

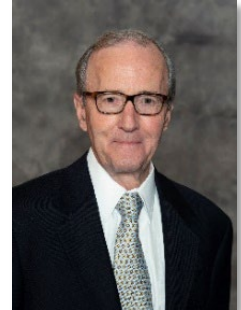


### Letter from the Mayor

The Village Council is committed to ensuring Pinehurst is a charming, vibrant community which reflects our rich history and traditions. Each year, we ask residents and businesses for feedback on our services through the community and business surveys. Council and senior leaders used that feedback, along with other relevant data, to prepare the 2022 Strategic Operating Plan, which includes the Fiscal Year (FY) 2022 Budget.

Annually, the Council affirms the Balanced Scorecard and identifies strategic objectives as Areas of Focus to improve Village services. The three Areas of Focus for FY 2022 include:

- Managing development to protect Village character,
- Supporting the business community, and
- Providing a safe and effective multi-modal transportation system.



The \$24.0 million FY 2022 Budget contains a \$0.315 per \$100 valuation property tax rate, an increase of 1.5 cents from the previous year, but still the lowest in the county. It includes several great initiatives and projects that are sure to enhance the quality of life and bring new value to the Village of Pinehurst.

Over the last few years, we completed an extensive analysis of the needs and preferences of Pinehurst residents for library services. We found considerable support to assume responsibility for and improve the Given Memorial Library and Tufts Archives. As a result, our FY 2022 Budget includes funding to incorporate the library and archives into our suite of Village services for years to come.

At this time last year the Village of Pinehurst, and our nation, faced uncertainties with the COVID-19 coronavirus pandemic. Due to the circumstances, we shifted the execution of plans, kept a watchful eye on our operating environment, and implemented protocols to keep everyone as safe as possible. While we certainly cannot overlook the devastating impacts of this pandemic, we can look to FY 2022 with hope and optimism. I believe we have prepared a Strategic Operating Plan that will promote, enhance, and sustain the quality of life in the Village of Pinehurst.

I encourage you to read further about our plans and the FY 2022 Budget in our 2022 Strategic Operating Plan.

Sincerely,

*John C. Trickett*



**Quick Facts**

**\$24.0 M**  
Total Budget

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**\$0.315**  
Per \$100 of Valuation Tax Rate

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**5**  
Initiative Action Plans

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**10**  
Increase of Staff Full Time Equivalents (FTEs)



## Fiscal Year 2022 Initiative Action Plans

The FY 2022 Budget includes five Initiative Action Plans (IAPs) at a cost of \$1,463,875 to address the Village’s nine strategic goals. Three of these IAPs are designated to address an Area of FOCUS (AOF). In the five-year planning period, there are six IAPs totaling \$5,501,312. Additional information on IAPs, including costs to be incurred after FY 2022, can be found in the *Strategic Priorities* section of the 2022 Strategic Operating Plan. The FY 2022 Initiative Action Plans and the funding incorporated in the FY 2022 Budget include:

### 1. Update the Pinehurst Development Ordinance AOF (\$200,000)

The Village will engage a consultant to conduct a comprehensive update to the Pinehurst Development Ordinance to reflect priorities of the 2019 Comprehensive Plan and revisions required by changes in NC legislation.

### 2. Small Area Plan for the Village Place/Rattlesnake Trail Corridor and Pinehurst South/Hwy 5 Commercial Area AOF (\$0)

The Village will continue working with its consultant, Design Collective, to prepare two small area plans for the Village Place and the Rattlesnake Trail Corridor, which will be an update to and expansion of the previously adopted 2008 New Core Master Plan, and the Pinehurst South/Hwy 5 Commercial Area. These are two of five focus areas identified in the 2019 Comprehensive Plan. Funding for this IAP was budgeted in FY 2021.

### 3. Expand/Enhance Library Services (\$988,875)

The Village plans to assume responsibility for the assets and operations of the Given Memorial Library and Tufts Archives and make initial improvements to the existing building in FY 2022.



### 4. Expand Downtown Parking Facilities AOF (\$150,000)

The Village will design a downtown parking facility to support the business community and planned library expansion. Construction is planned for FY 2023.

### 5. Develop a Comprehensive Stormwater Master Plan (\$125,000)

The Village will engage a consultant to develop a strategy to address stormwater issues and concerns within the community.

