VILLAGE COUNCIL
MINUTES FOR FY 2023 STRATEGIC PLANNING RETREAT
DECEMBER 9, 2021
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
8:30 AM – 3:00 PM

The Pinehurst Village Council held the FY 2022 Strategic Planning Retreat on Thursday, December 9, 2021 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were in attendance at 395 Magnolia Road, Pinehurst:

Mr. John C. Strickland, Mayor
Mr. Patrick Pizzella, Mayor Pro Tem
Mr. Jeff Morgan, Councilmember
Ms. Jane Hogeman, Councilmember
Ms. Lydia Boesch, 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. Brooke Hunter, Director of Financial Services
Mr. Jason Whitaker, Chief Information Officer
Mr. Darryn Burich, Planning and Inspections Director
Mr. Jeremy Hooper, Planning and Zoning Chair
Mr. Tom Campbell, Bicycle and Pedestrian Advisory Committee Chair

And approximately 1 attendee and 1 press.

1. **Fiscal Year (FY) 2023 Strategic Planning Retreat**

Welcome and Overview
Matthew McKirahan, Organizational Performance Director, welcomed everyone and outlined the agenda for the day.

Review Initiative Action Plans
Mr. McKirahan reviewed the status of the current Initiative Action Plans (IAP) with Council.

Review Five-Year Financial Forecast and Fund Balance Policy and Discuss Five-Major Capital Needs
Brooke Hunter, Financial Services Director, reviewed the methodology for the five-year financial forecast. She noted

that the amounts shared today are the projections for FY 2022-2026 that have been extended using the same assumptions to FY 2027.

Ms. Hunter explained the purpose of Fund Balance (FB). She noted that Council adopted a Fund Balance Policy in 2003. The current Policy states that the FB range should between 30% and 40% and that unassigned FB must be maintained at a level greater that 15% of actual General Fund expenditures reported in the Comprehensive Annual Financial Report (CAFR).

Ms. Hunter explained various types of funds that municipalities may have, specific to their services provided, such as an Enterprise Fund. She noted that municipalities can establish various capital reserves funds (CRF) to fund capital projects. The advantage of using a CRF is that you can easily identify how much money has been saved for capital need in a separate fund. The disadvantage of a CRF is that it's legally restricted to only defined capital needs, which are established by a resolution or ordinance.

Ms. Hunter explained that FB can be accumulated to fund capital needs as well. The advantage of this option is it provides more flexibility because Council can use FB for operational or capital needs. A disadvantage of accumulating FB for capital needs is that the money saved for capital needs isn't as readily identifiable. Ms. Hunter explained the difference between restricted and unrestricted funds within the General Fund.

Discuss Potential Changes to the FY 2023 Balanced Scorecard Goals, Strategic Objectives, and Key Performance Indicators.
Mr. McKirahan reviewed the current goals in the Corporate Balanced Scorecard. Council discussed and agreed to change Goal 1.3 from Fire incident rate per 1,000 residents to read Dollar Value of loss. Council discussed and agreed to change Goal 2.1 to read % of residents satisfied with the quality of new residential and community development. Council discussed and approved to change Goal 4.1 to read % of residents satisfied with the availability of walkways in their neighborhood. Council discussed and agreed to change Goal 4.2 to read % of residents satisfied with the availability of greenway/walking trails across the Village. Finally, Council discussed and agreed to change Goal 7.5 to read % of depreciable life remaining on capital assets.

Wrap Up, Next Steps, and Evaluation
The group evaluated the Strategic Planning Retreat by completing a plus/delta.

2. Adjournment.
Council unanimously adjourned Day 2 of the Strategic Planning Retreat at 3:00 p.m.

Respectfully Submitted,

Kelly Chance

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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