February 11, 2019
Stallings Town Hall
315 Stallings Road
Stallings, NC 28104
704-821-8557
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 Debbie Romanow, Council Member	NA
	7:05 p.m.	**Public Comment**	Wyatt Dunn, Mayor	NA

1.	7:15 p.m.	**Consent Agenda Approval**
		    A. **Minutes from the following meetings:**
		       (1) 01-14-19 – special
		       (2) 01-14-19 – closed
		       (3) 01-14-19
			Wyatt Dunn, Mayor	Approve Consent Agenda
				 (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.)
				
				 Motion: *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.	**Reports**
		    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.
				 (ADD, IF APPLICABLE: with changes as described by Mayor Dunn)
				
				 Motion: *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.	**Annexation 51 – Funderburk**
		   A. **Re-open public hearing**
		   B. **Information from staff**
		   C. **Comments from the public**
		   D. **Close public hearing**
			Erinn Nichols, Dpty. Town Manager/Clerk	Hold public hearing

5.	7:50 p.m.	**TX18.09.01**
		Text amendment to Article 17 Sign Regulations Section 17.6 (B) removing 2nd sentence; and Section 17.5 (A) change "Snipe Sign" to read "Off-premise Signs".
		   A. **Re-open public hearing**
		   B. **Information from staff**
		   C. **Comments from the public**
		   D. **Close public hearing**
			Lynne Hair, Town Planner	Approve (deny) TX18.09.01
				
				Motion: I make the motion to approve TX18.09.01.

6.	8:00 p.m.	**TX18.09.02**
		Amendment to Table 17.1 Permanent Sign Standards and Criteria to allow square footage of permanent wall signs to be calculated on wall area.
		   A. **Re-open public hearing**
		   B. **Information from staff**
		   C. **Comments from the public**
		   D. **Close public hearing**
			Lynne Hair, Town Planner	Approve (deny) TX18.09.02
				
				Motion: I make the motion to approve TX18.09.02.

7.	8:10 p.m.	**Parks and Recreation Committee Application Consideration**	Erinn Nichols, Dpty. Town Manager/Clerk	Appoint applicant *Motion: I make the motion to appoint Marianne Mercer to the Parks and Recreation Committee with term ending March 31, 2020.*

8.	8:15 p.m.	**Budget Items**
		   A. **2018-19 Amended Budget Ordinance 3**
		   B. **2018-19 Amended Budget Ordinance 4**
		   C. **Capital Project Ordinance**
		   D. **2019-2020 Budget Meeting Schedule**
			Marsha Gross, Finance Officer	Approve budget ordinances and budget meeting schedule.
				
				Motion:
				(A) I make the motion to approve the 2018-19 Amended Budget Ordinance 3.
				(B) I make the motion to approve the 2018-19 Amended Budget Ordinance 4.
				(C) I make the motion to approve the Capital Project Ordinance for the New Town Hall and Public Works Facilities.

9.	8:25 p.m.	**Deputy Town Clerk Oath of Office**	Erinn Nichols, Dpty. Town Manager/Clerk	Administer Oath of Office to Deputy Town Clerk Kim Jones
10.	8:30 p.m.	**Balanced Scorecard Objectives**	Alex Sewell, Town Manager	Discussion and possible action
11.	9:00 p.m.	**Adjournment**		

MINUTES OF 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 14, 2019, at 6:00 p.m. at the Stallings Town Hall, 315 Stallings Road, Stallings, North Carolina.

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

Those absent were: Council Member Shawna Steele.

Staff present were: Erinn Nichols, Deputy Town Manager/Town Clerk.

1. Call the meeting to order
Mayor Dunn 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 Martin and passed unanimously.

2. Closed Session Pursuant to NCGS 143.318-11 (a)(6)
Council went into closed session at approximately 6:01 p.m.

Council Member Scholl made the motion to go back into open session. The motion was passed unanimously after a second from Council Member Romanow.

Council returned into open session at approximately 6:35 p.m.

3. Adjournment
Council Member Scholl moved to adjourn the meeting, seconded by Council Member Heyse, and the motion received unanimous support. The meeting was adjourned at 6:36 p.m.

Approved on _____, 2019.

_____   _____
Wyatt Dunn, Mayor   Erinn E. Nichols, Town Clerk

Approved as to form:

_____
Cox Law Firm, PLLC
12520   January 14, 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 January 14, 2019, at 7:00 p.m. at the Stallings Town Hall, 315 Stallings Road, Stallings, North Carolina.

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

Those absent were: Council Member Shawna Steele.

Staff present were: Alex Sewell, Town Manager; Erinn Nichols, Deputy Town Manager/Town Clerk; Chief Minor Plyler; Lynne Hair, Town Planner; Kevin Parker, Assistant Town Engineer; Marsha Gross, Finance Officer; and Melanie Cox, Town Attorney.

<u>Invocation, Pledge of Allegiance and meeting called to order</u>
Mayor Wyatt Dunn welcomed everyone to the meeting and then delivered the invocation.
Mayor Dunn then led the Pledge of Allegiance and called the meeting to order.

<u>Public Comments</u>
No one present to give public comment.

1. <u>Approval of Consent Agenda Items</u>
   A. <u>Minutes of the following meetings:</u>
      (1) 11-13-18
      (2) 11-26-18
      (3) 12-03-18 – special
      (4) 12-10-18
      (5) 12-10-18 – closed
Council Member Scholl made the motion to approve all the minutes on the Consent Agenda except 11-13-18. The motion was seconded by Council Member Romanow and passed unanimously.

