

Balanced Organizational Scorecard		Administration		
Organizational Vision	Organizational Mission	Stallings Way Values	FY 2020-21 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>• Create a Stallings Downtown</li> <li>• Review &amp; Amend Land Use Plans to Better Align w/ Council's Vision</li> <li>• Economic Development</li> <li>• Transportation</li> <li>• Communications</li> <li>• Enhance Blair Mill Park</li> </ul>	<p><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.</p> <p><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.</p> <p><u>Communications Mission:</u> To clearly, creatively and purposefully inform the public, in a timely manner, of ways to stay connected with the Town of Stallings and educated on their community.</p> <p><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.</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%	Immediate/Ongoing	100%	ADM	Video all regular meetings stream live to the Town's YouTube Channel.	All regular meetings are video recorded and streamed live to the Town's YouTube Channel. (COVID exception: meetings are <u>live on zoom</u> ).
			Citizen Newsletter	Quarterly	4 times per year	0	ADM	The Town Newsletter will be published quarterly after pandemic.	Newsletter published Spring, Summer, and Fall 2019; Winter 2020. COVID exception: newsletters paused during
	Promote Economic Vibrancy	Develop Economic Development Strategic Plan	5-Year E.D. Strategic Plan Created	Y	6/30/2021	On track to submit final plan draft to Council Late Feb/March		ED Work team develop recommended plan using existing resources, present to Council	ED Work Team will bring update to Council on 01-25-21. Final document adoption anticipated for 02-22-21.
		Highlight Business in Newsletter	Highlight	Quarterly	6/30/2021	0		On hold until newsletter published again (see citizen newsletter action plan)	Will resume Council selected highlights once newsletter resumes.
		<b>Create a Stallings Downtown Strategy:</b> Focus Resources on Core Area <u>FY 20-21 Action Steps</u> - Define Core Area - Define Vision For Area & Identify Anchor Use to Attract - Start Farmers Market & Continue Events (P/R) - Acquire Key Property - Complete Streetscape Design (Eng)	Achieve Action Steps	Quarterly	6/30/21 (Streetscape Design 12/31/21)	FY 20-21 Action Steps ( <u>Updates</u> ) - Define Core Area - <b>Downtown Committee &amp; Staff Completed and presented to Council who tabled to 2/27/21.</b> - Define Vision For Area & Identify Anchor Use to Attract - <b>Same as above.</b> - Start Farmers Market & Continue Events (P/R) - <b>Ongoing - see P/R update.</b> - Acquire Key Property - <b>Put in offer o acquire a key property by TH.</b> - Complete Streetscape Design (Eng) - <b>waiting for Council approval of downtown recommendations then will present outsourcing options.</b>		Downtown Committee presented downtown action recommendations. Council tabled to 2/27/21 (Annual Retreat). Once approved, will execute action steps.	
Manage Resources	Maintain Fiscal Strength	Adopt a fiscally responsible annual budget	Adopt a Balanced Budget that does not use fund balance or debt for operational expenditures	Yes	Annual	Yes	T.C., ADM, FIN		
		Secure an Occupancy Tax	Occupancy Tax Enacted	Yes	6/30/2021	No	T.C., ADM	State elected officials report that COVID response consumed the most recent legislative short-session, but they would consider revisiting in the future.	FY 19-20 Council Priority
	Develop Long-Term Financial 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.
	Deliver Services Efficiently	Create a safe environment for employees/public and control cost	% of workforce that have completed mandatory safety training	100%	Annually	2020 - 100% completion	ADM, SAFETY CO., ALL	Implemented Bi-Weekly Safety Moments.	Safety Committee reviewing written programs.
			# 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: 3 General Government: 1 Police: 2	ADM, SAFETY CO., ALL		2020 annual report posted in required locations. 124 days away from work 166 days restricted duty

