



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF MARCH 10, 2015
ASSEMBLY HALL
395 MANGOLIA 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. Consider a resolution reappointment member to the Community Appearance Commission (Holmes).
- B. Consider a resolution honoring the service of Amy McKenzie on the Community Appearance Commission.
- C. Consider a resolution reappointing the Chairman of the Beautification Committee (Rowell).
- D. Public Safety Reports
 - Police Department
 - Fire Department

End of Consent Agenda.

4. Discuss the Given Memorial Library Outpost Initiative.

5. Consider recommended changes to Retirement Recognition and Gifts Policy.

6. FY 2016 Strategic Operating Plan Review.

7. Discuss the Development Finance Initiative (DFI) Program.

8. Discuss Public Services Concept/Juniper Lake Road Property.

9. Other Business.

10. Comments from Attendees.

11. Motion to Adjourn.



History, Charm, & Southern Hospitality.

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

Competent

Courteous

Professional

Responsive



**CONSIDER A RESOLUTION REAPPOINTMENT MEMBER TO THE COMMUNITY
APPEARANCE COMMISSION (HOLMES).
ADDITIONAL AGENDA DETAILS:**

FROM:

Lauren Craig

CC:

Jeff Batton

DATE OF MEMO:

3/5/2015

MEMO DETAILS:

The current term for Susan Holmes on the Community Appearance Commission (CAC) expires on March 31 and she is eligible for reappointment. Please consider the attached resolution reappointing Ms. Holmes to the CAC for an additional term.

ATTACHMENTS:

Description

- ❏ Resolution 15-14 Reappointing Susan Holmes to CAC

RESOLUTION #15-14:

**A RESOLUTION REGARDING A RE-APPOINTMENT TO THE VILLAGE OF
PINEHURST COMMUNITY APPEARANCE COMMISSION.**

THAT WHEREAS, the Village of Pinehurst has established a Community Appearance Commission as authorized by North Carolina General Statutes, Chapter 160A, Article 19, Part 7; and

WHEREAS, the term of Ms. Susan Holmes expires on March 31, 2015; and

WHEREAS, Ms. Holmes and the Village Council of Pinehurst are desirous of her continuing to serve as a member of the Community Appearance Commission;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 10th day of March, 2015, as follows:

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

Ms. Susan Holmes is re-appointed to the Community Appearance Commission, said term to expire March 31, 2017.

SECTION 2. That the appointee shall continue serving until a replacement is appointed.

THIS RESOLUTION passed and adopted this the 10th day of March, 2015.

(Municipal Seal)

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney



**CONSIDER A RESOLUTION HONORING THE SERVICE OF AMY MCKENZIE ON
THE COMMUNITY APPEARANCE COMMISSION.
ADDITIONAL AGENDA DETAILS:**

FROM:

Lauren Craig

CC:

Jeff Batton

DATE OF MEMO:

3/5/2015

MEMO DETAILS:

Amy McKenzie's term on the Community Appearance Commission (CAC) has ended and she is not eligible for reappointment due to the term limit policy. Ms. McKenzie will continue serving the Village of Pinehurst on the Beautification Committee. Attached is a resolution honoring Ms. McKenzie for her service on the CAC. Once approved, we will invite Ms. McKenzie to an upcoming Council meeting to present her with this resolution.

ATTACHMENTS:

Description

- 📎 Resolution 15-12 Honoring Amy McKenzie (CAC)

RESOLUTION #15-12:

**A RESOLUTION HONORING THE SERVICE OF
MS. AMY MCKENZIE TO THE VILLAGE OF PINEHURST
COMMUNITY APPEARANCE COMMISSION**

THAT WHEREAS, the Village Council of Pinehurst, North Carolina wishes to acknowledge and express its appreciation to Ms. Amy McKenzie for the dedicated service to the citizens of Pinehurst as a member of the Pinehurst Community Appearance Commission; and

WHEREAS, Ms. McKenzie was first appointed to the Community Appearance Commission on February 24, 2009, and served continuously and faithfully from that time; and

WHEREAS, Ms. McKenzie was involved in many decisions affecting the character, appearance and ambience of the community; and

WHEREAS, Ms. McKenzie was particularly effective in using her planning and creative skills in assisting homeowners and builders develop aesthetically pleasing and complimentary designs for various neighborhoods in Pinehurst; and

WHEREAS, Ms. McKenzie conducted herself and represented the Village in an exemplary fashion, exhibiting flexibility and courtesy in all interactions with the development community;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in the regular meeting assembled this 10th day of March, 2015, as follows:

SECTION 1. That the Village Council hereby expresses on behalf of the citizens of Pinehurst, deep appreciation and gratitude for the gifts of time, ability and determination given as a member of the Community Appearance Commission.

