



September 23, 2024
 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.	Agenda Approval	Wyatt Dunn, Mayor	Approve agenda as written
2.	7:17 p.m.	Monroe Union County Economic Development Commission (MUEDC) Annual Report	Ron Mahle, MUEDC	Presentation
3.	7:30 p.m.	Civic Penalties Reduction Requests A. 3730 Birchdale Lane B. 100 Sherin Lane	Matt Dillard, Code Enforcement Officer	Approve/Deny reductions
4.	8:00 p.m.	Resolution in Opposition to Sales Tax Increase Legislation Light Rail	Wyatt Dunn, Mayor	Approve resolution
5.	8:05 p.m.	Committee Appointments Consideration A. Planning Board <i>Two applicants to be considered for appointment: One (1) full member with term ending March 2027; one (1) alternate member with term ending March 2025.</i> B. Stormwater and Infrastructure Committee <i>One applicant to be considered for appointment with term ending March 2026.</i>	Wyatt Dunn, Mayor	Consider appointments
6.	8:10 p.m.	Parks and Recreation Department Items A. Mural Design Update B. Policy for Government Agencies Booths at Parks & Recreation Events	Eunice Donnelly, Parks and Rec. Dir.	A. Mutual Update B. Approve/deny policy
7.	8:25 p.m.	Twin Pines Stream	Kevin Parker, Engineering Dir.	Update
8.	8:55 p.m.	Balanced Scorecard Annual Report	Alex Sewell, Town Manager	Presentation
9.	9:05 p.m.	Closed Session Pursuant to NCGS143- 318.11(a)(3)	Wyatt Dunn, Mayor	Recess into closed session
10.	9:20 p.m.	Adjournment	Wyatt Dunn, Mayor	Motion to adjourn



Policy for the Voiding or Reducing Accessed Civil Penalties.

Following the issuance of a Notice of Violation and failure to comply with the standards of a Town Ordinance, the Code Official, Police Official, or other Town Official may issue Civil Penalties to the property owner, the property occupant, contractors, or other parties in interest. The purpose of Civil Penalties is to secure compliance with Stallings' Ordinances, cover administrative costs for enforcement, and establish equity for the residents who are in compliance with the rules. This policy does not impact the right to appeal a Notice of Violation to the Board of Adjustments as set forth in the Town's Development Ordinance.

1) Voiding:

Should it be determined after Civil Penalties have been issued that the penalties have been issued in error, the issuing Official may submit a memorandum to the Town Manager, through the appropriate department head, stating the facts of the matter, a request for authorization to void the collective penalties and stating the total amount of the penalties issued. Upon authorization, the issuing Official will notify the property owner or other parties who were issued the penalties that the penalties have been voided and removed. A copy of the notice will be filed with the case file documents.

2) Reducing:

Should the property owner, the property occupant, contractors, or other parties in interest request that correctly issued Civil Penalties be reduced, the following procedures apply.

- a) The premises where the violations were observed/occurred shall be brought fully into compliance with the issued Notice of Violation and the ordinance that was violated. Verification of compliance must be made by the issuing official and/or department that issued the original Notice.
- b) The person or persons requesting the reduction or waiver shall submit such request in writing, stating the facts and circumstances to support their request.
- c) The request shall be signed by the requestor and include all appropriate contact information in the document.
- d) The request shall be submitted to the Town administrative offices for review and submittal to the Town Council for possible action at their next regularly scheduled meeting.
- e) Requests under this policy should be limited to Civil Penalties that have accrued in excess of \$2,500.
- f) The requestor will be notified of the date and time the matter will be addressed by the Town Council.
- g) The Town Council may reduce or affirm the full amount of the Civil Penalties at their discretion by a simple majority vote. Should the Council choose to reduce the amount of the Civil Penalties accessed, they should use the following information to determine the maximum amount of the reduction.

- i. \$2,501 to \$10,000 may be reduced by no more than 50%.
- ii. \$10,001 to \$50,000 may be reduced by no more than 75%.
- iii. \$50,001 and above may be reduced by no more than 85 %.

- h) Upon a decision by the Town Council, the total amount shall be due and payable in full within ten (10) workdays of the decision. If payment cannot be made in full, the requestor may, within ten (10) workdays of the decision, request to enter into an agreement and payment schedule as discussed in section 3 below.
- i) The Town Council may also pass on addressing the matter, and thus, the Civil Penalties shall stand, in full, as a debt owed to the Town, and further collection action shall follow. The requestor shall be notified if the Town Council declines to hear the matter.

- 3) Should a person subject to Civil Penalties agree to pay the penalties but is unable to make payment in full, they may request to enter into an agreement to schedule a payment plan with the Town. The agreement will be

submitted in writing and signed by the requestor. See the attached sample of the agreement and schedule of payments. The Town may also choose to decline the request for the agreement. The agreement shall contain the total amount due, a down payment amount, and equal installments to be paid monthly by a specified date, and such agreement shall be limited to a period of not to exceed twelve (12) months for amounts between \$1,200 and \$6,000. For amounts more than \$6,000, the agreement shall be limited to not more than twenty-four (24) months. Any amount less than \$1,200 shall not be eligible for a payment plan agreement.

Adopted this the day ____ day of _____, 2024.





**INSTALLMENT AGREEMENT
FOR PAYMENT OF
CIVIL PENALTIES ASSESSED**

WHEREAS, the Town of Stallings previously had cause to issue one or more Notices of Violation to the owner(s) of the property located at 608 Carson Street (7538-15-54-0380) for violations of the Town of Stallings Code of Ordinances; and

WHEREAS, the property owners, _____, failed to abate the noted violations in a timely manner as required by the Notice of Violation dated August 15, 2023; and

WHEREAS, the Town of Stallings issued a Notice of Civil Citation on October 4, 2023, due to continued failure by the owners to comply with the previous Notice of Violation; and

WHEREAS, the owners continued the violations, and the Town of Stallings issued a Demand for Payment letter on January 3, 2024, in the amount of \$ 4,600.00 (Four Thousand Six Hundred Dollars and No Cents); and

WHEREAS, on January 17, 2024, an inspection of the property with _____, revealed that all but a few violations were abated by the owners and the remaining items were to be removed soon. A verbal agreement was made to stop all penalty accrual as of January 3, 2024, due to the current level of compliance and the owner suggested that she would be able to pay the penalties on a payment plan; and

WHEREAS, on February 7, 2024, it was noted that all violations were abated by the owners:

WHEREAS, _____, has agreed to make a down payment in the sum of \$ _____ and to make monthly installment payments in the amount of \$ _____ each month as described herein;

WHEREAS, the Town of Stallings acknowledges receipt of the sum of \$ _____ as the down payment; and

NOW THEREFORE, the Town of Stallings agrees to the following payment schedule as described herein, and further states that failure to make the scheduled payments as required herein will result in the Town initiating a civil action in the North Carolina General Court of Justice for collection of the unpaid balance of penalties, which may include additional attorney fees, interest, court costs and other such relief as permitted by law.

PAYMENT SCHEDULE

Payments are due not later than the date of each month as indicated below:

May 17, 2024,	\$400.00 (Down payment)
June 17, 2024,	\$400.00
July 18, 2024,	\$380.00
August 19, 2024,	\$380.00
September 18, 2024,	\$380.00
October 18, 2024,	\$380.00
November 18, 2024,	\$380.00
December 18, 2024,	\$380.00
January 17, 2025,	\$380.00
February 18, 2025,	\$380.00
March 18, 2025,	\$380.00
April 18, 2025,	<u>\$380.00</u>
	\$4,600.00

I, _____, do hereby acknowledge, agree, and promise to pay to the Town of Stallings, the total balance of \$4,600.00 (Four Thousand Six Hundred Dollars and No Cents) as required in the terms of this Agreement and installment payments, without interest, in accordance with the payment schedule above.

In the event that any part thereof is not paid when due, I acknowledge and agree that the Town of Stallings will initiate a civil action in the North Carolina General Court of Justice for collection of the unpaid balance of penalties, which may include additional attorney fees, interest, court costs and other such relief as permitted by law.

WITNESS my hand this ____ day of _____, 2024.

Signature

Printed Name

State of _____

County of _____

Signature

Printed Name

I, _____, Notary Public of said State and County, do hereby certify that _____ personally appeared before me this day and acknowledged the due execution of the foregoing instrument.

WITNESS my hand and Notarial Seal, this ____ day of _____, _____.

My Commission expires
Acceptance of agreement for the Town of Stallings

Notary Public

Signature

Printed Name

Title and Department

Signature

Printed Name

Title and Department



Robert Phillips, 904-209-7529, ajax3922@yahoo.com

Yulee Phillips, 904-866-8563, yuleep@yahoo.com

203 Thorn Creek Dr

Gaffney, SC 29341

To the town of Stallings:

Let me start by saying we have lived in Stallings for a long time and have loved it. We have never had an issue. We wanted to have a new house for once in our life, but could not afford one in NC. We moved to Gaffney SC.

We lease at a very reasonable price, and rent along with social security is all we have as income. There was an issue with the rental at 3730 Birchdale ct. The tenant was working at the house and we didn't know it. The City said they mailed us three or four letters which we never received. We feel like the letters were returned to the City from 2232 Stallings Rd. We never received them in Gaffney SC. The bottom line is they are fining us \$137,000.00 which we feel is an insane amount. The problem is the inspector said he couldn't find us but when they sent it to a lawyer, they found us in a couple of days. That seems a little strange. Had we known about the problems we would have took care of it. The tax collector sends the bill every year. We feel like nobody tried very hard to find us, and they kept talking to the tenant who hid the situation and said it was resolved. We don't feel like we should be fined for this. As soon as we found out we fixed it. When we got the letter from the lawyer it was 77000 and now it's 137000 which we don't have. We are asking for the fine to be removed we would like to have a meeting with the mayor and the City council members as soon as possible. We don't have money for a lawyer so we would like to have a meeting with those people who are responsible for making the fines and explain our side of this. We are begging for this fine to be dismissed. We are old and this whole thing is taking a toll on us.

