



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF JANUARY 9, 2018
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

1. Call to Order.
2. Reports:
 - Manager
 - Council
3. Presentation of resolution honoring Claire Berggren for her service as Councilmember to the Village of Pinehurst
4. Presentation of proclamation for National Mentoring Month with Moore Buddies Mentoring.
5. Motion to Approve Consent Agenda.

All items listed below are considered routine or have been discussed at length in previous meetings and will be enacted by one motion. No separate discussion will be held unless requested by a member of the Village Council.

- A. Consider a resolution honoring a member of the Risk Management Committee (Hillier).
- B. Approval of Draft Village Council Meeting Minutes.
 - December 12
 - December 14

End of Consent Agenda.

6. Presentation of Distinguished Budget Presentation Award.
7. Discuss a Partnership with the Convention & Visitors Bureau on Welcome Center Services.
8. Other Business.
9. Comments from Attendees.
10. Motion to Adjourn.

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.



**PRESENTATION OF RESOLUTION HONORING CLAIRE BERGGREN
FOR HER SERVICE AS COUNCILMEMBER TO THE VILLAGE OF
PINEHURST
ADDITIONAL AGENDA DETAILS:**

FROM:

Lauren Craig

CC:

Jeff Sanborn

DATE OF MEMO:

1/3/2018

MEMO DETAILS:

The Village Council will honor Claire Berggren for her years of service on the Pinehurst Village Council.



**PRESENTATION OF PROCLAMATION FOR NATIONAL MENTORING
MONTH WITH MOORE BUDDIES MENTORING.
ADDITIONAL AGENDA DETAILS:**

FROM:

Lauren Craig

CC:

Jeff Sanborn

DATE OF MEMO:

1/3/2018

MEMO DETAILS:

Moore Buddies Mentoring will attend the Village Council meeting to receive a Mayoral Proclamation declaring January 2018 as Mentoring Month in the Village of Pinehurst.

ATTACHMENTS:

Description

▣ National Mentoring Month 2018 Proclamation

MAYORAL PROCLAMATION

VILLAGE OF PINEHURST

THAT WHEREAS January is National Mentoring Month, celebrating the benefits of youth mentoring across the country; and

WHEREAS, every day in communities across the country, caring adults volunteer their time with mentoring programs to create consistent and supportive relationships to young people; and

WHEREAS, quality mentoring programs are proven to build relationships that help improve school attendance and academic achievement, promote responsible decision-making, and provide skills to better navigate relationships at school, socially and at home; and

WHEREAS, according to a report by MENTOR: The National Mentoring Partnership found that young adults who were at risk for not completing high school but who had a mentor were 55% more likely to be enrolled in college than those who did not have a mentor; 81% more likely to report participating regularly in sports or extracurricular activities; more than twice as likely to say they held a leadership position in a club or sports team; and 78% more likely to volunteer regularly in their communities; and

WHEREAS, as a community, we must commit to not leaving these powerful relationships to chance; and

WHEREAS, MENTOR's report found that one in three young people will grow up without a mentor but through cross-sector collaboration, we can close the mentoring gap; and

WHEREAS, The National Mentoring Month public awareness campaign, recognized by presidential proclamation and congressional resolution, is led by MENTOR: The National Mentoring Partnership and the Harvard T.H. Chan School of Public Health; and

WHEREAS, National Mentoring Month not only recognizes the benefits of mentoring but also acknowledges those who give generously of themselves by mentoring youth as tutors, coaches, teachers, and volunteers.

NOW THEREFORE, I, Nancy Roy Fiorillo, Mayor of the Village of Pinehurst, with the support of the Moore Buddies Mentoring organization, do hereby proclaim January 2018, as National Mentoring Month in the Village of Pinehurst, NC. I urge all the people of Pinehurst to celebrate the benefits of mentoring and the impact it has on young people.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the official seal of the Village of Pinehurst, this the 9th day of January, 2018.

Nancy Roy Fiorillo, Mayor



**CONSIDER A RESOLUTION HONORING A MEMBER OF THE RISK
MANAGEMENT COMMITTEE (HILLIER).**

ADDITIONAL AGENDA DETAILS:

FROM:

Lauren Craig

CC:

Jeff Batton, Jeff Sanborn

DATE OF MEMO:

1/3/2018

MEMO DETAILS:

Attached is a resolution honoring George Hillier for his years of service on the Risk Management Committee for the Village of Pinehurst. Mr. Hillier will be invited to a future meeting for recognition and to receive his resolution.

