



*A Balanced Scorecard Approach for the Town of Stallings*

*FY 20-21 Mid-Year Report*



*February 3, 2021*

### **A Report to Citizens, Council, & Staff – FY 2020-2021**

The Town's system of linking its vision, mission, Council's top priorities, departmental actions, and performance measures to achieve the desired results is a balanced scorecard system called Forward Stallings. The Town strategy map, scorecards, top departmental priorities, and budgetary information are blended together to better align the Town's time, money, and resources with its top priorities. In essence, this annual report is both a "report card" and a "strategic learning tool" that should be used to help assess how well the Town is doing in pursuing its key objectives. One of the main purposes of the report is to generate discussion, like a post-game analysis, to determine whether particular strategies being used to accomplish objectives and initiative should be 1.) changed, 2.) abandoned, or 3.) maintained (i.e., "stay the course"). The first opportunity to analyze results and discuss possible changes to strategy will be at the Council's regular board meeting on February 8<sup>th</sup>. At this meeting, the Manager will officially present the FY 20-21 Mid-Year Report.

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

## ORGANIZATIONAL PERSPECTIVES

**Community** – Managers must know if the Town is meeting citizen needs. They must determine the answer to the questions: Is the organization delivering the services the community wants?

**Financial** – Managers must focus on how to meet service needs in an efficient manner. They must answer the question: is the service delivered at a good price?

**Internal Business** – Manager must focus on those critical operations that enable them to satisfy citizens. Managers must answer the question: Can the organization improve upon a service by changing the way a service is delivered?

**Develop Know-How** – What skills, tools, and organizational climate do our employees, elected officials, appointed officials, and volunteers need to meet the community's needs while achieving the mission and vision?

remember that departments often set “stretch targets” that are multi-year goals intended to help make a breakthrough by encouraging creative thinking, results-oriented problem solving and/or escaping the comfort zone.

Enclosed please find:

- 1.) Our Balanced Scorecard Policy.
- 2.) Our Strategy Map.
- 3.) Individual Department Reports.
- 4.) Individual Department Scorecards.

I am grateful to Council and staff for being willing to try something new. This is our second year, and this will be a continuous learning experience for all of us. However, I am confident that we will be able to use the lessons learned to continuously improve.

Please do not hesitate to contact me if you have any questions, suggestions, concerns, or ideas related to this report. Most importantly, we look forward to listening and participating in the discussions that will help us take the next steps in positively impacting Stallings’ future.

Sincerely,

Alex Sewell  
Town Manager

## **Rationale, Overview, & Processes**

### **What is the Balanced Scorecard?**

A management system that uses a group of measures/goals to help implement an organization's strategy. It is a tool/system for the leaders to use in communicating to employees and the community the outcomes and performance drivers by which the organization will achieve its mission and strategic objectives.

### **Rationale and Benefits of the Balanced Scorecard**

- *Clarifies and Communicates Organizational Mission.* Translates your vision and strategy into a coherent set of measures, targets and initiatives that can be communicated throughout the organization and community by:
  - 1.) More clearly describing the Town Council's strategy by taking potentially vague policy directives (mission, vision, goals, and objectives) and making them easier to understand by defining them and choosing performance measures to gauge their progress; and
  - 2.) Sharing scorecard results throughout the organization and community gives employees and citizens the opportunity to discuss the assumptions underlying the strategy, learn from unexpected results, and deliberate on future modifications as necessary. Simply understanding an organization's strategy can unlock many organizational capacities, thus allowing employees and citizens, maybe for the first time, to know where the organization is headed and how they can contribute to the journey. The scorecard brings meaning and action to a vague objective like "provide excellence municipal services."
- *Better Data for Policy-Making.* The Balanced Scorecard promotes questions, dialogue, analysis, innovation, experimentation, adaptability, and accountability.
- *Helps Let Us Know if We Are Moving Toward Goal Achievement or Drifting Further Away.*
- *Resource Alignment and Allocation.* 1.) To successfully implement any strategy, it must be understood and acted upon throughout all levels of the organization and ultimately be enacted during departments' day-to-day activities; 2.) Establishing long-term "stretch targets" allows the organization to identify the key steps necessary to achieve its goals; and 3.) Aligns resources (time, effort, and money) so that the initiatives in all departments and levels share a common trait, their linkage to the Town's strategic goals.
- *Strategic Learning* – Any strategy we pursue represents a hypothesis or your best guess of how to achieve success. To prove meaningful, the measures of the scorecards must link

together to tell the story that describes what you are trying to achieve through your strategy.

