

**Town of Mocksville
Special Meeting
Budget Retreat
February 10, 2024**

The Town of Mocksville Board of Commissioners met for the Special Meeting Budget Retreat on Saturday, February 10, 2024 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 Energy United Building located at 182 S. Clement Street Mocksville NC.

Present:

Mayor, Will Marklin

Absent: Johnny Frye

Commissioners Present:

Jenny Stevenson

Carl Lambert

Justin Draughn

Johnny Frye

Rob Taylor

Others Present:

Ken Gamble, Town Manager

Emily Quance, Human Resources Director/Deputy Town Clerk

Rana Gaither, Administration Specialist Lead

Brian Moore, Public Services Director

Frank Carter, Fire Chief

Chris Vaughn, Parks and Grounds Director

Jennifer Evens, Marketing and Community Development Director

Terry Bralley, Davie County EDC

Chuck Willis, Willis Engineering

Josh Powers, 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 4-0.

Board Priority Exercise – Town Manager Ken Gamble

Discuss items that are really important to you for this budget year.

Zoning/Ordinances/Control the growth
PTRC work with Planning Board on Ordinances
Affordable housing
Annexation Petitions –Revise comprehensive plan
Growth –How all of this will work with the WTP

Presentations to the Board

Economic Development Forecast – Terry Bralley - Davie County EDC



GILDAN DRIVE, MOCKSVILLE, NC 27028

1st spec building-Haywood Pools -15 year lease on building-private sector spent \$25,000,000

Tier 3 County
Rated 77 out of 100 in NC
Unemployment good
Growth good

MASTER SITE PLAN



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. Build and sale or lease one at a time. Only private sector money, no public money. All incentives are performance based.

Hire 600 people in Phase I and II
Make a membrane that goes in batteries –company from China
Visited this site 2 or 3 times already

PHASE II

±500,000 SF AVAILABLE | UNDER CONSTRUCTION

SPECIFICATIONS

ADDRESS	Gildan Drive
CITY	Mocksville
STATE	North Carolina
COUNTY	Davie
TOTAL SF	±489,960
OFFICE SPACE (SF)	Allowance for ±7,500 SF at \$75 PSF
CLEAR HEIGHT	36'
BUILDING DIMENSIONS	1134' x 440'
COLUMN SPACING	540" x 534" (typical) 600" x 540" (loading)
FLOOR SPECIFICATIONS	6" concrete (4,000 PSI)
DOCK DOORS	40 (expandable to 65)
DRIVE-IN DOORS	Two (2) - 12' x 14'
TRUCK COURT DEPTH	130'
TRAILER PARKING	45 spaces (expandable to 59)
CAR PARKING	110 spaces (expandable to 400)
POWER	2000 AMP 3 phase 4 wire 277/480 volt SWB MFP - to be modified as required
SPRINKLER SYSTEM/TYPE	ESFR

LIGHTS	LED fixtures with occupancy sensors (30' at 3' above finished floor)
HVAC	Cambridge heating ad ventilations units with exhaust fans & louvers
WATER LINE	2" - Town of Mocksville
SEWER LINE	6" - Town of Mocksville
NATURAL GAS	Piedmont Natural Gas
ELECTRICITY	Energy United

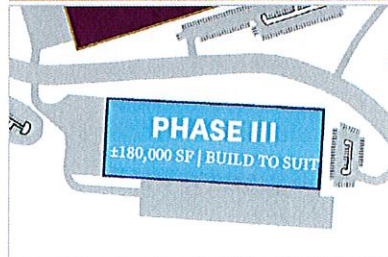


PHASE III

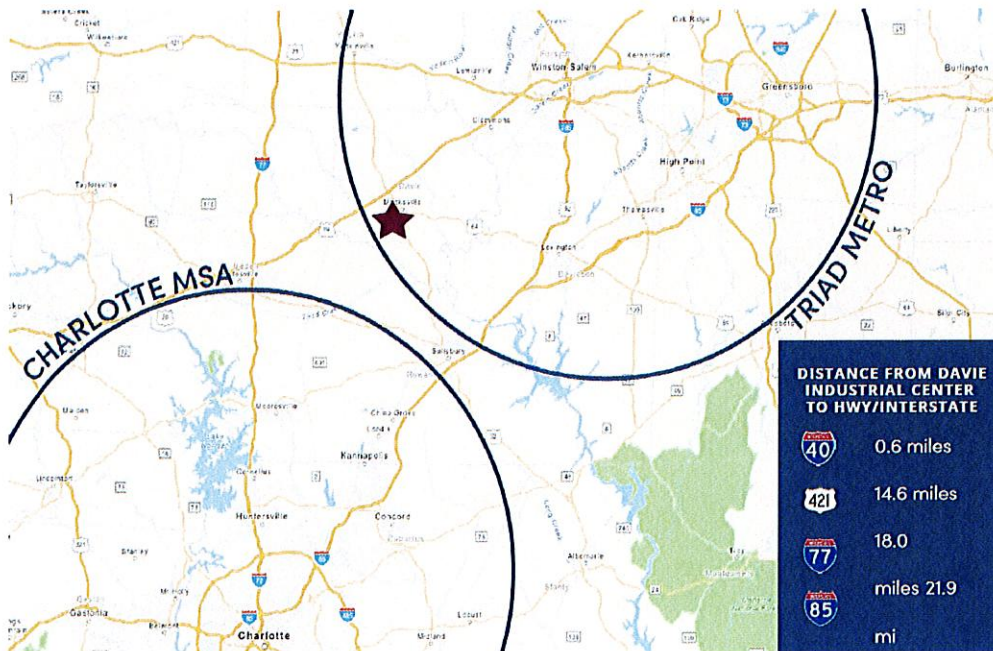
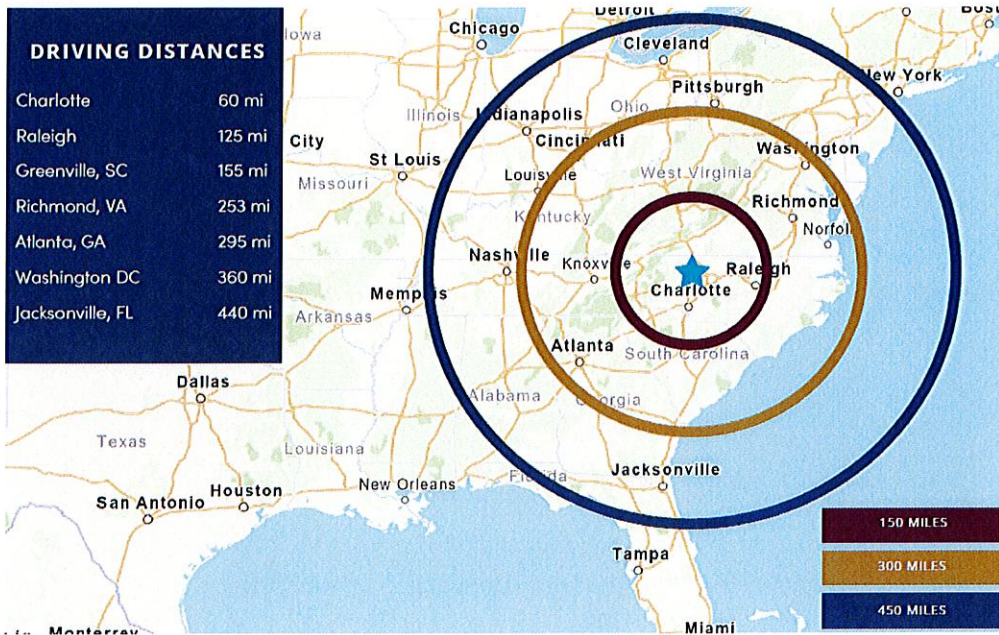
±180,000 SF AVAILABLE | BUILT TO SUIT
AVAILABLE TEN MONTHS FROM LEASE EXECUTION

SPECIFICATIONS

INDUSTRIAL PARK NAME	Davie Industrial Center
ADDRESS	Gildan Drive
CITY	Mocksville
STATE	North Carolina
COUNTY	Davie
TOTAL SF	±180,000
SPRINKLER SYSTEM/TYPE	ESFR
POWER	3 Phase - 1200 amp 277/480 Volt Main Service
ELECTRICAL	Energy United
GAS	Piedmont Natural Gas
CLEAR HEIGHT	32' Minimum
CAR PARKING	Up to 50 auto parks
WATER LINE	2" - Town of Mocksville
SEWER LINE	6" - Town of Mocksville



GILDAN DRIVE, MOCKSVILLE, NC 27028



Moving products from this area in a timely manner is a plus.

FOR SALE OR LEASE
BUILDING 2 DELIVERING Q4 2023



TRIWEST
BUSINESS CENTER

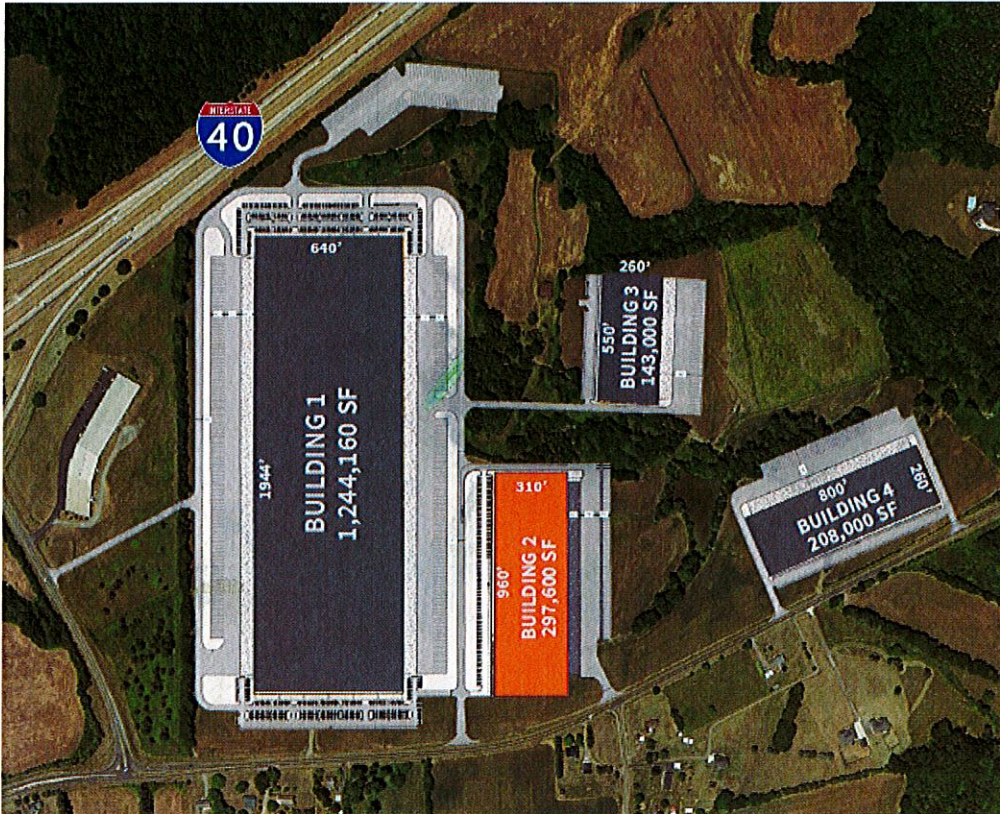
100,000 - 1.2M SF available

New Construction, Class-A Industrial Facilities
Build-to-suit Opportunities

Farmington Rd
Mocksville, NC 27028

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.

