



# **VILLAGE OF PINEHURST**

## **2021 Strategic Operating Plan**

**Including the**

**FY 2021 Budget**



### **Village Council:**

Council Member Kevin Drum, Treasurer Lydia Boesch, Mayor John Strickland,  
Mayor Pro-Tem Judy Davis, Council Member Jane Hogeman



# **VILLAGE OF PINEHURST**

**395 MAGNOLIA ROAD  
PINEHURST, NC 28374**

**910.295.1900**

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## **VISION**

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

## **MISSION**

To promote, enhance, and sustain the quality of life  
for residents, businesses, and visitors.

## **VALUES**

Service, Initiative, Teamwork, and Improvement

## **VILLAGE SENIOR LEADERSHIP**

Village Manager	Jeff Sanborn
Assistant Village Manager	Jeff Batton
Assistant Village Manager	Natalie Hawkins
Village Clerk	Beth Dunn
Organizational Performance Director	Lauren Craig
Financial Services Director	Brooke Hunter
Human Resources Director	Angela Kantor
Chief Information Officer	Jason Whitaker
Police Chief	Earl Phipps
Fire Chief	Carlton Cole
Planning and Inspections Director	Darryn Burich
Public Services and Engineering Director	Mike Apke
Parks and Recreation Director	Mark Wagner
Fleet Maintenance Director	Randy Kuhn



**Introduction**  
Table of Contents ..... i  
Introduction ..... iii  
Organizational Chart ..... v  
Personnel Classification Summary ..... vi  
GFOA Distinguished Budget Presentation Award ..... vii  
ICMA Certificate of Excellence in Performance Management ..... viii

**Budget in Brief**  
Budget in Brief ..... 1

**Budget Message**  
Budget Message ..... 5

**About Village Services**  
About Village Services ..... 17

**Strategic Operating Plan Guide**  
Strategic Planning Process Overview ..... 27  
Strategic Operating Plan Calendar ..... 29  
Financial Policies ..... 30  
Budget Requirements ..... 32  
Budget Format ..... 34

**Strategic Priorities**  
Strategic Planning Process ..... 37  
Balanced Scorecard ..... 42  
Initiative Action Plans ..... 43  
Performance Improvement ..... 44  
Strategic Goals ..... 45

**General Fund**  
General Fund Summary ..... 66  
Revenue Highlights ..... 71  
Expenditure Highlights ..... 73  
Fund Balance ..... 74  
Ad Valorem Taxes ..... 76  
Other Taxes and Licenses ..... 78  
Unrestricted Intergovernmental Revenues ..... 79  
Restricted Intergovernmental Revenues ..... 82  
Permits and Fees ..... 84  
Assessments ..... 86  
Sales and Services ..... 87  
Other Revenues ..... 89  
Investment Income ..... 90  
Fund Balance Appropriations ..... 91  
Governing Body ..... 92  
Administration ..... 93  
Financial Services ..... 95  
Human Resources ..... 97  
Police ..... 99  
Fire ..... 101



***General Fund (continued)***

Inspections .....103  
Public Services Administration.....105  
Streets & Grounds.....106  
Powell Bill .....108  
Solid Waste .....109  
Planning .....111  
Community Development.....113  
Recreation .....115  
Library.....117  
Harness Track .....119  
Fair Barn .....121  
Buildings & Grounds .....123  
Fleet Maintenance.....125  
Information Technology .....127  
Contingency .....129  
Debt Service.....130  
Other Financing Uses.....133  
Capital Expenditures.....134

***Five-Year Financial Forecast FY 2021-2025***

Five-Year Financial Forecast.....137

***Capital Improvement Plan FY 2021-2025***

Capital Improvement Program.....144  
Fleet Purchase Plan .....148  
IT Purchase Plan .....150  
Other Capital Additions Purchase Plan.....151

***Annual Budget Ordinance***

Annual Budget Ordinance.....153

***Budget Glossary***

Budget Glossary.....156

***Supplementary Information***

History.....163  
Demographic and Geographic Characteristics.....166  
Demographic and Economic Statistics .....167  
Principal Property Tax Payers .....168  
Principal Employers.....169



Welcome to the Village of Pinehurst! This Strategic Operating Plan (SOP) document represents the plans of the Village Council and staff to achieve our vision and accomplish our mission. We hope this document will prove to be a valuable tool for Village citizens, businesses, visitors, Council, and staff.



*The Pinehurst Village Hall, located at 395 Magnolia Road*

Strategic Operating Plans can be very complex and confusing. Should there be any questions regarding information provided in this document, please contact the Financial Services Department at 910.295.1900.

The layout of the document is intended to take the reader from the broadest perspective (consolidated totals, etc.) to a more specific perspective (individual departments, divisions, etc.). Realizing that information needs differ for every reader, the document is divided into sections to make the information easy to locate.

***Budget in Brief*** - The Budget in Brief provides an overview of the FY 2021 Budget that is a component of the Strategic Operating Plan. It helps the reader quickly understand what initiatives and other key elements are included in the annual budget.

***Budget Message*** - In the Budget Message, the Village Manager discusses the proposed annual budget and any outside factors that were used in determining the budgeted expenditures and the revenues needed to cover these expenditures.

***About Village Services*** - This section provides a description of the duties and responsibilities of the different Village departments and divisions.

***Strategic Operating Plan Guide*** - This guide details the steps in preparing and adopting the annual budget, which is a component of the Strategic Operating Plan. A summary of key financial policies affecting the budget process is given. This section also includes the budget calendar, the budget planning phases, and a description of how the process works. Finally, it has a brief description of fund accounting, how the Village's finances are organized, and how to read the department tables contained in the *General Fund* section.



**Strategic Priorities** - This section provides an overview of the strategic planning process, the Village's Balanced Scorecard (BSC), and also contains the Council's strategic goals and objectives. Key Performance Indicators (KPIs) with short-term and long-term goals on the Village's Balanced Scorecard are also included in this section along with specific Initiative Action Plans (IAPs) aimed at achieving those performance targets.

**General Fund** - This section includes detailed information about General Fund revenues and assumptions used to determine budgeted amounts. Every Village department or division also appears with individual department profiles and budget summaries. Department goals, objectives, and Key Performance Indicators (KPIs) with short-term and long-term projections are also included. These are the most specific presentations within the document. This section also provides information on debt service and on capital expenditures contained in the current year budget.

**Five-Year Financial Forecast** - This section contains the Village's long-range financial forecast. The forecast is developed to ensure that adequate financial resources are available to meet future financial obligations. The forecast serves to inform decision makers of the long-term financial implications of the budgetary decisions they are making today.

**Capital Improvement Plan (CIP)** - The CIP outlines the Village's plan for the replacement and acquisition of capital assets over the five-year planning period. Capital assets include vehicles, equipment, infrastructure, and new facilities. The Village uses this plan to ensure that these investments are aligned with the Village's strategic direction.

**Annual Budget Ordinance** - The Budget Ordinance is the legally binding ordinance that establishes the new annual budget.

**Budget Glossary** - This section includes a list of common terms, acronyms and abbreviations used throughout the document. A detailed definition of these terms is provided to aid the reader in understanding the budget and strategic planning process.

**Supplementary Information** - This section includes miscellaneous information about the Village of Pinehurst, such as the history of the Village and other relevant economic data.

To find specific information addressed in individual sections, please refer to the *Table of Contents* in the front of the budget document.