Proposed 2016-2017 Departmental Goals and Objectives

Governing Body

- Update the 2008 Comprehensive Plan. The plan creates a framework for the development of future public policy by developing priorities and establishing an implementation schedule.
- Investigate opportunities for a new Town Hall.
- Pursue a cost sharing agreement with the Conference Center and College to fund the Wayfinding Plan recommendations.
- Await a petition for voluntary annexation of the Upper Greybeard Trail area.
- Conduct one educational Town Hall meeting focused on ___________________.
- Conduct one public forum meeting.
- Pursue grant funding to complete landscaping improvements to the Gate Lot.

Administration and Finance

- Research records management software options for cost and feasibility.
- Develop and distribute a Request for Qualifications for auditing services.
- Update and prepare for implementation an online "cloud based" municipal accounting package for 2018.
- Research the policy requirements and potential use of purchasing cards for selected employees.
- Seek opportunities to further develop public relations and public information efforts.
- Begin the training and educational requirements of fulfilling the two year Municipal Clerk Certification.
- Manage and assist with the records retention and disposition scheduling of files for all departments.

Police

- Provide a minimum of two additional opportunities for officer training.
- Implement future storage requirement solutions regarding the processing of evidentiary items and sensitive material.
- Further steps in recruitment in effort to bolster Reserve Force roster.
- Digitize police related documentation and forms.

Planning and Inspections Department

- Select and work with consultant to provide engineering study for development of a Stormwater Utility.
- Continue training in ArcGIS software utilization as offerings are available in our area.
- Coordinate in-house training of public works staff in utilization of Trimble GPS/ArcPad field location hardware/software, accurately locating valves, water meters and any remaining features for representation within the GIS system.
- Assist department heads with beginning to collaborate on interdepartmental projects using ArcGIS Online tools.
- Map the locations of all public and privately owned Stormwater Control Measures (SCM's) using GPS and incorporate these into the Town's map system.

Public Works

- Assist in the completion of the Native Plant Garden project, pending available funding and property acquisition.
- Complete inspections of Town-owned stormwater features.
- Complete and submit the annual Water Supply Plan and Solid Waste Report.
- Continue the tree removal and replacement program.
- In conjunction with the Montreat Tree Board, develop a Town Tree Plan and Tree and Shrub Standards Specification and Detail Manual.

Streets/Powell Bill

- Complete the Texas Road Bridge replacement project.
- Complete the Texas Road resurfacing and storm drainage project.
- Perform road resurfacing on smaller portions of streets.
- Replace 30 road signs with "retro-reflectivity signs" in compliance with new Federal and State program.
- Install or upgrade two storm water improvement projects.

Sanitation

- Distribute updated public education sanitation and recycling brochure.
- Purchase new sanitation truck in accordance with Capital Improvement Plan.

Environment & Recreation

- Promote and support the Tree City USA, Open Space Conservation and Montreat Landcare program initiatives.
- Complete Phase II of the Native Plant Garden project, pending available funding and property acquisition.
- Promote public education and involvement with Open Space Conservation, Landcare and other environmental conservation initiatives and projects.
- Initiate planning and engineering for the next phase of the Greenways/Trails Master Plan.

Water

- Replace approximately fifteen (15) air valves within the water system.
- Complete water line replacement along Texas Spur from Well B to Texas Extension.
- Replace roofs on at least two Well buildings.
- Update and digitize mapping of all fire hydrants.
- Automate monthly well sheets for meeting reporting requirements.

Environmental Management

Floodplain Development Permits Issued..6
Notices of Violations Issued..0
Stop Work Orders Issued...0
Site Visits..2

Tree Protection Officer
Tree Service Provider Licenses Issued..1
Tree-related Complaints Logged..0
Tree-related Complaints Investigated..0
Notices of Violations Issued..0
Stop Work Orders Issued...0
Site Visits..3

Highlights for the month:

Submitted grant application to NC Division of Water Resources for dredging. Probably will be spring before we hear whether we got it or not.

Did trail damage assessment out at Buffalo Creek Park where NC Forest Service put in a fire line. Affected portion of trail has since been closed and we are working with Valerie to get informational signs at the trailhead. Also working with CMLC to get a plan together for repairing the trail and all cut areas to reduce erosion potential. Hallie, our Americorps Member is coordinating volunteers to have some work days to put in temporary measures until dozer work can begin.

Lake Operations Projects:

PROJECT	Status	Target Completion Date
Dredging	Dredging is scheduled to start on January 9th.	March 2017
2017/18 Budget	We are in the process of drafting the Lake Operations budget for 2017/18	June 2017
New Lake Operations Boathouse, New covered, floating docks to provide year-round housing for lake ops, hydro, police and fire boats.	I will be presenting this project for next year's CIP budget	2017/18

Lake Operations Activities Report December, 2016

Lake Enforcement & Patrol*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YEAR
Patrols	4	12	20	19	32	22	40	36	20	18	25	4	252
Patrol Hours	2	28	22	29	115	76.5	142	101	41	22	32	2	612.5
Warnings	0	0	6	4	26	30	45	28	12	4	15	0	170
Citations	0	0	0	0	0	0	3	0	0	0	0	0	3
Assistance to Boaters	2	2	5	3	11	14	22	19	4	2	0	2	86
Camera Violations	0	0	0	0	0	5	15	6	8	0	0	0	34
Camera Citations	0	0	0	0	0	0	0	0	0	0	0	0	0

