



Department Profile

The Governing Body of the Village consists of a five-member council that includes a directly elected Mayor. The Council provides leadership and strategic vision for the Village. The Council considers and adopts local ordinances and resolutions to provide for the health, safety and overall quality of life for the citizens of Pinehurst. Other responsibilities include:

- Providing governance for a population of approximately 15,730
- Setting strategic direction for approximately 130 full-time employees
- Adopting the strategic operating plan which includes the annual budget, staffing plan and five-year capital improvement plan
- Approving policies that provide guidance for all municipal operations

Additional information about the Governing Body Department may be obtained by contacting Jeff Batton, Interim Village Manager, at 910.295.1900 or jbatton@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 29,943	\$ 31,000	\$ 30,030	\$ 31,000	0.0%
Operating	160,039	202,000	174,465	193,500	-4.2%
Expenditures Total	\$ 189,982	\$ 233,000	\$ 204,495	\$ 224,500	-3.6%

Budget Highlights

- There are no significant budget highlights in the Governing Body FY 2016 budget.





FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Develop a method to evaluate the effectiveness of the Village Council (ACE)	New
Implement the recommendations from the evaluation of the sale of Village owned land	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Provide effective local government leadership	% of residents satisfied with leadership provided by elected officials	60%	66%	65%	65%
Utilize volunteer boards and commissions effectively	% of residents satisfied with the effectiveness of appointed boards/commissions	52%	60%	60%	60%
Seek input from residents on local decisions	% of residents satisfied with levels of public involvement in decision making	40%	43%	45%	45%
WORKFORCE PERSPECTIVE					
Council Goal: Recruit and develop a skilled and diverse workforce					
Recruit, train, engage, and reward volunteers	# of volunteer applications received	11	55	20	20
	% of volunteers who agree they are offered training and development to enhance their skills	51%	67%	65%	65%



Department Profile

The Administration Department, which includes the Village Manager, Assistant Village Managers, the Village Clerk, and Administrative Support Staff, executes the mission of the Council to promote, enhance, and sustain the quality of life for residents, businesses, and visitors. Other responsibilities include:

- Providing vision and leadership to 17 other departments and divisions of the Village
- Overseeing the development and implementation of the strategic plan and monitoring performance results
- Leading the organization on its performance excellence journey
- Maintaining Village meeting minutes, records and contracts
- Providing customer service and administration support to both internal and external customers

Additional information about the Administration Department may be obtained by contacting Natalie Dean, Assistant Village Manager, at 910.295.1900 or n dean@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 696,843	\$ 721,035	\$ 720,435	\$ 697,250	-3.3%
Operating	354,470	353,940	347,840	389,630	10.1%
Capital	62,519	130,205	130,205	33,195	-74.5%
Expenditures Total	\$ 1,113,832	\$ 1,205,180	\$ 1,198,480	\$ 1,120,075	-7.1%

Budget Highlights

- FY 2016 Operating expenditures include \$22,000 for election costs. County-wide elections are held every two years and the Village reimburses Moore County for expenses related to local elections.
- Audio and video upgrades were made in the Assembly Hall in FY 2015 which made video streaming of Council meetings available for the first time. In addition, gutters on the Village Hall were replaced in FY 2015. Therefore, expenditures for capital will be reduced by 74.5% in Fiscal Year 2016.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Continue to utilize the Baldrige excellence framework to improve organizational performance	Ongoing
Develop an organization-wide complaint management process - VOP311 (BIRDIE)	New
Develop a mechanism to share best practices between departments & evaluate effectiveness (ACE)	New
Review key processes annually for opportunities for improvement	New
Evaluate the consolidation of Streets & Grounds and Buildings & Grounds (BIRDIE)	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Provide exceptional customer service at the Village Hall front desk	% of residents satisfied with Village Hall reception desk service	91%	90%	90%	90%
Communicate information to Pinehurst residents in a timely and consistent manner	% of residents satisfied with Village efforts to keep residents informed about local issues	69%	79%	80%	85%
Provide electronic Council agenda materials at least 5 days in advance of the meetings	% of agendas with supporting materials posted to the VOP website 5 days in advance of the meetings	n/a	61%	100%	100%
Engage residents to participate in local government	% of residents satisfied with the opportunities to participate in local government	58%	56%	60%	65%
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Manage the annual budget to meet or exceed established financial targets	Fund Balance Appropriated during the year (less the roll-forward) as a % of original budget	0.85%	4.67%	1.00%	<2.00%



Department Profile

The Financial Services Director reports directly to the Assistant Village Manager of Finance and Administration and serves as a member of the senior leadership team. The Financial Services Department includes three full-time and one part-time financial professionals. Two staff members who oversee the fiscal operations of the Village are Certified Public Accountants. Fiscal operations include:

- Managing an average cash and investments balance of \$7.4 million dollars
- Insuring that fund balance stays within the Council approved level of 30% - 40% of budgeted expenditures
- Managing debt to achieve acceptable debt service and bond rating objectives
- Preparing the \$17.9 million annual budget and five-year forecast
- Processing accounts payable, accounts receivable, and payroll

Additional information about the Financial Services Department may be obtained by contacting John G. Frye, CPA, Financial Services Director, at 910.295.1900 or jfrye@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 293,372	\$ 307,060	\$ 307,110	\$ 314,550	2.4%
Operating	269,757	299,250	298,580	293,380	-2.0%
Capital	-	4,880	4,880	900	-81.6%
Total Expenditures	\$ 563,129	\$ 611,190	\$ 610,570	\$ 608,830	-0.4%

Budget Highlights

- Capital expenditures in FY 2015 reflect the purchase of multiple servers and a website redesign by the Information Technology department. The cost of these expenditures is allocated to various departments. Details regarding individual capital expenditures can be found in the *Capital Expenditures* section of the budget.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Evaluate alternative revenue sources for the Village	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Provide high quality financial services in a timely manner	% of employees who rate the quality of procurement services as excellent or good	n/a	86%	78%	80%
	% of employees who rate the timeliness of procurement services as excellent or good	n/a	85%	78%	80%
	% of employees satisfied with overall financial services customer service	n/a	90%	90%	90%
	% of employees who rate the accuracy of payroll services as excellent or good	n/a	n/a	90%	90%
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Provide value for tax dollars by minimizing operating costs	Cumulative # of enrolled ACH vendors	92	125	130	135
	% of total purchases made using p-cards	12%	15%	13%	12%
	# of transactions processed per Finance Technician FTE per month	898	942	1,300	1,300



Department Profile

The Human Resources Director reports directly to the Village Manager and serves as a member of the senior leadership team. Along with the Director, one full-time Human Resources Generalist and one part-time Human Resources Assistant, provide a strategic service for recruitment, retention and recognition of competent staff. Areas of focus include:

- Reward and recognition systems for approximately 130 full-time employees and 150 volunteers
- Programs to enhance employee job satisfaction and a balanced family/work life
- A comprehensive benefits package that includes healthcare and retirement
- Training and development programs to ensure workforce performance meets current and future needs
- Education and services to promote a safe work environment

Additional information about the Human Resources Department may be obtained by contacting Angela Kantor, Human Resources Director, at 910.295.1900 or akantor@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 200,002	\$ 213,825	\$ 213,790	\$ 222,450	4.0%
Operating	122,487	163,695	139,885	181,240	10.7%
Capital	7,500	2,440	2,440	450	-81.6%
Expenditures Total	\$ 329,989	\$ 379,960	\$ 356,115	\$ 404,140	6.4%

Budget Highlights

- Various positions are reviewed annually for salary and benefit competitiveness. \$40,000 in potential market adjustments are included in the FY 2016 operating expenditures. If market adjustments are made, the HR budget is reduced and the impacted departmental budget is increased.
- Capital expenditures in FY 2015 reflect the purchase of multiple servers and a website redesign by the Information Technology department. The cost of these expenditures is allocated to various departments. Details regarding individual capital expenditures can be found in the *Capital Expenditures* section of the budget.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Review and revise the in-house TOPS training program (ACE)	New
Implement a reward and recognition program (ACE)	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Provide high quality human resources services in a timely manner	% of employees who rate the timeliness of HR services as excellent or good	n/a	80%	70%	75%
WORKFORCE PERSPECTIVE					
Council Goal: Recruit and develop a skilled and diverse workforce					
Reward and recognize employees	% of employees who agree they are recognized for contributing to the VOP mission	78%	68%	70%	73%
Maintain a safe work environment	# of lost time workers’ compensation claims	4	4	2	0
Provide competitive salaries and benefits	% of employees who agree they are paid fairly	67%	66%	67%	68%
	% of positions reviewed for salary range competitiveness	28%	86%	35%	35%
Minimize time to fill vacant positions	Average # of days to recruit from requisition to start date	n/a	70	75	75
Train, develop, and engage employees	% of employees who agree they are offered training and development to enhance their skills	89%	87%	88%	90%
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Provide value for tax dollars by minimizing operating costs	Ratio of HR staff per 100 employees	1.9	1.9	1.9	1.9



Department Profile

The Police Chief reports directly to the Village Manager and serves as a member of the senior leadership team. In addition to the Chief, the Police Department consists of 22 sworn police officers, four dispatchers, one administrative assistant and six reserve auxiliary officers to protect the life and property of approximately 15,730 residents. Areas of responsibility include:

- Patrolling 3 response areas
- Dispatching approximately 1,000 routine and emergency police calls monthly
- Investigating and gathering evidence to solve crimes
- Promoting strong community engagement

Additional information about the Police Department may be obtained by contacting Earl Phipps, Police Chief, at 910.295.3141 or ephipps@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 1,970,973	\$ 2,054,750	\$ 2,058,675	\$ 2,032,935	-1.1%
Operating	671,596	726,783	735,050	759,010	4.4%
Capital	25,494	158,695	158,695	129,085	-18.7%
Expenditures Total	\$ 2,668,063	\$ 2,940,228	\$ 2,952,420	\$ 2,921,030	-0.7%

Revenues by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Controlled Substance Tax Distribution	\$ 1,005	\$ 1,000	\$ 1,150	\$ 1,100	10.0%
Parking Fines	480	-	400	-	0.0%
Miscellaneous Police Revenues	8,603	3,000	7,500	6,000	100.0%
Revenues Total	\$ 10,088	\$ 4,000	\$ 9,050	\$ 7,100	77.5%

Budget Highlights

- Fiscal Year 2015 included \$16,000 for 2 Segway patrol vehicles as well as the replacement of three patrol vehicles. Capital expenditures in FY 2016 include the replacement of three police vehicles with an estimated 6% price increase. The result is a reduction in budgeted capital expenditures of 18.7% in Fiscal Year 2016.
- The FY 2016 budget for Miscellaneous Police Revenues is based on actual historical receipts from the Clerk of Superior Court for officer fees.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Evaluate alternative methods to proactively investigate and deter crime (ACE)	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Safeguard the community					
Conduct high visibility patrols	% of residents satisfied with the frequency of patrols in neighborhoods	67%	67%	67%	68%
	% of businesses satisfied with the frequency of patrols in business districts	88%	95%	95%	95%
Encourage voluntary compliance with traffic laws to minimize the risk of accidents	% of collisions with an injury or fatality	8.3%	7.0%	7.0%	7.0%
Investigate and solve crimes	% of index offenses cleared	47%	49%	50%	50%
WORKFORCE PERSPECTIVE					
Council Goal: Recruit and develop a skilled and diverse workforce					
Recruit, train, and engage Citizen on Patrol volunteers	# of Citizen on Patrol volunteer hours	2,369	3,719	2,400	2,600
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Provide value for tax dollars by minimizing operating costs	# of calls dispatched per sworn officer	576	552	560	600



Department Profile

The Fire Chief reports directly to the Village Manager and serves as a member of the senior leadership team. Twenty-nine firefighters and one fire/life safety educator protect the Village and rural district from two stations with four engines, two brush trucks and a rescue truck. Areas of responsibility include:

- Protecting the life, property and environment in an area encompassing 28.91 square miles and approximate population of 16,700, this includes a rural county district & the Town of Taylortown
- Educating the public to promote preparedness for all hazards
- Conducting fire inspection, suppression and rescue services
- Responding to approximately 1,000 incidents annually

Additional information about the Fire Department may be obtained by contacting J. Carlton Cole, Fire Chief, at 910.295.5575 or jccole@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 2,006,776	\$ 2,071,250	\$ 1,982,154	\$ 2,167,450	4.6%
Operating	407,066	549,049	539,610	532,270	-3.1%
Capital	561,980	149,575	149,725	82,815	-44.6%
Expenditures Total	\$ 2,975,822	\$ 2,769,874	\$ 2,671,489	\$ 2,782,535	0.5%

Revenues by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Fire Grants	\$ 1,073	\$ -	\$ 1,100	\$ 1,000	100.0%
Fire District Revenue	218,869	200,000	200,000	200,000	0.0%
Fire Inspection Fees	14,000	14,000	14,000	14,000	0.0%
Revenues Total	\$ 233,942	\$ 214,000	\$ 215,100	\$ 215,000	0.5%

Budget Highlights

- Capital expenditures decreased by 73.4% between FY 2014 and FY 2015 as a replacement fire truck totaling \$550,000 was purchased in FY 2014.
- A brush truck that was 26 years old was replaced in FY 2015 at a cost of approximately \$90,000 and a utility vehicle totaling \$35,000 is planned to be replaced in FY 2016. Replacement of flooring, kitchen cabinets and a training projector at Station 92, estimated at \$28,000, are planned for FY 2016.
- The traffic pre-emption program will be expanded in FY 2016 with the purchase and installation of an Opticom device at an additional intersection at an estimated cost of \$12,500.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Expand traffic pre-emption program to additional intersections	Ongoing
Achieve national accreditation in the Fire Department	Ongoing
Provide public safety education programs	Ongoing

