



February 27, 2023
 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.	7:15 p.m.	Consent Agenda A. Amended Budget Ordinance 10 – Wellness Grant B. Amended Budget Ordinance 11 – Personnel Settlement C. Amended Budget Ordinance 12 – Parks and Rec. Truck Insurance Settlement D. Amended Budget Ordinance 13 – Parks and Rec. Events Deposits E. 2023 RAISE Grant Letter of Support	Wyatt Dunn, Mayor	Approve/Deny Consent Agenda
2.	7:20 p.m.	Agenda Approval	Wyatt Dunn, Mayor	Approve Agenda
3.	7:25 p.m.	TX23.01.01 - Buffer Text Amendment (1) Open Public Hearing (2) Information from Staff (3) Public Hearing (4) Close Public Hearing (5) Council Vote	Max Hsiang, Planning Director	Approve/Deny text amendment
4.	7:30 p.m.	TX23.01.02 - Breweries Use Table Amendment (1) Open Public Hearing (2) Information from Staff (3) Public Hearing (4) Close Public Hearing (5) Council Vote	Patrick Blaszyk, Planning Tech.	Approve/Deny text amendment
5.	7:40 p.m.	Planning Board Appointment <i>Jon Van de Riet (Term ending 03-31-2026)</i>	Wyatt Dunn, Mayor	Approve/Deny appointment
6.	7:45 p.m.	Development Finance Initiative (DFI) - Downtown Development Presentation	Sonya Turner, Project Manager, DFI	Presentation
7.	8:20 p.m.	Planning and Zoning - Single Family Control Options in Mixed-Use Districts.	Max Hsiang, Planning Director	Information
8.	8:30 p.m.	Hotel Tax Resolution (<i>Dunn</i>)	Wyatt Dunn, Mayor	Adopt resolution

9.	8:35 p.m.	325 Stallings Road (<i>Richardson</i>)	Brad Richardson, Council Member	Discussion and possible action
10.	8:45 p.m.	Balanced Scorecard Mid-Year Report	Alex Sewell, Town Manager	Information
11.	9:00 p.m.	Adjournment	Wyatt Dunn, Mayor	Motion to adjourn



MEMO

To: Mayor and Council Members
Via: Alex Sewell-Town Manager
From: Jamie Privuznak-Finance Officer
Date: February 27, 2023
RE: NCLM Wellness Grant - Budget Ordinance Amendment (Revenue Increase)

Background:

At the February 13 Council Meeting, you received a memo from Human Resources Director Karen Reid regarding receipt of a wellness grant in the amount of \$2,107 from the North Carolina League of Municipalities (NCLM) for exercise equipment. Ms. Reid explained the purpose of the NCLM grant program; the benefits of participation; and the eligibility criteria. (See Memo dated February 7 for details.)

As part of your February 13 Consent Agenda, you recognized, received and appropriated the grant funds (\$2K) from the NCLM. The grant funds will be used to purchase exercise equipment for staff as part of the Town's wellness programming. Staff will report to the NCLM on how the funds are used as part of the NCLM's grant reporting process.

The purpose of this request is to amend the FY2022-2023 Budget Ordinance to increase revenue by \$2,107 for the General Government Department budget in the General Fund (10) to support employee wellness. (See attached Amended Budget Ordinance #10).

Town Council Requested Action:

Staff respectfully requests you amend the FY2022-2023 Budget Ordinance to increase revenue by \$2,107 and adopt the budget ordinance as amended.



MEMO

To: Mayor and Council Members
From: Karen Reid-Human Resource Director
Via: Alex Sewell-Town Manager
Date: February 7, 2023
RE: **NCLM Wellness Grant**

Background:

- The Health Benefits Trust under the direction of the RMS Board for the N.C. League of Municipalities set aside \$100k for wellness grants each fiscal year.
- Groups that participate in the medical program are eligible to apply for these dollars to assist them with health fairs, wellness programs, educational classes, fitness activities, fitness equipment, nutritional programs, etc.
- Groups are eligible for a maximum of \$5,000 per fiscal year.
- The Town applied and was approved for \$2107 to purchase additional exercise equipment for the employee gym.

Town Council Requested Action:

- Recognize, receive, and appropriate the grant funds received from the N.C. League of Municipalities for the exercise equipment.

AMENDED BUDGET ORDINANCE – NO. 10

TOWN OF STALLINGS, NORTH CAROLINA

FISCAL YEAR 2022-2023

BE IT ORDAINED by the Town Council of the Town of Stallings, North Carolina, that the estimated expenditures for the Fiscal Year 2022-2023 are hereby amended as set forth below:

Category	Account Number	Budgeted Amount	Amend to the Following	Net Increase or (Decrease)
General Fund:				
Revenue:				
Wellness Grant - NCLM	10-00-3839-809	\$ -	\$ 2,107	\$ 2,107
Expense:				
Wellness Grant - NCLM	10-00-4120-085	\$ -	\$ 2,107	\$ 2,107

Explanation: Staff respectfully requests you amend the FY2022-2023 Budget Ordinance to increase revenue by \$2,107 and adopt the FY2022-2023 budget ordinance as amended.

This Amendment to the Budget Ordinance shall be effective upon adoption.

The said Budget Ordinance, except as amended, shall remain in full force and effect.

ADOPTED this the 27th day of February, 2023.

Wyatt Dunn, Mayor

Erinn Nichols, Deputy Town Manager/Town Clerk

Approved as to form:

Melanie Cox, Town Attorney, Cox Law Firm, PLLC



MEMO

To: Mayor and Council Members
Via: Alex Sewell-Town Manager
From: Jamie Privuznak-Finance Officer
Date: February 27, 2023
RE: Personnel Settlement - Budget Ordinance Amendment (Revenue Increase)

Background:

At the February 13 Council Meeting, you recessed into a Closed Session, pursuant to NCGS 143-318.11(a)(3), to discuss a personnel matter. As part of this matter, you are asked to amend the FY2022-2023 Budget Ordinance to increase the current year budget to pay for the settlement amount and legal fees. The amount of \$10,000 will be transferred from unrestricted General Fund Balance to increase the Legal Fee line-item budget in the Administration Department operating budget. (See attached Amended Budget Ordinance #11.)

Town Council Requested Action:

Staff respectfully requests you to amend the FY2022-2023 Budget Ordinance to increase revenue (\$10,000) in the General Fund Administration Budget and adopt the budget ordinance as amended.

