



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 kickoff our strategic planning process by asking our 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 FY 2020 Strategic Operating Plan, which includes the FY 2020 Budget.

The Council amended and affirmed the FY 2020 Balanced Scorecard and identified four Areas of Focus in order to provide direction for the development of the FY 2020 Strategic Operating Plan. The four Areas of Focus for the five-year planning period of FY 2020-2024 include:

- Managing development and enforcing codes and ordinances,
- Providing interconnected pedestrian facilities,
- Maintaining high quality streets, and
- Providing recreation programs, facilities, and cultural events.



With diligent financial oversight, the Village’s Council and staff have been effective stewards of our tax dollars, ensuring the delivery of quality services that our residents, businesses, and visitors require and expect. The \$21.6 million FY 2020 Budget contains a \$0.30 per \$100 valuation property tax rate, the lowest in the county, along with several great initiatives and projects that are sure to enhance the quality of life in the Village of Pinehurst. I encourage you to read further about those in our 2020 Strategic Operating Plan.

Sincerely,

Nancy Roy Fiorella



Quick Facts

\$21.6 M
Total Budget

\$0.30
Per \$100 of Valuation Tax Rate

7
Initiative Action Plans

4.5
Increase of Staff Full Time Equivalents (FTEs)



Fiscal Year 2020 Initiative Action Plans

The FY 2020 Budget includes seven Initiative Action Plans (IAPs) at a cost of \$319,070 to address the Village's nine strategic goals, three of which are designated to address an Area of Focus (AOF). In the five-year planning period these seven (7) IAPs total \$914,327. Additional information on IAPs can be found in the *Strategic Priorities* section of the 2020 Strategic Operating Plan.

1. Police Department Accreditation (\$11,800)

The Police Department plans to implement law enforcement standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA) and apply for Police Department accreditation in FY 2020.

2. Adopt and Implement a Long-Range Comprehensive Plan AOF (\$0)

Since FY 2018, the Village and its consultants have been working on updating the Long-Range Comprehensive Plan for the Village to achieve the community's long-term vision. The new plan, which was funded in the FY 2019 budget, will be adopted in FY 2020 and an implementation plan will commence.

3. Small Area Plan for the Village Place/Rattlesnake Trail Corridor AOF (\$106,000)

The Village will engage a consultant to prepare a small area plan 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.



4. Community Center AOF (\$129,970)

Construction for the new 19,693 square feet Community Center will be completed by November 2019. This facility is located in Cannon Park and contains a gymnasium, office space, a kitchen, and activity rooms.

5. Build Baldrige Framework Systems and Culture (\$16,000)

The Village will continue using the Baldrige Excellence Framework to ensure systematic processes that deliver exceptional results and seek feedback from independent examiners in FY 2020.

6. Expand GIS Capabilities (\$50,000)

The Village will begin implementing the GIS Strategic Plan after hiring to fill a new GIS Analyst position. Staff will convert maps to ArcGIS online technology that will be accessible to the public and will begin building an interactive map for the Village's stormwater facilities.

7. Workforce Learning and Development (\$5,300)

Plans to expand the Village's succession planning process and enhance workforce learning and development system will continue in FY 2020.

Other Significant Projects Planned for FY 2020

- Additional Highway 211 landscaping in conjunction with NC DOT (\$23,000)
- Conduct a library needs assessment (\$25,000)
- Streetscape enhancements for Magnolia Road (\$115,000)
- Funding for a potential land acquisition to develop structured parking near the Village Center (\$200,000)
- Funding for a potential land acquisition for a future fire station location (\$200,000)
- Stormwater facility enhancements (\$326,000)
- Resurfacing and patching for approximately 5 miles of roadways (\$1.3 million)

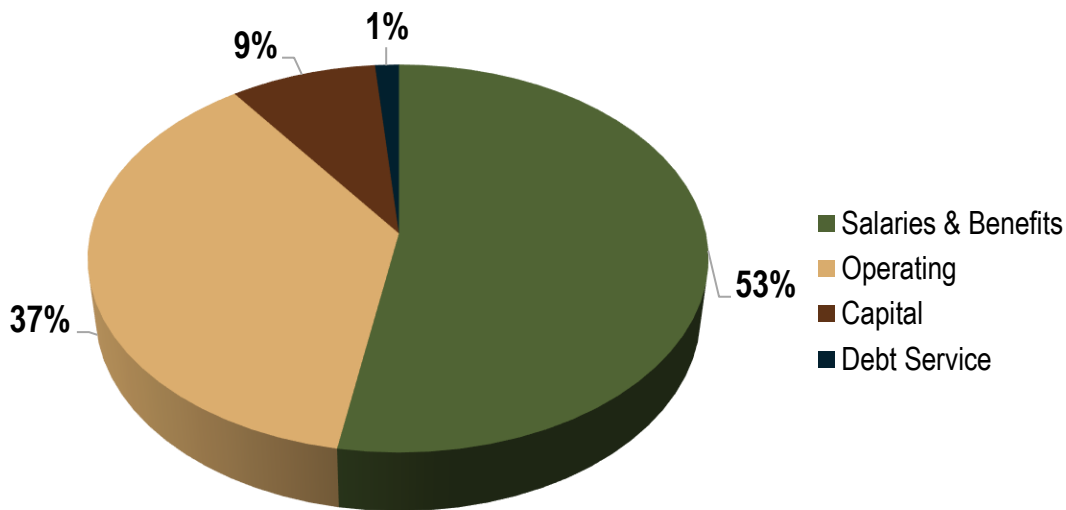


How will your tax dollars be spent in FY 2020?

