



**March 27, 2023**  
 Stallings Government Center  
 321 Stallings Road  
 Stallings, NC 28104  
 704-821-8557  
[www.stallingsnc.org](http://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.	Special Presentation <i>Boy Scout Dan Mitchell, Troop Number 144</i> <i>Eagle Scout Candidate</i> <i>Privette Park Eagle Scout Project</i>	Eunice McSwain, Parks and Rec. Dir.	
	7:15 p.m.	Public Comment	Wyatt Dunn, Mayor	NA
1.	7:30 p.m.	Consent Agenda A. Amended Budget Ordinance 14 - Repeal B. Amended Budget Ordinance 15 – Parks and Recreation Sponsorship Funds	Wyatt Dunn, Mayor	
2.	7:35 p.m.	Agenda Approval	Wyatt Dunn, Mayor	Approve Agenda
3.	7:40 p.m.	Police Department Items A. Crime Report ( <i>Scholl</i> ) B. Market Adjustment Consideration	Dennis Franks, Police Chief	Information and possible action
4.	8:05 p.m.	Citizen Survey	Erinn Nichols, Asst. Town Mgr.	Information and possible action
5.	8:15 p.m.	Adjournment	Wyatt Dunn, Mayor	Motion to adjourn



**AN ORDINANCE REPEALING THE  
ADOPTION OF AMENDED BUDGET  
ORDINANCE 14, POLICE DEPARTMENT,  
ASSET FORFEITURE NCDOT, FISCAL YEAR  
2022-2023**

WHEREAS, the Stallings Town Council adopted *AMENDED BUDGET ORDINANCE - NO. 14, TOWN OF STALLINGS, NORTH CAROLINA, FISCAL YEAR 2022-2023* on March 13, 2023;  
and

WHEREAS, subsequently, it was learned that this amended budget ordinance was not necessary due to sufficient funds in the account;

NOW THEREFORE, BE IT ORDAINED, by the Town Council of the Town of Stallings, NC that *AMENDED BUDGET ORDINANCE - NO. 14, TOWN OF STALLINGS, NORTH CAROLINA, FISCAL YEAR 2022-2023* adopted March 13, 2023 is hereby repealed and no longer in effect.

ADOPTED this the 27<sup>th</sup> day of March, 2023.

\_\_\_\_\_  
Wyatt Dunn, Mayor

Attest:

\_\_\_\_\_  
Erinn Nichols, Town Clerk

Approved as to form:

\_\_\_\_\_  
Cox Law Firm, PLLC



# MEMO

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To: Mayor and Council Members  
Via: Alex Sewell-Town Manager  
From: Jamie Privuznak-Finance Officer *J. Scherer*  
Date: March 27, 2023  
RE: **Repeal Amended Budget Ordinance #14 - Asset Forfeiture - Expense Budget Creation**

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## **Background:**

At your March 13 Council Meeting, you received a request to amend your budget ordinance to create an expense budget for the Police Department's Asset Forfeiture funds. The federal Department of the Treasury requires local entities, participating in equitable sharing (i.e., Asset Forfeiture) funds, to track and maintain separate revenue and expense accounts for the use of these funds.

Per Amended Budget Ordinance #14, you created the expense budget and increased this budget to \$14,893. (See Attached Memo and ABO #14.) Chief Dennis Franks will use these funds to replace the flooring in the police department, which he detailed in his May 8 Memorandum.

Later, it came to my attention that the corresponding expense budget for the Asset Forfeiture dollars was created per Amended Budget Ordinance #8. Per this ordinance, you used asset forfeiture revenue dollars to increase the expense budget amount to \$54,400. (This is expense budget "Department of Treasury #10-10-4420-040.)

The purpose of this request is to repeal Amended Budget Ordinance #14 as the expense budget for asset forfeiture dollars was created at your December 12 Regular Council Meeting. (See "Amended Budget Ordinance #8.)