Building 2 Specifications

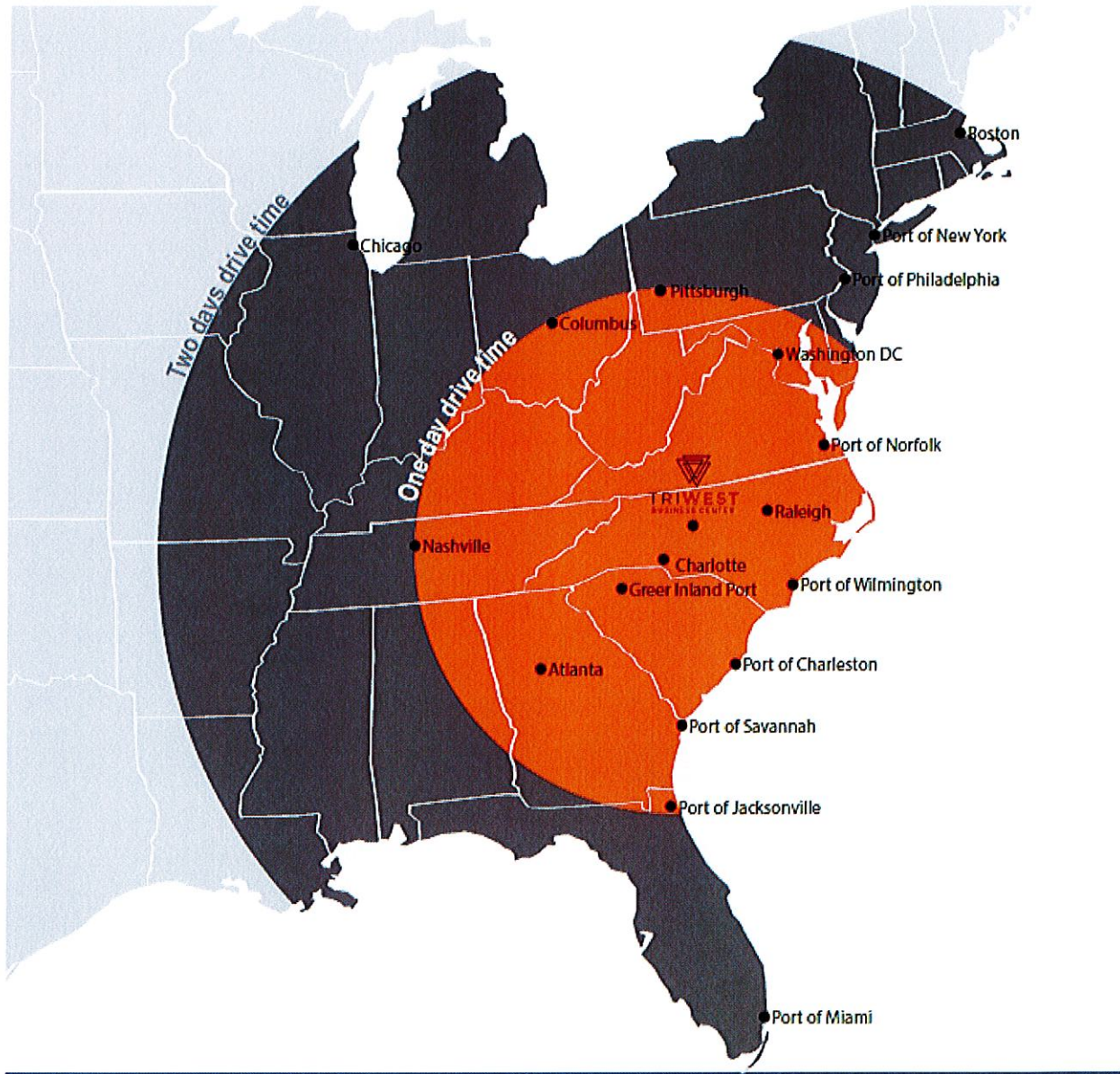


Total SF	±297,600 SF
Office SF	To suit
Configuration	Rear Load
Loading	49 Dock Doors (9' x 10') 2 Drive In Doors (14' x 16')
Building Dimensions	310' X 960'
Clear Height	36'
Parking	63 trailer positions, 197 auto positions
Column Spacing	50' x 54' (60' speed bays)
Sprinkler System	ESFR
Slab Thickness	7" unreinforced
Power	2,000 amp service
Sale Price & Lease Rate	Please call broker

Showed building 1 time

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.

Building to close to the road –the developer saved money because of the driveway
You need bigger set backs



Summary:

- 8-10 year build-out
- Weakness is power
- Create new jobs
- Increase tax base
- Appreciate Town support

- Avgol finishing up will be hiring 52 more people
- SES Events –expanding
- Marriott (need)
- Downtown Museum (put on your radar)
- Wayne Farms fully operational by July

Infrastructure – Chuck Willis - Willis Engineering

Current Projects:

- Facilities to Serve Brakebush
- Asset Inventory and Assessments
- Southpoint Pump Station and Force Main
- North Elevated Tank

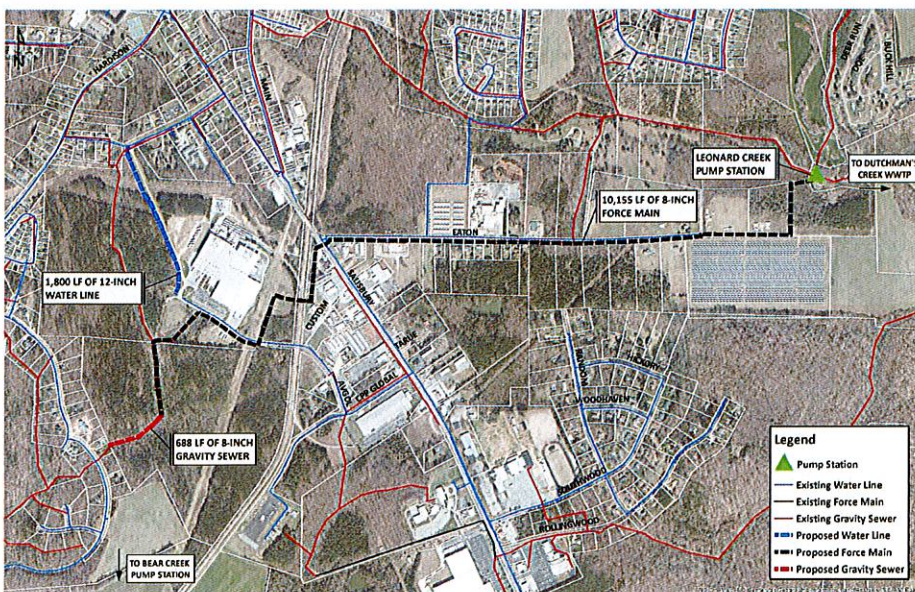
First project is under construction, anticipated completion this spring. AIAs are an update of our previous work completed in 2019 but with some new components and a lot more detail. Last two projects are related to continued light industrial development north of I-40 and are in the regulatory review process with bidding anticipated in spring.

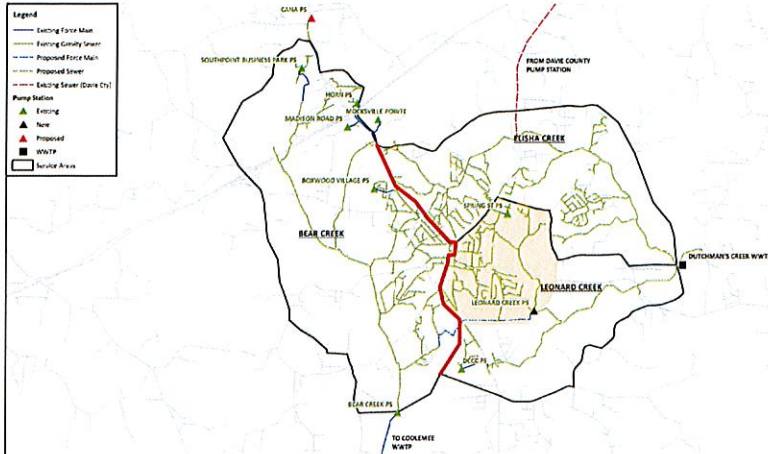
Facilities to Serve Brakebush:

- Two projects funded with a combination of CDBG, State Budget Commerce Grant, Golden Leaf and Town Funds.
- Total construction cost of \$4,462,908.
- Water Line is complete, pipeline complete, PS anticipated spring 2024.

Project Total - \$4,462,908

- \$2,000,000 – CDBG Grant
- \$1,091,250 – State Budget, Dept of Commerce Grant
- \$450,000 – Golden Leaf Grant (Water Line Portion)
- \$921,658 – Town Funds



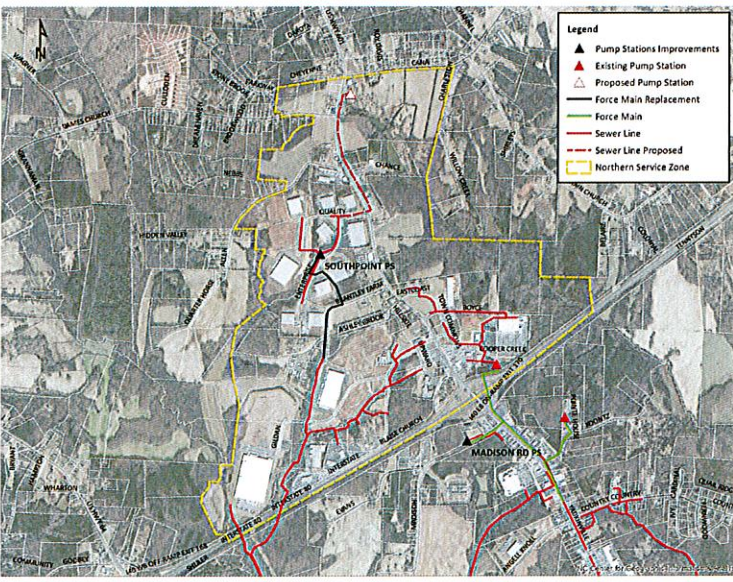


Asset Inventory and Assessments (AIA)

- \$200,000 each for Water and Wastewater
- Update and expand previous AIA
- Rate Study Update Included by Raftelis
- Asset Management Plans

Southpoint Pump Station and Force Main – Phase 1

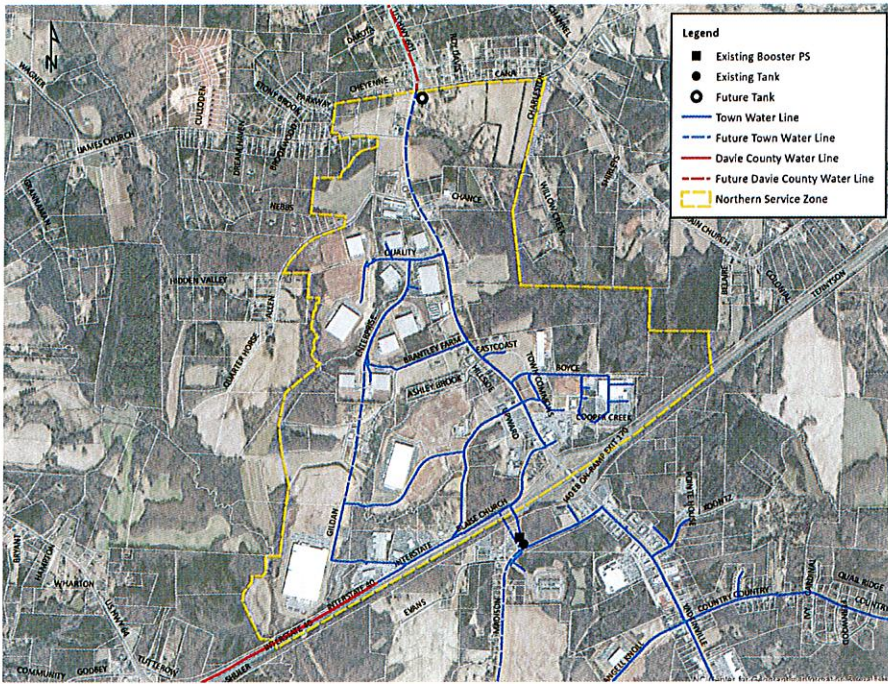
The two projects we are currently designing are both related to the north service area and are both funded by direct appropriation.