   B. <u>2019 Annual Retreat Process</u>
Town Manager Sewell explained Leman Bryce would be facilitating the Council's retreat in February.

   C. <u>Privette Road Property Site Prep</u>
Town Manager Sewell explained this was a plan to move forward with doing the site preparations on the Privette Road property.

   D. <u>New Facilities Engineering and Construction Materials Testing Contract</u>
Town Manager Sewell explained this contract had been changed slightly regarding insurance issues per Town Attorney Cox's review: 1) all overtime charges had to be preapproved by the Town; 2)

eliminated a liability issue; 3) engineering firm could not terminate out of convenience; 4. make mediation binding; and 5) neither can subcontract services.

Council Member Romanow made the motion to approve the Consent Agenda Items 1.B.- D. as presented. The motion was seconded by Council Member Paxton which passed unanimously by Council.

2. Reports
    A. Report from the Mayor
    Mayor Dunn reported that Rep. Dean Arp stated the legislation should approved for the Hotel Tax for the Town.

    B. Reports from Council Members/Town Committees
    Council Member Heyse had no report.

    Council Member Scholl reported that he had attended the Centralina Council Of Government meeting and was a part of a focus group on how the UNCSOG and CCOG could better aid the elected officials.

    Council Member Romanow reported the Any Time Fitness sign issue resolved itself.

    Council Member Martin reported he had been meeting with various officials from other Town Councils to see how the Towns could work together. He would bring anything formal back to Council. Council Member Martin had also met with local fire chiefs to discuss the Union County fire funding study.

    Council Member Paxton had no report.

    C. Report from Town Manager/Town Departments
    Town Manager Sewell reported:
    - The Staff Report had been passed out to Council.
    - He had gone to the Indian Trail Council Meeting.
    - Meetings were being broadcast live to enhancement the goal of public engagement.
    - The solid waste provider had formally requested additional payment due to the global recycling issue. Staff was in the fact-finding stage of the request.
    - NCDOT's conceptual design of the Idlewild Superstreet at Steven's Mill/Idlewild intersection was not acceptable to staff as it did not fit the small area plan in that location. Council held the same opinion by consensus.
    - Holiday Decorating Contest winners were invited to the next meeting to be recognized.
    - Public/private partnership options were being explored in order to create a downtown.

Chief Plyler reported there was an armed robbery on the previous night at the Circle K at Chestnut Road which was actually in Indian Trail. Stallings Police Department collaborated with Union County Sheriff to catch the suspect.

3. Agenda Approval

Mayor Dunn recommended removing Agenda Item 8, *Hotel Proposal*, and adding Agenda Item 12.A. as *Idlewild Superstreet Design*.

Council Member Romanow made the motion to approve the Agenda with the above noted changes. The motion was seconded by Council Member Scholl and passed unanimously.

4. Whetstone Road Abandonment

Mayor Dunn reopened the public hearing.

Town Manager Sewell explained the Council and the purchaser could not agree on a price for the piece of right-of-way.

Tommy Price, 8106 Lake Providence Drive, Weddington, was representing Chestnut Developers who were requesting that the less than half an acre parcel be abandoned by the Town. The property was zoned to be commercial, but developers intended the property to be residential. The developers felt the land was a liability for the Town. The land appraised for approximately $31,000.

Council discussed the issued and held to the $50,000 price due to the redevelopment of that area.

No one was present to speak at the public hearing. Mayor Dunn then closed the public hearing.

Council Member Martin made the motion to hold off on any action to sell or abandon the property at this time. The motion was seconded by Council Member Paxton. The motion passed by a 4 to 1 vote with Council Member Heyse opposing.

5. Stormwater Improvement Projects
A. Four Wood

Assistant Town Engineer Kevin Parker explained that there was a drainage issue between 6185, 6191, and 6197 Fourwood Drive in Emerald Lake Subdivision. The upstream flooding was on private property and the downstream flooding between the 6191 and 6197 Fourwood Drive properties resulted in the flooding out of an inlet in the Town's right of way and the street.

To correct the issue within the Town's right-of-way would cost approximately $36,000. Council Member Martin made the motion to approve the bid from Privette Enterprises to correct the flooding

issue on Fourwood Drive not to exceed $40,000, incorporating Zoya grass for the reseeding. The motion was seconded by Council Member Paxton and passed unanimously.

B. Lawyers Road

Assistant Town Engineer Kevin Parker explained there was culvert pipe completely blocked on Lawyers Road at the entrance of Stevens Mill.

Council chose not to take action on this issue due to the near future construction by Epcon in the area and since the pipe was in the NCDOT right-of-way.

6. 2017-18 Audit Report/CAFR

Finance Officer Marsha Gross introduced Emily Mills with Collins, Boike, & Moore, PA. Ms. Mills presented the 2017-18 Audit Report/CAFR to the Council. She noted the Town had been issued an unmodified opinion which was the highest level of opinion that can be given.

The 2017-18 Audit Report/CAFR is on file at the Town Hall and available for inspection.

7. Unified Development Ordinance and Small Area Plans Process Explanation *(Scholl)*

Town Planner Lynne Hair presented the Unified Development Ordinance and Small Area Plans Process to the Council. This presentation is attached to these minutes and therefore incorporated herein.

8. Hotel Proposal *(Dunn)*
This item was removed during Agenda Approval.

9. County Fire Funding Model Preference Selection Resolution

Town Manager Sewell reminded the Council that the County came to the 11-26-18 Council Meeting to report the findings from the County Fire Funding Study and had requested the Council identify its preferred funding model. It was noted that the Stallings and Hemby Bridge Fire Chiefs both preferred the self-funding tax district model.

