

**Town of Mocksville  
Special Meeting  
Budget Retreat  
February 5, 2022**

The Town of Mocksville Board of Commissioners met for the Special Meeting Budget Retreat on Saturday, February 5, 2022 at 8:00 a.m. in the Davie Community College Administration Building Rooms 110 & 111 located at 1205 Salisbury Road Mocksville NC. At noon, the meeting moved to the Fire Department building located at 335 Sanford Avenue Mocksville NC.

**Present:**

**Commissioners Present:**

Mayor, Will Marklin  
Jenny Stevenson  
Carl Lambert  
Justin Draughn  
Johnny Frye  
Rob Taylor

**Absent:**

**Others Present:**

Ken Gamble, Town Manager  
Lynn Trivette, Town Clerk  
Brian Moore, Public Services Director  
Frank Carter, Fire Chief  
Rustin Harpe, Parks and Grounds Director and Chris Vaughn, Parks and Grounds Interim Director  
Tami Langdon, Community Development  
Terry Bralley, Davie County EDC  
Chuck Willis, Willis Engineering  
Justin Turbyfill and Josh Powers, Envirolink  
Emily Quance, Human Resources

Mayor Marklin called the meeting to order

**Presentations to the Board**

**Economic Development Forecast – Terry Bralley - Davie County EDC**

The most important part of economic development is infrastructure; investing in something that gets you a return. It creates jobs, opportunity for families, people, and tax base. The tax base in 1979 was .50 and today it is .29 all because you grew the base. An example is Brakebush that has invested \$130,000,000 and they have provided over 400 jobs. In 2008, we set up EDC with \$1.2 million dollars when we sold the hospital and we became a 501C3. I have \$250,000 left out of the 1.2 million today. With the \$1,000,000, we have created 5,000 jobs and created at least 500,000,000-tax base. The \$250,000 that is left from the \$1.2 million and looking into the future do we as a community, two towns and county put more in the bank to keep it going or do we change our practice. It is important to know that when you are at the table making a deal companies do not want to wait for public hearings and board approvals they are wanting

answers right then. As we go forward, we are going to take a look at this. This year there was 550 jobs created in Mocksville and 100,000,000 more to the tax base. EDC is an investment and you will benefit. Mergers will drive cost down and enhance revenues. Mocksville has had a great year but looking into next year, I am going to have five new spec buildings. Those investments are equal to \$100,000,000. Four of the five are within the town's limits. Two will be at Hollingsworth Park, one at Hayward Pools, one on Bethel Church Road and Farmington Road. If you do not have an existing building and a 90-day plan, they will go elsewhere. We need housing and people that will take these jobs. Peebles will be a Big Lots hopefully and at Sagebrush hoping to get about three new fast food chains. Our focus is driving wages up, building a tax base, and growing a better future. Partnerships are necessary and we know how to work with each other with respect. What does the industry need? People. You have a good leader so support him because he knows his job.

## **Infrastructure – Chuck Willis - Willis Engineering**

The infrastructure is tied to economic development to be successful. Other towns are trying to do the same thing Mocksville is doing and if they are not on the ball like EDC/Terry said the 90-day investor will look elsewhere. You cannot build a road, sewer/water lines and buildings in 90 days. The grant money that is out there for infrastructure is always tied to the jobs. The capital improvement plan is how we stay ahead of EDC. The state agencies want to see a plan. Cost is always a factor.

