



*A Balanced Scorecard Approach for the Town of Stallings*

*FY 20-21 Annual Report*



*September 23, 2021*

### **A Report to Citizens, Council, & Staff – FY 2020-2021**

The Town's system of linking its vision, mission, Council's top priorities, departmental actions, and performance measures to achieve the desired results is a balanced scorecard system called Forward Stallings. The Town strategy map, scorecards, top departmental priorities, and budgetary information are blended together to better align the Town's time, money, and resources with its top priorities. In essence, this annual report is both a "report card" and a "strategic learning tool" that should be used to help assess how well the Town is doing in pursuing its key objectives. One of the main purposes of the report is to generate discussion, like a post-game analysis, to determine whether particular strategies being used to accomplish objectives and initiative should be 1.) changed, 2.) abandoned, or 3.) maintained (i.e., "stay the course"). The first opportunity to analyze results and discuss possible changes to strategy will be at the Council's regular board meeting on September 17<sup>th</sup>. At this meeting, the Manager will officially present the FY 20-21 Annual Report.

The willingness to experiment by using new or innovative ideas is critical to continuously improving operations. At the same time, a learning organization must be able to identify both potential successes and failures early enough to adjust accordingly to changing conditions. This is a major benefit of this system – it provides a reality check, accommodates changes in direction, helps everyone make well informed decisions, and creates accountability by sharing the results (whether good or bad) with the citizens, media, elected officials, and Town employees. In instances where it appears the Town is being successful, the Council, staff and public should still be willing to challenge the status quo and suggest strategies that may allow an even higher standard of service to be delivered. This is the key to avoiding complacency. On the other side of the coin, just because an initiative missed its target does not necessarily mean a change in strategy is needed. As the old saying goes, "the devil is in the details." Hence, asking probing questions to gain an understanding of the many factors affecting outcomes compared to the desired target can help clarify the performance picture and uncover a greater ability to assess what (if anything) should be done in response. It is also important to

## ORGANIZATIONAL PERSPECTIVES

**Community** – Managers must know if the Town is meeting citizen needs. They must determine the answer to the questions: Is the organization delivering the services the community wants?

**Financial** – Managers must focus on how to meet service needs in an efficient manner. They must answer the question: is the service delivered at a good price?

**Internal Business** – Manager must focus on those critical operations that enable them to satisfy citizens. Managers must answer the question: Can the organization improve upon a service by changing the way a service is delivered?

**Develop Know-How** – What skills, tools, and organizational climate do our employees, elected officials, appointed officials, and volunteers need to meet the community's needs while achieving the mission and vision?

remember that departments often set “stretch targets” that are multi-year goals intended to help make a breakthrough by encouraging creative thinking, results-oriented problem solving and/or escaping the comfort zone.

Enclosed please find:

- 1.) Our Balanced Scorecard Policy.
- 2.) Our Strategy Map.
- 3.) Individual Department Reports.
- 4.) Individual Department Scorecards.

I am grateful to Council and staff for being committed to improving our organization. This was our second year, and this has been a continuous learning experience for all of us. However, I am confident that we will be able to use the lessons learned to continuously improve.

Please do not hesitate to contact me if you have any questions, suggestions, concerns, or ideas related to this report. Most importantly, we look forward to listening and participating in the discussions that will help us take the next steps in positively impacting Stallings’ future.

Sincerely,

Alex Sewell  
Town Manager

## **Rationale, Overview, & Processes**

### **What is the Balanced Scorecard?**

A management system that uses a group of measures/goals to help implement an organization's strategy. It is a tool/system for the leaders to use in communicating to employees and the community the outcomes and performance drivers by which the organization will achieve its mission and strategic objectives.

### **Rationale and Benefits of the Balanced Scorecard**

- *Clarifies and Communicates Organizational Mission.* Translates your vision and strategy into a coherent set of measures, targets and initiatives that can be communicated throughout the organization and community by:
  - 1.) More clearly describing the Town Council's strategy by taking potentially vague policy directives (mission, vision, goals, and objectives) and making them easier to understand by defining them and choosing performance measures to gauge their progress; and
  - 2.) Sharing scorecard results throughout the organization and community gives employees and citizens the opportunity to discuss the assumptions underlying the strategy, learn from unexpected results, and deliberate on future modifications as necessary. Simply understanding an organization's strategy can unlock many organizational capacities, thus allowing employees and citizens, maybe for the first time, to know where the organization is headed and how they can contribute to the journey. The scorecard brings meaning and action to a vague objective like "provide excellence municipal services."
- *Better Data for Policy-Making.* The Balanced Scorecard promotes questions, dialogue, analysis, innovation, experimentation, adaptability, and accountability.
- *Helps Let Us Know if We Are Moving Toward Goal Achievement or Drifting Further Away.*
- *Resource Alignment and Allocation.* 1.) To successfully implement any strategy, it must be understood and acted upon throughout all levels of the organization and ultimately be enacted during departments' day-to-day activities; 2.) Establishing long-term "stretch targets" allows the organization to identify the key steps necessary to achieve its goals; and 3.) Aligns resources (time, effort, and money) so that the initiatives in all departments and levels share a common trait, their linkage to the Town's strategic goals.
- *Strategic Learning* – Any strategy we pursue represents a hypothesis or your best guess of how to achieve success. To prove meaningful, the measures of the scorecards must link

together to tell the story that describes what you are trying to achieve through your strategy.

