

**Town of Valdese  
Council and Department Head  
Annual Budget Retreat  
Old Rock School, Upstairs  
400 Main Street W, Valdese  
Monday, March 23, 2020  
9:00 A.M. – 5:00 P.M.**

- 1. Call Meeting to Order**
- 2. Welcome Remarks – Mayor Black**
- 3. Finance Department** – Finance Director Bo Weichel
- 4. Public Works** – Public Works Director Bryan Duckworth  
*Utility Performance update, Water Audit information*
- 5. Utility Departments** – Water Resources Director Greg Padgett & McGill Associates  
*Utility CIP update for Water and Wastewater Departments*
- LUNCH**
- 6. Public Works** – Public Works Director Bryan Duckworth  
*Departmental requests, Streets, Recycling Industry Update*
- 7. Planning Department** –Planning Director Larry Johnson & WPCOG Community & Regional Planning Director Alison Adams  
*Departmental Overview*
- 8. Parks & Recreation Department** – Parks & Recreation Director Doug Knight  
*Departmental requests, CIP, Valdese Lakeside Park Update, Community Center Gymnasium Project*
- 9. Council Comments**
- 10. Adjournment**



**Town of Valdese  
Council and Department Head  
Annual Budget Retreat  
Old Rock School, Upstairs  
400 Main Street W, Valdese  
Tuesday, March 24, 2020  
1:00 P.M. – 5:00 P.M.**

- 1. Call Meeting to Order**
- 2. Welcome Remarks – Mayor Black**
- 3. Fire Department** – Fire Chief Greg Stafford  
*Departmental requests, CIP*
- 4. Police Department** – Police Chief Jack Moss  
*Departmental requests, CIP, Traffic Control Solution – Laurel Street*
- BREAK
- 5. Community Affairs** – Community Affairs Director Morrissa Angi  
*Project & Event updates for Main Street Program, Old Rock School & Town promotions.*
- 6. Finance Department** – Finance Director Bo Weichel  
*General Fund CIP*
- 7. Council Comments**
- 8. Adjournment**

# **BRYAN DUCKWORTH**

**PUBLIC WORKS  
TOWN OF VALDESE  
828-879-2128**

**ANIMAL CONTROL  
FLEET MAINTENANCE  
BUILDING AND GROUNDS  
SANITATION  
STREET**

**WATER AND SEWER MAINTENANCE**





# YEAR REVIEW UTILITY

- WATER LINE REPLACEMENTS
- SAINT GERMAIN / RODORET S
- REPLACED (2) 24" TRANSMISSION LINE VALVES



# ACTIVE / UPCOMING UTILITY

## ACTIVE

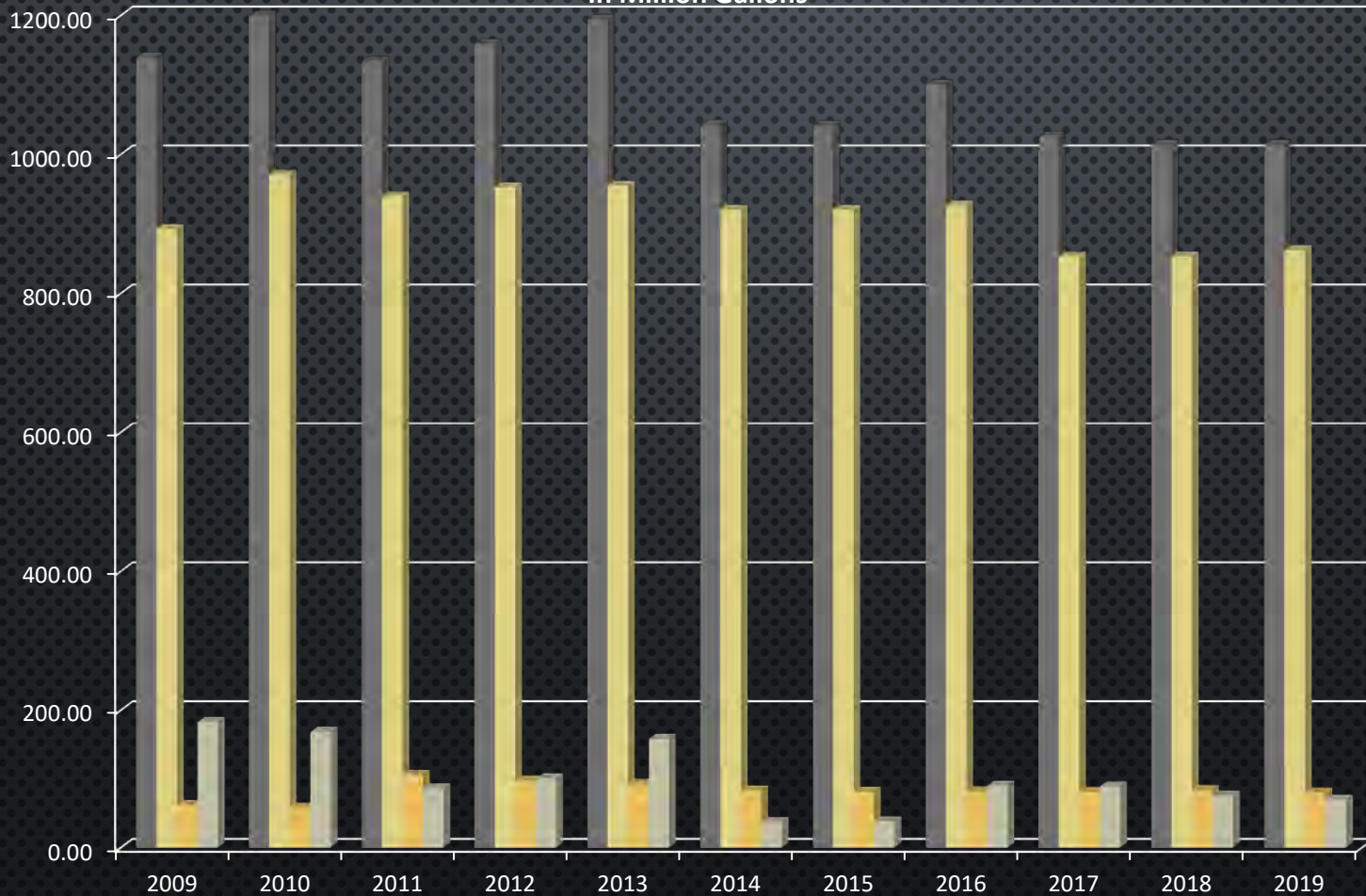
- AMI METER REPLACEMENT PROJECT
- 2018 WATER SYSTEM IMPROVEMENT PROJECT
- SCHEDULED – MAIN ST WATERLINE REPLACEMENT



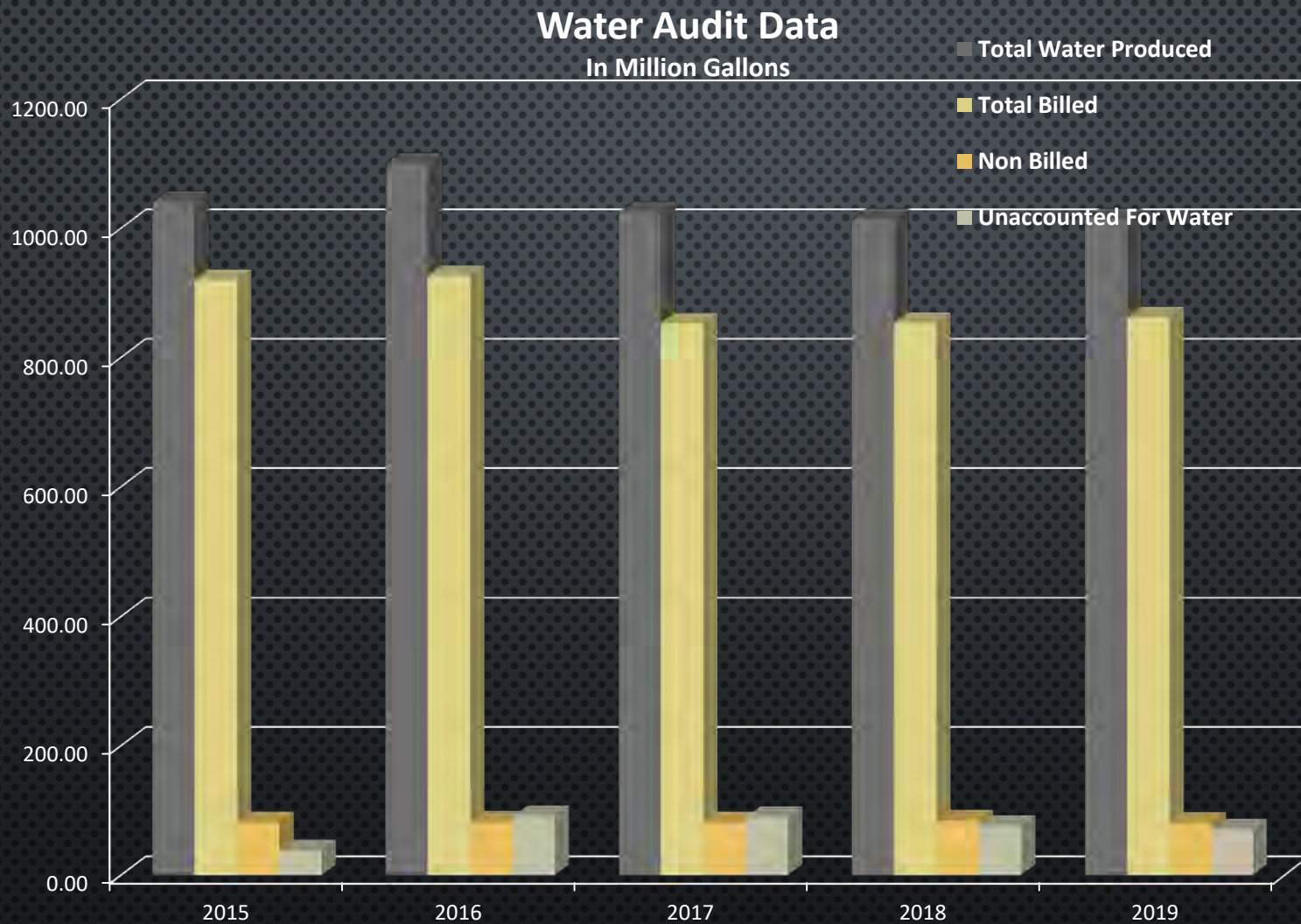
# UTILITY SYSTEM PERFORMANCE REPORT

## Water Audit Data

In Million Gallons



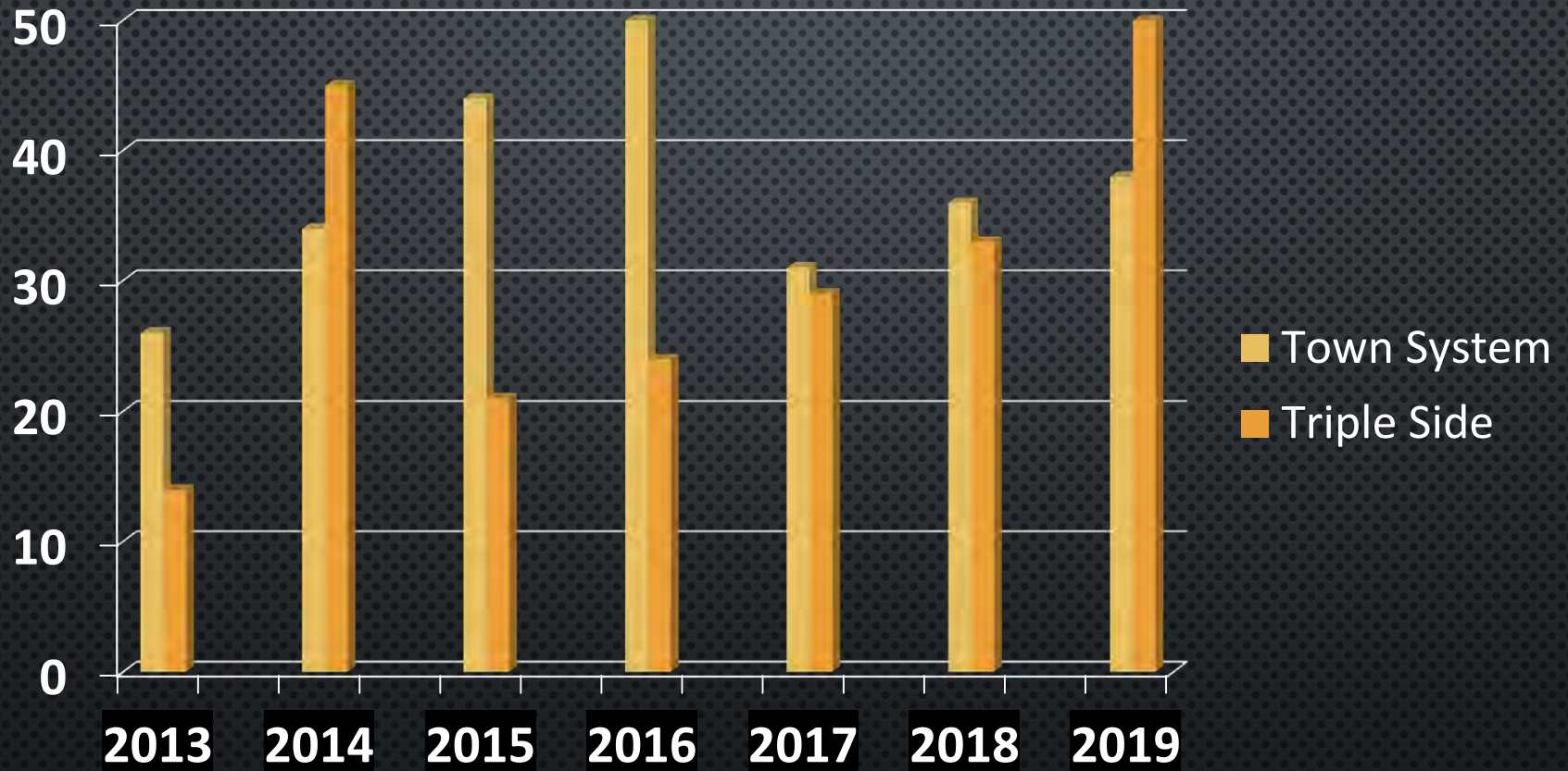






# UTILITY SYSTEM PERFORMANCE REPORT

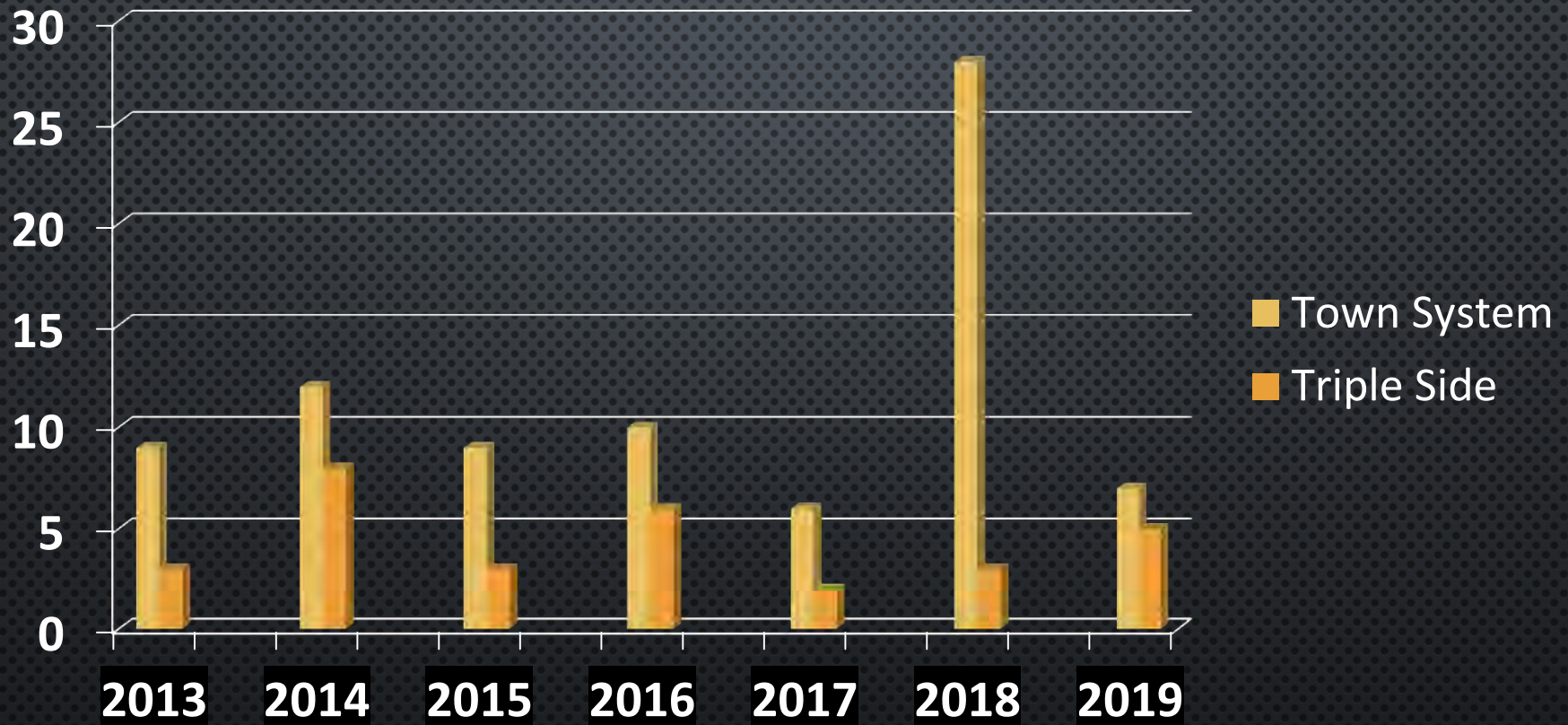
- SERVICE LINE BREAKAGE REPORT





# UTILITY SYSTEM PERFORMANCE REPORT

## • LINE BREAKAGE REPORT





# Q AND A





# *VALDESE UTILITIES*

**MOVING IN THE RIGHT DIRECTION  
SUSTAINABILITY**

**Sustainability** is about a whole lot more than “going green.” For **water** and wastewater **utilities**, **sustainability** is about creating reliable, consistent infrastructure that can be managed, maintained and upgraded - without destroying the environment or bankrupting users.