AMENDED BUDGET ORDINANCE – NO. 11
TOWN OF STALLINGS, NORTH CAROLINA
FISCAL YEAR 2022-2023

BE IT ORDAINED by the Town Council of the Town of Stallings, North Carolina, that the estimated expenditures for the Fiscal Year 2022-2023 are hereby amended as set forth below:

Category	Account Number	Budgeted Amount	Amend to the Following	Net Increase or (Decrease)
General Fund:				
Revenue:				
Unrestricted Fund Balance Appropriation	10-99-3991-600	\$ 294,279	\$ 304,279	\$ 10,000
Expense:				
Legal Fees (Administration Department)	10-00-4120-019	\$ 80,000	\$ 90,000	\$ 10,000

Explanation: Staff respectfully requests you to amend the FY2022-2023 Budget Ordinance to increase revenue (\$10,000) in the General Fund Administration Budget and adopt the budget ordinance as amended.

This Amendment to the Budget Ordinance shall be effective upon adoption.
The said Budget Ordinance, except as amended, shall remain in full force and effect.
ADOPTED this the 27th day of February, 2023.

Wyatt Dunn, Mayor

Erinn Nichols, Deputy Town Manager/Town Clerk

Approved as to form:

Melanie Cox, Town Attorney, Cox Law Firm, PLLC



MEMO

To: Mayor and Council Members
Via: Alex Sewell-Town Manager
From: Jamie Privuznak-Finance Officer
Date: February 27, 2023
RE: Insurance Proceeds – Budget Ordinance Amendment (Revenue Increase)

Background:

The Town of Stallings received two checks from the Interlocal Risk Financing Fund of NC for an auto claim cost submitted for damages related to the Park and Recreation Department's truck. The Town received Check #987117 in the amount of \$4,270.19 and Check #99378 in the amount of \$1,271.92, in December and February respectively, for Claim #3220108408. The total in Insurance Proceeds received for this claim is \$5,542.11.

You are asked to amend your FY2022-2023 adopted Budget Ordinance to increase (\$5,542) the General Fund's total appropriation and adopt the budget as amended. This amount will increase the revenue budget "Insurance Proceeds" and will increase the Park and Recreation Department's expense budget for vehicle maintenance. (See attached Amended Budget Ordinance #12.)

Town Council Requested Action:

Staff respectfully requests you to amend the FY2022-2023 Budget Ordinance to increase revenue (\$5,542) in the General Fund and adopt the budget ordinance as amended.

AMENDED BUDGET ORDINANCE – NO. 12

TOWN OF STALLINGS, NORTH CAROLINA

FISCAL YEAR 2022-2023

BE IT ORDAINED by the Town Council of the Town of Stallings, North Carolina, that the estimated expenditures for the Fiscal Year 2022-2023 are hereby amended as set forth below:

Category	Account Number	Budgeted Amount	Amend to the Following	Net Increase or (Decrease)
General Fund:				
Revenue:				
Insurance Proceeds	10-10-3839-806	\$ -	\$ 5,542	\$ 5,542
Expense:				
Vehicle Maintenance (Park and Recreation)	10-80-6130-025	\$ 1,000	\$ 6,542	\$ 5,542

Explanation: Staff respectfully requests you to amend the FY2022-2023 Budget Ordinance to increase revenue (\$5,542) in the General Fund and adopt the budget ordinance as amended.

This Amendment to the Budget Ordinance shall be effective upon adoption.

The said Budget Ordinance, except as amended, shall remain in full force and effect.

ADOPTED this the 27th day of February, 2023.

Wyatt Dunn, Mayor

Erinn Nichols, Deputy Town Manager/Town Clerk

Approved as to form:

Melanie Cox, Town Attorney, Cox Law Firm, PLLC



MEMO

To: Mayor and Council Members
Via: Alex Sewell-Town Manager
From: Jamie Privuznak-Finance Officer
Date: February 27, 2023
RE: PRK Event Deposits - Budget Ordinance Amendment (Revenue Increase)

Background:

The Park and Recreation Department is in the process of planning for upcoming events this fiscal year. As part of the planning process, staff needs to make deposits to ensure the vendor's availability for the event(s).

You are asked to amend your FY2022-2023 adopted Budget Ordinance to increase (\$6,364) the General Fund's total appropriation and adopt the budget as amended. This amount will be transferred from unrestricted General Fund Balance to increase the Park and Recreation Department's Park Events expense line-item budget. (See attached Amended Budget Ordinance #13.)

Town Council Requested Action:

Staff respectfully requests you to amend the FY2022-2023 Budget Ordinance to increase the General Fund total appropriation (\$6,364) and adopt the budget ordinance as amended.

CC: Eunice McSwain

AMENDED BUDGET ORDINANCE – NO. 13
TOWN OF STALLINGS, NORTH CAROLINA
FISCAL YEAR 2022-2023

BE IT ORDAINED by the Town Council of the Town of Stallings, North Carolina, that the estimated expenditures for the Fiscal Year 2022-2023 are hereby amended as set forth below:

Category	Account Number	Budgeted Amount	Amend to the Following	Net Increase or (Decrease)
<u>General Fund:</u>				
<u>Revenue:</u>				
Unrestricted General Fund Balance Appropriation	10-99-3991-600	\$ 294,279	\$ 300,643	\$ 6,364
<u>Expense:</u>				
Park Events (Park and Recreation)	10-80-6130-090	\$ 75,000	\$ 81,364	\$ 6,364

Explanation: Staff respectfully requests you to amend the FY2022-2023 Budget Ordinance to increase revenue (\$6,364) in the General Fund and adopt the budget ordinance as amended.

This Amendment to the Budget Ordinance shall be effective upon adoption.

The said Budget Ordinance, except as amended, shall remain in full force and effect.

ADOPTED this the 27th day of February, 2023.

Wyatt Dunn, Mayor

Erinn Nichols, Deputy Town Manager/Town Clerk

Approved as to form:

Melanie Cox, Town Attorney, Cox Law Firm, PLLC



Town of
Stallings

315 Stallings Road ▪ Stallings, North Carolina

February 15, 2023

Secretary Pete Buttigieg
US Department of Transportation
1200 New Jersey Avenue SE
Washington, DC 20590

Subject: 2023 RAISE Grant - A Cross-Jurisdictional Transportation Safety Plan
Targeting: Areas of Persistent Poverty, Historically Disadvantage Communities, and Rural Areas
Charlotte Regional Transportation Planning Organization; A Metropolitan Planning Organization

Dear Secretary Buttigieg:

The Town of Stallings endorses the Charlotte Regional Transportation Planning Organization (CRTPO) application for a RAISE Grant for **A Cross-Jurisdictional Transportation Safety Plan**. The CRTPO is the Metropolitan Planning Organization for the Charlotte urban area.