- *Balance* – Between financial and non-financial indicators; 2.) Between internal and external constituents of the organization; and 3.) Between lag and lead indicators of performance (i.e., what we've done in the past and where we want to go in the future).
- *Increases Likelihood of Accomplishing Key Goals* – By not only helping to keep leadership, management, departments, and employees focused on top priorities, but also by improving communication between all interests thus making it easier to effectively troubleshoot and make logical "changes in course" that result in successfully delivering the type of services the community expects.

### **Using Strategy & the Balanced Scorecard to Get Results**

Any strategy the Town pursues represents a hypothesis or a best guess of how to achieve success. To prove meaningful, the measures on the scorecard must link together the story of, or describe, that strategy. For example, if the Town believes that an investment in employee training will lead to improved quality, it needs to test the hypothesis through the measures appearing on the scorecard. If employee training does increase, but quality actually decreases, then it may not be a valid assumption. Instead, focus could turn to another possible factor, but more importantly, the Town has information in which to act and make decisions.

Strategy to achieve a desired outcome is often a new destination, somewhere the organization has not yet traveled to before. The Balanced Scorecard provides the Town with a method to document and test assumptions inherent in the strategies it adopts. It may take considerable time to gather sufficient data to test such correlations, but simply beginning to question the assumptions underlying the strategy is a major improvement over making decision based purely on financial numbers or subjective information.

A well-designed Balanced Scorecard should describe the Town or department's strategy through the objectives and measures chosen. These measures should link together in a chain or cause-and-effect relationships form the performance drivers in the Develop Employees perspective (Employee Learning and Growth) all the way through Service the Community Perspective. Documenting our strategy through measurement, making the relationships between the measures so specific they can be monitored, managed, and validated. Only then can we begin learning about, and successfully implementing our strategy.

## Key Definitions & Components

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**Vision:** Word picture of our desired future.

**Mission:** Why we exist.

**Core Values:** What we believe in, guiding principles.

**Strategic Priorities:** Themes on which the organization will concentrate efforts, dedicate resources, and strive to achieve significant improvements. The focus areas reflect what the current Stallings Town Council believes must be done to succeed.

**Perspectives:** The four different views that are used to create a “balanced” way of establishing objectives and measurements to assist the organization in accomplishing the vision and strategic priorities. The traditional four perspectives used in corporate strategic planning and program evaluation are 1.) Financial; 2.) Internal Business Process; 3.) Community; and 4.) Innovation, Learning & Growth. While the names and definitions of these perspectives are frequently modified to meet different organization’s specific needs, the original intent of these four traditional perspectives usually remains intact.

**Objective:** A concise statement describing the specific things the organization must do well in order to execute its strategy. Objectives often begin with action verbs such as “increase,” “reduce,” “improve,” “achieve,” and similar words. Examples: Reduce Crime, Enhance Customer Service, Promote Learning & Growth, Invest in Infrastructure, Deliver Competitive Services, Maintain Fiscal Strength, Maintain a Skilled & Diverse Workforce, Create Unity Between Neighborhoods, Provide Affordable Services, Protect the Environment, Enhance Walkability, etc.

**Measure:** A standard used to evaluate our community performance against desired results. Reporting and monitoring measures help organizations gauge progress toward effective implementation of strategy. Example: Percentage of water customers with an average pressure of 30 PSI or greater.

**Target:** The desired result of a measure that communicates the expected level of performance. Example: 98% of customers will have average water pressure of 30 PSI or greater. A “stretch target” is a challenging target that may not be met. It may be a multi-year goal with milestones.

**Cascading:** The process of developing “aligned” scorecards throughout an organization. Each level of the organization will develop scorecards based on objectives and measures it can influence from the group to which they report. For example, Police Patrol aligns/connects with the Police Department, who aligns/connects with the Town-wide Scorecard by developing their own objectives and measures based on how they influence the Town-wide objectives and measures.

**Cause & Effect:** The concept of cause and effect separates the Balanced Scorecards from other performance management systems. The measures on the Scorecard should link together in a series of cause-and-effect relationships to tell the organization’s strategic story.

## Perspectives

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The “balanced portion of the Scorecard uses four perspectives to answer critical service delivery questions. This helps provide the balance that organization’s need to successfully plan, implement, measure, and evaluate performance.

### **Community Perspective:**

*Serve the Community – What is our mission and vision? What do our citizens want?*

Managers must know if the Town is meeting citizen needs. They must determine the answer to the question: Is the organization delivering the services the community wants?

### **Financial Perspective:**

*Manage Resources – How we deliver quality services efficiently and remain financially sound while achieving the vision and mission?*

Managers must focus on how to meet service needs in an efficient manner. They must answer the question: Is the service delivered at a good price?

### **Internal Business Perspective:**

*Run the Operations – What internal processes must we excel at to provide valuable services to the community while achieving the mission and vision?*

Managers need to focus on those critical operations that enable them to satisfy citizens. Managers must answer the question: Can the organization improve upon a service by changing the way a service is delivered?

