cross training plan
	Complete file organization in the basement of Village Hall
	Reconvene BIRDIE Team & staff to evaluate the first few months of implementation

Appendix A

Detail of Advantages/Benefits and Disadvantages/Costs of Individual Recommendations

Recommendation #1: Acquire and implement new permit and inspection software				
	Customer Perspective	**Village Staff Perspective**	**Board Member Perspective**	**Financial Perspective**
Advantages	Increased convenience to the customer with reduced confusion about forms and documentation required; faster permit turnaround times will help save customers time and money; Adds the ability for customers to 1) submit plans and applications electronically and pay online, and 2) view permit status electronically; Adds the ability for builders to receive immediate electronic notification of inspection outcomes	Access to information in a centralized location; Reduces the amount of paper files, walk-in traffic, telephone calls, and amount of double (sometimes triple) data entry for single-family residential permits; Adds the ability to: 1) review plans and applications electronically, 2) merge code enforcement documentation with permit records, and 3) easily monitor and quickly determine permit status	Board members are able to review plans and applications electronically, reducing the amount of paper files and expediting the process	Increase in staff efficiencies mitigates the need to add additional staff in the future and allows staff to redirect approximately 1,365 hours annually to other tasks (this equates to approximately $42,500 in salaries and benefits)
Disadvantages	Difficulty learning the new process/technology for permit submittals; Some customers may not have the technology or ability to submit electronically	Will require approximately 775 hours of staff time devoted to software configuration, testing, and training; Some staff may be resistant to learning a "new" way of doing things	Will require board training on how to access the software; Some board members may be reluctant to review plans electronically	Direct financial costs: Initial cost of software - $77,390 setup costs; Ongoing annual maintenance and license fees software - $31,600
Mitigating Actions	Conduct training for builders at Builders Workshops - hold multiple training sessions over a period of time; Continue to allow paper submissions with staff entering information into the software	Conduct an ample amount of on-site training for all staff (and outside agencies such as Village engineer and Moore Co. staff); Operate in a dual environment for two months to test the software; Involve P&I staff in process redesigns and software configurations	Conduct an ample amount of training for all board members; Continue to allow board members to review paper copies of plans if they are not comfortable with the software	$50,000 is already budgeted in FY2018 and recurring costs of $31,600 are programmed in the FY 2019-2023 Five-Year Financial Forecast

Recommendation #2: Improve accessibility and usability of permit forms				
	Customer Perspective	Village Staff Perspective	Board Member Perspective	Financial Perspective
Advantages	Easier to locate permitting portal on VOP website, reducing the amount of time for customers to identify information needed for permit	Reduction in walk-ins and telephone calls will free up staff time for other tasks		
Disadvantages	Confusion about where to locate application information if accustomed to going to the current location	Will take staff time to develop and make the needed website changes		
Mitigating Actions	Conduct training for builders at Builders Workshops - hold multiple training sessions over a period of time; Include links to online tutorials on the website for builders and contractors; Use permit guides to inform residents of new home construction process	Utilize Admin and IT staff to assist with website changes		

Recommendation #3: Create permit guides that clearly describe the permit process				
	Customer Perspective	Village Staff Perspective	Board Member Perspective	Financial Perspective
Advantages	Increased transparency of the permitting process; Increased customer knowledge and understanding of the permit process so customers know what to expect	Reduction in walk-in traffic and telephone calls will free up staff time for other tasks; Guides can be used to help cross-train staff in the P&I department	Can be used as a training tool/information for new Board members, reducing the amount of time needed to understand permitting processes	
Disadvantages	May be difficult to explain all of the processes clearly and concisely in permit guides due to complexity of some processes	Will take staff time to create permit guides		Minimal print costs
Mitigating Actions	Staff can research and implement best practices to make permit guides as clear as possible; Staff to preview permit guides to builders before finalizing them in order to get their input on usability and usefulness	Utilize the Communication Specialist and Admin staff to research permit guide best practices, design, and publish permit guides		Absorb in current budget

