



**VILLAGE COUNCIL
AGENDA FY 2019 STRATEGIC PLANNING RETREAT OF DECEMBER 14, 2017
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
9:00 AM - 4:15 PM**

The Pinehurst Village Council held the FY 2019 Strategic Planning Retreat on Thursday, December 14 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. John Bouldry, Treasurer
Mr. John R. Cashion, Mayor Pro Tem
Ms. Judy Davis, Councilmember
Mr. Kevin Drum, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Lauren M. Craig, Village Clerk
Mr. Jeffrey Batton, Assistant Village Manager
Ms. Natalie Hawkins, Assistant Village Manager
Ms. Angela Kantor, Director of Human Resources
Mr. Carlton Cole, Fire Chief
Mr. Randy Kuhn, Director of Fleet Maintenance
Mr. Walt Morgan, Director of Public Services
Mr. Mark Wagner, Director of Parks and Recreation
Mr. Earl Phipps, Police Chief
Mr. John Frye, Director of Financial Services
Mr. Jason Whitaker, Chief Information Officer
Dr. Deb Manzo, NC State Industrial Extension Service
Mr. Leo Santowasso, Board of Adjustment Chair
Mr. Jim Lewis, Historic Preservation Commission Chair
Ms. Molly Rowell, Beautification Committee Chair
Mr. Tom Campbell, Bicycle and Pedestrian Advisory Committee Chair

And approximately 2 attendees, including 1 staff and 1 press.

1. **Call to Order.**
Assistant Village Manager, Natalie Hawkins called the Strategic Planning Retreat to order and welcomed everyone.
2. **FY 2018 Strategic Planning Retreat**

THURSDAY, DECEMBER 14:

Welcome/Introduction

Dr. Deb Manzo, Improvement Specialist with North Carolina State University Industrial Extension Services, outlined the agenda for the day and reviewed the retreat objectives. Assistant Village Manager, Natalie Hawkins reviewed the Village of Pinehurst Strategic Planning Process and timeline.

Review Strategy Map and Performance Framework

Natalie Hawkins reviewed the concept of strategy maps and how the Village can use these going forward to show the direct linkage of MVV, BSC perspectives, BSC goals, strategic objectives, and initiative action plans. The group also discussed the framework used by the Village to achieve high performance.

Conduct External Environmental Scan

Natalie Hawkins presented the External Environmental Scan, which included:

- Community and Societal Trends
- Customer Satisfaction (Residents & Businesses)
- Economic Trends
- Uncertainties and Blind Spots

Conduct Internal Environmental Scan

Natalie Hawkins presented the Internal Environmental Scan, which included:

- Leadership and Governance Results
- Financial and Market Results
- Work and Support Systems
- Workforce Results
- Employee and Volunteer Input
- Gap Analysis

Affirm MVV, Core Competencies, and Key Partners & Collaborators

Council reviewed and affirmed the current Mission, Vision, and Values of the organization. After a discussion of current core competencies, build collaborative partnerships was removed and identified as future core competency that the Village should continue to work to develop. The FY 2019 core competencies were determined to be leverage technology, utilize volunteers, and improve continuously. The Council also decided to remove the review of key partners and collaborators from the retreat agenda and address it at the January 9, 2018 Council meeting.

Affirm Strategic Context and Competitive Environment and Changes

Dr. Manzo led the Council and department heads in discussing the Village's strategic context and its competitive position. The group discussed how many and what types of competitors we have and what markets we serve. In breakout groups, the team identified key changes occurring that may affect our competitive situation.

Conduct SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis

Dr. Manzo led the group in reviewing the FY 2018 SWOT analysis. Using the information from the environmental scan and current changes that may affect our competitive situation, Dr. Manzo facilitated a brainstorming session on Village strengths, opportunities, aspirations, and results.

Strategic Advantages and Challenges

The group decided to skip ahead in the agenda due to limited time available and revisit strategic advantages and challenges in a future meeting in January.

Identify Opportunities for Improvements and Innovation

Dr. Manzo led the group in discussing opportunities for improvements and innovation. The group discussed the definition of innovation to mean making meaningful change to services or processes to create new value for stakeholders. Using employee/volunteer input, opportunities identified in the SOAR analysis, and opportunities identified in the 2010 Comprehensive Long Range Plan, the group identified key opportunities for improvement and innovation. The group then consolidated the opportunities into major groupings and identified several opportunities to address in FY 2018 and in the FY 2019 Strategic Operating Plan.

FY 2019 BSC Goals & Strategic Objectives

Due to limited time available, the group decided to address this retreat agenda item at a future meeting in January.

Wrap Up

Natalie Hawkins explained the next steps in the strategic planning process to the group. The Council decided to hold a Strategic Planning Retreat Follow Up Meeting in January to continue retreat discussions and address Retreat agenda items that were not addressed due to a lack of time. The group also evaluated the retreat by identifying what worked well (Plus) and what we should consider changing in next year's Strategic Planning Retreat (Delta).

Adjournment.

The meeting adjourned at 4:15 PM.

Respectfully Submitted,

Lauren M. Craig
Village Clerk

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

Values: Service, Initiative, Teamwork, and Improvement