



**VILLAGE COUNCIL  
MINUTES FOR SPECIAL MEETING - ORGANIZATIONAL OF DECEMBER 12, 2023  
ASSEMBLY HALL  
395 MAGNOLIA ROAD  
PINEHURST, NORTH CAROLINA  
4:00 PM**

The Pinehurst Village Council held a Special Meeting - Organizational at 04:00 PM, Tuesday, December 12, 2023, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were in attendance in Assembly Hall:

Mr. Patrick Pizzella, Mayor  
Mr. Jeff Morgan, Councilmember  
Ms. Barb Ficklin, Councilmember  
Mr. John Taylor, Councilmember  
Mr. Jeff Sanborn, Village Manager  
Ms. Shannon Konstantinou, Village Clerk

And approximately 50 attendees, including 1 staff and 1 press.

**1. Call to Order.**

Mr. Sanborn called the Village Council meeting to order.

**2. Oath of Office**

Mayor Pizzella, Councilmember Ficklin, and Councilmember Taylor completed their Oaths of Office.

**3. Selection of Mayor Pro Tem and Treasurer**

Councilmember Ficklin nominated Councilmember Taylor for the position of Mayor Pro Tem.

Upon a motion by Councilmember Ficklin, seconded by Councilmember Morgan, Council unanimously approved to close the nominations for Mayor Pro Tem.

Upon a unanimous vote of 4-0, Councilmember Taylor was selected to be Mayor Pro Tem.

Councilmember Taylor nominated Councilmember Ficklin for the position of Treasurer.

Upon a motion by Councilmember Taylor, seconded by Councilmember Morgan, Council unanimously approved to close the nominations for Treasurer.

Upon a unanimous vote of 4-0, Councilmember Ficklin was selected to be Treasurer.

Mayor Pizzella, Mayor Pro Tem Taylor, and Councilmember Ficklin read prepared remarks of acceptance and thanks.

Councilmember Morgan welcomed the newly elected Mayor and Councilmembers.

**4. Adjournment.**

Upon a motion by Mayor Pro Tem Taylor, seconded by Councilmember Morgan, Council unanimously approved to adjourn the Special Meeting – Organizational at 04:18 PM, by a vote of 4-0.

Respectfully Submitted,

Shannon Konstantinou  
Village Clerk

*A videotape of this meeting is located on the Village website: [www.vopnc.org](http://www.vopnc.org)*

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*Values: Service, Initiative, Teamwork, and Improvement*



**VILLAGE COUNCIL  
MINUTES FOR WORK SESSION OF DECEMBER 12, 2023  
ASSEMBLY HALL  
395 MAGNOLIA ROAD  
PINEHURST, NORTH CAROLINA  
4:30 PM**

The Pinehurst Village Council held a Work Session Meeting at 05:25 PM, Tuesday, December 12, 2023, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were in attendance in Assembly Hall:

Mr. Patrick Pizzella, Mayor  
Mr. Jeff Morgan, Councilmember  
Ms. Barb Ficklin, Councilmember  
Mr. John Taylor, Councilmember  
Mr. Jeff Sanborn, Village Manager  
Ms. Shannon Konstantinou, Village Clerk  
Ms. Lori Hercules, IT Technician

And approximately 6 attendees, including 3 staff and 1 press.

**1. Call to Order.**

Mayor Pizzella called the Village Council meeting to order.

**2. Discussion of Road Closure Request from USGA / Golf Channel During the 2024 US Open**

Mr. Doug Willardson, Assistant Village Manager, reviewed maps of the proposed road closure areas and event set up locations.

Council, Mr. Sanborn, and Mr. Willardson discussed potential pros and cons to Downtown businesses, support for road closures by some Downtown businesses, the possibility of proposing alternative locations, and the need to do a more thorough survey of Downtown businesses to better gauge support for road closures. It was determined to revisit the discussion at one of the January 2024 Council meetings with greater input from local businesses and the Police Department being gathered along with determining if an agreement outlining coverage of cost for any additional services the road closure would require (shuttles, etc.) would be needed.

**3. Discuss Potential Issues with Native Plants Law Passed by General Assembly**

Mr. Jeff Batton, Assistant Village Manager, and Ms. Janet Farrell, Beautification Committee Chair, provided information on the recently passed Native Plants Law, the impact the law will have on the Village's planting schedule for NCDOT roadways within the Village, expressed concerns over the availability of native plants and the quality of the native plants that are available, the desire for the Beautification Committee to draft a letter for Council to send to the State legislature in Raleigh asking for some compromise or allowance to maintain the current quality and variety of planting schedule used within the Village, potential impact of the Native Plants Law on local businesses such as the Resort, statement gateways to the Village being a big part of the Village's competitive edge for bringing tourist to the area (which will be negatively impacted by the Native Plants Law), and the Village's planting schedule is used to create a utopia effect of entering an oasis within the Sandhills area.

