



**VILLAGE COUNCIL
MINUTES FOR FY 2024 STRATEGIC PLANNING PRE-RETREAT
DECEMBER 2, 2022
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
8:30 AM – 5:00 PM**

The Pinehurst Village Council held the FY 2024 Strategic Planning Pre-Retreat on Friday, December 2, 2022, in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. The following were in attendance:

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

Mr. John C. Strickland, Mayor
Mr. Jeff Morgan, Councilmember
Ms. Jane Hogeman, Councilmember
Ms. Lydia Boesch, Treasurer
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. Tom Campbell, Bicycle and Pedestrian Advisory Committee Chair

1. Fiscal Year (FY) 2024 Strategic Planning Pre-Retreat

Welcome, Introductions and Overview

Matthew McKirahan, Organizational Performance Director, welcomed everyone and outlined the agenda for the day. He explained the objective for the Pre-Retreat meeting was to review data, information, and Comprehensive Plan strategies. Council will also affirm strengths, opportunities, aspirations, results, and affirm Strategic Advantages and Challenges. Mr. McKirahan noted that Council will meet again on December 8th and 9th to hold the FY 2024 Strategic Planning Retreat.

Review Operating Environment and Context

Mr. Doug Willardson, Assistant Village Manager reviewed 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. He noted the trends as inflation, workforce, supply chain disruption, mid-term elections, and events in National news, such as the Ukraine War, gun violence and abortion access.

Mr. McKirahan reviewed the Village Business survey results with Council and those present.

Review Data and Information for Goals

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

Mr. McKirahan reported the goals for the Comp Plan Strategies are: Goal 1 - Safeguard the Community; Goal 2 – Promote High-Quality Development and Appearance; Goal 3 – Promote a Thriving Business Community; Goal 4 – Promote Transportation Mobility and Connectivity; Goal 5 – Preserve the Environment; Goal 6 – Promote Active Living and Cultural Opportunities; Goal 7 – Professionally Manage a High-Performing Organization; Goal 8 – Retain an Engaged Workplace; and Goal 9 – Maintain a Healthy Financial Condition

Affirm FY 24 SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis

Mr. McKirahan led the group in reviewing the Strengths, Opportunities, Aspirations and Results (SOAR) for FY 2024, proposed by Senior Leaders. The group discussed those recommendations and made some additional recommendations to discuss further at the Strategic Planning Retreat, scheduled for December 8th and 9th.

Affirm Strategic Advantages & Challenges

Mr. Willardson reviewed the Key Strategic Advantages and Strategic Challenges, proposed by Senior Staff, for FY2024. Six (6) key strategic advantages were identified as: 1. Integrated and extensive use of technology; 2. Culture of continuous improvement; 3. Customer focused workforce; 4. Strong financial condition; 5. Integrated strategy planning processes; and 6. Robust Performance Management System.

Six (6) key strategic challenges were identified as: 1. Managing the quality of development; 2. Increasing traffic volume and congestion; 3. Managing growth in a way that protects the Village's character; 4. Limitations on development regulatory authority; 5. Cost escalation; and 6. Tightening labor market.

Wrap Up, Next Steps, and Evaluation

Mr. McKirahan reviewed the draft agenda for the Strategic Planning Retreat next week on December 8th and 9th.

2. Adjournment.

Council unanimously adjourned the Strategic Planning Pre-Retreat at 4:30 p.m.

Respectfully Submitted,



Kelly Chance
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