The FY 2020 Budget for salaries and benefits for the Village’s 145 full-time equivalents (FTEs) accounts for 53% of total expenditures, or \$11.4 million. The budget includes a 2.4% 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 2020 Budget includes an increase of 4.5 full time equivalents (FTEs) for 6 positions (see *Personnel Classification Summary* for more details). Several proposed restructures are also recommended in the FY 2020 budget to increase career development opportunities and enhance performance across the organization.

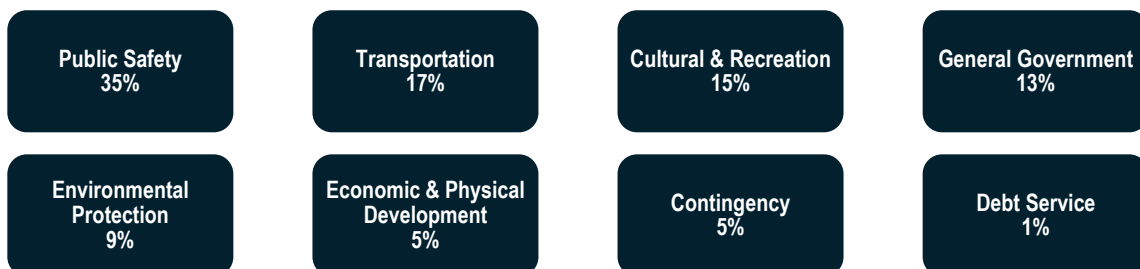
New Positions Funded	
Administrative Assistant	
Firefighter	
GIS Analyst	
Building Inspector	
Maintenance Worker (0.3 FTE)	
IT Systems Specialist (0.2 FTE)	



In FY 2020, the recommended budget includes \$1.8 million in capital investment, or 9% of total expenditures. This represents an increase from last year, largely due to the replacement of a rescue truck and funding for the potential purchase of land for structured parking and a future third fire station (see *Capital Expenditures* section for additional details).

Significant operating costs include funding for IAPs supporting the Council’s goals and objectives. In addition, the Village will increase its spending on stormwater maintenance by \$106,000, or 48% in FY 2020. The operating expenditures also include a \$1.3 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





The Village continues to pay down its debts and at the start of FY 2020 has only \$440,000 in long-term debt outstanding. Total required principal and interest payments for FY 2020 amount to \$312,000, or 1% of the total annual budget. In FY 2020, the Village will pay off the fire station loan, which is the Village’s largest remaining debt obligation.

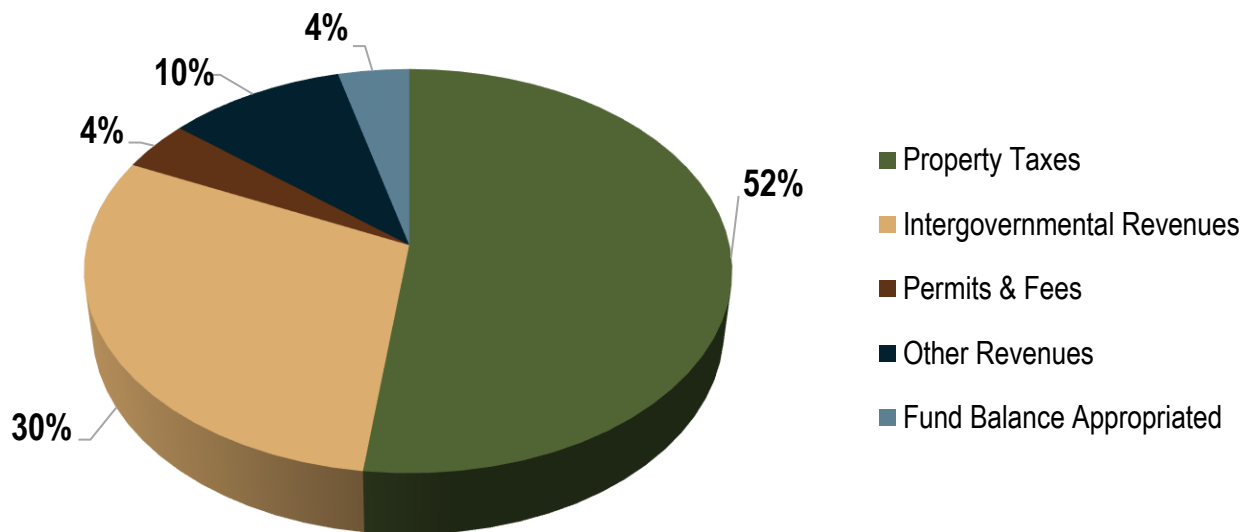
Overall, the FY 2020 Budget totals \$21,578,347 or 8% below the prior year’s amended General Fund budget as of December 31, 2018. The recommended budget as presented results in a per capita expenditure of \$1,270 based on a projected population of 16,994.

How is the Village of Pinehurst Funded in FY 2020?

The primary revenue source for the Village is property taxes, accounting for 52% of total revenues, or \$11.2 million. In FY 2020, the Village elected to adopt an inflation-adjusted revenue neutral tax rate of \$0.30 per \$100 of valuation, which is the lowest municipal tax rate in Moore County.

At \$6.5 million, intergovernmental revenues make up 30% of total General Fund revenues. These 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 17% of the total budget.

Because revenues historically come in at 101% of budget and expenditures typically fall 5% below budget, we estimate the Village will actually only use \$755,967 of appropriated fund balance in FY 2020. This will result in an ending fund balance of approximately 34.6%, which is within the Council’s target fund balance policy range of 30%-40%.



Viewing the Budget Online

To view the FY 2020 Budget online, go to www.vopnc.org/sop.

On the Budget “launch” page, residents can open the entire FY 2020 Budget and Strategic Operating Plan document or an individual section, with a linked table of contents.