



**VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF APRIL 13, 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, April 13, 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
Mr. Jeffrey M. Sanborn, Village Manager

The following were in attendance in Assembly Hall:

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

And approximately 4 attendees, including 6 staff and 1 press.

1. Call to Order.

Mayor Strickland, called the Village Council meeting to order. He stated we are joined today with Councilmembers and staff both remotely and here in-person at Assembly Hall.

2. Reports:

Village Manager

- Village Manager, Jeff Sanborn stated that Assistant Village Manager of Administration, Natalie Hawkins will be leaving to accept the position of Executive Director of Partners in Progress for Moore County. He added this is a sad day for us but we are excited to see what great things Natalie will do for our community. Secondly, Mr. Sanborn stated we are in the process of establishing a Master Plan for West Pine Park. We will be holding public input meetings and will be releasing that information to the press. The meetings will be virtual and both be held on the 4th of May; the first one will be held from 10:00 – 11:00 a.m. and the second in the evening from 6:30 – 7:30 p.m. He stated we want to hear what the public wants and needs in terms of amenities at the park and this is a very important opportunity for public input.

Village Council

- Mayor Strickland stated he wrote a letter to the NAC, encouraging them to communicate any of their resident's comments or concerns to our MYVOP tool. We will resume NAC meetings in May if conditions allow. Mayor Strickland stated he wanted to speak briefly on the newspaper article in reference to a Casino coming to Pinehurst. He affirmed the Village of Pinehurst has not been contacted on this and the residential community has expressed they are against this occurring. This idea came from a study done by the State Education Lottery and is nothing the Village has any involvement in.

Mayor Strickland attended a meeting of the Moore County Commissioners, which was a presentation by a consultant for the Convention and Visitors Bureau. The topic covered was the occupancy tax and they reported a task force would be set up to consider suggestions from the meeting. Finally, Mayor Strickland acknowledged there was a nice story in the Sandhill's Magazine about the Village of Pinehurst's history and its current situation and is a great article to share.

- Mayor Pro Tem Davis, stated at the meeting with County Commissioners expressed interest on raising the occupancy tax in Moore County to increase the 3% to 6% and what would happen with the proceeds of that increase, She stated no decisions have been made yet, but the consensus of the group in attended appeared to be in support of the increase, with the exception of one person from Whispering Pines. She stated this topic would continue to be part of future County Commission meetings.

Mayor Pro Tem Davis announced the Pinehurst Farmer's Market would be opening on Wednesday and Seafood from the Coast of North Carolina will also be here. The Market hours will be Wednesday from 3 – 6 p.m. and on Saturday from 10 a.m. to noon. Lastly, she stated Natalie's knowledge about Pinehurst will really benefit Moore County and although she is very sad to see her go, she wanted to wish her the very best.

- Councilmember Boesch commented on a few items from the Beautification Committee. She stated Arbor Day is on April 22nd and they have found a few ways to showcase it. Karen from the Greenway Wildlife Habitat Committee is working on a film that features our longleaf pine ecosystem and will be shown to all the Pinehurst Elementary students on April 30th. She stated the students will be given a pine seedling to take home and plant. Councilmember Boesch announced that on May 4th all pretty seasonal flowers will be planted in the center of the Village. She stated the Beautification Committee is looking for volunteers to come and help, so if you are available please show up at 8:30 a.m. in Village Center with any tools you may have. Lastly, she wanted to express her agreement that Natalie is irreplaceable, but she is excited about this opportunity for her.
- Councilmember Hogeman stated the Bicycle & Pedestrian Advisory Committee is planning a bike rodeo on April 2nd at the recreation center and they are ready to move forward with adding sidewalks in from Rattlesnake to Woods Road, which is a project that began last year in 2020. She stated they have also added crossing signals on Hwy 5, and they have some projects for the next fiscal year for sidewalks on the west side of Lake Pinehurst. west side of it for sidewalks. Councilmember Hogeman said there were many residents that come to the meeting and expressed their concerns about sidewalks and those concerns and suggestions will be helpful in future decisions of the Committee. Finally, she thanked Natalie for everything and wished her well.
- Councilmember Drum stated he congratulated Natalie and acknowledged she will be a great help with economic development in Moore County. He stated he attended the Partners in Progress meeting, which had a speaker who presented on the medical-science side and clinical trials. He noted Dr. Michael Pritchard, pulmonary specialist with First Health has been involved in the first trial in the nation on a new robotics clinical trial. He joins the Mayo Clinic and others learning how to use robotics to access the lungs through existing openings such as the human mouth. Councilmember Drum said these specialists are also looking into methods to eliminate things in the lungs by using external waves being sent through the body.

