

Balanced Organizational Scorecard

Administration

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2025-26 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.	• 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	• Mid-Range Financial Planning • Pursue Sewer Alternatives • Support/Enhance Union West Business Park • Implement Adopted Plans & Studies Not Dependent on Sewer Capacity • Pursue Town Center Creation • Maximize Positive Development Around the Hospital/Light Rail	<u>Town Manager Mission:</u> The Town Manager's Office provides professional, strategic, responsive, ethical, and respectful leadership under the Council-Manager form of government. <u>Town Clerk Mission:</u> 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. <u>Human Resources Mission:</u> 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.



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
	Strengthen Citizen Engagement	Enhance public access to information about Town services, meetings, key issues, and opportunities	Broadcast regular Town Council Meetings	100%	Fiscal Year	56% - Audio & Video Broadcast 72% - (At Least) Audio Broadcast 100% - (At Least) Audio Recording Posted	ADM	Challenge with unreliable system. New system budgeted for FY 26-27 and Town is going through the process.	
			Prior to budget adoption, hold meeting with TC and all committee members to provide update and receive input	Yes	6/30/2025	Yes	ADM		
			Hold a public hearing where any residents can provide public input prior to the FY 25-26 budget adoption	Yes	6/30/2025	Yes	ADM		
			Publish the FY 25-26 budget process meeting schedule so any interested resident can attend	Yes	6/30/2025	Yes	ADM		
			Publish blog post quarterly	4	Fiscal Year	4	ADM	The Council saw the need for a location to house information about ongoing issues for the Town.	100% complete
			<u>Support/Enhance Union West Business Park ("UWBP")</u> 1.) Council's identified representatives will come up with						

ALL - All Departments
ADM - Administration
P/R - Parks & Recreation

P/Z - Planning & Zoning

ENG - Engineering
P/W - Public Works
PD - Police
TC - Town Council

Serve the Community	Promote Economic Vibrancy	Implement Economic Development Strategic Plan with goal of 80%/20% (res/com) tax base by 2030	a timeline by 9/28/25 to engage NCGA members regarding repairing the roads and potential property annexation 2.) ED Committee will engage with County's new ED entity to: - Learn more about the new org's structure - Discuss potential partnership for retail recruitment - Discuss how the new organization might help with business recruitment - Discuss best way for business retention such as potentially sending a delegation to existing businesses - Enhancing Union West Business Park.	Yes	9/28/2025	1.) 7/14/25 - Council discussed strategy for approaching NC General Assembly Members. 2.) 10/9/25 - The ED Committee hosted Ron Mahle who discussed these items. October 2025 - Stallings met with Union County ED's retail recruitment firm to determine how they can assist the Town.	TC, ED Committee	1.) Council discussed this item on 7/14/25 2.) Setup for ED Committee Meeting in October 2025 for ED Ron Mahle to come.	
			1.) Develop and adopt a Town of Stallings position on the appropriate uses of "package plants" concerning development in Stallings 2.) Seek independent third-part expert evaluation of specific "package plant" technology being actually proposed by developer	1.) Yes 2.) Yes	6/30/2025	1.) Council opted to consider projects on a case-by-case basis and not adopt a formal position. 2.) No formal applications submitted. Council will consider on a case-by-case basis.	1.) ADM, 2.) ENG	1.) Funding in budget	
		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.	<u>FY 25-26 Action Strategies</u> - Call it "Town Center" instead of "Downtown" - To enhance Town Center as an activity center, develop and approve a lease with Armored Cow Brewery by 7/15/25 - Present information to TC on available listed land by 7/15/25 - 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. - Continue to explore sewer alternatives - Hold 11 parks events at Stallings Municipal Park	Complete various items	Various - See Measure	<u>FY 25-26 Action Strategies</u> - Call it "Town Center" instead of "Downtown" Complete. - To enhance Town Center as an activity center, develop and approve a lease with Armored Cow Brewery by 7/15/25 AC pulled out. Continue marketing property. - Present information to TC on available listed land by 7/15/25 Complete. - 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). No proposals. - 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. No applicable proposals. - Continue to explore sewer alternatives - Hold 11 parks events at Stallings Municipal Park 12 events (Calendar Year 2025)	TC, ADM, P/Z, P/R		
		Implement Adopted Plans and Studies Not Dependent on Sewer Capacity	During FY 25-26 budget process, staff to present additional project opportunities for Council to consider pursuing including greenways, sidewalks, streetscape plans, etc.	Yes	6/30/2025	Yes	ALL	Town Council was presented with additional projects for consideration during FY 25-26 budget process	
			Adopt a balanced budget that does not use unrestricted fund balance or debt for operational expenditures	Yes	Annual	Yes	TC, ADM, FIN		

