

Balanced Organizational Scorecard		Administration		
Organizational Vision	Organizational Mission	Stallings Way Values	FY 2020-21 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%	Immediate/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. (COVID exception: meetings are live on ZOOM.) All recordings.
			Citizen Newsletter	Quarterly	4 times per year	0	ADM	The Town Newsletter will be published quarterly after pandemic.	Newsletter published Spring, Summer, and Fall 2019; Winter 2020. COVID exception: newsletters paused during
	Promote Economic Vibrancy	Develop Economic Development Strategic Plan	5-Year E.D. Strategic Plan Created	Y	6/30/2021	Y	ADM, TC	ED Work team develop recommended plan using existing resources, present to Council	ED Work Team will bring update to Council on 01-25-21. Final document adoption anticipated for 02-22-21.
		Highlight Business in Newsletter	Highlight	Quarterly	6/30/2021	0	TC, ADM	Newsletter on hold during pandemic. Recognize business quarterly on socail media. Mayor to identify business/provide information for first 6 months, then ED Committee will choose business to highlight quarterly from there.	Will resume Council selected highlights once newsletter resumes; Council lead business highlight on social media.
		Create a Stallings Downtown Strategy: Focus Resources on Core Area <u>FY 20-21 Action Steps</u> - Define Core Area - Define Vision For Area & Identify Anchor Use to Attract - Start Farmers Market & Continue Events (P/R) - Acquire Key Property - Complete Streetscape Design (Eng)	Achieve Action Steps	Quarterly	6/30/21 (Streetscape Design 12/31/21)	FY 20-21 Action Steps (Updates) - Define Core Area - Complete. - Define Vision For Area & Identify Anchor Use to Attract - Mostly Complete. Created Downtown Action Plan. - Start Farmers Market & Continue Events (P/R) - Complete. - Acquire Key Property - Acquired one property near Town Hall. Exploring others. Postponed DFI contract decision. - Complete Streetscape Design (Eng) - NCDOT has said no to streetscape, but we are pushing NCDOT to come up with solution.	ADM, TC, P/Z	Downtown Action Plan has been created. Next steps are DFI contract and gaining site control on key properties. Once that is complete, can determine if Town should pursue public-private partnership.	
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		
		Secure an Occupancy Tax	Occupancy Tax Enacted	Yes	6/30/2021	No	T.C., ADM	State elected officials report that COVID response consumed the most recent legislative short-session, but they would consider revisiting in the future.	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	2020 - 100% completion 2021 - 80% (still in progress)	ADM, SAFETY CO., ALL	Implemented Bi-Weekly Safety Moments.	Safety Committee reviewing written programs.
			# of OSHA recordable injuries:	# of OSHA recordable injuries:		# of OSHA recordable injuries:			2020 annual report posted in

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 P/R - Parks & Recreation
 P/Z - Planning & Zoning
 ENG - Engineering
 P/W - Public Works
 PD - Police
 COM - Communications

			Town Total: General Government: Police:	Town Total: 0 General Government: 0 Police: 0	Annually	Town Total: 3 General Government: 1 Police: 2	ADM, SAFETY CO., ALL		required locations. 124 days away from work 166 days restricted duty
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	Completed	ADM	Completed Last Training in FY 18-19; Next Training in FY 21-22	Staff will reach out to the County post election to request mock training scenario
	Improve Communication & Collaboration	Improve Inter-Departmental Relationships Through Team-Building Events	Hold Organization Wide Team Building Event	4	Quarterly	3	HR	COVID-19 has made this a challenge.	Did Christmas event on ZOOM. Had virtual team-building. Had Friday lunch event. Exploring "watermelon Tuesday" regular event
		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	Pandemic will make this a challenge.	Christmas event on ZOOM. Safety challenges with getting everyone together with COVID.
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 - Implement Perfor. Eval. - 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: 7% Non-PD: 0% 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	3	HR		COVID has made the Employee Recognition Program a +B4:J65challenge.