*Lake Operations + Police Department

Lake Structures

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YEAR
LS Permits Issued	3	2	1	1	0	3	1	0	0	0	0	3	14
LS certificate Issued	0	0	2	0	2	0	1	0	0	0	0	1	6
Shorline Stabilization permits	1	0	0	0	0	0	0	0	0	1	1	0	3
LS Complaints logged	0	0	0	0	0	0	0	0	0	0	0	0	0
LS Complaints investigated	1	0	0	0	0	0	0	0	0	0	0	0	1
Site Visits	5	2	2	2	2	5	1	10	8	4	1	2	44

Environmental Management

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YEAR
Land disturbance Permits Issued	7	5	2	6	0	3	0	4	3	4	1	3	38
Soil Erosion Complaints Logged	0	0	0	0	0	0	0	0	0	0	1	0	1
Soil Erosion Complaints Investigated	0	3	1	0	0	0	0	0	0	0	1	0	5
Notices of Violation issued	0	1	0	0	0	0	0	0	0	0	0	0	1
Stop Work Orders Issued	0	1	1	1	0	0	0	0	0	0	0	0	3
Site Visits	15	13	9	14	8	11	8	16	18	9	6	7	134

Water Quality

Fecal Count (CFU per 100ml)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Date Collected				25th	30th	27th	25th	29th	26th			
1. Pool Creek				6	42	68	68	80	27			
2. Beach Swim				7	84	42	57	160	60			
3.Beach Slide				5	62	27	27	78	44			
4. Broad River				25	61	24	22	51	15			
5. Tryon Bay				2				13	82			
6. Dam				1		15	3		5			
7.Sunset Cove				1		5		3				
8. Hummingbird Cove				1				39				
9. Havners Cove				0			6					
10. Rumbling Bald Beach				1	6	3	7	11	16			
11. Broad River - WWTP												
12. Broad River + WWTP												
13.Edward's Cove					224	0	1		4			
14. Pier Point					1		1		2			
15. RBR Chimney Rock Park												
16. Reedy Patch Creek												
17. Hicory Creek												
18. Fire Fly Cove						8						
19. LLVR					1	5	3		2			
20. Picnic Point												
21. Deerwood/Thomas Dr.					5			2				
22. Rockcrest Cove												
23. Dam Marina												
24. Grey Logs COVE					10			11				

0-99 Good | 99-199 Marginal | 199+ Concern

PROJECT	Status	Target Completion Date
.Boys Camp Rd. Spoils pit	Having this pit engineered and included in the mining permit area. Construction work on this basin is complete.	January 2017
Washburn Marina Boardwalk	We will be working on a plan to replace the boardwalk from the marina to the water park.	
Lake lowering	Now that the lake is down, it will stay down until at least March1st. I will keep you updated on the hydro plant repairs as I receive them.	
DELAYED PROJECTS		
Debris Boom in River Channel Develop an implementation plan and cost for a boom that can be deployed during flood events to stop debris before it reaches the lake.	Dan has been working on this. We are looking into some better options for this boom.	

November 23, 2016

TO: Mayor and Board of Commissioners

FR: Ron Nalley, Town Manager RN

RE: Organizational Assessment Study

In July, the Board directed the Town Manager to research and study a potential new job position for a full time Board Clerk and to provide a recommendation. What started there, has over a couple of months, expanded into the possibility of an organizational assessment of the Administration, Community Development and Lake Management Departments. My initial thought was that the staff of these departments and I could reasonable evaluate the sufficiency and efficiencies of the operations and organization of these functions. What I have quickly learned however, is how intricately these departments are tied and how one change could certainly have unanticipated consequences within the organization.

In addition, over the past few months, a couple of Board members have expressed interest in performing an overall organizational and management study. This in-depth type of study will take certain municipal experience and expertise which organizationally, we do not have. Working with an outside firm with expertise in the municipal arena will provide the Town with a comprehensive review and appraisal of the overall organization and management structure and all functions, services and departments. The purpose of the study would be to create the most effective and efficient organization, operating systems and procedures, and allocations of manpower necessary for carrying out its assigned duties and responsibilities. The study can be envisioned as a blueprint for improving the management and operations of the Town. While streamlining operations is important, it is also important to maintain appropriate service levels for the community.

Costs for these types of studies will vary depending on the final scope of services. Goals for the project may include:

- Identifying strengths and opportunities of the organization;
- Assess the allocation of personnel, financial and equipment resources;
- Develop recommendations that will improve the organizational effectiveness and efficiency of Town services;

- Review and examine the Town's organizational structure and operational practices, including services provided, staffing levels, workload, and reporting requirements (span of control);
- Assess the efficiency of Department operations as it relates to staffing, scheduling and productivity; and
- Identify opportunities for operational efficiencies.

If this is something that the Board is interested in pursuing, it would be helpful to me if the Board would outline what goals they hope to accomplish with this study. I will use that information to approach several firms with expertise in this area to determine a cost for your upcoming budget discussions.

If you have questions or concerns, please do not hesitate to contact me.

Town of Lake Lure
Shared Vision for 2020

October 19, 2015

This Vision document is a composite of five Vision charts and consensus items generated by approximately 75 Lake Lure citizens, leadership, and stakeholders.

