



HISTORY, CHARM, AND SOUTHERN HOSPITALITY

SUMMARY FOR THE MONTH OF SEPTEMBER 2015

SUMMARY OF INCIDENT CALLS

TYPE OF INCIDENT	NUMBER THIS MONTH	NUMBER YTD	NUMBER THIS MONTH LAST YEAR	NUMBER YTD LAST YEAR	PERCENTAGE YTD
Fire	1	45	5	50	-10%
Overpressure Rupture, Explosion, Overheat - no fire	1	5	0	3	67%
Rescue & EMS Incidents	7	65	8	98	-34%
Hazardous Conditions - no fire	10	109	9	97	12%
Service Call	16	170	10	126	35%
Good Intent Call	14	190	20	203	-6%
False Alarm & False Call	21	244	22	192	27%
Severe Weather & Natural Disaster	0	13	0	3	333%
Special Incident Type	0	1	0	1	0%
TOTAL INCIDENTS	70	842	74	773	9%

SUMMARY OF INSPECTION

TYPE OF INSPECTIONS	NUMBER THIS MONTH	NUMBER YTD	NUMBER THIS MONTH LAST YEAR	NUMBER YTD LAST YEAR	PERCENTAGE YTD
Residential	11	91	8	61	49%
Residential New Systems	0	0	0	0	0%
Residential Fire Sprinkler	0	2	0	4	-50%
Commercial	29	349	24	181	93%
Plan Review/Site Inspections (*)	1	7	1	1483	N/A
Reinspection	62	291	25	167	74%
Occupancy Certificates	0	0	0	0	0%
TOTAL INSPECTIONS	103	740	58	1896	-61%
Violations Found:	56	659	58	406	62%
YTD Violations to be Corrected:		592		378	
YTD Violations Corrected:		497		326	
Correction Percentage:		84%		86%	

(*) US Open Tent/Property Inspections (June 2014)

October 2, 2015

J. Carlton Cole, Fire Chief

FIRE DEPARTMENT

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

Incident IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department September 2015 - September 2014

Part I Offenses	September 2014	September 2015	+/-	Percent Changed	Year-To-Date 2014	Year-To-Date 2015	+/-	Percent Changed
Murder	0	0	0	0%	0	0	0	0%
Rape	0	0	0	0%	0	1	1	-
Robbery	0	0	0	0%	1	1	0	0%
Commercial	0	0	0	0%	1	0	-1	-100%
Individual	0	0	0	0%	0	1	1	-
Assault	0	3	3	-	0	5	5	-
Violent Total:	0	3	3	-	1	7	6	600%
Burglary	0	0	0	0%	0	0	0	0%
Residential	0	0	0	0%	0	0	0	0%
Non-Residential	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Other	0	0	0	0%	0	0	0	0%
Larceny	14	7	-7	-50%	85	74	-11	-13%
Auto Theft	1	0	-1	-100%	1	1	0	0%
Arson	0	0	0	0%	0	0	0	0%
Property Total:	15	7	-8	-53%	86	75	-11	-13%
Part I Total:	15	10	-5	-33%	87	82	-5	-6%

Part II Offenses	September 2014	September 2015	+/-	Percent Changed	Year-To-Date 2014	Year-To-Date 2015	+/-	Percent Changed
Drug	11	0	-11	-100%	85	55	-30	-35%
Assault Simple	2	2	0	0%	12	8	-4	-33%
Forgery/Counterfeit	1	1	0	0%	6	2	-4	-67%
Fraud	4	2	-2	-50%	34	34	0	0%
Embezzlement	1	0	-1	-100%	1	0	-1	-100%
Stolen Property	1	2	1	100%	8	7	-1	-13%
Vandalism	2	1	-1	-50%	25	18	-7	-28%
Weapons	1	0	-1	-100%	4	2	-2	-50%
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	0	0	0	0%	4	0	-4	-100%
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	0	0	0	0%	1	2	1	100%
D.W.I.	0	1	1	-	6	7	1	17%
Liquor Law Violation	0	0	0	0%	3	3	0	0%
Disorderly Conduct	0	0	0	0%	5	3	-2	-40%
Obscenity	0	0	0	0%	1	0	-1	-100%
Kidnap	0	0	0	0%	0	0	0	0%
All Other Offenses	16	6	-10	-63%	177	135	-42	-24%
Part II Total:	39	15	-24	-62%	372	276	-96	-26%
Incident Total:	54	25	-29	-54%	459	358	-101	-22%

Arrest IBR Reported Offenses Month To Month Comparison

Pinehurst Police Department

September 2015 - September 2014

Part I Offenses	September 2014	September 2015	+/-	Percent Changed	Year-To-Date 2014	Year-To-Date 2015	+/-	Percent Changed
Murder	0	0	0	0%	0	2	2	-
Rape	0	0	0	0%	0	0	0	0%
Robbery	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Individual	0	0	0	0%	0	0	0	0%
Assault	0	0	0	0%	1	4	3	300%
Violent Total:	0	0	0	0%	1	6	5	500%
Burglary	0	0	0	0%	0	0	0	0%
Residential	0	0	0	0%	0	0	0	0%
Non-Residential	0	0	0	0%	0	0	0	0%
Commercial	0	0	0	0%	0	0	0	0%
Other	0	0	0	0%	0	0	0	0%
Larceny	3	3	0	0%	30	53	23	77%
Auto Theft	0	0	0	0%	0	2	2	-
Arson	0	0	0	0%	0	0	0	0%
Property Total:	3	3	0	0%	30	55	25	83%
Part I Total:	3	3	0	0%	31	61	30	97%

Part II Offenses	September 2014	September 2015	+/-	Percent Changed	Year-To-Date 2014	Year-To-Date 2015	+/-	Percent Changed
Drug	8	0	-8	-100%	156	62	-94	-60%
Assault Simple	0	0	0	0%	11	12	1	9%
Forgery/Counterfeit	0	0	0	0%	4	0	-4	-100%
Fraud	0	1	1	-	13	9	-4	-31%
Embezzlement	0	1	1	-	0	1	1	-
Stolen Property	0	4	4	-	19	16	-3	-16%
Vandalism	3	4	1	33%	11	9	-2	-18%
Weapons	2	0	-2	-100%	7	1	-6	-86%
Prostitution	0	0	0	0%	0	0	0	0%
All Other Sex Offenses	0	0	0	0%	4	0	-4	-100%
Gambling	0	0	0	0%	0	0	0	0%
Offenses Against Family/Children	0	0	0	0%	3	0	-3	-100%
D.W.I.	4	6	2	50%	58	53	-5	-9%
Liquor Law Violation	1	0	-1	-100%	10	7	-3	-30%
Disorderly Conduct	0	0	0	0%	6	4	-2	-33%
Obscenity	0	0	0	0%	0	0	0	0%
Kidnap	0	0	0	0%	0	0	0	0%
All Other Offenses	18	27	9	50%	247	297	50	20%
Part II Total:	36	43	7	19%	549	471	-78	-14%
Arrest Total:	39	46	7	18%	580	532	-48	-8%

VILLAGE OF PINEHURST



FINANCIAL STATEMENTS
FOR THE THREE MONTHS ENDED
SEPTEMBER 30, 2015

**Village of Pinehurst
Financial Statements
Table of Contents**

Combined Balance Sheet.....	1
General Fund	
Statement of Revenues, Expenditures, and Changes in Fund Balance, Budget and Actual	2
Schedule of Cash and Investment.....	4
Investment Yield Summary.....	5
Schedule of Fund Balance	6
Schedule of Capital Outlay by Function and Activity	7
Schedule of General Long Term Debt.....	8
Schedule of Budget Amendments.....	9
Schedule of Ad Valorem Property Tax Collections	10
Schedule of Ad Valorem Property Tax Levy	11
Building Permits Summary.....	12
Local Option Sales Taxes Summary.....	13
Schedule of Fair Barn Revenues and Expenditures	14
Schedule of Harness Track Revenues and Expenditures.....	15

Village of Pinehurst
Combined Balance Sheet - All Fund Types
September 30, 2015

	Governmental		Account Groups		Totals	Totals
	Fund Type		General	General		
	General		Capital	Long - Term	September 30,	September 30,
	Fund		Assets	Debt	2015	2014
ASSETS						
Cash & investments	\$ 10,170,343	\$ -	\$ -		\$ 10,170,343	\$ 10,759,492
Taxes receivable	2,265,666	-	-		2,265,666	2,420,235
Assessments receivable	67,391	-	-		67,391	87,508
Due from other governmental agencies	3,045,036	-	-		3,045,036	1,638,904
Interest receivable	788	-	-		788	-
Other receivables	186,150	-	-		186,150	247,331
Inventory	40,104	-	-		40,104	47,871
Capital assets	-	37,300,469	-		37,300,469	37,300,469
Amounts to be provided for retirement of general long-term debt	-	-	2,531,250		2,531,250	2,928,560
TOTAL ASSETS	\$ 15,775,478	\$ 37,300,469	\$ 2,531,250		\$ 55,607,197	\$ 55,430,370
LIABILITIES AND FUND EQUITY						
Accounts payable	\$ 201,942	\$ -	\$ -		\$ 201,942	\$ 441,617
Withholdings & accrued expenses	49,706	-	-		49,706	54,250
Accrued vacation	-	-	617,156		617,156	631,459
Net pension obligation	-	-	235,014		235,014	196,824
Deposits	115,524	-	-		115,524	90,490
Unavailable revenues	2,671,406	-	-		2,671,406	2,800,978
Residential assurance deposits	-	-	-		-	-
Long-term debt	-	-	1,679,080		1,679,080	2,100,277
Total Liabilities	3,038,578	-	2,531,250		5,569,828	6,315,895
EQUITY						
Investment in general capital assets	-	37,300,469	-		37,300,469	37,300,469
Fund Balance:						
Nonspendable:						
Inventory	40,104	-	-		40,104	47,871
Restricted:						
Stabilization by state statute	4,163,954	-	-		4,163,954	3,622,597
Transportation	213,827	-	-		213,827	204,842
Committed:						
Capital Project fund expenditures	-	-	-		-	(210,331)
Special Revenue fund expenditures	-	-	-		-	2,897
Assigned:						
Designated for expenditures	1,827,290	-	-		1,827,290	1,944,155
Unassigned	6,491,725	-	-		6,491,725	6,201,975
Total equity	12,736,900	37,300,469	-		50,037,369	49,114,475
TOTAL LIABILITIES & EQUITY	\$ 15,775,478	\$ 37,300,469	\$ 2,531,250		\$ 55,607,197	\$ 55,430,370

Village of Pinehurst
Statement of Revenues, Expenditures and Changes in Fund Balance
Budget and Actual - General Fund
Three Months Ended September 30, 2015

	Annual Budget as of 09/30/15	Quarterly Budget as of 09/30/15	YTD as of 09/30/15	YTD as of 9/30/2014	Current Year Over (Under) Prior Year	% of 2016 Budget Spent / Received YTD
Revenues						
Ad valorem taxes & penalties	\$ 9,573,000	\$ 6,218,897	\$ 6,971,312	\$ 6,952,260	\$ 19,052	72.82%
Assessments	29,075	-	-	-	-	0.00%
Other taxes and licenses	2,826,000	538,636	756,579	742,571	14,008	26.77%
Intergovernmental revenues:			-			
Unrestricted	1,959,900	129,417	198,423	165,683	32,740	10.12%
Restricted	505,450	248,948	244,896	244,465	431	48.45%
Permits & fees	544,300	163,060	123,347	184,981	(61,634)	22.66%
Sales & service	579,000	115,875	105,287	104,525	762	18.18%
Other revenues	167,680	66,266	33,654	7,308	26,346	20.07%
Interest earned on investments	10,200	814	1,197	(867)	2,064	11.74%
TOTAL REVENUES	16,194,605	7,481,913	8,434,695	8,400,926	33,769	52.08%
Operating Expenditures						
Governing Body	233,248	86,623	48,356	45,465	2,891	20.73%
Administration	1,092,434	309,176	257,419	259,335	(1,916)	23.56%
Financial Services	607,930	236,768	216,406	208,880	7,526	35.60%
Human Resources	379,690	120,723	59,999	62,794	(2,795)	15.80%
Police	2,808,214	762,282	612,366	651,065	(38,699)	21.81%
Fire	2,717,578	747,724	552,764	604,120	(51,356)	20.34%
Inspections	231,685	61,297	32,910	49,997	(17,087)	14.20%
Public Services Administration	405,460	106,841	84,334	82,230	2,104	20.80%
Streets & Grounds	1,272,040	340,201	316,402	324,835	(8,433)	24.87%
Powell Bill Funds	654,000	125	33,714	41,511	(7,797)	5.16%
Solid Waste	1,384,800	345,851	305,249	303,264	1,985	22.04%
Recreation	1,361,859	371,935	328,384	382,867	(54,483)	24.11%
Library	225,000	125,000	137,500	340,000	(202,500)	61.11%
Harness Track	526,910	150,753	129,818	132,974	(3,156)	24.64%
Fair Barn	301,420	80,430	58,110	54,931	3,179	19.28%
Planning	695,070	232,793	110,416	123,512	(13,096)	15.89%
Community Development	201,040	77,635	48,424	69,738	(21,314)	24.09%
Debt Service	464,304	130,429	191,249	195,937	(4,688)	41.19%
Contingency	50,000	12,500	-	-	-	0.00%
Total Operating Expenditures	15,612,682	4,299,086	3,523,820	3,933,455	(409,635)	22.57%
Capital Outlay Expenditures						
Administration	68,195	37,195	-	16,712	(16,712)	0.00%
Financial Services	900	900	-	1,683	(1,683)	0.00%
Human Resources	450	450	-	841	(841)	0.00%
Police	141,385	16,385	-	7,668	(7,668)	0.00%
Fire	114,115	33,615	-	4,334	(4,334)	0.00%
Inspections	25,355	355	-	665	(665)	0.00%
Public Services Administration	486,285	131,285	52,972	537	52,435	10.89%
Streets & Grounds	309,228	94,228	99,839	31,010	68,829	32.29%
Powell Bill Funds	146,000	-	-	-	-	0.00%
Solid Waste	325,780	325,780	-	1,445	(1,445)	0.00%
Recreation	664,520	184,520	93,400	10,182	83,218	14.06%
Harness Track	190,790	190,790	23,721	121,996	(98,275)	12.43%
Fair Barn	65,865	365	-	656	(656)	0.00%
Planning	26,145	1,145	-	2,146	(2,146)	0.00%
Community Development	169,200	78,200	130,256	-	130,256	76.98%
Total Capital Outlay Expenditures	2,734,213	1,095,213	400,188	199,875	200,313	14.64%
TOTAL EXPENDITURES	18,346,895	5,394,299	3,924,008	4,133,330	(209,322)	21.39%
REVENUES OVER (UNDER) EXPENDITURES	(2,152,290)	2,087,614	4,510,687	4,267,596	243,091	

Village of Pinehurst
Statement of Revenues, Expenditures and Changes in Fund Balance
Budget and Actual - General Fund
Three Months Ended September 30, 2015

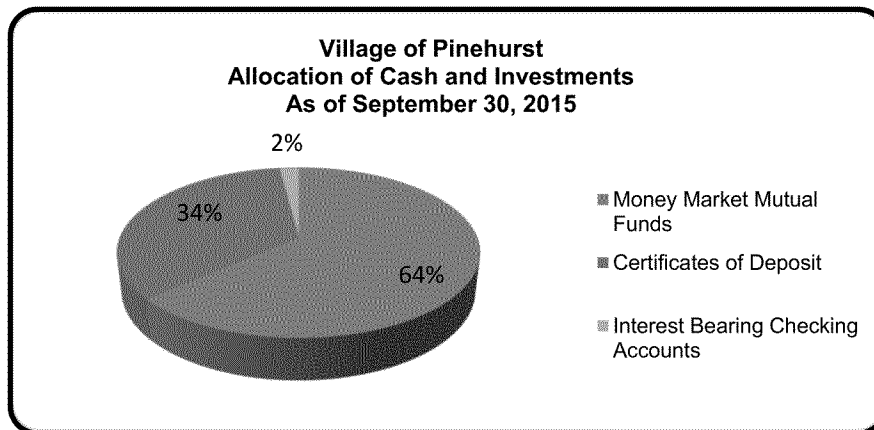
	Annual Budget as of 09/30/15	Quarterly Budget as of 09/30/15	YTD as of 09/30/15	YTD as of 9/30/2014	Current Year Over (Under) Prior Year	% of 2016 Budget Spent / Received YTD
Other Financing Sources (Uses)						
Sales of capital assets	\$ 325,000	\$ 6,250	\$ 1,111	\$ 5,000	\$ (3,889)	0.34%
Total Other Fin. Sources (Uses)	<u>325,000</u>	<u>6,250</u>	<u>1,111</u>	<u>5,000</u>	<u>(3,889)</u>	0.34%
REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXP AND OTHER FINANCING USES	(1,827,290)	2,093,864	4,511,798	4,272,596	239,202	
Appropriated Fund Balance	<u>1,827,290</u>	<u>451,651</u>	<u>-</u>	<u>-</u>	<u>-</u>	
EXCESS OF REVENUES, OTHER FINANCING SOURCES AND FUND BALANCE APP. OVER (UNDER) EXP AND OTHER FIN. USES	<u>\$ -</u>	<u>\$ 2,545,515</u>	4,511,798	<u>\$ 4,272,596</u>	<u>\$ 239,202</u>	
FUND BALANCE, JULY 1			<u>8,225,102</u>			
FUND BALANCE, SEPT 30			<u><u>\$ 12,736,900</u></u>			

**Village of Pinehurst
Schedule of Cash and Investment
As of September 30, 2015**

Investment	Bond Ratings (Moody's/S&P)	Purchase Date	Maturity Date	Cost
Money Market Mutual Funds				
North Carolina Capital Management Trust	AAAm			\$ 6,948,351
Certificates of Deposit				
First Bank	3.5 star	01/17/15	01/17/16	501,250
First Bank	3.5 star	07/29/15	07/29/16	1,529,990
First Tennessee Bank	4 star	08/04/15	08/04/16	1,000,000
Interest Bearing Checking Accounts				
PNC Bank Operating				189,552
Petty Cash				
				<u>1,200</u>
Total Cash and Investments				<u><u>\$ 10,170,343</u></u>
Total Cash and Investments (same quarter previous year)				<u><u>\$ 10,759,492</u></u>

Summary of Cash and Investments

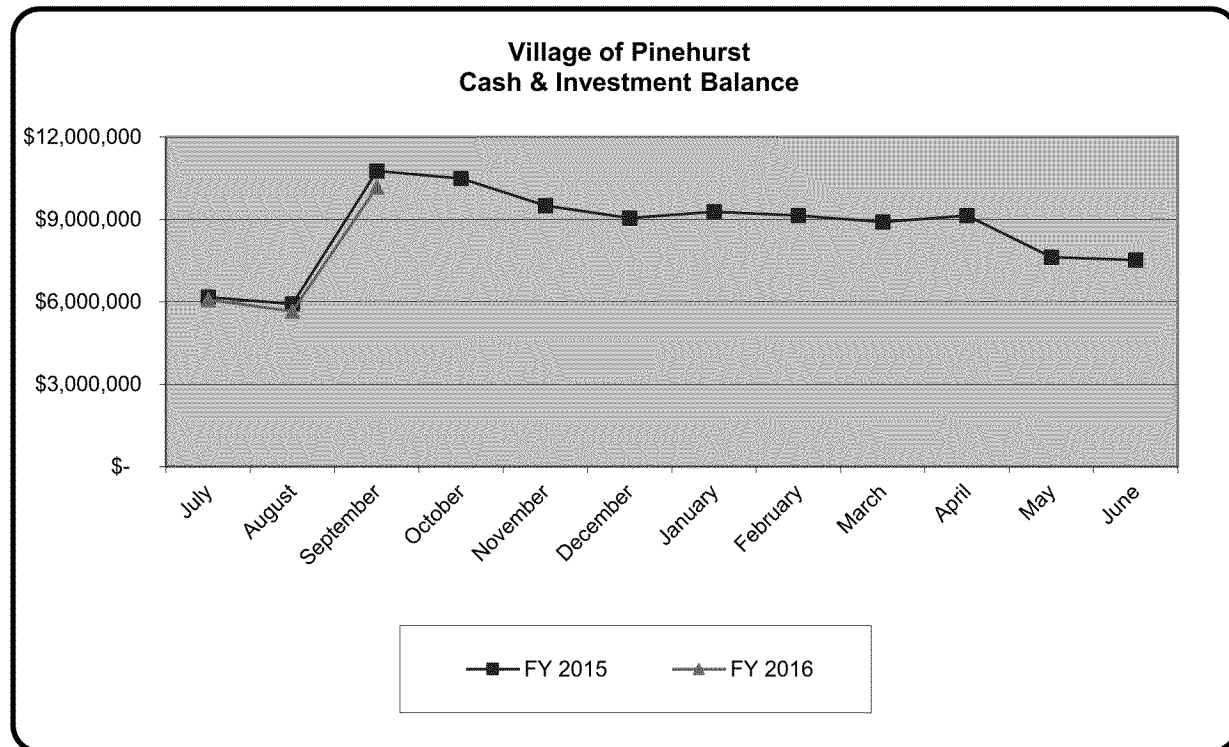
Money Market Mutual Funds	\$ 6,948,351
Certificates of Deposit	3,031,240
Interest Bearing Checking Accounts	189,552
Petty Cash	<u>1,200</u>
	<u><u>\$ 10,170,343</u></u>



Village of Pinehurst Investment Yield Summary

	FY 2015			FY 2016		
	Cash Balance	Investment Earnings	Investment Yield*	Cash Balance	Investment Earnings	Investment Yield*
July	\$ 6,167,938	\$ (6,270)	-1.14%	\$ 6,074,972	\$ 591	0.11%
August	5,916,617	5,372	1.08%	5,649,499	362	0.08%
September	10,757,924	34	0.00%	10,169,143	244	0.04%
October	10,481,371	1,170	0.13%			
November	9,496,173	56	0.01%			
December	9,036,543	55	0.01%			
January	9,279,151	1,305	0.17%			
February	9,132,727	47	0.01%			
March	8,899,365	121	0.02%			
April	9,129,908	138	0.02%			
May	7,622,093	147	0.02%			
June	7,512,741	7,661	1.23%			
Average	<u>\$ 8,619,379</u>	<u>\$ 9,836</u>	0.11%	<u>\$ 7,297,871</u>	<u>\$ 1,197</u>	0.02%

* Investment yield is presented on an accrual basis.



