

**Town of Mocksville  
Special Meeting  
Budget Retreat  
February 4, 2023**

The Town of Mocksville Board of Commissioners met for the Special Meeting Budget Retreat on Saturday, February 4, 2023 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  
Emily Quance, Deputy Town Clerk/Human Resources  
Rana Gaither, Administration  
Al Benschhoff, Town Attorney  
Brian Moore, Public Services Director  
Frank Carter, Fire Chief  
Chris Vaughn, Parks and Grounds Director  
Tami Langdon, Community Development  
Terry Bralley, Davie County EDC  
Chuck Willis and Sydnee Potter, Willis Engineering  
Mike Myers, Envirolink

Mayor Marklin called the meeting to order.

Mayor Marklin led the Pledge of Allegiance

**Adoption of Agenda**

*A motion was made by Commissioner Taylor to adopt the agenda as written. The motion was seconded by Commissioner Lambert which carried by a unanimous vote 5-0.*

## **Presentations to the Board**

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

Incentives being considered are for an Economic Development Project by Avgol America which involves the expenditure by Avgol (\$97,600,000.00) to construct a new facility and purchase and install manufacturing equipment and fixtures, which will result in a minimum increase to the ad valorem tax base of the Town of \$97,600,000.00, and the creation of fifty-two (52) new jobs at the facility. The property where the Economic Development Project will take place is 178 Avgol Drive.

Magna Shade a smaller company (family owned) bought the Moose Lodge and the Hendrix and Corriher building and they do shades for RV's. Looking to expand and do shades for Yachts. This company will create 75 to 100 jobs. There will be camping in the back of the property where the lake is. Looking to do some recreational like a dog park and zip lines. Ken is working with them on sewer down that way.

Farmington Road it's called TRIWEST; owned by private developers (out of Mt. Airy) and you have worked with them accepting sewer coming back to Dutchman's Creek. Julia Howard got us about \$1.5 million dollars to upgrade the lift station there. That was in exchange for Brakebush that you will take down to Cooleemee. Sort of swapping capacity and a win for all.

At the inter-change the building going up first will be almost 3000 sq. ft. A 297,000 sq. ft. tilt up concrete building. If the buildings are already there they will come to you. The weakness of the project is taking two years to get enough power to light the area up. Manufacturing requires a lot of megawatts and ordering supplies is a year out. A building with no power is no good. Build and sale or lease one at a time. Only private sector money, no public money. All incentives are performance based.

Mocksville is a great location, near Charlotte airport or Greensboro airport.

Phase I (leased) Hayward Pools is here; \$25 million and bringing 275 workers.

Phase II +500,000 sp. ft. (maybe heavy manufacture) and would want Phase III +180,000 sq. ft. which would bring 1,200 jobs. The weakness is a year to get power. This building alone without any upgrades is \$78 million.

Blackwelder site is the 105 acre tract at Hwy 601 & Cana Road. The property has already been rezoned by Davie County from R20 (Residential) to General Industrial. Developers plan up to 1 million sq. ft. of industrial space. This project has the potential of adding more than 100M in tax base and many new jobs. The owners are petitioning for annexation to get access to our water & sewer services. Those water – sewer extensions are either being paid by the developer or through grants. The weakness is getting power. Working on getting an elevated water tank.

Between Blackwelder and Angell Knoll site you are looking at 8 to 10 years build out. A slow process. To fill Hollingsworth took 25 years.

Angell Knoll Drive beside Lowes Hardware is a 200 acre tract of property that borders Madison Road on the west and sits south of Lowes Hardware and SES on the Hwy 601 side. Part of the property is already in our corporate limits and zoned GI - General Industrial – Conditional. SES does everything that involves entertainment. They are wanting to move business from Winston to Mocksville. They want to build a virtual studio so the entertainers can practice here and it will be 60 ft. tall. The problem is there are restricted covenants on the property/land (Lowes put on it when they bought it) it is beyond our zoning ordinance. This is a hold up talking with Lowes Attorney and currently working on it. Lowes put restrictions on the property to avoid competitors. The covenants have to be removed. They will provide a

place for the entertainers to sleep but a new motel would be nice. He plans to have a coffee shop and a smoothie shop. The weakness is needing electricity for manufacturing. \$200M investment. Three to five buildings.

A motel study is being done now for Mocksville and Bermuda Run.

Summary:

8-10 year build-out

Weakness is power

Create new jobs

Increase tax base

Appreciate Town support

## **Infrastructure – Chuck Willis and Sydnee Potter - Willis Engineering**

### **Current Projects:**

- Facilities to Serve Brakebush
- Wastewater Treatment Plant Influent Pumps
- Asset Inventory and Assessments
- Southpoint Pump Station and Force Main
- North Elevated Tank

The first two projects are under construction. Sydnee Potter is the Project Manager for both. AIAs are an update of our previous work completed in 2019 but with some new components and a lot more detail. Last two projects are related to continued light industrial development north of I-40 and are in the early design stages.

### **Facilities to Serve Brakebush:**

- Two projects funded with a combination of CDBG, Golden Leaf and Town funds
- Total construction cost of \$3,386,164
- Both estimated to be completed early 2024

The first project includes a new pump station, force main and water line. Already underway. Total construction cost is \$3,029,368. This project is particularly important because it diverts a large portion of the current flow at Dutchman's Creek WWTP to the County-owned plant in Cooleemee. Davie County needs the additional organic loading to support their plant and it frees up capacity at Dutchman's Creek. Dutchman's Creek is permitted for 980,000 gpd, currently treats 537,000. That flow will be reduced by more than ½ when the new pump station is completed.

Second project includes improvements to the Bear Creek Pump Station. Begin in Spring/Summer 2023. Construction cost is \$ 356,796.00.

### **Wastewater Treatment Plant Pumps:**

Project includes cleaning the wet well, replacement of the existing discharge valves, coating the wet well and all piping/valves, replacing the pumps with new, chopper pumps. Project was bid out in July 2022

and the low bidder was Brushy Mountain who recently completed the renovation project there. Currently underway.

**Asset Inventory and Assessments:**

- \$200,000 each for Water and Wastewater
- Update and expand previous AIA
- Rate study update included by Raftelis
- Asset management plans

**Water AIA – Scope of Work:**

- Field Program – pipeline locating, valve testing, testing evaluations
- GIS Mapping Update – Third Edition, digital deployment
- Distribution Modeling – update, add smaller pipes, Davie County
- Treatment Plant – assessments, demolition plan
- Metering and Billing – AMI study with MeterSys

**Wastewater AIA – Scope of Work**

- Field Program – smoke testing, CCTV Inspections, slope survey
- GIS Mapping Update – Third Edition, digital deployment
- Modeling – flow monitoring, capacity assurance planning
- Plant and Pump Stations – assessments, testing

1. **Southpoint Pump Station and Force Main**
2. **North Elevated Tank**

The two projects above we are currently designing and both are related to the north service area and are funded by direct appropriation in last year's State Budget. A capital project ordinance is in place.



Project	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	10-Year Total
<b>Water Treatment</b>												
Demo and Decommissioning				400,000								400,000
<b>Water Distribution</b>												
<i>Avgol Drive Water Line</i>	80,000	320,000										320,000
<i>North Elevated Tank - Preliminary Design</i>		200,000										200,000
<i>North Elevated Tank - Construction</i>				2,100,000								2,100,000
<i>Interstate 40 Parallel Water Line</i>			500,000									500,000
<i>Enterprise Way / Gildan Dr. Water Line</i>				580,000								580,000
<i>Madison Road / US 64 Water Line</i>					1,900,000							1,900,000
<i>Water Line Replacement Program</i>	250,000			250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000
<b>Wastewater Collection</b>												
<i>Bear Creek Pump Station Upgrades</i>	40,000	160,000										160,000
<i>Madison Road P/S Rehabilitation</i>			300,000									300,000
<i>Leonard Creek P/S and Force Main</i>	470,000	1,880,000										1,880,000
<i>Southpoint P/S and Force Main</i>			750,000									750,000
<i>Coolleemee Force Main Replacement</i>					4,000,000							4,000,000
<i>Sewer Line Replacement Program</i>				250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,000,000
<b>Wastewater Treatment</b>												
<i>Miscellaneous Treatment Plant Repairs</i>	250,000	75,000										75,000
<b>Annual Improvement Cost</b>	1,090,000	2,635,000	1,550,000	3,580,000	6,400,000	500,000	500,000	500,000	500,000	500,000	500,000	\$17,165,000
<b>Anticipated Grant and/or Loan Funding</b>	550,000	2,360,000		2,680,000	5,900,000							10,940,000
<b>Annual Improvement Costs without funding</b>	540,000	275,000	1,550,000	900,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	6,225,000