Council, Mr. Batton, and Ms. Farrell discussed whether a letter to the State legislature will have any impact or if a conversation with State representatives would be a better approach, the specifics of who would be responsible for maintaining native plantings in and around the Village, and whether existing areas of non-native plantings could be “grandfathered” in through an agreement with the State to allow continued non-native plantings in these specific areas.

**4. Approval of the 2024 Meeting Schedule**

Upon a motion by Councilmember Morgan, seconded by Councilmember Ficklin, Council unanimously approved the 2024 Council Meeting Schedule by a vote of 4-0.

**5. Determine the 2024 Partners and Collaborators Assignments**

Council and Mr. Sanborn reviewed the 2024 Partners and Collaborators list, and Council unanimously agreed the following assignments would be made with the understanding some adjustments will need to be made once a fifth Councilmember is appointed:

Council Member to Report	Partners & Collaborators
Patrick Pizzella	NCDOT / ** SMPO *
	NC State Government
	Tri-Cities Work Group (SP, Aberdeen, VOP) *
	Moore Co. Economic Development Partnership
	Pinehurst Resort / USGA *
	Moore Co., NC *
	BPAC
Jeff Morgan	Moore Co., NC *
	Moore Co. Schools *
	Central Pines Regional Council **
	FirstHealth
Barb Ficklin	Tri-Cities Work Group (SP, Aberdeen, VOP) *
	Central Pines Regional Council **
	Pinehurst Business Partners *
	Chamber of Commerce
	Beautification Committee
John Taylor	NCDOT / ** SMPO *
	Moore Co. Economic Development Partnership
	Convention and Visitors Bureau

**6. Consider Resolution 23-50 Appointing a Voting Member and a Voting Alternate to the Sandhills Metropolitan Planning Organization (SMPO)**

Upon a motion by Councilmember Morgan, seconded by Mayor Pro Tem Taylor, Council unanimously approved Resolution 23-50 appointing Mayor Pizzella as a Voting Member and Mayor Pro Tem Taylor as a Voting Alternate to the Sandhills Metropolitan Planning Organization by a vote of 4-0.

**7. Consider Resolution 23-51 Appointing a Delegate and an Alternate Delegate to the Central Pines Regional Council**

Upon a motion by Councilmember Morgan, seconded by Mayor Pro Tem Taylor, Council unanimously approved Resolution 23-51 appointing Councilmember Morgan as a Delegate and Councilmember Ficklin as an Alternate Delegate to the Central Pines Regional Council by a vote of 4-0.

**8. Discussion Regarding Litigation Committee**

Council and Mr. Sanborn discussed the intention behind the formation of the Litigation Committee, possibly dissolving the Litigation Committee and addressing any potential conflicts of interest as future cases arise on a case-by-case basis. Council unanimously agreed to dissolve the Litigation Committee and address any future litigation with Council as a whole.

**9. Other Business**

Council and Mr. Sanborn discussed receiving twelve applications for the Council vacancy and deliberated on the process to follow for reviewing the applications and moving forward with interviews. It was determined to attempt scheduling interviews for January 05<sup>th</sup>, 08<sup>th</sup>, or 12<sup>th</sup>, 2024 and to begin reaching out to all Applicants for their availability. Further discussion was held on the appointment process.

Council and Mr. Sanborn, also, discussed possibly holding a Work Session to analyze the information that will be provided at the upcoming Strategic Planning Retreats.

**10. Adjournment.**

Upon a motion by Councilmember Morgan, seconded by Mayor Pro Tem Taylor, Council unanimously approved to adjourn the Work Session at 06:32 PM, by a vote of 4-0.

Respectfully Submitted,

Shannon Konstantinou  
Village Clerk

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**VILLAGE COUNCIL  
MINUTES FOR REGULAR MEETING OF DECEMBER 12, 2023  
ASSEMBLY HALL  
395 MAGNOLIA ROAD  
PINEHURST, NORTH CAROLINA  
4:30 PM**

The Pinehurst Village Council held a Regular Meeting at 04:30 PM, Tuesday, December 12, 2023, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were in attendance in Assembly Hall:

Mr. Patrick Pizzella, Mayor  
Mr. Jeff Morgan, Councilmember  
Ms. Barb Ficklin, Councilmember  
Mr. John Taylor, Mayor Pro Tem  
Mr. Jeff Sanborn, Village Manager  
Ms. Shannon Konstantinou, Village Clerk  
Ms. Lori Hercules, IT Technician

And approximately 19 attendees, including 3 staff and 1 press.

