

FY 2012-2016

# Capital Improvement Plan



Financial Services  
Village of Pinehurst  
1/11/2011

# *Village of Pinehurst Capital Improvement Plan FY 2012-2016*

## *Executive Summary*

The CIP includes improvements with a total estimated cost of \$18,787,700 over the next five years. The FY 2011-2015 CIP totaled \$16,653,231. This represents an increase of \$2,134,469, or 13%, from the previous plan. The ability to increase capital spending is due to the Village's initiative to reduce operating costs and expected increases in revenues as the economy recovers.

There are a total of five (5) capital projects identified, three of which were included in last year's CIP. At the direction of Council, this year's CIP includes funding for the construction of a new Public Services Facility and Downtown Improvements. Included in previous capital plans but not funded in this year's CIP is construction of a new Community Center. The Council plans to study the overall potential for development in the Village Center Expansion Area (formerly known as New Core) over the next year. The findings from this study will determine whether the Village should move forward with the relocation of the Public Services facility or construct the Community Center.

Highlights of the plan include:

- Funding for Downtown Improvements of \$500,000 and \$400,000 are included in FY2012 and FY 2015 respectively
- Investment of \$850,000 in Greenway construction and \$750,000 in Rassie Wicker Park development projects are included in the plan
- Transportation items include \$4.5 million for the annual resurfacing of four to five miles per year of Village roadways, maintaining a twenty-year life cycle for resurfaced streets on average
- The plan also includes \$212,000 for Highway 211 pedestrian improvements in FY2015
- Drainage or storm water improvements of \$800,000 are included in the plan
- Construction of the \$4.7 million Public Services Facility is planned to begin in FY2013
- Investment in automated solid waste trucks and carts is \$1.7 million over the five-year period
- Funding of \$200,000 is included for a federally mandated radio communication upgrade

Fund balance is projected to exceed 40% of expenditures in the first three years of the FY2012-2016 CIP in order to fund construction of the Public Services Facility beginning in FY2013. Fund balance returns to the mid-point of the Council approved range of 30%-40% after the facility has been completed.

To summarize, the CIP represents an \$18.8 million plan to address the capital improvement needs of the Village. Capital expenditures are driven by the types and levels of service the Village chooses to provide to its citizens. This proposal allows us to maintain the current level of most services to our citizens and expand others. Our projections of revenues and expenditures indicate the Village is in a position to fund the CIP as presented with no impact on the Village's current tax rate.

# *Village of Pinehurst*

## *Capital Improvement Plan*

### *FY 2012-2016*

January 11, 2011

Mayor and Village Council  
Village of Pinehurst  
North Carolina

Dear Council:

We respectfully submit to you the proposed Capital Improvement Plan (CIP) for the Village of Pinehurst for fiscal years (FY) 2012 through 2016. The CIP is a planning tool designed to aid policy makers in the acquisition and orderly replacement of capital assets. The plan is updated annually to ensure that it is based on the most accurate information available and is reflective of the current and projected economic environment. Adoption of the CIP by the Village Council does not constitute a commitment to fund a particular item, but rather signifies an intention to fund capital outlay at the indicated level during the ensuing years.

#### Overview

The CIP includes improvements with a total estimated cost of \$18,787,700 over the next five years. These costs are divided into three major areas - Vehicles/Equipment, Capital Improvements and Capital Projects. The CIP adopted by the Council for FY 2011-2015 totaled \$16,653,231. This year's CIP total represents an increase of \$2,134,469, or approximately 13%, from the previous year. The ability to increase capital spending is due to the Village's initiative to reduce operating costs and expected increases in revenues as the economy recovers. It is worth noting that departmental requests this year were just over \$29,000,000. Maintaining the current property tax rate and reductions in other revenue growth projections in the proposed CIP resulted in just over \$10,000,000 in requests being deferred or unfunded.

There are a total of five (5) capital projects identified, three of which were included in last year's CIP. At the direction of Council, this year's CIP includes funding for the construction of a new Public Services Facility and Downtown Improvements. Included in previous capital plans but not funded in this year's CIP is construction of a new Community Center. The Council plans to study the overall potential for development in the Village Center Expansion Area (formerly known as New Core) over the next year. The findings from this study will determine whether the Village should move forward with the relocation of the Public Services Facility or construct the Community Center.

Specific criterion is used to determine whether or not a capital request is classified as a project. The criterion is: (1) the total cost is estimated to exceed \$100,000, (2) substantial activity must occur over more than one fiscal year and (3) the attributes of the project such as type, location, size, etc. must be specifically identified.

Of the total \$18,787,700 in capital expenditures, the anticipated costs of the three major groupings are detailed in the following table:

**Table 1 - Capital Cost By Major Area**

Major Area	Cost of Capital	% of Total
Vehicles/Equipment	\$ 5,057,130	27%
Capital Improvements	6,274,000	33%
Capital Projects	7,456,570	40%
TOTAL	<u>\$ 18,787,700</u>	100%

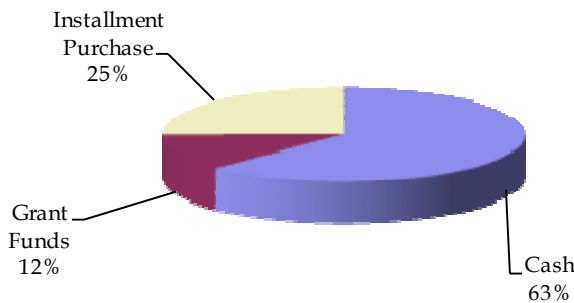
**Funding Sources**

Revenue and funding sources for the capital expenditures identified in this plan come from a variety of sources. The Public Services Facility is expected to be financed with installment financing. The Village also anticipates obtaining grant funding for a portion of Rassie Wicker Park development and for street resurfacing. All other capital expenditures will be funded with available cash. The table and graph below show a summary of the revenues and funding sources for the CIP. The detail of the funding sources can be found in Exhibit 7 on page 12.

