Town of Westlake
Balanced Scorecard Strategic Planning & Management System

Mission & Vision	Objectives	Performance Measures
Vision An oasis of natural beauty that maintains our open spaces in balance with distinctive development, trails, and quality of life amenities amidst an ever expanding urban landscape. **Mission** Westlake is a unique community blending preservation of our natural environment and viewscapes, while serving our residents and businesses with superior municipal and academic services that are accessible, efficient, cost-effective, and transparent.	**Perspective: Citizen, Student, & Stakeholders (CSS)**	
	Preserve Desirability & Quality of Life	• Alignment between comp plan, zoning & dev. Regulations • Ratio of exemplary schools in/around Westlake • Enrollment composite (capacity vs. wait list) • Student successes from WA • Direction Finder survey results
	Increase CSS Satisfaction	• Attrition rate • Average length of time residents live in Westlake • Percentage of leavers (all) • External validation points (awards per year) • Direction Finder survey results • Percentage of violations issued to residents due to failure to meet development/code requirements

Strategic Themes & Results				Objectives	Performance Measures
Theme: Natural Oasis Result: Preserve and maintain a perfect blend of the community's natural beauty.	**Theme: Exemplary Service & Governance** Result: We set the standard by delivering unparalleled municipal and educational services at the lowest cost.	**Theme: High Quality Planning, Design, & Development** Result: We are a desirable, well planned, high-quality community that is distinguished by exemplary design standards.	**Theme: Exemplary Education – Westlake Academy** Result: Westlake is an international educational leader where each individual's potential is maximized.	**Perspective: Financial Stewardship**	
				Increase Financial Capacity / Reserves	• Fund Balance • Quarterly financial report data
				Increase Revenue Streams	• Local revenue monitoring • Percent of revenues budgeted

Strategy Map	Objectives	Performance Measures
	Perspective: Municipal & Academic Operations	
	Maximize Efficiencies & Effectiveness	• Percentage of time spent on Q2 planning and implementation • Number of policies and procedures updated/passed (quarterly) • Number of internal processes reviewed and updated each quarter
	Encourage Westlake's Unique Sense of Place	• Percentage of first submission plans that meet environment/development goals • Percentage of CSS participation events/meetings
	Increase Transparency, Accessibility & Communications	• Increased survey completion (All) • DF survey (effectiveness of town communications, effort to keep residents informed, opportunities for public input and availability of town records) • Email/website statistics
	Perspective: People, Facilities, & Technology	
	Attract, Recruit, Retain & Develop the Highest Quality Workforce	• Percentage of qualified candidates within applicant pools • Time to fill positions • Percent of increased competency specific • Employee turnover rate • Employee satisfaction results
	Improve Technology, Facilities & Equipment	• Overtime vs. Comp time • Critical infrastructure downtime • Cost of repairs vs. replacement costs • Projected CSS growth
	Optimize Planning & Development Capabilities	• DF survey results • Percentage of deadline compliance