**1. Call to Order.**

Mayor Pizzella called the Village Council meeting to order.

**2. Invocation by Rev. Dr. Ashley Neil Smith and Pledge of Allegiance by Mr. Keifer Welch**

**3. Reports:**

**Village Manager**

- Mr. Jeff Sanborn, Village Manager, reported on the applications received for the Council Vacancy (deadline closed at 05:00 PM on Monday, December 11, 2023), and the vacancies on the Planning & Zoning Board and Historic Preservation Commission.

**Village Council**

- Mayor Pizzella reported on the vacant Council seat, the December 01, 2023 Tree Lighting Ceremony in Downtown and commended Village Staff on the success of the event, the December 04, 2023 Pinehurst No. 6 Community Association meeting, last week's Tri-Cities Working Group meeting, the December 13, 2023 Employee Holiday Luncheon, and wished everyone a happy Holiday season.
- Councilmember Morgan reported on the December 01, 2023 Tree Lighting Ceremony in Downtown and expressed appreciation for the work done by Village Staff for the event, the upcoming January 2024 meeting of the Central Pines Regional Council, and the retirement of Lieutenant Mike Tew from the Pinehurst Police Department and thanked Lieutenant Tew for his many years of service.
- Councilmember Ficklin reported on the December 11, 2023 Village of Pinehurst Strategic Planning

Pre-Retreat, the New Council Onboarding meeting held with Staff recently, and wished everyone a happy Holiday season.

- Mayor Pro Tem Taylor reported on the December 11, 2023 Village of Pinehurst Strategic Planning Pre-Retreat and acknowledged the amount of preparation put into the meeting by Staff.

**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 Village Council Meeting Minutes
- November 14, 2023 Council Regular Meeting Minutes
  - November 14, 2023 Council Work Session Minutes

Mayor Pro Tem Taylor asked that the Quasi-Judicial section of the minutes of the November 14, 2023 Council Regular Meeting be reviewed to see if the use of “PARS” is accurate.

**End of Consent Agenda.**

Upon a motion by Councilmember Morgan, seconded by Mayor Pro Tem Taylor, Council unanimously approved the Consent agenda by a vote of 4-0.

**5. Discuss and Consider Awarding FY24 Resurfacing Contract to Fred Smith Company.**

Mr. Mike Apke, Public Services Director, provided background information on the resurfacing projects the Village does every year, the process for selecting which projects are completed each year, the Village’s consideration of the Page Road resurfacing project being driven by the recently adopted Pinehurst South Small Area Plans (despite Page Road not being owned by the Village), the Village’s past experience with the Fred Smith Company, the Powell Bill Funds available for FY2024 resurfacing projects, and Staff’s recommendation for approval of the contract.

Council, Mr. Sanborn, and Mr. Apke discussed the length of Page Road, supplemental funds added to the Powell Bill Funds by the Village, the possibility of receiving lower bids if a petition for new bids is done, how a bid is structured, and work on Page Road being contingent on contributions from adjacent property owners.

Upon a motion by Councilmember Ficklin, seconded by Councilmember Morgan, Council unanimously approved the FY24 Resurfacing Contract with Fred Smith Company (FSC) and authorized the Mayor or his designee to execute the contract, and further authorized the Village Manager to execute change orders and add additional quantities at the original unit pricing with the overall amount not to exceed \$1,190,928.87 (the total amount remaining in the Powell Bill fund) by a vote of 4-0.

**6. Discuss Dedication of Winston Pines Drive and Associated Right-of-Way to the Village of Pinehurst.**

Mr. Sanborn and Mr. Apke provided background information on the request to dedicate Winston Pines Drive and the associated right-of-way to the Village, the makeup of the Winston Pines subdivision, the length of Winston Pines Drive, the design of the street conforming with the agreed upon plans, and Staff’s recommendation to accept the dedication.

Council, Mr. Sanborn, and Mr. Apke discussed the use of the term “dedications” being standard legal language and the Village having accepted previous dedications of roadways.

**7. Consider Ordinance 23-19 An Ordinance Accepting Petition for Dedication of Streets Within the Village of Pinehurst and Amending Chapter 7, Schedule II and Schedule IV of the Pinehurst Municipal Code as it Pertains to Regulating Traffic on these Streets Within the Village of Pinehurst, North Carolina.**

Upon a motion by Councilmember Morgan, seconded by Mayor Pro Tem Taylor, Council unanimously

approved Ordinance 23-19 Accepting Petition for Dedication of Streets Within the Village of Pinehurst and Amending Chapter 7, Schedule II and Schedule IV of the Pinehurst Municipal Code as it Pertains to Regulating Traffic on these Streets Within the Village of Pinehurst, North Carolina by a vote of 4-0.

