



**2011 Village Council CIP Retreat  
December 12, 2011**

**Agenda**

- I. Introductions and welcome** *Mayor Fiorillo and Andy Wilkison*
- II. Retreat purpose and objectives** *Natalie Dean*
- III. Overview of CIP process** *John Frye*
- IV. Review of current CIP** *Natalie Dean*
- V. Review of current environment/revenue projections** *John Frye*
- VI. Review of capital initiatives** *Natalie Dean*
- VII. Establish discussion guidelines and evaluation criteria** *Eric Dent*
- VIII. Prioritize capital initiatives** *Village Council*
- IX. Determine time frame for capital initiatives** *Village Council*
- X. Retreat evaluation** *Eric Dent*
- XI. Closing comments** *Mayor Fiorillo and Andy Wilkison*

DRAFT  
VILLAGE OF PINEHURST  
VILLAGE COUNCIL  
RETREAT  
December 12, 2011

395 MAGNOLIA ROAD  
ASSEMBLY HALL  
PINEHURST, NORTH CAROLINA  
1:00 P.M.

The Pinehurst Village Council held a Retreat at 1:00 p.m., Monday, December 12, 2011 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. Douglas A. Lapins, Mayor Pro-Tem  
Mr. John R. Cashion, Councilmember  
Mr. Mark W. Parson, Councilmember  
Mr. John C. Strickland, Councilmember  
Mr. Andrew M. Wilkison, Village Manager  
Ms. Natalie Dean, Assistant Village Manager  
Mr. Jeff Batton, Assistant Village Manager  
Ms. Andrea Correll, Director of Planning and Inspections  
Ms. Angela Kantor, Director of Human Resources  
Mr. Carlton Cole, Fire Chief  
Mr. Earl Phipps, Police Chief  
Mr. Jason Whitaker, Director of Information Technology  
Mr. John Frye, Director of Financial Services  
Ms. Linda Brown, Village Clerk  
Mr. Mark Wagner, Director of Parks and Recreation  
Mr. Randy Kuhn, Director of Fleet Maintenance  
Mr. Walt Morgan, Director of Public Services  
Mr. Eric Dent, Facilitator

**1. Call to Order/ Introductions/Welcome.**

Mayor Nancy Roy Fiorillo called the retreat to order and welcomed everyone. Village Manager Andy Wilkison introduced facilitator Eric Dent, professor from UNC- Pembroke.

**2. Purpose and Objectives.**

Assistant Manager Natalie Dean discussed with the group the purpose and objectives of the retreat- to obtain Council direction on the priority and timing of significant capital initiatives to be included in the Village's 5-Year Capital Improvement Plan (CIP). The CIP jump starts the budget process. Council will receive the first draft of the budget in January. (Copy of PowerPoint presentation "Village of Pinehurst Council CIP Retreat" is in the Minute File.)

**3. Overview of CIP Process.**

Director of Financial Services John Frye discussed with the group the CIP process. Staff will provide an overview of the capital initiatives, Council will then be asked to prioritize each capital initiative and indicate the preferred timing of the higher priority capital initiatives. (Copy of "Overview of CIP Process" is in the Minute File.)

**4. Review of Current CIP.**

Assistant Manager Natalie Dean discussed the current CIP document with the group. (Copy of the "Excerpts from the CIP for FY 2012-2016" is in the Minute File.)

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**5. Review of Current Environment/Revenue Projections.**

Director of Financial Services John Frye presented current environment/revenue projections to the group. (Copy of the PowerPoint presentation "Revenue Forecast and Environmental Scan" is in the Minute File.)

**6. Review of Capital Initiatives.**

Assistant Manager Natalie Dean discussed with the group a list of capital initiatives for consideration in the CIP with their current funding levels indicated. Council added to the list rehabilitation of the old Fire Station and providing infrastructure for the steam plant in New Core. (Copy of a table Capital Initiatives for Consideration in the CIP is in the Minute File.)

**7. Establish Discussion Guidelines and Evaluation Criteria.**

Professor Dent distributed Guidelines for Productive Meetings and discussed the document with the group. He also reviewed the objectives of the retreat that were listed on a memo from Assistant Manager Natalie Dean dated December 9, 2011 concerning the retreat. (Copies of Guidelines for Productive Meetings and a copy of the memo are in the Minute File.)

