



**Village Council  
Agenda for Work Session of April 14, 2026  
Assembly Hall  
395 Magnolia Road, Pinehurst, NC 28374  
Pinehurst, North Carolina  
4:30 PM**

1. Call to Order
2. General Business
  - A. Introduction and Overview of the Proposed FY2026–27 Budget
  - B. Consideration of Funding Request from Sandhills Women's Exchange for Historical Preservation Purposes
  - C. Discussion on the Draft Community Survey
  - D. Discussion of Permit Compliance and Unpermitted Work Enforcement Practices
3. 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.



**Introduction and Overview of the Proposed FY2026–27 Budget  
ADDITIONAL AGENDA DETAILS:**

**FROM:** Doug Willardson, Village Manager  
**CC:** Village Council;  
**DATE OF MEMO:** 04/07/2026

**MEMO DETAILS**

**ATTACHMENTS**

1. Budget Memo for Packet
2. GF Rev Exp 2026-2027

## **Introduction of the Proposed FY2026–27 Budget**

The purpose of this agenda item is to formally introduce the proposed Fiscal Year 2026–27 budget for the Village of Pinehurst. The proposed budget reflects a continued focus on maintaining high-quality services, investing in core infrastructure, and ensuring long-term financial sustainability.

The proposed FY27 General Fund budget totals approximately \$33.0 million, representing a decrease from the FY26 amended budget. This reduction is primarily driven by scaling back capital expenditures and reducing reliance on fund balance, not by reductions to core services. The budget includes approximately \$29.2 million in ongoing revenues and \$3.8 million in fund balance appropriations, primarily to support major capital investments such as the library project.

Revenue assumptions remain conservative. The budget reflects modest growth in the tax base of approximately 0.9%, continued strength in sales tax revenues, and stable property tax revenues at approximately \$13.9 million.

The proposed budget assumes maintaining the current tax rate. Staff recommends no change at this time. While there is always a temptation to reduce the rate, doing so would either require using fund balance to temporarily “buy down” the rate or making ongoing service reductions. A half-cent reduction would save the average homeowner a relatively small amount annually, but would create a structural gap that would need to be addressed in future years, likely requiring a more significant increase. Maintaining the current rate provides stability and better positions the Village for known future costs, including staffing and operating expenses associated with the new library and archives.

On the expenditure side, the budget continues to prioritize core service delivery, with a particular emphasis on public safety, infrastructure, and quality-of-life services. Personnel costs remain the largest driver of expenditures and include a 2% merit increase, a 2.6% cost-of-living adjustment, and a projected 10% increase in health insurance premiums. The budget also includes three new positions: a police officer, a parks/grounds employee, and a library position, all of which support service demands and future operational needs.

From a departmental perspective, several key themes are reflected in the proposed budget.

Public safety continues to represent the largest share of the budget and includes targeted investments in equipment and technology, including license plate readers, a rescue impact tool, and replacement police vehicles. These investments are intended to maintain service levels and support ongoing operational effectiveness.

Transportation and Public Services expenditures decrease from the prior year due to a reduction in one-time capital projects, but still include significant investment in pedestrian infrastructure, stormwater improvements, and roadway maintenance. This reflects a return to more typical annual capital levels following an elevated FY26 program.

Environmental protection and solid waste operations include increased fuel costs, facility maintenance needs, and the purchase of two garbage trucks, which is higher than a typical replacement cycle. These costs are partially offset by reductions elsewhere to maintain overall budget balance.

Economic and physical development expenditures remain relatively stable, with targeted investments such as trail bridge repairs, technology improvements, and modest facility enhancements that support ongoing community development and maintenance of Village assets.

Cultural and recreational services continue to represent a significant portion of the budget and include funding to support parks, programs, and facilities. Capital investments in this area include improvements to amenities and infrastructure that support active living and community engagement.

Across all departments, staff worked to reduce initial budget requests by approximately \$1 million to align with available revenues and maintain financial discipline.

The proposed budget includes approximately \$3.4 million in capital expenditures, with major items including pedestrian improvements, stormwater projects, solid waste equipment, police vehicles, and facility-related improvements.

The Village's financial position remains strong. The projected ending fund balance is approximately \$16.6 million, or roughly 50% of expenditures, which provides a significant cushion for future capital needs and economic uncertainty.

Looking ahead, the five-year financial forecast maintains key financial targets, including fund balance levels above 30% and stable operating margins. While no tax rate change is proposed for FY27, the forecast anticipates a potential increase in FY28 to support the opening and staffing of the new library and archives and to account for ongoing inflationary pressures.

Overall, the proposed FY27 budget reflects a balanced approach. It maintains service levels, continues strategic investments in infrastructure and facilities, and preserves the Village's strong financial position, while recognizing that future years will require continued discipline as operating costs increase.

The budget is being presented for initial review and discussion. Staff will incorporate Council feedback and return with any necessary revisions prior to the public hearing and formal adoption.