Estimated Project Total – \$1,640,000

- \$1,640,000 – State Budget Direct Appropriation (Through Davie County)
- Town Funds may be required, waiting on bidding in late spring

North Elevated Tank



Estimated Project Total – \$3,706,200

- \$3,060,000 – State Budget Direct Appropriation (Through Davie County)
- \$300,000 – NC Office of State Budget and Management (OSMB) Grant
- \$346,200 – Town Funds (Addt'l may be required waiting for bidding)



Project	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	FY 33	FY 34	Total
Water Treatment													
Demo and Decommissioning				500,000									500,000
Water Distribution													
1 Asset Inventory & Assessment (AIA-D-ARP-0088)	100,000	100,000											200,000
2 Avgol Drive Water Line (Goldenleaf)		450,000											450,000
3 North Elevated Tank (ARP Grant Funded)		241,000	1,582,600	1,582,600									3,406,200
4 North Service Area Water Improvements		500,000	500,000										1,000,000
5 Lead Service Line Inventory				50,000	50,000	50,000	50,000	50,000					250,000
Davie County Water Supply Interconnection			500,000										500,000
Interstate 40 Parallel Water Line								800,000					800,000
6 Enterprise Way / Gildan Dr. Water Line				1,000,000									1,000,000
Madison Road / US 64 Water Line						2,500,000							2,500,000
Water Line Replacement Program				250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
Wastewater Collection													
7 Asset Inventory & Assessment (AIA-W-ARP-0087)	100,000	100,000											200,000
2 Bear Creek PS Upgrades (CDBG & Dept of Comm)	178,500	168,259											346,759
8 Pump Station Renovations			300,000										300,000
2 Leonard Creek PS and Force Main (CDBG & Dept of Comm)	890,000	2,511,617											3,401,617
9 Southpoint PS and Force Main (Phase 1) (SRP-W-ARP-0289)	175,000	907,500	557,500										1,640,000
6 Southpoint Force Main (Phase 2)			1,500,000										1,500,000
Cooleemee Force Main Replacement					4,000,000								4,000,000
Sewer Line Replacement Program				250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,250,000
Wastewater Treatment													
Miscellaneous Treatment Plant Repairs	220,000												220,000
Total Improvement Costs	1,663,500	4,978,376	4,940,100	3,632,600	4,550,000	3,050,000	550,000	1,350,000	500,000	500,000	500,000	500,000	\$26,714,576
Anticipated Grant Funding	1,443,500	4,058,376	4,140,100	2,236,400									11,878,376
Annualized Improvement Costs	220,000	920,000	800,000	1,396,200	4,550,000	3,050,000	550,000	1,350,000	500,000	500,000	500,000	500,000	14,836,200

Projects in red italics are anticipated to be grant and/or loan funded - \$9,941,250 to Date

5 Year CIP Projects

- North Service Area Water Improvements – Estimated \$1,000,000 (Remaining Funds from OSMB Grant)
- North Elevated Tank - \$300,000
- Madison Road Booster Pump Station Improvements - \$200,000
- Fire Pump Grant Program - \$500,000
- Davie County Water Supply Interconnection – Estimated \$500,000 (Town Funds)
- 601 South Booster Pump Station Improvements - \$300,000
- Water Loss Reduction Program - \$100,000
- SCADA Replacement - \$100,000
- Lead Service Line Inventory – \$300,000 Funding Application Submitted (Results in Feb)
- Pump Station Renovations – \$300,000 (Town Funds)
- Water Treatment Plant Demo and Decommissioning – \$500,000 (Town Funds)
- Madison Road / US 64 Water Line – \$2,500,000 (Town Funds)
- Cooleemee Force Main Replacement – \$4,000,000 (Town Funds)
- AIA Recommendations – (Town Funds)

Next Steps

- Take Bids on North Elevated Tank and Southpoint Phase 1
- Apply for State Budget Direct Appropriations
- Pursue Other Grant Funding
- Periodically Update the Rate Model

Water and Sewer – Josh Powers – Envirolink

Mocksville Water Treatment Plant

- 2023 Cost of Plant Operation = \$1.81 per 1,000 gallons
- Three years in a row AWOP Award 2019, 2020, 2021

Mocksville WTP 2024-2025 Proposed FBY							
GL Account	Line Item Description	2023-2024 FBY	2023-2024 Actual as of 12/28/2023	Percent %	Comments	2024-2025 Proposed budget	Percentage % Increase or Decrease
30-8100-3200	Lab Analysis	\$ 12,000.00	7,020.66	58.5%		\$ 13,500.00	12.5%
30-8100-3500	Chemicals	\$ 250,000.00	121,665.86	48.7%		\$ 275,000.00	10.0%
30-8100-4500	Contracted Ser WT PLT Enviro	\$ 379,488.00	185,993.70	49.0%	Town added 30-8100-4501 to this GL account line item.	\$ 394,668.00	4.0%
30-8100-4530	WTP Sludge Removal	\$ 115,000.00	61,975	53.9%		\$ 72,000.00	-37.4%
30-8100-4540	WTP Equipment & Repairs	\$ 29,700.00	9,874.79	33.2%		\$ 30,250.00	1.9%
30-8100-4550	CIP Project Request Items	0.00	0.00	#DIV/0!		\$ -	#DIV/0!
		\$ 786,188.00				\$ 785,418.00	-0.10%

Finished Water Pumped increased by 8.6% from 2022 to 2023

Mocksville WTP – 2024-2025 Budget Details

- Lab Analysis \$13,500
- Chemicals \$275,000
- Contracted SER WT PLT Envirolink \$394,668.00
- Water Plant Sludge Removal \$72,000
- WTP Equipment & Repairs \$30,250
- CIP Project Request Items \$0
- Total Projected Budget 2024-2025 \$785,418.00 -10% Decrease

Dutchman Creek WWTP

- 2023 Cost of Plant Operation = \$3.17 per 1,000 gallons

Dutchman Creek WWTP 2024-2025 Proposed FBY							
GL Account	Line Item Description	2023-2024 FBY	2023-2024 Actual as of 12/28/2023	Percent %	Comments	2024-2025 Proposed budget	Percentage % Increase or Decrease from 23-24 FBY
30-8110-3200	Lab Analysis/Equip Repairs	\$ 13,000.00	4,001.67	30.8%		\$ 13,000.00	0.0%
30-8110-3500	Chemicals	\$ 167,600.00	61,837.22	36.9%		\$ 155,000.00	-7.5%
30-8110-4505	Contract Ser SW PLT-Enviro	\$ 289,388.00	142,818.78	49.4%	Town added 30-8110-4506 to this GL account line item.	\$ 300,964.00	4.0%
30-8110-5025	Sludge Program	\$ -	0.00	#DIV/0!	EMA quote Recommendation of aeration basin & Contact chamber.	\$ 350,750.00	200.4%
30-8110-5025	Sludge Program	\$ 175,000.00	114,170.78	65.2%	Annual operational Cost propped	\$ 210,000.00	20.0%
		\$ 644,988.00				\$ 1,029,714.00	159.65%

Influent Wastewater flows increased by 0.3% from 2022 to 2023

Dutchman WWTP – 2024-2025 Budget Details

- Lab Analysis/Equip Repairs \$13,000
- Chemicals \$155,000
- Contracted SER WT PLT Envirolink \$300,964.00
- Sludge Program \$210,000
- Sludge Program Project \$350,750
- Total Projected Budget 2024-2025 \$1,029,714 – 59.65% Increase

Board Priority Exercise – Town Manager Ken Gamble

FY24-25 Commissioner Non-Profit Budget Priorities

Please Rank These Priorities with 1 Being the Most Important and 3 Being the Least Important

What funding do you think should be provided?

Non-Profit	FY23-24 Funding	FY24-25 Request	% to Fund
Arts Council	\$10,000	\$27,000	
Cognition	\$10,000	\$15,000	
Yveddi	\$7,500	\$10,000	

FY2024-25 Commissioner Budget Priorities

Please Rank These Priorities with 1 Being the Most Important and 15 Being the Least Important

- Identify and Fund New Sidewalk Projects - \$2000 to Replace 6'W x 10'L Section
- Complete Downtown Streetscape & Wayfinding Sign Projects
- Attract & Retain High Quality Employees
- Increase Unassigned Fund Balance
- Maintain Property Tax Rate at 290 per \$100
- Update 2019 Comprehensive Land Use Plan
- Identify Ways to Support & Promote Workforce Housing
- Identify and Invest in Permanent Home for Downtown Farmer's Market
- Update Mocksville Zoning Ordinance
- Identify and Purchase Land for Future Satellite Fire Station
- Financially Support Local Non-Profits
- Replace Failing Leaf Truck w/ Refurbished Unit \$178,000
- Increase Funding for Street Paving - \$283,000 to Mill and Resurface 1 Mile (5,280 ft)
- Invest Additional Funds to Enhance Appearance of Wilkesboro Roundabout
- Order Replacement for Engine 2 - \$1,089,980 (3 Years until Delivery & Payment)

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:

FY23-24 Progress:

FY23-24 Action Items – 120 (assigned to all) 48 Goals

Completed – 35%

In-Progress – 65% (single year projects)

In-Complete -4% (action items that do not happen)

Multi-Year – 68% (track over time)

Tied to performance measures and being accountable.


Manager Strategic Goals:

Public Safety		Strategic Goal 1: Make investments in personnel, equipment, facilities and programs that enhance Mocksville's high level of public safety.		
		Focus Area: Community Safety & Appearance		
Objectives	Action Items	Assigned To	Progress	
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.	a Meet with DCSO and community partners to determine community needs.	Town Manager	50%	
	b Determine tools and data needed to identify and track performance metrics.	Town Manager	25%	

Public Safety		Strategic Goal 1: Make investments in personnel, equipment, facilities and programs that enhance Mocksville's high level of public safety.		
		Focus Area: Community Safety & Appearance		
Objectives	Action Items	Assigned To	Progress	
1.3 Work with NC Fire Chief Consulting to conduct a comprehensive fire needs study.	a Determine Future Staffing Needs	Fire Department Human Resources NCFCC	100%	
	b Determine Apparatus and Equipment Needs	Fire Department NCFCC	100%	
	c Review findings and incorporate into strategic plan.	Fire Department Town Manager NCFCC	100%	
1.4 Invest in planning and development of Fire Station #2 to prepare for future residential growth, enhance rescue response and improve emergency readiness.	a Contract NCFCC to conduct a study to determine area of Town where a new / central fire station would best meet growth and response time needs.	Town Manager	100%	

The study is telling us the apparatus needs replacing.


Community Engagement



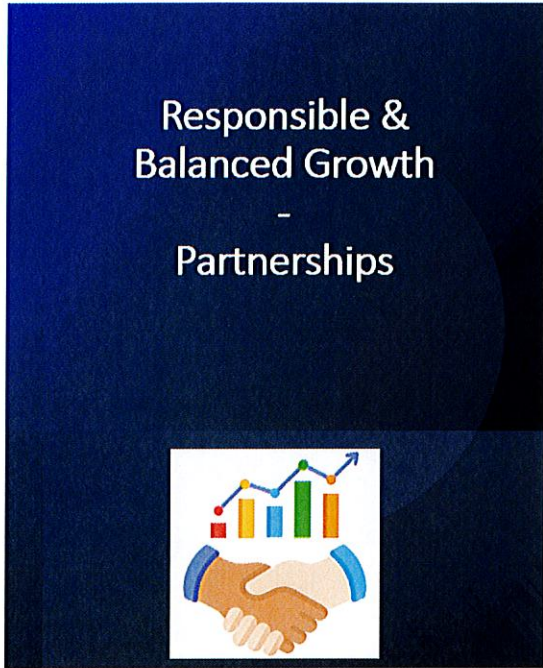
2.2	Identify innovative and receptive approaches to engage communities that are traditionally underserved.	a	Quarterly newsletter to minority churches.	Town Manager	60%
		b	Participate in Martin Luther King Day, Black History Month and other events that engage underserved communities.	Town Manager	60%
		c	Identify new opportunities for engaging underserved communities through attendance of National Civic League All-America Awards.	Town Manager	100%

Responsible & Balanced Growth

- AIA Grants

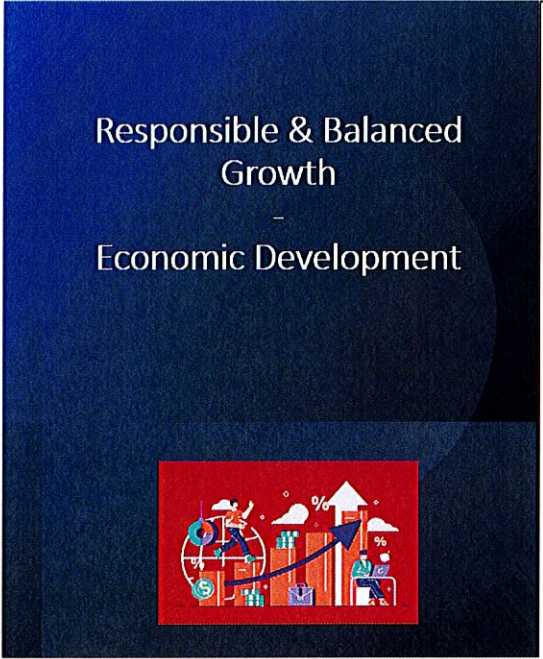


Strategic Goal 3: Plan, maintain, and invest in sustainable and resilient infrastructure.					
Focus Area: Responsible & Balanced Growth					
Objectives	Action Items	Assigned To	Progress		
3.1	Use the Water & Sewer Asset Inventory and Assessment Plans to annually update the Capital Improvement Plan, set policies & priorities, develop investment & funding strategies, for sustainability and efficiently maintaining and enhancing the Town's water & sewer infrastructure.	a	Update Water & Sewer Asset Inventory and Assessment Plans.	Public Works Engineer	80%
		b	Update Capital Improvement Plan annually.	Public Works Engineer	100%
		c	Review annual update to Capital Improvement Plan to ensure it reflects strategic goals.	Town Manager	60%



3.2	Control costs and improve efficiencies through water & sewer project partnerships with Davie County Utilities.	a	Monitor construction for regional Water Treatment Plant project and update Board on progress.	Davie County Utilities Town Manager	20%
		b	Monitor construction on Brakebush sewer diversion project and update Board on progress.	Engineer Town Manager	90%
		c	Develop Interlocal Agreement to Govern Water & Sewer Related Priorities / Processes with Davie County	Engineer Town Manager	33%

Working on the interlocal agreement with DC on the WTP and Town Attorney will need to be involved. The WTP is scheduled for June 2026.



