



A Balanced Scorecard Approach for the Town of Stallings

FY 24-25 Annual Report



September 18, 2025

A Report to Citizens, Council, & Staff – FY 2024-2025

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 22, 2025. At this meeting, the Manager will officially submit the FY 24-25 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 fifth full 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 here 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 desire outcome is often a new destination, somewhere the organization has not yet traveled to before. The Balanced Scorecard provides the Town with a method to document and test assumptions inherent in the strategies it adopts. It may take considerable time to gather sufficient data to test such correlations, but simply beginning to question the assumptions underlying the strategy is a major improvement over making decision based purely on financial numbers or subjective information.

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

Key Definitions & Components

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 form its comfort zone or traditional way of running operations so as to spark creative thinking and results-oriented problem-solving. Every Department should have at least one stretch target.



STRATEGY MAP

Vision for Stallings

To provide an inviting and safe community with a commitment to excellence where families and businesses can thrive as we embrace our future while preserving our past.



Mission of Town Government

To serve the residents and businesses of the Stallings community by providing excellent municipal services while upholding the public interest by maintaining a sound financial position and active stewardship of public assets and resources.



Serve the Community

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

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

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

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

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

"The Stallings Way" Core Values

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

ADMINISTRATION DEPARTMENT – YEAR-END BALANCED SCORECARD OVERVIEW

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 has been both an accomplishment. On one hand, there is always more work to do with strengthening citizen engagement! However, the Town met both its goals of publishing informative blog posts quarterly and the Town continued to broadcast all Town Council meetings. Notably, the Town has had some broadcasting issues, especially with audio. We will continue to remind Council Meeting participants to speak directly into the microphone.

Implement Economic Development Strategic Plan – This is both an accomplishment and a challenge. On one hand, the Town has sought to organize in advocating for and marketing the Union West Business Park. Indeed, the Town is interested in growing and enhancing both existing and new businesses in this area to improve our commercial. Still, there is much work to be done but positive steps in achieving our process goals for FY 24-25.

Creating a Stallings Town Center - The Town continues to work towards creating a downtown with an action strategy that seeks to be both visionary and practical. 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 24-25 Action Strategies

- Call it "Town Center" instead of "Downtown" **Yes.**
- Per DFI's recommendation aimed at supporting Town Center oriented retail, continue to encourage higher residential density (multi-family) in the Town Center. (TBD based on opportunities). **Yes.**
- If the Town receives a significant development plan within the Town Center area from a private developer that requests public participation, consider contracting with DFI for a third-party review of the development plan. **N/A – did not receive any applicable developer requests.**
- Continue to explore sewer alternatives – **See metric below.**
- Hold 11 parks events at Stallings Municipal Park **Held 12 total events. 4 large scale events and 8 smaller events.**
- Provide a general list to Council of interested potential tenants by 3/29/24 for Council consideration. Continue to pursue the use(s) identified by Council via the Town's broker. **Complete.**

Maintain Fiscal Strength – This has both been an accomplishment and a challenge. With an especially difficult budget anticipated due to a variety of factors including repeated high inflation, the Town Council adopted an enhanced process to dedicate more time to completing the budget process. The Town Council capped CPI increases to avoid future one-year “budget busting” spikes due to high inflation. The Town maintains/updates an annual capital improvement plan (CIP) to allow for appropriate planning and resource allocation to meet capital needed.

Secure Occupancy Tax – A ballot referendum was held but not passed. The Town Council has authorized another referendum on the 2025 ballot.

Pursue Sewer Capacity Alternatives – After analyzing the situation and the potential of connecting to Charlotte Water, Council directed staff in April 2025 to not continue the study, as it was determined to be a dead-end with no long-term solutions. The alternatives identified were also too costly for the Town to pursue by itself given the benefits. We have not received any updates from Charlotte Water or developers regarding potential

partnerships for additional sewer capacity in the Town Center area. The Town Council determined in 2025 that it will study package plans and develop a position on that.

Maintain a 5-Year IT Replacement Schedule/Plan- To ensure oral IT infrastructure/equipment needs are met, computers and equipment are being updated as needed. Staff have laptops available for use in the office, and if need be, remotely.

Enhance Emergency Preparedness – An emergency tabletop exercise was held on 8/17/23.

Improve Staff Relationships Through Team-Building Events – Held 4 events (met goal).

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)?

Recordable Injuries – The Town has had 4 recordable injuries but only 1 missed day of work. The Town sets our recordable injuries goal at “0” every year because we refuse to set a workplace injury goal that is anything less. The Town evaluates each incident to determine how we can avoid it in the future. The injuries were all within the Police Department.

