

Balanced Organizational Scorecard

Administration

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2021-22 Town Council Priorities	Departmental Vision/Mission Statement
To provide an inviting and safe community with a commitment to excellence where families and businesses can thrive as we embrace our future while preserving our past.	To serve the residents and businesses of the Stallings community by providing excellent municipal services while upholding the public interest by maintaining a sound financial position and active stewardship of public assets and resources.	<ul style="list-style-type: none">• Integrity• Commitment• Flexibility• Awesome Customer Service• Team Before Self• Continuous Improvement• Competent/Qualified• Supporting Each Other• Everyone Pitches In• Work/Life Balance• Positive Attitude• Collaboration• Dialogue• Have Fun• Trust & Respect• Open to Teach/Learn• Healthy, Positive Environment	<ul style="list-style-type: none">• Create a Stallings Downtown• Review & Amend Land Use Plans to Better Align w/ Council's Vision• Economic Development• Transportation• Communications• Enhance Blair Mill Park	<p><u>Town Manager Mission:</u> The Town Manager's Office provides professional, strategic, responsive, ethical, and respectful leadership under the Council-Manager form of government.</p> <p><u>Town Clerk Mission:</u> To provide a legally mandated, knowledgeable, professional function to the incorporated body and its citizens accurately and timely, while preserving and maintaining the Town's vital records.</p> <p><u>Communications Mission:</u> To clearly, creatively and purposefully inform the public, in a timely manner, of ways to stay connected with the Town of Stallings and educated on their community.</p> <p><u>Human Resources Mission:</u> To anticipate, develop and fulfill the human resources needs of Town employees. To provide support to the Town in developing, implementing, and administering a comprehensive human resources program.</p>



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Enhance public access to information about Town services, meetings, key issues, and opportunities	Broadcast Regular Town Council Meetings	100%	Annual/Ongoing	100%	ADM	Video all regular meetings stream live to the Town's YouTube Channel.	All regular meetings are video recorded and streamed live to the Town's YouTube Channel. Or if the meetings are virtual, Zoom video is utilized.
			Citizen Newsletter	Quarterly	4 times per year	ON HOLD	ADM	The Town Newsletter has been on hold since COVID. The Town utilizes social media for Town news and announcements.	Newsletters have been paused since Winter 2020 due to the COVID pandemic and the uncertainty of events. (Mayor and Council will highlight businesses on social media until printed newsletter resumes.)
	Promote Economic Vibrancy	Implement Economic Development Strategic Plan with goal of 80%/20% (res/com) tax base by 2030	Contract Executed with Union County Economic Development & Position Filled	Y	6/30/2022	See action plan	ADM	Stallings waiting on Union County to create the Union County ED Commission and hire an ED director. As soon as the UCEDC hires an ED Director, Stallings will then develop an ED plan/duties with that staff person.	An update is expected from the county in March 2022
		Highlight Business in Newsletter	Highlight Business	Quarterly	6/30/2021	See action plan. Anticipate starting first one within next month.	ADM	Provide this via social media until pandemic ends. Mayor will provide business to highlight to staff for first 6 months, then ED committee will choose businesses from there.	
		Create a Traditional Downtown that Attracts Niche Retail, Local Restaurants, Breweries, and Other Amenities in a Unique Walkable Town Center	Implement/Achieve FY 21-22 Action Steps FY 21-22 Action Steps - Council will recruit community leaders to establish a Downtown Champions Committee - Gain Site Control Over Key Properties - Partner with DFI for expert guidance/support to proactive investment to spur desired development through a public/private partnership - Start Farmers Market & Continue Events (P/R) - Focus on nuisance violations in downtown core area (P/Z) - Complete Streetscape Design (Eng)	Y	6/30/2022	1. Council has not yet established a Downtown Champions Committee, it is likely premature to do so. 2. The Town has purchased 2725 Old Monroe Road and 325 Stallings Road 3. Town Council will discuss DFI contract on 2/28/22 with DFI reps 4. Farmers D22Market has begun and events held at Stallings park 5. Downtown streetscape contract to create specs to add into ordinance is underway (see Eng). This has been changed due to NCDOT not allowing on-street parking.	TC, ADM	Action Steps listed under Measure	Council feedback is wait on DFI contract
	Maintain Fiscal Strength	Adopt a fiscally responsible annual budget	Adopt a Balanced Budget that does not use fund balance or debt for operational expenditures	Yes	Annual	Yes	TC, ADM, FIN		
						No. State elected officials have		State elected officials report that COVID	

