



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 residents, businesses, and visitors of Pinehurst. Other responsibilities include:

- Providing governance for a population of approximately 17,000
- Setting strategic direction for approximately 145 full-time employees
- Adopting the Strategic Operating Plan which includes the annual budget and five-year financial forecast
- Approving policies that provide guidance for all municipal operations

There are no KPIs for the Governing Body Department, as Council’s goals, objectives, and KPIs are identified on the VOP Balanced Scorecard. Additional information about the Governing Body Department may be obtained by contacting Beth Dunn, Village Clerk, at 910.295.1900 or bdunn@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 30,028 | \$ 31,000 | \$ 30,018 | \$ 31,650 | 2.1% |
| Operating | 88,241 | 119,100 | 93,089 | 115,500 | -3.0% |
| Expenditures Total | \$ 118,269 | \$ 150,100 | \$ 123,107 | \$ 147,150 | -2.0% |



Village Council Members



Department Profile

The Administration Department, which includes the Village Manager, Assistant Village Managers, Performance Management Director, Village Clerk, Communications Specialist, and Administrative support staff, executes the mission of the Council to promote, enhance, and sustain the quality of life for residents, businesses, and visitors. Areas of focus for FY 2020 include:

- Providing vision and leadership to 17 other departments and divisions of the Village
- Effectively communicating with and engaging residents and businesses through online engagement portals, social media, and public input meetings
- Overseeing the development and implementation of the annual Strategic Operating Plan
- Managing and monitoring department performance and publishing online performance dashboards
- Overseeing the Long-Range Comprehensive Plan development
- Working collaboratively with Moore County and other agencies on long term planning issues (i.e. transportation, water & sewer, development, etc.)
- Conducting a needs assessment for a public library
- Recruiting, training, engaging, and rewarding over 200 volunteers
- Providing customer service and administrative support to both internal and external customers

Additional information about the Administration Department may be obtained by contacting Jeff Sanborn, Village Manager, at 910.295.1900 or jsanborn@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|----------------|----------------|-------------------|------------------|----------------|
| Salaries & Benefits | \$ 738,869 | \$ 879,960 | \$ 842,652 | \$ 896,100 | 1.8% |
| Operating | 372,669 | 388,650 | 367,955 | 487,600 | 25.5% |
| Capital | 25,178 | 65,299 | 64,776 | 19,292 | -70.5% |
| Expenditures Total | \$ 1,136,716 | \$ 1,333,909 | \$ 1,275,383 | \$ 1,402,992 | 5.2% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Professionally Manage a High Performing Organization

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Oversee the implementation of the Village's Strategic Operating Plan and manage the overall operations of the Village | | | | | | |
| % of residents likely to recommend the Village as a place to live | Effectiveness | 94% | 94% | 95% | 95% | 95% |
| % of Initiative Action Plans (IAPs) that achieve targeted results ¹ | Effectiveness | 75% | 90% | 86% | 80% | 80% |
| Department Goal: Identify, analyze, and mitigate risks to the Village | | | | | | |
| Cost of risk (premiums, legal fees, & losses) as a % of General Fund expenditures ² | Effectiveness | 1.99% | 1.71% | 1.60% | 2.00% | 2.00% |
| Notes: ¹ In FY17, VOP began tracking metrics associated with IAPs in order to monitor the achievement and effectiveness of action plans aimed to improve VOP performance. ² As VOP has focused on improving employee safety, workers' compensation premiums have declined in recent years. In addition, VOP has not been engaged in any recent significant litigation that has resulted in a decrease in legal fees. Cost of risk overall is projected to increase due to addition of insurance requirements on the new Community Center and a slight expansion of the vehicles and equipment projected. | | | | | | |



Strategic Goal: Professionally Manage a High Performing Organization

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Use electronic tools and other methods to communicate with and obtain actionable feedback from customers | | | | | | |
| Total # of followers on all social media sites ¹ | Output | 12,447 | 15,535 | 18,570 | 19,200 | 28,100 |
| Total # of Facebook users reached with VOP posts ¹ | Output | 2,184,704 | 1,093,842 | 1,204,830 | 1,325,340 | 1,940,400 |
| # of Facebook engaged users who click, comment, and/or share | Output | 100,833 | 111,098 | 107,096 | 117,808 | 172,480 |
| # of online engagement portals topics posted ² | Output | 10 | 5 | 8 | 12 | 12 |
| Total # of site visits for online engagement portals ² | Output | - | 267 | 7,000 | 4,000 | 3,000 |
| # of mobile app downloads (cumulative) ³ | Output | 1147 | 3989 | 4,403 | 4,600 | 5,400 |
| % of residents satisfied with Village efforts to keep residents informed on local issues | Effectiveness | 91% | 91% | 90% | 90% | 90% |
| % of Council agendas with supporting materials posted to the Village website 5 days in advance of meetings | Effectiveness | 100% | 100% | 100% | 100% | 100% |
| % of P&Z/BOA and HPC agendas with supporting materials posted to the Village website 5 days in advance of meetings ⁴ | Effectiveness | n/a | n/a | 100% | 100% | 100% |
| Notes: ¹ In FY17, VOP consolidated social media accounts and began daily management to increase social media followers and engaged users. With changes in Facebook policies limiting the posts users see, FY18 users reached declined from previous year. ² In FY19, VOP changed online engagement portal platforms from OVH to Engage Pinehurst and plans to use this site more to engage the public. ³ VOP launched a new service request mobile app and a newly designed website in FY17. ⁴ In FY18, VOP began posting agendas and materials of planning boards to increase transparency. | | | | | | |

Strategic Goal: Attract & Retain an Engaged Workforce

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Recruit, train, engage, and reward volunteers | | | | | | |
| % of volunteers who would recommend volunteering for the Village to a friend | Effectiveness | 93% | 93% | 95% | 95% | 95% |
| Department Goal: Ensure effective two-way communication with the workforce | | | | | | |
| % of workforce who attend the annual State of the Village meetings ¹ | Output | 60% | 56% | 64% | 55% | 55% |
| % of workforce who are satisfied with annual State of the Village meetings ¹ | Effectiveness | 100% | 100% | 98% | 98% | 98% |
| Notes: ¹ VOP conducts an annual State of the Village meeting for all employees and volunteers to effectively communicate VOP's goals, objectives, performance, and other employee information. In FY17, VOP began tracking employee and volunteer attendance with State of the Village Meetings. In FY19, 98% of employees and 27% of volunteers attended these meetings and indicated high levels of satisfaction. | | | | | | |

FY 2020-2024 Initiative Action Plans

| Initiative Action Plans | FY | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|---|--------------|----------|----------|---------|---------|---------|
| Build Baldrige Framework Systems and Culture – Continue use of the Baldrige Excellence Framework | FY 2020-2021 | \$16,000 | \$45,000 | \$0 | \$0 | \$0 |



Department Profile

The Financial Services Director reports directly to the Assistant Village Manager of Administration and serves as a member of the senior leadership team. The Financial Services Department consists of the Director, the Assistant Director, and two Financial Services Technicians. Areas of focus for FY 2020 include:

- Managing an average cash and investments balance of \$11.9 million dollars to ensure appropriate liquidity and maximize investment earnings
- Monitoring compliance with Council approved financial policies and guidelines
- Managing debt to achieve acceptable debt service objectives
- Preparing the \$21.6 million annual budget and five-year financial forecast in accordance with the Government Finance Officers Association (GFOA) Distinguished Budget award requirements
- Processing accounts payable, accounts receivable, and payroll in a timely and accurate manner
- Preparing accurate internal and external financial reports
- Overseeing the purchasing and contracting functions

Additional information about the Financial Services Department may be obtained by contacting Brooke Hunter, CPA, Financial Services Director, at 910.295.1900 or bhunter@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 368,299 | \$ 361,050 | \$ 305,867 | \$ 338,850 | -6.1% |
| Operating | 281,562 | 312,350 | 302,426 | 332,330 | 6.4% |
| Capital | 1,104 | 1,680 | 1,680 | 880 | -47.6% |
| Total Expenditures | \$ 650,965 | \$ 675,080 | \$ 609,973 | \$ 672,060 | -0.4% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Maintain a Healthy Financial Condition

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|-------------------|-------------------|-----------------|------------------|------------------|
| Department Goal: Produce accurate and timely financial reports | | | | | | |
| GFOA Certificate of Achievement in Financial Reporting received ¹ | Effectiveness | Yes | Yes | Yes | Yes | Yes |
| A "clean" audit opinion received by external auditors ² | Effectiveness | Yes | Yes | Yes | Yes | Yes |
| % of time month end expenditures closing entries are posted by the 10th day of the following month ³ | Effectiveness | 92% | 92% | 92% | 92% | 92% |
| % of employees satisfied with the availability of financial information | Effectiveness | 100% | 95% | 95% | 95% | 95% |
| Notes: ¹ VOP has received the GFOA Certificate of Achievement in Financial Reporting for 26 consecutive years. ² VOP has received a "clean" audit opinion from external auditors for 19 consecutive years. ³ Month end expenditure closing entries are posted by the 10 th day of the following month to provide department heads with timely financial information. At year end, closing entries are not able to be completed in 10 days, so 11/12 months, or 92% are completed by the deadline. | | | | | | |



Strategic Goal: Maintain a Healthy Financial Condition

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Develop a five-year strategic operating plan and annual budget in accordance with Council’s financial policies | | | | | | |
| Actual revenues as a % of forecasted revenues ¹ | Effectiveness | 103.4% | 101.1% | 101.0% | 101.0% | 101.0% |
| Composite rating received through GFOA Distinguished Budget Presentation Award ² | Effectiveness | 305 | 305 | 310 | 310 | 314 |
| Department Goal: Process financial transactions efficiently and effectively | | | | | | |
| # of accounts payable invoices and payments processed per accounts payable FTE | Efficiency | 831 | 787 | 800 | 805 | 825 |
| % of purchase orders processed within 1 business day of submission | Effectiveness | 100% | 100% | 100% | 95% | 95% |
| % of employees satisfied with the timeliness of purchasing services ³ | Effectiveness | 100% | 92% | 95% | 95% | 95% |
| # of payroll transactions processed per payroll technician FTE | Efficiency | 1,332 | 672 | 670 | 670 | 680 |
| % of employees satisfied with the accuracy of payroll services ³ | Effectiveness | 100% | 100% | 95% | 95% | 95% |
| # of other financial transactions processed per finance technician FTE | Efficiency | 436 | 340 | 345 | 345 | 355 |
| Department Goal: Maximize investment earnings while ensuring adequate cash flow | | | | | | |
| # of basis points by which investment yield exceeds the average annual rate of return for the NCCMT Government Portfolio ⁴ | Effectiveness | -5.00 | 7.00 | 10.00 | 10.00 | 10.00 |
| <p>Notes: ¹ Staff continues to refine revenue projections and expectations to achieve a 101% revenue variance. ² Each year, VOP strives to improve its Strategic Operating Plan document to improve its ratings received through the GFOA Distinguished Budget Presentation Award. This KPI is a composite score of the ratings received from the GFOA program. ³ VOP employees have consistently indicated very high levels of satisfaction with purchasing and payroll services provided by the Finance Department. ⁴ In FY17, VOP began investing in the NC Capital Management Trust Term Portfolio. Using the Term Portfolio has allowed the Village to increase investment yields without significantly impacting liquidity.</p> | | | | | | |



