



**VILLAGE COUNCIL
MINUTES FOR FY 2021 STRATEGIC PLANNING RETREAT
DECEMBER 11, 2019
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
8:30 AM – 4:30 PM**

The Pinehurst Village Council held the Fiscal Year (FY) 2021 Strategic Planning Retreat on Wednesday, December 11, 2019 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

Mr. John C. Strickland, Mayor
Ms. Lydia Boesch, Councilmember
Ms. Judy Davis, Mayor Pro Tem
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, 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, Organizational Performance Director
Ms. Angela Kantor, Director of Human Resources
Mr. Carlton Cole, Fire Chief
Mr. Randy Kuhn, Director of Fleet Maintenance
Mr. Mike Apke, 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. Darryn Burich, Planning and Inspections Director
Mr. Leo Santowasso, Planning and Zoning Chair
Ms. Julia Latham, Board of Adjustment Chair
Mr. Molly Gwinn, Historic Preservation Commission Chair
Ms. Molly Rowell, Beautification Committee Chair
Mr. Tom Campbell, Bike and Pedestrian Committee Chair

And approximately 1 attendee and 1 press.

1. FY 2021 Strategic Planning Retreat

Welcome/Introduction

Lauren Craig, Organizational Performance Director, welcomed everyone, outlined the agenda and the objectives for the retreat, and reviewed the Strategic Planning timeline.

Affirm FY2021 SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis and Key Strategic Advantages

Ms. Craig presented the proposed key fiscal year (FY) 2021 aspirations for Council to discuss. Those aspirations included having a thriving arts, culture, & entertainment market that creates a "Golf by Day, Arts by Night" atmosphere, become a premier destination to "Live and Work from Home", have a thriving business environment that encourages innovation and creativity, maintain the rural, wooded character of the ETJ, be a pedestrian friendly community with expanded pedestrian, bicycle, and golf-cart connectivity, have high quality design and development, have minimal traffic congestion, retain the small town charm and

rural feel of the Village , and have housing options for all stages of life. Councilmember Boesch suggested prioritizing the list and also adding one to address traffic on Highway 5 and the parking issues downtown. Councilmember Drum suggested rewording the aspiration to have minimal congestion and to include parking congestion. The group discussed adding high quality neighborhoods and sufficient parking in the Village Center. Mayor Pro Tem Davis suggested prioritizing the aspirations into 3 buckets; living in Pinehurst, moving around Pinehurst, and the economics of Pinehurst. Councilmember Hogeman suggested changing the wording for maintain the rural, wooded character of the ETJ, as she would like this to state that the area would not be rezoned to increase the density of current zoning. Ms. Craig stated staff would work on the wording of these aspirations and come back with suggestions based off of Council's feedback.

Affirm Strategic Advantages and Challenges

Ms. Craig presented the Council with the proposed key strategic advantages which included, integrated and extensive use of technology, culture of continuous improvement, customer focused workforce, strong financial condition, integrated strategic planning processes, and robust Performance Measurement System. Councilmember Boesch suggested adding the Pinehurst brand to the list of advantages. Mayor Pro Tem Davis suggested changing the wording to "organizational" key strategic advantages to clarify the list. Council came to a consensus on the proposed list presented.

Ms. Craig presented Council with the proposed strategic challenges which included, managing the quality of development, minimizing traffic congestion (especially on Highway 5), increase in the cost of doing business, aging housing stock, responding to increased demand on existing services due to growth, changing service needs due to changing demographics, and attracting and retaining highly qualified workforce members. Mayor Pro Tem Davis suggesting adding the challenge of retaining and attracting retail business in the Village. Council agreed to the addition and came to a consensus on the amended strategic challenges list.

Review and Affirm Mission, Vision, Values, and Core Competencies

Ms. Craig reviewed the current Mission, Vision, and Values of the Village of Pinehurst. The group reviewed the aspiration list compared to the vision statement. Natalie Hawkins, Assistant Village Manager, suggested that senior leaders review the amended aspiration list and compare that to the vision statement, then present Council with suggested changes. Council came to a consensus to retain the current mission statement and values, with no changes. Ms. Craig reviewed the current three core competencies and asked for suggestions for any future core competencies. Mayor Pro Tem Davis suggested adding the word "organizational" in front of core competencies list.

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

Brooke Hunter, Financial Services Director, presented Council with the five-year financial forecast. She explained the forecast includes five-year projections of revenues, operating expenditures, debt service, and capital expenditures, incorporates all revenue and costs associated with Initiative Action Plans and Opportunities for Innovation and Improvement, revenues are forecasted on a line-by-line basis, operating expenditures include salaries and benefits projections, as well as non-personnel expenditures, and capital expenditures are detailed in three replacement schedules. The group discussed the upcoming increase in the pension plan, required and set by the North Carolina Retirement System.

Ms. Craig reviewed potential workforce needs in the future. She explained that currently only .25 FTEs are in the five-year SOP, which is for an HR Specialist, to make the position go from 30 hours per week to full time. Some of the other areas identified for potential workforce needs by managers included traffic enforcement officer, economic development, code enforcement, transportation planning/engineering, streets and grounds, solid waste, and event coordination. The group discussed the future need for transportation planning.

Review and Discuss Long Range Plans of Key Partners & Stakeholders.

Ms. Craig reviewed a summary of long range plans for key partners and stakeholders. The medical community would prefer to expand vertically for core patient services in existing locations. They would like the Village to consider modifications to the Pinehurst Development Ordinance (PDO) to allow for taller structures and also help address pedestrian safety at crossings and provide pedestrian facilities, such as sidewalks. The Resort would like to expand on current property or property immediately adjacent. They would like the Village to cooperate with the 2024 US Open. They plan to continue to invest and grow as needed.

