



**VILLAGE COUNCIL
AGENDA FOR SPECIAL MEETING OF NOVEMBER 29, 2018
395 MAGNOLIA RD.
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA**

**FY 2020 STRATEGIC PLANNING
VILLAGE COUNCIL PRE-RETREAT MEETING
10:30 AM - 4:30 PM**

1. Call to Order.
2. FY 2020 Village Council Pre-Retreat Meeting
3. Other Business
4. Adjournment.

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.



HEADER
ADDITIONAL AGENDA DETAILS:
FY 2020 STRATEGIC PLANNING
VILLAGE COUNCIL PRE-RETREAT MEETING
10:30 AM - 4:30 PM



**FY 2020 VILLAGE COUNCIL PRE-RETREAT MEETING
ADDITIONAL AGENDA DETAILS:**

FROM:

Lauren Craig

CC:

Natalie Hawkins, Jeff Sanborn

DATE OF MEMO:

11/26/2018

MEMO DETAILS:

Each year, the Village Council holds a Strategic Planning Retreat in December. New this year, the Village Council will hold a FY 2020 Strategic Planning Pre-Retreat meeting in order to review results and data in preparation for the December retreat. The Village Council, Senior Leaders, and Board Chairs will participate in this meeting.

The detailed agenda for the Pre-Retreat Meeting is attached along with the PowerPoint presentation.

ATTACHMENTS:

Description

- ☐ Pre-Retreat Meeting Agenda
- ☐ Pre-Retreat Meeting PowerPoint Presentation

FY 2020 Strategic Planning
Village Council Pre-Retreat Meeting
November 29th, 2018 (10:30 am – 4:30 pm)



Retreat Objectives:

1. Review results and data:
 - What does the data tell us?
 - What other data do we need?
2. Affirm SOAR analysis
3. Affirm strategic advantages and challenges

AGENDA – November 29th (10:30 am – 4:30 pm)

10:30 – 10:45	Welcome, Introductions, & Overview
10:45– 11:00	Discuss Baldrige Excellence Framework
11:00 – 12:00	Review Operating Environment & Context
12:00 – 12:30	Lunch
12:30 – 3:00	Review Key Findings from Data Analysis & Correlation <ul style="list-style-type: none"> • What does the data tell us? What other data do we need?
3:00 – 3:45	Affirm SOAR Analysis - Strengths, Opportunities, Aspirations, and Results
3:45 – 4:15	Affirm Strategic Advantages & Challenges
4:15 – 4:30	Wrap Up, Next Steps, & Evaluation



VALUES

Service
Initiative
Teamwork
Improvement

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.



**2020
Strategic
Operating
Plan**

Village of Pinehurst, North Carolina

***FY 2020
Village of Pinehurst, NC
Village Council
Pre-Retreat Meeting
November 29, 2018***

Welcome, Introductions & Overview

Introductions

- Facilitators:

Natalie Hawkins, Assistant Village Manager

Lauren Craig, Performance Management Director

- Participants



Changes to this Year's Strategic Planning Process



Key Changes This Year:

- Holding pre-retreat meetings in November to review data in advance and discuss strategic context
- Council retreat will only include the Council and the Strategic Planning Team to facilitate more Council discussion

Senior Leaders Pre-Retreat Meeting –Nov 8th

Council Pre-Retreat Meeting - Nov 29th

Council Strategic Planning Retreat - Dec 4th & 5th

Today's Objectives:

1. Review results and data:

- What does the data tell us?
- What other data do we need?

2. Affirm SOAR analysis

3. Affirm strategic advantages and challenges

Want to ensure we have a common understanding of our environment prior to the Strategic Planning Retreat in December.

Strategic Planning Timeline



Mission, Vision, and Values



VALUES

Service
Initiative
Teamwork
Improvement

VISION

The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

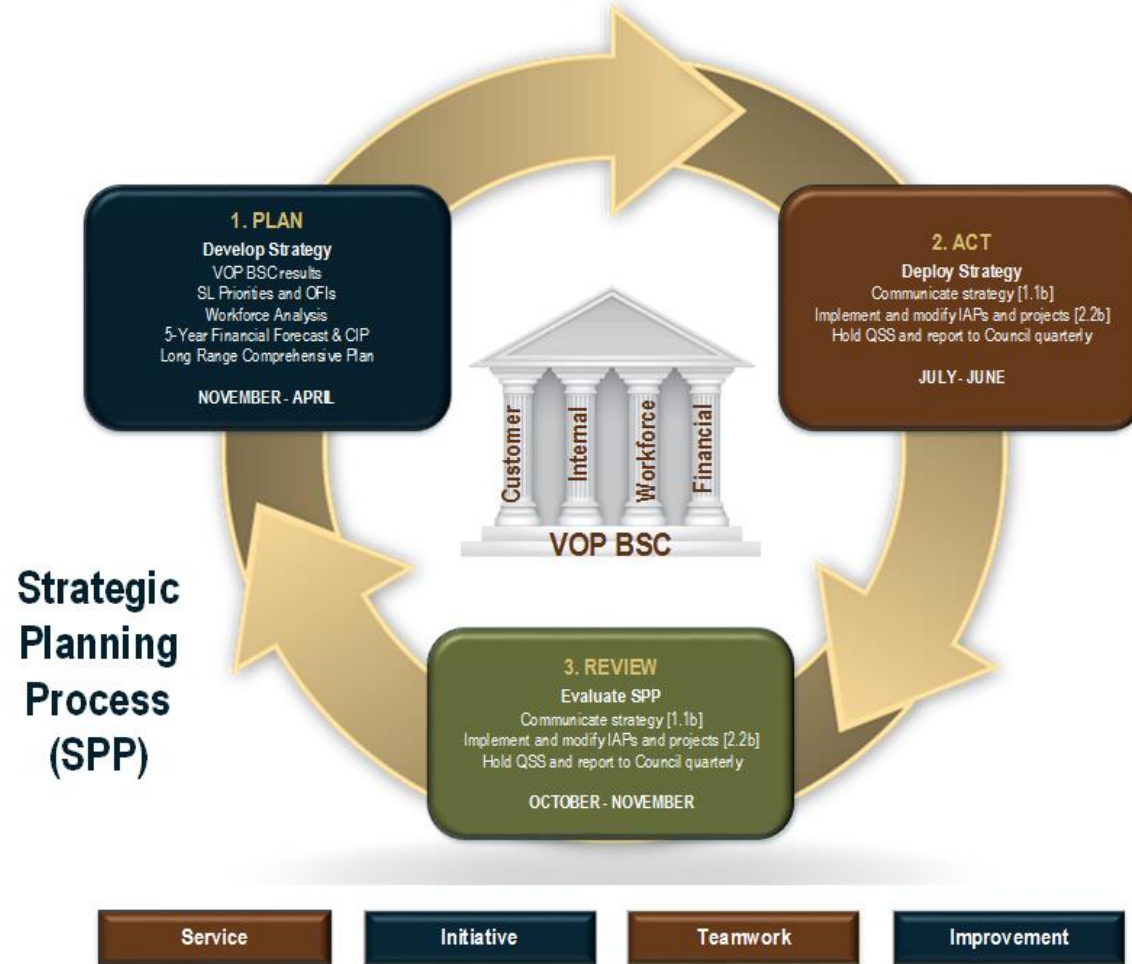
MISSION

Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

Strategic Planning Process



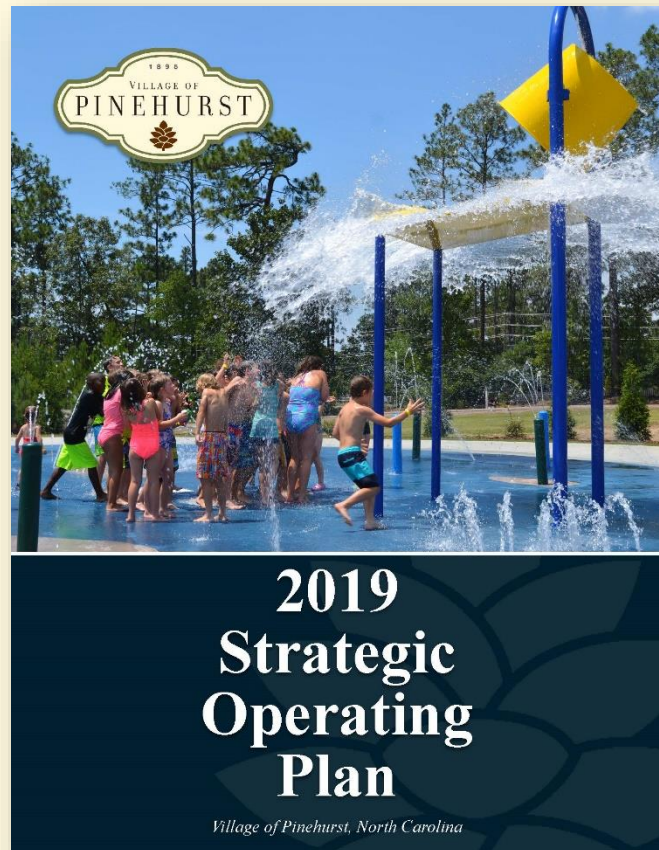
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.



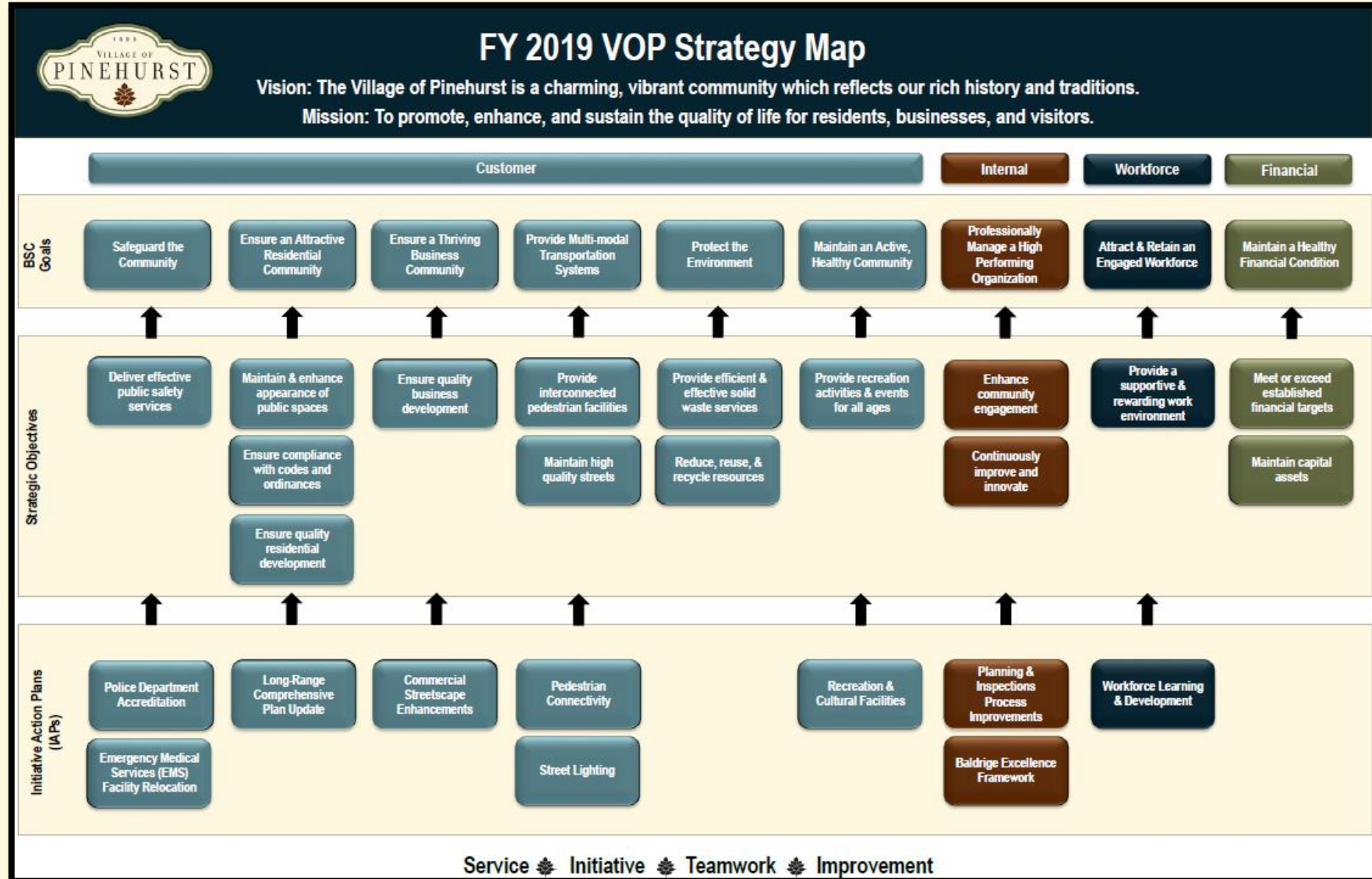
We will refine the most recent Strategic Operating Plan (SOP)