**8. Prioritize Capital Initiatives.**

Professor Dent discussed criteria to prioritize Comp Plan Initiatives. He then directed an activity wherein Councilmembers placed dots on posters to show their level of support for the various initiatives that had been mentioned. (Copy of a listing the Criteria to Prioritize Capital Initiatives is in the Minute File.)

**9. Determine Time Frame for Capital Initiatives.**

Professor Dent directed an activity in which participants indicated the fiscal year that an initiative should be funded. (Copy of a chart of the Proposed Capital Initiatives is in the Minute File.)

**10. Retreat Evaluation.**

Professor Dent discussed with participants what went well and what did not.

**11. Closing Comments**

Mayor Fiorillo noted that this is a great beginning that will generate other conversations.

Village Manager Andy Wilkison stated that this information will give staff better focus for resources.

**12. Adjournment.**

The retreat adjourned at 5:00 p.m.

**Note: Summary notes from the retreat which include results of activities are found in the Minute File. These were provided by the facilitator after the retreat.**

Respectfully Submitted,



Linda S. Brown, CMC  
Village Clerk

**2011 Village Council Capital Improvements Plan Retreat  
December 12, 2011 – Assembly Hall, Pinehurst, NC**

**RETREAT NOTES**

**Attendees: Council members, Village Manager, Assistant Village Managers, and Department Directors**

At their retreat on December 12, 2011, the Village Council and staff met to prioritize and identify timing of major capital initiatives over the next 5 years for the Capital Improvements Plan (CIP). After opening remarks by Mayor Nancy Fiorillo and Village Manager Andy Wilkison, Natalie Dean and John Frye presented critical information to prepare the Council to prioritize the capital initiatives. This information included a review of the current CIP process, a review of what is currently funded in the latest CIP, a review of the current economic environment and revenue projections, and a review of the major capital initiatives for consideration.

The Village Council members added "Village Center Expansion Area Rehabilitation" to the list of major capital initiatives that was provided to them.

Council members then assigned a priority to each initiative by using 7 green, 7 yellow, and 7 red dots (high, medium, and low priority). The table that follows indicates the Council's priorities for the major capital initiatives identified. The capital initiatives are grouped into four categories:

1. Village Center,
2. Recreation,
3. Public Services, and
4. Transportation.

High priority items received a weight of 3, medium priorities received a weight of 2, and low priority items received a weight of 1. Based on this weighting, a total score was assigned to each major capital initiative. The initiatives are then sorted in order of the highest priority (or score) in each of the categories.

The highest priorities identified by the Village Council were:

- Parking Improvements (15),
- Gateway and Wayfinding Signage (14),
- Public Services Facility (13) and Village Center Expansion Area Rehabilitation (i.e. reuse of the Fire Station and Steam Plant) (13),
- "Connecting Spine" (12), Public Restrooms (12), Street and/or pathway lighting (12), and Greenways (12), and
- Brick sidewalks (11), Community Center (11), and Hwy 211 improvements (11).

| <b>Major Capital Initiatives – by Function</b>            |             |             |            |              |
|---|-------------|-------------|------------|--------------|
|   | <b>High</b> | <b>Med.</b> | <b>Low</b> | <b>Total</b> |
| <b>Village Center</b>                                     |             |             |            |              |
| Parking improvements                                      | 5           | 0           | 0          | 15           |
| “Connecting” spine  | 3           | 1           | 1          | 12           |
| Public restrooms  | 3           | 0           | 1          | 12           |
| Street and/or pathway lighting                            | 3           | 1           | 1          | 12           |
| Brick sidewalks   | 2           | 2           | 1          | 11           |
| <b>Recreation</b>   |             |             |            |              |
| Greenways   | 3           | 1           | 1          | 12           |
| Community Center  | 1           | 4           | 0          | 11           |
| Cannon Park field house                                   | 1           | 1           | 3          | 8            |
| Harness Track maintenance building                        | 0           | 3           | 2          | 8            |
| Rassie Wicker park improvements                           | 0           | 1           | 4          | 6            |
| Open space acquisition                                    | 0           | 1           | 4          | 6            |
| Fair Barn parking improvements                            | 0           | 1           | 4          | 6            |
| <b>Public Services</b>                                    |             |             |            |              |
| Public Services facility                                  | 3           | 2           | 0          | 13           |
| Stormwater drainage issues                                | 1           | 2           | 2          | 9            |
| Street lights at major intersections                      | 0           | 2           | 3          | 7            |
| <b>Transportation</b>                                     |             |             |            |              |
| Gateway and wayfinding signage                            | 4           | 1           | 0          | 14           |
| Village Center expansion/Area rehabilitation              | 3           | 2           | 0          | 13           |
| Hwy 211 improvements(traffic signals and sidewalks)       | 2           | 2           | 1          | 11           |
| Traffic signal cross arms for other intersections in town | 0           | 3           | 2          | 8            |
| Western Connector   | 1           | 1           | 3          | 8            |
| Roundabouts at NC2/Fields/Cherokee & McCaskill/Barrett    | 0           | 2           | 3          | 7            |

