



**MINUTES OF THE SPECIAL MEETING OF THE LAKE LURE TOWN COUNCIL
HELD TUESDAY, DECEMBER 17, 2019, 6:30 A.M. AT THE NC JUSTICE ACADEMY -
EDNEVYVILLE**

PRESENT: Mayor Carol C. Pritchett
Mayor Pro Tem John W. Moore
Commissioner Patrick Bryant
Commissioner David DiOrio
Commissioner John Kilby

TOWN STAFF PRESENT:

Shannon Baldwin, Town Manager
Sam Karr, Finance Director
Michelle Jolley, Town Clerk
Dean Givens, Parks, Recreation, and Lake Director
Sean Humphries, Police Chief
Amy Wright, Human Resources Coordinator
David Arrowood, Public Works Director
Dustin Waycaster, Fire Chief
Brad Burton, Community Development Director

ALSO PRESENT:

Jonathan Pittman, Schnabel Engineering
Mark Landis, Schnabel Engineering
Kurt Wright, SDG Engineering
Mark Gibbs, NCDOT
Tim Hein, NCDOT
Steve Cannon, NCDOT
George Eller, NCDENR
Stan Aiken, NCDENR
Amy Whisnant, NCLM
Charlie Mierek, Clifton Power Company
Seth Robertson, WR Martin/Withers Ravenel
Freddie Harrill, WR Martin
Steven Miller, WR Martin

ABSENT: William Morgan, Jr., Town Attorney
Laura Krejci, Communications Specialist

CALL TO ORDER

Mayor Carol Pritchett called the meeting to order at 6:30 a.m. and gave the invocation.

APPROVE THE AGENDA

Commissioner John Moore made a motion to approve the agenda as presented. Commissioner John Kilby seconded and the motion carried 4-0.

PRESENTATION BY SCHNABEL ENGINEERING

Jonathan Pittman, Engineer with Schnabel Engineering, presented a PowerPoint presentation on the Lake Lure Dam Rehabilitation Evaluation Update (attached).

Engineers Jonathan Pittman, Stan Aiken, Mark Landis, and Kurt Wright engaged in discussion with the Town Commissioners regarding dam rehabilitation. It was noted that the State's expectation is to bring the Dam up to both seismic and hydraulic modifications. Infilling and hydraulic modifications will increase the service life, likely 75+ years of service life. Commissioner DiOrio questioned what modifications have to happen now versus what could be phased out. Mr. Pittman explained that NC Dam Safety would have to be in agreement with phased work, which would come with higher costs. He stated that some modifications could potentially be phased but would need approval from Dam Safety first.

Mr. Landis commented that continual modifications could act as a replacement. Mr. Wright added that continual improvements to the Dam in its current location would increase the service life and enable the powerhouse to operate long-term. Mr. Pittman felt that they could come up with an alternative for the powerhouse.

Mr. Baldwin asked if the new bridge is designed to withstand the probably maximum precipitation (PMP), would it have a greater chance of surviving on the Dam versus located downstream of the Dam. Mr. Pittman noted that a downstream bridge could be designed for the PMP but may be a more significant cost. Mr. Gibbs noted that no decision has been determined on the location of the new bridge yet.

Commissioner Bryant asked if the Lake Operations building would have to be moved or taken down for the new bridge and Mr. Pittman stated that it would have to be either moved or torn down.

**PRESENTATION BY NC LEAGUE OF MUNICIPALITIES – COUNCIL-MANAGER
FORM OF GOVERNMENT**

Vickie Miller, NCLM, conducted a presentation on the Roles and Responsibilities of a Council-Manager Form of Government (attached). Ms. Miller shared that all authority comes from the NC General Assembly who can delegate authorities to the Town. Delegated powers may be limited “preempted” by Federal and State law, which is why a relationship with the General Assembly and elected leaders is very important. G.S. 160A-67 governs the general powers of mayor and council. The Town Charter grants authorities and includes all local acts adopted by the General Assembly affecting the municipality. Ms. Miller noted that it is always good to review the Charter from time-to-time. There are two forms in NC; Mayor-Council and Council-Manager. A Council-Manager form of government requires a town manager, town attorney, and town clerk. She reviewed roles of the Mayor, Council, Town Manager, Town Clerk, and the Town Attorney. She also reviewed the Council member responsibilities.

FINANCIAL OVERVIEW – FINANCE DIRECTOR & WR MARTIN

Seth Robertson, WR Martin/Withers Ravenel, presented a financial overview on the current condition, budgets, year to date expenditures, debt, and peer group comparison (presentation attached). He noted there are three primary funds; general fund, electric fund, and water and sewer fund.

Mr. Wright asked if there would be any advantages for setting up a water/sewer authority for the water system and powerhouse and would having an authority enable the Town to borrow differently. Mr. Robertson stated that generally the benefit of having an authority is to pull some of the politics out of some of the areas into an individual group. He stated he did not see any substantial advantages.

Commissioner DiOrio asked how the LGC looks at financing or borrowing and if it would be a good idea to establish a capital reserve fund and additional resources available in place of having to go to the LGC for funding. Mr. Robertson stated that a capital reserve fund is available to use over an amount of time. He mentioned that a rate smoothing fund is another option to raise the sewer rates ahead of time, with a level payment and level principal. The Town’s sewer project is at 0% interest. He noted that a gradual increase will help customers so there is not a substantial increase at one time. The USDA handles unrestricted funds. He explained that it must be demonstrated that the capital improvement fund is for a specific purpose and not an unrestricted fund. The LGC wants to see a good fund balance to cover unexpected things that may happen.

Commissioner Moore asked about the funds available in the water and sewer fund noting that there is only \$71,234 in the fund balance. Mr. Karr pointed out that the projects this year have used a lot of the surplus as well as the Town fronting the money for design costs of the

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Greenline Project. Mr. Robertson noted that the SRF repays the Town for design costs that the Town pays up front.

Mr. Baldwin pointed out that the Town has changed from the Greenline project to the low pressure sewer system, and now the State wants the Town to repair the existing lines as a solution. He stated that this was not considered during the low pressure sewer system project and the money spent has been spent on alternatives that are not going to work.

DEPARTMENT HEAD AND TOWN MANAGER PRESENTATIONS

(The Department Head and Town Manager presentation slides are attached.)

Town Manager Shannon Baldwin reviewed the services of the Administrative Department. He shared the Town's Vision Statement, the Organizational Chart, the responsibilities of the Town Manager, the short term goals (1-2 years) and long term goals (3-5+ years).

Community Development Director Brad Burton reviewed the services of the Community Development Department, the short term goals, and the long term goals. He added to coordinate with Town Attorney to redevelop land regulations for G.S. 160D coordination, which was not included in the slide for short term goals.

Finance Director Sam Karr presented the services provided by the Finance Department, short term goals, and long term goals.

Fire Chief Dustin Waycaster gave an overview of the Fire Department services, short term goals, and long term goals.

Parks, Recreation, and Lake Director Dean Givens reviewed the services of the Lake Operations Department and the Parks and Recreation Department, including short term goals, and long term goals.

Police Chief Sean Humphries gave an overview of the police Department services, short term goals, and long term goals. Commissioner Moore asked Chief Humphries to put together a compensation package in order to stay competitive with other agencies to decrease turnover of officers.

Public Works Director David Arrowood reviewed the services of public works, sewer, and Dam/Hydroelectric services, including short term goals, and long term goals.

**PROJECTS IDENTIFICATION & PRIORITIZATION BY
TOWN COUNCIL AND STAFF**

Seth Robertson, WithersRavenel/WR Martin, and Town Council reviewed and discussed capital improvements for the electric fund, the water and sewer fund, and the general fund (draft capital improvement funds attached). Mr. Robertson noted that some of the high expense items are on this form as a retainer. Exact numbers are not known until Schnabel Engineering has completed their report.

Electric Fund

Board members and staff reviewed the electric fund. The following recommended changes to the Electric Fund were noted: the dam bridge is a state expense; not a town cost, dredge tailrace could be removed as it would be covered in the dam rehabilitation, major modifications to the generators and emergency shutdown of the generator can be moved out 5-6 years, an update to the OMI Manual is in progress and can be removed from the capital improvements electric fund, installing meters can be pushed out a few years, move storage/mezzanine out to eight years, remove the structural supports-Power House as the floor is stable and there are no structural issues with the floor, the tainter gate hoist cover can be removed as it would be covered under the dam rehabilitation, the staircase-PRL Building should be removed from the list, automation of the butterfly valves has no funding and is not on the list but should be added in the list for two years out (Mr. Wright noted that \$400,000 is targeted for design and permitting), Commissioner DiOrio mentioned that installing meters may be closer to \$100,000, he would classify it as digital instrumentation, and he suggested putting money into a general operational safety inspection at the hydroelectric plant this upcoming March (Mr. Arrowood agreed adding that Amy Whisnant would be performing a mock inspection). Commissioner DiOrio mentioned that it would probably take around \$30,000 for a good assessment this coming spring to bring the Plant up-to-date, which is a high priority.

Water & Sewer Fund

Board members and staff reviewed the water and sewer fund. Mr. Arrowood noted that the interconnect between Firefly Cove and Lake Lure Water System is a high priority with a cost estimate of \$200,000. He stated that he was unsure of the costs associated with the interconnect with Polk County Water (Broad River WA). For now, Mr. Robertson suggested including a study for that project at \$50,000 for two years out with hopes to receive a grant for funding of that project. Mr. Arrowood noted that installation of the electric valve in the sewer line below the Dam is in progress and asked to remove that item from the Water and Sewer Fund. Brief discussion ensued on the anticipated assisted living facility. Mr. Baldwin noted that we may need to extend good water for development in the future. Mr. Wright stated that we really need a comprehensive water study or a master plan study for the development of the assisted living facility. Mr. Robertson pointed out that the idea of doing asset management work in the next 10 years via a study or project is not included on the list and Mr. Baldwin stated that a study would need to be programed into the CIP. Mr. Robertson noted that up to \$50,000 of grant money is

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allowed for water assessment and the application cycle is in the fall. He suggested identifying this project in the CIP, even if identified by a grant, at approximately 2-3 years from now.

General Fund

Board members and staff reviewed the general fund. The following revisions were discussed to the General Fund: \$150,000 is currently budgeted for the Welcome Center bathroom renovation and this project can be removed from the CIP, remove Telecom – Wi-Fi in Town Center from the CIP, remove Support “Westside Connector” road, remove improving Buffalo Creek Park (parking lot) from the CIP since it is state owned property, provide maintenance of Weed Patch Mountain Trail is not a capital project and will not need to be included in the CIP, remove Converting the Commercial Boat Permitting Model from Excel to Access as the costs would be below \$5,000. Mr. Baldwin noted that the Morse Park Master Concept Plan would continue to be implemented one project at a time and the projects and the costs associated would need to be identified in the CIP. Remove Relocating of Some Current Uses in Morse Park from the CIP, remove Installing Charging Station for Reserve Vehicles as the costs would only be \$500-\$600.

Brief discussion was held regarding the Town Center Main Street – CRSP Egress. Mr. Baldwin stated that a design is needed for the downtown area once we know what the Chimney Rock State Park is going to do. He explained that a new study would have to be done because it is egress, not ingress as the previous plan was based on. He noted that we would not perceive spending anything within the next five years for the plan. Construction to facilitate commercial growth and development will be on the Town unless a developer or someone comes along to take on that cost. Commissioner Moore felt this should be part of a larger discussion. Mr. Robertson suggested not putting this item on the CIP for now since details are uncertain. Mr. Baldwin stated that the Employee Position and Salary Study would be less than \$10,000 and mentioned that a Staff Succession Plan could probably be done internally and a study would not be needed. He stated that the Public Works Facilities Relocation is a project in which the current Public Works facility is located in the Town Center (prime property) and within the CRSP egress and needs to be relocated. This project would be for 10+ years out.

Chief Waycaster noted that the Public Safety Building is a facility that the Fire Department and Police Department would share to free up space in Town Hall and would be 10+ years out. Chief Waycaster mentioned that the expansion of the Fire House was approved and wanted to combine this project with the Fire Department Façade Rehab. The expansion is for new quarters and the rehab is on the façade of the building and at the Fire Department entrance. Council agreed to combine these two projects. Remove Fleet Service Facility, Riverwalk to Chimney Rock Village, and Urgent Care – Possible Ingles Extension from the CIP as these projects would not cost the Town any money.

Mr. Robertson asked if there were any projects missing over the next 10 years pointing out that there were no vehicles or equipment listed. Chief Humphries stated that he had planned to ask for a new police vehicle but it was not added into the CIP. Mr. Baldwin commented that the policy is for one vehicle every other year which needs to be reflected in this document.

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Discussion held regarding the \$50,000 outstanding debt for penalties/fines from the WWTP. Commissioner DiOrio felt we should start putting money into the budget, as a placeholder, to start paying off those fines. Mr. Robertson stated we could put it in the operational budget. Mr. Tim Hein suggested paying towards repairs rather than towards the fines. He stated that he would speak to the person in Raleigh who is in charge noting that hopefully the Town will not have to pay the entire balance of all the fines.

Mr. Robertson noted that he would discuss CIP items individually with department heads to refine the CIP and will prepare a financial analysis. He noted that sewer, dam, hydro, and dredging have to stay in the CIP. Commissioner DiOrio stated the highest priority in his opinion is the sewer project. He stated the Dam is high priority but not within two years, unless the State thinks differently. He mentioned that dredging is also a high priority.

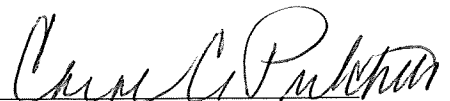
Mr. Baldwin pointed out that Town Council will soon be reviewing contracts for on-call engineering services. Two firms will be considered; WithersRavenel or LaBella Associates. WithersRavenel is prepared to attend a meeting on the 19th to address UAB and Town Council and LaBella is looking for an alternate date. One additional meeting will be held on January 7th and then the choice will be made on January 14th.

ADJOURN THE MEETING

With no further business, Commissioner David DiOrio made a motion to adjourn the meeting at 3:23 p.m. Commissioner John Moore seconded and the motion carried 4-0.

