

**VILLAGE OF PINEHURST
VILLAGE COUNCIL
2013 STRATEGIC PLANNING RETREAT – DAY 1
TUESDAY, DECEMBER 4, 2012**

Minutes

The Pinehurst Village Council held a 2013 Strategic Planning Retreat 8:30 a.m., Tuesday, December 4, 2012 in the Training Room of the Pinehurst Police Station, 420 Magnolia Road, Pinehurst, North Carolina. The following were present:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Douglas A. Lapins, Mayor Pro-Tem
Mr. John R. Cashion, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Mark W. Parson, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Natalie Dean, Asst. Village Manager
Mr. Jeff Batton, Asst. Village Manager
NC State Industrial Extension Service, Dr. Deb Manzo
Mr. John Frye, Director of Financial Services
Ms. Angie Kantor, Director of Human Resources
Ms. Becky Jensen, Financial Operations Manager
Ms. Linda S. Brown, Village Clerk
And 8 spectators

1. Call to Order.

Asst. Village Manager, Natalie Dean called the Strategic Planning Retreat to order and welcomed everyone. Dr. Deb Manzo reviewed the Ground Rules and Goals, and the Process & Model Introduction. Agenda items included a review and discussion of the Environmental Scan, Strategic Planning, the Business Survey, the Volunteer Survey, and the Workforce Survey.

2. Environmental Scan.

Dr. Manzo, Asst. Village Manager Natalie Dean, and Director of Financial Services John Frye introduced and discussed the Environmental Scan, which included:

- Demographics
- Economic Environment
- Revenue Forecast
- Emerging Trends
- Workforce
- Voice of the Customer
- Historic Performance Results
- Past Blind Spots

3. SWOT Analysis.

Dr. Manzo led the group in participating in a SWOT Analysis to determine and agree on strengths, weaknesses, opportunities and threats.

4. Re-Affirm Mission, Vision, and Values (MVV) & Core Competencies.

Dr. Manzo and the group reviewed the Mission, Vision and Values for the Village. The core competencies were reviewed and modified.

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5. Strategic Advantages and Strategic Challenges.

Dr. Manzo led Council and staff into a discussion, which defined and determined the Strategic Advantages and Challenges. Stakeholders and partners of the Village were also identified.

6. Strategic Objectives.

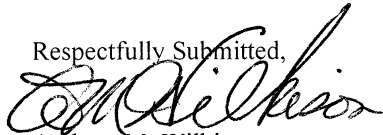
Dr. Manzo and Asst. Village Manager Natalie Dean began discussions and group activities on identifying Strategic Objectives. The following items were discussed:

- Framework for strategic objectives, measure and linkage to key results
- Create strategic objectives and identify key outcomes
- Designate short vs. long-term objectives
- Identify the needed core competencies
- Prioritize objectives
- Identify opportunities for innovation

7. Adjournment.

The meeting adjourned at 4:30 p.m.

Respectfully Submitted,



Andrew M. Wilkison
Village Clerk