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Safeguard the community					
Provide quality fire inspection services to ensure compliance with codes	% of fire code violations corrected upon 90 day re-inspection	94%	96%	90%	91%
Provide quality fire inspection services	% of businesses satisfied with fire prevention inspection services	n/a	95%	95%	95%
Respond to fire calls for service in a timely manner	% of calls with response time of 6 minutes and 30 seconds or less for first due apparatus	78%	73%	73%	74%
WORKFORCE PERSPECTIVE					
Council Goal: Recruit and develop a skilled and diverse workforce					
Train and develop a professional, competent firefighting force	% of Fire Department employees who complete advanced training programs of 30 or more hours per year	27%	30%	30%	25%
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Provide value for tax dollars by minimizing operating costs	# of initial fire inspections completed per inspector per month	6	12	16	16



Department Profile

The Inspections Department is a division of the Planning Department and reports directly to the Planning and Inspections Director. The Inspections Department includes two building inspectors. Inspections personnel both review and enforce compliance with the North Carolina Codes for all types of residential and commercial building and development. Responsibilities include:

- Performing, on average, 6,512 inspections annually
- Approving plans for approximately 157 residential and 15 commercial projects per year resulting in the issuance of 97 Certificates of Occupancy (CO)
- Issuing 150 invitations to building community for public education forum

Additional information about the Inspections Department may be obtained by contacting Kevin Reed, Planning and Inspections Director, at 910.295.8659 or kreed@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 186,092	\$ 192,600	\$ 186,639	\$ 197,500	2.5%
Operating	26,031	33,490	33,512	34,185	2.1%
Capital	-	2,245	-	25,355	1029.4%
Expenditures Total	\$ 212,123	\$ 228,335	\$ 220,151	\$ 257,040	12.6%

Revenues by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Inspection Permit Revenue	\$ 212,123	\$ 228,335	\$ 220,151	\$ 257,040	12.6%
Revenues Total	\$ 212,123	\$ 228,335	\$ 220,151	\$ 257,040	12.6%

Budget Highlights

- FY 2016 Capital expenditures include the replacement of a vehicle used by the inspectors.
- Inspection Permit Revenue is estimated to increase due to renovations expected at FirstHealth Moore Regional Hospital in FY 2016.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Evaluate the use of solar energy for Village facilities	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Safeguard the community					
Ensure compliance with building code requirements	% of inspections that are compliant upon initial inspection	96%	95%	94%	97%
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Provide exceptional building inspection services in a timely manner	% of inspections completed within one business day	99%	95%	98%	99%
	% of businesses satisfied with building inspections	93%	100%	98%	95%
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Provide value for tax dollars by minimizing operating costs	# of building inspections completed per inspector FTE per day	9	11	12	12
	Average cost per building inspection	\$50.50	\$41.86	\$42.00	\$46.00



Department Profile

Public Services Administration (PS) is a division of the Public Services Department. The Director of the Public Services Department reports directly to the Assistant Village Manager of Operations and is a member of the senior leadership team. The Public Services Administration Division consists of the Director, the Assistant Director and Administrative Assistant. Areas of focus include:

- Providing vision and leadership for Solid Waste and Streets and Grounds departments and 27 employees
- Meeting customer expectations for transportation, street and neighborhood maintenance and solid waste disposal

Additional information about Public Services Administration may be obtained by contacting Walt Morgan, Public Services Director, at 910.295.5021 or wmorgan@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 273,889	\$ 292,450	\$ 277,818	\$ 298,850	2.2%
Operating	72,027	112,575	87,908	106,610	-5.3%
Capital	-	62,690	62,690	430,285	586.4%
Expenditures Total	\$ 345,916	\$ 467,715	\$ 428,416	\$ 835,745	78.7%

Budget Highlights

- Capital expenditures in FY 2016 include \$400,000 to begin Phase I of the Public Services complex redevelopment. The project includes relocating buildings, construction of a parking lot and relocating the recycling yard.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Redevelop the Public Services complex	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Provide exceptional customer service for Public Services requests for service	% of residents satisfied with Public Services “request for service”	83%	87%	87%	88%





Department Profile

The Streets and Grounds (S&G) Division of the Public Services Department operates under the direction of the Public Services Director. There are 15 members of the Streets and Grounds team, led by an Infrastructure Superintendent. This department serves approximately 15,730 residents encompassing an area of 14.9 square miles. Responsibilities include:

- Maintaining over 106 miles of paved streets
- Maintaining directional, roadway and regulatory signs
- Periodically assisting Solid Waste Division in removing 1,310 tons of debris annually
- Maintaining 15,278 linear feet of pedestrian walkways
- Maintaining/improving sidewalks and other public landscape areas
- Managing 106 right of way roadway lane miles (center miles)
- Collecting metal white goods

Additional information about Streets and Grounds Division may be obtained by contacting Walt Morgan, Public Services Director, at 910.295.5021 or wmorgan@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 629,099	\$ 668,875	\$ 609,647	\$ 678,400	1.4%
Operating	663,419	581,352	553,062	593,640	2.1%
Capital	363,483	485,843	485,843	276,190	-43.2%
Expenditures Total	\$ 1,656,001	\$ 1,736,070	\$ 1,648,552	\$ 1,548,230	-10.8%

Budget Highlights

- Capital expenditures in FY 2016 decreased by 43.2% as FY 2015 included \$150,000 for the replacement of a 15-year old John Deere 4x4 loader and a \$140,000 drainage project for Cotswold of Pinehurst, a development annexed by the Village of Pinehurst in FY 2015.



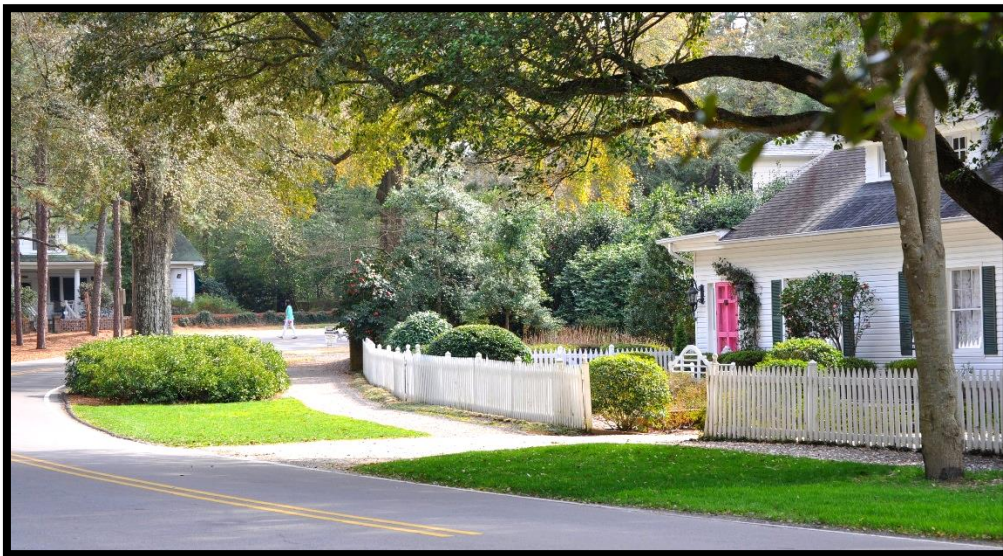
FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Develop an “Adopt a Plant Bed” program with the Beautification Committee (ACE)	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Provide & promote multi-modal transportation connectivity					
Inspect and maintain Village right of ways	% of right of way roadway lane miles shoulders inspected	10%	16%	10%	11%
Maintain street signs and pavement markings	% of residents satisfied with maintenance of street signs/pavement markings	81%	81%	81%	82%
Maintain quality of Village roadways	% of residents satisfied with maintenance of main Village street thoroughfares	89%	91%	91%	91%





