

Balanced Organizational Scorecard

Administration

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2022-23 Town Council Priorities	Departmental Vision/Mission Statement
To provide an inviting and safe community with a commitment to excellence where families and businesses can thrive as we embrace our future while preserving our past.	To serve the residents and businesses of the Stallings community by providing excellent municipal services while upholding the public interest by maintaining a sound financial position and active stewardship of public assets and resources.	<ul style="list-style-type: none">• Integrity• Commitment• Flexibility• Awesome Customer Service• Team Before Self• Continuous Improvement• Competent/Qualified• Supporting Each Other• Everyone Pitches In• Work/Life Balance• Positive Attitude• Collaboration• Dialogue• Have Fun• Trust & Respect• Open to Teach/Learn• Healthy, Positive Environment	<ul style="list-style-type: none">• Downtown Creation• Maximize Positive Development Around Hospital/Light Rail• Develop a More Proactive Communications Strategy• Ensure/Encourage Completion of Critical Intersection Projects	<p><u>Town Manager Mission:</u> The Town Manager's Office provides professional, strategic, responsive, ethical, and respectful leadership under the Council-Manager form of government.</p> <p><u>Town Clerk Mission:</u> To provide a legally mandated, knowledgeable, professional function to the incorporated body and its citizens accurately and timely, while preserving and maintaining the Town's vital records.</p> <p><u>Human Resources Mission:</u> To anticipate, develop and fulfill the human resources needs of Town employees. To provide support to the Town in developing, implementing, and administering a comprehensive human resources program.</p>



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Use Existing Resources to efficiently improve external communications. If unsatisfactory, consider increasing resources for communications for FY 23-24.	Broadcast Regular Town Council Meetings	100%	Annual/Ongoing	100%	ADM	Video all regular meetings stream live to the Town's YouTube Channel.	All regular meetings are video recorded and streamed live to the Town's YouTube Channel. Or if the meetings are virtual, Zoom video is utilized.
			Add HOA email contact information to sunshine list. Keep list up to date.	Complete initial update.	5/1/22/Ongoing	Complete	ADM	Council would like the HOA contacts to be communicated with as the Sunshine List	This has been completed and is an ongoing task.
			Develop a blog post system and have first blog post by 7/31/22	First blog post by 7/31/22.	Began 07-2022	Compete/Ongoing	ADM	The Council saw the need for a location to house information about ongoing projects and issues for the Town.	A blog has been created and quarterly posts have been initiated.
			Complete Citizen Survey	Y	12/31/2022	Council is thinking over draft survey content. Staff will put it on a future agenda for further direction.	ADM		
			Provide a Monthly Status Update of NCDOT's Old Monroe Road Project	Monthly	6/30/2023	Monthly - see notes	ADM	Update as part of monthly staff report	Update was inadvertently omitted from the December update. However, the project status has not changed from the November update and the December report has been reposted with update.
		Implement Economic Development Strategic Plan with goal of 80%/20% (res/com) tax base by 2030	Contract Executed with Union County Economic Development & Position Filled	Y	TBD	County ED Presenting New Proposal to Council in March 2023	ADM	Had job description agreed to, was waiting on ED reorg. However, County sewer capacity caused us to rethink.	
								FY 22-23 Action Steps - Meet with DFI reps and approve Downtown District Feasibility Assessment	