**Table 2 - CIP Revenue/Funding Sources Summary**

Funding Source	Cost of Capital
Cash	\$ 11,733,630
Grant	2,310,000
Installment Financing	4,744,070
TOTAL	<u>\$ 18,787,700</u>

**Capital Improvements by Funding Source  
FY2012-2016**



As you can see, the majority of the capital improvements are funded with available Village funds or cash, while another 25% is funded with installment purchase financing. Installment financing is appropriately used to spread the cost of acquiring assets with longer useful lives over longer periods of time. The available Village funds utilized in the CIP consist of appropriations from the General Fund.

Some highlights of the proposed Capital Improvement Plan include:

- Funding for Downtown Improvements of \$500,000 and \$400,000 are included in FY2012 and FY 2015 respectively
- Investment of \$850,000 in Greenway construction and \$750,000 in Rassie Wicker Park development projects are included in the plan
- Transportation items include \$4.5 million for the annual resurfacing of four to five miles per year of Village roadways, maintaining a twenty-year life cycle for resurfaced streets on average
- The plan also includes \$212,000 for Highway 211 pedestrian improvements in FY2015
- Drainage or storm water improvements of \$800,000 are included in the plan
- Construction of the \$4.7 million Public Services Facility is planned to begin in FY2013
- Investment in automated solid waste trucks and carts is \$1.7 million over the five-year period
- Funding of \$200,000 is included for a federally mandated radio communication upgrade

**General Fund**

In developing the financing sources for the CIP, Village staff analyzed the impact of the CIP on the Village’s General Fund. The table below indicates the estimated annual impact on the General Fund for projects, improvements and vehicles/equipment identified in the CIP. Included in the table is the estimated incremental debt service and operating expenditures that would result from the capital projects. It also indicates the cost of those capital items the Village intends to pay for with cash obtained in the current fiscal year from the General Fund.

**Table 3 - General Fund Impact of the CIP**

	2012	2013	2014	2015	2016
Projects Paid with Cash	\$ 850,000	\$ 221,000	\$ 300,000	\$ 912,500	\$ 300,000
Improvements Paid with Cash	887,000	819,000	861,000	824,000	702,000
Vehicles/Equipment	777,115	1,608,870	1,257,230	788,680	625,235
<b>Capital Expenditures</b>	<b>2,514,115</b>	<b>2,648,870</b>	<b>2,418,230</b>	<b>2,525,180</b>	<b>1,627,235</b>
Additional Debt Service	-	-	515,522	502,239	488,955
Annual Operating Impact	216,133	220,580	267,119	272,592	278,179
<b>Annual General Fund Impact</b>	<b>\$ 2,730,248</b>	<b>\$ 2,869,450</b>	<b>\$ 3,200,871</b>	<b>\$ 3,300,011</b>	<b>\$ 2,394,368</b>
<b>Tax Rate Equivalent of CIP</b>	<b>\$ 0.09</b>	<b>\$ 0.10</b>	<b>\$ 0.11</b>	<b>\$ 0.11</b>	<b>\$ 0.08</b>

To estimate the cash available to fund the CIP, the Village projects revenues and expenditures through the 5-year planning period. Revenues and expenditures are projected based on historical trends and future growth expectations.

The slow recovery from the “Great Recession” has had a significant impact on key revenue assumptions. The continued low rate of new home construction has resulted in lower property tax revenue projections. Moore County postponed the planned revaluation for FY2012 until FY2016. This plan assumes a revenue neutral tax rate will be adopted at the revaluation in FY2016. Sales taxes and other revenue estimates that are more reliant on the general economy have been revised to reflect a slow recovery throughout the five-year period.

The Village’s Five-Year Staffing Forecast indicated that the Village does not anticipate adding any positions during the five-year planning horizon. Management has worked diligently over the past year to implement cost containment strategies to reduce operating costs in order to cope with declining revenue and to return capital investment to sustainable levels. Since April 2010 the total number of Village employees has been reduced through attrition by 6.25 full-time equivalents (FTE’s).

Projected revenues, expenditures and staffing and their impact on the General Fund balance are shown in Table 4 on the following page.

**Table 4 - Projected Budgeted General Fund Revenues and Expenditures**

	2012	2013	2014	2015	2016
<b>Population</b>	<b>13,806</b>	<b>13,909</b>	<b>14,011</b>	<b>14,114</b>	<b>14,216</b>
<b>Operating Revenues</b>					
Property Tax Revenue	\$ 9,475,500	\$ 9,570,500	\$ 9,666,500	\$ 9,762,500	\$ 9,872,500
State-Shared Revenue	2,241,000	2,307,000	2,375,000	2,445,000	2,517,000
Intergovernmental Revenues	1,946,246	2,111,198	2,019,104	2,056,961	2,097,767
Permits & Fees	375,000	452,000	1,063,000	380,000	376,000
Sales & Services	443,000	461,000	477,000	516,000	535,000
Other Operating Revenues	209,000	210,000	211,000	213,000	214,000
Interest Income	57,000	112,000	167,000	222,000	222,000
Other Financing Sources	14,000	14,000	14,000	14,000	14,000
<b>Operating Revenues</b>	<b>\$ 14,761,000</b>	<b>\$ 15,238,000</b>	<b>\$ 15,993,000</b>	<b>\$ 15,610,000</b>	<b>\$ 15,849,000</b>
Tax Rate	0.28	0.28	0.28	0.28	0.27
<b>Operating Expenditures</b>					
Personnel in FTEs	129.75	129.75	129.75	129.75	129.75
Salaries	5,367,000	5,580,000	5,802,000	6,034,000	6,272,000
Operating	6,989,000	7,202,000	7,589,000	7,914,000	7,943,000
Debt Service	866,000	549,000	915,000	893,000	870,000
<b>Operating Expenditures</b>	<b>13,222,000</b>	<b>13,331,000</b>	<b>14,306,000</b>	<b>14,841,000</b>	<b>15,085,000</b>
<b>Capital Expenditures in GF</b>	<b>2,514,115</b>	<b>2,648,870</b>	<b>2,418,230</b>	<b>2,525,180</b>	<b>1,627,235</b>
<b>Total GF Expenditures</b>	<b>15,736,115</b>	<b>15,979,870</b>	<b>16,724,230</b>	<b>17,366,180</b>	<b>16,712,235</b>
<b>Net Impact on General Fund</b>	<b>\$ (975,115)</b>	<b>\$ (741,870)</b>	<b>\$ (731,230)</b>	<b>\$ (1,756,180)</b>	<b>\$ (863,235)</b>