ATTACHMENTS:

Description

- ▣ Resol 18-01 Honor Risk Management (Hillier)

RESOLUTION 18-01:

A RESOLUTION HONORING THE SERVICE OF MR. GEORGE HILLIER TO THE VILLAGE OF PINEHURST RISK MANAGEMENT COMMITTEE.

THAT WHEREAS, the Village Council of Pinehurst, North Carolina, wishes to acknowledge and express its appreciation to Mr. George Hillier for his dedicated service to the citizens of Pinehurst as a member of the Risk Management Committee; and

WHEREAS, Mr. Hillier served on the Risk Management Committee since its founding in 2004 and served continuously and faithfully from that time; and

WHEREAS, Mr. Hillier was instrumental in the efficient operation of the Risk Management Committee, always conducting the Village's business in an effective, courteous, and professional manner; and

WHEREAS, Mr. Hillier demonstrated his knowledge and acumen in the field of loss prevention, wellness, safety, and insurance programs to the betterment of the risk management function of the Village of Pinehurst; and

WHEREAS, Mr. Hillier consistently exhibited sound judgement, provided expert advice and demonstrated concern for the overall health, safety and welfare of the assets and staff of the Village of Pinehurst while serving on the Risk Management Committee.

NOW, THEREFORE, BE IT RESOLVED by the Village Council of Pinehurst, North Carolina, in a regular meeting assembled this 9th day of January, 2018 as follows:

SECTION 1. That the Village Council hereby expresses on behalf of the citizens of Pinehurst, deep appreciation and gratitude for the gifts of time, ability, and determination given as a member of the Risk Management Committee.

SECTION 2. That the Village Manager is hereby directed to have a copy of this Resolution presented to Mr. Hillier as a token of our gratitude.

THIS RESOLUTION passed and adopted this 9th day of January, 2018.

VILLAGE OF PINEHURST
VILLAGE COUNCIL

(Municipal Seal)

By: _____
Nancy Roy Fiorillo, Mayor

Attest:

Approved as to Form:

Lauren M. Craig, Village Clerk

Michael J. Newman, Village Attorney



**APPROVAL OF DRAFT VILLAGE COUNCIL MEETING MINUTES.
ADDITIONAL AGENDA DETAILS:**

December 12

December 14

FROM:

Lauren Craig

CC:

Jeff Sanborn

DATE OF MEMO:

12/6/2017

MEMO DETAILS:

See attachments for draft minutes.

ATTACHMENTS:

Description

- ❑ 12-12 Regular Meeting
- ❑ 12-14 Strategic Planning Retreat



**VILLAGE COUNCIL
AGENDA FOR REGULAR MEETING OF DECEMBER 12, 2017
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
4:30 PM**

The Pinehurst Village Council held a Regular Meeting at 4:30 p.m., Tuesday, December 12, 2017 in the Assembly Hall of 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

And approximately 36 attendees, including 8 staff and 1 press.

1. Call to Order.

Mayor Nancy Roy Fiorillo called the meeting to order.

2. Invocation and Pledge of Allegiance.

Pastor John Kinyon of Redeemer Presbyterian Church led the invocation and Mayor Fiorillo led everyone in the Pledge of Allegiance.

3. Reports:

Manager

- Jeff Sanborn said he started interviews to select next Planning and Inspections Director. Interviews should finish by next Friday and selection will be made shortly after that.
- The Council and key staff and volunteers will be meeting for the Strategic Planning Retreat Thursday and Friday here in Assembly Hall.

Council

- Mayor Fiorillo received a picture and letter from Tommy Morrison, the young golfer who was recognized. She also announced this is the first regular meeting with Councilmember Davis and Drum. Mayor Fiorillo noted she met with Library representatives to discuss future needs regarding space and we are going to work on the landmark issue with the National Park Service. She also noted the wonderful Christmas tree lighting- thank you to the Parks and Rec staff and to Walt Morgan for his revitalization of the nativity scene.
- Councilmember Cashion noted Partners and Progress reported on the county wide strategic plan and this is a good effort by Pat Corso and his team. He also noted he has met with the Triangle J COG recently as they came to visit the area.
- Councilmember Davis survived Council orientation and she reminded the public the Strategic Planning Retreat is an open public meeting.
- Councilmember Drum thanked everyone for the orientation and said we have had great discussion already in the orientation.
- Councilmember Bouldry offered congratulations to Jeff Sanborn for the Army win at the football game.

4. Presentation of resolutions honoring the appointed members of the Pinehurst Appearance Committee.

Councilmember John Bouldry presented the former appointed members of the Pinehurst Appearance Committee a resolution honoring them for their service to the citizens of Pinehurst.