3.5	Support an efficient and connected local and regional multi-modal transportation system through engagement on projects.	a	Work with Davie County Parks, private property owners and NCDOT to explore feasibility of interconnected greenway system.	Town Manager	30%
		b	Work with North West Piedmont Rural Planning Organization (NWRPO), NCDOT and other stakeholders on developing projects for 2024-2033 funding cycle.	Town Manager	50%
		c	Identify opportunities to improve infrastructure systems through economic development process.	Town Manager	100%

Responsible & Balanced Growth - Land Use




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

Focus Area: Responsible & Balanced Growth

Objectives	Action Items	Assigned To	Progress
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.	a Use plan to guide changes to zoning and development rules.	Town Manager	50%
	b Ensure MCP is updated in 2024.	Town Manager	10%
4.2 Determine long-term trends for population, housing and infrastructure.	a Commission demographics study and incorporate findings into strategic plan and MCP as appropriate.	Town Manager	100%

Getting a quote to update the comprehension plan.

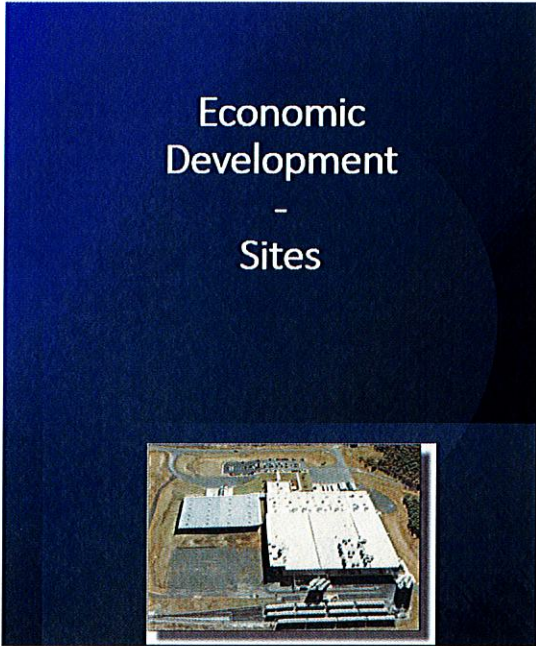
Economic Development - Infrastructure



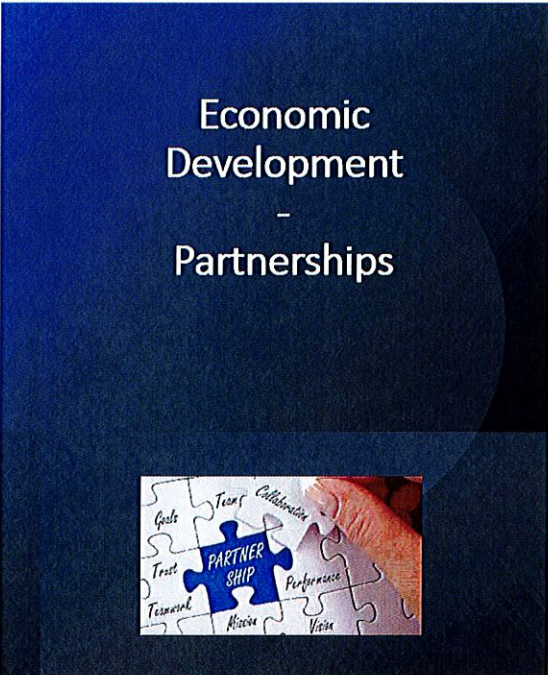
Strategic Goal 5: Recruit new industries; facilitate the expansion of existing industries; and support the development of new small and mid-sized businesses to fill current and future employment and retail needs.

Focus Area: Economic Development

Objectives	Action Items	Assigned To	Progress
5.1 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 Work with Davie County, North West Piedmont Rural Planning Organization (NWRPO), NCDOT and other stakeholders on developing transportation projects for 2024-2033 funding cycle.	Town Manager	50%
	b Update water model, system needs and impacts of Water Treatment Plant partnership as part of NCDEQ Asset Inventory and Assessment grant.	Public Works Engineer	75%
	c Identify strategic water and sewer projects that Mocksville can collaborate with Davie County to complete.	Public Works Engineer	100%




5.2	Pursue site-readiness programs and infrastructure investments to boost the attractiveness of the Town's strategic sites.	a	Support infrastructure upgrades to sites with the most significant impact to Mocksville's economic future.	Town Manager	60%
		b	Provide support and expertise through our membership in the Davie County Economic Development Commission (EDC).	Town Manager	60%
5.3	Facilitate strategic investments in the Mocksville Opportunity Zone east of US 158 and US 601 South.	a	Work with EDC to connect interested developers with projects in the opportunity zone.	Town Manager	60%




Strategic Goal 7: Seek partnerships to drive economic development.					
Focus Area: Economic Development					
Objectives	Action Items	Assigned To	Progress		
7.1	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 Community Development	100%
7.2	Attract business partners that support amateur sports, hospitality and leisure tourism activities.	a	Identify existing business partners and suppliers through EDC.	Town Manager	60%
		b	Work with EDC and Davie County Parks to promote community assets and collaborate on mutually beneficial projects.	Town Manager	30%

Economic Development - Partnerships



7.3	Connect strategic partners in the development community that facilitate advanced manufacturing and aviation to support growing demand.	<i>a</i>	Identify advanced manufacturing and aviation as recruiting priorities through EDC.	Town Manager	60%
		<i>b</i>	Engage stakeholders and developers through professional organizations, existing relationships and networking events.	Town Manager	60%

Parks & Recreation - Fiscal Sustainability



9.2	Establish a funding strategy to advance priority park and greenway investments, including opportunities to leverage public-private partnerships.	<i>a</i>	Explore partnerships with Davie County Parks, community stakeholders and businesses.	Town Manager	30%
		<i>b</i>	Create a funding strategy and incorporate it into the Capital Improvement Plan.	Town Manager	10%
9.3	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.	<i>a</i>	Use feasibility study funded by North West Piedmont Rural Planning Organization (NWRPO) to explore greenway connectors to Davie Community Park.	Town Manager Parks & Grounds	75%
		<i>b</i>	Work with Davie County, North West 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	50%

Organizational Excellence - Technology



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

Focus Area: Organizational Excellence

Objectives	Action Items	Assigned To	Progress
11.3 Identify best practices for data and technology to improve operational efficiencies and information sharing with residents.	a Identify the most promising "Smart City" initiatives that work well for communities the size of Mocksville.	Town Manager	25%

Organizational Excellence - Community Engagement



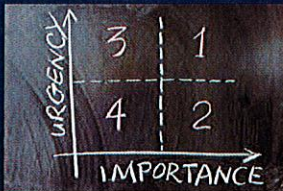
Strategic Goal 12: Expand community engagement.

Focus Area: Organizational Excellence

Objectives	Action Items	Assigned To	Progress
12.2 Promote Mocksville's mission, vision and values through consistent branding.	a Unveil new Mocksville Mission, Vision and Values on website, social media and traditional media.	Town Manager	100%
	b Establish consistent branding across mediums and materials.	Town Clerk	100%
	c Hold quarterly discussions based on our S.E.R.V.I.C.E values tied to improving Town operations.	All Departments	60%

FY 24-25 Priorities

FY24-25 - Strategic Priorities



- ▶ Incorporate Study Data Into Strategic and Capital Improvement Plans
 - ▶ Pavement & Sidewalk Survey
 - ▶ Asset Inventory & Assessment for Water & Sewer
 - ▶ Water System Interconnection
 - ▶ Fire Needs
- ▶ Update 2019 Comprehensive Plan
 - ▶ Zoning Ordinance Review
- ▶ Seek Public Input for EU Property Use & Roundabout Enhancement
- ▶ Identify & Purchase Property for Station 2

How can we afford this?

Board Exercise - How to Fund Priorities



- ▶ **Basic Information**
 - ▶ 1¢ Generates - \$111,311
 - ▶ FY23-24 Tax Base
 - ▶ \$111,311 = \$38,383,103 in Tax Base Value

Funding Through Tax
Base Growth
-
New Fire Station &
Apparatus



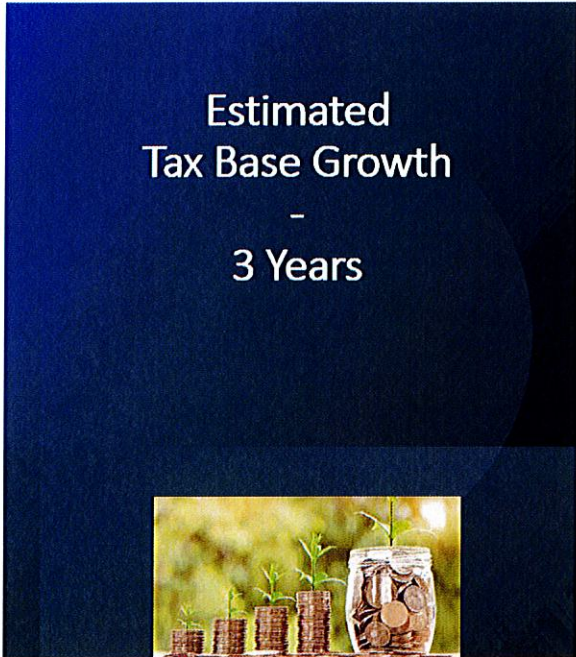
- ▶ **Estimated Building & Equipment Cost - \$12,000,000**
 - ▶ **\$863,352 Annual Debt Service Payment**
- ▶ **Estimated Personnel Cost - \$400,000**
- ▶ **Minimum Tax Base Growth Needed - \$435,638,620**

Grow and pay as we go.

Funding Through
Tax Increase
-
New Fire Station &
Apparatus



- ▶ **Estimated Building & Equipment Cost - \$12,000,000**
 - ▶ **\$863,352 Annual Debt Service Payment**
- ▶ **Estimated Personnel Cost - \$400,000**
- ▶ **Minimum Tax Increase Needed - 11½¢**



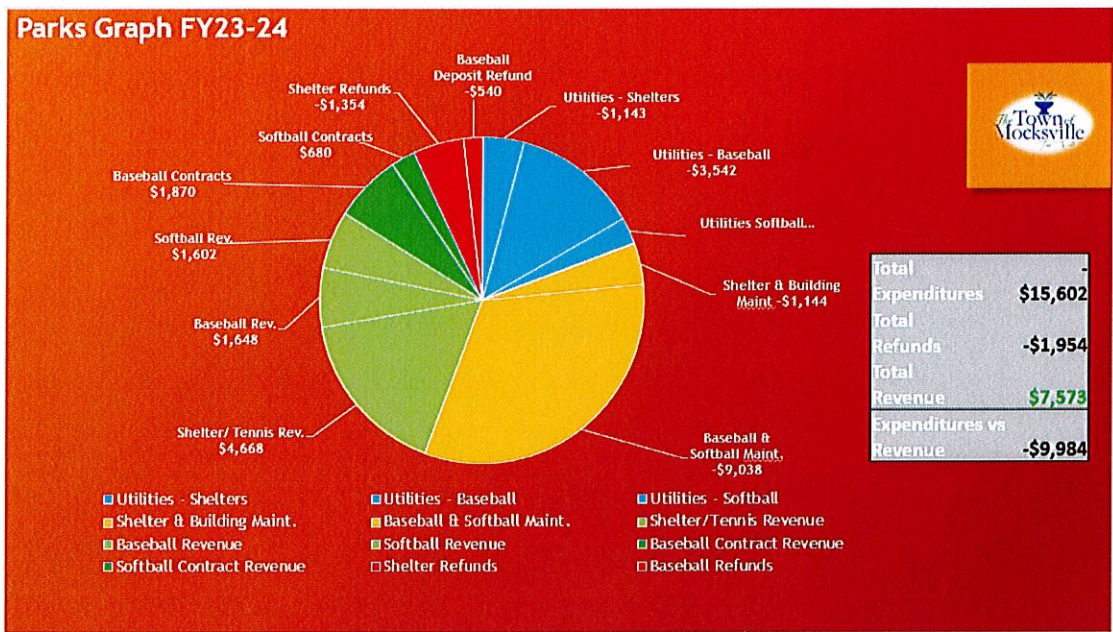
- ▶ Residential
 - ▶ 500 Approved
 - ▶ \$137,500,000 (Est. \$275,000)
 - ▶ \$398,750 Tax Revenue
- ▶ Industrial
 - ▶ Permitted Projects
 - ▶ \$240,000,000
 - ▶ \$696,000 Tax Revenue

Administration – Lynn Trivette and Rana Gaither

Strategic Goals: FY 23-24

Strategic Goal 2: Provide a parks and recreation model with sustainable financial cost recovery policies.					
Focus Area: Healthy and Active Community					
Objectives	Action Items	Assigned To	Progress		
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	● 50%
		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	● 50%
		c	Develop cost recovery goals and make fee recommendations.	Finance Parks & Grounds	● 50%

- Strategic Goals a time to review and always a working progress.
- Chris and I work together on these goals and this allows us to make fee recommendations during the budget process.
- FY 23-24 Current budget year “Shop Building Maint” and “Shelter Building Maint” was separated to track expenses on the shelters; Town Residents receive 50% refund on shelter rentals instead of 100%; the rental of the shelters was increased from \$50 to \$60 (4 hours or less) and \$100 to \$120 (all day)
- We hope these current revisions are helping with overhead cost to maintain the park but Chris and I really need a full year to review the data. We are planning to review in April/May.