- *Balance* – Between financial and non-financial indicators; 2.) Between internal and external constituents of the organization; and 3.) Between lag and lead indicators of performance (i.e., what we've done in the past and where we want to go in the future).
- *Increases Likelihood of Accomplishing Key Goals* – By not only helping to keep leadership, management, departments, and employees focused on top priorities, but also by improving communication between all interests thus making it easier to effectively troubleshoot and make logical "changes in course" that result in successfully delivering the type of services the community expects.

### **Using Strategy & the Balanced Scorecard to Get Results**

Any strategy the Town pursues represents a hypothesis or a best guess of how to achieve success. To prove meaningful, the measures on the scorecard must link together the story of, or describe, that strategy. For example, if the Town believes that an investment in employee training will lead to improved quality, it needs to test the hypothesis through the measures appearing on the scorecard. If employee training does increase, but quality actually decreases, then it may not be a valid assumption. Instead, focus could turn to another possible factor, but more importantly, the Town has information in which to act and make decisions.

Strategy to achieve a desired outcome is often a new destination, somewhere the organization has not yet traveled to before. The Balanced Scorecard provides the Town with a method to document and test assumptions inherent in the strategies it adopts. It may take considerable time to gather sufficient data to test such correlations, but simply beginning to question the assumptions underlying the strategy is a major improvement over making decision based purely on financial numbers or subjective information.

A well-designed Balanced Scorecard should describe the Town or department's strategy through the objectives and measures chosen. These measures should link together in a chain or cause-and-effect relationships form the performance drivers in the Develop Employees perspective (Employee Learning and Growth) all the way through Service the Community Perspective. Documenting our strategy through measurement, making the relationships between the measures so specific they can be monitored, managed, and validated. Only then can we begin learning about, and successfully implementing our strategy.

## Key Definitions & Components

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**Vision:** Word picture of our desired future.

**Mission:** Why we exist.

**Core Values:** What we believe in, guiding principles.

**Strategic Priorities:** Themes on which the organization will concentrate efforts, dedicate resources, and strive to achieve significant improvements. The focus areas reflect what the current Stallings Town Council believes must be done to succeed.

**Perspectives:** The four different views that are used to create a “balanced” way of establishing objectives and measurements to assist the organization in accomplishing the vision and strategic priorities. The traditional four perspectives used in corporate strategic planning and program evaluation are 1.) Financial; 2.) Internal Business Process; 3.) Community; and 4.) Innovation, Learning & Growth. While the names and definitions of these perspectives are frequently modified to meet different organization’s specific needs, the original intent of these four traditional perspectives usually remains intact.

**Objective:** A concise statement describing the specific things the organization must do well in order to execute its strategy. Objectives often begin with action verbs such as “increase,” “reduce,” “improve,” “achieve,” and similar words. Examples: Reduce Crime, Enhance Customer Service, Promote Learning & Growth, Invest in Infrastructure, Deliver Competitive Services, Maintain Fiscal Strength, Maintain a Skilled & Diverse Workforce, Create Unity Between Neighborhoods, Provide Affordable Services, Protect the Environment, Enhance Walkability, etc.

**Measure:** A standard used to evaluate our community performance against desired results. Reporting and monitoring measures help organizations gauge progress toward effective implementation of strategy. Example: Percentage of water customers with an average pressure of 30 PSI or greater.

**Target:** The desired result of a measure that communicates the expected level of performance. Example: 98% of customers will have average water pressure of 30 PSI or greater. A “stretch target” is a challenging target that may not be met. It may be a multi-year goal with milestones.

**Cascading:** The process of developing “aligned” scorecards throughout an organization. Each level of the organization will develop scorecards based on objectives and measures it can influence from the group to which they report. For example, Police Patrol aligns/connects with the Police Department, who aligns/connects with the Town-wide Scorecard by developing their own objectives and measures based on how they influence the Town-wide objectives and measures.

**Cause & Effect:** The concept of cause and effect separates the Balanced Scorecards from other performance management systems. The measures on the Scorecard should link together in a series of cause-and-effect relationships to tell the organization’s strategic story.

## Perspectives

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The “balanced portion of the Scorecard uses four perspectives to answer critical service delivery questions. This helps provide the balance that organization’s need to successfully plan, implement, measure, and evaluate performance.

### **Community Perspective:**

*Serve the Community – What is our mission and vision? What do our citizens want?*

Managers must know if the Town is meeting citizen needs. They must determine the answer to the question: Is the organization delivering the services the community wants?

