VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF APRIL 13, 2021
ASSEMBLY HALL
395 MAGONOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM

1. Call to Order.

2. Reports:

   Manager

   Council

3. Motion to Approve Consent Agenda.

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

   A. Approval of Village Council Meeting Minutes
      March 23, 2021 Special Meeting
      March 23, 2021 Regular Meeting
      March 23, 2021 Work Session
      March 23, 2021 Closed Session

   End of Consent Agenda.

4. Discuss and consider contracts with ETC Institute for resident and business surveys.

5. Fiscal Year 2022 Strategic Operating Plan (SOP) Preview.

6. Other Business.

7. Comments from Attendees.

8. Motion to Adjourn.

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.
Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.
Values: Service, Initiative,Teamwork, and Improvement.

COUNCIL
ADDITIONAL AGENDA DETAILS:

ATTACHMENTS:

	Description
🗋	2021 Key Partner List

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

APPROVAL OF VILLAGE COUNCIL MEETING MINUTES

ADDITIONAL AGENDA DETAILS:

March 23, 2021 Special Meeting
March 23, 2021 Regular Meeting
March 23, 2021 Work Session
March 23, 2021 Closed Session

FROM:

Kelly Chance

CC:

Jeff Sanborn

DATE OF MEMO:

4/6/2021

MEMO DETAILS:

Attached are the draft minutes from the March 23rd Special Meeting, the March 23rd Regular meeting, March 23rd Work session, and the March 23rd Closed session.

ATTACHMENTS:

	Description
🗋	March 23, 2021 Special Meeting
🗋	March 23, 2021 Regular Meeting
🗋	March 23, 2021 Work Session

VILLAGE OF PINEHURST 1895

VILLAGE COUNCIL
MINUTES FOR SPECIAL MEETING OF MARCH 23, 2021
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA

The Pinehurst Village Council held a remote special meeting at 3:00 p.m., Tuesday, March 23, 2021 in Assembly Hall at Village Hall, 395 Magnolia Road, Pinehurst, North Carolina and via the electronic meeting platform ZOOM.

The following were in remote attendance:

Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember

The following were in attendance in Assembly Hall:

Mr. John C. Strickland, Mayor
Mr. Jeffrey Sanborn, Village Manager
Ms. Kelly Chance, Village Clerk

And approximately 4 attendees, including 2 staff and 0 press.

1. **Call to Order.**
   Mayor John Strickland, called the Council special meeting to order.

2. **Status Update from Design Collective on Small Area Plan.**
   Mayor Strickland explained that this agenda item is to provide the Village Council with an update from our staff and Consultant, Design Collective on the status of the small area plans being developed for The Village Place/Rattlesnake Trail Corridor and the Pinehurst South/Highway commercial area. Jeff Sanborn, Village Manager had no information to share and passed the floor to Darryn Burich, Planning & Inspections Director.

   Mr. Burich affirmed that last month, Design Collective facilitated a virtual public workshop that drew approximately 100 participants. He stated we have completed stakeholder interviews and surveys and are now ready to move to the next phase of the project. Mr. Burich stated Cecily Bedwell with Design Collective, is presenting today via zoom, on the findings from Public Workshop #1.

   Cecily Bedwell stated she will share several documents tonight, beginning with the Public Workshop I Summary, followed by the exit survey from Workshop I and discussions had with staff on how to move forward with Public Workshop II. Next, she will cover some work they have been doing in preparation for the Second Workshop. Following this Ms. Bedwell stated she will cover the Structure of the reports they will be providing including: the Small Area Plan for Village Place and the area plan for Pinehurst South;

   Ms. Bedwell covered how the virtual Public Workshop was structured and acknowledged 106 people participated out of an anticipated 138 registered. She covered the polling questions for each area plan and noted that for Pinehurst South the polling questions were slightly modified to be more relevant to that area. Ms. Bedwell showed a slide presentation which included the public comments that were recorded during the various breakout sessions and Darryn Burich pointed out these comments really helped to form the direction of the planning for the next workshop. Councilmember Lydia Boesch asked if any of the comments showed what the key stakeholders had to say about the process. Ms. Bedwell stated they did take those stakeholder views into consideration when they started this process, but these comments were specific to the public workshop. She stated the final reports will have more of that key information. Councilmember Boesch asked if the key stakeholder comments will be shown to the Council and Ms. Bedwell stated that the key stakeholder's direct comments will not be shared with Council as those were typically one-on-one closed door sessions, but they will summarize those comments.

Councilmember Drum asked if those key stakeholders comments would not have been useful in this process and Ms. Bedwell stated that they do put some of the input into the determination of the next steps. She provided the example of the stakeholder meeting held with the Railroad and as a result of that meeting, they are now targeting and taking some closer looks at some concerns they shared. Of particular interest was the Blake Boulevard and NC 5 connection and people failing to stop at those cross-ways. The same stakeholder also would like to be able to extend the number of rail cars allowed and this requires a deeper look into areas of concern around this.

Councilmember Hogeman stated she noticed that while reading through the comments a large number of them were 180 degrees contradictory, like for instance, some residents wanted a direct gateway from Rattlesnake Trail to the Village Place, while others wanted to see a break in between the two. She questioned how we utilize those comments. Ms. Bedwell stated that we are not using only this one source of input and the intent of our job is not to make everyone happy but to utilize all the input, including the market analysis and the overall history of the area, to come up with a balanced plan. She further stated that if Council noted something that did not support the current Comprehensive plan, they would of course then take that input and changes and reconsider those areas of contention.

Councilmember Hogeman asked if Design Collective already had an idea of what they want to put into the area plans and if so, she would like to see those now. Ms. Bedwell stated they do have some thoughts and concept ideas they will share. She shared some images and the data collected from the exit survey gaging the resident's interest in the two designated small areas. Ms. Bedwell presented slides of a proposed street connection for Pinehurst South with maintaining the look of the current character of the existing area, while not completely restricting future business needs. She noted they did not feel a direct connection from Rattlesnake would be a solid approach. Instead, she stated there should be a better route that would allow for direct pedestrian direct connection, yet not an automobile connection.

Ms. Bedwell stated their next step was to test out some different areas where there are vacant lots and look at the traffic patterns around those areas. She covered some potential sidewalk streetscape improvements that would be part of the final plans. Councilmember Hogeman stated that she observed the Northern end – Canon Park area – should be devoted more toward local residential neighborhoods, and then the south side of McCaskill Road you have the opportunity to extend the Village Center with businesses and shopping that doesn't necessarily serve the local residential people. Ms. Bedwell agreed this did seem to be the consensus with most. Councilmember Hogeman stated that she feels we cannot take a plan that ups the population to high density as we are already struggling with parking and traffic flow. Ms. Bedwell said more traffic impact studies and work in this area is needed. She said they are also looking at areas that would be suitable for 1 to 2 to 3 level buildings. Councilmember Hogeman said she feels we should be trying to shape it the way it needs to be versus just fulfilling the requests of the market, and it the market or public is calling for more growth, it doesn't have to be in the center of the Village.