## **Town Council Requested Action:**

Staff respectfully requests you approve the Ordinance Repealing the Adoption of Amended Budget Ordinance 14, Police Department, Asset Forfeiture NCDOT, Fiscal Year 2022-2023.

cc: Chief Dennis Franks

AMENDED BUDGET ORDINANCE – NO. 8

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)
<b>General Fund:</b>				
Revenue - Police Department Asset Forfeiture - Dept. of Treasury Funds	10-10-3317-400	\$ 10,000	\$ 54,400	\$ 44,400
Expense - Police Department Department of Treasury	10-10-4420-040	\$ 3,561,279	\$ 3,605,679	\$ 44,400

*Explanation: Amendment is to increase budgeted revenue in the Police Department for Asset Forefeiture funds received from the Department of Treasury and the related Department of Treasury expense.*

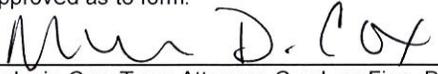
This Amendment to the Budget Ordinance shall be effective upon adoption.

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

ADOPTED this the 12th day of December, 2022.

  
Erinn Nichols, Town Clerk

  
Wyatt Dunn, Mayor

Approved as to form:  
  
Melanie Cox, Town Attorney, Cox Law Firm, PLLC

*Approved 12-12-2022*



# MEMO

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To: Mayor and Council  
From: Marsha Gross, Finance Officer  
Via: Alex Sewell, Town Manager  
Date: 12-8-2022  
RE: **Amended Budget Ordinance #8**

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The Town has received \$54,437.49 in Asset Forfeiture funds from the Department of Treasury through 12-08-2022. The Police Department discussed with Council in previous council meetings that there was a need within the department to add an additional K-9 to the squad and explained that asset forfeiture funds could be used instead of fund balance for the purchase. Council approved the purchase and Amended Budget Ordinance #8 adds the additional revenue and expense for FY2023 to the Asset Forfeiture accounts.

**Recommended Action:** Management is requesting the approval of the Amended Budget Ordinance #8.

## GL Budget Amendment Entries

### Posting Transactions

Town of Stallings

12/15/2022 2:15:19 PM

Page 1 Of 1

Batch: 88579

Description: FY23 Amended Budget Ordin #8

Operator: 9

GL Account	Description	Date	Description	Debit	Credit
10-10-3317-400	Forfeiture - Dept. of Treasury	12/12/2022	FY23 #8 - Increase Asset Forfeiture Funds	\$0.00	\$44,400.00
10-10-4420-040	Department of Treasury	12/12/2022	FY23 #8 - Increase Asset Forfeiture Funds	\$44,400.00	\$0.00
Batch Totals:				\$44,400.00	\$44,400.00

Fund Totals	Debits	Credits
10	\$44,400.00	\$44,400.00

See ABO # 8  
for expense  
budget for Asset  
Forfeiture \$

**AMENDED BUDGET ORDINANCE – NO. 14**  
**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:

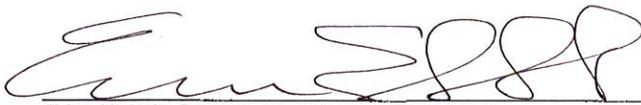
Category	Account Number	Budgeted Amount	Amend to the Following	Net Increase or (Decrease)
<b>General Fund:</b>				
<b>Revenue:</b>				
Police Dept - Asset Forfeiture - Dept of Treasury (DOT)	10-10-3317-400	\$ 54,400	\$ 39,507	\$ (14,893)
<b>Expense:</b>				
Police Dept - Asset Forfeiture (DOT) - Capital Expenditures	10-10-4420-041	\$ -	\$ 14,893	\$ 14,893

*Explanation: Staff respectfully requests you to amend the FY2022-2023 Budget Ordinance to decrease the DOT Asset Forfeiture revenue budget (\$14,893) in the General Fund and increase the expense budget Asset Forfeiture DOT-Capital Expenditures by this amount and adopt the budget ordinance as amended.*

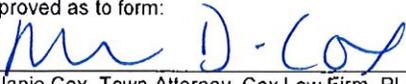
This Amendment to the Budget Ordinance shall be effective upon adoption.

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

ADOPTED this the 13th day of March, 2023.