We can:

- ☐ Add
- ☐ Delete
- ☐ Modify



FY 2019 Strategy Map



Discuss Baldrige Excellence Framework

Models



Baldrige Framework

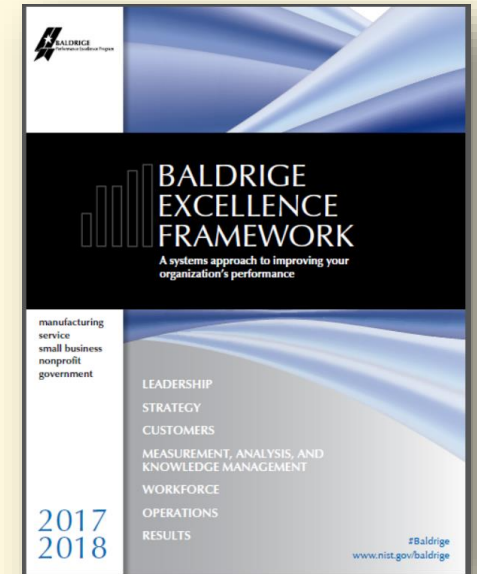
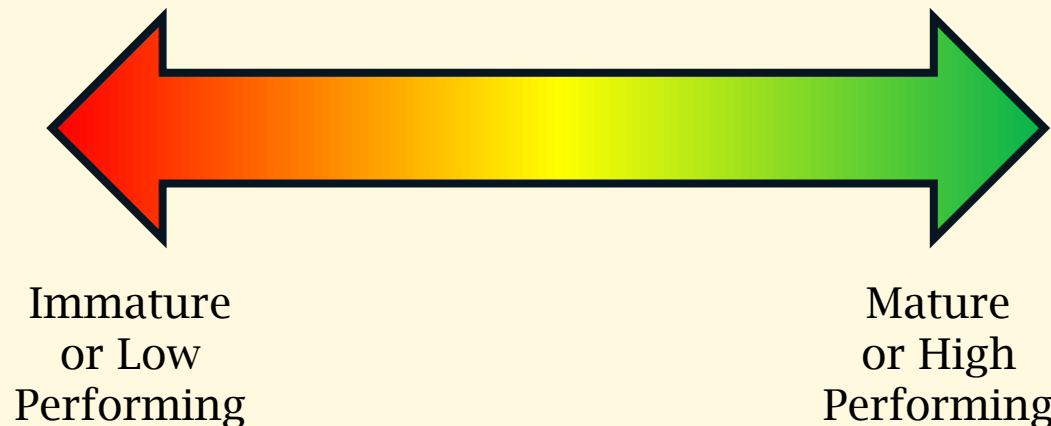


- It is a management model recognized around the world
- Its purpose is to help us answer three questions:

1. Are we doing as well as we could?

2. How do we know?

3. What and how should we improve or change?



Performance Framework – Criteria Categories



Category	Questions
Leadership	How do we lead and govern the organization and fulfill our societal responsibilities?
Strategy	How do we develop & implement our strategy?
Customers	How do we listen to and engage our customers?
Measurement, Analysis, & Knowledge Management	How do we measure, analyze, and improve organizational performance and manage knowledge assets?
Workforce	How do we build an effective & supportive workforce environment and engage the workforce?
Operations	How do we design, manage, and improve services and processes to ensure effective management of our operations?
Results	How do we know we are doing as well as we could?

Performance Framework – Core Values



Processes – What methods do we use and improve (ADLI)?

1. **(A)** Do we have effective, systematic approaches?
2. **(D)** Are our approaches well deployed?
3. **(L)** Is there systematic evaluation, improvement, and organizational learning?
4. **(I)** Are our approaches integrated with our organizational needs and other processes?



Results: What are the outputs and outcomes we achieve (LeTCI)?

1. **(Le)** Do we have good to excellent performance levels?
2. **(T)** Do we have beneficial, sustained trends over time?
3. **(C)** Do our benchmark comparisons show good relative performance?
4. **(I)** Do we report results for most key processes and requirements?



Review Operating Environment & Context

30,000 Foot View



Community & Societal Trends



Resources

Climate change
Water availability
Energy grid disruption

Power outages

Technology

Sharing economy
Unmanning
Carless Communities
Electric Cars

Short term rentals

Demographics

Identity politics
Migration
Elder expense
Smart citizens
Nomadic workforce

Online services;
turnover

Governance

Trust in government
City-to-city collaboration
Citizen engagement
Direct democracy
Fiscal uncertainty

Tri-cities

"If any of the four forces are undergoing drastic change or disruption in your community, it will likely mark a significant shift in how citizens act, engage, and respond to each other, and to their government"

- Alliance for Innovation

Generations in the Workforce



Approximately 60% of the Village workforce is Gen X or Gen Y

Baby Boomers

Born 1946-1964

- Engaged by promotions, job titles, & recognition (earned by tenure)

Generation X

Born 1965-1980

- Engaged by work/life balance, charitable/volunteer opportunities, flexible mobility, & monetary recognition

Generation Y (Millennials)

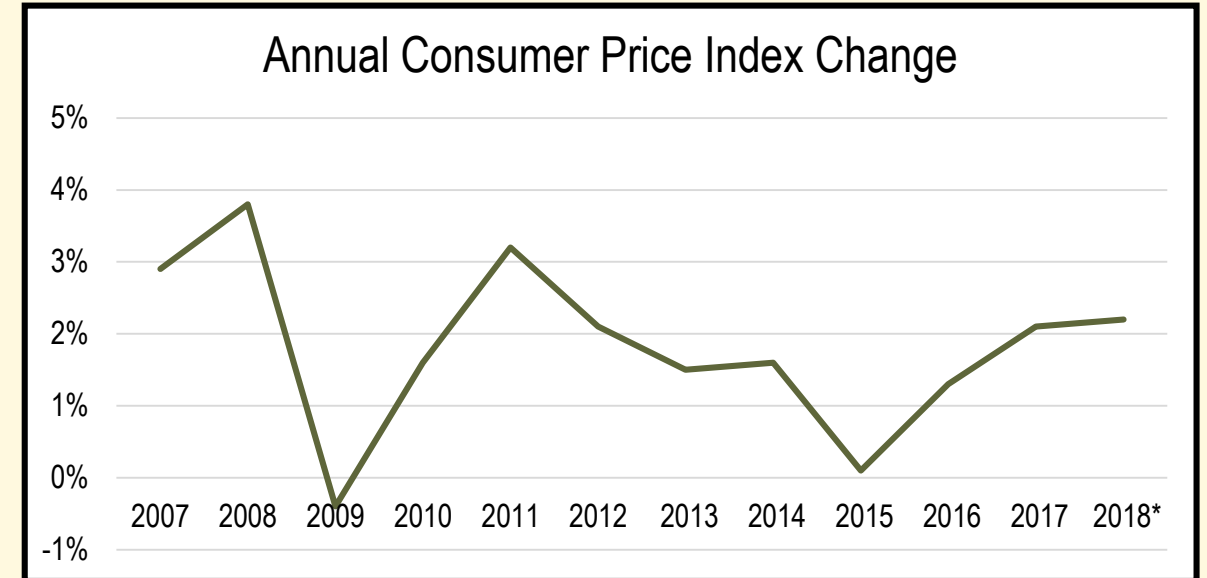
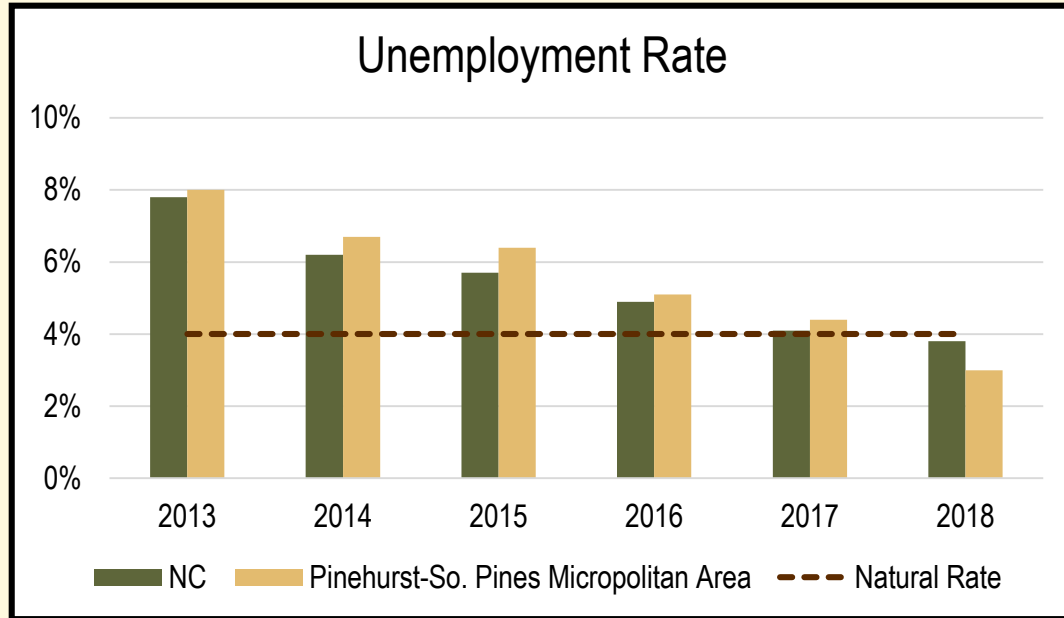
Born 1981-1995

- Engaged by lifestyle fit, social responsibility, constant communication & feedback, and training opportunities

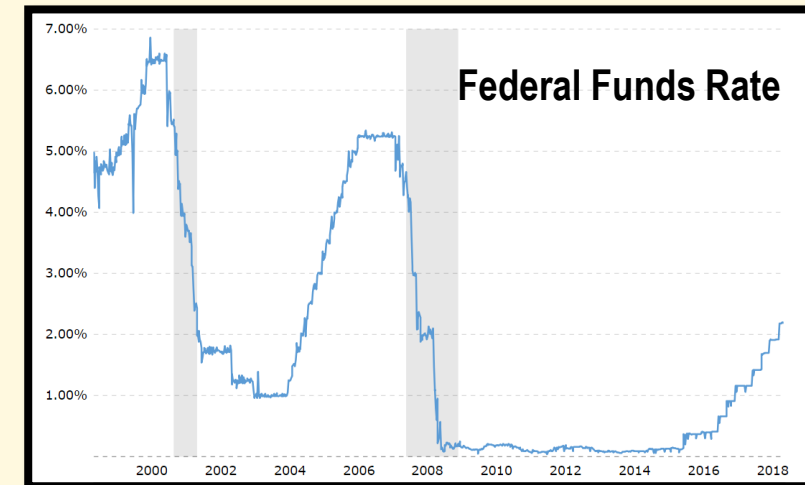
Linksters

Born after 1995

- Time will tell what engages them



Market forces are driving the cost of labor, goods, services, and capital upwards



