



History, Charm, & Southern Hospitality.

Vision

The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities.

Mission

Preserve and enhance the community's character and ambience by guiding growth, managing change, and providing services in a financially responsible manner.

Values

Competent
Courteous
Professional
Responsive

**MINUTES OF
VILLAGE COUNCIL WORK SESSION
DECEMBER 10, 2013**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
9:00 A.M.**

The Pinehurst Village Council held a Work Session at 9:00 a.m., Tuesday, December 10, 2013 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Lauren M. Craig, Village Clerk

And approximately 20 attendees, including 9 staff and 1 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo called the meeting to order.

2. Reports

Manager

- Reminder about the Special Meeting scheduled to follow the Regular Meeting today regarding the continued review of the PDO and the Strategic Planning Retreat scheduled for Thursday and Friday this week.
- Held meetings with Lake Pinehurst residents regarding short term rentals and hope to have a briefing to Council soon on this topic.

Council

- Councilmember Strickland and Councilmember Cashion attended a meeting regarding the traffic circle and there are options being studied for what could be done after Hwy 211 is completed. Mayor Fiorillo would like to have a presentation on this topic.

3. Discussion and Motion Adopting the 2014 Village Council meeting schedule

The Manager explained the need to adopt a Village Council meeting schedule for 2014. Upon discussion regarding changing the schedule to accommodate current and future Councilmembers who work full-time, the Council determined to amend the schedule as a Regular Meeting at 4:30pm for the 2nd and 4th Tuesday in Assembly Hall each month for 2014, with a closed session that would follow after the public meeting concludes.

4. Traffic Circle Overhead Sign Maintenance

Jeff Batton, Assistant Village Manager presented the need for traffic circle overhead sign maintenance to repaint the existing signs. The NCDOT is interested in putting this out to bid and in order to do this Council would need to execute a nonbinding agreement with NCDOT and depending on the pricing Council can elect to pursue or not. After discussion, Council formed a consensus to proceed and upon a motion by Councilmember Strickland seconded by Councilmember Cashion, Council unanimously approved to authorize the Mayor, or her designee, to enter into a non-binding agreement with the North Carolina Department of Transportation in order to seek bids to re-paint the signs, brackets, and posts of the overhead traffic signs leading to the traffic circle with a vote of 5-0.

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5. Budget Amendment - Welcome Center/Public Restrooms

Natalie Dean, Assistant Village Manager presented the need for a budget amendment for the Welcome Center relocation and public restrooms. Natalie Dean noted that included in the agenda packet materials was a cost estimate for the project of \$70,000 for the up fit of the restrooms and the handicapped accessibility. The other part of the request is to fund the improvements needed for the physical space in the building for the Welcome Center, funds requested for a potential grand opening celebration, and incremental operating costs associated with the move. Natalie Dean also noted that staff has been working with Ann Hughes on recruiting additional volunteers for the Welcome Center. Council discussed the wall paper, interior designs, and grand opening plans and determined to keep these in the plans.

Upon a motion by Councilmember Cashion seconded by Councilmember Phillips, Council unanimously approved Ordinance #13-47 for the purpose of amending the budget for the Welcome Center Relocation and Downtown Restrooms by a vote of 5-0. (A copy of the ordinance is found in the Ordinance Book.)

6. Holly House Sidewalk

Jeff Batton, Assistant Village Manager presented the approximate brick sidewalk location for the Holly House. This sidewalk would connect with the other sand/clay paths in the Village. The cost to the Village would be \$7,000 to extend the brick and the Holly House has pledged \$3,000 to this project.

George Karr and Debbie Darby represented the Holly House property. Mr. Karr noted that the Holly House had deferred maintenance prior to purchasing a condo there and for the appearance of the Village, they performed improvements on the building over the past year and a half. He noted there are two landscaping proposals for landscaping enhancements which have brought about the request for bricking the sidewalk with the help of the Village. After discussion about the location and it being a multi-family unit, Council formed a consensus to proceed with this extension of the brick sidewalk for the Holly House.

7. Requested traffic control signage

The Manager explained the request from homeowners in the St. Andrews Drive, Lakewood Road area to post 25 mph signs in the vicinity of the two golf cart crossings located along that stretch of St. Andrews Drive. He noted that staff proposes to remove two 25 mph warning signs (yellow), and replace them with four 25 mph regulatory signs, for a net increase of two. Council formed a general consensus to move forward with these two signs.

8. Municipal Code Amendment

Clarifying Section 92.16 of the Pinehurst Municipal Code as it pertains to regulating unreasonably loud, disturbing sound levels.

The Manager explained that Council adopted an amendment to the Pinehurst Municipal Code on November 12, 2013, establishing a new Section 92.16 (B) (7), regulating the use of lawn and garden and landscape maintenance equipment. He explained that following the adoption of the amendment, it was brought to staff's attention that the operation of a home stand-by power generating unit could be operated in a manner technically in violation of this section, which is not the intent of the section.

Audience member Jack Farrell suggests adding the phrase "during the periods of utility power outage." It was further suggested to specify test periods and during periods of utility power outages.

Upon a motion by Councilmember Strickland, seconded by Councilmember Campbell, Council unanimously approved Ordinance #13-48 as amended, changing the Municipal Code as it pertains to regulating unreasonably loud, disturbing sound levels as amended by a vote of 5-0. (A copy of the ordinance is found in the Ordinance Book.)

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9. Sale of Old Fire Station 91

Natalie Dean, Assistant Village Manager outlined the results of the upset bid process per Resolution #13-43. She noted that after 32 separate inquiries, showing the property to 23 individual parties, a qualifying high bid of \$220,900 was received from Francis Turner Maser of Maser Capital Management and is being considered to accept or reject. Mark Wagner, Bruce Gould, and Natalie Dean also completed an evaluation on using the property for recreational purposes which was outlined in the report. Staff determined the building could be used for recreation purposes but there are significant site constraints on this property.

Audience member Doug Middaugh noted the estimated 51 parking spaces required for a recreation center. He asked if the Village is prepared to support Mr. Maser's activity in the same manner as they were in the brewery project. Council said there was no plan to support adding parking spaces for the project.

Audience member Frank Maser said he does not have any definite plans for the building yet but he has many years of working with the Village. He noted that if accepted, he would start a planning process to determine the best use of the building but the main thing would be the outstanding maintenance to the building. Mr. Maser noted that Parks and Recreation can take this \$220,000 and help build a nice facility for them and not have to deal with the functional obstacles that the fire station has for those purposes. Andy Wilkison noted that Mr. Maser has always been very cooperative with the Village and has always maintained his property around the Village very well.

Upon a motion by Councilmember Cashion, seconded by Councilmember Campbell, Council unanimously approved to accept the qualifying upset bid submitted by Francis Turner Maser in the amount of \$220,900 to purchase the old fire station at 45 Community Road. This bid was subject to upset and no upset bids were received prior to the published deadline of 5:00 pm on December 4, 2013 with a vote of 5-0. Proceed with closing on January 2, 2014.

10. Discussion on Health Insurance Family Coverage/Cash Option

The Manager explained the need to discuss the upcoming change required by the Affordable Care Act that would affect a benefit option that the Village has offered to department heads and assistant department heads. The benefit is for particular employees who do not elect the family coverage where the employees receive a cash supplement instead. He explained that overtime these benefits become less common and in 2010 it was elected to no longer offer this to new department heads or assistant department heads. John Frye completed a financial impact spreadsheet regarding this decision and was provided in the agenda packets. After discussion, Council formed a consensus to proceed as had been budgeted in the FY 2014 budget, wherein the benefit would no longer be offered and the cash equivalent of Family Coverage would be added to the base salary of the effected employees.

11. Preview of Regular Meeting Agenda.

The Council did not preview the Regular Meeting Agenda for December 10, 2013.

12. Other Business

- Councilmember Strickland inquired if we are handling the code enforcement as well as we should and giving the staff the support they need. He would like to look into this further in the upcoming year and especially as we look into the PDO are we making every effort to fairly deal with the citizens and enforce the codes that we have?

13. Comments from attendees.

- Audience member Doug Middaugh commented about the RFP for the bicycle and pedestrian plans and noted concern regarding the timeline for this project and managing the expectations of the public for the completion of these items. Director of Parks and Recreation, Mark Wagner commented that the timeline is dictated by NCDOT and their grant process.

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- Audience member Jack Farrell asked if there is a display of historical information on Pinehurst in the new Welcome Center location. Natalie Dean explained that there is a room designated to history of Pinehurst and we will be working with the archives.
- Audience member Tom Campbell said he is at a loss to figure out how the original purpose of the greenway trail to go from Pinehurst #6 all the way to the marina at Lake Pinehurst has now seemed to have lost the support of the Council. He noted the need to look for the common good of the citizens and he would like to get backing from Council.