**Capital As a Percent of Total Expenditures**

	2012	2013	2014	2015	2016
<b>Total Expenditures*</b>	15,736,115	16,308,870	21,268,300	17,366,180	16,712,235
<b>Total Capital Expenditures</b>	2,514,115	2,848,870	6,962,300	2,525,180	1,627,235
<b>% of Total Expenditures</b>	16.0%	17.5%	32.7%	14.5%	9.7%

**Projected Impact on General Fund Balance**

	2012	2013	2014	2015	2016
<b>Beginning General Fund</b>	\$ 6,819,772	\$ 6,610,067	\$ 6,659,677	\$ 6,757,927	\$ 5,855,247
Net Impact on General Fund	(975,115)	(741,870)	(731,230)	(1,756,180)	(863,235)
Budget to Actual Variance**	765,410	791,480	829,480	853,500	869,240
Projected Actual Gain/(Loss)	(209,705)	49,610	98,250	(902,680)	6,005
<b>Projected Ending GF Bal</b>	<b>6,610,067</b>	<b>6,659,677</b>	<b>6,757,927</b>	<b>5,855,247</b>	<b>5,861,252</b>
<b>% of Total Budget</b>	<b>42.0%</b>	<b>41.7%</b>	<b>40.4%</b>	<b>33.7%</b>	<b>35.1%</b>

\*Includes total capital expenditures

\*\*Assumes actual revenues of 101% of budget and actual expenditures of 95% of budget

**Fund Balance**

Fund balance is projected to exceed 40% of expenditures in the first three years of the FY2012-2016 CIP in order to fund construction of the Public Services Facility beginning in FY2013. Fund balance returns to the mid-point of the Council approved range of 30%-40% after the facility has been completed. These projections include the assumption that operating revenues typically come in at 101% of budget while operating expenditures typically fall 5% below budget.

**Debt Service**

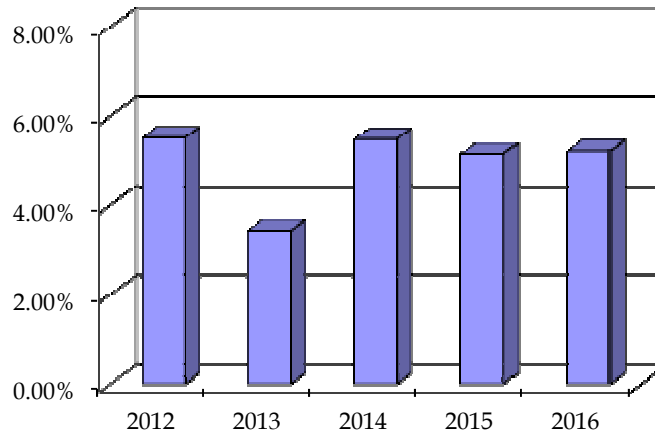
To determine estimated debt service, we assumed a 4.20% interest rate amortized over 15 years for the Public Services Facility. As presented, the Village’s CIP will result in additional annual debt service costs of approximately \$500,000 during the planning horizon. It is important to note that existing annual debt service will decrease significantly starting in FY2013. This is due to the payoff of the Village Hall debt in FY2012 and the Police Station debt in FY2013. Annual debt service on the Village Hall and the Police Station are \$287,000 and \$280,000 respectively.

**Table 5 - Impact of CIP Debt Issuances on Debt Ratios**

	Fiscal Year Ending June 30				
	2012	2013	2014	2015	2016
Existing Debt Service Payments	\$ 865,613	\$ 548,622	\$ 398,571	\$ 389,841	\$ 380,480
Additional Debt Service:					
Public Services Facility	-	-	515,522	502,239	488,955
Total Additional Debt Service	-	-	515,522	502,239	488,955
<b>Total Debt Service</b>	<b>\$ 865,613</b>	<b>\$ 548,622</b>	<b>\$ 914,093</b>	<b>\$ 892,080</b>	<b>\$ 869,435</b>
Estimated Expenditures	15,736,115	15,979,870	16,724,230	17,366,180	16,712,235
<b>% of Expenditures</b>	<b>5.50%</b>	<b>3.43%</b>	<b>5.47%</b>	<b>5.14%</b>	<b>5.20%</b>

During the planning horizon, the Village’s debt service as a percentage of total expenditures is projected to remain at what is widely accepted as a moderate to low level of debt service.

**Village of Pinehurst  
CIP Impact on Debt Ratios  
FY 2012-2016**



In addition, a comparison of the Village’s debt service per capita to its peer group, as shown in Table 6, indicates the Village’s debt service per capita is consistently lower than our peer group throughout the

forecast period. The Local Government Commission (LGC), a division of the NC Department of State Treasurer, compiles financial data for all local governments in the State. The LGC defines our peer group as other municipalities in North Carolina with populations between 10,000 and 50,000 that do not operate electric utilities.