The nine column titles in this chart represent the key elements of Lake Lure's Shared Vision for 2020. The vision elements were developed using a guided visualization and all participants responding to the question:

What do we, as citizens and stakeholders of Lake Lure, want to see in place for our community five years from now (2020)?

All ideas are verbatim contributions from the whole group's work together.

This document serves as an inspiring reminder and clear frame of reference for the professional staff, along with all other community input, e.g., survey results, and the State of the Town report. With this information in hand, the Town is in a solid position to incorporate the staff's professional expertise and develop an updated Action Plan as a central component of Lake Lure's Comprehensive Plan Update.

Lake Lure's Vision for 2020

What do we, as Lake Lure citizens & stakeholders, want to see in place for our community five years from now (2020)?

Promoted A United Community Spirit
A

Developed Vibrant Town Center
B

Modernized Infrastructure
C

Expanded Cultural & Community Venues and Opportunities
D

Expanded Year-Round Opportunities for All
E

Preserved, Managed & Enhanced Natural Environment
F

Enhanced Family & Health Services
G

Promoted Responsible Economic Development
H

Fair & Balanced Governance for All
I

Lake Lure Community Vision for 2020 — October 19, 2015

Promoted A United Community Spirit (A)	Developed Vibrant Town Center (B)	Modernized Infra-structure (C)	Expanded Cultural & Community Venues and Opportunities (D)	Expanded Year-Round Opportunities for All (E)	Preserved, Managed & Enhanced Natural Environment (F)	Enhanced Family & Health Services (G)	Promoted Responsible Economic Development (H)	Fair & Balanced Governance for All (I)
enhanced community relationships and connections foster a unified community increase opportunities for connection across the board, esp. geographic (& more)	Town Center renaissance vibrant town center developed a town center identity	upgrade essential infra-structure upgraded infra-structure that flows execute town plan & improve roads and utilities modernize infra-structure enhance transporta-tion & infra-structure expanded community connections, i.e., roads, boats	active community center facility human development opportunities, e.g., education expand cultural & community values & opportunities life-long learning	develop year-round attractions develop year-round opportunities for residents & visitors created year round activities for residents expanded year-round recreational amenities expand outdoor & recreational amenities increase and improve hiking, biking, and pedestrian trails	preserve our lake maintain healthy lake ecosystem preserve & control natural environment Lake Lure allure preserved & enhanced our natural beauty	enhanced family & health services provide senior services & facilities quality health growth	progressive economic develop-ment new revenue sources established promote business growth & develop-ment new lodging facilities built	equitable zoning changes fair & balanced governance for all growing a diverse population grow year-round population

Lake Lure Comprehensive Plan Update Recap & Timeline - December 1, 2016

August - mid-Sept. 2015	Late Sept. - End of Oct. 2015	Feb. - Nov. 2016	Dec. 2016 - March 2017
Phase I Focus • Staff developed Implementation Matrix (IM) Scorecard: less than half-way into 20-year plan approx. 60% of IM items completed **Aug. and Sept. 2015** • Town Manager & Communications Consultant produced State of Town report for Steering Committee review & input before distribution to citizens **Aug. & Sept. 2015** • Staff & Vital Clarity consultant drafted community survey to be reviewed & revised by Steering Committee **Sept. 15 & 23 meetings** • Staff & Vital Clarity consultant gave Town Council and Zoning & Planning Board members preview of October Vision Session Agenda and Process **Sept. 15 & 23 meetings**	**Phase II Focus** • Finalized & distributed State of Town report and community survey far and wide **Late Sept. 2015** - Staff summarized survey results & posted on Town website **Early October 2015** • Community Vision for 2020 - Consultant trained volunteer & staff facilitators **Oct. 12, 2015** - 75+ citizens participated in creating Lake Lure Shared Vision for 2027 **Oct. 19, 2015** - Shared Vision for 2020 document produced **Oct. 30, 2015** - Staff posted final Vision document on Town website **(add approx. date, get from Shannon)**	**Phase III Focus (Part 1)** • Staff & Vital Clarity consultant gave Steering Committee recap of Phases I & II and a preview of Phase III **Feb. 1, 2016** Steering Committee approved Phase III **Feb. 1, 2016** • Preliminary work on consolidating all input - **Feb. & March 2016** • Comp Plan Update process put on temporary hold during search for new Town Manager **March 2016** **Phase III Focus (Part 2)** • New Town Manager first day **Aug. 1, 2016** • Orient Ron to Comp. Plan Update process; met with Steering Committee to actively resume Phase III activities after 5-month hiatus **Aug. 16, 2016** • Steering Committee Call to preview Staff Work Session Agenda **Sept. 20, 2016** • Staff Work Session on IM projects **Oct. 13, 2016** • Cross-functional Planning Meeting with stakeholder group **Nov. 7, 2016** - Finalize 2017-2027 Project Calendar - Name the Strategic Directions	**Phase III, (Part 2)** (continued) • Town Council & Staff Retreat **Dec. 1, 2016** • Internal Staff Meeting **Mid-Dec. 2016/early Jan. 2017** - Articulate internal obstacles to optimal effectiveness; brainstorm practical & innovative actions (1/2 day) - Staff develop coordinated Action Plans for 11 projects in the 12- to 18-month time frame. Action Plans will be used to track progress and begin fulfilling the Lake Lure Vision for 2020 (1/2 day) • Zoning & Planning Board reviews final Comprehensive Plan Update (CPU), sends recommendation to Town Council **Tues., Jan. 17, 2017** • Town Council holds public hearing **Tues., Feb. 14, 2017** • Town Council adopts final Comprehensive Plan Update **Tues., March 14, 2017**