Thank you, Robert and Yulee Phillips.



MEMO

To: Stallings Town Council
From: Matt Dillard, Code Enforcement Officer
Date: September 23, 2024
Re: Reduction of Accessed Civil Penalties for 3730 Birchdale Court

Summary of Events:

The property at 3730 Birchdale Ct. has been issued civil penalties for violating the Stallings Development Ordinance. Specifically, the property has been operating as an illegal auto repair shop (Article 10.1-21) and has added multiple accessory structures without the required permits (Article 7.1).

These violations were first identified on October 20, 2020. Due to the ongoing nature of these violations, civil penalties were issued on August 31, 2023.

The property owner has requested a reduction of these penalties. It's important to note that the property was rented out at the time of the violations, and the tenant was responsible for creating them. Both the property owner and the tenant are subject to fines for these violations.

The Town will explore separate legal options related to the tenant at a future date.

A detailed timeline of events is included in the attached document.

For over three and a half years, Town of Stallings Code Officers have repeatedly attempted to address code violations at 3730 Birchdale Ct, with little response until March 4, 2024. When contacted, the property owners stated that they were unaware of the violations and had not received any previous correspondence.

While no returned mail has been documented, evidence suggests that the property owners and/or tenant were aware of the issues. A meeting with a tenant in September 2023 to discuss the violations and a missed phone call to the property owner indicate potential knowledge of the code violations.

Civil penalties accrued until the property was brought into compliance on May 31, 2024, resulting in a total of \$137,900. While the issuance of civil penalties is not ideal, it is a necessary tool for enforcing code compliance.

VIOLATIONS - Relevant Sections:

- **10.1-21 Home Occupation**

(C.) Without limiting the generality of the foregoing, automobile repair shops, body shops, and garages shall not be allowed as Home Occupations unless Conditional Zoning approval from Town Council is granted. (Amended July 10, 2023)

(6.) No equipment or process shall be used in connection with the home occupation that creates noise, vibrations, glare, fumes, odors, or electrical interference off premises.

- **7.1 Permit and/or Approval Required (Accessory Structure Additions)**

7.1-1 Approval Required. *No person shall undertake any activity subject to this Ordinance without first obtaining approval from the Town. Upon approval of the activity by the Town, a permit shall be issued for the approved activity. Certain permits are issued by agencies other than the Town of Stallings, as noted*

below; all other permits are issued by the Town. In any case where an application is made to operate more than one use on a property, the Development Administrator shall determine which use or uses shall be the principal use or uses and the type of permit that is required; zoning compliance permit, Special Use Permit, or Use Listed with Additional Standards.

Development Ordinance Penalties: 23.7 describes the penalties and procedures.

23.7 Civil Penalties – Assessment and Procedures

23.7-1 Penalties. Any person who violates any provisions of this Ordinance shall be subject to assessment of a civil penalty in the amount prescribed for the first and each successive violation of the same provision. The following penalties are hereby established:

Warning Citation	Correct Violation Within Prescribed Period of Time
First Citation	\$100.00
Second Citation for Same Offense	\$300.00
Third and Subsequent Citations for Same Offense	\$500.00

First Civil Penalty

- August 29, 2023 - \$100.00

Second Civil Penalty

- August 30, 2023 - \$300.00

Third Civil Penalty

- August 31, 2023 - \$500.00

Subsequent Civil Penalty

- September 1, 2023 – May 31, 2024
 - Daily - \$500.00

Totals

August 29 – August 31, 2023	\$ 900
Sept 1, 2023 – May 31, 2024	<u>\$ 137,000</u>
	\$137,900

Aerial of

Property



(w/Violations) - 2023

On Site (w/Violations) - May 24, 2024



On-Site (No Violations) - September 17, 2024



ESTIMATED RESOURCE HOURS SPENT

- Code Officer Kolleen Dickinson - 1.5 hours
- Code Officer Ruben Ortiz - 30 hours
- Code Officer John Ganus - 12 hours
- Code Officer Matt Dillard - 14 hours
- Planning Director Max Hsiang - 5 hours

TOTAL - 62.5 HOURS

STAFF RECOMMENDATION

Staff recommends the maximum reduced penalty policy, which allows for a maximum of 85% reduction in assessed civil penalties for this amount. This would reduce the fines by \$117,215 to \$20,685.

If the Council approves this recommendation, the property owner would have the opportunity to set up a payment plan with the Town. This plan would allow for the repayment of the reduced fine balance (\$20,685) over a period of two years. The monthly payment (24 months) under this plan would be \$861.87.

EVENT TIMELINE: 3730 BIRCHDALE COURT

Overview

A Notice of Violation was issued on October 20, 2020 for a prohibited home occupation. Spanning nearly 3 ½ years, multiple Notice of Violation letters and Demand for Payment letters were mailed, phone calls were made and returned and onsite visits were completed. During this time, minimal to no contact was made with the property owners.

Civil penalties were issued and accrued to a sum of \$28,900 by October 26, 2023. No actions to correct the violations, pay the civil penalties or communication to discuss options had been initiated by the property owners. The town utilized their legal options on February 23, 2024 and the property owners reached out to the town on March 4, 2024 to discuss the violations and civil penalties owed. The violations were not resolved until May 31, 2024 resulting in the accrual of civil penalties up to that date. The property no longer has active violations, however, the civil penalties owed to the town total \$137,900.

A total of four (4) Code Officers were involved with this property before compliance was achieved.

Violations

- **7.1 Permit and/or Approval Required**
Failure to apply for and obtain a zoning permit and approval for the expansion of the accessory buildings.
- **10.1-21 Home Occupation**
The operation of an Auto Repair Shop/Auto Sales Lot at this location which is in a residential (SFR2) district.



October 20, 2020

- Notice of Violation letter was sent to the resident of 3730 Birchdale Ct. and to the property owners *Robert W. Phillips* and *Yu Lee C* at 2232 Stallings Rd.
- The letter was sent by Code Officer Kolleen Dickinson and stated that an auto repair shop was not an allowable home occupation per the Town of Stallings Development Ordinance.
- The violation had a compliance deadline of November 3, 2020.

November 5, 2020

Code Officer Kolleen Dickinson documented the following (*verbatim*):

- *“No vehicles are seen on site being repaired. No more complaints from neighbors. CLOSING but will continue to monitor.”*

June 15, 2022

The following was documented by Code Officer Ruben Ortiz. (*verbatim*)

- *“Call from neighbor, tenant is running a auto repair business from this address, does painting in evening and night, several cars on lot(7/18/2022) Went onsite and found multiple cars on lot parked on grass, but no actual work being done on cars. will keep an eye on property and see if anything is found. (RO) (10/4/2022) Closing case. I have not been able to verify if a business ins being ran on this property. Will keep an eye on it. Ive asked LT. Fuller if his officers get any calls after hours about location to witness what is going on. (RO)”*
- A Notice of Violation letter has not been found. It appears this letter was not issued.

October 21, 2022

Code Officer Ruben Ortiz re-opens the case based on continued complaints from the neighbors about the operation of an auto repair shop.

October 22, 2022 – May 30, 2023

Code Officer Ruben Ortiz documented the following observations from October 22, 2022 through May 30, 2023. (*verbatim*)

October 22, 2022

- *“Went onsite and the four vehicles onsite were removed. Also saw a car with dealer stickers in the back yard.”*

November 1, 2022

- *“Went by site and found a black truck and honda on side of house. Also saw three new vehicles in backyard, previously not seen before. Also now no signs of forklift”*

November 18, 2022

- *“Went onsite after the Town Council Meeting on 11/14/2022 around 9:45pm to see if the tenant was working as I was told thats usually when he works. Went onsite and found a large*

spotlight on in back yard and different cars parks in the rear and side of the property. Saw someone walking in the backyard but no contact was made. Went back on site 11/18/2022 and noticed three different vehicles parked on side as well as a new fence put up to I can only believe to block view from public street into area where we believe work is being done. I feel that I have enough information to send a courtesy warning letter to the tenant asking them to cease operations of what business they are doing on the property, if he can prove that those cars are registered, operational, and belong to him or family memebbers living on the property with him, then we can close the case. Hopefully this will open up dialogue between us. I will send a notice to the property owners if I don't have a response from the tenant. Will also be sending a NoV for the fence that they put up without a permit.”

December 9, 2022

- *“Sending an NoV on violations on what I believe to be a home occupation. Nothing that I have found in the SDO states that auto repair cannot be a home occupation. After having noticed and photographed different vehicles (some with dealer sale stickers) parked on the edge of the property and the rear property and from the complaints of residents of the area I am sending the NoV based on the grounds of noise and glare and the storage of vehicles and junk vehicles on the property as well as the forklift. Deadline given of Dec 30, 2022”*
- Notice of Violation letter was sent to *Robert W. and Yu Lee Phillips* at 2232 Stallings Rd. and to *Resident* at 3730 Birchdale Ct.
- Compliance deadline was December 30, 2023.

December 30, 2022

- *“Multiple vehicles still on property. Nothing looks to have changed. Received VM from Mr. Helms stating that the tenant is still having junk vehicles moved on to property. Going to send a letter to the property owners to see if going that route will assist.”*
- Notice of Violation letter was sent to *Robert W. and Yu Lee Phillips* at 2232 Stallings Rd.
- Compliance deadline was January 13, 2023.