Department Profile

The Powell Bill Department is managed by the Public Services Director and is used to separately identify the expenditure of restricted State Powell Bill Funds that are used for the purpose of construction, repair, and maintenance of Village-owned streets and right of ways. Focus areas include:

- Resurfacing 3-5 miles of Village maintained streets annually
- Maintaining a 15-25 year life cycle for Village maintained streets

The Powell Bill department does not contain any staff. However, additional information about the Powell Bill Department may be obtained by contacting Walt Morgan, Public Services Director, at 910.295.5021 or wmorgan@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Operating	\$ 790,235	\$ 763,300	\$ 751,300	\$ 654,000	-14.3%
Capital	-	25,000	25,000	146,000	484.0%
Expenditures Total	\$ 790,235	\$ 788,300	\$ 776,300	\$ 800,000	1.5%

Revenues by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Powell Bill Revenue	\$ 485,356	\$ 494,000	\$ 494,000	\$ 492,000	-0.4%
Revenues Total	\$ 485,356	\$ 494,000	\$ 494,000	\$ 492,000	-0.4%

Budget Highlights

- Capital expenditures in the Powell Bill FY 2016 budget include improvements to two key intersections on Hwy 5 to provide a more efficient traffic flow and improve safety at these key intersections. Curbing and a brick island at Hwy 5 & McKenzie Rd East and West will provide a right-in, right-out only island. A cul-de-sac at McCaskill Road West and Barrett Road East will also be installed.



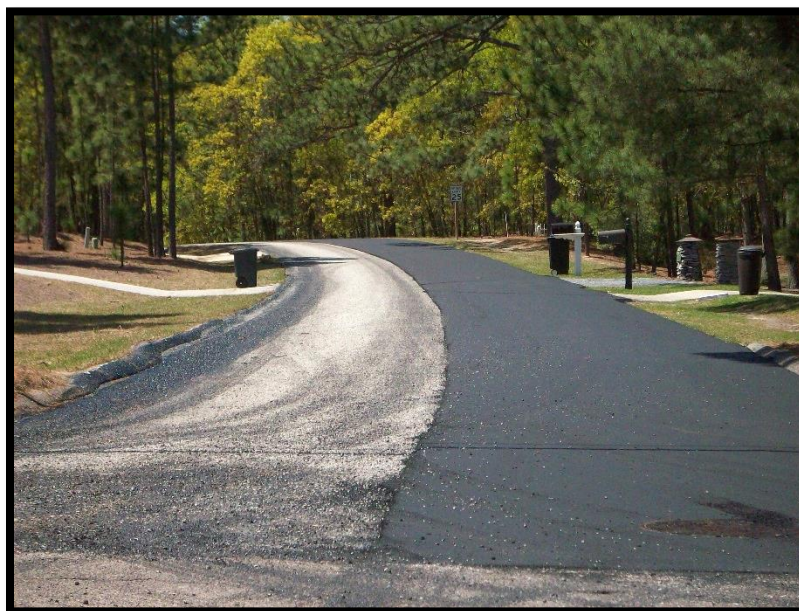
FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Make intersection improvements at McKenzie Rd and Hwy 5 & Barrett Rd and Hwy 5	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Provide & promote multi-modal transportation connectivity					
Maintain quality Village roadways	# of miles of Village roadways resurfaced	3.6	5.0	4.07	3.2
	% of centerline miles of Village roadways resurfaced	3.30%	4.72%	3.83%	2.99%
	5 year rolling average of the number of roadway miles resurfaced	4.44	4.48	4.33	4.03
	% of roadways rated 85 or better	67%	60%	60%	60%





Department Profile

The Solid Waste Division of the Public Services Department operates under the direction of the Assistant Director of Public Services. The Solid Waste Division consists of a nine member crew that provides residents with pickup of garbage, recycling, and yard debris. This department serves approximately 7,916 households. Solid Waste functions include:

- Operating a community recycle yard
- Operating automated trash trucks, rear-load garbage trucks, and small garbage trucks (14 total) to collect trash
- Recycling approximately 176 tons of curbside recyclables monthly
- Removing approximately 344 tons of curbside household refuse monthly
- Removing approximately 1,671 tons of yard debris annually

Additional information about Solid Waste Division may be obtained by contacting Walt Morgan, Public Services Director, at 910.295.5021 or wmorgan@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 400,813	\$ 437,915	\$ 430,065	\$ 478,050	9.2%
Operating	882,685	1,049,360	1,012,960	903,150	-13.9%
Capital	172,876	199,400	199,200	260,780	30.8%
Expenditures Total	\$ 1,456,374	\$ 1,686,675	\$ 1,642,225	\$ 1,641,980	-2.6%

Budget Highlights

- Operating expenditures in FY 2016 decreased by 13.9% as FY 2015 included \$150,000 for the purchase of rolling carts to implement automated yard debris collection in neighborhoods.
- While Capital expenditures included \$190,000 for the replacement of a garbage truck in FY 2015, FY 2016 includes the purchase of an automated solid waste vehicle costing an estimated \$260,000, resulting in a 30.8% increase in capital expenditures.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
There are no FY 2016 Strategic Initiatives for Solid Waste	n/a

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Promote environmental sustainability					
Increase solid waste diversion	# of households participating in curbside recycling	5,445	6,136	6,599	6,676
	% of households participating in curbside recycling	69%	77%	79%	79%
	# of tons recycled	1,913	2,025	2,114	2,134
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Provide value for tax dollars by minimizing operating costs	Household refuse collection costs per household per month	\$209.00	\$189.79	\$185.47	\$181.14
	Yard waste tons collected per FTE	420	416	400	700





Department Profile

The Planning and Inspections Director reports directly to the Village Manager and serves as a member of the senior leadership team. The Planning Department consists of two Planners, a Planning Technician, Code Enforcement Officer, and Administrative Assistant. The Department provides planning services for the Village as well as its extra territorial jurisdictions (ETJ) to preserve and enhance the community’s unique character and ambience. Responsibilities include:

- Coordinating the plan review process for the Community Appearance Commission and the Historic Preservation Commission
- Coordinating rezoning, text amendments and appeals with the Planning and Zoning Board and the Board of Adjustment
- Reviewing plans for approximately 230 residential projects for zoning compliance annually with a permit value of \$26,353,804
- Reviewing 12 commercial development plans on average in the Village and expansion areas each year
- Conducting approximately 50 code enforcement inspections monthly

Additional information about the Planning Department may be obtained by contacting Kevin Reed, Planning and Inspections Director, at 910.295.2581 or kreed@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 455,972	\$ 480,550	\$ 468,650	\$ 457,350	-4.8%
Operating	148,526	186,240	140,728	220,320	18.3%
Capital	-	6,315	6,315	26,145	314.0%
Expenditures Total	\$ 604,498	\$ 673,105	\$ 615,693	\$ 703,815	4.6%

Revenues by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Planning Permit Revenue	\$ 44,797	\$ 46,000	\$ 47,000	\$ 47,700	3.7%
Revenues Total	\$ 44,797	\$ 46,000	\$ 47,000	\$ 47,700	3.7%

Budget Highlights

- The FY 2016 Operating budget includes \$50,000 to fund an analysis of the redevelopment of Village Place.
- Capital expenditures in FY 2016 include \$25,000 for the replacement of a vehicle that is 15 years old and used by staff for site visits.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Implement the recommendations of the Code Enforcement BIRDIE Team	New
Collaborate with the UNC-School of Government to evaluate opportunities for Village Place redevelopment	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Preserve the character of Pinehurst and the quality of life					
Resolve code violations promptly	% of code violations resolved within 45 days of notification	95%	96%	98%	95%
Provide high quality planning and inspection services	% of residents satisfied with planning and inspection services	72%	77%	80%	80%
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Review building plans submitted in a timely manner	% of time comments are received from TRC in three weeks	75%	79%	95%	90%
	% of single family residential plans reviewed within 7 days	n/a	n/a	n/a	95%



Department Profile

The Community Development Department is managed by the Assistant Village Manager of Operations and the Assistant Village Manager of Finance and Administration. This department oversees economic development and downtown enhancement. In addition, the department oversees community-wide infrastructure and provides technical engineering and professional services. Areas of focus include:

- Planning for development of the Village Center and surrounding areas, including infrastructure such as parking, sidewalks, and street lighting in the Village Center
- Business recruitment and retention
- Enhancing the landscaping and appearance of public spaces
- Providing pedestrian access to the Village Center

Additional information about the Community Development Department may be obtained by contacting Jeff Batton, Interim Village Manager, or Natalie Dean, Assistant Village Manager of Finance and Administration, at 910.295.1900 or jbatten@vopnc.org or nDean@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Operating	\$ 308,454	\$ 372,275	\$ 326,500	\$ 201,040	-46.0%
Capital	496,072	498,500	498,500	91,000	-81.7%
Expenditures Total	\$ 804,526	\$ 870,775	\$ 825,000	\$ 292,040	-66.5%

Revenues by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Engineering Plan Review Fees	\$ 300	\$ 500	\$ 1,000	\$ 500	0.0%
Engineering Fee Revenue	-	2,500	2,800	1,500	-40.0%
Revenues Total	\$ 300	\$ 3,000	\$ 3,800	\$ 2,000	-33.3%

Budget Highlights

- Advertising expenditures are planned to be reduced in FY 2016 by \$20,000 in an effort to transition this operating expenditure to the downtown merchants. In addition, \$85,000 in professional services for the development of a bike and pedestrian plan was budgeted in Operating expenditures for FY 2015.
- Investment in sidewalks and lighting to develop connectivity and improve safety and mobility in downtown and neighborhoods was included in FY 2015 Capital expenditures.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Support Pinehurst businesses through collaboration with Pinehurst Business Partners	New
Incrementally expand Village Center into Village Place/Rattlesnake Corridor	Ongoing

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Promote economic vitality					
Provide resources and services that support Pinehurst businesses	% of businesses satisfied with the Village’s overall job of communicating with businesses	63%	62%	62%	65%
	# of unique visitors to online business resources	1,450	1,479	1,500	1,500
	% of businesses satisfied with the overall quality of services provided to businesses	87%	87%	87%	87%
	% businesses satisfied with the Village website	75%	77%	77%	85%
Provide adequate public parking in business districts	% of residents satisfied with the availability of parking downtown	68%	75%	75%	75%
	# of parking spaces in the Village Center per 1,000 sf of commercial space	2.29	2.29	2.29	2.29
Council Goal: Provide & promote multi-modal transportation connectivity					
Provide adequate street lighting	% of residents satisfied with the adequacy of street lighting	42%	55%	60%	60%
Council Goal: Promote environmental sustainability					
Maintain adequate stormwater facilities	% of residents satisfied with the quality of stormwater	48%	56%	60%	65%



Department Profile

Recreation (P&R) is a division within the Parks and Recreation Department. The Parks and Recreation Director reports directly to the Assistant Village Manager of Operations and is a member of the senior leadership team. The Director provides management support to all of the divisions in the department, which includes Recreation, Harness Track, Fair Barn and Buildings & Grounds. In addition to the Director, the Recreation Division includes two Program Coordinators and one Events Coordinator who, in conjunction with the Director, are charged with providing the citizens of Pinehurst with a variety of recreational pursuits that enrich the quality of the lives of the participants. Focus areas include:

- Providing 28 youth recreational programs annually serving approximately 2,420 participants
- Providing 19 adult recreational programs annually serving 865 participants
- Offering 39 cultural events each year attended by approximately 23,300 residents and visitors
- Insuring the adequacy of facilities and infrastructure to promote recreational activities

Additional information about the Recreation Division may be obtained by contacting Mark Wagner, Parks and Recreation Director, at 910.295.2817 or mwagner@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 403,032	\$ 418,035	\$ 389,409	\$ 423,250	1.2%
Operating	815,155	893,468	730,749	929,650	4.0%
Capital	353,075	157,463	149,465	620,545	294.1%
Expenditures Total	\$ 1,571,262	\$ 1,468,966	\$ 1,269,623	\$ 1,973,445	34.3%

Revenues by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Athletic Programs	\$ 28,160	\$ 32,500	\$ 32,500	\$ 32,500	0.0%
Recreation Fees	67,513	56,000	56,000	58,000	3.6%
Facility Rentals	22,831	25,000	25,000	23,500	-6.0%
Revenues Total	\$ 118,504	\$ 113,500	\$ 113,500	\$ 114,000	0.4%