ATTEST:


Michelle Jolley,
Town Clerk


Mayor Carol C. Pritchett





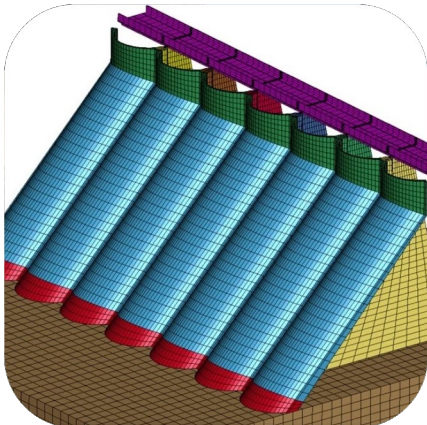
Lake Lure Dam Rehabilitation Evaluation Update



Jonathan Pittman, PE

Mark Landis, PE, PG

December 17, 2019

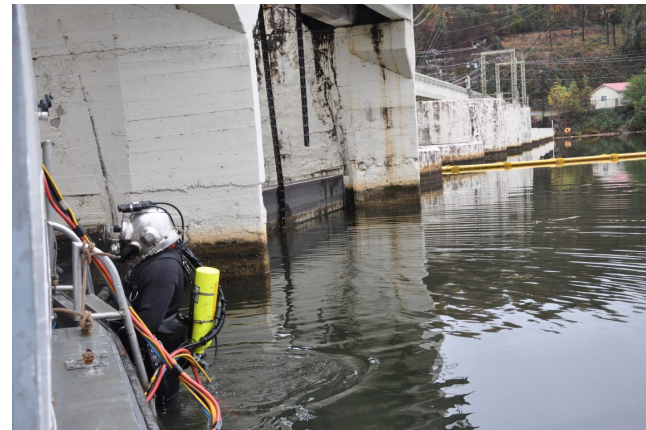
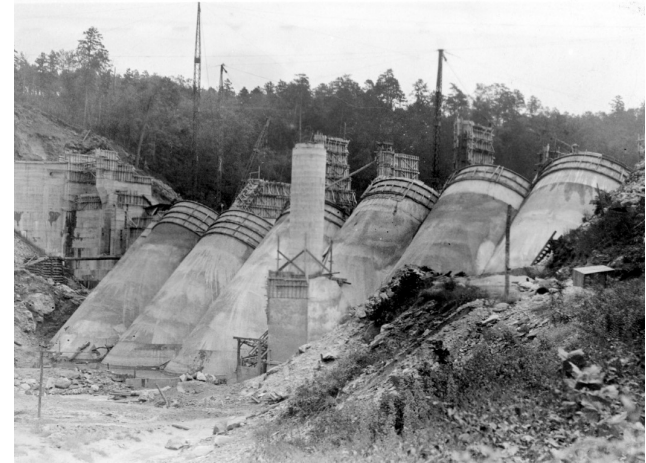


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Existing Conditions Assessment Major Findings

- Dam in overall Fair Condition
- Performed well during service life
- Several items that warrant repair, monitoring, and/or additional investigation/assessment
- NC Dam Safety Criteria:
 - Inadequate spillway capacity
 - Arch-buttress sections do not meet structural stability requirements for seismic loading
 - Gravity sections do not meet global stability requirements for each load case analyzed
 - No functional reservoir drain





Existing Conditions Assessment and Schedule

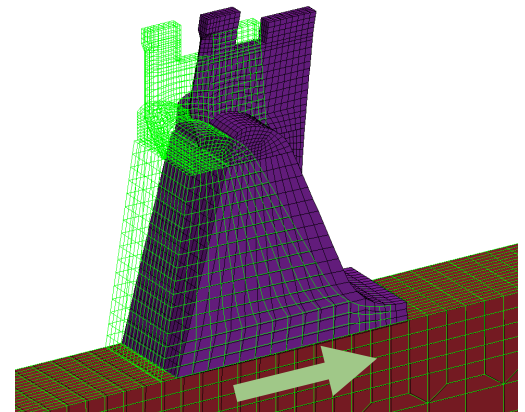
- Previous Meetings
 - Met with NC Dam Safety on 4/17/19
 - Met with NCDOT on bridge project on 5/21/19
- Currently - Evaluating dam rehabilitation alternatives and develop budgetary costs (Task Order No. 3)





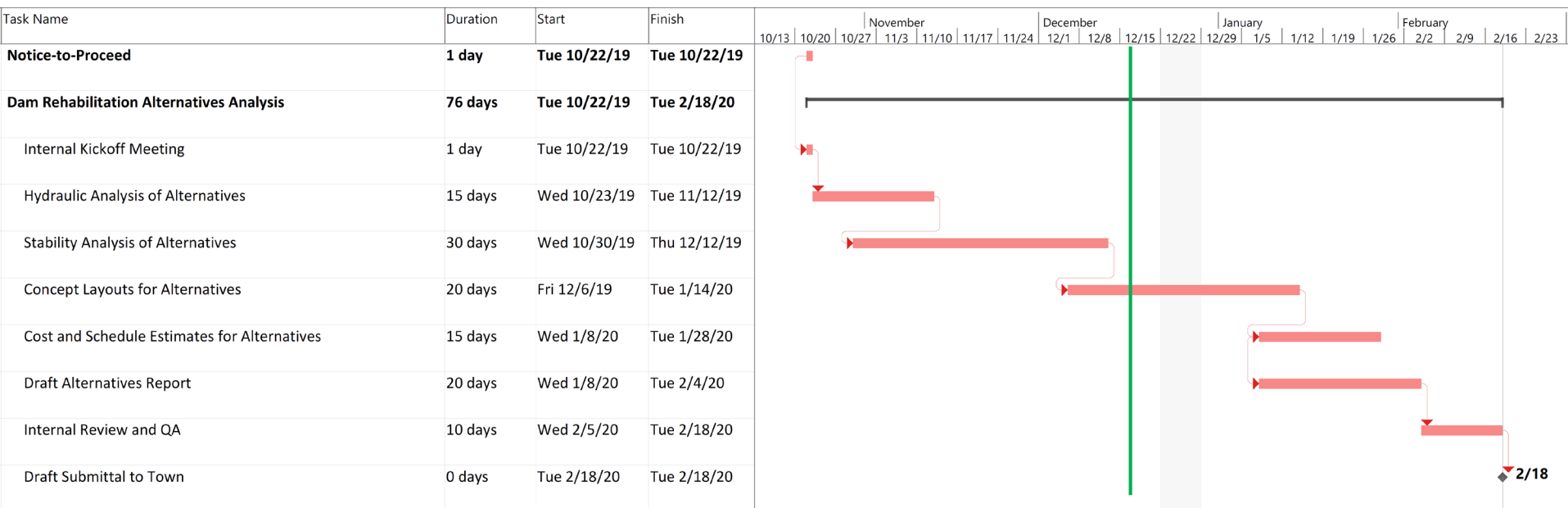
Dam Rehabilitation Alternatives Scope

- Development of concepts to meet dam safety requirements
- Various engineering analyses required to support concept development
- Development of cost and schedule opinions
- Comparison of alternatives with respect to:
 - Cost and schedule
 - Service life
 - Reservoir and power generation impacts
 - Community Disruption
 - Environmental impacts and permitting
 - Various other technical and non-technical factors
- Support requests for rehabilitation funding





Alternatives Evaluation Schedule (Task Order No. 3)





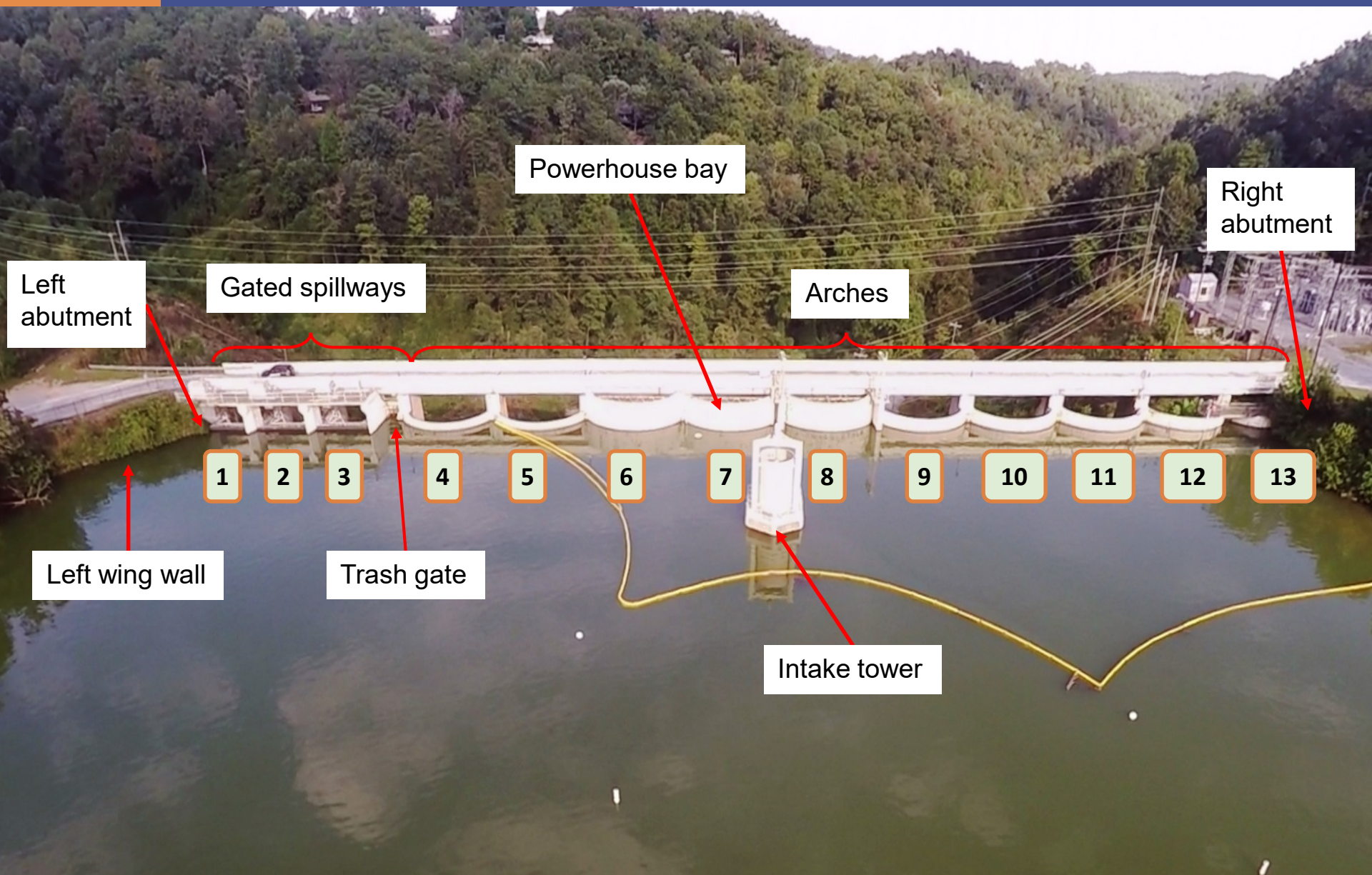
Concept Design – Primary Constraints and Drivers

- Primary Constraints
 - Maintain Pool Levels as Closely as Possible
 - No increase in flooding upstream/reservoir
 - Match outflows up to the 100-yr storm with manual operations
 - Minimize drawdown depth and time for construction
 - Protect/Maintain Functionality of the Powerhouse
 - Avoid Abutment Overtopping/Erosion
 - Consider Impacts on a New Bridge and How to Incorporate Bridge Support into the Structure
- Primary Drivers
 - Public Safety
 - Dam Safety (Spillway Capacity and Stability)
 - Hydroelectric Operations
 - Functional Lake





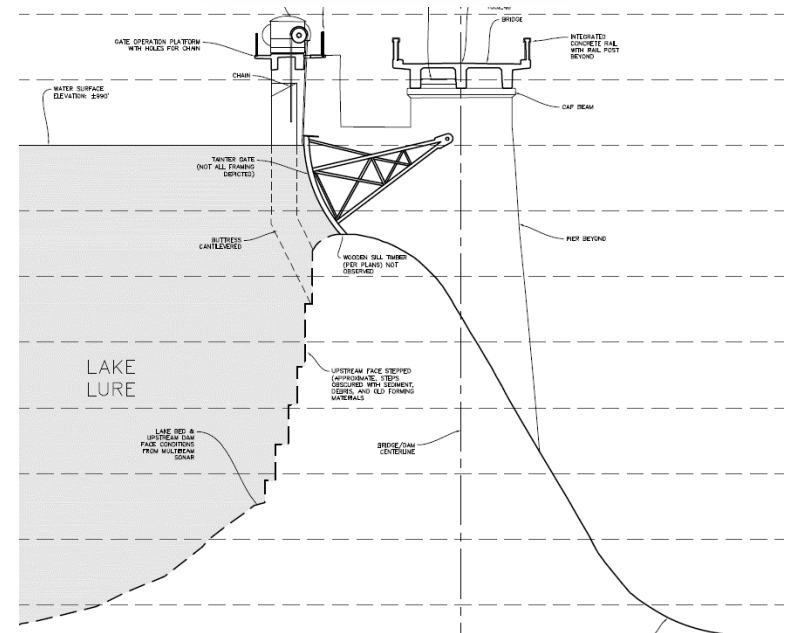
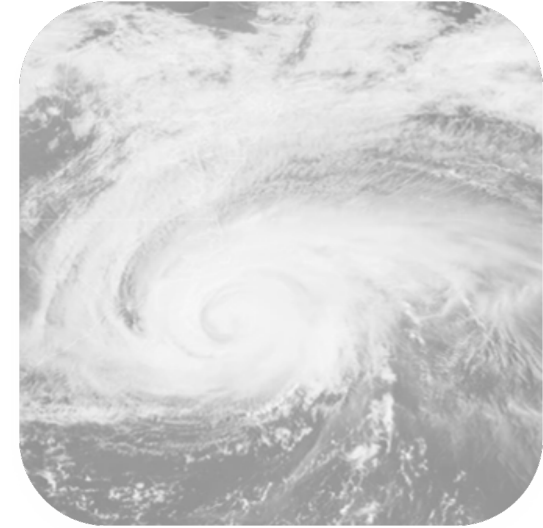
Aerial Upstream View