January 13, 2023

- *“Recieved VM from Lindsay Phillips regarding the property. Tried calling but went to VM and box was full.”*

February 1, 2023

- *“Left a VM for Linday Philips to contact me about 3730 Birchdale.”*

February 16, 2023

- *“Being unable to actually witness and determine that they are running an illegal business out on this property I will be closing the part of the case dealing with the home occupation. I will be sending an NoV regarding the partition fence that was put up with a deadline of 3/2/2022.”*
- Notice of Violation letter was sent to *Tenant* at 3730 Birchdale Ct. Compliance deadline was March 20, 2023.

March 20, 2023

- *“Update on the situation at this location. On 3/6/2023 received photos of what I believe are pictures behind the fenced area and partition from the person I believe to be the property owner, Lindsay Philips. I spoke with John ganus on using the photos sent to me and he stated I could use the photos but need to get confirmation that the photos were taken from the area behind the fence on her property as well as inform them of the process, I also received a VM on 3/17/2023 from Eric miller, son of the property owner of 3800 Birchdale, informing me of the issues of a body shop being run at the location and how no one has taken carte of the issue. VM uploaded. If i can get a call back from the property owner confirming the photos I then can begin doing more on gaining compliance.”*

March 22, 2023

- *“Resending NOV for fence as looking at the letter there was a lot of typos and nothing stating they need to come get a permit. resetting the due date.”*
- *Notice of Violation letter was sent to Robert and Yu Lee Phillips at 2232 Stallings Rd. and to Tenant at 3730 Birchdale Ct.*
- *Compliance deadline was April 5, 2023.*

April 14, 2023

- *“Went onsite and found that the fence has been removed and it looks like the tenant cleared up the area as well. The tenant (white male, late 40's, bald) saw me and asked what I was doing and I informed them that I was documenting the fence being down. He told me he tried to file a permit. I informed him that he could have called the office and we would have walked him through it. he also asked if a permit was needed if it wasn't attached to any structure. informed him that all newly built fences located on property needed to be permitted. Also left voice mail for Erik Miller, son of resident at 3800 Birchdale, and gave info that we have a case open and we are trying to gain compliance of any issues on the property.”*

April 14, 2023

- *“Spoke with Erik miller and he seemed receptive that it seemed like something was at least trying to be done about the issues coming from the property. I told him that his mother will need to call PD to report the noise complaints to PD after hours so that someone from the town has witnessed what is going on. I've sent an email to Lt. Fuller informing him that residents may call about this location”*

May 30, 2023

- *“Closing this case until I can get more concrete evidence on an illegal business operating here.”*

July 14, 2023

Code Officer Ruben Ortiz documented the following observations (*verbatim*).

- *“Reopening case as we continue to receive multiple complaints from Mr. James Helms, regarding the illegal business at this location. I’ve been keeping tabs over the past month or so and driving by and taking photos of the property and the different vehicles located on the property that change out throughout the day. I went out on June 15, 2023 at 12:44pm noticing a vehicle with no plates and a dealer sticker in window. Dropped by on June 16, at two different times at 10:13 AM and at 2:31 Pm and looked to see that cars had been changed out and replaced with others. Some more vehicles can be seen in the rear of the property near the unpermitted accessory buildings on the property. Went out on June 19 and noticed vehicles moved further onto the property behind the fence, looked to be some of the same vehicles as noted from June 16 also saw two vehicles from last week still left out on side yard. Went back July 6, 2023 and noticed different vehicles parked in rear yard in fenced in area. Friday July 14, 2023 different vehicles parked on side yard and rear yard and near the unpermitted accessory structures. I feel that there is enough evidence here to prove that an illegal auto business is being conducted here. Also noting that the additions added to the accessory structures on the rear of the property are unpermitted. Looking at arials from 2018 there was a single sheed at the rear of the property. Looks like it has been added on to since then without permit.”*

July 28, 2023

- Code Officer John Ganus issued a “Notice of Violation” letter for the expansion of an accessory structure without a permit and the operation of an auto repair shop in a residential district.
- Letters were addressed to *Robert W. Phillips and Yu Lee C* and sent to 2232 Stallings Rd. and 3730 Birchdale Ct. A letter was also addressed to *Current Resident* and mailed to 3730 Birchdale Ct.
- Deadline for compliance was August 28, 2023.

August 31, 2023

- Code Officer John Ganus issued a “Notice of Civil Citation” letter addressed to *Robert W. Phillips and Yu Lee C Phillips*. A copy was mailed to 2232 Stallings Rd. and 3730 Birchdale Ct.

September 7, 2023

- Chris McCall reached out to Code Officer John Ganus by phone and an onsite meeting was scheduled for September 14, 2024.

September 12, 2024

- Robert W. Phillips called Town Hall and left a message requesting a phone call from Code Officer John Ganus.

September 14, 2023

- Per the request of Chris McCall, Code Officer John Ganus met him on site to discuss the violations and actions required to gain compliance.
- Chris McCall claimed he was not operating a business at the property. Evidence on site and conversations about vehicles waiting to be picked up did not support his claim.
- Code Officer John Ganus made three attempts by phone to contact Mr. Phillips and all attempts yielded no response.

October 26, 2023

- Code Officer John Ganus issued a “Demand for Payment of a Debt” letter addressed to *Robert W. Phillips* and *Yu Lee C Phillips*. A copy was mailed to 2232 Stallings Rd. and 3730 Birchdale Ct.
- The total penalties at this time were \$28,900.
- Code Officer John Ganus issued a “Notice of Violation” addressed to *Chris McCall* and *Lindsey Phillips* and mailed it to 3730 Birchdale Ct.

November 29, 2023

- Code Officer John Ganus issued a “Notice of Civil Citation” letter addressed to *Chris McCall* and *Lindsey Phillips* and mailed it to 3730 Birchdale Ct.

January 29, 2024

- Approval from the Town Manager was granted to move forward with options for legal action.

February 23, 2024

- Cox Law Firm sent a letter addressed to *Robert W. Phillips* and *Yu Lee C Phillips* to 2232 Stallings Rd. The same letter was sent to *Chris McCall* and *Lindsey Phillips* and mailed to 3730 Birchdale Ct.
- The Cox Law Firm letter was returned to the firm by the post office. A forwarding address of “*Phillips 203 Thorn Creek Drive Gaffney, SC 29341*” was attached.
- No knowledge or documentation of the Gaffney, SC address was known until this letter was returned.

March 4, 2024

- Robert W. Phillips and Yu Lee Phillips came to Town Hall and asked to speak with Code Officer Matt Dillard about the Cox Law Firm letter they received. Kelly Ross-Benton, The Phillips’ property manager, joined the meeting shortly after it began.
- A meeting was agreed to and scheduled for March 7, 2024 so that Code Officer John Ganus could be present.

March 7, 2024

- Code Officers Matt Dillard and John Ganus met with Robert and Yu Lee Phillips and Kelly Ross-Benton at Town Hall to discuss the penalties owed, requirements needed to get the property back into compliance and issues with the mail.
- Yu Lee Phillips acknowledged that she received the July 28, 2023 Notice of Violation letter, by mail, at the 2232 Stallings Rd. address. Mrs. Phillips was checking on the property in August (2023) and retrieved the letter during her visit.
- The Phillips' expressed concern about the total amount owed and were told they could submit in writing a letter to Town Hall requesting options to reduce the fines and to include the justification of said request.
- Code Officer Matt Dillard received an email from Kelly Ross-Benton stating that the tenant, Chris McCall, had been issued a "Notice to Vacate" by Robert W. and Yu Lee Phillips. The last day of occupancy was dated for April 30, 2024.

March 18, 2024

- A letter dated March 9, 2024, with a postmark of March 13, 2024, was received at Town Hall from The Phillips.
- The letter requested the complete waiver of civil penalties, insistent that violation letters were not received and other general statements about the violation issue.

March 21, 2024

- Code Officer John Ganus reviewed the letter and conducted some follow-up research. The mailing address for The Phillips' was 2232 Stallings Rd. at that time.
- Code Officer John Ganus reached out to the Union County Tax Collector Office and confirmed that the address (2232 Stallings Rd.) was the only address on file with the county.
- The county records showed no returned mail.

March 28, 2024

On Thursday March 28, 2024, Code Officer Matt Dillard received a call from Robert Phillips who inquired about extending Chris McCall's eviction date by an additional 30 days. The request was made to Mr. Phillips by Mr. McCall.

- Mr. Phillips stated that Mr. McCall wanted more time because the current deadline (April 30, 2024) did not allow him enough time to demo the unauthorized sheds and move him and his family's belongings.
- Mr. Phillips said that he could have the unauthorized sheds torn down and hauled away himself after Mr. McCall was moved out.

Code Officer Matt Dillard spoke with Max and John, they collectively agreed that the original April 30, 2024 deadline should remain in place. Penalties will continue to accrue until the property has been brought into compliance. Extending the eviction date will only result in more penalties and prolong the property coming into compliance. The following options were provided to Mr. Phillips when Code Officer Matt Dillard called him back.

- Keep the original agreed upon eviction date and Mr. Phillips would complete the demo after Mr. McCall had vacated the property.
- Keep the original eviction date and Mr. Phillips could give consent to Mr. McCall to return to the property to demo the sheds.
- The eviction date could be extended but penalties will continue to accrue until compliance has been met.

Mr. Phillips agreed to keep the original April 30th eviction date.

May 24, 2024

- Code Officer Matt Dillard met with Yu Lee Phillips onsite to discuss the violations and provided options on how to bring the property into compliance.

May 31, 2024

- Code Officer Matt Dillard drove by the property to confirm compliance.
- Civil penalties were stopped. No violations are present and the property is in compliance with the ordinance.

June 3, 2024

- Code Officer Matt Dillard met Yu Lee Phillips on site to walk the property. Photos were taken to confirm compliance with the ordinances.

July 12, 2024

- Code Officer Matt Dillard issued a “Demand for Payment” letter addressed to *Robert Phillips* and *Yu Lee Phillips*.
- The letter was mailed to *203 Thorn Creek Dr. Gaffney, SC 29341*.