**8. Discuss a Qualification Based Selection (QBS) Exemption for Traffic Intersection Studies.**

*Under NC General Statutes (143-64.31), the procurement of engineering services must be qualification based as opposed to the lowest bidder. The requirement for Qualification Based Selection can be overridden by Council when they believe it's in the public's best interest to contract with a specific firm.*

Mr. Sanborn provided historical information on traffic studies done within the Village and the intention behind the request for an exemption.

Mr. Jeff Batton, Assistant Village Manager, and Mr. Alex Cameron, Planning and Inspections Director, provided background on the request for exemption, the Village's past experience with CMS Engineering, and areas of the Village where traffic studies will be performed.

Council, Mr. Sanborn, Mr. Batton, and Mr. Cameron clarified the exemption is not related to the professional qualifications or abilities of CMS Engineering, discussed the timeline for completion of the traffic study, and reviewed how traffic studies are structured and the data gathered is used by the Village.

**9. Consider Resolution 23-52 to Exempt CMS Engineering from Qualification Based Selection Process to Conduct Annual Intersection Studies.**

Upon a motion by Mayor Pro Tem Taylor, seconded by Councilmember Morgan, Council unanimously approved Resolution 23-52 to Exempt CMS Engineering from Qualification Based Selection Process to Conduct Annual Intersection Studies by a vote of 4-0.

**10. Other Business.**

None

**11. Comments from Attendees.**

None

**12. Motion to Adjourn**

Upon a motion by Mayor Pro Tem Taylor, seconded by Councilmember Morgan, Council unanimously approved to adjourn the regular meeting by a vote of 4-0 at 05:17 PM.

Respectfully Submitted,

Shannon Konstantinou  
Village Clerk

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# Village of Pinehurst

## Proposed FY 2025-2029 Initiative Action Plans

Proposed FY 2025-2029 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	FY25	FY26	FY 27	FY 28	FY 29
Customer	Safeguard the community	Deliver effective fire and rescue services <i>AOF</i>	Design, build, staff, and equip Fire Station 93 <i>(Design only in FY28)</i>				X	
		Deliver effective police services						
	Support high-quality neighborhoods, development, and appearance	Ensure codes and ordinances protect the character of Village neighborhoods <i>AOF</i>	Comprehensive update the Pinehurst Development Ordinance	X	X			
		Enforce codes and ordinances to protect the character of Village neighborhoods						
		Maintain and enhance the appearance of public spaces						
	Support a thriving business community	Support the downtown business community	Relocation of the Public Services Complex to allow for redevelopment of Village Place. (6.5)	X		X	X	
		Support businesses in business districts outside of the Village Center						
	Support and promote transportation mobility and connectivity	Provide a safe and effective multi-modal transportation system <i>AOF</i>	Develop and Implement a Consolidated Multi-Modal Transportation Plan		X	X	X	X
		Maintain high-quality streets						
	Preserve the quality of the environment	Manage stormwater systems						
		Provide effective and efficient solid waste collection services						
		Conserve natural resources						
	Promote active living and cultural opportunities	Provide recreation programs and facilities	Retrofit Current Athletic Fields with Synthetic Turf	X			X	
		Provide cultural events and opportunities						
		Provide library and archive services	Expand and Renovate Given Memorial Library/Tufts Archives	X	X	X	X	
Internal	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						
Workforc	Attract and retain an engaged workforce	Provide a supportive and rewarding work environment						
Financial	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 COUNCIL  
MINUTES FOR FY 2025 STRATEGIC PLANNING PRE-RETREAT  
DECEMBER 11, 2023  
ASSEMBLY HALL  
395 MAGNOLIA ROAD  
PINEHURST, NORTH CAROLINA  
8:30 AM – 5:00 PM**

The Pinehurst Village Council held the FY 2025 Strategic Planning Pre-Retreat on Monday, December 11, 2023, in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Mr. Patrick Pizzella, Mayor	Mr. Carlton Cole, Fire Chief
Mr. Jeff Morgan, Councilmember	Mr. Mike Apke, Director of Public Services
Ms. Barb Ficklin, Councilmember	Ms. Angie Whisnant, Director of Parks & Recreation
Mr. John Taylor, Councilmember	Mr. Glen Webb, Police Chief
Mr. Jeffrey M. Sanborn, Village Manager	Ms. Angela Kantor, Director of Human Resources
Mr. Jeffrey Batton, Assistant Village Manager	Mr. Alex Cameron, Planning & Inspections Director
Mr. Doug Willardson, Assistant Village Manager	Ms. Shannon Konstantinou, Village Clerk
Mr. Matthew McKirahan, Organizational Performance Director	
Ms. Dana Van Nostrand, Director of Financial Services	
Ms. Audrey Moriarty, Library Services and Archives Director	

And approximately 1 attendee.