Hydraulic Capacity – Requirements and Key Parameters

- Very Large, High-Hazard Dam
- Design Storm is the Probable Maximum Precipitation (PMP)
- Current Capacity = 50,700 cfs (64% PMP)
- Required Capacity for PMP = ~105,000 cfs
- Normal Pool at EL 990.5
- PMP at EL 1008.1





Hydraulic Capacity – Alternatives Considered

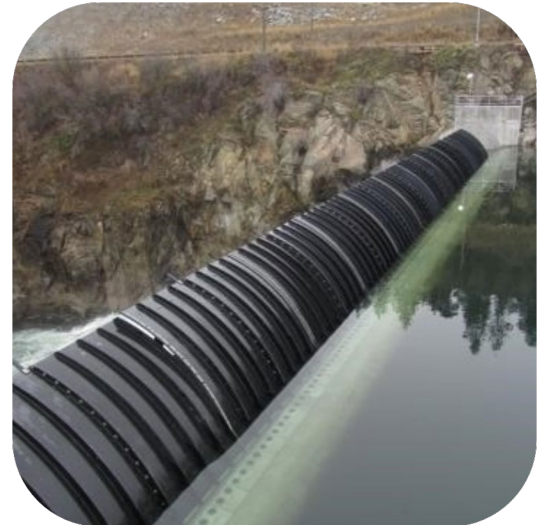
$$\text{Discharge (Q)} = C_d \times L \times H^{3/2}$$

C_d = discharge coefficient [f(weir type, H, H/P)]

L = length of spillway crest

H = head

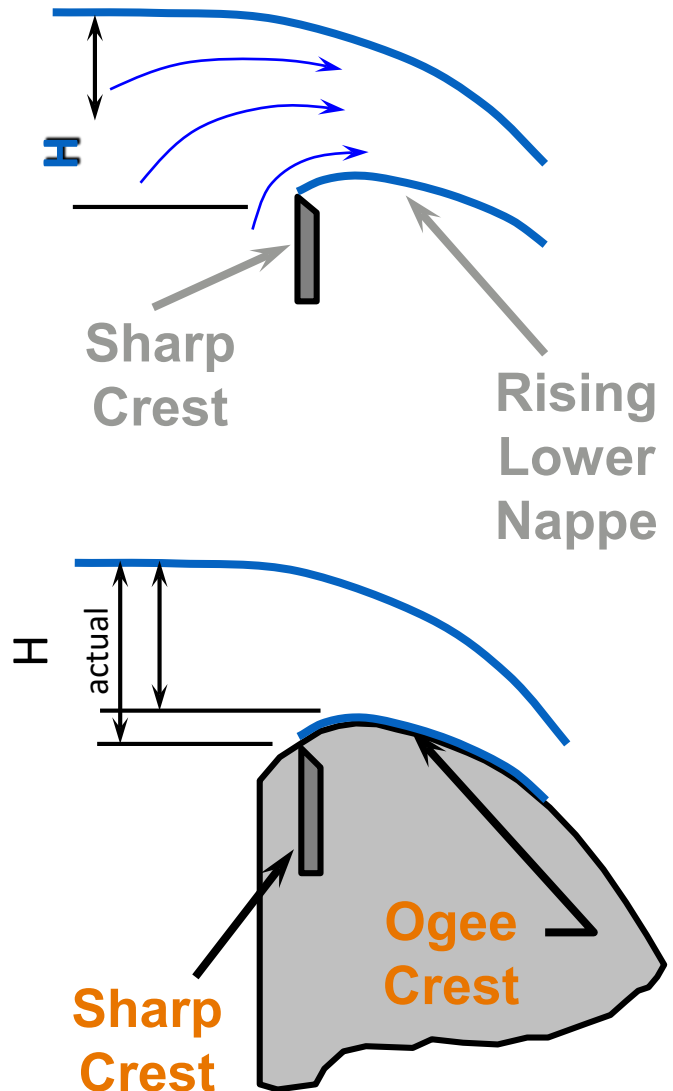
- Lowering arch bays
- Blocking arch bays
- Improving weir efficiency
- Gate replacement
- Raising the abutments
- Armoring the abutments





Hydraulic Capacity – Recommended Alternative

- Repair or replace existing gates at Bays 1, 2 & 3
- Lower Bays 4, 5, & 6 to normal pool (EL 990.5)
- Lower Bays 7 thru 11 to EL 992.5 (~1/3 PMP)
- Block Bays 12 and 13
- Improve weir shape at select bays
- Raise abutments up 5.5 feet to EL 1008.1
- No impacts from bridge
 - Replacement bridge likely raised 5 to 6 feet





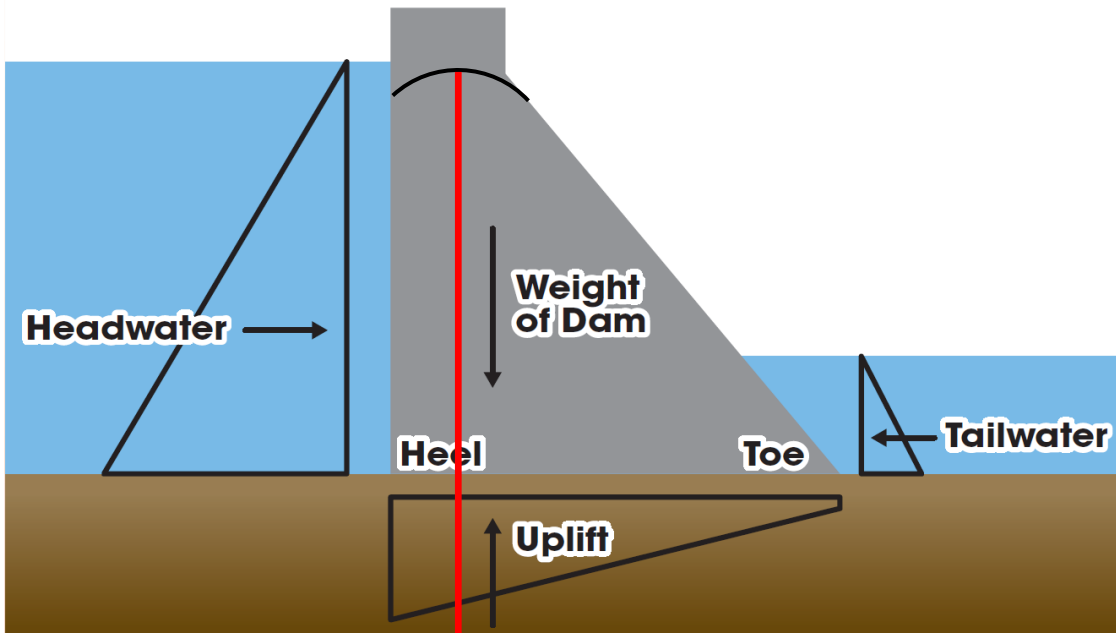
Hydraulic Capacity – Existing vs. Proposed Elevations

Component	Existing (EL, NAVD88)	Proposed (EL, NAVD88)	Difference (feet)
Bays 1-3 (Gated Spillway)	976.5 (ogee) 991.5 (gate)	976.5 (ogee) 991.5 (gate)	0
Bays 4 & 5	992.5	990.5	-2
Bay 6	1000.5	990.5	-10
Bay 7 (Powerhouse) and Bay 8	1000.5	992.5	-8
Bays 9-11	994.5	992.5	-2
Bays 12 & 13	994.5	1008.1	+13.6
Abutments / Bridge Deck	1002.5 (Min.)	1008.1	+5.6
Bottom of Bridge	998.8	1006	+7.2



Stability – Gated Spillway Gravity Section

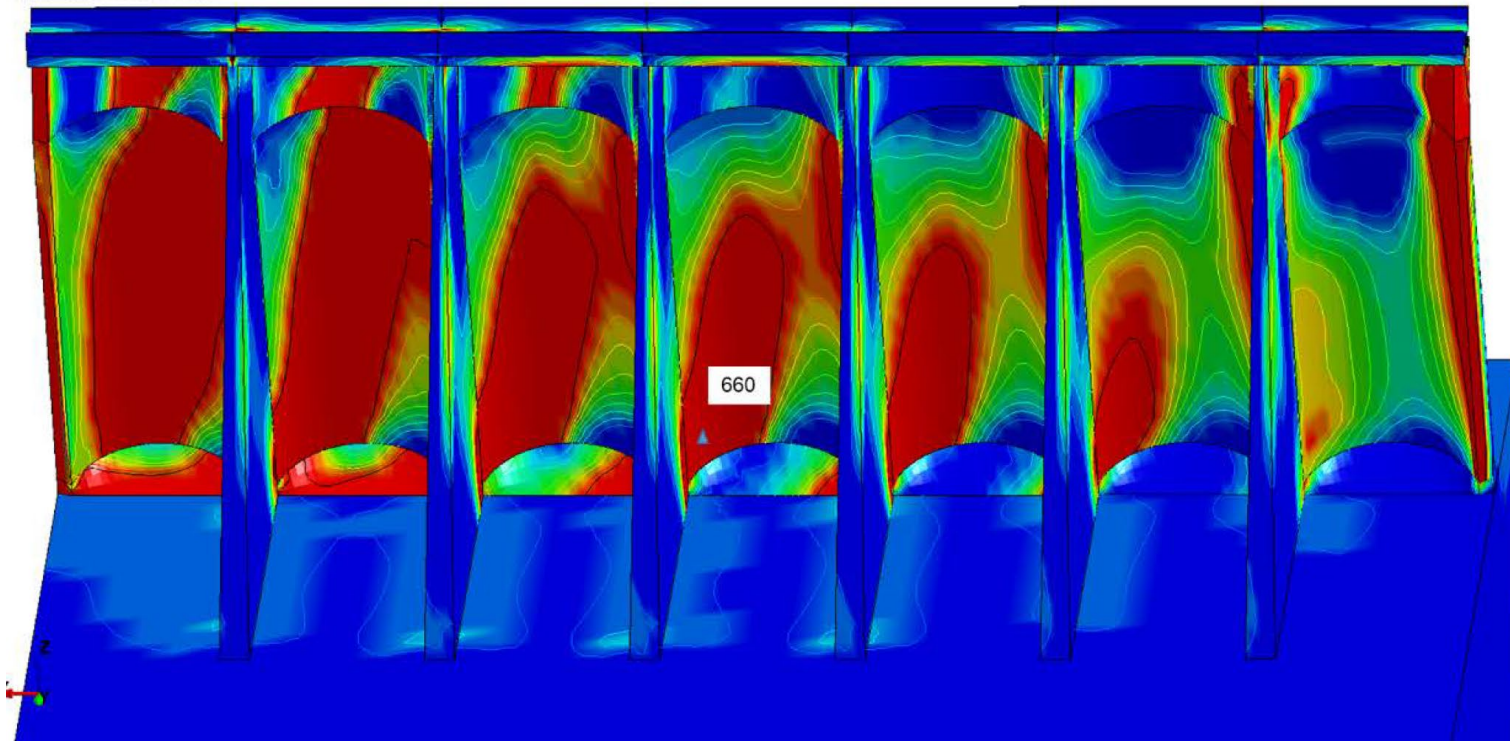
- Utilize post-tensioned rock anchors to increase the factor of safety against sliding





Stability – Arch-Buttress Sections for Seismic Stability

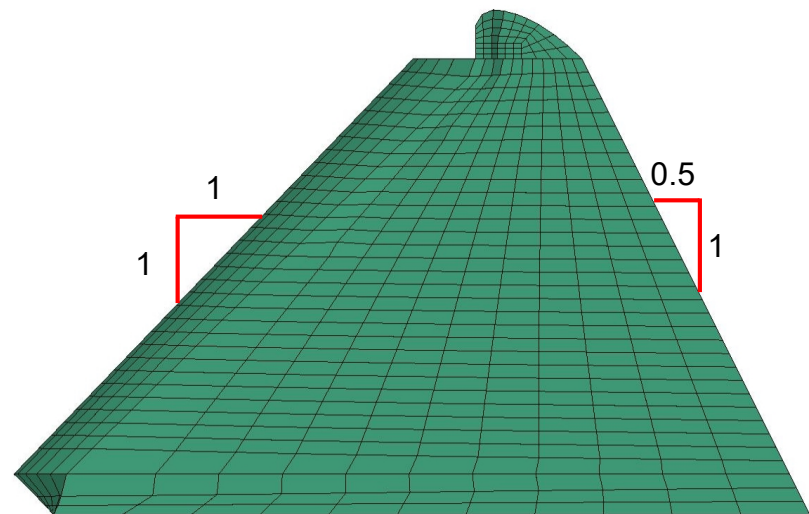
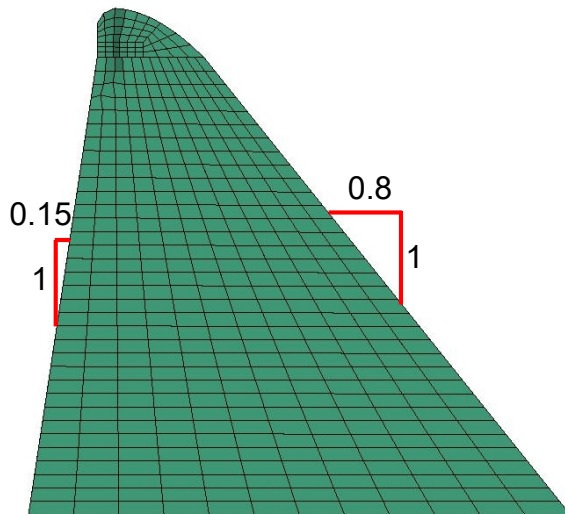
- Two General Options Evaluated:
 - Infilling of bays
 - Structural bracing of bays





