



**March 11, 2019**  
 Stallings Town Hall  
 315 Stallings Road  
 Stallings, NC 28104  
 704-821-8557  
[www.stallingsnc.org](http://www.stallingsnc.org)

	Time	Item	Presenter	Action Requested/Next Step
	7:00 p.m.	Invocation Pledge of Allegiance Call the Meeting to Order	Wyatt Dunn, Mayor	NA
	7:05 p.m.	Public Comment	Wyatt Dunn, Mayor	NA
1.	7:15 p.m.	<b>Consent Agenda Approval</b> A. Minutes from the following meetings: (1) 01-28-19 – special (2) 01-28-19 – closed (3) 01-28-19 (4) 02-09-19 – special (5) 02-11-19 (6) 02-11-19 - closed	Wyatt Dunn, Mayor	Approve Consent Agenda <i>(All items on the Consent Agenda are considered routine, to be enacted by one motion. If a member of the governing body requests discussion on of an item, the item will be removed from the Consent Agenda and considered separately.)</i>  <b>Motion:</b> I make the motion to: 1) Approve the Consent Agenda as presented; or 2) Approve the Consent Agenda with the following changes: _____
2.	7:17 p.m.	<b>Reports</b> A. Report from Mayor B. Report from Council Members/Town Committees C. Report from Town Manager/Town Departments	Council and Staff	NA
3.	7:40 p.m.	Agenda Approval	Wyatt Dunn, Mayor	Approve agenda as written. <i>(ADD, IF APPLICABLE: with changes as described by Mayor Dunn)</i>  <b>Motion:</b> I make the motion to: 1) Approve the Agenda as presented; or 2) Approve the Agenda with the following changes: _____

4.	7:45 p.m.	<b>TX19.02.01</b> <i>Text amendment to Article 9.4.3 Multi-Family Building Type Section (A)(4) to allow a building height of 41 feet.</i> <b>A. Open public hearing</b> <b>B. Information from staff</b> <b>C. Comments from the public</b> <b>D. Close public hearing</b>	Lynne Hair, Town Planner	Approve (Deny) text amendment  <i>Motion: I make the motion to approve TX19.02.01.</i>
5.	7:55 p.m.	<b>U-5808 – US 74 and Chestnut Pkwy Superstreet Powder Coating for Mast Arms</b>	Alex Sewell, Town Manager	Discussion and Possible Action
6.	8:05 p.m.	<b>91.15 Keeping of Certain Animals Prohibited; Exceptions</b> <i>Update on Pet Pigs</i>	Alex Sewell, Town Manager	Discussion and Possible Action
7.	8:20 p.m.	<b>Blasting Ordinance</b>	John Martin, Council Member	Discussion and Possible Action
8.	8:30 p.m.	<b>2019-20 Council Priorities – Action Items</b>	Alex Sewell, Town Manager	Discussion and Possible Action
9.	8:40 p.m.	<b>Police Chief Hiring Process</b>	Alex Sewell, Town Manager	Information
10.	8:50 p.m.	<b>Adjournment</b>		

MINUTES OF A SPECIAL TOWN COUNCIL MEETING  
OF THE  
TOWN OF STALLINGS, NORTH CAROLINA

The Town Council of the Town of Stallings met for a special meeting on January 28, 2019, at 6:00 p.m. at the Stallings Town Hall, 315 Stallings Road, Stallings, North Carolina.

Those present were: Mayor Pro Tempore David Scholl; Council Members Kathy Heyse, Lynda Paxton, Deborah Romanow, and Shawna Steele.

Those absent were: Mayor Wyatt Dunn; Council Member John Martin.

Staff present were: Alex Sewell, Town Manager; and Kim Jones, Administrative Assistant

1. Call the meeting to order

Mayor Pro Tempore Scholl called the meeting to order.

Council Member Romanow made the motion to go into closed session pursuant to NCGS 143.319-11(a)(6). The motion was seconded by Council Member Steele and passed unanimously.

2. Closed Session Pursuant to NCGS 143.318-11(a)(6)

*Council went into closed session at approximately 6:03 p.m.*

*Council returned into open session at approximately 6:45 p.m.*

3. Adjournment

Council Member Romanow moved to adjourn the meeting, seconded by Council Member Heyse, and the motion received unanimous support. The meeting was adjourned at 6:47 p.m.

Approved on \_\_\_\_\_, 2019.

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

\_\_\_\_\_  
Erinn E. Nichols, Town Clerk

Approved as to form:

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

**MINUTES OF TOWN COUNCIL MEETING  
OF THE  
TOWN OF STALLINGS, NORTH CAROLINA**

The Town Council of the Town of Stallings met for its regular meeting on January 28, 2019, at 7:00 p.m. at the Stallings Town Hall, 315 Stallings Road, Stallings, North Carolina.

Those present were: Mayor Pro Tempore David Scholl; Council Members Kathy Heyse, Lynda Paxton, Deborah Romanow, and Shawna Steele.

Those absent were: Mayor Wyatt Dunn; Council Member John Martin.

Staff present were: Alex Sewell, Town Manager; Lynne Hair, Town Planner; Marsha Gross, Finance Officer; Ashley Platts, Parks and Recreation Director; and Kim Jones, Administrative Assistant.

Invocation, Pledge of Allegiance and meeting called to order

Mayor Pro Tempore David Scholl welcomed everyone to the meeting. Council Member Kathy Heyse then delivered the invocation. Mayor Pro Tempore Scholl then led the Pledge of Allegiance and called the meeting to order.

Public Comments

No one present to give public comment.

1. Agenda Approval

Council Member Paxton requested adding Agenda Item 7.(A)., *Resolution to Support Extension of LYNX Silver Line to Stallings*, and Agenda Item 7.(B)., *Town Manager Contract Extension*.

Council Member Scholl made the motion to approve the Agenda with the above listed additions. The motion received Council's unanimous support after a second from Council Member Steele.

2. Parks and Recreation

(A) Park Library Recognition

Director of Parks and Recreation Ashley Platts explained that in April 2018, the Parks and Recreation Committee was presented with an opportunity to partner with Randall-Reilly and offer a "Little Library" in Stallings Park. The Little Library, installed in Nov. 2018, was an area in Stallings Park which provided a book exchange to make reading more assessible in Stallings. Ms. Platts recognized Donna Hulbert and Denise Dresden for their efforts in establishing the Little Library in Stallings Parks.

(B) Holiday Decorating Contest Winners Recognition

Director of Parks and Recreation Ashley Platts introduced the 2018 Holiday Decorating Contest

Winners.

12523

January 14, 2019



- 1<sup>st</sup> place: Seller Family, Fairhaven
- 2<sup>nd</sup> place: Shadd Family, Shannamara
- 3<sup>rd</sup> place: Squires Family, Stonewood

(C) Holiday Decorating Contest Feedback

Director of Parks and Recreation Ashley Platts requested feedback on the 2018 Holiday Decorating Contest. Council held consensus to continue this event.

3. Chestnut Small Area Plan

Town Planner Lynne Hair introduced Demetri Batches, Metrocology, who then presented the Council with the Chestnut Small Area Plan. Mr. Batches presentation on the Chestnut Small Area Plan is attached to these minutes and therefore incorporated herein.

Council Member Romanow made the motion to approve the Chestnut Small Area Plan with the addition of a connection to the park from the White property if possible. The motion was seconded by Council Member Heyse and passed unanimously by Council.

4. RZ19.01.01

Mayor Pro Tem Scholl opened the public hearing. Town Planner Hair explained that this was a rezoning request of parcels #06087001 and #07141003A located on Matthews Weddington Road from SFR-1 to MU2 to accommodate future development of the Chestnut Small Area Plan. The Zoning Staff Report for RZ10.01.01 is attached to these minutes therefore incorporated herein.

Council Member Romanow made the motion to go into the public hearing. Council Member Steele seconded the motion which passed unanimously by Council. No one was present to speak at the public hearing. Council Member Romanow made the motion to close the public hearing, seconded by Council Member Steele, and passing unanimously by Council. The public hearing was then closed.

Council Member Romanow made the motion to approve RZ19.01.01 rezoning of parcels #06087001 and #07141003A located on Matthews Weddington Road from SFR-1 to MU2 to accommodate future development of the Chestnut Small Area Plan. The motion passed unanimously by Council after a second from Council Member Steele.

Council Member Paxton read into the record and made the motion to adopt the Ordinance Amending the Stallings Development Ordinance of the Town of Stallings, NC. The motion was seconded by Council Member Romanow and passed unanimously by Council. The Ordinance Amending the Stallings

Development Ordinance of the Town of Stallings, NC (RZ19.01.01) is attached to these minutes and therefore incorporated herein.

5. Greenway Plan Action Plan

Eric Woolridge, Destination by Design, was present to review the Greenway Plan Action Plan with the Council. Mr. Woolridge's presentation is attached to these minutes and therefore incorporated herein.

A special meeting was scheduled on Monday, February 25 at 6:00 p.m. to discuss and review the Greenway Plan in more detail.

6. Financial Items

(A) Finance Quarterly Report

Finance Officer Marsha Gross presented the Financial Quarterly Report ending 12-31-18 to the Council. This report is attached to these minutes and therefore incorporated herein.

(B) 2019-20 Budget Meeting Schedule

Council held consensus on scheduling its 2019-20 Budget Meetings on the following dates: April 15, April 23, April 29, and May 6.

7. Part-time Cleaning Employee

Town Manager Sewell explained that at the time the agenda packets were published, he was of the opinion to employ a part-time person for the Town's janitorial services. However, since then, he saw benefit in contracting out those services and requested the Council consider entering into a cleaning contract with a vendor versus employing a person with the Town. Council held consensus to proceed with contracting with a janitorial vendor for the Town's cleaning needs.

7.A. Resolution to Support Extension of LYNX Silver Line to Stallings

Council Member Paxton recommended adopting a resolution in support of the LYNX Silver Line extension into Stallings. Council Member Steele read into the record and made the motion to approve the Resolution to Support Extension of LYNX Silver Line to Stallings. The motion was seconded by Council Member Paxton and passed unanimously.

7.B. Town Manager Employment Agreement Extension

Council Member Romanow made the motion to approve the Town Manager's Employment Agreement Extension valid February 5, 2019 through February 5, 2024. The motion was seconded by Council Member Heyse and received Council's unanimous support.

8. Adjournment

Council Member Romanow moved to adjourn the meeting, seconded by Council Member Steele, and the motion received unanimous support. The meeting was adjourned at 9:15 p.m.

Approved on \_\_\_\_\_, 2019.

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

\_\_\_\_\_  
Erinn E. Nichols, Town Clerk

Approved as to form:

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

DRAFT

**MINUTES OF A SPECIAL TOWN COUNCIL MEETING  
OF THE  
TOWN OF STALLINGS, NORTH CAROLINA**

The Town Council of the Town of Stallings met for a special meeting on February 9, 2019, at 9:00 a.m. at the Shannamara Clubhouse, 4103 Shannamara Drive, Stallings, North Carolina.

Those present were: Mayor Wyatt Dunn; Mayor Pro Tempore David Scholl; Council Members John Martin, Lynda Paxton, Deborah Romanow, and Shawna Steele.

Those absent were: Council Member Kathy Heyse.

Staff present were: Alex Sewell, Town Manager; and Erinn Nichols, Deputy Town Manager/Town Clerk.

**1. Call the meeting to order**

Mayor Dunn called the meeting to order.

**2. 2019 Planning Conference**

Town Manager Sewell introduced Leamon Brice, facilitator and former Town Manager.

Mr. Brice confirmed the purpose of the retreat was to build consensus of priorities for FY 2019-20. The process involved Council Members sharing their goals, agreeing to meaning through discussion, and then determine the highest priorities from those goals.

Each elected official shared their goals which were displayed for all to see. Attached to these minutes is a spreadsheet of the all the goals expressed by the Council Members. Mr. Brice felt concluded with a fulltime communications staff, the Town should be able to accomplish the Public Engagement items. The other identified goals were never complete however utilizing a measurement tool would ensure quality.

It was noted that FY2018-19 priorities and goals had been met.

**3. Adjournment**

Council Member Romanow moved to adjourn the meeting, seconded by Council Member Steele, and the motion received unanimous support. The meeting was adjourned at 1:00 p.m.

Approved on \_\_\_\_\_, 2019.

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

\_\_\_\_\_  
Erinn E. Nichols, Town Clerk

Approved as to form:

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

12523

Februaru 9, 2019

**MINUTES OF TOWN COUNCIL MEETING  
OF THE  
TOWN OF STALLINGS, NORTH CAROLINA**

The Town Council of the Town of Stallings met for its regular meeting on February 11, 2019, at 7:00 p.m. at the Stallings Town Hall, 315 Stallings Road, Stallings, North Carolina.

Those present were: Mayor Pro Tempore David Scholl; Council Members John Martin, Lynda Paxton, Deborah Romanow, and Shawna Steele.

Those absent were: Mayor Wyatt Dunn and Council Member Kathy Heyse.

Staff present were: Alex Sewell, Town Manager; Erinn Nichols, Deputy Town Manager/Town Clerk; Lynne Hair, Town Planner; Ashley Platts, Parks and Recreation Director; Marsha Gross, Finance Officer; and Melanie Cox, Town Attorney.

