



**February 26, 2024**  
 Stallings Government Center  
 321 Stallings Road  
 Stallings, NC 28104  
 704-821-8557  
[www.stallingsnc.org](http://www.stallingsnc.org)

## Town Council Agenda

	Time	Item	Presenter	Action Requested/Next Step
	7:00 p.m.	<b>Invocation</b> <b>Pledge of Allegiance</b> <b>Call the Meeting to Order</b>	Wyatt Dunn, Mayor	NA
	7:05 p.m.	<b>Public Comment</b>	Wyatt Dunn, Mayor	NA
	7:10 p.m.	<b>Special Presentation</b> <i>Police Department Life Saving Awards</i>	Dennis Franks, Police Chief	
1.	7:15 p.m.	<b>Agenda Approval</b>	Wyatt Dunn, Mayor	Approve agenda
2.	7:17 p.m.	<b>RZ23.12.01</b> <b>A. General Rezoning C-74 to IND</b> (1) Open Public Hearing (2) Information from Staff (3) Public Hearing (4) Close Public Hearing (5) Council Vote <b>B. Statement of Consistency and Reasonableness</b>	Max Hsiang, Planning Director	Approve/Deny rezoning
3.	7:25 p.m.	<b>TX24.01.01</b> <b>A. Principal v Primary</b> (1) Open Public Hearing (2) Information from Staff (3) Public Hearing (4) Close Public Hearing (5) Council Vote <b>B. Statement of Consistency and Reasonableness</b>	Stuart Valzonis, Planner I	Approve/Deny text amendment
4.	7:35 p.m.	<b>Finance Items</b> <b>A. Audit Presentation</b> <b>B. Local Government Commission Letter from Council</b>	Marsha Gross, Interim Finance Officer  Emily Mills, Potter & Co.	Approve LGC Letter and Audit Contract
5.	8:05 p.m.	<b>Keller Williams Commercial (KWC)</b> <b>2725 Old Monroe Road</b>	Scott Green, KWC	Update
6.	8:20 p.m.	<b>Community Committee Application Consideration</b>	Erinn Nichols, Asst. Town Mgr.	Appointment consideration

7.	8:25 p.m.	Chestnut Turn Lane ( <i>Dunn</i> )	Wyatt Dunn, Mayor	Information
8.	8:35 p.m.	Balanced Score Card Mid-Year Report	Alex Sewell, Town Manager	Information
9.	8:50 p.m.	Adjournment	Wyatt Dunn, Mayor	Motion to adjourn



# MEMO

To: Stallings Town Council  
 From: Max Hsiang, Planning Director  
 Date: 02.26.2024  
 Re: RZ23.12.01 - General Rezoning C-74 to IND

**Request:**

The Moser Group requests a general rezoning for 100 Sherin Ln PID#07102161A from US 74 Commercial (C-74) to Industrial (IND).

**Property Details:**

- Address: 100 Sherin Ln
- Parcel #: 07102161A  
Owner: Liquid Management LLC
- Acreage: 3.55 ac
- Existing Use: Manufacturing
- Current Zoning: C-74
- Requested Zoning: IND
- Future Land Use: Suburban Multi-Family Neighborhood
- Small Area Plan: Monroe Expressway Corridor - Industrial

**IND compared to C-74:**

	Requested zoning - IND	Current zoning - C-74
Allowed Uses	Agricultural Production, Convenience Store, General Contractors Offices, Fire, Ambulance, Rescue Station, Personal Training Facility, Warehouse	Vocational, Business, or Secretarial Schools, Apparel Sales Grocery & Related Product Sales, Sporting & Recreational Goods, Veterinary Services, Theaters
Lot size minimum	32,400 sf	10,000 sf
Lot width frontage	180'	360' on Hwy, 125'
Front Setback	80'	27'
Rear Setback	16'	12' or buffer width, whichever is greater
Side Setback	16', Corner 80'	0' or buffer width, whichever is greater

Tree save, buffers, stormwater, and open space apply if the property were to be re-developed.

**Aerial Map:**

Continue to the next page.



Figure 1: Street View



Figure 2: Aerial

**Zoning Map:**

Continue to the next page.





Figure 3: Zoning Districts

**Land Use:**



NCDOT Right-of-Way - no future land use is identified for this parcel.

Figure 4: Future Land Use

**Small Area Plan:**

The Monroe Expressway Corridor Small Area Plan identifies this area as Industrial and this rezoning request is consistent with the adopted plan.



Figure 5: Monroe Expressway Small Area Plan

**Staff Recommendation:**

The Monroe Expressway Small Area Plan designates this area for industrial use, but there is no specific plan for future development in the Comprehensive Land Use Plan. Therefore, staff recommends approval of RZ23.12.01.

If approved it will need to come into compliance with current regulations for outdoor storage (S10.1-36).

**S10.1-36**

*(C.) Performance Standards for Outdoor Storage:*

- (1.) In all zoning districts where storage of bulk materials, inventory, customer owned property, and/or equipment is stored outdoors more than three (3) consecutive calendar days the site shall:*
  - (a.) consist of a minimum of five (5) acres; or if a property is zoned Industrial (IND) it must consist of a minimum of three (3) acres;*
  - (b.) provide for the screening and buffering along all site perimeter of the area designated for Outdoor Storage on an approved site plan with a Type D Buffer, except where the site abuts an adjacent Zoning District requiring the provision of a Buffer Yard in accordance with Table 11.1 appearing in Article 11 of this Ordinance. (Amended November 27, 2023)*



## Statement of Consistency and Reasonableness

**ZONING AMENDMENT:** RZ23.12.01

**REQUEST:** The Moser Group is requesting a general rezoning from US Commercial 74 (C-74) to Industrial (IND), at 100 Sherin Ln, PID# 07102161A.

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

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

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

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

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

1. This rezoning is consistent with adjacent properties.
2. This rezoning is consistent with the Monroe Expressway Small Area Plan.

**Adopted** this the \_\_ day of \_\_\_\_\_, 2024

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Mayor

Attest:

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Town Clerk



# MEMO

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To: Town Council  
From: Stuart Valzonis, Planner I  
Date: Feb 26 2024  
Re: TX24.01.01 - Principal & Primary Structures

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## **Request:**

Staff requests a text amendment in the Stallings Development Ordinance Article 3 to amend the definition of principal structure.

The text amendment reads as follows:

*PRINCIPAL STRUCTURE.* A structure (or structures) in which the principal use of the lot or property is conducted. **This term is interchangeable with the term primary structure. See PRIMARY STRUCTURE.**

**PRIMARY STRUCTURE:** A structure (or structures) in which the principal use of the lot or property is conducted. **This term is interchangeable with the term principal structure. See PRINCIPAL STRUCTURE.**

Original:

*PRINCIPAL STRUCTURE.* A structure (or structures) in which the principal use of the lot or property is conducted.

## **Staff Recommendation:**

Staff recommends approval of TX24.01.01 as per Article 1.11-1 (A.) which stipulates that “Words not defined in this Ordinance shall be given their ordinary and common meaning.” This text amendment enhances clarity by addressing interchangeable terms within our Development Ordinance, benefiting both staff and residents alike.





## Statement of Consistency and Reasonableness

ZONING AMENDMENT: TX24.01.01

REQUEST: To amend Article 3 of the Stallings Development Ordinance.

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

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

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

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

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

1. This text amendment enhances clarity in the Stallings Development Ordinance, improving public understanding and staff application.
2. Article 1.11-1 (A.) which stipulates that “Words not defined in this Ordinance shall be given their ordinary and common meaning.”
3. This is the quickest, simplest, and most cost-efficient way to create conformity between principal structure and primary structure in the Development Ordinance.

**Recommended** this the \_\_\_ day of \_\_\_\_\_, 2024.

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Mayor

Attest:

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Clerk

# PERFORMANCE INDICATORS

The self-reported information from your unit's audit report was used to generate the following trends and performance indicators. We have created this Performance Indicator tab to make these indicators available to auditors and local governments when your audit is conducted. If any unit's results are shaded red, the unit must submit a "Response to the Auditor's Findings, Recommendations, and Fiscal Matters" within 60 days from the auditor's board presentation. The response must address all performance indicators shaded in red.

Unit Name:	<b>Stallings</b>	Fiscal Year 2023	Explanation of Performance Indicator
Unit Number:	<b>50457</b>		

In the past, units of government have been grouped by population to evaluate ratios and benchmarking (including Fund Balance Available). Beginning with fiscal year 2020, we have grouped units by General Fund expenditures for purposes of evaluating the minimum amount of fund balance a unit needs to operate. A unit's General Fund expenditures proved to be a better correlation to the amount of funds balance needed to operate, especially for units with large higher education or tourism populations. Activity from Debt Service Funds (if applicable) is included in the calculation because these funds typically originate from the General Fund and are transferred to a Debt Service Fund.

The table below lists the thresholds that are used in the analysis of your unit's fiscal health. These thresholds were determined based on an analysis of previous years general fund activity. These thresholds will be monitored and updated as applicable.

<b>Municipalities</b>			
General Fund Expenditures below:	Median FBA as % of Expenditures without Powell Bill	Minimum Thresholds FBA as % of Expenditures	# of Months FBA using Annualized Expenditures
\$100,000	260%	100%	12.00
\$100,000 to \$999,999	132%	71%	8.52
\$1,000,000 to \$9,999,999	63%	34%	4.08
Above \$10,000,000	46%	25%	3.00

  

<b>Counties</b>			
General Fund Expenditures below:	Median FBA as % of Expenditures without Powell Bill	Minimum Thresholds FBA as % of Expenditures	# of Months FBA using Annualized Expenditures
Below \$100,000,000	39%	20%	2.40
\$100,000,000 and above	32%	16%	1.92

Units of government are grouped by general fund expenditures for purposes of evaluating available fund balance as a percentage of expenditures (GF FBA%). Each grouping category has its own minimum threshold. If you are in the lower quartile your GF FBA% might be considered a performance indicator of concern and you might be asked to communicate to us. To the left are the minimum thresholds for Municipalities and Counties.

<b>GENERAL FUND:</b> As of the publication date of this workbook, prior year self-reported numbers may not been received by the LGC staff, please contact LGC staff at lgcaudit@nctreasurer.com to have the prior year's financial data populated on this worksheet. Please include in email subject "Prior Year Financial Data."			
	Minimum Threshold	Unit Results	

Unit Name:		Stallings		Fiscal Year 2023		Explanation of Performance Indicator									
Unit Number:		50457													
1	<table border="1"> <caption>Fund Balance Available as a % of Expenditures</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>113.13%</td> </tr> <tr> <td>2022</td> <td>98.66%</td> </tr> <tr> <td>2023</td> <td>124.36%</td> </tr> </tbody> </table>			Year	Percentage	2021	113.13%	2022	98.66%	2023	124.36%	34% -- Average of similar units is 63%		124.36%	<p>Fund balance available for appropriation is an important reserve for local governments to provide cash flow during periods of declining revenues and to be used for emergencies and unforeseen expenditures. The information to the left indicates the amount of available cash on hand. You will also see the average for units of your size. <b>Note that 8.33% represents enough fund balance to cover only one month of expenditures.</b> Normally, a unit has to either increase revenues or decrease expenditures to increase fund balance available.</p> <p>This calculation looks at fund balance available plus debt service fund balance (if applicable) less Powell Bill restricted fund balance. This number is then divided by the total of total expenditures plus transfers out less bond proceeds and less amount expended for Powell Bill Expenditures.</p>
	Year	Percentage													
2021	113.13%														
2022	98.66%														
2023	124.36%														

Unit Name:		Stallings		Fiscal Year 2023		Explanation of Performance Indicator
Unit Number:		50457		Minimum Threshold	Unit Results	
GENERAL FUND:						
2.	There was appropriated fund balance for the General Fund in the 2023 budget <u>AND</u> your change in fund balance was negative. Please state if fund balance was used for operations or capital purposes <b>in account 590 on the Unit Data from Audit Worksheet.</b>			Positive Change in Fund Balance	N/A	If the General Fund has more expenditures than revenues because of operational issues and fund balance was appropriated to cover the loss, the continuation of this practice could result in deterioration of a unit's fund balance available.
3.	The General Fund had total fund balance less than zero - Fund Deficit			Positive Fund Balance	\$13,295,979	The General Fund has a fund deficit which means that the unit's revenues and other receipts are inadequate to support its operations. G.S. 159 13(b)(2) requires that the board fund the full amount of a prior fiscal year's deficit in the current fiscal year's budget. Therefore, this deficit should have been funded immediately after the June 30, fiscal year-end. The law requires such action be taken to stop any further deterioration of the overall financial condition of the fund. Please let us know if the deficit was funded in the budget, and what actions the unit plans to take to bring the general fund balance up to an acceptable level.



		Stallings			Fiscal Year 2023		Explanation of Performance Indicator								
Unit Name:															
Unit Number:		50457													
<b>WATER SEWER FUND:</b> As of the publication date of this workbook, prior year self-reported numbers may not be received by the LGC staff, please contact LGC staff at lgcaudit@nctreasurer.com to have the prior year's financial data populated on this worksheet. Please include in email subject "Prior Year Financial Data."					Minimum Threshold	Unit Results	Note: If more than one performance indicator is identified, one proposed solution may solve all water and sewer performance indicators.								
4.	<p style="text-align: center;"><b>Quick Ratio-Water and Sewer</b></p> <table border="1"> <tr><th>Year</th><th>Quick Ratio</th></tr> <tr><td>2021</td><td></td></tr> <tr><td>2022</td><td></td></tr> <tr><td>2023</td><td>0.00</td></tr> </table>				Year	Quick Ratio	2021		2022		2023	0.00	Equal or greater than 1	#DIV/0!	A Quick Ratio less than 1 indicates that the unit owes mores for its current bills than what it has on hand in unrestricted cash and investments plus what is owed from customers (accounts receivable). This could indicate that the fund may have difficulty paying its current bills. If this pattern continues, the water and/or sewer system may not be sustainable.
Year	Quick Ratio														
2021															
2022															
2023	0.00														
<b>Cash Flow Indicators:</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>	Minimum Threshold	Unit Results									
5.	Operating Net Income (Loss) excluding depreciation, including debt service principal and interest	N/A	N/A	N/A	Greater than zero	N/A	This calculation subtracts operating expenses from operating revenues. Depreciation expense is not included the calculation but debt principal and interest payments are included. A negative balance indicates that your rates are not covering your operating expenses and debt service payments.								
6.	Unrestricted cash /total expenses excluding depreciation, including debt service principal	N/A	N/A	N/A	Greater than 16% (2 months)	N/A	This indicator calculates how many month's worth of expenses (including debt principal but not depreciation) a unit can pay based on the amount of unrestricted cash at year-end. The typical billing cycle is one month (8.33%) and one extra month usually gives a local government enough cash to handle unusual monthly expenses (16.66%). <b>This 16% would be the bare minimum necessary to keep the fund from experiencing cash flow issues.</b>								
7.	It appears your Water Sewer Fund has transfers-in for the support of operations that are greater than 3% of the total of operating and non-operating expenses. Please discuss the purpose of such transfers-in and if you plan to continue these transfers-in.			No		No	The rate structure of the Water and Sewer Fund should support the operating expenses of the fund without operating subsidies or transfers from other funds.								
8	Water and Sewer Condition of Assets	#DIV/0!	#DIV/0!	#DIV/0!	Remaining useful life of asset greater than or equal to 0.50	#DIV/0!	This capital assets condition ratio formula calculates the remaining useful life. A remaining useful asset value less than 0.50 may signal the need to replace the assets in the near future.								

Unit Name:		Stallings			Fiscal Year 2023		Explanation of Performance Indicator								
Unit Number:		50457			Minimum Threshold	Unit Results									
<b>ELECTRIC FUND:</b> As of the publication date of this workbook, prior year self-reported numbers may not been received by the LGC staff, please contact LGC staff at lgcaudit@nctreasurer.com to have the prior year's financial data populated on this worksheet. Please include in email subject "Prior Year Financial Data."					Minimum Threshold	Unit Results	Note: If more than one performance indicator is identified, one proposed solution may solve all electric performance indicators.								
9	<p style="text-align: center;"><b>Quick Ratio-Electric</b></p> <table border="1"> <tr><th>Year</th><th>Quick Ratio</th></tr> <tr><td>2021</td><td></td></tr> <tr><td>2022</td><td></td></tr> <tr><td>2023</td><td>0.00</td></tr> </table>				Year	Quick Ratio	2021		2022		2023	0.00	Equal or greater than 1	#DIV/0!	A Quick Ratio less than 1 indicates that the unit owes mores for its current bills than what it has on hand in unrestricted cash and investments plus what is owed from customers (accounts receivable). This could indicate that the fund may have difficulty paying its current bills. If this pattern continues, the electric system may not be sustainable.
Year	Quick Ratio														
2021															
2022															
2023	0.00														
<b>Cash Flow Indicators:</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>	Minimum Threshold	Unit Results									
10	Operating Net Income (Loss) excluding depreciation, including debt service principal and interest	N/A	N/A	N/A	Greater than zero	N/A	This calculation subtracts operating expenses from operating revenues. Depreciation expense is not included the calculation but debt principal and interest payments are included. A negative balance indicates that your rates are not covering your operating expenses.								
11	Unrestricted cash /total expenses excluding depreciation, including debt service principal	N/A	N/A	N/A	Greater than 16% (2 months)	N/A	This indicator calculates how many month's worth of expenses (including debt principal but not depreciation) a unit can pay based on the amount of unrestricted cash at year-end. The typical billing cycle is one month (8.33%) and one extra month usually gives a local government enough cash to handle unusual monthly expenses (16.66%). <b>This 16% would be the bare minimum necessary to keep the fund from experiencing cash flow issues.</b>								

Unit Name:		Stallings		Fiscal Year 2023		Explanation of Performance Indicator
Unit Number:		50457				
GENERAL PERFORMANCE INDICATORS:			2023	Target		
12	What date was the audit report submitted to the LGC? (Note audit reports are due four months after fiscal year end regardless of the contract submission date.)	1/29/2024			Late	As stewards of the public's resources, the governing body is responsible for ensuring that the audited financial statements are available to the public in a timely manner. External groups such as the North Carolina General Assembly, federal and State agencies that provide funding, and other public associations need current financial information about your local government as well.
		9		Target		
13	The budgeted ad valorem tax (including motor vehicles) for the General Fund had more than 3% uncollected for the fiscal year audited. Decreases are shown by a negative percentage.	4.03%	Less than 3%	4.03%		This indicator shows that the local government did not collect 3% (or more) of its budgeted ad valorem taxes. This could be an indicator of negative economic events, inaccurate budgeting, and/or issues with the collection process. Uncollected revenues at the 3% level represent several pennies of the tax rate.
		2023		Target		
14	You indicated that you expect a decrease in property value for your next property revaluation. In your FPIC Response Letter please discuss the magnitude of the drop in valuation, the overall cause of the drop and how you plan to recover the lost revenues.	N/A	Any estimated decrease	N/A		You indicated that you expect a decrease in property value for your next property revaluation which could result in lost tax revenue.
		2023		Target		
15	Did your audit disclose any budget violations at the adopted ordinance level? (Yes or No)	No	No over-expenditures	No		The unit has expenditures that exceed the legal budget ordinance. This indicates that the unit's purchase order system, contract approval process and / or payment process is not in compliance with North Carolina General Statute 159.
		2023		Target		
16	The Unit had material weaknesses, significant deficiencies, statutory violations and/or items identified on the TD Info Completed by Auditor tab that should be addressed in the FPIC Response Letter.	Yes			Yes	<b>This indicator identifies whether the unit has any material weaknesses, significant deficiencies, management letter comments or items identified on the TD Info Completed by Audit tab including 1055, 1056, 1058, 955 and 957, that require a response.</b>
17	Did the unit have a board-appointed finance officer or board-appointed interim finance officer the entire fiscal year as required by G.S. 159-24 which provides that "each local government and public authority shall, at all times, have a finance officer appointed by the local government, public authority, or designated official to hold office at the pleasure of the appointing board or official?" (Yes or No)	Yes			Yes	The indicator is to determine if any time during the fiscal year, the unit was without a board-appointed finance officer.
18	Was the finance officer or interim finance officer bonded pursuant to G.S. 159-29 which requires that the finance officer give a true accounting and faithful performance bond in an amount not less than the greater of (1) \$50,000 or (2) an amount equal to 10% of the unit's annually budgeted funds, up to \$1,000,000? (Yes or No)	Yes			Yes	The indicator is to determine if at any time during the fiscal year, the unit was without a bonded, board-appointed finance officer as required by G.S. 159-29.

		Unit Name:	Stallings	Fiscal Year 2023		Explanation of Performance Indicator
		Unit Number:	50457			
GENERAL PERFORMANCE INDICATORS:			2023	Target		
19	The unit had problems with debt service payments being late and/or did not comply with the bond covenants.	No		No		This indicator advises whether or not the unit has issues with debt service payments or bond covenants.
			2023	Target		
20	Electric transfers-out have exceeded the amounts described in GS 159B-39. If your unit is a member of the North Carolina Eastern Municipal Power Agency it appears you have violated the GS. OR If you are not a member of the Eastern Municipal Power Agency it appears that you have violated your unit's transfer policy.	No		No		This indicator advises if there were electric transfers in violation of G.S. 159B-39 or in violation of the unit's transfer policy.
			2022	Target		
21	Are there additional issues the unit should address that affect the fiscal health or internal controls of the unit that were communicated to the unit during the audit presentation? <u>Please include details of the issue in cell J46 to the right and in your FPIC Response.</u>	Yes		Yes		<u>This indicator advises if any other issues that the unit should address in the FPIC response letter.</u>





# MEMO

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To: Mayor Dunn and Stallings Town Council  
Via: Alex Sewell, Town Manager  
From: Marsha Gross, Interim Finance Officer  
Date: 2-21-2024  
RE: **LGC Response to the Auditor's Findings, Recommendations, and Fiscal Matters**

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At the regularly scheduled town council meeting on Monday, February 26, 2024, our financial statement auditor, Emily Mills from Potter & Company, will present to Council their Auditor's Findings, Recommendations, and Fiscal Matters. During that report, she will review 1 material weakness and 1 significant deficiency which were cited during the audit of the FY2023 financial statements. The material weakness found was that reconciliations of records and reporting related to the Town's balance sheet accounts were being performed in an untimely manner. This deficiency was caused due to the lack of availability of adequate personnel in the finance department which caused delays in the audit and preparation of the financial statements.

The other finding was a significant deficiency related to Powell Bill funds. In reviewing records and testing the Powell Bill repairs, it was found that a street was incorrectly repaired using Powell Bill funds. An entry was made to correct this error but more controls are needed to ensure this from happening in the future.

In response to these findings, the Town has created a corrective action plan and it has been implemented beginning January 31, 2024.

According to 20 NCAC 03.0508, the Town is required to formally draft a response to the Auditor's Findings, Recommendations and Fiscal Matters report on town letterhead and send to the NC LGC. This letter is to address the significant deficiency, material weakness and other audit findings and provide a plan to address of these concerns. The Town staff has discussed the items noted above and drafted such correspondence which is due to the LGC within 60 days of the auditor's presentation to the governing body (Council).

While the guidelines require that a majority of the governing body members must sign the correspondence pursuant to 20 NCAC 03.0508, LGC staff recommends that all governing body members, the unit manager, and the unit finance officer sign the response.

Attached is the draft response for approval and signature as well as guidance from LGC.

Thank you for your consideration.



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Town of  
**Stallings**

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315 Stallings Road • Stallings, North Carolina 28104

Date: January 26, 2024

To: Sharon Edmundson, Secretary of the Local Government Commission

Re: Response to the Independent Auditor's Findings, Recommendations, and Fiscal Matters

Dear Ms. Edmundson:

We have carefully reviewed the audit findings and Financial Performance Indicators of Concern ("FPIC") presented to the Town of Stallings Mayor and Town Council by Emily Mills of Potter & Company on January 26, 2024. Our responses addressing each item follows:

1. The Schedule of Findings and Questioned Costs included as a material weakness untimely reconciliation of records and reporting. In reviewing and testing certain account balances, it was noted that account balances were not reconciled/adjusted timely. These accounts included cash, receivables, payable and other balance sheet accounts. It was recommended that the Town should evaluate the allocation of time dedicated to financial reporting to ensure adequate resources are available for timely account reconciliations, year-end close and annual financial reporting purposes. It was also recommended that Management should consult with outside accountants or auditors if additional assistance is required in order to prepare for the annual audit, determine appropriate accounting for complex transactions or prepare financial statements. The Town has stressed the importance of internal controls and accurate and timely financial information. The Town has implemented additional internal control procedures which include quarterly reviews of balance sheet reconciliations with the Town Manager as well as monthly cash and investment account reconciliations which are signed off by the Town Manager before the end of the following month. These internal control procedures have been implemented beginning 1-31-2024.

The Town is also committed to the accurate and timely reporting of the Town's financial information. The Town is planning on adding funds to the FY2025 budget so that appropriate resources are available to perform the work needed for the audit of the FY2024 financial statements.

2. The Schedule of Findings and Questioned Costs included as a significant deficiency that Powell Bill funds should only be used on qualified expenditures. In reviewing and testing certain Powell Bill balances, it was noted that a street was incorrectly repaired using Powell Bill funds. It was recommended that Management should implement controls to ensure that funds are used on qualifying expenditure. The Town has stressed the importance of internal control procedures regarding
- 3.

restricted funds being charged to correct cost objective. The Town has implemented an additional level of approval by the Town Manager to ensure that Powell Bill funds are used in accordance with the Allowable Costs/Cost Principals requirements of the grant. The Town will also implement an internal control process to include a review of the Powell Bill charges each month to ensure that they are appropriately charged. These additional procedures were implemented February 1, 2024.

Questions regarding this response letter may be addressed to Alex Sewell, Town Manager, 704-821-0314 or to Marsha Gross, Interim Finance Officer, 704-821-0311.

Respectfully submitted,

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Alex Sewell  
Town Manager

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Wyatt Dunn  
Mayor

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Marsha Gross  
Interim Finance Officer

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David Scholl  
Mayor Pro Tempore

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Laura Wojtowicz  
Council Member

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Steven Ayers  
Council Member

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Brad Richardson  
Council Member

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Graham Hall  
Council Member

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Taylor-Rae Drake  
Council Member







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Town of  
**Stallings**

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315 Stallings Road • Stallings, North Carolina 28104

**TOWN OF STALLINGS  
CORRECTIVE ACTION PLAN  
FOR THE YEAR ENDED JUNE 30, 2023**

**Material Weakness**

**Finding: 2023-001**

**Name of contact person:** Marsha Gross, Interim Finance Officer

**Corrective Action:** The Town will implement a change in the internal control processes to include timely reconciliations of balance sheet accounts that will be reviewed by the Town Manager on a quarterly basis. Internal control procedures included monthly cash reconciliations that were not completed timely during FY2023, which resulted in staff changes. The new internal control processes will ensure these reconciliations are completed in a timely manner.

**Proposed Completion Date:** February 1, 2024

**Significant Deficiency**

**Finding: 2023-002**

**Name of Contact Person:** Marsha Gross, Interim Finance Officer

**Corrective Action:** The Town will implement an additional level of approval by the Town Manager to ensure that Powell Bill funds are used in accordance with the Allowable Costs/Cost Principals requirements of the grant. The Town will also implement an internal control process to include a review of the Powell Bill charges each month to ensure that they are appropriately charged.

**Proposed Completion Date:** February 1, 2024



*A Balanced Scorecard Approach for the Town of Stallings*

*FY 23-24 Annual Report*

# FORWARD STALLINGS

February 22, 2024

## **A Report to Citizens, Council, & Staff – FY 2023-20234**

The Town's system of linking its vision, mission, Council's top priorities, departmental actions, and performance measures to achieve the desired results is a balanced scorecard system called Forward Stallings. The Town strategy map, scorecards, top departmental priorities, and budgetary information are blended together to better align the Town's time, money, and resources with its top priorities. In essence, this annual report is both a "report card" and a "strategic learning tool" that should be used to help assess how well the Town is doing in pursuing its key objectives. One of the main purposes of the report is to generate discussion, like a post-game analysis, to determine whether particular strategies being used to accomplish objectives and initiative should be 1.) changed, 2.) abandoned, or 3.) maintained (i.e., "stay the course"). The next opportunity to analyze results and discuss possible changes to strategy will be at the Council's regular board meeting on February 26, 2024. At this meeting, the Manager will officially submit the FY 23-24 Mid-Year Report.

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

## ORGANIZATIONAL PERSPECTIVES

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

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

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

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

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

Enclosed please find:

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

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

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

Sincerely,

Alex Sewell  
Town Manager

## Rationale, Overview, & Processes

### What is the Balanced Scorecard?

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

### Rationale and Benefits of the Balanced Scorecard

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

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

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

### Using Strategy & the Balanced Scorecard to Get Results

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

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

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

## **Key Definitions & Components**

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**Vision:** Word picture of our desired future.

**Mission:** Why we exist.

**Core Values:** What we believe in, guiding principles.

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

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

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

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

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

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

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

## Perspectives

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

### **Community Perspective:**

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

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

### **Financial Perspective:**

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

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

### **Internal Business Perspective:**

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

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

### **Learning & Growth Perspective:**

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

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



## Objectives by Perspective

### Serve the Community

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

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

### Manage Resources

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

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

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

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

### Run the Operations

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

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

### Develop Know-How

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

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

# **Developing Departmental Strategy**

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## **Departmental Balanced Scorecards**

A good scorecard will do the following:

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

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

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

## **Step #2 – Developing Departmental Initiatives**

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

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

## **Step #3 – Developing Measures and Targets**

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

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

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

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

## **Components of a Good Measure**

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

### **Guidelines for Setting Targets**

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

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

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



# STRATEGY MAP

## Vision for Stallings

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



## Mission of Town Government

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



## Serve the Community

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

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

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

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

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

## "The Stallings Way" Core Values

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

# ADMINISTRATION DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

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## ACCOMPLISHMENTS:

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

### **Strengthen Citizen Engagement**

The Town has broadcast all regular Town Council Meetings and published a blog post quarterly.