14. Motion to go into Closed Session pursuant to NCGS 143-318.11 (a) (3) to consult with the Village Attorney in order to preserve the attorney-client privilege between the Village Attorney and the Village Council.

Specifically the Village Attorney will discuss with the Council the litigation between the Estate of Ronald H. Armstrong, plaintiff v. The Village of Pinehurst; et al., defendants (Case No. 1:13 CV 407) and discussing a claim between Align Development, LLC, Julie Sutton, and the Village of Pinehurst.

Councilmember Strickland moved to go into Closed Session. The motion was seconded by Councilmember Phillips and carried unanimously.

15. Adjournment.

Councilmember Cashion moved to close the Closed Session and adjourn the Work Session. The motion was seconded by Councilmember Phillips and carried unanimously. The Work Session adjourned at 12:00 p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

**VILLAGE OF PINEHURST
VILLAGE COUNCIL
CLOSED SESSION – DECEMBER 10, 2013**

**395 MAGNOLIA ROAD
CONFERENCE ROOM
PINEHURST, NORTH CAROLINA
9:00 AM**

MINUTES

During the Work Session of the Pinehurst Village Council held at 9:00 a.m., Tuesday, December 10, 2013 in the Conference Room of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina, Councilmember Strickland moved to recess the Work Session and enter a Closed Session pursuant to NCGS 143-318.11 (a) (3) to consult with the Village Attorney in order to preserve the attorney-client privilege, regarding the litigation between the Estate of Ronald H. Armstrong, plaintiff v. The Village of Pinehurst; et al., defendants (Case No. 1:13 CV 407) and discussing a claim between Align Development, LLC, Julie Sutton, and the Village of Pinehurst. The motion was seconded by Councilmember Phillips and carried by a vote of 5-0.

The following people were present:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Mr. Michael J. Newman, Village Attorney

MAYOR NANCY ROY FIORILLO CALLED THE MEETING TO ORDER.

The Village Attorney informed the Council that Taser, International had been dismissed from the Armstrong litigation. This removes a major part of the plaintiff's case.

The Village Attorney briefed the Council on the results of his and the Village Manager's conference call with Reed Colfax, attorney for Align Development. Council agreed that the best course of action was to settle the matter and instructed the Village Attorney to continue these discussions.

The Village Attorney asked the Council if they had any questions or concerns regarding the opinion and position set forth by John May, attorney for Pinehurst, LLC, with regard to the ownership of Village Green Road and Palmetto Road as set forth in his letter to Mr. Newman dated November 25, 2013 (Copy attached). The Council replied that they did not have any issue with the opinion and position of Mr. May. Mr. Newman informed the Council that he would write back to Mr. May concerning same.

ADJOURNMENT.

Upon the conclusion of the Closed Session, Councilmember Cashion moved to adjourn the Closed Session and re-enter the Work Session. The motion was seconded by Councilmember Phillips and carried unanimously.

The Closed Session adjourned at approximately 12:00 p.m.

Respectfully Submitted,

Lauren M. Craig,
Village Clerk

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
DECEMBER 10, 2013**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
1:00 P.M.**

The Village Council of the Village of Pinehurst held a Regular Meeting on Tuesday, December 10, 2013, at 1:00 p.m. in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina with the following in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Lauren M. Craig, Village Clerk

And approximately 14 attendees, including 4 staff and 0 press.

1. CALL TO ORDER.

Mayor Nancy Roy Fiorillo called the meeting to order.

2. INVOCATION AND PLEDGE OF ALLEGIANCE.

Andrew M. Wilkison, Village Manager offered the invocation and led everyone in the Pledge of Allegiance.

3. ACTION: PRESENTATION: BILL OF RIGHTS DAY PROCLAMATION

Mayor Nancy Roy Fiorillo presented a proclamation declaring December 15, 2013 as Bill of Rights Day in the Village of Pinehurst.

4. MOTION TO APPROVE CONSENT AGENDA.

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

A. Approval of Draft Minutes:

- Special Work Session of November 4, 2013
- Closed Session of November 12, 2013
- Work Session of November 12, 2013
- Regular Meeting of November 12, 2013
- Special Work Session of November 12, 2013
- Special Work Session of November 18, 2013
- Organizational Meeting of November 20, 2013

B. Public Safety Reports:

- Fire Department
- Police Department

End of Consent Agenda.

Councilmember Strickland moved to approve the Consent Agenda. The motion was seconded by Councilmember Cashion and passed unanimously with a vote of 5-0.

5. MOTION TO RECEIVE BUDGET AMENDMENTS REPORT TO COUNCIL FOR THE PERIOD OCTOBER 16, 2013 TO DECEMBER 3, 2013.

Councilmember Cashion moved to receive the Budget Amendments Report as presented. The motion was seconded by Councilmember Strickland and passed unanimously with a vote of 5-0.

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
DECEMBER 10, 2013**

6. PRESENTATION: NC DEPARTMENT OF TRANSPORTATION SOCIOECONOMIC DATA

Scott Walston, a representative from the North Carolina Department of Transportation, presented the socioeconomic data collected for the area. He noted that he was not asking for an approval today but perhaps in the next month or two so NCDOT could move forward on their project. He explained the need for a Comprehensive Transportation Plan in Moore County, the purpose of a travel demand model, and roles in the development of this which is contracted with Parson's Brinkerhoff. Andrea Correll, Director of Planning and Inspections, explained that a field analysis was performed to collect local data. Mr. Walston explained how the growth factors were used and the final 2010-2040 Development Totals for the Pinehurst area. He shared that the NCDOT is gathering endorsement of local data by February 14, 2014 to develop the CTP.

7. OTHER BUSINESS.

- None.

8. COMMENTS FROM ATTENDEES.

- Audience member Doug Middaugh commented on the CodeRed test call that was performed and said the connection rate was 64% of those signed up received the CodeRed message. He would like to focus on increasing this number in case of an emergency. Council and the audience discussed the CodeRed system and asked to learn more about this system at a future meeting.

9. ACTION: MOTION TO ADJOURN.

Councilmember Cashion moved to adjourn the meeting. The motion was seconded by Councilmember Strickland and carried unanimously by a vote of 5-0. The meeting adjourned at 1:54p.m.

Respectfully submitted,

Lauren M. Craig
Village Clerk

**MINUTES OF
VILLAGE COUNCIL WORK SESSION
DECEMBER 10, 2013**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
2:05 P.M.**

The Pinehurst Village Council reconvened the Special Meeting at 2:05 P.M. on Tuesday, December 10, 2013 following the Regular Meeting in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Lauren M. Craig, Village Clerk

And approximately 7 attendees, including 4 staff and 1 press.

1. Call to Order and Reconvened the Work Session from November 12, 2013.

Mayor Nancy Roy Fiorillo called the meeting to order and reconvened the Work Session from November 12, 2013.

2. Discussion: Proposed Pinehurst Development Ordinance.

Council opened the meeting and discussed a new focus for the meeting. It was determined that with two new Councilmembers, it is important to take a few steps back to discuss how the PDO rewrite process began and the reasons for the changes. Councilmember Campbell suggested starting from the beginning and to engage someone who writes ordinances to review the document to give us another perspective. Councilmember Campbell also noted that he would like to know what Council wanted out of this review process. Mayor Fiorillo noted that we have a good ordinance and we needed to reorganize the items. The Mayor noted that the major changes of the ordinance need to be reviewed again by the Council. Bruce Gould, Senior Planner, explained that the changes discussed have been documented in the spreadsheet provided in the agenda packets and noted that until we have a consensus on all of these items, staff does not plan to make changes to the drafted PDO document.

After discussion, Council determined to invite the PDO Rewrite steering committee to attend the January 14, 2014 Regular Meeting at 4:30pm in Assembly Hall as an agenda item. Council also determined starting on Wednesday, January 15 from 5:00-6:00pm Council will begin meeting on a weekly basis to review the PDO with planning staff.

3. Adjournment.

At approximately 2:40 pm Councilmember Strickland moved to adjourn the Work Session. The motion was seconded by Councilmember Cashion and passed unanimously with a vote of 5-0.

Respectfully Submitted,

Lauren Craig,
Village Clerk

**MINUTES OF
VILLAGE COUNCIL WORK SESSION
DECEMBER 12-13, 2013**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
8:30 A.M. – 4:30 P.M.
8:30 A.M. – 12:00 P.M.**

The Pinehurst Village Council held a 2014 Strategic Planning Retreat 8:30 a.m., Thursday, December 12 and Friday, December 13, 2013 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Natalie Dean, Assistant Village Manager
Mr. Jeffrey Batton, Assistant Village Manager
Ms. Angela Kantor, Director of Human Resources
Mr. Carlton Cole, Fire Chief
Mr. Randy Kuhn, Director of Fleet Maintenance
Mr. Walt Morgan, Director of Public Services
Mr. Mark Wagner, Director of Parks and Recreation
Ms. Andrea Correll, Director of Planning and Inspections
Mr. Earl Phipps, Police Chief
Mr. Jason Whitaker, Director of Information Technology
Mr. John Frye, Director of Financial Services
Dr. Deb Manzo, NC State Industrial Extension Service
Ms. Lauren M. Craig, Village Clerk

And approximately 5 attendees, including 2 staff and 1 press.

