1895

VILLAGE OF

PINEHURST

History, Charm, & Southern Hospitality.

Vision

The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities.

Mission

Preserve and enhance the community's character and ambience by guiding growth, managing change, and providing services in a financially responsible manner.

Values

Competent
Courteous
Professional
Responsive

VILLAGE OF PINEHURST 1895

FY 2016 Strategic Planning Retreat – Assembly Hall
December 4 and 5, 2014

Day One, December 4th 1:00 p.m. – 1:10 p.m.	Introduction ▪ Welcome and ground rules ▪ Review VOP Strategic Planning Process	Deb, Natalie, All
1:10 p.m. – 1:55 p.m.	MVV & Core Competencies ▪ Review & affirm Mission, Vision, Values, and Core Competencies ▪ Validated community perception	Deb, Natalie, All
1:55 p.m. – 2:55 p.m.	Review of Key Data ▪ Leadership & governance results ▪ Customer results ▪ Workforce results ▪ Operational results ▪ 2015 Strategic Plan review	Natalie, John, and Angie
2:55 p.m. – 3:15 p.m.	External Environmental Scan ▪ Demographics ▪ Economic and financial environment ▪ Constituent needs	Deb, John, Natalie, All
3:15 p.m. – 3:45 p.m.	SWOT Analysis ▪ Discover & agree on strengths, weaknesses, opportunities, and threats	Deb, All
3:45 p.m. – 4:05 p.m.	Define Strategic Advantages & Challenges	Deb, All
4:05 p.m. – 4:15 p.m.	Process for Evaluating New Ideas ▪ Review and affirm a process for new ideas/initiatives	Deb, All
4:15 p.m. – 5:00 p.m.	Presentation of BIRDIE recommendation – Evaluate needs for Indoor Recreation Facilities	BIRDIE Team

Day Two, December 5th 8:30 a.m. – 10:30 a.m.	Strategic Objectives – Ensuring Long Term Sustainability ▪ Review high performing models ▪ Update strategic objectives for FY 2016	Deb, Natalie, All
10:30 a.m. – 11:00 a.m.	Strategic Goals ▪ Review high performing models ▪ Map key goals to strategic objectives ▪ Prioritize key goals	Deb, Natalie, All
11:00 a.m. – 12:15 p.m.	Balanced Scorecard ▪ Update BSC performance measures for goals	Deb, Natalie, All
12:15 p.m. – 12:45 p.m.	Lunch	All
12:45 p.m. – 2:45 p.m.	New and Ongoing Strategic Initiatives ▪ Identify short term initiatives ▪ Identify long term initiatives	Deb, All
2:45 p.m. – 3:45 p.m.	Ideas for the Long Term Future of the Village ▪ Generate Future Long Term Strategic Opportunities ▪ Anticipate future core competencies	Deb, All
3:45 p.m. – 4:00 p.m.	Wrap up and Next Steps	Deb, All

* Times are approximate and include breaks.

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Core Values and Concepts

These beliefs and behaviors are embedded in high-preforming organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action, feedback, and sustainability. A few core values are listed below:

Focus on the Future

Ensuring an organization's sustainability requires an understanding of the short- and longer-term factors that affect the organization and its marketplace. Identification of key external environmental factors is important even though their outcomes may be less predictable. The pursuit of sustained growth and performance leadership requires a strong future orientation and a willingness to make long-term commitments to key stakeholders – your customers, workforce, suppliers, partners, and stockholder; the public; and your community. It also requires the agility to modify places when circumstances warrant.

Your organization's planning should anticipate many factors, such as customers' expectations; new business and partnering opportunities; unexpected crises, including changing economic conditions; workforce capacity and capability needs; the competitive global marketplace; technological developments; changes in customer and market segments; new business models; evolving regulatory requirements; changes in community and societal expectations and needs; and strategic moves by competitors. Your strategic objectives and your resource allocations need to accommodate these influences. A focus on the future includes developing your leaders, workforce, and suppliers; accomplishing effective succession planning; creating a supportive environment for taking intelligent risks and encouraging innovation; and anticipating societal responsibilities and concerns.

Managing for Innovation

Innovation means making meaningful change to improve your organization's products, services, programs, processes, operations, and business model, with the purpose of creating new value for stakeholders. Innovation should lead your organization to new dimensions of performance. Innovation requires a supportive environment, a process for identifying strategic opportunities, and the pursuit of intelligent risks.

Innovation is no longer strictly the purview of the research and development departments; innovation is important for all aspects of your operations and all work systems and work processes. Your organization should be led and managed so that taking intelligent risks becomes part of the learning culture. Innovation should be integrated into daily work and be supported by your performance improvement system. Systematic processes for identifying strategic opportunities should reach across your entire organization.

Innovation builds on the accumulated knowledge of your organization and its people. Therefore, the ability to rapidly disseminate and capitalize on this knowledge is critical to driving organizational innovation.

Management by Fact

Organizations depend on the measurement and analysis of performance. Measurements should derive from business needs and strategy, and they should provide critical data and information about key processes, outputs, results, and outcomes. Organizations need many types of data and information for performance management. Performance measurement should include measurement of customer, product, and process performance; comparisons of operational, market, and competitive performance; supplier, workforce, partner, cost, and financial performance; governance and compliance results; and accomplishment of strategic objectives.

To facilitate analysis, data should be segmented by, for example, markets, product lines, and workforce groups. Analysis means extracting larger meaning from data and information to support evaluation, decision making, improvement, and innovation. It entails using data to determine trends, projections, and cause-and-effect relationships that might not otherwise be evident. Analysis supports a variety of purposes, such as planning, reviewing your overall performance, improving operations, accomplishing change management, and comparing your performance with competitors' or with best-practice benchmarks.

A major consideration in performance improvement and change management is the selection and use of performance measures or indicators. *The measures or indicators you select should best represent the factors that lead to improved customer, operational, financial, and societal performance. A comprehensive set of measures or indicators tied to customer and organizational performance requirements provides a clear basis for aligning all processes with your organization's goals.* You may need measures and indicators to support you in making decisions in a rapidly changing environment. By analyzing data from your tracking processes, you can evaluate the measures or indicators themselves and change them to better support your goals.

Focus on Results and Creating Value

Your organization's performance measurements need to focus on key results. Results should be used to create and balance value for your key stakeholders – your customers, workforce, stockholders, suppliers, and partners; the public; and the community.

By creating value for key stakeholders, your organization builds loyalty, contributes to growing the economy, and contributes to society. To meet the sometimes conflicting and changing aims that balancing value implies, your organizational strategy should explicitly include key stakeholder requirements. This will help ensure that plans and actions meet differing stakeholder needs and avoid adverse impacts on any stakeholders. A balanced composite of leading and lagging performance measures is an effective means to communicate short- and longer-term priorities, monitor actual performance, and provide a clear basis for improving results.