### **Financial Perspective:**

*Manage Resources – How we deliver quality services efficiently and remain financially sound while achieving the vision and mission?*

Managers must focus on how to meet service needs in an efficient manner. They must answer the question: Is the service delivered at a good price?

### **Internal Business Perspective:**

*Run the Operations – What internal processes must we excel at to provide valuable services to the community while achieving the mission and vision?*

Managers need to focus on those critical operations that enable them to satisfy citizens. Managers must answer the question: Can the organization improve upon a service by changing the way a service is delivered?

### **Learning & Growth Perspective:**

*Develop Know-How – What skills, tools, and organizational climate do our employees, elected officials, and volunteers need to meet the community’s needs while achieving the mission and vision?*

An organization’s ability to improve and meet citizen demands ties directly to the employees’ ability to meet those demands. Managers must answer the question: Is the organization providing employees with the training, technology, and proper work environment to enable them to success and continuously improve?

## Objectives by Perspective

### Serve the Community

What do our citizens want? What must be done to implement the vision and mission?

- **Strengthen Citizen Engagement** – Improve the quality and frequency of communication to enhance public access to information about Town services, meetings, key issues, and emergency situations. Provide a variety of ways for citizens to meaningfully share ideas, concerns, and questions with Town officials.
- **Conserve Cultural & Natural Resources** – Protect the environment, historic assets, and intangible assets such as community and cultural events that help bring Stallings' citizenry together. Ensure that these resources are protected, conserved, celebrated and resilient to changing environmental conditions.
- **Increase Citizen & Community Safety** – Accomplish this by building relationships and problem-solving partnerships with citizens, businesses, and neighborhood watch groups and using best-practice strategies including having police officers and officials accessible and approachable, improving community appearance, addressing nuisances, & approaching community safety across departments will make our community safer.
- **Promote Economic Vibrancy** – While the Town recognizes that there are many factors influencing local economic conditions, the Town seeks to do its part with partners to achieve economic development and support locally owned businesses. The Town recognizes that achieving economic vibrancy also includes creating a sense of place and identity as well as enhancing the quality of life in Stallings as a place to work, live, play, and raise a family.
- **Enhance Recreation, Walkability & Connectivity** – Provide recreation and pedestrian facilities to encourage healthy lifestyles, citizen interaction, and to offer a variety of transportation choices that link Stallings' neighborhoods together in an accessible manner.

### Manage Resources

How do we deliver quality services efficiently and remain financially sound while achieving the vision and mission?

- **Maintain Fiscal Strength** – Support fiscal policies, controls, and actions that keep the Town government in a financially strong position, thereby allowing it to respond to unforeseen problems, emergencies, and opportunities, as well as having sufficient reserves for cash flow and credit rating purposes.
- **Develop Long-Term Financial Plans** – Build upon current financial planning instruments to provide a longer-term view of what Stallings' finances and operations may look like in the future. These plans are intended to identify potential challenges, opportunities, and proactive response options.
- **Invest in Infrastructure** – Prioritize funding for infrastructure maintenance to avoid deterioration while

minimizing long-term operational and capital costs. New infrastructure investments help achieve key priorities and optimize the use of current assets.

- **Deliver Services Efficiently** – Ensure citizens are receiving a good value from their investments by delivering cost-efficient services. Maximize the use of public funds through service optimization, innovation, process improvement, competition, and other means.

### Run the Operations

What internal processes must we excel at to provide valuable services while achieving the vision and mission?

- **Enhance Emergency Preparedness** – Improving the ability to effectively anticipate and respond to emergency situations, from minor incidents to major disasters, through planning, training, collaboration with public and private agencies, and community education.
- **Improve Communication & Collaboration** – Increase the quality and frequency of communications throughout all areas of the organization to promote problem-solving partnerships within and outside of the organization. Good communication enables the vision to be implemented.
- **Excel at Staff & Logistical Support** – Ensure outstanding internal support is being provided to all departments, employees, elected officials, advisory board members, and volunteers that deliver services or directly serve the community. Use technology, where practical to improve service delivery and save taxpayer dollars.
- **Provide Responsive & Dependable Services** – Provide quality services to citizens in a courteous, responsive, and reliable manner that is effective in achieving desired results. Excel at the technical aspects of delivery.

### Develop Know-How

What skills, tools, and organizational climate do our employees, elected officials, and volunteers need to meet the community's needs while achieving the vision and mission?