Councilmember Drum reported he attended a Triangle Area Rural Planning Organization (TARPO) meeting. He stated Brandon will no longer be our District representative and so we will reach out to the new person and begin establishing a relationship. .

3. Motion to Approve Consent Agenda.

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

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

End of Consent Agenda.

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

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

Village Manager Jeffrey Sanborn stated we do these surveys yearly and renew them every three years. The three-year aggregate cost is over my contract approval amount so we have Lauren here to present them to Council for your approval.

Lauren Craig, Village of Pinehurst Administration, stated 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 Manager to execute the agreements.

Mayor Strickland asked if we own the data from past years and have access to that data on hand. Lauren stated we do have the raw data excel file and we use that to break down the data in house. Mayor Strickland asked if we have considered any competitors for future contracts in the event something were to happen to ETC. Lauren stated we have two others who are top competitors, but we look at our benchmark communities to see who they use. She stated we like the way they do our historical data and for their consistency on survey question. She said we have been very satisfied with them, but yes there are others out there.

Councilmember Drum said we are limited by those companies that have the benchmarking data of competitors as well. Lauren said this is true and we would have to look and see what other organizations have those same benchmarks. Mayor Pro Tem Davis asked if we are looking at a single municipality when we determine benchmarks. Lauren stated it would be a single municipality and who has the highest performer. Councilmember Hogeman said it sounds like the highest performer could be a different municipality based on the different questions. Mayor Strickland asked if the communities we look at would be comparative of our size. Lauren stated we can provide the parameters and the company can customize to our needs.

Councilmember Drum asked if just choosing the top performer and not using the top 3 and using a mean would be a much more concise method. Natalie Hawkins stated the Baldrige examiner feedback was coming from their advantage of experience working with for-profit businesses and those applicants typically compare themselves to top decile ratings. She stated in the past we have looked at areas we were trying to approve and called those municipalities that were succeeding in those areas and sought guidance. Lauren said when Council gets the data we supply you in November, it is benchmarked against specific municipalities and based on specific criteria we are looking for. Mayor Strickland said Council may have more questions as we get feedback and will send them to Lauren.

Upon a motion by Mayor Pro Tem Davis, seconded by Councilmember Hogeman, Council unanimously approved the authorization of the Village Manager to execute 2 (two) three-year contracts with ETC Institute of Olathe, Kansas, for our resident and business surveys in the amount of \$73,500 by a vote of 5-0.

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

Village Manager Jeff Sanborn stated this presentation is intended to be a preview. He said Council and staff has been working on it the last six months, and over the last month or two senior staff has been crunching numbers to make this work. We want to make sure we are on the right track before we go into the full-scale development of the document. Village Manager Sanborn stated that when we held the retreat in December, Council identified three specific areas they wanted to address: 1. Manage development to protect Village character, 2. Support the business community, and 3. Provide a safe and effective multi-modal transportation system.

Village Manager Sanborn explained the process staff uses when deciding on potential Strategic Operating Plan goals. He stated there are 6 Initiative Action Plans included in the FY 2022 Strategic Operating Plan for years FY 2022-2026. He stated the first is to

manage development to protect Village Character – this includes two plans, Update the Pinehurst Development Ordinance, and a Small Area Plan for Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy 5 Commercial Areas. The next Action Plan is to support the business community by expanding downtown parking facilities. The fourth plan is to provide a safe and effective multi-modal transportation system. The fifth Action Plan is to manage storm water systems by developing a comprehensive storm water Master Plan. The last Plan is to provide cultural services and events by expanding and enhancing Library Services.