- This graph is for the current year and covers July through January.
- This graph helps Parks & Grounds monitor various performance metrics. With the graph, at a glance, Chris can analyze revenue versus overhead costs which is crucial to assess financial health, operational efficiency and resource management.
- All of the green slices represent revenue, all other colors are expenses, and currently expenses outweigh revenue. Do not let the numbers be misleading because it is still early in the year.

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 Manage career ladder to ensure staff receive opportunities for financial growth and professional development. Report progress annually.	Human Resources Public Services Parks & Grounds	0%
	b Identify training, certifications and education essential for delivery of services and staff growth.	All Departments	● 100%
	c Set and review development goals annually during performance evaluation.	All Departments	50%

Education and Training budget line item has increased and will continue along this path because we are in the “working process” to improve performance, retain the talent and adapt to all the changing needs. Knowing all of you pretty well I think you agree investing in your employees within the organization is the best way to ensure the town continues to evolve.

Finance Director Succession Planning

FY 23-24		
Date	Course	Progress
November 29-30, 2023	Internal Controls (SOG)	Completed
April 8-12, 2023	Effective Supervisory Management Program April 2024 (FO Certification Program) April 8-12, 2024	Scheduled
Summer, Fall, Spring	Associate's Degree Business Administration	In progress



FY 24-25		
Date	Course	Progress
TBD	Governmental Accounting and Financial Reporting (FO Certification Program)	
TBD	Budgeting in Local Government and Capital Financing in Local Government (FO Certification Program)	
Summer, Fall, Spring	Associate's Degree Business Administration	In progress

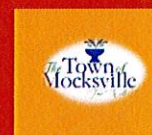


FY 25-26		
Date	Course	Progress
TBD	Cash Management and Investment of Public Funds (FO Certification Program)	
	Leadership Davie	
TBD	Finance Officer Exams - 4 Parts to the exam-Certified Finance Officer	
Summer	Associate's Degree Business Administration: Anticipated Graduation December 2026	In Progress

- Current: FY 23-24 is right on schedule; Internal Controls has been completed with the SOG. April will be the second class pertaining to Finance Officer Certification Program and this will help our LEAD designee.
- FY 24-25 Leadership Davie skips a year so this will roll over until FY25-26
- FY 25-26 is planned and I look forward to sharing with you the continued results.

Assistant Town Manager/Clerk Succession Planning

FY 23-24		
Date	Course	Progress
February 11-16, 2024	Municipal Clerk School	In progress
May 12-May 17, 2024	Municipal Clerk School	
Summer, Spring	Bachelor's Degree Business Administration	In progress
Self Study	SHRM Certification - Self Study	in progress



FY 24-25		
Date	Course	Progress
August 11 - 16, 2024		
TBD	Municipal Clerk School	
October 21-25, 2024	Municipal Clerk School	
Summer, Fall, Spring	Bachelor's Degree Business Administration	
February 2025 TBD	SHRM Certification -Self Study - Exam	



FY 25-26		
Date	Course	Progress
TBD - October-May	Municipal and County Administration	
TBD	Master Clerks' Academy I & II	
	Rotary President	
Summer, Fall, Spring	Bachelor's Degree Business Administration	

- FY 23-24 is right on schedule; Municipal Clerk School starts this week and continues through FY 24-25 which will result in being (NC Certified).

- FY 24-25 A certification is planned for “Society of Human Resource Management (SHRM). This not only increases self-confidence but will also make an individual reliable in the eyes of other HR professionals.
- FY 25-26 preparation for Municipal and County Administration classes, Clerk Conferences for continuing education credits to obtain (Municipal Master Clerk Certification) and development for Rotary President.

Strategic Goal 3: As an employer of choice, we will retain and recruit a highly skilled workforce.					
Focus Area: Organizational Excellence					
3.6	Create and maintain a safe working environment for staff.	a	No preventable accidents.	All Departments	50%
		b	No employee injuries resulting from safety violations.	All Departments	50%
		c	Update asset management plan and replacement schedule for equipment.	All Departments	25%
		d	Ensure facilities are attractive and well maintained.	All Departments	100%

Facility improvements always something to fix even a door handle.

I decided to present (1) capital project this year but to budget for a few facility projects that need attention.

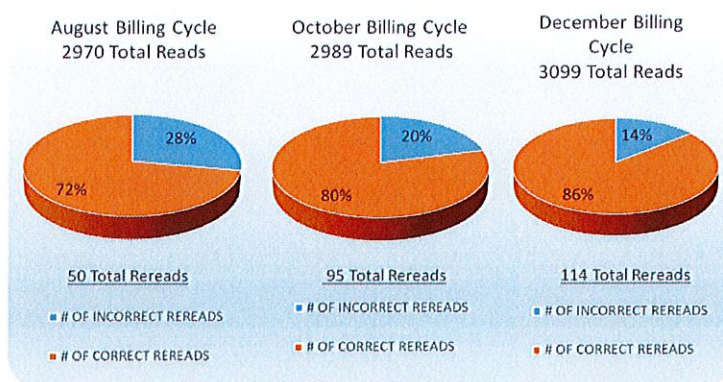
1. Install new lattice brick wall so the AC’s can breathe. This was recommended by our AC vendor. The brick wall can be seen from the parking lot and back entrance so the lattice brick wall will enhance the look. (Quote \$6,800)
2. Minor kitchen upgrades.
3. We needed 4 blinds for the downstairs unit and 3 for the stairwell so the entire town hall could be in uniform (from the inside and outside). Parks and Grounds was able to help me and this project is already completed.
4. Lobby upgrades.

Capital Project FY 24-25

FY 24-25 Pavers Phase III (the rest of Clement Street and turn right down Water Street) (this includes removing the tree and stump)

\$26,160

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	Progress
4.1	Create and apply data-driven decision-making tools, including performance management and benchmarking, to enhance strategic and daily service delivery management.	Review and adjust operations as needed based on meter reading accuracy standards (MEASURES) during the year.	● 50%
		Review inactive and "zero" use meters to determine if replacement or further investigation is needed.	● 50%



Strategic Goal 4.1a – pertains to adjusting operations as needed based on meter reading accuracy.

Here you see a graph of the information provided by monitoring rereads. Water meters are crucial for measuring water consumption accurately. The information provided in this graph are total number of reads, how many rereads were requested and the percentage of how many reads were truly incorrect. Monitoring rereads informs Brian how operations are going and allows him to adjust to make the best of his team. High reread rates coupled with a low percentage of accuracy would indicate the need for improvements in the meter reading process. This is essential in identifying and addressing the root causes of errors. Reducing the need for rereads minimizes unnecessary visits to residences and saves on overhead from unnecessary trips.

Strategic Goal 4.1b - Water meter accuracy is vital for fair billing and efficient resource management. Our consumption spreadsheet helped to identify meters:

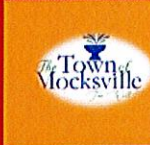
- Registering zero consumption – these meters were changed out are now registering consumption. Changing out meters that are registering zero insures we are billing for water usage and receiving revenue for services provided
- Meters that were over-read or under-read – Over-read meters can lead to overbilling customers and under-read meters underestimates consumption resulting in under billing.
- Meters with possible leaks – Noting meters that possibly have a leak helps to be proactive in informing the customer of issues before they get too bad and lead to an astronomical bill.

- Meters to watch – Meters that seem to not be working properly and may need to be changed in the near future.
- Vacant Locations – This helps us differentiate between 0 read meters that need to be changed and those that do not.

Also included in efficient resource management is watching for usage on inactive accounts. By monitoring inactive or meters marked vacant, we can identify instances where water is still being consumed even though the meter is officially inactive. This helps in detecting leaks or unauthorized usage, preventing revenue losses that might occur due to unaccounted water consumption.

Applying data driven decision-making tools enhance strategic and daily service delivery which are reflected in less overhead and accurate revenue reporting.

Strategic Goal 5: Expand community engagement.			
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.	Prepare public meeting recording and distribution policy and procedures based on best practices. Begin recording meetings for public access by May 2024 .	Town Clerk ● 25%
		Regularly update social media.	All Departments 50%
		Regularly update website.	Town Clerk Community Development 50%
		Use bill inserts when message saturation is important.	All Departments 50%
5.2	Promote Mocksville's mission, vision and values through consistent branding.	Establish consistent branding across mediums and materials.	Town Clerk 100%
		Hold quarterly discussions based on our S.E.R.V.I.C.E values tied to improving Town operations. Branding – Shirts	All Departments ● 50%



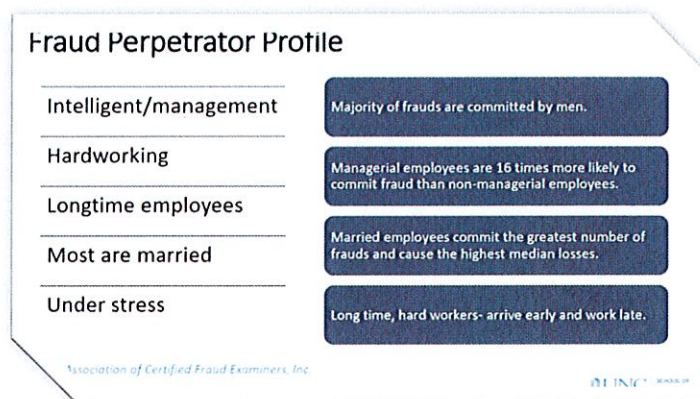
I am currently practicing “recording” on YouTube so we can go “live” in May for the Board meetings.

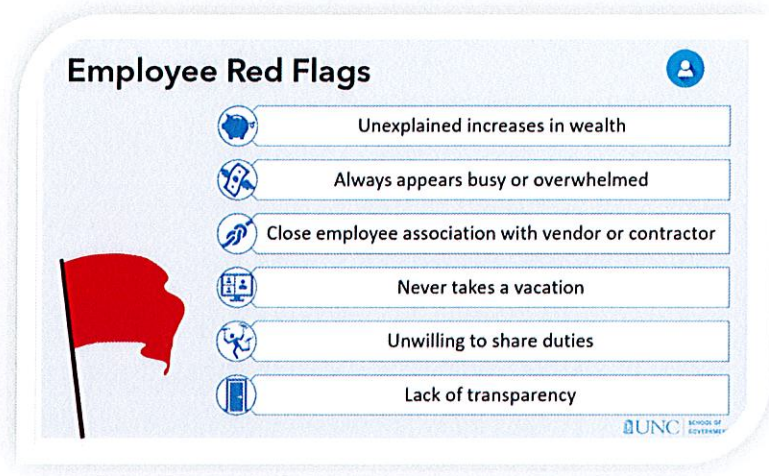


Big Focus –Internal Controls

The mechanisms, rules, and procedures implemented by a company to ensure the integrity of financial and accounting information, promote accountability, and prevent fraud.

