

Balanced Organizational Scorecard

Administration

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2019-20 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"> Fiscal Responsibility Plan Implementation (Land Use and Parks & Rec/Greenway) Improve Transportation Network Economic Development Public Engagement 	<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%	Immediate/Ongoing	ZOOM meetings online. YouTube streaming will resume when in-person meetings resume. Town had technical difficulties with old setup.	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 ZOOM during pandemic.
		Share Departmental Accomplishments	Share Accomplishments on Social Media for Each Department	Quarterly	4 times per year	Newsletter published Spring, Summer, and Fall 2019; Winter 2020. Spring 2020 is delayed due to COVID-19.	ADM	The Town Newsletter will be published quarterly.	Newsletter published Spring, Summer, and Fall 2019; Winter 2020. Spring 2020 is delayed due to COVID-19.
		Share Departmental Accomplishments	Share Accomplishments on Social Media for Each Department	Quarterly	At least 4 times per year	Quarterly	COM, ALL	Caught Ya! Awards and other notable accomplishments are placed on website and social media as appropriate.	Any time a Caught Ya Award is given, it is published on the Town's website and social media.
Manage Resources	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	T.C., ADM, FIN, ALL		
		Secure an Occupancy Tax	Occupancy Tax Enacted	Yes	6/30/2021	State elected officials report that COVID response consumed the most recent legislative short-session, but they would consider revisiting in the future.	T.C., ADM	Met with Legislators and provide draft bill to Rep. Arrp's Office. - Bill was not advancing in GA. - State elected officials report it would be brought up during short session. - Will revisit with elected officials at next legislative session	
	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	Develop a Balanced Scorecard to implement strategy, enhance internal and external communication, provide better data for policy making, and mission achievement..	Enact Annually a Balanced Scorecard	Yes	Annually	Yes	ADM		
		Create a safe environment for employees/public and control cost	% of workforce that have completed mandatory safety training	100%	Annually	Ongoing	ADM, SAFETY CO., ALL	Implemented Bi-Weekly Safety Moments.	Safety Committee reviewing written programs.
		# of OSHA recordable injuries: Town Total: General Government: Police:	# of OSHA recordable injuries: Town Total: 0 General Government: 0 Police: 0		Annually	2019 Total: 2 recordable (10 lost work days; 62 days restricted duty) PD Total: 1 (0 lost work days; 0 days restricted duty)	ADM, SAFETY CO., ALL		
	Enhance Emergency Preparedness	Ensure Organization-wide Emergency Preparedness	Hold a Large Mock Emergency Training Scenario and Identify Areas for Improvement	Once Every 3 years	One Every Three Years	Completed Last Training in FY 18-19; Next Training in FY 21-22	ADM		
		Improve Inter-Departmental Relationships Through Team-Building Events	Hold Organization Wide Team Building Event	4	Quarterly	4	HR		Further team-building events postponed due to the pandemic

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Run the Operations	Improve Communication & Collaboration	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	1	ADM	Spring Meeting Cancelled Due to COVID-19
	Provide Responsive & Dependable Services	Be Responsive to Citizen	1 business day from citizen inquiry to response/acknowledgement	100%	Annual	Missed 2.	All	Acknowledge citizen inquiries as soon as possible and respond as soon as staff can investigate request.
			Develop & present to Council parade feasibility study	Develop and present study to Council	7/31/2019	Met with Mayor Dunn and held 5 staff meetings. Presented study to Council on 6/10/19.	P/R, ADM	
Develop Know-How	Maintain a Skilled & Competent Workforce	Maintain an educated, dedicated, competent, and productive workforce	Turnover Rate: Non-PD: PD: (*Excludes Retirements & Involuntary Separations)	Turnover Rate: <10% Non-PD: <10% PD: <10%	Annual	Sample size is too small - need to view annually. However, Here are the numbers: Turnover Rate: 9% Non-PD: 7% PD: 10%	ADM, HR	Implemented Pay/Class study, conducted assessment center for department head openings, did not implement per. Evaluation yet because supervisor training delayed due to the pandemic, missed 1 staff meeting due to pandemic, held 4 quarterly team-building meetings
		<u>FYE 20 Action Steps</u> - Implement Pay & Classification Study - Assessment Center for Dept. Head Openings - Implement Perfor. Eval. - BI-Annual Staff Meetings - Quarterly Team-Building						
		Caught Ya! Employee Recognition Program	# of Employee Recognition Awards	8	Annual	10	HR	
	Support Development of Citizen Volunteers	Increase Citizen Participation Town Government	Hold a Citizens Academy	Yes	By 6/30/20	Yes	T.C. Designated Representative, ADM	T.C. Designated Representative will be Point-Person with Staff in Support Role