Manage Resources		Secure an Occupancy Tax	Occupancy Tax Enacted	Yes	6/30/2022	indicated there have been other priorities, but are open to revisiting in the future.	T.C., ADM	2021 annual report due to be signed and posted by Feb 1. 534 days without incident as of 1/20/2022	FY 19-20 Council Priority
	Develop Long-Term Financial Plans	Ensure Organizational IT Infrastructure/Equipment needs are met	Maintain 5-year IT Replacement Schedule/Plan	Yes	Ongoing	Yes	ADM		Computers and equipment are being updated as needed.
	Deliver Services Efficiently	Create a safe environment for employees/public and control cost	% of workforce that have completed mandatory safety training	100%	Annually	45%	ADM, SAFETY CO., ALL	New NCLM Training software under review. Issues with accessing that we are working through.	
			# of OSHA recordable injuries: Town Total: General Government: Police:	# of OSHA recordable injuries: Town Total: 0 General Government: 0 Police: 0	Annually	# of OSHA recordable injuries: Town Total: 0 General Government: Police: 0	ADM, SAFETY CO., ALL		2021 annual report due to be signed and posted by Feb 1. 534 days without incident as of 1/20/2022
Run the Operations	Enhance Emergency Preparedness	Ensure Organization-wide Emergency Preparedness	Hold a Large Mock Emergency Training Scenario and Identify Areas for Improvement	Once Every 3 years	Once Every Three Years	Planning In Process	ADM	Completed Last Training in FY 18-19; Next Training anticipated in 2022	ADM staff is working with PD to develop a plan and process for training. Training will be subjective to COVID pandemic and ability to gather in large groups
	Improve Communication & Collaboration	Improve Inter-Departmental Relationships Through Team-Building Events	Hold Organization Wide Team Building Event	4	Quarterly	3	HR	Covid continues to cause challenges with team building events. Working on developing alternatives.	Christmas Party, Thanksgiving, Christmas Luncheon
		Ensure All Employees are Informed & Have Opportunity for Feedback to Increase Feeling of Ownership/Buy-In	Hold "All Hands on Deck" Meeting	2	Bi-Annually	0	ADM	Pandemic will make this a challenge.	
Develop Know-How	Maintain a Skilled & Competent Workforce	Maintain an educated, dedicated, competent, and productive workforce <u>FYE 21 Action Steps</u> - Assessment Center for Dept. Head Openings - Reengage and complete Per. Eval. Training - Team-Building Events - Bi-Annual Staff Meetings -Employee of the Month Program	Turnover Rate: Non-PD: PD: (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period)	Turnover Rate: <10% Non-PD: <10% PD: <10% (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period)	Annual	Turnover Rate: 9% Non-PD: 5% PD: 11% (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period)	ADM, HR	Stay Interviews have been implemented for new employees and are conducted every 3 months for the first year. Exit Interviews are conducted when an employee puts in their notice to leave employment with the Town.	
		Caught Ya! Employee Recognition Program	# of Employee Recognition Awards	8	Annual	4	HR		