Balanced Organizational Scorecard

Engine

Organizational Vision	Organizational Mission	Stallings Way Values
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Perspectives	Objectives	Initiatives
Serve the Community	Enhance Recreation, Walkability & Connectivity	Town Hall Streetscape
		Improve Sidewalk Infrastructure
	Invest in Infrastructure	Long Term Transportation Planning
		CRTPO Engagement

Manage Resources		Maintain Storm Water Infrastructure
	Deliver Services Efficiently	Ensure Contractor Costs Comparable to Similar Size Municipalities
Run The Operations	Provide Responsive & Dependable Services	Complete Stormwater Repairs in a Timely Manner
Develop Know-How	Maintain a Skilled & Competent Workforce	Improve Employee Skillset & Allow Employees to Grow
		Continuing Education

Planning

FY 2020-21 Town Council Priorities

- Create a Stallings Downtown
- Review & Amend Land Use Plans to Better Align w/ Council's Vision
- Economic Development
- Transportation
- Communications
- Enhance Blair Mill Park

Measure	Target	Timeline
Streetscape Design	100%	12/30/2021
% of Sidewalk Panels Deficiencies Identified and Reduced A Year	5%	6/30/2021
Update Transportation Master Plan	100%	6/30/2021
Participation in TCC Meetings	100%	6/30/2021

% of Storm Drainage Catch Basins Proactively Cleaned Annually	20%	6/30/2021
% of Town Streets Swept Annually	100%	6/30/2021
Resurfacing Contracts Line Item Costs Compared to Similar Sized Communities (Waxhaw, Pineville, Harrisburg)	Within 10% or less	1/1/2021
Repairs Completed Within Two months Of Purchase Order Execution	80%	6/30/2021
% of Engineers with Minimum of 15 Professional Development Hours	100%	12/30/2020
% of Department Attendance At a Minimum Of 3 Continuing Education Classes	100%	12/30/2020

Departmental Vision/Mission Statement

Mission: The Engineering Department provides quality, efficient, professional engineering services and technical support to the public and other Town departments. We deliver cost effective and sustainable solutions associated with the implementation of capital improvement, land development and community infrastructure. Fostering an environment of excellence and growth are our core values.

Stall

Status/Result	Responsible Entity	Action Plan
NCDOT has said no to streetscape design but we are still pushing for alternative solutions.	Eng	If not approved by Council, some work will be done in house.
The Town has adopted a new sidewalk policy and is currently working toward completing an evaluation of the Town pedestrian network.	Eng	Council has adopted a Sidewalk Maintenance Policy and Staff will evaluate/rate Town sidewalks accordingly.
Due to Covid, TAC was been unable to meet.	Eng	Staff is reviewing documents and developing a plan to update.
100%	Eng	ENGR will continue to attend TCC meetings

0%	Eng	Staff will engage contractors for quotes
100%	Eng	ENGR will continue sweep Town roads on an annual basis
Incomplete (Resurfacing Not Done in FY 20-21)	Eng	Future resurfacing contracts will be implemented in the Fall of fiscal year or Spring alternatively
100%	Eng	ENG will continue to provide efficient and timely repairs.
100%	Eng	Town Engineer will continue to meet education requirements per NCBELS
0% (Conferences Deferred Due to COVID)	Eng	



Notes	
	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

Balanced Organizational Scorecard		Finance		
Organizational Vision	Organizational Mission	Stallings Way Values	FY 2020-21 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	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% - Monthly Reports have been added but audit has delayed the July report. Will have both July and August updated by Sept 28th.	FIN	Update Website once available	
Manage Resources	Maintain Fiscal Strength	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	Complete for FY 19-20. Waiting to begin FY 20-21 once draft audit report is received	FIN		Submitted timely and GFOA awarded FY2019 Report the Award of Excellence
		Maintain 30% Council Reserve in Restricted Fund Balance	% of Budgeted expenditures for following fiscal year	30%	Annually	>30%	TC, ADM, FIN		Performed during audit
	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.	Resubmit - November 2020	Resubmit & Review with Council - November 2020 First Opportunity for Approval - January 2021 Final Approval - March 1, 2021	Submitted and Approved.	FIN	Will utilize plan during budget process and update once FY2021 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	0	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		No request were made
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	50%	FIN	Plan on attending the Southern Software training in the spring	
								Will look for telepresence/conference call	

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P/W - Public Works
PD - Police
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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 - Affected by COVID.	FIN	telephnone/conrerence call opportunities to network	
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Balanced Organizational Scorecard

