



A Balanced Scorecard Approach for the Town of Stallings

FY 22-23 Annual Report



September 21, 2023

A Report to Citizens, Council, & Staff – FY 2022-2023

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 next opportunity to analyze results and discuss possible changes to strategy will be at the Council's regular board meeting on September 25, 2023. At this meeting, the Manager will officially submit the FY 22-23 Year-End 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

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?

what (if anything) should be done in response. It is also important to 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 willing to try something new. This is our fourth year, and this has been/will be 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 too 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 from 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

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

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 compliments 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 from 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



Manage Resources

Maintain
Fiscal
Strength

Develop Long-
Term Financial
Plans

Invest in
Infrastructure

Deliver Services
Efficiently



Run the Operations

Enhance
Emergency
Preparedness

Improve
Communication &
Collaboration

Excel at Staff &
Logistical
Support

Provide
Responsive &
Dependable
Services



Develop Know-How

Maintain a
Skilled &
Competent
Workforce

Support
Development of
Citizen Volunteers

Enhance
Relations with
Other Entities

Town Council Strategic Priorities

- Downtown Creation
- Maximize Positive Development Around Hospital/Light Rail
- Develop a More Proactive Communications Strategy
- Ensure/Encourage Completion of Critical Intersection Projects

"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

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 – This is both an accomplishment and a challenge. The Town continued to broadcast all regular Town Council meetings and has added HOA email contact information to the sunshine list. The Town has begun and continues a new quarterly blog. Both of these efforts are aimed at enhancing citizen knowledge and therefore engagement. Staff provide a monthly update on NCDOT's Old Monroe Road project. Also, the Town Council has opted to put a townwide citizen survey on hold.

Implementing Economic Development Strategic Plan – This is both an accomplishment and a challenge. Due to a potential sewer capacity shortage, the Town and Monroe-Union County Economic Development Commission (MUCEDC) have had to pivot from our original strategy of hiring a position that is partly dedicated to Stallings. The Town has entered into a MOU with MUCEDC to outreach to industrial firms within Stallings. The MUCEDC will provide regular updates to staff and an annual report to the Council. If additional services are warranted, the MUCEDC will provide a proposal to the Town for additional paid services.

Creating a Stallings Downtown - The Town continues to work towards implementing its downtown plan. There are a number of challenges, most notably sewer capacity. However, the Town has taken concrete steps towards further developing our downtown area including working with UNC School of Government's Development Finance Initiative (DFI). This goal will take many years to achieve, but the Town has developed a strategy/action plan aimed at laying the foundation for a successful downtown.

FY 22-23 Action Steps (Updates)

- Meet with DFI and approve Downtown District Feasibility Assessment by 2/28/23. **Complete.**
- Complete the DFI Phase 1 Downtown District Feasibility Assessment by 2/28/23. **Complete.**
- Council will secure at least 4 members for a downtown support committee within one year of phase 1 completion. **N/A**

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

Emergency Preparedness – Staff took part in a large-scale emergency tabletop scenario with the Union County Emergency Management Services on 08-17-2023. The final briefing on that event will be forthcoming and available to Council. While outside of this reporting period, it is still important to make Council aware.

Adopting a Fiscally Responsible Annual Budget – This is both an accomplishment and a challenge. The Town is in great financial condition. However, expenditures are projected to exceed revenues moving forward for standard operations. The Town has used AARPA funds to plug the budget deficit but will be faced with difficult decisions moving forward.

Secure Occupancy Tax – This is both an accomplishment and a challenge. An occupancy tax bill for both Stallings and Indian Trail passed the NC House of Representatives. The Town is seeking an update from our General Assembly representatives.

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

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)?

Union County's Sewer Capacity – The lack of available sewer for new/expanding projects has halted/slowed the Town's downtown development endeavors.