Balanced Organizational Scorecard

Engineering

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2019-20 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 Greenway Master Plan	Select Design Firm And Execute Contract For Phase I	Y	6/30/2020	Y	Eng, P/R	N/A	Contract signed with Destination by Design
		Improve Sidewalk Infrastructure	% of Sidewalk Panels Deficiencies Identified and Reduced A Year	5%	6/30/2019	6% - Fairhaven and Morningside Meadows Subdivisions trip hazard repairs completed.	Eng	Continue working with Precision Safe Sidewalks to complete future repairs	
Manage Resources	Invest in Infrastructure	Maintain Transportation Infrastructure	% of Roads >40 on the Pavement Condition Index	100%	1/1/2019	100% - Fall 2019 Resurfacing was completed repairing roads rated from 35-40.	Eng	N/A	
		Maintain Storm Water Infrastructure	% of Storm Drainage Infrastructure Proactively Cleaned Annually	20%	1/1/2019	0%	Eng	Town has an estimate from Southland Paving Company.	Seperated street sweeping from the vacumm excavation contracts. Covid-19 slowed the process of acquiring quotes from contractors.
			% of Town Streets Swept Annually	100%	Annual	100%	Eng	Streets will be sweep annually	
	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	1/1/2020	Within 10% or less	Eng	N/A	5% cost per yd^2 of roadway resurfacing was equivalent to FY 18-19 Indian Trail resurfacing contract.
Run The Operations	Provide Responsive & Dependable Services	Be Responsive to Citizens	1 business day from citizen inquiry to response/acknowledgement	100%	Annual	Did not meet target. Twin Pines Lesson learned: Engage property owners during the process to ensure transparency and receive concurrence. 8 missed.	Eng	Continue being transparent with homeowners	
		Complete Stormwater Repairs in a Timely Manner	Repairs Completed Within Two months Of Purchase Order Execution	80%	6/30/2019	96%	Eng	Ongoing	
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%	6/30/2019	100% Town Engineer attended ASCE Conference Oct 10-13, 2019	Eng	N/A	
		Continuing Education	% of Department Attendance At a Minimum Of 3 Continuing Education Classes	100%	12/1/2019	100% Town Engineer earned 15 PDHs from attending technical seminars and Associate Engineer completed FE review course.	Eng	N/A	

