



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF JANUARY 25, 2022
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

1. Call to Order.
2. Reports:
Manager
3. Motion to Approve Consent Agenda.

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

- A. Approval of Village Council Meeting Minutes
January 11, 2022 Council Regular Meeting
January 11, 2022 Council Work Session
January 11, 2022 Closed Session
- B. Public Safety Reports
Bi-Annual 2021 Fire Report
Bi-Annual 2021 Police Report
- C. Budget Amendments Report

End of Consent Agenda.

4. Review and Approve the FY 2023 Balanced Scorecard, Including the FY 2023 Areas of Focus, and the FY 2023-2027 Initiative Action Plans
5. Other Business.
6. Motion to Adjourn.

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

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

Values: Service, Initiative, Teamwork, and Improvement.



APPROVAL OF VILLAGE COUNCIL MEETING MINUTES
ADDITIONAL AGENDA DETAILS:

January 11, 2022 Council Regular Meeting
January 11, 2022 Council Work Session
January 11, 2022 Closed Session

FROM:

Kelly Chance

CC:

Jeff Sanborn

DATE OF MEMO:

1/19/2022

MEMO DETAILS:

Attached are the draft minutes from the January 11th Council Regular Meeting, Work Session, and Closed Session for Council consideration and approval.

ATTACHMENTS:

Description

- ☐ January 11, 2022 Regular Meeting (draft)
- ☐ January 11, 2022 Work Session (draft)



**VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF JANUARY 11, 2022
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, January 11, 2022 in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following attended:

Mr. John C. Strickland, Mayor
Mr. Patrick Pizzella, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Jeffrey Morgan, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Kelly Chance, Village Clerk

In addition, approximately 23 attendees, including 7 staff and 1 press.

1. Call to Order.

Mayor Strickland called the Village Council meeting to order.

2. Reports:

Village Manager

- Mr. Jeff Sanborn reported beginning next week repaving on Magnolia Street may begin. He reported the Village Hall is undergoing some renovation work for the next several months. He reported there are 11 Village employees that are out with Covid, with 10 of those 11 being in the Public Services Department. He noted this may cause some delay or challenges with waste pickup. Mr. Sanborn stated the weather report for this weekend shows some potential snowfall accumulation on Saturday and Sunday and we are hopeful the staff that is out will be back to help deal with the streets.

Village Council

- Mayor Strickland read from a report from First Health on Covid for our direct area that is available to review on the First Health website. He reported Council will decide soon on whether we need to revert to remote meeting as we continue to follow First Health guidance. Mayor Strickland reported he attended the NAC meeting yesterday in which Darryn Burich, Planning & Inspections Director reported out on programs in process. He stated the USGA reported there will be another US Men's and Women's back-to-back occurring in 2029.
- Councilmember Boesch reported she went to the Bicycle Pedestrian Advisory Committee meeting and they are interested in seeing the results of the Resident's survey on sidewalks. She thanked Miriam for doing an amazing job in repairing the Donald Ross Statue that was in the downtown area of the Village.
- Councilmember Hogeman reported she had no report
- Councilmember Morgan reported he had no report
- Mayor Pro Tem Pizzella noted the Pilot had reported on a group of Number 6 pedestrians who had picked up trash along the roadways and expressed his thankfulness for them. He stated he also he attended the Neighborhood Advisory Committee

were he was impressed by a local resident, Beverly Reynolds, who had taken the time to set-up an excel spreadsheet to record the number of short-term rentals in her area. He stated he looks forward to Council discussing this in upcoming work sessions.

3. Motion to Approve Consent Agenda.

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

- Approval of Village Council Meeting Minutes.
 - December 8, 2021 Strategic Planning Retreat Day 1
 - December 9, 2021 Strategic Planning Retreat Day 2
 - December 14, 2021 Regular Meeting
 - December 14, 2021 Work Session
- Budget Amendments Report
- Consider Resolution 21-29 Honoring the Service of Ms. Judy Davis
- Consider Resolution 21-30 Honoring the Service of Mr. Kevin Drum

End of Consent Agenda.

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

4. Other Business

Council presented no other business for consideration.

5. Comments from Attendees.

- Jeanne Casinella, 25 Lake Hills Drive, thanked the Council for taking on the short-term rental issue and reported that this issue was first brought forward a year and a half ago when a major issue was presented. She reported with traffic issues and major construction in the area, the short-term rental problem will only get worse. She reported that she and three others have formed a taskforce that would like to work with Council to help resolve this issue. She thanked Jeff Batton, Assistant Village Manager and the Police Department for the wonderful job they do.
- Deborah, business owner of Le feme Chateau, spoke about the parking issue that is ongoing in the heart of the Village. She stated that to restrict to two-hour parking as has been suggested, would be detrimental because groups of women that come to celebrate together should not have to leave and cut their visit short. She feels as well that, despite abuses, we have very few businesses that use this traffic. She stated the problem lies with a select few. She also reported that there are some trucks unloading and loading that tend to block traffic. She said if Council wants to help, she feels it would be best to speak to the owners and ask them to make it a term of employment to not park in front of any of the businesses.
- John Webster, 140 McKenzie: speak about parking – seems to be specific to events and during specific times. He does not feel the taxpayers should have to pay for this problem. It is a land use and thus has a cost. He stated this is a pricey problem. He stated he sees nothing on the cost of building a parking deck – if it is going to cost us to fix this problem, we need to evaluate the cost involved and look at the causes, such as large events, and that it is free, which means everyone will use it.
- Jim Nash, resident, stated he would have liked to see Council make some form of action on the parking issue with merchants downtown. He noted that on Exhibit one provided in the Agenda packet, the discontinuance of ticketing for parking violations was mentioned. He stated he has never seen this occur and would like to know if this has occurred.
- Debbie Lalor, 80 Azalea Road – supports parking regulation and she stated she would like to see parking tickets in the old town area – raise from 5\$ to \$25. She stated that people park on residential streets and on pine straw areas and this will continue until Council makes people park in designated areas. Ms. Lalor stated the downtown parking plan should be long-term focused and a consideration made to include one-way directional streets. She stated the Village did an outstanding job with the landscaping around Cannon Park and parking and down by the Brewery and she appreciates that they did not extend parking into residential areas. Ms. Lalor stated once construction begins on the lodge and the USGA building there will be a lot of displaced traffic in that area, so Council needs to act soon.