Balanced Organizational Scorecard

Engineering

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2021-22 Town Council Priorities	Departmental Vision/Mission Statement
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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Enhance Recreation, Walkability & Connectivity	Town Hall Streetscape	Streetscape Design	100%	6/30/2022	Due to NCDOT barriers, have gotten approval from Council to contract out several streetscape specs to be applied to Town requirements.	Eng	NCDOT would not allow on-street parking on Stallings Road. Council approved different approach of creating/making streetscape ordinance requirements.	
		Improve Sidewalk Infrastructure	Complete Stallings Sidewalk Inventory & Evaluation	100%	6/30/2022	Sidewalk Inventory and Evaluation will begin after the Roadway DRIVE process is complete 2/22.	Eng	Coordinate to determine efficient approach to inventory and evaluation then commence with implementation.	
			% of Sidewalk Panels Deficiencies Identified and Replaced per Year	TBD Until Inventory/Evaluation Complete	TBD	Pending sidewalk inventory/evaluation	Eng	Council has adopted a Sidewalk Maintenance Policy and Staff will evaluate/rate Town sidewalks accordingly.	
Manage Resources	Invest in Infrastructure	Long Term Transportation Planning	Update Transportation Master Plan	100%	12/31/2023	Staff workgroup met several times and is proposing new timeline to Council on 2/28/22.	Eng, P/Z	Staff recommend seeking CRTPO funding and timing with comp. plan.	TC - Town Council
		CRTPO Engagement	Participation in TCC Meetings	100%	6/30/2022	100%	Eng	ENGR will continue to attend TCC meetings	
		Maintain Storm Water Infrastructure	% of Storm Drainage Infrastructure Proactively Cleaned Annually	20%	6/30/2022	Drainage infrastructure is being cleaned on an as-needed basis. Primary focus has been on sink holes. TE advises we may need to revisit this goal in the future.	Eng	TE advises we may just want to consider doing just inlets and outfalls for cost-efficiency reasons.	
			% of Town Streets Swept Annually	100%	6/30/2022	On track for completion prior to 6/30/22.	Eng	ENGR will continue sweep Town roads on an annual basis	
			% of Annual SCM Inspections Completed Annually	20%	6/30/2022	On track for completion prior to 6/30/22.	Eng.	Eng. will inspect all SCMs in Town once every 5 years for MS4 Permit	Currently 28 total SCM's
			Inventory of Stormwater Infrastructure & SCMs	100%	12/31/2021	0% - Working with planning to incorporate all information into GIS. Anticipate completion by 6/30/22.	Eng	MS4 Permit	
	Deliver Services Efficiently	Ensure Contractor Costs Comparable to Similar Size Municipalities	Resurfacing Contracts Line Item Costs Compared to Similar Sized Communities (Waxhaw, Pineville, Harrisburg)	Within 10% or less	6/30/2022	Previous resurfacing contract was through partnering with Indian Trail for better pricing. Timing was different than compared municipalities so TE advises comparison is not valid now.	Eng	Future resurfacing contracts will be implemented in the Fall of fiscal year	
Run The Operations	Provide Responsive & Dependable Services	Complete Stormwater Repairs in a Timely Manner	% of Repairs Completed Within Two months Of Purchase Order Execution	80%	6/30/2022	On track.	Eng	ENGR will continue to provide efficient and timely repairs.	

Develop Know-How	Maintain a Skilled & Competent Workforce	Improve Employee Skillset & Allow Employees to Grow	% of Engineers with Minimum of 15 Professional Development Hours	100%	6/30/2022	100%	Eng	100% Highest Will Continue to meet education requirements per NCBELS	
		Continuing Education	% of Department Attendance At a Minimum Of 3 Continuing Education Classes	100%	6/30/2022	100% - COVID has limited opportunities for classes. Associate Engineer working towards obtaining FE.	Eng	Department Staff will attend this years ASCE conference either virtually or in person	

Balanced Organizational Scorecard

Finance

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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Provide financial information to keep the public engaged and informed of the Town's financial transactions	Update finance website financial reports which included financial summary and a/p distributions	Monthly	Update to be completed by the 28th of the following month	100%	FIN	Update Website once available	
		Present timely and accurate CAFR each Fiscal Year	Submit CAFR to the Local Government Commission within 4 months of year end	LGC - Oct 31 GOA CAFR Dec 1	Annually	100%	FIN		Submitted timely and GFOA awarded FY2021 Report the Award of Excellence
Manage Resources	Maintain Fiscal Strength	Maintain 20% Council Reserve in Restricted Fund Balance	% of Budgeted expenditures for following fiscal year	20%	Annually	100%	TC, ADM, FIN		Performed during audit
		Develop Long-Term Financial Plans	Develop and present to council each budget cycle and semi-annually submit updates to Council for review.	Resubmit - November 2020	Annually	Plan passed at January 2022 Council Meeting	FIN	Utilize plan during budget process and update each year after budget is complete	
Run the Operations	Excel at Staff & Logistical Support	Issue purchase orders in a timely manner according to purchase order policy	# of purchase orders not issued within 3 business days (exceptions for approvers absence)	5 or less	Monthly	100% issued timely	FIN	continuous process	100% of purchase orders issued timely
		Produce timely financial statements to town manager, directors and council	Distribute financial update to Town Manager and directors for review by 20th of the month	100%	Monthly	100%	FIN	Plan to submit before deadline each month in conjunction with Wells Fargo Credit Card input	
	Provide Responsive & Dependable Services	Provide timely and dependable information when inquiries from public and our vendors/business partners are requested.	Response within 3 business day from inquiry with estimated time to prepare information or answer dependent on request.	100%	Annually	100%	FIN		
Develop Know-How	Maintain a Skilled & Competent Workforce	Develop strategy to retain employees by focusing on career development through training	Employees attend at least one class, workshop, seminar or conference within the fiscal year	100%	6/30/2021	AP staff has been attending trainings - planning on attending accounting software seminar in March 2020	FIN	Will register for the training conference for Southern Software	
								Will look for telepresence /conference call	