Invocation, Pledge of Allegiance and meeting called to order

Mayor Wyatt Dunn welcomed everyone to the meeting and Council Member Romanow delivered the invocation. Mayor Dunn then led the Pledge of Allegiance and called the meeting to order.

Public Comments

Ab Bush, 1212 St. Johns, Chestnut Oaks, was present on behalf of the HOA, and stated the garbage trucks were causing damage to Chestnut Oaks alley ways.

1. Approval of Consent Agenda Items

A. Minutes of the following meetings:

- (1) 01-14-19 - special
- (2) 01-14-19 - closed
- (3) 01-14-19

Council Member Romanow made the motion to approve the Consent Agenda Items as presented. The motion was seconded by Council Member Steele which passed unanimously by Council.

2. Reports

A. Report from the Mayor

The Mayor was not present to give a report.

B. Reports from Council Members/Town Committees

Council Member Paxton reported the following:

- She and staff had met with Matthews regarding Old Monroe Road widening.
- Reminded all that Town Planner Hair would be presenting to MUMPO on Feb. 27.
- Stony Rushing had indicated that the county water and sewer project would be delayed in the western part of the county.

Council Member Martin reported that Indian Trail was interested in partnering with Stallings on Old Monroe Road. He also enjoyed the Union County Chamber Elected Officials Reception and met the new County Manager.

Council Member Romanow thanked Town Manager Sewell and Deputy Town Manager/Town Clerk Nichols for an excellent Planning Retreat.

Council Member Steele congratulated the Town on being on the top 10 list of the safest Towns in North Carolina.

Council Member Scholl reported:

- He attended Union County Ground Hog Economic Summit, Union County Chamber Elected Officials Reception, and the CCCOG meeting.
- He also reminded the Council of its discussion with Union County delegates on Feb. 22 at 10 a.m.

#### C. Report from Town Manager/Town Departments

Town Manager Sewell reported:

- He explained that the CMIIP called for 2nd floor renovations in 2019-20. Council held consensus to move forward with those plans.
- Council held consensus to move forward with the RFQ for Greenway Engineering.
- Mr. Sewell would like to empower committees and allow them to meet potential committee members prior to the application being considered by Council by attending one committee meeting. Council held consensus on this new process and placing that policy change on the next consent agenda.

Town Planner Hair presented an annual update on the Comprehensive Land Use Plan (CLUP). The CLUP was adopted in November 2017 and 2018 was the first year that document was fully in effect. This annual update is attached to these minutes and therefore incorporated herein.

### 3. Agenda Approval

Council Member Scholl recommended adding the following items to the Agenda:

- Add a closed session for attorney-client privilege pursuant to NCGS 143-318.11(a)(3) as Agenda Item 10.A.
- Add a second Parks and Recreation Committee Application for consideration to Agenda Item 7.
- Remove Agenda Item 9, Deputy Town Clerk Oath of Office.

Council Member Paxton made the motion to approve the Agenda with the above listed changes. The motion was passed unanimously after a second from Council Member Romanow.

4. Annexation 51 – Funderburke

Council Member Scholl reopened the public hearing for Annexation 51 - Funderburke. The applicant requested the hearing be recessed until March 25, 2019. Council Member Romanow made the motion to recess the public hearing for Annexation 51 – Funderburke until March 25, 2019 at the regularly scheduled Council Meeting at 7 p.m. Council Member Martin seconded the motion which passed unanimously.

5. TX18.09.01

Council Member Scholl opened the public hearing for TX19.09.01. Town Planner Hair explained this was a text amendment request to: 1) Article 17 Sign Regulations Section 17.6 (B) to remove the 2nd sentence; and 2) Section 17.5 (A) to change “Snipe Sign” to read “Off-premise Signs”. The Zoning Staff Report for TX18.09.01 is attached to these minutes and therefore incorporated herein.

No one was present to give public comment. Council Member Romanow made the motion to approve TX18.09.01. The motion received Council unanimous support after a second from Council Member Steele. Council Member Scholl closed the public hearing.

Council Member Scholl read the Statement of Consistency and Reasonableness for TX18.09.01 into the record. A motion was received by Council Member Romanow to approve the Statement of Consistency and Reasonableness for TX18.09.01. Council Member Steele seconded the motion which passed unanimously by Council. The Statement of Consistency and Reasonableness for TX18.09.01 is attached to these minutes and therefore incorporated herein.

6. TX18.09.02

Council Member Scholl opened the public hearing for TX18.09.02. Town Planner Hair explained the item this was an amendment to Table 17.1 Permanent Sign Standards and Criteria to allow square footage of permanent wall signs to be calculated on wall area. The Planning Board recommended approval of this item. The Zoning Staff Report for TX18.09.02 is attached to these minutes and therefore incorporated herein.

No one was present to give public comment. Council Member Romanow made the motion to approve TX18.09.02. The motion received Council unanimous support after a second from Council Member Martin. Council Member Scholl closed the public hearing.

Council Member Scholl read the Statement of Consistency and Reasonableness for TX18.09.02 into the record. A motion was received by Council Member Romanow to approve the Statement of Consistency and Reasonableness for TX18.09.01. Council Member Steele seconded the motion which passed unanimously by Council. The Statement of Consistency and Reasonableness for TX18.09.01 is attached to these minutes and therefore incorporated herein.

7. Parks and Recreation Applications Consideration

Council Member Romanow made the motion to appoint Marianne Mercer and Aidan Nolan as full members of the Parks and Recreation Committee with terms expiring 03-31-20. The motion was seconded by Council Member Steele and received unanimous support by Council.

8. Budget Items

Finance Officer Gross presented the following items to the Council for adoption.

(A) 2018-19 Amended Budget Ordinance 3

*This item was dealt with after the Capital Project Ordinance, Agenda Item 8.C.*

Finance Officer Gross explained this budget ordinance would account for the debt service on the new facilities being built by moving the funds to the Capital Project Line.

Council Member Paxton made to the motion to approve the 2018-19 Amended Budget Ordinance 3. The motion was passed unanimously after a second from Council Member Romanow. The 2018-19 Amended Budget Ordinance 3 is attached to these minutes and therefore incorporated herein.

(B) 2018-19 Amended Budget Ordinance 4

*This item was dealt with after the 2018-19 Amended Budget Ordinance 3, Agenda Item 8.A.*

Finance Officer Gross explained this budget ordinance would move \$25,000 from Contingency for repairs on the current Town Hall.

Council Member Romanow made to the motion to approve the 2018-19 Amended Budget Ordinance 4. The motion was passed unanimously after a second from Council Member Martin. The 2018-19 Amended Budget Ordinance 4 is attached to these minutes and therefore incorporated herein.

(C) Capital Project Ordinance

*This item was dealt with as the first item of Agenda Item 8, Budget Items.*

Finance Officer Gross explained this ordinance created the capital project fund for the new facilities being built. The ordinance was vetted through the Town's auditor.

Council Member Steele made to the motion to approve the Capital Project Ordinance for the New Town Hall and Public Work Facilities. The motion was passed unanimously after a second from Council



Member Romanow. The Capital Project Ordinance for the New Town Hall and Public Work Facilities is attached to these minutes and therefore incorporated herein.

(D) 2019-20 Budget meeting schedule

Council held consensus to schedule its 2019-20 Budget Meetings on the following dates: April 15, April 23, April 29, and May 6. It also concluded to discuss the CMIP during its regular meeting on March 25, 2019, at 6 p.m.

9. Deputy Town Clerk Oath of Office

*This item was removed from the Agenda during Agenda Approval.*

10. Balanced Scorecard

Town Manager Sewell requested the Council approve the objectives of the Balanced Scorecard Report. Mr. Sewell's memo regarding this report is attached to these minutes and therefore incorporated herein

Council Member Romanow made the motion to approve the objectives of the Balanced Scorecard as presented. The motion passed unanimously after a second from Council Member Paxton.

10.A. Closed Session Pursuant to NCGS 143-318.11(a)(6)

Council Member Scholl made the motion to go into closed session pursuant to NCGS 143-318.11(a)(6). The motion received Council's unanimous support after a second from Council Member Romanow.

*Council went into closed session at 8:24 p.m. and reconvened in open session at approximately 8:47 p.m.*

11. Adjournment

Council Member Romanow moved to adjourn the meeting, seconded by Council Member Steele, and the motion received unanimous support. The meeting was adjourned at 8:47 p.m.

Approved on \_\_\_\_\_, 2019.

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

\_\_\_\_\_  
Erinn E. Nichols, Town Clerk

Approved as to form:

DRAFT



# MEMO

To: Town Council  
 From: Lynne Hair, Planning and Zoning Administrator  
 Date: March 5, 2019  
 RE: TX19.02.01 – Text amendment to Article 9.4.3 *Multi- Family Building Type* Section (A)(4) to allow a building height of 41’.

On February 26, 2018, the Town Council adopted the new Stallings Development Ordinance.

To accommodate the approved densities within the MU-1 and MU-2 districts, an increase in building height is needed to provide for the architectural elements desired. Also, the placement of elevators in buildings will provide for a higher price point product, this cannot be accomplished with a two-story building.

Terwilliger Pappas has plans to develop a high-end apartment complex at Chestnut Road and Matthews-Weddington Road that will have a three-story product. They are requesting a height increase from 36’ to 41’ to accommodate the number of floors and the pitch of their roof. The requested increase is 5’.

Staff is in full support of this request and would even suggest that the height of multifamily buildings be allowed up to four stories to ensure that a higher quality product is being provided in the town. The requested amendment reads as follows:

Article 9.4.3 Multi-Family Building Type as follows:

(A) Permitted Height and Encroachments.

(4) Buildings shall have no less than 2 stories with a ~~maximum vertical height limit~~ of ~~36’~~ **41’ (applicants request) (4-stories staff’s recommendation)**. Additionally, property that is located within the Mixed-Use 2 (MU-2 district and has frontage on or is within a mixed-use project that has frontage on Highway 74 may have a vertical height limit of 50 feet.

Height for other building types within the MU-2 district are as follows:

Highway Building	50’
Urban Workplace	3 Stories
Civic Building	45’
Shop Front Building	45’

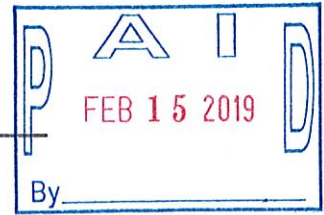
Allowing the needed height of 41' or 4 stories will be in keeping with the building form desired for the Mixed-Use districts.

The Planning Board reviewed this request at their February 19, 2019 meeting and unanimously recommended approval.



Town of  
**Stallings**

315 Stallings Road • Stallings, North Carolina 28104



**Application Type:** Text Amendment

Application Number (Staff): \_\_\_\_\_ Date Filed: \_\_\_\_\_

Hearing Date(s): \_\_\_\_\_

**Applicant Information:**

Name: Terwilliger Pappas Multi-Family Partners, LLC Phone #: 704-716-3917

Address: 4777 Sharon Road, Suite 550, Charlotte, NC 28201-0101

Email: cmiller@terwilligerpappas.com

**Proposed Text Amendment Including Article and Section Numbers:**

**See Attachment A**

\_\_\_\_\_  
-  
\_\_\_\_\_  
-  
\_\_\_\_\_  
-  
\_\_\_\_\_  
-  
\_\_\_\_\_

Please comment on the following statement:

- In order to maintain sound, stable and desirable development within the planning jurisdiction of the Town of Stallings, it is intended that this ordinance not be amended except:
  - To correct manifest error in the ordinance;
  - Because of changed or changing conditions in a particular neighborhood or community as a whole; or
  - To promote and forward the purposes of the adopted Stallings Land Use Plan.
- It is the further intent of this ordinance that if amended it will promote the general health, safety and welfare of the citizens of Stallings.

Completed requests must be filed with the Planning Office no later than the first business day of the month in order to be placed on the Planning Board and Town council agenda (see

attached schedule). For additional information or assistance, call the Town of Stallings Planning Office at (704)821-8557.

Applicant Signature \_\_\_\_\_ Date \_\_\_\_\_

**ATTACHMENT A  
TO TEXT AMENDMENT**

**Ordinance:** Stallings Development Ordinance

**Article/Section:**

Article 9 – BUILDING AND LOT TYPE STANDARDS& SPECIFICATIONS -Section 9.4-3, Multi-Family Building Type Standards, Paragraph (A.), Permitted Height and Encroachments, subparagraph (4).

**Party Proposing the Amendment:**

Terwilliger Pappas Multi-Family Partners, LLC (“Applicant”) is proposing this Text Amendment.

**Reason for Requested Change:**

1. The proposed amendment is consistent with the purpose of the Stallings Development Ordinance (the “Ordinance”), as set forth in Article 1, “Purpose” for the following reasons:
  - a. Adaptation.

The option to increase the building height from 36’ to 41’ allows the building design to include higher ceilings, deeper roof pitches and taller windows. The increased building height is also more conducive to the installation of elevators within buildings. With these better design alternatives, multi-family housing will meet not only current but future market demands. Multi-family housing will also be more sustainable and will have a lifespan of more than one generation.
  - b. Intentional Development.