Sarah Fister Gale  
WaterWorld  
June 1<sup>st</sup> 2017



# WATER PLANT



BUILT 1956.  
NUMEROUS  
UPGRADES OVER  
THE YEARS WITH  
THE LATEST BEING  
A GENERATOR IN  
2018.



# WATER PLANT



# WATER NUMBERS

- 5000 RESIDENTIAL METERS
- 188 COMMERCIAL METERS
- 27 INDUSTRIAL METERS
- 3 WHOLESALE CUSTOMERS
- PERMITTED FLOW: 12 MGD
- CALENDAR YEAR 2019: AVERAGED 2.8 MGD



# WASTEWATER PLANT



BUILT 1981,  
MINOR UPGRADE  
2001. MOST  
RECENT UPGRADE  
2018, NEW GRIT  
REMOVAL  
SYSTEM.

# WASTEWATER

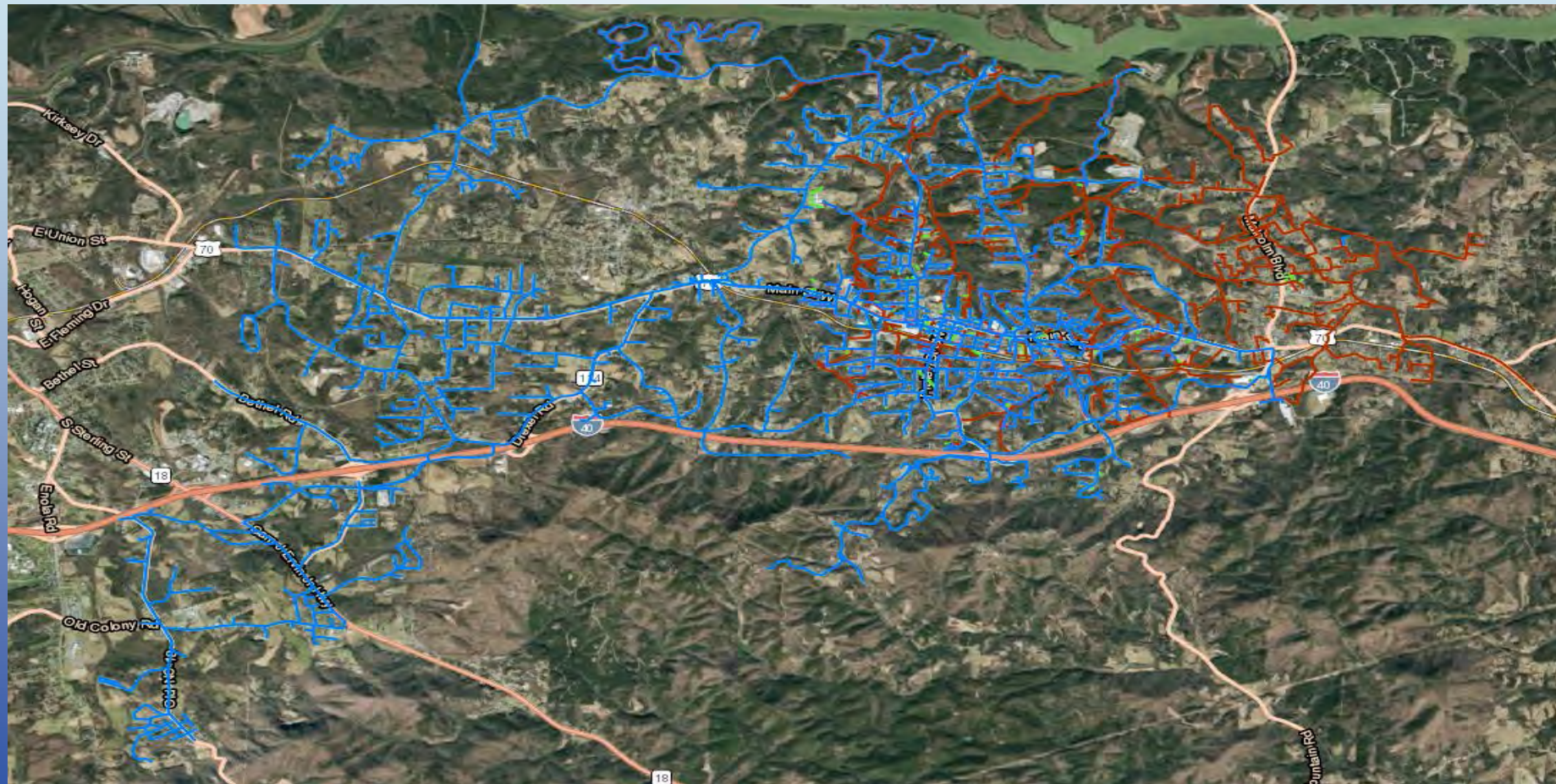
- CURRENT WASTEWATER FACILITY WAS PROCEEDED BY TWO OTHER PLANTS, AT DIFFERENT LOCATIONS. BOTH SITES HAVE BEEN REPURPOSED FOR BENEFICIAL USE.
- HARRIS PLANT, LOCATED AT THE WEST END OF HARRIS AVENUE IS CURRENTLY BEING DEVELOPED FOR HOMES.
- HOYLE CREEK PLANT, LOCATED ON LOVELADY ROAD IS CURRENTLY THE HOME OF KLEENTECH INDUSTRIES, A LOCALLY OWNED AND OPERATED BUSINESS.



# WASTEWATER NUMBERS

- 1 661 RESIDENTIAL CUSTOMERS
- 1 57 COMMERCIAL CUSTOMERS
- 1 2 INDUSTRIAL CUSTOMERS
- 3 WHOLESALE CUSTOMERS
- PERMITTED TO TREAT 7.5 MGD
- CALENDAR YEAR 2019: AVERAGED 2.1 MGD

# TOWN OF VALDESE COLLECTION AND DISTRIBUTION SYSTEM





# DISTRIBUTION AND COLLECTION NUMBERS

- APPROXIMATELY 150 MILES OF WATER LINES
- SOME LINES NEAR 100 YEARS OLD
- AVERAGE WATER METER AGE 20 YEARS PLUS
- 50 MILES OF SEWER LINES
- LINES 50+ YEARS OLD

# METER PROJECT

- THE TOWN IS UPGRADING FROM THE EXISTING DRIVE-BY (AMR) SYSTEM TO A FIXED AND REAL-TIME READING NETWORK, REFERRED TO AS ADVANCED METERING INFRASTRUCTURE (AMI).
- THE TOWN METERS WERE DUE TO BE REPLACED BECAUSE OF THEIR AGE. APPROXIMATELY 20+ YEARS OLD.
- THIS IS A TECHNOLOGY AND GREEN IMPROVEMENT. LESS CARBON EMISSIONS FROM DRIVE BY METER READING.



New AMI  
meter with  
RDM(remote  
disconnect)



# SUSTAINING THE UTILITIES

ONGOING AND FUTRE PROJECTS THAT FUNDS HAVE ALREADY BEEN ALLOCATED					Funding
Centrifuge (Backdrive Controls)			\$ 300,000		Utility Fund
Grit Removal System			\$ 1,000,000		Meridian Incentive Package
Water Plant Generator			\$ 1,000,000		Meridian Incentive Package
Multiple Water Line Replacements			\$ 1,200,000		OPM, and 0% Loan
Water Plant MCC (Motor Control Center)			\$ 845,000		25% Grant, 0% Loan
Main Street Waterline Replacement			\$ 2,782,950		\$1M OPM, \$1,782,950 0% Loan
Bleach Conversion (Water Plant)			\$ 658,300		\$164,575 Grant, \$493,725 0% Loan
Collection System Assessment			\$ 150,000		100% Grant
Distribution System Assessment			\$ 150,000		100% Grant
Meter Project			\$ 2,265,386		\$1.7M 0% Loan, \$566k Grant
			\$ 10,351,636		
*Meridian Incentive Package: Town's total obligation/investment approximately \$250,000 plus tax incentives to Meridian					
COMPLETED PROJECTS					



# FUTURE RATES FOR SUSTAINABILITY WATER

**RESIDENTIAL WATER RATES** **3,000 GALLONS  
MINIMUM**

CURRENT	PROJECTED FUTURE RATES				
2020	2021	2022	2023	2024	2025
\$ 32.80	\$ 34.11	\$ 35.47	\$ 36.89	\$ 38.37	\$ 39.90

# FUTURE RATES CONTINUED

## SEWER

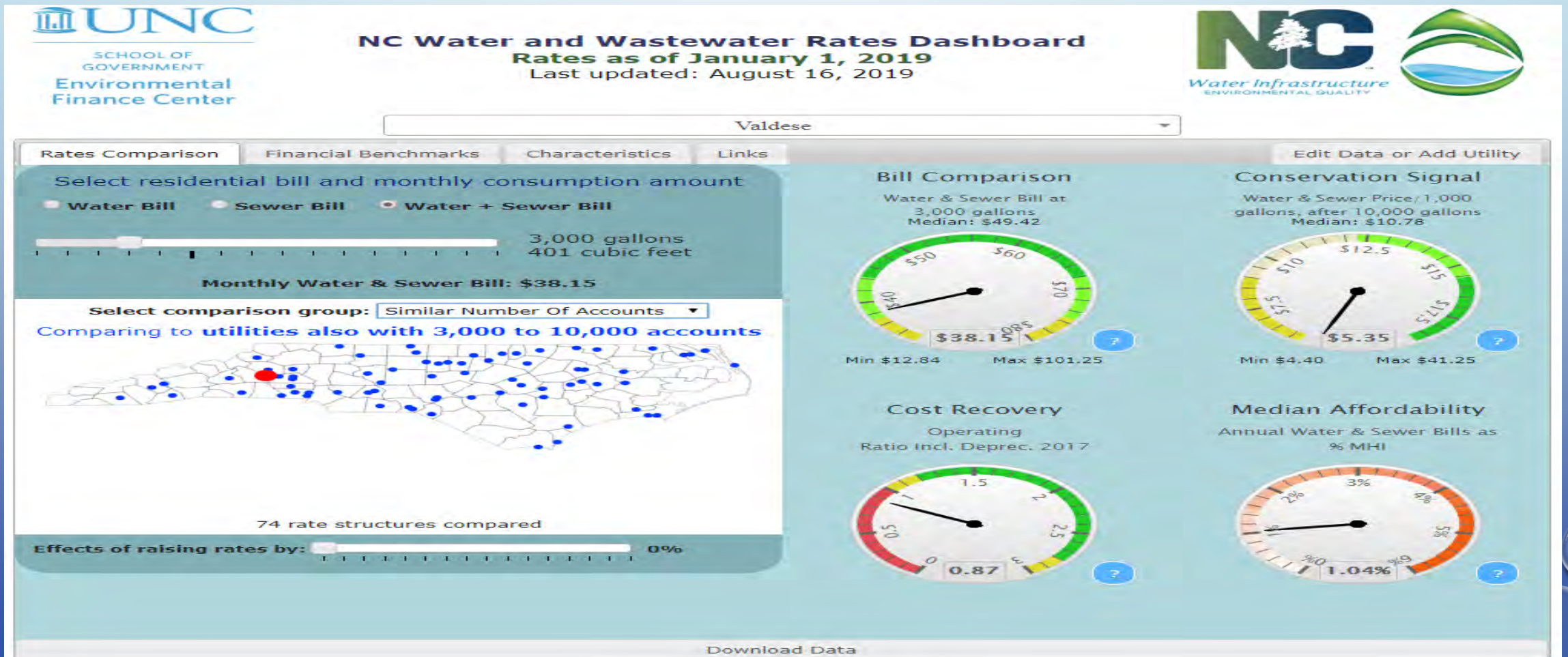
### RESIDENTIAL SEWER RATES

3,000 GALLONS  
MINIMUM

CURRENT	PROJECTED FUTURE RATES				
2020	2021	2022	2023	2024	2025
\$ 6.95	\$ 7.23	\$ 7.52	\$ 7.82	\$ 8.13	\$ 8.46



# VALDESE COMPARED TO SIMILAR SIZED UTILITIES



- **BILL COMPARISON: UTILITIES ALSO WITH 3,000 TO 10,000 ACCOUNTS**

THIS DIAL SHOWS THE MONTHLY BILL FOR A RESIDENTIAL CUSTOMER FOR 3,000 GALLONS OF WATER SERVICE, RELATIVE TO WHAT IS CHARGED BY OTHER UTILITIES IN THE SELECTED COMPARISON GROUP.

**WHAT DO THE COLORS MEAN?**

THE *DARK GREEN BAND* SPANNING THE MIDDLE OF THE DIAL SHOWS THE SPREAD OF BILLS FOR THE MIDDLE 50% OF UTILITIES IN THE COMPARISON GROUP FOR 3,000 GALLONS OF WATER A MONTH. UTILITIES THAT FALL WITHIN THIS COLOR BAND ARE CHARGING SIMILAR TO THE MIDDLE MAJORITY OF COMPARABLE UTILITIES. THE FULL GREEN BAND (INCLUDING THE TWO LIGHT GREEN BANDS ON EITHER SIDE OF THE DARK GREEN BAND) REFLECT WHAT THE MIDDLE 80% OF COMPARABLE UTILITIES CHARGE FOR 3,000 GALLONS A MONTH.

THE *YELLOW BANDS* ON THE FAR LEFT AND RIGHT OF THE DIAL REFLECT THE BILLS THAT A *MINORITY* OF COMPARABLE UTILITIES ARE CHARGING. THE **YELLOW BAND ON THE FAR LEFT OF THE DIAL REFLECTS THE *LOWEST 10% OF BILLS CHARGED BY THE COMPARABLE UTILITIES. UTILITIES CHARGING MUCH LOWER THAN THEIR PEERS MAY BE AT HIGHER RISK OF NOT GENERATING SUFFICIENT REVENUE TO COVER THEIR EXPENSES***, AND SHOULD ASSESS THE LONG-TERM FINANCIAL HEALTH OF THE UTILITY. ON THE OTHER END, THE YELLOW BAND ON THE FAR RIGHT OF THE DIAL SHOWS THE *HIGHEST 10% OF BILLS CHARGED BY THE COMPARABLE UTILITIES*. HIGH RATES MAY LEAD TO GREATER DIFFICULTIES OF CUSTOMERS BEING ABLE TO AFFORD TO PAY THEIR BILLS.



# COST OF RECOVERY

- COST RECOVERY IS A MEASURE OF WHETHER THE UTILITY'S RATES WERE SUFFICIENT TO COVER THE COST OF OPERATIONS AND CAPITAL (IN THE FORM OF DEPRECIATION) FOR THE FISCAL YEAR. IT IS CALCULATED BY DIVIDING OPERATING REVENUES BY OPERATING EXPENSES INCLUDING DEPRECIATION EXPENSE.
- IN THE CASE OF SOME UTILITIES THAT DO NOT REPORT DEPRECIATION IN OPERATING EXPENSES, DEPRECIATION IS EXCLUDED FROM THE OPERATING EXPENSES, AND THUS THE RATIO ONLY MEASURES WHETHER THE UTILITY'S RATES WERE SUFFICIENT TO COVER THE COST OF O&M. A RATIO OF LESS THAN 1.0 COULD BE A SIGN OF FINANCIAL CONCERN. IN GENERAL, THIS **RATIO SHOULD BE HIGHER THAN 1.0** IN ORDER TO ACCOMMODATE FUTURE CAPITAL INVESTMENTS.

# MEDIAN AFFORDABILITY

- HIS DIAL SHOWS WHAT A HOUSEHOLD MAKING THE MEDIAN LEVEL OF INCOME IN VALDESE TOWN WOULD SPEND ANNUALLY, AS A PERCENT OF THEIR INCOME, ON WATER USING 3,000 GALLONS PER MONTH. HALF OF THE HOUSEHOLDS IN THE COMMUNITY WOULD BE SPENDING A GREATER PORTION OF THEIR INCOME FOR THESE BILLS.
- THE MEDIAN AFFORDABILITY METRIC IS OFTEN REFERRED TO AS "PERCENT MEDIAN HOUSEHOLD INCOME (MHI)." IT IS ONLY ONE OF MANY METRICS THAT CAN BE USED TO ASSESS AFFORDABILITY. THERE IS NO UNIVERSALLY ACCEPTED DEFINITION OF WHAT "AFFORDABLE RATES" MEANS AND OTHER FACTORS SUCH AS POVERTY RATE, INCOME DISTRIBUTION, AND FIXED INCOME WILL INFLUENCE THE AFFORDABILITY OF RATES IN A COMMUNITY. THE COLOR SPECTRUM REFLECTS THAT THIS METRIC IS ON A CONTINUUM, WITHOUT ANY SINGLE THRESHOLD THAT DICTATES WHAT IS AFFORDABLE OR UNAFFORDABLE. THE MHI DATA ARE DERIVED FROM THE U.S. CENSUS BUREAU'S 5-YEAR AMERICAN COMMUNITY SURVEY ESTIMATES FOR 2014 - 2018 MHI (IN 2018 DOLLARS).



# FINANCIAL BENCHMARKS

Valdese

Rates Comparison

Financial Benchmarks

Characteristics

Links

Edit Data or Add Utility

Select service provided. (Display will not change if the utility has a combined water and sewer enterprise fund.)