Arch Modifications – Infilling of Bays

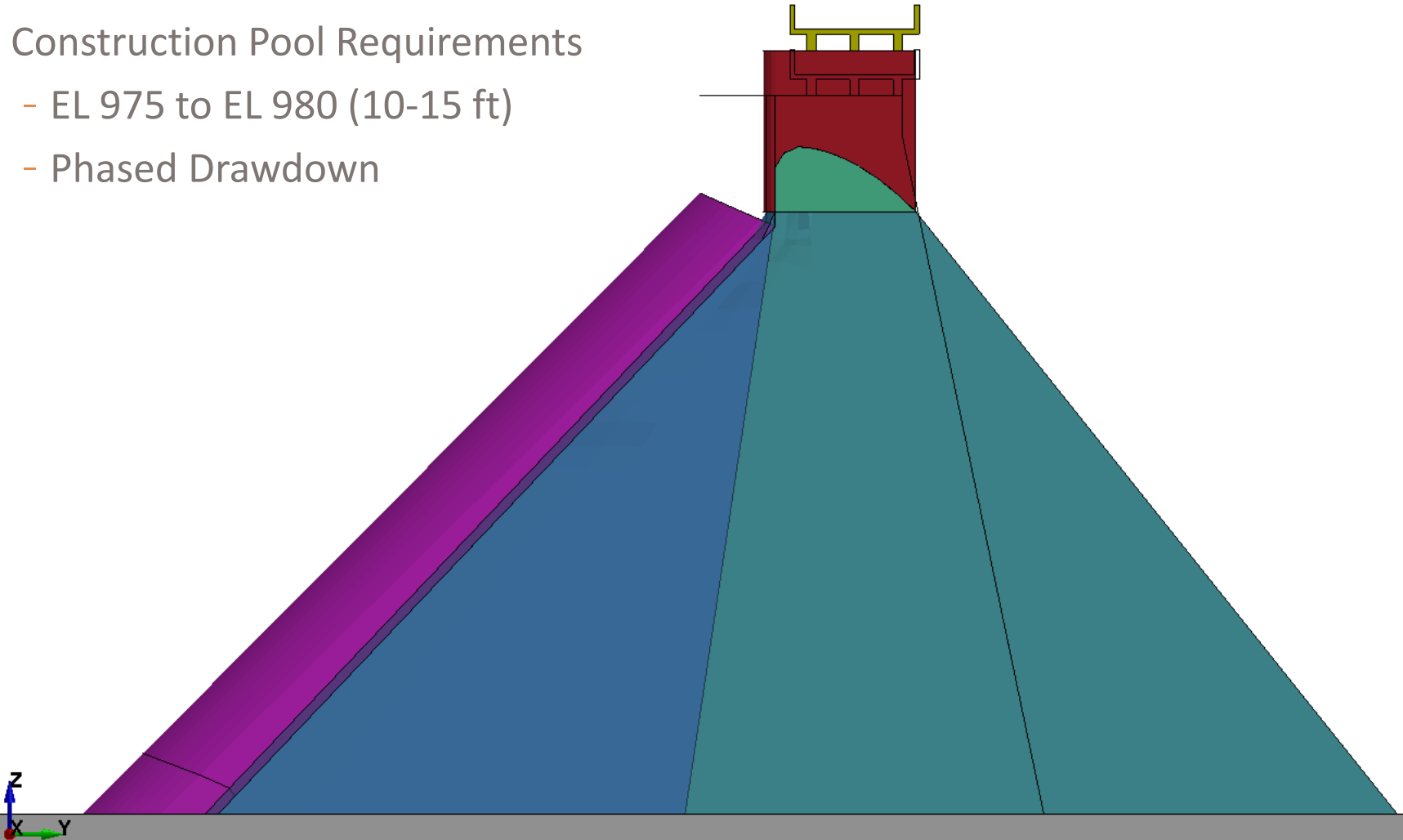
- Infilling of Bays with Concrete Gravity Section
 - Ogee weir in Bays 4 through 6 (EL 990.5) and 8 through 11 (EL 992.5)
 - Non-overflow sections in Bays 7, 12, and 13
 - Geometry 1 – US slope 0.15:1; DS slope 0.8:1
 - Geometry 2 – US slope 1:1 (match arch); DS slope 0.5:1
 - Infilling void US of Geometry 1 may be stone or flowable fill





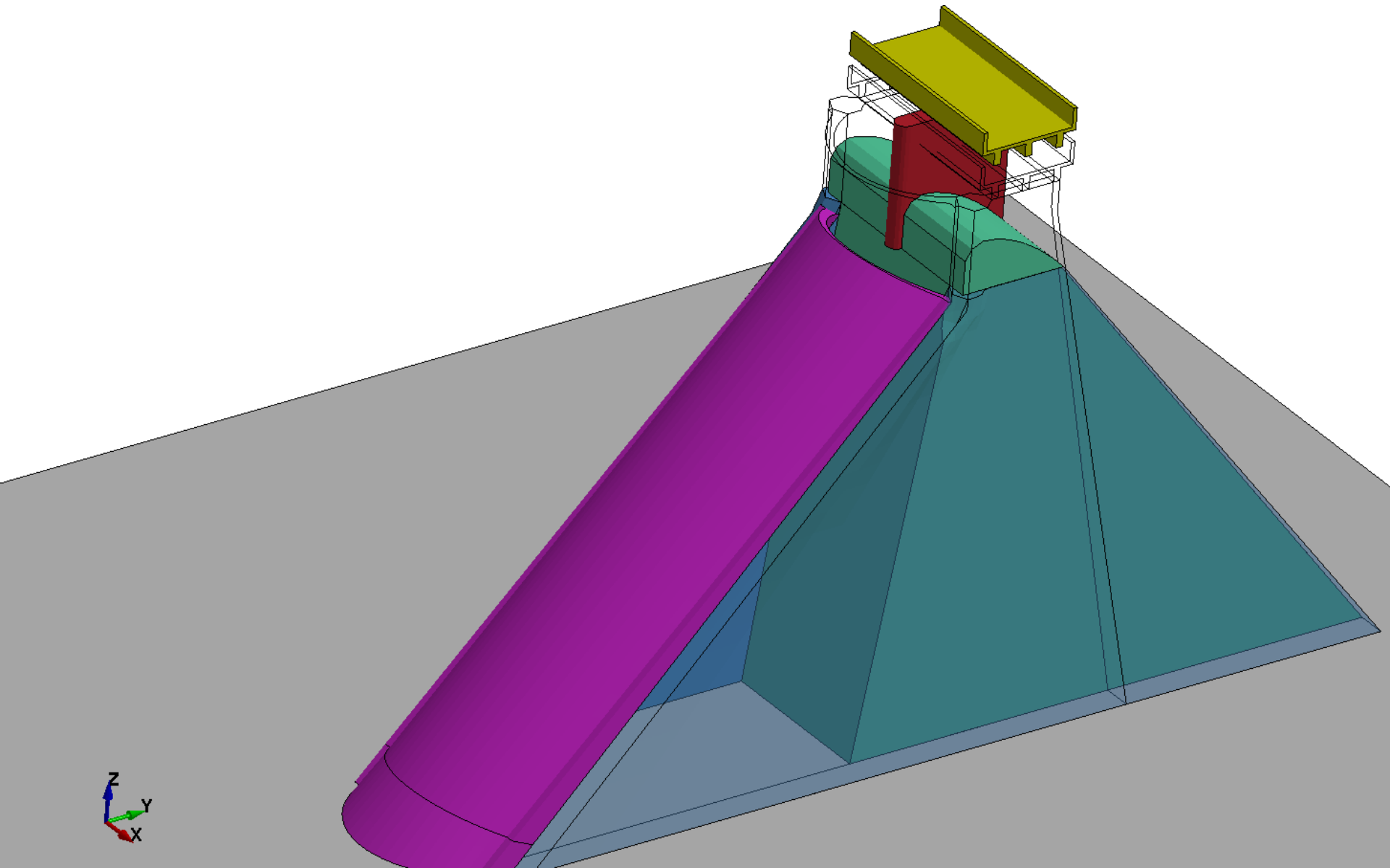
Infilling of Bays – 0.15H:1V US and 0.8H:1V DS

- Demolition of Arches
- Construction Pool Requirements
 - EL 975 to EL 980 (10-15 ft)
 - Phased Drawdown