**Table 6 - Projected Debt Service Expenditures vs. Peer Group**

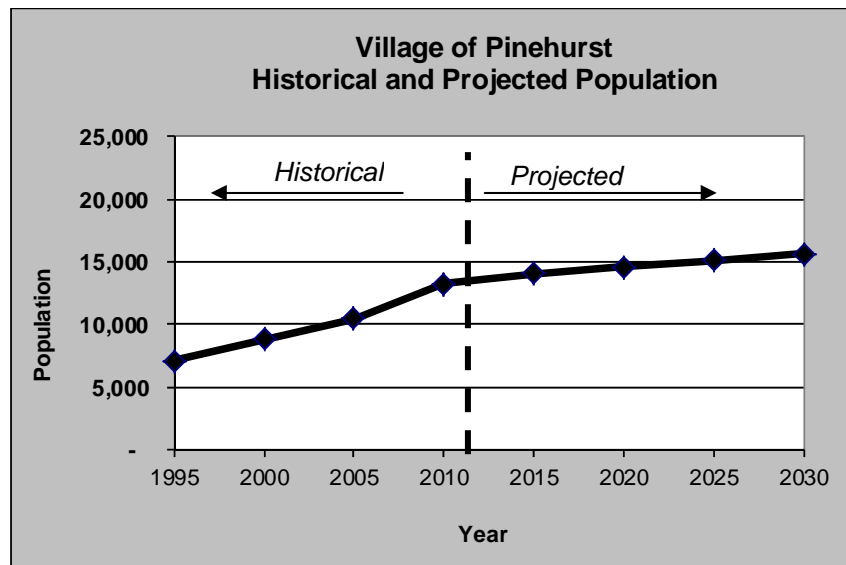
	2012	2013	2014	2015	2016
Population	13,806	13,909	14,011	14,114	14,216
Debt Service	\$ 865,613	\$ 548,622	\$ 914,093	\$ 892,080	\$ 869,435
Debt Service per capita					
Village of Pinehurst	\$ 63	\$ 39	\$ 65	\$ 63	\$ 61
Peer Group*	\$ 140	\$ 140	\$ 140	\$ 140	\$ 140

\*Source: NC State Treasurer, based on fiscal year 2009

**Peer Comparisons**

One way the Village can determine if it is spending an appropriate amount on capital expenditures is to compare itself to its peer group. There are two common ways for governments to compare its annual capital expenditures with those of its peers. The first method is to compare the Village’s per capita spending, or the dollar amount spent per resident. The second method is to compare the amount of capital expenditures as a percentage of total expenditures.

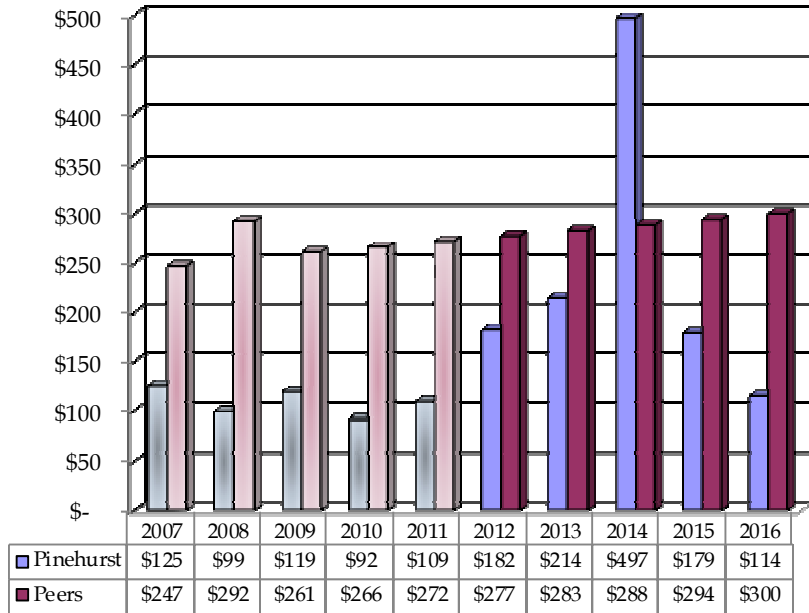
The per capita cost of implementing the CIP is based on the estimated population of the Village. The current population projections anticipate a growth rate of approximately 103 people annually. The graph below depicts the growth the Village has experienced in the past and the continued growth that it anticipates to occur through the CIP planning period and beyond.



The chart on the following page shows the Village’s historical and projected per capita spending levels on capital compared to its peer group. Given the economic downturn, the peer group data may not be as relevant as the expected decline in capital spending across the state is not reflected in the data below. The peer group per capita amounts are assumed to increase at an annual rate of 2%.



### Capital Expenditures Per Capita

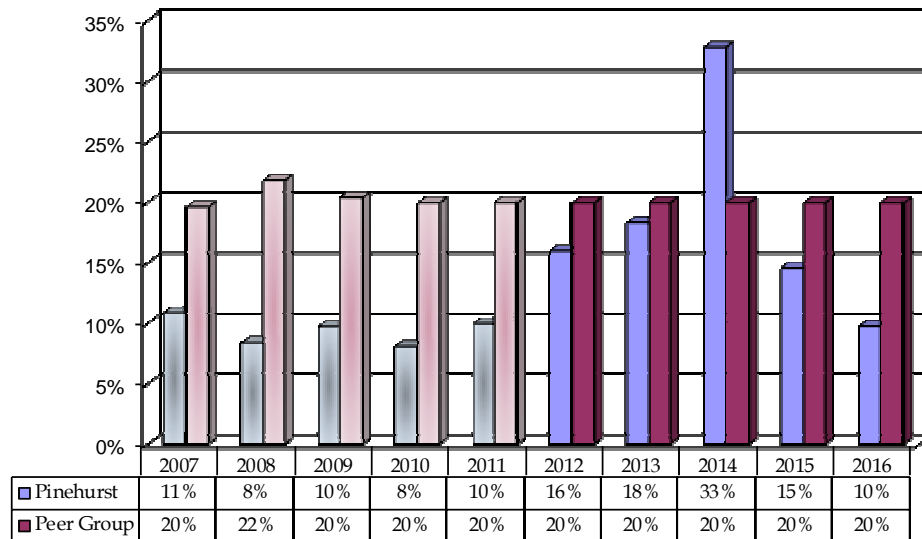


Review of this graph indicates that in FY2014 the Village’s per capita spending levels exceed that of its peers considerably. This is due to the construction of a \$4.7 million Public Services Facility in FY2014. On average capital spending is only slightly below our peer group across the planning horizon.