*Projects in italics are anticipated to be grant and/or loan funded*

## Water and Sewer – Mike Myers – Envirolink

### Brief:

#### Cost of Plant Operation – Town of Mocksville

- 9% Increase in OpX
- 16% Increase in Labs and Chemicals
- 7% Increase in Inflation and Labor
- 6% Increase in Consumables

#### Mocksville Water Treatment Plant

##### Fiscal Year 2023 – 2024 Budget Recommendation

	2022:2021 [MG]	2021:2020 [MG]	[%] Change
Water (Volume)	403.7	340.9	+18%
Wastewater (Volume)	204.1	170.5	+20%

**Finished Water Pumped increased by 16.1% from 2021 to 2022**

#### Mocksville WTP – 2023-2024 Budget Details

- Lab Analysis \$17,600
- Filter Plant/Water Plant-2 Pumps-Mixer \$31,500
- Chemicals \$202,400
- Contracted SER WT PLT Envirolink \$370,487.50
- Water Plant Sludge Removal \$115,000
- WTP Equipment & Repairs \$29,700

- CIP Project Request Items \$0
- Total 2023-2024 FBY Projected: \$766,687.50 – 7% Increase

**2023-2024 Fiscal Year Budget**

- Cost of Plant Operation = \$1.90 per 1,000 gallons
- Three years in a row AWOP Award

**Fiscal Year 2023-2024 Budget Recommendation**

	2022:2021[MG]	2021:2020[MG]	[%] Change
Water (Volume)	403.7	340.9	+18%
Wastewater (Volume)	204.1	170.5	+20%

**Influent Wastewater flows increased by 19.7% from 2021 to 2022**

**Dutchman WWTP – 2023-2024 Budget Details**

- Lab Analysis/Equip Repairs \$19,800
- Chemicals \$200,000
- Contracted SER WT PLT Envirolink \$284,887.50
- Sludge Program \$192,500
- Total Projected Budget 2023-2024 FBY:J \$697,187.50 – 13% Increase

**Dutchman WWTP Budget Comparison**

**2023-24 Fiscal Year Budget**

- Cost of Plant Operation = \$3.42 per 1,000 gallons

**Conflicts of Interest – Town Attorney Al Benshoff**

Should the Board open every meeting with a statement about conflicts of interest?

“Pursuant to NC General Statutes and the Town of Mocksville Code of Ethics Policy adopted November 9th, 2010, amended of Jan. 6, 2019, and further endorsed on August 9th, 2022, I would ask each of you before you adopt the agenda if there is any actual, potential, or perceived conflicts of interest with respect to any matter on the proposed agenda which will come before the Town Board of Commissioners for consideration and/or decision at this meeting. If so, please speak up and let the Board know at this time before the agenda is adopted?”

- The “Conflict of Interest” statement is referred to in this memo as the “Statement.”
- The Mayor, Attorney, Clerk or other designated person may read the Statement. The Statement may be printed in the agendas.

**When should a conflict be disclosed?**

- At the start of a meeting.
- At the start of an agenda item.
- During a meeting anytime a member realizes that there may be a conflict.

### **Mechanics of “Recusal”**

- Commissioners have a duty to vote. Exception for zoning.
- Member may not be recused on their own motion following a vote.
- Any Commissioner may move that a Board member be recused. A vote is required.
- Recusal should be for a specific item.
- After recusal, Commissioner may not participate in that agenda item.
- Recused member may leave the dais or the room.

### **What is a conflict of interest?**

- It is a continuum from rumor to crimes.
- There is no single definition, only bright points on the continuum.

Public Contracts: Contracting Prohibition 1) Contractors may not give gifts to elected officials who “award” a public contract. 2) Public officials who award contract may not accept gifts from contractors. Violations are misdemeanors.

N.C. Gen. Stat. § 133-32

“Public Officers benefitting from public contracts.”

No public officer “involved in making a contract” may receive a direct benefit from the contract, nor attempt to influence another. Prohibited conduct includes influencing others and receiving/soliciting gifts.

No public officer may solicit or receive a gift or favor in exchange for a contract, or recommending a contract award, EXCEPTION FOR TOWNS UNDER 20,000 THEN the following are not conflicts:

- 1) Hospital / mental health / developmental disabilities exceptions \$20,000 medical / \$60,000 other in a 12-month periods;
- 2) Public official does not vote on the contract;
- 3) Audit note required;
- 4) Details of contract(s) published.

A “direct benefit” includes: 1) Officer (or spouse) owns more than ten percent of entity “that is a party to the contract”; 2) Deriving income or commission from the contract; 3) Acquires property under the contract.

**EXCEPTIONS** are:

- 1) Contracts w/ banks;
- 2) Condemnation awards from Superior Court;
- 3) Spouse works for public agency;
- 4) Public assistance to “} needy individuals;”

“Local public officials participating in contracts benefitting nonprofits with which associated”

No public official shall knowingly participate in making or administering a contract, including the award of money in the form of a grant, loan, or other appropriation, with any nonprofit with which that public official is associated. The public official shall record his or her recusal with the clerk to the board, and once recorded, the political subdivision of this State may enter into or administer the contract.

Land Use: In the land use sphere, such as rezoning’s, a board “member shall not vote on any legislative decision [rezoning, text amendment] regarding a development regulation [zoning map or ordinance] where

the outcome of the matter being considered is reasonably likely to have a direct, substantial, and readily identifiable financial impact on the member.” In addition Board members may not vote if the landowner or applicant “is a person with whom the member has a close familial, business, or other associational relationship.”

**Financial Points on the Continuum:**

- Commissioners may NOT profit (“receive a direct benefit”) from a Town contract, grant, etc.
- This includes immediate family members, including in-laws, and “close business associates”.
- No favors, bribes, kickbacks.
- Exceptions are discussed in the paper.

**Constitutional Points:**

- N.C. Constitution: “No person or set of persons is entitled to exclusive or separate emoluments or privileges from the community but in consideration of public services.”  
N.C. Const. art.I, § 32

**Land Use – Zoning:**

Commissioners shall not vote on any legislative decision [rezoning, text amendment] regarding a development regulation [zoning map or ordinance] where the outcome of the matter being considered is reasonably likely to have a direct, substantial, and readily identifiable financial impact on the member, family member or close business associate.

**Zoning – Quasi-Judicial Decisions**

- When the Board sits as the Board of Adjustment, the Commissioners are Judges. Applicants are entitled to an impartial Board.
- Impermissible violations of due process include, but are not limited to, a Commissioners having a fixed opinion prior to hearing the matter that is not susceptible to change, undisclosed ex parte communications, a close familial, business, or other associational relationship with an affected person, or a financial interest in the outcome of the matter.

“A “close familial relationship” means a spouse, parent, child, brother, sister, grandparent, or grandchild. The term includes the step, half, and in-law relationships.”

**Town Code of Ethics**

The “Code of Ethics” is required by N.C. Stat. §160A-86.

**Section 1.** Board members should obey all laws applicable to their official actions as members of the board. Board members should be guided by the spirit as well as the letter of the law in whatever they do.

**Section 2.** Board members should act with integrity and independence from improper influence as they exercise the duties of their office.

**Section 3.a.** Board members should avoid impropriety in the exercise of their official duties. Their official actions should be above reproach. Although opinions may vary about what behavior is inappropriate, this



board will consider impropriety in terms of whether a reasonable person who is aware of all of the relevant facts and circumstances surrounding the board member's action would conclude that the action was inappropriate.

**Section 4.** Board members should faithfully perform the duties of their office. They should act as the especially responsible citizens whom others can trust and respect. They should set a good example for others in the community, keeping in mind that trust and respect must continually be earned.

**Section 5.** Board members should conduct the affairs of the board in an open and public manner.

**BOARD OF COMMISSIONERS "RULES OF PROCEDURE"** Adopted 9/6/2017 do not discuss how to deal with conflicts.

#### **Perceived Conflicts**

- Does an act or vote appear to be ethical?
- Does it pass the smell test?
- For example, are you comfortable explaining a vote to your church?

