

		Pursue Sewer Capacity Alternatives Evaluate future sewer capacity needs and any anticipated shortfalls, and then identify any appropriate actions to close the capacity shortfall.	Engage a Engineering Firm to Conduct a Sewer Capacity Analysis	Yes	9/30/2023	Yes	ADM, ENG		
Manage Resources	Maintain Fiscal Strength	Adopt a fiscally responsible annual budget	Adopt a Balanced Budget that does not use unrestricted fund balance or debt for operational expenditures	Yes	Annual	Yes	TC, ADM, FIN		
		Determine if Adding Solid Waste Fee is Appropriate	Provide Analysis on Adding Solid Waste Fee	Yes	6/30/2023	Yes			Council chose not to pursue.
		Secure an Occupancy Tax	Occupancy Tax Enacted	Yes	6/30/2024	N - Voter Referendum Scheduled for November 2024 Per Approved Legislation	T.C., ADM		Referendum will be on Nov. 2024 ballot.
	Develop Long-Term Financial Plans	Ensure Organizational IT Infrastructure/Equipment needs are met	Maintain 5-year IT Replacement Schedule/Plan	Yes	Ongoing	100%	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	99%	ADM, SAFETY CO., ALL	Outstanding training for part-time due to schedule	
# 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: 4 General Government: Police: 4	ADM, SAFETY CO., ALL	(4) reportable injuries but only (1) missed work day.	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	100%	ADM	Emergency Table Top Exercise held on 08-17-2023 for Town Staff	ADM staff worked with County EM to hold Emergency Table Top Exercise. Final report will be presented to Council
	Improve Communication & Collaboration	Improve Inter-Departmental Relationships Through Team-Building Events	Hold Organization Wide Team Building Event	4	Quarterly	4	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	1	ADM		
	Maintain a Skilled & Competent	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: 15.90% Non-PD: 17.64% PD: 14.81% (*Excludes retirements, Involuntary Separations, & 6 month probationary period separations)	ADM, HR	FY 23-24 Action Steps - Continue to follow pay policy. - Reengage and complete Performance Evaluation Training - Team-Building Events - Employee Recognitions	The SHRM Benchmarking Human Capital Report found that the average annual employee turnover rate, including both voluntary and involuntary, was 30%.

Develop Know-How	Maintain a Skilled & Competent Workforce		Budget in FY 23-24 Employee Pay Study	Y	FY 23-24	N - Town Council opted to move it to FY 24-25			
		Caught Ya! Employee Recognition Program	# of Employee Recognition Awards	8	Annual	13	HR		

Balanced Organizational Scorecard

Engineering

Organizational Vision	Organizational Mission	Stallings Way Values	2023-24 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 Pursue Sewer Capacity Alternatives Maximize Positive Development Around Hospital/Light Rail Encourage Completion of Critical State Intersection Projects Sustain Core Services 	<p>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.</p>



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Enhance Recreation, Walkability & Connectivity	Improve Pedestrian Infrastructure	Complete Stallings Sidewalk Inventory	100%	12/31/2023	100%	Eng	Coordinate to determine efficient approach to inventory the existing sidewalk infrastructure and incorporate into Town GIS data.	All Departments - Administration arks & Recreation Planning & Zoning - Engineering - Public Works PD - Police Communications Town Council
			Complete Stallings Sidewalk Evaluation for Deficiencies	100%	12/31/2023	100%	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.	
			Begin sidewalk improvement projects with Public works	Yes/No	1/1/2024	Yes and No. Delayed a majority of the work until study was done, but PW was able to make a couple repairs.	Eng	Work to take on as many sidewalk repair and maintenance projects in utilizing the Public Works department. Look at utilizing alternative methods for repairs and maintenance to reduce costs.	
	Maximize/Beautify Areas Surrounding Two Major NCDOT Intersections	Incorporate Beautification Projects at two NCDOT Intersections	Atrium roundabout landscaping completion	100%	6/30/2024	75%. Still need irrigation	Eng	Coordinate with NCDOT to complete landscaping completion	
			Chestnut & Mathews-Weddington roundabout completion (including design and potential installation contingent on Council direction)	100%	6/30/2024	100%	Eng	Complete design and coordinate with NCDOT for implementation	
	Increase Citizen & Community Safety	Improve Pedestrian Infrastructure (See above)	See above/below.						
	Manage and Complete Storm Water Projects (see below)								
		CRTPO Engagement	Participation in TCC Meetings	100%	6/30/2024	100%	Eng	Attend all TCC meetings	
		Sewer Capacity Study	Complete Sewer Capacity Study to determine next steps for downtown creation.	100%	6/30/2024	Ongoing. Study has been successful, but given the limited capacity from Charlotte not much progress can be made it this point, other than	Eng	In accordance with Council's goals established in the 2023 Annual Retreat.	
		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 Projects: Preventative and Reconstructive 	100%	12/31/2023 & 06/30/2024	Determined we need to update PCI every 5 years (FY2026) and line up with every 5th calendar year. 75% Preventative Maintenance Contract was awarded but not completed.	Eng	Implement a preventative maintenance pilot program in summer/fall of 2023. Perform an additional resurfacing contract in spring of 2024.	
		% of Storm Drainage System Inspected Annually & Cleaned As Needed		20%	6/30/2024	0%. Working to get these inspections completed by 08/01/2024.	Eng	Determine appropriate inspection methods and inspect 20% annually to remain in compliance with MS4 Permit	