Providing the option of additional height for multi-family buildings creates the opportunity for better design alternatives. In a mixed-use context, well designed buildings benefit all components of the mixed-use development. In addition, elevators, while generally not economically feasible in a two-story building, are possible in a taller building and are a design element that is attractive to a wider margin of consumers. By intentionally developing the community, Stallings will be able to provide a diverse offering of housing choices that will attract people of all ages to Stallings.
  - c. Design Principles.

Incorporating design changes in multi-family housing allows the utilization of new and innovative design principles which make housing more attractive at key locations within Stallings. The higher elevations will allow for more attractive exterior elevations and interior features, such as deeper pitched roofs, higher ceilings and taller windows. These design changes in turn are more residential in nature and therefore are more compatible with surrounding residential neighborhoods.

2. The proposed amendment is consistent with the Comprehensive Land Use Plan, adopted November 27, 2017, and implemented in the Ordinance (the “Plan”) for the following reasons:

a. Intentional Approach to Development.

By providing the opportunity for better design alternatives in multi-family housing, the proposed changes will help Stallings grow jobs and the economy and improve and sustain quality of life.

b. Adherence to Guiding Principles of the Plan.

Including the higher elevations supports a high quality of life for its residents of all ages and promotes adherence to the following guiding principles of the Plan:

- Coordinated Growth
- Diversified Development
- Placemaking
- Destination Points
- Adaptive Community
- Regional Collaboration.

3. The proposed amendment supports sound, stable and desirable development within the planning jurisdiction of the Town of Stallings because it is necessary due to changing conditions in consumer preferences in connection with the design of multi-family housing. In addition, because it addresses changed conditions and better design, the proposed amendment will promote the general health, safety and welfare of the citizens of Stallings.

**Proposed Changes to the Ordinance:**

In order to accomplish this purpose, Applicant proposes the following changes to the Ordinance:

Amend Article 9 – BUILDING AND LOT TYPE STANDARDS & SPECIFICATIONS, Section 9.4-3, Multi-Family Building Type Standards, Paragraph (A.), Permitted Height and Encroachments, subparagraph (4.) as follows:

Original Language:

9.4-3 Multi-Family Building Type Standards.

(A.) Permitted Height and Encroachments.

(4.) Buildings shall have no less than 2 stories with a maximum of 36'. Additionally, property that is located within the Mixed Use 2 (MU-2) district and has frontage on or is within a mixed-use project that has frontage on Highway 74 may have a vertical height limit of 50 feet. (Amended May 14, 2018)



Proposed Language:

(4.) Buildings shall have no less than 2 stories with a maximum vertical height of 41'. Additionally, property that is located within the Mixed Use 2 (MU-2) district and has frontage on or is within a mixed-use project that has frontage on Highway 74 may have a vertical height limit of 50 feet.

Comparison version:

(4.) Buildings shall have no less than 2 stories with a maximum vertical height of ~~36~~41'. Additionally, property that is located within the Mixed Use 2 (MU-2) district and has frontage on or is within a mixed-use project that has frontage on Highway 74 may have a vertical height limit of 50 feet.



TX19.02.01

AN ORDINANCE AMENDING THE “STALLINGS DEVELOPMENT ORDINANCE”  
OF THE TOWN OF STALLINGS, NORTH CAROLINA

WHEREAS, on February 26, 2018 the Town Council adopted the new Stallings Development Ordinance; and,

WHEREAS, increased building height requirements are consistent with the 2017 Comprehensive Land Use Plan; and,

WHEREAS, in order to promote an intentional approach to development by providing an opportunity for better design alternatives in multi-family housing is recommended; and,

THEREFORE, THE TOWN COUNCIL OF THE TOWN OF STALLINGS DO  
ORDAIN AMENDING THE STALLINGS DEVELOPMENT ORDINANCE AS  
FOLLOWS:

ARTICLE 9 BUILDING AND LOT TYPE STANDARDS is hereby amended as follows:

9.4.3 Multi-Family Building Type as follows:

(A) Permitted Height and Encroachments.

- (4) Buildings shall have no less than 2 stories with a ~~maximum vertical~~ **height limit** of ~~36~~<sup>2</sup> **41**'. Additionally, property that is located within the Mixed-Use 2 (MU-2) district and has frontage on or is within a mixed-use project that has frontage on Highway 74 may have a vertical height limit of 50 feet.

This ordinance shall be effective immediately upon its adoption.

ADOPTED this the \_\_\_th day of \_\_\_\_\_, 2019.

---

Wyatt Dunn  
Mayor

---

Erinn Nichols  
Town Clerk



# MEMO

Agenda Item # 5

To: Town Council

From: Alex Sewell, Town Manager

Date: 3/5/19

RE: Powder-Coating: U-5808 – US 74 and Chestnut Parkway Superstreet Project

**Purpose:** This memorandum's purpose is to provide background and seek direction from the Town Council on potentially paying for DOT to powder coat a mast arm pole and 2 signal head pedestals as part of U-5808.

**Background:** DOT's U-5808/US 74 and Chestnut Parkway superstreet project is in both Indian Trail and Stallings. A map of the relevant area is enclosed for your review. Indian Trail has decided to pay for DOT to powder coat several mast arm poles (on the map the ones on the right side labeled "Dual Mast Arm Pole..." And "60' Mast Arm Pole").

The DOT has enquired as to whether the Town would like to pay to have powder coat the mast arm pole and two signal head pedestals located within Stallings. These items are identified on the left side of the enclosed map. DOT estimates the cost to the Town at \$1,900.

**Timeline:** DOT is currently planning for a June 2021 let date. DOT has advised that they would need an answer by November 2020 at the latest.

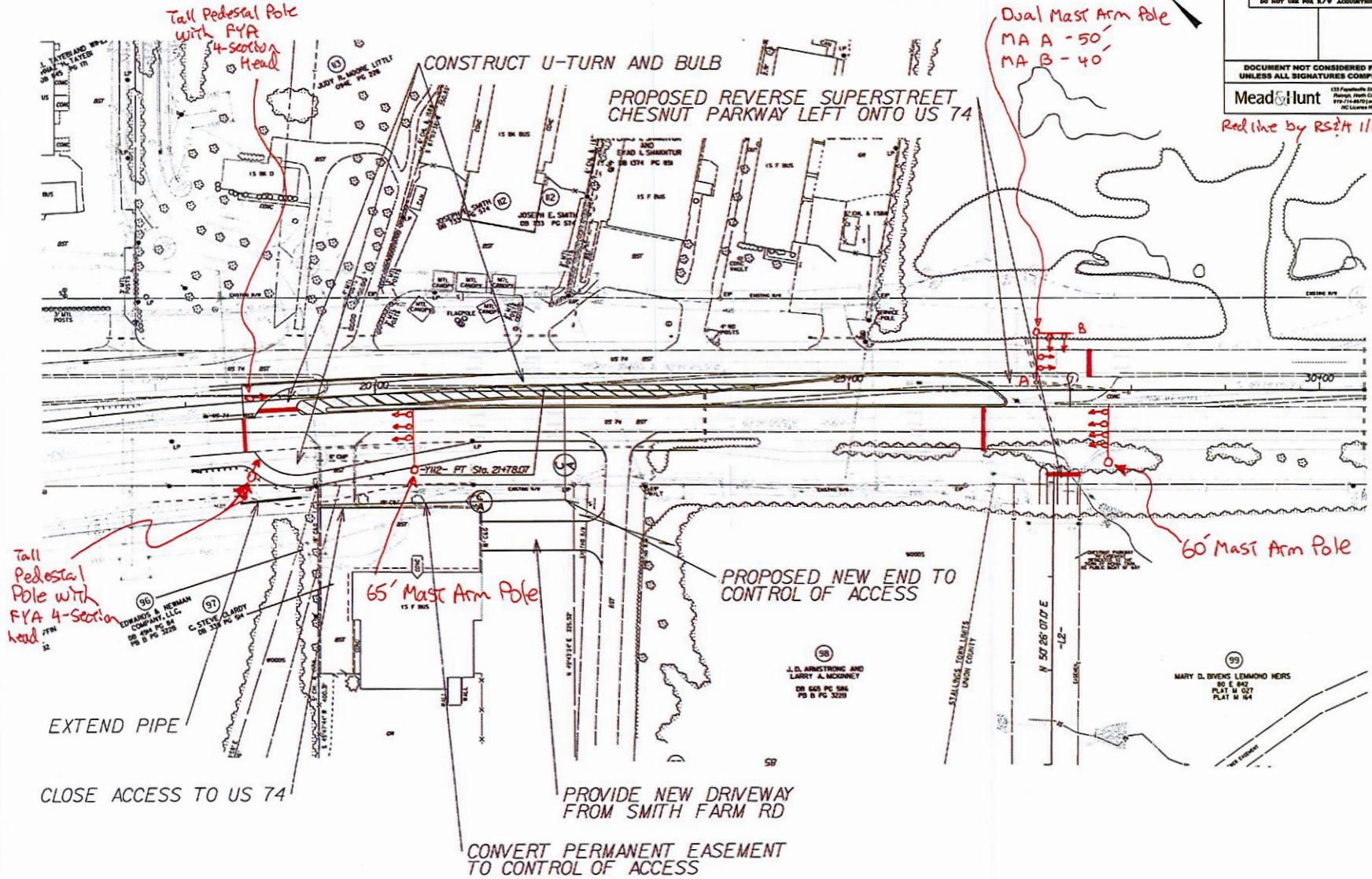
**Decision-Point:** Whether to agree to pay DOT to have the identified mast arm pole and 2 signal head pedestals powder coated.



04/17/19

PROJECT REFERENCE NO.	SHEET NO.
U-5808	7
REV SHEET NO.	
ROADWAY DESIGN ENGINEER	HYDRAULICS ENGINEER
INCOMPLETE PLANS DO NOT USE FOR A/F W. ACQUISITION	

# FUTURE CONSTRUCTION - CHESTNUT LANE CONNECTOR



DOCUMENT NOT CONSIDERED FINAL  
UNLESS ALL SIGNATURES COMPLETED

Mead & Hunt  
133 Fagundes Blvd. Suite 200  
Raleigh, North Carolina 27607  
919.721.8470 mead@mead.com  
NC License No. P-1228

Red line by RS&H 11/17/2019

REVISIONS

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# MEMO

To: Town Council  
From: Alex Sewell, Town Manager  
Date: 3/5/19  
RE: Farm Animals – Pig Situation Follow-up

**Purpose:** This memorandum's purpose is to provide an update regarding an ongoing code enforcement situation, provide requested information, and seek direction from the Town Council.

**Background:** Below is the relevant Town ordinance:

**§ 91.15 KEEPING OF CERTAIN ANIMALS PROHIBITED; EXCEPTIONS.**

(A) It shall be unlawful for any person to keep any horse, mule, donkey, pony, hog, cattle, sheep, chicken, turkey, goat or pig within the municipal limits of the town except on a residentially zoned parcel or tract of land two acres or greater in size. However, horses may be allowed on a residentially zoned parcel or tract one and one-half acres or greater in size. The list of animals provided above is not to be deemed all-inclusive.

(Ord. passed 6-26-95)

(B) (1) Any equine animal (horse, pony, donkey or mule) which is being kept on a parcel of land in violation of division (A) above may continue to be kept on the same parcel of land until either:

(a) The animal dies; or

(b) The animal is no longer kept on the parcel of land for more than 60 consecutive days.

(2) An animal may be kept pursuant to this section only if it has been registered on or before December 14, 2000. No animal may be substituted for an animal kept under this section.

(Ord. passed 11-13-2000; Am. Ord. passed 9-28-2009) Penalty, see § [10.99](#)

The Town received a complaint that two pigs were being kept at a home in Fairfield Plantation. The owner of the pigs requested that the Town Council change the Town ordinances so that her pigs, who are reportedly kept as pets, could remain at her residence.

The Town Council did not want to spend taxpayer resources in consideration of changing Town ordinances if the Fairfield Plantation HOA rules prohibited pet



pigs (i.e. the Town would expend resources but the pigs would still be prohibited by localized HOA rules). Enforcement was suspended until the Council could obtain this information.

As a result, the Town requested clarification from the Fairfield Plantation HOA as to whether pet pigs were allowed under HOA rules. The Fairfield Plantation HOA had an advisory referendum where residents voted as to whether the pig should be allowed. The majority supported allowing the pet pigs under HOA rules. Subsequently, the Fairfield Plantation HOA decided to deem pet pigs allowed under HOA rules and notified the Town of such.

Subsequently, the Town received information that the owner of the pigs had moved from the house subject to the original complaint. Based on this information, the Town considered the matter closed.

**Update:** A resident called the Town and communicated the pigs still lived in Fairfield Plantation and provided the address. The matter was referred the Code Enforcement officer who confirmed the address where the pet pigs are located. As such, the matter is being referred to the Council for direction.