Recordable Injuries – The Town has had 3 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. 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. While turnover numbers did not meet goals, management feels very positive about where the Town is staffing-wise. Some of the turnover is normal for a variety of reasons including retirement and the Town has made some strong hires at the department head level. The Town Council continues to ensure we can offer a competitive compensation package for staff. The Town has not held any "All hands on deck" meetings" but is scheduled to hold one in October 2023. The performance evaluation system was previously delayed because we were previously unable to hold in-person supervisory training, our trainer was in a bad car accident, and the Town had turnover in several key department head positions (meaning it was more cost efficient to wait until those positions were filled). Staff are gearing up to start implementing the system.

Employee Recognition Program – The Town fell one short (7 with a goal of 8). However, the Town's HR department has heavily emphasized the "Caught Ya" program and we anticipate going well above the goal of 8 for FY 23-24.

OTHER COMMENTS:

In addition to all of the Town's internal efforts, the majority of the Town's female leadership was named to the Union County's Top 100 Powerful Women list, another example of how our staff is impacting not only the Stallings community but also the surrounding area. Way to go ladies!

ENGINEERING DEPARTMENT – YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

- Engineering was engaged in the TCC Meetings and attended every meeting. The significance of this accomplishment is participation in regional transportation communication and coordination efforts. This target has been 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.
- Approximately 40 storm water repair projects were completed in FY2022-2023, and 92 % of all infrastructure repairs (storm water, roadway, sidewalk, etc.) were completed within two (2) months of purchase orders being issued. This has been the result of an ongoing effort to eliminate the backlog for stormwater management corrective action. The significance of this accomplishment is that repairs are completed in a timely manner which provides prompt service to residents (gets the contractors in and out), addresses potential hazards in a timely fashion, and minimizes the further degradation the area and/or infrastructure impacted by the issue. The Town Associate Engineers promptly coordinate with contractors and the Town Engineers, coordinate a solution, prepare the PO, route the PO for appropriate Town Staff approvals, coordinate schedule with the contractor, and follow-up to ensure the contractor is responsive and effective.
- The Town Engineer has completed professional development hours for the NC P.E. license. 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.
- The Engineering Department completed a larger-scale roadway patching project and was able to complete 75% of a comprehensive roadway resurfacing contract that will be completed in Summer of 2023. The Engineering Department will seek to implement 2 resurfacing contracts in FY 2024, one for preventative maintenance and one for reconstruction.
- The Engineering Department has been responsive to questions and issues presented by Town residents and have maintained a high level of communication. This was especially true as the Engineering Department worked through the constantly growing storm water repair list at multiple locations across Town. The Engineering Department is still addressing issues that have been added to the storm water backlog, however, the department was able to complete 40 out of 50 total projects in FY2023.
- Staff were able to complete a Storm Water Revenue Analysis and provide Council with the information to increase the current storm water revenue and amend the fee schedule for commercial properties to become effective in FY2024. This allows for an increase in the storm water budget to allow the Engineering Department to sufficiently fund the backlog of the storm water repair projects.

CHALLENGES:

- The biggest challenge the Engineering Department faced in FY23 was becoming fully staffed. Additionally, once becoming fully staffed, the Engineering Department has been consistently challenged with lack of institutional knowledge and outdated policies ultimately leading to inefficiencies and project delays.
- The Engineering Department was also challenged monetarily as we saw significant increases in construction pricing from materials and labor allowing for less work to be completed. Additionally, regarding the storm water budget, the Storm Water Fee had not been updated in almost a decade and the outdated fee schedule, along with the inflation in construction costs, was a constant challenge to overcome in FY2023.
- The Engineering Department was unable to perform the sidewalk inventory or analysis due to the staffing shortage and inability to apply resources towards this comprehensive inspection and analysis.

OTHER COMMENTS:

The Engineering Department continues to be diligent to meet the needs of the residents and business community regarding repairs, contractor activities, flooding, plan review, and construction coordination. Additionally, the Engineering Department will continue to ensure Stallings meets all Federal, State, and Local policies and requirements associated with repairs, contractor activities, flooding, plan review, and construction coordination.

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FINANCE DEPARTMENT – YEAR-END BALANCED SCORECARD OVERVIEW

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?