### **FY 22-23 Projects:**

Avgol Drive Water Line	\$320,000 (serves Brakebush)
North Elevated Tank	\$200,000
Bear Creek Pump Station Upgrades	\$160,000 (serves Brakebush)
Leonard Creek P/S and Force Main	\$1,880,000 (serves Brakebush)
Southpoint P/S and Force Main	\$750,000
Sewer Line Replacement Program	\$250,000
Miscellaneous Treatment Plant Repairs	\$150,000

### **Current Projects:**

Facilities to Serve Brakebush  
Wastewater Treatment Plant Repairs

### **Future Projects:**

Water Treatment & Distribution  
Wastewater Collection & Treatment

### **Wastewater Treatment Plant Upgrades:**

Influent Pump Station Upgrades  
Chemical Building Improvements  
Safety Improvements

### **Water Treatment & Distribution:**

North Service Area Improvements  
Elevated Storage Tank  
Enterprise Way Waterline  
Parallel I-40 Crossing  
Madison Rd Waterline  
Annual Waterline Replacement Program

**Wastewater Collection & Treatment:**

North Service Area Improvements  
Madison Road Pump Station Upgrades  
Southpoint Business Park Upgrades  
Cooleemee Force Main Replacement  
Sewer Line Replacement Program

**Next Steps:**

Continue Current Improvement Projects  
Annual Updates to CIP (Cost) and Asset Management Plan  
Continue Collaborations with County and DCEDC  
Pursue Funding Options for Future Projects  
Division of Water Infrastructure (North Water, Cooleemee Sewer)  
Economic Development Grants

**Strategic Planning Update – Ken Gamble****Progress and Deliverables**

- November 2021 – Leadership Team Training & First Assignment
- Submit Mission & Vision Statements
- Goals Forms Completed by Staff & Board of Commissioners
- December 2021 – Consolidate & Draft Mission & Vision Statements / Identify Core Values
- January 2022 – Leadership Team Select / Edit Mission & Vision Statements
- February 2022 – Board Input on Mission & Vision Statements + SWOT Analysis
- Leadership Team Finalize Mission & Vision and Discuss SWOT Analysis Findings
- March 2022 – Complete SWOT Analysis
- April - May – Goals, Objectives, Actions
- June – Board Approval

**Vision – Common Themes**

- Sustainable Growth
- Vibrant Neighborhoods
- Small Town Character / Charm
- Welcoming & Diverse

**Vision Statement Draft (1)**

The Town of Mocksville’s sustainable growth strategy will result in safe, vibrant neighborhoods and businesses, while maintaining the community’s small Town atmosphere for residents, workers and visitors today and in future generations.

## **Vision Statement Draft (2)**

The Town of Mocksville will be a diverse, progressive community that effectively balances its historic roots and values with the need to revitalize, renew and modernize the Town for the benefit of all our citizens. The Town will become a leading destination for safe and sustainable residential, commercial and industrial development with a vibrant downtown district.

## **Vision statement will be revised by the Board**

### **Mission – Common Themes**

- Services
- Community Needs
- Sustainable Growth
- Balancing History & Progress

## **Mission Statement Draft (1)**

The Town of Mocksville provides safe, efficient and effective essential services that maintain and enhance the current quality of life and ensures the future growth of our community.

## **Mission Statement Draft (2)**

The Town of Mocksville provides safe, efficient and effective essential services that maintain and enhance the current quality of life and ensures the future growth of our community.

## **Mission statement will be revised by the Board**

## **Values**

- **STRATEGIC**  
We will continually plan for the future to ensure high quality services for the community that are consistent with our long-term vision and goals.
- **ETHICAL**  
We will deliver reliable services and interact with others based on honesty, trust and transparency.
- **RESPECT**  
We will create trusting and enduring relationships with customers, colleagues and the community through valuing our differences and allowing others to express themselves.
- **VISION**  
We will imagine and plan for a vibrant future while valuing our small Town heritage.
- **INTEGRITY**  
We will be transparent in our decision making while safeguarding confidential information. We will interact with the community, our customers and each other based on honesty, trust, and ethical standards.

- **COMMUNITY**  
We will work with our customers, community and stakeholders to create a prosperous future for everyone.
- **EXCELLENCE**  
We understand that excellence begins with each one of us. Together, we are dedicated to continual development and improvement so we can provide the highest quality services in the most efficient and effective manner possible.

## **Modified Zero Based Budgeting – Ken Gamble**

Three Fiscal Year Line Item Review

Under Utilized Funds?