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

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	Completed	ADM	Completed Last Training in FY 18-19; Next Training in FY 21-22	
	Improve Communication & Collaboration	Improve Inter-Departmental Relationships Through Team-Building Events	Hold Organization Wide Team Building Event	4	Quarterly	1	HR	COVID-19 has made this a challenge.	Did Christmas event on ZOOM.
		Ensure All Employees are Informed & Have Opportunity for Feedback to Increase Feeling of Ownership/Buy-In	Hold "All Hands on Deck" Meeting	2	Bi-Annually	0	ADM	Pandemic will make this a challenge.	
Develop Know-How	Maintain a Skilled & Competent Workforce	Maintain an educated, dedicated, competent, and productive workforce  <u>FYE 21 Action Steps</u> - Assessment Center for Dept. Head Openings - Implement Perfor. Eval. - Team-Building Events - BI-Annual Staff Meetings -Employee of the Month Program	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: 6% Non-PD: 0% PD: 11% (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period)	ADM, HR	Stay Interviews have been implemented for new employees and are conducted every 3 months for the first year. Exit Interviews are conducted when an employee puts in their notice to leave employment with the Town.	2019-2020 turnover rate was PD-11% but reported as PD-10% so slight error. Turnover rates are reported for the fiscal year.
		Caught Ya! Employee Recognition Program	# of Employee Recognition Awards	8	Annual	3	HR		COVID has made the Employee Recognition Program a challenge.

## Balanced Organizational Scorecard

Engine

Organizational Vision	Organizational Mission	Stallings Way Values
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>
Perspectives	Objectives	Initiatives
Serve the Community	Enhance Recreation, Walkability & Connectivity	Town Hall Streetscape
		Improve Sidewalk Infrastructure
	Invest in Infrastructure	Long Term Transportation Planning
		CRTPO Engagement

<b>Manage Resources</b>		Maintain Storm Water Infrastructure
	Deliver Services Efficiently	Ensure Contractor Costs Comparable to Similar Size Municipalities
<b>Run The Operations</b>	Provide Responsive & Dependable Services	Complete Stormwater Repairs in a Timely Manner
<b>Develop Know-How</b>	Maintain a Skilled & Competent Workforce	Improve Employee Skillset & Allow Employees to Grow
		Continuing Education

## Planning

### FY 2020-21 Town Council Priorities

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

Measure	Target	Timeline
Streetscape Design	100%	12/30/2021
% of Sidewalk Panels Deficiencies Identified and Reduced A Year	5%	6/30/2021
Update Transportation Master Plan	100%	6/30/2021
Participation in TCC Meetings	100%	6/30/2021

% of Storm Drainage Infrastructure Proactively Cleaned Annually	20%	6/30/2021
% of Town Streets Swept Annually	100%	6/30/2021
Resurfacing Contracts Line Item Costs Compared to Similar Sized Communities (Waxhaw, Pineville, Harrisburg)	Within 10% or less	1/1/2021
Repairs Completed Within Two months Of Purchase Order Execution	80%	6/30/2021
% of Engineers with Minimum of 15 Professional Development Hours	100%	12/30/2020
% of Department Attendance At a Minimum Of 3 Continuing Education Classes	100%	12/30/2020

## Departmental Vision/Mission Statement

**Mission:** The Engineering Department provides quality, efficient, professional engineering services and technical support to the public and other Town departments. We deliver cost effective and sustainable solutions associated with the implementation of capital improvement, land development and community infrastructure. Fostering an environment of excellence and growth are our core values.

Stall

Status/Result	Responsible Entity	Action Plan
Awaiting council authorization to bid engineering work associated with this project	Eng	If not approved by Council, some work will be done in house.
Town has executed contract to repair the severe/most severe trip hazards along a 7.81 mile stretch of Callonwood.	Eng	Council has adopted a Sidewalk Maintenance Policy and Staff will evaluate/rate Town sidewalks accordingly.
Due to Covid, TAC has been unable to meet.	Eng	Staff is reviewing documents and developing a plan to update.
100%	Eng	ENGR will continue to attend TCC meetings

Staff has received quote from Southland Pavement Cleaning	Eng	Staff will continue to engage contractors for quotes
100%	Eng	ENGR will continue sweep Town roads on an annual basis
Staff is looking to award resurfacing contract in the Spring with potential collaboration with Town of Indian Trail. Indian Trail will be implementing their resurfacing in the Spring.	Eng	Future resurfacing contracts will be implemented in the Fall of fiscal year
100%	Eng	ENGR will continue to provide efficient and timely repairs.
100%	Eng	Town Engineer will continue to meet education requirements per NCBELS
Town Engineer attended virtual ASCE NC Section Conference and continued education classes. Associate Engineer has attended FE course that encompassed 15 discipline modules	Eng	Department Staff will attend this years ASCE conference either virtually or in person