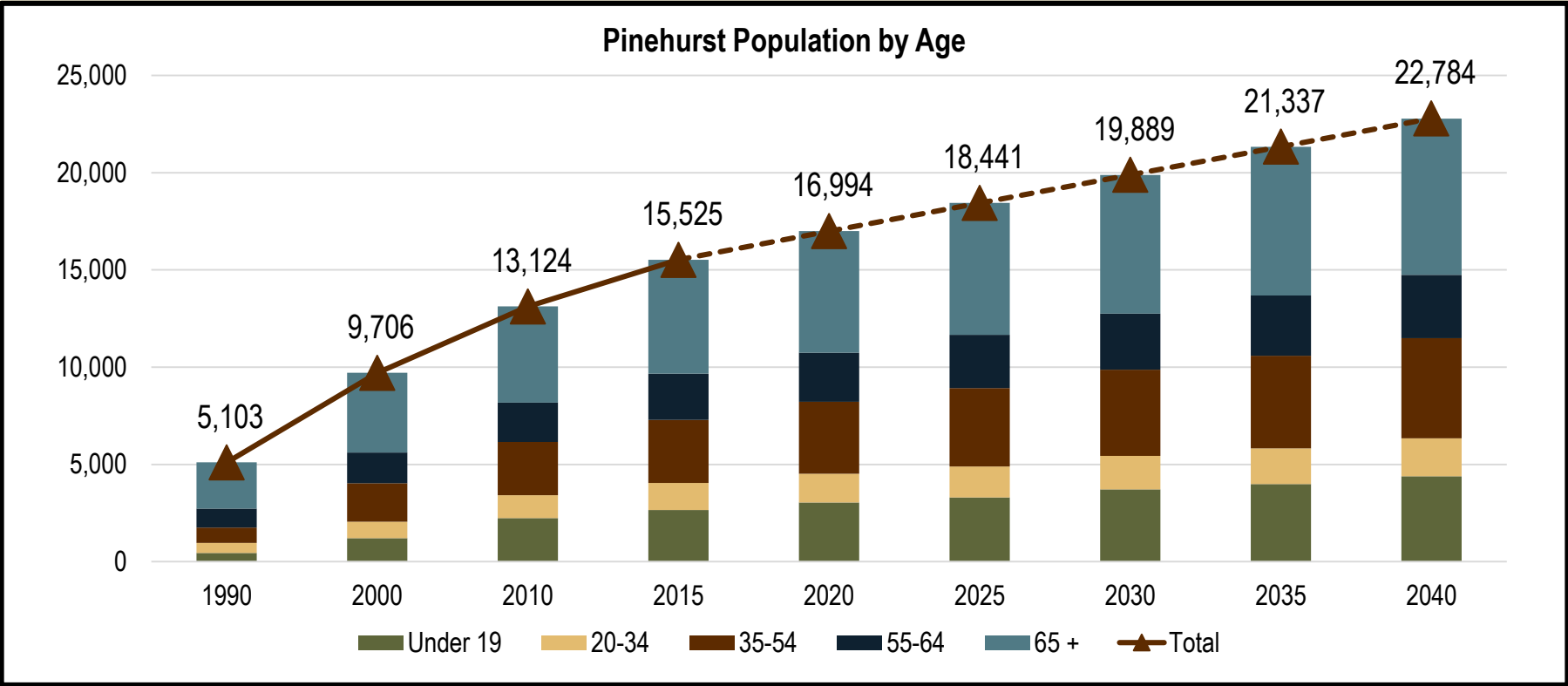
Pinehurst Population and Demographics



“...Pinehurst will continue the transition from a community initially focused on the needs and interests of an older population to a community with a more diverse age composition and more varied needs. Managing that transition will be one of the challenges facing Pinehurst in the future.”

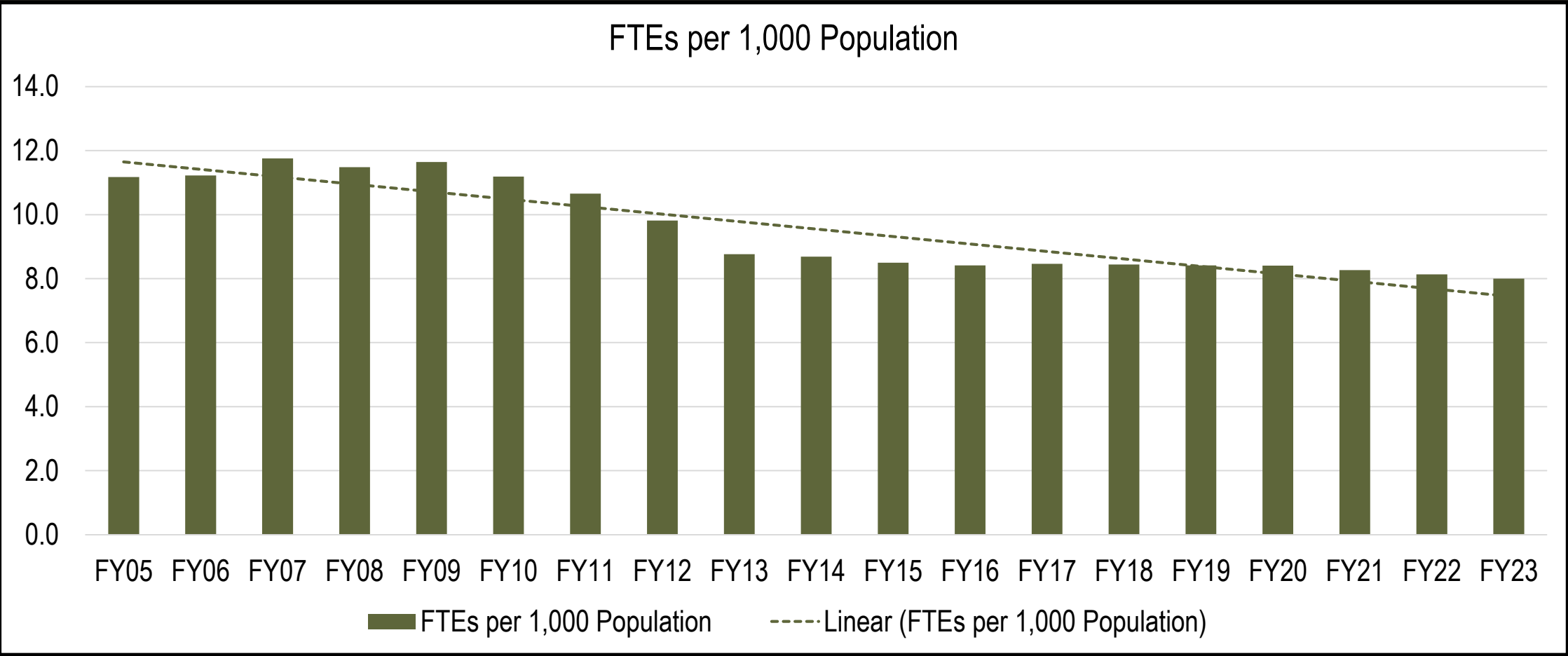
- 2010 Comprehensive Long-Range Village Plan

**9% growth
every five
years**



Source: VOP Projections Based on Historical US Census Data

Historical and Projected Staffing Levels

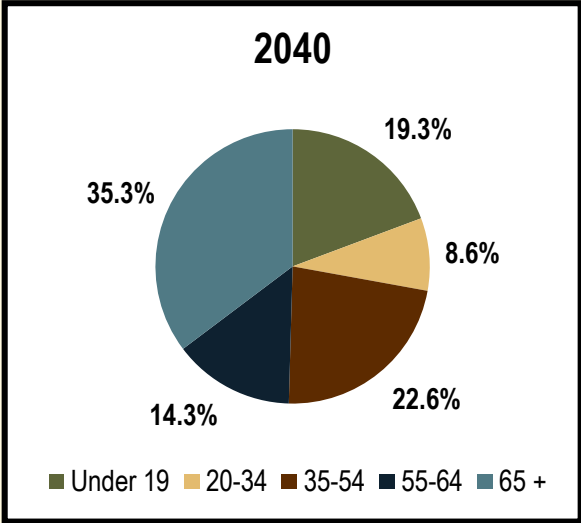
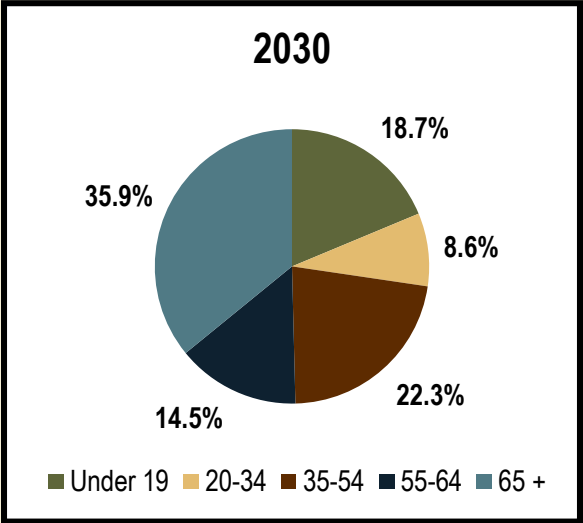
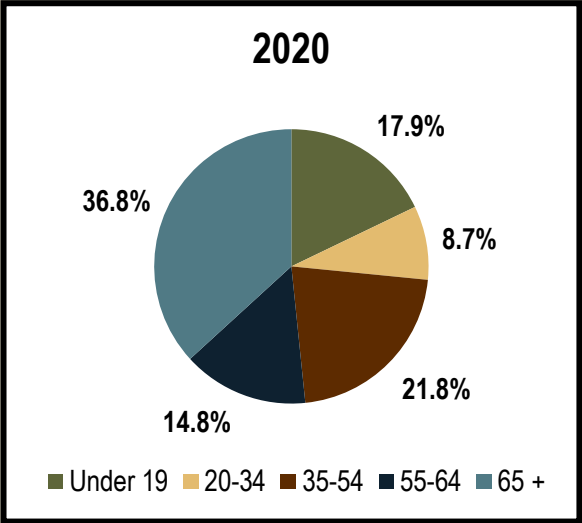
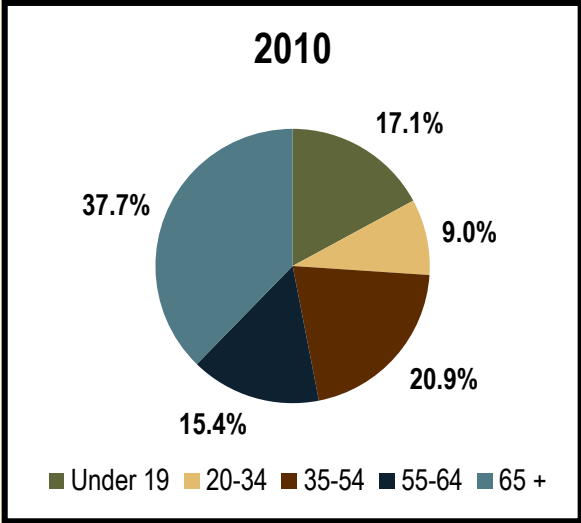
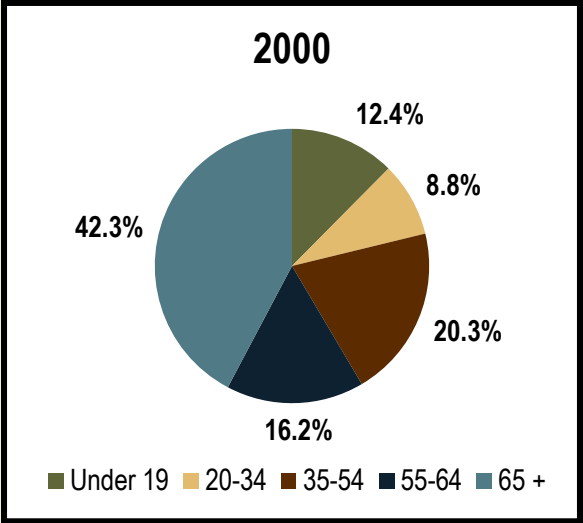
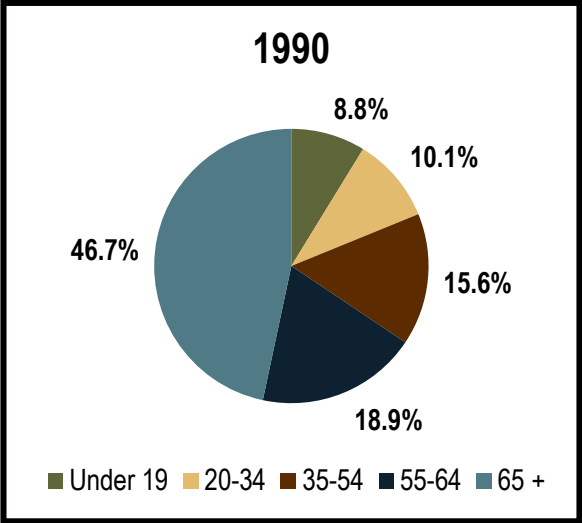


