

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.	<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>• Mid-Range Financial Planning</li> <li>• Pursue Sewer Alternatives</li> <li>• Support/Enhance Union West Business Park</li> <li>• Implement Adopted Plans &amp; Studies Not Dependent on Sewer Capacity</li> <li>• Pursue Town Center Creation</li> <li>• Maximize Positive Development Around the Hospital/Light Rail</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>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
	Strengthen Citizen Engagement	Enhance public access to information about Town services, meetings, key issues, and opportunities	Broadcast regular Town Council Meetings	100%	Fiscal Year	100%	ADM	Video all regular meetings stream live to the Town's YouTube Channel.	
			Prior to budget adoption, hold meeting with TC and all committee members to provide update and receive input	Yes	5/30/2025	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	2	ADM	The Council saw the need for a location to house information about ongoing issues for the Town.	
			<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	<p>Implement Economic Development Strategic Plan with goal of 80%/20% (res/com) tax base by 2030</p>	<p>a timeline by 9/28/25 to engage NCGA members regarding repairing the roads and potential property annexation</p> <p>2.) ED Committee will engage with County's new ED entity to:</p> <ul style="list-style-type: none"> <li>- Learn more about the new org's structure</li> <li>- Discuss potential partnership for retail recruitment</li> <li>- Discuss how the new organization might help with business recruitment</li> <li>- Discuss best way for business retention such as potentially sending a delegation to existing businesses</li> <li>- Enhancing Union West Business Park.</li> </ul>	Yes	9/28/2025	<p>1.) 7/14/25 - Council discussed strategy for approaching NC General Assembly Members.</p> <p>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.</p>	TC, ED Committee	<p>1.) Council discussed this item on 7/14/25</p> <p>2.) Setup for ED Committee Meeting in October 2025 for ED Ron Mahle to come.</p>
		<p>1.) Develop and adopt a Town of Stallings position on the appropriate uses of "package plants" concerning development in Stallings</p> <p>2.) Seek independent third-part expert evaluation of specific "package plant" technology being actually proposed by developer</p>	<p>1.) Yes</p> <p>2.) Yes</p>	6/30/2025	<p>1.) Council opted to consider projects on a case-by-case basis and not adopt a formal position.</p> <p>2.) No formal applications submitted. Council will consider on a case-by-case basis.</p>	1.) ADM, 2.) ENG	1.) Funding in budget	
		<p>Pursue Town Center Creation</p> <p>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.</p>	<p><u>FY 26-27 Action Strategies</u></p> <ul style="list-style-type: none"> <li>- Call it "Town Center" instead of "Downtown"</li> <li>- To enhance Town Center as an activity center, develop and approve a lease with Armored Cow Brewery by 7/15/25</li> <li>- Present information to TC on available listed land by 7/15/25</li> <li>- 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).</li> <li>- 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.</li> <li>- Continue to explore sewer alternatives</li> <li>- Hold 11 parks events at Stallings Municipal Park</li> </ul>	Complete various items	Various - See Measure	<p><u>FY 25-26 Action Strategies</u></p> <ul style="list-style-type: none"> <li>- Call it "Town Center" instead of "Downtown"</li> <li>- <b>Complete.</b></li> <li>- To enhance Town Center as an activity center, develop and approve a lease with Armored Cow Brewery by 7/15/25 <b>AC pulled out. Engaged with new potential tenants.</b></li> <li>- Present information to TC on available listed land by 7/15/25 <b>Complete.</b></li> <li>- 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). <b>No proposals.</b></li> <li>- 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. <b>No proposals.</b></li> <li>- Continue to explore sewer alternatives</li> <li>- Hold 11 parks events at Stallings Municipal Park <b>12 events.</b></li> </ul>	TC, ADM, P/Z, P/R	
		<p>Implement Adopted Plans and Studies Not Dependent on Sewer Capacity</p>	<p>During FY 25-26 budget process, staff to present additional project opportunities for Council to consider pursuing including greenways, sidewalks, streetscape plans, etc.</p>	Yes	6/30/2025	Yes	ALL	Town Council was presented with additional projects for consideration during FY 25-26 budget process
		<p>Adopt a balanced budget that does not use unrestricted fund balance or debt for operational expenditures</p>	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	Educational campaign to be in Fall.	Voters did not approve previously, TC wants to put back on ballot for Nov 2025
	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	99%	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: 0 General Government: 0 Police: 0	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	Yes	ADM	Emergency Table Top Exercise held on 08-17-2023 for Town Staff	
	Improve Communication & Collaboration	Improve Inter-Departmental Relationships Through Team-Building Events	Hold organization wide team building event	4	Quarterly	2	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		
Maintain a Skilled & Competent	Maintain an educated, dedicated, competent, and productive workforce	Turnover Rate: Non-PD: PD: (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period)	Turnover Rate: <10% Non-PD: <10% PD: <10% (*Excludes retirements, Involuntary Separations, & 6 month Probationary Period)	Annual	Turnover Rate: 10.2% Non-PD: 0 PD: 17.8% (*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	3	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