Council discussed the options. It held consensus to recommend the self-funding tax district model to the county. Mayor read the Resolution of Support for the Town of Stallings' Fire Funding Model Preference noting the self-funding tax district model preference into the record.

Council Member Romanow made the motion to approve the Resolution of Support for the Town of Stallings' Fire Funding Model Preference. The motion was seconded by Council Member Heyse and passed unanimously. The Resolution of Support for the Town of Stallings' Fire Funding Model Preference is attached to these minutes and therefore incorporated herein.

12526

10. Reclassification of Captain Position to Assistant Police Chief

Chief Plyler explained that he would like to reclassify one of the Captain positions to an Assistant Chief position. In 2004 when the department was started, the department had this position in its structure. In 2011, administration at the time did away with the Assistant Chief position. Having an Assistant Chief position would allow a clear change of command in the absence of the Chief and a more efficient organizational chart.

Council Member Paxton made the motion to approve the reclassification of a Captain position to that of Assistant Chief. The motion was seconded by Council Member Romanow and passed unanimously.

11. Committee Stipend Policy *(Romanow)*

Council Member Romanow stated that, in the past, when two committees came together, both committees were paid. The Parks and Recreation Committee recently met with the Greenway Committee (Ad Hoc/non-paid) and was not paid for that meeting. Council Member Romanow requested clarification on the policy.

Consensus was held to pay the Parks and Recreation Committee for its attendance at the Greenway Committee Meeting and to pay all committees for joint meetings with other committees.

12. Balanced Scorecard Objectives

Town Manager Sewell presented the Council with the draft goals and evaluation forms for the Balanced Scorecard. The Balanced Score card presentation is attached to these minutes and therefore incorporated herein. Council held consensus and approved the general direction of the Balance Scorecard.

Council would set its annual priorities at the February 2019 Annual Retreat and subsequently create the objectives for the Balanced Scorecard at a following meeting.

12.A. Idlewild Superstreet Design
This item was added during Agenda Approval.

Council held consensus to not approve NCDOT's superstreet design on Idlewild as it wanted a full-movement intersection.

Council Member Paxton made the motion to have staff communicate to NCDOT that the Council was requesting a full movement intersection at Stevens Mill and Idlewild as the preferred alternative; and that Council felt strongly that the superstreet design was not conducive to the Town's future

growth and development plan in that corridor as already proposed and resolved. Council Member Martin seconded the motion. The Council gave the motion unanimous support.

13. 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 9:06 p.m.

Approved on _____, 2019.

_____
Wyatt Dunn, Mayor

_____
Erinn E. Nichols, Town Clerk

Approved as to form:

_____
Cox Law Firm, PLLC

Police Department 2018 Annual Report

Overview

In 2018, the police department logged 46,069 events. This is a 7% increase over 2017. In calculating data for the Annual CAFR, certain areas of events are excluded to provide a more accurate depiction of actual "calls for service". Using these same criteria, officers answered 10,277 calls for service in 2018, showing a 1% increase over 2017. The remainder of the events logged are what we label "Community Service" events (Residence/Vacation checks, Business checks, Community Events, etc). In 2018, officers performed 34,850 of these events showing a 10% increase over 2017.

The department has been fully staffed since May of this year. We currently have an officer on maternity leave and she will be returning to us in April. Being a smaller department, one or two officer vacancies makes a definite impact on scheduling and patrol operations. I appreciate the Councils support in helping the department attract and retain quality officers.

The department added a K-9 unit in 2018. Officer Lily has been very successful in her short time with the department. She has successfully performed numerous narcotics searches of vehicles and property. She performed a successful "track" of a suspect that fled from a narcotics arrest. She has also been requested by Union County Sheriff's Office to assist when the County K-9 was unavailable.

Officers successfully revived 5 persons from opioid overdose using the issued Narcan nasal treatment. This has proven to be an invaluable tool.

Traffic

The department made 1216 traffic related charges in 2018. This is a 7% increase over 2017.

The department investigated 378 vehicle crashes with 78 of those resulting in personal injury. Total estimated property damage is $1,856,650.

Investigations

Not including cases held over from prior years, Stallings Investigators worked 126 new cases in 2018. According to crime parameters set by the FBI UCR statistics for 2017 (2018 not compiled as of this report), Stallings clearance rate for Violent Crimes is 100% and 43% for Property Crimes. The 2017 National Average for towns of 10,000 – 24,999 population is 52% and 25% respectively.

The largest growing area of concern in 2018 has been the overwhelming increase of the deadly narcotic Fentanyl present in other illegal narcotics (heroine, methadone, marijuana...etc). In takes only a minute amount to cause an overdose resulting in death. In 2018, we have had 5 deaths related to Fentanyl.

Community / Town Partnerships

The philosophy of Community Service continues to be at the forefront for the department. Community Sgt. Davis continues to make a very positive impact at Stallings Elementary School as well as other

community meetings. National Night Out was a great success this year and we are working to gain more participation next year. As is evident in the presented overview numbers. Officers, when not on assigned calls, continually perform community related checks and events.

We are only one part of a great town organization. We partner with other departments whenever the opportunity presents itself. From working with Public Works during storms and their aftermath to collaborating with Parks and Rec on various events, we all consider ourselves fortunate to work in this cooperative nature that is exhibited every day.

Key Guiding Principles

Coordinated Growth

Diversified Development

**Placemaking**

Destination Points

Adaptive Community

Regional Collaboration

The *Key Guiding Principles* are the critical tools for ongoing measurement and assessment of initiatives and results.