One-Year Expenditure?

Old Cost Assumptions?

Expired / New Contract?

Retired Debt Service?

New Equipment?

Reduce Line Item and Apply Freed Resources to FY22-23 Priorities

## **Water – Justin Turbyfill – Envirolink**

### **Mocksville WTP 3&4 Flash Mixer Replacement**

The current Flash Mixer at the Mocksville WTP has become very aged and nearing the end of its life expectancy.

This piece of equipment provides critical mixing of the coagulated treated water to create flocculation (clumping of dirt particles) for the settling process of treatment in the settling basin.

The more flocculation and settling that occurs in your basin helps provide better water clarity for your filters and longer run hours for filter operations.

In the event this piece of equipment stops working the plant would be shut down to half capacity.

Priority: Critical

Cost: \$30,000

### **AUMA Valve Actuators (Filter Effluents)**

These valve actuators regulate the rate of flow through each of the four filters on site by using a set point number set by operators and controlled by SCADA.

Being able to maintain a steady flow through each filter is essential to the operation of the Mocksville WTP.

Priority: High

Cost: \$30,000

## Mocksville WTP 75 HP VFD (Variable Frequency Drive)

This VFD device is called a Variable Frequency Drive that is used in operations to control the volume of flows through a pump by using hertz and percentages. Currently the finished pumps at the Mocksville WTP have no control of the flow volume from the clearwell to the distribution other than the pump being controlled in the On and Off position.

This device could help pumps run more efficient and save energy cost by allowing it to be adjusted to lower percentages if needed to supply the distribution system.

The Town of Mocksville purchased a VFD for the Raw water station pump #3 during the 2019-2020 FBY and it has really helped control plant operations to save the town money through chemical reductions and the amount of processed treated water to our decants tanks.

Priority: Medium

Cost: \$15,000

## Administration – Lynn Trivette

There are five ways to improve employee development; offering professional training, coaching, cross-training, building relationship skills and employment development equals personal development. The administration department offers **professional training** that includes:

- Southern Software Training
- Utilities Billing and Collections Administration- UNC SOG
- Clerk's Certification Institute-UNC SOG
- Customer Service Training
- Employment Law
- Government Changes (implementing those changes)
- Ethics
- Personal Development (active listener, adaptable to change, become more efficient, build dynamic teams, be a mentor, constructive feedback that facilitates growth and lead by example)

The administration department **coaches** by having intentional conversations on a regular basis that will help form deeper connections with staff. What drains them and what motivates them? These discussions will also contribute to building a more psychologically safe environment for them to be open and honest.

The administration department **cross-trains** employees by identifying roles and responsibilities and matching roles with the right individual. Cross training is effective because it allows flexibility for scheduling, career development, employee engagement and succession planning.

The administration department **builds relationship skills** because collaboration in the workplace is effective when two or more people (often groups) work together through idea sharing to accomplish a common goal. This involves brainstorming and sharing ideas, dividing the work evenly and bringing people together with a shared purpose.

Administration believes **employment development equals personal development**. Staff does not just exist in a professional capacity to serve the organization. They are whole human beings comprised of physical, intellectual, and emotional experiences. For them to evolve both personally and professionally,

staff development must be all-inclusive. This includes: Intellectual growth, emotional balance and physical health.

Technology in the workplace has come a long way since 2017.

**The accomplishments include:**

- Software
- Phone system
- Virtual Meetings
- Upgraded cell phones
- Networking DC
- Maint. plan computers
- Large screen monitors
- Audio conferencing
- Web customer portal
- Technology policy

**The future includes:**

Video Teleconferencing

Smart meeting room (an intelligent space that integrates hardware and software in the meeting room)

