



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF NOVEMBER 15, 2022
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

1. Call to Order.

2. Reports:

Manager

Council

3. Motion to Approve Consent Agenda.

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

- A. Approval of Village Council Meeting Minutes
 - October 25, 2022, Council Regular Meeting
 - October 25, 2022, Council Work Session

End of Consent Agenda.

4. Proclamation for Shop Small this Season

5. Presentation of Financial Statements for the Quarter Ended September 30, 2022.

6. Discuss and Consider a Resolution #22-24 Appointing a Finance Officer

7. Discuss and Consider Ordinance #22-22 to Ratify Attorney Contract and Amend the Budget

8. Discuss and Consider Ordinance #22-23 Pollutants and Noise Control

9. Presentation of the FY 2022 Business Survey Results

10. Q1 Update on the Status of the FY 2023 Strategic Operating Plan

11. Other Business.

12. Comments from Attendees.

13. 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.



**COUNCIL
ADDITIONAL AGENDA DETAILS:**

ATTACHMENTS:

Description

- ▣ 2022 Village Council Key Partners & Collaborators



Council Member to Report	Partners & Collaborators
John Strickland	Convention and Visitors Bureau
	FirstHealth
	*Moore County, NC - Rotating
	Moore County Transportation Committee
	NCDOT/TARPO
	*Neighborhood Advisory Committee - Rotating
	*North Carolina - Rotating
	Partners in Progress
	Pinehurst Resort
Patrick Pizzella	*Moore County, NC - Rotating
	NCDOT/TARPO
	*Neighborhood Advisory Committee - Rotating
	*North Carolina - Rotating
	Partners in Progress
	Tri-Cities Work Group (Pinehurst, So. Pines, Aberdeen)
Jane Hogeman	Beautification Committee
	Chamber of Commerce
	*Moore County, NC - Rotating
	*Neighborhood Advisory Committee - Rotating
	*North Carolina - Rotating
	Pinehurst Business Partners
	Tri-Cities Work Group (Pinehurst, So. Pines, Aberdeen)
Lydia Boesch	Bicycle and Pedestrian Advisory Committee
	Convention and Visitors Bureau
	*Moore County, NC - Rotating
	*Neighborhood Advisory Committee - Rotating
	*North Carolina - Rotating
Jeff Morgan	FirstHealth
	*Moore County, NC - Rotating
	Moore County Schools
	*Neighborhood Advisory Committee - Rotating
	*North Carolina - Rotating
	Triangle J. COG



APPROVAL OF VILLAGE COUNCIL MEETING MINUTES
ADDITIONAL AGENDA DETAILS:

October 25, 2022, Council Regular Meeting
October 25, 2022, Council Work Session

FROM:

Kelly Chance

CC:

Jeff Sanborn

DATE OF MEMO:

11/7/2022

MEMO DETAILS:

The draft minutes from the October 25, 2022, Council Regular and Work Session meetings are presented for Council consideration and approval under the Consent Agenda item.

ATTACHMENTS:

Description

- ☐ October 25, 2022 Council Regular Minutes (draft)
- ☐ October 25, 2022 Council Work Session Minutes (draft)



**VILLAGE COUNCIL
MINUTES FOR REGULAR MEETING OF OCTOBER 25, 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 October 25, 2022, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were in attendance in Assembly Hall:

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

And approximately 41 attendees, including 7 staff and 1 press

1. Call to Order.

Mayor Strickland called the Village Council meeting to order.

2. Invocation by Pastor Hugh Tudor-Foley and Pledge of Allegiance led by Mayor John Strickland

3. Reports:

Village Manager

- Mr. Jeff Sanborn, Village Manager, reported the annual business survey report will be presented at the next Council meeting. He stated the Harness Track utilization has increased this year and it appears we will have about 210 horses in training this coming season. He reported that Brooke Hunter, Finance Director has accepted another position and will be leaving the Village in November.

Village Council

- Mayor Strickland reported the Council will be holding a special meeting on October 26th to discuss short-term rentals and the public hearing is to consider changes to Chapter 2 of the Pinehurst Development Ordinance.
- Mayor Pro Tem Pizzella congratulated the Finance team on the recent recognition for achieving the Certificate of Achievement in governmental accounting and financial reporting.
- Councilmember Hogeman reported she attended the Pinehurst Business Partners October meeting and stated the business partners are working with Megan McDonald from the Village Parks and Recs department on the Christmas Tree Lighting event.
- Councilmember Morgan thanked the staff for their professionalism and talents and acknowledged the tremendous job Village staff do.

- Councilmember Boesch had nothing to report.

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

- October 11, 2022, Council Regular Meeting
- October 11, 2022, Council Work Session

End of Consent Agenda.

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

5. Presentation of Financial Statements for the Year Ended June 30, 2022.

Brooke Hunter, Finance Director, presented the un-audited financial statements for the fiscal year ended June 30, 2022. She reported the Village ended the fiscal year in a strong financial position with the fund balance above the Council's policy minimum and no installment purchase debt. She stated, in addition, the operating expenditures are in check and revenues are growing at a moderate pace. Ms. Hunter stated these results, in conjunction with the strong performance management system, should position the Village well to carry out the objectives contained in the FY 2023 Strategic Operating Plan (SOP).

Ms. Hunter reported the Village's revenue prospects look sound and noted unemployment in our area decreased to 4.1% compared to 4.8% at the same time last year. She stated the Village added 97 new homes last year compared to 136 and 188 in the previous years. She noted the steady growth in single-family home construction indicates the Village's tax base will increase proportionately next year. Ms. Hunter stated the Village has also seen significant commercial development over the past three years.

Ms. Hunter stated during FY2022, the Fair Barn covered 87% of operating expenditures with operating revenues, which is much higher than the 32% recorded in the previous year and below the balanced scorecard target of 95%. She stated the Harness Track covered 37% of its operating expenditures compared to 40% in the previous year. She noted this is below their performance target of 45%. She stated revenues increased \$25,000 from the prior year and operating expenditures increased \$98,000. She noted this is due to an increase in Buildings & Grounds Maintenance charges for various routine facility projects and repairs.

Ms. Hunter reported that overall, the Village ended FY2022 better than expected and is well positioned to carry out the initiatives outlined in the FY2023 SOP. She stated with the \$1,951,000 addition to fund balance at June 30, 2022 and the \$1,437,000 reappropriation in July, there is now \$514,000 in new fund balance that was not allocated in the five-year capital plan.

6. Motion to Recess Regular Meeting and Enter Public Hearing No. 1

Upon a motion by Councilmember Hogeman, seconded by Mayor Pro Tem Pizzella, Council unanimously approved to recess the regular meeting and enter Public Hearing No. 1, by a vote of 5-0.

7. Public Hearing No. 1 Proposed Text Amendments to Address Use of Land for "Agriculture, Livestock"

Darryn Burich, Planning and Inspections Director, reported staff is proposing a text amendment to the Pinehurst Development Ordinance (PDO) to address the keeping of "livestock" within the Village's zoning jurisdiction. He noted staff has become aware of an opportunity to better address this topic than the PDO has historically and therefore be a better tool to administer. He stated the intent of this amendment is to make changes that provide greater specificity that the keeping of "livestock" either as a primary or secondary use would only be permitted in the R-210 zoning district. He noted the Planning and Zoning Board recommended the proposed amendments at its 10/6/2022 public hearing and meeting.

No residents came forth to speak during the Public Hearing comment period.

8. Motion to Adjourn Public Hearing No. 1 and Re-Enter Regular Meeting

Upon a motion by Councilmember Boesch, seconded by Mayor Pro Tem Pizzella, Council unanimously approved to adjourn Public Hearing No. 1 and Re-Enter the Regular Meeting, by a vote of 5-0.

9. Discuss and Consider Ordinance #22-21 Livestock

Upon a motion by Councilmember Boesch, seconded by Mayor Pro Tem Pizzella, Council unanimously approved Ordinance #22-21, amending the Pinehurst Development Ordinance to address the use of land for livestock keeping , grazing, feeding, or breeding purposes, by a vote of 5-0.

10. Presentation of the FY2022 Community Survey Results

Matthew McKirahan, Organizational Performance Director, presented the FY2022 Community Survey Results to Council. He reported the Village recently conducted its eleventh annual Community Survey. He stated the Village contracted with ETC Institute of Olathe, Kansas to gather input from residents on a broad spectrum of Village services. He noted the information gathered from the survey will help the Village set community priorities including staffing and budget expenditures, determine areas or services that need improvement, and identify future needs.

Mr. McKirahan stated ETC Institute administered the DirectionFinder® survey and provided an electronic version of the Community Survey report which included:

- A summary of the methodology for administering the survey and major findings
- Charts and graphs for each question on the survey
- Benchmarking data that shows how the results for the Village of Pinehurst compare to other communities
- Tables that show the results for each question on the survey
- A copy of the survey instrument

11. Discuss and Consider Task Order Amendment for Phase 2 of the Stormwater Management and Master Plan

Mike Apke, Public Services and Engineering Director, presented an amendment to the Village's existing Task Order with McGill Associates to expand the scope of the ongoing Stormwater Management and Master Plan. He stated Council previously approved Task Order FY22-3 with McGill for Phase 1 of the project, which primarily includes an in-depth evaluation of the Village's existing stormwater policies, standards, ordinances, documents, and regulations, along with assistance with obtaining public input on the project. He stated the Task Order also noted that Phase 2 was anticipated to commence after the public engagement phase provided in Phase 1.

Mr. Apke stated staff has negotiated a scope and fee with McGill for Phase 2 of the plan, which includes developing conceptual plans and cost estimates for noted "problem areas", assessing whether funding levels in the VOP's current 5-year CIP are adequate, evaluating our potential to secure grant funding for future stormwater improvement projects, and evaluating an in-house program for erosion and sedimentation control review and inspections.

Mr. Apke reported the total proposed fee for Phase 2 of the project is \$51,400, which falls within the remaining budgeted funds for the Stormwater Management and Master Plan project.

Upon a motion by Mayor Pro Tem Pizzella, seconded by Councilmember Hogeman, Council unanimously approved the mayor or his designee enter into a Task Order Amendment with McGill Associates for Phase Two of the Stormwater Management and Master Plan for the proposed fee of \$51,400, by a vote of 5-0.

12. Discuss and Consider Ordinance #22-19 Amending Chapter 110 of the Pinehurst Municipal Code: Peddling and Soliciting on Private Property

Kelly Chance, Village Clerk, presented Council with staff proposed Ordinance #22-19, amending Chapter 110 of the Pinehurst Municipal Code. She stated the amendment will eliminate organizations from peddling and soliciting within the Village of Pinehurst. She noted organizations that fall under specified exemptions will be able to obtain a Special Permit without a Fee, which will allow them to solicit for one week between specified hours. She noted some of the exemptions are for religious, non-profit charitable

organizations, political, and public service organizations.

Upon a motion by Councilmember Hogeman, seconded by Councilmember Morgan, Council unanimously approved Ordinance #22-19, amending Chapter 110 of the Pinehurst Municipal Code: Peddling and Soliciting on Private Property, by a vote of 5-0.

13. Consider Budget Amendment, Ordinance #22-20: Fund Pinehurst Traffic Circle Flowers for Spring 2023

Jeff Batton, Assistant Village Manager, presented Council with Ordinance #22-20, to provide for funding for the Spring of 2023 flower plantings in the Pinehurst Traffic Circle. He reported the funding for the plantings are no longer being provided to NC DOT from federal sources and therefore, the NC DOT has not budgeted to replace the funds. He stated the amount of the budget amendment is \$20,000 and is proposed to be drawn from fund balance and will cover removal of winter plants, preparation of the plant beds, growing of the spring flowers, and planting of the spring flowers.

Upon a motion by Mayor Pro Tem Pizzella, seconded by Councilmember Hogeman, Council unanimously approved Ordinance #22-20, amending the ordinance appropriating funds for operations of the Village of Pinehurst for Fiscal Year 2023 in the amount of \$20,000 for Traffic Circle plantings, by a vote of 5-0.

14. Receive Risk Management Committee Annual Report and Consider Employee Health Benefit Plans

Jeff Batton presented the Council with the annual Risk Management Committee report. He noted each year the Risk Management Committee (RMC) brings forth the annual report of business insurance expenses and makes recommendations to the Manager and Council for the employee health benefit package for the upcoming calendar year.

Upon a motion by Mayor Pro Tem Pizzella, seconded by Councilmember Hogeman, Council unanimously approved the medical and dental insurance contracts for the Calendar year 2023, and authorized the mayor or his designee to execute the contracts, by a vote of 5-0.

15. Discuss and Consider Revisions to the Historic District Standards

Darryn Burich presented revisions to the Historic District Standards to the Council for consideration and approval. He stated that for almost the past year, staff, and the Historic Preservation Commission (HPC) have been reviewing and discussing recommended changes to the Historic District Standards for consideration of Village Council for adoption. He stated these Standards are what the HPC and staff use in reviewing proposals for exterior alterations, development, demolition, etc. within the Pinehurst Historic District. He reported the HPC, and staff believe these changes will help the application process, provide greater clarity in applying the Standards and allow for more administrative reviews of minor projects.

Mr. Burich stated the HPC and staff met over the course of nine months with seven special work sessions in addition to regularly scheduled meetings (when time and agendas allowed) to discuss and consider making the proposed revisions. He noted many hours were spent and thoughtful consideration given in reviewing and considering the proposed revisions to the Historic District Standards. He stated at the conclusion of the July 28th regular meeting, the HPC unanimously recommended Village Council adopt the proposed changes by a vote of 6-0.

Mr. Burich stated that pursuant to section 3.1 of the PDO, Council has the authority to adopt design standards for the historic district. As this is not a change to the zoning map or text but changes to the design standards, a public hearing is not required and action by Council may be made by motion

Upon a motion by Mayor Pro Tem Pizzella, seconded by Councilmember Hogeman, Council unanimously approved the recommended changes to the Village of Pinehurst Historic District Standards with a 10/28/2022 effective start date, by a vote of 5-0.

16. Other Business

No other business was discussed.

17. Comments from Attendees

No public comments.

18. Motion to Adjourn.

Upon a motion by Mayor Pro Tem Pizzella, seconded by Councilmember Hogeman, Council unanimously approved to adjourn the regular meeting by a vote of 5-0 at 7:40 p.m.

Respectfully Submitted,

Kelly Chance,
Village Clerk

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

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.

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**VILLAGE COUNCIL
MINUTES FOR WORK SESSION OF OCTOBER 25, 2022
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

The Pinehurst Village Council held a Work Session Meeting at 7:45 p.m., Tuesday, October 25, 2022, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were in attendance in Assembly Hall:

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

And approximately 10 attendees, including 6 staff and 1 press

1. Call to Order.

Mayor Strickland called the Village Council meeting to order.

2. Discuss Design Firms for Given Memorial Library and Tufts Archives.

Doug Willardson, Assistant Village Manager of Administration, reported Village staff requested proposals from architectural firms for the Given Memorial Library and Tufts Archives renovation design and recommended CPL Team, Clearscapes and Oakley Collier Architects as finalists to the Council. He stated these firms stand out as having the qualifications and experience to provide the Village with a great product. He noted, specifically, they all have experience designing distinguished libraries as well as work with historical buildings. He stated additionally, they each have completed high-quality projects in the Village previously.

Mr. Willardson reported Council has now had the opportunity to meet with and interview each of the potential firms. He stated a scoring matrix has been created to help Council determine the best firm. He noted if the top-ranked firm can be clearly identified, staff will approach the firm and begin preparation of a contract to bring to Council at a later date.

Mr. Willardson stated expanding and renovating the Given Memorial Library and Tufts Archives is one of the Village's initiative action plans under the "promote active living and cultural opportunities" strategic goal for FY2023 2027 and \$400,000 was budgeted in the FY2022 budget and carried over into the FY2023 budget for design service expenditures.

Upon a motion by Councilmember Jeff Morgan, seconded by Councilmember Lydia Boesch, Council unanimously voted to approach Oakley Collier Company to develop a bid for the renovation expansion of the library and Archives of the Village of

Pinehurst, by a vote of 5-0.

3. Discuss Future Sidewalk Projects

Doug Willardson, Assistant Village Manager of Administration, addressed Council, seeking guidance on which neighborhoods to gather public input from on support for developing walkways. He stated staff recommends gathering public input for McKenzie Road, from Linden to Ritter, and Juniper Lake Road in Pinehurst No. 6.

Mr. Willardson reported \$400,000 is budgeted for construction in FY2023. He stated that based on the 2015 Comprehensive Pedestrian Plan, desire for interconnections, requests from neighborhoods, community survey data, and future road work, staff recommends the following prioritized list:

- McKenzie Road (\$50,000 estimate) - Sand Clay Path extension from Linden Rd. past Lost Tree to Ritter
- Pinehurst No. 6 - Juniper Creek Blvd. (\$\$ TBD)
- Burning Tree/Diamondhead (\$340,000 estimate) - From Pine Vista to Marina along B. Tree/Diamondhead
- Airport Road – Bicycle project (\$200,000-300,000 estimate) - Either unpaved greenway or bikeable shoulders
- 15/501 Greenway Extension (\$217,000 estimate) - From Spring Lake to Juniper Lake

Mr. Willardson stated staff recommends surveying residents along routes of McKenzie Road W. and Pinehurst No. 6, to determine the preferred construction materials and high-level cost estimates. He noted that Council will discuss walkway funding options at the Council Budget Retreat meeting and staff will provide Council then with the recommendation for construction in January for GY2023 budgeted funds. He noted staff will also provide budget recommendations for walkways for the FY2024 budget.

Council consensus was to proceed with staff's recommendations to survey residents along routes of McKenzie Road W. and Pinehurst No. 6.

4. Other Work Session Items.

No other items were discussed.

5. Potential Future Agenda Items

Mayor Strickland reported a closed session for real estate purposes would be needed at a future date.

6. Adjournment.

The meeting was adjourned at 8:38 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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**PROCLAMATION FOR SHOP SMALL THIS SEASON
ADDITIONAL AGENDA DETAILS:**

FROM:

Doug Willardson

DATE OF MEMO:

11/1/2022

MEMO DETAILS:

Proclamation declaring November 26, 2022, as “Small Business Saturday” and the entire week of Thanksgiving from November 21st to November 26th as “Shop Small this Season”

ATTACHMENTS:

Description

📎 Shop Small Proclamation

MAYORAL PROCLAMATION

VILLAGE OF PINEHURST

WHEREAS, the Village of Pinehurst, North Carolina, celebrates our local small businesses and the contributions they make to our local economy and community; and

WHEREAS, according to the United States Small Business Administration, there are 32.5 million small businesses in the United States, small businesses represent 99.7% of firms with paid employees, small businesses are responsible for 62% of net new jobs created since 1995, and small businesses employ 46.8% of the employees in the private sector in the United States; and

WHEREAS, 79% of consumers understand the importance of supporting the small businesses in their community on Small Business Saturday, 70% report the day makes them want to encourage others to Shop Small, independently owned retailers, and 66% report that the day makes them want to Shop Small all year long; and

WHEREAS, 58% of shoppers reported they shopped online with a small business and 54% reported they dined or ordered takeout from a small restaurant, bar, or café' on Small Business Saturday in 2021; and

WHEREAS, the Village of Pinehurst supports our local businesses that create jobs, boost our local economy, and preserve our communities; and

WHEREAS, advocacy groups, as well as public and private organizations, across the country have endorsed the Saturday after Thanksgiving as Small Business Saturday.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in Regular Session assembled this 15th day of November 2022, as follows:

SECTION 1. We, the Village Council, do hereby proclaim November 26, 2022, as Small Business Saturday and urge the residents of our community, and communities across the country, to support small businesses and merchants on Small Business Saturday and throughout the year.

SECTION 2. This Resolution passed and adopted this 15th day of November 2022.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the official seal of the Village of Pinehurst, this the 15th day of November 2022.

John C. Strickland, Mayor



**PRESENTATION OF FINANCIAL STATEMENTS FOR THE QUARTER
ENDED SEPTEMBER 30, 2022.
ADDITIONAL AGENDA DETAILS:**

FROM:

Doug Willardson

CC:

Jeff Sanborn

DATE OF MEMO:

11/7/2022

MEMO DETAILS:

This agenda item is a presentation of the quarterly financial statements for the three-months ended September 30, 2022.

ATTACHMENTS:

Description

- ▣ Financial Statements Memo 09-30-2022
- ▣ Financial Statements 09-30-2022

Doug Willardson
395 Magnolia Road
Pinehurst, NC 28374
Phone: 910-295-8646
Fax: 910-295-4434
e-mail: dwillardson@vopnc.org

Village of Pinehurst

Memo

To: Village Council
From: Doug Willardson
CC: Jeff Sanborn & Senior Leadership
Date: November 9, 2022
Re: Financial Statements for the Three Months Ended September 30, 2022

Attached are the quarterly financial statements for the three months ended September 30, 2022. Financially, the Village is off to a good start for FY 2023. At the end of the first quarter, revenues exceeded expenditures by a larger margin than anticipated in our forecast. These results should position us well to carry out the objectives outlined in the FY 2023 Strategic Operating Plan (SOP).

Financial Position:

The Village's General Fund is showing \$6.9 million in income for the first three months of the year compared to \$7.6 million the prior year. The Village's General Fund fund balance is currently 76% of budgeted expenditures, which is lower than the 84% level seen the previous year at September 30, but is still in line with our expectations and results from previous fiscal years.

The Village's total cash and investment balances increased by \$6,369,768, or 33%, compared with the previous year. Of the \$25.6 million in cash and investments at September 30, 2022, \$25.4 million was held in the North Carolina Capital Management Trust Government Portfolio. The Village does not have any installment financing debt obligations as of September 30.

Revenues & Expenditures:

General fund revenues were \$961,000, or 8.7%, above the quarterly budget projections. Property tax revenues were \$852,000 above the quarterly revenue estimate. Most of this variance was due to the timing of the Village's real and personal property tax collections. The collection rate of 81% through the first quarter was the same as after the first quarter last year. It is also worth noting that the valuation of real & personal taxable property increased by approximately 2.5% and motor vehicle valuations increased 8% compared to this time last year. Both of these growth rates are notably above our FY 2023 budgeted increases of 1.2% and 1.0% for real & personal property and motor vehicles, respectively.

Investment income was \$70,000 above the budgeted \$30,400 or 229% for the first quarter. We expect to continue to see significant investment income over the rest of the fiscal year as the FOMC continues to increase interest rates.

General fund operating expenditures were \$1,688,000, or 26%, below the quarterly budget overall, which is comparable to previous year amounts at this point in the fiscal year.

For capital outlay, only 13% of the capital outlay budgeted in the first quarter was expended. Several projects planned for the first quarter have not been completed but are still expected to be performed during the fiscal year. Variances of this kind are common in the first quarter and will level out as the fiscal year progresses.

Financial Outlook:

Growth in the Village's property tax base continues to remain strong and is a key influence on the Village's financial outlook. The total tax base increased by 2.6% this quarter as a result of growth, compared to 1% the previous year. So far this year, the Village has issued 6 new residential building permits valued at \$3.4 million, compared to 25 new permits issued at the same time last year. With the significant increase in mortgage rates, the number of new homes being built has already slowed substantially and will likely continue to be slow through the rest of the fiscal year. We originally anticipated 150 new homes for FY 2023; we will fall far short of this.

Other Items:

During the quarter, the Fair Barn covered 91% of operating expenditures with operating revenues. This is an increase over the same quarter last year, in which the Fair Barn covered 79% of operating expenditures with operating revenues. Last year's result was adversely impacted by the COVID Delta variant. We hope to reach our goal of 95% coverage of operating expenses to revenues by the end of the fiscal year.

The Harness Track covered 12% of its operating expenditures this quarter compared to 17% the previous year. However, Harness Track revenues are typically not received until the second and third quarters of the fiscal year. Based on contracts for rented stalls, we hope to see a significant bump in revenue this year. As you are aware, the Village made substantial improvements to the track barns and grounds. The improved experience should continue to drive demand for stall rentals.

Conclusion:

At this point in the fiscal year, we are doing better than we anticipated with revenues ahead of forecast and expenditures below forecast. There are still many variables at play in our overall financial outlook and most of the variances in revenues, expenditures, and capital outlay may be resolved as the fiscal year progresses. We will continue to closely monitor all revenues and expenditures to ensure good financial oversight of taxpayer dollars.

Should you have any questions about these quarterly statements, please feel free to contact me.

VILLAGE OF PINEHURST



FINANCIAL STATEMENTS
FOR THE THREE MONTHS ENDED
SEPTEMBER 30, 2022

**Village of Pinehurst
Financial Statements
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**Village of Pinehurst
Combined Balance Sheet - All Fund Types
September 30, 2022**

	Governmental Fund Type			Account Groups		Totals September 30, 2022	Totals September 30, 2021
	General Fund	Special Revenue Fund	Capital Project Fund	General Capital Assets	General Long - Term Debt		
ASSETS							
Cash & investments	\$ 19,911,507	\$ -	\$ 402,198	\$ -	\$ -	\$ 20,313,705	\$ 19,266,333
Restricted cash	-	5,322,396	-	-	-	5,322,396	-
Taxes receivable	2,219,034	-	-	-	-	2,219,034	2,097,719
Due from other governmental agencies	3,108,908	-	-	-	-	3,108,908	5,082,274
Other receivables	300,297	-	-	-	-	300,297	302,627
Prepaid items	-	-	-	-	-	-	4,250
Inventory	63,747	-	-	-	-	63,747	60,194
Capital assets	-	-	-	56,131,279	-	56,131,279	53,001,188
Right to use leased assets	-	-	-	36,123	-	36,123	-
Amounts to be provided for retirement of general long-term debt	-	-	-	-	4,129,144	4,129,144	6,232,431
TOTAL ASSETS	\$ 25,603,493	\$ 5,322,396	\$ 402,198	\$ 56,167,402	\$ 4,129,144	\$ 91,624,633	\$ 86,047,016
LIABILITIES AND FUND EQUITY							
Accounts payable	\$ 7,591	\$ -	\$ -	\$ -	\$ -	\$ 7,591	\$ 99,307
Withholdings & accrued expenses	291,205	-	-	-	-	291,205	205,749
Lease liabilities	-	-	-	-	21,706	21,706	-
Accrued vacation	-	-	-	-	864,373	864,373	808,335
Total pension liability (LEO)	-	-	-	-	1,635,856	1,635,856	1,687,722
Net pension liability (LGERS)	-	-	-	-	1,607,209	1,607,209	3,736,374
Deposits	313,370	-	-	-	-	313,370	300,657
Unearned revenues	-	5,296,752	-	-	-	5,296,752	-
Unavailable revenues	2,811,953	-	-	-	-	2,811,953	2,677,369
Total Liabilities	3,424,119	5,296,752	-	-	4,129,144	12,850,015	9,515,513
EQUITY							
Investment in general capital assets	-	-	-	56,131,279	-	56,131,279	53,001,188
Investment in right to use lease assets	-	-	-	36,123	-	36,123	-
Fund Balance:							
Nonspendable:							
Inventory	63,747	-	-	-	-	63,747	60,194
Prepaid items	-	-	-	-	-	-	4,250
Restricted:							
General government	-	25,644	-	-	-	25,644	-
Stabilization by state statute	8,075,898	-	-	-	-	8,075,898	9,279,428
Public safety	32,829	-	-	-	-	32,829	38,816
Transportation	286,505	-	-	-	-	286,505	241,590
Special Revenue - American Rescue Plan	-	-	-	-	-	-	2,648,414
Committed:							
Cultural and recreation	-	-	402,198	-	-	402,198	-
Library and Archives	544,777	-	-	-	-	544,777	1,000,000
Future Capital	6,942,557	-	-	-	-	6,942,557	4,102,691
Assigned:							
Designated for expenditures	978,373	-	-	-	-	978,373	3,951,627
Unassigned	5,254,688	-	-	-	-	5,254,688	2,203,305
Total equity	22,179,374	25,644	402,198	56,167,402	-	78,774,618	76,531,503
TOTAL LIABILITIES & EQUITY	\$ 25,603,493	\$ 5,322,396	\$ 402,198	\$ 56,167,402	\$ 4,129,144	\$ 91,624,633	\$ 86,047,016

**Village of Pinehurst
General Fund
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
For the Fiscal Period Ended September 30, 2022**

	Annual Budget as of 9/30/2022	Quarterly Budget as of 9/30/2022	YTD as of 9/30/2022	YTD as of 9/30/2021	Current Year Over (Under) Prior Year	% of 2023 Budget Spent / Received YTD
Revenues						
Ad valorem taxes & penalties	\$ 12,176,000	\$ 8,606,480	\$ 9,458,731	\$ 9,460,888	\$ (2,157)	77.68%
Other taxes and licenses	3,800	950	1,350	1,345	5	35.53%
Intergovernmental revenues:						
Unrestricted	7,736,100	1,580,000	1,661,905	1,574,662	87,243	21.48%
Restricted	685,100	351,162	295,086	236,729	58,357	43.07%
Permits & fees	924,500	231,125	294,378	234,624	59,754	31.84%
Sales & services	767,900	161,225	184,856	127,947	56,909	24.07%
Other revenues	453,855	126,040	79,075	12,500	66,575	17.42%
Investment earnings	133,000	29,900	72,933	297	72,636	54.84%
TOTAL REVENUES	22,880,255	11,086,882	12,048,314	11,648,992	399,322	52.66%
Operating Expenditures						
Governing Body	150,300	45,325	56,590	39,503	17,087	37.65%
Administration	1,590,744	462,979	410,879	284,595	126,284	25.83%
Financial Services	854,540	321,224	308,517	285,366	23,151	36.10%
Human Resources	620,510	132,166	94,465	96,570	(2,105)	15.22%
Police	4,336,131	1,435,707	973,179	714,391	258,788	22.44%
Fire	3,524,697	938,176	766,708	613,371	153,337	21.75%
Inspections	380,210	99,454	87,345	72,062	15,283	22.97%
Public Services Administration	720,200	248,169	136,647	103,465	33,182	18.97%
Streets & Grounds	1,682,370	455,909	314,344	320,395	(6,051)	18.68%
Powell Bill Funds	1,472,975	172,975	90	-	90	0.01%
Solid Waste	2,083,192	550,620	429,163	359,624	69,539	20.60%
Recreation	2,187,396	591,782	503,061	424,462	78,599	23.00%
Library	602,670	155,843	128,262	43,413	84,849	21.28%
Harness Track	624,260	185,141	149,456	125,271	24,185	23.94%
Fair Barn	398,940	102,461	73,012	61,752	11,260	18.30%
Planning	1,258,420	477,788	266,510	215,182	51,328	21.18%
Community Development	151,260	57,540	56,198	49,547	6,651	37.15%
Debt Service	12,500	12,500	3,295	-	3,295	26.36%
Total Operating Expenditures	22,651,315	6,445,759	4,757,721	3,808,969	948,752	21.00%
Capital Outlay Expenditures						
Administration	160,381	30,183	8,295	8,504	(209)	5.17%
Financial Services	780	-	-	-	-	0.00%
Human Resources	1,040	-	-	-	-	0.00%
Police	585,351	150,000	-	103,231	(103,231)	0.00%
Fire	468,880	300,150	-	3,300	(3,300)	0.00%
Inspections	50,520	25,000	24,661	-	24,661	48.81%
Public Services Administration	353,122	-	-	-	-	0.00%
Streets & Grounds	1,445,110	365,750	31,338	136,499	(105,161)	2.17%
Solid Waste	489,730	244,000	214,859	-	214,859	43.87%
Recreation	1,482,728	195,000	-	500	(500)	0.00%
Library	1,003,375	1,000,000	-	-	-	0.00%
Harness Track	227,256	211,000	72,025	18,000	54,025	31.69%
Fair Barn	30,480	-	-	-	-	0.00%
Planning	9,820	8,000	-	-	-	0.00%
Community Development	216,460	216,200	-	-	-	0.00%
Total Capital Outlay Expenditures	6,525,033	2,745,283	351,178	270,034	81,144	5.38%
TOTAL EXPENDITURES ¹	29,176,348	9,191,042	5,108,899	4,079,003	1,029,896	17.51%
REVENUES OVER (UNDER) EXPENDITURES	(6,296,093)	1,895,840	6,939,415	7,569,989	(630,574)	

**Village of Pinehurst
General Fund
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
For the Fiscal Period Ended September 30, 2022**

	Annual Budget as of 9/30/2022	Quarterly Budget as of 9/30/2022	YTD as of 9/30/2022	YTD as of 9/30/2021	Current Year Over (Under) Prior Year	% of 2023 Budget Spent / Received YTD
Other Financing Sources (Uses)						
Operating transfers in	\$ 5,297,720	\$ 1,011,000	\$ -	\$ -	\$ -	0.00%
Sales of capital assets	20,000	5,000	-	23,044	(23,044)	0.00%
Total Other Fin. Sources (Uses)	<u>5,317,720</u>	<u>1,016,000</u>	<u>-</u>	<u>23,044</u>	<u>(23,044)</u>	<u>0.00%</u>
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXP AND OTHER FINANCING USES	(978,373)	2,911,840	6,939,415	7,593,033	(653,618)	
Appropriated Fund Balance	<u>978,373</u>	<u>978,373</u>	<u>-</u>	<u>-</u>	<u>-</u>	
NET CHANGE IN FUND BALANCE	<u>\$ -</u>	<u>\$ 1,933,467</u>	<u>6,939,415</u>	<u>\$ 7,593,033</u>	<u>\$ (653,618)</u>	
FUND BALANCE, JULY 1			<u>15,239,959</u>			
FUND BALANCE, JUNE 30			<u>\$ 22,179,374</u>			

	YTD as of 9/30/2022	% of Total Expenditures
¹ Total Expenditures by Type		
Salaries & Benefits	\$ 3,020,457	59%
Operating	1,737,264	34%
Capital	<u>351,178</u>	<u>7%</u>
Total Expenditures by Type	<u>\$ 5,108,899</u>	<u>100%</u>

Village of Pinehurst
American Rescue Plan Act Special Revenue Fund
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
From Inception and for the Fiscal Period Ended September 30, 2022

	Project Budget	Prior Years	Actual Current Year	Total To Date
Revenues				
Restricted intergovernmental:				
Grant revenue	\$ 4,860,000	\$ -	\$ -	\$ -
Investment earnings	-	4,216	21,428	25,644
TOTAL REVENUES	4,860,000	4,216	21,428	25,644
Expenditures				
American Rescue Plan Act expenditures	4,860,000	-	-	-
TOTAL EXPENDITURES	4,860,000	-	-	-
REVENUES OVER (UNDER) EXPENDITURES	-	4,216	21,428	25,644
NET CHANGE IN FUND BALANCE	\$ -	\$ 4,216	21,428	\$ 25,644
FUND BALANCE, JULY 1			4,216	
FUND BALANCE, JUNE 30			\$ 25,644	

Village of Pinehurst
Library Expansion Capital Project Fund
Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
From Inception and for the Fiscal Period Ended September 30, 2022

	Project Budget	Prior Years	Actual Current Year	Total To Date
Revenues				
Investment earnings	\$ 500	\$ 319	\$ 1,879	\$ 2,198
TOTAL REVENUES	<u>500</u>	<u>319</u>	<u>1,879</u>	<u>2,198</u>
Expenditures				
Design costs	400,500	-	-	-
TOTAL EXPENDITURES	<u>400,500</u>	<u>-</u>	<u>-</u>	<u>-</u>
REVENUES OVER (UNDER) EXPENDITURES	<u>(400,000)</u>	<u>319</u>	<u>1,879</u>	<u>2,198</u>
Other Financing Sources (Uses)				
Transfer from General Fund	400,000	400,000	-	400,000
TOTAL OTHER FIN. SOURCES (USES)	<u>400,000</u>	<u>400,000</u>	<u>-</u>	<u>400,000</u>
NET CHANGE IN FUND BALANCE	<u>\$ -</u>	<u>\$ 400,319</u>	<u>1,879</u>	<u>\$ 402,198</u>
FUND BALANCE, JULY 1			<u>400,319</u>	
FUND BALANCE, JUNE 30			<u>\$ 402,198</u>	

**Village of Pinehurst
Schedule of Interfund Transfers
For the Fiscal Period Ended September 30, 2022**

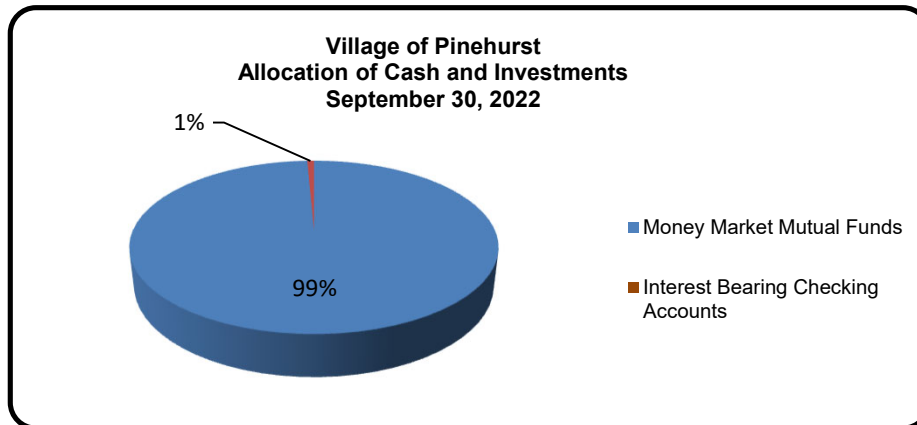
	Budgeted		Actual	
	Transfers In	Transfers Out	Transfers In	Transfers Out
General Fund Transfers:				
American Rescue Plan Act Special Revenue Fund	\$ 5,297,720	\$ -	\$ -	\$ -
American Rescue Plan Act Special Revenue Fund	-	5,297,720	-	-
	<u>\$ 5,297,720</u>	<u>\$ 5,297,720</u>	<u>\$ -</u>	<u>\$ -</u>

**Village of Pinehurst
Schedule of Cash and Investments
September 30, 2022**

Investment	Bond/Bank Ratings	Purchase Date	Maturity Date	Cost
Money Market Mutual Funds				
North Carolina Capital Management Trust - Government Portfolio	AAAm (S&P)			\$ 25,452,063
Interest Bearing Checking Accounts				
PNC Bank Operating				183,088
Petty Cash				<u>950</u>
Total Cash and Investments				<u><u>\$ 25,636,101</u></u>
Total Cash and Investments (same quarter previous year)				<u><u>\$ 19,266,333</u></u>

Summary of Cash and Investments

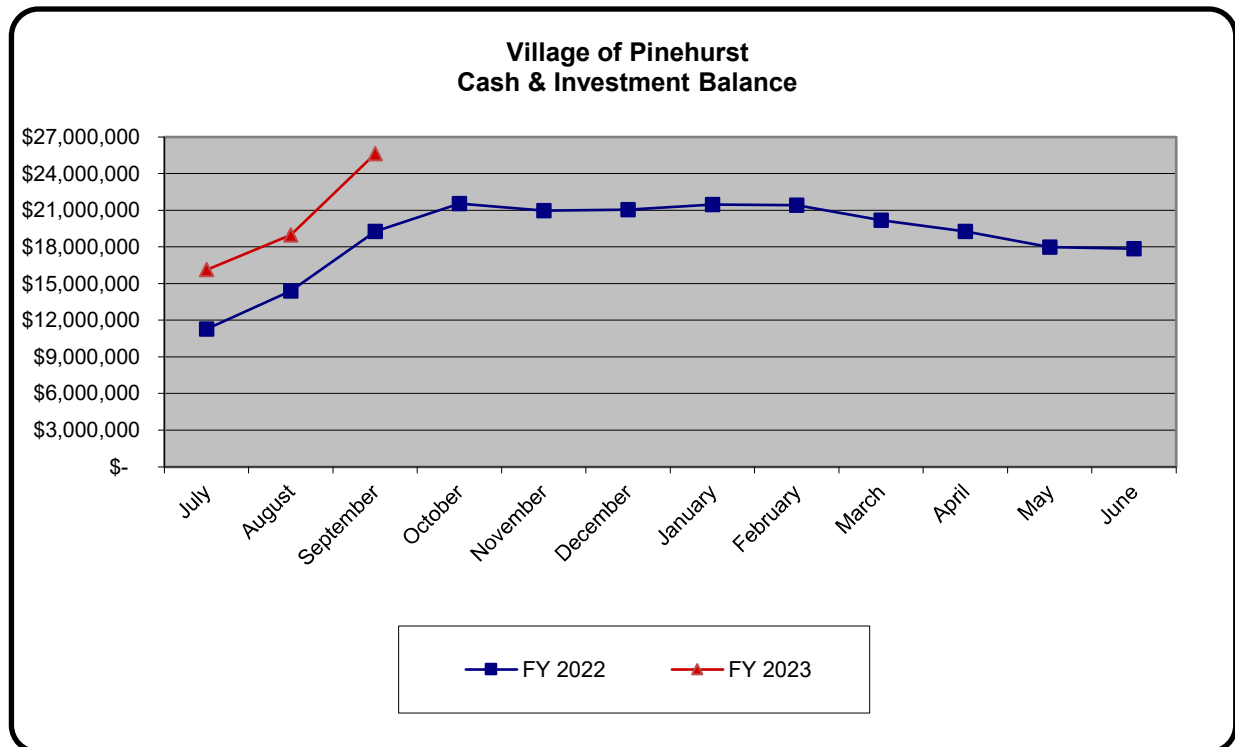
Money Market Mutual Funds	\$ 25,452,063
Interest Bearing Checking Accounts	183,088
Petty Cash	<u>950</u>
	<u><u>\$ 25,636,101</u></u>



Village of Pinehurst Investment Yield Summary

	FY 2022			FY 2023		
	Cash Balance	Investment Earnings	Investment Yield*	Cash Balance	Investment Earnings	Investment Yield*
July	\$ 11,280,977	\$ 99	0.01%	\$ 16,142,428	\$ 20,950	1.50%
August	14,394,289	107	0.01%	18,973,465	32,919	2.28%
September	19,266,333	129	0.01%	25,636,101	42,371	2.31%
October	21,547,532	168	0.01%			
November	20,976,349	172	0.01%			
December	21,049,288	175	0.01%			
January	21,477,552	176	0.01%			
February	21,429,548	162	0.01%			
March	20,195,845	1,337	0.08%			
April	19,271,130	3,355	0.21%			
May	17,988,540	8,958	0.59%			
June	17,855,516	14,267	0.97%			
Average	<u>\$ 18,894,408</u>	<u>\$ 29,105</u>	0.15%	<u>\$ 20,250,665</u>	<u>\$ 96,240</u>	2.03%

* Investment yield is presented on an accrual basis.



Village of Pinehurst
Schedule of Fund Balance - General Fund
September 30, 2022

	Fund Balance at 9/30/2022	Fund Balance at 9/30/2021
General Fund		
Nonspendable:		
Inventory	\$ 63,747	\$ 60,194
Prepaid Items	-	4,250
Restricted:		
Stabilization by State Statute	8,075,898	9,279,428
Transportation	286,505	241,590
Public Safety	32,829	38,816
Committed:		
Library and Archives	544,777	1,000,000
Future Capital	6,942,557	4,102,691
Assigned		
Subsequent year's expenditures	978,373	3,951,627
Unassigned	5,254,688	2,203,305
	<u>\$ 22,179,374</u>	<u>\$ 20,881,901</u>

Village of Pinehurst
Schedule of Capital Outlay by Function and Activity - General Fund
For the Fiscal Period Ended September 30, 2022

	Annual Budget	YTD Budget	YTD Expenditures	Remaining Balance
<u>Land</u>				
Public Services	\$ 350,000	\$ -	\$ -	\$ 350,000
Streets & Grounds	200,000	-	-	200,000
Recreation	1,476,000	195,000	-	1,476,000
Harness Track	134,900	122,400	34,165	100,735
Community Development	216,200	216,200	-	216,200
	2,377,100	533,600	34,165	2,342,935
<u>Buildings and Grounds</u>				
Administration	21,883	21,883	-	21,883
Police	75,000	-	-	75,000
Fire	283,250	283,250	-	283,250
Library	1,000,000	1,000,000	-	1,000,000
Harness Track	88,600	88,600	37,860	50,740
	1,468,733	1,393,733	37,860	1,430,873
<u>Equipment and Furniture</u>				
Administration	132,118	8,300	8,295	123,823
Financial Services	780	-	-	780
Human Resources	1,040	-	-	1,040
Police	170,974	150,000	-	170,974
Fire	173,922	7,400	-	173,922
Inspections	520	-	-	520
Public Services Administration	1,602	-	-	1,602
Streets & Grounds	168,110	-	-	168,110
Solid Waste	24,730	24,000	-	24,730
Library	850	-	-	850
Recreation	1,720	-	-	1,720
Harness Track	627	-	-	627
Fair Barn	26,627	-	-	26,627
Planning	9,820	8,000	-	9,820
Community Development	260	-	-	260
	713,700	197,700	8,295	705,405
<u>Vehicles</u>				
Administration	6,380	-	-	6,380
Police	339,377	-	-	339,377
Fire	11,708	9,500	-	11,708
Inspections	50,000	25,000	24,661	25,339
Public Services Administration	1,520	-	-	1,520
Streets & Grounds	77,000	32,000	31,338	45,662
Solid Waste	465,000	220,000	214,859	250,141
Recreation	5,008	-	-	5,008
Library	2,525	-	-	2,525
Harness Track	3,129	-	-	3,129
Fair Barn	3,853	-	-	3,853
	965,500	286,500	270,858	694,642
<u>Infrastructure</u>				
Streets & Grounds	1,000,000	333,750	-	1,000,000
	1,000,000	333,750	-	1,000,000
Total	\$ 6,525,033	\$ 2,745,283	\$ 351,178	\$ 6,173,855

% of Capital Outlay Budget Expended

5.38%

Note: This Schedule includes Fleet Maintenance, Buildings & Grounds and Information Technology Capital Outlay.

Village of Pinehurst
Schedule of General Long Term Debt
September 30, 2022

	Balance at 9/30/2022	Balance at 9/30/2021	Increase (Decrease)
Lease Liabilities	\$ 21,706	\$ -	\$ 21,706
Total Pension Liability (LEO) *	1,635,856	1,687,722	(51,866)
Net Pension Liability (LGERS) *	1,607,209	3,736,374	(2,129,165)
Accumulated Vacation	864,373	808,335	56,038
	<u>4,129,144</u>	<u>6,232,431</u>	<u>(2,103,287)</u>
	<u><u>\$ 4,129,144</u></u>	<u><u>\$ 6,232,431</u></u>	<u><u>\$ (2,103,287)</u></u>

* Based on an independent annual actuarial valuation

Village of Pinehurst
Schedule of Budget Amendments - General Fund
For the Fiscal Period Ended September 30, 2022

	Original FY 2023 Budget	Amended * Qtr Ended 9/30/2022	Amended Qtr Ended 12/31/2022	Amended Qtr Ended 3/31/2023	Amended Qtr Ended 6/30/2023	Total Amendments	Amended FY 2023 Budget
REVENUES							
Ad valorem taxes	\$ 12,176,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,176,000
Other taxes and licenses	3,800	-	-	-	-	-	3,800
Unrestricted Intergov't Revenues	7,736,100	-	-	-	-	-	7,736,100
Restricted Intergov't Revenues	635,100	50,000	-	-	-	50,000	685,100
Permits & Fees	924,500	-	-	-	-	-	924,500
Sales & Services	767,900	-	-	-	-	-	767,900
Other Revenues	435,980	37,875	-	-	-	37,875	473,855
Investment Income	133,000	-	-	-	-	-	133,000
Other Financing Sources	4,286,720	1,011,000	-	-	-	1,011,000	5,297,720
Appropriated Fund Balance	-	978,373	-	-	-	978,373	978,373
TOTAL REVENUES	\$ 27,099,100	\$ 2,077,248	\$ -	\$ -	\$ -	\$ 2,077,248	\$ 29,176,348
OPERATING EXPENDITURES							
Governing Body	150,300	-	-	-	-	-	150,300
Administration	1,571,720	19,024	-	-	-	19,024	1,590,744
Financial Services	856,340	(1,800)	-	-	-	(1,800)	854,540
Human Resources	617,010	3,500	-	-	-	3,500	620,510
Police	4,148,000	188,131	-	-	-	188,131	4,336,131
Fire	3,481,470	43,227	-	-	-	43,227	3,524,697
Inspections	380,210	-	-	-	-	-	380,210
Public Services Administration	635,110	85,090	-	-	-	85,090	720,200
Streets & Grounds	1,670,350	12,020	-	-	-	12,020	1,682,370
Powell Bill	1,300,100	172,875	-	-	-	172,875	1,472,975
Solid Waste	2,069,430	13,762	-	-	-	13,762	2,083,192
Planning	1,052,510	205,910	-	-	-	205,910	1,258,420
Community Development	151,260	-	-	-	-	-	151,260
Recreation	2,147,020	40,376	-	-	-	40,376	2,187,396
Library	605,170	(2,500)	-	-	-	(2,500)	602,670
Harness Track	603,260	21,000	-	-	-	21,000	624,260
Fair Barn	398,940	-	-	-	-	-	398,940
Debt Service	-	12,500	-	-	-	12,500	12,500
Other Financing Uses	-	-	-	-	-	-	-
Total Operating Expenditures	21,838,200	813,115	-	-	-	813,115	22,651,315
CAPITAL EXPENDITURES							
Administration	145,198	15,183	-	-	-	15,183	160,381
Financial Services	780	-	-	-	-	-	780
Human Resources	1,040	-	-	-	-	-	1,040
Police	710,351	(125,000)	-	-	-	(125,000)	585,351
Fire	176,130	292,750	-	-	-	292,750	468,880
Inspections	25,520	25,000	-	-	-	25,000	50,520
Public Services Administration	353,122	-	-	-	-	-	353,122
Streets & Grounds	1,168,110	277,000	-	-	-	277,000	1,445,110
Solid Waste	269,730	220,000	-	-	-	220,000	489,730
Planning	1,820	8,000	-	-	-	8,000	9,820
Community Development	260	216,200	-	-	-	216,200	216,460
Recreation	1,323,728	159,000	-	-	-	159,000	1,482,728
Library	1,003,375	-	-	-	-	-	1,003,375
Harness Track	51,256	176,000	-	-	-	176,000	227,256
Fair Barn	30,480	-	-	-	-	-	30,480
Total Capital Expenditures	\$ 5,260,900	\$ 1,264,133	\$ -	\$ -	\$ -	\$ 1,264,133	\$ 6,525,033
TOTAL EXPENDITURES	\$ 27,099,100	\$ 2,077,248	\$ -	\$ -	\$ -	\$ 2,077,248	\$ 29,176,348

Amended Budget as a % of
Original Budget

107.7%

* Includes \$1,437,173 that was reappropriated from FY 2022.

