

Balanced Organizational Scorecard

Administration

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2024-25 Town Council Priorities	Departmental Vision/Mission Statement
To provide an inviting and safe community with a commitment to excellence where families and businesses can thrive as we embrace our future while preserving our past.	To serve the residents and businesses of the Stallings community by providing excellent municipal services while upholding the public interest by maintaining a sound financial position and active stewardship of public assets and resources.	<ul style="list-style-type: none"> <li>Integrity</li> <li>Commitment</li> <li>Flexibility</li> <li>Awesome Customer Service</li> <li>Team Before Self</li> <li>Continuous Improvement</li> <li>Competent/Qualified</li> <li>Supporting Each Other</li> <li>Everyone Pitches In</li> <li>Work/Life Balance</li> <li>Positive Attitude</li> <li>Collaboration</li> <li>Dialogue</li> <li>Have Fun</li> <li>Trust &amp; Respect</li> <li>Open to Teach/Learn</li> <li>Healthy, Positive Environment</li> </ul>	<ul style="list-style-type: none"> <li>Long-Range Financial Planning</li> <li>Pursue Sewer Alternatives</li> <li>Support/Enhance Union West Business Park</li> <li>Pursue Town Center Creation</li> <li>Maximize Positive Development Around the Hospital/Light Rail</li> </ul>	<p><b>Town Manager Mission:</b> The Town Manager's Office provides professional, strategic, responsive, ethical, and respectful leadership under the Council-Manager form of government.</p> <p><b>Town Clerk Mission:</b> To provide a legally mandated, knowledgeable, professional function to the incorporated body and its citizens accurately and timely, while preserving and maintaining the Town's vital records.</p> <p><b>Human Resources Mission:</b> To anticipate, develop and fulfill the human resources needs of Town employees. To provide support to the Town in developing, implementing, and administering a comprehensive human resources program.</p>



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Enhance public access to information about Town services, meetings, key issues, and opportunities	Broadcast regular Town Council Meetings	100%	Fiscal Year	100%	ADM	Video all regular meetings stream live to the Town's YouTube Channel.	Several issues with livestream going in and out. If livestream fails, audio is always available. Working with contractor to resolve issues.
			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.	
	Promote Economic Vibrancy	Implement Economic Development Strategic Plan with goal of 80%/20% (res/com) tax base by 2030	Support/Enhance Union West Business Park ("UWBP") Council identify members to engage with General Assembly members regarding repairing UWBP roads and potential property annexation	Y	12/31/2024	Y	TC	EDC to develop key points to share with state elected officials for UWBP roads advocacy.	
			Support/Enhance UWBP Encourage MUCEDC to prioritize marketing UWBP	Y	6/30/2024	Y	ADM	Staff drafting communication to MUCEDC, and MUCEDC reps coming to 08/12/24 Council Meeting	
			Track MOU to work with MUCEDC to encourage/support economic development endeavors	Yes	9/1/2025	Y	TC, ADM	MUCEDC coming 08/12/24	Annual Report presented to Council by MUCEDC. MUCEDC's new leadership also attended EDC meetings regarding UWBP.

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

**FY 24-25 Action Strategies**  
 - Call it "Town Center" instead of "Downtown"  
**Complete**  
 - Per DFI's recommendation aimed at supporting



Develop Know-How	Maintain a Skilled & Competent Workforce	Maintain an educated, dedicated, competent, and productive workforce	Turnover Rate: Non-PD: PD: (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period)	Turnover Rate: <10% Non-PD: <10% PD: <10% (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period)	Annual	Turnover Rate: 4.4% Non-PD:5.6% PD:3.7% (*Excludes retirements, Involuntary Separations, & 6 month probationary period separations)	ADM, HR		
			Fund, conduct, & implement a pay study during FY 24-25 that looks holistically at salaries, benefits, policies, etc.	Y	6/30/2025	Pay Study Presented & Under Consideration	HR, ADM		
			Implement a functional performance pay policy	Y	6/30/2027	In Progress	HR, ALL		
			Evaluate employee cost-savings incentive programs	Y	6/30/2025	Presented Proposal to Council on 2/24/25	ADM, HR		
	Caught Ya! Employee Recognition Program	# of Employee Recognition Awards	8	Annual	2	HR			