- Deborah, Le Feme Owner spoke again stating the parking garage conversation took place a few years ago and was protested because people thought it would be a large concrete building. She would not be against a carriage house structure that is congruent with the character of the area. She feels that Council should find a better usage of words to allow the residents to understand what the building might be.

6. Motion to Adjourn.

Upon a motion by Councilmember Boesch, seconded by Councilmember Hogeman, Council unanimously approved to adjourn the regular meeting by a vote of 5-0 at 5:10 p.m.

Respectfully Submitted,

Kelly Chance,
Village Clerk

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

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**VILLAGE COUNCIL
MINUTES FOR WORK SESSION OF JANUARY 11, 2022
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA**

IMMEDIATELY FOLLOWING THE REGULAR MEETING

The Pinehurst Village Council held a work session at 5:12 p.m., Tuesday, January 11, 2022, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The meeting was streamed in real time on the Village's website.

The follow were in attendance:

Mr. John C. Strickland, Mayor
Mr. Patrick Pizzella, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Jeffrey Morgan, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Kelly Chance, Village Clerk

And approximately 14 attendees, including 6 staff and 1 press.

1. Call to Order.

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

2. Discuss FY2023 Strategic Planning Retreat Follow-Up Items.

Village Manager Sanborn stated that during the Council Strategic Retreat Council brought up several items that they would like to look at in the future. Matthew McKirahan, Organizational Performance Director presented Council with a list of Follow-Up Action Items for review. The first item was identified as outlining volunteer engagement actions currently underway and identify potential future strategies.

Councilmember Boesch asked what the Council is hoping to do with this information. She stated she feels the Village has a lot of great volunteers and she cannot really see what more we can do. Village Manager Sanborn stated we hoped that by having this conversation, staff would get some clarity on what Council would like to see occur. Councilmember Boesch said she feels this needs to fall down the list as we are already doing a great job with working with the volunteers. Mayor Strickland stated we should be doing enough support and training to help develop and increase the abilities of the volunteers, especially with those in the Planning and Zoning arena. Village Manager Sanborn stated we have taken steps to ensure those specific areas are provided training.

Councilmember Hogeman stated that at the Retreat Council had this parking lot set aside to provide us an opportunity to help Council stay on track and not meant to be a to-do list. Mr. McKirahan stated that by reviewing these items staff will have a better idea of where to concentrate their time.

The second item on the list was to provide Council with an updated timeline on elements of the Stormwater Master Plan. Mr. Batton stated that we when are ready, there will be updates added to the website to help the residents understand what staff has completed in relation to this project. Mayor Pro Tem Pizzella stated he would like staff to add this timeline to the website.

The third item is to provide Council with a cost projection on Fire Station 93 during the FY2023 budget process. Mr. McKirahan

stated Chief Cole is in the process of finalizing a pre-planning template, which will provide architects with the necessary information to outline a preliminary facility size and cost estimate. He stated the template, and subsequent cost estimate, is a free service. Mr. Sanborn stated this is tentatively scheduled to be completed around May.

The fourth item is to explore adding a survey question asking # of employees per responding business. The fifth item was to add the opportunities for Council to meet consultants after the selection process for under \$50,000. Mayor Pro Tem Pizzella stated he would like to have the opportunity to meet with some of the larger consultants to help with his understanding of our processes. Currently the approval of contracts under \$50,000 lies with the Village Manager.

The sixth item was to provide an opportunity for the community to clarify what high-quality development and design means to them, by using the Engage Pinehurst portal. Council agreed that more information from the residents is important to help guide Council's decisions.

The seventh item was to hear from Three Rivers Land Trust to an upcoming Council meeting. The eighth item is to provide Council with further analysis on community engagement tools used for communication via email. Village Manager Sanborn stated we already have this data; we just need to provide this information in further break-downs to Council.

Item nine is to have Public Services continue to monitor Moore County's recycling campaign and provide periodic updates to Council on how the campaign is impacting the Village's recycling numbers. Councilmember Boesch asked if this would financially impact the Village. Mr. Jeff Batton, Assistant Village Manager of Operations stated that it would, but to what extent it would impact it is uncertain and determined by the amount of waste we input, and thus the effort to reduce contamination.

The tenth item is to explore adding language to Goal 6 or to create a new strategic objective that highlights the Tufts Archives and Given Memorial Library. Mr. McKirahan stated this item has been completed as well as the next item which was to explore adding a key KPI or more to the Corporate Balanced Scorecard.

The twelfth item was to update Council on plans for the Western Connector and its potential impact on traffic numbers within the Village in an upcoming work session. Mr. McKirahan stated this item has been assigned to Planning and Inspections. The thirteenth item was to provide a brief explainer on the role and policies associated with the Village's fund balance at an upcoming work session. Mr. Sanborn asked if this was an item Council wants more information on. Brooke Hunter, Finance Director, stated that at the beginning of April Council will get a comprehensive preview of the budget.

Councilmember Hogeman stated that in looking at the fund balance, she had to look at how much money do we have to spend and what amount of this is needed as a cushion. She stated she had to look at the question of what happens at the end of the year, when we have some reconciliation to what we were expecting. Councilmember Hogeman stated she would like to more versed on what Council has to spend over the next five-years or so. Village Manager stated that Council needs to trust the staff and the system to let them know what will work and what will not. He stated that when the preview of the budget is shown to Council, they will have an opportunity to rethink their priorities.

Mayor Pro Tem Pizzella stated he would like to have a conversation on how Council came to the process of maintaining 30% for fund balance. Mayor Strickland stated he would agree that he would like to have this discussion. Village Manager Sanborn stated that if you lower the fund balance policy to 25%, this will give you roughly one-million one-time funding to spend. Ms. Hunter stated that the lower end of 30% has been standard for a long time. Councilmember Morgan stated the reasoning for the 30% would have been chosen for security and the audit that just occurred shows the Village is in a good condition. He said he would like to know why we did choose that number but does not necessarily agree that we may need to change it.