ALL - All Departments
ADM - Administration
P/R - Parks & Recreation
P/Z - Planning & Zoning
ENG - Engineering
P/W - Public Works
PD - Police
COM - Communications
TC - Town Council
FIN - Finance

	Enhance Relations with Other Entities	Build relationships with other governmental organizations by meeting with or attending organizational financial related functions	Attendance at meetings/functions	Minimum of 2 per fiscal year	6/30/2021	0 have been completed this fiscal year	FIN	telephone/conference call opportunities to network	
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Parks & Recreation

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2021-22 Town Council Priorities	Departmental Vision/Mission Statement
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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve The Community	Enhance Recreation, Walkability & Connectivity	Implement Connect Stallings Recreation and Greenway Plan	- Accept privately developed greenway portions into town maintenance system - Privette Park Phase I	Yes/No	6/30/2022	- Accepted Solis project - Atrium Spine under construction	PR	- Privette Park options to Council in February in prep for budget season	
		Implement 1st Phase of Desired Enhancements at Blair Mill Park	Enhanced Turf Quality, Construct Vickery Leg of Greenway, Install Playground	Restored/Improved Grass Turf Greenway Connection to BMP Playground ages 5-12	6/30/2022	- Playground and grading approved Jan 2022 - Landscaping contract awarded	PR	- Greenway bid documentation in preparation w/ DbD - Turf work scheduled for spring	
	Increase Citizen Engagement	Encourage participation by a wide cross-section of area residents on advisory committee	% of appointed members from differing neighborhoods and sides of Town	80% differing neighborhoods 50% North / 50% South of 74	Annually	-COVID continues to damper committee in-person recruitment and meetings	PR		-Committee meetings suspended in Jan
		Conduct surveys to measure citizen satisfaction on a variety of key services	10 point rating scale 1 = strongly disagree 10 = strongly agree	7.5	Per Event Type or Annually	-Farmer's Market feedback received by UC, meeting with UC to hear it in late January - Stallings Fest unable to do survey	PR	-Implementing with Spring programming and Events	
	Promote Economic Vibrancy	Create a Traditional Downtown that Attracts Niche Retail, Local Restaurants, Breweries, and Other Amenities in a Unique Walkable Town Center	Start/Continue Farmers Market	Y/N	6/30/2022	Y	PR	-Add live music and crafts -Increase # of vendors -Farm to Table opportunities	-Virtual meeting for 2022 with Union County delayed due to staff COVID issues
Run the Operations	Provide Responsible & Dependable Service	Maintain excellent response rate	% response rate	100% response within 1 business day across all platforms	Annually	100% response rate as of Jan 15, 2022	PR		
Develop Know-How	Support Development of Citizen Volunteers	Develop a core group of volunteers	# of new volunteers, not including committee	10	6/30/2022	3 -COVID continues to impact	PR	-Used hired labor for Stallings Fest	