July 29, 2024

- I spoke with Yu Lee Phillips by phone to inquire about the “Demand for Payment” letter since I had not heard from her or Mr. Phillips. Mrs. Phillips stated that she had not received the letter and that she had issues with other mail not being delivered.
- Mrs. Phillips requested a physical copy for her to pick up at Town Hall. I left a copy of the letter at the front desk for her to pick up.

July 31, 2024

- Mrs. Phillips picked up the copy of the letter this morning. A meeting at Town Hall has been set up for Monday August 5, 2024 at 10:30 a.m. to discuss the steps for the reduction of civil penalties.
- No letter has been returned to Town Hall from the USPS as of today’s date (7/31/2024).

August 5, 2024

- Code Officer Matt Dillard met with Robert Phillips, Yu Lee Phillips and Kelly Benton (speaker phone) to address the penalties owed and the options to resolve the debt owed.
- The Phillips stated that they would submit a letter to the town requesting a reduction of civil penalties. Mrs. Phillips said she would drop off the letter personally to Town Hall since there had been mailing issues in the past.

August 12, 2024

- Yu Lee Phillips came to Town Hall and spoke with Mary requesting contact information for the Mayor and council members.
- Code Officer Matt Dillard asked Mrs. Phillips about the submittal of the “Reduction of Civil Penalties Request” letter and she stated it would be delivered on Monday, August 19, 2024.

August 20, 2024

- Code Officer Matt Dillard reached out to Yu Lee Phillips by phone about the “Reduction of Civil Penalties Request” letter since it was not delivered on Monday August 19, 2024. Mrs. Phillips stated that she would be dropping the letter off later this evening (August 20, 2024).

August 21, 2024

- Code Officer Matt Dillard received the “Reduction of Civil Penalties Request” letter.

LIQUID MANGEMENT, LLC

231 Post Office Drive, Suite B-8
Indian Trail, NC 28079
704-882-1700

August 26, 2024

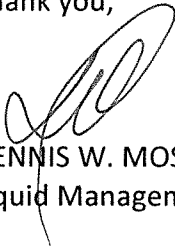
Town of Stallings
315 Stallings Road
Stallings, NC 28104

Re: Parcel 07102161A – 100 Sherin Lane, Stallings, NC

Dear Sirs;

Liquid Management, LLC would like to request a meeting with Town Council to discuss the removal of fines assessed to subject property.

Thank you,



DENNIS W. MOSER
Liquid Management, LLC



MEMO

To: Stallings Town Council
From: Matt Dillard, Code Enforcement Officer
Date: September 23, 2024
Re: Reduction of Accessed Civil Penalties for 100 Sherin Lane

Summary of Events:

The property at 100 Sherin Lane has been issued civil penalties for violating the Stallings Development Ordinance, specifically for operating without a required use permit (violation 7.1).

These violations were first identified in May 2021 and have persisted despite repeated attempts to address them. Civil penalties were issued on May 18, 2024, due to ongoing non-compliance.

The property owner has requested a reduction of these penalties.

A detailed timeline of events is included in the attached document.

A code enforcement case was initiated in May 2021 following the observation of potential land use changes at 100 Sherin Lane. This was followed by the confirmation of an outdoor storage violation in February 2022. Despite a violation notice, full compliance was not achieved.

Throughout 2023, the Town worked with the property owner to explore potential solutions, such as a text amendment or rezoning. Unfortunately, these efforts did not result in compliance by the established deadlines.

By May 2024, the ongoing lack of a required permit led to the issuance of civil penalties.

In June 2024, a small step towards compliance was made with the issuance of a use permit, which halted the accumulation of fines. The tenants have vacated the property, and there is no longer any outdoor storage that would require a fence.

The total civil penalties owed are \$7,900, and the property owners have requested a reduction.

VIOLATIONS - Relevant Sections:

- **7.1 Permit and/or Approval Required (Use Permit)**

7.1-1 Approval Required. *No person shall undertake any activity subject to this Ordinance without first obtaining approval from the Town. Upon approval of the activity by the Town, a permit shall be issued for the approved activity. Certain permits are issued by agencies other than the Town of Stallings, as noted below; all other permits are issued by the Town. In any case where an application is made to operate more than one use on a property, the Development Administrator shall determine which use or uses shall be the principal use or uses and the type of permit that is required; zoning compliance permit, Special Use Permit, or Use Listed with Additional Standards.*

Development Ordinance Penalties: 23.7 describes the penalties and procedures.

23.7 Civil Penalties – Assessment and Procedures

23.7-1 Penalties. Any person who violates any provisions of this Ordinance shall be subject to assessment of a civil penalty in the amount prescribed for the first and each successive violation of the same provision. The following penalties are hereby established:

Warning Citation	Correct Violation Within Prescribed Period of Time
First Citation	\$100.00
Second Citation for Same Offense	\$300.00
Third and Subsequent Citations for Same Offense	\$500.00

First Civil Penalty

- May 18, 2024 - \$100.00

Second Civil Penalty

- May 19, 2024 - \$300.00

Third Civil Penalty

- May 20, 2024 - \$500.00

Subsequent Civil Penalty

- May 21, 2024 – June 3, 2024
 - Daily - \$500.00

Totals

May 18 – May 20	\$ 900
May 21 – June 3	\$ <u>7,000</u>
	\$ 7,900

Aerial of Property (w/Violations) - 2023



On Site (w/Violations) - May 14, 2024



On-Site (No Violations) - July 31, 2024



ESTIMATED RESOURCE HOURS SPENT

- Code Officer Kolleen Dickinson - 3 hours
- Code Officer Ruben Ortiz - 2 hours
- Code Officer John Ganus - 1 hour
- Code Officer Matt Dillard - 4.5 hours
- Planning Director Max Hsiang - 10 hours

TOTAL - 20.5 HOURS

RECOMMENDATION

Given these factors, the staff believes the property owner should be responsible for the \$7,900.

- The Planning Director's efforts to help rezone the property to facilitate compliance.
- Consistent communication and reminders regarding compliance requirements sent to the property owners.
- Multiple meetings, both in person and by phone, to discuss compliance requirements.
- The property owner's failure to address the violations in a timely manner, citing confusion about the requirements.

If the Council would like to entertain a reduction in penalties owed, the Civil Penalty reduction policy recommends a reduction of up to 50%, which would be \$3,950.

Timeline: 100 Sherin Ln Violations

A review of the timeline for 100 Sherin Ln reveals a code enforcement case initiated in May 2021 following the observation of a potential change in land use. This was followed by the confirmation of an outdoor storage violation in February 2022. While a violation notice was issued at that time, the property owner never achieved full compliance.

Throughout 2023, efforts were undertaken to address the violation. These included negotiations exploring possibilities such as a text amendment to allow fenced outdoor storage for general/service contractors in C-74 zoning and pursuing a rezoning to IND to reduce the mandated acreage for such storage. However, these measures failed to meet the established deadlines after the rezoning.

By May 2024, the ongoing non-compliance with permit requirements resulted in the accrual of fines. Finally, in June 2024, a small step towards compliance was achieved with the issuance of a use permit, effectively halting the accumulation of fines. Nevertheless, full compliance necessitates the installation of a fence and screening, with a deadline of August 5, 2024, for the accessory permit application and completion of a fence.



100 Sherin Ln Timeline

May 20, 2021

The Code Officer (Kolleen) sent a courtesy "Compliance Check" Letter to 100 Sherin Ln to inquire about an observed change in Use.

Feb 15, 2022

The Code Officer (Kolleen) inquires about 100 Sherin Ln with the Planning Staff (Matthew) about the outdoor storage violation.

The Planning Staff (Matthew) confirms an outdoor storage violation at 100 Sherin Ln.

March 14, 2022

The Code Officer (Kolleen) inquires about reviewing the violation notice for Sherin Ln for Outdoor Storage and Expansion/Grading of the Site.

The Planning Staff (Matthew) confirms an outdoor storage and tree disturbance violation.

A violation notice was sent. However, the land clearing/tree disturbance was on the adjoining property owned by NCDOT, and no violation notice was sent to ITS/Moser/NCDOT for land clearing/tree disturbance due to the property being owned by NCDOT.

August 23, 2022

Code Officer (Ruben Ortiz) sents a violation notice to 100 Sherin Ln for Un-Permitted Use of Property as Outdoor Storage, where they had a January 25, 2023, timeline to comply.

Feb 3, 2023

The Property Owner (Moser) emailed the mayor (Wyatt Dunn) to inquire about the violation notice.

The Mayor forwards the inquiry to the Town Manager (Alex), then forwards it to the Planning Director (Max) and Town Land Use Attorney (Mac) for further clarification.

The Planning Director (Max) confirms that outdoor storage is violated on the site.

Feb 28, 2023

A Moser employee (Abby Steggall) calls the Planning Director (Max) about the violation notice. Max confirms the violation.

March 1-2, 2023

A handful of emails were exchanged between the Planning Director (Max) and Moser (Abby Steggall, David Daniel, Mackenzie Moser, and Dennis Moser) regarding the violation notice and compliance.

March 3, 2023

A group phone call took place with the Planning Director (Max), the Code Officer (Ruben Ortiz), and Moser (Dennis Moser, Abby Steggall) to discuss the violation notice.

Staff agreed to extend the violation an additional 30 days. Based on the below information

Staff stated that they would not pursue an outdoor storage/use violation on-site if the following is completed by September 1, 2023:

- Application for a text amendment to allow the General Contractor's office with fenced outdoor storage (S10.1-36 – 5acres) in C-74
 - Approval from the Town Council required
 - Text Amendment Application must be submitted by May 31, 2023
- Application for a use permit if the text amendment passes
 - Must be approved by staff by August 31, 2023
- Confirmation of purchase and size of adjoining property to meet the ordinance minimum of 5 acres for outdoor storage by August 31.