The next item in the parking lot items was to provide an opportunity for community input on neighborhood quality through the Engage Pinehurst portal to help better define the community survey question concerning "quality of neighborhood." The final two items were to recommend changing the phrase "overall appearance of the Village" to "public spaces across the Village" in the Annual Community Survey for 2022, and to provide Council with the definition for the # of collisions per 1,000 residents KPI.

Councilmember Hogeman stated she would like to see a question on the ETC annual survey added asking the residents if they are satisfied with the number of playing fields. Village Manager Sanborn stated asking this question would help us with the implementation of the Parks & Recreation Master Plan. Councilmember Boesch stated that if we choose only to ask about ballfields, we are pulling the focus away from the other valuable services Parks & Recreation does. Mr. McKirahan stated staff can look at other ways to get this information as well and report back to Council. Councilmember Hogeman stated this specific question would help clarify what she sees as a disconnect from whether people want to spend \$5 million dollars on a park because Parks & Recs data says there is more demand than they are able to provide.

Mr. Sanborn stated that perhaps the best way to address this is to add this to the questions surrounding satisfaction around capital projects. Council agreed this question would come up during the Master plan work.

3. Discuss Current Downtown On-Street Dining.

Mr. Jeff Batton, Assistant Village Manager of Operations, stated this topic is relevant to Covid and the ability to hold on-street dining in the Village. Mr. Batton stated that we have some flexibility on when we can eliminate this ability, extend the ability for a temporary basis, or to keep it on a long-term basis. He stated if it was kept as a permanent option there would need to be a change to the ordinance as well as factors to consider about safety and how this would look aesthetically.

Mr. Batton stated, for approximately eighteen (18) months, the Village has allowed Alcohol Beverage Control (ABC) on-premise permit holders (restaurants) to serve food and alcohol on property that is not part of the permittee's licensed premises. More specifically, we allowed restaurants to set up outdoor dining space on the public street adjacent to their business in the evening hours and all day on Sundays. This included service of alcoholic drinks in that outdoor space. This was in accordance with temporary laws passed by the state legislature in response to the COVID epidemic. The intended purpose of the legislation was to help restaurants make up lost indoor seating capacity due to COVID social distancing requirements.

Mr. Batton reported the temporary statute left the determination of whether to allow the extension of the ABC permit up to the local government having jurisdiction. Accordingly, Council took action to permit the use of the adjacent streets for such purposes under specific guidelines. On July 30, 2021, all restrictions were lifted, and restaurants were permitted to return to normal occupancy levels. On September 10, 2021, the Governor signed into law HB 890 to make several changes to the ABC Commission laws. One change was to allow the local government having jurisdiction the opportunity to make permanent the extension of ABC permits to property not part of the ABC permittee's premises. If this practice is continued, the legislation requires adoption of an ordinance.

Mr. Batton stated businesses that originally used the adjacent street for dining and alcohol service were Dugan's, Drum & Quill and Theos'. At this point, only Drum & Quill regularly sets up outdoor dining and Theos' is no longer in business. With HB 890 specifying the need for an adopted ordinance in order to continue to allow ABC on-premise permit extension, Council needs to determine its desire related to this matter. In consideration of ABC on-premise permit extension, Council has three options available:

1. Discontinue the extension of ABC on-premise permits and discontinue the use of the streets for purposes of serving food and alcoholic beverages (return to pre-COVID conditions).
2. Approve an ordinance to allow extension of the ABC on-premise permit and to allow use of public property, i.e., the adjacent streets (continuation of current conditions).
3. Approve an ordinance to allow extension of ABC on-premise permits to other property, but not allow use of public property. This option may allow a permit holder to use adjacent private property with permission of the owner (hybrid of pre-COVID conditions and current condition).

Mr. Batton stated factors Council may wish to consider in deliberating these options are fairness to other businesses, legislative rules governing how the extended space can be used, competitiveness, safety, and aesthetics. Fairness as a consideration recognizes a current imbalance in business utilization of public property. Under current conditions, ABC on-premise permittees may use the adjacent public street to conduct businesses while other retail shops may not. In addition, some restaurants, like Lisi, Villagio, and Villager Deli have selected locations and invested in spaces in order to have outdoor seating options without relying on public space.

Mr. Batton stated the legislative rule that is noteworthy is that an ABC on-premise permittee may not use the extension into other space to increase the occupant load of the licensed premises. Consequently, if seating is added for on-street dining/alcohol service, an equal number must be reduced on-premise. Competitiveness is a recognition that neighboring communities that allow the extension of ABC on-premise permits could gain a competitive advantage to lure a potential restaurant or bar. However, at this time neither Southern Pines nor Aberdeen are contemplating passing an ordinance to make permanent the ABC on-premise permit extension. Lastly, safety and aesthetics are somewhat aligned.

Mr. Batton stated the manner in which on-street space is used for food and beverage service must be both highly visible for safety and meet the aesthetic expectations of our community. This would need special consideration to establish the appropriate guidelines if Council opts to make permanent the extension of ABC permits to the adjacent street. Based on the totality of the factors, staff would recommend Council establish a reasonable date to sunset the ABC on-premise permittees' utilization of public property and return to pre-COVID conditions.

Mayor Strickland stated the fairness centers around why we allow restaurants use space in front of their store, but retailers cannot. He stated the question relates as well to appearance and what we want the Village to look like. Council came to a consensus that out-door dining will continue until April 1, 2022, with no changes, and if needed they will reevaluate for an extension.

4. Discuss the Opportunity to Establish a Social District(s) Downtown.

Mr. Batton stated HB 890, signed into law on September 10, 2021 makes several changes to the ABC laws in N.C. One change is to allow a local government having jurisdiction to establish "social districts." A social district is a defined geographic area, such as the Village Center, where alcoholic beverages can be openly possessed and consumed if purchased from on-premise permittees within that district. Basically, patrons can purchase alcoholic beverages from a permittee's restaurant "to go" and then walk around the district consuming same.

Mr. Batton stated there are several requirements for a social district such as signage around the perimeter of the district, the use of non-glass for service of alcohol for consumption within the district, and special labeling on the non-glass containers. The purpose of this agenda item is to determine if Council has an interest in exploring the option of a social district within downtown. Council members present during the 2014 Men's and Women's US Opens may recall a similar temporary measure passed to allow open containers within a specified and marked area of downtown.