1. Call to Order.

Assistant Village Manager, Natalie Dean called the Strategic Planning Retreat to order and welcomed everyone. Dr. Deb Manzo, Improvement Specialist with North Carolina State University Industrial Extension Service outlined the agenda for the day and reviewed ground rules and goals for the day. Assistant Village Manager, Natalie Dean reviewed the Village of Pinehurst Strategic Planning Process.

2. FY 2015 Strategic Planning Retreat

Re-Affirm MVV & Core Competencies

Upon the review of the Mission, Vision, and Values of the Village of Pinehurst, Council affirmed the current versions of these and decided not to make any changes for this year. The core competencies of customer focus, continuous improvement, diverse cross-functional teams, talented volunteers, and technology were reviewed. Council determined to change one competency to read “Talented and Experienced Volunteers” and affirmed the complete list.

Environmental Scan

Natalie Dean, John Frye, and Angie Kantor introduced and discussed the Environmental Scan, which included:

- Demographics
- Economic Environment
- Revenue Forecast

**MINUTES OF
VILLAGE COUNCIL WORK SESSION
DECEMBER 12-13, 2013**

- Customer Focused Results
- Leadership and Governance Results
- Workforce Focused Results
- Financial Environment
- Potential Areas of Focus

2014 Strategic Plan Review

Natalie Dean reviewed the Balanced Scorecard and Performance Measures and identified areas of focus where we are +/- 4 basis points from goal. Each department head responsible for these areas discussed the item and the plan for improvement. The 2014 Strategic Plan and status of these initiatives were reviewed. Dr. Manzo led a discussion about past blind spots.

SWOT Analysis

Dr. Manzo led the group in creating a SWOT Analysis to determine and agree on strengths, weaknesses, opportunities and threats for the Village of Pinehurst.

Define Strategic Advantages & Challenges

Dr. Manzo led the Council and department heads in a conversation to define the Village's strategic advantages and challenges.

Strategic Objectives

Dr. Manzo began discussions and group activities on identifying Strategic Objectives. The following items were discussed:

- Review and affirm strategic objectives
- Create goals for strategic objectives based on environmental scan

Wrap-up and Next Steps

Natalie Dean explained the next steps in the strategic planning process with Council and department heads and noted she would be following up with the team soon.

3. Presentation: Moore Opportunity

Pat Corso of Partners in Progress and Caleb Miles of the Convention and Visitors Bureau delivered a presentation to the Council regarding a digital marketing proposal. An idea was created to develop a website, similar to www.workinthetriangle.com, to promote Moore County. A matching grant was made by Duke Energy for \$50,000 and the remaining funds are being asked by Moore County and the local municipalities. The website is planned to be launched by March 31. Pinehurst was requested to contribute \$10,000 to this project. Upon a motion by Councilmember Cashion, seconded by Councilmember Phillips, Council unanimously supported to dedicate \$10,000 to this project with a vote of 5-0.

4. Adjournment.

Councilmember Strickland moved to close the Closed Session and adjourn the Work Session. The motion was seconded by Councilmember Cashion and carried unanimously. The Work Session adjourned at 1:00 p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

Incident IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department

December 2013 - December 2012

Part I Offenses	December 2012	December 2013	+/-	Percent Changed	Year-To-Date 2012	Year-To-Date 2013	+/-	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%	1	2	1	100%
Commercial	0	0	0	0%	0	1	1	-
Individual	0	0	0	0%	1	1	0	0%
Assault	3	2	-1	-33%	6	7	1	17%
Violent Total:	3	2	-1	-33%	7	9	2	29%
Burglary	1	0	-1	-100%	8	3	-5	-63%
Residential	1	0	-1	-100%	8	2	-6	-75%
Non-Residential	0	0	0	0%	0	1	1	-
Commercial	0	0	0	0%	0	0	0	0%
Other	0	0	0	0%	0	0	0	0%
Larceny	12	18	6	50%	123	127	4	3%
Auto Theft	0	0	0	0%	3	3	0	0%
Arson	0	0	0	0%	0	0	0	0%
Property Total:	13	18	5	38%	134	133	-1	-1%
Part I Total:	16	20	4	25%	141	142	1	1%

Part II Offenses	December 2012	December 2013	+/-	Percent Changed	Year-To-Date 2012	Year-To-Date 2013	+/-	Percent Changed
Drug	0	4	4	-	13	50	37	285%
Assault Simple	1	1	0	0%	13	12	-1	-8%
Forgery/Counterfeit	0	0	0	0%	2	2	0	0%
Fraud	0	1	1	-	28	28	0	0%
Embezzlement	0	0	0	0%	0	1	1	-
Stolen Property	3	0	-3	-100%	10	7	-3	-30%
Vandalism	3	2	-1	-33%	43	43	0	0%
Weapons	2	0	-2	-100%	4	0	-4	-100%
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	0	0	0	0%	0	3	3	-
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	0	0	0	0%	3	2	-1	-33%
D.W.I.	0	0	0	0%	4	8	4	100%
Liquor Law Violation	0	0	0	0%	2	5	3	150%
Disorderly Conduct	1	2	1	100%	6	8	2	33%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	1	0	-1	-100%	1	1	0	0%
All Other Offenses	12	11	-1	-8%	148	212	64	43%
Part II Total:	23	21	-2	-9%	277	382	105	38%
Incident Total:	39	41	2	5%	418	524	106	25%

Arrest IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department

December 2013 - December 2012

Part I Offenses	December 2012	December 2013	+/-	Percent Changed	Year-To-Date 2012	Year-To-Date 2013	+/-	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	2	2	-
Commercial	0	0	0	0%	0	0	0	0%
Individual	0	0	0	0%	0	0	0	0%
Assault	1	4	3	300%	3	7	4	133%
Violent Total:	1	4	3	300%	3	9	6	200%
Burglary	4	0	-4	-100%	6	10	4	67%
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	25	1	-24	-96%	46	86	40	87%
Auto Theft	0	0	0	0%	2	2	0	0%
Arson	0	0	0	0%	0	0	0	0%
Property Total:	29	1	-28	-97%	54	98	44	81%
Part I Total:	30	5	-25	-83%	57	107	50	88%

Part II Offenses	December 2012	December 2013	+/-	Percent Changed	Year-To-Date 2012	Year-To-Date 2013	+/-	Percent Changed
Drug	10	0	-10	-100%	36	66	30	83%
Assault Simple	2	0	-2	-100%	15	8	-7	-47%
Forgery/Counterfeit	0	0	0	0%	1	0	-1	-100%
Fraud	0	0	0	0%	12	11	-1	-8%
Embezzlement	0	0	0	0%	0	1	1	-
Stolen Property	22	0	-22	-100%	40	65	25	63%
Vandalism	4	0	-4	-100%	24	16	-8	-33%
Weapons	1	0	-1	-100%	2	3	1	50%
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	0	0	0	0%	2	1	-1	-50%
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	0	0	0	0%	1	1	0	0%
D.W.I.	4	4	0	0%	47	71	24	51%
Liquor Law Violation	0	1	1	-	150	12	-138	-92%
Disorderly Conduct	1	2	1	100%	6	6	0	0%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	1	0	-1	-100%	1	1	0	0%
All Other Offenses	18	24	6	33%	311	283	-28	-9%
Part II Total:	63	31	-32	-51%	648	545	-103	-16%
Arrest Total:	93	36	-57	-61%	705	652	-53	-8%



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

SUMMARY FOR THE MONTH OF DECEMBER 2013

SUMMARY OF INCIDENT CALLS

TYPE OF INCIDENT	NUMBER THIS MONTH	NUMBER YTD	NUMBER THIS MONTH LAST YEAR	NUMBER YTD LAST YEAR	PERCENTAGE YTD
Fire	4	55	1	41	34%
Overpressure Rupture, Explosion, Overheat - no fire	1	3	0	5	-40%
Rescue & EMS Incidents	3	70	6	53	32%
Hazardous Conditions - no fire	18	167	11	133	26%
Service Call	15	188	8	206	-9%
Good Intent Call	20	265	22	264	0%
False Alarm & False Call	13	182	32	219	-17%
Severe Weather & Natural Disaster	0	36	1	18	100%
Special Incident Type	0	0	0	0	0%
TOTAL INCIDENTS	74	966	81	939	3%

