



Access for the Electronic Meeting

Via phone: 1-646-558-8656

Via web:

<https://us06web.zoom.us/j/85036954022?pwd=YlJxKzRSU0MzZ0c4YjlyYTJVUTVvZz09>

Via Zoom App:

Meeting ID: 850 3695 4022

Password: 089624

February 28, 2022

704-821-8557

www.stallingsnc.org

| | Time | Item | Presenter | Action Requested/Next Step |
|----|-----------|--|--------------------------------------|---|
| | 7:00 p.m. | Invocation Pledge of Allegiance Call the Meeting to Order | Wyatt Dunn, Mayor | NA |
| | 7:05 p.m. | Public Comment | Wyatt Dunn, Mayor | NA |
| 1. | 7:15 p.m. | Agenda Approval | Wyatt Dunn, Mayor | Approve agenda as written. <i>(ADD, IF APPLICABLE: with changes as described by Mayor Dunn)</i> Motion: I make the motion to: 1) Approve the Agenda as presented; or 2) Approve the Agenda with the following changes: _____. |
| 2. | 7:17 p.m. | RZ21.10.01 – 3845 Matthews-Indian Trail Rd, Parcel #07102010C, MU-2 to C-74 (1) Open Public Hearing (2) Information from Staff (3) Public Hearing (4) Close Public Hearing (5) Council Vote | Matthew West, Planner I | Approve/deny request |
| 3. | 7:30 p.m. | RZ21.12.01 – 1149 Stallings Rd, Parcel #07126209 (1) Open Public Hearing (2) Information from Staff (3) Public Hearing (4) Close Public Hearing (5) Council Vote | Matthew West, Planner I | Approve/deny request |
| 4. | 7:45 p.m. | CZ21.09.01 – Bailey Mills Expansion (1) Open Public Hearing (2) Information from Staff (3) Public Hearing (4) Close Public Hearing (5) Council Vote | Max Hsiang, Planning Director | Approve/deny request |
| 5. | 8:15 p.m. | Closed Session pursuant to NCGS 143-318.11(a)(3) | Wyatt Dunn, Mayor | Recess into closed session |
| 6. | 8:35 p.m. | Twin Pines A. Phase 1 Approval B. Phase 2 Engineering Work Approval | Bo Conerly, Interim Town Engineer | Approve/deny request |

| | | | | |
|-----|------------|---|----------------------------------|---|
| 7. | 8:55 p.m. | Planning Board Application Consideration | Wyatt Dunn, Mayor | Consider appointment |
| 8. | 9:00 p.m. | Finance Items A. Financial Report B. Tentative FY22-23 Budget Schedule | Marsha Gross, Finance Officer | Presentation and discussion |
| 9. | 9:30 p.m. | DFI Contract | Alex Sewell, Town Manager | Approve/deny contract |
| 10. | 9:35 p.m. | U-5112 – Potter/Pleasant Plains Intersection | Alex Sewell, Town Manager | Information and possible action |
| 11. | 9:50 p.m. | Annual Retreat – Follow-up Priorities and Action Strategies | Alex Sewell, Town Manager | Approve/deny priorities and action strategies |
| 12. | 10:05 p.m. | Balanced Scorecard – Mid-Year Report | Alex Sewell, Town Manager | Presentation and discussion |
| 13. | 10:20 p.m. | Adjournment | Wyatt Dunn, Mayor | Motion to adjourn |



**PLANNING
& ZONING**
TOWN of STALLINGS

APPLICATION

RZ21.10.01

Montes Electric

MU-2 to C-74

Staff Report

Project Summary

Location

Matthews-Indian Trail Road

Required Setbacks

Depends on Building Type

Ownership

Gregory and Kenneth Marshall

Size/Project Size

2.87 Acres

Zoning

MU-2

Traffic Generation

N/A

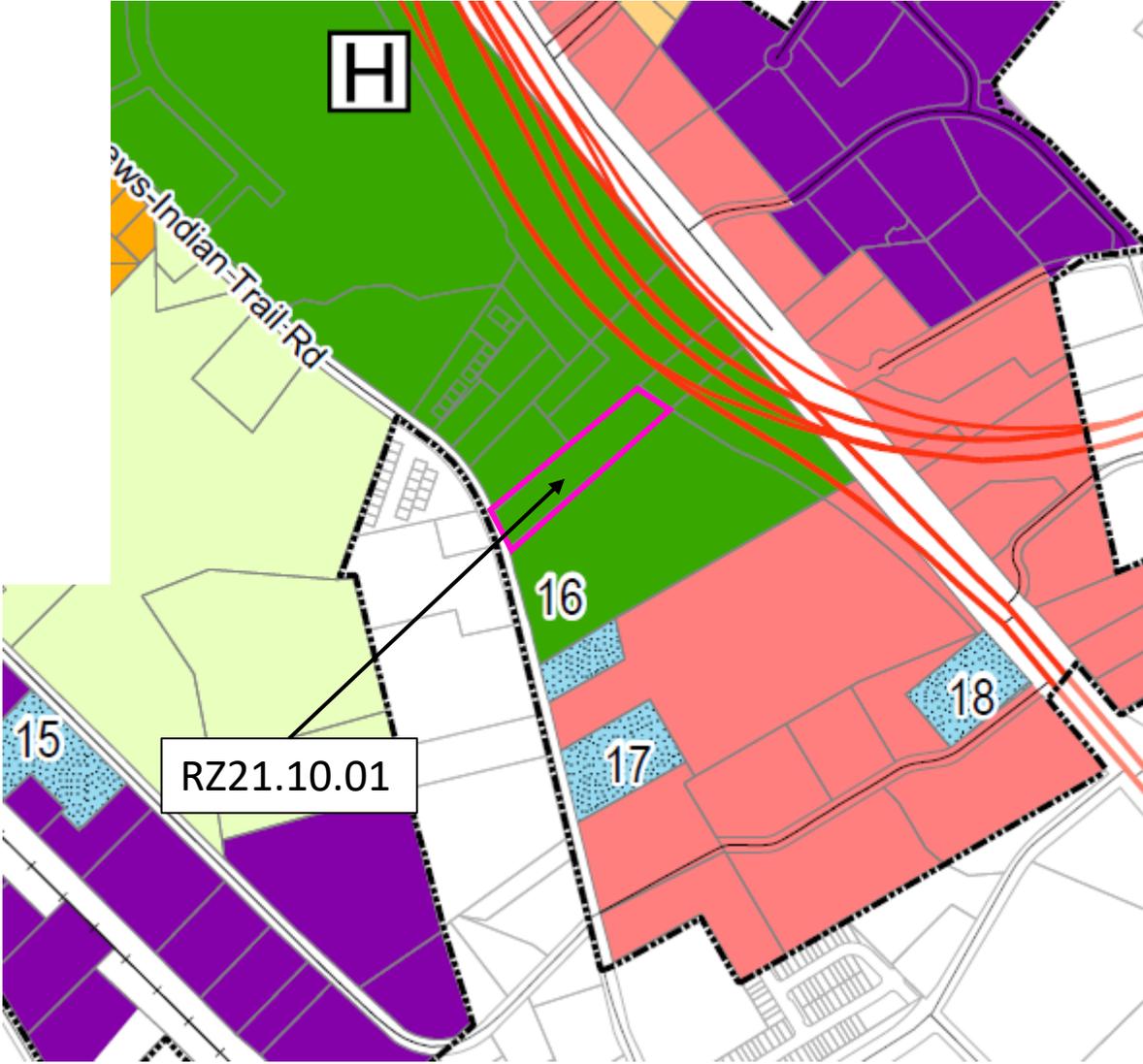
Existing Use

Vacant

Community Meeting

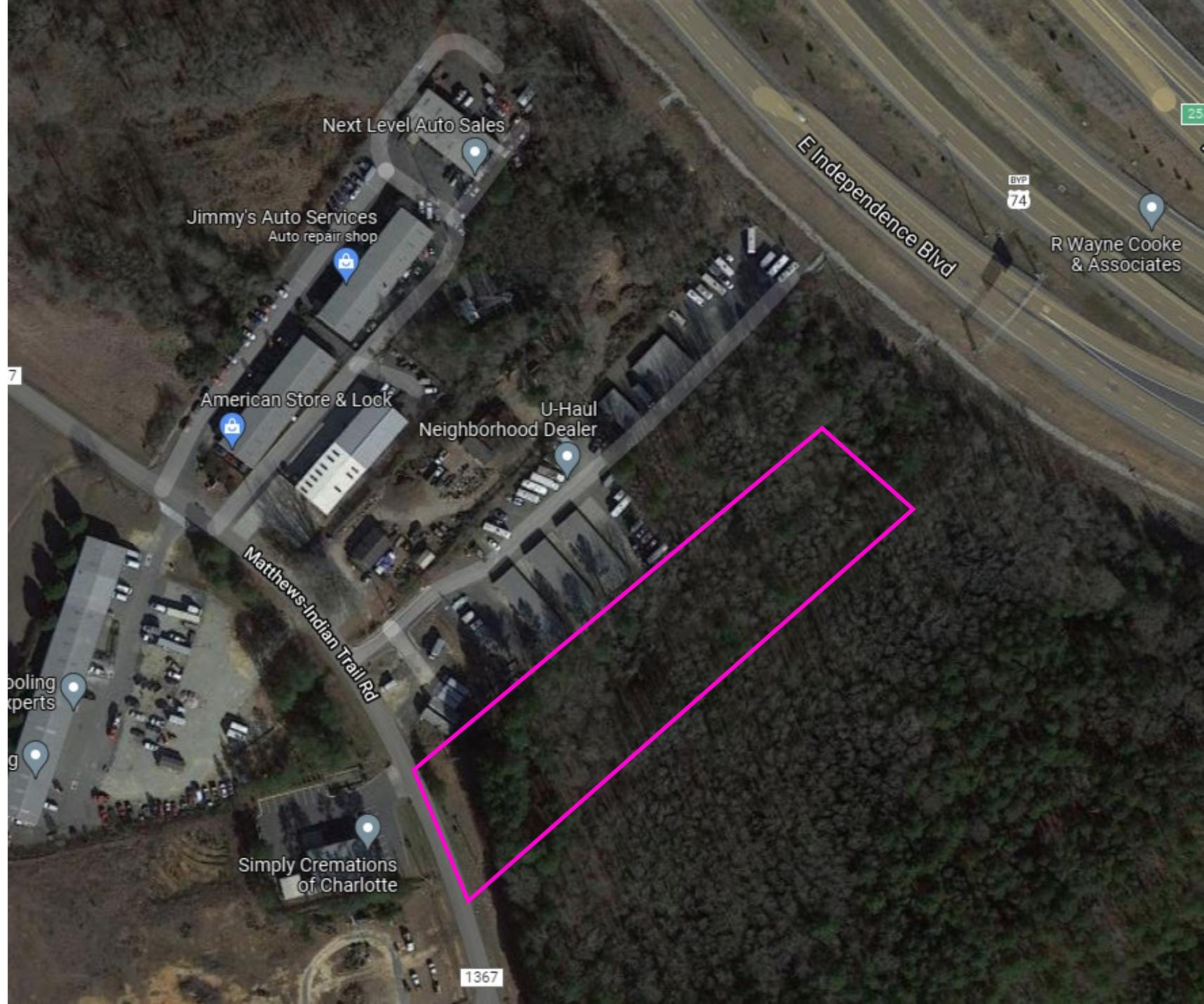
N/A

- Stallings Zoning
- AG
 - SFR-1
 - SFR-2
 - SFR-3
 - MFT
 - TC
 - CIV
 - MU-1
 - MU-2
 - C-74
 - CP-485
 - VSR
 - IND
 - CZ



PROJECT AREA

2021 Aerial



PROJECT SUMMARY

History:

The property has been zoned MU-2 since 2018.

REQUEST

General Rezoning

- MU-2 to C-74

TREES, VEGETATION, AND STORMWATER

Tree Save

1.5% lot area = 1,875 square feet

Stormwater Management and PCO

Article 19 would apply if development is more than 10% built upon area and would need to provide storm water quality treatment as specified in the SDO.

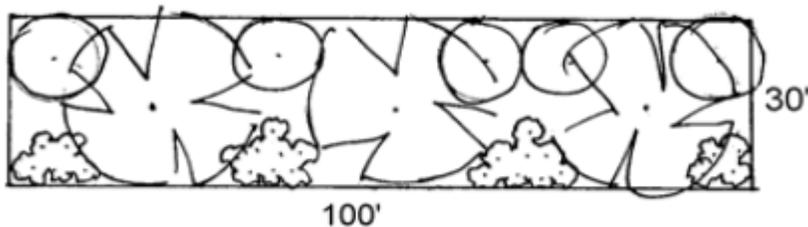
Project is in the Crooked Creek watershed.

Buffers

Table 11.1 indicates that a Type C buffer is required.