**Village of Pinehurst  
General Fund Budget Summary  
Budget for the Fiscal Year Ended June 30, 2027**

	06/30/25 Actual	06/30/26 Budget	Estimate For FYE 06/30/26	Dept Head Request for 06/30/27	Increase (Decrease) Made	Recommended Request for 06/30/27
<b>Revenues</b>						
Ad Valorem Taxes - R&P	\$ 13,564,482	\$ 13,775,000	\$ 13,789,600	\$ 13,900,000	\$ -	\$ 13,900,000
Other Taxes & Licenses	5,120	5,000	5,000	5,000	-	5,000
Unrestr. Intergov't Revenue	9,387,924	9,583,700	9,655,000	9,931,000	-	9,931,000
Restr. Intergov't Revenue	756,552	1,005,800	1,005,892	1,207,700	-	1,207,700
Permits	709,052	535,000	535,000	515,000	-	515,000
Fees	622,948	601,800	609,935	613,500	19,000	632,500
Sales and Services	955,272	924,830	948,500	987,750	-	987,750
Assessments	-	-	-	-	-	-
Other Revenues	529,607	482,200	508,279	451,310	-	451,310
Interest	1,152,387	853,000	856,100	634,800	-	634,800
Other Financing Sources	227,925	1,083,000	1,083,000	854,400	34,700	889,100
Fund Balance Appropriations	-	5,951,173	-	4,941,240	(1,107,060)	3,834,180
<b>Total Revenues, Other Financing Sources, and Fund Balance Appropriations</b>	<b>\$ 27,911,269</b>	<b>\$ 34,800,503</b>	<b>\$ 28,996,306</b>	<b>\$ 34,041,700</b>	<b>\$ (1,053,360)</b>	<b>\$ 32,988,340</b>
<b>Expenditures</b>						
Governing Body	121,637	162,580	161,600	161,800	-	161,800
Administration	1,497,468	1,675,239	1,529,984	1,740,133	35,770	1,775,903
Finance	952,202	1,004,811	983,041	993,170	(5,300)	987,870
Human Resources	632,571	687,133	668,753	850,880	1,700	852,580
Police	4,274,693	5,071,066	4,978,863	5,873,297	(268,380)	5,604,917
Fire	4,163,348	4,776,945	4,687,727	6,463,621	(194,510)	6,269,111
Planning	1,116,082	1,296,132	1,264,209	1,151,730	(1,590)	1,150,140
Inspections	433,334	489,681	488,822	548,040	(1,790)	546,250
Public Services Administration	650,124	1,355,944	1,329,155	951,751	(17,040)	934,711
Streets & Grounds	2,389,948	5,964,819	5,901,115	3,802,280	(581,360)	3,220,920
Powell Bill	1,358,659	1,500,100	1,500,100	1,500,200	-	1,500,200
Community Development	-	-	-	-	-	-
Solid Waste	2,653,178	3,473,017	3,391,281	3,052,110	(9,500)	3,042,610
Recreation	4,202,061	2,878,064	2,785,271	3,057,838	(7,220)	3,050,618
Library	523,725	650,069	592,106	682,294	1,800	684,094
Harness Track	791,529	1,056,999	1,045,465	1,156,328	(1,110)	1,155,218
Fair Barn	499,814	550,854	497,769	656,528	(12,830)	643,698
Contingency	-	-	-	-	-	-
Debt Service	201,184	297,050	292,900	487,700	8,000	495,700
Other Financing Uses	2,800,000	1,910,000	1,910,000	912,000	-	912,000
<b>Total Expenditures</b>	<b>\$ 29,261,557</b>	<b>\$ 34,800,503</b>	<b>\$ 34,008,161</b>	<b>\$ 34,041,700</b>	<b>\$ (1,053,360)</b>	<b>\$ 32,988,340</b>
<b>Revenues Over (Under) Expenditures</b>	<b>\$ (1,350,288)</b>	<b>\$ -</b>	<b>\$ (5,011,855)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	<b>06/30/25 Actual</b>	<b>06/30/26 Budget</b>	<b>Estimate For FYE 06/30/26</b>	<b>Dept Head Request for 06/30/27</b>	<b>Increase (Decrease) Made</b>	<b>Recommended Request for 06/30/27</b>
<b>Expenditures by Type</b>						
Salaries and Benefits	\$ 14,666,856	\$ 16,894,300	\$ 16,478,860	\$ 18,494,300	\$ (242,500)	\$ 18,251,800
Operating Expenditures	7,426,647	8,737,570	8,387,556	9,189,500	(154,660)	9,034,840