Lake Lure Comprehensive Plan Update Project Calendar

December 1, 2016

The projects in the Project Calendar on page 2 came directly from all input sources throughout the Comprehensive Plan Update process, i.e., elected and appointed officials, citizens, stakeholders, and staff. Projects in bold represent priority projects within each Strategic Direction. For review purposes, you may find it helpful to print both pages and lay them side-by-side.

Functional Elements in the Comprehensive Plan Implementation Matrix 11 Main sections that contain initiatives, projects, and actions from the original Comprehensive Plan.	
2. Economic Development (ED)	**8.** Community Appearance & Design Standards (CA&DS)
3. Transportation & Circulation (T&C)	**9.** Government and Administration (G&A)
4. Utility Infrastructure (UI)	**10.** Natural Environment & Open Space (NE&OS)
5. Parks and Recreation (P&R)	**11.** Land Use & Growth (LU)
6. Lake Management (LM)-6A, Boat Management (BM)-6B	**12.** Communications (C)
7. Community Services and Facilities (CS&F)	

Note: The Functional Elements & the numbering above reflect the sequence found in the original 2007 Implementation Matrix.

Key Elements of Lake Lure Shared Vision for 2020 The letters in parenthesis at the end of each project on the calendar indicate which vision elements that project advances. The fact that most projects advance multiple vision elements reflects a natural and desirable integration of effort across departments, boards & committees.	
A. Promoted a United Community Spirit	**F.** Preserved, Managed & Enhanced Natural Environment
B. Developed Vibrant Town Center	**G.** Enhanced Family and Health Services
C. Modernized Infrastructure	**H.** Promoted Responsible Economic Development
D. Expanded Cultural & Community Venues and Opportunities	**I.** Fair and Balanced Governance for All
E. Expanded Year-Round Opportunities for All	

All recommended changes to time frames and Strategic Direction assignments recorded at the Nov. 7 Stakeholder Meeting will be discussed and considered by staff and Town Council.

Lake Lure Comprehensive Plan Project Calendar for 2017-2027 — December 1, 2016

Strategic Direction (SD)	IM Functional Element Groupings	12-18 months	19 mos.-3 years	3-6 years	7-10 years
Developing Business Growth (1)	**2. Economic Development (ED)**	• **Conduct recreation study to target outdoor activity markets** (E, H) • Produce Vision Book to realize Town Center (B, D, E, F, G, H)		• **Improve beach appearance & operations** (B, C, D, E, F, H)	• Create attractive LL entrance into Chimney Rock State Park (A, B, C, D, E, F, G, H, I)
	8. Community Appearance & Design Standards (CA&DS)	• Develop streetscape design guidelines (C, F, H)	• Develop & adopt scenic byway overlay corridor district (C, F)	• Develop regulations to limit light & noise pollution (F, H)	• Develop gateways for entrances to LL (9S, 64/74, 9N) (A, H)
	11. Land Use & Growth (LU)	• Conduct sites studies for performing arts center (A, D)	• **Modify Zoning Map to be consistent with Future Land Use Map** (H, I)	• Relocate Public Works facilities to better use existing commercial sites (B, C, H)	• Concentrate commercial development in nodes (B, C, F, H)
SD 2 Supporting Positive Growth (2)	**3. Transportation & Circulation (T&C)**	• **Ensure emergency vehicle access on all sides of lake by building road to RBR via Old Sand Branch** (C, H) • Develop & implement peak season parking plan (B, C, H)	• **Improve beach parking and roadway interface** (B, E, H)		
	4. Utility Infrastructure (UI)	• **Develop long-range infrastructure plan** (B, C, E, F, H, I)		• **Improve water & sewer capacity for current and future needs** (C, F, H)	• Identify water & sewer priorities for anticipated growth (C, H)
Promoting Natural Experiences (3)	**5. Parks & Recreation (P&R)**	• Develop a classification hierarchy for parks development (D, E)	• Develop recreation program action plan (D, E, F, G)	• Hire Parks & Recreation Program Director (A, D, E, F, G)	
	10. Natural Environment & Open Space (NE & OS)		• Conduct watershed study (erosion & sediment) (F, G) • Identify open space worthy of protection & pursue protection (A, D, E, F, G)	• Manage upstream development activities that threaten water quality (F, G)	
Enhancing Lake Standards (4)	**6A. Lake Management (LM)** **6B. Boat Management (BM)**	• Establish sewer standards for private connections to lakefront properties (LM) (C, G, I) • Record & track reported lake violations (BM) (I)	• Require educ. & training for commercial boat operators (BM) (G, I) • Contribute minimum of $100,000/yr. to emergency reserve fund for excavation (LM) (F, H)		• Mitigate effects of land disturbance (LM) (F, H)
Meeting Tomorrow's Challenges (5)	**7. Community Services & Facilities (CS&F)**		• Improve government-owned buildings to fulfill future staffing needs (C)		
	9. Government & Administration (GA)	• Enhance Capital Improvement Plan (CIP) process & details (C, H)	• **Conduct comprehensive costs & fees analysis to improve revenue streams** (A, H, I)	• Conduct staffing study every 5-7 years (I)	
	12. Communications (C)		• Develop a comprehensive residential relocation guide (A, D, E, G)	• Form dedicated economic development association (E, H)	

Note: The 35 projects above represent priorities solicited from elected & appointed officials, citizens, stakeholders and staff taken from the original Implementation Matrix (IM). Projects in **bold** represent priority projects within each Strategic Direction. Remaining IM projects and items will be considered during future updates.