SUMMARY OF INSPECTION

TYPE OF INSPECTIONS	NUMBER THIS MONTH	NUMBER YTD	NUMBER THIS MONTH LAST YEAR	NUMBER YTD LAST YEAR	PERCENTAGE YTD
Residential	8	86	7	62	39%
Residential New Systems	0	0	0	1	-100%
Residential Fire Sprinkler	0	3	4	5	-40%
Commercial	5	353	14	337	5%
Plan Review/Site Inspections	0	9	2	94	-90%
Reinspection	57	227	10	171	33%
Occupancy Certificates	0	0	0	3	-300%
TOTAL INSPECTIONS	70	678	37	673	1%
Violations Found:	4	741	20	576	29%
YTD Violations to be Corrected:		737		556	
YTD Violations Corrected:		634		550	
Correction Percentage:		86%		99%	

January 8, 2014

J. Carlton Cole, Fire Chief

FIRE DEPARTMENT

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

Village of Pinehurst
FY 2015 Balanced Scorecard



	Strategic Objective	PM #	DH	Performance Measure	FY 2012	FY 2013	FY 2014 Est.	FY 2014 Goal	FY 2015 Goal
Customer	Safeguard the community	1.1	EP	UCR index crime rate per 1,000 residents	11.26	11.13	12.50	14.00	12.00
		1.2	EP	% of residents whose overall feeling of safety in the Village is good or excellent	96%	96%	96%	96%	96%
	Preserve the character & ambience of the Village	2.1	JB	% satisfaction with landscaping in medians and other public areas	85%	83%	84%	85%	85%
		2.2	JB	% of residents who rate the overall appearance of the Village as good or excellent	93%	92%	93%	93%	93%
		2.3	ND	% of residents who rate the overall quality of life as good or excellent	88%	91%	90%	90%	92%
	Promote economic opportunity	3.1	ND	1st floor occupancy rate in the Village Center	n/a	77%	78%	85%	85%
		3.2	ND	% of businesses likely to recommend the Village as a business location	73%	84%	85%	77%	87%
	Provide & promote safe traffic & pedestrian mobility	4.1	JB	Pavement condition rating	82.3	82.3	82.9	80.0	82.9
		4.2	JB	# of lf of sidewalks, greenways, and bike paths constructed	-	4,430	17,935	8,000	7,000
		4.3	JB	% of residents satisfied with the availability of sidewalks	37%	35%	36%	37%	36%
		4.4	WM	% of residents satisfied with the maintenance of streets in neighborhoods	73%	72%	72%	72%	72%
	Protect the environment	5.1	WM	% of refuse diverted from the landfill	32%	33%	32%	33%	33%
		5.2	WM	% of residents satisfied with curbside recycling services	92%	91%	91%	92%	92%
	Provide a variety of recreational & cultural opportunities	6.1	MW	% of residents satisfied with P&R programs	75%	72%	72%	75%	75%
		6.2	MW	% of residents satisfied with Village sponsored cultural arts events	61%	63%	63%	58%	65%
		6.3	MW	% of residents satisfied with P&R facilities	78%	78%	78%	76%	80%
Internal	Enhance customer service	7.1	ND	% of residents satisfied with customer service provided by Village employees	78%	80%	80%	78%	82%
	Continuously improve processes	8.1	JF	Full time equivalents per million \$ of revenue	8.41	8.34	7.80	8.41	8.40
	Develop collaborative solutions	9.1	ND	# of new collaborative initiatives developed	n/a	n/a	15	6	15
	Meet legal & regulatory requirements	10.1	JF	% compliance with the NC Local Government and Fiscal Control Act	100%	100%	100%	100%	100%
Employee	Optimize volunteer engagement	11.1	AK	% of volunteers satisfied with the volunteer experience	88%	91%	91%	88%	91%
	Recruit & retain a skilled & diverse workforce	12.1	AK	% of EEs who are satisfied with their job	90%	90%	90%	90%	90%
		12.2	AK	Employee turnover rate	10.7%	11.4%	10.0%	8.0%	10.0%
Financial	Provide value for tax dollars	13.1	JF	% of residents satisfied with the value received for taxes paid	66%	71%	70%	66%	70%
		13.2	JF	Operating expenditures as a % of operating revenues	89%	85%	89%	89%	89%
	Maintain a strong financial condition	14.1	JF	Bond rating	Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA
		14.2	JF	Debt service expenditures as a % of total budgeted expenditures	5.4%	3.3%	2.9%	4.0%	3.0%
		14.3	JF	Unassigned GF fund balance as a % of actual expenditures	29.5%	28.5%	27.0%	15.0%	27.0%
	Invest in capital	15.1	JF	Capital asset condition ratio	59%	59%	59%	60%	60%

RESOLUTION #14-07:

A RESOLUTION ADOPTING THE 2030 AND 2040 POPULATION, EMPLOYMENT AND DEVELOPMENT PROJECTIONS FROM THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION FOR THE VILLAGE OF PINEHURST.

WHEREAS, the Village of Pinehurst is a municipality which is a part of the Moore County Transportation Committee (MCTC) and;

WHEREAS, federal and state regulations require Moore County to plan for future transportation needs;

WHEREAS, Moore County, its municipalities, the Triangle Area Rural Planning Organization, and the North Carolina Department of Transportation (NCDOT) are working cooperatively to identify future transportation needs by developing a Moore County Comprehensive Transportation Plan;

WHEREAS, on December 10, 2013, the North Carolina Department of Transportation presented population, employment and development data as collected and projected by the planning staff of the Village of Pinehurst;

WHEREAS, the Village Council of the Village of Pinehurst has reviewed and reached consensus on the 2030 and 2040 population, employment and development projections for incorporation into the Moore County transportation model for development of the Moore County Comprehensive Transportation Plan;

NOW, THEREFORE BE IT RESOLVED, that Village of Pinehurst adopts the 2030 and 2040 population, employment, and development projections with the understanding that it will be used as appropriate for all of the MCTC's and NCDOT's required products and analyses.

THIS RESOLUTION passed and adopted this 28th day of January, 2014.

(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



January 22, 2014

Mr. Andy Wilkison, Village Manager
Village of Pinehurst
395 Magnolia Road
Pinehurst, North Carolina 28374

RE: Recommendation of Award
Jackson Hamlet Wastewater Collection
System Improvements – Phase 3
Village of Pinehurst, North Carolina

Dear Mr. Wilkison:

On December 5, 2013, five (5) bids were received and opened for the Jackson Hamlet Wastewater Collection System Improvements – Phase 3 project at Village Hall. The low bid was submitted by Sandhills Contractors, Inc. from Sanford, North Carolina in the amount of \$344,121.97. The submitted bids are summarized in the attached Certified Bid Tabulation.

Sandhills Contractors has successfully completed projects of similar size and scope in the area. In addition, they are appropriately licensed with the North Carolina General Contractor Board, and appear to be capable of performing the work associated with this project. Therefore, McGill Associates recommends that the Village of Pinehurst award the Jackson Hamlet Wastewater Collection System Improvements – Phase 3 project to Sandhills Contractors, Inc. in the total amount of \$344,121.97, contingent upon the securement of three (3) easements from property owners that are needed to construct the project.

If you have any questions regarding this letter of recommendation, please feel free to give me a call. We look forward to working with you and the Village of Pinehurst through the construction phase of this important project.

Sincerely,

McGILL ASSOCIATES, P.A.

MICHAEL S. APKE, P.E.
Principal

Enclosure

Cc: Bruce Gould, Village Planner
Steve Austin, AICP

13.04001\Letters\Award 01.22.14

E n g i n e e r i n g • P l a n n i n g • F i n a n c e

McGill Associates, P.A. • 5 Regional Circle, Suite A, Pinehurst, North Carolina 28374

Phone: 910-295-3159 • Fax: 910-295-3647

CERTIFIED BID TABULATION

JACKSON HAMLET SEWER SYSTEM IMPROVEMENTS PHASE 3

CDBG PROJECT No. 07-D-2356

VILLAGE OF PINEHURST, NORTH CAROLINA

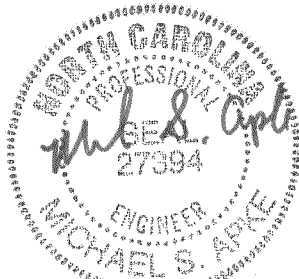
Bidder	Base Bid
Sandhills Contractors, Inc.	\$ 344,121.97
Columbus Utilities, Inc.	\$ 377,701.50
SKC, Inc. Utility Contractors	\$ 414,327.00
Sanford Contractors, Inc.	\$ 437,161.14
Landsdown Earth and Pipe, Inc.	\$ 501,463.00
Frank Horne Construction, Inc.	No Bid
McFadden Homes, Inc.	No Bid
Moffat Pipe, Inc.	No Bid
Sandy's Hauling and Backhoe Service	No Bid
T & H Construction of NC, Inc.	No Bid

This is to certify that the bids tabulated herein were accompanied by a 5% bid bond or certified check and publicly opened and read aloud at 2:00 p.m. local time on the 5th day of December 2013 at Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

MICHAEL S. APKE, P.E.