How do we assess workforce capacity needs?

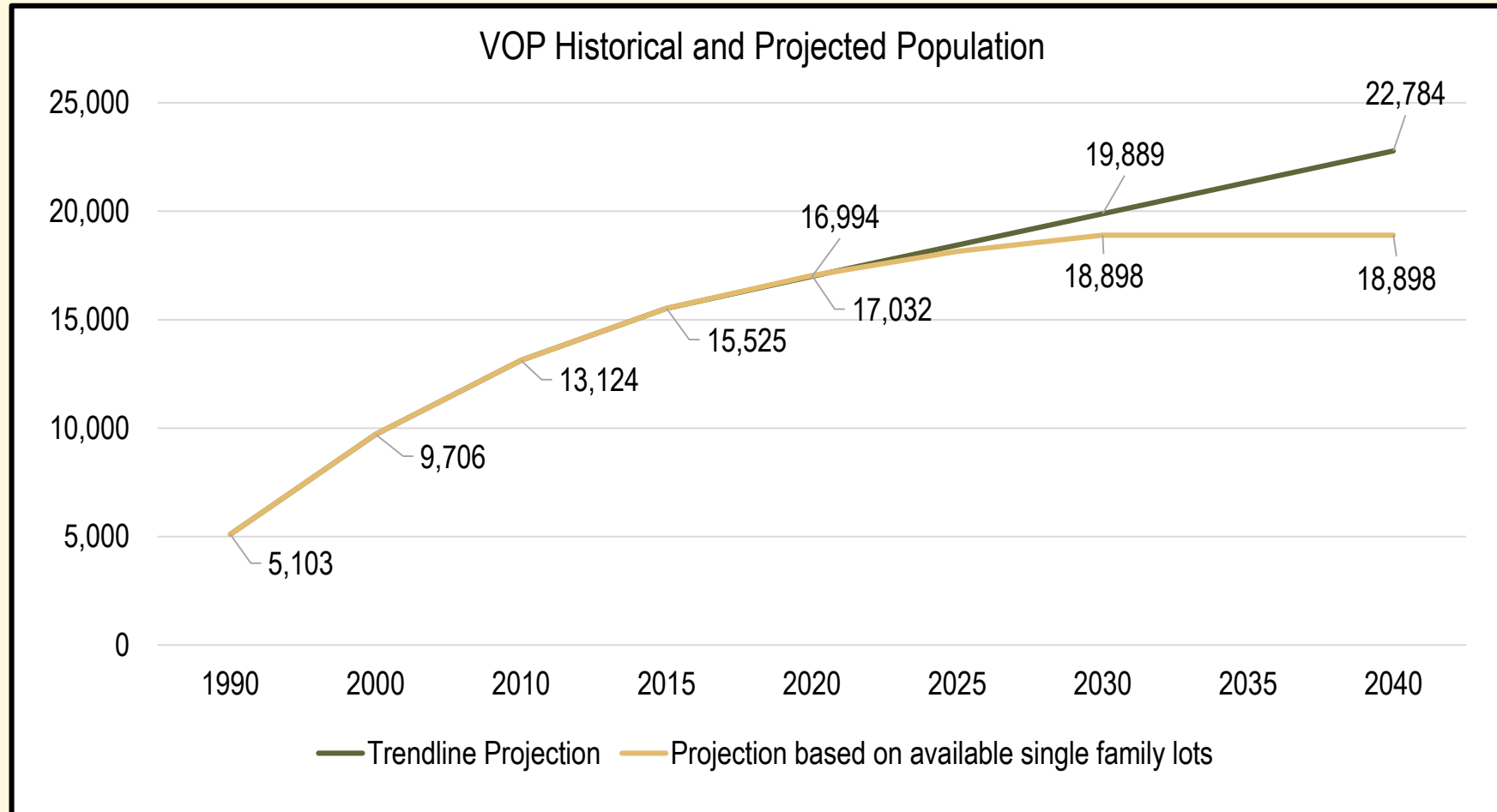
Pinehurst Population and Demographics



Younger residents are becoming an increasing % of Pinehurst's population

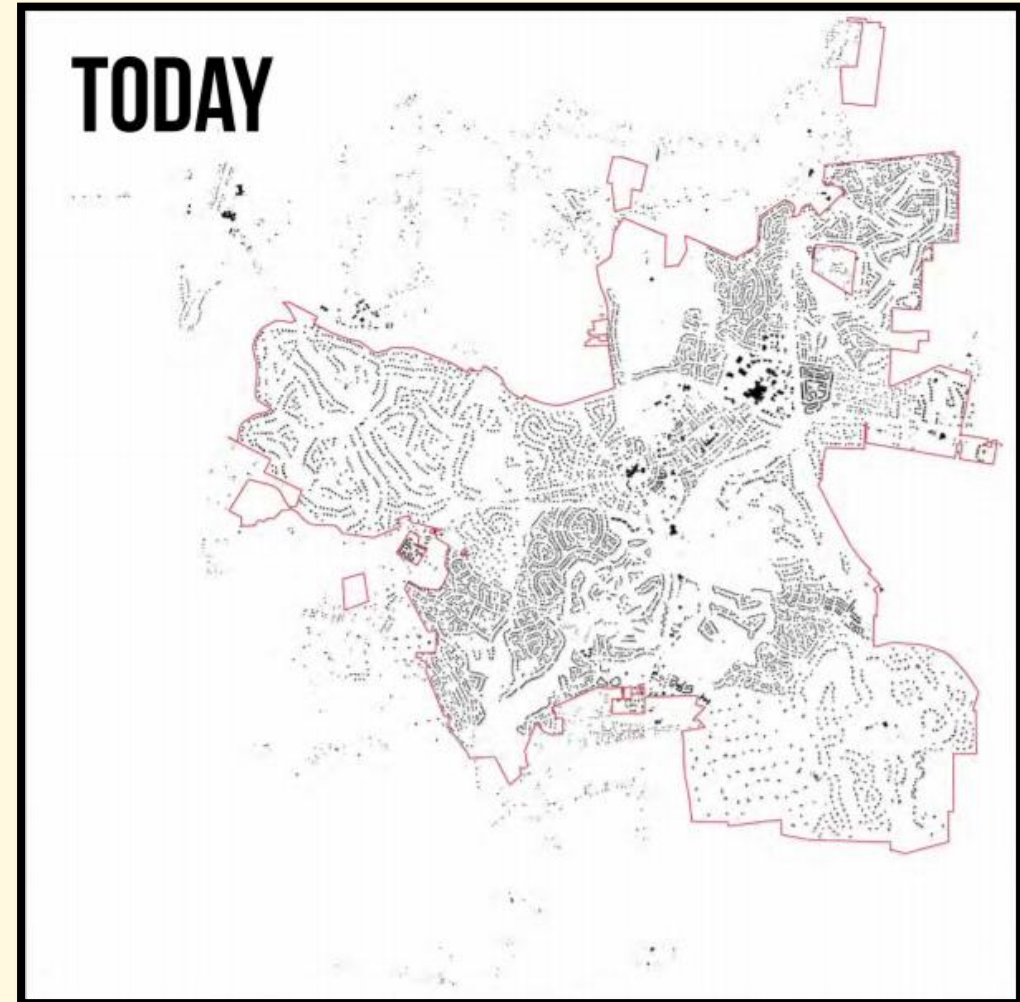
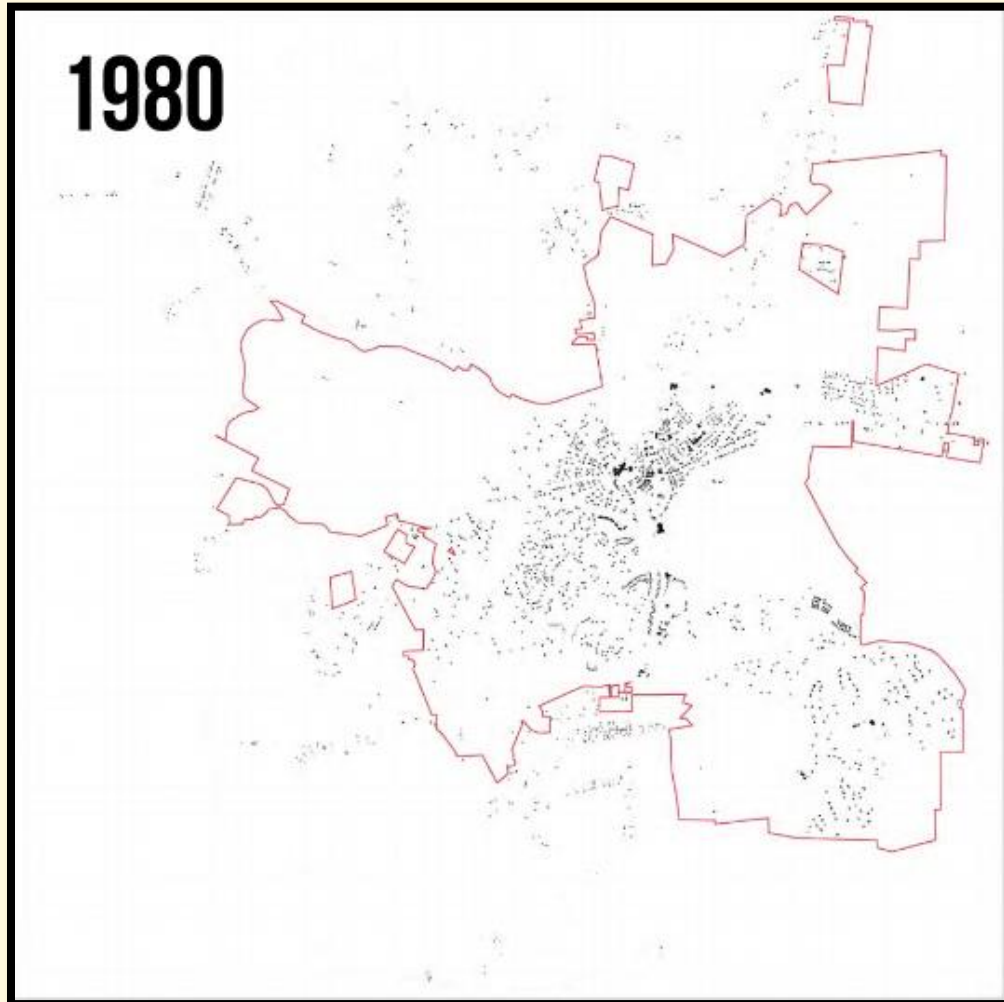