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

	Promote Economic Vibrancy	Create a Traditional Downtown that Attracts Niche Retail, Local Restaurants, Breweries, and Other Amenities in a Unique Walkable Town Center	<u>FY 22-23 Admin. Action Steps</u> - Meet with DFI reps and approve Downtown District Feasibility Assessment Proposal by 2/28/22 - Complete the DFI Phase 1 Downtown District Feasibility Assessment by 2/28/23 - Council will secure at least 4 members for a downtown support committee within one year of Phase 1 completion	Y	Various - See Measure	<u>FY 22-23 Admin. Action Steps</u> - Meet with DFI reps and approve Downtown District Feasibility Assessment Proposal by 2/28/22 - Complete - Complete the DFI Phase 1 Downtown District Feasibility Assessment by 2/28/23 Anticipate Completion 2/27/23 - Council will secure at least 4 members for a downtown support committee within one year of Phase 1 complete N/A	TC, ADM	Proposal by 2/28/22 - Complete the DFI Phase 1 Downtown District Feasibility Assessment by 2/28/23 - Continue operating Farmers Market in 2022 (P/R) - Hold at least 3 Parks/Rec events in the downtown area in 2022. - Add downtown streetscape requirements into the zoning ordinance by 12/31/22 - Council will secure at least 4 members for a downtown support committee within one year of Phase 1 completion	DFI coming to present to Council on 2/27/23
		Maximize Positive Development Around Hospital/Light Rail	<u>FY 22-23 Action Steps</u> - In FY 22-23, add resources for bypass landscaping upgrades. - Install large gateway signage in roundabout by 6/30/23.	Y	Various - See Measure	<u>FY 22-23 Action Steps</u> - In FY 22-23, add resources for bypass landscaping upgrades. Complete - Install large gateway signage in roundabout by 6/30/23. Council opted not to move forward.	ADM, TC	<u>FY 22-23 Action Steps</u> - Finalize landscaping plan with NCDOT by 9/30/22 P/W - In FY 22-23, add resources for bypass landscaping upgrades. - Put resources in FY 23-24 budget for US 74 Station Area/SAP/SDO updates. P/Z - Install large gateway signage in roundabout by 6/30/23. - Complete CLUP update by 12/31/23. P/Z - Secure CRTPO grant for Station Area/SAP/DO Updates by 6/30/23. P/Z - Complete Station Area/SAP/DO updates by 9/30/24. P/Z	
Manage Resources	Maintain Fiscal Strength	Adopt a fiscally responsible annual budget	Adopt a Balanced Budget that does not use fund balance or debt for operational expenditures	Yes	Annual	Yes	TC, ADM, FIN		
		Secure an Occupancy Tax	Occupancy Tax Enacted	Yes	6/30/2024	State elected official has shared with Mayor that there might be a window to get this approved by GA.	T.C., ADM		Previous FY 19-20 Council Priority
	Develop Long-Term Financial Plans	Ensure Organizational IT Infrastructure/Equipment needs are met	Maintain 5-year IT Replacement Schedule/Plan	Yes	Ongoing	Yes	ADM		Computers and equipment are being updated as needed.
	Deliver Services Efficiently	Create a safe environment for employees/public and control cost	% of workforce that have completed mandatory safety training	100%	Annually	97% (anticipate 100% by year end)	ADM, SAFETY CO., ALL	New NCLM Training software under review. Issues with accessing that we are working through.	
			# of OSHA recordable injuries: Town Total: General Government: Police:	# of OSHA recordable injuries: Town Total: 0 General Government: 0 Police: 0	Annually	# of OSHA recordable injuries: Town Total: 2 General Government: 0 Police: 2	ADM, SAFETY CO., ALL		2021 annual report due to be signed and posted by Feb 1. 534 days without incident as of 1/20/2022
Run the Operations	Enhance Emergency Preparedness	Ensure Organization-wide Emergency Preparedness	Hold a Large Mock Emergency Training Scenario and Identify Areas for Improvement	Once Every 3 years	Once Every Three Years	Planning In Process	ADM	Completed Last Training in FY 18-19	ADM staff will work with PD to develop a plan and process for training.
	Improve Communication & Collaboration	Improve Inter-Departmental Relationships Through Team-Building Events	Hold Organization Wide Team Building Event	4	Quarterly	2	HR		
		Ensure All Employees are Informed & Have Opportunity for Feedback to Increase Feeling of Ownership/Buy-In	Hold "All Hands on Deck" Meeting	1	Annually	0	ADM		
Develop Know-How	Maintain a Skilled & Competent Workforce	Maintain an educated, dedicated, competent, and productive workforce	Turnover Rate: Non-PD: PD: (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period)	Turnover Rate: <10% Non-PD: <10% PD: <10% (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period)	Annual	Turnover Rate: 0% Non-PD: 0% PD: 0% (*Excludes retirements, Involuntary Separations, & 6 month probationary period separations)	ADM, HR	<u>FYE 22-23 Action Steps</u> - Train HR staff to conduct assessment centers - Reengage and complete Performance Evaluation Training - Team-Building Events - Employee Recognitions	

