Balanced Organizational Scorecard

Administration

Organizational Vision 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.	and businesses of the	• Integrity • Commitment • Flexibility • Awesome Customer Service • Team Before Self • Continuous Improvement • Competent/Qualified • Supporting Each Other • Everyone Pitches In • Work/Life Balance • Positive Attitude • Collaboration • Dialogue • Have Fun • Trust & Respect • Open to Teach/Learn • Healthy, Positive Environment	Vang-Range Financial Plan Long-Range Financial Plan Pursue Sewer Alternatives Support/Enhance Union W Pursue Town Center Creat Maximize Positive Develop	nning est Business Park	nt Rail	Departmental Vision/Mission Town Manager Mission: The Tow professional, strategic, responsive leadership under the Council-Man Town Clerk Mission: To provide a knowledgeable, professional func body and its citizens accurately at and maintaining the Town's vital r Human Resources Mission: To ar the human resources needs of To support to the Town in developing administering a comprehensive he	n Manager's Office provides e, ethical, and respectful lager form of government. legally mandated, tion to the incorporated nd timely, while preserving ecords. httcipate, develop and fulfill own employees. To provide g, implementing, and	Stall	lings -NC-	
Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes	I
			Broadcast regular Town Council Meetings	100%	Fiscal Year	100%	ADM	Video all regular meetings stream live to the Town's YouTube Channel.	100% broadcast as Wi-Fi allows.	ALL - All Departments ADM - Administration P/R - Parks & Recreation P/Z - Planning & Zoning
	Strengthen Citizen Engagement	Enhance public access to information about Town services, meetings, key issues, and opportunities	Publish blog post quarterly	4	Fiscal Year	4	ADM	The Council saw the need for a location to house information about ongoing projects and issues for the Town.	These were published quarterly.	ENG - Engineering P/W - Public Works PD - Police TC - Town Council
			Support/Enhance Union West Business Park ("UWBP") Council identify members to engage with General Assembly members regarding repairing UWBP roads and potential property annexation	Υ	12/31/2024	Y	тс	EDC to develop key points to share with state elected officials for UWBP roads advocacy.		
Serve the Community		Implement Economic Development Strategic Plan with goal of 80%/20% (res/com) tax base by 2030	Support/Enhance UWBP Encourage MUCEDC to prioritize marketing UWBP	Υ	6/30/2024	Y	ADM	Staff drafting communication to MUCEDC, and MUCEDC reps coming to 08/12/24 Council Meeting		,
	Promote Economic Vibrancy		Track MOU to work with MUCEDC to encourage/support economic development endeavors	Yes	9/1/2025	Y	TC, ADM	MUCEDC coming 08/12/24	MUCEDC attends Council meeting annually for a report. MOU may need to change to reflect UCEDC.	
			FY 24-25 Action Strategies - Call it "Town Center" instead of "Downtown" - Per DFI's recommendation aimed at supporting							