#### **Board Priority Exercise – Town Manager Ken Gamble**

- The Board came up with some ideas on their own for town priorities.
  - As individuals they ranked the ideas and noted them.
  - Then they put tabs as votes on the board for the ones that were their top priority as a Commissioner.
  - Then they talked as a group to see if the ones with the most votes on the board was a consistence among them.
- 
- Reduce Property Tax Rate .01 = \$110,000 (reduction in revenue)
  - Invest Additional Funds to Enhance Appearance of Wilkesboro Roundabout
  - Identify and Invest in Permanent Home for Downtown Farmer's Market -2 tabs
  - Increase Funding for Street Paving \$283,000 to Mill and Resurface 1 mile (5,280ft)
  - Improve Existing Sidewalk System with New Sidewalk Connectors -2 tabs
  - New Sidewalk Project on Wilkesboro Street in Area of Roundabout
  - Stop Arms at Main Street and Gaither Street -1 tabs
  - Increase Unassigned Fund Balance (current 102%) -6 tabs
  - Reduce \$15 Car Tax \$1 = \$4,000 Reduction in Revenue (lots of complaints) -4 tabs
  - No Property Tax Rate -3 tabs

## **Strategic Planning Update – Town Manager Ken Gamble**

### **Vision Statement:**

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

### **Mission Statement:**

The Town of Mocksville provides essential services for the health, safety and well-being of the community, which enhances our commercial, residential and industrial growth.

### **Values Statement:**

Consistent with our fundamental beliefs that guide our behavior and actions, the Town of Mocksville is committed to these shared values.

### **Values:**

Strategic, Ethical, Respect, Vision, Integrity, Community and Excellence

### **Mid-Year Update:**

#### **FY22-23 Progress:**

FY22-23 Action Items – 154 (assigned to all)

Completed – 56%

In-Progress – 42%

Incomplete – 5%

Multi-Year – 73%

FY23-24 Action Item update January through March (to do list)

### **Manager Strategic Goals:**

**Strategic Goal 1: Make investments in personnel, equipment, facilities and programs that enhance Mocksville's high level of public safety.**

**Focus Area: Community Safety and Appearance**

**Objective 1.1** Collaborate with our community partners and the Davie County Sheriff's Office to cultivate a community policing philosophy with an emphasis on building "organic" partnerships and unique approaches to meet community needs; and ensure law enforcement personnel are visible and able to interact with residents, visitors and business owners on a regular basis.

**Action Item a.** Meet with DCSO and community partners to determine community needs.

**Progress – 10%**

(Ken says they are working on it but they have not reached the level where it needs to be. DCSO works with the FD and community needs are being reached).

**Action Item b.** Determine tools and data needed to identify and track performance metrics.

**Progress – 10%**

**Objective 1.4** Invest in planning and development of Fire Station #2 to prepare for future residential growth, enhance rescue response and improve emergency readiness.

**Action Item a.** Determine cost to contract with a firm to conduct a study to determine area of Town where a new fire station would best meet growth and response time needs.

**Progress** – 10%

(Ken says looking at staffing and asking the Board for a FD study/research preparing for a future station to broaden the community; considering DC when expanding).

**Strategic Goal 2: Cultivate an attractive, creative and friendly atmosphere that is welcoming to all cultures and reflects the diversity of our residents and visitors.**

**Focus Area: Community Safety & Appearance**

**Objective 2.2** Identify innovative and receptive approaches to engage communities that are traditionally underserved communities.

**Action Item a.** Quarterly newsletter to minority churches.

**Progress** – 100%

**Action Item b.** Participate in Martin Luther King Day, Black History Month and other events that engage underserved communities.

**Progress** – 50%

**Action Item c.** Identify new opportunities for engaging underserved communities.

**Progress** – 25%

**Objective 2.3** Improve community appearance through a partnership with Davie County and Bermuda Run to provide a shared full-time Code Enforcement Officer to address building safety and property nuisance abatement.

**Action Item a.** Develop an amendment to Interlocal Agreement to be approved by elected boards.

**Progress** – 100% (Ken has been dissatisfied; if we cannot make this work then we will have to redo; talking with them again in March).

**Action Item b.** Work with Davie County and Bermuda Run to develop a consistent process for code enforcement and nuisance abatement.

**Progress** – 100%

**Action Item c.** Identify and target high priority nuisance locations for abatement.

**Progress** – 100%

**Strategic Goal 3: Plan, maintain, and invest in sustainable and resilient infrastructure.**

**Focus Area: Responsible & Balanced Growth**

**Objective 3.1** Use the Water & Sewer Asset Inventory and Assessment Plans to annually update the Capital Improvement Plan, set policies & priorities, develop investment & funding strategies, for sustainability and efficiently maintaining and enhancing the Town's water & sewer infrastructure.

**Action Item a.** Update Water & Sewer Asset Inventory and Assessment Plans if NCDEQ grant is awarded.

**Progress** – 30%

**Action Item b.** Update Capital Improvement Plan annually

**Progress** – 30%

**Action Item c.** Review annual update to Capital Improvement Plan to ensure it reflects strategic goals.

**Progress** – 50%

**Objective 3.2** Control costs and improve efficiencies through water & sewer project partnerships with Davie County Utilities.

**Action Item a.** Bid and begin construction on regional Water Treatment Plant project.

**Progress** – 75%

**Action Item b.** Bid and begin construction on Brakebush sewer diversion project

**Progress** – 100%

**Objective 3.5** Support an efficient and connected local and regional multi-modal transportation system through engagement on projects.

**Action Item a.** Work with Davie County Parks, private property owners and NCDOT to explore feasibility of interconnected greenway system.

**Progress – 30%**

**Action Item b.** Work with North West Piedmont Rural Planning Organization (NWRPO), NCDOT and other stakeholders on developing projects for 2024-2033 funding cycle.

**Progress – 20%**

**Action Item c.** Identify opportunities to improve infrastructure systems through economic development process.

**Progress – 100%**

**Strategic Goal 4: Support land use planning and policies that provide for sustainable growth while balancing small town characteristics.**

**Focus Area: Responsible & Balanced Growth**

**Objective 4.1** Use 2019 Mocksville Comprehensive Plan (MCP) to encourage managed growth compatible with the Town's character, surrounding land uses, available infrastructure and services.

**Action Item a.** Use plan to guide changes to zoning and development rules.

**Progress – 30%**

**Action Item b.** Ensure MCP is updated in 2024.

**Progress – 20%**

**Objective 4.2** Determine long-term trends for population, housing and infrastructure.

**Action Item a.** Commission demographics study and incorporate findings into strategic plan and MCP as appropriate.

**Progress – 100%**

**Strategic Goal 5: Recruit new industries; facilitate the expansion of existing industries; and support the development of new small and mid-sized businesses to fill current and future employment and retail needs.**

**Focus Area: Economic Development**

**Objective 5.1** Collaborate to provide adequate water, sewer and road capacity within Town municipal limits & extraterritorial jurisdiction (ETJ) and within Primary and Secondary growth areas as identified by the Davie County Comprehensive Plan.

**Action Item a.** Work with Davie County, North West Piedmont Rural Planning Organization (NWRPO), NCDOT and other stakeholders on developing transportation projects for 2024-2033 funding cycle.

**Progress – 20%**

**Action Item b.** Update water model, system needs and impacts of Water Treatment Plant partnership as part of pending NCDEQ Asset Inventory and Assessment grant or other study.

**Progress – 30%**

**Action Item c.** Identify strategic water and sewer projects that Mocksville can collaborate with Davie County to complete.

**Progress – 100%**

**Objective 5.2** Pursue site readiness programs and infrastructure investments to boost the attractiveness of the Town's strategic sites.

**Action Item a.** Support infrastructure upgrades to sites with the most significant impact to Mocksville's economic future.

**Progress – 100%**

**Action Item b.** Provide support and expertise through our membership in the Davie County Economic Development Commission (EDC).

**Progress – 100%**

**Objective 5.3** Facilitate strategic investments in the Mocksville Opportunity Zone east of US 158 and US 601 South.

**Action Item a.** Work with EDC to connect interested developers with projects in the opportunity zone.

**Progress - 30%**

**Strategic Goal 7: Seek partnerships to drive economic development**

**Focus Area: Economic Development**

**Objective 7.2** Attract business partners that support amateur sports, hospitality and leisure tourism activities.

**Action Item a.** Identify existing business partners and suppliers through EDC.

**Progress – 30%**

**Action Item b.** Work with EDC and Davie County Parks to promote community assets and collaborate on mutually beneficial projects.