Capital Outlay	4,166,870	6,961,583	6,938,845	4,958,200	(664,200)	4,294,000
Debt Service	201,184	297,050	292,900	487,700	8,000	495,700
Other Financing Uses	2,800,000	1,910,000	1,910,000	912,000	-	912,000
<b>Total Expenditures</b>	<b>\$ 29,261,557</b>	<b>\$ 34,800,503</b>	<b>\$ 34,008,161</b>	<b>\$ 34,041,700</b>	<b>\$ (1,053,360)</b>	<b>\$ 32,988,340</b>
<b>% of Expenditures (Excluding Other Financing Uses)</b>						
Salaries and Wages	55%	51%	51%	56%	23%	57%
Operating Expenditures	28%	27%	26%	28%	15%	28%
Capital Outlay	16%	21%	22%	15%	63%	13%
Debt Service	1%	1%	1%	1%	-1%	2%
<b>Total Expenditures</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Expenditures by Function</b>						
<b>General Government</b>						
Salaries and Benefits	\$ 1,832,426	\$ 1,978,600	\$ 1,875,600	\$ 1,994,200	\$ 900	\$ 1,995,100
Operating Expenditures	1,204,535	1,444,673	1,361,073	1,580,080	38,770	1,618,850
Capital Outlay	166,917	106,490	106,705	171,703	(7,500)	164,203
<b>Total</b>	<b>3,203,878</b>	<b>3,529,763</b>	<b>3,343,378</b>	<b>3,745,983</b>	<b>32,170</b>	<b>3,778,153</b>
<b>Public Safety</b>						
Salaries and Benefits	6,668,050	7,712,500	7,605,260	8,953,300	(243,400)	8,709,900
Operating Expenditures	1,560,762	1,978,146	1,903,303	2,146,340	(139,280)	2,007,060
Capital Outlay	642,563	647,046	646,849	1,785,318	(82,000)	1,703,318
<b>Total</b>	<b>8,871,375</b>	<b>10,337,692</b>	<b>10,155,412</b>	<b>12,884,958</b>	<b>(464,680)</b>	<b>12,420,278</b>
<b>Transportation</b>						
Salaries and Benefits	1,385,230	1,684,200	1,663,800	1,813,300	-	1,813,300
Operating Expenditures	2,180,088	2,520,043	2,449,442	2,569,680	(15,700)	2,553,980
Capital Outlay	833,413	4,616,620	4,617,128	1,871,251	(582,700)	1,288,551
<b>Total</b>	<b>4,398,731</b>	<b>8,820,863</b>	<b>8,730,370</b>	<b>6,254,231</b>	<b>(598,400)</b>	<b>5,655,831</b>
<b>Environmental Protection</b>						
Salaries and Benefits	767,429	859,000	852,300	907,700	-	907,700
Operating Expenditures	1,577,948	1,772,330	1,701,880	1,858,140	(9,500)	1,848,640
Capital Outlay	307,801	841,687	837,101	286,270	-	286,270
<b>Total</b>	<b>2,653,178</b>	<b>3,473,017</b>	<b>3,391,281</b>	<b>3,052,110</b>	<b>(9,500)</b>	<b>3,042,610</b>
<b>Economic &amp; Physical Development</b>						
Salaries and Benefits	753,589	854,300	834,400	879,700	-	879,700
Operating Expenditures	346,839	382,816	371,026	272,010	(1,590)	270,420
Capital Outlay	15,654	59,016	58,783	20	-	20
<b>Total</b>	<b>1,116,082</b>	<b>1,296,132</b>	<b>1,264,209</b>	<b>1,151,730</b>	<b>(1,590)</b>	<b>1,150,140</b>
<b>Cultural &amp; Recreation</b>						
Salaries and Benefits	1,611,872	1,865,900	1,772,200	1,934,300	-	1,934,300
Operating Expenditures	2,204,735	2,579,362	2,476,132	2,775,050	(27,360)	2,747,690
Capital Outlay	2,200,522	690,724	672,279	843,638	8,000	851,638
<b>Total</b>	<b>6,017,129</b>	<b>5,135,986</b>	<b>4,920,611</b>	<b>5,552,988</b>	<b>(19,360)</b>	<b>5,533,628</b>
<b>Debt Service</b>	<b>201,184</b>	<b>297,050</b>	<b>292,900</b>	<b>487,700</b>	<b>8,000</b>	<b>495,700</b>
<b>Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Financing Uses</b>	<b>2,800,000</b>	<b>1,910,000</b>	<b>1,910,000</b>	<b>912,000</b>	<b>-</b>	<b>912,000</b>
	<b>29,261,557</b>	<b>34,800,503</b>	<b>34,008,161</b>	<b>34,041,700</b>	<b>(1,053,360)</b>	<b>32,988,340</b>