Village of Pinehurst
Schedule of Encumbrances
For the Fiscal Period Ended September 30, 2022

	Annual Budget as of 9/30/2022	YTD as of 9/30/2022	Encumbered Amount	Unencumbered Balance
GENERAL FUND				
Operating Expenditures				
Governing Body	\$ 150,300	\$ 56,590	\$ 55,994	\$ 37,716
Administration	1,590,744	410,879	53,730	1,126,135
Financial Services	854,540	308,517	36,286	509,737
Human Resources	620,510	94,465	15,732	510,313
Police	4,336,131	973,179	293,792	3,069,160
Fire	3,524,697	766,708	91,030	2,666,959
Inspections	380,210	87,345	1,545	291,320
Public Services Administration	720,200	136,647	62,945	520,608
Streets & Grounds	1,682,370	314,344	175,693	1,192,333
Powell Bill Funds	1,472,975	90	-	1,472,885
Solid Waste	2,083,192	429,163	752,694	901,335
Recreation	2,187,396	503,061	167,818	1,516,517
Library	602,670	128,262	70,538	403,870
Harness Track	624,260	149,456	79,201	395,603
Fair Barn	398,940	73,012	37,250	288,678
Planning	1,258,420	266,510	18,341	973,569
Community Development	151,260	56,198	19,185	75,877
Fleet Maintenance	813,180	206,277	39,761	567,142
B&G Maintenance	1,570,370	310,711	362,799	896,860
Information Technology	1,529,224	377,563	208,579	943,082
Debt Service	12,500	3,295	-	9,205
Total Operating Expenditures *	26,564,089	5,652,272	2,542,913	18,368,904
Capital Outlay Expenditures				
Administration	160,381	8,295	-	152,086
Financial Services	780	-	-	780
Human Resources	1,040	-	-	1,040
Police	585,351	-	-	585,351
Fire	468,880	-	274,202	194,678
Inspections	50,520	24,661	-	25,859
Public Services Administration	353,122	-	-	353,122
Streets & Grounds	1,445,110	31,338	63,127	1,350,645
Solid Waste	489,730	214,859	-	274,871
Recreation	1,482,728	-	-	1,482,728
Library	1,003,375	-	-	1,003,375
Harness Track	227,256	72,025	-	155,231
Fair Barn	30,480	-	-	30,480
Planning	9,820	-	-	9,820
Fleet Maintenance	1,133,020	270,858	797,153	65,009
B&G Maintenance	1,968,463	80,320	1,615,046	273,097
Information Technology	34,000	-	-	34,000
Total Capital Outlay Expenditures *	9,660,516	702,356	2,749,528	6,208,632
Charges to Other Departments *	(7,048,257)	(1,245,729)	-	(5,802,528)
TOTAL GENERAL FUND EXPENDITURES	\$ 29,176,348	\$ 5,108,899	\$ 5,292,441	\$ 18,775,008

* In this schedule, General Fund operating and capital expenditures are overstated due to internal service allocation budgets appearing in both the internal service departments (Fleet, B&G, & IT) and the department to which the expenditure is eventually allocated. Total expenditures, however, reflect the actual General Fund budget.

Village of Pinehurst
Schedule of Encumbrances
For the Fiscal Period Ended September 30, 2022

	Annual Budget as of 9/30/2022	YTD as of 9/30/2022	Encumbered Amount	Unencumbered Balance
AMERICAN RESCUE PLAN SPECIAL REVENUE FUND				
Expenditures				
American Rescue Plan Act expenditures	\$ 4,860,000	\$ -	\$ -	\$ 4,860,000
Total Expenditures	4,860,000	-	-	4,860,000
 TOTAL SPECIAL REVENUE FUND EXPENDITURES	 <u>\$ 4,860,000</u>	 <u>\$ -</u>	 <u>\$ -</u>	 <u>\$ 4,860,000</u>
LIBRARY EXPANSION CAPITAL PROJECT FUND				
Expenditures				
Design costs	\$ 400,500	\$ -	\$ -	\$ 400,500
Total Expenditures	400,500	-	-	400,500
 TOTAL CAPITAL PROJECT FUND EXPENDITURES	 <u>\$ 400,500</u>	 <u>\$ -</u>	 <u>\$ -</u>	 <u>\$ 400,500</u>

Village of Pinehurst
Schedule of Ad Valorem Property Tax Collections
For the Fiscal Period Ended September 30, 2022

Real and Personal

Tax Year	For the Fiscal Period Ended September 30, 2022			For the Fiscal Period Ended September 30, 2021		
	Budgeted Collections	Gross Collections	% Collected Through 9/30/2022	Budgeted Collections	Gross Collections	% Collected Through 9/30/2021
Third Prior Year	\$ -	\$ 2,470	100.00%	\$ -	\$ 9	100.00%
Second Prior Year	-	1,274	100.00%	-	(544)	100.00%
First Prior Year	5,000	3,048	60.96%	5,000	2,196	43.92%
Current Year	11,347,000	9,207,571	81.15%	11,386,000	9,237,122	81.13%
	<u>\$ 11,352,000</u>	<u>\$ 9,214,363</u>	<u>81.17%</u>	<u>\$ 11,391,000</u>	<u>\$ 9,238,783</u>	<u>81.11%</u>

Motor Vehicles

Tax Year	For the Fiscal Period Ended September 30, 2022			For the Fiscal Period Ended September 30, 2021		
	Budgeted Collections	Gross Collections	% Collected Through 9/30/2022	Budgeted Collections	Gross Collections	% Collected Through 9/30/2021
Third Prior Year	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%
Second Prior Year	-	-	0.00%	-	-	0.00%
First Prior Year	-	-	0.00%	-	-	0.00%
Current Year	824,000	245,971	29.85%	819,000	221,832	27.09%
	<u>\$ 824,000</u>	<u>\$ 245,971</u>	<u>29.85%</u>	<u>\$ 819,000</u>	<u>\$ 221,832</u>	<u>27.09%</u>

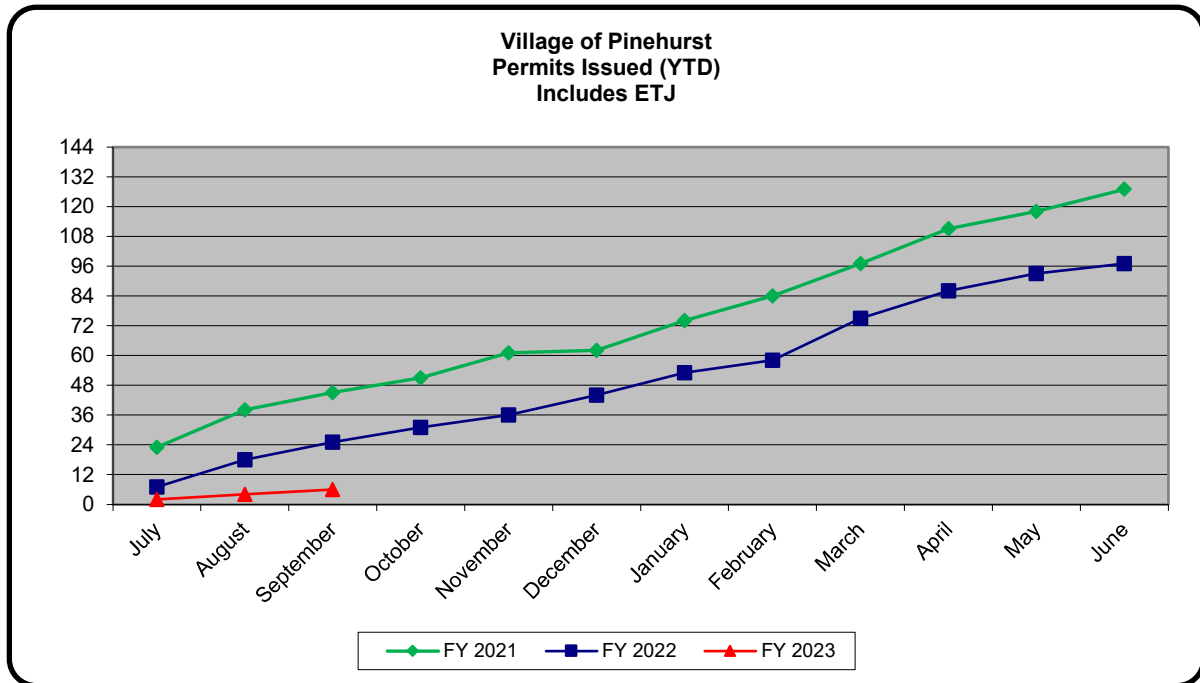
Village of Pinehurst
Schedule of Ad Valorem Property Tax Levy
For the Fiscal Period Ended September 30, 2022

Property Valuation				
	For the Fiscal Period Ended September 30, 2022	For the Fiscal Period Ended September 30, 2021	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Real & Personal Motor Vehicles	\$ 3,682,739,368	\$ 3,594,197,010	\$ 88,542,358	2.46%
	78,295,555	72,541,389	5,754,166	7.93%
	<u>\$ 3,761,034,923</u>	<u>\$ 3,666,738,399</u>	<u>\$ 94,296,524</u>	<u>2.57%</u>

Levy				
	For the Fiscal Period Ended September 30, 2022	For the Fiscal Period Ended September 30, 2021	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Real & Personal Motor Vehicles	\$ 11,418,588	\$ 11,323,384	\$ 95,204	0.84%
	245,773	220,867	24,906	11.28%
	<u>\$ 11,664,361</u>	<u>\$ 11,544,251</u>	<u>\$ 120,110</u>	<u>1.04%</u>

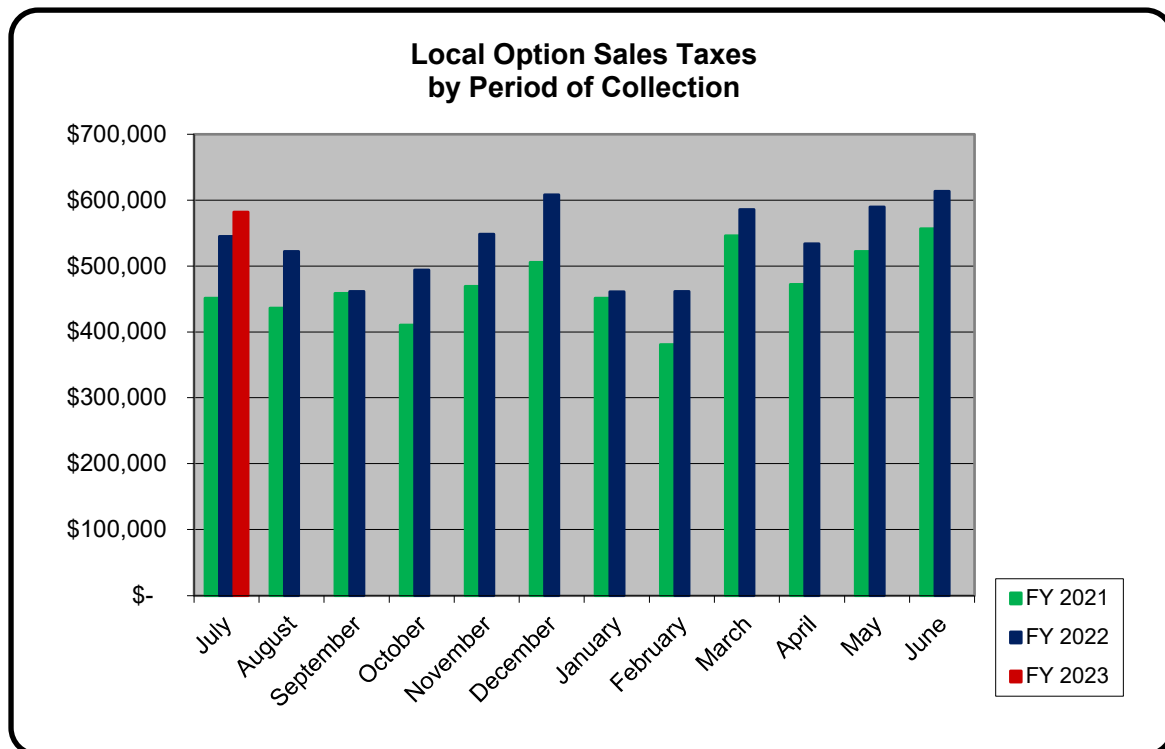
**Village of Pinehurst
Residential Building Permits - Includes ETJ**

	FY 2021		FY 2022		FY 2023		Construction
	# of	Est.	# of	Est.	# of	Est.	Costs
	Permits	Construction	Permits	Construction	Permits	Construction	Percentage
	Issued	Costs	Issued	Costs	Issued	Costs	Change YTD
July	23	\$ 5,718,524	7	\$ 2,564,160	2	\$ 1,374,067	-46.41%
August	15	3,078,264	11	2,497,720	2	250,000	-67.92%
September	7	2,673,000	7	1,735,473	2	1,781,032	-49.91%
October	6	1,307,750	6	4,424,927			
November	10	1,953,891	5	4,238,749			
December	10	3,319,997	8	4,134,890			
January	12	4,567,500	9	4,291,865			
February	10	4,785,880	5	1,903,000			
March	13	6,219,340	17	5,049,597			
April	14	3,723,799	11	3,646,072			
May	7	4,181,579	7	2,878,150			
June	9	2,533,541	4	1,137,453			
YTD	136	\$ 44,063,065	97	\$ 38,502,056	6	\$ 3,405,099	



**Village of Pinehurst
Local Option Sales Taxes**

	FY 2021	FY 2022	FY 2023	Same Month Change From Prior Year
July	\$ 451,006	\$ 544,778	\$ 581,655	6.77%
August	436,367	522,224	-	
September	458,347	461,280	-	
October	410,637	493,967	-	
November	469,034	548,338	-	
December	505,555	607,908	-	
January	451,085	460,726	-	
February	380,857	461,422	-	
March	545,977	585,522	-	
April	472,104	533,554	-	
May	522,352	589,412	-	
June	556,832	613,579	-	
YTD	<u>\$ 5,660,153</u>	<u>\$ 6,422,710</u>	<u>\$ 581,655</u>	



Village of Pinehurst
Schedule of Fair Barn Revenues and Expenditures
For the Fiscal Period Ended September 30, 2022

	Annual Budget as of 9/30/2022	Quarterly Budget as of 9/30/2022	Actual 9/30/2022	YTD as of 9/30/2021	Current Year Over (Under) Prior Year	% of 2023 Budget Spent / Received YTD
<u>Fair Barn</u>						
Revenues	\$ 230,000	\$ 53,000	\$ 84,737	\$ 52,129	\$ 32,608	36.84%
Expenditures						
Operating	398,940	102,461	73,012	61,752	11,260	18.30%
Capital	30,480	-	-	-	-	0.00%
	<u>429,420</u>	<u>102,461</u>	<u>73,012</u>	<u>61,752</u>	<u>11,260</u>	<u>17.00%</u>
Net <u>Before</u> Discounts	<u>(199,420)</u>	<u>(49,461)</u>	<u>11,725</u>	<u>(9,623)</u>	<u>21,348</u>	<u>-5.88%</u>
Event Revenue Discounts			<u>(18,125)</u>	<u>(3,625)</u>	<u>(14,500)</u>	
Net <u>After</u> Discounts	<u>\$ (199,420)</u>	<u>\$ (49,461)</u>	<u>\$ (6,400)</u>	<u>\$ (13,248)</u>	<u>\$ 6,848</u>	<u>3.21%</u>
Operating Revenues as a % of Operating Expenditures - Before Discounts	58%	52%	116%	84%		
Operating Revenues as a % of Operating Expenditures - After Discounts	58%	52%	91%	79%		
Target			90%			

Village of Pinehurst
Schedule of Harness Track Revenues and Expenditures
For the Fiscal Period Ended September 30, 2022

	Annual Budget as of 9/30/2022	Quarterly Budget as of 9/30/2022	Actual 9/30/2022	YTD as of 9/30/2021	Current Year Over (Under) Prior Year	% of 2023 Budget Spent / Received YTD
<u>Harness Track</u>						
Revenues	\$ 211,700	\$ 14,175	\$ 17,209	\$ 21,458	\$ (4,249)	8.13%
Expenditures						
Operating	624,260	185,141	149,456	125,271	24,185	23.94%
Capital	<u>227,256</u>	<u>211,000</u>	<u>72,025</u>	<u>18,000</u>	<u>54,025</u>	<u>31.69%</u>
	<u>851,516</u>	<u>396,141</u>	<u>221,481</u>	<u>143,271</u>	<u>78,210</u>	<u>26.01%</u>
Net <u>Before</u> Discounts	<u>(639,816)</u>	<u>(381,966)</u>	<u>(204,272)</u>	<u>(121,813)</u>	<u>(82,459)</u>	<u>31.93%</u>
Event Revenue Discounts			-	-	-	
Net <u>After</u> Discounts	<u>\$ (639,816)</u>	<u>\$ (381,966)</u>	<u>\$ (204,272)</u>	<u>\$ (121,813)</u>	<u>\$ (82,459)</u>	<u>31.93%</u>
Operating Revenues as a % of Operating Expenditures - Before Discounts	34%	8%	12%	17%		
Operating Revenues as a % of Operating Expenditures - After Discounts	34%	8%	12%	17%		
Target			47%			



**DISCUSS AND CONSIDER A RESOLUTION #22-24 APPOINTING A
FINANCE OFFICER
ADDITIONAL AGENDA DETAILS:**

FROM:

Brooke Hunter

CC:

Jeff Sanborn & Doug Willardson

DATE OF MEMO:

11/8/2022

MEMO DETAILS:

North Carolina General Statute 159-24 requires each local government to appoint a finance officer to hold office at the pleasure of the appointing board. Due to an upcoming change in personnel, Council is required to appoint a new Finance Officer to cover this interim period.

Staff requests the appointment of Sheila Edmonds, the current Assistant Financial Services Director, to serve in this capacity beginning November 19, 2022.

Resolution #22-24 is available for your consideration.

ATTACHMENTS:

Description

- ☐ Resolution 22-24 - Appointing a Finance Officer

RESOLUTION #22-24:

A RESOLUTION APPOINTING A FINANCE OFFICER FOR PINEHURST, NORTH CAROLINA.

THAT WHEREAS, North Carolina General Statute 159-24 stipulates that each local government shall appoint a Finance Officer to hold office at the pleasure of the appointing board or official; and

WHEREAS, changes in personnel and responsibilities have made it necessary to appoint a new Finance Officer;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in regular meeting assembled this 15th day of November, 2022, as follows:

SECTION 1. That Sheila Edmonds is hereby appointed Finance Officer for Pinehurst, in addition to other duties, to serve in this capacity at the pleasure of the Council effective November 19, 2022.

SECTION 2. All previous appointments of other individuals to this position are superseded by adoption of this resolution.

THIS RESOLUTION passed and adopted this 15th day of November, 2022.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
John C. Strickland, Mayor

Attest:

Approved as to Form:

Kelly Chance, Village Clerk

Michael J. Newman, Village Attorney



**DISCUSS AND CONSIDER ORDINANCE #22-22 TO RATIFY ATTORNEY
CONTRACT AND AMEND THE BUDGET
ADDITIONAL AGENDA DETAILS:**

FROM:

Brooke Hunter

CC:

Jeff Sanborn & Doug Willardson

DATE OF MEMO:

11/9/2022

MEMO DETAILS:

The Village of Pinehurst engaged the legal services of Hartzog Law Group when defending a recent lawsuit regarding alleged open meeting law violations. As of November 7, 2022, total legal services expenditures for this case were \$53,304 and additional expenditures may be incurred as the judge's decision was appealed. A budget amendment is needed to cover these expenditures.

Also, when the contract was originally executed, expenditures were expected to be within the Village Manager's delegated authority of \$50,000 as indicated in the annual budget ordinance. However, total expenditures have slightly exceeded that limit, so Council is asked to ratify this contract. The attached ordinance includes a budget amendment for \$50,000 to cover a majority of the contract, since some funding was available in the original budget ordinance. Tonight's ordinance also includes the ratification of the agreement with an effective date of May 20, 2022.

ATTACHMENTS:

Description

- ☐ Ordinance 22-22 - Legal Fees Amendment and Contract Ratification
- ☐ Ordinance 22-22 - Exhibit A

ORDINANCE #22-22:

AN ORDINANCE AMENDING THE ORDINANCE APPROPRIATING FUNDS FOR OPERATIONS OF THE VILLAGE OF PINEHURST FOR FISCAL YEAR 2023, REGARDING REVENUES AND EXPENDITURES OF THE GENERAL FUND FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA (LEGAL FEES AND CONTRACT RATIFICATION)

THAT WHEREAS, the Village of Pinehurst engaged the legal services of Hartzog Law Group when defending a recent lawsuit regarding alleged open meeting law violations; and

WHEREAS, on September 29, 2022, the judge ordered in the Village's favor; and

WHEREAS, as of November 7, 2022, total legal services expenditures for this case were \$53,304; and

WHEREAS, the plaintiff appealed the decision and additional expenditures may be incurred; and

WHEREAS, funding for these services was not included in the FY 2023 Budget when originally adopted; and

WHEREAS, when the contract was executed, expenditures were expected to be within the Village Manager's delegated authority of \$50,000 as indicated in the annual budget ordinance #22-05; and

WHEREAS, the Village Manager signed the agreement between the Village and Hartzog Law Group for these services based on the original estimated costs;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in the regular meeting assembled this 15th day of November 2022, as follows:

SECTION 1. To amend the FY 2023 General Fund budget with regard to 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>
10-00-210-5800	Professional Services	\$ 50,000	
10-00-190-3905	Fund Balance Appropriated		\$ 50,000

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.

SECTION 3. The Village Council hereby accepts the agreement between the Village and Hartzog Law Group as shown in Exhibit A attached hereto and made part of this ordinance.

SECTION 4. The Village Manager's signature is hereby ratified on the attached agreement with an effective date of May 20, 2022.

THIS ORDINANCE passed and adopted this 15th day of November, 2022.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
John C. Strickland, Mayor

Attest:

Approved as to Form:

Kelly Chance, Village Clerk

Michael J. Newman, Village Attorney

DRAFT

HARTZOG LAW GROUP
2626 Glenwood Avenue
Suite 305
Raleigh, NC 27608
hartzoglawgroup.com



DAN M. HARTZOG
Attorney at Law
DIRECT DIAL/FAX: 919-480-2516
dhartzog@hartzoglawgroup.com

May 19, 2022

Jeff Sanborn
Village Manager
Village of Pinehurst
395 Magnolia Road
Pinehurst, North Carolina 28374

Re: NC Citizens for Transparent Government, Inc., et al. v. Village of Pinehurst, et al.

Dear Mr. Sanborn:

Thank you for selecting our law firm to represent the defendants in the above matter. We have agreed to represent you and have set out the following fee arrangement.

Our fees for legal services are \$275 per hour for partners, \$250 per hour for associates and \$125 per hour for paralegals, plus any necessary expenses incurred, such as copying costs, postage, and related expenses. Our office will bill you monthly depending upon the amount of work done on your file during that period. At this point in the case, it is difficult to estimate the amount of time and expense that will be necessary to represent you in this case.

Throughout the case, we will send you all documents filed and any relevant correspondences for your personal records. Please retain them. As I know you understand and appreciate, we cannot guarantee a specific outcome.

After we have completed all the legal work necessary for your case, we will close our file and return original documents to you. Per the firm's retention policy, we will store our file for six years. Thereafter, these documents will be destroyed.

Enclosed is a copy of this letter for your review. Please sign, and return to us at your earliest convenience. If any of the information in this letter is not consistent with your understanding of our agreement, please contact us before signing the letter.

On behalf of the firm, we are happy to represent you in this matter. If you have any questions, please contact us when they arise.

By signing this agreement, you understand that your matter will be processed by Hartzog Law Group LLP including other attorneys, and staff. The duty of confidentiality extends across all members of Hartzog Law Group LLP and client consents to the sharing of information in this manner.

With best regards, I am,

Yours very truly,



Dan Hartzog

On behalf of the defendants and with the authority granted to me in my capacity as Village Manager, I agree to the terms of this letter.



Jeff Sanborn
Village Manager
Village of Pinehurst

THIS INSTRUMENT HAS BEEN PRE-AUDITED IN THE
MANNER REQUIRED BY THE LOCAL GOVERNMENT
BUDGET

Bruce Huth AND FISCAL CONTROL ACT
6/20/22
DATE



DISCUSS AND CONSIDER ORDINANCE #22-23 POLLUTANTS AND NOISE CONTROL

ADDITIONAL AGENDA DETAILS:

FROM:

Jeff Sanborn

DATE OF MEMO:

11/10/2022

MEMO DETAILS:

At the September 13, 2022 Village Council work session, Council reviewed a draft update to Chapter 92 of the Pinehurst Municipal Code pursuant to regulating light pollution. At that time, Council Members did not request any changes to the proposed language. The language in the attached draft ordinance is identical to that which was reviewed by Council on September 13 with one exception. Staff has added a proposed allowance for porch or home entry-way lights to remain lit overnight.

ATTACHMENTS:

Description

- ▣ Ordinance #22-23 Amending Chapter 92 of the Pinehurst Municipal Code

ORDINANCE #22-23:

AN ORDINANCE AMENDING CHAPTER 92 OF THE PINEHURST MUNICIPAL CODE.

WHEREAS, the Village Council of the Village of Pinehurst adopted an ordinance dated October 20, 1980, establishing and implementing certain authorized police powers for the purpose of prescribing regulations governing conditions detrimental to the health, safety, and welfare of its citizens; and

WHEREAS, on September 13, 2011 the Village Council of the Village of Pinehurst adopted Ordinance 11- 25 which established the general ordinances of the Village of Pinehurst as revised, amended, restated, codified, and compiled in book form and declared that these shall constitute the " Village of Pinehurst, North Carolina Municipal Code" and

WHEREAS, the Municipal Code will be subsequently amended from time to time as conditions warrant; and

WHEREAS, the Village Council has determined that it is in the best interest of the citizens of Pinehurst to amend Chapter 92 in the Pinehurst Municipal Code in order to further promote and protect quality of life in Pinehurst's various residential neighborhoods; and

NOW, THEREFORE, BE IT ORDAINED AND ESTABLISHED by the Village Council of the Village of Pinehurst, North Carolina in the regular meeting assembled this 15th day of November 2022 as follows:

SECTION 1. That the following amendments be made to Chapter 92:

POLLUTANTS AND NOISE CONTROL

§ 92.15 REGULATION OF EMISSION OF POLLUTANTS OR CONTAMINANTS.

(A) *Emission or disposal of polluting substances prohibited.* Pursuant to authority contained in G.S. § 160A-185 and for the purpose of prescribing regulations governing conditions detrimental to the health, safety and welfare of its citizens, there is hereby adopted and made applicable within the corporate limits of the village from and after the effective date hereon, the following:

(1) The emission or disposal of substances and effluents that tend to pollute or contaminate land, water or air, rendering or tending to render it injurious to human health or welfare or to animals or plant life or to property, or interfering or tending to interfere with the enjoyment of life or property is prohibited; and

(2) Outdoor burning of any type is prohibited in the corporate limits of the village with the exception of specific permissible open burning as described in the State

Administrative Code, Title 15A Chapter 2, Subchapter 2D, Sections 1903 and 1904. For these exceptions, an open burning permit must be obtained from the State Forest Service prior to the commencement of any burning.

(B) *Compliance with state statutes.* This section shall be consistent with and supplementary to state and federal laws and regulations.

(1986 Code, § 11-1) (Ord. passed 10-20-1980; Ord. 00-05, passed 02-22-2000) Penalty, see § [10.99](#)

§ 92.16 REGULATING UNREASONABLY LOUD, DISTURBING SOUND LEVELS.

(A) *Unlawful sound levels.* It shall be unlawful for any person, or business entity (business entity includes, but is not limited to, a sole proprietorship, limited partnership, limited liability company, and corporation) to create or assist in creating, or to permit, continue, or permit the continuance of any unreasonably loud, disturbing sound levels in the village, taking into consideration volume, duration, frequency, time of day and other characteristics of the sound, unless specifically authorized by the village (see division (C) of this section).

(B) *Prohibited activities.* The following activities, among others, are hereby declared to be unreasonably loud, disturbing sound levels, but the enumeration shall not be deemed to be exclusive:

(1) The playing of any musical instrument or electronic sound amplification equipment in a manner or with such volume, that a sustained noise level of 40 dBs or more between the hours of 10:00 p.m. and 7:00 a.m. or 55 dBs or more at other times can be measured from any nearby residential property (sustained is defined as a continuous measurement over the threshold for at least ten seconds, or at least 15 instances of measurements over the threshold in a 60-second period. When taking measurements, the measuring official will ensure no significant ambient or contributing noise is present, or will measure ambient and contributing noise levels separately when the offending noise is silent so that they can be subtracted);

(2) The keeping of any animal or bird which makes frequent or long continued sounds, that a reasonably prudent person would recognize as likely to unreasonably disturb persons in the vicinity;

(3) The use of any automobile, motorcycle or vehicle so out of repair, so loaded, or in a manner as to create unreasonably loud, disturbing sounds;

(4) The operating of any non-construction business activity in or near any residential area in the village so loud that a sustained noise level of 40 dBs or more between the hours of 10:00 p.m. and 7:00 a.m. or 55 dBs or more at other times can be measured from any nearby residential property (sustained is defined as a continuous measurement over the threshold for at least ten seconds, or at least 15 instances of measurements over the threshold in a 60-second period. When taking measurements, the measuring official will ensure no significant ambient or contributing noise is present, or will measure ambient and contributing noise levels separately when the offending noise is silent so that the can be subtracted);

(5) The creation of unreasonably loud, disturbing sound levels adjacent to any school, educational facility, church or court during their normal operating hours, or within 150 feet of any hospital, which a reasonably prudent person would recognize as likely to unreasonably interfere with the working of the institutions, provided signs are displayed indicating that the area is a school, educational facility, church, court or hospital;

(6) The erection (including excavation), demolition, alteration or repair of any building in any district other than between the hours of 7:00 a.m. and 7:00 p.m. on Monday through Saturday, excluding holidays. This restriction shall not pertain to the following:

(a) Interior work on an occupied dwelling at any time that does not produce noise that a reasonably prudent person would recognize as likely to unreasonably disturb persons on adjacent property or in the vicinity.

(b) Emergency repairs to dwellings or structures that are needed to protect health or property.

(c) On Sundays and holidays, home maintenance and improvement tasks may be performed by home occupants with or without unpaid/un-contracted assistance, between the hours of 10:00 a.m. and 7:00 p.m. using power and hand tools that are generally available for retail sale from home improvement and hardware stores as long as said work does not produce noise that a reasonably prudent person would recognize as likely to unreasonably disturb persons on adjacent property or in the vicinity.

(d) Upon receipt of prior written approval from the Village Planning and Inspections Department, any construction, demolition, alteration or repair not otherwise allowed by this restriction may be performed. This provision is intended to accommodate work that is in the best interests of the village as a whole, as well as work contracted or paid for by a home occupant that must be done on a Sunday or holiday for valid reasons.

(7) The operation of power equipment including but not limited to lawn and garden maintenance equipment, generators (not including home stand-by power generators in operation during periods of utility power outages and test periods) and landscaping construction and maintenance equipment between the hours of 8:00 p.m. and 7:00 a.m.

(8) The use of any electronic sound amplification equipment for advertising, paging or solicitation purposes, except with an appropriate permit; and

(9) The conduct of, or participation in, any recreational activity in a residential district in the village which creates sound levels so loud that a sustained noise level of 40 dBs or more between the hours of 10:00 p.m. and 7:00 a.m. or 55 dBs or more at other times can be measured from any nearby residential property (sustained is defined as a continuous measurement over the threshold for at least ten seconds, or at least 15 instances of measurements over the threshold in a 60-second period. When taking measurements, the measuring official will ensure no significant ambient or contributing noise is present or will measure ambient and contributing noise levels separately when the offending noise is silent so that they can be subtracted).

(C) Approval of exceptions.

(1) Persons wishing to engage in activities other than those involving the erection (including excavation), demolition, alteration or repair of any building prohibited by this section may do so when specific written approval is obtained from the village. Written permission shall not be unreasonably withheld and may contain appropriate conditions and restrictions designed to minimize the disruptive impact. Written permission for activities significantly for religious or political purposes shall be granted, subject only to reasonable time, place and manner restrictions. Written permission issued under this section may specify that the permission granted will continue for a stated period or until revoked after actual notice. Persons shall not be held in violation of this section when acting in conformity with permitted conditions, but any permission may be revoked if it is determined that the authorized activity has resulted in generation of unreasonably loud, disturbing sound levels, or significant complaints from residents.

(2) In case permission is denied, written permission is provided with conditions unacceptable to the application, or permission is revoked, the applicant shall be entitled to a prompt, informal hearing with the Village Manager or his or her designee, upon submission of a written request. Any person aggrieved by a matter regulated by this section may submit to the Village Manager written comments, including requests for appropriate relief.

(1986 Code, § 11-2) (Ord. 96-02, passed 01-22-1996; Ord. 05-18, passed 06-07-2005; Ord. 05-22, passed 08-23-2005; Ord. 13-46, passed 11-12-2013; Ord. 13-48, passed 12-10-2013; Ord. 15-17, passed 12-08-2015; Ord. 20-13, passed 10-13-2020)

§ 92.17 UNRULY GATHERINGS.

(A) Unruly gatherings at residential properties are prohibited. For the purpose of regulating this prohibited activity, the following shall constitute an unruly gathering:

- (1) The presence of at least one person who is not a permanent resident of the residential property, and
- (2) Three or more validated offenses among the following types committed within 100 yards of the subject property and within a 24-hour period during which the non-resident of the property was present, and committed by persons present at the subject property within that same 24 hour period:
 - a) Disorderly conduct
 - b) Serving alcohol to minors or contributing to delinquency of minors
 - c) Illegal substance use or possession
 - d) DWI or DUI
 - e) Violations of § 92.16
 - f) Assault charges
 - g) Vandalism charges
 - h) Urinating or defecating in public
 - i) Indecent exposure or other lewd conduct constituting a criminal offense
 - j) Any felony offense charges

(B) Any additional groupings of three or more validated and qualifying offenses during any qualifying 24-hour period, even if it overlaps the 24-hour period for another Unruly Gathering violation, will constitute an additional violation of § 92.17.

(C) Penalty, see § 92.99.

§ 92.18 REGULATING LIGHT POLLUTION IN RESIDENTIAL NEIGHBORHOODS.

(A) Any exterior lighting on a residential property not falling within one of the following categories must not be illuminated between the hours of 10:00 pm and 6:00 am:

- (1) Eave or soffit mounted flood lights that are generally oriented downward to illuminate the ground within the same residential property.
- (2) Ground mounted accent lights that are oriented on and primarily illuminate the exterior walls of structures within the same residential property.
- (3) No more than two post-mounted lights per driveway cut that are used to identify the location of driveways to users of the adjoining road.
- (4) Holiday decorations during the period of November 15 to January 10.
- (5) Ceiling or wall mounted lights that illuminate residential doorways and porches.

(B) This § 92.18 provision will be enforced by officials of the Planning and Zoning department upon verification and collection of photographic evidence by officers within the Pinehurst Police Department.

§ 92.99 PENALTY.

(A) All provisions of § [92.17](#) will be enforced by the Chief of Police and the Police Department's assigned officers.

(B) Any person, or business entity (business entity includes but is not limited to a sole proprietorship, limited partnership, limited liability company, and corporation) violating any of the provisions of §§ [92.17](#)(B)(1), [92.17](#)(B)(4) and [92.17](#)(B)(9), or failing or neglecting or refusing to comply with the same, shall be issued a notice of civil infraction subject to a maximum penalty of \$500 and/or shall be guilty of a Class 3 misdemeanor and subject to a fine of \$100 or imprisonment not to exceed 30 days. Civil penalties will start at \$100 for the first infraction within a 24-month period and will escalate by \$100 for each subsequent infraction within a 24-month period up to the maximum of \$500. For penalty purposes each violation recorded and subsequently abated on any distinct enforcement officer visit shall constitute a separate offense (See G.S. § 14-4(a) and § 160A-175).

(C) In cases where violations of §§ [92.17](#)(B)(1), [92.17](#)(B)(4) and [92.17](#)(B)(9) are committed by a person or persons under contract (rental or otherwise) with the legal

owner of the property on which the violation occurs and the legal owner of the property is not present during the offense, the owner is subject to civil penalty under § 92.17. This provision does not prevent additional penalty enforcement against the person or persons under contract or other code violators on the property (See G.S. § 14-4(a) and § 160A-175).

(D) In all other cases under Chapter 92, violators are subject to penalty, under § [10.99](#).

(Ord. 20-13, passed 10-13-2020)

SECTION 5. That these Ordinance amendments shall be and remain in full force and effect from November 15, 2022.

THIS ORDINANCE is passed and adopted this 15th day of November 2022.

(Municipal Seal)

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: _____
John C. Strickland, Mayor

Attest:

Approved as to Form:

Kelly Chance, Village Clerk

Michael J. Newman, Village Attorney



PRESENTATION OF THE FY 2022 BUSINESS SURVEY RESULTS ADDITIONAL AGENDA DETAILS:

FROM:

Matthew McKirahan

CC:

Jeff Sanborn

DATE OF MEMO:

11/7/2022

MEMO DETAILS:

The Village recently conducted its tenth annual Business Survey. The Village contracted with ETC Institute of Olathe, Kansas to gather input from businesses on a broad spectrum of Village services. The information gathered from the survey will help the Village set community priorities including staffing and budget expenditures, determine areas or services that need improvement, and identify future needs.

An electronic version of the Business Survey report is attached. ETC's final report includes:

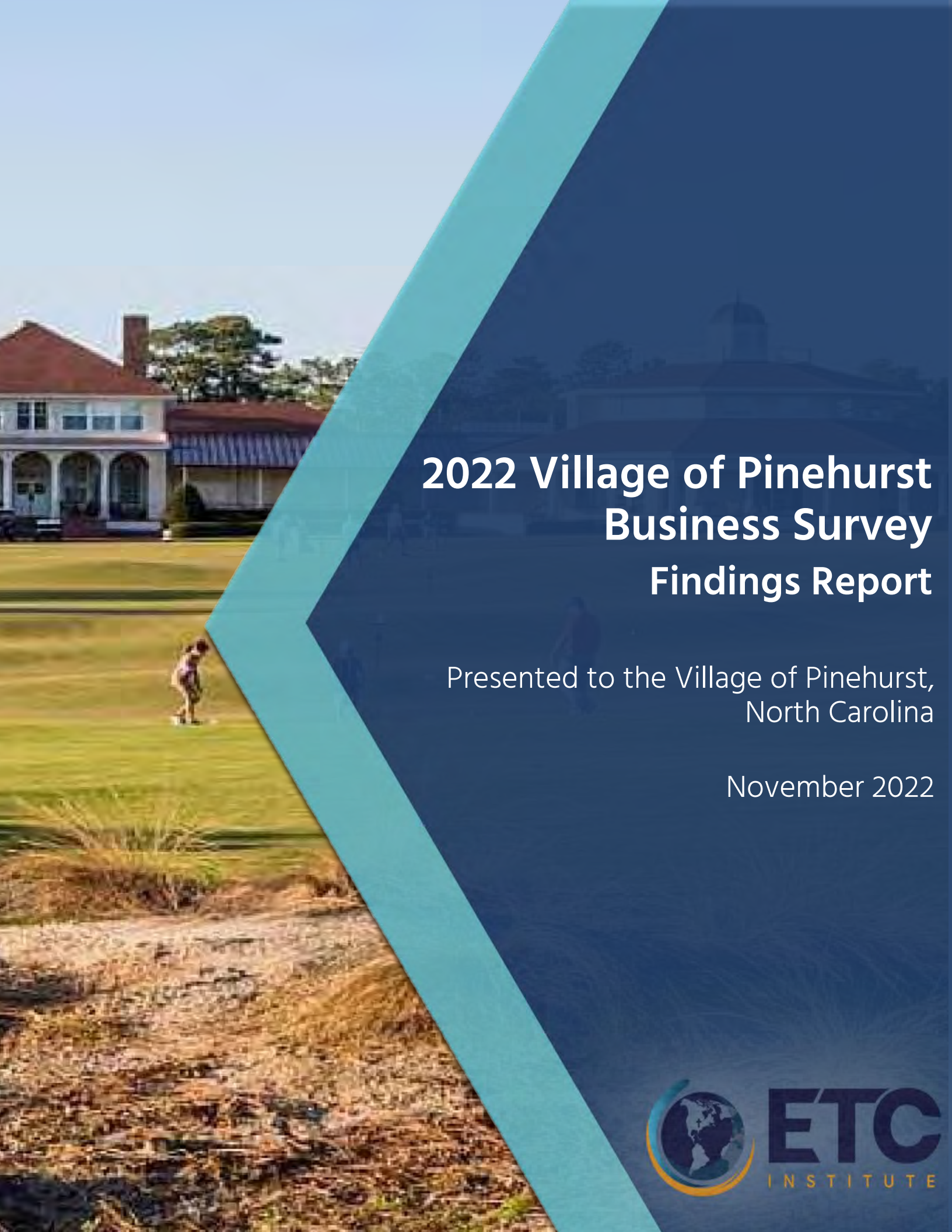
- A summary of the methodology for administering the survey and major findings
- Charts and graphs for each question on the survey
- Tables that show the results for each question on the survey
- A copy of the survey instrument

We look forward to reviewing the findings with you.

ATTACHMENTS:

Description

- ☐ 2022 Business Survey Findings Report
- ☐ 2022 Business Survey Presentation



2022 Village of Pinehurst Business Survey Findings Report

Presented to the Village of Pinehurst,
North Carolina

November 2022



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Section 1: Charts and Graphs.....	1
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Executive Summary

2022 Village of Pinehurst Business Survey

Executive Summary



Purpose and Methodology

ETC Institute administered a business survey to businesses in the Village of Pinehurst during the fall of 2022. The survey was administered for the tenth time as part of the Village's efforts to assess how well they are meeting the needs of its businesses. The survey results will help Village leaders and elected officials set community priorities including staffing and budget expenditures, determine areas or services that need improvement, and identify future needs.

The five-page survey and cover letter were mailed to businesses in the Village of Pinehurst. The cover letter explained the purpose of the survey and encouraged business leaders to either return their survey by mail or complete the survey online. Ten days after the surveys were mailed, ETC Institute sent emails, text messages, and placed phone calls to the businesses that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for businesses to complete the survey. A total of 75 completed surveys were collected from businesses in the Village of Pinehurst.

The percentage of "don't know" responses has been excluded from many of the graphs shown in this report to be consistent with the presentation of the resident responses. Since the number of "don't know" responses often reflects the utilization and awareness of services, the percentage of "don't know" responses has been provided in the tabular data section of this report. When the "don't know" responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase "who had an opinion."

This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts and graphs for each question on the survey, including short-term and long-term trend comparisons (Section 1)
- Importance-Satisfaction analysis; this analysis was done to determine priority actions for the Village to address based upon the survey results (Section 2),
- tables that show the results of the random sample for each question on the survey (Section 3),
- a copy of the survey instrument (Section 4).

2022 Village of Pinehurst Business Survey

Executive Summary



Major Findings

Use of Village Services. The Village services that the highest percentage of businesses have used in the past year were: fire inspections (63%), police patrol (47%), police emergency response (33%), and building inspections (28%).

Satisfaction with Village Services and Departments. The services that had the highest levels of satisfaction from businesses who had an opinion were: fire emergency response (100%), building inspections (95%), police emergency response (92%), and fire inspections (91%).

Most Important Village Services. Based on the sum of their top three choices, the areas that businesses rated as most important were: 1) fire emergency response (51%), 2) police patrol (49%), and 3) police emergency response (45%).

Satisfaction with the Overall Quality of Village Services. Forty-four percent (44%) of the businesses surveyed feel the overall quality of services provided by the Village meets their expectations; 39% feel the overall quality of Village services is higher or significantly higher than their expectations. Only 9% feel the overall quality of Village services is below their expectations.

Satisfaction with Various Village Services. Eighty-three percent (83%) of the businesses surveyed who had an opinion indicated that they were satisfied with the landscape and maintenance in rights-of-way and public areas; 83% were satisfied with the cleanliness of streets and public areas, and 75% were satisfied with the condition of sidewalks.

Perceptions of the Village. Ninety-six percent (96%) of the businesses surveyed who had an opinion indicated that they were satisfied with the overall feeling of safety in the Village; 89% were satisfied with the overall quality of life, and 88% were satisfied with the overall appearance of the Village.

Likelihood of Recommending the Village as a Business Location. Seventy-four percent (74%) of businesses would be very likely or likely to recommend the Village as a business location to friends, family and co-workers; 15% would be somewhat likely to recommend the Village as a business location, and 12% would not be likely to recommend the Village as a business location to friends, family and co-workers.

Business Atmosphere Compared to Two Years Ago. Forty-three percent (43%) of businesses feel the overall business atmosphere in the Village is better than two years ago; 31% feel there has been no change, but the atmosphere is good; 5% feel there has been no change, but the atmosphere is poor, and 7% feel the atmosphere is worse.

Village Customer Service. Seventy-two percent (72%) of businesses rated the customer service from the Village as very good or good, compared to only 5% rated the customer service from the Village as poor.

2022 Village of Pinehurst Business Survey

Executive Summary



Level of Agreement with Statements About Customer Service from Village Staff. Eighty-four percent (84%) of the businesses surveyed who had an opinion agreed that the Village staff was courteous during their most recent interaction with them; 72% also agreed that Village staff was competent, 66% agreed that the staff was responsive to their needs, and 66% agreed that their issue was resolved promptly.

Satisfaction with Village Communications with Businesses. Fifty-one percent (51%) of businesses were satisfied with the job the Village does communicating with business owners, compared to 14% who were dissatisfied.

Village Website. Of the 56% of business that visited the Village's website (www.vopnc.org) during the past 12 months, 64% who had an opinion felt the website was easy to navigate, and 63% rated the availability of information on Village services on the website as "very good" or "good." Overall, 62% of those who have visited the Village's website indicated they were either "very satisfied" or "satisfied" with the website.

Village Mobile App. Thirteen percent (13%) of businesses indicated they used the Village's mobile app (MY VOP) during the past 12 months; 60% of those who have used it indicated they were "very satisfied" or "satisfied."

Best Ways to Communicate with Businesses. Sixty-one percent (61%) of businesses indicated that email is one of the best ways for the Village to communicate with them.

Community Development (Codes and Ordinances). Sixty-four percent (64%) of the businesses who had an opinion were satisfied with historic district guidelines; 49% were satisfied with zoning ordinances, and 47% were satisfied with business signage regulations.

Impact of Various Cultural and Entertainment Opportunities. Forty-six percent (46%) of the businesses surveyed feel Holly Arts & Crafts Festival in the Village Center has a positive impact on their business; 45% feel cultural activities have a positive impact; 44% feel parades have a positive impact on their business, and 40% feel tree lighting has a positive impact on their business.

Satisfaction with the Way the Village handles Events That Attract Large Crowds. Sixty-five percent (65%) of businesses are satisfied with the way the Village handles events that attract large crowds, compared to only 8% who are dissatisfied.

Value of Village of Pinehurst Welcome Center. Twenty-seven percent (27%) of businesses strongly agree or agree with the statement, *"The Village of Pinehurst Welcome Center brings added value to my business;"* 36% are neutral, 8% disagree with this statement, and 29% do not have an opinion.

2022 Village of Pinehurst Business Survey

Executive Summary



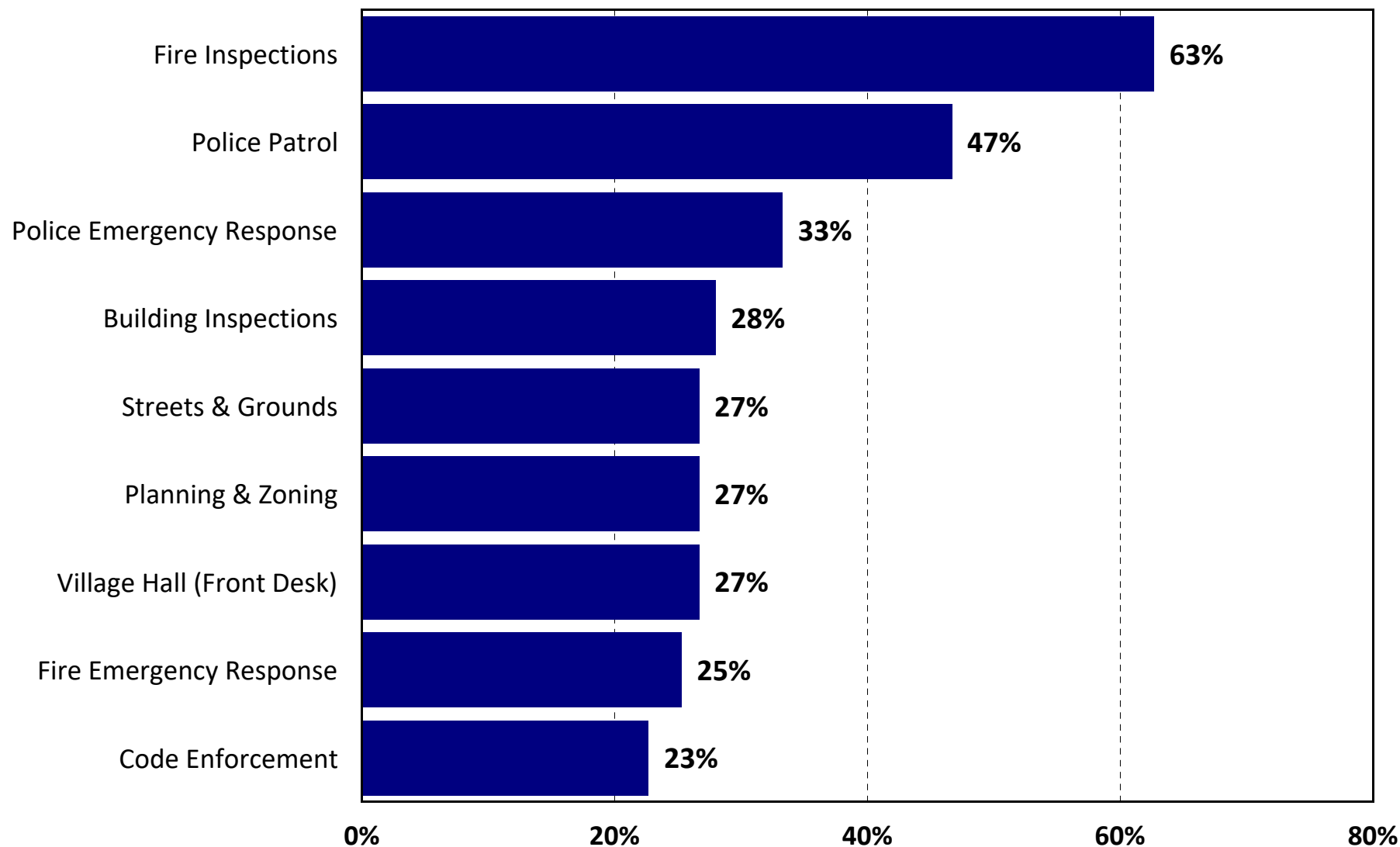
Reasons Influencing Decision to Locate Business in the Village of Pinehurst. Eighty-six percent (86%) of businesses surveyed indicated safety and security in the Village was either “extremely important” or “very important” in their decision to locate their business in the Village of Pinehurst. The other top reasons included: overall quality of life in the Village (83%) and quality healthcare (78%).