Councilmember Drum expressed his concern over parking and stated he feels like this is the second step because we can control it. Perhaps a partnership with the Resort to take off the downtown problems. Village Manager Sanborn said if they are interested in dealing with parking around the Carolina end and would allow the Village to use the area behind the Holly Inn than we would have that conversation. He further stated the reason we have it early in the plan is because we expect to drive more traffic to the downtown due to the library expansion project. Pro Tem Davis said we need to remember this is a preliminary plan and may or may not work out Councilmember Drum said as long as we are open to discussion it is fine. Village Manager Sanborn said we need to look at the best solution and this may or may not open the door for conversations

Councilmember Boesch asked what \$100,000 gets us on the transportation modal plan and if that is a deliverable. Village Manager Sanborn stated we have an existing plan that needs to be updated, with adding golf carts and how that effects our vehicle traffic. Councilmember Drum said rather than look at each of these things as individual transportation problems it is important that we look at them as a whole.

Village Manager Sanborn next covered some of the 57 projects planned in 2022-2026 including these significant projects: construction of pedestrian facilities, storm water improvements, purchase of a ladder truck, development of West Pinehurst Park, land and design for new Public Services Complex, design for Fire Station 93, add new/replace park lighting in wicker park and Cannon Park, field 2, Village Place streetscape enhancements, construct a storage building behind fire station 91, build out the unfinished wing in village hall, and update Comprehensive Parks and Recreation Master Plan.

Councilmember Boesch stated she should look at the North Carolina Parks and Recreation Trusts Fund matching grant, which is available up to \$500,000. Village Manager Sanborn said we will look at that in FY23 when we start that part of the overall plan. He next explained the plan to conduct 27 evaluations in FY 2022-2026 to identify ways to improve processes and service delivery. He explained that several will be evaluated using the BIRDIE or ACE process improvement methodology. One Major evaluation will take place in FY23 on Document Imaging, and seven ACE evaluations with a focus on: fire inspection processes, automating employee timekeeping, solid waste collection with contract providers, ways to minimize return pickups for solid waste, purchasing and contracting processes, road patching services, and recruitment/hiring processes. Councilmember Drum asked if we were planning to digitalize all historical documents. Village Manager Sanborn said we are not at that point now, but with the process we will review the whole internal structural needs for document imaging.

Village Manager Sanborn covered key highlights of the Proposed FY 2022 Five Year Financial Forecast. He explained that in last year's FY22 plan Tax Rate we were looking at an increase for library/archives operations (1 cent) due to some operating expenditure pressures including, state mandated retirement contribution rate increases, county mandated recycling and tipping fees, and a 2.5% annual inflation rate for operating expenditures. He stated Council was able to decrease this to a ½ cent increase and it appears we will be able to forecast the following for FY2022 – Tax Rate \$0.315 (Tax Rate Change 1.5 cents); FY2023 – Tax Rate \$0.320 (Tax Rate Change 0.5 cents); FY2024 – Tax Rate \$0.325 (Tax Rate Change 0.5 cents); FY2025 – Tax Rate \$0.325 (no change); and FY2026 – Tax Rate \$0.335 (Tax Rate Change 1.0 cent).

Village Manager Sanborn stated the FY23-26 Projected Tax Rate changes are due to: FY23 & FY24 – increase due to operating expenditure pressures; FY25 – no change; and FY26 – increase due to operating costs of the expanded library/archives. He stated this is a draft only and may change. Mayor Strickland stated he recalled the previous tax rate plan and it appears that what you are proposing here is still below that. Village Manager Sanborn said yes it would lower if it were not for the library. Councilmember Boesch asked if anything had happened on the county mandated collection fees effort to reduce recycling fees. Village Manager Sanborn stated the purpose was to reduce confusion and Assistant Manager Jeff Batton said the county is applying or plans to apply for a grant with the state to create this education program, but no answer has been received yet. He stated the ultimate goal was to get contamination out, which would lower the cost and secondly we are seeking to lower our processing amount with less

transportation costs.

Village Manager presented the Preliminary 5-Year Financial Forecast with Council and discussed the need for several Capital Expenditure Fundraising Campaigns. Fund Balance as a % of Total Budget is projected to be: FY2022 – 42.2%; FY2023 – 40.9%; FY2024 – 39.1%; FY2025 – 31.6%; and FY2026 – 34.3%. Councilmember Drum asked when we would start reflecting the separation of capital from the fund balance. He stated we need to let people know we are not rolling in money and this would help Legislators have a clearer picture. Village Manager Sanborn said he did not think this is problematic for them.