  
Erinn Nichols, Deputy Town Manager/Town Clerk

  
Wyatt Dunn, Mayor  
*Mayor Pro Tem*

Approved as to form:  
  
Melanie Cox, Town Attorney, Cox Law Firm, PLLC



# MEMO

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To: Stallings Town Council  
From: Eunice McSwain, Stallings Parks & Recreation - Parks Director  
Via: Alex Sewell, Town Manager  
Date: March 27<sup>th</sup>, 2023  
RE: **MEMO - Parks & Recreation Atrium Sponsorship Funds Amended Budget Ordinance**

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**Background/Issue:** MEMO - Parks & Recreation Atrium Sponsorship Funds Amended Budget Ordinance

**Proposal/Solution:**

Atrium Health entered into a sponsorship agreement with Stallings Parks and Recreation Department, in 2022, that awarded the parks department \$5,000 to sponsor our annual Stallings Fest. The \$5,000 was officially received in December of 2022 and placed in the General Fund's revenue account. The Parks and Recreation department is requesting to amend the FY2022-2023 Budget Ordinance and place the \$5,000 into the Parks Events line item.

**Requested Actions:**

- 1) To amend the '23-'24 Budget Ordinance to allocate the Atrium Sponsorship to the Parks Events expense budget which would increase the expense budget by \$5,000.

**AMENDED BUDGET ORDINANCE – NO. 15**

**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:

<b>Category</b>	<b>Account Number</b>	<b>Budgeted Amount</b>	<b>Amend to the Following</b>	<b>Net Increase or (Decrease)</b>
<b>General Fund:</b>				
<b>Revenue:</b> Stallings Fest	10-80-3839-804	\$ 500	\$ 5,500	\$ 5,000
<b>Expense:</b> Park Events	10-80-6130-090	\$ 81,364	\$ 86,364	\$ 5,000

*Explanation: Staff respectfully requests you to amend the FY2022-2023 Budget Ordinance to increase the Stallings Fest revenue budget (\$5K) to receive the Atrium Health donation and to increase the Park Events expense budget by this amount.*

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 March, 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: Town Council  
From: Alex Sewell, Town Manager  
Date: 3/23/23  
RE: Police Market Adjustment Proposal

**Purpose:** Per the approved FY 23-24 Priorities & Action Strategies, this document provides background, context, and a management recommendation regarding the police market adjustment proposal.

**Background:**

- Prior to the FY 23-24 Town Council Annual Retreat, facilitator Curt Walton heard concerns during 1-on-1 discussions with Council Members regarding Police recruitment and retention, and whether investments in the Police Department should be considered.
- During the Retreat, the Council discussed with Chief Franks and each other the challenges with attracting/retaining quality police officers and agreed on several broad action items to help address the issue.
- On 3/13/23, the Town Council unanimously approved the FY 23-24 Priorities & Action Strategies which include:

**Sustain Core Services**

**Strategy** – To be able to maintain community service levels in a cost-efficient manner, attract/retain high quality staff and evaluate revenue sources.

**Action Items:**

- Staff will present to Council a proposal to address immediate market pay disparity for sworn police officers using existing FY 22-23 budget funds. (3/27/23 – PD, Admin.)
  - o *Rationale: Nationally, the supply of competent police officers is outweighed by demand. Competing jurisdictions have increased police compensation since the Town last conducted a pay study. If the Town loses an officer, it is challenging to find an equivalent replacement. Without adjustment, then the likely result will be having less experienced officers on a shift combined with having fewer officers on a shift.*
- Provide police staffing analysis for Council’s consideration during budget process. (Spring/Summer 2023 - PD)
  - o *Rationale: Determine the right police staffing level to ensure adequate service level.*
- Budget in FY 23-24 for an employee pay study and implementation. Plan to conduct a pay and classification study once every 3 years. (Spring/Summer 2023 – Admin.)
  - o *Rationale: Turnover tends to be more expensive than retaining competent staff and can affect service levels. Conducting a pay study once every 3 years will allow the Town to address market inefficiencies quickly and (hopefully) before it affects service levels by impacting recruitment/retention.*

**Update:** Please find enclosed the requested market pay adjustment and analysis for the current fiscal year as highlighted in yellow above. Management and HR recommend approving Chief Franks' request.



# MEMO



To: Mayor and Council  
Via: Alex Sewell, Town Manager  
From: Dennis Franks, Chief of Police *DF*  
Date: March 22, 2023  
RE: police salary increase

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**Purpose:** The purpose of this memo is to provide background on the need for a salary increase for police officers. This will help ensure the SPD remains competitive with surrounding police departments in our efforts to recruit and retain top-tier candidates.