The CRTPO is applying for a RAISE Grant for planning funds to study and design transportation safety in its planning area, including 21 jurisdictions within three North Carolina counties, focusing on areas of persistent poverty (APP), historically disadvantaged communities (HDC), and rural areas as identified by the RAISE program.

The following crash data from 11/1/2017 to 10/31/2022, provided by the North Carolina Department of Transportation (NCDOT), demonstrates the need for additional safety planning funds within the CRTPO planning area:

- There were 227,014 crashes in the CRTPO's planning area during this time.
- The 110,381 (48.6%) of these crashes took place on roads within APP, HDC, and rural areas.
- Of the 758 fatal incidents in the CRTPO's planning area during this period, 455 (60%) occurred within the three areas of concern.

2021 was the deadliest year on North Carolina roads in two decades, with 1,755 residents killed in traffic crashes. One fatality is too many! Therefore, we strive for a comprehensive transportation study focusing on areas of concern for the CRTPO's planning area. In addition, we desire a paradigm shift in roadway design, driver attitude, safety education and awareness.

Together we can save lives, prevent injuries, and reduce economic costs due to vehicular crashes.



Town of
Stallings

315 Stallings Road ▪ Stallings, North Carolina

Please consider approving the CRTPO's 2023 RAISE grant application for **A Cross-Jurisdictional Transportation Safety Plan: Targeting: Areas of Persistent Poverty, Historically Disadvantage Communities, and Rural Areas** application to help achieve our goal of making our streets safer!

Sincerely,

Wyatt Dunn, Mayor
Town of Stallings



MEMO

To: Town Council
From: Max Hsiang, Planning Director
Date: 02/27/2023
Re: TX23.01.01 - New Development Buffer

❖ **Request:**

Amend Article 11.6-1 Buffering and Screening of Different Districts to allow the Development Administrator the authority to require a buffer for new development adjacent to existing residential.

❖ **Reason for Request:**

During a recent rezoning presentation, Staff presented that there were no buffer requirements between Mixed Use - 2 Zoning and Conditional Zoning. Since Conditional Zonings can be residential, Council directed staff to research buffer requirements for new developments adjacent to existing residential.

The council and staff's goal are to protect existing residential homes from the impacts of new development by installing a buffer.

❖ **Amendment:**

The text amendment addition request reads as follows:

11.6-1

(G.) **Buffers Adjacent to Existing Residential.** Where buffer requirements between zoning districts are not listed in Table 11.1, the *Development Administrator* may require a Type A, B, C, or D buffer for new development adjacent to existing residential.

❖ **Planning Board:**

Planning Board recommended approval at their January 17, 2023, meeting.

❖ **Staff Recommendation:**

Staff recommends approval of TX23.01.01 due to the following reasons.

- 1) The amendment is consistent with the Comprehensive Land Use Plan.
- 2) The amendment protects the health, safety, and well-being of the community.



Statement of Consistency and Reasonableness

ZONING AMENDMENT: TX23.01.01

REQUEST: Amend Article 11.6-1 Buffering and Screening of Different Districts to allow the Development Administrator the authority to require a buffer for new development adjacent to existing residential.

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

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

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

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

- 1) The amendment is consistent with the Comprehensive Land Use Plan.
- 2) The amendment protects the health, safety, and well-being of the community.

Recommended this the ___ day of _____, 2023.

Mayor

Attest:

Clerk



MEMO

To: Town Council
 From: Patrick Blaszyk, Planning Technician
 Date: 2/27/2023
 Re: TX23.01.02

Amendment:

To allow breweries with or without beverage sales into the Industrial (IND), Business Center (BC) and Town Center (TC) zoning districts.

Article 8: Table of Uses

#	L = listed use S = Use listed with additional standards SUP = Special Use Permit Reference SIC and NAICS code for further data on the listed uses.	Agriculture (AG)	Single Family Residential (SFR-1, SFR-2, SFR-3 & SFR-MD)	Multi-Family Residential Transitional (MFT)	Traditional Neighborhood Development Overlay (TNDO)	Town Center (TC)	Civic (CIV)	Mixed Use (MU-1)	Mixed Use (MU-2)	US 74 Commercial (C 74)	Interstate Highway 485 Corporate Park	Vehicle Service/Repair (VSR)	Business Center (BC)	Industrial (IND)	Heavy Industry Overlay (HIO)
20	Appliance Store							S (10.1-36)	S (10.1-36)						
21	Arts and Crafts Store				L	L		L	L			L			
22	Asphalt Paving							L							SUP (10.2-6&16)
23	Athletic Fields	L	L	L	L		L								
24	Auditorium, Coliseum or Stadium						L	L							
25	Auto Supply Sales								S (10.1-36)		S (10.1-36)	S (10.1-36)	S (10.1-36)		
26	Automobile Dealers								S (10.1-36)		S (10.1-36)				
27	Automobile Rental or Leasing								L	L	L	L	L		
28	Automobile Repair Services (Major)								S (10.1-4)		S (10.1-4)		S (10.1-4)		
29	Automobile Repair Services (Minor)								S (10.1-4)		S (10.1-4)		S (10.1-4)		
30	Automobile Towing and Storage Services								S (10.1-5)		S (10.1-5)		S (10.1-5)		
31	Bakery				L	L		L	L	L		S (10.1-36)	S (10.1-36)		
32	Bank, Savings and Loan, or Credit Union				S (10.1-6)	S (10.1-6)		S (10.1-6)	S (10.1-6)	S (10.1-6)	S (10.1-6)		S (10.1-6)		
33	Barber Shop				L	L		L	L	L	L	L	L		
34	Bars (with/without Beverage Production Accessory Use)				L	L		L	L	L	L	L	L		
35	Bartending Cage, Indoor					L			L	L	L	L	L		
36	Bartending Cage, Outdoor								S (10.1-7)	S (10.1-7)	L				
37	Beauty Shop				L	L		L	L	L	L	L	L		
38	Bed & Breakfast (Tourist Home, Boarding House)	S (10.1-5)		S (10.1-5)	S (10.1-5)	S (10.1-5)		S (10.1-5)	S (10.1-5)	L					
39	Bicycle Assembly (Bike Shop)				S (10.1-36)	S (10.1-36)		S (10.1-36)	S (10.1-36)	S (10.1-36)	S (10.1-36)	S (10.1-36)	S (10.1-36)	S (10.1-36)	
40	Billiard Parlors				L	L		L	L	L	L	L	L		
41	Bingo Games				L	L		L	L	L	L	L	L		
42	Boat Repair								S (10.1-4)		S (10.1-4)	S (10.1-4)	S (10.1-4)		
43	Boat Sales								S (10.1-36)		S (10.1-36)				
44	Bookstore				L	L	L	L	L	L	L	L	L		
45	Bowling Lanes (bowling alley)				L	L		L	L	L	L	L	L		
46	Breweries with/without beverage sales					L							L	L	
47	Building Supply Sales (no storage yard)								L	L	L	L	L		
48	Bulk Mail and Packaging					L			L	L	L	L	S (10.1-36)	S (10.1-36)	
49	Bus Terminal				L	L	L	L	L	L	L	L	L		
50	Camera Store					L			L	L	L	L	L		
51	Camp Ground (for 21 day or less occupancy only)	L				L			L	L	L	L	L		
52	Candy Store				L	L			L	L	L	L	L		
53	Car Wash								L	L	L	L	L		
54	Casino for Games of Chance (RESERVED)								CZ (10.1-9)	S (10.1-9)		S (10.1-9)	S (10.1-9)	S (10.1-9)	
55	Cellular Communications Facilities (See "Wireless")														