5. Motion to Approve Consent Agenda.

All items listed below are considered routine or have been discussed at length in previous meetings and will be enacted by one motion. No separate discussion will be held unless requested by a member of the Village Council.

- A. Consider resolutions honoring former Councilmember Claire Berggren and Councilmember Clark Campbell for their service on the Pinehurst Village Council.
- B. Budget Amendments Report
- C. Public Safety Reports.
Police Department
Fire Department
- D. Approval of Draft Village Council Meeting Minutes.
November 14
November 30

End of Consent Agenda.

Upon a motion by Councilmember Bouldry, seconded by Councilmember Cashion, Council unanimously approved the Consent Agenda by a vote of 5-0. Councilmember Davis asked a question about the Budget Amendments Report and the Public Safety Reports. She suggested Chief Phipps give Council an update on the safety in the community.

6. Motion to Recess the Regular Meeting and Enter into a Public Hearing.

Upon a motion by Councilmember Bouldry, seconded by Councilmember Cashion, Council unanimously recessed the regular meeting and entered into a public hearing by a vote of 5-0.

7. Public Hearing No. 1

The purpose of the public hearing is to consider an Official Zoning Map Amendment. This map amendment would rezone one parcel of land consisting of approximately 10 acres. This property is located at Murdocksville Rd. and Centennial Blvd. This property is further defined as being a portion of Moore County PID # 2000657. The property is currently zoned R-30 (Medium Density Residential). This proposed map amendment would change the zoning of the property to OP-CD (Office and Professional-Conditional District). The property is currently vacant. The proposed use of the property is a ± 36,000 sq. ft. office and research and development facility for Golf Pride corporate headquarters. The applicant is Dick Higginbotham and the owner is Pinehurst, Inc.

Principal Planner Bruce Gould explained the purpose of the public hearing is to consider an Official Zoning Map Amendment. This map amendment would rezone one parcel of land consisting of approximately 10 acres. This property is located at Murdocksville Rd. and Centennial Blvd. This property is further defined as being a portion of Moore County PID # 2000657. The property is currently zoned R-30 (Medium Density Residential). This proposed map amendment would change the zoning of the property to OP-CD (Office and Professional-Conditional District). He explained this property would be used for a ± 36,000 sq. ft. office and research and development facility for Golf Pride corporate headquarters. Mr. Gould explained several of the attachments included in the agenda packets. Mr. Gould noted there were 5 criteria waivers requested by the applicant. He explained there is no parking requirement that goes along with the use of research and development. The Planning and Zoning Board would like to see sight triangles at the entrance and the applicant has agreed to this. There is no need for a special intensity allocation. This does not encroach the flood plain or wetland areas on the property.

Tom Pashley, President of Pinehurst Resort, said he is excited about this opportunity. He said Pinehurst No. 8 opened in 1995 and he is proud of the golf course that it is. He explained the relationship with Golf Pride and Pinehurst and explained he is very excited for this opportunity. Jamie Ledford of Golf Pride explained this is a big move for golf pride. Mr. Ledford gave an overview of Golf Pride and its history. He explained how their search for a new home started in 2014. He explained they want the exterior of the building to fit naturally with the Village of Pinehurst. Bob Koontz gave an overview of the site development and design. He explained the details of the existing site and the proposed site data. Mr. Koontz shared the site plan and explained the details. Mr. Koontz explained the proposed modifications for Section 6.2.4 of the Pinehurst Development Ordinance. Jim C... with Cline Design shared how they came up with the architectural designs for this building. He walked through the floor plan of the building and shared examples of the materials being used for the building.

Audience members:

- Marty McKenzie shared Pinehurst has 10 golf courses and he is here to support Golf Pride and thinks this is a fantastic thing to have in Pinehurst. He said he loves Pinehurst and this is what we are all about. He shared a bag of his golf clubs and all of the clubs that were gripped by Golf Pride. He asked Council to think beyond this company and what it can do

for this community.

- Pat Corso said this is a great opportunity for us and he said what Golf Pride has done is take a unique position to partner with the resort and this could be an example for future opportunities.
- Molly Rowell said this is very exciting for Pinehurst and she asked about their growth.
- Colette Kolinsky asked about the timeline and she hopes there will be a welcoming or charity event. He said they would break ground in early 2018 and move in early 2019.