**Village of Pinehurst
Schedule of Fund Balance - General Fund
September 30, 2015**

	Fund Balance at 09/30/15	Fund Balance at 09/30/14
General Fund		
Nonspendable:		
Inventory	\$ 40,104	\$ 47,871
Restricted:		
Stabilization by State Statute	4,163,954	3,622,597
Transportation	213,827	204,842
Assigned		
Subsequent year's expenditures	1,827,290	1,944,155
Unassigned	6,491,725	6,201,975
	<u>\$ 12,736,900</u>	<u>\$ 12,021,440</u>

Village of Pinehurst
Schedule of Capital Outlay by Function and Activity
Three Months Ended September 30, 2015

	Annual Budget	YTD Budget	YTD Expenditures	Remaining Balance
<u>Land</u>				
Recreation	\$ 568,975	\$ 88,975	\$ 17,500	\$ 551,475
Harness Track	54,000	54,000	-	54,000
Fair Barn	10,000	-	-	10,000
Community Development	125,700	60,700	130,256	(4,556)
	<u>758,675</u>	<u>203,675</u>	<u>147,756</u>	<u>610,919</u>
<u>Buildings and Grounds</u>				
Administration	31,000	-	-	31,000
Fire	23,000	-	-	23,000
Public Services	400,000	75,000	-	400,000
Harness Track	59,800	59,800	23,721	36,079
Fair Barn	55,500	-	-	55,500
	<u>569,300</u>	<u>134,800</u>	<u>23,721</u>	<u>545,579</u>
<u>Equipment and Furniture</u>				
Administration	37,195	37,195	-	37,195
Financial Services	900	900	-	900
Human Resources	450	450	-	450
Police	39,385	16,385	-	39,385
Fire	24,815	2,315	-	24,815
Inspections	355	355	-	355
Public Services Administration	30,285	285	-	30,285
Streets & Grounds	61,190	1,190	-	61,190
Solid Waste	780	780	-	780
Recreation	95,545	95,545	75,900	19,645
Harness Track	76,990	76,990	-	76,990
Fair Barn	365	365	-	365
Planning	1,145	1,145	-	1,145
Community Development	43,500	17,500	-	43,500
	<u>412,900</u>	<u>251,400</u>	<u>75,900</u>	<u>337,000</u>
<u>Vehicles</u>				
Police	102,000	-	-	102,000
Fire	66,300	31,300	-	66,300
Inspections	25,000	-	-	25,000
Public Services Administration	56,000	56,000	52,972	3,028
Solid Waste	325,000	260,000	-	325,000
Planning	25,000	-	-	25,000
	<u>599,300</u>	<u>347,300</u>	<u>52,972</u>	<u>546,328</u>
<u>Infrastructure</u>				
Streets & Grounds	248,038	158,038	99,839	148,199
Powell Bill	146,000	-	-	146,000
	<u>394,038</u>	<u>158,038</u>	<u>99,839</u>	<u>294,199</u>
Total	\$ 2,734,213	\$ 1,095,213	\$ 400,188	\$ 2,334,025

% of Capital Outlay Budget Expended

14.64%

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

**Village of Pinehurst
Schedule of General Long Term Debt
Fiscal Year Ended June 30, 2016**

	Balance at 09/30/15	Balance at 09/30/14	Increase (Decrease)
Fire Station			
\$2,500,000; due in 30 semi-annual payments of fixed principal of \$83,334 plus interest @ 3.44%; collateralized by Fire Station bldg; final payment due on 3/15/2020.	\$ 750,000	\$ 916,667	\$ (166,667)
Fair Barn			
\$1,000,000; due in 40 semi-annual payments consisting of fixed principal of \$25,000 plus interest @ 4.60%; collateralized by Fair Barn bldg; final payment due on 3/11/22.	325,000	375,000	(50,000)
67.04 Acres (Chicken Plant Road)			
\$500,000; due in 30 semi-annual payments consisting of fixed principal of \$16,667 plus interest @ 3.98%; collateralized by 67.04 acres of land; final payment due 4/17/18.	83,333	116,667	(33,334)
2009 Firetruck			
\$500,000; due in 14 semi-annual payments of \$42,037 beginning on 6/1/10; final payment due on 12/1/16; interest @ 4.43% with a 35% interest rebate on each payment; collateralized by firetruck.	120,438	196,688	(76,250)
Capital Lease			
SAN Storage; due in 3 annual payments of \$20,932 beginning on 01/14/13; final payment due on 01/14/15; interest at 5.5%; title passes to the Village at the end of the lease term.	-	19,760	(19,760)
2013 Firetruck			
\$550,000; due in 14 semi-annual payments of \$41,917 beginning on 2/1/14; final payment due on 8/1/20; interest @ 1.75%; collateralized by firetruck.	400,310	475,495	(75,185)
	<u>1,679,081</u>	<u>2,100,277</u>	<u>(421,196)</u>
Unfunded Pension Benefit Obligation	235,014	196,824	38,190
Accumulated Vacation	617,156	631,459	(14,303)
	<u>852,170</u>	<u>828,283</u>	<u>23,887</u>
	<u>\$ 2,531,251</u>	<u>\$ 2,928,560</u>	<u>\$ (397,309)</u>

Village of Pinehurst
Schedule of Budget Amendments - General Fund
For the Fiscal Year Ended June 30, 2016

As of September 30, 2015

	ORIGINAL 2015-2016 BUDGET	Amended * Qtr Ended 09/30/15	Amended Qtr Ended 12/31/15	Amended Qtr Ended 03/31/16	Amended Qtr Ended 06/30/16	Total Amendments	Amended 2015-2016 Budget
REVENUES							
Ad valorem taxes	\$ 9,573,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,573,000
Other taxes and licenses	2,826,000	-	-	-	-	-	2,826,000
Unrestricted Intergov't Revenues	1,959,900	-	-	-	-	-	1,959,900
Restricted Intergov't Revenues	505,450	-	-	-	-	-	505,450
Permits & Fees	544,300	-	-	-	-	-	544,300
Sales & Services	579,000	-	-	-	-	-	579,000
Assessments	29,075	-	-	-	-	-	29,075
Other Revenues	492,680	-	-	-	-	-	492,680
Investment Income	10,200	-	-	-	-	-	10,200
Appropriated Fund Balance	1,375,639	451,651	-	-	-	451,651	1,827,290
TOTAL REVENUES	\$ 17,895,244	\$ 451,651	\$ -	\$ -	\$ -	\$ 451,651	\$ 18,346,895
OPERATING EXPENDITURES							
Governing Body	224,500	8,748	-	-	-	8,748	233,248
Administration	1,086,880	5,554	-	-	-	5,554	1,092,434
Financial Services	607,930	-	-	-	-	-	607,930
Human Resources	403,690	(24,000)	-	-	-	(24,000)	379,690
Police	2,791,945	16,269	-	-	-	16,269	2,808,214
Fire	2,699,720	17,858	-	-	-	17,858	2,717,578
Inspections	231,685	-	-	-	-	-	231,685
Public Services Administration	405,460	-	-	-	-	-	405,460
Streets & Grounds	1,272,040	-	-	-	-	-	1,272,040
Powell Bill	654,000	-	-	-	-	-	654,000
Solid Waste	1,381,200	3,600	-	-	-	3,600	1,384,800
Planning	677,670	17,400	-	-	-	17,400	695,070
Community Development	201,040	-	-	-	-	-	201,040
Recreation	1,352,900	8,959	-	-	-	8,959	1,361,859
Library	200,000	25,000	-	-	-	25,000	225,000
Harness Track	539,260	(22,350)	-	-	-	(22,350)	516,910
Fair Barn	301,420	10,000	-	-	-	10,000	311,420
Contingency	50,000	-	-	-	-	-	50,000
Debt Service	464,304	-	-	-	-	-	464,304
Total Operating Expenditures	15,545,644	67,038	-	-	-	67,038	15,612,682
CAPITAL EXPENDITURES							
Administration	33,195	35,000	-	-	-	35,000	68,195
Financial Services	900	-	-	-	-	-	900
Human Resources	450	-	-	-	-	-	450
Police	129,085	12,300	-	-	-	12,300	141,385
Fire	82,815	31,300	-	-	-	31,300	114,115
Inspections	25,355	-	-	-	-	-	25,355
Public Services Administration	430,285	56,000	-	-	-	-	486,285
Streets & Grounds	276,190	33,038	-	-	-	33,038	309,228
Powell Bill	146,000	-	-	-	-	-	146,000
Solid Waste	260,780	65,000	-	-	-	65,000	325,780
Planning	26,145	-	-	-	-	-	26,145
Community Development	91,000	78,200	-	-	-	78,200	169,200
Recreation	620,545	43,975	-	-	-	43,975	664,520
Harness Track	160,990	29,800	-	-	-	29,800	190,790
Fair Barn	65,865	-	-	-	-	-	65,865
Total Capital Expenditures	\$ 2,349,600	\$ 384,613	\$ -	\$ -	\$ -	\$ 328,613	\$ 2,734,213
TOTAL EXPENDITURES	\$ 17,895,244	\$ 451,651	\$ -	\$ -	\$ -	\$ 395,651	\$ 18,346,895

* Includes \$434,851 that was reappropriated from FY 2014-15.

Village of Pinehurst
Schedule of Ad Valorem Property Tax Collections
Three Months Ended September 30, 2015

Real and Personal

Tax Year	Three Months Ended September 30, 2015			Three Months Ended September 30, 2014		
	Budgeted Collections	Gross Collections	% Collected Through 09/30/15	Budgeted Collections	Gross Collections	% Collected Through 09/30/14
Third Prior Year	\$ -	\$ 38	100.00%	\$ -	\$ 548	100.00%
Second Prior Year	-	10	100.00%	-	143	100.00%
First Prior Year	5,000	1,418	28.36%	5,000	1,808	36.16%
Current Year	9,073,000	6,828,968	75.27%	9,224,000	6,814,494	73.88%
	<u>\$ 9,078,000</u>	<u>\$ 6,830,434</u>	<u>75.24%</u>	<u>\$ 9,229,000</u>	<u>\$ 6,816,993</u>	<u>73.86%</u>

Motor Vehicles

Tax Year	Three Months Ended September 30, 2015			Three Months Ended September 30, 2014		
	Budgeted Collections	Gross Collections	% Collected Through 09/30/15	Budgeted Collections	Gross Collections	% Collected Through 09/30/14
Third Prior Year	\$ -	\$ 288	100.00%	\$ -	\$ 153	100.00%
Second Prior Year	-	115	100.00%	-	125	100.00%
First Prior Year	2,000	-	0.00%	2,000	106,366	5318.30%
Current Year	493,000	141,505	28.70%	536,000	27,710	5.17%
	<u>\$ 495,000</u>	<u>\$ 141,908</u>	<u>28.67%</u>	<u>\$ 538,000</u>	<u>\$ 134,354</u>	<u>24.97%</u>

**Village of Pinehurst
Schedule of Ad Valorem Property Tax Levy
Three Months Ended September 30, 2015**

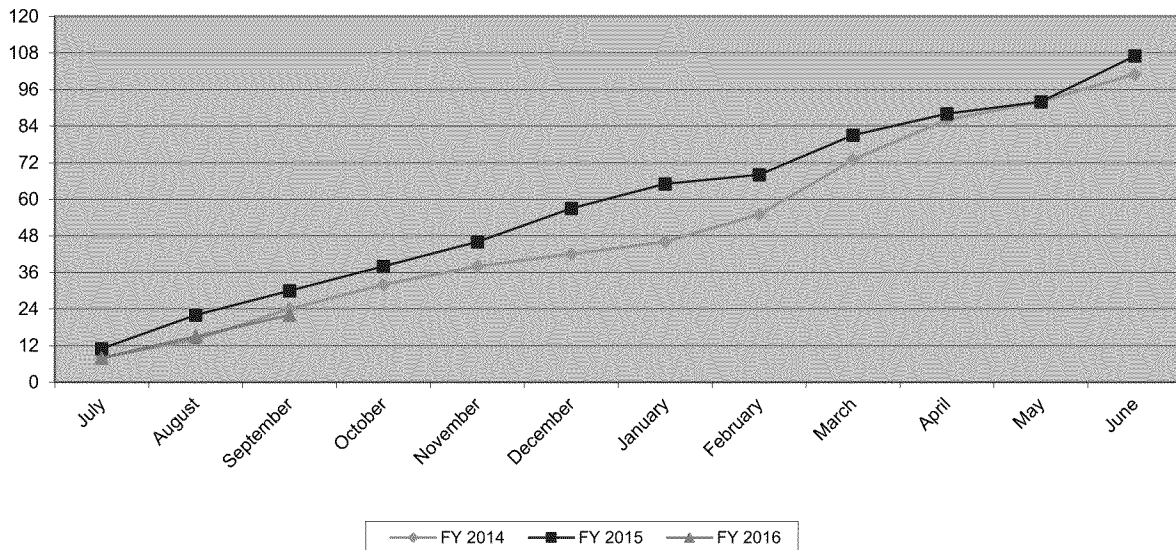
	Property Valuation			
	Three Months Ended September 30, 2015	Three Months Ended September 30, 2014	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Real & Personal	\$ 3,128,194,518	\$ 3,291,553,758	\$ (163,359,240)	-4.96%
Motor Vehicles	50,088,703	46,849,742	3,238,961	6.91%
	<u>\$ 3,178,283,221</u>	<u>\$ 3,338,403,500</u>	<u>\$ (160,120,279)</u>	<u>-4.80%</u>

	Levy			
	Three Months Ended September 30, 2015	Three Months Ended September 30, 2014	Dollar Increase (Decrease)	Percentage Increase (Decrease)
Real & Personal	\$ 9,074,879	\$ 9,211,802	\$ (136,923)	-1.49%
Motor Vehicles	140,758	130,890	9,868	7.54%
	<u>\$ 9,215,637</u>	<u>\$ 9,342,692</u>	<u>\$ (127,055)</u>	<u>-1.36%</u>

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

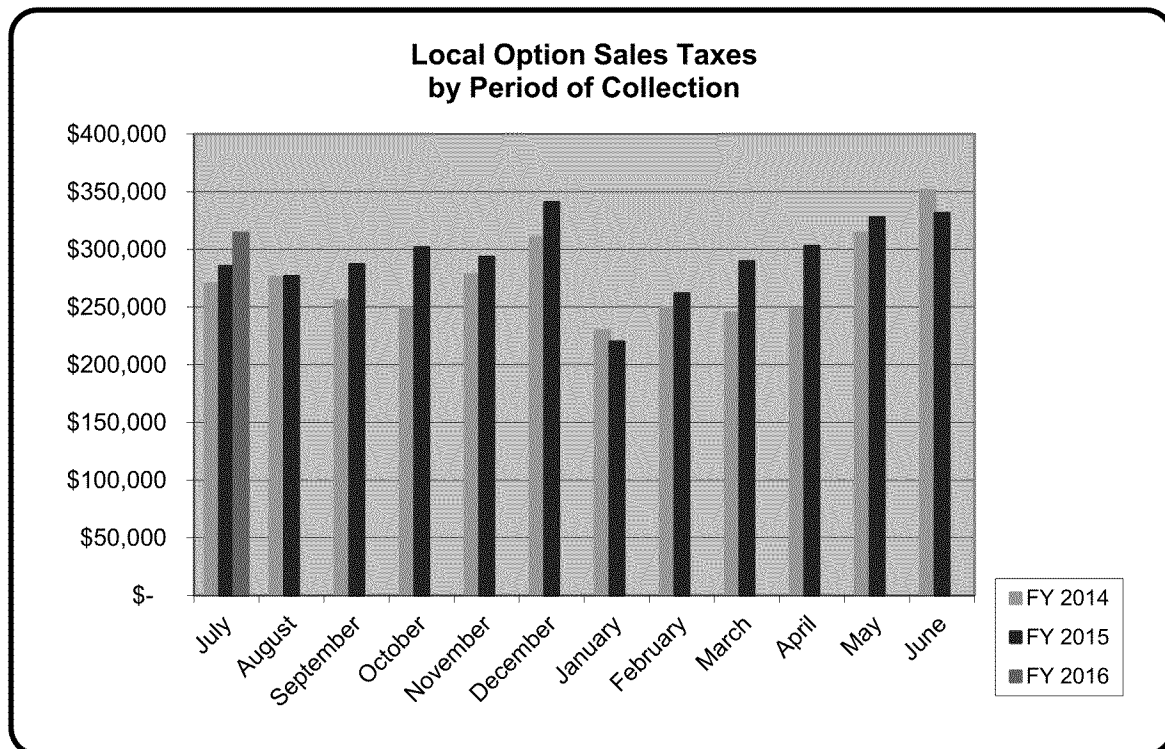
	FY 2014		FY 2015		FY 2016		Construction Costs Percentage Change YTD
	# of	Est.	# of	Est.	# of	Est.	
	Permits Issued	Construction Costs	Permits Issued	Construction Costs	Permits Issued	Construction Costs	
July	8	\$ 1,579,000	11	\$ 2,106,000	8	\$ 1,497,225	-28.91%
August	6	1,624,120	11	2,470,488	7	1,595,098	-32.43%
September	10	1,698,171	8	1,998,500	7	1,585,920	-28.85%
October	8	3,444,648	8	1,543,000	-	-	
November	6	1,195,000	8	1,472,000	-	-	
December	4	1,141,400	11	2,667,725	-	-	
January	4	1,216,800	8	2,628,440	-	-	
February	9	1,608,000	3	579,000	-	-	
March	18	3,864,200	13	2,913,250	-	-	
April	13	3,209,000	7	1,804,545	-	-	
May	6	1,201,000	4	1,064,841	-	-	
June	9	2,264,000	15	3,985,669	-	-	
YTD	101	\$ 24,045,339	107	\$ 25,233,458	22	\$ 4,678,243	

**Village of Pinehurst
Permits Issued (YTD)
Includes ETJ**



**Village of Pinehurst
Local Option Sales Taxes**

	FY 2014	FY 2015	FY 2016	Same Month Change From Prior Year
July	\$ 269,967	\$ 285,352	\$ 314,280	10.14%
August	275,713	276,790	-	
September	255,685	287,107	-	
October	248,959	301,580	-	
November	278,014	293,421	-	
December	310,229	340,776	-	
January	229,653	219,819	-	
February	249,354	261,597	-	
March	244,765	289,556	-	
April	247,995	302,660	-	
May	314,055	327,882	-	
June	351,046	331,369	-	
YTD	<u>\$ 3,275,435</u>	<u>\$ 3,517,909</u>	<u>\$ 314,280</u>	



Village of Pinehurst
Schedule of Fair Barn Revenues and Expenditures
Three Months Ended September 30, 2015

	Annual Budget as of 9/30/15	Quarterly Budget as of 9/30/15	Actual 9/30/15	YTD as of 9/30/2014	Current Year Over (Under) Prior Year	% of 2016 Budget Spent / Received YTD
<u>Fair Barn</u>						
Revenues	\$ 188,000	\$ 69,375	\$ 50,817	\$ 64,237	\$ (13,420)	27.03%
Expenditures						
Operating	301,420	80,430	58,111	54,931	3,180	19.28%
Capital	65,865	365	-	656	(656)	0.00%
Debt Service	65,525	32,763	33,051	34,201	(1,150)	50.44%
	<u>432,810</u>	<u>113,558</u>	<u>91,162</u>	<u>89,788</u>	<u>1,374</u>	<u>21.06%</u>
Net <u>Before</u> Discounts	<u>(244,810)</u>	<u>(44,183)</u>	<u>(40,345)</u>	<u>(25,551)</u>	<u>(14,794)</u>	<u>16.48%</u>
Event Revenue Discounts			-	(12,765)	12,765	
Net <u>After</u> Discounts	<u>\$ (244,810)</u>	<u>\$ (44,183)</u>	<u>\$ (40,345)</u>	<u>\$ (38,316)</u>	<u>\$ (2,029)</u>	<u>16.48%</u>
Operating Revenues as a % of Operating Expenditures - Before Discounts	62%	86%	87%	117%		
Operating Revenues as a % of Operating Expenditures - After Discounts	62%	86%	87%	94%		
Target			100%			

Village of Pinehurst
Schedule of Harness Track Revenues and Expenditures
Three Months Ended September 30, 2015

	Annual Budget as of 9/30/15	Quarterly Budget as of 9/30/15	Actual 9/30/15	YTD as of 9/30/14	Current Year Over (Under) Prior Year	% of 2016 Budget Spent / Received YTD
<u>Harness Track</u>						
Revenues	\$ 277,000	\$ 18,000	\$ 10,345	\$ 18,555	\$ (8,210)	3.73%
Expenditures						
Operating	526,910	150,753	129,819	132,974	(3,155)	24.64%
Capital	190,790	190,790	23,721	121,996	(98,275)	12.43%
	<u>717,700</u>	<u>341,543</u>	<u>153,540</u>	<u>254,970</u>	<u>(101,430)</u>	<u>21.39%</u>
Net <u>Before</u> Discounts	<u>(440,700)</u>	<u>(323,543)</u>	<u>(143,195)</u>	<u>(236,415)</u>	<u>93,220</u>	<u>32.49%</u>
Event Revenue Discounts			-	(1,040)	1,040	
Net <u>After</u> Discounts	<u>\$ (440,700)</u>	<u>\$ (323,543)</u>	<u>\$ (143,195)</u>	<u>\$ (237,455)</u>	<u>\$ 94,260</u>	<u>32.49%</u>
Operating Revenues as a % of Operating Expenditures - Before Discounts	53%	12%	8%	14%		
Operating Revenues as a % of Operating Expenditures - After Discounts	53%	12%	8%	13%		
Target			56%			

John G. Frye, CPA
395 Magnolia Road
Pinehurst, NC 28374
Phone: 910-295-8646
Fax: 910-295-4434
e-mail: jfrye@vopnc.org

Village of Pinehurst

Memo

To: Village Council
From: John G. Frye
CC: Jeff Sanborn & Senior Leadership
Date: October 20, 2015
Re: Financial Statements for the Quarter Ended September 30, 2015

The Village remains in a very good financial position as we begin the fiscal year. Revenues exceeded expenditures by a larger margin than anticipated in our forecast for the first quarter. In addition, our operating expenditures are under control and our revenue outlook is stable. These results should position us well to carry out the objectives outlined in the FY 2016 Strategic Operating Plan.

Financial Position:

The Village's General Fund is showing \$4.5 million in income for the first three months of the year compared to \$4.3 million the prior year. In terms of fund balance, the Village's fund balance is currently 69% of expenditures, which is slightly higher than the 67% level seen the previous year at September 30.

