



September 27, 2021
 Stallings Government Center
 321 Stallings Road
 Stallings, NC 28104
 704-821-8557
www.stallingsnc.org

Town Council Agenda

	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.	7:20 p.m.	Consent Agenda A. Country Woods/Scaleybark Traffic Calming Devices B. NCLM Letter Approval <i>Send letter to Raleigh Elected Officials regarding policy provisions in the House version of the state budget</i>	Wyatt Dunn, Mayor	Approve Consent Agenda <i>(All items on the Consent Agenda are considered routine, to be enacted by one motion. If a member of the governing body requests discussion on of an item, the item will be removed from the Consent Agenda and considered separately.)</i>
2.	7:25 p.m.	Agenda Approval	Wyatt Dunn, Mayor	Approve agenda as written. <i>(ADD, IF APPLICABLE: with changes as described by Mayor Dunn)</i>
3.	7:30 p.m.	CZ21.04.01 – CZ – Ag <i>(Deferred from 08-09-2021)</i> <i>The applicant has requested to defer this item until a later date to be determined.</i> A. Re-open Public Hearing B. Information from Staff C. Public Hearing D. Close Public Hearing E. Council Vote	Matthew West, Planning Technician	Approve/Deny/Defer request
4.	7:32 p.m.	Re-Zonings from MU-2 to SFR-1 A. RZ 21.08.01 – 5950 Stevens Mill Rd B. RZ 21.08.02 – 5916 Stevens Mill Rd C. RZ 21.08.03 – 5912 Stevens Mill Rd D. RZ 21.08.04 – 5749 Stevens Mill Rd E. RZ 21.08.05 – 5741 Stevens Mill Rd Re-Zonings from TC to SFR-1 F. RZ 21.08.06 – 132 Stallings Rd 1) Open Public Hearing 2) Information from Staff 3) Public Hearing 4) Close Public Hearing 5) Council Vote	Matthew West, Planning Technician	Approve/Deny/Defer request(s)

5.	8:05 p.m.	TZ21.08.01 – Article 19, Stallings Unified Development Ordinance (Stormwater) A. Open Public Hearing B. Information from Staff C. Public Hearing D. Close Public Hearing E. Council Vote	Matthew West, Planning Technician Bo Conerly, Interim Town Engineer	Approve/Deny ordinance changes
6.	8:15 p.m.	Union West Business Park (Ayers) <i>Tabled from 09-13-2021</i>	Council Member Steven Ayers	Discussion and possible action
7.	8:30 p.m.	Road Maintenance A. Pavement Management Policy B. Pavement Management Software Purchase	Bo Conerly, Interim Town Engineer	Approve/Deny policy and purchase
8.	9:00 p.m.	Balanced Scorecard Annual Report Presentation	Alex Sewell, Town Manager	Presentation
9.	9:30 p.m.	Adjournment	Wyatt Dunn, Mayor	Motion to adjourn



MEMO

To: **Mayor and Town Council**
From: Bo Conerly, P.E. CFM, Interim Town Engineer
Date: September 20, 2021
RE: Traffic Calming – Redwood Dr./Scaleybark Ct.

Purpose: This memorandum provides background information on the Redwood Drive & Scaleybark Court traffic calming evaluation and seeks Council acceptance of the traffic calming device installation.

Background: The Town of Stallings received requests from residents to perform an analysis of the intersection of Redwood Dr. and Scaleybark Ct. to determine if a three way stop sign condition is warranted. The Town conducted an evaluation per the terms of the Traffic Calming Evaluation Program and a three way stop sign condition is warranted.

Staff has installed the traffic calming devices i.e., stop signs and bars. After reviewing the traffic calming policy, Staff determined that a step of the policy was accidentally skipped and began to rectify the process. The second phase of the program required that a minimum of 70% of the property owners within the corridor, identified by the Town Engineer, must sign a petition in favor of the traffic calming devices prior to their implementation.

Staff informed the residents in the corridor of the required corrective action within the process. Staff sent stop sign petition forms to the residents and on September 13th, 2021, Staff received the stop sign petition forms back from the residents with greater than 70% of the residents in the corridor approving of the stop sign installation.

Recommendation: Staff seeks Council acceptance of the traffic calming device installation at Redwood Drive & Scaleybark Court.



September 28, 2021

Dear Senator,

As the House and Senate begin the process of negotiating a final state spending plan, I write to bring your attention to a number of policy provisions in the House version of the budget which will do great harm to North Carolina's cities and towns, and their residents.

The budget bill that you are now considering contains many funding provisions that will greatly benefit our cities and towns. These include measures to support water and sewer investments, provide additional resources for law enforcement and first responder training, and enhance transportation infrastructure. City officials across the state are grateful for your attention to these crucial issues.

At the same time, cities and towns have great concerns regarding non-budgetary policy provisions in the House version of the budget restricting local authority and damaging community character. These provisions have the potential to lower home values for existing residents, undermine local efforts to minimize flooding, and hurt our ability to attract new residents and businesses.

Provisions that will create significant problems for municipalities and their residents include:

BILLBOARDS: A measure removing local authority to determine the location of relocated billboards required by new road construction. (Section 41.47, pg. 621.)

STORMWATER: A proposal that would eliminate local stormwater rules that prevent flooding. (Section 12.16, pg. 361.)

SCHOOL ZONING PREEMPTION: A proposal allowing the siting of schools in any residential or commercially zoned area of a city, without consideration of appropriateness or infrastructure. (Section 7.77, pg. 168.)

TREES: A measure eliminating local tree ordinances, only allowing local tree removal and protection rules by local legislative act. (Section 5.14, pg. 37.)

SHORT-TERM RENTALS: A proposal that could harm the ability of local governments to regulate short-term rentals like AirBnB. (Section 5.15, pg. 38)

SMALL CELL WIRELESS: Measures that would limit fees on the placement of small-cell wireless equipment on local taxpayer-owned poles, forcing taxpayer subsidization of telecommunications companies, and that could affect local oversight of the placement of communications-related infrastructure in local rights-of-way. (Section 38.9, pg. 532.)



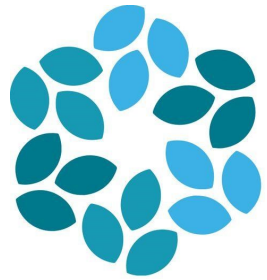
If these policies were enacted into law, the effect would be to damage the very community character that makes North Carolina cities and towns attractive to residents and businesses, assuring that our economy thrives.

We urge you to drop these policy provisions from the budget.

Thank you for your consideration of this request and thank you for the work that you do for all North Carolinians.

Sincerely,

Wyatt Dunn, Mayor of Stallings
On behalf of the Stallings Town Council



**PLANNING
& ZONING**
TOWN of STALLINGS

APPLICATION

RZ21.08.01-

RZ21.08.05

Mike Thomas, Douglas and Joan
Ventures, Daniel and Laura
Ventures, Eric and Rhonda Duncan,
and Frances Jenkins

Rezone from MU-2 to SFR-1

Pre-Public Hearing Staff Analysis

Project Summary

Location

5950 Stevens Mill Road
 5916 Stevens Mill Road
 5912 Stevens Mill Road
 5749 Stevens Mill Road
 5741 Stevens Mill Road

Required Setbacks

Front: 16'
 Side: 5'
 Rear: 12'

Ownership

Mike Thomas
 Douglas and Joan Ventures
 Daniel and Laura Ventures
 Eric and Rhonda Duncan
 Frances Jenkins

Size/Project Size

3.763
 3.000
 3.000
 0.780
 0.540

Zoning

MU-2

Traffic Generation

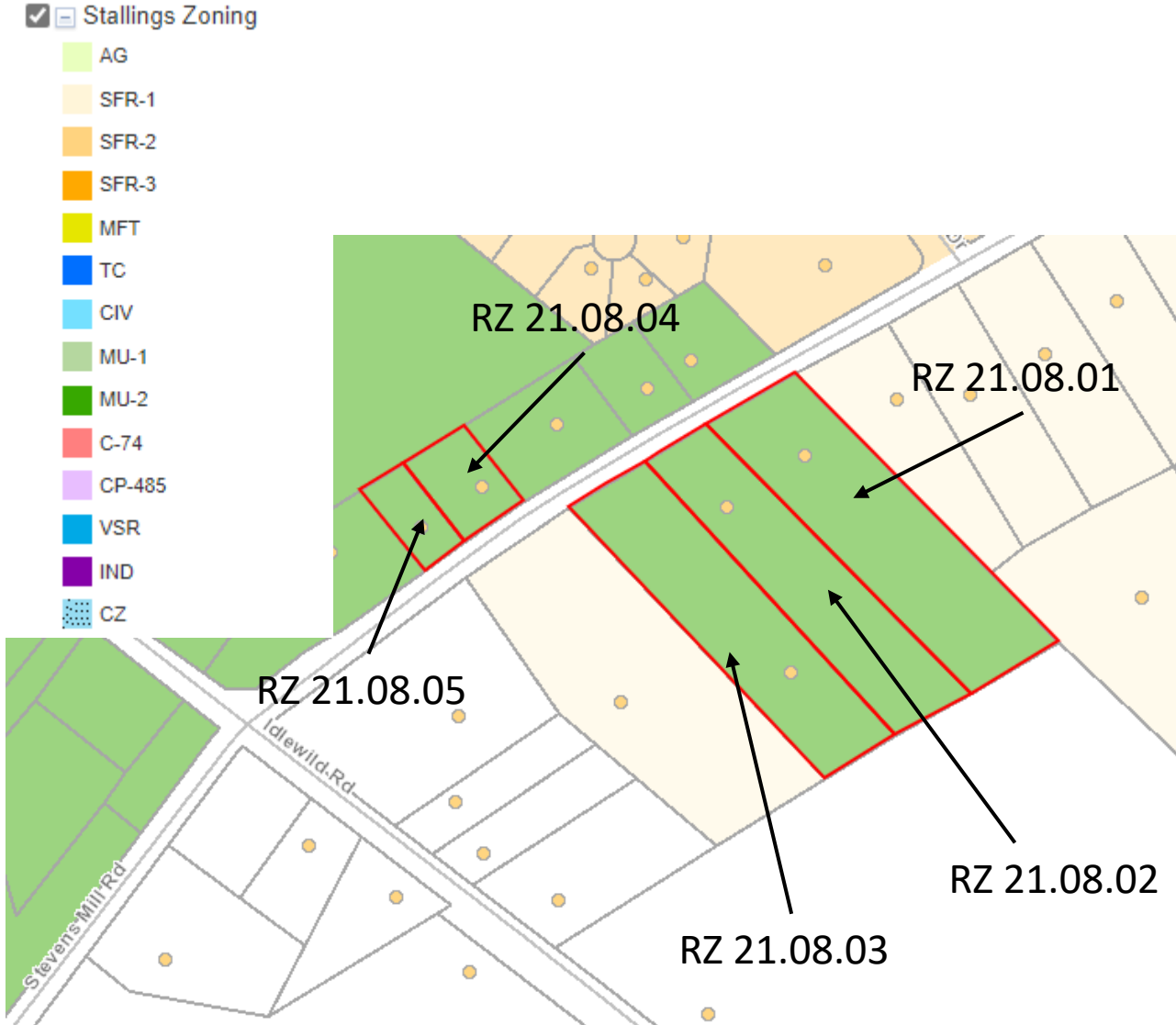
N/A No TIA required

Existing Use

Residential

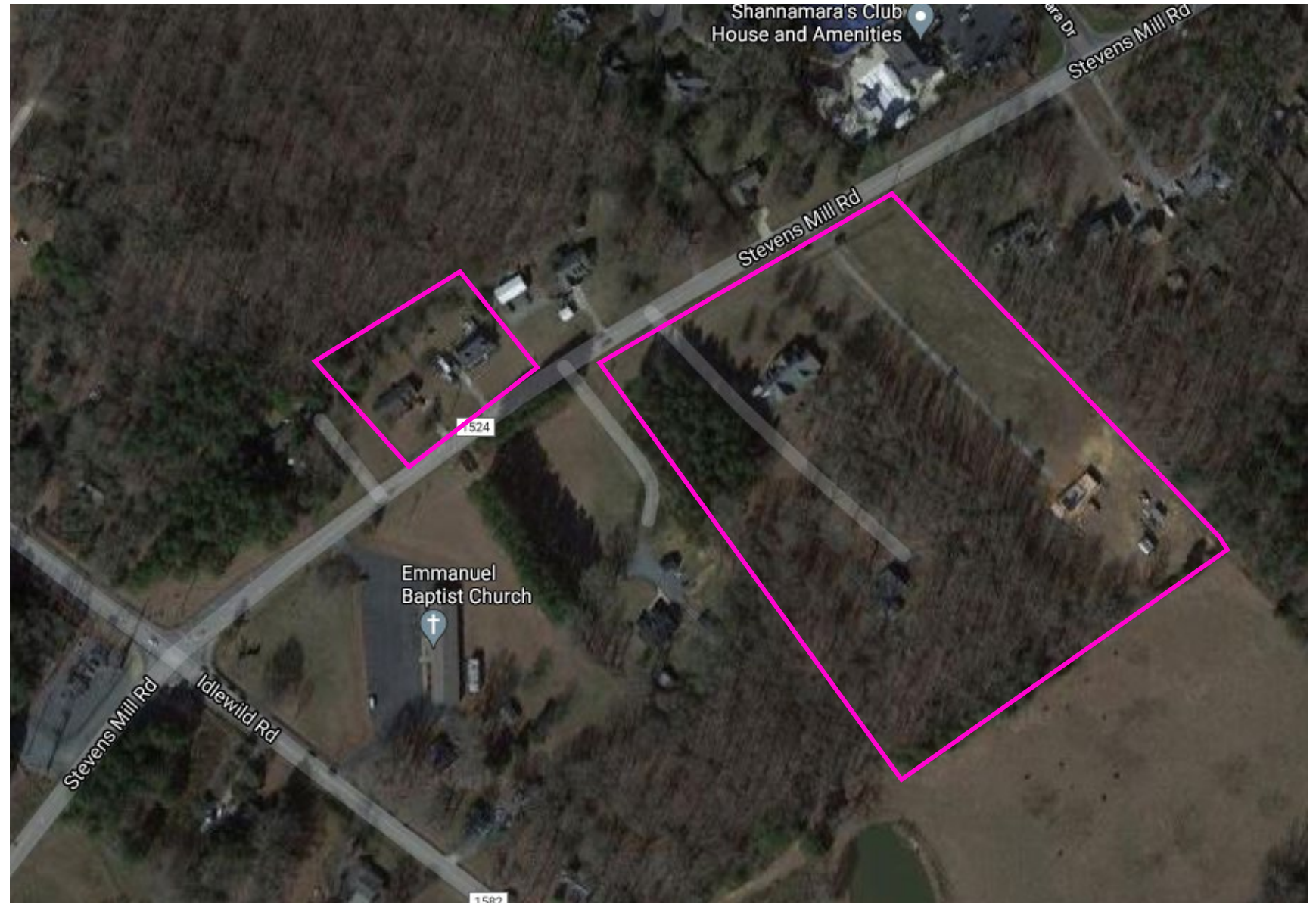
Community Meeting

N/A



PROJECT AREA

2021 Aerial



Project Summary

History:

Prior to 2018, the properties were all zoned R-20. The properties were rezoned to MU-2 when the Town of Stallings UDO was adopted in 2018. When the properties' tax value was recently re-assessed by Union County, the property value increased dramatically due to the new commercial uses allowed on the land. The applicants are seeking to return the property to a lower-density residential exclusive zoning of SFR-1.

All properties appear to meet the lot dimension and setback requirements of the SFR-1 zoning district; no non-conformities will be created. This analysis is based on GIS information, which is not survey-grade accurate, but is generally reliable.

Request

Straight Rezoning:

1. Rezone the properties from MU-2 to SFR-1

TREES, VEGETATION, AND STORMWATER

Tree Save

N/A

Stormwater Management and PCO

No impervious surface being added

Buffers

Subject to landscaping buffer requirements as defined in Article 11

The MU-2 district requires a Type B buffer (generally)
The SFR-1 district requires a Type A buffer

Open Space

No floor area being added as part of this rezoning request; open space provisions do not apply.

LAND USE PLAN AND ADOPTED POLICIES – RZ21.08.01-.03

Land Use Plan

The Land Use Plan shows the property as:

Single Family Neighborhood.

Primary Land Uses:

Single-Family Detached Home

Secondary Land Uses:

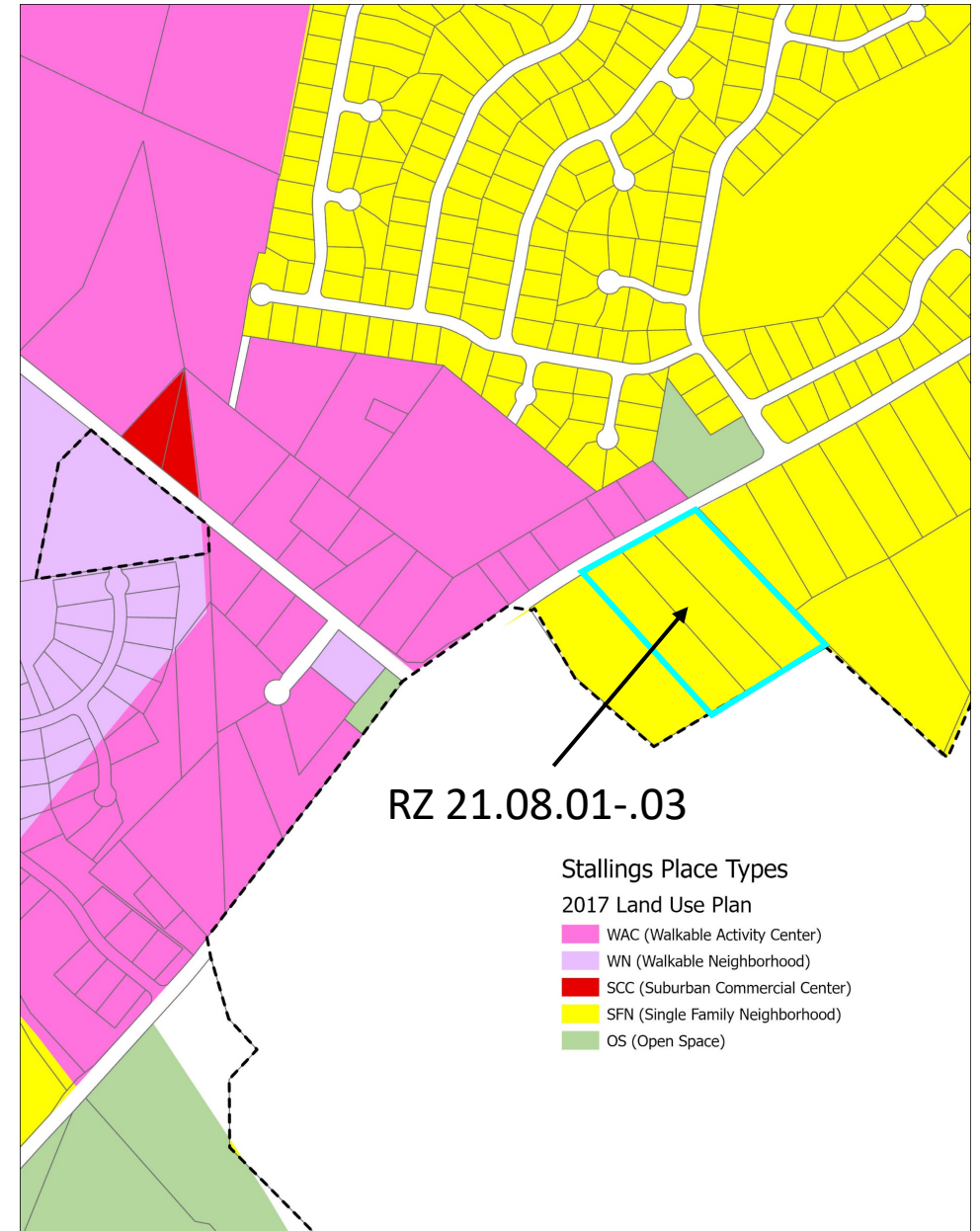
Community Park • Community Center/Pool and Recreational Facilities • Natural Areas

Small Area Plan

Idlewild Road

Consistency

SFR-1 zoning is consistent with the Future Land Use Plan



LAND USE PLAN AND ADOPTED POLICIES – RZ21.08.04-.05

Land Use Plan

The Land Use Plan shows the property as:

Walkable Activity Center

Primary Land Uses:

Sit Down Restaurant • Community-serving Retail • Professional Office • Live/work/shop units • Townhome • Condominium • Apartment • Public Plaza • Movie Theater

Secondary Land Uses:

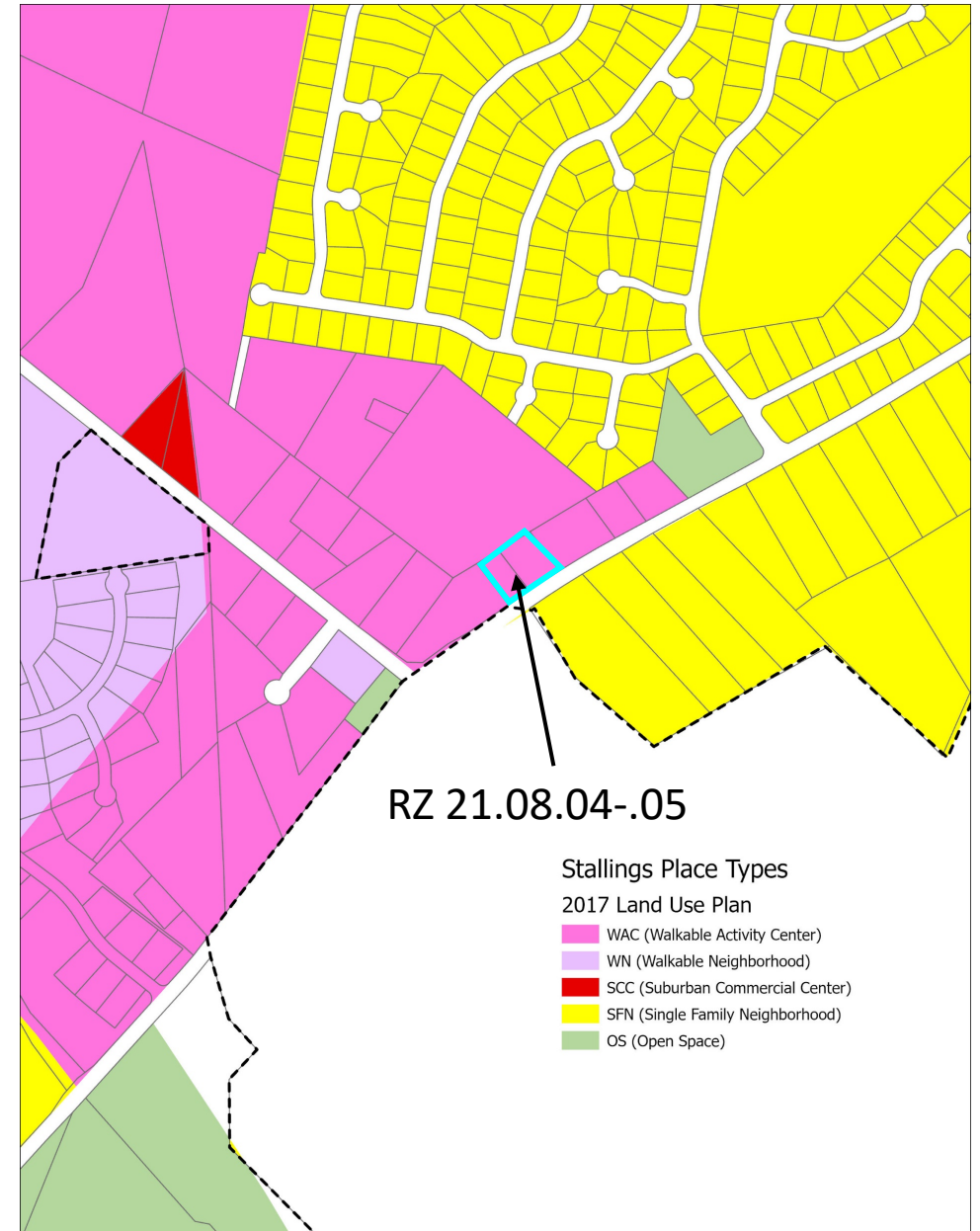
Farmer's Market • Church

Small Area Plan

Idlewild Road

Consistency

SFR-1 zoning is inconsistent with the Future Land Use Plan



LAND USE PLAN AND ADOPTED POLICIES

Small Area Plan

Idlewild Road

Consistency

SFR-1 zoning is inconsistent with the Idlewild Road Corridor Small Area Plan.



Planning Board – September 21

The Planning Board hear all 5 rezoning items on September 21. There was one question regarding the house under construction at 5950 Stevens Mill Road (RZ21.08.01). This is a residence that is under construction and has been permitted.

The Planning Board recommends **APPROVAL** of all 5 rezoning requests.



Statement of Consistency and Reasonableness

(As per NC General Statute § 160D-605)

Prior to adopting or rejecting any zoning amendment, the governing body shall adopt a statement describing whether its action is consistent with an adopted comprehensive plan and explaining why the board considers the action taken to be reasonable and in the public interest. The planning board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan that has been adopted and any other officially adopted plan that is applicable. The planning board shall provide a written recommendation to the governing body that addresses plan consistency and other matters as deemed appropriate by the planning board, but a comment by the planning board that a proposed amendment is inconsistent with the comprehensive plan shall not preclude consideration or approval of the proposed amendment by the governing body.

ZONING AMENDMENT: RZ21.08.01

REQUEST: Rezone parcel at 5950 Stevens Mill Road, Parcel #07057013, from Mixed Use 2 (MU-2) to Single Family Residential 1 (SFR-1)

STATEMENT OF CONSISTENCY AND REASONABLENESS:

The **Stallings Town Council** hereby finds that the proposed zoning amendment is consistent and reasonable with the 2017 Stallings Comprehensive Land Use Plan adopted 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 Chapter 160D. At their September 27, 2021 meeting the **Stallings Town Council** voted to **APPROVE** the proposed amendment and stated that the **Stallings 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.

The statement and motion were seconded and passed.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk



Statement of Consistency and Reasonableness

(As per NC General Statute § 160D-605)

Prior to adopting or rejecting any zoning amendment, the governing body shall adopt a statement describing whether its action is consistent with an adopted comprehensive plan and explaining why the board considers the action taken to be reasonable and in the public interest. The planning board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan that has been adopted and any other officially adopted plan that is applicable. The planning board shall provide a written recommendation to the governing body that addresses plan consistency and other matters as deemed appropriate by the planning board, but a comment by the planning board that a proposed amendment is inconsistent with the comprehensive plan shall not preclude consideration or approval of the proposed amendment by the governing body.

ZONING AMENDMENT: RZ21.08.02

REQUEST: Rezone parcel at 5916 Stevens Mill Road, Parcel #07057009K, from Mixed Use 2 (MU-2) to Single Family Residential 1 (SFR-1)

STATEMENT OF CONSISTENCY AND REASONABLENESS:

The **Stallings Town Council** hereby finds that the proposed zoning amendment is consistent and reasonable with the 2017 Stallings Comprehensive Land Use Plan adopted 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 Chapter 160D. At their September 27, 2021 meeting the **Stallings Town Council** voted to **APPROVE** the proposed amendment and stated that the **Stallings 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.

The statement and motion were seconded and passed.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk



Statement of Consistency and Reasonableness

(As per NC General Statute § 160D-605)

Prior to adopting or rejecting any zoning amendment, the governing body shall adopt a statement describing whether its action is consistent with an adopted comprehensive plan and explaining why the board considers the action taken to be reasonable and in the public interest. The planning board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan that has been adopted and any other officially adopted plan that is applicable. The planning board shall provide a written recommendation to the governing body that addresses plan consistency and other matters as deemed appropriate by the planning board, but a comment by the planning board that a proposed amendment is inconsistent with the comprehensive plan shall not preclude consideration or approval of the proposed amendment by the governing body.

ZONING AMENDMENT: RZ21.08.03

REQUEST: Rezone parcel at 5912 Stevens Mill Road, Parcel #07057009B, from Mixed Use 2 (MU-2) to Single Family Residential 1 (SFR-1)

STATEMENT OF CONSISTENCY AND REASONABLENESS:

The **Stallings Town Council** hereby finds that the proposed zoning amendment is consistent and reasonable with the 2017 Stallings Comprehensive Land Use Plan adopted 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 Chapter 160D. At their September 27, 2021 meeting the **Stallings Town Council** voted to **APPROVE** the proposed amendment and stated that the **Stallings 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.

The statement and motion were seconded and passed.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk



Statement of Consistency and Reasonableness

(As per NC General Statute § 160D-605)

Prior to adopting or rejecting any zoning amendment, the governing body shall adopt a statement describing whether its action is consistent with an adopted comprehensive plan and explaining why the board considers the action taken to be reasonable and in the public interest. The planning board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan that has been adopted and any other officially adopted plan that is applicable. The planning board shall provide a written recommendation to the governing body that addresses plan consistency and other matters as deemed appropriate by the planning board, but a comment by the planning board that a proposed amendment is inconsistent with the comprehensive plan shall not preclude consideration or approval of the proposed amendment by the governing body.

ZONING AMENDMENT: RZ21.08.04

REQUEST: Rezone parcel at 5749 Stevens Mill Road, Parcel #07057009F, from Mixed Use 2 (MU-2) to Single Family Residential 1 (SFR-1)

STATEMENT OF CONSISTENCY AND REASONABLENESS:

The **Stallings Town Council** hereby finds that the proposed zoning amendment is inconsistent and reasonable with the 2017 Stallings Comprehensive Land Use Plan adopted 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 Chapter 160D. At their September 27, 2021 meeting the **Stallings Town Council** voted to **APPROVE** the proposed amendment and stated that the **Stallings Town Council** finds and determines that the zoning amendment is inconsistent with the key guiding principles, goals, and objectives of the Comprehensive Land Use Plan, but that it is found to be reasonable for the following reasons:

- The SFR-1 zoning better reflects the current use of the land
- There is no indication that the land will change uses within a reasonable time frame.

The statement and motion were seconded and passed.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk



Statement of Consistency and Reasonableness

(As per NC General Statute § 160D-605)

Prior to adopting or rejecting any zoning amendment, the governing body shall adopt a statement describing whether its action is consistent with an adopted comprehensive plan and explaining why the board considers the action taken to be reasonable and in the public interest. The planning board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan that has been adopted and any other officially adopted plan that is applicable. The planning board shall provide a written recommendation to the governing body that addresses plan consistency and other matters as deemed appropriate by the planning board, but a comment by the planning board that a proposed amendment is inconsistent with the comprehensive plan shall not preclude consideration or approval of the proposed amendment by the governing body.

ZONING AMENDMENT: RZ21.08.04

REQUEST: Rezone parcel at 5749 Stevens Mill Road, Parcel #07057009F, from Mixed Use 2 (MU-2) to Single Family Residential 1 (SFR-1)

STATEMENT OF CONSISTENCY AND REASONABLENESS:

The **Stallings Town Council** hereby finds that the proposed zoning amendment is inconsistent and unreasonable with the 2017 Stallings Comprehensive Land Use Plan adopted 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 Chapter 160D. At their September 27, 2021 meeting the **Stallings Town Council** voted to **DENY** the proposed amendment and stated that the **Stallings Town Council** finds and determines that the zoning amendment is inconsistent and unreasonable with the key guiding principles, goals, and objectives of the Comprehensive Land Use Plan.

The statement and motion were seconded and passed.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk



Statement of Consistency and Reasonableness

(As per NC General Statute § 160D-605)

Prior to adopting or rejecting any zoning amendment, the governing body shall adopt a statement describing whether its action is consistent with an adopted comprehensive plan and explaining why the board considers the action taken to be reasonable and in the public interest. The planning board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan that has been adopted and any other officially adopted plan that is applicable. The planning board shall provide a written recommendation to the governing body that addresses plan consistency and other matters as deemed appropriate by the planning board, but a comment by the planning board that a proposed amendment is inconsistent with the comprehensive plan shall not preclude consideration or approval of the proposed amendment by the governing body.

ZONING AMENDMENT: RZ21.08.05

REQUEST: Rezone parcel at 5741 Stevens Mill Road, Parcel #07057009E, from Mixed Use 2 (MU-2) to Single Family Residential 1 (SFR-1)

STATEMENT OF CONSISTENCY AND REASONABLENESS:

The **Stallings Town Council** hereby finds that the proposed zoning amendment is inconsistent and reasonable with the 2017 Stallings Comprehensive Land Use Plan adopted 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 Chapter 160D. At their September 27, 2021 meeting the **Stallings Town Council** voted to **APPROVE** the proposed amendment and stated that the **Stallings Town Council** finds and determines that the zoning amendment is inconsistent with the key guiding principles, goals, and objectives of the Comprehensive Land Use Plan, but that it is found to be reasonable for the following reasons:

- The SFR-1 zoning better reflects the current use of the land
- There is no indication that the land will change uses within a reasonable time frame.

The statement and motion were seconded and passed.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk



Statement of Consistency and Reasonableness

(As per NC General Statute § 160D-605)

Prior to adopting or rejecting any zoning amendment, the governing body shall adopt a statement describing whether its action is consistent with an adopted comprehensive plan and explaining why the board considers the action taken to be reasonable and in the public interest. The planning board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan that has been adopted and any other officially adopted plan that is applicable. The planning board shall provide a written recommendation to the governing body that addresses plan consistency and other matters as deemed appropriate by the planning board, but a comment by the planning board that a proposed amendment is inconsistent with the comprehensive plan shall not preclude consideration or approval of the proposed amendment by the governing body.

ZONING AMENDMENT: RZ21.08.05

REQUEST: Rezone parcel at 5741 Stevens Mill Road, Parcel #07057009E, from Mixed Use 2 (MU-2) to Single Family Residential 1 (SFR-1)

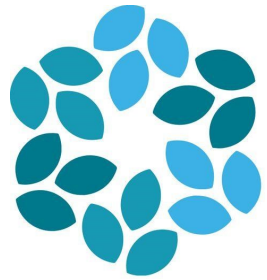
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The statement and motion were seconded and passed.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk



**PLANNING
& ZONING**
TOWN of STALLINGS

APPLICATION

RZ21.08.06

Judy Buchanan and Carole Starnes

Rezone from TC to SFR-1

Pre-Public Hearing Staff Analysis

Project Summary

Location

132 Stallings Rd

Required Setbacks

Front:

Side:

Rear:

Ownership

Judy Buchanan and Carole Starnes

Size/Project Size

3.453 Acres

Zoning

TC

Traffic Generation

N/A No TIA required

Existing Use

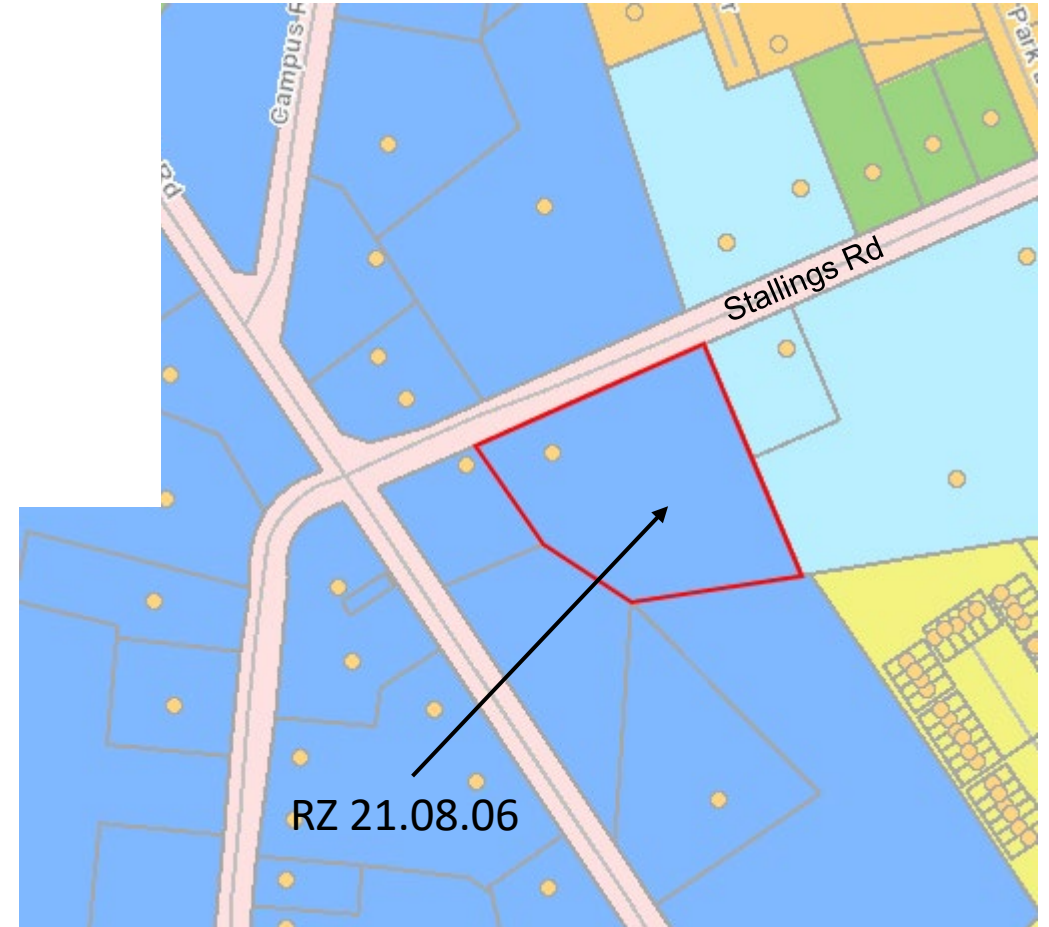
Residential

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



PROJECT SUMMARY

History:

The property was part of a Downtown Overlay Zoning District with a base zoning of R-20 prior to 2009. In or around 2012 the Downtown Overlay district was removed from the zoning map, and the parcel was simply zoned R-20. The property was rezoned to TC when the Town of Stallings UDO was adopted in 2018. When the property's tax value was recently re-assessed by Union County in 2021, the property value increased dramatically due to the new commercial uses allowed on the land. The applicants are seeking to return the property to a lower-density residential exclusive zoning of SFR-1.

The property appears to meet all of the lot dimension requirements of the SFR-1 district; no new non-conformities will be created. This is based on GIS information, which is not survey-grade accurate, but is generally reliable.

REQUEST

Straight Rezoning:

1. Rezone the property from TC to SFR-1

TREES, VEGETATION, AND STORMWATER

Tree Save

N/A

Stormwater Management and PCO

No impervious surface being added

Buffers

Subject to landscaping buffer requirements as defined in Article 11

The MU-2 district requires a Type B buffer (generally)
The SFR-1 district requires a Type A buffer

Open Space

No floor area being added as part of this rezoning request; open space provisions do not apply.

LAND USE PLAN AND ADOPTED POLICIES

Land Use Plan

The Land Use Plan shows the property as:

NC DOT Right of Way.

Primary Land Uses:

N/A

Secondary Land Uses:

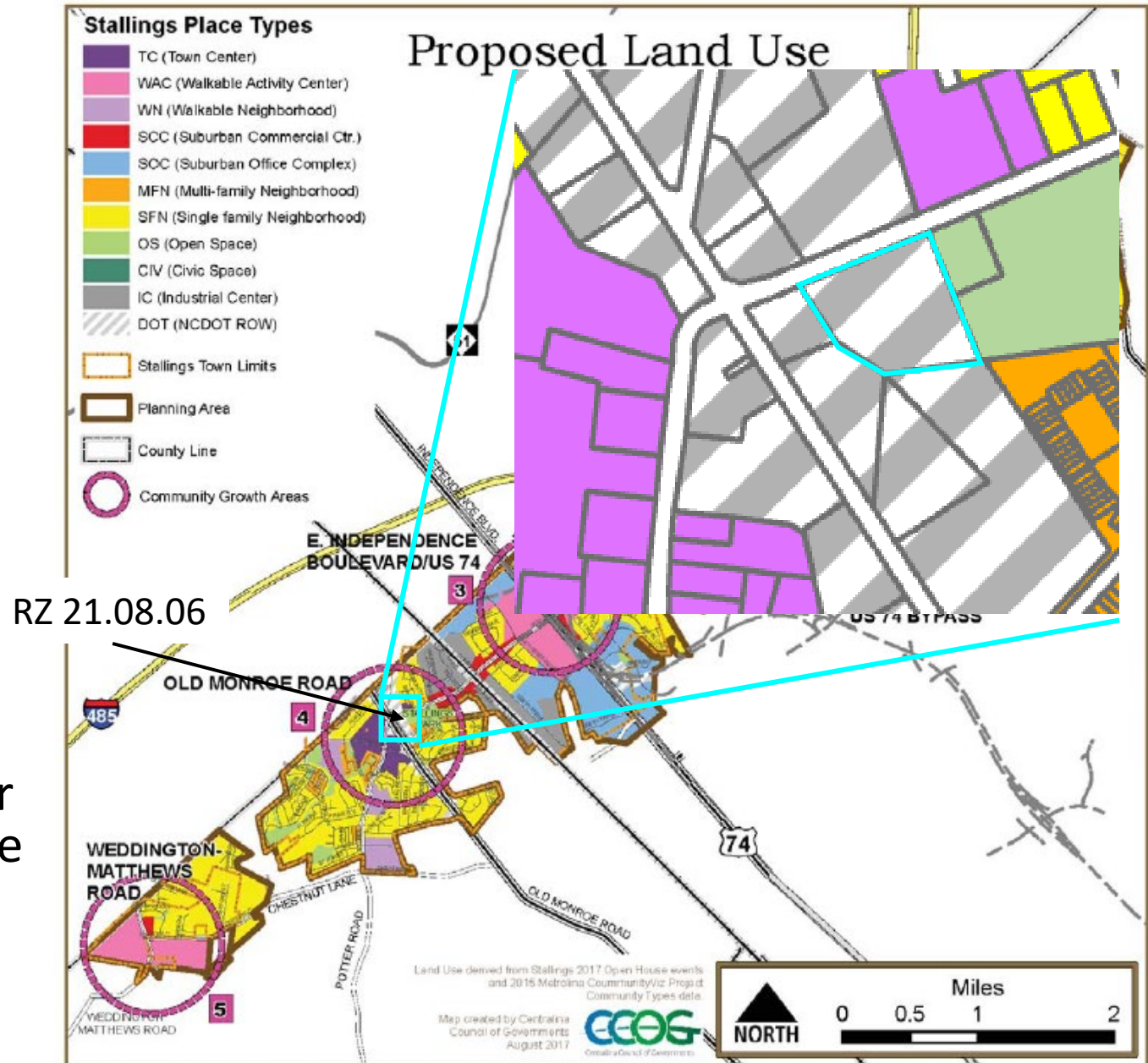
N/A

Small Area Plan

Stallings Downtown

Consistency

SFR-1 zoning is neither consistent nor inconsistent with the Future Land Use Plan.



LAND USE PLAN AND ADOPTED POLICIES

Small Area Plan

Stallings

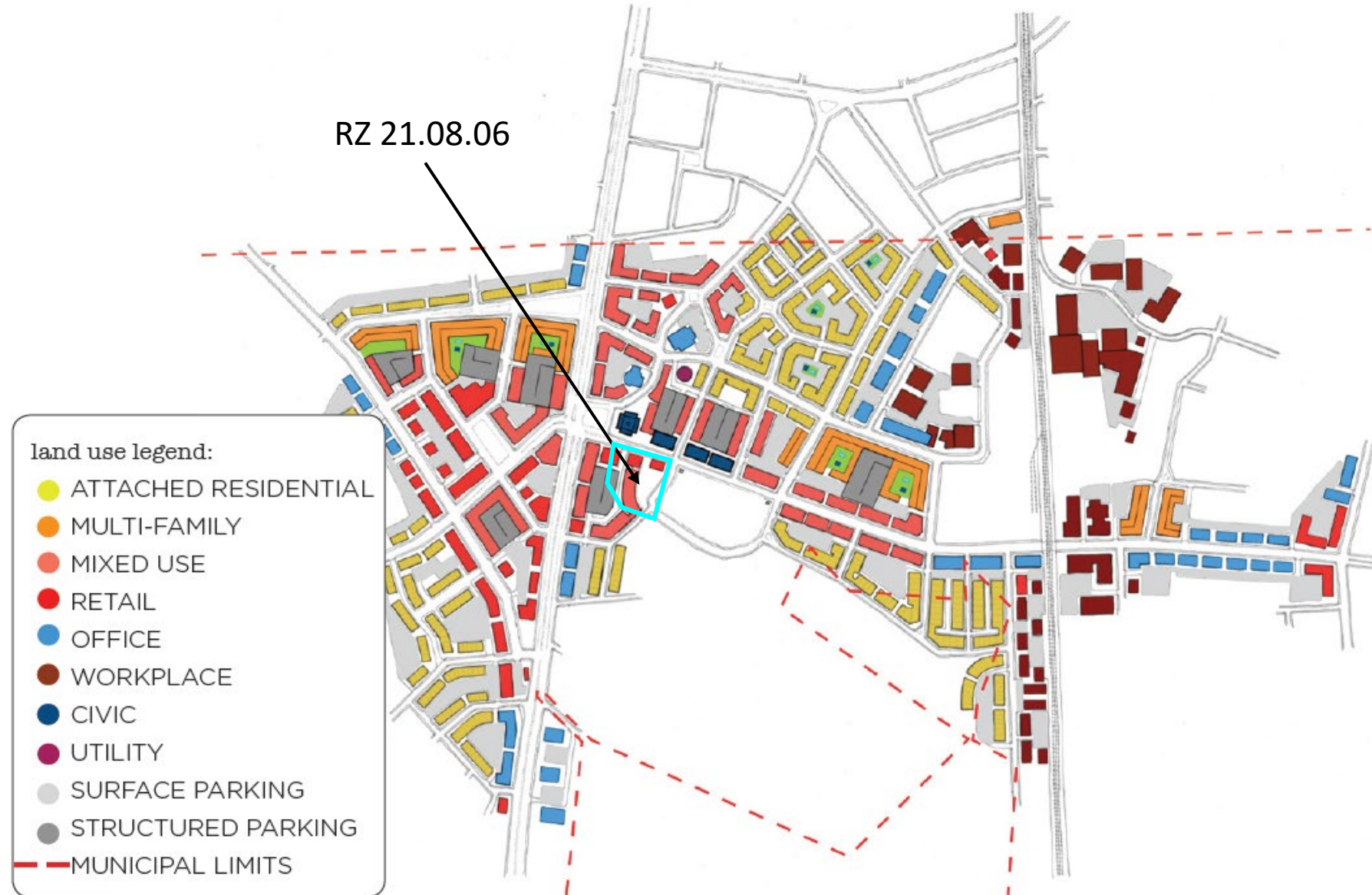
Downtown

Uses on lot:

Retail, Mixed Use,
Structured Parking

Consistency

SFR-1 zoning is
inconsistent with
the Downtown
Stallings Small Area
Plan



Planning Board – September 21

The Planning Board heard this rezoning request on September 21. There was a question regarding if a developer bought the land and wanted to develop it according to the downtown vision, would they need to rezone this property back to TC? Staff answered that yes, to develop the property according to the downtown vision of mixed-use, higher density residential, or retail that the property would need to be rezoned back to TC.

The Planning Board recommends **APPROVAL** of this rezoning request.



Statement of Consistency and Reasonableness

(As per NC General Statute § 160D-605)

Prior to adopting or rejecting any zoning amendment, the governing body shall adopt a statement describing whether its action is consistent with an adopted comprehensive plan and explaining why the board considers the action taken to be reasonable and in the public interest. The planning board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan that has been adopted and any other officially adopted plan that is applicable. The planning board shall provide a written recommendation to the governing body that addresses plan consistency and other matters as deemed appropriate by the planning board, but a comment by the planning board that a proposed amendment is inconsistent with the comprehensive plan shall not preclude consideration or approval of the proposed amendment by the governing body.

ZONING AMENDMENT: RZ21.08.06

REQUEST: Rezone parcel at 132 Stallings Road, Parcel #07129315, from Town Center (TC) to Single Family Residential 1 (SFR-1)

STATEMENT OF CONSISTENCY AND REASONABLENESS:

The **Stallings Town Council** hereby finds that the proposed zoning amendment is inconsistent and reasonable with the 2017 Stallings Comprehensive Land Use Plan adopted 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 Chapter 160D. At their September 27, 2021 meeting the **Stallings Town Council** voted to **APPROVE** the proposed amendment and stated that the **Stallings Town Council** finds and determines that the zoning amendment is inconsistent with the key guiding principles, goals, and objectives of the Comprehensive Land Use Plan, but finds it reasonable for the following reasons:

- The SFR-1 zoning district better reflects the current use of the land
- Market forces have not aligned with the uses allowed by the TC zoning district.

The statement and motion were seconded and passed.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk



Statement of Consistency and Reasonableness

(As per NC General Statute § 160D-605)

Prior to adopting or rejecting any zoning amendment, the governing body shall adopt a statement describing whether its action is consistent with an adopted comprehensive plan and explaining why the board considers the action taken to be reasonable and in the public interest. The planning board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan that has been adopted and any other officially adopted plan that is applicable. The planning board shall provide a written recommendation to the governing body that addresses plan consistency and other matters as deemed appropriate by the planning board, but a comment by the planning board that a proposed amendment is inconsistent with the comprehensive plan shall not preclude consideration or approval of the proposed amendment by the governing body.

ZONING AMENDMENT: RZ21.08.06

REQUEST: Rezone parcel at 132 Stallings Road, Parcel #07129315, from Town Center (TC) to Single Family Residential 1 (SFR-1)

STATEMENT OF CONSISTENCY AND REASONABLENESS:

The **Stallings Town Council** hereby finds that the proposed zoning amendment is inconsistent and unreasonable with the 2017 Stallings Comprehensive Land Use Plan adopted 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 Chapter 160D. At their September 27, 2021 meeting the **Stallings Town Council** voted to **DENY** the proposed amendment and stated that the **Stallings Town Council** finds and determines that the zoning amendment is inconsistent and unreasonable with the key guiding principles, goals, and objectives of the Comprehensive Land Use Plan.

The statement and motion were seconded and passed.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk



MEMO

To: Town of Stallings Town Council
From: Matthew West, Planning Technician
Date: September 22, 2021
RE: **TX21.08.01 – Article 19 Modifications**

Application Request:

Article 19 (Stormwater Management) of the Town of Stallings Unified Development Ordinance is proposed to be modified to improve the stormwater management requirements within the Twelve Mile and Crooked Creek Districts. The modifications will also provide updated instructions for stormwater management design, permitting, review, and approval of stormwater management plans.

Planning Board:

The Planning Board heard this text amendment on September 21, 2021. There were no questions or concerns regarding this text amendment. The Planning Board recommends **APPROVAL** of the text amendment as presented.

Suggested Amendment:

Section 19.12-2

Effect of Permit. A Land Development Permit shall govern the design, installation, and construction of storm water management and control practices on the site, including structural BMPs and elements of site design for storm water management other than structural BMPs.

The permit is intended to provide a mechanism for the review, approval, and inspection of the approach to be used for the management and control of storm water for the development or redevelopment of a site consistent with the requirements of this ordinance. Compliance after project construction is assured by the maintenance provision of this ordinance.

Section 19.12-4(A.)

Application Contents and Form. The Storm Water Administrator shall establish requirements for the content and form of the storm water component of all applications and shall amend and update those requirements from time to time. At a minimum, the Storm Water Management Report and detailed construction drawings prepared by a registered North Carolina professional engineer shall describe in detail how post-construction storm water runoff will be controlled

and managed, the design of all storm water facilities and practices, and how the proposed project will meet the requirements of this ordinance.

Section 19.12-4(D.)

Storm Water Documents. For applications required under this ordinance, the Storm Water Administrator shall incorporate into the Town of Stallings Land Development Permit Application the storm water related application requirements, and submittal checklist, , In addition, maintenance requirements, a copy of this ordinance, and where to obtain the Design Manual, as well as other information and materials necessary for the effective administration of this ordinance shall be made available to the public at the Town Administration Building and through the Town's website.

Section 19.12-5

Submittal of Complete Application. Land Development Applications shall be submitted to the Town Planning Department pursuant to the application submittal schedule in the form established by the Storm Water Administrator, along with the appropriate fee established by the Town of Stallings.

Section 19.12-6(A.)

Approval. If the Storm Water Administrator finds that the application complies with the standards of this ordinance, the Storm Water Administrator shall approve the storm water components of the application and recommend approval to the Town of Stallings Planning Department. The Storm Water Administrator may impose conditions of approval as needed to ensure compliance with this ordinance. The conditions shall be included in the permit as part of the approval.

Section 19.13-1

Concept Plan and Consultation Meeting. Before a storm water management plan is submitted, the land owner or the land owner's duly authorized agent or anyone having interest in the property by reason of a written contract with the owner may request consultation(s) on the plan for the development. This meeting shall include review of the conceptual layout of the post-construction storm water management system to be utilized in the proposed *development* project as well as any proposed improvements adjacent to or within the FEMA Special Flood Hazard Areas (SFHA). This consultation meeting(s) shall take place at the time of the conceptual plan of the subdivision or other early step in the *development* process. The purpose of this meeting(s) is to discuss the development plan including but not limited to post-construction storm water management measures necessary for the proposed project, as well as to discuss and assess constraints, opportunities, and potential approaches to storm water management designs before formal site design engineering is commenced. Local watershed plans, FEMA Flood Insurance Rate Maps (FIRM), and other relevant resource protection plans may be consulted in the discussion of the plan.

Section 19.13-2

Storm Water Management Conceptual Plan Review. The Storm Water Management Conceptual Plan Review submittal shall detail how post-construction storm water runoff will be controlled and managed and how the proposed project will meet the requirements of this ordinance, including Section 3, Standards. All such plans submitted shall be prepared by a registered North Carolina professional engineer. The professional engineer shall perform services only in their area of competence, and shall verify that the design of all storm water management facilities and practices meets the submittal requirements for complete applications, that the designs and plans are sufficient to comply with applicable standards and policies found in this ordinance, and that the designs and plans ensure compliance with this ordinance.

The submittal shall include all of the information required in the plan review submittal checklist established by the Storm Water Administrator and referenced in the Land Development Application. Incomplete submittals shall be treated pursuant to Section 19.12-1.

Section 19.13-3

As-Built Plans and Final Approval. The applicant shall certify that the completed project is in accordance with the approved storm water management plans and designs and shall submit actual "as-built" plans for all storm water management facilities two weeks prior to request for certificate of occupancy. Failure to provide approved as-built plans within the time frame specified by the Storm Water Administrator may result in assessment of penalties as specified in Section 5, Violations and Enforcement. As-built plans shall indicate that:

- (A.) The surveyor has surveyed the as-built detention facilities and sealed the plans (i.e. pond grades, structure dimensions, pipe sizes/material, and invert elevations);
- (B.) Any required revised calculations have been submitted and approved by the Town. Such revised calculations must be sealed by a professional engineer; and
- (C.) The facility has been stabilized consistent with the North Carolina Department of Environmental and Natural Resource standards and specifications.

As-built plans will indicate final as-built information for all storm water management facilities and practices, including the field location, size, depth, inverts, sizes and material of all measures, controls, and devices, as installed. This includes planted vegetation.

When a detention facility serves more than one (1) property, the as-built plans must include:

- (A.) A permanent detention easement, which encompasses the detention facility, must be shown on a recorded plat. This easement shall be described by metes and bounds.
- (B.) A note placed on the recorded plat that clearly describes who is responsible for maintenance of the detention facilities, pipes, structures, and/or channels located within the permanent detention facility.

Final as-built plans and a final inspection and approval by the Storm Water Administrator are required before a project is determined to be in compliance with this ordinance. **At the discretion of the Storm Water Administrator, certificates of occupancy may be withheld pending receipt of as-built plans and the completion of a final inspection and approval of a project.**

Section 19.15-4(B.)

Notwithstanding subdivision (1) of this Section, exceptions from the buffer requirements of this ordinance may be granted in any of the following instances:

Section 19.17-2

Goose Creek District. The Goose Creek District is the area of land that drains to Goose Creek in the Town of Stallings, including all creeks and tributaries. Development within this watershed must follow the requirements of the Site Specific Water Quality Management Plan for the Goose Creek Watershed, latest edition.

Section 19.18-1

Development Standards for Low Density Projects. Any drainage area within a project is considered low density when said drainage area has less than 10% built upon area or one (1) dwelling unit per one (1) acre. Such low-density projects shall comply with each of the following standards.

Section 19.18-2

Development Standards for High Density Projects. Any drainage area within a project is considered high density when said drainage area has greater than or equal to 10% built upon area or one (1) dwelling unit per one (1) acre. Such high-density projects shall implement storm water treatment systems that comply with each of the following standards.

Section 19.18-2(G)

Storm Water Peak Control. For developments greater than or equal to 10% built upon area, peak control shall be installed for the 2-yr, 10-yr and 25-yr, 6-hr storms. The emergency overflow and outlets work for any pond or wetland discharge with a minimum recurrence frequency as specified in the Design

Manual. For detention basins, the temporary storage capacity shall be restored within 72 hours. Requirements of the Dam Safety Act shall be met when applicable.

Section 19.19-1

Development Standards for Low Density Projects. Any drainage area within a project is considered low density when said drainage area has less than 10% built upon area or one (1) dwelling unit per one (1) acre. Such low-density projects shall comply with each of the following standards.

Section 19.19-1(D)

Stream Buffers. Undisturbed buffers are required for perennial and intermittent streams as well as the ponds, lakes, and reservoirs (excluding wetlands) with hydrologic connections to such streams. The buffer width is 200-feet wide if located within the 100-Year Floodplain or 100-feet wide if located outside the 100-Year Floodplain. Buffer widths shall be measured horizontally on a line perpendicular to the surface water, landward from the top of the bank on each side of the stream. Development within this watershed must follow the requirements of the Site Specific Water Quality Management Plan for the Goose Creek Watershed, latest edition.

Section 19.19-2

Development Standards for High Density Projects. Any drainage area within a project is considered high density when said drainage area has greater than or equal to 10% built upon area or one (1) dwelling unit per one (1) acre. Such high-density projects shall implement storm water treatment systems that comply with the Low Density Standards and the following additional standards.

(A) Storm Water Peak Control. Peak control shall be installed for the 2-yr, 10-yr and 25-yr, 6-hr storms. The emergency overflow and outlets work for any pond or wetland discharge with a minimum recurrence frequency as specified in the Design Manual. For detention basins, the temporary storage capacity shall be restored within 72 hours. Requirements of the Dam Safety Act shall be met when applicable.

ARTICLE 19

POST-CONSTRUCTION STORMWATER MANAGEMENT

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ARTICLE 19

POST-CONSTRUCTION STORMWATER MANAGEMENT ORDINANCE

SECTION 1: GENERAL PROVISIONS

19.1 Title

This ordinance shall be officially known as the “Post-Construction Storm Water Ordinance.” It is referred to herein as “this ordinance.” The provisions of this ordinance shall apply within the corporation limits of the Town of Stallings, North Carolina.

19.2 Authority

The Town of Stallings is authorized to adopt this ordinance pursuant to North Carolina law, including but not limited to Article 14, Section 5 of the Constitution of North Carolina; G.S. § 143-214.7 and rules promulgated by the Environmental Management Commission there under; Session Law 2004-163; G.S. § 160D-925.

19.3 Findings

It is hereby determined that:

Development and redevelopment alter the hydrologic response of local watersheds and increase storm water runoff rates and volumes, flooding, soil erosion, stream channel erosion, non-point source pollution, and sediment transport and deposition, as well as reduce groundwater recharge;

These changes in storm water runoff contribute to increased quantities of water-borne pollutants and alterations in hydrology which are harmful to public health and safety as well as the natural environment; and

These effects can be managed and minimized by applying proper designed and well-planned controls to manage storm water runoff from development sites.

Further, the Federal Pollution Control Act of 1972 (“Clean Water Act”) and Federal Phase II Storm Water Rules promulgated under it, as well as rules of the North Carolina Environmental Management Commission promulgated in response to Federal Phase II requirements, compel certain urbanized areas,

including the Town of Stallings, to adopt storm water controls such as those included in this ordinance

Therefore, the Town of Stallings establishes this set of water quality and quantity regulations to meet the requirements of State and Federal law regarding control of storm water runoff and discharge.

19.4 Purpose

19.4-1 General. The purpose of this ordinance is to protect, maintain and enhance the public health, safety, environment and general welfare by establishing minimum requirements and procedures to control the adverse effects of increased post-construction storm water runoff and non-point source pollution associated with new development and redevelopment. It has been determined that proper management of construction-related and post-construction storm water runoff will minimize damage to public and private property and infrastructure, safeguard the public health, safety, and general welfare, and protect water and aquatic resources.

19.4-2 Specific. This ordinance seeks to meet its general purpose through the following specific objectives and means:

- (A.) Establishing decision-making processes for development to protect the integrity of watersheds and preserve the health of water resources;
- (B.) Minimizing changes to the pre-development hydrologic response for new development and redevelopment in their post-construction state in accordance with the requirements of this ordinance for the applicable design storm in order to reduce flooding, stream bank erosion, and non-point and point source pollution, as well as to maintain the integrity of stream channels, aquatic habitats and healthy stream temperatures;
- (C.) Establishing minimum post-construction storm water management standards and design criteria for the regulation and control of storm water runoff quantity and quality;
- (D.) Establishing design and review criteria for the construction, function, and use of structural storm water best management practices (BMPs) that may be used to meet the minimum post-development storm water management standards;
- (E.) Encouraging the use of better management and site design practices, such as the use of vegetated conveyances for storm water and preservation of greenspace, buffers and other conservation areas to the maximum extent practicable;

- (F.) Establishing provisions for the long-term responsibility for and maintenance of structural and nonstructural storm water BMPs to ensure that they continue to function as designed, are maintained appropriately, and pose minimum risk to public safety; and
- (G.) Establishing administrative procedures for the submission, review, approval, and disapproval of storm water management plans, for the inspection of approved projects, and to assure appropriate long-term maintenance.

19.5 Applicability and Jurisdiction

19.5-1 General. The requirements of this ordinance shall apply to all developments and redevelopments within the corporate limits or in the extraterritorial jurisdiction, unless one of the following exceptions applies to the development or redevelopment as of the effective date of October 1, 2007:

- (A.) Preliminary subdivision plan application or in the case of minor subdivisions, construction plan for required improvements, submitted and accepted for review;
- (B.) Zoning use application submitted and accepted for review for uses that do not require a building permit;
- (C.) Certificate of Building Code Compliance issued by the proper governmental authority;
- (D.) Valid building permit issued pursuant to G.S. § 153A-344, so long as the permit remains valid, unexpired and not revoked; and/or
- (E.) Common law vested right established (e.g., the substantial expenditure of resources (time, labor, money) based on a good faith reliance upon having received a valid governmental approval to proceed with a project).

19.5-2 Exemptions.

- (A.) Development or redevelopment that cumulatively disturbs less than one acre and is not part of a larger common plan of development or sale is exempt from the provisions of this ordinance;
- (B.) Stream and wetland restoration activities and projects that do not include the installation of any impervious surfaces;
- (C.) Linear construction projects such as pipeline or utility installations;
- (D.) Redevelopment or expansion that results in no net increase in built-upon area and provides equal or greater storm water control than the previous development is exempt from the requirements of this ordinance;

- (E.) Activities exempt from permit requirements of Section 404 of the Federal Clean Water Act, as specified in 40 CFR 232 (primarily ongoing farming and forestry activities); and
- (F.) Development and redevelopment that disturb less than one acre are not exempt if such activities are part of a larger common plan of development or sale, even though multiple, separate or distinct activities take place at different times on different schedules.

19.5-3 No Development or Redevelopment until Compliance and Permit. No development or redevelopment shall occur except in compliance with the provisions of this ordinance or unless exempted. No development for which a permit is required pursuant to this ordinance shall occur except in compliance with the provisions, conditions, and limitations of the permit.

19.5-4 Map. The provisions of this ordinance shall apply within the areas designated on the map titled "Post-Construction Watershed District Map" for the Town of Stallings, North Carolina (hereafter referred to as "the Storm Water Map"), which is adopted simultaneously herewith. The Storm Water Map and all explanatory matter contained thereon accompany and are hereby made a part of this ordinance. Please see the Post Construction Administrative Manual for the Storm Water Map.

The Storm Water Map shall be kept on file by the Storm Water Administrator or designee (hereinafter referred to as the "Storm Water Administrator") and shall be updated to take into account changes in land area covered by this ordinance and the geographic location of all structural BMPs permitted under this ordinance. In the event of a dispute, the applicability of this ordinance to a particular area of land or BMP shall be determined by appeal through the Storm Water Administrator.

19.6 Interpretation

19.6-1 Meaning and Intent. All provisions, terms, phrases, and expressions contained in this ordinance shall be construed according to the general and specific purposes set forth in Section 19.3, Purpose. If a different or more specific meaning is given for a term defined elsewhere in the Code of Ordinances for the Town of Stallings, the meaning and application of the term in this ordinance shall control for purposes of application of this ordinance.

- 19.6-2 Text Controls in Event of Conflict. In the event of a conflict or inconsistency between the text of this ordinance and any heading, caption, figure, illustration, table, or map, the text shall control.
- 19.6-3 Authority for Interpretation. The Storm Water Administrator has authority to interpret this ordinance. Any person may request an interpretation by submitting a written request to the Storm Water Administrator who shall respond in writing within thirty (30) days. The Storm Water Administrator shall keep on file a record of all written interpretations of this ordinance.
- 19.6-4 References to Statutes, Regulations, and Documents. Whenever reference is made to a resolution, ordinance, statute, regulation, manual (including the Design and Administrative Manuals), or document, it shall be construed as a reference to the most recent edition of such that has been finalized and published with due provision for notice and comment, unless otherwise specifically stated.
- 19.6-5 Computation of Time. The time in which an act is to be done shall be computed by excluding the first day and including the last day. If a deadline or required date of action falls on a Saturday, Sunday, or holiday observed by the Town of Stallings, the deadline or required date of action shall be the next day that is not a Saturday, Sunday, or holiday observed by the Town of Stallings. References to days are calendar days unless otherwise stated
- 19.6-6 Delegation of Authority. Any act authorized by this ordinance to be carried out by the Storm Water Administrator of the Town of Stallings may be carried out by his or her designee.
- 19.6-7 Usage.
- (A.) Mandatory and Discretionary Terms. The words “shall,” “must,” and “will” are mandatory in nature, establishing an obligation or duty to comply with the particular provision. The words “may” and “should” are permissive in nature.
- (B.) Conjunctions. Unless the context clearly indicates the contrary, conjunctions shall be interpreted as follows: The word “and” indicates that all connected items, conditions, provisions, or events apply. The word “or” indicates that one or more of the connected items, conditions, provisions or events apply.
- (C.) Tense, Plurals, and Gender. Words used in the present tense include the future tense. Words used in the singular number include the plural number and the plural number includes the

singular number, unless the context of the particular usage clearly indicates otherwise. Words used in the masculine gender include the feminine gender and vice versa.

- 19.6-8 Measurement and Computation. Disturbed area refers to the amount of horizontal land area contained inside the limits of the land disturbance. Lot area refers to the amount of horizontal land area contained inside the limits of the lot lines of a lot or site.

19.7 Design Manual

- 19.7-1 Reference to Design Manual. The Storm Water Administrator shall use the policy, criteria, and information, including technical specifications and standards, in the latest edition of the Charlotte Mecklenburg Best Management Practices (BMP) Design Manual as the basis for decisions about Land Development Permits and about the design, implementation and performance of structural and non-structural storm water BMPs.

The BMP Design Manual includes a list of acceptable storm water treatment practices, including the specific design criteria for each storm water practice. Stormwater treatment practices that are designed and constructed in accordance with these design and sizing criteria will be presumed to meet the minimum water quality performance standards of this ordinance and the Federal Phase II Storm Water Rules. Failure to construct storm water treatment practices in accordance with these criteria may subject the violator to a civil penalty as described in Section 19.34 of this ordinance.

- 19.7-2 Relationship of Design Manual to Other Laws and Regulations. If the specifications or guidelines of the Design Manual are more restrictive or apply a higher standard than other laws or regulations, that fact shall not prevent application of the specifications or guidelines in the Design Manual.
- 19.7-3 Changes to Standards and Specifications. Standards, specifications, guidelines, policies, criteria, or other information in the Design Manual in effect at the time of acceptance of a complete application shall control and shall be utilized in reviewing the application and in implementing this ordinance with regard to the application.
- 19.7-4 Amendments to Design Manual. Local amendments to the Design Manual may be published from time to time, based on advancements

in technology and engineering, improved knowledge of local conditions, local monitoring or maintenance experience.

Prior to publishing amendments, proposed changes shall be generally publicized and made available for review and an opportunity for comment by interested persons shall be provided.

19.8 Relationship to Other Laws, Regulations and Private Agreements

19.8-1 Conflict of Laws. This ordinance is not intended to modify or repeal any other ordinance, rule, regulation, or other provision of law. The requirements of this ordinance are in addition to the requirements of any other ordinance, rule, regulation, or other provision of law, and where any provision of this ordinance imposes restrictions different from those imposed by any other ordinance, rule, regulation, or other provision of law, whichever provision is more restrictive or imposes higher protective standards for human or environmental health, safety, and welfare, shall control.

19.8-2 Private Agreements. This ordinance is not intended to revoke or repeal any easement, covenant, or other private agreement. However, where the regulations of this ordinance are more restrictive or impose higher standards or requirements than such easement, covenant or other private agreement, then the requirements of this ordinance shall govern. Nothing in this ordinance shall modify or repeal any private covenant or deed restriction, but such covenant or restriction shall not legitimize any failure to comply with this ordinance. In no case shall the Town of Stallings be obligated to enforce the provisions of any easements, covenants, or agreements between private parties.

19.9 Severability

If the provisions of any section, subsection, paragraph, subdivision or clause of this ordinance shall be adjudged invalid by a court of competent jurisdiction, such judgment shall not affect or invalidate the remainder of any section, subsection, paragraph, subdivision or clause of this ordinance.

19.10 Effective Date and Transitional Provisions

19.10-1 Effective Date. This ordinance shall take effect on October 1, 2007.

19.10-2 Final Approvals, Complete Applications. All development and redevelopment projects for which complete and full applications were submitted by the Town of Stallings prior to the effective date of this

ordinance shall be exempt from complying with the provisions of this ordinance.

19.10-3 Violations Continue. Any violation of the provisions of this ordinance existing as of the effective date of this ordinance shall continue to be a violation under this ordinance and be subject to penalties and enforcement unless the use, development, construction, or other activity complies with the provisions of this ordinance.

SECTION 2: ADMINISTRATION AND PROCEDURES

19.11 Review and Decision-Making Entities

19.11-1 Storm Water Administrator.

- (A). Designation. A Storm Water Administrator shall be designated by the Town of Stallings for the purpose of administering and enforcing this ordinance.
- (B.) Powers and Duties. In addition to the powers and duties that may be conferred by other provisions of the Town of Stallings Development Ordinance and other laws, the Storm Water Administrator shall have the following powers and duties under this ordinance:
 - (1.) To review and approve or disapprove applications submitted pursuant to this ordinance;
 - (2.) To make determinations and render interpretations of this ordinance;
 - (3.) To establish application requirements and schedules for submittal and review of applications and appeals;
 - (4.) To enforce this ordinance in accordance with its enforcement provisions;
 - (5.) To maintain records, maps, and official materials as related to the adoption, amendment, enforcement, or administration of this ordinance;
 - (6.) To provide expertise and technical assistance upon request to the Town of Stallings and its Stormwater Advisory Committee;
 - (7.) To designate appropriate other person(s) who shall carry out the powers and duties of the Storm Water Administrator;
 - (8.) To provide information and recommendations relative to variances and information as requested by the Stormwater Advisory Committee in response to appeals; and

- (9.) To take any other action necessary to administer the provisions of this ordinance.

19.12 Review Procedures

- 19.12-1 Permit Required; Must Apply for Permit. A Land Development Permit is required for all development and redevelopment unless exempt pursuant to this ordinance. A permit may only be issued subsequent to a properly submitted, reviewed and approved permit application, pursuant to this Section.
- 19.12-2 Effect of Permit. A Land Development Permit shall govern the design, installation, and construction of storm water management and control practices on the site, including structural BMPs and elements of site design for storm water management other than structural BMPs.

The permit is intended to provide a mechanism for the review, approval, and inspection of the approach to be used for the management and control of storm water for the development or redevelopment of a site consistent with the requirements of this ordinance, ~~whether the approach consists of structural BMPs or other techniques such as low impact or low density design.~~ Compliance after project construction is assured by the maintenance provision of this ordinance.

- 19.12-3 Authority to File Applications. All applications required pursuant to this ordinance shall be submitted to the Storm Water Administrator by the land owner or the land owner's duly authorized agent or anyone having interest in the property by reason of a written contract with the owner.

19.12-4 Establishment of Application Requirements, Schedule, and Fees.

- (A.) Application Contents and Form. The Storm Water Administrator shall establish requirements for the content and form of the storm water component of all applications and shall amend and update those requirements from time to time. At a minimum, the Storm Water Management Report and detailed construction drawings prepared by a registered North Carolina professional engineer shall describe in detail how post-construction storm water runoff will be controlled and managed, the design of all storm water facilities and

practices, and how the proposed project will meet the requirements of this ordinance.

- (B.) Submission Schedule. The Storm Water Administrator shall establish a submission schedule for applications. The schedule shall establish deadlines by which complete applications must be submitted for the purpose of ensuring that there is adequate time to review applications, and that the various stages in the review process are accommodated. This schedule will be provided in the Administrative Manual.
- (C.) Permit Review Fees. The Town of Stallings shall establish plan review and permit application fees as well as policies regarding refund of any fees upon withdrawal of an application, and may amend and update the fees and policies from time to time. The permit review fee schedule will be established by the Town of Stallings.
- (D.) ~~Administrative Manual~~Storm Water Documents. For applications required under this ordinance, the Storm Water Administrator shall ~~compile into an Administrative Manual~~incorporate into the Town of Stallings Land Development Permit Application the storm water related application requirements, and submittal checklist, ~~submission schedule, fee schedule, In addition,~~ maintenance agreements~~requirements~~, a copy of this ordinance, and where to obtain the Design Manual, as well as other information and materials necessary for the effective administration of this ordinance shall be made available to the public at the Town Administration Building and through the Town's website. This Administrative Manual shall be placed on the Town's web site and made available to the public at the Stallings Town Hall.

- 19.12-5 Submittal of Complete Application. Land Development Applications shall be submitted to the ~~Storm Water Administrator~~Town Planning Department pursuant to the application submittal schedule in the form established by the Storm Water Administrator, along with the appropriate fee established by the Town of Stallings.

An application shall be considered as timely submitted only when it contains all elements of a complete application pursuant to this ordinance, along with the appropriate fee. If the Storm Water Administrator finds that an application is incomplete, the applicant shall be notified of the deficient elements and shall be provided with an opportunity to submit a complete application. However, the submittal of an incomplete application shall not suffice to meet a deadline contained in the submission schedule established above.

19.12-6 Review. Within thirty (30) working days after a complete application is submitted, the Storm Water Administrator shall review the application and determine whether the application complies with the standards of this ordinance.

- (A.) Approval. If the Storm Water Administrator finds that the application complies with the standards of this ordinance, the Storm Water Administrator shall approve the storm water components of the application and ~~issue a Land Development Permit to the applicant~~recommend approval to the Town of Stallings Planning Department. The Storm Water Administrator may impose conditions of approval as needed to ensure compliance with this ordinance. The conditions shall be included in the permit as part of the approval.
- (B.) Fails to Comply. If the Storm Water Administrator finds that the application fails to comply with the standards of this ordinance, the Storm Water Administrator shall notify the applicant and shall indicate how the application fails to comply. The applicant shall have an opportunity to submit a revised application.
- (C.) Revision and Subsequent Review. A complete revised application shall be reviewed by the Storm Water Administrator within thirty (30) working days after its re-submittal and shall be approved, approved with conditions or disapproved. If a revised application is not re-submitted within ninety (90) calendar days from the date the applicant was notified, the application shall be considered withdrawn, and a new submittal for the same or substantially the same project shall be required along with the appropriate fee.

19.13 Applications for Approval

19.13-1 Concept Plan and Consultation Meeting. Before a storm water management plan is submitted, the ~~Storm Water Administrator or~~ land owner or the land owner's duly authorized agent or anyone having interest in the property by reason of a written contract with the owner ~~shall~~may request consultation(s) on the plan for the development. This meeting shall include review of the conceptual layout of the post-construction storm water management system to be utilized in the proposed development project as well as any proposed improvements adjacent to or within the FEMA Special Flood Hazard Areas (SFHA). This consultation meeting(s) shall take place at the time of the ~~preliminary-conceptual~~ plan of the subdivision or other early step in the development process. The purpose of this meeting(s) is to discuss the development plan including but not limited to post-

construction storm water management measures necessary for the proposed project, as well as to discuss and assess constraints, opportunities, and potential approaches to storm water management designs before formal site design engineering is commenced. Local watershed plans, [FEMA Flood Insurance Rate Maps \(FIRM\)](#), and other relevant resource protection plans may be consulted in the discussion of the plan.

At the time of concept plan submittal, the following information should be included in the concept plan, which should be submitted in advance of the meeting:

- (A.) Existing Conditions / Proposed Site Plans. Existing conditions and proposed site layout plans, which illustrate at a minimum:
- (1.) existing and proposed topography;
 - (2.) perennial and intermittent streams;
 - (3.) mapping of predominant soils from soil surveys;
 - (4.) boundaries of existing predominant vegetation and proposed limits of clearing and grading; and
 - (5.) location of existing and proposed roads, buildings, parking areas and other impervious surfaces.
- (B.) Natural Resources Inventory. A written or graphic inventory of the natural resources at the site and surrounding area as it exists prior to the commencement of the project. This description should include a discussion of soil conditions, forest cover, geologic features, topography, wetlands, and native vegetative areas on the site, as well as the location and boundaries of other natural feature protection and conservation areas such as lakes, ponds, floodplains, stream buffers and other setbacks (e.g., drinking water well setbacks, septic system setbacks, etc.). Particular attention should

be paid to environmentally sensitive features that provide particular opportunities or constraints for development.

- (C.) Storm Water Management System Concept Plan. A written or graphic concept plan of the proposed post-construction storm water management system including:
- (1.) preliminary selection and location of proposed structural storm water controls;
 - (2.) low impact design elements;
 - (3.) location of existing and proposed conveyance systems such as grass channels, swales, and storm drains;
 - (4.) flow paths;
 - (5.) location of all floodplain/floodway limits;
 - (6.) relationship of site to upstream and downstream properties and drainages; and
 - (7.) preliminary location of proposed stream channel modifications, such as bridge or culvert crossings.

- 19.13-2 Storm Water Management Preliminary-Conceptual Plan Review Application. The Storm Water Management ~~Preliminary-Conceptual~~ Plan Review ~~s~~Submittal shall detail how post-construction storm water runoff will be controlled and managed and how the proposed project will meet the requirements of this ordinance, including Section 3, Standards. All such plans submitted shall be prepared by a registered North Carolina professional engineer. The professional engineer shall perform services only in their area of competence, and shall verify that the design of all storm water management facilities and practices meets the submittal requirements for complete applications, that the designs and plans are sufficient to comply with applicable standards and policies found in ~~the Design Manual~~this ordinance, and that the designs and plans ensure compliance with this ordinance.

The submittal shall include all of the information required in the plan review submittal checklist established by the Storm Water Administrator and referenced in the ~~Administrative Manual~~Land Development Application. Incomplete submittals shall be treated pursuant to Section 19.12-1.

- 19.13-3 As-Built Plans and Final Approval. The applicant shall certify that the completed project is in accordance with the approved storm water management plans and designs and shall submit actual “as- built” plans for all storm water management facilities two weeks prior to request for certificate of occupancy. Failure to provide approved as-built plans within the time frame specified by the Storm Water Administrator may result in assessment of penalties as specified in

Section 5, Violations and Enforcement. As-built plans shall indicate that:

- (A.) The surveyor has surveyed the as-built detention facilities and sealed the plans (i.e. pond grades, structure dimensions, pipe sizes/material, and invert elevations);
- (B.) Any required revised calculations have been submitted and approved by the Town. Such revised calculations must be sealed by a professional engineer; and
- (C.) The facility has been stabilized consistent with the North Carolina Department of Environmental and Natural Resource standards and specifications.

As-built plans will ~~also~~ indicate final ~~design specifications~~ as-built information for all storm water management facilities and practices, ~~and including~~ the field location, size, depth, ~~and inverts, sizes and material~~ planted vegetation of all measures, controls, and devices, as installed. This includes planted vegetation.

When a detention facility serves more than one (1) property, the as-built plans must include:

- (A.) A permanent detention easement, which encompasses the detention facility, must be shown on a recorded plat. This easement shall be described by metes and bounds.
- (B.) A note placed on the recorded plat that clearly describes who is responsible for maintenance of the detention facilities, pipes, structures, and/or channels located within the permanent detention facility.

Final as-built plans and a final inspection and approval by the Storm Water Administrator are required before a project is determined to be in compliance with this ordinance. **At the discretion of the Storm Water Administrator, certificates of occupancy may be withheld pending receipt of as-built plans and the completion of a final inspection and approval of a project.**

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19.14 Approvals

- 19.14-1 Effect of Permit Approval. Approval authorizes the applicant to go forward with only the specific plans and construction activity authorized in the permit. The approval shall not be construed to exempt the applicant from obtaining other applicable approvals from local, State, and Federal authorities.

19.14-2 Time Limit/Expiration. A Land Development Permit approved under the provisions of this ordinance shall remain valid for a period of three (3) years from the date of approval. If no work on the site in furtherance of the final design plan has commenced within the three (3) year period, the permit approval will become null and void and a new application will be required to develop the site. If work on the site in furtherance of the final plan has commenced that involves any utility installations or street improvements except grading, the permit and plan shall remain valid and in force and the project may be completed in accordance with the approved plan.

19.15 Appeals

19.15-1 Right of Appeal. Any aggrieved person affected by any decision, order, requirement, or determination relating to the interpretation or application of this ordinance and made by the Storm Water Administrator may file an appeal to the Stormwater Advisory Committee for the Town of Stallings within thirty (30) days.

19.15-2 Filing of Appeal and Procedures. Appeals shall be taken within the specified time period by filing a notice of appeal and specifying the grounds for appeal on the general forms provided by the Town of Stallings. The Storm Water Administrator shall forthwith transmit to the Stormwater Advisory Committee all documents constituting the record on which the decision appealed from was taken.

The hearing conducted by the Stormwater Advisory Committee shall be conducted in the nature of a quasi-judicial proceeding in accordance with the Town of Stallings Development Ordinance.

19.15-3 Review by Superior Court. Every decision of the Stormwater Advisory Committee shall be subject to Superior Court review by proceedings in the nature of certiorari. Petition for review by the Superior Court shall be filed with the Clerk of Superior Court within thirty (30) days after the latter of the following:

- (A.) The decision of the Stormwater Advisory Committee is filed; or
- (B.) A written copy thereof is delivered to every aggrieved party who has filed a written request for such copy with the Stormwater Advisory Committee at the time of its hearing of the case.

19.15-4 Statutory Exceptions.

- (A.) The Storm Water Administrator may grant exceptions from the buffer requirements of this ordinance as well as the deed restrictions and protective covenant requirements as follows:
- (1.) Unnecessary hardships would result from strict application of the ordinance;
 - (2.) The hardships result from conditions that are peculiar to the property, such as location, size, or topography of the property;
 - (3.) The hardships did not result from actions taken by the petitioner; and/or
 - (4.) The requested exception is consistent with the spirit, purpose, and intent of this act; will protect water quality; will secure public safety and welfare; and will preserve substantial justice. Merely proving that the exception would permit a greater profit from the property shall not be considered adequate justification for the exception.
- (B) Notwithstanding subdivision (1) of this Section, exceptions from the buffer requirements of this ordinance may shall be granted in any of the following instances:
- (1.) When there is a lack of practical alternatives for a road crossing, railroad crossing, bridge, airport facility, or utility crossing as long as it is located, designed, constructed, and maintained to minimize disturbance, provide maximum nutrient removal, protect against erosion and sedimentation, have the least adverse effects on aquatic life and habitat, and protect water quality to the maximum extent practicable through the use of BMPs;
 - (2.) When there is a lack of practical alternatives for a storm water management facility; a storm water management pond; or a utility, including, but not limited to, water, sewer, or gas construction and maintenance corridor, as long as it is located fifteen (15') feet landward of all perennial and intermittent surface waters and as long as it is located, designed, constructed, and maintained to minimize disturbance, provide maximum nutrient removal, protect against erosion and sedimentation, have the least adverse effects on aquatic life and habitat, and protect water quality to the maximum extent practicable through the use of BMPs; and/or
 - (3.) A lack of practical alternatives may be shown by demonstrating that, considering the potential for a reduction in size, configuration, or density of the proposed activity and all alternative designs, the basic project purpose cannot be

practically accomplished in a manner which would avoid or result in less adverse impact to surface waters.

SECTION 3: STANDARDS

19.16 General Standards

All development and redevelopment to which this ordinance applies shall comply with the standards of this Section.

19.17 Watershed Districts

Standards for development and redevelopment vary depending on the watershed district in which a project is located as described in the Storm Water Map of the Town of Stallings, North Carolina, which is adopted simultaneously herewith as described in Section 19.5-4. The Town of Stallings is divided into the following watershed districts for purposes of this ordinance.

19.17-1 Twelve Mile and Crooked Creek District. That area of land that drains to Twelve Mile Creek and Crooked Creek in the Town of Stallings, including all creeks and tributaries.

19.17-2 Goose Creek District. The Goose Creek District is the area of land that drains to Goose Creek in the Town of Stallings, including all creeks and tributaries. Development within this watershed must follow the requirements of the Site Specific Water Quality Management Plan for the Goose Creek Watershed, 2/1/2009 latest edition, as specified on the following web site:

http://portal.ncdenr.org/c/document_library/get_file?folderId=285750&name=DLFE-8516.pdf

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The Goose Creek Watershed is also subject to development requirements as specified in the Final Report on the Total Maximum Daily Loads for Fecal Coliform for Goose Creek, North Carolina.

19.17-3 Six Mile Creek District. The Six Mile Creek District is the area of land that drains to Six Mile Creek in the Town of Stallings, including all creeks and tributaries.

19.18 Development Standards for Twelve Mile and Crooked Creek District

19.18-1 Development Standards for Low Density Projects. Any drainage area within a project is considered low density when said drainage area has less than ~~twenty four (24%) percent~~ 10% built upon area or one (1) dwelling unit per one (1) acre. Such low-density projects shall comply with each of the following standards.

(A.) Vegetated Conveyances. Storm water runoff from the development shall be transported from the development by vegetated conveyances to the maximum extent practicable.

(B.) Stream Buffers for Twelve Mile Creek Watershed. All built-upon area shall be at a minimum of thirty (30) feet landward of all perennial and intermittent surface waters in the Twelve Mile Creek Watershed. Buffer widths shall be measured horizontally on a line perpendicular to the surface water, landward from the top of the bank on each side of the stream. Allowable stream buffer uses include the following:

- (1) Road crossings;
- (2) Greenway/hiking trails;
- (3) Bike trails;
- (4) Perpendicular utility line crossings;
- (5) Flood control structures;
- (6) Stream and bank stabilization/restoration projects;
- (7) Grading and revegetation;
- (8) Storm sewer outfalls;
- (9) Animal trails; and/or
- (10) Activities permitted under Section 404 of the Clean Water Act.

(C.) Stream Buffers for Crooked Creek Watershed. All built-upon area shall be at a minimum of thirty (30) feet landward of all perennial and intermittent surface waters in the Crooked Creek Watershed. Buffer widths shall be measured horizontally on a line perpendicular to the surface water, landward from the top of the bank on each side of the stream. Buffers shall remain undisturbed with the exception of the following buffer uses:

- (1) Road crossings;
- (2) Greenway/hiking trails;
- (3) Bike trails;
- (4) Perpendicular utility line crossings;
- (5) Flood control structures;
- (6) Stream and bank stabilization/restoration projects;
- (7) Animal trails; and/or
- (8) Activities permitted under Section 404 of the Clean Water Act.

19.18-2 Development Standards for High Density Projects. Any drainage area within a project is considered high density when said drainage area has greater than or equal to ~~24%~~10% built upon area or one (1) dwelling unit per one (1) acre. Such high-density projects shall implement storm water treatment systems that comply with each of the following standards.

- (A) Storm Water Quality Treatment Volume. Storm water quality treatment systems shall treat runoff from a 1-inch rainfall event.
- (B) Storm Water Quality Treatment. Storm water quality treatment systems shall be designed to have a minimum of 85% average annual removal of Total Suspended Solids from the Storm Water Quality Treatment Volume.
- (C) Storm Water Treatment System Design. General engineering design criteria for all projects shall be in accordance with 15A NCAC 2H .1008(c), as explained in the Design Manual.
- (D) Storm Water Volume Control. Storm water treatment systems shall be installed to control the difference in the storm water runoff from pre-development and post development conditions for the 1-year, 24-hour storm. Runoff volume drawdown time shall be a minimum of 24 hours, but not more than 120 hours.
- (E) Stream Buffers for Twelve Mile Creek Watershed. All built-upon area shall be at a minimum of 30 feet landward of all perennial and intermittent surface waters in the Twelve Mile Creek Watershed. Buffer widths shall be measured horizontally on a line perpendicular to the surface water, landward from the top of the bank on each side of the stream. Allowable stream buffer uses include the following:
 - (1) Road crossings;
 - (2) Greenway/hiking trails;
 - (3) Bike trails;
 - (4) Perpendicular utility line crossings;
 - (5) Flood control structures;
 - (6) Stream and bank stabilization/restoration projects;
 - (7) Grading and revegetation;
 - (8) Storm sewer outfalls;
 - (9) Animal trails; and/or
 - (10) Activities permitted under Section 404 of the Clean Water Act.
- (F) Stream Buffers for Crooked Creek Watershed. All built-upon area shall be at a minimum of 30 feet landward of all perennial and intermittent surface waters in the Crooked Creek Watershed. Buffer widths shall be measured horizontally on a line perpendicular to the surface water, landward from the top of the

bank on each side of the stream. Buffers shall remain undisturbed with the exception of the following buffer uses:

- (1) Road crossings;
- (2) Greenway/hiking trails;
- (3) Bike trails;
- (4) Perpendicular utility line crossings;
- (5) Flood control structures;
- (6) Stream and bank stabilization/restoration projects;
- (7) Animal trails; and/or
- (8) Activities permitted under Section 404 of the Clean Water Act.

(G) Storm Water Peak Control. For developments greater than or equal to 2410% built upon area, peak control shall be installed for the 2-yr, 10-yr and 25-yr, 6-hr storms. The emergency overflow and outlets work for any pond or wetland discharge with a minimum recurrence frequency as specified in the Design Manual. For detention basins, the temporary storage capacity shall be restored within 72 hours. Requirements of the Dam Safety Act shall be met when applicable.

19.19 Development Standards for Goose Creek & Six Mile Creek Districts

19.19-1 Development Standards for Low Density Projects. Any drainage area within a project is considered low density when said drainage area has less than 10% built upon area or one (1) dwelling unit per one (1) acre. Such low-density projects shall comply with each of the following standards.

- (A) Storm Water Quality Treatment Volume. Storm water quality treatment systems shall treat the difference in the storm water runoff from pre-development and post-development conditions for the 1-year, 24-hour storm.
- (B) Storm Water Quality Treatment. Storm water quality treatment systems shall be designed to have a minimum of 85% average annual removal of Total Suspended Solids from the Storm Water Quality Treatment Volume.
- (C) Storm Water Treatment System Design. General engineering design criteria for all projects shall be in accordance with 15A NCAC 2H .1008(c), as explained in the Design Manual.
- (D) Stream Buffers. Undisturbed buffers are required for perennial and intermittent streams as well as the ponds, lakes, and reservoirs (excluding wetlands) with hydrologic connections to such streams. The buffer width is 200-feet wide if located within the 100-Year

Floodplain or 100-foot wide if located outside the 100-Year Floodplain. Buffer widths shall be measured horizontally on a line perpendicular to the surface water, landward from the top of the bank on each side of the stream. Development within this watershed must follow the requirements of the Site Specific Water Quality Management Plan for the Goose Creek Watershed, 2/1/2009 latest edition, as specified on the following web site:
http://portal.ncednr.org/c/document_library/get_file?folderId=285750&name=DLFE-8516.pdf

- (E) Storm Water Volume Control. Storm water treatment systems shall be installed to control the difference in the storm water runoff from pre-development and post-development conditions for the 1-year, 24-hour storm at a rate equal or less than the pre-development discharge rate. Runoff volume drawdown time shall be a minimum of 24 hours, but not more than 120 hours.

19.19-2 Development Standards for High Density Projects. Any drainage area within a project is considered high density when said drainage area has greater than or equal to 10% built upon area or one (1) dwelling unit per one (1) acre. Such high-density projects shall implement storm water treatment systems that comply with the Low Density Standards and the following additional standards.

- (A) Storm Water Peak Control. Peak control shall be installed for the 2-yr, 10-yr and 25-yr, 6-hr storms. The emergency overflow and outlets work for any pond or wetland discharge with a minimum recurrence frequency as specified in the Design Manual. For detention basins, the temporary storage capacity shall be restored within 72 hours. Requirements of the Dam Safety Act shall be met when applicable.

19.20 Stream Buffer Delineation

19.20-1 Determination of Streams to be Buffered. The stream buffer requirements of this ordinance shall apply as stated in Sub-sections 19.18 and 19.19, if a stream is shown on either the most recent version of the soil survey map prepared by the Natural Resources Conservation Service of the United States Department of Agriculture (USDA), the most recent version of the 1:24,000 scale (7.5 minute) quadrangle topographic maps prepared by the United States Geologic Survey (USGS), or as determined by an environmental scientist to be an intermittent or perennial stream. Streams that do not appear on either of the aforementioned maps and not classified as intermittent or perennial shall not be subject to the aforementioned buffer

requirements of this ordinance. Streams shall be subject to this ordinance unless one of the following applies.

(A) Exemption when an on-site determination shows that streams are not present. When a landowner or other affected party believes that the USDA or USGS stream buffer delineation maps described in this Section inaccurately depict streams, he or she shall consult with the Storm Water Administrator. Upon request, the Storm Water Administrator shall make on-site determinations. Such determinations can also be made at the discretion of the Storm Water Administrator in the absence of a request from a landowner or other concerned party. The buffer requirements of this ordinance shall apply based on these determinations. Surface waters that appear on the maps shall not be subject to this ordinance if an on-site determination by the Storm Water Administrator shows that they fall into one of the following categories:

- (1) Ditches and manmade conveyances other than modified natural streams;
- (2) Manmade ponds and lakes that are not intersected by a buffered stream segment and that are located outside natural drainage ways; or
- (3) Ephemeral (storm water) streams.

(B) Exemption when existing uses are present and ongoing. This ordinance shall not apply to portions of buffers where a use is existing and ongoing according to the following:

- (1) A use shall be considered existing if it was present within the buffer as of the effective date of this ordinance. Existing uses shall include, but not be limited to, agriculture, buildings, industrial facilities, commercial areas, transportation facilities, maintained lawns, utility lines and on-site sanitary sewage systems. Only the portion of the buffer that contains the footprint of the existing use is exempt from this ordinance. Activities necessary to maintain uses are allowed provided that no additional vegetation except that grazed or trampled by livestock and existing diffuse flow is maintained.
- (2) At the time the existing use is proposed to be converted to another use, this ordinance shall apply. An existing use shall be considered converted to another use if any of the following applies:

- (a) Impervious surface is added to the buffer in locations where it did not exist previously;
- (b) An agricultural operation within the buffer is converted to a non-agricultural use; or
- (c) A lawn within the buffer ceases to be maintained.

19.20-2 Stream Buffer Identification. The following buffer identifications are required:

- (A) Streams and buffer boundaries must be clearly identified on all construction plans, including grading and clearing plans, erosion, drainage and sediment control plans and site plans;
- (B) Outside buffer boundaries must be clearly marked on-site prior to any land disturbing activities;
- (C) The outside boundary of the buffer must be permanently marked at highway stream crossings;
- (D) Streams and buffer boundaries must be specified on all surveys and record plats; and
- (E) Buffer boundaries as well as all buffer requirements must be specified on all surveys and record plats, on individual deeds and in property association documents for lands held in common.

19.21 Diffuse Flow Requirement

Direct discharges of runoff to streams are not allowed. Diffuse flow of runoff shall be maintained in the buffer by dispersing concentrated flow and reestablishing vegetation. Techniques for providing diffuse flow are specified in the Design Manual.

- (A) Concentrated runoff from ditches or other manmade conveyances shall be converted to diffuse flow before the runoff enters the buffer.
- (B) Periodic corrective action to restore diffuse flow shall be taken by the property owner as necessary to prevent the formation of erosion gullies.

19.22 Ponds, lakes & Reservoirs

Ponds, lakes, or reservoirs which intersect the stream channel or straddle the buffer shall have the same buffers as the original stream measured from the top of the bank of the pond, lake, or reservoir.

19.23 Standards for Storm Water Control Measures

- 19.23-1 Evaluation According to Contents of Design Manual. All storm water control measures and storm water treatment practices (also referred to as Best Management Practices, or BMPs) required under this ordinance shall be evaluated by the Storm Water Administrator according to the policies, criteria, and information, including technical specifications, standards and the specific design criteria for each storm water best management practice contained in the Design Manual. The Storm Water Administrator shall determine whether these measures will be adequate to meet the requirements of this ordinance.
- 19.23-2 Determination of Adequacy: Presumptions and Alternatives. Storm water treatment practices that are designed, constructed, and maintained in accordance with the criteria and specifications in the Design Manual will be presumed to meet the minimum water quality and quantity performance standards of this ordinance. Whenever an applicant proposes to utilize a practice or practices not designed and constructed in accordance with the criteria and specifications in the Design Manual, the applicant shall have the burden of demonstrating that the practice(s) will satisfy the minimum water quality and quantity performance standards of this ordinance before it can be approved for use. The Storm Water Administrator may require the applicant to provide such documentation, calculations, and examples as necessary for the Storm Water Administrator to determine whether such an affirmative showing is made.

19.24 Deed Recordation and Indications on Plat

The approval of the Land Development Permit shall require an enforceable restriction on property usage that runs with the land, such as plat, recorded deed restrictions or protective covenants, to ensure that future development and redevelopment maintains the site consistent with the approved project plans. Streams and buffer boundaries must be specified on all surveys and record plats. The applicable operations and maintenance agreement pertaining to every structural BMP shall be referenced on the final plat and shall be recorded with the Union County Register of Deeds Office upon final plat approval. If no subdivision plat is recorded for the site, then the operations and maintenance agreement shall be recorded with the Union County Register of Deeds Office so as to appear in the chain of title of all

subsequent purchasers under generally accepted searching principles. A copy of the recorded maintenance agreement shall be provided to the Storm Water Administrator within fourteen (14) days following receipt of the recorded document. A maintenance easement shall be recorded for every structural BMP to allow sufficient access for adequate maintenance. The specific recordation and deed restriction requirements as well as notes to be displayed on final plats and deeds shall be contained in the Administrative Manual.

SECTION 4: MAINTENANCE

19.25 GENERAL STANDARDS FOR MAINTENANCE

19.25-1 Function of BMPs as Intended. The owner of a structural BMP installed pursuant to this ordinance shall maintain and operate the BMP so as to preserve and continue its function in controlling storm water quality and quantity at the degree or amount of function for which the structural BMP was designed.

19.25-2 Annual Maintenance Inspection and Report. The person responsible for maintenance of any BMP installed pursuant to this ordinance shall submit to the Storm Water Administrator an inspection report using the forms provided from a qualified registered North Carolina professional engineer performing services only in their area of competence. The inspection report shall contain all of the following:

- (A) The name and address of the land owner;
- (B) The recorded book and page number of the lot of each structural BMP;
- (C) A statement that an inspection was made of all structural BMPs;
- (D) The date the inspection was made;
- (E) A statement that all inspected structural BMPs are performing properly and are in compliance with the terms and conditions of the approved maintenance agreement required by this ordinance; and
- (F) The original signature and seal of the professional engineer and surveyor.

All inspection reports shall be on forms supplied by the Storm Water Administrator that are contained in the Administrative Manual. An original inspection report shall be provided to the Storm Water

Administrator beginning one year from the date of as-built certification and each year thereafter on or before the anniversary date of the as-built certification. Noted deficiencies shall be corrected within 30 days of the date of inspection or within an alternative timeframe approved by the Storm Water Administrator. The Storm Water Administrator shall be provided written proof of the corrected deficiencies when the remedial items are completed.

19.26 OPERATION AND MAINTENANCE AGREEMENT

19.26-1 General. At the time that as-built plans are provided to the Storm Water Administrator as described in Sub-section 19.13-3 and prior to final approval of a project for compliance with this ordinance, but in all cases prior to placing the BMPs in service, the applicant or owner of the site must execute an operation and maintenance agreement that shall be binding on all current and subsequent owners of the site, portions of the site, and lots or parcels served by the structural BMP. Failure to execute an operation and maintenance agreement within the time frame specified by the Storm Water Administrator may result in assessment of penalties as specified in Sub-section 19.34, Violations and Enforcement. Until the transference of all property, sites, or lots served by the structural BMP, the original owner or applicant shall have primary responsibility for carrying out the provisions of the maintenance agreement. At the discretion of the Storm Water

Administrator, certificates of occupancy may be withheld pending receipt of an operation and maintenance agreement.

The operation and maintenance agreement shall require the owner or owners to maintain, repair and, if necessary, reconstruct the structural BMP according to the approved plans. In addition, it shall grant to the Town of Stallings a right of entry in the event that the Storm Water Administrator has reason to believe it has become necessary to inspect, monitor, maintain, repair, or reconstruct the structural BMP; however, in no case shall the right of entry, of itself, confer an obligation on the Town of Stallings to assume responsibility for the structural BMP.

Standard operation and maintenance agreements for BMPs shall be developed by the Storm Water Administrator and made available in the Administrative Manual. The operation and maintenance agreement must be approved by the Storm Water Administrator prior to plan approval, and it shall be referenced on the final plat and shall

be recorded by the applicant or owner with the Union County Register of Deeds upon final plat approval as described in Sub-section 19.24. A copy of the recorded maintenance agreement shall be given to the Storm Water Administrator within fourteen (14) days following its recordation.

19.26-2 Special Requirement for Homeowners' and Other Associations.

For all structural BMPs required pursuant to this ordinance and that are to be or are owned and maintained by a homeowners' association, property owners' association, or similar entity, the required operation and maintenance agreement shall include the provisions described in the Administrative Manual. In the case where maintenance is required, and the Homeowners Association has disbanded, responsibility for the maintenance shall be transferred to the owners of the properties which were included in the Homeowners Association.

19.27 Inspection Program

Inspections and inspection programs by the Town of Stallings may be conducted or established on any reasonable basis, including but not limited to routine inspections; random inspections; inspections based upon complaints or other notice of possible violations; and joint inspections with other agencies inspecting under environmental or safety laws. Inspections may include, but are not limited to, reviewing maintenance and repair records; sampling discharges, surface water, groundwater, and material or water in BMPs; and evaluating the condition of BMPs.

If the owner or occupant of any property refuses to permit such inspection, the Storm Water Administrator shall proceed to obtain an administrative search warrant pursuant to G.S. 15-27.2 or its successor. No person shall obstruct, hamper or interfere with the Storm Water Administrator while carrying out his or her official duties.

19.28 Performance Security for Installation and Maintenance

The Town of Stallings may require the submittal of a performance security or bond with surety, cash escrow, letter of credit or other acceptable legal arrangement prior to issuance of a permit in accordance with the provisions contained in the administrative manual.

19.29 Records of Installation and Maintenance Activities

The owner of each structural BMP shall keep records of inspections and repairs for at least five (5) years from the date of creation of the record and shall submit the same upon reasonable request to the Storm Water Administrator.

19.30 Nuisance

The owner of each BMP, whether structural or non-structural, shall maintain it so as not to create a nuisance condition.

19.31 Maintenance Easement

Every structural BMP installed pursuant to this ordinance shall be made accessible for adequate inspection, maintenance, reconstruction and repair by a maintenance easement. The easement shall be recorded as described in Sub-section 19.24 and its terms shall specify who may make use of the easement and for what purposes.

SECTION 5: VIOLATIONS AND ENFORCEMENT

19.32 General

- 19.32-1 Authority to Enforce. The provisions of this ordinance shall be enforced by the Storm Water Administrator, his or her designee, or any authorized agent of the Town of Stallings. Whenever this Section refers to the Storm Water Administrator, it includes his or her designee as well as any authorized agent of the Town of Stallings.
- 19.32-2 Violation Unlawful. Any failure to comply with an applicable requirement, prohibition, standard, or limitation imposed by this ordinance, or the terms or conditions of any permit or other development or redevelopment approval or authorization granted pursuant to this ordinance, is unlawful and shall constitute a violation of this ordinance.
- 19.32-3 Each Day a Separate Offense. Each day that a violation continues shall constitute a separate and distinct violation or offense.
- 19.32-4 Responsible Persons/Entities. Any person who erects, constructs, reconstructs, alters (whether actively or passively), or fails to erect, construct, reconstruct, alter, repair or maintain any structure, BMP, practice, or condition in violation of this ordinance, as well as any person who participates in, assists, directs, creates, causes, or maintains a condition that results in or constitutes a violation of this ordinance, or fails to take appropriate action, so that a violation of this ordinance results or persists; or an owner, any tenant or occupant, or any other person, who has control over, or responsibility for, the use or development of the property on which the violation occurs shall be subject to the remedies, penalties, and/or enforcement actions in accordance with this Section. For the purposes of this article, responsible person(s) shall include but not be limited to:
- (A) Person Maintaining Condition Resulting in or Constituting Violation. Any person who participates in, assists, directs, creates, causes, or maintains a condition that constitutes a violation of this ordinance, or fails to take appropriate action, so that a violation of this ordinance results or persists.
 - (B) Responsibility for Land or Use of Land. The owner of the land on which the violation occurs, any tenant or occupant of the property, any person who is responsible for storm water controls or practices pursuant to a private agreement or public document, or

any person, who has control over, or responsibility for, the use, development or redevelopment of the property.

19.33 Inspections and Investigations

19.33-1 Authority to Inspect. The Storm Water Administrator shall have the authority, upon presentation of proper credentials, to enter and inspect any land, building, structure, or premises to ensure compliance with this ordinance, or rules or orders adopted or issued pursuant to this ordinance, and to determine whether the activity is being conducted in accordance with this ordinance and the approved storm water management plan, Design Manual and Administrative Manual and whether the measures required in the plan are effective. No person shall willfully resist, delay, or obstruct the Storm Water Administrator while the Storm Water Administrator is inspecting or attempting to inspect an activity under this ordinance.

19.33-2 Notice of Violation and Order to Correct. When the Storm Water Administrator finds that any building, structure, or land is in violation of this ordinance, the Storm Water Administrator shall notify in writing the responsible person/entity. The notification shall indicate the nature of the violation, contain the address or other description of the site upon which the violation occurred or is occurring, order the necessary action to abate the violation, and give a deadline for correcting the violation. The notice shall, if required, specify a date by which the responsible person/entity must comply with this ordinance, and advise that the responsible person/entity is subject to remedies and/or penalties or that failure to correct the violation within the time specified will subject the responsible person/entity to remedies and/or penalties as described in Sub-section 19.34 of this ordinance. In determining the measures required and the time for achieving compliance, the Storm Water Administrator shall take into consideration the technology and quantity of work required, and shall set reasonable and attainable time limits. The Storm Water Administrator may deliver the notice of violation and correction order personally, by certified or registered mail, return receipt requested, or by any means authorized for the service of documents by Rule 4 of the North Carolina Rules of Civil Procedure.

If a violation is not corrected within a reasonable period of time, as provided in the notification, the Storm Water Administrator may take appropriate action, as provided in Sub-section 19.34, Remedies and

Penalties, to correct and abate the violation and to ensure compliance with this ordinance.

19.33-3 Extension of Time. A responsible person/entity who receives a notice of violation and correction order, or the owner of the land on which the violation occurs, may submit to the Storm Water Administrator a written request for an extension of time for correction of the violation. On determining that the request includes enough information to show that the violation cannot be corrected within the specified time limit for reasons beyond the control of the responsible person/entity requesting the extension, the Storm Water Administrator may extend the time limit as is reasonably necessary to allow timely correction of the violation, up to, but not exceeding 60 days. The Storm Water Administrator may grant 30-day extensions in addition to the foregoing extension if the violation cannot be corrected within the permitted time due to circumstances beyond the control of the responsible person/entity violating this ordinance. The Storm Water Administrator may grant an extension only by written notice of extension. The notice of extension shall state the date prior to which correction must be made, after which the violator will be subject to the penalties described in the notice of violation and correction order.

19.33-4 Penalties Assessed Concurrent with Notice of Violation. Penalties may be assessed concurrently with a notice of violation for any of the following, in which case the notice of violation shall also contain a statement of the civil penalties to be assessed, the time of their accrual, and the time within which they must be paid or be subject to collection as a debt:

- (A) Failure to submit a storm water management plan;
- (B) Performing activities without an approved storm water management plan;
- (C) Obstructing, hampering or interfering with an authorized representative who is in the process of carrying out official duties;
- (D) A repeated violation for which a notice was previously given on the same project and to the same responsible person/entity responsible for the violation;
- (E) Willful violation of this ordinance; and/or
- (F) Failure to install or maintain best management practices per the approved plan.

19.33-5 Authority to Investigate. The Storm Water Administrator shall have the authority to conduct such investigation as it may reasonably deem necessary to carry out its duties as prescribed in this ordinance, and for this purpose to enter at reasonable times upon any property, public or private, for the purpose of investigating and inspecting. No Person shall refuse entry or access to the Storm Water Administrator who requests entry for purpose of inspection or investigation, and who presents appropriate credentials, nor shall any Person obstruct, hamper, or interfere with the Storm Water Administrator while in the process of carrying out official duties.

The Storm Water Administrator shall also have the power to require written statements, or the filing of reports under oath as part of an investigation.

19.33-6 Enforcement after Time to Correct. After the time has expired to correct a violation, including any extension(s) if authorized by the Storm Water Administrator, the Storm Water Administrator shall determine if the violation is corrected. If the violation is not corrected, the Storm Water Administrator may act to impose one or more of the remedies and penalties authorized by Sub-section 19.34.

19.33-7 Emergency Enforcement. If delay in correcting a violation would seriously threaten the effective enforcement of this ordinance or pose an immediate danger to the public health, safety, or welfare, then the Storm Water Administrator may order the immediate cessation of a violation. Any Person so ordered shall cease any violation immediately. The Storm Water Administrator may seek immediate enforcement, without prior written notice, through any remedy or penalty specified in Sub-section 19.34.

19.34 Remedies and Penalties

The remedies and penalties provided for violations of this ordinance, whether civil or criminal, shall be cumulative and in addition to any other remedy provided by law, and may be exercised in any order.

19.34-1 Remedies.

(A) Withholding of Certificate of Occupancy. The Storm Water Administrator or other authorized agent may refuse to issue a certificate of occupancy for the building or other improvements constructed or being constructed on the site and served by the storm water practices in question until the applicant or other

responsible person has taken the remedial measures set forth in the notice of violation or has otherwise cured the violations described therein.

- (B) Disapproval of Subsequent Permits and Development Approvals. As long as a violation of this ordinance continues and remains uncorrected, the Storm Water Administrator or other authorized agent may withhold, and the Town of Stallings may disapprove, any request for permit or development approval or authorization provided for by this ordinance or the zoning, subdivision, and/or building regulations, as appropriate for the land on which the violation occurs.
- (C) Injunction, Abatements, etc. The Storm Water Administrator, with the written authorization of the Town Manager may institute an action in a court of competent jurisdiction for a mandatory or prohibitory injunction and order of abatement to correct a violation of this ordinance. Any person violating this ordinance shall be subject to the full range of equitable remedies provided in the General Statutes or at common law.
- (D) Correction as Public Health Nuisance, Costs as Lien, etc. If the violation is deemed dangerous or prejudicial to the public health or public safety as provided in North Carolina General Statute 153A-140, the Storm Water Administrator, with the written authorization of the Town Manager, may cause the violation to be corrected and the costs to be assessed as a lien against the property.
- (E) Stop Work Order. The Storm Water Administrator may issue a stop work order to the Person(s) violating this ordinance. The stop work order shall remain in effect until the Person has taken the remedial measures set forth in the notice of violation or has otherwise corrected the violation or violations described therein. The stop work order may be withdrawn or modified to enable the Person to take the necessary remedial measures to correct such violation or violations.
- (F) Restoration of Areas Affected by Failure to Comply. By issuance of an order of restoration, the Storm Water Administrator may require a Person(s) who engaged in a land development activity and failed to comply with this ordinance to restore the waters and land affected by such failure so as to minimize the detrimental effects of the resulting pollution. This authority is in addition to any other civil penalty or injunctive relief authorized under this ordinance.

19.34-2 Civil Penalties

- (A) Violations of Ordinance. A violation of any of the provisions of this ordinance or rules or other orders adopted or issued pursuant to

this ordinance may subject the violator to a civil penalty. A civil penalty may be assessed from the date the violation occurs. No penalty shall be assessed until the person alleged to be in violation has been notified of the violation except as provided in Sub-section 19.33-4 of this ordinance in which case the penalty is assessed concurrently with a notice of violation. Refusal to accept the notice or failure to notify the Storm Water Administrator of a change of address shall not relieve the violator's obligation to comply with this ordinance or to pay such a penalty.

- (B) Amount of Penalty. The maximum civil penalty for each violation of this ordinance is \$5,000.00. Each day of continuing violation shall constitute a separate violation. In determining the amount of the civil penalty, the Storm Water Administrator shall consider any relevant mitigating and aggravating factors including, but not limited to, the effect, if any, of the violation; the degree and extent of harm caused by the violation; the cost of rectifying the damage; whether the violator saved money through noncompliance; whether the violator took reasonable measures to comply with this ordinance; whether the violation was committed willfully; whether the violator reported the violation to the Storm Water Administrator; and the prior record of the violator in complying or failing to comply with this ordinance or any other post-construction ordinance or law. The Storm Water Administrator is authorized to vary the amount of the per diem penalty based on criteria specified in the Administrative Manual and based on relevant mitigating factors. Civil penalties collected pursuant to this ordinance shall be credited to the Town of Stallings's general fund as non-tax revenue.
- (C) Notice of Assessment of Civil Penalty. The Storm Water Administrator shall determine the amount of the civil penalty and shall notify the violator of the amount of the penalty and the reason for assessing the penalty. This notice of assessment of civil penalty shall be served by any means authorized under North Carolina General Statute 1A-1, Rule 4 and shall direct the violator to either pay the assessment or file an appeal within 30 days of receipt of the notice as specified in Sub-section 19.15.
- (D) Failure to Pay Civil Penalty Assessment. If a violator does not pay a civil penalty assessed by the Storm Water Administrator within 30 Days after it is due, or does not request a hearing as provided in Sub-section 19.15, the Storm Water Administrator shall request the initiation of a civil action to recover the amount of the assessment. The civil action shall be brought in Union County Superior Court or in any other court of competent jurisdiction. A civil action must be filed within three (3) years of the date the assessment was due. An

assessment that is appealed is due at the conclusion of the administrative and judicial review of the assessment.

- (E) Appeal of Remedy or Penalty. The issuance of an order of restoration and/or notice of assessment of a civil penalty by the Storm Water Administrator shall entitle the responsible party or entity to an appeal before the Storm Water Advisory Committee for the Town of Stallings if such Person submits written demand for an appeal hearing within 30 days of the receipt of an order of restoration and/or notice of assessment of a civil penalty. The appeal of an order of restoration and/or notice of assessment of a civil penalty shall be conducted as described in Sub-section 19.15 of this ordinance.

19.34-3 Criminal Penalties. Violation of this ordinance may be enforced as a misdemeanor subject to the maximum fine permissible under North Carolina law.

SECTION 6: DEFINITIONS

When used in this ordinance, the following words and terms shall have the meaning set forth in this Section, unless other provisions of this ordinance specifically indicate otherwise.

1. Administrative Manual. A manual developed by the Storm Water Administrator and distributed to the public to provide information for the effective administration of this ordinance, including but not limited to application requirements, submission schedule, fee schedule, maintenance agreements, criteria for mitigation approval, criteria for recordation of documents, inspection report forms, requirements for submittal of bonds, a copy of this ordinance, and where to obtain the Design Manual.
2. Best Management Practices (BMPs). A structural management facility used singularly or in combination for storm water quality and quantity treatment to achieve water quality protection goals.
3. Buffer. A natural or vegetated area through which storm water runoff flows in a diffuse manner so that the runoff does not become channelized and which provides for infiltration of the runoff and filtering of pollutants.
4. Buffer Widths. Viewed aurally, the stream buffer width is measured horizontally on a line perpendicular to the surface water, landward from the top of the bank on each side of the stream.

5. Built-Upon Area (BUA). That portion of a development project that is covered by impervious or partially impervious surface including, but not limited to, buildings; pavement and gravel areas such as roads, parking lots, and paths; and recreation facilities such as tennis courts. “Built-upon area” does not include a wooden slatted deck or the water area of a swimming pool.
6. Design Manual. The storm water design manual shall be the latest edition of the Charlotte Mecklenburg BMP Design Manual. All references herein to the Design Manual are to the latest published edition or revision.
7. Development. New development created by the addition of built upon area to land void of built upon area as of the effective date of this ordinance.
8. Disturbance. Any use of the land by any person or entity which results in a change in the natural cover or topography of the land.
9. Drainage Area. That area of land that drains to a common point on a project site.
10. Impervious Surface. Any constructed surface; including but not limited to, rooftops, sidewalks, roads, and parking lots; covered by impenetrable materials such as asphalt, concrete, brick, and stone. These materials seal surfaces, repel water and prevent precipitation and runoff from infiltrating soils. Soils compacted by urban development are also highly impervious.
11. Larger common plan of development or sale. Any contiguous area where multiple separate and distinct construction or land disturbing activities will occur under one plan. A plan is any announcement or piece of documentation (including but not limited to public notice or hearing, drawing, permit application, zoning request, or site design) or physical demarcation (including but not limited to boundary signs, lot stakes, or surveyor markings) indicating that construction activities may occur on a specific plot.
12. Non-Point Source (NPS) Pollution. Forms of pollution caused by sediment, nutrients, organic and toxic substances originating from land use activities and carried to lakes and streams by surface runoff.
13. Owner. The legal or beneficial owner of land, including but not limited to a fee owner, mortgagee or vendee in possession, receiver, executor, trustee, or long-term or commercial lessee, or any other person or entity holding proprietary rights in the property or having legal power of management and control of the property. “Owner” shall include long-term commercial tenants; management entities, such as those charged with or engaged in the management of properties for profit; and every person or entity having joint ownership of the property. A secured lender not in possession of the property does not constitute an owner, unless the secured

lender is included within the meaning of “owner” under another description in this definition, such as a management entity.

14. Person(s). Any individual, partnership, firm, association, joint venture, public or private corporation, trust, estate, commission, board, public or private institution, utility, cooperative, interstate body, or other legal entity.
15. Pervious Surface. Any surface which is permeable or capable of being easily penetrated by water.
16. Redevelopment. Rebuilding activities on land containing built-upon area as of the effective date of this ordinance.
17. Storm Water Administrator. The Planning Director as designated by the Town of Stallings to administer and enforce this ordinance.
18. Land Development Permit. A permit is required for all development and redevelopment unless exempt pursuant to this ordinance, which demonstrates compliance with this ordinance.
19. Top of Bank. The landward edge of the stream channel during high water or bank-full conditions at the point where the water begins to overflow onto the floodplain.
20. Total Suspended Solids (TSS). Total suspended matter in water which includes particles collected on a filter with a pore size of 2 microns as measured by Standard Method 2540-D, which is commonly expressed as a concentration in terms of milligrams per liter (mg/l) or parts per million (ppm).



Statement of Consistency and Reasonableness

(As per NC General Statute § 160D-605)

Prior to adopting or rejecting any zoning amendment, the governing body shall adopt a statement describing whether its action is consistent with an adopted comprehensive plan and explaining why the board considers the action taken to be reasonable and in the public interest. The planning board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan that has been adopted and any other officially adopted plan that is applicable. The planning board shall provide a written recommendation to the governing body that addresses plan consistency and other matters as deemed appropriate by the planning board, but a comment by the planning board that a proposed amendment is inconsistent with the comprehensive plan shall not preclude consideration or approval of the proposed amendment by the governing body.

ZONING AMENDMENT: TX21.08.01

REQUEST: Article 19 (Stormwater Management) of the Town of Stallings Unified Development Ordinance is proposed to be modified to improve the stormwater management requirements within the Twelve Mile and Crooked Creek Districts. The modifications will also provide updated instructions for stormwater management design, permitting, review, and approval of stormwater management plans.

STATEMENT OF CONSISTENCY AND REASONABLENESS:

The **Stallings Town Council** hereby finds that the proposed text amendment is consistent and reasonable with the 2017 Stallings Comprehensive Land Use Plan adopted 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 Chapter 160D. At their September 27, 2021 meeting the **Stallings Town Council** voted to **APPROVE** the proposed amendment and stated that the **Stallings Town Council** finds and determines that the text amendment is consistent and reasonable with the key guiding principles, goals, and objectives of the Comprehensive Land Use Plan.

The statement and motion were seconded and passed.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk



MEMO

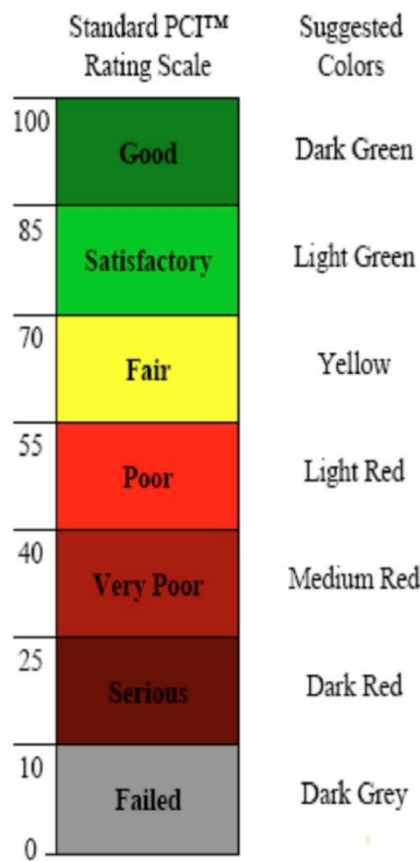
To: Mayor and Council
From: Alex Sewell, Town Manager
Date: September 23, 2021
RE: **Pavement Mgt. System Implementation Policy, Software, and Initial Data Collection**

Purpose: This memorandum provides background on ongoing efforts to improve street maintenance services and recommends approval of several related items.

Background: As part of the budget development process that began last fiscal year, improving street maintenance was a key discussion topic with the Council ultimately approving an additional \$275,000 in street maintenance funds. As background, below is an excerpt from the FY 21-22 Budget Message submitted 5/18/21:

Street Maintenance

The Town strives to constantly improve its services and street maintenance has been a key discussion topic during budget meetings. In the past, the Town has used State allocated Powell Bill funds for resurfacing and has not typically contributed any further local funds. This funding has historically been applied based on Town engineers' quantitative assessment of Town streets to determine the greatest resurfacing needs using an engineering methodology originally developed by the Army Corp of Engineers (Pavement Condition Index or "PCI"). Using this evaluation system, PCI values have been assigned to each street segment in the Town and the streets were ranked from worst condition (lowest PCI value) to best condition (highest PCI value). Funding was then applied to streets deemed to be in the worst condition.



While the Town has made progress in bringing up the PCI rating of the worst roads in Town (in FY 18-19 the worst PCI value was 29 while in FY 20-21 the worst PCI value is 41), Town roadways overall are deteriorating at a faster rate than the rate of remediation based on current maintenance funding levels. To illustrate this, the Town maintains 53.23 miles of roadway and in FY 20-21 it is estimated there will be sufficient funds to resurface 0.85 miles of street segments. At this rate, it would take about 63 years to resurface all streets in Town which is at least double (and perhaps triple or even more in some cases) the average hypothetical lifespan of a residential local road.¹

However, the actual rate is likely longer than 63 years because roadway maintenance costs increase as road conditions worsen. As shown below, it is often more cost-efficient to apply preventative maintenance treatments earlier in a roadway's life cycle:

¹ Please note that estimated life of roadways can vary greatly based on a variety of factors (traffic volume, asphalt thickness, subsurface quality, preventative maintenance applied, etc.),

ROADWAY PREVENTIVE AND REACTIVE MAINTENANCE

Pavement conditions worsen over time as loading from vehicle traffic, environmental conditions, and drainage factors undermine the integrity of a pavement's structure and underlying support layers. Maintenance and rehabilitation activities can slow or reverse this deterioration. A pavement management program can help to systematically apply preventive maintenance treatments to the pavement before significant distress has been observed, thereby preserving the condition rather than fixing it later when repairs become more expensive. **Figure 2** shows the financial impact of performing maintenance at different times in the pavement life cycle.

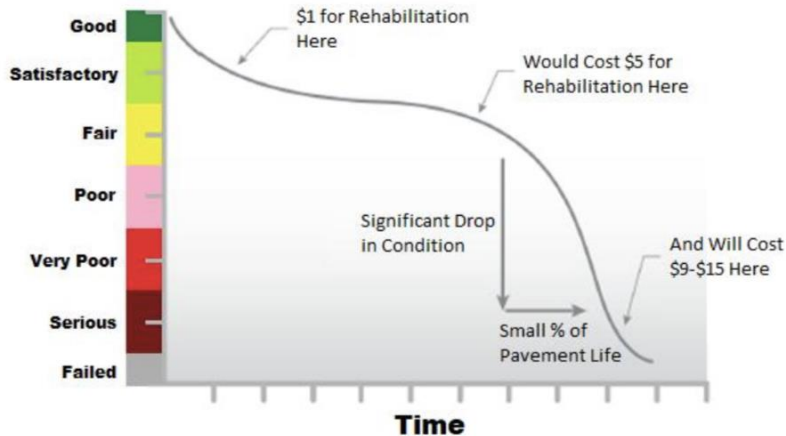


Figure 2. Preventive and Reactive Maintenance

Maintaining pavements in good condition prolongs financial resources because less costly treatment applications like rejuvenation, surface treatments, and crack sealing can help maintain present conditions. The consequence of applying preventive maintenance treatments late is twofold in that pavement conditions are then likely to deteriorate more rapidly, and treatment options become more expensive.

As shown above, it is more cost efficient to start addressing roadways before they start getting into the “Fair” rating range on the PCI scale. To help address this reality, this budget proposal adds an additional \$275,000 in street maintenance funds on top of the FYE 22 \$335,000 in Powell Bill revenue that would have otherwise been allocated for a total of \$610,000. As discussed during budget workshops, the Town will be reevaluating how to better prioritize roads, including those with higher traffic volumes, and determine how the Town might take advantage of more cost-efficient preventative maintenance efforts (such as surface treatments and crack sealants) to help better maintain present conditions and extend the life of the existing roadway before maintenance is required. Our Town engineers are conducting a comprehensive assessment of our roadways to determine how the Town can maximize the dollars to extend the functional life of Town roadways. Once complete, this assessment will give the Town a better understanding of how the Town can maximize our street maintenance funds and improve the effectiveness of our asphalt management program.

Update:

- For FY 21-22, the Town Council authorized an additional \$275,000 on top of the \$335,000 in Powell Bill revenue (that would have been otherwise allocated) for a total of

\$610,000. The stated goal/hope is that this funding level will at least be maintained annually.

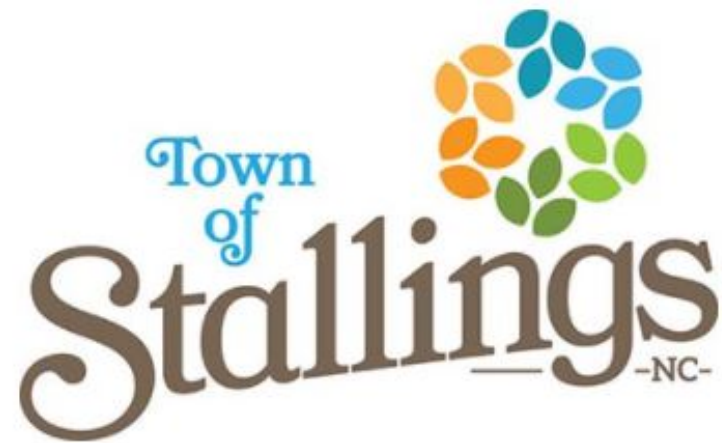
- If this \$610,000 investment is continued annually, the total investment over 10 years would be \$6,100,000. To maximize this large investment, the Town must ensure we take the most cost-efficient approach to extending the life of our roads.
- Town staff have developed a new pavement management system implementation policy draft aimed at taking a comprehensive approach at maximizing cost-efficiency of roadway maintenance. At the 9/27/21 Council Meeting, the Town Engineer will walk the Council through the draft policy and how it will allow the Town to maximize our street maintenance funds and improve the effectiveness of our program. This policy will not solve all street maintenance issues forever as funding may still need to be adjusted in the future based on further analysis and factors, but this policy should ensure we are maximizing the effectiveness of our resources and decision-making.
- The successful implementation and oversight of this new policy will be much more intensive. To assist in handling the increased administrative, data collection, and technical demands:
 - Staff have identified a software called DRIVE that will support efforts to record, track, and analyze data in identifying the most cost-efficient way to maximize the Town's investment in extending the life of our roads.
 - Staff have identified a need to contract out the initial collection of expanded roadway data (as compared to current information) to ensure the program can begin as soon as possible and other services, such as stormwater maintenance, can continue to function. It is projected that the Town may be able to do this work in-house moving forward by evaluating 33% of the roadways each year (assuming sufficient staffing levels are maintained).

Requested Action Items: Following the Town Engineer's presentation, staff are requesting Council to approve the following items:

- Approve the draft Pavement Management Systems Implementation Policy;
- Authorize the Town to spend up to \$20,000 to implement the DRIVE software system including data preparation, customization, and software implementation (future cost is estimated at \$1,000 per year); and
- Authorize the Town to spend up to \$55,000 to contract out the initial expanded roadway inventory data work. (Staff will work to decrease this cost where feasible).

PAVEMENT MANAGEMENT SYSTEMS

IMPLEMENTATION POLICY



September 2021

EXECUTIVE SUMMARY

Systematic management of pavements has become increasingly important as pavements continue to age and deteriorate and funding levels have decreased due to reduced funding or increased competition for funds. The use of a pavement management system (PMS) is intended to provide the Town of Stallings with a systematic process for generating answers to many of their pavement management questions.

Pavement management can be simply defined as the process of maintaining the pavement infrastructure cost-effectively. The American Public Works Association (APWA) defines pavement management in the following way (1993):

Pavement management is a systematic method for routinely collecting, storing, and retrieving the kind of decision-making information needed to make maximum use of limited maintenance (and construction) dollars.

Pavement management is, in essence, a process that includes a series of steps that will help the user analyze work plan alternatives. Combined with practical judgment and local knowledge, the pavement management recommendations can be used to help make final roadway investment decisions.

COST AND BENEFITS

It is important to understand the benefits and associated costs of any investment in pavement management before starting the process. Therefore, the types of benefits that can be realized by implementing a pavement management process include:

- Providing a centralized location for pavement inventory condition information, construction, maintenance, and rehabilitation records.
- Providing a method to analyze the consequences of various funding levels on pavement conditions.
- Improving scheduling of pavement works; assisting as a decision making tool in optimizing rehabilitation, maintenance, and trade-off options.
- Providing the information needed to analyze the cost-effectiveness of treatment repairs.
- Allowing the Town to answer “what-if” type questions regarding pavement repair programs and funding levels.
- Justifying budget needs to elected officials and other stakeholders.

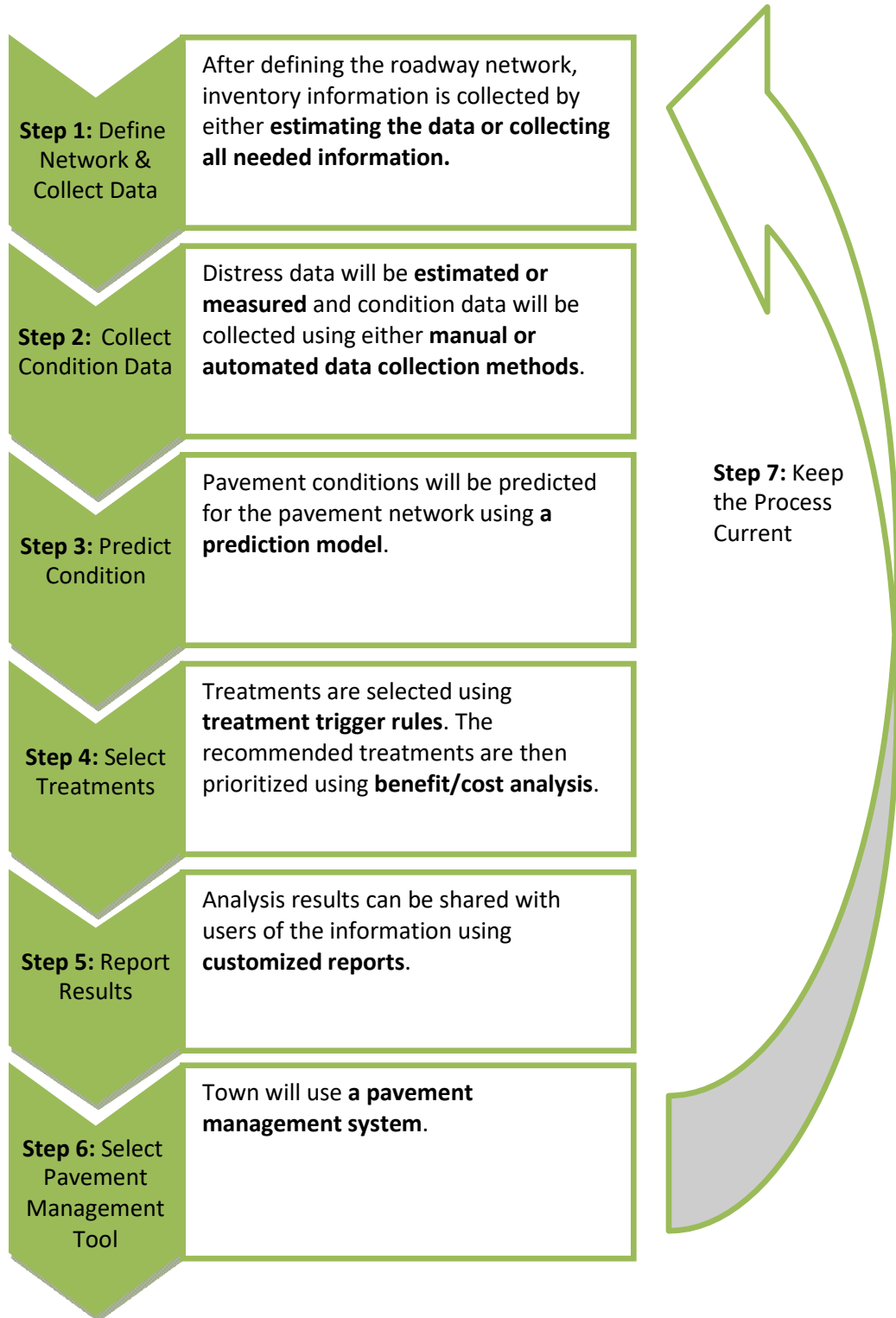
The costs associated with pavement management can include software acquisition and installation, personnel training, data collection, database building, and system maintenance and updates.

WHY INVEST IN PAVEMENT MANAGEMENT?

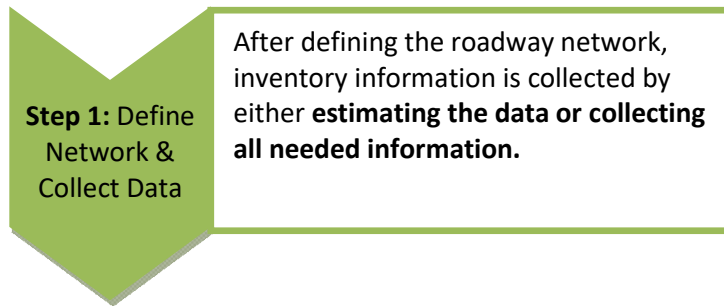
Many agencies are constrained by limited budgets and personnel resources. Even with those constraints, many agencies have a variety of reasons for investing in pavement management. They reported that the investment was worthwhile because pavement management provides the tools the Town needs to address management challenges and to provide a consistent and rational management method that helps in rational resource allocation, optimal use of funds, pavement rehabilitation cost reductions, pavement treatment selection, pavement life extensions, and increased credibility with stakeholders. The pavement management process described in this policy is to be implemented by **the Town of Stallings Engineer or other qualified staff appointed by the Town Manager.**

TOWN OF STALLINGS PAVEMENT MANAGENT PROCESS

The development of a systematic and repeatable pavement management process is a key component in the effective planning and management of a pavement network. The steps outlined below serve as a guide for the Town of Stallings pavement management process.



Step 1: Define the Roadway Network and Collect Inventory Data



The first step in designing a pavement management process is to define the roadway network. A roadway network is comprised of an inventory of the physical characteristics of the roadways being managed by the Town. The inventories are typically built by dividing the network roadways into manageable segments. These segments are divided based on similar characteristics, and they are of specific importance since they will serve as the basis for planning future maintenance and rehabilitation projects. Factors that may define the boundary between roadway segments include changes in the following attributes:

- Pavement surface type (e.g., hot-mix asphalt or portland cement concrete).
- Pavement structure (e.g., pavement materials or thickness).
- Construction history (e.g., different construction periods, different contractors, or different materials and techniques).
- Roadway geometry (e.g., number of traffic lanes).
- Traffic (e.g., volume or patterns).
- Pavement condition (e.g., significant variation in condition that is not simply an isolated area).
- Geographic boundaries (e.g., intersections, bridges, waterways, jurisdiction limits, railroad crossings).

After segments are defined in a manner that best fits the needs of the Town, the inventory information for each segment is collected. Typical inventory data collected for a pavement management system includes:

- Roadway Name – A written description of the roadway name and any corresponding numeric references.
- Pavement Location – Physical reference to the location, including “beginning location” and “ending location” designations.
- Pavement Dimensions – Values including length, width, and/or area.
- Pavement Type – The material that comprises, at a minimum, the pavement surface.
- Construction History – Details of the latest maintenance and rehabilitation treatments and construction date, and, if possible, original construction dates and additional maintenance and rehabilitation records.

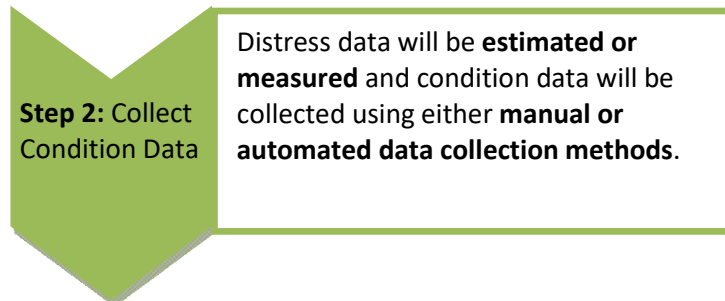
The data outlined above serves as the minimum amount of data needed to complete the segment inventory. Additional data that may be beneficial to the Town to support the pavement management processes includes, but is not limited to:

- Functional Classifications – Type of service the roadway was intended to provide (e.g., arterial, collector, or local/residential).
- Layer Thicknesses – All the thicknesses of the layers above subgrade.
- Subgrade Information – Type and material classification.
- Drainage Characteristics – Occurrence of curb and gutter or ditches and related details.
- Shoulder Data – Shoulder type and width.
- Traffic Information – Details on average daily traffic (ADT) and truck traffic if available.

The desired inventory data is summarized for each pavement segment defined in the network. While some inventory data require updates with time, information such as names, location, and dimensions do not normally require modifications unless changes have been made to the network. Compiled inventory information can be stored a variety of ways:

- Electronic spreadsheets.
- Databases (e.g., either stand-alone database or a database as part of pavement management software).
- Maps (e.g., GIS-based maps).

Step 2: Collect Condition Data



Pavement condition data are a major factor in any data-driven, decision-making pavement management process. Within the pavement management process, the condition data can be used to help identify current maintenance and rehabilitation needs, to predict future needs, and to assess the overall impact on the network.







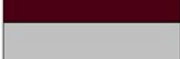
Condition data that are not used to support decisions or are not needed for specific reporting purposes should not be considered essential to the pavement management process as it may be difficult to keep the data current. Special attention must be given to balancing the level of desired data and the resources available to collect and maintain the data into the future.

Pavement Condition Index

The pavement condition index (PCI) survey is a detailed survey method that will be used by the Town in assessing pavement condition. It was developed by the U.S. Army Corps of Engineers, adopted by the American Public Works Association and ASTM International (formerly the American Society for Testing and Materials), and documented in ASTM D6433, Standard Test Method for Roads and Parking Lots Pavement Condition Index Surveys (ASTM 2009). The PCI methodology is a rating system that measures the pavement integrity and surface operational condition based on a 100-point rating scale, as shown in figure 4 (ASTM 2009). According to this methodology, the pavement network is first divided into branches (e.g., individual road), sections

(e.g., segments with consistent work history), and sample units.

Pavement surveys are conducted on sample units. A sample unit is a small segment of pavement of required size, which is then inspected in detail. For example, sample units in asphalt-surfaced pavements are each approximately 2,500 square feet, plus or minus 1,000 square feet (ASTM 2009). A representative percentage of sample units are randomly selected and inspected. Since the inspected sample units are used to characterize the condition of the entire section, it is important that they are representative of that condition. Detailed pavement condition surveys are conducted by identifying the type, severity, and amount of each distress in representative sample units selected according to systematic sampling procedures.

Good		86-100
Satisfactory		71-85
Fair		56-70
Poor		41-55
Very Poor		26-40
Serious		11-25
Failed		0-10

A total of thirty-nine distress types (twenty types for asphalt pavements and nineteen for concrete pavements) are defined with three levels of severity (i.e., high, medium, or low) (ASTM 2009). Each combination of distress type, severity, and extent has a deduct value associated with it, which is determined by using available graphs for different types of distresses.

Distresses that are considered to be more damaging to the pavement (such as fatigue cracking) have higher deduct points associated with them than distresses that are less critical (such as transverse cracks). Once each distress's deduct value is determined, they are added together to get the total deduct value for that sample unit. This value is then adjusted depending on how many distresses were used. The deduct values are subtracted from a perfect score of 100 to determine the PCI for that sample unit. A weighted average of all the PCIs for the inspected sample units within a single section are then used to represent the condition of that section. Many pavement management systems calculate the PCI based on the distress inputs entered into the software.

Manual Surveys

Manual surveys are generally considered to be visual assessments of field conditions conducted by one or more individuals who view the pavement through the windshield of a vehicle or as they walk the pavement. Data from a manual survey may be recorded on a sheet of paper, into a handheld tool, or in a computer.

Automated Distress Survey Collection Method

Automated surveys are conducted using vehicles equipped with specialized cameras and sensing devices that record images and data related to the pavement being evaluated. An example data collection vehicle is shown in the figure below.



The data collected with the automated equipment must be processed to convert it into a usable format using fully or semi-automated means. "Fully automated" data collection and processing uses computers to interpret, reduce, and analyze the images and sensor data collected in the field without human intervention. Alternatively, "semi-automated" data processing is also used to convert the data collected using automated collection means, but images will be viewed by people who interpret the images to identify distress information.

Selecting Appropriate Methodology

With a range of levels of sophistication and required resources (time and money) to complete condition data collection, a significant amount of consideration must be given to this choice of survey procedures.

The choice between using manual or automated surveys can be determined by evaluating the advantages and disadvantages associated with each procedure listed in the table below.

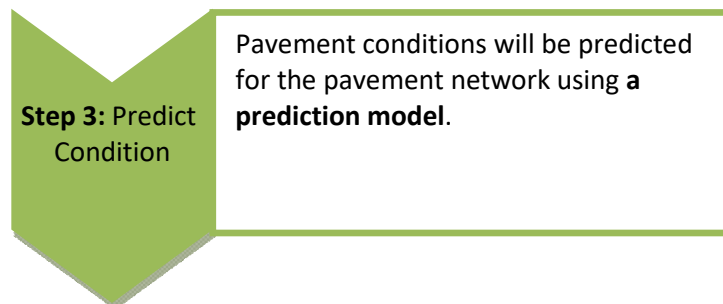
Frequency

The Town should perform a condition assessment for each segment of road every three (3) years.

Advantages and disadvantages of manual and automated surveys

Survey Methodology	Advantages	Disadvantages
Manual	<ul style="list-style-type: none"> • Detailed distress information can be collected • Simple to conduct • No capital expenditures required 	<ul style="list-style-type: none"> • Resource intensive • High safety risk • Potential for high variability in the data without strong training programs and quality control checks
Automated	<ul style="list-style-type: none"> • Lends itself to capturing large quantities of data • Multiple types of data can be collected at the same time • Data can be collected at traffic speeds • Images are stored and available for other uses 	<ul style="list-style-type: none"> • May require a large capital investment or contracting fees • Data must be viewable from the pavement lanes • Some distress characteristics are difficult to capture (e.g. weathering and raveling of the pavement surface)

Step 3: Predict Condition



With current pavement condition assessed, the Town is equipped with the information needed to predict the future condition of a segment. In pavement management, conditions are predicted in terms of a performance model that estimates the average rate of pavement deterioration each year. In addition to forecasting future conditions, the performance model will assist with the following activities:

- Identifying the appropriate timing for pavement maintenance and rehabilitation for each segment.
- Identifying the most cost-effective treatment strategy for pavement segments in the network.
- Estimating pavement needs and associated budgets required to address specified goals, objectives, and constraints.
- Demonstrating the consequences of different pavement investment strategies.

For the Town to develop a multi-year pavement maintenance and repair program, it needs to

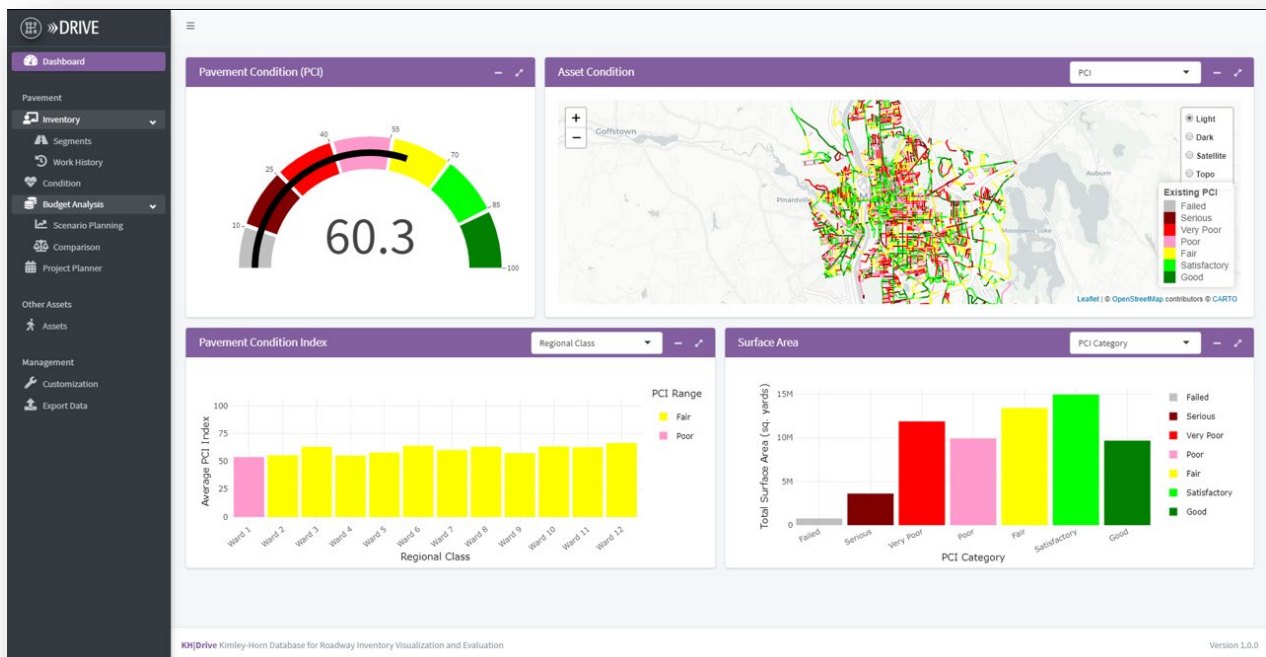
project pavement condition into the future. A prediction model will be used to determine the future condition of a pavement segment. A performance curve is calculated by evaluating past historical data often in terms of pavement age and condition. The models can be produced for any measure of condition according to the Town's needs. Pavement conditions will be predicted for the pavement network using a performance prediction model.

Performance Based Prediction Model

The development of a prediction model using statistical analysis is a more complex activity than creating average rates of deterioration. The Town can accomplish the creation of a model within the pavement management software that it uses.

The Town will use a performance based prediction model to:

- Store and manage pavement inventory data
- Record, track and understand the performance of pavement maintenance and repair treatments
- View current and historical asset condition data in tables, figures, and maps
- Query data by inventory attributes (functional class, age condition)
- Forecast future pavement conditions using customized performance models
- Maintain a library of repair treatments and unit costs
- Develop budget analyses and what-if scenarios at various funding levels



Step 4: Select Treatments



The fourth step in designing the pavement management process is to select appropriate treatments for the roadway network. The selection of treatments is based on the Town's defined maintenance and rehabilitation strategy, which is created by selecting trigger values to identify segments needing repair. Trigger values are thresholds that can be used to signify the need for various treatments to be applied to pavement segments. For example, pavement age, pavement surface condition, or traffic can be used as a factor to determine the eligibility of a pavement for repair. The selection of a treatment can be based on either a cyclical selection or the creation of treatment rules.

Treatment Triggers

The creation of cyclical treatment triggers is a method of treatment selection that uses treatment rules that are developed into a matrix or a decision tree. To develop treatment rules, the Town needs to define its treatment strategy. That is, select treatments that will be applied at specific condition levels for pavements with specific inventories. An example treatment matrix is shown to the right.

		Representative RWD Deflection, mils			
PCI Value	PCI Rating	< 35 < 45 Good	35 - 50 45 - 75 Fair	> 50 > 75 Poor	High Traffic Low Traffic Structural Rating
100	Excellent	Defer Maintenance			
90	Very Good	Crack sealing (maximum 1 time)			
80	Good	Chip seal, Microsurfacing (maximum 2 times)	Defer Improvements		
65	Fair	2-in AC Mill and Overlay		4-in AC Mill and Overlay	
40	Poor	4-in AC Mill and Overlay		Reconstruction	
0					

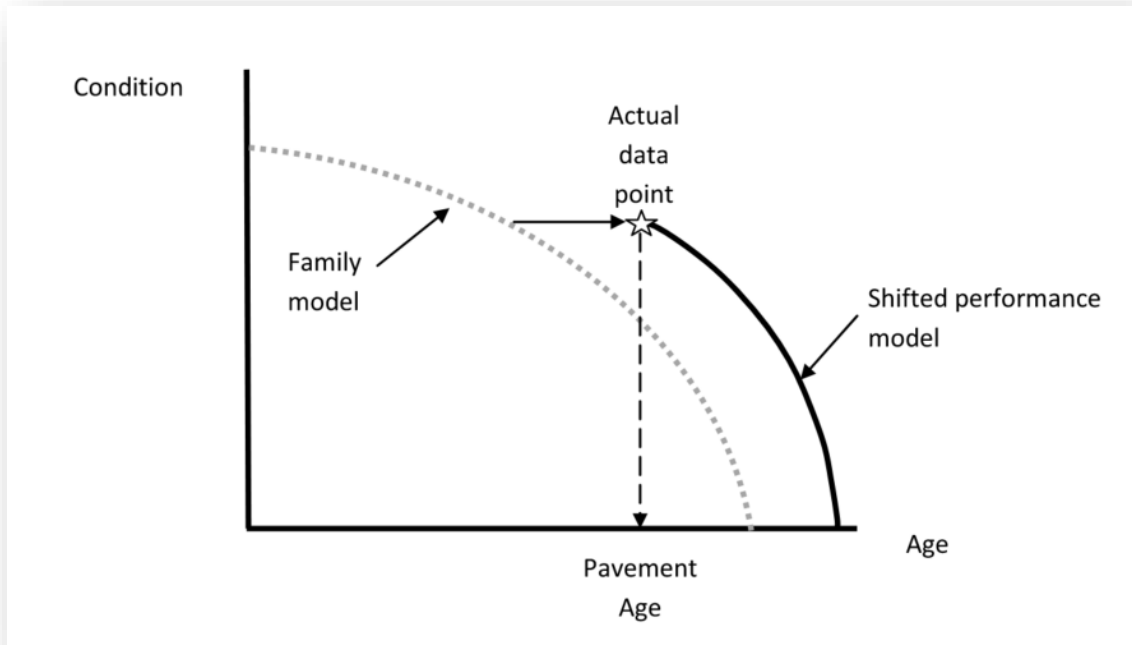
Other forms of treatment rules can be developed, including decision trees for selecting treatments for the roadway segments. A decision tree contains a strategy for each branch of the tree, generating specific treatment options for various categories defined by the Town.

With treatment selection rules established, recommended projects must be selected to match Town funding levels.

Benefit/Cost Analysis

A benefit/cost analysis allows the Town to work at prioritizing, or even optimizing, the choice of treatments on a multi-year period. This approach is preferred over a ranking approach because multiple treatments are considered, consequences of delaying or accelerating a treatment are evaluated, and the cost-effectiveness of a treatment is taken into account in developing the program recommendations.

The benefits of the treatment, which are normally represented as the increase in pavement condition, are divided by the construction cost to determine the benefit/cost ratios, as shown in the figure below. Therefore, the longer the pavement stays in good condition, the more benefit will be accrued by the user and the higher the benefit/cost ratio. Those projects which provide the greatest benefit for the funds expended are considered the best choices.



Selecting Appropriate Methodology

To help identify the most appropriate treatment for each project, the Town will use treatment rules. Treatment rules are easily created within pavement management software.

After treatments are determined they then must determine the prioritization of the projects since the Town has more needs than available funding. The Town can choose to prioritize projects based on ranking or through benefit/cost analysis. Benefit/cost analysis is best conducted inside a PMS. The results of the treatment selection step provide final work plan recommendations for the Town.

Step 5: Report Results

Step 5: Report Results

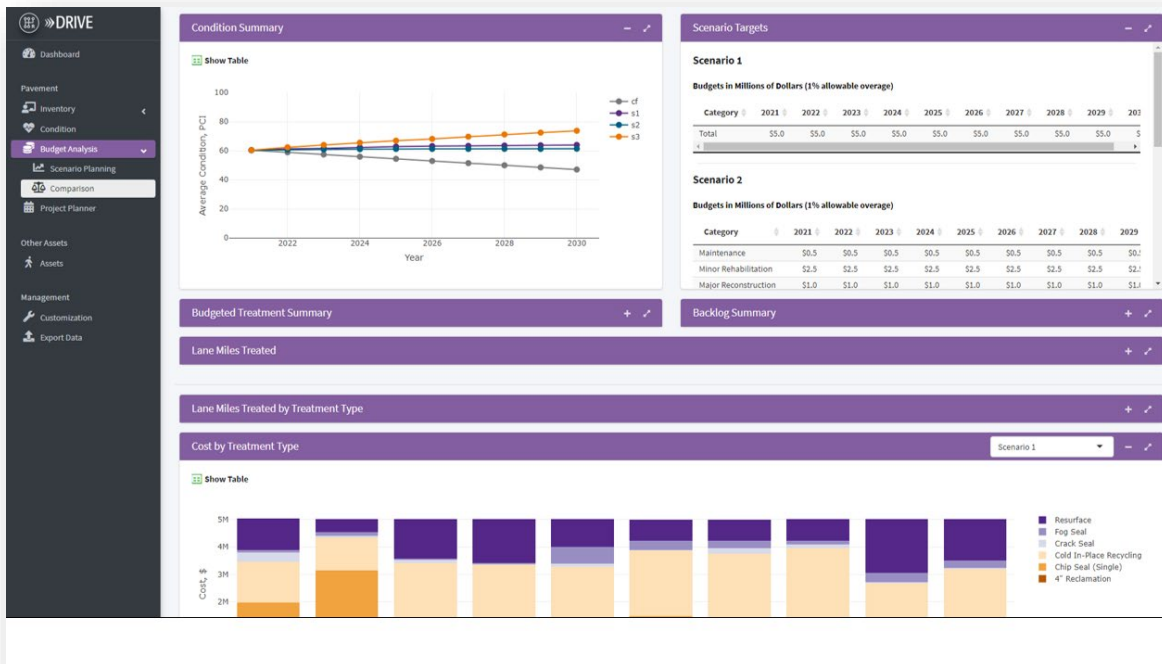
Analysis results can be shared with users of the information using **standard or customized reports.**

The reporting of project results is the fifth step in the implementation process, in which the results of data analysis are presented. The findings can be reported using different methods to highlight important factors, which will assist decision makers in making various decisions. Data reporting is an effective method of communicating not only the recommendations of the pavement management process but also transferring related information to strategic decision makers. The data can be used to generate summaries of relevant information pertaining to any segments under consideration. In general, the results can be presented either by using standard reports or customized summaries.

Standard Reports

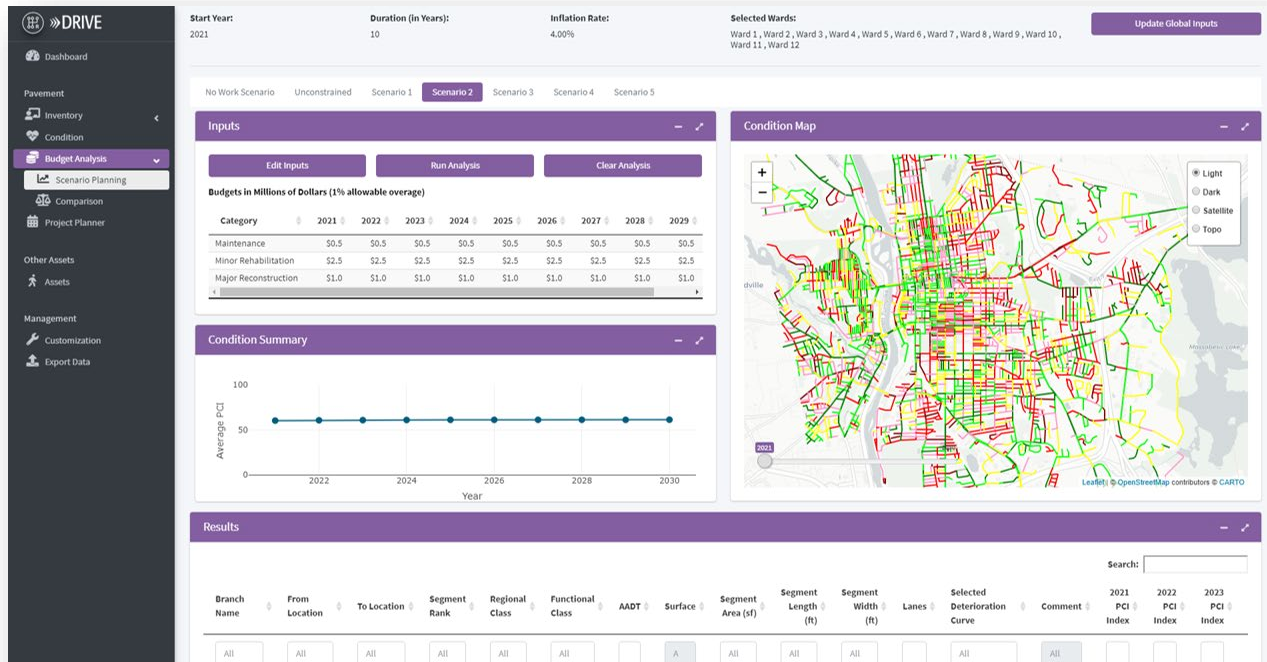
Typically, analyzed data can be represented in the form of standard reports and charts that are available from various pavement management software programs or from spreadsheets. The pavement management process tool provides a platform to utilize the results of an analysis and generate different types of reports, such as work history information, section information, and pavement condition information.

Standard graphics are often used to display percent of pavement mileage in various condition categories.



Customized Summaries

One advantage to implementing pavement management software is the ability to use the available data to generate user-defined reports that can be modified to suit the requirements of the Town.. The pavement management software used by the Town must facilitate the generation of reports linked to the GIS component of the database or separately-managed GIS software. An example of a summarized work plan that is linked to the GIS map is shown below.



The results of the pavement management analysis can also be used to generate summaries for presentations to decision makers. The effect of budget changes on the network condition, often referred to as “what if” scenarios, are often very effective at showing decision makers the need for continued and/or increase levels of funding for the road networks.

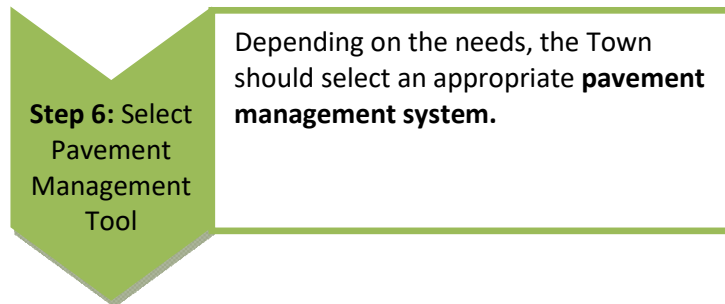
Selecting Appropriate Methodology

General guidance on the types of visual aids that work best for sharing data with various users of pavement management information and examples of each is summarized below.

Visual Aid	When to Use	Examples
Tables	<ul style="list-style-type: none"> Incorporate into a report or document for detailed-oriented user (engineers, planners, etc.) Display extensive amount of detailed information Support detailed analysis and provide technical information 	<ul style="list-style-type: none"> Inventory listing (e.g., segment location and name, surface type, age, traffic) Condition listing (e.g., segment name, condition indices) Maintenance listing (e.g., segment name, year of maintenance activity, maintenance type and cost) Budget listing (e.g., money proposed for repairs for each segment or for various functional classifications)

Visual Aid	When to Use	Examples
Charts	<ul style="list-style-type: none"> • Present information to nontechnical audiences, such as elected officials and the public • Emphasize points to be made (easy method to convey simple summaries) 	<ul style="list-style-type: none"> • Pie chart (shows size of each part as a percentage of the whole) – figure 12 • Column chart (show how items change with time or compare to one another) – figure 13 • Line chart (shows how items change over time and can compare “what if” budget scenarios) – figure 15
Maps	<ul style="list-style-type: none"> • Display single type of information on a geographical basis • Present information to nontechnical audiences, such as elected officials and the public 	<ul style="list-style-type: none"> • Segment surface type • Color-coded current condition • Color-coded projects by year • Future condition for a funding scenario • Deferred projects

Step 6: Select Pavement Management Tool



The selection of a pavement management tool is influenced by the requirements of the Town’s needs. The tool provides a platform to store the pavement management information and to perform different types of analysis.

A pavement management software is the ideal tool for them, the software should be able to:

- Store and manage pavement inventory data
- Record, track and understand the performance of pavement maintenance and repair treatments
- View current and historical asset condition data in tables, figures, and maps
- Query data by inventory attributes (functional class, age condition)
- Forecast future pavement conditions using customized performance models
- Maintain a library of repair treatments and unit costs
- Develop budget analyses and what-if scenarios at various funding levels
- Develop budget analyses and what-if scenarios at various funding levels
- Create 5-year pavement maintenance and repair plans driven by segment cost-benefit values (CBVs)

- Adjust work plans to revise repair treatment and timing using the Project Planner tool
- Update work history with completed roadway improvements from a finalized annual maintenance and repair plan
- Generate reports that include maps, table, and figures

Step 7: Keep the Process Current



Pavement management is a dynamic process that requires regular updates. Pavement management is not a one-time activity, so the Town must make an effort to update the information incorporated in the pavement management process. Data management is a key component to maintaining the database and keeping the information current.

The required updates needed to keep the overall pavement management process current are outlined for the first five pavement management process steps:

1. Define Network and Collect Data – Inventory information related to pavement segments are relatively constant components of a database. These elements need to be updated only in the case of major changes to the pavement network. Work history details, however, should be updated on an annual basis to keep proper track of maintenance and rehabilitation activities on the pavement sections.
2. Collect Condition Data – General pavement management practices recommend that condition information is collected on a minimum 3-year cycle on pavement segments. Therefore, this data should be collected and updated in the pavement management spreadsheet or software on the same cycle.
3. Predict Condition – Average deterioration rates can be updated with each data collection cycle. If prediction models are utilized, they should be updated every three (3) years.
4. Select Treatments – As agencies use the results of recommended treatments based on treatment selection processes, the rules and priorities should be updated to ensure that the process continues to improve in the future.
5. Report Results – Report results will be used by the Town with each new pavement management plan, which ideally should be conducted each year or on a maximum 3-year cycle to correspond with the 3-year data collection cycle.

SUMMARY

The details for implementing a pavement management program in the Town are outlined in this document. Recommendations are provided for how to develop a process that best meets the given needs of the Town. Overall, the implementation of a pavement management process will help the Town manage roadway networks to make more effective management decisions.

INDIVIDUAL PROJECT ORDER NUMBER 5

Describing a specific agreement between Kimley-Horn and Associates, Inc. (the Consultant), and the Town of Stallings (the Client or Town) in accordance with the terms of the Master Agreement for Continuing Professional Services dated January 31, 2019, which is incorporated herein by reference.

Identification of Project: Town of Stallings Pavement Management Program

Specific scope of basic Services:

PROJECT UNDERSTANDING

The Town is in the process of updating and maintaining a pavement management program and they desire to utilize the condition results of the ongoing program to determine treatment options and timing, resulting in a work plan for the Town roadways.

To optimize and enhance the Town's ability to develop a work plan for the Town roadways, Kimley-Horn will provide the **Database for Roadway Inventory Visualization and Evaluation (DRIVE)** software to the Town. DRIVE incorporates a user-interface (UI) with an inventory and condition database to meet the Town's needs for maintaining repair and treatment data as well as exporting and viewing data. DRIVE has pavement repair and analysis capabilities to develop pavement repair work plans.

Kimley-Horn's DRIVE tool can provide the following functionality for the Town:

- Store and manage pavement inventory data
- Edit pavement section maintenance and repair history database
- View current pavement condition data in tables, figures, and within maps
- Query data such as by inventory attribute (e.g., by subdivision, functional class, age, condition)
- Forecast future pavement condition based on fixed deterioration models
- View other GIS layers (e.g., utility, curb and gutter, signs) that Kimley-Horn can import if the Town provides.
- Maintain a listing of repair treatments and associated unit costs
- Budget analysis/what-if scenarios for different funding levels
- Development of 5-year pavement repair work plans
- Manual adjustments of the work plans by the Town to revise repair treatment and timing

Task 1 – Preparation of Data

The Town's existing pavement management information will be reviewed by Kimley-Horn to determine the current import compatibility and minimum data requirements for upload into the DRIVE tool.

DRIVE requires pavement condition in a 0 to 100 scale and if a different scale was used, the condition data will be normalized to the 0 to 100 scale.

There shall be one condition index for each pavement segment. Kimley-Horn will review the linear segmentation within the Town pavement database or GIS shapefiles. The review will consist of unique segment identification assignment and segment to segment comparison with aerial photography for completeness. Segment naming and to and from information will be reviewed and updated. Assignment of priority/rank of segment (often tied to functional class) or average annual daily traffic (AADT) is also included in data preparation.

Assumptions:

- Pavement inventory and condition data are collected outside of the DRIVE software and delivered

to Kimley Horn in shapefile and tabular format.

- Inventory data required from the Town includes:
 - Road Name, Segment ID, Road Type/Rank, Lanes, Length, Width, Area, Estimated Age, Pavement Condition (0-100 scale), AADT
- Pavement condition data will be provided in a 0 to 100 scale.
- Updates to the pavement segmentation are limited to three days of effort for a Kimley-Horn analyst. The current Town shapefile is expected to have adequate linear segmentation based on it having been used for previous condition data collection events.
- Updates in DRIVE are made to the pavement database not the shapefile. Shapefile edits will need to occur outside of the tool as well to maintain consistency.

Deliverables:

1. Updated GIS Shapefile (Unique Segment ID and associated pavement inventory information) representing pavement segmentation updates and any edits to normalize the condition index scale.
2. Updated Pavement Database/Spreadsheet (Unique Segment ID and associated pavement inventory information)

Task 2 – Customization

Task 2a – Treatment Table / forecast models

Once the condition and inventory data are loaded into DRIVE, it will be configured for analysis that is customized to the Town of Stallings. A working session will be scheduled by Kimley-Horn with the Town to discuss the historic repair treatments and policies related to pavement. Kimley-Horn will identify potential additional treatment types to consider and will discuss and agree upon treatment policies with the Town.

Examples of treatments include: Crack Seal, Chip Seal, Microsurface, Overlay, Mill and Overlay, Full Depth Reclamation, Cold In-Place Recycling, Full Depth Reconstruction.

DRIVE will then be customized by Kimley-Horn with the treatments to include:

- Unit costs for treatment
- Life extension resulting from the treatment
- Condition bands/thresholds for treatments defined in this task

Fixed forecast models will be developed and assigned based on the historical pavement conditions and the consultants engineering judgement on the historical performance of similar pavements. The forecast models are not currently editable once in the DRIVE tool. Once fixed, changes to the forecast models would require additional IPO.

Assumptions:

- One half day customization meeting (treatments and forecast models)
- The Town will provide Kimley-Horn unit prices, such as dollar per square yard, for each treatment type

Deliverables:

1. Summary from pavement working session documenting policies / treatment hierarchy
2. Documentation of the forecast performance models

Task 2b – Budget Optimization for Pavement

Once customized, DRIVE can then be used to perform budget analyses on the data. These budget analyses can provide options for work plans. Kimley-Horn will complete the budget analysis and provide to the Town for review. After reviewing the budget analysis output, the Town can select the most appropriate budget scenario. The selected scenario can be imported into the DRIVE Project Planner where the Town can develop a work plan.

The overall analysis process within DRIVE includes the assignment of treatments based on the decision tree determined in the customization task. Treatments generally fall into five main ‘lanes’ in DRIVE that are assigned based on policies set in Task 1b, generally determined by condition rating and distress and include:

- No treatment required
- Routine maintenance
- Preventive maintenance
- Rehabilitation
- Reconstruction

Kimley-Horn will work with the Town to add/remove sections from the plan manually, adjusting treatment types and timing, to provide a plan that is efficient, logical, and meets the overall needs of the Town. The resultant project plan timing and treatment will export back to the work history data in the inventory tab in DRIVE, without needing manual re-entry.

Assumptions:

- The Town will provide up to three budget levels to analyze
- One half-day meeting with the Town to review raw data and develop a Draft 5-Year project plan that the Town can continue to revise as needed.

Deliverables:

1. Raw output as map and tabular report (digital)
2. Summary from project plan meeting
3. Draft 5-Year project plan as map and tabular report (digital)

Task 3 – Delivery of DRIVE

The DRIVE tool will be delivered to the Town after tasks 1 and 2 are complete and the data is uploaded appropriately. DRIVE delivery will be allocated as a one-time implementation fee to develop the tool for the Town. After the first year of DRIVE delivery, an annual licensing/hosting fee is rendered to maintain the functionality of DRIVE host the data and results, allow access for the Town and implement any updated versions of the DRIVE tool.

Schedule: Services will be provided to meet a mutually agreed upon schedule.

Terms of compensation:

Kimley-Horn will perform the services in Tasks 1-3. for the total lump sum fee below. Individual task amounts are informational only. All permitting, application, and similar project fees will be paid directly by the Client.

Task 1 – Preparation of Data	\$5,000
Task 2 – Customization.....	\$10,000
Task 3 – Deliver DRIVE	
DRIVE Software Implementation (includes 1 Year).....	\$5,000
Annual Licensing/Hosting (Future cost is \$1,000/yr)	

Lump sum fees will be invoiced monthly based upon the overall percentage of services performed. Payment will be due within 25 days of your receipt of the invoice and should include the invoice number and Kimley-Horn project number.

Direct reimbursable expenses such as express delivery services, fees, air travel, and other direct expenses will be billed at 1.15 times cost. A percentage of labor fee will be added to each invoice to cover certain other expenses such as telecommunications, in-house reproduction, postage, supplies, project related computer time, and local mileage. Administrative time related to the project will be billed hourly. All permitting, application, and similar project fees will be paid directly by the Client.

Other special terms of Individual Project Order: None.

ACCEPTED:

TOWN OF STALLINGS

KIMLEY-HORN AND ASSOCIATES, INC.

BY: _____

BY: _____

TITLE: _____

TITLE: _____

DATE: _____

DATE: _____

DRIVE

Database for Roadway Inventory Visualization and Evaluation (DRIVE)

A Kimley-Horn Asset Management Solution

DRIVE is a simple-to-use, web-based tool to help develop pavement maintenance and repair programs.



What do I have?



What condition is it in?



When do I need to do work?



What work do I need to do?



How much is it going to cost?

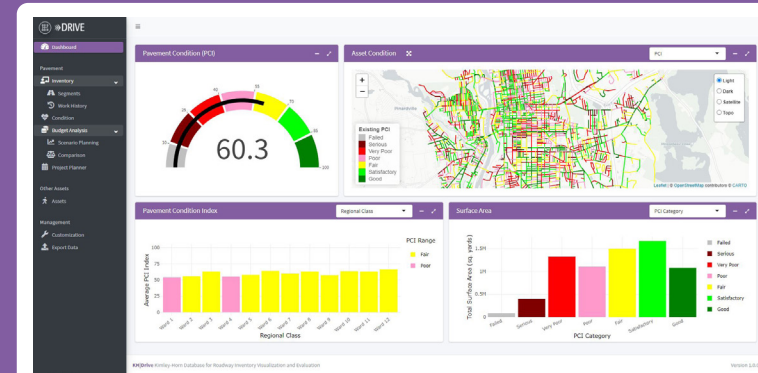


Kimley»Horn

Expect More. Experience Better.

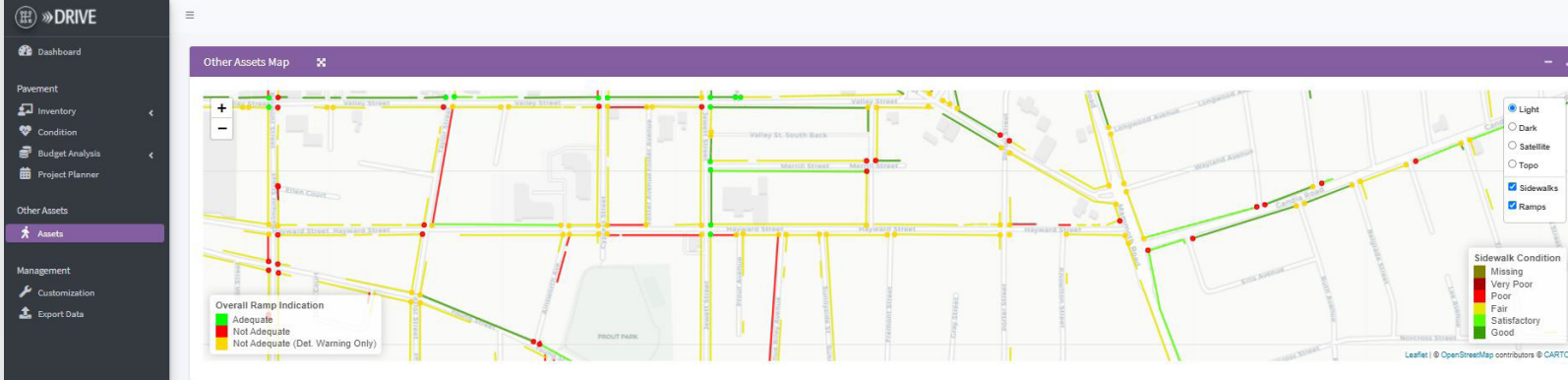
»» DRIVE

A Kimley-Horn Asset Management Solution



Clients can use DRIVE to:

- Catalogue work history
- View and track pavement conditions
- Develop cost effective, actionable, data-driven capital improvement plans



➤ View other assets like sidewalks and ADA ramps to help make project selections

DRIVE offers the following features that distinguish it from other programs:

- Store and manage pavement inventory data along with other asset inventory and condition data such as curb ramps and ADA compliance, sidewalks, signs and signals stored geospatially
- Record, track, and understand the performance of pavement maintenance and repair treatments
- View current and historical asset condition data in tables, figures, and maps
- Query data by inventory attributes (District, functional class, age, condition)
- Forecast future pavement conditions using customized performance models
- Maintain a library of repair treatments and unit costs
- Develop budget analyses and what-if scenarios at various funding levels
- Create 5-year pavement maintenance and repair plans driven by segment cost-benefit values (CBVs)
- Adjust work plans to revise repair treatments and timing using the Project Planner tool
- Update work history with completed roadway improvements from a finalized annual maintenance and repair plan
- Generate reports that include maps, tables, and figures

Customization

Once roadway inventory and condition data are loaded into **DRIVE**, it is configured for a customized analysis. Customization can include:

- ⚙ Roadway repairs and treatments
- ⚙ Unit costs for treatment strategies
- ⚙ Life extension from repair
- ⚙ Assignment of performance or condition forecasting models
- ⚙ Priority or ranking of each segment (often tied to functional classification) or average annual daily traffic (AADT)
- ⚙ Condition thresholds for defined treatment strategies

➤ Contact:

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A Balanced Scorecard Approach for the Town of Stallings

FY 20-21 Annual Report

FORWARD STALLINGS

September 23, 2021

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

The Town's system of linking its vision, mission, Council's top priorities, departmental actions, and performance measures to achieve the desired results is a balanced scorecard system called Forward Stallings. The Town strategy map, scorecards, top departmental priorities, and budgetary information are blended together to better align the Town's time, money, and resources with its top priorities. In essence, this annual report is both a "report card" and a "strategic learning tool" that should be used to help assess how well the Town is doing in pursuing its key objectives. One of the main purposes of the report is to generate discussion, like a post-game analysis, to determine whether particular strategies being used to accomplish objectives and initiative should be 1.) changed, 2.) abandoned, or 3.) maintained (i.e., "stay the course"). The first opportunity to analyze results and discuss possible changes to strategy will be at the Council's regular board meeting on September 17th. At this meeting, the Manager will officially present the FY 20-21 Annual 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 committed to improving our organization. This was our second year, and this has been 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 complements the old saying that "people do what you inspect, not what you expect."

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

Components of a Good Measure

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

Guidelines for Setting Targets

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

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

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



STRATEGY MAP

Vision for Stallings

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



Mission of Town Government

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



Serve the Community

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

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

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

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

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

"The Stallings Way" Core Values

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

ADMINISTRATION DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

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 – As mentioned during the mid-year report, this has been both an accomplishment and a challenge. During FY 20-21, the Town has continued to broadcast all Town Council meetings which allows the public to virtually participate in a safe manner.

Develop 5-Year Economic Development Strategic Plan – The Town successfully developed in-house a 5-year economic development strategic plan. Please allow me to recognize the Economic Development Work Team (Council Member Richardson, Council Member Scholl, County Economic Developer Plate, Manager Nichols, Planner Hair, and Manager Sewell) who were the collective work horse here.

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 created a downtown action plan that seeks to be both visionary and practical. This goal will take many years to achieve (and a little luck), but the Town has developed a strategy/action plan aimed at laying the foundation for a successful downtown.

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

***Downtown Action Plan completed.**

FY 20-21 Action Steps (Updates)

- Define Core Area - **Complete.**
- Define Vision For Area & Identify Anchor Use to Attract - **Mostly Complete. Created Downtown Action Plan.**
- Start Farmers Market & Continue Events (P/R) - **Complete.**
- Acquire Key Property - **Acquired one property near Town Hall. Exploring others. Postponed DFI contract decision.**
- Complete Streetscape Design (Eng) - **NCDOT has said no to streetscape, but we are pushing NCDOT to come up with solution.**

Notably, approval of the DFI contract is on-hold per Council feedback.

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

Mandatory Safety Training – 100% of staff have completed mandatory safety training for 2020.

Maintaining a Skilled & Competent Workforce – This is both an accomplishment and a challenge. Overall, the Town has met its turnover goal. Even the best organizations will not always meet turnover goals in today’s environment where the average worker tends to change jobs more often than in the past. However, the Town should always strive to adopt best practices to ensure that we are able to attract, develop, and retain a competent workforce. The last department head opening was for Town Engineer and an assessment center was held as part of the selection process. However, no one met the minimum standards and the Town continues on with a contracted Town Engineer until further notice. The Town has setup stay and exit interviews so management can identify trends and recommend changes if systematic problems arise. Also, the Town gave out the Marie Garris Award for the employee of the year and continues to do the “Caught Ya!” employee recognition program.

As discussed at the 9/27/21 Town Council meeting, the “Great Resignation”, pandemic impact, a “hot” job market, labor shortage, and retiring baby boomer generation has created both challenges and opportunities for the Town along with virtually all organizations. The pandemic has caused many workers to reevaluate their employment situation, work/life balance, and led many employees to quit their job, actively look for another job while employed, or leave the workforce entirely. With many

baby boomers already retired, and on the cusp of retiring, the pandemic has caused many baby boomers to reevaluate whether they want to continue working a typical 9 to 5/drive into the office job. This has been/will be hard on local governments, who have relied on those baby boomers as key staff members. In contrast, Generation X and Millennials typically don't stay as long with one organization.

So how does all this affect the Town?

- Private sector poaching;
- Increasing labor costs; and
- Likely more turnover in the future.

Turnover can hurt the Town's ability to provide quality services to the public and can be expensive. We need to be aware of the reality of today's job market. The "Great Resignation" be both a challenge and an opportunity. Our positive workplace culture is called "the Stallings Way", and I believe it can be very attractive to the right people who fit our core values, but we will also need to keep an open mind moving forward with staffing, foster a good workplace (we do a number of things like team-building events, bringing in staff on decision-making, etc.), and try to continue to be innovative and flexible so we can continue to attract/retain good people.

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 during the mid-year report, 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. We plan to start recognizing a business quarterly on social media.

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

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

Maintaining A Workforce – This is both an accomplishment and a challenge. Due to the pandemic, the Town has held just 3 team-building events and including 2 virtual. Town staff are exploring how we might improve a sense of team and strengthen relationships through further virtual activities. The Town was not able to hold 2 Town-wide meetings due largely to the pandemic. Once we can safely meet in-person, we can continue these meetings. The performance evaluation system is on hold during FY 20-21 because we are not able to hold in-person supervisory training. Holding this training in-person is essential and we're planning on restarting it in FY 21-22.

In-Person Meetings/Committee Participation - The COVID pandemic has caused a severe strain for in-person meetings on several levels:

- Council Meetings: It is very challenging to meet in-person while keeping in compliance with CDC guidelines. Adequate spacing the seating for the Council and Staff as well as public participants is nearly impossible in order for all to have visibility and proper audio. Compliance with covid safety protocols is also concerning as administration is trying to

keep everyone safe, not only for individual well-being, but also to ensure adequately staffed offices in order to keep all Town services running.

- **Committee Participation:** The pandemic halted all committee meetings. It can be assumed that due to the length of the pandemic shut down, age/health of many committee members, and continued COVID concerns, there is less interest in serving on Town committees. A restructuring of citizen input/volunteerism which is normally provided via committees may need to be considered.

OTHER COMMENTS:

- As part of our common goal of providing public services while ensuring the safety of staff and the public, the Town has implemented a variety of approaches including staggered schedules, teleworking, and following strict safety protocols.
- Thank you to the Council for agreeing to move away from a quarterly reporting structure to mid-year/annual. The data seems to be more helpful under this format.
- Staff continues to sell surplus items on GovDeals. As of 9/9/21, a grand total of \$491 has been sold in 2021.
- Gateway/Monument Signage at Atrium-Union West Roundabout - Staff worked with Destination by Design (DbD), NCDOT, and Atrium to collaborate on the best location and sign design and right of way. Staff and DbD are working with NCDOT for encroachment agreements for conduit for water and electric to the site and staff negotiated with Atrium a partnership for installing that conduit. Staff and DbD then presented the Council the plans and Council approved creating the bid documents and going out to bid for the construction of the Monument Sign at the Atrium Roundabout on Stallings Road.
- CARES Act - Staff worked with Union County for the receipt, use, and reporting of \$223,851 from the CARES Act from the federal government to assist with COVID-19 related expenses.
- Waste Connections - Strong, fostered relationships with Waste Connections has improved communications and service issues. Continued attention to the service will be a priority as it is a high visibility.
- Virtual Offices/Meetings - The continued strain of COVID would have been more difficult without virtual capabilities. The success of staff and IT to collaborate for these capabilities was crucial and continues to be imperative.
- Citizen Survey - Staff is in discussion with Western Carolina University (WCU) to help develop and administer a Town survey. WCU plans to send the Town a proposal within the week.
- Hybrid Meeting Capacity - Staff is researching the costs of adding AV equipment to allow for virtual capabilities in the Town Council Room and various conference rooms.
- American Rescue Plan (ARP) - The Town has received its first allotment of funds, \$2,572,685.12. Staff is discussing options with Centralina Regional Council (CRC) to assist with the administration of the funds. CRC is to provide the Town a proposal in the next few weeks.

ENGINEERING DEPARTMENT –YEAR-END 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?

- Engineering was engaged in the TCC Meetings. The significance of this accomplishment is participation in regional transportation communication and coordination efforts. This target was 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.
- 100% of the Town Streets were swept. The significance of this accomplishment is the provision of clean streets and the removal of sedimentation that can accumulate and disrupt stormwater management infrastructure. This target was met by the Town contracting this work out and this will continue in the FY 21-22 period.
- Repairs were 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 in the FY 21-22 period.
- The Town Engineer has completed professional development hours for the P.E. license and CFM certification. 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. license and the CFM certification. Continuing education through professional development hours is a requirement of the license and certification and will continue through the FY 21-22 period.

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 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 improvement of sidewalk infrastructure occurred on an as needed basis, however, a wholistic approach was not completed due to the need for a complete inventory of sidewalk issues. The inventory/assessment process is currently being coordinated and upon completion, a prioritized plan for remediation will be prepared and implemented.
- The update to the Long-Term Transportation plan did not occur due to inactivity from the TAC resulting from COVID. Now that TAC meetings have resumed, the Long-Term Transportation plan will be coordinated with the Town Planning Department once a new Town Planning Director is in place.
- The town catch basins were not proactively cleaned in the FY 20-21 period. This activity was delayed due to staff transition and will be completed by a contractor in the FY 21-22 period.
- The comparison to contractor costs with Waxhaw, Pineville, and Harrisburg took place in the FY 20-21 period, and the Town partnered with Indian Trail for the recent resurfacing contract. Based on the unit costs reviewed, unit costs were comparable to recent bids received by the Town.
- Participating in three (3) continuing education classes or conferences did not take place in the FY 20-21 period due to the reduction and/or elimination of classes and conferences due to COVID. This goal will be accomplished in the FY 21-22 period now that conferences and classes have resumed.

Other comments:

The Engineering Department has been diligent to meet the needs of the residents and business community regarding repairs, contractor activities, flooding, plan review, and construction coordination. The Department has also identified proactive approaches to improve planning and budget management enhancing the level of service provided to the Town. These measures, such as the improved pavement management and improved stormwater control oversight, will be implemented in the FY 21-22 period.

FINANCE DEPARTMENT –YEAR-END 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?

Long-Term Financial Plans - Draft of the Five-Year financial plan for FY2022 was completed. Will be reviewed with Town Manager and Deputy Town Manager and presented to the Council for review in October 2021. Continued success will be achieved by keeping this plan a living document and updating with every budget period or with major financial events that occur throughout the year.

Maintaining Fiscal Strength – Council has changed the additional restricted fund balance from 30% to 20% of next fiscal year's expenditures. This will be reflected in the FY2021 audit report.

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

CHALLENGES:

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

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

Financial Reporting – We are able to provide staff and public with financial information on a timely basis. Audit has impacted the production of the July and August reports which will be done in September 2021

OTHER COMMENTS:

PARKS & REC DEPARTMENT –YEAR-END 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?

Parks and Recreation staff made great strides in professional development this year! Special Events Coordinator Eunice McSwain received her Certified Parks and Recreation Professional designation this year and Director Ashley Platts received her OSHA Public Sector certification as well!

Relaunching programming within the department was a resounding success! We set a goal of 1 program per month and greatly exceeded that goal. Even with COVID restrictions we offered the following programs:

- Pen Pal Program
- Senior Spotlight
- Easter Bunny Egg Drop-Off
- Dino-Hunt in the Park
- Kits4Kids (Nature Explorers, Picasso's Essentials, Space Mission, Mad Scientist, Paint-A-Planter)
- Captain Hook's Treasure Hunt
- Easter Bunny Drive-By
- Stallings Got Talent
- Camp Gladiator
- KinderMusic
- Fit4Mom
- Shred Day w/ Free Mask Distribution
- Santa Mail
- Leprechauns on the Loose
- Peter Cottontails Bunny Trail
- Eggapalooza
- Star Search – Scavenger Hunt

Partnering with Union County Extension we launched a weekly Farmer's Market on May 1 in the park that quickly became a downtown staple for the Town. We also added monthly live music and rotating handmade craft vendors to the line up to keep things fresh for the community.

Enhancements at Blair Mill Park began with work to mitigate the extensive debris and tree clean-up needed in the wooded areas. We also made tee-box improvements to the disc golf course, partnered with a local business to install a lost disc box, and partnered with Union County to help host a county wide disc golf tournament that brought out hundreds of disc golfers to our park. Dilapidated fencing and benches were removed, and new trash cans and picnic tables were installed as well as work began on restroom renovations.

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)?

This year's largest challenge we faced was COVID-19. It led to parts of the park being closed for portions of the year (e.g. playgrounds, splash pad, restrooms, rentals, special events, and gathered programs). We delayed a few of our goals due to these challenges:

- Quarterly newsletter: with no special events and mass gathering guidelines constantly changing, we felt it was prudent to delay launching this endeavor until things become more stabilized. The Town's decision to suspend their newsletter further solidified our decision.
- Instagram account: with no events and limited program offerings, staff did not feel we would have the quality content required to launch a successful social media platform
- Volunteer Recruitment: no in-person gatherings (e.g. committee meetings) were authorized during this fiscal year
- Upfit Springhill Park: Council approved the general layout concept for the park, but only allocated \$5,000 of the requested approximate \$55,000 in requested funding for the project. Project was to be reviewed by the Parks and Recreation Committee, however, no in-person meetings were held during this fiscal year.

OTHER COMMENTS:

There was a great strain on our maintenance workers this year. With increased demand for park usage and increased requirements for sanitation, our park maintenance workers and other parks and recreation staff have truly demonstrated what it means to be essential workers during a public health crisis. Cleaning restrooms, picking up soiled items from the public, emptying trash multiple times through the day are truly thankless jobs at times. Simply put, we would not have the outstanding parks and recreation operations we do without our maintenance and parks team.

PLANNING DEPARTMENT –YEAR-END 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?

Land Use Vision Alignment – Council approved several significant development ordinance amendments on 8/24/20. Also, the Council approved ordinance amendments aimed at enhancing open space rules.

Greenway by Developers at No Cost to the Town – 100% of development agreements requiring developer to construct Greenway at no cost to the Town were approved where a greenway is shown on adopted plans.

Training/Empowering Staff – Planning tech is now running Planning Board meetings (way to go Matthew!).

Timeline Code Enforcement – 90% of violations brought into voluntary compliance within 60 days which is significantly above the 65% target (way to go Kolleen!).

Planning Board/BOA Training – Held in September 2020.

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)?

Light Rail TOD Plan – This timeline was too aggressive given the pace that CATS is moving.

Public-Private Partnership – As the Town learned collectively more about downtown development over the past year, it became clear that gaining site control and getting expert guidance on this was appropriate. This is on-hold.

Streetscape Plan – An action timeline/plan was presented and approved by Council. However, the Planning Director vacancy has put this project on hold.

OTHER COMMENTS:

POLICE DEPARTMENT –YEAR-END 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 video partnership program and citizen post interaction survey were successfully launched on April 1st
- The NCLM Law Enforcement Risk Review program was completed in July 2021. This program was completed with only one recommendation to begin utilizing a driving risk assessment for new officers in the FTO program.
- Intoxilyzer room was prepped by the mid-term report. The intoxilyzer instrument was installed and operational in March 2021. Due to some mechanical issues, the SPD has yet to open the intoxilyzer room to outside agencies.
- The post interaction surveys have shown a high level of service from our officers. The results are normally within the range of good to excellent. Officers will need to continue to be reminded to hand out the cards that give citizens the information to successfully get to our survey website. The same will need to be done to continue reminding officers to talk to the community regarding the video partnership.
All other goals, except those listed below, were achieved at the mid-term report.

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)?

- CALEA Accreditation-During the year, we attempted to hire a part time accreditation manager with no success. Lt. Cranford volunteered to take on the role of accreditation. He began working on this project in May and has already begun our self-assessment. Staffing shortages slowed our work on this project over the summer. This project takes all members' buy in and we continue to talk and discuss progress and strategy with all department members.
- Create Staff Development Plan-A draft plan was completed but as the year came to a close, the decision was made revamp the plan to align with the recommendations in the Stallings pay plan. The draft and research will be used to rework our current draft. This goal was forwarded into the 21-22 BSC for completion. The SPD will be creating a committee of members of all ranks to work on this project for input and buy-in. Our effort will be to be in line with the pay plan and be competitive in recruitment and retention of surrounding agencies.

OTHER COMMENTS:

The COVID pandemic has still hindered some progress, but all department members continue to participate in the work done to accomplish our goals.

PUBLIC WORKS –YEAR-END 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?

Be a good steward of natural resources – This is an ongoing process to identify energy and utility consumptions for the town and ways to reduce the cost. Public Works has identified areas (HVAC, Parking lot lights, etc.) and plans to reduce consumption such as smart meter and LED lights in parking lot. Neither item was approved in the budget but remain in CMIIP. This year we were able to do a Terminal Air Balance on the HVAC system and found it was not running at capacity and several repairs were made to get units working properly and efficiently.

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

% Of responses to citizen inquiries within 1 business day - There are some challenges with this due to the pandemic, but in most cases, inquiries are responded to in 1 day. Citizens calling in or emailing are contacted within a 1 business day turn around allowing us to have a more positive experience with the citizen.

Inspect All Town Neighborhoods - Doing these neighborhood inspections has not only allowed us to identify potholes, street sign issues, etc., but it has also allowed us to identify storm water issues as well as code enforcement issues. These checks have played a vital role in keeping maintenance issues under control which in turn keeps our citizens positive. Also, visiting these neighborhoods quarterly helps identify issues early and, in some cases, stop them from becoming larger issues.

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)?

Develop a life-cycle replacement plan for all capital assets - There may be an option for this in the new PW work order software. Implementation of software is 9/31/2021.

Training Meetings to Improve Employee Skillset/Knowledge – With the pandemic still looming training is somewhat difficult other than online. We continue to train as best we can. This year were able to have an onsite asphalt training seminar.

Difficult to keep high standards on town landscaping due to lack of manpower. Public Works has asked for new staff member a last few budget reviews and has been denied each time.

Council asked for Public Works to outsource roadside landscaping. Public Works Director created an RFP, and no one bid on the project. One vendor came back and said they would only bid if it included all landscaping in town. We are having to extend the deadline in hopes of receiving even 1 bid. This is proving to be a difficult challenge.

OTHER COMMENTS:

% of work orders reported using work order system - iWorx work order system was approved in budget. We are currently working with vendor to get setup. It will first be rolled out to staff and then put on websites for resident to submit request through. Hoping to roll out to staff 9/31/2021.