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 for FY 2020 include:

- Selecting and configuring a new onboarding software to streamline the process
- Managing the Champion’s Club and Applause Award reward and recognition programs
- Reviewing and updating employee policies and benefits
- Engaging outside firms to conduct the annual compensation survey and annual workforce survey that has previously been conducted in-house
- Creating and implementing a new Learning and Development System for all employees
- Continue implementation of a formalized Village-wide succession plan

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 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 251,985 | \$ 263,310 | \$ 258,975 | \$ 276,200 | 4.9% |
| Operating | 129,621 | 259,693 | 188,990 | 259,860 | 0.1% |
| Capital | 883 | 2,940 | 2,940 | 1,100 | -62.6% |
| Expenditures Total | \$ 382,489 | \$ 525,943 | \$ 450,905 | \$ 537,160 | 2.1% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Attract & Retain an Engaged Workforce

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|-------------------|-------------------|-----------------|------------------|------------------|
| Department Goal: Reward and recognize employees | | | | | | |
| % of employees who agree they are satisfied with reward & recognition programs ¹ | Effectiveness | 89% | 88% | 93% | 90% | 90% |
| % of unique employees recognized in Village-wide award programs ¹ | Effectiveness | 79% | 62% | 67% | 70% | 70% |
| Department Goal: Provide competitive salaries and benefits | | | | | | |
| % of positions reviewed within 3 years ² | Output | 100% | 97% | 97% | 100% | 100% |
| % of employees who receive compensation adjustments (if needed) based on market salary reviews ² | Effectiveness | 100% | 100% | 100% | 100% | 100% |
| % of unique employees who participate in Wellness Committee activities ³ | Effectiveness | 76% | 70% | 70% | 70% | 73% |
| Notes: ¹ To more effectively reward and recognize employees for performance, the Village launched the Champion’s Club and Applause Award programs in FY16. Under the Applause Award program, employees receive on the spot recognition from co-workers and customers. Quarterly nominations for the Champion’s Club awards are scored by an employee committee with financial awards ranging from \$250 - \$650 and \$1,500 for the annual award. ² Each year, VOP conducts a market salary review for approx. 1/3 of positions and adjusts employee compensation, if needed to remain competitive, ensuring all positions are reviewed at least every 3 years. ³ In FY17, VOP began tracking employee participation in Wellness Committee initiatives to determine the effectiveness of wellness programs and events. | | | | | | |



Strategic Goal: Attract & Retain an Engaged Workforce

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Maintain a safe work environment | | | | | | |
| % of Safety Committee inspection violations corrected within 90 days ¹ | Effectiveness | 76% | 80% | 65% | 75% | 75% |
| % of work injuries that are due to negligence ² | Effectiveness | 53% | 50% | 53% | 55% | 50% |
| % of accidents that are due to negligence ² | Effectiveness | 80% | 69% | 65% | 70% | 68% |
| # of recordable Worker's Compensation claims per 100 FTEs | Effectiveness | 2.0 | 3.2 | 3.5 | 3.00 | 3.00 |
| Department Goal: Effectively fill vacant positions | | | | | | |
| Average # of days to recruit (requisition to start date) ³ | Effectiveness | 59 | 71 | 85 | 80 | 71 |
| % of positions filled within target date ³ | Effectiveness | 81% | 78% | 78% | 80% | 85% |
| % of turnover (all) ⁴ | Effectiveness | 13% | 9% | 9% | 10% | 10% |
| Average tenure of employees (in years) | Output | 9.17 | 9.48 | 9.00 | 9.00 | 9.00 |
| Sick leave hours used per 1,000 hours worked | Effectiveness | 28 | 28 | 35 | 30 | 30 |
| Department Goal: Provide training and development opportunities | | | | | | |
| % of employees who agree they are offered training and development to enhance their skills | Effectiveness | 95% | 94% | 90% | 90% | 90% |
| % of employees satisfied with TOPS training programs | Effectiveness | 95% | 96% | 95% | 95% | 95% |
| % of vacancies filled with internal candidates ⁵ | Effectiveness | 41% | 44% | 30% | 35% | 35% |
| <p>Notes: ¹ In FY17, VOP began tracking the correction of internally identified safety violations to ensure a safe work environment. Some violations require additional funding to correct and are therefore not able to be corrected within 90 days. ² The VOP Safety and Risk Management Committees analyze injuries and accidents to determine trends and root causes. VOP is projecting the % that are due to negligence to decline as we implement actions to address injury and accident root causes. ³ To reduce the average # of days to recruit and fill a higher % of positions within the target date, VOP implemented applicant tracking software in FY18. This expedited recruitment for many postings; however, recruitment for department head positions in FY19 increased the total average # of days to recruit. ⁴ In FY17, VOP experienced higher than normal turnover rates due to several retirements of tenured employees. ⁵ This KPI indicates the VOP's effectiveness at preparing, developing, and training employees for internal promotion and advancement opportunities.</p> | | | | | | |

FY 2020-2024 Initiative Action Plans

| Initiative Action Plans | FY | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|---|---------|---------|---------|---------|---------|---------|
| Workforce Learning & Development – Expand the Village’s succession planning process and enhance workforce learning and development system. | FY 2020 | \$5,300 | \$5,300 | \$5,300 | \$5,300 | \$5,300 |



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 24 sworn police officers, four telecommunications specialists, one administrative coordinator and six reserve auxiliary officers to protect the life and property of nearly 17,000 residents. Areas of focus for FY 2020 include:

- Continuing the process to achieve national accreditation for the Police Department by FY 2020
- Patrolling three response areas and enforcing traffic laws
- Improving crime clearance rates
- Promoting strong community engagement through the Citizen’s Police Academy and recruitment of volunteer Citizens on Patrol (COPS) that are used to augment the paid Police force

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 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 2,184,364 | \$ 2,402,850 | \$ 2,320,515 | \$ 2,544,520 | 5.9% |
| Operating | 697,511 | 827,366 | 799,003 | 802,740 | -3.0% |
| Capital | 105,882 | 159,625 | 159,624 | 156,497 | -2.0% |
| Expenditures Total | \$ 2,987,757 | \$ 3,389,841 | \$ 3,279,142 | \$ 3,503,757 | 3.4% |

| Revenues by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|---------------------------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Police Grants | \$ 2,641 | \$ 35,000 | \$ 46,186 | \$ - | -100.0% |
| Controlled Substance Tax Distribution | 3,943 | 1,000 | 2,500 | 1,500 | 50.0% |
| Miscellaneous Police Revenues | 7,192 | 7,000 | 7,000 | 7,200 | 2.9% |
| Revenues Total | \$ 13,776 | \$ 43,000 | \$ 55,686 | \$ 8,700 | -79.8% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Safeguard the Community

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|-------------------|-------------------|-----------------|------------------|------------------|
| Department Goal: Enforce traffic laws | | | | | | |
| % of collisions with an injury ¹ | Effectiveness | 12% | 9% | 10% | 10% | 10% |
| % of collisions with a fatality ¹ | Effectiveness | 0.15% | 0.47% | 0.15% | 0.15% | 0.12% |
| # of collisions per 1,000 population ¹ | Output | 40 | 40 | 38 | 40 | 45 |

Notes: ¹ In FY17, VOP added two traffic enforcement officers to the Police force in order to more effectively enforce traffic laws to minimize collisions. With increasing traffic volumes due to growth, the Village projects the # of collisions per 1,000 to increase over the planning period. Over time, Village speed limits have been reduced to 25 MPH unless otherwise posted to help minimize the % of collisions with an injury or fatality.



Strategic Goal: Safeguard the Community

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Solve crimes | | | | | | |
| % of Group A incidents cleared ¹ | Effectiveness | 93% | 96% | 86% | 92% | 92% |
| % of Group B incidents cleared ¹ | Effectiveness | 91% | 84% | 83% | 83% | 83% |
| # of crimes against persons per 1,000 population ² | Efficiency | 2.6 | 2.7 | 4.3 | 4.0 | 5.1 |
| # of crimes against property per 1,000 population ² | Efficiency | 14.7 | 15.7 | 15.2 | 14.8 | 14.1 |
| # of crimes against society per 1,000 population ² | Efficiency | 33.2 | 30.0 | 18.5 | 28.3 | 34.0 |
| # of cases investigated | Output | 741 | 760 | 594 | 689 | 746 |
| Department Goal: Protect lives and property by responding promptly to calls for service and proactively preventing criminal activity | | | | | | |
| % of officer hours spent on patrol ³ | Effectiveness | 78% | 78% | 76% | 76% | 76% |
| # of citizen initiated calls for service per patrol officer ³ | Efficiency | 356 | 334 | 381 | 372 | 402 |
| # of officer initiated calls for service per patrol officer ³ | Efficiency | 530 | 530 | 568 | 543 | 587 |
| # of citizen initiated calls for service per 1,000 population ³ | Output | 414 | 402 | 457 | 400 | 400 |
| % of calls for service that are officer initiated ² | Output | 60% | 61% | 59% | 60% | 60% |
| % of total time spent on calls for service that are officer initiated ³ | Effectiveness | 89% | 89% | 89% | 89% | 89% |
| <p>Notes: ¹ In FY17, VOP reorganized to add an additional Investigator position and Impact Team to allocate additional resources to crime investigation and in FY19 added a canine unit and evidence processing resources to increase the % of crimes solved. ² In FY18, VOP transitioned from UCR to NIBRS for reporting police data and now monitors crimes monthly based on persons, property, and society. ³ In FY17, the Police force made a change to how officers log their time in the Computer-Aided Dispatch (CAD) system in order to more accurately reflect officer initiated activities and the amount of officer time spent on those activities.</p> | | | | | | |

Strategic Goal: Attract & Retain an Engaged Workforce

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Utilize Citizen on Patrol volunteers to supplement police staff | | | | | | |
| # of Citizen on Patrol (COP) volunteer hours ¹ | Output | 3,100 | 3,149 | 3,100 | 3,100 | 3,100 |
| # of COP volunteer hours per volunteer ¹ | Effectiveness | 167 | 157 | 129 | 100 | 100 |
| \$ value of COP volunteer hours ¹ | Effectiveness | \$62,007 | \$62,985 | \$62,000 | \$62,000 | \$62,000 |
| <p>Notes: ¹ Each year, VOP holds a Citizen Police Academy and several participants join the Police force as a Citizen on Patrol (COP). COPs actively patrol, direct traffic, and perform other duties to augment the Police force. Their volunteer hours are valued at \$20 per hour. VOP expects a slight decline in volunteer hours over the five-year planning period as some key COP volunteers are expected to “retire” from the program.</p> | | | | | | |

FY 2020-2024 Initiative Action Plans

| Initiative Action Plans | FY | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|---|---------|----------|---------|---------|---------|---------|
| Police Department Accreditation – Implement law enforcement standards of the Commission on Accreditation for Law Enforcement Agencies (CALEA) and apply for Police Department accreditation. | FY 2020 | \$11,800 | \$7,365 | \$7,365 | \$7,365 | \$7,365 |