Charts and Graphs

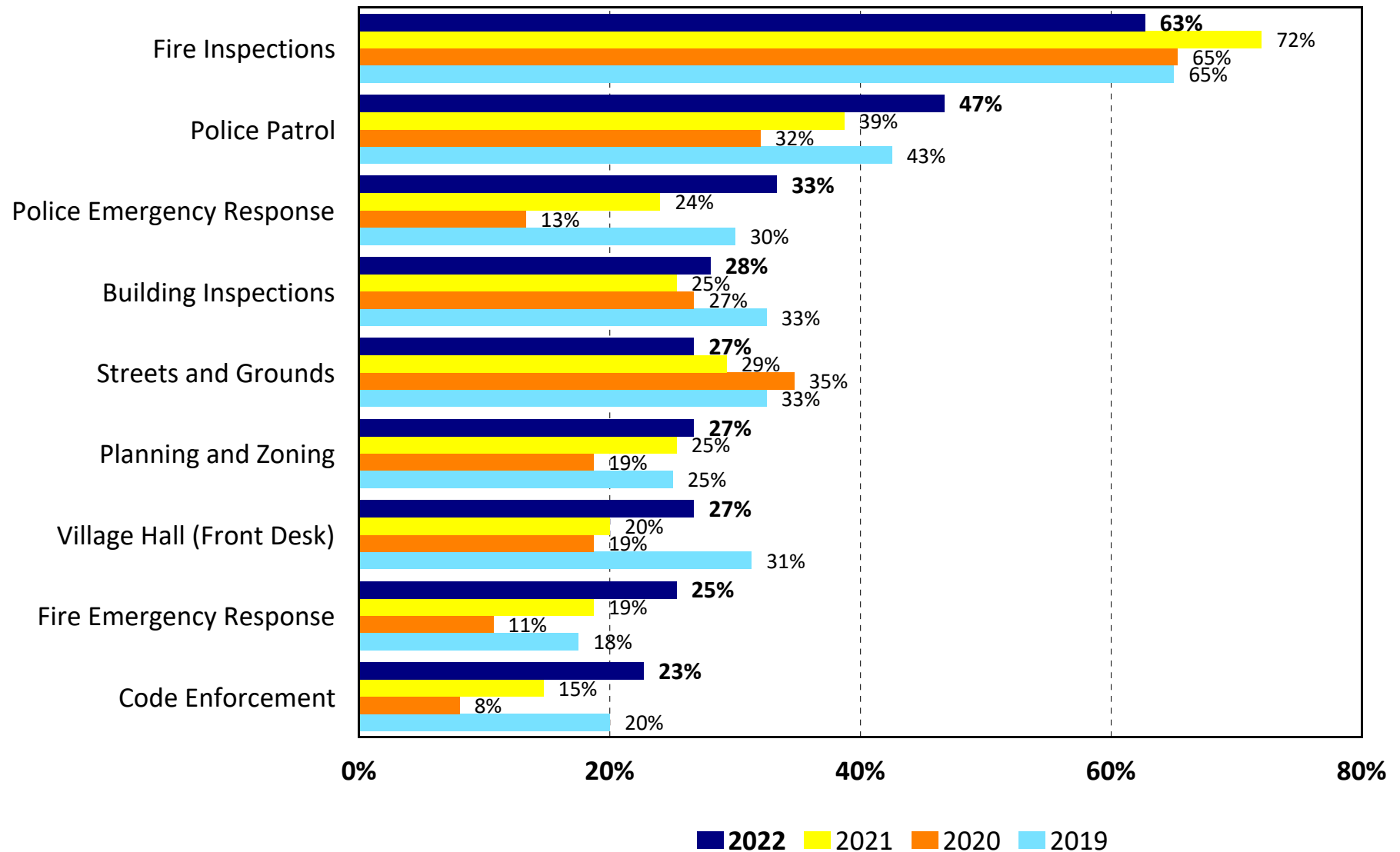
Q1. Have you used this service or department in the past year?

by percentage of respondents who answered “yes”



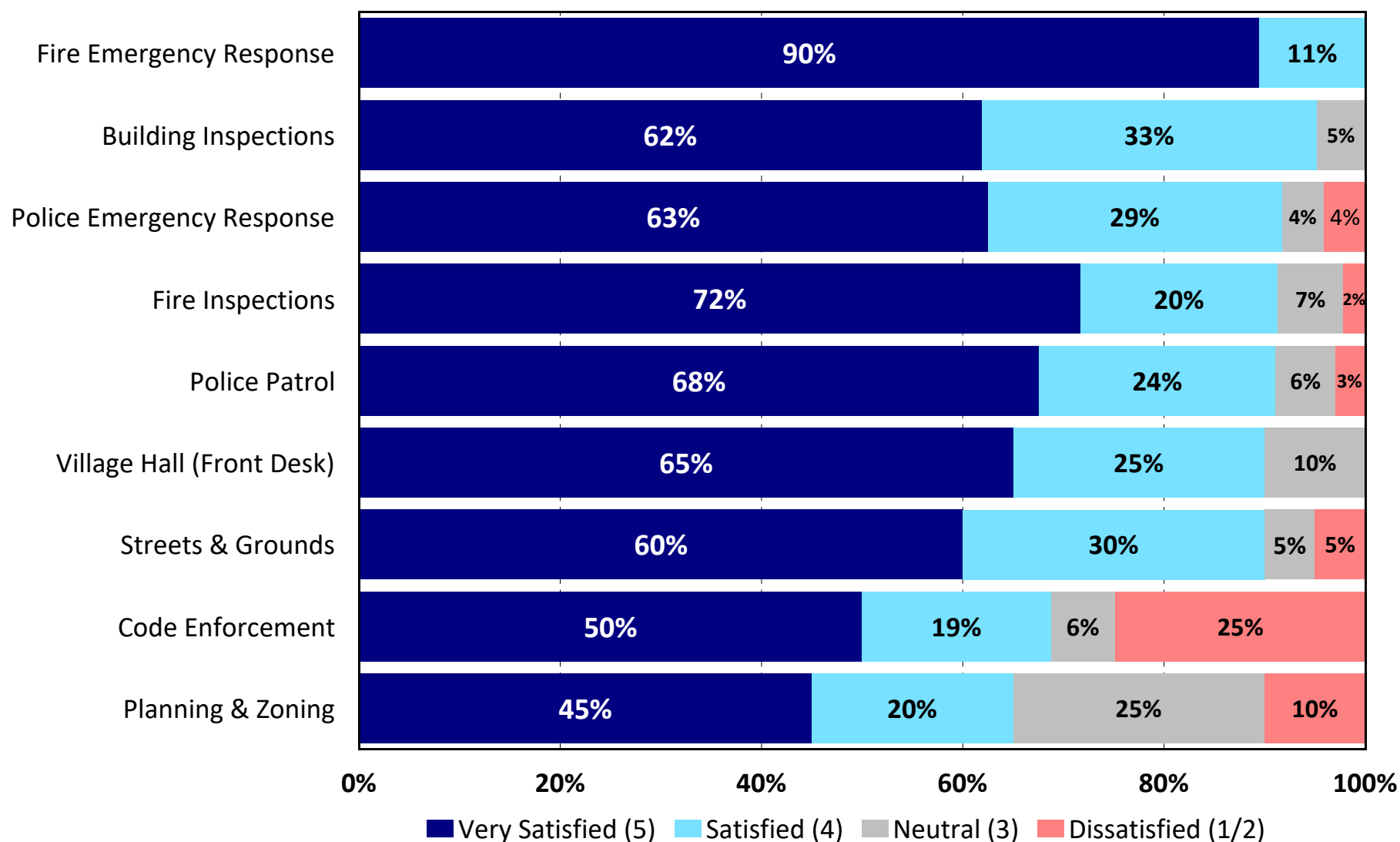
Q1. Have you used this service or department in the past year? - 2019 to 2022

by percentage of respondents who answered "yes"



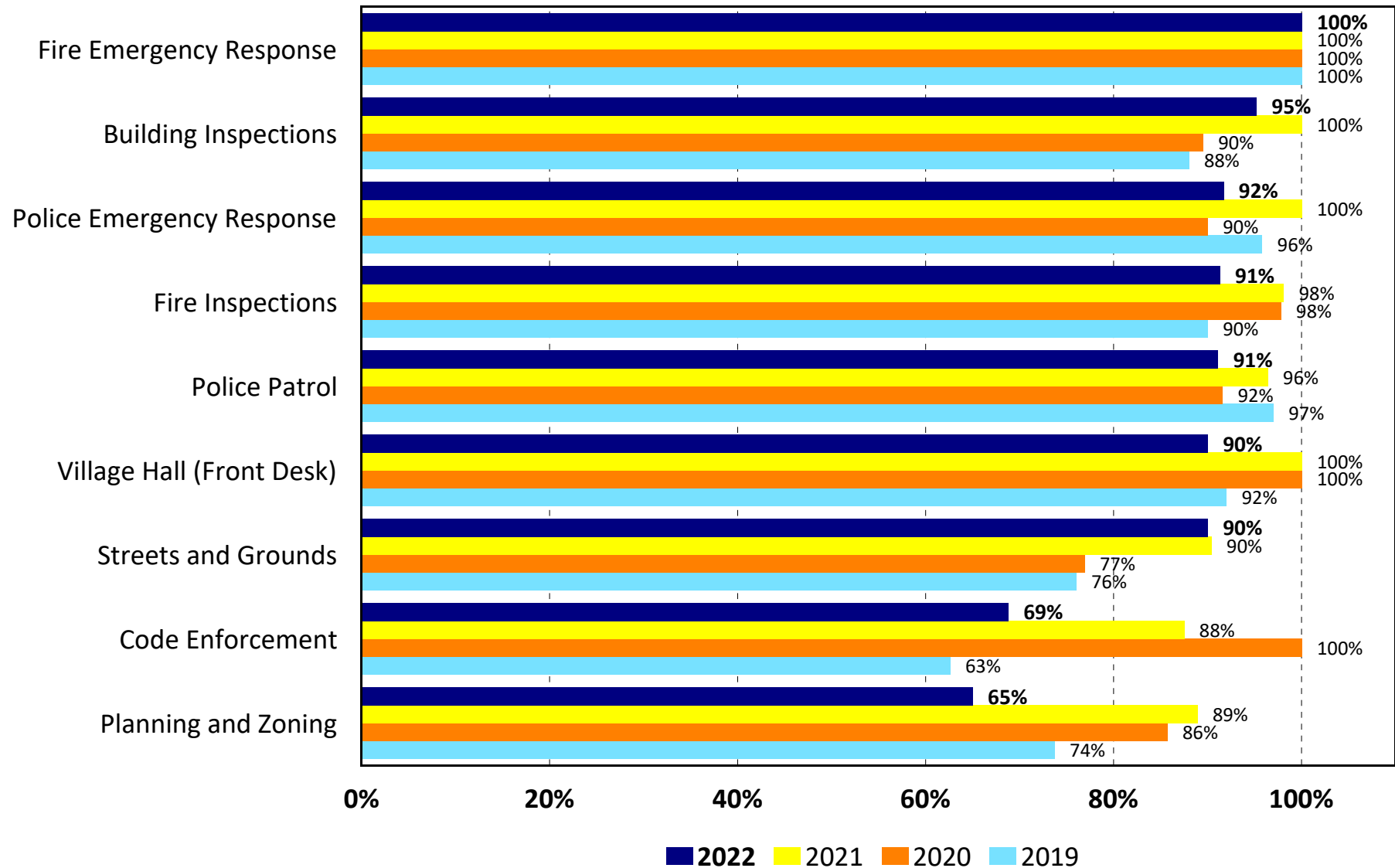
Q1. Overall Satisfaction with Pinehurst Services or Departments Used in the Past Year

by percentage of respondents who had used the service or department and rated the item as
a 1 to 5 on a 5-point scale (excluding "don't know")



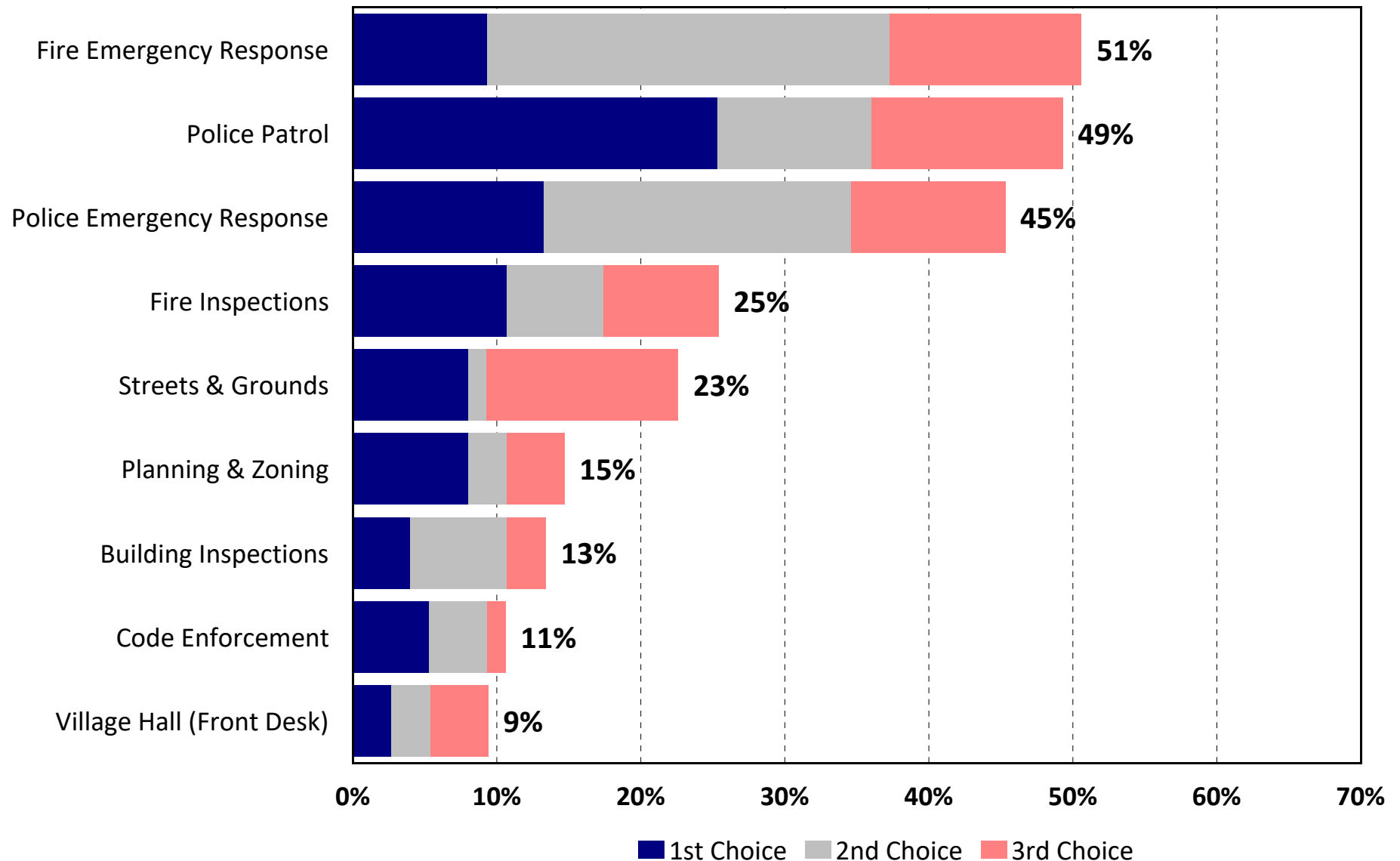
Q1. Overall Satisfaction with Pinehurst Services or Departments Used in the Past Year - 2019 to 2022

by percentage of respondents who had used the service or department and answered "very satisfied" or "satisfied"



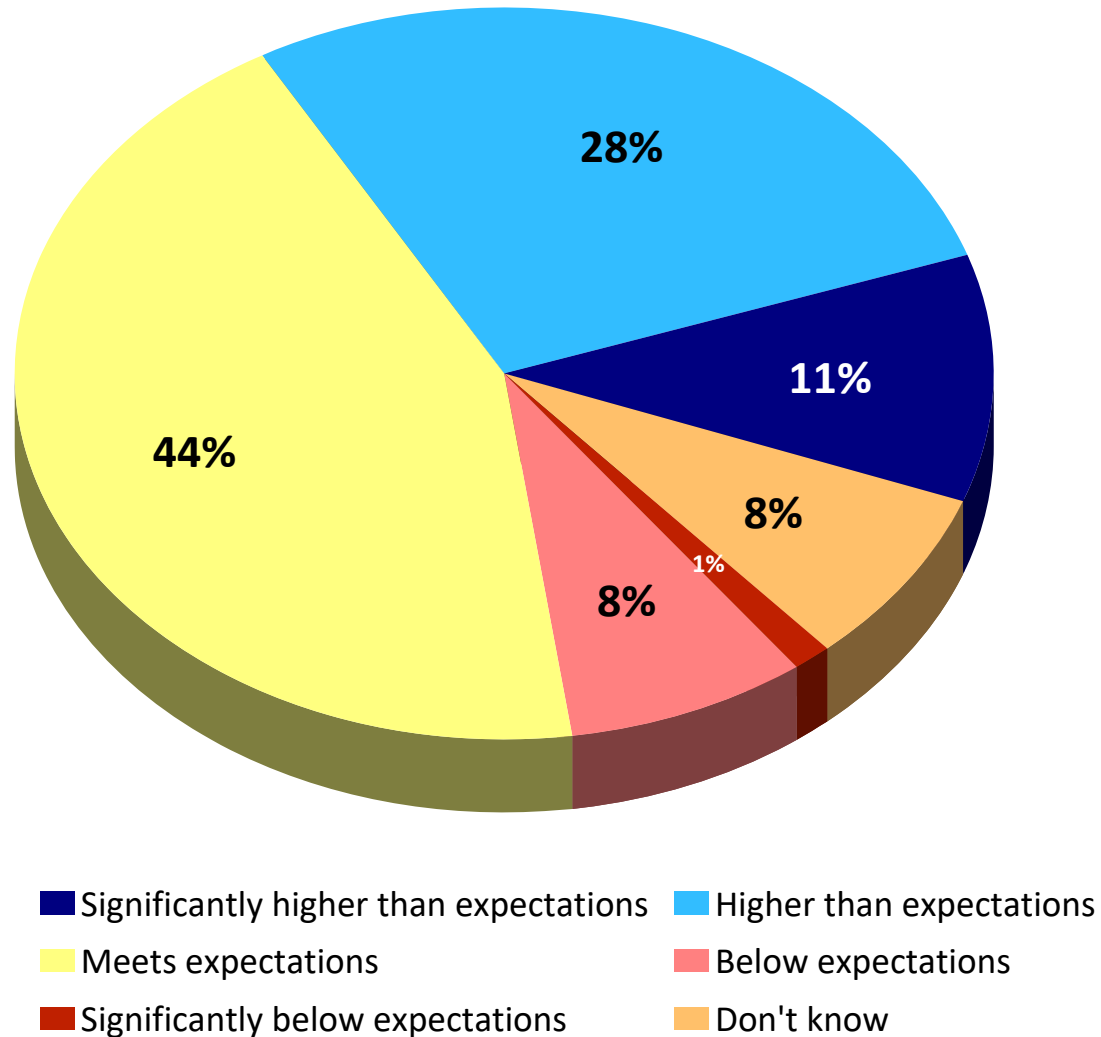
Q2. Village Services or Departments Rated as the Most Important to Their Business

by percentage of respondents who selected the item as one of their top three choices



Q3. Satisfaction with the Overall Quality of Services Provided to Your Business by the Village of Pinehurst

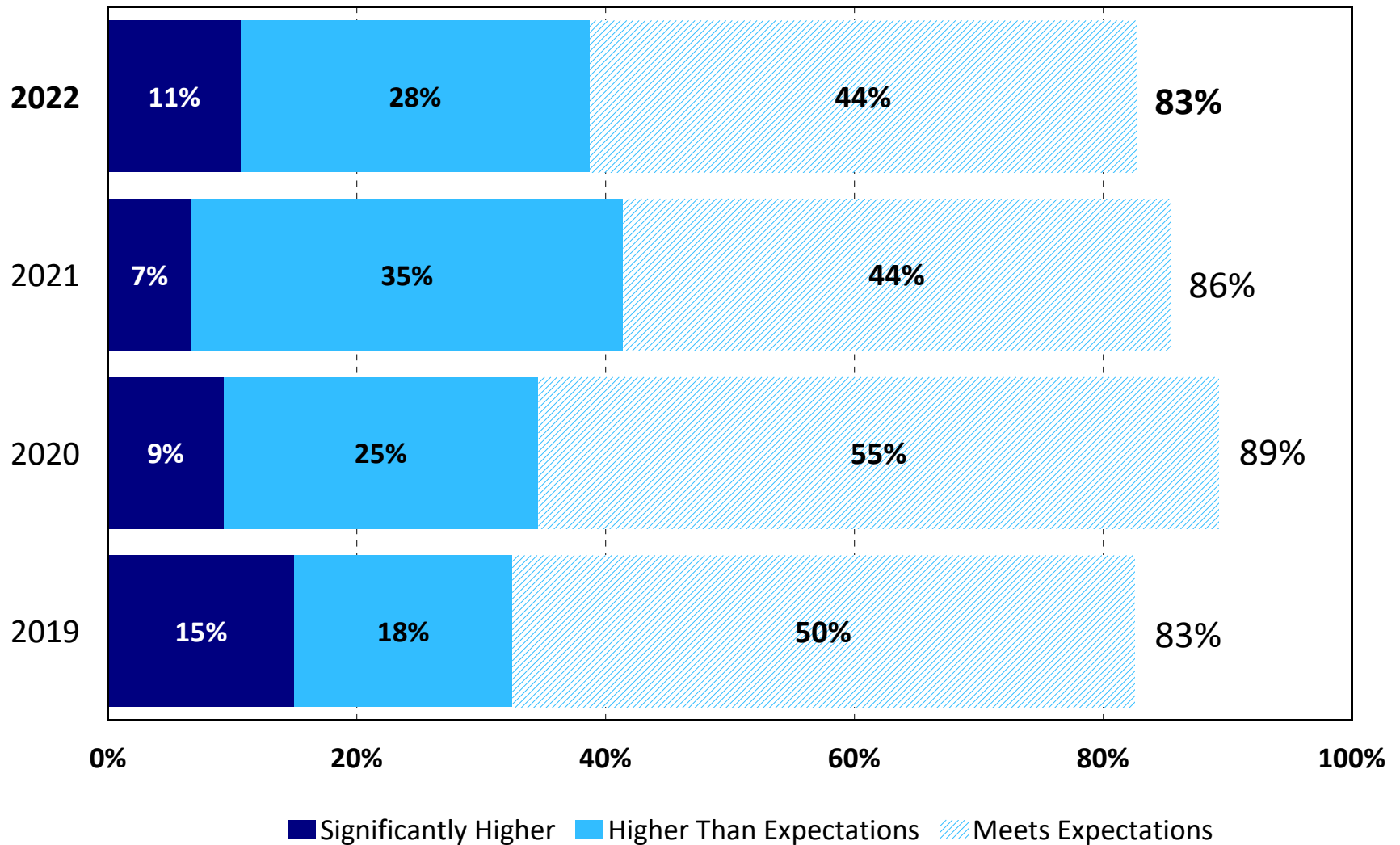
by percentage of respondents



Q3. Satisfaction with the overall quality of services provided to your business by the Village of Pinehurst

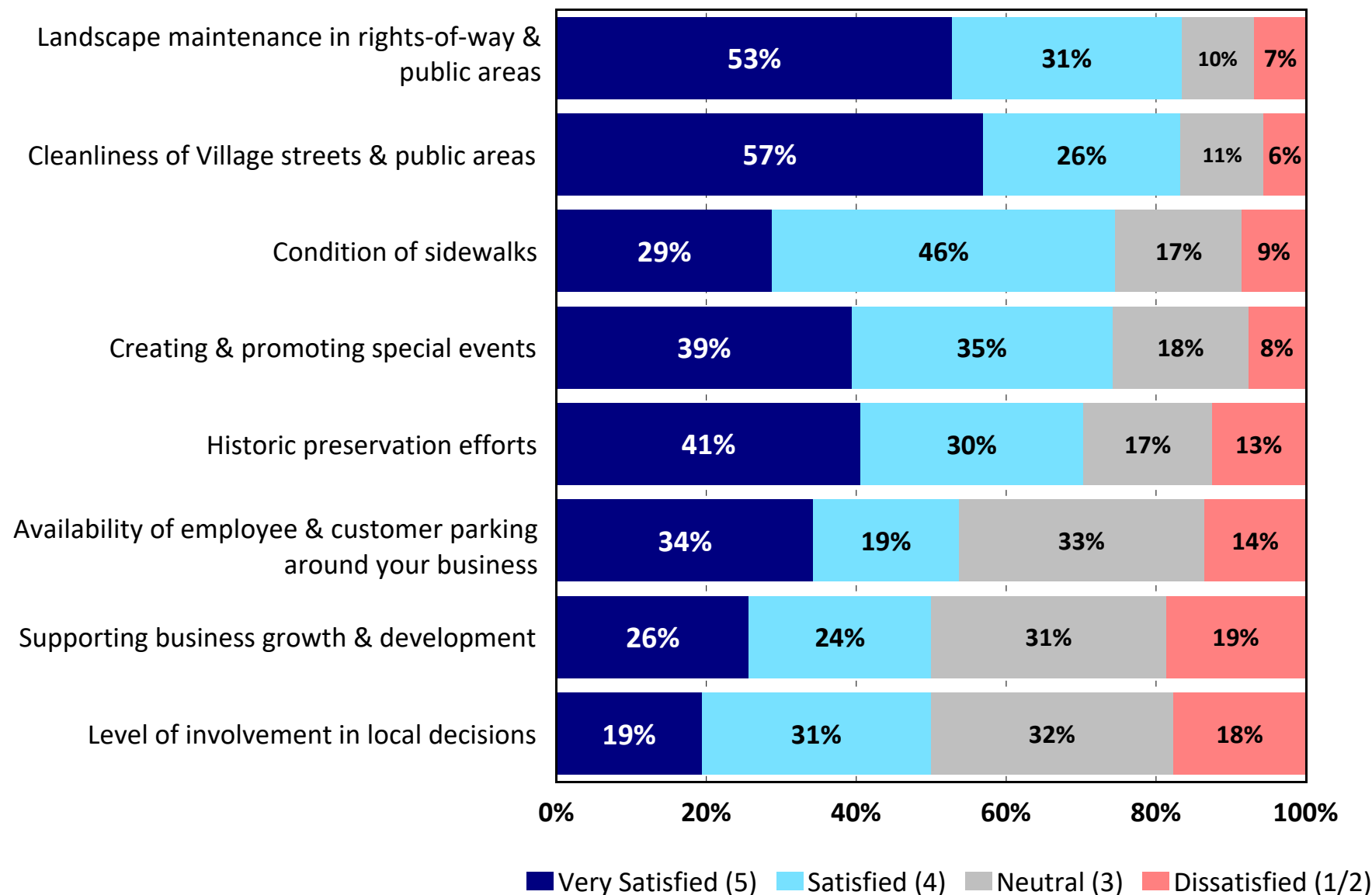
2019 to 2022

by percentage of respondents



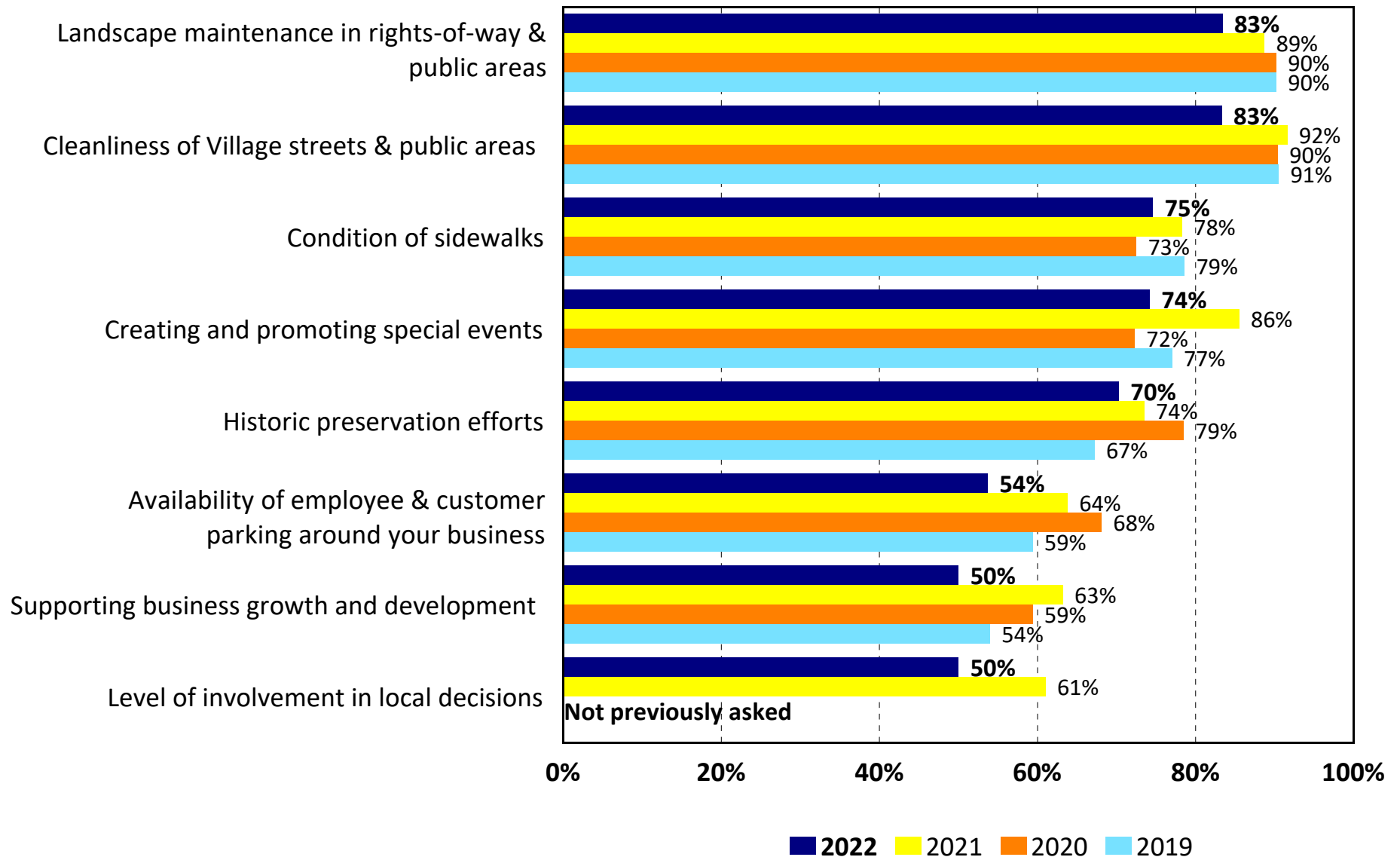
Q4. Level of Satisfaction with the Village in Various Areas

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding “don't know”)



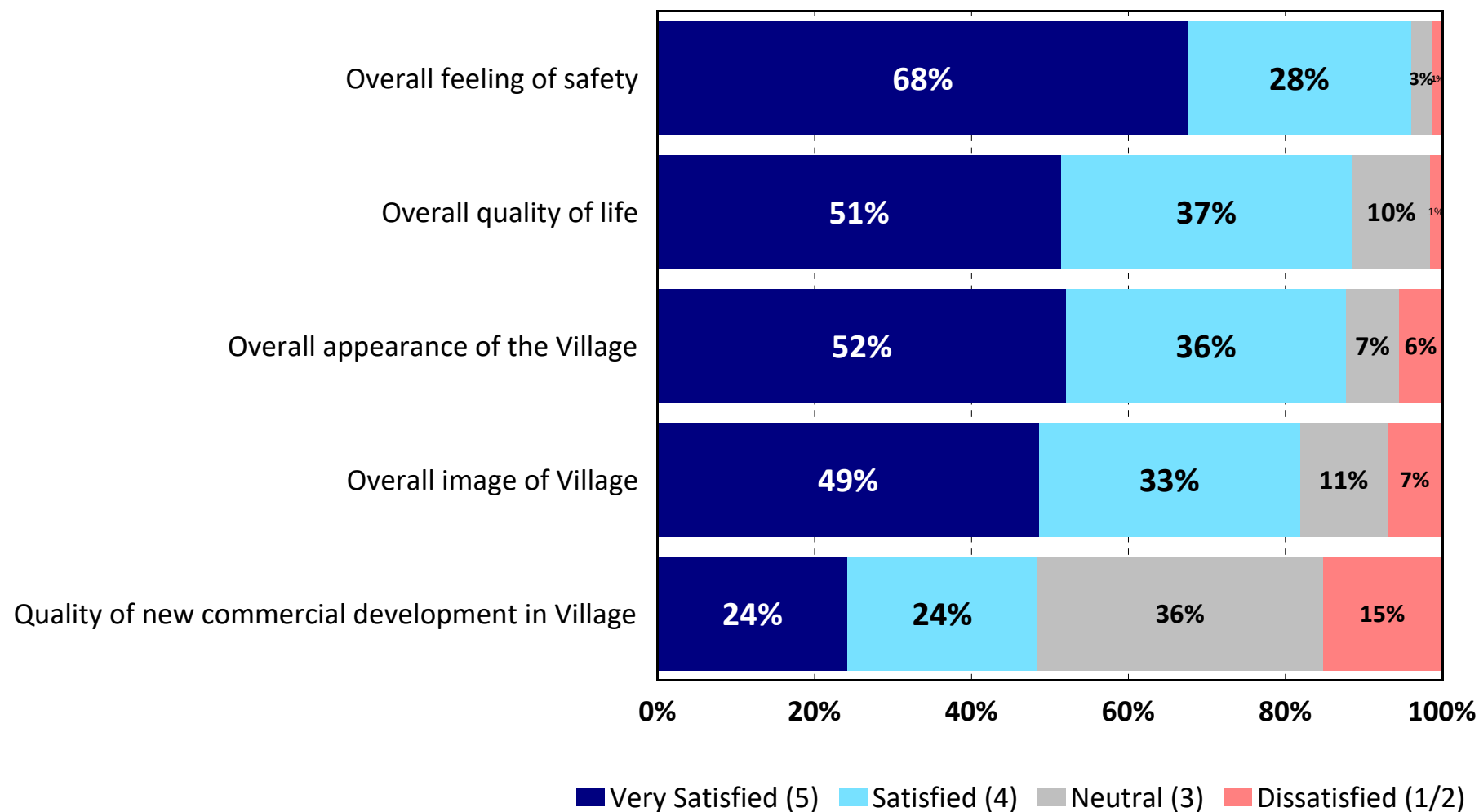
Q4. Level of Satisfaction with the Village in Various Areas 2019 to 2022

by percentage of respondents who answered “very satisfied” or “satisfied”



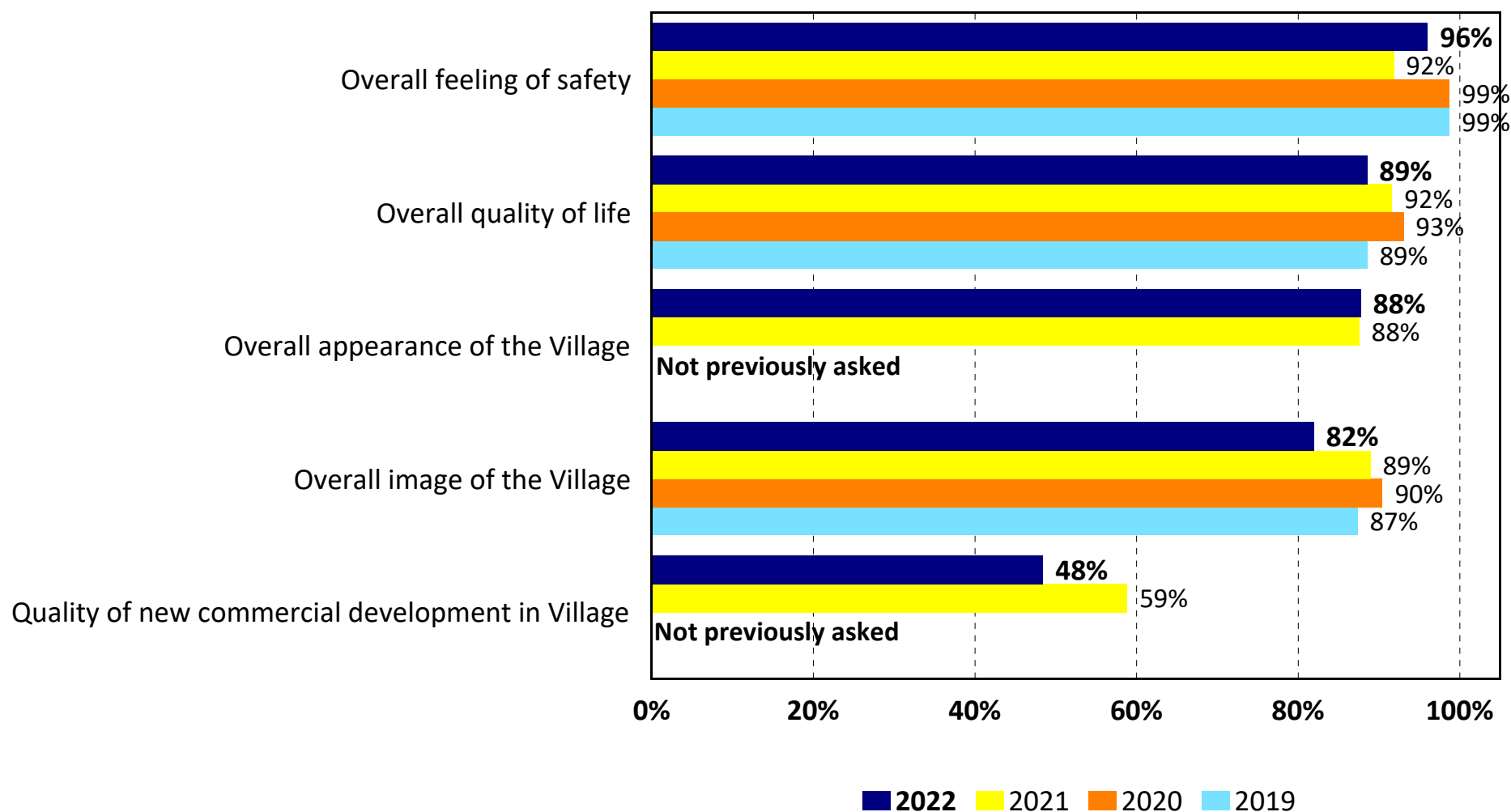
Q5. Overall Satisfaction with Various Perceptions of the Village of Pinehurst

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding “don't know”)



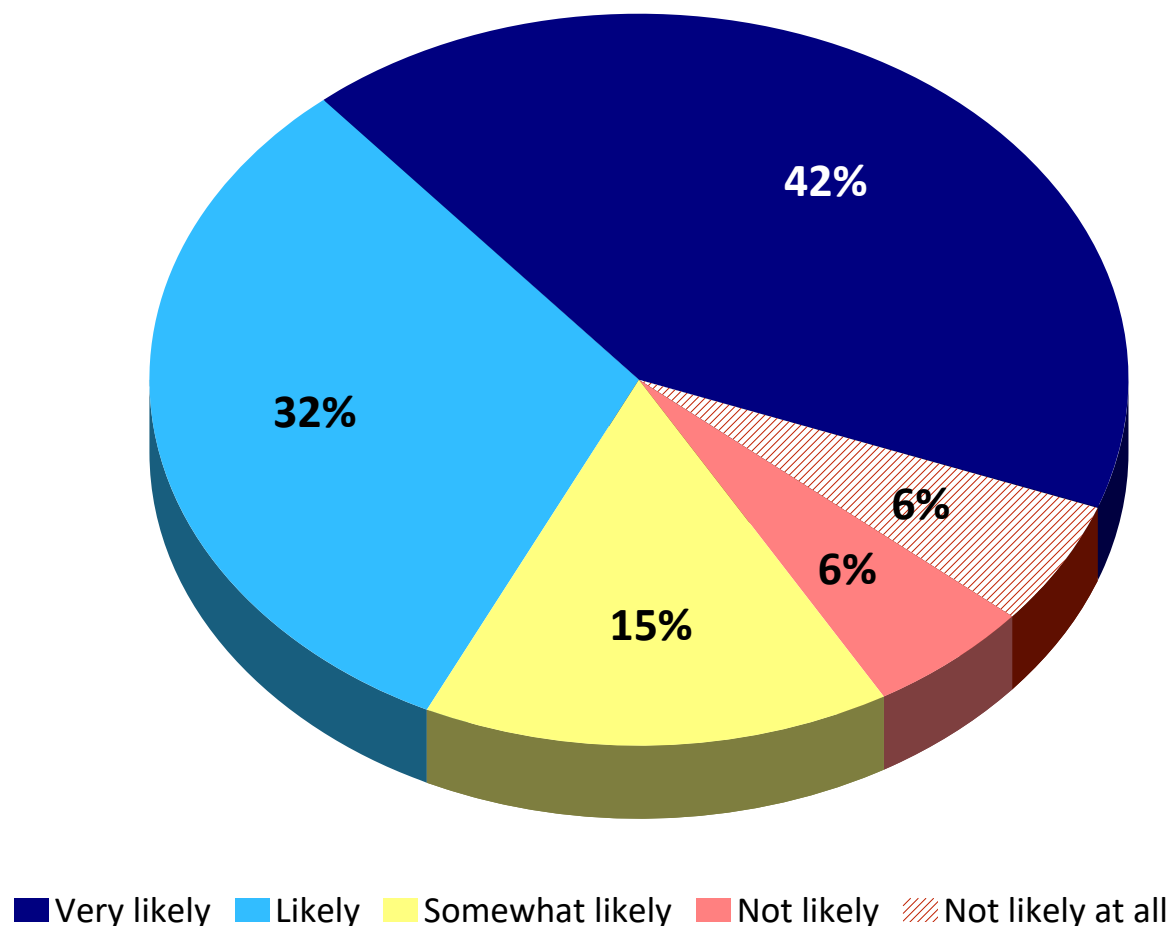
Q5. Overall Satisfaction with Various Perceptions of the Village of Pinehurst - 2019 to 2022

by percentage of respondents who had used the service or department and rated the item as a 4 or 5 on a 5-point scale (excluding "don't know")



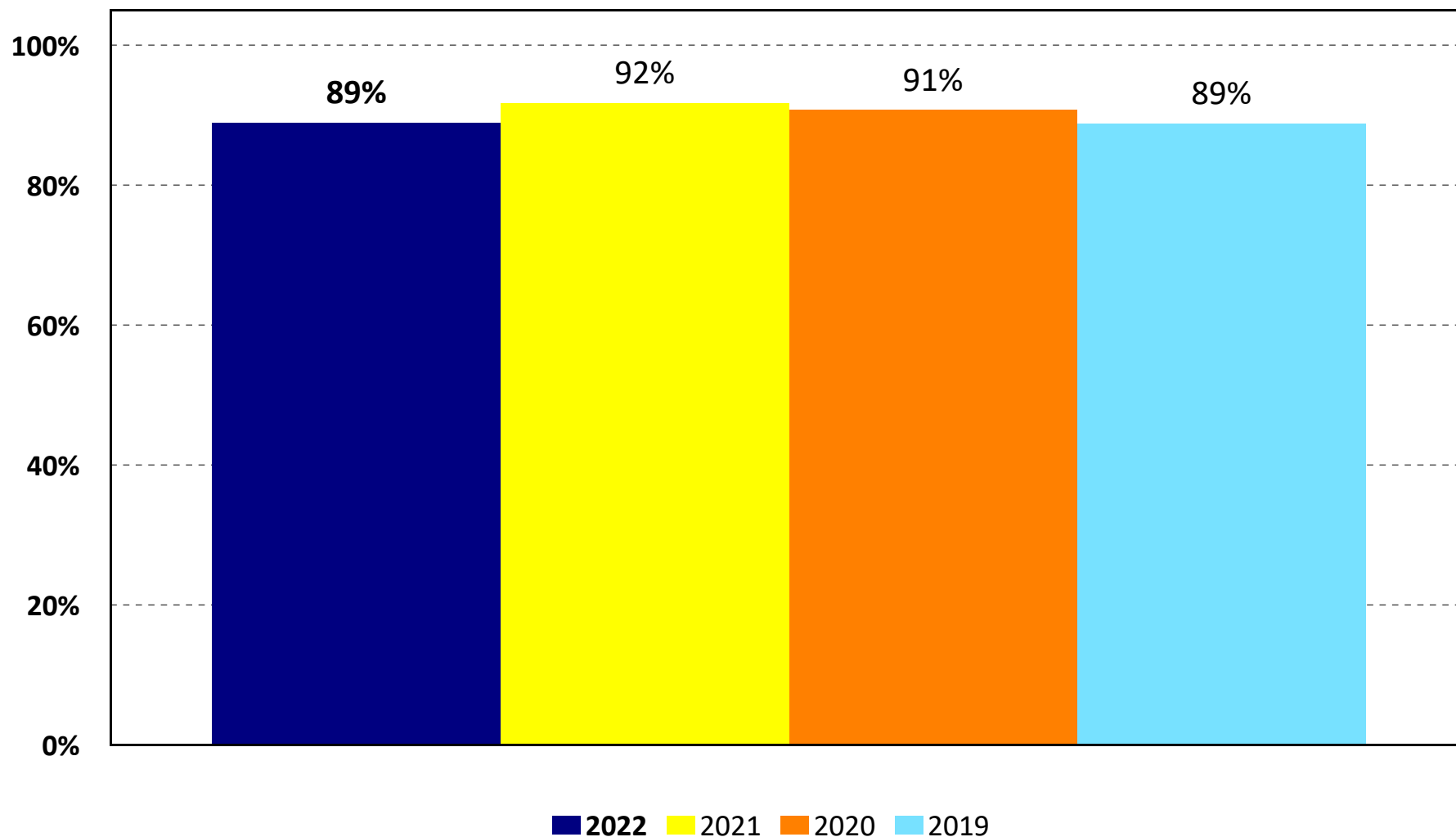
Q6. How likely would you be to recommend the Village as a business location to friends, family, and co-workers?

by percentage of respondents (excluding “don't know”)



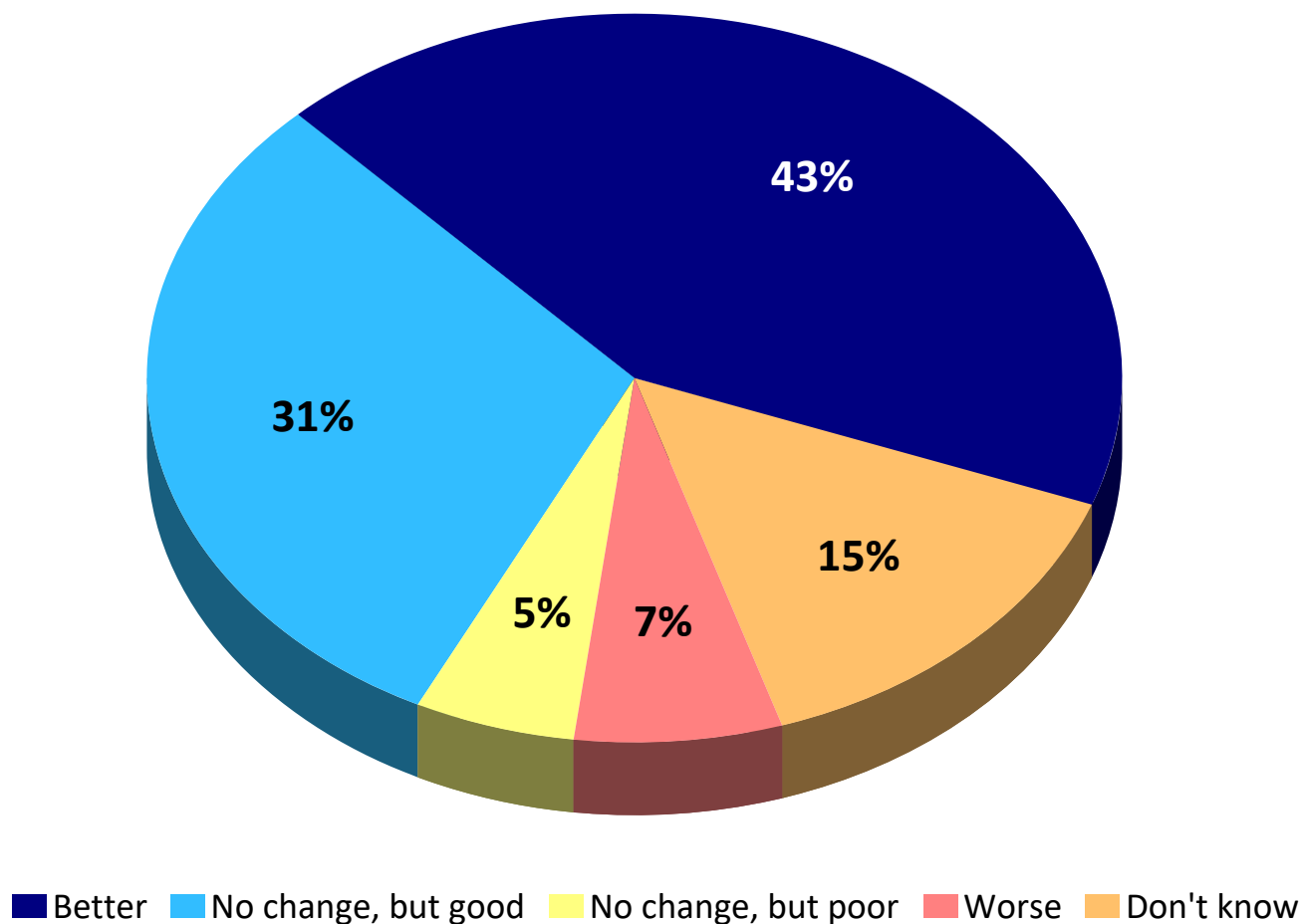
Q6. How likely would you be to recommend the Village as a business location to friends, family, and co-workers? - 2019 to 2022

by percentage of respondents who answered "very likely," "likely," or "somewhat likely"



Q7. How would you rate the overall business atmosphere in the Village of Pinehurst today, compared to two years ago?

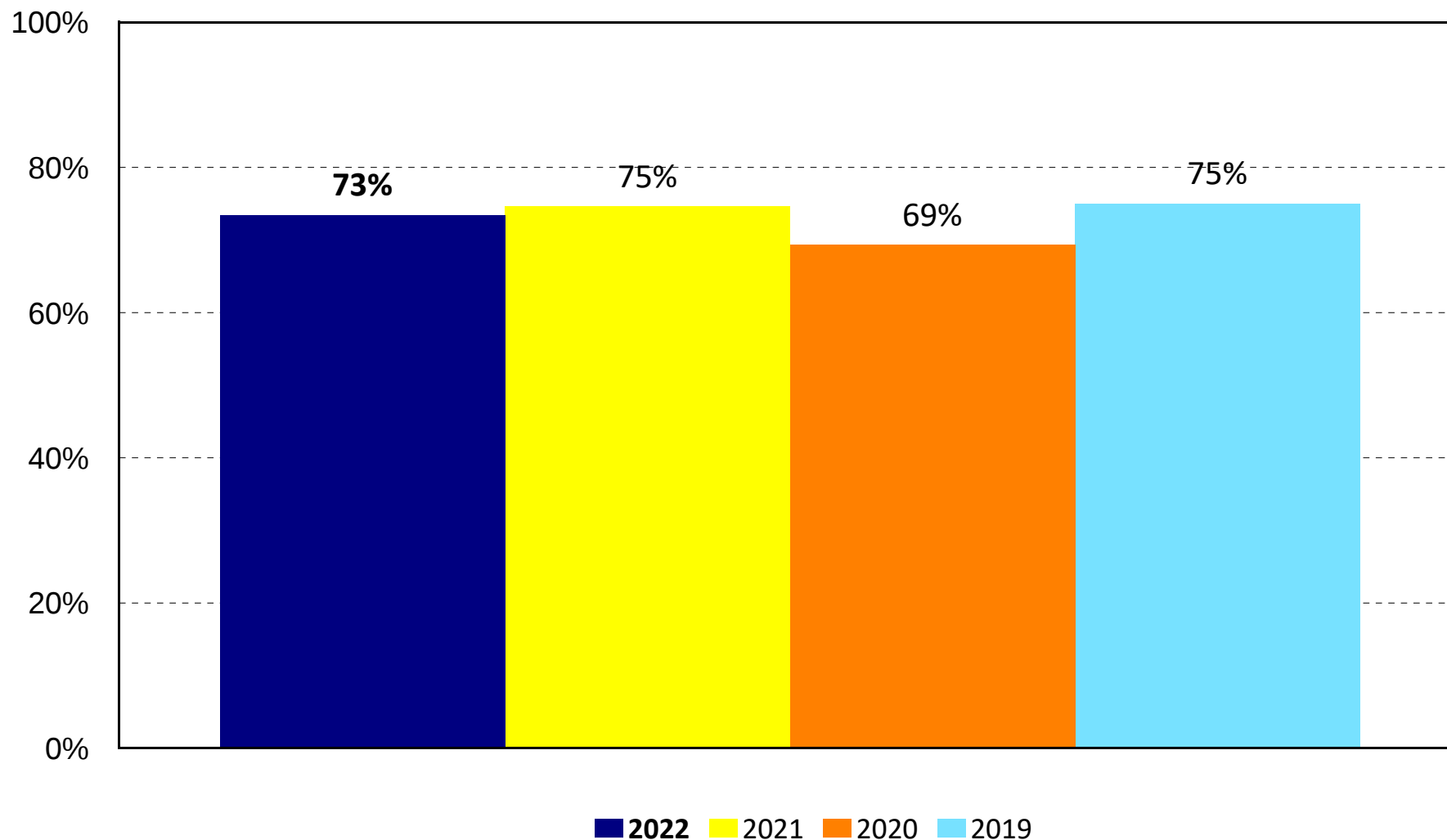
by percentage of respondents



Q7. How would you rate the overall business atmosphere in the Village of Pinehurst today, compared to two years ago?