### **Provide a Monthly Status Update of NCDOT's Old Monroe Road Project**

### **Implement Economic Development Strategic Plan**

This is both an accomplishment and a challenge. The looming Union County sewer capacity issue means that the MUCEDC (County's ED entity) and the Town have had to reimagine our approach to implementing the ED plan, and have entered into a MOU with MUCEOC scheduled to provide an update to Council on June 2024.

### **Downtown Creation**

#### FY 23-24 Action Strategies

- Adopt streetscape requirements into SDO by 12/31/23 **Not yet met.** Staff presented in December 2023 and Council questions spurred legal, which requires an ordinance rewrite. Will be brought back to Council and hopefully adopted before 6.30.24.
- Determine by 8/31/23 if Council wants to start installing streetscape improvements/phasing in front of certain properties. **Complete.**
- Evaluate and present cost for converting 325 Stallings Road property into boutique retail shop by 6/30/23. **Complete.**
- Hire a consultant to determine if brewery if feasible by 8/31/23. **Complete.**
- If feasible, develop brewery marketing plan. **The Broker is marketing property for Town.**
- If downtown developer requests public participation, consider using DFI for review. **N/A**
- Hold at least 18 events at downtown park. **Complete.**
- Sewer Capacity Study - **Town has hired an engineering firm and study is ongoing.**

### **Pursue Sewer Capacity Alternatives**

The Town has hired an engineering firm and analysis is ongoing.

### **Ensure Organization-Wide Emergency Preparedness**

Held a mock emergency scenario and debrief in August 2023.

### **Maintain a 5-Year IT Replacement Schedule/Plan**

Computers and equipment are being updated as needed. IT needs are not out of date or lacking at this point in time.

### **Occupancy Tax**

The general assembly passed, and the Governor signed into law a bill allowing the Town to hold a referendum for an occupancy tax. The Town is scheduled in March to pass a resolution, a necessary step to holding the referendum.

### **The Stallings Source**

Stallings Source is a blog with quarterly posts with various information for the residents appears to be aiding in providing informational needs to the residents.

### **Adopt a Balanced Budget that Does Not Use Unrestricted Fund balance or Debt for Operational Expenditures**

This is both an accomplishment and a challenge. The Town is in a strong financial position with its significant fund balance. However, future forecasting projects significant budget deficits as the cost of services has increased and revenues are not projected to keep pace. The Town Council has approved an extensive process for how to best address this future forecast, hired a facilitator to help, and started much earlier in the budget process.

### **CHALLENGES:**

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

### **Recordable Injuries**

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

### **Maintain a Skilled & Competent Workforce**

This has been both an accomplishment and a challenge. We missed our turnover numbers. Even the best organizations sometimes will not always meet turnover goals in today's environment where the average workers tend to change jobs more often than in the past.

However, there are some positives: the Town has seen excellent retention at the department head leadership level, is conducting stay/exit interviews so management can identify trends and recommend changes if systemic problems arise. Recently, the Town Council approved a pay boost for police officers to address immediate market pay disparity. The Town continues to follow its pay policy, is reengaging and anticipates starting the first round of performance evaluation in FY 24-25, holds team building events, recognizes employees through a variety of methods (Caught Ya! Program, employee of the year, etc.), and held an All-Hands on Meeting.

The Council opted to move the pay study from FY 23-24 to FY 24-25.

### **2725 Old Monroe Road (Former John Deere Property) Lease**

Leasing this property with the assistance of the Town's Broker has proved to be challenging due to the sewer shortage in the County. The process of obtaining answers from the County has been slow and aiding in prohibiting the leasing of the building to date. Staff continue to work with the Town's Broker, future tenants, and the County to reach a solution.

### **OTHER COMMENTS:**

#### **Stallings 50th Anniversary**

Meetings with Parks and Recreation continue to prepare for Stallings 2025 milestone incorporation date. Council will be updated in Spring 2024.

#### **Surplus Sales**

No items have been sold so far in 2024. A total of \$23,244.85 worth of items were sold in 2023.

**American Rescue Plan**

The staff continues to receive favorable audit reviews from the NCLM on its ARPA reporting and project allocations. These audits are crucial tools to help ensure compliance.



# ENGINEERING DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

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## ACCOMPLISHMENTS:

- Engineering was engaged in the TCC Meetings. The significance of this accomplishment is participation in regional transportation communication and coordination efforts. This target has been met by the Town's Associate Engineer attending each meeting. This target will continue to be met through the involvement of the Town's Associate Engineer.
- To date, all the major storm water repairs have been completed and/or are contracted for repairs. This has been the result of ongoing efforts to maximize funding by performing more projects in-house with the Public Works Department (PWD) and contracting projects out where necessary. The significance of this accomplishment is that repairs are completed in a timelier manner, and the Town has saved approximately \$25,000 by performing projects with the PWD. This also provides prompt service to residents and addresses potential hazards in a timely fashion and minimizes the further degradation of the area and/or infrastructure impacted by the issue. The Town Engineer, Associate Engineer, and Public Works Supervisor promptly coordinate projects and determine if each project can be performed in-house or if contractors are needed. Staff are expecting to purchase additional equipment that will allow more, larger-scale, projects to be performed by the PWD, and will continue to maximize fiscal and project efficiency.
- The PWD has completed numerous sidewalk and curb and gutter repair projects, reducing costs by approximately half compared to contracting these repairs. As the PWD becomes more proficient with these projects, they will be able to save time and money by performing larger repair projects.
- Staff were able to coordinate with NCDOT and install plantings within the roundabout at the intersection of Chestnut and Matthews-Weddington Road. This intersection serves as a gateway to Stallings and was not being sufficiently maintained. This landscaping provides a cleaner, more aesthetic, gateway into Stallings at one of our major intersections.
- The Town Engineer has completed professional development hours for the NC P.E. license. This is significant as it ensures that the Town Engineer is continually educated on issues and solutions. This was accomplished by the Town Engineer pursuing and completing continuing education courses as required for the P.E.
- The Engineering Department has completed the FY 2023 Resurfacing contract and has begun the FY 2024 resurfacing contract. Additionally, to date, staff currently has a preventative maintenance contract out for bid. Implementing preventative maintenance in conjunction with reconstructive provides a more cost-effective method for maintaining roadways and prolonging the life of Town roads.
- The Engineering Department and PWD have been responsive to questions and issues presented by Town residents and have maintained a high level of communication. This was especially true during the recent months of December and January where significant rains resulted in drainage concerns at multiple locations across Town.

## CHALLENGES:

- To date, there is an ongoing comprehensive right-of-way assessment that seeks to inventory all the Town's pedestrian infrastructure and analyze for deficiencies such as cracking/deformations, trip hazards, ADA infractions, etc. With this information, Staff will be able to formulate an efficient action plan to rectify all identified deficiencies and track progress in the years to come. The challenge will be determining cost effective and appropriate solutions to remediate these deficiencies.
- Staff are currently working with a consultant to perform a self-audit of the Town's MS4 program and permit issued by the North Carolina Department of Environmental Quality (NCDEQ). Upon completion of this self-audit, Staff seeks to implement take action to ensure the Town is in compliance with the MS4 permit's year one requirements and formulate an action plan to meet the permit's remaining years' requirements. This is a State requirement, and the Town is subject to audits from the State to ensure compliance. The Town is

essentially starting from scratch on MS4 permit compliance, and it will be an annual challenge to ensure we're efficiently and effectively meeting our permit requirements while sufficiently coordinating with the residents and business of the Town as community cooperation is a major piece to permit compliance.

- As staff seeks to implement new methods for reconstructive and preventative roadway maintenance, there will be significant challenges and learning curves as Staff analyzes alternative maintenance methods and pilots these programs.
- As both the Engineering Department and PWD seek to increase efficiency and cost-effective maintenance and repair solutions, there will be significant challenges as each department works through learning curves implementing new and alternative methods.

**OTHER COMMENTS:**

The Engineering and PWD continue to collaborate and diligently meet the needs of the residents and business community regarding repairs, contractor activities, flooding, plan review, and construction coordination. Additionally, the PWD continues to provide effective maintenance on the building and grounds.

# FINANCE DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

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## **ACCOMPLISHMENTS:**

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

Former finance officer Marsha Gross has come in and helped the Town complete its audit and submit to the LGC.

## **CHALLENGES:**

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

Staffing challenges created a number of cascading issues including a delayed audit completion and financial statement submission to the LGC. Other deadlines for reporting were missed due to the importance of completing the financial statement audit. The Town has secured the services of a new highly qualified finance officer who can continue the high standards we have for our fiscal management.

## **OTHER COMMENTS:**

# PARKS & REC DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

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## ACCOMPLISHMENTS:

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

The Stallings Parks and Recreation Department has truly been able to complete a wide variety of projects within the past few months. Thanks to all of our staff who have been working during our “slow” season to get things going for the community in the Spring/Summer. I wanted to highlight just a few of the things that our department is proud of :

1. **Stallings Greenway Construction:** We are proud to announce that we are on track to finalize the construction of the Stallings Greenway. The project has been a significant focus for our department, and thanks to the dedicated efforts of our team and collaboration with contractors, we have made substantial progress. The completion of this greenway will provide the community with a safe and scenic pathway for recreational activities, enhancing the overall quality of life in Stallings.
2. **Stallings Fest Sponsorship Funds:** Our annual Stallings Fest has garnered significant support from the community, with almost \$5,000 in sponsorship funds secured thus far. These funds will contribute greatly to the success of the event, allowing us to offer a wide range of activities and entertainment for residents of all ages to enjoy.
3. **New Playground Build and Safety Inspections:** We are excited to announce the upcoming completion of the new playground build at Stallings Municipal Park. This playground has been designed to be accessible for individuals with a wide range of abilities, ensuring inclusivity within our community. Additionally, our maintenance team has been conducting routine safety inspections of all playground equipment, prioritizing the safety of our park visitors.
4. **Cohesive Hours for Splash Pad and Shelter Rentals:** To streamline operations and improve user experience, we have established cohesive hours for the Splash Pad and Shelter Rentals across all town parks. This initiative aims to provide consistency and clarity for residents seeking to utilize these amenities for gatherings and events.
5. **Updates to Park Bathroom Facilities and Staff Training:** We have undertaken significant updates to enhance the functionality and cleanliness of all town park bathroom facilities. Additionally, our staff members have undergone comprehensive training programs to ensure they are equipped with the knowledge and skills necessary to deliver exceptional service to our community.
6. **Professional Certifications and Development Opportunities:** Our department takes pride in maintaining a highly skilled and certified team. Our staff holds a variety of certifications, including Pesticides License, Certified Pool Operator, Certified Playground Safety Inspector, and Certified Parks and Recreation Professionals. Furthermore, we recently had the opportunity to send our Senior

Maintenance Technician to the National Maintenance Management School—a two-year program that will provide invaluable insights and expertise in effectively managing and maintaining our park operations.

In conclusion, the Stallings Parks and Recreation Department remains committed to enhancing the quality of life for residents through the provision of exceptional recreational facilities and programs. We look forward to continuing our efforts to serve the community and achieve our goals for the remainder of the year.