**1. Call to Order**

**2. FY 2025 Strategic Planning Pre-Retreat**

Mayor Pizzella welcomed everyone to the meeting.

A brief review of the FY 2024 Strategic Operating Plan documents was done.

Council and Staff reviewed and discussed preliminary draft documents for the development of the FY 2025 Strategic Operating Plan in preparation for the upcoming Strategic Planning Retreats to be held on December 15, 2023, and December 18, 2023.

**3. Adjournment.**

Council unanimously adjourned the FY 2025 Strategic Planning Pre-Retreat at 4:34 p.m.

Respectfully submitted,

Shannon Konstantinou  
Village Clerk

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# FY 2025 Balanced Scorecard

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

Customer Perspective					
Goal 1: Safeguard the Community					
Strategic Objective How we will...	KPI Description How do we know...	Actual FY 23	Est FY 24	ST Proj FY 25	LT Proj FY 29
Deliver effective fire and rescue services <small>AOF</small>	% of residents satisfied with fire services	100%	99%	99%	99%
	% of residents satisfied with how quickly fire personnel respond to emergencies	99%	99%	99%	99%
	Five-year rolling average of property value saved, as a percentage of property value at risk in fires	99%	99%	99%	99%
	90 <sup>th</sup> Percentile response time for first unit arrival	9:37	9:52	10:03	10:47
Deliver effective police services	% of residents whose overall feeling of safety in the Village is good or excellent	96%	96%	96%	96%
	% of residents satisfied with police services	98%	98%	98%	98%
	Crime rate per 1,000 residents	37	35	35	35

Customer Perspective					
Goal 2: Support high-quality neighborhoods, development, and appearance					
Strategic Objective How we will...	KPI Description How do we know...	Actual FY 23	Est FY 24	ST Proj FY 25	LT Proj FY 29
Ensure codes and ordinances protect the character of Village Neighborhoods <small>AOF</small>	% of residents satisfied with the quality of new residential development	81%	80%	80%	80%
	% of residents satisfied with the quality of new commercial development	80%	82%	83%	85%
	% of residents satisfied with Village efforts to maintain the quality of their neighborhoods	84%	90%	90%	90%
Enforce codes and ordinances to protect the character of Village neighborhoods	% of residents satisfied with the enforcement of Village codes and ordinances	83%	85%	87%	89%
Maintain and enhance the appearance of public spaces	% of residents who rate the overall appearance of public spaces across the Village as good or excellent	92%	93%	93%	93%

# FY 2025 Balanced Scorecard

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

Customer Perspective					
Goal 3: Support a thriving business community					
Strategic Objective How we will...	KPI Description How do we know...	Actual FY 23	Est FY 24	ST Proj FY 25	LT Proj FY 29
Support the downtown business community	% of downtown businesses satisfied with the overall quality of Village services	83%	84%	86%	86%
	% of downtown businesses likely to recommend the Village as a business location	85%	87%	87%	87%
Support businesses in business districts outside of the Village Center	% of businesses outside of the Village Center satisfied with the overall quality of Village services	93%	94%	94%	94%
	% of businesses outside of the Village Center likely to recommend the Village as a business location	88%	90%	90%	90%

Customer Perspective					
Goal 4: Support and promote transportation mobility and connectivity					
Strategic Objective How we will...	KPI Description How do we know...	Actual FY 23	Est FY 24	ST Proj FY 25	LT Proj FY 29
Provide a safe and effective multi-modal transportation system <small>AOE</small>	% of residents satisfied with the availability of walkways in their neighborhood	63%	69%	70%	73%
	% of residents satisfied with the availability of greenway/walking trails across the Village	91%	92%	92%	92%
	# of collisions per 1,000 residents	40	37.5	38	39
	Average % of resident satisfaction with traffic-related questions in the annual Community Survey	66%	67%	66%	62%
Maintain high-quality streets	% of residents satisfied with the adequacy of street lighting	65%	69%	70%	71%
	% of residents satisfied with street and right of way maintenance	88%	89%	89%	89%