Mayor Pro Tem Davis said she feels there are some who would like to see higher density housing options in the Village to take advantage of the walkability and she wouldn't rule out anything at this point. Councilmember Drum said Village Center businesses want to make sure they are included in this work, particularly how the traffic flow will change with these new plans. Ms. Bedwell said our goal is not to create a separate area that will compete with the downtown Village Center businesses. Mayor Strickland said he agrees the impact on the core village is important and is a good point to keep in mind. Darryn Burich said the new Transportation Planner will work closely with the project.

Ms. Bedwell next shared slides of the Pinehurst South area which she noted has a lot more vacant land and where the biggest need may be to build on the area near the post office where there is currently a lot of traffic. We would like to create a smaller green space and connect this to the Harness Track while at the same time create new open spaces that are much needed. She stated that are really looking at the past prominent historical elements and try to see how they can tie that feel in. More work continues on looking at potential connections in this area. They are also looking at a Railroad rail trail at Blake Blvd and they are talking with the Railroad about their support. Councilmember Drum and Mayor Strickland stated this is consistent with talks already ongoing with the Aberdeen Railroad.

Councilmember Hogeman asked what mix of commercial and residential are they looking at for this area and what about density. Ms. Bedwell stated that in the commercial area where the post office is would be more an institutional area and along Monticello it looks as though there could be commercial into residential. Councilmember Hogeman said we need to look more at low-key office uses versus retail in order to keep the traffic increases at a minimum. Ms. Bedwell said they were looking more for office and small craftsman type businesses. She stated there will be some suggestions for very low-scale multi-family buildings, which it appears is needed by the public and is within the current Comp. Plan, but still maintains the character we are wanting.

3. Motion to Adjourn

Upon a motion by Councilmember Hogeman, seconded by Councilmember Drum, Council unanimously approved to adjourn the special meeting, by a vote of 5-0, at 4:21 p.m.

Respectfully Submitted,

Kelly Chance,
Village Clerk

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VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF MARCH 23, 2021
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, March 23, 2021 in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina and via the electronic meeting platform ZOOM. The meeting was streamed in real time on the Village's website.

The following were in remote attendance:
Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember

The following were in attendance in Assembly Hall:
Mr. John C. Strickland, Mayor
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Kelly Chance, Village Clerk

And approximately 10 attendees, including 2 staff and 0 press.

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

Mayor Strickland reminded the audience, not in attendance, that if they had comments they wanted read at tonight's meeting they could submit those to the Village Clerk via publiccomments@vocnc.org. He stated those comments would be read by the Village Clerk or himself potentially at the end of the meeting. Mayor Strickland welcomed all those in attendance and viewing virtually.

2. Reports:
Village Manager

- Jeff Sanborn, we have our new Transportation Planner on board, Genesis Harrod who started last week and we will be hearing a lot from her over the next several months as we work through many transportation related issues. Staff is diligently working on our 2022 Strategic Operating Plan, which includes the upcoming year budget and the five years beyond that. This week we are working hard on the individual Department budget requests and he noted that three years ago we were in a position where we had to deal with the issue of recycling glass changes and the impact that created, as well as the new state mandated escalation of withholdings increase for pensions. To accommodate these changes we have been slowly increasing the tax rate, which will be 31 cents this year in 2022. We also took into consideration the planned absorption or the library services, which will require an additional one cent. This will place us at a planned increase of 32 cents for FY 2022. As we move into planning for the increased expansion of the library services and need for staff we will be looking at an increase in

FY 2026, which is the last year of our plan. This may be potentially ½ cent to one cent.

Village Council

- Councilmember Boesch stated she wanted to share her appreciation and respect for Virginia Fretz "Ginsey" Fallon, who passed away last week, for her service as a Councilmember and Mayor. She said Ginsey epitomized grace and she is so grateful for the example she set for all of us.
- Mayor Pro Tem Davis stated Ginsey was certainly a friend and she would want everyone to enjoy Pinehurst as much as she did and it definitely leaves a hole in our hearts.
- Councilmember Drum stated TriCities met today and had a discussion on Tourism. Aberdeen Mayor feels he is being left out of the mix in advertising and promotion and he agrees with him and he feels it is time we move forward and represent more than just golf. There is an assumption that is all that we represent. Even Pinehurst wants to be more represented than just golf. We have a great Harness facility and other assets that we need to represent in tourism.
- Councilmember Hogeman stated she attended the Pinehurst Business Partners meeting last night. They expressed appreciation for their relationship with Parks & Rec with events and the Village. Their biggest problem is parking and we should look at that as we are looking at our small area plans. She will also miss Ginsey as she taught her a lot and was a very remarkable person.
- Mayor Strickland stated Ginsey was a longtime friend of my family and was considered to be the first lady of Pinehurst for many of us and we will remember her well. He attended the Dedication of Moore County Sports Complex a week ago Monday and it is a very nice facility. He said it was nice to see the county stepping in and providing the funds for that and he looks forward to the partnerships and collaborations we will have with them. It will not be duplications, but allow the delivery of a host of programs for that facility, our own facilities, as well as the plans for Aberdeen and Southern Pines.

  Mayor Strickland stated he also wanted to cover Village policies on public comments at our meetings and he reflected on some of the recent comments we have had at our meetings. He stated the Comment Section of our meetings promote transparency and open communication between the Village Council, Village staff, and the citizens of Pinehurst. These comments help us be more responsive to the desires of our residents. He stated that while state law only requires an opportunity to have public comments once a month, it has been a longstanding policy to exceed that state requirement by providing for public comments at the end of every regularly scheduled Council meeting. He stated this is a good policy and it should continue.

  Mayor Strickland noted that same state law, which is GS168-81, authorizes all city councils in North Carolina to adopt reasonable rules governing the conduct of the public comment period. He noted some of those rules include fixing the maximum time allocated for each speaker, and our longstanding policy has been 3 minutes per speaker. Mayor Strickland provided another example as allowing a designated spokespersons to speak on behalf of large groups supporting or opposing a particular, local matter being considered by the council. A third example he provided was, for the maintenance of order and decorum. Public comments should be directed to the Council as a whole and not to an individual councilmember. The Council encourages ever speaker to be respectful and courteous to others and to refrain from personal attacks while speaking. Mayor Strickland stated that audience members should also be respectful and not interrupt speakers who have the floor.

  Mayor Strickland noted State law recognized the importance of maintaining order and decorum during our public meetings and therefore authorizes the Mayor, if necessary, to authorize the removal of any person who is disrupting or interrupting the meeting at hand. He noted that finally, the Council encourages every speaker to focus their comments on matters that are within the authority and the jurisdiction of the Village of Pinehurst. He stated local governments, like Pinehurst, have no authority to make or change Federal or State laws. He stated speakers that wish to comment on such matters are encouraged to direct their efforts to the appropriate State or Federal forum.