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Departmental Vision/Mission Statement

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- Integrity
- Commitment
- Flexibility
- Awesome Customer Service
- Team Before Self
- Continuous Improvement
- Competent/Qualified
- Supporting Each Other
- Everyone Pitches In
- Work/Life Balance
- Positive Attitude
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- Dialogue
- Have Fun
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- 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

Mission: 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	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	No	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	Ongoing	FIN		Must be submitted within six months of fiscal year end, but receipt is contingent upon GFOA notification
			Receive the GFOA Distinguished Budget Presentation Award	Achieve Award for FY 27-28 budget	12/1/2027	Ongoing	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	No 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	Ongoing	FIN		Target date not yet arrived
		Consider a two-year budget process	Two-year budget	FY 26-27 Budget	Bi-annually	No			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	No	FIN			
		Create a purchasing policy	Complete	12/31/2025	No	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	No	FIN			
		Create a cash/investments policy	Complete	12/31/2025	No	FIN			
Create a debt policy	Complete	12/31/2026	No	FIN		Target date not yet arrived			
Write Strategic Operating Procedures (SOPs) for Finance	Yes	12/31/2026	No	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	FIN		Implementation funding included in FY26 budget; Target date not yet arrived
<b>Run the Operations</b>	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	No	FIN		Target date not yet arrived
<b>Develop Know-How</b>	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	Yes	FIN		

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Engineering and Public Works

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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	Ongoing	PW/Eng			
	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			
Run the Operation	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	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	Ongoing	Eng			
			Perform pothole and small and medium patching repairs in house	Yes/No	6/30/2026	Ongoing	PW			
	Provide Responsive and Dependable Services	MS4 Permit Year 3 Compliance	Meet all of Permit Year 3 Requirements	100%	6/30/2026	Ongoing	Eng			
		Hire Storm Water Compliance Manager to Spearhead MS4 Program	Make the Hire	Yes/No	10/31/2026	Yes				
		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	Ongoing	Eng			
	Provide Responsive and Dependable Services	Update Roadway Acceptance Policy	Plan Review	Complete plan reviews in accordance with our plan review timeline(s)	100%	6/30/2026	Ongoing	Eng		
			Update Subdivision/Roadway Acceptance Policy	Update Subdivision/Roadway Acceptance Policy	Yes/No	12/31/2025	No	Eng		
			Update Land Development Standards	Update current land development standards.	Yes/No	6/30/2026	Ongoing	Eng		
			Expand SW Repair Capabilities	Perform a complete roadway culvert crossing in-house	Yes/No	6/30/2026	Ongoing			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	Ongoing	PW		This list will be used to determine cost savings to assist with hiring additional employee(s).		
			Maintain Transportation SW and							

Manage Resources	Maintain Fiscal Strength	FY2026 Adopted Budget	Formulate costs for additional personnel and equipment	Yes/No	6/30/2026	Ongoing	Eng/PW		
		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	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 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		
			M54 Inspector to Obtain All Certifications and Complete Course	Yes/No	6/30/2026	Ongoing			
			Town Engineer to complete PDH Requirements	Yes/No	6/30/2026	Ongoing	Eng		
		Public Works	Utilize new equipment to expand scope of project capabilities	Yes/No	6/30/2026	Ongoing	PW		
			Formulate Public Works "tiers" to determine promotions appropriately	Yes/No	6/30/2026	Ongoing	PW		

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.) 4.)	PW/ENG		
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Arrange for NCDOT to present information on critical state transportation projects in the area	Yes/No	9/30/2025	Yes	Eng/PW		
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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	N	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.
	Pursue Town Center Creation	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	Y	PR		12 Events Overall

		Launch Food Truck Fridays	1–2 per month during spring/summer seasons	4 Food Trucks per Food Truck Friday	Spring 2026	N	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.	No more than 30.1 hours of downtime during a 602-hour season (Memorial Day to Labor Day). Long-term goal: reduce to 5% (15 hours or less).	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 maintenance 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 engagement has increased by 6.7%	
		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 budget 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**

Organizational Vision	Organizational Mission	Stallings Way Values
<p>To provide an inviting and safe community with a commitment to excellence where families and businesses can thrive as we embrace our future while preserving our past.</p>	<p>To serve the residents and businesses of the Stallings community by providing excellent municipal services while upholding the public interest by maintaining a sound financial position and active stewardship of public assets and resources.</p>	<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
		<p>Pursue a thriving Town Center</p>

**Serve the Community**

Enhance Economic Vibrancy

Maximize Positive Development Around Hospital/Light Rail (Economic Development).