Manage Resources	Invest in Infrastructure	Maintain and Manage Storm Water Infrastructure	% of Town Streets Swept Annually	100%	6/30/2024	50%. Scaled back the scope of this to only sweep streets with C&G in accordance with MS4 permit	Eng	Perform Street Sweeping twice a year	
			Review and Update Stormwater Revenue Analysis	100%	6/30/2024	100%	Eng	Verify accuracy of all owned parcels (residential vs commercial with impervious area)	
			Inventory of Stormwater Infrastructure & SCMs	100%	6/30/2024	75%. Working to have this done by 08/01/2024	Eng	Obtain all GIS storm water data and compile into one GIS file.	
			Formulate Action Plan for MS4 Permit Compliance & Complete Year 1 Items.	Yes	6/30/2024	Yes	Eng	Analyze SWMP to determine appropriate action items to remain in compliance with the MS4 permit.	
	Deliver Services Efficiently	Reduce Infrastructure Repair Costs by Utilizing Public Works Dept.	Perform storm water, sidewalk, asphalt repairs with Public Works	Yes	6/30/2024	Yes	PW	Perform as many of these repairs in-house	
		Ensure Contractor and Consultant Costs Competitive	SW and Trans. Projects over 20k will be required to have at least 3 separate bids	Yes	6/30/2024	Yes	Eng	Abide by bid policy to ensure bids are competitive and pricing is accurate	
		Utilize alternative sidewalk, storm water, and roadway repair methods	Analyze cost savings as a percentage of original expenditures. Goal is to be cheaper and faster.	Yes. Provide alternative repair methods.	6/30/2024	Yes Utilized curb and gutter shaving and sidewalk grinding	Eng	Analyze ways to reduce costs for typical infrastructure repairs.	
Run the Operations	Provide Responsible and Dependable Services	If contracted, complete storm water repairs within one-month of P.O execution	Percentage of projects completed within 1 month of PO execution	75%	6/30/2024	75%	Eng	Ensure we're scheduling and completing projects efficiently.	
		If contracted, complete sidewalk repairs within one-month of P.O execution.	Percentage of projects completed within 1 month of PO execution	75%	6/30/2024	75%	Eng	Ensure we're scheduling and completing projects efficiently.	
		Public Works: Excluding obtaining materials, perform smaller maintenance tasks within one-week of being notified (sign replacements, small pot hole patching, catch basin cleaning, etc...)	Percentage of projects completed within 1 week of notification	75%	6/30/2024	75%	Eng	Ensure we're scheduling and completing projects efficiently.	
	Excel at Staff & Logistical Support	Creating a standard services contract for engineering/public works projects to expedite projects	Y/N	Yes	12/30/2023 & 06/30/2024	Yes	Eng	Coordinate with finance and legal to determine when SSAs are needed and strategize how to make the process more efficient	
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%	6/30/2024	100%	Eng	Take appropriate classes for PDHs in accordance with NCBELS	
		Continuing Education	% of Department Attendance At a Minimum Of 3 Continuing Education Classes and/or additional certifications	100%	6/30/2024	100%	Eng	Staff to take additional education classes.	
		Public works to expand skills with equipment to expand project abilities.	Number of new equipment skills and/or project types.	5	6/30/2024	5. Sidewalk repairs, curb and gutter repairs, storm water grading, small storm water sink holes, pot hole and patching	PW	PW to continue to learn new equipment, operations, and skills to maximize the amount of projects we're able to	
	Enhance Relations with Other Entities	Continue to coordinate with surrounding municipalities and jurisdictions to enhance each area of the balance scorecard (where applicable)	Yes/No	Yes	6/30/2024	Yes	Eng&PW	As we continue to expand skillsets and responsibilities, continue to work/coordinate with surrounding municipalities to help Staff learn and grow.	