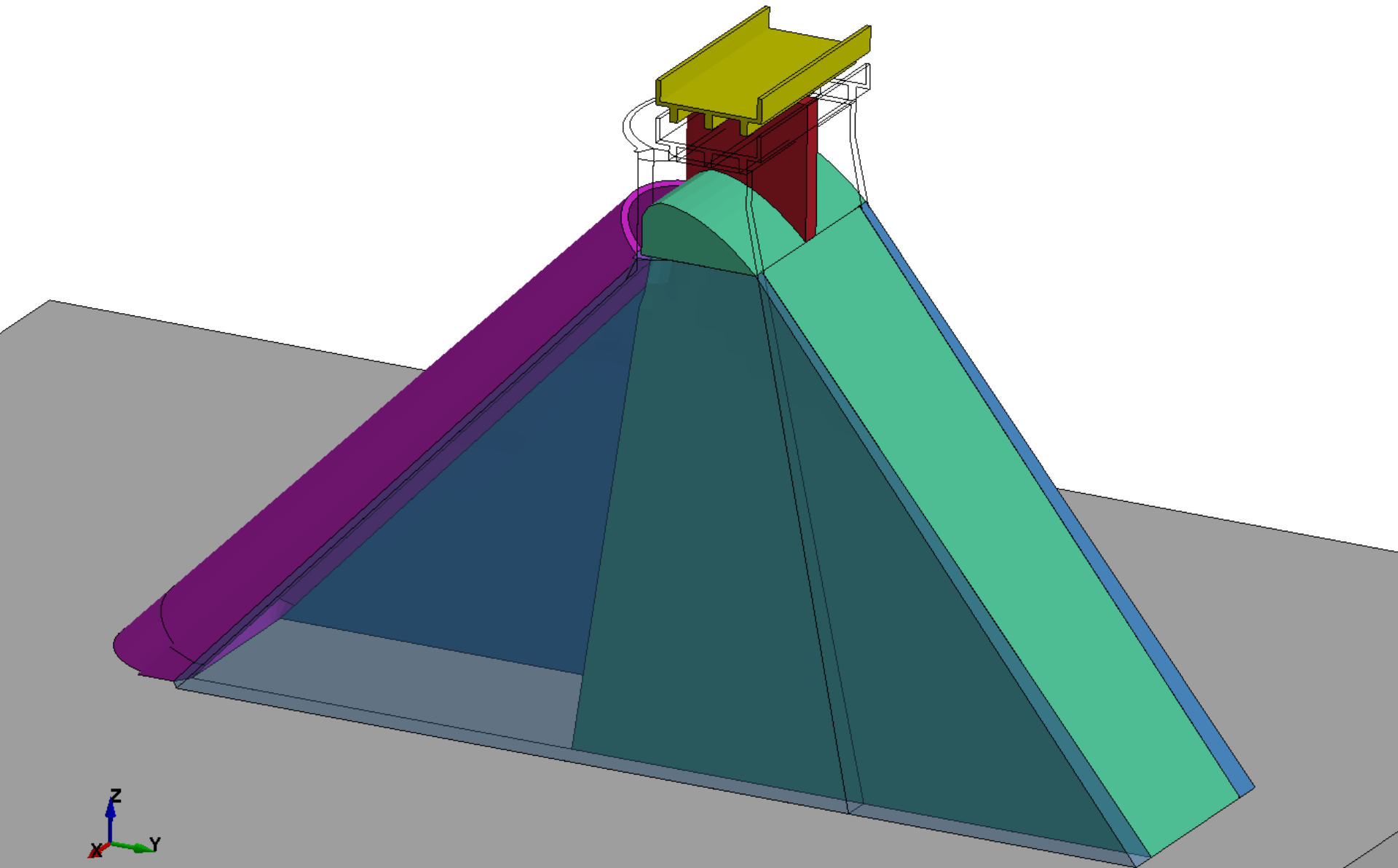


Infilling of Bays – 0.15H:1V US and 0.8H:1V DS



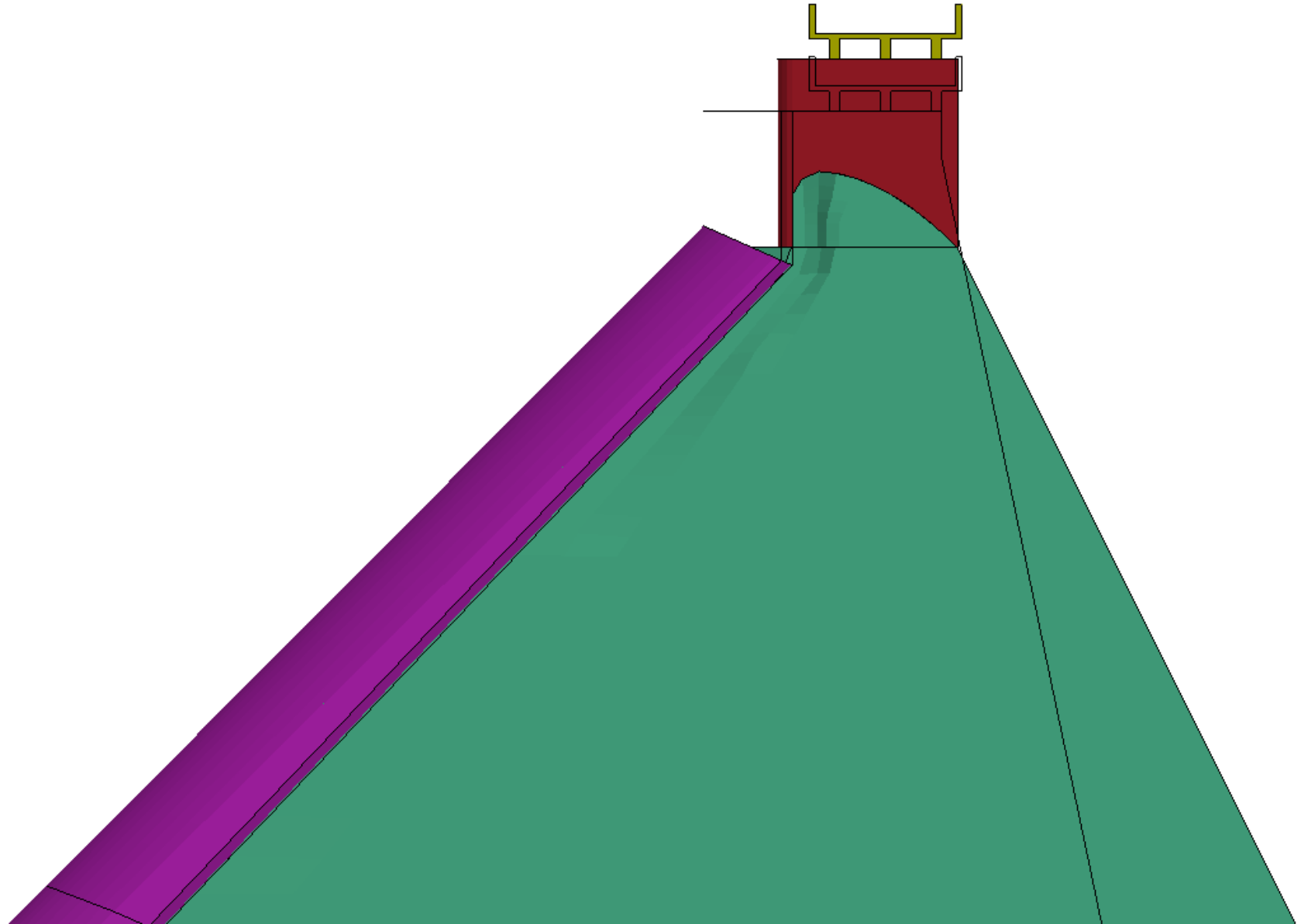


Infilling of Bays – 0.15H:1V US and 0.8H:1V DS



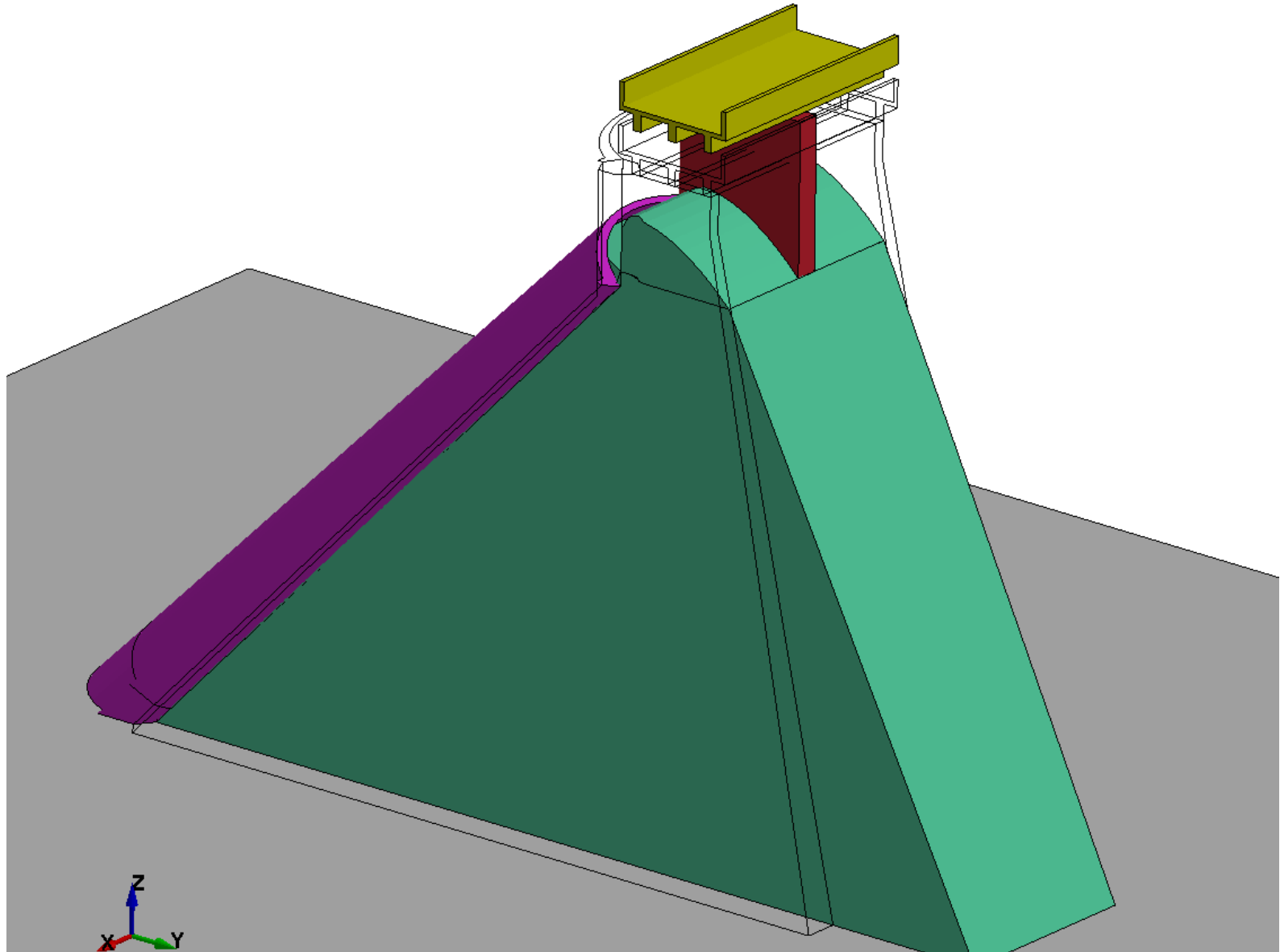


Infilling of Bays – Steeper Downstream Slope (0.5H:1V)





Infilling of Bays – Steeper Downstream Slope (0.5H:1V)





Arch Modifications – Structural Bracing (Alts 1A and 2A)

- Shear walls required in Bays 7 through 13
- Gravity spillway section and Bay 4 through 6 modifications similar to previous alternatives
- Comparison to infilling alternatives:
 - Possible lower initial cost
 - Fewer downstream impacts
 - Shorter service life
 - Decreased flexibility for hydraulic capacity improvements
- Additional design considerations:
 - Upstream liner – full drawdown required
 - Additional concrete repairs





Additional Concept Design Drivers and Considerations

- Protection of Powerhouse (Bay 7)
 - Independent evaluation required
 - Structural improvements likely required
 - Flood-proofing
 - Alternate / improved access
- Relocation of Transformers (Bay 8)
- Existing Spillway Gates and Trash Gate
 - Major rehabilitation or replacement?
 - Bulkhead system required
- Intake Tower Stability
 - Structural condition and seismic stability?
 - Improvements required to extend service life?
- Left Retaining Wall Stability





Additional Concept Design Drivers and Considerations

- NC DOT Bridge Concept
 - Single lane?
 - New bridge supports every other bay
 - Elevated above the PMP (EL 1008.1)
- Raising of Abutments
 - Concrete parapet and/or earthfill?
 - Raised approach roadways for new bridge
- Reservoir Drain
 - Target draining 90% of reservoir volume
 - Could be incorporated into gravity section infill for Alternatives 1 and 2
- Future Sanitary Sewer Penetration
 - Closure of existing and addition of future could be similarly incorporated into gravity section infill for Alternatives 1 and 2





Regulatory and Stakeholder Involvement and Considerations

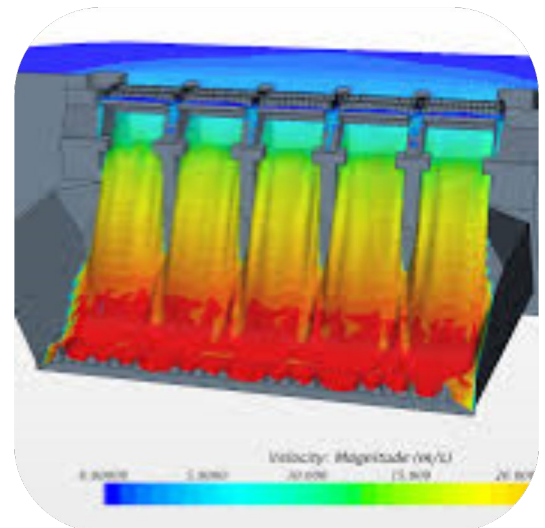
- FERC Regulation for Rehabilitated Dam?
- Alternative 3 – Replacement Dam Downstream
 - All new infrastructure – FERC licensing
- NC Dam Safety Permit and Approval
 - Interim approvals, and final approval at design completion
- Environmental Permitting – USACE, NCDWR, NCDEQ
 - Extended footprint still defined as “maintenance”?
 - Mitigation of impacts?
- NCDOT Coordination on Bridge Project
- NC League of Municipalities
- Other Town Consultants
- Community Involvement





Next Steps

- Current Scope – Evaluation of Dam Rehab Alternatives
 - Complete Evaluations of Concepts
 - Consider Bridge Options
 - Consider Environmental Impacts
 - Provide Cost Analysis
 - Present Final Findings and Recommendations
- Follow-Up
 - Town to Select Preferred Alternative
 - Meetings with NC Dam Safety and NCDOT
 - Additional Major Investigations and Analyses
 - Geotechnical Exploration
 - 3-D Hydraulic Modeling
 - Structural Assessment of Tower and Gates
 - Design (Preliminary and Final)





- ## Preliminary Overall Project Schedule

	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024
Assessment	Phase 1																							
Project Coordination and Planning																								
Rehabilitation Alternatives				Phase 2																				
Funding Acquisition																								
Design of Selected Alternative										Phase 3														
Permitting and Regulatory Approvals														Phase 4										
Solicitation of Bids for Construction																	Phase 5							
Construction																			Phase 6.....					



Schnabel
ENGINEERING

Build Better. Together.

Georgia
Maryland
New Jersey
New York
North Carolina
Pennsylvania

South Carolina
Tennessee
Texas
Virginia
Washington
Washington, DC





Roles and Responsibilities Manager-Council Form of Government

**Presented by Vickie Miller, Director Learning and
Development**



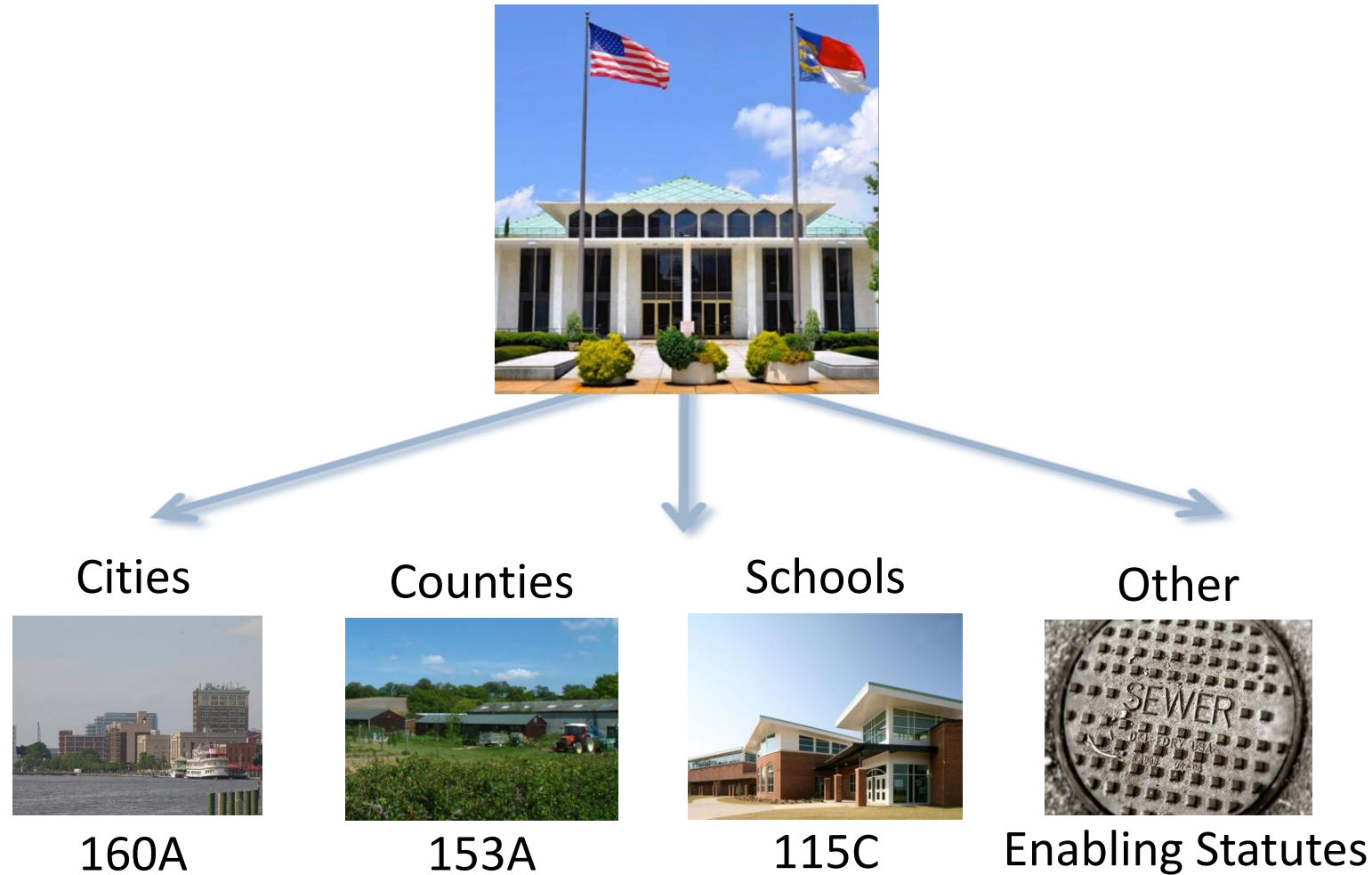
**WORKING AS ONE.
ADVANCING ALL.**

Municipal Authority: What Types of Actions Can the Board Take?