SECTION 2. That the Interim Village Manager is hereby directed to have a copy of this Resolution presented to Ms. McKenzie as a token of our gratitude.

THIS RESOLUTION passed and adopted this 10th day of March, 2015.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney



**CONSIDER A RESOLUTION REAPPOINTING THE CHAIRMAN OF THE
BEAUTIFICATION COMMITTEE (ROWELL).
ADDITIONAL AGENDA DETAILS:**

FROM:

Lauren Craig

CC:

Jeff Batton

DATE OF MEMO:

3/5/2015

MEMO DETAILS:

Council,

Attached is a resolution to consider reappointing Molly Rowell for an additional term as Chairman of the Beautification Committee for the Village of Pinehurst.

ATTACHMENTS:

Description

- ☐ Resolution 15-13 Reappointment to Beautification (Rowell)

RESOLUTION #15-13:

**A RESOLUTION REGARDING A RE-APPOINTMENT TO THE
VILLAGE OF PINEHURST BEAUTIFICATION COMMITTEE.**

THAT WHEREAS, on the 16th day of November, 2010, the Village of Pinehurst established a Village of Pinehurst Beautification Committee by Resolution #10-35; and

WHEREAS, the term for Ms. Molly Rowell expires on March 31, 2015; and

WHEREAS, Ms. Rowell and the Village Council of Pinehurst are desirous of her continuing to serve as the Chairman of the Beautification Committee;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of Pinehurst, North Carolina in a regular meeting assembled this 10th day of March, 2015, as follows:

SECTION 1. That the following re-appointment is hereby made to the Village of Pinehurst Beautification Committee for the term indicated:

Ms. Molly Rowell shall be re-appointed as Chairman of the Pinehurst Beautification Committee, said term expiring on March 31, 2017.

SECTION 2. That the appointee shall continue serving until a replacement is appointed.

THIS RESOLUTION passed and adopted this 10th day of March, 2015.

(Municipal Seal)

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney



**PUBLIC SAFETY REPORTS
ADDITIONAL AGENDA DETAILS:**

Police Department
Fire Department

ATTACHMENTS:

Description

- ☐ Police Report
- ☐ Fire Report

Incident IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department

February 2015 - February 2014

Part I Offenses	February 2014	February 2015	+/-	Percent Changed	Year-To-Date 2014	Year-To-Date 2015	+/-	Percent Changed
Murder	0	0	0	0%	0	0	0	0%
Rape	0	0	0	0%	0	0	0	0%
Robbery	1	0	-1	-100%	1	1	0	0%
Commercial	1	0	-1	-100%	1	0	-1	-100%
Individual	0	0	0	0%	0	1	1	-
Assault	0	0	0	0%	0	0	0	0%
Violent Total:	1	0	-1	-100%	1	1	0	0%
Burglary	0	0	0	0%	0	0	0	0%
Residential	0	0	0	0%	0	0	0	0%
Non-Residential	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Other	0	0	0	0%	0	0	0	0%
Larceny	3	11	8	267%	12	27	15	125%
Auto Theft	0	0	0	0%	0	0	0	0%
Arson	0	0	0	0%	0	0	0	0%
Property Total:	3	11	8	267%	12	27	15	125%
Part I Total:	4	11	7	175%	13	28	15	115%

Part II Offenses	February 2014	February 2015	+/-	Percent Changed	Year-To-Date 2014	Year-To-Date 2015	+/-	Percent Changed
Drug	1	7	6	600%	11	14	3	27%
Assault Simple	2	1	-1	-50%	4	1	-3	-75%
Forgery/Counterfeit	1	0	-1	-100%	1	0	-1	-100%
Fraud	2	6	4	200%	6	9	3	50%
Embezzlement	0	0	0	0%	0	0	0	0%
Stolen Property	0	1	1	-	0	1	1	-
Vandalism	1	4	3	300%	7	6	-1	-14%
Weapons	0	0	0	0%	1	0	-1	-100%
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	0	0	0	0%	0	0	0	0%
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	0	1	1	-	0	1	1	-
D.W.I.	1	0	-1	-100%	4	0	-4	-100%
Liquor Law Violation	0	0	0	0%	2	0	-2	-100%
Disorderly Conduct	0	0	0	0%	1	1	0	0%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	0	0	0	0%	0	0	0	0%
All Other Offenses	4	13	9	225%	35	26	-9	-26%
Part II Total:	12	33	21	175%	72	59	-13	-18%
Incident Total:	16	44	28	175%	85	87	2	2%