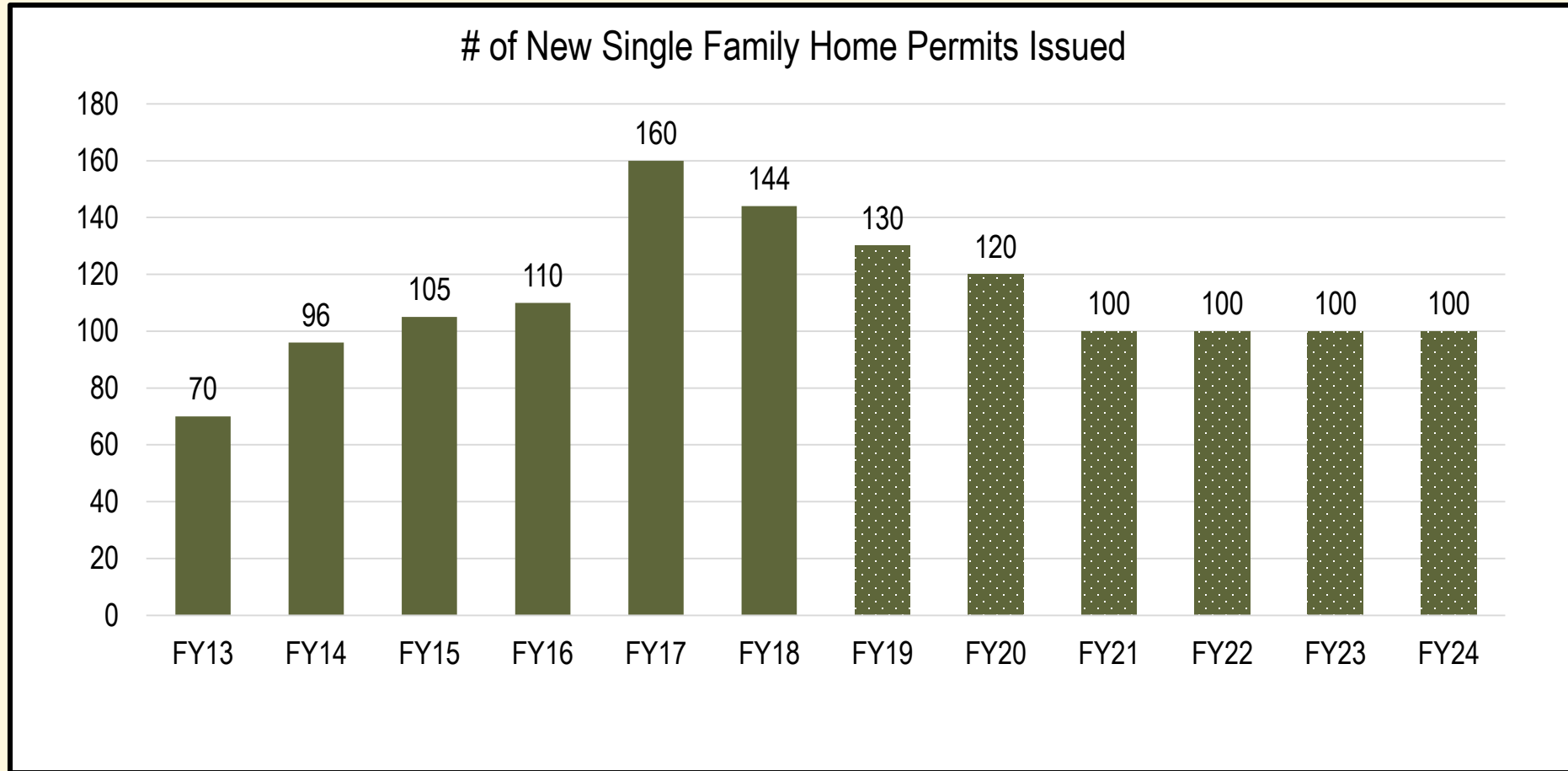
Population Projections



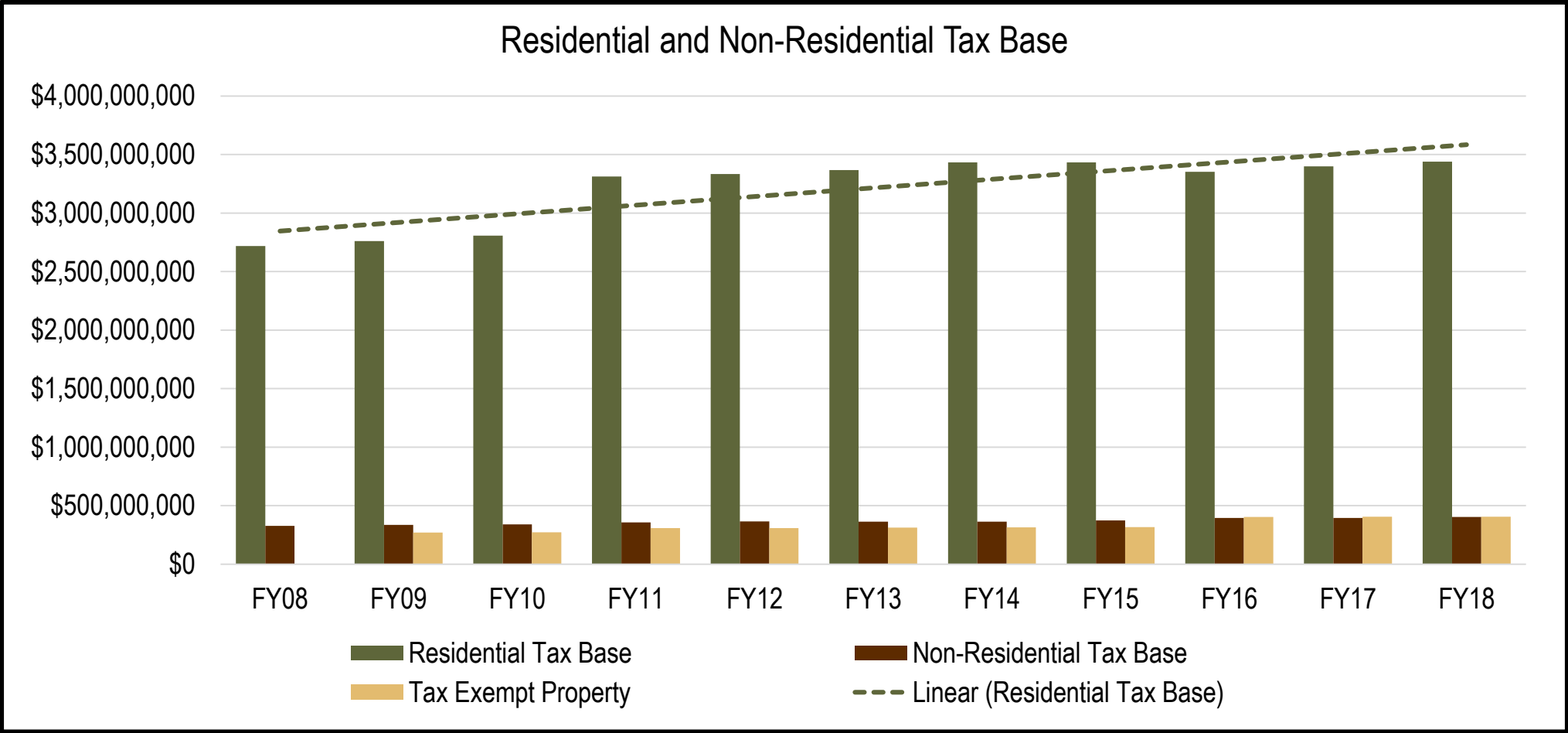
Expect near buildout within existing corporate limits around 2028, one year sooner than estimated this time last year. Population could level off around 19,000 if we do not expand our boundaries.

Development Patterns



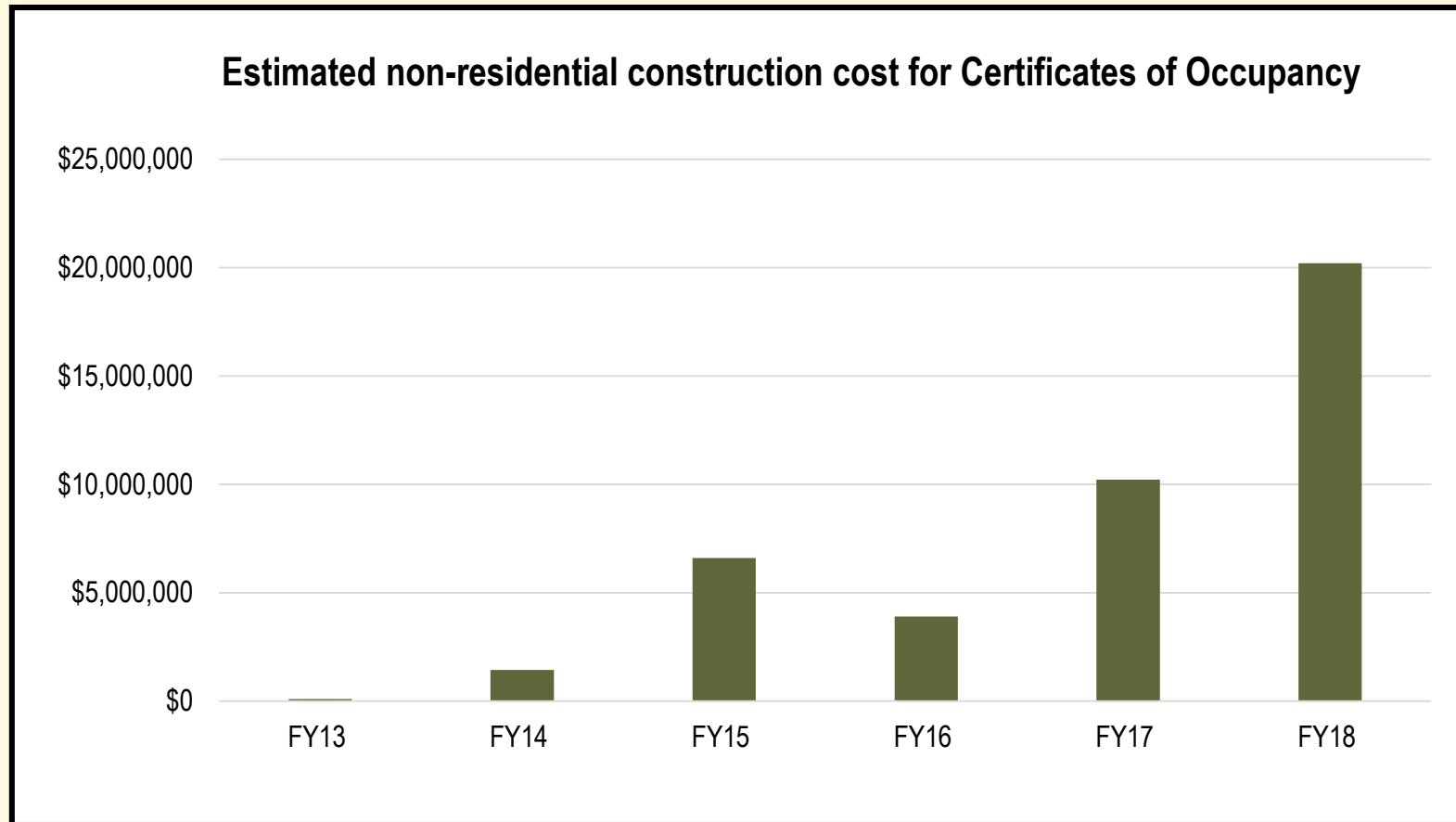


Economists are suggesting a housing market correction may occur in 2019 or 2020 (due to rising interest rates), so have modified projections downward compared to last year's projections.



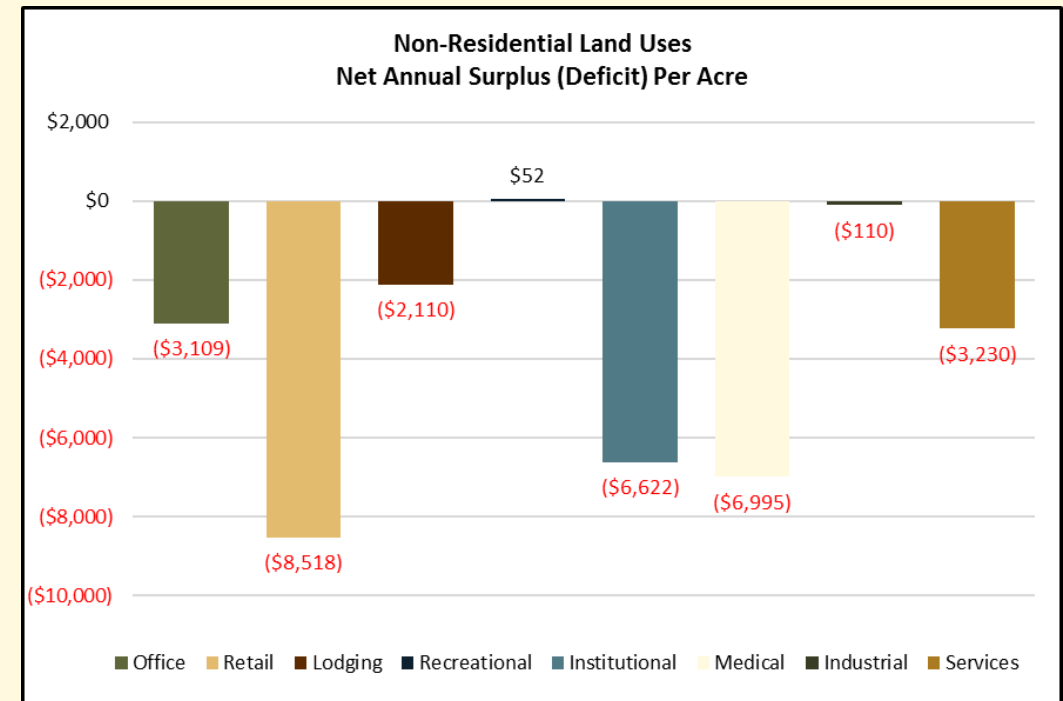
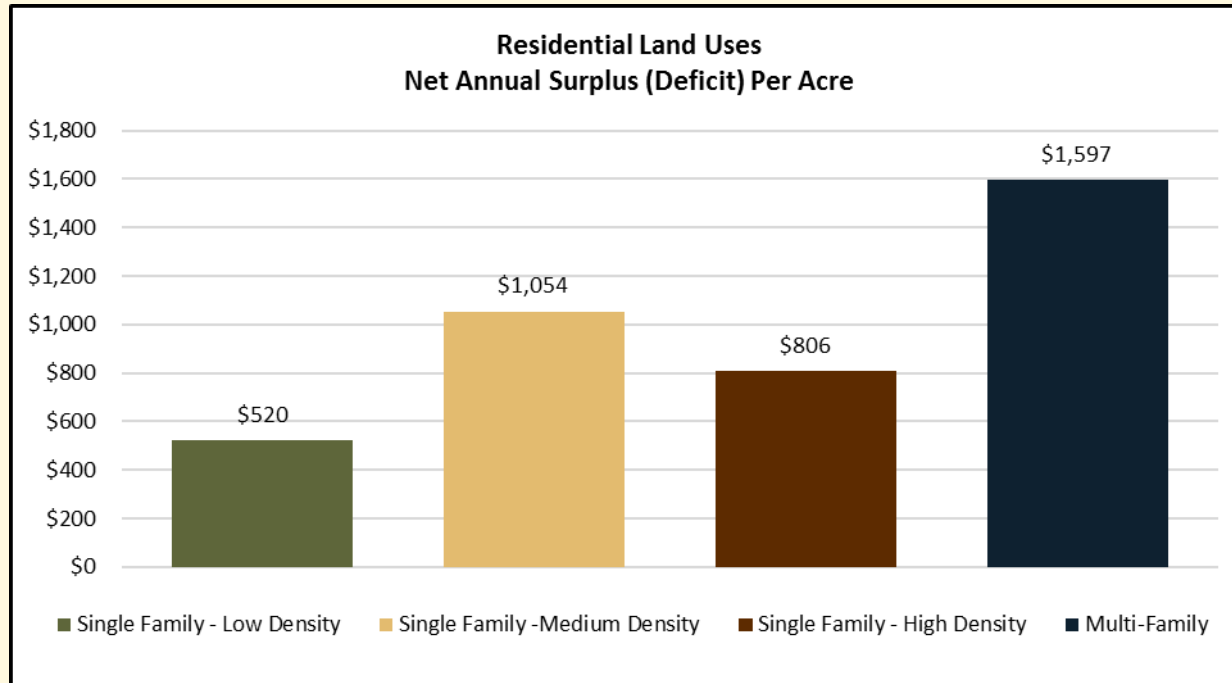
Average of 2.6% growth in the total tax base since FY 2008, with 90% residential tax base.

Non-Residential Development



We are seeing a significant uptick in commercial and multi-family development in the Village. Tax base impact is seen in the following year. Can expect a 5% increase in non-residential tax base for FY19 based on FY18 Certificates of Occupancy.

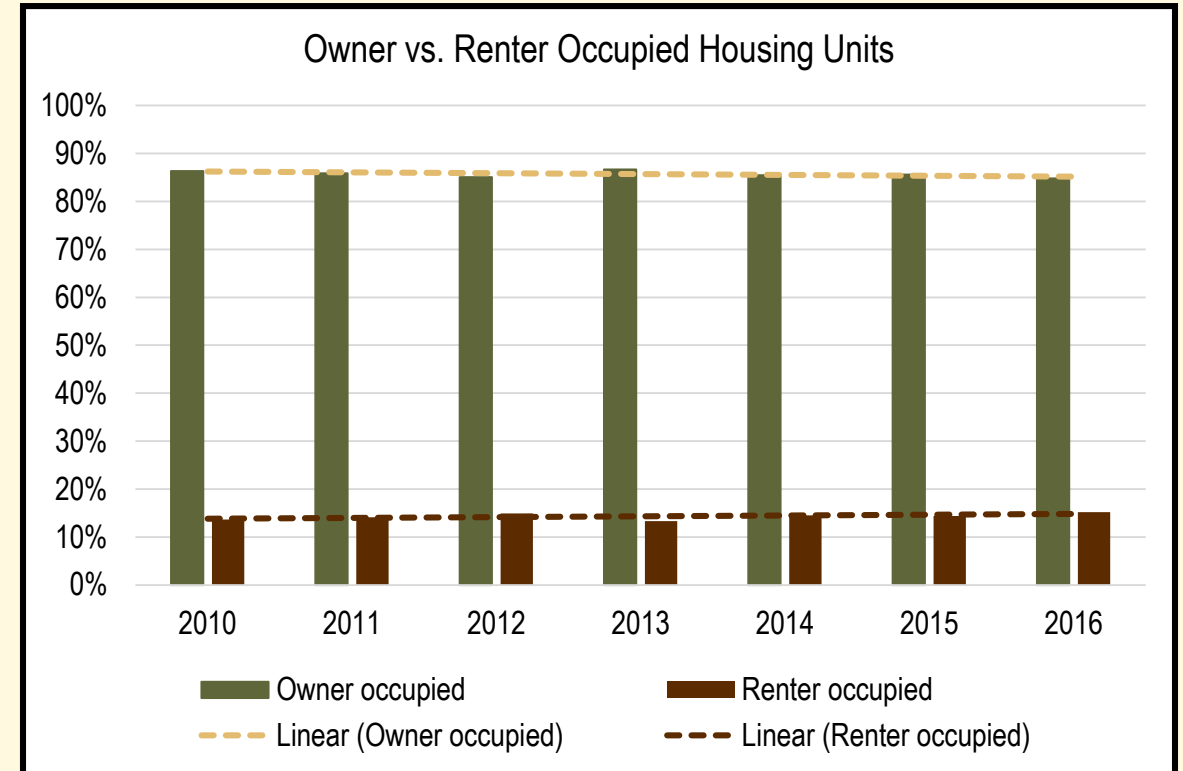
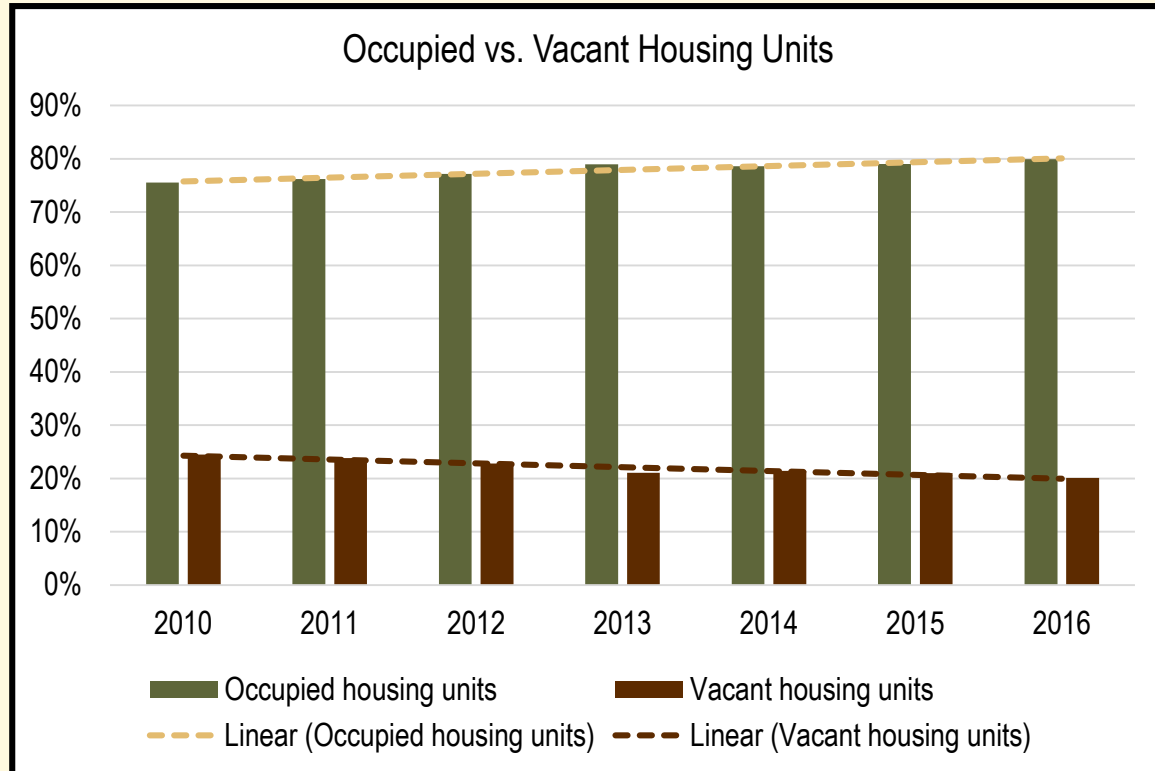
Financial Impact of Development



Development with the most beneficial positive financial impact is residential vs. non-residential.

Source: 2017 Land Use Fiscal Analysis

Housing Characteristics



Source: US Census

Operating Environment and Context – Key Themes



Category	Environmental Trends	Why is this Important?
Community & societal trends	Increase in ST rentals; Tri-city collaboration; harder to retain employees; power outages	ST rentals affect community character & lack regulation; regional planning & cooperation impacts regional area; power outages limit our ability to provide services
Change in workforce generations	Gen X and Y are becoming a larger % of the workforce	May need to adjust policies to promote better work/life balance, communication, mobility, and training & development
Economy:	Low unemployment – lowest in 50 years at 3.7%; CPI at 2.1% last year; Rising interest rates - up 1.25% from last year	Harder to find qualified employees; Financial constraints on the budget; Higher cost of capital if we need to seek financing
Continued population growth	Consistent 9% growth in population every 5 years	May want to expand our ETJ; Increased demand on staff; Increased traffic; Pressure to retain community character
Changing demographics	Higher % of younger residents	School expansion can make us a more desirable place to live; Inc. demands for family activities and events
Development patterns	Approaching buildout in 10 years; Increase in non-residential development and housing market correction in FY19-20	Increase in non-res tax base that costs more to serve per acre; Inc. demands on staff and need for quality development
Housing characteristics	Decline in housing vacancy rates and increase in renter vs. owner occupied	Decreased vacancies means more residents to serve; ST rentals affect community character

The Next Big Thing – Envision the Village



What is the Next Big Thing that Could Impact the Village? Resident Input from Envision the Village

More families and changing demographics

Amount of growth and development - impact on infrastructure and traffic

Quality of development

Public transportation

External Factors Affecting Pinehurst – Employee & Volunteer Input



BSC Goal	KEY External Factors – Employee/Volunteer Input	Why is this important?
Goals 1 – 6 Customer	<ul style="list-style-type: none"> Population increases (2% growth annually) Development pressures (inside and outside of our borders) – approaching buildout Changing development patterns; buildings going vertical Citizen desires expressed through long range comp plan process Changing demographics Pinehurst Elementary School relocation 	<ul style="list-style-type: none"> Increased demand for services/workload placed on staff Increased traffic congestion and need for NCDOT/Village road improvements Need to consider ETJ expansion Detrimental environmental impacts of development (clearcutting lots, stormwater, etc.) Demands for new or different services Temporary loss of recreation facilities; new school for Pinehurst children
Goal 7 – Internal	<ul style="list-style-type: none"> Technology innovations and automation of processes Increasing cybersecurity threats 	<ul style="list-style-type: none"> Increased demand for IT support and training
Goal 8 – Workforce	<ul style="list-style-type: none"> Low unemployment Changing employment laws (e.g. minimum wage increases) 	<ul style="list-style-type: none"> Harder to recruit/pay qualified staff
Goal 9 - Financial	<ul style="list-style-type: none"> CPI and interest rate increases; low unemployment 	<ul style="list-style-type: none"> Increasing cost of labor goods, services, and capital; Slowdown in development and decrease in the rate of tax base growth

External Factors Affecting Pinehurst – SUMMARY



BSC Goal	KEY External Factors	Why is this important
Goals 1 – 6 Customer	<ul style="list-style-type: none"> Population increases (2% growth annually) Changing demographics – higher % of younger residents Development pressures (inside and outside of our borders) – approaching buildout; infrastructure pressures (traffic, stormwater) Decline in the quality of development Changing development patterns; buildings going vertical Citizen desires expressed through long range comp plan process Pinehurst Elementary School relocation Increase in renter occupied vs. owner occupied housing 	<ul style="list-style-type: none"> Increased demand for services/workload placed on staff; Demands for new or different services Increased traffic congestion and need for NCDOT/Village road improvements Detrimental environmental impacts of development (clearcutting lots, stormwater, etc.) Need to find better ways to regulate quality of development Need to consider ETJ expansion Temporary loss of recreation facilities; new school for Pinehurst children Rentals affecting the character of neighborhoods
Goal 7 – Internal	<ul style="list-style-type: none"> Technology innovations and automation of processes Increasing cybersecurity threats 	<ul style="list-style-type: none"> Increased demand for IT support and training
Goal 8 – Workforce	<ul style="list-style-type: none"> Low unemployment Changing employment laws (e.g. minimum wage increases) 	<ul style="list-style-type: none"> Harder to recruit/pay qualified staff
Goal 9 - Financial	<ul style="list-style-type: none"> Economic downturn on the horizon 	<ul style="list-style-type: none"> Slowdown in development and decrease in the rate of tax base growth; financial constraints

30,000 Foot View



Balanced Scorecard



Key Work and Support Processes



Work & Support Systems	BSC Goal	Key Work & Support Processes
Public Safety	Goal 1 – Safeguard the Community	Police services
		Fire/rescue services
Community Development	Goal 2 – Ensure an Attractive Residential Community	Code enforcement
		Permit processing
		Building inspections
	Goal 3 – Ensure a Thriving Business Community	N/A
Mobility & Connectivity	Goal 4 – Provide Multi-Modal Transportation Systems	Street and ROW maintenance
Solid Waste Services	Goal 5 – Protect the Environment	Refuse collection
Recreation & Cultural Programs	Goal 6 – Maintain an Active, Healthy Community	Recreation programs and events
Support Systems	Goal 7 – Professionally Manage a High Performing Organization	Communications
		Board management
	Goal 8 – Attract & Retain an Engaged Workforce	Human resources services
	Goal 9 – Maintain a Healthy Financial Condition	Financial services
		Facility and grounds maintenance
		Fleet management
		Information Technology services

We also utilize key suppliers to perform some key work and support processes:

- Comprehensive long range planning
- Engineering and design services
- Road resurfacing, patching, and shoulder repair
- Solid waste services for certain neighborhoods
- Library services
- Legal services

Review Data & Information

Our framework help us answer three questions:

1. Are we doing as well as we could?
2. *How do we know?*
3. What and how should we improve or change?



Let's see
or *“LeTCI”*

Results: What are the outputs and outcomes we achieve (LeTCI)?

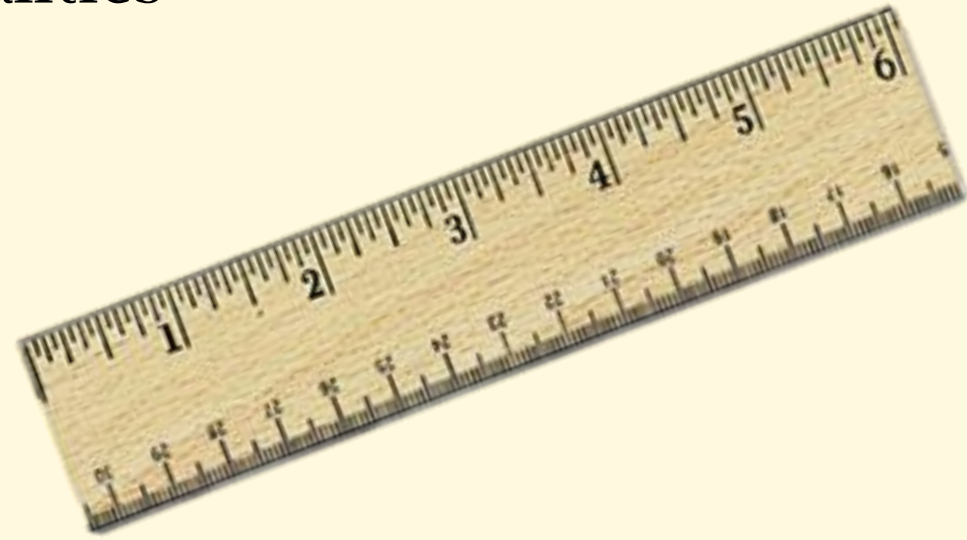
1. **(Le)** Do we have good to excellent performance levels?
2. **(T)** Do we have beneficial, sustained trends over time?
3. **(C)** Do our benchmark comparisons show good relative performance?
4. **(I)** Do we report results for most key processes and requirements?



Performance Measures - Benchmarking



- We benchmark to place our performance results in context
- Where possible, we compare our results to:
 1. Professional standards
 2. US, State, or regional averages
 3. Performance of other municipalities
 4. Private sector performance



Customer Results

Safeguard the Community



BSC Goal	What Does the Data Tell Us?	What Other Data do We Need?
Goal 1 - Safeguard the Community	<ul style="list-style-type: none"> Nearly 100% resident satisfaction with overall feeling of safety and police/fire response times. Although fire response times dipped slightly in FY17 and FY18, resident and business satisfaction ratings with fire responsiveness remain high. Commercial fire inspections completed and projected fall well below the goal. Police officers spend more time proactively patrolling than the industry standard. Expect increase in crime to be at a lower rate than population growth. Traffic enforcement satisfaction is above benchmarks but most dissatisfaction comes from residents of Old Town and Morganton/Monticello. We are doing well clearing crimes. 	<ul style="list-style-type: none"> Look at rate of crime (raw data) Benchmark data for fire response times Police response times with benchmark data



What does the data tell us? What other data do we need?

Ensure an Attractive Residential Community



BSC Goal	What Does the Data Tell Us?	What Other Data do We Need?
Goal 2 - Ensure an Attractive Residential Community	<ul style="list-style-type: none">• Excellent sustained results for overall appearance at 99% resident satisfaction.• Unfavorable trend for satisfaction with quality of new development.• Resident satisfaction with efforts to maintain quality neighborhoods consistently better than benchmarks. Old Town, Morganton/Monticello, and Lake Pinehurst are least satisfied.• VOP real estate is more volatile than Southern Pines.• Increase in residential Certificates of Occupancy the last two years.• Most code enforcement complaints are related to garbage cans.• Morganton/Monticello is consistently one of the lowest neighborhoods satisfied with code enforcement.	<ul style="list-style-type: none">• Split out residential and non-residential additions/alterations from new construction• US census data on vacant homes



What does the data tell us? What other data do we need?

Ensure a Thriving Business Community



BSC Goal	What Does the Data Tell Us?	What Other Data do We Need?
Goal 3 - Ensure a Thriving Business Community	<ul style="list-style-type: none">• Overall, businesses are satisfied with VOP customer service.• Residents do not shop in Village Center because of merchandise options.• We have had an increase in non-residential development.• Decreasing satisfaction of businesses in Village Center with business environment.• The number of visitors to the Welcome Center has increased in the last two years. Approximately 30% are residents.• Saw a decline in first floor occupancy rates in the Village Center in FY18, which fell below goal of 90%	



What does the data tell us? What other data do we need?

Provide Multi-Modal Transportation Systems



BSC Goal	What Does the Data Tell Us?	What Other Data do We Need?
Goal 4 - Provide Multi-Modal Transportation Systems	<ul style="list-style-type: none">• Below ETC benchmark for residents satisfied with street lighting.• Morganton/Monticello and Lake Pinehurst residents have been the least satisfied of all the neighborhoods regarding the availability of walkways.• Lake Pinehurst has been the least satisfied with neighborhood street maintenance for the last three years.• Stormwater complaints on MY VOP decreased in FY18 compared to FY17.	<ul style="list-style-type: none">• Pavement vs. slurry seal for road resurfacing information• More context for % of lane miles with walkways• Use GIS for stormwater maintenance in the future• NCDOT traffic counts



What does the data tell us? What other data do we need?

Protect the Environment



BSC Goal	What Does the Data Tell Us?	What Other Data do We Need?
Goal 5 - Protect the Environment	<ul style="list-style-type: none">• Old Town/Linden/Donald Ross/ Clarendon Gardens and Pinehurst Trace/Midland CC/Taylorhurst had the most return pickups per 1,000 households in FY 18.• Although our solid waste collection points have consistently increased, resident satisfaction with the solid waste services has seen a favorable trend.• Excellent and sustained high levels of satisfaction with all three solid waste services: household trash, yard debris, and recycling• High levels of refuse diversion, with an increasing percentage of residents participating in recycling	<ul style="list-style-type: none">• More benchmarks for solid waste complaints per collection point



What does the data tell us? What other data do we need?

Maintain an Active, Healthy Community



BSC Goal	What Does the Data Tell Us?	What Other Data do We Need?
Goal 6 - Maintain an Active, Healthy Community	<ul style="list-style-type: none">• Sustained excellent results for overall resident satisfaction with P&R programs.• Well below benchmark for developed parks per 1,000 population.• When residents are satisfied with the quality of youth recreation programs, they also think the VOP is a good place to raise children.• The least satisfied age group regarding the quality of youth recreation programs and the quality of indoor recreation facilities is ages 35-54 (parents of youth).• Approximately $\frac{3}{4}$ of participants in athletics and recreation programs are residents.• Satisfaction with indoor recreation facilities is projected to be significantly impacted with the new Community Center.	<ul style="list-style-type: none">• Number of athletic and recreation program participants peer comparisons per capita to determine relative performance.• Health statistics (obesity, etc.) from Health Department.



What does the data tell us? What other data do we need?

Internal Results

Professionally Manage a High Performing Organization



BSC Goal	What Does the Data Tell Us?	What Other Data do We Need?
Goal 7 – Professionally Manage a High Performing Organization	<ul style="list-style-type: none"> • Our residents and businesses love the overall quality of life in the VOP and excellent results for likely to recommend the Village as a place to live or do business that are better than benchmark communities. • Old Town has been the least satisfied with level of public involvement in local decisions for last three years, but overall results exceed 3 of 4 comparisons. • Positive and sustained results for resident satisfaction with tax value, communications, customer service, and achievement of mission. • Businesses in the Village Center are less likely to recommend. • High levels of resident satisfaction with Village management and elected officials. • Declining levels of FTEs per million \$ revenue may indicate need to evaluate staffing levels. 	<ul style="list-style-type: none"> • Distinguish the difference between communication vs. efforts to inform • Add more employee survey results for leadership/communication • Need peer comparisons for full-time equivalents per million \$ of revenue to help assess staffing levels. • Need benchmark comparisons for business satisfaction with Village communications.

What does the data tell us? What other data do we need?



Professionally Manage a High Performing Organization



Key Supplier	Services	FY18 Grade
Town Planning & Urban Design Collaborative	Long Range Planning	B
McGill Associates	Engineering	A
Brooks Hauling, Grading, & Landscape Services	Solid Waste Services	A
Becky's Rubbish	Solid Waste Services	A
Brooks Hauling, Grading, & Landscape Services	Solid Waste Services	A
Lofton Garbage Service	Solid Waste Services	A
Roberson's Unique Sanitation	Solid Waste Services	A
Waste Management of Carolinas, Inc.	Solid Waste Services	A
Van Camp, Meachum, & Newman	Legal Services	B



What does the data tell us? What other data do we need?

Workforce Results

Attract & Retain an Engaged Workforce



BSC Goal	What Does the Data Tell Us?	What Other Data do We Need?
Goal 8 – Attract & Retain an Engaged Workforce	<ul style="list-style-type: none">• Favorable trend over last three years for employee agreement ratings; Employees and volunteers like their jobs.• Increase in turnover within first year of employment. May correlate with lower unemployment rates or indicate need to increase effectiveness of recruitment efforts.• Succession planning efforts have positively impacted employee professional development ratings.• Areas for improvement based on employee survey results include: management follow through, communication, and using employee feedback; performance evaluations; evaluate health insurance benefits; and address workforce capacity issues	<ul style="list-style-type: none">• Volunteer satisfaction segmented by committee and benchmark comparisons• Benchmark comparisons for turnover rates to determine relative performance; Analysis of causes of turnover based on exit interviews to determine root cause and actions that can be taken to reduce turnover rates• Turnover rates segmented by department and role



What does the data tell us? What other data do we need?

Financial Results

Maintain a Healthy Financial Condition



BSC Goal	What Does the Data Tell Us?	What Other Data do We Need?
Goal 9 – Maintain a Healthy Financial Condition	<ul style="list-style-type: none"> Total fund balance in the General Fund steadily increased from FY 14 to FY18, with fund balance as a % of actual expenditures above two peer comparisons in FY18. VOP generally keeps less unassigned fund balance less than our peer group. Revenues as a % of original and final budgeted amounts in the General Fund are consistently closer to 100% than our peer group. General Fund expenditures as a % of original and final budgeted expenditures has on average been approximately 93% and 90% and the CIP assumes 95%. VOP has amended its original budget only 3.5% on average (FY14-FY17). VOP per capita revenues have been and are projected to remain at approximately \$1,100 per resident. The 5-year financial forecast indicates the VOP to spend more per capita in next 5 years than in last 5. Fair Barn utilization and profitability is solid; Harness Track utilization and profitability slipped in FY18. 	<ul style="list-style-type: none"> Comparison and analysis of VOP and peer group tax base, segmented by residential and non-residential, with comparison of tax revenue generated by residential and non-residential tax base.



What does the data tell us? What other data do we need?

Data Review Wrap-Up



SOAR Analysis

SOAR Analysis identifies organizational:

- ✓ **Strengths** - What are our greatest strengths that we can build on? What are we proud of?
- ✓ **Opportunities** - What prospects are there for new or modified services or processes?
- ✓ **Aspirations** - What is our preferred future?
- ✓ **Results** - What results will tell us if we are succeeding?

Senior Leaders conducted a SOAR Analysis on November 9th as a basis for Council discussion and affirmation.

SOAR Analysis – In addition to FY19 SOAR Analysis, used the following inputs:

1. Strengths

- Community Survey: What residents like most about living in Pinehurst

2. Opportunities

- 2010 Comp Plan: Long term opportunities identified
- Community Survey: What residents like least about living in Pinehurst
- Community & Business Surveys: Suggestions on what we could change to better serve residents
- Community Survey: Importance/Satisfaction analysis
- Employee/Volunteer Input: Changes we could we make to better serve our customers
- ETV Visioning Workshop: Destinations
- ETV Visioning Workshop: Modes of transportation

3. Aspirations

- ETV Visioning Workshop: Writing wall – Words that describe your desired Pinehurst of the future

4. Results

- Balanced Scorecard and other data/information

Strengths (Proposed):

1. Safe community
2. Small-town feel – quiet, peaceful and charming
3. Village appearance is beautiful, attractive, and clean
4. Access to excellent regional healthcare facilities
5. Access to world-class golf facilities
6. Pinehurst brand & history
7. Experienced Village staff
8. Focus on continuous improvement
9. Leverage technology
10. Engaged volunteers
11. Strong financial position

What are our greatest strengths that we can build on? What are we proud of?

Opportunities (Proposed):

1. Implement Comprehensive Long-Range Plan recommendations
2. Develop small area plans for mixed use centers (Village Place, Rattlesnake Trail, Pinehurst South)
3. Investigate the feasibility of municipal facilities, including a public library, theater/performing arts center, and outdoor amphitheater
4. Investigate the feasibility of neighborhood parks and community gardens
5. Make public improvements in Village Place including a constructing a centralized public parking facility, expanding streetscape enhancements and burying utility lines
6. Make road and/or intersection improvements (roundabouts, turn lanes, etc.)
7. Create a walkable, connected community
8. Expand the use of GIS in all Village departments
9. Develop a systematic process to evaluate and analyze staff capacity

What prospects are there for new or modified services or processes?

Aspirations (Proposed):

1. The best residential and resort destination community in the country
2. The best place to “Live and Work from Home”
3. A walkable, connected community
4. A recognized cultural arts destination
5. A vibrant Village Center with plenty of specialty shopping, restaurants, and cultural activities (e.g. redevelop Village Place)

Results (Proposed):

1. High levels of stakeholder satisfaction (residents, businesses, employees, & volunteers)
2. **Project completion on-schedule and under budget**
3. National recognitions and awards
4. Housing trends (vacancies, home values, days on market)
5. Tax base (residential/non-residential)
6. **# of short term rentals;** Census data – owner occupied vs. renter
7. **Hotel occupancy rates**
8. **New business openings/# of square feet expansion in Village Center and Village Place**
9. Harness Track occupancy rate/Fair Barn rental rates
10. **Comprehensive Plan implementation status**
11. **Employee workload indicators**

What results will tell us if we are succeeding?

Strategic Advantages & Challenges

Strategic Advantages & Challenges



Strategic advantages are sources of current and future competitive success that arise from core competencies and/or strategically important external resources.

Strategic challenges are pressures that exert an influence on the likelihood of our future success.

Senior Leaders identified strategic advantages and challenges on November 9th as a basis for Council discussion and affirmation.



We should be able to identify how we leverage strategic advantages and address challenges to achieve strategic objectives on the BSC.

FY 2020 KEY Strategic Advantages & Challenges - Proposed



Strategic advantages - sources of current and future competitive success that arise from core competencies and/or strategically important external resources.

Strategic challenges - pressures that exert an influence on the likelihood of our future success.

KEY Strategic Advantages	KEY Strategic Challenges
<ol style="list-style-type: none">1. Integrated and extensive use of technology2. Culture of continuous improvement3. Talented employees and volunteers4. Strong financial condition	<ol style="list-style-type: none">1. Creating a walkable community2. The increase of cost in doing business3. Changes in the housing market (e.g. lower values, more rentals, & aging housing stock)4. Responding to increased demand for services and changing needs due to growth5. Attracting and retaining workforce members (employees and volunteers)6. Managing development and the impact of growth on the character of the Village (traffic, lot clearcutting, etc.)

Wrap Up/Evaluation

Retreat Objectives – Did we Accomplish These?

- 1. Review results and data:**
 - What does the data tell us?
 - What other data do we need?
- 2. Affirm SOAR analysis**
- 3. Affirm strategic advantages and challenges**

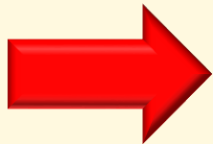
Next Steps



Senior Leaders Pre-Retreat Meeting –Nov 8th



Council Pre-Retreat Meeting - Nov 29th



Council Strategic Planning Retreat - Dec 4th & 5th

Next Steps



What to Expect at the December 4th and 5th Village Council Retreat December?

- A smaller group of Council, Village Managers, Finance Director, HR Director, and IT Director
- More discussion on our long-term future and future plans of key stakeholders including the Resort, Moore County, and the medical community
- Discussion with Comp Plan consultant, Matt Noonkester about Envision the Village and growth scenarios

Review Draft Agenda

Pre-Retreat Meeting Evaluation



Plus	Delta



Thank you for your participation and contribution!!