Fire Dept. Technology Improvements

Staff security training/monthly

New security cameras

**Capital Projects include:**

FY 22-23 Roof and Pavers

FY 23-24 Windows

FY 24-25 Bathrooms Remodeled

## **Human Resources – Emily Quance**

### **How do we recruit and retain employees? Recruitment and Retention**

- Both important to the growth and success for the Town
- Important to find the right people and best candidates
- Once we recruit, we want to retain
- Employee retention of skilled talent is important
- Retaining is beneficial and cost-effective
- Employee retention is a solid testament to just how great to work for the Town is
- We want motivated and hardworking employees

### **Challenges**

- Developing fair pay and compensation
- Career development and advancement opportunities

- Investing in employees, through training and coaching

**Solutions**

- PTRC Pay Study; in progress and should be completed every five years based on our policy but also looking at salary adjustments
- Tiered approach; also known as a career ladder and having the ability to advance financially as they develop skills and certifications
- Competitive pay; compared to similar organizations and market analysis

**Employee Development**

- Job advancement based on certification
- Developing staff abilities, competency and knowledge

**Developmental Increases vs Performances Increases**

- Developmental increase is a process that allows employees to progress through the assigned pay range to the midpoint of the range by receiving a predetermined salary increase annually
- Performance (merit) increase is after achieving midpoint of range, employees may be eligible for future increases or one-time payment in the form of a performance (merit) increase for performance that is very good or outstanding

**Cost of Living Adjustment (COLA)**

Impact of inflation

- Inflation directly affects the cost of living because if inflation is rising, prices in the economy are rising, in turn increasing the cost of living

**Cost of Living – 5 Year Trend Comparison**

<b>Year</b>	<b>Average Us Inflation %</b>	<b>Town COLA %</b>
<b>2017</b>	<b>2.1</b>	<b>2</b>
<b>2018</b>	<b>2.4</b>	<b>2</b>
<b>2019</b>	<b>1.8</b>	<b>2</b>
<b>2020</b>	<b>1.2</b>	<b>2</b>
<b>2021</b>	<b>4.7</b>	<b>2</b>
<b>5 Year Total</b>	<b>12.2%</b>	<b>10%</b>

**Inflation vs. Cost of Living**

**5 Year Trend**

Inflation= 12.2%  
 Town COLA = 10%  
 2.2% Difference



## **Proposed Cost of Living Adjustment**

- Looking back at the last 5 years tells us that the COLA given by the Town has been fair. We can also see that inflation is not slowing down and the cost of living is rising.

Current situation: High inflation and tight labor markets.

Based on the information provided, a 5% COLA is recommended for 2022

## **Employee Benefits – Renewals Medical, Vision, Dental & Life**

- Quote from the NC League of Municipalities
- Estimating 10 Percent Increase
- Looking at Partnerships with Davie County

## **Community Development – Tami Langdon**

Community Development incorporates the Main Street 4 Point Guidelines:

### **Design**

- Attractive Streetscape
- Revitalization & Maintain Historical Buildings
- Creating Designations Through Wayfinding Signage

### **Organization**

- Merchants, Services, Businesses
- Government
- Volunteers

### **Promotions**

- Tourism
- Retail, Services and Restaurants
- Town Services (Website and Social Media)

### **Economics**

- Key Destinations (i.e., Murals, Cognition, Brock Performance Center, Community Park, Library)
- Downtown Business Growth
- Downtown Residential Growth

## **Capital Improvement Request for 2022-2023**

Wayfinding Signs (promote and direct the public to key destination locations within the Town and County)	\$20,050
Bench (backless) w/Shipping & Tax	\$ 1,741
Tree Grates (8) w/Shipping	\$ 2,180
Plant Containers (6) (Round & Rectangle) w/Shipping	\$ 3,482
Trees (8) (Forest Pansy Redbud)	\$ 3,600

Installation of Trees	\$ 4,000
Ornamental Fence (Updating South Main Street Streetscape)	\$13,050
Total	\$48,103

### **Insights to Mocksville's Continued Growth & Success**

- Permanent Farmer's Market
- Located at the Old Police Station to include:
- Certified Kitchen
- Pop Up Market Area
- Part Time Restaurant using the Farmers Market foods
- Permanent Outdoor Theater and Stage for Events

### **East Depot Street Revitalization**

6 Decorative Light Poles (\$26,000 – quoted 5 years ago)  
 Push Façade Grants  
 Small Park/Picnic area at the Corner of Pine St. & E. Depot St.