Parks & Recreation

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2020-21 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	Strengthen Citizen Engagement	Quarterly Recreation Newsletter	Digital Interactions with households of families with children	25% of population	6/30/2021	Delayed	Special Events Coordinator, PR Admin	Delayed due to COVID - will launch next FY with event calendar	- Measure based on social media data and google insights compared to FY 19-20
	Enhance Recreation, Walkability & Connectivity	Revive Recreation Programming	# of programs	1 per month	6/30/2021	Exceeded - 20 total programs	Special Events Coordinator, PR Admin		Virtual and Pick-up programs
	Promote Economic Vibrancy	Farmer's Market at Stallings Park (Stallings Downtown)	Develop Plan for viable Farmer's Market, with kick-off program/event	Yes/No	3/31/20 - PLAN DEVELOPED 6/30/2021 - Farmer's Market Started	Yes, Launched May 1, 2021	Director, Special Events Coordinator, PR Admin	Partnering with Union County to be a satellite location	
Manage Resources	Invest in Infrastructure	Upfit Springhill Park	Install play pieces within budget constraints	Yes/No	6/30/2021	Delayed	All PR Staff	Quotes received. Working on phasing plan for Council review	Needs to go back to PR committee
		Enhance Blair Mill Park	Site Specific Master Plan that meets Council Vision, Recreation Master Plan, & Public Needs	Yes/No	6/30/2021	No - Council allocated \$15k funding for small improvements	All PR Staff	Remove old benches and trellis, install new tables, benches, and trash cans. Renovate restrooms.	Improvements complete within budget - with exception of restroom renovations. Supplies purchased, staff doing in-house to reduce costs
Run the Operations	Improve Communication & Collaboration	Create Recreation Instagram Account	Followers/Likes (total)	250	6/30/2021	Delayed	Special Event Coordinator		Not enough content to be sustainable due to Covid
	Excel at Staff & Logistical Support	Create Department Policy Manual	Core Department Policies	Facility Use Guidelines Maintenance Guidelines Safety & Inclement Weather	6/30/2021	Completed	All PR Staff		Core Dept policies updated. New policies will be needed as services grow.
Develop Know-How	Support Development of Citizen Volunteers	Develop a core group of volunteers	# of new volunteers	10	4/30/2021	Delayed	Special Events Coordinator, PR Committee		No in-person meetings due to COVID
	Pursue Professional Certifications for staff	CPRP & CPRE, CPO	NRPA Exam, CPO Exam	Staff Certifications Received	6/30/2021	Yes	Special Events Coordinator, PR Admin, PR Director, PT Staff		Eunice McSwain passed her CPRP Exam December 10, 2020! Ashley Platts received her OSHA Public Sector certification on Nov 4, 2020.

Balanced Organizational Scorecard		Planning and Zoning		
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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Enhance Economic Vibrancy	Create a Stallings Downtown	Define Core Area & Exploring Zoning Options	Y	6/30/2021	Y	P/Z	Provide planning expertise to Town Manager.	Map created by department defining downtown core areas. Worked with Town Manager and legal to advise on zoning options.
		Bringing the Silver Line light rail to Stallings	Completion of TOD plan	Y	7/1/2021	CATS timeframe needs to be pushed out past 7/1/21. 9/23/21 public TOD meeting. Working to identify date for joint TOD meeting with Board. Timeline date to be adjusted in the future once more information is ascertained from CATS.	CATS - P/Z		CATS has selected alignment.
		Create opportunities for Public-Private Partnerships	Select location, develop criteria for partnership, create an RFO, an choose developer to partner	Y	ON HOLD	On Hold - Waiting on Council to approve DFI study and site control of parcels.	P/Z	Educate Council - Select Location - Develop Criteria for Partnership - Create RFO - Choose developer	On hold until Land Use vision for downtown has been decided.
		Review and Amend Land Use Plans to better align with Council's vision	Council will work with land use attorney in small groups to: review and ID issues in land use plans, create an action plan to address issues raised in small groups, and bring to Council for approval	Council Approval of Identified Land Use Changes	Annual	Council Approved Identified Ordinance Amendments on 8/24/20. Also working on open space desired changes.	P/Z and Legal	Working on open space desired changes.	Idlewild and Monroe Bypass SAP's reviewed. Ordinance amendments requested by Council to address concerns have been completed.
	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		Acquired greenway trails as a part of the DA process for Solis at Chestnut Farms, The Willows and Idlewild Village. Trail acquisition in ongoing.
Manage Resources	Conserve Cultural & Natural Resources	Create a streetscape plan that includes landscape and hardscape elements	Completion of Plan and adoption by Town Council	Y	6/30/2021	N - Streetscape plan delayed due to staff turnover.	P/Z	Begin researching other communities streetscape plans.	
Run the Operations	Provide Responsive and Dependable Services	Create an efficient department by training and empowering staff to take on task and work towards implementing department goals.	Planning Tech - begin running Planning Board Meeting.	Y	6/30/2021	Y	P/Z	Look for appropriate training for staff. Delegate responsibilities to staff. Training new Planning Tech to take over Planning Board responsibilities. Work on solution for minute taking responsibilities to free up Planning Tech to take more	
		Provide timely and effective response to ordinance code violations	% of violations brought into voluntary compliance within 60 days	65%	Annual	90%	P/Z		Continue to provide code enforcement that cleans up the town.
Develop Know-How	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	Y	P/Z		