		Pursue Town Center Creation Our residents desire a Town Center that can serve as both the vibrant cultural heart/destination/identity of our community and as a positive economic catalyst. The Council recognizes this will take many years to fully realize the Town Center vision but is committed to hoping build the foundation.	Town Center oriented retail, continue to encourage higher residential density (multi-family) n the Town Center. (TBD based on opportunities). - 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. - Continue to explore sewer alternatives - Hold 11 parks events at Stallings Municipal Park - 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 various items	Various - See Measure	• Yes • Yes • Yes • M/A • Yes - see writeup in annual report for update. • 32 − 4 large scale events and 8 smaller events. • © omplete.	TC, ADM, PLANNING		
		Adopt a fiscally responsible annual	Adopt a balanced budget that does not use unrestricted fund balance or debt for operational expenditures	Yes	Annual	Yes	TC, ADM, FIN		
	Maintain Final Strongth	budget	Follow the Town's adopted budget creation and priority setting process and adopt a budget	Yes	6/30/2024	Yes			Challenging budget creation process for FY 24-25, starting earlier and going more in-depth
		Cap Employee CPI Increases to Avoid One-Year Spikes Due to High Inflation	Present policy to TC capping CPI increases as outlined in the Pay Policy	Yes	12/31/2024	Yes - 5%	ADM, FIN, HR		
		Secure an Occupancy Tax	Hold occupancy tax referendum in November 2024	Yes	12/31/2024	Yes	T.C., ADM	Educational campaign to being in Fall.	
Manage Resources	Develop Long-Term Financial	Continue updating, on an annual basis the Capital Improvement Program	Update the 5-Year Capital Improvement Program	Yes	6/30/2025	Yes	TC, ADM, FIN		
	Plans	Ensure Organizational IT Infrastructure/Equipment needs are met	Maintain 5-year IT Replacement Schedule/Plan	Yes	Ongoing	Yes	ADM		Computers and equipment are being updated as needed.
			% of workforce that have completed mandatory safety training	100%	Annually	100%	ADM, SAFETY CO., ALL		Achieving 100% safety training completion shows a commitment to a safe and responsible workplace.
	Deliver Services Efficiently	Create a safe environment for employees/public and control cost	# of OSHA recordable injuries: Town Total: General Government: Police:	# of OSHA recordable injuries: Town Total: 0 General Government: 0 Police: 0	Annually	# of OSHA recordable injuries: Town Total: 4 General Government: 0 Police: 4	ADM, SAFETY CO., ALL		We had 4 reportable OSHA incidents- an important reminder that safety must remain our top priority.
	Enhance Emergency Preparedness	Ensure Organization-wide Emergency Preparedness	Hold a large mock emergency training scenario and identify areas for improvement	Once Every 3 years	Once Every Three Years	Yes	ADM	Emergency Table Top Exercise held on 08-17-2023 for Town Staff	
Run the Operations	Improve Communication & Collaboration	Improve Inter-Departmental Relationships Through Team-Building Events	Hold organization wide team building event	4	Quarterly	4	HR		Team building events were a great success-strengthening collaboration, boosting morale, and reminding us that we're stronger together.
		Ensure All Employees are Informed & Have Opportunity for Feedback to Increase Feeling of Ownership/Buy-In	Hold "All Hands on Deck" Meeting	1	Annually	0	ADM		

			Turnover Rate: Non-PD: PD: (*Excludes retirements, Involuntary Separations, 6 month Probationary Period, P/T)	Turnover Rate: <10% Non-PD: <10% PD: <10% (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period, P/T)	Annual	Turnover Rate: 9% Non-PD: 6% PD: 11% (*Excludes retirements, Involuntary Separations, 6 month probationary period separations, P/T)	ADM, HR	Employee turnover remain a focus area-each change is a chance to improve retention, strengthen our culture, and build a more engaged team.
	Maintain a Skilled & Competent	Maintain an educated, dedicated, competent, and productive workforce	Fund, conduct, & implement a pay study during FY 24-25 that looks holistically at salaries, benefits, policies, etc.	Υ	6/30/2025	Y	HR, ADM	
Develop Know-How	Workforce		Implement a functional performance pay policy	Υ	6/30/2027	Ongoing	HR, ALL	
			Evaluate employee cost-savings incentive programs	Y	6/30/2025	Y	ADM, HR	Presented to Council on 2/24/25
		Caught Ya! Employee Recognition Program	# of Employee Recognition Awards	8	Annual	4	HR	Employee awards are a great way to recognize hard work and dedication- congratulations to all the well-deserved recipients