- First of all not a problem in Mocksville but it is happening in our NC cities and Local Government Commission is CRACKING down.
- So one weekend I happen to be searching for a Netflix documentary and ran across a title “All The Queens Horses” and don’t even know why I click on it because I am not a horse person but when it said MUNICIPALITY it caught my interest.
- So on the next slide I have a short one minute video based on a true story about Rita Crundwell (Finance Director) for the Town of Dixon (Illinois). “How could one woman steal \$53 million without anyone noticing”? Watch on Netflix.
 - She was sentenced to 19 ½ years in prison for stealing more than \$53 million.
 - The crime went on record as the largest municipal fraud in US history.
 - Twenty years before being discovered.
 - This true story shines an unflattering spotlight on the accounting profession and the role of the audit.
 - The Town of Dixon sued its auditors, accountants and bank, settling their claim against them for \$40 million.
 - If you have time watch it! I implemented this “story” into my administration development and Ken and staff have already watched it.
- The fraud triangle states that “individuals are motivated to commit fraud when three elements come together: (1) some kind of perceived pressure, (2) some perceived opportunity, and (3) some way to rationalize the fraud as not being inconsistent with one's values.”
- Benefits of the fraud triangle: The fraud triangle can help in designing and assessing internal controls. It highlights what strategies need to be implemented to protect the corporation from fraudulent activities. Employers need to have policies that are enforced and explain what happens in the case of a violation.
- This is why Policies and Procedures come before you to take action on and why we are always in the loop with ongoing revisions so we can stay obedient. We are working on revising some finance polices currently.

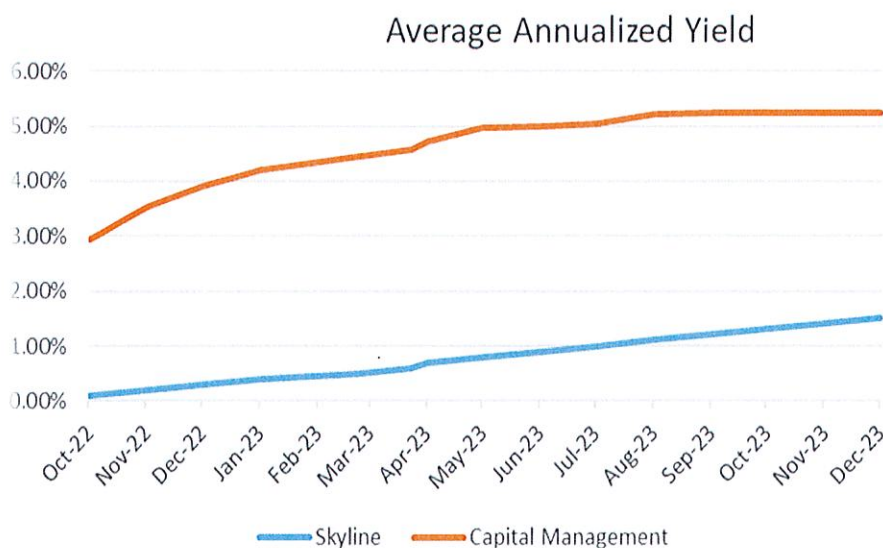




Read red flags:

I have actually caught two individuals; two different companies; one was embezzlement (unwilling to share duties) and the other one stealing merchandise (always appears busy or overwhelmed) and both were prosecuted. I had one attempt in the other town I worked for (close employee association with vendor or contractor) and was found by pre-auditing invoices and caught before the fraud could take place. It happens so never say never and do not be afraid to ask questions and talk with someone if you suspect anything.

The **Integrity triangle** emphasizes the values that encourage people to do what is right. This is what I teach and believe in. My door is always open to share with anyone and any concerns they might have.



As you most likely remember interest rates plunged in FY20-21 because of the Coronavirus pandemic. July of 2022 I began watching the interest rates with Capital Management creep back up. In October heading toward 3% and a phone call with Capital Management the clock was ticking and time to invest.

I have funds 10 and 30 invested in three accounts and over a 15-month span we go from 2.94% to 5.26%. Looks like this trend will continue on into the new budget year.

Fund 10	Fund 30
FY20-21 \$683	FY20-21 \$152
FY21-22 \$6,864	FY21-22 \$1,237
FY22-23 \$238,125	FY22-23 \$20,409
FY23-24- 1 st six months \$255,950	FY23-24 -1 st six months \$16,735

Human Resources – Emily Quance

Strategic Goals: FY 24-25

- Recruitment
- Retention
- Health and Wellness
- Safety
- Employee Development
- Succession Planning
- Employee Relations

Recruitment

Goal: Attract qualified candidates for open positions

- Current open positions:
 - Full-Time Firefighters
 - Part-Time Firefighters
- Staffing Challenges
 - Full-Time Firefighters
 - Full-Time Public Services Technicians
- Solutions:
 - New Fire Schedule Rotation (3 / 4 schedule)
 - Junior Firefighter Program
 - High School Programs
 - Basic Fire Academy
 - Internships

- Recruit using social media and continue to direct outreach to more diverse parts of the community.
 - Career Fairs (HS and College)
 - Social Media
 - Job Blogs/Boards
 - Indeed
 - Newspaper
 - Word- of-mouth

- Streamlined application and hiring process
 - Simple/easy to apply for jobs (online, paper, QR code)
 - Expand applicant pool by removing unnecessary requirements

- Proposed: Employee Referral Program
 - Employee will receive \$250 for referring a candidate for the following full-time positions who completes the probationary period.
 - Firefighter
 - Public Services Technician

- Proposed: Tent and Tablecloth with Town Logo
 - Create professional public image
 - Cost: \$900



Retain Employees

Goal: To keep productive, talented workers and reduce turnover

- Benefits of retaining employees:
 - Cost Reduction
 - Morale Improvement
 - Experienced Employees
 - Better Customer Experience

- Retention Goal: 90% or higher
 - FY21-22: 79%
 - FY22-23: 85%
 - FY23-24: 89% (July – December only)

- Turnover Rate Goal: 10% or less
 - FY21-22: 29%
 - FY22-23: 25%
 - FY23-24: 15% (July-December only)

Health and Wellness

- Lunch & Learns Series/Guest Speakers
 - Health and Wellness Work Shops
 - Stress Management, Exercise, Nutrition, etc.
 - Cost: \$2500

- Vaccines Clinics
 - Flu Vaccine Cost: \$350

- Employee Assistance Program
 - Counseling Service

- Promote Healthy Work-Life Balance

Safety First

- Track Workplace Accidents and Injuries
 - Prevention
 - Investigation

Employee Development

- 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

Employee Relations

Measure employee-employer relationship:

- Employee Feedback and Suggestions
- Track Complaints and Grievances
- Track Turnover and Retention Rates
- Performance and Productivity Levels

Cost of Living Adjustments (COLA)

Inflation vs. Cost of Living 5 Year Trend		Year	AVERAGE US INFLATION %	TOWN COLA %
• INFLATION= 19.10 %		2019	1.8	2
		2020	1.2	2
• TOWN COLA = 16%		2021	4.7	2
		2022	8	5
• DIFFERENCE = 3.1%		2023	3.4	5
		<u>5 Year Total</u>	<u>19.10%</u>	<u>16%</u>

Proposed Cost of Living Adjustment

Looking back:

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

Current situation:

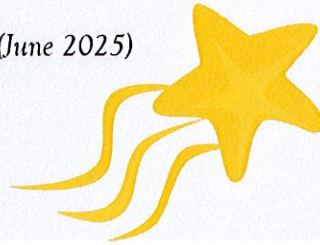
2023 12-month average inflation rate was 3.4 %

Based on the information provided:

3% COLA is recommended for 2024

RETENTION BONUS

- Currently: Retention Rate Below Goal
- Proposed: Retention Bonus
 - **2% Retention Bonus** to be applied to Full-Time employees rated "Meets Expectations" for FY24-25 evaluation period.
 - Bonus to be provided at the end of the budget year (June 2025)



Strategic Goals: FY 23-24

Strategic Goal 1: Make investments in personnel, equipment, facilities and programs that enhance Mocksville's high level of public safety.					
Focus Area: Community Safety & Appearance					
Objectives	Action Items		Assigned To	Progress	
1.1	Work with NC Fire Chief Consulting to conduct a comprehensive fire needs study.	a	Determine Future Staffing Needs	Fire Department Human Resources NCFCC	100%

Strategic Goal 2: As an employer of choice, we will retain and recruit a highly skilled workforce.					
Focus Area: Organizational Excellence					
Objectives	Action Items		Assigned To	Progress	
2.1	Invest in employee professional growth and development through continuous training, certifications, education, and professional accreditation.	a	Manage career ladder to ensure staff receive opportunities for financial growth and professional development. Report progress annually.	Human Resources Public Services Parks & Grounds	60%
		b	Identify training, certifications and education essential for delivery of services and staff growth.	All Departments	100%
		c	Set and review development goals annually during performance evaluation.	All Departments	60%
2.2	Provide competitive pay and benefits that retains and recruits top talent.	a	Develop health and wellness program.	Human Resources	50%
		b	Develop career ladder for Administration line staff.	Human Resources Town Clerk	50%

2.3	Expand employee diversity and inclusion.	a	Improve recruiting through use of social media and direct outreach to more diverse parts of the community.	Human Resources	100%
		b	Promote internship opportunities with Davie High School and Davie County Community College and Town departments.	Human Resources	100%
2.4	Enhance recruitment tools, incentives, and/or benefits to attract a skilled workforce in difficult to fill positions.	a	Identify and recommend effective practices for implementation in FY2023-24.	Human Resources	50%

2.5	Track department & staff performance and use data to make informed changes.	a	Create an annual report with the goal of establishing a rolling five-year data set to track recruiting, retention, longevity and turnover numbers. Goals will be nationally recognized best standards.	Human Resources	50%
		b	Create an annual report on all staff vehicle accidents with causes and policy recommendations.	Human Resources	50%
		c	Create an annual report on all staff injuries with causes and policy / procedure recommendations.	Human Resources	50%
2.6	Create and maintain a safe working environment for staff.	a	No preventable accidents.	All Departments	60%
		b	No employee injuries resulting from safety violations.	All Departments	60%
		c	Update asset management plan and replacement schedule for equipment.	All Departments	25%

Marketing and Community Development – Jennifer Evens

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

Advertising and Printing

- Last year, the budget for advertising was \$200. We are organizing and re-arranging line items.
- Printing companies that we use for advertising:
- DavieLife
- Yadkin Valley
- Our State Magazine
- ABLE Printing Company
- Changing the amount from \$200 to \$2,500.

Events and Promotions

Last FY: \$11,000

Asking for a \$4,000 increase in the FY24-25 budget.

- New events will be added:
- Mocksville Holiday Blow Out
- Glow in the Park Dance Party.

This is incorporated in the \$15,000.

Holiday Blow Out

- Instead of holding three events back to back Community Development will be incorporating all of our events in one. These events are:
- Horse and Buggy (\$1,750)
- Mr. and Mrs. Claus (\$500)
- Winter in the Park (\$1,406.70)
- Band Stroll (\$400)
- Total: \$4,056.7

Glow in the Park

- Glow in the Park Dance Party is a new event that will take place at Main Street Park. This event will include 2 food trucks, DJ Barry Rentz, Balloon Art, Face Painting, Inflatables, Crafts and more.
- Total: \$1,150

Phase IV Wayfinding Project

- Continuing Phase IV with the following signs:
- 16, 20, 25, 28 and two standalone signs.
- Touching base with Candace from JM Teague and Sherry from Signs ETC. for a full budget amount.
- Total cost for 5 signs in Phase III was: \$14,582.

Wayfinding Sign Maintenance

As we reach Phase IV in our Wayfinding project, we have noticed that these signs require maintenance in the chance that it could be damaged. Adding a new line item for \$10,000 for sign maintenance.

Streetscape Main Street

- Adding a fence on the law office side of Main St. Project is put on hold due to the fact that work will have to be done under the sidewalks on Main Street before we can do any work.
- An estimate will be given shortly.

Insights to Mocksville’s Continued Growth & Success

- Permanent Farmer’s Market Downtown District to include kitchen, bathrooms and sitting area
- Permanent Outdoor Theater and Stage for Events –currently we are paying Carlton State \$4,500 each event.