Customer Perspective					
Goal 5: Preserve the quality of the environment					
Strategic Objective How we will...	KPI Description How do we know...	Actual FY 23	Est FY 24	ST Proj FY 25	LT Proj FY 29
Manage stormwater systems	% of residents satisfied with the quality of stormwater management	83%	85%	85%	87%
Provide effective and efficient solid waste collection services	% of residents satisfied with solid waste services	97%	96%	96%	96%
Conserve natural resources	% of residents satisfied with promotion of natural resource conservation	90%	90%	90%	90%

# FY 2025 Balanced Scorecard

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

Customer Perspective					
Goal 6: Promote active living and cultural opportunities					
Strategic Objective How we will...	KPI Description How do we know...	Actual FY 23	Est FY 24	ST Proj FY 25	LT Proj FY 29
Provide recreation programs and facilities	% of residents satisfied with P&R programs	98%	98%	98%	98%
	% of residents satisfied with P&R facilities	97%	97%	97%	97%
Provide cultural events and opportunities	% of residents satisfied with Village sponsored cultural arts events	96%	96%	96%	96%
Provide library and archive services	% of residents satisfied with Given Memorial Library services	91%	94%	90%	97%
	% of residents satisfied with the Tufts Archives	98%	98%	98%	98%

Internal Perspective					
Goal 7: Professionally manage a high-performing organization					
Strategic Objective How we will...	KPI Description How do we know...	Actual FY 23	Est FY 24	ST Proj FY 25	LT Proj FY 29
Communicate with and engage the community	% of residents satisfied with Village communications	95%	95%	95%	95%
	% of residents satisfied with the level of public involvement in local decisions	83%	86%	86%	86%
Provide a high level of customer service	% of residents satisfied with customer service provided by VOP staff	98%	98%	98%	98%
Continuously improve and innovate	% of residents satisfied with the value received for taxes paid	93%	94%	94%	94%
Maintain Village assets	% of depreciable life remaining on capital assets	45%	45%	50%	49%

Workforce Perspective					
Goal 8: Attract and retain an engaged workforce					
Strategic Objective How we will...	KPI Description How do we know...	Actual FY 23	Est FY 24	ST Proj FY 25	LT Proj FY 29
Provide a supportive and rewarding work environment	% of employees who agree that overall they like their job	95%	96%	96%	96%
	% of volunteers who agree that overall they like their role	96%	97%	97%	97%

Financial Perspective					
Goal 9: Maintain a Healthy Financial Condition					
Strategic Objective How we will...	KPI Description How do we know...	Actual FY 23	Est FY 24	ST Proj FY 25	LT Proj FY 29
Meet or exceed established financial targets	Total General Fund fund balance as a % of actual expenditures*	83%	69%	40%	30%
	General Fund operating margin*	83%	82%	84%	91%
	General Fund debt service ratio*	0.66%	0.6%	0.4%	3.8%



**VILLAGE COUNCIL  
MINUTES FOR FY 2025 STRATEGIC PLANNING RETREAT (DAY 2)  
DECEMBER 18, 2023  
ASSEMBLY HALL  
395 MAGNOLIA ROAD  
PINEHURST, NORTH CAROLINA  
8:30 AM – 5:00 PM**

The Pinehurst Village Council held the FY 2025 Strategic Planning Retreat (Day 2) on Monday, December 18, 2023, in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Mr. Patrick Pizzella, Mayor	Mr. Carlton Cole, Fire Chief
Mr. Jeff Morgan, Councilmember	Mr. Mike Apke, Director of Public Services
Ms. Barb Ficklin, Councilmember	Ms. Angie Whisnant, Director of Parks & Recreation
Mr. John Taylor, Councilmember	Mr. Glen Webb, Police Chief
Mr. Jeffrey M. Sanborn, Village Manager	Ms. Angela Kantor, Director of Human Resources
Mr. Jeffrey Batton, Assistant Village Manager	Mr. Alex Cameron, Planning & Inspections Director
Mr. Doug Willardson, Assistant Village Manager	Ms. Shannon Konstantinou, Village Clerk
Mr. Matthew McKirahan, Organizational Performance Director	
Ms. Dana Van Nostrand, Director of Financial Services	
Ms. Audrey Moriarty, Library Services and Archives Director	

Approximately 2 audience members in attendance.

**1. Call to Order**

**2. FY 2025 Strategic Planning Retreat (Day 2)**

Council and Staff reviewed and discussed draft documents for the development of the FY 2025 Strategic Operating Plan.

No action was taken. Council and Staff agreed to revisions of the draft documents in preparation for presentation to Council at a January 2024 Regular Meeting.