### **Learning & Growth Perspective:**

*Develop Know-How – What skills, tools, and organizational climate do our employees, elected officials, and volunteers need to meet the community’s needs while achieving the mission and vision?*

An organization’s ability to improve and meet citizen demands ties directly to the employees’ ability to meet those demands. Managers must answer the question: Is the organization providing employees with the training, technology, and proper work environment to enable them to success and continuously improve?

## Objectives by Perspective

### Serve the Community

What do our citizens want? What must be done to implement the vision and mission?

- **Strengthen Citizen Engagement** – Improve the quality and frequency of communication to enhance public access to information about Town services, meetings, key issues, and emergency situations. Provide a variety of ways for citizens to meaningfully share ideas, concerns, and questions with Town officials.
- **Conserve Cultural & Natural Resources** – Protect the environment, historic assets, and intangible assets such as community and cultural events that help bring Stallings' citizenry together. Ensure that these resources are protected, conserved, celebrated and resilient to changing environmental conditions.
- **Increase Citizen & Community Safety** – Accomplish this by building relationships and problem-solving partnerships with citizens, businesses, and neighborhood watch groups and using best-practice strategies including having police officers and officials accessible and approachable, improving community appearance, addressing nuisances, & approaching community safety across departments will make our community safer.
- **Promote Economic Vibrancy** – While the Town recognizes that there are many factors influencing local economic conditions, the Town seeks to do its part with partners to achieve economic development and support locally owned businesses. The Town recognizes that achieving economic vibrancy also includes creating a sense of place and identity as well as enhancing the quality of life in Stallings as a place to work, live, play, and raise a family.
- **Enhance Recreation, Walkability & Connectivity** – Provide recreation and pedestrian facilities to encourage healthy lifestyles, citizen interaction, and to offer a variety of transportation choices that link Stallings' neighborhoods together in an accessible manner.

### Manage Resources

How do we deliver quality services efficiently and remain financially sound while achieving the vision and mission?

- **Maintain Fiscal Strength** – Support fiscal policies, controls, and actions that keep the Town government in a financially strong position, thereby allowing it to respond to unforeseen problems, emergencies, and opportunities, as well as having sufficient reserves for cash flow and credit rating purposes.
- **Develop Long-Term Financial Plans** – Build upon current financial planning instruments to provide a longer-term view of what Stallings' finances and operations may look like in the future. These plans are intended to identify potential challenges, opportunities, and proactive response options.
- **Invest in Infrastructure** – Prioritize funding for infrastructure maintenance to avoid deterioration while

minimizing long-term operational and capital costs. New infrastructure investments help achieve key priorities and optimize the use of current assets.

- **Deliver Services Efficiently** – Ensure citizens are receiving a good value from their investments by delivering cost-efficient services. Maximize the use of public funds through service optimization, innovation, process improvement, competition, and other means.

### Run the Operations

What internal processes must we excel at to provide valuable services while achieving the vision and mission?

- **Enhance Emergency Preparedness** – Improving the ability to effectively anticipate and respond to emergency situations, from minor incidents to major disasters, through planning, training, collaboration with public and private agencies, and community education.
- **Improve Communication & Collaboration** – Increase the quality and frequency of communications throughout all areas of the organization to promote problem-solving partnerships within and outside of the organization. Good communication enables the vision to be implemented.
- **Excel at Staff & Logistical Support** – Ensure outstanding internal support is being provided to all departments, employees, elected officials, advisory board members, and volunteers that deliver services or directly serve the community. Use technology, where practical to improve service delivery and save taxpayer dollars.
- **Provide Responsive & Dependable Services** – Provide quality services to citizens in a courteous, responsive, and reliable manner that is effective in achieving desired results. Excel at the technical aspects of delivery.

### Develop Know-How

What skills, tools, and organizational climate do our employees, elected officials, and volunteers need to meet the community's needs while achieving the vision and mission?

- **Maintain a Skilled & Competent Workforce** – Create a work environment that allows the Town to hire, develop, and retain a workforce of skilled employees capable of meeting the community's needs. Focus includes career development, succession planning, and improving employee motivation and satisfaction. Hire competent staff who exemplify The Stallings Way.
- **Support Development of Citizen Volunteers** – Identify opportunities for volunteers to develop the technical and leadership skills that enable them to achieve the community's needs and understand the role of the advisory boards in Town government.
- **Enhance Relations with Other Entities** – Build relationships with others involved in the governing process, including governmental organizations, non-profits, and the private sector. Public-private partnerships should be explored as a potential problem-solving tool.

# **Developing Departmental Strategy**

## **Departmental Balanced Scorecards**

A good scorecard will do the following:

- Tell the story of the department's strategy.
- Shows that every objective selected is a linkage in the cause-and-effect relationships that compose the town's strategy.
- Drive performance by using a variety of measures and targets that look at short and long-term results to encourage proactive management.
- Involve the participation of division heads, key staff, and employees throughout the department.
- Is financially viable.
- Positively changes departmental behavior by developing strategic initiatives.

## **Step #1 – Town-Wide Objectives Selected to Build Scorecard & Map**

Departments determine what they can do to support and respond to the town-wide strategy, Balanced Scorecard, and achieve the departmental mission. Departments select the objectives they can meet to help the town board in pursuing the achievement of the Town Council's Strategic Priorities, Vision, and Mission. The objectives selected from each of the four perspective areas are used to create the department's strategy map.