Enhance the Development Ordinance in-house so that is more desirable for new development and attracts developers.

Enhance the FLU category Place Types to create more categories for the uses.

**Manage Resources**

Improve Resource Management

Condense paper storage into digital storage to make more readily available for the staff and the public.

		<p>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.</p>
<p><b>Run the Operations</b></p>	<p>Improve Communication &amp; Collaboration with the Public</p>	<p>Create handouts for processes that make it easier for everyone to understand ordinance processes.</p>
		<p>Educate the public on Code Enforcement duties/what types of issues are code violations.</p>
		<p>Develop a short “Welcome to Stallings” handbook or handout for new builders, including top mistakes to avoid, typical timelines, and key contacts.</p>
		<p>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.</p>
	<p>Maintain a Skilled &amp; Diverse Workforce</p>	<p>Continuing education for department staff &amp; maintain credits for certifications.</p>

**Develop Know-How**

Support Development of  
Citizen Volunteers

Promote efficiently run  
meetings by providing training  
for Planning Board and Board  
of Adjustment members

**FY 2025-26 Town Council Priorities**

- 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

Measure	Target	Timeline
<p>% of new development projects in Town Center that comply/incorporate with the Streetscape Master Plan <b>and achieve recommended higher residential density when feasible.</b></p>	<p>100% compliance for new projects.</p>	<p>Ongoing, reviewed quarterly.</p>

<p>Complete the Silverline Integration Plan with our consultant, Bolton &amp; Menk. The station area SAP/DO/CLUP updates will incorporate the light rail and atrium.</p>	<p>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.</p>	<p>100% completion of SAP/DO/CLUP updates; TOD District ready to present if legislative barriers are resolved.</p>
<p>2 <b>prioritized</b> sections reviewed and rewritten. (Article 7 and 11)</p>	<p>100%</p>	<p>6/30/2026</p>
<p>% of place types reviewed and rewritten.</p>	<p>100%</p>	<p>6/30/2026</p>
<p>% of paper records scanned and stored digitally.</p>	<p>100%</p>	<p>6/30/2026</p>

<p>% of maps updated to new template.</p>	<p>100%</p>	<p>6/30/2026</p>
<p>% of handouts created for key processes.</p>	<p>100%</p>	<p>6/30/2026</p>
<p>Bi- Monthly educational resources produced.</p>	<p>Y/N (track # of items produced)</p>	<p>Ongoing</p>
<p>Handbook or handout complete and published online.</p>	<p>Y/N</p>	<p>6/30/2026</p>
<p>Handbook or FAQ published and accessible online (and printed copies available if feasible).</p>	<p>Y/N</p>	<p>6/30/2026</p>
<p># of trainings per staff member per year</p>	<p>1-2 trainings per staff member per year.</p>	<p>Annual</p>

Annual Training of Planning Board and Board of Adjustment Members	Y/N	Annual every March
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**Department Mission Statement**

Mission: 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.

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Status/Result	Responsible Entity	Action Plan
<p>Mid Year - 100% (On Track; all submitted projects compliant to date)</p>	<p>P/Z</p>	<ol style="list-style-type: none"> <li>1. Add compliance checklist/ design guidance handouts to applicants for site plan review.</li> <li>2. Hold pre-app meetings with developers.</li> <li>3. Use DFI for independent review of major proposals needing public investment.</li> <li>4. Consider revisiting the Town Center Master Plan once Old Monroe Rd is complete.</li> <li>5. Consider phased streetscape improvements on Town-owned frontages</li> </ol>