- **Maintain a Skilled & Competent Workforce** – Create a work environment that allows the Town to hire, develop, and retain a workforce of skilled employees capable of meeting the community's needs. Focus includes career development, succession planning, and improving employee motivation and satisfaction. Hire competent staff who exemplify The Stallings Way.
- **Support Development of Citizen Volunteers** – Identify opportunities for volunteers to develop the technical and leadership skills that enable them to achieve the community's needs and understand the role of the advisory boards in Town government.
- **Enhance Relations with Other Entities** – Build relationships with others involved in the governing process, including governmental organizations, non-profits, and the private sector. Public-private partnerships should be explored as a potential problem-solving tool.

# **Developing Departmental Strategy**

## **Departmental Balanced Scorecards**

A good scorecard will do the following:

- Tell the story of the department's strategy.
- Shows that every objective selected is a linkage in the cause-and-effect relationships that compose the town's strategy.
- Drive performance by using a variety of measures and targets that look at short and long-term results to encourage proactive management.
- Involve the participation of division heads, key staff, and employees throughout the department.
- Is financially viable.
- Positively changes departmental behavior by developing strategic initiatives.

## **Step #1 – Town-Wide Objectives Selected to Build Scorecard & Map**

Departments determine what they can do to support and respond to the town-wide strategy, Balanced Scorecard, and achieve the departmental mission. Departments select the objectives they can meet to help the town board in pursuing the achievement of the Town Council's Strategic Priorities, Vision, and Mission. The objectives selected from each of the four perspective areas are used to create the department's strategy map.

## **Step #2 – Developing Departmental Initiatives**

These are the critical activities the department must pursue to achieve the Town-wide objective and the department's mission.

- Initiatives detail what the department must do to achieve a Town-wide objective or achieve the departmental mission.
- Initiatives identify the highest priority activities to show where resources are most needed to achieve the overall departmental strategy.
- Initiatives may apply to all divisions within a department or just one division.
- Initiatives describe how the department will respond to the Town-wide objective.
- Initiatives are written so that divisions and employees can determine how they can respond to support the department's effort to achieve the objective and mission.

## **Step #3 – Developing Measures and Targets**

Each departmental initiative does not have to have a measure, but there should be a way to evaluate the achievement of the initiative or whether or not it was accomplished. There are two goals for strategic measures: organizational motivation and strategic learning.

**Organizational Motivation** – Measures are a very effective tool in improving performance and/or accomplishing goals. A November 2001 article by Edwin Locke in Harvard Business Review titled "Motivation by Goal Setting" cites a survey of more than 500

studies, which indicates that performance increases an average of 16 percent in companies that establish targets. A primary reason for this may be that measures give employees clear direction and guidance as to what they need to accomplish. When employees focus their efforts on achieving key initiatives that are aligned with town-wide objectives and strategic priorities, then there is much greater probability that a well-coordinated effort is made in fulfilling the town's mission and the board's vision. The effort to clearly articulate the town's top priorities to assist employees complements the old saying that "people do what you inspect, not what you expect."

**Strategic Learning** – Measures are a way to monitor departments' progress in achieving the town-wide objectives and their initiatives. Any strategy used to achieve initiatives, objectives, or strategic priorities represents a hypothesis of how to succeed. Strategy to achieve a desired outcome or solve a problem is often a new destination, a place that the town has not yet traveled to before. Measures and targets provide a way to test assumptions inherent in the strategies we select to pursue our goals. Documenting our strategy through measurement allows management, employees, elected officials, and the public to monitor, manage, validate, question, and/or deliberate possible adjustments to our strategy. If this can occur, then the Town starts becoming a "learning organization" where being analytical, adaptive, and responsive to the hypotheses we've tested become keystones of the organizational culture that helps the Town successfully implement its strategy.

## **Components of a Good Measure**

- Measures should be specific. Stating the SPD will be the "best" police department or that Administration will "maximize customer satisfaction" are more like vision statements and are difficult to measure.
- Measures should be measurable. There are ways to measure seemingly less tangible goals. Surveys, if properly designed, can be used to measure the perception of service quality, awareness of issues, community satisfaction, etc.
- Does the measure really evaluate the initiative being pursued?
- Is the measure reliable?
- Is the measure easy to understand and explain?
- Are departments using a variety of measures in evaluating their initiatives (workload, results, efficiency, effectiveness, short-term vs. long-term)?
- Does the measure clearly communicate the expected performance?
- It is important to know where you are and where you want to go. Ideally, departments should have a baseline measure for current performance in the form of last year's actual data, best practices or industry standards for comparison. When baselines do not yet exist a TBD (to be determined) is placed in the appropriate area to indicate the department is in the process of getting this data.