The Village's total cash & investment balances decreased by \$589,000, or 5.5% compared with the previous year. This decrease is offset by an increase in the amount due from Moore County for property taxes collected in September that will be remitted in October.

Of the \$10.2 million in cash and investments at September 30, 2015, \$3.0 million was held in high-quality certificates of deposit purchased under the Village's investment program. Our long-term debt balances continue to remain relatively low. The Village currently owes a total of \$1,679,000 in notes payable and capital leases.

Revenues & Expenditures:

General fund revenues were \$953,000, or 13% above the quarterly budget projections. Property tax revenues were \$752,000 above the quarterly revenue estimate. When the quarterly budgets were prepared, it was estimated that 69% of property tax revenues would be collected in the first quarter based on historical trends. Actual collections for the first quarter were 73% of the annual budget. These quarterly timing differences are usually diminished as the year progresses.

Also, after the budget was adopted, Moore County lowered the Village's tax base estimate due to pending commercial valuation appeals. Based on our estimates this would reduce property tax revenues by approximately \$100,000. That does not seem to be reflected in the first quarter's collections. The Village's real and personal property tax collection rate is 75% through the first quarter which is 1% higher than this time last year. We will diligently monitor these revenues going forward.

Local option sales tax revenues were 1.9% higher than same period the previous year. The budget, when adopted forecast a 3% increase over the previous year.

General fund operating expenditures were \$775,000 or 18% below the quarterly budget overall. This variance is well outside the expected expenditure variance of 5%. Compared to the previous year, operating expenditures were also down \$410,000 for the quarter. One large item, the DFI study of Village Place, was budgeted at \$50,000 in the first quarter but will not be completed. This item will be removed from the budget at the mid-year adjustment.

For capital outlay, only 64% of the capital outlay budgeted in the first quarter was expended in the first quarter. This is roughly the same level as the previous year. The largest variance is due to two automated solid waste collection vehicles that were ordered during the quarter, but not received. Variances of this type are common in the first quarter and will work themselves out as the fiscal year progresses.

Another item worth mentioning is the \$300,000 in proceeds from the sale of land on Juniper Lake Road that will most likely not be realized this fiscal year. This other financing source will need to be adjusted out of the budget at the mid-year review.

Financial Outlook:

The Village issued 22 residential building permits valued at \$4,678,000 during the first quarter. The value of homes permitted this quarter is approximately 29% lower than the previous year. The average value of these homes also decreased slightly from \$219,000 to \$213,000, when compared to the previous fiscal year. This level of construction activity is slightly behind the budget forecast after one quarter.

The \$1,827,000 in fund balance appropriated this fiscal year is slightly lower than the \$1,944,000 appropriated last year. When the budget was adopted, it was anticipated that the Village's fund balance would decrease by \$891,000 by the end of FY 2016. This planned reduction would reduce fund balance from the current level of 45% of budgeted expenditures to 40%. Since the \$0.29 tax rate adopted in FY 2016 was below the revenue neutral rate of \$0.30, the fund balance should decline gradually over the next few years as planned. At this point in the fiscal year, there are many variables that will affect the final fund balance level.

Other Items:

During the quarter, the Fair Barn covered 87% of operating expenditures with operating revenues. This is lower than the 94% achieved at this point the previous year and below the balanced scorecard target of 100%. Based on last year's financial performance, the target was raised from 78% to 100%.

The Harness Track covered only 8% of its operating expenditures compared to 13% the previous year. Variances of this type are typical due to the timing of stall rental revenues at the start of the training season. By the end of the second quarter, we should have a better idea of where they stand for the season. Their performance target for expenditure coverage for the year is 56%, up from 53% the previous year.

Conclusion:

At this point in the fiscal year, our financial results have exceeded our expectations. With only one quarter completed, I am cautious to try and predict how the year will end. There are still many variables at play and most variances in revenues, expenditures, and capital outlay will work their way out as the fiscal year progresses.

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

**VILLAGE OF PINEHURST
BUDGET AMENDMENTS APPROVED BY BUDGET OFFICER
FOR THE PERIOD OCTOBER 6 - OCTOBER 20, 2014**

Under Village of Pinehurst Ordinance #15-11, the Village Council grants the Budget Officer, or Village Manager, the ability to transfer appropriations under specific conditions. These conditions allow transfers of up to \$10,000 between departments (including contingency) of the same fund for the FY 2016 Budget. The Budget Officer may **not** transfer monies between funds at any time.

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

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

	<u>ACCOUNT NUMBER</u>	<u>DESCRIPTION</u>	<u>DEBIT</u>	<u>CREDIT</u>	<u>APPROVED DATE</u>
1	10-80-610-5460	Recreation-Shows/Events Expense	\$ 2,000		10/20/2015
	10-00-990-9999	General Contingency		\$ 2,000	
		<i>(Budget amendment to provide funding for the MOAA Veteran's Day concert per the Village Council's approval at their October 13, 2015 meeting.)</i>			

STATE OF NORTH CAROLINA

CONTRACT AMENDMENT NO. 1

COUNTY OF MOORE

This Contract Amendment No. 1 (this "Amendment") is made and entered into this 1st day of December, 2015, by and between the County of Moore (the "County") and the Village of Pinehurst (the "Village").

WHEREAS, the County and Village have previously entered into an agreement dated June 12, 2007, for fire protection services (the "Original Agreement"); and

WHEREAS, the County and Village desire to amend the Original Agreement to include emergency response services in the scope of service by this written Contract Amendment while keeping in effect the terms and conditions of the Original Agreement.

NOW, THEREFORE, for and in consideration of the mutual covenants and agreements made herein, the parties agree as follows:

1. Article I-1.b.(1) is amended to read:

The primary responsibility of the Village shall be to furnish adequate (i) fire protection and (ii) other emergency response services (including, but not limited to, basic level life support first responder services, "medium duty," and technical rescue services (as defined by North Carolina Association of Rescue and Emergency Medical Services, Inc.) as determined by the Fire and Rescue Commission of the North Carolina Department of Insurance, the Village Council, the District Board, applicable federal, state and local laws and regulations, and this Contract for all persons and property located within the Village District and in accordance with minimum standards set forth in this Contract and all amendments hereafter adopted in accordance with Section 2 of Article III of this Contract.

2. Article II-1.c. is amended to read, "Two separate funds shall be maintained by the County for the funds collected as a result of the Fire District tax and Advanced Life Support tax. The County will issue quarterly payments to the Village either electronically or by check."

The parties have expressed their agreement to these terms by causing this Contract Amendment No. 1 to be executed by their duly authorized officers or agents. This Amendment shall be effective as of the date first written above.

COUNTY OF MOORE

VILLAGE OF PINEHURST

Nick J. Picerno, Chairman
Moore Count Board of Commissioners

By: _____
Title: _____

Attest:

Attest:

Laura M. Williams
Clerk to the Board

By: _____
Title: _____

**Moore County Rescue
2015-16**

DEPARTMENT	TRANSPORT UNIT	MEDICAL RESPONDER	MEDIUM	HEAVY	1-200 Calls	201-400 Calls	401+Calls	TOTAL Est. Payment
Aberdeen Fire Rescue	\$8,000.00	\$8,000.00	\$14,000.00		\$3,000.00	\$5,000.00	\$10,000.00	\$48,000.00
Carthage Fire	\$8,000.00	\$8,000.00	\$14,000.00		\$3,000.00	\$5,000.00	\$0.00	\$38,000.00
Cypress Pointe	\$0.00	\$8,000.00	\$0.00	\$20,000.00	\$3,000.00	\$5,000.00	\$10,000.00	\$46,000.00
Eastwood Fire	\$0.00	\$8,000.00	\$0.00		\$3,000.00		\$0.00	\$11,000.00
High Falls	\$8,000.00	\$8,000.00	\$14,000.00		\$3,000.00	\$5,000.00	\$0.00	\$38,000.00
Pinebluff Fire	\$0.00	\$8,000.00	\$0.00		\$3,000.00		\$0.00	\$11,000.00
Pinehurst Fire	\$0.00	\$0.00	\$13,000.00				\$0.00	\$13,000.00
Robbins Fire/Rescue	\$8,000.00	\$8,000.00	\$0.00	\$20,000.00	\$3,000.00	\$5,000.00	\$0.00	\$44,000.00
Seven Lakes Fire	\$0.00	\$0.00	\$13,000.00				\$0.00	\$13,000.00
Seven Lakes EMS	\$8,000.00	\$8,000.00			\$3,000.00	\$5,000.00	\$10,000.00	\$34,000.00
Southern Pines	\$0.00	\$8,000.00		\$20,000.00	\$3,000.00	\$5,000.00	\$10,000.00	\$46,000.00
West End	\$8,000.00	\$8,000.00		\$20,000.00	\$3,000.00	\$5,000.00	\$10,000.00	\$54,000.00
Whispering Pines	\$0.00	\$8,000.00	\$14,000.00		\$3,000.00	\$5,000.00	\$0.00	\$30,000.00
							Total:	\$426,000.00

Quarterly Payments: July-November-February-May.

Payments will be made in four equal quarterly payments for Transport Unit, Medical Responder and Rescue certification. Call volume payments will be paid in full as the requirements are met. For example in July if you receive call volume payments you will receive the full \$3000 plus 1/4 of the your other payments. In October if you have over 201 calls you will receive \$5000 plus 1/4 of the other payments. **The call volume payments are based on response information obtained from Firehouse for calls with required number of personnel. If you do not enter the information required you will not receive call volume payment.**



History, Charm, & Southern Hospitality.

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

Competent

Courteous

Professional

Responsive

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
SEPTEMBER 8, 2015**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
4:30 P.M.**

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, September 8, 2015 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

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

And approximately 20 attendees, including 5 staff and 2 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo called the meeting to order.

2. Reports

Manager

- Staff has posted a few new topics on Open Village Hall as of today regarding storage of solid waste carts and feedback on the One and Done program.

Council

- Mayor Fiorillo noted she visited the Clara McLean House and the healing garden and was very impressed. She also thanked Clark Campbell for his work with the Woman's Exchange and Ron Jackson for completed the work gratis.

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. Consider resolutions honoring the members of the former Greenway Committee.
- B. Budget Amendments Report for September 1, 2015.

End of Consent Agenda.

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

4. Presentation by Denise Baker on the Southern Pines Sister City Program.

Denise Baker presented information about the Southern Pines Sister City Program with Newry Mourne, Northern Ireland. Ms. Baker explained the history of the Sister Cities International program and explained the relationship between Southern Pines and Newry Mourne which started in 2006 and officially became sister cities in 2009. Due to Newry Mourne growing, the idea has been suggested to get Pinehurst and Aberdeen more involved in this relationship. Ms. Baker shared information about the upcoming golf tournament on October 31 and noted a group from Newry Mourne is coming for this event. Ms. Baker invited Pinehurst to be a part of this relationship and to send a representative from

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
SEPTEMBER 8, 2015**

Council to serve on the sister city board. Ms. Baker explained that Newry Mourne would like to present a declaration of intent to partner in a relationship with Pinehurst. Council agreed to explore this opportunity and identified Councilmember Claire Berggren as the representative for the board meetings.

5. Discuss the location of the Parks and Recreation splash pad.

Mark Wagner, Director of Parks and Recreation, explained that staff is seeking Council's feedback on the proposed location of the splash pad before being placed out for bid. Staff is recommending the splash pad be located to the north of the field house in Wicker Park which puts it between the playground and soccer field. Mr. Wagner shared a map with Council of the aerial view and asked for Council's consensus to move forward with this new location. He noted the intent is to select a vendor in early October with anticipation of opening May 2016. Council formed a consensus to move forward with this new location and suggested possible screening on the Highway 211 side.

6. Discuss the Open Village Hall feedback on the potential Municipal Code amendment regarding routine maintenance and home improvement on Sundays.

Manager Jeff Sanborn explained that staff initiated an Open Village Hall topic to gauge community sentiment on the issue of the current Municipal Code language that prevents homeowners from performing home improvement and maintenance tasks on Sundays. Mr. Sanborn shared the results from Open Village Hall and asked Council to consider an ordinance amending the Municipal Code. Council held a discussion about the way the current Municipal Code is written and the feedback received on Open Village Hall.

Audience member Doug Middaugh noted he supports the work to be allowed on Sundays but he asked for the reason to propose denying a class of citizens who are unable to do their work themselves and would need to hire someone to do the work for them on a Sunday. He also asked why the Village proposes that only homeowners can do the work instead of having a friend help them do the work. He also asked why we are restricting renters from doing the work for the home they are renting. Audience member of Tom Campbell suggested educating people of this change through the newspaper. Audience member Dick Bisbe suggested leaving it to the police force to regulate and not making things so complicated.

The Council determined to table this decision to amend the wording to address the concerns of emergencies, renters performing work with the permission of the homeowner, and disabled residents.

7. Presentation of financial statements for the quarter ended June 30, 2015.

John Frye, Director of Financial Services, presented Council with the financial statements for the quarter ended June 30, 2015 and noted these are the un-audited financial statements for the year end. Mr. Frye noted the Village ended the fiscal year in a strong financial position with our fund balance just above the Council's desired range and our debts at reasonably low levels. He noted our operating expenditures are in check and our revenues are growing at a moderate pace which should position the Village well to carry out the objectives included in the FY 2016 Strategic Operating Plan. Council thanked John Frye for his work on this presentation.

8. Consider a Preliminary Assessment Resolution for Cotswold storm water management system improvements.

John Frye, Director of Financial Services, explained the need for Council to consider the preliminary assessment resolution for the Cotswold storm water management system improvements. He explained the Village annexed Cotswold subdivision effective July 31, 2014 through special legislation that set the terms and conditions for a special assessment for storm water management system improvements. Mr. Frye explained the basic steps the Village must take to levy the special assessments.

Upon a motion by Councilmember Strickland, seconded by Councilmember Cashion, Council unanimously approved Resolution 15-30 as a preliminary resolution stating the intent of the Village of Pinehurst to levy special assessments for storm water management system improvements in the area

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
SEPTEMBER 8, 2015**

commonly known as the Cotswold subdivision in the Village of Pinehurst by a vote of 5-0. (A copy of the resolution can be found in the Resolution Book.)

9. Discuss potential railroad siding in the Village of Pinehurst and consider authorizing the Mayor to execute a Memorandum of Understanding and letter of support.

Manager Jeff Sanborn explained Aberdeen Carolina & Western Railway (ACWR) is seeking support for their plans to build a permanent railroad siding along Highway 5, north of Morganton Road. The Village has created three conditions in a Memorandum of Understanding for the use of this proposed railroad siding and a letter of support to help with the grant funding needed for this project. Councilmember Strickland would like to define "long-term" in the Memorandum of Understanding.

Audience member Doug Middaugh agrees with the need to define "long-term" and the remedy for having the "unsightly" car removed.

Audience member Jack Farrell noted that same area had five railroad tracks in the historical years for private cars that would be pulled here for executives. He suggests locking down the definition of "long-term." He noted concern that there are very few sidings between Aberdeen and Candor and this location could be used for storing cars.

The Council determined to table this decision until more information can be added to the agreement and until the resort completes their own agreement so the Village's agreement can be consistent.

10. Consider a request for a special non-residential intensity allocation for Sandhills Alliance Church.

Kevin Reed, Director of Planning and Inspections, presented Council with a request from Sandhills Alliance Church for a Special Intensity Allocation (SIA) pursuant to Section 8.3.3.5(b)(2) of the Pinehurst Development Ordinance (PDO) for the construction of a 6,600 square foot church and associated parking and site improvements at 111 Trotter Drive. Mr. Reed explained that Principal Planner Bruce Gould has received a petition from the church for voluntary annexation and has deemed the petition to be complete at this time. He explained that if it is the consensus of Village Council to proceed with the voluntary annexation, then staff will begin that process later this year.

Upon a motion by Councilmember Strickland, seconded by Councilmember Campbell, Council unanimously voted to approve the special intensity allocation for the proposed Sandhills Alliance Church at 111 Trotter Drive as outlined in the memorandum prepared and submitted by the Pinehurst Planning and Inspections Department dated September 1, 2015 with the condition that should the development approval expire, the intensity allocation shall be rescinded and returned to the pool for future allocation by a vote of 5-0.

11. Other Business

- Councilmember Campbell asked what prevents the ACWR from storing a railcar in the current location.

12. Comments from attendees.

- None.

13. Motion to Adjourn.

Councilmember Cashion moved to adjourn the Regular Meeting. The motion was seconded by Councilmember Strickland and carried unanimously. The Regular Meeting adjourned at 5:55 p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

**MINUTES OF
VILLAGE COUNCIL WORK SESSION
SEPTEMBER 15, 2015**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
4:30 P.M.**

The Pinehurst Village Council held a Work Session at 4:30 p.m. on Tuesday, September 15, 2015 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

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

And approximately 10 attendees, including 2 staff and 0 press.

1. Call to Order.

Mayor Nancy Fiorillo called the meeting to order.

2. Village Council's work session discussion.

Council held a discussion on the following items:

- Public Services Redevelopment Project
 - Jeff Batton, Assistant Village Manager, presented two new draft concepts to the Village Council regarding the Public Service redevelopment project to receive Council's guidance on how to proceed. Council reviewed the details of the new concepts and options with Mr. Batton. Council discussed moving the planned Community Road/McCaskill Road sidewalk to the other side of the road which would land on the Clark Chevrolet side. Mr. Batton explained the project could get started with staff time during the winter months in order to still complete the project by the end of the fiscal year and remain in budget. Upon discussion, Council determined to eliminate the recycling yard at the Public Services site and pursue Concept 1 Option A to improve the aesthetics from the outside and to improve our functionality of the site.
- Assembly Hall Renovation
 - Council held a discussion about renovating the Council chambers in Assembly Hall to lower the platform to the ground. Council agreed to have staff pursue this further and stay under the budgeted amount for this project.
- Criteria for Village Sponsorship of Events
 - Jeff Sanborn presented a draft resolution for Council's input on the wording in order to be considered at the upcoming Village Council regular meeting. Mr. Sanborn explained the draft policy defines how sponsorship requests should be handled based on three categories. Mr. Sanborn noted that staff receives numerous requests and having a policy in place would help make these decisions in a responsible manner. Council discussed the policy and decided to add this to the regular meeting agenda on Tuesday.
- Harness Track Restaurant
 - Councilmember Berggren suggested adding a screened porch at the Harness Track Restaurant to create a view of the harness track while eating at the restaurant. Council suggested that Ray Skellington and staff to investigate this further. Jeff Sanborn suggested working with the restaurant on this project and treating this as a business agreement to help pay for the bill of any changes completed. Staff agreed to continue working on this suggestion.

**MINUTES OF
VILLAGE COUNCIL WORK SESSION
SEPTEMBER 15, 2015**

Audience member Tom Campbell applauded the new sidewalks added on Community Road. He also reminded the Council about the potential to connect the greenway at the Arboretum with McCaskill and Community Roads.

Audience member Jeanne Casinella asked about configuration of the meeting room and suggested not having the microphone stand positioned where the speaker's back is to the audience. She also noted that Fayetteville has asked their residents to store their solid waste carts behind their houses.

3. Motion to Adjourn.

Councilmember Campbell moved to adjourn the Work Session. The motion was seconded by Councilmember Strickland and carried unanimously. The Regular Meeting adjourned at 5:47 p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

DRAFT

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
SEPTEMBER 22, 2015**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
4:30 P.M.**

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, September 22, 2015 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

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

And approximately 25 attendees, including 5 staff and 2 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo called the meeting to order.

2. Invocation and Pledge of Allegiance

Rev. Dr. John Jacobs from the Village Chapel offered the invocation and the Manager led everyone in the Pledge of Allegiance.

3. Reports

Manager

- No report.

Council

- Mayor Fiorillo noted that resident Doug Middaugh is seriously ill and asked to keep him and his family in your prayers.

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. Public Safety Reports
 - Police Department
 - Fire Department
- B. Approval of Draft Village Council Meeting Minutes
 - August 11 Regular Meeting Minutes

End of Consent Agenda.

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

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
SEPTEMBER 22, 2015**

5. Consider a resolution to establish a policy for sponsorship requests for the Village of Pinehurst.

Manager Jeff Sanborn introduced a resolution for Council to consider that would create a policy for the requests the Village receives annually to sponsor recreational and cultural events. Mr. Sanborn explained the three classifications and how they would be handled for a decision. Council discussed examples of each classification. Upon a motion by Councilmember Cashion, seconded by Councilmember Berggren, Council unanimously approved Resolution 15-38 establishing a sponsorship request policy for the Village of Pinehurst by a vote of 5-0. (A copy of the resolution can be found in the Resolution Book.)

6. Discussion of 2016 Concours d'Elegance Sponsorship Request.

Natalie Dean, Assistant Village Manager, explained that organizers of the 2016 Pinehurst Concours D'Elegance have requested the Village to partner with them again by providing in-kind support. The organizers submitted their request through a letter in the agenda packet which outlined facility use, serving as a community ticket sales outlet, and direct promotion of the events. The organizers of the event shared top improvements for the 2015 event, goals for the 2016 event, and a video highlighting the last three events. The Concours will be distributing a press release soon with event details and as of November 1, tickets will go on sale. Council held a discussion and formed a consensus to fulfill the complete request for the 2016 Concours d'Elegance event.

7. Consider a Solid Waste Vehicle Budget Amendment

John Frye, Director of Financial Services, and Jeff Batton, Assistant Village Manager, explained that the FY 2016 budget included an appropriated \$260,000 to purchase a rear-loading solid waste vehicle and staff is recommending instead to purchase two automated solid waste vehicles this fiscal year. Mr. Frye explained how Fleet staff will accommodate this request and explained the budget amendment would transfer \$65,000 from Streets and Grounds capital outlay to Solid Waste capital outlay for the adjustment. Council held a discussion about the changes to the solid waste facility and the efficiencies that would be created. Mayor Fiorillo asked if smaller yard waste carts would be a possibility in the future. Jeff Batton explained the reasons that the 96 gallon cart was chosen as the only option at the initial implementation but said it could be a possibility to swap these out for a smaller option. Upon a motion by Councilmember Cashion, seconded by Councilmember Strickland, Council unanimously approved Ordinance 15-18 amending the FY 2016 budget for a solid waste vehicle transfer by a vote of 5-0. (A copy of the ordinance can be found in the Ordinance Book.)