**Balanced Scorecard**

**Finance**

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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes	
<b>Serve the Community</b>	Strengthen Citizen Engagement	Promote transparency and excellence in financial reporting	Conduct a comprehensive review of the financial pages on the Town's website; update and archive where appropriate	Yes	6/30/2025	Not yet - Future target date	FIN			
			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	No	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	Ongoing - Future target date	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	Ongoing - Future target date	FIN		Must be submitted within 90 days of budget adoption, but receipt is contingent upon GFOA notification	
<b>Manage Resources</b>	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 significant deficiency	FIN			
	Develop Long-Term Financial Plans	Conduct a comprehensive review of financial-related policies and procedures; create and update as appropriate	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	Annually	Y	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	Complete	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	Incomplete	FIN			
			Create a purchasing policy	Complete	12/31/2024	Incomplete	FIN		Multiple individual policies will be updated and combined into a single purchasing policy that also addresses additional related procurement items	
			Update the grants policy	Complete	12/31/2025	Future target date	FIN			
			Create a cash/investments policy	Complete	12/31/2025	Future target date	FIN			
Create a debt policy	Complete	12/31/2025	Future target date	FIN						

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			Write Strategic Operating Procedures (SOPs) for Finance	Yes	6/30/2025	Future target date	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	Future target date	FIN		Current software is outdated and inefficient, lacks certain controls and many reporting features
<b>Run the Operations</b>	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	Future target date	FIN		
<b>Develop Know-How</b>	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	Yes, ongoing	FIN		

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Engineering and Public Works

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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	\$5,275	PW/Eng		
Run the Operation	Optimize resurfacing budget by increasing efficiency with roadway repairs.	Maintain and repair roadways in a cost effective manner	Implement reconstructive and preventative maintenance contracts	Yes/No	6/30/2025	Yes	Eng		
			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	50%	Eng		
		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	No	Eng		
	Development Oversight	Plan Review	Complete plan reviews in accordance with our plan review timeline(s)	100%	6/30/2025	100%	Eng		
		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).
	Sewer Capacity Study	Continue coordination with Charlotte Water and Union County	Closesout existing task order to finish SS study	Yes/No	9/1/2024	No	Eng		
			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 personnel and equipment	Yes/No	2/1/2025	Yes	PW			

<b>Manage Resources</b>	Manage Personnel	Expand Public Works Department	Develop budget analysis for additional PW employee	Yes/No	6/30/2025	Yes	PW		
	Manage Equipment		Develop Budget Analysis for Additional PW Truck	Yes/No	6/30/2025	Yes	PW		
			Repair Town Hall HVAC	Yes/No	12/31/2024	No	Eng		
<b>Developer Know How</b>	Maintain, Expand, Improve Professional Knowledge, Expertise, and Certifications	Engineering	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	No	Eng		
		Public Works	Utilize new equipment to expand scope of project capabilities	Yes/No	6/30/2025	Yes	PW		
			Formulate Public Works "tiers" to determine promotions appropriately	Yes/No	6/30/2025	No	PW		