Strategic Goals: FY 23-24

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	10%
	b Form and staff required committees.	Community Development	10%
	c Revise Mission & Vision statements.	Community Development	100%
1.2 Facilitate development and growth of the Downtown Merchants Collaborative (DMC) to create more opportunities for the downtown business community to connect, collaborate, and liaise with the Town.	a Be an engaged, active and supportive member of DMC.	Community Development	60%

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	Implement Phase III of wayfinding sign project.	Community Development	95%
		c	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	80%
		d	Identify future downtown amenities and artistic elements.	Community Development	60%
1.4	Encourage "curb appeal" improvements to private property.	a	Engage stakeholders through at least 5 façade grants.	Community Development	40%
		b	Engage and encourage property owners with vacant buildings to improve the appearance of their storefronts.	Community Development	60%
		c	Educate business occupants and property owners of the advantages of attractive buildings, especially on N. Salisbury Street and East Depot Street.	Community Development	60%
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	10%

1.6	Facilitate equitable downtown district development and growth.	a	Engage stakeholders, DMC and other community groups to identify public-private partnerships and projects to enhance appeal of E. Depot Street and N. Salisbury Street.	Community Development	60%
		b	Determine feasibility of expanding decorative street lights and streetscape improvements to E. Depot Street and N. Salisbury Street.	Community Development	100%
		c	Create "family friendly" public gathering space on E. Depot Street.	Community Development	100%
1.7	Increase downtown tourism by identifying and developing more events.	a	Explore feasibility of a Fall music festival.	Community Development	25%
		b	Collaborate with DMC, non-profits, merchants, county partners and others to host large scale events.	Community Development	25%

Strategic Goal 2: Seek partnerships to drive economic development.				
Focus Area: Economic Development				
Objectives	Action Items	Assigned To	Progress	
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.	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 Community Development	90%

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 0%
		b	Set and review development goals annually during performance evaluation.	All Departments 0%

3.2	Create and maintain a safe working environment for staff.	a	No preventable accidents.	All Departments	60%
		b	No employee injuries resulting from safety violations.	All Departments	60%

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	Progress	
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 <u>Wordmaster Media</u>	60%
		b Use QR Codes to enhance user experience, information and safety.	Community Development Parks& Grounds	60%

Strategic Goal 5: Expand community engagement.					
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	60%
		b	Regularly update website.	Town Clerk Community Development	60%
		c	Use bill inserts when message saturation is important.	All Departments	60%

	Promote Mocksville's mission, vision and values through consistent branding.	Hold quarterly discussions based on our S.E.R.V.I.C.E values tied to improving Town operations.	All Departments	60%
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Recess Meeting & Reconvene at Energy United Building

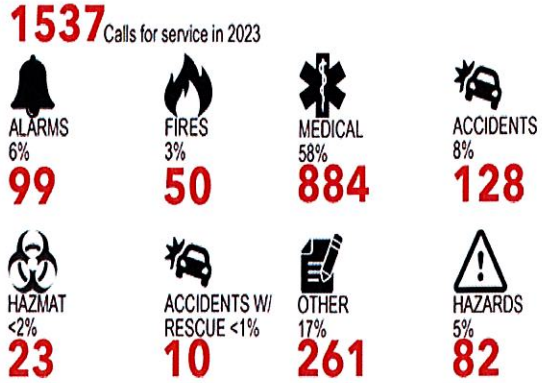
Fire Department – Chief Carter

CALL STATISTICS

ACROSS THE NATION CALL VOLUME HAS BEEN IMPACTED BY THE GLOBAL PANDEMIC. EMERGENCY SERVICES UNITS SAW THEIR VOLUME INCREASE AS FIRE DEPARTMENTS SAW THEIR VOLUME DECREASE. IN 2017 MOCKSVILLE FIRE RESPONDED TO 1,325 CALLS FOR SERVICE AND SAW AN INCREASE OF NEARLY 11% BEFORE A STEADY DECLINE AS WE TRIED TO LIMIT EXPOSURE.

	2022	2021	2020	2019	2018
	27% INCREASE	11% INCREASE	35% DECREASE	15.5% DECREASE	14% INCREASE
Calls	1,351	992	835	1,288	1,538

WITH HUNDREDS OF THOUSANDS OF SQUARE FEET IN COMMERCIAL PROPERTIES AND HUNDREDS OF HOMES BEING BUILT WE EXPECT TO SEE A STEADY INCREASE IN VOLUME.



Strategic Goals: FY 23-24

Strategic Goal 1: Make investments in personnel, equipment, facilities and programs that enhance Mocksville's high level of public safety.				
Focus Area: Community Safety & Appearance				
Objectives	Action Items	Assigned To	Progress	
1.1 Work with NC Fire Chief Consulting to conduct a comprehensive fire needs study.	a Determine Future Staffing Needs	Fire Department Human Resources NCFCC	90%	
	b Determine Future Apparatus and Equipment Needs	Fire Department Contract Firm NCFCC	90%	
	c Review findings and incorporate into strategic plan.	Fire Department Town Manager NCFCC	0%	

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	60%	
	b Staff education booths during town events, career days and other opportunities.	Fire Department DCSO Liaison	60%	
	c Identify new opportunities for engaging the community.	Fire Department DCSO Liaison	60%	

Strategic Goals 1.1

Section a:

1. SAFER Grant underway, requesting (6) personnel.
2. Developing strategies to retain current employees, schedule change, employee appreciation and addressing starting salary.

Section b:

1. Ordering engine to replace E2202. Build & delivery still (3) years out.
2. Address Ladder Truck & Engine for Station 2 within the CIP.

Section c:

1. CIP has been updated to reflect the finding of the study.

Fire Study Findings

Need for second station was identified in the northern section of Town.

Do we need to look for land in the area? FY 24-25

Apparatus Health; only one of our three engines rated as in “good shape”.

New engine being ordered but still three years away from delivery.

Current Ladder truck is reaching end of it's service life by industry standards.

CIP addresses either a “Remount” or New Purchase. Unknown delivery time, 3-5 years.

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	60%
3.2	Create and maintain a safe working environment for staff.	a No preventable accidents.	All Departments	60%
		b No employee injuries resulting from safety violations.	All Departments	60%
		c Update asset management plan and replacement schedule for equipment.	All Departments	0%
		d Ensure facilities are attractive and well maintained.	All Departments	60%

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	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	100%
		b Meet NFPA 1720 for a "Low Hazard" 90% of Time	Fire Department	71%
		c Improve ISO rating in 2023.	Fire Department	80%

Strategic Goal 5: Expand community engagement.

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	60%
		b Use bill inserts when message saturation is important.	All Departments	60%
5.2	Promote Mocksville's mission, vision and values through consistent branding.	a Hold quarterly discussions based on our S.E.R.V.I.C.E values tied to improving Town operations.	All Departments	60%

Recruitment & Retention Challenges

- Career: Two of the original six have left for other depts.
- Only had one career applicant, didn't pass physical testing.
- Starting salary currently: \$38,474.00
- Retention: Changing work schedule to attract and to retain current employees.

Personnel Request

- Raise starting salary to Grade 25, base of \$44,538.86
- Additional cost for (6) current positions is \$47,000 annually for salary & benefits.
- Keep current career development steps
- Raise current career employees salary by same amount, to avoid salary compression.
- Part-time employees 2.5% increase



KNOX
When security matters™

THE NEXT EVOLUTION IN
MASTER KEY CONTROL

KNOX KEYSECURE® 5

Knox Master key control is elevated with new security and support capabilities. The KeySecure 5 device leverages Knox technology to provide secure, rapid access when seconds matter.

KeySecure 5 features dual key security and KnoxConnect, a cloud-based management system, to configure devices, manage users, track access and review audit trails for accountability.

Flexibility

The KeySecure 5 holds up to two keys providing departments the ability to secure and support shared systems.


Security

Knox Master keys are securely locked and only accessible using a user-specific PIN code. All access activity is tracked through KnoxConnect.

Traceability


Tracking user access by name, date and time, the KnoxConnect maintains accountability and integrity of the system.

COMPONENTS OF THE KEYSECURE® 5




KNOXCONNECT

- A cloud-based system used to configure, program and manage the key control devices.
- Admins have the ability to assign PIN codes, add / delete users, and create reports from any web-enabled device with a browser.



KEYSECURE 5

- Secures up to two Knox Master Keys and a Knox Keystretch.
- Releases key(s) with a secure individualized PIN code.



MOUNTING BRACKET

- Mounts securely in an apparatus, vehicle, or office.
- Optional mounting brackets available in 60 and 90 degrees.

KEYSECURE 5 PRODUCT SPECIFICATIONS*

Product Name	KeySecure 5
Construction	Die-Casted zinc
Dimensions	6.0" H x 4.13" W x 3.12" D
Product with W. F. Antenna	W. F. Antenna extends an additional 5.12" from side of unit and adds up to 4.14" above the unit when oriented upwards.
Weight	8.0 lbs (shipping weight)
Finish	Powder coating
Key Carrying Capacity	1 or 2 mechanical keys
Operating Temperature	-20° to +60° C
Storage Temperature	-40° to +80° C
Alert LEDs	Yes (2)
Power	Vehicle 7-amp 12-volt DC power supply or AC adapter 7-amp 12-volt
Initial Power Stabilization Time	Up to 5 seconds
Audit Trail Events	Up to 16,000 events
User PIN Codes	Up to 5,000

*Models and specifications subject to change without notice. KNOX KEYSECURE 5124

The Knox System \$12,000 and \$600 annually.



The Hurst Spreader is \$13,032.

Operations Equipment

- (5) Sets of PPE @ \$7000.00 per
- Misc. Hose replacement. 10K
- (2) Level "A" Hazmat Suits @ \$1000.00 each

Training

- (1) Adult & (1) Child Fire Resistant Rescue Mannequin: \$5000.00
- Host one specialty fire class. \$5000.00
- Staff attendance to training seminars.

Station Needs

- (6) Beds w/storage. \$10,000



Parks & Grounds – Chris Vaughn

Capital Requests: FY 24-25

Priority	Item	Cost
1.	Leaf Truck	\$178,030.00
2.	Grapple Bucket	\$3,986.00
3.	Loader	\$7,984.00

Current Concerns	Proposed Solution
Currently using pallet forks to move storm debris, logs and brush. This is time consuming and also poses a safety hazard of debris or logs falling from pallet forks.	Grapple bucket is more efficient and safer for ground crew. The grapple bucket applies hydraulic pressure around debris which allows operator to securely and safely move and load debris.
A traditional bucket is currently used to move and push brush at the compost yard. The bucket is also pushing a considerable amount of dirt, which is reducing the amount of space for yard waste.	The grapple bucket allows dirt to move freely between tines, which eliminates dirt from entering the debris area. The grapple bucket also allows the operator to free any entangled debris from large piles.

Grapple Bucket-

- Currently borrowing public works grapple bucket; in the event of a storm they will need it returned.

Current Concerns	Proposed Solution
Kubota L3940 tractor has limited ability to perform projects and tasks.	The loader would make the tractor more versatile and allow projects to be completed more efficiently.
Currently switching attachments back and forth on wheel loader	A loader will allow us to keep the grapple bucket attached to one loader and a bucket attached to another.

Loader-

- Kubota L3940 tractor is a 2006 model with only 516 hours for an average of 30.35 hours per year.
- 60-70% of the 516 hours came from bush hogging sewer lines.
- We can double the usability of the L3940 by adding a loader.
- Tractor was purchased with loader control valve and hydraulics installed. This helps to save on cost to add loader.