Hold an “All Hands on Deck” Meeting – These can be challenging to schedule. We did one the previous year, but failed to hold one this year. This was a missed opportunity.

Maintain an Educated, Dedicated, Competent, and Productive Workforce– This is both an accomplishment and a challenge. The Town met our turnover rate goals overall and for Non-PD but the PD was a little higher than the goal. Regardless, closer examination by management has concluded that the Town is in a good place with keeping and retaining a great staff. This is especially true in the key department head level, which is a crucial leadership role in the Town. One area that the Town has focused on strengthening is the middle management level of SPD. This will be helped with the FY 24-25 pay study, which has been funded, conducted, and implemented. It looked holistically at salaries, benefits, etc. The Town must always strive to adopt best practices to ensure that we are able to attract, develop, and retain a competent workforce. The Town has setup stay and exit interviews so management can identify trends and recommend changes if systematic problems arise. We need to make sure that we are staying on top of recognizing employee through awards. The Town evaluated employee cost-savings incentive programs.

OTHER COMMENTS:

ENGINEERING AND PUBLIC WORKS DEPARTMENT – ANNUAL BALANCED SCORECARD

OVERVIEW

ACCOMPLISHMENTS

- The Engineering Department responded to all resident and developer inquiries within two business days. All plan and construction reviews were completed within the 30-day review period, ensuring compliance with Town policy and maintaining a high standard of customer service.
- Utilizing the newly purchased skid steer and other new equipment, the Public Works Department completed approximately 50 significant stormwater, roadway, sidewalk, and curb-and-gutter repair projects that, in prior years, would have been outsourced to contractors. By performing these projects in-house, staff estimates a savings of approximately \$125,000 for the Town.
- The Town Engineer completed all continuing education hours required to maintain licensure as a North Carolina Professional Engineer (P.E.). This ongoing professional development ensures that the Town Engineer remains current with best practices, regulations, and technical solutions relevant to municipal engineering.
- The Town Engineer successfully completed training and certification as a Certified Stormwater Control Measure Inspector. This certification enables the Town to conduct SCM inspections internally, ensuring that private property owners maintain compliance with the Town's MS4 Permit as issued by the NC Department of Environmental Quality (NCDEQ). In-house inspection capability reduces costs, improves oversight, and enhances regulatory compliance.
- The Engineering Department managed the completion of the FY2025 resurfacing contract along with preventative maintenance contracts for crack sealing and microsurfacing. Preventative maintenance methods are approximately one-fifth the cost of traditional resurfacing while extending pavement life. Staff intends to expand the use of these methods to maximize the value of taxpayer dollars while preserving roadway integrity.
- The Engineering Department made significant progress in fulfilling Permit Year 2 requirements of NCDEQ's NPDES MS4 Program. While the comprehensive survey of the Town's stormwater infrastructure was delayed due to unforeseen undocumented assets, this task will be completed in Phase 2. Importantly, the Town has historically been in violation of this permit, placing it at risk of substantial fines. Beginning essentially from scratch, staff has worked diligently to bring the Town into compliance and prepare for random NCDEQ audits. Additionally, staff developed and secured funding for a Stormwater Compliance Manager position to oversee and maintain MS4 compliance on an ongoing basis.
- The Town completed a comprehensive Sanitary Sewer Capacity Study to evaluate ongoing limitations within Union County's system and their impact on future growth in Stallings. Initiated in October 2023, the study assessed projected sewer flows, development demand, and alternative service options. Preliminary findings were presented to Council in February 2024, including confirmation that Charlotte Water had expressed preliminary willingness to consider a tie-in, prompting further analysis. In November 2024, Council directed staff and Kimley-Horn

to clarify the effects of Union County's planned 1.5 MGD capacity improvement to the 12-Mile Creek Basin, verify Stallings' municipal allocation (currently estimated at 97,000 GPD), and explore frameworks that would allow developers to move forward under existing constraints. Following further coordination with Union County, staff delivered a final update in April 2025. At that time, Council chose not to pursue additional negotiations and instead adopted a policy supporting privately maintained treatment systems for developments unable to connect to Union County's system. Staff will continue to monitor regional capacity conditions and evaluate partnership opportunities to ensure long-term sewer availability.

- Staff developed and secured Council approval for the acquisition of a new Public Works truck with a dump bed, enabling greater project capacity and efficiency. Additionally, Council approved funding for a third Public Works staff member in the FY2026 budget, which will further expand departmental capability to complete infrastructure projects in-house.