Arrest IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department

February 2015 - February 2014

Part I Offenses	February 2014	February 2015	+/-	Percent Changed	Year-To-Date 2014	Year-To-Date 2015	+/-	Percent Changed
Murder	0	0	0	0%	0	0	0	0%
Rape	0	0	0	0%	0	0	0	0%
Robbery	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Individual	0	0	0	0%	0	0	0	0%
Assault	0	1	1	-	0	1	1	-
Violent Total:	0	1	1	-	0	1	1	-
Burglary	0	0	0	0%	0	0	0	0%
Residential	0	0	0	0%	0	0	0	0%
Non-Residential	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Other	0	0	0	0%	0	0	0	0%
Larceny	1	5	4	400%	2	5	3	150%
Auto Theft	0	2	2	-	0	2	2	-
Arson	0	0	0	0%	0	0	0	0%
Property Total:	1	7	6	600%	2	7	5	250%
Part I Total:	1	8	7	700%	2	8	6	300%

Part II Offenses	February 2014	February 2015	+/-	Percent Changed	Year-To-Date 2014	Year-To-Date 2015	+/-	Percent Changed
Drug	2	15	13	650%	14	21	7	50%
Assault Simple	0	2	2	-	2	2	0	0%
Forgery/Counterfeit	1	0	-1	-100%	1	0	-1	-100%
Fraud	3	1	-2	-67%	5	1	-4	-80%
Embezzlement	0	0	0	0%	0	0	0	0%
Stolen Property	1	6	5	500%	1	6	5	500%
Vandalism	0	1	1	-	0	1	1	-
Weapons	1	0	-1	-100%	2	0	-2	-100%
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	0	0	0	0%	0	0	0	0%
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	0	0	0	0%	0	0	0	0%
D.W.I.	7	5	-2	-29%	10	9	-1	-10%
Liquor Law Violation	0	2	2	-	2	2	0	0%
Disorderly Conduct	0	0	0	0%	1	1	0	0%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	0	0	0	0%	0	0	0	0%
All Other Offenses	18	31	13	72%	34	52	18	53%
Part II Total:	33	63	30	91%	72	95	23	32%
Arrest Total:	34	71	37	109%	74	103	29	39%



HISTORY, CHARM, AND SOUTHERN HOSPITALITY_____

SUMMARY FOR THE MONTH OF FEBRUARY 2015

SUMMARY OF INCIDENT CALLS

TYPE OF INCIDENT	NUMBER THIS MONTH	NUMBER YTD	NUMBER THIS MONTH LAST YEAR	NUMBER YTD LAST YEAR	PERCENTAGE YTD
Fire	5	12	4	6	100%
Overpressure Rupture, Explosion, Overheat - no fire	0	2	1	1	100%
Rescue & EMS Incidents	1	6	25	33	-82%
Hazardous Conditions - no fire	15	24	16	27	-11%
Service Call	28	40	9	38	5%
Good Intent Call	21	50	22	54	-7%
False Alarm & False Call	25	47	10	29	62%
Severe Weather & Natural Disaster	1	1	0	0	100%
Special Incident Type	0	0	0	1	-100%
TOTAL INCIDENTS	96	182	87	189	-4%

SUMMARY OF INSPECTION

TYPE OF INSPECTIONS	NUMBER THIS MONTH	NUMBER YTD	NUMBER THIS MONTH LAST YEAR	NUMBER YTD LAST YEAR	PERCENTAGE YTD
Residential	7	14	9	14	0%
Residential New Systems	0	0	0	0	0%
Residential Fire Sprinkler	0	0	0	4	-400%
Commercial	21	52	29	48	8%
Plan Review/Site Inspections	1	1	1	3	-67%
Reinspection	26	76	22	44	73%
Occupancy Certificates	0	0	0	0	0%
TOTAL INSPECTIONS	55	143	61	113	27%
Violations Found:	30	124	53	104	19%
YTD Violations to be Corrected:		94		51	
YTD Violations Corrected:		47		22	
Correction Percentage:		50%		43%	