8. Consider an ordinance amending the Municipal Code regarding routine maintenance and home improvement on Sundays.

Manager Jeff Sanborn explained that in order to accommodate home improvement and repair work done by home occupants on Sundays and holidays, as well as to more liberally permit home improvement and repair work that does not pose a noise nuisance to the community or that must be executed on an emergency basis, staff would ask Council to consider an ordinance amending the Pinehurst Municipal Code. Councilmember Campbell covered several changes to the ordinance that Doug Middaugh submitted since he is unable to attend today's meeting. Council determined that Doug Middaugh, Jeff Sanborn, and Clark Campbell discuss this further to improve the wording before taking a vote.

9. Update on State Budget provisions affecting the Village.

John Frye, Director of Financial Services, presented an update to the Council on the State Budget provisions that affect the Village including sales tax base expansion and distribution changes, Powell Bill program changes, financial transparency initiative, and Municipal Vehicle Tax program changes. John Frye noted that the new budget does not make significant changes for the Village. Mr. Frye noted there were other items released in the budget but this list had the most direct impact on the Village.

10. Other Business

➤ None.

11. Comments from attendees.

**MINUTES OF
VILLAGE COUNCIL REGULAR MEETING
SEPTEMBER 22, 2015**

- Jeanne Casinella thanked Council for their consideration for Doug Middaugh's health issues. She noted conversations have been made about police across the nation and locally about how we thank police. She suggests we thank police officers and pay them a raise for the risks that they take every day of their lives. She asks that we take this seriously when studying salaries going forward. She also noted issues in the Fayetteville Observer regarding speeding and said we have our own speeding issues on roads in Pinehurst.

12. Motion to Adjourn.

Councilmember Strickland moved to adjourn the Regular Meeting. The motion was seconded by Councilmember Cashion and carried unanimously. The Regular Meeting adjourned at 5:40 p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

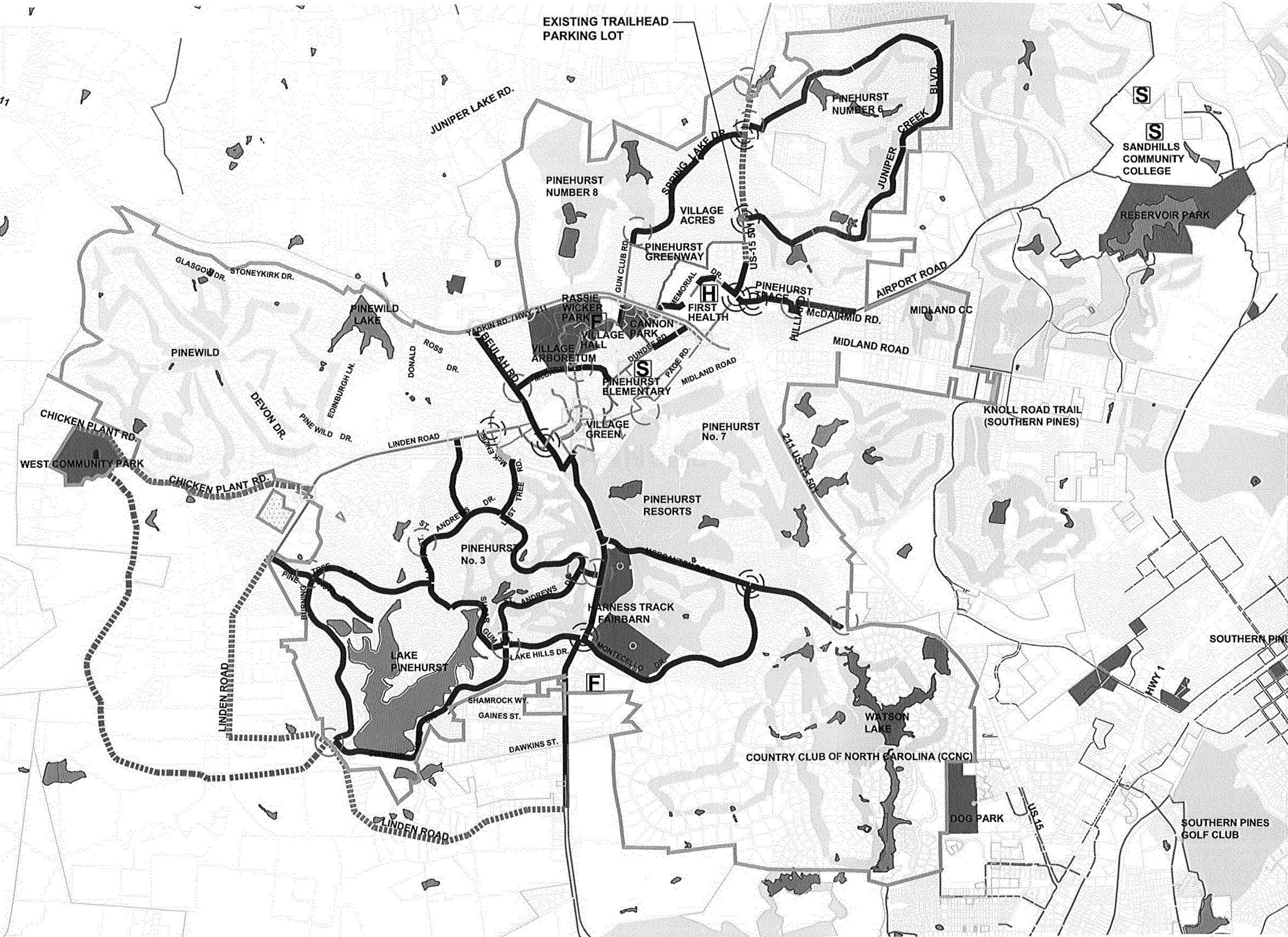
DRAFT

Village of Pinehurst North Carolina

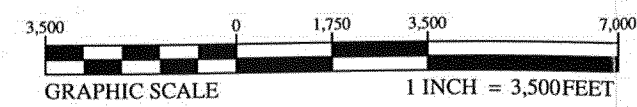
2015 Comprehensive Pedestrian Plan

Appendix B PROPOSED TRAILS, SIDEWALKS, GREENWAYS, AND CROSSWALKS

-  Existing Park Facility
-  Golf Course
-  Existing Pond/Lake
-  Existing Greenway Trail
-  Existing Sand/Clay Path
-  Existing Sidewalk Good Condition
-  Existing Sidewalk Poor Condition
-  Pinehurst Proposed Greenway Path
-  Pinehurst Future Greenway Path
-  Pinehurst Proposed Sidewalk Path
-  Pinehurst Proposed Sand/Clay Path
-  Moore County Potential Greenway Corridor
-  Existing Southern Pines Sidewalks
-  Southern Pines Proposed Greenway
-  Existing Southern Pines Greenway Trail
-  Aberdeen Proposed Pedestrian Corridors
-  Village of Pinehurst
-  Pinehurst ETJ
-  Existing School
-  Existing Hospital
-  Existing Fire Station

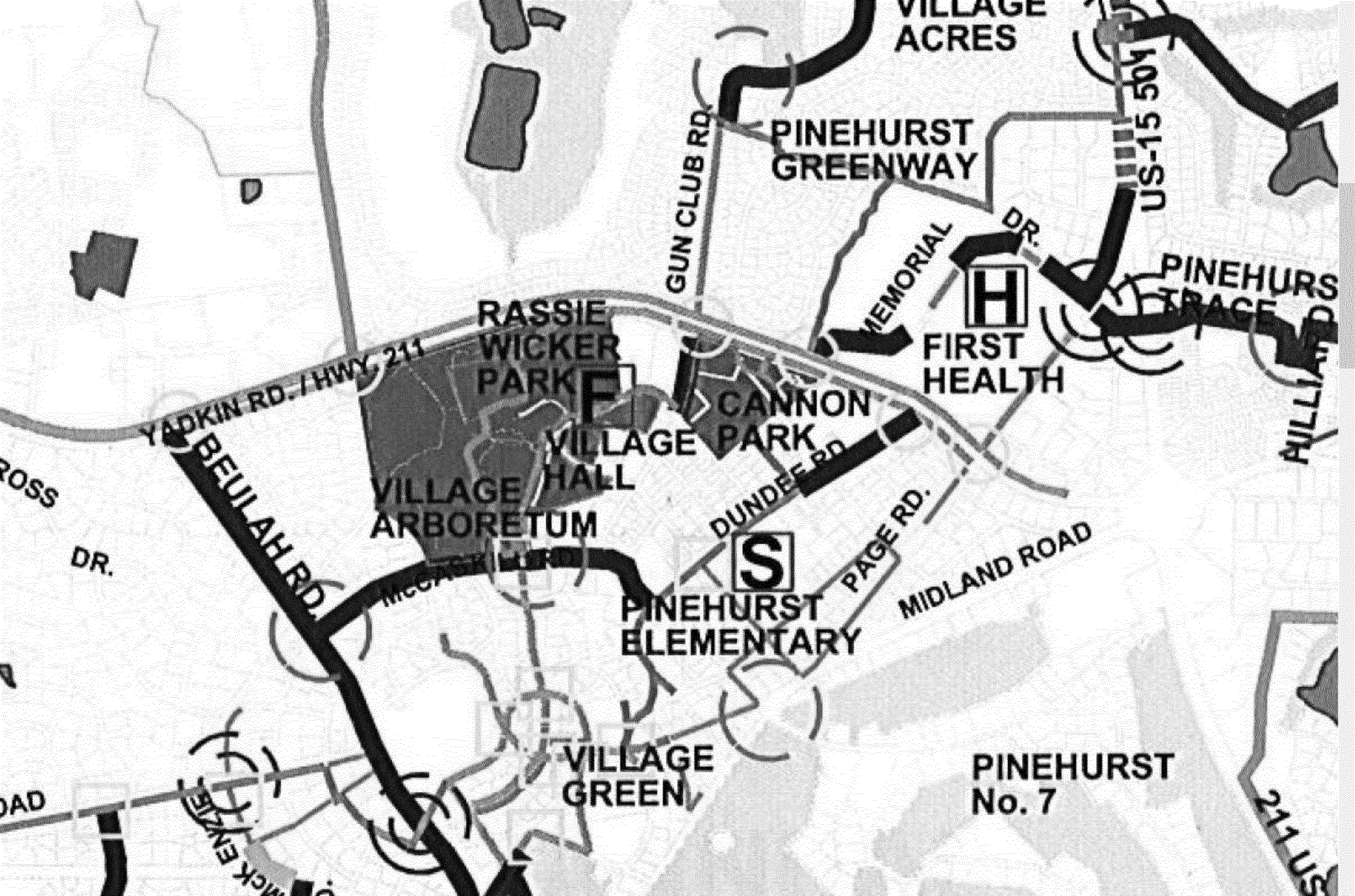


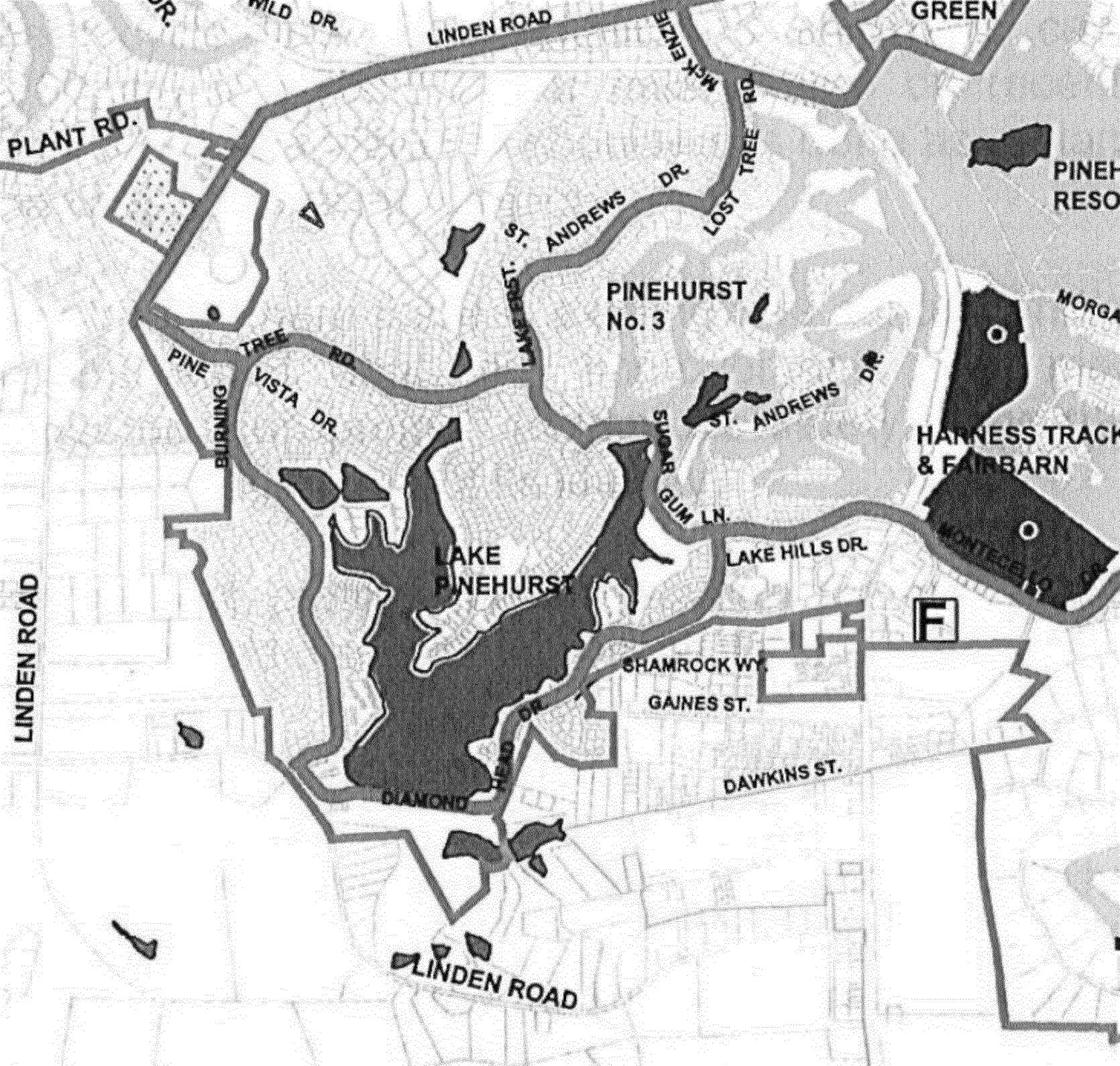
-  Proposed Signalized Crosswalk
-  Proposed Painted Crosswalk
-  Existing Signalized Crosswalk
-  Existing Painted Crosswalk



Highway 211 Corridor







LINDEN ROAD

PLANT RD.

PINE TREE RD.
VISTA DR.

LINDEN ROAD

ST. ANDREWS DR.

PINEHURST
No. 3

SUGAR GUM LN.

LAKE HILLS DR.

SHAMROCK WY.
GAINES ST.

DAWKINS ST.

LINDEN ROAD

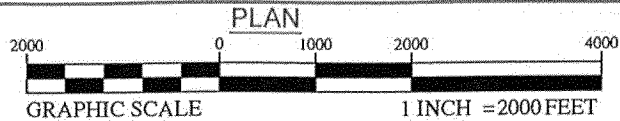
HARNESSTRAK
& FAIRBARN

F

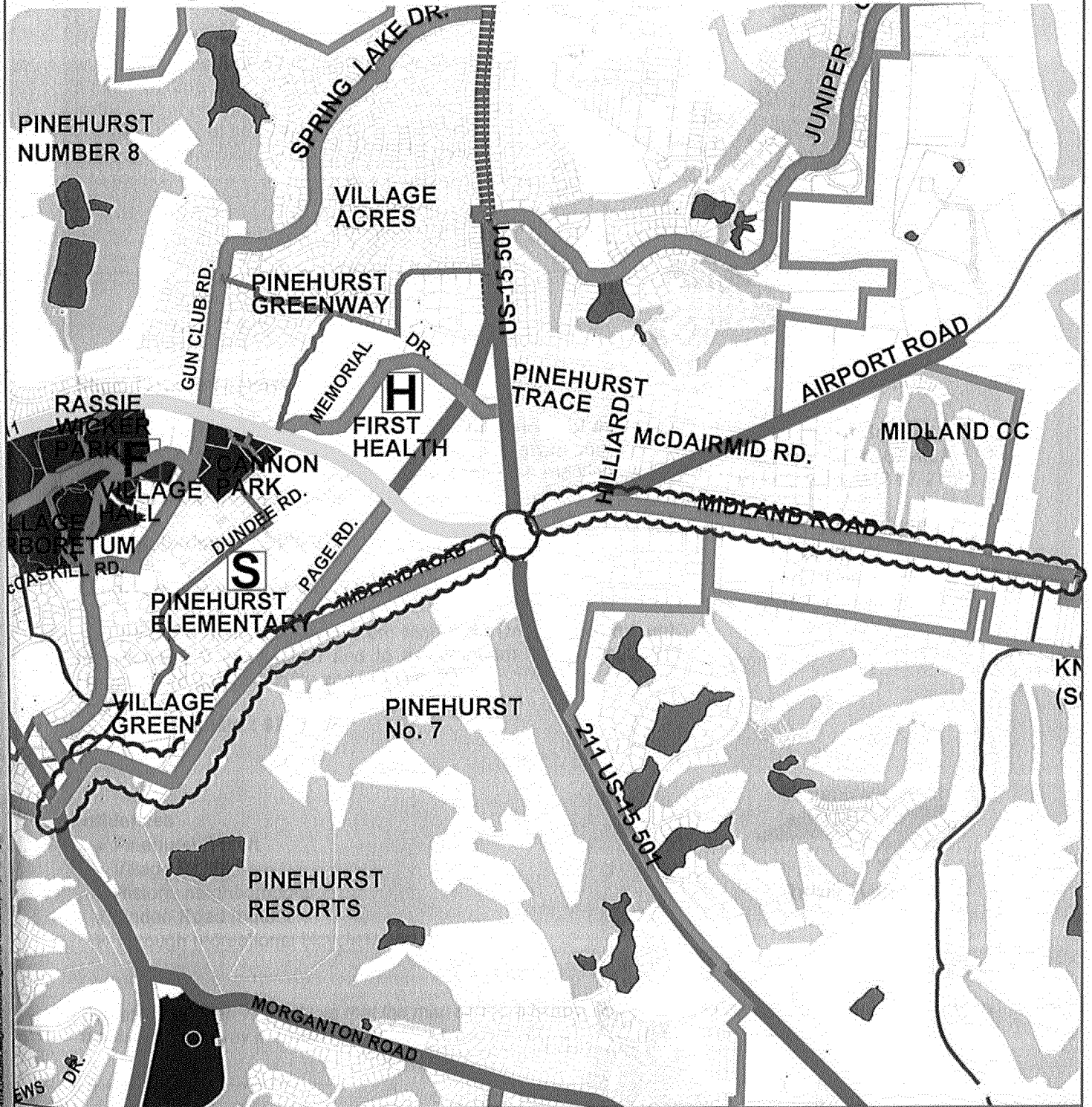
PINEHURST
RESO

MORGAN

MONTGOMERY



- | | | | |
|--|------------------------------------|--|--|
| | Proposed Bikeable Shoulder | | Moore County Potential Greenway Corridor |
| | Proposed Bike Paved Side Paths | | Village of Pinehurst Limits |
| | Proposed Bike Shared Lane Markings | | Moore County Bike Touring Route |
| | Proposed Greenway | | Southern Pines Proposed Greenway |
| | Map Corridor | | Existing Southern Pines Greenway Trail |
| | | | Existing Pinehurst Greenway Trail |



McGill
ASSOCIATES
ENGINEERING-PLANNING-FINANCE
PROFESSIONAL CORP., SUITE A PINEHURST, NC 28374 TEL (919) 265-3199 FAX (919) 265-3199

COMPREHENSIVE BICYCLE
PLAN 2015
VILLAGE OF PINEHURST
PINEHURST, NORTH CAROLINA

JOB NO.: 14.04026
DATE: MARCH, 2015
DESIGNED BY: MSA
CADD BY: VW
DESIGN REVIEW: _____
CONST. REVIEW: _____
14.04026 bike ped plan.dwg

HIGHWAY 2
FROM HIGHWAY 5 TO
STATION AVENUE

SHEET
7.3.1

[illegible]

ORDINANCE #15-19:

AN ORDINANCE AMENDING THE ORDINANCE APPROPRIATING FUNDS FOR OPERATIONS OF THE VILLAGE OF PINEHURST FOR FISCAL YEAR 2016, REGARDING REVENUES AND EXPENDITURES OF THE GENERAL FUND FOR THE VILLAGE OF PINEHURST, NORTH CAROLINA (FIRE DEPARTMENT EMERGENCY RESPONSE SERVICES)

THAT WHEREAS, the Village of Pinehurst provides fire protection services to Moore County under an agreement dated June 12, 2007 (the "Original Agreement"); and

WHEREAS, the Village of Pinehurst and Moore County desire to amend their Original Agreement for fire protection services to include emergency response services; and

WHEREAS, the revenues and expenditures related to these services were not included in the FY 2015-2016 Budget when originally adopted;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina, in the regular meeting assembled this 27th day of October 2015, as follows:

SECTION 1. To amend the FY 2016 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>
10-10-130-3443	Rescue Services	\$ 12,000	
10-10-320-4100	Fire-Overtime		\$ 10,000
10-10-320-4200	Fire-FICA		800
10-10-320-4500	Fire-Retirement		1,200

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

THIS ORDINANCE passed and adopted this 27th day of October 2015.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney

FY 2015 Village of Pinehurst Annual Performance Report



Village Hall – 395 Magnolia Road

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

FY 2015 Village of Pinehurst Annual Performance Report

Table of Contents



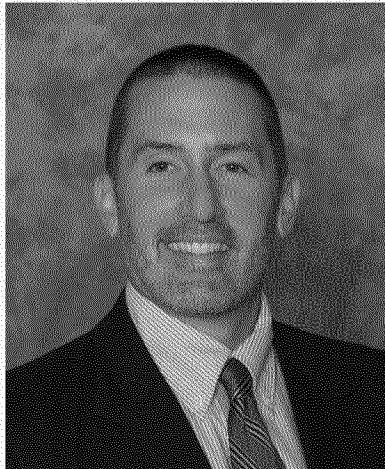
Village Council	3
Message from the Office of the Village Manager	4
Key Terms Used in this Report	6
Scoring of Scorecard Components	7
Council FY 2015 Goals	9
Composite Results by Balanced Scorecard Perspective:	
Customer	11
Internal	18
Workforce	22
Financial	25
FY 2015 Strategic Initiatives	29

FY 2015 Village of Pinehurst Annual Performance Report

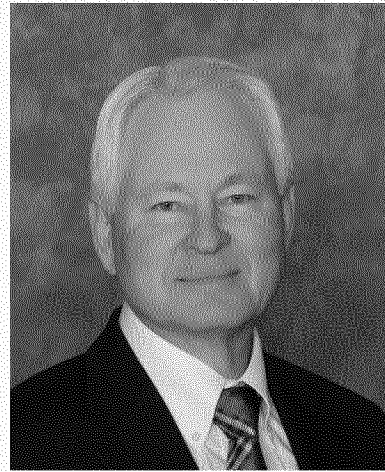
Village Council



**Nancy Fiorillo,
Mayor**



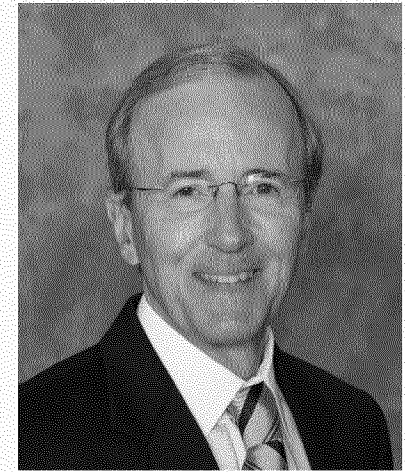
**Clark Campbell,
Councilmember**



**John Cashion,
Mayor Pro Tem**



**Claire Phillips,
Councilmember**



**John Strickland,
Treasurer**

FY 2015 Village of Pinehurst Annual Performance Report

Message from the Office of the Village Manager



In Fiscal Year (FY) 2015, the Village Council adopted a Balanced Scorecard (BSC) Model to align activities and resources with organization goals and improve decision-making by providing performance feedback on critical priorities. This framework helps to balance strategic focus among four key perspective areas:

1) Customer, 2) Internal, 3) Workforce, and 4) Financial.