### **Guidelines for Setting Targets**

1. Targets should be realistic but challenging enough to motivate greater accomplishments.
2. Departments can be more aggressive when setting multi-year targets.
3. Provide a rational explanation as to why achieving a target is important, especially with stretch targets.
4. When setting a target, department should review the linkage (cause-and-effect relationship) of the “enabling” perspectives to make sure they have the ability to achieve the target, thus the following questions should be asked:

- Do departmental personnel have the skills and tools necessary to get the job done?
- Does the department have sufficient resources/funding?
- Are internal operations adequate?

**Stretch Targets** – These are usually long-term or multi-year goals. At most, departments should set one to two stretch targets per year. These are reserved for those initiatives critical in making a particular breakthrough. Stretch targets can be especially useful to help a department break form its comfort zone or traditional way of running operations so as to spark creative thinking and results-oriented problem-solving. Every department should have at least one stretch target.



## STRATEGY MAP

### Vision for Stallings

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



### Mission of Town Government

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



### Serve the Community

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

Maintain Fiscal Strength	Develop Long- Term Financial Plans	Invest in Infrastructure	Deliver Services Efficiently
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### Run the Operations

Enhance Emergency Preparedness	Improve Communication & Collaboration	Excel at Staff & Logistical Support	Provide Responsive & Dependable Services
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### Develop Know-How

Maintain a Skilled & Competent Workforce	Support Development of Citizen Volunteers	Enhance Relations with Other Entities
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### Town Council Strategic Priorities

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

### "The Stallings Way" Core Values

- Integrity
- Commitment
- Flexibility
- Awesome Customer Service
- Team Before Self
- Continuous Improvement
- Qualified/Competent
- Supporting Each Other
- Everyone Pitches In
- Work/Life Balance
- Positive Attitude
- Collaboration
- Dialogue
- Have Fun
- Trust & Respect
- Open to Teach/Learn
- Healthy, Positive Environment

## ADMINISTRATION DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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### ACCOMPLISHMENTS:

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

Strengthening Citizen Engagement – This has been both an accomplishment and a challenge. The Town has continued to broadcast all Town Council meetings which allows the public to participate virtually. Once the Town can safely hold Town Council meetings in-person, the new A/V system in the New Town Hall facility should serve as a more reliable way to broadcast Town Council meetings than previous systems.

Develop 5-Year Economic Development Strategic Plan – The Economic Development Work Team (Council Member Richardson, Council Member Scholl, County Economic Developer Plate, Manager Nichols, Planner Hair, and Manager Sewell) have been meeting and a final draft plan should be submitted to the Council for consideration in the late February/March timeframe.

Adopting a Fiscally Responsible Annual Budget – This has been completed – fiscal responsibility is a Council priority. The Town will continue to regularly monitor its fiscal situation and work towards managing public funds in a fiscally responsible manner.

Creating a Stallings Downtown - The Town continues to work towards creating a downtown with an action strategy that seeks to be both visionary and practical. This goal will take many years to achieve, but the Town has developed a strategy/action plan aimed at laying the foundation for a successful downtown.

Strategy – Focus resources on establishing a “core” downtown area that will serve as a catalyst and ultimately lead to market driven development.

#### FY 20-21 Action Steps (Updates)

- Define Core Area - **Downtown Committee & Staff completed and presented to Council. Council requested downtown property owner outreach; those were completed with updated core area recommendation. Council tabled to Annual Retreat.**
- Define Vision for Area & Identify Anchor Use to Attract – **Downtown Committee developed vision and some potential desired uses. Recommended vision to Council, has been tabled to Annual Retreat.**
- Start Farmers Market & Continue Events (P/R) – **On-track. Partnering with Union County to be a satellite location.**
- Acquire Key Property - **Put in offer to acquire a key property by TH.**
- Complete Streetscape Design (Eng) - **Waiting for Council approval of downtown recommendations then will explore and present outsourcing costs.**

Maintain a 5-Year IT Replacement Schedule/Plan- Computers and equipment are being updated as needed.

Mandatory Safety Training – 100% of staff have completed mandatory safety training.

Maintaining a Skilled & Competent Workforce – This is both an accomplishment and a challenge. Overall, the Town has met its turnover goal. Even the best organizations will not always meet turnover goals in today’s environment where the average worker tends to change jobs more often than in the past. However, the Town should always strive to adopt best practices to ensure that we are able to attract, develop, and retain a competent workforce. The last department head opening was for Police Chief and an assessment center was held as part of the selection process. The Town has setup stay and exit interviews so management can identify trends and recommend changes if systematic problems arise. Also, the Town gave out the Marie Garris Award for the employee of the year and continues to do the “Caught Ya!” employee recognition program.