March 2, 2015

J. Carlton Cole, Fire Chief

FIRE DEPARTMENT

395 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-5575 • Fax (910) 295-4861 • www.vopnc.org



**DISCUSS THE GIVEN MEMORIAL LIBRARY OUTPOST INITIATIVE.
ADDITIONAL AGENDA DETAILS:**

FROM:

John Frye

CC:

Jeff Batton & Natalie Dean

DATE OF MEMO:

3/3/2015

MEMO DETAILS:

As you may recall, when the FY 2014-2015 Budget was adopted \$50,000 was set aside in General Contingency for a proposed Library operational initiative to be considered by the Village Council at a later date.

The attached Exhibit A provided by the Library outlines the key terms of the proposed initiative and the services to be offered. Representatives from the Given Memorial Library will be present to review their proposal and answer any questions the Council may have.

ATTACHMENTS:

Description

- Library OutPost Initiative-Exhibit A

Village of Pinehurst Support of the Given Memorial Library Outpost Initiative

Terms

- 1 \$50,000 for Library Services related to the Given Memorial Library OutPost initiative.
- 2 One time commitment to assist with startup.
- 3 Will be used for expenses related to Outpost Programming
 - Events expenses
 - Programming manager salary (new hire starting in March)
 - Related overhead (utilities etc)
- 4 Events
 - family movie on Sunday afternoon
 - health and wellness lectures in Partnership with First Health
 - book clubs such as the Military Officers Spouse Club
 - literacy training
 - author events
 - intimate concerts
 - SCC classes
 - artist exhibits and presentations such as pottery
 - other literacy and cultural gatherings
- 5 Paid in four \$12,500 installments on or before March 31, June 30, September 30, December 31 of 2015.
- 6 Funds will be classified as restricted. GML will report the balance of the restricted funds and the use of such funds once per calendar quarter.



**CONSIDER RECOMMENDED CHANGES TO RETIREMENT RECOGNITION AND
GIFTS POLICY.
ADDITIONAL AGENDA DETAILS:**

FROM:

John Frye

CC:

Jeff Batton, Natalie Dean, & Angela Kantor

DATE OF MEMO:

3/3/2015

MEMO DETAILS:

The Village's Policy Committee recently reviewed the employee Retirement Recognition and Gifts Policy and recommends several changes to the policy. The policy was first adopted in 2012 to recognize the dedication and hard work of employees retiring from the Village and to standardize the celebrations and gifts for qualifying employees.

During the three years since the policy was adopted, Human Resources staff has noted several opportunities to improve the effectiveness of the policy and also to make it easier to administer. A summary of the changes approved by the Village's Policy Committee are provided below:

- Monetary gifts will only be given to those employees retiring with at least 10 years of service with the Village (previously was 5 years). Years of service do not have to be consecutive.
- A level was added to the gift schedule. Employees retiring with 25 years of service or more will receive \$1,500, an increase of \$200.
- Employees retiring with at least 5 years of service, but less than 25 will receive a reception instead of a meal.
- Employee retiring with at least 25 years of service, will receive a meal or reception.
- Retiring Law Enforcement Officers with at least 10 years of service may be eligible to purchase their service weapon for one dollar. If the retiring officer has at least 5 years of service, but less than 10, the officer will be eligible to purchase the weapon for \$400.
- Retiring Firefighters with at least 10 years of service may be eligible to purchase their Helmet for one dollar. If the retiring firefighter has at least 5 years of service, but less than 10, he/she will be eligible to purchase the helmet for \$300.

The Human Resources Director and I will be available at the meeting to answer any questions you may have regarding these recommended changes.

ATTACHMENTS:

Description

- ☐ Resolution Amending Retirement Recognition and Gifts Policy
- ☐ Exhibit A: Draft Retirement Recognitions and Gifts Policy

RESOLUTION #15-11:

**A RESOLUTION AMENDING THE POLICY ON RETIREMENT RECOGNITIONS
AND GIFTS FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA.**

THAT WHEREAS, the Village Council recognizes the importance of honoring employees who retire from public service; and

WHEREAS, the “Retirement Recognition and Gifts Policy” adopted by Resolution #12-31 has recently been reviewed by the Village’s Policy Committee; and

WHEREAS, upon review, the Village’s Policy Committee recommends several changes to the policy to improve its effectiveness and to make the policy easier to administer;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in the regular meeting assembled this 10th day of March, 2015, as follows:

SECTION 1. That the aforementioned “Retirement Recognition and Gifts Policy” is hereby amended, and the amended policy attached hereto as Exhibit A is made a part of hereof, the same as if included verbatim.