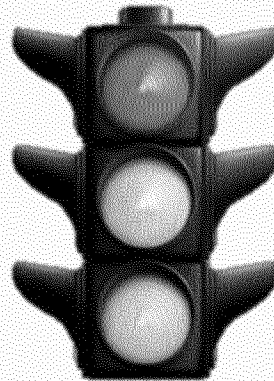
The FY 2015 BSC includes 15 Council Goals. The Corporate BSC and Department BSCs incorporate Village-level strategy into departmental-level strategy. This report includes the comprehensive results of performance on both the Corporate BSC and the department BSCs. Results are aggregated and composite scores are assigned to each of the 15 Council Goals and the four BSC perspectives. Performance measurement data included in this report has been reviewed and audited by management to ensure the accuracy of data being presented.

This Annual Performance Report also identifies which strategic initiatives were implemented, in progress, or not completed in FY 2015. These initiatives are aimed at improving performance levels where improvement is needed.

All scorecard components are scored using red, yellow, or green indicators based on established goals and red flag thresholds. Additional information about the scoring system is included within this report.

FY 2015 Performance Levels

The Village exceeded target performance levels for seven (7) Council Goals as a whole and performance for eight (8) Council Goals fell short of desired levels, but were within defined acceptable levels. This report includes comparisons to FY 2014 performance levels.



FY 2015 Village of Pinehurst Annual Performance Report

Message from the Village Manager



Strategic Initiatives Completed

In FY 2015, Village staff completed 43 strategic initiatives, began working on 11 other initiatives that carried forward into FY 2016, and did not complete 12 initiatives that were originally planned to be completed during the year.

Some of the more significant accomplishments in FY 2015 included:

- Implemented “One and Done” single day solid waste collection,
- Increased transparency by posting video of Council meetings on vopnc.org and launching Open Village Hall, an online citizen engagement tool,
- Secured dedicated indoor recreation space, “The Recreation Room,” on Rattlesnake Trail,
- Constructed bocce ball and shuffleboard courts in Rassie Wicker Park,
- Organized the Live After Five concert series,
- Partnered with Given Memorial Library on the new Given Outpost,
- Adopted the 2015 Comprehensive Pedestrian and Bicycle Master Plans,

Awards and Recognition

The Village was also recognized this year and received several prestigious awards: Safest Community in NC (2 years); Traffic Safety Community of the Year (8 years); Life Safety Achievement Award (12 years); Tree City USA (9 years); Certificate of Achievement in Financial Reporting (23 years); Distinguished Budget Presentation Award (7 years).

We are proud of what Village staff accomplished in FY 2015 and thank the Village Council for their continued leadership as staff strives to efficiently and effectively serve Village residents, businesses, and visitors.

Sincerely,

Jeff Sanborn
Village Manager

Natalie Dean
Assistant Village Manager

FY 2015 Village of Pinehurst Annual Performance Report

Key Terms Used in this Report



Balanced Scorecard (BSC) – a strategic framework for translating broad, long-term organizational goals into a set of strategic operational objectives, measures, and initiatives.

BSC Perspectives – the four ‘lenses’ through which the organization views itself, including Customer, Internal, Employee and Financial.

Composite – a composite contains a set of performance measures that make up a composite or an index score, ranging from 0-10.

Council Goals– what the Village seeks to achieve to ensure long-term sustainability and to guide resource allocation.

Key Performance Indicators (KPIs) – indicators to gauge progress of strategic initiatives in affecting progress towards goals.

Strategic Initiative – a program, project, or activity that is designed to improve, introduce or sustain a scorecard component.

FY 2015 Village of Pinehurst Annual Performance Report

Scoring of Scorecard Components



A 0-10 score is assigned to every scorecard component, with 0 being the lowest (red) and 10 being the highest (green). A yellow color-scoring occurs when actual performance is between the goal and the red flag thresholds.

Red flag thresholds for survey results were set as indicated in the chart.

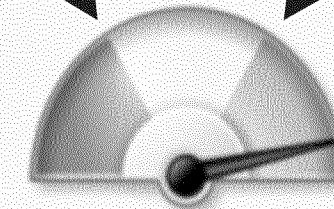
Satisfaction Level Goal	Red Flag
95% - 100%	90%
90% - 94%	85%
81% - 89%	80%
76% - 80%	75%
71% - 75%	70%
Less than 70%	Goal – 1%

Other red flag thresholds were determined by Senior Management in consultation with department heads.

Example

Red Flag
85%
Score: 3.33

Goal
90%
Score: 6.67



% of residents who rate the overall
quality of life as good or excellent

Actual Value: 94%
Score: 9.33

In this example, the goal is 90% and the red flag threshold, or the % that would indicate this measure should be evaluated, is 85%. Because the actual value was 94%, the score assigned to this measure is 9.33.

FY 2015 Village of Pinehurst Annual Performance Report

Scoring of Scorecard Components



To determine the Village's performance related to a Council Goal, multiple performance measures are scored and a **composite score** is provided for the goal.

In addition, composite scores are also provided for each BSC perspective, which are identified below for FY 2015. In FY 2015, the Village received an overall composite score of 6.14 out of 10, compared to 7.51 in FY 2014.

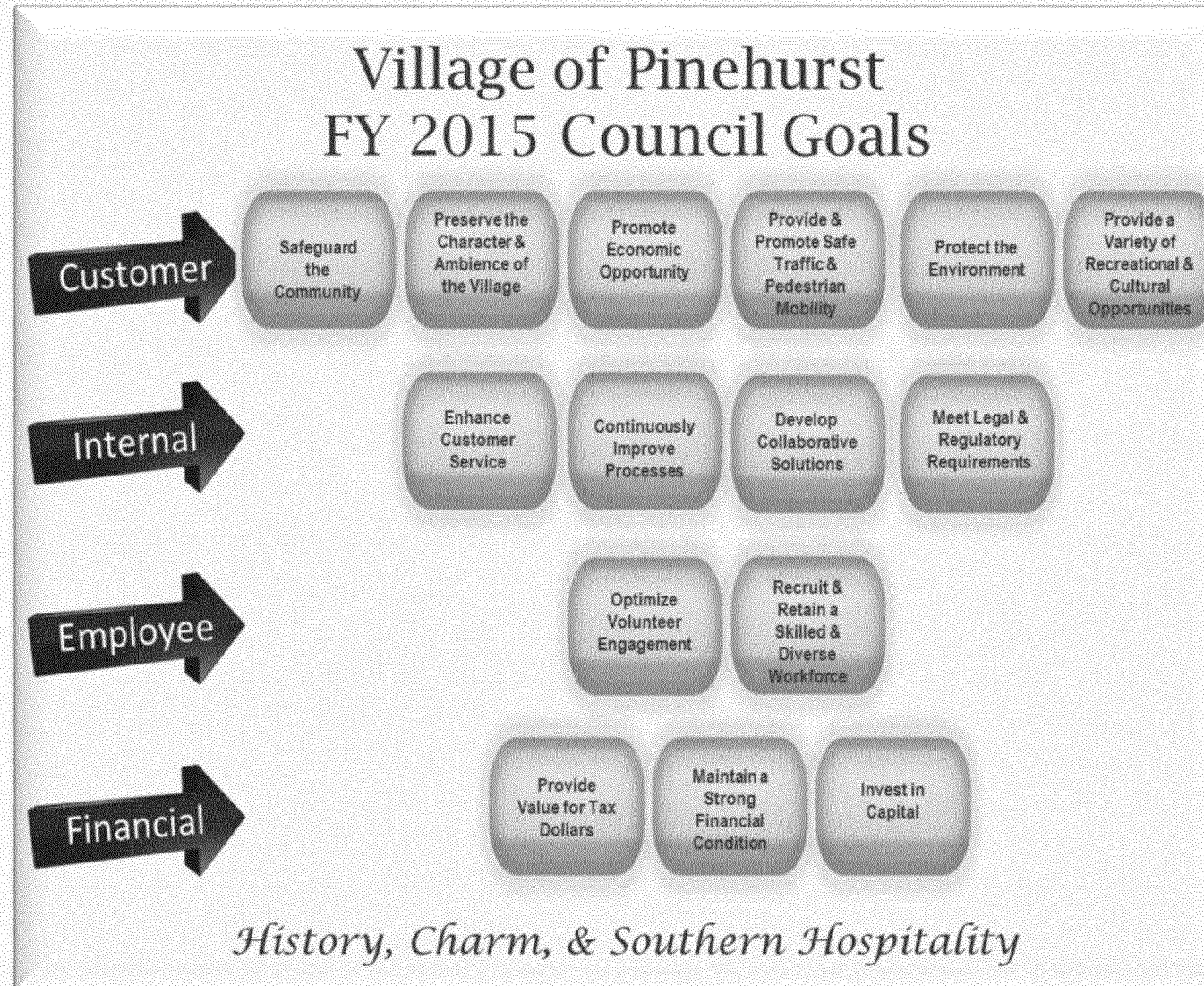
Balanced Scorecard Perspective	FY 2014 Composite Score	FY 2015 Composite Score
Customer	7.87	7.10
Internal	8.83	6.88
Workforce	7.60	4.31
Financial	6.47	6.25
TOTAL	7.51	6.14



**Village-wide FY 2015
Composite Score: 6.14**

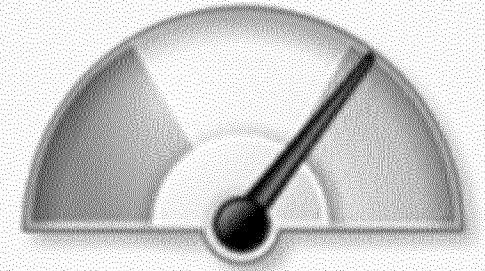
FY 2015 Village of Pinehurst Annual Performance Report

Council BSC Goals



Composite Results by Balanced Scorecard Perspective

Customer Perspective



Customer Perspective
Composite Score: 7.10

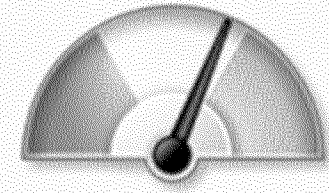
The FY 2015 composite score for the Customer Perspective includes all performance measures for the six Council Goals in this BSC perspective.

FY 2015 Village of Pinehurst Annual Performance Report

Safeguard the Community



Safeguard the Community Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
Total UCR crime rate per 1,000 residents	10.24	7.86	12.00
% of residents whose overall feeling of safety in the Village is good or excellent	96%	97%	96%
% of residents satisfied with the frequency of patrols in neighborhoods	67%	68%	68%
% of businesses satisfied with the frequency of patrols in business districts	95%	90%	90%
% of index offenses cleared	n/a	47%	55%
% of fire code violations corrected upon 90 day re-inspection	96%	86%	91%
% of dispatched emergency calls with reaction time (dispatch to apparatus en-route) of 90 seconds or less	67%	76%	75%
% of emergency response calls with response time of 6 minutes and 30 seconds or less for the first due apparatus	66%	73%	75%
% of inspections that are compliant upon the initial inspection	95%	94%	97%



**Safeguard the Community
Composite Score: 6.28**

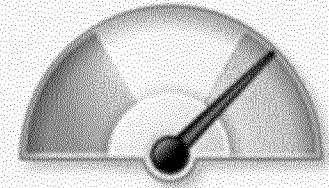
In FY 2015, the Fire Department made several process improvements to increase their emergency response times that were close to or exceeded their goals (moving these KPIs from “red”). The Village’s crime rate declined and overall resident feeling of safety remained very strong. This year is the first year the Village began tracking the % of index offenses cleared on the BSC, with results near target levels. In the 2015 Community Survey, 93% of residents were satisfied with the Village’s efforts to prevent crimes, setting a new *high national benchmark*.

FY 2015 Village of Pinehurst Annual Performance Report

Preserve the Character & Ambience of the Village



Preserve the Character & Ambience of the Village Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
% of residents satisfied with landscaping in medians and other public areas	85%	90%	85%
% of residents who rate the overall appearance of the Village as good or excellent	96%	95%	93%
% of residents who rate the overall quality of life as good or excellent	94%	94%	92%
% of code violations resolved within 45 days of notification	97%	98%	95%
% of residents satisfied with the enforcement of Village codes and ordinances	52%	57%	68%
% of residents satisfied with planning and inspection services	77%	79%	78%



**Preserve the Character &
Ambience of the Village
Composite Score: 7.61**

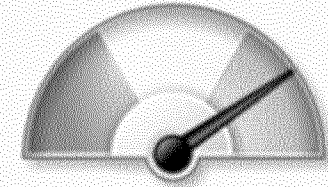
94% of residents rated the overall quality of life as good or excellent, greatly exceeding the national average of 81%, and the Village's goal. While the 2015 Community Survey indicated an improvement in resident satisfaction with the enforcement of codes and ordinances, it fell below the goal. It is worth noting that although only 57% of residents indicated they were satisfied with enforcement efforts, 28% of residents indicated they were neutral and only 15% indicated dissatisfaction.

FY 2015 Village of Pinehurst Annual Performance Report

Promote Economic Opportunity



Promote Economic Opportunity Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
1st floor occupancy rate in the Village Center	80%	87%	85%
% of businesses likely to recommend the Village as a business location	87%	90%	87%
% of businesses satisfied with the Village's overall job of communicating with businesses	62%	75%	65%
% of residents satisfied with the availability of parking downtown	75%	71%	70%
# of parking spaces in the Village Center per 1,000 sq ft of commercial space	2.28	2.31	2.27
# of unique visitors to online business resources	1,479	462	1,000
% of businesses satisfied with the Village website	77%	76%	75%

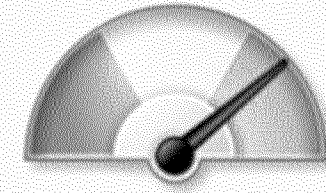


**Promote Economic Opportunity
Composite Score: 8.08**

The Village's occupancy rate of 87% for first floor space in the Village Center surpassed the goal of 85% and exceeded occupancy rates for the past three years. Business satisfaction ratings improved over last year and exceeded the goals established. One area to watch is the utilization of online business resources, which fell short of desired levels in FY 2015.

FY 2015 Village of Pinehurst Annual Performance Report

Provide & Promote Safe Traffic & Pedestrian Mobility



Provide & Promote Safe Traffic & Pedestrian Mobility Composite Score: 7.79

In FY 2015, the Village set a new **high national benchmark** with 92% of residents satisfied with the maintenance of main Village streets. Most all other KPIs related to traffic mobility exceeded the goals established. Due to the amount of time it took to get the 2015 Comprehensive Pedestrian and Bicycle Plans complete, the Village did not construct greenways as originally planned and only installed 340 linear feet of brick sidewalks on Ritter Road.

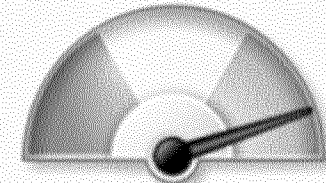
Provide & Promote Safe Traffic & Pedestrian Mobility Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
Pavement condition rating	82.9	82.9	82.9
# of lf of sidewalks, greenways, and bike paths constructed	18,831	340	7,000
% of residents satisfied with the availability of pedestrian walkways & sidewalks	46%	43%	36%
% of residents satisfied with the maintenance of streets in neighborhoods	73%	74%	72%
% of collisions with an injury or fatality	7%	12%	8%
% of miles of shoulder inspected and/or repaired	15.5%	11.8%	9.5%
% of residents satisfied with maintenance of street signs/pavement markings	81%	84%	82%
% of residents satisfied with maintenance of main Village street thoroughfares	91%	92%	89%
# of miles of Village roadways resurfaced	5	4.5	4
% of centerline miles of Village roadways resurfaced	4.7%	4.3%	3.7%
Five year rolling average of the # of miles resurfaced	5.7	5.4	4.5
% of residents satisfied with the adequacy of street lighting	55%	54%	43%

FY 2015 Village of Pinehurst Annual Performance Report

Protect the Environment



Protect the Environment Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
% of refused diverted from the landfill	34%	35%	33%
% of residents satisfied with curbside recycling services	92%	92%	92%
# of households participating in curbside recycling	5,887	6,275	5,936
% of households participating in curbside recycling	74%	78%	75%
# of tons recycled	2,025	2,115	2,053
% of residents satisfied with the quality of stormwater runoff/management	56%	59%	50%



**Protect the Environment
Composite Score: 8.98**

In 2015, the Village implemented the “One and Done” single day collection system. The change in the schedule didn’t impact satisfaction ratings with curbside recycling, where the Village equaled its prior year **high national benchmark** of 92% resident satisfaction. In addition, the village continues to divert a higher percentage of refuse from the landfill as recycling participation rates also continue to increase.



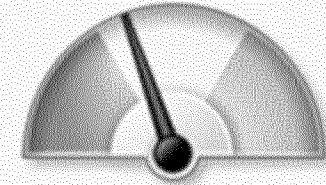
Residence with Solid Waste Carts

FY 2015 Village of Pinehurst Annual Performance Report

Provide a Variety of Recreational & Cultural Opportunities



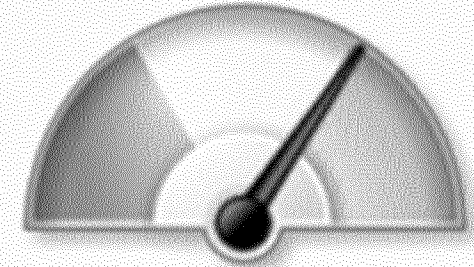
Provide a Variety of Recreational & Cultural Opportunities Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
% of residents satisfied with P&R programs	72%	72%	75%
% of residents satisfied with Village sponsored cultural arts events	65%	63%	65%
% of residents satisfied with P&R facilities	77%	74%	80%
% of residents satisfied with quality of youth recreation programs	51%	50%	51%
% of residents satisfied with the quality of adult recreation programs	53%	51%	53%
% of capacity reached for stall rentals	96%	91%	100%
# of days the Harness Track facilities are reserved	125	25	38
% of customers satisfied with Harness Track facilities	92%	100%	87%
# of days the facilities are reserved for non-equestrian uses	n/a	13	53
# of weekdays the Fair Barn is used	64	107	55
% of available days the Fair Barn is reserved	55%	56%	37%
% of customers satisfied with the overall rental experience at the Fair Barn	n/a	95%	75%
% of residents satisfied with the quality of outdoor athletic fields and facilities	68%	66%	76%
% of residents satisfied with the availability of outdoor athletic fields and facilities	62%	60%	70%



Provide a Variety of Recreational & Cultural Opportunities Composite Score: 3.96

The 2015 Community Survey satisfaction levels for several recreation KPIs were below the goals established. However, in all cases a large % of residents were neutral. There were actually low levels of dissatisfaction with Village sponsored cultural arts events (9%), P&R facilities (7%), youth recreation programs (10%), adult recreation programs (11%), quality of athletic fields and facilities (5%), and availability of athletic fields and facilities (8%). In 2015, we expected the HT facilities to be used for soccer and lacrosse practices, which did not transpire and resulted in not reaching the goal for the # of days the facility is reserved.

Internal Perspective



Internal Perspective
Composite Score: 6.88

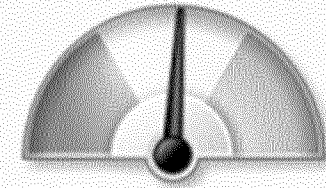
The FY 2015 composite score for the Internal Perspective includes all performance measures for the four Council Goals in this BSC perspective.

FY 2015 Village of Pinehurst Annual Performance Report

Enhance Customer Service



Enhance Customer Service Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
% of residents satisfied with customer service provided by Village employees	82%	83%	82%
% of residents satisfied with access to the Mayor/Village Council	43%	44%	50%
% of residents satisfied with the effectiveness of appointed boards/commissions	60%	64%	60%
% of residents satisfied with levels of public involvement in decision making	43%	44%	50%
% of residents satisfied with Village Hall reception desk service	90%	90%	91%
% of residents satisfied with Village communication with residents	88%	82%	82%
% of agendas with supporting materials posted to the VOP website 5 days in advance of the meetings	61%	100%	100%
% of residents satisfied with Village efforts to keep residents informed about local issues	79%	72%	75%
% of employees who rate the quality of procurement services as excellent or good	86%	78%	86%
% of employees who rate the timeliness of procurement services as excellent or good	85%	78%	85%
% of employees who rate the timeliness of HR services as excellent or good	80%	70%	83%
% of businesses satisfied with fire prevention inspection services	95%	93%	80%
% of inspections completed within one business day	95%	99%	99%



**Enhance Customer Service
Composite Score: 5.19**

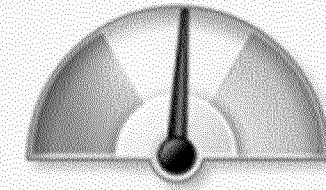
While satisfaction levels with access to the Council and levels of public involvement were below targeted levels, there were only 14% dissatisfied (with 42% neutral). Lower employee satisfaction with the quality and timeliness of procurement services is likely due to new contract management procedures instituted this year that have somewhat slowed the process, but provides for more effective overall contract management.