  Furthermore, Mayor Strickland noted the Village of Pinehurst is a municipality in the state of North Carolina and we intend to abide by laws of the state. He stated councilmembers to oaths to defend the Constitution of the United States and of North Carolina. To that end, he said, Village government has been following and enforcing the Governor's Executive Order related to the COVID-19 pandemic. Mayor Strickland read Executive Order 195, Section 2, with respect to face coverings. He stated that during the work session, immediately following the regular meeting, Council will be reviewing these policies for potential enhancements and definitions of the Village Policy on Public Comments.

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.

Mayor Strickland made one exception to the items listed under the consent agenda. He noted that the audit contract is listed under the consent order will be pulled out to allow Brooke Hunter, Finance Director, to discuss and answer any questions councilmembers might have. Mayor Strickland made a recommendation to pull out item C and make it a separate item listed as Number 5. Councilmembers were in agreement.

- Public Safety Reports
  - February 2021 Police Report
  - February 2021 Fire Report
- Approval of Village Council Meeting Minutes.
  - February 18, 2021 Special Meeting
  - February 23, 2021 Regular Meeting
  - February 23, 2021 Work Session

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

4. Discuss and Consider Ordinance #21-06 for Proposed Amendment to the Pinehurst Development Ordinance
Jeff Sanborn stated this is a continuation of comments and presentation from the last meeting. The opportunity is here for the council now to consider adopting these changes. Mayor Strickland said we will now hear from Mr. Burich to address where we are at.

Darryn Burich, Planning & Inspection Director, joined by staff Alex Cameron and Kathy Liles, Town of Aberdeen Planning Director, via zoom, stated that following the March 9th public hearing, staff and Council received several comments on the proposed amendments. Mr. Burich stated staff has taken these recommendations into consideration and has made revisions to the draft ordinance with staff suggested changes. He presented a PowerPoint noting the changes to the proposed text amendments to Section 9.5, Section 9.14, and Chapter 10 – Definitions of the Pinehurst Development Ordinance. Mr. Burich explained how the ratio for the number of trees is compiled according to factors such as side yard, front street, and other existing ordinances. He stated there has been some expressed concern about the spacing requirements.

Mr. Burich stated the overall objective was to enhance the current landscaping/buffering requirements within the Pinehurst Development Ordinance (PDO) in line with the recently adopted 2019 Comprehensive Plan specifically within the areas listed as: create buffer yards for development; maintain tree lined streets; update landscaping standards for single-family development; allow credits for existing qualifying trees to meet the landscaping requirements; and the allowance of tree removal to continue. He reiterated that we do currently have an existing landscaping ordinance, (SFD) 9.14.6, which defines the number of trees per dwelling, size of trees required, foundation plantings requirements, and mechanical unit screening requirements. Mr. Burich further stated we also have 9.5.1.2 buffering requirements for non-residential uses.

Mr. Burich stated the approach would be to simply look at the yards and divide them into the different type of yards and based on the calculations of your type lot, the number of trees that must be in the yard is established. He stated the approach was adjusted based on comments made, which led to adding rear buffer yards and side street buffer yards, which would cover corner lots. He further clarified that the ratios (1 tree per 15') could be adjusted per council's needs.

Mr. Burich stated another aspect of the approach was in order to incentivize retention of existing, mature vegetation, the proposed ordinance would allow an applicant to receive credit for the required number of plantings for existing trees greater than 8" in diameter at breast height (DBH). He stated credit would be further given for any trees preserved that are greater than 16" DBH at a rate for 1 tree for every 4" DBH. Mr. Burich added the proposed ordinance creates a new section specifically to address clearing and grading of vacant parcels. This section would contain a "Clearing and Grading permit" requirement when there is no active application for a development permit as required by the PDO. The requirements of the information to be provided would include a tree survey, proposed construction entrance and an explanation of how the required standards would be met.

Mr. Burich discussed the staff proposed minor modifications to the previously submitted proposal, taking into consideration Council's suggestions, which included removing the spacing requirement column in Table 9.14.6 allowing for the 15' tree separation to be staggered, adding a table to 9.5.1.4 making it plain that property can be cleared and graded but noting trees must be replanted if removed, and clarifications on potential conflicts with private deed restricted communities. He noted that items needing further direction from Council included: tree spacing/grouping, street frontage ratio, single-driveway credit, percentage requirement of longleaf pines, tree survey inclusion, and violation procedures for tree removal. Alex Cameron added that on these last items, staff did make changes to the language based on Council and public comments, giving it more detail.

Mr. Burich stated that Council held the required public hearing on March 9th and received comments on the proposed ordinance and thus, the Council may now choose to adopt the proposed ordinance, reject the proposed ordinance, or recommend additional changes. He noted that if significant changes are contemplated, Council would have to reschedule consideration to a future meeting. Also, he stated that staff's recommendation was to delay action until April 27th to allow for review during a work session on April 13th, due to the need for clear Council direction on desired amendment changes. Alex agreed that Council direction is needed on these issues before staff can move forward on the proposed changes.

Mayor Pro tem Davis asked for clarification about whether a time line is included on the table modification discussed earlier. Alex stated we are requiring a development permit that requires 365 days and if you are not finished you must come into compliance before final inspection and if a change of ownership occurs during that time, the time frame does not restart. Councilmember Drum inquired what the process was if no development is planned and they just go in and plant trees. Mr. Burich stated that this ordinance contains the requirement to get a permit and the buffer yards must be established. Jeff Sanborn, Village Manager noted that we do need to be careful we do not infringe on harvest rights, particularly with properties in the ETJ. Alex stated they did draft the ordinance with the statutory forestry harvesting rights language built in.

Mayor said we will require another meeting, but he stated that the last meeting made it clear that we need to do some better communication with the public and continue to answer some of the specific questions from the last meeting. He stated we need to over the next few weeks, make sure we educate the public on any questions they have and provide adequate clarification. Mr. Burich said staff will do a FAQ and put it out and continue to meet with as many people as possible, such as the Homebuilders Association. He stated staff has addressed many of the comments, but some of the concerns were related to portions of the ordinance that we did not plan to make changes to. Alex stated he and Mr. Burich have worked through many of the questions and a lot of the questions were in fact due to a lack of education on the proposed ordinance changes. He noted many comments were on section 2 on landscaping and a lot had to do with additional costs to builders. Mr. Burich said there is also some concerns on planting in the side yards, but said he did not see R10 properties as having issues complying with the number of trees required. He noted the intention was not to create another fee for taking down a tree on your lot, but just want to ensure that everything is okay.

Councilmember Boesch expressed concern that Senator McInnis and Representative Boles had said if we pass this ordinance as it was two weeks ago they would immediately write legislation to override it. She stated that she is not sure this would pertain to this current ordinance with the changes, but would like Council to consider this. Councilmember Boesch stated her second concern was that some of these changes are completely in opposition to the Pinewild covenants put forth by the Architectural Review Board. She further stated there was word circulating that there could be potential legal suits if this is approved and this is also something Council should take into account. Lastly, she referred to the guiding principle number 7, which encouraged preservation on private property. Councilmember Boesch stated Kevin Brewer had done the tree survey based presentation on public property, which was good, but she was uncertain if this ordinance was encouraging preservation on private property or is going more in the direction of dictating.