SECTION 2. That this resolution shall be and the same is hereby effective from and after the date of its adoption.

THIS RESOLUTION passed and adopted this the 10th day of March, 2015.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney

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

I. POLICY:

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

II. ELIGIBILITY:

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

III. PROCEDURE:

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

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

- ~~5–10~~ years but less than 15 \$650
years
- 15 years ~~or more~~ but less than \$1300

- 25
25 years or more \$1500

Eligible employees with at least 40-25 years of service will also receive a Village-sponsored, celebratory meal or reception at a Village facility coordinated through Human Resources. Village employees, Council and the retiring employee's immediate family will be invited. Additional people may be invited at the discretion of Human Resources.

Eligible employees with 5 years of service, but less than 40-25 years will receive a Village-sponsored reception coordinated through Human Resources.

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

IV. PUBLIC SAFETY:

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

NCGS 20-187.2 authorizes the Village Council to award, upon request, a retiring law enforcement officer, or a surviving relative of an officer, the service side arm and badge of the officer at a price to be determined by the governing body. This policy sets the price for qualifying awards of side arms to retiring law enforcement officers at one dollar. The law enforcement officer must have at least 20-10 years of service with the Village of Pinehurst to be eligible for this benefit. If the retiring officer has at least 405 years of service, but less than 2010 years, the officer will have the option to purchase the service side arm for \$400. The retiring employee must follow all provisions of the statute and other applicable laws.

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

Approved by:

May 8, 2012

~~Andrew Wilkison~~ Jeff Batton, Interim Village Manager

Date

Resolution ~~12-31~~

Village Council, Resolution

May 8, 2012

Date



FY 2016 STRATEGIC OPERATING PLAN REVIEW. ADDITIONAL AGENDA DETAILS:

FROM:

Natalie Dean

CC:

Jeff Batton and John Frye

DATE OF MEMO:

3/4/2015

MEMO DETAILS:

This agenda item is to discuss several items related to the development of the FY 2016 Strategic Operating Plan (SOP). As in the past, Sr. Management will use our strategic planning model to develop the FY 2016 SOP. With limited revenue growth, we believe it is critical to focus funding on those areas that are a high priority, as determined by Council, through the strategic planning process. To that end, Sr. Management would like Council's direction on a few more items as we begin to develop the FY 2016 budget and CIP. Specifically, we would like to:

1. Confirm Council's priority of strategic challenges that you would like for staff to address in the five-year plan. Attached to this agenda item is the consolidated prioritization of strategic challenges that you completed at your January 20, 2015 special meeting. At this meeting, it was mentioned by at least one Council member that you may want to revisit this to ensure the final ranking is reflective of the collective Council's opinion. ***Please review the consolidated list of ranked strategic challenges and let me know if you would like to modify your initial ranking.*** The highest priority strategic challenge should be ranked "1" and the least important challenge should be ranked "10." As you will see below, this ranking will, at least in part, determine what initiatives are included in the proposed five year plan.

2. Discuss the proposed criteria staff will utilize to evaluate strategic initiatives for inclusion in the budget and five-year CIP. ***Please review the criteria below and the weight assigned to each criteria*** and let me know if there are any changes you would like to make to how Sr. Management will prioritize initiatives:

- 25% - Addresses Council Goals
- 25% - Impacts performance levels
- 20% - Addresses VOP strategic challenges
- 15% - Organizational capacity
- 15% - Financial impact
- 100%

3. Provide a preview of the PRELIMINARY initiatives proposed for the five-year plan. Attached to this agenda item is the initial list of initiatives proposed for the FY 2016 SOP (including the 5 year CIP). ***We would like for Council to review this list and let us know if there are initiatives you would like included that are not listed or if there are initiatives listed you would prefer staff not spend any further time to develop.***

4. Provide a refresher overview of the five-year financial planning process. Attached to this agenda item is the five-year summary of projected revenues and expenditures from the previous year's CIP. It identifies projected revenues, salaries/benefits, operating costs, debt service, and capital costs that are included in the 5 year financial plan. Some of these costs are fixed, while others are variable (or

discretionary). At your meeting, John and I will provide a review of what is included in the current CIP and an overview of the parameters we use to develop the proposed budget and CIP.

