FORWARD STALLINGS

A Balanced Scorecard Approach for the Town of Stallings

FY 24-25 Mid-Year Report

FORWARD STALLINGS

March 5, 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 March 10, 2025. At this meeting, the Manager will officially submit the FY 24-25 Mid-Year Report.

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

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 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 to 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 communication 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. <u>Every Department should have at least one stretch target.</u>

FORWARD STALLINGS

STRATEGY MAP

Vision for Stallings

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

⬇⬆

Mission of Town Government

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

⬇⬆

Serve the Community

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

⬇⬆

Manage Resources

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

⬇⬆

Run the Operations

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

⬇⬆

Develop Know-How

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

Town Council Strategic Priorities

- 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 – MID-YEAR BALANCED SCORECARD OVERVIEW

<u>**ACCOMPLISHMENTS:**</u>

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?

<u>Strengthening Citizen Engagement</u> – In an effort to describe the nuance here, this has been both an accomplishment and a challenge. The Town continued to broadcast all Town Council meetings. However, we are having difficulties with the livestream cutting out, losing audio, etc. during the middle of the broadcast. When this occurs, the Town ensures that audio is posted and we are working with a contractor to try to address the issue. The Town's blog post continues to be a source for community engagement.

<u>Hold an Occupancy Tax Referendum</u> – This was held in November 2024.

<u>Supporting/Enhancing Union West Business Park</u> – This is both an accomplishment and a challenge. The Town continues to work towards enhancing Union West Business Park including identifying members of the Town Council to engage with General Assembly members regarding road repair, focusing on how to best enhance the Park in the Economic Development Committee, and reaching out to ED partners. However, the largest challenge is how to pay for enhancements and potential sewer capacity issues in the Crooked Creek service area.

<u>Pursue Town Center Creation</u> – Similar to the past several years, the Town continues to work towards creating a Town Center with an action strategy that strives to be both visionary and practical. This goal will take many years to achieve, but the Town's strategy is aimed at laying the foundation for a successful Town Center.

FY 24-25 Action Strategies
- Call it "Town Center" instead of "Downtown" Complete
- Per DFI's recommendation aimed at supporting Town Center oriented retail, continue to encourage higher residential density (multi-family) n the Town Center. (TBD based on opportunities). N/A (sewer)
- 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 (sewer)
- Continue to explore sewer alternatives Study presented to Council.
- Hold 11 parks events at Stallings Municipal Park 5 events thus far.
- 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

---

<u>Town Center – 2725 Old Monroe Road (former John Deere Property) Lease</u> – This has been both a challenge and an accomplishment. Leasing this property to a brewery with the assistance of the Town's broker appears to be near as the Town Attorney works on a lease and the brewery has secured financing. However, the process has been slow, but it is likely to speed up.

<u>Continuing Updating Annually CIP</u> – The Town Council has approved an updated budget process and CIP updates are underway.

Maintain a 5-Year IT Replacement Schedule/Plan- Computers and equipment are being updated as needed. Current IT needs will be addressed during budget discussions for FY26.

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

Safety Program – Zero OSHA recordable injuries and 100% of the workforce has completed mandatory safety training.

Turnover Rate – Met turnover goals.

Employee Pay & Performance Policies – The Town continues to make progress on modernizing our employee pay and performance systems. The Town has funded and conducted a pay and benefit study that looks holistically at salaries, benefits, policies, etc. This study has been presented to the Council and is currently under consideration. The performance pay policy continues to be worked on administratively for future implementation. An employee cost-savings incentive program is being presented to the Council on 2/24/25.

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)?

Implementing Economic Development Strategic Plan – The Town has partnered with Monroe Union County Economic Development Commission (MUCEDC) for assistant with economic development in Stallings. However, the Town must change its approach to economic development due to looming sewer capacity issues in the Crooked Creek area, where much of the Council's economic development priorities are focused.

Employee Recognition Program – The Town has done 2 of the Caught Ya! Awards thus far. We need to continue to encourage staff to submit these when they see a peer going above and beyond.

Hold "All Hands-on Deck" Meeting – The Town has not done this yet this fiscal year. Scheduling is always the biggest challenge due to police department shifts so we need to hold multiple meetings to ensure everyone can attend.

OTHER COMMENTS:

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?