Balanced Organizational Scorecard

Police

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2020-21 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	Strengthen Citizen Engagement	Engage the community.	Create video partner program/citizen provided security camera footage	Y	6/30/2021	Y - Program launched April 1,2021	PD	Community Service Unit will begin to research other agencies	
			Develop and implement post police interaction questionnaire/survey	Y	6/30/2021	Y - Program launched April 1,2021	PD	ice Unit will begin to research	
	Increase Citizen & Community Safety	Increase roadway safety and decrease congestion.	% difference in number of traffic crashes within the Town limits in CY 2020 compared to CY 2019.	Decrease by 5% in CY 2020 compared to CY 2019.	CY20	Overall reduction in crashes was 22% and injury accidents was 71%	PD	Have Asst Chief Flynn run comparisons and look at high impact areas	
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	9/1/2023	CALEA program started May 1, 2021. In self-assessment phase of program.	PD		
			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%.	6/30/2021	Complete - NCLM Advised 10% reduction in associated insurance costs	PD		
			Complete and implement Lexipol police policy manual and training system	Y	12/31/2020	Y - Policy Manual has been launched and is being utilized department along with daily policy reviews by officers	PD	Complete draft manual and being phased implementation	
Run the Operations	Provide Responsive & Dependable Services	Keep community safe by enhancing ability to enforce impaired driving laws	Becoming a DWI testing site	Y	6/30/2021	Y - Intoxilyzer was installed in March and has been in use.	PD, State of NC	Work with State of NC to prep our site for installation	
		Provide effective/efficient criminal investigations using best practices.	% of CID case clearance rate compared to National average (comparable departments on size/demographics - calendar year)	10%	6/30/2021	7.5% - CID has a 38% clearance rate. National average was 30.5%	PD		
Develop Know-How	Develop a Skilled & Competent Workforce	Ensure that staff have the highest level of training possible to do their job	Create staff development plan	Y	6/30/2021	Draft completed, PD is reconstructing project to be in line with Town pay plan	PD	Get command staff input as to what areas should be covered	

Balanced Organizational Scorecard

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	6/30/2021	Delayed With Addition of New Buildings - Compiling report on energy consumption and ways to decrease. Present to council when report complete.	P/W, P/R	Look over utility bill for last 3 years. Identify areas that consume the most electricity.	Have identified areas (HVAC, Parking lot lights, etc.) and plans to reduce consumption such as smart meter and LED lights in parking lot.
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	6/30/2021	Delayed - Waiting for launch of workorder system to see if it can be incorporated	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.	There may been an option for this in the new PW work order software. Implementation of software is 9/31/2021.
	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.	The only constraints are weather related which are not in our control. Otherwise this target is always met.
		Increasing efficiency through creating a work order system on our server for town staff to report any and all issues.	% of work orders reported using work order system.	100% of work orders	Work Order System by 7/31/2021 Will assess % annually	75%	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.	iWorx work order system was approved in budget. We are currently working with vendor to get setup. It will first be rolled out to staff and then put on websites for resident to submit request through. Hoping to roll out to staff 9/31/2021.
	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.	Residents get a response within 1 business day. If we have to meet in person sometimes this can be delayed.
		Routinely inspecting neighborhoods to proactively identify issues	Inspect All Town Neighborhoods	4	Quarterly	4	P/W	Visit neighborhoods quarterly. Make notes of all findings. Report issues not related to public works to proper department. Repair all other issues.	Visiting these neighborhoods quarterly helps identify issues early and in some cases stop them from becoming larger issues.
								Allow employee to go to trainings he/she feels would be	With the pandemic still looming training is somewhat difficult

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	4	P/W	helpful to there job, and hold in house training with employee on skills they are less familiar with.	other than online. We continue to train as best we can. This year were able to have an onsite asphalt training seminar.
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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-21	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