The closest item in the current table of uses to breweries is line 34, Bars (with/without Beverage Production Accessory Use).

History

There has been an interest in having breweries in both the TC and IND zoning districts in the past from the public. The properties of interest were along Stallings Road in where the proposed Town Center is and down Stallings Road along the border of Stallings and Matthews.

Reasoning

To help bolster the commercial tax base in Stallings in accordance with the Town of Stallings Economic Development Plan.

Below is language from the Stallings Development Ordinance (SDO) describing each of the zoning districts that applies to this text amendment.

- 8.4-4 “Town Center District (TC) (A.) Intent. The Town Center District (TC) provides for new development, revitalization, reuse, and infill development in Stallings’s core downtown. A broad array of uses is listed to enable the needs of residents and visitors to be met”.

This language promotes the reuse and infill development of Stallings’s downtown core. This compliments the interest that has occurred in the past and present for potential brewery locations.

- 8.4-10 “Business Center (BC) (A) Intent: The Business Center (BC) is established to provide locations for employment centered uses. The dominant uses in this district are light industrial and office”.

The language for Business Center describing light industrial and office pairs well with the fact that the breweries could be with or without beverage sales and could be more focused on producing beverage products as opposed to sales.

- 8.4-11 “Industrial District (IND) (A.) Intent: The Industrial District (IND) is established to provide locations for industrial uses that, due to the scale of the buildings and/or the nature of the use, cannot be integrated into the community. The dominant uses in this district are manufacturing and warehouse storage”.

This language for Industrial fits the potential larger scale brewery operations that may desire to locate in the Town of Stallings.

Comprehensive Land Use Plan Primary Land Uses that fits brewery with or without beverage sales:

- Town Center Primary Land Use
 - Community Serving Commercial
- Industrial Center Primary Lane Use
 - Warehouse/Distribution
 - Storage

Examples

The following are examples of existing buildings or areas in the Town Center, Business Center and Industrial zoning districts that could potentially be used for breweries with or without with or without beverage sales.

James Rivers Building. Zoning District: (TC)



Business Park on Bleinheim Lane. Zoning District: (BC)



Interstate Supplies and Services on 511 Union West BLVD. Zoning District: (IND)





Statement of Consistency and Reasonableness

ZONING AMENDMENT: TX23.01.02

REQUEST: To allow breweries with or without with or without beverage sales into the Industrial (IND), Business Center (BC) and Town Center (TC) zoning districts.

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

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

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

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

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

- 1) This text amendment promotes more commercial development opportunities in the TC, BC, and IND zoning districts.
- 2) The proposed use is consistent with the Comprehensive Land Use Plan.
- 3) This amendment also utilizes the guiding principle of Diversified Development in the Comprehensive Land Use Plan.
- 4) Planning Board recommended approval.

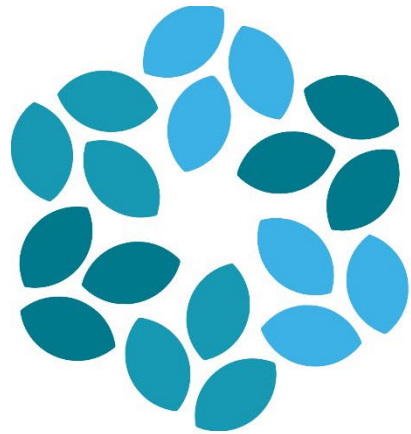
Adopted this the ___ day of February _____, 2022.

Mayor

Attest:

Town Clerk

Breweries in the IND, BC, and TC Zoning Districts



**PLANNING
& ZONING**
TOWN of STALLINGS

TX23.01.02

Request



- To allow breweries with or without beverage sales into the Industrial (IND), Business Center (BC) and Town Center (TC) zoning districts.

History



- There has been an interest in having breweries in both the TC and IND zoning districts in the past from the public.
- This would help bolster the commercial tax base in Stallings in accordance with the Town of Stallings Economic Development Plan.

Comprehensive Land Use Plan



- Town Center Primary Land Use
 - ▣ Community Serving Commercial
- Industrial Center Primary Land Use
 - ▣ Warehouse/Distribution
 - ▣ Storage

Examples



- James Rivers Building



- 8.4-4 “Town Center District (TC) (A.) Intent. The Town Center District (TC) provides for new development, revitalization, reuse, and infill development in Stallings’s core downtown. A broad array of uses is listed to enable the needs of residents and visitors to be met”.

Examples



- Business Park on Bleinheim Lane



- 8.4-10 “Business Center (BC) (A) Intent: The Business Center (BC) is established to provide locations for employment centered uses. The dominant uses in this district are light industrial and office”.

Examples



- Interstate Supplies and Services on 511 Union West BLVD



- 8.4-11 “Industrial District (IND) (A.) Intent: The Industrial District (IND) is established to provide locations for industrial uses that, due to the scale of the buildings and/or the nature of the use, cannot be integrated into the community. The dominant uses in this district are manufacturing and warehouse storage”.

Request & Conditions



- Staff recommends approval of TX23.01.02.

Staff suggested reasons:

- 1) The request is consistent and reasonable with the Stallings Development Ordinance and the Future Land Use Plan.
- 2) This text amendment promotes more commercial development opportunities in the TC, BC and IND zoning districts.
- 3) This amendment also utilizes the guiding principle of Diversified Development in the Comprehensive Land Use Plan.
- 4) Planning Board recommended approval.