		Caught Ya! Employee Recognition Program	# of Employee Recognition Awards	8	Annual	5	HR		
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Balanced Organizational Scorecard

Engineering

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2022-23 Town Council Priorities	Departmental Vision/Mission Statement
To provide an inviting and safe community with a commitment to excellence where families and businesses can thrive as we embrace our future while preserving our past.	To serve the residents and businesses of the Stallings community by providing excellent municipal services while upholding the public interest by maintaining a sound financial position and active stewardship of public assets and resources.	<ul style="list-style-type: none"> • Integrity • Commitment • Flexibility • Awesome Customer Service • Team Before Self • Continuous Improvement • Competent/Qualified • Supporting Each Other • Everyone Pitches In • Work/Life Balance • Positive Attitude • Collaboration • Dialogue • Have Fun • Trust & Respect • Open to Teach/Learn • Healthy, Positive Environment 	<ul style="list-style-type: none"> • Downtown Creation • Maximize Positive Development Around Hospital/Light Rail • Develop a More Proactive Communications Strategy • Ensure/Encourage Completion of Critical Intersection Projects 	Mission: The Engineering Department provides quality, efficient, professional engineering services and technical support to the public and other Town departments. We deliver cost effective and sustainable solutions associated with the implementation of capital improvement, land development and community infrastructure. Fostering an environment of excellence and growth are our core values.



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Maximize Positive Development Around Hospital/Light Rail	Increase beautification in area	Finalize Landscaping Plan with NCDOT	Town Council Approval of Landscaping Plan	9/30/2022	Council approved plan. Waiting for DOT interlocal agreement.	Eng		
	Enhance Recreation, Walkability & Connectivity	Improve Sidewalk Infrastructure	Complete Stallings Sidewalk Inventory	100%	1/31/2023	Project has not yet begun. We have a goal of compiling this information by the end of FY 2023.	Eng	Coordinate to determine efficient approach to inventory the existing sidewalk infrastructure and incorporate into Town GIS data.	
			Complete Stallings Sidewalk Evaluation for Deficiencies	100%	4/28/2023	This has not yet begun, however, engineering will seek to walk and analyze all sidewalk(s) by the end of 2023.	Eng	Council has adopted a Sidewalk Maintenance Policy and Staff will determine approach to evaluating and pricing corrective measures for Town sidewalks. After that, Town will need to develop corrective financial plan.	ALL - All Departments ADM - Administration P/R - Parks & Recreation P/Z - Planning & Zoning ENG - Engineering P/W - Public Works PD - Police COM - Communications
Manage Resources	Invest in Infrastructure	Long Term Transportation Planning	Update Transportation Master Plan	100%	TBD	Once Planning completes HWY 74 Station Area/SAP/SDO plan updates are complete, determine whether to proceed with a new transportation master plan process.	Eng, P/Z		TC - Town Council
		CRTPO Engagement	Participation in TCC Meetings	100%	6/30/2023	100%	Eng	ENGR will continue to attend TCC meetings	
		Maintain Town Roads in a Cost-Efficient Manner	<ul style="list-style-type: none"> - Update PCI index every 3 years - Maintain Project Inventory using DRIVE software - Develop Project Plan for Pavement Maintenance - Implement Pavement Management Project 	100%	6/30/2023	Resurfacing contract is expected to begin in Spring of 2023 and is focused on reconstruction of roadways.	Eng	Staff is looking to incorporate a phase 2 resurfacing contract that will implement preventative maintenance. Expected to be a pilot program at first with hopes to permanently incorporate into the resurfacing program	
		Maintain Storm Water Infrastructure	% of Storm Drainage System Inspected Annually & Cleaned As Needed	100%	6/30/2023	Do not have a specific % of inspected storm water infrastructure, however, we have been improving our storm water systems as issues arise.	Eng		
			% of Town Streets Swept Annually	100%	6/30/2023	Street Sweeping will be performed before the end of the FY	Eng	ENG will continue sweep Town roads on an annual basis	
			% of Annual SCM Inspections Completed Annually	20%	6/30/2023	Staff is analyzing appropriate SCM inspection techniques to ensure we can meet the MS4 permitting requirements.	Eng.	Eng. will inspect all SCMs in Town once every 5 years for MS4 Permit	Currently 28 total SCM's
			Create Stormwater Revenue Analysis	Y	1/31/2023	Staff is currently analyzing and evaluating storm water fee increases and restructuring the fee schedule.	Eng	Working to get inter vivos surface GIS data.	
			Inventory of Stormwater Infrastructure & SCMs	100%	Updating as needed.	100%	Eng	MS4 Permit	
		Deliver Services Efficiently	SW and Trans. Projects over 20k will be required to have at least 3 separate bids	100%	6/30/2023	100%	Eng	Future resurfacing contracts will be implemented in the Fall of fiscal year	

Run The Operations	Provide Responsive & Dependable Services	Complete Stormwater Repairs in a Timely Manner	% of Repairs Completed Within Two months Of Purchase Order Execution	80%	6/30/2023	92%	Eng	ENGR will continue to provide efficient and timely repairs.	
Develop Know-How	Maintain a Skilled & Competent Workforce	Improve Employee Skillset & Allow Employees to Grow	% of Engineers with Minimum of 15 Professional Development Hours	100%	6/30/2023	20%	Eng	Town Engineer will continue to meet education requirements per NCBELS	
		Continuing Education	% of Department Attendance At a Minimum Of 3 Continuing Education Classes	100%	6/30/2023	2/3 Education Classes so far	Eng	Department Staff will attend at least 1 Professional Conference	

Balanced Organizational Scorecard			Finance	
Organizational Vision	Organizational Mission	Stallings Way Values	FY 2022-23 Town Council Priorities	Departmental Vision/Mission Statement

Balanced Organizational Scorecard			Finance	
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To provide an inviting and safe community with a commitment to excellence where families and businesses can thrive as we embrace our future while preserving our past.	To serve the residents and businesses of the Stallings community by providing excellent municipal services while upholding the public interest by maintaining a sound financial position and active stewardship of public assets and resources.	<ul style="list-style-type: none">• Integrity• Commitment• Flexibility• Awesome Customer Service• Team Before Self• Continuous Improvement• Competent/Qualified• Supporting Each Other• Everyone Pitches In• Work/Life Balance• Positive Attitude• Collaboration• Dialogue• Have Fun• Trust & Respect• Open to Teach/Learn•Healthy, Positive Environment	<ul style="list-style-type: none">• Downtown Creation• Maximize Positive Development Around Hospital/Light Rail• Develop a More Proactive Communications Strategy• Ensure/Encourage Completion of Critical Intersection Projects	<u>Mission</u> : The mission of the Finance department is to work in partnership with all Town departments providing operational, financial and leadership guidance as well as to provide accurate and timely financial information to the Mayor, Town Council and Town Manager. The department strives for excellence as a steward of the Town's assets and to provide financial transparency to our citizens.



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Provide financial information to keep the public engaged and informed of the Town's financial transactions	Update finance website, which includes financial summaries and a/p distributions	Monthly	Update to be completed by the 28th of the following month	Q2: Some financial data was posted to the website in October, November and December. The website is available currently.	FIN	For Q3: Need to update language and links on all financial related pages. Archive old data. Add FY24 Budget Calendar to the site. Follow Blake/Union, Emily/Hillsborough and Meck County Budget and Finance webpages as best practices.	ALL - All Departments ADM - Administration P/R - Parks & Recreation P/Z - Planning & Zoning ENG - Engineering P/W - Public Works PD - Police COM - Communications
									TC - Town Council
Manage Resources	Maintain Fiscal Strength	Present timely and accurate CAFR each Fiscal Year	Submit AFIR to the Local Government Commission within 4 months of year end	LGC - Oct 31 GOA CAFR Dec 1	Annually	100%	FIN	Begin contract renewal process for Potter and Potter to conduct FY23 audit.	Q2: On November 29, Former Finance Officer Marsha Gross submitted the data input worksheet, the auditor communication from Potter and Company and the FY22 audit report to the Local Government Commission. Confirmation of receipt on file. On December 12, the auditor Emily Mills presented the audit report to Council at their Regular Meeting. During this meeting, former Finance Officer Marsha Gross requested the Council members to sign the FPIC letter for submittal to the LGC. On December 14, Gross emailed an electronic copy of the AFIR, which includes the FY22 audit, to Council and the Department Heads. On December 21, former Finance Officer submitted the GFOA application for the Certificate of Achievement award.
								Performed during annual audit	Q2: No change. The amount as