March 24, 2023

A complete application was submitted for a text amendment to allow General Contractors with fenced outdoor storage in C-74, with the following schedule:

- Planning Board Date: April 18, 2023 at 7pm
- Town Council Date May 22, 2023, at 7pm

May 22, 2023

The Town Council approved the text amendment to allow General Contractors with fenced outdoor storage in C-74.

May 23, 2023

A text amendment approval letter was sent to Moser with the following information:

- Application for a text amendment to allow the General Contractor's office with fenced outdoor storage (S10.1-36 – 5acres) in C-74 (Now complete)
- Application for a use permit - Must be approved by staff by August 31, 2023
- Confirmation of purchase and size of adjoining property to meet the ordinance minimum of 5 acres for outdoor storage by August 31.

October 13, 2023

The Planning Director (Max) contacted Moser staff about compliance. Randi Helms confirmed that it was being addressed.

October 31, 2023

The Planning Director (Max) contacted Moser staff about compliance again.

November 9, 2023

John Ganus (NFOCUS) sent a Notice of Violation to the property for a violation of Outdoor Storage.

November 27, 2023

The Planning Director (Max) met with Moser staff about compliance. A rezoning from C-74 to Ind was discussed to reduce the outdoor storage requirement to 3 acres since they were unable to purchase the adjoining property.

December 4, 2023

Moser submitted a rezoning application for 100 Sherin Ln for C-74 to IND, with a timeline of January 16, 2024, Planning Board decision and February 26, 2024, TC decision.

February 29, 2024

The approval memo was sent to Moser staff (Tom, Scott, Randi) for the rezoning. The memo stated the following next steps:

1. Use Permit Application (30-Day Deadline): To define the specific intended use of the property, a Use Permit application must be submitted within 30 days of this notification. No Use Permit applications are on file for this address as of this date.
2. Outdoor Storage Regulations (Potential Application): Compliance with outdoor storage regulations (S10.1-36) may be required depending on the approved use. If the approved Use Permit necessitates outdoor storage screening, you will have 90 days from the Use Permit approval to ensure compliance with these regulations.

March 27, 2024

The Planning Director (Max) contacted Moser staff (Tom, Scott, Randi) to remind them about compliance and attached the approval memo from Feb 29 with the next steps.

April 4, 2024

The Planning Director (Max) contacted Moser staff about compliance again.

April 16, 2024

The Code Officer (Matt) sent a Notice of Violation (Warning Citation) for the Failure to Obtain a Use Permit, with a deadline of May 17, 2024.

April 24, 2024

The Planning Director (Max) met with Scott in person and reminded him about compliance. Additionally, an email was sent confirming the in-person conversation with Moser staff (Tom, Scott, Randi), and the approval memo from Feb 29 with the following steps was attached.

As discussed, the property is currently in violation due to the following:

Missing Use Permit Application: Following the approved rezoning on February 26, 2024, a 30-day grace period was granted (as detailed in the attached approval memo) to submit a Use Permit Application. Despite outreach attempts on March 27 and April 16, the application was not received, necessitating the violation notice.

To resolve this violation and ensure continued use of the property, we kindly request that you submit the Use Permit Application (fee: \$50). You can access the application form here: <https://stallingsnc.portal.iworq.net/STALLINGS/new-permit/600/1292>

Important Note Regarding Outdoor Storage: We also discussed a 90-day grace period granted for addressing outdoor storage regulations, explicitly requiring the installation of a fence. To avoid further violations, please prioritize this matter. The Fence Permit Application (fee: \$50) is available here: <https://stallingsnc.portal.iworq.net/STALLINGS/new-permit/600/1291>

April 30-May 1, 2024

Tom emailed the Planning Director (Max) about a complete sketch plan submittal for a new tenant at 100 Sherin Ln but was notified that they still were not in compliance with the memo they were provided on Feb 29.

May 20, 2024

The Code Officer (Matt) sent a Notice of Civil Citation to 100 Sherin Ln (the Accrual of fines has started).

May 30, 2024

The Code Officer (Matt) sent a Demand for Payment of a Debt letter to Moser and sent a Notice of Violation to the tenant (ITS).

June 3, 2024

After receiving the demand for payment, Tom and Scott visited Town Hall, which staff could not see due to the high volume of visitors at that time.

Max emailed a follow-up email for a virtual meeting on June 6.

June 6, 2024

The Planning Director (Max) and Code Officer (Matt) met with Moser (Tom and Scott) virtually and discussed coming into compliance in detail. They explained that accrued fines cannot be waived by staff.

Moser submitted and paid for a Use Permit. Use Permit #2359 for Service Contractors with Fenced Outdoor Storage was approved, stopping the accrual of fines.

Since this property failed to obtain the necessary Use Permit within the required timeframe, a violation notice was issued, resulting in a total accumulated fine of \$7,900.

While they have obtained the Use Permit, additional steps are necessary to achieve full compliance. We have determined that a fence and screening are required due to the use's name and the 10.1-36 regulation shown in the [Use Table](#).

Therefore, staff extended a period of 60 days (**August 5, 2024**) to apply for the Fence Permit and complete the fence installation.

August 1, 2024

A Thank You letter was sent to Moser from Code Officer (Matt) notifying them that the case had been closed but civil penalties were owed. The letter requested that Moser contact the Code Officer (Matt) to make payment arrangements for the outstanding civil penalties.

August 15, 2024

The Code Officer (Matt) sent a second Demand for Payment letter to Moser, due September 16, 2024, and gave them two (2) options for payment.

1. Pay the amount due in person at Town Hall or by mail.
2. A request to reduce civil penalties can be submitted. (The required steps for this process were attached).

The Planning Director (Max) emailed Moser (Tom and Scott) notifying them of the outstanding penalties owed and the Demand for Payment letter that was mailed.

August 19, 2024

Moser (Tom) emailed the Planning Director (Max) requesting the fines be removed through a Town Council meeting.

Max responded with the steps needed to request the reduction of fines.

August 26, 2024

Moser (Tom) emailed the Planning Director (Max) a formal request letter to meet with the Town Council to discuss the removal of fines.

August 27, 2024

The Planning Director (Max) emailed Moser (Tom) confirming that he had received the request to remove fines letter. Max stated that this item had been added to the agenda for the September 23, 2024 Town Council meeting.



**RESOLUTION IN OPPOSITION TO THE
PROPOSED SALES TAX LEGISLATION FOR
TRANSIT/TRANSPORTATION IN MECKLENBURG COUNTY**

WHEREAS, in 2016, the Metropolitan Transit Commission identified Light Rail as the locally preferred option for the Silver Line; and

WHEREAS, the Town of Stallings has been planning for the expansion of mass transit for many years, recognizing its potential to reduce traffic congestion, provide viable alternative public transportation options, increase connectivity within the region, and bring significant opportunity for transit-oriented development and economic growth; and

WHEREAS, this support is evidenced by the Town of Stallings' longstanding advocacy for the region's approved 2030 Transit Corridor System Plan, which includes building the Silver Line as a light rail project; and

WHEREAS, the Silver Line light rail project would service multiple areas of Stallings and surrounding economic areas, including the areas of the Monroe Expressway corridor and Atrium Hospital Union West and the future planned Stallings Small Area Plans connecting these points of interest, commerce, healthcare, employment, entertainment, and concentrated housing located within Stallings; and

WHEREAS, the current proposed funding plan calls for the Silver Line to instead be built as a Bus Rapid Transit (BRT) line; however, BRT has failed to deliver the same level of transit-oriented development seen along light rail lines, which was expected to be a key component for growing Stallings planned economic centers therefore helping keep property tax rates low in Stallings; and

WHEREAS, CATS in partnership with Charlotte Planning, Design + Development Department, City of Gastonia, City of Belmont, Town of Matthews, Town of Stallings, and Town of Indian Trail received a \$920,000 planning grant for Transit Oriented Development Planning from the Federal Transit Administration which was used for the transit-oriented development study for the Silver Line; and

WHEREAS, there was no advance notice of this proposed change for the Silver Line, no community input, and no involvement from elected officials in the affected localities; and

WHEREAS, the Town of Stallings was granted a \$100,000 grant from the Charlotte Regional Transportation Planning Organization (CRTPO) to support the development of a Silver Line Station Small Area Plan, including the creation of a Transportation Oriented Development (TOD) Overlay ordinance, and necessary amendments to the Future Land Use Map and Comprehensive Land Use Plan.

NOW, THEREFORE, be it resolved that the Town of Stallings Town Council is adamantly opposed to the current funding proposal for the sales tax legislation.

Adopted the 23rd day of September, 2024.

Wyatt Dunn, Mayor, Town of Stallings

Attest:

Approved as to form:

Erinn Nichols, Town Clerk

Melanie Cox, Attorney, Cox Law Firm, LLC



MEMO

To: Stallings Town Council
From: Eunice McSwain, Stallings Parks & Recreation - Director
Via: Alex Sewell, Town Manager
Date: Monday, September 23rd, 2024
RE: **Town of Stallings Participation Policy for Governmental Agencies at Parks and Recreation Events**

Background/Issue:

The Town of Stallings provides opportunities for sponsors to engage in various Town-run events. Currently, there is a need to establish clear guidelines and regulations for sponsorship participation, specifically for governmental agencies. This ensures that their involvement aligns with the Town's goals and community engagement efforts while maintaining a nonpolitical stance.

Proposal/Solution:

Outlined below are the proposed guidelines for governmental agency participation in Town events:

Definitions:

- **Governmental Agencies:** As defined by NCGS 143-318.10 (b), a "public body" includes any elected or appointed authority, board, commission, committee, council, or other body of the State of North Carolina or County of Union.