	<b>06/30/25 Actual</b>	<b>06/30/26 Budget</b>	<b>Estimate For FYE 06/30/26</b>	<b>Dept Head Request for 06/30/27</b>	<b>Increase (Decrease) Made</b>	<b>Recommended Request for 06/30/27</b>
<b><u>% of Expenditures by Function (Excluding Other Financing Uses)</u></b>						
General Government	12.1%	10.7%	10.4%	11.3%	-3.1%	11.8%
Public Safety	33.5%	31.4%	31.6%	38.9%	44.1%	38.7%
Transportation	16.6%	26.8%	27.2%	18.9%	56.8%	17.6%
Environmental Protection	10.0%	10.6%	10.6%	9.2%	0.9%	9.5%
Economic & Physical Dev	4.2%	3.9%	3.9%	3.5%	0.2%	3.6%
Cultural & Recreation	22.7%	15.6%	15.3%	16.8%	1.8%	17.3%
Debt Service	0.8%	0.9%	0.9%	1.5%	-0.8%	1.5%
Contingency	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

**Sufficiency of Property Tax Revenues to Fund Essential Functions**

Police	\$ 4,243,998	\$ 5,060,066	\$ 4,969,863	\$ 5,864,097	\$ (268,380)	\$ 5,595,717
Fire	3,544,179	4,228,326	3,924,427	5,524,621	(213,510)	5,311,111
Inspections	(14,759)	204,681	203,822	263,040	(1,790)	261,250
Public Services Administration	650,124	1,355,944	1,329,155	951,751	(17,040)	934,711
Streets & Grounds	2,389,948	5,964,819	5,901,115	3,651,280	(581,360)	3,069,920
Powell Bill	650,872	795,400	795,392	796,200	-	796,200
Debt Service	201,184	297,050	292,900	487,700	8,000	495,700
Net Essential Expenditures <sup>1</sup>	\$ 11,665,546	\$ 17,906,286	\$ 17,416,674	\$ 17,538,689	\$ (1,074,080)	\$ 16,464,609
Ad Valorem Taxes - R&P	\$ 13,564,482	\$ 13,775,000	\$ 13,789,600	\$ 13,900,000		\$ 13,900,000
Tax Revenues Over (Under) Net Essential Expenditures <sup>c</sup>	\$ 1,898,936	\$ (4,131,286)	\$ (3,627,074)	\$ (3,638,689)		\$ (2,564,609)

<sup>1</sup> Essential functions are the most basic functions a municipality is expected to provide. We consider public safety and transportation (roads, sidewalks, stormwater) to be essential. Debt service is also included since it is required by statute to be funded in the annual budget. The expenditures include operating and capital and are net of dedicated revenues for those functions (grants, inspection fees, donations, etc.)

<sup>2</sup> The FY 2025 surplus of tax revenues over essential expenditures included approximately \$1,929,000 of unspent street, sidewalk, and stormwater funds that were carried forward to FY 2026.

**Fund Balance**

Beginning Fund Balance	\$ 23,533,600	\$ 22,183,312	\$ 22,183,312	\$ 18,196,583	\$ -	\$ 18,196,583
Revenues Over (Under)						
Expenditures	(1,350,288)	(5,951,173)	(5,011,855)	(4,941,240)	1,107,060	(3,834,180)
Estimated Budget-to-Actual Variance	-	2,071,894	1,025,126	2,220,327	(27,612)	2,192,715
Increase (Decrease)	(1,350,288)	(3,879,279)	(3,986,729)	(2,720,913)	1,079,448	(1,641,465)
Ending Fund Balance	\$ 22,183,312	\$ 18,304,033	\$ 18,196,583	\$ 15,475,669	\$ 1,079,448	\$ 16,555,118
Fund Balance as a % of Expenditures	76%	53%	54%	45%		50%
Operating Margin	0.81	0.88	0.87	0.94		0.91
Tax Rate Required to Balance				\$ 0.270	\$ (0.018)	\$ 0.252



**Consideration of Funding Request from Sandhills Women's Exchange for  
Historical Preservation Purposes  
ADDITIONAL AGENDA DETAILS:**

**FROM:** Doug Willardson, Village Manager  
**CC:** Village Council;  
**DATE OF MEMO:** 03/04/2026

**MEMO DETAILS**

The Sandhills Women’s Exchange (SWE) has expressed interest in requesting financial assistance from the Village to support the elevation of its historic log cabin. The structure is a contributing resource within the Pinehurst National Historic Landmark District and is located in a low-lying area that experienced flooding during Tropical Storm Chantal, which prompted evaluation of mitigation options.

The proposed project would elevate the cabin approximately three to four feet to reduce the risk of future flooding while maintaining the structure’s historic integrity. Based on preliminary information provided by SWE and their engineers, the estimated total project cost is approximately \$600,000. The anticipated funding approach includes contributions from multiple sources:

- Sandhills Women’s Exchange: \$200,000
- Pinehurst Resort: \$200,000
- Village of Pinehurst (requested): \$200,000

Staff has reviewed the applicable statutory framework. N.C.G.S. §153A-437 authorizes municipalities to appropriate funds to historical or preservation organizations for the purpose of preserving historic buildings and structures. The Village Attorney has reviewed this statute and confirmed that the Village has the legal authority to participate in a project of this nature, subject to required procedures.

Those procedures require that the requesting organization formally adopt a resolution requesting the funds and describing the intended use. The Village would then need to approve an appropriation specifying the purpose of the funding and require an accounting of expenditures at the close of the fiscal year. At this time, the Village has not received a formal request or resolution from SWE. Once received, the item can be scheduled for Council consideration.

From a policy and financial standpoint, there are several considerations for Council. This is a significant capital investment for a condition that appears to occur intermittently. While the proposed solution focuses on full elevation of the structure, other potential approaches—such as drainage improvements or site modifications—may also reduce flood impacts and could be evaluated prior to pursuing a full structural elevation.

Additionally, any Village participation at this level would have an opportunity cost. Allocating funds to this project would likely limit the Village’s ability to advance other capital priorities, such as pedestrian infrastructure or park improvements (e.g., Camelot playground).

At this stage, no action is required. Staff will bring this item forward for Council consideration once a

formal request and resolution are received from SWE.

**ATTACHMENTS**

None



## **Discussion on the Draft Community Survey ADDITIONAL AGENDA DETAILS:**

**FROM:** Doug Willardson, Village Manager  
**CC:** Village Council;  
**DATE OF MEMO:** 04/07/2026

### **MEMO DETAILS**

A draft community survey has been prepared for Council’s review and discussion. The survey is intended to gather resident feedback on service delivery, quality of life, and key policy issues to help inform future decision-making and maintain performance benchmarking.