November 22, 2016

TO: Mayor and Board of Commissioners

FR: Ron Nalley, Town Manager

RE: Town Manager Evaluation

As you may recall, my employment agreement with the Town of Lake Lure requires the Town Council to review and evaluate my performance at least once annually. I have copied for you an Evaluation Form that I have used in the past for your consideration. After reviewing evaluation materials and information from other cities and those prepared by the International City/County Management Association, methods for evaluating your manager vary considerably.

The purpose of the evaluation is three-fold. First, the evaluation allows the Council an opportunity to give me feedback on my performance and to identify areas in which improvement may be needed. Second, the evaluation clarifies and strengthens the relationship between the manager and the board. Finally, the evaluation allows for a decision to be made about the manager's salary for the upcoming year.

Using the attached form, the Mayor and members of the Town Council are requested to carefully consider and evaluate my performance over the course of the evaluation period. Each elected official is asked to fill out a rating form based upon their perception of the Manager's performance as gauged against each of the rating factors. Once completed, the Board should return their forms to the Mayor. The Mayor will compile a composite evaluation form that reflects an average of the scores provided on the individual forms. That composite form shall represent the basis for the evaluation of my performance over the evaluation period.

In conjunction with the Commissioners evaluation, I distribute a separate evaluation form to department heads and administrative staff. The purpose of obtaining feedback from employees is to continuously develop a strong Town Manager/staff team. The Town Manager can only be effective to the extent that staff is productive in providing excellent service, has confidence in my leadership and believes that I create an environment for their success. Feedback from staff about my performance is an essential part of understanding the organization's needs and identifying ways in which the Town Manager can continuously improve in his role. Once completed, the employee forms also will be returned to the Mayor. The Mayor will then compile a composite evaluation form that reflects an average of the scores provided by the employees. This will be submitted to the Board for their consideration as well.

In order to formalize this process, I am proposing the following Evaluation process:

1. In January, the Town Manager prepares a written report on the status of a number of performance goals which were developed in the prior year by the Board of Commissioners and agreed to by the Town Manager.
2. Evaluation Forms will be distributed in the middle of January to the Mayor and Commissioners. Each Board member will complete the form and return it to the Mayor. The Mayor compiles the responses from the written evaluation form and prepares a composite evaluation form that reflects an average of the scores provided on the individual forms. That composite form shall represent the basis for the evaluation of my performance over the evaluation period.
3. Evaluation Forms will be distributed in January to department heads and administrative staff. The completed forms will be sent to the Mayor who will compile the responses and then provide the summarized response to the Town Manager and the Board of Commissioners.
4. A closed session is held with the Council and Town Manager in late January or February, during which the Mayor summarizes the Board's responses on the evaluation form. Prior to the closed session meeting, a copy of the composite evaluation is provided to the Town Manager and other members of the Board. The Town Manager is asked to respond to the results of the evaluation and be prepared to discuss them with the Board during closed session.
5. The operating ground rules shall be established by the Board for the closed session including, but not limited to, such considerations as location, time, or time considerations for any particular subject matter.
6. Following the evaluation, the Board will meet during closed session to discuss any Employment Agreement adjustment requests and to solicit salary adjustment suggestions. At any point during the closed session, the Board may choose to excuse the Town Manager from deliberations regarding these items. Following the reaching of a majority consensus on any adjustments, the Board shall inform the Town Manager of its pending decision in closed session and then reconvene in open session to ratify the changes.

As you can see, the evaluation of the Town Manager is a process. Careful planning and a commitment to communication between the Board and the Manager throughout the year will greatly facilitate the actual evaluation and increase the likelihood that it will be a valuable experience for all involved. Please remember that this process is also flexible. You may see some things that you would like to change for subsequent evaluations. In summary, just remember that the evaluation should be a positive process and looked upon as an opportunity to improve communication, identify potential problems and strengthen our working relationship.

As always, if you have questions or concerns please do not hesitate to see me.

Town-Owned Lakefront Property
2654 Memorial Highway

Vacate ABC Building

Redevelop Parcel According to a Concept Plan

Desired Uses
1. Lakefront Restaurant with Boating Access
2. Boating/Recreation Business
3. Park / Amphitheater
4. Chimney Rock Baptist Boat Church
5. Combination of above

How to Accomplish Development
1. Sell property to developer (cash for other uses)
2. Lease property
3. Concession agreement
4. Combination of above

Public Benefits

1. Highest/Best Use of Property
2. Encourages desired Town Center development
3. Increased Financial Return to Town
4. Adds jobs – could expand comm'l tax base

Strip Center on Memorial Highway
2564 Memorial Highway

$325K Purchase Building

- *Loan at 4% (2% if used for municipal purposes). Est. annual payment: $50-$70K*

+ $175K
$500K Enhancements & Upfit for ABC Store (2 units on right)

- *LGC is concerned about risk and speculation, but understands economic development strategy*
- *Makes vacant building productive*

List 2 units on left for leasing

ABC store traffic increases viability?