**3. Adjournment.**

Council unanimously adjourned the FY 2025 Strategic Planning Retreat (Day 2) at 12:20 PM.

Respectfully submitted,

Shannon Konstantinou  
Village Clerk

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**VILLAGE COUNCIL  
MINUTES FOR FY 2025 STRATEGIC PLANNING RETREAT (DAY 1)  
DECEMBER 15, 2023  
ASSEMBLY HALL  
395 MAGNOLIA ROAD  
PINEHURST, NORTH CAROLINA  
8:30 AM – 5:00 PM**

The Pinehurst Village Council held the FY 2025 Strategic Planning Retreat (Day 1) on Friday, December 15, 2023, in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Mr. Patrick Pizzella, Mayor	Mr. Carlton Cole, Fire Chief
Mr. Jeff Morgan, Councilmember	Mr. Mike Apke, Director of Public Services
Ms. Barb Ficklin, Councilmember	Ms. Angie Whisnant, Director of Parks & Recreation
Mr. John Taylor, Councilmember	Mr. Glen Webb, Police Chief
Mr. Jeffrey M. Sanborn, Village Manager	Ms. Angela Kantor, Director of Human Resources
Mr. Jeffrey Batton, Assistant Village Manager	Mr. Alex Cameron, Planning & Inspections Director
Mr. Doug Willardson, Assistant Village Manager	Ms. Shannon Konstantinou, Village Clerk
Mr. Matthew McKirahan, Organizational Performance Director	
Ms. Dana Van Nostrand, Director of Financial Services	
Ms. Audrey Moriarty, Library Services and Archives Director	

Approximately 5 audience members in attendance.

**1. Call to Order**

**2. FY 2025 Strategic Planning Retreat (Day 1)**

Council and Staff reviewed and discussed draft documents for the development of the FY 2025 Strategic Operating Plan.

No action was taken. Further review and discussion will be conducted at the second day of the Strategic Planning Retreat to be held on December 18, 2023.

**3. Adjournment.**

Council unanimously adjourned the FY 2025 Strategic Planning Retreat (Day1) at 4:21 p.m.

Respectfully submitted,

Shannon Konstantinou  
Village Clerk

*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*

**ORDINANCE #24-02:**

**AN ORDINANCE AMENDING ORDINANCE #23-14 APPROPRIATING FUNDS FOR OPERATIONS OF THE VILLAGE OF PINEHURST FOR FISCAL YEAR 2024, REGARDING REVENUES AND EXPENDITURES OF THE GENERAL FUND FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA (SUBSCRIPTION-BASED INFORMATION TECHNOLOGY ARRANGEMENTS REPORTING REQUIREMENTS UNDER GASB STATEMENT NO. 96)**

**THAT WHEREAS**, the Governmental Accounting Standards Board (GASB) released Statement No. 96 entitled *Subscription-Based Information Technology Arrangements* which was adopted in the fiscal year beginning July 1, 2022 (FY 2023); and

**WHEREAS**, Ordinance 23-17, adopted on July 11, 2023, amended the FY 2024 General Fund budget appropriations based on the subscription-based information technology arrangements (SBITAs) known at the time; and

**WHEREAS**, an amendment is needed to appropriate funds in the General Fund for additional SBITAs that were not included in Ordinance 23-17;

**NOW, THEREFORE, BE IT RESOLVED** by the Village Council of the Village of Pinehurst, North Carolina, in the Special Meeting assembled this 16<sup>th</sup> day of January, 2024, as follows:

**SECTION 1.** To amend the FY 2024 General Fund budget revenues and expenditures, the revenue and expenditure accounts are to be changed as follows:

<u>Account No.</u>	<u>Account Name</u>	<u>Debit</u>	<u>Credit</u>
10-00-220-7900	Capital Outlay: Subscription Asset – Administration	\$ 40,370	
10-30-510-7900	Capital Outlay: Subscription Asset – Solid Waste	13,340	
10-10-310-7900	Capital Outlay: Subscription Asset – Police		\$ 170
10-00-190-3903	Other Financing Source: Subscription Liabilities Issued		200,050
10-60-910-8084	Principal - Subscription Asset	148,570	
10-60-910-8085	Interest - Subscription Asset	290	
10-30-510-5911	IT Charges – Solid Waste		2,350
10-00-980-3560	Charges to Other Departments – IT	2,350	
10-00-980-5901	R&M: Furniture & Equipment – IT		2,350
	<b>TOTAL</b>	<u>\$ 204,920</u>	<u>\$ 204,920</u>

**SECTION 2.** Copies of this budget amendment shall be furnished to the Village Clerk, Village Manager, and Financial Services Director for their direction and implementation.