## **CHALLENGES:**

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

**Pandemic Note** - The COVID pandemic has created many challenges for the Town of Stallings. Our common operational goal has been to continue to provide public services while ensuring the safety of staff and the public.

**Citizen Newsletter & Business Highlight** – The goal is to publish this 4 times per year. The newsletter was published in Spring, Summer, and Fall 2019, and also the Winter of 2020. However, Spring 2020 and subsequent newsletters have been delayed due to the pandemic. The rationale being that because information has changed so rapidly with the pandemic and there is a lag time between finalization of newsletter content and receipt by the public, the newsletter could be outdated by the time it is received by the public.

**Secure Occupancy Tax** – Bill has not advanced in the NC General Assembly yet. State elected officials reported pre-pandemic that this item would be brought up again during the short session. However, state elected officials report that COVID response consumed the most recent short session, but they would consider revisiting it in the future.

**Recordable Injuries** – The Town sets our recordable injuries goal at “0” every year because we refuse to set a workplace injury goal that is anything less. We had 3 recordable injuries this year for 2020. Whenever there is an injury our safety committee reviews to determine if this accident could have been avoidable and, if so, what future changes might be needed to avoid such an incident in the future.

**Maintaining A Workforce** – This is both an accomplishment and a challenge. Due to the pandemic, the Town has held just one team-building event and that one was held virtually. Town staff are exploring how we might improve a sense of team and strengthen relationships through further virtual activities. The Town was not able to hold 2 meetings due largely to the pandemic. Once we can safely meet in-person, we can continue these meetings. The performance evaluation system is on hold currently because we are not able to hold in-person supervisory training. Holding this training in-person is essential.

## **OTHER COMMENTS:**

- As part of our common goal of providing public services while ensuring the safety of staff and the public, the Town has implemented a variety of approaches including staggered schedules, teleworking, and following strict safety protocols.
- Thank you to the Council for agreeing to move away from a quarterly reporting structure to mid-year/annual. The data seems to be more helpful under this format.
- Staff continues to sell surplus items on GovDeals. As of 1/18/21, a grand total of \$276.28 has been sold.
- As you know, Stallings received \$223,851 from Union County via the CARES Act (federal legislation) to assist with COVID-19 related expenses. Stallings has completed submitting all reports and expects to receive the total amount of reimbursement, all of those funds (\$223,851) have been received.
- The furniture for the new/renovated facilities is a great fit for the new buildings and coordinates with the finishes. The timeline for the furniture was coordinated with the construction finish and savings were realized due to shopping various vendors for different pieces.

# ENGINEERING DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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## **ACCOMPLISHMENTS:**

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

### **Met Target:**

#### **% of Town Streets Sweep Annually.**

- 100%

#### **% of Engineers with Minimum of 15 Professional Development Hours for Licensure Maintenance.**

- 100%

#### **% of Department Attendance at a Minimum of 3 Continuing Education Classes.**

- 100%
- Associate Engineer participated in a Fundamentals of Engineering study course to prepare for the FE exam. Six hours a week of course work with study problems for each section covered. Once FE exam is successfully passed, he will investigate study courses for the PE exam.

#### **Participation in TCC Meetings**

- 100%

#### **Repairs Completed within Two Months of Purchase Order Execution.**

- 100%

## **CHALLENGES:**

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

### **Streetscape Design**

- Staff is awaiting a Council decision on downtown recommendations prior to bringing the cost of outsourcing all remaining engineering to Council. If not authorized by Council, some engineering work will be performed inhouse.

#### **% Sidewalk Panels Deficiencies Identified and Reduced a Year.**

- Town has executed contract to repair trip hazards along a 7.81 mile stretch of Callonwood. Council has adopted a Sidewalk Maintenance Policy and Staff will evaluate/rate Town sidewalks accordingly.

### **Update Transportation Master Plan**

- Due to COVID, TAC has been unable to meet. Staff is reviewing documents and developing a plan to update.

#### **% of Storm Drainage Infrastructure Proactively Cleaned Annually.**

- Staff has received a quote from Southland Pavement Cleaning, but Staff will continue to engage other contractors.