Balanced Organiz	zational Scorecard	Financ	e							
commitment to excellence where families and businesses can thrive as we embrace our future while preserving our past.	and businesses of the	Stallings Way Values Integrity Commitment Flexibility Awesome Customer Service Team Before Self Continuous Improvement Competent/Qualified Supporting Each Other Everyone Pitches In Work/Life Balance Positive Attitude Collaboration Dialogue Have Fun Trust & Respect Open to Teach/Learn Healthy, Positive Environment	• Long-Range Financial Plan • Pursue Sewer Alternatives • Support/Enhance Union W • Pursue Town Center Creat • Maximize Positive Develop	est Business Park		Departmental Vision/Mission S Mission: The mission of the F work in partnership with all To providing operational, financia guidance as well as to provide financial information to the Ma Town Manager. The departm excellence as a steward of the provide financial transparency	nance department is to wn departments il and leadership accurate and timely ayor, Town Council and ent strives for Town's assets and to	Stallings Notes		
Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes	<u> </u>
			Conduct a comprehensive review of the financial pages on the Town's website; update and archive where appropriate	Yes	6/30/2025	No	FIN			ALL - All Departments ADM - Administration P/R - Parks & Recreation P/Z - Planning & Zoning ENG - Engineering P/W - Public Works PD - Police COM - Communications TC - Town Council
Serve the Community	Strengthen Citizen Engagement	Promote transparency and excellence in financial reporting	Create and implement monthly financial report for Council that will also be posted on the website	Post monthly beginning in January 2025 for December 2024	Monthly	Not yet implemented, pushed to FY26	FIN			
			Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	Awarded Certificate - Audit for the fiscal year ended 6/30/2025	4/1/2026	Target date not yet arrived, but will not receive. Postponing submission until the FY26 audit.	FIN		Must be submitted within six months of fiscal year end, but receipt is contingent upon GFOA notification	
			Receive the GFOA Distinguished Budget Presentation Award	Achieve Award for FY 27-28 budget	12/1/2027	Target date not yet arrived	FIN		Must be submitted within 90 days of budget adoption, but receipt is contingent upon GFOA notification	,
	Maintain Fiscal Strength	Maintain system of internal controls that meets and exceeds the standards of generally accepted accounting principles	No material weaknesses or significant deficiencies identified	0	Annually	1	FIN			
		Maintain a five-year financial forecast as a tool to guide in long-range financial planning	Update the forecast and submit for TM and TC review	Y - Submit to TM and TC	Annually	Y - Distributed multiple times during budget process	FIN			
			Create a fund balance policy that at least aligns with LGC recommendation and addresses what to do with excess funds	Complete	12/31/2024	Adopted 12/9/2024	FIN		Discussed during FY 2025 budget process, needs to be in place for FY 2026 budget process	
			Update the credit card policy	Complete	12/31/2024	Not yet complete, pushed to 12/31/2025	FIN]
Manage Resources	Develop Long-Term Financial Plans	Conduct a comprehensive review of financial-related policies and procedures;	Create a purchasing policy	Complete	12/31/2024	Not yet complete, pushed to 12/31/2025	FIN		Multiple individual policies will be updated and combined into a single purchasing policy that also addresses additional related procurement items	a
		create and update as appropriate	Update the grants policy	Complete	12/31/2025	Not yet complete, pushed to 12/31/2025	FIN			_
			Create a cash/investments policy	Complete	12/31/2025	Not yet complete, pushed to 12/31/2025	FIN			
			Create a debt policy	Complete	12/31/2025	Not yet complete, pushed to 12/31/2026	FIN			

Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
			Write Strategic Operating Procedures (SOPs) for Finance	Yes	6/30/2025	Not yet complete, pushed to 12/31/2026	FIN		Procedures will change with the implementation of new software, so this will be an ongoing initiative
	Invest in Infrastructure	New financial software	Implementation of new software	Yes	6/30/2027	Target date not yet arrived, plan to select software by 6/30/2026	FIN		Current software is outdated and inefficient, lacks certain controls and many reporting features
Run the Operations	Provide Responsive & Dependable Services	Provide accurate and timely financial information to internal and external customers to improve decision-making and to promote fiscal responsibility respectively	Centralize invoicing to external parties	Complete	6/30/2025	Not yet complete, pushed to 6/30/2026	FIN		
Develop Know-How	Maintain skilled and competent workforce	Continuing education and maintain certifications	Participate in conferences, classes and webinars	Certifications must be renewed every five years and require 100 hours of CPE; minimum of one activity annually for non-certified personnel	6/30/2025	Ongoing	FIN		