## **Step #2 – Developing Departmental Initiatives**

These are the critical activities the department must pursue to achieve the Town-wide objective and the department's mission.

- Initiatives detail what the department must do to achieve a Town-wide objective or achieve the departmental mission.
- Initiatives identify the highest priority activities to show where resources are most needed to achieve the overall departmental strategy.
- Initiatives may apply to all divisions within a department or just one division.
- Initiatives describe how the department will respond to the Town-wide objective.
- Initiatives are written so that divisions and employees can determine how they can respond to support the department's effort to achieve the objective and mission.

## **Step #3 – Developing Measures and Targets**

Each departmental initiative does not have to have a measure, but there should be a way to evaluate the achievement of the initiative or whether or not it was accomplished. There are two goals for strategic measures: organizational motivation and strategic learning.

**Organizational Motivation** – Measures are a very effective tool in improving performance and/or accomplishing goals. A November 2001 article by Edwin Locke in Harvard Business Review titled "Motivation by Goal Setting" cites a survey of more than 500

studies, which indicates that performance increases an average of 16 percent in companies that establish targets. A primary reason for this may be that measures give employees clear direction and guidance as to what they need to accomplish. When employees focus their efforts on achieving key initiatives that are aligned with town-wide objectives and strategic priorities, then there is much greater probability that a well-coordinated effort is made in fulfilling the town's mission and the board's vision. The effort to clearly articulate the town's top priorities to assist employees complements the old saying that "people do what you inspect, not what you expect."

**Strategic Learning** – Measures are a way to monitor departments' progress in achieving the town-wide objectives and their initiatives. Any strategy used to achieve initiatives, objectives, or strategic priorities represents a hypothesis of how to succeed. Strategy to achieve a desired outcome or solve a problem is often a new destination, a place that the town has not yet traveled to before. Measures and targets provide a way to test assumptions inherent in the strategies we select to pursue our goals. Documenting our strategy through measurement allows management, employees, elected officials, and the public to monitor, manage, validate, question, and/or deliberate possible adjustments to our strategy. If this can occur, then the Town starts becoming a "learning organization" where being analytical, adaptive, and responsive to the hypotheses we've tested become keystones of the organizational culture that helps the Town successfully implement its strategy.

## **Components of a Good Measure**

- Measures should be specific. Stating the SPD will be the "best" police department or that Administration will "maximize customer satisfaction" are more like vision statements and are difficult to measure.
- Measures should be measurable. There are ways to measure seemingly less tangible goals. Surveys, if properly designed, can be used to measure the perception of service quality, awareness of issues, community satisfaction, etc.
- Does the measure really evaluate the initiative being pursued?
- Is the measure reliable?
- Is the measure easy to understand and explain?
- Are departments using a variety of measures in evaluating their initiatives (workload, results, efficiency, effectiveness, short-term vs. long-term)?
- Does the measure clearly communicate the expected performance?
- It is important to know where you are and where you want to go. Ideally, departments should have a baseline measure for current performance in the form of last year's actual data, best practices or industry standards for comparison. When baselines do not yet exist a TBD (to be determined) is placed in the appropriate area to indicate the department is in the process of getting this data.



### **Guidelines for Setting Targets**

1. Targets should be realistic but challenging enough to motivate greater accomplishments.
2. Departments can be more aggressive when setting multi-year targets.
3. Provide a rational explanation as to why achieving a target is important, especially with stretch targets.
4. When setting a target, department should review the linkage (cause-and-effect relationship) of the “enabling” perspectives to make sure they have the ability to achieve the target, thus the following questions should be asked:

- Do departmental personnel have the skills and tools necessary to get the job done?
- Does the department have sufficient resources/funding?
- Are internal operations adequate?

**Stretch Targets** – These are usually long-term or multi-year goals. At most, departments should set one to two stretch targets per year. These are reserved for those initiatives critical in making a particular breakthrough. Stretch targets can be especially useful to help a department break form its comfort zone or traditional way of running operations so as to spark creative thinking and results-oriented problem-solving. Every department should have at least one stretch target.



## STRATEGY MAP

### Vision for Stallings

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.



### Mission of Town Government

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.



### Serve the Community

Strengthen Citizen Engagement	Conserve Cultural & Natural Resources	Increase Citizen & Community Safety	Promote Economic Vibrancy	Enhance Recreation, Walkability & Connectivity
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### Manage Resources

Maintain Fiscal Strength	Develop Long- Term Financial Plans	Invest in Infrastructure	Deliver Services Efficiently
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### Run the Operations

Enhance Emergency Preparedness	Improve Communication & Collaboration	Excel at Staff & Logistical Support	Provide Responsive & Dependable Services
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### Develop Know-How

Maintain a Skilled & Competent Workforce	Support Development of Citizen Volunteers	Enhance Relations with Other Entities
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### Town Council Strategic 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

### "The Stallings Way" Core Values

- Integrity
- Commitment
- Flexibility
- Awesome Customer Service
- Team Before Self
- Continuous Improvement
- Qualified/Competent
- Supporting Each Other
- Everyone Pitches In
- Work/Life Balance
- Positive Attitude
- Collaboration
- Dialogue
- Have Fun
- Trust & Respect
- Open to Teach/Learn
- Healthy, Positive Environment

## ADMINISTRATION DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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### ACCOMPLISHMENTS:

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

Strengthening Citizen Engagement – As mentioned during the mid-year report, this has been both an accomplishment and a challenge. During FY 20-21, the Town has continued to broadcast all Town Council meetings which allows the public to virtually participate in a safe manner.