Mr. Batton noted, to be clear, staff is not recommending the establishment of a social district but rather ensuring Council is aware that statutory authority has been granted to local governments to establish such if desired. A check with Southern Pines and Aberdeen indicates they are not currently considering establishing social districts and staff recommendation would be to not implement one. If Council were interested, staff would need to develop a recommended ordinance and recommended boundary map for Council's consideration.

Village Council unanimously agreed there was no interest in establishing a social district area in the Village.

5. Discuss Options for Encouraging Downtown Parking Turnover.

Mr. Batton stated this item is to bring forth and receive Council direction on whether to pursue restrictions related to downtown parking to facilitate turnover of parking spaces. He noted there are pros and cons to each of the options provided to Council. Mr. Batton, along with Police Chief Glen Webb, outlined the varying options Council could pursue. Three options presented for consideration were: 1. Re-establish 2-hour timed parking restrictions along certain streets; 2. Establish paid parking along certain streets; Remain status quo recognizing a new parking deck is likely to be constructed that may, or many not, relieve some of the concerns.

Mayor Strickland asked if the cost-estimates included the use of a vehicle, but why could we not potentially use a golf cart. Chief Webb stated we were talking about a small car, for safety, and because they would be making frequent stops. Mayor Strickland asked how the license reading worked. Chief Webb provided an explanation and stated the software used for the App can be used for more uses than just parking. He stated the app would require the individual to purchase time, with the option to extend their time if needed. He stated that most people that are visiting would be compliant.

Mayor Strickland stated he does not want to maintain what we are doing now. Mr. Batton stated that it is found that there are spaces available downtown. The concern seems to be that the residents cannot park right in front of the restaurant or retail store they want to go to. Mr. Batton stated that there is ample parking with very short walking required.

After reviewing all available options, Council determined the best answer is to move forward using a soft approach to the problem, including signage.

6. Discuss Fort Bragg Renaming Input Options.

Mayor Strickland stated he spoke to Col. Scott Pence, who shared a summary with council via email about the renaming process for Fort Bragg. He noted the formal process of nominations closed in December. Col. Pence stated if Council wanted to write a letter nominating General Marshall, they would accept the letter. Col. Pence stated the "Fort Liberty" name has been forwarded to the National Committee for consideration. Mayor stated he felt General Marshall was a great leader and he felt this was important for the Village to consider. Councilmember Pizzella stated he would be a proponent of making the letter of nomination. Councilmember Morgan stated that he is fine with putting out a letter of support, but he is not certain on how much impact we might have. Councilmember Hogeman stated she is fine with making a letter of support. Village Manager Sanborn stated that the best way we can show support is by reinforcing and supporting what Fort Bragg wants. He stated that sending the letter will have no impact but supporting the Fort Bragg community's choice will.

7. Moore County Highway Overlay Project

Darryn Burich, Planning and Inspection Director, presented Council with a request from a Citizen to the Moore County Commissioners and Planning Department to change a UDO text amendment to the Highway Corridor Overlay District (Urban Transition Land Uses) that would remove High Impact Outdoor Recreation as a prohibited use in Urban Transition areas. Councilmembers agreed that while the applicant's proposal does not change High Impact Outdoor Recreation to a permitted use, it does provide an easier avenue to allow such uses.

Village Council unanimously agreed to show the Village's opposition to this proposed amendment. Councilmembers plan to attend Tuesday's Commission meeting to reiterate their strong opposition and will compose a letter to Moore County Commissioners and Planning Staff.

8. Ross and Olmstead

Assistant Village Manager Doug Willardson stated he and Kristin Bunton met with subject matter experts and have more set events and activities. He stated representatives from the resort has agreed to let us use some of their equipment and record some content for use. They have also agreed to help with the design of banners. Mr. Willardson reported the Village will work with Moore County on a clean-up event and they have contacted the golf channel but have not heard back yet. He stated they are working on setting up some role actors. Mayor Strickland stated he would like to see the timeline of what we are going to do and what we need to do before the anniversary dates.

9. Other Work Session Business.

- No other work session business was discussed.

10. Potential Future Agenda Items.

- Councilmember Hogeman stated focus area 5 is still a topic of interest.

11. Motion to Recess the Work Session and Enter Closed Session

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

12. Motion to adjourn the Closed Session and Re-enter the Work Session.

Upon a motion by Mayor Pro Tem Pizzella, seconded by Councilmember Morgan, Council unanimously to adjourn the closed session and re-enter the work session, by a vote of 5-0.

13. Motion to Adjourn.

Upon a motion by Councilmember Boesch, seconded by Councilmember Hogeman, Council unanimously approved to adjourn the work session, by a vote 5-0, at 9:15 p.m.

Respectfully Submitted,

Kelly Chance,
Village Clerk

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

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Values: Service, Initiative, Teamwork, and Improvement



**PUBLIC SAFETY REPORTS
ADDITIONAL AGENDA DETAILS:**

Bi-Annual 2021 Fire Report
Bi-Annual 2021 Police Report

FROM:

Kelly Chance

CC:

Jeff Sanborn

DATE OF MEMO:

1/20/2022

MEMO DETAILS:

Attached are the bi-annual, 2021 Public Safety Reports for the months August 2021 through December 2021

ATTACHMENTS:

Description

- ☐ Police Report Bi-Annual 2nd half 2021
- ☐ Fire Report Bi-Annual 2nd half 2021