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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	Updated through June 30,2020	FIN	Continue to update website with information as soon as month has ended and reports have been generated.	
		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	Reports submitted on time and received the GFOA Award of Excellence in Financial Reporting for FY2019 CAFR	FIN	Completed	
Manage Resources	Maintain Fiscal Strength	Maintain 30% Council Reserve in Restricted Fund Balance	% of Budgeted expenditures for following fiscal year	30%	Annually	Balance updated based on FY2020 Expenditures - increased to \$2,654,040 (Above 30%)	TC, ADM, FIN	Completed with no further action until next fiscal year	
		Develop Long-Term Financial Plans	Develop and maintain 5 year Financial Forecast and CMIIP	Develop and present to council each budget cycle and semi-annually submit updates to Council for review.	Initial Presentation May 2019 with Semi-annual updates	Develop using approved FY2020 Budget with approval within FY2020	Presented draft to Council, not yet approved. Will update and bring back in Q4 2020.	FIN	
Run the Operations	Excel at Staff & Logistical Support	Issue purchase orders in a timely manner according to purchase order policy	% of purchase orders issued within 3 business days (exceptions for approvers absence)	95%	Monthly	100% - Purchase orders are issued with 3 business days of having all proper authorizing signatures	FIN	Purchase orders have been processed usually on the date requested unless held up for approval.	
		Produce timely financial statements to town manager, directors and council	Distribute financial update to Town Manager and directors for review by 15th of the month	100%	Monthly	100% - Updated through June 30,2020 with pre-audit numbers	FIN	All reports are on website and include up to the 6-30-2020 pre-audit numbers	
	Provide Responsive & Dependable Services	Provide timely and dependable information when inquiries from public and our vendors/business partners are requested.	Response within 1 business day from inquiry with estimated time to prepare information or answer dependent on request.	100%	Fiscal Year 2020	100% - Requests have been made so far this fiscal year. All have been addressed within the timeline outlined	FIN	Ongoing	
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%	Fiscal Year 2020	50% - Staff was sent to community college for the completion of an accounting class to better help overall understanding of the accounts payable process	FIN	Impacted heavily by the COVID19 pandemic, a number of training conferences for Southern Software and GFOA convention were cancelled.	
	Enhance Relations with Other Entities	Build relationships with other governmental organizations by	Attendance at meetings/functions	Minimum of 2 per fiscal year	Fiscal Year 2020	0 due to pandemic. Have established relationships through regular communications with Marvin Finance Officer and Monroe	FIN	Will continue to look for opportunities to build relationships with finance community	

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	EMULES	meeting with or attending organizational financial related functions			Accounting Staff for finance support			
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Balanced Organizational Scorecard

Parks & Recreation

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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve The Community	Strengthen Citizen Engagement	Increase public outreach	Develop & implement comprehensive marketing plan	Yes	Ongoing	Yes	P/R	- Get quote for outsourcing some options - Strategy session w/staff	- New Greenway website completed 10/2019.
		Maintain excellent customer response time	- % of response to inquiries - Length of response time	-100% response rate -15 min response time (FB) - One business day max	Annual	Parks and Recreation has consistently exceeded this goal.	P/R	- Daily monitoring of accounts	- July- Sep 100% and 15 min - Oct- Dec 100% and 13 min
		Celebrate department accomplishments	Share accomplishments of department on web and social media	Monthly	Ongoing	Yes - Monthly	P/R	- Monthly post highlighting goal status or staff achievement	- Special note on Concert video arranged by Meredith - Christmas in the Park recognition
	Conserve Cultural and Natural Resources	Develop strategies to reduce/conservate water and electricity usage	Water and electricity usage	Reduce by 10%	6/30/2020	Incomplete - need splashpad operations to provide fair comparison	P/R, P/W	Get free analysis by utility companies	- Water usage will be decreased due to lack of splash pad. May skew results
	Increase Citizen & Community Safety	Provide safe and equitable access to recreation amenities and facilities	Safe Route to Parks action framework	Yes	12/31/2019	No	P/R	- Identify underserved areas in Town - Strategy session w/staff	- Largely development driven, as new greenways are proposed with their projects.
		Explore options of ease of parking access at Stallings Park events	3 options	Yes	8/31/2019	Yes	P/R	- Quote from Privette on lot across St - Explore shuttle services for events	- Shuttle service secured for Stallings Fest, parking at CPCC and shuttling to Stallings Park
	Enhance Recreation, Walkability & Connectivity	Build community through development of Master Plan initiatives.	MOU/IGA with Colonel Francis Beatty Park to allow Greenway access from Stallings.	Yes	6/30/2020	In progress - waiting for TP greenway portion to be constructed	P/R	- Reach out to Meck County and set meeting - Monitor Development Agreement with regard to connection point	- Meeting scheduled for 10/30/19 with Meck County - Approval received for trail alignment 11/18/19
		Meet ADA standards for accessible parks & programs	ADA Self-Evaluation & Transition Plan for current park(s).	Yes	3/31/2020	No - canceled webinar and has not been rescheduled	P/R	- Attend webinar 4/2/19 - Develop ADA Transition Plan	- Webinar canceled by provider. Waiting on dates for reschedule.
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	1/31/2020	No because of move but in progress	P/R & P/W	- Physical inventory of equipment and assets - Explore automation software	- Inventory of supplies and materials in park in progress - Capital Inventory delayed due to delay in NTH construction
	Deliver Services Efficiently	Manage assets efficiently and effectively.	Report revenues, direct and indirect costs, and participation associated with SPR services.	Yes	Ongoing	Yes	P/R	- Monthly reports	
		Establish cost recovery goals for all recreation programs	Classify all programs & set subsidization levels	Yes	11/30/2019	Deferred	P/R	- Classifications: "core/essential," "important," or "value-added" - Break-even or Cost Plus on all except "core/essential"	- Programming suspended due to lack of programming space.
			Develop Special Event Emergency Contingency Plan	Yes	8/31/2019	Yes	P/R, P/W, SAFETY COM	- First rough draft to Safety Coordinators 3/28/2019	FINAL VERSION in W Drive