Develop 5-Year Economic Development Strategic Plan – The Town successfully developed in-house a 5-year economic development strategic plan. Please allow me to recognize the Economic Development Work Team (Council Member Richardson, Council Member Scholl, County Economic Developer Plate, Manager Nichols, Planner Hair, and Manager Sewell) who were the collective work horse here.

Adopting a Fiscally Responsible Annual Budget – This has been completed – fiscal responsibility is a Council priority. The Town will continue to regularly monitor its fiscal situation and work towards managing public funds in a fiscally responsible manner.

Creating a Stallings Downtown - The Town created a downtown action plan that seeks to be both visionary and practical. This goal will take many years to achieve (and a little luck), but the Town has developed a strategy/action plan aimed at laying the foundation for a successful downtown.

Strategy – Focus resources on establishing a “core” downtown area that will serve as a catalyst and ultimately lead to market driven development.

**\*Downtown Action Plan completed.**

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.**

**Notably, approval of the DFI contract is on-hold per Council feedback.**

Maintain a 5-Year IT Replacement Schedule/Plan- Computers and equipment are being updated as needed.

Mandatory Safety Training – 100% of staff have completed mandatory safety training for 2020.

Maintaining a Skilled & Competent Workforce – This is both an accomplishment and a challenge. Overall, the Town has met its turnover goal. Even the best organizations will not always meet turnover goals in today’s environment where the average worker tends to change jobs more often than in the past. However, the Town should always strive to adopt best practices to ensure that we are able to attract, develop, and retain a competent workforce. The last department head opening was for Town Engineer and an assessment center was held as part of the selection process. However, no one met the minimum standards and the Town continues on with a contracted Town Engineer until further notice. The Town has setup stay and exit interviews so management can identify trends and recommend changes if systematic problems arise. Also, the Town gave out the Marie Garris Award for the employee of the year and continues to do the “Caught Ya!” employee recognition program.

As discussed at the 9/27/21 Town Council meeting, the “Great Resignation”, pandemic impact, a “hot” job market, labor shortage, and retiring baby boomer generation has created both challenges and opportunities for the Town along with virtually all organizations. The pandemic has caused many workers to reevaluate their employment situation, work/life balance, and led many employees to quit their job, actively look for another job while employed, or leave the workforce entirely. With many

baby boomers already retired, and on the cusp of retiring, the pandemic has caused many baby boomers to reevaluate whether they want to continue working a typical 9 to 5/drive into the office job. This has been/will be hard on local governments, who have relied on those baby boomers as key staff members. In contrast, Generation X and Millennials typically don't stay as long with one organization.

So how does all this affect the Town?

- Private sector poaching;
- Increasing labor costs; and
- Likely more turnover in the future.

Turnover can hurt the Town's ability to provide quality services to the public and can be expensive. We need to be aware of the reality of today's job market. The "Great Resignation" be both a challenge and an opportunity. Our positive workplace culture is called "the Stallings Way", and I believe it can be very attractive to the right people who fit our core values, but we will also need to keep an open mind moving forward with staffing, foster a good workplace (we do a number of things like team-building events, bringing in staff on decision-making, etc.), and try to continue to be innovative and flexible so we can continue to attract/retain good people.

### **CHALLENGES:**

*Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?*

Pandemic Note – As indicated during the mid-year report, the COVID pandemic has created many challenges for the Town of Stallings. Our common operational goal has been to continue to provide public services while ensuring the safety of staff and the public.

Citizen Newsletter & Business Highlight – The goal is to publish this 4 times per year. The newsletter was published in Spring, Summer, and Fall 2019, and also the Winter of 2020. However, Spring 2020 and subsequent newsletters have been delayed due to the pandemic. The rationale being that because information has changed so rapidly with the pandemic and there is a lag time between finalization of newsletter content and receipt by the public, the newsletter could be outdated by the time it is received by the public. We plan to start recognizing a business quarterly on social media.

Secure Occupancy Tax – Bill has not advanced in the NC General Assembly yet. State elected officials reported pre-pandemic that this item would be brought up again during the short session. However, state elected officials report that COVID response consumed the most recent short session, but they would consider revisiting it in the future.

Recordable Injuries – The Town sets our recordable injuries goal at "0" every year because we refuse to set a workplace injury goal that is anything less. We had 3 recordable injuries this year for 2020. Whenever there is an injury our safety committee reviews to determine if this accident could have been avoidable and, if so, what future changes might be needed to avoid such an incident in the future.

Maintaining A Workforce – This is both an accomplishment and a challenge. Due to the pandemic, the Town has held just 3 team-building events and including 2 virtual. Town staff are exploring how we might improve a sense of team and strengthen relationships through further virtual activities. The Town was not able to hold 2 Town-wide meetings due largely to the pandemic. Once we can safely meet in-person, we can continue these meetings. The performance evaluation system is on hold during FY 20-21 because we are not able to hold in-person supervisory training. Holding this training in-person is essential and we're planning on restarting it in FY 21-22.

In-Person Meetings/Committee Participation - The COVID pandemic has caused a severe strain for in-person meetings on several levels:

- Council Meetings: It is very challenging to meet in-person while keeping in compliance with CDC guidelines. Adequate spacing the seating for the Council and Staff as well as public participants is nearly impossible in order for all to have visibility and proper audio. Compliance with covid safety protocols is also concerning as administration is trying to

keep everyone safe, not only for individual well-being, but also to ensure adequately staffed offices in order to keep all Town services running.

- **Committee Participation:** The pandemic halted all committee meetings. It can be assumed that due to the length of the pandemic shut down, age/health of many committee members, and continued COVID concerns, there is less interest in serving on Town committees. A restructuring of citizen input/volunteerism which is normally provided via committees may need to be considered.

#### **OTHER COMMENTS:**

- As part of our common goal of providing public services while ensuring the safety of staff and the public, the Town has implemented a variety of approaches including staggered schedules, teleworking, and following strict safety protocols.
- Thank you to the Council for agreeing to move away from a quarterly reporting structure to mid-year/annual. The data seems to be more helpful under this format.
- Staff continues to sell surplus items on GovDeals. As of 9/9/21, a grand total of \$491 has been sold in 2021.
- Gateway/Monument Signage at Atrium-Union West Roundabout - Staff worked with Destination by Design (DbD), NCDOT, and Atrium to collaborate on the best location and sign design and right of way. Staff and DbD are working with NCDOT for encroachment agreements for conduit for water and electric to the site and staff negotiated with Atrium a partnership for installing that conduit. Staff and DbD then presented the Council the plans and Council approved creating the bid documents and going out to bid for the construction of the Monument Sign at the Atrium Roundabout on Stallings Road.
- CARES Act - Staff worked with Union County for the receipt, use, and reporting of \$223,851 from the CARES Act from the federal government to assist with COVID-19 related expenses.
- Waste Connections - Strong, fostered relationships with Waste Connections has improved communications and service issues. Continued attention to the service will be a priority as it is a high visibility.
- Virtual Offices/Meetings - The continued strain of COVID would have been more difficult without virtual capabilities. The success of staff and IT to collaborate for these capabilities was crucial and continues to be imperative.
- Citizen Survey - Staff is in discussion with Western Carolina University (WCU) to help develop and administer a Town survey. WCU plans to send the Town a proposal within the week.
- Hybrid Meeting Capacity - Staff is researching the costs of adding AV equipment to allow for virtual capabilities in the Town Council Room and various conference rooms.
- American Rescue Plan (ARP) - The Town has received its first allotment of funds, \$2,572,685.12. Staff is discussing options with Centralina Regional Council (CRC) to assist with the administration of the funds. CRC is to provide the Town a proposal in the next few weeks.

## ENGINEERING DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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### ACCOMPLISHMENTS:

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

- Engineering was engaged in the TCC Meetings. The significance of this accomplishment is participation in regional transportation communication and coordination efforts. This target was met by the Town's Associate Engineer attending each meeting. This target will continue to be met through the involvement of the Town's Associate Engineer.
- 100% of the Town Streets were swept. The significance of this accomplishment is the provision of clean streets and the removal of sedimentation that can accumulate and disrupt stormwater management infrastructure. This target was met by the Town contracting this work out and this will continue in the FY 21-22 period.
- Repairs were completed within two (2) months of purchase orders being issued. The significance of this accomplishment is that repairs are completed in a timely manner which provides prompt service to residents, addresses potential hazards in a timely fashion, and minimizes the further degradation the area and/or infrastructure impacted by the issue. The Town Associate Engineer promptly coordinates with contractors and the Town Engineer, coordinates a solution, prepares the PO, routes the PO for appropriate Town Staff approvals, coordinates schedule with the contractor, and follows-up to ensure the contractor is responsive and effective. This approach will continue in the FY 21-22 period.
- The Town Engineer has completed professional development hours for the P.E. license and CFM certification. This is significant as it ensures that the Town Engineer is continually educated on issues and solutions. This was accomplished by the Town Engineer pursuing and completing continuing education courses as required for the P.E. license and the CFM certification. Continuing education through professional development hours is a requirement of the license and certification and will continue through the FY 21-22 period.

### CHALLENGES:

*Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?*

- The Town Hall Streetscape design was not completed due to ongoing coordination with NCDOT for permissible streetscape features. The Town will continue to coordinate with NCDOT to reach a resolution for acceptable streetscape features that accommodates both the regulatory criteria of NCDOT and the vision of the Town for this corridor.
- The improvement of sidewalk infrastructure occurred on an as needed basis, however, a wholistic approach was not completed due to the need for a complete inventory of sidewalk issues. The inventory/assessment process is currently being coordinated and upon completion, a prioritized plan for remediation will be prepared and implemented.
- The update to the Long-Term Transportation plan did not occur due to inactivity from the TAC resulting from COVID. Now that TAC meetings have resumed, the Long-Term Transportation plan will be coordinated with the Town Planning Department once a new Town Planning Director is in place.
- The town catch basins were not proactively cleaned in the FY 20-21 period. This activity was delayed due to staff transition and will be completed by a contractor in the FY 21-22 period.
- The comparison to contractor costs with Waxhaw, Pineville, and Harrisburg took place in the FY 20-21 period, and the Town partnered with Indian Trail for the recent resurfacing contract. Based on the unit costs reviewed, unit costs were comparable to recent bids received by the Town.
- Participating in three (3) continuing education classes or conferences did not take place in the FY 20-21 period due to the reduction and/or elimination of classes and conferences due to COVID. This goal will be accomplished in the FY 21-22 period now that conferences and classes have resumed.