Manage Resources	Maintain Fiscal Strength	Adopt a fiscally responsible annual budget	Follow the Town's adopted budget creation and priority setting process and adopt a budget	Yes	6/30/2025	Yes			
			Develop a property reevaluation strategy w/ range of options relative to "revenue neutral" rate for TC	Yes	6/30/2025	Yes	ADM, FIN, HR		
		Secure an Occupancy Tax	Hold occupancy tax referendum in November 2025	On Ballot Yes/No	12/31/2025	Yes	T.C., ADM	Voters approved.	Staff working with government entities to get established
	Develop Long-Term Financial Plans	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		
		Ensure Organizational IT Infrastructure/Equipment needs are met	Maintain 5-year IT Replacement Schedule/Plan	Maintain Plan	Ongoing	Yes	ADM	Replacement computers needed are being ordered July 2025	Computers and equipment are being updated as needed.
	Deliver Services Efficiently	Create a safe environment for employees/public and control cost	% of workforce that have completed mandatory safety training	100%	Annually	100%	ADM, SAFETY CO., ALL	New NCLM Training software under review. Issues with accessing that we are working through.	
			# 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: 1 General Government: 0 Police: 1	ADM, SAFETY CO., ALL		
Run the Operations	Enhance Emergency Preparedness	Ensure Organization-wide Emergency Preparedness	Hold a large mock emergency training scenario and identify areas for improvement	Once Every 3 years	Once Every Three Years	No - alternative training identified.	ADM	In lieu of in-person exercise, Department Heads are enrolled in applicable courses on emergency preparedness	Final courses to culminate in Spring 2027
	Improve Communication & Collaboration	Improve Inter-Departmental Relationships Through Team-Building Events	Hold organization wide team building event	4	Quarterly	4	HR		
		Ensure All Employees are Informed & Have Opportunity for Feedback to Increase Feeling of Ownership/Buy-In	Hold "All Hands on Deck" Meeting	1	Annually	0	ADM		
			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: 7.84% Non-PD: 0 PD: 13.33% (*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.	Yes	6/30/2025	Yes	HR, ADM		

Develop Know-How	Maintain a Skilled & Competent Workforce		Follow the Town's adopted pay policy for FY 25-26	Yes	6/30/2025	Yes	TC, ADM		Town Council adopted FY 25-26 budget which follows pay plan
			Implement a functional performance pay policy	Yes	6/30/2028	Ongoing	HR, ALL		
		Caught Ya! Employee Recognition Program	# of Employee Recognition Awards	8	Annual	5	HR		Several more awards planned.

Balanced Scorecard		Finance		
Organizational Vision	Organizational Mission	Stallings Way Values	FY 25-26 Town Council Priorities	Departmental Vision/Mission Statement

Balanced Organizational Scorecard		Finance		
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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Promote transparency and excellence in financial reporting	Create and implement a monthly financial report for Council that will also be posted on the website	Post monthly beginning in January 2026 for December 2025 - Y/N	Monthly	N - Implemented in March 2026; January start target was not met	FIN		
			Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	Awarded Certificate - Audit for the fiscal year ended 6/30/2026	4/1/2027	Target date not yet arrived and postponing submission until FY27 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
Manage Resources	Maintain Fiscal Strength	Maintain system of internal controls that meets and exceeds the standards of generally accepted accounting principles	# of material weaknesses or significant deficiencies identified	0	Annually	0	FIN		Audit deadline pushed to 2/12/26 due to federal government shutdown
	Develop Long-Term Financial Plans	Maintain a five-year financial forecast as a tool to guide in long-range financial planning	Update the forecast and submit for TM and TC review	3/31/2026	Annually	Complete	FIN		
		Consider a two-year budget process	Two-year budget	FY 26-27 Budget	Bi-annually	Considered, but not implemented			Current resources prohibit this capability and statute requires both an annual budget ordinance and process, but additional staff and new financial software could assist in moving somewhat towards this direction
			Update the credit card policy	Complete	12/31/2025	Not yet complete, pushed to 12/31/2026	FIN		
			Create a purchasing policy	Complete	12/31/2025	Not yet complete, pushed to 6/30/2027	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	Not yet complete, pushed to 12/31/2026	FIN		
			Create a cash/investments policy	Complete	12/31/2025	Not yet complete, pushed to 12/31/2027	FIN		
			Create a debt policy	Complete	12/31/2026	Not yet complete, pushed to 12/31/2027	FIN		Target date not yet arrived
			Write Strategic Operating Procedures (SOPs) for Finance	Yes	12/31/2026	Not yet complete, pushed to 12/31/2027	FIN		Procedures will change due to additional staff and with the implementation of new software, so this will be an ongoing initiative

Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
	Invest in Infrastructure	New financial software	Selection of new software and under contract	Yes	6/30/2026	No - pushed to 12/31/2026	FIN		Implementation funding included in FY26 budget. Carried over into next year
Run the Operations	Improve Communication & Collaboration	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	6/30/2026	Not yet complete, pushed to 6/30/2027	FIN		
Develop Know-How	Maintain skilled and competent workforce		Fill the new Finance position approved with the FY26 budget	Yes	12/1/2025	Yes	FIN		
		Continuing education and maintain certifications	Participate in conferences, classes and webinars	NC Finance and Budget certifications must be renewed every five years and require 100 hours of CPE; minimum of one activity annually for non-certified personnel	6/30/2026	Ongoing	FIN		

Balanced Organizational Scorecard

Engineering and Public Works

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2025-26 Town Council Priorities	Departmental Vision/Mission Statement
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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Effectively communicate to all inquiries.	Respond to residents and business owners within 2 business days	Yes/No	6/30/2026	Yes	PW/Eng		
Run the Operation	Improve Communication and Collaboration	NCDOT Project Update	Arrange for NCDOT to present information on critical state transportation projects in the area	Yes/No	6/30/2026	Yes	PW/ENG		
	Provide Responsive and Dependable Services	Use right-of-way study to repair sidewalks accordingly.	Invest \$50,000 on sidewalk repairs as outlined in ROW study	\$50,000	6/30/2026	\$18,000 - additional \$25K project carried into FY2027	PW/Eng		
	Provide Responsive and Dependable Services	Maintain and repair roadways in a cost effective manner	Implement reconstructive and preventative maintenance contracts	Yes/No	6/30/2026	Yes	Eng		
			Perform pothole and small and medium patching repairs in house	Yes/No	6/30/2026	Yes	PW		
	Provide Responsive and Dependable Services	MS4 Permit Year 3 Compliance	Meet all of Permit Year 3 Requirements	100%	6/30/2026	Yes	Eng		
		Hire Storm Water Compliance Manager to Spearhead MS4 Program	Make the Hire	Yes/No	10/31/2026	Yes	Eng		
		Prepare a budget for MS4 permit year 3.	Prepare a budget for FY2027's MS4 Program and have Task orders ready.	Yes/No	6/30/2026	No - Hired Storm Water Compliance Manager so we don't need these task orders.	Eng		
		Plan Review	Complete plan reviews in accordance with our plan review timeline(s)	100%	6/30/2026	Yes	Eng		
		Update Land Development Standards	Update Subdivision/Roadway Acceptance Policy	Yes/No	12/31/2025	No - workload too signiifcant	Eng		
			Update current land development standards.	Yes/No	6/30/2026	Yes - Adopted City of Charlotte's	Eng		
		Expand SW Repair Capabilities	Perform a complete roadway culvert crossing in-house	Yes/No	6/30/2026	Yes	Yes		Contingent on 3rd PW Employee
		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	6/30/2026	No - workload too signiifcant	PW		This list will be used to determine cost savings to assist with hiring additional employee(s).
	Maintain Fiscal Strength	FY2026 Adopted Budget	Maintain Transportation, SW, and PW Budgets	Yes/No	6/30/2026	Yes	Eng/PW		

Manage Resources	Maintain Fiscal Strength	FY2027 Proposed Budget	Formulate costs for additional personnel and equipment	Yes/No	2/1/2026	Yes	PW		
	Invest In Infrastructure	Pursue Sewer Alternatives	1.) Staff Will Present to Council on the current status of the sewer situation. 2.) Determine Centralina Regional Council's intent to study the "package plant" issue and assess its relevance and timeline for the Town of Stallings. 3.) Commission an independent third-party study analyzing the pros and cons of current "package plant" technology. 4.) Seek independent third-party expert evaluation of the specific "package plant" technology being proposed as part of each individual development application where possible during CZs.	1.) Yes/No 2.) Yes/No - Get Centralina's approach. 3.) Yes/No 4.) Yes/No (As Needed Basis)	6/30/2026	1.) Yes 2.) Centralina does not have definite timeline for studying issue. 3.) No - Council Direction 4.) No(As-needed)	PW/ENG		
	Invest In Infrastructure	Expand Public Works Department	Hire 3rd Public Works Employee	Yes/No	10/31/2025	Yes	PW		
Develop Know How	Maintain a Skilled and Competent Workforce	Engineering	Associate Engineer to pass PE exam	Yes/No	6/30/2026	Yes	Eng		
			MS4 Inspector to Obtain All Certifications and Complete Course	Yes/No	6/30/2026	Yes			
			Town Engineer to complete PDH Requirements	Yes/No	6/30/2026	Yes	Eng		
		Public Works	Utilize new equipment to expand scope of project capabilities	Yes/No	6/30/2026	Yes	PW		
			Formulate Public Works "tiers" to determine promotions appropriately	Yes/No	6/30/2026	No - not applicable at this stage	PW		

Balanced Organizational Scorecard				Parks & Recreation						
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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes	
	Strengthen Community Engagement	Launch Targeted Adult Programming	# of adult-focused programs held and attendance figures within the target age range.	3	Dec. 2026	0	Concept development stage; community interest is being assessed.	Opened Park Partner Application to Enhance Adult Focused Programming		
		Launch quarterly “Parks with a Purpose” pop-ups for open dialogue with residents.	Number of participants per event; number of unique comments/feedback forms collected	50 participants per event / 25 feedback items	7/1/2027	N	PR	Survey Distributed through Newsletter and QR codes at parks and events. Working through new schedule to be face at Parks.		
	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/PLN	Engineering Department is Actively engaging Council for feedback on CRTPO grant.		
		Increase Programming in Underserved Parks	Number of programs successfully held at Blair Mill and Privette Parks.	2 programs at Blair Mill and 2 programs at Privette Park	Dec. 2026	N	Planning phase; brainstorming programs suited to each location.	2 Programs & 1 Event planned at Blair for 2026 & 1 program planned at Privette with intention to be involved with Police Departments efforts at Programs at Privette.		
		Evaluate current event offerings and implement strategies that address physical, sensory, cultural, and language-based inclusion. Primarily want to focus on sensory based needs.	Number of new inclusive features or strategies implemented at large-scale events.	1 Inclusive Feature per Event	2026	N	Ongoing; inclusion strategies are being researched and evaluated.	Currently nothing planned ; however, still researching methods.		
		To support activity in the Town Center area, hold events at Stallings Municipal Park in 2025	# of Events in Stallings Municipal Park	>10	12/31/2025	12	PR		12 Events Overall	
	Pursue Town Center Creation	Launch Food Truck Fridays	1–2 per month during spring/summer seasons	4 Food Trucks per Food Truck Friday	Spring 2026	N. Working on upgrading and developing food truck lot	Develop a Strategic Plan for feasibility of Food Truck Fridays in SMP	Parks Department is budgeting in the FY27 for food truck lot		



Run the Operations	Improve Communication & Collaboration	Implement proactive maintenance schedules and equipment upgrades to reduce downtime.	Total hours the splash pad is closed due to maintenance issues during the operating season.	Y/N - No more than 30.1 hours of downtime during a 602-hour season (Memorial Day to Labor Day). Long-term goal: reduce to 5%.	Summer 2026 (Memorial Day to Labor Day)	N	Parks and Recreation Department – Maintenance Team	Parks Department is currently working with Fountain Division to enhance the Splash Pad.	
		Establish a Park Maintenance Management Program.	Develop and implement a comprehensive maintenance program based on best practices learned through the Maintenance Management School.	Completion and adoption of a written Maintenance Management Program including key components (inventories, schedules, budget, etc.).	End of FY2026.	N	Parks and Recreation Department – Maintenance Team	Nick Coffey, the senior maitnenance technician, is currently wrapping up the maintenance management program.	
		Establish a "Sense of Place" and Community Identity through Cohesive Advertising	% Increase of Social Media Engagement	50% Increase	7/30/2025	6.70%	PR	In the past year - the Parks Department reviewed 1.5 Million Views on Facebook. Our overall posts engagment has increased by 6.7%. Should have set # not at %.	
		Develop a department-wide SOP (Standard Operating Procedures) Manual.	% of SOPs complete and % of staff trained.	100% SOPs drafted, 75% staff trained by year-end.	12/1/2026	50%	PR	Currently the SOP is 50% Complete and is nearing the goal of being completed by the end of 2026.	
Manage Resources	Standardize Event and Program Documentation	Develop a standardized event and program planning template to streamline documentation and ensure consistency across all events and programs.	1 Template for all programs/events by start of 2026.	1	Q2 of 25/26	Y	Parks and Recreation Director & Event Coordinator		
	Deliver Services Efficiently	Create an FAQ & Customer Resource Center	# of FAQ Questions + Answers	20 Questions	12/1/2026	N	PR	11 FAQ Questions on Town Website; however, they are tailored to specific topic. Goal is to be more generalized FAQ's.	
	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 - Jan. 2027 1 Long Term per park - Jan. 2027	N	PR	Park is actively seeking ways to grow the parks short & long term. FY27 bduget includes master plan ammendment for Blair Mill Park.	
Develop Know-How	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	6/1/2026	N	PR	In Progress - researching best practices and what other local municipalites have for similar positions.	
		Offer quarterly staff training on customer service, safety, and trends.	Average training hours per employee/quarter.	8 hours of training per employee per quarter.	FY27	N	PR	Parks Department currently hosts CPR/FirstAid/AED Training, Admin Assistant attended Fire Extinguisher Training & Event Coordinator attended the first year of maitnenance management school.	Will develop more well-ronded training goals for department.

Balanced Organizational Scorecard		Planning and Zoning							
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Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Enhance Economic Vibrancy	Pursue a thriving Town Center	% of new development projects in Town Center that comply/incorporate with the Streetscape Master Plan and consider higher residential density when feasible/appropriate.	100% compliance for new projects.	Ongoing, reviewed quarterly.	100% (On Track; all submitted projects compliant to date). No higher density projects (multi-family) submitted.	P/Z	1. Add compliance checklist/design guidance handouts to applicants for site plan review. 2. Hold pre-app meetings with developers. 3. Use DFI for independent review of major proposals needing public investment. 4. Consider revisiting the Town Center Master Plan once Old Monroe Rd is complete. 5. Consider phased streetscape improvements on Town-owned frontages	Two projects in Town Center submitted. One project approved with streetscape, the second project was denied.
		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.	Completion of the Silverline Integration Plan and related updates to the SAP/DO/CLUP. Transit-Oriented Development (TOD) Overlay District on hold pending General Assembly action on recent downzoning legislation.	100% completion of SAP/DO/CLUP updates; TOD District ready to present if legislative barriers are resolved.	90% — CRTPO grant awarded; SAP/DO/CLUP updates underway with Bolton & Menk. TOD overlay is on hold due to legislative changes. Staff monitoring General Assembly actions and will prepare options for Council if downzoning challenges are addressed.	P/Z	1. Coordinate regularly with consultant Bolton & Menk and CRTPO. 2. Continue stakeholder engagement for station area planning. 3. Monitor General Assembly session for any enabling legislation or amendments affecting TOD overlays. 4. Draft scenarios for Council consideration when appropriate.	
		Enhance the Development Ordinance in-house so that is more desirable for new development and attracts developers.	2 prioritized sections reviewed and rewritten. (Article 7 and 11)	100%	6/30/2026	0% (Amended priorities)	P/Z	1. Create detailed rewrite schedule with deadlines. 2. Review with legal counsel as needed. 3. Ensure new sections align with Comp Plan and adopted plans	Currently in progress
		Enhance the FLU category Place Types to create more categories for the uses.	% of place types reviewed and rewritten.	100%	6/30/2026	0% (Amended priorities)	P/Z	1. Incorporate new place types as a replacement or as a bridge document in Comp Plan. 2. Hold a stakeholder review session before adoption.	Currently in progress
Manage Resources	Improve Resource Management	Condense paper storage into digital storage to make more readily available for the staff and the public.	% of paper records scanned and stored digitally.	100%	6/30/2026	75% (Scope larger than anticipated; extended timeline into next fiscal year)	P/Z, Code Enf.	1. Use plotter/scanners to digitize files. 2. Establish retention schedule for physical files after scanning. Would take interdepartmental collaboration.	Conditional Use Permits scan completed. There's lot more paper documentation to scan than originally anticipated. This is also extremely time consuming so this is anticipated to take longer and extend into the next BSC.
		Standardize all maps (zoning, land use, small area plans, parks, utilities) to use a consistent template, colors, fonts, branding, and layout for a professional and recognizable look.	% of maps updated to new template.	100%	6/30/2026	100%	P/Z	1. List inventory of Maps and create prioritization schedule 2. Define Map Standards for consistent look and feel 3. Update Maps & Post Online	
Run the Operations	Improve Communication & Collaboration with the Public	Create handouts for processes that make it easier for everyone to understand ordinance processes.	% of handouts created for key processes.	100%	6/30/2026	100%	P/Z	1. Identify top 3-5 confusing processes for applicants. 2. Draft plain-language guides to accompany ordinance rewrite. 3. Publish online and in print.	Major development review process completed.
		Educate the public on Code Enforcement duties/what types of issues are code violations.	Bi- Monthly educational resources produced.	Y/N (track # of items produced)	Ongoing	0% (Amended priorities)	Code Enf.	1. Create brochures, social media posts, or other on common code violations. 2. Post to website and Town newsletter bi-monthly.	Ongoing
		Develop a short "Welcome to Stallings" handbook or handout for new builders, including top mistakes to avoid, typical timelines, and key contacts.	Handbook or handout complete and published online.	Y/N	6/30/2026	Y	P/Z & Code Enf.	1. Identify frequent applicant mistakes. 2. Draft content 3. Incorporate pictures, flowcharts, diagrams or visuals 4. Post Online	Completed
		Develop a user-friendly "Welcome to Stallings" Resident Handbook or FAQ for P/Z to help new residents understand Town services, ordinances, and who to contact.	Handbook or FAQ published and accessible online (and printed copies available if feasible).	Y/N	6/30/2026	Y	P/Z & Code Enf	1. Identify frequent new resident questions, including permits, trash, fences, pools, code enf, contacts etc. 2. Draft content 3. Incorporate pictures, flowcharts, diagrams or visuals 4. Post Online	Completed
Develop Know-How	Maintain a Skilled & Diverse Workforce	Continuing education for department staff & maintain credits for certifications.	# of trainings per staff member per year	1-2 trainings per staff member per year.	Annual	100%	P/Z & Code Enf.	Monitor completion; adjust budget if more certifications or training needed.	Completed
	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 every March	Y	P/Z	Continue annual sessions and onboard new members as needed.	

Balanced Organizational Scorecard		Police							
Organizational Vision	Organizational Mission	Stallings Way Values	FY 2025-26 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.	- 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	- Mid-Range Financial Planning - Pursue Sewer Alternatives - Support/Enhance Union West Business Park - Implement Adopted Plans & Studies Not Dependent on Sewer Capacity - Pursue Town Center Creation - Maximize Positive Development Around the Hospital/Light Rail			<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.			
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	N	PD	Patrol squads and CID will partner to ensure events are held	Due to ongoing staffing issues with the community position only 1 Coffe w/a cop was held and fishing derby was cancelled
			Create a Police Explorers Program	Y	6/30/2027	N	PD	Patrol's will create a strategy/plan to evaluate and gauge interest in this program in and around our community.	The SPD conducted a community survey and the responses showed there was no community interest in the creation of an Explorer's
	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	22	PD	Utilize Traffic Team and Community Service Unit	Participated in 14 checkpoints and multiple message board deployments. Completed 3 PSA's for E-bike safety. Taught two DRE sessions for Pineville PD.
		Deter and decrease citizens victimization by increasing awareness, education and enforcement of crimes	Host a Citizens Police Academy	Y	Annually	N	PD		Staffing issues in our Community Unit has delayed this initiative
		Increase abilities for staff to analyze and report on trends and data	Certify staff members in Crime/Intelligence Analysis and Report Management System data analysis	2 of 2: 1 staff member certified in Crime Analysis and 2 staff members certified in RMS data analysis	6/30/2026	1 of 2; both records technicians completed Crystal Reports training; no certification was available as part of training. Crime-analysis training was canceled.	PD		NC analyst training was cancelled due to lack of enrollment for Crime Analysis. Records completed Crystal Reports training
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-ACCREDITED	5/1/2028	Y - on track for re -accreditation	PD		Year 2 assessment was successful and the review showed no discrepancies
Run the Operations	Provide Responsive & Dependable Services	Create strategies to find alternate funding source for police initiatives	Research and form police foundation	Y	6/30/2028	N	PD		Still in research phase
		Provide effective/efficient police services.	Be designated as a Permanent Car Seat Checking Station	Y	6/30/2026	N	PD	Utilize officers and volunteers to be certified as safety seat installers	Three officers have been certified as car seat install technicians and participated in 3 intsallation events.
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	Y	PD	Funding for this initiative was approved in FY25 budget	Our second supervisor completed Northwestern University's School of Police Staff and Command. All officers at lieutenant rank and above have completed this training. The department uses Northwestern and NCSU's executive development programs interchangeably to satisfy this goal.
			Create voluntary fitness program	Have 80% of members participate in fitness testing and 60% pass rate	6/30/2026	45% of officers participated; 83% of participants passed.		Utilize comp time for participation and successful completion	45% of the department participated. Of those participating 83% passed.
			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	Y	PD	Firearms instructors will build upon previous goals and measures	1.Department average firearms score between both day and night qualification was 95%. The lowest individual score was 76% 2.The PD has held multiple movement based decision making training days using simunitions. This trainging has been incorporated into our annual range training days.

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-25	Draft Department Goals	Town Manager, Staff
Final Budget Approval (Adjust goals as needed)	6/30/2025	Final Annual Budget	Town Manager, Staff
Departments Submit Final Year-End Report	8/30/2026	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