		Maintain 20% Council Reserve in Restricted Fund Balance	% of Budgeted expenditures for following fiscal year	20%	Annually	100%	TC, ADM, FIN	process.	calculated in the FY22 audit is \$2,198,840
	Develop Long-Term Financial Plans	Develop and maintain 5 year Financial Forecast and CMIIP	Develop and present to council each budget cycle and semi-annually submit updates to Council for review.	Resubmit - November 2020	Annually	100%	FIN	Utilize plan during budget process and update each year after budget is complete	Q2: On December 12, former Finance Officer made presentation to Council on the FY23 to FY27 Financial Forecast including projects related to the CMIIP.
Run the Operations	Excel at Staff & Logistical Support	Issue purchase orders in a timely manner according to purchase order policy	# of purchase orders not issued within 3 business days (exceptions for approvers absence)	5 or less	Monthly	TBD	FIN	continuous process	Refine measure and target for next fiscal year. Would like to see this as a reverse measure with high values as "poor." Take into consideration the unique circumstances where process is not within owners direct control. Develop a tracking process.
		Produce timely financial statements to town manager, directors and council	Distribute financial update to Town Manager and directors for review by 20th of the month	100%	Monthly	TBD	FIN	Plan to submit before deadline each month in conjunction with Wells Fargo Credit Card input	Q2 data is unknown.
	Provide Responsive & Dependable Services	Provide timely and dependable information when inquiries from public and our vendors/business partners are requested.	Response within 3 business days from inquiry with estimated time to prepare information or answer dependent on request.	100%	Annually	TBD	FIN		Q2 data is unknown.
Develop Know-How	Maintain a Skilled & Competent Workforce	Develop strategy to retain employees by focusing on career development through training	Employees attend at least one class, workshop, seminar or conference within the fiscal year	100%	6/30/2023	The Southern Software Conference is held annually and every other calendar year. Per Southern Software staff, the annual conference will not be held this year. However, the vendor offers online courses at no cost to Town.	FIN	Will register for the training conference for Southern Software	Plan to schedule an online course for uploading and entering the FY24 budget into system. Will resume Finance Officer certification process with School of Government. One of three certification tests completed by Finance Officer. A/P Tech/Deputy Clerk will attend Town Clerk training academy and safety training courses for both roles.
	Enhance Relations with Other Entities	Build relationships with other governmental organizations by meeting with or attending organizational financial related functions	Attendance at meetings/functions	Minimum of 2 per fiscal year	6/30/2023	TBD	FIN	Will look for telephone/conference call opportunities to network	Will resume membership with the North Carolina Local Government Budget Association and Government Finance Officer's Association.