**Other comments:**

The Engineering Department has been diligent to meet the needs of the residents and business community regarding repairs, contractor activities, flooding, plan review, and construction coordination. The Department has also identified proactive approaches to improve planning and budget management enhancing the level of service provided to the Town. These measures, such as the improved pavement management and improved stormwater control oversight, will be implemented in the FY 21-22 period.

# FINANCE DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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## **ACCOMPLISHMENTS:**

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

**Long-Term Financial Plans** - Draft of the Five-Year financial plan for FY2022 was completed. Will be reviewed with Town Manager and Deputy Town Manager and presented to the Council for review in October 2021. Continued success will be achieved by keeping this plan a living document and updating with every budget period or with major financial events that occur throughout the year.

**Maintaining Fiscal Strength** – Council has changed the additional restricted fund balance from 30% to 20% of next fiscal year's expenditures. This will be reflected in the FY2021 audit report.

**Provide Responsive and Dependable Services** – Finance staff provided services in a timely and accurate manner. Purchase order process was redefined during the COVID pandemic to issue purchases orders using email and electronic approvals so that the operations are not impacted with delays from employees working remotely.

## **CHALLENGES:**

*Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?*

**Training** – Training has been difficult to schedule due to the COVID pandemic. We have taken measure to seek remote training. Finance staff are planning on going to Southern Software Training to complete our requirement for the year.

**Financial Reporting** – We are able to provide staff and public with financial information on a timely basis. Audit has impacted the production of the July and August reports which will be done in September 2021

## **OTHER COMMENTS:**



# PARKS & REC DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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## **ACCOMPLISHMENTS:**

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

Parks and Recreation staff made great strides in professional development this year! Special Events Coordinator Eunice McSwain received her Certified Parks and Recreation Professional designation this year and Director Ashley Platts received her OSHA Public Sector certification as well!

Relaunching programming within the department was a resounding success! We set a goal of 1 program per month and greatly exceeded that goal. Even with COVID restrictions we offered the following programs:

- Pen Pal Program
- Senior Spotlight
- Easter Bunny Egg Drop-Off
- Dino-Hunt in the Park
- Kits4Kids (Nature Explorers, Picasso's Essentials, Space Mission, Mad Scientist, Paint-A-Planter)
- Captain Hook's Treasure Hunt
- Easter Bunny Drive-By
- Stallings Got Talent
- Camp Gladiator
- KinderMusic
- Fit4Mom
- Shred Day w/ Free Mask Distribution
- Santa Mail
- Leprechauns on the Loose
- Peter Cottontails Bunny Trail
- Eggapalooza
- Star Search – Scavenger Hunt

Partnering with Union County Extension we launched a weekly Farmer's Market on May 1 in the park that quickly became a downtown staple for the Town. We also added monthly live music and rotating handmade craft vendors to the line up to keep things fresh for the community.

Enhancements at Blair Mill Park began with work to mitigate the extensive debris and tree clean-up needed in the wooded areas. We also made tee-box improvements to the disc golf course, partnered with a local business to install a lost disc box, and partnered with Union County to help host a county wide disc golf tournament that brought out hundreds of disc golfers to our park. Dilapidated fencing and benches were removed, and new trash cans and picnic tables were installed as well as work began on restroom renovations.

## **CHALLENGES:**

*Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?*

This year's largest challenge we faced was COVID-19. It led to parts of the park being closed for portions of the year (e.g. playgrounds, splash pad, restrooms, rentals, special events, and gathered programs). We delayed a few of our goals due to these challenges:

- Quarterly newsletter: with no special events and mass gathering guidelines constantly changing, we felt it was prudent to delay launching this endeavor until things become more stabilized. The Town's decision to suspend their newsletter further solidified our decision.
- Instagram account: with no events and limited program offerings, staff did not feel we would have the quality content required to launch a successful social media platform
- Volunteer Recruitment: no in-person gatherings (e.g. committee meetings) were authorized during this fiscal year
- Upfit Springhill Park: Council approved the general layout concept for the park, but only allocated \$5,000 of the requested approximate \$55,000 in requested funding for the project. Project was to be reviewed by the Parks and Recreation Committee, however, no in-person meetings were held during this fiscal year.

**OTHER COMMENTS:**

There was a great strain on our maintenance workers this year. With increased demand for park usage and increased requirements for sanitation, our park maintenance workers and other parks and recreation staff have truly demonstrated what it means to be essential workers during a public health crisis. Cleaning restrooms, picking up soiled items from the public, emptying trash multiple times through the day are truly thankless jobs at times. Simply put, we would not have the outstanding parks and recreation operations we do without our maintenance and parks team.