Over the past five years, the Village’s peer group typically spent around \$268 per capita on annual capital expenditures, or roughly 20% of their net consolidated budget. During that same time period, the Village has spent an average of \$109 per capita on capital expenditures, or 14% of the net consolidated budget.

The following chart shows the Village’s capital expenditures as a percentage of total expenditures compared to its peers.

### Capital as a Percentage of Total Expenditures



**Summary**

To summarize, the CIP represents an \$18.8 million plan to address the capital improvement needs of the Village. Capital expenditures are driven by the types and levels of services the Village chooses to provide to its citizens. This proposal allows us to maintain the current level of most services to our citizens and expand others. Our projections of revenues and expenditures indicate the Village is in a position to fund the CIP as presented with no impact on the Village's current tax rate. Although not increasing the tax rate is a worthy goal, some capital needs will go unfunded or be deferred under this assumption.

The development of this CIP is only one step in the maintenance and development of Village owned facilities and infrastructure. This CIP provides a guide for decision makers and the citizens. By fully examining alternatives and funding options during the planning process, the Village Council and management are able to make more fully informed decisions and maximize Village resources.

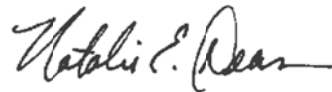
Once the capital improvements plan is prepared or updated on an annual basis, it is presented to the Village Council for their approval. After the CIP is approved, staff will attempt to include funding in the appropriate fiscal year to proceed with the planned projects. The Village Council then appropriates funds in the annual budget for staff to be able to move forward with the projects. Therefore, adoption of the CIP does not constitute a commitment to appropriate the funds, but rather signifies the Council's intent to fund capital at the indicated levels during the annual budget process.

We believe the CIP as presented is a solid proposal and has been prepared in accordance with the guidance and direction provided by the Village Council. We would like to thank the Council members and the Senior Leadership Team for their support and assistance in developing the CIP. We look forward to discussing this proposal with the Council and jointly continuing to serve the citizens of the Village of Pinehurst.

Sincerely,



Andrew M. Wilkison  
Village Manager



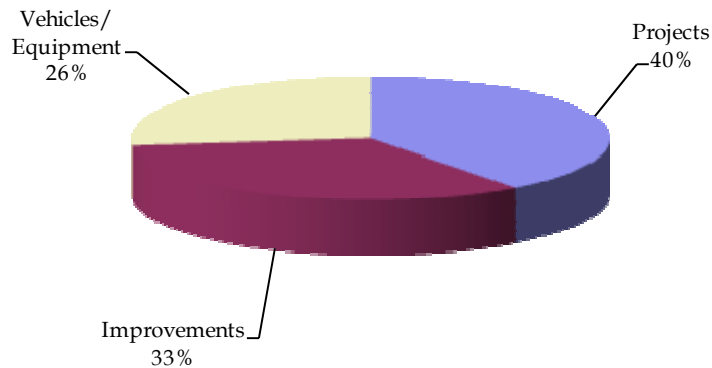
Natalie E. Dean  
Assistant Village Manager

*Summary Exhibits*  
*Capital Improvement Plan*

**Exhibit 1 - Total Cost of All CIP Items For Planning Period**

Total	Fiscal Year Ending June 30				
	2012	2013	2014	2015	2016
<b>General Government Projects</b>					
Roadway Improvements \$ 212,500	\$ -	\$ -	\$ -	\$ 212,500	\$ -
Public Services Facility 4,744,070	-	200,000	4,544,070	-	-
Greenways 850,000	200,000	200,000	150,000	150,000	150,000
Rassie Wicker Park 750,000	150,000	150,000	150,000	150,000	150,000
Downtown Improvements 900,000	500,000	-	-	400,000	-
<b>Subtotal</b> \$ 7,456,570	\$ 850,000	\$ 550,000	\$ 4,844,070	\$ 912,500	\$ 300,000
<b>Vehicles/Equipment</b> \$ 5,057,130	\$ 777,115	\$ 1,608,870	\$ 1,257,230	\$ 788,680	\$ 625,235
<b>Improvements</b>					
Road Resurfacing & Imp \$ 4,532,000	\$ 837,000	\$ 869,000	\$ 897,000	\$ 940,000	\$ 989,000
Drainage Projects 800,000	150,000	155,000	160,000	165,000	170,000
Recreation 904,500	278,500	221,000	240,000	165,000	-
Public Safety 37,500	37,500	-	-	-	-
<b>Subtotal</b> \$ 6,274,000	\$ 1,303,000	\$ 1,245,000	\$ 1,297,000	\$ 1,270,000	\$ 1,159,000
<b>GRAND TOTAL</b> \$18,787,700	\$ 2,930,115	\$ 3,403,870	\$ 7,398,300	\$ 2,971,180	\$ 2,084,235

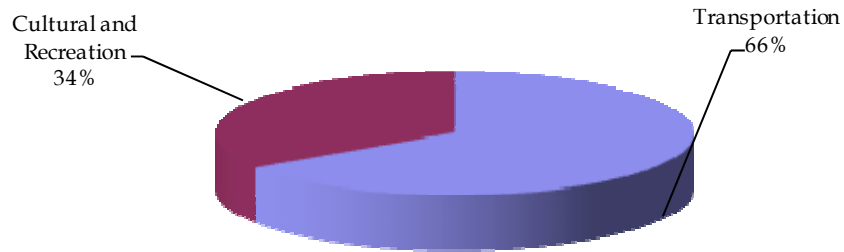
**Exhibit 2  
Total Cost of All CIP by Category**