Balanced Organizational Scorecard

Planning and Zoning

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2021-22 Town Council Priorities	Department Mission Statement
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Serve the Community	Enhance Economic Vibrancy	Create a Traditional Downtown that Attracts Niche Retail, Local Restaurants, Breweries, and Other Amenities in a Unique Walkable Town Center	Provide TM downtown expertise and assistance where needed. Identify nuisance properties, work with property owners on compliance; track progress through GIS; provide Town Manager updates through monthly staff report.	Y	6/30/2022	Code Enforcement is successful with clean-up and mitigation. Creating a Traditional Downtown takes years and will not be complete by 6/30/2022. Streetscape, Silverline, and road improvements are ongoing. We have started the process for Downtown Streetscape Design with Destination by Design to be complete in Summer 2022.	P/Z	Code Enforcement to work with property owners on clean up and mitigation. Planning Tech to map properties with Code Violations to Track Status.	This timeline is unrealistic for a Traditional Downtown. Code Enforcement and Mapping can be achieved but cannot be combined with this initiative.
		Support the Silver Line Light Rail to Stallings	Work on incorporating TOD standards into Development Ordinance.	Council approval of TOD language and ordinance as Development Ordinance text amendment.	1/31/2023	Council is holding a virtual TOD workshop on January 31, 2022.	CATS - P/Z	9/23/21 - CATS TOD Virtual meeting for public input. CATS to schedule meeting with Council for input. Staff to work with CATS staff.	Consultant working with jurisdictions on creation of plan. Work on incorporating language into the Development Ordinance and presenting to Council for adoption.
		Business Identification Program	Physically Identify, create a spreadsheet and list name and location of businesses located in Town limits.	Y	1/31/2022	The list is complete. Anticipated map completion by the end of Feb 2022.	P/Z	Planning Tech will create base map. Code Enforcement Officer will conduct physical survey and create list o businesses.	Update on an ongoing basis.
		Review and Amend Land Use Plans to Better Align with Council's Vision	Present Open Space Changes and Council Adoption	Y	4/30/2021	Y	P/Z	Continually ongoing. Will require a major update.	Update on an ongoing basis.
		5-Year CLUP Review	Review CLUP and Submit Report to Council	Complete	1/31/2023	Staff plans on reviewing the CLUP and SAP and coming up with a plan/timeline to update at the end of 2022.	P/Z and Legal	Staff Review of Document.	A 5-year review and CLUP evaluation is needed to ensure goals are up to date in relevant with current Council goals.
	Enhance Recreation, Walkability, & Connectivity	Identify Future Road Capacity and Connectivity Needs and increase the likelihood of CRTPO funding for projects	Update the Town Transportation Master Plan	Draft plan to be Presented to Town Council.	6/30/2023	Staff workgroup met several times and is proposing timeline/approach to Council on 2/28/22	P/Z & Eng.	Staff work team met, develop consensus, going to present to Council for feedback/direction	Coordinate with the Engineering Department and TAC on plan creation. Document data will need to be gathered. Consider creating a digital story map for final document. CLUP will need to be updated with MTP. Vice versa.
Manage Resources	Conserve Cultural & Natural Resources	Create a streetscape plan that includes landscape and hardscape elements	Streetscape Plan Presented to Council	Y	6/30/2022	Town hiring DbD for Streetscape Plan and will tie a requirement for streetscapes in the ordinance for TC.	P/Z	NCDOT would not allow on street parking. Working with consultant to develop various types of streetscapes for different road types to put into ordinance requirements.	Create outline. Research software to produce cross sections and graphics.
Run the Operations	Provide Responsive and Dependable Services	Provide timely and effective response to ordinance code violations	% of violations brought into voluntary compliance within 60 days	65%	Annual	79% of violations are brought into compliance within 60 days.	P/Z	Documents all Code Enforcement cases.	Continue to provide code enforcement that cleans up the town.
	Analyze the Impacts of the Chicken Ordinance on Town Resources	Deliver services efficiently	Issue Town Council a Chicken Report	7/1/2023	7/1/2023	Tracking ongoing.	Code	Document all Chicken related Code Enforcement tasks.	
Develop Know-How	Maintain a Skilled and Competent Workforce	Ensure Staff Are Growing as Professionals to Better Serve the Citizens	Development of a Continuing Education Plan for Department Staff & Begin Implementation	Complete	6/30/2022	Each staff member is signed up for continuing education courses in 2022.			
	Support Development of Citizen Volunteers	Promote efficiently run meetings by providing training for Planning Board and Board of Adjustment members	Annual Training of Planning Board and Board of Adjustment Members	Y	Annual	Will retrain PB & BOA when new members are voted in.	P/Z		Waiting for update to the PB & BOA Rules of Procedure on 1/24/2022.

Balanced Organizational Scorecard

Police

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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Engage the community.	Increase PD's social media presence to more effectively communicate with residents and visitors	Expand SPD social media presence to top 3 social media sites increase efforts to post at least weekly	6/30/2022	Increased Facebook posts and videos have seen increase of followers by over 300.	PD	Community Service Unit will begin to research other agencies and platforms	
	Increase Citizen & Community Safety	Increase roadway safety and decrease congestion.	Create Traffic Education Safety Team	Increase alcohol enforcement, conduct 5 traffic safety awareness campaigns (PSA's/bike rodeo/car seat installs/traffic checkpoints)	6/30/2022	TEST team has been formed and officers selected. Team is working formulating plan and have been addressing incoming traffic complaints	PD	Have patrol LT assess needs of community working with community officer	
Manage Resources	Deliver Services Efficiently	Ensure adherence to best practices for police services and help reduce risk exposure and liability insurance costs	Completion of 5 step process of CALEA accreditation	Y - PD CALEA ACCREDITATED	5/1/2024	Currently in self assessment phase-reviewing policy to be within CALEA standards	PD		
Run the Operations	Provide Responsive & Dependable Services	Keep community safe by enhancing youth driving abilities	Create and launch Youth Driving Awareness Program	Host two youth driving clinics during FY 22	6/30/2022	TEST team has been assigned this goal and working on a plan. The SPD driving instructor retired which creates an issue in the delivery of this program	PD	Work with local stakeholders to promote program	
		Provide effective/efficient police services.	Create and staff reserve police officer program	Y	6/30/2022	The SPD has struggled to fill police vacancies (which is a priority) and we have not focused on reserve officers	PD		
Develop Know-How	Develop a Skilled & Competent Workforce	Ensure that staff have the highest level of training possible to do their job	Create and fund staff development plan	Y	6/30/2022	Currently working on an incentive plan and will continue look at developing staff development plan	PD	Get command staff input as to what areas should be covered	