Staff plans to deliver the draft SOP to the Council at the beginning of May and would like to schedule budget work sessions between May 13th and May 22nd, prior to the scheduled public hearing on May 26th. *If there are specific days during this time period that you are not available, please let me know as soon as possible.*

If you have any questions about these items prior to your meeting, please do not hesitate to contact me or John Frye directly.

ATTACHMENTS:

Description

- ▣ FY 2016 Strategic Challenges Prioritized
- ▣ PRELIMINARY FY 2016 Strategic Initiatives
- ▣ Five Year CIP (FY 2015-2019)

Village of Pinehurst
Council Strategic Challenges Prioritized
FY 2016



Strategic Challenges	Individual Rankings					Consolidated Rankings	
	NF	JC	JS	CC	CP	Avg Score	Priority
Limited revenue growth	1	1	2	6	4	2.8	1
Economic development (e.g. support VC businesses)	2	2	4	5	3	3.2	2
Maintaining high quality services that meet citizen expectations	4	5	3	2	2	3.2	3
Adapting to changing demographics	3	3	7	4	9	5.2	4
Maintaining a low crime rate	6	8	5	1	8	5.6	5
Two way communication with customers and workforce	9	6	8	3	5	6.2	6
Organizational capacity	8	7	1	8	7	6.2	7
Federal and state mandates	7	4	10	10	1	6.4	8
The national historic landmark status	5	10	6	7	10	7.6	9
Replacing the retiring workforce	10	9	9	9	6	8.6	10

Please rank each of the ten Strategic Challenges in order of importance, with 1 being the "Most Important" Strategic Challenge that needs to be addressed and 10 being the "Least Important."

Village of Pinehurst
FY 2016 Strategic Initiatives (PRELIMINARY – March 5, 2015)

	Strategic Objective	Council FY 2016 Goals	Short Term Strategic Initiatives (FY 2016)	Mid-Range Strategic Initiatives (FY 2017-2020)
Customer	Safeguard the community	Deliver effective public safety services	Pursue national accreditation for the Fire Department	
			Add additional intersections to traffic pre-emption program	
			Investigate the creation of a “Virtual Pinehurst Police Digital Network”	
			Expand use of Mobile Data Information Systems to all FD apparatus	
			Evaluate development of impact team through existing staffing in order to proactively investigate and deter crime	
		Engage and educate the community on public safety	Continue to partner with others to offer public safety education programs	
			Evaluate the consolidation of S&G and B&G (BIRDIE) - FY 2015 CF	Establish a junior police academy for middle school aged youth
	Preserve the character of Pinehurst and the quality of neighborhoods	Maintain a high level of overall appearance of Pinehurst public spaces	Develop an “Adopt a Plant Bed” program with the Beautification Committee	
		Achieve a high level of compliance with Village codes and ordinances	Implement the recommendations of the Code Enforcement Birdie Team	
	Promote economic vitality	Support economic and business development to meet the needs of Pinehurst residents and visitors	Re-develop the Public Services campus	Update the Comprehensive Long Range Plan for the Village
			Engage a private firm to recruit businesses and maximize the development of existing commercial land (e.g. redevelop Village Place)	
			Collaborate with Pinehurst Business Partners to secure a FT position to advance economic development	
			Expand the commercial zoning of the Village by re-zoning property (ex. Monticello Rd at mile track)	
			Incrementally expand Village Center into Village Place / Rattlesnake Corridor	
		Ensure Pinehurst is a premier residential community		Develop & implement a marketing plan to promote Pinehurst as a premier residential community
			Improve adequacy of street lighting in neighborhoods	
	Provide & promote multi-modal transportation connectivity	Provide a safe and well-maintained network of streets, sidewalks, greenways, and bike paths	Install sidewalks and greenways according to the Pedestrian Master Plan	
			Install bike paths according to the Bicycle Master Plan	
			Coordinate road resurfacing with the implementation of the Pedestrian and Bicycle Master Plans	
	Promote environmental sustainability	Conserve natural resources	Make traffic improvements at McKenzie and Hwy 5 and Barrett Rd and Hwy 5	
			Improve compliance with solid waste cart rules	
		Increase solid waste diversion	Reduce non-compliant placement of materials in the recycle yard	
	Promote an active, healthy community	Provide adequate recreational facilities	Ensure adequate water and sewer services in coordination with Moore County	
			Install lighting at the Wicker Park soccer field	Develop West Pinehurst park facilities
		Offer a variety of quality events to meet community needs	Develop a comprehensive recommendation for a new Community Center facility	
			Partner with the Arts Council & others to host cultural events at the Fair Barn	