Policy Guidelines:

1. **Nature of Participation:**
 - Governmental agencies must remain nonpolitical in their participation. Their role is to provide information to citizens about various programs, services or volunteer opportunities within the community.
2. **Request Process:**
 - Governmental agencies wishing to participate in Town of Stallings events must submit a written request 60 days prior to the event to the Parks and Recreation Director. The request must include:
 - The agency's purpose for participating
 - Materials to be distributed
 - How the participation aligns with the event's goals
3. **Regulations:**
 - Governmental agencies and their vendors must comply with all terms, conditions, and regulations outlined in the Town of Stallings Event Contract.

4. Participation Limitations:

- A maximum of two (2) governmental agencies may participate in Stallings Fest, Spring Spectacle, Stalloween, and Christmas in the Park.
- If more than two governmental agencies apply, selection will be based on relevance to the event's theme, community needs, and equitable rotation among agencies to ensure diversity and representation. This selection will be made by the Parks and Recreation Director along with input from the Community Committee.

5. Fees:

- The proposed fee for governmental agencies to participate in Town events is \$25 per event.

Exemptions:

- Governmental agencies directly associated with the Town of Stallings shall not be subject to the provisions outlined in this _____policy.

Requested Actions:

Approval/Deny the Town of Stallings proposed Participation Policy for Governmental Agencies to regulate their involvement in future events, ensuring alignment with the Town's objectives and community engagement.



MEMO

To: **Mayor and Town Council**
From: Kevin Parker, P.E., Town Engineer
Date: September 23, 2024.
RE: Twin Pines Stream History and Project Considerations

Background and Project History:

The Twin Pines Stream Project has been an ongoing, complex initiative aimed at addressing severe erosion, flooding, and streambank instability in the Twin Pines neighborhood. The project originated in response to increasing resident concerns about property damage caused by significant flooding and severe stream erosion.

The project has undergone several phases, with different components targeting specific objectives. Below is a timeline and detailed breakdown of each phase of the project, what was sought to be accomplished, and the associated costs:

1. August 2020 – Initial Stream Relocation and Erosion Control Work (please see attached images)
 - Cost: \$45,000
 - Objective: This phase involved relocating a portion of the stream and performing erosion control to address severe bank instability and property flooding in the area. Initial efforts were intended to correct significant erosion that was endangering adjacent properties and causing sediment deposition downstream.
 - Outcome: The relocation addressed erosion concerns but inadvertently bypassed necessary state and federal permitting requirements. This oversight was discovered in late 2022, necessitating additional work to comply with USACE and NCDEQ regulations.

2. November 2020 – Flood Study by WK Dickson
 - Cost: \$20,000
 - Objective: A comprehensive flood study was commissioned to evaluate the hydrological conditions of the stream and surrounding drainage area. This study aimed to assess whether installing stormwater detention ponds or other retention measures would reduce flooding in the area.
 - Outcome: The flood study confirmed that the tributary drains a large area of approximately 100 acres. It concluded that reinstalling a retention pond, which had historically existed as a farm pond prior to the area being developed, would not be feasible due to the associated high costs and the limited benefit it would provide in mitigating flooding. The study showed that other detention solutions would not significantly reduce water surface elevations in the stream during large storm events.

3. August 2022 – Phase 1 Stream Bank Stabilization behind 1004 Twin Pines Drive. (please see attached images)
 - Cost: \$55,000
 - Objective: This phase focused on stabilizing the stream bank behind 1004 Twin Pines Dr., where the erosion was particularly severe. The goal was to prevent further land loss and to stabilize the stream channel to reduce sediment load and prevent future erosion.
 - Outcome: The stabilization work successfully mitigated the erosion threats in this localized area. However, it became evident that broader restoration efforts would need to be analyzed to determine options for managing upstream and downstream conditions.

4. October 2022 – Preliminary Stream Design
 - Cost: \$25,000
 - Objective: Preliminary designs were developed to address erosion, flood mitigation, and long-term stability for the entire length of the stream. These designs focused on deepening, widening, and regrading the stream to enhance its capacity to handle stormwater runoff.
 - Outcome: The preliminary designs provided the groundwork for a more comprehensive restoration plan, but challenges arose related to the existing easements, topography, and the sanitary sewer line that runs parallel to and undercuts parts of the stream.

5. March 2023 – Hydrological Assessment and Grant Application Assistance
 - Cost: \$33,000
 - Objective: A more in-depth hydrological assessment was conducted to refine the preliminary designs and ensure compliance with state and federal environmental regulations. Additionally, efforts were made to secure grant funding to offset project costs.
 - Outcome: The assessment confirmed that regrading, widening, and deepening the stream could help mitigate erosion but would provide only minimal flood relief during small, frequent storm events. The grant application process was completed, though external funding was not awarded.

6. July 2023 – True Homes Provided a Financial Contribution to the Town of Stallings
 - \$78,000 Contribution
 - Objective: Financially assist the Town with remediating the issues along this stream.

7. October 2023 – Final Design and Permitting with NCDEQ and USACE
 - Cost: \$55,000
 - Objective: This phase finalized the stream restoration design, incorporating feedback from regulatory agencies to ensure full compliance with state and federal guidelines. Permits from NCDEQ and USACE were obtained, allowing the Town to proceed with the project as planned.
 - Outcome: The final design was fully approved and permitted, but new information from USACE and NCDEQ in August 2024 suggested that the stream had largely restored itself (please see attached images). This opened the door for a potentially scaled-down scope of work.

Conclusion:

As a result of the flood studies, it was determined that the tributary serves a substantial 100-acre drainage area, which contributes to frequent flooding of the properties behind Twin Pines Drive. Due to the scale of the area, traditional stormwater detention solutions, such as retention ponds, were found to be impractical due to high costs and limited flood mitigation potential.

Additionally, while stream widening and regrading would offer minor relief during small, 1- to 2-year storm events), the topography and surrounding infrastructure make more significant flood reduction measures unfeasible.

Lastly, during the August 27, 2024, meeting with USACE and NCDEQ, it was observed that the stream had largely restored itself and is functioning appropriately as a natural stream system, diminishing the need for extensive intervention. The agencies recommended minimal erosion control measures, which could significantly reduce the scope of the proposed project.

Considering these findings, Staff presents the following options for Council's consideration:

Options for Council Consideration:

1. Pursue the Full Stream Restoration Project
 - This option involves moving forward with the complete restoration as originally designed and permitted, including bank stabilization, erosion control, and regrading. Minimally addresses long-term erosion and flooding concerns comprehensively.
 - Estimated Cost: \$250,000.

2. Undertake USACE-Suggested Clean-Up and Erosion Control Work
 - This option limits the scope of work to the minimum requirements suggested by USACE and NCDEQ. This includes planting herbaceous plugs for erosion control and conducting a clean-up behind 1012 Twin Pines, where sediment has accumulated.
 - Estimated Cost: \$40,000.

3. Explore a Third Option
 - The Council may consider alternative approaches based on a further review and discussion of the situation.

Exhibits

August 2020 Stream Relocation and Erosion Repair





August 2022 Phase 1 Bank Stabilization Behind 1004 Twin Pines Drive





Current 2024 Conditions







A Balanced Scorecard Approach for the Town of Stallings

FY 23-24 Annual Report

FORWARD STALLINGS

September 19, 2024

A Report to Citizens, Council, & Staff – FY 2023-2024

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 next opportunity to analyze results and discuss possible changes to strategy will be at the Council's regular board meeting on September 23, 2024. At this meeting, the Manager will officially submit the FY 23-24 Year-End 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

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?

what (if anything) should be done in response. It is also important to remember that departments often set “stretch targets” that are multi-year goals intended to help make a breakthrough by encouraging creative thinking, results-oriented problem solving and/or escaping the comfort zone.

Enclosed please find:

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

I am grateful to Council and staff for being willing to try something new. This is our 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 – YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

Strengthening Citizen Engagement – This has been both an accomplishment and a challenge. The Town continued to broadcast all Town Council meetings. The Town’s blog post continues to be enhanced and community education on the Occupancy Tax referendum has been added to assist in community involvement with the Town’s government.

Provide a Monthly Status Update of NCDOT’s Old Monroe Road Project – One month was inadvertently missed but was promptly corrected.

Creating a Stallings Town Center - 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 23-24 Action Steps (Updates)

- Adopt streetscape requirements into SDO by 12/31/23. **(Complete)**
- Determine by 8/31/23 if the Council wants to start installing streetscape improvements/phasing in front of certain Town properties. **(Council decided not to start phasing in streetscape on Town property at this time).**
- Evaluate and present cost for converting 325 Stallings Road property into boutique retail shop by 6/30/23. **(Complete).**
- Hire a consultant to determine if brewery if feasible by 8/31/23. **(Complete).**
- If feasible, develop brewery marketing plan. **(Broker is representing Town in ongoing lease discussions with a brewery for 2725 Old Monroe Road).**
- If downtown developer requests public participation, consider using DFI for review. **(Sewer capacity concerns have hindered developer interest in the Town Center area).**
- Hold at least 18 events at downtown park. **(Held 16 events in the park NOT including the Farmers Market and programs).**
- Sewer Capacity Study - see below

Pursue Sewer Capacity Alternatives – The Town engaged with an engineering firm to conduct a sewer capacity analysis. This analysis is underway.

Secure Occupancy Tax – Legislature has passed bill that will allow for referendum for occupancy tax (scheduled for November 2024). An occupancy tax education campaign is underway.

Maintain a 5-Year IT Replacement Schedule/Plan- Computers and equipment are being updated as needed. Staff have laptops available for use in the office, and if need be, remotely.

Enhance Emergency Preparedness – An emergency tabletop exercise was held on 8/17/23.