Notes	
	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



Balanced Organizational Scorecard		Finance		
Organizational Vision	Organizational Mission	Stallings Way Values	FY 2020-21 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>• Create a Stallings Downtown</li><li>• Review &amp; Amend Land Use Plans to Better Align w/ Council's Vision</li><li>• Economic Development</li><li>• Transportation</li><li>• Communications</li><li>• Enhance Blair Mill Park</li></ul>	<u>Mission:</u> The mission of the Finance department is to work in partnership with all Town departments providing operational, financial and leadership guidance as well as to provide accurate and timely financial information to the Mayor, Town Council and Town Manager. The department strives for excellence as a steward of the Town's assets and to provide financial transparency to our citizens.



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Strengthen Citizen Engagement	Provide financial information to keep the public engaged and informed of the Town's financial transactions	Update finance website financial reports which included financial summary and a/p distributions	Monthly	Update to be completed by the 28th of the following month	100% of monthly reports have been completed but website uploads are not current due to website being down	FIN	Update Website once available	
		Present timely and accurate CAFR each Fiscal Year	Submit CAFR to the Local Government Commission within 4 months of year end	LGC - Oct 31 GOA CAFR Dec 1	Annually	Complete	FIN		Submitted timely and GFOA awarded FY2019 Report the Award of Excellence
Manage Resources	Maintain Fiscal Strength	Maintain 30% Council Reserve in Restricted Fund Balance	% of Budgeted expenditures for following fiscal year	30%	Annually	Complete	TC, ADM, FIN		Performed during audit
		Develop Long-Term Financial Plans	Develop and maintain 5 year Financial Forecast and CMIIP	Develop and present to council each budget cycle and semi-annually submit updates to Council for review.	Resubmit - November 2020	Resubmit & Review with Council - November 2020 First Opportunity for Approval - January 2021 Final Approval - March 1, 2021	Approved by council at 1/11/2021 Council Meeting	FIN	Will utilize plan during budget process and update once FY2021 budget is complete
Run the Operations	Excel at Staff & Logistical Support	Issue purchase orders in a timely manner according to purchase order policy	# of purchase orders not issued within 3 business days (exceptions for approvers absence)	5 or less	Monthly	0	FIN	continuous process	100% of purchase orders issued timely
		Produce timely financial statements to town manager, directors and council	Distribute financial update to Town Manager and directors for review by 20th of the month	100%	Monthly	All reports submitted timely with the exception of November	FIN	Plan to submit before deadline each month in conjunction with Wells Fargo Credit Card input	
	Provide Responsive & Dependable Services	Provide timely and dependable information when inquiries from public and our vendors/business partners are requested.	Response within 3 business day from inquiry with estimated time to prepare information or answer dependent on request.	100%	Annually	N/A	FIN		No request were made
Develop Know-How	Maintain a Skilled & Competent Workforce	Develop strategy to retain employees by focusing on career development through training	Employees attend at least one class, workshop, seminar or conference within the fiscal year	100%	6/30/2021	Accounting clerk is currently taking advanced accounting course	FIN	Plan on attending the Southern Software training in the spring	
								Will look for telephone/conference call	

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

FIN - Finance

	Enhance Relations with Other Entities	Build relationships with other governmental organizations by meeting with or attending organizational financial related functions	Attendance at meetings/functions	Minimum of 2 per fiscal year	6/30/2021	Covid Virus is impacting ability to attend	FIN	telephnone/conrerence call opportunities to network	
--	---------------------------------------	---	----------------------------------	------------------------------	-----------	--	-----	---	--

# Balanced Organizational Scorecard

## Parks & Recreation

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2020-21 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>Create a Stallings Downtown</li> <li>Review &amp; Amend Land Use Plans to Better Align w/ Council's Vision</li> <li>Economic Development</li> <li>Transportation</li> <li>Communications</li> <li>Enhance Blair Mill Park</li> </ul>	<p><u>Mission:</u> Connecting our community through greenways and trails to parks, events, and amenities by preserving green/open space to enhance the quality of life of the diverse community we serve.</p> <p>Resolving to Engage a diverse community, Connected through greenways and trails to Recreational amenities by Educating citizens to Achieve an enhanced quality of life through Trendsetting healthy &amp; fun opportunities. Energizing Stallings!</p>