### **Parking**

- Old Police Station AND Horn Street

### **Third Phase of Main Street Park**

- Small Kid-Friendly Play Area

### **Electrical Charging Station**

- Parking Lot at Old Police Station

### **Infrastructure**

- Road expansion that accommodates the residential growth in Downtown to include Highway 601 and Highway 64
- Another Hotel such as Fairfield Inn, Marriott and/or Hilton Garden Inn for Corporate lodging
- Penalties for vacated and Downtown buildings needing major repair
- North Main Street Sidewalk Improvements
- Community Development Expansion
- One part time employee to assist with development of the Main Street Program and networking with non-profits, County Departments, Davie Chamber and Tourism for enhanced Events and Projects.

## **Recess Meeting & Reconvene at Mocksville Fire Department**

### **Fire Department & Public Works Facilities Tour – Chief Carter & Brian Moore**

### **Static Equipment Display – Brian Moore & Chris Vaughn**

#### **Fire Department – Chief Carter**

##### **Safer grant positions**

- Grant request was for (6) Full time positions working a 24 on 48 off rotation. (2) full time per shift , the remaining would be staffed by current part-time staff
- Staffing goal is to meet NFPA 1720 for a “Low Hazard” in rural population, which is; “At least (6) people in 14 minutes 80% of the time.”
- “Low Hazard” is defined as 2000 sq ft single-family dwelling fire.
- Daily Staff goal is Max of (6) & Min of (3). This would allow for an engine & ladder to be staffed 24/7.
- Yr1 Cost: \$63,500 per position
- Yr2 Cost: \$66,604 per position
- Yr3 Cost: \$70,064 per position

##### **Turn out gear (Capitol)**

- (15) Sets, Includes (6) sets for SAFER positions, remaining (9) sets are replacements of aging gear for current staff.
- Set of gear: Helmet, coat, pants, boots, gloves and hood.  
Cost: \$75,819.00

##### **Breathing Equipment for Confided Space & HAZMAT (capitol)**

- This will bring all our breathing equipment up to standard and one manufacturer.
- (4) MSA SCBA Packs
- (4) MSA Escape Packs w/15 min cylinders
- (10) MSA 60-minute cylinders
- MSA Air Cart  
Cost: \$52,659.78

##### **Communications (Capitol)**

- (5) New Portable radios
- Cost: \$ 15,469.94

##### **Storage Unit (Capitol)**

- Watertight shipping container to store antique fire truck requested in FY 21-22 but was cut
- Needed to free up space in the building
- Cost: \$ 5,500

## CIP Items Future

- Surplus 1990 Reserve engine, down grade current second out engine to reserve and replace with newer used engine. Have been putting 50K in reserve fund for this project for last several years.(CIP year 2024)
- Land for second station (CIP year 2024)
- Construction of Second Station (Beyond 2025)

## Parks & Grounds – Chris Vaughn

Replace 2006 New Holland L180 skid loader with 1,208 hours. Current equipment concerns are electrical issues with main wiring harness and it continues to break down during operation, last event was during snow removal downtown. There is a safety concern; no door or covering to prevent debris or items from coming inside on an operator and there is limited visibility to rear and sides of machine.

Kubota R640 Wheel Loader model 2022. The benefits for this new equipment includes: higher lifting height, greater lifting capacity, bucket positioned further in front of machine which is safer for operator and reduces risk of damage to vehicles being loaded, faster ground travel speed 1.4 vs 6.9 mph, easier on turf as it articulates to turn verses skidding to turn and operator is positioned higher in the machine with a full 360 degrees view for better visibility and safety.