<p>90% — CRTPO grant awarded; SAP/DO/CLUP updates underway with Bolton &amp; 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>	<p>P/Z</p>	<ol style="list-style-type: none"> <li>1. Coordinate regularly with consultant Bolton &amp; Menk and CRTPO.</li> <li>2. Continue stakeholder engagement for station area planning.</li> <li>3. Monitor General Assembly session for any enabling legislation or amendments affecting TOD overlays.</li> <li>4. Draft scenarios for Council consideration when appropriate.</li> </ol>
<p>Mid Year - 0% (Scheduled for second half of FY 2025–26)</p>	<p>P/Z</p>	<ol style="list-style-type: none"> <li>1. Create detailed rewrite schedule with deadlines.</li> <li>2. Review with legal counsel as needed.</li> <li>3. Ensure new sections align with Comp Plan and adopted plans</li> </ol>
<p>Mid Year - 0% (Scheduled for second half of FY 2025–26)</p>	<p>P/Z</p>	<ol style="list-style-type: none"> <li>1. Incorporate new place types as a replacement or as a bridge document in Comp Plan.</li> <li>2. Hold a stakeholder review session before adoption.</li> </ol>
<p>Mid Year - 25% (Scope larger than anticipated; extended timeline expected)</p>	<p>P/Z, Code Enf.</p>	<ol style="list-style-type: none"> <li>1. Use plotter/scanners to digitize files.</li> <li>2. Establish retention schedule for physical files after scanning. Would take interdepartmental collaboration.</li> </ol>

Mid Year - 90%	P/Z	<ol style="list-style-type: none"> <li>1. List inventory of Maps and create prioritization schedule</li> <li>2. Define Map Standards for consistent look and feel</li> <li>3. Update Maps &amp; Post Online</li> </ol>
Mid Year - 50%	P/Z	<ol style="list-style-type: none"> <li>1. Identify top 3-5 confusing processes for applicants.</li> <li>2. Draft plain-language guides to accompany ordinance rewrite.</li> <li>3. Publish online and in print.</li> </ol>
Mid Year - 0% (Scheduled for second half of FY 2025–26)	Code Enf.	<ol style="list-style-type: none"> <li>1. Create brochures, social media posts, or other on common code violations.</li> <li>2. Post to website and Town newsletter bi-monthly.</li> </ol>
Mid Year - Y	P/Z & Code Enf.	<ol style="list-style-type: none"> <li>1. Identify frequent applicant mistakes.</li> <li>2. Draft content</li> <li>3. Incorporate pictures, flowcharts, diagrams or visuals</li> <li>4. Post Online</li> </ol>
Mid Year - Y	P/Z & Code Enf	<ol style="list-style-type: none"> <li>1. Identify frequent new resident questions, including permits, trash, fences, pools, code enf, contacts etc.</li> <li>2. Draft content</li> <li>3. Incorporate pictures, flowcharts, diagrams or visuals</li> <li>4. Post Online</li> </ol>
Mid Year - 1 training completed per staff member	P/Z & Code Enf.	Monitor completion; adjust budget if more certifications or training needed.

N (Scheduled for second half of FY 2025–26)	P/Z	Continue annual sessions and onboard new members as needed.
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# ANNING ZONING of STALLINGS

## Notes

Two projects in Town Center submitted. One project approved with streetscape, the second project still in progress.



Currently in progress

Currently in progress

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.

1 map left to update on the new template

Major development review process completed.


Ongoing

Completed

Completed

Completed

Not March yet+A1:J25

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.	<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>Mid-Range Financial Planning</li> <li>Pursue Sewer Alternatives</li> <li>Support/Enhance Union West Business Park</li> <li>Implement Adopted Plans &amp; Studies Not Dependent on Sewer Capacity</li> <li>Pursue Town Center Creation</li> <li>Maximize Positive Development Around the Hospital/Light Rail</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	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	Staffing issues in our Community Unit has delayed this initiative		
			Create a Police Explorers Program	Y	6/30/2027	N	PD	Patrol Lt's will create a strategy/plan to evaluate and gauge interest in this program in and around	Staffing issues in our Community Unit has delayed this initiative		
	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	10	PD	Utilize Traffic Team and Community Service Unit	Hosted bike awareness/obstacle course in SMP. Participated in 9 checkpoints and multiple message board deployments		
			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	1 staff member certified in Crime Analysis and 2 staff members certified in RMS data analysis	6/30/2026	0/2	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-ACCREDITATED	5/1/2028	Y	PD		Year 1 assessment was successful		
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	We have one officer assigned to attend car seat checking training		
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	1 supervisor completed the program and the 2nd supervisor began on Feb 3.		
			Create voluntary fitness program	Have 80% of members participate in fitness testing and 60% pass rate	6/30/2026	N		Utilize comp time for participation and successful completion	Next physical assessment is scheduled for June		
			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. Equipment to implement decision making scenarios has arrived and will be utilized in 2026	

## Balanced Scorecard Annual Timeline

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