Improve Staff Relationships Through Team-Building Events – Held 4 events (met goal).

Ensure All Employees are Informed/Have Opportunity for Feedback to Increase Buy-In – This year we held an all hands on deck meeting. This was a challenge to do in the past due to schedules, but we were able to do it.

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)?

Committee Participation - Lack of participation on committees continues. However, to combat that challenge, several committees have been combined and interest seems to have increased slightly. Staff will continue to monitor these efforts.

Recordable Injuries – The Town has had 4 recordable injuries but only 1 missed day of work. The Town sets our recordable injuries goal at “0” every year because we refuse to set a workplace injury goal that is anything less. The Town evaluates each incident to determine how we can avoid it in the future.

Implementing Economic Development Strategic Plan – The Town has partnered with Monroe Union County Economic Development Commission (MUCEDC) for assistance with economic development in Stallings. However, due to not only the lack of sewer in the area but also to the inability to schedule consistent follow-up with MUCEDC, measurable progress has been slow. However, staff is hopeful as a MUCEDC report is slated for the Council at the end of September 2023.

Budget in FY 23-24 Employee Pay Study – Town Council opted to move this to FY 24-25 Budget.

Maintaining a Skilled & Competent Workforce – This is both an accomplishment and a challenge. Overall, the Town did not meet its turnover goal but a closer examination reveals this should not be a concern and we’ve made progress on filling key leadership positions. Even the best organizations will not always meet turnover goals in today’s environment. 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. Also, the Town recently 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 four teambuilding events thus far to help build relationships, held an all hands on deck meeting to build buy-in, and met employee recognition goals.

OTHER COMMENTS:

September Report:

Code of Ordinances Update

- An update has been completed by the legal codifying company with any ordinance changes since the last update. These updates have been codified and are reflected on the website.

Bulk Pick-Up

- **Fall Bulk Pick-Up Week:** Week of November 18. For more information: [Fall Bulk Pick-Up > Events](#)

Fall Shred Day

- Saturday, November 9

- For more information: [Fall Shred Day > Events](#)

Occupancy Tax Referendum

- Occupancy Tax Referendum education campaign will begin in September.

2725 Old Monroe Road (John Deere) Property

- KWC is in current negotiations with the brewery. The Economic Development Committee discussed at its September meeting. It will be reviewing a draft lease in October as well as visiting the potential tenant's other location.

Stallings 50th Anniversary

- Staff is moving forward with preparations.

Surplus Sales

- A total of \$19,990.27 have been sold so far in 2024. A total of \$23,244.85 worth of items were sold in 2023.

ENGINEERING AND PUBLIC WORKS DEPARTMENT – ANNUAL BALANCED SCORECARD

OVERVIEW

ACCOMPLISHMENTS:

- Engineering was engaged in the TCC Meetings. The significance of this accomplishment is participation in regional transportation communication and coordination efforts. This target has been met by the Town's Associate Engineer attending each meeting. This target will continue to be met through the involvement of the Town's Associate Engineer.
- To date, all the major storm water repairs have been completed and/or are contracted for repairs. This has been the result of ongoing efforts to maximize funding by performing more projects in-house with the public works department and contracting projects out where necessary. Additionally, the Public Works department has utilized new equipment to perform additional low-priority projects such as ditch clearing and regrades, saving the Town approximately \$3,000 with each low priority project done in-house. Staff is expecting to expand the Public Works department to allow for more larger-scale high-priority projects be performed in-house.
- The Public Works department has completed numerous sidewalk and curb and gutter repair projects. As the public works department becomes more proficient with these projects, they will be able to save time and money by performing larger repair projects. Additionally, Public Works has utilized the new equipment to perform roadway patching projects quickly and efficiently. The Town saves approximately \$2,0000 per roadway patch that is performed in-house.
- The Town Engineer has completed professional development hours for the NC P.E. license. This is significant as it ensures that the Town Engineer is continually educated on issues and solutions. This was accomplished by the Town Engineer pursuing and completing continuing education courses as required for the P.E.
- The Engineering Department has completed the FY 2024 resurfacing contract and has executed a FY 2024 preventative maintenance contract that encompasses crack sealing and microsurfacing that intends to prolong the life of the road while being approximately a fifth of the cost of traditional resurfacing techniques. Staff hopes to continue to utilize and expand traditional resurfacing and preventative maintenance methods that will allow us to stretch the taxpayer dollar further while maintaining the integrity of the Town's roadways.
- The Engineering Department has completed Permit Year 1 requirements of NCDEQ's NPDES MS4 Program. This is a major accomplishment as the Town has been in violation of this permit, and subject to significant fines, in years past. Staff has essentially started from scratch and has worked diligently to ensure the Town's MS4 program is in compliance with the State's requirements, which is important because the Town is subject to random audits by NCDEQ.
- The Engineering Department has completed the Comprehensive Right-of-Way Assessment that inventoried all of the Town's pedestrian infrastructure and analyzed for deficiencies such as cracking/deformations, trip hazards, ADA infractions, etc. With this information, Staff has a plan to rectify all identified deficiencies and track progress in the years to come. Staff's goal is to budget \$50,000, of Powell Bill funds, every Fiscal year to make these repairs, and use the Public Works department and alternative methods to make these repairs in the most efficient and cost-effective manner.
- The Engineering Department has been responsive to questions and issues presented by Town residents and has maintained a high level of communication. This was especially true during the recent months of December and January where significant rains resulted in drainage concerns at multiple locations across Town.
- The Engineering Director completed the professional development necessary to maintain their Professional Engineering License. Additionally, the Associate Engineering passed the Fundamentals of Engineering Exam

and has office become a licensed Engineer In Training (EIT). Achieving the EIT is a major step in becoming a licensed Professional Engineer.

CHALLENGES:

- Staff sees many challenges with the Town's Permit Year 2 MS4 requirements. During Permit Year 2, Staff will need to inventory all the Town's storm water infrastructure, inspect all major components of the storm water infrastructure, and analyze an appropriate method to ensure private property owners and HOAs are inspecting their storm water ponds and correcting any issues accordingly. All of this is completely new to the Town so there will be significant learning curves, major coordination with property owners and communities, and a significant budget analysis to determine the most appropriate method for completing these inspections on an annual basis.
- As staff seeks to implement new methods preventative roadway maintenance, there will be significant challenges and learning curves as Staff analyzes alternative maintenance methods and pilots these programs.
- As both the Engineering and Public Works departments seek to increase efficiency and cost-effective maintenance and repair solutions, there will be significant challenges curves and challenges as each department works through learning curves implementing new and alternative methods.

OTHER COMMENTS:

The Engineering and Public Works Departments continue to collaborate and diligently meet the needs of the residents and business community regarding repairs, contractor activities, flooding, plan review, and construction coordination. Additionally, the Public Works Department continues to utilize new equipment perform numerous infrastructure repairs and seeks to expand the department to allow for additional capabilities to maintain Town Infrastructure.

FINANCE DEPARTMENT – YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

Maintaining Fiscal Strength – This has been both an accomplishment and a challenge. The accomplishment portion relates to the 20% fund balance threshold. The Town regularly maintains an unrestricted General Fund balance exceeding this amount. Failure to meet this target is not in the foreseeable future; although, modifications to the specific metric are forthcoming.

Developing Long-Term Financial Plans – This is another objective that includes both an accomplishment and challenge. A comprehensive review of financial-related policies and procedures has been completed and a list compiled, but neither updates to existing policies or creating new ones has taken place during this fiscal year. This remains an objective with different target completion dates for individual policies, creating more attainable goals.

Exceling at Staff & Logistical Support – A weekly budget to actual report is distributed to executive level staff consistently, promoting transparency and the ability to make informed decisions.

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)?

Staffing issues created a number of challenges during the fiscal year. Former Finance Officer, Marsha Gross, returned part-time as Interim Finance Officer and a new full-time Finance Officer started in April. Staff is confident this will create a shift in future balanced scorecard results.

Strengthening Citizen Engagement – The Finance website has not yet been reviewed and updated, nor did the Town receive either award from the Government Finance Officers Association (GFOA). These do remain targets going forward though.

Maintaining Fiscal Strength – The Town completed only financial statements, rather than an Annual Comprehensive Financial Report (ACFR), that were submitted to the Local Government Commission (LGC) late. The audit completed during this fiscal year for the year ended June 30, 2023 did include both a material weakness and significant deficiency. The aforementioned challenges are a direct result of staffing issues that have been remedied.

Due to the approaching depletion of federal funding received from the American Rescue Plan Act (ARPA) of 2021, a stimulus bill passed by the United States government to provide relief from the COVID-19 pandemic, the FY 24-25 budget adopted during this fiscal year included an appropriation of General Fund balance totaling \$460,400. Utilizing fund balance to cover ongoing operating expenditures is not sustainable long-term; therefore, creation and adoption of a fund balance policy is a short-term goal that needs to be achieved prior to the development of the annual budget.

Developing Long-Term Financial Plans – Due to staffing issues, no revisions or new policies were completed during this fiscal year. Standard Operating Procedures (SOP) have not yet been written either. Both remain goals for the future.

Providing Responsive & Dependable Services – While public information requests are always responded to, it is not consistently done within the seven-business day target. Compiling the data for these requests can be quite cumbersome and time-consuming due to current reporting capabilities, processes and procedures. Limited Finance staff exacerbates this challenge, prolonging the time required to complete these requests.

OTHER COMMENTS:

Maintaining a Skilled & Competent Workforce – While this remains a goal, the specific performance measure has changed since the preparation of the initiatives for this balanced scorecard. Completion of the North Carolina Government Finance Officers Association (NCGFOA) program and achievement of the corresponding certification are no longer necessary. The new Finance Officer hired this year came to the Town already certified. The revised metric for the FY24-25 balanced scorecard includes maintaining certification that is accomplished through continuing education.