Mayor Strickland reiterated that we have some education to do, including with the General Assembly on the changes that have occurred since the initial proposed changes were released. Councilmember Hogeman said she is pleased with the way the ordinance is shaping itself and is falling into place and is more understandable and workable. In reply to Councilmember Boesch's point on addressing Pinewild's and other private covenants, Councilmember Hogeman said her understanding was that on Point C, on page 2 of Mr. Burich's memo, Councilmember Hogeman said she is pleased with the way the ordinance is shaping itself and is falling into place and more understandable and workable. She stated that point C on Mr. Burich's memo seems to go a long way toward alleviating any conflicts between the Village of Pinehurst and private covenants. It states that if you have a golf or lake front/back yard, there would be no planting required in that buffer yard. She stated front and lake back setbacks do need defined in 9.5.1.4 to help the reader. Councilmember Hogeman further stated that if we have some more flexibility on spacing for groupings for planting trees we could work a little more towards fixing those private situations. Lastly, she said she would like to see it explained more definitively in 9.5.1.7 what the violation would be or if it is not really a violation that is going to have a punitive response to it, than we need to remove the word violation.

Councilmember Drum stated that in the items for further discussion slide, Item A (Tree Spacing/Grouping), he agreed that we want the quantity of trees but isn't concerned with the spacing. He stated that he has been told by many that they have moved here directly because of the long leaf pines. On Item B (Street frontage ratio of 1 per 15 feet and single-driveway credit), for two driveway (or circular), a change to 25 foot would fix this. He further stated that on Item C (50% of the required plantings being longleaf pines) he feels it should be more than 50% on longleaf pines. Next, on Item D (Tree Survey), Councilmember Drum said he sees the added cost of tree surveys but, should we educate resident Landscapers by offering a class which would force them to be educated by an arborist, instead of a tree survey. He stated he doesn't want to see the tree survey to go away and he is listening to Jeff Cutler and Kevin Brewer, who both know that some lots need to be clear cut because there is nothing there that is any good. He stated education of resident landscapers is vital.

Lastly, Councilmember Drum said in reference to Item E (Trees removed in violation), he understands what Councilmember Hogeman is saying about the section on violation, but he doesn't understand what happens if they don't plant the trees. Mr. Burich said we would follow the processes listed in the PDO as with any other ordinance violation that requires them to come into compliance. Councilmember Drum said as for Lydia's comments about private covenants, have we talked to CCNC or other private developments to make sure we are not having any other conflicts. He thanked the staff for their hard work on the project and suggested the public should show up whether you are for or against something so we can have your input.

Councilmember Hogeman stated we need to remember that we already require a tree survey only for a new development or commercial and currently, for a developed residential lot all you need is a landscaping plan. Mr. Cameron said staff understands that it would be difficult to validate who is qualified to educate, but they suggested the end goal is to preserve existing vegetation and that he and Mr. Burich will give some more thought on it. Mayor Pro Tem Davis said this is a daunting task and we have a lot of landscapers in this area. Maybe it can be something they could view a YouTube webinar or something verses attending a class (to be educated).

Jeff Sanborn, Village Manager noted in reference to Item B, it appears we are hearing a lot of comments on small lots and maybe we need to recognize that the depth is different on each varying zoned lot. For instance, on an R30 lot, there is more room. So maybe we need to have a different standard for each type zoned lot. Like with a circular lot, you should be able to achieve one every 15 feet and not utilize all that front footage unless you are at the end of a cul de sac, but you would not be able to get two driveways there anyway. With regards to the tree survey, he stated you need it to accurately identify tree species and size characteristics, and to be able to locate the appropriate trees on that lot diagram, you need to have a trained surveyor. If the property owner has this survey, he can bring it in to staff to determine what trees qualify for the credit and you have a validated plan before you start removing stuff.

Councilmember Drum asked how a landscaper could become a tree surveyor and Kathy Liles, Town of Aberdeen Planning Director stated it is more than a course. She said it requires a long time period to become an established surveyor, and Mr. Burich replied you must have a survey certification. Kathy stated the language helps determine whether or not the work can be done by a landscaper or requires a certified surveyor. She noted that Jeff Sanborn's point about needing to accurately identify tree species and being able to locate them really supports doing the tree survey.

Mayor Strickland stated Council will come back to Mr. Burich and staff with comments on these last five crucial items. Mr. Burich replied that staff really needed a general consensus from Council most specifically on Items A, B and C as they will take the most work. Mayor Pro Tem Davis stated the FAQ is a very good idea for the public and she would like Mr. Burich to send Council the memo stating what he needed. Mr. Burich stated Kathy and the staff will continue working on the changes and send the information out to Council.

5. Audit Contract for Fiscal Year 2021

Village Manager Sanborn introduced the annual approval of the audit contract, stating that although Council has given him authority to approve contracts under a specific amount, general statute requires the audit contract to be brought before Council. Brooke

Hunter, Village of Pinehurst Finance Director stated each year at this time we award the Village's audit contract to an independent auditor in accordance with North Carolina General Statutes. Based upon the professional service we have received from our current auditors, I recommend the Village continue its relationship with the firm Dixon Hughes Goodman, LLP. The proposed base fee for this year's audit is $30,180, which is $880, or 3.0%, higher than the $29,300 paid the previous year (excluding the Single Audit fee of $4,800). The audit contract cost increases over the past few years, averaging approximately 1.5% annually.

As of today, Brooke stated she did not anticipate a Single Audit being required for FY 2021 due to the reduced amount of State funding we received from the Powell Bill program. However, if we receive State grants before June 30, 2021 that cause us to exceed the $500,000 threshold, a Single Audit will be required. In the event a Single Audit is required, the proposed fee for this service is $4,800, which is the same price as last year. Funding for this contract will be appropriated in the FY 2022 Budget.

Brooke further stated that as the Village's financial staff is able to complete financial statement preparation and all required audit schedules in-house, we are able to maintain the audit fee at what I consider to be a very reasonable amount. Therefore, she recommended the Village Council approve the attached audit contract with Dixon Hughes Goodman, LLP in the amount of $30,180 for the financial statement audit and $4,800 per major program if a Single Audit is required. Upon a motion by Councilmember Boesch, seconded by Councilmember Drum, Council unanimously approved the authorization of the Mayor or his designee to enter into an audit contract with Dixon Hughes Goodman in the amount of $34,980.00 by a vote of 5-0.

Mayor Strickland asked Jeff Sanborn if he has received any word on the funds from the ARP. Sanborn responded that the Village of Pinehurst is going to receive a little over $ 4.8 million in funds. Half of the funds will come in June and we will not likely be able to use all of in this fiscal year. The second payment will come later next year, twelve months from the first distribution, stated Brooke. Sanborn stated the funds will go into a restricted account for general funds and monies not spent will just roll over into the next year.

6. Other Business.

Other business was accidently bypassed, but Mayor Strickland acknowledged they would return to it following the comments from attendees.