Comprehensive Land Use Plan

Annual Update

The *StALLINgs* Comprehensive Land Use Plan, a 25-year road map for development decisions was adopted by the Town on November 27, 2017. In its first year of implementation many successes were experienced. The plan was designed to be used by town officials and staff to help identify areas prime for capital investments, improvements and conservation efforts.

Several projects accomplished in 2018 are the direct result of priorities established by Council through adoption of the Comprehensive Land Use Plan.

What have we accomplished?

Small Area Plans

The Comprehensive Land Use Plan identifies the benefits of small area planning in identified areas of town where growth is anticipated. In addition to the three (3) plans adopted with the Comprehensive plan, two (2) additional plans were approved. The Chestnut Plan is in draft format and work has begun on the partnership plan with CEM Corporation. The plans incorporate and encourage mixed-use development, a variety of housing types and connectivity, both vehicular and pedestrian.

Goals as established by the plan that we have met are:

GOAL E-3: Complete small area plans in key areas to coordinate land development with transportation infrastructure, encourage mixed-use, and create destinations.

> Strategy E-3.1
> Strategy E-3.2
> Strategy E-3.3

Projects:

- ✓ **Chestnut SAP**
- ✓ **CEM SAP**
- ✓ **Greenway Plan**
- ✓ **Creation of new Development Ordinance**
- ✓ **Creation of Development Agreement Process**
- ✓ **Town Hall Streetscape**
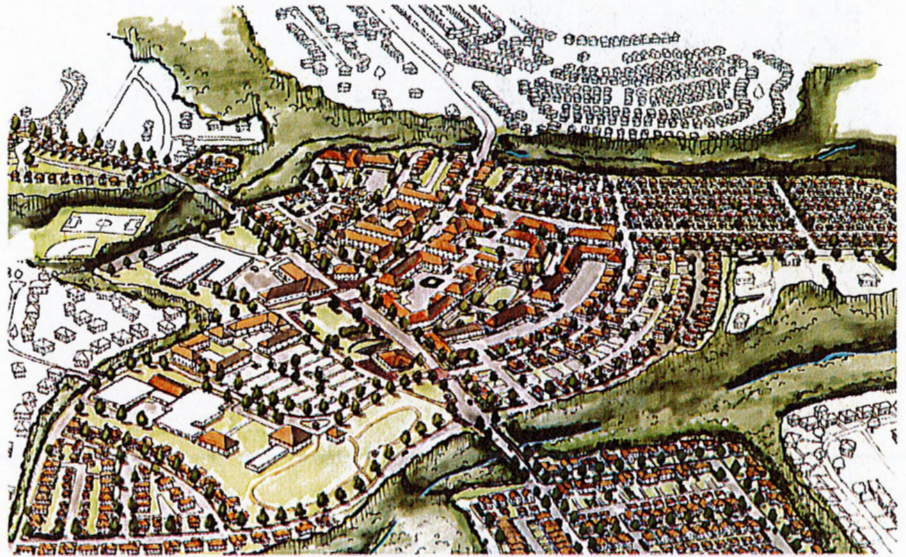
Stallings Elementary Node Small Area Plan

Greenway Plan

The Comprehensive Land Use Plan identifies connectivity and an increase in walking and biking options as a priority. The creation of a trail system to serve the entire town is a goal established by Transportation, Identity and Involvement, and the Open Space, Recreation and Environment sections of the plan.

GOAL T-1: Increase transportation choices by integrating multimodal options (walking, biking, public transportation, driving etc.) into existing and new facilities.
>   Strategy T-1.6
>   Strategy T-1.7

GOAL OS-3: Construct and encourage the development of greenway trails to capitalize on available open space, to provide an alternative mode of transportation, and to connect new and existing neighborhoods.
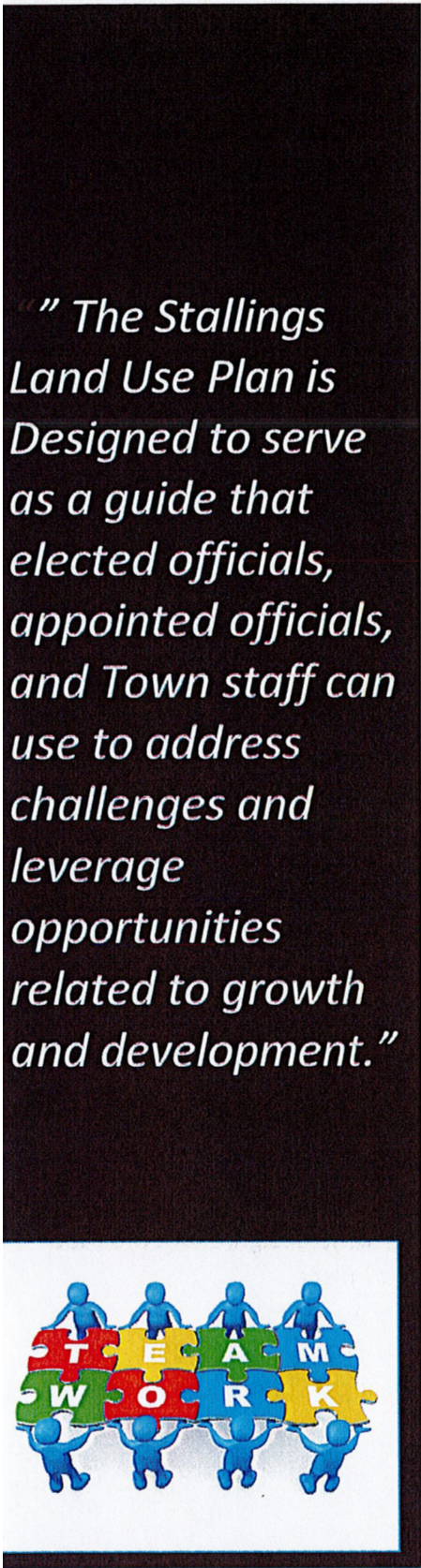>   Strategy OS-3.3
>   Strategy OS-3.4
>   Strategy OS-3.5