### Future Year IAP: Develop a Consolidated Multi-Modal Transportation Plan AOF

This IAP will consolidate the Village’s multi-modal transportation plans into one document that incorporates bicycle, pedestrian, and golf cart accessibility. This will begin in FY 2023.

### Other Significant Projects Planned for FY 2022

- Resurface and patch approximately 4.5 miles of roadways (\$1.4 million)
- Construct pedestrian facilities (\$400,000)
- Stormwater facility enhancements (\$337,000)
- Construct a storage building behind Fire Station 91 (\$290,000)
- Build out unfinished space in Village Hall (\$271,000)
- Add new lighting to the soccer field at Wicker Park (\$200,000)
- Streetscape enhancements in Village Place (\$150,000)
- Update the Comprehensive Parks and Recreation Master Plan (\$45,000)
- Identify alternative locations for the Public Services complex (\$0)

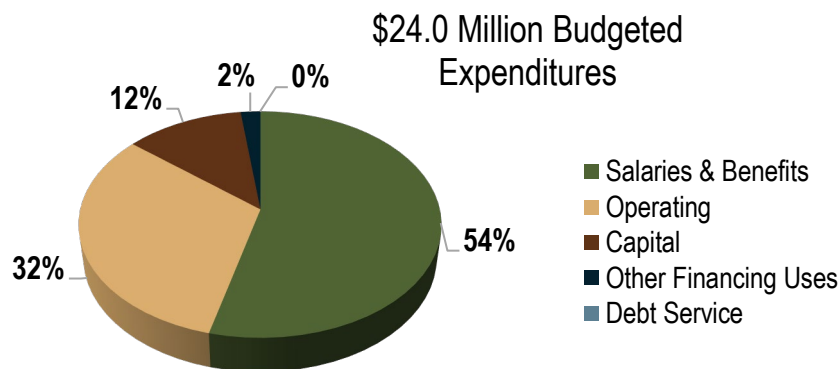


## How will your tax dollars be spent in FY 2022?

The FY 2022 Budget for salaries and benefits for the Village’s 156.6 full-time equivalents (FTEs) accounts for 54% of total expenditures, or \$12.9 million. The budget includes a 1.2% cost of living adjustment and merit raises at an average of 2% per employee. The Village currently pays for 100% of health, dental, and vision insurance premiums for employee-only coverage.

The FY 2022 Budget includes an increase of 10.0 full time equivalents (FTEs) for several positions (see *Personnel Classification Summary* for more details), of which 4.5 FTEs would staff the Given Memorial Library and Tufts Archives. The remaining 5.5 FTEs are directly related to the need to increase staff capacity to serve a growing population in the Village of Pinehurst.

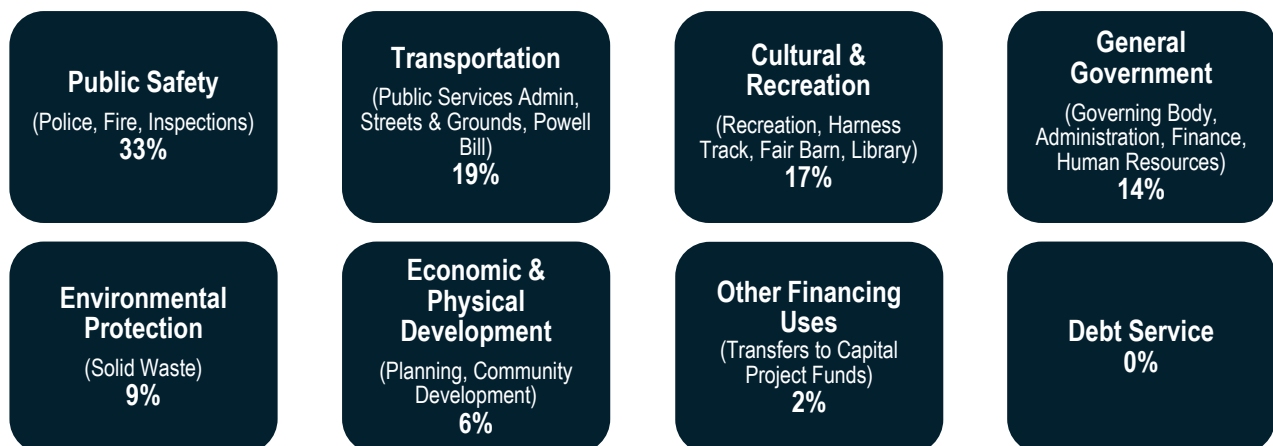
New Positions Funded	
Financial Services Supervisor	(1 FTE)
Firefighters	(2 FTE)
Planning & Zoning Specialist	(1 FTE)
Code Technician	(0.5 FTE)
Solid Waste Equipment Operator	(1 FTE)
Library Staff	(4.5 FTEs)