After returning to Other Business following comments from attendees, Councilmember Drum spoke about the governor's change of capacity that will impact business occupancy. He noted the quantity of number of people that can be allowed in had increased indoors capacity to 50% and outdoors to 100%. Mayor Strickland and Village Manager Jeff Sanborn said they have not had time to review it yet as it had been released around 2 p.m., but they would review it and make some adjustments as required. There was no other business. As there was no other business matters from Council, Mayor asked if there was a motion to adjourn the meeting.

7. Comments from Attendees.

Mayor Strickland opened the floor for comments from attendees. He reminded the first speaker, Mr. Hoffman, of the recap on the procedure of public comments from earlier in the meeting. Mr. Hoffman stated that on Magnolia Road, past the Magnolia Inn, there is a sign that speaks about the old town paths original vision of Olmstead. He stated Olmstead's plan consisted of a streetscape plan that protected the sand clay paths. His plan consisted of plants and landscape to blend in with the environment. He stated he would like to see the pathways restored and bushes replanted between existing trees near the Pinehurst Elementary. He further encouraged the Village of Pinehurst to create a streetscape renewal program to help maintain our Historic Preservation status. Mayor Strickland stated he would get his comments to the beautification committee and invited him to provide his comments to the Village Clerk.

Laura McNeil, of 20 Sawmill road west stated she wanted to speak on the group Freedom Matters and our mask issues. Mayor Strickland stated this was a topic that had been heard by Council quite a few times over the last few weeks and that Village Council could not hear comments on Freedom Matters because they are beyond the scope of the jurisdiction and authority. He invited her to leave her written comments to the Village Clerk and they will be part of the public record. Ms. McNeil stated the policies had not been adopted but Mayor Strickland said we have been following the same policies for several years and as such, Council would not be able to hear comments on this matter because they are beyond the scope of authority of the Council. He verified her written comments left with the Village Clerk would become part of the public record.

Justin Bradford requested to speak on issues that were beyond the scope of the jurisdiction of Village Council and supplied the

Council with a report of his comments. Mayor Strickland acknowledged that Village Council will not deal with these comments tonight. He reported he would pass Mr. Bradford's notes on to the Village Clerk. Mr. Bradford stated he did some additional remarks that he believed are within his rights. Mayor Strickland acknowledged that he would be happy to discuss his comments outside of the council meeting, and if they are within the authority of the council, he could present them the next meeting.

Ashley Corcia of 330 Wheeling Drive requested to speak on the topic of public health advocacy. Mayor Strickland stated that if her comments were related to the same topic as those prior, Village Council would be unable to hear those and invited her to leave her written comments with the Village Clerk.

Frank Pacifico of 55 McKenzie Road requested to speak on the topic of yard debris. He stated he had taken some yard debris recently to the Village site and was denied. He requested to know why the farmers could not use these resources. He stated he had heard his neighbors have taken truck loads in and that the lady yesterday would not let him. He said she recommended he take it to the county dump or she would send someone to his house to collect it. He stated he wanted to empty his village container so he could continue his yardwork for the day. Mr. Pacifico asked if Village Council would consider opening it from February to May. Mayor Strickland stated that Council and staff would get back to him on his comments.

Ms. Collette spoke in reference to Councilmember Drum's earlier comment on residents participating in community matters. She stated that as a person for 6 years that has been fighting for tree preservation, she has been present at many Planning and Zoning meetings and had been pushed back multiple times on documents she had supplied. She stated she was told this proposed ordinance change would not be brought to Council for some time and so she made other plans and was unable to attend when it did show up. Councilmember Drum apologized for his comments and noted they were not directed toward her.

Mayor Strickland advised that Council will take all comments into consideration and returned to Other Business, which had been accidentally skipped over.

8. Motion to Adjourn the Regular Meeting.

Upon a motion by Councilmember Hogeman, seconded by Councilmember Drum, Council unanimously approved to adjourn the regular meeting, by a vote of 5-0 at 6:29 p.m.

Respectfully Submitted,

Kelly Chance,
Village Clerk

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

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.
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VILLAGE COUNCIL
MINUTES FOR WORK SESSION OF MARCH 23, 2021
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA

IMMEDIATELY FOLLOWING THE REGULAR MEETING

The Pinehurst Village Council held a work session at 6:36 p.m., Tuesday, March 23, 2021, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina and via the electronic meeting platform ZOOM. The meeting was streamed in real time on the Village's website.

The follow were in remote attendance:

Ms. Judy Davis, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey Sanborn, Village Manager
Mr. Mike Newman, Village Attorney
Mr. Jeff Batton, Village Assistant Manager of Operations

The following were in attendance in Assembly Hall:

Mr. John C. Strickland, Mayor
Ms. Kelly Chance, Village Clerk

And approximately 2 attendees, including 2 staff and 0 press.

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

2. Discuss Public Comment Procedures.
   Mayor Strickland stated when this was originally discussed in a work session in March 2020, it was mainly around whether public comments would be heard at the beginning or end of the Council Regular Meetings. Following some discussion with Village Attorney Mike Newman and Village Manager Jeff Sanborn over the last two weeks, directly related to the comments I made earlier during the Regular Council meeting, Mayor Strickland said he felt it would be good to make sure we began to confirm policies we followed and enhance those as Council saw fit. Kelly Chance, Village Clerk provided the Council with documents combining the prior March 2020 work session notes with current suggestions. Councilmember Boesch stated she would like to see bullet 3 put back into the current policy, which would allow those who had not signed up to have the opportunity. Mayor Strickland agreed that it should be added.

   Councilmember Drum stated he agreed and also agreed with the 30 minute maximum time. Mayor Pro Tem Davis stated she would like to still encourage the ability to submit comments by email as we have adopted this practice during our switch to virtual meetings. Councilmember Drum agreed, but also stated he did not feel that if we received a lot of emails that they all would be read. Mayor Pro Tem Davis said we could state that a certain number were related to this topic and a certain number related to another topic to help shorten the list to be read. Councilmember Boesch stated this should be included in the policy and Mayor Strickland agreed. Councilmember Drum said this would guarantee they were all included in the public record, but not all would be able to be read. Mayor Strickland stated that the Village Clerk or Mayor could, at their discretion, read those most clear to the topic being discussed.

Village Manager Jeff Sanborn stated he did not want to set the Village Clerk to read 50 pages of comments and we should expect our community to be invested and want to come in. Councilmember Boesch asked if it was the purpose of the public comment period for the public to hear the comments or for Village Council to hear. Village Manager stated the public comments are supposed to address the Council directly and not the audience. Councilmember Boesch asked if Mr. Sanborn agreed then that the Village Clerk could announce that we have received this number of comments from emails and these will be forwarded to the Village Council. Village Manager Sanborn agreed this was the succinct way to proceed and Councilmember Drum agreed. Councilmember Boesch stated many of these emails are hard to read and this would help the Village Clerk.

Kelly Chance, Village Clerk stated that we need to be sure that we do clarify the statement with the additional language stating the emails will become part of the public record. Councilmembers Boesch and Hogeman agreed this was appropriate. Councilmember Hogeman suggested that the three minutes and maximum of thirty minutes be included. Councilmember Boesch and Mayor Pro Tem agreed. Councilmember Drum stated he liked the newer draft as it was last wordy and so he would like to stay with this feel. He suggested the Village Clerk clean the language up for conciseness.