Run the Operations	Enhance Emergency Preparedness	Ensure department is prepared for potential emergencies	Develop Department EAP for most likely emergency scenarios	Yes	4/30/2020	Yes	P/R, P/W, SAFETY COM	- Gather examples from other organizations - Follow template in Town policies - Strategy session w/staff	-10/19 - Strategy session with staff after Stallings Fest to discuss rain plan - Jan 2020 - Consulted with other directors in NC at Director's Conference
Develop Know-How	Maintain a Skilled & Competent Workforce	Increase training and professional development opportunities.	# of training opportunities vs previous year	10% increase	6/30/2020	20% Increase	P/R		- OSHA Training (Ashley) - CPRP Prep (Meredith) - Conferences (Linda, Ashley & Meredith) - Traffic Control (PT Staff)
		Recognize and celebrate excellence and innovation	Caught Ya program and other on-the-spot awards	2 Quarterly	Ongoing	Yes	P/R	- Ask for citizen and staff input	- Meredith awarded 6/5/19 - Submitted Ryan 9/5/19 - Submitted Meredith 12/9/19 - Ryan awarded 1/15/2020
	Support Development of Citizen Volunteers	Develop a core group of volunteers	# of new volunteers	10	4/30/2020	Delayed Due to Pandemic In progress	P/R	New plan: recruit through PR Committee and engage new PR Events Coordinator	-CERT Team used for Stallings Fest (5 volunteers) - CERT Team partnership ended 11/25/19 by Town Manager
	Enhance Relations with Other Entities	Expand connections through relationship or partnership building.	# of meetings outside recreation field	2 per year	Annual	3	P/R		- National Safety Council PS-MESH Aug 12-15 (Ashley)
		Explore Public/Private Partnerships	# of event sponsors or partners	2-3 per year	Annual	3	P/R	- Concentrate on events since we don't have many facilities - Capitalize on strengths of known contributors	- \$500 sponsorship attained for Stallings Fest