The draft includes a number of topic areas that reflect both traditional survey components and several current or emerging issues within the Village. Core sections include quality of life, public safety, public services, mobility, recreation, and governance. These questions are consistent with prior surveys and allow for trend analysis over time.

In addition, the draft incorporates several “current issue” topics, including short-term rentals (STRs), downtown parking time limits, and the future of Camelot Playground, as well as expanded questions related to capital priorities.

While all of these topics are relevant, staff does not recommend including all of them in a single survey. There is a tradeoff between breadth and response quality. As surveys become longer and more detailed, response rates tend to decline and the reliability of responses can be impacted.

The intent of this work session discussion is to get Council direction on:

- Which topic areas are most important to include in this year’s survey
- Whether certain current issues should be prioritized or deferred
- The overall length and focus of the survey

From a staff perspective, maintaining a strong core set of benchmark questions is important for tracking performance over time. Beyond that, the survey can be tailored to include a limited number of priority topics where Council is seeking specific community input.

At this stage, no formal action is required. Staff is seeking Council feedback and direction on survey content before finalizing the instrument for distribution.

### **ATTACHMENTS**

1. 2026 Village of Pinehurst Community Survey



# 2026 Village of Pinehurst Community Survey

Help shape Pinehurst's future. The Village of Pinehurst invites residents to share feedback about services, safety, infrastructure, and quality of life. Your responses help Village leadership understand community priorities and guide future decisions. Note: Survey is administered by an independent research firm and

responses remain confidential. If you have questions, please contact Doug Willardson, Village Manager at (910) 295-1900, ext. 1101 or at [dwillardson@vopnc.org](mailto:dwillardson@vopnc.org).

**Perception of the Quality of Life in the Village of Pinehurst.** Several items that may influence your perception of the Village of Pinehurst as a community are listed below. Please rate each item on a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor."

		Excellent	Good	Neutral	Below Average	Poor	No Opinion
1.	Overall image or reputation of the Village	5	4	3	2	1	0
2.	Overall quality of life in the Village	5	4	3	2	1	0
3.	As a place to live	5	4	3	2	1	0
4.	As a place to raise children	5	4	3	2	1	0
5.	As a place to retire	5	4	3	2	1	0
6.	Overall quality of Village services	5	4	3	2	1	0

**Public Safety Services.** Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following items.

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Overall Police services	5	4	3	2	1	0
2.	Efforts to prevent crime	5	4	3	2	1	0
3.	Fairness and consistency of traffic law enforcement (e.g., speeding, stop signs)	5	4	3	2	1	0
4.	Frequency that police officers patrol your neighborhood	5	4	3	2	1	0
5.	Overall Fire services	5	4	3	2	1	0
6.	Fire prevention and education programs provided by the Village	5	4	3	2	1	0

**Response Times.** Please indicate whether you or anyone in your household has required the following emergency response services in the past year. If "Yes," rate your satisfaction with response time. If "No," skip to the next item.

	Have you required this service in the past year?		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion	
1.	Police response time to emergencies	Yes	No	5	4	3	2	1	0
2.	Fire response time to emergencies	Yes	No	5	4	3	2	1	0

**Perceptions of Safety and Security.** Using a scale of 1 to 5, where 5 means "Very Safe" and 1 means "Very Unsafe," please rate how safe you feel in the following situations.

		Very Safe	Safe	Neutral	Unsafe	Very Unsafe	No Opinion
1.	Walking alone in your neighborhood during the day	5	4	3	2	1	0
2.	Walking alone in your neighborhood after dark	5	4	3	2	1	0
3.	In Village parks and recreation facilities	5	4	3	2	1	0
4.	In business areas of the Village during the day	5	4	3	2	1	0
5.	In business areas of the Village after dark	5	4	3	2	1	0

**Economics and Tourism:** Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following items.

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	As a place to work	5	4	3	2	1	0
2.	Vibrancy of downtown	5	4	3	2	1	0

3.	Shopping and entertainment opportunities	5	4	3	2	1	0
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**Public Services.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Maintenance and appearance of downtown	5	4	3	2	1	0
2.	Quality of landscaping in medians and public areas	5	4	3	2	1	0
3.	Overall cleanliness of streets and other public areas	5	4	3	2	1	0
4.	Effectiveness of stormwater drainage during heavy rain events	5	4	3	2	1	0
5.	Winter weather response on Village streets (snow/ice)	5	4	3	2	1	0
6.	Residential solid waste collection (trash, recycle, yard waste)	5	4	3	2	1	0

**Cultural and Recreation Services.** Please indicate whether you or anyone in your household has used the following Cultural and Recreation Services in the past year. If 'Yes,' rate your satisfaction. If 'No,' skip to the next item.