Councilmember Boesch asked if the bullet referring to only comments that are within the jurisdiction of the Village Council can be heard is in the General Statute and Village Manager Sanborn acknowledged it was. He stated that the state statute may not spell it out that way, but it is a School of Government interpretation of this statute. Councilmember Drum stated his comment that we keep the comments limited to three minutes is for the benefit of the speakers waiting to speak. This time limit allows more people to talk. A discussion was centered on others using a light system, but Mayor Strickland said he would prefer just utilizing the three minute time limit and he will be more diligent about enforcing this. Village Attorney Newman stated that a three minute and thirty minute time limit gives a framework to get more views in proposed to allowing one individual to give a long speech. He stated we are trying to create a balance. Councilmember Drum expressed his agreement with a light timer, but Mayor Strickland said he would rather enforce it himself. Village Clerk Chance stated the handout that was included in the agenda will be placed on the website and will be placed on the rear table, as well as attached to the end of the agenda once completed.

Mayor Strickland asked Councilmembers if there were any further comments. Councilmember Boesch reminded Council to remember the Donald Ross and Olmsted celebration is next year. Mayor Strickland stated it was also the 100th Anniversary of the Women's Exchange next year. He stated will begin looking at these celebrations beginning next month.

Councilmember Hogeman asked if there was an update on the technical review committee status on the lodge. Darryn Burich, Village Planning and Inspections Director, stated they had went through one set of revisions and are awaiting them to respond to our questions. The parking demand was of the most important items and they would like to shoot for an April 8th public hearing. Darryn stated we are currently using the standard that is in the PDO to determine the number of parking spots. He stated they will need to give us the uses and we will use the ration we currently have to determine the number of required spaces. Councilmember Hogeman asked about the proposed USGA parking needs and Darryn responded that staff cannot look at that yet because of lack of information provided to them. He stated he believes they will be able to show substantial parking for the existing hotel and country club, but that he just could not give an answer on the USGA yet.

Village Manager Sanborn stated the Village may need to look at the conditions on the parking ordinance in the future and look at all their current needs. He stated we may have to also go back and relook when the USGA does submit their initial plans. Mayor Strickland stated we do not need to rush and if it takes more time than we should do that. Mayor Pro Tem Davis noted that Council could always call a special meeting if it gets close to the deadline. Village Manager Sanborn said if Council is interested in more parking they may need to look at more conditions on the rezoning. Mr. Burich stated that once staff feels they have checked all the boxes in the review process, they would release the staff analysis. Councilmember Drum asked why we would let them build a building if we thought they may not have the allotted parking area needed. Mr. Burich stated that again we cannot give any answers until we see their actual plan and make a call on the number of parking spaces there are. The site plan will help us have a more clear answer. Mayor Strickland stated they do currently have a lot of current parking spots, but with the building of the new hotel and the coming of the USGA, some spaces will be lost.

Councilmember Drum stated the back parking area behind the theater building needs cleaned up and acquired as to whether we are responsible for its cleanup. Assistant Village Manager of Operations Jeff Batton stated the owners of the Maples Building are the ones responsible to clean it up.

Mayor Pro Tem stated that at the Tri-Cities meeting they discussed the occupancy tax. It will be on the agenda for the County Commissioners meeting next week and she would like to see the Village Council come to a consensus on our view prior to the meeting on Tuesday at 10:00 a.m. She further stated that both Aberdeen and Southern Pines appear to agree with the proposal commissioners came up with, but we have not voiced our view on support of it. Village Manager Sanborn stated that in the Moore County Managers Meeting there was support shown there as well. Councilmember Boesch asked if Mr. Sanborn would send the latest update on what the proposal is and he stated he would. Councilmember Drum asked what the accountability is for spending the occupancy monies and Village Manager Sanborn replied the accountability is the annual report and it has to be spent on items aligned and approved by the CVB. He also said the accountability will be a part of the formula and framework once we get to the place of making a final plan. Mayor Strickland said he and Village Manager will attend the County Commission meeting and with regard to collecting views to come to a consensus answer can be sent via email this week.

Mayor Strickland stated Council was aware of the staffing challenges right now during the budget preparation time and encouraged Village Manager Sanborn to let them know what assistance Council could provide. With no further business, Mayor Strickland asked if there was a motion to enter Closed Session.

3. Motion to Recess the Work Session and Enter Closed Session
   Upon a motion by Councilmember Boesch, seconded by Councilmember Hogeman, Council unanimously approved to recess the work session and enter into a closed session pursuant to NCGS §143-318.11(a)(5)(i) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease, by a vote of 5-0.

4. Closed Session.
   Council held a closed session to discuss the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease.

5. Motion to adjourn the Closed Session and Re-enter the Work Session.
   Upon a motion by Councilmember Hogeman seconded by Councilmember Boesch, Council unanimously to adjourn the closed session and re-enter the work session, by a vote of 5-0.

6. Motion to Adjourn.
   Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Hogeman, Council unanimously approved to adjourn the work session, by a vote 5-0, at 8:15 p.m.

Respectfully Submitted,

Kelly Chance,
Village Clerk

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

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DISCUSS AND CONSIDER CONTRACTS WITH ETC INSTITUTE FOR RESIDENT AND BUSINESS SURVEYS.

ADDITIONAL AGENDA DETAILS:

FROM:
Lauren Craig

CC:
Jeff Sanborn

DATE OF MEMO:
4/1/2021

MEMO DETAILS:
Since 2012, the Village has conducted resident and business surveys to gather information on how well we are meeting our customers' needs and expectations. The results of these surveys have provided us with actionable information to improve our service delivery methods and ultimately, quality of life.

Our current contract has expired and we recommend that the Village again enter into contracts with ETC Institute of Olathe, Kansas for our resident and business surveys for the next three year period. We have been very pleased with their services to administer the annual surveys.

Attached for your consideration are the proposed contracts. We have elected to expand the benchmarking analysis and are removing the on-site presentation by ETC since we have this capability on Village staff now. ETC is locking in the rates for the next three year period.

The proposed annual cost for the resident and business surveys is $19,500 and $5,000, respectively. Since the three-year financial commitment for these contracts is over $50,000, the Council will need to authorize the Village Manger to execute the agreements.

Should you have any questions, please feel free to contact me.

ATTACHMENTS:

	Description
🗋	ETC Contract for Pinehurst - Resident Survey
🗋	ETC Contract for Pinehurst - Business Survey

Contract for Services and Scope of Work

Between ETC Institute and the Village of Pinehurst, North Carolina

ARTICLE I: SCOPE OF SERVICES

1. **Overview of Services to Be Performed**. ETC Institute will design and administer three resident surveys for the Village of Pinehurst, North Carolina. The surveys will be administered during the months of July and August of 2021, 2022 and 2023. Each year, the final report will be completed within 10 weeks of the approval of the survey instrument by the Village.

2. **Maximum fixed fee**. The total fee for the project is $19,500 per year.