Choice…

Town Keeps Ownership

- *No property tax*
- *Rental income:*
- *$11/ft*
  $33K from ABC
  $33K from others?
- *Long-term ROI*
- *Exchanged one building for another to free up lakefront*

OR

Sell to Investor

- *Property tax*
- *Return of $500K+*
- *Pay off debt*
- *Rent goes to investor*
- *Small annual ABC profit distribution to Town*

OR

Sell to ABC Board

- *Property tax?*
- *Return of $500K+*
- *ABC pays mortgage instead of rent*
- *Rental income:*
  $33K from others?

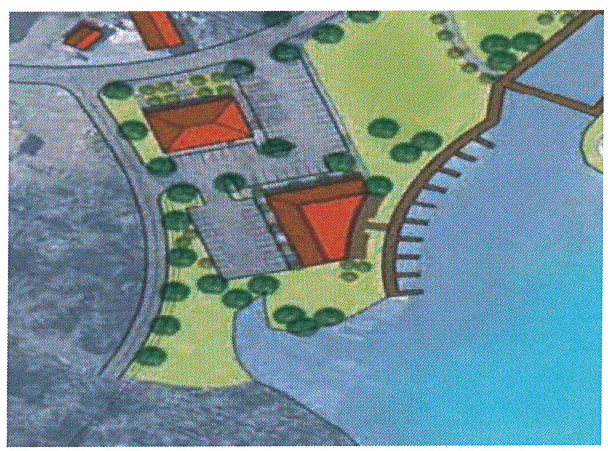
Moving the ABC Store

1. The Town acts as an intermediate developer, to facilitate the movement of the ABC store and to catalyze redevelopment in the Town Center (strongly supported by citizen survey)

2. ABC store moves 800 feet up the street, still walkable from the lakefront. The store bears no financial burden from the upfit and move (Town covers the costs)

3. 2014/15 ABC distributions to the Town
   - $6,000 in rent
   - $28,000 in profits

4. Town Center Small Area Plan – concepts:



Lake Lure Town Center
Redeveloping Lakefront Properties
Community Development Department
September 10, 2015

Objective: In accordance with the Town Center Plans (Main Street Master Plan, Pedestrian Bridge Bay Area Plan, Rock Broad Gateway Plan, Town Center Master Plan, Lake Lure Seawall & Concourse Project Plan), the goal is to improve the Town Center through a series of strategic moves resulting in the redevelopment of properties like the lakefront area (ABC store, police boathouse, Pool Creel Park area) to maximize public benefits (general welfare). This paper's primary focus is the redevelopment of the lakefront properties identified above. The various Town Center plans call for the lakefront redevelopment to include both commercial uses and public space.

Public Benefits (General Welfare)

- Adds a lakefront dining establishment with convenient boat parking for residents and second home owners.
- Utilizes lakefront property in direct support of tourism (e.g., dining, tours, boat rentals, fishing guides, ski school)
- Add jobs and facilitates private investment (restaurant and lake-based businesses)
- Expands the property tax base by adding commercial businesses at the lakefront
- Exercises "highest and best use" principles relative to town land assets
- Increases use of Pool Creel Park
- Integrates with, improves access to, and will increase use of Pool Creek Park
- Generates significant cash from a sale of the property OR future cash flows through a development lease

- Provides funds for other priority public/town projects (rather than using tax dollars or fees)

Necessary Steps

1) ***Move the ABC store*** to a location that will not diminish its operation
2) ***Move the police and public works boats*** to a suitable, covered facility on the lake that is central and has deep water during drawdown years
3) ***Secure a suitable location for commercial contractors*** to moor their boats and load/offload materials (currently done near the police boathouse)
4) ***Redevelop the lakefront***

How to accomplish #1 – Move the ABC store to the strip center (formerly known as the Town Plaza)

<u>Points to Consider</u>

- Town Plaza (4-unit building at 2564-70 Memorial Highway) is now available (bank-owned sale; listed at $375,000)
- It is just 850 feet from the current ABC store, which keeps it in the Town Center and same vicinity to Chimney Rock Village
- It has plenty of parking and only 2 units of the building are needed to support the ABC store operations (bank vault available)
- Remaining 2 units are convenient to pedestrians with a fairly simple extension of town center walkway (has been planned for well over 10 years)
- Constructing a new Town ABC store isn't cost effective given current sales volume and low margins
- Existing buildings that would be suitable (building space and layout, convenient access and parking) for Town ABC store don't come available often

<u>STRATEGY: Acquire the TOWN PLAZA</u>

- ABC store commits to a long-term lease
- Purchase and refurbish/upfit property with low-interest loan ($500,000 at about 3%). Refurbishments should focus on building exterior and interior of 2 units for ABC store operations
- Town continues to collect rent from ABC store: **$33,000**
- Town markets the other 2 units for rent (with the attraction of ABC as a high-traffic, anchor tenant)
- Consider selling the building to an investor…before or after the other 2 units are filled. If sold, town would again lose the rent, but gain property taxes from the strip center.