Balanced Organizational Scorecard

Planning and Zoning

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2019-20 Town Council Priorities	Department Mission Statement
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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Conserve Cultural & Natural Resources	Ensure an attractive community by maintaining and enhancing public spaces	Create a litter sweep program through Code Enforcement Department	Y	6/30/2020	Y	P/Z		
	Enhance Economic Vibrancy	Further the goal of bringing the Silver Line light rail to Stallings	Completion of TOD plan	100%	6/30/2020	Ongoing. TOD process will take longer - will adjust timeline.	CATS - P/Z		Town working CATS, consultant, and other partners on silver line process and plan. Once approved, will implement into DO.
		Create opportunities for Public-Private Partnerships	Establish criteria for partnership, create a RFQ, an choose developer to partner with on 314 Stallings Road	100%	1/20/2020	On hold until Downtown strategy is fully determined.	P/Z		
		Implement the UDO and Small Area Plans	Ensure adopted goals and objectives are being provided for in all new development projects.	100%	Annual	Ongoing.	P/Z		
	Enhance Recreation, Walkability, & Connectivity	Implement the Park, Recreation and Greenway Plan through the Development Agreement Process	% of development agreements requiring developer to construct Greenway at no cost to Town per adopted plans.	100%	Annual	100%	P/Z		All executed development agreements include construction of greenway by developer if shown on plans.
Manage Resources	Deliver Services Efficiently	Assign additional resources to on-site inspections through creation of a schedule of visits aimed at building rapport with builders ensuring compliance with approved plans	Create Inspection Program Designed to Increase CZO Compliance on First Inspection	Y	1/1/2020	Y	P/Z		To begin working on with Planning Staff first quarter 2020. Delayed due to COVID.
	Invest in Infrastructure	Create a streetscape plan that includes landscape and hardscape elements	Completion of Plan and adoption by Town Council	Y	9/30/2020	Ongoing.	P/Z		Will begin working on as a part of the downtown master plan project.
Run the Operations	Provide Responsive and Dependable Services	Provide timely and effective response to violations	% of violations brought into voluntary compliance within 60 days	65%	Annual	95%	P/Z		An ongoing goal and objective of the department is to provide excellent customer service. P&Z team continue to provide excellent customer service to the community.
		Be Responsive to Citizen Inquiries	% of responses to citizen inquiries within 1 business day	100%	Annual	100%	P/Z		Successfully respond to citizen inquiries within one day. Staff continues to provide prompt professional assistance to public and elected officials..
Develop Know-How	Develop a Skilled & Competent Workforce	Promote professional training through certification for staff members.	CZO Certification for Code Enforcement and Planning Tech AICP Certification for Planning Director	Y	Code Officer - 2020 Planning Tech - 2021 Planning Director - 2019	Code Enforcement Officer passed CZO Exam.	P/Z		Code Enforcement Officer passed CZO Exam.
	Support Development of Citizen Volunteers	Promote efficiently run meetings by providing training for Planning Board and Board of Adjustment members	Training of Planning Board and Board of Adjustment Members	Y	12/31/2019	Y	P/Z		Parliamentary and CZ training provided to Board.

Balanced Organizational Scorecard

Police

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Serve the Community	Strengthen Citizen Engagement	Engage the community.	% of department staff participating in community outreach programs.	100%	6/30/2020	100% (Car Show / Stallings Fest)	PD		
			In coordination with DTM, share a departmental/personnel achievement at least once per quarter on social media.	Y	Once per quarter / Beginning 3rd Quarter 2019	Y	PD, COM		
	Increase Citizen & Community Safety	Increase roadway safety and decrease congestion.	% difference in number of traffic crashes within the Town limits in CY 2019 compared to CY 2018.	Decrease by 20% in CY 2019 compared to CY 2018.	12/31/2019	8.5% reduction	PD	Have Asst Chief Flynn run comparisons	
Manage Resources	Maintain Fiscal Strength	Identify alternative funding sources to traditional Town revenues to lessen the burden on General Fund budget.	Produce report identifying alternative funding mechanisms (asset forfeiture funds, grant programs) to replace 25% of the department's communications devices nearing the end of its useful life.	Y	2/28/2019	Y	PD	Getting new employee (Kim Jones) up to speed on grant process / availabilities.	
	Deliver Services Efficiently	Ensure adherence to best practices to reduce risk exposure and insurance costs.	Complete N.C. League's Law Enforcement Risk Review Process and reduce insurance costs by 14%.	Complete Risk Review Process and reduce insurance costs by 14%.	7/31/2019	This was not completed due to new policy manual implementation. Once launched we will re-submit	PD		
Run the Operations	Provide Responsive & Dependable Services	Maintain proper police service level as community grows.	Utilize an industry approved method to assess current staffing levels. Possibly using independent outside source to ensure objectivity.	Y	8/31/2020	N	PD	Researching Various Models	Consultant costs submitted to Council. Not included in budget.
		Provide effective/efficient criminal investigations using best practices.	% of CID case clearance rate compared to National average (comparable departments on size/demographics)	Maintain average rate at least 10% higher than the national average	12/31/2019	Ongoing, met national average	PD	Monthly reports are showing on target for the year.	
Develop Know-How	Develop a Skilled & Competent Workforce	Develop strategies to retain employees and limit open positions.	% of openings	<10%	Calendar Year 2019	10%	PD	Work to ensure employee satisfaction and trust.	Two employees retired during this time frame and several officers resigned for a variety of reasons