Budget Highlights

- The capital for FY 2016 includes \$295,000 for a splash pad and shade structures at Rassie Wicker Park. Also included in Capital expenditures is \$200,000 for continued investment in greenways and sidewalks, according to the Pedestrian Master Plan.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Develop a comprehensive recommendation for a new Community Center	New
Develop Rassie Wicker Park facilities	Ongoing
Establish a Parks and Recreation Internship Program	New
Install bike paths according to the Bicycle Master Plan	Ongoing
Install sidewalks and greenways according to Pedestrian Master Plan	Ongoing

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Promote an active, healthy community					
Provide recreation programs and leisure activities for all ages	% of residents satisfied with quality of youth recreation programs	49%	51%	51%	51%
	% of residents satisfied with quality of adult recreation programs	51%	53%	53%	54%
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Provide value for tax dollars by minimizing operating costs	# of program and athletics participants per Recreation Coordinator FTE	2,025	1,615	1,800	1,820



Department Profile

The Library Department includes funds for contributions to the Given Memorial Library. The Given Memorial Library is a non-profit 501(c)3 that operates a public library and archives in the Village Center. The Village makes an annual contribution toward the operational costs of the library. In addition, starting FY 2013, the Village began making annual payments toward a \$1,000,000 pledge to the Library’s \$4,500,000 capital expansion campaign. The Library includes:

- A collection of over 23,000 items including fiction, non-fiction, audio books, e-books, reference, large print, and children’s books
- Free wireless internet, a laptop computer and a printer for public use
- Children’s programs throughout the year
- Tufts Archives, the Pinehurst History Museum

Additional information about the Library Department may be obtained by contacting John G. Frye, CPA, Financial Services Director, at 910.295.1900 or jfrye@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Operating	\$ 360,000	\$ 380,000	\$ 380,000	\$ 200,000	-47.4%
Expenditures Total	\$ 360,000	\$ 380,000	\$ 380,000	\$ 200,000	-47.4%

Budget Highlights

- Operating expenditures include \$100,000 for annual operating costs and \$100,000 for a contribution to the library expansion campaign. The expansion contribution decreased by \$200,000 in FY 2016 and will be distributed in \$100,000 installments in FY 2017 and FY 2018.
- A total of \$700,000 is currently held in trust for the Village contributions.
- Contributions will be held by an escrow agent and distributed to Given Memorial Library in Fiscal Year 2018 if they have met their fund raising targets. If the targets are not met, then the funds will be returned to the Village.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Collaborate with the Given Memorial Library to provide public library services	Ongoing

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Promote an active, healthy community					
Support the provision of public library services	# of books checked out per year	38,474	37,040	36,400	36,400
	# of e-books checked out per year	8,660	8,373	8,700	8,800





Department Profile

The Harness Track Division (HT) of the Parks and Recreation Department reports to the Parks and Recreation Director. The Harness Track Division includes one Track Supervisor, three full-time Track Specialists and part-time seasonal personnel responsible for the operations and maintenance of the Harness Track facility. Responsibilities include:

- Maintaining three sand-clay training tracks totaling 2.25 miles of track and 111 acres to host 25 special events annually
- Maintaining 17 barns with 260 rentable stalls
- Maintaining a Track Restaurant and Tack Shop
- Maximizing the use of the facility by the equine industry, residents and visitors to consistently generate between \$250,000 and \$275,000 in revenue annually

Additional information about the Harness Track Division of the Parks and Recreation Department may be obtained by contacting Mark Wagner, Parks and Recreation Director, at 910.295.2817 or mwagner@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 175,662	\$ 200,400	\$ 160,880	\$ 206,200	2.9%
Operating	292,925	342,640	327,614	333,060	-2.8%
Capital	67,239	143,157	143,157	160,990	12.5%
Expenditures Total	\$ 535,826	\$ 686,197	\$ 631,651	\$ 700,250	2.0%

Revenues by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Stall Rental	\$ 199,446	\$ 197,000	\$ 197,000	\$ 218,000	10.7%
Tack Shop Rental	4,532	4,800	4,800	4,800	0.0%
Restaurant Rent	5,629	7,200	7,200	7,200	0.0%
Shows/Events Revenue	33,492	47,000	47,000	47,000	0.0%
Revenues Total	\$ 243,099	\$ 256,000	\$ 256,000	\$ 277,000	8.2%

Budget Highlights

- Capital expenditures in FY 2016 include \$53,600 for the replacement of a tractor that is 26 years old.
- The FY 2016 budgeted Stall Rental revenue assumes that the BIRDIE team will recommend fee increases and once implemented this revenue source will increase.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Implement BIRDIE Team recommendations to ensure the financial sustainability of the Harness Track	New

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Maintain a high level of customer satisfaction with Harness Track facilities	% of customers satisfied with Harness Track facilities	n/a	92%	87%	88%
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Maximize profitability of the Harness Track	Operating revenues as a percentage of operating expenditures	61%	52%	53%	56%
Maximize utilization of the Harness Track	% of capacity reached for stall rentals	86%	96%	96%	100%
	# of days the facilities are reserved for equestrian events	34	38	38	40
	# of days the facilities are reserved for non-equestrian uses	69	87	15	17



Department Profile

The Fair Barn (FB) is a Division of the Parks and Recreation Department and operates under the direction of the Events Coordinator. The Fair Barn Department is comprised of the Fair Barn Coordinator, several part-time assistants, and part-time laborers who provide the manpower, supplies, expertise and management for the operations and maintenance of the Fair Barn. Responsibilities include:

- Hosting an average of 111 community events and meetings annually, generating approximately \$200,000 in revenue
- Maintaining 6,400 square feet of rental space
- Promoting and managing the facility to maximize its use

Additional information about the Fair Barn Division of the Parks and Recreation Department may be obtained by contacting Mark Wagner, Parks and Recreation Director, at 910.295.2817 or mwagner@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 85,563	\$ 108,810	\$ 90,065	\$ 110,300	1.4%
Operating	131,505	182,129	151,460	191,120	4.9%
Capital	10,516	85,925	65,925	65,865	-23.3%
Expenditures Total	\$ 227,584	\$ 376,864	\$ 307,450	\$ 367,285	-2.5%

Revenues by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Fair Barn Rental	\$ 203,372	\$ 180,000	\$ 180,000	\$ 185,000	2.8%
Shows/Events Revenue	-	3,000	3,000	3,000	0.0%
Revenues Total	\$ 203,372	\$ 183,000	\$ 183,000	\$ 188,000	2.7%

Budget Highlights

- In order to improve customer satisfaction with the facility, new chairs and a sound system were purchased and included in the FY 2015 capital budget.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Market and promote the weekday Corporate package in order to maximize use of the Fair Barn	Ongoing
Partner with the Arts Council and others to host cultural events at the Fair Barn	Ongoing

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Maintain a high level of customer satisfaction with Fair Barn facilities	% of customers satisfied with the Fair Barn facility	n/a	n/a	75%	77%
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Maximize profitability of the Fair Barn	Fair Barn operating revenues as a % of operating expenditures	78%	94%	102%	100%
Maximize utilization of the Fair Barn	# of weekdays the Fair Barn is used	34	64	75	34
	% of available days the Fair Barn is used	30%	55%	37%	35%