PARKS & REC DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW 23-24

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?

As the Parks and Recreation Director, I'm thrilled to report that our department has met and even exceeded several key targets this year.

Targets Met:

1. **Construct Blair Mill Greenway Vickery Segment & Privette Park Playground Installation:** These exciting additions have increased access to recreational spaces for families and individuals, promoting both health and wellness in our community.
2. **Anticipate the needs of our changing community:** We proactively engaged with our community committee to structure programs and facilities based on real-time feedback. This has ensured that our offerings remain relevant and inclusive.
3. **Establish dependable hours for Shelter Rentals, Splash Pad, Parks, & Tennis Courts:** By setting clear and consistent hours, we've alleviated public confusion and streamlined the experience for residents.
4. **Implement a Playground Safety Program:** We've introduced safety standards that will ensure that our playgrounds are not only fun but secure environments for all children.
5. **Seek out sponsorships with local agencies:** Our collaboration with local businesses has led to increased funding and support for various programs, strengthening our community ties.

Significance of Meeting These Targets: Meeting these targets has improved our park facilities and events/programs, making them more user-friendly and engaging for a broader range of community members. The playground installation and greenway expansion are key milestones in increasing accessibility and family engagement. Structured hours and safety measures enhance visitor experiences, while partnerships with local agencies ensure long-term sustainability.

How We Met/Exceeded These Targets:

- We collaborated closely with our community through surveys and meetings to ensure we were addressing their needs.
- We created clear communication channels to keep the public informed about operating hours and rental procedures.
- Our focus on safety has been driven by comprehensive staff training and regular equipment inspections.
- Finally, building partnerships with local sponsors allowed us to secure additional resources and expand our reach.

Ensuring Continued Success: Moving forward, we will maintain an open dialogue with our community through regular engagement. We will continue improving our facilities and programs based on feedback, ensuring that our parks remain vibrant and well-utilized spaces. Furthermore, we will work on expanding sponsorship opportunities to fund future projects, ensuring that our department continues to thrive and serve our evolving community needs.

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)?

As the Parks and Recreation Director, I acknowledge that while we have met many important goals this year, there are several key targets we did not meet. These include:

Unmet Targets:

1. Park Bench/Memorial Tree Initiative Program
2. Create a Standard Operations Manual for the Parks and Recreation Department
3. Develop a Mural Program to enhance public art
4. Create short- and long-term plans for each recreation site
5. Implement a specific training plan for each job description
6. Increase volunteer engagement with schools and reward long-term service
7. Connect with local recreation departments quarterly to discuss event schedules and marketing

Challenges Faced:

- **Resource Allocation:** Many of these initiatives, such as the Park Bench/Memorial Tree Program and the Mural Program, were delayed due to the need to prioritize larger infrastructure projects, like the Blair Mill Greenway and Privette Park Playground.
- **Staff Bandwidth:** Creating a comprehensive Standard Operations Manual and detailed site-specific recreation plan requires significant input from staff, who have been fully engaged in maintaining existing programs and managing high-priority projects.
- **Volunteer Outreach:** While we had initial conversations with local schools, we were unable to reach a broader audience of volunteers.
- **Coordination with Other Departments:** Scheduling quarterly meetings with local recreation departments has proven more challenging than anticipated due to conflicting schedules and resource limitations.

Adjustments in Strategy Going Forward:

1. **Prioritizing and Phasing Projects:** We will break these larger initiatives into more manageable phases, ensuring that key elements—like the Standard Operations Manual and short-term site plans—can be completed while balancing ongoing project demands.
2. **Revised Outreach and Volunteer Strategy:** To reach a broader audience, we will develop a dedicated volunteer recruitment campaign aimed at local schools, utilizing social media and in-person visits. We'll also offer incentives for long-term service to boost retention.
3. **Enhancing Cross-Department Communication:** To ensure we don't miss out on valuable opportunities for collaboration, we will set specific dates for quarterly meetings with local recreation departments well in advance and use virtual platforms to improve attendance.
4. **Staff Training and Development:** A renewed focus will be placed on implementing job-specific training plans by carving out dedicated time for staff to complete these programs. This will ensure that our team is equipped to meet both short- and long-term departmental goals.

These adjustments will allow us to regroup and make steady progress on these important initiatives. Going forward, we're committed to aligning resources, fostering community partnerships, and fine-tuning our strategy to ensure these targets are met.

OTHER COMMENTS

Overall – the Parks Department continues to thrive by hosting multiple events geared towards a wide audience, efforts are ongoing to improve current facilities & parks staff works strong as a team towards common goals and initiatives.

PLANNING DEPARTMENT – YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

The Planning Team continues to exceed expectations, consistently receiving positive feedback from developers and the public. Our reputation for responsiveness, dependable services, and exceptional customer service is well-earned. Each team member has invested in their professional growth through ongoing education, enhancing their skills and abilities to deliver outstanding results.

Creating a Vibrant Downtown: A Vision in Progress

While realizing our vision of a Traditional Downtown with Niche Retail, Local Restaurants, Breweries, and a Walkable Town Center requires time and investment, we are making significant strides. The Downtown Streetscape Plan, now adopted, is the foundation to create a thriving and attractive destination.

Innovative Tools for Effective Planning

We have demonstrated our commitment to efficiency and cost-effectiveness by developing an interactive Zoning map. This valuable tool streamlines processes and saves resources, ensuring that our planning efforts are both effective and sustainable.

Driving Economic Growth: Leveraging Transportation Infrastructure

The Planning Team's successful acquisition of the CRTPO Transportation Grant for the Silver Line Plan Integration project underscores our dedication to maximizing positive development around the Hospital/Light Rail corridor. This grant, valued at up to \$100,000, will fund three key initiatives:

1. **Integrating the Silver Line into the Comprehensive Land Use Plan:** By incorporating timelines, benefits, studies, and educational resources, we are aligning our planning efforts with the project's goals.
2. **Reimagining the Monroe Expressway Small Area Plan:** We are creating a new plan that includes renderings and specifications for a Silver Line Station and Atrium Hospital, further enhancing the area's development potential.
3. **Incorporating a Transportation Oriented Development Overlay:** This overlay will promote preservation and development techniques along the proposed Silver Line alignment, ensuring that the project's benefits are maximized.

These initiatives demonstrate our ongoing commitment to creating a sustainable, vibrant, and economically prosperous community. By building upon our successes and embracing innovative approaches, we are poised to continue delivering exceptional results for Stallings.

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 Planning Department is actively addressing a portfolio of legacy projects adopted prior to the arrival of the current staff. A primary challenge lies in the extended timeline required for land development to yield tangible results. Sewer capacity remains a challenge in creating a desire for redevelopment in the Town Center area.

Maintaining a high-quality Planning staff has been a priority. We are dedicated to supporting and training our employees, ensuring that their development is not hindered by external factors. While the planning technician/planner 1 position serves as an entry-level role, it has contributed to staff turnover. Additionally, the code enforcement position can be demanding due to public expectations.

Recruiting and retaining qualified members for the Planning Board and Board of Adjustment remains an ongoing challenge. Despite our efforts to promote these volunteer roles, many individuals are hesitant to join due to the advisory nature of the boards.

POLICE DEPARTMENT – FY 21-22 YEAR-END BALANCED SCORECARD OVERVIEW

Accomplishments:

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

- **Host quarterly coffee w/a cop; bi-monthly lunch w/ a cop at Stallings Elementary; host a fishing derby w/ NC Wildlife for kids-** We hosted 2 coffee w/ a cop programs. One on each side of town. We changed lunch w/ a cop to recess with a cop at the request of Stallings Elementary. Our first fishing derby was a success and we maxed out our participant number of 20 kids.
- **Host two community events to educate citizens on fraud awareness and financial safety. Increase clearance rate on fraud-related crimes by 3%-**Department hosted two fraud awareness events. CID also had 64 fraud-related crimes assigned to the unit. CID cleared 14% of all fraud cases, which was an increase of 4% over last year's clearance.
- **Completion of the 5-step process of CALEA accreditation-**SPD had a successful onsite assessment. We went in front of the commission for our hearing in July and were granted accreditation status on July 27.
- **Create a Technology Strategic Plan-**Committee has completed its meetings, and the report has been finalized. We have begun implementing pieces of the plan as funding needs are met.
- **Increase firearms proficiency by 5%-**over a two-year period we saw firearms scores improve 5.3% overall
- **Review and update existing mission statement and core values-** We have gathered department volunteers to sit on the committee to review the mission statement. Committee members finalized the new mission statement and core values. In June this was presented to the whole department.
- **Increase impaired driving enforcement by 5%. Conduct 10 traffic safety awareness campaigns (PSAs/bike rodeo/car seat installs/traffic checkpoints/youth driving clinics).** There has been a significant increase in impaired driving arrests but there was a very limited focus on education and community outreach. During the last half of the year patrol has participated in 5 child restraint seat installation clinics; 37 checkpoints; handed out safety information at the 2023 National Night Out event; participated in the Parks and Rec Bike Rodeo and held one distracted driving campaign with Matthews PD.

126% increase in DWI arrest from 2022-23 to 2023-24.
- **Create and staff a community volunteer program/increase methods of obtaining citizen feedback/ update PD website** Carnes has been designated as the volunteer coordinator and has done quite a bit of research on the issue and has met with surrounding agencies. The Department has made multiple efforts to get volunteer applicants. As of this writing, we have had one person apply to volunteer. We have been able to update solicitation and sound amplification permits on our website and have added our community satisfaction survey on our business cards as a QR code found a solution to simplify and get that information out to the public more efficiently.

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 bicycle patrol unit and motor unit utilizing sustainable initiatives-** We have identified some officers who are interested in bike patrol. Staffing and field training have hindered progress on this goal.

Other comments

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.