Balanced Organizational Scorecard

Finance

Organizational Vision	Organizational Mission	Stallings Way Values	FY 23-24 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>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.</p>



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Promote financial reporting transparency by using the Town's various communications tools.	Y/N - Conduct a comprehensive review of the financial pages on the Town's website; Update and archive where appropriate.	Y	12/31/2023	Incomplete	FIN	Complete by 6/30/24	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
			Submit 1 financial and budget development related blog post for publication	1	Ongoing		FIN	Write a post or blog after key points in the budget development and financial reporting processes.	
			Receive a GFOA Certificate of Achievement Award or a Distinguished Budget Award	December 2023	Next 6 months	NO	FIN		
	Maintain Fiscal Strength	Maintain system of internal controls that meets and exceeds the standards of generally accepted accounting principles.	# of material weaknesses identified in FY23 Single Audit (High values are bad.)	0	Annually	1	FIN		FIN - Finance
			# of significant deficiencies identified in FY23 Single Audit (High values are bad.)	0	Annually	1	FIN		

Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes	
Manage Resources			ACFR and Single Audit submitted to the Local Government Commission on time.	10/31/23	Annually	NO	FIN			
			Council Reserve and General Fund Restricted Fund Balance (% of Budgeted expenditures for following fiscal year)	20%	Annually	Greater than 20%	TC, Admin, FIN			
		Adopt a fiscally responsible annual budget	Adopt a Balanced Budget that does not use unrestricted fund balance or debt proceeds for operational expenditures	Yes	Annually	Yes	TC, ADM, FIN			
		Develop Long-Term Financial Plans	Maintain a five-year financial forecast as a tool to guide in long-range financial planning.	Update the forecast and submit for TM and TC review	11/28/2023	Annually	Yes	FIN		
			Conduct a comprehensive review of financial-related policies and procedures.	Conduct an environmental scan	Baseline	Continuous	No	FIN		
			Update the existing policy and/or write new policy (i.e., Fund Balance, Debt, Cash/Investments, Credit Card)	Baseline	Continuous	No	FIN			
			Write Strategic Operating Procedures (SOPs) for Finance	Baseline	Continuous	No	FIN			
	Run the Operations	Excel at Staff & Logistical Support	Provide accurate and timely financial information to internal and external customers to improve decision-making and to promote fiscal responsibility respectively.	Distribute budget to actual reports to Executive-level staff (# of reports distributed)	Weekly	Annually	Yes	FIN		
				Distribute completed Purchase Orders to appropriate staff timely.	Issue within two to three business days of receipt.	Daily	Yes	FIN		
		Provide Responsive & Dependable Services		Respond to public information requests within seven business days.	100%	As needed	100%	FIN		
Respond to inquires/calls from public within 48 hours.				98%	Weekly	100%	FIN			
Maintain skilled and competent		Develop strategy to retain employees by	Complete Finance Officer Certification Program through the							

Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Develop Know-How	Maintain skilled and competent workforce	focusing on career development through training	Certification Program through the SOG at Carolina (# of courses passed)	100%	Budget permitting	No	FIN		
	Enhance Relations with Other Entities	Build relationships with other governmental organizations by meeting with or attending organizational financial related functions	Schedule quarterly coffee with other finance officers in the county.	One per quarter	Quarterly	N/A	FIN		

Balanced Organizational Scorecard

Parks & Recreation

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2023-24 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 Pursue Sewer Capacity Alternatives Maximize Positive Development Around Hospital/Light Rail Encourage Completion of Critical State Intersection Projects Sustain Core Services 	<p><u>Mission:</u> Connecting our community through greenways and trails to parks, events, and amenities by preserving green/open space to enhance the quality of life of the diverse community we serve.</p> <p>Resolving to Engage a diverse community, Connected through greenways and trails to Recreational amenities by Educating citizens to Achieve an enhanced quality of life through Trendsetting healthy & fun opportunities. Energizing Stallings!</p>





Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
	Enhance Recreation, Walkability & Connectivity	Begin a Park Bench/Memorial Tree Initiative Program	# of Benches Sponsored per Year ; # of Trees Dedicated per year	2	7/1/2024	N	PR	Touching base with other municipalities that have a bench program and the procedures moving forward	'Currently no program in place ; however, researching how other towns do "Bench" dedication programs
		Construct Blair Mill Greenway Vickery Segment & Privette Park Playground Installation	Finish BM Greenway Construction (Y/N) Privette Playground Installed (Y/N)	Y	4/1/2024	Y	PR	Greenway is planned to be cleaned Mid-March & we will proceed with planning a Grand Opening/Ribbon Cutting Accordingly.	Privette Playground installed end of January 2023. Greenway still in progress
		Anticipate the needs of the changing community and structure programs & facilities accordingly.	Receive Community Committees Input on 2024/25 Events	Y	10/1/2024	Y	PR	Plan to meet with Community Committee to discuss options for future events.	Working with Event Coordinator to discuss ways to engage with Community Committee
	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.	Install Banners on each light pole in Stallings Municipal Park	6/30/2024	Y		Finalize banner kit size, rent a lift for install & then proceed to design banners by quarter	Banners Installed Dec. 2024
				1 Informational board at each Parks & Recreation Facility/Greenway around Town	12/1/2024	N	PR/ Eagle Scout	Install an informational Kiosk at Blair	Y - Eagle Scout Built one Kiosk at Privette Park N - Blair Mill Park
	Provide Responsive and Dependable Services	Create dependable hours around Shelter Rentals, Splash Pad, Parks, & tennis courts to ease public confusion.	Create Operational Hours for each park & entity in it (Ex. Splash Pad, Shelters, Tennis Courts) that coincide with daily park operations.	Operational Schedule in place for each park and service	6/1/2024	Y	PR	Research other municipalities Tennis Court Rental Fees/scheduling	Y- Splash Pad & Tennis Courts both have operational schedule around park operations
	Provide Responsive and Dependable Services	Implement playground safety program	Create Playground safety audits and inspection sheets for every playground	1 Audit Form & 1 Safety Inspection form per playground	Dec. 2024	Y	PR	Staff Routinely inspects playgrounds currently.	Maintenance Staff Completed

Run the Operations	Provide Responsive and Dependable Services	Strive to improve existing facilities while seeking opportunities for future development.	Create an Standard Operations Manual for the Stallings Parks and Recreation Department	Cohesive Operations Manual that covers park operations, maintenance, routine inspections, rules/guidelines, etc.	Phase 1 - 12/31/23	N	PR /Police	Phase 1.5 Break up Operational Plan into Sections of Park Operations - Work with Parks Department to decide on Key Themes	N - Currently have Mission Statement, Goals & Vision ; however, no start for groundwork of Manual Operations.
			Create an "Mural" Program for the town to enhance the Arts.	1 Mural per park	7/1/2024	N	PR	Move forward with meeting with Parks and Historical Committee to come up with design elements for the Mural.	Found Local CLT artist - Working on Budget & design.
			Create a short & long-term plan for each recreation site.	1 short term & 1 long term plan per Park/Greenway	1 Short Term per park - 12/31/23 1 Long Term per park - 6/30/24	N	PR	Work with Senior Maintenance Technician to create a list of long-term projects after all the Short-Term projects get addressed	Y - Short Term Plan N - Long Term Plan
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/N	Annually	N	PR	CPR/AED Schedules for Feb. 15th - ALL parks staff (including part time) required. 4 Staff members received CPSI , 3 received CPO & 3 received CPRP	Get all maintenance Staff up-to date on CPSI Certifications Attend NCRPA Conference in December
	Support Development of Citizen Volunteers	Recruit & retain strong volunteer group from various organizations.	Work with schools to make students aware of volunteer opportunities & reward long-term service.	4 Volunteers from 3 different schools	Annually	N	PR	Plans to reach out to local organizations outside of schools for volunteers Change goal to more volunteers in general	N - Currently work with one school exclusively.
	Enhance Relationships with other entities	Seek out sponsorships with local agencies	Work with local businesses to sponsor our annual Stallings Fest	10 Sponsors	9/1/2024	y			Y - Currently have 8 Sponsorships bringing in \$5,500
		Improve inter-agency cooperation with neighboring communities.	Connect with Local Recreation Departments quarterly to discuss event schedules, strategic marketing, etc.	Meet with Indian Trail, Waxhaw, Monroe, Matthews, Marshville Recreation Coordinators & Establish a "Events Meeting"	Quarterly	N	PR	Planning to reach out to other municipalities soon to establish a feasible date/time.	N - Have not made it a priority to reach out to other Municipalities