Village of Pinehurst
FY 2016 Strategic Initiatives (PRELIMINARY – March 5, 2015)

	Strategic Objective	Council FY 2016 Goals	Short Term Strategic Initiatives (FY 2016)	Mid-Range Strategic Initiatives (FY 2017-2020)
		Provide recreation programs and leisure activities for all ages	Lease indoor recreation space to enhance programming	
Internal	Professionally manage a high performing organization	Provide a high level of customer service	Develop a method to evaluate the effectiveness of Village Council	
		Effectively communicate with customers in a timely and consistent manner		Communicate performance dashboard information to the public through the website
		Leverage technology to enhance Village operations	Increase capability to secure and monitor the Village network for legal compliance	Implement an integrated Document Management System
			Automate the building inspection process	Implement permitting, code enforcement and inspection software
			Develop a mobile app for historic walking tour of the Village	
		Continually improve the effectiveness and efficiency of key processes	Achieve national recognition for VOP continuous improvement journey	
			Evaluate an integrated document management/imaging system (BIRDIE) – FY 2015 CF	Integrated Document Management System
			Review key Village processes annually for opportunities for improvement	
			Develop an organization wide complaint management process (VOP311)	
			Develop a mechanism to share best practices between departments and evaluate effectiveness	
			Streamline P&Z permits and applications – FY 2015 CF	
		Develop collaborative solutions	Collaborate with the Given Memorial Library to provide public library services	
Workforce	Recruit and develop a skilled and diverse workforce	Recruit, train, engage, and reward volunteers	Develop effective committee specific training programs	Develop a Citizen's Academy
				Evaluate alternatives to utilizing additional volunteers
		Reward and recognize employees	Implement a reward and recognition program	
				Develop an incentive program
		Ensure adequate succession planning	Develop and implement succession planning for key positions – FY 2015 CF	
		Train, develop, and engage employees	Improve two-way communication in the Public Services Department	
			Review and revise the in-house TOPS training program	
Financial	Maintain a strong financial condition	Meet or exceed Village established financial targets	Market & promote the weekday corporate package to maximize use of the Fair Barn	
			Implement BIRDIE Team recommendations to ensure the financial sustainability of the Harness Track	Lead Village-wide cost containment efforts
			Evaluate alternative revenue sources for the Village	
		Maintain a tax rate commensurate with the community's desired level of service	Seek public input on public openness to a tax increase for a community center	
			Implement the recommendations from the evaluation of the sale of Village owned land	
			Enhance maintenance of VOP buildings and facilities	
		Effectively maintain capital assets	Continue the annual road resurfacing program	
			Replace vehicles in accordance with the Council-adopted vehicle replacement schedule	



Capital Improvement Plan FY 2015-2019

Table 2 - Projected Budgeted General Fund Revenues and Expenditures

	2015	2016	2017	2018	2019
Population	15,441	15,616	15,790	15,964	16,138
Operating Revenues					
Property Tax Revenue	\$ 9,767,000	\$ 9,974,000	\$ 10,080,000	\$ 10,186,000	\$ 10,293,000
Sales Tax Revenues	2,800,700	2,883,700	2,969,700	3,058,700	3,149,700
Intergovernmental Revenues	2,171,660	2,212,467	2,254,467	2,296,900	2,342,900
Permits & Fees	557,750	562,000	564,000	566,000	568,000
Sales & Services	532,500	545,000	558,000	571,000	585,000
Other Operating Revenues	220,640	224,000	226,000	229,000	231,000
Interest Income	14,100	26,000	51,000	56,000	56,000
Other Financing Sources	-	-	600,000	-	-
Operating Revenues	\$ 16,065,000	\$ 16,428,000	\$ 17,304,000	\$ 16,964,000	\$ 17,226,000
Tax Rate	0.28	0.27	0.27	0.27	0.27
Operating Expenditures					
Personnel in FTEs	132	132	132	132	132
Salaries and Benefits	9,028,470	9,336,714	9,530,098	9,705,758	9,897,168
Operating	6,258,665	6,046,802	6,236,043	6,423,125	6,615,818
Debt Service	494,525	465,000	413,000	467,000	422,000
Operating Expenditures	15,781,660	15,848,516	16,179,141	16,595,883	16,934,987
Operating Income	283,340	579,484	1,124,859	368,117	291,013
Capital Expenditures in GF	1,974,400	1,658,000	1,435,500	1,421,000	1,407,000
Total GF Expenditures	17,756,060	17,506,516	17,614,641	18,016,883	18,341,987
Revenues Over (Under) Exp	\$ (1,691,060)	\$ (1,078,516)	\$ (310,641)	\$ (1,052,883)	\$ (1,115,987)