**Progress – 30%**

**Objective 7.3** Connect strategic partners in the development community that facilitate advanced manufacturing and aviation to support growing demand.

**Action Item a.** Identify advanced manufacturing and aviation as recruiting priorities through EDC.

**Progress – 100%**

**Action Item b.** Engage stakeholders and developers through professional organizations, existing relationships and networking events.

**Progress – 100%**

**Strategic Goal 9: Provide a parks and recreation model with sustainable financial cost recovery policies.**

**Focus Area: Healthy and Active Community**

**Objective 9.2** Establish a funding strategy to advance priority park and greenway investments, including opportunities to leverage public-private partnerships.

**Action Item a.** Explore partnerships with Davie County Parks, community stakeholders and businesses.

**Progress – 30%**

**Action Item b.** Create a funding strategy and incorporate it into the Capital Improvement Plan.

**Progress – 10%**

**Strategic Goal 11: Leverage technology and innovative business approaches to enhance customer service and improve business efficiencies.**

**Focus Area: Organizational Excellence**

**Objective 11.1** Invest in technologies that improve communications and the customer experience.

**Action Item a.** Provide public Wi-Fi at Rich Park.

**Progress – 100%**

**Action Item b.** Upgrade to Hyper Reach public notification system

**Progress – 100%**

**Action Item c.** Update Town of Mocksville website including new videos and content.

**Progress – 100%**

**Objective 11.3** Explore and pursue “Smart City” initiatives that leverage data and technology to improve operational efficiencies and information sharing with residents.

**Action Item a.** Identify the most promising “Smart City” initiatives that work well for communities the size of Mocksville.

**Progress – 10%**

**Strategic Goal 12: Expand community engagement**

## **Focus Area: Organizational Excellence**

**Objective 12.2** Promote Mocksville's mission, vision and values through consistent branding.

**Action Item a.** Unveil new Mocksville Mission, Vision and Values on website, social media and traditional media.

**Progress** – 100%

**Action Item b.** Establish consistent branding across mediums and materials.

**Progress** – 75%

**Action Item c.** Educate Town staff to ensure practices reflect standards.

**Progress** – 75%

### **FY 23-24 Priorities**

- Pavement & Sidewalk Study w/ Maintenance Plan
- Fire Needs Study Facilities, Equipment & Staffing (long-term plan)
- Strategic Planning Dashboard & Agenda Software (transparency for all)
- Apply AIA Data to Improve Water & Sewer Systems
- Update 2019 Comprehensive Plan (24-25 year)
- Joint Parks Survey w/ Davie County
- Trails Steering Committee

## **Administration – Rana Gaither for Lynn Trivette (out sick)**

### **Strategic Goals: FY 22-23**

This is the first time our departments were given strategic goals; which are visions for us; they are long term and achievable goals ending in key results. Rana addressed five of them for the Board. (1) The first goal Lynn was excited about because she would be working with Parks and Grounds to determine expenses vs revenues for the baseball field, softball field and shelters. Chris can then make recommendations to the Board revising the fee schedule for cost recoveries. This was an action item that was really needed. (2) The second goal is investing in staff, this will be detailed on another slide. (3) Lynn is excited to work with Public Works (action item) establishing meter reading accuracy. This has been an issue for both departments for a long time and after 3 billings/6 months we have positive key results. (4) Reviewing “zero” and “inactive” use meters is a must action item (so glad this in in progress mode); the report I create and investigate Brian oversees is very time consuming. Lynn is still working on some time management key results with this item. (5) Administration is expanding communication platforms for town messages and this will be addressed in another slide for you.

### **Strategic Goal 2: Provide a parks and creation model with sustainable financial cost recovery policies.**

#### **Focus Area: Healthy and Active Community**

**Objective 2.1** Analyze the cost of service for functional areas and develop a policy for cost recovery goals.

**Action Item a.** Ensure fees paid and equity provided are accurately documented and tracked.

**Progress** – 100%

**Action Item b.** Annually determine cost ratio by dividing total fees collected and/or equity provided by the cost of maintaining the facility / providing the program.

**Progress** – 100%

**Action Item c.** Develop cost recovery goals and make fee recommendations.

**Progress** – 90%

**Strategic Goal 3: As an employer of choice, we will recruit a highly skilled workforce.**

**Focus Area: Organizational Excellence**

**Objectives 3.1** Invest in employee professional growth and development through continuous training, certifications, education, and professional accreditation.

**Action Item b.** Identify training, certifications and education essential for delivery of services and staff growth.

**Progress – 100%**

**Action Item c.** Set and review development goals annually during performance evaluation.

**Progress – 100%**

**Objective 3.5** Create and maintain a safe working environment for staff.

**Action Item a.** No preventable accidents.

**Progress – 100%**

**Action Item b.** No employee injuries resulting from safety violations.

**Progress – 100%**

**Action Item c.** Develop an asset management plan and replacement schedule for equipment.

**Progress – 100%**

**Action Item d.** Ensure facilities are attractive and well maintained.

**Progress – 100%**

**Strategic Goal 4: Leverage technology and innovative business approaches to enhance customer service and improve business efficiencies.**

**Focus Area: Organization Excellence**

**Objective 4.1** Create and apply data-driven decision-making tools, including performance management and benchmarking, to enhance strategic and daily service delivery management.

**Action Item a.** Establish meter reading accuracy standards and review during the year.

**Progress – 100%**

**Action Item b.** Review inactive and “zero” use meters to determine if replacement or further investigation is needed.

**Progress – 100%**

**Strategic Goal 5: Expand community engagement.**

**Focus Area: Organizational Excellence**

**Objective 5.1** Expand reach and integration of town messages across various communication platforms such as print, social media, website, and other public engagement formats.

**Action Item a.** Complete technology improvements to Board Chambers to provide more options for access and broadcasting public meetings.

**Progress – 100%**

**Action Item b.** Regularly update social media.

**Progress – 100%**

**Action Item c.** Regularly update website.

**Progress – 100%**

**Action Item d.** Use bill inserts when message saturation is important.

**Progress – 100%**

**Objective 5.2** Promote Mocksville’s mission, vision and values through consistent branding.

**Action Item a.** Establish consistent branding across mediums and materials.

**Progress – 75%**

**Action Item b.** Educate Town staff to ensure practices reflect standards.

**Progress – 75%**

**Strategic Goal 6: As a leadership team member, I will enhance my value to the organization by investing in personal and professional growth.**

## **Focus Area: Personal Excellence**

### **Objective 6.1 Improve Public Speaking Skills**

#### **Action Item a. Identify & Complete Formal Training**

**Progress – 50%**

#### **Action Item b. Make Presentations to Staff**

**Progress – 100%**

#### **Action Item c. Increase Presentations to Elected Board**

**Progress – 100%**

Investing in staff is a long term strategic goal with key results. Lynn has two employees that expressed interest in Town Clerk (Emily) and Finance (me-Rana). Both of us are attending college outside of work and both “stretching” their knowledge/hands on experience above and beyond their normal responsibilities for the town. Lynn is very proud of us and where we are headed. Lynn was in our shoes 16 years ago and had to development herself and she does not wish this on no one. Lynn will mentor her staff currently and after she retires.

Lynn almost took this slide out but as a reminder to herself and others this is why we are all here. Lynn feels like we get so caught up in the (what she calls growing pains which creates change and endless plans) but at the end of the day why do we conquer those strategic goals--- (to provide the best services to the citizens to the best of our ability)

Mocksville is growing and that effects the workload. The 711 units (new housing) does not include additional businesses or annexations.

Beth is retiring in October 2023 and her replacement will allow the continued development of all employees so we are investing within. It will allow for back-up knowledge which is critical in all of our jobs and Mocksville’s growth becomes the biggest reason to always have a plan for the future. The minimum starting salary is \$34,897.44.

Ken and Lynn are looking at software companies that will connect people and government in a united experience. It would incorporate website, online services, and digital communications and serve the residents equally and inclusively. Davie County uses Granicus and it could be a partnership. Lynn presented a short video that gave the Board a better understanding of the products they are researching.

Envisio is the other software company and they both are about communication goals.

