



The Village of Pinehurst has evolved into a strategy-focused organization. This began with the Village's performance excellence program that implements the national Malcolm Baldrige Performance Excellence Criteria. This program is an integrated approach to organizational performance management.

The FY 2014-2015 Strategic Operating Plan for the Village of Pinehurst was developed based on customer feedback and comparison of Village performance with benchmark communities for 15 key Strategic Objectives, as articulated on the Village's balanced scorecard. The plan is also founded on sound budgetary principles, such as maintaining fund balance in the range of 30% to 40% of budgeted expenditures, per the Village's Fund Balance Policy.

The FY 2014-2015 recommended Net Budget, which includes all funds less transfers between funds, totals \$17,756,065. This is a decrease of 2% over the prior year's amended Net Budget at February 28, 2014. In the General Fund, the current ad valorem tax rate of \$0.28 per \$100 valuation is maintained for the upcoming year. The General Fund Budget also maintains fund balance at 37% of FY 2014-2015 expenditures.

Growth for most revenue sources is conservatively estimated based on current economic conditions. For FY 2014-2015 we have appropriated \$1,687,710 of the Village's fund balance as a revenue source. Historically, operating revenues come in at 101% of budget while operating expenditures typically fall 5% below budget. If these historical trends continue, we will use approximately \$763,000 of our fund balance this fiscal year.

Capital outlays of \$1,974,000 are included in the recommended budget. This represents a decrease of \$350,921 or 15% over the previous year. In the previous fiscal year, the Village replaced a fire engine, which increased the capital budget significantly.

The Village's 2015 Strategic Operating Plan and FY 2014-2015 Budget includes 55 initiatives that total \$1.6 million to achieve the Strategic Objectives of the balanced scorecard. From these objectives, the Village Council selected four short-term Areas of Focus. They include: preserve the character and ambience of the village, promote economic opportunity, provide safe traffic & pedestrian mobility, and provide a variety of recreational & cultural opportunities.

For FY 2014-2015, the budgeted number of employees is 0.25 higher than in the previous year. Merit pay increases of up to 0%-2% are provided for employees in the budget, as in the prior year, and current fringe benefits package is also maintained.

Although the budget does not fund all the requests made by departments, it addresses the Council's Strategic Areas of Focus and aims for continuous improvement to ensure the provision of high quality services for residents, businesses, and visitors.

The annual budget as presented serves as a policy document, operations guide, financial plan and a communications device. We trust that the budget document provides you with a clear vision of the Village's operations for the upcoming fiscal year.