



**VILLAGE COUNCIL
MINUTES FOR FY 2019 STRATEGIC PLANNING RETREAT OF DECEMBER 4, 2018
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
9:00AM - 4:00 PM**

The Pinehurst Village Council held the FY 2019 Strategic Planning Pre-Retreat on Tuesday, December 4, 2018 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
Ms. Judy Davis, Councilmember
Mr. Kevin Drum, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk
Mr. Jeffrey Batton, Assistant Village Manager
Ms. Natalie Hawkins, Assistant Village Manager
Ms. Lauren M. Craig, Village Clerk
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
Ms. Brooke Hunter, Director of Financial Services
Mr. Jason Whitaker, Chief Information Officer
Mr. Leo Santowasso, Planning and Zoning Chair
Ms. Julia Latham, Board of Adjustment Chair
Ms. Molly Rowell, Beautification Committee Chair
Mr. Tom Campbell, Bicycle and Pedestrian Advisory Committee Chair

And approximately 2 attendees and 1 press.

1. **Call to Order.**
Lauren Craig, Performance Management Director called the Strategic Planning Retreat to order and welcomed everyone.
2. **FY 2020 Strategic Planning Retreat**

Welcome/Introduction

Lauren Craig, Performance Management Director, outlined the agenda for the day and the objectives for the retreat meeting.

Review the FY2020 SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis and Key Strategic Advantages

Lauren Craig, Performance Management Director, presented the proposed key FY 20 SOAR Analysis for Council to discuss and affirm. Council recommended changing and combining a few items on the proposed list. Mrs. Craig then presented the key strategic advantages and challenges for Council to affirm or amend.

Review of the Five Year Financial Forecast and Potential Workforce Needs.

Brooke Hunter, Financial Services Director, presented Council with the financial five-year forecast. Natalie Hawkins, Assistant Village Manager, presented Council with an option of considering an inflation-adjusted revenue neutral tax rate. Ms. Hawkins explained that the Village's workforce capacity is something that is being evaluated and noted the Village is at a point to where

additional staff is needed. Ms. Hawkins presented potential workforce needs to Council, proposed by department heads. She stated based on existing and projected workloads, management believes we may have the need for up to 9.5 additional full time employees and only 2 positions are in the current 5 year SOP. Ms. Hawkins stated further evaluation is needed before making recommendation to Council.

Review and Discuss Long Range Plans of Key Partners & Stakeholders

Natalie Hawkins, Assistant Village Manager, reviewed a summary of long range plans for key partners and stakeholders. Some points of significance include: non-residential development in five-year period, the need to amend zoning/buffers for highway corridors based on Tri-Cities Group recommendations, consider requesting an amendment to Moore County utility extension policy and cooperation on the 2024 U.S. Open Championship preparations.

Review VOP Comprehensive Long Range Plan (Current and In-Progress)

Natalie Hawkins, reviewed some key components of the 2010 Comprehensive Plan, such as Planning areas/ETJ expansion, Village Center expansion, parking and traffic.

Matt Noonkester, Comprehensive Plan Consultant, provided Council with a general project update for the 2019 Comprehensive Plan. Mr. Noonkester stated that McGill and Associates did a windshield evaluation of the 1,600 vacant lots and 200 of those are, in their opinion, not buildable lots. Seven areas they believe are areas of interest for developing growth and conservation:

1. Rural land area in current ETJ, Southwest of the Village.
2. Pinehurst Executive Center.
3. Moore Regional Health Center (only 3% of the hospital center is undeveloped)
4. Village Place/New Core Area
5. Northwest Destination No. 1. (Possible mixed use plans)
6. Northwest Destination No. 2. (Possible mixed use plans)
7. Area of interest north of the Village.

Review and Affirm Mission, Vision, and Values

Staff and Council discussed the current Mission, Vision and Values set for the Village. Council decided to wait until after the Long Rang Comprehensive Plan was completed to make any changes, if any were needed.

Review (OFI's) Opportunities for Improvement and Innovation and Identify Strategic Opportunities

Lauren Craig, Performance Management Director, reviewed the process of identifying strategic opportunities and presented Council with the current OFI list. Council reviewed the current list by goal to determine whether to amend or modify the list.

Other Business

Council discussed the 2019 key partner and collaborators and decided which Council members would represent the village.

Wrap Up, Next Steps, and Evaluation

Ms. Craig reviewed the agenda for the next day's meeting, December 5, 2018.

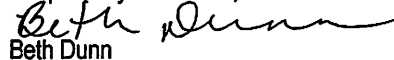
Other Business

No other business was discussed.

3. Adjournment.

The meeting was adjourned at 5:00 PM.

Respectfully Submitted,



Beth Dunn
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