8. Public Hearing No. 2

The purpose of the public hearing is to hear and receive comment on the proposed Re-adoption of the Pinehurst Development Ordinance. This document will replace the existing Pinehurst Development Ordinance. The Pinehurst Development Ordinance will apply to all properties within the village limits and extraterritorial jurisdiction (ETJ). The intent of the re-adoption is to codify the existing ordinance in preparation to place the document on the American Legal website and to amend the document based on changes to State Law.

Principal Planner Bruce Gould explained the purpose of the public hearing is to hear and receive comment on the proposed Re-adoption of the Pinehurst Development Ordinance. This document will replace the existing Pinehurst Development Ordinance. The Pinehurst Development Ordinance will apply to all properties within the village limits and extraterritorial jurisdiction (ETJ). The intent of the re-adoption is to codify the existing ordinance in preparation to place the document on the American Legal website and to amend the document based on changes to State Law. Mr. Gould explained there was one amendment made to the Pinehurst Development Ordinance which is included in the packet which should also be considered in the re-adoption since it was made after the draft was given by American Legal. Mr. Gould explained the incorporated changes along with the administrative modifications.

There were no audience comments. Councilmember Davis asked about the organization of this new format.

9. Motion to Adjourn Public Hearing and Re-Enter Regular Meeting.

Upon a motion by Councilmember Bouldry, seconded by Councilmember Cashion, Council unanimously adjourned the public hearing and re-entered the regular meeting by a vote of 5-0.

10. Discuss and consider Ordinance 17-19 amending the Official Zoning Map for the Village of Pinehurst (Golf Pride).

Upon a motion by Councilmember Drum, seconded by Councilmember Davis, Council unanimously approved Ordinance 17-19 amending the Official Pinehurst Zoning Map as it pertains to the rezoning of certain land located at Murdocksville Road and Centennial Boulevard and that the proposed amendments are consistent with the goals outlined in the 2010 Comprehensive Long Range Plan and are considered reasonable and in the best interest of the public as referenced in the memorandum dated December 2, 2017 from Bruce Gould, Principal Planner by a vote of 5-0. Councilmember Davis noted a concern about Murdocksville Road and she wishes to get NCDOT to look at the development going on along this road.

11. Discuss and consider Ordinance 17-20 for the Re-adoption of the Pinehurst Development Ordinance for the Village of Pinehurst.

Upon a motion by Councilmember Bouldry, seconded by Councilmember Cashion, Council approved Ordinance 17-20 re-adopting the Pinehurst Development Ordinance for the Village of Pinehurst and to incorporate the already approved amendments from Ordinance 17-09 as part of this re-adoption and that the proposed amendments are consistent with the goals outlined in the 2010 Comprehensive Long Range Plan and are considered reasonable and in the best interest of the public as referenced in the memorandum dated December 1, 2017 from Bruce Gould, Principal Planner by a vote of 5-0.

12. Approve a Contract to provide Architectural Design Services for the Community Center.

Mark Wagner, Parks and Recreation Director explained Village staff sent out a Request for Qualifications (RFQ) seeking Architectural Design firms interested in providing their services for the Community Center project at Cannon Park. He noted the Village was contacted by approximately eighteen firms that responded to our advertisement, and ultimately seven of those submitted a Statement of Qualifications by our November 21, 2017 deadline for consideration. After a review process, the selection committee formed a consensus to select Oakley Collier Architects and a contract has been negotiated in the amount of \$293,000 of the Community Center which includes design, construction documents, bidding and construction administration. Council held a discussion about this. Upon a motion by Councilmember Davis, seconded by Councilmember Bouldry, Council unanimously approved that the Village Manager be authorized to execute the contracts with Oakley Collier Architects in the amount of \$293,000 for the Community Center design, construction documents, bidding and construction administration by a vote of 5-0.

13. Manager's quarterly transportation report for the Village of Pinehurst.

Manager Jeff Sanborn noted the only significant happening since the last transportation update was the MCTC meeting which staff was unable to attend. Councilmember Bouldry provided an update on the happenings at this meeting explaining there is a final draft version of the Moore County Comprehensive Transportation Plan. He said MCTC would like to present this to the Village Council and then return for a public comment period before having the Council take action on this plan. Council held a discussion about this.

14. Consider road dedication by Planet Development (Buckingham Place/Victoria Way).

Jeff Batton, Assistant Village Manager, explained Buckingham Place and Victoria Way, both located in the Cotswold of Pinehurst sub-division, have both met the Village's criteria for acceptance into the Village's road network and Planet Development has requested the Village accept dedication of these two roads. He said all roads within Cotswold are intended to be public roads and most are already part of the Village road network. Mr. Batton noted that both have passed inspection by the Village's Infrastructure Superintendent. Council held a discussion about this road dedication. Upon a motion by Councilmember Bouldry, seconded by Councilmember Cashion, Council unanimously approved Ordinance 17-18 accepting Buckingham Place and Victoria Way into the Village's road network by a vote of 5-0.

