



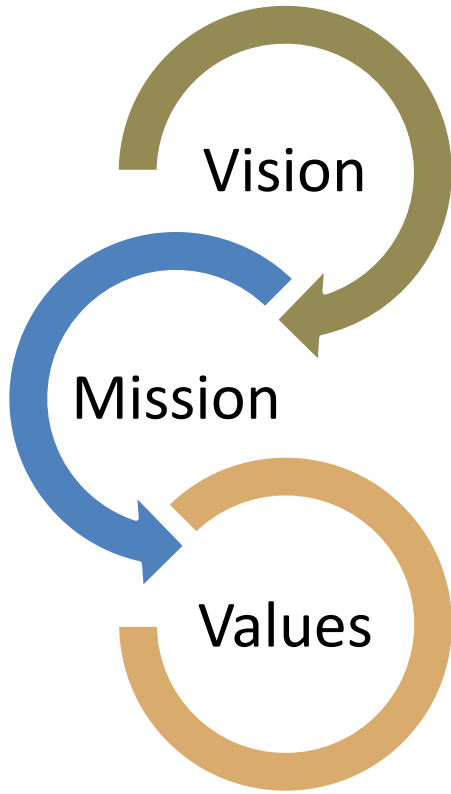
# STRATEGIC OPERATING PLAN

*FY 2024*



## VILLAGE COUNCIL

Left to Right: Jane Hogeman, Patrick Pizzella (Mayor Pro-Tem),  
John Strickland (Mayor), Lydia Boesch (Treasurer), Jeff Morgan



## **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 OF PINEHURST**  
**395 MAGNOLIA ROAD**  
**PINEHURST, NC 28374**  
**910.295.1900**

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**VILLAGE SENIOR LEADERSHIP**

Village Manager

Jeff Sanborn

Assistant Village Manager

Jeff Batton

Assistant Village Manager

Doug Willardson

Village Clerk

Kelly Chance

Organizational Performance Director

Matthew McKirahan

Financial Services Director

Dana Van Nostrand

Human Resources Director

Angela Kantor

Chief Information Officer

Jason Whitaker

Police Chief

Glen Webb

Fire Chief

Carlton Cole

Planning and Inspections Director

Alex Cameron

Public Services and Engineering Director

Mike Apke

Parks and Recreation Director

Mark Wagner

Library and Archives Director

Audrey Moriarty



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# INTRODUCTION

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 residents, businesses, visitors, Council, and staff.

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 2024 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.



**Capital Project Funds** - Each Capital Project Fund budget is presented separately. This section includes an overview of each capital project and its funding sources.

**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.