☒ Water Bill ☐ Sewer Bill ☐ Water + Sewer Bill

## Ability to cover expenditures and debt service

Op. Rev. / Op. Expend.



Debt Service Coverage Ratio



## Measures of liquidity

Quick Ratio



Days Cash on Hand



# OPERATING REVENUES/OPERATING EXPENDITURES

- THIS NON-CAPITAL OPERATING RATIO MEASURES THE ABILITY TO COVER DAY-TO-DAY EXPENDITURES, EXCLUDING DEPRECIATION, USING OPERATING REVENUES (MOSTLY CHARGES TO CUSTOMERS).
- A RATIO OF LESS THAN 1 INDICATES THAT REVENUES WERE INSUFFICIENT TO COVER THE UTILITY'S DAY-TO-DAY EXPENDITURES, LET ALONE DEBT SERVICE OR FUTURE CAPITAL EXPENSES.
- THIS INDICATOR DOES NOT INCLUDE CONSIDERATIONS FOR DEPRECIATION OR CAPITAL COSTS. IN GENERAL, THIS RATIO **SHOULD BE SIGNIFICANTLY HIGHER THAN 1.0** TO ACCOMMODATE CAPITAL INVESTMENTS.



# DEBT SERVICE COVERAGE RATIO

- DEBT SERVICE COVERAGE RATIO MEASURES THE ABILITY TO PAY FOR DEBT SERVICE AND DAY-TO-DAY EXPENDITURES USING OPERATING REVENUES (MOSTLY CHARGES TO CUSTOMERS).
- A RATIO OF LESS THAN 1.0 INDICATES THAT REVENUES WERE INSUFFICIENT TO COVER THE UTILITY'S DAY-TO-DAY EXPENDITURES AND PAYMENTS ON PRINCIPAL AND INTEREST ON EXISTING LONG TERM DEBT, AND THE UTILITY RUNS THE RISK OF GOING INTO DEFAULT.
- A NEGATIVE RATIO INDICATES THAT OPERATING REVENUES WERE LESS THAN DAY-TO-DAY EXPENDITURES ALONE, FORCING THE UTILITY TO LOOK TO NONOPERATING REVENUES TO COVER THE DIFFERENCE AND THEIR DEBT PAYMENTS.
- IN GENERAL, THIS RATIO **SHOULD BE HIGHER THAN 1.0** IN ORDER TO SET MONEY ASIDE FOR FUTURE CAPITAL INVESTMENTS. WATER SYSTEMS APPLYING FOR STATE FUNDS TO EXPAND OR EXTEND SERVICE ARE REQUIRED TO ACHIEVE A RATIO GREATER THAN 1.0 (WITH A FEW EXCEPTIONS).

# QUICK RATIO

- QUICK RATIO IS A MEASURE OF SHORT-TERM LIQUIDITY— THAT IS, A UTILITY'S ABILITY TO PAY ITS CURRENT BILLS.
- IT MAY BE CALCULATED AS THE RATIO OF UNRESTRICTED CURRENT ASSETS (EXCLUDING INVENTORIES AND PRE-PAIDS) TO CURRENT LIABILITIES (INCLUDING DEFERRED REVENUES AND EXCLUDING BAN'S), ALTHOUGH THERE ARE ALSO OTHER WAYS TO CALCULATE QUICK RATIO.
- THE **INDUSTRY-ACCEPTED MINIMUM BENCHMARK FOR THIS RATIO IS 2**, ALTHOUGH UTILITIES SHOULD STRIVE TO ACHIEVE A HIGHER RATIO FOR FINANCIAL SECURITY.



# DAYS CASH ON HAND

- DAYS CASH ON HAND MEASURES THE LEVEL OF UNRESTRICTED CASH (RESERVES) YOUR UTILITY MAINTAINS RELATIVE TO DAY-TO-DAY EXPENDITURES.
- IN SUMMATION, THIS ESTIMATES THE NUMBER OF DAYS YOUR UTILITY CAN PAY ITS DAILY EXPENDITURES (INCLUDING OPERATION AND MAINTENANCE EXPENSES, TAXES, AND INTEREST ON LONG-TERM DEBT) WITH NO REVENUE COMING IN.
- THERE ARE NO NATURAL BENCHMARKS FOR THIS INDICATOR ALTHOUGH THE HIGHER THE NUMBER, THE MORE PROTECTED YOUR UTILITY IS AGAINST REVENUE SHOCKS.
- GENERALLY, A UTILITY SHOULD **AIM TO MAINTAIN SEVERAL MONTHS' WORTH OF CASH ON HAND, AND AT THE VERY LEAST EXCEED THE LENGTH OF THE BILLING PERIOD (USUALLY 30 TO 60 DAYS)**. AA-RATED UTILITIES AND BEYOND OFTEN MAINTAIN OVER ONE YEAR'S WORTH OF DAYS CASH ON HAND.

# FINANCIAL BENCHMARKS





# COST RECOVERY

- THIS OPERATING RATIO INDICATES WHETHER OPERATING REVENUES (MOSTLY CHARGES TO CUSTOMERS) WERE SUFFICIENT TO COVER OPERATIONS AND CAPITAL (IN THE FORM OF DEPRECIATION) FOR THE WATER AND/OR WASTEWATER UTILITY IN THE FISCAL YEAR.
- IT IS CALCULATED BY DIVIDING OPERATING REVENUES BY OPERATING EXPENSES INCLUDING DEPRECIATION. A RATIO OF LESS THAN 1 COULD BE A SIGN OF FINANCIAL CONCERN. IN GENERAL, THIS RATIO **SHOULD BE HIGHER THAN 1 TO ACCOMMODATE** FUTURE CAPITAL INVESTMENTS.

# DEBT-TO-EQUITY RATIO

- THIS INDICATOR MEASURES THE EXISTING LEVEL OF LEVERAGING OF ASSETS, AND IS USED BY FUNDERS AND BOND RATING AGENCIES TO EVALUATE THE RISK OF PROVIDING ADDITIONAL LOANS TO THE UTILITY.
- THE RATIO INDICATES THE AMOUNT OF **LONG-TERM DEBT THAT EXISTS FOR EVERY \$1 OF ASSETS** (FUND EQUITY).
- A UTILITY WITH A RATIO GREATER THAN 1.0 HAS MORE LONG-TERM DEBT THAN EQUITY IN THE SYSTEM'S ASSETS. THERE ARE NO NATURAL BENCHMARKS FOR THIS INDICATOR, AND FUNDERS AND BOND RATING AGENCIES WILL ASSESS THIS RATIO IN VARIOUS WAYS. IN GENERAL, THE HIGHER THIS RATIO, THE MORE LIKELY THE UTILITY WILL BE CONSIDERED TO BE OVER-LEVERAGED AND THE MORE DIFFICULT IT WILL BE FOR THE UTILITY TO OBTAIN ADDITIONAL



<https://efc.sog.unc.edu/resource/north-carolina-water-and-wastewater-rates-dashboard>

## PUTTING COST IN PERSPECTIVE FOR PRIORITIZATION

- COST OF TAP WATER TO VALDESE RESIDENTIAL CUSTOMERS
  - 3000 GALLONS = **.011 PER GALLON** AT CURRENT RATES (\$32.80 PER 3000 GALLONS)
  - PLUS AN ADDITIONAL **.002 PER GALLON** FOR THE SAME AMOUNT OF WASTEWATER.
  - TOTAL COST OF WATER AND SEWER FOR CUSTOMERS = **.013 PER GALLON**

## COST PERSPECTIVE CONTINUED

- BOTTLED WATER = \$2.99 (24) .5 LITER BOTTLES = **0.94 PER GALLON** (FOOD LION 3/5) = \$2820 PER 3000 GALLONS
- GALLON OF MILK = **\$3.00/GALLON** = \$9,000 PER 3000 GALLONS
- GALLON OF GAS = **\$2.00/GALLON** = \$6,000 PER 3000 GALLONS



# ROADMAP TO THE FUTURE

- RJ MOZELEY AND MCGILL ASSOCIATES HAVE ASSISTED TOWN STAFF IN PREPARING A ROADMAP FOR SUSTAINABILITY OF THE UTILITY SYSTEM AND AT THIS TIME I WOULD LIKE TO TURN OVER THE PRESENTATION TO RJ MOZELEY AND DALE SCHEPERS

• **THANKS**



# Capital Improvements Plan Water & Sewer Rate Study

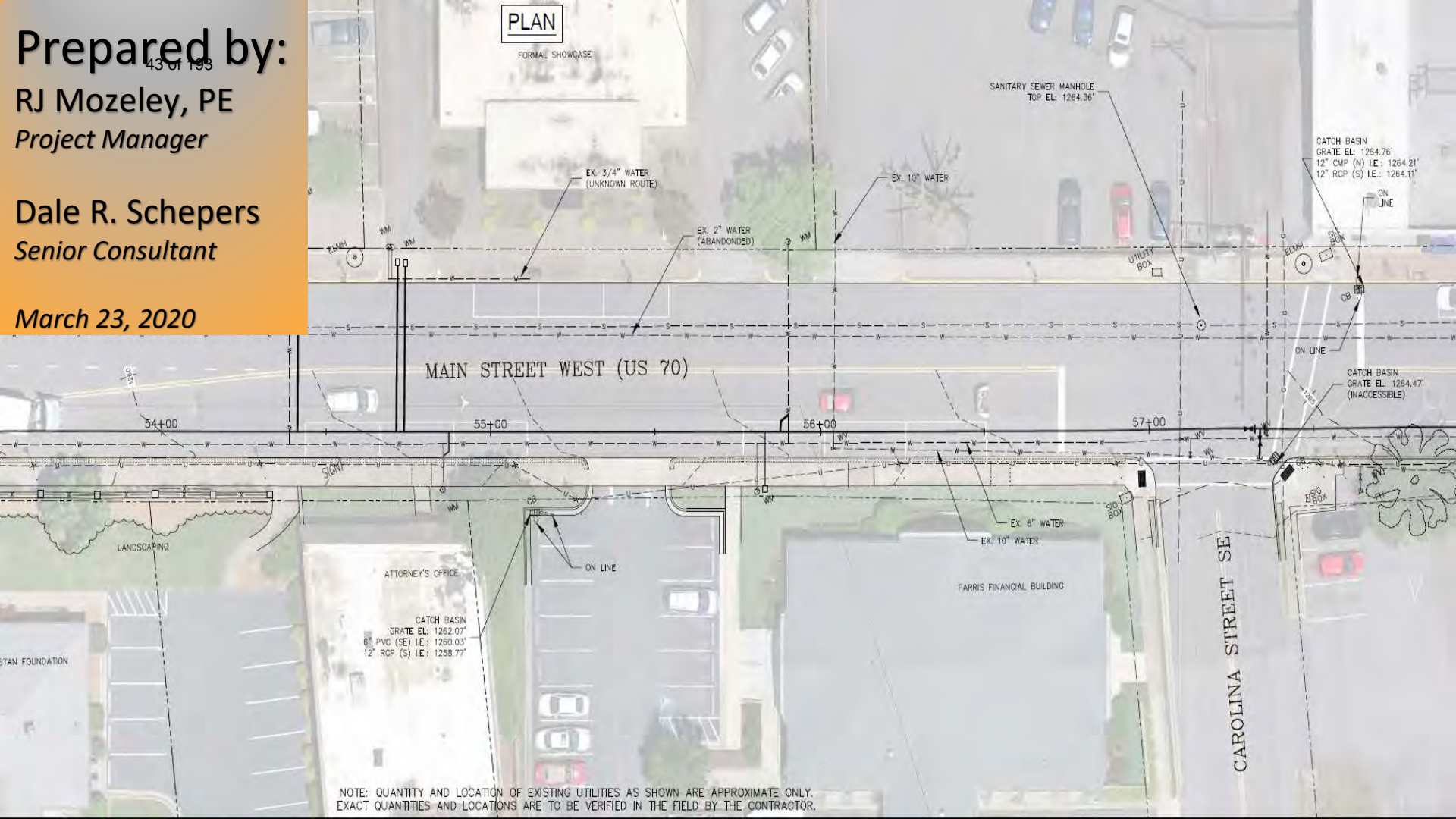
Prepared by:

43 of 193

RJ Mozeley, PE  
Project Manager

Dale R. Schepers  
Senior Consultant

March 23, 2020





## Recent Accomplishments

Scheduled Motor Fleet Replacement

Triple District Water Line Replacement

Eastwood & New Eastwood

Sewer Asset Inventory & Assessment Grant

Maintenance Equipment Replacement



Dye Branch Sewer Protection Project

## Projects in Progress

Advanced Metering Infrastructure

Water System Hydraulic Model

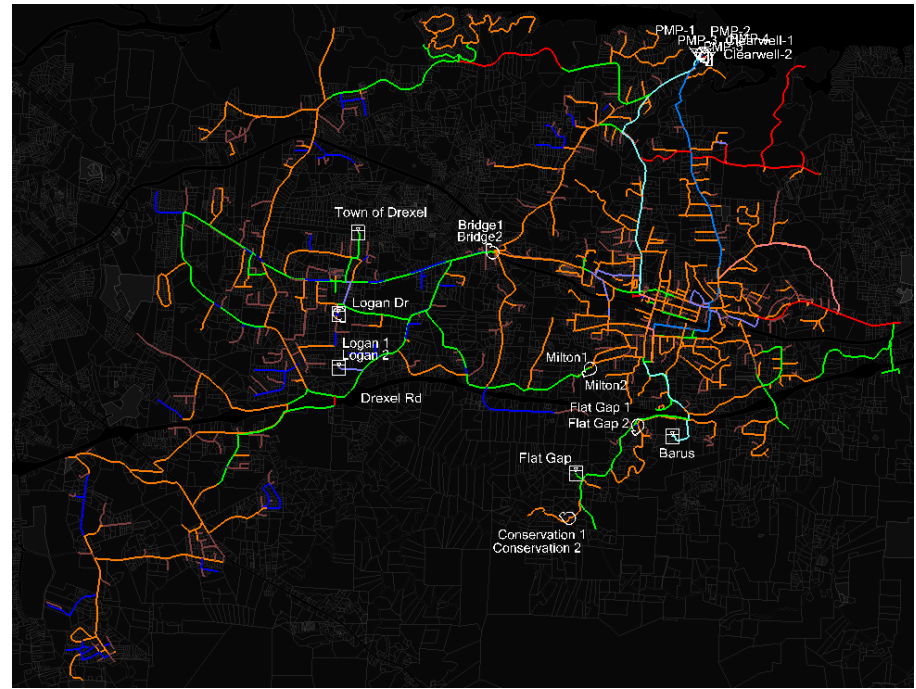
WTP Electrical Upgrades

WWTP Centrifuge Upgrades

WTP Disinfection Conversion

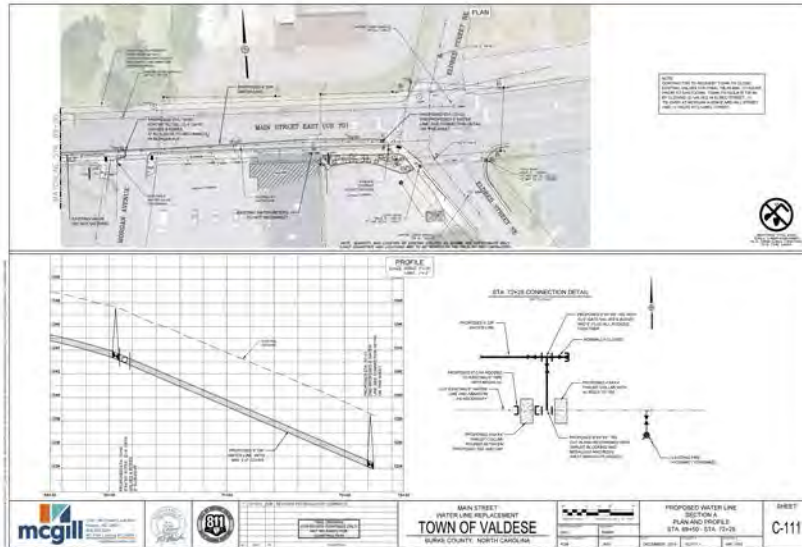
Main Street Water Line Replacement

Water Asset Inventory & Assessment Grant



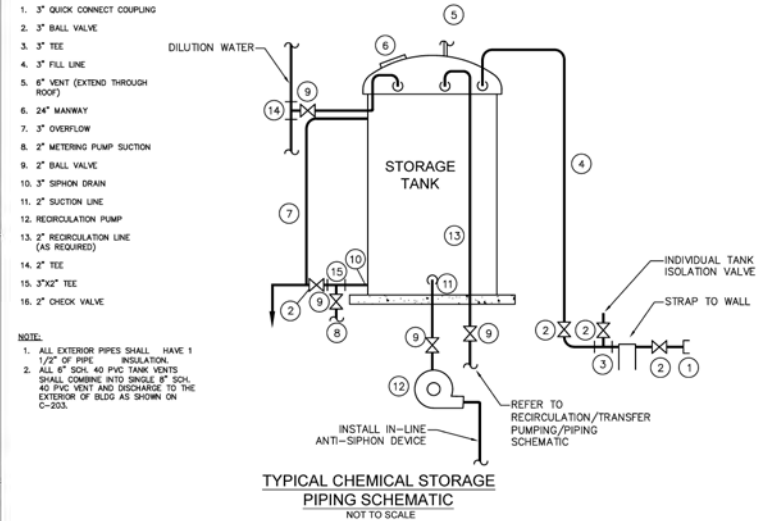
Water Distribution System  
Hydraulic Model