15. Discuss and consider adopting the Triangle J COG Tri-Cities Work Group Charter.

Manager Jeff Sanborn explained the need to consider adopting the Triangle J Council of Governments Tri-Cities Work Group charter. He explained the mission of the Work Group is to bring together representatives from the Town of Aberdeen, Town of Southern Pines and Village of Pinehurst to: initiate projects, programs and agreements that address identified issues of mutual interest; share information about development, infrastructure, and other projects that cross jurisdictional boundaries between the Town of Aberdeen, Town of Southern Pines, and Village of Pinehurst. Upon a motion by Councilmember Cashion, seconded by Councilmember Bouldry, Council unanimously approved Resolution 17-32 adopting the Triangle J Council of Governments Tri-Cities Work Group Charter by a vote of 5-0.

16. Discuss and consider adopting the 2018 Village Council Meeting Schedule.

Manager Jeff Sanborn explained the need for Council to consider setting the 2018 Village Council Meeting Schedule. Council held a discussion about the options to consider. Council discussed the purpose of the work session. Upon a motion by Councilmember Bouldry, seconded by Councilmember Davis, Council unanimously approved the 2018 Village Council Meeting Schedule as proposed in Option 2 by a vote of 5-0.

17. Other Business.

None.

18. Comments from Attendees.

None.

19. Motion to Adjourn.

Upon a motion by Councilmember Drum, seconded by Councilmember Cashion, Council approved to adjourn the Regular Meeting by a vote of 5-0 at 6:52pm.

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



**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.

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**PRESENTATION OF DISTINGUISHED BUDGET PRESENTATION AWARD.
ADDITIONAL AGENDA DETAILS:**

FROM:

Natalie Hawkins

CC:

Jeff Sanborn

DATE OF MEMO:

12/27/2017

MEMO DETAILS:

Last month, the Village of Pinehurst was once again recognized by the Government Finance Officers Association with the Distinguished Budget Presentation Award for its FY 2017 Strategic Operating Plan.

This is the 11th consecutive year the Village has received this award, which is the highest level of recognition in government budgeting.

This award reflects the commitment of the Pinehurst Village Council and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the Village had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as:

- a policy document,
- a financial plan,
- an operations guide, and
- a communications device.

Budget documents must be rated "proficient" in all four categories, and the fourteen mandatory criteria within those categories, to receive the award.

This year, the Village also received "Special Performance Measurement Recognition" when all three reviewers indicated an "outstanding" rating, or the highest rating possible, for performance measures presented in the 2017 Strategic Operating Plan.

I would like to commend Financial Services Director, John Frye, and his team for another job well done!

ATTACHMENTS:

Description

- ☐ Distinguished Budget Presentation Award
- ☐ Budget Award Letter and Press Release



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Village of Pinehurst

North Carolina

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director



Government Finance Officers Association
203 North LaSalle Street, Suite 2700
Chicago, Illinois 60601-1210
312.977.9700 fax: 312.977.4806

December 8, 2017

John G. Frye
Financial Services Director
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374

Dear Mr. Frye:

We are pleased to inform you, based on the examination of your budget document by a panel of independent reviewers, that your budget document has been awarded the Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA) for the current fiscal period. This award is the highest form of recognition in governmental budgeting. Its attainment represents a significant achievement by your organization. In addition to receiving the award, your entity's budget received the following special recognition:

Special Performance Measures Recognition

The Distinguished Budget Presentation Award is valid for one year. To continue your participation in the program, it will be necessary to submit your annual budget document to GFOA within 90 days of the proposed budget's submission to the legislature or within 90 days of the budget's final adoption. A Distinguished Budget Program application is posted on GFOA's website. This application must be completed and accompany your next submission. (See numbers 12 and 13 on page 2 of the application for fee information and submission instructions.)

Each program participant is provided with confidential comments and suggestions for possible improvements to the budget document. Your comments are enclosed. We urge you to carefully consider the suggestions offered by our reviewers as you prepare your next budget.