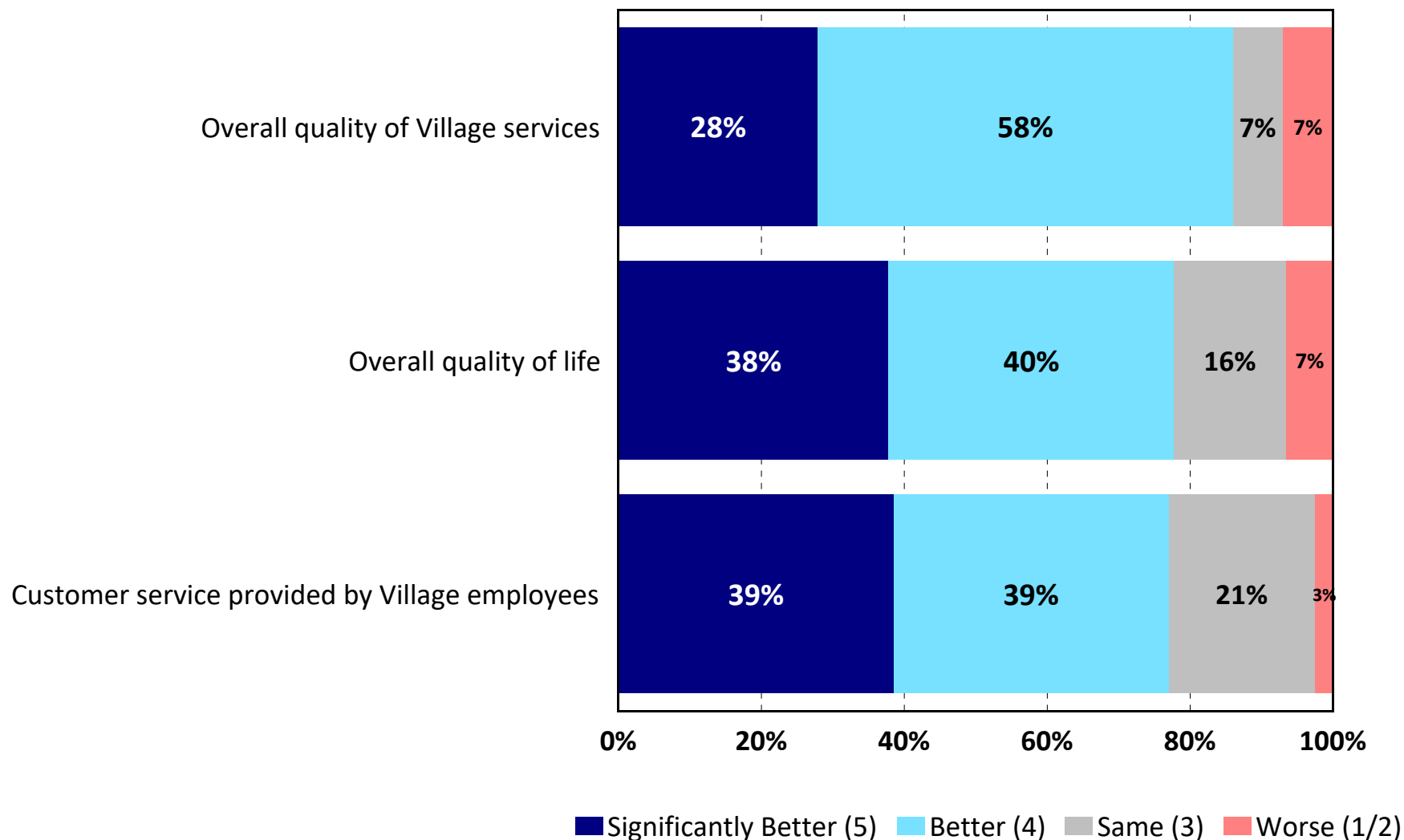
2019 to 2022

by percentage of respondents who answered "better" or "no change, but good"



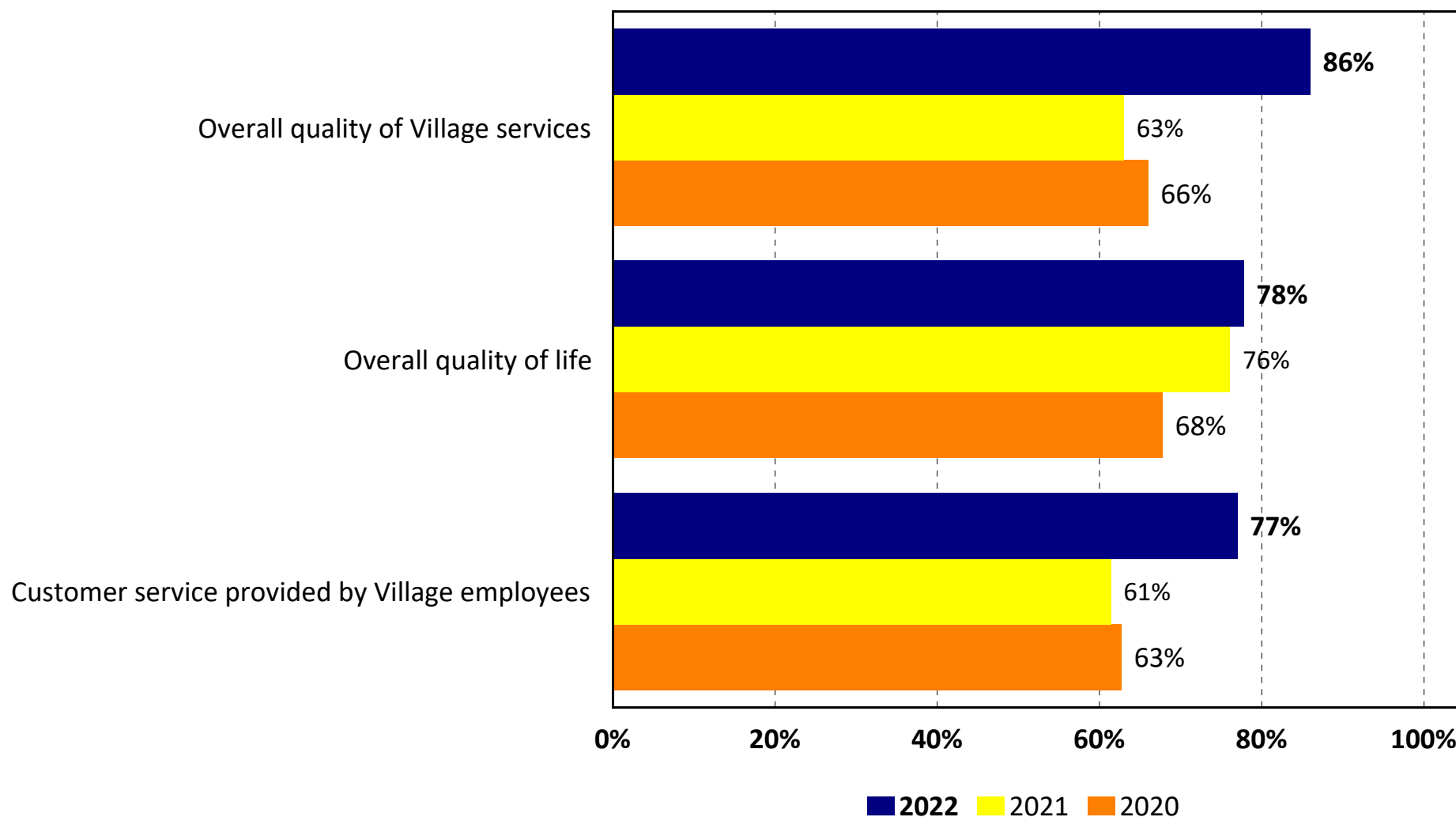
Q8. Satisfaction with Various Aspects of Pinehurst Compared to Other Places Businesses Have Operated in the Past

by percentage of respondents who had used the service or department and rated the item as a 1 to 5 on a 5-point scale (excluding “no opinion”)



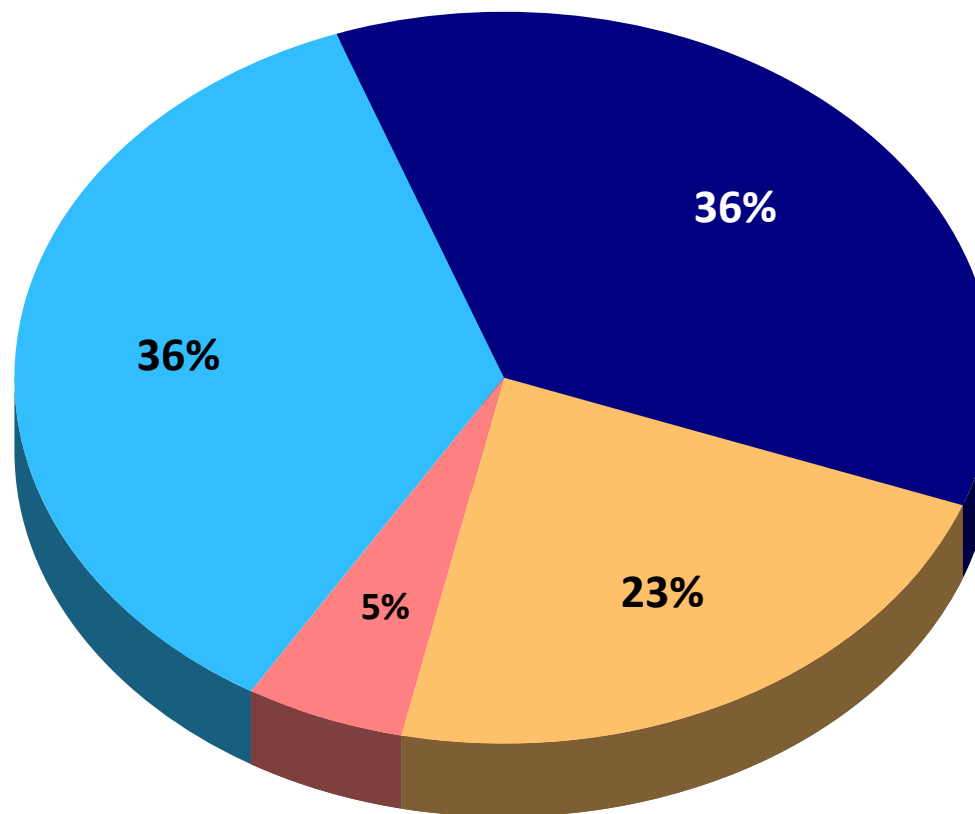
Q8. Satisfaction with various aspects of Pinehurst compared to other places businesses have operated in the past 2020 to 2022

by percentage of respondents who answered “significantly better” or “better”



Q9. How would you rate the Village of Pinehurst customer service?

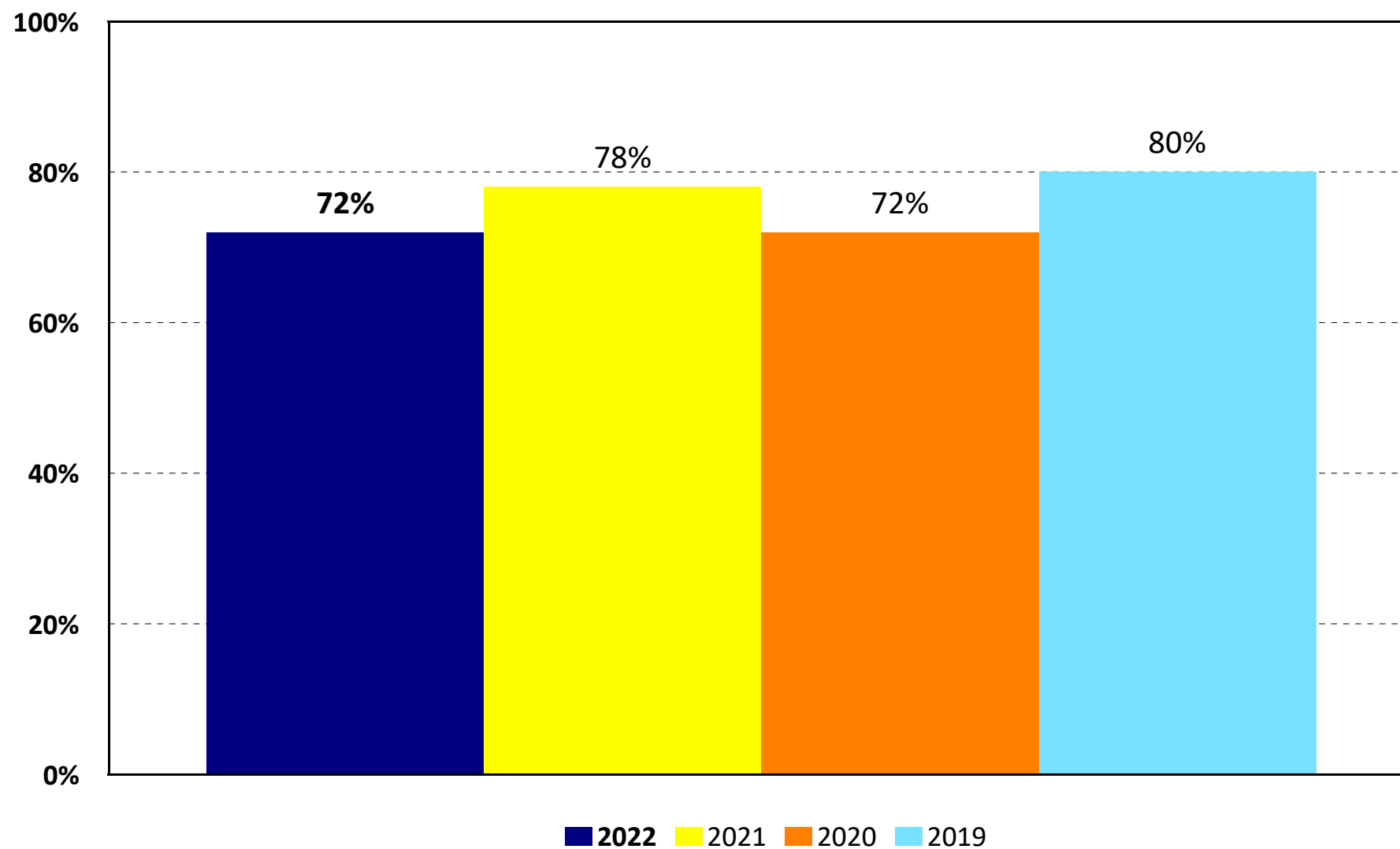
by percentage of respondents



Very good Good Poor Don't know

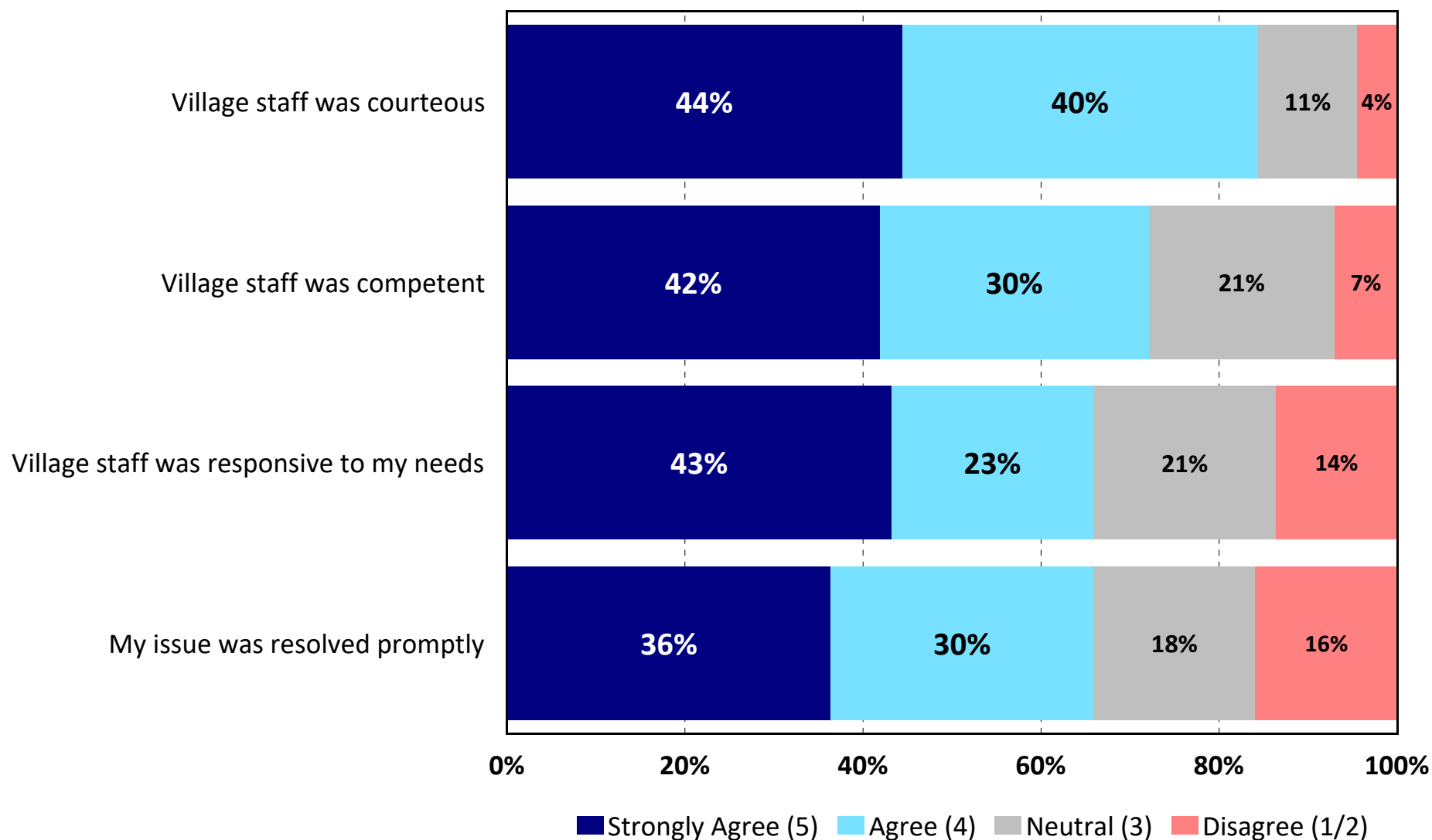
Q9. How would you rate the Village of Pinehurst customer service? - 2019 to 2022

by percentage of respondents who answered "very good" or "good"



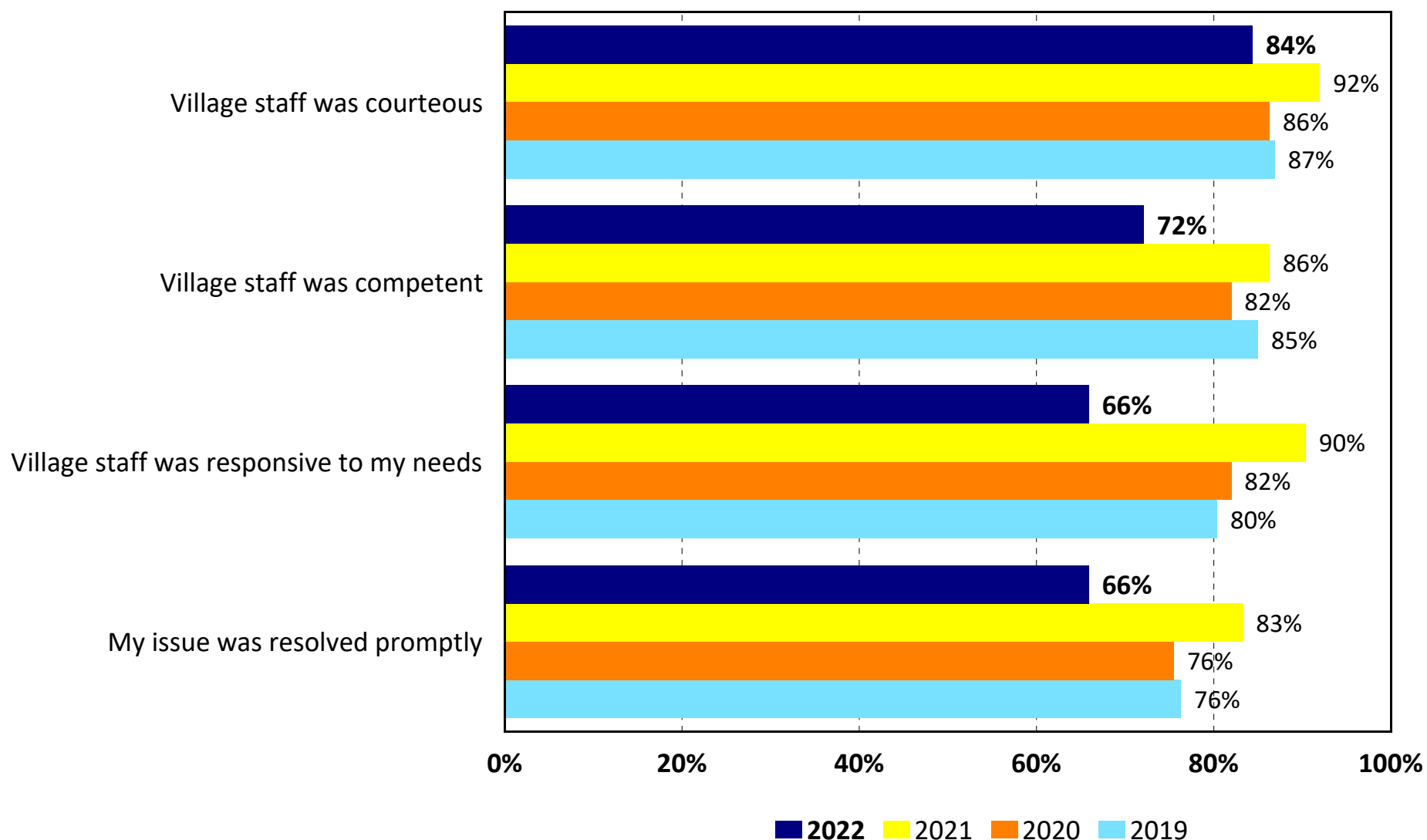
Q10. Level of Agreement with Statements About Most Recent Contact with the Village Government Staff

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding “don't know”)



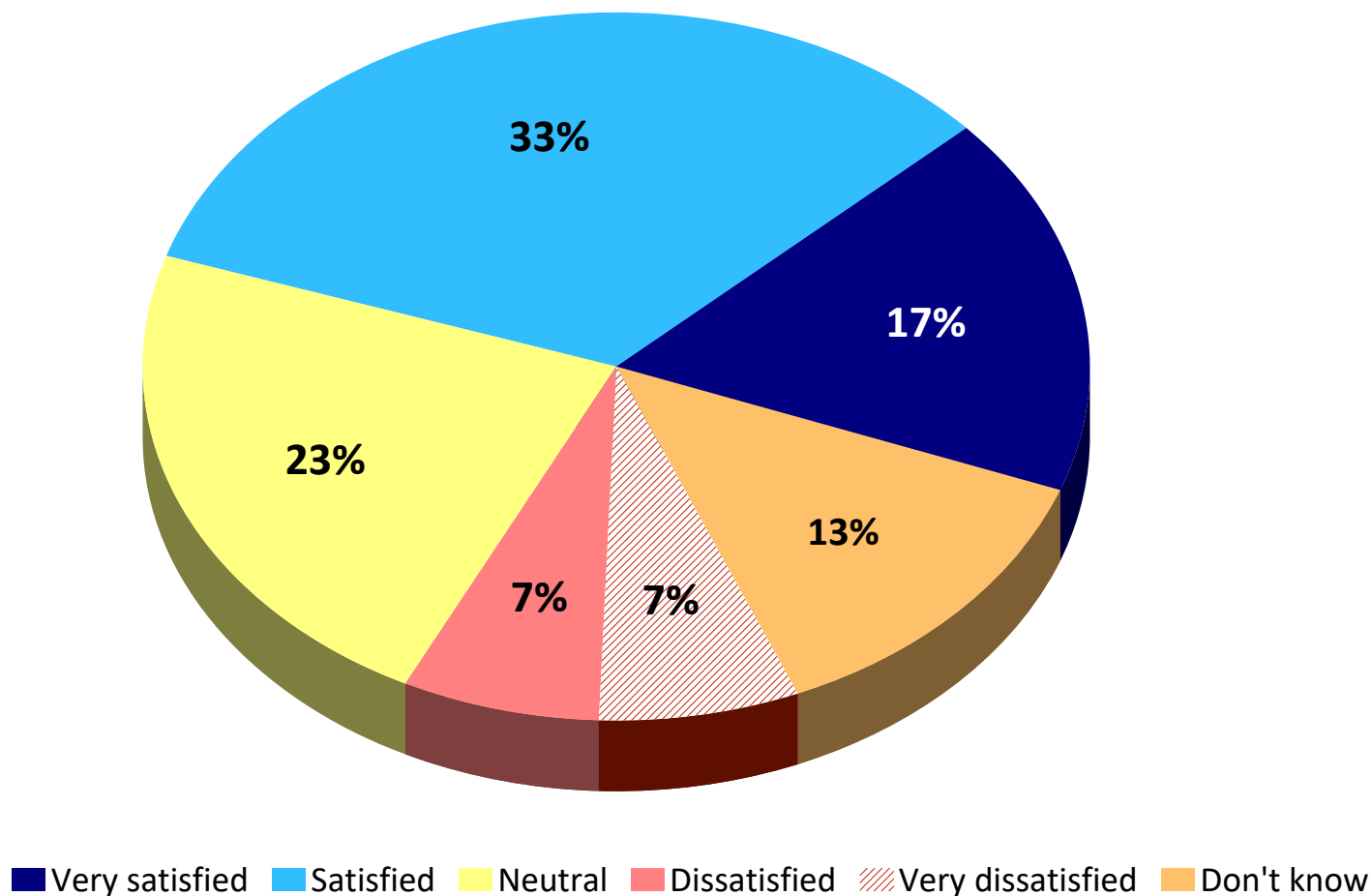
Q10. Level of Agreement with Statements About Most Recent Contact with the Village - 2019 to 2022

by percentage of respondents who answered "strongly agree" or "agree" (excluding "don't know")



Q11. How satisfied are you with the job the Village of Pinehurst does communicating with business owners?

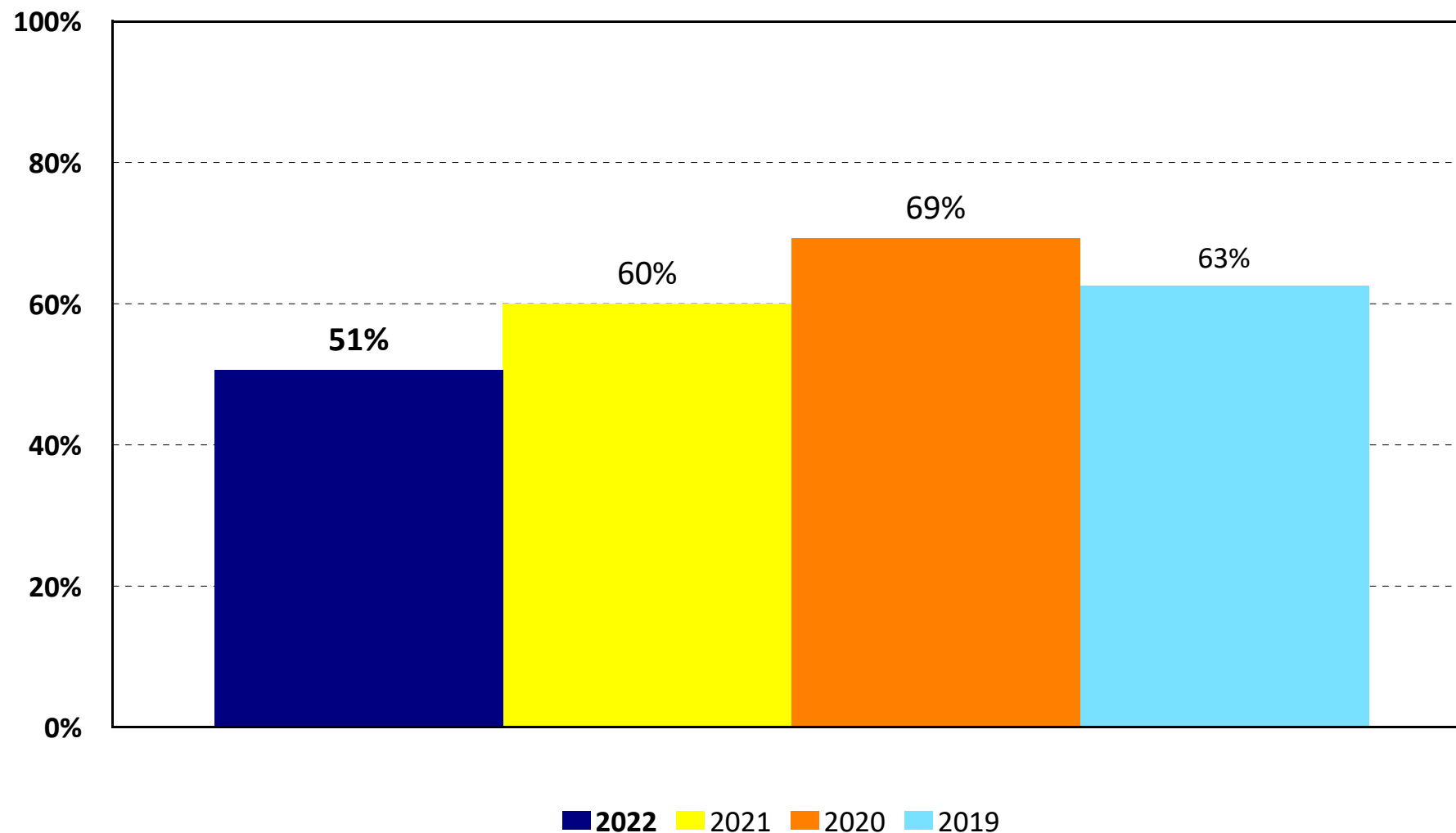
by percentage of respondents



Q11. How satisfied are you with the job the Village of Pinehurst does communicating with business owners?

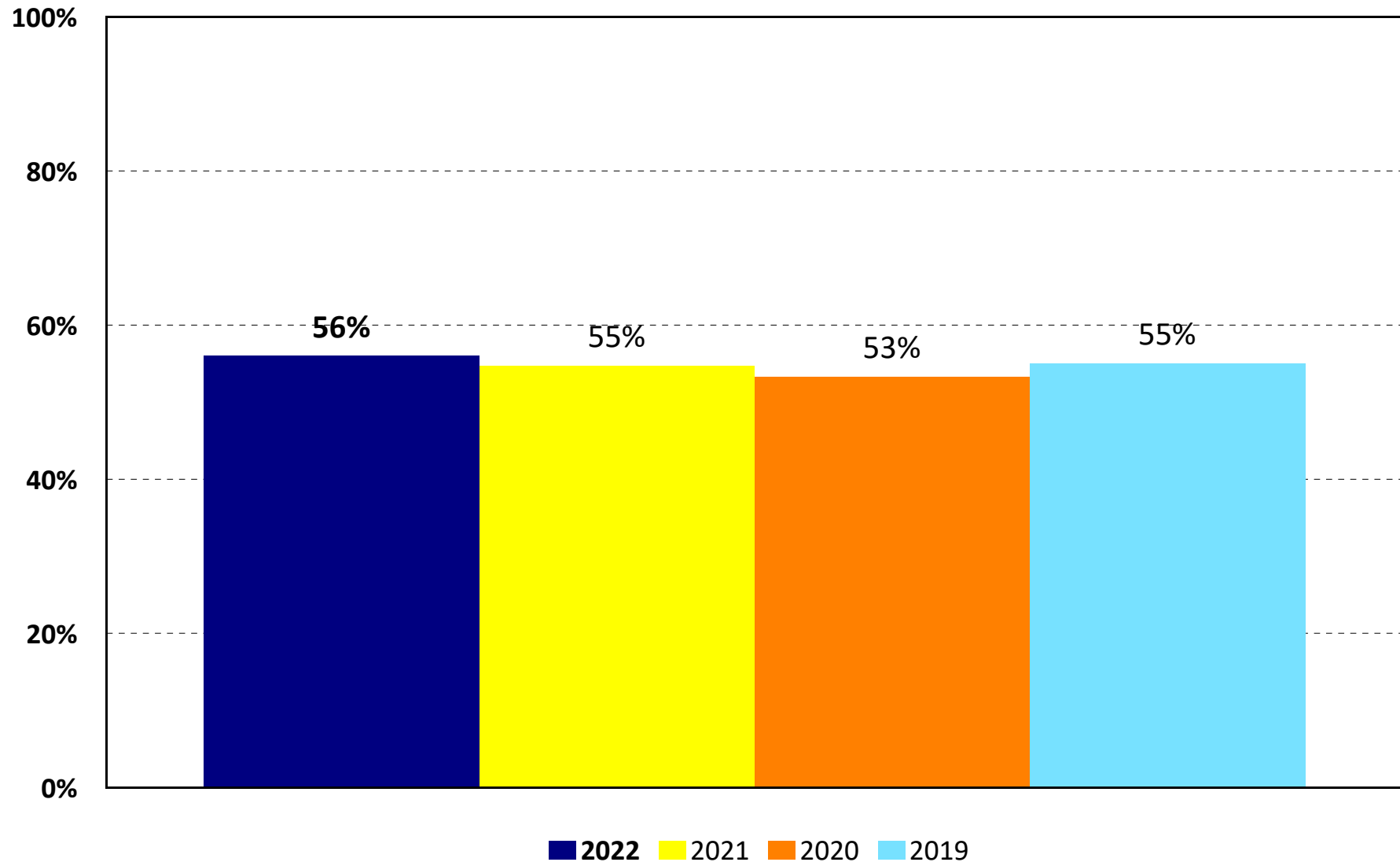
2019 to 2022

by percentage of respondents who answered "very satisfied" or "satisfied"



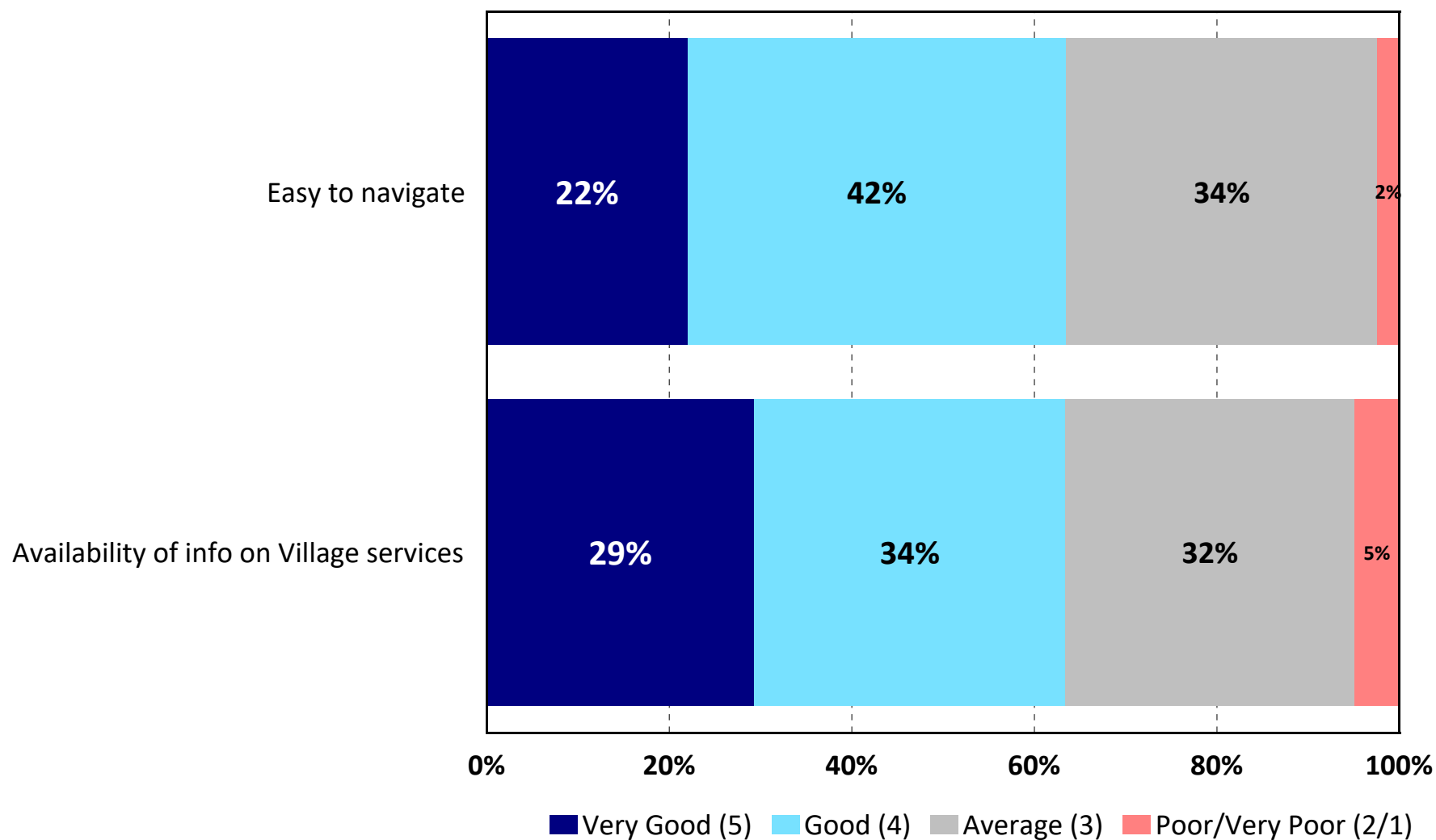
Q12. Have you visited the Village's website (www.vopnc.org) during the last 12 months? - 2019 to 2022

by percentage of respondents who answered "yes"



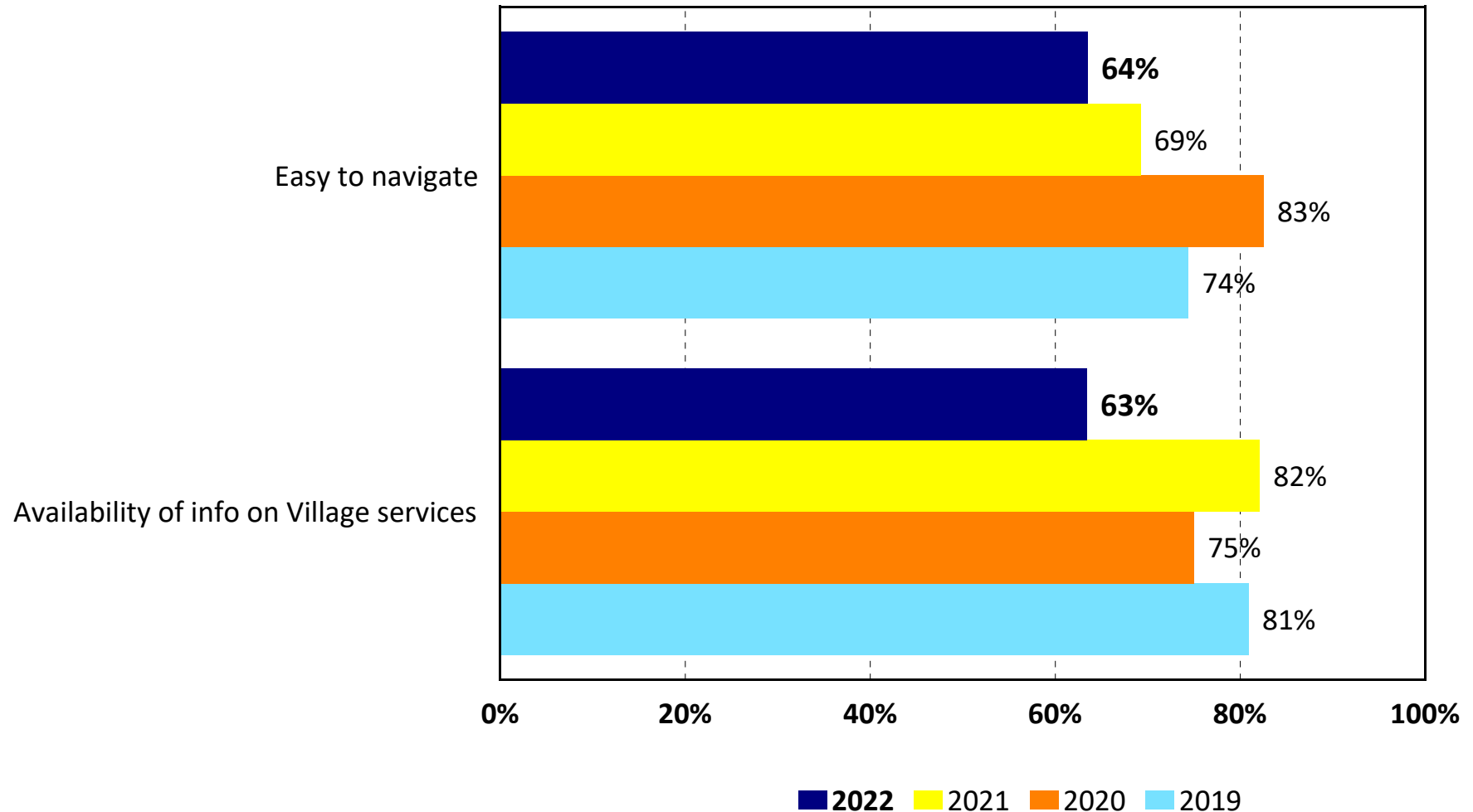
Q12a. How would you rate the following characteristics of the Village website?

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding “don't know”)



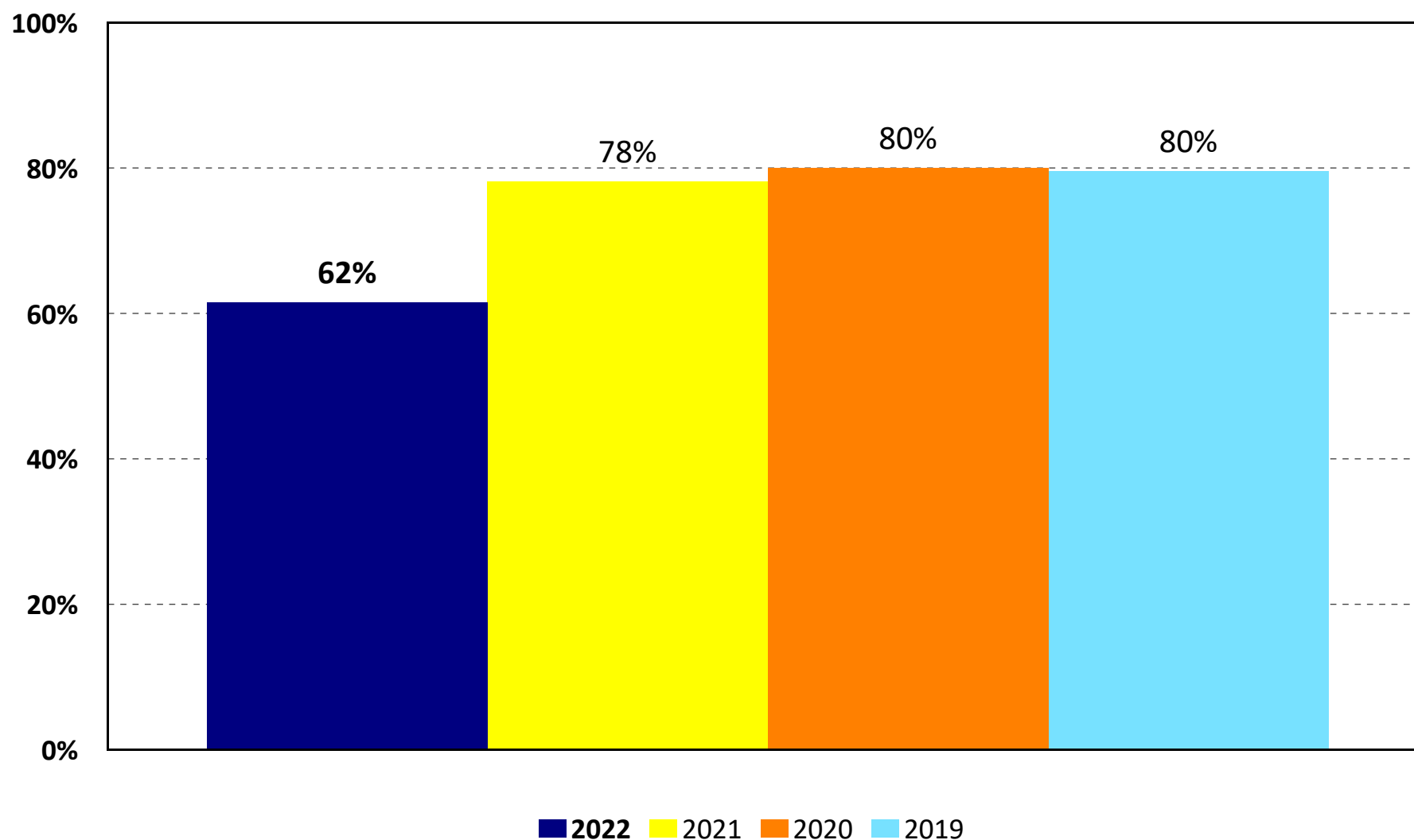
Q12a. How would you rate the following characteristics of the Village website? - 2019 to 2022

by percentage of respondents who answered "very good" or "good"



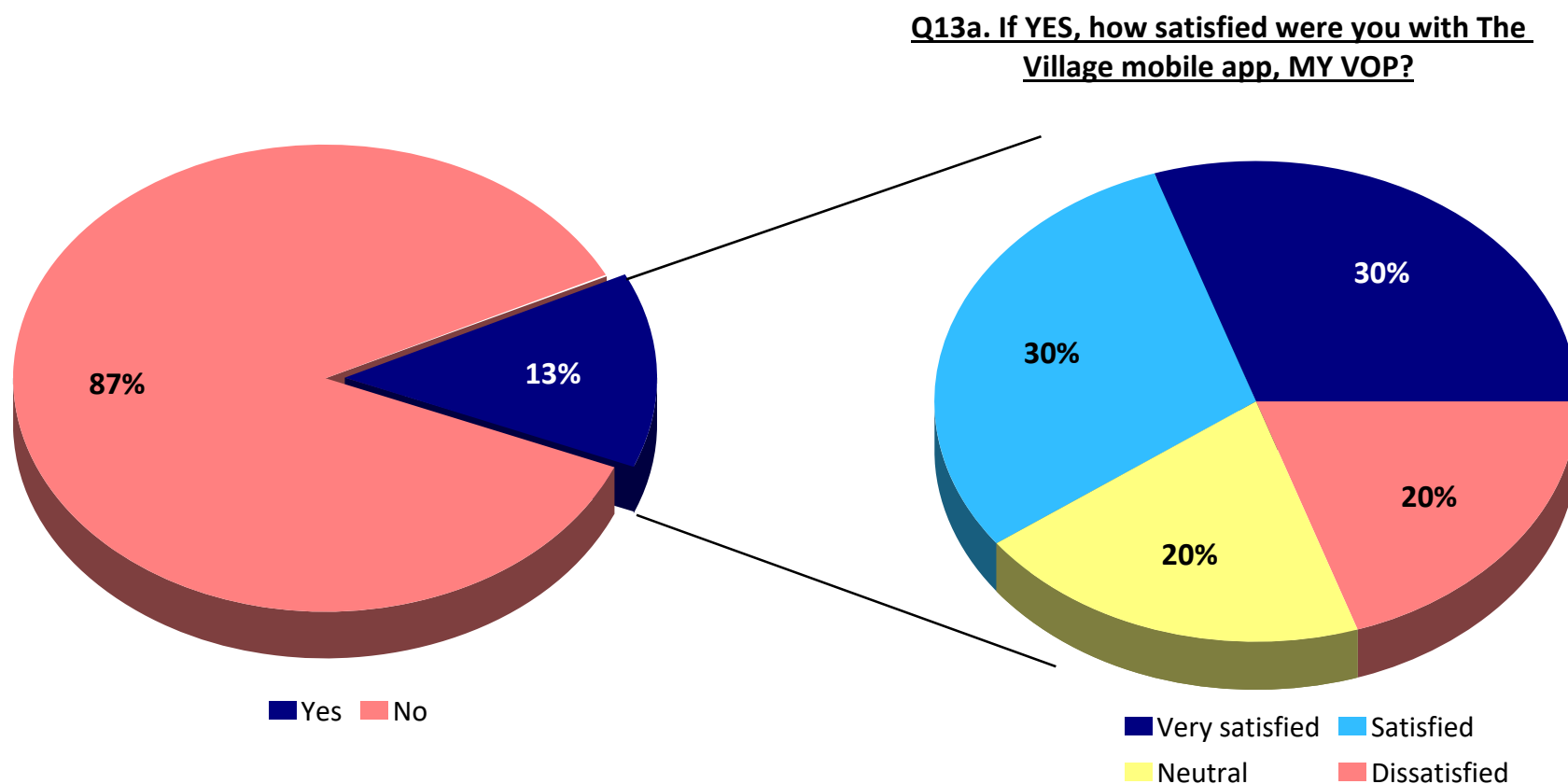
Q12b. How satisfied are you with the Village's website? 2019 to 2022

by percentage of respondents who responded "very satisfied" or "satisfied"



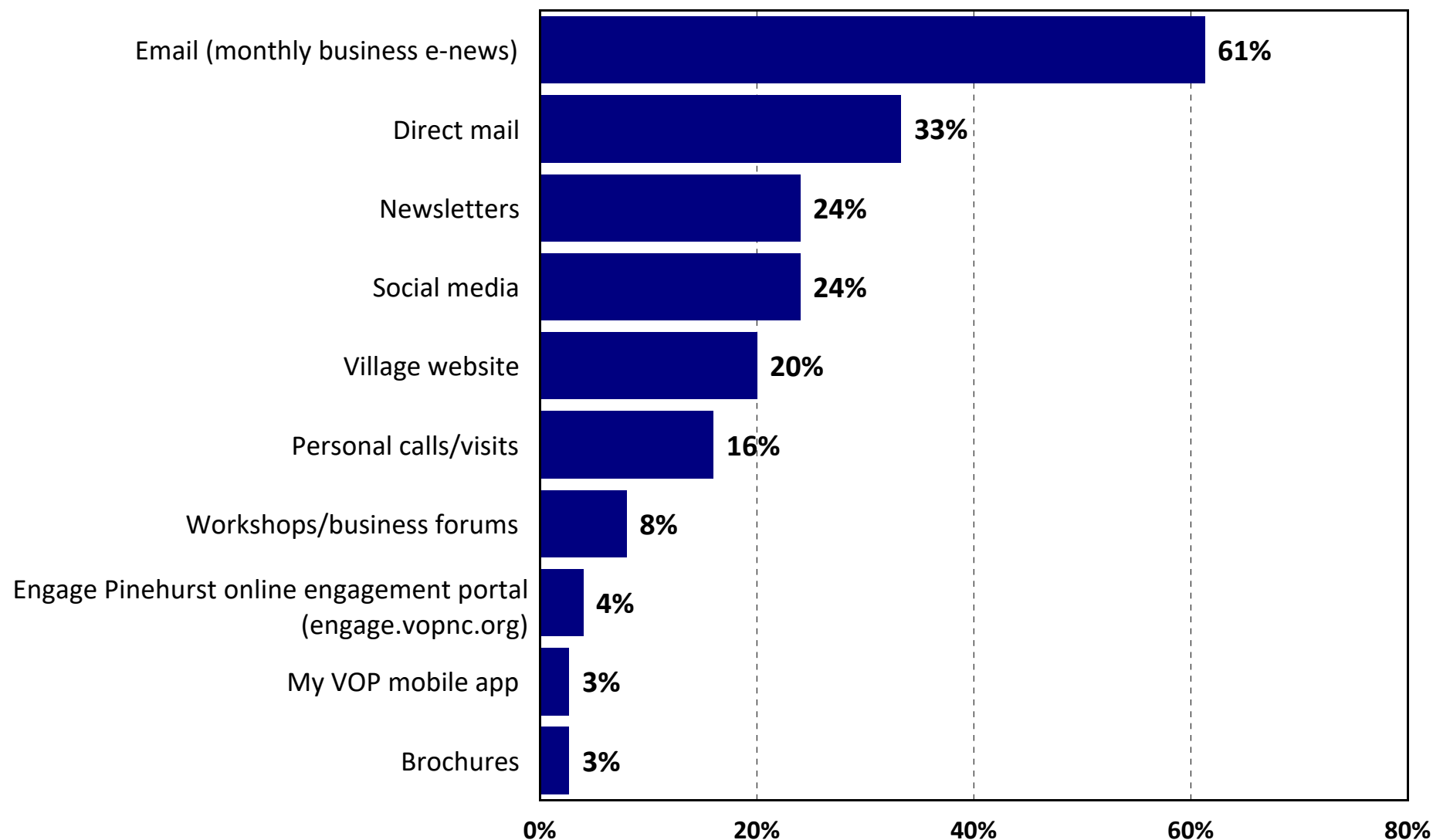
Q13. Have you used the Village's mobile app ("MY VOP") during the past 12 months?

by percentage of respondents (excluding "don't know")



Q14. Which of the following are the best ways for the Village to communicate important information to your business?