Department Profile

The Fire Chief reports directly to the Village Manager and serves as a member of the senior leadership team. Twenty-nine firefighters, one fire/life safety educator, and eight reserve auxiliary officers to protect the Village and rural district from two stations with four engines, two brush trucks, and a rescue truck. Areas of focus for FY 2020 include:

- Hiring an additional full-time Firefighter position
- Continuing the BIRDIE evaluation on Emergency Response
- Evaluating locations for a potential future fire station
- Covering routine staffing shortages with the use of additional reserve firefighters
- Continuing to improve response times to calls for service for the 25.18 square miles service area that includes the Village limits, a rural county district, and the nearby Town of Taylortown
- Educating the public to promote preparedness for all hazards
- Providing medical first response and rescue services through contract with Moore County

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 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 2,112,443 | \$ 2,281,570 | \$ 2,222,138 | \$ 2,469,670 | 8.2% |
| Operating | 436,351 | 555,255 | 533,574 | 601,850 | 8.4% |
| Capital | 662,843 | 35,848 | 35,848 | 618,273 | 1624.7% |
| Expenditures Total | \$ 3,211,637 | \$ 2,872,673 | \$ 2,791,560 | \$ 3,689,793 | 28.4% |

| Revenues by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|-----------------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Fire District Revenue | \$ 308,984 | \$ 337,000 | \$ 337,000 | \$ 374,000 | 11.0% |
| Miscellaneous Fire Revenues | 1,943 | 500 | 1,100 | 500 | 0.0% |
| Revenues Total | \$ 310,927 | \$ 337,500 | \$ 338,100 | \$ 374,500 | 11.0% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Safeguard the Community

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|-------------------|-------------------|-----------------|------------------|------------------|
| Department Goal: Promptly respond to fire calls for service | | | | | | |
| % of dispatched emergency calls with a reaction time of 90 seconds or less ¹ | Effectiveness | 86% | 88% | 85% | 85% | 85% |
| % of emergency calls with a response time of 6 minutes and 30 seconds for first due apparatus ¹ | Effectiveness | 70% | 68% | 65% | 68% | 71% |
| % of calls for fire incidents | Output | 4.6% | 4.5% | 3.6% | 3.6% | 3.6% |
| % of calls for service for rescue and EMS ² | Output | 28% | 30% | 28% | 30% | 30% |
| % of signalized intersections with preemption controls ¹ | Effectiveness | 15% | 23% | 100% | 100% | 100% |

Notes: ¹ To help improve response times, a key area of focus for the department, VOP requested NCDOT install traffic preemption devices at all 13 signalized intersections in the Village by FY20 and the FTE in FY20 will help with staffing levels. ² In FY16, VOP began providing medical first response and rescue calls under contract with Moore County. Since expanding service levels, the # of calls have increased and EMS calls now represent approximately 30% of all calls.



Strategic Goal: Safeguard the Community

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Prevent fires and injuries | | | | | | |
| # of commercial business fire inspections completed ¹ | Output | 186 | 263 | 222 | 215 | 380 |
| % of commercial businesses inspected ¹ | Effectiveness | 43% | 43% | 43% | 48% | 83% |
| # of commercial business fire inspections per inspector per month ¹ | Output | 16 | 22 | 12 | 9 | 16 |
| % of businesses satisfied with fire prevention inspection services | Effectiveness | 96% | 98% | 95% | 95% | 95% |
| % of ISO credit received for fire hydrant testing | Effectiveness | 100% | 100% | 100% | 100% | 100% |
| # of participants in Fire & Life Safety Education Programs | Output | 23,223 | 34,412 | 25,000 | 25,000 | 25,000 |
| ISO (Insurance Services Office) Rating | Effectiveness | 4 | 4 | 4 | 4 | 4 |
| Life Safety Achievement Award for zero fire deaths ² | Effectiveness | Yes | Yes | Yes | Yes | Yes |
| Notes: ¹ Historically, VOP Fire staff have inspected commercial businesses more frequently than required by law. In FY 16, VOP began providing medical first response and rescue services which resulted in fewer commercial business inspections due to department workload. In addition, the Fire Department will begin an ACE in FY21 to evaluate the fire inspection process and how the department is staffed for these services. ² The department has received the Life Safety Achievement Award for zero fire deaths for 16 consecutive years. | | | | | | |

Strategic Goal: Attract & Retain an Engaged Workforce

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Train and develop a professional, competent firefighting force | | | | | | |
| % of full-time uniformed staff who pass the OSHA/NFPA medical clearance test | Effectiveness | 100% | 100% | 100% | 100% | 100% |
| % of full-time staff certified as an Emergency Medical Technician ¹ | Effectiveness | 97% | 99% | 100% | 100% | 100% |
| % of full-time uniformed staff who obtain advanced training ² | Effectiveness | 20% | 40% | 43% | 50% | 50% |
| % of firefighters meeting or exceeding NFPA firefighter competencies | Effectiveness | 100% | 100% | 100% | 100% | 100% |
| Notes: ¹ With the addition of medical first response duties in FY 16, Fire Department staff are required to obtain EMT certification within 2 years, with 100% of staff certified by the end of FY18. ² This KPI measures the department's progress toward providing advanced training opportunities to meet requirements or bring new skills to department operations. | | | | | | |



Department Profile

The Inspections Division of the Planning Department operates under direction of the Planning and Inspections Director. The Inspections Division includes two building inspectors. Inspections personnel both review and enforce compliance with the North Carolina Building Codes for all types of residential and commercial building and development. Areas of focus for FY 2020 include:

- Hiring an additional full-time Building Inspector position
- Implementing the Planning and Inspections software allowing building inspectors to remotely update the status of inspections in the field
- Continuing to be responsive to building inspection requests within one business day

Additional information about the Inspections Division may be obtained by contacting Darryn Burich, Planning and Inspections Director, at 910.295.8659 or dburich@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 183,864 | \$ 194,420 | \$ 193,569 | \$ 274,440 | 41.2% |
| Operating | 21,259 | 33,150 | 32,799 | 43,450 | 31.1% |
| Capital | 335 | 1,087 | 1,087 | 572 | -47.4% |
| Expenditures Total | \$ 205,458 | \$ 228,657 | \$ 227,455 | \$ 318,462 | 39.3% |

| Revenues by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|---------------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Inspection Permit Revenue | \$ 361,646 | \$ 300,000 | \$ 300,000 | \$ 250,000 | -16.7% |
| Revenues Total | \$ 361,646 | \$ 300,000 | \$ 300,000 | \$ 250,000 | -16.7% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Maintain a Healthy Financial Condition

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|------------|-------------------|-------------------|-----------------|------------------|------------------|
| Department Goal: Recover the cost of inspection services | | | | | | |
| Average cost per building inspection ¹ | Efficiency | \$31 | \$38 | \$31 | \$45 | \$40 |
| Notes: ¹ Based on projected inspection operating expenses of \$220,000 and an estimate of 7,000 inspections for FY19, the average cost per inspection is estimated to be \$31 for FY19. The increase in FY20 represents the additional FTE and increased IT costs for new software. | | | | | | |



Strategic Goal: Promote High Quality Development and Appearance

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|----------------|----------------|---------------|
| Department Goal: Inspect residential and non-residential development to ensure compliance with building codes | | | | | | |
| # of building inspections completed ¹ | Output | 6,633 | 7,614 | 7,000 | 7,070 | 7,350 |
| % of building inspections completed within one business day ² | Effectiveness | 100% | 100% | 100% | 100% | 100% |
| % of building inspections compliant upon initial inspection | Effectiveness | 93% | 95% | 93% | 93% | 93% |
| # of building inspections completed per inspector FTE per day | Efficiency | 13.3 | 15.4 | 14.3 | 11.5 | 12.0 |
| # of building inspections completed per 1,000 population served | Output | 411 | 463 | 418 | 416 | 405 |
| # of residential Certificates of Occupancy (CO) issued ³ | Output | 192 | 228 | 210 | 210 | 200 |
| # of non-residential Certificates of Occupancy issued ⁴ | Output | 22 | 10 | 27 | 15 | 15 |
| Estimated residential construction cost for Certificates of Occupancy ³ | Output | \$34.1 million | \$36 million | \$39.9 million | \$39.9 million | \$38 million |
| Estimated non-residential construction cost for Certificates of Occupancy ⁴ | Output | \$10.2 million | \$20.2 million | \$23.2 million | \$21.3 million | \$7.5 million |
| % of businesses satisfied with building inspections | Effectiveness | 100% | 100% | 100% | 100% | 100% |
| <p>Notes: ¹ The # of building inspections includes both residential and non-residential inspections. VOP has seen sizable increases in development in the last three years, with a healthy increase in the # of commercial permits. ² To provide a high level of customer service, building inspectors strive to complete building inspections within one business day of the request. In FY20, VOP will launch a new permitting & inspection (P&I) software, as a result of the P&I BIRDIE conducted in FY18, and hire an additional inspector which will significantly streamline the inspection process to allow the building inspectors to handle the increased workload and maintain responsive turnaround times to inspection requests. ³ Residential COs include both new construction and additions/alterations. FY20 projections are to maintain the approximate number from FY19 as the housing market and economy remain strong. ⁴ Projections for non-residential COs are based on known projects that are in the preliminary stages of development that staff expect to receive.</p> | | | | | | |



Department Profile

Public Services Administration 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 an Administrative Assistant. Areas of focus for FY 2020 include:

- Managing Streets & Grounds and Solid Waste staff response to resident service requests and complaints through the MY VOP service request system
- Providing engineering services

KPIs for this department are identified in the Solid Waste and Streets & Grounds Divisions. Additional information about Public Services Administration may be obtained by contacting Mike Apke, Public Services Director, at 910.295.5021 or mapke@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 291,416 | \$ 320,050 | \$ 311,961 | \$ 333,250 | 4.1% |
| Operating | 122,728 | 120,480 | 112,019 | 148,020 | 22.9% |
| Capital | 95,354 | 73,395 | 73,394 | 57,466 | -21.7% |
| Expenditures Total | \$ 509,498 | \$ 513,925 | \$ 497,374 | \$ 538,736 | 4.8% |



Public Services Department



Department Profile

The Streets & Grounds Division of the Public Services Department operates under the direction of the Assistant Director of Public Services and reports up to the Assistant Village Manager of Operations. There are 16 members of the Streets & Grounds team organized into two crews: Street Maintenance, led by an Infrastructure Superintendent, and Grounds Maintenance. This division serves approximately 16,800 residents encompassing an area of 14.9 square miles, with 107 miles of Village-maintained streets and right-of-ways. Annual resurfacing costs and state funding to municipalities from the restricted state Powell Bill funds for street maintenance are included in the Powell Bill Division. Costs for street patching are included in the Streets & Grounds Division. Areas of focus for FY 2020 include:

- Hiring an additional full-time Maintenance Worker position
- Overseeing implementation of landscape improvements on Highway 211
- Monitoring and evaluating traffic levels at six key intersections in the Village
- Investing in additional stormwater drainage projects
- Adding other beautification projects along main thoroughfares and gateways
- Maintaining roadways, signage, sidewalks and other public landscape areas at a high level

Additional information about Streets & Grounds Division may be obtained by contacting Mike Apke, Public Services Director, at 910.295.5021 or mapke@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 716,910 | \$ 756,440 | \$ 757,141 | \$ 831,880 | 10.0% |
| Operating | 669,639 | 989,965 | 966,576 | 853,320 | -13.8% |
| Capital | 710,460 | 418,939 | 418,939 | 400,409 | -4.4% |
| Expenditures Total | \$ 2,097,009 | \$ 2,165,344 | \$ 2,142,656 | \$ 2,085,609 | -3.7% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Promote High Quality Development and Appearance

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|-------------------|-------------------|-----------------|------------------|------------------|
| Department Goal: Maintain Village right of ways | | | | | | |
| % of right of way lane (ROW) miles shoulders inspected | Effectiveness | 38% | 47% | 47% | 50% | 50% |
| # of ROW lane miles maintained per FTE ¹ | Efficiency | 16 | 16 | 16 | 15 | 15 |
| % of ROW mowing performed according to schedule ¹ | Effectiveness | 65% | 101% | 91% | 90% | 90% |
| Notes: ¹ The FY20 budget includes the addition of 1 FTE Maintenance Worker to assist with ROW mowing and maintenance replace the seasonal workers that were added in FY18. This will reduce the # of ROW lane miles maintained per FTE and assist with ensuring ROW mowing is performed according to schedule. With significant landscaping enhancements planned for the HWY 211 median, a significant Village gateway, staff projects the % of ROW mowing performed according to schedule will slightly decline over the planning period. | | | | | | |



Strategic Goal: Promote Transportation Mobility and Connectivity

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Install neighborhood street lights | | | | | | |
| # of street lights per mile ¹ | Effectiveness | 3.1 | 3.2 | 3.3 | 3.3 | 4.1 |
| Department Goal: Maintain directional and regulatory street signs | | | | | | |
| % of regulatory reflective signs inspected per NHTSA standards ² | Output | 100% | 100% | 100% | 100% | 100% |
| Department Goal: Monitor traffic congestion | | | | | | |
| % of intersections studied with a level of service (LOS) rating of "C" or higher ³ | Effectiveness | 92% | 85% | 85% | 85% | 69% |
| Department Goal: Maintain Village roadways | | | | | | |
| # of miles of Village roadways resurfaced or sealed ⁴ | Output | 3.11 | 5.66 | 3.89 | 5.00 | 5.50 |
| # of miles of Village roadways resurfaced only | Output | 3.11 | 2.55 | 3.89 | 4.00 | 4.50 |
| # of centerline miles of Village roadways | Input | 106.75 | 107.05 | 107.20 | 107.61 | 107.75 |
| % of centerline miles of Village roadways resurfaced and sealed | Effectiveness | 2.91% | 5.23% | 3.63% | 3.25% | 4.65% |
| 5-year rolling average of the # of miles of roadways resurfaced ⁴ | Effectiveness | 3.66 | 4.07 | 3.83 | 3.73 | 4.30 |
| % of roadways with a Pavement Condition rating of 85 or better ⁴ | Effectiveness | 51% | 49% | 53% | 53% | 54% |
| Pavement Condition Rating ⁴ | Effectiveness | 80.00 | 80.00 | 79.60 | 79.60 | 80.00 |
| % of residents satisfied with maintenance of streets in neighborhoods | Effectiveness | 84% | 84% | 80% | 80% | 81% |
| Department Goal: Provide safe pedestrian facilities with interconnectivity | | | | | | |
| % of lane miles with walkways ⁵ | Effectiveness | 7.59% | 8.40% | 8.45% | 8.69% | 11.53% |
| <p>Notes: ¹ The FY19 IAP (Street Lighting), which began in FY17 included the installation of approximately 20 neighborhood streetlights per year to address resident dissatisfaction. Neighborhood streetlights were not installed in FY18 due to resident opposition and additional street lighting will be planned after the Long Range Comprehensive Plan is completed. ² VOP inspects regulatory reflective signs every three years per NHTSA standards. ³ Each year, VOP conducts intersection studies for 6 of 12 key intersections to assess traffic congestion and determine any needed intersection/transportation improvements to minimize congestion. ⁴ In FY16, VOP resurfaced fewer miles of streets in order to resurface many neglected cul-de-sacs. Miles resurfaced in FY18 more closely approached historical levels due to VOP applying a more economical slurry seal treatment to extend the useful life of Village roads. The FY20 budget includes \$1.3 million for resurfacing and patching roads to help improve Pavement Condition Ratings that are conducted every three years by an independent outside agency. ⁵ The Pedestrian Connectivity and Commercial Streetscape Enhancements projects include the construction of walkways to enhance pedestrian mobility and increase the % of lane miles with walkways.</p> | | | | | | |



Department Profile

The Powell Bill Division 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 107 miles of Village-owned streets and right of ways. To determine which roads will be resurfaced in a given year, Village staff review the pavement condition ratings of all Village-owned roads that are rated every three years by an independent outside agency using standardized rating methodologies. Areas of focus for FY 2020 include:

- Resurfacing and applying slurry seal to approximately 5 miles of Village maintained streets, depending on resurfacing costs and mix of slurry seal versus resurfacing
- Funding \$1.1 million annually for resurfacing roads in the 5-year plan to improve the overall Pavement Condition Rating and the % of roadways with a Pavement Condition rating of 85 or better
- Maintaining a 15-25 year life cycle for the 107 miles of Village-owned streets

KPIs for the Powell Bill Division are provided in the Streets & Grounds Division. The Powell Bill Division does not contain any staff. However, additional information about the Powell Bill Division may be obtained by contacting Mike Apke, Public Services Director, at 910.295.5021 or mapke@vopnc.org.

Budget Summary

| Expenditures by Type | FY2018 Actual | FY2019 Budget | FY2019 Estimated | FY2020 Budgeted | Percent Change |
|----------------------|------------------|------------------|---------------------|--------------------|-------------------|
| Operating | \$ 983,761 | \$ 1,100,000 | \$ 1,100,000 | \$ 1,100,500 | 0.0% |
| Expenditures Total | \$ 983,761 | \$ 1,100,000 | \$ 1,100,000 | \$ 1,100,500 | 0.0% |

| Revenues by Type | FY2018 Actual | FY2019 Budget | FY2019 Estimated | FY2020 Budgeted | Percent Change |
|---------------------|------------------|------------------|---------------------|--------------------|-------------------|
| Powell Bill Revenue | \$ 498,958 | \$ 498,000 | \$ 498,488 | \$ 498,000 | 0.0% |
| Revenues Total | \$ 498,958 | \$ 498,000 | \$ 498,488 | \$ 498,000 | 0.0% |



Village Street Resurfacing



Department Profile

The Solid Waste Division of the Public Services Department operates under the direction of the Assistant Director of Public Services. There are nine members of the Solid Waste team, led by a Solid Waste Superintendent. This division provides over 8,300 households with weekly same-day automated pickup of garbage, recycling, and yard debris under the “One and Done” program. Areas of focus for FY 2020 include:

- Evaluating ways to optimize the recycling program
- Coordinating with Moore County and other municipalities on the annual Household Hazardous Waste event

Additional information about Solid Waste Division may be obtained by contacting Mike Apke, Public Services Director, at 910.295.5021 or mapke@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|----------------|----------------|-------------------|------------------|----------------|
| Salaries & Benefits | \$ 479,086 | \$ 512,850 | \$ 491,315 | \$ 544,750 | 6.2% |
| Operating | 835,874 | 1,027,330 | 1,020,925 | 1,179,780 | 14.8% |
| Capital | 324,603 | 8,073 | 8,073 | 206,943 | 2463.4% |
| Expenditures Total | \$ 1,639,563 | \$ 1,548,253 | \$ 1,520,313 | \$ 1,931,473 | 24.8% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Protect the Environment

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Maintain a high level of recycling participation | | | | | | |
| # of households participating in curbside recycling ¹ | Output | 6,967 | 7,202 | 7,675 | 7,780 | 8,132 |
| % of households participating in curbside recycling ¹ | Effectiveness | 84% | 86% | 88% | 88% | 88% |
| # of tons of recycling collected per solid waste FTE ¹ | Efficiency | 545 | 536 | 470 | 399 | 423 |
| Total # of tons recycled per household (including collection by outside vendors) | Output | 0.30 | 0.29 | 0.22 | 0.17 | 0.17 |
| Percentile ranking for solid waste diversion of NC municipalities ² | Effectiveness | 5% | 6% | 6% | 6% | 6% |

Notes: ¹ In FY15, VOP implemented “One and Done” where trash, recycling, and yard debris collection was fully automated and collected on the same day for each household. As a result of VOP issued recycling carts and a reassignment of staff to more efficient solid waste routes, VOP has seen an increase in the % of households participating in curbside recycling and the # of tons collected per solid waste FTE has increased dramatically. The # of households participating in curbside recycling is projected to increase based on new home construction estimates over the five-year planning period. In FY19, VOP experienced a significant change with recycling by the landfill no longer accepting glass. We expect the # of tons of recycling to decrease in the future also due to this change. ² With a focus on diverting waste from the landfill through recycling efforts, VOP has consistently ranked in the top 6% of NC municipalities for diversion rates.



Strategic Goal: Protect the Environment

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Provide efficient and effective weekly solid waste collection | | | | | | |
| # of tons of yard debris collected per solid waste FTE ¹ | Efficiency | 882 | 798 | 1,150 | 827 | 871 |
| # of tons of household trash collected per solid waste FTE ² | Efficiency | 1,160 | 1,125 | 1,408 | 1,432 | 1,512 |
| Total # of tons of yard debris collected per household (including collection by outside vendors) ¹ | Output | 0.26 | 0.23 | 0.34 | 0.23 | 0.23 |
| Total # of tons of household trash collected per household (including collection by outside vendors) | Output | 0.49 | 0.47 | 0.57 | 0.57 | 0.57 |
| # of solid waste collection complaints per 1,000 collection points ³ | Effectiveness | 0.69 | 0.65 | 0.61 | 0.60 | 0.60 |
| % of solid waste routes completed on schedule | Effectiveness | 100% | 100% | 100% | 99% | 99% |
| Refuse collection cost per household per year ¹ | Effectiveness | \$161 | \$164 | \$165 | \$166 | \$170 |
| % of safety checks on solid waste vehicles completed daily | Effectiveness | 100% | 100% | 100% | 99% | 99% |
| % of time cart inventory levels remain above minimum stock threshold ⁴ | Effectiveness | 83% | 96% | 96% | 96% | 96% |
| <p>Notes: ¹ In FY15, VOP implemented “One and Done” where trash, recycling, and yard debris collection was fully automated and collected on the same day for each household. Previously, only recycling and household trash collection were automated. Yard debris collection was fully automated for the first time with the issuance of yard debris carts in order to improve efficiencies. As a result, the # of yard debris tons collected per solid waste FTE has increased dramatically. In addition, the refuse collection cost per household has decreased due to the removal of several solid waste vehicles in the fleet and the reduction of staff hours needed to collect solid waste. The collection cost, however, is projected to increase with increase in landfill fees charged to the Village. In FY17, VOP yard debris tonnage collected was significantly impacted by the aftermath of Hurricane Matthew and in FY19 after Hurricane Florence. ² The # of tons of household trash collected per solid waste FTE has been positively impacted by the implementation of “One and Done” in FY15. ³ With the implementation of the MY VOP service request system in FY17, all solid waste complaints are now logged, with less than 1 complaint for every 1,000 collection points. ⁴ In FY17, VOP began tracking the % of time cart inventory levels remain above minimum stock threshold for the 8 solid waste cart types/sizes kept in inventory. Because of this, VOP modified its process and adjusted inventory thresholds and order lead time in order to ensure an adequate inventory of carts on hand.</p> | | | | | | |