GOAL I-4: Coordinated, thoughtful design should be incorporated in all projects to enhance community image, connectedness, and identity.
>   Strategy I-4.2
>   Strategy I-4.4

3

Development Ordinance

The Comprehensive Land Use Plan identifies the need to update development standards to accomplish goals established in the plan and small area plans. In order to accomplish these goals a new Development Ordinance was adopted.

GOAL I-1: Develop organizational structure for Town beautification and community involvement.
GOAL I-4: Coordinated, thoughtful design should be incorporated in all projects to enhance community image, connectedness, and identity.
    Strategy I-4.1

GOAL I-7: Ensure that Town codes allow the high-quality development that is expected and desired.
    Strategy I-7.1
    Strategy I-7.2
    Strategy I-7.3

GOAL U-2: Make adjustments to the zoning code and other planning policies to encourage new development that takes advantage of existing infrastructure or contributes to the construction of new infrastructure and increased access to services.

GOAL E-1: Encourage the development of new commercial and office space on currently undeveloped lands located at key intersections and land with high accessibility and visibility from interstates, highways, or major arterial roads.
    Strategy E-1.3

GOAL E-2: Promote the redevelopment of existing commercial corridors and industrial sites to attract new shopping and entertainment opportunities and precision manufacturing.
    Strategy E-2.1

Development Agreement Process

The Comprehensive Land Use Plan encourages coordinated, sustainable development. Creation of a process and design standards to accomplish this goal were implemented by the Town with the creation of the Development Agreement process. This process allows the Town to negotiate with developers to ensure compliance with quality design and development standards.

GOAL I-4: Coordinated, thoughtful design should be incorporated in all projects to enhance community image, connectedness, and identity.
    Strategy I-4.1

GOAL U-2: Make adjustments to the zoning code and other planning policies to encourage new development that takes advantage of existing infrastructure or contributes to the construction of new infrastructure and increased access to services.

  Strategy U-2.2

GOAL T-3: Creatively expand transportation funding levels to maintain and improve the transportation system.

  Strategy T-3.2

GOAL T-6: Ensure that transportation improvements are made concurrent with land use development.

  Strategy T-6.1
  Strategy T-6.2
  Strategy T-6.3

❖ ❖ Town Hall Streetscape

The Comprehensive Land Use Plan established a goal of using coordinated streetscape to create a sense of place in Stallings. The use of streetscape also contributes to the creation of destination points and will be useful in achieving the goal of giving Stallings a sense of identity.

GOAL I-1: Develop organizational structure for Town beautification and community involvement.

  Strategy I-1.1

GOAL I-2: Enhance community pride and identity by improving the public realm.

  Strategy I-2.1

GOAL I-3: Community gateways should incorporate design elements that greet and direct the public and evoke a sense of place.

  Strategy I-3.3

GOAL I-5: Utilize existing and planned public spaces, facilities, and projects to create community anchors that highlight "place", community appearance, and identity,

  Strategy I-5.1

PLANNING & ZONING
TOWN of STALLINGS

Memo:

TO: Town Council Members

FROM: Lynne Hair, Planning and Zoning Administrator

SUBJECT: TX18.09.01 – Text amendment to Article 17 Sign Regulations Section 17.6 (B) removing 2nd sentence; and Section 17.5 (A) change *Snipe Sign* to read *Off-premise Signs.*

DATE: February 5, 2019

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

Staff is recommending the following text amendments be made to Article 17 Sign Regulations as follows:

17.5 Prohibited Signs
(A) ~~Snipe Signs~~ Off-Premise Signs

A snipe sign is defined in 17.5 (B) of this article. An off-premise sign is a separate type of sign and needs to be listed separately.

17.6 Exempt Signs
(B) Government signs and signs for non-profit organizations sponsored by governments including insignia statutorily required legal notices, informational, directional, way-finding, and traffic safety signs. ~~This exemption shall not include permanent and temporary signs covered in Section 17.8 of this article but may include signs or flags erected on public property or private property immediately proximate to public property to commemorate public holidays recognized by resolution of the Council.~~

This language prohibits the Town from posting banners and signs for special events.

The Planning Board is recommending approval of the request.

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, the regulation of signage throughout the Town is consistent with the 2017 Comprehensive Land Use Plan; and,

WHEREAS, in order to promote the public safety, health or welfare the regulation of off-site and government signs is recommended; and,

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

ARTICLE 17 SIGN REGULAIONS is hereby amended as follows:

AMEND to Article 17 Sign Regulations to read as follows:

17.5 Prohibited Signs
(A) Off-Premise Signs

17.6 Exempt Signs
(B) Government signs and signs for no-profit organizations sponsored by governments including insignia statutorily required legal notices, informational, directional, way-finding, and traffic safety signs.

This ordinance shall be effective immediately upon its adoption.

ADOPTED this the _th day of _____, 2019.