	Have you used this service in the past year?		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion	
1.	Greenway trails	Yes	No	5	4	3	2	1	0
2.	Village parks, playgrounds & open space	Yes	No	5	4	3	2	1	0
3.	Community Center	Yes	No	5	4	3	2	1	0
4.	Youth recreation programs	Yes	No	5	4	3	2	1	0
5.	Adult recreation programs	Yes	No	5	4	3	2	1	0
6.	Village sponsored festivals, concerts, parades, and community events	Yes	No	5	4	3	2	1	0
7.	Online program registration	Yes	No	5	4	3	2	1	0
8.	Given Memorial Library	Yes	No	5	4	3	2	1	0
9.	Given Memorial Library Programs	Yes	No	5	4	3	2	1	0
10.	Tufts Archives	Yes	No	5	4	3	2	1	0

**Community Design and Code Enforcement.** Please rate your satisfaction with each of the following related to planning, development, and neighborhood quality in the Village, using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Overall Planning & Inspections services	5	4	3	2	1	0
2.	Quality of new residential development in the Village	5	4	3	2	1	0
3.	Quality of new commercial development in the Village	5	4	3	2	1	0
4.	Enforcement of Village codes and ordinances	5	4	3	2	1	0
5.	Village efforts at maintaining the quality of your neighborhoods	5	4	3	2	1	0
6.	Variety of housing options	5	4	3	2	1	0

**How would you describe the amount of effort the Village applies to enforce its codes and ordinances?**

\_\_\_\_(1) About right      \_\_\_\_ (2) Too much      \_\_\_\_ (3) Too little

**Mobility.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Ease of travel on NC Highway 5	5	4	3	2	1	0
2.	Ease of travel through the large traffic circle	5	4	3	2	1	0
3.	Ease of travel on other streets in the Village	5	4	3	2	1	0
4.	Ease of travel by golf cart	5	4	3	2	1	0
5.	Ease of travel by bicycle	5	4	3	2	1	0
6.	Availability of sidewalks/walkways	5	4	3	2	1	0
7.	Maintenance of main Village street thoroughfares	5	4	3	2	1	0

8.	Maintenance of streets in your neighborhood	5	4	3	2	1	0
9.	Maintenance of street signs/pavement markings	5	4	3	2	1	0
10.	Condition of existing walkways	5	4	3	2	1	0
11.	Adequacy of street lighting	5	4	3	2	1	0

**Governance and Administration.** Please rate your satisfaction with each of the following items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
1.	Value you receive for the portion of your property taxes that funds the Village's operating budget. Note: approximately 41% of your property tax bill goes to the Village of Pinehurst; 59% to Moore County	5	4	3	2	1	0
2.	Overall Direction that Pinehurst is taking	5	4	3	2	1	0
3.	Overall quality of leadership provided by the Village's elected officials	5	4	3	2	1	0
4.	Overall effectiveness of appointed boards and commissions	5	4	3	2	1	0
5.	Effectiveness of Village employees in delivering services	5	4	3	2	1	0
6.	Customer service provided by Village employees	5	4	3	2	1	0
7.	Level of public involvement in local decisions	5	4	3	2	1	0
8.	Overall communication with residents	5	4	3	2	1	0
9.	Village website, social media and e-News updates	5	4	3	2	1	0
10.	Village Newsletter	5	4	3	2	1	0

**Of the following, which TWO do you use the most to get information about the Village of Pinehurst?**

- (01) Village Newsletter
- (02) Village website (vopnc.org)
- (03) Monthly Village e-News
- (04) MyVOP mobile app
- (05) The Pilot newspaper
- (06) Village social media (e.g., Facebook, Instagram, etc.)
- (07) Attend or view public meetings
- (08) Neighborhood / HOA communications
- (09) Word of Mouth
- (10) Other: \_\_\_\_\_

**Capital Improvements.** Of the community improvements listed below, which THREE would you select as the MOST IMPORTANT?

- (01) Update Camelot playground maintaining theming
- (02) Additional walkways/sidewalks
- (03) Bicycle lanes and paths
- (04) Additional street lighting in neighborhoods
- (05) Additional stormwater (drainage) improvements
- (06) Additional street resurfacing
- (07) Additional athletic fields
- (08) Downtown parking
- (09) Dog park
- (10) Intersection improvements or traffic calming

**Current Issues**

**Short-Term Rentals (STRs).** How do STRs (e.g., Airbnb, VRBO) affect your quality of life?

- (01) Improve
- (02) No impact
- (03) Slightly reduce
- (04) Significantly reduce
- (0) No opinion

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
Satisfaction with enforcement of STR regulations:	5	4	3	2	1	0

**Downtown Parking (3-Hour Limit).** The Village recently implemented a 3-hour parking limit in downtown areas. How do you feel this change has affected downtown?

- (01) Improved availability
- (02) No impact
- (03) Made parking more difficult
- (04) Not aware
- (0) No opinion

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	No Opinion
Satisfaction with current parking limit:	5	4	3	2	1	0

**Camelot Playground.** The Camelot Playground is a unique, community-built wooden playground that has been enjoyed for many years. Due to age, maintenance challenges, and accessibility limitations, the Village is evaluating future improvements. Which of the following best reflects your opinion?