Police Department Bi-Annual Report to Council January 2022

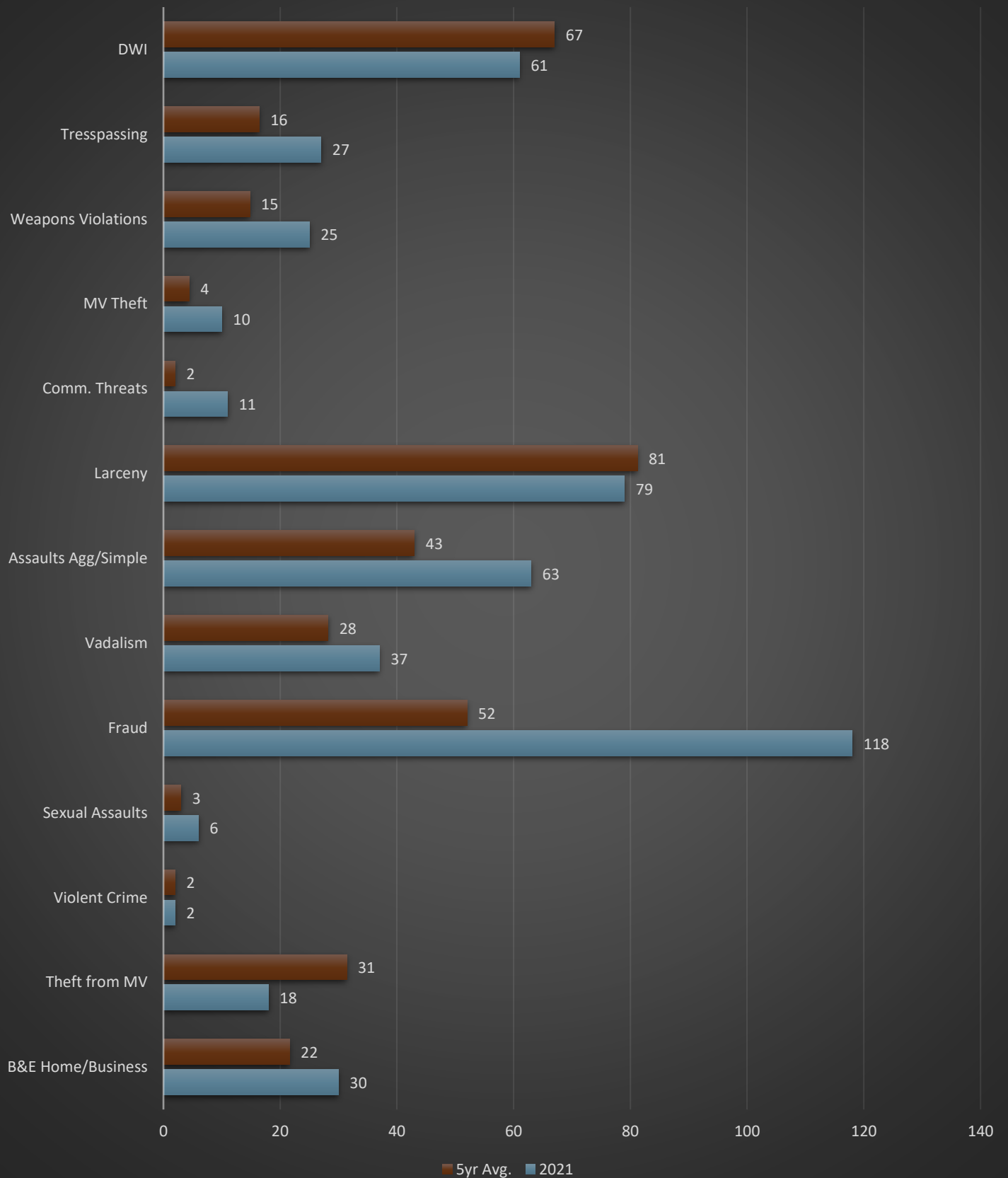


Prepared by
Chief Glen Webb

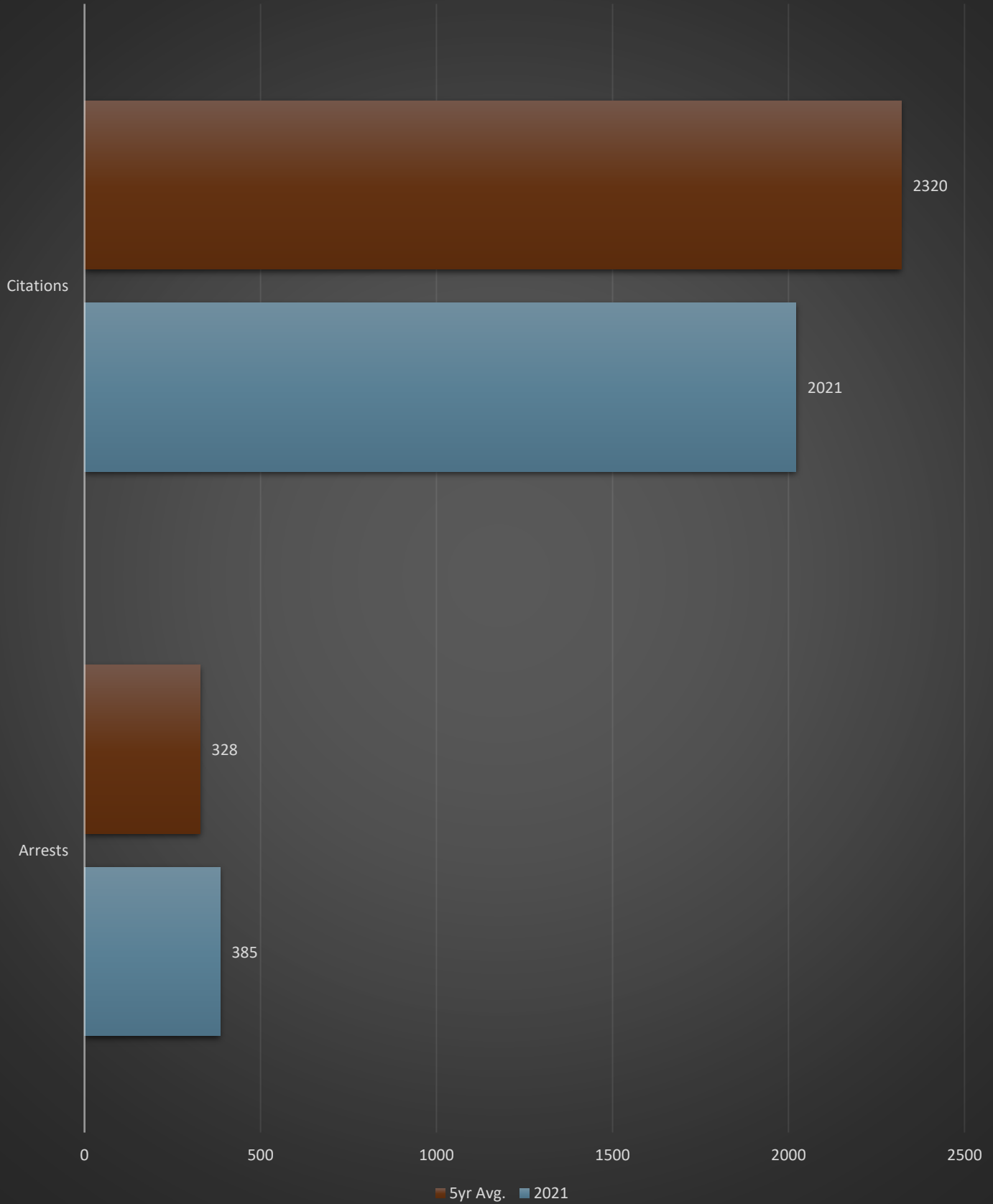
1.4.2022

Bi-Annual Report Calendar Year 2021 (With Previous 5 Year Avg.)

Quality of Life Crime Calendar Year 2021



Citations and Arrest Calendar 2021



Notes

Trespassing: NIBRs makes this a messy category. This can include vehicles that were entered or attempted to be entered, attempts to break into a building, or what you would traditionally think of as trespassing. An example would be someone at a residence refusing to leave. Until we get a full 5 years of NIBRs data this category will be skewed on the high side.

Theft from MV: This will more accurately capture actual victims of vehicle breaking and entering where they experienced a loss of property. This was also reported under UCR so even though we use NIBRs this is an apple to apples comparison.

Citations/Arrests/Weapons Violations: Reflects good proactive work by our officers as most all of these are generated by officer initiative.