Brooke Hunter, Village of Pinehurst Finance Director, said we will descriptively explain this in the Strategic Operating Plan and in June we will have final audited numbers, which will better help us explain the impact of these balances. She stated the Forecast numbers are reflecting all categories. Councilmember Drum said it is important to get all the information out there. Council agreed this was a realistic and thoughtful plan

Village Manager stated we will have a substantial staffing change over the next five years, especially in FY2022. These additions are in FY22: a Financial Services Supervisor Full-time position; two Full time Firefighters; One Planning & Zoning Specialist position; one part-time Code Technician position; and one fulltime Solid Waste Equipment Operator position; and four full-time and one part-time Library/Archives Staff positions (TBD). In FY2025 there will be one Part-time Inspector position added and in FY2026, one Full-time Library/Archives Staff position added (TBD). Council was in agreement that the addition of staffing is needed and encouraged Village Manager Sanborn to move forward with the hiring of needed staff.

Councilmember Boesch said it is remarkable we are keeping the tax rate the same considering the added staffing needs. Village Manager Sanborn said if we are doing things right and our staff need is truly work driven than the size of the community should pay for the additional staff. Councilmember Boesch stated you guys really worked hard on finding the right skills and number of persons needed for the departments.

Mayor Strickland stated this gives us a very detailed look at what we need to do. Sanborn asked Council if all concerns were specifically addressed and Council acknowledged they had been. Village Manager Sanborn said they will deliver a hard copy of the FY22 SOP to council on May 6th and on May 11th, he will present the SOP at the Council Regular Meeting. He stated that there will be two Budget Work Session held on May 19th and on May 21st.

Mayor Pro Tem Davis asked about increased opportunity about inflation and acknowledged she saw there was 2.5% in the plan. Sanborn agreed we need to keep our eye on that but not react too quickly. Inflation would certainly put pressure on our overall budget, but the biggest source of revenue is property taxes and we don't contemplate another CPI adjustment. Village Manager Sanborn said we will try to look at it as a final the first meeting of June and if changes need we still have the 2nd meeting to approve.

Mayor Strickland said looking back at the transportation issue, if you look at each of our 6 initiative action plans relate in some way to transportation and the key issues start to deal with some of the transportation issues Council has been discussing. Then we have the impact of the library and that reminded we are going to have a new school opening which will be a larger school. All these little developments that effect it, such as the USGA, need to be addressed by the new transportation person, and we need to come to some resolution and move forward. Councilmember Drum said we need to be relentless on the transportation issues. Village Manager Sanborn stated the transportation planner is going to be more focused on planning due to Peter's departure. Mayor Strickland said it seems we need to begin the process even if we get only some of the issues addressed. Councilmember Drum said it might be simple to just do a consolidated list so council could see all the issues. Village Manager Sanborn said we have systems that allow staff to do what they need to do and in determining what we expect to get from our transportation director will take some thought and planning.

Councilmember Boesch said in the past the hot issue was traffic on number 5 and we discussed then how we identify the Transportation Planners priorities, but I am not sure how we do this. Mayor Strickland said we all know we are wrestling with transportation issues and he would hate to see that we were not starting on these in FY2022. He stated he understands we also have staffing issues as a problem, but we need to prioritize transportation. Mayor Pro Tem Davis asked in relation to the small area plan, can we leverage some information from the existing consultants. Councilmember Drum said he liked that idea and Mayor

Strickland said he will work with staff to see what ideas we can come up with. Council thanked Village Manager Sanborn and staff for the hard work put into the plan.

6. Other Business.

Mayor Strickland stated there is no other business. Councilmember Drum said he received numerous thank-you notes on the crosswalk on number 5. The community was extremely excited about it and it shows that even small things are seen as something large. We have to keep on delivering on these things. He was concerned on whether people would ever stop but they are stopping. Mayor Pro Tem Davis said she also got a lot of unsolicited positive responses. Assistant Manager Batton said we did save some funds on the project because we did the project in-house. Councilmember Drum asked why we would not be reimbursed by the state for those funds. Village Manager Sanborn said it would not be reimbursed because it was not in the plan. There was no other Council business.

Mayor Strickland stated that concludes this section and opened the floor for Public Comments.

7. Comments from Attendees.

- Mayor Strickland summarized emails provided by the Village Clerk and acknowledged to the public that all comments were sent to the Council members. Mayor Strickland advised that Council will take all comments into consideration.

8. Motion to Adjourn the Regular Meeting.

Upon a motion by Mayor Pro Tem Davis, 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.

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

Values: Service, Initiative, Teamwork, and Improvement