

**MINUTES OF
VILLAGE COUNCIL SPECIAL MEETING
DECEMBER 12-13, 2016**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
9:00 A.M. - 4:00 P.M.
9:00 A.M. - 12:00 P.M.**

The Pinehurst Village Council held a FY 2018 Strategic Planning Retreat on Monday, December 12 and Tuesday, December 13, 2016 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
Ms. Claire L. Berggren, Councilmember
Mr. John F. Bouldry, Treasurer
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Mr. Jeffrey M. Sanborn, Village Manager
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
Ms. Lauren M. Craig, Village Clerk
Mr. Leo Santowasso, Board of Adjustment Chair
Mr. Bert Higgins, Pinehurst Appearance Committee Chair
Mr. Jim Lewis, Historic Preservation Commission Chair
Mr. Doug Tuxbury, Community Watch Chair
Mr. Fred Engelfried, Planning and Zoning Board Chair
Mr. Miles Baldwin, Citizens on Patrol

And approximately 4 attendees, including 0 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

MONDAY, DECEMBER 12:

Welcome/Introduction

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

Environmental Scan

Natalie Hawkins presented the Environmental Scan, which included:

- Demographics
- Workforce composition
- Emerging Trends

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- Legal and Regulatory Environment
- Economic Environment
- Resident priorities

The data and observations were discussed among the Council and staff.

Imagine a Future Village

Dr. Manzo reviewed what the Village was like 20 years ago to help focus the group on what 20 years in the future may look like. Ms. Hawkins shared the projected population based on trend line and available single family lots. Council and staff identified what they thought the Village would look like in 20 years and identified several long term strategic opportunities.

Moore County Strategic Planning

Pat Corso, Executive Director of Partners in Progress, shared plans for Partners in Progress to contract with the Hayes Group to direct strategic planning for Moore County Partners in Progress.

MVV and Core Competencies

Council reviewed the Mission, Vision, and Values and the core competencies of the Village of Pinehurst. The core competencies were determined to be leverage technology, utilize volunteers, build collaborative partnerships, and improve continually. The new values were determined to be initiative, service, teamwork, and improvement.

Review, Analyze, and Identify Themes of Key Data

Council reviewed key data from the Community, Business, and Workforce surveys based on the BSC perspectives: Customer, Workforce/Leadership/Governance, Internal, and Financial results.

SWOT Analysis

Dr. Manzo led the group in conducting a SWOT Analysis to determine and agree on strengths, weaknesses, opportunities and threats for the Village of Pinehurst.

Strategic Advantages & Challenges

Dr. Manzo led the Council and department heads in identifying the Village's key strategic advantages and challenges.

FY 2018 BSC Strategic Objectives

Dr. Manzo led the Council and department heads in reviewing and affirming the Balanced Scorecard goals and strategic objectives.

TUESDAY, DECEMBER 13:

Department Heads and Board Chairs met on Day 2 of the Strategic Planning Retreat.

Review Day 1

Dr. Manzo led the group in a review of items covered on Day 1 of the Strategic Planning Retreat.

Action Planning

Dr. Manzo led the group in a discussion about action plans and the concept of a strategy map. The group reviewed the FY 2017 Initiative Action Plans (IAPs) and updated the list for FY 2018 including IAP metrics and identifying other projects and BIRDIES/ACEs for the future.

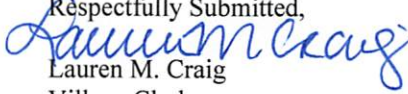
Wrap-up and Next Steps

Natalie Hawkins explained the next steps in the strategic planning process to the group.

3. Adjournment.

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The meeting adjourned at 11:10am.

Respectfully Submitted,

Lauren M. Craig
Village Clerk