3. **ETC Institute's responsibilities.** The tasks that will be performed by ETC Institute as part of this agreement include the following:

   a. finalizing the methodology for administering the survey based on input from the Village.

   b. designing a survey instrument that is up to 20 minutes in length (7 pages).

   c. selecting a random sample of households to be surveyed

   d. setting up the database

   e. conducting a pretest of the survey instrument

   f. completing a minimum of 700 surveys by a combination of mail, online and phone (ETC Institute's costs include all labor, postage and printing associated with the administration of the survey). The results of a random sample of 700 completed surveys will have a precision of at least +/3.6% at the 95% level of confidence.

   g. conducting data entry and quality control review for all completed surveys

   h. providing complete printouts of the data

   i. conducting benchmarking analysis that shows how the results for Pinehurst compare to other comparable communities, as well as high performing communities from ETC Institute's national benchmarking database.

j. conducting importance-satisfaction analysis to identify the types of improvements that will have the most impact on satisfaction with village services.

k. completing a final report that will include an executive summary, charts and graphs, benchmarking analysis, importance-satisfaction analysis, tables showing the results to all questions on the survey, and a copy of the survey instrument.

4. Responsibilities for the Village of Pinehurst will include the following:

   a. approving the survey instrument

   b. providing a cover letter for the mail version of the survey

   c. identifying requests for subanalysis of the data as appropriate.

ARTICLE II: PAYMENT FOR SERVICES

1. The total fee for the services as described in Article I would be $19,500. Invoices will be submitted as follows:

   ✓ Invoice 1: Begin Designing Survey and Developing Sampling Plan ($4,000)

   ✓ Invoice 2: Final Survey Approved for Printing and Mailing ($6,000)

   ✓ Invoice 3: Survey Administration Complete ($6,000)

   ✓ Invoice 4: Final Report Delivered ($3,500)

ARTICLE lII: MISCELLANEOUS PROVISIONS

1. Change in Scope. The Scope of Services for this contract shall be subject to modification or supplement upon the written agreement of the contracting parties. Any such modification in the Scope of Services shall be incorporated in this agreement by supplemental agreement executed by the parties.

2. Termination of Contract. This agreement may be terminated by either party upon written notice. If the contract is terminated by the Village, the Village shall reimburse ETC Institute for the full value of any tasks that have been performed through the date of the termination notice.

3. Rights to Use the Data. ETC Institute has the right to use the data as a component of ETC Institute's DirectionFinder® benchmarks, but ETC Institute will not release specific results for the Village of Pinehurst without written approval from the Village.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be signed by their duly authorized officers.

Jeffrey M. Sanborn, Village of Pinehurst, Village Manager

____ Date: ________

Greg Emas, ETC Institute, CFO

____ Date: ________

ETC Institute takes reasonable steps to protect survey response data and personal data regarding respondents. Survey Owner has received and reviewed a current copy of the ETC Institute Privacy Policy and understands and acknowledges its terms.

Contract for Services and Scope of Work

Between ETC Institute and the Village of Pinehurst, NC

ARTICLE I: SCOPE OF SERVICES

1. **<u>Overview of Services to Be Performed</u>**. ETC Institute will design and administer three business surveys for the Village of Pinehurst, North Carolina. The surveys will be administered during the months of July and August of 2021, 2022 and 2023. Each year, the final report will be completed within 10 weeks of the approval of the survey instrument by the Village.

2. **<u>Maximum fixed fee</u>**. The total fee for the project is $5,000.

3. **<u>ETC Institute's responsibilities</u>.** The tasks that will be performed by ETC Institute as part of this agreement include the following:

   a. finalizing the methodology for administering the survey based on input from the Village

   b. designing a survey instrument that is up to 15 minutes in length (4 pages)

   c. mailing to the list of businesses provided on the sampling list ordered by ETC and the one provided by the Village

   d. setting up the database

   e. completing a minimum of 75 surveys by a combination of mail, online, and phone (ETC Institute’s costs includes all labor, postage and printing associated with the administration of the survey).

   f. conducting data entry and quality control review for all completed surveys

   g. providing complete printouts of the data

   h. completing a final report that will include an executive summary, charts and graphs, and, tables showing the results to all questions on the survey, and a copy of the survey instrument

4. Responsibilities for the Village of Pinehurst will include the following:

   a. approving the survey instrument

b. providing a cover letter for the mail version of the business survey

ARTICLE II: PAYMENT FOR SERVICES

1. The total fee for the services as described in Article I would be $5,000. Invoices will be submitted as follows:

   - ✓ Invoice 1: Begin Designing Survey and Developing Sampling Plan ($1,000)
   - ✓ Invoice 2: Final Survey Approved for Printing and Mailing ($1,500)
   - ✓ Invoice 3: Survey Administration Complete ($1,500)
   - ✓ Invoice 4: Final Report Delivered ($1,000)

ARTICLE III: MISCELLANEOUS PROVISIONS

1. Change in Scope. The Scope of Services for this contract shall be subject to modification or supplement upon the written agreement of the contracting parties. Any such modification in the Scope of Services shall be incorporated in this agreement by supplemental agreement executed by the parties.

2. Termination of Contract. This agreement may be terminated by either party upon 14 days written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof through no fault of the terminating party. If the contract is terminated by the Village, the Village shall reimburse ETC Institute for the full value of any tasks that have been initiated, up to the total amount of the next scheduled invoice.

3. Rights to Use the Data. ETC Institute has the right to use the data as a component of ETC Institute's DirectionFinder® benchmarks, but ETC Institute will not release specific results for the Village of Pinehurst without written approval from the Village.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be signed by their duly authorized officers.

Jeffrey M. Sanborn, Village of Pinehurst, Village Manager

____ Date: ________

Greg Emas, ETC Institute, CFO

____ Date: ________

FISCAL YEAR 2022 STRATEGIC OPERATING PLAN (SOP) PREVIEW.
ADDITIONAL AGENDA DETAILS:

FROM:
Jeff Sanborn

CC:
Brooke Hunter, and Lauren Craig

DATE OF MEMO:
4/8/2021

MEMO DETAILS:
This agenda item represents a preview of the Fiscal Year (FY) 2022 Strategic Operating Plan (SOP) that was based on the guidance provided by the Council in December and January at the annual Strategic Planning Retreat and subsequent meetings. Staff will review the more significant items currently proposed in the five-year plan and will seek Council input to determine if there are any modifications needed before staff prepares the budget document for submission to Council in early May.

Attached to this agenda item is a presentation of the overview.

ATTACHMENTS:

	Description
🗋	FY 2022 SOP Preview - Apr 2021

FY 2022 Strategic Operating Plan Preview
April 13, 2021

What we will cover:

1. Discuss **Opportunities for Improvement & Innovation** proposed for FY 2022–2026

2. Review **Five-Year Financial Plan** for FY 2022–2026

VALUES

Service
Initiative
Teamwork
Improvement

VISION

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

MISSION

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

FY 2022 Strategic Operating Plan Preview

The Village Council identified three (3) Areas of Focus (AOF) in January 2021 that are addressed in the FY 2022 Strategic Operating Plan.