**THIS ORDINANCE** passed and adopted this 16<sup>th</sup> day of January, 2024.

VILLAGE OF PINEHURST  
VILLAGE COUNCIL

(Municipal Seal)

By: \_\_\_\_\_  
Patrick Pizzella, Mayor

Attest:

Approved as to Form:

\_\_\_\_\_  
Shannon Konstantinou, Village Clerk

\_\_\_\_\_  
Michael J. Newman, Village Attorney

**RESOLUTION #24-04:**

**A RESOLUTION REGARDING A RE-APPOINTMENT TO THE PINEHURST PLANNING & ZONING BOARD AND BOARD OF ADJUSTMENT.**

**THAT WHEREAS**, the Village of Pinehurst has established a Planning & Zoning Board and a Board of Adjustment as required by its Development Ordinance and authorized by North Carolina General Statutes 160D-301 and 160D-302; and

**WHEREAS**, on the 13<sup>th</sup> day of March, 2012, the Pinehurst Village Council adopted Ordinance #12-10 to amend Chapter 31 of the Pinehurst Municipal Code to combine the Planning & Zoning Board and the Board of Adjustment; and

**WHEREAS**, the term of Mr. Matt Jones will expire on January 31<sup>st</sup>, 2024; and

**WHEREAS**, Mr. Jones and the Village Council of Pinehurst are desirous of his continuing to serve as a member of the Planning & Zoning Board and the Board of Adjustment for an additional term; and

**NOW, THEREFORE, BE IT RESOLVED** by the Village Council of the Village of Pinehurst, North Carolina in a Special Meeting assembled this 16<sup>th</sup> day of January, 2024 as follows:

**SECTION 1.** That the following appointment is hereby made to the Planning & Zoning Board and the Board of Adjustment for the term indicated:

Mr. Matt Jones is re-appointed as a member of the Planning & Zoning Board and the Board of Adjustment effective February 01, 2024, to serve at the pleasure of the Council until the end of his term on January 31, 2026.

**SECTION 2.** That this appointee shall continue serving until a replacement is appointed and qualified.

**THIS RESOLUTION** passed and adopted this 16<sup>th</sup> day of January, 2024.

VILLAGE OF PINEHURST  
VILLAGE COUNCIL

(Municipal Seal)

By: \_\_\_\_\_  
Patrick Pizzella, Mayor

Attest:

Approved as to Form:

\_\_\_\_\_  
Shannon Konstantinou, Village Clerk

\_\_\_\_\_  
Michael J. Newman, Village Attorney

**RESOLUTION #24-05:**

**A RESOLUTION APPOINTING THE NEIGHBORHOOD ADVISORY COMMITTEE REPRESENTATIVE FOR THE LINDEN ROAD WEST AREA.**

**WHEREAS**, the Village of Pinehurst established a Neighborhood Advisory Committee (NAC) in 2008; and

**WHEREAS**, the Village of Pinehurst officially reorganized the Neighborhood Advisory Committee (NAC) under the leadership of the Village Council of the Village of Pinehurst on the 11<sup>th</sup> day of April 2023; and

**WHEREAS**, Mr. Patrick Corso resigned as the Linden Road West representative in November of 2023, and there is a need to fill this vacancy on the Neighborhood Advisory Committee to represent the Linden Road West designated area; and

**WHEREAS**, Mr. Terry Lurtz and the Village Council of Pinehurst are desirous of Mr. Lurtz serving as a representative of the Linden Road West area on the Neighborhood Advisory Committee.

**NOW, THEREFORE, BE IT RESOLVED** by the Village Council of the Village of Pinehurst, North Carolina in a Special Meeting assembled this 16<sup>th</sup> day of January 2024 as follows:

**SECTION 1.** That the following appointment is hereby made to the Neighborhood Advisory Committee for the term indicated:

Mr. Terry Lurtz is appointed as a representative of the Linden Road West area on the Neighborhood Advisory Committee, effective January 16, 2024, said term to expire June 30<sup>th</sup>, 2026.

**THIS RESOLUTION** passed and adopted this the 16<sup>th</sup> day of January 2024.

(Municipal Seal)

VILLAGE OF PINEHURST  
VILLAGE COUNCIL

By: \_\_\_\_\_  
Patrick Pizzella, Mayor

Attest:

Approved as to Form:

\_\_\_\_\_  
Shannon Konstantinou, Village Clerk

\_\_\_\_\_  
Michael J. Newman, Village Attorney