Department Profile

The Buildings & Grounds Division (B&G) operates under the direction of the Parks and Recreation Director. B&G includes a Park Supervisor, a Maintenance Technician and four Grounds Specialists that provide regular and preventative maintenance for all facilities owned by the Village as well as for selected Village-owned grounds and property. All expenditures of this department are charged back to other departments in the form of internal service charges. B&G services include:

- Maintaining 17 facilities used to carry out municipal activities totaling 69,200 square feet
- Maintaining 3 parks and recreation facilities totaling 185 acres
- Maintaining greenway trails totaling 6.8 linear miles
- Completing approximately 22 work orders monthly

Additional information about the Building & Grounds Division may be obtained by contacting Mark Wagner, Parks and Recreation Director, at 910.295.1900 or mwagner@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 307,329	\$ 318,100	\$ 311,460	\$ 344,100	8.2%
Operating	511,011	700,242	698,735	680,310	-2.8%
Capital	482,833	265,760	259,760	729,950	174.7%
Expenditures Total	\$ 1,301,173	\$ 1,284,102	\$ 1,269,955	\$ 1,754,360	36.6%

Budget Highlights

- Operating expenditures include costs to maintain or improve the buildings and grounds used by the community and that provide a workplace for employees. See the individual departments for detail supporting changes in Salaries & Benefits and Operating expenditures.
- The Capital items for this division include the costs for improvement to building and grounds that are purchased or made for the other departments. See the *Capital Expenditures* section for the detail by department.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Enhance maintenance of Village buildings and facilities	Ongoing
Provide additional recycling containers in park facilities	Ongoing

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
CUSTOMER PERSPECTIVE					
Council Goal: Promote an active, healthy community					
Provide and maintain adequate recreational facilities	% of residents satisfied with quality of outdoor athletic fields and facilities	69%	68%	70%	70%
	% of residents satisfied with availability of outdoor athletic fields and facilities	63%	62%	62%	65%
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Respond promptly to B&G work order requests	% of work order requests closed within 14 days	79%	81%	85%	85%
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Effectively maintain Village buildings and grounds	% of facilities inspected quarterly	63%	87%	85%	85%



Department Profile

The Fleet Manager reports directly to the Assistant Village Manager of Operations and is a member of the Senior Leadership Team. The Fleet Maintenance Department consists of the Manager and two Mechanics who are responsible for providing regular and preventative maintenance for all vehicles and equipment operated by the Village. All expenditures of this department are charged back to other departments in the form of internal service charges. Fleet services include:

- Maintaining 100 vehicles used to carry out municipal activities
- Maintaining 123 pieces of equipment used in the delivery of municipal services
- Performing 125 preventative maintenance (PM) services annually
- Completing approximately 15 work orders monthly

Additional information about the Fleet Maintenance Department may be obtained by contacting Randy Kuhn, Fleet Manager, at 910.295.0005 or rkuhn@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 221,283	\$ 232,215	\$ 222,909	\$ 237,550	2.3%
Operating	457,701	457,730	502,038	451,140	-1.4%
Capital	865,523	640,765	928,150	625,900	-2.3%
Expenditures Total	\$ 1,544,507	\$ 1,330,710	\$ 1,653,097	\$ 1,314,590	-1.2%

Budget Highlights

- The Capital items for this department include the vehicles and equipment to be purchased for all departments. See the *Capital Expenditures* section for the detail by department.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Replace vehicles and equipment in accordance with the Council-adopted vehicle replacement schedule	Ongoing

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Respond promptly to fleet work order requests	% of work orders completed within 2 days of receipt	63%	81%	81%	80%
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Provide value for tax dollars by minimizing operating costs	# of PMs completed per FTE per month	5	5	5	4
Maintain the Village’s fleet and equipment	% of rolling stock available	95%	97%	98%	98%
	% of PMs completed on time	86%	74%	87%	95%





Department Profile

The Chief Information Officer (CIO) reports directly to the Assistant Village Manager of Finance and Administration and is a member of the senior leadership team. In addition to the CIO, the Information Technology Department (IT) includes a Network Administrator, Systems Administrator, Business Analyst, and IT Technician. All of these positions are responsible for the support, maintenance, and security of hardware, software and network infrastructure. All expenditures of this department are charged back to other departments in the form of internal service charges. Information technology services include:

- Maintaining more than 20 software programs and applications that support municipal services as well as the Village website, mobile app, Mobile 311 and a downtown kiosk
- Managing a secure network infrastructure that has multiple WAN connections and over 320 devices including computers, servers, printers and other technology equipment
- Completing approximately 100 work orders monthly

Additional information about the Information Technology Department may be obtained by contacting Jason Whitaker, Chief Information Officer, at 910.295.1900 or jwhitaker@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Salaries & Benefits	\$ 395,861	\$ 405,200	\$ 398,530	\$ 423,250	4.5%
Operating	325,067	466,800	414,112	466,400	-0.1%
Capital	7,500	169,800	169,800	49,000	-71.1%
Expenditures Total	\$ 728,428	\$ 1,041,800	\$ 982,442	\$ 938,650	-9.9%

Budget Highlights

- The Capital items for this department include software and equipment to be purchased for all departments. See the *Capital Expenditures* section for the detail by department.



FY 2016 Strategic Initiatives

Strategic Initiative(s)	New/ Ongoing
Increase capability to secure and monitor the Village computer network for legal compliance	Ongoing

Key Performance Indicators (KPIs)

Departmental goals are directly linked to the Village Council’s strategic objectives and goals. Key performance indicators (KPIs) for departmental goals are identified below.

Department Goal(s)	KPI	FY 13 Actual	FY 14 Actual	FY 15 Est.	FY 16 Goal
INTERNAL PERSPECTIVE					
Council Goal: Professionally manage a high performing organization					
Respond promptly to IT work order requests	% of help desk tickets closed within 2 days	83%	88%	90%	90%
	Average # of days to close help desk tickets	0.98	0.51	0.48	0.75
Provide a secure Village network	% of CJIS compliance issues addressed	n/a	n/a	50%	100%
Provide effective online and mobile resources	% of residents satisfied with the Village website	68%	62%	65%	75%
	# of app downloads	n/a	n/a	300	500
FINANCIAL PERSPECTIVE					
Council Goal: Maintain a strong financial condition					
Provide value for tax dollars by minimizing operating costs	# of work orders completed per FTE per month	40	31	22	30
Maintain the Village’s technology infrastructure	% of computers and servers that are 5 years old or less	78%	97%	95%	98%



Department Profile

The Contingency Department includes an allocation of funds for unexpected items that may occur in the FY 2015-2016 Budget. This item is recommended by the Fiscal Management Staff of the N. C. Local Government Commission.