Balanced Organizational Scorecard

Parks & Recreation

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2022-23 Town Council Priorities	Departmental Vision/Mission Statement
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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Increase community image and sense of place.	# of programs/events tailored to specific group (children, young-adults, seniors)	5	Annually	Currently we have events scheduled towards seniors, active adults, young adults, & small children. Working towards incorporating Children with Disabilities.	PR	Work with ATRIUM to reach diverse population.	
	Enhance Recreation, Walkability & Connectivity	Provide new recreational skillset training opportunities for residents	# of camps/trainings held for resident skillset expansion (Tennis, Soccer, pickleball, etc.)	2	Seasonally	2 Summer Camps, 3 Tennis & 2 Pickleball 9 week programs planned!	PR & TennisBloc	Advertise in the Spring for summer camp openings to fill all spaces available	
		Construct Blair Mill Greenway Vickery Segment & Privette Park Playground Installation	Finish BM Greenway Construction (Y/N) Privette Playground Installed (Y/N)	y	Aug. 2023	Privette Playground installed end of January 2023. Greenway still in progress	PR	Have public input open at Privettes grand opening where residents can "Vote" on amenities added to playground.	
Manage Resources	Deliver Services Efficiently	Create a digital platform for our vendors, volunteers & staff to streamline our contracting services.	Find a budget-friendly service to conduct online contract signatures/documents.	y	3/1/2023	Y - Outsourced PandaDoc for Streamlining application services	PR	Continue using PandaDoc to streamline all contracts through department	
		Anticipate the needs of the changing community and structure programs & facilities accordingly.	% of events/programs where at least 10 participant reviews are collected.	75%	Every Event	No - Brainstorming with team to add a "Parks & Recreation Info" booth at every town event to collect responses.	PR		
Run the Operations	Improve Communication & Collaboration	Expand the level of public information and involvement in parks and recreation.	Create cohesive advertising at ALL parks and recreation facilities across town.	1 Informational board at each Parks & Recreation Facility/Greenway around Town	Dec. 2023	N - Renovated 4 informational boards at SMP.	PR/ Eagle Scout	Installing Info kiosks at Blair Mill & Privette in the Spring.	
	Excel at Staff & Logistical Support	Provide opportunities for relaxation, learning & socialization to promote personal growth and well being.	Block off services , post-events, to promote socialization & "time-off" for department	1 Team building opportunity per quarter.	Quarterly	2 - In process of Scheduling Escape Room for the Spring	PR		
	Provide Responsive and Dependable Services	Strive to improve existing facilities while seeking opportunities for future development.	Create a short & long-term plan for each recreation site.	1 short term & 1 long term plan per Park/Greenway	Annually	Hired on Senior Maintenance Technician to start preparing project list.	PR	Work with Senior Maintenance Technician to create a list of projects and set forth an implementation plan for them.	
Develop Know-How	Maintained a Skilled & Competent Workforce	Train/Hire competent staff who exemplify the Stallings way.	Implement specific training plan for each job description	y	Annually	N - All PT & FT staff attended CPR/AED training Feb 7th which is now required to have.	PR	First Aid training Scheduled for March 7th. Moving forward with working on specific jobs needs.	
	Support Development of Citizen Volunteers	Recruit & retain strong volunteer group.	Work with schools to make students aware of volunteer opportunities & reward long-term service.	4 Volunteers from 3 different schools	Annually	2 new volunteers from Union Academy.	PR	Plans to reach out to local high schools with Beta Clubs/honor societies with kids in need of volunteer hours.	

	Enhance Relationships with other entities	Improve inter-agency cooperation with neighboring communities.	Connect with HOA's to inform of upcoming events/programs/town news pertaining to trails, greenways & parks.	Create newsletter/parks pamphlet for H.O.A's	Quarterly	Created monthly newsletter that was sent out on Feb. 1st	PR	Planning to curate a list of residents/non-residents on our RecDesk software to send out information.	
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Balanced Organizational Scorecard

Planning and Zoning

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2022-23 Town Council Projects
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Perspectives	Objectives	Initiatives	Measure
Serve the Community	Enhance Economic Vibrancy	Create a Traditional Downtown that Attracts Niche Retail, Local Restaurants, Breweries, and Other Amenities in a Unique Walkable Town Center	Council approval of the Streetscape Plan and implementation into the SDO.
		Maximize Positive Development Around Hospital/Light Rail (Economic Development)	Incorporate TOD standards into Development Ordinance to support Silver Line Light Rail into Stallings.
			Secure CRTPO grant for Station area planning
			Station area SAP/DO/CLUP updates to incorporate light rail and Atrium