Department Profile

The Planning and Inspections Director reports directly to the Assistant Village Manager of Administration and serves as a member of the senior leadership team. The Planning Department consists of two Senior Planners, a Planning Technician, a Code Enforcement Officer, and an Administrative Assistant. The department provides planning services for the Village as well as its extra territorial jurisdiction (ETJ). Areas of focus for FY 2020 include:

- Implementing the completion of the Long-Range Comprehensive Plan
- Conducting the small area plan for the Village Place and Rattlesnake Trail Corridor
- Implementing the new software from the Permitting & Inspections BIRDIE evaluation
- Collaborating with Moore County on long-range plans for water, sewer, and utility extension policy
- Conducting timely plan review of residential and non-residential development submittals
- Conducting routine patrols of neighborhoods to identify code violations and promptly investigating code violations to ensure timely resolution

Additional information about the Planning Department may be obtained by contacting Darryn Burich, Planning and Inspections Director, at 910.295.8659 or dburich@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|----------------|----------------|-------------------|------------------|----------------|
| Salaries & Benefits | \$ 384,968 | \$ 470,500 | \$ 429,672 | \$ 528,620 | 12.4% |
| Operating | 136,395 | 459,575 | 444,267 | 272,490 | -40.7% |
| Capital | 994 | 2,343 | 2,343 | 928 | -60.4% |
| Expenditures Total | \$ 522,357 | \$ 932,418 | \$ 876,282 | \$ 802,038 | -14.0% |

| Revenues by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|-------------------------|----------------|----------------|-------------------|------------------|----------------|
| Planning Permit Revenue | \$ 72,934 | \$ 67,000 | \$ 67,000 | \$ 301,200 | 349.6% |
| Engineering Fees | 16,376 | 10,000 | 10,000 | - | -100.0% |
| Revenues Total | \$ 89,310 | \$ 77,000 | \$ 77,000 | \$ 301,200 | 291.2% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Promote High Quality Development and Appearance

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|----------------|---------------|---------------|
| Department Goal: Process non-residential permit applications in a timely manner | | | | | | |
| # of non-residential permits issued ¹ | Output | 29 | 19 | 23 | 20 | 20 |
| % of time non-residential development applicant receives initial staff comments within 21 days ² | Effectiveness | 100% | 22% | 12% | 50% | 80% |
| \$ value of non-residential development permitted ¹ | Output | \$15.5 million | \$8.8 million | \$17.5 million | \$44 million | \$12 million |
| Single family home average sales price | Output | \$271,186 | \$303,996 | \$319,196 | \$328,770 | \$342,120 |
| Notes: ¹ Beginning in FY17, VOP has seen a significant increase in the # of non-residential permits issued above historical levels. These include new construction as well as additions/alterations. ² Non-residential development applications are reviewed by the Village’s Technical Review Committee that consists of VOP staff, Moore County staff, and a contracted engineer. In FY18 and FY19, plan review turnaround times suffered due to staff vacancies in the department and should improve with the new software which will allow staff to receive and review plans electronically to improve plan review cycle times. | | | | | | |



Strategic Goal: Promote High Quality Development and Appearance

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|----------------|----------------|----------------|
| Department Goal: Increase compliance with Village codes and ordinances | | | | | | |
| # of code violations investigated | Output | 1,251 | 1,156 | 1,173 | 1,100 | 1,100 |
| % of code violations that are valid | Output | 85% | 87% | 80% | 85% | 87% |
| % of code violations investigated within 2 business days ¹ | Effectiveness | 93% | 92% | 85% | 85% | 85% |
| % of code violations resolved within 45 days ¹ | Effectiveness | 95% | 96% | 95% | 95% | 95% |
| # of code violations investigated per FTE per day ¹ | Efficiency | 5.1 | 4.7 | 4.8 | 4.5 | 4.5 |
| % of neighborhoods patrolled according to schedule for code violations ¹ | Effectiveness | 123% | 102% | 100% | 100% | 100% |
| Department Goal: Process residential permit applications in a timely manner | | | | | | |
| # of new single family residential permits issued | Output | 160 | 144 | 115 | 120 | 100 |
| % of single family residential new construction and addition/alteration plans reviewed within 14 days ² | Effectiveness | 99% | 99% | 90% | 95% | 95% |
| Average # of days to issue single family permits for new construction and additions/alterations ² | Effectiveness | 8 | 8 | 7 | 4 | 4 |
| \$ value of residential development permitted | Output | \$56.1 million | \$60.2 million | \$50.6 million | \$52.5 million | \$43.8 million |
| % of Certificates of Appropriateness issued by staff within 7 days | Effectiveness | 100% | 94% | 95% | 95% | 95% |
| % of Certificates of Appropriateness issued by the Historic Preservation Commission within 45 days | Effectiveness | 100% | 100% | 95% | 95% | 95% |
| <p>Notes: ¹ In FY17, VOP began routine patrols of neighborhoods to identify code violations before residents submitted a complaint. VOP also implemented a practice to investigate complaints within 2 business days to ensure timely resolution and compliance with Village codes and ordinances. ² The new Planning and Inspections software is expected to reduce the turnaround time for single family permits (i.e. avg. # of days to issue). Once improvements are made in FY20, VOP will begin tracking the % of plans reviewed within fewer days than the current 14 days tracked now.</p> | | | | | | |

Strategic Goal: Maintain a Healthy Financial Condition

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Recover the cost of development services | | | | | | |
| % of planning operating costs recovered through planning fees ¹ | Effectiveness | 15% | 17% | 7% | 35% | 35% |
| <p>Notes: ¹ The FY19, VOP conducted a comprehensive analysis of planning fees and implemented significant fee increases that are effective July 1, 2019 to ensure adequate cost recovery.</p> | | | | | | |

FY 2020-2024 Initiative Action Plans

| Initiative Action Plans | FY | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|---|--------------|-----------|---------|---------|---------|---------|
| Adopt and Implement a Long-Range Comprehensive Plan <i>AOF</i> – Develop a Long Range Comprehensive Plan for the Village to achieve the community’s long-term vision. | FY 2020 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Small Area Plan for the Village Place/Rattlesnake Trail Corridor <i>AOF</i> – Engage a consultant to prepare a small area plan for the Village Place and the Rattlesnake Trail Corridor. | FY 2020-2021 | \$106,000 | \$0 | \$0 | \$0 | \$0 |



Department Profile

The Community Development Division is co-managed by the Assistant Village Manager of Operations and the Assistant Village Manager of Administration. This division oversees marketing, economic development, the Village’s Welcome Center, and engineering services. The division has one part-time employee, the Welcome Center Coordinator, who reports to the Communications Specialist in the Administration Department. Areas of focus for FY 2020 include:

- Promoting and marketing the Village as a place to visit, live, and do business with print and digital advertising
- Operating the George P. Lane Welcome Center to serve visitors

Additional information about the Community Development Division may be obtained by contacting Jeff Batton, Assistant Village Manager of Operations, or Natalie Hawkins, Assistant Village Manager of Administration, at 910.295.1900 or jbatton@vopnc.org or nhawkins@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|----------------|----------------|-------------------|------------------|----------------|
| Salaries & Benefits | \$ 11,399 | \$ 22,480 | \$ 21,692 | \$ 26,600 | 18.3% |
| Operating | 166,173 | 212,260 | 203,091 | 141,830 | -33.2% |
| Capital | 221 | 420 | 420 | 200,220 | 47571.4% |
| Expenditures Total | \$ 177,793 | \$ 235,160 | \$ 225,203 | \$ 368,650 | 56.8% |

| Revenues by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------------------|----------------|----------------|-------------------|------------------|----------------|
| Logo Merchandise Sales | \$ 7,630 | \$ 20,000 | \$ 20,000 | \$ 20,000 | 0.0% |
| CVB Welcome Center Participation | - | 5,000 | - | - | 100.0% |
| Revenues Total | \$ 7,630 | \$ 25,000 | \$ 20,000 | \$ 20,000 | -20.0% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Promote a Thriving Business Community

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Provide a welcoming environment for Pinehurst visitors | | | | | | |
| # of Welcome Center visitors served ¹ | Output | 3,362 | 3,472 | 4,273 | 4,300 | 4,300 |
| % of Welcome Center shifts filled ¹ | Effectiveness | N/A | 82% | 98% | 95% | 95% |
| Department Goal: Support Partners in Progress economic development activities | | | | | | |
| \$ spent to support Partners in Progress ² | Input | \$27,000 | \$22,000 | \$23,100 | \$23,100 | \$23,100 |

Notes: ¹ In FY17, VOP hired a PT Welcome Center Coordinator to extend the operating hours of the George P. Lane Welcome Center. This was done to address the FY16 decline in the # of Welcome Center visitors served. Since expanding the operating hours, the # of visitors served has increased. In FY18, VOP began tracking the % of Welcome Center shifts filled to evaluate the staffing model of PT staffing combined with volunteers. Due to staff turnover, 1 FTE from the Administration Department now works at the Welcome Center which has significantly improved the shifts filled and visitors served. ² VOP contracts with Moore Co. Partners in Progress for economic development services.