Areas of Focus
1. Manage development to protect Village character 2. Support the business community 3. Provide a safe and effective multi-modal transportation system

Proposed FY 2022-2026 Opportunities for Improvement & Innovation

FY 2022 Strategic Operating Plan Preview

To support the Baldrige core value of “Management by Fact” we discipline ourselves to <u>evaluate</u> opportunities based on an analysis of data and information to determine if they are intelligent risks worth pursuing before funding.

Opportunities for Improvement and Innovation

- Evaluation
- Projects
- Initiative Action Plans

FY 2022 Strategic Operating Plan Preview

- Plan to conduct 6 **Initiative Action Plans** in FY 2022-2026

Strategic Objective	Initiative Action Plan (IAP) Name	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Manage development to protect Village character AOF	Update the Pinehurst Development Ordinance	$200,000	$0	$0	$0	$0	$200,000
	Small Area Plan for Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy5 Commercial Area	$0	$0	$0	$0	$0	$0
Support the business community AOF	Expand Downtown Parking Facilities	$150,000	$169,375	$333,542	$328,208	$322,888	$1,304,013
Provide a safe and effective multi-modal transportation system AOF	Develop a consolidated multi-modal transportation plan	$0	$100,000	$0	$0	$0	$100,000
Manage stormwater systems	Develop a comprehensive stormwater master plan	$125,000	$0	$0	$0	$0	$125,000
Provide cultural services and events	Expand/Enhance Library Services	$988,875	$338,090	($653,458)*	$2,228,956	$869,836	$3,772,299
	TOTAL NET COST	**$1,463,875**	**$607,465**	**($319,916)**	**$2,557,164**	**$1,192,724**	**$5,501,312**

AOF – Addresses Council Areas of Focus

* Includes projected $1 million for a library expansion capital fundraising campaign

FY 2022 Strategic Operating Plan Preview

- Plan to conduct 57 **projects** in FY 2022-2026 including these significant projects:

Project	Timeframe	Total Cost
Construct Pedestrian Facilities	FY22-FY26	$2,000,000
Stormwater improvements	FY22-FY26	$1,922,000
Purchase a ladder/quint truck	FY24	$1,700,000
Develop West Pinehurst Park	FY23-FY26	$1,000,000
Land and design for new Public Services Complex	FY22-FY24	$420,000
Design for Fire Station 93	FY26	$400,000
New/replace park lighting (Wicker Park and Cannon Park Field 2)	FY22, FY25	$395,000
Village Place streetscape enhancements	FY22-FY23	$350,000
Construct a storage building behind Fire Station 91	FY22	$290,000
Build out of the unfinished space in Village Hall	FY22	$271,000
Update Comprehensive Parks and Recreation Master Plan	FY22	$45,000

FY 2022 Strategic Operating Plan Preview

- Plan to conduct 27 **evaluations** in FY 2022-2026 to ID ways to improve processes and service delivery. Several will be evaluated using the BIRDIE or ACE process improvement methodology.

BIRDIE	
FY23	Document Imaging

ACEs	
FY22	Fire inspection process
FY22	Automate employee timekeeping
FY22	Solid Waste collection (with contract providers)
FY22	Ways to minimize return pickups for Solid Waste
FY23	Purchasing and contracting process
FY23	Road patching services
FY24	Recruitment/hiring process

FY 2022–2026
Five-Year Financial Plan

Key Highlights of the Proposed FY 2022 Five-Year Financial Forecast:

- FY22 Tax Rate:
  - Increase for library/archives operations (1 cent) and operating expenditure pressures (½ cent) from:
    - State mandated retirement contribution rate increases
    - County mandated recycling and tipping fees
    - 2.5% annual inflation rate for operating expenditures

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Tax Rate	$0.30	$0.315	$0.320	$0.325	$0.325	$0.335
Tax Rate Change		1.5¢	0.5¢	0.5¢	-	1.0¢

- FY23–26 Projected Tax Rates:
  - FY23 & FY24: Increase due to operating expenditure pressures
  - FY25: No change
  - FY26: Increase due to operating costs of the expanded library/archives

FY 2022 Strategic Operating Plan Preview

PRELIMINARY 5-Year Financial Forecast	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Tax Rate	**$0.315**	**$0.320**	**$0.325**	**$0.325**	**$0.335**
Full Time Equivalents (FTEs)	**156.6**	**156.6**	**156.6**	**156.1**	**158.1**
General Fund Operating Revenues	$21,456,000	$22,092,000	$24,080,000	$23,071,000	$23,656,000
General Fund Operating Expenditures	20,643,000	21,361,000	21,980,000	22,647,000	23,389,000
Operating Income(Loss)	$813,000	$731,000	$2,100,000	$424,000	$267,000
Capital Expenditures	2,794,000	2,713,000	3,662,000	2,253,000	1,819,000
Other Financing Uses	550,000	-	-	1,600,000	-
Total Expenditures	$23,987,000	$24,074,000	$25,642,000	$26,500,000	$25,208,000
Budget to Actual Variance [1]	1,660,000	1,694,000	1,757,000	1,775,000	1,834,000
Projected Actual Gain/(Loss)	**($871,000)**	**($288,000)**	**$195,000**	**($1,654,000)**	**$282,000**
Projected Fund Balance as a % of Total Budget	**42.2%**	**40.9%**	**39.1%**	**31.6%**	**34.3%**
Operating Margin	0.89	0.89	0.84	0.90	0.91

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

Key Highlights of the Proposed FY 2022-2026 Staffing Plan:

1. FY 2022 cost of living adjustment of 1.2%; Merit raises averaging 2% funded in FY 2022-2026

2. Addition of 11.5 full-time equivalents (FTEs) in FY 2022-2026

3. *Requesting to advance recruitment efforts in FY21 for a hire date in early FY22.

Full-Time Equivalents (FTEs)				
Fiscal Year	Dept	Type	Job Title	FTE
FY22	Financial Services	New FT	Financial Services Supervisor*	1.00
FY22	Fire	New FT	Firefighter	2.00
FY22	Planning	New FT	P&Z Specialist*	1.00
FY22	Planning	New PT	Code Technician	0.50
FY22	Solid Waste	New FT	Solid Waste Equipment Operator	1.00
FY22	Library	New FT/PT	Library/Archives Staff (TBD)	4.50
FY25	Inspections	FT to PT	PT Inspector	-0.50
FY26	Library	New FT	Library/Archives Staff (TBD)	2.00
			TOTAL	11.50

Council Discussion/ Direction

FY 2022 Strategic Operating Plan Preview

Council Discussion/Direction:

- Have we sufficiently addressed Council's higher priorities in the proposed five-year plan?
- Are there any other Council priorities that we need to address?
- Are there any significant modifications you would like to make to the proposed five-year plan at this point?

KEY Dates	
May 6th	Village staff deliver FY22 SOP to Council
May 11th	Village Manager presents FY22 SOP at Council Regular Meeting
May 19th	Budget Work Session #1
May 21st	Budget Work Session #2