

**MINUTES OF
VILLAGE COUNCIL SPECIAL MEETING
DECEMBER 4-5, 2014**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
1:00 P.M. – 5:00 P.M.
8:30 A.M. – 4:00 P.M.**

The Pinehurst Village Council held a FY 2016 Strategic Planning Retreat on Thursday, December 4 and Friday, December 5, 2014 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. Jeffrey Batton, Interim Village Manager
Ms. Natalie Dean, 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. Kevin Reed, Director of Planning and Inspections
Mr. Earl Phipps, Police Chief
Mr. Floyd Thomas, Deputy Police Chief
Mr. Jason Whitaker, Director of Information Technology
Mr. John Frye, Director of Financial Services
Dr. Deb Manzo, NC State Industrial Extension Service
Mr. Jeffrey Sanborn, Village Manager
Ms. Lauren M. Craig, Village Clerk

And approximately 3 attendees, including 0 staff and 1 press.

1. Call to Order.

Assistant Village Manager, Natalie Dean called the Strategic Planning Retreat to order and welcomed everyone.

2. FY 2016 Strategic Planning Retreat

THURSDAY, DECEMBER 4:

Introduction

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.

MVV & Core Competencies

Council reviewed the Mission, Vision, and Values of the Village of Pinehurst and discussed several potential changes to each. Council asked staff to provide some options for a revised mission and vision, based on the discussion and send proposed changes to the Council for a vote at a future meeting. The core competencies of customer focus, continuous improvement, diverse cross-functional teams, talented volunteers, and technology were reviewed and updated.

Review of Key Data

Staff presented key data to Council including leadership and governance results, customer results, workforce results, operational results, and 2015 Strategic Plan review.

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Environmental Scan

John Frye presented the Environmental Scan, which included:

- Demographics
- Economic Environment
- Revenue Forecast
- Financial Environment

Constituent needs were identified by the Village Council.

SWOT Analysis

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

Presentation of BIRDIE Recommendation- Evaluate Needs for Indoor Recreation Facilities

Mark Wagner, Director of Parks and Recreation, presented the findings along with the BIRDIE team and Councilmember Clark Campbell regarding the evaluation for indoor recreation facilities. The team determined there is a need for additional indoor recreation space and recommended a short term solution to the Village Council. Council discussed the recommendation and decided to discuss this further and make a decision at a future meeting.

FRIDAY, DECEMBER 5:

Define Strategic Advantages & Challenges

Dr. Manzo led the Council and department heads in identifying Village's strategic advantages and challenges.

Strategic Objectives- Ensuring Long Term Sustainability

Dr. Manzo led discussions and group activities on reviewing and amending the Village's Strategic Objectives. The groups reviewed high performing models from benchmark communities and updated strategic objectives for FY 2016.

Strategic Goals

Dr. Manzo led discussions and group activities on identifying Strategic Goals. The groups reviewed high performing models from benchmark communities and mapped key goals to strategic objectives.

New and Ongoing Strategic Initiatives

Dr. Manzo led discussions among the Council and staff to identify Council's priorities and suggestions for short and long term initiatives.

Wrap-up and Next Steps

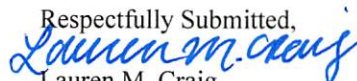
Natalie Dean explained the next steps in the strategic planning process with Council and department heads as:

1. Staff will present Council with alternative mission and vision statement for their consideration, and
2. The Strategic Planning Team will recommend members of a study team to evaluate alternatives for a Community Center.

Both of these items are to come before Council in January 2015.

3. Adjournment.

Councilmember Strickland moved to adjourn the FY 2016 Strategic Planning Retreat. The motion was seconded by Councilmember Cashion and carried unanimously. The meeting adjourned at 4:00 p.m.

Respectfully Submitted,

Lauren M. Craig
Village Clerk