**Exhibit 3 - Total Cost of CIP Projects From Inception Through 2016**

Project	Pre-Planning Period Project Cost	Planning Period Project Cost	Total Project Cost
Roadway Improvements	\$ -	\$ 212,500	\$ 212,500
Public Services Facility	1,017,487	4,744,070	5,761,557
Greenways	514,598	850,000	1,364,598
Rassie Wicker Park	1,444,868	750,000	2,194,868
Downtown Improvements	-	900,000	900,000
<b>GRAND TOTAL</b>	<b>\$ 3,021,953</b>	<b>\$ 7,456,570</b>	<b>\$ 10,478,523</b>

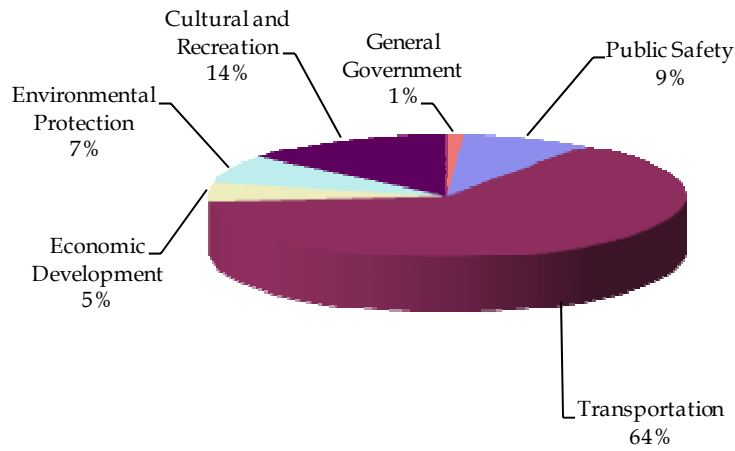
**Exhibit 4  
Total Cost of All CIP Projects by Function**



**Exhibit 5 - Per Capita Cost of CIP**

<b>Per Capita Cost of CIP</b>	2012	2013	2014	2015	2016
Total Cost of the CIP	\$ 2,930,115	\$ 3,403,870	\$ 7,398,300	\$ 2,971,180	\$ 2,084,235
Estimated Population	13,806	13,909	14,011	14,114	14,216
<b>Per Capita Cost</b>	<b>\$ 212.23</b>	<b>\$ 244.73</b>	<b>\$ 528.04</b>	<b>\$ 210.52</b>	<b>\$ 146.61</b>

**Exhibit 6  
CIP Projects by Function**



**Exhibit 7 - Detail of Total CIP By Funding Source**

		Fiscal Year Ending June 30				
		2012	2013	2014	2015	2016
	Total					
<b>Cash</b>						
Roadway Improvements	\$ 212,500	\$ -	\$ -	\$ -	\$ 212,500	\$ -
Greenways	850,000	200,000	200,000	150,000	150,000	150,000
Rassie Wicker Park	621,000	150,000	21,000	150,000	150,000	150,000
Downtown Improvements	900,000	500,000	-	-	400,000	-
	2,583,500	850,000	221,000	300,000	912,500	300,000
Vehicles/Equipment	5,057,130	777,115	1,608,870	1,257,230	788,680	625,235
Improvements	4,093,000	887,000	819,000	861,000	824,000	702,000
<b>Subtotal</b>	<b>11,733,630</b>	<b>2,514,115</b>	<b>2,648,870</b>	<b>2,418,230</b>	<b>2,525,180</b>	<b>1,627,235</b>
<b>Grant</b>						
Street Resurfacing - PB	2,181,000	416,000	426,000	436,000	446,000	457,000
Rassie Wicker	129,000	-	129,000	-	-	-
<b>Subtotal</b>	<b>2,310,000</b>	<b>416,000</b>	<b>555,000</b>	<b>436,000</b>	<b>446,000</b>	<b>457,000</b>
<b>Installment Financing</b>						
Public Services Facility	4,744,070	-	200,000	4,544,070	-	-
<b>Subtotal</b>	<b>4,744,070</b>	<b>-</b>	<b>200,000</b>	<b>4,544,070</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>\$ 18,787,700</b>	<b>\$ 2,930,115</b>	<b>\$ 3,403,870</b>	<b>\$ 7,398,300</b>	<b>\$ 2,971,180</b>	<b>\$ 2,084,235</b>

**Exhibit 8 - Detail of Net Operating Cost (Revenue) by Capital Item**

	Total	Fiscal Year Ending June 30				
		2012	2013	2014	2015	2016
<b>Net Annual Operating Cost</b>						
Public Services Facility	\$ 128,537	\$ -	\$ -	\$ 42,000	\$ 42,840	\$ 43,697
Greenways	318,134	61,132	62,355	63,602	64,874	66,171
Rassie Wicker Park	807,933	155,001	158,225	161,517	164,878	168,311
Subtotal	1,254,603	216,133	220,580	267,119	272,592	278,179
<b>Annual Debt Service</b>						
Public Services Facility	1,506,717	-	-	515,522	502,239	488,955
Subtotal	1,506,717	-	-	515,522	502,239	488,955
<b>Net Budget Impact</b>	<b>\$ 2,761,320</b>	<b>\$ 216,133</b>	<b>\$ 220,580</b>	<b>\$ 782,641</b>	<b>\$ 774,831</b>	<b>\$ 767,134</b>



## *Capital Projects*

## Public Services Facility

<b>Department</b>	Public Services/Fleet Maintenance Departments
<b>Project Cost</b>	\$5,761,557
<b>Project Priority</b>	<input type="checkbox"/> Repair or renovation of existing capital assets obsolete or worn out needed to maintain the current level of service provided <input checked="" type="checkbox"/> Eliminates deficiencies in providing a service at the current level of demand <input type="checkbox"/> Eliminates a public hazard or threat to public safety <input checked="" type="checkbox"/> Improvements or new capital assets that significantly improve the efficiency of operations <input checked="" type="checkbox"/> New capital assets needed to improve or expand the existing level of service or provide a new service

### PROJECT DESCRIPTION/JUSTIFICATION

The new facility will combine the current Public Services and Fleet Maintenance facilities, located on McCaskill Road, into one complex. The current facilities are in the Village Center Expansion Area, which has been identified for expansion of the Village Center, and do not provide an environment to insure the efficiency and effectiveness of public services and fleet maintenance operations. The site of the new complex was purchased in 2007. The buildings within the complex are estimated to be a total of approximately 18,000 square feet. It includes an administrative building comprised of offices, locker rooms, a training room, a break room and restrooms. It also includes equipment and supply storage buildings, including bins for salt, dirt, rock, etc., and four double-sided bays for vehicle and equipment maintenance.

