

**MINUTES OF
VILLAGE COUNCIL SPECIAL MEETING
DECEMBER 3-4, 2015**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
1:00 P.M. – 5:00 P.M.
8:00 A.M. – 3:00 P.M.**

The Pinehurst Village Council held a FY 2017 Strategic Planning Retreat on Thursday, December 3 and Friday, December 4, 2015 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
Ms. Claire L. Berggren, Councilmember
Mr. John F. Bouldry, Treasurer
Mr. Clark H. Campbell, Councilmember
Mr. John R. Cashion, Mayor Pro-Tem
Mr. Jeffrey M. Sanborn, Village Manager
Mr. Jeffrey Batton, Assistant 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. Earl Phipps, Police Chief
Mr. John Frye, Director of Financial Services
Dr. Deb Manzo, NC State Industrial Extension Service
Ms. Lauren M. Craig, Village Clerk

And approximately 4 attendees, including 1 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 2017 Strategic Planning Retreat
THURSDAY, DECEMBER 3:**

Introduction

Dr. Deb Manzo, Improvement Specialist with North Carolina State University Industrial Extension Services, 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 and Core Competencies

Council reviewed the Mission, Vision, and Values and the core competencies of the Village of Pinehurst. The core competencies were determined to be community engagement, customer focus, effective collaborative relationships, talented employees and volunteers, leverage technology, and continuous improvement.

External Environmental Scan

Natalie Dean and John Frye presented the Environmental Scan, which included:

- Demographics
- Workforce composition
- Innovations- Emerging Trends
- Legal and Regulatory Environment
- Economic Environment

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The data was discussed among the Council and staff.

Key Data

Natalie Dean presented key data to Council including leadership and governance results and results by each Balanced Scorecard perspective. Ms. Dean explained that data from the community, business, volunteer, and workforce surveys has been segmented. Benchmark data was also provided when available and appropriate. Capital improvements that residents feel are most important were also discussed.

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.

Strategic Advantages & Challenges

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

Review Proposed FY 2017 BSC and KPIs

Dr. Manzo led the Council and department heads in reviewing and affirming goals, strategic objectives, and KPIs for each BSC perspective. The Group also discussed Council's homework assignment to prepare for day 2 of the retreat.

FRIDAY, DECEMBER 4:

Review Council Priorities for KPI Performance Improvement

Dr. Manzo led the Council and department heads in reviewing the proposed strategic objectives under each Council goal and determining changes needed. Then the group reviewed the KPIs for each area on the BSC. Council shared their priorities and suggested long term targets.

Action Planning

Dr. Manzo led the Council in a discussion about specific action plans they would like to see addressing their areas of focus.

Discuss Alternative Revenue Study

John Frye presented an alternative revenue study to Council. Mr. Frye explained the methodology, current revenue sources, potential alternative revenue sources, and shared the conclusions of the four sources as best options to fund service expansions for the Village.

Off Cycle Prioritization Process

Jeff Sanborn shared a proposed process with Council for off cycle prioritization including criteria and weight to score each item that comes up off cycle. Council agreed to use this new process.

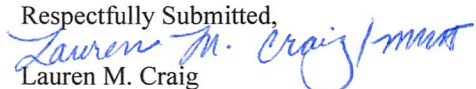
Wrap-up and Next Steps

Natalie Dean explained the next steps in the strategic planning process with Council and department heads. Council was dismissed and staff met following the retreat to continue working on the development of action plans.

3. Adjournment.

Councilmember Cashion moved to adjourn the FY 2017 Strategic Planning Retreat. The motion was seconded by Councilmember Campbell and carried unanimously. The meeting adjourned at 12:00 p.m.

Respectfully Submitted,


Lauren M. Craig
Village Clerk