- (01) Keep the playground largely as it is, with ongoing repairs
- (02) Make limited improvements where feasible, understanding full accessibility and long-term issues may remain
- (03) Replace the playground with a new, ADA-accessible structure that maintains a similar theme
- (04) Replace the playground with a completely new design
- (0) No opinion

**If improvements or replacement are considered, which factors are most important to you? (Select up to two):**

- (01) Maintain character
- (02) Improve safety
- (03) ADA accessibility
- (04) New features
- (05) Durability
- (06) Other: \_\_\_\_\_

**How often does your household use Camelot Playground?:**

- (01) Frequent
- (02) Occasional
- (03) Rare
- (04) Never

**Please share any additional suggestions or ideas that could improve life in Pinehurst.**

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### Demographics

**34. Approximately how many years have you lived in the Village of Pinehurst?**

- (1) Less than 5 years
- (2) 5-10 years
- (3) 11-20 years
- (4) 20+ years

**35. Do you have school-age children (grades K-12) living at home?**

- (1) Yes
- (2) No [Skip to Q36.]

**35a. What grade level(s) are your school-age children? [Check all that apply.]**

- (1) K - 5
- (2) 6 - 8
- (3) High School

**36. Which of the following best describes your current employment status?**

- (1) Employed outside the home  
(What is the zip code where you work? \_\_\_\_\_)
- (2) Employed in the home/have a home-based business
- (3) Student
- (4) Retired
- (5) Not currently employed

**37. Which of the following best describes your age?**

- (1) Under 25 years
- (2) 25-34 years
- (3) 35-44 years
- (4) 45-54 years
- (5) 55-64 years
- (6) 65+ years

**38. Which of the following best describes your race? [Check all that apply.]**

- (01) Asian or Asian Indian
- (02) Black or African American
- (03) American Indian or Alaska Native
- (04) White or Caucasian
- (05) Native Hawaiian or other Pacific Islander
- (06) Hispanic, Spanish, or Latino/a/x
- (99) Other: \_\_\_\_\_

**39. Which of the following best describes the general neighborhood area where you live?**

- (1) Pinehurst No. 6
- (2) Pinehurst Trace/Pinedale/Midland Country Club/Taylorhurst/Walker Station
- (3) Pinehurst No. 7/Lawn & Tennis/CCNC
- (4) Morganton/Monticello Rd.
- (5) Lake Pinehurst/Burning Tree/St. Andrews/Cotswold
- (6) Pinewild
- (7) Old Town/Linden Rd./Donald Ross Dr./Clarendon Gardens
- (8) Village Acres/Murdocksville Rd.

**40. What is your gender?**

\_\_\_\_(1) Male      \_\_\_\_ (2) Female      \_\_\_\_ (3) Prefer to not answer

**41. Do you own or rent your current residence?**      \_\_\_\_ (1) Own      \_\_\_\_ (2) Rent

**42. What is your total annual household income?**

\_\_\_\_ (1) Under \$30,000      \_\_\_\_ (3) \$60,000 to \$99,999      \_\_\_\_ (5) \$150,000 or more  
\_\_\_\_ (2) \$30,000 to \$59,999      \_\_\_\_ (4) \$100,000 to \$149,999

**This concludes the survey. Thank you for your time!**

Please return your completed survey in the enclosed postage-paid envelope addressed to:  
ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. The information printed on the right will ONLY be used to help identify the level of satisfaction with Village services in your area. If your address is not correct, please provide the correct information. Thank you.



**Discussion of Permit Compliance and Unpermitted Work Enforcement Practices**  
**ADDITIONAL AGENDA DETAILS:**

**FROM:** Doug Willardson, Village Manager  
**CC:** Village Council;  
**DATE OF MEMO:** 04/07/2026

**MEMO DETAILS**

**ATTACHMENTS**

1. Unpermitted work memo 4.8.26

## MEMORANDUM

**TO:** Village Council  
**FROM:** Village Manager  
**SUBJECT:** Permit Compliance and Unpermitted Work – Current Practices and Potential Enhancements  
**DATE:** April 7, 2026

### **Purpose**

At a recent meeting, Council requested additional discussion regarding unpermitted work and whether the Village's current enforcement framework should be strengthened. Staff has reviewed the materials provided, recent enforcement activity, applicable statutory requirements, and our existing processes.

This memo provides an overview of current practices, a snapshot of recent activity, and identifies opportunities for continued improvement.

### **Permit Compliance Snapshot (Past 12 Months)**

- Approximately 2,500 permits are issued annually. This includes all permit types: plumbing, mechanical, electrical, building, accessory structures, decks/patios, fences/walls, new construction, additions/alterations, land disturbance, demolition, pools/spas, docks, and related work.
- With roughly 10,500 single-family homes, apartments, and townhomes in Pinehurst, this equates to about one in four properties obtaining a permit each year.
- Unpermitted work cases identified: 29 (21 of which involve fences and walls).
- Approximate percentage of total activity: 1.16%.
- Repeat offenders: 0.
- Cases requiring penalties beyond a double fee: 1.

Based on current data and enforcement activity, unpermitted work occurs on an occasional basis and does not indicate a systemic compliance issue.

### **Proactive Identification and Compliance Measures**

Staff reviewed enforcement practices with other jurisdictions in Moore County and found that Pinehurst's approach is consistent with peer communities. All operate within the same statutory framework and rely on a combination of field observation, complaint response, and interdepartmental coordination to identify and address unpermitted work.