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Public Works

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2019-20 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"> • Fiscal Responsibility • Plan Implementation (Land Use and Parks & Rec/Greenway) • Improve Transportation Network • Economic Development • Public Engagement 	Mission: The Public Works Department through dedicated employees strives to plan, design, build, maintain, and operate public infrastructure and property in a manner that respects the environment and the ability of government to adequately preserve these assets for succeeding generations.



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	3/31/2020	Ongoing	P/W, P/R	Look over utility bill for last 3 years. Identify areas that consume the most electricity.	Still working on a report, but we have installed LED light fixtures throughout the town hall building and we have seen a
	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	1/31/2020	N - Delayed due to COVID-19...Getting back on target.	P/W, P/R	Talk with neighboring towns to see what program they have in place. Get with John Flynn and see what he does for PD.	
Manage Resources	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.	All potholes are being repaired within 3 days of request.
		Increasing efficiency through creating a work order system on our website for citizens to report town concerns.	% of work orders reported through website from citizens.	35% of work orders	Work Order on Website by 7/31/19 Will assess % annually	Partially Complete. Looking for better workorder system.	P/W, COM	Put a work order system in place on our town website for citizens to submit issues to that will report directly to public works.	We have a way to report street light outage, and you are able to report a concern. Still working on an actual work order.
Run the Operations	Enhance Emergency Preparedness	Ensure all departments are prepared for potential emergencies.	Produce list of training initiatives and submit to the Safety Committee	Y	6/30/2020	1 submitted/In process and ongoing.	P/W	Advise safety committee on relevant trainings for building safety.	Asked safety committee to do an updated training on fire extinguishers.
	Provide Responsive and Dependable Services	Be Responsive to Citizen Inquiries	% of responses to citizen inquiries within 1 business day	100%	Ongoing	100%/Ongoing	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.	Citizens calling in or emailing are contacted within a 1 business day turn around allowing us to have a more positive experience with the citizen.
		Routinely inspecting neighborhoods to proactively identify issues	Inspect All Town Neighborhoods	4	Quarterly	100%	P/W	Visit neighborhoods quarterly. Make notes of all findings. Report issues not related to public works to proper department. Repair all other issues.	Doing these neighborhood inspections has not only allowed us to identify potholes, street sign issues, etc., but it has also allowed us to identify storm water issues as well as code
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	100%	P/W	Allow employee to go to trainings he/she feels would be helpful to their job, and hold in-house training with employee on skills they are less familiar with.	Have taken time to train employee with particular skillsets that they are less familiar with.
	Support Development of Citizen Volunteers	Develop "Adopt A Storm Drain" Program.	% of neighborhoods who have citizens volunteer.	100%	9/30/2019	This goal was not met due to COVID-19	P/W, ENG, COM	Work with engineering department to put a plan in place to have at least 2 volunteers from each neighborhood to keep storm drains clear of debris.	Goal being abandoned due to COVID-19

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	End of March	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
Quarterly Reports	Quarterly	Report to Town Council	Town Council, Town Manager, Staff