## Projects in Progress



# Main Street Water Line Replacement

## Plan-Set Excerpt



# Bleach Conversion Project - Water Treatment Plant



## Funding Award Summary

No.	Project Name	Total Project Cost (\$)	Grant / Principal Forgiveness Amount (\$)	Loan Amount (\$)	Loan Rate (%)
1	Generator Addition at WTP	\$ 1,000,000	\$ 1,000,000	\$ -	-
2	24" Transmission Main Valve Replacement	\$ 61,000	\$ 61,000	\$ -	-
3	Grit System Replacement at WWTP	\$ 1,082,300	\$ 725,141	\$ 357,159	-
4	AMI Meter Replacement	\$ 2,265,386	\$ 566,347	\$ 1,699,039	0.00%
5	St. Germain Water Line Replacement	\$ 313,656	\$ 156,828	\$ 156,828	0.00%
6	MCC Replacements at WTP	\$ 842,770	\$ 210,692	\$ 632,078	0.00%
7	Water System Line Replacements	\$ 1,181,700	\$ 500,000	\$ 681,700	0.00%
8	Centrifuge Drives & Controls at WWTP	\$ 317,265	\$ -	\$ 317,265	Cash
9	Bleach Conversion Project at WTP	\$ 658,300	\$ 164,575	\$ 493,725	0.00%
10	Main Street Water Line Replacement	\$ 2,782,950	\$ 1,000,000	\$ 1,782,950	0.00%
11	Sewer System AIA	\$ 150,000	\$ 150,000	\$ -	N/A
12	Water System AIA	\$ 150,000	\$ 150,000	\$ -	N/A
<b><u>Totals</u></b>		<b><u>\$ 10,805,327</u></b>	<b><u>\$ 4,684,583</u></b>	<b><u>\$ 6,120,744</u></b>	

# Capital Improvements Plan

2020 – 2021 Proposed CIP Table

# Financial Analysis

## 2020 – 2021 Proposed Revenue Requirements Table



## 2021FY Rate Recommendations

- 4% Residential & Industrial
- 5% Commercial

Percentage Increase	Monthly Residential Increase (3,000 gal)	Resulting 2021 Enterprise Fund Revenue
4%	\$1.59	\$191,000

## Other Financial Benchmarks

Metric	2020 Value	Proposed 2021 Value	Benchmark
Operating Ratio	1.01	1.01	1.0 or greater
Days Working Capital	103 days	104 days	120 days or greater
Debt Service Coverage Ratio	2.58	4.55	1.2 or greater
Sufficiency of Revenue above Debt	8%	5%	20%-35% or less

## Recap / Conclusions

- 5<sup>th</sup> Year of CIP & Financial Model Planning Process
- CIP Guides Decision Making, Budgeting & Operations
- Balance Cash vs Debt vs Rate Increases
- Future Capital Needs
- Sustain a Healthy Enterprise Fund



# WHAT IS NEXT!!

- PROVIDE CLEAN SUSTAINABLE WATER TO CURRENT AND FUTURE CUSTOMERS
- CONTINUED TREATMENT OF WATER TO PROTECT THE LAKE FOR FUTURE GENERATIONS
- CONTINUE TO MAINTAIN ALL THE UTILITY ASSETS THROUGH CONTINUED DILIGENCE OF STAFF AND MANAGEMENT
- SEEK FUNDING WHEN ADVANTAGEOUS FOR THE SUSTAINABILITY OF THE UTILITY SYSTEM

**QUESTIONS???**

# BRYAN DUCKWORTH

PUBLIC WORKS  
TOWN OF VALDESE  
828-879-2128

ANIMAL CONTROL  
FLEET MAINTENANCE  
BUILDING AND GROUNDS  
SANITATION  
STREET  
WATER AND SEWER MAINTENANCE





# PAST YEAR REVIEW GENERAL FUND

- VEHICLE AND EQUIPMENT CIP PROGRAM
- YEAR 5 OF 5 YEAR LOAN CYCLE
- (NEXT CYCLE 2021/2022)

2003 LEAF MACHINE – \$170000.00

1989 GMC DUMP TRUCK - \$80000.00

1999 JOHN DEERE FRONT DECK MOWER - \$12000.00















# PAVEMENT MAINTENANCE





**STREET PAVING**  
**2020 PROJECT**  
**IVY LANE \$80000.00**





# STREET PAVING 2021 CIP LISTING

- **SPRINGWOOD**
- **ERVIN**
- **MAGNOLIA**
- **LAUREL ST – MAIN TO REC**
- **BECKER**

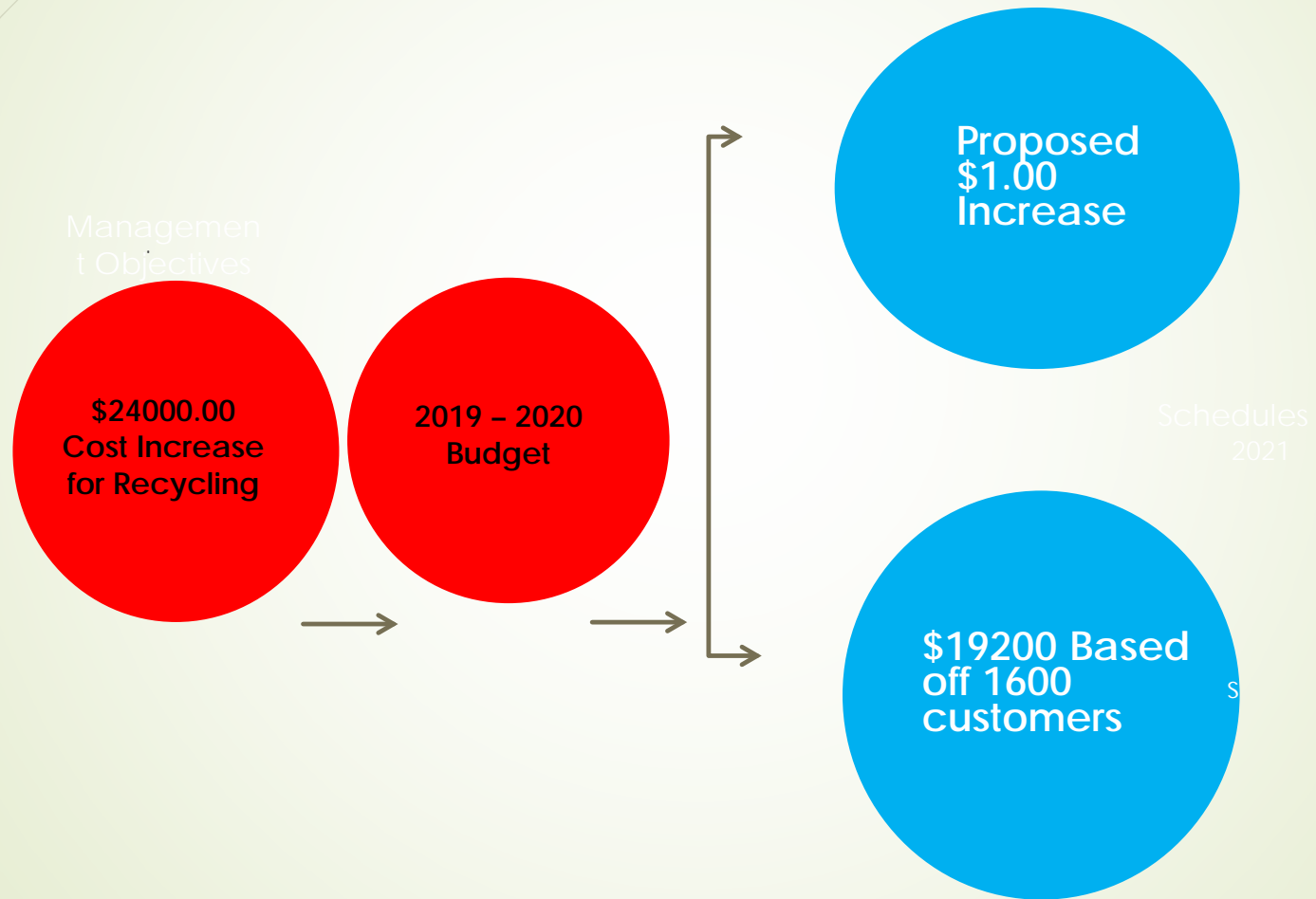




## Services Provided

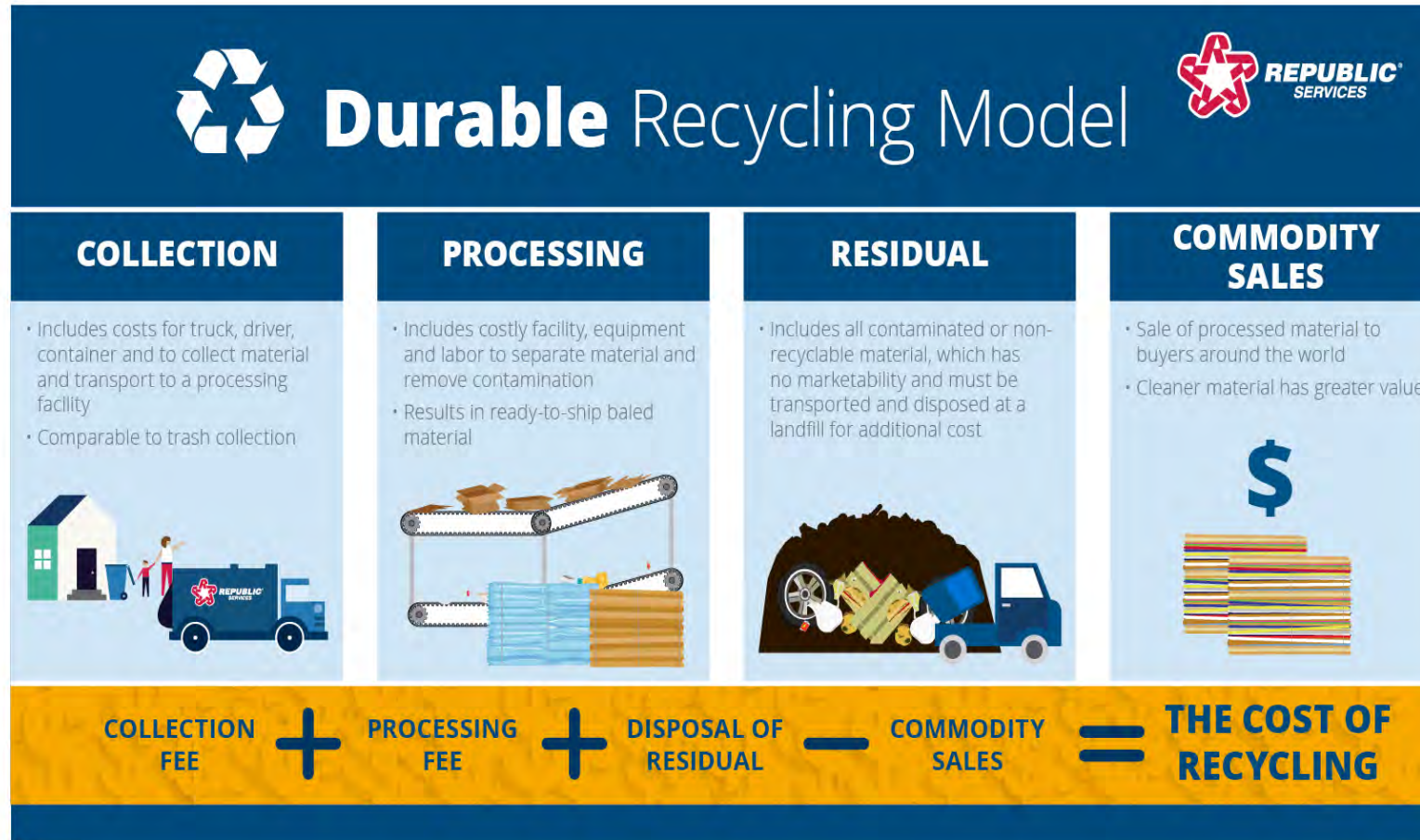


## Cost Recycling Program





# Business Model



The cost of a recycling program is the sum of fees for two services; the *Collection Fee* and the *Net Processing Fee*

## Public Education – Clean Up The Stream

New simplified educational collateral that can be distributed to residents and businesses.

Container Labels



Container Tags



Door Tags



Reference Guides



Brochures



Post Cards & Bill Inserts



Posters



Billboards



Emails



Print Ads





# 2021 – 2022 CEMETERY EXPANSION



# CHALLENGES FACED

- *WORK LOAD WITHIN THE DEPARTMENT*
- *HOW DO WE MAINTAIN OUR IMPROVEMENTS*
- *DEAL WITH AGING INFRASTRUCTURE*
- *HOW TO WE MAINTAIN CURRENT FACILITIES*



# Q AND A





# Planning

**[Department Summary]**

**[2020-2021]**

# Overview

- Code Enforcement
- Zoning Permits
- Review of Housing Developments
- Planning Board Agenda
- Department Request



# Code Enforcement

# Strategies

The previous strategy for code enforcement in the Town of Valdese involved abating nuisances through a less assertive/combatative approach, that at times were complaint driven and the availability of funds to achieve the abatement results.



A second strategy involved a more assertive/aggressive approach, that could included condemnation as strong possibility; supported by contracted services for code enforcement and budgeted funds to achieve the desired abatement results.

In 2019 Town Council decided to be more aggressive with code enforcement by contracting or dedicating time to abate of nuisances, particularly nuisances that had plagued the Town or Town Council for years.

2019, Town council entered a **2 year contract** with Western Piedmont Council of Governments for **Complaint Driven Code Enforcement**. Town will be entering year two in July.

Contract Amount: \$56,670



# Questions

Is new strategy working?

Are you getting what you expected?

What can you expect for year two?

Should a new strategy be considered?

Is new strategy working?

Are you getting what you expected?

Should a new strategy be considered?

*COMPLIANT DRIVEN TO PROACTIVE*

# CODE ENFORCEMENT SERVICE

2020

Valdese Town Retreat



# Timeline of Events

## 2019

- May 2019 - adopted ordinances and contract
- June 2019 - Meet and Greet with the Officer and began enforcement.
- July 2019 – added a second Code Enforcement Officer;
- July 2019 - GIS application created for Valdese, but not shared.
- November 2019 – GIS application shared with Town Manager
- December 2019 – personnel change (Brad/Patrick)

## 2020

- January 2020 – New GIS application created (improved version with search features)
- January/February 2020 – personnel change (Billy/Todd)
- February 2020 – Release of New GIS application to the Town, manager and council access.

# Impact May 2019 – December 2019

- Statistics – May to December 2019 (Complaint Only)
  - Abandoned Junk Motor Vehicles – 11
  - **Minimum** Residential Housing – 2
  - Non-residential Minimum – 0
  - Nuisance (includes trash and grass) – 39
  - Abandoned Manufactured Homes – 7
  - Total Cases requiring action – 59
  - Resolved Cases – 59
  - Abated (Town Money Spent to Resolve) – 0
  - Total properties noted with violations – 135 in the system

# Impact January 2020 – Current

- January 2020 to Current (Complaint only)
  - Abandoned Junk Motor Vehicles – 1
  - **Minimum** Residential Housing – 1
  - Non-residential Minimum – 2
  - Nuisance (includes trash and grass) – 7
  - Abandoned Manufactured Homes – 0
  - Total Cases requiring action – 11
  - Resolved Cases – 0
  - Abated (Town Money Spent to Resolve) – 0



# Code Enforcement Officer Todd Justice

- Originally from Glen Alpine, Freedom HS Graduate (1988)
- Retired Army Officer (OCT, 2019)
- 20 Years Military
- 5 Years Law Enforcement (including BCSO and Hickory PD)
- BA American History, UNC-Chapel Hill (1996)
- MS Public Administration, Central Michigan University (2015)
- Working with WPCOG since FEB 3

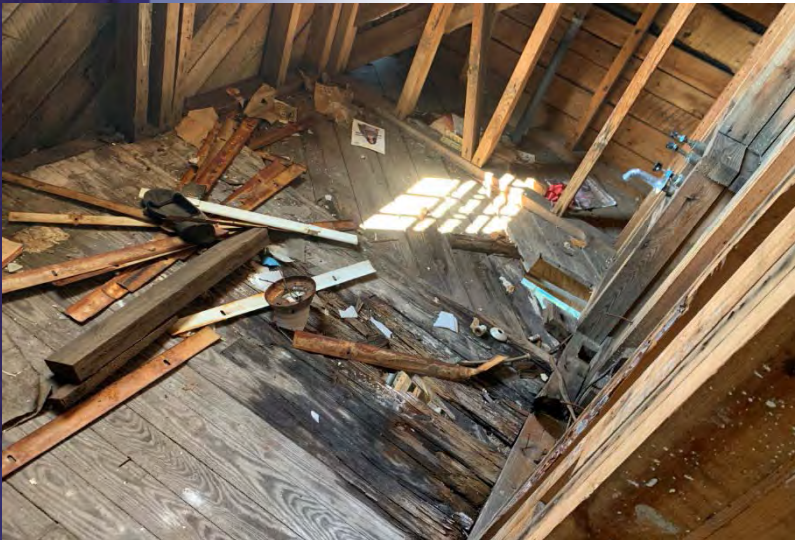
# Current Status: 11 Active Cases

## Valdese

Address		Category	Violation	Current Status	Latest Activity/Date	Next Suspense
832 Cline Ave		Nuisance	Junk and Debris	NOV issued	Attempting to contact charitable groups for assistance	
330 Sterling St		Min Housing	Min Housing	On hold per order of TM	NOV Mailed/Taped	
808 Colonial ST		Nuisance, AJNMV	Junk and Debris, Junked	Cited, 28 FEB deadline. TM ordered bids on cleanup	Asked two contractors for bids	2MAR2020
161 Laurel Ave		Non-Res Min	Non-Res	County B Insp, Steve Holden, stated he would pursue.		
401 Bass St		Nuisance, AJNVM	Junk and Debris, Junk Veh	Still requires cleanup	NOV Mailed/Taped, 2/19/2020	Deadline 18MAR2020
708 Church St		Nuisance, AJNVM	Junk and Debris, Junk Veh	NOV Issued	NOV Mailed/Taped, AJNMV Resolved	Deadline 18MAR2020
909 Main St		Min Housing	Min Housing	NOV Issued	Certified Letter Accepted	Hearing 10MAR2020
804 Carolina St		Nuisance, AJNVM	Junk and Debris, Junk Veh	NOV Issued	Certified Letter Accepted	
1300 Carolina St		Nuisance	Junk and Debris	NOV Issued	Mailed 6MAR2020	Deadline 3APR2020
1436 Main St		Nuisance	Junk and Debris, AJNMV	NOV Issued	Mailed 6MAR2020	Deadline 3APR2020
805 Carolina St		Nuisance	Adjacent Buildings	NOV Issued	Mailed 6MAR2020	Hearing 23MAR2020
725 Tron Ave		AJNMV	2 Junk Vehicles	NOV Issued	Mailed 16MAR2020	
		Resolved/Abated				
		Owner Notified				
		New violation				



# Process Example: 909 Main St (Richard Deal), Min. Housing





## Valdese Code Enforcement: Part 9, Chapter 1, Article D - Minimum

85 of 193

### Housing Procedure

#### Step 1. Preliminary Findings

Whenever a petition is filed with the Code Enforcement Officer (CEO), by a public authority or by at least (5) residents of the city, charging that any dwelling or dwelling unit is unfit for human habitation, or whenever it appears to the CEO that any dwelling or dwelling unit is unfit for human habitation, the CEO shall conduct an investigation to confirm or deny the complaint.