FY 2015 Village of Pinehurst Annual Performance Report

Enhance Customer Service - CONTINUED



Enhance Customer Service Key Performance Indicators (KPIs) - CONTINUED	FY 14 Actual	FY 15 Actual	FY 15 Goal
% of businesses satisfied with building inspections	100%	89%	95%
% of residents satisfied with Public Services "request for service"	87%	73%	84%
% of time the Technical Review Committee responds to comments within 3 weeks	79%	100%	90%
% of facilities inspected quarterly	87%	64%	85%
% of B&G work order requests closed within 14 days	81%	83%	85%
% of fleet maintenance PMs performed on time	74%	86%	90%
% of work order requests completed in two days	81%	82%	65%
% of rolling stock available	97%	98%	99%
# of failed transactions for critical Intranet/SharePoint applications	3	11	20
% of IT help desk tickets closed within 2 days	88%	88%	90%
Average # of days to close IT help desk tickets	0.51	0.45	0.75
% of residents satisfied with the Village website	62%	67%	75%
# of app downloads	n/a	314	300



Enhance Customer Service Composite Score: 5.19

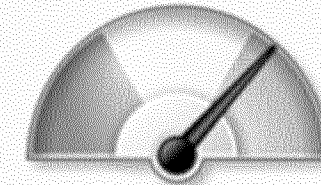
Village internal services staff in B&G and Fleet worked diligently this year to improve their responsiveness to internal work order requests as shown in the improvement of their KPIs for work orders and PMs completed. While the Village did not reach target levels for a few satisfaction ratings, there was very little dissatisfaction in the following two areas: business dissatisfaction with building inspections (0%) and resident dissatisfaction with the Village website (4%). Resident dissatisfaction with PS "request for service" is 17% and is something that we should probably evaluate and may be partially related to the "One and Done" rollout.

FY 2015 Village of Pinehurst Annual Performance Report

Other Internal Perspective Objectives

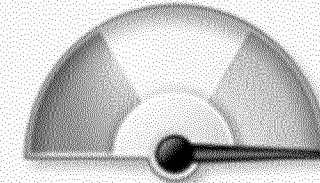


Continuously Improve Processes Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
Full-time equivalents per million \$ of revenue	7.79	8.1	8.41



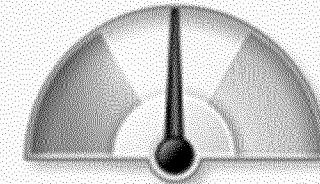
Continuously Improve Processes
Composite Score: 7.32

Develop Collaborative Solutions Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
# of new collaborative initiatives developed	14	22	15



Develop Collaborative Solutions
Composite Score: 10

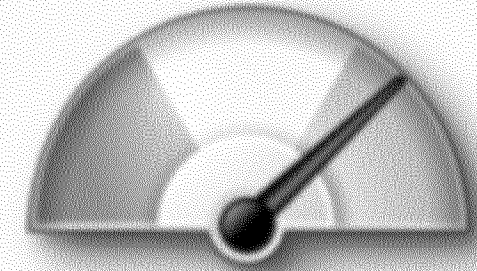
Meet Legal & Regulatory Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
% compliance with the NC Local Government Budget and Fiscal Control Act	100%	100%	100%
% of CJIS compliance issues addressed	n/a	35.71%	100%



Meet Legal & Regulatory Requirements
Composite Score: 5

This year, the IT department worked diligently to address the Criminal Justice Information Services(CJIS) compliance areas that the Village is required to address. Due to staff turnover, additional changes to the federal mandates, and a better understanding of the complexity and extent of the requirements, only 5 of the 14 issues were addressed prior to year end.

Workforce Perspective



**Workforce Perspective
Composite Score: 4.31**

The FY 2015 composite score for the Workforce Perspective includes all performance measures for the two Council Goals in this BSC perspective.

FY 2015 Village of Pinehurst Annual Performance Report

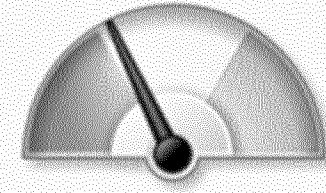
Increase Volunteer Engagement



Optimize Volunteer Engagement Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
% of volunteers satisfied with the volunteer experience	86%	95%	91%
# of volunteer applications received	55	19	30
% of volunteers who agree they are offered training and development to enhance their skills	67%	63%	65%
# of Citizen on Patrol (COP) volunteer hours	3,722	2,319	2,700



Volunteers at the Volunteer Luncheon

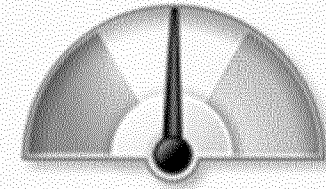


**Optimize Volunteer
Engagement**
Composite Score: 3.58

In 2015, the % of volunteers satisfied with the volunteer experience increased considerably and exceeded the goal. However, the Village did not receive as many volunteer applications as expected. The large # of applications received in FY 2014 is due to the recruitment of new volunteers for the Welcome Center when it relocated to the Theatre Building. In addition, the COP volunteers didn't work as many hours as projected. The COP volunteer time is the equivalent of a full time position and equates to nearly \$42,000.

FY 2015 Village of Pinehurst Annual Performance Report

Recruit & Retain a Skilled & Diverse Workforce

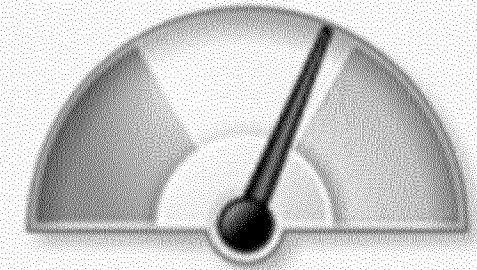


Recruit & Retain a Skilled & Diverse Workforce Composite Score: 5.04

Employee job satisfaction improved in FY 2015 and exceeded the Village's goal. However other employee agreement ratings fell below target levels. The turnover rate also increased considerably in FY 2015, due to planned retirements (which the Village expects to see continue in FY 2016). Excluding these, the turnover rate would have been 8%. The average # of days to recruit exceeded last year and the target due to a few positions taking longer to fill that included the Planning Director, a solid waste equipment operator, and a few police positions.

Recruit & Retain a Skilled and Diverse Workforce Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
% of EEs who are satisfied with their job	87%	92%	90%
Employee turnover rate	8%	14%	10%
% of employees who agree they are recognized for contributing to the VOP Mission	68%	71%	78%
# of lost time workers' compensation claims	4	0	0
% of employees who agree they are paid fairly	66%	56%	67%
Average # of days to recruit from requisition to start date	70	75	55
% of positions reviewed for salary range competitiveness	86%	36%	35%
% of EEs who agree they are offered training and development to enhance their skills	87%	85%	89%
% of Fire Department employees who complete advanced training programs of 30 or more hours per year	30%	60%	33%

Financial Perspective



**Financial Perspective
Composite Score: 6.25**

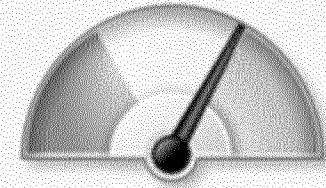
The FY 2015 composite score for the Financial Perspective includes all performance measures for the three Council Goals in this BSC perspective.

FY 2015 Village of Pinehurst Annual Performance Report

Provide Value for Tax Dollars



Provide Value for Tax Dollars Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
% of residents satisfied with the value received for taxes paid	69%	63%	70%
General Fund operating expenditures as a % of operating revenues	87%	88%	89%
# of financial transactions processed per Finance Technician FTE per month	942	1,322	950
Ratio of HR staff per 100 employees	1.90	1.90	1.89
# of calls dispatched per sworn police officer	552	532	600
# of initial fire inspections completed per inspector per month	12	19	12
Building inspections completed per inspector FTE per day	11	12	9
% of roadways rated 85 or better	60%	60%	60%
Yard waste tons collected per FTE	416	488	633
# of program and athletics participants per Recreation Coordinator FTE	1,615	1,861	2,100
# of PMs completed per fleet FTE per month	5.29	3.78	4
# of IT work orders completed per FTE per month	31	23	30



Provide Value for Tax Dollars Composite Score: 6.6

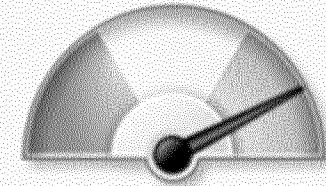
The 2015 Community Survey indicated declining satisfaction with the value of tax dollars, however only 7% were dissatisfied with the remaining either neutral or expressed no opinion. While the yard waste tons collected per FTE were higher in FY 2015 due to “One and Done,” it did not reach the levels anticipated. The IT work orders completed per FTE per month were below anticipated levels due to fewer work orders being completed.

FY 2015 Village of Pinehurst Annual Performance Report

Maintain a Strong Financial Condition



Maintain a Strong Financial Condition Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
Bond rating	86	86	86
Debt service expenditures as a % of total budgeted expenditures	2.7%	2.8%	3.0%
Unassigned GF fund balance as a % of actual expenditures	26%	31%	27%
Fund Balance Appropriated during the year (less the rollforward) as a % of original budget	4.67%	0.06%	3.00%
Cumulative # of enrolled ACH vendors	125	130	125
% of total purchases made using p-cards	15%	16%	12%
Estimated average cost per building inspection	\$41.86	\$40.23	\$51.00
Household refuse collection cost per household per year	\$189.79	\$178.11	\$191.00
Harness Track operating revenues as a % of operating expenditures	52%	54%	52%
Fair Barn operating revenues as a % of operating expenditures	94%	92%	102%



**Maintain Strong Financial
Condition
Composite Score: 8.50**

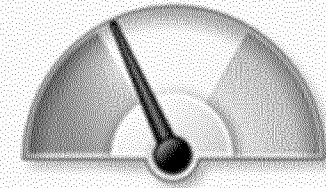
The Village continued to remain in a strong financial condition in FY 2015. Fair Barn operating revenues as a % of expenditures fell below the target level due to the \$48,553 provided in event discounts. Had the Village charged for these events, the % would have been 112% and exceeded the Council goal.

FY 2015 Village of Pinehurst Annual Performance Report

Invest in Capital



Invest in Capital Key Performance Indicators (KPIs)	FY 14 Actual	FY 15 Actual	FY 15 Goal
Capital asset condition ratio	57%	55%	60%
% of computers and servers less than 5 years old	98%	96%	100%



**Invest in Capital
Composite Score: 3.66**

The capital asset condition ratio fell below the stated goal of 60% in FY 2015 and in FY 2014. This indicates the Village should continue to monitor the condition of capital assets and ensure they are replaced in a timely fashion.

FY 2015 Strategic Initiatives

In FY 2015, Village staff completed 43 strategic initiatives, began working on 12 other initiatives that carried forward into FY 2016, and did not complete 11 initiatives that were originally planned to be completed during the year.

FY 2015 Village of Pinehurst Annual Performance Report

Strategic Initiatives Completed in FY 2015



Council Goal	Completed Initiatives in FY 2015
Safeguard the Community	Partner with others to offer public safety education programs
	Implement Command Central module to analyze crime data
	Evaluate how to proactively investigate drug and related property crimes activities
Preserve the Character & Ambience of the Village	Develop a rating system for the appearance of public areas in partnership with CAC
Promote Economic Opportunity	Evaluate opportunities to redesign and enhance current Public Services site
Provide & Promote Safe Traffic & Pedestrian Mobility	Improve adequacy of street lighting in neighborhoods
	Develop an alternative transportation master plan to identify locations of greenways, sidewalks, and bike paths
	Conduct a Village-wide evaluation of street lighting needs
	Conduct the HWY5/Barrett Road Intersection Study
	Install Opticom traffic device to improve response time and ensure safety of emergency personnel
	Continue to work with NCDOT to identify a viable long-term solution for the traffic circle

FY 2015 Village of Pinehurst Annual Performance Report

Strategic Initiatives Completed in FY 2015



Council Goal	Completed Initiatives in FY 2015
Provide & Promote Safe Traffic & Pedestrian Mobility (Continued)	Develop and implement a public education campaign for roadway safety
	Collaborate with other jurisdictions to develop a Highway 211 corridor plan
	Extend sidewalk and walkway system
	Implement a GPS based software solution to track and analyze data on infrastructure maintenance and route management
Protect the Environment	Evaluate alternatives to reduce energy consumption for street lighting
	Implement single-day collection system with automated yard debris
	Increase public education on the benefits of recycling to encourage greater participation
Provide a Variety of Recreational and Cultural Opportunities	Expand cultural arts events in Village parks
	Develop park facilities
	Support the Given Memorial Library Expansion
	Evaluate the need for indoor recreation facilities (BIRDIE)

FY 2015 Village of Pinehurst Annual Performance Report

Strategic Initiatives Completed in FY 2015



Council Goal	Completed Initiatives in FY 2015
Enhance Customer Service	Develop and implement a corporate communications strategy for keeping the public informed, considering a more frequent newsletter publication and eblasts post-Council meetings
	Develop post event service survey for Fair Barn
	Post video and/or recordings of Council meetings on the Village website
Continuously Improve Processes	Develop a contract management system
	Centralize data access and promote business process analysis by maintaining, supporting, and utilizing SharePoint more effectively
	Implement an E-Crash traffic accident solution
Develop Collaborative Solutions	Partner with organizations to host cultural events at the Fair Barn
	Implement online engagement tools to seek citizen input on Council related decisions
	Identify key partners and assign a Council liaison to each partner
Optimize Volunteer Engagement	Develop an annual training program for volunteer committees
	Develop a policy on volunteer and committee appointments

FY 2015 Village of Pinehurst Annual Performance Report

Strategic Initiatives Completed in FY 2015



Council Goal	Completed Initiatives in FY 2015
Recruit & Retain a Skilled & Diverse Workforce	Perform a formal compensation study to review current practices, pay scales, & position descriptions
	Offer in-house training through the TOPS program and conduct the annual Employee Academy
	Implement selected recommendations from the Compensation Study
Provide Value for Tax Dollars	Oversee the annexation of Cotswold
Maintain a Strong Financial Condition	Develop an annual budget that meets or exceeds established financial targets
	Maximize use of the Fair Barn
	Evaluate alternatives to make the Harness Track financially sustainable (BIRDIE)
Invest in Capital	Maintain VOP buildings and facilities
	Effectively maintain current capital assets
	Continue to enhance the Village roadways with the Annual Street Resurfacing Program

FY 2015 Village of Pinehurst Annual Performance Report

Strategic Initiatives in Progress at Year End



Council Goal	Initiatives in Progress at Year End	Status Update
Safeguard the Community	Achieve national accreditation in the Fire Department	In progress at the end of Q1, FY 2016.
Promote Economic Opportunity	Incrementally expand Village Center into Village Place/Rattlesnake Corridor	Completed in Q1, FY 2016.
Preserve the Character & Ambience of the Village	Evaluate the code enforcement process (BIRDIE)	Completed in Q1, FY 2016.
Provide & Promote Safe Traffic & Pedestrian Mobility	Conduct the Midland Road Corridor Study	Completed in Q1, FY 2016.
Enhance Customer Service	Redesign Village website to add more functionality and integrate it with a mobile app	In progress at the end of Q1, FY 2016.
Continuously Improve Processes	Create a comprehensive orientation process for newly elected officials	In progress at the end of Q1, FY 2016.
Meet Legal & Regulatory Requirements	Complete Payment Card Industry (PCI) Compliance Project	Completed in October 2015.
	Increase capability to secure and monitor the Village network for legal compliance	In progress at the end of Q1, FY 2016.
Optimize Volunteer Engagement	Develop a comprehensive volunteer reward and recognition program	Completed in Q1, FY 2016.
Recruit & Retain a Skilled & Diverse Workforce	Develop a Village wide employee recognition program	Completed in Q1, FY 2016.
Invest in Capital	Evaluate the sale of Village-owned land	In progress at the end of Q1, FY 2016.

For more information, please contact:

Natalie Dean, Assistant Village Manager

ndeane@vopnc.org

910-295-1900 ext. 1103

395 Magnolia Road
Pinehurst, NC 28374

www.vopnc.org

RESOLUTION #15-45:

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

THAT WHEREAS, the Village of Pinehurst has established a Planning and Zoning Board and a Board of Adjustment as required by its Development Ordinance and authorized by North Carolina General Statutes 160A-361 and 160A-388; and

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

WHEREAS, the term of Mr. Fred Engelfried will expire on October 31, 2015; and

WHEREAS, Mr. Engelfried and the Village Council of Pinehurst are desirous of him continuing to serve as a member of the Board of Adjustment and Chairman of the Planning and Zoning Board for an additional term.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 27th day of October, 2015 as follows:

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

Mr. Fred Engelfried is re-appointed as a member of the Board of Adjustment and as Chairman of the Planning and Zoning Board, effective October 31, 2015, said term expiring October 31, 2018.

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

THIS RESOLUTION passed and adopted this 27th day of October, 2015.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

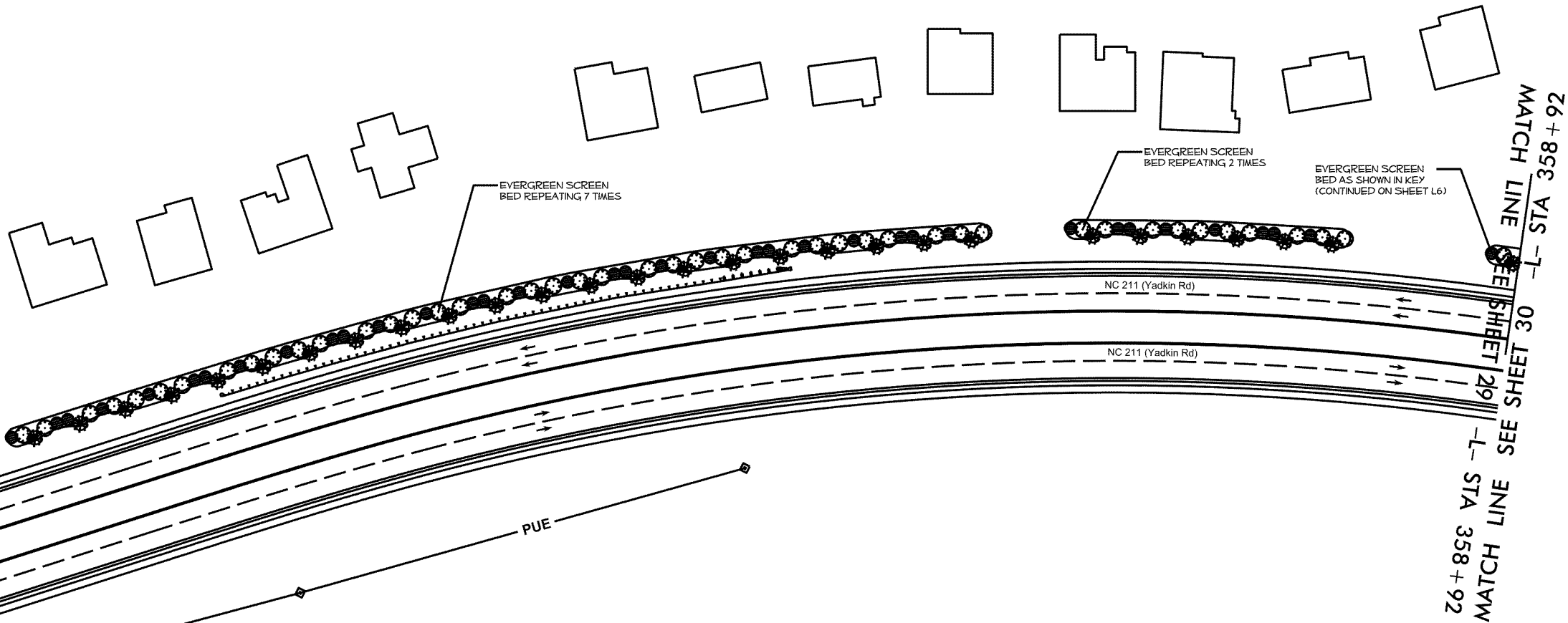
By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney



— EVERGREEN SCREEN
BED REPEATING 4 TIMES
(CONTINUED FROM SHEET L4)

—EVERGREEN SCREEN
BED REPEATING 7 TIMES

— EVERGREEN SCREEN
BED REPEATING 2 TIMES

EVERGREEN SCREEN —
BED AS SHOWN IN KEY
(CONTINUED ON SHEET L6)

- PUE

- PUE

PUE

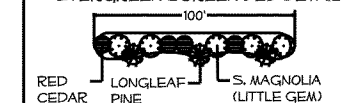
APB	<i>Cercis canadensis</i>	Eastern Redbud	
APT	<i>Cornus kousa</i>	Kousa (Chinese) Dogwood	
CI	<i>Ilex</i> x 'Nellie R. Stevens'	Nellie R. Stevens Holly	
CF	<i>Juniperus virginiana</i>	Red Cedar	
LI	<i>Magnolia grandiflora</i> 'Little Gem'	Little Gem Southern Magnolia	
PT	<i>Pinus palustris</i>	Longleaf Pine	
PB	<i>Thuja plicata</i> 'Green Giant'	Green Giant Arborvitae	

***NOTE:** STAKE AND ADJUST LOCATION OF PLANTINGS IN THE FIELD AS DIRECTED BY THE ENGINEER

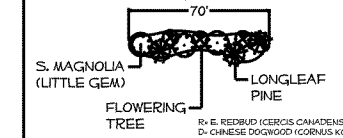
KEY

- ☐ GREEN GIANT ARBORYTAE
- ☐ NELLIE R. STEVENS HOLLY
- ☐ WINTERBERRY HOLLY

EVERGREEN SCREEN BED DETAIL



ACCENT SCREEN BED DETAIL



TREAT AREA WITH HERBICIDES AS DIRECTED BY THE ENGINEER.
PREPARE PLAN BEDS PRIOR TO PLANTING; STAGGER PLANTS,
EDGE PLANT BED, AND ADD 4" OF PINE STRAW MULCH.