### **CHALLENGES:**

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

1. **Park Bench/Tree Initiative Program:** Unfortunately, we regret to inform you that we did not meet our goals for the Park Bench/Tree Initiative Program as anticipated. Despite our efforts to implement this program, unforeseen challenges arose, including budget constraints and logistical issues with running the parks irrigation system to promote the best lifespan for the trees. We recognize the importance of this initiative in enhancing our parks and will continue to explore alternative strategies to pursue it in the future.
2. **Community Feedback Collection at Events:** Due to staffing limitations, we encountered difficulties in collecting community feedback at events. Our team's capacity was stretched thin, and we were unable to allocate sufficient resources to gather data effectively. As a result, we lack valuable insights that could inform our decision-making processes and improve the delivery of recreational services. We acknowledge the importance of community engagement and will prioritize the allocation of resources to address this issue moving forward. We believe interacting with the Community Committee, Historical Committee & even the town planning committee – we may be able to gain more valuable and dependable information from town citizens.
3. **Informational Kiosk at Blair Mill Park:** While progress has been made, we are still in the process of installing an informational kiosk at Blair Mill Park. Delays have occurred due to re-routing the disc golf course at Blair Mill & we want all the signs information to be accurate upon implementation.
4. **Standard Operation Manual:** Despite concerted efforts, our standard operation manual is still incomplete. We encountered setbacks in this endeavor, primarily stemming from the need to rebuild the manual from scratch to ensure accuracy and comprehensiveness. This process has been time-consuming, and we appreciate your patience as we work towards finalizing the manual to streamline our departmental operations.
5. **Volunteer Recruitment Challenges:** We have faced difficulties in recruiting volunteers from multiple organizations to support our programs and events. However, we are incredibly fortunate to have forged a strong partnership with Union Academy, which has consistently provided a substantial portion of our volunteer base, accounting for at least 90% of our volunteers. While we continue to explore opportunities to diversify our volunteer pool, we are immensely grateful for the ongoing support from Union Academy and remain committed to fostering positive relationships with community partners.

In conclusion, while we have encountered challenges in meeting certain goals and initiatives, the Stallings Parks and Recreation Department remains dedicated to serving the community and enhancing recreational opportunities for residents. We will continue to address the issues proactively and strive towards achieving our objectives in the second half of the year.

## PLANNING DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW

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### ACCOMPLISHMENTS:

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

#### 1. Sustained High Customer Satisfaction:

- We have maintained consistent, favorable feedback from developers and the public regarding responsiveness, dependability, friendliness, informativeness, and efficiency during the permitting and plan review process.
- High customer satisfaction translates to smoother projects, positive promotion, and increased investment in Stallings. This fosters a welcoming environment for development and contributes to the Town's economic growth.
- How achieved:
  - Proactive communication and timely responses to inquiries.
  - Streamlined processes and user-friendly resources.
  - Knowledgeable and helpful Staff provides clear information and guidance.
- Continued success:
  - Ongoing staff training and development to maintain excellent customer service skills.
  - Regularly review and improve processes and resources.

#### 2. Downtown Streetscape Plan Adopted:

- Target met: Successfully adopted the Downtown Streetscape plan.
- Significance: This plan aligns with Council goals and paves the way for creating a vibrant, walkable town center featuring niche retail, local restaurants, breweries, and other amenities. This attracts residents and visitors, boosting the local economy and enhancing the community's character.
- Continued success:
  - Secure funding for the implementation of the plan.
  - Collaborate with stakeholders and developers to bring the vision to life.
  - Track progress and measure the plan's impact on economic development, community vibrancy, and resident satisfaction.

### CHALLENGES:

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

#### 1: Staff Turnover and Capacity

- Several initiatives from the Balanced Scorecard Report were missed due to staff vacancies in Planner 1 and Code Enforcement Officer positions.
- Reduced capacity for in-house development of new land use categories and TOD standards.
- Difficulty attracting and retaining qualified Staff for demanding positions, especially with limited advancement opportunities in entry-level roles.
- Strategies:
  - Partner with CRTPO Grant to leverage consultant expertise for land use and TOD projects.
  - Consider outsourcing specific tasks.

#### 2: Planning Board & Board of Adjustment Membership

- Lack of public interest in serving on a board with limited decision-making power.
- Strategies:
  - Highlight the valuable role of board members in shaping the community's future.



- Consider revising the board structure or responsibilities to increase its appeal to potential members.

### 3: Streetscape Fee-in-Lieu Implementation Delay

- Integrating streetscape improvements into the fee-in-lieu program encountered legal and Council pushback.
- Securing funding to implement streetscape standards for Town owned property. Will need Council direction to install streetscape in front of Town Hall and adjacent property.
- Convincing developers to install streetscape – creates more interest in Conditional Zoning to avoid installing greenway/streetscape

### 4: Interactive Mapping Costs

- Budgetary constraints forced a reduction in the scope of the interactive mapping projects.

## **POLICE DEPARTMENT – MID-YEAR BALANCED SCORECARD OVERVIEW ACCOMPLISHMENTS:**

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

- **Host quarterly coffee w/a cop; bi-monthly lunch w/ a cop at Stallings Elementary; host a fishing derby w/ NC Wildlife for kids-** event calendar has been created and events will begin this month.
- **Host two community events to educate citizens on fraud awareness and financial safety. Increase clearance rate on fraud-related crimes by 3%**-Department is coordinating with NCSECU to provide fraud pamphlets and training programs. Working with a local neighborhood to host fraud awareness.
- **Completion of the 5-step process of CALEA accreditation**-Continuing on the process of gathering proofs. The virtual assessment is in March and the Final assessment is slated for April.
- **Create a Technology Strategic Plan**-Committee has completed its meetings, and the report is in the process of being written. Completion is expected in early Summer 2024.
- **Increase firearms proficiency by 5%**-over two-year period we saw firearms scores improve 5.3% overall
- **Review and update existing mission statement and core values-** We have gathered department volunteers to sit on the committee to review the mission statement. Committee members have been given materials to review to help understand what a mission statement should be.

### **CHALLENGES:**

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

- **Increase impaired driving enforcement by 5%. Conduct 10 traffic safety awareness campaigns (PSA's/bike rodeo/car seat installs/traffic checkpoints/youth driving clinics).** There has been a significant increase in impaired driving arrests, but very limited focus on education and community outreach. Arrests are part of the job, but educating the community to not drive impaired is a key component of traffic enforcement.
- **Create bicycle patrol unit and motor unit utilizing sustainable initiatives-** We have identified some officers who are interested in bike patrol. Staffing and field training have hindered progress on this goal.
- **Create and staff a community volunteer program/increase methods of obtaining citizen feedback/ update PD website**-Melissa Carnes has been designated as the volunteer coordinator and has done quite a bit of research on the issue and has met with surrounding agencies. There is some internal pushback on using volunteers. Additionally, a lot of time has been spent by all administrative staff to complete our CALEA accreditation. We have been able to update permits on our website and have found a solution to simplify our community satisfaction survey and get that information out to the public more efficiently.

### **OTHER COMMENTS**

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