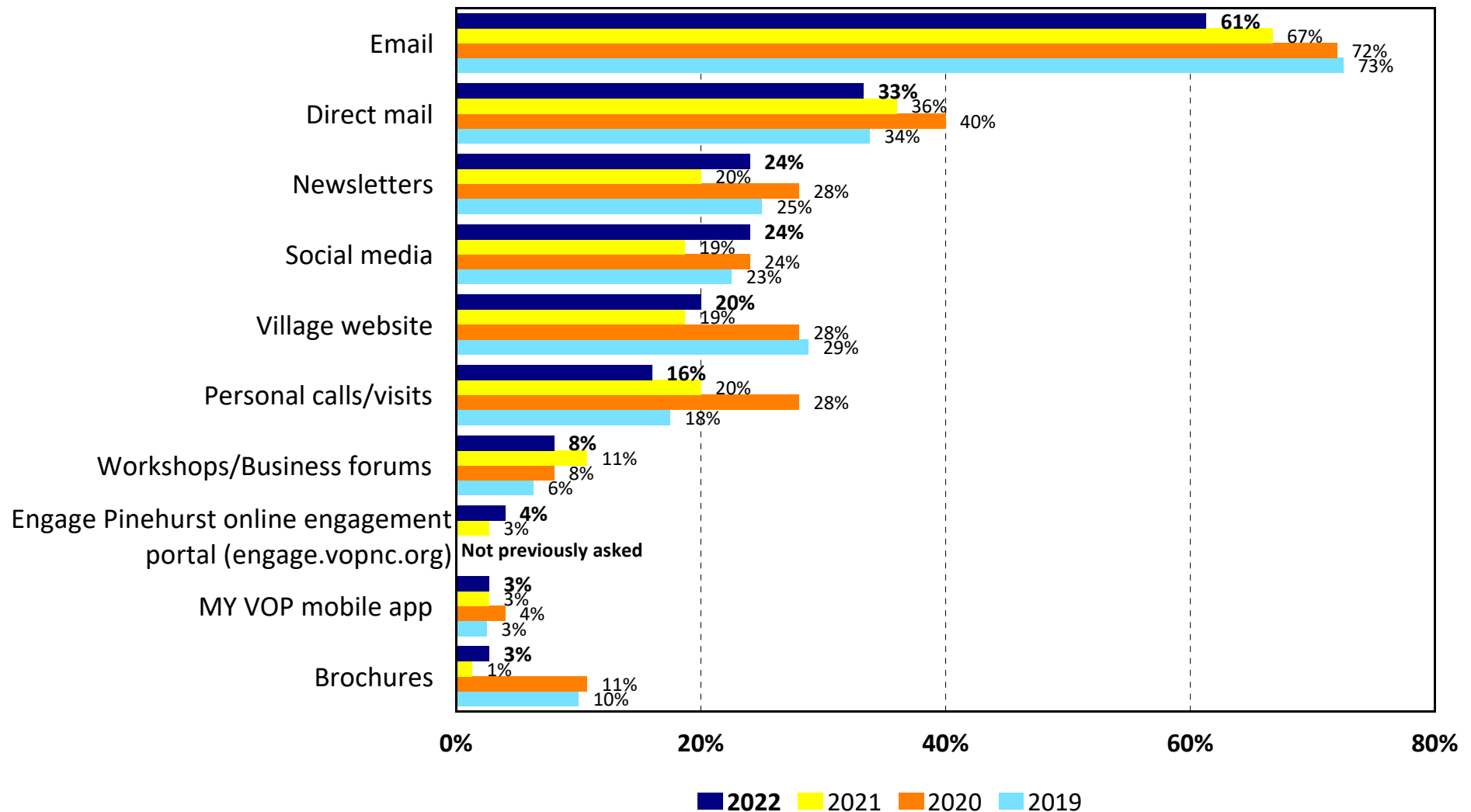
by percentage of respondents (multiple choices could be made)



Q14. Which of the following are the best ways for the Village to communicate important information to your business?

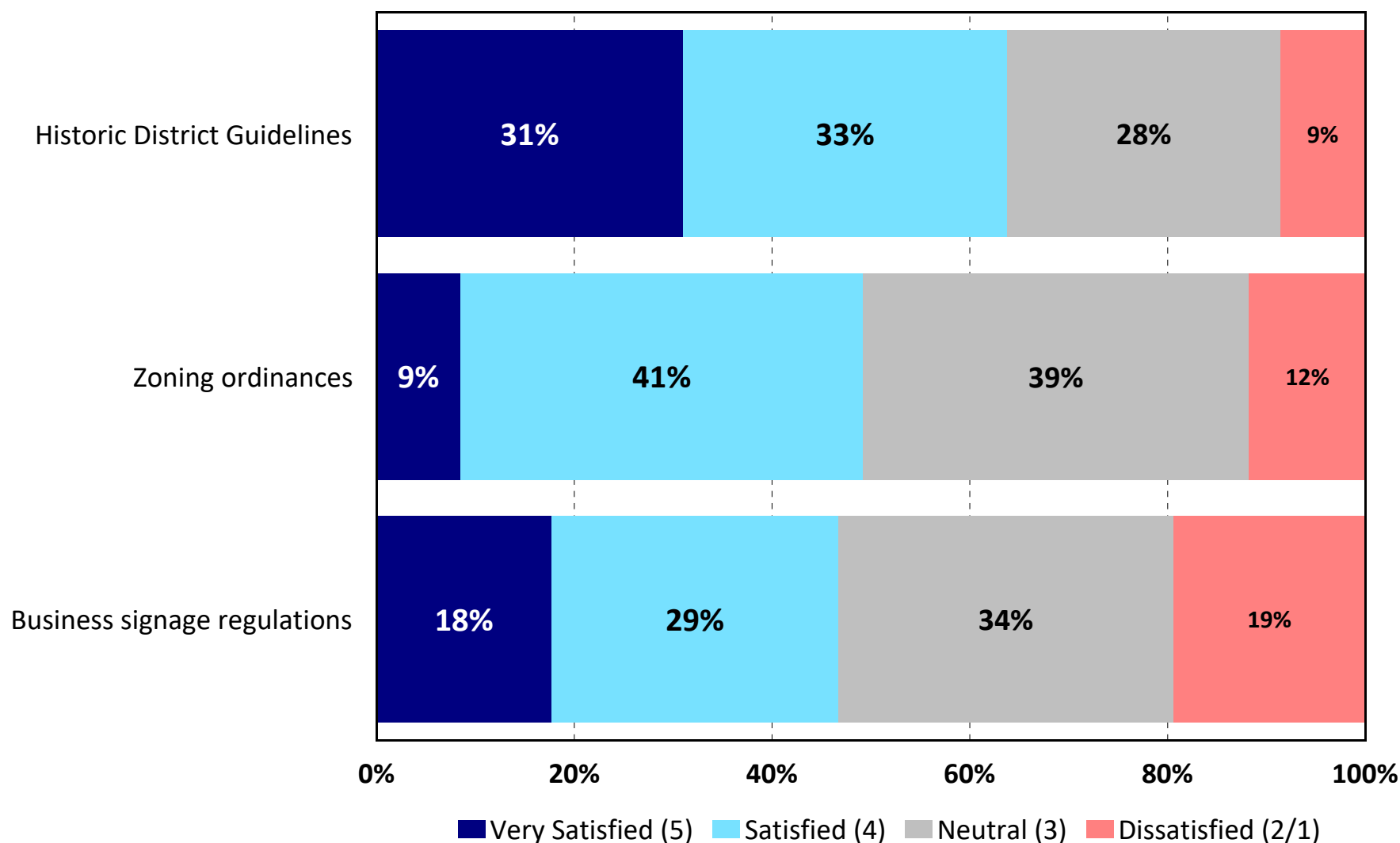
2019 to 2022

by percentage of respondents (multiple choices could be made)



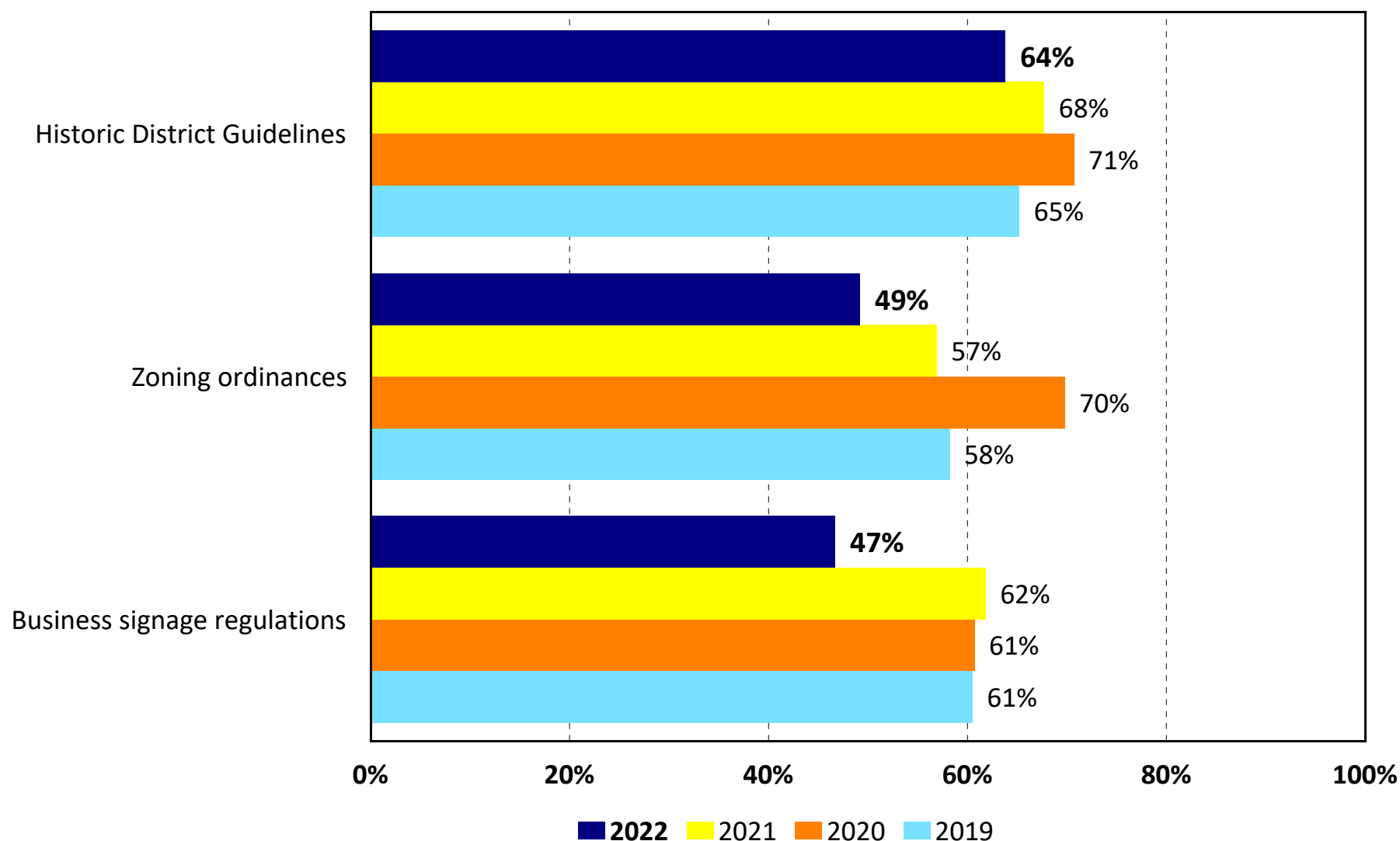
Q15. Level of Satisfaction with Community Development (Village Codes and Ordinances)

by percentage of respondents who had used the service or department and rated the item as a 1 to 5 on a 5-point scale (excluding "don't know")



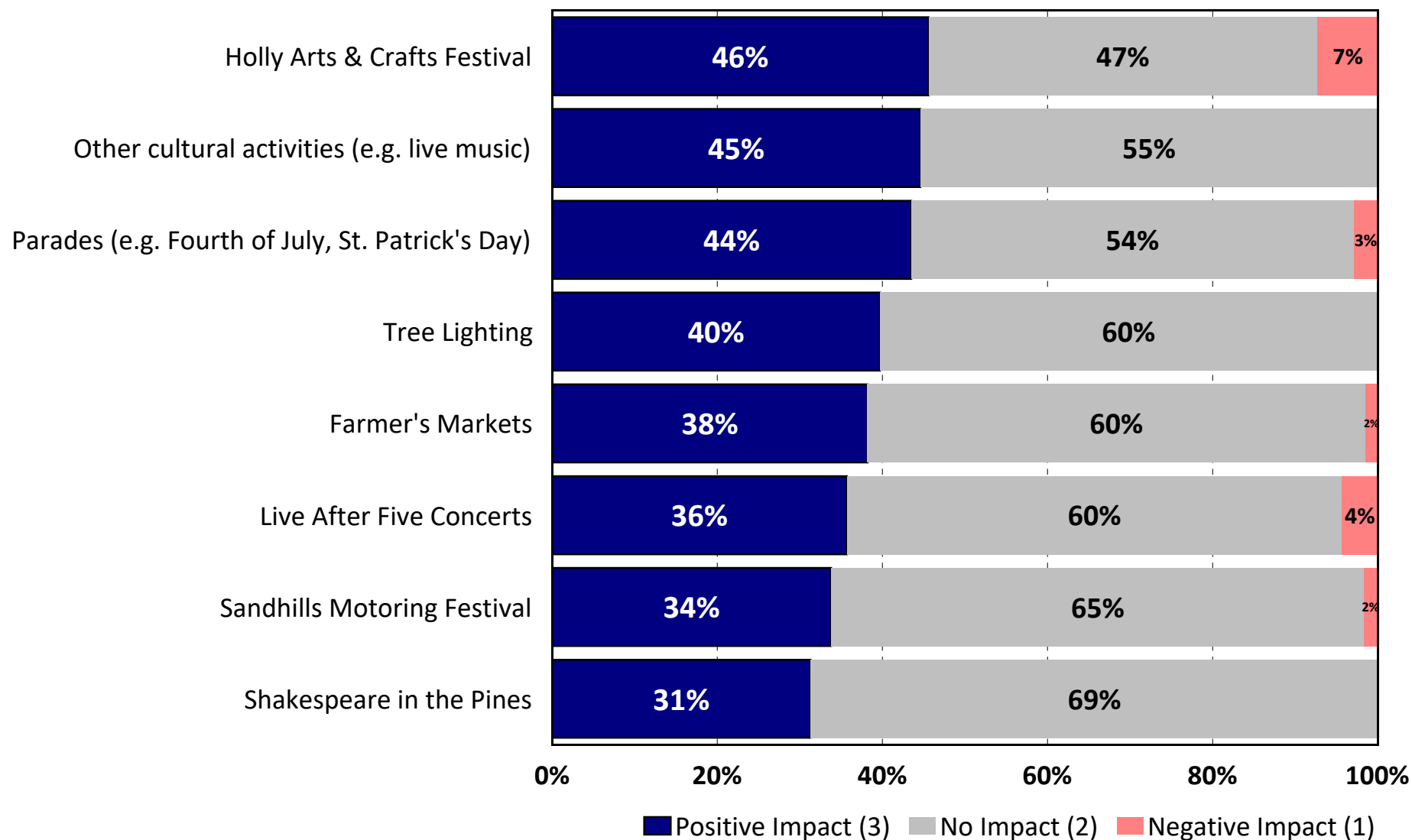
Q15. Level of Satisfaction with Community Development (Village Codes and Ordinances) - 2019 to 2022

by percentage of respondents who had used the service or department and answered "very satisfied" or "satisfied"



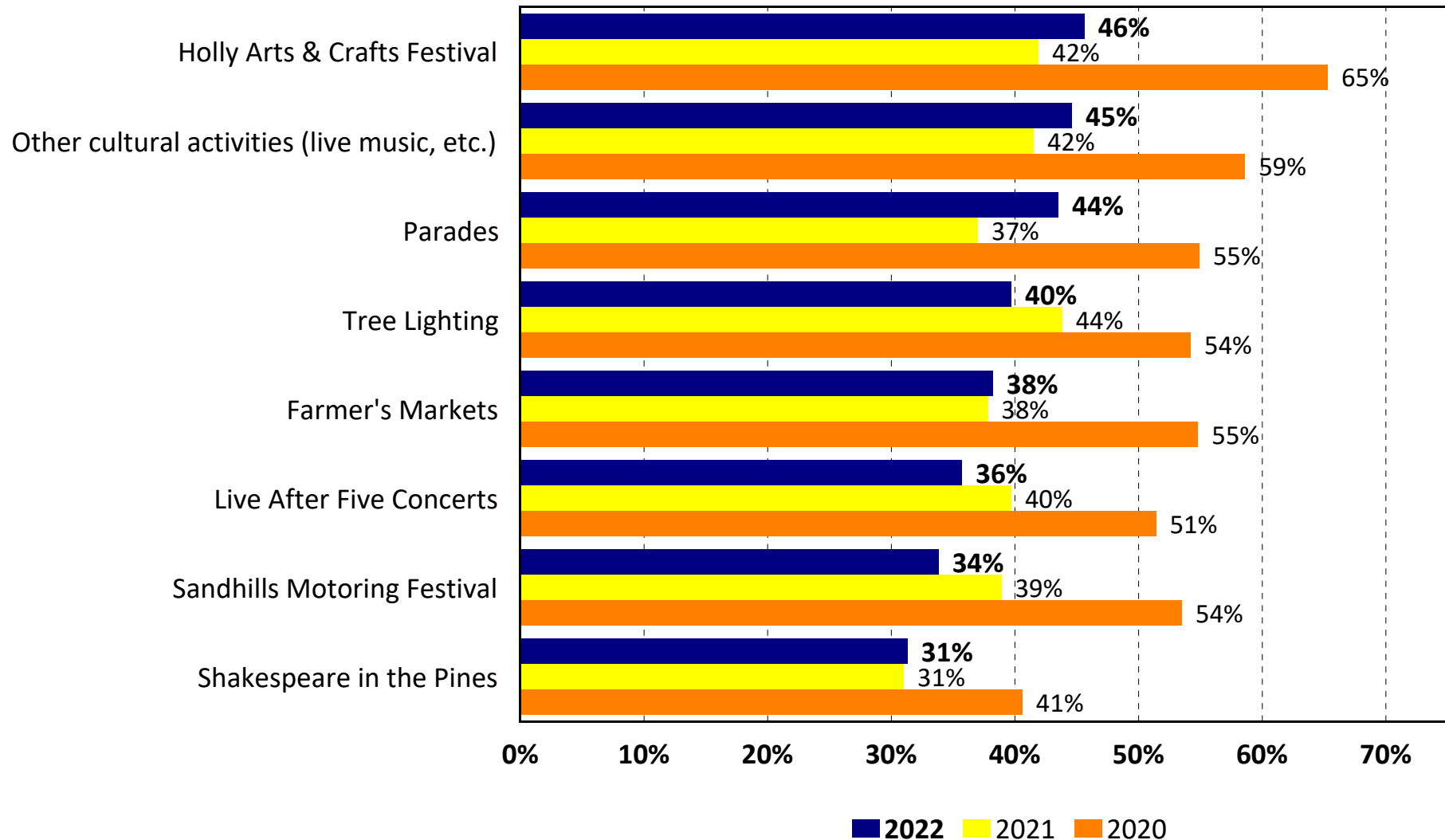
Q16. How Businesses Feel About the Impact the Following Events in the Village Center Have on Their Business

by percentage of respondents who rated the item as a 1 to 3 on a 3-point scale



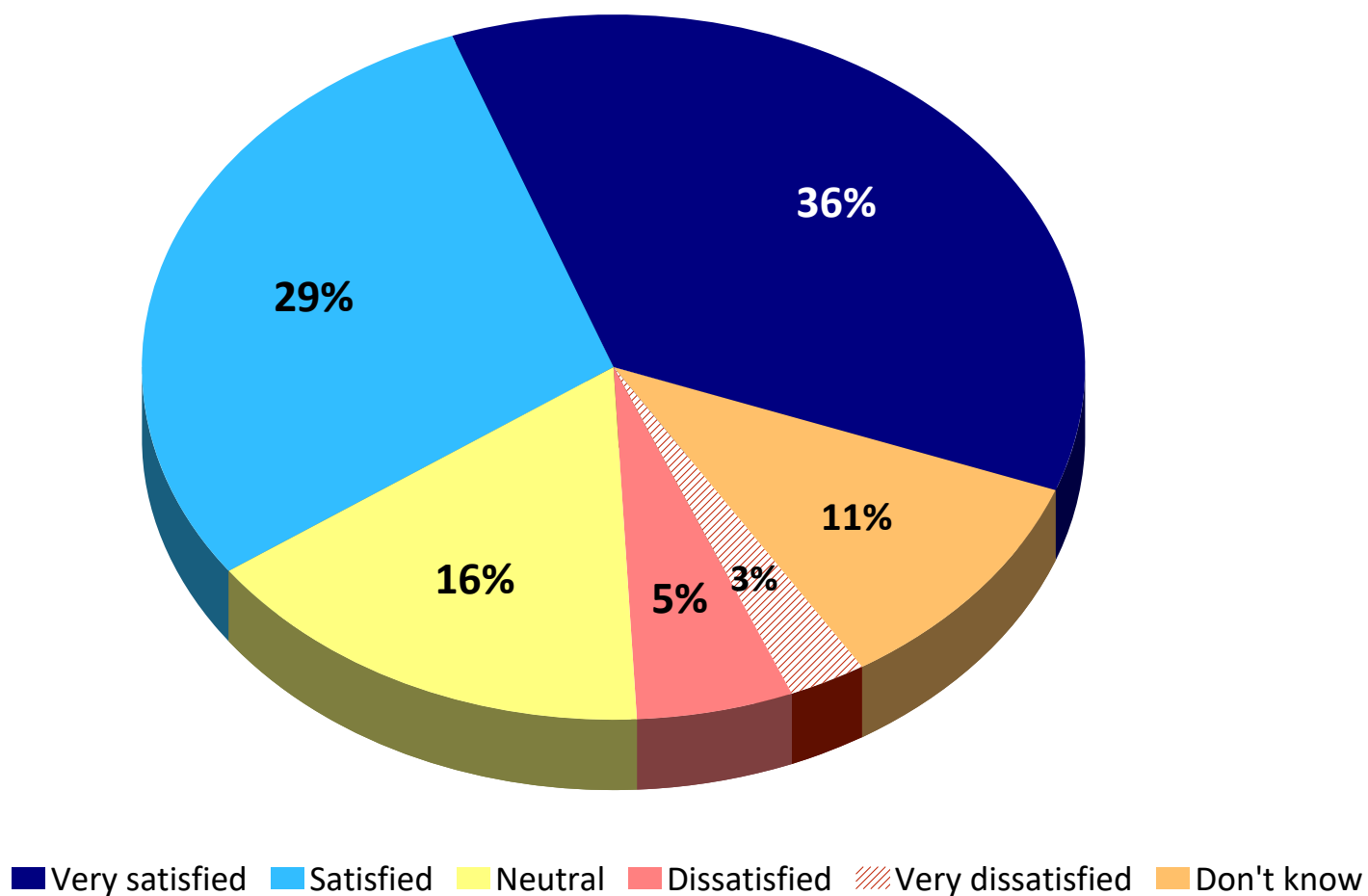
Q16. How Businesses Feel About the Impact the Following Events in the Village Center Have on Their Business 2020 to 2022

by percentage of respondents who felt the event had a “positive impact” on their business



Q17. How satisfied are you with the way the Village handles events that attract large crowds to the Village?

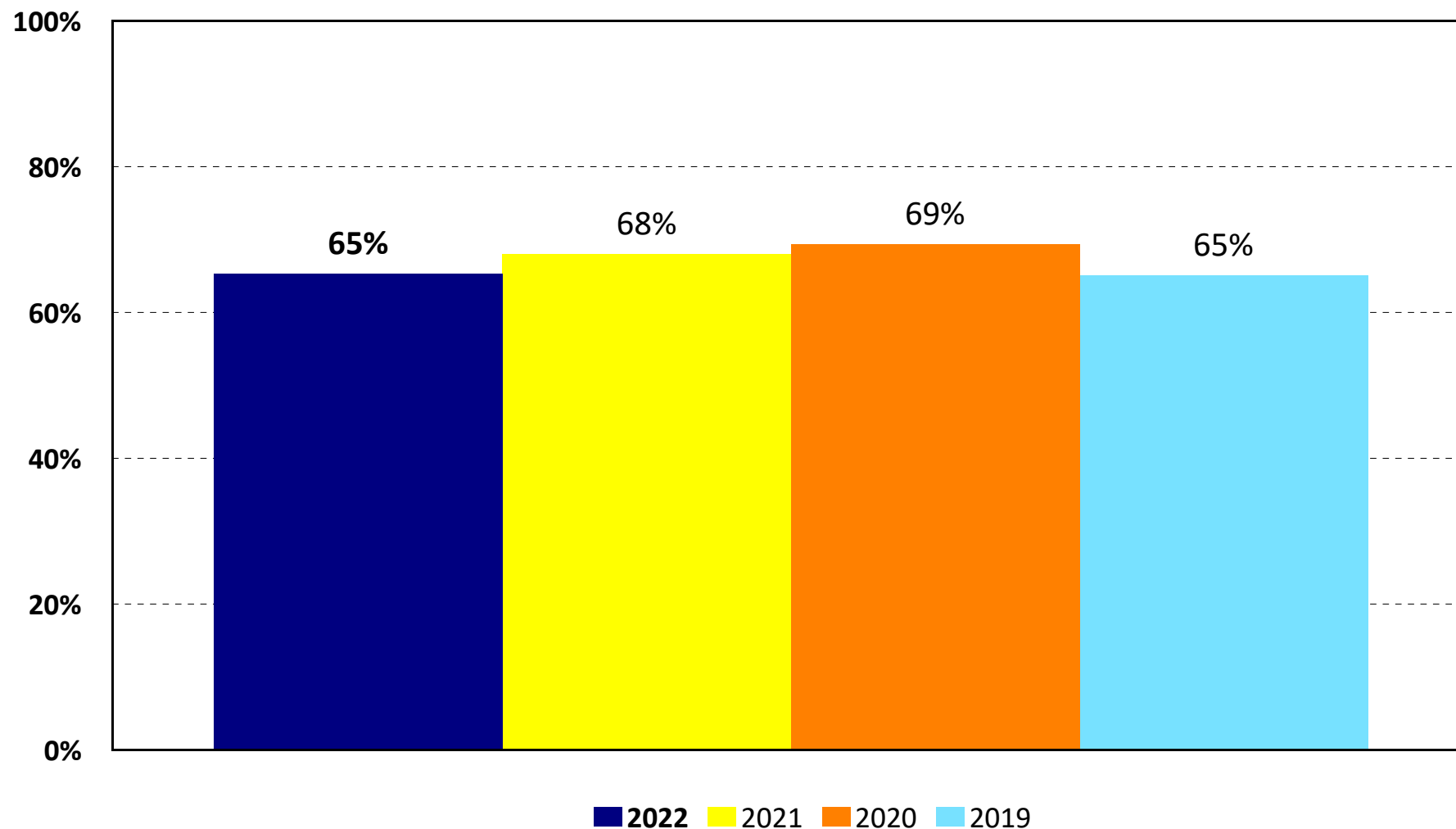
by percentage of respondents



Q17. How satisfied are you with the way the Village handles events that attract large crowds to the Village?

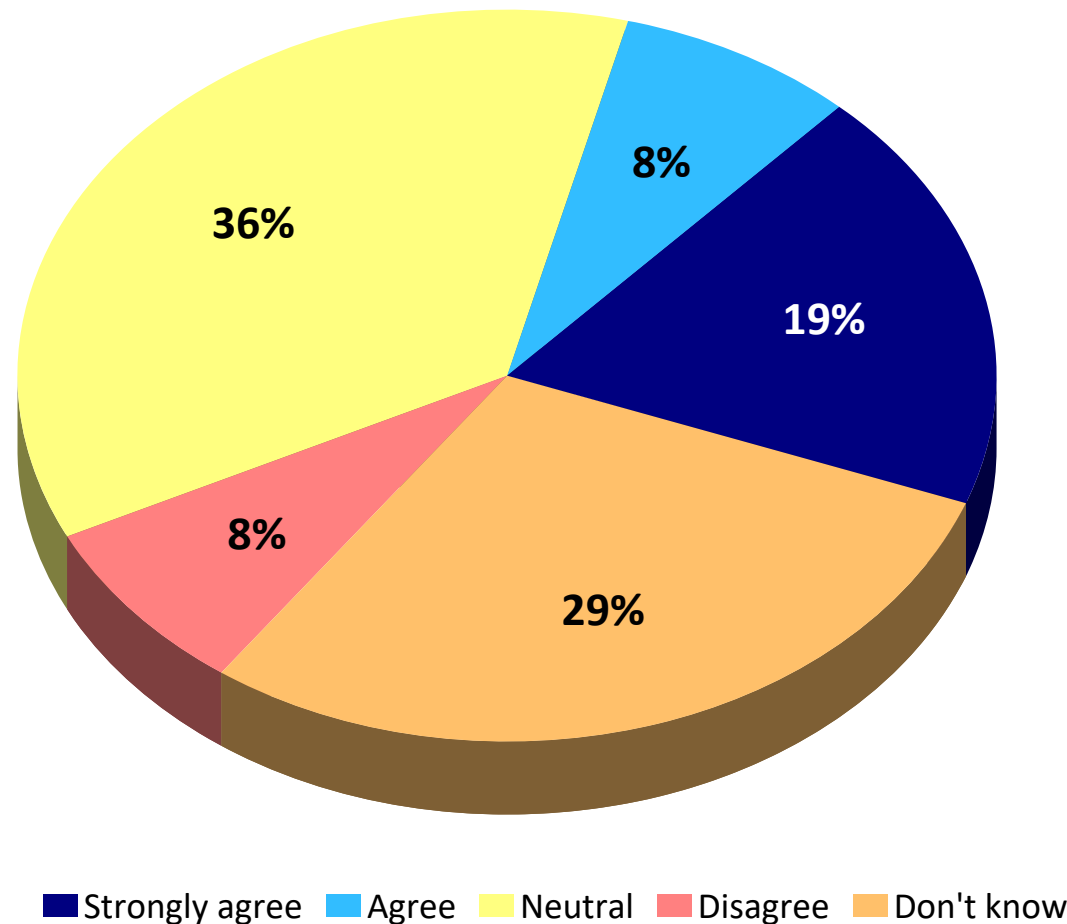
2019 to 2022

by percentage of respondents who answered “very satisfied” or “satisfied”



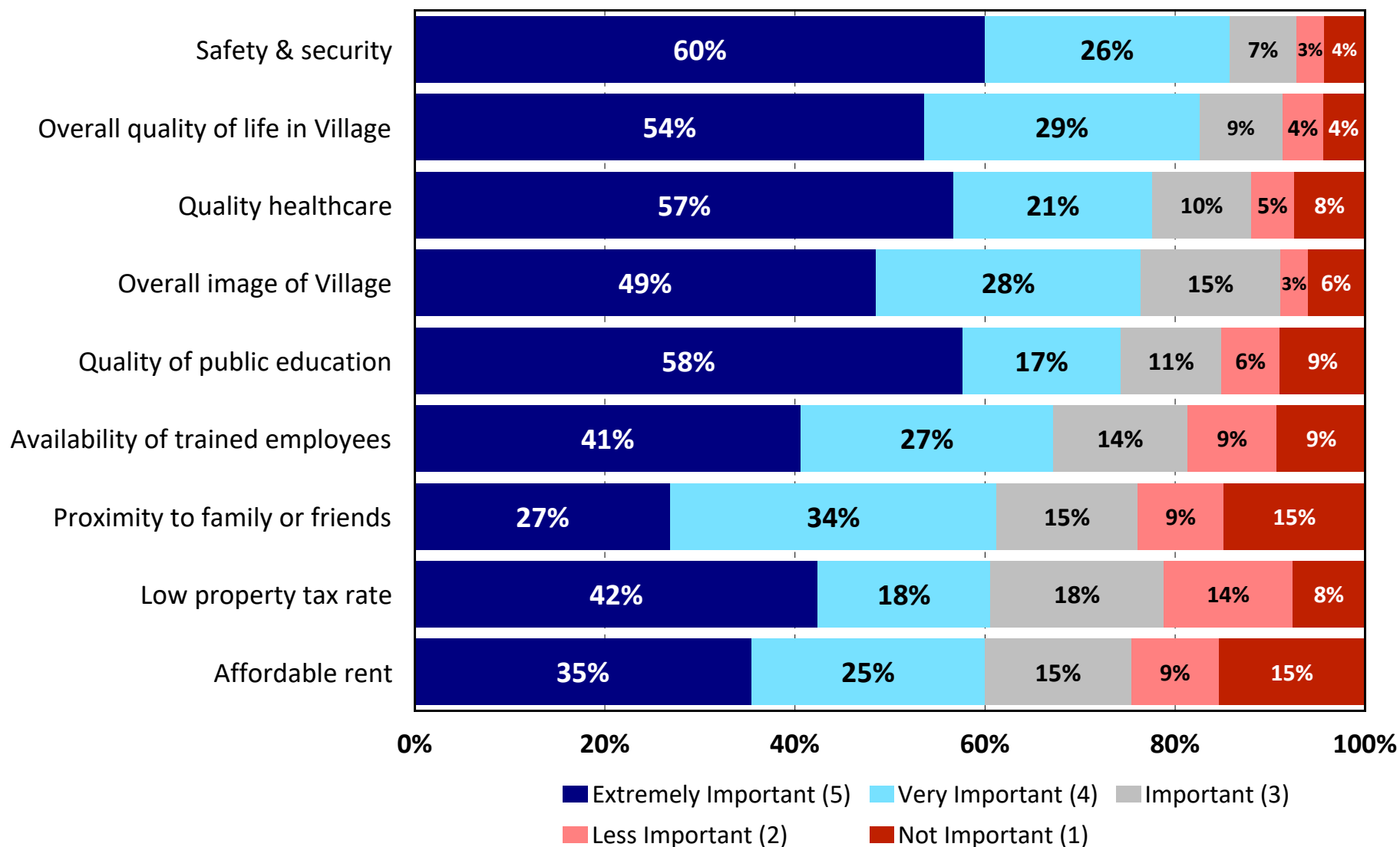
Q18. Level of Agreement With the Statement, “The Village of Pinehurst Welcome Center brings added value to my business”

by percentage of respondents



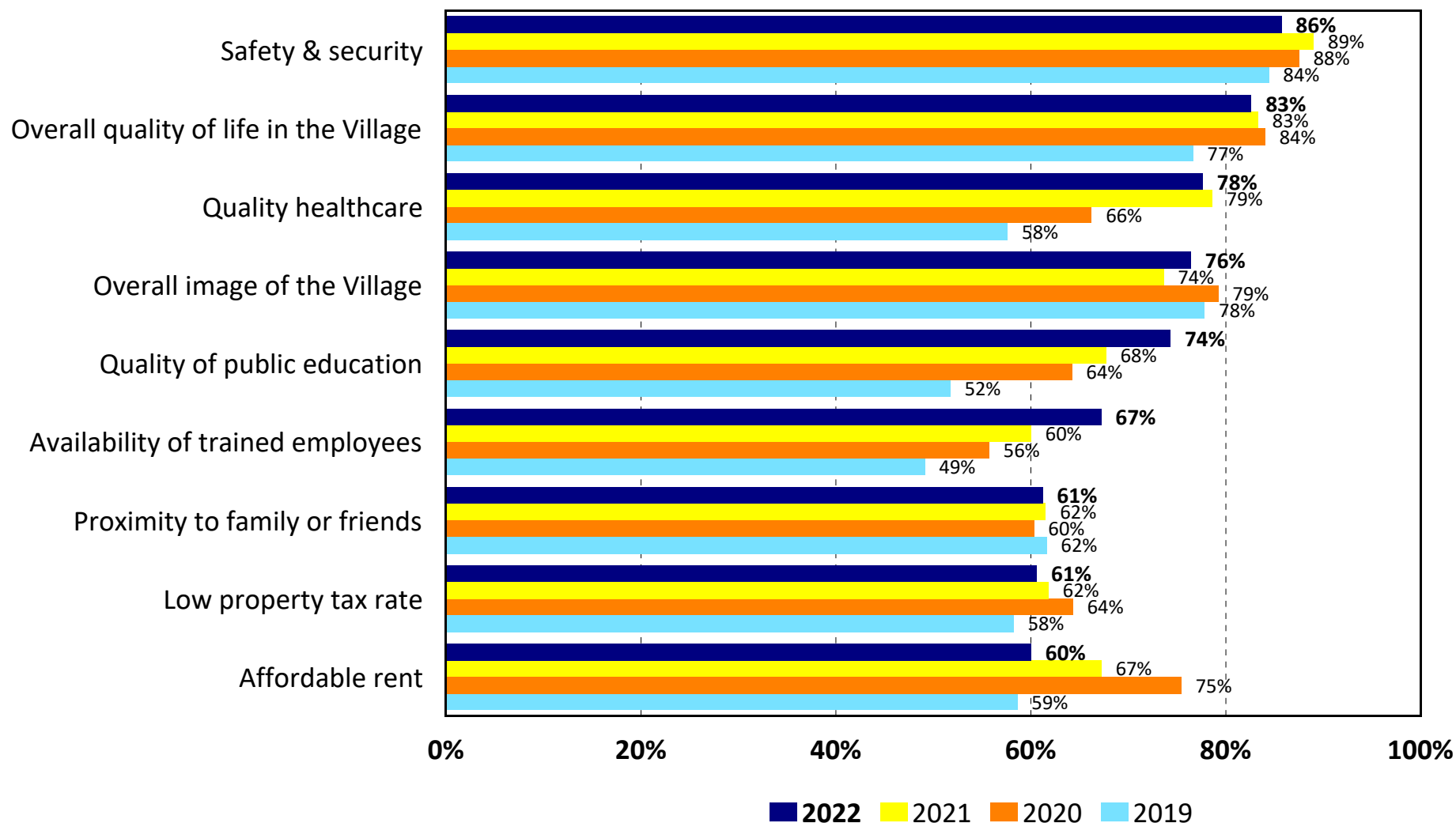
Q19. Importance of Various Reasons in Your Decision to Locate Your Business in the Village of Pinehurst

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding “not provided”)



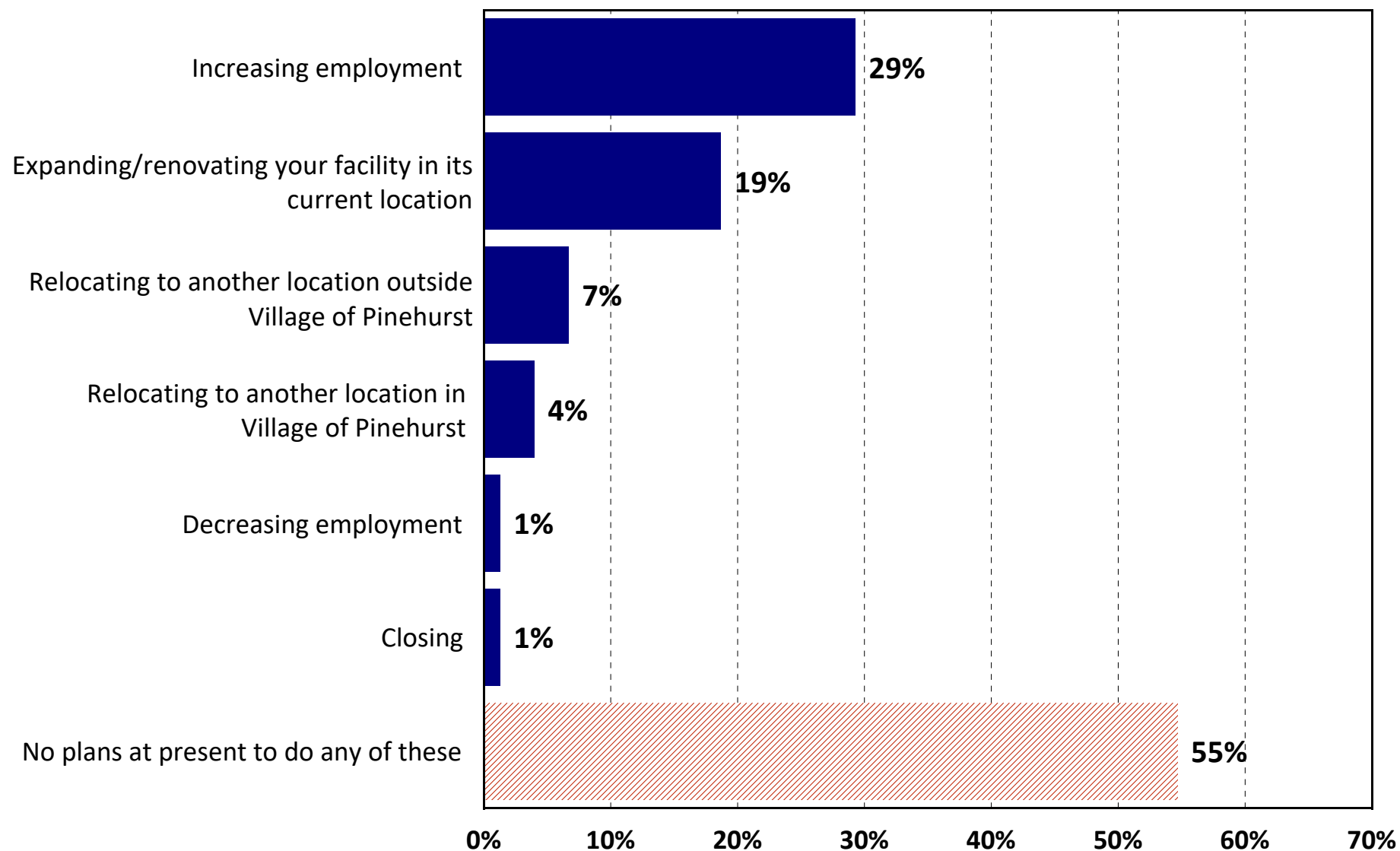
Q19. Importance of Various Reasons in Your Decision to Locate Your Business in the Village of Pinehurst 2019 to 2022

by percentage of respondents who felt the reason was “extremely important” or “very important”



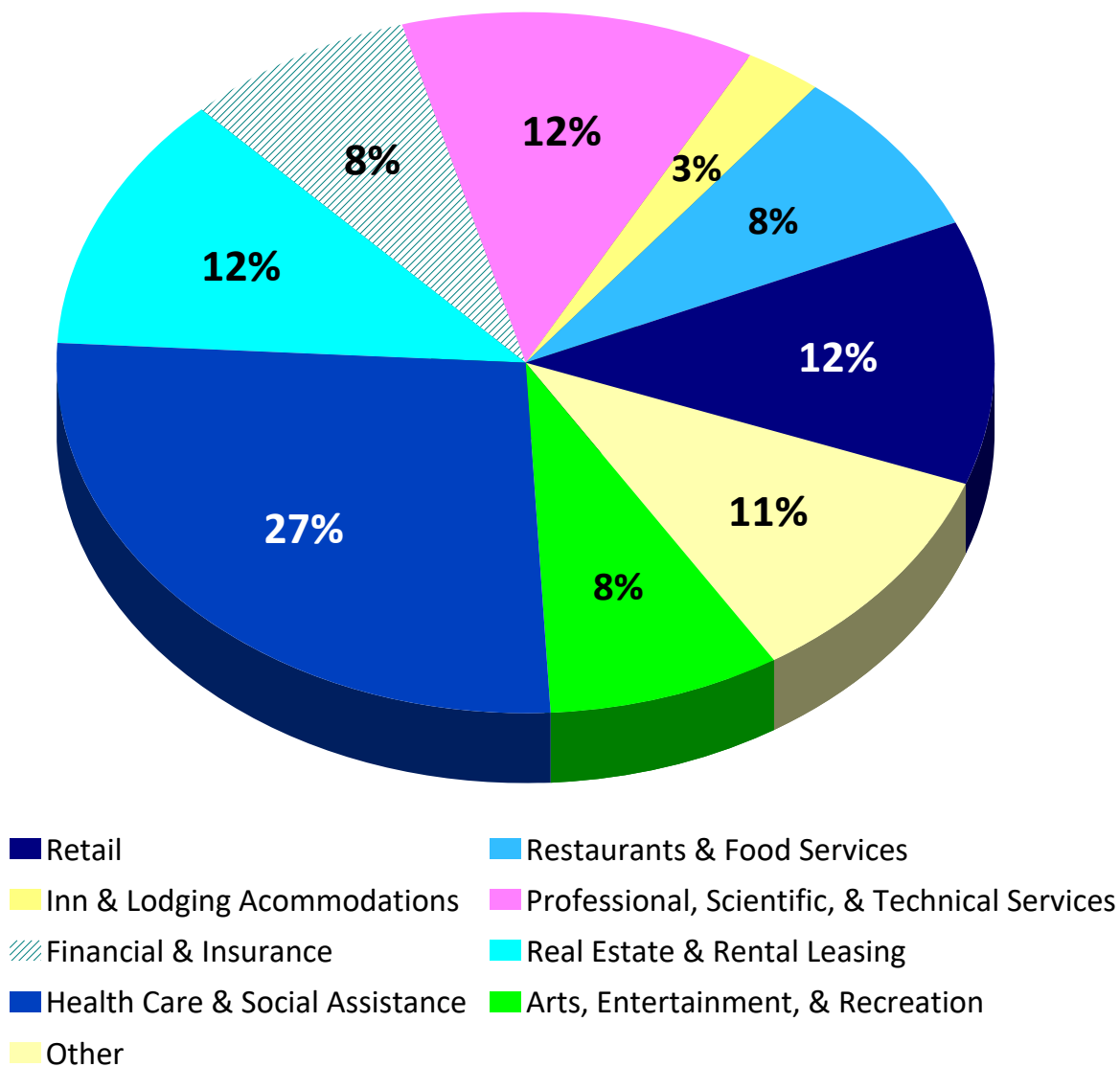
Q20. In the next three years, is your business planning to do any of the following?

by percentage of respondents



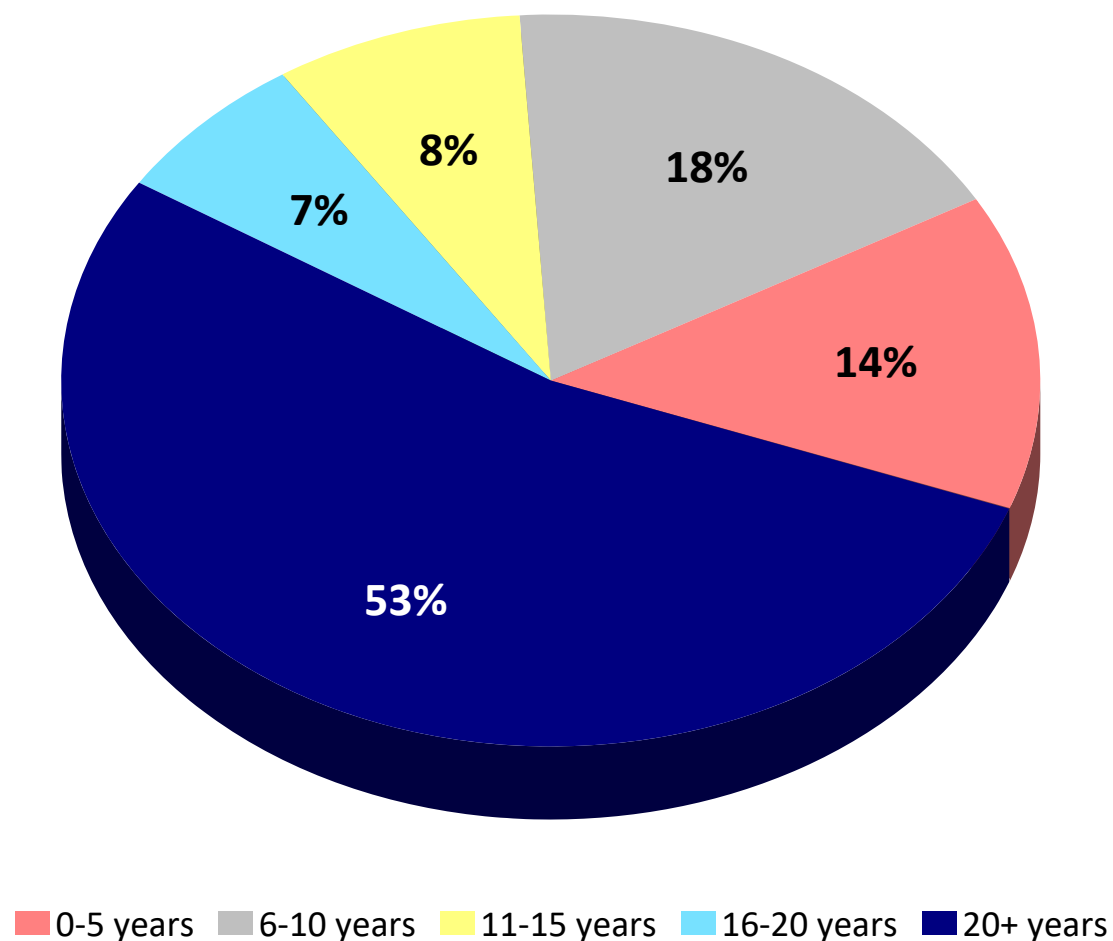
Q23. Primary Business Category

by percentage of respondents



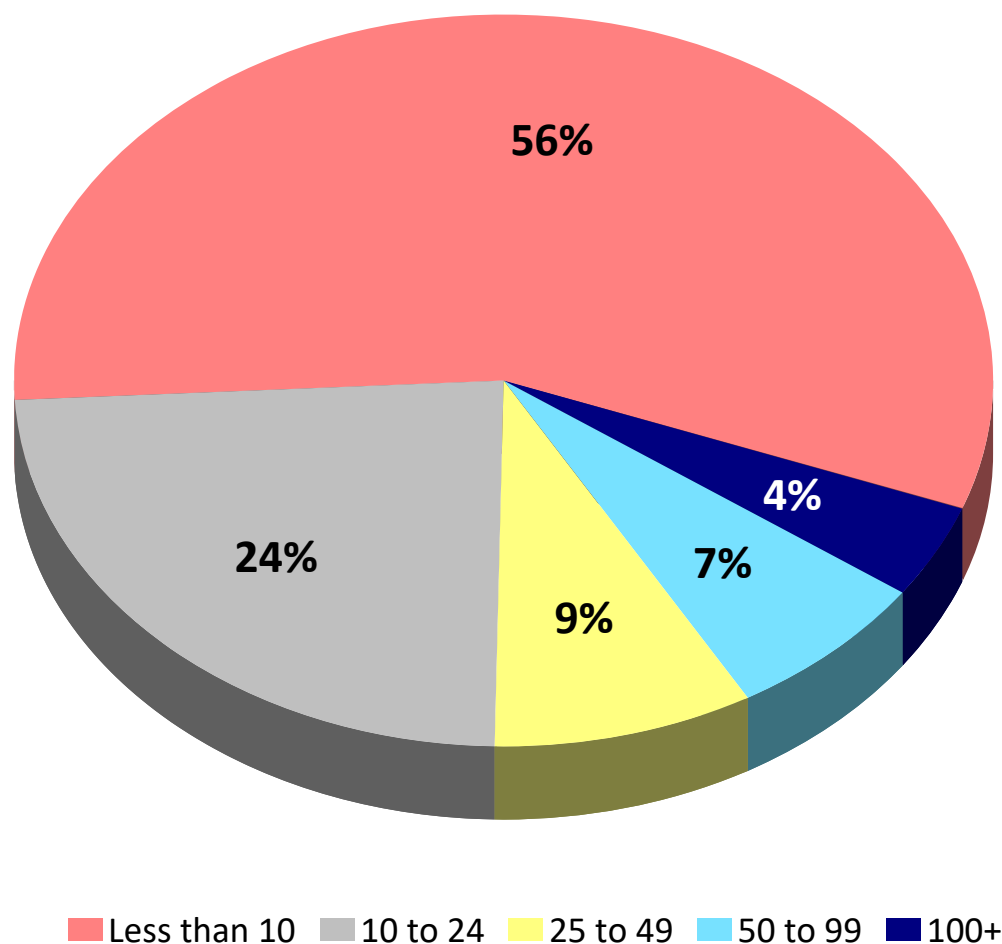
Q24. How many years have you been in operation in the Village?