## **Dashboards**

Control how you communicate your strategy and performance story to external stakeholders—whether it’s to your volunteers, partners or residents in your community. Roll up actions and updates into interactive summary dashboards, then let your audience drill down into the areas important to them.

### **Visualize and Share Your Story**

Use data and progress updates to tell your story to external stakeholders. Build trust and manage expectations with customizable dashboards for each plan or department to inform staff, partners, volunteers, or your community.

### **Embrace Transparency**

Build trust in your administration by sharing your strategic priorities and progress. This is particularly important for public institutions that want to drive transparency with their communities. Publish beautiful, interactive strategy dashboards to your website that can include both progress updates and performance measures.

Phase I Capital Project pavers was completed July/August 2022.



Phase II Capital Project pavers consists of the pavers starting at Depot Street down Clement Street to the entrance of town hall. The town hall steps are added in this phase because of the separation and cracks on the first step. \$31,235

Phase III Capital Project pavers is the town hall entrance to Water Street to the end of Salisbury Road. The tree will need to be removed because of the roots that have taken over. \$26,160

Town Hall Restrooms Capital Project \$28,250

Lynn visited with the contractor and County inspector (town hall restrooms) and the good news is the doors will not have to be widened to be compliant with ADA regulations. The main reason is the age of the building and town is talking action for the interior to be ADA compliant.

## **Human Resources – Emily Quance**

### **Strategic Goals: FY 23-24**

Complete Fire Department Risk Assessment  
Health Care Insurance – Keep employee premiums the same as FY22-23  
Recruit qualified candidates for open positions  
Retain employees  
Succession planning

Complete Fire Department Risk Assessment (this is 90% complete)

Working with Chief Carter and TJ Deluca, NCLM  
Reviewing Policies and Procedures  
Identifying Potential Risk

Goal: Maintain Health Care Employee Premiums at FY22-23 Level

Goal: Attract qualified candidates for open positions

Continue to offer a comprehensive employee benefits package  
Medical, Dental, Vision, Life  
Paid Time Off (Vacation, Sick, Holiday)  
Longevity Pay  
Retirement System  
401K Matching  
Take home vehicle – some positions  
Tuition reimbursement

Continue offering competitive compensation  
Pay study every 5 years to stay current with market  
Cost of Living Assessment increases

Recruit using social media and direct outreach to more diverse parts of the community  
Career Fairs (HS and College)  
Social Media  
Job Blogs  
Indeed

Newspaper

Goal: To keep productive, talented workers and reduce turnover.

Benefits of retaining employees:

Cost reduction

Moral Improvement

Experienced Employees

Better Customer Experience

Continue offering competitive compensation and benefits

Annual employee performance reviews, evaluate for Developmental Increases, performance/merit increases or one-time bonuses

Pay Study every 5 years to stay current with market rates/fair pay for positions

Cost of Living Adjustments (COLA's) to keep up with inflation/current cost of living

Providing opportunities for professional development and training through classes and tuition reimbursement

Creating a positive work environment

Employee Appreciation, such as luncheons and longevity pay

Promoting a healthy work-life balance, such as paid time off

Inflation vs. Cost of Living

5 Year Trend

**INFLATION= 18.1%**

**TOWN COLA = 13%**

**DIFFERENCE = 5.1%**

Year	AVERAGE US INFLATION %	TOWN COLA %
2018	2.4	2
2019	1.8	2
2020	1.2	2
2021	4.7	2
2022	8	5
<b>5 Year Total</b>	<b>18.1%</b>	<b>13 %</b>

Looking back: The last 5 years tells us that the COLA given by the Town has been fair.

- Current situation and looking forward:
- December ended with a 6.5% inflation rate.
- Endured months of rapidly rising prices on basics such as food, fuel and rent.
- Economist aren't quite sure what's next for our economy but are predicting a slowdown.
  
- Based on the information provided:  
5% COLA is recommended for 2023

Succession planning – essential to ensure key roles do not go unfilled

- Identify key positions
- Develop a training plan
- Preparing employees for possible future roles through training

**Strategic Goals: FY 22-23**

<b>Strategic Goal 1: Make investments in personnel, equipment, facilities and programs that enhance Mocksville's high level of public safety.</b>			
<b>Focus Area: Community Safety &amp; Appearance</b>			
<b>Objectives</b>	<b>Action Items</b>	<b>Assigned To</b>	<b>Progress</b>
1.1	Invest in providing full-time firefighters to staff Fire Station #1 to increase coverage and reduce response times for fire and rescue calls.	a Develop hiring process based on bona fide job qualifications.	Human Resources Fire Department <b>100%</b>
		b Advertise job openings.	Human Resources <b>100%</b>
1.2	Complete a Fire Department organizational risk assessment and incorporate recommendations into strategic planning process.	a Schedule planning meeting with North Carolina League of Municipalities (NCLM).	Human Resources <b>100%</b>
		b Meet with NCLM representative to provide organizational information and identify issues.	Fire Department Human Resources <b>100%</b>
		c Review NCLM findings and incorporate into daily operations and strategic plan.	Fire Department Human Resources Town Manager <b>90%</b>

**Strategic Goal 3: As an employer of choice, we will retain and recruit a highly skilled workforce.**

**Focus Area: Organizational Excellence**

<b>Objectives</b>	<b>Action Items</b>	<b>Assigned To</b>	<b>Progress</b>
Invest in employee professional growth and development through continuous training,	<i>a</i> Create and implement a career ladder for non-supervisory Public Services and Parks & Grounds employees.	Human Resources Public Services Parks & Grounds	<b>100%</b>

3.2	Provide competitive pay and benefits that retains and recruits top talent.	<i>a</i>	Implement Board approved elements of 2022 Pay & Classification Study.	Human Resources	<b>100%</b>
		<i>b</i>	Maintain individual health care insurance employee premiums at FY2021-22 level.	Human Resources	<b>100%</b>
3.3	Expand employee diversity and inclusion.	<i>a</i>	Improve recruiting through use of social media and direct outreach to more diverse parts of the community.	Human Resources	<b>100%</b>
		<i>b</i>	Improve access through internship opportunities with Davie High School and Davie County Community College.	Human Resources	<b>100%</b>
3.4	Enhance recruitment tools, incentives, and/or benefits to attract a skilled workforce in difficult to fill positions.	<i>a</i>	Identify and recommend effective practices for future implementation.	Human Resources	<b>100%</b>

## Community Development – Tami Langdon

Community Development operates within 4 divisions:

Town of Mocksville

Mocksville Tourism

Historical Davie, Inc.

Main Street Program

### 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 Requests FY 23-24

Wayfinding Signs (promote and direct the public to key destination locations within the Town and County)	\$32,200
Trees (8) (Forest Pansy Redbud and installation)	\$ 7,200
Ornamental Fence (Updating South Main Street Streetscape)	\$17,500
Total	\$56,900

### 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

8 Decorative Light Poles

Push Façade Grants

Small Park/Picnic area at the Corner of Pine St. & E. Depot St.

### 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 full 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.

### Strategic Goals: FY 22-23

Strategic Goal 1: Expand, diversify, revitalize and promote our historic downtown.				
Focus Area: Economic Development				
Objectives	Action Items	Assigned To	Progress	
1.1	Work towards full accreditation from the Main Street Program in order to increase public input and leverage the full value of the program.	a Recruit and appoint a Main Street Board of Directors.	Community Development	0%
		b Form and staff required committees.	Community Development	0%
		c Revise Mission & Vision statements.	Community Development	100%
1.2	Facilitate development and growth of the Downtown Business Collaborative (DBC) to create more opportunities for the downtown business community to connect, collaborate, and liaise with the Town.	a Provide support and guidance as requested to help DBC through the formation process.	Community Development	100%
		b Be an engaged, active and supportive member of DBC once it forms.	Community Development	100%
1.3	Enhance place making in the downtown area through beautification, branding, wayfinding, amenities and artistic elements.	a Implement Phase I & II of wayfinding sign project.	Community Development	100%
		b Complete S. Main streetscape project to include existing planter removal, new trees, floral containers, benches, trash receptacles and street sign upgrades.	Community Development Public Works	50%

		c	Identify future amenities and artistic elements to enhance downtown experience.	Community Development	50%
1.4	Encourage “curb appeal” improvements to private property.	a	<b>Promote and expand façade grant program.</b>	<b>Community Development</b>	<b>100%</b>
		b	Engage and encourage property owners with vacant buildings to improve the appearance of their storefronts.	Community Development	100%
		c	Educate business occupants and property owners of the advantages of attractive buildings, especially on N. Salisbury Street and East Depot Street.	Community Development	75%
1.5	Improve public facilities to support and enhance the downtown experience.	a	Identify a long term home for the Farmer’s Market and a plan to fully develop it.	Community Development	0%
		b	Identify and recommend amenities that would enhance the downtown experience including recreation, entertainment and technology.	Community Development	25%
		c	Identify best locations for electric vehicle charging station(s).	Community Development	100%
1.6	Facilitate equitable downtown district development and growth.	a	Engage stakeholders, DBC and other community groups to identify public-private partnerships and projects to enhance appeal of E. Depot Street and S. Salisbury Street.	Community Development	25%
		b	Determine feasibility of expanding decorative street lights and streetscape improvements to E. Depot Street and S. Salisbury Street.	Community Development	25%
		c	Create “family friendly” public gathering space on E. Depot Street.	Community Development	25%
1.7	Increase downtown tourism by identifying and developing more events.	a	Explore feasibility of a Fall music festival.	Community Development	25%