Summary: In summary there are no distinct trends and crime remains generally flat with slight fluctuations up and down over the past five years in different categories. Fraud was higher this year, but compared to the previous five years, 2021 appears to be an outlier, but we will know more as we progress through 2022.



PINEHURST FIRE DEPARTMENT

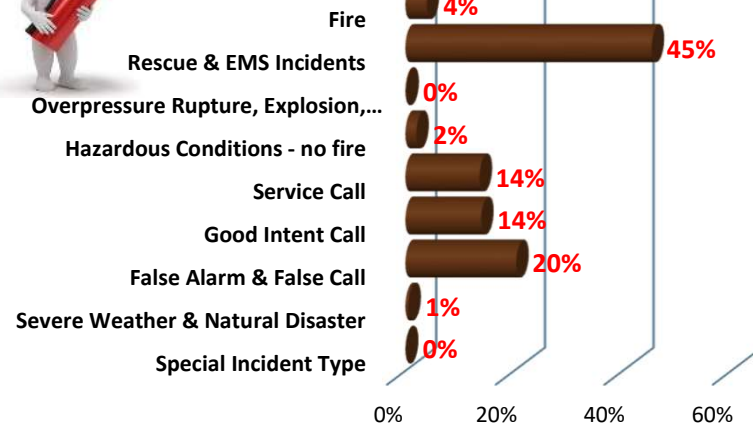
Mid-Year by the Numbers - FY 2022



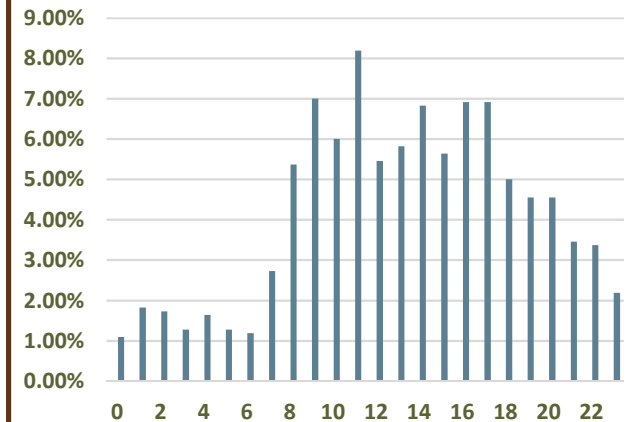
Calls for Service **1099**
 Overallppping Incidents **25.02%**
 Busiest day of Week **THUR**
 Busiest Hour of Day **11AM**
 Times Staff Recalled **14**



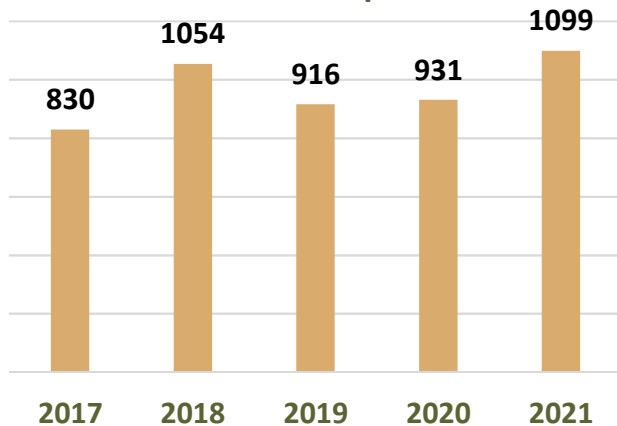
% of Calls for Service (CFS)



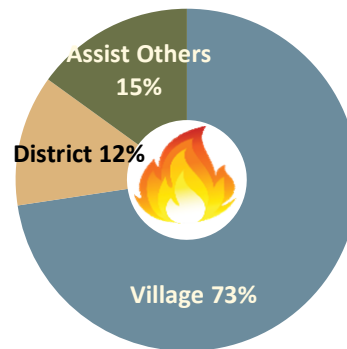
% CFS BY HOUR OF DAY



5 Year Comparison



LOCATION OF CFS



Inspections Completed



249

Hydrant Inspections

97%



Days Since Last Lost Time Accident in FD



687

YTD Training Hours

IN HOUSE



OUTSIDE

2864

764

Public Awareness Contacts



156,447



**BUDGET AMENDMENTS REPORT
ADDITIONAL AGENDA DETAILS:**

FROM:

Brooke Hunter

CC:

Jeff Sanborn & Doug Willardson

DATE OF MEMO:

1/19/2022

MEMO DETAILS:

Attached is the report of budget amendments approved by the Budget Officer as required for the current period.