NCDOT - ROADSIDE ENVIRONMENTAL UNIT
LANDSCAPE DESIGN & DEVELOPMENT
 1557 MAIL SERVICE CENTER RALEIGH NC 27699-1557
 PH: 919-707-2935 FAX: 919-715-2554
[HTTP://WWW.NCDOT.ORG/DOH/OPERATIONS/DP_CHIEF_ENG/ROADSIDE/](http://www.ncdot.org/doh/operations/dp_chief_eng/roadside/)

NC-211 IN PINEHURST
SECTION 29
CONTRACT #: 34504.3.3

Bob Kopetsky

PREL. DESIGN DATE : DEC. 2014

CHECKED BY & DATE :

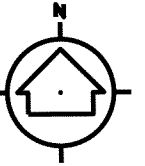
FINAL DESIGN DATE :

DEVELOPMENT PLAN
LANDSCAPE PLAN SHEET

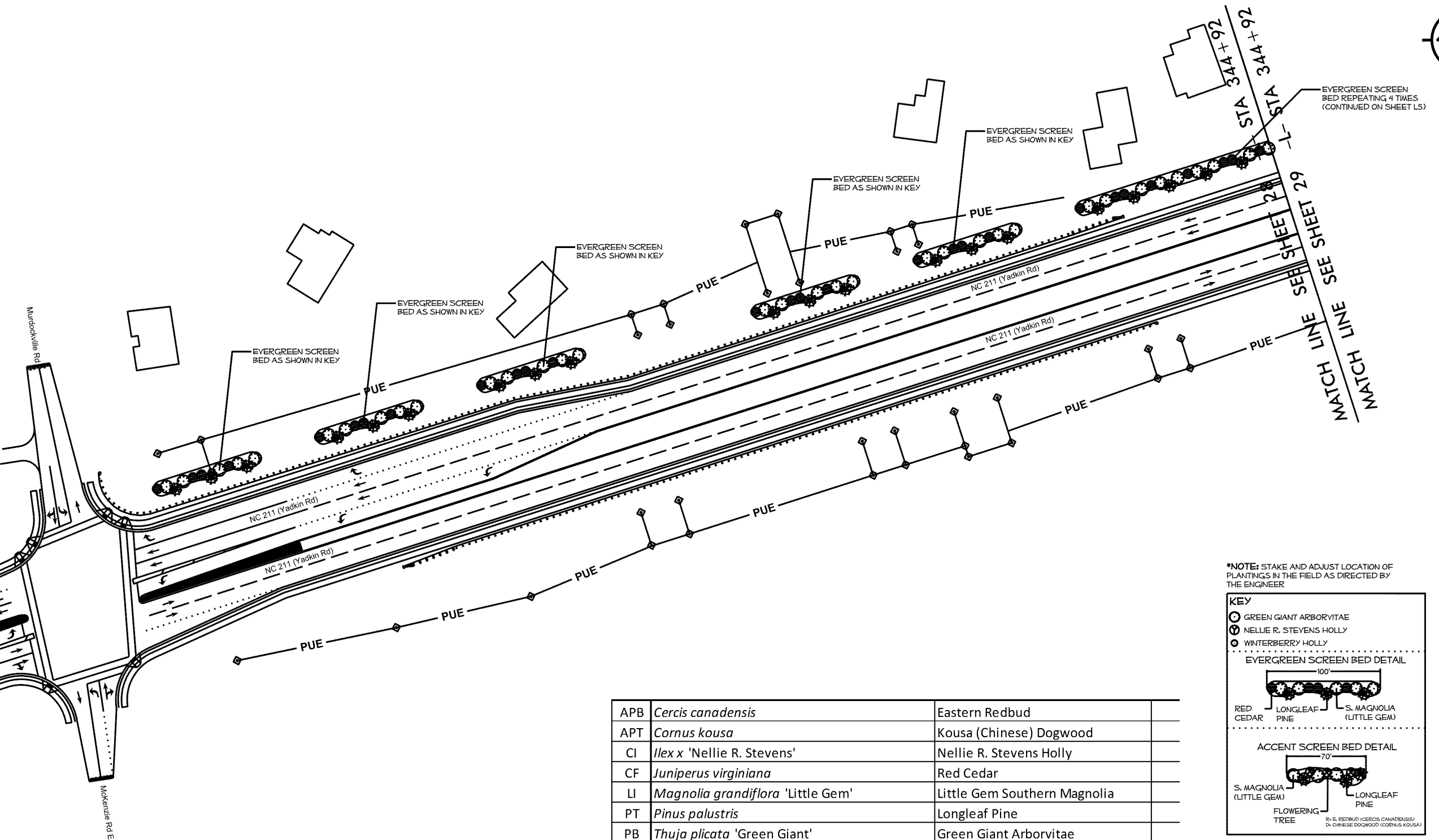


T.I.P. # R-2812	
WBS # 34504.3.3	
FED I.D. #	
SHEET NO :	TOTAL SHEET NO :
<i>L-6</i>	<i>10</i>

\$\$\$\$SYTIME\$\$\$\$
\$\$\$\$\$\$\$\$\$DGN\$\$\$\$\$\$\$\$\$
\$\$\$\$\$USERNAME\$\$\$\$



MATCH LINE SEE SHEET 27 -L- STA 331+92
MATCH LINE SEE SHEET 28 -L- STA 331+92



*NOTE: STAKE AND ADJUST LOCATION OF PLANTINGS IN THE FIELD AS DIRECTED BY THE ENGINEER

KEY

- GREEN GIANT ARBORVITAE
- NELLIE R. STEVENS HOLLY
- WINTERBERRY HOLLY

EVERGREEN SCREEN BED DETAIL

RED CEDAR LONGLEAF PINE S. MAGNOLIA (LITTLE GEM)

ACCENT SCREEN BED DETAIL

S. MAGNOLIA (LITTLE GEM) LONGLEAF PINE

FLOWERING TREE

R-5 REDBUD (CERCIS CANADENSIS)
D- CHINESE DOGWOOD (CORNUS KOUSA)

TREAT AREA WITH HERBICIDES AS DIRECTED BY THE ENGINEER. PREPARE PLAN BEDS PRIOR TO PLANTING; STAGGER PLANTS, EDGE PLANT BED, AND ADD 4" OF PINE STRAW MULCH.

APB	<i>Cercis canadensis</i>	Eastern Redbud	
APT	<i>Cornus kousa</i>	Kousa (Chinese) Dogwood	
CI	<i>Ilex x 'Nellie R. Stevens'</i>	Nellie R. Stevens Holly	
CF	<i>Juniperus virginiana</i>	Red Cedar	
LI	<i>Magnolia grandiflora</i> 'Little Gem'	Little Gem Southern Magnolia	
PT	<i>Pinus palustris</i>	Longleaf Pine	
PB	<i>Thuja plicata</i> 'Green Giant'	Green Giant Arborvitae	



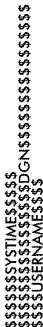
NCDOT - ROADSIDE ENVIRONMENTAL UNIT
LANDSCAPE DESIGN & DEVELOPMENT
1557 MAIL SERVICE CENTER RALEIGH NC 27699-1557
PH: 919-707-2935 FAX: 919-715-2554
[HTTP://WWW.NCDOT.ORG/DOH/OPERATIONS/DP_CHIEF_ENG/ROADSIDE/](http://www.ncdot.org/DOH/OPERATIONS/DP_CHIEF_ENG/ROADSIDE/)

NC-211 IN PINEHURST
SECTION 28
CONTRACT #: 34504.3.3

Bob Kopetsky

PREL. DESIGN DATE: DEC. 2014	DEVELOPMENT PLAN	SHEET NO: L-5 TOTAL SHEET NO: 10
CHECKED BY & DATE:	LANDSCAPE PLAN SHEET	
FINAL DESIGN DATE:		

T.I.P. # R-2812
WBS # 34504.3.3
FED I.D. #



NCDOT - ROADSIDE ENVIRONMENTAL UNIT
LANDSCAPE DESIGN & DEVELOPMENT
 1557 MAIL SERVICE CENTER RALEIGH NC 27699-1557
 PH: 919-707-2935 FAX: 919-715-2554
[HTTP://WWW.NCDOT.ORG/DOH/OPERATIONS/DP_CHIEF_ENG/ROADSIDE/](http://www.ncdot.org/doh/operations/dp_chief_eng/roadside/)

NC-211 IN PINEHURST
MOORE COUNTY
CONTRACT #: 34504.3.3

Bob Kopetsky

PREL. DESIGN DATE : NOV. 2014

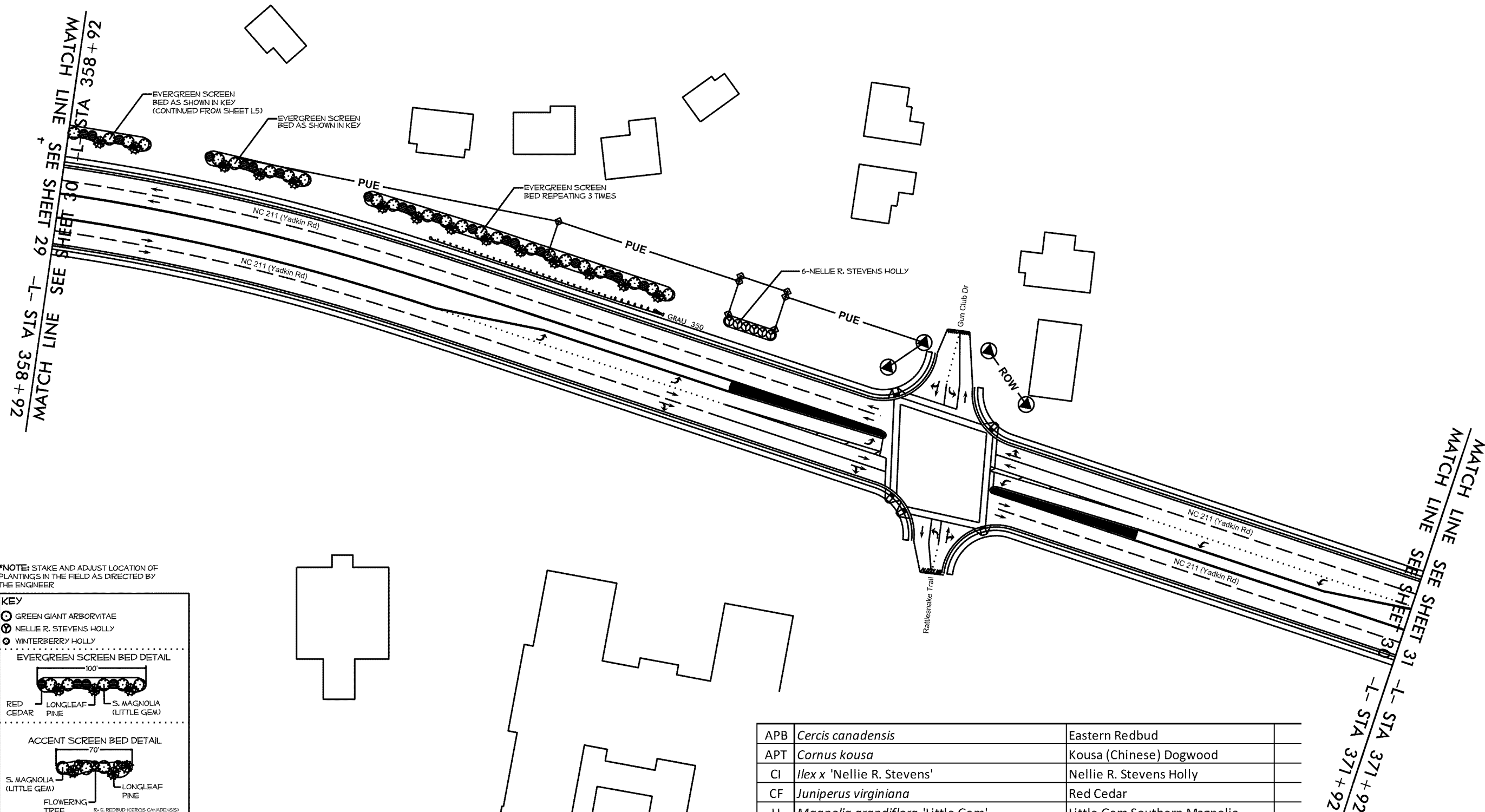
CHECKED BY & DATE :

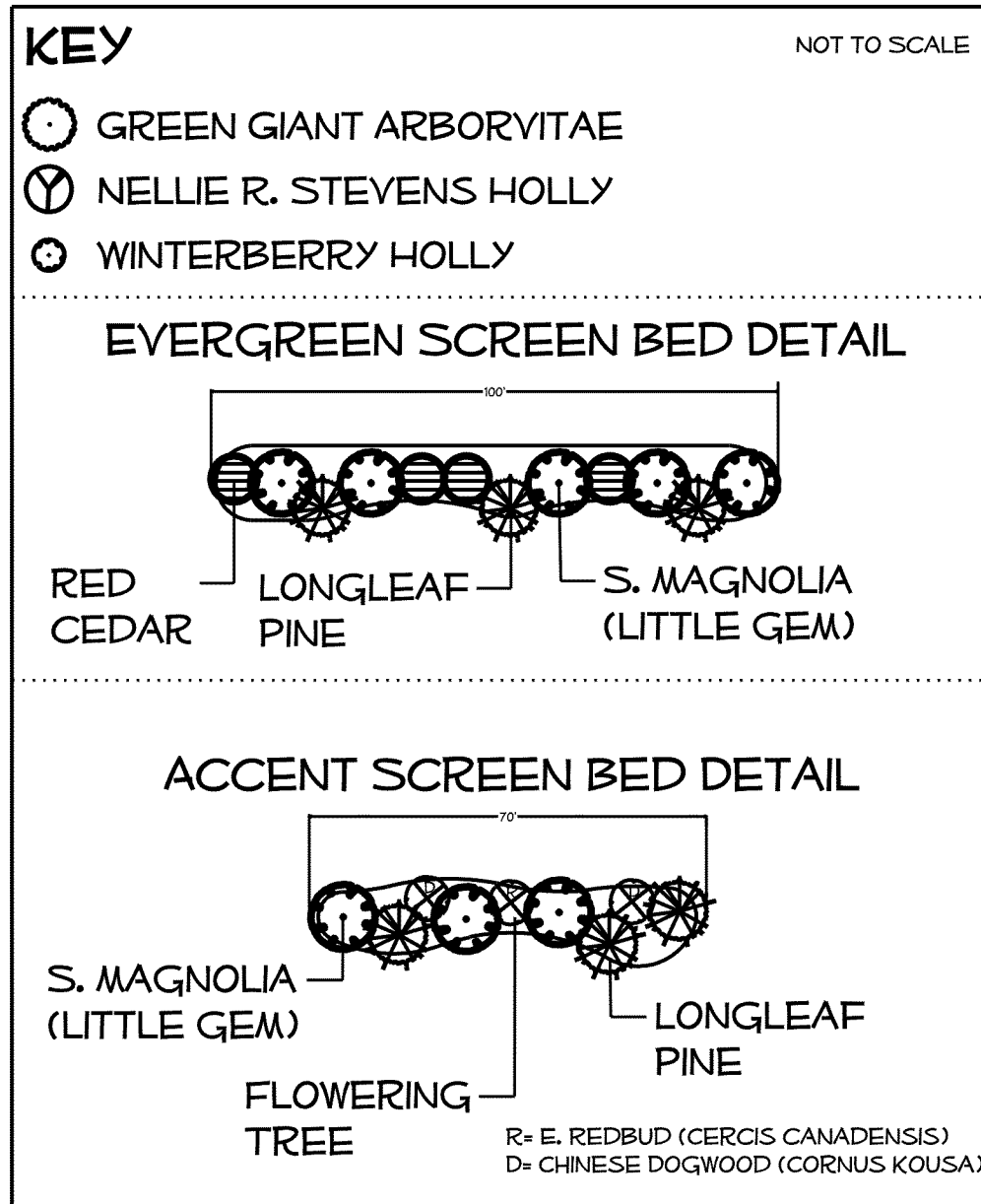
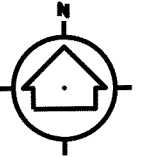
FINAL DESIGN DATE :

DEVELOPMENT PLAN
LANDSCAPE PLAN SHEET



T.I.P. # R-2812	
WBS # 34504.3.3	
FED I.D. #	
SHEET NO :	TOTAL SHEET NO :
<i>L-4</i>	<i>10</i>





***NOTE:** STAKE AND ADJUST LOCATION OF PLANTINGS IN THE FIELD AS DIRECTED BY THE ENGINEER.
TREAT AREA WITH HERBICIDES AS DIRECTED BY THE ENGINEER. PREPARE PLAN BEDS PRIOR
TO PLANTING; STAGGER PLANTS, EDGE PLANT BED, AND ADD 4" OF PINE STRAW MULCH.

\$\$\$\$\$SYTIME\$\$\$\$\$
\$\$\$\$\$SDGN\$\$\$\$\$
\$\$\$\$\$SUDRNAMES\$\$\$\$\$

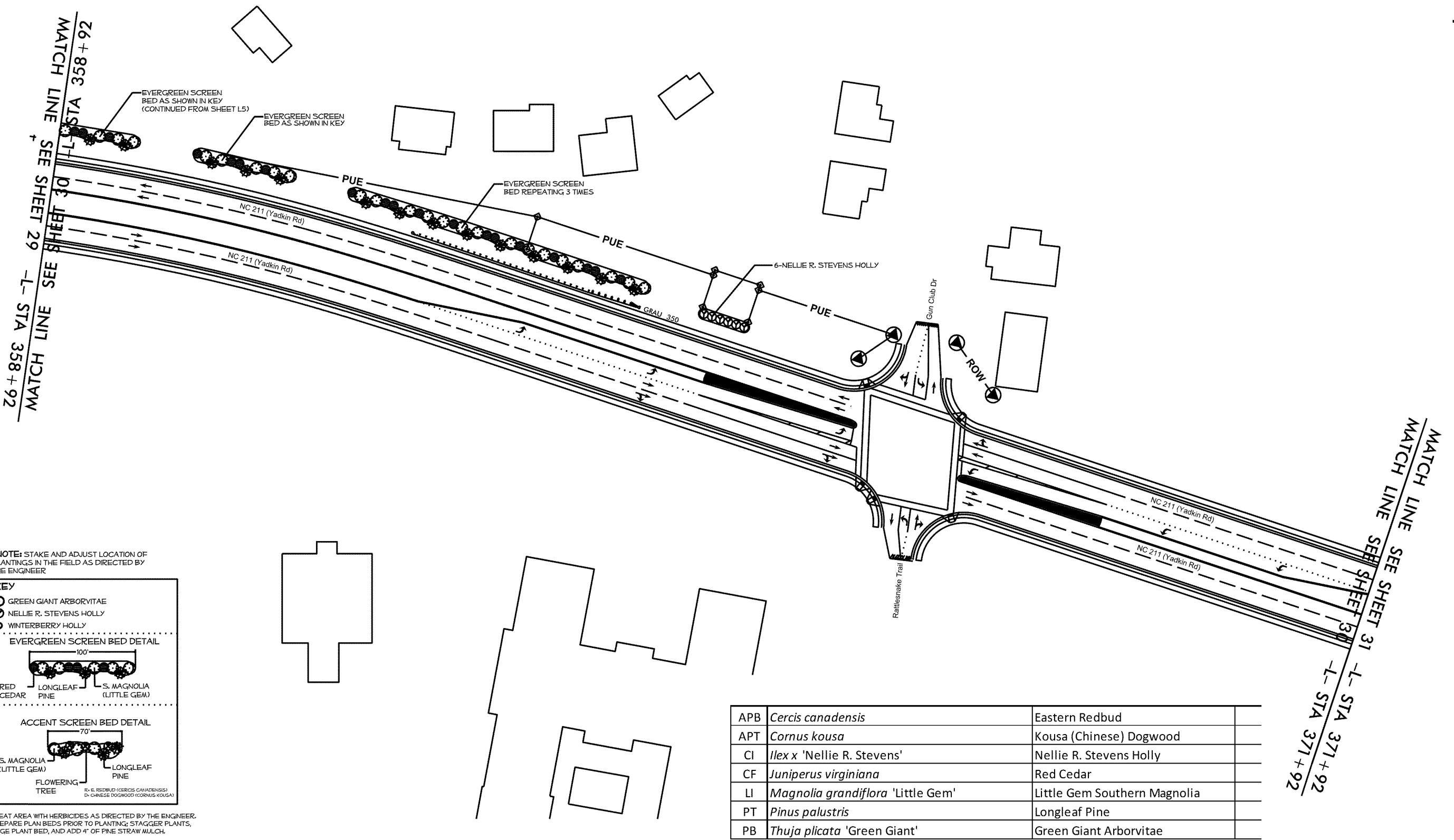


NCDOT - ROADSIDE ENVIRONMENTAL UNIT
LANDSCAPE DESIGN & DEVELOPMENT
1557 MAIL SERVICE CENTER RALEIGH NC 27699-1557
PH: 919-707-2935 FAX: 919-715-2554
[HTTP://WWW.NCDOT.ORG/DOH/OPERATIONS/DP_CHIEF.ENG/ROADSIDE/](http://www.ncdot.org/DOH/OPERATIONS/DP_CHIEF.ENG/ROADSIDE/)

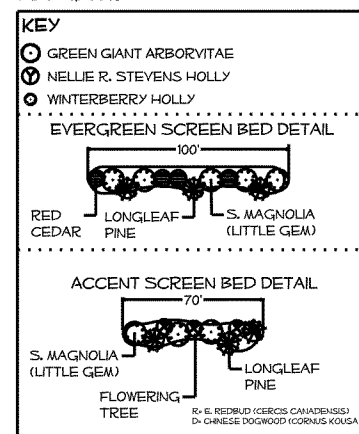
NC-211 IN PINEHURST
MOORE COUNTY
CONTRACT #: 34504.3.3

Bob Kopetsky

SHEET DESCRIPTION:	PREL. DESIGN DATE: NOV. 2014	PLANT KEY DETAIL		T.I.P. # R-2812
	CHECKED BY & DATE:	LANDSCAPE PLAN SHEET		WBS # 34504.3.3
	FINAL DESIGN DATE:			FED I.D. #
				SHEET NO: TOTAL SHEET NO:
				L-3 10



***NOTE:** STAKE AND ADJUST LOCATION OF PLANTINGS IN THE FIELD AS DIRECTED BY THE ENGINEER



TREAT AREA WITH HERBICIDES AS DIRECTED BY THE ENGINEER.
PREPARE PLAN BEDS PRIOR TO PLANTING; STAGGER PLANTS,
EDGE PLANT BED, AND ADD 4" OF PINE STRAW MULCH.