- Since the beginning of FY 2025, the Public Works Department has completed 23 infrastructure repair projects from, sink hole repairs to sidewalk repair, pothole and other roadway repairs, etc.… The Public works has utilized the new skid steer to accomplish these repairs and have saved, an estimated $75,000 performing these projects in house.
- The Engineering Department and PWD have been responsive to questions and issues presented by Town residents and have maintained a high level of communication.
- The Engineering Department has completed the FY 2025 Resurfacing Contract and FY 2025 Preventative Maintenance contract that was focused on crack sealing and microsurfacing. The Preventative Maintenance Program was a pilot program and was considered a success saving the Town approximately 8 times the amount compared traditional resurfacing techniques. Staff is expecting to perform a second Preventative Maintenance contract to close out FY2025. has begun the FY 2024 resurfacing contract. Implementing preventative maintenance in conjunction with reconstruction provides a more cost-effective method for maintaining roadways and prolonging the life of Town roads.
- Staff has currently made progress on our MS4 Program to meet our Permit Year 2 Requirements. A majority of the work done has been surveying and inventorying all of the Town's Storm Water infrastructure.
- Staff has made definitive progress in determining options for Sanitary Sewer Capacity in the Twon Center and 74 Corridors. This also plays into some challenges as there is no immediate solution available to provide sewer capacity. The Sanitary Sewer Study has been a success, even if it wasn't the information we were hoping for. Town Council will need to determine how to move forward.

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)?

- Staff seeks to implement take action to ensure the Town is in compliance with the MS4 permit's year two requirements and formulate an action plan to meet the permit's remaining years' requirements. This is a State requirement, and the Town is subject to audits from the State to ensure compliance. The Town is essentially starting from scratch on MS4 permit compliance, and it will be an annual challenge to ensure we're efficiently and effectively meeting our permit requirements while sufficiently coordinating with the residents and business of the Town as community cooperation is a major piece to permit compliance.
- As both the Engineering Department and PWD seek to increase efficiency and cost-effective maintenance and repair solutions, there will be significant challenges as each department works through learning curves implementing new and alternative methods. Additionally, Staff has found it not feasible to perform some larger scale infrastructure repair projects with only 2 Public Works Employees and without some other key equipment. Staff is proposing a budget for an additional employee and additional equipment for this in FY2026 that will increase our capabilities to perform more projects in-house.
- Sanitary sewer challenges arise from both Charlotte Water and Union County not having available sewer capacity. Charlotte Water is limited in sewer capacity near the Town Center, and they are actively working to formulate a CIP to upgrade their system to meet their demands before any additional flows can be sent their way. Additionally, Union County has stated that they do not have any short-term or long term (30-year)

capacity increase CIPs for crooked creek watershed and once the capacity is utilized it is gone. Lastly, any options to provide sewer capacity to Town Center and/or Monroe Expressway areas will require a significant financial investment even through public and/or private partnerships. In-short, there is no opportunity for immediate sewer capacity to help develop the Town Center or Monroe Expressway areas.

OTHER COMMENTS:

The Engineering and PWD continue to collaborate and diligently meet the needs of the residents and business community regarding repairs, contractor activities, flooding, plan review, and construction coordination. Additionally, the PWD continues to provide effective maintenance on the building and grounds.

FINANCE DEPARTMENT – MID-YEAR 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?

<u>Develop Long-Term Financial Plans</u> – A fund balance policy was adopted by Town Council in December 2024 that aligns with the Local Government Commission's current minimum recommendation of 34% in unrestricted fund balance within the General Fund for municipalities with expenditures between $1,000,000 and $9,999,999. This is important to ensure sufficient cash flows for Town expenditures because most revenues are received once a year from ad valorem taxes. In addition, this policy provides guidance on how the unrestricted fund balance should be spent, which is essential because those funds are available for one-time use only. As such, they should not be utilized for recurring operating expenditures.

<u>Maintain Skilled and Competent Workforce</u> – Staff have participated in training and continue to do so. Not only does this provide continuing education hours needed to maintain certifications, but it also ensures staff stay up to date in their field of expertise or increases knowledge as necessary.

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)?