ATTACHMENTS:

Description

▣ Budget Amendments Report - FY 2022



**VILLAGE OF PINEHURST
BUDGET AMENDMENTS APPROVED BY BUDGET OFFICER
FOR THE PERIOD JANUARY 5 - JANUARY 18, 2022**

Under Village of Pinehurst Ordinance #21-09, the Village Council grants the Budget Officer, or Village Manager, the ability to transfer appropriations under specific conditions. These conditions allow transfers between departments (including contingency) of the same fund to increase an appropriation up to \$25,000 in a single budget amendment for the FY 2022 Budget. The Budget Officer may not transfer monies between funds at any time.

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

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

	<u>ACCOUNT NUMBER</u>	<u>DESCRIPTION</u>	<u>DEBIT</u>	<u>CREDIT</u>	<u>APPROVED DATE</u>
1	10-00-240-5911	HR-IT Charges	\$ 6,000		1/6/2022
	10-20-410-5911	Public Svcs-IT Charges	\$ 7,000		
	10-40-710-5911	Planning-IT Charges	\$ 4,000		
	10-40-720-5911	Comm Dev-IT Charges	\$ 6,000		
	10-80-615-5911	Library-IT Charges		\$ 23,000	

Adjust IT departmental allocation accounts to reflect actual operating expenditures for the fiscal year. The original FY 2022 budget anticipated allocations to the library beginning in October 2021, which has been adjusted to April 2022. The four departments above require an amendment to cover the higher percentage of total IT expenditures allocated to their budgets this year.



**REVIEW AND APPROVE THE FY 2023 BALANCED SCORECARD,
INCLUDING THE FY 2023 AREAS OF FOCUS, AND THE FY 2023-2027
INITIATIVE ACTION PLANS
ADDITIONAL AGENDA DETAILS:**

FROM:

Matthew McKirahan

CC:

Jeff Sanborn

DATE OF MEMO:

1/3/2022

MEMO DETAILS:

This agenda item is to review and approve several items related to the development of the FY 2023 Strategic Operating Plan (SOP) based on Council's discussions at the December 8-9, 2021 Strategic Planning Retreat. Since that time, staff amended the materials based on Council's input and come to you seeking approval on the following items:

1. FY 2023 Balanced Scorecard (BSC), including the recommended Areas of Focus.

The "FY 2023 Balanced Scorecard" attachment to this agenda item indicates proposed goals, strategic objectives, key performance indicators (KPIs), and goals (short-term and long-term).

KPI goals are set by reviewing historical performance relative to benchmarks and comparable communities. Since initially adopting the BSC in FY 2014, we have expressed performance goals for survey results in 5% increments due to the margin of error with survey results. In most cases, the Village is currently achieving excellent performance results (90% satisfaction levels or higher).

Proposed Areas of Focus for FY 2023

The recommended Areas of Focus, highlighted in red on the FY 2023 Balanced Scorecard, were selected based on the following criteria:

- VOP performance gaps (greater than or equal to 5% below benchmarks)
- Strategic challenges identified by Council and Senior Leaders
- Opportunities identified by Council and Senior Leaders
- 2021 Community Survey areas for improvement (high levels of dissatisfaction >20%)

The following three (3) strategic objectives are proposed as the FY 2023 Areas of Focus:

- Manage development to protect Village character
- Support the business community
- Provide a safe and effective multi-modal transportation system

2. Initiative Action Plans (IAPs) for FY 2023-2027.

To positively impact the KPIs identified for performance improvement, to address strategic challenges and opportunities, and to address resident high priorities for improvement, the Village has identified eight proposed Initiative Action Plans for the five-year planning period. These are identified in the “FY 2023-2027 Initiative Action Plans” attachment. Initiative Action Plans are defined and measurable activities needed to address our opportunities that involve a significant amount of financial and/or staff resources or have a significant community impact over the planning period.

In addition to the IAPs proposed, there are numerous other opportunities for improvement that were discussed at the Council Retreat that are classified as department projects or evaluations. Over the next two months, Senior Leaders will evaluate and prioritize these projects and evaluations and then program them over the planning horizon as they develop their annual budget requests. As opportunities are evaluated and developed over the course of the next few years, some of them will likely develop into IAPs in the future.

Today, we are seeking Council’s approval by motion for the FY 2023 Balanced Scorecard, including the FY 2023 Areas of Focus. We are also seeking a consensus on the proposed list of FY 2023-2027 Initiative Action Plans. This is being done now to ensure that Senior Leaders develop the FY 2023 Strategic Operating Plan and submit budget requests that align to Council's priorities.

If you have any questions about the proposed FY 2023 Balanced Scorecard or the proposed five-year Initiative Action Plans, please feel free to give me a call to discuss. We look forward to reviewing this information with Council at your meeting and appreciate your leadership and guidance as we work to develop a FY 2023 Strategic Operating Plan to advance the Village mission to “Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.”

ATTACHMENTS:

Description

- FY 2023-2027 Initiative Action Plans
- FY 2023 Balanced Scorecard



Village of Pinehurst

Proposed FY 2023-2027 Initiative Action Plans

Proposed FY 2023-2027 Initiative Action Plans (IAPs)								
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.								
	Goal We intend to...	Strategic Objective How we will...	Initiative Action Plans	FY23	FY24	FY25	FY 26	FY 27
Customer	1 - Safeguard the community	Deliver effective fire and rescue services	Design, build, staff, and equip Fire Station 93				X	X
		Deliver effective police services						
	2 – Promote high quality development and appearance	Manage development to protect Village character AOF	Relocation of the Public Services Complex to allow for redevelopment of Village Place. (6.5)	X	X		X	X
			Update the Pinehurst Development Ordinance	X	X			
			Small Area Plans for Village Place/Rattlesnake Trail Corridor and NC Highway 5 Commercial Area	X				
		Enforce codes and ordinances						
		Maintain and enhance the appearance of public spaces						
	3 – Promote a thriving business community	Support the business community AOF	Expand Downtown Parking Facilities	X	X			
	4 – Promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system AOF	Develop a Consolidated Multi-Modal Transportation Plan	X	X			
		Maintain high quality streets						
	5 - Preserve the environment	Manage stormwater systems						
		Provide effective and efficient solid waste collection services						
		Conserve natural resources						
Internal	6 – Promote active living and cultural opportunities	Provide recreation programs and facilities	Retrofit Current Athletic Fields with Synthetic Turf	X	X	X		
		Provide cultural services and events						
		Provide Library and Archive services	Expand/Enhance Library and Archive Services	X	X	X	X	
		Maintain Village assets						
Workfor	7 - Professionally manage a high performing organization	Communicate with and engage the community						
		Provide a high level of customer service						
		Continuously improve and innovate						
		Maintain Village assets						
Financi	8 - Attract & retain an engaged workforce	Provide a supportive and rewarding work environment						
	9 - Maintain a healthy financial condition	Meet or exceed established financial targets						

Items in red are Areas of Focus (AOF) based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and community survey areas for improvement.