All municipal authority comes from the legislature. Actions must be specifically authorized by law.



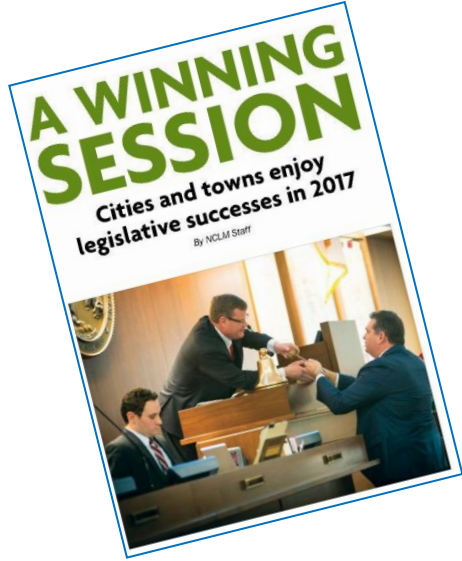
Legislature Creates Local Governments ... And Delegates Authority



Delegated Powers May Be Limited- “Preempted” by Federal and State Law



Relationship With Legislature Is Important



Key Statutes

- G.S. 160A-67 – General powers of mayor and council
- G.S. 160A-69 – Mayor to preside over council
- G.S. 160A-146 – Council to organize city government
- G.S. 160A-155 – Council to provide for administration in mayor-council cities

Charter/Local Acts

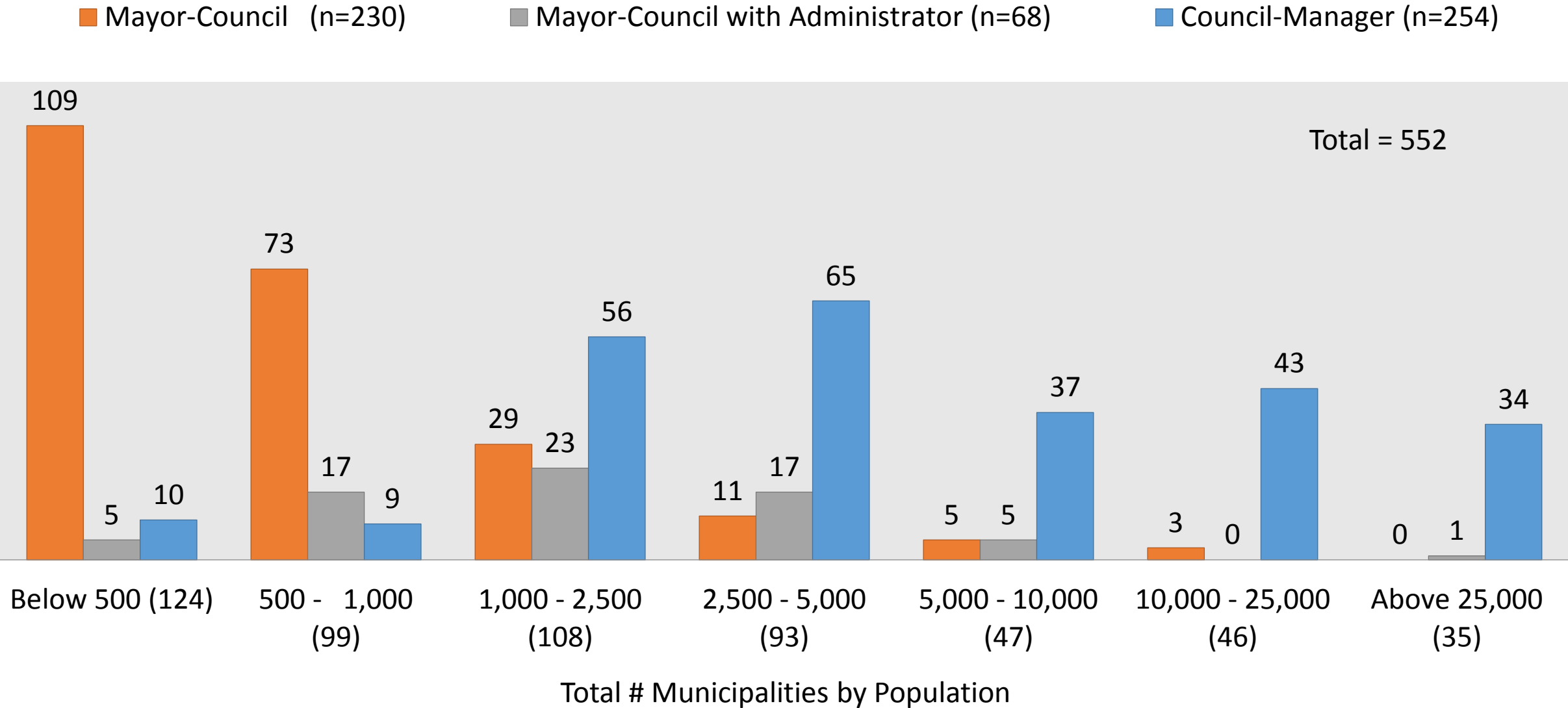
- Review Charter for additional authority, limitations
- Charter includes all local acts adopted by General Assembly affecting the municipality
- May modify general law to expand or contract authority, for example
 - Higher bidding thresholds
 - Removing property from the corporate limits
 - Allowing recall of elected officials
 - Prohibiting ETJ

Town Can Make Certain Charter Changes

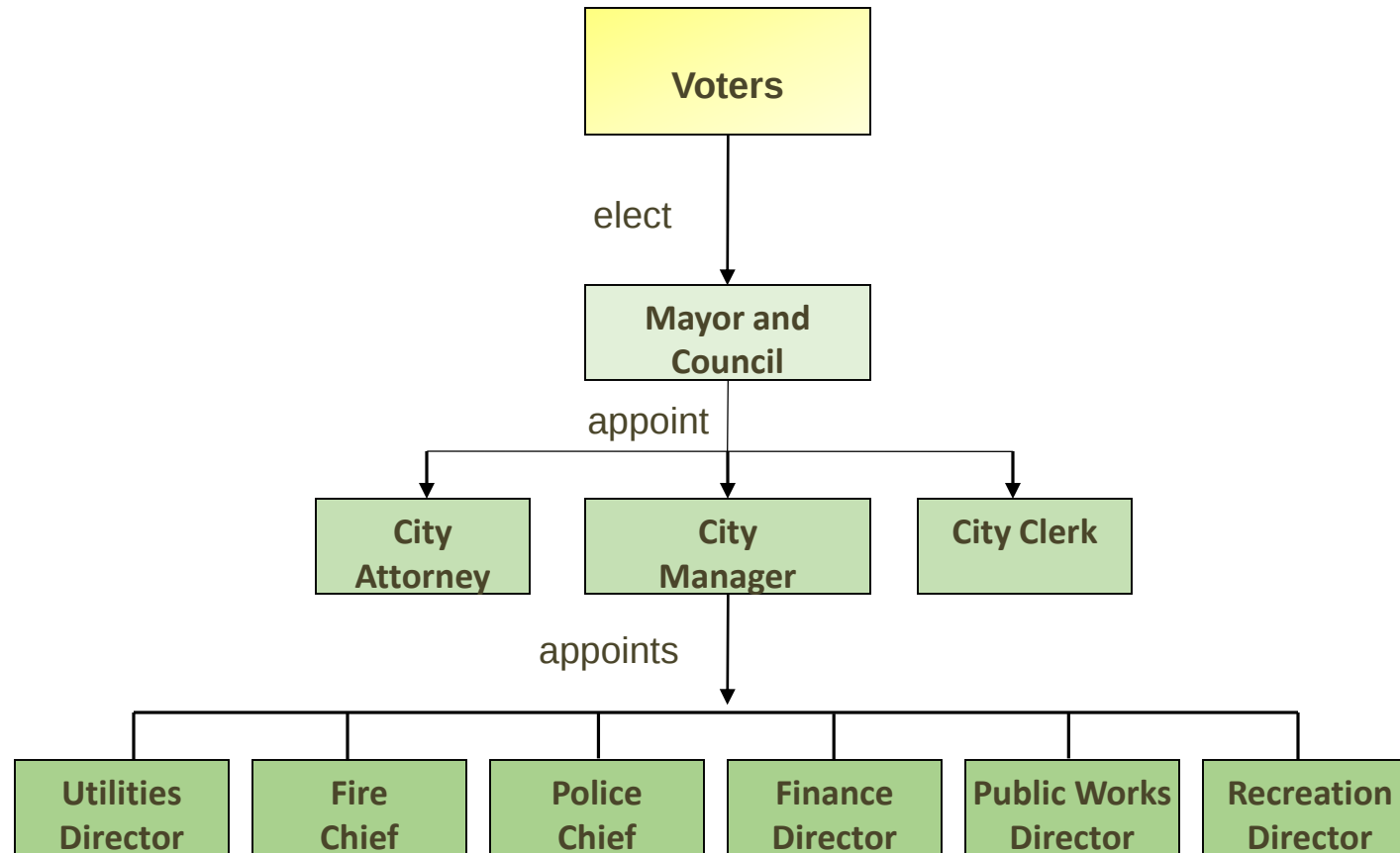
- Governing board size
- Governing board term
- Mode of election
- Method of election
- Governing board name
- Selection of mayor
- Forms of government
- Style of corporation
- Name of unit

Other changes must be done by local act of the General Assembly.

Forms of Municipal Government



Council-Manager Form



Mayor's Role



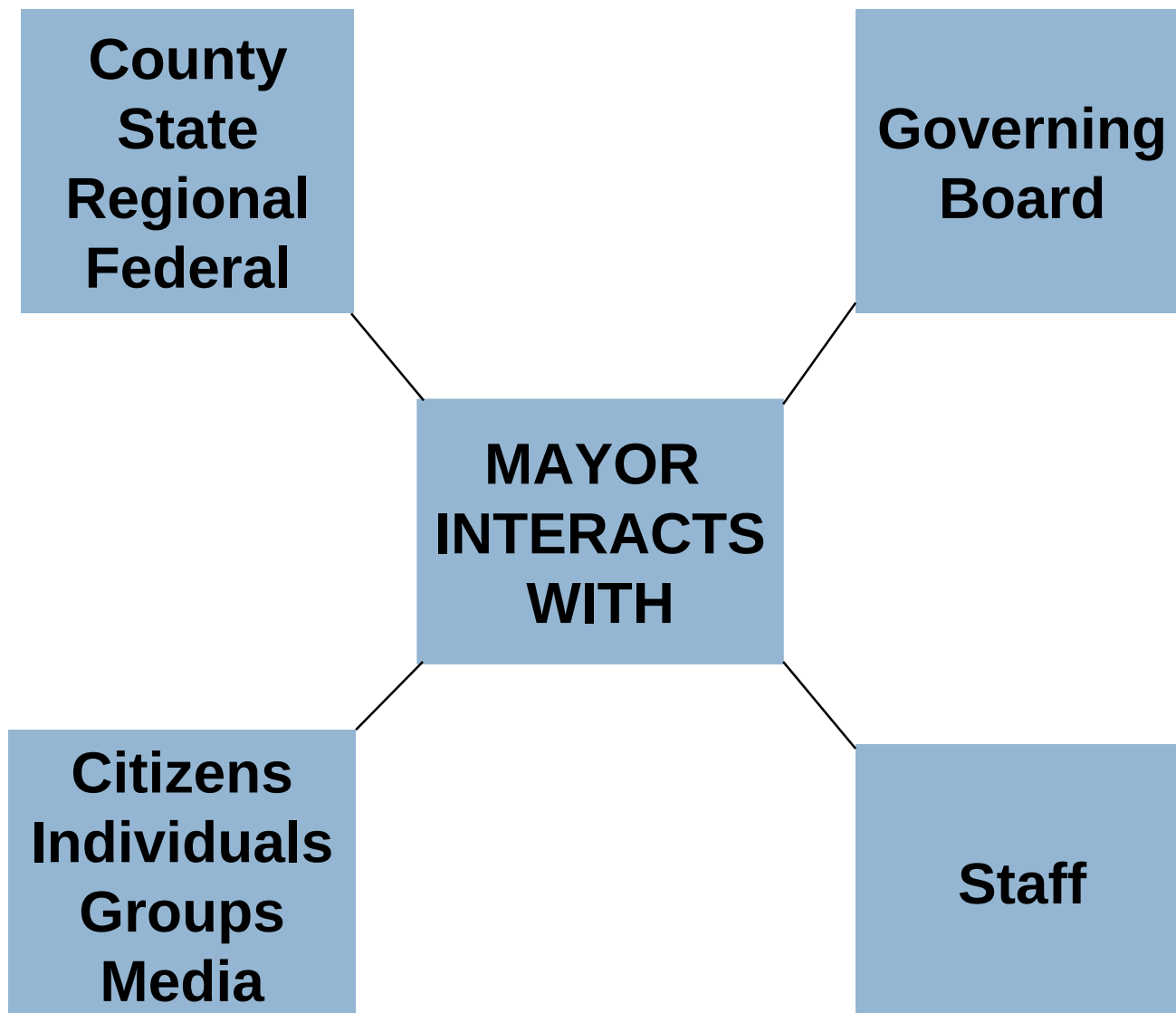
- Recognized head, but with limited authority
- Presides at board meetings; maintains order
- Spokesperson / Ceremonial head
- Mayor cannot veto actions of board; cannot appoint or remove (without board permission); normally votes only in the event of a tie
- Facilitative leader with a variety of persons and groups

Mayor's Role - Continued



- Helps accomplish things through other people
- Provides guidance/influence
- In good position to help coordinate
- In position to have a lot of information that can be shared
- Provides positive team relations; commitment to working together
- Builds consensus among council members

Mayor as Facilitative Leader



Council's Role



- Appoints the Manager.
- Committee of the whole.
- Sets the Agenda.
- Creates policy.
- Decide on services and the organization of municipal government – primarily through the adoption of the Annual Budget.
- Work with others in community and in town government to define community goals and to pursue the public good.
- May delegate part of authority to mayor or other employees.

Role Definition - Manager



Manager is hired by and serves at the pleasure of the Governing Body.