Statement of Consistency & Reasonableness



- ❖ **Step 1.** Motion for Approval/Denial for TX23.01.02.
- ❖ **Step 2.** With a statement of consistency that the proposal is Consistent/Inconsistent and reasonable/not reasonable with the Comprehensive Land Use Plan.
- ❖ **Step 3.** Reasoning. Staff suggested reasoning:
 - 1) This text amendment promotes more commercial development opportunities in the TC, BC and IND zoning districts.
 - 2) The proposed use is consistent with the Comprehensive Land Use Plan.
 - 3) This amendment also utilizes the guiding principle of Diversified Development in the Comprehensive Land Use Plan.
 - 4) Planning Board recommended approval.



MEMO

To: Town Council
Via: Alex Sewell, Town Manager
From: Max Hsiang, Planning Director
Date: 02/27/2023
Re: Mixed-Use Council Request

Request:

The Council mentioned that the Mixed-Use zoning category has been used to build higher-density residential zoning categories since the Stallings Development Ordinance (SDO) was adopted in 2018. The council directed staff to research the implementation of Mixed-Use control measures in the Stallings Development Ordinance.

Background:

When the SDO was adopted in 2018, mixed-use zoning was placed on properties with a Small Area Plan (SAP). Stallings then saw an influx of higher-density residential in the mixed-use zoning categories. A critique of the mixed-use zoning category was that it is not technically a true “mixed-use” or “multiple-use” and did not require various uses to be developed in this zoning category.

To alleviate development pressure and more authority on higher-density developments, a text amendment was approved by the Council in 2019 to require conditional zoning approval for multi-family and townhome uses.

Mixed-Use Developments:

The developments examples within Stallings jurisdiction under the mixed-use zoning category are:

- Atrium Hospital
- Bailey Mills Townhomes
- Idlewild Mixed-Use Development (Aria at Idlewild Apartments, Townhomes, and 1 commercial parcel)
- Sawmill Run Single-Family Residential
- Solis at Chestnut Farms Apartments
- Stallings Farms Single-Family Residential
- Stevens Mill/Idlewild Commercial
- Stinson Farms (Commercial and Residential)
- Stonecreek Townhomes
- The Willows Apartments

Out of 10 developments, only four show a commercial component.

Adjacent Jurisdictions:

Indian Trail and Matthews require Conditional Zoning for residential in their mixed-use districts.

The Council asked for research into the Sante Matthews NC development and how they conceptualized a mixed-use development for that site. Sante is an 81-acre site in Matthews, NC.

The applicant proposes a master-planned community with 570 residential units for sale and rent. The residential units will mix single-family detached housing, townhomes, cottages, and apartments. A part of the residential area will be age targeted. A wellness center (8,600 sq. ft) will be associated with the entire neighborhood. In addition to the residential units, the applicant proposes up to 15,000 square feet of office, 40,000 square feet of retail, and 54,000 square feet for a grocery store.

The site zoning is R-15 (Single-family residential), and to create the development, the developers are requesting a Conditional Rezoning to R-VS (Residential Varied Styles), B-H(CD) (Highway Business Conditional District), and MUD (Mixed Use Development) zoning district. Most of the development is Mixed Use District zoning (apartments, 55+ community, and commercial), and the commercial (CD) and single-family and townhome uses are separate.

Staff Recommendations:

Staff's recommendations are below in order of favorability from the staff's perspective.

1. Recommendation 1:

A text amendment to require conditional zoning (CZ) for all residential uses in Mixed-Use 1 & 2. All residential uses, including single-family, will require a text amendment or conditional zoning for approval. Higher-density residential uses like townhomes and apartments already require conditional zoning approval. (Fastest and simplest).

2. Recommendation 2:

A text amendment would create a true "mixed-use" or "multiple-use" zoning category. The amendment would require multiple uses to be developed on-site in the Mixed-Use zoning category. This may require "development bonuses, "including by-right higher density residential uses and open space, landscaping, parking, height, density amendments, etc.

3. Recommendation 3:

Maintain the ordinance as is. Use the current Conditional Zoning measures in place. Single-family residential would be maintained as a permitted use in Mixed-Use 1 & 2.



Mixed-Use Council Request

02-27-2023

Staff Report | Town Council

Request



- The council directed staff to research the implementation of Mixed-Use control measures in the Stallings Development Ordinance at their January 23, 2023, meeting.



Background



The Stallings Development Ordinance was adopted in 2018.

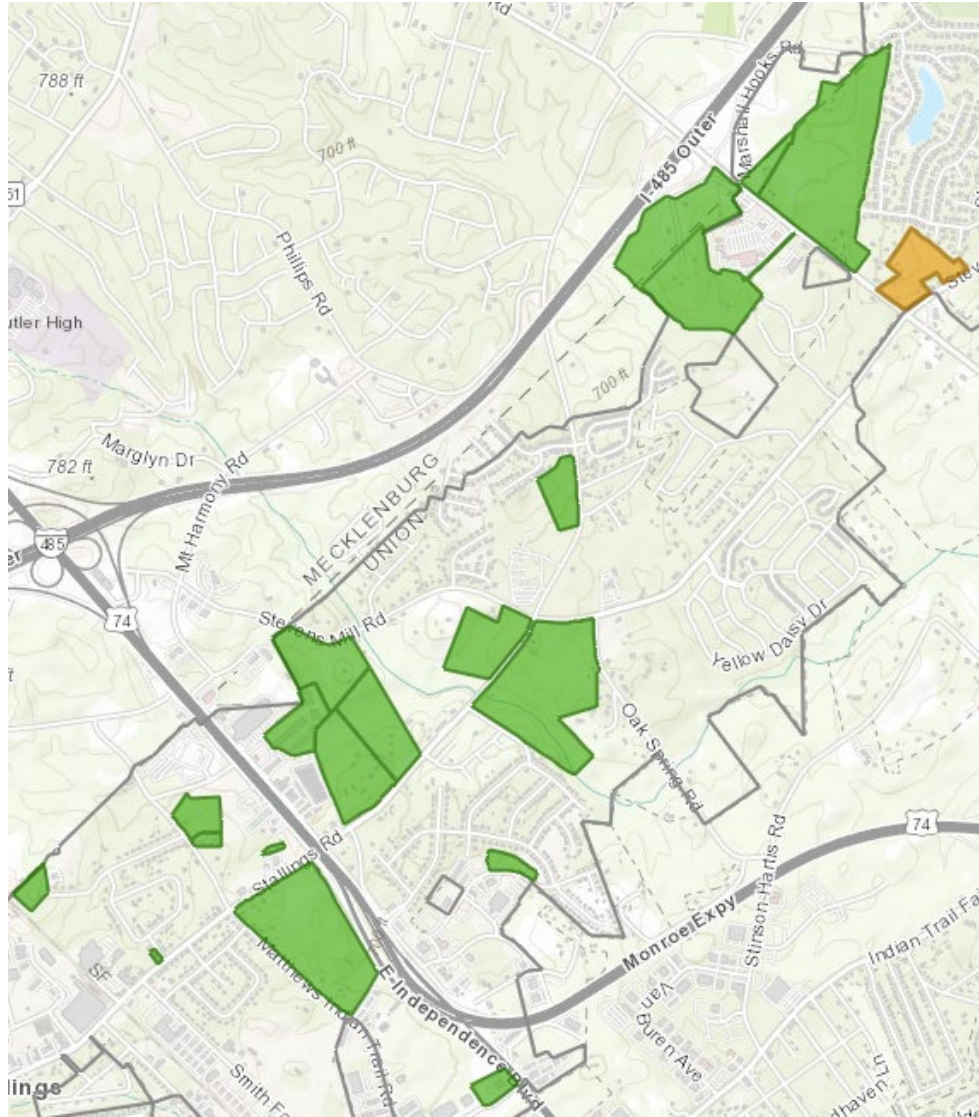
Mixed-Use 1 & 2 zoning was placed on Small Area Plan study area properties.