Multiple targets have not been met solely due to timing with projected completion dates that are in the future, while others have not been met due to current software and staffing limitations. The latter includes a monthly financial report and various policy updates. All goals remain, but because of staff capacity and the desire to maintain an environment that promotes the Town's core values, target dates need to be extended.

<u>Maintain Fiscal Strength</u> – While the FY 2024 audit contained no material weaknesses, one significant deficiency pertaining to a lack of internal controls over payroll was noted. This was discovered by staff prior to audit completion and procedures were implemented before the fiscal year end to remedy the deficiency. In addition, processes and procedures are continuously reviewed and revised as needed.

OTHER COMMENTS:

PARKS & REC DEPARTMENT – MID-YEAR 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?

Year 1 of our Sunny in Stallings Farmers Market was successful with an estimated average of 65 shoppers per summer market and 25 in the fall and as many as 15 vendors. While there were some setbacks due to crop damage and a scheduled 2-week break, the end of year vendor survey completed by Sunny Day had positive results. To ensure the growth of this service to the community, in 2025 we have removed any off weeks, apart from the week of "50 Fest", and are working closely with Montana Noel, of Sunny Day Markets, in promoting the weekly events.

CHALLENGES:

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

The Department continues to work towards meeting all other targets, still laying the groundwork to ensure correct implementation and measurements. Our target for 1 trail segment/year is nearing completion with the Blair Mill Greenway section connecting to Aria Apartments and Idlewild Market set to open before the end of the FY.

Ordinances have been approved, allowing us to continue with our work on the department's Standard Operations Manual when the Park Director returns.

Park facilities are at, or nearing, acceptable maintenance standards to allow us to begin developing short and long-term plans for each site.

One challenge in meeting targets has been the maintenance of facilities. The tennis court conversions, splash pad maintenance, as well as shelter maintenance were all bumps in the road which had impacts on the timeline of achieving some goals. The splash pad issues in 2024 caused by parts degrading due to the chlorine in the system gives pause to expanding the hours until staff can be certain the system can hold up to the stress of operating longer in the heat of the summer. These closures also had an impact on rentals, which were also impacted by weather conditions, an increase in events/programs, closure for cleaning/sealing tables and other maintenance needs.

As mentioned above, we completed some key steps required to move forward to achieving our goals and expect to still be on track to hit many marks within the timeline issued. Working as a team, delegating responsibility for certain goals, and creating tools to better collect/measure data will help us stay at pace in meeting/exceeding these goals.

OTHER COMMENTS:

In December of 2024 our Special Events Coordinator, Tori Dorman, was named the 2024 Employee of the Year for the town, recognizing her enthusiasm, creativity and hard work. She is a great team member who has elevated the events, programs and activities the town offers.

The Senior Maintenance Technician, Nick Coffey, completed the National Parks and Recreation Association's Maintenance Management School in January 2025.

PLANNING DEPARTMENT – MID-YEAR 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?

Over the past year, the Planning and Zoning Department has successfully met and exceeded key performance targets, reinforcing our commitment to strategic planning and economic development.

Key Achievements
1. Implementation of the Downtown Streetscape Plan into the Stallings Development Ordinance
    o   Integrated the plan into the Stallings Development Ordinance (SDO) to ensure future development aligns with the Town's vision for a walkable, vibrant downtown.
    o   Achieved through collaboration with stakeholders and Council, translating the plan into enforceable regulations.
2. Comprehensive Land Use Plan Update, Small Area Plan, and TOD Overlay
    o   The Comprehensive Plan Update and Small Area Plan are finalized and moving to Council review. The TOD Overlay is complete but awaits legislative decisions on down-zoning.
    o   Legal and legislative constraints have affected the timeline, and the Department is actively monitoring developments.
    o   With the CRTPO Grant period ending June 30, 2025, efforts are focused on maximizing its impact.
3. Removal of Industrial Setbacks for Economic Development
    o   Revised zoning regulations to remove industrial setbacks, increasing development potential, particularly in Union West Business Park (UWBP).
    o   Supports business growth, job creation, and enhances Stallings' tax base.

To maintain progress, the Department will:
*   Monitor legislative changes affecting the TOD Overlay and adjust accordingly.
*   Secure funding and partnerships for Downtown Streetscape Plan implementation.
*   Maximize CRTPO Grant benefits before the funding period ends in June 2025.

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)?