Balanced Organizational Scorecard Organizational Vision Organizational Mission

Engineering and Public Works Stallings Way Values 2024-25 Town Council Priorities

personnel and equipment

Organizational Vision	Organizational Wission	Stannings way values	2024-23 TOWN COUNCILLING	ics	БСР	artificilitar vision/iviission state	mene		
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.	community by providing	Integrity Commitment Flexibility Awesome Customer Service Team Before Self Continuous Improvement Competent/Qualified Supporting Each Other Everyone Pitches In Work/Life Balance Positive Atitude Collaboration Dialogue Have Fun Trust & Respect Open to Teach/Leam Healthy, Positive Environment	• Support/E	ong-Range Financial Planning Pursue Sewer Alternatives Enhance Union West Business ursue Town Center Creation Development Around the Hos		Mission: The Engineering quality, efficient, profession and technical support to the departments. We delive sustainable solutions a implementation of capita development and comment of the profession of the control of the profession of the control	al engineering services public and other Town roost effective and ssociated with the limprovement, land unity infrastructure.	Stall	ings No.
Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Maintain Sufficient Customer Service	Effectively communicate to all inquiries.	Respond to residents and business owners within 2 business days	Yes/No	6/30/2025	Yes	PW/Eng		
	Implement ADA Action Plan to ensure we're bringing our pedestrian infrastructure to ADA and PRWAG Standards	Use right-of-way study to repair sidewalks accordingly.	Invest \$50,000 on sidewalk repairs as outlined in ROW study	\$50,000	6/30/2025	\$5,000	PW/Eng		
	Optimize resurfacing budget by increasing efficiency with roadway	Maintain and repair roadways in a	Implement reconstructive and preventative maintenance contracts	Yes/No	6/30/2025	Yes	Eng		
	repairs.	cost effective manner	Perform pothole and small patching repairs in house	Yes/No	6/30/2025	Yes	PW		
	Maintain MS4 Permit Compliance and Optimize the MS4 Program	Permit Year 2 Compliance	Meet all of Permit Year 2 Requirements	100%	6/30/2025	No	Eng		
	and Optimize the MS4 Program	Prepare a budget for permit year 3.	Prepare a budget for FY2026's MS4 Program and have Task orders ready.	Yes/No	6/30/2025	Yes	Eng		
Run the Operation		Plan Review	Complete plan reviews in accordance with our plan review timeline(s)	100%	6/30/2025	Yes	Eng		
Kun the Operation	Development Oversight	Update Roadway Acceptance Policy	Update Subdivision/Roadway Acceptance Policy	Yes/No	6/30/2025	No	Eng		
		Update Land Development Standards	Update current land development standards.	Yes/No	6/30/2025	No	Eng		
	Storm Water Repair Program	Maximize the amount of storm water projects completed in house	Maintain list of projects and associated costs of SW projects completed by PW	Yes/No	6/30/2025	Yes	PW		This list will be used to determine cost savings to assist with hiring additional employee(s).
			Closeout existing task order to finish SS study	Yes/No	9/1/2024	Yes	Eng		
	Sewer Capacity Study	Continue coordination with Charlotte Water and Union County	Analyze implementation feasibility and come to a verbal agreement with Union County and CLT Water	Yes/No	6/30/2025	No	Eng		
	Manage Budgets	FY2025 Adopted Budget	Maintain Transportation, SW, and PW Budgets	Yes/No	6/30/2025	Yes	Eng/PW		
		FY2026 Proposed Budget	Formulate costs for additional	Yes/No	2/1/2025	Yes	PW		

Departmental Vision/Mission Statement

Manage Resources	Manage Personnel		Develop budget analysis for additional PW employee	Yes/No	6/30/2025	Yes	PW	
	Marana Fauliament	Expand Public Works Department	Develop Budget Analysis for Additional PW Truck	Yes/No	6/30/2025	Yes	PW	
	Manage Equipment		Repair Town Hall HVAC	Yes/No	12/31/2024	No	Eng	
		nowledge, Expertise,	Associate Engineer to pass PE exam	Yes/No	6/30/2025	No	Eng	
			Town Engineer to obtain SCM Inspection Certification	Yes/No	6/30/2025	Yes	Eng	
Developer Know How	Maintain, Expand, Improve Professional Knowledge, Expertise, and Certifications		Utilize new equipment to expand scope of project capabilities	Yes/No	6/30/2025	Yes	PW	
		F		Yes/No	6/30/2025	Yes	PW	