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Parks & Recreation

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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes		
Serve the Community	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 assesment of what area would benefit the most with a new trail connection.	New Greenway section connecting Blair Mill Greenway to Aria Apartments/Idlewild Market nearing completion	
		To create and implement a comprehensive action strategy that focuses on promoting and enhancing parks events and programming specifically for Stallings residents.	# of Action Strategys	3	12/1/2024	2	PR	Review current parks events and programming. Conduct surveys and gather feedback from Stallings residents to understand their preferences and interests.	1 Survey completed on 5.3.24   Began charging non-residents fees for programs/activities in 2025   Developing plan to advertise more with Stallings Home Owner Associations for better reach within the community		
	Promote Economic Vibrancy	Build Economic Growth Through Local Business Sponsorships	# of Sponsorships Secured	15 Sponsors	12/1/2024	9	PR (Event Coordinator)	Tori has sucessfully found 9 Sponsors for Various Events throughout the year! Continuing the movement of looking for local businesses to partner with.	Currently 1 sponsor for 2025, applications are available and advertised		
		Establish a vibrant Town Center by launching a Seasonal Farmers Market	# of Years of Sucessful Farmers Market   # of Vendors at Market   Total Sales at Market per. Season	3 Years   20 Vendors   Avg. \$5,000/Vendor	12/1/2026	1 year complete & successful	PR & Sunny In Stallings Farmers Market	Work with Sunny in Stallings Farmers Market to generate Vendor Survey to be distributed at the end of each Market Season.	Sunny Day completed surveys with vendors, results were positive.   15 Vendors   Unsure of revenue/vendor		
Run the Operations	Improve Communication & Collaboration	Establish a "Sense of Place" and Community Identity through Cohesive Advertising	% Increase of Social Media Engagment	50% Increase	7/30/2025	No, currently at 80% of FY 24-24's numbers (not including Views, due to data being unavailable for 23-24)	PR	Evaluate the effectiveness of cohesive advertising in creating a "Sense of Place" and strengthening community identity at parks and recreation facilities.	Facebook Stats for FY 23-24: Views Data Unavailable, Reach 200.9K, Interactions 15.7K, Link Clicks 1.9K, Visits 54.2K, Follows 1.1K	Facebook Stats for FY 24-25: Views 280.3k, Reach 179.8K, Interactions 7.9K, Link Clicks 2K, Visits 28.1K, Follows 418	FY 24-25 data (July-Feb) comes before the expected spike from Spring/Summer events. A large portion of FY 23-24's numbers came around "Spring Spectacle" and "Bash at the Splash" advertisements
			% Increase of Facility Usage	20% Increase	12/1/2025	No, 2024 fell 15% shy of 2023 rentals	PR		2023 Rentals: 178	2024 Rentals: 152	
					Y/N	12/1/2026	Splash Pad Hours currently do not correlate well with surrounding municipalities.	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 closes at 5:00 currently, hoping to expand hours in the future.	After issues with splash pad during 2024 season, we will need to continue monitoring system in 2025 to ensure it can run at current hours/day with little/no issue before considering hours adjustment.



	Provide Responsive and Dependable Services	Create dependable hours around Snetter Rentals, Splash Pad, Parks, & tennis courts to ease public confusion.	Create Standardized Operating Hours	Y/N	12/1/2026	No	PR	Research other municipalities Tennis Court Rental Fees/scheduling   Working with local Pickleball enthusiasts to ensure equal game play is applied.	Court conversion completed, Paddle Queue installed, new rules/signs updated and installed August 2024   Referenced rules from a number of other facilities rules to create environment for fair use.	Research on rental possibilities continues, more staff would likely be required to handle disputes of users clearing court for reservations & sticking to schedule.
	Enhance Emergency Preparedness	Develop a Standard Operations Manual for Parks and Recreation	Create Standard Operations Manual	Y/N	<u>Set Park Ordinances in Place by 12/31/24;</u> Create Standard Operations Manual 12/31/25	No	PR /Police	Step 1 - Create ordinances, then can develop Standard Operations Manual.   Working with Chief Franks to establish Ordinances for the Park that do not overlap/contradict current ordinances.	Updated ordinances approved at Council Meeting on 1/27/25   Standard Operations Manual work in progress, to continue when Park Director returns.	
<b>Manage Resources</b>	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	No	PR	Once standard is met at ALL facilities - maintenance will move forward with enhancements rather than replacements.	Facilities are at/nearing acceptable standards, ready to begin developing short & long term plans.	
	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	No	PR	Working on Developing a Growth plan per position.	Work in progress, to continue when Park Director returns.	
<b>Develop Know-How</b>	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	0	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.	To my/Tori's knowledge, there is no current dialogue between entities, our Staff is interested in hosting the meeting(s), but need funding to support leading this charge.	