Strategic Goal: Professionally Manage a High Performing Organization

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|--------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Market and promote the Village and its services | | | | | | |
| # of print ads distributed Village-wide ¹ | Output | 85 | 84 | 98 | 80 | 80 |
| # of digital ads placed Village-wide ¹ | Output | 70 | 136 | 135 | 135 | 135 |
| Marketing \$ invested Village-wide ² | Input | \$52,477 | \$70,601 | \$50,000 | \$50,000 | \$70,000 |
| <p>Notes: ¹ In FY17, VOP Administration staff reorganized to create a dedicated Communications Specialist position to coordinate external communications, including marketing and social media management. ² In FY17, VOP deployed a marketing and promotions campaign aimed to market both Village services and the Village as a place to live. This funding accounts for Village-wide marketing efforts, including promotions for the Fair Barn, Harness Track, and all Parks and Recreation promotions.</p> | | | | | | |



George P. Lane Welcome Center



Department Profile

Recreation 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 include Recreation, Harness Track, Fair Barn, and Buildings & Grounds. In addition to the Director, the Recreation Division includes an Athletic Coordinator, Program Coordinator, Special Event Coordinator, and part-time Event Assistant 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. Areas of focus for FY 2020 include:

- Hiring an additional full-time Administrative Assistant position
- Completing construction and opening a new Community Center at Cannon Park
- Upgrading the Parks and Recreation registration software
- Enhancing marketing of recreation programs and events with redesign of the Recreation Programmer
- Utilizing feedback from point of service surveys of participants to improve programs and facilities

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 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 424,759 | \$ 473,890 | \$ 432,697 | \$ 591,200 | 24.8% |
| Operating | 1,002,883 | 1,101,240 | 1,070,860 | 1,287,830 | 16.9% |
| Capital | 287,187 | 333,608 | 333,607 | 27,581 | -91.7% |
| Expenditures Total | \$ 1,714,829 | \$ 1,908,738 | \$ 1,837,164 | \$ 1,906,611 | -0.1% |

| Revenues by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|-------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Athletic Programs | \$ 27,612 | \$ 30,000 | \$ 27,500 | \$ 40,500 | 35.0% |
| Recreation Fees | 116,535 | 123,000 | 121,500 | 137,000 | 11.4% |
| Facility Rentals | 39,583 | 52,000 | 26,000 | 31,000 | -40.4% |
| Revenues Total | \$ 183,730 | \$ 205,000 | \$ 175,000 | \$ 208,500 | 1.7% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Promote Transportation Mobility and Connectivity

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|-------------------|-------------------|-----------------|------------------|------------------|
| Department Goal: Provide interconnected greenway trails, bike paths, and other pedestrian facilities | | | | | | |
| # of miles of greenway trails per 1,000 population ¹ | Effectiveness | 0.47 | 0.46 | 0.45 | 0.45 | 0.42 |
| Notes: ¹ With no planned additions to greenway trails in the five-year period, the ratio of miles to population is projected to decline as population increases. | | | | | | |



Strategic Goal: Promote Active Living and Cultural Opportunities

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Provide adequate parks and recreation facilities | | | | | | |
| # of acres of developed parks per 1,000 population | Effectiveness | 8.89 | 8.71 | 8.56 | 8.44 | 7.90 |
| # of developed acres of parks maintained per FTE | Efficiency | 35.84 | 29.86 | 28.67 | 28.67 | 28.67 |
| % of residents satisfied with the quality of Village parks | Effectiveness | 100% | 98% | 95% | 95% | 95% |
| # of days the Arboretum is used | Output | 114 | 115 | 90 | 92 | 100 |
| Department Goal: Provide a variety of athletic and recreation programs for all ages | | | | | | |
| Resident participation rate as a % of total participants in athletic and recreation programs ¹ | Effectiveness | 74% | 69% | 71% | 72% | 75% |
| % of athletic and recreation program participants who are adults | Output | 41% | 39% | 40% | 40% | 40% |
| % of athletic and recreation programs offered that meet or exceeded minimum registration requirements | Effectiveness | 82% | 92% | 94% | 90% | 90% |
| # of athletic and recreation program participants per Recreation Coordinator FTE | Efficiency | 2,436 | 2,454 | 2,350 | 2,575 | 2,787 |
| Residents recreation program participants as a % of population ¹ | Effectiveness | 22% | 19% | 20% | 22% | 23% |
| % of residents satisfied with the quality of youth recreation programs ¹ | Effectiveness | 93% | 93% | 93% | 95% | 95% |
| % of residents satisfied with the quality of adult recreation programs ¹ | Effectiveness | 91% | 91% | 91% | 95% | 95% |
| Department Goal: Provide cultural arts events | | | | | | |
| # of Village sponsored cultural arts events | Output | 63 | 63 | 65 | 65 | 65 |
| Notes: ¹ The <i>FY20 IAP (Community Center)</i> will impact these KPIs based on the projected resident/non-resident participation rates in expanded programs that will be offered with a new Community Center that is planned to open in FY20. With the creation of dedicated indoor recreation space, VOP expects resident participation and satisfaction ratings to increase over the five-year period. | | | | | | |

Strategic Goal: Maintain a Healthy Financial Condition

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Recover program and event costs through fees | | | | | | |
| % of direct costs recovered through recreation fees | Effectiveness | 120% | 123% | 104% | 95% | 95% |
| \$ of revenues obtained for Village sponsored cultural arts events ¹ | Output | \$14,521 | \$12,870 | \$16,000 | \$17,000 | \$21,000 |
| Notes: ¹ With the expansion of cultural events to larger audiences, VOP has been successful in obtaining increased sponsorship funding. | | | | | | |

FY 2020-2024 Initiative Action Plans

| Initiative Action Plans | FY | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|---|---------|-----------|-----------|-----------|-----------|-----------|
| <i>Community Center AOF</i> – Construct the Community Center to meet resident demands for cultural and recreational activities. | FY 2020 | \$129,970 | \$110,636 | \$115,048 | \$119,604 | \$124,309 |



Department Profile

The Library Department includes funds for contributions to the Given Memorial Library. Given Tufts is a non-profit 501(c)3 that operates the Given Memorial Library and the Tufts Archives in the Village Center. The Village provides public library services through an operating contract with the Given Memorial Library. In addition, in FY 2013-2018, the Village contributed \$1 million into a trust account toward the Library’s \$4.5 million capital expansion campaign. As the library is not expected to meet the capital campaign fundraising requirements, the \$1 million of Village funds contributed to date to the trust will revert back to the Village in FY 2020.

Last year, the Given Memorial Library Board initiated discussions with the Village Council on the future of their organization and potential changes they foresee on the horizon. Based on these discussions, the Village Council formed a working group to examine the current public/private partnership for the provision of public library services in the Village. In January 2019, the Village Council approved the working group’s recommendation for the Village to conduct a formal library needs assessment to determine the community’s desires and needs for future library services. This needs assessment will be funded in FY 2019 and is expected to be completed in early FY 2020.

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 Brooke Hunter, CPA, Financial Services Director, at 910.295.1900 or bhunter@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Operating | \$ 200,000 | \$ 100,000 | \$ 100,000 | \$ 150,000 | 50.0% |
| Expenditures Total | \$ 200,000 | \$ 100,000 | \$ 100,000 | \$ 150,000 | 50.0% |



FY 2020 Department Goals, Objectives, and Key Performance Indicators
Strategic Goal: Promote Active Living and Cultural Opportunities

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|--------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Support the provision of public library services | | | | | | |
| # of books checked out ¹ | Output | 41,224 | 45,341 | 46,469 | 45,000 | 45,000 |
| # of e-books checked out ¹ | Output | 10,095 | 12,334 | 14,632 | 15,000 | 15,800 |
| \$ spent to support Given Memorial Library ² | Input | \$200,000 | \$200,000 | \$150,000 | \$150,000 | \$150,000 |
| <p>Notes: ¹ Estimates and projections of books and e-books checked out were provided by Given Memorial Library staff. ² In FY18, VOP contributed the final \$100,000 installment on its \$1 million pledge to the Given Memorial Library capital expansion campaign. Under the terms of the pledge agreement, the \$1 million VOP has contributed to an escrow account will revert to the Village in FY20 if the Library does not meet its fundraising goals. VOP staff anticipate the Village will receive the reverted \$1 million in FY20 due to the Library's inability to raise the required funds. The FY20 budget and five-year plan includes the current annual operating support funding of \$150,000 annually.</p> | | | | | | |



Given Memorial Library



Department Profile

The Harness Track Division 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. The Harness Track, established in 1915, is listed in the National Register of Historic Places. The Village rents the Harness Track horse training facility to show promoters, trainers, and other outside groups. Areas of focus for FY 2020 include:

- Continue maintaining three sand-clay training tracks (a 1/2 mile track, a 5/8 mile track, and a 1 mile track) totaling 2.25 miles on 111 acres at a high level
- Increasing marketing efforts of the Harness Track to maximize rentals of 260 stalls and utilization of the facility for events
- Maintaining a Track Restaurant and Tack Shop
- Seeking to generate between \$240,000 and \$260,000 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 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|----------------|----------------|-------------------|------------------|----------------|
| Salaries & Benefits | \$ 200,711 | \$ 210,700 | \$ 207,854 | \$ 239,050 | 13.5% |
| Operating | 278,578 | 326,400 | 317,230 | 340,200 | 4.2% |
| Capital | 91,136 | 101,614 | 101,613 | 103,148 | 1.5% |
| Expenditures Total | \$ 570,425 | \$ 638,714 | \$ 626,697 | \$ 682,398 | 6.8% |

| Revenues by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|----------------|----------------|-------------------|------------------|----------------|
| Stall Rental | \$ 212,067 | \$ 215,000 | \$ 189,000 | \$ 211,000 | -1.9% |
| Tack Shop Rental | 5,165 | 5,000 | 5,000 | 5,300 | 6.0% |
| Restaurant Rent | 6,759 | 6,600 | 6,600 | 6,900 | 4.5% |
| Shows/Events Revenue | 28,810 | 25,000 | 35,000 | 33,000 | 32.0% |
| Revenues Total | \$ 252,801 | \$ 251,600 | \$ 235,600 | \$ 256,200 | 1.8% |



Harness Track Matinee Races



FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Professionally Manage a High Performing Organization

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Provide a high quality equestrian training and event venue | | | | | | |
| % of Harness Track building renovations completed on schedule | Effectiveness | 100% | 100% | 100% | 100% | 100% |
| # of Harness Track facility acres | Input | 111 | 111 | 111 | 111 | 111 |
| # of Harness Track facility acres maintained per FTE | Efficiency | 27.75 | 28.96 | 27.75 | 27.75 | 27.75 |
| % of customers satisfied with the Harness Track facility | Effectiveness | 100% | 100% | 100% | 95% | 95% |

Strategic Goal: Professionally Manage a High Performing Organization

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Maximize utilization of the Harness Track | | | | | | |
| # of stalls available for rent | Input | 260 | 260 | 250 | 260 | 260 |
| Cumulative # of stalls rented | Output | 252 | 215 | 192 | 215 | 260 |
| % of capacity reached for stall rentals ¹ | Effectiveness | 97% | 83% | 77% | 83% | 100% |
| # of days the Harness Track is rented for equestrian events | Output | 20 | 21 | 34 | 36 | 44 |
| # of days the Harness Track is rented for non-equestrian events ² | Output | 20 | 18 | 14 | 15 | 45 |
| % of days the Harness Track is rented ² | Effectiveness | 32% | 26% | 26% | 28% | 32% |
| Department Goal: Maximize profitability of the Harness Track | | | | | | |
| % of Harness Track operating expenditures recovered with fees | Effectiveness | 62% | 53% | 47% | 49% | 56% |

Notes: ¹ Each year, VOP strives to reach maximum capacity of harness track stalls that are rented to standardbred trainers. In FY 19, stall rentals dropped due to one trainer not returning for the season ² The # of days the Harness Track is rented for non-equestrian events remains flat until FY24, when the US Open Championship returns to Pinehurst.