When a Distinguished Budget Presentation Award is granted to an entity, a Certificate of Recognition for Budget Presentation is also presented to the individual(s) or department designated as being primarily responsible for its having achieved the award. Enclosed is a Certificate of Recognition for Budget Preparation for:

Financial Services Department



Government Finance Officers Association

203 North LaSalle Street, Suite 2700

Chicago, Illinois 60601-1210

312.977.9700 fax: 312.977.4806

John G. Frye

December 8, 2017

Page 2

Continuing participants will find a brass medallion enclosed with these results. First-time recipients will receive an award plaque that will be mailed separately and should arrive within eight to ten weeks. Also enclosed is a camera-ready reproduction of the award for inclusion in your next budget. If you reproduce the camera-ready image in your next budget, it should be accompanied by a statement indicating continued compliance with program criteria.

The following standardized text should be used:

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Village of Pinehurst, North Carolina**, for its Annual Budget for the fiscal year beginning **July 1, 2017**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

A press release is enclosed.

GFOA encourages you to make arrangements for a formal presentation of the award. If you would like the award to be presented by a member of your state or provincial finance officers association, we can provide the name of a contact person for that group.

We appreciate your participation in this program, and we sincerely hope that your example will encourage others in their efforts to achieve and maintain excellence in governmental budgeting. The most current list of award recipients can be found on GFOA's website at www.gfoa.org. If we can be of further assistance, please contact the Technical Services Center at (312) 977-9700.

Sincerely,

A handwritten signature in black ink, reading 'Michele Mark Levine', is positioned above the typed name.

Michele Mark Levine
Director, Technical Services Center

Enclosure

Washington, DC Office

Federal Liaison Center, 660 North Capitol Street, NW, Suite 410 • Washington, DC 20001 • 202.393.8020 fax: 202.393.0780

www.gfoa.org



Government Finance Officers Association

203 North LaSalle Street, Suite 2700

Chicago, Illinois 60601-1210

312.977.9700 fax: 312.977.4806

FOR IMMEDIATE RELEASE

December 8, 2017

For more information, contact:

Technical Services Center

Phone: (312) 977-9700

Fax: (312) 977-4806

E-mail: budgetawards@gfoa.org

(Chicago, Illinois)--Government Finance Officers Association is pleased to announce that **Village of Pinehurst, North Carolina**, has received GFOA's Distinguished Budget Presentation Award for its budget.

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Washington, DC Office

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**DISCUSS A PARTNERSHIP WITH THE CONVENTION & VISITORS
BUREAU ON WELCOME CENTER SERVICES.
ADDITIONAL AGENDA DETAILS:**

FROM:

Natalie Hawkins

DATE OF MEMO:

1/3/2018

MEMO DETAILS:

This agenda item is to discuss a potential partnership with the Moore County Convention and Visitors Bureau (CVB) on Welcome Center services. Staff believes this proposed partnership comes with several advantages to the Village, the CVB, visitors to the area, and our Village Center businesses. This proposal is being made in an attempt to consolidate services that are currently duplicated by the Village and the CVB, but more importantly to ensure we enhance the visitor experience to encourage them to extend their stay, spend more money locally, and/or come back to the area for a return visit.

In general, the proposal is for the Village to operate the Welcome Center as it is currently being operated with the CVB providing additional resources to support our operations. Our recommendation is that a partnership be established for a defined 4 month trial period of February 1, 2018 – May 31, 2018. During this trial period, Village and CVB staff will evaluate the partnership to determine if a combined Welcome Center is mutually beneficial to both parties. If so, the CVB and the Village would enter into a contractual agreement on July 1, 2018 that contains some financial contribution from the CVB for the Village providing visitor services at the Welcome Center. Attached to this agenda item is a memo that outlines the details of the proposal that Village staff and CVB staff have developed in collaboration with one another. Also attached to this agenda item is a list of potential advantages and disadvantages of a Village/CVB partnership on Welcome Center services.

If the Council concludes, like Village staff, that a partnership with the CVB on Welcome Center Services is in the best interest of the Village, a motion has been prepared for your consideration. The CVB Board will discuss and consider this same proposal at their meeting on Thursday, January 25th.

I look forward to discussing this proposal with you and Caleb Miles, CEO of the CVB will attend the Council meeting to address any questions or concerns you may have about this proposed partnership.

ATTACHMENTS:

Description

- ☐ Memo on CVB Welcome Center Partnership
- ☐ Advantages and Disadvantages of CVB Welcome Center Partnership



MEMORANDUM

To: Village Council
From: Natalie Hawkins
Date: January 3, 2018
Subject: Potential Partnership with the CVB on Welcome Center Services

Under the terms of the proposed partnership with the CVB on Welcome Center services, the Village would continue to retain primary responsibility for operating the Welcome Center while the CVB provides additional resources to support our operations. Staff's recommendation is that a trial partnership be established for a defined 4 month period of February 1, 2018 – May 31, 2018. If the partnership is determined by both parties to be a mutually beneficial arrangement, Council and the CVB Board would then consider a more permanent contractual arrangement that would become effective July 1, 2018.