Balanced Organizational Scorecard

Planning and Zoning

<p><b>Organizational Vision</b> 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.</p>	<p><b>Organizational Mission</b> 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.</p>	<p><b>Stallings Way Values</b></p> <ul style="list-style-type: none"> <li>• Integrity</li> <li>• Commitment</li> <li>• Flexibility</li> <li>• Awesome Customer Service</li> <li>• Team Before Self</li> <li>• Continuous Improvement</li> <li>• Competent/Qualified</li> <li>• Supporting Each Other</li> <li>• Everyone Pitches In</li> <li>• Work/Life Balance</li> <li>• Positive Attitude</li> <li>• Collaboration</li> <li>• Dialogue</li> <li>• Have Fun</li> <li>• Trust &amp; Respect</li> <li>• Open to Teach/Learn</li> <li>• Healthy, Positive Environment</li> </ul>	<p><b>FY 2024-25 Town Council Priorities</b></p> <ul style="list-style-type: none"> <li>• Long-Range Financial Planning</li> <li>• Pursue Sewer Alternatives</li> <li>• Support/Enhance Union West Business Park</li> <li>• Pursue Town Center Creation</li> <li>• Maximize Positive Development Around the Hospital/Light Rail</li> </ul>	<p><b>Department Mission Statement</b> <i>Mission:</i> The Planning and Development Department's mission is to foster a dynamic, attractive, and economically healthy town. The Planning Department works to promote coordinated growth, diversified development, placemaking, adaptive community, and regional collaboration.</p>	 
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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
		Pursue a thriving town center, the heart of our community. A place where locals and visitors gather, stroll along walkable streets, and discover unique shops, enticing restaurants, welcoming breweries, and vibrant public spaces.	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. (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.	Y	Ongoing	Planning continues to encourage higher residential density in the Town Center, following DFI's recommendations to create a vibrant, walkable community that enhances local retail. If the Town receives a significant private development proposal, the Town may engage DFI for a third-party review to ensure strategic and transparent growth. We remain proactive in evaluating opportunities that align with our long-term vision.	P/Z	Consider revisiting a master plan outlining the town center's layout, zoning regulations, and architectural guidelines once Old Monroe Rd is complete.	Sewer Capacity limitations in TC.
			Council approval of the Streetscape Plan and implementation into the SDO.	Y	12/31/2023	Y	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.	
		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.	Y/N	12/31/2024	The Comprehensive Land Use Plan update, Small Area Plan, and TOD Overlay are complete. The Comp Plan update and Small Area Plan will go to Council soon, while the TOD Overlay awaits legislative decisions on down-zoning. Legal review and legislative constraints have affected the timeline, and we are monitoring developments before finalizing key components. With the CRTPO Grant period ending June 30, 2025.	P/Z	Coordinate with consultant Bolton & Menk and CRTPO throughout the year for updates to SAP/DO/CLUP.	

Serve the Community	Enhance economic vibrancy		Ensure Atrium can participate as a stakeholder in the SAP/DO/CLUP planning process for the Silverline.	Y	12/31/2024	Y	P/Z			
			Support and grow economic development efforts for existing and new businesses in Union West Business Park ("UWBWP") 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	12/31/2024	Y	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	N	Ongoing	Ongoing - We are beginning a review process for specific sections of the development ordinance to enhance clarity and effectiveness while maintaining its overall structure and consistency. Currently, we are researching best practices for development submittals and landscaping requirements, which will be prioritized in the first phase of the ordinance rewrite. This initial phase is expected to be completed by the end of 2025.	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	Ongoing	We are currently assessing the place types within the comprehensive plan to develop a more targeted list of permitted uses, ensuring consistency with the plan's overall vision and format. As we assess the place types, we have identified the first phase of updates to focus on the TOD Overlay/Silver Line project. To maintain alignment with this major initiative, we are waiting for the project's completion before proceeding with further comprehensive plan revisions.	P/Z	Incorporate the changes as a bridge document in 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	We have implemented a plan to ensure all documents are digitized. The two new planning technicians have established a timeline for scanning the documents.	P/Z, Code Enf.	Use the plotter and scanners to scan all paper documents		
Run the Operations	Improve Communication & Collaboration with the Public	Enhance the Development Review Process	Create handouts for processes that make it easier for everyone to understand ordinance processes.	Y	Ongoing	Ongoing: Develop informational guides, spreadsheets, or online resources to enhance awareness of Ordinance requirements. While we have created some materials, we plan to revise specific sections of the Ordinance before releasing them.	P/Z	Create guides along with the ordinance re-write.		