In talking to our staff, they have informed me of a (somewhat) similar situation involving roosters that may be of interest to the Council. When the Fairhaven subdivision was developed, there was reportedly an issue with a rooster that was on then farmland near the subdivision. There were complaints and the owner requested the Town allow him to keep the rooster which the Town declined to do so. The rooster was ultimately removed after the Town started issuing significant fines to the owner. This is somewhat similar but also different in that the rooster was not a pet.

**Options:** Below is a list of options that staff have brainstormed – if there are any other viable options that are not listed below I would encourage you to share them.

**Option#1** – Make no changes to the Town ordinances and staff will enforce the Town ordinances prohibiting the pet pigs.

*Pros:*

- Sets clear approach that can be consistently applied in the future.
- Satisfies the original complainant.
- No new administrative resources need to be dedicated.

*Cons:*

- Will not satisfy the pig owner.
- Could receive negative media coverage (removing family pets).

Option #2 – Create a new ordinance allowing pet pigs.

Pros:

- Would satisfy current pig owners and others that may wish to keep pigs as pets.

Cons:

- What are the unintended consequences?
- Insufficient resources for rule enforcement - Union County Animal Control will not come out and pick up a pig (but would take a surrender).
- Town would potentially need to dedicate additional resources to administration of such a program (permitting, etc.).
- Would not satisfy original complainant.

Option #3 – Create a narrowly tailored ordinance applicable to the current pig owner's situation that would not create a larger system allowing pig ownership (For example, could potentially enact an ordinance where only allow pigs if presently owned on March 12, 2019 and allowed under HOA rules).

Pros:

- The moderate approach.
- Would satisfy current pig owners.

Cons:

- Would not satisfy original complainant.
- Does the Council want to set a precedent where we create a special ordinance for an individual situation?
- Resources dedicated to enacting this change.
- What are the unintended consequences?

**Erinn Nichols**

---

**From:** Alex Sewell  
**Sent:** Wednesday, March 6, 2019 1:29 PM  
**To:** Erinn Nichols  
**Subject:** Fwd: Fire Marshal Blasting Permit Requirements

Get [Outlook for iOS](#)

---

**From:** Melanie Cox <melanie@coxlawnc.com>  
**Sent:** Monday, March 4, 2019 4:29 PM  
**To:** Alex Sewell  
**Subject:** RE: Fire Marshal Blasting Permit Requirements

Alex,

Before advising whether or not the Town should adopt a blasting ordinance, I am curious as to how the topic came up – ie why is there a concern for a need? Are there questions or concerns from residents re the blasting or noise? Since the Fire Marshall through Union County currently requires a permit, I think it would be both duplicative and unadvisable for the Town to do the same. The more involved we are in the process/permitting, the more liability could potentially fall into our laps. At this point I am more concerned about the liability issue and would advise against adopting an ordinance as I don't think we could add any more than Union County currently does, with the exception of requiring the applicant to notify adjacent property owners.

Let me know if you want to discuss further.

Thank you,

Melanie D. Cox  
Attorney



400 N. Broome Street, Suite 100  
P.O. Box 178



Waxhaw, NC 28173

Telephone: (704) 243-9693

Email: [melanie@coxlawnc.com](mailto:melanie@coxlawnc.com)

\*\*\*\*\*

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To ensure compliance with the requirements imposed by the IRS, we inform you that any U.S. federal tax advice contained in this communication (including the attachments) is not intended or written to be used, for the purpose of (a) avoiding penalties under the Internal Revenue Code or (b) promoting, marketing or recommending to another party any transaction or tax-related matters. To provide you with a communication that could be used to avoid penalties under the Internal Revenue Code will necessarily entail additional investigations, analysis and conclusions on our part.

---

**From:** Alex Sewell <[asewell@stallingsnc.org](mailto:asewell@stallingsnc.org)>  
**Sent:** Monday, March 04, 2019 3:41 PM  
**To:** Melanie Cox <[melanie@coxlawnc.com](mailto:melanie@coxlawnc.com)>  
**Subject:** FW: Fire Marshal Blasting Permit Requirements

 **§ 150.079 BLASTING.**

- (A) Blasting permits are issued by the Union County Fire Marshal.
  
- (B) Any applicant for a blasting permit shall submit a copy of said application to the village along with a certificate of insurance evidencing all insurances carried by the applicant.
  
- (C) After receipt of blasting permit from the Union County Fire Marshal, the applicant shall notify in writing the village and all occupants and owners of residences and businesses adjoining the property where the blasting will occur of the intention to use explosives at least 48 hours before each blast.

(Ord. OR-2014-07-03, passed 7-8-2014)



**M. Alexander Sewell, Esq.**  
**Town Manager**  
**Town of Stallings**

**M. Alexander Sewell, Esq.**  
**Town Manager**



**Town of Stallings**  
**(704) 821-0314**

**\*Pursuant to Chapter 132 of the North Carolina General Statutes, this email message and any attachments hereto, as well as any electronic mail message(s) that may be sent in response to it may be considered a public record(s) and as such are subject to request and review in accordance with the law.**

**From:** John Martin <jmartin@stallingsnc.org>  
**Sent:** Saturday, March 2, 2019 9:39 AM  
**To:** Alex Sewell <asewell@stallingsnc.org>  
**Subject:** Re: Blasting ordinances in Indian Trail?

**¶ § 150.079 BLASTING.**

- (A) Blasting permits are issued by the Union County Fire Marshal.
- (B) Any applicant for a blasting permit shall submit a copy of said application to the village along with a certificate of insurance evidencing all insurances carried by the applicant.
- (C) After receipt of blasting permit from the Union County Fire Marshal, the applicant shall notify in writing the village and all occupants and owners of residences and businesses adjoining the property where the blasting will occur of the intention to use explosives at least 48 hours before each blast.

(Ord. OR-2014-07-03, passed 7-8-2014)

STATE OF NORTH CAROLINA )  
 )  
TOWN OF INDIAN TRAIL )

ORDINANCE #0180327-284

**TOWN OF INDIAN TRAIL BLASTING ORDINANCE  
(NCDOT-SECTION 220 18 BLASTING)**

**WHEREAS**, the Town of Indian Trail, North Carolina, desires to establish procedures for blasting within the municipal limits of Indian Trail when used to excavate, break up or remove rock, construct stable rock cut slopes or for any other approved reason; and,

**NOW, THEREFORE, IT SHALL BE RESOLVED** by the Town Council of the Town of Indian Trail that responsible persons "Blasters in Charge" shall adhere to the following standards:

1. **DESCRIPTION** Use blasting as needed to excavate, break up or remove rock, construct stable rock cut slopes and for other approved reasons. This section applies to all types of blasting including production, controlled, cushion, trim, trench and secondary blasting. See NCDOT Article 410-9 for blasting adjacent to highway structures.
  1. Provide blasting plans, blast monitoring and post-blast reports;
  2. Perform blasting in accordance with the project contract, accepted submittals and as directed;
  3. Use a prequalified Blasting Contractor for blasting.
  
2. **CONSTRUCTION METHODS** Notify in writing the Town Engineer and all occupants and owners of residences, businesses and utilities near where blasting will occur (within 1000 feet of the proposed blast) of the intention to use explosives. Inform the Town Engineer, occupants and owners of blasting at least one business day in advance of blasting where "business day" is defined as Monday thru Friday, excluding Bank Holidays. The Town will provide notice to residents as it deems appropriate. When blasting in the vicinity of an open travel-way, provide traffic control in accordance with the contract and NCDOT Section 1101. Control blasting to avoid endangering lives or damaging property. The Contractor is responsible for any injuries and damages due to blasting in accordance with NCDOT Article 107-11 except for damage to wells and springs, unless the Contractor did not use reasonable care to prevent such damage.
  1. Exercise the utmost care when blasting near sensitive environmental or populated areas, urban or sensitive communities or historical structures.
  2. Comply with all the latest applicable Federal, State and local codes, laws and regulations, as well as professional society standards for the storage, transportation and use of explosives.
  3. Keep a copy of all regulations on site and in case of conflict, the more stringent applies.
  4. Blasting shall be limited to days of clear-to-partly cloudy skies with increasing surface temperature and light wind.

**NCDOT 2012 Standard Specifications Section 220 2-9**

**(A) Vibration and Air Overpressure Limits:** per NCDOT Section 220 18 Blasting.

1. **Blasting Plan** Submit a proposed blasting plan signed by the Blaster-in-Charge for all blasting for acceptance. Acceptance of this plan does not relieve the Contractor of responsibility and liability for blasting in accordance with the contract. Submit PDF copy of the blasting plan at least 30 days

before starting blasting. Do not deliver explosives to the project site or begin blasting until a blasting plan is accepted. The Town Engineer will suspend blasting until a Blasting Plan is submitted.

(B) **Blast Monitoring:** Monitor blasts using seismographs capable of measuring air overpressure and vibration in the vertical, longitudinal and transverse directions. At a minimum, monitor vibration and air-overpressure at the closest structure to each blast and the closest structure in the direction of each blast in accordance with the accepted blasting plan. Include the following in post-blast reports for each blast monitoring location:

1. Type, identification and specific location of seismograph,
2. Distance and direction from blast,
3. PPV in each direction and peak vector sum, and
4. Maximum air overpressure level.

(C) **Blasting Requirements** per NCDOT Section 220 18 Blasting.

(D) **Post-Blast Report** per NCDOT Section 220 18 Blasting.

(E) **Blast Damage Report** If damage occurs from blasting, notify the Project Engineer immediately and submit a blast damage report with the post-blast report that includes the following:

1. Property owner's and injured person's, if any, names, addresses and telephone numbers;
2. Details and description of property damage and injury, if any, with photographs or video; and
3. Any associated tort claims, complaint letters and other applicable information.

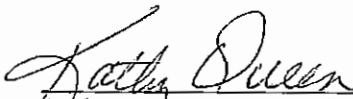
The Ordinance will be effective immediately upon adoption.

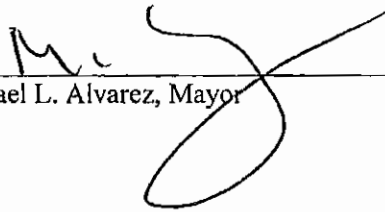
AND SO IT IS ORDAINED THIS 27 DAY OF MARCH, 2018.

TOWN COUNCIL OF INDIAN TRAIL

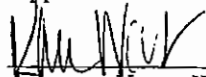


Attest

  
Kathy Queen, Town Clerk

  
Michael L. Alvarez, Mayor

Approved as to Form

  
Attorney Karen Wolter

**CHAPTER 95: DUST**

**§ 95.01 DUST AND RELATED MATERIAL.**

No person shall discharge into the atmosphere dust in such quantities or of such toxic or corrosive nature that may be injurious to humans or animals or may cause damage to the property of others.

**§ 95.02 NUISANCE.**

No person shall cause, suffer, allow, or permit the discharge from any source whatsoever such quantities of air contaminants or other material which cause injury, detriment, nuisance, or annoyance to any number of persons or to the public or which endanger the comfort, repose, health, or safety of any such persons or the public or which cause or have a natural tendency to cause injury or damage to business or property.

**§ 95.03 TOWN MANAGER AUTHORIZED.**

(A) The Town Manager, or designee, is authorized to adopt, amend, and repeal standards and provisions governing the control of dust for construction, destruction or development projects. The standards and provisions shall, among other things identify those activities that:

- a. Require submission to the Town of a dust control plan;
- b. Do not require a dust control plan but must be done in accordance with the standards set forth in the standards and provisions; and
- c. Are exempt.

(B) The standards and provisions shall also address emergency situations and activities.

**§ 95.04 PERFORMANCE GUARANTEES AND INSURANCE.**

Appropriate insurance may be required in an amount prescribed by the Town sufficient to provide for any damages caused to third parties due to the failure to comply with an approved dust control plan and/or any adopted standards and provisions as authorized by this Chapter.

**§ 95.05 ADMINISTRATION AND ENFORCEMENT.**

- (A) These regulations shall be administered and enforced by the Town Manager, or his or her designee.
- (B) A violation of this subchapter shall not constitute a misdemeanor or infraction punishable under G.S. § 14-4. Any person who violates this subchapter may be subject to all civil and equitable remedies stated in G.S. § 160A-175. Notwithstanding the foregoing, the violation of a stop work order issued pursuant to § 95.06 shall constitute a misdemeanor punishable under G.S. § 14-4.
- (C) In the event of a violation of §95.02 above, the Town may utilize abatement procedures as authorized by G.S. § 160A-193 and as articulated in Chapter 91 of this Code of Ordinances.
- (D) Violations of these regulations may be enforced by the following civil penalties:
  - a. First violation: \$100.
  - b. Second repeat violation: \$250.
  - c. Third and more repeat violations: \$500.
- (E) Civil penalties authorized by this section may be assessed against the party on whose behalf work is being performed and against the contractor or subcontractor who is performing such work.
- (F) Civil penalties not paid within 30 days will be assessed a late fee of 1% of the unpaid balance per month.

**§ 95.06 ADMINISTRATIVE ENFORCEMENT.**

***Stop work orders.*** A stop work order shall be in writing, state the work to be stopped, state the reasons therefore, and state the conditions under which the work may be resumed. A stop work order may be issued for, but is not limited to:

- (A) A violation of §95.01 and 95.02 above;
- (B) A failure to submit a required dust control plan;
- (C) Violation of any adopted standards and provisions as authorized by these regulations;

**§ 95.07 APPEALS.**

- (A) Any person whose dust control plan has been denied or who has been assessed a civil penalty may appeal such decision in writing within ten days after notice of such denial or civil penalty assessment. Appeals shall be heard by the Town Manager or the Town Manager's designee. The appellant shall have the right to present evidence at the hearing and a written ruling on the appeal will be issued.

(B) A ruling on appeal is subject to review in the Superior Court of Mecklenburg County by proceedings in the nature of certiorari. Any petition for writ of certiorari for review shall be filed with the Clerk of Superior Court within 30 days after notice of the decision has been sent to the appellant.

**TOWN OF INDIAN TRAIL**

\_\_\_\_\_  
Michael L. Alvarez, Mayor

***ATTEST:***

\_\_\_\_\_  
Kathy Queen, Town Clerk

***APPROVED AS TO FORM***

\_\_\_\_\_  
Karen Wolter, Town Attorney



**FY 2019-20 TOWN COUNCIL PRIORITIES**

**(with proposed first step action items)**

1.) Fiscal Responsibility

- a. Conduct Town business in a fiscally responsible manner
  - i. ACTION ITEM: Adopt a balanced budget and maintain required fund balance reserve levels.
  - ii. ACTORS: Town Council, staff.
- b. Secure the hotel tax
  - i. ACTION ITEM: Provide draft bill to Rep. Arp's office
  - ii. ACTOR: Town Manager, Town Attorney
- c. Create a long-range financial plan for town operations and capital needs
  - i. ACTION ITEM: Present first generation model to Council during budget process
  - ii. ACTOR: Town Manager, Finance Officer

2.) Plan Implementation

- a. Implement the UDO and Small Area Plans
  - i. ACTION ITEM: Continue to implement the UDO and SAPs in accordance with the Council adopted documents.
  - ii. ACTOR: Planning Director, Town Council, Town Manager
- b. Adopt and prepare to implement the Parks & Recreation Master Plan
  - i. ACTION ITEM: Adopt Greenway Plan
  - ii. ACTOR: Town Council



### 3.) Improve Transportation Network

- a. Implement the greenway/sidewalk plan
  - i. ACTION ITEM: Identify potential funding options
  - ii. ACTOR: Town Council, Town Manager
- b. Participate in TCC and CRTPO to gain funding
  - i. ACTION ITEM: Continue to ensure 100% attendance at TCC and TAC meetings
  - ii. ACTOR: Town Engineer(s), Town Manager, Council-appointed delegate

### 4.) Economic Development

- a. Explore Public Private Partnerships
  - i. ACTION ITEM: Present informational presentation to Council.
  - ii. ACTOR: Planning Director

### 5.) Public Engagement

- a. Put on a holiday parade
  - i. ACTION ITEM: Town Manager, Police Chief, and P/R Director meet with Mayor to understand vision then follow-up with Council with feasibility analysis
  - ii. ACTORS: Mayor, Town Manager, Police Chief, and P/R Director
- b. Conduct a citizens academy
  - i. ACTION ITEM: Council-designated point-person will research and organize academy in coordination with staff
  - ii. ACTORS: Council-designated point-person, Staff



TO: Mayor Dunn; Town Council  
FR: Alex Sewell  
DATE: 3/6/19  
RE: Police Chief Hiring Process

---

**Purpose:** This memorandum's purpose is to update the Town Council on the planned best-practices approach to the Police Chief hiring process.

**Background:** Stallings Police Chief Minor Plyler announced his retirement effective March 29, 2019. Chief Plyler has led the SPD with integrity, accountability, competency, and established a clear vision for the SPD as a department that focuses on community policing. With Chief Plyler's impending retirement, finding a best-practices approach to selection of a permanent leader is a top priority.

**Permanent Hire Decision Significance:** Hiring a Police Chief is one of, if not the, most important action a Town Manager will make. Having the wrong leadership in charge of a police department can be disastrous not just for a police department and local government as an organization, but for the community overall. Having the wrong leadership can setback a police department for a decade.

Given the importance of this decision, the Town Manager has sought to establish a selection process based on only the absolute best practices available. While having excellent process does not guarantee an excellent outcome each time, it significantly increases the likelihood that SPD's next leader will be both well-qualified and a good fit.

**Best Practices Process Identified:** After over 6 months of extensive research, the Town Manager has identified the best practice approach. Specifically, this is using a process conducted by North Carolina based consultant Developmental Associates which specializes in assisting communities select Public Safety executives. Such a process includes opportunity for input – from the public, Town Council, Chief Plyler, and SPD officers, networking and recruitment, multiple screenings, emotional assessments, an assessment center designed to measure the skills, abilities, and knowledge that are needed for success in the Stallings' position, and coaching for successful and unsuccessful candidates.

This process is customizable to meet exactly what Stallings' needs. Another positive aspect is that Developmental Associates does not try to steer you toward one candidate over the other – they simply provide the data necessary for a Town Manager to make an informed decision.

During the 3/11/19 Council meeting, please allow me to walk the Council through this process and provide the enclosed contract.

Below is a listing of their clients over the past four years. Please note that this group does other positions as well but here are the positions related to public safety. For example, the Town of Matthews has used Developmental Associates for their Assistant Town Manager position and is currently using them for their Finance Officer position.

#### **Local Governments**

- The Town of Matthews (Fire Chief – Police Chief)
- The City of Winston Salem (both Police [2] and Fire Chief)
- The City of Fayetteville (Police Chief [2])
- The City of Burlington (Police Chief)
- The City of Greensboro (Police Chief)
- The Town of Southern Pines (Police Chief)
- The City of Wilson (Police Chief)
- The City of Aberdeen (Police Chief)
- The Town of Carrboro (both Police and Fire Chief)
- The City of Brevard (Police Chief)
- The City of Clinton (both Police and Fire Chief)
- The City of Reidsville (Police Chief)
- The City of Hendersonville (Fire Chief)
- The City of Spartanburg (SC) (Police Chief)
- The Town of Chapel Hill (both Police and Fire Chief)
- The City of Kinston (Police Chief)
- The City of Durham (Police Chief)
- The Town of Morrisville (both Police and Fire Chief)
- Town of Clayton (Police Chief) – in process
- The City of Statesboro, Georgia (Police Chief)
- The City of Williamsburg, Virginia (Police Chief)
- The City of Newport News, Virginia (Police Chief)
- The City of Danville, Virginia (Police Chief)

#### **Universities (all Police Chiefs)**

- NC State University
- UNC Asheville
- East Carolina University
- UNC School of the Arts
- UNC Pembroke
- Fayetteville State University
- Elizabeth City State University
- Guilford Technical Community College

#### **Promotional processes**

- City of Greenville Police Department
- Charlotte Mecklenburg Police Department

- Town of Apex Police Department
- City of Wilmington Police Department
- The City of Burlington Police Department
- City of Fayetteville Police Department
- The Winston Salem Fire Department
- City of Raleigh Police and Fire Departments
- The City of Brevard Police Department
- The Town of Southern Pines Police Department
- UNC Chapel Hill Police Department
- NCSU Police Department
- Town of Garner Police Department
- Duke University Police Department
- City of Asheboro Police Department
- UNC Asheville Police Department
- UNC Wilmington Police Department

I did extensive research on references – both listed by them and unlisted including talking Town Managers, candidates who have gone through the process, assessors, and even a competitor. Without exception, the references were positive. Here is a snapshot of the feedback I received from different individuals and organizations.

- *Not the cheapest but we have used them repeatedly because they get the best results in my experience. The staff we've hired using them are excellent – like top 5% of our workforce.*
- *I really believe in their process. I've been through every side of the experience as a candidate, been a part of hiring them to run processes, and served as an assessor on the panels. We've used them for Fire Chief, Police Chief, and several other positions. It's very thorough and you definitely get an accurate sense of who you are dealing with regarding the candidates – especially with the emotional assessment. They are very talented in reading those emotional assessments and how they read people and how they will approach situations. They are not cheap but our board is really impressed by the results. They are better than anyone else.*
- *I have used them several times. The results are excellent. Their staff is professional and unlike some of the other national search firms, I have used, they truly understand the culture in North Carolina.*
- *We've used them on a number of recruitments including police chief and have been thrilled with their work. For North Carolina, I believe that because of the team they have assembled that they are the best when it comes to the police chief selection processes, especially for small to medium sized places. It's a huge commitment of resources but they do an amazing job. The emotional intelligence work is incredibly beneficial to narrowing down candidates and when you get to a decision point, it's so right-on it's amazing.*

- *Our organization has hired them for searches of all department heads and Town Managers since 2008 or 2009. Pleased with the results. It's expensive so we don't use the full process for every opening. They are the best firm I've worked with.*
- *There are a several firms that do good work with assessment centers but they really separate themselves with the emotional knowledge testing expertise.*
- *Very impressive. We've used them for a variety of high-profile positions including Planning, Police Chief, and Solid Waste Director. They really have the market corned with assessment centers – they are able to take real world North Carolina situations and develop them into actual assessment center exercises designed to really assess the skills, knowledge, and abilities of candidates. They do a great job not just with the selection but also the candidates who don't get it. A lot of times you put your heart and soul into getting a job and don't get it and you wonder why. They are willing to set down and provide really useful feedback for candidates that don't get the job.*

**Monetary Considerations:** Staff negotiated down the base rate down over 8% to \$17,500.

Please see the attached contract for a full breakdown of fees. If inflation is factored in, this base rate price is actually cheaper than the Town of Matthews paid for the same search. The Town can pay for this using the Manager's discretionary funding over the course of two fiscal years (FY 18-19 and FY 19-20). Additional costs with developmental associates include costs of emotional testing and personalized coaching sessions (if applicable). Other additional costs for the process not with Developmental Associates include items like food for the assessment center, travel expenses for any out-of-Town candidates, and of course a thorough background check.





February 25, 2019

Alex Sewell  
Stallings Town Manager  
315 Stallings Road  
Stallings, North Carolina 28104

Dear Alex:

Less than two years ago, I was dismayed when a city announced the hiring of a new Chief of Police. That municipality used a large national search firm to recruit candidates. I was aware of some strong candidates in their pool. Yet, the candidate they selected lacked significant skills in community engagement, managing staff, and writing. Eighteen months later, he was terminated by the same Manager that had hired him.

Why could the Manager not see the limitations of that top candidate? The Manager thought he could evaluate candidate competencies by relying on a traditional interview approach. *The interview is a very limited tool for evaluating candidates for such a critical position.* In this case, the Manager and his team of interviewers were impressed with the depth of experience and the personable nature of this candidate – competencies that an interview can elicit. But, the interview is incapable of providing the opportunity to directly observe more critical managerial competencies, such as leadership, interpersonal, presentation, writing, supervisory, and meeting facilitation skills. Employers often assume that a personable, knowledgeable and experienced candidate has these other competencies – all too often, that is not the case.

We knew about this candidate's limitations because he had participated in one of our processes for another municipality. We could observe these limitations because we use a more rigorous approach to assess candidates. This approach has been imminently successful. Our success stems from relying on more objective, systematic, and accurate methods to recruit, screen, and evaluate candidates that we call *Talent Identification and Assessment*. You will note as you review our proposal, that this approach reduces guesswork, and provides you with more complete and reliable information about the candidates.

We have a proven track record of performance. **Over the last five years we have provided a substantial number of search processes for all types of positions, but especially for public safety chiefs.** On pages 11-12 we itemize over twenty (20) search processes we have conducted for Chiefs of Police and Fire. For many years we focused exclusively on North Carolina, but now we are expanding into the region. For example, we helped Williamsburg, Virginia, Spartanburg, South Carolina and Statesboro, Georgia all hire outstanding Chiefs. In almost half of these twenty searches, the successful candidate was recruited from outside North Carolina. We also are proud of our diversity record in recruiting and hiring chiefs. For example, over the last two years our clients have selected four African-American female candidates to be chiefs.

Meanwhile we have administered multiple promotional processes to over fifteen (15) departments including some of the largest police departments in North Carolina – the Charlotte-Mecklenburg, and the Fayetteville Police Departments and the Winston Salem and Raleigh Fire Departments. During that time, we have had no grievances associated with our work and, by all accounts, our placements are performing well – in some cases, brilliantly.

**Our approach has two goals. First, we intend to provide you with high quality candidates from a national, regional and statewide recruiting base.**

We provide four methods of recruitment. First, we **target individuals** with whom we have worked directly. Having worked with thousands of public safety managers through our consulting and training, we are well connected to the leading candidates in the state and in the region. Moreover, during the last few years we have conducted numerous searches for law enforcement service executives and have established national contacts through those processes. Moreover, our work with large City police department promotional processes provides us with comprehensive information about the capacity of a number of candidates whose credentials and experience would be suitable for the Town. Retired **Chief Pat Bazemore** from the Cary Police Department would serve as our primary recruiter.

Second, we make **individual contacts through social media.** We maintain lists of hundreds of public safety managers that we can contact with email blasts, Facebook, and LinkedIn notices.

Third, we know how to make the best use of the most widely referenced **professional journals and websites.** We can enhance the information provided to those sites by relying on a comprehensive study of the position and the organization that enables us to craft attractive, realistic, and comprehensive postings.

Fourth, we have established a **national network** through our contract with NEOGOV, the number one HR application to governments nationwide. This service enables us to provide recruitment and applicant tracking solutions on a national level. We supplement that through



our long-term affiliations with the International Association of Police Chiefs and the NC Police Chiefs Association.

**Second, we provide you the most in-depth and accurate information possible about the top candidates for this position to enable you to make the most informed decisions possible.**

It is **essential** to rely on three common and very comfortable methods as a part of the selection process: 1) reviews of resumes, 2) reference and background checks, and 3) interviews.

*Nevertheless, these are the three **least** accurate methods for determining the true competencies of candidates.* One of many reasons for the limitations of these methods is that they rely mostly on indirect or inferential data. For example, resumes tell us what the candidate has done, but not how well he/she has performed. References rely on third-party observations that have often been shown to be unreliable. Interviews, when conducted in a systematic and behavioral-based fashion, can reveal certain key attributes: knowledge, verbal communication skills, and judgment (when situational questions are included). *Interviews, however, are not able to directly verify other critical skills, such as conflict resolution, project planning, meeting or group facilitation, leadership style, problem solving, writing, or even presentation skills.*

Assessment center processes and certain psychometric tests are of greater validity than the traditional three methods alone. Developmental Associates promotes the use of assessment centers in conjunction with other methods. In these processes, we design exercises that simulate the responsibilities of the position, such as making board presentations, developing written project plans, facilitating staff meetings, conducting performance-based role plays, and facilitating community meetings to directly observe the skills of candidates. We independently supplement this first-hand assessment with the Emotional Intelligence Inventory (EQi 2.0) to validate what we have observed in the assessment center process. This additive combination of two highly valid methods, coupled with traditional methods, greatly enhances the accuracy and depth of information we can provide you.

Thank you for considering our services Alex! We would be delighted to work with you on this most critical process.

Sincerely,



Stephen K. Straus, Ph.D.  
President - Developmental Associates, LLC



**PROPOSAL: THE TOWN OF STALLINGS  
RECRUITMENT, SCREENING, AND SELECTION PROCESS:  
POLICE CHIEF**

**February 25, 2019**

<u>PROPOSAL CONTENTS</u>	<u>PAGES</u>
<u>SECTION I: PROPOSED SERVICES, SCHEDULE, AND FEES</u>	
A. <i>Scope of Services</i>	<i>pages 5-8</i>
• <i>Emotional Intelligence Factors</i>	<i>page 9</i>
• <i>Our Fees for this Project</i>	<i>page 10</i>
<u>SECTION II: OVERVIEW OF FIRM</u>	
A. <i>Firm History and Experience</i>	<i>page 11-12</i>
B. <i>A New Approach to Executive Assessment</i>	<i>page 13</i>
C. <i>Our Recent Clients</i>	<i>page 14-15</i>
D. <i>References</i>	<i>pages 15-16</i>
E. <i>The Values of Developmental Associates</i>	<i>page 17</i>
F. <i>Assurance of Compliance with Applicable Laws</i>	<i>page 18</i>
 <u>SECTION III: Resume of Lead Consultant</u>	 <i>pages 19-23</i>

**HIRE WITH CONFIDENCE PLEDGE**

If Developmental Associates is responsible for recruiting and screening candidates, we guarantee that the client will find a candidate that it can hire with confidence. If the selected candidate does not continue employment for at least one year of service, Developmental Associates pledges to provide all of the services originally agreed upon with the client for no additional charge other than expenses, such as administering the Emotional Intelligence Inventory (EQi) to candidates approved by the client. Developmental Associates would continue to provide these services until the client selects a candidate it can "hire with confidence". Developmental Associates does not maintain this pledge if it is not responsible for the recruitment and screening for the position.

The information provided herein by Developmental Associates, LLC. is proprietary and confidential, offered to the recipient solely for the purpose of evaluating its service proposal. This information should not be disclosed to anyone outside the decision-making group without the company's prior authorization.

## SECTION I: SCOPE OF SERVICES

### TOWN OF STALLINGS POLICE CHIEF RECRUITMENT AND SELECTION Scope of Services

*Directions: Below are the steps we recommend and the timeline for completing each step. **We have identified dates in red that would require meetings with the Town Manager.***

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	PROPOSED DATES
<p><b>Steps 1: Conduct job and organizational analyses</b> to identify expectations and competencies for the position by meeting with groups, such as the following (as determined by the Manager):</p> <ul style="list-style-type: none"> <li>▪ Command staff in the SPD</li> <li>▪ Sergeants and officers in the SPD</li> <li>▪ Town Managers' Office</li> <li>▪ Citizen groups</li> <li>▪ Others identified by the Manager</li> </ul>	<ol style="list-style-type: none"> <li>1) Provides a foundation for defining the competencies sought in recruitment and in designing the selection process.</li> <li>2) Builds stakeholder buy-in and perspective into the selection process.</li> <li>3) Conducting a job analysis is essential for legal defensibility.</li> <li>4) Conducting the organizational analyses identifies future challenges for a proactive Police Chief.</li> </ol>	<p><b>Day 1</b></p>
<p><b>Step 2: Build a candidate profile and post written job advertisements</b> in leading professional journals, newspapers, and websites.</p>	<ol style="list-style-type: none"> <li>1) Written ads for both print and online publications will typically generate the largest number of applications.</li> <li>2) DA would design an attractive an engaging ad for review by the Town Manager.</li> <li>3) As the employing agency, the Town would need to post the ads after they have been developed.</li> </ol>	<p>Post by Day 3</p>
<p><b>Step 3: Conduct targeted recruitment of leading candidates:</b></p>	<ol style="list-style-type: none"> <li>1) We have direct access to several hundred Police Chiefs as well as other local government executives across the country. We will send out a mass email to all of these executives, but also make direct contact with a number of those that we think would be a particularly good fit with the Town of Stallings.</li> <li>2) By targeting candidates and making individual contacts, Developmental Associates can supplement the candidate pool with managers with excellent credentials.</li> <li>3) Pat Bazemore recently retired Police Chief with the Cary Police Department. would conduct the targeted recruitment.</li> </ol>	<p>Completed by Day 33</p>



STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	DATES
<p><b>Step 4: Conduct initial (first) level screen</b> of candidate applications/resumes</p>	<ol style="list-style-type: none"> <li>1) First level screening involves a structured process for evaluating resumes and supporting documents. We require all candidates to post their applications through NEOGOV to ensure they are responding to the specific requirements of the position and not just submitting a general resume.</li> <li>2) We will present a spreadsheet evaluating and scoring how well each candidate meets the screening criteria.</li> <li>3) The job analysis provides the basis for developing a structured screening guide to ensure consistent application of the selection criteria to each resume.</li> <li>4) This stage will enable the Town to narrow the field of candidates to a number that can be screened more intensively (through the secondary screening process described below).</li> </ol>	<p>About Day 35</p>
<p><b>Step 5: Conduct second level screening</b> of candidates for the position. The exact methods will depend on the job analysis but would include some of the following approaches:</p> <ul style="list-style-type: none"> <li>▪ Telephone interviews</li> <li>▪ Emotional Intelligence (EQi) testing</li> <li>▪ We will conduct a media (Google) search (mentions of candidates in the news media) of all candidates that pass this stage of the screening process.</li> </ul>	<ol style="list-style-type: none"> <li>1) Such advanced screening methods are useful when there is a large group of qualified candidates or the Town is unfamiliar with many of the candidates.</li> <li>2) The screening method would be driven by the job analyses (Step 1).</li> <li>3) Upon completion the Manager would be ready to identify the finalists (up to 6) to invite to the final assessment process.</li> <li>4) At the Manager’s discretion up to two alternates could be identified in the event any of the original candidates withdraw.</li> </ol>	<p>About Day 50</p>
<p><b>Step 6: Design hiring process</b></p>	<ol style="list-style-type: none"> <li>1) The hiring process should be valid (job related) to identify the best candidates.</li> <li>2) The hiring process should provide an opportunity to assess the most critical competencies required for the position including the ability of the candidate to meet the primary law enforcement service challenges facing the Town.</li> <li>3) The hiring process should assess Emotional Intelligence (EI) as well as Cognitive Intelligence (IQ) and technical skills.</li> </ol>	<p>Completed by Day 50</p>

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	DATES
<p><b>Step 7: Recruit assessors</b> to evaluate the candidates (Assessors are identified and approved by the Manager)</p>	<ol style="list-style-type: none"> <li>1) The types of assessors recruited depend upon the types of exercises the candidates would perform. Assessors might include community members, local government managers and other police chiefs.</li> <li>2) Assessors must complete a Statement of Confidentiality. Moreover, no single assessor will know the overall outcome of the process. That information is provided to the Manager only.</li> <li>3) Assessors will be trained on how to apply behavioral-based rating systems when rating candidates.</li> </ol>	<p>Completed by Day 50</p>
<p><b>Step 8: Conduct selection exercises</b> to evaluate the (up to 6) finalists</p> <p>Analyze EQI in-depth</p>	<ol style="list-style-type: none"> <li>1) The exercises will be valid, reliable, and unbiased.</li> <li>2) The candidates will be sent preparatory information and given thorough explanations in advance of the process.</li> <li>3) The exercises should enable the Town to assess the strengths and weaknesses of each candidate and to determine those candidates that have the skills to fill the position.</li> <li>4) The rating criteria will be premised on the job analysis and designed using objective, behavioral-based rating criteria.</li> </ol>	<p>By Day 65</p>
<p><b>Step 9: Facilitate final evaluation process by assisting the Manager in developing final evaluation strategies and structuring the panel interviews:</b></p> <ul style="list-style-type: none"> <li>▪ Develop interview questions and evaluation process with the Manager</li> </ul>	<ol style="list-style-type: none"> <li>1) Assists Manager in developing a systematic approach for evaluating the final candidates.</li> <li>2) Provides expertise to the Manager in making his evaluations and hiring decision.</li> <li>3) Developmental Associates can provide certain interview questions to ask candidates as well as clarify rating criteria.</li> </ol>	<p>Day 66</p>
<p><b>Step 10: Facilitate thorough background investigations</b></p>	<ol style="list-style-type: none"> <li>1) Both legally and due to the sensitive and highly public nature of the position of Police Chief, we recommend thorough reference checks and background investigation.</li> <li>2) Chief Tom Younce would coordinate the investigations and report detailed findings to the Town Manager.</li> </ol>	<p>Within 2 weeks of COE</p>

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	DATES
<p><b>Step 11: Provide executive coaching to the successful candidate</b></p> <ul style="list-style-type: none"> <li>▪ Review the challenges facing the community and organization</li> <li>▪ Analyze the results of the selection process</li> <li>▪ Analyze the findings of the EQi</li> <li>▪ Develop a plan of action</li> <li>▪ Developmental feedback provided to internal or local candidates who are not selected. This includes a review of EQi and assessment center results</li> </ul>	<ol style="list-style-type: none"> <li>1) The assessment process provides rich information suitable for executive coaching.</li> <li>2) The new Chief will be facing exciting but formidable new challenges. He/she can benefit from professional guidance in developing a plan of action to meet those challenges successful.</li> <li>3) Feedback to internal candidates not selected often helps in their personal development and acceptance of the decision. This also paves the way for greater support of the selected candidate by incumbents.</li> </ol>	<p>Upon request</p>



## A.1: EMOTIONAL INTELLIGENCE FACTORS\*

### SELF-PERCEPTION REALM

EQ-i Scale	The EI Competency Assessed by the Scale
1. Emotional Self-Awareness	<i>Ability to be aware of and understand one's feelings and their impact</i>
2. Self-Regard	<i>Ability to respect and accept one's strengths and weaknesses</i>
3. Self-Actualization	<i>Ability to improve oneself and pursue meaningful objectives</i>

### SELF-EXPRESSION REALM

EQ-i Scale	The EI Competency Assessed by the Scale
4. Emotional Expression	<i>Ability to express one's feeling verbally and non-verbally</i>
5. Independence	<i>Ability to be self-directed and free of emotional dependency on others</i>
6. Assertiveness	<i>Ability to express feelings, beliefs, and thoughts in a nondestructive way</i>

### INTERPERSONAL REALM

EQ-i Scale	The EI Competency Assessed by the Scale
7. Interpersonal Relationships	<i>Ability to develop and maintain mutually satisfying relationships</i>
8. Empathy	<i>Ability to recognize, understand and appreciate the feelings of others</i>
9. Social Responsibility	<i>Ability to contribute to society, one's social group, and to the welfare of others</i>

### DECISION MAKING REALM

EQ-i Scale	The EI Competency Assessed by the Scale
10. Impulse Control	<i>Ability to resist or delay and impulse, drive, or temptation to act</i>
11. Reality Testing	<i>Ability to remain objective by seeing things as they really are</i>
12. Problem Solving	<i>Ability to solve problems where emotions are involved</i>

### STRESS-MANAGEMENT REALM

EQ-i Scale	The EI Competency Assessed by the Scale
13. Flexibility	<i>Ability to adapt one's feeling, thinking, and behavior to change</i>
14. Stress Tolerance	<i>Ability to effectively cope with stressful or difficult situations</i>
15. Optimism	<i>Ability to remain hopeful and resilient, despite setbacks</i>

EQ-i 2.0, Multi-Health Systems (2011), All Rights Reserved

Adapted from *The EQ Edge*

Steven J. Stein, Ph.D. and Howard E. Book, M.D.

Third Edition (2011)

### PROPOSED FEES FOR THIS PROJECT

BASIC FEE	ADDITIONAL OPTIONS (Including Maximums)
\$17,500	<ul style="list-style-type: none"><li>• EQi – Screen @ \$75 per candidate (up to 6)</li><li>• EQi- Analysis @ \$100 per candidate (up to 6)</li><li>• Coaching and Feedback @ \$250 for 1 candidate</li></ul>

Each fee for service is itemized in the Scope of Work on pages 5-8. **We charge no other fees for expenses.**

## SECTION II: OVERVIEW OF FIRM

### A. Firm History and Experience

Developmental Associates has extensive background in human resources, and management consulting for more than twenty-five years with over fifty local governments in North Carolina and with the leading North Carolina universities including Duke, Wake Forest, UNC-Chapel Hill, and NC State. Developmental Associates provides cutting edge services that go beyond typical human resource consulting firms at a reasonable cost. We are a five-member organization that combines strong academic and practitioner experiences into the services we provide to public and not-for-profit organizations.

Below are some of the distinctive advantages we offer:

- **We are a North Carolina-based firm specializing in public sector, nonprofit and educational organizations.** We have operated in North Carolina predominantly, and have done so for over 25 years. We are now expanding our services to neighboring states.
- **Staff composed of experts in the field of recruitment and selection teaming with a highly regarded law enforcement service professional.** Steve Straus has been a long-time member and frequent presenter with the NC City and County Managers Association. For 26 years he has taught in the Masters of Public Administrative Programs at NC State University and UNC Chapel Hill and has served on the faculty at the School of Government at UNC-Chapel Hill. He has published in the leading public sector journals including several articles on selection.

Heather Lee has served as a faculty member and administrator at the NC Center for Women in Public Service as well as for the William Peace University Human Resources degree program. She is a former Vice-President for Human Resources with the NC Easter Seals Society. Heather has consulted extensively with local governments and is the co-designer of and a faculty member in the North Carolina Public Managers Program.

Pat Bazemore, recently retired Chief of the Cary Police Department, would lead our targeted recruitment efforts and conduct the secondary screening interviews. She would pursue excellent candidates through her many contacts in the field. We employ a **multi-disciplinary team** on each project with each of us specializing in recruitment, selection, training, background investigations, and executive coaching.

- **The lead consultant on this project would be Stephen K. Straus, Ph.D.** He would team with Heather Lee, Ph.D. SPHR and (ret.) Chief Pat Bazemore. We have included each of their resumes at the end of this proposal.
- **Our screening methods are multi-method and comprehensive.** Search firms often develop a negative reputation and take advantage of local governments by parading a group of close contacts through the selection process. Moreover, they allow applicants,



particularly those who only have a passing interest in a position, to submit a non-standardized cover letter and resume. Developmental Associates insists on a **more objective and thorough screening approach that demands a certain level of motivation from all candidates**. We develop a set of filtering questions through our job and organizational analyses. These questions focus more on accomplishments than on the traditional resume-focus of positions held. Candidates must respond to questions tailored for the specific needs of the position and the Town. As a result, we are able to compare candidates on similar criteria and make more objective determinations of which ones should be advanced in the process.

Those candidates that pass the initial screen undertake a **secondary screen**. We tailor this secondary screen to the position, but typically we require responses to more in-depth survey questions, conduct recorded telephone/Skype interviews, and administer the EQi 2.0, an emotional intelligence inventory (a validated employment test described below), to all candidates in the secondary screen. This multi-method approach provides a rich basis for the Manager to evaluate and determine which candidates should be invited to the selection process.

- **We are experts in the field of selection.** We believe it is important to educate our clients about the limitations of typical selection approaches particularly those advocated by traditional search firms relying extensively on the weakest of predictors of job performance: resumes, references, and interviews. We, instead, tailor a multi-method and behavioral approach to develop real world simulations. These simulations, commonly called an "assessment center", provide more in-depth and accurate information about the candidate than do the traditional methods.
- We are also experts in the field of **Emotional Intelligence (EI)**. Research finds that EI contributes substantially to managerial success. A list of EI factors is included with this proposal on page 9. While EI factors are commonly understood to be instrumental for effective leadership, most employers find it difficult to evaluate factors accurately, such as self-regard, independence, social responsibility, stress tolerance, impulse control, and empathy. *Moreover, it is the rare client that understands how to connect the relationship among these factors to produce an overall understanding of the candidate. Developmental Associates is able to make these connections.* We are able to test for EI (through the EQ 2.0 Inventory – a validated employment test) and integrate it into a variety of selection methods, such as behaviorally-based interviews, presentations, role plays, and even written exercises. Our selection methods far surpass common methods in producing an in-depth understanding of the technical skills, interpersonal skills, job knowledge, and Emotional Intelligence of each candidate. This allows the organization to make the most informed decision possible on the competencies of candidates. Dr. Heather Lee is a Certified Trainer and has conducted certification programs on EI that have drawn international participation.

## B. A New Approach to Executive Assessment – Talent Identification and Assessment

These and many other clients are recognizing that Developmental Associates has developed a new, more thorough, accurate, and comprehensive model for executive processes – which we call Talent Identification and Assessment. The old “Search Model” makes three outdated assumptions. First, it assumes that the search firm is in close contact with top candidates that will only apply for the position if contacted by the firm. This model fails to take into account the use of modern technology to recruit. There are now many more ways to reach out candidates than has been traditionally the case. **Developmental Associates uses multiple recruitment methods including targeting individuals, placing ads in leading professional websites and journals, relying extensively on social media, and connecting with our national network through NEOGOV – the leading public sector technology solution for recruitment and selection in the United States.**

Second, it also assumes that search firms can actually evaluate the quality of candidates because they know how each candidate is performing in their current position. That is a myth. Knowing a manager, even befriending a manager, does not mean that the search firm can actually assess that candidate’s performance in day-to-day activities. The search firm does not directly observe how the candidate develops budgets, deals with staff, plans, organizes, or deals with conflicts. **Developmental Associates uses an extensive, multi-method screening approach that provides you with a more sound understanding of the skills and competencies of each candidate. Because this process is standardized it enables fair comparisons across candidates.**

Third, it presumes that candidates can be evaluated comprehensively through interviews. This is simply not the case. We all like to lay our eyes on the top candidates and see how they present themselves and think. Nevertheless, interviews, at best, can only directly determine how well the candidate can communicate, his/her knowledge, and judgment. The interview is too limited to assess other essential management and leadership skills, such as writing, developing budgets, problem solving, dealing with staff, managing projects, and so on. All that can be learned from the interview about these essential skills is what the candidates *says he/she does*. **We provide intensive assessment of candidate skills that other firms do not offer before the board begins its interview process. This assessment center process enables you to directly observe the skills of candidates performing a variety of executive skills, such as managing staff, budgeting, dealing with the media, making presentations, facilitating staff meetings, and so on.**



### **C. Our Recent Public Safety Clients (last four years)**

#### **Local Governments**

- The City of Winston Salem (both Police [2] and Fire Chief)
- The City of Fayetteville (Police Chief [2])
- The City of Burlington (Police Chief)
- The City of Greensboro (Police Chief)
- The Town of Southern Pines (Police Chief)
- The City of Wilson (Police Chief)
- The City of Aberdeen (Police Chief)
- The Town of Carrboro (both Police and Fire Chief)
- The City of Brevard (Police Chief)
- The City of Clinton (both Police and Fire Chief)
- The City of Reidsville (Police Chief)
- The City of Hendersonville (Fire Chief)
- The City of Spartanburg (SC) (Police Chief)
- The Town of Chapel Hill (both Police and Fire Chief)
- The City of Kinston (Police Chief)
- The City of Durham (Police Chief)
- The Town of Morrisville (both Police and Fire Chief)
- The Town of Matthews (Fire Chief – Police Chief in process)
- Town of Clayton (Police Chief) – in process
- The City of Statesboro, Georgia (Police Chief)
- The City of Williamsburg, Virginia (Police Chief)
- The City of Newport News, Virginia (Police Chief)
- The City of Danville, Virginia (Police Chief)

#### **Universities (all Police Chiefs)**

- NC State University
- UNC Asheville
- East Carolina University
- UNC School of the Arts
- UNC Pembroke
- Fayetteville State University
- Elizabeth City State University
- Guilford Technical Community College

#### **Promotional processes**

During this time, we have also run promotional processes for the following public safety agencies:

- City of Greenville Police Department
- Charlotte Mecklenburg Police Department
- Town of Apex Police Department

- City of Wilmington Police Department
- The City of Burlington Police Department
- City of Fayetteville Police Department
- The Winston Salem Fire Department
- City of Raleigh Police and Fire Departments
- The City of Brevard Police Department
- The Town of Southern Pines Police Department
- UNC Chapel Hill Police Department
- NCSU Police Department
- Town of Garner Police Department
- Duke University Police Department
- City of Asheboro Police Department
- UNC Asheville Police Department
- UNC Wilmington Police Department

**D. REFERENCES**

*We supply a full range of references. First, we list references on our work specifically in the fire service, as follows:*

**REFERENCES FOR PUBLIC SAFETY SELECTION**

<p><b>City of Burlington</b>  Hardin Watkins - City Manager  (336) 222-5022  <a href="mailto:hwatkins@ci.burlington.nc.us">hwatkins@ci.burlington.nc.us</a>  Jeff Smythe – Chief of Police  (336) 229-3503  <a href="mailto:jsmythe@ci.burlington.nc.us">jsmythe@ci.burlington.nc.us</a>  <i>The City of Burlington has used our services to hire the Chief of Police and conduct several promotional processes for the BPD</i></p>	<p><b>Town of Chapel Hill</b>  Roger Stancil – Town Manager  (919) 968-2743  <a href="mailto:rstancil@City_ofchapelhill.org">rstancil@City_ofchapelhill.org</a>  Chris Blue- Chief of Police  <a href="mailto:clbue@City_ofchapelhill.org">clbue@City_ofchapelhill.org</a>  <i>The Town of Chapel Hill has used our services to promote the Chief of Police, hire the Fire Chief, and conduct several promotional processes for the CHPD</i></p>
<p><b>The City of Charlotte</b>  Kerr Putney Police Chief  (704) 200-8916  <a href="mailto:kputney@cmpd.org">kputney@cmpd.org</a>  <i>DA has helped Charlotte hire two Assistant City Managers, a Communications and a Finance Director. We run promotional processes for the CMPD.</i></p>	<p><b>City of Durham</b>  City Manager Tom Bonfield  (919) 560-4222  <a href="mailto:Tom.Bonfield@durhamnc.gov">Tom.Bonfield@durhamnc.gov</a>  <i>DA assisted Tom in hiring a the Chief of Police, a Deputy Manager and Assistant Directors in Parks and Recreation.</i></p>
<p><b>City of Fayetteville</b>  Doug Hewett – City Manager  (910) 433-1819  <a href="mailto:dhewett@ci.fay.nc.us">dhewett@ci.fay.nc.us</a>  <i>DA assisted Fayetteville in hiring its Police Chief and has run recent promotional processes for the FPD. Moreover, we have assisted the City in hiring a Human Relations Director and City Engineer.</i></p>	<p><b>Town of Garner</b>  Rodney Dickerson – Town Manager  (919) 772-4688  <a href="mailto:rdickerson@garnernc.gov">rdickerson@garnernc.gov</a>  <i>The Town of Garner has used our services to hire the Chief of Police and several other department director positions. We have also conducted conduct several promotional processes for the GPD</i></p>

<p><b>City of High Point</b>  Manager Greg Demko  (704) 989-5724  <a href="mailto:greg.demko@highpointnc.gov">greg.demko@highpointnc.gov</a>  <i>DA assisted High Point in hiring its new Chief of Police as well as the City Manager.</i></p>	<p><b>City of Spartanburg, SC</b>  Ed Memmott, City Manager  (864) 596-2394  <a href="mailto:ememmott@Cityofspartanburg.org">ememmott@Cityofspartanburg.org</a>  <i>DA helped Spartanburg hire its Chief of Police in 2013</i></p>
<p><b>City of Statesboro, Georgia</b>  Manager Randy Wetmore  <a href="mailto:randy.wetmore@statesboroga.gov">randy.wetmore@statesboroga.gov</a>  (912) 764-0683  <i>DA worked with Mr. Wetmore to hire a Chief of Police in 2016.</i></p>	<p><b>City of Williamsburg, Virginia</b>  Manager Marvin Collins  <a href="mailto:mcollins@williamsburgva.gov">mcollins@williamsburgva.gov</a>  (757) 220-6100  <i>DA worked with Mr. Collins to hire a Chief of Police in 2017.</i></p>
<p><b>City of Winston Salem</b>  Manager Lee Garrity  (336)747-7380  <a href="mailto:leeg@Cityofws.org">leeg@Cityofws.org</a>  <i>Winston Salem used our services to hire its Chief of Police and its Fire Chief.</i></p>	<p><b>City of Wilson</b>  Grant Goings – City Manager  (252) 205-0498  <a href="mailto:ggoings@wilsonnc.org">ggoings@wilsonnc.org</a>  Thomas Hopkins - Chief of Police  (252) 399-2323  <a href="mailto:thopkins@wilsonnc.org">thopkins@wilsonnc.org</a>  <i>The City of Wilson has used our services to hire the Chief of Police and conduct several promotional processes for the WPD</i></p>

**In addition to these references, we encourage you to contact any of our clients.**





### *The Values of Developmental Associates*

*We believe in the importance of governments and educational institutions as fundamental to an effective society.*

*Developmental Associates operates according to the following values:*

- Providing accurate and in-depth information by which clients can make informed decisions
- Working with organizations that are service based and mission driven
- Working as a partner with the organization and its key stakeholders
- Maintaining confidentiality in all our work - especially given the local government context
- Providing services that are both transparent to all participants and legally defensible
- Customizing our work to fit the organization's culture and the issues
- Establishing a reputation as fair, credible and trustworthy
- Using emotional intelligence concepts and research to ground our work

## **STATEMENT OF COMPLIANCE WITH FEDERAL AND STATE OF NC LAW**

Developmental Associates, LLC complies with all Federal laws and regulations of the United States as well as all State of North Carolina laws and regulations including safety regulations as specified by OSHA and the NC Department of Labor. It is the policy of Developmental Associates, LLC that no person on the basis of race, color, religion, national origin or ancestry, age, sex, marital status, handicap, or limited English proficiency shall be discriminated against, excluded from participation in, denied the benefits of, or otherwise be subject to, discrimination in any form.

### Principals:

Stephen K. Straus, Ph.D.

Heather A. Lee, Ph.D.

Thomas M. Moss, MPA

Korrel Kanoy, Ph.D.

## **STEPHEN K. STRAUS, Ph.D.**

### **BUSINESS ADDRESS:**

8125 Kennebec Drive  
Chapel Hill, NC 27517  
e-mail: skstraus@developmentalassociates.com  
phone: (919) 812-0132

### **EDUCATION:**

Ph.D. in Political Science, December 1986

- Duke University, Durham, North Carolina

Masters in Public Administration, 1980

- The University of North Carolina at Chapel Hill, Chapel Hill, North Carolina
- Honors and Awards
  - Title IX Fellowship for Academic Excellence, 1980

B.S. in Economics, 1972

- The Wharton School of Business and Finance, Philadelphia, Pennsylvania

B.A. in Sociology, 1972

- The University of Pennsylvania, Philadelphia, Pennsylvania

### **PROFESSIONAL EXPERIENCE:**

**Founder and President** - Developmental Associates, LLC, Chapel Hill, NC (Client List Available on Request) - [\*Developmental Associates\*](#) is an organizational development company specializing in nonprofit, public and educational sectors (1991 to present):

*Projects include:*

- Executive recruitment and selection
- Emotional intelligence assessment
- 360 assesment and coaching
- Results Based strategic planning
- Goal setting retreats for boards, managers and staff
- Team building
- Executive coaching
- Organizational development
- Training needs analysis
- Selection and promotional systems
- Performance appraisal systems
- Organizational evaluation
- Customer service
- Total Quality Management
- Assessment centers and interview panels
- Outcome-Based Performance Management Systems



*Training with North Carolina state and local agencies, nonprofit organizations and private businesses (1991 to present)*

Courses include:

- Supervision
- Conflict management
- Leadership
- Role of the personnel department
- Interviewing and selection
- Training and development
- Board and manager relationships
- Applied Systems Management

### **FACULTY APPOINTMENTS**

*Masters of Public Administration Program, North Carolina State University, 1990 to present*

#### **Courses Taught:**

*Public Administration (PA 511):* Introductory course for graduate students in public administration, including lectures and experiential learning exercises in public management, organization theory, budgeting, personnel management, and administrative behavior.

*Problem Solving for Public and Not-for-Profit Managers (PA 535):* This course focuses on the unique environment that managers in public and not-for-profit organizations face. Based on this environment, managers need to develop appropriate problem solving skills that are distinctive from the private sector. The course teaches students how to apply this model both strategically and in day-to-day decision making.

*Team Building for Public Managers (PA 618):* Course based on experiential learning techniques including special projects with public agencies. Topics include group and organizational skills, such as action research, problem solving, decision making, conflict resolution, group development, and evaluation.

*Organizational Behavior (PA 617):* First half of course emphasizes management functions, such as problem solving, communications, leadership, motivation, and organizational change. Second half focuses on organizational systems and organizational trends in the public sector such as TQM, service excellence, and reinventing government.

*Faculty Member (1991 to present) and Administrator (1991-1993), Administrative Officers' Management Program, Sponsored by the Masters of Public Administration Program and Office of Continuing Education, North Carolina State University.*

- *Taught courses in Management Skills to law enforcement managers from across the Southeast United States*

*Director, North Carolina Legislative Internship Program, Sponsored by North Carolina State University, Raleigh, NC and the North Carolina General Assembly (7/96 to present)*

- *Publicized program throughout the state*
- *Developed and implemented statewide intern selection process*
- *Liaison with leaders of the General Assembly over internship issues*
- *Faculty supervisor of internships*
- *Facilitated internship class*

*Training Coordinator, Masters of Public Administration Program North Carolina State University, Raleigh, NC (7/91 to present). Coordinating or conducting training: for public and nonprofit managers on the following topics:*

- *Developmental Supervision*
- *Employee Selection and Promotion*
- *Total Quality Management for Public Managers*

*Extension Assistant Professor, Masters of Public Administration Program North Carolina State University, Raleigh, NC (7/91 to present).*

*Faculty of International City Managers Association (ICMA) University: (1992 and 2005 to present). Taught courses in New Hampshire, Tennessee, and North Carolina.*

*Developer and Administrator of the Assessment and Development Program for Local Government Management Excellence, Masters of Public Administration Program North Carolina State University, Raleigh, NC (7/92 to 7/97).*

- *Designed for local government managers, assistant managers and department heads*
  - *Assessment of each manager's skills*
  - *Workshops tailored to the specific needs of each manager*
  - *Skills-based workshops (behavioral modeling)*
  - *Application to the work place (work-based assignments)*



*Assistant Professor, Institute of Government, University of North Carolina, Chapel Hill, North Carolina (7/88 to 6/92).*

- Taught management courses to local government officials
- Consulted on management and personnel issues with State of North Carolina officials, and City and county managers
- Facilitated retreats with boards and managers and with managers and their staffs
- Conducted research on local government management practices

*Adjunct Professor, Department of Political Science and Public Administration, North Carolina State University, Raleigh, NC (9/83 to 7/88).*

- Taught Undergraduate classes in American Government and Public Administration
- Taught Masters of Public Administration Classes in Organizational Behavior and Organizational Design

*Graduate Instructor, Department of Political Science, Duke University, Durham, N.C. (9/81 to 7/84)*

- Teaching Assistant in American Government
- Teaching Assistant in International Relations
- Instructor in Public Administration

#### **OTHER WORK EXPERIENCE**

*Account Manager, Management Improvement Corporation of America (Summer, 1981).*

- Consulted with several Fortune 500 companies in developing targeted jobs programs.

*Assistant City Manager, Southern Pines, North Carolina (1976-1980).*

- Executive responsibility for personnel, and finance administration and a variety of related duties.

*Research Coordinator, Asheville-Buncombe Community Relations Council, Asheville, North Carolina (1973-1976).*

- Researched social and economic conditions in the City and county relating to discrimination in housing and employment for minorities and women.

#### **PUBLICATIONS:**

##### **Dissertation:**

*Public Organizational Effectiveness and Decision-Making: An Empirical Application of the Internal Systems Approach to North Carolina Municipal Personnel Departments.* Ann Arbor; University Microfilms International, 1986; 409 pages.

##### **Articles:**

James E. Swiss and Stephen K. Straus (2005). Implementing Results-Based Management in Local Government. *Popular Government*, 70(3), Spring-Summer.

Straus, Stephen (1993). Still Unresponsive After All These Years? The Intra-organizational Role of Public Personnel Departments, *Public Administration Quarterly*, 23(4), December, 385-402.

Straus, Stephen (1992). The Multiple Constituencies Activities and Standards Model (MCAS) for Evaluating Public Personnel Departments, *Review of Public Personnel Administration*, June, 55-70.

Straus, Stephen (1989). Decision Making in Personnel Departments, *Popular Government*, 55(2), Fall.

Straus, Stephen (1988). Selecting Employees Through Systematic Interviewing, *Popular Government*, 53(4), Spring.

Straus, Stephen (1987). Municipal Personnel Departments: Management Tool or Employee Advocate? *Popular Government*, 52(2), Fall.

Straus, Stephen (1980). Selecting Employees Through Job Sample Tests, *Popular Government*, 55(3), Winter.

**Co-authored book chapter:**

Straus, Stephen and Stewart, Debra (1994). Assuring Equal Employment Opportunity in the Organization with Debra Stewart in *The Handbook of Public Personnel Administration and Labor Relations*, Jack Rabin (editor).



**Heather A. Lee, PhD, SPHR**  
**Industrial / Organizational Psychologist**

**Heather A. Lee** earned a M.S. and a Ph.D. from North Carolina State University in Industrial/Organizational Psychology. She has been a Senior Partner with Durham based Developmental Associates since 2004. Heather, a Certified Senior Professional in Human Resources (SPHR), is an organizational consultant specializing in the nonprofit, governmental and educational sectors. She is a faculty member for the NC Certified Public Manager Program.

As a passionate advocate for assessing and developing emotional intelligence in the workplace, Heather blends academic training and evidence-based solutions with a practitioner approach to leadership development. Areas of practice include executive selection, coaching, training on emotional intelligence skill building and executive team development. In selection, Heather strives to create objective metrics for the complex and often subjective process of evaluating other humans. Working to find the most qualified candidate for open positions while using valid assessments is a core interest. Heather's coaching practice helps clients, using a variety of assessments, to identify their strengths and opportunities for development in a supportive but engaged and candid fashion. Having coached hundreds of people in different occupations, she enjoys helping individuals leverage their strengths in order to bridge their skill gaps. Along with partner Korrel Kanoy, Heather has created and delivered multiple training programs on how to manage, hire and lead with emotional intelligence for a variety of organizations. She is certified to administer a number of assessment instruments such as EQi 2.0, EQ 260, MBTI, DiSC and Risk Compass along with others to aid in organization, leadership and individual development.

Past work experience includes being a founding faculty member of the NC Center for Women in Public Service, an Associate Professor of Human Resources and Psychology at William Peace University and Vice President of Human Resources for Easter Seals of North Carolina. She was a founding board member for the [Chordoma Foundation](#), a rare cancer research nonprofit in 2007 and remains engaged in the ongoing effort to find an effective treatment for this rare disease.

Visit <https://developmentalassociates.com> for more information about Heather and her company.



**PATRICIA H BAZEMORE**  
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## **EXPERIENCE**

AUGUST 2015 – CURRENT

### **SENIOR CONSULTANT, DEVELOPMENTAL ASSOCIATES**

Certified in EQi 2.0 Analysis and Interpretation and provides EQi feedback, coaching and promotional assessments in public safety and a cross section of positions in executive selection. Our goal is to achieve superior outcomes, hire the best leaders, and assist in helping government, education, and non-profit organizations accomplish high-priority goals.

DECEMBER 1986 – JULY 2015

### **CHIEF OF POLICE, TOWN OF CARY POLICE DEPARTMENT**

Rose through the ranks from police officer to chief of police. Hired in 1986 as a patrol officer and two years later piloted the elementary DARE program for Wake County. In 1990 promoted to sergeant. Served as the department's first female lieutenant, first female captain, and first female major. In 2003, became Cary's first deputy chief. Served twice as the interim chief before being appointed Chief of Police January 2008, helping to keep Cary, NC one of the safest cities in the United States with populations between 100,000 – 250,000.

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## **EDUCATION**

DECEMBER 1986

**ASSOCIATES DEGREE IN CRIMINAL JUSTICE, WAKE TECHNICAL COMMUNITY COLLEGE**

AUGUST 1994

**BACHELOR OF APPLIED SCIENCE, CAMPBELL UNIVERSITY**

AUGUST 2010

**MASTER'S IN BUSINESS ADMINISTRATION, PFIEMER UNIVERSITY**

**Graduated from the FBI National Academy in Quantico, VA, completed the Administrative Officers Management Program at NCSU in Raleigh, and completed the City and County Administrators program through the School of Government at UNC Chapel Hill.**

**Member of the International Association of Chiefs of Police. Served as a board member with the North Carolina Association of Chiefs of Police and was Past President of the North Carolina Police Execs Association. Served as a Commissioner with the North Carolina Criminal Justice Education and Training and Standards Commission.**