Tri-Cities Group has agreed to include the following in their work plan: highway overlay districts, greenway/pedestrian plans, annexation agreements, rezoning, Moore County Schools, hotel/motel occupancy tax, and shared services. Short term rentals have been discussed and the group agreed Pinehurst would study and make a recommendations, as the other two towns are not impacted as much as Pinehurst has been.

The North Carolina Department of Transportation (NCDOT) has the following projects planned in the next 10 years: Highway 5 – widening from Aberdeen to Pinehurst, Highway 5 Improvements – From Hwy 211 to Blake Blvd., Midland Road Corridor to Southern Pines, Memorial Drive/Hwy 15-501 turn lane improvements, Morganton Rd/15-501 Interchange, traffic circle

improvements, and 15-501 North of Traffic Circle – widening. Jeff Sanborn, Village Manager, stated that the Memorial Drive and Page Rd. improvements are scheduled to be in March of 2021. All other plans have been delayed until after the 2024 US Open. The group discussed how the NCDOT scored projects to receive funding.

Moore County Public Utilities are currently developing a 20 year water model and sewer model to ensure adequate future capacity. Other projects and needs of Moore County include completing the East Moore water district phase 4 – water extensions in the Juniper Lake/Esther Road area, identified that sewer extensions to Seven Lakes is a need, Village of Pinehurst proposed change to Moore County Utilities extension policy, working on taking a more proactive and frequent approach to clearing easements along water and sewer lines. Currently the Partners in Progress Strategic Plan focuses on business recruitment for healthcare/medical, defense/military, golf/sports recreation, and manufacturing. Moore County Schools are working on construction on new updated school and plans for redistricting schools.

Ms. Craig stated in summary the Village should expect significant non-residential development in the five-year period and also explained ways to support key partners/stakeholders, such as, consider amendments to the PDO and cooperate on 2024 U.S. Open Championship preparations. Ms. Craig noted that also we should follow up on the request for an amendment to Moore County utility extension policy and we should evaluate if and how we should support Partners in Progress business recruitment and allocate resources if necessary.

Discuss and Prioritize Strategic Opportunities.

Ms. Craig explained the purpose of Strategic Opportunities. The group reviewed the proposed Strategic Opportunities by Balanced Score Card Goal. The group discussed a possible opportunity to develop a comprehensive plan for mitigating future traffic on Highway 5 and added it to the Strategic Opportunities list. Councilmember Hogeman suggested adding a project to amend the Comprehensive Plan to remove the option for conservation neighborhoods in the ETJ. After discussion Council decided not to include that suggestion and review when the Pinehurst Development Ordinance is updated. Council discussed and added an Opportunity for Improvement to evaluate parking for downtown and the surrounding area. Mayor Pro Tem Davis asked to change the wording of the Strategic Opportunity “create” new neighborhood open spaces. After discussion Council ultimately agreed to remove that strategic opportunity altogether from the list and add to the Parks and Recreation Comprehensive Master Plan, since the update to the Parks and Recreation Plan is also on the Strategic Opportunity list. Council reviewed all of the opportunities and prioritized by urgency to implement. The Strategic Opportunities with the highest urgency and most important included purchasing land for a potential fire station, updating the PDO, regulatory authority around borders.

Other Business

No other business was discussed.

Wrap Up, Next Steps, and Evaluation

Ms. Craig reviewed the agenda for the next day's meeting, December 12, 2019.

2. 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



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8:30AM - 3:00 PM**

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Mr. Tom Campbell, Bike and Pedestrian Committee Chair

And approximately 1 attendee and 1 press.

1. Welcome and Introduction

Lauren Craig, Organizational Performance Director, welcomed everyone and outlined the agenda and the objectives for the day.

2. Discuss and Prioritize Strategic Opportunities (Planned Timeframe and Importance).

The group reviewed the proposed Strategic Opportunities by Balanced Scorecard (BSC) Goal. Council discussed the opportunity to implement elements the 2015 Comprehensive Pedestrian Plan and Bicycle Plan and agreed the plan will need some updating based on the 2019 Comprehensive Plan. The group discussed the opportunity to create a Storm Water Management Plan and Mike Apke, Public Services Director, gave an overview of the process of creating such a plan. Council added an Opportunity for Improvement (OFI) to prepare and ordinance to amend the PDO regarding storm water management for residential development. Once Council finished prioritizing the Strategic Opportunities they reviewed the items they listed with the highest urgency and importance and discussed in more detail.

3. **Discuss Potential Changes to the Fiscal Year (FY) 2021 Balanced Scorecard Goals, Strategic Objectives, and Key Performance Indicators.**

Mrs. Craig reviewed the current BSC goals proposed, with no changes for FY 2021, and Council agreed. Ms. Craig presented the proposed strategic objectives related to how we will achieve those BSC goals. Council reviewed and discussed the OFI list.

4. **Discuss Proposed Areas of Focus.**

Mrs. Craig presented Council the proposed strategic opportunities. Council ranked all the opportunities by importance and urgency and decided which areas to focus on.

5. **Wrap Up, Next Steps and Evaluation.**

Brooke Hunter, Financial Service Director, noted that May 20th through May 22nd are the proposed dates to have the budget work sessions. The group completed a plus/delta of the retreat this year.

6. **Adjournment.**

The meeting adjourned at 2:10 p.m.

Respectfully Submitted,



Beth Dunn
Village Clerk

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