<b>Strategic Goal 2: Seek partnerships to drive economic development.</b>					
<b>Focus Area: Economic Development</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Assigned To</b>	<b>Progress</b>
2.1	Proactively engage with the Davie County Chamber of Commerce, Davie County Economic Development Commission (EDC), and other strategic business partners to promote the advantages and opportunities of doing business in Mocksville.	a	Fully utilize resources including websites, social media, traditional media, Davie County Blog, word of mouth and business & social networks to promote Mocksville and Davie County.	Town Manager and Community Development	100%
<b>Strategic Goal 3: As an employer of choice, we will retain and recruit a highly skilled workforce.</b>					
<b>Focus Area: Organizational Excellence</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Assigned To</b>	<b>Progress</b>
3.1	Invest in employee professional growth and development through continuous training, certifications, education, and professional accreditation.	a	Identify training, certifications and education essential for delivery of services and staff growth.	All Departments	100%
		b	Set and review development goals annually during performance evaluation.	All Departments	100%
3.2	Create and maintain a safe working environment for staff.	a	No preventable accidents.	All Departments	100%
		b	No employee injuries resulting from safety violations.	All Departments	100%
		c	Develop an asset management plan and replacement schedule for equipment.	All Departments	100%
		d	Ensure facilities are attractive and well maintained.	All Departments	100%



<b>Strategic Goal 4: Leverage technology and innovative business approaches to enhance customer service and improve business efficiencies.</b>				
<b>Focus Area: Organizational Excellence</b>				
<b>Objectives</b>	<b>Action Items</b>	<b>Assigned To</b>	<b>Progress</b>	
4.1	Invest in technologies that improve communications and the customer experience.	a Update Town of Mocksville website including new videos and content.	Community Development Contract CGI Digital	100%
<b>Strategic Goal 5: Expand community engagement.</b>				
<b>Focus Area: Organizational Excellence</b>				
<b>Objectives</b>	<b>Action Items</b>	<b>Assigned To</b>	<b>Progress</b>	
5.1	Expand reach and integration of town messages across various communication platforms such as print, social media, website, and other public engagement formats.	Regularly update social media.	All Departments	100%
		Regularly update website.	Town Clerk Community Development	100%
		Use bill inserts when message saturation is important.	All Departments	100%
5.2	Promote Mocksville's mission, vision and values through consistent branding.	a Educate Town staff to ensure practices reflect standards.	All Departments	100%
<b>Strategic Goal 6: As a leadership team member, I will enhance my value to the organization by investing in personal and professional growth.</b>				
<b>Focus Area: Personal Excellence</b>				
<b>Objectives</b>	<b>Action Items</b>	<b>Assigned To</b>	<b>Progress</b>	
6.1	Build on downtown development skills.	a Main Street Program focused training.	Tami Langdon	50%

**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**

**Strategic Goals: FY 22-23**

<b>Strategic Goal 1: Make investments in personnel, equipment, facilities and programs that enhance Mocksville's high level of public safety.</b>					
<b>Focus Area: Community Safety &amp; Appearance</b>					
<b>Objectives</b>	<b>Action Items</b>		<b>Assigned To</b>	<b>Progress</b>	
1.1	Invest in providing full-time firefighters to staff Fire Station #1 to increase coverage and reduce response times for fire and rescue calls.	a	Develop hiring process based on bona fide job qualifications.	Human Resources Fire Department	100%
		b	Advertise job openings.	Human Resources	100%
1.2	Complete a Fire Department organizational risk assessment and incorporate recommendations into strategic planning process.	a	Schedule planning meeting with North Carolina League of Municipalities (NCLM).	Human Resources	100%
		b	Meet with NCLM representative to provide organizational information and identify issues.	Fire Department Human Resources	100%
		c	Review NCLM findings and incorporate into daily operations and strategic plan.	Fire Department Human Resources Town Manager	90%

#1

Met with NCLM Risk Management Consultant in person on Jan. 11, 2023.

(6) Full time firefighters on the job as of Jan 29, 2023. (2) Full time per shift.

Staffing Goals each day. Min of (3) Max of (6). PT firefighters will make up the additional.

**Strategic Goal 2: Cultivate an attractive, creative and friendly atmosphere that is welcoming to all cultures and reflects the diversity of our residents and visitors.**

Focus Area: Community Safety & Appearance

Objectives	Action Items	Assigned To	Progress
2.1 Enhance citizen engagement and outreach events for law enforcement and fire.	a Conduct fire education and safety events in the community.	Fire Department DCSO Liaison	100%
	b Staff education booths during town events.	Fire Department DCSO Liaison	100%
	c Identify new opportunities for engaging the community.	Fire Department DCSO Liaison	100%

#2

- Career Day @ MES: Reached 580 students
- Participated in National Night Out
- Conducted Fire Extinguisher Training for Anderson’s
- Visited Smart Start
- Provided Fire Education for Willow Pond Residents
- Multiple Station Tours for various groups. (Scouts, Home School children and drop in visitors.)
- Blood Donation Events: September 2022 & January 2023
- Stood by at events: Halloween Downtown & Bed Races

**Strategic Goal 3: As an employer of choice, we will retain and recruit a highly skilled workforce.**

Focus Area: Organizational Excellence

Objectives	Action Items	Assigned To	Progress
3.1 Invest in employee professional growth and development through continuous training, certifications, education, and professional accreditation.	a Identify training, certifications and education essential for delivery of services and staff growth.	All Departments	100%
	b Set and review development goals annually during performance evaluation.	All Departments	100%
3.2 Create and maintain a safe working environment for staff.	a No preventable accidents.	All Departments	100%
	b No employee injuries resulting from safety violations.	All Departments	100%
	c Develop an asset management plan and replacement schedule for equipment.	All Departments	100%
	d Ensure facilities are attractive and well maintained.	All Departments	100%

#3

- (3) Members completed Technical Rescuer
- (2) Members Completed Fire & Life Safety Educator
- Member attended Fire Rescue Management Class @ UNC Charlotte
- No Preventable injuries
- Awarded AFG Grant for smoke removal system in the station. System installed and working.
- CIP updated

<b>Strategic Goal 4: Leverage technology and innovative business approaches to enhance customer service and improve business efficiencies.</b>					
Focus Area: Organizational Excellence					
Objectives		Action Items		Assigned To	Progress
4.1	Create and apply data-driven decision-making tools, including performance management and benchmarking, to enhance strategic and daily service delivery management.	a	Reduce Medical “Non Response” Events by 75%	Fire Department	95 %
		b	Meet NFPA 1720 for a “Low Hazard” 90% of Time	Fire Department	80 %

<b>Strategic Goal 5: Expand community engagement.</b>					
Focus Area: Organizational Excellence					
Objectives		Action Items		Assigned To	Progress
5.1	Expand reach and integration of town messages across various communication platforms such as print, social media, website, and other public engagement formats.	a	Regularly update social media.	All Departments	100%
		b	Use bill inserts when message saturation is important.	All Departments	100%
5.2	Promote Mocksville’s mission, vision and values through consistent branding.	a	Educate Town staff to ensure practices reflect standards.	All Departments	75%

#4 & 5

Medical “Non Response”. None since October of 2022 due to full time staff.  
 NFPA 1720 Standard for “Low Hazard”:

Incident Number	Incident Date	Incident Type	Incident Type Name	Aid Given or Received	Dispatch Time	Address	1st Engine Respor	1st Engine Name	2nd Engine Respor	2nd Engine Name	1st Truck Respor
22000083	1/16/2022	111	Building fire	Automatic aid received	00:44:13	492 Main Church Rd Mocksv	00:04:44	2201			
22000340	3/27/2022	113	Cooking fire, confined to container	Automatic aid received	14:31:32	100 Windward Cir Mocksvil	00:04:58	2201	00:04:54	2202	
22000452	5/1/2022	111	Building fire	Automatic aid received	15:09:23	Marbrook Dr Mocksville	00:04:01	2201	00:08:32	2202	00:04:13
22000667	7/4/2022	111	Building fire	Mutual aid received	00:17:03	205 Enterprise Way Mocksv	00:15:16	2201	00:00:00	2202	00:13:22
22000817	8/5/2022	113	Cooking fire, confined to container	None	16:06:04	400 S Salisbury St Mocksvill	00:01:42	2201			
22000926	9/7/2022	113	Cooking fire, confined to container	None	10:09:11	1075 Yadkinville Rd Mocksv	00:02:45	2201			
22001026	10/6/2022	111	Building fire	None	14:29:47	108 S Wentworth DR Mocks	00:00:00	2201	00:06:22	2202	00:06:21
22001073	10/19/2022	113	Cooking fire, confined to container	None	18:27:43	159 Cloister Dr Mocksville	00:03:31	2201			
22001160	11/13/2022	118	Trash or rubbish fire, contained	None	10:11:48	139 Cloister Dr Mocksville	00:00:00	2201			00:00:00
22001253	12/5/2022	111	Building fire	Automatic aid received	16:41:02	1034 Yadkinville Rd Mocksv	00:00:09	2201	00:09:33	2202	
22001353	12/25/2022	116	Fuel burner/boiler malfunction, fire confined	Automatic aid received	09:51:19	400 Pine St Mocksville	00:02:29	2201	00:13:45	2202	00:02:43
22001374	12/31/2022	113	Cooking fire, confined to container	Automatic aid received	12:35:33	126 Sunset Dr Mocksville	00:05:45	2201	00:10:16	2202	00:07:11

#6

Completed online NCLM Class on ADEA,GINA & USERRA  
 Completed Reasonable Suspicion online Training

Strategic Goal 6: As a leadership team member, I will enhance my value to the organization by investing in personal and professional growth.				
Focus Area: Personal Excellence				
Objectives	Action Items		Assigned To	Progress
6.1 Increase operational understanding of Human Resources as it applies to Fire Department.	a	Identify online or in person class(es) and complete.	Frank Carter	100%

**Personnel Request:**

Increase starting PT firefighter pay \$2.00 per hour to \$15.36. Goal from last year, trying to be competitive within the market.  
 Give same per hour increase to current PT staff to prevent compression.  
 Supplemental retirement benefit for PT & Volunteers that mimics the NCSFA. Requires 20 years paid service. Current state benefit is \$170.00 per month.

**Capital Requests: FY 23-24**

- (10) Set Turn out Gear: \$60,000
- (5) 800 MHz Portable Radio: \$15,500
- (1) Thermal Camera: \$7,000
- (1) Hurst Combi – Tool: \$10,750
- Air Compressor for Station: \$5,500
- Forcible Entry Training Prop: \$7,700

**Total: \$106,450**

**CIP Items:**

Land for second station in 601 North Area

Purchase newer used engine.

- a. Surplus the 1995 E-One. Value \$10 -15K estimate
- b. Move current second out engine to reserve status
- c. Purchase used second engine. (We have over \$300,000 saved)

**Operations FY 23-24**

Upgrade few remaining nozzles: \$3,500

Hydra-Ram Tool: \$2,800

MSA RIT Pack: \$4,000

Vent Saw: \$2,000

Hose: \$15,000

Rope & Rescue Equipment: \$10,000

PT Equipment: \$2,500

(6) Ballistic Vest: \$4,800

(3) AEDs to replace aging units: \$3,000

Misc: \$5,000

Total: \$52,600

**Hazmat:**

Partner with Public Works to lease Gas Meters:

- a: Our meters are over 3 years old, sensor life span is around 3-5 years.
- b: We have (8) meters between the departments
- c: Allows us to share resources
- d: Would be cost saving in long run and ensure meters are always ready.

Cost: \$8,857.92 annually (Split between PW & FD)

Replace (4) Level "A" suits: \$4,000

Host Advanced Propane Response Class, day long class with "Live Fire Flaring". Up to 20 students.  
\$6,000

**Station Requests:**

Washer/Dryer for staff. Will need some station modification, cost is only a guess. \$5,000

Station Furniture: \$6,000

Kitchen: \$2,500

Apparatus Maint. (Non-Routine)

L22: Replace driveline carrier bearing & torque arm bushings: \$2,000

Steer tires on E2: \$2,500

## Parks & Grounds – Chris Vaughn

### Capital Requests: FY 23-24

Softball field steps and ramp

\$4,200

Sand Pro 3040

\$28,672.15

Maintenance shop parking expansion

\$5,500

Shelter 5 bathroom remodel

\$32,500

Shelter 1 roof replacement

\$3,500

I-40 mulch project

\$26,000

Priority	Item	Cost
1.	Softball Field Steps & Ramp	\$4,200.00
2.	Sand Pro 3040	\$28,672.15
3.	Maintenance Shop Parking Expansion	\$5,500.00
4.	Shelter 5 Bathroom Remodel	\$32,500.00
5.	Shelter 1 Roof Replacement	\$3,500.00
6.	I-40 Mulch Project	\$26,000.00

Strategic Goals: FY 22-23

<b>Strategic Goal 1: Develop high quality parks and recreation amenity offerings to include a variety of parks, greenways, and recreation facilities.</b>					
<b>Focus Area: Healthy and Active Community</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Assigned To</b>	<b>Completion Percentage</b>
1.1	Invest in desirable amenity features in our recreational facilities and along our greenways.	a	Install Wi-Fi hub in Rich Park to support public access.	Parks & Grounds	100%
		b	Develop and distribute map of Rich Park facilities and greenways.	Parks & Grounds	25%
1.2	Improve safety features for recreational facilities.	a	Install security cameras at Rich Park and Main Street Park.	Parks & Grounds	100%
		b	Create a greenway marker system to provide emergency responders with a more accurate location when assistance is needed.	Parks & Grounds	20%
1.3	Proactively maintain and upgrade recreational facilities to improve appearance and enhance customer experience.	a	Replace Mando Field fence.	Parks & Grounds	85%
1.4	Determine future recreational needs.	a	Conduct a recreational needs community survey.	Parks & Grounds	0%

<b>Strategic Goal 2: Provide a parks and recreation model with sustainable financial cost recovery policies.</b>					
<b>Focus Area: Healthy and Active Community</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Assigned To</b>	<b>Completion Percentage</b>
2.1	Analyze the cost of service for functional areas and develop a policy for cost recovery goals.	a	Ensure fees paid and equity provided are accurately documented and tracked.	Finance Parks & Grounds	100%
		b	Annually determine cost ratio by dividing total fees collected and/or equity provided by the cost of maintaining the facility / providing the program.	Finance Parks & Grounds	100%
		c	Develop cost recovery goals and make fee recommendations.	Finance Parks & Grounds	90%
2.2	Align with regional planning and connectivity goals to enhance competitiveness in applying for grants from regional, county, state, and federal sources for greenway and park development funding support.	a	Use feasibility study funded by Northwest Piedmont Rural Planning Organization (NWRPO) to explore greenway connectors to Davie Community Park. Work with Davie County, Northwest Piedmont Rural Planning Organization (NWRPO), NCDOT and other stakeholders on developing greenway, trail, or bicycle projects for submission during the 2024-2033 funding cycle.	Town Manager Parks & Grounds	10%
		b		Town Manager Parks & Grounds	10%