Mixed-Use zoning does not require a mix of uses or multiple uses.

Conditional Zonings are required in Mixed-Use 1 & 2 for higher-density residential uses like Townhomes and Apartments.



Developments in Mixed-Use Zoning



- The developments examples within Stallings jurisdiction under the mixed-use zoning category are:
 - Atrium Hospital
 - Bailey Mills Townhomes
 - Idlewild Mixed-Use Development (Aria at Idlewild Apartments, Townhomes, and 1 commercial parcel)
 - Sawmill Run Single-Family Residential
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 - Stevens Mill/Idlewild Commercial
 - Stinson Farms (Commercial and Residential)
 - Stonecreek Townhomes
 - The Willows Apartments
- Out of ten developments, only four show a commercial component.



Adjacent Town's Mixed-Use Districts

- Both Indian Trail and Matthews require Conditional Zoning for residential in their mixed-use districts.
- Sante Matthews is controlled by Conditional Zoning.





Staff Recommendations

- Staff's recommendations are below in order of favorability from the staff's perspective.

- ❖ **Recommendation 1:**

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Maintain the ordinance as is. Use the current Conditional Zoning measures in place. Single-family residential would be maintained as a permitted use in Mixed-Use 1 & 2.



**PLANNING
& ZONING**
TOWN of STALLINGS

Questions?



**RESOLUTION REQUESTING THE NORTH
CAROLINA GENERAL ASSEMBLY TO
AUTHORIZE THE TOWN OF STALLINGS TO
LEVY A ROOM OCCUPANCY TAX**

WHEREAS, the Mayor and Town Council of the Town of Stallings, desire to institute a hotel tax/room occupancy tax in the Town of Stallings; and

WHEREAS, the North Carolina General Assembly must adopt a local act and add the Town of Stallings to the list of cities that have authority to institute such a tax; and

WHEREAS, pursuant to North Carolina General Statute §160A-215 a city may levy a room occupancy tax only by resolution, after not less than 10 days public notice and after a public hearing is held pursuant thereto.

NOW, THEREFORE, BE IT RESOLVED that the Town of Stallings has unanimous support among the Town Council and Mayor and is respectfully requesting that North Carolina General Assembly amend North Carolina General Statute §160A-215 to include the Town of Stallings in subparagraph (g) to permit the levy of an occupancy tax up to 5%.

Adopted this the 27th day of February, 2023.

Wyatt Dunn, Mayor

Attest:

Erinn Nichols, Town Clerk

Approved as to form:

Cox Law Firm, PLLC



A Balanced Scorecard Approach for the Town of Stallings

FY 22-23 Mid-Year Report

FORWARD STALLINGS

February 23, 2023

A Report to Citizens, Council, & Staff – FY 2022-2023

The Town's system of linking its vision, mission, Council's top priorities, departmental actions, and performance measures to achieve the desired results is a balanced scorecard system called Forward Stallings. The Town strategy map, scorecards, top departmental priorities, and budgetary information are blended together to better align the Town's time, money, and resources with its top priorities. In essence, this annual report is both a "report card" and a "strategic learning tool" that should be used to help assess how well the Town is doing in pursuing its key objectives. One of the main purposes of the report is to generate discussion, like a post-game analysis, to determine whether particular strategies being used to accomplish objectives and initiative should be 1.) changed, 2.) abandoned, or 3.) maintained (i.e., "stay the course"). The first opportunity to analyze results and discuss possible changes to strategy will be at the Council's regular board meeting on February 27th. At this meeting, the Manager will officially present the FY 22-23 Mid-Year Report.

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

ORGANIZATIONAL PERSPECTIVES

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

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

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

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

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

Enclosed please find:

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

I am grateful to Council and staff for being willing to continue to experiment with this. This is our fourth year(!), and this has been/will be a continuous learning experience for all of us. However, I am confident that we will be able to use the lessons learned to continuously improve.

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

Sincerely,

Alex Sewell
Town Manager

Rationale, Overview, & Processes

What is the Balanced Scorecard?

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

Rationale and Benefits of the Balanced Scorecard

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

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

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

Using Strategy & the Balanced Scorecard to Get Results

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

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

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

Key Definitions & Components

Vision: Word picture of our desired future.

Mission: Why we exist.

Core Values: What we believe in, guiding principles.

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

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

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

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

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

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

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

Perspectives

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

Community Perspective:

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

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

Financial Perspective:

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

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

Internal Business Perspective:

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

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

Learning & Growth Perspective:

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

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

Objectives by Perspective

Serve the Community

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

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

Manage Resources

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

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

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

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

Run the Operations

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

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

Develop Know-How

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

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

Developing Departmental Strategy

Departmental Balanced Scorecards

A good scorecard will do the following:

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

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

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

Step #2 – Developing Departmental Initiatives

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

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

Step #3 – Developing Measures and Targets

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

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

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

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

Components of a Good Measure

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

Guidelines for Setting Targets

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

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

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



STRATEGY MAP

Vision for Stallings

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



Mission of Town Government

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



Serve the Community

Strengthen Citizen Engagement	Conserve Cultural & Natural Resources	Increase Citizen & Community Safety	Promote Economic Vibrancy	Enhance Recreation, Walkability & Connectivity
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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 – MID-YEAR BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

Strengthening Citizen Engagement – This has been both an accomplishment and a challenge. The Town has continued to broadcast all Town Council meetings and has come back to holding in-person meetings all the time. The creation of another information source for the Stallings residents is complete, The Stallings Source. The Stallings Source is a blog with quarterly posts with various information for the residents.

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

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

FY 22-23 Downtown Action Steps (Update)

- Meet with DFI reps and approve Downtown District Feasibility Assessment Proposal by 2/28/22 – (Complete)
- Complete the DFI Phase 1 Downtown District Feasibility Assessment by 2/28/23 Anticipate Completion 2/27/23 (Anticipate completion 2/27/23)
- Council will secure at least 4 members for a downtown support committee within one year of Phase 1 complete (N/A)

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

Maintaining a Skilled & Competent Workforce – This is both an accomplishment and a challenge. Overall, the Town has met its turnover goal. Even the best organizations will not always meet turnover goals in today's environment where the average worker tends to change jobs more often than in the past which is compounded by the "Great Resignation". However, the Town should always strive to adopt best practices to ensure that we are able to attract, develop, and retain a competent workforce. The Town has setup stay and exit interviews so management can identify trends and recommend changes if systematic problems arise. Recently, the Town implemented an incentive pay initiative for the police departments based on feedback received and research. Also, the Town gave out the Marie Garris Award for the employee of the year, officer of the year, and continues to do the "Caught Ya!" employee recognition program. Additionally, the Town was able to hold 3 teambuilding events thus far.

CHALLENGES:

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

Maximize Positive Development Around Hospital/Light Rail – This is both an accomplishment and a challenge. The Town has put funding in the budget to maintain enhanced bypass landscaping but are waiting for a NCDOT interlocal agreement. Council opted not to fund monument signage for the Stallings Road roundabout.

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

Citizen Survey – Council is thinking over draft survey content. Staff will put it on a future agenda for further direction.

Implementing Economic Development Strategic Plan – The Town has put funds in the budget to contract with the Union County Economic Development entity for a part-time commitment in personnel for implementation of the ED plan. However, the County’s ED entity has undergone a reorganization and the County likely has a sewer capacity issue looming. The County’s ED representatives are going to be presenting a new updated proposal in March 2023.

Secure Occupancy Tax – Rep. Arp has reported to the Mayor that there might be a window of opportunity to get a bill approved by the General Assembly. A resolution to support this effort is proposed for the 2/27/23 Council Meeting.

Recordable Injuries – The Town has had 2 recordable injuries within the Police department. The Town sets our recordable injuries goal at “0” every year because we refuse to set a workplace injury goal that is anything less. Whenever there is an injury or a “near-miss” the Town has a process for evaluating the incident to determine what happened and what can be done differently (if anything) to avoid a future injury.

Maintaining A Workforce – This is both an accomplishment and a challenge. Timing has limited ability to have the “All hands on deck” meetings”. The performance evaluation system has experienced numerous challenges including the pandemic, our trainer getting into a car accident, and staff turnover. When our trainer recovers, we will plan on implementing. Holding this training in-person is essential.

OTHER COMMENTS:

Waste Connections

Waste Connections approached Town with a request a significant rate increase to coincide with the Town’s request to execute its first available contract extension. After much negotiation, we were able to settle on contract extensions terms that benefit the Town and provide the citizens with additional solid waste services.

American Rescue Plan

The staff received favorable audit reviews from the NCLM on its ARPA reporting and project allocations. These audits are crucial tools should the Town be subject to a federal audit of these funds.

ENGINEERING DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

- The Engineering Department became fully staffed in November of 2022.
- Engineering was engaged in the TCC Meetings. The significance of this accomplishment is participation in regional transportation communication and coordination efforts. This target has been met by the Town's Associate Engineer attending each meeting. This target will continue to be met through the involvement of the Town's Associate Engineer.
- Staff has completed 25 storm water repair and maintenance projects so far in Fiscal Year 2023, with 24 projects on our list to be completed. These projects have been completed in a timely manner, typically within a couple weeks of the execution of the purchase order for the projects. 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.
- Staff has currently made significant progress in recording and mapping Stallings' storm water systems and infrastructure through GIS Data. Once all storm water infrastructure is recorded, staff will be able to consistently track, inspect, and maintain Stallings' storm water infrastructure in accordance with the North Carolina Department of Environmental Quality's (NCDEQ) required Municipal Separate Storm Sewer (MS4) Permit Program.
- The Town Engineer has renewed their North Carolina Professional Engineering License through the 2023 Calendar Year. 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. Additionally, the Engineering staff have attended two out of a minimum of three continuing education classes associated with storm water inspection(s) and resurfacing techniques.
- Stallings completed a large-scale roadway patching project in the Fall of 2022. Additionally, the Engineering Department has executed a contract with J.T. Russell and Sons, Inc. to perform repaving and roadway reconstruction work on approximately 2-miles of Town-owned streets. This work is expected to begin in Spring of 2023. Lastly, staff is working to advertise a Phase 2 Resurfacing Contract, that focuses on preventative roadway maintenance, prior to the end of Fiscal Year 2023.

CHALLENGES:

- The Engineering Department has not yet begun tabulations and evaluations of sidewalks throughout Stallings. The staffing resources needed to achieve this goal have not been available the first half of the year. Staff will seek to begin this evaluation and tabulation by the end of the fiscal year.
- The Engineering Department has begun to look in depth at amending the storm water fee and fee schedule but has not been able to complete the task. Now, with fully staffed Engineering Department, staff is coordinating to retrieve necessary information regarding parcel numbers and uses, existing storm water revenue(s), and impervious data. Staff needs this data to analyze and evaluate and equitable storm water fee increase and fee schedule change that will provide sufficient revenue to keep our storm water program functioning.
- For approximately two months, the Engineering Department paused the Town-wide storm water maintenance and repair program while storm water fee revenue(s) were transmitted to the Town from Union County. This inhibited staff from completing two storm water projections within two months of their executed P.O dates. Staff hopes that the change(s) to the storm water fee schedule will prevent this from occurring in the future.

OTHER COMMENTS:

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

FINANCE DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

- In November, the FY22 audit, along with the AFIR (formerly the CAFR), was submitted to the Local Government Commission. The current audit has no Material Weaknesses or Significant Deficiencies. The findings from the FY21 audit are corrected per the most recent audit. This is a big hurdle crossed and a huge win for the Town.
- The five-year financial forecast is complete, and Council received an update on this item at its December Council meeting.
- General Fund Balance is above \$6 million, and Council's goal of 20 percent in reserves is achieved per the most recent audit.
- In December, the Town's application to the Government Finance Officers Association (GFOA) for the [Certificate of Achievement for Excellence in Financial Reporting](#) was submitted for consideration of this award. This is an opportunity for the GFOA to review our AFIR particularly our financial standing, financial policies, procedures and internal processes. The Town has received this award since 2015. The Council and Town Staff will be updated on this item, when new information becomes available.

