



VILLAGE OF PINEHURST

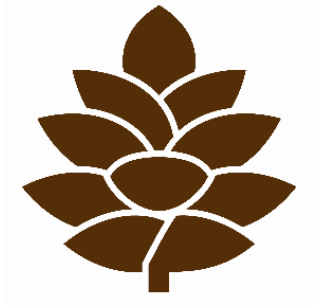
2020 Strategic Operating Plan

Including the

FY 2020 Budget



Mayor Pro-Tem John Bouldry, Treasurer Judy Davis, Mayor Nancy Roy Fiorillo,
Council Member Kevin Drum, Council Member Jack Farrell



VILLAGE OF PINEHURST

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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
Performance Management 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 Director	Mike Apke
Parks and Recreation Director	Mark Wagner
Fleet Maintenance Director	Randy Kuhn



<i>Introduction</i>	
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
<i>Budget in Brief</i>	
Budget in Brief	1
<i>Budget Message</i>	
Budget Message	5
<i>About Village Services</i>	
About Village Services	18
<i>Strategic Operating Plan Guide</i>	
Strategic Planning Process Overview	28
Strategic Operating Plan Calendar	30
Financial Policies	31
Budget Requirements	33
Budget Format	35
<i>Strategic Priorities</i>	
Strategic Planning Process	38
Balanced Scorecard	43
Initiative Action Plans	44
Strategic Goals	45
<i>General Fund</i>	
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



<i>General Fund (continued)</i>	
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
<i>Capital Project Fund</i>	
Summary	137
Community Center Fund	138
<i>Five-Year Financial Forecast FY 2020-2024</i>	
Five-Year Financial Forecast	140
<i>Capital Improvement Plan FY 2020-2024</i>	
Capital Improvement Program	147
Fleet Purchase Plan	152
IT Purchase Plan	154
Other Capital Additions Purchase Plan	155
<i>Annual Budget Ordinance</i>	
Annual Budget Ordinance	157
<i>Budget Glossary</i>	
Budget Glossary	160
<i>Supplementary Information</i>	
History	167
Demographic and Geographic Characteristics	170
Demographic and Economic Statistics	171
Principal Property Tax Payers	172
Principal Employers	173



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 2020 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 Fund - Each Capital Project Fund budget is presented separately. This section includes an overview of any capital projects 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.