Below is a list of key mutually-agreed upon responsibilities for each party that staff determined in order to provide the least amount of disruption to our current Welcome Center operations, enhance the visitor experience, and eliminate duplicated services provided by the Village and the CVB:

VOP Responsibilities	CVB Responsibilities
Continue to lease the Welcome Center space and handle facility property management	Provide local destination training for all Welcome Center volunteers and provide additional volunteers (approx. 4-6) who work regularly scheduled weekly shifts
Continue to recruit and coordinate volunteer schedules with a goal to keep the Welcome Center open during stated hours of Monday – Saturday (10 am – 4 pm)	Provide additional informational material and brochures and assist with keeping materials stocked
Assisting the CVB with periodic assembly of Welcome Packets for groups visiting the area by coordinating Welcome Center Ambassadors to help with assembly	Provide backup for the Village's Welcome Center Coordinator during scheduled absences

The following is a list of service improvements we propose to make to Welcome Center operations as a result of this potential partnership with the CVB:

- **Increase Welcome Center Ambassador training** – The CVB has offered to provide local area destination training and tours to better educate our Welcome Center Ambassadors on the many things to see and do in the Moore County area.
- **Add a brief visitor survey to the kiosks in the Welcome Center and on Chinquapin Road** – Currently the CVB asks its visitors to respond to 4 brief questions to indicate where they are traveling from, where they are staying, what local activities interest them, and to obtain their email address. We believe this is a great way to obtain visitor information that provides us a way to follow up later to share even more great information about the Village. We propose to adopt the survey currently used by the CVB and add it to the kiosk in our Welcome Center to gather visitor-related information.
- **Assist the CVB with preparation of Welcome Packets for groups** –The CVB currently assembles Welcome Packets for groups coming to the area for conferences, weddings, etc. These typically include the CVB Destination Guide, maps, and other area information. We propose our Welcome Center Ambassadors assist in the assembly of these packets in their “down time” on their shift when they are not serving visitors. This may result in a better volunteer experience because Ambassadors are being more fully utilized during their shift. In addition, the CVB has indicated the Village can add materials, as appropriate, to the Welcome Packets, which would expand our outreach efforts to promote the Village.
- **Add the hardbound Historic Walking Tour Book to the inventory of items for sale** – Today, we distribute a condensed paper version of the Historic Walking Tour Book for free to visitors, but the CVB sells the hardback version for \$15, with \$1 of every sale going back to the Given Memorial Library. This is something we propose to offer for sale at the Welcome Center so visitors can leave with a nice token to commemorate their stay, or they can buy it as a gift.
- **The CVB would co-market the Welcome Center** – With the Welcome Center co-marketed by the CVB on their website and other materials, our exposure would increase and would likely lead to a greater number of visitors being served annually. Currently the Village serves approximately 3,000 visitors annually and the CVB serves approximately 1,000 visitors annually.

Staff believes these changes would be positive improvements to visitor services provided at the Welcome Center and entering into a partnership with the CVB would eliminate duplication of similar and often identical services currently being provided by both entities.

Should the trial period prove to be successful, we recommend the Village consider a contractual arrangement with the CVB for the Village to provide visitor services at the Welcome Center that would go into effect on July 1, 2018 (which is the first day of the fiscal year for both the Village and the CVB). We also recommend the Village require an appropriate amount of compensation as a term of the contract for the Village providing visitor services on behalf of the CVB. Based on my discussions with Caleb Miles, CEO of the CVB, an amount agreeable to both of us would

be approximately 20% - 30% of rent and maintenance costs for the Welcome Center space. At approximately \$19,000, this would result in potential compensation to the Village of approximately \$4,000 - \$6,000 annually to help cover a portion of the Welcome Center operating costs. Overall, the 20% - 30% represents the proportionate share of visitors currently being served as well as the number of volunteers for each organization. The amount of any financial compensation under an agreement with the CVB would need to be negotiated between the two organizations as part of the contract and the percentages and amounts above are only staff's initial recommendation of a fair cost share.

As with any opportunity being evaluated, Village staff have identified the potential advantages and disadvantages of this proposed partnership, along with ways to mitigate the impact of any disadvantages. This list was initially prepared by Village staff, then was reviewed and affirmed by CVB staff. Overall, staff in both organizations believe the advantages to the proposed partnership far outweigh the disadvantages to the Village, the CVB, the visitor, and our Village Center businesses. Please see the separate attachment to this agenda item for documentation of potential advantages and disadvantages. The key advantages to the Village of this partnership proposal include:

1. **The additional CVB volunteers will help us to keep the Welcome Center open during stated operating hours.** On average, we have to close the Welcome Center for 8 3-hour shifts each month or a total of 24 hours. This equates to approximately 15% of our stated operating hours. With the new volunteers, we should be able to remain open for all stated operating hours, which are Monday – Saturday, 10 am – 4 pm.
2. **CVB staff can serve as a backup to our Welcome Center Coordinator during scheduled absences.** This will eliminate the additional workload placed on our Communications Specialist currently when there are absences.
3. **The volunteer experience will likely be enhanced for our Welcome Center Ambassadors.** As a result of this partnership, we expect there to be some overlap so more than one staff/volunteer is working a single shift. Having some “company” should help to improve the volunteer experience. In addition, helping to prepare Welcome Packets for groups should help provide more purposeful work for our Ambassadors.
4. **With volunteer shifts being more fully covered, our Welcome Center Coordinator can expand efforts to promote Village businesses and support communication outreach efforts.** Our Small Business Saturday gift basket is always well-received by our local businesses who appreciate the social media outreach the Village makes to promote Village businesses. We believe we could work more closely with local businesses to help promote them with other similar events and efforts. Another concept we have is to work with the Given Memorial Library to bring regular exhibits to the Welcome Center (similar to the Gulf War Exhibit) to educate visitors and residents on Pinehurst history and support the Library/Archives at the same time.

Overall, staff recommends the Council approve the proposed partnership for the 4-month trial period and believes this is the best way forward to jointly serving visitors to the area. Staff from the Village and CVB would meet at the end of March to evaluate the partnership, which would allow the Village and the CVB to tentatively make some determinations that could impact FY 2019 budget submissions for both organizations.



Opportunity: Partner w/ CVB to provide area wide visitor center services at Welcome Center - co-managed by VOP and CVB

Perspective	Advantage	Disadvantage	Mitigation/Other
Welcome Center Volunteers			
	More volunteers with whom to share the workload - better volunteer experience	Change in general may be difficult for some volunteers	Clearly communicate benefit of the partnership in a timely and consistent manner
	Better volunteer experience because paid staff or other volunteers will likely be working the same shift periodically	May not be receptive to additional responsibilities (Group Welcome Packet prep)	Provide adequate training/notice; schedule well in advance with volunteers who don't mind to assist with preparing Group Welcome Packet; Keep an adequate inventory of packets in advance
	Opportunities for more training with the CVB managing		
	Relatively seamless transition with little day to day impact on Ambassador duties		
Village Staff			
	Greater exposure of the Welcome Center with co-marketing by CVB and DOT directional signage		
	Additional CVB volunteers could eliminate the need for paid staff to fill shifts to free up time for additional responsibilities		
	CVB part-time staff would be available to assist during VOP Welcome Center Coordinator absences		
	VOP could include materials in CVB Group Welcome Packets		
CVB Volunteers			
	More volunteers with whom to share the workload - better volunteer experience	Change in general may be difficult for some volunteers	Clearly communicate benefit of the partnership in a timely manner
	Increased foot traffic and exposure - better volunteer experience	Shift schedule changes could be negative	
	Shift schedule changes could be positive		
CVB Staff			
	More volunteers on hand to help with special projects such as Group Welcome Packets/US Kids/etc.	Financially will need to contribute to lease and maintenance costs	
	Increased foot traffic and exposure - the Welcome Center served over 3,000 visitors last year and the CVB served around 1,000		
	More convenient access to intermediate bulk storage area on-site at the Welcome Center		
Visitors			
	More consistent volunteers & operating hours - could potentially eliminate current closings of 15% of the time due to no volunteers/staff available	May be a little harder to find than the current CVB Visitor Center	Add additional directional signage and DOT signage
	Information about things to do across the county and the state rather than just Pinehurst and all information in one place		
	Greater exposure to Welcome Center when co-marketed by VOP and CVB		
Financial			
	Shared costs for day to day Welcome Center expenditures	Some potential additional costs to accommodate the change (shelving, etc.)	
VC Businesses			
	More traffic into our downtown could mean more dollars spent and extended length of stay/repeat stays	More traffic could mean less available parking	Direct Welcome Center parking to the Village Green Lot in maps, online, etc.
	Increased goodwill with VC Businesses		