- If sold, pay off note; re-invest proceeds in priority projects for the town

How to accomplish #2 – Move the police and public works boats

- Sell the old EMS boathouse and property at the north end of the dam (upset bid process). Estimated to generate approximately $75,000 to $150,000.
- Utilize the proceeds to construct floating, covered, aluminum docks at Lake Operations Office. These will accommodate all town boats in a central, deep water location. Some boats will utilize lifts to keep them out of the water and clean. Estimated to cost approximately $75,000 to $100,000

How to accomplish #3 – Secure a location for commercial contractor boats

- Explore town property at Happy Hollow Lane (river channel) area
- Explore dam marina (Jay Freeman currently uses this)
- Explore property in the cove east of Larkin's
- Explore any other possible areas around lake

How to accomplish #4 – Redevelop lakefront

- Refine Town Center Plan for area including ABC Store, police boathouse, Pool Creek Park, etc.
- Recombine, subdivide or reconfigure lots as needed (between Pool Creek and Jack London)
- Recruit a development partner to plan and execute the redevelopment of the site (sale or lease)
- Implement whatever zoning restrictions are necessary to satisfy the town's land use objectives for the property
- Determine if additional public improvements are needed to incent desired outcomes. If so, define improvements complete with costs.

<u>OPTION #1 – SELL PROPERTY</u>

- Ensure that the Town's long-term interests will be supported if the town no longer owns the property
- Sell and re-invest proceeds in priority projects for the town.

<u>OPTION #2 – LEASE PROPERTY</u>

- Lease to a developer, restaurant owner, lake-based business (or combination)
- Provides long-term revenue stream
- Does not provide significant cash for other immediate projects
- Ensures town control over the use of this property in the future

Possible use of net proceeds:

Develop west end of Flowering Bridge as a Town Gateway

- Buy Moore property at Flowering Bridge & combine with existing TOLL parcel
- Market & Sell the combined Moore- TOLL parcel

Move Public Works Building Out of Prime Commercial Location

- Build new TOLL Public Works facility on Island Creek Road
- Raze/move existing Public Works facility to create parking behind Arcade in Town Center
- Reconfigure beach parking (See 1994 NCDOT Plan) to alleviate traffic congestion

Riverfront Development

- Buy the parking lot and/or building on Rocky Broad (old Riverside Pavilion)
- Create walkway under new bridge and along the river
- Utilize property for public parking and commercial redevelopment

Pedestrian Walkway

- Extend pedestrian walkway to Chimney Rock Village (20% match required to secure NCDOT funds. Total project estimated to be approximately $500,000)
- Extend pedestrian walkway to Town Plaza
- Refurbish boardwalk

Point of Interest at Dam

- Build visitor attraction: Dam Overlook Park

Connect Morse Park with Point of Rocks Park

- Develop Point of Rocks Park and connect to Morse Park with a pedestrian bridge (possibly a low cost, swinging cable bridge).

Office of the Town Manager

TO: Mayor and Commissioners

FROM: Chris Braund

DATE: October 14, 2014

RE: Staff Compensation Recommendations

At our last council workshop, we discussed my recommendations that we utilize a portion of the 2013-2014 budget surplus to pay bonuses in recognition of the entire team's dedication to financial discipline, revenue collection and quality work. We yielded over $204,000 in surplus, which automatically went into the fund balance at year end. In addition, we discussed performing an in-house salary study to evaluate our pay scales and current salary in all positions against other municipalities of similar size and/or nearby.

Anita gathered salary data from cooperating towns and she was fortunate to be provided the results of salary studies (at no cost to us) being conducted in some other towns. This was thanks to her excellent relationship with a consultant in the field, David Hill, and prior work we've done with him. The salary study (in the attached packet) identifies the comparable pay scales and current salaries and compares Lake Lure's to the peer group average. The analysis asks these questions of each role:

1) How does Lake Lure's pay scale (minimum to maximum) compare with average of the group? We aim to be near the average. Too low and our salaries are not competitive. Too high and we may be overpaying for the market.

2) Is the salary we're paying for this role appropriate for our pay scale? People should earn more on the pay scale if they have advanced degrees, special certifications, years of experience and knowledge in the job, or if they are in a role that is highly competitive and they are likely to be recruited away. One benchmark evaluation is the midpoint of the salary range: a capable employee should reach the midpoint of the pay scale at about the midpoint of their career in this role (subject to all of other factors mentioned here).

<u>Challenges and Weaknesses Found</u>

A. Most of our job pay scales are appropriate and competitive with other peer municipalities. We are recommended slight upward adjustments to the pay scales of just 7 roles.

B. However, the salaries we are paying are at the low end of our own stated pay scales. This is not unexpected as we haven't done regular salary increases (beyond COLA) in the past 6 years. We've disconnected good job performance from regular salary increases. We used to increase salaries regularly based on employee performance evaluations. There was not a lot of employee satisfaction or support for this system because it was so subjective.

C. Our average tenure is 9 years on the job, so we should expect salaries to be in the middle third of our ranges. To bring everyone to the midpoint of our salary range would add 10% to our payroll costs ($138,276) – that's not feasible all at once.

D. We no longer have a mechanism for people to increase their base salary…other than through cost of living adjustments, a promotion or leaving for a higher paying job. Thus, it doesn't really matter what the upper end of your pay scale is…you tend to get stuck in one place along it.