While the Planning and Zoning Department successfully met many of its targets this year, certain objectives faced delays due to external and internal challenges.

Unmet Targets & Challenges

1. Silver Line Project Review Delays

    o   Challenge: The ongoing review of the Silver Line Project has been delayed due to the need for legal review and coordination with external agencies. This has slowed the ability to finalize necessary ordinance updates and planning decisions.

    o   Strategy for Improvement: The Department will continue monitoring legal developments and maintain open communication with project stakeholders to ensure timely progress once legal reviews are completed.

2. Ordinance Rewrites & Public Handouts Delayed

   o Challenge: The effort to complete ordinance rewrites, which are essential for updating checklists and public handouts, has been delayed. This is primarily due to staff turnover and the time required for new staff training.

   o Strategy for Improvement: The Department is prioritizing staff development to ensure new personnel can efficiently contribute to ordinance revisions. Additionally, an updated project timeline will be established to address outstanding tasks.

Adjustments in Strategy to Meet These Targets

- Legal & Legislative Monitoring – Regular updates and coordination with legal counsel and legislative bodies will be maintained to address Silver Line-related delays.

- Process Efficiency – The Department will explore temporary checklists and guidance documents to assist the public while ordinance rewrites are completed.

- Staff Development & Cross-Training – Continued training and internal knowledge sharing will be emphasized to prevent future delays due to staffing changes.

- Prioritization & Resource Allocation – Efforts will be made to allocate staff resources more effectively to balance ongoing projects with long-term ordinance revisions.

OTHER COMMENTS:

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 w/ NC Wildlife for kids**- coffee with a cop has been hosted twice in the first two quarters and the Department is in the planning phase for our second fishing derby.
- **Host training for emergency preparedness, home/business security, and self-defense/situational awareness-** Department hosted two events covering these three topics. No one attended either event. Staff is in the process of creating some YouTube shorts that can be posted on social media in efforts to reach a larger audience and get our information out to the public
- **Implement and fund public safety camera system program** -The camera system was funded using asset forfeiture funds and the Department has partnered with local businesses and HOA's for access to place cameras in strategic locations. We have signed a contract and are awaiting installation.
- **Create voluntary fitness program-**A fitness assessment has been identified. Town Council has approved an annual fitness incentive. Currently, we are finishing the waiver of liability.
- **Improve proficiency in moving and shooting through precision shooting and tactical training-** The Department had an average firearm score of 95% over both day and night qualifications, with the lowest score being 76%. We have recently purchased tactical equipment that will allow for scenario-based realistic decision-making shoot-don't shoot decisions.
- **Conduct 20 traffic safety awareness campaigns (PSA's/bike rodeo/car seat installs/traffic checkpoints/youth driving clinics).** Traffic safety message boards have been deployed every day since the acquisition. The TEST team conducted a bike safety event and helmet distribution during the National Night Out Against Crime and utilized a Seatbelt restrainer at National Night Out. The TEST also conducted a distracted driving awareness class, conducted 7 traffic checkpoints, and 30 DWI arrests during FY24-25.

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)?

- **Utilize scanning to archive department records and create training program to maintain evidence integrity and reliability-** Research into the scanning requirement through NC Archives shows that even if the records are scanned we must still maintain hard copies. We are working to determine if this course of action is fiscally responsible. An evidence training program has been conducted for each officer and has now been included in our field training officer manual and is part of the FTO program
- **Become a designated permanent car seat checking station-**The Department was anticipating using volunteers to operate our car seat check station along with a few officers. Due to the struggle of getting volunteers, this goal has not moved forward. The Department is hopeful that we will be onboarding some volunteers before the end of the FY.
- **Send all command officers to NCSU Administrative Officers Management Program-**The Department is working on getting command staff to determine when they can attend. Due to the 10 week program the Department wants to be flexible in who attends and when. Two command officers have already volunteered to go first.

- **Completion of Re-Accreditation process-**SPD received its initial accreditation in July 2024 and our annual proof statement is due to CALEA in April. We are working towards collecting proofs. This has been stifled a bit due to some personnel issues. The Administrative staff is collaborating to get this process completed as quickly as possible.

OTHER COMMENTS: The SPD is on schedule to meet our goals set.   Overall, all department members have participated in the work done so far to accomplish our goals.