Current Concerns	Proposed Solution
1999 model with 5,081 hours Unreliable-downtime and maintenance costs are increasing each additional year the truck is in service	Replace with a refurbished truck from Really Good Equipment located in Richmond, VA
The truck was out of service for ¼ of the leaf season due to clutch repairs	This piece of equipment would allow us to be more efficient throughout the entire leaf season with limited downtime
Chassis drivetrain on truck is beginning to develop major concerns for reliability and potential transmission repairs in the future	Reduction of repair costs and downtime

Leaf Truck-

- Refurbished truck year model 2010-2016 has fewer emissions and electronics to fail
- Simplifier design allows for easier maintenance and ability to perform more in house repairs
- Transmission in old leaf truck had issues early in the season that we addressed and corrected in house

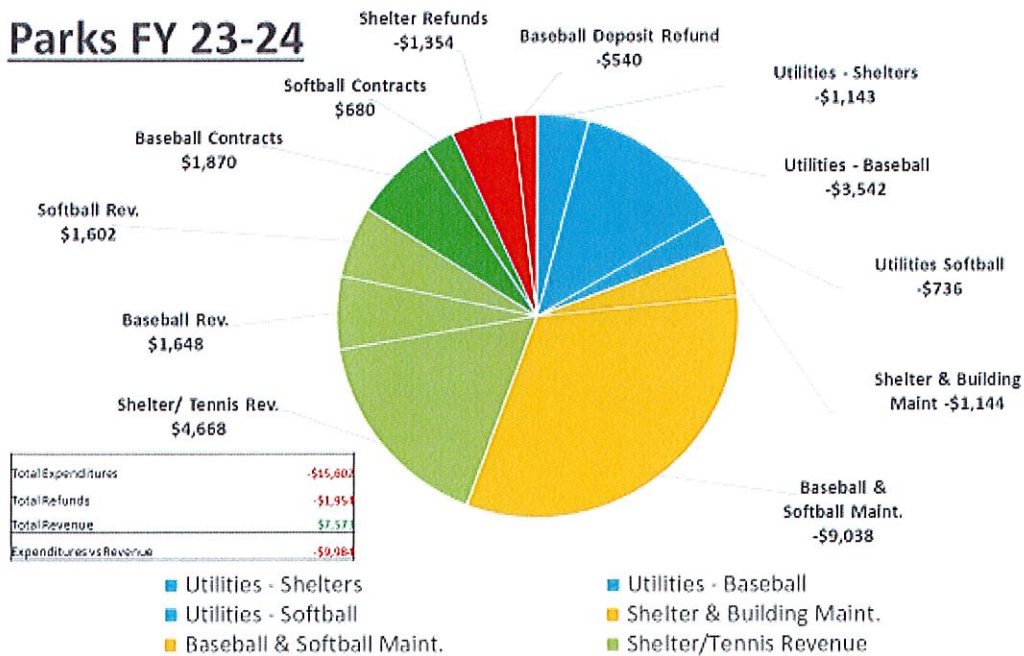
Strategic Goals: FY 23-24

Strategic Goal 1: Develop high quality parks and recreation amenity offerings to include a variety of parks, greenways, and recreation facilities.					
Focus Area: Healthy and Active Community					
Objectives	Action Items	Assigned To	Progress		
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	100%
		c	Use QR Codes to provide information to public.	Parks & Grounds	100%
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	100%
1.3	Proactively maintain and upgrade recreational facilities to improve appearance and enhance customer experience.	a	Replace Mando Field Fence	Parks & Grounds	100%
		b	Replace softball field building steps and ramp.	Parks & Grounds	50%
		c	Remodel Shelter 5 bathroom and replace Shelter 1 roof.	Parks & Grounds	50%
		d	Expand maintenance facility parking area.	Parks & Grounds	50%
		e	Complete I-40 601 Exit Appearance improvements	Parks & Grounds	0%
1.4	Determine future recreational needs.	a	Conduct a recreational needs community survey. Will use Davie County P&R survey data separated by zip code.	Parks & Grounds	50%

- Softball Field steps and ramp replacement 50% completed
- Shelter 5 bath remodel complete
- Shop parking lot expansion 80% completed
- I-40 appearance/mulch project to begin in Spring
- Paul Moore is conducting community needs survey with the ability to separate data. Once survey is completed he will share data will Mocksville.

Strategic Goal 2: Provide a parks and recreation model with sustainable financial cost recovery policies.					
Focus Area: Healthy and Active Community					
Objectives	Action Items	Assigned To	Progress		
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	60%
		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	60%
		c	Develop cost recovery goals and make fee recommendations.	Finance Parks & Grounds	60%
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.	Town Manager Parks & Grounds	100%
		b	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	50%

Parks FY 23-24



- Accurately tracking revenues and expenditures for Shelters and Baseball/Softball Field.
- 11 months of data based on new fees and new budget line items will be available May 2024.

- Lynn and I will review this data and make recommendations for fee schedule adjustments if needed.
- American Legion investments and sweat equity listed for fall of 2023.
- Carolina University renting Mando for Spring season
- FHE renting softball field for Spring season (new contract)

American Legion Equity Fall 2023	
A/C Unit for locker room	\$220.00
New flooring for locker room	\$800.00
Net for lowering batting cage	\$961.98
Granite dust for batting cages	\$2,500.00
Paint for lower batting cage	\$80.00
Labor to install flooring	\$320.00
Labor to install A/C Unit	\$40.00
Labor for batting cage project	\$180.00
Grand Total:	\$5,101.48

- American Legion Summer season at Mando –
- \$9,038 is not reflective of the grand total.

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	Manage career ladder to ensure staff receive opportunities for financial growth and professional development. Report progress annually.	Human Resources Public Services Parks & Grounds	60%
		b	Identify training, certifications, and education essential for delivery of services and staff growth. (Parks & Grounds - 2 Staff CDL, 2 Staff Pesticide, 1 Playground Inspector, 2 Competent Person)	All Departments	100%
		c	Set and review development goals annually during performance evaluation.	All Departments	60%
3.2	Create and maintain a safe working environment for staff.	a	No preventable accidents.	All Departments	60%
		b	No employee injuries resulting from safety violations.	All Departments	60%
		c	Update asset management plan and replacement schedule for equipment.	All Departments	25%
		d	Ensure facilities are attractive and well maintained.	All Departments	60%

- One employee has utilized career ladder to move from Tech to Tech I

- This same employee is working on training and certifications to transition from Tech I to Tech II this upcoming year
- Two employees are also working towards the training and certifications to transition from Tech to Tech I with estimated completion dates in the Fall of 2024
- We now have two employees with a Class A CDL, two employees that hold a NC pesticide license
- Consistently working with employees to ensure growth, development and goals are met
- No accidents or injuries this year
- Working on finalizing an asset management plan for smaller handheld equipment (trimmers, blowers, etc.)
- Constantly working to ensure facilities are attractive and well maintained; this task continues year round (winter months = paint projects, construction projects, refurbishing picnic tables etc.)

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	Progress		
4.1	Invest in technologies that improve communications and the customer experience.	a	Use QR Codes to enhance user experience, information, and safety.	Community Development Parks & Grounds	60%

- Utilized QR codes for greenway marker project
- We will utilize more QR codes in the future for shelter information, local events, baseball/softball schedules

Strategic Goal 5: Expand community engagement.					
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	60%
		b	Use bill inserts when message saturation is important.	All Departments	60%
5.2	Promote Mocksville's mission, vision, and values through consistent branding.	a	Hold quarterly discussions based on our S.E.R.V.I.C.E values tied to improving Town operations.	All Departments	60%

- Utilized social media for leaf collection notices and updates, greenway closures due to storm damage, Shelter 5 closure during remodel project
- We haven't had the need to use bill inserts yet

- Quarterly breakfast or luncheons to promote mission, vision and values

Public Works – Brian Moore

Capital Requests: FY 24-25

Replace a 1984 International dump truck with 150,649 miles. This truck has hydraulic brakes and we are unable to find parts to repair and the bump bed has rusted out of the floor and bottom part of the side boards were repaired 8 years ago.

\$40,000

Asking for two new employees to read water meters.

\$114,844 including benefits

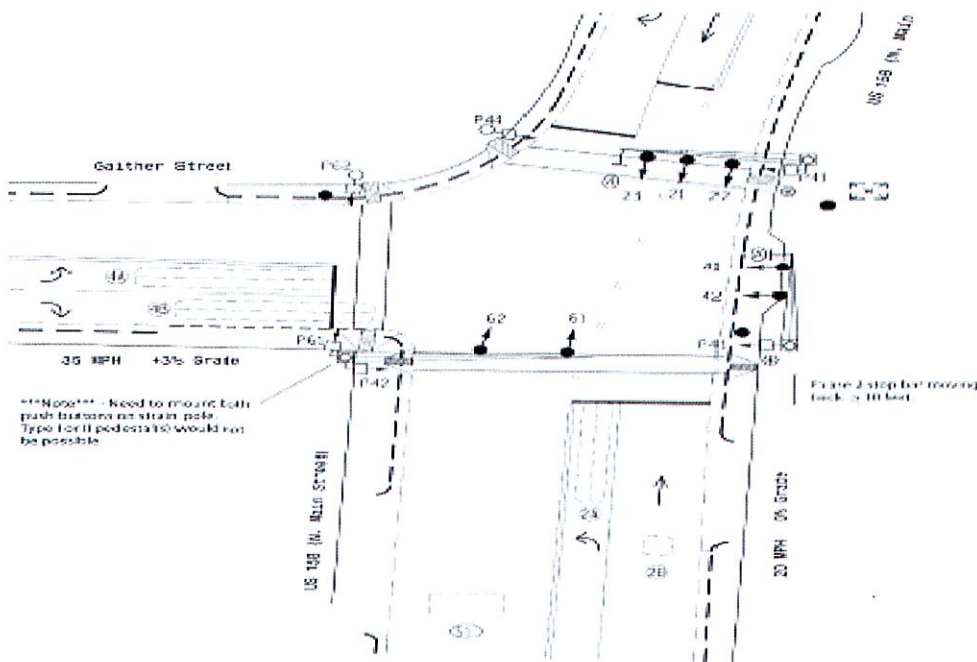
Asking for one new employee in the sewer department.

\$57,422 including benefits

Strategic Goals: FY 23-24

Strategic Goal 1: Plan, maintain, and invest in sustainable and resilient infrastructure.				
Focus Area: Responsible & Balanced Growth				
Objectives	Action Items	Assigned To	Progress	
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.	<i>a</i> Update Water & Sewer Asset Inventory and Assessment Plans	Public Works Engineer	80%
		<i>b</i> Update Capital Improvement Plan annually.	Public Works Engineer	100%
1.2	Manage Town assets to ensure the long-term sustainability and optimal efficiency of water and wastewater services.	<i>a</i> Update Water & Sewer Asset Inventory and Assessment Plans (To be Updated as Received)	Public Works Engineer	80%
		<i>b</i> Implement Operational Recommendations of Water & Sewer Asset Inventory and Assessment Plans (To be Updated as Received)	Public Works Engineer	0%

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	100%
		b	Identify AMI compatible meter and begin using for new construction and meter replacement program.	Public Works Engineer	100%
1.4	Efficiently and effectively manage Mocksville's street, sidewalk and storm water systems to ensure their long term sustainability.	a	Manage and assist contracted pavement and sidewalk condition survey and maintenance plans.	Public Works Contract Firm	75%
1.5	Make improvements to enhance the safety and appearance of intersections.	a	Upgrade street signs to new design. 10% completed per year.	Public Works	50%
		b	Pedestrian crossing improvements to N. Main & Gaither.	Public Works NCDOT Contractor	0%
		c	Provide Assistance as Needed for Wilkesboro Street Roundabout Project	Public Works NCDOT Contractor	100%



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 NCDEQ Asset Inventory and Assessment grant.	Public Works Engineer	80%
	b Identify strategic water and sewer projects / partnerships that Mocksville can collaborate with Davie County to complete.	Public Works Engineer	80%

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 artistic elements.	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	80%

Strategic Goal 5: Leverage technology and innovative business approaches to enhance customer service and improve business efficiencies.

Focus Area: Organizational Excellence

Objectives	Action Items	Assigned To	Progress
5.1 Create and apply data-driven decision-making tools, including performance management and benchmarking, to enhance strategic and daily service delivery management.	a Review and adjust operations as needed based on meter reading accuracy standards (MEASURES) during the year.	Finance Public Services	60%
	b Review inactive and "zero" use meters to determine if replacement or further investigation is needed.	Finance Public Services	60%

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.	a Regularly update social media.	All Departments	60%
	b Use bill inserts when message saturation is important.	All Departments	60%
6.2 Promote Mocksville's mission, vision and values through consistent branding.	a Hold quarterly discussions based on our S.E.R.V.I.C.E values tied to improving Town operations.	All Departments	60%

Would like approval to use this logo designed by staff for hats.



Final Items & Wrap-Up – Town Manager Ken Gamble

Thanks to everyone for today.

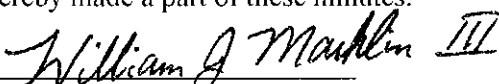
Budget Process

- Budget Retreat – February 10
- Department Head Budgets to Manager – February 16
- 1st Draft to Commissioners & Department Heads – February 23
- Public Budget Meeting – Department Head Requests – March 5
- 2nd Draft to Commissioners & Department Heads – March 25
- Public Budget Meeting – Adjustments & Corrections – April 2
- 3rd Draft to Commissioners & Department Heads – April 29
- Public Budget Meeting – Budget & Budget Message – May 7
- Budget Available for Public Inspection – May 8
- Final FY 22-23 Budget Amendments to Commissioners – May 31
- Public Hearing on Budget – Adopt Budget Ordinance – June 4

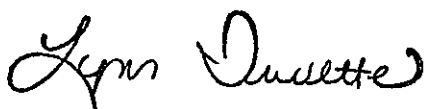
Adjourn

A motion was made by Commissioner Lambert to adjourn the February 10, 2024 Special Meeting Budget Retreat. The motion was seconded by Commissioner Taylor which carried by a unanimous vote 4-0.

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



William J. Marklin, Mayor



Lynn Trivette, Town Clerk, MMC, NCCMC