Maintain Fiscal Strength:

- ✓ **The FY22 financial audit is complete.** The current audit has no Material Weaknesses or Significant Deficiencies. This is a big hurdle crossed and a huge win for the Town.
- ✓ **FY23 Audit underway.** June and August site visits conducted by Potter are complete.
 - Continued success means managing internal controls by creating checks and balances in day-to-day operational processes as it relates to Accounts Payable and Payroll. For example, two people always look for dual signatures on invoice checks.
 - In short, management is responsible for preventing fraud and eliminating or managing risk as it relates to protecting the Town's financial assets.
 - Next Steps: Prep work for FY23 audit underway.
- ✓ **Five-year Financial Forecast is complete.** Council received an update on this item at its December 2022 Council meeting.
 - Continued success includes daily and regular forecasting of revenues and expenses on the cash and investment accounts. Weekly checks on the bank account balances are underway. Monthly bank reconciliations are key to detecting odd or irregular transactions.
 - Next Steps: Conduct an RFQ to identify a financial advisor for financial modeling and long-term financial planning for the Town's cash and investment assets. Present next forecast after the audit is finalized.
- ✓ **Received the FY22 GFOA Certificate of Achievement for Excellence in Finance Reporting.** In December, the Town's application to the Government Finance Officer's Association (GFOA) for the [Certificate of Achievement for Excellence in Financial Reporting](#) was submitted for consideration of this award. This is an opportunity for the GFOA to review our AFIR particularly our financial standing, financial policies, procedures and internal processes. The Town has received this award since 2015.
 - On-going success means producing documents and financial reports that meet government reporting standards and are transparent in nature. Continue to talk to the auditor and other financial experts on new GASB regulations and standards for implementation.
 - Next Steps: Implement GASB 96 (SBITA) or software capitalization for FY24.
- ✓ **FY24 Annual Budget and Fee Schedule adopted.** Facilitated the development of the annual operating budget and five-year Capital Improvement Plan. Presented the budget in collaboration with the Manager and Department Directors. Packaged and submitted the budget to the Manager for formal Council presentation. The budget is balanced and was adopted per the North Carolina Budget & Fiscal Control Act. The five-year Capital Improvement Plan was reviewed and endorsed by Council in June. The capital budget was adopted as part of the annual operating budget.

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)?

Excel at Staff and Logistical Support:

- Recently lost institutional knowledge regarding processing payroll. Currently, Karen Reid is training Melissa Carnes to serve as back-up for payroll processing. Having back-ups for payroll is key in the event of an emergency or if Karen Reid becomes unavailable unexpectedly. Succession planning is important to our continued success.
- Several transactions hit the General Fund cash account that were duplicative and erroneous from Prudential retirement. Finance and HR identified the transactions and are working with Prudential and the payroll provider to fix the problem and reverse the transactions. During peak seasons, such as budget and audit, it is difficult to catch irregularities in transactions and correct issues in daily operations quickly.

Enhance Relations with Other Entities:

- **Continue building relationships.** Contracting with outside services with financial expertise in specific areas is one strategy for improving internal controls and segregation of duties. For example, Clifton Larson is essential to the GASB 96 implementation process. CLA staff understand this regulation; reviewed our software contracts; and will provide us with the tools necessary to meet this financial regulation. To maintain the Town's excellence in financial reporting, continuing this contractual relationship to meet GASB standards and developing new relationships to assist with long-range financial planning, on an as-needed basis, are key to the Finance Department's future success.

OTHER COMMENTS:

- Continue to learn and manage the day-to-day operations of the department. The current goal is to listen, build relationships and communicate continuously with internal and external customers/stakeholders to improve customer satisfaction, responsiveness, and transparency from a finance perspective.
- Long-term financial planning for the build-out of the Capital Improvement Plan is an area of opportunity for this department and for the Engineering team. This means taking time to develop policy and strategies for how to finance projects, utilizing appropriate debt financing tools and potentially creating a Pay-as-You-Go (cash savings) strategy/policy for the Town.

PARKS & REC DEPARTMENT – FY 21-22 YEAR-END BALANCED SCORECARD OVERVIEW

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?