_____   _____

Wyatt Dunn   Erinn Nichols
Mayor   Town Clerk

PLANNING & ZONING
TOWN of STALLINGS

Memo:

TO: Town Council Members

FROM: Lynne Hair, Planning and Zoning Administrator

SUBJECT: TX18.09.02 – A request to amend Article 17 Sign Regulations
           Table 17.1 Permanent Sign Standards and Criteria to allow square
           footage of permanent wall signs to be calculated on wall area.

DATE: February 5, 2019

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

Staff is recommending the following text amendments be made to Table 17.1 as shown on the attachment

The Planning Board is recommending approval of the request.

Sign Type		Sign Copy Area Allowance (sq. ft.)	Sign Illumination	Minimum Letter Size	Maximum Number	Other Requirements
Permanent Attached *Signs* – General						
Blade* (or Projecting)		32				Only one *sign* (blade, V-type or flat *sign*) allowed per occupancy per street or parking frontage
V-type*		32				
Flat* (or Wall)		32 in SFR and MFT	Ambient External Internal	6"	One per street or parking frontage per occupancy	Internally-illuminated *signs* – *sign* face can be illuminated

No attached signage above second story except in monolithic multi-story buildings fronting major thoroughfares.

May encroach into adjoining street right-of-way pursuant to an encroachment agreement. See 17.5(G), also see 17.7-1(J) |
| | | 10% of wall area of any wall of the principle structure not to exceed 100 sq.ft in all other districts | | | | |

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, the regulation of signage throughout the Town is consistent with the 2017 Comprehensive Land Use Plan; and,

WHEREAS, in order to promote the public safety, health or welfare the regulation of wall signage is recommended; and,

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

ARTICLE 17 Table 17.1 Permanent Sign Standards and Criteria is hereby amended as follows:

Sign Type	Sign Copy Area Allowance (sq. ft.)	Sign Illumination	Minimum Letter Size	Maximum Number	Other Requirements
Permanent Attached *Signs* – General					
Blade* (or Projecting)	32				Only one *sign* (blade, V-type or flat *sign*) allowed per occupancy per street or parking frontage
V-type*	32				
Flat* (or Wall)	32 in SFR and MFT 10% of wall area of any wall of the principle structure not to exceed 100 sq.ft in all other districts	Ambient External Internal	6"	One per street or parking frontage per occupancy	Internally-illuminated *signs* – *sign* face can be illuminated No attached signage above second story except in monolithic multi-story buildings fronting major thoroughfares. May encroach into adjoining street right-of-way pursuant to an encroachment agreement. See 17.5, also see 17.7-1

This ordinance shall be effective immediately upon its adoption.

ADOPTED this the _th day of _____, 2019.

_____   _____

Wyatt Dunn   Erinn Nichols
Mayor   Town Clerk

AMENDED BUDGET ORDINANCE – NO. 3

TOWN OF STALLINGS, NORTH CAROLINA

FISCAL YEAR 2018-2019

BE IT ORDAINED by the Town Council of the Town of Stallings, North Carolina, that the estimated expenditures for the fiscal year 2018-2019 are hereby amended as set forth below:

Category	Account Number	Budgeted Amount	Amend to the Following	Net Increase or (Decrease)
General Fund				
Expense:				
Transfer to Capital Project Fund - New Town Hall & Public Works Buidlings	10-99-9840-098	$ -	$ 51,000	$ 51,000
Debt Service - Interest on Note	10-60-9110-076	$ 82,500	$ -	$ (82,500)
Contingency	10-99-9910-097	$ 25,000	$ 56,500	$ 31,500
Capital Project Fund - New Town Hall & Public Works Buildings				
Revenue				
Transfer in from General Fund	42-00-3990-097	$ -	$ 51,000	$ 51,000
Expense:				
Capitalized Interest - Installment Financing Agreement	42-90-8190-076	$ -	$ 51,000	$ 51,000

Explanation: amendment is to remove Debt Service - Interest on Installment Financing for the New Town Hall and Public Works Buildings from General Fund to Capital Project Fund transferring to Capital Project Fund and Contingency.

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

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

ADOPTED this the 11th day of February, 2019.

_____
Wyatt Dunn, Mayor

_____
Erinn Nichols, Town Clerk

Approved as to form:

_____
Melanie Cox, Town Attorney, Cox Law Firm, PLLC

AMENDED BUDGET ORDINANCE – NO. 4

TOWN OF STALLINGS, NORTH CAROLINA

FISCAL YEAR 2018-2019

BE IT ORDAINED by the Town Council of the Town of Stallings, North Carolina, that the estimated expenditures for the fiscal year 2018-2019 are hereby amended as set forth below:

Category	Account Number	Budgeted Amount	Amend to the Following	Net Increase or (Decrease)
Revenue:				
Expense:				
General Fund				
Contingency		$ 56,500	$ 31,500	$ (25,000)
Public Works - Buildings and Grounds	10-70-4570-024	$ 6,050	$ 27,050	$ 21,000
Public Works - Inventory and Equipment	10-70-4570-029	$ 10,000	$ 14,000	$ 4,000

Explanation: amendment is to include increase Public Works Department Budget for unexpected building and grounds repairs.

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

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

ADOPTED this the 11th day of January, 2019.

_____
Wyatt Dunn, Mayor

_____
Erinn Nichols, Town Clerk

Approved as to form:

_____
Melanie Cox, Town Attorney, Cox Law Firm, PLLC

TOWN OF STALLINGS

ADOPTION OF CAPITAL PROJECT ORDINANCE

BE IT ORDAINED by the Stallings Town Council that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section 1: The project authorized is the construction of a new town hall building and public works building to house Council Chambers, park and recreation and public works maintenance staff and public works maintenance area. This project is to be funded by an installment purchase agreement and Town restricted and unrestricted funds.

Section 2: The officers of this unit are hereby directed to proceed with the capital project within the terms of the budget contained herein.

Section 3: The following expenditure amounts are appropriated for the project:

Construction	$	2,942,450
Contractor's Allowance	$	123,550
Construction Material, Testing and Inspections	$	30,000
Financing/Legal Costs	$	8,000
Architects Fees	$	19,600
Furniture	$	150,000
Miscellaneous	$	15,000
Owner's Contingency	$	60,000
TOTAL PROJECT COSTS	**$**	**3,348,600**

Section 4: The following revenues are anticipated to be available to complete this project:

Installment Financing Proceeds	$	2,918,000
General Fund Appropriation	$	222,600
Storm Water Fund Transfer	$	208,000
TOTAL PROJECT COSTS	**$**	**3,348,600**

Section 5: The Finance Officer is hereby directed to maintain within the Capital Project Fund sufficient detailed accounting records to satisfy the requirement of Federal and State regulations and Town policies.

Section 6: Certain funds may be transferred from the General Fund Budget and Storm Water Fund Budget to the Capital Project Fund for making expenditures pursuant to this ordinance.

Section 7: The Finance Officer is also directed to include a detailed analysis of past and future costs and revenues related to this capital project in every budget submission made to this Council.

Section 8: The Finance Officer may transfer amounts between expenditures including the contingency line-item with an official report on such transfer at the next regular meeting of the Town Council. The Finance Officer may also transfer amounts between revenues with an official report of such transfer at the next regular meeting of the Town Council.

Section 9: Copies of this capital project ordinance shall be furnished to the Town Manager, Town Clerk, and Finance Officer for direction in carrying out this project.

Adopted this 11th day of February, 2019.

_____
Wyatt Dunn, Mayor

Attest:

_____
Erinn Nichols, Town Clerk

Approved as to form:

_____
Melanie Cox, Town Attorney

DRAFT Budget Review Schedule for FY2020

Council Retreat		Saturday, February 9th	
Budget Templates to Department Heads		Wednesday, February 20th	
Department Heads Return Budget Templates to Finance Officer		Wednesday, March 6th	
Begin Budget Reviews with Town Manager and Finance Officer	Park & Recreational	Thursday, March 7th	2:00 PM - 3:30 PM
	Transportation/Storm Water	Friday, March 8th	10:00 AM - 11:30 AM
	General Government/Sanitation	Monday, March 11th	10:00 AM - 11:30 AM
	Police Department	Monday, March 11th	2:00 PM - 3:30 PM
	Economic Development	Tuesday, March 12th	9:00 AM - 10:30 AM
	Public Works	Tuesday, March 12th	1:30 PM - 3:00 PM
	Revenue/Debt	Wednesday, March 13th	10:00 AM - 11:30 AM
CMIIP Review by Council	Update and Process Review	March Timeframe (15th to end of Month)	TBD
Department Heads Approval from Town Manager	Balance Scorecard Goals	Friday, March 29th	By end of the Month
Draft Budget to Town Manager	Review and Other Meetings scheduled if needed	Draft -Wednesday, March 20th Meetings completed by Wed., April 3rd	
Draft Budget Final Review and Send to Council	Soft and Hard Copy	Monday, April 8th (Council Meeting)	Delivered
Council Meeting - Day 1 Review	Draft Budget Overview and Revenue Review, CMIIP, General Government, Sanitation and Economic & Phys Dev	Monday, April 15th	7:00 - 9:00 PM
Council - Day 2 Review	Transportation/Storm Water Review and Public Works	Tuesday, April 23rd (Council Meeting)	7:00 - 9:00 PM
Council - Day 3 Review	Police Department, Parks and Recreation, Debt Service, Capital Projects and Total Budget	Monday, April 29h	7:00 - 9:00 PM
Council - Day 4 Review (Tentative)	As Needed	Monday, May 6th	7:00 - 9:00 PM
Town Manager Budget Letter and Draft Ordinance & Budget		Thursday, May 23rd	
Advertise Public Hearing		Monday, May 27th	
Town Council Meeting	Public Hearing and Possible Council Adoption of Budget	Monday, June 10th	7:00 PM
Town Council Meeting	Backup date for Council Adoption of Budget	Monday, June 24th	7:00 PM

OATH OF OFFICE

I, Kim Jones, do solemnly swear that I will support and maintain the Constitution and laws of the United States, and the Constitution and laws of North Carolina not inconsistent therewith, and that I will faithfully discharge the duties of my office as Deputy Town Clerk for the Town of Stallings, so help me God.

This the 11th day of February, 2019.

_____

Kim Jones

Subscribed and sworn to before me
this the 11th day of February, 2019.

_____

Erinn E. Nichols, Notary Public
My commission expires:

TO: Mayor Dunn; Town Council
FR: Alex Sewell
DATE: 2/7/19
RE: Balanced Scorecard Objectives

Purpose: This memorandum provides background on a balanced scorecard and recommends the Town Council authorize the Town Manager to create one.

Background:

- On October 8, 2018, the Town Council authorized the Town Manager to create a balanced scorecard system for the Town.
- An internal balanced scorecard committee was developed. The Committee researched the topic, made a site visit to Hillsborough (a leader in incorporating this system into the smaller municipal setting), and drafted policies.
- On January 14, 2019, the Town Manager presented the Balanced Scorecard Policies to the Town Council which took the following actions:
    o Expressed approval for the policies and general direction;
    o Determined it would establish its strategic priorities at the 2/9/19 Annual Retreat;
    o Determined it would determine if it would keep the objectives as currently written or make alterations at the 2/11/19 Town Council meeting.

Objectives: Under the Balanced Scorecard system, an objective is essentially one of the specific things that the Town must do well in order to execute its strategy. More precisely defined, an objective is 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," or other similar words. Examples: Reduce Crime, Enhance Customer Service, Promote Learning & Growth, Invest & Infrastructure, Deliver Competitive Services, Maintain Fiscal Strength, Create Unity Between Neighborhoods, Provide Affordable Services, Protect the Environment, Enhance Walkability, etc.

In developing the draft objectives, staff looked at the Council's adopted priorities, the Town's adopted plans, and other objectives developed by other communities. Specifically, staff sought to develop objectives that were broad enough that could encompass a wide array of measures and accommodate any potential Town Council priority changes over the years.

Staff would encourage Council to think broadly when it comes to objectives in order to avoid duplication and an unnecessarily large number of objectives. For example, the objective of "Strengthening Citizen Engagement" could encompass several of the Council's current prioritized initiatives including telecasting Town Council meetings and putting out a quarterly citizen newsletter. Another objective, "Invest in Infrastructure" was meant to encompass any transportation improvements as well as any stormwater improvements.

Enclosed is the Balanced Scorecard Policy for your consideration.

Next Steps: Approve the objectives or make alterations as desired.

FORWARD
STALLINGS

A Balanced Scorecard Approach for the Town of Stallings

Draft Working Document

What is the Balanced Scorecard?

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

Rationale and Benefits of the Balanced Scorecard

- *Clarifies and Communicates Organizational Mission.* Translates your vision and strategy into a coherent set of measures, targets and initiatives that can be communicated throughout the organization and community by:

  1.) More clearly describing the Town Council's strategy by taking potentially vague policy directives (mission, vision, goals, and objectives) and making them easier to understand by defining them and choosing performance measures to gauge their progress; and
  2.) Sharing scorecard results throughout the organization and community gives employees and citizens the opportunity to discuss the assumptions underlying the strategy, learn from unexpected results, and deliberate on future modifications as necessary. Simply understanding an organization's strategy can unlock many organizational capacities, thus allowing employees and citizens, maybe for the first time, to know here the organization is headed and how they can contribute to the journey. The scorecard brings meaning and action to a vague objective like "provide excellence municipal services."

- *Better Data for Policy-Making.* The Balanced Scorecard promotes questions, dialogue, analysis, innovation, experimentation, adaptability, and accountability.
- *Helps Let Us Know if We Are Moving Toward Goal Achievement or Drifting Further Away.*
- *Resource Alignment and Allocation.* 1.) To successfully implement any strategy, it must be understood and acted upon throughout all levels of the organization and ultimately be enacted during departments' day-to-day activities; 2.) Establishing long-term "stretch targets" allows the organization to identify the key steps necessary to achieve its goals; and 3.) Aligns resources (time, effort, and money) so that the initiatives in all departments and levels share a common trait, their linkage to the Town's strategic goals.
- *Strategic Learning* – Any strategy we pursue represents a hypothesis or your best guess of how to achieve success. To prove meaningful, the measures of the scorecards must link

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

Using Strategy & the Balanced Scorecard to Get Results

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

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

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

Key Definitions & Components

Vision: Word picture of our desired future.

Mission: Why we exist.

Core Values: What we believe in, guiding principles.

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

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

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

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

Target: The desired result of a measure that communicates the expected level of performance. Example: 98% of customers will have average water pressure of 30 PSI or greater. A "stretch target" is a challenging target that _may not_ be met. It may be a multi-year goal with milestones.

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

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

Perspectives

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

Community Perspective:

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

Managers must know if the Town is meeting citizen needs. They must determine the answer to the question: Ruls 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 communications throughout all areas of the organization to promote problem-solving partnerships within and outside of the organization. Good communication enables the vision to be implemented.
- **Excel at Staff & Logistical Support** – Ensure outstanding internal support is being provided to all departments, employees, elected officials, advisory board members, and volunteers that deliver services or directly serve the community. Use technology, where practical to improve service delivery and save taxpayer dollars.
- **Provide Responsive & Dependable Services** – Provide quality services to citizens in a courteous, responsive, and reliable manner that is effective in achieving desired results. Excel at the technical aspects of delivery.

Develop Know-How

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

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

Developing Departmental Strategy

Departmental Balanced Scorecards

A good scorecard will do the following:

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

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

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

Step #2 – Developing Departmental Initiatives

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

- Initiatives detail what the department must do to achieve a Townwide 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 responds to the Townwide 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. <u>Every department should have at least one stretch target.</u>

FORWARD STALLINGS

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

↓↑

Manage Resources

Maintain Fiscal Strength	Develop Long-Term Financial Plans	Invest in Infrastructure	Deliver Services Efficiently

↓↑

Run the Operations

Enhance Emergency Preparedness	Improve Communication & Collaboration	Excel at Staff & Logistical Support	Provide Responsive & Dependable Services

↓↑

Develop Know-How

Maintain a Skilled & Competent Workforce	Support Development of Citizen Volunteers	Enhance Relations with Other Entities

Town Council Strategic Priorities

- Improve Transportation Infrastructure/Reduce Congestion
- Enhance Community Identity by Increasing Branding Visibility
- Engage the Public Through Increased Public Communications
- Begin New Town Hall/Public Works Facility
- Pursue Economic Development to Enhance Quality of Life
- Be Prudent Fiduciaries of Taxpayer Resources
- Downtown Development for the Future of Our Community

"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