Recommendation #4: Implement performance standards on turnaround times				
	Customer Perspective	Village Staff Perspective	Board Member Perspective	Financial Perspective
Advantages	Reduction in permit turnaround times, resulting in a time and cost savings for customers	With all reviewers held accountable to performance standards, will reduce the amount of effort expended to follow up on overdue reviews; Will increase employee accountability to management with performance standards included in annual employee goals	Provides clear expectations to Board members about desired cycle times for reviews and approvals	
Disadvantages		Increased amount of time to track and monitor performance standards; Increased accountability could cause some employees to stress over meeting performance standards goals		
Mitigating Actions		Purchase licenses for other departments so performance standards can be automatically tracked in the software; Supervisors set realistic performance standards in consultation with staff and routinely monitor actual performance relative to standards regularly throughout the year		

Recommendation #5: Consider creating single points of contact where possible				
	Customer Perspective	Village Staff Perspective	Board Member Perspective	Financial Perspective
Advantages	Easier for customers to navigate the permit process with a single point of contact	Can help to clarify staff roles and centralize responsibilities so staff become more of an "expert" in certain areas and therefore more productive		
Disadvantages	Customers may prefer to work with the same person they have worked with in the past	Increased cross training would be required		
Mitigating Actions	Ensure all staff are fully capable and have capacity to be the single point of contact so they deliver high quality services and instill customer trust	Clearly identify and define the level of knowledge needed for each individual staff member and provide quality instruction and training		

Recommendation #6: Increase and enhance training efforts				
	Customer Perspective	Village Staff Perspective	Board Member Perspective	Financial Perspective
Advantages	Higher level of service provided to customers with increased staff capabilities/knowledge	Increased professional capabilities with knowledge of new software, GIS, and cross-training can help make staff more productive; Other departments can benefit from more employees knowing how to use GIS	Ability to expand capabilities to perform Board roles assigned by the Village Council	
Disadvantages		Will require an investment of staff time and on-the-job use of skills acquired in training (i.e. responsibilities and workload could increase with new knowledge and capabilities)	Will require an investment of Board member time to acquire needed training on how to access online portal for plan reviews	Cost of GIS training
Mitigating Actions		Clearly identify and define the level of knowledge needed for each individual staff member; Provide quality instruction and training, with work assignments to reinforce new skills		Absorb GIS and board training in current budget

Recommendation #7: Organize permit and inspection files				
	Customer Perspective	Village Staff Perspective	Board Member Perspective	Financial Perspective
Advantages	More timely response to information requests when staff can more easily locate files and records; Declutters common areas in the P&I department, presenting a better public image and instilling a more positive image of the department as a whole	Easier for staff to locate files and records, saving time; Declutters P&I offices and common areas; Ensures compliance with NC Record Retention Policy	Easier for staff to locate files and records requested for review by Board members, increasing response times to Board requests	Free up file cabinets for other departments to use/saving $
Disadvantages		Staff time needed to organize and purge a large amount of files and records; Not all staff are aware of or utilize the NC Records Retention Policy (e.g. just keep everything)		
Mitigating Actions		Utilize the Village Clerk to assist with file organization, implementing best practices for Village Council filing system; Collaborate with staff to develop a systematic record filing and retention process after staff are educated on the requirements of the NC Records Retention Policy		

Recommendation #8: Amend the PDO to reflect improvements made				
	Customer Perspective	Village Staff Perspective	Board Member Perspective	Financial Perspective
Advantages	Potentially reduced regulations to comply with (e.g. require fewer copies of plans)	Alignment of PDO requirements with new processes clarifies staff responsibilities to obtain required documents	Alignment of PDO requirements with new processes	
Disadvantages		Staff time to review and revise the PDO, as needed	Board time to review and revise the PDO, as needed	
Mitigating Actions			Village staff to prepare and present any amendments needed	

	VILLAGE OF PINEHURST STANDARD PROCEDURE
SUBJECT: **Retirement Recognitions and Gifts**	Effective Date: 05/08/12
Department: Human Resources	Policy No.: HR-116
Prepared by: Human Resources	Revised: 03/10/15
Approved by: Village Manager & Village Council	# of Pages: 2

I. POLICY:

The Village of Pinehurst recognizes the importance of honoring employees who retire from public service. The purpose of this policy is to recognize and celebrate the dedication and hard work of those employees retiring from the Village of Pinehurst.

II. ELIGIBILITY:

Employees must be eligible and apply for retirement benefits under the North Carolina Retirement System and have at least five years of full-time service with the Village of Pinehurst, not including sick time.

III. PROCEDURE:

Department Directors will notify Human Resources of an employee's pending retirement. Human Resources will work with the Department Director and the retiring employee to coordinate an appropriate celebration and the appropriate gift.

Eligible employees will receive a taxable monetary gift according to the following schedule. These amounts have been increased by 30% to cover estimated taxes.

- 10 years but less than 15 years $650
- 15 years but less than 25 $1300
- 25 years or more $1500

Eligible employees with at least 25 years of service will also receive a Village-sponsored, celebratory meal or reception at a Village facility coordinated through

Human Resources. Village employees, Council and the retiring employee's immediate family will be invited. Additional people may be invited at the discretion of Human Resources.

Eligible employees with 5 years of service, but less than 25 years will receive a Village-sponsored reception coordinated through Human Resources.

Additional celebrations or gifts, departmental or otherwise, cannot be paid for with Village funds.

IV. PUBLIC SAFETY:

The Village of Pinehurst recognizes the bravery and dedication of the public safety employees serving in the Pinehurst Police Department and Pinehurst Fire Department. In addition to the retirement gifts listed above, public safety employees may be awarded the gifts listed below.

NCGS 20-187.2 authorizes the Village Council to award, upon request, a retiring law enforcement officer, or a surviving relative of an officer, the service side arm and badge of the officer at a price to be determined by the governing body. This policy sets the price for qualifying awards of side arms to retiring law enforcement officers at one dollar. The law enforcement officer must have at least 10 years of service with the Village of Pinehurst to be eligible for this benefit. If the retiring officer has at least 5 years of service, but less than 10 years, the officer will have the option to purchase the service side arm for $400. The retiring employee must follow all provisions of the statute and other applicable laws.

NCGS 160A-294.1 authorizes the Village Council to award, upon request, a retiring firefighter or a surviving relative of the firefighter, the fire helmet of the firefighter at a price determined by the governing body. This policy sets the price for qualifying awards of fire helmets to retiring firefighters at one dollar. The firefighter must have at least 10 years of service with the Village of Pinehurst to be eligible for this benefit. If the retiring firefighter has at least 5 years of service, but less than 10 years, the firefighter will have the option to purchase the helmet for $300.

Approved by:

Jeff Batton, Interim Village Manager — March 10, 2015 Date

Resolution #15-11

Village Council, Resolution — March 10, 2015 Date

Geographic Extent

This Plan differs from earlier Long-Range Plans for Pinehurst in at least one significant way – those Plans focused almost exclusively on addressing issues occurring *within Pinehurst's borders*. This Plan will take a different approach. In addition to looking at issues within the corporate limits, this Plan will consider external areas and issues that have the potential to affect Pinehurst in the future.

This reflects a growing awareness that:

- Pinehurst is not an island unto itself and what happens in the areas surrounding Pinehurst will have an impact on the Village, its character and ambience, and the overall quality of life for its residents.
- The current zoning policies in the extra-territorial areas may not be "sustainable" since the densities allowed by the Village of Pinehurst are too low to allow for annexation (unless voluntarily proposed by the landowners) and adjacent communities could annex into the Pinehurst extra-territorial jurisdiction (ETJ) area.