by percentage of respondents (excluding "not provided")



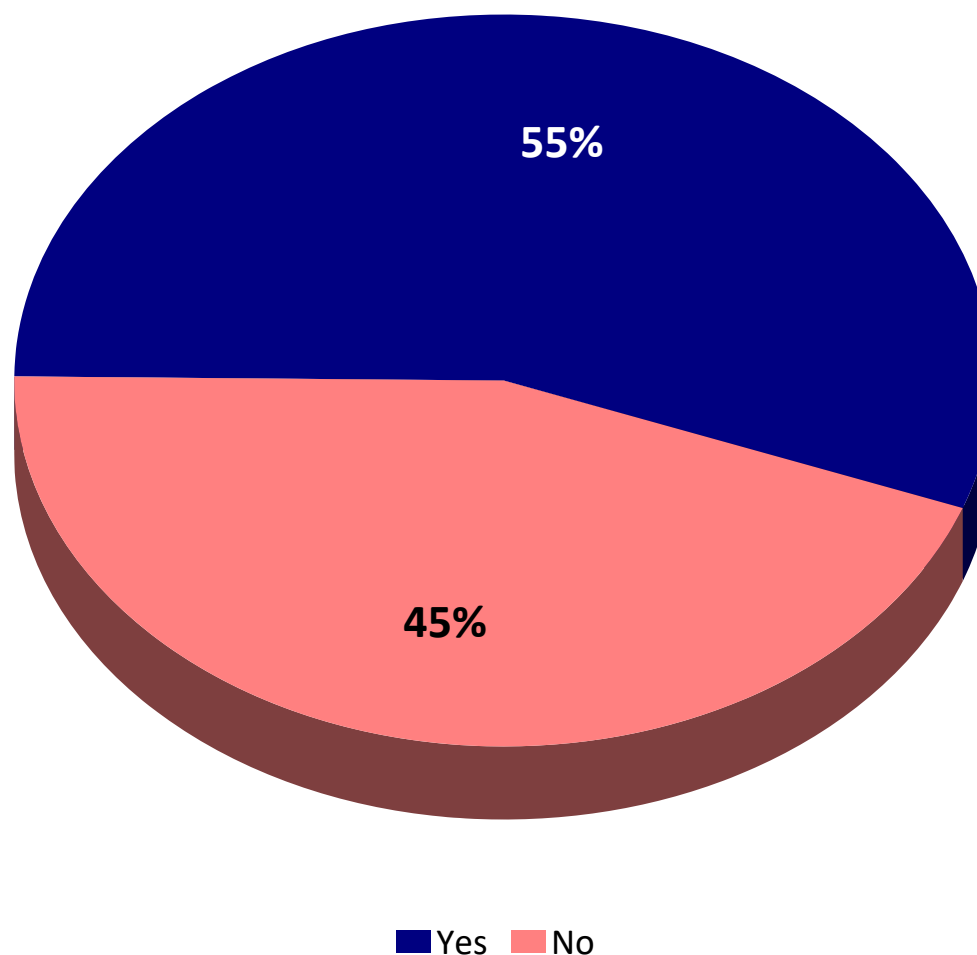
Q25. Approximately how many employees does your organization employ in the Village of Pinehurst?

by percentage of respondents (excluding "not provided")



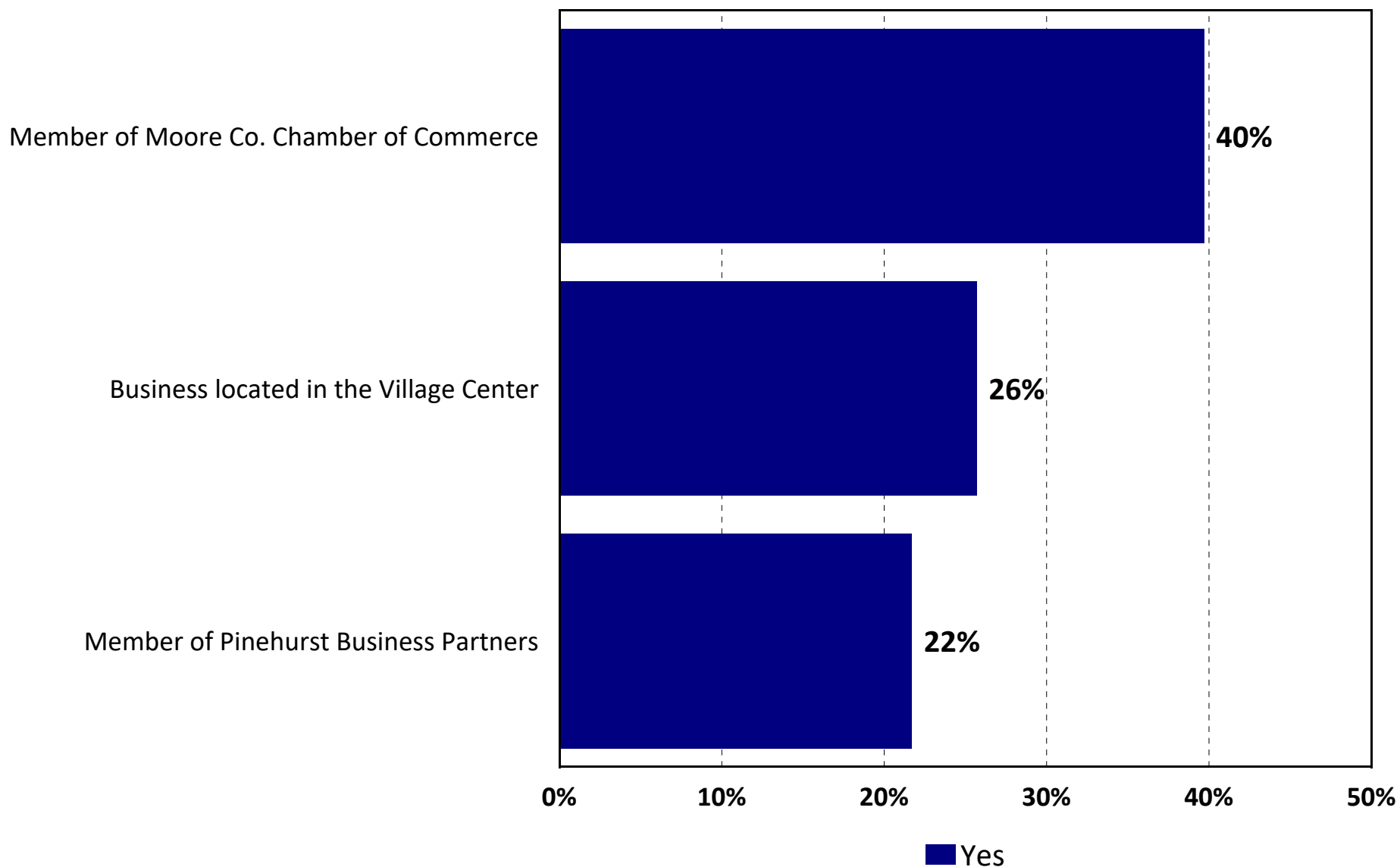
Q26. Is your personal residence in the Village of Pinehurst?

by percentage of respondents (excluding "not provided")



Q27. Is Your Business Any of the Following:

by percentage of respondents who answered "yes"



2 Importance-Satisfaction Analysis

Importance-Satisfaction Analysis



Overview

Today, Village officials have limited resources which need to be targeted to activities that are of the most benefit to their citizens and businesses. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to businesses; and (2) to target resources toward those services where businesses are the least satisfied.

The Importance-Satisfaction (IS) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

Methodology

The rating is calculated by summing the percentage of responses for items selected as the first, second, and third most important services for the Village to provide. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the Village's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "Don't Know" responses). "Don't Know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable. $[IS = \text{Importance} \times (1 - \text{Satisfaction})]$.

Example of the Calculation: Respondents were asked to identify the major categories of Village services they think are most important to their business. Nearly half (49.3%) of respondents selected *police patrol* as one of the most important services for the Village to provide.

With regard to satisfaction, 91.1% of respondents surveyed rated the Village's overall performance of *police patrol* as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "Don't Know" responses. The I-S rating was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 49.3% was multiplied by 8.9% (1-0.911). This yielded an I-S rating of 0.0439, which ranked second out of 9 major service categories.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices to emphasize over the next two years and 0% indicate they are positively satisfied with the delivery of the service.

Importance-Satisfaction Analysis



The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one for the three most important areas for the City to emphasize over the next two years.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- *Definitely Increase Emphasis* ($IS \geq 0.20$)
- *Increase Current Emphasis* ($0.10 \leq IS < 0.20$)
- *Maintain Current Emphasis* ($IS < 0.10$)

The results for the Village of Pinehurst Business Survey are provided on the following page.

2022 Importance-Satisfaction Rating

Village of Pinehurst, North Carolina Business Survey

Overall Satisfaction with Village Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Medium Priority (IS <.10)</u>						
Planning & Zoning	15%	6	65%	9	0.0515	1
Police Patrol	49%	2	91%	5	0.0439	2
Police Emergency Response	45%	3	92%	3	0.0376	3
Code Enforcement	11%	8	69%	8	0.0331	4
Streets & Grounds	23%	5	90%	7	0.0226	5
Fire Inspections	25%	4	91%	4	0.0221	6
Village Hall (Front Desk)	9%	9	90%	6	0.0094	7
Building Inspections	13%	7	95%	2	0.0064	8
Fire Emergency Response	51%	1	100%	1	0.0000	9

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the Village's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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Importance-Satisfaction Analysis



Importance-Satisfaction Matrix Analysis

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the Village is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The Village should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the Village is performing significantly better than customers expect the Village to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with Village services. The Village should maintain (or slightly decrease) emphasis on items in this area.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the Village is not performing as well as customers expect the Village to perform. This area has a significant impact on customer satisfaction, and the Village should DEFINITELY increase emphasis on items in this area.
- **Less Important (below average importance and below average satisfaction).** This area shows where the Village is not performing well relative to the Village's performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with Village services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

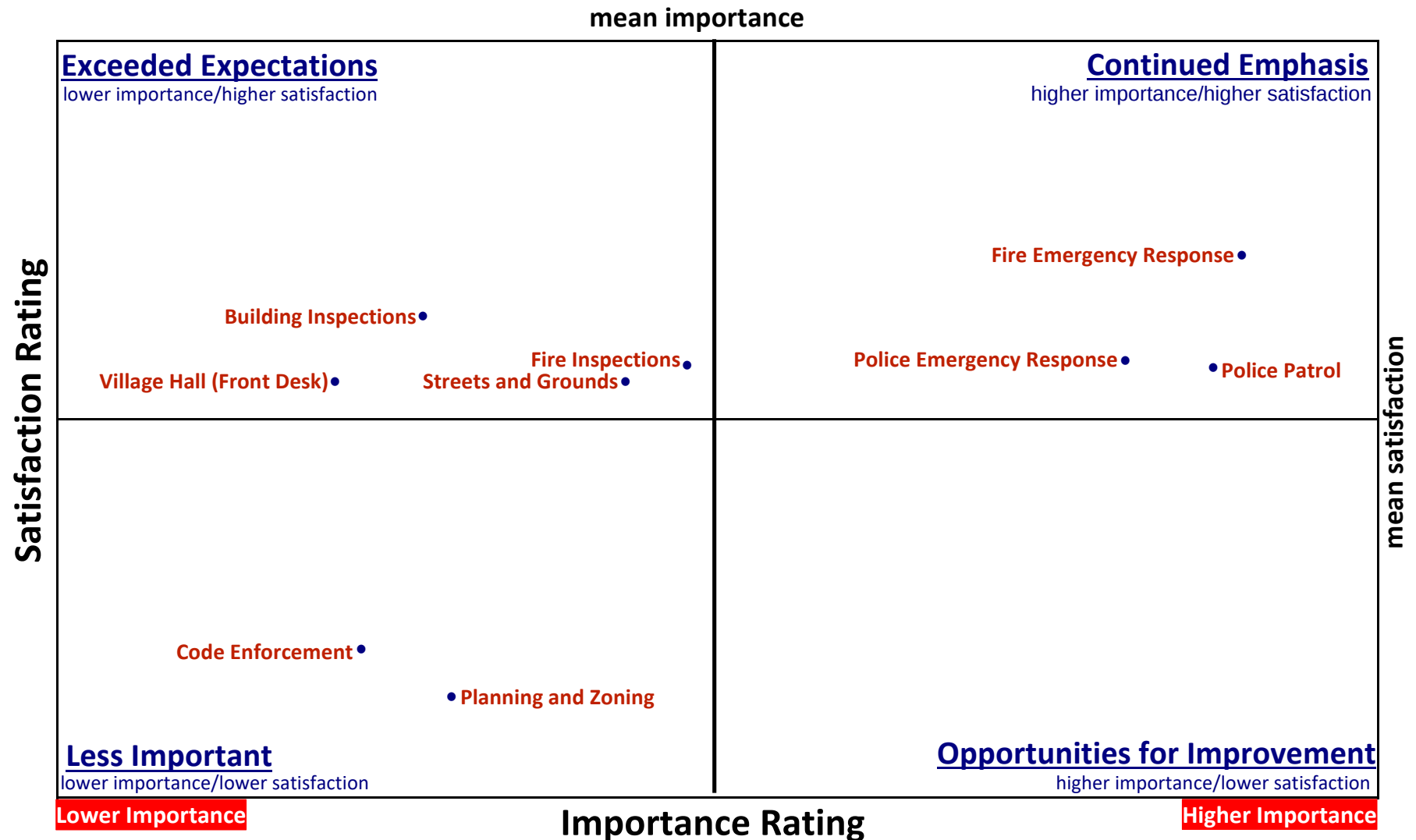
The matrix chart for the Village of Pinehurst Business Survey is provided on the following page.

2022 Village of Pinehurst Business Survey

Importance-Satisfaction Assessment Matrix

-Overall-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)





Tabular Data

Q1. Community Service Satisfaction. Please indicate if your business has used each of the services or departments listed below in the past year.

(N=75)

	Yes	No
Q1-1. Building Inspections	28.0%	72.0%
Q1-2. Fire Inspections	62.7%	37.3%
Q1-3. Planning & Zoning	26.7%	73.3%
Q1-4. Code Enforcement	22.7%	77.3%
Q1-5. Police Patrol	46.7%	53.3%
Q1-6. Police Emergency Response	33.3%	66.7%
Q1-7. Fire Emergency Response	25.3%	74.7%
Q1-8. Village Hall (Front Desk)	26.7%	73.3%
Q1-9. Streets & Grounds	26.7%	73.3%

Q1. If "Yes," please rate the service or department using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=68)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q1-1. Building Inspections	61.9%	33.3%	4.8%	0.0%	0.0%	0.0%
Q1-2. Fire Inspections	70.2%	19.1%	6.4%	2.1%	0.0%	2.1%
Q1-3. Planning & Zoning	45.0%	20.0%	25.0%	10.0%	0.0%	0.0%
Q1-4. Code Enforcement	47.1%	17.6%	5.9%	23.5%	0.0%	5.9%
Q1-5. Police Patrol	65.7%	22.9%	5.7%	2.9%	0.0%	2.9%
Q1-6. Police Emergency Response	60.0%	28.0%	4.0%	0.0%	4.0%	4.0%
Q1-7. Fire Emergency Response	89.5%	10.5%	0.0%	0.0%	0.0%	0.0%
Q1-8. Village Hall (Front Desk)	65.0%	25.0%	10.0%	0.0%	0.0%	0.0%
Q1-9. Streets & Grounds	60.0%	30.0%	5.0%	5.0%	0.0%	0.0%

WITHOUT "DON'T KNOW"

Q1. If "Yes," please rate the service or department using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=68)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q1-1. Building Inspections	61.9%	33.3%	4.8%	0.0%	0.0%
Q1-2. Fire Inspections	71.7%	19.6%	6.5%	2.2%	0.0%
Q1-3. Planning & Zoning	45.0%	20.0%	25.0%	10.0%	0.0%
Q1-4. Code Enforcement	50.0%	18.8%	6.3%	25.0%	0.0%
Q1-5. Police Patrol	67.6%	23.5%	5.9%	2.9%	0.0%
Q1-6. Police Emergency Response	62.5%	29.2%	4.2%	0.0%	4.2%
Q1-7. Fire Emergency Response	89.5%	10.5%	0.0%	0.0%	0.0%
Q1-8. Village Hall (Front Desk)	65.0%	25.0%	10.0%	0.0%	0.0%
Q1-9. Streets & Grounds	60.0%	30.0%	5.0%	5.0%	0.0%

Q2. Which THREE of the Village services or departments listed in Question 1 are the MOST IMPORTANT to your business?

<u>Q2. Top choice</u>	<u>Number</u>	<u>Percent</u>
Building Inspections	3	4.0 %
Fire Inspections	8	10.7 %
Planning & Zoning	6	8.0 %
Code Enforcement	4	5.3 %
Police Patrol	19	25.3 %
Police Emergency Response	10	13.3 %
Fire Emergency Response	7	9.3 %
Village Hall (Front Desk)	2	2.7 %
Streets & Grounds	6	8.0 %
None chosen	10	13.3 %
Total	75	100.0 %

Q2. Which THREE of the Village services or departments listed in Question 1 are the MOST IMPORTANT to your business?

<u>Q2. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Building Inspections	5	6.7 %
Fire Inspections	5	6.7 %
Planning & Zoning	2	2.7 %
Code Enforcement	3	4.0 %
Police Patrol	8	10.7 %
Police Emergency Response	16	21.3 %
Fire Emergency Response	21	28.0 %
Village Hall (Front Desk)	2	2.7 %
Streets & Grounds	1	1.3 %
None chosen	12	16.0 %
Total	75	100.0 %

Q2. Which THREE of the Village services or departments listed in Question 1 are the MOST IMPORTANT to your business?

<u>Q2. 3rd choice</u>	<u>Number</u>	<u>Percent</u>
Building Inspections	2	2.7 %
Fire Inspections	6	8.0 %
Planning & Zoning	3	4.0 %
Code Enforcement	1	1.3 %
Police Patrol	10	13.3 %
Police Emergency Response	8	10.7 %
Fire Emergency Response	10	13.3 %
Village Hall (Front Desk)	3	4.0 %
Streets & Grounds	10	13.3 %
None chosen	22	29.3 %
Total	75	100.0 %

SUM OF TOP 3 CHOICES

Q2. Which THREE of the Village services or departments listed in Question 1 are the MOST IMPORTANT to your business? (top 3)

<u>Q2. Sum of top 3 choices</u>	<u>Number</u>	<u>Percent</u>
Building Inspections	10	13.3 %
Fire Inspections	19	25.3 %
Planning & Zoning	11	14.7 %
Code Enforcement	8	10.7 %
Police Patrol	37	49.3 %
Police Emergency Response	34	45.3 %
Fire Emergency Response	38	50.7 %
Village Hall (Front Desk)	7	9.3 %
Streets & Grounds	17	22.7 %
None chosen	10	13.3 %
Total	191	

Q3. In general, how satisfied are you with the overall quality of services provided to your business by the Village of Pinehurst? Would you say the quality of services provided is...

Q3. How satisfied are you with overall quality of services provided to your business by Village of

Pinehurst	Number	Percent
Significantly higher than your expectations	8	10.7 %
Higher than your expectations	21	28.0 %
Meets your expectations	33	44.0 %
Below your expectations	6	8.0 %
Significantly below your expectations	1	1.3 %
Don't know	6	8.0 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q3. In general, how satisfied are you with the overall quality of services provided to your business by the Village of Pinehurst? Would you say the quality of services provided is... (without "don't know")

Q3. How satisfied are you with overall quality of services provided to your business by Village of

Pinehurst	Number	Percent
Significantly higher than your expectations	8	11.6 %
Higher than your expectations	21	30.4 %
Meets your expectations	33	47.8 %
Below your expectations	6	8.7 %
Significantly below your expectations	1	1.4 %
Total	69	100.0 %

Q4. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the Village in the following areas.

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q4-1. Supporting business growth & development	24.0%	22.7%	29.3%	10.7%	6.7%	6.7%
Q4-2. Availability of employee & customer parking around your business	30.7%	17.3%	29.3%	6.7%	5.3%	10.7%
Q4-3. Condition of sidewalks	22.7%	36.0%	13.3%	4.0%	2.7%	21.3%
Q4-4. Creating & promoting special events	34.7%	30.7%	16.0%	4.0%	2.7%	12.0%
Q4-5. Historic preservation efforts	34.7%	25.3%	14.7%	8.0%	2.7%	14.7%
Q4-6. Cleanliness of Village streets & public areas	54.7%	25.3%	10.7%	2.7%	2.7%	4.0%
Q4-7. Landscape maintenance in rights of way & public areas	50.7%	29.3%	9.3%	4.0%	2.7%	4.0%
Q4-8. Level of involvement in local decisions	16.0%	25.3%	26.7%	6.7%	8.0%	17.3%

WITHOUT "DON'T KNOW"

Q4. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the Village in the following areas. (without "don't know")

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q4-1. Supporting business growth & development	25.7%	24.3%	31.4%	11.4%	7.1%
Q4-2. Availability of employee & customer parking around your business	34.3%	19.4%	32.8%	7.5%	6.0%
Q4-3. Condition of sidewalks	28.8%	45.8%	16.9%	5.1%	3.4%
Q4-4. Creating & promoting special events	39.4%	34.8%	18.2%	4.5%	3.0%
Q4-5. Historic preservation efforts	40.6%	29.7%	17.2%	9.4%	3.1%
Q4-6. Cleanliness of Village streets & public areas	56.9%	26.4%	11.1%	2.8%	2.8%
Q4-7. Landscape maintenance in rights of way & public areas	52.8%	30.6%	9.7%	4.2%	2.8%
Q4-8. Level of involvement in local decisions	19.4%	30.6%	32.3%	8.1%	9.7%

Q5. Perceptions of the Village. Several items that may influence your business's perception of the Village of Pinehurst are listed below. Please rate each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q5-1. Overall image of Village	46.7%	32.0%	10.7%	5.3%	1.3%	4.0%
Q5-2. Overall quality of life	48.0%	34.7%	9.3%	1.3%	0.0%	6.7%
Q5-3. Overall feeling of safety	66.7%	28.0%	2.7%	1.3%	0.0%	1.3%
Q5-4. Quality of new commercial development in Village	21.3%	21.3%	32.0%	10.7%	2.7%	12.0%
Q5-5. Overall appearance of Village	50.7%	34.7%	6.7%	4.0%	1.3%	2.7%

WITHOUT "DON'T KNOW"

Q5. Perceptions of the Village. Several items that may influence your business's perception of the Village of Pinehurst are listed below. Please rate each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q5-1. Overall image of Village	48.6%	33.3%	11.1%	5.6%	1.4%
Q5-2. Overall quality of life	51.4%	37.1%	10.0%	1.4%	0.0%
Q5-3. Overall feeling of safety	67.6%	28.4%	2.7%	1.4%	0.0%
Q5-4. Quality of new commercial development in Village	24.2%	24.2%	36.4%	12.1%	3.0%
Q5-5. Overall appearance of Village	52.1%	35.6%	6.8%	4.1%	1.4%

Q6. Thinking generally about the Village of Pinehurst, how likely would you be to recommend the Village as a business location to friends, family, and co-workers?

Q6. How likely would you be to recommend Village as a business location to friends, family, & co-workers	Number	Percent
Very likely	30	40.0 %
Likely	23	30.7 %
Somewhat likely	11	14.7 %
Not likely	4	5.3 %
Not likely at all	4	5.3 %
Don't know	3	4.0 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q6. Thinking generally about the Village of Pinehurst, how likely would you be to recommend the Village as a business location to friends, family, and co-workers? (without "don't know")

Q6. How likely would you be to recommend Village as a business location to friends, family, & co-workers	Number	Percent
Very likely	30	41.7 %
Likely	23	31.9 %
Somewhat likely	11	15.3 %
Not likely	4	5.6 %
Not likely at all	4	5.6 %
Total	72	100.0 %

Q7. Which of the following best describes the overall business atmosphere in the Village of Pinehurst today, compared to two years ago?

Q7. Which following best describes overall business

atmosphere in Village today compared to two years ago	Number	Percent
Better	32	42.7 %
No change, but good	23	30.7 %
No change, but poor	4	5.3 %
Worse	5	6.7 %
Don't know	11	14.7 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q7. Which of the following best describes the overall business atmosphere in the Village of Pinehurst today, compared to two years ago? (without "don't know")

Q7. Which following best describes overall business

atmosphere in Village today compared to two years ago	Number	Percent
Better	32	50.0 %
No change, but good	23	35.9 %
No change, but poor	4	6.3 %
Worse	5	7.8 %
Total	64	100.0 %

Q8. How would you rate your satisfaction with the following in Pinehurst compared to other places you have operated a business in the past?

(N=75)

	Significantly better	Better	Same	Worse	No opinion
Q8-1. Overall quality of life	22.7%	24.0%	9.3%	4.0%	40.0%
Q8-2. Overall quality of Village services	16.0%	33.3%	4.0%	4.0%	42.7%
Q8-3. Customer service provided by Village employees	20.0%	20.0%	10.7%	1.3%	48.0%

WITHOUT "NO OPINION"

Q8. How would you rate your satisfaction with the following in Pinehurst compared to other places you have operated a business in the past? (without "no opinion")

(N=75)

	Significantly better	Better	Same	Worse
Q8-1. Overall quality of life	37.8%	40.0%	15.6%	6.7%
Q8-2. Overall quality of Village services	27.9%	58.1%	7.0%	7.0%
Q8-3. Customer service provided by Village employees	38.5%	38.5%	20.5%	2.6%

Q9. Customer Service. Overall, how would you rate the Village of Pinehurst customer service? Would you say it is...

Q9. How would you rate overall customer service of

Village	Number	Percent
Very good	27	36.0 %
Good	27	36.0 %
Poor	4	5.3 %
Don't know	17	22.7 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q9. Customer Service. Overall, how would you rate the Village of Pinehurst customer service? Would you say it is... (without "don't know")

Q9. How would you rate overall customer service of

Village	Number	Percent
Very good	27	46.6 %
Good	27	46.6 %
Poor	4	6.9 %
Total	58	100.0 %

Q10. Thinking about your MOST RECENT contact with Village government staff, please rate your experience using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree."

(N=75)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q10-1. Village staff was responsive to my needs	25.3%	13.3%	12.0%	8.0%	0.0%	41.3%
Q10-2. Village staff was competent	24.0%	17.3%	12.0%	4.0%	0.0%	42.7%
Q10-3. Village staff was courteous	26.7%	24.0%	6.7%	2.7%	0.0%	40.0%
Q10-4. My issue was resolved promptly	21.3%	17.3%	10.7%	8.0%	1.3%	41.3%

WITHOUT "DON'T KNOW"

Q10. Thinking about your MOST RECENT contact with Village government staff, please rate your experience using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree." (without "don't know")

(N=75)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q10-1. Village staff was responsive to my needs	43.2%	22.7%	20.5%	13.6%	0.0%
Q10-2. Village staff was competent	41.9%	30.2%	20.9%	7.0%	0.0%
Q10-3. Village staff was courteous	44.4%	40.0%	11.1%	4.4%	0.0%
Q10-4. My issue was resolved promptly	36.4%	29.5%	18.2%	13.6%	2.3%

Q11. Communication. Overall, how satisfied are you with the job the Village of Pinehurst does communicating with business owners? Would you say you are...

Q11. How satisfied are you with overall job Village does communicating with business owners	Number	Percent
Very satisfied	13	17.3 %
Satisfied	25	33.3 %
Neutral	17	22.7 %
Dissatisfied	5	6.7 %
Very dissatisfied	5	6.7 %
Don't know	10	13.3 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q11. Communication. Overall, how satisfied are you with the job the Village of Pinehurst does communicating with business owners? Would you say you are... (without "don't know")

Q11. How satisfied are you with overall job Village does communicating with business owners	Number	Percent
Very satisfied	13	20.0 %
Satisfied	25	38.5 %
Neutral	17	26.2 %
Dissatisfied	5	7.7 %
Very dissatisfied	5	7.7 %
Total	65	100.0 %

Q12. Have you visited the Village's website (vopnc.org) during the last 12 months?

Q12. Have you visited Village's website (vopnc.org)
during last 12 months

	Number	Percent
Yes	42	56.0 %
No	29	38.7 %
Don't know	4	5.3 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"**Q12. Have you visited the Village's website (vopnc.org) during the last 12 months? (without "don't know")**

Q12. Have you visited Village's website (vopnc.org)
during last 12 months

	Number	Percent
Yes	42	59.2 %
No	29	40.8 %
Total	71	100.0 %

Q12a. Using a scale of 1 to 5, where 5 means "Very Good" and 1 means "Very Poor," please rate the Village website with regard to each of the following characteristics.

(N=42)

	Very good	Good	Average	Poor	Very poor	Don't know
Q12a-1. Easy to navigate	21.4%	40.5%	33.3%	0.0%	2.4%	2.4%
Q12a-2. Availability of information about Village services	28.6%	33.3%	31.0%	4.8%	0.0%	2.4%

WITHOUT "DON'T KNOW"**Q12a. Using a scale of 1 to 5, where 5 means "Very Good" and 1 means "Very Poor," please rate the Village website with regard to each of the following characteristics. (without "don't know")**

(N=42)

	Very good	Good	Average	Poor	Very poor
Q12a-1. Easy to navigate	22.0%	41.5%	34.1%	0.0%	2.4%
Q12a-2. Availability of information about Village services	29.3%	34.1%	31.7%	4.9%	0.0%

Q12b. Overall, how satisfied would you say you were with the Village of Pinehurst Website? Would you say you were...

Q12b. How satisfied were you with Village website	Number	Percent
Very satisfied	10	23.8 %
Satisfied	14	33.3 %
Neutral	14	33.3 %
Dissatisfied	1	2.4 %
Don't know	3	7.1 %
Total	42	100.0 %

WITHOUT "DON'T KNOW"

Q12b. Overall, how satisfied would you say you were with the Village of Pinehurst Website? Would you say you were... (without "don't know")

Q12b. How satisfied were you with Village website	Number	Percent
Very satisfied	10	25.6 %
Satisfied	14	35.9 %
Neutral	14	35.9 %
Dissatisfied	1	2.6 %
Total	39	100.0 %

Q13. Have you used the Village's mobile app (MY VOP) during the last 12 months?

Q13. Have you used Village's mobile app (MY VOP) during last 12 months	Number	Percent
Yes	10	13.3 %
No	65	86.7 %
Total	75	100.0 %

Q13a. Overall, how satisfied would you say you were with the Village mobile app, MY VOP? Would you say you were...

Q13a. How satisfied were you with Village mobile app, MY VOP	Number	Percent
Very satisfied	3	30.0 %
Satisfied	3	30.0 %
Neutral	2	20.0 %
Dissatisfied	2	20.0 %
Total	10	100.0 %

Q14. Please indicate which of the following are the best ways for the Village to communicate with you to get important information to your business.

Q14. What are the best ways for Village to communicate with you to get important information to your business	Number	Percent
Direct mail	25	33.3 %
Village website	15	20.0 %
Email (monthly business eNews)	46	61.3 %
Workshops/business forums	6	8.0 %
Social media	18	24.0 %
Personal calls/visits	12	16.0 %
Newsletters	18	24.0 %
Brochures	2	2.7 %
MY VOP mobile app	2	2.7 %
Engage Pinehurst online engagement portal (engage.vopnc.org)	3	4.0 %
Total	147	

Q15. Community Development. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the following Village codes and ordinances.

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q15-1. Zoning ordinances	6.7%	32.0%	30.7%	6.7%	2.7%	21.3%
Q15-2. Business signage regulations	14.7%	24.0%	28.0%	10.7%	5.3%	17.3%
Q15-3. Historic district guidelines	24.0%	25.3%	21.3%	6.7%	0.0%	22.7%

WITHOUT "DON'T KNOW"

Q15. Community Development. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the following Village codes and ordinances. (without "don't know")

(N=75)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q15-1. Zoning ordinances	8.5%	40.7%	39.0%	8.5%	3.4%
Q15-2. Business signage regulations	17.7%	29.0%	33.9%	12.9%	6.5%
Q15-3. Historic district guidelines	31.0%	32.8%	27.6%	8.6%	0.0%

Q16. Village Events. Using a scale of 1 to 3, where 3 means "Positive Impact" and 1 means "Negative Impact," please indicate the impact the following events in the Village Center have on your business.

(N=75)

	Positive impact	No impact	Negative impact	Don't know
Q16-1. Farmer's Markets	34.7%	54.7%	1.3%	9.3%
Q16-2. Live After Five Concerts	33.3%	56.0%	4.0%	6.7%
Q16-3. Parades (e.g., Fourth of July, St. Patrick's Day, US Kids)	40.0%	49.3%	2.7%	8.0%
Q16-4. Holly Arts & Crafts Festival	41.3%	42.7%	6.7%	9.3%
Q16-5. Tree Lighting	36.0%	54.7%	0.0%	9.3%
Q16-6. Shakespeare in the Pines	26.7%	58.7%	0.0%	14.7%
Q16-7. Sandhills Motoring Festival	29.3%	56.0%	1.3%	13.3%
Q16-8. Other cultural activities (e.g., performing arts)	38.7%	48.0%	0.0%	13.3%

WITHOUT "DON'T KNOW"

Q16. Village Events. Using a scale of 1 to 3, where 3 means "Positive Impact" and 1 means "Negative Impact," please indicate the impact the following events in the Village Center have on your business. (without "don't know")

(N=75)

	Positive impact	No impact	Negative impact
Q16-1. Farmer's Markets	38.2%	60.3%	1.5%
Q16-2. Live After Five Concerts	35.7%	60.0%	4.3%
Q16-3. Parades (e.g., Fourth of July, St. Patrick's Day, US Kids)	43.5%	53.6%	2.9%
Q16-4. Holly Arts & Crafts Festival	45.6%	47.1%	7.4%
Q16-5. Tree Lighting	39.7%	60.3%	0.0%
Q16-6. Shakespeare in the Pines	31.3%	68.8%	0.0%
Q16-7. Sandhills Motoring Festival	33.8%	64.6%	1.5%
Q16-8. Other cultural activities (e.g., performing arts)	44.6%	55.4%	0.0%

Q17. Please indicate how satisfied you are with the way the Village handles events that attract large crowds to the Village (e.g. considering the needs of businesses, addressing noise and disturbance issues)?

Q17. How satisfied are you with the way Village handles events that attract large crowds to Village	Number	Percent
Very satisfied	27	36.0 %
Satisfied	22	29.3 %
Neutral	12	16.0 %
Dissatisfied	4	5.3 %
Very dissatisfied	2	2.7 %
Don't know	8	10.7 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q17. Please indicate how satisfied you are with the way the Village handles events that attract large crowds to the Village (e.g. considering the needs of businesses, addressing noise and disturbance issues)? (without "don't know")

Q17. How satisfied are you with the way Village handles events that attract large crowds to Village	Number	Percent
Very satisfied	27	40.3 %
Satisfied	22	32.8 %
Neutral	12	17.9 %
Dissatisfied	4	6.0 %
Very dissatisfied	2	3.0 %
Total	67	100.0 %

Q18. Welcome Center. Please rate your level of agreement with the following statement: The Village of Pinehurst Welcome Center brings added value to my business.

Q18. Village of Pinehurst Welcome Center brings added value to my business	Number	Percent
Strongly agree	14	18.7 %
Agree	6	8.0 %
Neutral	27	36.0 %
Disagree	6	8.0 %
Don't know	22	29.3 %
Total	75	100.0 %

WITHOUT "DON'T KNOW"

Q18. Welcome Center. Please rate your level of agreement with the following statement: The Village of Pinehurst Welcome Center brings added value to my business. (without "don't know")

Q18. Village of Pinehurst Welcome Center brings added value to my business	Number	Percent
Strongly agree	14	26.4 %
Agree	6	11.3 %
Neutral	27	50.9 %
Disagree	6	11.3 %
Total	53	100.0 %

Q19. Using a scale of 1 to 5, where 5 means "Extremely Important" and 1 means "Not Important," please indicate how important each of the following reasons were in your decision to locate your business in the Village of Pinehurst.

(N=75)

	Extremely important	Very important	Important	Less important	Not important	Not provided
Q19-1. Overall image of Village	44.0%	25.3%	13.3%	2.7%	5.3%	9.3%
Q19-2. Safety & security	56.0%	24.0%	6.7%	2.7%	4.0%	6.7%
Q19-3. Availability of trained employees	34.7%	22.7%	12.0%	8.0%	8.0%	14.7%
Q19-4. Low property tax rate	37.3%	16.0%	16.0%	12.0%	6.7%	12.0%
Q19-5. Quality healthcare	50.7%	18.7%	9.3%	4.0%	6.7%	10.7%
Q19-6. Affordable rent	30.7%	21.3%	13.3%	8.0%	13.3%	13.3%
Q19-7. Proximity to family or friends	24.0%	30.7%	13.3%	8.0%	13.3%	10.7%
Q19-8. Quality of public education	50.7%	14.7%	9.3%	5.3%	8.0%	12.0%
Q19-9. Overall quality of life in Village	49.3%	26.7%	8.0%	4.0%	4.0%	8.0%

WITHOUT "NOT PROVIDED"

Q19. Using a scale of 1 to 5, where 5 means "Extremely Important" and 1 means "Not Important," please indicate how important each of the following reasons were in your decision to locate your business in the Village of Pinehurst. (without "not provided")

(N=75)

	Extremely important	Very important	Important	Less important	Not important
Q19-1. Overall image of Village	48.5%	27.9%	14.7%	2.9%	5.9%
Q19-2. Safety & security	60.0%	25.7%	7.1%	2.9%	4.3%
Q19-3. Availability of trained employees	40.6%	26.6%	14.1%	9.4%	9.4%
Q19-4. Low property tax rate	42.4%	18.2%	18.2%	13.6%	7.6%
Q19-5. Quality healthcare	56.7%	20.9%	10.4%	4.5%	7.5%
Q19-6. Affordable rent	35.4%	24.6%	15.4%	9.2%	15.4%
Q19-7. Proximity to family or friends	26.9%	34.3%	14.9%	9.0%	14.9%
Q19-8. Quality of public education	57.6%	16.7%	10.6%	6.1%	9.1%
Q19-9. Overall quality of life in Village	53.6%	29.0%	8.7%	4.3%	4.3%

Q20. In the next THREE years, is your business planning to do any of the following?

Q20. What is your business planning to do in next three years	Number	Percent
Expanding/renovating your facility in its current location	14	18.7 %
Relocating to another location in Village of Pinehurst	3	4.0 %
Relocating to another location outside Village of Pinehurst	5	6.7 %
Decreasing employment	1	1.3 %
Increasing employment	22	29.3 %
Closing	1	1.3 %
No plans at present to do any of these	41	54.7 %
Total	87	

Q20-2. Where is your business planning to relocate to another location in the Village of Pinehurst?

Q20-2. Where	Number	Percent
Still looking	1	33.3 %
Not decided	1	33.3 %
Don't know yet	1	33.3 %
Total	3	100.0 %

Q20-2. Why is your business planning to relocate to another location in the Village of Pinehurst?

Q20-2. Why	Number	Percent
Larger space	1	33.3 %
Lease is up	1	33.3 %
Cost savings	1	33.3 %
Total	3	100.0 %

Q20-3. What city/where is your business planning to relocate to another location outside the Village of Pinehurst?

<u>Q20-3. What city/where</u>	<u>Number</u>	<u>Percent</u>
Not sure	2	40.0 %
Rural Moore County	1	20.0 %
Southern Pines	1	20.0 %
Not Pinehurst	1	20.0 %
Total	5	100.0 %

Q20-3. Why is your business planning to relocate to another location outside the Village of Pinehurst?

<u>Q20-3. Why</u>	<u>Number</u>	<u>Percent</u>
Restrictive covenants	1	20.0 %
In home business moving due to lack of affordable	1	20.0 %
Some place where residents/Government support tourism	1	20.0 %
Will move and cease paying taxes to octogenarians to make decisions	1	20.0 %
Building space needs	1	20.0 %
Total	5	100.0 %

Q20-4. Please indicate the anticipated number of layoffs:

<u>Q20-4. Anticipated number of layoffs</u>	<u>Number</u>	<u>Percent</u>
2	1	100.0 %
Total	1	100.0 %

Q20-5. Please indicate the anticipated number of new hires:

<u>Q20-5. Anticipated number of new hires</u>	<u>Number</u>	<u>Percent</u>
2	5	33.3 %
3	3	20.0 %
5	2	13.3 %
7	1	6.7 %
6	1	6.7 %
1	1	6.7 %
4	1	6.7 %
10	1	6.7 %
Total	15	100.0 %

Q20-5. Please indicate the HOURLY Wage Level:

Q20-5. Hourly wage level	Number	Percent
15	4	36.4 %
25	2	18.2 %
20	1	9.1 %
23	1	9.1 %
12	1	9.1 %
10	1	9.1 %
11	1	9.1 %
Total	11	100.0 %

Q20-6. Why is your business planning to close?

Q20-6. Why closing	Number	Percent
Retirement	1	100.0 %
Total	1	100.0 %

Q21. What are the most important issues facing Pinehurst today?

- Added buildings and renovations seems like running out of room, need more land.
- Affordable rent.
- Attention to the Central District by Admin/Council; cleaning Central Village up and improving the look, feel and function; enforcement of parking matters; Senior Admin to take an interest in the Central District and be visible in the CD
- Balancing growth with preserving the historical integrity of The Village.
- Clean the traffic intersections
- Clean up downtown
- Controlling growth and traffic.
- Curbing vacation rentals.
- Expansion, population increase and short term rentals.
- Great Staff - Terrible Leadership - Banning of STRS will make it impossible to make a profit because tourism is 65% of my business, and this city government hates tourism, and we are a tourism destination
- Growth
- Growth and zoning.
- Growth will occur, it just needs to be managed properly.
- Handling growth, need to give a little.
- Housing price is too high to attract blue collar works to work here. They have to drive far to come to work. Therefore the wages have to increase.
- It is rocky getting employees.
- Keeping the business growth and family growth separated.
- Lack of progress due to poor, non-flexible leadership. Stuck in a past that does not exist.
- Manage growth, you are growing too fast.
- Need available facilities for young families and teens.
- No STR in my neighborhood.
- Overpopulation/growth
- Parking
- Parking and expanding the main center to allow more growth for restaurants and shops. A parking deck would be really useful and then you could close Chinqapin and Market and make it a pedestrian mall.
- Parks and rec are doing a great job.
- Paying fees, fines and bills online should be easier.
- Probably the council. Not a great place to live and raise kids with them making decisions on behalf of their generation and their generation only.
- Protecting it from becoming Myrtle Beach!
- Public parking
- Short term rentals and banning them. Should not ban them.
- Short term rentals.
- Space and growth opportunities and infrastructure.
- Stop allowing residents to build in right of ways.
- The current move towards removing STRs will be a major negative for my business. It will require a staff reduction for my business.
- The Village Council (not the staff) has an anti-business bias.
- The Village council needs to back off on the short term rental issue. Banning them would be bad for business.

Q21. What are the most important issues facing Pinehurst today?

- The Welcome Center inside the Theater Building seems closed during some peak hours and days.
- Traffic
- Traffic
- Traffic .. lack of basic necessities
- Traffic All around Pinehurst!
- Traffic and planning
- Wokeness is the dominant threat to our way of life. It seeks to destroy the just, tranquil peace we enjoy and ruin opportunity for everyone, regardless of ethnicity.
- Zoning-short term rentals.

Q22. Do you have any suggestions for how the Village could serve your business better?

- Change with times or change leadership. Stop letting the resort dictate decisions.
- Easier to do business online, get applications, etc.
- Enforcement of no parking on main streets by employees; Promotion of Day-Trippers to VOP; Include business principals on key decisions made in the village
- Expand roads and move rail line to rural area. Highway 5 is choked 3 times a day. Cannot widen with train tracks having a preference.
- Fix the pot holes on Memorial Drive.
- Have low income apartment near by
- Have more direct communication.
- Keep the roads open during events so the anchor businesses don't close and leave.
- Need more information about what subdivisions are coming to the area.
- Need public trash service.
- Need street lights and street signs
- Need to resurface roads, Clean up corners where debris has settled. Allow residents to rent their homes with some restrictions. Issue permits.
- Parking
- Parking problems, object to not being able to park outside my office.
- Police come back on Friday's to bank.
- Regulate vacation rentals.
- Support tourists
- To be more accurate in describing local businesses, for example, when The Village advertised their booth for the Holly Fest they stated it would be in front of the Roast Office. The Given Tufts Bookshop leases the building while the RO sub leases, and more importantly the proceeds from the Given Tufts Bookshop go to support The Village's Library and Archives.
- US open full tent cities were not good for small businesses not letting people park in driveways. Fire inspectors charge too much!
- Vote in all new council with an age limit of 65
- We need leaders who understand this is a tourism destination, and we don't!
- Yes, do nothing to curtail the liberties and rights we currently enjoy. This includes short term and long term rentals within the village.

Q23. Business Category. Please indicate the primary business category of your business.

Q23. Primary business category for your business	Number	Percent
Retail	9	12.0 %
Restaurants & food services	6	8.0 %
Inn & lodging accommodations	2	2.7 %
Professional, scientific, & technical services	9	12.0 %
Financial & insurance	6	8.0 %
Real estate & rental leasing	9	12.0 %
Health care & social assistance	20	26.7 %
Arts, entertainment, & recreation	6	8.0 %
Other	8	10.7 %
Total	75	100.0 %

Q23-9. Other

Q23-9. Other	Number	Percent
Church	2	40.0 %
Educational/cultural	1	20.0 %
Wholesale plumbing and showroom	1	20.0 %
Horse stables	1	20.0 %
Total	5	100.0 %

Q24. How many years have you been in operation in the Village of Pinehurst?

Q24. How many years have you been in operation in Village of Pinehurst	Number	Percent
0-5 years	10	13.3 %
6-10 years	13	17.3 %
11-15 years	6	8.0 %
16-20 years	5	6.7 %
20+ years	39	52.0 %
Not provided	2	2.7 %
Total	75	100.0 %

WITHOUT "NOT PROVIDED"**Q24. How many years have you been in operation in the Village of Pinehurst? (without "not provided")**

Q24. How many years have you been in operation in Village of Pinehurst	Number	Percent
0-5 years	10	13.7 %
6-10 years	13	17.8 %
11-15 years	6	8.2 %
16-20 years	5	6.8 %
20+ years	39	53.4 %
Total	73	100.0 %

Q25. Approximately how many employees does your organization employ in the Village of Pinehurst?

Q25. How many employees does your organization employ in Village of Pinehurst	Number	Percent
Less than 10	40	53.3 %
10-24	17	22.7 %
25-49	6	8.0 %
50-99	5	6.7 %
100-249	2	2.7 %
250-499	1	1.3 %
Not provided	4	5.3 %
Total	75	100.0 %

WITHOUT "NOT PROVIDED"**Q25. Approximately how many employees does your organization employ in the Village of Pinehurst? (without "not provided")**

Q25. How many employees does your organization employ in Village of Pinehurst	Number	Percent
Less than 10	40	56.3 %
10-24	17	23.9 %
25-49	6	8.5 %
50-99	5	7.0 %
100-249	2	2.8 %
250-499	1	1.4 %
Total	71	100.0 %

Q26. Is your personal residence in the Village of Pinehurst?

Q26. Is your personal residence in Village of Pinehurst	Number	Percent
Yes	41	54.7 %
No	33	44.0 %
Not provided	1	1.3 %
Total	75	100.0 %

WITHOUT "NOT PROVIDED"**Q26. Is your personal residence in the Village of Pinehurst? (without "not provided")**

Q26. Is your personal residence in Village of Pinehurst	Number	Percent
Yes	41	55.4 %
No	33	44.6 %
Total	74	100.0 %

Q27. Please answer the following questions.

(N=75)

	Yes	No	Not provided
Q27-1. Are you a member of Pinehurst Business Partners	20.0%	72.0%	8.0%
Q27-2. Are you a member of Moore County Chamber of Commerce	36.0%	54.7%	9.3%
Q27-3. Is your business located in Village Center	24.0%	69.3%	6.7%

WITHOUT "NOT PROVIDED"**Q27. Please answer the following questions. (without "not provided")**

(N=75)

	Yes	No
Q27-1. Are you a member of Pinehurst Business Partners	21.7%	78.3%
Q27-2. Are you a member of Moore County Chamber of Commerce	39.7%	60.3%
Q27-3. Is your business located in Village Center	25.7%	74.3%

4

Survey Instrument



HISTORY, CHARM, AND SOUTHERN HOSPITALITY_____

August 2022

Dear Village of Pinehurst Business Owner,

Each year, the Village of Pinehurst surveys its business owners to obtain feedback on how the Village is meeting the needs of its businesses. We invite you to participate in this year's Business Survey by providing your personal opinion. By taking approximately 10 minutes to complete the anonymous survey, you can help make an impact on the Village of Pinehurst. The feedback we receive will help Village leaders and elected officials set community priorities including staffing and budget expenditures, determine areas or services that need improvement, and identify future needs. We strive to exceed your expectations as we promote, enhance, and sustain the quality of life in the Village of Pinehurst.

