



**VILLAGE COUNCIL
MINUTES FOR FY 2021 STRATEGIC PLANNING PRE-RETREAT
DECEMBER 3, 2019
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
8:30 AM – 5:00 PM**

The Pinehurst Village Council held the FY 2021 Strategic Planning Pre-Retreat on Tuesday, December 3, 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

And approximately 1 attendee.

1. Fiscal Year (FY) 2021 Strategic Planning Pre-Retreat

Welcome, Introductions and Overview

Organizational Performance Director, Lauren Craig called the Strategic Planning Pre-Retreat to order and welcomed everyone. She outlined the agenda and explained the objective for the Pre-Retreat meeting was to review results and data, affirm strengths, opportunities, aspirations, results, and affirm Strategic Advantages and Challenges.

Review Operating Environment and Context

Ms. Craig reviewed 7 key national economic trends, community and societal trends, and generational changes in the workforce that could have an impact on the Village in the future. She also reviewed population and demographic projections, which were developed by using trends from previous US Census data.

Review Data and Information for Goals

Ms. Craig reviewed the strengths and opportunities for improvement identified by Senior Leaders for the Village's 9 goals currently set on the Corporate Balanced Score Card (BSC).

- 1) Safeguard the community
- 2) Promote high quality development and appearance
- 3) Promote a thriving business community
- 4) Promote transportation mobility and connectivity
- 5) Protect the environment
- 6) Promote active living and cultural opportunities
- 7) Professionally manage a high performing organization
- 8) Attract and retain an engaged workforce
- 9) Maintain a healthy financial condition

She also reviewed the key performance indicators (KPI) for each of the 9 BSC goals.

Affirm FY 21 SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis

Ms. Craig led the group in reviewing the Strengths, Opportunities, Aspirations and Results (SOAR) for FY 21, proposed by Senior Leaders. The group discussed those recommendations and made some additional recommendations to discuss further at the Strategic Planning Retreat, scheduled next week.

Affirm Strategic Advantages & Challenges

Ms. Craig reviewed the Key Strategic Advantages and Strategic Challenges, proposed by Senior Staff, for FY21.

Wrap Up, Next Steps, and Evaluation

Ms. Craig reviewed the agenda for the Retreat next week on December 11th and 12th. The group conducted a Plus /Delta for the Pre-Retreat meeting.

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