5 Regional Circle, Suite A
Pinehurst, North Carolina 28374



1/22/14

Village of Pinehurst
Council Goal Alignment, Consolidation, & Prioritization
FY 2015



	Strategic Objective	Priority	Council Goal	ST	LT	FY 2015 Proposed Initiatives
Customer	Safeguard the community		Maintain a low crime rate	X	X	Implement Command Central module to analyze crime data (PD) Proactively investigate drug and related property crimes activities (PD)
			Educate citizens on public safety	X		Partner with others to offer public safety education programs (FD)
			Achieve national accreditation in the fire department		X	Pursue national accreditation for the Fire Department (FD)
			Achieve national accreditation in the police department		X	Pursue national accreditation for the Police Department (PD)
	Preserve the character & ambience of the Village	Area of Focus (ST)	Maintain landscaping in medians and other public areas	X		Evaluate the consolidation of S&G and B&G (CD)
			Maintain the overall appearance of the Village	X		Develop a rating system for the appearance of public areas in partnership with the CAC (CD)
			Create the Manning style landscaping plans for appearance	X		
			Consistently enforce codes and ordinances in an appropriate manner	X		
			Improve code enforcement services to increase improve compliance with Village codes and ordinances	X		Evaluate the code enforcement process (BIRDIE) (PL) *
	Promote economic opportunity	Area of Focus (ST)	Increase retail and commercial development in commercially zoned areas	X	X	Incrementally expand Village Center into Village Place/Rattlesnake Corridor (CD) *
			Create a physical and regulatory environment conducive to business while preserving the character and ambience	X		Develop a rating system for the appearance of public areas in partnership with the CAC (CD)
			Promote the Village to recruit businesses	X	X	Evaluate and enhance marketing efforts (CD)
			Relocate the public services complex		X	Relocate the Public Services Complex (CD)
			Expand the Village Center into Village Place		X	Incrementally expand Village Center into Village Place/Rattlesnake Corridor (CD)*
	Provide & promote safe traffic & pedestrian mobility	Area of Focus (ST)	Adequately maintain neighborhood streets and right of ways	X	X	Implement a GPS based software solution to track and analyze data on infrastructure maintenance and route management (PS)
			Provide pedestrian walkways and sidewalks with DOT connectivity to other communities when possible.	X	X	Extend sidewalk and walkway system (CD)
			Partner with DOT on a long-term solution for the traffic circle	X		Expand the greenway trail system (PR)
			Educate the public for safe use of roads, pedestrian, bikes, golf carts, etc.	X		Continue to work with NCDOT to identify a viable long-term solution for the traffic circle (GB)
			Provide adequate street lighting	X		Develop and implement a public education campaign for roadway safety (PD)
	Protect the environment		Promote recycling	X		Improve adequacy of street lighting (CD)
			Implement new solid waste plan	X		Increase public education on the benefits of recycling to encourage greater participation (SW)
			Reduce impact of irrigation on water supply	X		Implement single-day collection system with automated yard debris (SW)
			Promote litter reduction	X		
			Reduce Village energy consumption	X		Evaluate alternatives to reduce energy consumption for Village buildings and facilities (BG)
			Pursue green building whenever possible	X	X	

* Initiative addresses multiple Council goals

Village of Pinehurst
Council Goal Alignment, Consolidation, & Prioritization
FY 2015



	Strategic Objective	Priority	Council Goal	ST	LT	FY 2015 Proposed Initiatives
Customer	Provide a variety of recreational & cultural opportunities	Area of Focus (ST)	Construct a community center	X	X	Construct a community center (PR) *
			Develop partnerships for recreational facilities	X		
			Increase offering of cultural events	X		Expand cultural arts events in Village parks (PR)
			Foster public/private cultural opportunities in the Village Center	X		Support the Given Memorial Library expansion (LB)
			Develop a West Pinehurst park		X	Develop park facilities (PR) *
			Continue park development according to Wicker Park Master Plan		X	Develop park facilities (PR) *
Internal	Enhance Customer Service		Maintain high customer service rating	X		Implement a complaint management/customer relationship management (CRM) system (IT)
						Develop a post service survey for the Fair Barn (FB)
						Conduct post-service surveys for building and development services (PL)
			Improve code enforcement and planning and zoning services	X		
			Effectively communicate with customers			Redesign Village website to add more functionality and integrate it with a mobile app (IT)
	Continuously Improve Processes		Identify and review key processes for improvement	X		Develop and implement a corporate communications strategy for keeping the public informed, considering a more frequent newsletter publication and eblasts post-Council meetings (AD)
						Post video streaming and/or recording of Council meetings on Village website (IT)

* Initiative addresses multiple Council goals

Village of Pinehurst
Council Goal Alignment, Consolidation, & Prioritization
FY 2015



	Strategic Objective	Priority	Council Goal	ST	LT	FY 2015 Proposed Initiatives
Internal	Develop Collaborative Solutions		Partner with others where possible to provide high quality services Resorts and Arts Council on cultural arts events	X	X	Partner with the Arts Council to host cultural events at the Fair Barn (FB)
			Identify areas where citizen task forces can help develop short-term solutions	X	X	
			Utilize citizen groups and task forces to obtain for public input	X	X	Evaluate alternative methods to obtain public input on Council related decisions (i.e. task forces, POA meetings, Peak Democracy web module, etc.) (GB)
			Identify and improve relationships with key partners to develop solutions for common problems Foster positive relationships with key partners	X	X	Identify key partners and assign a Council liaison to each partner (GB)
			Continue to improve recycling efficiencies and controlling costs by partnering with Moore Co. and other local governments	X	X	
	Meet Legal & Regulatory Requirements		Meet OSHA Requirements	X	X	
			Ensure compliance with all legal and regulatory requirements	X	X	Complete the PCI Compliance Project (FS) Increase capability to secure and monitor the Village network for legal compliance (IT)
Employee	Optimize Volunteer Engagement		Recruit and train volunteers	X		Develop an annual training program for volunteer committees (GB)
			Reward and recognize volunteerism	X		Develop a comprehensive volunteer reward and recognition program (GB)
			Replicate Police Department COP recognition model for all volunteers	X		
			Align volunteer resources to fit the needs of the Village	X		Evaluate the purpose and structure of each Council-appointed committee and consolidate, if possible (GB)
			Implement a standardized volunteer committee and/or task force process	X		Develop a policy on volunteer and committee appointments (GB)
	Recruit & Retain a Skilled and Diverse Workforce		Ensure adequate succession planning for key positions	X		Develop a succession plan (HR)
			Develop and implement reward and recognition programs	X	X	Develop and implement a reward and recognition program (HR)
			Continue training and leadership development programs	X		Offer in-house training through the TOPS program and conduct the annual Employee Academy (HR)
Financial	Provide value for tax dollars		Manage operating costs	X	X	(See proposed process improvements) Evaluate alternatives to reduce energy consumption for street lighting (SG)
			Maintain a low tax rate	X	X	Develop an annual budget that meets or exceeds established financial targets (AD)
			Provide high quality municipal services	X	X	(see other initiatives listed)
	Maintain a Strong Financial Condition	Area of Focus (LT)	Manage the Harness Track and Fair Barn to break even and/or make a profit	X	X	Enhance marketing of the Harness Track (HT) Seek to maximize use of the Fair Barn (HT)
			Meet or exceed Village established financial targets	X	X	Develop an annual budget that meets or exceeds established financial targets (AD)
	Invest in Capital		Maximize use of Village owned property	X	X	Effectively maintain current capital assets (FM) Light athletic fields (BG)
			Effectively maintain our infrastructure	X	X	Continue to enhance the Village roadways with the Annual Street Resurfacing Program (PB)* Improve roadways at the Harness Track (HT)

* Initiative addresses multiple Council goals

Village of Pinehurst
Proposed Areas of Focus – FY 2015



The proposed **Short Term (ST) Areas of Focus for FY 2015** are listed below with specific supporting detail that includes customer feedback from surveys, Council identified strategic challenges, and Council identified weaknesses, opportunities, and threats.