Project Budget	Total	Fiscal Year Ending June 30					
		Prior Periods	2012	2013	2014	2015	2016
Appropriations	\$ 5,761,557	\$ 1,017,487	\$ -	\$ 200,000	\$ 4,544,070	\$ -	\$ -
TOTAL	\$ 5,761,557	\$ 1,017,487	\$ -	\$ 200,000	\$ 4,544,070	\$ -	\$ -
Funding Source:							
Cash	\$ 1,017,487	\$ 1,017,487	\$ -	\$ -	\$ -	\$ -	\$ -
Installment Financing	4,744,070			200,000	4,544,070	-	-
TOTAL	\$ 5,761,557	\$ 1,017,487	\$ -	\$ 200,000	\$ 4,544,070	\$ -	\$ -

Cash Flow Impact	Total	Fiscal Year Ending June 30					
		Prior Periods	2012	2013	2014	2015	2016
Debt Proceeds	\$ 4,744,070	\$ -	\$ -	\$ 200,000	\$ 4,544,070	\$ -	\$ -
Project Expenditures	5,761,557	1,017,487	-	200,000	4,544,070	-	-
Operating Expenditures	128,537	-	-	-	42,000	42,840	43,697
Debt Service	1,506,717	-	-	-	515,522	502,239	488,955
TOTAL	\$ (2,652,740)	\$ (1,017,487)	\$ -	\$ -	\$ (557,522)	\$ (545,079)	\$ (532,652)

## Roadway Improvements

<b>Department</b>	Engineering Department
<b>Project Cost</b>	\$212,500
<b>Project Priority</b>	<input type="checkbox"/> Repair or renovation of existing capital assets obsolete or worn out needed to maintain the current level of service provided <input checked="" type="checkbox"/> New/expanded capital assets that eliminate deficiencies in providing a service at the current level of demand <input checked="" type="checkbox"/> New/expanded capital assets that eliminate a public hazard or threat to public safety <input checked="" type="checkbox"/> Improvements or new capital assets that significantly improve the efficiency of operations <input checked="" type="checkbox"/> New capital assets needed to improve or expand the existing level of service or provide a new service

### PROJECT DESCRIPTION/JUSTIFICATION

This project includes pedestrian improvements on NC-211. The improvement specifications include traffic signals and sidewalks along NC211. The population of Pinehurst alone is expected to reach 15,000 people by the year 2025 and traffic on major roads to roughly double by that time. This project will help mitigate the effects of the traffic growth on this major road thus improving traffic operations and safety, as well as provide a visual gateway to the Village and more direct linkage to the Village Center. This project will assist the Village in meeting the goals identified as future transportation needs in the 2010 Comprehensive Long-Range Plan.

### FINANCIAL INFORMATION

Project Budget	Total	Fiscal Year Ending June 30					
		Prior Periods	2012	2013	2014	2015	2016
Appropriations	\$ 212,500	\$ -	\$ -	\$ -	\$ -	\$ 212,500	\$ -
TOTAL	\$ 212,500	\$ -	\$ -	\$ -	\$ -	\$ 212,500	\$ -
Funding Source:							
Cash	\$ 212,500	\$ -	\$ -	\$ -	\$ -	\$ 212,500	\$ -
TOTAL	\$ 212,500	\$ -	\$ -	\$ -	\$ -	\$ 212,500	\$ -

Cash Flow Impact	Total	Fiscal Year Ending June 30					
		Prior Periods	2012	2013	2014	2015	2016
Project Expenditures	\$ 212,500	\$ -	\$ -	\$ -	\$ -	\$ 212,500	\$ -
TOTAL	\$ (212,500)	\$ -	\$ -	\$ -	\$ -	\$ (212,500)	\$ -

## Greenways

<b>Department</b>	Parks and Recreation Department
<b>Project Cost</b>	\$1,491,098
<b>Project Priority</b>	<input type="checkbox"/> Repair or renovation of existing capital assets obsolete or worn out needed to maintain the current level of service provided <input checked="" type="checkbox"/> Eliminates deficiencies in providing a service at the current level of demand <input checked="" type="checkbox"/> Eliminates a public hazard or threat to public safety <input type="checkbox"/> Improvements or new capital assets that significantly improve the efficiency of operations <input checked="" type="checkbox"/> New capital assets needed to improve or expand the existing level of service or provide a new service

### PROJECT DESCRIPTION/JUSTIFICATION

This project is a multi-phase project that eventually will create approximately 24 miles of pedestrian and non-motorized transportation paths throughout Pinehurst. Currently there are approximately 7 miles completed. The paths will be constructed of various materials depending on the terrain in the locations selected for path construction. The creation of greenways will interconnect different parts of Pinehurst and will offer a safe environment for walking, bicycling and other passive recreation and non-motorized transportation. Greenways will also promote a pollutant-free environment by reducing the need for modes of travel dependent on fuel.