Complete the survey using the paper survey and postage paid envelope provided or complete it online by visiting 2022PinehurstBusinessSurvey.org.

The survey data will be collected and analyzed by ETC Institute, one of the nation's leading governmental research firms, and Village staff. Results will be presented to the Pinehurst Village Council at a public meeting in October. Please join us to hear the results!

If you have any questions about the survey, please contact me at 295-1900, ext. 1101. Thank you for participating in the 2022 Business Survey.

Sincerely,

A handwritten signature in cursive script, reading "Jeffrey M. Sanborn".

Jeffrey M. Sanborn
Village Manager

ADMINISTRATION

395 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-1900 • Fax (910) 295-4434 • www.vopnc.org



2022 Village of Pinehurst Business Survey

Please take a few minutes to complete this survey. Your input is an important part of the Village's ongoing effort to identify and respond to business concerns. If you have questions, please contact Jeff Sanborn, Village Manager at (910) 295-1900, ext. 1101 or at jsanborn@vopnc.org.

1. **Community Service Satisfaction.** Please indicate if your business has used each of the services or departments listed below in the past year. If "Yes," please rate the service or department using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

Has your business used this service or department in the past year?		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Building Inspections	Yes No	5	4	3	2	1	9
2. Fire Inspections	Yes No	5	4	3	2	1	9
3. Planning and Zoning	Yes No	5	4	3	2	1	9
4. Code Enforcement	Yes No	5	4	3	2	1	9
5. Police Patrol	Yes No	5	4	3	2	1	9
6. Police Emergency Response	Yes No	5	4	3	2	1	9
7. Fire Emergency Response	Yes No	5	4	3	2	1	9
8. Village Hall (Front Desk)	Yes No	5	4	3	2	1	9
9. Streets and Grounds	Yes No	5	4	3	2	1	9

2. **Which THREE of the Village services or departments listed above are the MOST IMPORTANT to your business?** *[Write in your answers below using the numbers from the list in Question 1.]*

1st: ____ 2nd: ____ 3rd: ____

3. **In general, how satisfied are you with the overall quality of services provided to your business by the Village of Pinehurst? Would you say the quality of services provided is...**

____(5) Significantly higher than your expectations ____ (2) Below your expectations
 ____ (4) Higher than your expectations ____ (1) Significantly below your expectations
 ____ (3) Meets your expectations ____ (9) Don't know

4. **Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the Village in the following areas.**

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Supporting business growth and development	5	4	3	2	1	9
2. Availability of employee and customer parking around your business	5	4	3	2	1	9
3. Condition of sidewalks	5	4	3	2	1	9
4. Creating and promoting special events	5	4	3	2	1	9
5. Historic preservation efforts	5	4	3	2	1	9
6. Cleanliness of Village streets and public areas	5	4	3	2	1	9
7. Landscape maintenance in rights of way and public areas	5	4	3	2	1	9
8. Level of involvement in local decisions	5	4	3	2	1	9

5. **Perceptions of the Village.** Several items that may influence your business's perception of the Village of Pinehurst are listed below. Please rate each item using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1.	Overall image of the Village	5	4	3	2	1	9
2.	Overall quality of life	5	4	3	2	1	9
3.	Overall feeling of safety	5	4	3	2	1	9
4.	Quality of new commercial development in the Village	5	4	3	2	1	9
5.	Overall appearance of the Village	5	4	3	2	1	9

6. **Thinking generally about the Village of Pinehurst, how likely would you be to recommend the Village as a business location to friends, family, and co-workers?**

____ (5) Very likely ____ (3) Somewhat likely ____ (1) Not likely at all
 ____ (4) Likely ____ (2) Not likely ____ (9) Don't know

7. **Which of the following best describes the overall business atmosphere in the Village of Pinehurst today, compared to two years ago?**

____ (4) Better ____ (2) No change, but poor ____ (9) Don't know
 ____ (3) No change, but good ____ (1) Worse

8. **How would you rate your satisfaction with the following in Pinehurst compared to other places you have operated a business in the past?**

		Significantly Better	Better	Same	Worse	Significantly Worse	No Opinion
1.	Overall quality of life	5	4	3	2	1	9
2.	Overall quality of Village services	5	4	3	2	1	9
3.	Customer service provided by Village employees	5	4	3	2	1	9

9. **Customer Service.** Overall, how would you rate the Village of Pinehurst customer service? Would you say it is...

____ (4) Very good ____ (2) Poor ____ (9) Don't know
 ____ (3) Good ____ (1) Very poor

10. **Thinking about your MOST RECENT contact with Village government staff, please rate your experience using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree."**

Customer Service Characteristics	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
1. Village staff was responsive to my needs	5	4	3	2	1	9
2. Village staff was competent	5	4	3	2	1	9
3. Village staff was courteous	5	4	3	2	1	9
4. My issue was resolved promptly	5	4	3	2	1	9

11. **Communication.** Overall, how satisfied are you with the job the Village of Pinehurst does communicating with business owners? Would you say you are...

____ (5) Very satisfied ____ (3) Neutral ____ (1) Very dissatisfied
 ____ (4) Satisfied ____ (2) Dissatisfied ____ (9) Don't know

12. Have you visited the Village's website (vopnc.org) during the last 12 months?

____(1) Yes [Answer Q12a-b.] ____ (2) No [Skip to Q13.] ____ (9) Don't know [Skip to Q13.]

12a. Using a scale of 1 to 5, where 5 means "Very Good" and 1 means "Very Poor," please rate the Village website with regard to each of the following characteristics.

	Very Good	Good	Average	Poor	Very Poor	Don't Know
1. Easy to navigate	5	4	3	2	1	9
2. Availability of information about Village services	5	4	3	2	1	9

12b. Overall, how satisfied would you say you were with the Village of Pinehurst website? Would you say you were...

____(5) Very satisfied ____ (3) Neutral ____ (1) Very dissatisfied
 ____ (4) Satisfied ____ (2) Dissatisfied ____ (9) Don't know

13. Have you used the Village's mobile app (MY VOP) during the last 12 months?

____(1) Yes [Answer Q13a.] ____ (2) No [Skip to Q14.] ____ (9) Don't know [Skip to Q14.]

13a. Overall, how satisfied would you say you were with the Village mobile app, MY VOP? Would you say you were...

____(5) Very satisfied ____ (3) Neutral ____ (1) Very dissatisfied
 ____ (4) Satisfied ____ (2) Dissatisfied ____ (9) Don't know

14. Please indicate which of the following are the best ways for the Village to communicate with you to get important information to your business. [Check all that apply.]

____ (01) Direct mail ____ (07) Newsletters
 ____ (02) Village website ____ (08) Brochures
 ____ (03) Email (Monthly Business eNews) ____ (09) MY VOP mobile app
 ____ (04) Workshops/Business forums ____ (10) Engage Pinehurst online engagement portal (engage.vopnc.org)
 ____ (05) Social media ____ (11) Other: _____
 ____ (06) Personal calls/visits

15. Community Development. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please indicate how satisfied your business is with the following Village codes and ordinances.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Zoning ordinances	5	4	3	2	1	9
2. Business signage regulations	5	4	3	2	1	9
3. Historic district guidelines	5	4	3	2	1	9

16. Village Events. Using a scale of 1 to 3, where 3 means "Positive Impact" and 1 means "Negative Impact," please indicate the impact the following events in the Village Center have on your business.

	Positive Impact	No Impact	Negative Impact	Don't Know
1. Farmer's Markets	3	2	1	9
2. Live After Five Concerts	3	2	1	9
3. Parades (e.g., Fourth of July, St. Patrick's Day, US Kids)	3	2	1	9
4. Holly Arts and Crafts Festival	3	2	1	9
5. Tree Lighting	3	2	1	9
6. Shakespeare in the Pines	3	2	1	9
7. Sandhills Motoring Festival	3	2	1	9
8. Other cultural activities (e.g., performing arts)	3	2	1	9

17. Please indicate how satisfied you are with the way the Village handles events that attract large crowds to the Village (e.g., considering the needs of businesses, addressing noise and disturbance issues)?

____(5) Very satisfied

____(3) Neutral

____(1) Very dissatisfied

____(4) Satisfied

____(2) Dissatisfied

____(9) Don't know

18. **Welcome Center.** Please rate your level of agreement with the following statement: The Village of Pinehurst Welcome Center brings added value to my business.

____(5) Strongly agree

____(3) Neutral

____(1) Strongly disagree

____(4) Agree

____(2) Disagree

____(9) Don't know

19. Using a scale of 1 to 5, where 5 means "Extremely Important" and 1 means "Not Important," please indicate how important each of the following reasons were in your decision to locate your business in the Village of Pinehurst.

	Extremely Important	Very Important	Important	Less Important	Not Important
1. Overall image of the Village	5	4	3	2	1
2. Safety and security	5	4	3	2	1
3. Availability of trained employees	5	4	3	2	1
4. Low property tax rate	5	4	3	2	1
5. Quality healthcare	5	4	3	2	1
6. Affordable rent	5	4	3	2	1
7. Proximity to family or friends	5	4	3	2	1
8. Quality of public education	5	4	3	2	1
9. Overall quality of life in the Village	5	4	3	2	1

20. In the next THREE years, is your business planning to do any of the following? [Check all that apply.]

____(1) Expanding/renovating your facility in its current location

____(2) Relocating to another location in the Village of Pinehurst

(Where? _____ Why? _____)

____(3) Relocating to another location outside the Village of Pinehurst

(What city/where? _____ Why? _____)

____(4) Decreasing employment; Please indicate the anticipated number of layoffs: _____

____(5) Increasing employment; Please indicate the anticipated number of new hires: _____ HOURLY Wage Level: _____

____(6) Closing (Why? _____)

____(7) No plans at present to do any of these

21. **Additional Feedback.** What are the most important issues facing Pinehurst today?

22. Do you have any suggestions for how the Village could serve your business better?

23. Business Category. Please indicate the primary business category for your business.

- | | |
|---|--|
| ☐ (1) Retail | ☐ (6) Real Estate and Rental Leasing |
| ☐ (2) Restaurants and Food Services | ☐ (7) Health Care and Social Assistance |
| ☐ (3) Inn and Lodging Accommodations | ☐ (8) Arts, Entertainment, and Recreation |
| ☐ (4) Professional, Scientific, and Technical Services | ☐ (9) Other: _____ |
| ☐ (5) Financial and Insurance | |

24. How many years have you been in operation in the Village of Pinehurst?

- ☐ (1) 0-5 years ☐ (2) 6-10 years ☐ (3) 11-15 years ☐ (4) 16-20 years ☐ (5) 20+ years

25. Approximately how many employees does your organization employ in the Village of Pinehurst?

- | | | | |
|---|------------------------------------|--------------------------------------|--|
| ☐ (1) Less than 10 | ☐ (3) 25-49 | ☐ (5) 100-249 | ☐ (7) 500 or more |
| ☐ (2) 10-24 | ☐ (4) 50-99 | ☐ (6) 250-499 | |

26. Is your personal residence in the Village of Pinehurst? ☐ (1) Yes ☐ (2) No

27. Please answer the following questions.

1.	Are you a member of Pinehurst Business Partners?	Yes	No
2.	Are you a member of the Moore County Chamber of Commerce?	Yes	No
3.	Is your business located in the Village Center?	Yes	No

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 to 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.



2022 Business Survey

Survey Partner: ETC

A National Leader in Market Research for Local Governmental Organizations

...helping local governments gather and use survey data to enhance organizational performance for more than 35 years

More than 2,200,000 Persons Surveyed Since 2010 for more than 900 communities in 49 States

Agenda

- Purpose and Methodology
- General Overview
- Survey Topics
- Summary
- Questions

Purpose

- To objectively assess the quality of Village services that are provided to businesses in Pinehurst
- To identify ways to improve the quality of Village services that are provided to businesses in the community.
- To measure trends from previous surveys



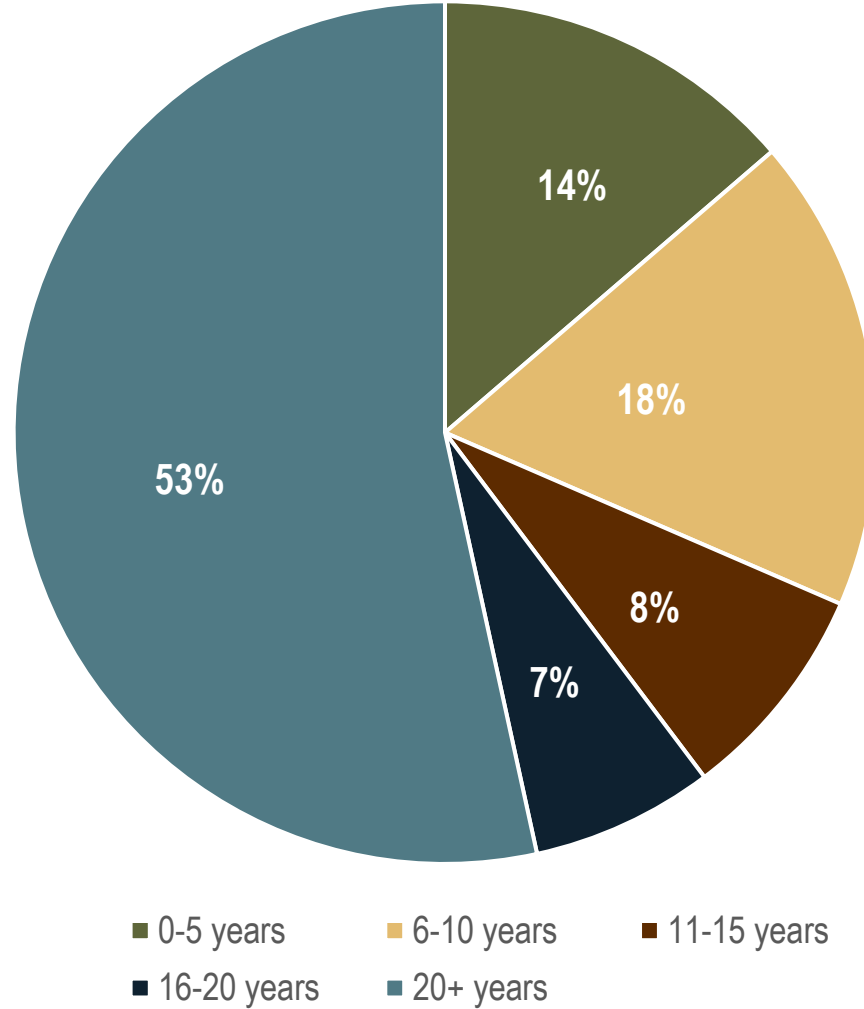
Methodology

- **Survey Description**
 - ❑ Five-page survey
 - ❑ 10th Business Survey conducted for the Village
- **Method of Administration**
 - ❑ By mail and online to all businesses in the Village of Pinehurst
- **Sample size:**
 - ❑ Completed surveys: 75

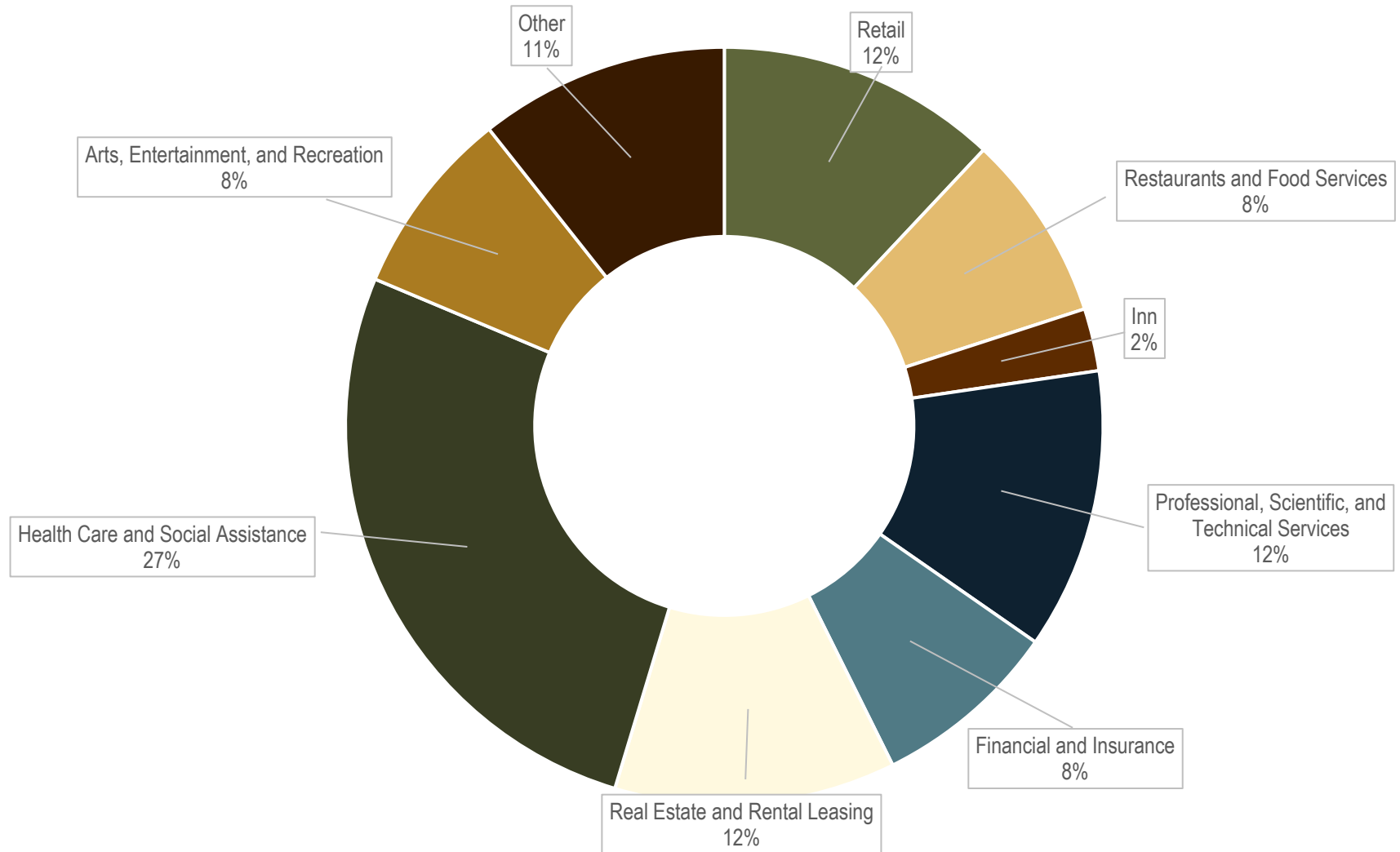


Characteristics of the Business Community

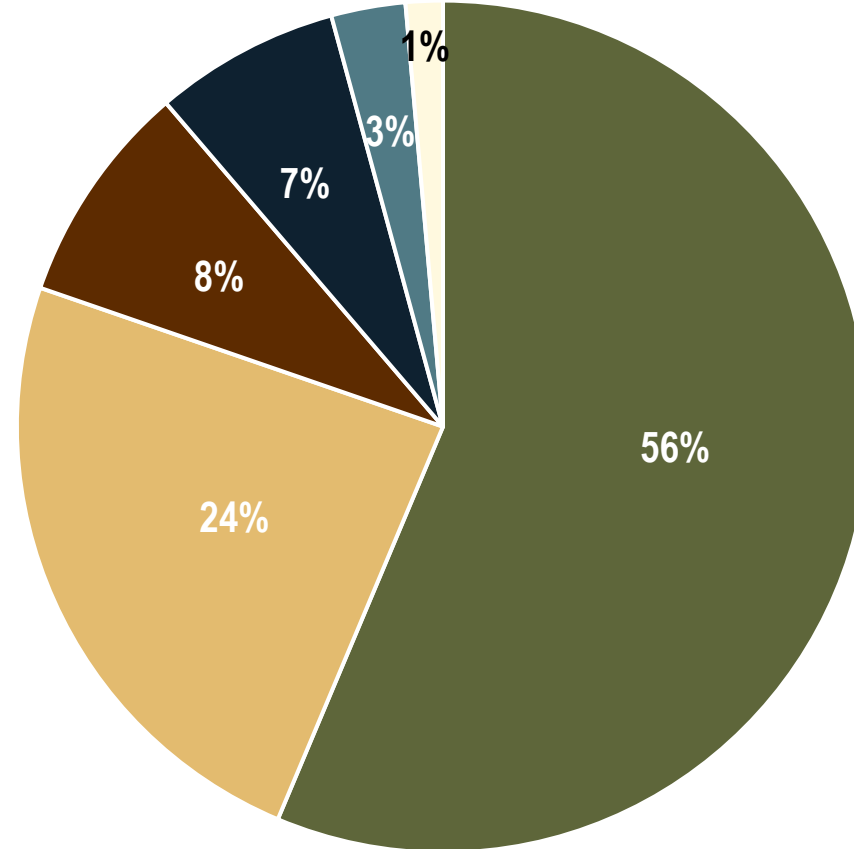
Years of Operation in Pinehurst



Primary Business Category

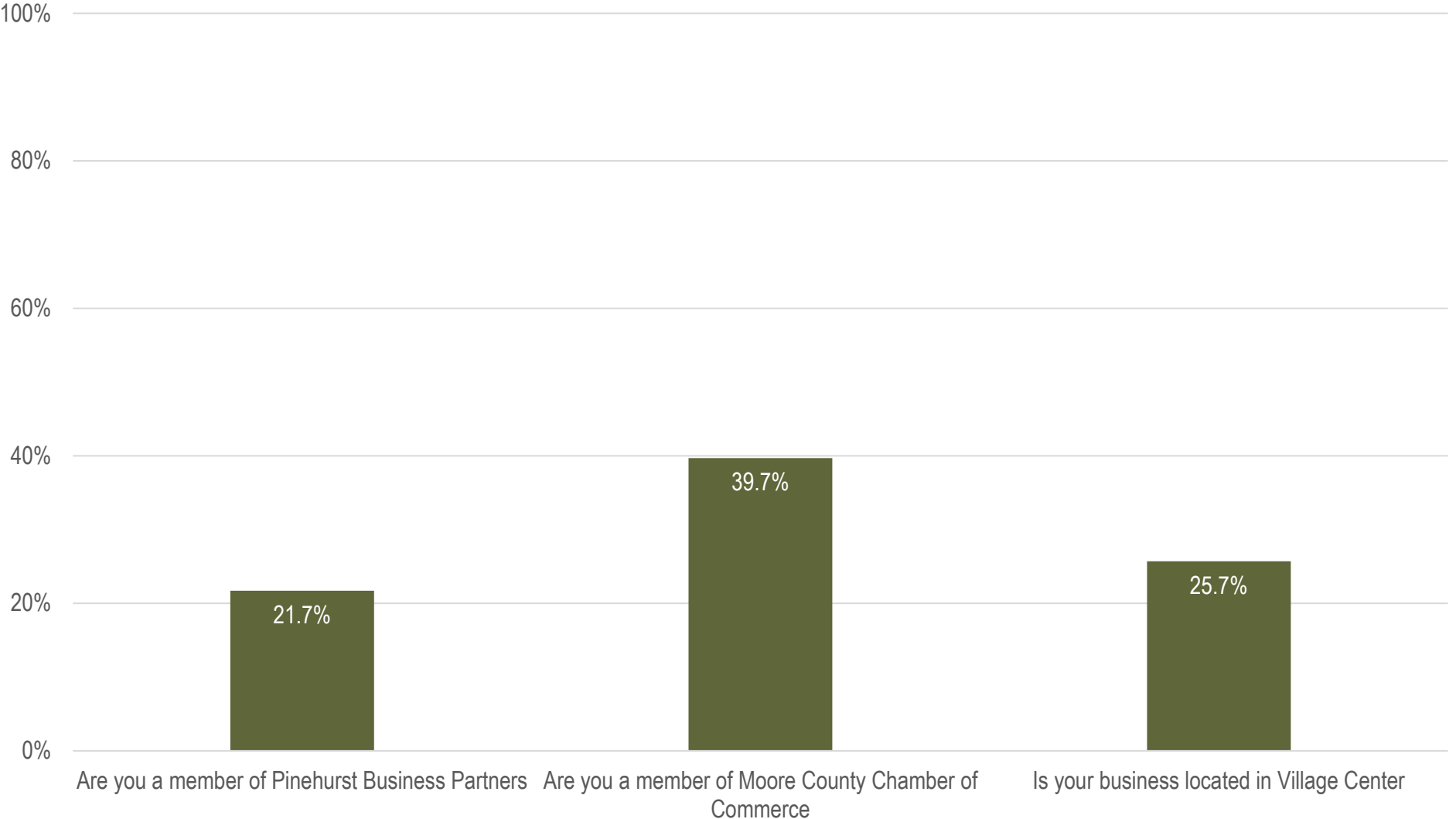


Organizational Size by Number of Employees



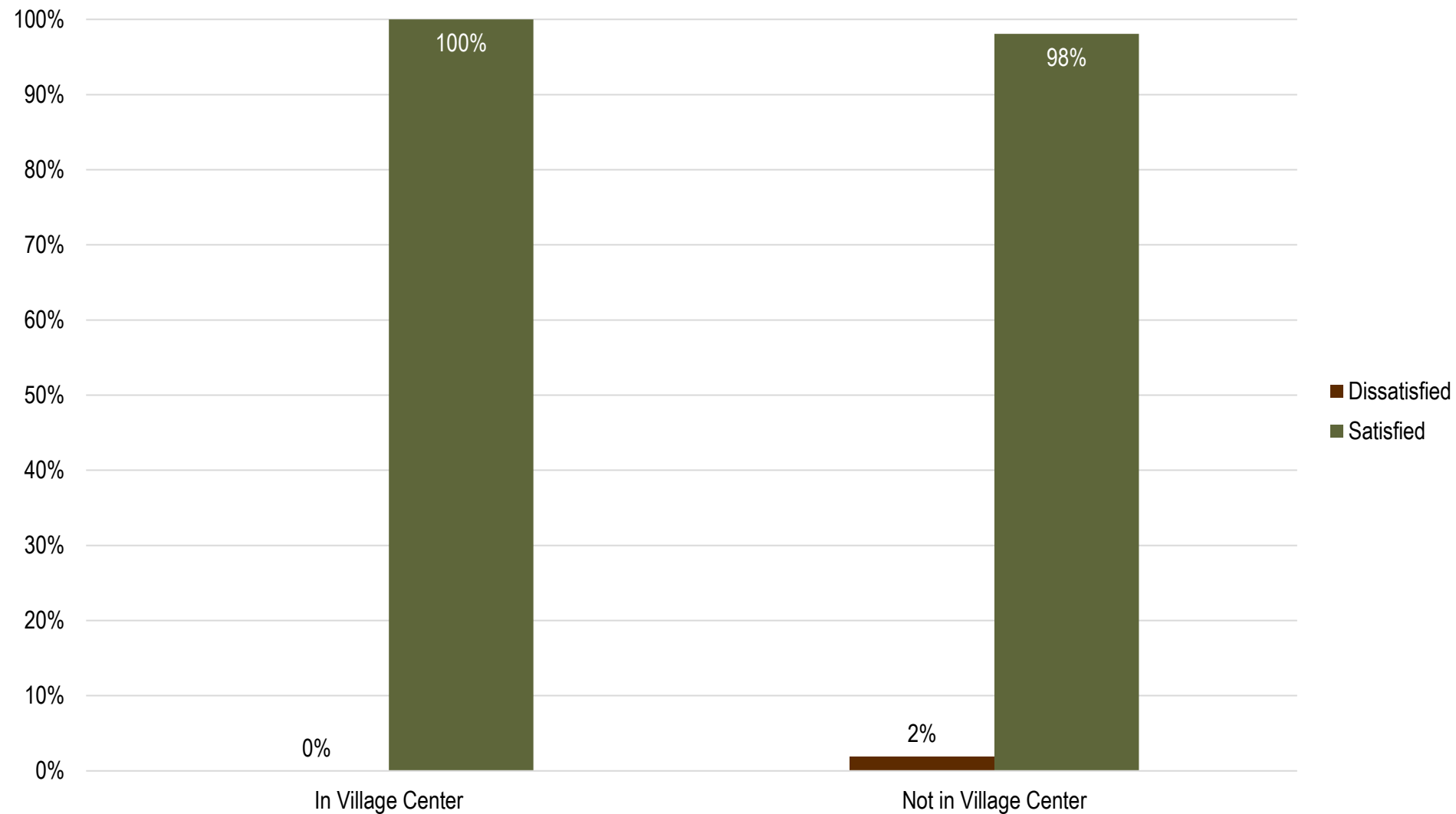
■ Less than 10 ■ 10-24 ■ 25-49 ■ 50-99 ■ 100-249 ■ 250-499

Is Your Business Any of the Following:
(Yes Responses)

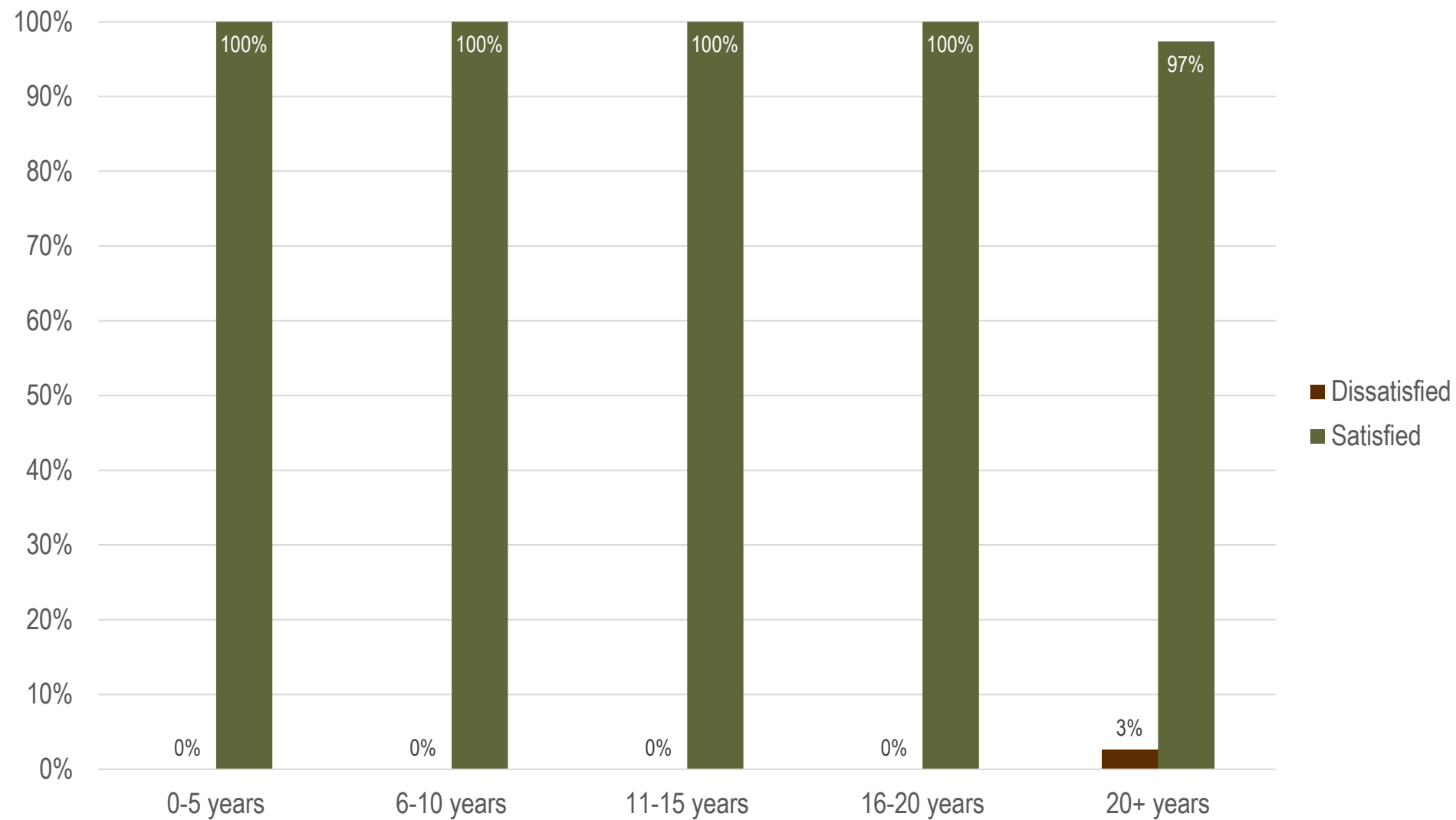


Perceptions of the Village

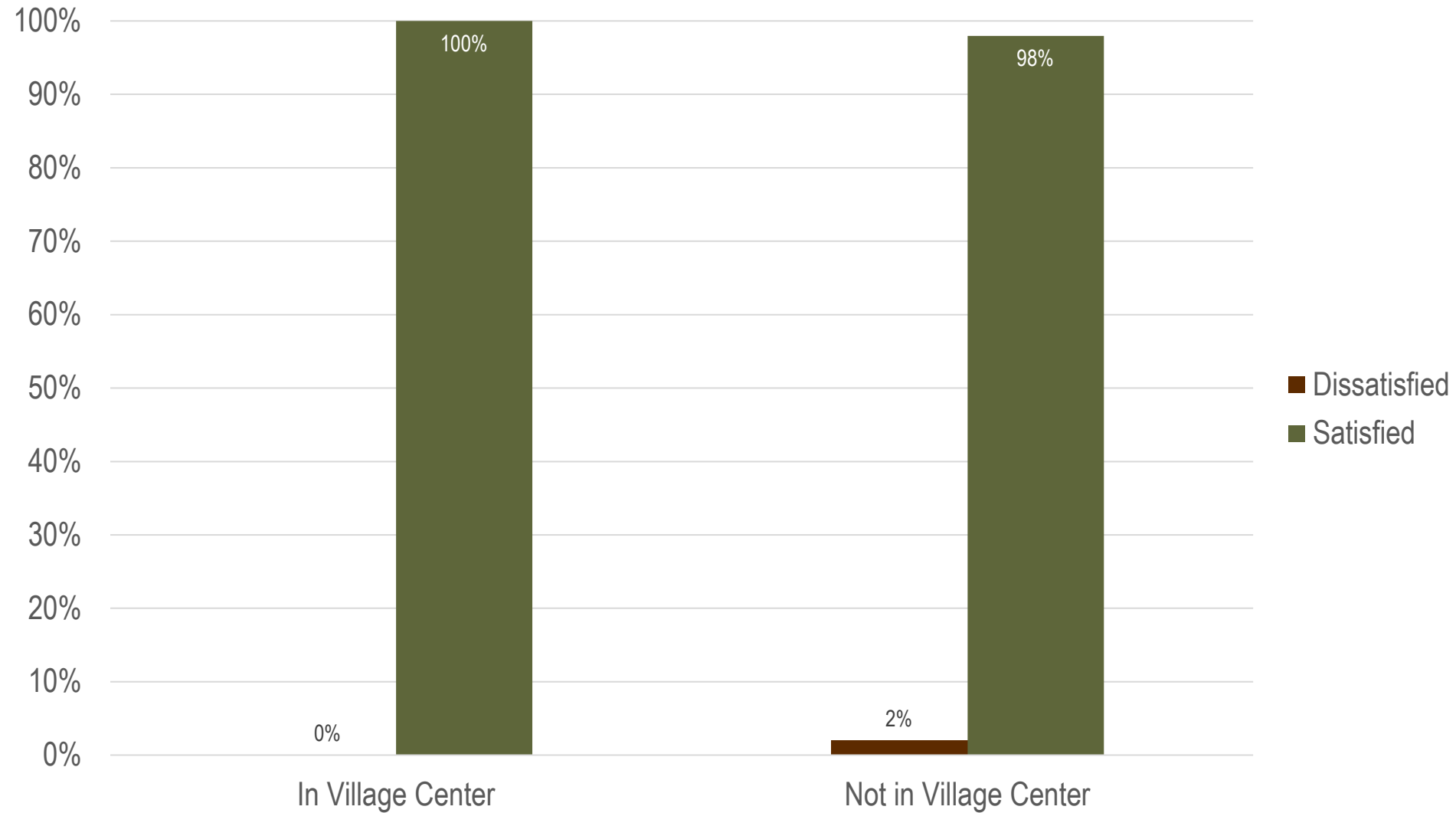
Businesses who are overall satisfied with overall feeling of safety (segmented by location)



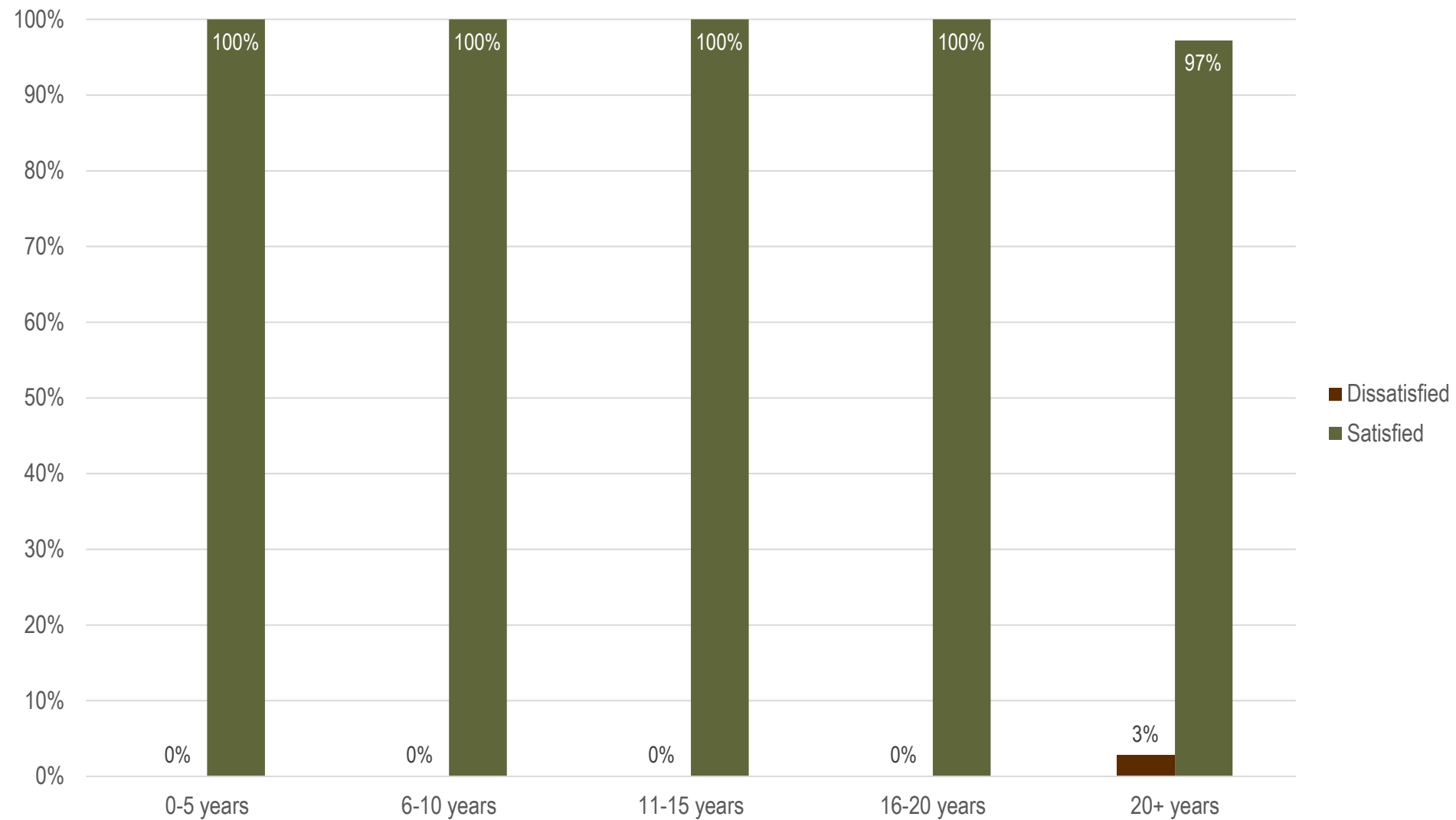
Businesses who are overall satisfied with overall feeling of safety (segmented by years in operation)



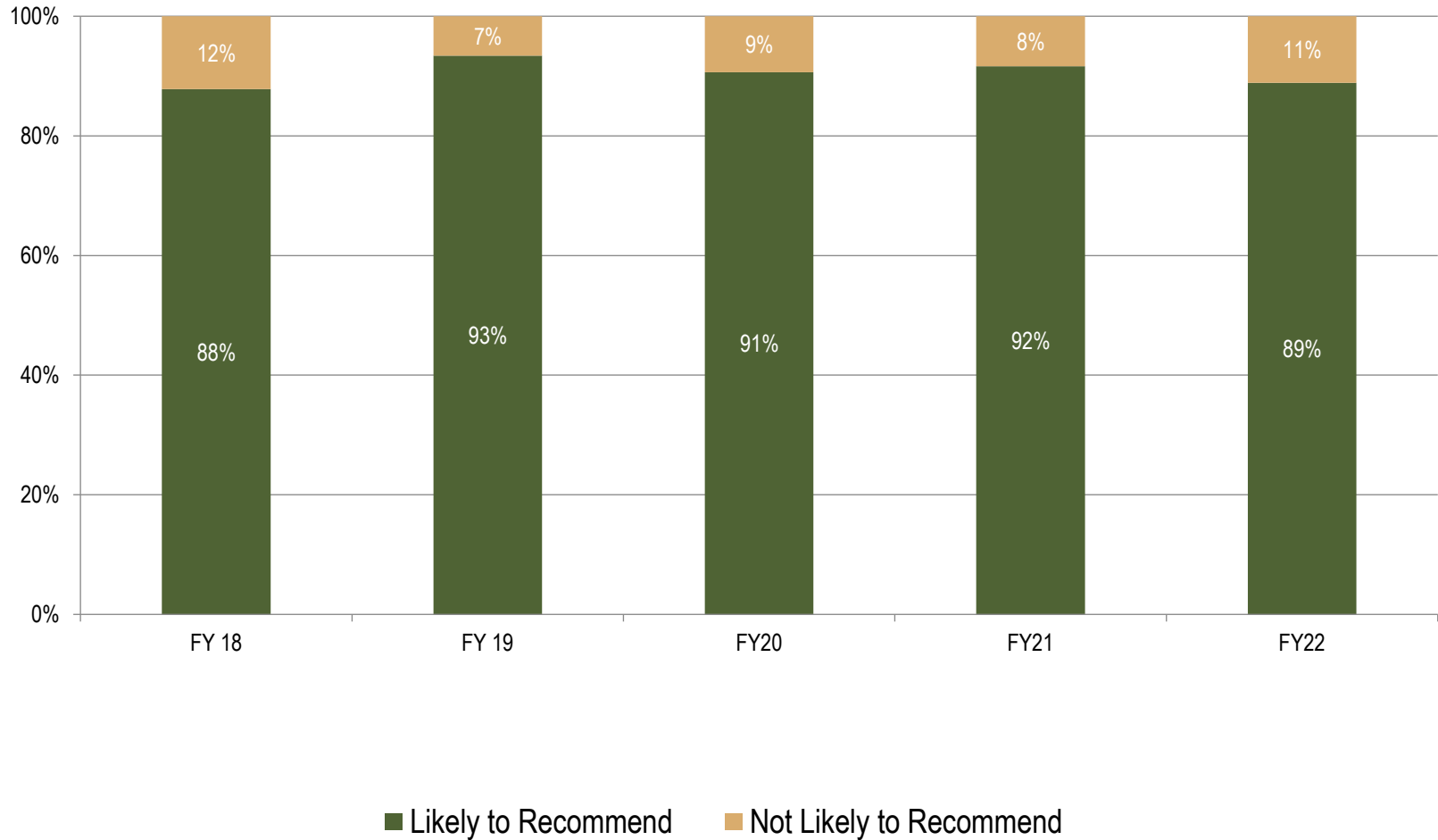
Businesses who are overall satisfied with quality of life (segmented by location)



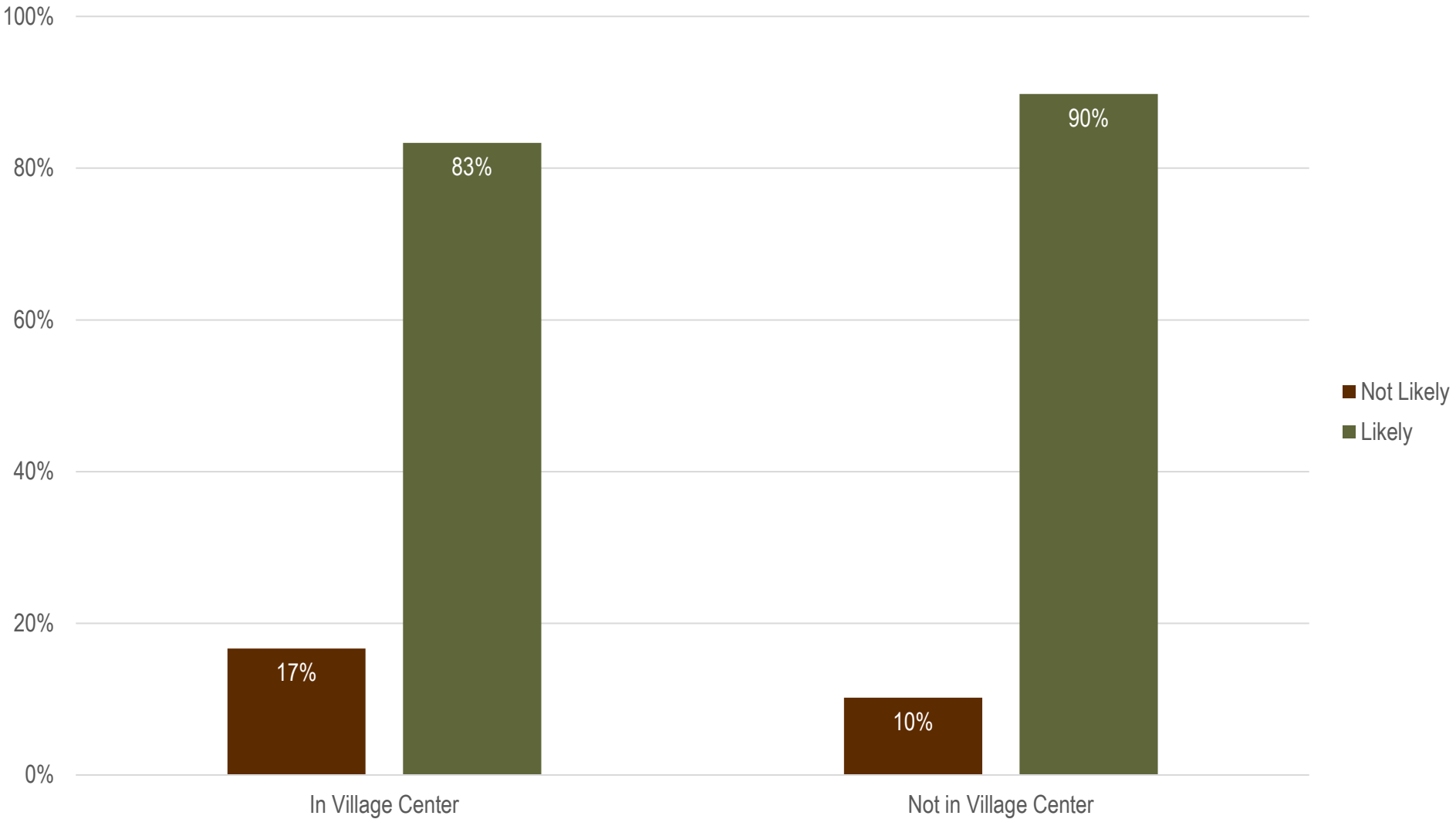
Businesses who are overall satisfied with quality of life (segmented by years in operation)



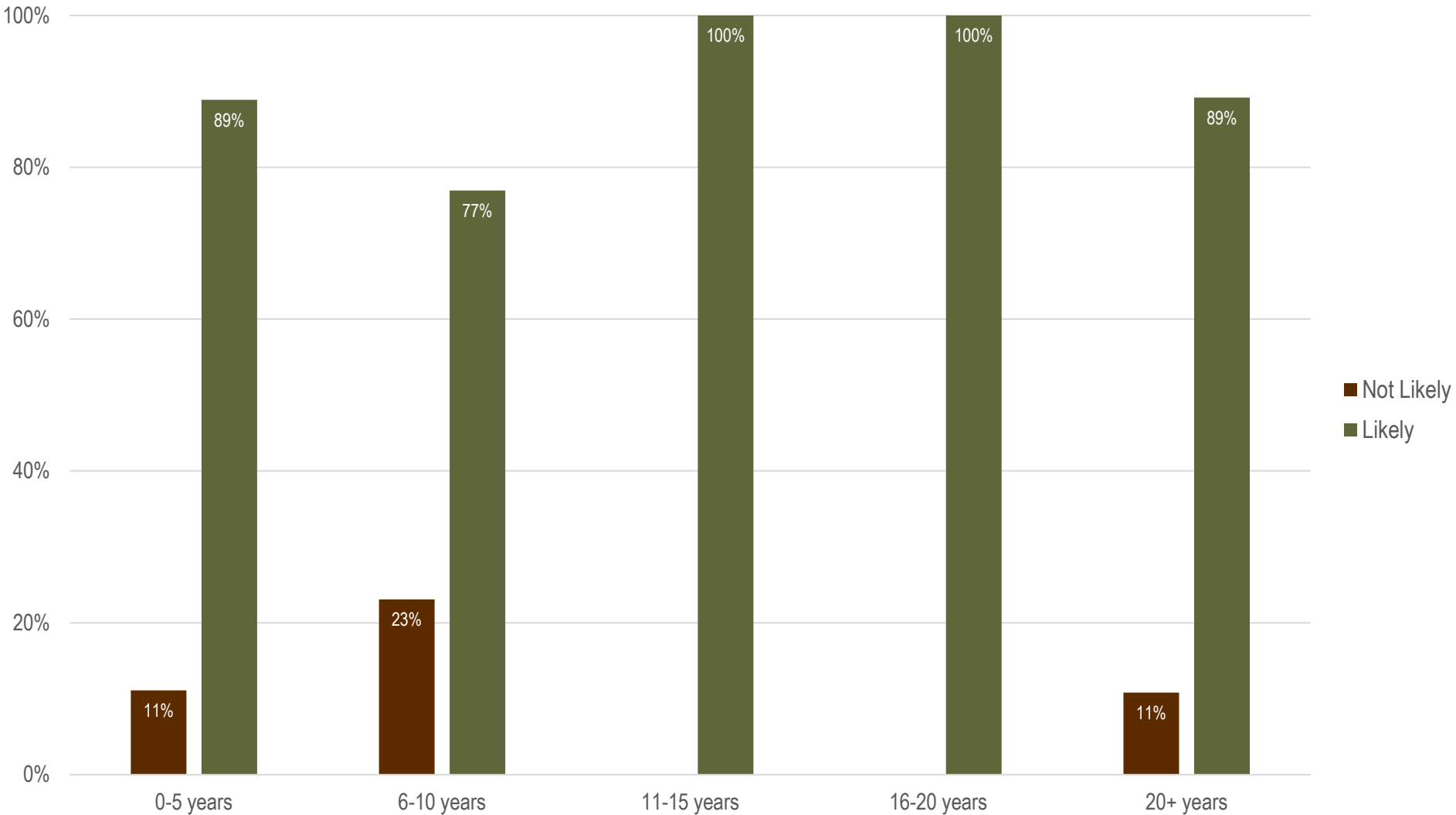
Businesses likely to recommend VOP as a business location