### **Resurfacing Contracts Line-Item Costs Compared to Similar Sized Communities (Waxhaw, Pineville, Harrisburg)**

- Staff is looking to award resurfacing contract in the Spring with potential collaboration with the Town of Indian Trail. Town of Indian Trail will be implementing their resurfacing in the Spring. Future resurfacing will be implemented in the Fall of next fiscal year.

**Repairs Completed within Two Months of Purchase Order Execution.**

- Ongoing. Associate Engineer will continue to work with contractors to promptly repair prioritized stormwater repair projects. 14/14 projects have been completed within 2 months of PO execution from July 2020 to date.

# FINANCE DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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## **ACCOMPLISHMENTS:**

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

**Financial Reporting** – able to meet deadlines and provide staff and public with financial information on a timely basis. By defining a closing period for the month, we were able to input data and provide reports to staff.

**Long-Term Financial Plans** - Drafts of the Five-Year financial plan were presented and revised with input from Council. At the January 11, 2021 Council meeting, the plan was approved. Continued success will be achieved by keeping this plan a living document and updating with every budget period or with major financial events that occur throughout the year.

**Maintaining Fiscal Strength** – Annual audit report was submitted and an unqualified opinion was given on the financial statements for the Town for FY2020. The Town was also notified that the FY2019 Comprehensive Annual Financial Report was given the Award of Excellence in Financial Reporting from GFOA. The FY2020 CAFR was prepared and submitted by the December deadline for consideration for this award.

**Provide Responsive and Dependable Services** – Finance staff provided services in a timely and accurate manner. Purchase order process was redefined during the COVID pandemic to issue purchases orders using email and electronic approvals so that the operations are not impacted with delays from employees working remotely.

## **CHALLENGES:**

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

**Training** – Training has been difficult to schedule due to the COVID pandemic. We have taken measure to seek remote training. Finance staff are planning on going to Southern Software Training to complete our requirement for the year.

## **OTHER COMMENTS:**

# PARKS & REC DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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## ACCOMPLISHMENTS:

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

- Programming has been especially highlighted and increased due to the pandemic. Staff continue to be creative with implementing virtual and pick-up programs to maintain community and staff safety.
- Farmer's Market planning is proceeding through the initial planning and feasibility phase. Partnering with Union County to serve our area as a satellite location will provide a relief on Town staff levels as well as taking advantage of the marketing and planning efforts from the County level. On track to have draft plan ready to present.
- Blair Mill enhancements underway. Trees and debris were removed, restoring the disc golf course functionality prior to hosting part of the Quad Creek Disc Golf Challenge.
  - 4751 Discs Flown at Dry Creek
  - 3381 Discs Flown at Creekside
  - 4830 Discs Flown at Blair Mill
  - 3187 Discs Flown at Cane Creek Park
  - Totalling 16,149 total throws!
- Professional Certifications for staff: Both Director Platts and Special Events Coordinator McSwain have achieved the Certified Parks and Recreation Professional designation! Director Platts also received the OSHA Public Sector Safety & Health Fundamentals Certification for General Industry.

## CHALLENGES:

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

- Further Blair Mill enhancements (removal of old benches, trellis, etc.) were delayed due to cost savings initiatives to complete those in-house once the new PW equipment is procured.
- Volunteer initiatives have been put on hold due to social distancing requirements of the pandemic.

## OTHER COMMENTS:

- The Vickery Greenway project is on hold pending the approval of easement agreement with Vickery HOA and permission to have NCDOT review the traffic signal engineering plans previously approved by Council.
- Solis Greenway trail coordination between developer and Mecklenburg County to establish connectivity into Colonel Francis Beatty Park are ongoing.
- Discussions continue regarding Stallings Farms/potential Sweet Birch Park property options through development sub-committee.
- Quotes received for options at Springhill Pocket Park and awaiting PR committee meetings to be re-established to present to committee.
- Stallings Park shade installation completed. Concrete work to be scheduled.

## PLANNING DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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### **ACCOMPLISHMENTS:**

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

Working with Council on amending the Monroe Bypass and Idlewild Small Area Plans was successful. This was a collaborative effort that required a lot of work, that allowed for the goals of the Council to be supported in a timely manner and has provided Staff with a clear vision of the Boards land use goals and objectives.

### **CHALLENGES:**

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

Delegating duties to staff was a goal that was only partially met due to a turn-over in staff. Giving the duties of the Planning Board to the Planning Technician, freeing up the Director position to focus on the big picture and larger projects. Creating a plan to provide for a “next step” career path to allow for the Planning Tech to progress and retain good employees is a plan that will help achieve employee goals going forward.