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve The Community	Strengthen Citizen Engagement	Quarterly Recreation Newsletter	Digital Interactions with households of families with children	25% of population	6/30/2021	Rough draft design submitted for department review	Special Events Coordinator, PR Admin		- Measure based on social media data and google insights compared to FY 19-20
	Enhance Recreation, Walkability & Connectivity	Revive Recreation Programming	# of programs	1 per month	6/30/2021	Exceeding 1 per month	Special Events Coordinator, PR Admin		
	Promote Economic Vibrancy	Farmer's Market at Stallings Park (Stallings Downtown)	Develop Plan for viable Farmer's Market, with kick-off program/event	Yes/No	3/31/20 - PLAN DEVELOPED 6/30/2021 - Farmer's Market Started	On track	Director, Special Events Coordinator, PR Admin	Farmer's Market Meeting: Jessica King (Union County – Local Foods Market Coordinator) 1:00 PM Monday, January 19th	Partnering with Union County to be a satellite location
Manage Resources	Invest in Infrastructure	Upfit Springhill Park	Install play pieces within budget constraints	Yes/No	6/30/2021	Needs to go to PR committee when committees meet again	All PR Staff	Quotes received. Working on phasing plan for Council review	
		Enhance Blair Mill Park	Site Specific Master Plan that meets Council Vision, Recreation Master Plan, & Public Needs	Yes/No	6/30/2021	Council allocated \$15k funding for small improvements	Director & Consultant	Remove old benches and trellis, install new tables, benches, and trash cans. Renovate restrooms.	Disc golf course improvements complete.
Run the Operations	Improve Communication & Collaboration	Create Recreation Instagram Account	Followers/Likes (total)	250	6/30/2021	On track. Will launch after quarterly newsletter.	Special Event Coordinator		
	Excel at Staff & Logistical Support	Create Department Policy Manual	Core Department Policies	Facility Use Guidelines Maintenance Guidelines Safety & Inclement Weather	6/30/2021	In progress	All PR Staff		
Develop Know-How	Support Development of Citizen Volunteers	Develop a core group of volunteers	# of new volunteers	10	4/30/2021	Delayed due to COVID-19	Special Events Coordinator, PR Committee		
	Pursue Professional Certifications for staff	CPRP & CPRE, CPO	NRPA Exam, CPO Exam	Staff Certifications Received	6/30/2021	Eunice McSwain passed her CPRP Exam December 10, 2020! Ashley Platts received her OSHA Public Sector certification on Nov 4, 2020.	Special Events Coordinator, PR Admin, PR Director, PT Staff		

Balanced Organizational Scorecard		Planning and Zoning		
Organizational Vision	Organizational Mission	Stallings Way Values	FY 2020-21 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>• Create a Stallings Downtown</li> <li>• Review &amp; Amend Land Use Plans to Better Align w/ Council's Vision</li> <li>• Economic Development</li> <li>• Transportation</li> <li>• Communications</li> <li>• Enhance Blair Mill Park</li> </ul>	<u>Mission:</u> 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.