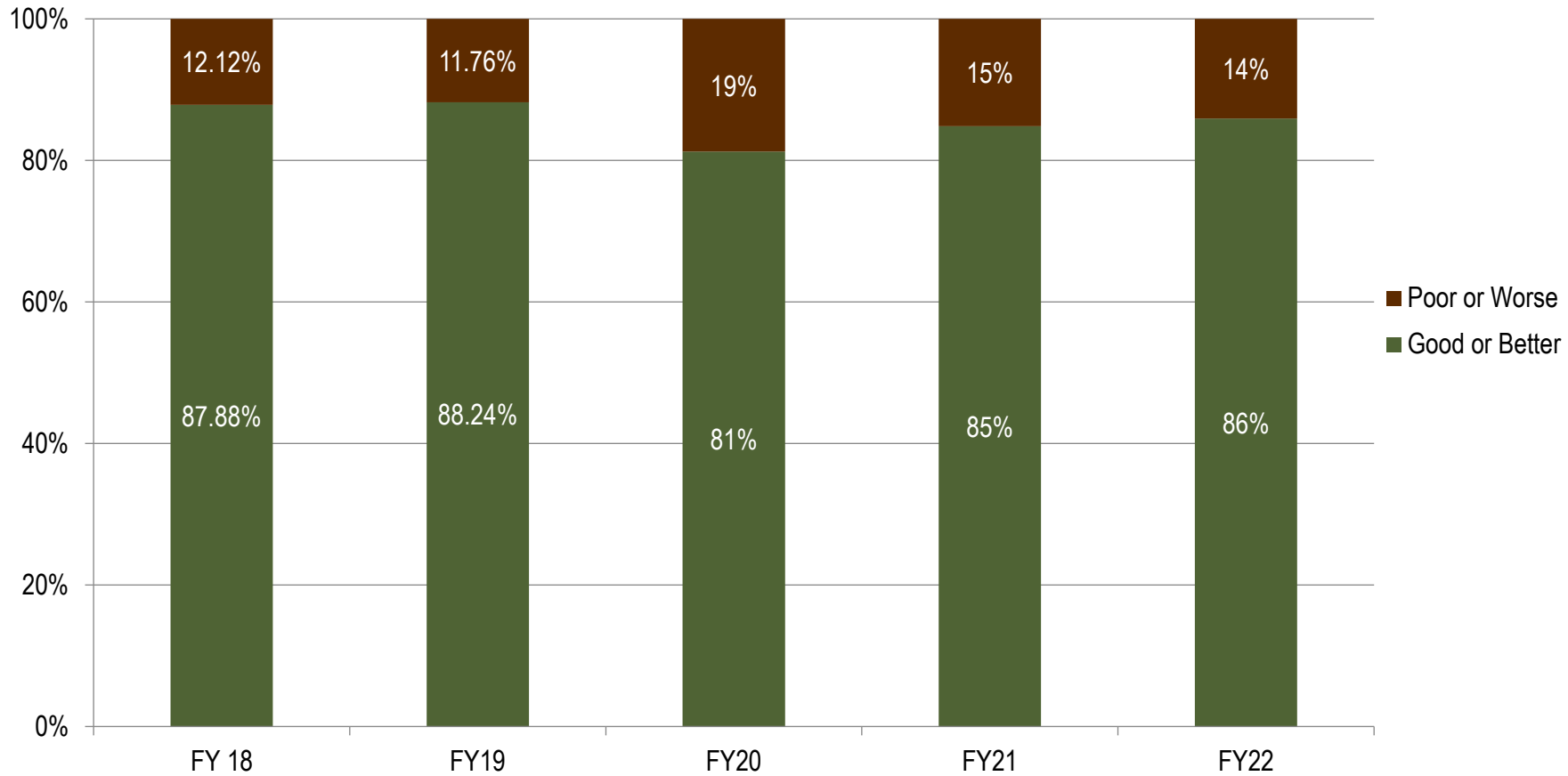
Businesses who are likely to recommend VOP as a business location (segmented by location)



Businesses who are likely to recommend VOP as a business location (segmented by years in operation)

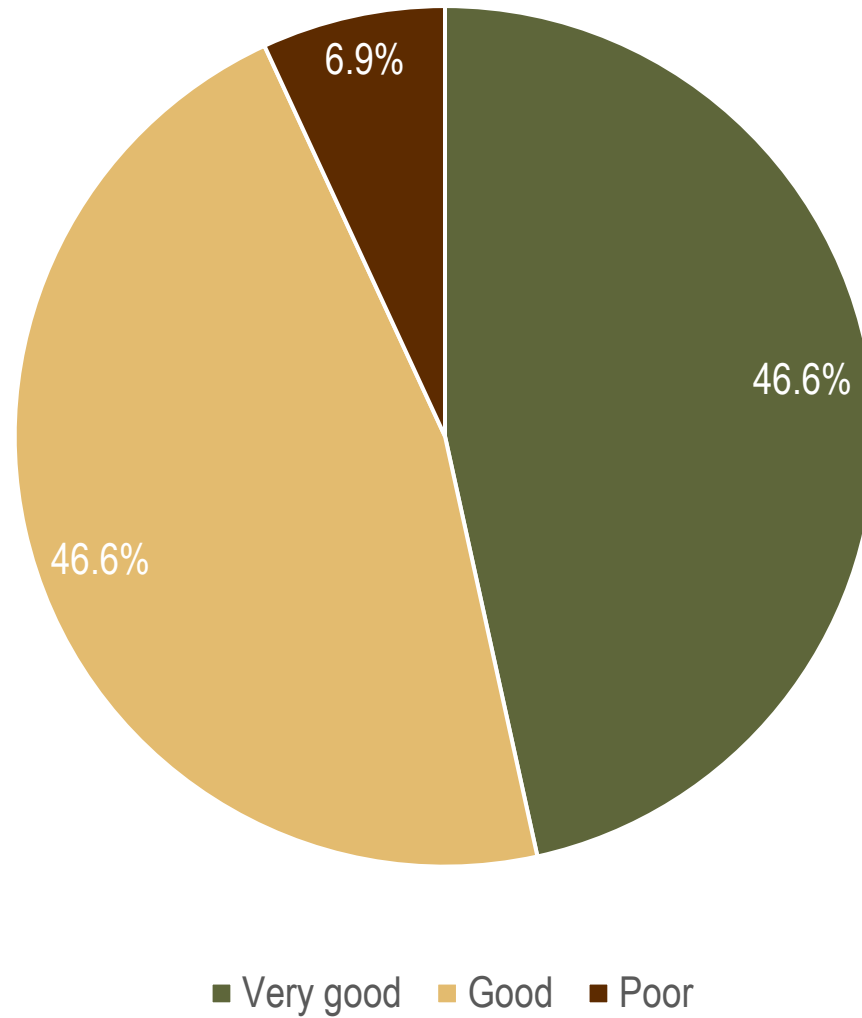


Businesses who rate the business atmosphere in the Village today compared to two years ago

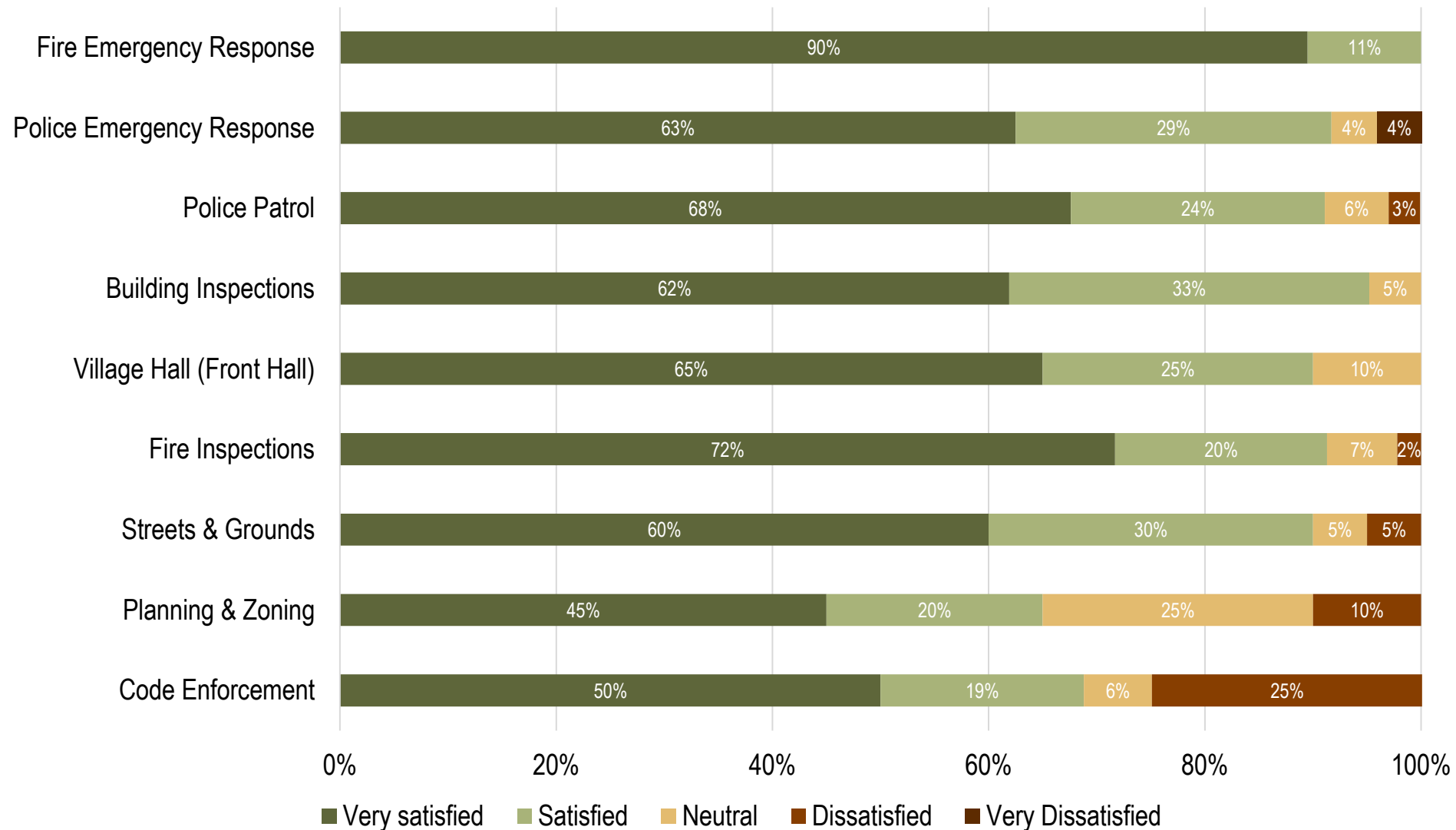


Satisfaction with Village Services and Priorities for Improvement

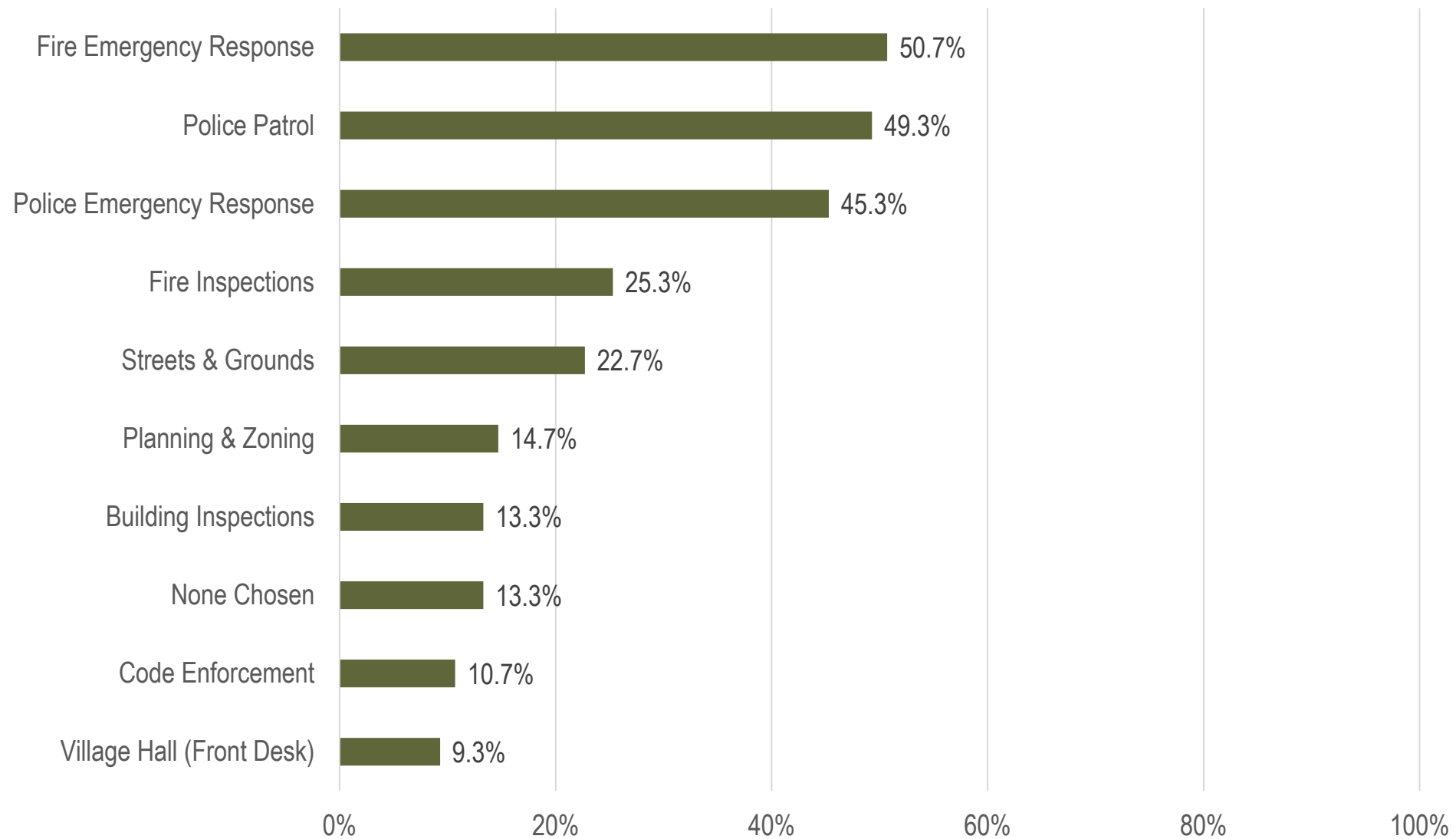
How would you rate Village of Pinehurst customer service?



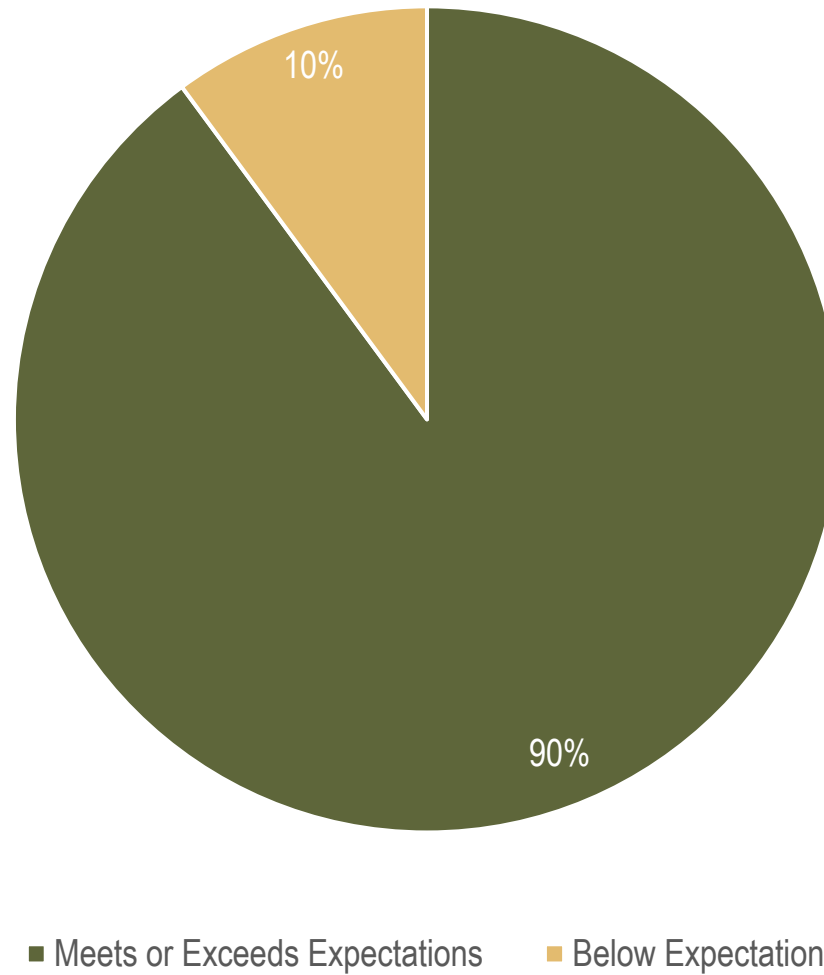
Satisfaction with Community Services



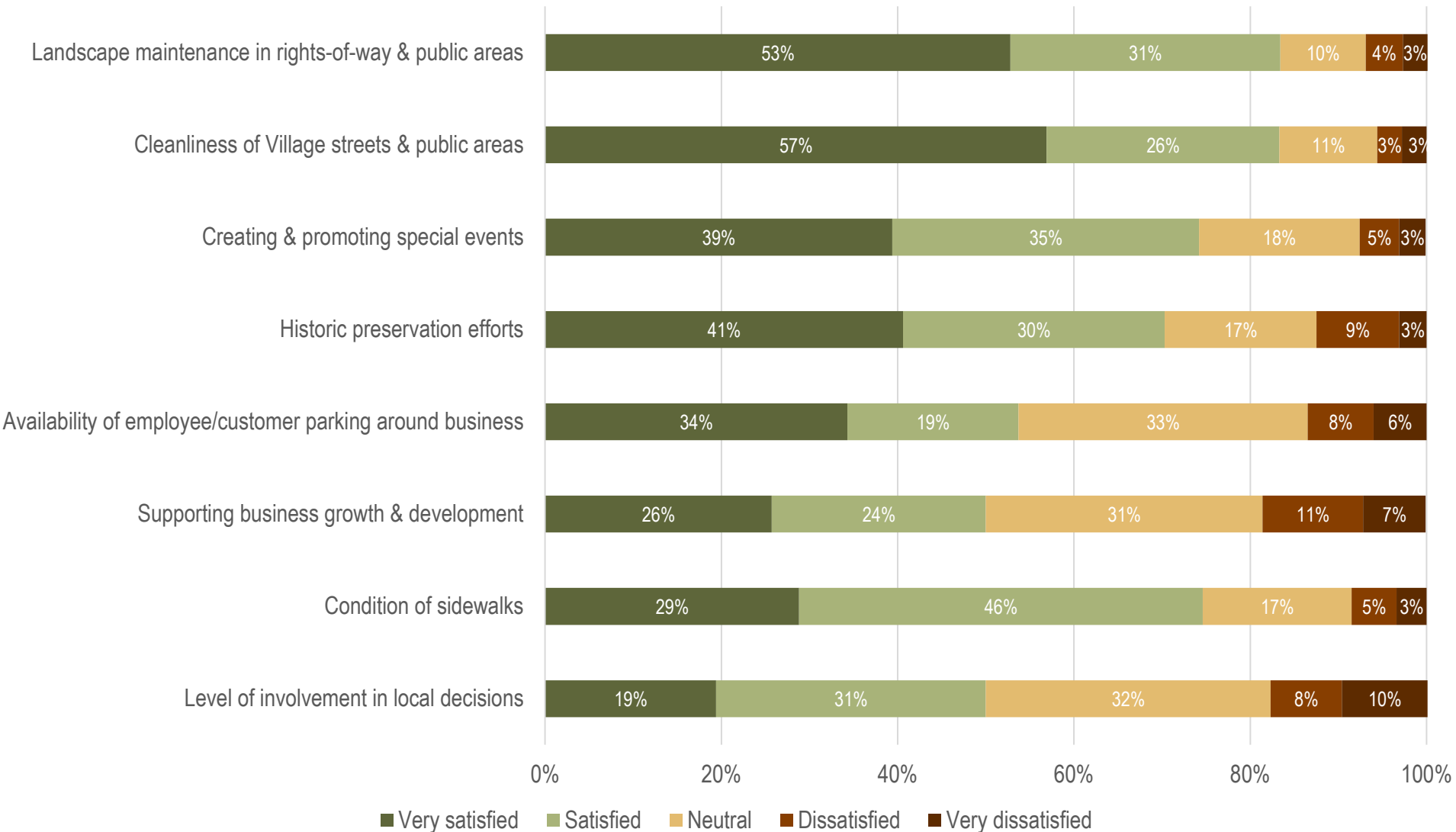
Sum of Top Three Village Services/Departments Most Important to Your Business



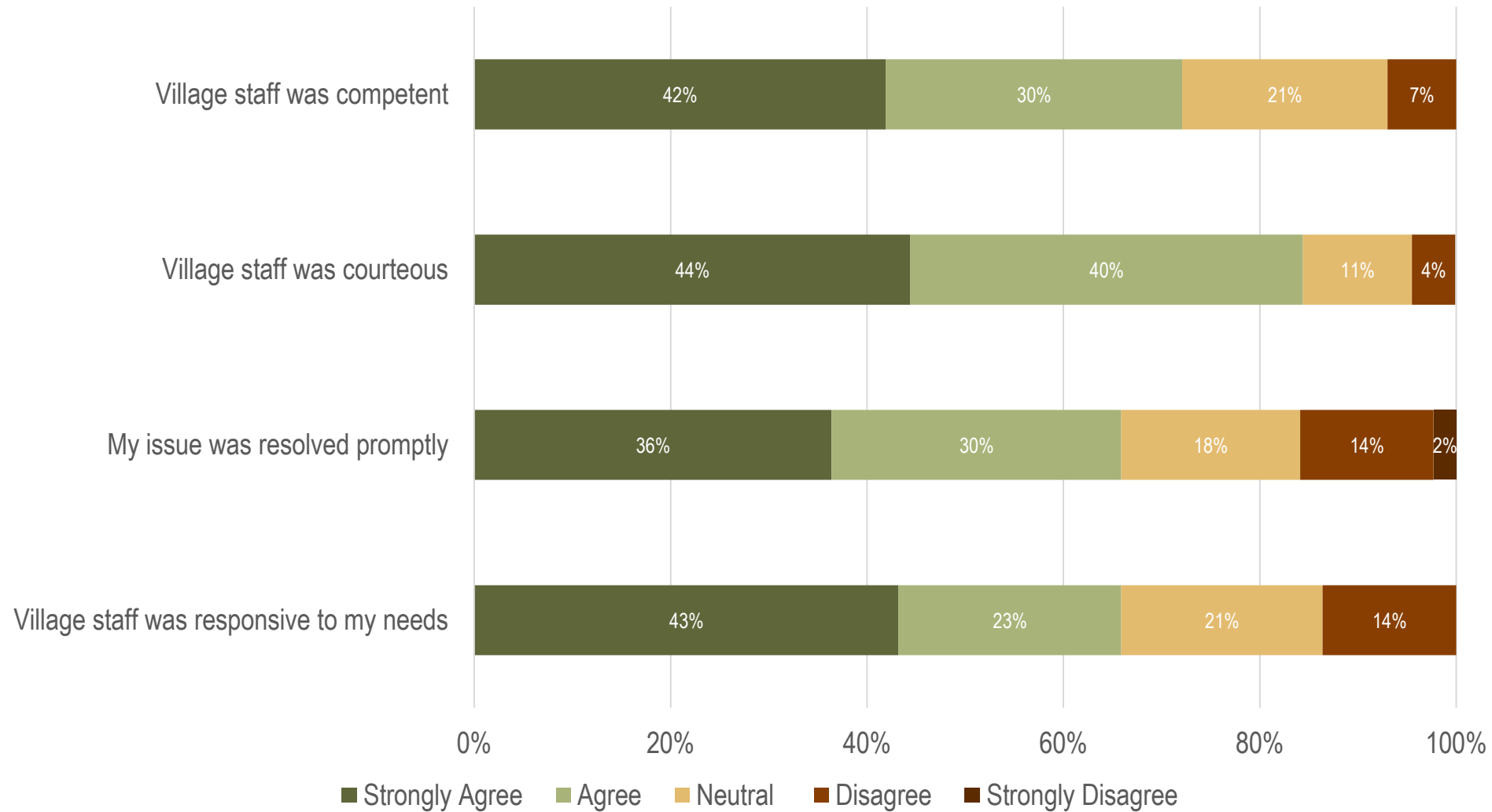
Satisfaction with the Overall Quality of Services Provided to Businesses by the Village of Pinehurst



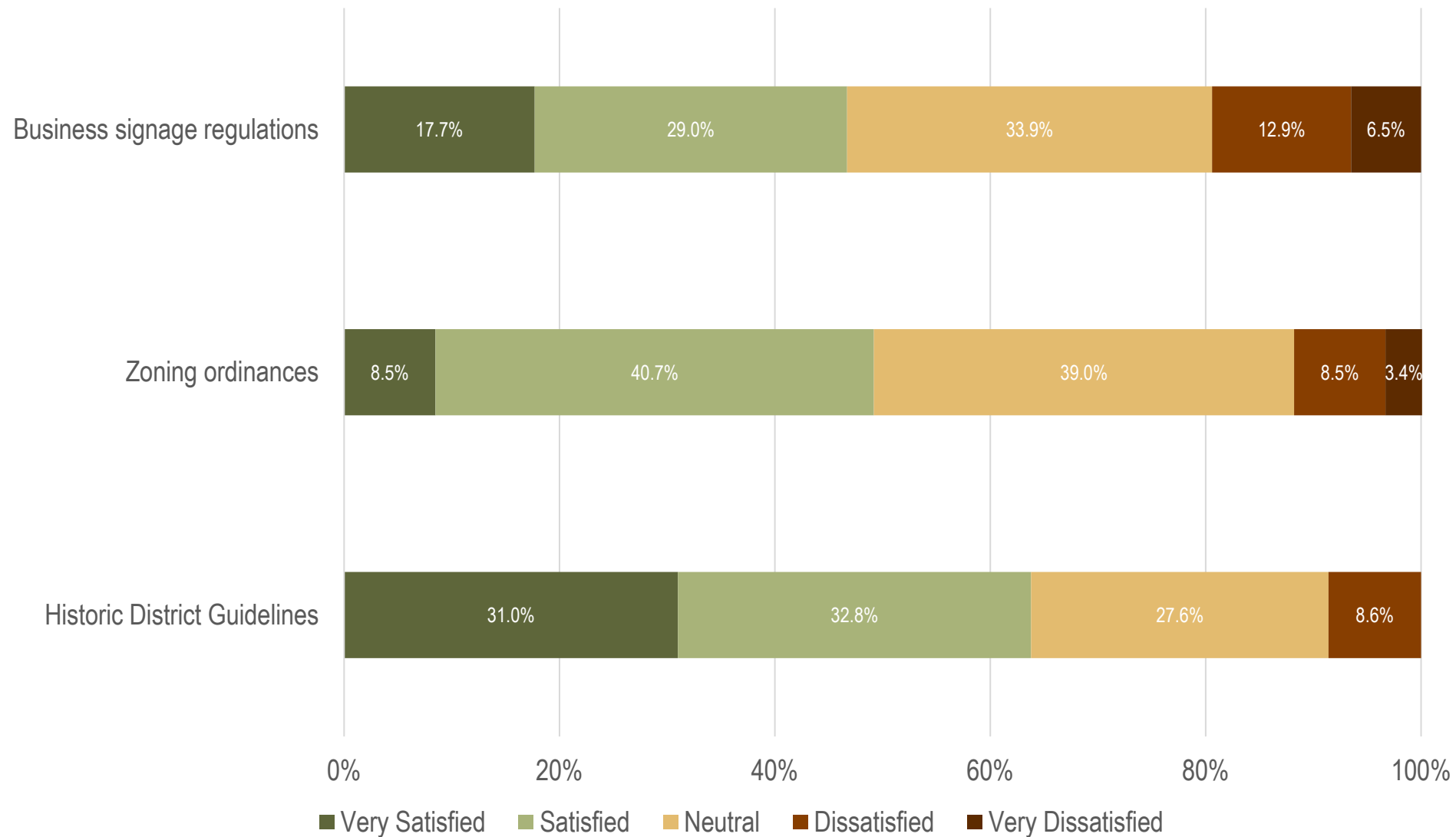
Business Satisfaction with the Village in Various Areas



Level of Agreement with Statements about Your Most Recent Contact with the Village Government Staff

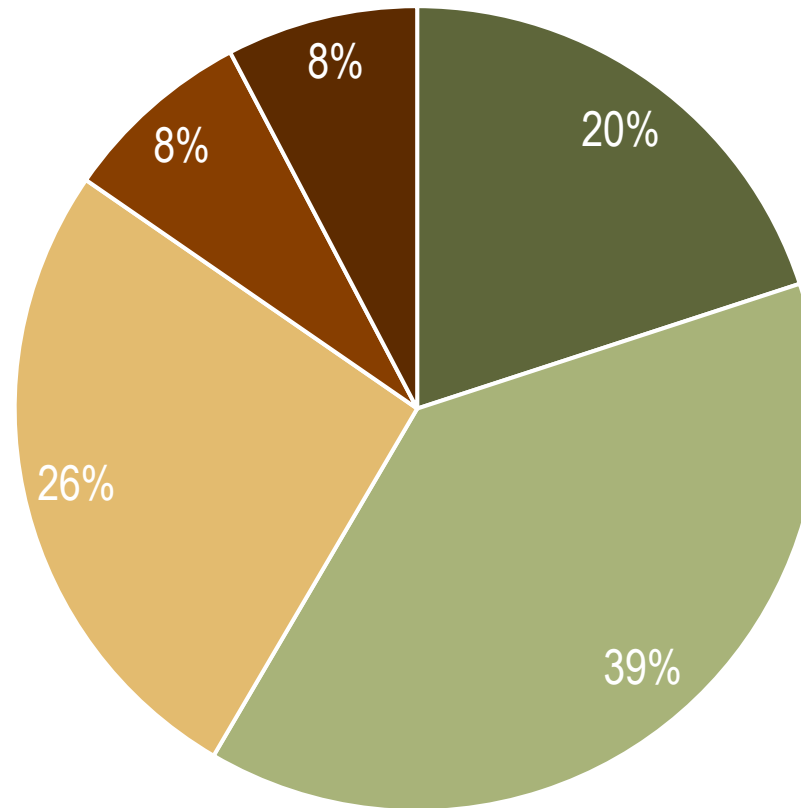


Level of Satisfaction with Community Development



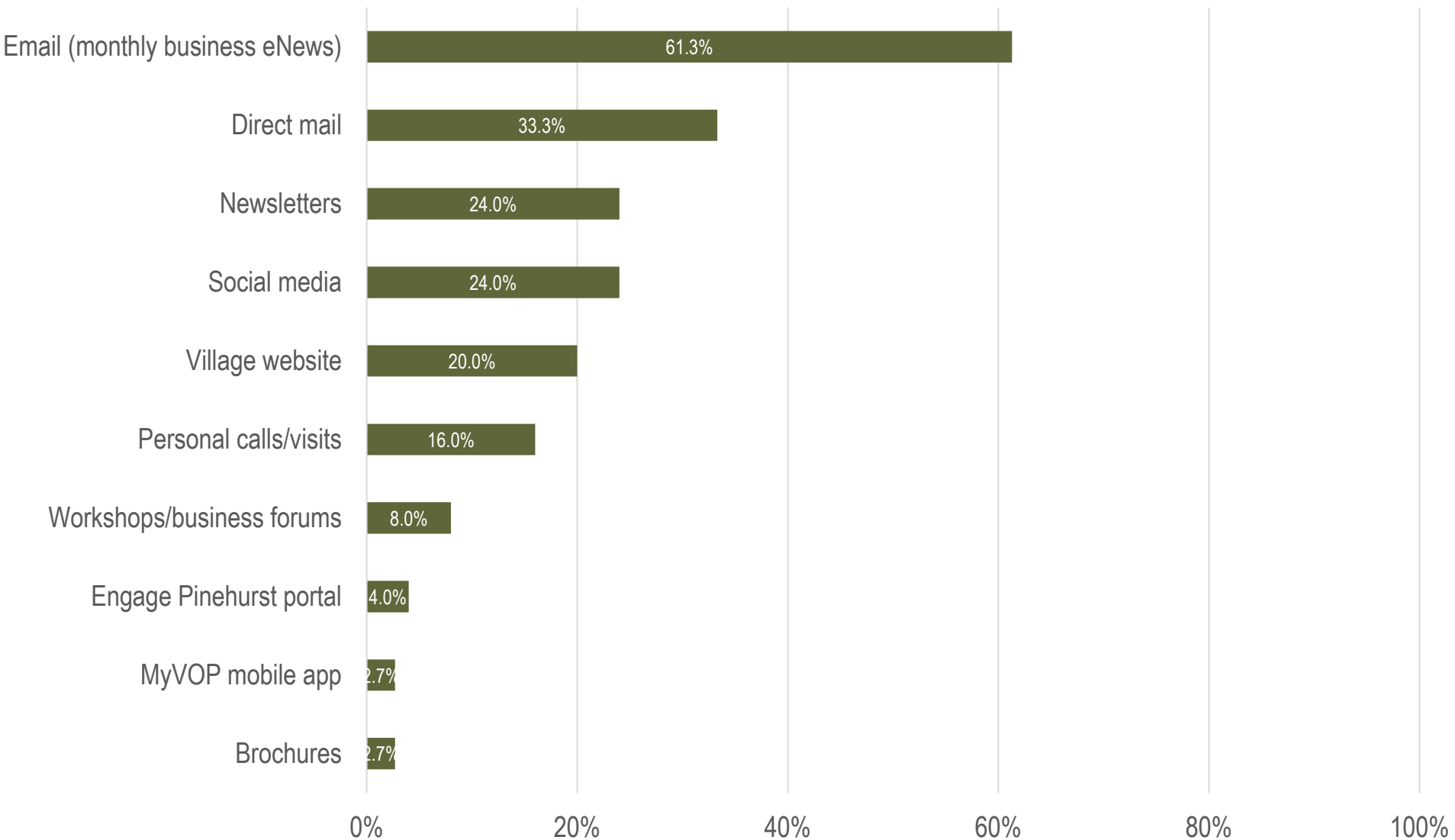
Communication and Event Impacts

Overall Satisfaction with the Job the Village of Pinehurst does Communicating with Business Owners

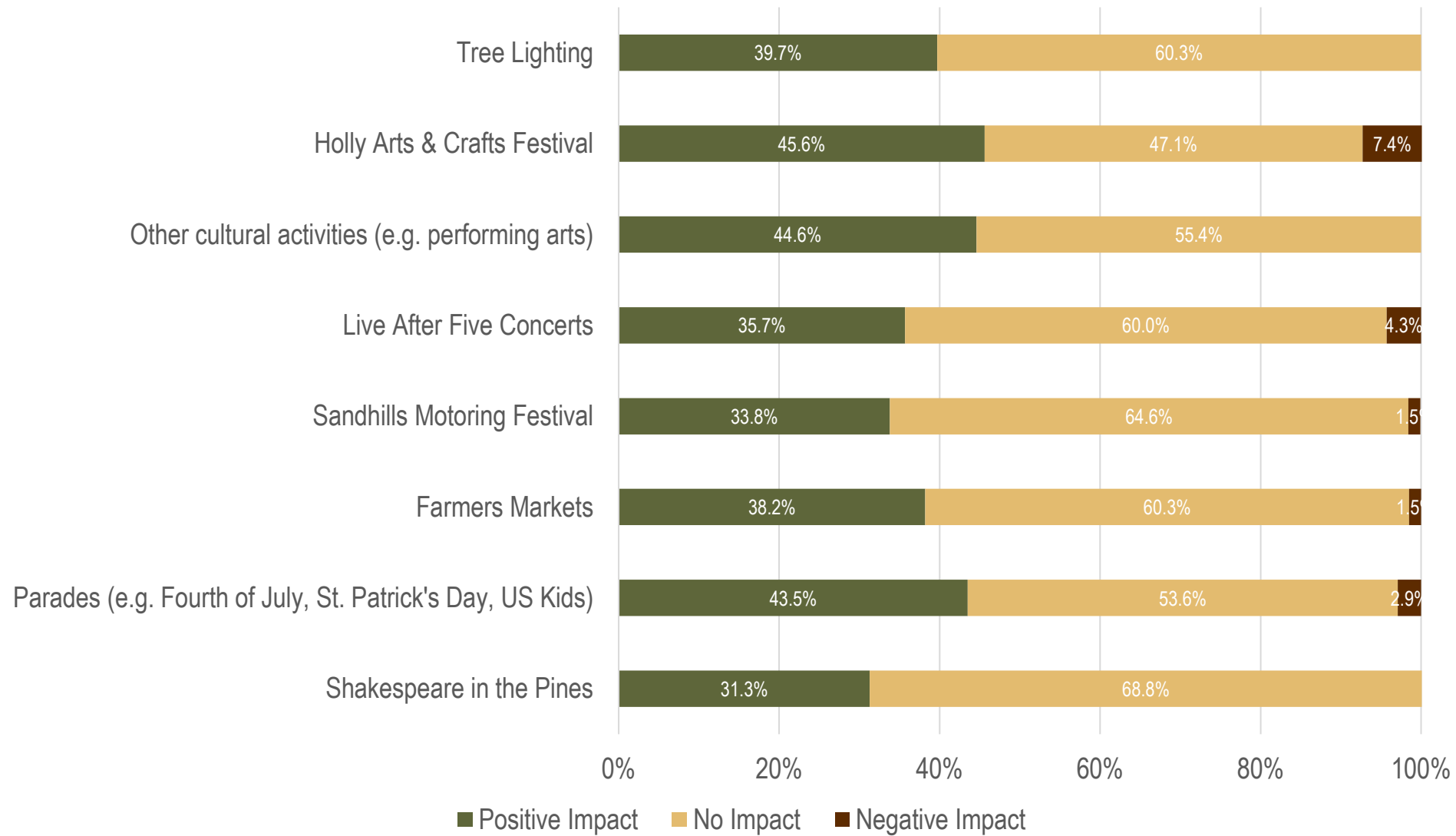


■ Very Satisfied ■ Satisfied ■ Neutral ■ Dissatisfied ■ Very Dissatisfied

Best ways for the Village to Communicate with Businesses



Impact of Events on the Business Community



Summary

Summary

1. Businesses have a high level of satisfaction with Village services. The highest levels:
 - Fire emergency response
 - Fire inspections
 - Police patrol
 - Police emergency response
 - Building inspections
2. Fifty percent of responding businesses feel that the overall business environment in the Village better than two years ago; 36% feel no change, but that the atmosphere is good.
3. Most important Village services:
 - Public safety and response
 - Streets and grounds
4. Village as a business location:
 - Eighty-nine percent would be very likely or likely to recommend the Village as a business location to friends



Questions?



Q1 UPDATE ON THE STATUS OF THE FY 2023 STRATEGIC OPERATING PLAN

ADDITIONAL AGENDA DETAILS:

FROM:

Matthew McKirahan

CC:

Jeff Sanborn

DATE OF MEMO:

11/7/2022

MEMO DETAILS:

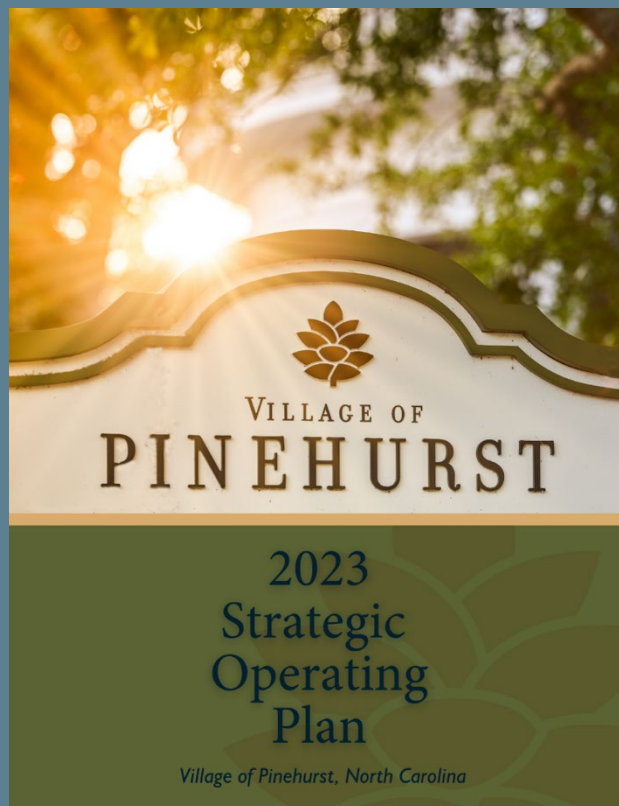
This agenda item is to review the update on the status of implementing the FY 2023 Strategic Operating Plan, including this year's Initiative Action Plans (IAPs) through the end of September 30, 2022.

ATTACHMENTS:

Description

▣ FY2023 Q1 SOP Update

Village of Pinehurst Strategic Operating Plan Update FY 2023



VILLAGE OF PINEHURST | www.vopnc.org



FY 2023 Strategic Operating Plan Overview

Village Council

Each year, the Pinehurst Village Council adopts a Strategic Operating Plan, which indicates the Village's plans to achieve our vision and mission. The Strategic Operating Plan covers the fiscal year that begins on July 1 and includes a five-year financial plan.

Vision, Mission, and Values

The vision is what the Village intends to be, and the mission is what the Village must do to achieve that vision. The Village's core values are the guiding principles and behaviors that embody how Village employees and volunteers are expected to operate as they provide services.



Balanced Scorecard

The Village uses a Balanced Scorecard (BSC) to integrate strategic planning and resource allocation. The BSC contains goals, objectives, and key performance indicators in four perspectives to ensure a balanced approach to evaluating the achievement of organizational strategy:

1. Customer
2. Internal
3. Workforce
4. Financial

FY 2023 Balanced Scorecard

FY 2023 Goals

The FY 2023 Balanced Scorecard contains 9 strategic goals in the four perspectives.



FY 2023 Areas of Focus

Each balanced scorecard goal has one or more strategic objectives. Strategic objectives indicate how we will achieve the Village goals. In FY 2023, the Village Council identified three strategic objectives as Areas of Focus:

1. Manage development and enforce codes and ordinances
2. Support the business community
3. Provide a safe and effective multi-modal transportation system

FY 2023 Initiative Action Plans (IAPs)

Status of FY 2023 Initiative Action Plans on September 30, 2022

The FY 2023 Strategic Operating Plan includes 5 Initiative Action Plans (IAPs).

IAP Status at 9/30/22		# of IAPs	% of IAPs
In progress; on schedule		1	20%
In progress; NOT on schedule		3	60%
Begins in the future		1	20%
Complete		0	0%
TOTAL		5	100%

Status of FY 2023 Initiative Action Plan Metrics on September 30, 2022

The IAPs include metrics to track how effective the Village is at accomplishing targeted results.

Metrics Projections Met at 9/30/22		# of IAPs	% of IAPs
Achieved projected performance		4	80%
Did not achieve targeted results		0	0%
Begins in the future		1	20%
TOTAL		5	100%

The complete status of the FY 2023 IAPs and an indication if metric projections were achieved in Q1 are indicated in the table attached to this report.



	Goal	IAP Name	IAP Description	FY	Q1 FY 2023 IAP Status				
					IAP Status	Q1 Comments	IAP Metrics	YTD Actual	YTD Goal
Customer	Promote high quality development and appearance	Update the Pinehurst Development Ordinance	Update the Pinehurst Development Ordinance to reflect priorities of the 2019 Comprehensive Plan and changes required by 160d legislation.	FY23-FY24		Initial draft scope of services has been developed. Waiting to clear up other priorities before initiating. IAP metric is on hold until task #4 (Update IAP timeline and KPIs according to contract for PDO update) is completed.	# of PDO sections drafted and presented to Village Council	0	0
		Small Area Plan for the Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy5 Commercial Area	The purpose of this IAP is to engage a consultant and develop small area plans for 2 Focus Areas identified in the 2019 Comprehensive Plan. This represents and update and expansion of the previously adopted 2008 New Core Master Plan and a new plan for the Pinehurst South Focus Area 2.	FY23		Council has approved both the Village Place and Pinehurst South SAPs. Need to make plan adjustments to finalize.	# of participants who attended meetings or view information on Engage Pinehurst	1,337	79
		Relocation of the Public Services Complex to allow for redevelopment of Village Place. (6.5)	Purchase or use property already owned for purposes of moving the public services facility from its current location to another location to make room for Village Place to develop.	FY23-25		Potential sites were identified. A presentation was made to Council on October 12.	No applicable IAP metric identified at this time.		
	Promote active living and cultural opportunities	Retrofit current athletic fields with synthetic turf	Retrofit existing grass athletic fields into synthetic turf at Wicker Park and Cannon Park. Converting fields to synthetic will provide a more durable surface for activities and reduce maintenance costs over the life of the synthetic fields.	FY23-27		Field Turf USA selected to provide design/construction services. Design still under way as of 10/21/22.	PR.C.3 % of residents satisfied with the quality of Village parks	99%	95%
		Expand and renovate Given Library/Tufts Archives	The purpose of this IAP is to create and implement a plan to expand and renovate the Givens Library and Tufts Archives.	FY23-27		Currently in the process of selecting, negotiating, and executing a contract for an architect/engineering firm.	% of residents satisfied with Given Memorial Library services	95%	95%
							% of residents satisfied with Tufts Archives services	98.6%	95%

IAPs listed in red are FY 2023 Village Council Areas of Focus.

Key for IAP Status	
	In progress; NOT on schedule
	In progress; on schedule
	Completed
	Starts in the future
	Removed IAP and metric
Key for Metrics	
	Did not achieve projected performance
	Achieved projected performance
	Starts in the future

FY 2023-2027 Strategic Objectives

We define strategic objectives as prospects for new or changed services or processes. The Village Council prioritizes the list of strategic objectives identified in the annual Strategic Planning Retreat. Below is a list of OFIs addressing strategic objectives included in the five-year financial forecast (FY 2023-2027).

FY 2023 OFIs that address Strat. Opportunities	OFI	Years	Notes
Update the Pinehurst Development Ordinance	IAP	FY23-24	Initial draft scope of services has been developed. Waiting to clear up other priorities before initiating. IAP metric is on hold until task #4 (Update IAP timeline and KPIs according to contract for PDO update) is completed.
Small Area Plan for the Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy5 Commercial Area	IAP	FY23	Council has approved both the Village Place and Pinehurst South SAPs. Need to make plan adjustments to finalize.
Relocation of the Public Services Complex	IAP	FY23-25	Potential sites were identified. A presentation was made to Council on October 12.
Retrofit current athletic fields with synthetic turf	IAP	FY23-27	Field Turf USA selected to provide design/construction services. Design still under way as of 10/21/22.
Expand and renovate Given Library/Tufts Archives	IAP	FY23-27	Currently in the process of selecting, negotiating, and executing a contract for an architect/engineering firm.
Evaluate viability of potential Fair Barn enhancements or improvements	Evaluation	FY23	Initial planning meeting held with Performance Director. Expect to assemble review team and start the evaluation in Q2.
Evaluate the opportunity to manage single lot residential stormwater through PDO amendments (on-site storage and/or other solutions)	Evaluation	FY23-27	This is tied to Phase II Stormwater Management Master Plan development and will be evaluated as part of that process.
Create a Highway Corridor Overlay ordinance in the PDO to protect critical corridors (2.21)	Project	FY23-24	This is tied to the Comprehensive PDO update (not started yet) and also evaluating zoning for Focus Area 5 (not started yet) and the Form Based Code for Pinehurst South (under development). May not end up creating one highway overlay ordinance.
Pursue safety awareness grants through the SRTS program at NCDOT (4.11)	Project	FY23	Continue to monitor notices of funding availability.
Update the Comprehensive Parks & Recreation Master Plan while considering neighborhood open spaces and amenities (7.1)	Project	FY23	Contract with McAdams Company approved in September. Initial kickoff meeting held and staff/consultants are gathering inputs for facility inventory and finalizing public input methods and survey.
Evaluate changing stormwater standards from 10 year storm to 25 year storm and other solutions.	Evaluation	FY23	In progress as part of Stormwater Management and Master Plan.

(continued) FY 2023 OFIs that address Strat. Opportunities	OFI	Years	Notes
Prepare and implement a comprehensive stormwater master plan policy recommendations to identify effective stormwater management strategies. (6.8)	Project	FY23	"Phase 1 is in progress, Phase 2 task order amendment to be taken to Council in Q2.
Develop an ordinance for stormwater facility maintenance post-construction. (6.10)	Project	FY23	Original scope was completed in FY22 Q4. Added to the scope in Q4 which was completed in FY23 Q1. That was completed and one additional task was added after presenting to Council. Negotiating fee to perform the additional task (developing landscape construction plans for specific islands).
Construct sidewalks, walkways, greenways, and/or bike lanes/paths	Project	FY23-27	BPAC has been working to determine recommendations for walkways to be constructed using FY23 funds. Doug is intending to take these recommendations to Council in Q2.
Implementation of stormwater improvements (6.9)	Project	FY23-27	We have several ongoing small drainage projects in FY23, will continue to implement projects as needed, and will utilize the Stormwater Management and Master Plan for further guidance when completed.
Village Place streetscape enhancements	Project	FY23-27	This project has not yet started for FY23.

Future Year OFIs that address Strat. Opportunities	OFI	Years	
Evaluate the need for an additional Police Station or substation to meet the increased service needs and demands of residents.(6.7)	Evaluation	FY26	
Assess whether the community supports an indoor and/or outdoor performing arts venue, and if so, explore options for locations and funding sources.(6.14)	Evaluation	FY27	
Expand downtown parking facilities	IAP	FY24-27	
Coordinate efforts between Aberdeen, Southern Pines & Pinehurst to expand arts and cultural facilities and experiences in the region. (5.6)	Project	FY27	
Partner with Moore Co. to relocate the EMS facility	Project	FY25	
Develop West Pinehurst Park and identify potential partners (7.3)	Project	FY27	
Replace lighting at Cannon Park Field 2	Project	FY25	
Evaluate CommunityViz Model to evaluate impact of development (includes 2.10, 2.11, 2.12, 7.14)	Evaluation	FY25	
Pursue public/private development partnerships, issuing Requests for Development Proposals (RFDP), as needed. (2.20)	Evaluation	FY24	
Consider a policy to partner with others to promote private, or public, acquisition of historic properties to hold, manage, preserve, restore, and improve properties to promote historic preservation efforts. (1.4)	Evaluation	5+ years	
Develop a Consolidated Multi-Modal Transportation Plan (includes 3.4, 4.8, 4.9, 4.10, 4.12)	IAP	FY24-25	
Preserve/conserve open space in and around Pinehurst and develop a comprehensive conservation plan for ETJ and update zoning for Focus Area #1	Project	FY24	
Consider public/private partnerships to locate artist studios and galleries in the Village Center and Village Place (e.g. Starworks glass blowing) to enhance the character of the Village and expand the arts. (5.9)	Project	FY27	
Consider expanding the Village's extra-territorial jurisdiction north of NC Highway 211 and west of US Highway 15-501. (2.9)	Project	FY24	
Consider enhancements to the pedestrian alleyways in Village Center	Evaluation	FY25	
Address resident street lighting dissatisfaction	Project	FY24-27	