CHALLENGES

- Permit Year 3 will require staff to complete a full inventory of the Town's stormwater infrastructure, inspect all major system components, and establish a framework to ensure property owners and HOAs conduct regular inspections and corrective maintenance of private stormwater ponds. These requirements represent an entirely new set of responsibilities for the Town, bringing steep learning curves, extensive coordination with private property owners, and significant budget implications.
- As staff introduces new roadway maintenance strategies, such as microsurfacing and crack sealing, challenges will arise in both execution and resident communication. Public education will be critical to helping residents understand the long-term benefits of preventative treatments compared to traditional resurfacing.
- Both Engineering and Public Works continue to pursue efficiency gains and cost-effective alternatives for infrastructure maintenance. These innovations require adaptation, training, and trial-and-error to ensure successful implementation.
- Due to workload demands, staff was unable to complete planned updates to the land development standards and the Roadway Acceptance Policy. These updates are now scheduled for FY2026.
- Limited sewer capacity remains a persistent challenge. Staff will continue evaluating long-term solutions and potential partnerships to address capacity issues that limit growth.
- The Town did not meet its FY2025 goal of investing \$50,000 into sidewalk repairs. Staff sought to complete a greater share of these projects in-house to reduce costs and improve responsiveness. However, with only two Public Works staff members, it was challenging to balance sidewalk repair needs against other critical maintenance priorities. As a result, sidewalk repair work was limited in scope. The addition of a third Public Works employee in FY2026 is expected to significantly increase the department's capacity to complete these repairs in-house, improving both the quantity and timeliness of sidewalk maintenance projects.

OTHER COMMENTS

The Engineering and Public Works Departments remain committed to serving Stallings residents and businesses with responsive, cost-effective, and professional services. Staff continues to coordinate effectively on issues such as infrastructure repairs, contractor oversight, flooding mitigation, development plan review, and construction management. The acquisition of new equipment and the planned expansion of Public Works staff will further enhance the Town's ability to complete infrastructure projects in-house, delivering substantial cost savings while maintaining high service standards.

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?

Maintaining Fiscal Strength – This has been both an accomplishment and a challenge. The accomplishment portion relates to the 20% fund balance threshold. The Town regularly maintains an unrestricted General Fund balance exceeding this amount. Failure to meet this target is not in the foreseeable future; although, modifications to the specific metric are forthcoming.

Developing Long-Term Financial Plans – This is another objective that includes both an accomplishment and challenge. A comprehensive review of financial-related policies and procedures has been completed and a list compiled, but neither updates to existing policies or creating new ones has taken place during this fiscal year. This remains an objective with different target completion dates for individual policies, creating more attainable goals.

Exceling at Staff & Logistical Support – A weekly budget to actual report is distributed to executive level staff consistently, promoting transparency and the ability to make informed decisions.

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)?

Staffing issues created a number of challenges during the fiscal year. Former Finance Officer, Marsha Gross, returned part-time as Interim Finance Officer and a new full-time Finance Officer started in April. Staff is confident this will create a shift in future balanced scorecard results.

Strengthening Citizen Engagement – The Finance website has not yet been reviewed and updated, nor did the Town receive either award from the Government Finance Officers Association (GFOA). These do remain targets going forward though.

Maintaining Fiscal Strength – The Town completed only financial statements, rather than an Annual Comprehensive Financial Report (ACFR), that were submitted to the Local Government Commission (LGC) late. The audit completed during this fiscal year for the year ended June 30, 2023 did include both a material weakness and significant deficiency. The aforementioned challenges are a direct result of staffing issues that have been remedied.

Due to the approaching depletion of federal funding received from the American Rescue Plan Act (ARPA) of 2021, a stimulus bill passed by the United States government to provide relief from the COVID-19 pandemic, the FY 24-25 budget adopted during this fiscal year included an appropriation of General Fund balance totaling \$460,400. Utilizing fund balance to cover ongoing operating expenditures is not sustainable long-term; therefore, creation and adoption of a fund balance policy is a short-term goal that needs to be achieved prior to the development of the annual budget.

Developing Long-Term Financial Plans – Due to staffing issues, no revisions or new policies were completed during this fiscal year. Standard Operating Procedures (SOP) have not yet been written either. Both remain goals for the future.

Providing Responsive & Dependable Services – While public information requests are always responded to, it is not consistently done within the seven-business day target. Compiling the data for these requests can be quite cumbersome and time-consuming due to current reporting capabilities, processes and procedures. Limited Finance staff exacerbates this challenge, prolonging the time required to complete these requests.