Preserve the Character & Ambience of the Village	Promote Economic Opportunity
• 33% dissatisfaction with code enforcement when the service is used - • 24% dissatisfaction with mowing/cutting of weeds/grass on private property • 21% dissatisfaction with clean-up of litter on private property • 20% dissatisfaction with prohibiting oversized vehicles in residential neighborhoods • Strategic challenges – determining appropriate land use regulations; maintaining the NHL designation • Weakness – abrasive code enforcement • Opportunities – complete PDO rewrite; more effective code enforcement	• Access to quality shopping is largest gap between are needs being met compared to importance • 20% dissatisfaction with quality of retail development • 22% of businesses are dissatisfied with P&Z services/department • 24% of businesses are dissatisfied with supporting business growth and development • 22% of businesses are dissatisfied with business signage regulations • Strategic challenge – recruiting and retaining businesses • Weaknesses – size and layout of the Village Center; lack of service businesses • Opportunities – Village Place redevelopment; Rattlesnake Trail corridor; develop and redevelop commercial; grow in business area
Provide & Promote Safe Traffic & Pedestrian Mobility	Provide a Variety of Recreational & Cultural Opportunities
• 38% dissatisfaction with the availability of sidewalks – Ranked #2 in should receive the most emphasis in next two years (Public Services) - rated as a “Very High” priority in Importance/Satisfaction ratings • 34% dissatisfaction with adequacy of street lighting – Ranked #1 in should receive the most emphasis in next two years (Public Services) - rated as a “Very High” priority in Importance/Satisfaction ratings - 42% overall satisfaction below national average (63%) and southeast average (55%) – set a record low satisfaction rating for ETC Surveys • Weaknesses – traffic congestion; lack of pedestrian walkways; street lighting	• 25% dissatisfaction with availability of recreation indoor facilities - rated as a “High” priority in Importance/Satisfaction ratings • Quality of recreation programs for adults; and range of activities rated as a “High” priority in Importance/Satisfaction ratings • 49% overall satisfaction with youth recreation programs below national average (69%) and southeast average (60%) • Strategic Challenge – adapting to a changing demographic • Weaknesses – lack of indoor recreation space; limited cultural activities • Opportunities – construct a community center; recreation facilities/activities for all ages; responding to changing demographics; engaged in youth programs

Village of Pinehurst
Proposed Areas of Focus – FY 2015



In addition, we propose the **Long-Term (LT) Area of Focus** to be "Maintain a Strong Financial Condition" due to the following reasons:

- Strategic Challenges: limited revenue growth and maintaining high quality of services that meet the expectations of citizens
- Weakness – slow growth in the tax base
- Threats – limited revenue growth; stagnant tax base

Moore County Law Enforcement Killed in LODD

William Pross Page

Aberdeen Chief 1-10-24

Joseph C. Kelly

So Pines Chief 3-21-29

Ben H. Beasley

So. Pines Chief 10-21-31

Jasper Addison Gargis

So. Pines Chief 12-25-39

Shellie Wayne Moxley

Robbins Chief 7-3-46

Bernice Cameron

Carthage Chief 3-15-53

Charles Edwin Newton

So. Pines Chief 3-3-61

Charles Edward Harris

So. Pines Detective 4-4-91

Rick Rhyne

Deputy Moore County Sheriff 12-8-11

Moore County Fire Fighters LODD

Glenn Miller

Whispering Pines Fire Dept. 8-17-2007

Robert Gamble

Whispering Pines Fire Dept. 11-11-84



A Law Enforcement Prayer

I have taken an oath
To serve and protect my fellow man
Guide me safely in my duties
To do the very best I can.

Give me the ability
To stop those things that are wrong
To bring comfort and safety by restoring it to
Those to whom it belongs

And dear lord, if like you, I am called upon
To give the ultimate sacrifice for the badge
I proudly wear upon my chest
Let it be said.

"I served with dignity, honor and love
And gave my very best".

AMEN



EMT PRAYER

God...

Grant me the ability to give emergency care.

With skillful hands, knowledgeable mind,

And tender loving care.

Help me deal with everything, when lives

Are on the line

**To see the worst, administer aid, and ease a worried
mind.**

So help me as I go today, accept what fate may be

Touch these hands, use this mind, help this EMT

MOORE COUNTY REMEMBERS

**At night when I hear the sirens wailing
A shiver often runs down my spine
As I think of those brave men and women
Who everyday put their lives on the line**

**This Memorial is dedicated to those men
And women of Moore County who go out
Each day and protect and serve the
Citizens of this great county, and to the ones
Who made the ultimate sacrifice, and to the
Families who made the supreme sacrifice**

**We pay this tribute to our fallen heroes
Their names etched here in stone
Who lost their lives in the line of duty
Such a sacrifice stands alone**

**Some fought fires-some kept the peace
And some rendered first-aid
In our eyes they will always be heroes
For the sacrifice that they made**



FIREMANS PRAYER

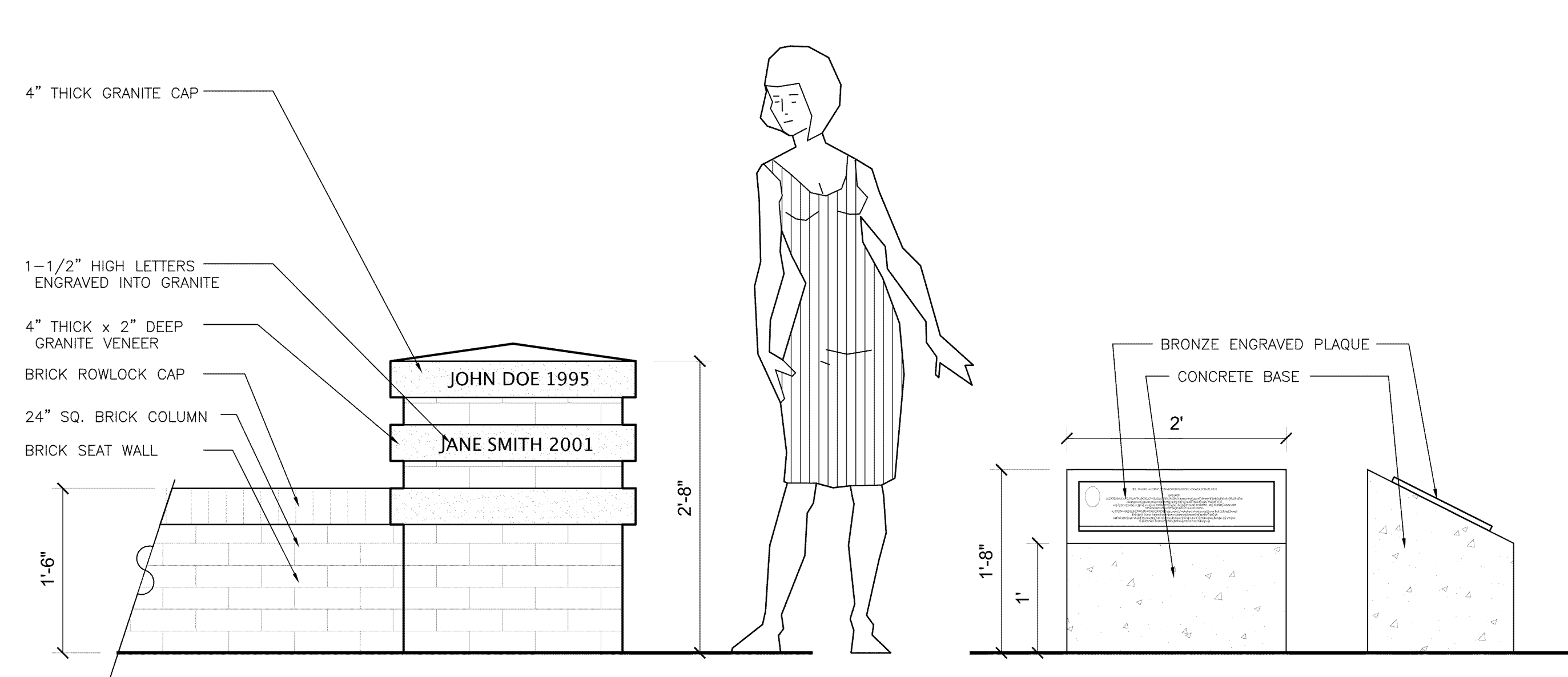
**When I'm called to duty God wherever flames
May rage give me strength to save a life
Whatever be its age**

