

**MINUTES OF
VILLAGE COUNCIL WORK SESSION
DECEMBER 12-13, 2013**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
8:30 A.M. – 4:30 P.M.
8:30 A.M. – 12:00 P.M.**

The Pinehurst Village Council held a 2014 Strategic Planning Retreat 8:30 a.m., Thursday, December 12 and Friday, December 13, 2013 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. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Ms. Claire L. Phillips, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Natalie Dean, Assistant Village Manager
Mr. Jeffrey Batton, 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
Ms. Andrea Correll, Director of Planning and Inspections
Mr. Earl Phipps, Police Chief
Mr. Jason Whitaker, Director of Information Technology
Mr. John Frye, Director of Financial Services
Dr. Deb Manzo, NC State Industrial Extension Service
Ms. Lauren M. Craig, Village Clerk

And approximately 5 attendees, including 2 staff and 1 press.

1. Call to Order.

Assistant Village Manager, Natalie Dean called the Strategic Planning Retreat to order and welcomed everyone. Dr. Deb Manzo, Improvement Specialist with North Carolina State University Industrial Extension Service outlined the agenda for the day and reviewed ground rules and goals for the day. Assistant Village Manager, Natalie Dean reviewed the Village of Pinehurst Strategic Planning Process.

2. FY 2015 Strategic Planning Retreat

Re-Affirm MVV & Core Competencies

Upon the review of the Mission, Vision, and Values of the Village of Pinehurst, Council affirmed the current versions of these and decided not to make any changes for this year. The core competencies of customer focus, continuous improvement, diverse cross-functional teams, talented volunteers, and technology were reviewed. Council determined to change one competency to read “Talented and Experienced Volunteers” and affirmed the complete list.

Environmental Scan

Natalie Dean, John Frye, and Angie Kantor introduced and discussed the Environmental Scan, which included:

- Demographics
- Economic Environment
- Revenue Forecast

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- Customer Focused Results
- Leadership and Governance Results
- Workforce Focused Results
- Financial Environment
- Potential Areas of Focus

2014 Strategic Plan Review

Natalie Dean reviewed the Balanced Scorecard and Performance Measures and identified areas of focus where we are +/- 4 basis points from goal. Each department head responsible for these areas discussed the item and the plan for improvement. The 2014 Strategic Plan and status of these initiatives were reviewed. Dr. Manzo led a discussion about past blind spots.

SWOT Analysis

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

Define Strategic Advantages & Challenges

Dr. Manzo led the Council and department heads in in a conversation to define the Village's strategic advantages and challenges.

Strategic Objectives

Dr. Manzo began discussions and group activities on identifying Strategic Objectives. The following items were discussed:

- Review and affirm strategic objectives
- Create goals for strategic objectives based on environmental scan

Wrap-up and Next Steps

Natalie Dean explained the next steps in the strategic planning process with Council and department heads and noted she would be following up with the team soon.

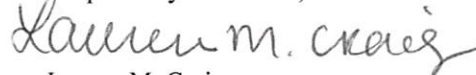
3. Presentation: Moore Opportunity

Pat Corso of Partners in Progress and Caleb Miles of the Convention and Visitors Bureau delivered a presentation to the Council regarding a digital marketing proposal. An idea was created to develop a website, similar to www.workinthetriangle.com, to promote Moore County. A matching grant was made by Duke Energy for \$50,000 and the remaining funds are being asked by Moore County and the local municipalities. The website is planned to be launched by March 31. Pinehurst was requested to contribute \$10,000 to this project. Upon a motion by Councilmember Cashion, seconded by Councilmember Phillips, Council unanimously supported to dedicate \$10,000 to this project with a vote of 5-0.

4. Adjournment.

Councilmember Strickland moved to close the Closed Session and adjourn the Work Session. The motion was seconded by Councilmember Cashion and carried unanimously. The Work Session adjourned at 1:00 p.m.

Respectfully Submitted,



Lauren M. Craig
Village Clerk