**Strategic Goal 3: As an employer of choice, we will retain and recruit a highly skilled workforce.**

Focus Area: Organizational Excellence

Objectives		Action Items	Assigned To	Completion Percentage	
3.1	Invest in employee professional growth and development through continuous training, certifications, education, and professional accreditation.	a	Create and implement a career ladder for non-supervisory Public Services and Parks & Grounds employees.	Human Resources Public Services Parks & Grounds	100%
		b	Identify training, certifications, and education essential for delivery of services and staff growth. (Parks & Grounds - 2 Staff CDL & 2 Staff Pesticide)	All Departments	50%
		c	Set and review development goals annually during performance evaluation.	All Departments	50%
3.2	Create and maintain a safe working environment for staff.	a	No preventable accidents.	All Departments	80%
		b	No employee injuries resulting from safety violations.	All Departments	80%
		c	Develop an asset management plan and replacement schedule for equipment.	All Departments	25%
		d	Ensure facilities are attractive and well maintained.	All Departments	75%

**Strategic Goal 4: Leverage technology and innovative business approaches to enhance customer service and improve business efficiencies.**

Focus Area: Organizational Excellence

Objectives		Action Items	Assigned To	Completion Percentage	
4.1	Invest in technologies that improve communications and the customer experience.	a	Provide public Wi-Fi at Rich Park.	Parks & Grounds	100%

### Strategic Goal 5: Expand community engagement.

Focus Area: Organizational Excellence

Objectives		Action Items	Assigned To	Completion Percentage
5.1	Expand reach and integration of town messages across various communication platforms such as print, social media, website, and other public engagement formats.	a Regularly update social media.	All Departments	100%
		b Use bill inserts when message saturation is important.	All Departments	0%
5.2	Promote Mocksville's mission, vision, and values through consistent branding.	a Educate Town staff to ensure practices reflect standards.	All Departments	20%

### Strategic Goal 6: As a leadership team member, I will enhance my value to the organization by investing in personal and professional growth.

Focus Area: Personal Excellence

Objectives		Action Items	Assigned To	Completion Percentage
6.1	Become more familiar with OSHA and labor laws.	a Complete online module through NCLM or equivalent.	Chris Vaughn	50%

## Public Works – Brian Moore

### Capital Requests: FY 23-24

Replace a 10ft flatbed on an existing truck with a 10ft **dump bed**.  
\$12,500

Need an 8ft **angle grader** that is sized to our bigger tractor.  
\$5,100

We would like to purchase a **rollover box** to aide in the repair of yards and roads after water leaks.  
\$5,061

We would like to purchase **pallet forks** to help load and unload materials.  
\$5,000

### Strategic Goals: FY 22-23

<b>Strategic Goal 1: Plan, maintain, and invest in sustainable and resilient infrastructure.</b>					
<b>Focus Area: Responsible &amp; Balanced Growth</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Assigned To</b>	<b>Progress</b>
1.1	Use the Water & Sewer Asset Inventory and Assessment Plans to annually update the Capital Improvement Plan, set policies & priorities, develop investment & funding strategies, for sustainability and efficiently maintaining and enhancing the Town's water & sewer infrastructure.	a	Update Water & Sewer Asset Inventory and Assessment Plans if NCDEQ grant is awarded.	Public Works Engineer	30%
		b	Update Capital Improvement Plan annually.	Public Works Engineer	30%
1.2	Manage Town assets to ensure the long-term sustainability and optimal efficiency of water and wastewater services.	a	Update Water & Sewer Asset Inventory and Assessment Plans if NCDEQ grant is awarded.	Public Works Engineer	30%
		b	Work with Envirolink to identify and implement best practices and/or process changes to	Public Works Engineer	100%

1.3	Invest in technologies that conserve resources, provide actionable data and improve the customer experience.	a	Explore financial and operational feasibility of transitioning to an AMI water meter system.	Public Works Engineer	30%
1.4	Efficiently and effectively manage Mocksville's street, sidewalk and storm water systems to ensure their long term sustainability.	a	Partner with Davie County NCDOT on local paving and patching projects to reduce costs and improve road conditions.	Public Works	0%
		b	Develop / update an asset inventory and assessment to use for prioritization.	Public Works Engineer	30%

**Strategic Goal 2: Recruit new industries; facilitate the expansion of existing industries; and support the development of new small and mid-sized businesses to fill current and future employment and retail needs.**

**Focus Area: Economic Development**

Objectives	Action Items	Assigned To	Progress		
2.1	Collaborate to provide adequate water, sewer and road capacity within Town municipal limits & extra-territorial jurisdiction (ETJ) and within Primary and Secondary growth areas as identified by the Davie County Comprehensive Plan.	a	Update water model, system needs and impacts of Water Treatment Plant partnership as part of pending NCDEQ Asset Inventory and Assessment grant or other study.	Public Works Engineer	30%
		b	Identify strategic water and sewer projects that Mocksville can collaborate with Davie County to complete.	Public Works Engineer	100%

**Strategic Goal 3: Expand, diversify, revitalize and promote our historic downtown.**

**Focus Area: Economic Development**

Objectives	Action Items	Assigned To	Progress		
3.1	Enhance place making in the downtown area through beautification, branding, wayfinding, amenities and	a	Complete S. Main streetscape project to include existing planter removal, new trees, floral containers, benches, trash receptacles and street sign upgrades.	Community Development Public Works	50%

<b>Strategic Goal 4: As an employer of choice, we will retain and recruit a highly skilled workforce.</b>					
<b>Focus Area: Organizational Excellence</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Assigned To</b>	<b>Progress</b>
4.1	Invest in employee professional growth and development through continuous training, certifications, education, and professional accreditation.	a	Create and implement a career ladder for non-supervisory Public Services and Parks & Grounds employees.	Human Resources Public Services Parks & Grounds	100%
		b	Identify training, certifications and education essential for delivery of services and staff growth. (Public Services – Competent Person, CDL, Water & Sewer Certifications)	All Departments	50%
		c	Set and review development goals annually during performance evaluation.	All Departments	100%
4.2	Create and maintain a safe working environment for staff.	a	No preventable accidents.	All Departments	100%
		b	No employee injuries resulting from safety violations.	All Departments	100%
		c	Develop an asset management plan and replacement schedule for equipment.	All Departments	98%
		d	Ensure facilities are attractive and well maintained.	All Departments	100%

<b>Strategic Goal 5: Leverage technology and innovative business approaches to enhance customer service and improve business efficiencies.</b>					
<b>Focus Area: Organizational Excellence</b>					
<b>Objectives</b>		<b>Action Items</b>		<b>Assigned To</b>	<b>Progress</b>
5.1	Create and apply data-driven decision-making tools, including performance management and benchmarking, to enhance strategic and daily service delivery management.	a	Establish meter reading accuracy standards and review during the year.	Finance Public Services	100%
		b	Develop / update an asset inventory and assessment plan for maintaining streets, sidewalks and storm water systems.	Public Works Engineer	25%

### Strategic Goal 6: Expand community engagement.

Focus Area: Organizational Excellence

Objectives	Action Items	Assigned To	Progress
6.1	Expand reach and integration of town messages across various communication platforms such as print, social media, website, and other public engagement formats.	Regularly update social media.	All Departments 100%
		Use bill inserts when message saturation is important.	All Departments 100%
6.2	Promote Mocksville's mission, vision	Educate Town staff to ensure practices reflect standards.	All Departments 75%

### Strategic Goal 7: As a leadership team member, I will enhance my value to the organization by investing in personal and professional growth.

Focus Area: Personal Excellence

Objectives	Action Items	Assigned To	Progress
7.1	Increase knowledge and productivity in Public Services Department.	Earn Collections II Certification	Brian Moore 100%
		Set schedule to train employees on equipment (part of career ladder).	Brian Moore 75%
		Fully staff department with qualified employees.	Brian Moore 90%

## Final Items & Wrap-Up – Town Manager Ken Gamble

Thanks to everyone for today.

### Budget Process

- Budget Retreat – February 4th
- Department Head Budgets to Manager – February 7th
- 1st Draft to Commissioners & Department Heads – February 24th
- Public Budget Meeting – Department Head Requests – March 7th
- 2nd Draft to Commissioners & Department Heads – March 27th
- Public Budget Meeting – Adjustments & Corrections – April 4th
- 3rd Draft to Commissioners & Department Heads – April 24th
- Public Budget Meeting – Budget & Budget Message – May 2nd
- Budget Available for Public Inspection – May 3<sup>rd</sup>
- Final FY 22-23 Budget Amendments to Commissioners – June 2nd
- Public Hearing on Budget – Adopt Budget Ordinance – June 6th

### Adjourn


*A motion was made by Commissioner Lambert to adjourn the February 4, 2023 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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Emily Quance, Deputy Town Clerk