**Help me to embrace a little child before it
Is too late or save an older person from
The horror of that fate**

**Enable me to be alert to hear the weakest shout
And quickly and efficiently to put the fire out**

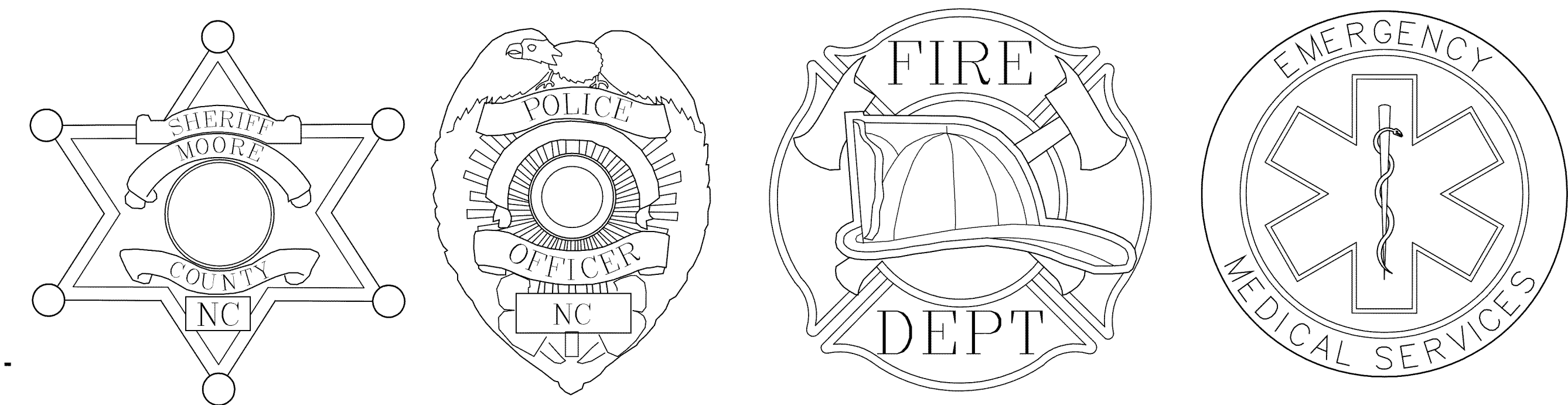
**I want to fill my calling and to give the best in me
To guard my neighbor and protect his property**

**And if according to your will I have to lose my life
Bless with your protecting hand my children and my
wife**

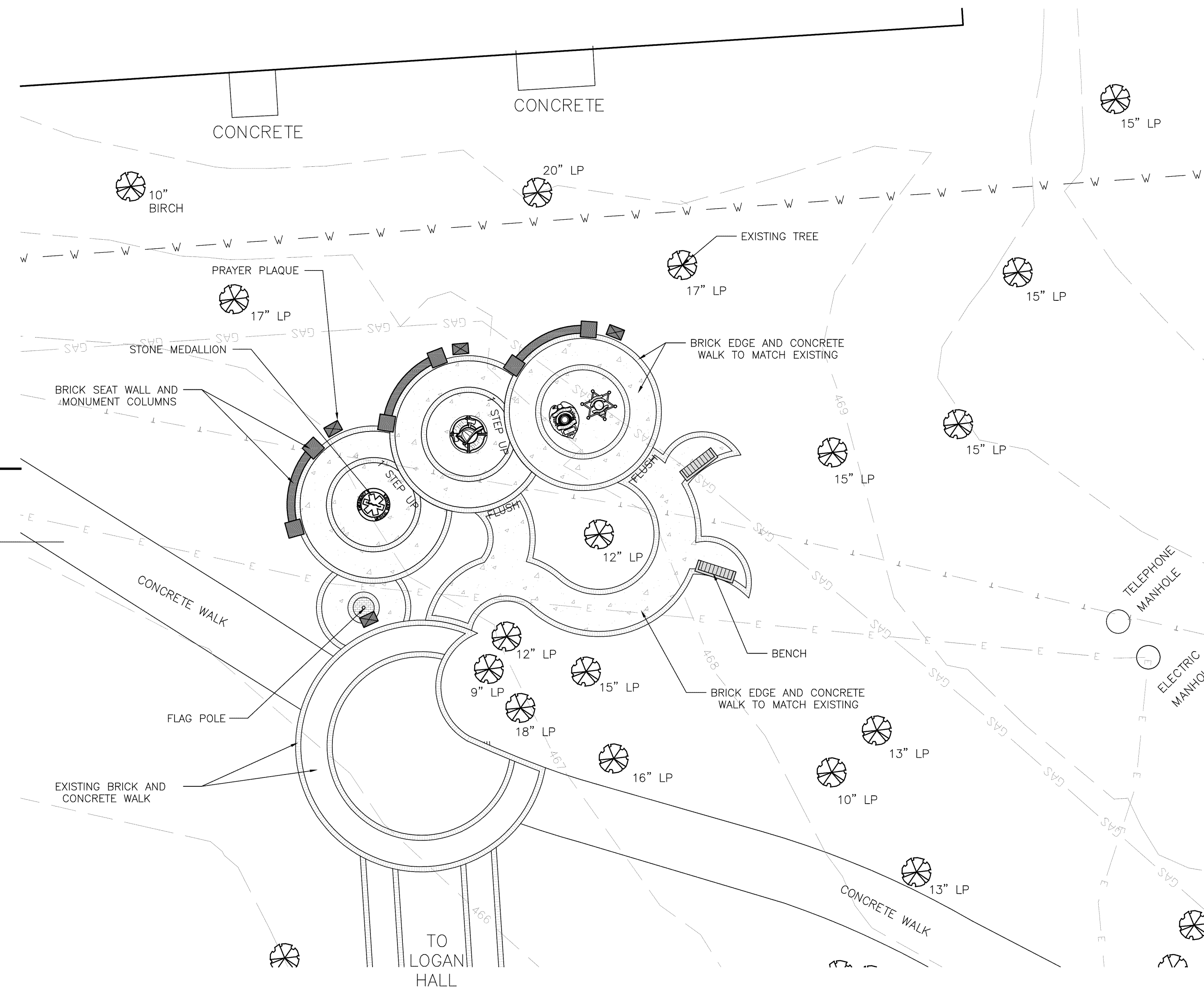


2 CONCEPTUAL MONUMENT ELEVATION
L-1 SCALE: 1" = 1'-0"

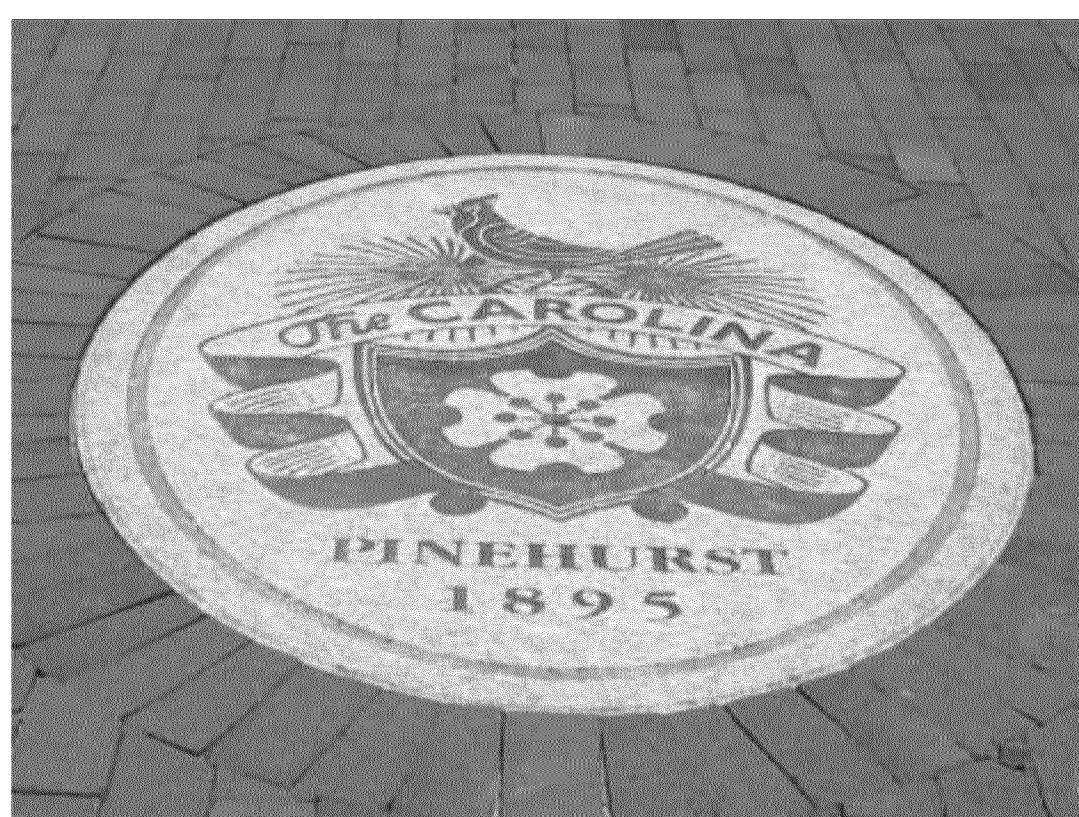
6 PRAYER PLAQUE
L-1 SCALE: 1" = 1'-0"