OTHER COMMENTS:

Maintaining a Skilled & Competent Workforce – While this remains a goal, the specific performance measure has changed since the preparation of the initiatives for this balanced scorecard. Completion of the North Carolina Government Finance Officers Association (NCGFOA) program and achievement of the corresponding certification are no longer necessary. The new Finance Officer hired this year came to the Town already certified. The revised metric for the FY24-25 balanced scorecard includes maintaining certification that is accomplished through continuing education.

PARKS & REC DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW 24-25

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?

This year, the department made meaningful progress in several areas:

- **Sponsorship Growth:** We successfully secured 9 local business sponsorships toward our target of 15 by FY25. These partnerships reduce the burden on municipal budgets while strengthening Stallings' community-business connections.
- **Social Media Engagement:** We exceeded our goal of a 50% increase, demonstrating that our cohesive advertising efforts are effectively building community identity and awareness of programs.
- **Tennis Court Conversion:** The transition to pickleball has been a huge success, creating new recreational opportunities and drawing strong interest from local residents. This initiative has enhanced community use of existing facilities without requiring significant new construction.
- **Short-Term Infrastructure Planning:** The short-term infrastructure plans for each park are approaching completion. These plans provide a detailed roadmap for addressing immediate maintenance needs and prioritizing upgrades, ensuring that resources are allocated efficiently. By clearly identifying critical repairs, facility improvements, and safety enhancements, staff can act proactively to maintain park quality and visitor satisfaction. This planning also allows us to schedule projects strategically, minimize disruptions to park users, and lay the groundwork for future long-term improvements.

These accomplishments highlight our department's ability to innovate, connect with the community, and secure resources that make a tangible impact.

Ensuring Continued Success: To build on this progress, we will:

- Continue pursuing local sponsorships to hit and exceed our FY25 goal.
- Maintain momentum in digital engagement through targeted advertising, consistent messaging, and community-focused campaigns.
- Strengthen partnerships with community groups, such as pickleball enthusiasts and event vendors, to ensure facilities and programs remain vibrant.
- Transition from short-term planning into developing long-term infrastructure plans to guide the next decade of Stallings' growth.
- Actively work with regional partners and neighboring municipalities to find shared solutions to staffing and scheduling challenges.

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)?

Some initiatives faced setbacks or remain works in progress:

- **Farmers Market:** While launched successfully, the market ended early due to low vendor attendance. Sustaining vendor participation will be a focus moving forward, supported by end-of-season surveys and targeted outreach.

- **Trail Development:** No trail segments have yet been built, as progress is tied to funding and sponsorship acquisition.
- **Standardized Operating Hours:** While the Splash Pad hours now align with surrounding municipalities, extending operating times has been difficult due to part-time staffing shortages.
- **Facility Rentals:** Pickleball courts have been popular, but the department has not moved forward with rental structures due to staffing limitations.
- **Operations Manual:** Some ordinances (e.g., park hours) are now in place, but additional ordinances are needed before a full manual can be completed.
- **Career Progression Plan:** Still under development, delaying opportunities for improved retention and growth pathways.
- **Inter-Municipal Data Collection:** Collaboration with surrounding towns has been difficult due to conflicting workloads and schedules.

Going forward, we will:

- Adjust strategies for Activating Town Centre that are not geared towards a Farmers Market.
- Explore creative staffing models and volunteer support to extend Splash Pad hours and manage facility rentals.
- Work closely with the police department and town council to finalize necessary ordinances.
- Prioritize completion of a career progression plan to improve staff retention and morale.
- Seek out more flexible collaboration methods with surrounding municipalities, such as phased data collection or smaller joint projects.

OTHER COMMENTS

- Leveraging grant opportunities and sponsorships to jumpstart trail work.
- Prioritizing the creation of ordinances so the Operations Manual can be completed by the set deadline.
- Developing a clear career progression framework to improve retention and staff morale.

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?

Our department achieved several key targets this year that support the long-term growth and vitality of the Town Center and surrounding areas.

- Branding the Downtown area as the “Town Center.” By consistently using and reinforcing this name, it has taken hold among community members and stakeholders, creating a unified identity for the area. We will continue to use and promote this branding to strengthen recognition and support future investment.
- Council approval of the Town Center Streetscape Plan. This milestone allowed us to incorporate the plan into the SDO, laying the foundation for consistent, high-quality design standards that will shape the character of future development.
- Encouraging higher density in the Town Center. We have promoted and supported higher-density proposals, several of which are now moving through the CZ process. This helps advance the community’s vision for a vibrant, mixed-use core.
- Completion of the Atrium/Light Rail Small Area Plan and updates to the Future Land Use Plan. These updates give us stronger tools for guiding development and engaging with stakeholders. The Atrium team was actively involved in the process, and we continue discussions about their planned expansion, including a new parking lot and tower.