**Background:** The mission of the Stallings Police Department, “is to provide an exemplary level of service and protection to the residents and businesses.” In an effort to retain and recruit officers who want to meet these expectations, it is imperative that SPD be competitive with surrounding agencies as we are all competing for the same, limited number of candidates. A recent, informal poll of surrounding, comparable police departments showed an average of nine (9) officer vacancies. A national poll from Police Executive Research Forum (PERF), showed that police departments under 50 sworn officers have 9% of their positions unfilled. The SPD’s vacancies have fluctuated greatly over the past year. At one point all positions were filled. Within a few months of being full three officers abruptly resigned for personal reasons. Currently, Stallings Police Department has 16% of its positions are unfilled.

Since the outbreak of the COVID-19 pandemic, 4.4 million Americans have left their jobs. Due to both the pandemic and social issues within policing, many officers have either retired or resigned from the profession. The same PERF survey mentioned above also showed that police retirements rose by 23% and police resignations rose by 43%. The Stallings Police Department has not been immune to this trend. Since 2022, 28% (7) have left the department.

- 1 officer left the profession completely and
- 6 officers left for other agencies.

A 2022 survey from the International Assoc. of Chief of Police (IACP) showed 78% of departments are having difficulty in recruiting qualified candidates; 65% reported having too few candidates; and 50% said they have changed agency policy to attract candidates. The SPD has had our current job posting listed on multiple recruiting sights and has had only nine applicants apply. Of the nine applicants only two met our standards for hiring. Over the past two years, the SPD has launched a number of recruitment and retention strategies that have not resulted in the outcomes that were expected.

In January 2023, the Town of Matthews launched a program to become the “employer of choice.” Matthews Police Department increased its starting pay to almost \$52,000 a year and the town adjusted its entire pay and classification plan. Matthews Police went from being the lowest-paid department in Mecklenburg County to the third highest-paid, just behind CMPD and Mecklenburg County Sheriff’s Office. Although we are smaller than Matthews, due to proximity, they are one of the departments we compete with to attract police candidates. At one point, SPD had hired three officers from Matthews. Two of those officers have since left, with one returning to Matthews, after the pay raise was implemented. Matthews is not the only town that is in an “arms race” to attract and retain police officers. All our peer agencies have implemented, or are in the process of implementing, a wide variety of strategies to get qualified applicants, these plans range from pay increases, and career progression plans, to a wide variety of incentives being offered.

Upon discussing these issues with the Town Manager and the Human Resources Department, I am requesting that all sworn officers receive an immediate pay increase of \$5000. This increase will put Stallings police starting pay almost \$300 a year higher than Matthews PD. I am also requesting that the police pay grades be increased to reflect the increase in pay. If this is not done, then when we hire officers after this they will not be impacted by the raise. Although this pay increase will be a great starting point, it should be noted that even with this increase, Matthews PD will exceed Stallings by 6% at the patrol officer midpoint and almost 8% at the patrol officer maximum. This spread of percentages increased dramatically as police positions move up the pay scale by rank.

In conclusion, the requested pay increase will provide the department with the ability to attract highly skilled candidates to fill vacant positions. In addition, the increase in combination with our incentive plan will help foster retention of our current officers. The cost of hiring new officers is \$3,000, but it is important to consider this figure does not take into account the 12 weeks of field training a new officer must complete. During this 12-week period, the new officer is paired with an FTO (field training officer) for the entire duration of each shift to introduce the trainee to every aspect of Stallings police protocol and policies. Although it is difficult to compute the exact dollar amount this type of hands-on training will cost the department, it is a critical step in achieving high levels of on-the-job proficiency and consistency across the department. This high level of proficiency and consistency will in turn create a highly-skilled, cohesive, and effective Stallings police force that works daily to provide a high level of professional services for residents of Stallings, businesses, as well as for those who are visiting.