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)?

- External factors of concern include Union County's sewer capacity shortage. This issue could adversely affect Stallings tax base, any new development in the area, and stymie the Town's revenue growth.
- The Stormwater Fund is stable; however, a revised fee schedule per the five-year forecast will be considered for the long-term growth and stability of this fund. If multiple, major unexpected repairs to infrastructure should occur, this fund's reserves may rapidly slip below the \$1 million threshold implemented per Council direction. The Town Manager, Town Engineer and Finance Officer continue to monitor and discuss the financial stability of this fund.
- Forthcoming: Updates to the Finance pages on the Town's website. Currently, there is language that is dated in the text, and older data files can be archived. In addition, the current Balanced Scorecard annual goals, targets, and measures will be reviewed and refined for the next fiscal year.

OTHER COMMENTS:

- In December, the Finance Department onboarded a new Finance Officer. Marsha Gross retired from the position in January. Staff celebrated her contribution to the Town at the December Council Meeting and with a farewell lunch.
- The new Finance Officer is continuing to learn and to manage the day-to-day operations of the department. The current goal is to listen, build relationships and communicate continuously with internal and external customers/stakeholders to improve customer satisfaction, responsiveness, and transparency.
 - The Finance Officer is conducting face-to-face meetings with department heads and staff as part of this goal.

PARKS & REC DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

The Parks and Recreation Department continues to grow within the Town of Stallings. The department has hit some huge goals within the last few months & we hope to continue making headway on these in the future. Even with 3 new full-time employees within the last 3 months we have kept moving forward with making some improvements to our parks department. Within the past 6 months we have added the following:

- Monthly Newsletter to Citizens
- Summer Camps for Children & Adults for Pickleball and Tennis (Summer)
- Tennis & Pickleball lessons for all skillsets (Summer)
- Installation of Privette Playground
- Park benches at Blair Mill Park
- Security Cameras in SMP
- 5 New Events in 2023
- *New Full-time Senior Maintenance Technician, Event Coordinator & Administrative Assistant*

Along with these additions we have also been working on some internal structure for our department. We require all full-time and part-time staff to be CPR/First Aid/AED trained & will be moving forward with training plan implementation for each staff member. This will ensure that all our park facilities are properly maintained while ensuring citizen safety.

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 Parks and Recreation Department has noticed struggles of advertising and informing the public of upcoming events/programs. We have noticed that Stallings Municipal Park is our “Main Hub” of information; however, know that there is a need for more information to be provided at Blair Mill Park. We also know that Blair Mill needs multiple upgrades; however, need to work on a site-specific plan to get things together moving forward.

The parks department has also been reaching out for more event sponsors; however, we have not received much feedback. The parks event coordinator plans to start going out to local businesses, in person, and meet with business owners about sponsoring some of our town events!

OTHER COMMENTS:

The Blair Mill Greenway is making great progress. Currently, the next steps consists of planting some shrubbery around the entrance of the greenway trail while we await the arrival of the Hawk Signal. A hopeful opening will be around the end of Summer '23.

PLANNING DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

- The Planning Department continues to excel in providing responsive and dependable services. We created submittal guidelines or a “cheat sheet” to help residents and developers with submittals. We added these guidelines to our website for anyone to review. We continue to ensure success by altering our review cycle from 30 to 20 business days to clarify when reviews will be completed.
- We completely reorganized the Planning Website so that the public and developers can access more information. Every permit, plan, and policy have a description of what they are used for. We also added our permit and code enforcement reports to the website. We continue to add more information to the website. We are currently working on adding frequently asked questions to the code enforcement page.
- We organized digital files, GIS files, and paper files. We organized the planning room upstairs to help better find files and alphabetically stored historic development files in storage.
- We applied for the CRTPO Grant and will hear back from them sometime in June-July to find out if we are awarded the grant. Our goals are: Integrate the future Lynx Silver Line Project into the Stallings Comprehensive Land Use Plan to include timelines, benefits, studies, and education; Reimagine the Monroe Expressway Small Area Plan/create a Silver Line Station/Atrium Hospital Small Area Plan to include renderings and specs, Incorporate an updated Transportation Oriented Development Overlay in the Development Ordinance with preservation and promotion techniques along the proposed Silver Line alignment.
- Code violation compliance exceeded the targeted goal of 60% and is currently at 65%.

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 TOD Overlay along the proposed Silverline has been challenging, and we have started creating it in-house.
- Streetscape Design plans have not yet been adopted because we are waiting for DFI’s final report. If DFI’s report is favorable for the streetscape design, we plan to bring this back to the Council for adoption once the DFI report is complete.
- Accumulating new Planning Board members has been an ongoing challenge. We are continually mentioning our vacancies to qualified residents.
- Interactive Maps have yet to be made. We need more training for our employees to create interactive maps.

OTHER COMMENTS:

POLICE DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

- Provide CPR/First Aid Training to residents: First Aid/CPR training for the public has been scheduled. We are working through some certification issues with the Red Cross
- Create/Staff Chaplains program: Policy has been created and candidates have been identified. PD is working on selecting a chaplain's liaison and finalizing candidate selection.
- Create/Staff Reserve Officer program: Three candidates have been identified and background investigations are underway. Completion of 5 step process of CALEA accreditation-this is a three-year goal-PD has completed the assessment phase and a department policies have been aligned with CALEA standards. We are moving into the "proof" collection phase. We are on track for an on-site assessment in 2024. The PD was recently awarded a grant from the NCGCC to assist with accreditation

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)?

- Create a Technology Strategic Plan-Process in the works. The biggest issue has been the lack of interest among department members. The Special Service Lieutenant is working with his group of volunteers and is making progress.
- Increase impaired driving enforcement by 5%- SPD has conducted 18 traffic checkpoints so far this year. These checkpoints can lead to arrests, but also serve as a deterrent to committing traffic violations. We have seen a decrease of 5% in arrests compared to the same time frame as last year. Arrests are part of the job, but educating the community to not drive impaired is a key component of traffic enforcement.

OTHER COMMENTS:

The SPD is on schedule to meet our goals set. We continue to work through staffing shortages and training of new officers to continue providing a high level of service to our community. Overall, all department members have participated in the work done so far to accomplish our goals.