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Enhance Economic Vibrancy	Create a Stallings Downtown	Define Core Area & Exploring Zoning Options	Y	6/30/2021	Map created by department defining downtown core areas. Under direction of Town Manager will begin creating an overlay district for the downtown core area #1 once Council approves downtown recommendations.	P/Z	Provide planning expertise to Town Manager.	Supporting Town Manager as he creates a council sub committee and drives project.
		Bringing the Silver Line light rail to Stallings	Completion of TOD plan	Y	7/1/2021	December - Presented proposed alignments and recommendations to Council; CATS timeframe for alignment selection pushed back, but looking to have resolution before Council on 3/22. Likely need to change timeline date.	CATS - P/Z		Consultant working with jurisdictions on creation of plan. Participating in plan creation and promoting the Town's goals and objectives and ensuring they are including in the plan.
		Create opportunities for Public-Private Partnerships	Select location, develop criteria for partnership, create an RFO, an choose developer to partner	Y	ON HOLD	Waiting on Council to approve downtown recommendations, and Town securing property.	P/Z	Educate Council - Select Location - Develop Criteria for Paternship - Create RFO - Choose developer	On hold until Land Use vision for downtown has been decided.
		Review and Amend Land Use Plans to better align with Council's vision	Council will work with land use attorney in small groups to: review and ID issues in land use plans, create an action plan to address issues raised in small groups, and bring to Council for approval	Council Approval of Identified Land Use Changes	Annual	Council Approved Identified Ordinance Amendments on 8/24/20. Also working on open space desired changes.	P/Z and Legal	Working on open space desired changes.	Idlewild and Monroe Bypass SAP's reviewed. Ordinance amendments requested by Council to address concerns have been completed. Desire to examine further?
	Enhance Recreation, Walkability, & Connectivity	Implement the Park, Recreation and Greenway Plan through the Development Agreement Process	% of development agreements requiring developer to construct Greenway at no cost to Town per adopted plans.	100%	Annual	100%	P/Z		Acquired greenay trails as a part of the DA process for Solis at Chestnut Farms, The Willowsand Idlewild Village. Trail acquisition in ongoing.
Manage Resources	Conserve Cultural & Natural Resources	Create a streetscape plan that includes landscape and hardscape elements	Completion of Plan and adoption by Town Council	Y	6/30/2021	Not Yet Started Due to Resource Limitations.	P/Z	Begin researching other communities streetscape plans.	Department has been focused on open space, BOA hearings, anticipated downtown work, and Development Agreements.
Run the Operations	Provide Responsive and Dependable Services	Create an efficient department by training and empowering staff to take on task and work towards implementing department goals.	Planning Tech - begin running Planning Board Meeting.	Y	6/30/2021	Look for appropriate training for staff. Delegate respnsibilities to staff. Training new Planning Tech to take over Planning Board responsibilities. Work on solution for minute taking responsibilities to free up Planning Tech to take more responsibility for PB.	P/Z	Look for Team Building and Training Opportunities	An ongoing goal and objective of the department is to provide excellent customer service. P&Z team continue to provide excellent customer service to the community.
		Provide timely and effective repsonse to ordinance code violations	% of violations brought into voluntary compliance within 60 days	65%	Annual	90%	P/Z		Continue to provide code enforcement that cleans up the town.
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	Annual	Y	P/Z		Provide the Board with Quasi Judicial Training in 2021.

# Balanced Organizational Scorecard

## Police

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2020-21 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>Create a Stallings Downtown</li> <li>Review &amp; Amend Land Use Plans to Better Align w/ Council's Vision</li> <li>Economic Development</li> <li>Transportation</li> <li>Communications</li> <li>Enhance Blair Mill Park</li> </ul>	<b>Mission:</b> 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	Engage the community.	Create video partner program/citizen provided security camera footage	Y	6/30/2021	Program is ready to launch pending the receipt of printed materials needed for community outreach	PD	Community Service Unit will begin to research other agencies	
			Develop and implement post police interaction questionnaire/survey	Y	6/30/2021	Program is ready to launch pending the receipt of printed materials needed for community outreach	PD	ice Unit will begin to research	
	Increase Citizen & Community Safety	Increase roadway safety and decrease congestion.	% difference in number of traffic crashes within the Town limits in CY 2020 compared to CY 2019.	Decrease by 5% in CY 2020 compared to CY 2019.	CY20	Overall reduction in crashes was 22% and injury accidents was 71%	PD	Have Asst Chief Flynn run comparisons and look at high impact areas	
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 accreditation	Y - PD CALEA ACCREDITATED	9/1/2023	In process of hiring accreditation manager	PD		
			Complete N.C. League's Law Enforcement Risk Review Process and reduce insurance costs by 14%.	Complete Risk Review Process and reduce insurance costs by 14%.	6/30/2021	This program will run concurrently with CALEA	PD		
			Complete and implement Lexipol police policy manual and training system	Y	12/31/2020	Policy Manual has been launched and is being utilized department along with daily policy reviews by officers	PD	Complete draft manual and being phased implementation	
Run the Operations	Provide Responsive & Dependable Services	Keep community safe by enhancing ability to enforce impaired driving laws	Becoming a DWI testing site	Y	6/30/2021	We have prepared our intoxilyzer room so once the instrument is installed we will be ready to utilize the equipment	PD, State of NC	Work with State of NC to prep our site for installation	
		Provide effective/efficient criminal investigations using best practices.	% of CID case clearance rate compared to National average (comparable departments on size/demographics - calendar year)	10%	6/30/2021	CID has a 38% clearance rate.National average was 30.5%	PD		
Develop Know-How	Develop a Skilled & Competent Workforce	Ensure that staff have the highest level of training possible to do their job	Create staff development plan	Y	6/30/2021	First draft is complete. Dept. will be seeking command staff input for revision	PD	Get command staff input as to what areas should be covered	