These funds may not legally exceed 5.0% of all other General Fund appropriations. The \$50,000 budget is 0.27% of the total General Fund budget.

Additional information about the Contingency Department may be obtained by contacting John G. Frye, CPA, Financial Services Director, at 910.295.1900 or jfrye@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Operating	\$ -	\$ 95,000	\$ -	\$ 50,000	-47.4%
Expenditures Total	\$ -	\$ 95,000	\$ -	\$ 50,000	-47.4%

Budget Highlights

- The Contingency budget that is not allocated to any department totals \$50,000, which is a 47.4% decrease from FY 2015. An additional \$50,000 was set aside in the FY 2015 budget for a proposed initiative of the Given Memorial Library that was considered and funded by Council in FY 2015.



Department Profile

As a means to finance long-term capital purchases and projects, the Village of Pinehurst utilizes long-term debt. While simultaneously benefiting from its use, the Village has traditionally maintained a conservative position regarding the use of debt. Because of its importance to the Village’s financial solvency, debt is regulated not only by North Carolina statutes, but also by Council policy. See the SOP Guide section for the Debt Policy. For complete information on anticipated debt, please refer to the *Capital Expenditures* section.

The total amount of debt outstanding at June 30, 2015 will be \$1,841,241. This is a relatively small amount of direct debt compared to our taxable property of \$3,311,000,000. All of the Village’s debt is in the form of installment purchase agreements.

In the five-year planning period the Village intends to secure new debt of \$600,000 for the purchase of a new fire truck and the debts for Fire Engine 924 and the 67.04 acres will be paid off. Additional information regarding the impact of these debt issuances and retirements is contained in the *Capital Expenditures* section of this document.

As the Village has not issued any General Obligation Bonds, we have not been rated by a national rating agency such as Moody’s Investment Service or Standard and Poors.

Additional information about Debt Service expenditures may be obtained by contacting John G. Frye, CPA, Financial Services Director, at 910.295.1900 or jfrye@vopnc.org.

Budget Summary

Expenditures by Type	FY 2013-14 Actual	FY 2014-15 Budget	FY 2014-15 Estimated	FY 2015-16 Budgeted	Percent Change
Principal	\$ 378,829	\$ 421,143	\$ 421,143	\$ 406,103	-3.6%
Interest	83,098	73,382	73,382	58,201	-20.7%
Expenditures Total	\$ 461,927	\$ 494,525	\$ 494,525	\$ 464,304	-6.1%

Budget Highlights

- The final debt payment for a SAN Storage capital lease was made in FY 2015.



The chart below indicates the total debt service payments due under the terms of each of the Village's financing agreements over the next five-year period. It also offers financing details of each installment agreement:

Description	Fiscal Year				
	2015-16	2016-17	2017-18	2018-19	2019-20
INSTALLMENT PURCHASE AGREEMENTS					
Firetruck - Unit 924 \$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 pymt; collateralized by firetruck.	\$ 84,073	\$ 41,850	\$ -	\$ -	\$ -
Firetruck - Unit 914 \$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.	83,825	83,825	83,825	83,825	83,825
Fire Station \$2,500,000; due in 30 semi-annual payments consisting of fixed principal of \$83,334 plus interest @ 3.44%; collateralized by Fire Station bldg; final payment due on 03/15/20.	193,900	188,167	182,434	176,700	170,967
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 building; final payment due on 03/11/22.	65,525	63,225	60,925	58,625	56,325
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 04/15/18.	36,981	35,655	34,329	-	-
DEBT SERVICE TOTAL	\$ 464,304	\$ 412,722	\$ 361,513	\$ 319,150	\$ 311,117



The charts below indicate the total principal and interest due under the terms of each of the Village's financing agreements until maturity by project and by fiscal year:

Project	FY 2016		FY 2017		FY 2018	
	Principal	Interest	Principal	Interest	Principal	Interest
Fire Station	\$ 166,667	\$ 27,233	\$ 166,667	\$ 21,500	\$ 166,667	\$ 15,767
Firetruck 914	76,498	7,327	77,842	5,983	79,211	4,614
Firetruck - 924	79,605	4,468	40,942	908	-	-
Fair Barn	50,000	15,525	50,000	13,225	50,000	10,925
67.04 Acres	\$ 33,333	\$ 3,648	\$ 33,333	\$ 2,322	33,334	995
Totals	<u>\$ 406,103</u>	<u>\$ 58,201</u>	<u>\$ 368,784</u>	<u>\$ 43,938</u>	<u>\$ 329,212</u>	<u>\$ 32,301</u>

Project	FY 2019		FY 2020-2024		FY 2025-2029	
	Principal	Interest	Principal	Interest	Principal	Interest
Fire Station	\$ 166,667	\$ 10,033	\$ 166,667	\$ 4,300	\$ -	\$ -
Firetruck 914	80,603	3,222	123,205	2,169	-	-
Fair Barn	50,000	8,625	150,000	12,075	-	-
Totals	<u>\$ 297,270</u>	<u>\$ 21,880</u>	<u>\$ 439,872</u>	<u>\$ 18,544</u>	<u>\$ -</u>	<u>\$ -</u>

Total by Project			
Project	Principal	Interest	Total
Fire Station	\$ 833,335	\$ 78,833	\$ 912,168
Firetruck 914	437,359	23,315	460,674
Firetruck - 924	120,547	5,376	125,923
Fair Barn	350,000	60,375	410,375
67.04 Acres	100,000	6,965	106,965
Totals	<u>\$ 1,841,241</u>	<u>\$ 174,864</u>	<u>\$ 2,016,105</u>

Total by Fiscal Year(s)			
Fiscal Year(s)	Principal	Interest	Total
FY 2016	\$ 406,103	\$ 58,201	\$ 464,304
FY 2017	368,784	43,938	412,722
FY 2018	329,212	32,301	361,513
FY 2019	297,270	21,880	319,150
FY 2020-2024	439,872	18,544	458,416
Totals	<u>\$ 1,841,241</u>	<u>\$ 174,864</u>	<u>\$ 2,016,105</u>



Computation of Legal Debt Limit

Net Assessed Value - June 30, 2014	\$ 3,482,722,727	
	<u>8.0%</u>	
Debt Limit - Eight Percent (8.0%) of Assessed Value	\$ 278,617,818	
Gross Debt:		
Capital Leases	19,760	
Installment Purchase Agreements	<u>2,242,982</u>	
Total Gross Debt:	<u>2,262,742</u>	
Total Amount of Debt Applicable to Debt Limit (Net Debt)	<u>2,262,742</u>	0.06%
Legal Debt Margin	<u>\$ 276,355,076</u>	

The Village is subject to the Local Government Bond Act of North Carolina, which limits the amount of net bonded debt the Village may have outstanding to 8% of the assessed value of the property subject to taxation. The Village's net debt as a percentage of assessed valuation at June 30, 2014 is 0.06% compared to the legal debt limit of 8%.