1. Direct and supervise the administration of all departments, offices, and agencies except as otherwise provided by law (§ 160A-148).
2. Appoint and suspend or remove all city officers and employees not elected by the people, and whose appointment or removal is not otherwise provided for by law, in accordance with such general personnel rules, regulations, policies, or ordinances as the council may adopt (§ 160A-148).
3. See that all laws of the State, the city charter, and the ordinances, resolutions, and regulations of the council are faithfully executed within the city (§ 160A-148).
4. Attend all meetings of the council and recommend any measures that he/she deems expedient (§160A-148).

Role Definition – Manager continued



5. Prepare and submit the annual budget and capital program to the council (§ 160A-148).
6. Annually submit to the council and make available to the public a complete report on the finances and administrative activities of the city as of the end of the fiscal year (§ 160A-148).
7. Make any other reports that the council may require concerning the operations of city departments, offices, and agencies subject to his direction and control (§ 160A-148).
8. Perform any other duties that may be required or authorized by the council (§ 160A-148).

Role Definition - Clerk



- Appointment (G.S. 160A-171 and -172)
- Official records/documents
- Minutes and minutes books
- Ordinance books and codes (G.S. 160A-77, 79)
- Meeting notices
- Professionally trained and certified
- Citizen relations; communications with other groups (“hub of the wheel”)

Role Definition -Attorney



- Appointment (G.S. 160A-173)
- Retained or Full-Time – Depends on Council
- Consults with Council & Manager
- Handles special matters
- Provide legal counsel to help Council stay out of trouble
 - “An ounce of prevention is worth a pound of cure.”

Council-Manager Roles and Responsibilities Compared



Mayor

- Preside at council meetings
- Call special meetings
- Vote to break a tie (usually)
- Other powers conferred by the council

Council

- Govern and oversee management of the city
- Confer power to the mayor and employees
- Decide organization of municipal government
- In Council-Manager, appoint a manager to serve at its pleasure

Manager

- Hire and fire all employees and supervise all departments
- Uphold city and state laws and regulations
- Prepare and submit the annual budget
- Report on the finances and administrative activities
- Perform other duties required or authorized by the council

Council Member Responsibilities



- Although elected individually, council members must work together as the governing board/body
- Gain/earn trust and respect of fellow board members
- Demonstrate an understanding of the role of municipal government in order to determine priorities and critical issues
- Recognize that the governing board is a law-making body
- Demonstrate how to differ with one another respectfully, find principled compromises, and focus on the common good
- Create a civic culture of mutual respect that makes progress possible

Council Member Responsibilities Continued....



- Model effective listening and inquiry skills
- Work effectively with Manager
- Develop teamwork among the board
- Make sure information and communication flows to and from all board members and Manager
- Be an advocate for your municipality.
- Be Present at all meetings

The Bottom Line for the City/Town Council



1. Understand Legal Authority
2. Work with Others
3. Set Policy
4. Provide Resources
5. Be Accountable

A Brief Word on Adopting a City/Town Budget



Budgets are important expressions of a municipality's vision, values, priorities and strategic goals



Town of

Lake Lure

est. 1927

North Carolina

Welcome!

December 17, 2019

Agenda

- **6:30: Call to Order:** Welcome and Invocation
- **Adoption of the Agenda**
- **Breakfast**
- **7:00-9:00: Presentation with Q&A Session Regarding the Dam - Schnabel Engineering**
- **Roles & Responsibilities: Council Manager Form of Government - NC League of Municipalities**
- **Financial Overview: - Finance Director & WR Martin**
- **Town Manager and Department Head Presentations**
- **12:00 – 1:00: Lunch**
- **1:00: Projects Identification by Town Council & Town Staff - WR Martin**
- **2:30: Project Prioritization by Town Council and Town Staff - WR Martin**
- **Adjournment**



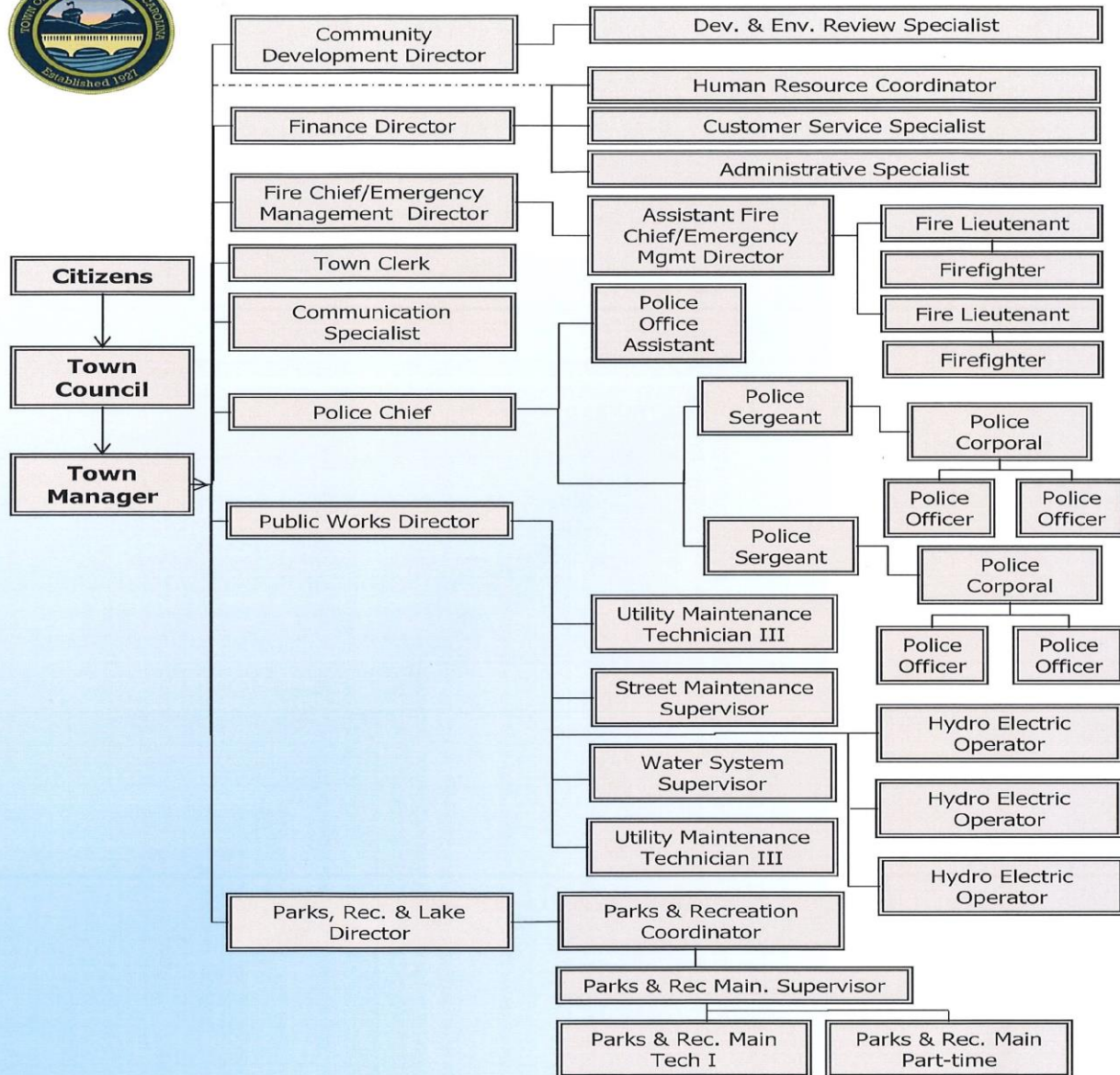
Vision Statement

Lake Lure, the gem of the Carolinas, is a mountain lake community that has a harmonious balance of interests of our citizens, businesses and visitors, achieved through open communication and managed growth that emphasizes fiscal responsibility and stewardship of our natural beauty and environment.

Passed by Lake Lure Town Council for FY19-20



Town of Lake Lure Organizational Chart





Departmental Overviews
Short Term Goals (1-2 Years)
Long Term Goals (3-5 + Years)

December 2019



Town Manager

Short and Long Term Goals

Shannon Baldwin

Town Manager

Under the general supervision of Town Council, the purpose of the Town Manager is to be responsible for the administration of all departments of the Town government not provided for by law.

The Town includes 37 FT and 17 PT employees and the Town Manager has 8 director reports:

- Community Development Department**
- Communications Specialist**
- Finance Department**
- Fire Department**
- Human Resources Coordinator**
- Parks, Recreation & Lake Department**
- Police Department**
- Public Works Department**

Town Manager

Short Term Goals (1-2 Years)

- 1. Facilitate Development of the FY 20-21 Budget and CIP in close cooperation with the Finance Director**
- 2. Develop Succession Plan for Key Staff**
- 3. Develop Town Projects Plan**
- 4. Continue & Upgrade with Town Engineer Contract**
- 5. Continue to Improve Internal Communication (MT Meetings, Leadership Meetings, Department Reports & 1 on 1 meetings with Department Heads)**
- 6. Activate Position and Salary Study**
- 7. Develop and Upgrade with Town Attorney Contract**
- 8. Facilitate Selection of On Call Engineering Services (Underway)**
- 9. Develop and Execute Financial Plan (Underway)**
- 10. Implement Strategic Communications Plan (Underway)**

Town Manager

Short Term Goals (1-2 Years)

- 11. Facilitate Development of Events Plan**
- 12. Identify and Secure Outside Sources of Revenue for Infrastructure Improvements**
- 13. Continue Quality Communication w/Community**
- 14. Implement All Requirements of NCLM Regarding Dam/HydroElectric**
- 15. Continue Improving Relationship with Various Divisions of NC DEQ.**

Town Manager

Long Term Goals (3-5 + Years)

- 1. Grow Commercial Tax Base (Commercial areas including NC 9, Town Center, RBR)**
- 2. Transition from Town Engineer Contract to Full Time Staff Engineer**
- 3. Facilitate and/or Support Telecommunications (Wi-Fi and Cell Phone Coverage Town Wide)**
- 4. Rehabilitate and Maintain Infrastructure**
- 5. Develop Asset Management Plan (w/Town Engineer or “On Call” Engineering Firm)**
- 6. Amend Town Charter to Include Town Engineer as Permanent Staff Position**



Community Development

Short and Long Term Goals

Brad Burton
Community Development Director

Community Development

The purpose of the Community Development Department is to provide the following services in the Town of Lake Lure:

- ✓ **Urban Planning**
- ✓ **Permitting: Zoning, Lake Structures, Floodplain Development, Land Disturbance & House Moving/Oversize Loads**
- ✓ **Code Enforcement/Nuisance Abatement**
- ✓ **GIS/Mapping Services**
- ✓ **Project Management**
- ✓ **Staff Support for Board of Adjustment, Zoning and Planning Board and others as required**

The Department consist of 2 FT employees.

The Department contracts for services relative to:

- ✓ **Professional Services (engineering plan review, predominately)**
- ✓ **Legal Services (to Town Attorney for Board appearances/routine questions and for additional legal assistance if representation is warranted)**

Community Development

Short Term Goals

1. Hire a full-time Administrative Assistant (a “single point of contact” for the Dept.)
2. Complete Welcome Center Bathroom Renovation Project
3. Facilitate Redundant Fiber Optic communications connection to Town Hall and Wi-Fi established in Morse Park, Arcade and Beach areas

Long Term Goals

1. Upgrade permitting software (accepting digital submittals, providing customer with their “real time” review status in the queue and the ability to integrate with Finance software)
2. Acquire large format printer/scanner to digitize and archive old maps/blueprints
3. Support “Westside Connector” road as per 2007-2027 Comprehensive Plan (TC-4-1)
4. Refine Main Street Master Plan in close cooperation with multiple stakeholders and attract new businesses and services to the Town Center and commercial nodes as per 2007-2027 Comprehensive Plan (ED-1-3.1)
5. As per Resolution 15-02-10A, and working in partnership with Parks and Recreation, integrate elements of NC 9 Small Area Plan paying particular attention to Commercial and Recreational uses *and* other policy elements as per the 2007-2027 Comprehensive Plan (UI-2-1.1, PR-3-1.2, CA-1-3.1, GA-2-1.2(4), LU-1-1.1



Communications, Grant & Events

Short and Long Term Goals

Laura Krejci
Communications Specialist

Communications Specialist

The purpose of the Communications Specialist position is to coordinate the following services for the Town of Lake Lure:

- ✓ **Communications and Promotions (Web, Social Media and email)**
- ✓ **Grant Writing**
- ✓ **Special Event Coordination**

The Department consist of 1 FT employee.

The Department contracts include:

- ✓ **Egov**
- ✓ **DirectNIC**
- ✓ **WebSpeak Media**

Communications Specialist

Short Term Goals

- 1. Replace Town Website with Mobile Friendly Version**
- 2. Secure Grants for Critical Infrastructure Needs**
- 3. Complete Strategic Communications Plan**
- 4. Continue Providing Key Information and Updates to the Community via Web, Facebook and Email.**
- 5. Implement Events Plan Adopted by Town Council**

Economic Development

Long Term Goals

- 1. Help Recruit Major Investments/Investors to Town**
- 2. Help Secure Major Funding for Infrastructure Needs**
- 3. Organize and Promote Premiere Events**
- 4. Facilitate a Sense of Community Throughout Town**
- 5. Build Relationships that Result in Pro-Lake Lure Awareness Among:**
 - ✓ **Town Stakeholders**
 - ✓ **County Leaders and Stakeholders**
 - ✓ **State Leaders and Stakeholders**
 - ✓ **Federal Leaders and Stakeholders**



Finance

Short and Long Term Goals

Sam Karr, Finance Director

Finance Department

The purpose of the Finance Department is to provide the following services for the Town of Lake Lure:

- ✓ **Oversee the financial record keeping**
- ✓ **Maintain central accounting system**
- ✓ **Prepare and monitor the annual budget**
- ✓ **Maintain central accounting system**
- ✓ **Prepare and monitors the annual budget**
- ✓ **Administer Financial Reporting**
- ✓ **Administer Inventory Management**
- ✓ **Administer Accounting**
- ✓ **Administer Purchasing**
- ✓ **Oversee Tax Collector, Payroll and Customer Services Operations**

The Department consist of 3 FT and 1 PT employees.