#### Step 2. Code Enforcement Officer/Issues Notice of Violation/Hearing

If the CEO confirms there are violations of the town ordinance present, the officer shall give notice (NOV- Notice of Violation) to the owner, lessee or other person in possession of the premises in writing (By either Regular Mail, Certified Mail, or In-Person Delivery) setting forth his findings and describing the appropriate corrective action. Complaint will state the charges and contain a notice that a hearing will be held before the CEO not less than 10 days and no more than 30 days from filing the complaint.

#### Step 3. Code Enforcement Officer Holds Hearing

The owner or any party in interest shall have the right to file an answer to the complaint and to appear in person, or otherwise, and give testimony at the place and time fixed in the complaint. Notice of such hearing shall also be given to at least one (1) of the persons signing a petition relating to such dwelling. Any person desiring to do so may attend such hearing and give evidence relevant to the matter being heard. If after such notice and hearing the official determines that the dwelling under consideration is unfit for human habitation, the code enforcement officer shall state in writing the findings of fact in support of such determination and shall issue and cause to be served upon the owners an order as follows:

#### Step 4. Decision

If the repairs cost less than 50% of building value, CEO orders Repairs.

If the repairs cost more than 50% of building value, CEO orders building demolished.

Owner Options for Injunction/Appeal

#### Step 5. Owner Action/Inaction

##### Building Repaired by Owner

Building Owner does not comply with Order within Reasonable time allotted

##### Building Demolished by Owner

Building Owner does not comply with Order within Reasonable time

#### Owner Petition

Any person aggrieved by an order issued by the official may petition the superior court for an injunction restraining the official from carrying out the order or decision and the court may, upon such petition, issue a temporary injunction restraining the official pending a final disposition of the case.

The petition shall be filed within thirty (30) days after issuance of the order or rendering of the decision. **If denied, time-period is resumed.**

#### Owner Appeal

An appeal from any decision or order of the code enforcement officer may be taken by any person who is the subject of the decision or order. Any appeal from the official shall be taken within ten days from the rendering of the decision or notice of the order, and shall be taken by filing a notice of appeal with the planning department which shall specify the grounds upon which the appeal is based. The board of adjustment shall fix a reasonable time for the hearing of all appeals, shall give due notice to all the parties, and render its decision within a reasonable time. Any party may appear in person or by agent or attorney. The board may reverse or affirm, wholly or partly, or may modify the decision or order appealed from, and may make such decision and order as in its opinion ought to be made in the matter, and to that end it shall have all the powers of the official, but the concurring vote of four members of the board shall be necessary to reverse or modify any decision or order of the official.

#### Step 6. Town Action

~~City Council Adopts an Ordinance~~  
that States the Building will be Repaired or Demolished within 90 Days.

Council Adopts an Ordinance to Order Code Enforcement Officer to Demolish the Building.

Building is repaired or demolished by the Town and a Lien placed against the Real Property.



# Process Example: 401 Bass St (Berry R. Carver), Nuisance





## **Town of Valdese Code Enforcement: Part 8, Chapter 4 - Nuisance Abatement Procedure**

### **Step 1. Preliminary Findings, Issue Notice of Violation with Deadline**

Whenever the Code Enforcement Officer (CEO) has determined that the conditions on a particular lot or parcel of land are a nuisance and should be abated or otherwise corrected, the CEO shall give notice to the owner, lessee or other person in possession of the premises in writing setting forth the findings and describing the appropriate corrective action. The CEO may establish a deadline, not to exceed sixty (60) days, for the abatement of the nuisance.

### **Step 2. Order to Remove, Warning of Possible Citation**

Upon investigation and discovery of any of the conditions deemed a nuisance remain, the code enforcement officer shall make a written report of his findings and may order that appropriate corrective action be taken, including the removal or abatement of such conditions by the person creating the nuisance or by the owner, occupant or other person in possession of the premises on which the nuisance is located. Prompt abatement is required within 10 days from the receipt of such written notice.

#### **Owner Options for Appeal**

### **Step 3. Code Enforcement Officer Issues Citation with Deadline**

Any violation of the articles of this chapter that exist after the deadline established in the Warning of Citation shall subject the offender to a civil penalty in the amount of fifty dollars (\$50.00). Violators shall be issued a written citation which must be paid within seventy-two (72) hours of receipt. Such citation shall be served by either first class mail, personal service or posted at the front door. Any of these methods of service shall be conclusively presumed to be valid, and no owner or occupant shall refuse service of the citation.

### **Step 3. Penalties for Exceeding Citation Deadline**

Each day's continuing violation shall be considered a separate and distinct offense. Meaning the daily \$50 fine will continue to accrue.

### **Step 4. Removal By Town**

If any person, having been ordered to abate a public nuisance pursuant to this chapter, fails, neglects or refuses to abate or remove the condition constituting the nuisance within 15 days from receipt of such order, the designee may cause such condition to be removed or otherwise remedied by having employees of the Town or contracted work go upon such premises and remove or otherwise abate such nuisance under the supervision of an official or employee designated by the code enforcement officer.

### **Step 5. Cost of Abatement Declared Lien.**

The actual cost incurred by the Town in removing or otherwise remedying a public nuisance shall be charged to the owner of such lot or parcel of land, and it shall be the duty of the finance department or public services department to mail a statement of such charges to the owner or other person in possession of such premises, with instructions that such charges are due and payable within 30 days from the receipt thereof. If charges for the removal or abatement of a public nuisance are not paid within 30 days after the receipt of a statement of charges, such charges shall become a lien upon the land or premises where the public nuisance existed and shall be collected as unpaid taxes

### **Owner Appeal**

Within the time period stated in the notice to abate, the owner or occupant of the property where the nuisance exists may appeal the findings of the code enforcement officer to the Board of Adjustment (BOA) by appearing before the BOA at the appeal hearing date and time given on said notice. The abatement of the nuisance will be postponed by the code enforcement officer until the final determination for the appeal is made by the BOA. The BOA will need to make a 4/5 finding to overturn the code enforcement officer's ruling. In the event no appeal is taken within the time period stated to abate, the code enforcement officer may proceed to abate the nuisance.



# GIS Application in the Field



[https://wpcog.maps.arcgis.com/sharing/rest/oauth2/authorize?client\\_id=arcgisonline&display=default&response\\_type=token&state=%7B%22returnUrl%22%3A%22https%3A%2F%2Fwpcog.maps.arcgis.com%2Fhome%2Fwebmap%2Fviewer.html%3Fwebmap%3D26b37416e01f4dd1ad833938e0784ad5%22%2C%22useLandingPage%22%3Afalse%7D&expiration=20160&locale=en-us&redirect\\_uri=https%3A%2F%2Fwpcog.maps.arcgis.com%2Fhome%2Faccountswitcher-callback.html&force\\_login=false&hideCancel=true&showSignupOption=true&canHandleCrossOrgSignIn=true&signuptype=esri](https://wpcog.maps.arcgis.com/sharing/rest/oauth2/authorize?client_id=arcgisonline&display=default&response_type=token&state=%7B%22returnUrl%22%3A%22https%3A%2F%2Fwpcog.maps.arcgis.com%2Fhome%2Fwebmap%2Fviewer.html%3Fwebmap%3D26b37416e01f4dd1ad833938e0784ad5%22%2C%22useLandingPage%22%3Afalse%7D&expiration=20160&locale=en-us&redirect_uri=https%3A%2F%2Fwpcog.maps.arcgis.com%2Fhome%2Faccountswitcher-callback.html&force_login=false&hideCancel=true&showSignupOption=true&canHandleCrossOrgSignIn=true&signuptype=esri)



Is new strategy working?

Are you getting what you expected?

Should a new strategy be considered?

*COMPLIANT DRIVEN TO PROACTIVE*



# Estimated Costs

Compliant approach = 25% of the proactive rate. A compliant has to be received by a citizen of the Town to be considered.

Cost: \$26,155

Proactive approach = average of square miles and population of the municipality. Officer is looking for non-compliant properties.

Cost: 34,783

# Questions?

# Zoning Permits



## **Zoning Permits issued 2019**

**41**

**Permit Value**

**\$5,263,570.00**

# Year Comparison

**2019**

**2018**

41

**Permits**

48

\$5,263,570.00

**Value**

\$4,028,274.00

# Permit Breakdown

- ❑ New Construction Residential Site Built  
(12) \$3,821,500.00
- ❑ Residential Additions/Renovations  
(11) \$209,900.00
- ❑ Accessory Structures  
(9) \$99,521.00
- ❑ Boat Dock  
(2) \$59,000.00



☐ Demolition

(1) 20,000.00

☐ Industrial Addition

(1) \$220,000.00

☐ Commercial Additions/Renovations

(1) \$820,000.00

☐ Well/Septic Tank

(2) \$700.00

☐ Signage

(2) \$13,000.00

## Ward Breakdown

- Ward 1    18 Permits    \$3,506,520.00  
(Thompson)
- Ward 2    10 Permits    \$1,142,650.00  
(Stevenson)
- Ward 3    3    Permits    \$    58,500.00  
(Sweezy)
- Ward 4    3    Permits    \$    234,500.00  
(Hildebran)
- Ward 5    7 Permits    \$    321,401.00  
(Ogle)

# Questions?



# Subdivisions

# Waterside



17 Homes Occupied or  
Under Construction



# Lake Vistas Phase I & II



7 Homes Occupied or  
Under Construction



# Island Pointe Shores at Lake Vistas



6 Home Occupied or  
Under Construction

# The Settings of Lake Rhodhiss



1 Home Occupied, 1 Home Vacant



# McGalliard Pointe



5 Lot Subdivision  
3 Lots Sold  
1 Lot Under Construction



# **Edelweiss**

20 Lot Subdivision

Preliminary Plat Approval – April 2019

Final Plat Approval – April 2020

# Housing Projects?

- Laurel House/Houston Hosierey Building– 50 1-2 BR Apartments  
Town Council approved Conditional Use Permit May 2019
- Pine Crossing/Crowhill Park  
66 Units – 58 1-2 BR Apartments  
12 3 BR Apartments  
*Conditional Use Permit Required*
- Tron's Place/Praley Street  
Elderly Complex  
60 Units 1-2 BR Apartments  
*Conditional Use Permit Required*

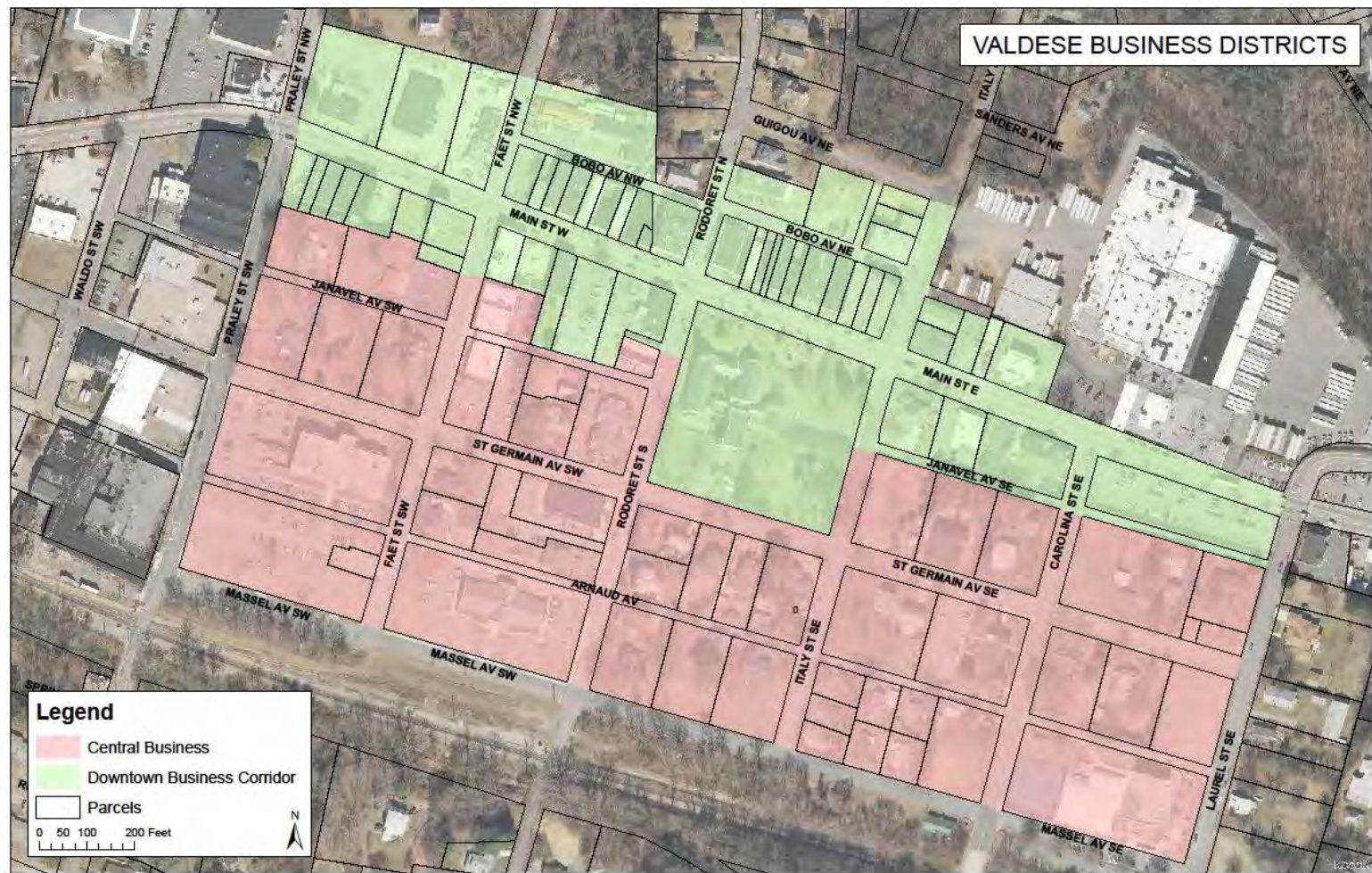
# Questions?



# **Planning Board Agenda 2020**

- Implementation of “Valdese Vision”  
Land Use Action Plan
  - Central Business District Zoning  
Expansion
- Creation of Overlay Zoning District  
DBC-**D**owntown **B**usiness **C**orridor







- Food Trucks - Position/Regulations
- Parking Requirements for Residential Uses
- Clarification of Zoning Language
  - Farmers Market
  - Seasonal Sales

## Proposed Food Trucks Regulations

- Food trucks permitted to operate in any zoning district
- Prohibited within street right-of-way, except during town sponsored event
- Operate in Valdese 12 days annually, excluding town sponsored events
- Distance requirement of 100 feet from any existing restaurant
- Permit Fee of \$50.00 annually
- Food truck permitting under Community A

## Parking Requirement for Residential Uses

### Use Classification

### Parking Space Requirement

Residential

2 spaces for each dwelling unit

### Proposed

- Single Family      2 spaces for each dwelling unit
- Duplexes      2 per unit
- Group Living      1 per 4 residents
- Senior Housing      1 per unit
- Multi-family      1.5 per unit



# Questions?

# Planning Administration Budget Request

None

# Budget Retreat 2020-21





# Programs

Kid's Athletics



Football, Soccer, Basketball, Futsal,  
Baseball, Softball, Tennis, Bowling





# Programs

## Granville Morrow Memorial Fun Fish Day





# Programs

## Adult Activities



# Bowling, Master's Swimming, Aquatic & Fitness Classes, Senior Activities



RenewActive™  
by UnitedHealthcare



SilverSneakers®  
by Tivity Health



Silver&Fit®





Pool Resurfaced and Deck repairs made in 2019-20 CIP



# Bowling Leagues



# Great Waldensian Footrace



This year will be our 45<sup>th</sup> race!