Balanced Organizational Scorecard

Planning and Zoning

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2023-24 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 Pursue Sewer Capacity Alternatives Maximize Positive Development Around Hospital/Light Rail Encourage Completion of Critical State Intersection Projects Sustain Core Services 	<p>Mission: 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.</p>					
				 					
Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
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.	Y/N	12/31/2023	Y	P/Z	Bring back the Streetscape plan to Council (Late Summer/early Fall).	The Council adopted the Streetscape plan. The DFI study advised that streetscape improvements will be critical for main street retail to succeed. Also, the DFI advised that retail should face Stallings Road.
			Help determine if Council wants to consider investing in streetscape improvements in front of certain Town properties and, if so, the phasing of such investments.	Y/N	8/31/2023	Y	Admin w/ P/Z support	Request Council feedback about proceeding with streetscape investments.	The council is not interested at this time. New development (depending on sewer capacity) could spark interest. DFI recommended considering investing in streetscape improvements in front of Town Hall and the Municipal Park, with the goal of making these investments alongside the private sector.
			Attract and support desired downtown retail, encourage and support higher density residential in the Town Center area during land use planning and zoning decisions.	Y/N	12/31/2023	Y	P/Z	Revisit Future Land Use and Small Area Plan for the Downtown area.	Sewer capacity issues have stalled the Town Center's redevelopment. The DFI study advised that the current low residential density is a challenge for attracting specialty (non-chain/boutique) retail. DFI recommended encouraging higher-density residential to support retail.
			If the Town receives a significant development plan within the downtown area from a private developer that requests public participation, consider contracting with DFI for a 3rd Party review of the development plan.	Y/N	TBD	N	P/Z	Collaborate with DFI if we receive such proposal.	Sewer capacity issues have stalled the Town Center's redevelopment. DFI has advised that higher-density residential and retail-facing Stallings Road can help meet downtown goals and serve as a catalyst for supporting desired retail on town-controlled properties.
			Incorporate limited TOD standards into Development Ordinance to support Silver Line Light Rail into Stallings.	100%	8/31/2023 per Council priorities.	50%	CATS & P/Z	Staff to implement their recommendation into TOD Standards.	We are working on this with our Consultant and will have results by the end of 2024. NDCOT approvals took longer than expected when we first started the project.
			Station area SAP/DO/CLUP updates to incorporate light rail and Atrium.	100%	9/30/2024 per Council priorities.	80%	P/Z	Coordinate with consultant and CRTPO throughout the year for updates to SAP/DO/CLUP.	We are working on this with our Consultant and will have results by the end of 2024. NDCOT approvals took longer than expected when we first started the project.
			Amend SDO, SAP, and FLU to reflect Economic Vibrancy Initiatives.	100%	12/31/2023 per Council priorities.	50%	P/Z	Staff Review of Document.	We are working on this with our Consultant and will have results by the end of 2024. NDCOT approvals took longer than expected when we first started the project.
Manage Resources	Excel in Customer Service	Provide excellent customer service for permits and procedures.	% of Plan review (Const. Doc, Final Plans, Etc.) to be reviewed within 30 business days for the Planning Dept.	100%	Annual	100%	Engineering & P/Z	Maintain the Development Projects list with the timeline.	This has been successful and helpful in giving staff and developers an expected review date. We strive to increase customer service response times.
			Conduct monthly review of the information on the Planning pages of the website and update if necessary.	100%	Annual	100%	P/Z	Review each page ongoing. Make the landing page for planning from the original site.	This has been successful. We ensure that information on the planning website is always available to the public. We hope to remove comments from the public that think the site is hard to navigate.
			Website and Mapping updates to improve service and communications.	100%	12/31/2023	100%	P/Z	Review maps to see which would be the most beneficial for public use.	We have created an interactive zoning map. Continue to provide updates maps to the public.
Run the Operations	Deliver Services Efficiently	Provide timely and effective response to ordinance code violations	Document % of violations brought into voluntary compliance within 60 days	67% (increased from 60% previous BSC)	Annual	75%	Code Enf.	Documents all Code Enforcement cases.	Continue to provide code enforcement that cleans up the town.
		Educate the public on Code Enforcement duties/what types of issues are code violations.	Create educational resources or informational materials to provide to the public.	Y/N	7/1/2024	N	Code Enf.	Create a monthly educational resource to provide to the public.	With the increase in code enforcement cases with the new full time code enforcement officer, we will continue towards this goal in 2025.
Develop Know-How	Ensure Staff Are Growing as Professionals to Better Serve the Citizens	Continuing education for department staff & maintain credits for certifications.	1-2 minimum Trainings/Continuing Education Plan for Department Staff	100%	Annual	100%	P/Z & Code Enf.	See Status/Result	CZO for Code Enforcement and Planning Tech.
	Support Development of Citizen Volunteers	Promote efficiently run meetings by providing training for Planning Board and Board of Adjustment members	Annual Training of Planning Board and Board of Adjustment Members	Y/N	Annual	100%	P/Z	See Status/Result	