Department Profile

The Fair Barn is a Division of the Parks and Recreation Department and operates under the direction of the Parks and Recreation Director. The Fair Barn Division is comprised of the Fair Barn Coordinator, several part-time assistants, and part-time laborers who provide the labor, supplies, expertise, and management for the operations and maintenance of the Fair Barn. The Fair Barn is a renovated 6,400 square foot facility located at the Harness Track that was designed as an exhibition hall for the Sandhills Fair in 1917. The Village rents the Fair Barn to outside groups as a venue for weddings and other large events that can accommodate up to 600 people. Areas of focus for FY 2020 include:

- Promoting the use of recently enhanced outdoor space to provide additional entertainment space for renters
- Maintaining 6,400 square feet of rental space at a high level
- Promoting and managing the facility to maximize its use and generate approximately \$230,000 in revenue

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 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|----------------|----------------|-------------------|------------------|----------------|
| Salaries & Benefits | \$ 103,809 | \$ 128,150 | \$ 117,684 | \$ 127,950 | -0.2% |
| Operating | 167,649 | 218,300 | 207,931 | 246,290 | 12.8% |
| Capital | 121,324 | 65,920 | 65,920 | 54,591 | -17.2% |
| Expenditures Total | \$ 392,782 | \$ 412,370 | \$ 391,535 | \$ 428,831 | 4.0% |

| Revenues by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|----------------|----------------|-------------------|------------------|----------------|
| Fair Barn Rental | \$ 258,607 | \$ 250,000 | \$ 220,000 | \$ 230,000 | -8.0% |
| Shows/Events Revenue | 3,740 | 3,000 | 3,500 | 3,000 | 0.0% |
| Revenues Total | \$ 262,347 | \$ 253,000 | \$ 223,500 | \$ 233,000 | -7.9% |



Fair Barn



FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Professionally Manage a High Performing Organization

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Provide a high quality event venue | | | | | | |
| % of customers satisfied with the Fair Barn facility | Effectiveness | 100% | 100% | 100% | 95% | 95% |

Strategic Goal: Maintain a Healthy Financial Condition

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Maximize utilization of the Fair Barn | | | | | | |
| # of weekdays the Fair Barn is used ¹ | Output | 65 | 49 | 45 | 46 | 58 |
| # of weekend days the Fair Barn is used ² | Output | 94 | 99 | 89 | 90 | 100 |
| Fair Barn weekday utilization rate ¹ | Effectiveness | 31% | 24% | 22% | 22% | 28% |
| Fair Barn weekend utilization rate ² | Effectiveness | 60% | 63% | 56% | 57% | 63% |
| Department Goal: Market and promote the Fair Barn | | | | | | |
| # of client leads for weekend rentals ³ | Input | 711 | 597 | 680 | 675 | 675 |
| Department Goal: Maximize profitability of the Fair Barn | | | | | | |
| % of Fair Barn operating expenditures recovered with fees ⁴ | Effectiveness | 90% | 97% | 76% | 79% | 91% |

Notes: ¹ In FY18, VOP improved the north end of the property by adding additional outdoor venue space and enhancing landscaping in an effort to make the Fair Barn more marketable for rentals. Staff project these improvements will help sustain weekday rentals in partnership with Pinehurst Resort, who in FY18 began marketing the Fair Barn as a venue for corporate rentals. The FY24 number of days accounts for the US Open Championship returning to Pinehurst. ² Because the Fair Barn is such a popular event venue, weekends are typically booked well in advance and there are not a lot of opportunities to increase weekend utilization significantly. The FY24 number of days also accounts for the US Open Championship returning to Pinehurst. ³ VOP staff began tracking the # of client leads in FY17 in order to more effectively monitor and follow up on them. ⁴ In recent years, VOP staff have tried to recover operating expenditures associated with the Fair Barn with fees. In some instances, the Village Council waives fees for non-profit groups. If these groups had been charged the associated fees, over 100% of operating expenditures would have been recovered.



Department Profile

The Buildings & Grounds Division operates under the direction of the Parks and Recreation Director. This division includes a Building & Grounds Superintendent, two Maintenance Technicians, and five 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. Areas of focus for FY 2020 include:

- Continuing to respond to work order requests in a timely fashion and striving to reduce the number of days to close work orders
- Conducting quarterly inspections of buildings, playgrounds, and greenway trail bridges
- Participating in the opening of the new Community Center

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 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 378,666 | \$ 437,260 | \$ 440,436 | \$ 498,500 | 14.0% |
| Operating | 692,772 | 723,170 | 718,362 | 835,760 | 15.6% |
| Capital | 604,377 | 414,179 | 414,176 | 191,680 | -53.7% |
| Expenditures Total | \$ 1,675,815 | \$ 1,574,609 | \$ 1,572,974 | \$ 1,525,940 | -3.1% |



FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Professionally Manage a High Performing Organization

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Respond promptly to Building and Grounds work order requests | | | | | | |
| # of B&G work order requests | Input | 355 | 372 | 372 | 384 | 384 |
| % of B&G work order requests closed within 14 days ¹ | Effectiveness | 90% | 81% | 98% | 95% | 95% |
| % of B&G work order requests that are an emergency | Effectiveness | 7% | 12% | 5% | 5% | 5% |
| Average # of days to close B&G work orders ¹ | Effectiveness | 6.74 | 7.19 | 6.81 | 6.31 | 4.31 |
| % of employees satisfied with the quality of B&G work performed | Effectiveness | 88% | 97% | 95% | 95% | 95% |
| # of square feet of buildings maintained ² | Output | 108,802 | 111,628 | 114,600 | 132,493 | 132,493 |
| # of square feet of buildings maintained per facilities maintenance FTE ³ | Efficiency | 108,802 | 111,628 | 76,400 | 66,247 | 66,247 |
| % of Village buildings inspected quarterly | Effectiveness | 99% | 100% | 100% | 100% | 100% |
| % of playground inspections completed according to schedule | Effectiveness | 100% | 100% | 100% | 100% | 100% |
| % of greenway/trail bridges inspected according to schedule | Effectiveness | 95% | 100% | 100% | 100% | 100% |
| <p>Notes: ¹ The addition of a Maintenance Technician halfway into FY19, is projected to improve both the % of work orders closed within 14 days and the average # of days to close work orders. The average # of days to close B&G work order requests increased in FY18 due to a few requests that were delayed due to their complexity and the use of outside vendors.</p> <p>² The # of square feet of buildings increased in FY18 due to the addition of maintenance space at the Public Services complex and the inclusion of leased space at the Recreation Room and Welcome Center that is also maintained by B&G staff. Total square footage (sf) maintained is projected to increase further in FY20 with the addition of a 19,693 sf Community Center.</p> <p>³ The # of square feet maintained per FTE was significantly reduced when the addition of a second Maintenance Technician position was added in FY19.</p> | | | | | | |



Department Profile

The Fleet Maintenance Director 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 Director and two Technicians 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. Areas of focus for FY 2020 include:

- Adding a carwash capability for Village fleet
- Acquiring new vehicles and equipment according to the Fleet Replacement Plan
- Responding promptly to fleet work order requests

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

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 241,469 | \$ 255,250 | \$ 255,090 | \$ 268,200 | 5.1% |
| Operating | 401,805 | 467,605 | 465,066 | 480,760 | 2.8% |
| Capital | 1,447,662 | 384,079 | 381,740 | 865,240 | 125.3% |
| Expenditures Total | \$ 2,090,936 | \$ 1,106,934 | \$ 1,101,896 | \$ 1,614,200 | 45.8% |



Fleet Maintenance Department



FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Professionally Manage a High Performing Organization

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Respond promptly to fleet work order requests | | | | | | |
| % of fleet work orders completed within 2 days of receipt ¹ | Effectiveness | 84% | 96% | 98% | 95% | 95% |
| % of mechanic time spent on repairs & maintenance ² | Effectiveness | 38% | 44% | 45% | 48% | 50% |
| Department Goal: Effectively maintain Village vehicles and equipment to maximize availability | | | | | | |
| # of vehicles maintained ³ | Output | 105.5 | 100 | 103 | 103 | 104 |
| # of equipment items maintained ⁴ | Output | 62 | 67 | 59 | 65 | 65 |
| # of vehicles and equipment items maintained per FTE | Efficiency | 56 | 56 | 54 | 56 | 56 |
| # of PMs completed | Output | 250 | 236 | 256 | 270 | 272 |
| % of PMs completed on time | Effectiveness | 90% | 97% | 97% | 95% | 95% |
| % of rolling stock available | Effectiveness | 97% | 98% | 98% | 98% | 98% |
| % of employees satisfied that repairs are made correctly the first time ⁵ | Effectiveness | 93% | 85% | 90% | 90% | 90% |
| Scheduled maintenance work orders as a % of total maintenance work orders | Effectiveness | 27% | 25% | 25% | 29% | 29% |
| Department Goal: Replace vehicles and equipment based on the predetermined life-cycle expectancy | | | | | | |
| Average age of police sedans fleet (in years) ⁶ | Effectiveness | 5.8 | 5.2 | 5.0 | 4.7 | 4.7 |
| Average age of automated garbage trucks fleet (in years) ⁶ | Effectiveness | 5.4 | 3.8 | 6.2 | 4.5 | 4.3 |
| Average age of fire pumpers fleet (in years) ⁶ | Effectiveness | 11.8 | 7.8 | 8.8 | 9.8 | 8.8 |
| <p>Notes: ¹ In FY18, fleet staff began more closely monitoring work order requests for timely response in order to improve response times, resulting in an increase in the % of fleet work orders completed within 2 days of receipt. ² In FY17, VOP began tracking the % of mechanic time spent on repairs & maintenance and discovered that technicians were likely not recording their time properly in prior years. Based on a review of time allocations, there is still room for improvement in more accuracy of allocating time to repairs. Staff projects an increased focus on accurate time recording in the future, therefore the projections for increased % of mechanic time spent on repairs & maintenance. ³ The projected # of vehicles and equipment maintained are based on the five-year Fleet Replacement schedule. Over time, VOP has reduced the size of its fleet in an effort to operate more fiscally responsible. Only one addition to the fleet is planned in the five-year period. ⁴ VOP has acquired and plans to acquire additional equipment to improve the efficiency of Village operations, especially for streets and grounds maintenance. ⁵ To address decreasing employee satisfaction levels with repairs being made the first time, fleet staff evaluated alternatives for outsourcing maintenance of diesel vehicles and acquiring additional fleet diagnostic equipment and training in FY19. ⁶ The average age of police sedans, automated garbage trucks and fire pumpers are based on the Fleet Replacement Plan's scheduled replacement using predetermined useful lives.</p> | | | | | | |



Department Profile

The Chief Information Officer (CIO) reports directly to the Assistant Village Manager of Administration and is a member of the senior leadership team. In addition to the CIO, the Information Technology Department (IT) includes a Network Administrator, IT Systems Specialist, 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. Areas of focus for FY 2020 include:

- Hiring an additional full-time GIS Analyst position and implementing the GIS Strategic Plan
- Increasing efforts to ensure a secure network with cybersecurity preventative measures
- Maintaining more than 20 software programs and applications that support municipal services as well as the Village website, mobile app (MY VOP), database servers, email servers, Enterprise Resource Planning (ERP) system, and the Welcome Center and downtown kiosks
- Managing an extensive network infrastructure with multiple WAN connections and over 320 devices including computers, physical and virtual servers, Wi-Fi, printers, and other technology equipment
- Responding promptly to IT work orders