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Public Works

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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Conserve Cultural & Natural Resources	Be a good steward of natural resources.	Report identifying energy consumption for facilities over previous 3 years and identifying ways to decrease consumption	Y	5/31/2022	Want to use ARPA funds to replace all HVAC units at Town Hall.	P/W	Look over utility bill for last 3 years. Identify areas that consume the most energy and report ways to decrease. Present report to council.	Since construction/remodel HVAC units at Town Hall are running at 125% capacity. Large energy drain.
		Work with P/R to Implement 1st Phase of Desired Enhancements at Blair Mill Park	Enhanced Turf Quality, Construct Vickery Leg of Greenway, Install Playground	Restore/Improve Grass Turf Greenway Connection to BMP Playground ages 5-12	6/30/2022	Contracted with Smith Grounds for monthly landscape maintenance. Landscaping improving.	P/W, P/R	Greenway bid documentation in preparation w/ DbD	Will monitor Smith Grounds and look for ways to improve turf.
Manage Resources	Develop Long-Term Financial Plans	Develop a life-cycle replacement plan for all capital assets (P/R, P/W include facility assets)	Report: Inventory of all capital items and replacement plan	Yes	1/31/2022	50% (Anticipate to complete by 4/1/2022)	P/W, P/R	Talk with neighboring towns to see what program they have in place. Work with iWorq (software for workorder systems) as they have software for this too.	Present report to council and identify in CMIIP.
	Deliver Services Efficiently	Repair small potholes within 3 business days of request	% of repairs completed in this timeframe.	100%	Annual	100%	P/W	From time of report take no more than 3 days to patch a pothole. This of course depends on weather.	Potholes too shallow or on road shoulder cannot be cold patched.
		Deliver Services Efficiently	Monitor Budget/Quality Outsourced Landscaping Throughout Town	4	Quarterly	1	P/W	Monitor Smith Grounds and see that we receive quality service at budgeted price.	
	Provide Responsive and Dependable Services	Be Responsive to Citizen Inquiries	% of responses to citizen inquiries within 1 business day	100%	Ongoing	100%	P/W	Whether it be email, phone call, or reported from another town employee a response to the citizen should take no more than 24 hours.	Identify correct department and forwarded request if needed, so timelines can be met.
		Routinely inspecting neighborhoods to proactively identify issues	Inspect All Town Neighborhoods	4	Quarterly	2	P/W	Visit neighborhoods quarterly. Make notes of all findings. Report issues not related to public works to proper department. Repair all other issues.	Identifying sign post for repair as we install new street signs.
Develop Know-How	Maintain a Skilled & Competent Workforce	Improve employee skillset & allow employees to grow professional	Training Meetings to Improve Employee Skillset/Knowledge	4	Quarterly	2	P/W	Allow employee to go to trainings he/she feels would be helpful to there job, and hold in-house training with employee on skills they are less familiar with.	Completed flagger training course. Certified to direct traffic.

Balanced Scorecard Annual Timeline

Event	Timeline	Outcomes	Actors
Council Annual Retreat	February	Set of Draft Council Priorities	Town Council
Council Priorities Final Approval	End of February	Final Council Priorities	Town Council
Department Level Draft Goals	8-Apr-22	Draft Department Goals	Town Manager, Staff
Final Budget Approval	June	Final Annual Budget	Town Manager, Staff
Department Level Goals Finalized	End of June	Departmental Goals	Town Manager, Staff
Annual Report	2nd September Meeting	Report and Presentation Council & Public	Town Council, Town Manager, Staff
Mid-Year Report	February	Report to Town Council	Town Council, Town Manager, Staff