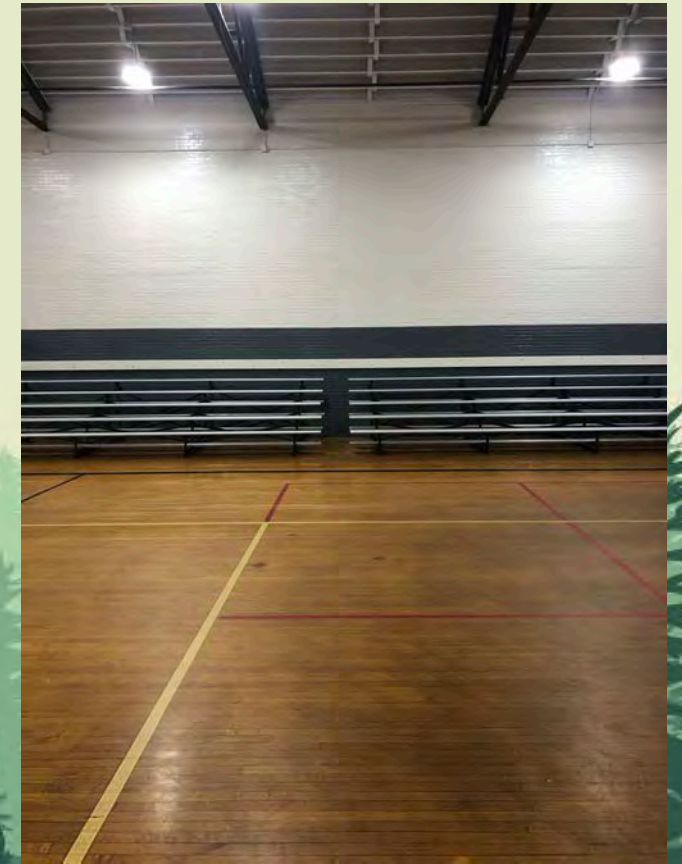
# CIP requests

- Gymnasium remodeling
- Fitness Center equipment
- Security Cameras





# Present Gymnasium & Lobby





# Gymnasium Remodeling Project in memory of Wayne Owens















# Valdese Lakeside Park Update

## Phase 1





# Greenway



# Parking & Bathrooms





# Canoe/Kayak Launch





# Dog Park



# Wildlife Viewing Platform





# Suspension Bridge







# 2020-2021

## **Fire Department**

## **Operational Budget**

---





# 2019-2020 Accomplishments

---





**Fire Dept. Rescue UTV Cost: \$25,000**

---



# OPERATIONS UTILIZING THE FIRE/RESCUE UTV







# Junior Firefighter Program

---





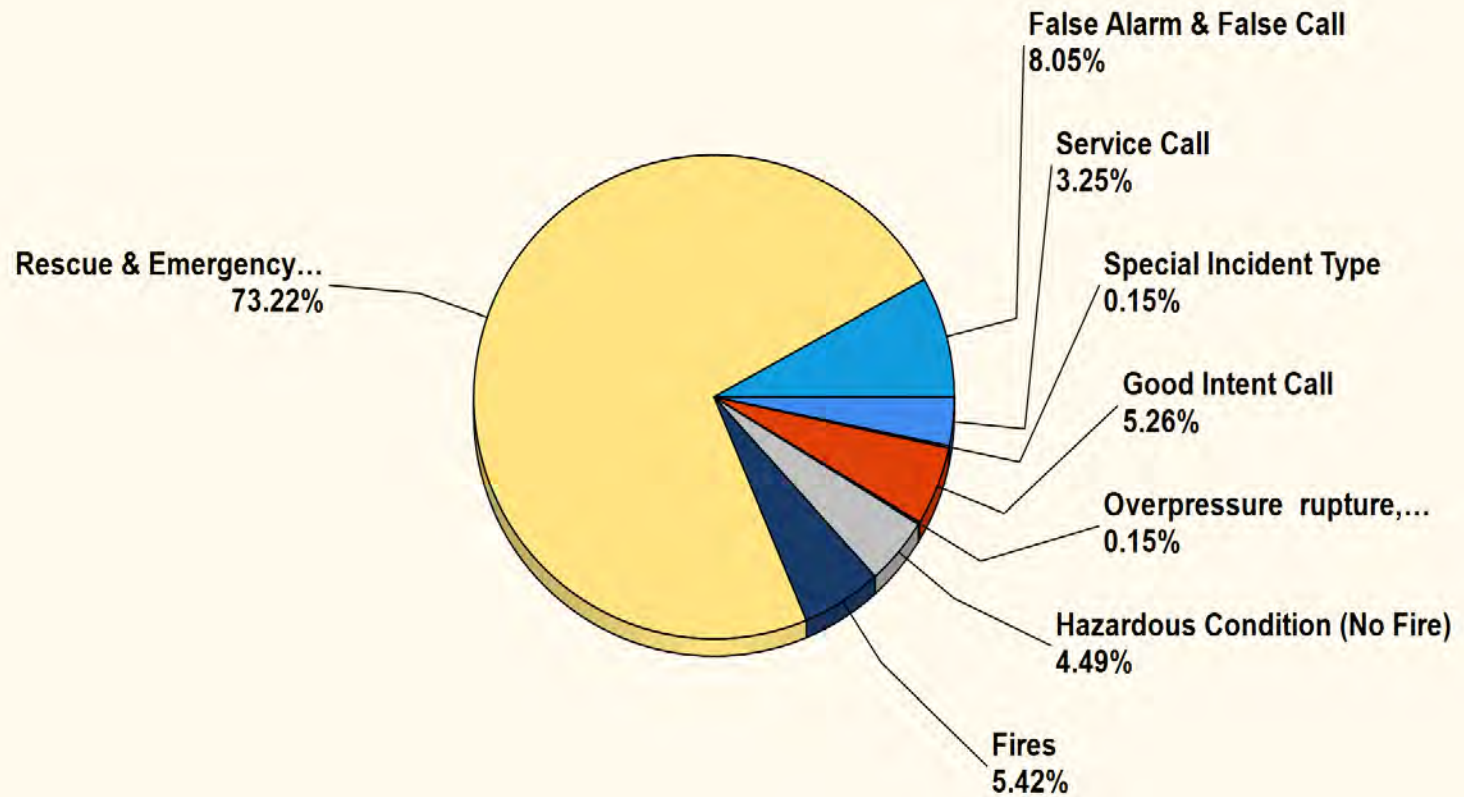
Mingle with  
**Kris Kringle**  
Presented by Valdese Fire Department

- Assisting with DHS Fire Academy Program
- Maintenance of all fire hydrants in the service district
- Fire prevention activities at the schools and daycares
- Total Fire Department Responses: **646**
  - **Fire** - **182**
  - **Medical** - **450**
  - **Fire** and **Medical** – **14**

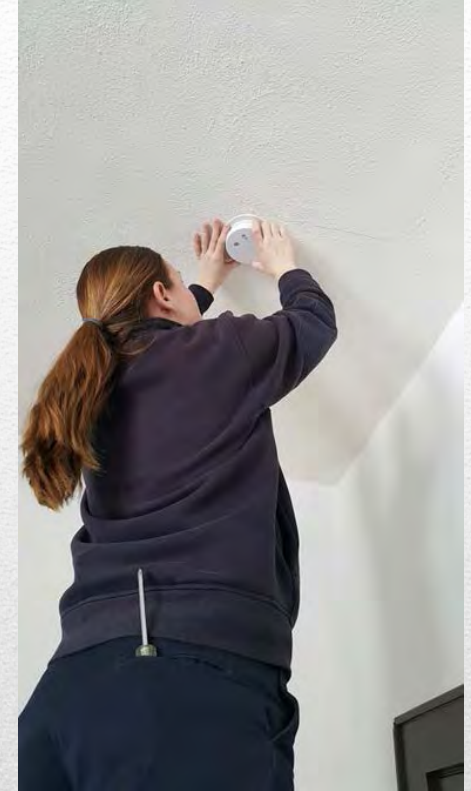
## Miscellaneous Accomplishments

---





- 12 requests to check detectors
- 21 detectors checked. 12 non-functional (57%)
- 24 new detectors installed

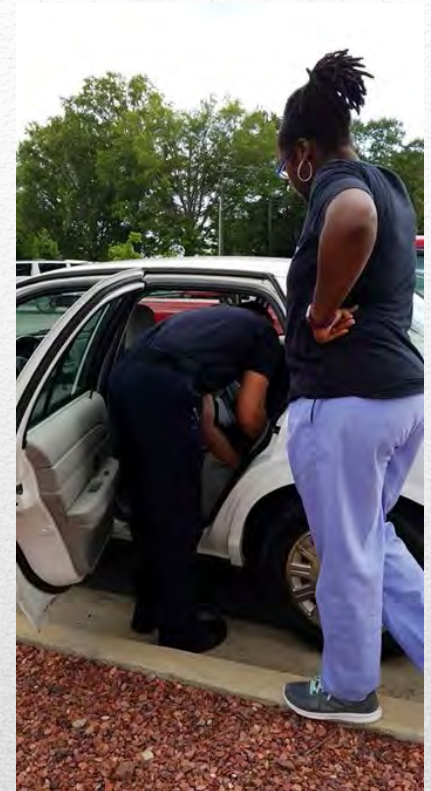


# Smoke Detector Program

---



- **Registered Permanent Checking Station**
  - **Part of Safe Kids Burke County Coalition**
- 2019**
- **58 child restraints checked at VFD**
  - **Assisted with 7 seat check events. 71 seats checked**
  - **Assisted with 5 bicycle rodeos, instructing 205 kids and distributing 71 helmets.**
  - **173 total man-hours**



# Safe Kids Program

---





# 2020-2021 Objectives

---



## **EXISTING PROGRAMS**

- Assisting with DHS Fire Academy Program
  - Junior Firefighter Program
  - Maintenance of fire hydrants
  - Safe Kids Program
  - Smoke Detector Program
  - Emergency Management/Hazard Mitigation
  - Burke Co. Homeland Security Task Force
  - Town of Valdese Workplace Safety Program
-





Fire Prevention Replacement Vehicle

\$45,000

---



# USES

- **Fire inspections and education**
- **Training**
- **Pull UTV and Safe Kids trailers**
- **Medical responses**
- **Mutual aid responses**

**Fire Prevention Replacement Vehicle**

**\$45,000**

---

- Rescue cutter (2020-21): \$9,000
- Rescue Spreader (2021-22): \$10,000
- Rescue Ram (2021-22): \$7,000
- Misc. Rescue Equipment (rope, harnesses, pulleys, etc)
- Light rescue standard



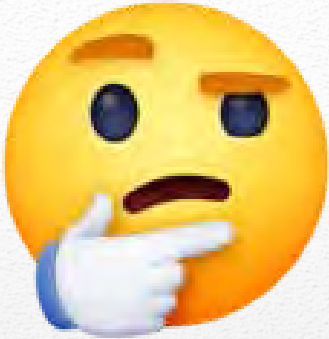
# Rescue

---



- Fall related calls are 17-18% of our medical responses
- Once fully staffed, start performing home safety inspections and speak on the issue with civic groups

## Home Safety/Fall Prevention



# CHALLENGES

## FINDING QUALIFIED APPLICANTS

- **LOW UNEMPLOYMENT**
  - **GOOD JOB MARKET**
  - **PRIVATE VERSUS PUBLIC JOBS**
  - **RESIDENTIAL REQUIREMENTS**
  - **HOUSING MARKET**
  - **AFFORDABLE HOUSING**
  - **BETTER BENEFITS**
  - **MORE FIREFIGHTER POSITIONS  
AVAILABLE AS MORE DEPARTMENTS  
ADD FULLTIME POSITIONS**
-



- Existing building
- Training requirements



# Other Challenges

---

# Valdese Police Department

Budget 2020-2021



# Budget Accomplishments 2019-2020

- Insurance replaced a patrol unit this budget year.
- Purchased three new patrol cars to initiate officer signed vehicles.

# New Patrol Units:





# New Patrol Units:



# Budget Accomplishments:

- Bimbo Bakeries is purchasing another Speed Measurement Sign.
- We replaced Taser.
- We updated two offices from water and mold damage.



# Water and Mold Damage:



# Continued:





# Continued:



# Shift Office: A/C





# Shift Office: B/D



# Accomplishments Continued:

- We updated our two desktops and two mobile laptops this year.
- The department is at full staff and has been working extremely hard to rid our community drugs and crime.
- Our officers responded to 2449 calls for service (2749 for 2018-2019) and initiated 13592 CAD reported incidents (10916 for 2018-2019). Traffic accidents as reported from March 1, 2019 to February 29, 2020, were 129. The same time period the previous year, we had 128 traffic accidents reported. Officers issued 68 written warnings (122 last year) and gave 354 verbal warnings (385 last year). They made 239 arrests (293 last year) and issued 603 traffic citations (864 last year).
- This budget year has seen many challenges for our department. Our personnel have taken on more responsibilities and met these challenges head on and will continue to improve the safety of our community.



# Budget Needs 2020-2021

- We currently have nine patrol units and need one more patrol to have each officer assigned a patrol unit.
- Personnel salaries are competitive we have been able to hire highly qualified officers from other departments.
- The last three hires have combined for over forty years of experience.
- Having the ability to compete with these agencies has enabled the retention and hiring of experienced officers.
- We are currently needing several computers and a router updated.
- Police and Fire department building continues to have issues.

# Additional Cracks: B/D Office





# Additional Cracks: B/D Office



# Speed Measurement Sign:

Cost = \$7500.00





# Conclusion:

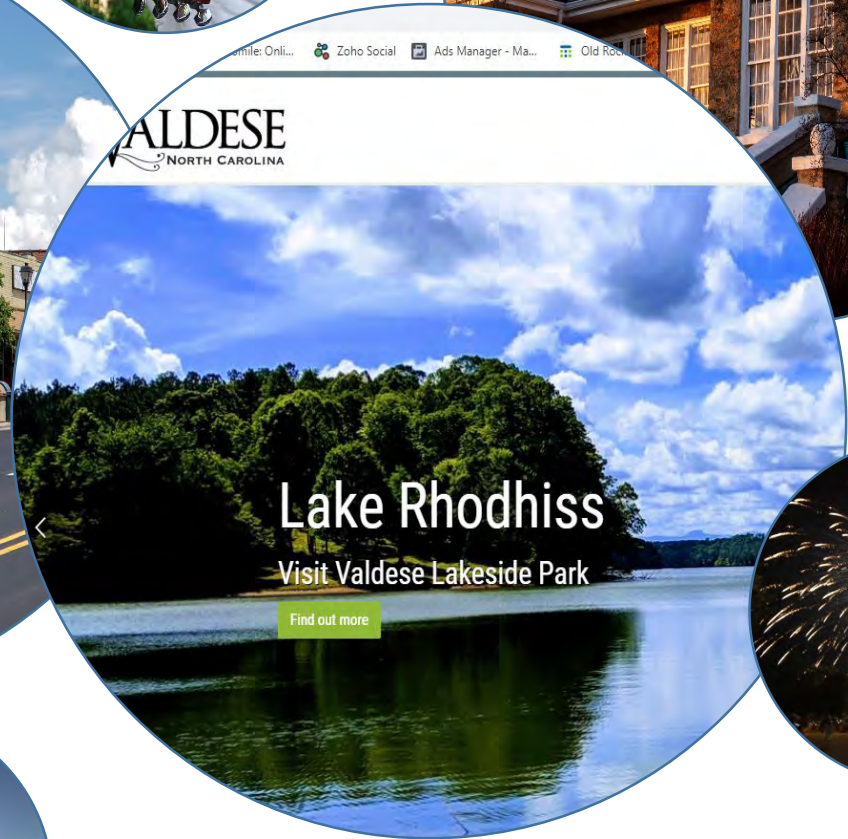
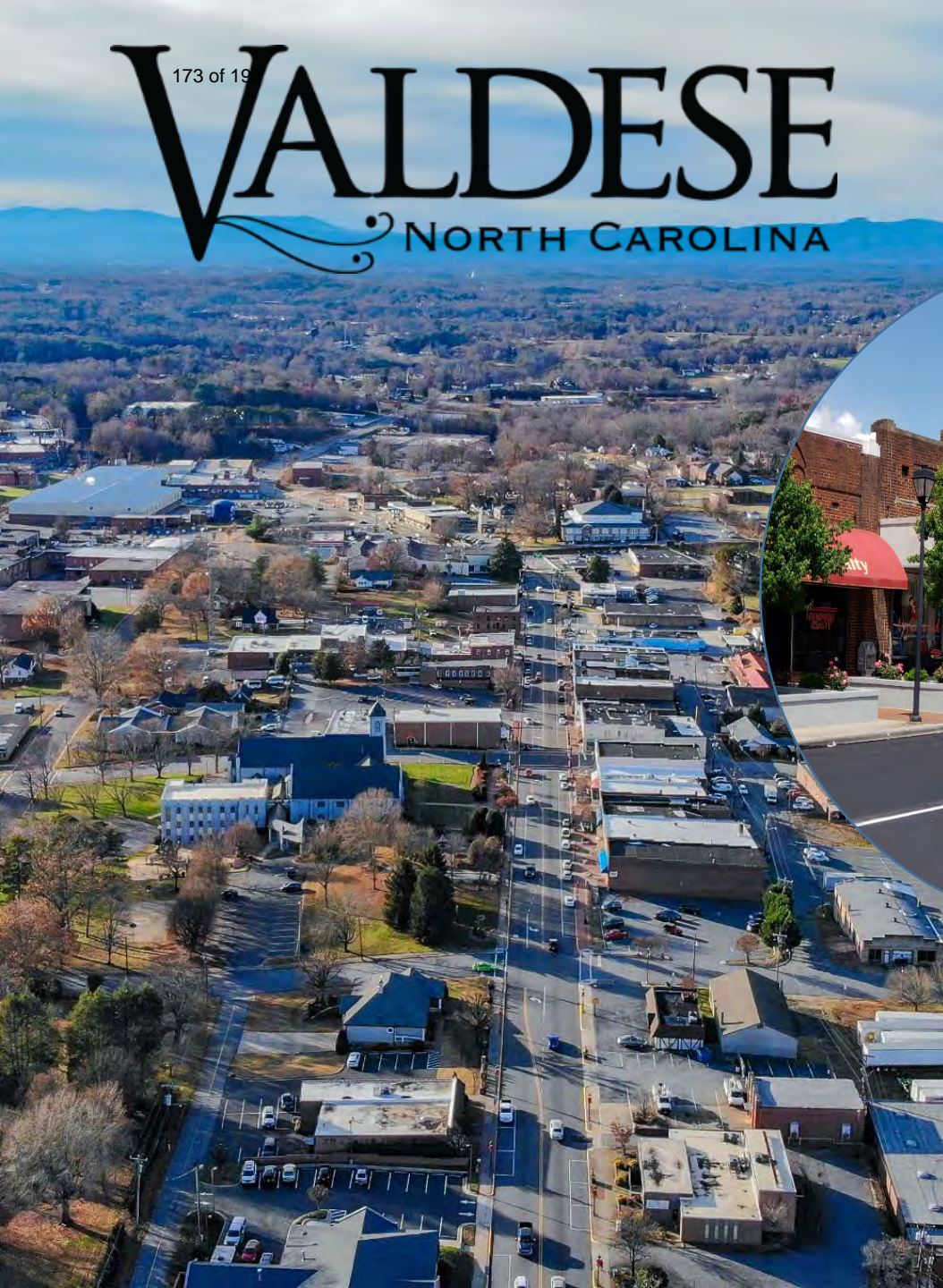
- Our department will continue to stress the benefits of training to better equip today's officers in facing new challenges that we encounter.
- We will continue to aggressively pursue criminals that commit crimes in our city and follow through with their criminal prosecutions. We will emphasize public awareness and public education to complement the enforcement of motor vehicle laws to make the streets of Valdese safer.
- I will continue to meet with the merchants and community organizations to hear their concerns and keep them informed as to how we may be of service and provide them with information to help protect themselves and their property.
- Our objective is to be a department of more community related officers and make Valdese a safe place to raise a family and operate a business where law enforcement is seen as part of, and respected by, the community.
- Our desires are that the Town will respect its law enforcement officers, as the officers will respect and honor all citizens, by protecting and serving them as we uphold our oaths of office.