Balanced Organizational Scorecard

Parks & Recreation

balanceu Oig	anizational Scorecard	Parks & Recreation	•						
safe community with a	maintaining a sound financial	Stallings Way Values Integrity Commitment Flexibility Awesome Customer Service Team Before Self Continuous Improvement Competent/Qualified Supporting Each Other Everyone Pitches In Work/Life Balance Positive Attitude Collaboration Dialogue Have Fun Trust & Respect Open to Teach/Leam Healthy, Positive Environment	FY 2024-25 Town Council Prioritie Long-Range Financial Planning Pursue Sewer Alternatives Support/Enhance Union West Pursue Town Center Creation Maximize Positive Developme	3	I	Departmental Vision/Mission Stat Mission: Connecting our commutralis to parks, events, and ame space to enhance the quality of we serve. Resolving to Engage a diverse community, Connected through greenways a Recreational amenities by Educating citizens to Achieve an enhanced quality of Trendsetting healthy & fun opportence of the property of the p	unity through greenways and nities by preserving green/open life of the diverse community and trails to	Stallings	
Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
	Enhance Recreation, Walkability & Connectivity	Develop a Comprehensive Network of Multi- Use trails that connect parks, recreational facilities, and Key Community Areas	# of Trail Segments Built Yearly	1	7/1/2026	0	PR	Secure funding through grants, local government support, and sponsorships to begin trail work.	Start with a needs assessment of what area would benefit the most with a new trail connection.
		To create and implement a comprehensive action strategy that focuses on promoting and enhancing parks events and programming specifically for Stallings residents.	# of Action Strategies	3	12/1/2024	0	PR	Review current parks events and programming. Conduct surveys and gather feedback from Stallings residents to understand their preferences and interests.	Working through a process currently!
Gerve the Community		Build Economic Growth Through Local Business Sponsorships	# of Sponsorships Secured	15 Sponsors	12/1/2024	9		Tori has successfully found 9 Sponsors for Various Events throughout the year! Continuing the movement of looking for local businesses to partner with.	
	Promote Economic Vibrancy	Establish a vibrant Town Center by launching a Seasonal Farmers Market	# of Years of Successful Farmers Market # of Vendors at Market Total Sales at Market per. Season	3 Years 20 Vendors Avg. \$5,000/Vendor	12/1/2026	N		Work with Sunny in Stallings Farmers Market to generate Vendor Survey to be distributed at the end of each Market Season.	
	Improve Communication &	Establish a "Sense of Place" and Community	% Increase of Social Media Engagement	50% Increase	7/30/2025	Y - 50% INCREASE	PR	Evaluate the effectiveness of cohesive advertising in creating a "Sense of Place" and strengthening community	
	Collaboration	Identity through Cohesive Advertising	% Increase of Facility Usage	20% Increase	12/1/2025	No Increase	PR	identity at parks and recreation facilities.	Facility Usage maintained itself
Run the Operations	Provide Responsive and Dependable Services	Create dependable hours around Shelter Rentals, Splash Pad, Parks, & tennis courts to	Create Standardized Operating Hours	Y/N	12/1/2026	Y	PR	Staff reached out to insurance to ensure Splash Pad Hours after 5pm is safe & is working on Splash Pad Maintenance to ensure operational hours change is possible.	Splash Pad hours now coordinate with other municipalities; however, operating the pad for a longer duration has been difficult due to struggles obtaining part-time staff.