- Strengthen Citizen Engagement | Increase Community Image and Sense of Place
 - Currently the Parks and Recreation Department has hosted over 30+ Events/Programs this year and are on track to knock out a few more! Our team has put together a dynamic calendar, as well as created a great volunteer force, to ensure the sustainability for events in the future.
 - The Parks Department recently participated in a volunteer outreach at Union Academy where our event coordinator recruited 45+ volunteers! Over the last few months, we were rarely stuck in a position where we lacked help. Creating this partnership with Union Academy's high school students has been the perfect addition for all our events!
- Maintained a Skilled & Competent Work Force | Train/Hire competent staff who exemplify the Stallings Way
 - Stallings Parks and Recreation Department has a brand-new workforce with all full-time staff, with the exclusion of the Parks Director, who has been with the Town for less than a year. With this new team comes great experience in a variety of areas. Our staff have a VAST array of certification & we are excited to share the following that we have on our team:
 - 3 Staff Members are Certified Parks and Recreation Professionals.
 - 3 Staff Members are Certified Pool Operators.
 - 7 Staff Members are CPR/AED certified.
 - 2 Staff Members Pesticide Certified
 - 4 Staff Members are Certified in Playground Safety Inspections

These certifications have set the standard for our department, and we are excited to see what next steps we take towards a more skilled department!

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)?

- Serve The Community | Enhance Recreation, Walkability & Connectivity
 - Tennis Camps/Classes: We are noticing a lack of community interest in instructional tennis programs provided in the parks. With a huge increase of Pickleball interest over the years we believe offering more Pickleball in the future will serve the community best rather than focusing efforts on Tennis.
- Manage Resources | Feedback during Events:
 - The Parks Department is researching ways to receive feedback during the events; however, find it hard to balance staffing the events operationally and having an able body to run a "Feedback Tent" while priorities are elsewhere.
- Run the Operations | Improve Communication & Collaboration

- The Department has noticed a lack of cohesive communication throughout our park system. We are working with a sign vendor as well as thinking of ways internally to create a cohesive vision for the parks. We want our community to step foot into any Stallings Park and have that moment of “Oh wow – I know exactly where I am!”. This challenge comes from creating an identity for the Town and taking steps towards cohesive branding.

OTHER COMMENTS:

The Parks and Recreation Department continues to make strides towards a better future here in Stallings. Citizens are actively communicating to us, via social media, about how well the parks department is performing. We have received the following google reviews over the past year that our team is VERY proud of. We believe that our hard work and effort is being noticed by the community and we hope to continue this positive trend.

“This park is fantastic for young families. The playground for children up to age 5/6 is fenced so parents can feel a little less stressed about the young ones running towards the busy road by the park. The splash pad is so much fun when the weather is warm. Check the park website for scheduled closings. They turn off the water twice daily for maintenance so you will want to plan around the scheduled closings. There are nice indoor restrooms that are clean. There are picnic areas that you can reserve and lots of benches throughout the park for a quick snack.”

“This was our first time here and we had a GREAT time! We got there just after 9am the park seemed very well kept- the bathrooms were the cleanest I've ever seen at a park. This was great for my two-year-old to run and play and I still felt safe. We will be back.”

“The Parks and Rec department has done a wonderful job bringing this park back to life!!! Everything from the family events they put together, to the beautification, updating and splash pad. They are doing a fantastic job and the park is our new favorite spot!!! Huge thank you to the Town of Stallings!”

PLANNING DEPARTMENT – YEAR-END BALANCED SCORECARD OVERVIEW

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 Planning Team continues to receive favorable feedback from developers and the public for responsiveness, dependable services, and receive positive comments about how friendly, informative, and efficient we are when helping them.

The Downtown Streetscape plan has been adopted, which is continuing to strive toward Council goals by creating a Traditional Downtown that Attracts Niche Retail, Local Restaurants, Breweries, and Other Amenities in a Unique Walkable Town Center

Planning takes pride in the Planning webpages by updating the website periodically so the Council and residents have the most up-to-date information. Development Projects are on the webpage for residents and developers to review, and we have developed several interactive maps.

Planning staff received the CRTPO Transportation Grant for 80/20% match up to \$100,000 on March 30, 2023. The planning funds are to be used within one fiscal year, starting July 1, 2023, and with all reimbursable work completed by June 30, 2024.

- There are three main initiatives for the Silver Line Plan Integration:
 - 1) Integrate the future Lynx Silver Line Project into the Stallings Comprehensive Land Use Plan to include timelines, benefits, studies, and education.
 - 2) Reimagine the Monroe Expressway Small Area Plan/create a Silver Line Station/Atrium Hospital Small Area Plan to include renderings and specs.
 - 3) Incorporate an updated Transportation Oriented Development Overlay in the Development Ordinance with preservation and promotion techniques along the proposed Silver Line alignment.

The Planning Director received AICP certification (Certified Planner).

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)?

We have multiple legacy projects that were adopted before the new Planning staff. The main challenge is waiting to see the results of Land Development, which takes years.

Maintaining high-quality Planning staff was difficult. We support and train our employees, so maintaining staff is not due to any fault of Stallings or existing staff. The planning tech position is an entry-level position, so multiple staff members have moved on, and code enforcement is a very demanding position from the public. Turnover has made it difficult for staff to complete long-term projects like ordinance updates.

Maintaining high-quality Planning Board & Board of Adjustment members. We still do not have full planning board membership. We try to spread the word, but many do not want to join because the board is only a recommendation board.

POLICE DEPARTMENT – FY 21-22 YEAR-END BALANCED SCORECARD OVERVIEW

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?

- **Provide CPR and First Aid to Stallings residents**-SPD held two events, both in Stallings Park, during park events, in an effort to get a higher turnout. The first event was held on April 12. SPD partnered with UC Fire Marshall's Office and Hemby Bridge FD to host hands-only CPR. This event was an open attendance, so anyone at the park could participate. The second event was held during the Park's Bash at the Splash Event. CPR and water safety were taught at this event. SPD again partnered with UC Fire Marshal, Hemby Bridge FD, and Union County Safe Kids.
- **Establish comprehensive outreach programs to the community to include collaborative efforts and enforcement**- SPD Traffic Education & Safety Team was established in 2021. The team's objective is to educate on/and enforce traffic laws while addressing community issues. The TEST team made 26 traffic safety-specific social media posts, conducted six child safety seat installation clinics, and conducted 31 traffic checkpoints. They also created a Distracted Driving program and presented it at the Ahiska Turkish Community Center. Another objective was to increase impaired driving enforcement. The SPD impaired driving arrests increased from 13 the year before to 38 this year.
- **CALEA accreditation**-The SPD has been diligently working on this three-year process. We just completed our second full year and have scheduled our on-site assessment for April 2024. SPD will continue gathering proofs for our upcoming assessment.
- **Create and staff a chaplain program**-SPD has identified and selected two chaplains. The background process is underway, and both have attended police functions.
- **Create and staff reserve police officer program**-Two reserve officer candidates were identified. One has been sworn in and has participated in departmental events. The other candidate is awaiting the return of his paperwork from Criminal Justice Standards.

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)?

- **Create a Technology Strategic Plan**-The SPD has expanded this goal to a second year. This is an important plan for the PD to continue preparing for future needs. The fact that some committee members left the department during the year increased the need to extend the timeline for this goal.
- **Increase firearms proficiency by 5%**-This was a two-year goal. We are in our second year of working towards increasing our firearms proficiency. We continue to have 4-6 open-range days a year to work on any issues officers might be having. An officer-involved shooting this year also identified potential measures to increase proficiency, which is also being examined.

OTHER COMMENTS:

- Although we continue to diligently work on/and meet departmental goals, staffing issues continue to plague the profession. At one point during this goal cycle the SPD was short five officers. Staffing and the amount of time it takes to train and certify an officer presents new challenges. All officers of the department remain committed to meeting goals and setting new standards for performance.