Together, these accomplishments demonstrate our ability to implement Council priorities, collaborate with stakeholders, and lay the groundwork for sustainable growth. To ensure continued success, we will maintain close communication with developers, actively promote Town Center branding, and monitor plan implementation to keep projects aligned with the community’s vision.

CHALLENGES:

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

This year we faced several challenges that slowed progress on some of our targets on the balanced scorecard:

- Legacy projects. Some older projects adopted before current staff arrived are still in progress or are now being resubmitted. Because land development takes time, results are not immediate.
- Sewer capacity. Limited sewer infrastructure continues to make redevelopment in the Town Center more difficult.
- New projects. The influx of new projects has taken up the majority of the staff time. Now that are new staff has been fully trained we may be able to focus more on our targets.

- Ordinance updates. We make regular text amendments, but the pace of growth has created too many to update the whole ordinance at once. Instead, we are handling updates in smaller pieces.
- Future land use categories. Updates to these have been delayed. We decided to focus first on the development ordinance, but land use updates are still planned.
- State legislation. Recent laws around downzoning prevent us from adding the TOD overlay. Without a timeline from the state, this work is on hold.

Looking ahead, we will continue managing legacy projects, work with partners on sewer capacity solutions, update ordinances step by step, and stay ready to act quickly when legislative conditions change.

POLICE DEPARTMENT – FY 24-25 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?

Host quarterly coffee w/a cop; bi-monthly lunch w/ a cop at Stallings Elementary; host a fishing derby for kids- We hosted 4 coffee w/ a cop programs attempting to utilize new, local businesses. We changed lunch w/ a cop to recess with a cop at the request of Stallings Elementary. Our second fishing derby was a success, and we maxed out our participant number of 20 kids.

Complete 30 traffic safety awareness campaigns (PSA's/bike rodeo/car seat installs/traffic checkpoint/youth driving clinic)- The Stallings Police Department (SPD) maintained a strong commitment to traffic safety through participation in a variety of awareness campaigns and enforcement initiatives. These efforts were aimed at enhancing roadway safety, address community concerns, and increase compliance with traffic laws. Some of the highlights of this year were participating in 24 checkpoints, saturation patrols and Governor Highway Safety Programs. In addition to these efforts SPD hosted a Bike Safety Rodeo, with a bike helmet giveaway and a Crash/Seatbelt Safety Simulator at National Night Out Against Crime. Our roadside safety message boards were deployed over 45 times throughout the year, and we assisted with one car seat safety install clinic. Along with the educational component SPD also had 54 Driving While Impaired arrests.

Complete 3 training courses for emergency preparedness, home/business security and self-defense/situational awareness-PD staff hosted three in-person training courses. We had 0 attendance. Staff opted to create short videos on these topics and post them to our various social media platforms. We had a much-improved view rate compared to in-person attendance.

Completion of 5 step process of CALEA re-accreditation-Year one assessment will be completed in August 2025

Implement and Fund Public Safety Camera-Council approved the initial camera program using asset forfeiture funds. Five sites were selected, and cameras have been installed. Council also approved budget for one additional site per year.

Utilize scanning to archive department records and create training program to maintain evidence integrity and reliability-Research was completed on scanning requirements and it was determined that paper copies would still need to be kept, which would incur an additional cost. SPD opted not to move forward with document scanning. Evidence integrity training program was created in-house and all members received initial training. This training program has now been implemented into our Field Training Program for all new officers to receive.

Send all command officers to NCSU Administrative Officers Management Program-One supervisor is currently enrolled in a police management training program. SPD is slated to send its next supervisor in late 2025.

Improve proficiency in moving and shooting through precision shooting and tactical training-1.) Increase overall qualification score to 80% 2.) Implement movement-based tactical decision-making training-Overall firearms qualification score was 95%, both day and night. The lowest individual score was 76%.

Equipment for tactical decision-making training was ordered and has arrived. Scenario training is in development.

Create voluntary fitness program-Fitness program was approved by Council and launched in Spring 2025. 14 of 25 officers participated (56%) and 12 of the 14 passed (86%).

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)?

Be Designated as a Permanent Car Seat Checking Station-Staffing hindered the development of this goal and will be pushed back until next year. SPD is hopeful to utilize officers, civilians, and volunteers to assist in achieving necessary training and implementation of this goal.

Create voluntary fitness program-Fitness program was approved by Council and launched in Spring 2025. 14 of 25 officers participated (56%) and 12 of the 14 passed (86%).

Other comments

We continue to work through staffing shortages and training of new officers to continue providing a high level of service to our community. Overall, all department members have participated in the work done so far to accomplish our goals.