As a result of the analysis, we are recommending salary adjustments to 14 employees whose salaries are significantly below where they should be…either in comparison to their peer group or relative to Lake Lure's pay scale and their experience. These adjustments would bring these 14 salaries more in line with the marketplace and with their peers among in Lake Lure with similar job responsibilities and experience levels. Note that it won't bring them fully in line, but it's what we can afford and it's a start. The analysis indicates that all the other salaries are at an appropriately competitive level.

In summary, the compensation recommendations consist of three separate components:

1) A budget performance bonus of $1,000 for each employee on staff last year. The total cost of this program, including required payroll taxes and retirement contributions, is **$37,875**. This bonus would be offered whenever a budget surplus will allow.

2) A longevity bonus of $100 per year of service with the Town of Lake Lure. The bonuses would range from $100 to $2,700 and the total cost of the program will be **$38,750.** This bonus would replace the customary Christmas bonus ($100 per person) and be offered whenever a budget surplus will allow. This bonus recognizes loyalty and long-term service and the accumulated knowledge that comes with long service.

Employees will be responsible for their own withholding taxes on any bonus checks.

3) The 14 salary adjustments will add **$34,600** to payroll, an increase of 2.4%

To fund all three of these programs will require a transfer from fund balance of $111,225. This is compared to the $204,125 in surplus last year that increased the fund balance.

Now that we've emerged from the recession in much stronger shape and have been re-building our general fund balance, we are playing catch-up in our investments in hard assets (water, sewer, roads, dam) and in critical needs like dredging. However, our employees are the most important and productive assets we have and we also need to be mindful of investing in them.

The attached packet outlines the salary study, the current pay and experience levels for every employee and the recommended bonus or salary adjustment for each employee.

Thank you,

Chris

General Revenues Other than Property Tax- General Revenues are not generated by nor earmarked for a particular purpose. Examples other than property tax include but not limited to Sales Tax (state shared revenue), Utilities Franchise Tax (our portion we lose from Utilities) ABC Distribution of Funds (ABC profits), Video Programing Tax (Tax on television systems). The League of Municipalities will produce a report this spring on predictors, at that time, we should have a better idea of state shared revenues, but they have been relatively flat for the past few years.

Property Tax- Include all property tax-related collections in any given year such as current year property taxes, delinquent property taxes, and penalties and interest on those taxes, netted with any discount provided. Property taxes comprise over 57% of total General Fund revenue sources. Our property values have been relatively flat the last few years but Rutherford County will be undergoing a reassessment next year. Over this past fiscal year, ending June 30th, 2016, we had an increase of almost $14,000 in our General Fund Balance of $2,454,866. Of this total amount, $1,827,661 is available for spending at the Town's discretion (available fund balance). This fiscal year, we anticipate over $152,000 withdraw from fund balance, if we continue our present spending, we will need to adjust our tax rate. This past year, one cent was equivalent to approximately $86,500 in tax revenues. As shown in past CAFR's, the Town's tax rate is lower than most municipalities that we benchmark ourselves against, the Town's General Fund balance has increased over the past few years, and the Town has efficiently and effectively managed its overall debt.

Water & Sewer Fund

This fund is designed to be self-supporting as a business enterprise. Utility rates should be sufficient to cover the cost of operations, capital improvements and funding of capital reserves.

The sources of revenues for the Water and Sewer Fund are:

1). Water Usage Fees

2). Sewer Usage Fees

3). Tap Fees for Water

4). Tap Fees for Sewer

5). Grants

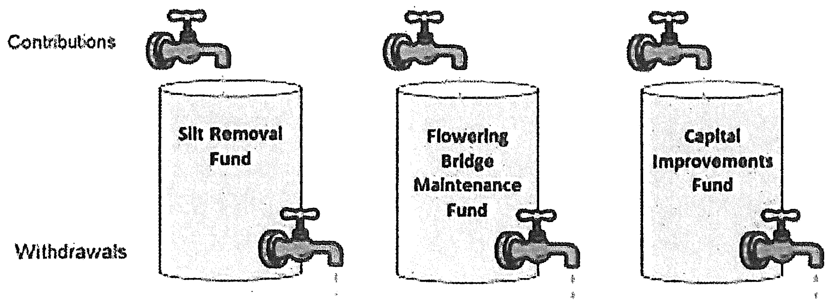
6). Revenue for the management of Chimney Rock Water Works

7). Other Miscellaneous Revenues such as transfer fees, penalties and interest charges, and interest earnings.

8). Transfers (subsidies) from General and Electric Funds (not looked at favorably by LGC)

Presently, the Water & Sewer Fund has two outstanding sources of debt: 1). Storage Tank and Water lines and 2). Sewer Pipe Wrapping. This coming fiscal year we will be entering an agreement for a $13.5

Capital Reserve Funds



Additionally, the town maintains capital reserve funds for special purposes. These are essentially savings accounts for future needs. Each year, the town may contribute to or withdraw from them.

<u>3 Cent Property Tax</u>

3 cent property tax is levied and the proceeds are placed in a capital reserve fund to fund infrastructure improvements, debt payments, and to build reserves. In the past we have used these additional tax revenues earmarked for capital improvements to address some water and sewer improvements.