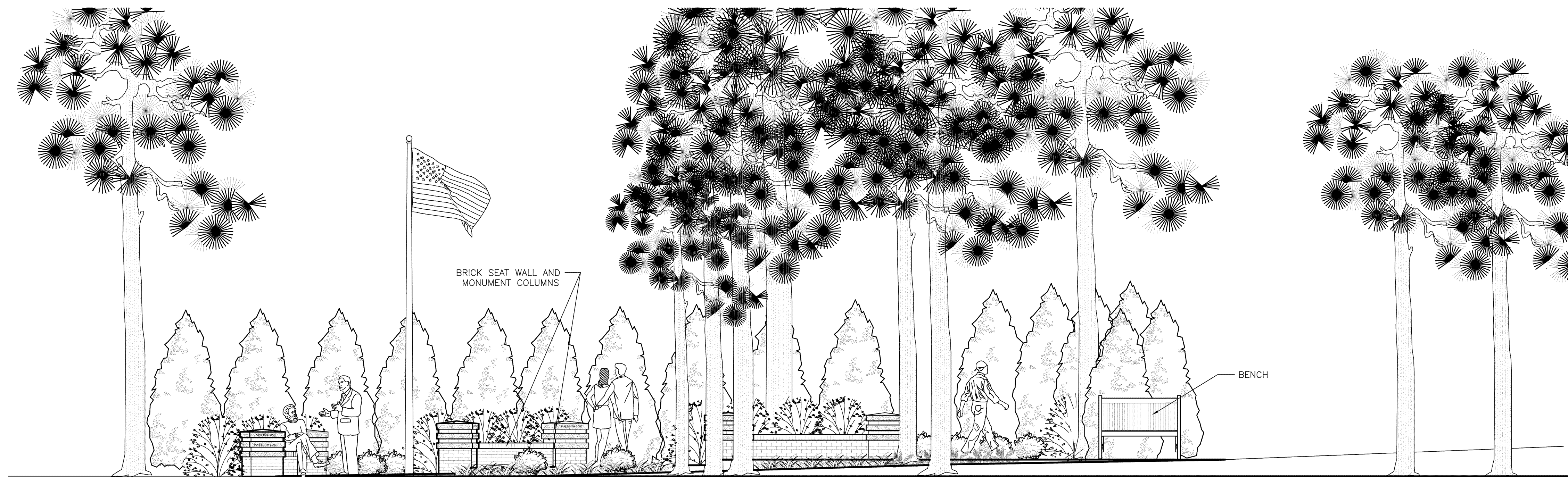
3 CONCEPTUAL STONE MEDALLIONS
L-1 NOT TO SCALE



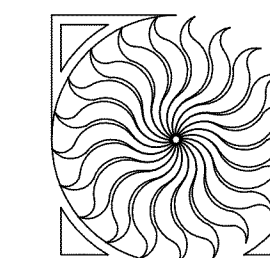
1 CONCEPTUAL SITE PLAN
L-1 SCALE: 1" = 10'-0"



4 MEDALLION EXAMPLE
L-1 NOT TO SCALE



5 CONCEPTUAL ELEVATION
L-1 SCALE: 1/4" = 1'-0"

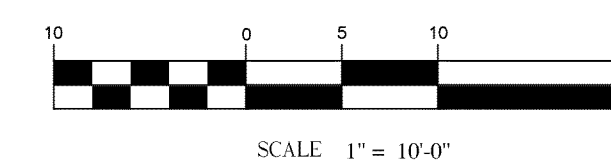
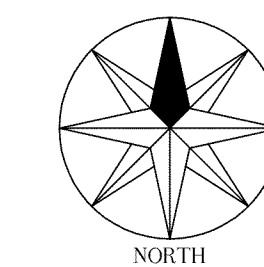


THE
HAYTER
FIRM
LANDSCAPE ARCHITECTURE
LAND PLANNING
30 Parker Lane, Suite 3
P.O. Box 3083
Pinehurst, NC 28374
Telephone 910-295-2232
Fax 910-295-3420

SANDHILLS
COMMUNITY
COLLEGE

EMERGENCY
SERVICES
MEMORIAL
GARDEN

SOUTHERN PINES
NORTH CAROLINA

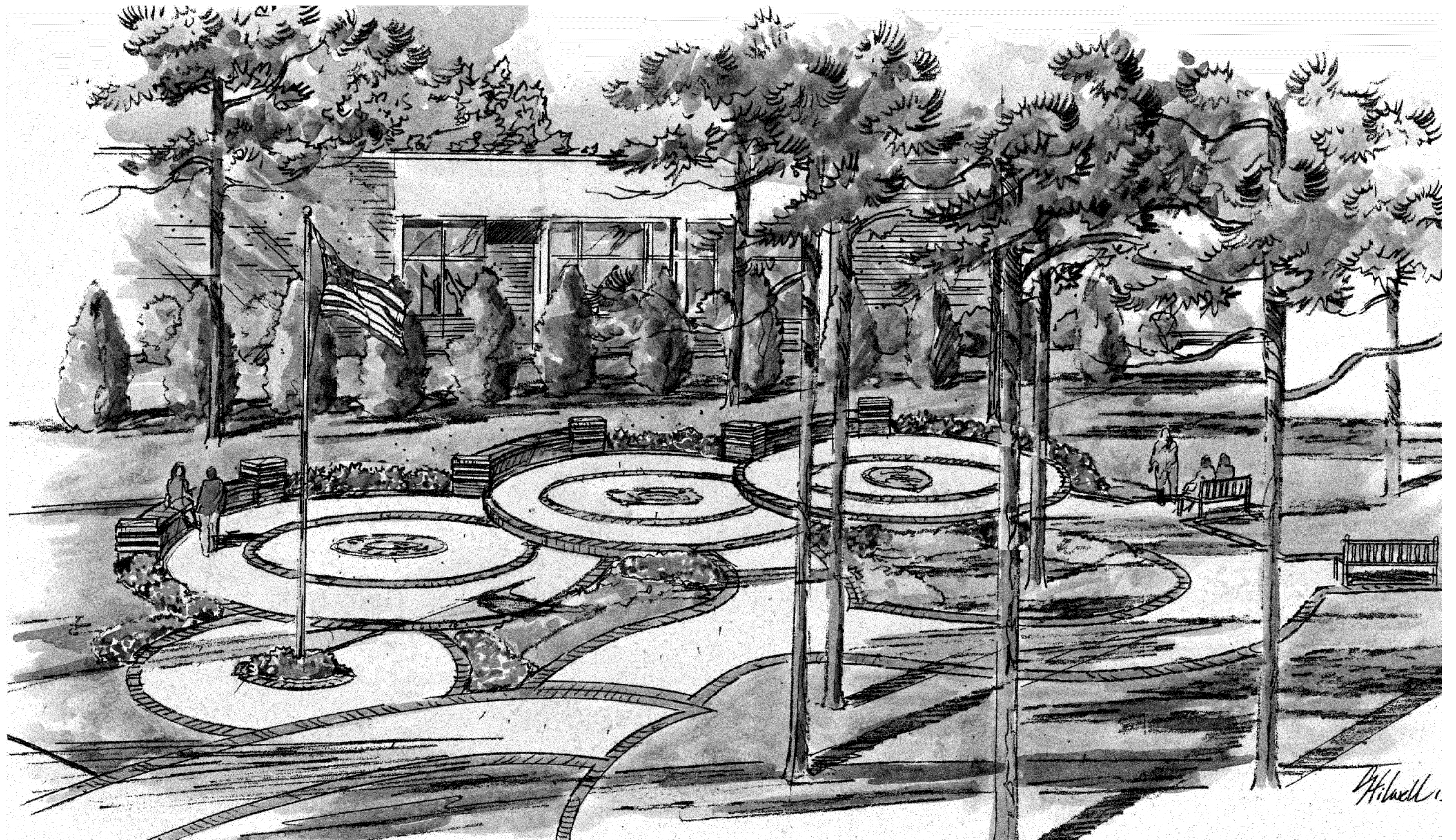


DRAFTING HISTORY		
WORK	DRAFTER	DATE
CONCEPTUAL PLAN	WLS	6-11-13

L-1

CONCEPTUAL
PLAN

PROJECT THF XXXX-YR
DRAWING PATH
T:\THF\XXX\XXX\Drawings\XXX.dwg

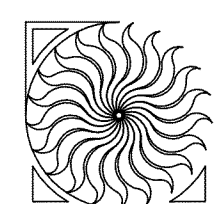


CONCEPTUAL MASTER PLAN

EMERGENCY SERVICES MEMORIAL GARDEN

SANDHILLS COMMUNITY COLLEGE

SOUTHERN PINES, NORTH CAROLINA
JULY, 2013



THE
HAYTER
FIRM
LANDSCAPE ARCHITECTURE
LAND PLANNING