The FY 2022 Budget includes \$2.8 million in capital investment, or 12% of total expenditures. This represents a decrease from last year’s General Fund capital expenditures, largely due to the replacement of a fire truck. The budget also includes \$550,000 in other financing uses, or 2% of the total FY 2022 General Fund Budget. These uses include a \$400,000 transfer to the Library Expansion Capital Project Fund for design and a \$150,000 transfer to the Downtown Parking Facility Capital Project Fund for design.

Significant operating costs include funding for Initiative Action Plans supporting the Council’s goals and objectives. The operating expenditures also include a \$1.4 million investment in street resurfacing and patching devoted to improving the quality of Village streets (see *Powell Bill* section for additional details).

### Expenditures by Function





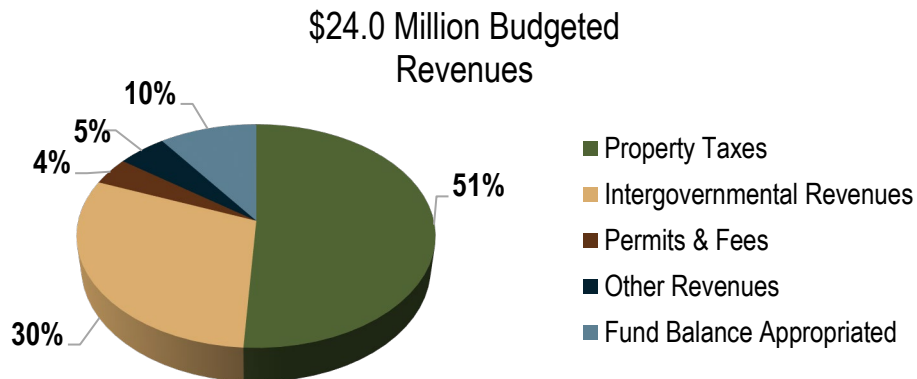
In FY 2022, the Village has no debt service expenditures, as all existing debt agreements were paid off in FY 2021. Overall, the FY 2022 Budget totals \$23,987,230 or 6% above the prior year's amended General Fund budget as of December 31, 2020. The acquisition of the library and archives accounts for 5% of this increase. The FY 2022 Budget as presented results in a per capita expenditure of \$1,356 based on a projected population of 17,689.

## How is the Village of Pinehurst Funded in FY 2022?

The primary revenue source for the Village is property taxes, accounting for 51% of total revenues, or \$12.2 million. In FY 2022, the Village has a proposed tax rate of \$0.315 per \$100 of valuation property tax rate, which is the lowest municipal tax rate in Moore County.

Other key revenues that make up 30% of total General Fund revenues include local option sales taxes, utility sales taxes, and other state-collected revenues. Of these, local option sales taxes are the largest intergovernmental revenue source for the Village, representing 18% of the total budget. Sales tax revenue for FY 2022 is projected above FY 2021 estimates. Fortunately, local sales tax collections in FY 2021 were negatively affected by COVID-19 for only three months, quickly rebounded, and have remained strong since.

At the end of the year, we estimate the Village will have used \$871,389 of fund balance in FY 2022 primarily due to the establishment of two capital project funds for the design of a downtown parking facility and library/archives expansion. This will result in an ending fund balance of approximately 42.2% of General Fund expenditures. This is above the Council's adopted policy minimum of 30% and positions the Village well to address significant future projects.



### Viewing the Budget Online

To view the FY 2022 Budget online, go to [www.vopnc.org/sop](http://www.vopnc.org/sop).

On the Budget "launch" page, residents can open the entire FY 2022 Budget and Strategic Operating Plan document or an individual section, with a linked table of contents.