		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	7/1/2025	Create information such as brochures, guides, or online resources to raise awareness about code compliance. Code enforcement is working on social media outreach.	Code Enf.	Create a monthly educational resource to provide to the public.	
Develop Know-How	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	Annual	Y	P/Z & Code Enf.	See Status/Result	
	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	Annual	Retrain PB & BOA when new members are voted in. Annual training every March.	P/Z	See Status/Result	

Balanced Organizational Scorecard

Police

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2024-25 Town Council Priorities	Department Mission Statement
To provide an inviting and safe community with a commitment to excellence where families and businesses can thrive as we embrace our future while preserving our past.	To serve the residents and businesses of the Stallings community by providing excellent municipal services while upholding the public interest by maintaining a sound financial position and active stewardship of public assets and resources.	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Commitment</li> <li>• Flexibility</li> <li>• Awesome Customer Service</li> <li>• Team Before Self</li> <li>• Continuous Improvement</li> <li>• Competent/Qualified</li> <li>• Supporting Each Other</li> <li>• Everyone Pitches In</li> <li>• Work/Life Balance</li> <li>• Positive Attitude</li> <li>• Collaboration</li> <li>• Dialogue</li> <li>• Have Fun</li> <li>• Trust &amp; Respect</li> <li>• Open to Teach/Learn</li> <li>• Healthy, Positive Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Long-Range Financial Planning</li> <li>• Pursue Sewer Alternatives</li> <li>• Support/Enhance Union West Business Park</li> <li>• Pursue Town Center Creation</li> <li>• Maximize Positive Development Around the Hospital/Light Rail</li> </ul>	<p><u>Mission:</u> Our mission, collectively as a department and as individual officers, is to provide an exemplary level of service and protection to the residents and businesses of the Town of Stallings and to all those who may visit, work in, or travel through our community. We will serve the community through professional conduct at all times and the enforcement of criminal and traffic laws without prejudice or bias, with respect for the rights of all people, to assure a safe and secure environment for all.</p>



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes	
Serve the Community	Strengthen Citizen Engagement	Implement programs to increase interactions between community and police staff	Host quarterly coffee w/a cop; bi-monthly lunch w/ a cop at Stallings Elementary; fishing derby.	Y	Annually	Have hosted Coffee with a cop each quarter so far and recess with a cop has been intermittent due to cold weather. Planning is ongoing for	PD	Patrol squads and CID will partner to ensure events are held		
	Increase Citizen & Community Safety	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	7 - Message board deployments remain high. Officers have been participating in various saturation patrols.	PD	Utilize Traffic Team and Community Service Unit	Establish comprehensive outreach programs to the community to include collaborative efforts and enforcement	
		Deter and decrease citizens victimization by increasing awareness, education and enforcement of crimes	# of training for emergency preparedness, home/business security and self defense/situational awareness	3	6/30/2025	2 - PD hosted two trainings and had 0 participants show up	PD	PD will partner with UCEM/CERT to provide some of the training		
		Provide technology resources to enhance police investigative abilities and increase crime solving	Implement and Fund Public Safety Camera System	Y	6/30/2025	Camera system was approved by Council, contract has been signed. Working on installation dates.	PD			
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	Working on Year 1 proofs to be opened to CALEA for review in April.	PD			
Run the Operations	Provide Responsive & Dependable Services	Ensure streamline management of records and evidence systems	Utilize scanning to archive departement records and create training program to maintain evidence integrity and reliability	Y	6/30/2025	Research of costs in progress	PD	PD will need to confirm scanning requirements from NC Archives and will utilize volunteer program		
		Provide effective/efficient police services.	Be designated as a Permanent Car Seat Checking Station	Y	6/30/2025	Have determined what requirements would be to be eligible for permanent station	PD	Utilize officers and volunteers to be certified as safety seat installers		
Develop Know-How	Develop a Skilled & Competent Workforce	Ensure that staff have the highest level of training possible to perform in their role	Send all command officers to NCSU Administrative Officers Management Program	Y	6/30/2031	Working to determine schedule of supervisors to attend	PD	Funding for this initiative was approved in FY25 budget		
			Create voluntary fitness program	Have 80% of members participate in fitness testing and 60% pass rate		6/30/2026	Fitness program was approved by Council. Working on waiver for participation		Utilize comp time for participation and successful completion	
			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. Department average firearms score between both day and night qualification was 95%. The lowest individual score was 76% 2. Equipment to implement decision making scenarios has been ordered.	PD	Firearms instructors will build upon previous goals and measures	

## Balanced Scorecard Annual Timeline

<b>Event</b>	<b>Timeline</b>	<b>Outcomes</b>	<b>Actors</b>
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