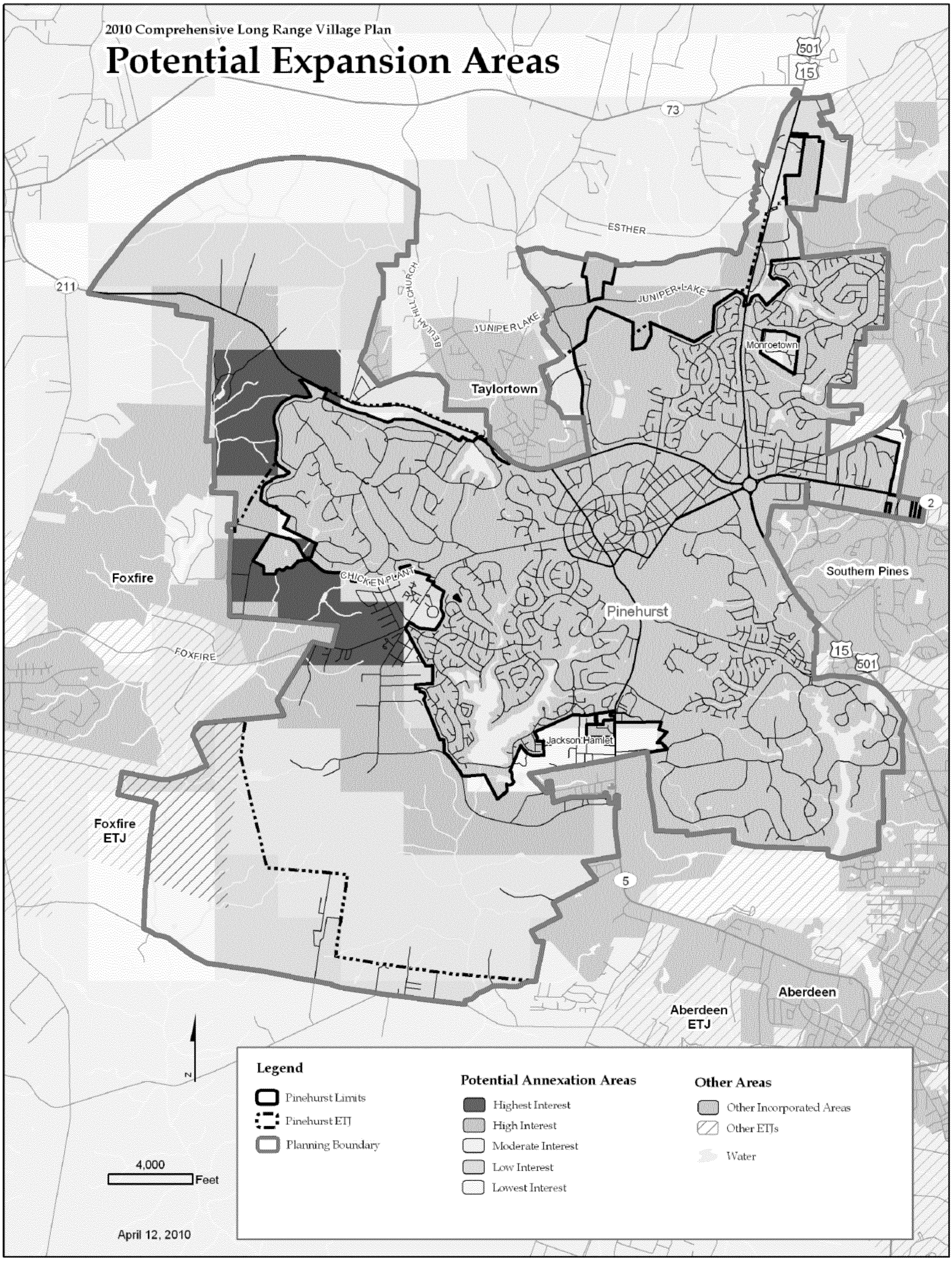
As part of this planning process, the Steering Committee discussed the possible geographic extent of Pinehurst and reached consensus on the following:

- Pinehurst will be affected by growth in the region.
- Pinehurst should not rule out expanding its geographic boundaries (both corporate limits and extra-territorial jurisdiction) – mostly to protect its character and ambience and provide for desired amenities.
- Pinehurst should seek to expand its boundaries through annexation only in certain areas and only under certain conditions.
- Pinehurst should seek to coordinate development programs and policies with Moore County and with all surrounding communities (including maintaining annexation agreements).

The map on the facing page shows areas where the Steering Committee felt there were the strongest reasons for possible future boundary expansion (green areas indicate strongest reasons for expansion). This exercise was conducted in 2009 by the Steering Committee (not the Village Council) and the preliminary indications of this unscientific exercise are subject to change as situations change or circumstances warrant.

2010 Comprehensive Long Range Village Plan

Potential Expansion Areas



As a result, the geographic extent of this Plan (the area within the "planning boundary") will look at:

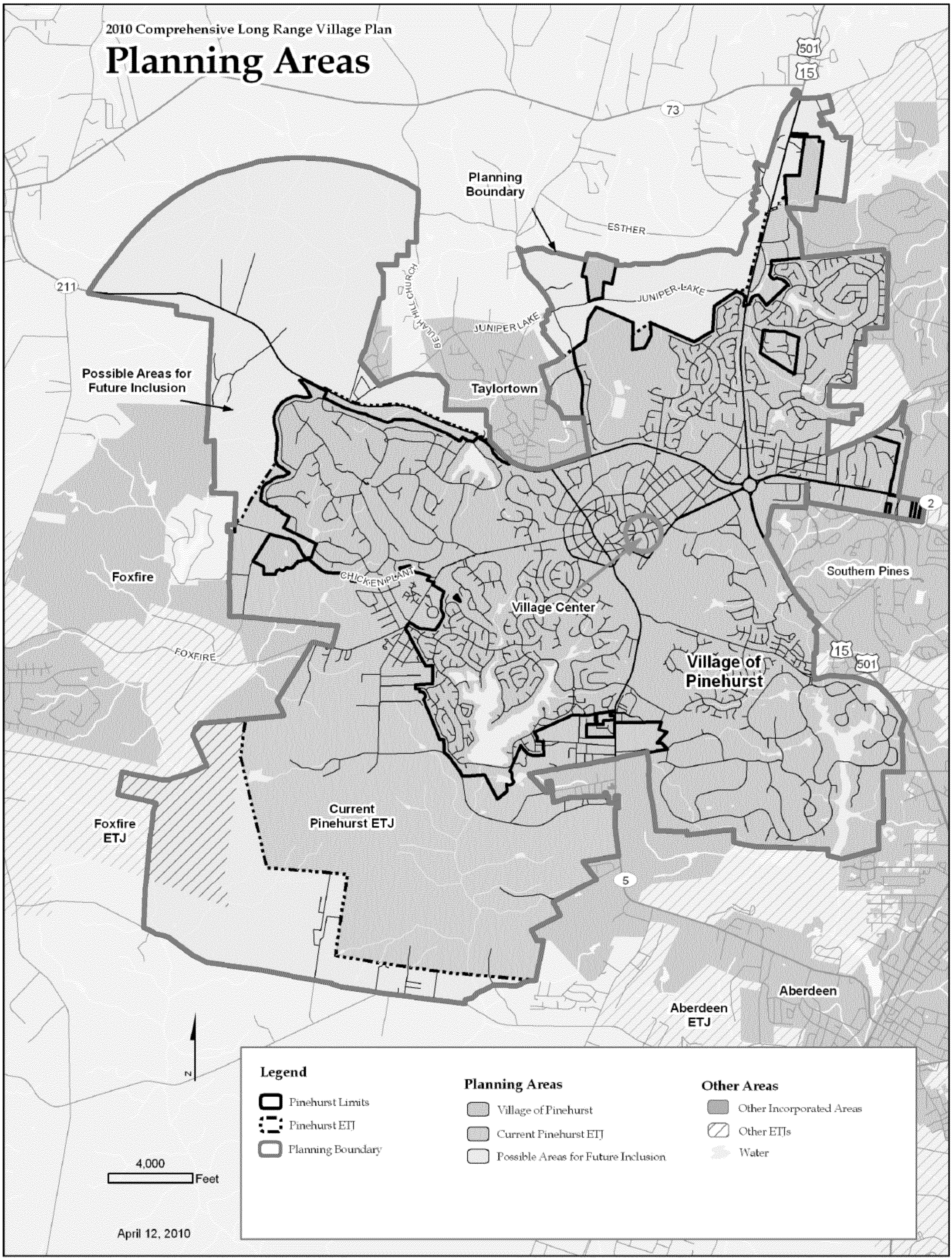
- land within Pinehurst's corporate limits (about 11,016 acres),
- land within Pinehurst's extra-territorial jurisdiction (about 5,453 acres), an adjacent unincorporated area where Pinehurst has extended its zoning designations, and
- additional areas that may, at some time in the future, be considered for inclusion within Pinehurst's corporate limits or extra-territorial jurisdiction (about 4,329 acres).