The Village's proactive approach includes:

- Active field presence by inspectors, with routine identification of work in progress
- Coordination across departments to increase visibility of construction activity

- Prompt investigation and verification of potential unpermitted work (including complaint response)
- Integration of building code and zoning enforcement, meaning staff review projects for both how something is built (code compliance) and whether it is allowed (zoning), helping ensure issues are identified and addressed efficiently
- Permit cross-checks (“soft checks”), where issuance of one permit type (e.g., electrical) triggers staff review to confirm whether additional permits (e.g., building or zoning) are required

While staff makes a proactive and good-faith effort to identify work being completed without permits, it is important to recognize that enforcement is inherently reactive to some degree. Like peer communities, the Village does not have the ability to monitor all private property activity in real time and instead relies on visible activity, inspections, and community reporting to ensure compliance.

### **Enforcement Process and Tools**

When unpermitted work is identified, enforcement actions are carried out in accordance with state law, including required notice, cure periods, and due process protections. The Village utilizes a consistent, compliance-focused approach supported by the following process and tools:

- Investigation and verification of work without a permit
- Issuance of a notice of violation and stop work order, when appropriate
- Opportunity to appeal or seek a variance (where applicable) through the Board of Adjustment (PDO Chapter 5; N.C.G.S. §160D-405)
- Requirement to obtain permits, with applicable double fees for work started without approval (Pinehurst Municipal Code §150.20(B)(1) and Fee Schedule)
- Compliance-driven resolution, with civil penalties applied only when necessary (up to \$500/day for PDO violations; \$50 for Municipal Code violations)

In practice, the administrative effort required to address most unpermitted work is limited, typically involving site verification, communication with the property owner or contractor, and processing the required permit. The existing double permit fee is generally sufficient to recover these costs.

Civil penalties are available as an enforcement tool but are used sparingly and only when compliance is not achieved. In the past 12 months, only one case required penalties beyond the double permit fee, as most property owners and contractors come into compliance once notified.

Most cases are resolved and brought into compliance at the permitting stage without the need for additional enforcement action. Collectively, these tools are consistent with peer communities and are designed to achieve compliance while recovering administrative costs, rather than serving as purely punitive measures.

### **Opportunities for Improvement: Education and Awareness**

If there is an opportunity to improve, it is in awareness, particularly for homeowners completing smaller or DIY projects.

Staff has already taken steps to strengthen communication, including:

- Updates to the Village website to better clarify permitting requirements
- Ongoing efforts to simplify and make permitting information more accessible
- Updated “Do I Need a Permit?” reference materials in the new resident packet

In addition, the next Village newsletter will include a feature article on permits, focusing on common projects and when permits are required. Staff also continues to emphasize permitting requirements during builder workshops and other outreach efforts.

Given Pinehurst’s HOA presence, the Village can also encourage HOAs/POAs to ask applicants a simple question early in the process: “Do you have a Village permit, if required?”

### **Common Projects That Typically Require a Permit**

- New construction and additions
- New decks, patios, and accessory structures
- Electrical, plumbing, or HVAC work as required by the NC Building Code
- New driveways on Village streets

### **Common Projects That Typically Do Not Require a Permit**

- Painting
- Flooring replacement (non-structural)
- Cabinets and countertops
- Roof replacement (if under \$40,000 and no structural work)
- Deck repair and replacement of treads (not framing)
- Landscaping

### **Board of Adjustment Consideration**

A related concern raised informally is not the lack of enforcement, but what happens after enforcement, particularly when cases are appealed or a variance is requested (for zoning regulations only).

Specifically:

- Property owners have the right to file for a variance or appeal a staff-identified violation

- This can create a perception that enforcement outcomes are inconsistent following the variance or appeal process

To address this, staff will:

- Continue to provide training and legal guidance to the Board of Adjustment
- Reinforce statutory standards for variances and quasi-judicial decisions
- Emphasize consistency in findings and application of standards

Additionally, for projects subject to Historic Preservation Commission (HPC) review, staff could incorporate a rough framing inspection for new construction and additions to help identify deviations from approved plans (e.g., added or relocated doors and windows). While this would not capture all deviations, it provides an earlier checkpoint for visible structural changes. \*See note below.

### **Conclusion**

The Village maintains a strong, legally compliant, and effective enforcement framework for permit compliance. Current data does not indicate a widespread or systemic issue with unpermitted work.

Within the constraints of statutory requirements, the most effective path forward is to:

- Continue consistent enforcement
- Expand public education and awareness
- Utilize simple proactive measures such as HOA coordination
- Reinforce Board of Adjustment and Historic Preservation Commission standards

Current data also suggests that existing fee structures, including the double permit fee, are sufficient to recover administrative costs and achieve compliance. Additional administrative fees or expanded penalty structures do not appear warranted at this time.

Staff will continue to monitor trends and report back if compliance patterns change.

*Note: Historically, the addition or modification of windows and doors was treated as Minor Work and reviewed at the staff level. Under the current standards, these changes are classified as Major Work requiring a COA. Staff recommends revisiting this approach and returning such modifications to Minor Work review. Adjustments to window and door openings are common during construction, and allowing staff-level review would provide appropriate oversight without delaying construction. Under the current process, these types of changes are often completed in the field with the expectation of seeking a post-work COA, which is not an ideal outcome.*