		ease public confusion.		Y/N	12/1/2026	Y	PR	Court Rental Fees/scheduling Working with local Pickleball	Tennis Court conversion to pickleball has been a huge success; however, the department does not believe it's wise to rent out the courts at this time due to staff limitations.
	Enhance Emergency Preparedness	Develop a Standard Operations Manual for Parks and Recreation	Create Standard Operations Manual	Y/N	Set Park Ordinances in Place by 12/31/24; Create Standard Operations Manual 12/31/25	У	PR /Police		(Park Hours, etc.);
Manage Resources	Invest in Infrastructure	Strive to improve existing facilities while seeking opportunities for future development.	Create a short & long-term plan for each recreation site.	1 short term & 1 long term plan per Park/Greenway	1 Short Term per park - Dec. 2025 1 Long Term per park - Dec. 2026	N	r n	Once standard is met at ALL facilities - maintenance will move forward with enhancements rather than replacements.	Short terms plans are nearly finalized; however, long term plans still have not been established.
	Maintained a Skilled & Competent Workforce	Improve Employee Retention and Job satisfaction through recognition and reward programs	Create Career Progression Plan for Each P/R Position	Y/N	6/1/2025	N	PR	Working on Developing a Growth plan per position.	Currently still working on career progression plan
Develop Know-How	Enhance Relationships with other entities	Conduct joint research and data collection on local needs, preferences, and trends.	# of surrounding departments involved in Data Collection	6	6/30/2025	N	PR	Conduct joint research and data collection on regional needs, preferences, and trends that results in data-driven decision-making and program development benefiting Union County as a whole.	Struggle working with surrounding municipalities while balancing everyones schedules/work load

Balanced Organizational Scorecard

Planning and Zoning

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2024-25 Town Council Priorit	ties		Department Mission Statement			
To provide an inviting and safe community with a	To serve the residents and businesses of the Stallings	Integrity Commitment	 Long-Range Financial Planning Pursue Sewer Alternatives 			Mission: The Planning and Deve is to foster a dynamic, attractive	lopment Department's mission , and economically healthy		
commitment to excellence	community by providing	Flexibility	 Support/Enhance Union West 	Business Park		town. The Planning Departmen	t works to promote coordinated		
where families and businesses can thrive as we embrace our	excellent municipal services while upholding the public	Awesome Customer Service Team Before Self	Pursue Town Center Creation Maximize Positive Developme	nt Around the Hospital/Light Rail		growth, diversified developmen community, and regional collaboration			
future while preserving our	interest by maintaining a sound	Continuous Improvement	- Maximize rositive bevelopme	ne radana ene riospital, agricitali		community, and regional condu	oration.	Qu11	MACIC
past.	financial position and active stewardship of public assets	Competent/Qualified Supporting Each Other						Stall	11102
	and resources.	Everyone Pitches In						Stall PLA STOWN	-NC-
		Work/Life Balance Positive Attitude							
		Positive Attitude Collaboration							
		Dialogue						DI	ANNING
		Have Fun Trust & Respect						PL	SALIATAL
		Open to Teach/Learn						6	ZONING
		 Healthy, Positive Environment 						TOWN	of STALLINGS
Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result A recent DFI study identified	Responsible Entity	Action Plan	Notes
		Pursue a thriving town center, the heart of our community. A place where locals and visitors gather, stroil along walkable	FY 24-25 Action Strategies - Call it "Town Center" instead of "Downtown" - Per DFI's recommendation aimed at supporting Town Center oriented retail, continue to encourage higher residential density (multi- family) in the Town Center, (TBO based on opportunities), - if the Town Center as significant development plan within the Town Center area	Y/N	Ongoing	low residential density as a barrier to attracting specially retail stores. To address this, the Town will encourage higher density housing projects within the Town Center area. Additionally, if a significant development proposal is submitted by a private developer and requires public input, the Town will consider contracting DFI for an independent review of the	P/Z	Consider revisiting a master plan outlining the town center's layout, zoning regulations, and architectural guidelines once Old Monroe Rd is complete.	