These planning areas are illustrated on the map on the facing page.

Existing Corporate Limits	Since most land area within the corporate limits is already platted into lots or otherwise dedicated to uses, there is limited opportunity to change development patterns. The main strategy of the Plan is to manage activities in these areas to enhance the character and ambience of the community and to protect existing neighborhoods.
Existing Extra-Territorial Area	Pinehurst's character is affected by growth in areas outside of the current corporate limits. Annexation and rezoning of some of this area by adjacent communities suggests that the low-density zoning Pinehurst previously intended could be modified through annexation by others. As a result, the main strategy for this area is to look at alternate development patterns and densities that will protect important resources and enhance the overall character of the community so that Pinehurst will have the ability to guide growth in this area.
Potential Expansion Area	Pinehurst's character is affected by growth in areas outside of the current extra-territorial jurisdiction also. Since Pinehurst has no voice in managing this growth unless it has jurisdiction, the main strategy for this area is to look at alternate development patterns and densities that will protect important resources and enhance the overall character of the community so that Pinehurst will have the ability to guide growth in this area.

2010 Comprehensive Long Range Village Plan

Planning Areas



April ___, 2018

Ms. Catherine Graham, Chair
Moore County Board of Commissioners
P.O. Box 1262
Carthage, NC 28327

RE: Request to Extend the Village of Pinehurst Extraterritorial Jurisdiction (ETJ)

Dear Chair Graham,

The Pinehurst Village Council would like to begin a dialogue with the Moore County Board of Commissioners about extending the Village's extraterritorial jurisdiction (ETJ), as allowed under North Carolina General Statutes (NCGS) 160A-360. Because any extension of the Village's ETJ requires approval of the Board of Commissioners, the Village Council would like to work collaboratively with your board to define a mutually agreeable Pinehurst ETJ boundary. The Council believes this request is in our mutual best interest as both boards seek ways to plan for and respond to development in Moore County and around the Village's municipal borders.

The purpose of the ETJ is to allow a municipality to apply its land use regulations to areas immediately outside its corporate limits. Development in the Pinehurst ETJ can change the character of our neighborhoods, increase the demand for Village services, change traffic patterns and affect surrounding property values. With additional ETJ authority, the Village can help ensure development patterns in this transition area are consistent with development patterns occurring inside our municipal limits and minimize any potential negative impacts caused by development. ETJ authority will also help the Village plan for the long term service needs of property owners in the ETJ as development occurs.