Council discussed that only one of two buildings (the Community Center or Public Services Facility) could be constructed in the near term, but there may be other options such as partnering with the County and/or School System. Another option may be to forego Greenways and Rassie Wicker park improvements and construct just the gymnasium. Council was instructed to rate one facility above the other. After the ranking was completed, the Public Services Facility is a higher priority for the Council than the Community Center and should be included in the 5-year CIP.

After the Council prioritized the major capital initiatives, they indicated the preferred timing, placing items into one (or more) of the 5 years in the CIP. Alternatively, some capital initiatives fell outside (or "After") the planning horizon. The table below indicates where the Council placed the initiatives in the CIP timeline. Items in **bold** and *italics* are to be funded in each of the five years of the CIP.

|                | <b>Major Capital Initiatives –by Year</b> | <b>Score</b> |
|----------------|---|--------------|
| <b>FY 2013</b> | Gateway/Wayfinding                        | 14           |
|                | VC Expansion Area Rehab                   | 13           |
|                | Public Restrooms                          | 12           |
|                | Cannon Park Fieldhouse                    | 8            |
|                | <b><i>Greenways</i></b>                   | 12           |
|                | <b><i>Street/Pathway Lighting</i></b>     | 12           |
|                | <b><i>Brick Sidewalks</i></b>             | 11           |
|                | <b><i>Stormwater</i></b>                  | 9            |
| <b>FY 2014</b> | Public Services Facility                  | 13           |
|                | "Connecting" Spine                        | 12           |
|                | <b><i>Greenways</i></b>                   | 12           |
|                | <b><i>Street/Pathway Lighting</i></b>     | 12           |
|                | <b><i>Brick Sidewalks</i></b>             | 11           |
|                | <b><i>Stormwater</i></b>                  | 9            |
| <b>FY 2015</b> | Parking Improvements                      | 15           |
|                | Hwy 211 Traffic Improvements              | 11           |
|                | HT Maintenance Building                   | 8            |
|                | Roundabouts                               | 7            |
|                | <b><i>Greenways</i></b>                   | 12           |
|                | <b><i>Street/Pathway Lighting</i></b>     | 12           |
|                | <b><i>Brick Sidewalks</i></b>             | 11           |
|                | <b><i>Stormwater</i></b>                  | 9            |
| <b>FY 2016</b> | Traffic Signal Cross Arms                 | 8            |
|                | <b><i>Greenways</i></b>                   | 12           |
|                | <b><i>Street/Pathway Lighting</i></b>     | 12           |
|                | <b><i>Brick Sidewalks</i></b>             | 11           |
|                | <b><i>Stormwater</i></b>                  | 9            |
| <b>FY 2017</b> | Fair Barn Parking Improvements            | 6            |
|                | <b><i>Greenways</i></b>                   | 12           |
|                | <b><i>Street/Pathway Lighting</i></b>     | 12           |
|                | <b><i>Brick Sidewalks</i></b>             | 11           |
|                | <b><i>Stormwater</i></b>                  | 9            |
| <b>AFTER</b>   | Community Center                          | 11           |
|                | Street Lights at Major Intersections      | 7            |
|                | Western Connector Rassie Wicker           | 8            |
|                | Improvements                              | 6            |
|                | Open Space Acquisition                    | 6            |

Note: Items in ***italics and bold*** are to be included in each CIP planning year

After the timing of the major capital initiatives was determined by the Village Council, the Council and staff performed an evaluation of the retreat to identify what worked well and what we would do differently in the future. The table below outlines that evaluation.

