



**VILLAGE COUNCIL
MINUTES FOR SPECIAL MEETING OF DECEMBER 9, 2022
STRATEGIC PLANNING RETREAT
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
8:30 AM**

The Pinehurst Village Council held a Special Meeting at 8:30 a.m., Friday December 9, 2022, in the Assembly Hall of Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were in attendance in Assembly Hall:

Mr. John C. Strickland, Mayor
Mr. Patrick Pizzella, Mayor Pro Tem
Ms. Lydia Boesch, Councilmember
Mr. Jeff Morgan, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Kelly Chance, Village Clerk
Mr. Jeffrey Batton, Assistant Village Manager
Mr. Doug Willardson, Assistant Village Manager
Mr. Matthew McKirahan, Organizational Performance Director
Ms. Angela Kantor, Director of Human Resources
Mr. Carlton Cole, Fire Chief
Mr. Mike Apke, Director of Public Services
Mr. Mark Wagner, Director of Parks and Recreation
Mr. Glen Webb, Police Chief
Ms. Audrey Moriarty, Library Services & Archives Director
Mr. Jason Whitaker, Chief Information Officer
Mr. Darryn Burich, Planning and Inspections Director
Ms. Kristin Bunton, Communications Specialist
Mr. Tom Campbell, Bicycle and Pedestrian Advisory Committee Chair

1. Fiscal Year (FY) 2024 Strategic Planning Retreat

Welcome and Overview

Matthew McKirahan, Organizational Performance Director, welcomed everyone, reviewed the strategic planning timeline, and outlined the agenda for the day.

Review Five-Year Financial Forecast and Fund Balance Policy and discuss Five-Year Major Capital Needs

Mr. McKirahan described the methodology for the five-year financial forecast as including five-year projections of revenues, operating expenditures, debt service, and capital expenditures. He noted it incorporates all revenue & costs associated with IAPs and OFIs and the revenues are forecast on a line-by-line basis. He stated the operating expenditures include salaries and benefits projections, as well as non-personnel expenditures and the capital expenditures are detailed in three replacement schedules – fleet, IT, and other capital.

Mr. McKirahan stated projections are updated and refined between February & March after the 12/31/22 financial statements are prepared. He noted the amounts presented to Council today are the five-year projections for FY2023-2027 that have been extended to FY2028. Some of the potential long term capital needs included in the five-year forecast are walkways/sidewalks, West Pinehurst Park initial development, streetscape improvements, road resurfacing/patching, stormwater improvements, library expansion, synthetic turf, and parking facility construction.

Mr. McKirahan stated some potential long term capital needs not included in the Five-Year forecast are Fire Station 93/Police Substation Construction, Fire Apparatus, Public Services relocation construction, purchasing of water tanks from Moore County, and West Pinehurst Park athletic fields and other amenities creation. He noted staff recommends a combination of funding options that would be dependent on more refined cost estimates and the timing of anticipated capital expenses.

Discuss Potential Workforce Needs

Mr. McKirahan reported some potential workforce needs may be Public Safety Services associated with the construction of new fire station; library staff following extension; Environmental services employees if we insource solid waste for Pinewild; and a Recreation Superintendent with an increase in athletics and programs.

Discuss Potential Changes to the FY2023 Balanced Scorecard Goals, Strategic Objectives, and Key Performance Indicators.

Mr. McKirahan recapped the Council approved amendments to the Balanced Scorecard, including new goal, strategic objective, and KPI language. The changes approved are as follows: 1. Amend the goal "Promote high quality development and appearance" to "Promote high-quality neighborhoods, development, and appearance"; 2. Amend the strategic objective "Manage development to protect Village character" to "Develop codes and ordinances to protect the character of Village neighborhoods"; 3. Amend the strategic objective "Enforce codes and ordinances" to "Enforce codes and ordinances to protect the character of Village neighborhoods"; and 4. Amend the KPI description "Property value saved, as a percentage of property value at risk in fires" to "Five-year rolling average of property value saved, as a percentage of property value at risk in fires."

Wrap Up, Next Steps & Evaluation

Mr. McKirahan stated the next steps moving forward is to adopt the FY2024 Village of Pinehurst Balanced Score Card in January. Staff will then develop the strategic operating plan between January and April. He noted staff will recommend the SOP and annual budget to Council in May for potential approval of both to occur in June 2023.

2. Adjournment.

Council unanimously adjourned Day 1 of the Strategic Planning Retreat at 4:30 p.m.

Respectfully Submitted,



Kelly Chance,
Village Clerk

A videotape of this meeting is located on the Village website: www.vopnc.org

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