**Costs and Funding:** Increasing every officer's salary by \$5000 will cost \$125,000. The additional benefit costs will be \$32,125. This amount includes additional benefits of \$32,125, for a total cost of **\$157,125**. At this point in FY 2022-23 the SPD has approximately \$300,000 in lapsed salaries. This number has been confirmed by the Finance Department. I recommend that lapsed salaries be used to fund this pay raise.

**Requested Action:** I respectfully request the Town Council to approve the implementation of this plan, using lapsed salaries. Please take note that approving funding using lapsed salaries now will require ongoing funding for the next fiscal year.



# SPD Recruitment and Retention

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# Presentation Topics

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- **Background**
- **Request for increase**
- **Funding source**



# Background

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**SPD has 5 officer vacancies – Department down 20%**

- **Comparable sized Police Departments are down 9%**
- **10-average number of vacancies of PD's in our area**
- **Calls for service remain steady**
- **Demand outweighs supply**



# Recruiting Issues Nationwide



of agencies reported having difficulty in recruiting qualified candidates



of agencies reported having too few candidates applying to be law enforcement officers



of agencies reported that recruiting is more difficult today than it was five years ago



of agencies reported having to change agency policies in order to increase the chances of gaining qualified applicants



of agencies reported having to reduce or eliminate certain agency services, units, or positions because of staffing difficulties



# Recruiting/Retention Actions



- Incentive plan approved by Council
- Police Cadet program approved by Council
- Increase in take-home car mileage
- Creation of Reserve Officer program
- Recruiting at BLET classes
- Attending recruiting fairs, using social media, and a diversity-based recruiting platform
- Update department branding to improve culture
- Department-wide meetings
- Creation of lateral moves for opportunities for officers
- Technology Strategic Plan committee for updating equipment
- Permanent day and night shift assignments
- Allowing beards
- Allowing visible tattoos



# Current Issues

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- Competition for qualified candidates is at an all-time high
  - Application open over 4-month period || Only 2 applicants met *minimum* qualifications
- March 2023 SPD has lost 2 officers
  - 1 to Matthews PD
  - 1 to Mecklenburg County SO



# Next Steps



## Requested Consideration:

- Approve an immediate \$5000/year increase for all police officers
- Increase each police officer pay grade \$5000

## Costs and Funding:

- Cost to increase funding is \$157,000
- SPD currently has  $\approx$ \$300,000 in lapsed salaries



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# Questions



# MEMO

To: Mayor and Council  
From: Erinn Nichols, Assistant Town Manager/Town Clerk  
Via: Alex Sewell, Town Manager  
Date: 03-23-2023  
RE: **Citizen Survey**

## History

- **FY 21-22** - One of the Council's priorities was to complete a citizen survey.
- **October 2021** - Council approved going into contract with Western Carolina University's (WCU) Public Policy Institute, Department of Political Science and Public Affairs to add a citizen survey project for the Town of Stallings to its curriculum for the Spring 2022 semester. The work was to be completed by graduate students under the supervision of Dr. Chris Cooper, Director of Public Policy Institute and Madison Distinguished Professor, at Western Carolina University.
- **April 2022** - Due to unforeseen personal circumstances, Dr. Cooper was unable to begin this project as early as expected. Because of this delay, WCU offered these services to the Town free of charge.
- **June 2022** - A draft survey created by Dr. Cooper was presented to Council for feedback. Council chose not to vote on the item and provide feedback to staff individually.
- **Summer 2022** - Formal Council feedback was received from one Member.
- **September 2022** - Council chose to continue giving feedback and revisit in 2023.
- **March 2023** - To date, no additional feedback has been received.

## Additional Information

Citizen surveys provide the governing body the pulse of its citizens on specific topics on which the board wishes to take action or services/areas on which to improve. The creation of a professional and statistically accurate survey requires expertise time and knowledge.

Formally polling the citizens requires the willingness of the governing board to take action on the survey's findings else risking negative public reaction.

## Staff Requested Action

Staff is requesting Council determine its latest stance on progressing with a citizen survey at this time.

### **Options:**

- (1) Continue to give feedback to staff on proposed survey and determine deadline for final comments; confirm Dr. Cooper is still able to assist.
- (2) Pause survey efforts until specific topics to poll are determined later in this fiscal year.
- (3) Eliminate survey from current fiscal year and revisit when citizen feedback on specific topics is warranted.