Balanced Organizational Scorecard

Police

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2023-24 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 Pursue Sewer Capacity Alternatives Maximize Positive Development Around Hospital/Light Rail Encourage Completion of Critical State Intersection Projects Sustain Core Services 	<p>Mission: 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.</p>



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Implement programs to increase interactions between community and police staff	Y/N - Host quarterly coffee w/a cop; bi-monthly lunch w/ a cop at Stallings Elementary; host a fishing derby w/ NC Wildlife for kids	Y	6/30/2024	Y	PD	Patrol squads and CID will partner to ensure events are held	SPD held two Coffee with a Cop events, one in the South and one on the North side of town. He also switched Lunch with a Cop program to Recess Day with a Cop, which was held three times from March to August to engage with our school kids. The fishing derby was held on June 1st and hosted approximately 20 kids from the community.
	Increase Citizen & Community Safety	Increase roadway safety and decrease traffic accidents.	Establish comprehensive outreach programs to be the community to include collaborative efforts and enforcement	Y/N-Increase impaired driving enforcement by 5%. Conduct 10 traffic safety awareness campaigns (PSA's/bike rodeo/car seat installs/traffic checkpoint/youth driving clinic)	Annually	Y	PD	Utilize Traffic Team and Community Service Unit	126% increase in DWI arrests from 2022-23 to 2023-24. Patrol has participated in 5 child restraint seat installation clinics; 37 checkpoints; handed out safety information at the 2023 National Night Out event; participated in the Parks and Rec Bike Rodeo and held one distracted driving campaign with Matthews PD.
		Deter and decrease citizens from fraud victimization by increasing awareness, education and enforcement of fraudulent crimes	Host awareness training and increase clearances of this type of crime	Y/N - Host two community events to educate citizens on fraud awareness and financial safety. Increase clearance rate on fraud related crimes by 3%	6/30/2024	Y	PD	CID will partner with community groups to host fraud awareness training	SPD hosted two fraud awareness events in March and June. CID investigated a total of 64 cases of fraud, which was 68% higher than last year. CID cleared 14% of the fraud cases this year-which is a 4% increase in case clearance
		Provide alternate patrol capabilities to areas within Town	Create bicycle patrol unit and motor unit utilizing sustainable initiatives	Y	6/30/2024	N	PD	Identify volunteers and find sources for funding	Due to staffing goal was not met
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	Y	PD		On July 27 SPD was officially granted accredited status
Run the Operations	Provide Responsive & Dependable Services	Provide technology resources to keep up with police investigative demands	Create a Technology Strategic Plan	Y	6/30/2024	Y	PD	Special Services Lt. will spearhead effort to create technology plan	The Technology Strategic Plan was completed by the Technology Strategic Planning Committee and submitted to the Chief's office.
		Provide effective/efficient police services.	Create and staff a community volunteer program/increase methods of obtaining citizen feedback/ update PD website	Y	6/30/2024	Y	PD		Applications for the volunteer program have been opened to the community. So far only one application has been received and the candidate is under review.
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	Y	PD	Get firearms instructors input as to what areas should be covered	Over 2 year period goal was met with an overall increase in firearms scores of 5.3%
		Provide updated guiding police philosophy for PD staff	Review and update existing mission statement and core values	Y	6/30/2024	Y	PD	Departmental effort to determine philosophy	Committee finalized the new SPD mission statement and core values and it has been distributed out to the department

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	14-Jun-23	Draft Department Goals	Town Manager, Staff
Final Budget Approval (Adjust goals as needed)	6/30/2023	Final Annual Budget	Town Manager, Staff
Departments Submit Final Year-End Report	8/30/2023	Final Department Report	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