Cost \$77,783.07

Replace 2013 Kubota RTV X1120D with 1,181 hours. Current equipment concerns are the dump bed needs to be replaced and the machine power is diminishing and showing early signs of transmission failure.

Kubota X14120D Specs model 2022. The benefits for this new equipment includes spray in bed liner preventing rust and 24 months or 1,000-hour warranty.

Cost \$14,898.19

Replace current galvanized fence at the field. Current fencing concerns are sections are broken, gates will not fully close, sections are bent and posts are beginning to rust.

Proposed black vinyl coated fence.

Cost \$47,843

Future department needs:

- |   |   |
|---|---|
| • Sand Pro 3040 Infield Machine FY 23-24          | \$25,464  |
| • Leaf Truck FY 23-24                             | \$260,000   |
| • Paving Entrance Road to Softball Field FY 24-25 | \$45,000  |
| • Softball Field Lighting FY 25-26                | \$170,000 (Metal Halide option)<br>\$200,000 (for LED option, which would cut the cost of utility bill in half) |

## Public Works – Brian Moore

Replace service truck 1994 Ford truck with 144,908 miles. This truck was bought new and has served the town well, but is starting to cost more than average to maintain and operate.

2022, Chevy 4 x 4 service truck that includes decals, lights, and snow plow.  
Cost \$43,300

Replace utility tractor 1983 Ford 4610 tractor. This tractor was bought new and has served the town well. It provides very little protection for the operator when clearing sewer lines, snow removal, and other jobs.

2021 Kubota m5-091 4 x 4 cab tractor includes loader.  
Cost \$86,000

Replace equipment trailer 2015 quality trailer 2500 GVWR. This trailer was bought new, but we have had to re-weld the spring hangers for the axles and other frame supports. It is also hard to load and unload equipment.

2021 Kaufman trailer 2500 GVWR with hydraulic ramps  
Cost \$20,000.00 includes hydraulic ramps

#### Certifications for Waste Water and Sewer

Waste Water Collections	I	2022
Waste Water Collections	II	2022
Water Distribution	C	2021
Water Distribution	B	2022
Water Distribution	A	2023

## **Final Items & Wrap-Up – Ken Gamble**

### **FY21-22 Projects to be Completed**

- Strategic Plan

### **FY21-22 Projects to be Completed**

- Horn Street Parking Lot Improvements

### **FY21-22 Projects to be Completed**

- Mando Field Concession Stand Remodeling
- Quotes for Appliances
- P&G Staff to Demo
- Estimates for Renovations
- Rerouting Power – Field Lights / Dugouts / Locker Rooms
- Fiber Connection / WiFi for Future Camera System
- Food Trucks in Interim

### **FY21-22 Projects to be Completed**

- Board Room Redesign

### **FY21-22 Projects to be Completed**

- Future of Farmers Market / 278 N. Main Building

### **FY22-23 Partnerships**

- Code Enforcement
- Water-Sewer
- Fire Service

### **Budget Process**

- Budget Retreat – February 5th
- 1st Draft to Commissioners & Department Heads – February 25th
- Public Budget Meeting – Address Items Cut – March 1st
- 2nd Draft to Commissioners & Department Heads – March 28th
- Public Budget Meeting – Adjustments & Corrections – April 5th
- 3rd Draft to Commissioners & Department Heads – April 25th
- Public Budget Meeting – Budget & Budget Message – May 3rd
- Budget Available for Public Inspection – May 4th
- Public Hearing – Adopt Budget Ordinance – June 7th

### **Management Goals**

- Efficiency
- Effective
- Mission, Vision and Values

## **Adjourn**

*A motion was made by Commissioner Frye to adjourn the February 5, 2022 Special Meeting Budget Retreat. The motion was seconded by Commissioner Stevenson which carried by a unanimous vote 5-0.*

The attached documents are incorporated herewith and are hereby made a part of these minutes.

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William J. Marklin, Mayor

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Lynn Trivette, Town Clerk MMC, NCCMC