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 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Salaries & Benefits | \$ 432,791 | \$ 452,670 | \$ 433,159 | \$ 580,140 | 28.2% |
| Operating | 457,794 | 627,950 | 606,011 | 662,600 | 5.5% |
| Capital | 22,078 | 42,000 | 42,000 | 28,000 | -33.3% |
| Expenditures Total | \$ 912,663 | \$ 1,122,620 | \$ 1,081,170 | \$ 1,270,740 | 13.2% |

FY 2020 Department Goals, Objectives, and Key Performance Indicators

Strategic Goal: Professionally Manage a High Performing Organization

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|-------------------|-------------------|-----------------|------------------|------------------|
| Department Goal: Support technology users | | | | | | |
| % of IT help desk tickets closed within 2 days | Effectiveness | 87% | 92% | 93% | 92% | 94% |
| Average # of days to close IT help desk tickets | Effectiveness | 0.57 | 0.36 | 0.38 | 0.50 | 0.40 |
| # of IT help desk tickets closed per FTE per month | Efficiency | 30 | 27 | 26 | 29 | 31 |
| % of employees satisfied with the quality of IT help desk services ¹ | Effectiveness | 98% | 98% | 95% | 97% | 98% |
| % of employees satisfied with the timeliness of IT help desk services ¹ | Effectiveness | 98% | 100% | 97% | 98% | 98% |

Notes: ¹ Because leveraging technology is one of VOP's key strategic advantages, the IT Department strives to seek ways to utilize technology to improve the efficiency and effectiveness of Village services. Historically, IT staff have received very high satisfaction ratings from Village employees for the quality and timeliness of IT help desk services.



Strategic Goal: Professionally Manage a High Performing Organization

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|---|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Provide user access to a safe and secure network | | | | | | |
| % of computers with current antivirus protection ¹ | Effectiveness | 98% | 99% | 98% | 98% | 98% |
| Department Goal: Conduct efficient backups and disaster recovery | | | | | | |
| % of time automatic backups are successful ² | Effectiveness | 100% | 100% | 99% | 98% | 98% |
| Department Goal: Provide high availability of network resources | | | | | | |
| % of network uptime ³ | Effectiveness | 100% | 99% | 99% | 99% | 99% |
| % of Internet Service Provider (ISP) uptime | Effectiveness | 100% | 100% | 100% | 99% | 99% |
| Average # of lost IT staff work hours due to viruses or malware per month ⁴ | Effectiveness | n/a | n/a | 0 | < 2 | < 2 |
| Department Goal: Maintain the Village's technology infrastructure | | | | | | |
| % of computers and servers that are 5 years old or less ⁵ | Effectiveness | 96% | 97% | 97% | 95% | 95% |
| <p>Notes: ¹ VOP began tracking the % of computers with current antivirus protection in FY17 to help improve network security. ² VOP conducts automatic backups of data to ensure data availability and began tracking the % of time automatic backups are successful in FY17. ³ Availability of network resources is routinely monitored by IT staff, who began tracking network uptime in FY17. Based on results, IT staff maintain a high level of uptime for the VOP network and Internet due to redundant connectivity and VOP fiber installed at main Village facilities. ⁴ In FY19, VOP began monitoring the # of lost IT staff work hours due to responses to cybersecurity issues in an effort to determine VOP effectiveness at ensuring cybersecurity. In FY18 VOP implemented a mandatory cybersecurity awareness campaign. ⁵ VOP computers and servers are replaced on a 5-year life cycle in accordance with the Technology Replacement Plan. In some instances, however, individual computers may be utilized beyond the 5-year target replacement date depending on performance and organizational need.</p> | | | | | | |

Strategic Goal: Attract & Retain an Engaged Workforce

| KPI | Type | FY 2017 Actual | FY 2018 Actual | FY 2019 Est. | FY 2020 Proj. | FY 2024 Proj. |
|--|---------------|----------------|----------------|--------------|---------------|---------------|
| Department Goal: Provide information technology training | | | | | | |
| % of workforce with IT access who participate in IT orientation ¹ | Effectiveness | 100% | 100% | 100% | 100% | 100% |
| <p>Notes: ¹ All new employees with network access are required to attend mandatory IT orientation which includes an overview of VOP technology and the VOP Electronic Use Policy</p> | | | | | | |

FY 2020-2024 Initiative Action Plans

| Initiative Action Plans | FY | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 2024 |
|--|---------|----------|----------|----------|---------|---------|
| <i>Expand GIS Capabilities</i> – Begin implementing the GIS Strategic Plan for the Village | FY 2020 | \$50,000 | \$10,000 | \$10,000 | \$5,000 | \$5,000 |



Department Profile

The Contingency Department includes a separate allocation of funds for unexpected items that may occur during a fiscal year. This practice of maintaining contingency funding 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. Starting in FY 2018, the Village ended the practice of including a general contingency and rather, included a small amount of contingency within each departmental budget. The amount provided in each department is approximately 2% of the operating budget.

Over the past several years, the Village has contributed \$1 million into a trust account toward the Library’s \$4.5 million capital expansion campaign. As the library is not expected to meet the capital campaign fundraising requirements, the \$1 million of Village funds contributed to the trust will revert back to the Village in FY 2020. Contingency funding of \$1 million has been set aside as a budgetary technique to return the \$1 million from the Given Memorial Library capital campaign trust account to fund balance. Village Council does not plan to spend these funds in FY 2020, but an appropriation is necessary to comply with the North Carolina Local Government Budget and Fiscal Control Act’s requirement to adopt a balanced budget. See Other Revenues for additional information regarding the budgeted revenue.

Based on discussions between the Village Council and the Given Memorial Library Board, the FY 2019 Budget included a contingency appropriation of \$100,000 to potentially fund the transition to a next generation of public library service delivery in the Village. The library working group, founded in 2018, recommended to conduct a formal library needs assessment to determine the community’s desires and needs for future library services. The needs assessment will be funded in FY 2019 and is expected to be completed in early FY 2020. See Library for additional information.

Additional information about the Contingency Department may be obtained by contacting Brooke Hunter, CPA, Financial Services Director, at 910.295.1900 or bhunter@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Operating | \$ - | \$ 100,000 | \$ 50,000 | \$ 1,000,000 | 900.0% |
| Expenditures Total | \$ - | \$ 100,000 | \$ 50,000 | \$ 1,000,000 | 900.0% |



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 Guidelines. For information on anticipated debt, please refer to the *Capital Improvement Plan* section.

The total amount of debt outstanding at June 30, 2019 will be \$440,288. This is a very small amount of direct debt compared to our taxable property of \$3,731,000,000. All of the Village’s debt is in the form of installment purchase agreements, which will be fully paid off in FY 2022.

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 Poor’s.

Additional information about Debt Service expenditures may be obtained by contacting Brooke Hunter, CPA, Financial Services Director, at 910.295.1900 or bhunter@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|-----------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|---------------------------|
| Principal | \$ 329,223 | \$ 297,282 | \$ 297,282 | \$ 298,699 | 0.5% |
| Interest | 32,160 | 22,878 | 22,878 | 13,428 | -41.3% |
| Expenditures Total | \$ 361,383 | \$ 320,160 | \$ 320,160 | \$ 312,127 | -2.5% |

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 | | | | |
|---|--------------------|------------------|------------------|-------------|-------------|
| | 2020 | 2021 | 2022 | 2023 | 2024 |
| Debt Service Payments on Installment Purchase Agreements | | | | | |
| 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. | \$ 84,835 | \$ 41,917 | \$ - | \$ - | \$ - |
| 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. | 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. | 56,325 | 54,025 | 51,725 | - | - |
| Total Debt Service | \$ 312,127 | \$ 95,942 | \$ 51,725 | \$ - | \$ - |



Debt Service

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 2020 | | FY 2021 | | FY 2022 | |
|----------------------|-------------------|------------------|------------------|-----------------|------------------|-----------------|
| | Principal | Interest | Principal | Interest | Principal | Interest |
| Fire Station | \$ 166,667 | \$ 4,300 | \$ - | \$ - | \$ - | \$ - |
| Firetruck 914 | 82,032 | 2,803 | 41,589 | 328 | - | - |
| Fair Barn | 50,000 | 6,325 | 50,000 | 4,025 | 50,000 | 1,725 |
| Totals | \$ 298,699 | \$ 13,428 | \$ 91,589 | \$ 4,353 | \$ 50,000 | \$ 1,725 |

| Project | FY 2023 | | FY 2024-2028 | | FY 2029-2033 | |
|---------------|-------------|-------------|--------------|-------------|--------------|-------------|
| | Principal | Interest | Principal | Interest | Principal | Interest |
| Totals | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Totals | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| Project | Total Balance by Project | | |
|----------------------|--------------------------|------------------|-------------------|
| | Principal | Interest | Total |
| Fire Station | \$ 166,667 | \$ 4,300 | \$ 170,967 |
| Firetruck 914 | 123,621 | 3,131 | 126,752 |
| Fair Barn | 150,000 | 12,075 | 162,075 |
| Totals | \$ 440,288 | \$ 19,506 | \$ 459,794 |

| Fiscal Year(s) | Total by Fiscal Year(s) | | |
|---------------------|-------------------------|------------------|-------------------|
| | Principal | Interest | Total |
| FY 2020 | \$ 298,699 | \$ 13,428 | \$ 312,127 |
| FY 2021 | 91,589 | 4,353 | 95,942 |
| FY 2022 | 50,000 | 1,725 | 51,725 |
| FY 2023 | - | - | - |
| FY 2024-2028 | - | - | - |
| Totals | \$ 440,288 | \$ 19,506 | \$ 459,794 |



Computation of Legal Debt Limit

| | | |
|--|-------------------------------------|-------|
| Net Assessed Value - June 30, 2018 | \$ 3,435,439,546 | |
| | <u>8.0%</u> | |
| Debt Limit - Eight Percent (8.0%) of Assessed Value | \$ 274,835,164 | |
| Gross Debt: | | |
| Installment Purchase Agreements | <u>737,569</u> | |
| Total Amount of Debt Applicable to Debt Limit (Net Debt) | <u>737,569</u> | 0.02% |
| Legal Debt Margin | <u><u>\$ 274,097,595</u></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, 2018 is 0.02% compared to the legal debt limit of 8%.



Department Profile

Other financing uses represent transfers out of the General Fund to other funds.

Additional information about other financing uses may be obtained by contacting Brooke Hunter, CPA, Financial Services Director, at 910.295.1900 or bhunter@vopnc.org.

Budget Summary

| Expenditures by Type | FY 2018 Actual | FY 2019 Budget | FY 2019 Estimated | FY 2020 Budgeted | Percent Change |
|----------------------|-------------------|-------------------|----------------------|---------------------|-------------------|
| Operating | \$ 344,000 | \$ 4,404,165 | \$ 4,404,165 | \$ - | -100.0% |
| Expenditures Total | \$ 344,000 | \$ 4,404,165 | \$ 4,404,165 | \$ - | -100.0% |