Capital As a Percent of Total Expenditures

	2015	2016	2017	2018	2019
Total Expenditures	17,756,060	17,506,516	17,614,641	18,016,883	18,341,987
Total Capital Expenditures	1,974,400	1,658,000	1,435,500	1,421,000	1,407,000
% of Total Expenditures	11.1%	9.5%	8.1%	7.9%	7.7%

Projected Impact on Fund Balance in the General Fund

	2015	2016	2017	2018	2019
Beginning Fund Balance	\$ 7,410,763	\$ 6,644,710	\$ 6,499,649	\$ 7,144,355	\$ 7,067,557
Revenues Over (Under) Exp	(1,691,060)	(1,078,516)	(310,641)	(1,052,883)	(1,115,987)
Budget to Actual Variance*	925,007	933,456	955,347	976,084	997,909
Projected Actual Gain/(Loss)	(766,053)	(145,060)	644,706	(76,799)	(118,077)
Projected Ending GF Bal	6,644,710	6,499,649	7,144,355	7,067,557	6,949,479
% of Total Budget	37.4%	37.1%	40.6%	39.2%	37.9%



**DISCUSS THE DEVELOPMENT FINANCE INITIATIVE (DFI) PROGRAM.
ADDITIONAL AGENDA DETAILS:**

FROM:

Jeff Batton

DATE OF MEMO:

3/4/2015

MEMO DETAILS:

This item is to discuss outcomes of meetings held with the UNC School of Government's Development Finance Initiative (DFI) group.

A few suggested points/questions for consideration to start discussions relative to DFI:

- * Does DFI offer anything new or unique in their services?
- * Do you have all the information needed or desired from DFI?
- * Based on what has been previously planned and may be being planned for certain parcels in the area is there enough property left to make it worth engaging anyone for pre-planning purposes?
- * Do you wish to receive a proposal from DFI?

Certainly there are countless other points that can, and will be, offered in the discussions. The ultimate goal for staff is to gain a consensus of what the next step is relative to redevelopment plans and DFI.

Thanks.



**DISCUSS PUBLIC SERVICES CONCEPT/JUNIPER LAKE ROAD PROPERTY.
ADDITIONAL AGENDA DETAILS:**

FROM:

Jeff Batton

DATE OF MEMO:

3/4/2015

MEMO DETAILS:

At the last regular Council Meeting on February 24, the revised concept plan for the Public Services site (attached) was shared with Council with the understanding that we would revisit the topic once the School of Government's Development Financing Initiative group met with staff and Council members. At the March 3 work session, we had some discussion about the Juniper Lake property we own and what options we may wish to consider for that property.

Since these two are interrelated, Staff felt it was appropriate to consider discussion of these two items together after Council discussion occurs on the DFI meetings.

Pertinent to the discussion, LKC provided a very rough estimate of \$750,000 to re-develop our existing Public Services site (grading, cut/fill needs, storm water management, etc.) but the estimate did not include the cost of building relocations or expansions.

Given we are entering the capital budget planning period for the next five year timeframe, staff would like for Council to discuss and hopefully come to consensus on what would be your preference with our current Public Services site as well as what would you like to do with the property we currently own on Juniper Lake Road.

While staff will remain flexible in making changes throughout the budget process, it would be helpful if we could get some direction on this matter leading into the process.

If Council were to decide to keep Public Works in the current location and re-develop the site, staff would suggest we consider placing design of the site in FY 2016 and construction in FY 2017. This timing would also give us FY 2016 to make final decisions and take any actions desired on the Juniper Lake property.

Staff looks forward to the discussions on this important matter.

Thanks.

ATTACHMENTS:

Description

☐ Public Services Concept Plan