		streets, and discover unique shops, enticing restaurants, welcoming breweries, and vibrant public spaces.	from a private developer that requests public participation, consider contracting with DFI for a third-party review of the development plan.			plan. This review would assess the proposal's potential to achieve our goals for the Town Center, including attracting desired retail and creating a vibrant mixed-use environment.			
			Council approval of the Streetscape Plan and implementation into the SDO.	Y/N	12/31/2023	Complete	P/Z	Determine if Council wants to consider investing in streetscape improvements in front of certain Town properties in the future and, if so, the phasing of such investments.	
						90% - CRTPO grant awarded.			
Serve the Community	Enhance Economic Vibrancy	Maximize Positive Development Around Hospital/Light Rail (Economic Development).	Complete the Silverline Integration Plan with our consultant, Bolton & Menk. The station area SAP/DO/CLUP updates will incorporate the light rail and atrium.	100%	12/31/2024	Alter based on Atrium and planned light rail corridor/station with a consultant. The updates will include the station area in SAP/DO/CLUP and will incorporate the light rail and atrium.	P/Z	Coordinate with consultant Bolton & Menk and CRTPO throughout the year for updates to SAP/DO/CLUP.	
			Ensure Atrium can participate as a stakeholder in the SAP/DO/CLUP planning process for the Silverline.	Y/N	12/31/2024	Complete	P/Z		
		Support and grow economic development efforts for existing and new businesses in Union West Business Park ("UWBP") as an opportunity to help foster a sustainable tax base for all residents and businesses in Stallings.	Remove industrial setbacks so that industrial parcels are more marketable/developable.	Y/N	12/31/2024	Complete	P/Z		
		Enhance the Development Ordinance so that is more desirable for new development and attracts developers.	Rewrite the Ordinance in- house to save money	Y/N	Ongoing	N - Specific ordinance sections will undergo a review process. The goal is to improve clarity and effectiveness while preserving the overall theme and consistent formatting of the current ordinance.	P/Z	Create an internal timeline with Ordinance re-write milestones.	
		Enhance the FLU category Place Types to create more categories for the uses.	Rewrite the Place Type specifications in-house to save money	Y/N	Ongoing	N - The comprehensive plan's place types are being assessed to identify a more targeted list of permitted uses. This revision will ensure consistency with the plan's overall theme and format.	P/Z	Incorporate the changes as a bridge documenting the Comp Plan to be easily accessible.	
Manage Resources	Improve Resource Management	Condense paper storage into digital storage to make more readily available for the staff and the public.	Transition to digital storage for all current documents.	7/1/2025	12/31/2024	50% - Our goal is to condense storage to facilitate easier access for staff and public use.	P/Z, Code Enf.	Use the plotter and scanners to scan all paper documents	
Run the Operations	Improve Communication &	Enhance the Development Review Process	Create handouts for processes that make it easier for everyone to understand ordinance processes.	Y/N	Ongoing	N - Not started yet. Create informational guides and spreadsheets or online resources to increase awareness of Ordinance requirements.	P/Z	Create guides along with the ordinance re-write.	
use operations	Collaboration with the Public	Educate the public on Code Enforcement duties/what types of issues are code violations.	Create educational resources or informational materials to provide to the public.	Y/N	7/1/2025	Not started yet - Create information such as brochures, guides, or online resources to raise awareness about code compliance.	Code Enf.	Create a monthly educational resource to provide to the public.	Not feasible with just 1 staff member.
	Maintain a Skilled & Diverse Workforce	Continuing education for department staff & maintain credits for certifications.	1-2 minimum Trainings/Continuing Education Plan for Department Staff	Y/N	Annual	Y - Ensure each staff member is signed up for continuing education courses.	P/Z & Code Enf.	See Status/Result	
Develop Know-How	Support Development of Citizen Volunteers	Promote efficiently run meetings by providing training for Planning Board and Board of Adjustment members	Annual Training of Planning Board and Board of Adjustment Members	Y/N	Annual	Y - Retrain PB & BOA when new members are voted in. Annual training every March.	P/Z	See Status/Result	