### **OTHER COMMENTS:**

# POLICE DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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## **ACCOMPLISHMENTS:**

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

- Create a video partner program/citizen provided security camera footage-mock-ups for materials for public and social media is ready to launch pending receipt of printed materials needed for community outreach.
- Develop and implement post police interaction questionnaire/survey-survey has been completed, appropriate platform for implementation has been set up and is ready to launch pending receipt of printed materials needed for community outreach.
- % difference in number of traffic crashes within the Town limits in CY 2020 compared to CY 2019-SPD handled 372 traffic crashes in CY2019 and 289 in CY2020. This is a net decrease of 22%. The decrease of injury accidents was 71%.
- Complete and implement Lexipol police policy manual and training system-draft policy manual has been edited for content and finalized. Manual has been launched and as of 12/31/20 all officers have acknowledged manual and SPD is operating under entirely new policy manual and utilizing daily training feature for ongoing policy review.
- % of CID case clearance rate compared to national average (comparable departments on size/demographics - calendar year)-calendar year 2020 SPD had a 38% case clearance while national average is 30.5%
- Create staff development plan-first draft is complete and will be reviewed by the department command staff for input.

## **CHALLENGES:**

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

- Completion of 5 step process of CALEA accreditation-this is a three-year goal-Town Council recently approved the job description and the Department is in process of receiving applications. Our policy manual implementation is a part of the overall accreditation process and will help us start the overall accrediting process.
- Complete N.C. League's Law Enforcement Risk Review Process and reduce insurance costs by 14%-this goal will go hand-in-hand with accreditation.
- Becoming a DWI testing site- Division of Public Health, Forensic Tests for Alcohol Branch has advised that our instrument is slated to be installed in the next few months. We have prepared our intoxilyzer room so once the instrument is installed, we will be ready to utilize the equipment.

## **OTHER COMMENTS:**

The COVID pandemic has hindered progress of some areas. Although we have shown a reduction of traffic accidents it is the department's strong belief that most of the reduction has come from the significantly fewer vehicles being on the road due to a large segment of the population working from home. The department is working on a strategy to assist in traffic accident reduction regardless of if there is a reduction of vehicles on the road.

The accreditation process will begin to move at a quicker pace now that the department has completed its review and implementation of a new policy manual. We will also simultaneously work on the Risk Review through the NCLM.

Overall, all department members have participated in the work done so far to accomplish our goals.

# PUBLIC WORKS –YEAR-END BALANCED SCORECARD OVERVIEW

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## ACCOMPLISHMENTS:

*What targets did your department meet and/or exceed? What is the significance of meeting these targets? How did the department meet/exceed these targets? What will be done to ensure continued success?*

**Be a good steward of natural resources** – This is an ongoing process to identify energy and utility consumptions for the town and ways to reduce the cost.

**Repair small potholes within 3 business days of request** – With quarterly neighborhood checks, and staff of other departments reporting potholes as they see them when they are out in the field, we are able to meet this goal 100%. The only times we may be lacking are due to inclement weather and in the winter months when it's too cold to patch.

**Produce list of training initiatives and submit to the Safety Committee** - Advise safety committee on relevant trainings for building safety. Asked safety committee to do an updated training on fire extinguishers. Due to the pandemic, I have deferred to the safety coordinator (Ashley Platts) who is identifying online courses as we are not able to do any in-person trainings right now.

**% of responses to citizen inquiries within 1 business day** - Citizens calling in or emailing are contacted within a 1 business day turn around allowing us to have a more positive experience with the citizen.

**Inspect All Town Neighborhoods** - Doing these neighborhood inspections has not only allowed us to identify potholes, street sign issues, etc., but it has also allowed us to identify storm water issues as well as code enforcement issues. These checks have played a vital role in keeping maintenance issues under control which in turn keeps our citizens positive.

## CHALLENGES:

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

**% of work orders reported through website from citizens** – We are somewhat back to the drawing board on this one. I thought we had a good internal workorder system in place, but it has not been as effective as I had hoped. I am now looking for a new solution for an internal workorder system, and then we should be able to use the same system once we are comfortable and familiar with it for our citizens and it can be put up on the website.

**Training Meetings to Improve Employee Skillset/Knowledge** – We had been doing training or skillset improvement just by walking the employee through the process while in the field on a skillset that they are less familiar with. As time permits though I would like to come up with a more formal training method. This is another measure that the pandemic has greatly affected as we are not able to meet in-person. I am working with our safety coordinator for online training options.

## OTHER COMMENTS: