



Access for the Electronic Meeting

Via phone: 1-646-558-8656

Via web:
<https://zoom.us/j/98678066763?pwd=QkJWL1hacU96NU9oZU5oYXhmTGdmQT09>

Via Zoom App:
 Meeting ID: 986 7806 6763
 Password: 922123

February 8, 2021
 Stallings Town Hall
 315 Stallings Road
 Stallings, NC 28104
 704-821-8557
www.stallingsnc.org

Town Council Agenda

	Time	Item	Presenter	Action Requested/Next Step
	7:00 p.m.	Invocation Pledge of Allegiance Call the Meeting to Order	Wyatt Dunn, Mayor	NA
	7:05 p.m.	Public Comment	Wyatt Dunn, Mayor	NA
1.	7:15 p.m.	Consent Agenda A. Minutes from the following meetings: (1) 12-14-2020 (2) 01-11-2021 – special (3) 01-11-2021 – closed (4) 01-11-2021 (5) 01-25-2021 (6) 01-25-2021 – closed	Wyatt Dunn, Mayor	Approve Consent Agenda <i>(All items on the Consent Agenda are considered routine, to be enacted by one motion. If a member of the governing body requests discussion on of an item, the item will be removed from the Consent Agenda and considered separately.)</i> 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.	7:45 p.m.	Agenda Approval	Wyatt Dunn, Mayor	Approve agenda as written. <i>(ADD, IF APPLICABLE: with changes as described by Mayor Dunn)</i> Motion: I make the motion to: 1) Approve the Agenda as presented; or 2) Approve the Agenda with the following changes: _____.

4.	7:50 p.m.	Stinson Farms (Recessed from 01-25-2021) <i>Public Hearing will be held on 02-22-2021</i> A. Information from Staff B. Information from Application C. Council Discussion	Lynne Hair, Town Planner	Presentations and Discussion
5.	8:20 p.m.	Participation Renewal in Union County's CDBG Urban County Consortium	Patrick Niland, Asst. County Manager	Presentation
6.	8:35 p.m.	Union County Revaluation	Vann Harrell, Union County Tax Collector	Presentation
7.	8:45 p.m.	Open Space Improvements Update	Lynne Hair, Town Planner Justin Longino, Michelle Nance, CRC	Information
8.	8:55 p.m.	Finance Items A. Quarterly Finance Report B. Amended Budget Ordinances 4, 5, & 6	Marsha Gross, Finance Officer	Presentation Approve/Deny amended budget ordinances
9.	9:05 p.m.	Balanced Scorecard Mid-Year Report	Alex Sewell, Town Manager	Presentation
10.	9:15 p.m.	Purchasing 325 Stallings Road <i>(Parcel Nos. 07126008A & 07126012A)</i>	Lynda Paxton, Mayor Pro Tempore Alex Sewell, Town Manager	Discussions and Possible Action <i>Motion:</i> <i>Authorize the Town Manager to execute closing documents.</i>
11.	9:25 p.m.	Adjournment		Motion to adjourn

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

The Town Council of the Town of Stallings met for a meeting on December 14, 2020, at 7:00 p.m. via Zoom, a virtual electronic platform, due to the North Carolina declared state of emergency because of COVID-19. Public could access the meeting via phone (1-646-558-8656), web link (<https://zoom.us/j/97595470935?pwd=dmlWdGRuR0lEd0xWTTAvWDcydVA2Zz09>) or the Zoom app (Meeting ID: 975 9547 0935; Password: 065316).

Those present and visible on camera were: Mayor Wyatt Dunn; Mayor Pro Tempore Lynda Paxton; Council Members Steven Ayers, Heather Grooms, John Martin, Brad Richardson, and David Scholl.

Staff present were: Alex Sewell, Town Manager; Erinn Nichols, Assistant Town Manager/Town Clerk; Marsha Gross, Finance Officer; Chris Easterly, Town Engineer; Ashley Platts, Parks and Recreation Director; Lynne Hair, Town Planner; Matthew West, Planning Technician; Police Chief Dennis Franks; and Melanie Cox, Town Attorney.

Invocation, Pledge of Allegiance and meeting called to order

Mayor Wyatt Dunn welcomed everyone to the meeting and gave the invocation. Mayor Dunn then led the Pledge of Allegiance and called the meeting to order.

Public Comments

Mary Churchill, Community Manager for Callonwood Townhouses, wanted to advocate for the community for the Council to fund the sidewalk project. She encouraged the Town to fix the sidewalks so that the community could enjoy them and the outdoors.

1. Consent Agenda Items

A. Minutes from the following meetings:

- (1) 10-12-2020
- (2) 10-12-2020 - closed
- (3) 10-26-2020
- (4) 10-26-2020 – closed
- (5) 11-09-2020

B. Stallings Police Department Parttime Accreditation Manager Job Description

C. NCDOT Required Title VI Policy

D. Council Christmas Gift to Staff

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

2. Reports

A. Report from the Mayor

Mayor Dunn informed Council that he had sent the Council a summary of the Pandemic Summit from Washington, D.C. which he attended.

B. Reports from Council Members/Town Committees

Council Member Paxton reported on the following:

- CRTPO Union County delegates had been discussing the next leg of the widening of US 74. The cost of construction had increased from \$600 million to \$1.2 billion. The Union County delegates would be requesting a change in legislation to allow projects to be rescoped without losing its place in line.
- Council had authorized Council Member Paxton to pursue purchasing the property next to Town Hall. The owner did not want to consider any proposals during the holidays but agreed to speak further about the possibility in January 2021.
- Council Member Paxton had concerns about development progress after approval was received by the Council, therefore she would be asking Council to discuss that item during this meeting.

Council Members Ayers, Grooms, and Scholl had no reports.

Council Member Martin recognized Code Enforcement Officer Kolleen Dickinson for her efforts with the sewage issues in Country Woods East and Golden Acres.

Council Member Richardson had no report.

C. Report from Town Manager/Town Departments

Town Manager Sewell reported on the following:

- Town Planner Hair introduced new employee Planning Technician Matthew West to the Council.
- 5-Year Financial Plan Draft - Adjustments had been made and resent to Council.
- Annual Retreat – Mr. Sewell would be collaborating with Council to identify a date, structure, and facilitator.
- Virtual Christmas Tree Lighting was a success and Town Manager Sewell gave accolades to staff for that event.

- QUAD meeting – This meeting occurred with Mint Hill and Matthews when the Matthews Police Chief and Fire Chief presented a proposal for a regional first responder training facility north of Stallings’ border.
- Twin Pines Drive - Staff will be meeting with residents to collaborate on stormwater solutions.

3. Agenda Approval

Council Member Paxton requested the Council add Agenda Item 11.A. as *Development Policy Issues*. Council Member Richardson made the motion to approve the Agenda with the above addition. The motion was seconded by Council Member Ayers and passed unanimously by Council.

4. Organization Meeting Items:

A. Appoint Liaisons for the following:

(1) Union County Public Schools

Council unanimously supported the appointment of Council Member David Scholl as the Union County Public Schools Liaison.

(2) QUAD Alliance

Council unanimously supported the appointment of Mayor Dunn as the QUAD Alliance Liaison. It was noted that the Town needed a citizen liaison as well.

B. Appointment of Charlotte Regional Transportation Planning Organization (CRTPO) alternate delegate

It was supported unanimously by Council to appoint Mayor Dunn as the delegate and Mayor Pro Tem Lynda Paxton as the alternate delegate to the Charlotte Regional Transportation Planning Organization (CRTPO).

C. Appointment of Centralina Regional Council (CRC) delegate and alternate

Council unanimously supported appointing Council Member David Scholl as the delegate and Council Member Steven Ayers as the alternate delegate to the Centralina Regional Council (CRC).

D. Rules of Procedure Re-adoption

Council discussed the recommendations from Council Member Paxton regarding amendments to the Rules of Procedure as it pertained to meeting cancellations and adding an item to the Agenda. Council held consensus for Ms. Paxton to bring the changes back to Council in writing for consideration at the January 2021 meeting.

E. Approval of 2021 Meeting Schedule

F. Approval of 2021 Holiday Schedule

Council Member Richardson made the motion to approve the 2021 Meeting Schedule and as well as the 2021 Holiday Schedule as presented. The motion received Council's unanimous support after a second from Council Member Scholl.

5. Union County Draft Comprehensive Land Use Plan Presentation

Union County Representative Emma Lane reviewed the Union County Draft Comprehensive Land Use Plan Draft with Council. All that she presented to the Council was available on the Union County's website for public inspection.

6. Light Rail Alignment Process Update

Andy Mock, Senior Project Manager for Charlotte Area Transit System (CATS), joined the meeting to present the Council with an update on the light rail alignment process. The 26-mile project would run from Gaston County to Union County.

Town Planner Hair also presented the Council staff's analysis of the project. This presentation is attached to these minutes and therefore incorporated herein.

7. Sidewalk Work

A. Overview Process for Handling Sidewalk Maintenance and Repair Issues

Town Engineer Easterly explained that the Town had the Callonwood sidewalks assessed in regard to trip hazards according to ADA specifications. Precision Safe Sidewalk representatives were on the meeting to explain their propriety sidewalk repair process to address these trip hazards.

Council held consensus to have staff: 1) obtain a cost for the sidewalks which needed to be completely demoed and replaced; 2) create a sidewalk ranking system; and 3) obtain a legal analysis of sidewalk liability issues.

B. Callonwood Sidewalk Contract

Town Engineer Easterly recommended the Council enter into a contract with Precision Safe Sidewalk to repair the sidewalks in Callonwood for a cost of \$103,200. Council Member Richardson made the motion to authorize staff to enter into contract Precision Safe Sidewalk for \$103,200 to repair

the sidewalks in Callonwood using Powell Bill Funds and fund reserves. The motion was seconded by Council Member Paxton and received Council's unanimous support.

C. Sidewalk Work Budget Amendment

Council Member Scholl made to motion to approve Amended Budget Ordinance 3 – Callonwood Sidewalks. The motion received Council's unanimous support after a second from Council Member Richardson. Amended Budget Ordinance 3 – Callonwood Sidewalks is attached to these minutes and therefore incorporated herein.

8. Annual Road Resurfacing Work Update

Town Engineer Easterly reviewed the annual road resurfacing work for FY2020-21. Mr. Easterly would attempt to combine resurfacing contracts with Indian Trail in order to allow for economies of scale. This update is attached to these minutes and therefore incorporated herein.

9. Downtown Development

A. Property Owner Report

Town Manager Sewell presented the Council with an update on the Downtown Development Outreach. This presentation is attached to these minutes and therefore incorporated herein.

B. Downtown Subcommittee Recommendation (tabled from 09-28-2020)

The Downtown Subcommittee was requesting approval by the Council of its recommendations: 1) preventing development that conflicts with downtown vision; and 2) proactively invest to create downtown catalyst; 3) and the micro-focus area recommendation. Council held consensus to have policy discussions on this item at its annual planning retreat.

10. Western Union Municipalities Association (WUMA)

A. Resolution

Council Member Ayers explained that this resolution from the WUMA was to encourage the Union County Commissioners to work with each municipality when zoning donut holes or county land that abutted a municipality's border(s). Council Member Ayers made a motion to approve the WUMA Resolution regarding county land zoning. The motion was seconded by Council Member Scholl to which the Council passed unanimously. The WUMA Resolution regarding county land zoning is attached to minutes and therefore incorporated herein.

B. Stallings hosting of January Meeting

Council held consensus not to host an in-person meeting of the WUMA due to the fact that the Council was currently meeting virtually.

11. Virtual vs. In-person Meetings

Council held consensus to continue to hold meetings virtually through January at which time the epidemic would be assessed again.

11.A. Development Policy Issues (Paxton)

Council Member Paxton explained she was in favor of having policies in place to obtain quality development. However, she also explained that some developers were not able to proceed in a timely manner once their projects were approved to the county/municipality policies/processes. Council Member Paxton requested staff look at its policies so that the Town's policies did not become a bureaucratic obstacle for developers moving forward with approved projects. Council held consensus to direct staff to review development policies for these issues based on direction from Council Member Paxton.

Chief Franks reported that it had begun its "Lock your vehicle" initiative in November.

12. Adjournment

Council Member Ayers moved to adjourn the meeting, seconded by Council Member Scholl, and the motion received unanimous support. The meeting was adjourned at approximately 10:01 p.m.

Approved on _____, 2021.

Wyatt Dunn, Mayor

Erinn E. Nichols, Town Clerk

Approved as to form:

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

The Town Council of the Town of Stallings met for a special meeting on January 11, 2021 at 6:00 p.m. via Zoom, a virtual electronic platform, due to the North Carolina declared state of emergency because of COVID-19. Public could access the meeting via phone (1-646-558-8656), web link (<https://zoom.us/j/99173813718?pwd=N1hoV29YSmUxWTVmWnBtNk9laDhUZz09>), or the Zoom app (Meeting ID: 991 7381 3718; Password: 155745).

Those present and visible on camera were: Mayor Wyatt Dunn; Mayor Pro Tempore Lynda Paxton; Council Members Steven Ayers, Heather Grooms, John Martin, Brad Richardson, and David Scholl.

Staff present were: Alex Sewell, Town Manager; Erinn Nichols, Assistant Town Manager/Town Clerk; Lynne Hair, Town Planner; Melanie Cox, Town Attorney; and Mac McCarley, Planning and Zoning Town Attorney.

1. Call the meeting to order

Mayor Dunn called the meeting to order.

2. Closed Session pursuant to NCGS 143-318.11(a)(3)

Council Member Scholl made the motion to go into closed session pursuant to NCGS 143-318.11(a)(3) and invite Town Planner Hair to join the session. The motion was seconded by Council Member Richardson and passed unanimously by the Council.

Council went into closed session and reconvened in open session at approximately 6:55 p.m.

3. Adjournment

Council Member Scholl moved to adjourn the meeting, seconded by Council Member Paxton, and the motion received unanimous support. The meeting was adjourned at 6:55 p.m.

Approved on _____, 2021.

Wyatt Dunn, Mayor

Erinn E. Nichols, Town Clerk

Approved as to form:

Cox Law Firm, PLLC
13836

January 11, 2021

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

The Town Council of the Town of Stallings met for a meeting on January 11, 2021, at 7:00 p.m. via Zoom, a virtual electronic platform, due to the North Carolina declared state of emergency because of COVID-19. Public could access the meeting via phone (1-646-558-8656), web link (<https://zoom.us/j/96922893064?pwd=YTVZTVpsUTRHeGplektCRGNqa1Fldz09>) or the Zoom app (Meeting ID: 969 2289 3064; Password: 435095).

Those present and visible on camera were: Mayor Wyatt Dunn; Mayor Pro Tempore Lynda Paxton; Council Members Steven Ayers, Heather Grooms, John Martin, Brad Richardson, and David Scholl.

Staff present were: Alex Sewell, Town Manager; Erinn Nichols, Assistant Town Manager/Town Clerk; Marsha Gross, Finance Officer; Chris Easterly, Town Engineer; Ashley Platts, Parks and Recreation Director; Lynne Hair, Town Planner; Police Chief Dennis Franks; and Melanie Cox, Town Attorney.

Invocation, Pledge of Allegiance and meeting called to order

Mayor Wyatt Dunn welcomed everyone to the meeting and gave the invocation. Mayor Dunn then led the Pledge of Allegiance and called the meeting to order.

Public Comments

No one joined the meeting who wished to give public comment.

1. Consent Agenda Items

- A. Greenway Crossing Signal Design – Required NCDOT Inspection Agreement
- B. Five Year Financial Plan
- C. Historical Committee Application – Jill Reed

Council Member Richardson made the motion to move Consent Agenda Item 1.A. *Greenway Crossing Signal Design – Required NCDOT Inspection Agreement*, to the regular Agenda as new Agenda Item 9 and approve the remainder of the Consent Agenda Items as presented. The motion was seconded by Council Member Ayers which passed unanimously by Council.

2. Reports

A. Report from the Mayor

Mayor Dunn had no report.

B. Reports from Council Members/Town Committees

Council Members Scholl, Ayers, Richardson, Grooms and Paxton had no reports.

Council Member Martin reported that he and staff had met with Chestnut Residents about stormwater flooding concerns. Staff would be presenting some potential remedies.

C. Report from Town Manager/Town Departments

Town Manager Sewell reported on the following:

- County Water-Sewer Interlocal Draft Agreement Draft – This document has been shared with the Council and the County would like feedback by January 29, 2021.
- NCDOT Monroe Bypass Landscaping Plan – NCDOT developed some engineering specifications and would be looking for feedback from the Council. The Town would be responsible for the maintenance of the landscape.
- Proposed Transportation Funding within County Long-Range Plan Draft – Public comment period on this document was extended to January 15, 2021.
- Parks and Recreation Director Ashley Platts reported that the new shade had been installed in the Stallings Municipal Park. She also reported the department was kicking off a Healthy at Home Series on social media.
- Police Chief Dennis Franks reported that the body cams were launched in September and the in-car cameras had just finished being installed. He also reported that officers had responded to Shannamara to a suspicious package. Charlotte bomb squad responded and found no threat. All officers performed at a high level.
- Town Engineer Chris Easterly reported that all the utilities relocation had been completed in the Potter/Pleasant Plains corridor. The Town was awaiting authorization from NCDOT to move forward with bidding on this intersection improvement project.

3. Agenda Approval

Council Member Paxton requested the Council remove Agenda Items 6, *Rules of Procedure (Paxton)*, and 9, *Closed Session pursuant to NCGS 143-318.11(a)(3)* as there were no new updates on either item. Council Member Scholl requested new Agenda Item 6 be added as *Town Website*. Mayor Dunn requested switching Agenda Items 4 and 5, *Audit Fiscal Year 2019-2020 Report* and *Callonwood Sidewalks* respectively, so Town Engineer Easterly could leave the meeting.

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

4. Callonwood Sidewalks
Original Agenda Item 5

(1) Additional follow-up information

Town Engineer Easterly reminded the Council that it had instructed him to move forward on replacing 757 sq. ft. of sidewalk in Callonwood that could not be repaired. Staff requested Council approve staff to execute a contract with the lowest responsible bidder for sidewalk replacement not to

exceed \$10,000. Work would be able to be completed as long as the temperature remained above 40 degrees.

Council Member Richardson made the motion to allow staff to execute a contract with the lowest responsible bidder for sidewalk replacement not to exceed \$10,000. The motion was passed unanimously by the Council after a second from Council Member Scholl.

(2) Draft sidewalk prioritization policy

Town Engineer Easterly presented the Council with a Sidewalk Maintenance Policy. Staff requested the Council approve the draft policy. Legal had reviewed the policy.

Council Member Ayers made the motion to approve the Sidewalk Maintenance Policy. A second was received from Council Member Grooms and passed unanimously. The Sidewalk Maintenance Policy is attached to these minutes and therefore incorporated herein. It was noted that Council wished for this policy to be made available to the public and include public's ability to call in sidewalk repairs to the Town.

5. Audit Fiscal Year 2019-2020 Report

Original Agenda Item 4

Emily Mills, CPA, Potter and Company, reviewed the FY2019-2020 Audit Report with the Council. She noted that Potter and Company had issued an unmodified opinion, the highest level that could be issued. Ms. Mills' presentation is attached to these minutes and therefore incorporated herein.

6. Town Website (Scholl)

Original Agenda Item Rules of Procedure (Paxton) was removed during Agenda Approval and this item was added in its place.

Council Member Scholl explained that it was not acceptable for the website to be down and requested looking at alternatives for this service. Council held consensus for Council Member Scholl to work with staff and the current vendor to address this issue.

7. Annual Retreat

(1) Framework

Town Manager Sewell presented the Council with background of the annual retreat and its options for an annual retreat. The complete package of options is attached to these minutes and therefore incorporated herein.

(2) Date

Consensus was held to hold the Annual Retreat on Saturday, Feb. 27, 2021 via the virtual platform Zoom.

8. Western Union Municipalities Alliance (WUMA) Resolution Supporting Wesley Chapel (Ayers)
Council Member Ayers stated that this item had not been approved by WUMA but rather had been requested by an individual member of WUMA, the Village of Wesley Chapel.

Council held consensus not to vote on this item at this time and review only if it was recommended by WUMA. Council Member Ayers would take this philosophy back to the WUMA.

9. Greenway Crossing Signal Design – Required NCDOT Inspection Agreement

Original Agenda Item Closed Session Pursuant to NCGS 143-318.11(a)(5) was removed during the Agenda Approval and this item was added in its place.

Town Manager Sewell reminded the Council NCDOT was requiring a HAWK beacon at the pedestrian crossing signal at Stevens Mill Road (SR 1524) as a part of the greenway section located near the Vickery subdivision adjoining Stevens Mill Road at a cost of \$2500-3500. NCDOT was asking the Town to enter into an agreement for that signal review and inspection.

Council held consensus not to enter into the agreement at this time and express to NCDOT that the Town's concerns for the cost of a signal review and inspection and felt it should not be a cost to the Town since NCDOT required it. Council would also like to see the NCDOT policy which governed that area.

10. Adjournment

Council Member Grooms moved to adjourn the meeting, seconded by Council Member Paxton, and the motion received unanimous support. The meeting was adjourned at approximately 8:19 p.m.

Approved on _____, 2021.

Wyatt Dunn, Mayor

Erinn E. Nichols, Town Clerk

Approved as to form:

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

The Town Council of the Town of Stallings met for a meeting on January 25, 2021, at 7:00 p.m. via Zoom, a virtual electronic platform, due to the North Carolina declared state of emergency because of COVID-19. Public could access the meeting via phone (1-646-558-8656), web link (<https://zoom.us/j/98268472915?pwd=M0E1dW5YcThBNTdpTWU0YWFKvzNydz09>) or the Zoom app (Meeting ID: 982 6847 2915; Password: 435095).

Those present and visible on camera were: Mayor Wyatt Dunn; Mayor Pro Tempore Lynda Paxton; Council Members Steven Ayers, Heather Grooms, John Martin, and Brad Richardson.

Those absent were: Council Member David Scholl.

Staff present were: Alex Sewell, Town Manager; Erinn Nichols, Assistant Town Manager/Town Clerk; Lynne Hair, Town Planner; and Police Chief Dennis Franks.

Invocation, Pledge of Allegiance and meeting called to order

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

Public Comments

No one joined the meeting who wished to give public comment.

1. Agenda Approval

Mayor Dunn requested the Council add Agenda Item 5.A., *Closed Session pursuant to NCGS 143-318.11(a)(3) and (5)*.

Council Member Richardson made the motion to approve the Agenda with the above addition. The motion was seconded by Council Member Ayers and passed unanimously by Council.

2. Stinson Farms Development Agreement

Mayor Dunn opened the public hearing on this item and recessed the discussion on this item until February 8, 2021 and the public hearing until February 22, 2021 at the request of the applicant.

3. NCDOT Greenway Crossing Signal Inspection Agreement

Town Manager Sewell updated the Council on this item noting that NCDOT Representative Travis Pressler was also present to answer any questions. Mr. Sewell reminded that Council that NCDOT 13855

January 25, 2021

was requiring the Town install a HAWK beacon at the pedestrian crossing signal on Stevens Mill Road (SR 1524) as a part of the greenway section located near the Vickery subdivision adjoining Stevens Mill Road at a cost of \$2500-3500 to the Town. On January 11, the Council requested more information from NCDOT on this item. Staff found that NCDOT had executed several of those agreements with other municipalities. Staff requested the Town enter into NCDOT Greenway Crossing Signal Inspection Agreement for this crossing.

Council Member Paxton made the motion to enter into the NCDOT Greenway Crossing Signal Inspection Agreement for this crossing. The motion was approved unanimously by Council after a second of Council Member Martin.

4. Economic Development Strategic Plan Update

Chris Plate, Executive Director, Monroe-Union County was present to present the Council with the Economic Development Strategic Plan Update. Mr. Plate's presentation is attached to these minutes and therefore incorporate herein.

5. Union County Interlocal Agreement Draft

Town Manager Sewell presented the Council his professional analysis of the proposed Union County Interlocal Agreement Draft. His analysis included the following along with the recommendation to communicate this analysis formally to Union County. The complete analysis is attached to these minutes and therefore incorporated herein.

- The agreement was not equitable on all sides.
- Since the Town was not a utility provider, the Town should not be involved in managing package plants.
- The Town was happy to work with the County to project our needs as part of the County's Capital Improvement Plan (CIP).
- The Town was committed to keeping dialogue open and working cooperatively with Union County, the Town of Indian Trail, and other area municipalities.

Council Member Paxton made a motion for the Town Manager to formally communicate the above listed items to Union County as a response to the Union County Interlocal Agreement Draft. Council Member Martin seconded the motion to which the Council agreed unanimously.

5.A. Closed Session Pursuant to NCGS 143-318.11(a)(3) and (5)

Council Member Paxton made the motion to go into the closed session pursuant to NCGS 143-318.11(a)(3) and (5) and invite Town Planner Lynne Hair into the session. The motion was passed unanimously by the Council after a second from Council Member Richardson.

Council went into the closed session at 7:49 p.m. and reconvened in open session at 8:46 p.m.

6. Adjournment

Council Member Richardson moved to adjourn the meeting, seconded by Council Member Ayers, and the motion received unanimous support. The meeting was adjourned at approximately 8:50 p.m.

Approved on _____, 2021.

Wyatt Dunn, Mayor

Erinn E. Nichols, Town Clerk

Approved as to form:

Cox Law Firm, PLLC

**Union County
Government**

EST. 1842

CDBG – Stallings Presentation

February 8, 2021



What is CDBG?

- CDBG – Community Development Block Grant
- U.S. Federally funded program that provides funding for housing and community development.
- Union County receives a direct allocation of funds annually.
- Funds are available to Union County Urban Consortium members (Monroe, Wingate, Marshville, Waxhaw, Stallings, and Weddington) Indian Trail, Wesley Chapel, and Fairview have expressed interest in joining.
- Only low to moderate income projects qualify.

Low to Moderate Income



FY 2020 INCOME LIMITS DOCUMENTATION SYSTEM

[HUD.gov](https://www.hud.gov) [HUD User Home](#) [Data Sets](#) [Fair Market Rents](#) [Section 8 Income Limits](#) [MTSP Income Limits](#) [HUD LIHTC Database](#)

FY 2020 Income Limits Summary

Selecting any of the buttons labeled "Explanation" will display detailed calculation steps for each of the various parameters.

FY 2020 Income Limit Area	Median Family Income <input type="button" value="Explanation"/>	FY 2020 Income Limit Category	Persons in Family							
			1	2	3	4	5	6	7	8
Charlotte-Concord-Gastonia, NC-SC HUD Metro FMR Area	\$83,500	Very Low (50%) Income Limits (\$) <input type="button" value="Explanation"/>	29,250	33,400	37,600	41,750	45,100	48,450	51,800	55,150
		Extremely Low Income Limits (\$)* <input type="button" value="Explanation"/>	17,550	20,050	22,550	26,200	30,680	35,160	39,640	44,120
		Low (80%) Income Limits (\$) <input type="button" value="Explanation"/>	46,800	53,450	60,150	66,800	72,150	77,500	82,850	88,200

What can be funded?

- Acquisition of real property
- Clearance and demolition
- Rehabilitation of residential and non-residential structures
- Public facilities and improvements, such as water/sewer, streets, neighborhood centers
- Code enforcement
- Public services
- Special economic development and job creation/retention activities



What has been funded?

- City of Monroe – Sidewalk Project
- Town of Wingate – Waterline Projects, Sewer Outfall Project, Sidewalk Project
- Town of Waxhaw – Sidewalk Project
- Town of Marshville – Water & Sewer Projects
- Union County – Waterline Project, Senior Nutrition Meal Delivery Pilot Well Program
- CDBG-CV
 - Crisis Assistance Ministry – Crisis Intervention
 - Crisis Assessment – Rental Assistance
 - Homeless Shelter – Hunger Services
 - Turning Point – PPE and Sanitation of DV Shelter
 - Heart for Monroe – Food Boxes
 - Loaves and Fishes – Food for Homeless
 - Council on Aging – PPE & Home Equipment Modification
 - UC WIC – Increased Staffing



Why should Stallings continue to participate?

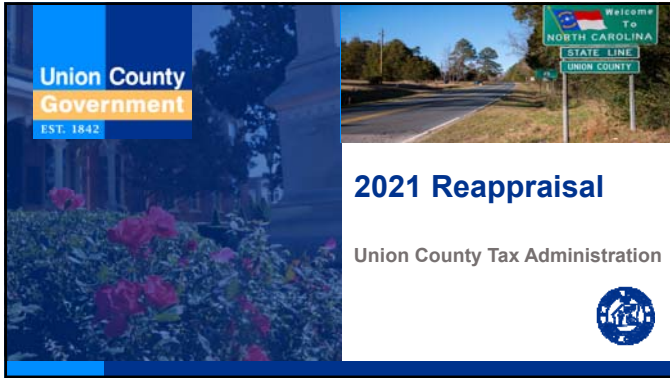
- Stallings continued participation would increase the annual allocation Union County receives.
- It reduces the administrative burden to Stallings
- The ability to work with county staff to identify projects, and project areas
- There is no financial commitment from the town

Why shouldn't Stallings participate?

- Stallings would not be eligible to apply directly to the state for CDBG funds.

Questions?





INTRODUCTIONS

Tax Administration Leadership Team

- Phil Every, Appraisal Division Director
- Robin Merry, Assessment Division Director
- Mitzie Baucom, Revenue Division Director

GUIDING PRINCIPLES, RULES, & POLICIES

- Fair and Equitable
- North Carolina General Statutes
- Industry Best Practices (IAAO & NCDOR)

REAPPRAISAL: WHAT IS IT AND WHY DO IT?

- A systematic review and appraisal of all real property
- Compliance with state statutes and existing case law.
- Re-establish equity and fairness in the property tax base.
- Ensure assessed values are reflective of current market
- Restore tax base lost to equalization

TIMING OF A REAPPRAISAL

- NCGS 105-286(a)(1) establishes a mandatory 8 year maximum reappraisal cycle
- NCGS 105-286(a)(2) requires a mandatory advancement of the reappraisal based on population size and the county Sales Assessment Ratio
- NCGS 105-286(a)(3) allows for an optional advancement to a more frequent reappraisal period by BOCC resolution (i.e. 2004 and 2008)

MANDATORY REAPPRAISAL

Two criteria qualify a jurisdiction for mandatory advancement:

1. Sales Assessment Ratio
 - Greater than 1.15 or 115% of the market
 - Less than .85 or 85% of the market
 - Based on N.C. Department of Revenue Sampling
2. Population of 75,000 or greater

REAPPRAISAL TIMELINE

- December 31, 2018: Reappraisal plan submitted to DOR
- October 19 2020: Schedule of Values Presented
- November 2 2020: Public Hearing on SOV
- November 16 2020: BOCC Adopts SOV
- **January 1, 2021: Effective Date of Reappraisal**
- February 15, 2021: Reappraisal Update
- End of February 2021: Assessment Notices Mailed
- May 25, 2021: Estimated Deadline for New Appeals

THE REAPPRAISAL PLAN

Plan was developed with attention to the following:

- Budget: Compliance with NCGS 153A-150
- Staffing: Compliance with Section 6.2, IAAO Mass Appraisal Standard
- Outsourcing Needs: Compliance with Section 6.4, IAAO Mass Appraisal Standard and NCGS 105-299
- Hardware/Software: Compliance with Sections 6.3 and 3.3.2 of the IAAO Mass Appraisal Standards
- Timeline: Reappraisal Plan must be submitted to NCDOR 24 months prior to effective Date

UNIFORM SCHEDULE OF VALUES

- A new schedule is required to be adopted for every reappraisal cycle
- Establishes the rates and procedures in effect for the next reappraisal cycle
- Uses data from over 34,000 qualified sales and regional construction cost indices
- Captures the value of the current real estate market (retrospective in nature)
- Details the rates and variables that are used in the valuation process

METHODOLOGY

- Mass Appraisal vs Fee Appraisal
- Approaches to Value
 - Sales, Cost, Income
 - Allocation and Abstraction (Land only when needed)
- Land Valuation
 - Appraisal Neighborhoods, Influence Factors, Site Ratings
- Improvement Valuation
 - Replacement Cost New Adjusted for Depreciation and Neighborhood Location

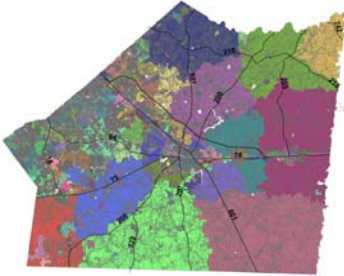
QUALITY ASSURANCE REVIEWS

- The process of reviewing all properties within Union County
- It is an ongoing process
- On-site review for improved properties when necessary and possible
- Desktop reviews for vacant properties using aerial imagery
- 63,500 parcels have been reviewed by teams of appraisers

NEIGHBORHOOD DELINEATION

- A critical component to the reappraisal process
 - First used in Union County in 1980s
- Divides the county into smaller geographical units
 - Out of 899 appraisal neighborhoods in Union County the average parcel count is 115
 - The base level of grouping starts with the high school district assignment
- Analyzing smaller sets of market data ensures a more equitable valuation with comparable properties
- Maintains consistent values in a manageable market area
- Easier for taxpayers to compare property values in a market area

UNION COUNTY NEIGHBORHOOD MAP



THE QUESTION OF EQUITY – Sales Ratio

Based on a sampling of sales by NCDOR

Property Type	2020	2019	2018	2017	2016	2015
Real Estate	69%	74%	79%	88%	95%	99.71%
Personal Property	100%	100%	100%	100%	100%	100%
Public Service Companies	83%	83%	100%	100%	100%	100%
Motor Vehicles	100%	100%	100%	100%	100%	100%

WHAT IS EQUALIZATION?

- NCGS 105-284 – Uniform Assessment Standard
- Any county that falls below a 90% sales ratio on the reappraisal year or the 4th or 7th year after their reappraisal will have state assessed values equalized.
- Applies only to Public Service Companies that are state assessed property owners
- Airlines, Bus, Motor Freight, Communications, Gas Pipelines, Railroads, Power/EMC

EFFECTS OF EQUALIZATION

Tax Year	Public Service Company Value	Equalization Rate	Equalized Value	Revenue Reduction
2017	\$420,815,484	-	-	-
2018	\$431,114,091	-	-	-
2019	\$448,083,182	83%	\$372,906,940	(\$549,463)
2020	\$479,014,317	83%	\$397,623,259	(\$594,887)

ANTICIPATED COUNTYWIDE IMPACT

- Virtually all properties will see an increase in property value
- Current valuation year is 2015
- The 2015 reappraisal was a contraction in the tax base
- Residential/Commercial properties estimated increase approximately 30%
- Rural Land estimated increase (market value) approximately 30%
- Revenue Neutral Tax Rate – NCGS 159-11(e)

PRESENT USE VALUE - SCHEDULE OF VALUES

- Qualifying properties are valued according the North Carolina Use Value Advisory Board Guidelines for the effective appraisal year
- Present Use Value rates are changing for 2021
- Minimum Qualifications for PUV:
 - Agriculture (10 acre min.)
 - Horticulture (5 acre min.)
 - Forestry (20 acre min.)
- Ownership and Use requirements must be met
- 1/8th of all properties required to be reviewed every year
- 191,057 acres, 46% of all acres in Union County, are in the PUV program

**PRESENT USE VALUE RATE SCHEDULE
Region 136 – Piedmont MLRA**

Category	2015 Rate Per Acre	2021 Rate Per Acre	% Change
Agricultural (Class 3)	\$385	\$420	9%
Forestland (Class 2)	\$225	\$255	13%
Horticulture (Class 2)	\$810	\$890	10%

Example: Property owner has 50 acres in use value agricultural program. The taxable value would increase from \$19,250 to \$21,000. At the 2020 tax rate the tax difference would be \$12.79. A resulting tax deferral of 90% compared to current market value.

APPEALS PROCESS

There are 5 Stages to the Appeals Process:

1. Informal Review
2. Board of Equalization and Review
3. Property Tax Commission
4. North Carolina Court of Appeals (matter of law)
5. North Carolina Supreme Court (matter of law)

TAX RELIEF PROGRAMS

- Elderly or Disabled Requirements (exclusion of \$25,000 or 50% of taxable value, up to 1 acre)
 - Deed in applicant's name or title to residence as of January 1st
 - Must be N.C. resident
 - At least 65 years of age or totally and permanently disabled.
 - 2020 Income must not exceed \$31,500
 - Has income for the preceding calendar year of NOT MORE than the income eligibility limit
- Disabled Veterans
 - Qualified owners receive exclusion of \$45,000

TAX RELIEF PROGRAMS

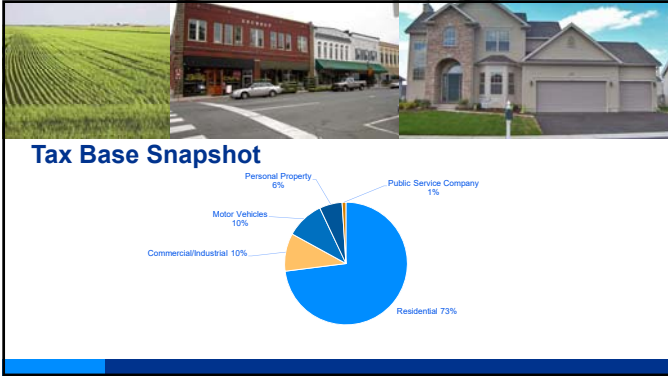
- Circuit Breaker Program (tax deferral)
 - 2020 Income cannot exceed \$47,500
 - Maximum tax liability is 4% or 5% of qualifying income; balance deferred
- Present Use Value (PUV)
- Tax Exemption Programs
 - Charitable, Religious, Educational, Governmental
- Ownership and Use requirements must be met for all PUV and Exemption programs

COMMUNICATIONS PLAN

- Dedicated 2021 reappraisal webpage
- Local media outlets
- Social Media
- Town Hall Meetings
- Community, Civic, and Faith based group meetings

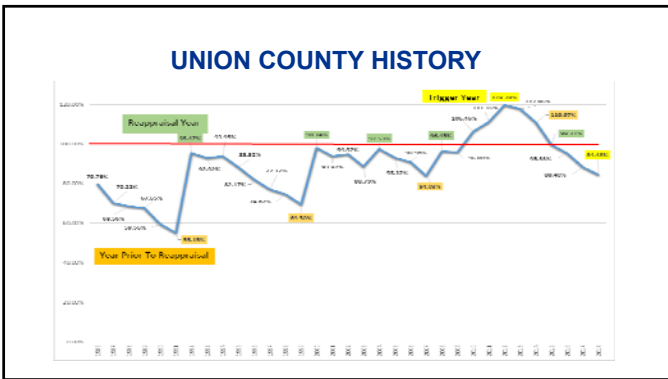
**TAX BASE SNAPSHOT
2020 VALUATION**

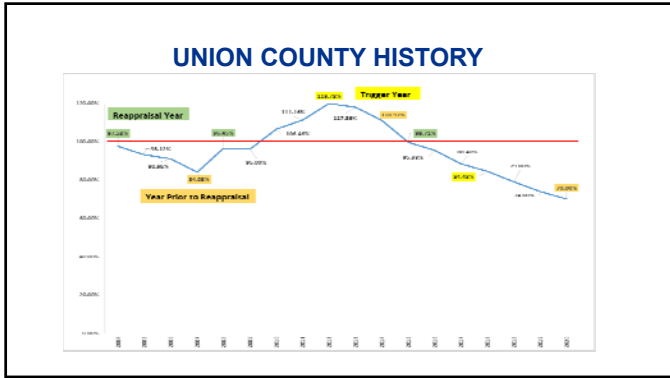
Property Class	2020 Values
Real Property Value	\$25,611,219,890
Personal Property Value	\$1,799,930,452
Exempt/Senior Citizens/Disabled	(\$1,966,501,027)
Deferred Property Value	(\$1,029,833,443)
Public Service Companies (State Assessed)	\$397,623,597
Registered Motor Vehicles (estimate)	\$3,016,750,635
Total Estimated Tax Base	\$27,829,190,104
Annual Growth Rate	3.14%



UNION COUNTY STATISTICS

- Parcel Growth - Avg. 1,700/yr.
- Residential Growth - Avg. 1,761/yr.
- Residential Sales – Avg. 6,300/yr.
- Comm./Ind. Growth – Avg. 60/yr.
- Sales Assessment Ratio History





CONCLUSION

- Transparency, Equity, and Fairness
- Customer Focused Process
- Public Information Campaign
- Utilization of Technology





MEMO

To: Town Council
From: Lynne Hair, Planning Director
Date: February 3, 2021
RE: **Project Kick-off Open Space Discussion/Article 21 Re-Write** – Project kick-off discussion with consultant Centralina Regional Council about the Council directive to re-visit and draft amendment to Development Ordinance Article 21 – Open Space.

Background:

In September 2020, Town Council directed Staff to contract with Centralina Regional Council to re-write Article 21, Open Space, of the Stallings Development Ordinance.

Town Council expressed a concern with the amount and type of open space that our ordinance required. After staff research, presentations, and discussion, it was decided that a complete re-write of Article 21 was needed.

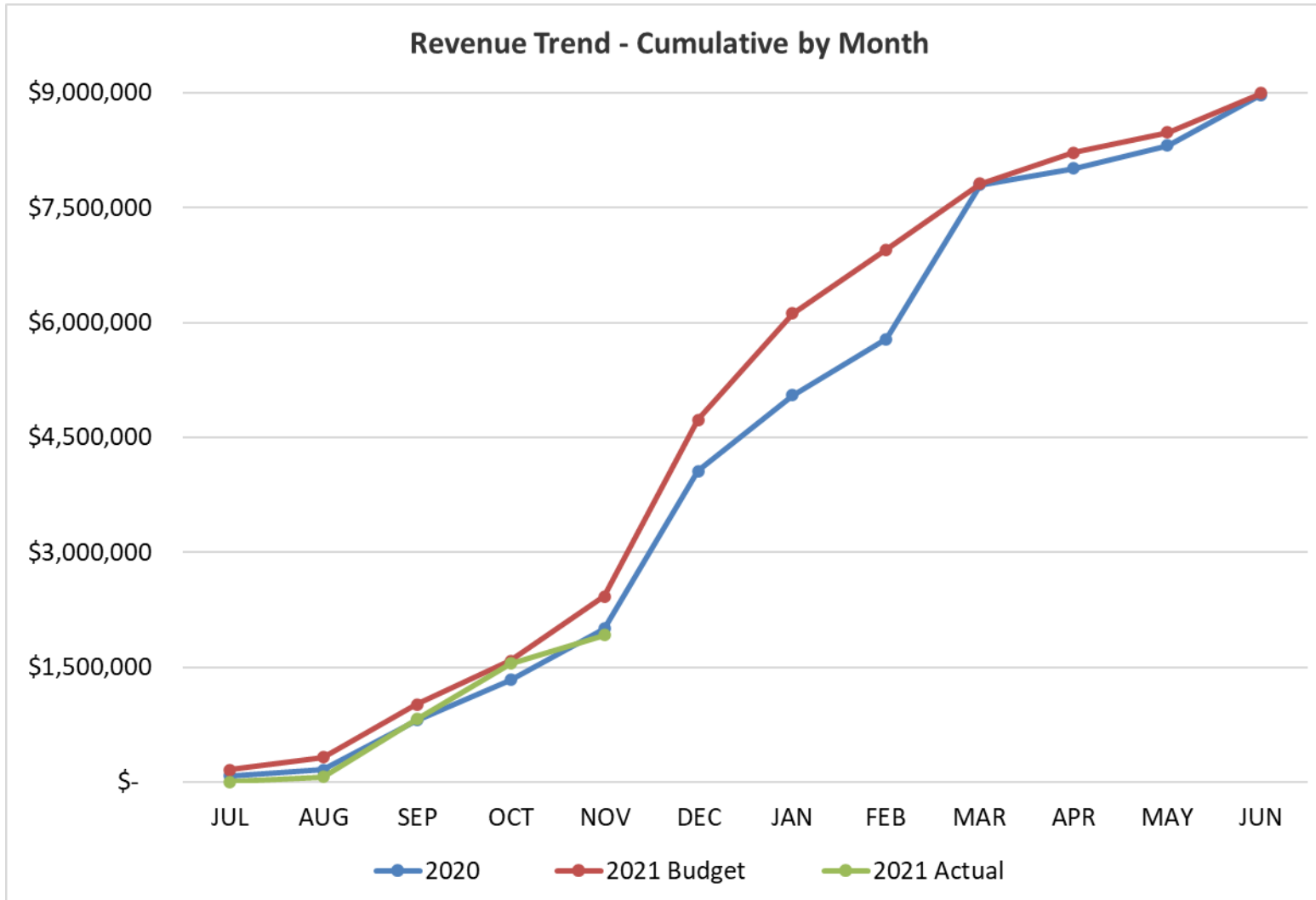
Centralina is in the beginning phase of the project that involves seeking feedback and guidance from the Planning Board and Town Council. Information gathered during this process will be used in preparing the Open Space draft.

Centralina will provide a presentation and share with Council feedback received from the Planning Board on how we as a town want open space defined, and more importantly how it fits in with our development goals. Centralina is seeking input and direction as we begin this process.



Monthly Financial Report
Fiscal Year 2021 as of
11/30/2020

FY2020-2021 General Fund – Revenue Trend



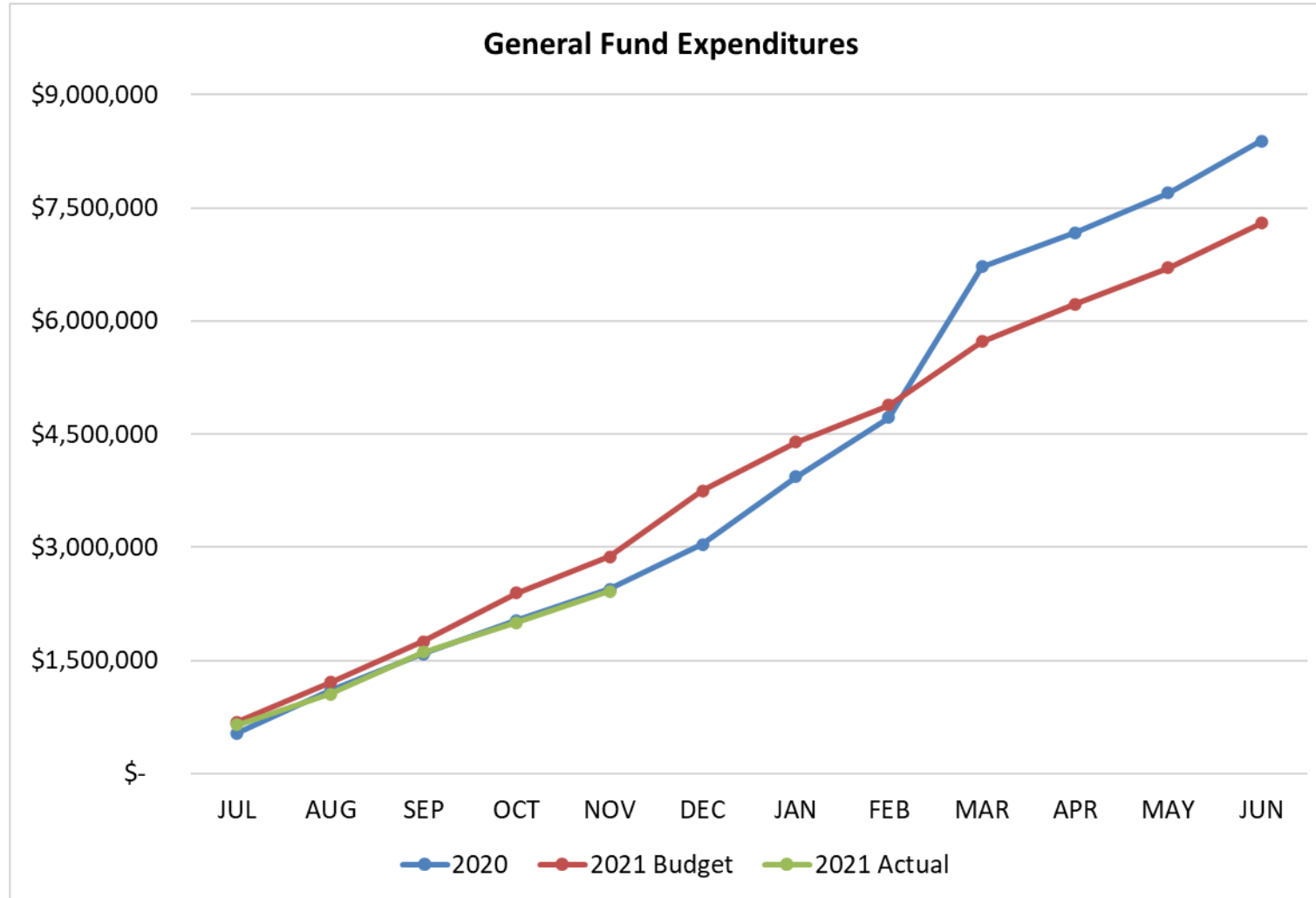
- Revenue tracking \$88.6K below previous fiscal year due mainly to reduction in Ad Valorem tax collections through November. Expect this to change next month with December tax receipts.
- FY2021 Revenues include \$50K for NC Rural Economic Development Grant and \$223K for Cares Act Relief Grant

FY2020-2021 General Fund – Revenues

Summary Report -11/30/2020 Actual vs Budget	Budget including amendments 2020-2021	YTD Actual 11/30/2020	YTD Prior Year 11/30/2019	Budget Remaining to YE		% of Budget Spent thru 11/30/2020
<u>GENERAL FUND - Revenue</u>						
Ad Valorem Tax	3,630,000	683,985	858,444	\$ 2,946,015	Taxes received from the county in arrears - taxes collected from October	18.8%
Sales and Use Tax	1,252,000	383,971	346,651	\$ 868,029	Tracking well above budget, expect to exceed budget by approximately \$300K	30.7%
Gross Vehicle Rental	8,500	2,815	3,542	\$ 5,685	Taxes received from the county in arrears - taxes collected from October	33.1%
Motor Vehicle	396,000	154,305	139,978	\$ 241,695	Taxes received from the county in arrears - taxes collected from October	39.0%
Powell Bill	400,000	194,346	201,283	\$ 205,654	1st Powell Bill distribution received in September	48.6%
Beer/Wine	70,000	-	-	\$ 70,000	Distributions for FY2021 have not been collected	0.0%
Franchise & Utility Tax	802,000	175,295	183,671	\$ 626,705	1st Utility Tax distribution, slightly below FY2020 distribution	21.9%
Investment/Interest	132,500	2,982	70,778	\$ 129,518	Expect increase in January with December 2021 tax collections	2.3%
PD Related	3,100	1,480	4,847	\$ 1,620	Represents police report fees	47.7%
Transportation Contributions	-	-	-	\$ -	Contributions from Terwilliger Pappas for Chestnut Roundabout in FY2020	0.0%
TIA Fees	60,000	1,303	100,100	\$ 58,697	Minimal TIA fees from potential developers collected YTD - related expense of \$35.8K are carry over from FY2020	2.2%
Planning & Zoning Related	67,400	35,410	73,133	\$ 31,990	Development agreement fees for Idlewild Village, development review for Cambridge Properties and permits/plan review fees	52.5%
Park & Rec Related	9,900	577	3,145	\$ 9,323	Fees for park rentals	5.8%
Grants	-	273,060	-	\$ (273,060)	Represents collection of \$223K for Cares Act Relief and \$50K for NC Economic Development	100.0%
Miscellaneous	74,000	7,549	20,075	\$ 66,451	Rental property income - prior year amount represented a settlement check and LED fixture rebate	10.2%
GENERAL FUND - Revenue Total	\$ 6,905,400	\$ 1,917,079	\$ 2,005,647	\$ 4,988,321	Expect increase in December and January with Ad Valorem tax collections	27.8%
Fund Balance Appropriation - GF	2,166,070	5,720	81,308	2,160,350	Amount represent capital expenditures budgeted through Fund Balance appropriations	
Fund Balance Approp. - Drug Forfeiture Fund	25,000	-	-	25,000	Amount represents spend of Restricted Fund Balance for Drug Forfeiture Funds	
Total General Fund Revenue w/appropriations	\$ 9,096,470	\$ 1,922,799	\$ 2,086,955	\$ 7,173,671		

FY2020-2021

General Fund Expenditure – Actual/Budget/PY



- Overall General Fund expenditures are trending below budget by \$460K with limited spending due to COVID
- Expenditures are tracking to FY2020 actuals with a small variance of \$28K

FY2020-2021

Actual vs Budget - Expenditures

Summary Report - 11/30/2020 Actual vs Budget	Budget including		YTD			% of Budget Spent thru 11/30/2020
	amendments 2020-2021	YTD Actual 11/30/2020	Prior Year 11/30/2019	Budget Remaining to YE		
General Government	\$ 1,193,900	\$ 565,601	\$ 456,754	\$ 628,299	47.4% of Total Budget used through 11/30/2020	
Wages and Fringe Benefits	\$ 581,300	\$ 217,168		\$ 364,132	Trending below budgeted spend, includes workers comp ins premium for entire year	37.4%
Inventory and Equipment / Repairs/Supplies	\$ 57,600	\$ 17,894		\$ 39,706	Trending below budgeted spend due to COVID work schedules	31.1%
Outside Services	\$ 301,900	\$ 107,254		\$ 194,646	Includes legal \$20.6K, Audit \$21.3K, IT/network services \$40.9K, outside services \$12.5K which includes construction administration costs for 2nd floor renovation	35.5%
Other	\$ 210,000	\$ 76,561		\$ 133,439	Insurances \$23.3K, dues \$19.7K are renewed at the beginning of fiscal year. Remaining expenditures are below budgeted spending.	36.5%
Management Contingency	\$ 20,000	\$ -		\$ 20,000		0.0%
Capital Outlay	\$ 23,100	\$ 146,725		\$ (123,625)	Carry over from FY2020 for Town Hall 2nd Floor Renovations - will need a budget amendment to include final payment for the renovation	635.2%
Public Safety	\$ 2,685,770	\$ 926,474	\$ 881,544	\$ 1,759,296	28.6% of Total Budget used through 10/31/2020	
Wages and Fringe Benefits	\$ 2,181,880	\$ 720,725		\$ 1,461,155	Trending below budgeted spend, includes workers comp ins premium for entire year	33.0%
Inventory and Equipment / Repairs/Supplies	\$ 88,950	\$ 24,048		\$ 64,902	Represents uniforms \$11.6K, Dept of Treasury \$2.3K & Dept of Justice \$1.5K	27.0%
Outside Services	\$ 59,670	\$ 19,438		\$ 40,232	Annual Retainer for PD attorney \$4.5K, crime lab expense \$12.5K	32.6%
Other	\$ 84,500	\$ 41,371		\$ 43,129	Insurance Expense represents \$26.6K of total spend which renews 7/1/2020, telecommunications \$7.4K	49.0%
Vehicle Expenses (Maintenance & Fuel)	\$ 94,500	\$ 27,861		\$ 66,639	Fuel \$14.8K, Vehicle Repairs \$13.0K	29.5%
Capital Outlay (includes vehicle purchases)	\$ 176,270	\$ 93,031		\$ 83,239	Represent purchase of body cameras, vehicle purchases will occur later in the year	52.8%

FY2020-2021

Actual vs Budget - Expenditures

Summary Report - 11/30/2020 Actual vs Budget	Budget including		YTD		Budget Remaining to YE	% of Budget Spent thru 11/30/2020
	amendments 2020-2021	YTD Actual 11/30/2020	Prior Year 11/30/2019			
Transportation	\$ 783,000	\$ 124,379	\$ 196,764	\$ 658,621	15.9% of Total Budget used through 11/30/2020	
Wages and Fringe Benefits	\$ 106,775	\$ 38,194		\$ 68,581	Trending below budgeted spend, includes workers comp ins premium for entire year	35.8%
Inventory and Equipment / Repairs/Supplies	\$ 1,700	\$ 134		\$ 1,566	Minimal costs to date	7.9%
Outside Services	\$ 75,400	\$ 39,361		\$ 36,039	Union County Urban Forester Program fees \$3.4K, TIA Fees for Developers - YTD \$0 collected but paid out \$35.8K related to prior year collected fees	52.2%
Other	\$ 12,625	\$ 412		\$ 12,213	Below budgeted spending YTD	3.3%
Utilities	\$ 111,500	\$ 46,278		\$ 65,222	Tracking budgeted spending YTD	41.5%
Paving/Sidewalks/Signage	\$ 75,000	\$ -		\$ 75,000	No repair/sidewalk completed at this point in time	0.0%
Capital Outlay	\$ -	\$ -		\$ -	No Capital Outlays are budgeted for Transportation at this time	0.0%
Powell Bill	\$ 400,000	\$ -		\$ 400,000	Contract has been bid for FY2021 road repair but no work has been completed to date	0.0%
Public Works	\$ 303,800	\$ 88,340	\$ 151,910	\$ 215,460	29.1% of Total Budget used through 11/30/2020	
Wages and Fringe Benefits	\$ 137,200	\$ 50,024		\$ 87,176	Trending below budgeted spend, includes workers comp ins premium for entire year	36.5%
Inventory and Equipment / Repairs/Supplies	\$ 64,200	\$ 15,594		\$ 48,606	Misc shop equipment \$7.4K, COVID and supplies \$2.3K, repairs \$0.8K and building and grounds \$4.1K	24.3%
Outside Services	\$ 21,400	\$ 11,473		\$ 9,927	Annual inspections for Elevator \$3.3K, sprinklers \$0.7K, alarm system repair and inspection \$0.5K, fire inspection \$0.5K, roadside tree debris removal \$1.2K and HVAC remote monitoring annual fee and repairs \$2.6K	53.6%
Other	\$ 19,000	\$ 3,528		\$ 15,472	Tracking below budgeted spending YTD	18.6%
Capital Outlay	\$ 62,000	\$ 7,721		\$ 54,279	Replace HVAC System in Evidence Building	12.5%

FY2020-2021

Actual vs Budget - Expenditures

Summary Report - 11/30/2020 Actual vs Budget	Budget including		YTD	Budget Remaining to YE		% of Budget Spent thru 11/30/2020
	amendments 2020-2021	YTD Actual 11/30/2020	Prior Year 11/30/2019			
Planning & Zoning	\$ 344,800	\$ 124,892	\$ 117,771	\$ 219,908	36.2% of Total Budget used through 11/30/2020	
Wages and Fringe Benefits	\$ 253,550	\$ 84,753		\$ 168,797	Trending budgeted spend includes workers comp insurance premium for entire year	33.4%
Inventory and Equipment / Repairs/Supplies	\$ 8,050	\$ 2,047		\$ 6,003	Office supplies - new desk \$1.3K	25.4%
Outside Services	\$ 38,300	\$ 35,810		\$ 2,490	Represents \$27.2K legal fees for work related to development agreements, annual IWORQ software license of \$2.4K and Union County Ruban Forester Program \$3.4K	93.5%
Other	\$ 19,900	\$ 2,282		\$ 17,618	Below budgeted spending YTD	11.5%
Nuisance Abatement	\$ 5,000	\$ -		\$ 5,000	No costs incurred YTD	0.0%
Town Beautification	\$ 20,000	\$ -		\$ 20,000	Projects for use of these funds are being identified	0.0%
Parks and Recreation	\$ 685,200	\$ 150,430	\$ 247,421	\$ 534,770	22.0% of Total Budget used through 11/30/2020	
Wages and Fringe Benefits	\$ 319,940	\$ 114,764		\$ 205,176	Trending budgeted spend includes workers comp insurance premium for entire year	35.9%
Inventory and Equipment / Repairs/Supplies	\$ 79,200	\$ 4,336		\$ 74,864	Minimal costs YTD	5.5%
Buildings and Grounds and Utilities	\$ 63,000	\$ 5,747		\$ 57,253	Utility costs \$5.0K	9.1%
Outside Services	\$ 63,000	\$ 12,231		\$ 50,769	Tree removal Blair Mill Park \$5.5K and deposit for Park Christmas lighting \$6.8K	19.4%
Other	\$ 32,950	\$ 5,688		\$ 27,262	Insurance premium for the year \$1.6K, training \$1.2K, dues/subscriptions \$1.8K	17.3%
Events and Advertising	\$ 77,110	\$ 7,663		\$ 69,447	Recreational programming \$4.3K and park events \$3.4K - Stallingsfest and other events cancelled	9.9%
Capital Outlay	\$ 50,000	\$ -		\$ 50,000	No costs incurred YTD	0.0%

FY2020-2021

Actual vs Budget - Expenditures

Summary Report - 11/30/2020 Actual vs Budget	Budget including amendments 2020-2021	YTD Actual 11/30/2020	YTD Prior Year 11/30/2019	Budget Remaining to YE		% of Budget Spent thru 11/30/2020
Sanitation	\$ 1,020,000	\$ 398,975	\$ 392,899	\$ 621,025	39.1% of Total Budget used through 11/30/2020 Negotiated contract and expect to be able to stay within budget	
Debt Service	\$ 379,900	\$ 37,752	\$ -	\$ 342,148	9.9% of Total Budget used through 11/30/2020 Represents interest payments for June -November	
Total Dept Expenditures - General Fund	\$ 7,396,370	\$ 2,416,843	\$ 2,445,063	\$ 4,979,527	Total all Departments	32.7%
Capital Project Fund 41 Expenditures	\$ 1,700,000	\$ -	\$ 8,331	\$ 1,700,000	Potter Road Pleasant Plains - Project has been delayed by NCDOT - no update has been received regarding start of road construction	
Capital Project Fund 42 Expenditures	\$ -	\$ 5,720	\$ 1,634,197	\$ (5,720)	New Town Hall and Public Works Building - no budgeted costs for FY2021 but will incur approximately \$7K in expenses related to wireless connection, will require a budget amendment	
Contingency	\$ 100	\$ -	\$ -	\$ 100	Not expected to use this fiscal year	
Total GENERAL FUND	\$ 9,096,470	\$ 2,422,563	\$ 4,087,591	\$ 6,673,907	Total General Fund (including Capital Projects and Contingency)	26.6%
Less Capital Proj Fund 42 Budget	\$ -	\$ (5,720)	\$ (1,634,197)		2019 Expenses were the construction costs for New Town Hall and Public Works Building from prior year	
Total GENERAL FUND	\$ 9,096,470	\$ 2,416,843	\$ 2,453,394	\$ 6,673,907	Total General Fund (excludes Capital Project carry forward)	26.6%

FY2020-2021

Actual vs Budget – Storm Water

Summary Report - 11/30/2020 Actual vs Budget	Budget including amendments 2020-2021	YTD Actual 11/30/2020	YTD Prior Year 11/30/2019	Budget Remaining to YE		% of Budget Spent thru 11/30/2020
STORM WATER FUND						
Revenue	\$ 515,500	\$ 112,515	\$ 120,448	\$ 402,985	Storm water revenue represents collections through November	21.8%
Appropriated Fund Balance	\$ -	\$ -	\$ -	\$ -	Used in FY2020 for underground water detention center (\$208K)	0.0%
Revenue Total	\$ 515,500	\$ 112,515	\$ 120,448	\$ 402,985		21.8%
Expenditure Total	\$ 515,500	\$ 163,636	\$ 513,234	\$ 351,864	Total Expenditures for Storm Water	31.7%
Wages and Fringe Benefits	\$ 107,030	\$ 38,664	\$ 37,720	\$ 68,366	Slightly below budget YTD, includes Workers Comp Ins for entire year	36.1%
Repairs/Outside Services	\$ 396,540	\$ 120,664	\$ 276,495	\$ 275,876	Currently the Town has 17 storm water projects identified: Shady Knoll Circle, Limerick Dr., Shannamara Dr., Clonmel Dr., Caernarfon Ln., Millrace Ln., Clonmell Dr., Ballymote Dr., Bluebonnet Ln., Hawthorne Dr., White Oak Ln., Gold Crest Dr., Redwood Dr., West Circle, Springhill Rd., Greenbriar and Weatherly Way. Work is completed on Cupped Oak and ongoing on Maple Shore. FY2020 expense is for the large Wedgewood Ct project.	30.4%
Other	\$ 11,930	\$ 4,308	\$ 3,129	\$ 7,622	Dues/subscriptions \$2.6K, tax collection fees \$1.7K	36.1%
Transfer to General Fund	\$ -	\$ -	\$ 195,890	\$ -	FY2020 amount represents a portion of the underground water detention system	0.0%

FY2020-2021 Fund Balance

	7/1/2020 Balance	Change in Balance	11/30/2020 Balance
Unassigned Fund Balance	\$ 4,138,319	\$ -	\$ 4,138,319
Stabilization by State Statute	401,137	-	\$ 401,137
Powell Bill	291,514	194,388	\$ 485,902
Drug Forfeiture	53,262	(2,245)	\$ 51,017
Capital Project Fund - Potter/Pleasant Plains	1,193,280	-	\$ 1,193,280
Capital Project Fund - New Town Hall and PW Buildings	-	-	\$ -
Fees in Lieu of Park Land	374,474	-	\$ 374,474
Subsequent year expenditures	2,091,800	-	\$ 2,091,800
30 Percent Reserve	2,189,160	-	\$ 2,189,160
YTD Revenue less Expenditures	-	(697,627)	(697,627)
Total Fund Balance - General Fund	\$ 10,732,946	\$ (505,483)	\$ 10,227,463
Fund Balance - Storm Water	\$ 1,080,355	\$ (51,121)	\$ 1,029,234

- Overall General Fund balance decreased \$505,483 from June to November 30 due to lag in collections of Ad Valorem taxes, expect this to reverse in December with the collection of these taxes.
- Storm Water Fund Balance decreased \$51,121 but is expected to increase as the Storm Water fees are collected beginning December

FY2020-2021

Cash & Investment Balances

Balance as of 11 /30/2020	General Fund	Storm Water Fund	Sewer Fund	Total All Funds
PNC Checking Accounts	\$2,060,008	\$984,429	\$7,984	\$3,052,421
NCCMT Govt & Term Investments	\$7,762,357			\$7,762,357
NCCMT Powell Bill	\$485,902			\$485,902
Total	<u>\$10,308,267</u>	<u>\$984,429</u>	<u>\$7,984</u>	<u>\$11,300,680</u>

- Cash balance will begin to increase in December when Ad Valorem Taxes are collected and deposited into the Town's accounts

FY2020-2021

Carryover Items from FY2020 to FY2021

	<i>Budget in FY2020</i>	<i>Amount Spent in FY2020</i>	<i>Carryover to FY2021</i>
<i>Town Hall 2nd Floor Renovations</i>	\$ 372,040	\$ 183,815	\$ 188,225
<i>New Town Hall - Internet cabling for the Building</i>	\$ 5,720	\$ -	\$ 5,720
<i>Total General Government</i>			\$ 193,945
<i>Vickery Greenway Design - NCDOT Crosswalk Review Estimated \$2,500 to \$6,000</i>	\$ -	\$ -	\$ 6,000
<i>Total Park and Recreation</i>			\$ 6,000
<i>Total Unfunded Amendments needed to FY2021 Budget</i>			\$ 199,945

FY2020-2021

Summary

- Revenue slightly below prior fiscal year by \$88.6K or 5.6% and 26.5% below budget through November, all indications are that the Town will exceed budget by end of fiscal year due to trend in sales and use tax collections, Covid Relief Funds and grants collected year-to-date
- Expenditures are \$28K below prior fiscal year and 19.2% below budget through 11/30/2020
- Cash balances are high at \$11.3M at 11/30/2020
- Based on current spending – may be able to cover unbudgeted expenditures with savings in departmental spending without the use of fund balance

AMENDED BUDGET ORDINANCE – NO. 4

TOWN OF STALLINGS, NORTH CAROLINA

FISCAL YEAR 2020-2021

BE IT ORDAINED by the Town Council of the Town of Stallings, North Carolina, that the estimated expenditures for the fiscal year 2020-2021 are hereby amended as set forth below:

Category	Account Number	Budgeted Amount	Amend to the Following	Net Increase or (Decrease)
Revenue: General Fund Balance Appropriation	10-99-3991-600	\$ 2,189,125	\$ 2,364,125	\$ 175,000
Expense: General Government Department Capital Outlay	10-00-4120-099	\$ 1,193,900	\$ 1,368,900	\$ 175,000

Explanation: amendment is to increase the General Government Department capital improvements budget for completion of 2nd floor renovations at Town Hall by appropriating General Fund balance.

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 8th day of February, 2021.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk

Approved as to form:

Melanie Cox, Town Attorney, Cox Law Firm, PLLC

AMENDED BUDGET ORDINANCE – NO. 5

TOWN OF STALLINGS, NORTH CAROLINA

FISCAL YEAR 2020-2021

BE IT ORDAINED by the Town Council of the Town of Stallings, North Carolina, that the estimated expenditures for the fiscal year 2020-2021 are hereby amended as set forth below:

Category	Account Number	Budgeted Amount	Amend to the Following	Net Increase or (Decrease)
Revenue: General Fund Balance Appropriation Capital Project Fund	10-99-3991-600	\$ 2,364,125	\$ 2,370,125	\$ 6,000
Expense: Capital Project Fund - New Town Hall & Public Works Buildings Capital Outlay	42-90-8190-058	\$ -	\$ 6,000	\$ 6,000

Explanation: amendment is to appropriate funds from the General Fund to the Capital Project Fund for New Town Hall and Public Works Buildings for installation of wiring.

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 8th day of February, 2021.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk

Approved as to form:

Melanie Cox, Town Attorney, Cox Law Firm, PLLC

AMENDED BUDGET ORDINANCE – NO. 6

TOWN OF STALLINGS, NORTH CAROLINA

FISCAL YEAR 2020-2021

BE IT ORDAINED by the Town Council of the Town of Stallings, North Carolina, that the estimated expenditures for the fiscal year 2020-2021 are hereby amended as set forth below:

Category	Account Number	Budgeted Amount	Amend to the Following	Net Increase or (Decrease)
Revenue:				
General Fund Balance Appropriation	10-99-3991-600	\$ 2,370,125	\$ 2,414,125	\$ 44,000
Expense:				
Economic and Physical Development		\$ 344,800	\$ 388,800	
Legal	10-40-4910-019			\$ 38,000
Outside Services	10-40-4910-039			\$ 6,000

Explanation: amendment is to appropriate funds from the General Fund to the Economic and Physical Development Department for legal, litigation and outside services contract.

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 8th day of February, 2021.

Wyatt Dunn, Mayor

Erinn Nichols, Town Clerk

Approved as to form:

Melanie Cox, Town Attorney, Cox Law Firm, PLLC



A Balanced Scorecard Approach for the Town of Stallings

FY 20-21 Mid-Year Report

FORWARD STALLINGS

February 3, 2021

A Report to Citizens, Council, & Staff – FY 2020-2021

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 first opportunity to analyze results and discuss possible changes to strategy will be at the Council's regular board meeting on February 8th. At this meeting, the Manager will officially present the FY 20-21 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 what (if anything) should be done in response. It is also important to

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?

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 second year, and this will be a continuous learning experience for all of us. However, I am confident that we will be able to use the lessons learned to continuously improve.

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

Sincerely,

Alex Sewell
Town Manager

Rationale, Overview, & Processes

What is the Balanced Scorecard?

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

Rationale and Benefits of the Balanced Scorecard

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

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

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

Using Strategy & the Balanced Scorecard to Get Results

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

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

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

Key Definitions & Components

Vision: Word picture of our desired future.

Mission: Why we exist.

Core Values: What we believe in, guiding principles.

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

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

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

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

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

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

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

Perspectives

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

Community Perspective:

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

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

Financial Perspective:

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

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

Internal Business Perspective:

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

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

Learning & Growth Perspective:

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

An organization’s ability to improve and meet citizen demands ties directly to the employees’ ability to meet those demands. Managers must answer the question: Is the organization providing employees with the training, technology, and proper work environment to enable them to 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 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 complements the old saying that "people do what you inspect, not what you expect."

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

Components of a Good Measure

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

Guidelines for Setting Targets

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

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

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



STRATEGY MAP

Vision for Stallings

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



Mission of Town Government

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



Serve the Community

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

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

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

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

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

"The Stallings Way" Core Values

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

ADMINISTRATION DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

Strengthening Citizen Engagement – This has been both an accomplishment and a challenge. The Town has continued to broadcast all Town Council meetings which allows the public to participate virtually. Once the Town can safely hold Town Council meetings in-person, the new A/V system in the New Town Hall facility should serve as a more reliable way to broadcast Town Council meetings than previous systems.

Develop 5-Year Economic Development Strategic Plan – The Economic Development Work Team (Council Member Richardson, Council Member Scholl, County Economic Developer Plate, Manager Nichols, Planner Hair, and Manager Sewell) have been meeting and a final draft plan should be submitted to the Council for consideration in the late February/March timeframe.

Adopting a Fiscally Responsible Annual Budget – This has been completed – fiscal responsibility is a Council priority. The Town will continue to regularly monitor its fiscal situation and work towards managing public funds in a fiscally responsible manner.

Creating a Stallings Downtown - The Town continues to work towards creating a downtown with an action strategy that seeks to be both visionary and practical. This goal will take many years to achieve, but the Town has developed a strategy/action plan aimed at laying the foundation for a successful downtown.

Strategy – Focus resources on establishing a “core” downtown area that will serve as a catalyst and ultimately lead to market driven development.

FY 20-21 Action Steps (Updates)

- Define Core Area - **Downtown Committee & Staff completed and presented to Council. Council requested downtown property owner outreach; those were completed with updated core area recommendation. Council tabled to Annual Retreat.**
- Define Vision for Area & Identify Anchor Use to Attract – **Downtown Committee developed vision and some potential desired uses. Recommended vision to Council, has been tabled to Annual Retreat.**
- Start Farmers Market & Continue Events (P/R) – **On-track. Partnering with Union County to be a satellite location.**
- Acquire Key Property - **Put in offer to acquire a key property by TH.**
- Complete Streetscape Design (Eng) - **Waiting for Council approval of downtown recommendations then will explore and present outsourcing costs.**

Maintain a 5-Year IT Replacement Schedule/Plan- Computers and equipment are being updated as needed.

Mandatory Safety Training – 100% of staff have completed mandatory safety training.

Maintaining a Skilled & Competent Workforce – This is both an accomplishment and a challenge. Overall, the Town has met its turnover goal. Even the best organizations will not always meet turnover goals in today’s environment where the average worker tends to change jobs more often than in the past. However, the Town should always strive to adopt best practices to ensure that we are able to attract, develop, and retain a competent workforce. The last department head opening was for Police Chief and an assessment center was held as part of the selection process. The Town has setup stay and exit interviews so management can identify trends and recommend changes if systematic problems arise. Also, the Town gave out the Marie Garris Award for the employee of the year and continues to do the “Caught Ya!” employee recognition program.

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)?

Pandemic Note - The COVID pandemic has created many challenges for the Town of Stallings. Our common operational goal has been to continue to provide public services while ensuring the safety of staff and the public.

Citizen Newsletter & Business Highlight – The goal is to publish this 4 times per year. The newsletter was published in Spring, Summer, and Fall 2019, and also the Winter of 2020. However, Spring 2020 and subsequent newsletters have been delayed due to the pandemic. The rationale being that because information has changed so rapidly with the pandemic and there is a lag time between finalization of newsletter content and receipt by the public, the newsletter could be outdated by the time it is received by the public.

Secure Occupancy Tax – Bill has not advanced in the NC General Assembly yet. State elected officials reported pre-pandemic that this item would be brought up again during the short session. However, state elected officials report that COVID response consumed the most recent short session, but they would consider revisiting it in the future.

Recordable Injuries – The Town sets our recordable injuries goal at “0” every year because we refuse to set a workplace injury goal that is anything less. We had 3 recordable injuries this year for 2020. Whenever there is an injury our safety committee reviews to determine if this accident could have been avoidable and, if so, what future changes might be needed to avoid such an incident in the future.

Maintaining A Workforce – This is both an accomplishment and a challenge. Due to the pandemic, the Town has held just one team-building event and that one was held virtually. Town staff are exploring how we might improve a sense of team and strengthen relationships through further virtual activities. The Town was not able to hold 2 meetings due largely to the pandemic. Once we can safely meet in-person, we can continue these meetings. The performance evaluation system is on hold currently because we are not able to hold in-person supervisory training. Holding this training in-person is essential.

OTHER COMMENTS:

- As part of our common goal of providing public services while ensuring the safety of staff and the public, the Town has implemented a variety of approaches including staggered schedules, teleworking, and following strict safety protocols.
- Thank you to the Council for agreeing to move away from a quarterly reporting structure to mid-year/annual. The data seems to be more helpful under this format.
- Staff continues to sell surplus items on GovDeals. As of 1/18/21, a grand total of \$276.28 has been sold.
- As you know, Stallings received \$223,851 from Union County via the CARES Act (federal legislation) to assist with COVID-19 related expenses. Stallings has completed submitting all reports and expects to receive the total amount of reimbursement, all of those funds (\$223,851) have been received.
- The furniture for the new/renovated facilities is a great fit for the new buildings and coordinates with the finishes. The timeline for the furniture was coordinated with the construction finish and savings were realized due to shopping various vendors for different pieces.

ENGINEERING DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

Met Target:

% of Town Streets Sweep Annually.

- 100%

% of Engineers with Minimum of 15 Professional Development Hours for Licensure Maintenance.

- 100%

% of Department Attendance at a Minimum of 3 Continuing Education Classes.

- 100%
- Associate Engineer participated in a Fundamentals of Engineering study course to prepare for the FE exam. Six hours a week of course work with study problems for each section covered. Once FE exam is successfully passed, he will investigate study courses for the PE exam.

Participation in TCC Meetings

- 100%

Repairs Completed within Two Months of Purchase Order Execution.

- 100%

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)?

Streetscape Design

- Staff is awaiting a Council decision on downtown recommendations prior to bringing the cost of outsourcing all remaining engineering to Council. If not authorized by Council, some engineering work will be performed inhouse.

% Sidewalk Panels Deficiencies Identified and Reduced a Year.

- Town has executed contract to repair trip hazards along a 7.81 mile stretch of Callonwood. Council has adopted a Sidewalk Maintenance Policy and Staff will evaluate/rate Town sidewalks accordingly.

Update Transportation Master Plan

- Due to COVID, TAC has been unable to meet. Staff is reviewing documents and developing a plan to update.

% of Storm Drainage Infrastructure Proactively Cleaned Annually.

- Staff has received a quote from Southland Pavement Cleaning, but Staff will continue to engage other contractors.

Resurfacing Contracts Line-Item Costs Compared to Similar Sized Communities (Waxhaw, Pineville, Harrisburg)

- Staff is looking to award resurfacing contract in the Spring with potential collaboration with the Town of Indian Trail. Town of Indian Trail will be implementing their resurfacing in the Spring. Future resurfacing will be implemented in the Fall of next fiscal year.

Repairs Completed within Two Months of Purchase Order Execution.

- Ongoing. Associate Engineer will continue to work with contractors to promptly repair prioritized stormwater repair projects. 14/14 projects have been completed within 2 months of PO execution from July 2020 to date.

FINANCE DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

Financial Reporting – able to meet deadlines and provide staff and public with financial information on a timely basis. By defining a closing period for the month, we were able to input data and provide reports to staff.

Long-Term Financial Plans - Drafts of the Five-Year financial plan were presented and revised with input from Council. At the January 11, 2021 Council meeting, the plan was approved. Continued success will be achieved by keeping this plan a living document and updating with every budget period or with major financial events that occur throughout the year.

Maintaining Fiscal Strength – Annual audit report was submitted and an unqualified opinion was given on the financial statements for the Town for FY2020. The Town was also notified that the FY2019 Comprehensive Annual Financial Report was given the Award of Excellence in Financial Reporting from GFOA. The FY2020 CAFR was prepared and submitted by the December deadline for consideration for this award.

Provide Responsive and Dependable Services – Finance staff provided services in a timely and accurate manner. Purchase order process was redefined during the COVID pandemic to issue purchases orders using email and electronic approvals so that the operations are not impacted with delays from employees working remotely.

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)?

Training – Training has been difficult to schedule due to the COVID pandemic. We have taken measure to seek remote training. Finance staff are planning on going to Southern Software Training to complete our requirement for the year.

OTHER COMMENTS:

PARKS & REC DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

- Programming has been especially highlighted and increased due to the pandemic. Staff continue to be creative with implementing virtual and pick-up programs to maintain community and staff safety.
- Farmer's Market planning is proceeding through the initial planning and feasibility phase. Partnering with Union County to serve our area as a satellite location will provide a relief on Town staff levels as well as taking advantage of the marketing and planning efforts from the County level. On track to have draft plan ready to present.
- Blair Mill enhancements underway. Trees and debris were removed, restoring the disc golf course functionality prior to hosting part of the Quad Creek Disc Golf Challenge.
 - 4751 Discs Flown at Dry Creek
 - 3381 Discs Flown at Creekside
 - 4830 Discs Flown at Blair Mill
 - 3187 Discs Flown at Cane Creek Park
 - Totaling 16,149 total throws!
- Professional Certifications for staff: Both Director Platts and Special Events Coordinator McSwain have achieved the Certified Parks and Recreation Professional designation! Director Platts also received the OSHA Public Sector Safety & Health Fundamentals Certification for General Industry.

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)?

- Further Blair Mill enhancements (removal of old benches, trellis, etc.) were delayed due to cost savings initiatives to complete those in-house once the new PW equipment is procured.
- Volunteer initiatives have been put on hold due to social distancing requirements of the pandemic.

OTHER COMMENTS:

- The Vickery Greenway project is on hold pending the approval of easement agreement with Vickery HOA and permission to have NCDOT review the traffic signal engineering plans previously approved by Council.
- Solis Greenway trail coordination between developer and Mecklenburg County to establish connectivity into Colonel Francis Beatty Park are ongoing.
- Discussions continue regarding Stallings Farms/potential Sweet Birch Park property options through development sub-committee.
- Quotes received for options at Springhill Pocket Park and awaiting PR committee meetings to be re-established to present to committee.
- Stallings Park shade installation completed. Concrete work to be scheduled.

PLANNING DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

Working with Council on amending the Monroe Bypass and Idlewild Small Area Plans was successful. This was a collaborative effort that required a lot of work, that allowed for the goals of the Council to be supported in a timely manner and has provided Staff with a clear vision of the Boards land use goals and objectives.

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)?

Delegating duties to staff was a goal that was only partially met due to a turn-over in staff. Giving the duties of the Planning Board to the Planning Technician, freeing up the Director position to focus on the big picture and larger projects. Creating a plan to provide for a “next step” career path to allow for the Planning Tech to progress and retain good employees is a plan that will help achieve employee goals going forward.

OTHER COMMENTS:

POLICE DEPARTMENT –YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

- Create a video partner program/citizen provided security camera footage-mock-ups for materials for public and social media is ready to launch pending receipt of printed materials needed for community outreach.
- Develop and implement post police interaction questionnaire/survey-survey has been completed, appropriate platform for implementation has been set up and is ready to launch pending receipt of printed materials needed for community outreach.
- % difference in number of traffic crashes within the Town limits in CY 2020 compared to CY 2019-SPD handled 372 traffic crashes in CY2019 and 289 in CY2020. This is a net decrease of 22%. The decrease of injury accidents was 71%.
- Complete and implement Lexipol police policy manual and training system-draft policy manual has been edited for content and finalized. Manual has been launched and as of 12/31/20 all officers have acknowledged manual and SPD is operating under entirely new policy manual and utilizing daily training feature for ongoing policy review.
- % of CID case clearance rate compared to national average (comparable departments on size/demographics - calendar year)-calendar year 2020 SPD had a 38% case clearance while national average is 30.5%
- Create staff development plan-first draft is complete and will be reviewed by the department command staff for input.

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)?

- Completion of 5 step process of CALEA accreditation-this is a three-year goal-Town Council recently approved the job description and the Department is in process of receiving applications. Our policy manual implementation is a part of the overall accreditation process and will help us start the overall accrediting process.
- Complete N.C. League's Law Enforcement Risk Review Process and reduce insurance costs by 14%-this goal will go hand-in-hand with accreditation.
- Becoming a DWI testing site- Division of Public Health, Forensic Tests for Alcohol Branch has advised that our instrument is slated to be installed in the next few months. We have prepared our intoxilyzer room so once the instrument is installed, we will be ready to utilize the equipment.

OTHER COMMENTS:

The COVID pandemic has hindered progress of some areas. Although we have shown a reduction of traffic accidents it is the department's strong belief that most of the reduction has come from the significantly fewer vehicles being on the road due to a large segment of the population working from home. The department is working on a strategy to assist in traffic accident reduction regardless of if there is a reduction of vehicles on the road.

The accreditation process will begin to move at a quicker pace now that the department has completed its review and implementation of a new policy manual. We will also simultaneously work on the Risk Review through the NCLM.

Overall, all department members have participated in the work done so far to accomplish our goals.

PUBLIC WORKS –YEAR-END BALANCED SCORECARD OVERVIEW

ACCOMPLISHMENTS:

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

Be a good steward of natural resources – This is an ongoing process to identify energy and utility consumptions for the town and ways to reduce the cost.

Repair small potholes within 3 business days of request – With quarterly neighborhood checks, and staff of other departments reporting potholes as they see them when they are out in the field, we are able to meet this goal 100%. The only times we may be lacking are due to inclement weather and in the winter months when it's too cold to patch.

Produce list of training initiatives and submit to the Safety Committee - Advise safety committee on relevant trainings for building safety. Asked safety committee to do an updated training on fire extinguishers. Due to the pandemic, I have deferred to the safety coordinator (Ashley Platts) who is identifying online courses as we are not able to do any in-person trainings right now.

% of responses to citizen inquiries within 1 business day - Citizens calling in or emailing are contacted within a 1 business day turn around allowing us to have a more positive experience with the citizen.

Inspect All Town Neighborhoods - Doing these neighborhood inspections has not only allowed us to identify potholes, street sign issues, etc., but it has also allowed us to identify storm water issues as well as code enforcement issues. These checks have played a vital role in keeping maintenance issues under control which in turn keeps our citizens positive.

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)?

% of work orders reported through website from citizens – We are somewhat back to the drawing board on this one. I thought we had a good internal workorder system in place, but it has not been as effective as I had hoped. I am now looking for a new solution for an internal workorder system, and then we should be able to use the same system once we are comfortable and familiar with it for our citizens and it can be put up on the website.

Training Meetings to Improve Employee Skillset/Knowledge – We had been doing training or skillset improvement just by walking the employee through the process while in the field on a skillset that they are less familiar with. As time permits though I would like to come up with a more formal training method. This is another measure that the pandemic has greatly affected as we are not able to meet in-person. I am working with our safety coordinator for online training options.

OTHER COMMENTS:



MEMO

To: Town Council
From: Lynne Hair, Planning Director
Date: December 9, 2020
RE: DA19.01.06/DA19.11.02 – Development Agreement Review and Recommendation for Stinson Farms, a mixed-use project located on the northeast corner of Idlewild Road and I-485.

Information:

Stinson Farms is a proposed mixed-use development involving several parcels of land located at the interchange of I-485 and Idlewild Road. The project has direct frontage on Idlewild Road and is adjacent to the Shannamara subdivision to the east.

The original application for this project was submitted in April 2019. Over the past year and a half, the Town has worked with the applicant to ensure that the plan meets ordinance requirements.

The project was forwarded to the DA Sub Committee in August at which time the Council began meeting with the applicant and negotiating conditions designed to protect existing residences, provide a sense of place, and promote walkability.

As a result of Town Council negotiations, below is a list of notable concessions made by the developer as a result of Town Council negotiations:

1. A 100' buffer (or 70' with a fence) where adjacent to the Shannamara neighborhood.
2. Provided single family residential adjacent to the existing single family residential in the Shannamara neighborhood.
3. The 3 homes in the Shannamara neighborhood that do not have single family residential behind them do have the 100' buffer (or 70' with a fence), a road and the side yard of a town home building behind them. The applicant has agreed to plant additional tall, fast growing evergreens in this area.
4. Provided green way trails as shown on the Stallings Parks, Recreation and Greenway plan, including the Stallings Spine segment on Idlewild Road frontage.
5. Will be providing road improvements including the widening of Idlewild Road to 4 lanes from I-485 to Stevens Mill Road.
6. Reduced the overall residential unit count on the DA site from 618 to 504, an overall reduction of 114 units, or 18%.
7. Agreed to reduce the allowable number of fast-food restaurants from 3 to 1 on the DA site.

8. Remove two multi-family buildings and convert area to single family attached (townhome) buildings.
9. Moved the convenience store and one multi-family building to property at the interchange of I-485 and Idlewild Road, moving away from the existing and proposed residential units.
10. The applicant has agreed that they will not pursue private sewer treatment if County sewer is not available.
11. Agreed in concept to increase the setback size on Idlewild Road so that green space between the edge pavement the knee wall is much closer to what is depicted on the Exhibit shared at the Planning Board after the widening of Idlewild Road to 6 lanes by NCDOT. Please note the details of this need to be further worked out and confirmed.

The attached site plan is the final revision resulting from the negotiated conditions. Below please find project details and history.

Subcommittee Recommendation: 10/26/2020

Forward onto the Planning Board with NO RECOMMENDATION.

Planning Board Recommendation: 12/15/2021

Denial as presented

Applicant Information:

An application was received for the two individual Development Agreements as follows:

1. DA19.01.06:
Applicant: JLA3, LLC and Idlewild Partners, LLC, Metrolina Properties
Size: 51.47 acres
Use: 384 Multi Family Units, 69 Townhome Units, 13 Single family lots, Retail, Office, Convenience Store with Gas Pumps.
Filed: June 25, 2019.
Amended Application Filed September 19, 2019.
2. DA19.11.02:
Applicant: Metrolina Properties Limited Partnership
Size: 22.798 acres
Use: 52 Townhome Units, 19 single family lots
Filed November 17, 2019

Please note, the DA applications were received prior to the adoption of the September 23, 2019 ordinance changes making apartments a Conditional Zone use and the subsequent decrease in permitted densities. While a cohesive plan has been presented, the DA's will need to be voted on individually. However, the DA's are tied to a single project and will both need to be

approved or denied. A split vote approving one and denying the other is not desired by the applicant or the Town.

History:

History of these properties has included the potential development of a mall and an outlet mall. There are three separate property owners involved, John Armistead (represented by Wade Robinson), Withrow Capital Group (represented by Terry Williams), and Wesley Faulk (represented by Wes Hinson).

During the Comprehensive Land Use Plan and Small Area Plan process, plans were adopted (11/27/2017) showing mixed use on the property to include an office park, retail use, multi family, townhomes, and single-family housing. A goal of these plans was and is to protect existing residential uses.

In April of 2019, the first development agreement application was received on the Withrow Capital property that included an apartment complex that straddled the County line. A second application for the Armistead properties was received in June 2019 that included an apartment complex and commercial outparcels fronting Idlewild Road.

Staff began meeting with the applicants individually Spring of 2019 to express concerns with the plans and their lack of compliance with the land use plans. Staff also expressed the need for single family housing to be located adjacent to the Shannamara development to protect this existing residential use as expressed in the approved Small Area Plan.

During these meetings staff also encouraged the applicants to work together and present a cohesive master plan for the entire area that would show connectivity, both vehicular and pedestrian as well as show how the projects would work together.

On September 19, 2019, a revised plan was submitted for the Armistead property showing a reduction in multifamily and the addition of townhomes on the eastern side of the property.

On November 7, 2019, a new plan was submitted by Withrow Capital for the Stinson property that showed townhomes directly adjacent to the Shannamara development. The original apartment project was amended to remove the portion of the project in Mecklenburg County and was incorporated into the overall Stinson Village plan in addition to the townhomes submitted on November 7th.

In early 2020, a combined plan was submitted, and DR Horton was introduced as the sole developer of all properties.

Development Agreement Sub Committee Meetings Summary:

Four Sub Committee meetings were held as follows:

8/24/2020:

Use	Units	Acreage	DUA
Multi Family	408	23.54	17.33
Townhomes	203	33.25	6.10
Commercial	N/A	13.3	N/A

Identified commercial: convenience store with gas pumps, fast food restaurants as well as the potential for all uses listed as permitted in the MU-2 zone by the Stallings Development Ordinance.

Discussion: With this plan, the subcommittee expressed concerns with the lack of single-family housing and buffering adjacent to the Shannamara neighborhood. Protection of existing residential uses was expressed as a goal of the Idlewild Road Small Area Plan. To address this concern, the subcommittee requested that the developer provide single family housing directly adjacent to the Shannamara neighborhood as well as a 100' buffer in this area.

The density of the project was also expressed as a concern.

Renderings of the proposed apartments were provided and discussed. A desire for on-street parking along the main street and the residential units fronting this street to be "activated" to the street was requested meaning further characteristics consistent with a traditional neighborhood development vision (ex: Birkdale Village, Baxter Village, etc.).

Renderings for the proposed townhomes were not provided at this time.

Outcome: The subcommittee directed the applicant to address the following:

- Single family residential adjacent to Shannamara
- 100' Buffer adjacent to Shannamara
- Address the density concerns
- Provide renderings of the proposed townhomes
- On-street parking along the main street
- Activation of residential units to the main street

A second meeting was scheduled for September 14, 2020.

9/14/2020:

Use	Units	Acreage	DUA
Multi Family	384	22.2	17.29
Townhomes	121	15.97	7.57
SFR	32	18.63	1.71
Commercial	N/A	13.3	N/A

A revised site plan was submitted by the applicant addressing the requested changes as follows:

- 32 single family homes were located adjacent to Shannamara.
- The inclusion of the 32 single family homes required the reduction in townhome units having a slight impact on overall density.
- A 100' buffer was provided adjacent to the Shannamara neighborhood with the option to reduce to 70' when a 5' screening fence is applied per ordinance allowance.
- Town home elevations were provided.
- On-street parking and building activation of the multifamily buildings facing the main street was shown on the revised site plan.

Discussion:

The subcommittee appreciated the concessions of the single family residential, the 100' buffer, and the on-street parking, but still expressed significant concerns with the overall proposal.

Discussions during the second meeting included a focus on the retail outparcels and their lack of integration into the overall site plan. It was expressed to the applicant that the Comprehensive Land Use Plan showed the subject property as a *Walkable Activity Center* and promoted an integrated mixed-use development connected both from a vehicular and pedestrian standpoint. The submitted site plan showed residential on the back portion of the property with retail outparcels along Idlewild Road. Concerns with the layout and the lack of compliance with the Comprehensive Land Use Plan were expressed to the applicant.

The townhome elevations were also discussed and a need for a larger front porch on the units.

A need for additional connectivity and integration of the retail outparcels into the overall site plan were expressed.

Concerns with a convenience store with gas pumps and multiple fast-food restaurants as a part of the plan were discussed and how these uses, and their locations do not comply with the approved land use designation of a *Walkable Activity Center* was expressed.

Outcome:

The subcommittee directed the applicant to address the following:

- Integrate the commercial uses into the overall site plan.
- Provide a reduction in the intensity of commercial uses.
- Continue to provide more connectivity and improved building elevations.

A third subcommittee meeting was scheduled for 9/28/2020

9/28/2020:

Use	Units	Acreage	DUA
Multi Family	384	22.2	17.29
Townhomes	121	15.97	7.57
SFR	32	18.63	1.71
Commercial	N/A	13.3	N/A

No changes made to the site plan.

Discussion:

Concerns continued to be expressed that the commercial development was not integrated into the overall site plan and did not comply with the Comprehensive Land Use Plan designation for the site as a *Walkable Activity Center*.

A desire to see all the property owned by the applicants shown on a master plan for the area was expressed, including the Mecklenburg County properties.

Subcommittee members expressed a desire to see the office park shown on the Small Area Plan integrated into the overall site plan as future development. This request was not responded to by the applicant.

Concerns with the convenience store with gas pumps and fast-food restaurants with drive thru windows continued. The subcommittee expressed a desire to eliminate these uses from the plan because of inconsistency with the Comprehensive Land Use Plan.

Outcome:

- The subcommittee recommended that the Town’s attorney and the applicant’s attorney discuss some apparent legal disagreements and report back.
- It was requested that the applicant remove convenience stores with gas pumps and fast-food restaurants with drive thru windows from their proposed plan.

A fourth subcommittee was scheduled for October 26, 2020.

10/26/2020:

Use	Units	Acreage	DUA
Multi Family	384	22.2	17.29
Townhomes	121	15.97	7.57
SFR	32	18.63	1.71
Commercial	N/A	13.3	N/A

A revised site plan showing knee wall and improved landscaping between the commercial outparcels and residential uses was submitted.

Discussion:

Discussion of the commercial outparcels needing to be integrated into the overall site plan and to comply with the Comprehensive Land Use Plan designation of a *Walkable Activity Center* continued.

Including a list of uses that excluded convenience stores with gas pumps and fast-food restaurants with drive thru windows was discussed and the applicant was not in agreement with this request.

Outcome:

The subcommittee voted to move the proposed development agreement onto the Planning Board with NO RECOMMENDATION.

Additional Information:

TIA:

A Traffic Impact Analysis was conducted for the site and mitigation measures identified. A link to the TIA will be provided. Staff has also prepared a memo outlining the recommended improvements.

Idlewild Road is scheduled to be widened, impacting the applicant's site. The proposed right of way has been considered and shows on their site plan.

School Impact:

Union County Public Schools were provided with a copy of the applicant's proposed plan and submitted their impact report. This has also been forwarded for the committee's use.

The development falls in the Porter Ridge cluster.

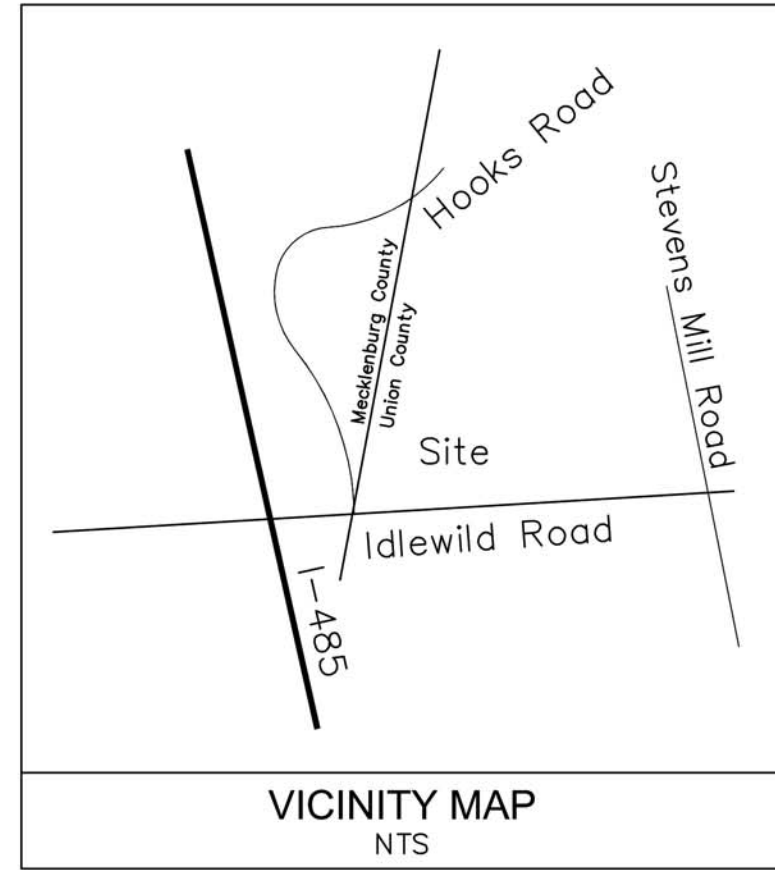
Greenways:

The applicants are showing greenway trails throughout and along their site that will connect to the future multi use path proposed on Idlewild Road and identified in the Stallings Parks and Greenway Master Plan. The multiuse path on Idlewild Road will also be provided by the applicant as a part of the widening of Idlewild Road.

FINAL PLAN 2/4/2021:

The final site plan submitted by the applicant as a result of Town Council negotiations include:

1. A 100' buffer (or 70' with a fence) where adjacent to the Shannamara neighborhood.
2. Provided single family residential adjacent to the existing single family residential in the Shannamara neighborhood.
3. The 3 homes in the Shannamara neighborhood that do not have single family residential behind them do have the 100' buffer (or 70' with a fence), a road and the side yard of a town home building behind them. The applicant has agreed to plant additional tall, fast growing evergreens in this area.
4. Provided green way trails as shown on the Stallings Parks, Recreation and Greenway plan, including the Stallings Spine segment on Idlewild Road frontage.
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10. The applicant has agreed that they will not pursue private sewer treatment if County sewer is not available.
11. Agreed in concept to increase the setback size on Idlewild Road so that green space between the edge pavement the knee wall is much closer to what is depicted on the Exhibit shared at the Planning Board after the widening of Idlewild Road to 6 lanes by NCDOT. Please note the details of this need to be further worked out and confirmed.



SITE DATA

TAX MAP NO U.C.: 07075020, 07075019, 07075018, 07075017A, 0707017, 07075028, 07075023, 07075022, 07075022A, 07075021

TAX MAP NO M.C.: 19511224, 19511202, 19511201, 19511213

ZONING: MU-2

TOTAL SITE AREA: ±72.80 ACRES

SITE AREA PER FUTURE IDLEWILD ROW: ±70.1 ACRES

COMMERCIAL AREA: ±13.3 ACRES
RESIDENTIAL AREA: ±56.8 ACRES

EXISTING LAND USE: VACANT (WOODED LAND)
PROPOSED USE: MULTIFAMILY RESIDENTIAL, ATTACHED HOMES (TOWNHOMES), SINGLE FAMILY DETACHED HOMES, COMMERCIAL

UNITS: 336 MULTI-FAMILY UNITS (PER DEVELOPER AGREEMENT)

136 ALLEY LOADED TOWNHOMES

32 SINGLE FAMILY DETACHED (6,000 SF MIN. & 60' WIDE MIN.)

BUILDING HEIGHT: THE MAXIMUM HEIGHT OF ANY BUILDING DEVELOPED ON THE SITE SHALL BE GOVERNED BY THE ORDINANCE

MAX DUA: 28 DUA
PROPOSED RESIDENTIAL DUA: ±8.87 DUA (PER 56.8 AC)
MULTIFAMILY DUA: ±16.71 DUA
TOWNHOME DUA: ±7.51 DUA
SINGLE FAMILY DUA: ±1.71 DUA

TREE SAVE REQUIRED: 6% MINIMUM

OPEN SPACE REQUIRED: 7.5% MINIMUM

PARKING: PARKING WILL MEET THE REQUIREMENTS OF THE ORDINANCE

WATERSHED: GOOSE CREEK BASIN

BUILDING STANDARDS

SETBACKS:

- COMMERCIAL = FRONT: 12' MINIMUM FROM STREET ROW REAR: 12' MINIMUM WHEN NO BUFFER IS REQUIRED SIDE: 12' MINIMUM WHEN NO BUFFER IS REQUIRED

- SINGLE FAMILY DETACHED = FRONT: 16' REAR: 12' SIDE: 5'

- MULTIFAMILY = FRONT (MAIN STREET): 21' FRONT: 16' (BUILD TO LINE) REAR: 12' SIDE: 5'

PROPOSED BUILDING DIMENSIONS & AREA CALCULATIONS:

- SINGLE FAMILY DETACHED = ± 39'x63' (±2,700 AVERAGE SF PER HOME) - 32 HOMES X 2,700 SF = ±86,400 SF TOTAL
- ATTACHED HOMES = ± 22'x56' (±1,720 AVERAGE SF PER UNIT) - 136 UNITS X 1,720 SF = 233,920 SF

- MULTIFAMILY = 14 BUILDINGS (±30,920 AVERAGE SF PER BUILDING) - 14 BUILDINGS X 30,920 SF = ±432,880 SF - ±7,000 SF CLUB = ±439,880 SF TOTAL

- COMMERCIAL AREA WILL BE GOVERNED BY THE ORDINANCE AND DEVELOPMENT AGREEMENT

PROPOSED IMPERVIOUS CALCULATIONS:

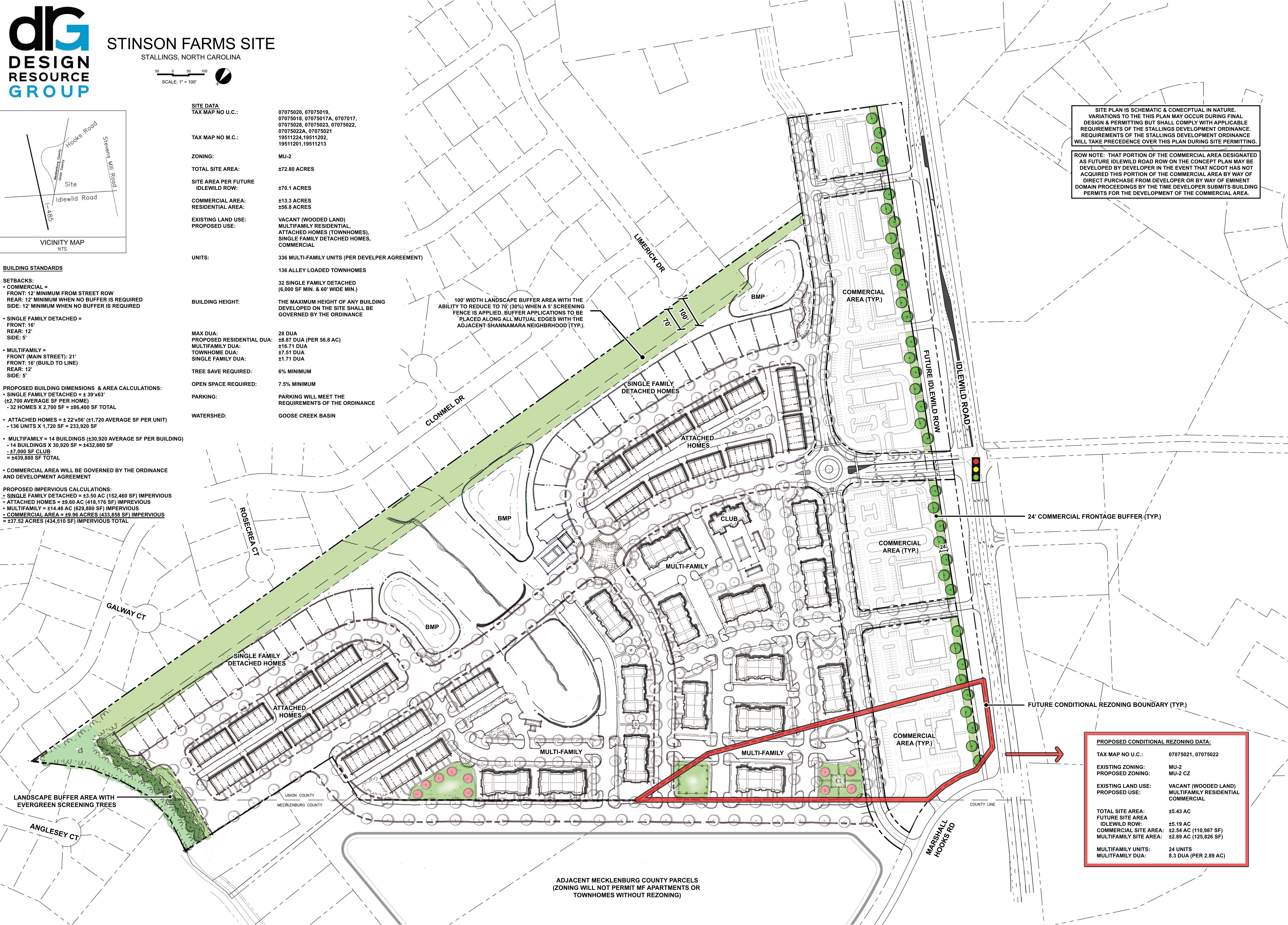
- SINGLE FAMILY DETACHED = ±3.50 AC (152,460 SF) IMPERVIOUS
- ATTACHED HOMES = ±5.60 AC (418,176 SF) IMPERVIOUS
- MULTIFAMILY = ±14.46 AC (629,880 SF) IMPERVIOUS
- COMMERCIAL AREA = ±9.96 ACRES (433,858 SF) IMPERVIOUS
- ±37.52 ACRES (434,510 SF) IMPERVIOUS TOTAL

LANDSCAPE BUFFER AREA WITH EVERGREEN SCREENING TREES

100' WIDTH LANDSCAPE BUFFER AREA WITH THE ABILITY TO REDUCE TO 70' (30%) WHEN A 5' SCREENING FENCE IS APPLIED. BUFFER APPLICATIONS TO BE PLACED ALONG ALL MUTUAL EDGES WITH THE ADJACENT SHANNAMARA NEIGHBORHOOD (TYP.).

SITE PLAN IS SCHEMATIC & CONCEPTUAL IN NATURE. VARIATIONS TO THE THIS PLAN MAY OCCUR DURING FINAL DESIGN & PERMITTING BUT SHALL COMPLY WITH APPLICABLE REQUIREMENTS OF THE STALLINGS DEVELOPMENT ORDINANCE. REQUIREMENTS OF THE STALLINGS DEVELOPMENT ORDINANCE WILL TAKE PRECEDENCE OVER THIS PLAN DURING SITE PERMITTING.

ROW NOTE: THAT PORTION OF THE COMMERCIAL AREA DESIGNATED AS FUTURE IDLEWILD ROAD ROW ON THE CONCEPT PLAN MAY BE DEVELOPED BY DEVELOPER IN THE EVENT THAT NCDOT HAS NOT ACQUIRED THIS PORTION OF THE COMMERCIAL AREA BY WAY OF DIRECT PURCHASE FROM DEVELOPER OR BY WAY OF EMINENT DOMAIN PROCEEDINGS BY THE TIME DEVELOPER SUBMITS BUILDING PERMITS FOR THE DEVELOPMENT OF THE COMMERCIAL AREA.



ADJACENT MECKLENBURG COUNTY PARCELS (ZONING WILL NOT PERMIT MF APARTMENTS OR TOWNHOMES WITHOUT REZONING)

PROPOSED CONDITIONAL REZONING DATA:

TAX MAP NO U.C.:	07075021, 07075022
EXISTING ZONING:	MU-2
PROPOSED ZONING:	MU-2 CZ
EXISTING LAND USE:	VACANT (WOODED LAND)
PROPOSED USE:	MULTIFAMILY RESIDENTIAL COMMERCIAL
TOTAL SITE AREA:	±5.43 AC
FUTURE SITE AREA	±5.19 AC
IDLEWILD ROW:	±2.54 AC (110,987 SF)
COMMERCIAL SITE AREA:	±2.89 AC (125,826 SF)
MULTIFAMILY SITE AREA:	±2.89 AC (125,826 SF)
MULTIFAMILY UNITS:	24 UNITS
MULTIFAMILY DUA:	8.3 DUA (PER 2.89 AC)