		Amend SDO, SAP, and FLU to reflect Economic Vibrancy Initiatives	Update FLU categories (CLUP) to better align with SDO
Manage Resources	Enhance Recreation, Walkability, & Connectivity	Identify Future Road Capacity and Connectivity Needs and increase the likelihood of CRTPO funding for projects	Council Approval of the Transportation Master Plan.
Run the Operations	Deliver Services Efficiently	Provide excellent customer service for permits and procedures	% of Plan review (Const. Doc, Final Plats, Etc.) to be reviewed within 30 days for the Planning Dept.
		Website and Mapping updates to improve service and communications	Conduct monthly review of the information on the Planning pages of the website and update if necessary.
			Develop 1-2 Interactive Maps for public use
		Provide timely and effective response to ordinance code violations	Document % of violations brought into voluntary compliance within 60 days
		Track/Develop Report for Impact of Chicken Ordinance	Issue Town Council a Chicken Report
Develop Know-How	Ensure Staff Are Growing as Professionals to Better Serve the Citizens	Development of a Continuing Education Plan for Department Staff & Begin Implementation. Maintain credits for certifications.	Development of annual of 1-2 minimum Continuing Education Plan for Department Staff & Begin Implementation

Develop know-how	Support Development of Citizen Volunteers	Promote efficiently run meetings by providing training for Planning Board and Board of Adjustment members	Annual Training of Planning Board and Board of Adjustment Members
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Priorities	Department Mission Statement
ment Around Communications Strategy tion of Critical Intersection	<u>Mission:</u> The Planning and Development Department's mission is to foster a dynamic, attractive, and economically healthy town. The Planning Department works to promote coordinated growth, diversified development, placemaking, adaptive community, and regional collaboration.



Target	Timeline	Status/Result	Responsible Entity	Action Plan
100%	12/31/2022	We have completed the design for Downtown Streetscape with Destination by Design but Council wanted to see impact of DFI study before proceeding.	P/Z	Once the DFI study is complete, we will bring back the Streetscape plan to Council (if DFI finds it feasible).
100%	12/31/2022	Got direction from TC on 12/12/22. The new goal is to add limited TOD to the Zoning Map and create language in-house by July 2023. Next step will be CRTPO grant to fund full overhaul with consultant.	CATS & P/Z	CATS to finalize Stallings Silverline recommendation. Staff to implement their recommendation into TOD Standards.
Y/N	6/30/2023	Submitted grant. Awaiting CRTPO grant decision.	P/Z	- Apply in late summer/early Fall (complete)
100%	9/30/2024	Pending CRTPO grant decision. Alter based on Atrium and planned light rail corridor/station with a consultant.	P/Z	Secure CRTPO grant for Station Area/SAP/DO by 6/30/23. Updates by 6/30/23.

100%	12/31/2023 per Council priorities.	Alter based on Atrium and planned light rail corridor/station. (Pending CRTPO grant approval for consultant). Rest of CLUP updates - Primarily in- house.	P/Z	Staff Review of Document.
Y/N	TBD 2025	On Hold. Once HWY 74 Station Area/SAP/SDO plan updates are complete, determine whether to proceed with a new transportation master plan process.	Engineering & P/Z	See Status/Result
100%	Annual	100%. With the new Engineering Director, reviews have been streamlined. We have changed the review process to 20 business days.	Engineering & P/Z	Maintain the Development Projects list with the timeline.
100%	Annual	100%. This has been very successful. We have completely overhauled the planning website and have an abundance of information available to the public.	P/Z	Review each page ongoing. Make the landing page for planning from the original site. Remove the DbD page. (complete)
At least 1 map	12/31/2022	Incomplete. Additional training is required.	P/Z	Review maps to see which would be the most beneficial for public use.
60%	Annual	65%	Code Enf.	Documents all Code Enforcement cases.
Y/N	7/1/2023	Tracking ongoing.	Code Enf.	Document all Chicken related Code Enforcement tasks.
100%	Annual	Complete. Each staff member is signed up for continuing education courses.	P/Z & Code Enf.	

Y/N	Annual	Y. Will retrain PB & BOA when new members are voted in. Annual training every March.	P/Z	See Status/Result
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STALLINGS

Notes

Continued Council
Feedback

We strive to increase customer service response times
We hope to remove comments from the public that think the site is hard to navigate
Improve Development projects interactive map. Make the zoning and flu map interactive.
Continue to provide code enforcement that cleans up the town.
Bawk Bawk
AICP for Planning Director. CZO for Code Enforcement.

Waiting for an
update to the PB &
BOA Rules of
Procedure on
7/19/2022. (Updating
2/21/23)

Balanced Organizational Scorecard

Police

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2022-23 Town Council Priorities	Department Mission Statement
To provide an inviting and safe community with a commitment to excellence where families and businesses can thrive as we embrace our future while preserving our past.	To serve the residents and businesses of the Stallings community by providing excellent municipal services while upholding the public interest by maintaining a sound financial position and active stewardship of public assets and resources.	<ul style="list-style-type: none">• Integrity• Commitment• Flexibility• Awesome Customer Service• Team Before Self• Continuous Improvement• Competent/Qualified• Supporting Each Other• Everyone Pitches In• Work/Life Balance• Positive Attitude• Collaboration• Dialogue• Have Fun• Trust & Respect• Open to Teach/Learn• Healthy, Positive Environment	<ul style="list-style-type: none">• Downtown Creation• Maximize Positive Development Around Hospital/Light Rail• Develop a More Proactive Communications Strategy• Ensure/Encourage Completion of Critical Intersection Projects	<u>Mission:</u> Our mission, collectively as a department and as individual officers, is to provide an exemplary level of service and protection to the residents and businesses of the Town of Stallings and to all those who may visit, work in, or travel through our community. We will serve the community through professional conduct at all times and the enforcement of criminal and traffic laws without prejudice or bias, with respect for the rights of all people, to assure a safe and secure environment for all.



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Engage the community.	Provide CPR and First Aid Training to Stallings residents	Host 2 training sessions of CPR and First Aid	6/30/2023	Dates have been set for March 2023. PD is working through some credentialing issues with the Red Cross	PD	Community Service Unit will plan and provide training	
	Increase Citizen & Community Safety	Increase roadway safety and decrease traffic accidents.	Establish comprehensive outreach programs to the community to include collaborative efforts and enforcement	Increase impaired driving enforcement by 5%. Conduct 10 traffic safety awareness campaigns (PSA's/bike rodeo/car seat installs/traffic checkpoints/youth driving clinics)	6/30/2023	At the midpoint of the year, DWI arrests are down 5% from the previous year's time frame. PD has made 19 PSA's/Awareness campaigns. Work is still being done on Distracted Driving and Bike Safety	PD	Utilize Traffic Team and Community Service Unit	
		Increase wellness of officers and community along with building community relationships	Create and staff a chaplains program	Y	6/30/2023	Two Chaplains have been identified and interviewed. A chaplain's policy has been issued and we are in the process of selecting a chaplain's liaison	PD	Work with local stakeholders to locate volunteers for the program	
Manage Resources	Deliver Services Efficiently	Ensure adherence to best practices for police services and help reduce risk exposure and liability insurance costs	Completion of 5 step process of CALEA accreditation	Y - PD CALEA ACCREDITATED	5/1/2024	The assessment phase has been completed. PD is in the process of starting to collect proofs. PD was awarded a grant to assist with the Calea process	PD		
Run the Operations	Provide Responsive & Dependable Services	Provide technology resources to keep up with police investigative demands	Create a Technology Strategic Plan	Y	6/30/2023	Committee has been formed and meetings have begun.	PD	Special Services Lt. will spearhead effort to create technology plan	
		Provide effective/efficient police services.	Create and staff reserve police officer program	Y	6/30/2024	Three candidates have been identified and background investigations are ongoing	PD		
Develop Know-How	Develop a Skilled & Competent Workforce	Ensure that staff have the highest level of training possible to perform in their role	Increase firearms proficiency by 5%	Y	6/30/2024	PD incorporated increased and mandatory range schedule to assist with improving firearm scores	PD	Get firearms instructors input as to what areas should be covered	

Balanced Scorecard Annual Timeline

Event	Timeline	Outcomes	Actors
Council Annual Retreat	February	Set of Draft Council Priorities	Town Council
Council Priorities Final Approval	End of February	Final Council Priorities	Town Council
Department Level Draft Goals	6-May-22	Draft Department Goals	Town Manager, Staff
Final Budget Approval	June	Final Annual Budget	Town Manager, Staff
Department Level Goals Finalized	End of June	Departmental Goals	Town Manager, Staff
Annual Report	2nd September Meeting	Report and Presentation Council & Public	Town Council, Town Manager, Staff
Mid-Year Report	February	Report to Town Council	Town Council, Town Manager, Staff