173 of 19

# VALDESE

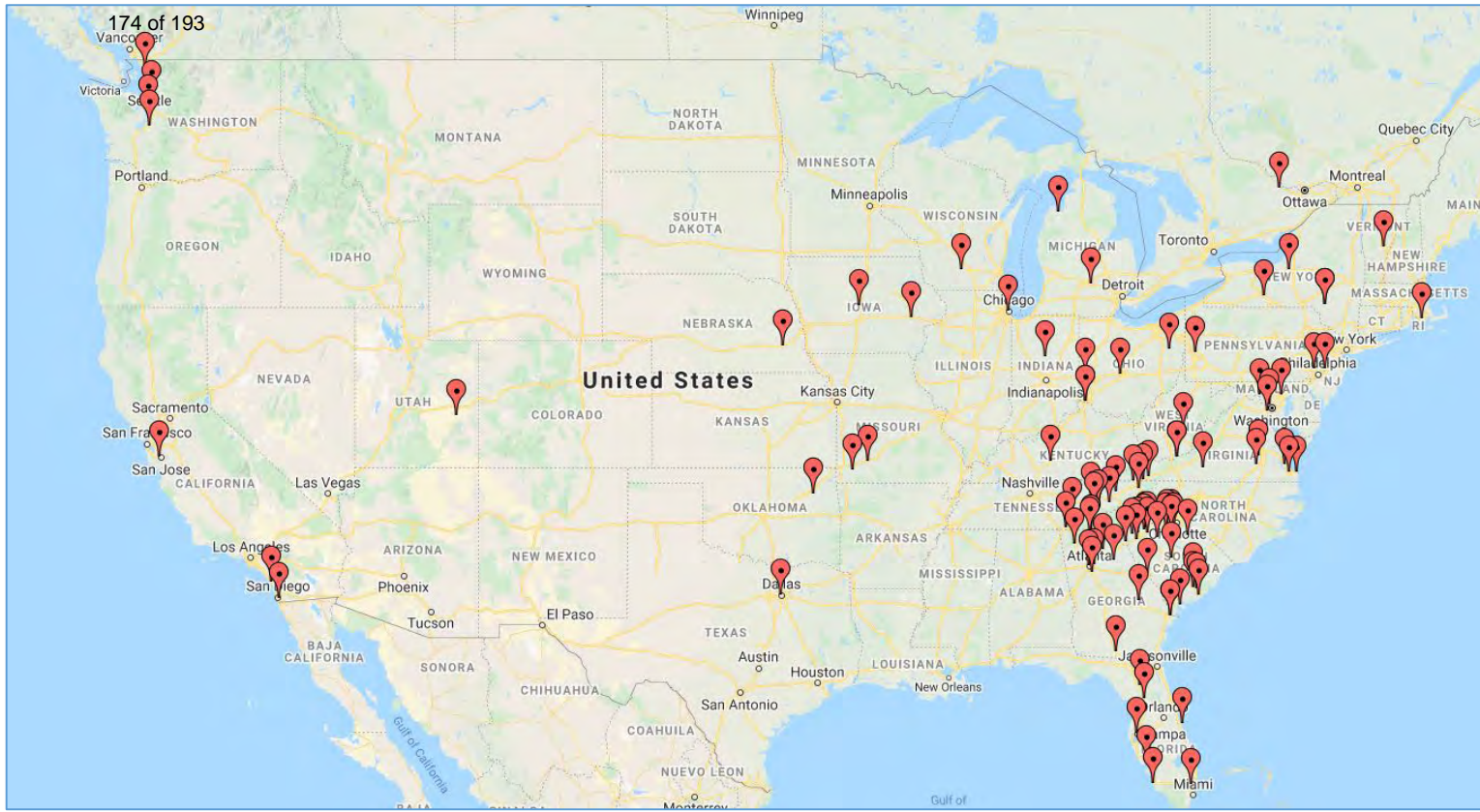
NORTH CAROLINA



## Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021





#### Old Rock School Attendees & Events

- Attendees: 43,846
- Total events: 367
- Visitors: 1,843

#### Annual Town Sponsored Events - Downtown 63 Events in 2019

- Estimated Event Attendees – 48,900

**E-Newsletter Subscribers – 5,086**

#### Approximate Major Event Attendance -

- Independence Day Celebration – 20,000
- Waldensian Festival – 15,000
- Summer Concert Series – 4,600
- Treats in the Streets – 3,500
- Concerts at the Rock – 1,600
- Holiday Events – 4,200

#### Social Media Response to events –

- SnapChat Filters – 12,300 views
- Facebook – 10,700 | Reach 28,000
- Instagram Followers – 1,400

#### Annual Website Visits – 74,654

- Top Areas for Website Hits –
  - Morganton, Nashville, Charlotte
  - Top Interests
    - Music Events, Recreation, Old Rock School

# Annual Statistics

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021





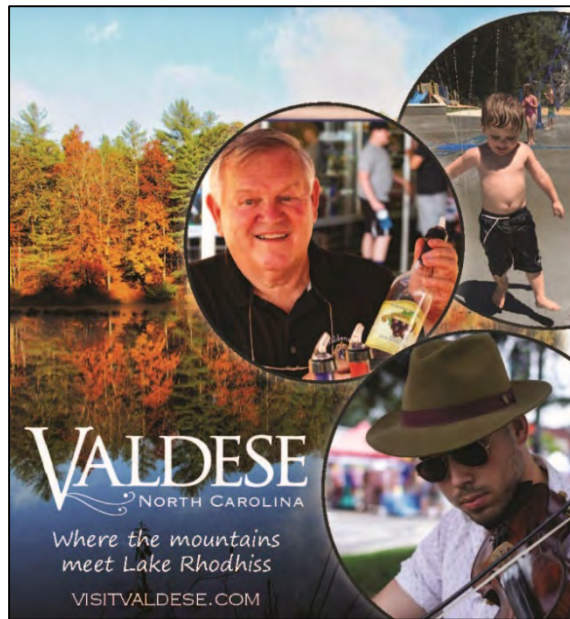


176 of 193



Experience  
*Lake Rhodiss*  
& Enjoy downtown  
*Valdese NC*

visitvaldese.com | 828-879-2129



**VALDESE**  
NORTH CAROLINA

Where the mountains  
meet Lake Rhodiss

VISITVALDESE.COM

*Celebrate*  
**INDEPENDENCE DAY**  
**JUNE 28, 2019 @ 7PM**  
**IN VALDESE!**

MAIN STREET CLOSÉS AT 5:15PM  
CAR SHOW AT 6PM

**LIVE MUSIC BY:**  
LITTLE JOHNNY TRAILER TRASH @ 7PM  
ON THE BORDER  
THE ULTIMATE EAGLES TRIBUTE @ 9:15PM  
**FIREWORKS @ DUSK**




CONCESSIONS, BEER & 50/50 RAFFLE  
PROVIDED BY FRIENDS OF THE VALDESE REC  
PROCEEDS GO TOWARD VALDESE LAKESIDE PARK

PRESENTED BY THE TOWN OF VALDESE VISITVALDESE.COM | 828-879-2129

Plan Your Visit  
*Spend the weekend!*  
Waldensian Heritage  
Museum & Gift Shop  
Trail of Faith  
Waldensian Winery  
Valdese Lakeside Park  
Community Theatre  
Old Colony Players  
Old Rock School  
Art Galleries  
P&W Railroad Museum  
*Explore Downtown*  
Public Art & Parks  
Local Dining & Shopping

**VALDESE**  
NORTH CAROLINA



*Experience Our Heritage* visitvaldese.com

*Experience Our Heritage*  
& **CELEBRATE SUMMER!**

**FAMILY FRIDAY NIGHTS SUMMER CONCERT SERIES**  
Free Concerts from 7-10pm on Fridays in Downtown  
July -- 5: Southwind, 12: Shake Down, 14: True Grass Band, 26: Tony Bailey  
August -- 2: Skate Rock Jukebox, 9 & 10: Waldensian Festival, 16: Carson Hill, 23: Dirty Grass Soul, Finale August 30: Tim Clark Band

**HISTORIC OUTDOOR DRAMA "FROM THIS DAY FORWARD"**  
July 12 - August 10 @ 7:45pm at the Fred B. Crawford Amphitheatre  
Fridays & Saturdays - Tickets available at oldcolonyplayers.com or Call 828-522-1150

**OLD COLONY PLAYERS SUMMER CAMPS - OLD ROCK SCHOOL**  
"From Awkward to Awesome" July 24 - August 3, 1:30-4:30pm, for Ages 4-16  
"Jack Tales and Other Fables" August 12-15, 10am-12pm, for Ages 4-10

**BLUEGRASS AT THE ROCK SEASON TICKETS GO ON SALE IN JULY!**  
See your bluegrass favorites at the Old Rock School from October through March  
Lineup includes: IIRP, Tyne Out, Sideline, Parin & Brooke Aldridge & more!

**44TH ANNUAL HISTORIC VALDESE WALDENSIAN FESTIVAL**  
Free Entertainment with 150 Vendors! Tides! Tours! Music! Outdoor Drama! Bocce!  
August 9 - Kickoff Celebration with 60's & 90's - Cassette Rewind & Group Fiction  
August 10 - Gary Lowder & Smokin' Hot



**VALDESE**  
NORTH CAROLINA  
828-879-2129 VISITVALDESE.COM

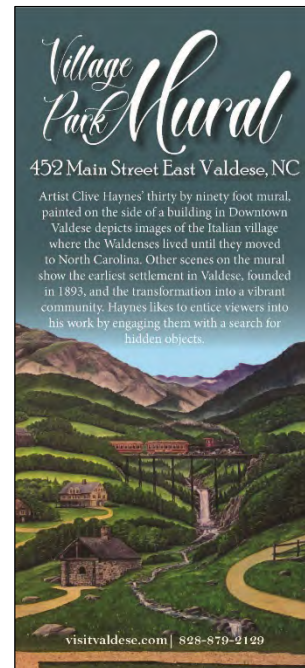
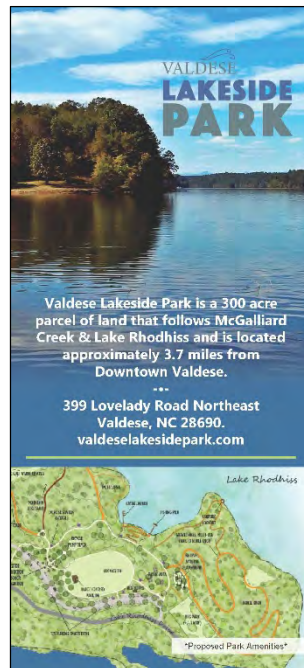
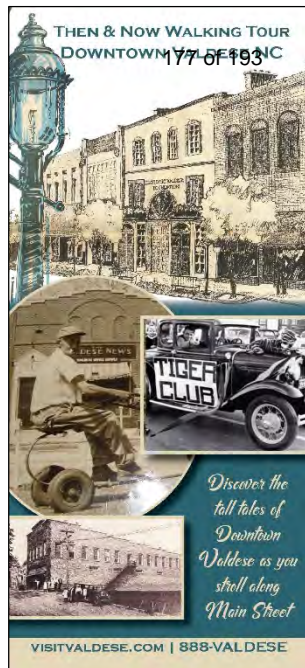
- *WNC Magazine*
- *Our State - Destinations Section*
- *Foothills Digest*
- *Burke County Saver*
- *Catawba County Saver*
- *Destinations Magazine*
- *Smokey Mountain Living*
- *Carolina Heritage Guide*
- *Down the Road Magazine*
- *Blue Ridge Heritage Guide*
- *NC Festivals & Events*
- *Blue Ridge Christian News*
- *Hampton Inn Visitor Guide*
- *Burke Navigator*
- *Chamber Guide*
- *NC Visitor Guide*
- *News Herald*
- *Hickory Daily Record*
- *Focus News*
- *Blue Ridge Country Magazine*

## Promotions

Community Affairs & Tourism

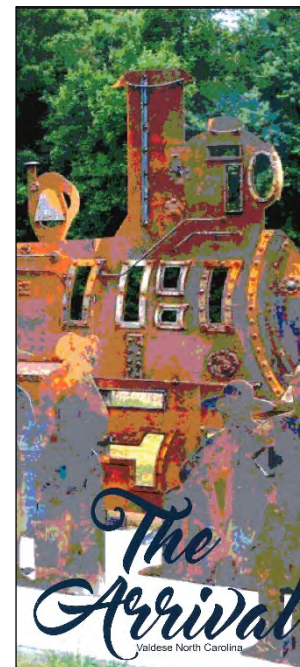
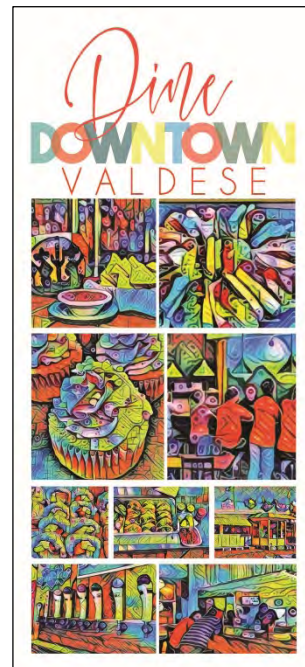
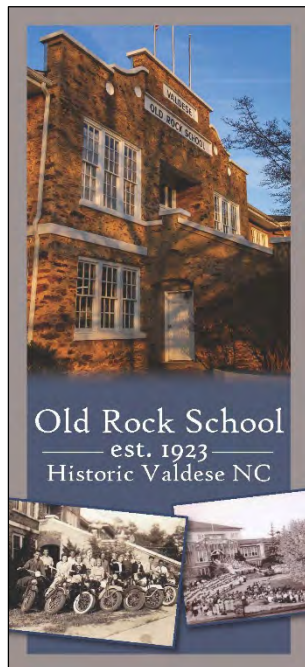
Budget Retreat Presentation FY 2020-2021





## Creation of Promotional Brochures for:

- *Then & Now Walking Tour*
- *Valdese Lakeside Park*
- *Village Park Mural*
- *McGalliard Falls Park*
- *Old Rock School*
- *From This Day Forward*
- *Restaurant Guide*
- *Valdese Annual Events*
- *The Arrival*
- *Family Friday Nights*

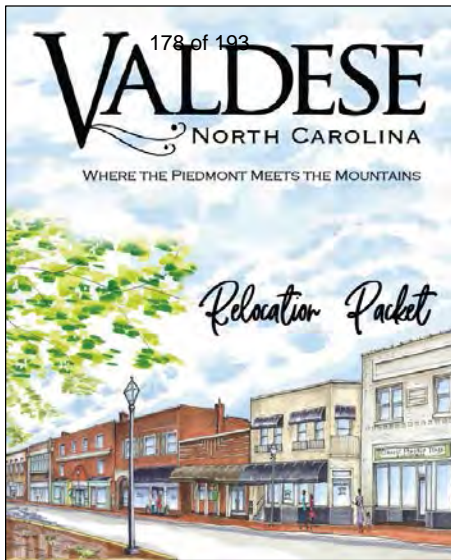


# Promotions

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021





## Revision of Vision Statement:

*Settled in the foothills of the Blue Ridge Mountains entrenched in the spirit of the Waldenses, downtown Valdese, just off I-40 in Burke County, welcomes the entrepreneurial spirit to join the 15 new businesses that have opened since 2014. Downtown is forging the future as a safe, balanced, and family oriented third place center that is also devoted to the celebration of its culture, utilization of natural resources, and innovative thinking that guarantees a sustainable future for all people.*

## Projects:

- Decades Book Fundraiser
- Façade Grants
- Relocation Packet – Internship Project



# Main Street Update

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021

**Blake Pridgen** recommends Town of Valdese.

July 23, 2019 · 🌐



Great community with people that really care and take care of each other. I've had the privilege to work with Chief Moss and Asst. Chief Buchanan and can tell you both of these gentleman are professional in every way and are committed to making Valdese a great place to raise a family. Thanks for what you guys are doing!