The Village's 2010 Long-Range Comprehensive Plan states, "Pinehurst's character is affected by growth in areas outside of the current corporate limits. If Pinehurst is to preserve and enhance its character and ambience, we must take a larger view of development activities going on in the region and participate in ways that will help protect our interests and Pinehurst's legacy." Land use activities in areas that surround our borders have significant impacts on our community including traffic, water use, sewage disposal, water quality, and community character. Over the long term, it is in our best interest to have influence on the nature of this development because Pinehurst residents will be subjected to its impacts (e.g. traffic, etc.). By extending the ETJ to the extent allowed by law and annexation agreements with surrounding municipalities, we will be better able to protect Pinehurst's character, ambience, and image and also guide development in accordance with our Long-Range Comprehensive Plan.

DRAFT

The recent development proposal along Highway 211 is one example of how growth along Pinehurst borders will impact Pinehurst residents and the character of our community. If this area were in the Village's ETJ, it would allow the Village to regulate development on both the north and south sides of this key southern Moore County gateway on Highway 211 in a cohesive manner. Ensuring cohesive development, especially along our major corridors, would help ensure Pinehurst can grow in a way that enhances and preserves the character of our community, which can benefit all of Moore County.

As the largest incorporated municipality in Moore County, Pinehurst's population has grown from 1,746 at incorporation in 1980 to nearly 17,000 today. The last ETJ extension granted to the Village of Pinehurst by Moore County was in 1986. Since then, the Village has annexed property into the Village limits, but has not subsequently extended the ETJ. As the Village approaches buildout within the next 20 years, it is reasonable to assume that we could see an increase in development in the existing Pinehurst ETJ and areas immediately surrounding our municipal limits. With Southern Pines and Aberdeen to the Village's south and east of the Pinehurst, the ETJ extension requested would primarily impact the area north and west of the Village's borders.

An expansion of the Village's ETJ benefits all of Moore County because of the significant economic impact of the most populated and developed area of the county. Requiring future growth near Pinehurst municipal borders to be developed according to the Village's land use regulations could arguably result in increased property values and more efficient delivery of local government services in the long term. This could help improve the overall Moore County economy as well as preserve and enhance the character of the most populated area.

The Pinehurst Village Council is committed to working cooperatively with the Moore County Board of Commissioners to ensure appropriate and quality development along our municipal borders which is in our mutual best interest. On behalf of the Village Council, I thank you in advance for considering this request and hope we can work together to help plan for the long term future of Pinehurst and Moore County. Addressing this important issue can help advance your mission to make Moore County a premier community in which to live, work and raise a family and our mission to promote, enhance, and sustain the quality of life for Pinehurst residents, businesses, and visitors.

Sincerely,

Nancy Fiorillo, Mayor
Village of Pinehurst, NC

DRAFT

RESOLUTION #18-11:

A RESOLUTION REGARDING A RE-APPOINTMENT TO THE VILLAGE OF PINEHURST COMMUNITY WATCH BOARD.

THAT WHEREAS, the Village Council of the Village of Pinehurst, North Carolina has established a Community Watch Program; and

WHEREAS, the term of Chairman Doug Tuxbury will expire April 30, 2018; and

WHEREAS, Mr. Tuxbury and the Village Council are desirous of his continuing to serve as the Chairman of the Pinehurst Community Watch Board for an additional term.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in a regular meeting assembled this 24th day of April, 2018, as follows:

SECTION 1. That the following re-appointment is hereby made to the Community Watch Board for the term indicated:

[1] Doug Tuxbury, Chairman, is re-appointed to the Community Watch Board for one additional year, effective April 30, 2018 with said term to expire April 30, 2019.

SECTION 2. That the re-appointee shall continue serving until a replacement is appointed and qualified.

THIS RESOLUTION passed and adopted this 24th day of April, 2018.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

_____
Lauren M. Craig, Village Clerk

Approved as to Form:

_____
Michael J. Newman, Village Attorney

DRAFT