APB	<i>Cercis canadensis</i>	Eastern Redbud	
APT	<i>Cornus kousa</i>	Kousa (Chinese) Dogwood	
CI	<i>Ilex x 'Nellie R. Stevens'</i>	Nellie R. Stevens Holly	
CF	<i>Juniperus virginiana</i>	Red Cedar	
LI	<i>Magnolia grandiflora</i> 'Little Gem'	Little Gem Southern Magnolia	
PT	<i>Pinus palustris</i>	Longleaf Pine	
PB	<i>Thuja plicata</i> 'Green Giant'	Green Giant Arborvitae	



NCDOT - ROADSIDE ENVIRONMENTAL UNIT
LANDSCAPE DESIGN & DEVELOPMENT
1557 MAIL SERVICE CENTER RALEIGH NC 27699-1557
PH: 919-707-2935 FAX: 919-715-2554
[HTTP://WWW.NCDOT.ORG/DOH/OPERATIONS/DP_CHIEF_ENG/ROADSIDE/](http://www.ncdot.org/DOH/OPERATIONS/DP_CHIEF_ENG/ROADSIDE/)

NC-211 IN PINEHURST
SECTION 30
CONTRACT #: 34504.3.3

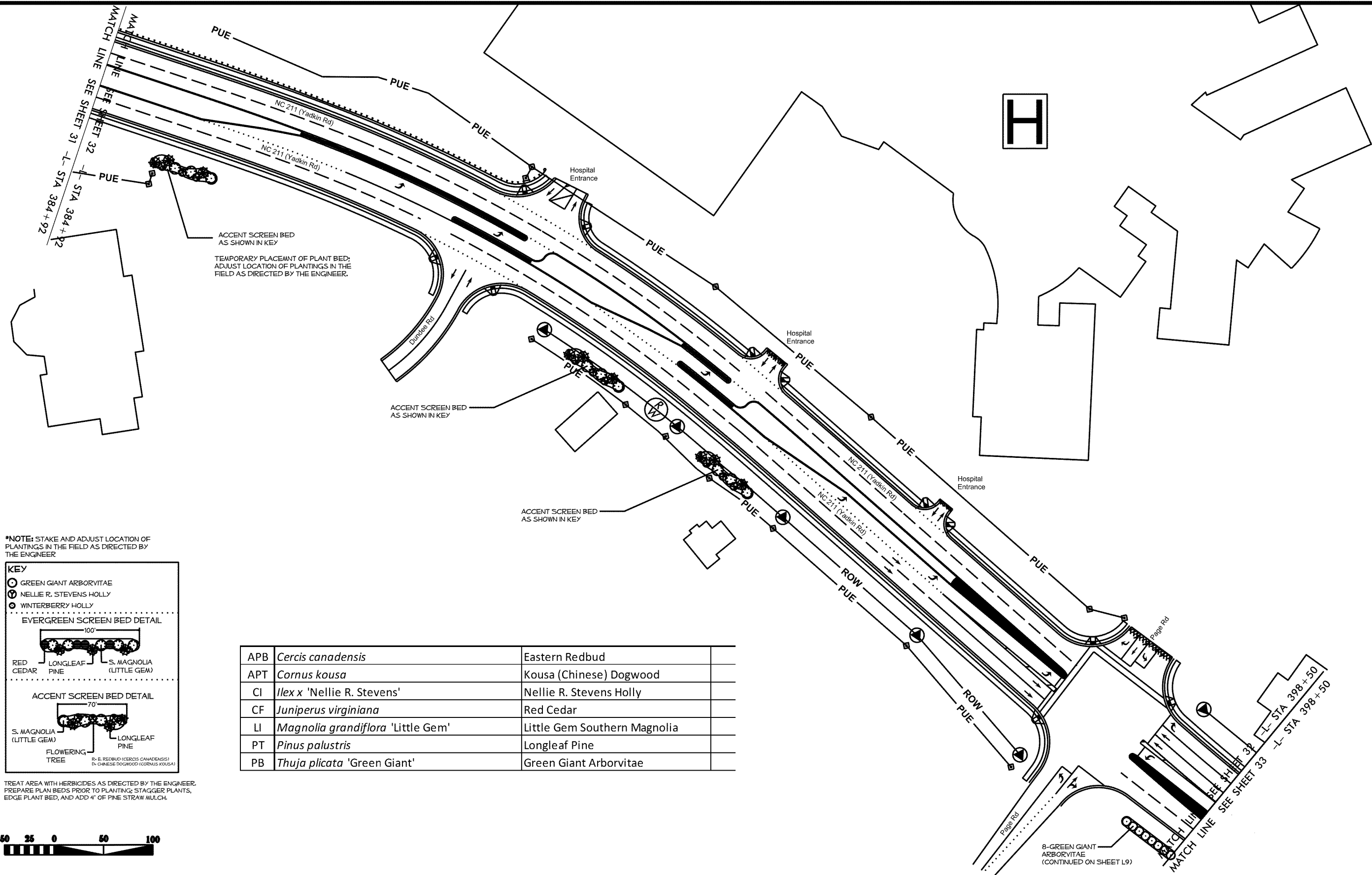
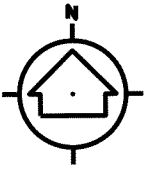
Bob Kopetsky

LET DESCRIPTION:	PREL. DESIGN DATE : DEC. 2014
	CHECKED BY & DATE :
	FINAL DESIGN DATE :

DEVELOPMENT PLAN
LANDSCAPE PLAN SHEET



T.I.P. # R-2812	
WBS # 34504.3.3	
FED I.D. #	
SHEET NO :	TOTAL SHEET NO :
L-7	10



*NOTE: STAKE AND ADJUST LOCATION OF PLANTINGS IN THE FIELD AS DIRECTED BY THE ENGINEER

KEY

- GREEN GIANT ARBORVITAE
- NELLIE R. STEVENS HOLLY
- WINTERBERRY HOLLY

EVERGREEN SCREEN BED DETAIL

100'

RED CEDAR LONGLEAF PINE S. MAGNOLIA (LITTLE GEM)

ACCENT SCREEN BED DETAIL

70'

S. MAGNOLIA (LITTLE GEM) FLOWERING TREE LONGLEAF PINE

R-5 REDBUD (CERCIS CANADENSIS)
CHINESE DOGWOOD (CORNUS KOUSA)

APB	<i>Cercis canadensis</i>	Eastern Redbud
APT	<i>Cornus kousa</i>	Kousa (Chinese) Dogwood
CI	<i>Ilex x 'Nellie R. Stevens'</i>	Nellie R. Stevens Holly
CF	<i>Juniperus virginiana</i>	Red Cedar
LI	<i>Magnolia grandiflora</i> 'Little Gem'	Little Gem Southern Magnolia
PT	<i>Pinus palustris</i>	Longleaf Pine
PB	<i>Thuja plicata</i> 'Green Giant'	Green Giant Arborvitae

TREAT AREA WITH HERBICIDES AS DIRECTED BY THE ENGINEER.
PREPARE PLANT BEDS PRIOR TO PLANTING; STAGGER PLANTS,
EDGE PLANT BED, AND ADD 4" OF PINE STRAW MULCH.



\$\$\$\$\$SYTIME\$\$\$\$\$
\$\$\$\$\$USERNAME\$\$\$\$\$



NCDOT - ROADSIDE ENVIRONMENTAL UNIT
LANDSCAPE DESIGN & DEVELOPMENT
1557 MAIL SERVICE CENTER RALEIGH NC 27699-1557
PH: 919-707-2935 FAX: 919-715-2554
[HTTP://WWW.NCDOT.ORG/DOH/OPERATIONS/DP_CHIEF_ENG/ROADSIDE/](http://www.ncdot.org/DOH/OPERATIONS/DP_CHIEF_ENG/ROADSIDE/)

NC-211 IN PINEHURST
SECTION 32
CONTRACT #: 34504.3.3

Bob Kopetsky

SHEET DESCRIPTION:	PREL. DESIGN DATE: DEC. 2014	DEVELOPMENT PLAN LANDSCAPE PLAN SHEET		T.I.P. # R-2812
	CHECKED BY & DATE:			WBS # 34504.3.3
	FINAL DESIGN DATE:			FED I.D. #
				SHEET NO: L-9 TOTAL SHEET NO: 10



Annual Report of The Risk Management Committee

RMC Mission: To serve as consultant, advisor and review team for all items related to the Village's management of risk as well as the employee health and safety programs.

Risk Management Committee:

- Jeff Batton, Chair
- Becky Jensen, Assistant Financial Services Director
- Angie Kantor, Human Resources Director
- Mr. George Hillier, Volunteer Citizen
- Mr. Dick White, Volunteer Citizen

October 27, 2015

Introduction

On an annual basis, the Risk Management Committee (RMC) produces this report highlighting operations under the purview of the RMC. The RMC is directly involved in determining coverage limits, plan designs, guiding negotiations and selecting and recommending the best insurance programs for the Village as well as conducting reviews, evaluations and offers suggestions in many areas of loss control.

The RMC holds general business meetings quarterly with additional meetings held for health insurance renewal deliberations and for property/liability/workers comp renewal. The manner employed by the Village in utilizing knowledgeable and experienced citizen volunteers combined with appropriate Village staff is a unique approach. It serves the Village well by ensuring fresh eyes are reviewing accident/injury reports for trends; that medical employee benefit plans and property/liability renewals receive fair and balanced reviews; and that new data, ideas and information are frequently brought forth for consideration.

The document is organized in the following sections:

- Employees Health Benefit Plan Recommendations
- Business Insurance Program
- Workers' Compensation Program
- Other Work by the Committee

Employee Health Benefit Plan Recommendations

Medical, vision, dental, life and accidental death and dismemberment (AD&D) coverage is currently provided to all regular full-time employees with coverage fully funded by the Village of Pinehurst. Regular part-time employees (non-seasonal) are eligible for partially Village funded coverage.

Medical/Vision: Blue Cross/Blue Shield of NC is the current provider for medical and vision coverage. Renewal follows the calendar year and dependent coverage is available to all full-time employees and is paid by the employee at a rate of 80% of actual cost. This Village subsidy is being phased out over the next four years by reducing it at a rate of 5% per year. Approximately 25% of Village employees elect medical/vision coverage for dependents.

Recommendation: After reviewing eight medical plans from four different providers, the Committee's recommendation for the 2016 medical and vision coverage is to switch to a less expensive plan with higher deductibles within the Blue Cross/Blue Shield (BC/BS) plan options. The quoted renewal for the 2016 plan was a 16.6%. The negotiated renewal for the recommended plan is a 3.93% increase. The national trend is projected to be approximately 6.5% in 2016 and 4.5% after plan design changes (1).

Within the eight plans considered, seven showed increases ranging from 2.96% to 16.6% and one showed a decrease of 13.3%. All the plans, with exception of the 16.6% increase plan, showed significant changes in co-pays and deductibles for employees. In general, the cost shifting to the employee was greater as the percent of increase decreased. The State Health Plan was the least expensive option with an overall reduction in premium, however the amount of financial burden shifted to the employee was extensive. In addition, once you join the State Health Plan, you lose autonomy and control over your destiny as you are unable to leave the plan in the future. The RMC felt that the recommended plan strikes a proper balance in keeping the plan affordable for the both the Village and the employee.

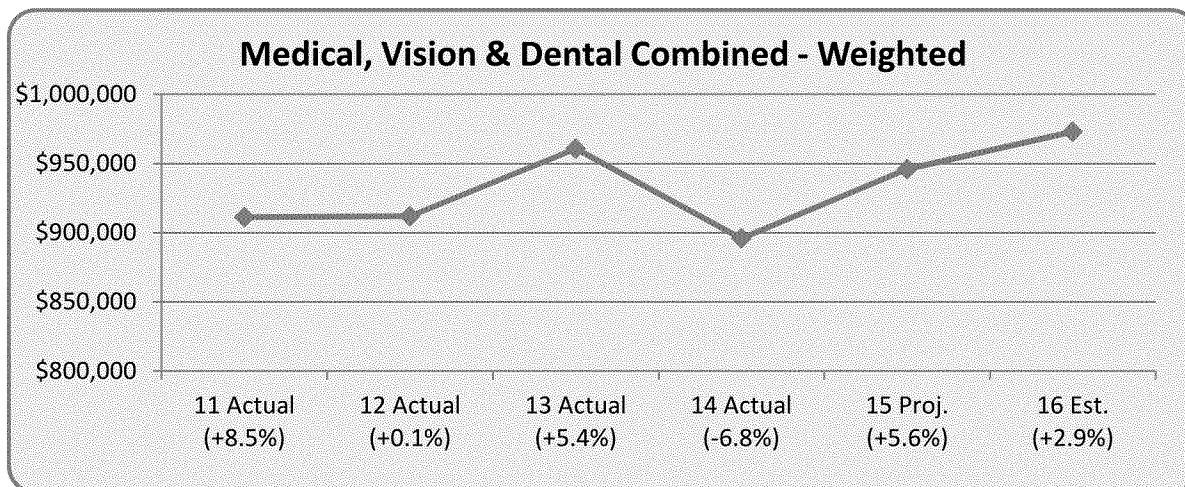
Dental: MetLife is the current dental insurance provider. Renewal occurs on a calendar year basis. Dependent coverage is available for purchase by the employee at 100% of actual cost. Approximately 42% of Village employees elect dental coverage for dependents.

Recommendation: The current provider quoted a 9% increase for 2016. The Committee recommends the Village switch coverage to Principal. Plan design is identical and the premium with Principal is 2.82% less than current. In addition, the Village would enjoy a two-year rate guarantee with a 0% increase in 2017.

(1) June 2015, PwC Health Research Institute Report

Medical/Vision/Dental Net Costs: The total net premium paid (premium less withholdings) for the medical, vision and dental benefit for 2016 is estimated at \$972,949 and the weighted average increase is estimated at 2.9%.

The graph below shows the combined benefit insurance trend for the previous five years along with the 2016 estimate.



The weighted premium paid is directly affected by turnover rates, lapsed time in filling vacancies and selection of dependent coverage by new hires. As a result, even though we may receive a rate increase it does not automatically mean we will pay an equal amount in additional premium.

Opt Out Option: The Village will again allow employees to opt out of coverage in 2016. This allows certain individuals to utilize their own insurance at a lower cost to them personally and it also benefits the Village in that we save on paying the employee premium.

Life and AD&D: USABLE is the current provider of the basic life and AD&D. Benefit is \$25,000 or \$50,000 upon death depending on the position in the organization. Renewal is on a calendar year basis.

Recommendation: The current provider quoted at a 15.79% increase for 2016. The Committee recommends we switch to Principal. They quoted a 5.26% increase which equates to an annual premium of \$8,259.

Long Term Disability: Long-term disability is provided as an added benefit for the Senior Management Team. USABLE is the current provider.

Recommendation: The current provider quoted a 0% increase for 2016 however the RMC recommends switching to Principal which quoted a 14.7% reduction in premium for the exact same plan. This benefit will cost the Village about \$6,400 for 2016.

Flexible Spending Accounts: The Village offers a flexible spending account option for employees to have childcare expenses and qualifying medical expenses deducted pre-tax from paychecks as permitted by IRS regulations. Our current administrator is Health Equity. This is the third year with Health Equity.

Other: The RMC also selects companies for elective coverage such as short-term disability, life insurance, etc. that employees can choose if desired with the employee paying 100% of the cost.

Business Insurance Program

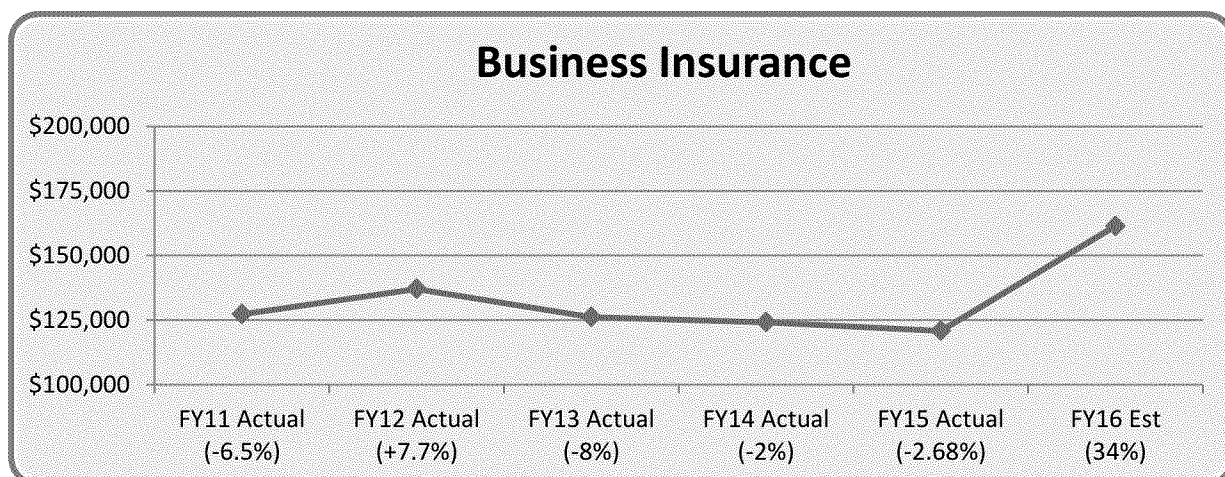
The Business Insurance Program includes all property and liability insurance coverages. All liability and property coverages, with the exception of the Harness Track, are through the Interlocal Risk Financing Fund of NC. This program is administered by the North Carolina League of Municipalities (NCLM). The Harness Track property requires special coverage and is handled through Markel Insurance. In addition, the Village secures a bond to cover actions of the Finance Director.

All of the property/liability coverages are renewed on a fiscal year basis. The combined premium for liability and property is estimated at \$161,440 for FY 2016, which is approximately a 39% increase over the current year. The Village insures itself at \$3,000,000 per occurrence for most types of liability and covers approximately \$22 million in real property.

The dramatic increase in premium is directly due to the expense incurred, and the reserve placed on, the wrongful death lawsuit involving the use of Tasers by the Police in the death of a psychiatric patient in 2011. This results in a significant change to our experience modifier which is partly used to determine premium. Although the Village has prevailed in every part of the case to date and should be facing its final appeal by the plaintiff later this year, the NCLM has incurred over \$200,000 in expenses for defense of the claim and thus they placed a high reserve on the balance for the remainder of the defense and any possible payment required for the claim. The net result is a spike in our premium.

In addition, the NCLM program offers its members "incentive credits" that help lower the annual premium when the League's reserves are healthy and the member entity has had good experience. The Village received a little less than half (\$7,055) of what it received in FY 2015 due to the lawsuit.

Shown in the graph below are the premiums paid for the last five years with a projection for FY 2016.



Premium paid is based on a five year experience modifier, liability limits and value of property, and the incentive credit.

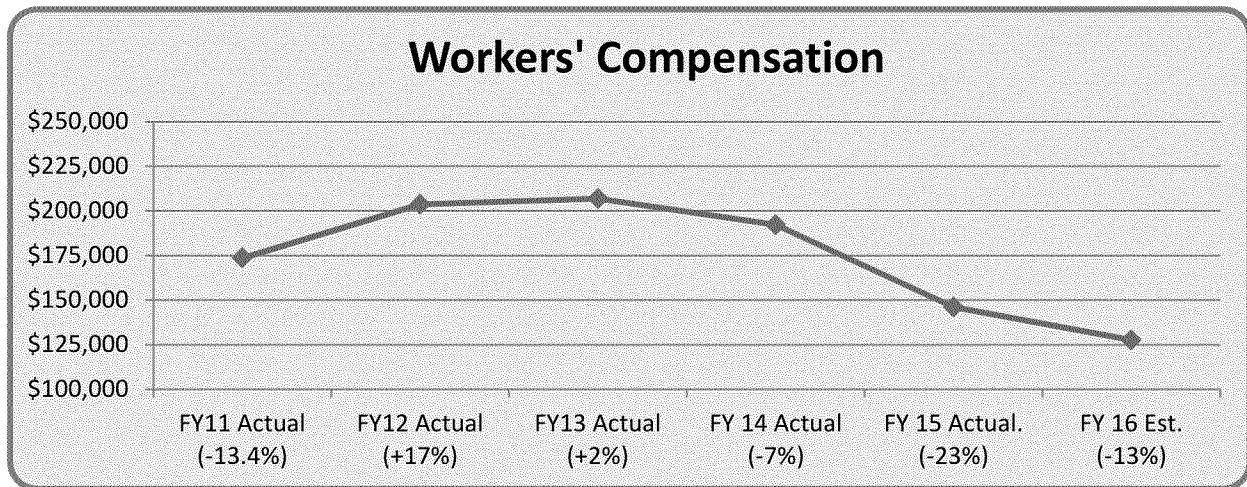
Workers Compensation Program

The Workers' Compensation program covers medical expenses and lost wages incurred by any employee due to work related injury. Workers' Compensation insurance is through the N.C. Interlocal Risk Management Agency. This program is administered by the NCLM.

Workers' Compensation coverage is renewed on a fiscal year basis. The premium for FY 2016 is estimated at \$127,581 which represents a 23% decrease from the previous year.

As with Business Insurance, by being with the NCLM, the Village enjoys incentive credits for continued participation and positive pool and individual performance. The incentive credit for 2016 was \$35,688.

The graph below shows the premiums paid for a seven year period. Generally speaking, the Village has experienced both positive and negative yearly results but current trend is very positive.



Premium paid is based on payroll and a rolling three year experience modifier that represents a composite of injuries and lost work time. Workers' Compensation can have fluctuations in premium impacted by the amount of incentive credit and payroll fluctuations.

Other Work by the Committee

The RMC reviews all accidents that incur property damage to ascertain trends and recommend any potential loss control measures to reduce accidents. Workers' Compensation claims are also reviewed for trends and training opportunities are developed to mitigate injuries to the extent possible. The Committee periodically reviews certain policies that are related to loss control and suggests new Village policies to manage risk and loss.

The Village has a Wellness Committee and a Safety Committee that operate under the umbrella of RMC. Safety is chaired by Chief Carlton Cole and Wellness is chaired by Nicole Benbow. RMC receives quarterly update reports on all activities of these committees.