Town of Valdese



Like



Comment



Share



Message

**Chad Triplett** recommends Town of Valdese.

January 16, 2019 · 🌐



Wonderful people and a wonderful town!



Town of Valdese and Shelley Stevens

1 Comment



Like



Comment



Share



Message

**Town of Valdese** Thank you for your kind review!

Like · Reply · Commented on by Morrissa Angi [?] · 1w

**Cathy Rosenthal** recommends Town of Valdese.

June 28, 2019 · 🌐



Friendly people. For a small town they have big events.



Town of Valdese

1 Comment



Like



Comment



Share



Message

**Town of Valdese** Thank you for your kind review!

Like · Reply · Commented on by Morrissa Angi [?] · 11w

**Leslie Chapman** recommends Town of Valdese.

April 17, 2019 · 🌐



Valdese has it all: great restaurants, nice parks, cute shops.



Town of Valdese, Seth Eckard and Shelley Stevens

1 Comment



Like



Comment



Share



Message

**Town of Valdese** Thank you for your kind review!

Like · Reply · Commented on by Morrissa Angi [?] · 11w

# Reviews

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021





- Addition of videos
- Featurettes
- Social media feed
- Simplified menu options

<https://www.townofvaldese.com>

## *Website Updates*

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021





Teachers Cottage Painting  
COMPLETED IN HOUSE  
Cost savings = \$7,000



## *Renovation Projects*

Community Affairs & Tourism  
Budget Retreat Presentation FY 2020-2021

BEFORE



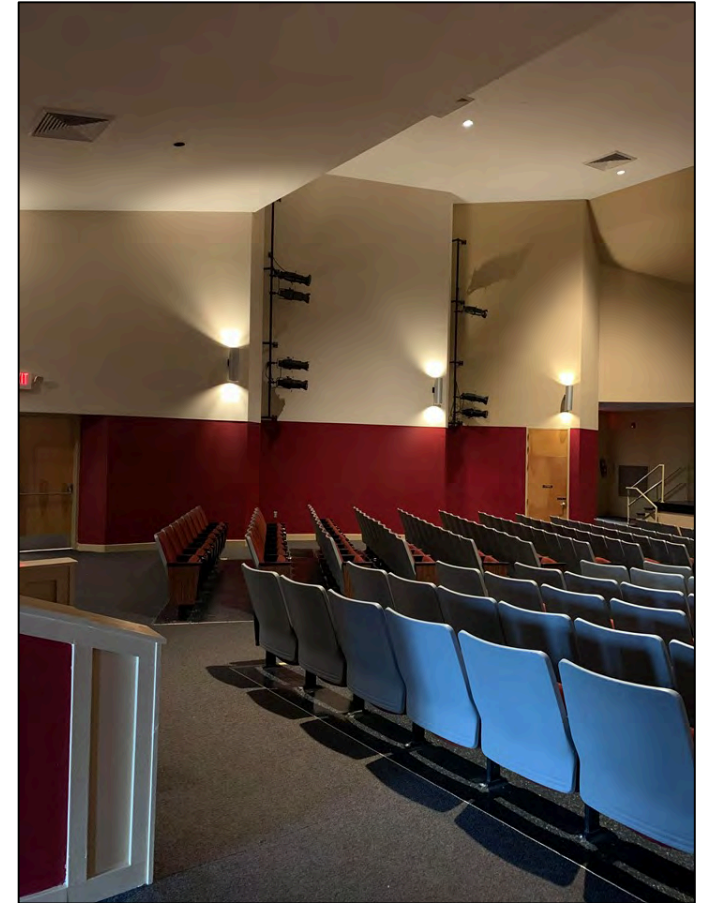
182 of 193



BEFORE



## Auditorium Paint Project



## *Renovation Projects*

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021

BEFORE



DURING



## Main Office Renovations

- *Removed Drop Ceiling & Restored Original Tin Ceiling*
- *Repaired damaged plaster from past roof leaks*
- *Painted Room & Ceiling*
- *Installation of new brochure displays*
- *Photo archive installations*
- *Installed ceiling fans*



## Renovation Projects

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021





184 of 193



BEFORE



## Ceiling Renovations

*Renovations to the drop ceiling throughout the building are underway. Including the east lobby upstairs and downstairs and the front auditorium lobby.*

*Replacing the drop ceiling from the original renovation in 1986 has been a need for sometime. This year, staff worked together to install the new ceiling tiles which are made of PVC, very durable and light-weight. The new tiles will not absorb odor, moisture and are mold resistant.*

*The pattern was chosen to compliment the original tin ceiling from the 1920's that has been restored in numerous other places throughout the building.*

## Renovation Projects

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021





## Lobby Renovations

- *New art installation featuring attractions throughout town*
- *New furniture*
- *New information displays*
- *“Coming Up” poster display for concert series*



## Renovation Projects

Community Affairs & Tourism  
Budget Retreat Presentation FY 2020-2021





# *Renovation Projects*

Community Affairs & Tourism  
Budget Retreat Presentation FY 2020-2021

# Waldensian Room

## Planned Renovations

*Rostan Donation \$35,000*

- Insulate Ceiling to increase sound proofing
- Remove drop ceiling & install drywall
- Wall repair & paint throughout
- Convert lobby into additional meeting space by removing dividing wall
- Replace lobby carpet with matching tile
- New furnishings & art installations
- Additional of electrical outlets to columns

*To be completed by May 1, 2020*

### *Benefits:*

- Ability to rent both the Auditorium and Waldensian Room at the same time without sound interference.
- Increased event size
- Increase in revenue



## *Renovation Projects*

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021



Capital Budget			Year 2			Year 3		
2020-21			2021-22			2022-23		
Item	Amount	Priority Level (1-5)	Item	Amount	Priority Level (1-5)	Item	Amount	Priority Level (1-5)
Replace Teachers Cottage roof	13,000	3	Permanent stage downtown	35,000	2	Automated Door Locks	20,000	2
Replace Teachers Cottage flooring	18,000	3	Stage Lights & Instruments	16,000	3	Replace air handlers	20,000	3
			Stage Lights Dimmer Rack control system	30,000	3	Stage Lights & Instruments	5,000	3
						Auditorium House Lights	10,000	1
	31,000			81,000			55,000.00	

## *CIP – 3 Year Plan*

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021



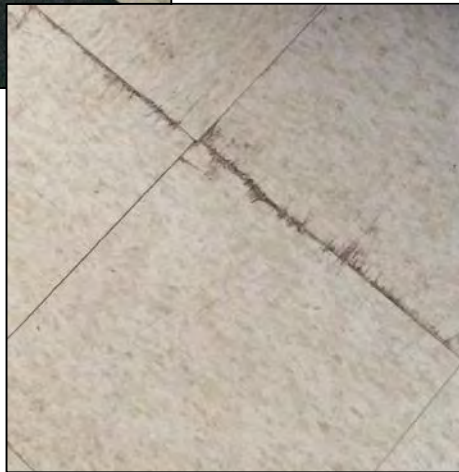
## Teachers Cottage Renovations

### *New Roof - \$13,000*

Recently the roof has leaked and has had to be repaired. Upon contractor inspection of the roof there are multiple layers of shingles and the top layer is held on with staples instead of roofing nails. The staples have not secured the top layer of shingles to the wood underneath so the shingles will continue to blow off during storms and wind gusts causing leaks to occur.

### *Install & Repair New Flooring - \$18,000*

The flooring in the Teachers Cottage can no longer be stripped because of its age. There have also been issues with loose tiles because of this.



## *CIP – 3 Year Plan*

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021



## Stage Lighting System

The current lighting system is over 30 years old and part of the system was in used condition when it was first installed. We are having numerous complications with the dimmer rack system. At this time, one dimmer rack is no longer functional – which limits the amount of lighting effects possible for productions.

Turn-key cost estimates are being generated from Barbizon Lighting Company who specializes in theatre lighting applications. With the replacement of our current system to an LED system, we will be able to cut auditorium electricity costs by two-thirds. The system is used on average for 100 events each year.

Some of the fixtures are so outdated, that you can no longer get parts or have repairs made.

### **Building Safety –**

Existing quartz light fixtures can reach 200-300 degrees during operation.

LED fixtures operate at a much lower temperature of 70-80 degrees.

*-We would also see a reduction in the use of our air condition system to cool backstage areas and the auditorium*

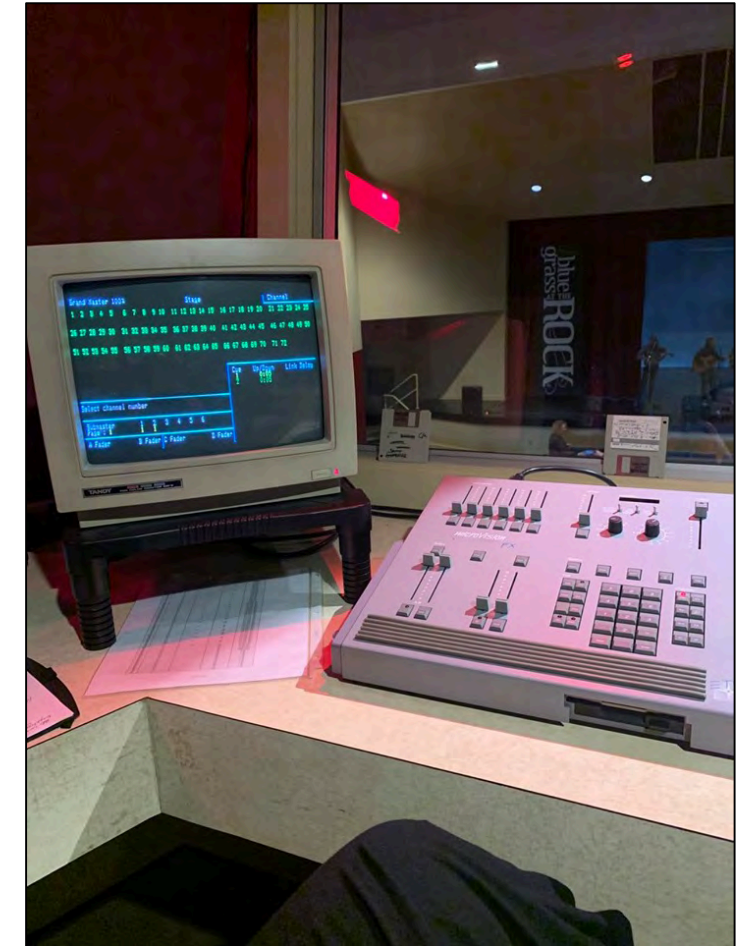
Current fixtures – use 750 watts

LED fixtures – use approximately 100 watts

### **Employee Safety –**

*This system would also greatly reduce the time spent by employees on ladders changing, focusing and redirecting fixtures.*

The new system will also reduce the number of fixtures necessary to create lighting effects. Currently we have 74 – the new system would reduce the number to 55.



## CIP – 3 Year Plan

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021

# Move FFN Finale Concert to Old Rock School Parking Lot



## Benefits

- *Larger space for audience*
- *Flat surface for dance area*
- *Convenience of restrooms*
- *Room for children to play on football field*

## Negatives

- *Proximity to Merchants*

## Logistics

- *Clear defined area to block off for event*
- *Power accessible*
- *Restroom accessible*

 Stage Area

 Concessions

 Restrooms

# *Ideas*

Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021



# Old Rock School celebrates 100<sup>th</sup> Birthday in 2022

Special Events will be planned for all seasons

*Ideas include:*

- Roaring 20's themed dance event
  - Silent auction
- Additional Holiday events
  - 20's movie nights

Commemorative items will be created  
Celebration Banners for downtown



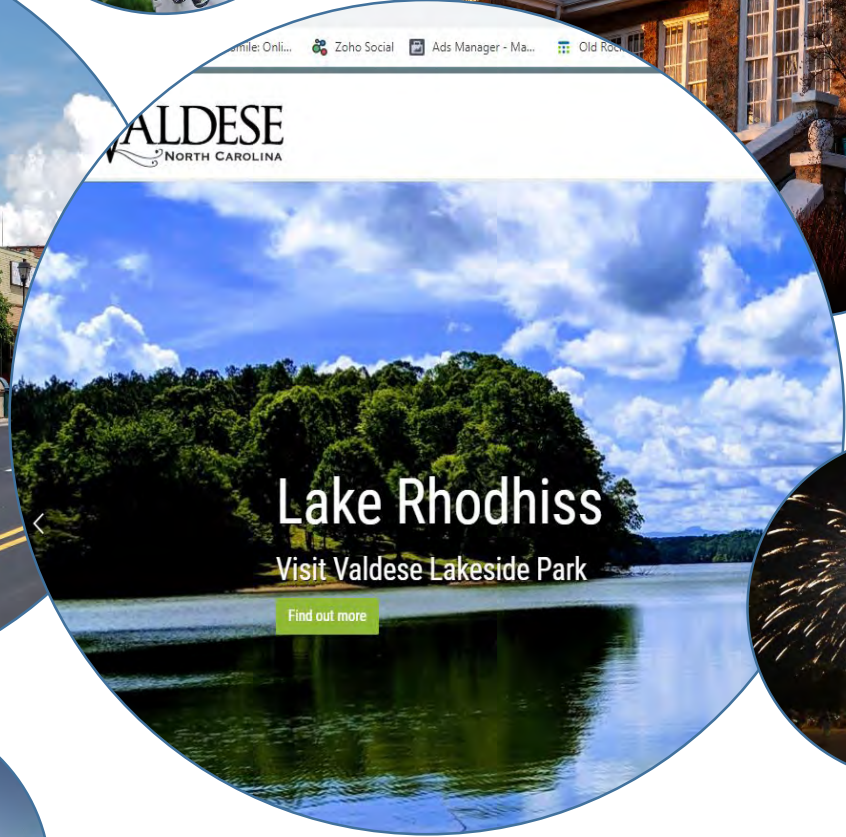
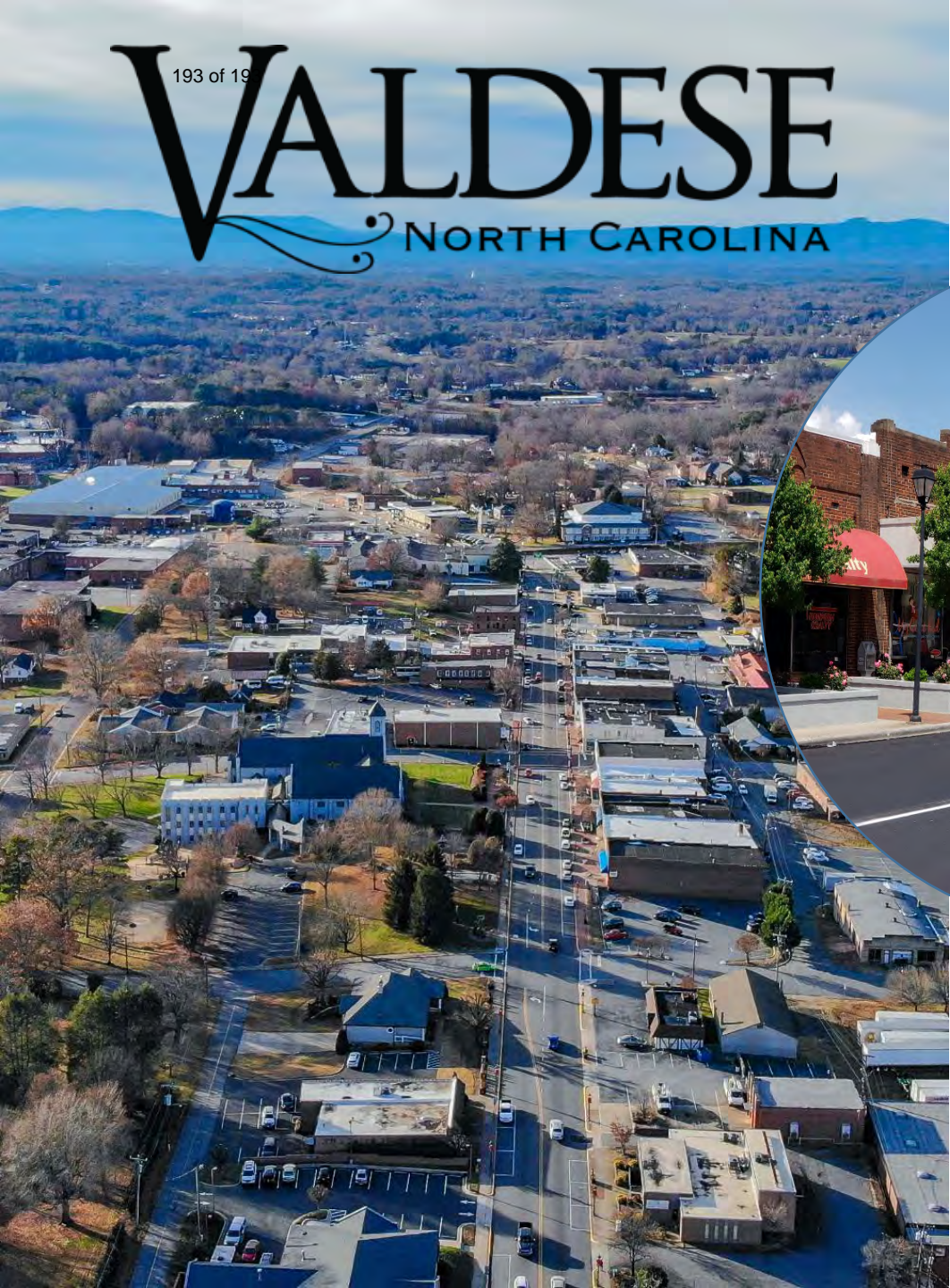
*Planning Ahead*



193 of 19

# VALDESE

NORTH CAROLINA



## Community Affairs & Tourism

Budget Retreat Presentation FY 2020-2021