## PLANNING DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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### **ACCOMPLISHMENTS:**

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

Land Use Vision Alignment – Council approved several significant development ordinance amendments on 8/24/20. Also, the Council approved ordinance amendments aimed at enhancing open space rules.

Greenway by Developers at No Cost to the Town – 100% of development agreements requiring developer to construct Greenway at no cost to the Town were approved where a greenway is shown on adopted plans.

Training/Empowering Staff – Planning tech is now running Planning Board meetings (way to go Matthew!).

Timeline Code Enforcement – 90% of violations brought into voluntary compliance within 60 days which is significantly above the 65% target (way to go Kolleen!).

Planning Board/BOA Training – Held in September 2020.

### **CHALLENGES:**

*Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?*

Light Rail TOD Plan – This timeline was too aggressive given the pace that CATS is moving.

Public-Private Partnership – As the Town learned collectively more about downtown development over the past year, it became clear that gaining site control and getting expert guidance on this was appropriate. This is on-hold.

Streetscape Plan – An action timeline/plan was presented and approved by Council. However, the Planning Director vacancy has put this project on hold.

### **OTHER COMMENTS:**

## POLICE DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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### **ACCOMPLISHMENTS:**

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

- The video partnership program and citizen post interaction survey were successfully launched on April 1<sup>st</sup>
- The NCLM Law Enforcement Risk Review program was completed in July 2021. This program was completed with only one recommendation to begin utilizing a driving risk assessment for new officers in the FTO program.
- Intoxilyzer room was prepped by the mid-term report. The intoxilyzer instrument was installed and operational in March 2021. Due to some mechanical issues, the SPD has yet to open the intoxilyzer room to outside agencies.
- The post interaction surveys have shown a high level of service from our officers. The results are normally within the range of good to excellent. Officers will need to continue to be reminded to hand out the cards that give citizens the information to successfully get to our survey website. The same will need to be done to continue reminding officers to talk to the community regarding the video partnership.  
All other goals, except those listed below, were achieved at the mid-term report.

### **CHALLENGES:**

*Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?*

- CALEA Accreditation-During the year, we attempted to hire a part time accreditation manager with no success. Lt. Cranford volunteered to take on the role of accreditation. He began working on this project in May and has already begun our self-assessment. Staffing shortages slowed our work on this project over the summer. This project takes all members' buy in and we continue to talk and discuss progress and strategy with all department members.
- Create Staff Development Plan-A draft plan was completed but as the year came to a close, the decision was made revamp the plan to align with the recommendations in the Stallings pay plan. The draft and research will be used to rework our current draft. This goal was forwarded into the 21-22 BSC for completion. The SPD will be creating a committee of members of all ranks to work on this project for input and buy-in. Our effort will be to be in line with the pay plan and be competitive in recruitment and retention of surrounding agencies.

### **OTHER COMMENTS:**

The COVID pandemic has still hindered some progress, but all department members continue to participate in the work done to accomplish our goals.

# PUBLIC WORKS –YEAR-END BALANCED SCORECARD OVERVIEW

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## ACCOMPLISHMENTS:

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

**Be a good steward of natural resources** – This is an ongoing process to identify energy and utility consumptions for the town and ways to reduce the cost. Public Works has identified areas (HVAC, Parking lot lights, etc.) and plans to reduce consumption such as smart meter and LED lights in parking lot. Neither item was approved in the budget but remain in CMIIP. This year we were able to do a Terminal Air Balance on the HVAC system and found it was not running at capacity and several repairs were made to get units working properly and efficiently.

**Repair small potholes within 3 business days of request** – With quarterly neighborhood checks, and staff of other departments reporting potholes as they see them when they are out in the field, we can meet this goal 100%. The only times we may be lacking are due to inclement weather and in the winter months when it's too cold to patch.

**% Of responses to citizen inquiries within 1 business day** - There are some challenges with this due to the pandemic, but in most cases, inquiries are responded to in 1 day. 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.

**Inspect All Town Neighborhoods** - 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 enforcement issues. These checks have played a vital role in keeping maintenance issues under control which in turn keeps our citizens positive. Also, visiting these neighborhoods quarterly helps identify issues early and, in some cases, stop them from becoming larger issues.

## CHALLENGES:

*Which targets did your department not meet? What challenges did the department face in meeting these targets? What will be done to try to meet the targets going forward (i.e. adjustments in strategy)?*

**Develop a life-cycle replacement plan for all capital assets** - There may be an option for this in the new PW work order software. Implementation of software is 9/31/2021.

**Training Meetings to Improve Employee Skillset/Knowledge** – With the pandemic still looming training is somewhat difficult other than online. We continue to train as best we can. This year were able to have an onsite asphalt training seminar.

Difficult to keep high standards on town landscaping due to lack of manpower. Public Works has asked for new staff member a last few budget reviews and has been denied each time.

Council asked for Public Works to outsource roadside landscaping. Public Works Director created an RFP, and no one bid on the project. One vendor came back and said they would only bid if it included all landscaping in town. We are having to extend the deadline in hopes of receiving even 1 bid. This is proving to be a difficult challenge.

## OTHER COMMENTS:

**% of work orders reported using work order system** - 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.