### FINANCIAL INFORMATION

Project Budget	Total	Fiscal Year Ending June 30					
		Prior Periods	2012	2013	2014	2015	2016
Appropriations	\$ 1,491,098	\$ 641,098	\$ 200,000	\$ 200,000	\$ 150,000	\$ 150,000	\$ 150,000
TOTAL	\$ 1,491,098	\$ 641,098	\$ 200,000	\$ 200,000	\$ 150,000	\$ 150,000	\$ 150,000
Funding Source:							
Grants	\$ 36,108	\$ 36,108	\$ -	\$ -	\$ -	\$ -	\$ -
Cash	1,454,990	604,990	200,000	200,000	150,000	150,000	150,000
TOTAL	\$ 1,491,098	\$ 641,098	\$ 200,000	\$ 200,000	\$ 150,000	\$ 150,000	\$ 150,000

Cash Flow Impact	Total	Fiscal Year Ending June 30					
		Prior Periods	2012	2013	2014	2015	2016
Project Expenditures	\$ 1,491,098	\$ 641,098	\$ 200,000	\$ 200,000	\$ 150,000	\$ 150,000	\$ 150,000
Operating Expenditures	491,007	172,873	61,132	62,355	63,602	64,874	66,171
TOTAL	\$ (1,982,105)	\$ (813,971)	\$ (261,132)	\$ (262,355)	\$ (213,602)	\$ (214,874)	\$ (216,171)

## Rassie Wicker Park Development

<b>Department</b>	Parks and Recreation Department
<b>Project Cost</b>	\$2,194,868
<b>Project Priority</b>	<input type="checkbox"/> Repair or renovation of existing capital assets obsolete or worn out needed to maintain the current level of service provided <input checked="" type="checkbox"/> Eliminates deficiencies in providing a service at the current level of demand <input type="checkbox"/> Eliminates a public hazard or threat to public safety <input type="checkbox"/> Improvements or new capital assets that significantly improve the efficiency of operations <input checked="" type="checkbox"/> New capital assets needed to improve or expand the existing level of service or provide a new service

### PROJECT DESCRIPTION/JUSTIFICATION

Rassie Wicker Park is a multi-phase project which began construction in 2004. The park currently has a soccer field, an in-line hockey rink, restrooms, paved and stone screening walking trails, playground and associated parking and landscaping. The remaining project phases include construction of an additional restroom facility, shelter, shuffleboard, horseshoe pits, a sand volleyball court and various trails, parking and landscaping. Rassie Wicker Park will provide a facility that satisfies the recreational needs of the citizens of Pinehurst and visitors to our area.

### FINANCIAL INFORMATION

Project Budget	Total	Fiscal Year Ending June 30					
		Prior Periods	2012	2013	2014	2015	2016
Appropriations	\$ 2,194,868	\$ 1,444,868	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>TOTAL</b>	<b>\$ 2,194,868</b>	<b>\$ 1,444,868</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
Funding Source:							
Grants	\$ 353,737	\$ 224,737	\$ -	\$ 129,000	\$ -	\$ -	\$ -
Cash	1,841,131	1,220,131	150,000	21,000	150,000	150,000	150,000
<b>TOTAL</b>	<b>\$ 2,194,868</b>	<b>\$ 1,444,868</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>

Cash Flow Impact	Total	Fiscal Year Ending June 30					
		Prior Periods	2012	2013	2014	2015	2016
Grant Proceeds	\$ 353,737	\$ 224,737	\$ -	\$ 129,000	\$ -	\$ -	\$ -
Project Expenditures	2,194,868	1,444,868	150,000	150,000	150,000	150,000	150,000
Operating Expenditures	1,235,303	427,371	155,001	158,225	161,517	164,878	168,311
<b>TOTAL</b>	<b>\$ (3,076,434)</b>	<b>\$ (1,647,501)</b>	<b>\$ (305,001)</b>	<b>\$ (179,225)</b>	<b>\$ (311,517)</b>	<b>\$ (314,878)</b>	<b>\$ (318,311)</b>

## ***Downtown Improvements***

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<b>Department</b>	Engineering Department
<b>Project Cost</b>	\$900,000
<b>Project Priority</b>	<input type="checkbox"/> Repair or renovation of existing capital assets obsolete or worn out needed to maintain the current level of service provided <input type="checkbox"/> Eliminates deficiencies in providing a service at the current level of demand <input type="checkbox"/> Eliminates a public hazard or threat to public safety <input type="checkbox"/> Improvements or new capital assets that significantly improve the efficiency of operations <input checked="" type="checkbox"/> New capital assets needed to improve or expand the existing level of service or provide a new service

### **PROJECT DESCRIPTION/JUSTIFICATION**

Over the past two years, the Council has worked diligently to preserve and improve the downtown area of Old Town. This multi-phase project is a continuation of this effort by reconfiguring the Village Center and approaches to improve traffic flow and create a pedestrian friendly environment. In addition, design will begin on developing a gateway from the Welcome Center, through Old Town and to the Village Center Expansion Area. Improvement to the downtown streetscape will enhance the overall character and ambience of Pinehurst to preserve its international reputation and quality of life.

### **FINANCIAL INFORMATION**

Project Budget	Total	Fiscal Year Ending June 30					
		Prior Periods	2012	2013	2014	2015	2016
Appropriations	\$ 900,000	\$ -	\$ 500,000	\$ -	\$ -	\$ 400,000	\$ -
TOTAL	\$ 900,000	\$ -	\$ 500,000	\$ -	\$ -	\$ 400,000	\$ -
Funding Source:							
Cash	\$ 900,000	\$ -	\$ 500,000	\$ -	\$ -	\$ 400,000	\$ -
TOTAL	\$ 900,000	\$ -	\$ 500,000	\$ -	\$ -	\$ 400,000	\$ -

Cash Flow Impact	Total	Fiscal Year Ending June 30					
		Prior Periods	2012	2013	2014	2015	2016
Project Expenditures	\$ 900,000	\$ -	\$ 500,000	\$ -	\$ -	\$ 400,000	\$ -
TOTAL	\$ (900,000)	\$ -	\$ (500,000)	\$ -	\$ -	\$ (400,000)	\$ -