Balanced Organiz	rational Scorecard	Po	olice						
	Organizational Mission 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.	Stallings Way Values Integrity Commitment Flexibility Awesome Customer Service Team Before Self Continuous Improvement Competent/Qualified Supporting Each Other Everyone Pitches In Work/Life Balance Positive Attitude Collaboration Dialogue Have Fun Trust & Respect Open to Teach/Learn Healthy, Positive Environment	FY 2024-25 Town Council Prio - Long-Range Financial Plat - Pursue Sewer Alternatives - Support/Enhance Union W - Pursue Town Center Crea - Maximize Positive Develop	nning s /est Business Park	t Rail	Department Mission Statemer Mission: Our mission, collect and as individual officers, is level of service and protectic businesses of the Town of S who may visit, work in, or tra community. We will serve the professional conduct at all til enforcement of criminal and prejudice or bias, with respe people, to assure a safe and for all.	ively as a department to provide an exemplary on to the residents and tallings and to all those vel through our e community through means and the traffic laws without ct for the rights of all	Stal	lings
Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
	Strengthen Citizen Engagement	Implement programs to increase interactions between community and police staff	Host quarterly coffee w/a cop; bi- montly lunch w/ a cop at Stallings Elementary; fishing derby.	Y	Annually	Y	PD	Patrol squads and CID will partner to ensure events are held	4 Coffee w/Cop were held 2 lunches were held but SES asked for us to pause due to distratctions in lunch. Fishing
		Increase roadway safety and decrease traffic accidents.	# of traffic safety awareness campaigns (PSA's/bike rodeo/car seat installs/traffic checkpoint/youth driving clinic)	20	Annually	78	PD	Utilize Traffic Team and Community Service Unit	Message board deployments remain high. 54 DWI arrests, 24 safety campaigns. Particpated in bike safety rodeo, crash/seatbelt simulator and one car seat safety check
Serve the Community	Increase Citizen & Community Safety	Deter and decrease citizens victimization by increasing awareness, education and enforcement of crimes	# of training for emergency preparedenss, home/business security and self defense/situational awareness	3	6/30/2025	3	PD	PD will partner with UCEM/CERT to provide some of the training	3 events hosted with no community turnout. We then created short videos with the material and posted to our social media platforms
		Provide technology resources to enhance police investigative abilities and increase crime solving	Implement and Fund Public Safety Camera System	Y	6/30/2025	Y	PD		Camera system was approved by Council. Five locations have had cameras installed and are operational.
Manage Resources	Deliver Services Efficiently	Ensure adherence to best practices for police services and help reduce risk exposure and liability insurance costs	Completion of 5 step process of CALEA re-accreditation	Y - PD CALEA RE-ACCREDITATED	5/1/2028	Y	PD		Year 1 remote assessment will be completed in August 2025.
	Provide Responsive &	Ensure streamline management of records and evidence systems	Utilize scanning to archive departement records and create training prorgram to maintain evidence integrity and reliability	Y	6/30/2025	Y	PD	PD will need to confirm scanning requirements from NC Archives and will utilizie volunteer program	Scanning was determined to not be a practical solution. Training program for evdience has been established and has been codified into SPD field training
Run the Operations	Dependable Services	Provide effective/efficient police services.	Be designated as a Permanent Car Seat Checking Station	Y	6/30/2025	N	PD	Utilize officers and volunteers to be certified as safety seat installers	Staffing issues did not allow for this to be accomplished. This goal has been extended for another year.
			Send all command officers to NCSU Administrative Officers Management Program	Y	6/30/2031	Y	PD	Funding for this initiatve was approved in FY25 budget	One supervisor has begun the program and a second supervisor will attend in late 2025
			Create voluntary fitness program	Have 80% of members participate in fitness testing and 60% pass rate	6/30/2026	56% participated; 86% passed (of those that participated)		Utilize comp time for participation and successful completion	Fitness program was approved by Council. Off 25 officers 14 participated and 12 passed the assessment 56% participation:

Develop Know-How	Develop a Skilled & Competent Workforce	Ensure that staff have the highest level of training possible to perform in their role	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	Yes/No	6/30/2026	1.) 95%; 2.) Yes	PD	Firearms instructors will build upon previous goals and measures	1.Deptartment average firearms score between both day and night qualification was 95%. The lowest individual score was 76% 2. Decision making scenarios and training are in process.
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Balanced Scorecard Annual Timeline

Event	Timeline	Outcomes	Actors	
Council Annual Retreat	February	Set of Draft Council Priorities	Town Council	
Council Priorities Final Approval	End of February	Final Council Priorities	Town Council	
Department Level Draft Goals	14-Jun-23	Draft Department Goals	Town Manager, Staff	
Final Budget Approval (Adjust goals as needed)	6/30/2023	Final Annual Budget	Town Manager, Staff	
Departments Submit Final Year- End Report	8/30/2023	Final Department Report	Town Manager, Staff	
Annual Report	2nd September Meeting	Report and Presentation Council & Public	Town Council, Town Manager, Staff	
Mid-Year Report	February	Report to Town Council	Town Council, Town Manager, Staff	