



Balanced Scorecard

The FY 2019 Village of Pinehurst Balanced Scorecard (BSC), by perspective, is shown below:

FY 2019 Balanced Scorecard										
MISSION: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.										
	Goal We intend to...	Strategic Objective How we will...	KPI Description How do we know...	FY 17	FY 18	FY 19		FY 23		
				Actual	Proj	Goal	Proj	Goal	Proj	
Customer	Safeguard the community	Deliver effective public safety services	% of residents whose overall feeling of safety in the Village is good or excellent	100%	99%	95%	99%	95%	99%	
			% of residents satisfied with how quickly fire personnel respond to emergencies	100%	99%	95%	99%	95%	99%	
			% of residents satisfied with the enforcement of local traffic laws	91%	89%	90%	90%	90%	90%	
	Ensure an attractive residential community	Maintain and enhance the appearance of public spaces	% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	95%	99%	95%	99%	
			Ensure compliance with Village codes and ordinances	84%	85%	85%	85%	85%	85%	
			<i>Ensure quality residential development AOF</i>	% of residents satisfied with Village efforts to maintain the quality of neighborhoods	87%	89%	90%	88%	90%	88%
	Ensure a thriving business community	<i>Ensure quality business development AOF</i>	1st floor occupancy rate in the Village Center	95%	90%	90%	90%	90%	90%	
			% of businesses likely to recommend the Village as a business location	95%	90%	90%	90%	90%	90%	
	Provide multimodal transportation systems	Provide interconnected pedestrian facilities	% of residents satisfied with the availability of sidewalks	71%	70%	70%	70%	75%	75%	
			% of residents satisfied with the availability of greenway/walking trails	95%	90%	90%	93%	90%	93%	
			<i>Maintain high quality streets AOF</i>	% of residents satisfied with the adequacy of street lighting	72%	72%	70%	72%	75%	75%
			% residents satisfied with street and right of way maintenance	84%	87%	90%	90%	90%	90%	
	Protect the environment	Provide effective and efficient solid waste collection services	% of residents satisfied with solid waste services	96%	96%	95%	96%	95%	96%	
		Reduce, reuse, and recycle resources	% of refuse diverted from the landfill	34%	35%	35%	35%	35%	35%	
	Maintain an active, healthy community	<i>Provide recreation programs and events for all ages AOF</i>	% of residents satisfied with P&R programs	98%	95%	95%	96%	95%	96%	
% of residents satisfied with Village sponsored cultural arts events			98%	95%	95%	95%	95%	95%		
Internal	Professionally manage a high performing organization	Enhance community engagement	% of residents satisfied with Village communications	94%	95%	95%	95%	95%	95%	
		% of residents satisfied with the level of public involvement in local decisions	79%	85%	85%	85%	85%	85%		
	Continuously improve and innovate	Full time equivalents per million \$ of revenue	7.62	7.26	8.00	7.70	8.00	7.33		
		% of residents satisfied with the value received for taxes paid	94%	91%	90%	92%	90%	92%		
Workforce	Attract & retain an engaged workforce	Provide a supportive and rewarding work environment	% of employees who agree that overall they are satisfied with their job	97%	95%	95%	95%	95%	95%	
		% of volunteers satisfied with the volunteer experience	100%	96%	95%	97%	95%	97%		
Financial	Maintain a healthy financial condition	Meet or exceed established financial targets	Unassigned GF fund balance as a % of actual expenditures	43%	28%	30%	40%	30%	32%	
		Maintain capital assets	Capital asset condition ratio	45%	44%	50%	44%	50%	46%	

Items in red are Areas of Focus (AOF) for FY 2019 based on VOP performance levels relative to benchmarks and comparisons, strategic challenges, strategic opportunities, and resident priorities for improvement.