Village of Pinehurst

FY 2023 Balanced Scorecard

FY 2023 Balanced Scorecard								
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.								
	Goal We intend to...	Strategic Objective How we will...	KPI #	KPI Description How do we know...	Actual FY 21	Est FY 22	ST Goal FY 23	LT Goal FY 27
Customer	1 – Safeguard the community	Deliver effective fire and rescue services	1.1	% of residents satisfied with fire services	100%	99%	95%	95%
			1.2	% of residents satisfied with how quickly fire personnel respond to emergencies	98%	99%	95%	95%
			1.3	Property value saved, as a percentage of property value at risk in fires	95%	88%	>85%	>85%
		Deliver effective police services	1.4	% of residents whose overall feeling of safety in the Village is good or excellent	99%	99%	95%	95%
			1.5	% of residents satisfied with police services	98%	95%	95%	95%
			1.6	Crime rate per 1,000 residents	36	39	<40	<40
	2 – Promote high quality development and appearance	Manage development to protect Village character AOF	2.1	% of residents satisfied with the quality of new residential development	79%	80%	82%	85%
			2.2	% of residents satisfied with the quality of new commercial development	79%	80%	82%	85%
			2.3	% of residents satisfied with Village efforts to maintain the quality of neighborhoods	88%	90%	90%	90%
		Enforce codes and ordinances	2.4	% of residents satisfied with the enforcement of Village codes and ordinances	86%	85%	85%	85%
		Maintain and enhance the appearance of public spaces	2.5	% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	95%	95%
	3 – Promote a thriving business community	Support the business community AOF	3.1	% of businesses satisfied with the overall quality of Village services	93%	95%	95%	95%
			3.2	% of businesses likely to recommend the Village as a business location	92%	91%	90%	90%
	4 – Promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system AOF	4.1	% of residents satisfied with the availability of walkways in your neighborhood*	67%*	71%	70%	75%
			4.2	% of residents satisfied with the availability of greenway/walking trails across the Village*	92%*	94%	90%	90%
			4.3	# of collisions per 1,000 residents	34	35.6	40	40
		Maintain high quality streets	4.4	% of residents satisfied with the adequacy of street lighting	71%	72%	70%	70%
			4.5	% of residents satisfied with street and right of way maintenance	88%	87%	85%	85%
	5 – Preserve the environment	Manage stormwater systems	5.1	% of residents satisfied with the quality of stormwater management	83%	81%	80%	85%
		Provide effective and efficient solid waste collection services	5.2	% of residents satisfied with solid waste services	96%	95%	95%	95%
		Conserve natural resources	5.3	% of residents satisfied with promotion of natural resource conservation	89%	90%	90%	90%
			5.4	% of refuse diverted from the landfill	15%	20%	20%	20%
	6 – Promote active living and cultural opportunities	Provide recreation programs and facilities	6.1	% of residents satisfied with P&R programs	98%	98%	95%	95%
			6.2	% of residents satisfied with P&R facilities	98%	97%	95%	95%
		Provide cultural services and events	6.3	% of residents satisfied with Village sponsored cultural arts events	94%	93%	90%	90%
		Provide Library and Archive services	6.4	% of residents satisfied with Given Memorial Library services	96%	95%	95%	95%
			6.5	% of residents satisfied with the Tufts Archive		95%	95%	95%



Village of Pinehurst

FY 2023 Balanced Scorecard

	Goal We intend to...	Strategic Objective How we will...	KPI #	KPI Description How do we know...	Actual FY 21	Est FY 22	ST Goal FY 23	LT Goal FY 27
Internal	7 – Professionall y manage a high performing organization	Communicate with and engage the community	7.1	% of residents satisfied with Village communications	97%	95%	95%	95%
			7.2	% of residents satisfied with the level of public involvement in local decisions	87%	88%	85%	85%
		Provide a high level of customer service	7.3	% of residents satisfied with customer service provided by VOP staff	98%	98%	95%	95%
		Continuously improve and innovate	7.4	% of residents satisfied with the value received for taxes paid	93%	92%	90%	90%
		Maintain Village assets	7.5	% of depreciable life remaining on capital assets	45%	44%	40-60%	40-60%

	Goal We intend to...	Strategic Objective How we will...	KPI #	KPI Description How do we know...	Actual FY 21	Est FY 22	ST Goal FY 23	LT Goal FY 27
Workforce	8 - Attract & retain an engaged workforce	Provide a supportive and rewarding work environment	8.1	% of employees who agree that overall they like their job	98%	98%	95%	95%
			8.2	% of volunteers who agree that overall they like their role	98%	99%	95%	95%

	Goal We intend to...	Strategic Objective How we will...	KPI #	KPI Description How do we know...	Actual FY 21	Est FY 22	ST Goal FY 23	LT Goal FY 27
Financial	9 - Maintain a healthy financial condition	Meet or exceed established financial targets	9.1	Total General Fund fund balance as a % of actual expenditures**	69%	42%	>30%	>30%
			9.2	General Fund operating margin**	82%	86%	81%- 91%	81%- 91%
			9.3	General Fund debt service ratio**	0.8%	0.0%	<10%	<10%

*Denotes questions and percentile satisfaction responses that were updated for FY22.

**ST and LT goals are based on established financial policies.

Items in red are **Areas of Focus (Aof)** based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, opportunities, and community survey areas for improvement.