



Balanced Scorecard

The FY 2020 Village of Pinehurst Balanced Scorecard (BSC), by perspective, is shown below:

FY 2020 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...	Actual FY 18	Est FY 19	Proj FY 20	Goal FY 20
Customer	Safeguard the community	Deliver effective fire and rescue services	% of residents satisfied with fire services	100%	99%	99%	95%
			% of residents satisfied with how quickly fire personnel respond to emergencies	100%	99%	99%	95%
			Fire incident rates per 1,000 residents	0.26	0.20	0.29	<0.35
		Deliver effective police services	% of residents whose overall feeling of safety in the Village is good or excellent	100%	99%	99%	95%
			% of residents satisfied with police services	98%	95%	95%	95%
			Crime rate per 1,000 residents	48.4	38.0	47.1	<55.0
	Promote high quality development and appearance	Maintain and enhance the appearance of public spaces	% of residents who rate the overall appearance of the Village as good or excellent	99%	99%	99%	95%
			% of residents satisfied with the enforcement of Village codes and ordinances	85%	85%	85%	85%
		Manage development and enforce codes and ordinances AOF	% of residents satisfied with the quality of new development	80%	80%	80%	85%
			% of residents satisfied with Village efforts to maintain the quality of neighborhoods	88%	88%	88%	90%
	Promote a thriving business community	Engage and partner with Pinehurst businesses	% of businesses likely to recommend the Village as a business location	88%	90%	90%	90%
	Promote transportation mobility and connectivity	Provide interconnected pedestrian facilities AOF	% of residents satisfied with the availability of walkways	72%	70%	70%	70%
			% of residents satisfied with the availability of greenway/walking trails	93%	93%	93%	90%
		Maintain high quality streets AOF	% of residents satisfied with the adequacy of street lighting	71%	71%	71%	70%
			% residents satisfied with street and right of way maintenance	88%	90%	90%	90%
	Protect the environment	Manage stormwater systems	% of residents satisfied with the quality of stormwater management	82%	75%	75%	80%
			Provide effective and efficient solid waste collection services	% of residents satisfied with solid waste services	98%	96%	96%
		Reduce, reuse, and recycle resources	% of residents satisfied with promotion of natural resource conservation	93%	87%	90%	90%
			% of refuse diverted from the landfill	34%	30%	28%	30%
	Promote active living and cultural opportunities	Provide recreation programs, facilities, and cultural events AOF	% of residents satisfied with P&R programs	97%	96%	96%	95%
% of residents satisfied with P&R facilities			95%	95%	95%	95%	
% of residents satisfied with Village sponsored cultural arts events			94%	95%	95%	95%	
Internal	Professionally manage a high performing organization	Communicate with and engage the community	% of residents satisfied with Village communications	96%	95%	95%	95%
			% of residents satisfied with the level of public involvement in local decisions	87%	85%	85%	85%
		Provide a high level of customer service	% of residents satisfied with customer service provided by VOP staff	98%	98%	98%	95%
		Continuously improve and innovate	% of residents satisfied with the value received for taxes paid	92%	92%	92%	90%
Maintain Village assets	% of depreciable life remaining on assets	45%	44%	49%	50%		
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	98%	97%	97%	95%
			% of volunteers satisfied with the volunteer experience	98%	97%	97%	95%
Financial	Maintain a healthy financial condition	Meet or exceed established financial targets	Total General Fund fund balance as a % of actual expenditures	64.0%	31.1%	42.2%	>30.0%