Open Space

10% total required = 0.287 acres (12,500 square feet)



LAND USE PLAN AND ADOPTED POLICIES

Land Use Plan

The Land Use Plan shows the property as:

Suburban Office Complex

Primary Land Uses:

Multi-Tenant Professional Office, Corporate Office, Medical Office, Call Center, Research and Development

Secondary Land Uses:

Bank, Copy and Printing Services, Restaurants, Government Services, Flex Space, Natural Areas, Stormwater Retention

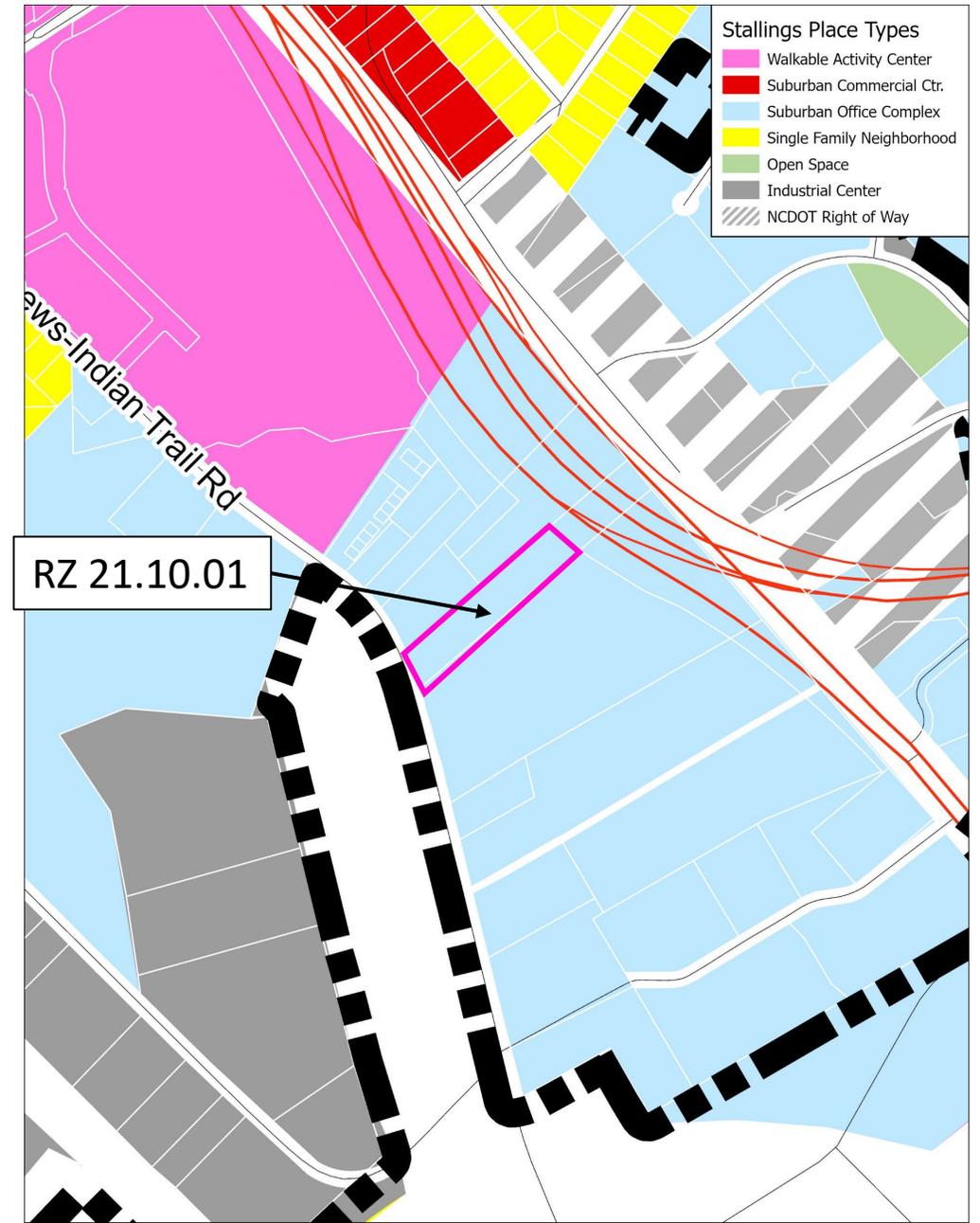
Small Area Plan

Monroe Bypass

Consistency

C-74 is most consistent with the Suburban Commercial Center place type.

Therefore, Staff finds C-74 to be inconsistent with the Suburban Office Complex place type.



LAND USE PLAN AND ADOPTED POLICIES

Small Area Plan

Monroe Bypass

Uses on lot:

Industrial on the front, Multi-Family on the rear

Consistency

C-74 is inconsistent with the Small Area Plan.

- MULTI-FAMILY
- INDUSTRIAL

RZ 21.10.01



PLANNING BOARD

Request was heard at the January 18, 2022 Planning Board meeting.

The Planning Board voted to recommend **APPROVAL** because the uses allowed in the proposed zoning district are compatible with the surrounding area.



Statement of Consistency and Reasonableness

ZONING AMENDMENT: RZ21.10.01

REQUEST: General Rezoning of 3845 Matthews-Indian Trail Road, Parcel #07102010C, from MU-2 to C-74

WHEREAS, The Town of Stallings Town Council, hereafter referred to as the “Town Council”, adopted the Stallings Comprehensive Land Use Plan on November 27, 2017; and

WHEREAS, the Town Council finds it necessary to adopt a new land development ordinance to maintain consistency with the Comprehensive Land Use Plan; and

WHEREAS, the Town Council finds it necessary to revise the Unified Development Ordinance to comply with state law found in NCGS § 160D.

WHEREAS, the Town Council finds it necessary to consider the Planning Board’s recommendations.

THEREFORE, The Town Council hereby votes that the proposed zoning amendment is inconsistent and reasonable with the Comprehensive Land Use Plan adopted on November 27, 2017 based on the goals and objectives set forth in the document of promoting quality development and consistency with all state mandated land use regulations established through NCGS § 160D. The Town Council **APPROVES** the proposed amendment and stated that the Town Council finds and determines that the zoning amendment is inconsistent and reasonable with the key guiding principles, goals, and objectives of the Comprehensive Land Use Plan for the following reasons:

- 1) The proposed zoning is compatible with the existing development in the area

Adopted this the ___ day of _____, 2021

Mayor

Attest:

Town Clerk



**PLANNING
& ZONING**
TOWN of STALLINGS

APPLICATION

RZ21.12.01

An Duc K and Nguyen Nguyen

SFR-3 to MU-1

Staff Report

Project Summary

Location

1149 Stallings Road

Required Setbacks

Front: 30'
Side: 10'
Rear: 30'

Ownership

An Duc K and Nguyen
Nguyen

Size/Project Size

0.46 Acres

Zoning

SFR-3

Traffic Generation

TIA depends on
proposed
development

Existing Use

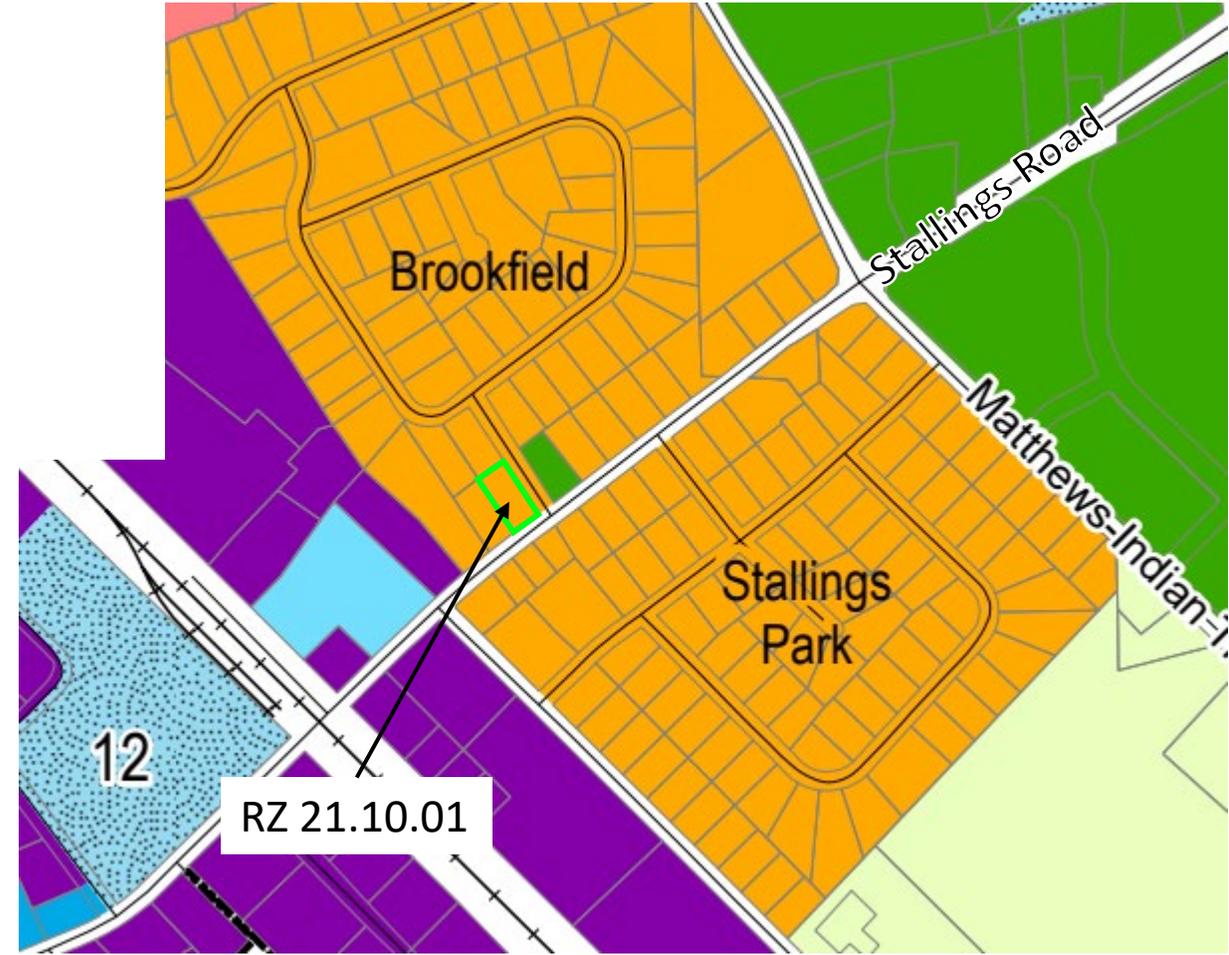
Residential

Community Meeting

N/A

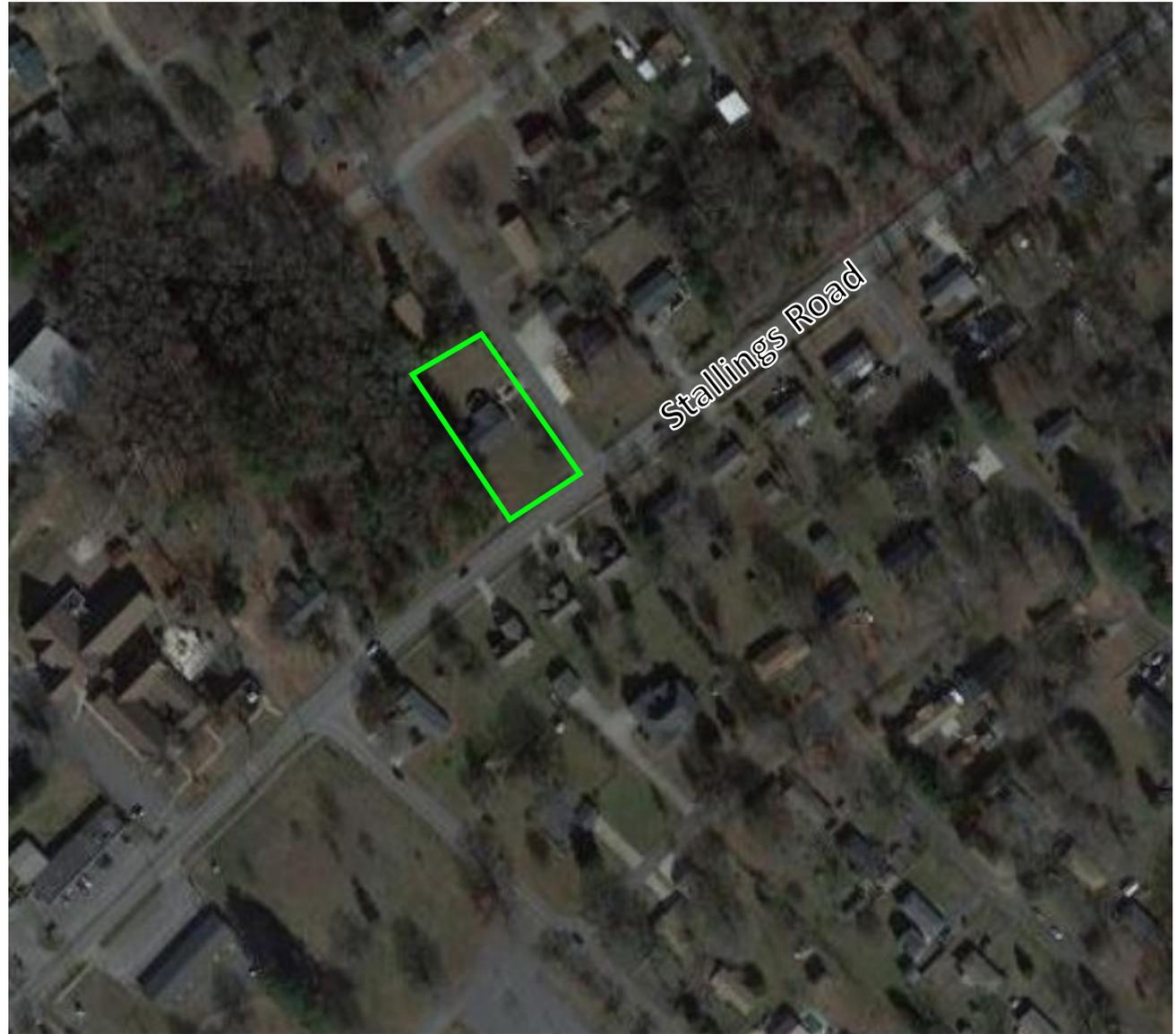
Stallings Zoning

- AG
- SFR-1
- SFR-2
- SFR-3
- MFT
- TC
- CIV
- MU-1
- MU-2
- C-74
- CP-485
- VSR
- IND
- CZ



PROJECT AREA

2021 Aerial



REQUEST

General Rezoning

- SFR-3 to MU-1

TREES, VEGETATION, AND STORMWATER

Tree Save

1% of the lot area in the required planting yards
~200 sq ft

Stormwater Management and PCO

If more than one (1) acre is disturbed, Article 19 would apply. The property is less than one (1) acre, so the stormwater provisions do not apply.

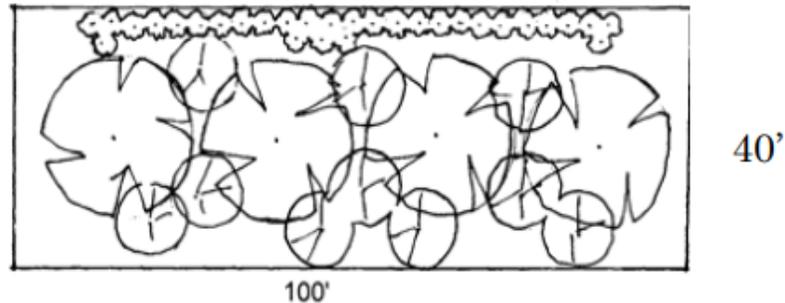
Buffers

Applies per Section 11.3-2 (A.)

Type A required adjacent to SFR-3 zones

Open Space

No open space required because the property is less than 0.6 acres.



LAND USE PLAN AND ADOPTED POLICIES

Land Use Plan

The Land Use Plan shows the property as:

Suburban Commercial Center

Primary Land Uses:

General Commercial Services, Sit Down or Fast Food Restaurant, Multi-tenant Commercial, Big Box Commercial, Bank, Hotel, Professional Office

Secondary Land Uses:

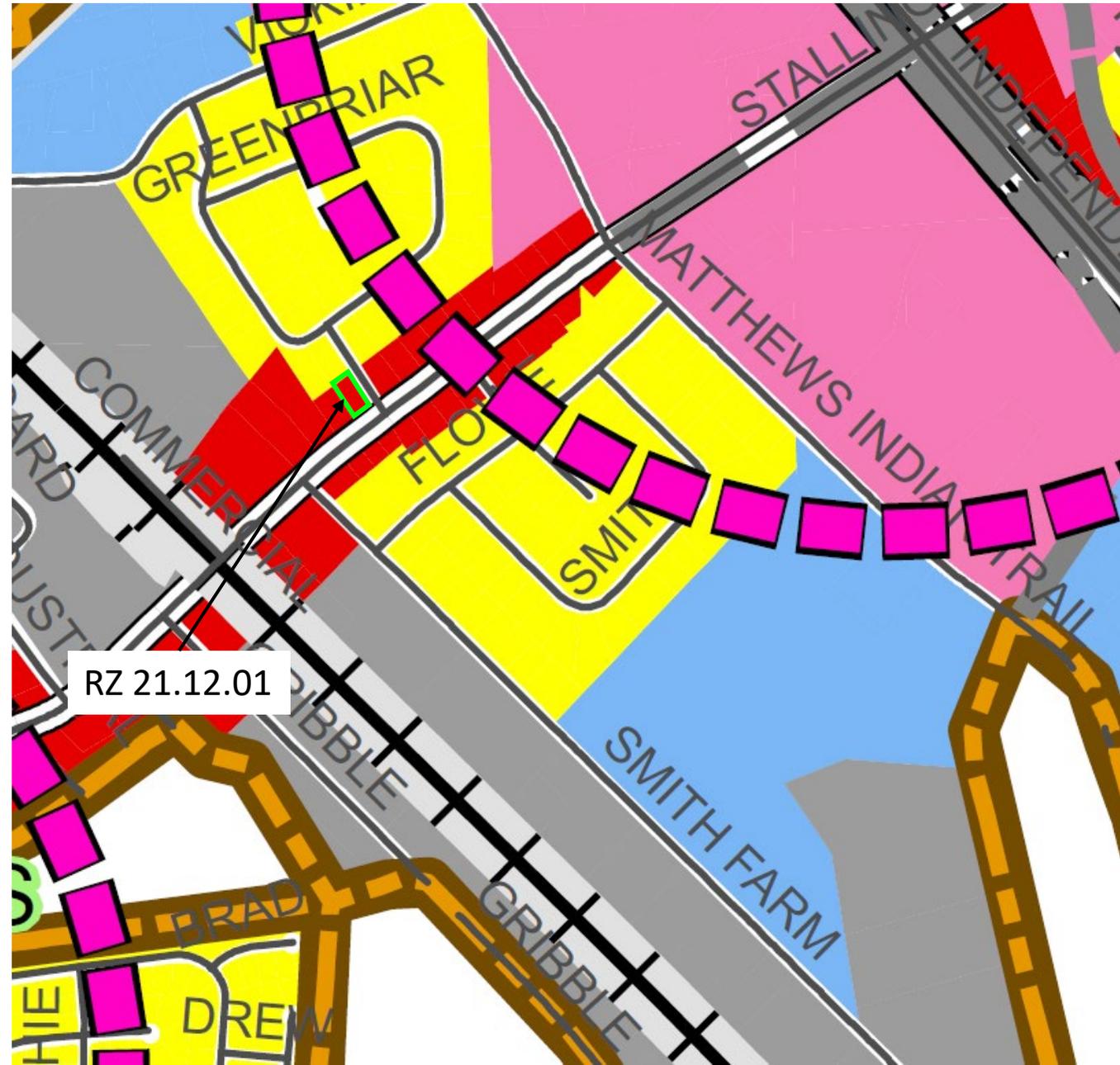
Fire Station, Police Station, Stormwater Retention/Detention Area

Small Area Plan

Stallings Downtown

Consistency

MU-1 is most consistent with the Suburban Commercial Center place type. Therefore, Staff finds MU-1 to be consistent with the Suburban Commercial Center place type.



LAND USE PLAN AND ADOPTED POLICIES

Small Area Plan

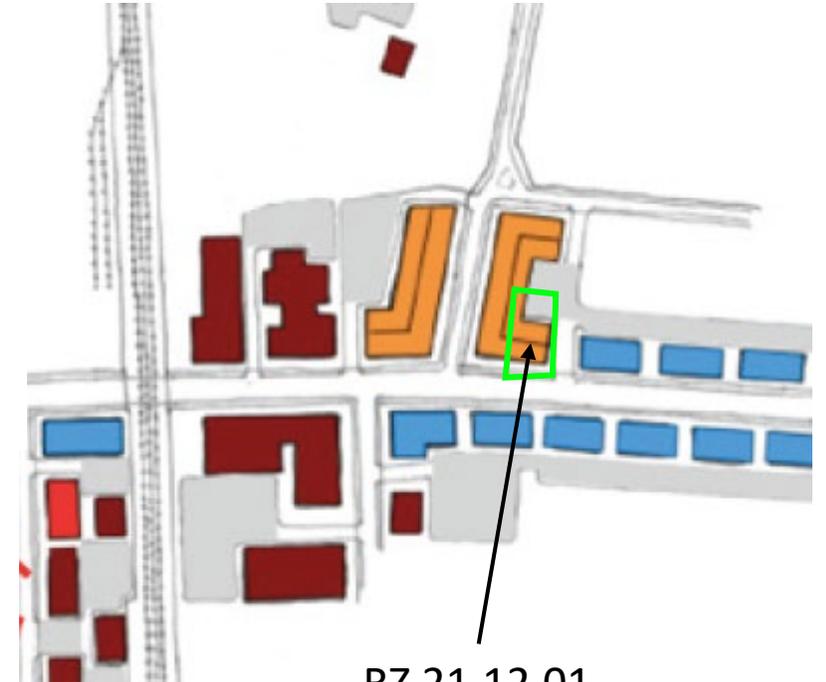
Stallings Downtown

Consistency

MU-1 is inconsistent with the Small Area Plan, however the Small Area Plan is also inconsistent with the Future Land Use Plan

land use legend:

- ATTACHED RESIDENTIAL
- MULTI-FAMILY
- MIXED USE
- RETAIL
- OFFICE
- WORKPLACE
- CIVIC
- UTILITY
- SURFACE PARKING
- STRUCTURED PARKING



RZ 21.12.01

PLANNING BOARD

Request was heard at the January 18, 2022 Planning Board meeting.

The Planning Board voted to recommend **APPROVAL** because the proposed zoning district is compatible with the Comprehensive Land Use Plan.



Statement of Consistency and Reasonableness

ZONING AMENDMENT: RZ21.12.01

REQUEST: General Rezoning of 1149 Stallings Road, Parcel #07126209, from SFR-3 to MU-1

WHEREAS, The Town of Stallings Town Council, hereafter referred to as the “Town Council”, adopted the Stallings Comprehensive Land Use Plan on November 27, 2017; and

WHEREAS, the Town Council finds it necessary to adopt a new land development ordinance to maintain consistency with the Comprehensive Land Use Plan; and

WHEREAS, the Town Council finds it necessary to revise the Unified Development Ordinance to comply with state law found in NCGS § 160D.

WHEREAS, the Town Council finds it necessary to consider the Planning Board’s recommendations.

THEREFORE, The Town Council hereby votes that the proposed zoning amendment is consistent and reasonable with the Comprehensive Land Use Plan adopted on November 27, 2017 based on the goals and objectives set forth in the document of promoting quality development and consistency with all state mandated land use regulations established through NCGS § 160D. The Town Council **APPROVES** the proposed amendment and stated that the Town Council finds and determines that the zoning amendment is consistent and reasonable with the key guiding principles, goals, and objectives of the Comprehensive Land Use Plan for the following reasons:

- 1) The rezoning request is consistent with the Comprehensive Land Use Plan

Adopted this the ___ day of _____, 2021

Mayor

Attest:

Town Clerk



MEMO

To: Town Council
From: Max Hsiang, Planning Director
Date: 02-23-2022
RE: CZ.21.09.01 - Bailey Mills Expansion

Impact LLC requests a Conditional Zoning for 23 Townhomes adjacent to the approved Bailey Mills Townhome Subdivision (CZ-MU-2).

Applicant Requested Conditions:

- ❖ Section 9.3-2 #4
 - Request lots 9-19 front landscape buffer instead of a public street. This request is made to provide a better buffer between the Good News Church and our development (*Request recalled due to Good News Church desiring the rear of the homes to face the Church*).
- ❖ Section 8.4-6 E.2
 - Request that density limit increase from 6 units/acre to 13 units per acre.
- ❖ Section 8.4-6 F.2
 - Propose front yard setback of 12', which is consistent with adjacent Bailey Mills Subdivision.
- ❖ Section 21.2
 - Propose total improved open space of approximately 5.6% of the site.

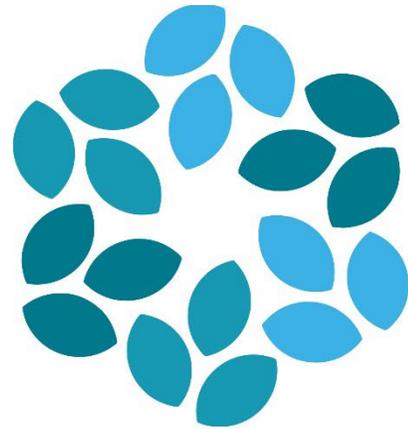
Staff Requested Conditions:

- ❖ All permits required by Federal, State, or Local governments must be issued.
- ❖ One Homeowner's Association for both Bailey Mills and the expansion.
- ❖ Architecture be in harmony with the Bailey Mills Subdivision.
- ❖ Widen alley access along the Hendrick Automotive side for Bailey Mills and the Expansion to comply with Town acceptance standards notwithstanding the Bailey Mills Development Agreement.

The Planning Board recommendations:

- ❖ Type C buffer behind lots 9-19 with the installation of a 6-foot-high composite fence with plantings on Bailey Mills side.
- ❖ The front yard setback is to be 12 ft to be consistent with Bailey Mills, and the front yard setback for lots 9-19 with the street-facing garage can be 21 ft.
- ❖ The street in front of lots 9-19 to meet town standards for a public street and the alley from street A Bailey Mills to the new street to meet the pavement width of town standards.
- ❖ Support of all staff recommendations presented at the Planning Board meeting.

CZ21.09.01 Bailey Mills Expansion



**PLANNING
& ZONING**
TOWN of STALLINGS

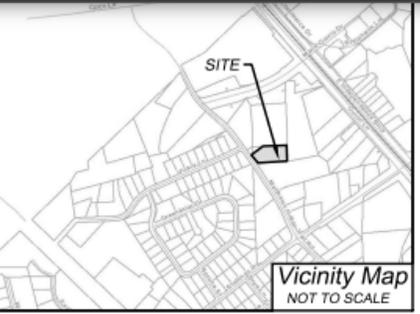
Request



- Conditional Zoning Request (CZ-MU-2):
 - ❖ Impact LLC requests a Conditional Zoning for 23 Townhomes adjacent to the approved Bailey Mills Townhome Subdivision.
 - ❖ Section 8.4-6 E.2
 - Request that density limit increase from 6 units/acre to 13 units per acre.
 - ❖ Section 8.4-6 F.2
 - Propose front yard setback of 12', which is consistent with adjacent Bailey Mills Subdivision.
 - ❖ Section 21.2
 - Propose total improved open space of approximately 5.6% of the site.

Considerations

- Requesting density limit increase from 6 units/acre to 13 units/acre.
- Requesting open space decrease to 5.6% total open space from 10% total open space.
- Requesting a reduction in buffers from Type A 40' buffer around the entire site to only 20' buffer adjacent to Good News Church building.
- Access road is not eligible for adoption.
 - ▣ Access road meets town standards for alleyways.



ENGINEERING FIRM: EAGLE ENGINEERING, INC.
STREET ADDRESS: 2013A VAN BUREN AVENUE
CITY, STATE, ZIP: INDIAN TRAIL, NC 28079
PHONE: 704.882.4222
FAX: 866.775.0329
EMAIL: JROSS@EAGLEONLINE.NET
PROJECT ENGINEER: JOHN H. ROSS, P.E.
LICENSE #: 14059

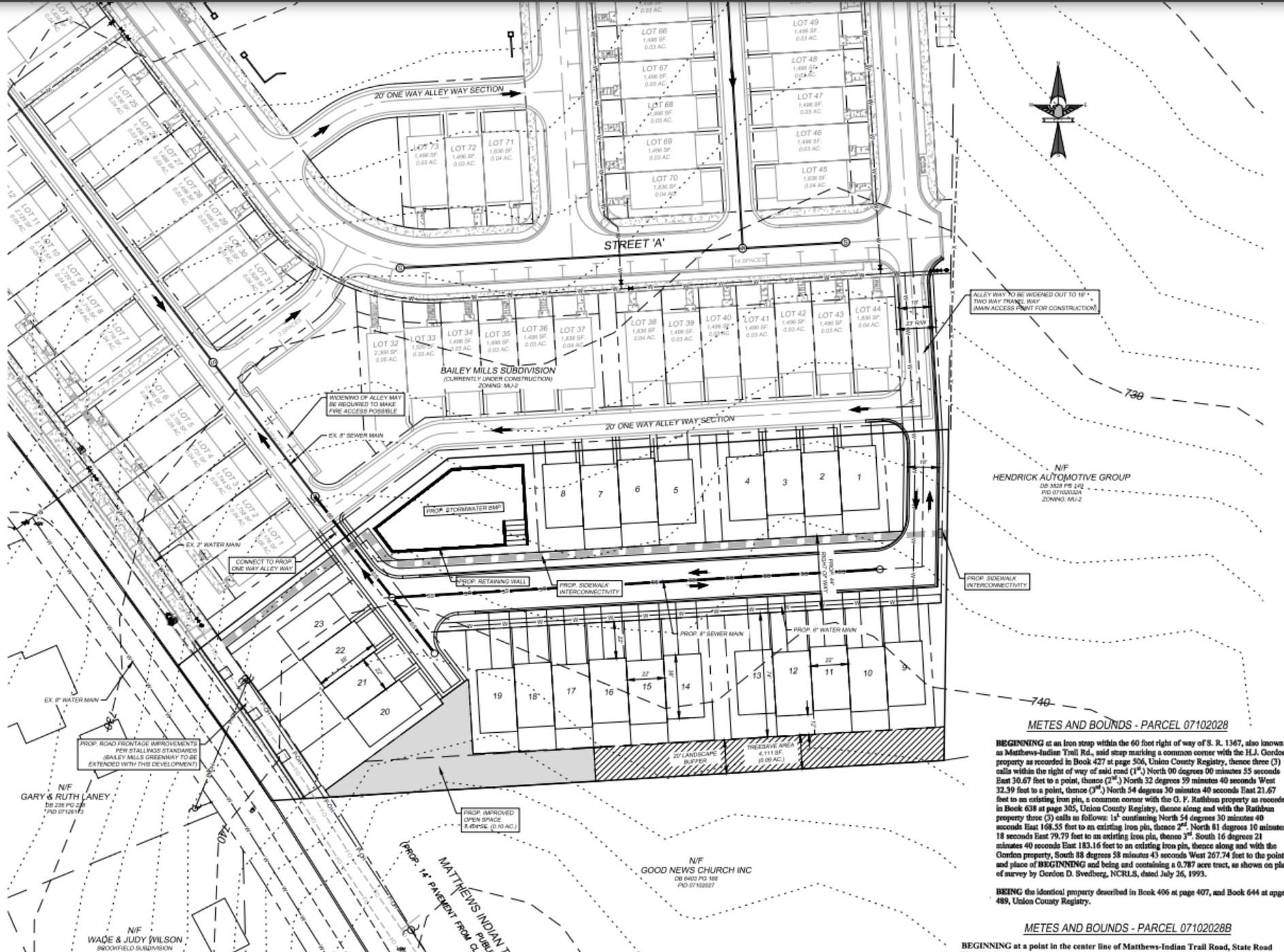
LAND SURVEYOR: RUSSELL WHITEHURST, P.L.S.
EMAIL: RWHITEHURST@EAGLEONLINE.NET
LICENSE #: L-3661

DEVELOPER: IMPACT, LLC
STREET ADDRESS: 8600 FAIRGREEN AVENUE
CITY, STATE, ZIP: WAXHAW, NC 28173
PHONE: 704-815-5780
EMAIL: TY@IMPACTADM.COM
CONTACT: TY MATTHEWS

PARCEL #07102028
OWNER: AMBER SMITH & JOANN RATHBUN
STREET ADDRESS: 3042 MATTHEWS INDIAN TRAIL RD
CITY, STATE, ZIP: MATTHEWS, NC 28104

PARCEL #07102028B
PHONE: JOANN RATHBUN
STREET ADDRESS: 3038 MATTHEWS INDIAN TRAIL RD
CITY, STATE, ZIP: MATTHEWS, NC 28105

| SITE AND DEVELOPMENT DATA | |
|---|--|
| JURISDICTION | STALLINGS |
| TAX PARCEL(S) | 07102028, 07102028B |
| SITE ADDRESS | 3038 & 3042 MATTHEWS INDIAN TRAIL ROAD |
| EXISTING ZONING | MU-2, MIXED USE |
| PROPOSED ZONING | MU-2 CZ |
| SMALL AREA | MONROE BYPASS CORRIDOR |
| USE CLASSIFICATION | COMMERCIAL |
| TOTAL AREA | +/- 1.79 ACRES |
| AREA IN LOTS | +/- 0.99 ACRES |
| TOTAL OPEN SPACE REQ. | +/- 0.18 ACRES (10% OF SITE) |
| IMPROVED OPEN SPACE REQ. | +/- 0.09 ACRES (5% OF SITE) |
| TOTAL OPEN SPACE PROV. | +/- 0.15 ACRES (8.5% OF SITE) |
| IMPROVED OPEN SPACE PROV. | +/- 0.10 ACRES (5.6% OF SITE) |
| UNIMPROVED OPEN SPACE PROV. | +/- 0.05 ACRES (2.9% OF SITE) |
| RIGHT-OF-WAY (PUBLIC) | +/- 0.35 ACRES |
| RIGHT-OF-WAY (PUBLIC - ALLEYS) | +/- 0.05 ACRES |
| RIGHT-OF-WAY (NCDOT) | +/- 0.07 ACRES |
| PROPOSED IMPERVIOUS | +/- 0.83 ACRES |
| TOTAL TREE SAVE REQ. | +/- 0.83 ACRES (1.5% OF SITE) |
| TOTAL TREE SAVE PROV. | +/- 0.89 ACRES (5.0% OF SITE) |
| SETBACKS FOR MU-2 DISTRICT (PER BAILEY MILLS DEVELOPER AGREEMENT) | |
| MINIMUM FRONT SETBACK | 21' MAIN STREET / 12' SECONDARY STREET |
| MINIMUM CORNER SIDE SETBACK | 0' |
| MINIMUM REAR SETBACK | 12' |
| MINIMUM LOT SIZE | N/A |
| MINIMUM LOT WIDTH | N/A |
| MAXIMUM PERMITTED BUILDING HEIGHT | 100' |
| PROPOSED BUILDING HEIGHT | 45' |



METES AND BOUNDS - PARCEL 07102028

BEGINNING at an iron strap within the 60 foot right of way of S. R. 1367, also known as Matthews-Indian Trail Rd., said strap marking a common corner with the H.J. Gordon property as recorded in Book 427 at page 506, Union County Registry, thence three (3) calls within the right of way of said road (1st) North 00 degrees 00 minutes 55 seconds East 30.67 feet to a point, thence (2nd) North 52 degrees 59 minutes 40 seconds West 32.59 feet to a point, thence (3rd) North 54 degrees 30 minutes 40 seconds East 21.67 feet to an existing iron pin, a common corner with the C. F. Rathbun property as recorded in Book 638 at page 305, Union County Registry, thence along and with the Rathbun property three (3) calls as follows: 1st continuing North 54 degrees 30 minutes 40 seconds East 168.55 feet to an existing iron pin, thence 2nd, North 81 degrees 10 minutes 18 seconds East 79.79 feet to an existing iron pin, thence 3rd, South 16 degrees 21 minutes 40 seconds East 183.16 feet to an existing iron pin, thence along and with the Gordon property, South 88 degrees 58 minutes 43 seconds West 267.74 feet to the point and place of **BEGINNING** and being and containing a 0.787 acre tract, as shown on plat of survey by Gordon D. Svedberg, NCRLS, dated July 26, 1993.

METES AND BOUNDS - PARCEL 07102028B

BEGINNING at a point in the center line of Matthews-Indian Trail Road, State Road Number 1367, said iron pin marking a common corner of the E.D. Kiker property, and runs thence, North 54 degrees 30 minutes 40 seconds East 201.44 feet to a new iron pin,

Street View



3059 State Rd 1367
Stallings, North Carolina
Google
Street View - Jun 2021



Project Summary



Location:

- 3042 & 3038 Matthews-Indian Trail Rd

Ownership:

- LAND INVESTMENTS, LLC

Current Zoning:

- Mixed-Use 2 (MU-2)

Existing Use:

- Residential

Required Setbacks:

- N/A for Single-Family Attached

Density Limits:

- Single-Family Attached: 6 units/acre

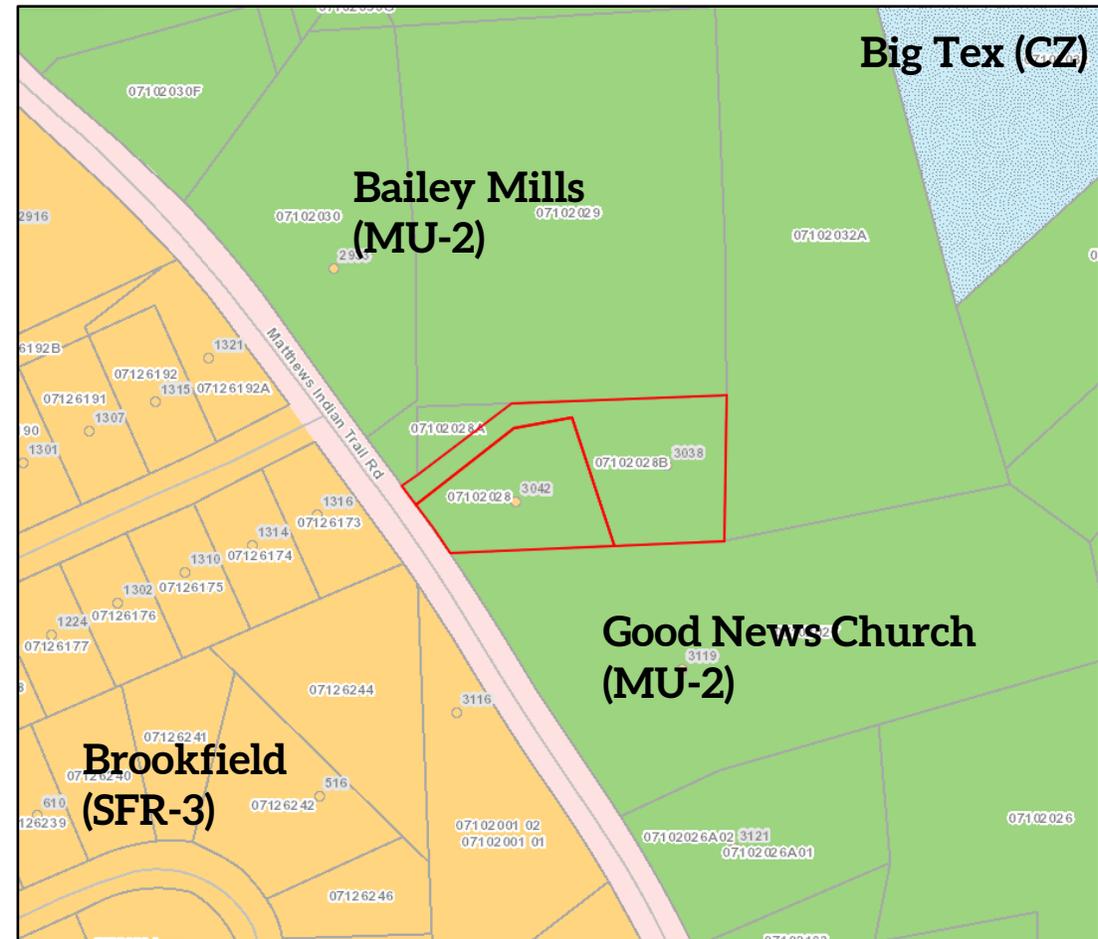
Site/Project Size:

- +/- 1.79 Acres

Traffic Generation:

- N/A

Zoning Map:



Mixed-Use 2 Single-Family Attached Requirements

Density Limits:

- Single-Family Attached: 6 units/acre.
- Applicant is requesting 13 units/acre for the Conditional Zoning.

Lot Size:

- There are no lot size regulations for single-family attached homes. The lot sizes are appropriate based on the site plan.

Setbacks:

- There are no setback regulations for single-family attached homes. The setbacks are appropriate based on the site plan.

Buffers:

(Article 11):

- Street trees are required.
- Type A (40') buffer required for Conditional Zonings.
- This requirement is requested to be reduced in the Conditional Zoning process.

Open Space:

(Article 21):

- Required Total Open Space= 10% = 0.18 acres.
- Applicant Provides Total Open Space= 0.10 acres which is 5.6% and not 10%.

Additional Standards:

- Will require stormwater management for a High-Density project as defined in Article 19, Section 3 of the Stallings UDO.
- Meets 12' separation between buildings.
- All buildings front onto a public street.
- Tree Save - Applicant provides 0.09 acres which meets our standards.

Land Use & Adopted Policies



Land Use Plan:

- The Land Use Plan shows the property as a *Walkable Activity Center*.

Primary Land Uses:

- Sit-Down Restaurant, Professional Office, **Townhomes**, Condominiums, Public Plaza, Movie Theater, Community Serving Retail, Live/Work/Shop Units.

Secondary Land Uses:

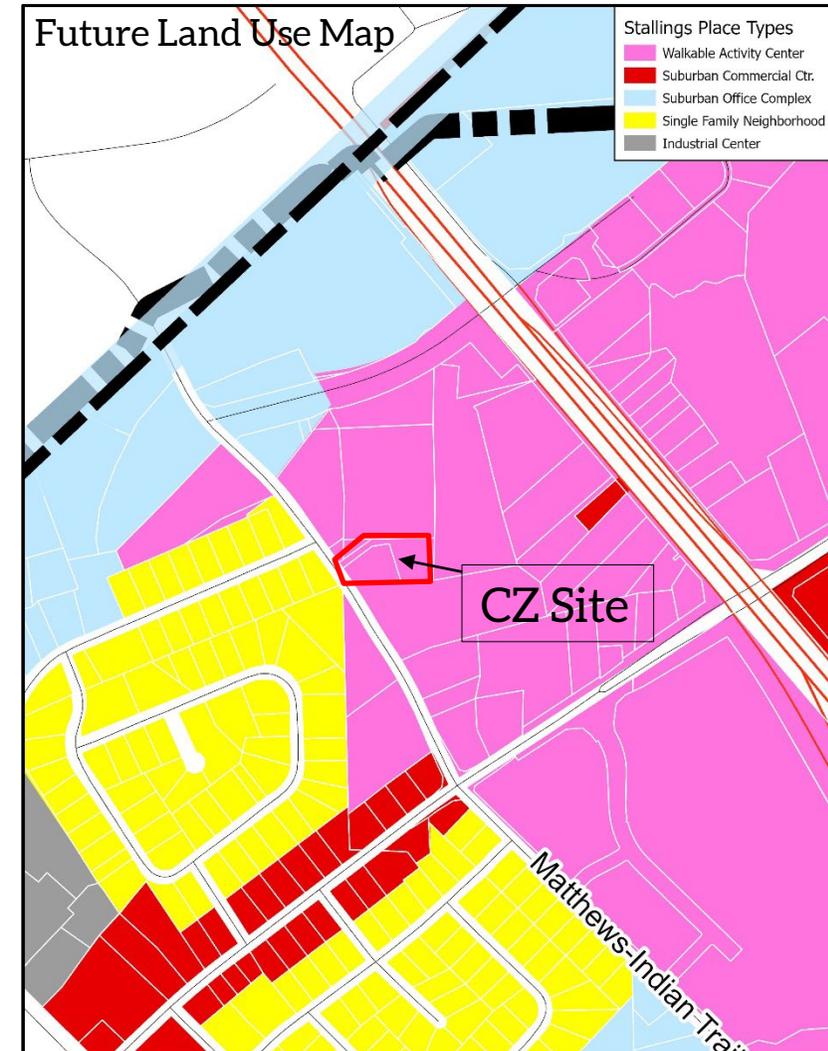
- Farmer's Market, Church.

Small Area Plan:

- Monroe Expressway SAP.

Consistency:

- Townhome use is **Consistent** with CLUP & SAP.



History



Bailey Mills:

- ▣ The original Bailey Mills subdivision, 92 single-family attached units, with a density of 12 units/acre. Plans are currently under review and in the Final Plat approval phase.
- ▣ By-right use in MU-2.
- ▣ Development Agreement and Construction Documents approved.

Bailey Mills Expansion:

- ▣ NCDOT required Bailey Mills to move their main entrance from Matthew-Indian Trail Rd to Marie Garris Rd; the expansion now connects through the neighborhood.
- ▣ A Text Amendment was approved after the original Bailey Mills approval to change the by-right use for single-family attached in MU-2 to require Conditional Zonings.

Meetings



Community Meeting:

- Held December 17, 2021, at 6 pm at Stallings Government Center.
- Notices were sent to property owners within 500’.
- 1 resident in attendance.



Subcommittee Meeting:

- Held virtually on January 24, 2022, at 5 p.m.
- The subcommittee did not recommend any additional conditions.



Planning Board Hearing:

- February 15, 2022
- Notices were sent to property owners within 500’.
- Planning Board was concerned about the buffers, density, and setbacks and recommended conditions to address them.



Town Council Hearing:

- February 28, 2022.
- Notices were sent to property owners within 500’.

Staff Suggested Conditions



All permits required by Federal, State or Local governments must be issued.

One Homeowner's Association for both Bailey Mills and the expansion.

Architecture be in harmony with the Bailey Mills Subdivision.

Widen alley access along the Hendrick Automotive side for Bailey Mills and the Expansion to comply with Town acceptance standards notwithstanding the Bailey Mills Development Agreement.

Planning Board Recommendations

The Planning Board recommended approval with the following:

- Type C buffer behind lots 9-19 with the installation of a 6-foot-high composite fence with plantings on Bailey Mills side.
- The front yard setback is to be 12 ft to be consistent with Bailey Mills, and the front yard setback for lots 9-19 with the street-facing garage can be 21 ft.
- The street in front of lots 9-19 to meet town standards for a public street and the alley from street A Bailey Mills to the new street to meet the pavement width of town standards.
- Support of all staff recommendations presented at the Planning Board meeting.

Request & Conditions



Applicants Request:

- **Conditional Zoning (CZ-MU-2):**
- ❖ Impact LLC requests a Conditional Zoning for 23 Townhomes adjacent to the approved Bailey Mills Townhome Subdivision.
- ❖ Section 8.4-6 E.2
 - Request that density limit increase from 6 units/acre to 13 units per acre.
- ❖ Section 8.4-6 F.2
 - Propose front yard setback of 12' which is consistent with adjacent Bailey Mills Subdivision.
- ❖ Section 21.2
 - Propose total improved open space of approximately 5.6% of site .

Staff Requested Conditions:

- All permits required by Federal, State, or Local governments must be issued.
- One Homeowner's Association for both Bailey Mills and the expansion.
- Architecture be in harmony with the Bailey Mills Subdivision.
- Widen alley access along the Hendrick Automotive side for Bailey Mills and the Expansion to comply with Town acceptance standards notwithstanding the Bailey Mills Development Agreement.

The Planning Board recommendations:

- Type A buffer between lots 9-19 and type C with 6-foot-high composite fence material with plantings inside.
- Front yard set back is to be 12 ft to be consistent with Bailey Mills and the front yard set back from lots 9-19 with the street-facing the garage can be 21 ft.
- The street in front of lots 9-19 to meet town standards for a public street and the alley from street A Bailey Mills to the new street to meet pavement width of town standard.
- Support of all staff recommendations presented at the Planning Board meeting.

Statement of Consistency & Reasonableness



The request is consistent with the Comprehensive Plan and future planning goals of the Town of Stallings, and it is reasonable and in the public interest. It will allow for an urban scale density consistent with the (FLU Type) Future Land Use designation recommended by the Stallings Comprehensive Plan.

Or

The request is inconsistent with the Comprehensive Plan and future planning goals of the Town of Stallings and is not reasonable and in the public interest for the following reasons:

Staff suggested reasons:

- 1) The proposed use is consistent with the Comprehensive Land Use Plan.
- 2) The request is consistent with the adjacent development plans.



Statement of Consistency and Reasonableness

ZONING AMENDMENT: CZ21.09.01

REQUEST: Conditional Zoning for 23 Townhomes at 3042 & 3038 Matthews-Indian Trail

WHEREAS, The Town of Stallings Town Council, hereafter referred to as the “Town Council”, adopted the Stallings Comprehensive Land Use Plan on November 27, 2017; and

WHEREAS, the Town Council finds it necessary to adopt a new land development ordinance to maintain consistency with the Comprehensive Land Use Plan; and

WHEREAS, the Town Council finds it necessary to revise the Unified Development Ordinance to comply with state law found in NCGS § 160D.

WHEREAS, the Town Council finds it necessary to consider the Planning Board’s recommendations.

THEREFORE, The Town Council hereby votes that the proposed zoning amendment is consistent and reasonable with the Comprehensive Land Use Plan adopted on November 27, 2017 based on the goals and objectives set forth in the document of promoting quality development and consistency with all state mandated land use regulations established through NCGS § 160D. The Town Council **APPROVES** the proposed amendment and stated that the Town Council finds and determines that the zoning amendment is consistent and reasonable with the key guiding principles, goals, and objectives of the Comprehensive Land Use Plan for the following reasons:

- 1) The request is consistent with the Comprehensive Land Use Plan.
- 2) The request is consistent with the adjacent development plans.

Adopted this the ___ day of _____, 2021

Mayor

Attest:

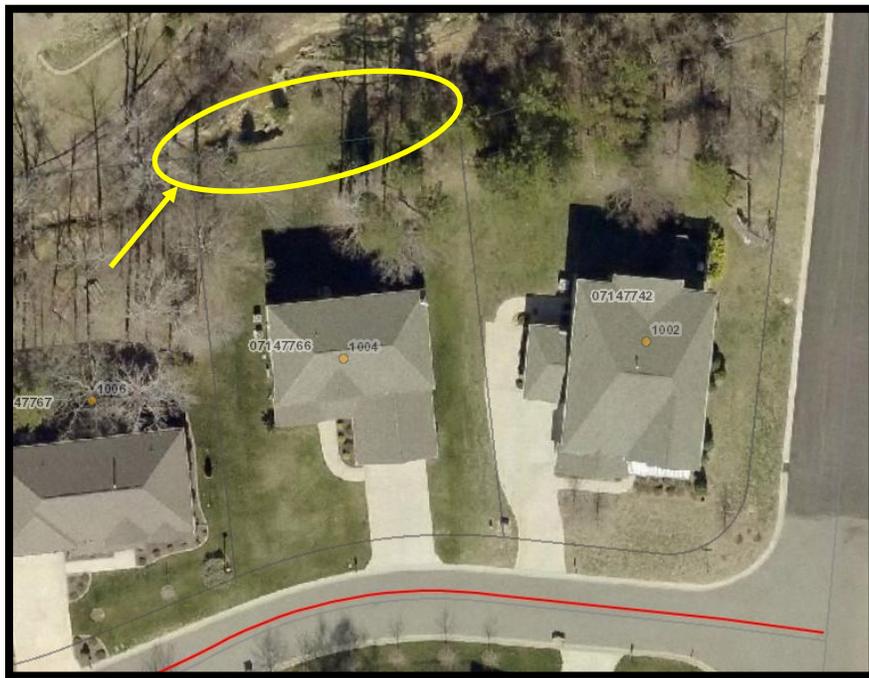
Town Clerk



MEMO

To: **Mayor and Town Council**
Via: Alex Sewell, Town Manager
From: Bo Conerly, P.E. CFM, Interim Town Engineer
Date: February 23, 2022
RE: Twin Pines Erosion Remediation (Phase 1)

Purpose: This memorandum provides background information on the Twin Pines Erosion Remediation project located in the stream behind 1004 Twin Pines Drive. (see below)



Background: The rear lot of 1004 Twin Pines Drive has experienced erosion along the stream bank.



Based on field observations, a geotechnical study of the material near the stream bank, and a review of the permitted drawings for the single-family development directly upstream, the erosion appears to be the result of a few different factors identified below:

1. An improperly abandoned historical dam that was in the stream adjacent to Lot 1004. The dam abandonment was part of the scope of work associated with the upstream development (Chestnut Place Phase II).
2. Additional flow from the upstream development has contributed to an increase in velocity and erosion in the stream adjacent to Lot 1004.
3. Tree debris, vegetation, and soil material have been used as fill material adjacent to the creek at Lot 1004. This material was not placed in a manner that is consistent with typical construction practices adjacent to a stream or potential erosion area.

The Town Engineering Department coordinated the development of construction drawings that identify remediation and erosion control measures for the stream near Lot 1004. An estimate of cost was prepared by the Town Engineering Department for this scope of work for a total cost of \$95,000.

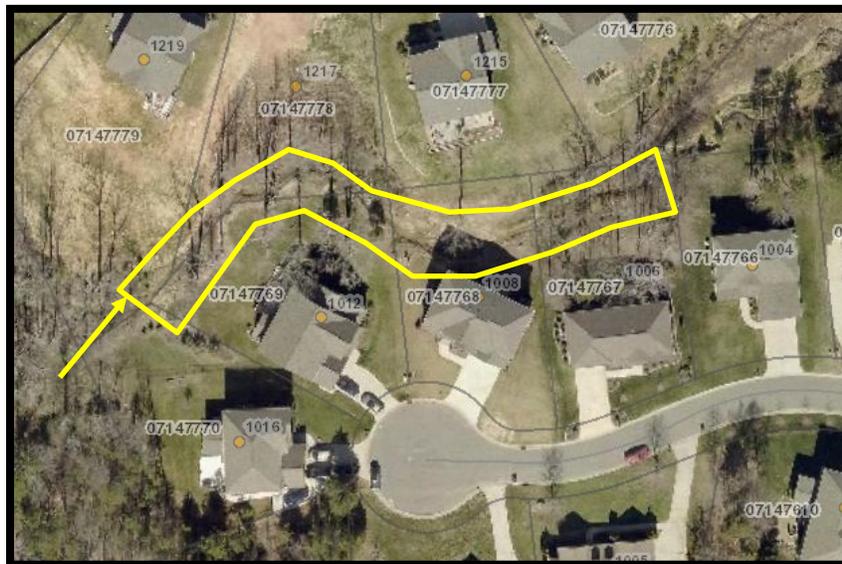
Recommendation: Staff seeks Council approval to move forward with the Twin Pines Erosion Remediation project with a budget of \$95,000. Upon receipt of bids, staff will present the low bidder to the Town Council for approval. Please note that a budget amendment to use funds from the Stormwater Fund Reserves to cover the project cost will also be requested at that time.



MEMO

To: **Mayor and Town Council**
Via: Alex Sewell, Town Manager
From: Bo Conerly, P.E. CFM, Interim Town Engineer
Date: February 23, 2022
RE: Twin Pines Lot Flooding Improvements (Phase 2)

Purpose: This memorandum provides background information on the Twin Pines Lot Flooding Improvements project located in the stream behind 1006, 1008, and 1012 Twin Pines Drive. (see below)



Background: The rear lot of 1006, 1008, and 1012 Twin Pines Drive has experienced flooding from frequent flood events.



Based on field observations, a hydraulic study of the stream, and flood documentation from residents, a summary of the issues and work to date is provided below:

1. Flooding frequency has increased following the construction of the upstream Chestnut Place Phase II development.
2. An initial study was conducted in December of 2020 by W.K. Dickson to analyze the effectiveness of constructing stormwater detention basins upstream of this area to help reduce flooding. The study revealed that detention basins would be costly and minimally effective in reducing flooding.
3. In September of 2021, the Town Council approved an additional task for W.K. Dickson to analyze the effectiveness of channel modifications in reducing the frequency of flooding.
4. On February 16, 2021, representatives from the Engineering Department and W.K. Dickson met with the residents to review the results of the study. Based on the study results, there is an option that will reduce the frequency of flooding during typical events which involves deepening and widening the channel. The residents have requested that the Town pursue design, permitting and construction of this option.
5. A project budget of \$120,000 for design, permitting, construction, and construction phase services has been estimated.

Recommendation: Staff seeks the following from Council:

1. Approval to move forward with the Twin Pines Lot Flooding Improvement project with an estimated budget of \$120,000.
2. Approve using Stormwater Fund Reserves to cover the engineering and permitting costs.
3. Approve an Exemption to the Mini-Brooks Act by resolution to continue using W.K. Dickson for the design and permit coordination tasks associated with this project.



**Resolution to Exempt the Town of Stallings
from the Competitive Proposal Provisions of
NCGS §143-64.31**

WHEREAS, North Carolina General Statute 143-64.31 (Mini Brooks Act) requires the initial selection of firms to perform architectural, engineering, and surveying services on the basis of qualifications and without regard to fee; and

WHEREAS, the Town of Stallings proposes to enter into one or more contracts for such services for work on Construction Engineering and Testing; and

WHEREAS, North Carolina General Statute 143-64.32(a) allows the Town Council in its sole discretion to exempt projects where the estimated professional fee is in an amount less than fifty thousand dollars (\$50,000) upon stating the reasons for exemption and the circumstances attendant thereto; and

WHEREAS, the Project entails a substantial engineering component; and

WHEREAS, the Town of Stallings desires to engage W.K. Dickson & Company, Inc. for the purpose design, permit coordination, and construction phase services associated with the Twin Pines Lot Flooding Improvements (Phase 2) project and the professional fee for that contract is not to exceed fifty thousand dollars (\$50,000);

WHEREAS, the Town of Stallings desires to exempt this project from the statutory qualification procedure and engage W.K Dickson & Company, Inc. because of the nature of the project and their previous work with the Town of Stallings on this project;

NOW, THEREFORE, the Town Council of the Town of Stallings resolves the above described project is hereby made exempt from the provisions of North Carolina General Statute 143-64.31 (Mini Brooks Act) for the reasons stated in this resolution.

This the 28th day of February, 2022.

Wyatt Dunn, Mayor

Attest:

Erinn Nichols, Town Clerk

Approved as to form:

Melanie Cox, Town Attorney

| Budget Review Schedule for FY2023 | | | |
|--|--|------------------------------------|----------------------------|
| Council Retreat | | Saturday, February 12th | |
| Budget Templates to Department Heads | | Tuesday, March 1st | |
| Department Heads Return Budget Templates to Finance Officer | | Thursday, March 17th | |
| Begin Budget Reviews with Town Manager and Finance Officer | Police Department | Monday, March 21st | 3:00 PM - 4:30 PM |
| | Economic Development | Thursday, March 24th | 1:30 PM - 3:00 PM |
| | Transportation/Storm Water | Wednesday, March 23rd | 10:30 AM - 12:00 PM |
| | Park and Recreation | Tuesday, March 22nd | 2:00 PM - 3:30 PM |
| | Gen Govt/Sanitation/Debt/Public Works | Friday, March 25th | 1:00 PM - 3:30 PM |
| | Revenue | Tuesday, March 29th | 9:00 AM - 10:30 AM |
| | CMIIP & Capital Expenditures | Tuesday, March 29th | 2:30 PM - 4:00 PM |
| | CMIIP & Capital Expenditures | Wednesday, March 30th | 9:30 AM - 12:00 PM |
| Department Heads Approval from Town Manager | Balance Scorecard Goals | Friday, April 8th | |
| | | | |
| Draft Budget to Town Manager | Review and Other Meetings scheduled if needed | Draft -Wednesday, April 6th | |
| | | | |
| Draft Budget Send to Council | Email copy | Thursday, April 14th | |
| Council Meeting - Day 1 Review | Draft Budget Overview and Revenue Review | Monday, April 25th | 5:00 - 7:00 PM |
| Council Meeting - Day 2 Review Special Meeting | General Government, Sanitation, Debt Services, Planning | Monday, May 2nd | 5:30 PM |
| Council Meeting - Day 3 Review | Transportation, Storm Water, Public Works | Monday, May 9th | 5:00 - 7:00 PM |
| Council Meeting - Day 4 Review Special Meeting | Park and Recreation, Police Department, Notable Items, Capital Project Funds, CMIIP | Monday, May 16th | 5:30 PM |
| Council Meeting - Day 5 Review | Final Review | Monday, May 23rd | 5:30 - 7:00 PM |
| | | | |
| Town Manager First Draft of Budget Letter and Draft Ordinance & Budget | | Tuesday, May 17th | |
| Send Public Hearing notice to Newspaper/Provide draft copy to Town Clerk and online | | Friday, May 20th | |
| Advertise Public Hearing / Budget Message / Draft Ordinance | | Friday, May 27th | |
| Town Council Meeting | Public Hearing and Possible Council Adoption of Budget | Monday, June 13th | 7:00 PM |
| Town Council Meeting | Backup date for Council Adoption of Budget | Monday, June 27th | 7:00 PM |

MEMORANDUM

To: Alex Sewell, Town Manager, Town of Stallings
From: Marcia Perritt, Associate Director, Development Finance Initiative
Date: December 6, 2021
Re: Proposal to Provide Phase 1 Downtown District Feasibility Assessment Services

UNC-Chapel Hill Development Finance Initiative

The UNC Chapel Hill School of Government (SOG) established the Development Finance Initiative (DFI) in 2011 to assist communities in North Carolina and beyond with achieving their community economic development goals. The SOG is the largest university-based local government training, advisory, and research organization in the United States. DFI partners with communities to attract private investment for transformative projects by providing specialized finance and real estate development expertise.

Request for Technical Assistance

The Town of Stallings requested technical assistance from DFI in March 2021 with evaluating the feasibility of establishing a downtown district and attracting private investment to assist in realizing this vision. The largely new construction, mixed-use downtown district is a top community economic development priority for the Town. Several factors, including historic and projected population growth, indicate that the Town of Stallings may be well-poised to support a new downtown district. There are significant transportation investments underway, such as the widening of Old Monroe Road and the expansion of the LYNX Silver Light Rail to better connect Stallings to the Charlotte metro region. Additionally, Atrium Health recently broke ground on a new 150,000 square foot hospital within the town limits.

In anticipation of this project, the Town of Stallings has made significant public investments in the proposed downtown district area, including an award-winning central park, new Town Hall and public works facility, and streetscape enhancements. The Town also developed a design-driven small area plan that outlines a conceptual vision for a mixed-use downtown, created a downtown steering committee, and began land acquisition outreach to private property owners within the proposed downtown district. The Town has a portion of the proposed district under site control and is considering acquiring additional parcels.

While that visioning work is helpful in gaining consensus among key stakeholders for a general development concept, to make the concept become a reality, it should be tested through feasibility analysis and brought to the market—that is, the concept should be proven in a way that would satisfy developers, investors, and lenders that the vision is feasible given current market and development conditions. DFI proposes to conduct this necessary feasibility analysis and create a market-feasible program of development, while regularly seeking feedback and engagement with Stallings officials. Once a market-feasible development program has been endorsed by Town Council, DFI will identify development partners with the experience and track record to make the vision a reality within the context of the actual market in Stallings.

Scope of Services

The following Scope of Services outlines the activities that DFI would conduct to support the Town of Stallings in evaluating the feasibility of its downtown district vision and formulating an implementation strategy to execute this vision. DFI proposes conducting this work in phases. The first phase, described below, would focus on 1) understanding current market and development conditions and 2) advising the Town on additional site control of privately-owned parcels that present key development opportunities within the proposed downtown district, herein referred to as the “Project Area”.

Phase 1: Public Interests, Market Analysis, & Acquisition Strategy

1. Conduct a community scan, which is an analysis of market-relevant demographic and socioeconomic data, as well as a review of current and historic plans, visioning documents, studies, research, development proposals, conceptual renderings, notes from public input sessions, and other materials relevant to the Project Area;
2. Collect and analyze relevant data for a parcel analysis to understand current market conditions (sales trends, vacancy, land use, common ownership, and underutilization, pending available data) for the Project Area;
3. Conduct small group community engagement activities (approximately 8 to 10 one-on-one telephone conversations) as it relates to stakeholder priorities and input for downtown development;

4. Conduct a market analysis to assess the supply and demand for different uses within the Project Area including retail, multifamily residential, office, and hospitality;
5. Establish guiding public interests for the Project Area in collaboration with the Town of Stallings;
6. Conduct a high-level site analysis, examining topography, hydrology, infrastructure, etc. to gain a general understanding of development opportunities and constraints within the Project Area;
7. Identify opportunities for additional site control within the Project Area;
8. Provide high-level advising on financing and structuring public participation in the Project Area, if necessary, including use of development finance tools (federal and state tax credits, district designations, etc.); and
9. Make recommendations related to acquisition of key parcels and advise the Town on next steps.

This Scope of Services does not include services that require a licensed broker or licensed attorney to perform. In addition, the scope does not include tasks associated with site planning expertise from architects or engineers, nor does it include site preparation expenses such as land survey, soil samples, and environmental testing (if such services are required, DFI will advise the Town of Stallings to obtain such services from third parties). The fee accounts for efficiencies gained from utilizing virtual meeting tools rather than in-person meetings.

Deliverables

Deliverables include presentations, summaries, and other documentation intended by DFI to be delivered to the Town regarding the above Scope of Services.

Timeline

The timeline for the above Scope of Services is estimated to be 6 months.

Fee

The flat fee for the above Scope of Services is \$74,400. This flat fee is payable over two installments of \$37,200 each.

Potential for Phase 2: Attract Private Development Partner

Pending the outcome of this analysis and the Town's interest, DFI is able to provide additional pre-development services for the site(s) over which the Town gains site control. Phase 2 services would involve additional refined financial feasibility analysis and the identification of a private development partner. Phase 2 services would require a separate contract and fee.



MEMO

To: Town Council

From: Alex Sewell, Town Manager

Date: 2/24/22

RE: U-5112 – Potter-Pleasant Plains Intersection

Purpose: This memorandum’s purpose is to provide a project update and seek Council direction.

Background:

- The Town has been working in partnership with NCDOT and Union County to expedite needed improvements to the state-owned intersection of Potter Road and Pleasant Plains Road (“P3”) using a mix of local and State/Federal funds.
- Estimated project costs have increased significantly over time and all parties are working to identify funding to close an estimated budget deficit.
- For a complete project background, please see the memorandums in the 1/10/22 agenda packet.
- On 2/7/22, NCDOT requested an updated cost estimate on the project.
- On 2/14/22, state representatives (NC OBSM) communicated that \$1.6 million in grant funds awarded to the Town could not be used towards the purchase of 2725 Old Monroe Road. As a result, the Town does not have \$1.6 million in equivalent funds freed up to help close the P3 project’s estimated budget deficit.

Update:

- The Town’s consulting engineering firm provided some updated construction cost estimates. Additionally, NCDOT’s staff also reviewed the numbers and added additional costs.
- There are several moving parts here and the Town is still working to verify this new cost estimate, but it appears the new estimated budget deficit could potentially be approximately \$3.6 million with a 25% contingency, or approximately \$2.15 million without a contingency. Again, we’re waiting on final verification on several items so these numbers could change. Once we get final verification, staff will share.
- There is reportedly statewide contingency funding that might be applicable to this project. The Town is still working with representatives in Raleigh and NCDOT to get a firm understanding of the details and how to request

funding. We hope to have a better understanding within the next week. However, it seems clear that it requires some sort of approval from the Speaker of the House and/or the President pro tempore.

- NCDOT has advised that it will be willing to include the P3 project into NCDOT's planned Old Monroe Road project if the Town finds a way to "close the budget gap". NCDOT advised the stated advantages of doing this would be:
 - The Old Monroe Road project is scheduled to be let in June 2024 meaning the two construction projects will likely be occurring simultaneously at some point. Given the close proximity of the projects, having 2 separate contractors and administrators could cause significant challenges.
 - There could be economies of scale and potentially reduced costs if P3 is made a part of a larger project.
 - NCDOT has a greater capacity to manage large roadway infrastructure projects than the Town of Stallings.

Feedback Requested: While recognizing that there are many details yet to be worked out, Staff are seeking Council's general direction on 2 items:

- 1.) Would the Town be interested in pursuing statewide contingency funds?
- 2.) Would the Town be interested in NCDOT taking over this project and making it part of NCDOT's larger Old Monroe Road project?



MEMO

To: Mayor and Council
From: Alex Sewell, Town Manager
Date: 2/24/22
RE: **2022 Annual Retreat Follow-Up**

Purpose: This memorandum provides Annual Retreat follow-up information and requests Town Council approval of the resulting draft priorities and action strategies.

Background:

- The Council adopted a transition support plan to support the new Council transition.
- As part of this plan, the 2022 Annual Retreat's desired outcomes include the identification of a unified set of clear priorities with clear expectations of next steps.
- In preparation for the Retreat, the Town's facilitator (Curt Walton) interviewed all available Council Members individually and developed a synthesized summary of common priorities/general themes.
- During the 2022 Annual Retreat, the Town Council reviewed progress towards existing priorities, discussed new priorities/next steps, and heard about the importance of resourcing both priorities and existing public services appropriately.

Next Steps: Thank you for everyone's contributions in making the 2022 Annual Retreat successful. Based on the Annual Retreat discussion, staff are seeking Town Council approval of the enclosed draft synthesis of priorities and resulting action strategies.



FY 22-23 Town Priorities & Action Strategies¹

Priority #1 – Downtown Creation (Economic Development)

Strategy – Partner with the UNC School of Government through the Development Finance Initiative (“DFI”) for development expertise in moving the downtown action plan forward and developing next steps.

- Action Items:
 - Approve DFI Phase 1 Downtown District Feasibility Assessment Proposal. DFI work will trigger next action steps.
 - Continue to invest in making downtown a destination point.
 - Promote a uniform and pedestrian-friendly downtown streetscape.
 - Build resilient community support for downtown.
- Benchmark for Success:
 - Meet with DFI representatives and approve the Phase 1 Downtown District Feasibility Assessment proposal on 2/28/22.
 - Complete the DFI Phase 1 Downtown Feasibility Assessment by 2/28/23.
 - Based on Phase 1 results, identify next steps by 3/31/23.
 - Continue operating a downtown farmers market in 2022.
 - Hold at least three parks and recreation events in the downtown area in 2022.
 - Add downtown streetscape requirements into the zoning ordinance by 12/31/22.
 - Council will secure at least four members for a downtown support committee within one year of Phase 1 completion.

¹ Priority #1 received unanimous support in preliminary individual conversations. The other three priorities were referenced in three discussions are not meant to be prioritized in any order.

Priority #2A – Maximize Positive Development Around Hospital/Light Rail (Economic Development)

Strategy – Recognize the area’s importance, invest in beautification/placemaking, and plan to maximize positive development with the twin-anchors of the Atrium Hospital and Light Rail.

- Action Items:
 - Confirm the North Carolina Department of Transportation’s (“NCDOT”) enhanced landscaping plan for the bypass area.
 - Initiate/continue conversations with Atrium to understand their development goals.
 - Prioritize planning resources to this area vs. updating transportation master plan due to limited value add.
 - Update Small Area Plan (“SAP”)/Station Area Plan/Development Ordinance (“SDO”)

SAP/Station Area Plan/DO Action Plan

- Create a Transit Overlay District (“TOD”) (Complete by 12/31/22)
 - Incorporate into SDO
 - Show on Zoning Map
 - Notes: In-house workload. Legal review and advertising costs. Public Input.
- Comprehensive Land Use Plan Update (“CLUP”) (Complete by 12/31/23)
 - Updates to the future land use categories to better fit with SDO.
 - Alter based on Atrium and planned light rail corridor/station.
 - Notes: Primarily in-house, but possible funding may be needed for consultant.
- US-74 Station Area Plan/SAP/SDO Update (2022 to 9/30/24)
 - In 2022, develop scope of work prior to submitting grant application.
 - In Late Summer/Early Fall 2022, submit for Charlotte Regional Transportation Planning Organization (“CRTPO”) 80% planning grant. (Awarded grant in mid-2023.)
 - Once/if the grant is awarded in mid-2023, select consultant(s) and start executing plan with goal of being finished by 9/30/24.
- Transportation Master Plan Update (Timeframe TBD)
 - Once HWY 74 Station Area/SAP/SDO plan updates are complete, determine whether to proceed with a new transportation master plan process.

- Benchmarks for Success:
 - Finalize landscaping plan with NCDOT by 9/30/22.
 - In Fiscal Year (“FY”) 22-23 budget, provide resources for maintenance of bypass landscaping upgrades and any funding needed for CLUP update.
 - Complete transit overlay district (TOD) work by 12/31/22.
 - In FY 23-24 budget, provide resources for US 74 Station Area/SAP/SDO updates.
 - Install large gateway signage in roundabout by 6/30/23.
 - Complete CLUP update by 12/31/23.
 - Secure CRTPO grant for Station Area/SAP/DO Updates by 6/30/23.
 - Complete Station Area/SAP/DO updates by 9/30/24.
- Long-Term Notes:
 - Work should consider the long-term development strategy for the area, considering:
 - Pedestrian connectivity across the bypass/HWY 74.
 - High profile projects, such as hotels and medical offices.

- Prospects of recruiting manufacturing related to the medical anchor tenant.
- High density, high quality residential.
- Anticipating and accommodating potential for light rail.
- Ensuring zoning is in place to support the strategy.
- Make policy decisions in keeping with zoning and area plan.

Priority #2B – Develop a More Proactive Communications Strategy

Strategy – Use existing resources to efficiently improve external communications. If unsatisfactory, consider increasing resources for communications during FY 23-24 budget process.

- Action Items:
 - Review neighborhood homeowners association (“HOA”) email contact information, ensure it is current, and add it to the sunshine list.
 - Develop a blog post system for the website for timely and pertinent information in lieu of the quarterly newsletter. It should contain “tags” to assemble information by category for ease of use.
 - Complete citizen survey.
 - Outfit Council chambers with virtual meeting capabilities.
- Benchmarks for Success:
 - Update HOA email list to ensure it’s current by 5/1/22 and blend with sunshine list.
 - Have first blog post by 7/31/22. Send out via Town communications channels.
 - During FY 23-24 budget process, determine if Council is satisfied with blog posts. If not, consider adding communications staff/resources.
 - Complete citizen survey by 12/31/22.
 - Outfit Council chambers with virtual meeting capabilities by 12/31/22.

Priority #2C – Ensure/Encourage Completion of Critical State Intersection Projects

Strategy – For the Potter-Pleasant Plains intersection, keep moving forward but ensure that the local resource commitment is appropriate given this is a state-owned intersection. For Old Monroe Road, continue to monitor scope and schedule as this is a NCDOT project.

Action Items:

- Potter-Pleasant Plains - Continue to work towards closing the estimated budget deficit so that the local funding level is appropriate. Continue to press the State for additional funding and consideration of greater state responsibility in the project.
- Old Monroe Road - Begin doing a monthly project update in the staff report.

Benchmarks for Success:

- Potter-Pleasant Plains – Let the project within 6 months of the Council determining the estimated Town resource commitment is acceptable.
- Old Monroe Road – During FY 22-23, provide Council with a monthly update.



A Balanced Scorecard Approach for the Town of Stallings

FY 21-22 Mid-Year Report

FORWARD STALLINGS

February 4, 2022

A Report to Citizens, Council, & Staff – FY 2021-2022

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 24th. At this meeting, the Manager will officially present the FY 21-22 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 third year, and this has been/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 here 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 desire 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

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

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 compliments 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 |
|-------------------------------|---------------------------------------|-------------------------------------|---------------------------|--|



Manage Resources

| | | | |
|--------------------------|-----------------------------------|--------------------------|------------------------------|
| Maintain Fiscal Strength | Develop Long-Term Financial Plans | Invest in Infrastructure | Deliver Services Efficiently |
|--------------------------|-----------------------------------|--------------------------|------------------------------|



Run the Operations

| | | | |
|--------------------------------|---------------------------------------|-------------------------------------|--|
| Enhance Emergency Preparedness | Improve Communication & Collaboration | Excel at Staff & Logistical Support | Provide Responsive & Dependable Services |
|--------------------------------|---------------------------------------|-------------------------------------|--|



Develop Know-How

| | | |
|--|---|---------------------------------------|
| Maintain a Skilled & Competent Workforce | Support Development of Citizen Volunteers | Enhance Relations with Other Entities |
|--|---|---------------------------------------|

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 – MID-YEAR BALANCED SCORECARD OVERVIEW

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 with a mix of in-person and virtual formats due to the constantly evolving COVID situation. With virtual meetings, the public can participate remotely. The Town is currently exploring a hybrid option where the meeting is in-person, but individuals can participate remotely in certain situations.

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.

FY 21-22 Action Steps (Updates)

- Council will recruit community leaders to establish a Downtown Champions Committee. **It is likely premature to do anything here right now and Council has not taken any action.**
- Gain Site Control Over Key Properties. **The Town has purchased 2725 Old Monroe Road and 325 Stallings Road.**
- Partner with DFI for expert guidance/support to proactive investment to spur desired development through a public/private partnership. **Funds are in the budget and Council is scheduled to discuss a DFI downtown proposal on 2/28/22.**
- Start Farmers Market & Continue Events (P/R). **Achieved (see P/R).**
- Focus on nuisance violations in downtown core area (P/Z). **CE has focused on downtown area.**
- Complete Streetscape Design (Eng). **NCDOT will not allow the Town to put in on-street parking on Stallings Road, which has caused the Town to change its strategy here. The Town is partnering with a consultant to develop several streetscape specifications that can be plugged into the Town's development ordinance as a requirement.**

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

Recordable Injuries – The Town has had 0 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.

Emergency Preparedness – Staff are in the process of planning a mock emergency training scenario.

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 which is compounded by the “Great Resignation”. 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 Town has setup stay and exit interviews so management can identify trends and recommend changes if systematic problems arise. Recently, the Town implemented an incentive pay initiative for the police departments based on feedback received and research. Also, the Town gave out the Marie Garris Award for the employee of the year, officer of the year, and continues to do the “Caught Ya!” employee recognition program. Additionally, the Town was able to hold 3 teambuilding events thus far.

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 – As indicated previously, 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. However, the Town plans to continue doing business highlights via social media with information supplied by the mayor and subsequently the economic development committee members.

Implementing Economic Development Strategic Plan – The Town has put funds in the budget to contract with the Union County Economic Development entity for a part-time commitment in personnel for implementation of the ED plan. However, the County's ED entity is reforming itself and it will not provide personnel until that process is completed.

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 previously reported that budget issues and COVID response consumed recent sessions but were open to reconsidering in the future.

Mandatory Safety Training – 45% of staff have completed mandatory safety training. We've had some technical difficulties with our NCLM software, but we are planning on getting everyone up to date by the end of the fiscal year.

Maintaining A Workforce – This is both an accomplishment and a challenge. Due to the pandemic, the Town has not held any "All hands on deck" meetings". The performance evaluation system is on hold currently because we are not able to hold in-person supervisory training, and then our trainer was in a bad car accident. When our trainer recovers, we will plan on implementing. Holding this training in-person is essential.

OTHER COMMENTS:

ENGINEERING DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

- Engineering was engaged in the TCC Meetings. The significance of this accomplishment is participation in regional transportation communication and coordination efforts. This target has been met by the Town's Associate Engineer attending each meeting. This target will continue to be met through the involvement of the Town's Associate Engineer.
- To date, repairs have been completed within two (2) months of purchase orders being issued. The significance of this accomplishment is that repairs are completed in a timely manner which provides prompt service to residents, addresses potential hazards in a timely fashion, and minimizes the further degradation the area and/or infrastructure impacted by the issue. The Town Associate Engineer promptly coordinates with contractors and the Town Engineer, coordinates a solution, prepares the PO, routes the PO for appropriate Town Staff approvals, coordinates schedule with the contractor, and follows-up to ensure the contractor is responsive and effective. This approach will continue through 6/23.
- The Town Engineer has completed professional development hours for the NC P.E. license. This is significant as it ensures that the Town Engineer is continually educated on issues and solutions. This was accomplished by the Town Engineer pursuing and completing continuing education courses as required for the P.E.
- The Engineering Department completed Phase 1 of the Town Pavement Management plan. Phase 1 of the process consisted of pavement condition assessment. Phase 2 of the process is about to comment and consists of prioritization and recommended maintenance activities. Phase 2 is expected to be completed within the next month.
- The Engineering Department has been responsive to questions and issues presented by Town residents and have maintained a high level of communication.

CHALLENGES:

- The Town Hall Streetscape design was not completed due to ongoing coordination with NCDOT for permissible streetscape features. The Town will continue to coordinate with NCDOT to reach a resolution for acceptable streetscape features that accommodates both the regulatory criteria of NCDOT and the vision of the Town for this corridor.
- The Long Range Transportation Plan implementation may be delayed by the timing of funding for planning projects. The funding application cycle begins in August 2022 and funds, if awarded, won't be available until July 2023.

OTHER COMMENTS:

The Engineering Department continues to be diligent to meet the needs of the residents and business community regarding repairs, contractor activities, flooding, plan review, and construction coordination.

FINANCE DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

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?

Finance department was able to meet financial reporting targets for FY2022 which include:

- Timely monthly reports to both management, council and staff as well as online postings to keep our citizens aware of the Town's finances.
- Completed FY2021 financial statement audit and related Annual Comprehensive Financial Report (ACFR).
- Successful submission of the FY2021 ACFR to GFOA for consideration for the award of excellence in financial reporting.
- Received notification from GFOA that the Town received the Award of Excellence in Financial Reporting for the FY2020 ACFR.

Accounts Payable staff able to complete accounting training classes to enhance overall accounting and customer service skills.

Continued success will be achieved by constant and consist monitoring of the departments targets and goals.

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)?

While training was met by supervised staff, director level training will not take place until the spring.

Challenges continue with the COVID19 epidemic. Virtual working has relieved some of the stress associated with contracting the virus but our department is so small and if only one person contracts the virus, it effects our ability to continue weekly payroll runs and submit financial reporting on a timely basis.

OTHER COMMENTS:

PARKS & REC DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

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?

Enhancing Blair Mill Park has been a top priority of the Town for many years. So far this year the Parks and Recreation Department has contracted out landscaping to a professional company to help improve conditions of the grass, as well as scheduled turf remediation for the spring. The traffic islands in the Fairhaven parking lot were revitalized with river rock over the winter to prevent future mulch run-off and improve the aesthetic representation of the park. Council approved the installation of a playground for Blair Mill Park and the required grading work to meet ADA compliance.

The Connect Stallings Greenway and Recreation Master Plan was adopted in February of 2019, and so far the Town has accepted one section of constructed trails into its system from the Solis development. This trail connects into the Colonel Francis Beatty regional park and to the Stallings Spine trail that will run the entirety of Stallings when completed. Also under construction is the Atrium portion of the Stallings Spine and connector trail. The Vickery portion of the Blair Mill Greenway bid documentation is under review by consultants and required entities to move forward with that trail portion in this fiscal year utilizing the Town's fee-in-lieu of park land funds.

Partnering with Union County and N.C. Cooperative Extension, Stallings Parks and Recreation launched a weekly Farmer's Market at Stallings Park that served as a satellite of the Monroe Farmer's Market. Each week 8-10 vendors rotated through with farm fresh goods such as meats, fresh bread, fruits and vegetables, local honey, etc. The market also featured occasional craft or flower vendors and live acoustic music once a month. As the Farmer's Market continues into 2022, Stallings Parks and Recreation wants to explore programming opportunities during the market, as well as expanding the number of vendors, activities, and hours of the splash pad to enhance the community experience of the market. Focused customer and vendor feedback was gathered by staff to be used for process improvement for the upcoming market season.

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)?

The Department continues to struggle with attaining our goals that require in-person meeting of the parks and recreation advisory committee or recruitment and retention of volunteers. During the pandemic, fewer people have been comfortable with volunteering in general, and there has been a shift of focus in our programming and events from mass gatherings to tailored and paced experiences that are spread out over days or hours to reduce crowding and exposure. This also impacted our survey opportunities at Stallings Fest. We originally intended to have the committee help administer the survey, but with that committee not meeting in person for over a year, and a significant reduction in the number of participants, we had to forego that plan altogether. We used budgeted funds to hire additional temporary event staff and did not host the survey. In the future we will implement a digital version of the survey to at least capture some important feedback.

OTHER COMMENTS:

Eunice McSwain, Special Events Coordinator, was selected as the Marie K. Garris Employee of the Year and also received a Caught Ya award for her work with Stallings Fest in October.

PLANNING DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

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?

The Planning Team excels in providing responsive and dependable services. We create excellent rapport with residents and developers, and we receive positive comments about how friendly, informative, and efficient we are when helping them.

Like the Downtown, Silverline, and Land Use Amendments, many tasks are long-range projects and take years to produce results. Even after many of the items are accomplished, you may not see the benefits immediately, but you can see how beneficial they will be long term.

Planning continues to bring Text amendments to the Council for approval, improving the strength and consistency of our Development Ordinance.

Development Projects are on the webpage for residents and developers to review, and the mapping has improved from where it was.

Matthew has learned Stallings Planning processes and Ordinances extremely fast, and his expertise kept the Department afloat in the absence of a Director. Matthew completed 334 permits in 2021, averaging around 28 a month. An increase of 68 permits from 2020. Matthew also passed his NCAZO course and test and is now CZO certified.

Code Enforcement has been very successful with cleaning up the Town and mitigation to reduce further blight. Kolleen created positive relationships with property owners and can handle many of the repeat offender's issues efficiently and respect.

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)?

With the combination of the previous Planning Director leaving, the prolonged absence of a Planning Director, and the new Planning Director getting up to speed on many of the tasks mentioned on the Balanced Score Card, many tasks need to be started from the beginning and reevaluated. You may not see results now, but every task is being worked upon. The main challenge is waiting to see the results of Land Development, which takes years.

Although we have enough members now for the Planning Board and Board of Adjustment, we have recently had a few members resign, and I could see membership and quorum become an issue in the future. We are working on a membership ordinance change to bring to Council and will likely be adopted shortly.

OTHER COMMENTS:

1. Zoning Request/Public Hearings

CZ21.04.01 – 4416 Stevens Mill Road: Approved and awaiting updated site plan for release of permits

RZ 21.08.06: The rezoning from TC to SFR-1 was withdrawn.

CZ21.02.01-STINSON FARMS GAS STATION: Town Council approved on December 6, 2021.

CZ21.09.01 – Bailey Mills Expansion, 3042 and 3038 Matthews Indian Trail Road. CZ-MU-2 to build 23 townhomes will go before Town Council in February 2022.

RZ21.10.01 –Montes Electric, 3845 Matthews-Indian Trail Road. The applicant is seeking a rezoning from MU-2 to CZ-C74 and will go before Council in February.

CZ21.10.02 – Beaty Shop, 1149 Stallings Road. The applicant is seeking a rezoning from SFR-3 the CZ-MU-2 and will go before Council in February 2022.

2. Development Agreements/Plan Review

ARIA AT IDLEWILD (IDLWILD MIXED RESIDENTIAL PLAN)

STATUS: Approved

There is a new owner for the apartment portion of this project. They intend to construct the apartments per ordinance and DA standards, including the 41' allowed building height. Plans have been approved by the Town, they are working through final details and working on acquiring water/sewer approval from the County. Staff have received a letter from the applicant to determine that the height of the buildings have been met. Staff have reviewed this letter with Legal Counsel and determined that it is adequate. The final plans have not been signed off, but there are no major concerns remaining.

The owner has received a letter from Union County Public Works indicating that they will not receive a letter of sewer accessibility until at least early 2022.

BAILEY MILLS (FORMER STALLINGS TOWNHOMES)

STATUS: Approved and Permitted
Under construction.

First submittal Final Plat review comments submitted to the developer on 11/17/2021. Awaiting updated Final Plat.

ATRIUM HEALTH

STATUS: Approved and Permitted.

Zoning Compliance inspections for the two medical buildings have been released. Bond work is still incomplete.

STALLINGS ELEMENTARY SINGLE-FAMILY TND

STATUS: Approved.

No plans have been submitted for permitting.

WILLOWS AT STALLINGS

STATUS: Approved.

Plans were submitted on 11/12/2020 for permitting. Working through ROW and timing of offsite improvements.

Plans showing revisions requested per the first round of comments have been submitted and have been reviewed by Planning and Engineering. The developer is reviewing the final comments.

STALLINGS FARM

STATUS: APPROVED

Plans for permitting have not been submitted.

STONE CREEK (FORMER UNION PARK TOWNES)

STATUS: DA and plans approved.

Under Construction.

New plats, to show correct setbacks, will need to be approved for each phase. Will not hold them back from receiving permits. Phase 1 resubmittal was approved 11/18/2021.

STINSON FARMS

STATUS: Approved

Code Enforcement

PERIOD: 4th Quarter (Oct-Dec) 2021

| TYPES OF VIOLATIONS | OPENED THIS PERIOD | CLOSED THIS PERIOD |
|---|--------------------|--------------------|
| PUBLIC NUISANCES | 36 | 27 |
| ABANDONED JUNKED AND NUISANCE VEHICLES | 3 | 1 |
| MINIMUM HOUSING STANDARDS | 0 | 1 |
| STALLINGS DEVELOPMENT ORDINANCE | 27 | 21 |
| NON-RESIDENTIAL BUILDINGS & STRUCTURES | 2 | 0 |
| TRAFFIC | 5 | 5 |
| NOISE | 0 | 0 |
| OPEN BURN | 3 | 4 |
| HAZARD TREE | 0 | 0 |
| AT LARGE/NUISANCE DOG/CAT or other animal | 2 | 3 |

POLICE DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

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?

One of the SPD's goals was to increase our social media presence. Since the start of the fiscal year, we have increased our Facebook followers by over 300 people. We have begun posting more information and attempting to let the community know about issues going on in the community. For example, we have utilized Facebook to assist in locating a woman with dementia along with posting photos of suspects involved in crimes, in efforts to get the community's help in identifying those involved in crime. We also created some crime prevention and informational videos to help reduce incidents of crime. As we continue through the year, we will add other social media platforms to increase our reach within the community and the area.

Another goal that is making strides is the implementation of the Traffic Education Safety Team. This team's charge is to focus on community education and enforcement to increase safety of pedestrians, bicyclists, and the motoring public. Officers have been dedicated to this team and are working to formulate ongoing plans to effectively meet the goals set forth.

CALEA accreditation is a 3-year process, and the SPD is 7 months into the program. Currently, we are in the self-assessment phase, where we review and amend policy to be within the CALEA standards.

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)?

Although the SPD is still working on two goals in particular, we see that these might be challenging to complete. The goal of implementing a reserve officer program will be challenging. Currently, the SPD is struggling to fill full time officer vacancies. As of this writing, we have three vacant positions with only two applicants. Filling a reserve officer program requires the same candidates for new officers, only experienced. The SPD will still need to equip and train reserve officers. We are still exploring options to staff reserve officers.

The other goal that will create a challenge is the implementation of the teen distracted driving program. Our TEST team has taken on this goal and will be working on options. The SPD had one driving instructor and that officer retired. We have the option to ask them to come back to teach the class, but that would be a temporary fix. We are exploring our options to achieve this goal.

OTHER COMMENTS: The SPD continues to work towards accomplishing all goals in a manner that will allow the Department to thrive and continually serve the community to the best of our ability.

PUBLIC WORKS – MID-YEAR BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

Be a good steward of natural resources – This is an ongoing process to show energy consumption for the town and ways to reduce the cost. In the beginning we did find installing LED lights throughout town hall would significantly lower our energy consumption as well as what we were paying each month. In doing this we have a greener footprint, and it has lowered maintenance cost with no replacement of bulbs or ballast. Our focus now is the HVAC units at Town Hall. With all the construction and remodeling done here these units cannot keep up and in most cases are running at 125% capacity. Not only does this burn out the unit it draws a great deal energy. We will look at replacements that are larger with a good SEER value.

Repair small potholes within 3 business days of request – In just about every instance we have been able to accomplish this. There are occasions where weather prevents this, and in the winter months when it is too cold. We also come across potholes that have no defined edges, or they are too close to the road shoulder and in these cases, we are unable to patch.

% Of work orders reported through website from citizens – This measure is partially complete. We have a way to report streetlight outage, and you can report a concern. We have now contracted out with Iworq to create a workorder system. We have started the process, but other projects have delayed this.

Produce list of training initiatives and send to the Safety Committee - Advise safety committee on relevant trainings for building safety. Public Works and Parks and Recreation took part in a flagger safety course for directing traffic in the roadway.

% 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. We do sometimes receive calls related to another department, and these are sent to the correct department same day so that there is no delay in citizen getting contacted.

Inspect All Town Neighborhoods - Doing these neighborhood inspections has not only allowed us to find potholes, street sign issues, etc., but it has also allowed us to find storm water issues as well as code enforcement issues. In doing these inspections we can find and correct issues before residents see it and it becomes a major issue.

CHALLENGES:

% of work orders reported through website from citizens – We have selected a workorder software system in Iworq. We have faced challenges in getting it setup due to time from other projects that took priority.

Training Meetings to Improve Employee Skillset/Knowledge – Currently we are still facing challenges with training due to the COVID pandemic.

OTHER COMMENTS:

Public Works shares a goal with Parks and Recreation for the enhancement of Blair Mill Park. As part of this we were able to setup landscape maintenance to be managed by Smith Grounds as part of our other contracts with them.