Balanced Organizational Scorecard

Public Works

Organizational Vision	Organizational Mission	Stallings Way Values	FY 2020-21 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>• Create a Stallings Downtown</li><li>• Review &amp; Amend Land Use Plans to Better Align w/ Council's Vision</li><li>• Economic Development</li><li>• Transportation</li><li>• Communications</li><li>• Enhance Blair Mill Park</li></ul>	<u>Mission:</u> The Public Works Department through dedicated employees strives to plan, design, build, maintain, and operate public infrastructure and property in a manner that respects the environment and the ability of government to adequately preserve these assets for succeeding generations.



Perspectives	Objectives	Initiatives	Measure	Target	Timeline	Status/Result	Responsible Entity	Action Plan	Notes
Serve the Community	Conserve Cultural & Natural Resources	Be a good steward of natural resources.	Report identifying energy consumption for facilities over previous 3 years and identifying ways to decrease consumption	Y	3/31/2021	On-Going	P/W, P/R	Look over utility bill for last 3 years. Identify areas that consume the most electricity.	
Manage Resources	Develop Long-Term Financial Plans	Develop a life-cycle replacement plan for all capital assets (P/R, P/W include facility assets)	Report: Inventory of all capital items and replacement plan	Yes	1/31/2021	On-Going	P/W, P/R	Talk with neighboring towns to see what program they have in place. Get with John Flynn and see what he does for PD.	Have been Talking with PR director on different approaches for this.
	Deliver Services Efficiently	Repair small potholes within 3 business days of request	% of repairs completed in this timeframe.	100%	Annual	100%	P/W	From time of report take no more than 3 days to patch a pothole. This of course depends on weather.	The only constraints are weather related which are not in our control. Otherwise this target is always met.
		Increasing efficiency through creating a work order system on our server for town staff to report any and all issues.	% of work orders reported using work order system.	100% of work orders	Work Order System by 7/31/2021 Will assess % annually	85%	P/W, COM	Put a work order system in place on our town website for citizens to submit issues to that will report directly to public works.	All staff are using work order system. Some still make verbal request. I am working on a different more permanent solution.
	Provide Responsive and Dependable Services	Be Responsive to Citizen Inquiries	% of responses to citizen inquiries within 1 business day	100%	Ongoing	75%	P/W	Whether it be email, phone call, or reported from another town employee a response to the citizen should take no more than 24 hours.	There are some challenges with this due to the pandemic. Such as being on quarantine.
		Routinely inspecting neighborhoods to proactively identify issues	Inspect All Town Neighborhoods	4	Quarterly	3/On-Going	P/W	Visit neighborhoods quarterly. Make notes of all findings. Report issues not related to public works to proper department. Repair all other issues.	Visiting these neighborhoods quarterly helps identify issues early and in some cases stop them from becoming larger issues.
Develop Know-How	Maintain a Skilled & Competent Workforce	Improve employee skillset & allow employees to grow professional	Training Meetings to Improve Employee Skillset/Knowledge	4	Quarterly	3/On-Going	P/W	Allow employee to go to trainings he/she feels would be helpful to there job, and hold in-house training with employee on skills they are less familiar with.	With the pandemic training is somewhat difficult other than online. We continue to train as best we can.



## **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	End of March	Draft Department Goals	Town Manager, Staff
Final Budget Approval	June	Final Annual Budget	Town Manager, Staff
Department Level Goals Finalized	End of June	Departmental Goals	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