| <b>Evaluation of the Retreat</b>   |   |
|--|---|
| <b>What We Did Well</b>  | <b>What We'd Do Differently</b>   |
| <ul style="list-style-type: none"> <li>• The process of having 21 dots (high, medium, low priority) and 21 issues, which forced a prioritization</li> <li>• The information provided by the staff at the beginning</li> <li>• We had just the right amount of discussion</li> <li>• We took just the right amount of time for the process</li> </ul> | <ul style="list-style-type: none"> <li>• The council members could do the prioritization at their seats first, and then distribute the dots.</li> <li>• Focus more on the critical issues and build into "maintenance" items that are now every-year (such as the Greenway).</li> </ul> |

In addition, staff noted that more time should be allocated on the agenda for discussion and less time for presentations of information. It may also work better to have the discussion on the capital initiatives occur as they are being explained instead of waiting until later in the agenda.

Appendix I of this document contains the meeting objectives, agenda, discussion guidelines, and decision criteria.

## **APPENDIX I – OBJECTIVES, AGENDA, DISCUSSION GUIDELINES, DECISION CRITERIA**

### **Purpose and Objectives:**

1. Educate new Council members on the current CIP and the process,
2. Obtain an understanding of the current environment for capital planning, and
3. Establish Council priorities and proposed timing of significant capital improvements.

### **Agenda**

|   |                                      |
|---|--------------------------------------|
| Introductions and welcome                               | Mayor Roy-Fiorillo and Andy Wilkison |
| Purpose and objectives                                  | Natalie Dean                         |
| Overview of CIP process                                 | John Frye                            |
| Review of current CIP                                   | Natalie Dean                         |
| Review of current environment/revenue projections       | John Frye                            |
| Review of capital initiatives                           | Natalie Dean                         |
| Establish discussion guidelines and evaluation criteria | Eric Dent                            |
| Prioritize capital initiatives                          | Village Council                      |
| Determine time frame for capital initiatives            | Village Council                      |
| Retreat evaluation                                      | Eric Dent                            |
| Closing comments  | Mayor Roy-Fiorillo and Andy Wilkison |



**APPENDIX I – OBJECTIVES, AGENDA, DISCUSSION GUIDELINES, DECISION CRITERIA  
(Continued)**

**Discussion Guidelines**

1. Participate fully. It's alright to disagree. Everyone should have the opportunity to state his or her own views, regardless of rank or other differences.
2. Work on the problem. Put other issues aside, including personalities, offices, or other differences. Show respect for each other.
3. Focus on interests, not positions. Explain why you favor a particular course of action. Invite questions so you can explain your reasons fully. Balance advocacy and inquiry.
4. Share all relevant information. Be specific. Agree on what important words mean. Discuss "undiscussable" issues.
5. Stay focused. Discuss a topic long enough for everybody to be clear about it.
6. Decide how the group will make decisions. Strive for consensus.
  - Do you have any questions or reservations about these ground rules?
  - Will you try to follow them in our meeting today?
  - Do you have any other ground rules to suggest?

Adapted from *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups* by Roger Schwarz. Published by Jossey-Bass, Inc., 1994.

The values that underlie these ground rules should include:

- ❖ Developing and sharing valid information
- ❖ Making free and informed choices
- ❖ Developing internal commitment to carrying out those choices

**APPENDIX I – OBJECTIVES, AGENDA, DISCUSSION GUIDELINES, DECISION CRITERIA  
(Continued)**

**Criteria for Prioritizing Capital Initiatives:**

1. ***Meets legal mandates*** – required by state or federal statute, court order, or regulation, or a project that moves a local government into further compliance with mandates
2. ***Removes or reduces hazards/Safety or environmental impact*** – eliminates or reduces obvious hazards or threats to public health and safety
3. ***Advances the Council's goals/Consistency with Comp Plan*** – addresses the goals approved by the Council
4. ***Addresses maintenance and replacement*** – extends the useful life of a capital asset or replaces the asset, which continues or expands service provision
5. ***Supports economic development*** – directly supports or benefits economic development, job growth, and increased local government revenues
6. ***Improves efficiency*** – Lowers operating costs or increases productivity
7. ***Facilitates new services*** – makes possible new services or programs
8. ***Offers convenience*** – item that is convenient for the users or staff

**Source:** Marlowe, Justin, William C. Rivenbark, and A. John Vogt. *Capital Budgeting and Finance. Second ed. Washington, DC: ICMA, 2009. Print.*