The Department contracts for services relative to: Audit

Finance Department

Short and Long Term Goals

- **Maintain Budget in line with Projects**
- **Continue Cross Training Customer Service Staff**
- **Continue Securing Silt DEQ Grant - Dredging**
- **Secure Grant – Campground (Boys Camp Road)**
- **Secure USDA Loan - Dam Renovation**
- **Secure Financing - Marina/Boardwalk Project, Phase I**
- **Secure Financing - Welcome Center Restrooms Renovation**
- **Secure Financing - Fire House Expansion**
- **Secure SRF Financing – Sewer Replacement**



Fire Departments

Short and Long Term Goals

Dustin Waycaster

Fire Chief/Emergency Management Coordinator

Fire Department

The purpose of the Fire Department is to provide the following services in the Town of Lake Lure:

- ✓ **Fire Suppression**
- ✓ **Rescue**
- ✓ **Advanced Emergency Medical Response**
- ✓ **Emergency Management**
- ✓ **ISO Rating Maintenance**
- ✓ **Contract Management**

The Department consist of 7 FT and 6 PT employees.

The Department contracts for services with three other departments relative to:

- ✓ **Fire Suppression**
- ✓ **Emergency Medical Response**

Fire Department Short Term Goals

- 1. Maintain Fire Department Staffing (Paid and Volunteer)**
- 2. Ensure Training for all Paid and Volunteer Staff**
- 3. Coordinate Responses of Mutual Aid Departments including Bills Creek, Chimney Rock, and Fairfield Mountain**
- 4. Obtain Funding for Automated CPR Machine, Monitor and Defibrillator**
- 5. Complete Addition of Lake Lure Fire House and Staff Facilities**
- 6. Purchase Updated Rescue Equipment**
- 7. Replace of One of Our Oldest Engines**
- 8. Identify Funding for Air Compressor for the Fire Station**
- 9. Fill Assistant Fire Chief Position**

Fire Department Long Term Goals

- 1. Refurbish Fireboat 1**
- 2. Cycle Out Old Communications Equipment**
- 3. Acquire State-of-the Art Firefighting Equipment**
- 4. Update the Station Back-Up Power Generator**
- 5. Update Stream and River Gages**
- 6. Update Training and IT Equipment and Facilities**



Parks, Recreation, and Lake

Short and Long Term Goals

Dean Givens

Parks, Recreation and Lake Director

Parks, Recreation & Lake Department

The purpose of the Parks, Recreation & Lake Department is to provide the following services in the Town of Lake Lure:

- ✓ **Parks and Lake Maintenance**
- ✓ **Recreation Related Events Coordination**
- ✓ **Project Management (Dredging, Marina/Boardwalk, Morse Park Improvements, etc.)**
- ✓ **Annual Dredging Program**
- ✓ **Lake Use Management**
- ✓ **Contract Management**
- ✓ **Boat Fleet Management**
- ✓ **Trail Maintenance**
- ✓ **Post Storm Clean-up of Lake**

The Department consists of 4 FT and 1 PT employees.

The Department oversees contracts relative to:

- ✓ **Golf Course Concession**
- ✓ **Beach & Marina Concession**
- ✓ **RBR Commercial Boats Concession**
- ✓ **Lake Dredging**
- ✓ **Trail Maintenance**

Parks, Recreation & Lake Department

Short Term Goals

- 1. Complete Boardwalk/Marina, Phase I**
- 2. Improve Event Lawn (Morse Park)**
- 3. Construct Campground (Boys Camp Rd.)**
- 4. Improve Buffalo Creek Park (Parking lot)**
- 5. Provide Maintenance of Weed Patch Mountain Trail and Buffalo Creek Park**
- 6. Convert the commercial boat permitting model from Excel to Access**
- 7. Implement Morse Park Master Concept Plan**
- 8. Create Event Lawn (River)**
- 9. Create Event Lawn (Fill in Pond)**
- 10. Develop Succession Plan for PR&L Department**

Parks, Recreation & Lake Department

Long Term Goals

- 1. Continue Annual Dredging**
- 2. Continue Spot Dredging for other areas of the lake**
- 3. Continue Implementation of Morse Park Master Concept Plan**
- 4. Construct Amphitheater Seating**
- 5. Construct Band-Shell**
- 6. Relocate of some Current Uses in Morse Park**
- 7. Golf Course Small Area Plan, or Future Use Plan**
- 8. Develop Luremont Trails**
- 9. Secure Private donors or grants, etc. for Phase II of the Marina Project (Tour's Building)**
- 10. Develop In-stream Sediment Collection Systems**



Police Department

Short and Long Term Goals

Sean Humphries
Police Chief

Police Department

The purpose of the Police Department is to provide the following services in the Town of Lake Lure:

- ✓ **Enforce laws (town, state and federal)**
- ✓ **Preserve the peace**
- ✓ **Facilitate animal control; and**
- ✓ **Provide for a safe environment**

The Department consist of 10 FT / 10 PT employees (reserve officers).

The Department contracts for services relative to:

- ✓ **Animal Control**

Police Department

Short Term Goals

- 1. Maintain innovative recruitment practices.**
- 2. Cover all events on the 2020 calendar.**
- 3. Meet all state mandated training.**
- 4. Train all lake patrol officers.**
- 5. Add more reserve officers to roster.**
- 6. Secure shift differential pay for night time officers.**
- 7. Secure bonus for officers who recruit officers from other agencies/departments.**
- 8. Create lake coverage for reserve officers.**
- 9. Install charging station for reserve vehicles.**
- 10. Train new officer in new year.**

Police Department Long Term Goals

1. **Increased pay for officers in effort to stay competitive with other agencies relative to salaries.**
2. **Add detective position.**



Public Works

Short and Long Term Goals

David Arrowood
Public Works Director

Purpose

The purpose of the Public Works Department is to provide the following services to the Town of Lake Lure:

- ✓ *Street Maintenance*
- ✓ *Water Distribution*
- ✓ *Sewer Collection and Treatment*
- ✓ *Hydro-Electric Operations*
- ✓ *Flood Gate Operations*
- ✓ *Sanitation (Garbage Pick Up)*

The Department consist of 8 full time employees.

The Department contracts for:

- ✓ *Sewer Treatment*
- ✓ *Sanitation (Garbage Pick Up)*
- ✓ *Hydro-Electric Maintenance*
- ✓ *Town Engineer Services*

Water Department

Short Term Goals

1. Finish Interconnect between Firefly Cove and Lake Lure Water System

- ✓ Firefly Cove's Water System has only one active well and does not have a back up.
- ✓ This system is almost at capacity for what the one well can produce which could result in no new construction.
- ✓ The interconnect will keep these systems strong and provide room for growth through storage and wells.
- ✓ Lake Lure is connected to Chimney Rocks Water System and does not have a stand alone water tank.

2. Back-fill Water Department Supervisor Position

- ✓ Mark Pobanz retires 12/31/19.
- ✓ Plan to shift an existing employee into this position after he retires.
- ✓ This employee already oversees all the related Water Department paperwork in addition to managing the Chimney Rock Water System in their current scope of work.
- ✓ This will ensure continuity of our safe drinking water while demonstrating upward mobility for our staff.

Water Department

Long Term Goal

1. Explore Possible Interconnect with Polk County Water (Broad River Water Authority - BRWA)

- ✓ If feasible, this would open doors for major growth for the Town and unlimited amounts of water at the bulk rate.
- ✓ Bulk water rates are cheap and may be even cheaper than running all the wells, which requires chemicals and testing.

Street Department

Short and Long Term Goal

1. Street Paving

- ✓ This requires ongoing resources for paving and repairs to ensure Town streets meet a good rating.
- ✓ The most recent street study recommended a \$180,000 investment each year for street paving and repairs.
- ✓ This investment has been made the last few years and if we continue to maintain these streets, it will pay off as the study indicates.
- ✓ The street study is available for anyone who would like to review it.

Sewer Department

Short Term Goals

1. Collection System - Install the Electric Valve in the Sewer Line Below the Dam

- ✓ DEQ has requested we do this and this should happen after the first of the year.
- ✓ Having this valve is critical. For example, if there is a break in the system, the valve could be closed so repairs could be made to the damaged lines.
- ✓ This valve has already been purchased and the funding for installing the valve has been approved in this year's budget.

2. Collection System – Continue to Repair System Leaks

- ✓ Reduce the amount of lake water getting into the system.
- ✓ Repair manholes around the lake that will reduce the flow at the Waste Water Treatment Plant.
- ✓ Ask Chimney Rock/Rutherford County and Rumbling Bald Resort to remove inflow and infiltration (I&I) before it enters the Town's Collection System.

Sewer Department

Short and Long Term Goals

1. Sludge Removal

- ✓ We have been working with geo-tubes to attempt to address this issue but we have been unable to fill them and remove them fast enough to stop the high cost of the pump trucks that have been hauling the sludge.
- ✓ Recommend getting price estimates for sludge removal from the plant, which is currently full.
- ✓ If we could remove all of the sludge at one time and then use the geo-tubes for maintenance, the annual price would be more reasonable.

Sewer Department

Long Term Goal

2. New Replacement Sewer Collection System/Waste Water Treatment Plant

- ✓ There are a few different options to consider which could be decided upon at later date.

Hydro-Electric Plant

Short Term Goals

- 1. Install New Intake Hoist, Reline the Penstock and Make Interior Repairs to the Butterfly Valve for the Big Generator**
- 2. Replace Lower Turbine Bearing for the Big Generator**
- 3. Finish Repairing the Little Generator**
- 4. All Components to Meet Standards**
- 5. Create Emergency Response Plan**
- 6. Revise Operations, Maintenance, and Inspection Manual**
- 6. Finish Repairing the Little Generator**

Once all these repairs are complete we can start the plant and begin generating power again in a safe manner!

Dam Structure

1. Bring Dam up to NC Dam Safety Standards

- ✓ Work with Schnabel Engineering on Spillway Capacity and other structural improvements.



Discussion

TOWN OF LAKE LURE

FINANCIAL OVERVIEW

December 17, 2019



WithersRavenel
Our People. Your Success.

Financial Overview

- Current Condition
- Budgets
- Year To Date Expenditures
- Debt
- Peer Group Comparison

Current Condition

Tax Rate \$0.36

Tax Base \$870m property
 \$15.8m vehicles



Water Bi-monthly Rates

	Inside	Outside
Basic Service Residential	\$54.00	\$108.00
Basic Service Commercial	\$65.00	\$130.00
Usage 0-5,000 gals. (per 1,000 gal. rate)	\$4.46	\$8.92
Usage over 5,000 - 20,000 gals.	\$5.12	\$10.24
Usage over 20,000 gals.	\$5.72	\$11.44



Sewer Bi-monthly Rates

	Inside	Outside
Residential User	\$139	\$278
Comm.- Small User	\$157	\$314
Comm.-Medium User	\$279	\$558
Comm.- Large User	\$439	\$878
Comm.- X Large User	\$964	\$1,928
Comm.- XX Large User	\$1,929	\$3,858

Unrestricted Fund Balances

• General Fund	\$2,416,521
• Water and Sewer Fund	\$71,234
• Electric Fund	\$337,088

Current Budget Progress

	Budget	Available Balance
• General Fund	\$7,503,654	\$4,954,056
• Water and Sewer Fund	\$1,285,101	\$889,152
• Electric Fund	\$1,309,597	\$1,087,113

Debt

• Outstanding Principal	\$2,355,697
• General fund debts	9
• Water and sewer debts	2

General Fund Debt

		YEAR 1
DEBT NAME		2020
LAND		30,528
BOYS CAMP RD LAND		21,967
METRO STAR FIRE TRUCK		46,654
STRIP CENTER		63,129
MARINA		68,378
2017 PW Ford Pick up Truck		12,424
2017 Fire Pick up Truck		10,589
2017 Police Interceptors (2)		23,330
2019 Aerator, Ford Explorer, Suncatcher		27,107
TOTAL EXISTING DEBT SERVICE		304,105

Water and Sewer Fund Debt

TYPE	NAME	2020
WATER	INGLES WATER LINE	64,982
SEWER	ARRA SEWER PIPE WRAPPING	63,990
TOTAL		128,972

Town Debt Capacity

- North Carolina General Statutes limit the amount of general obligation debt that a unit of government can issue to 8% of the total assessed value of taxable property located within that government's boundaries.
- The legal debt margin for the Town of Lake Lure is approximately \$67,705,000.

Peer Group Comparison

<u>Municipality</u>	<u>Tax Base</u>	<u>Tax Rate</u>	<u>Water and Sewer Rates (5k inside residential)</u>	<u>Debt</u>
LAKE LURE	874,820,549	0.36	\$ 118.80	\$ 2,355,697.00
BILTMORE FOREST	780,065,436	0.33	\$ 85.01	\$ 950,000.00
BLOWING ROCK	1,136,995,458	0.38	\$ 75.50	\$ 10,292,854.00
KURE BEACH	891,904,434	0.33	\$ 62.75	\$ 6,411,868.00
MANTEO	576,431,242	0.37	\$ 88.15	\$ 329,976.00
PINE KNOLL SHORES	919,113,385	0.197	\$27.08 water only	\$ 3,746,858.00
SURF CITY	1,427,978,034	0.41	\$ 91.82	\$ 16,520,423.00

QUESTIONS?



**TOWN OF LAKE LURE
CAPITAL IMPROVEMENTS
GENERAL FUND**

DRAFT

<u>PROJECT DESCRIPTION</u>	<u>PRIORITY</u>	<u>COST</u>	<u>YEAR</u>	<u>SOURCE</u>
Complete Welcome Center Bathroom Renovation Project				PRESENTATION
Facilitate Redundant Fiber Optic communications connection to Town Hall and Wi-Fi established in Morse Park, Arcade and Beach areas				PRESENTATION
Upgrade permitting software (accepting digital submittals, providing customer with their “real time” review status in the queue and the ability to integrate with Finance software)				PRESENTATION
Acquire large format printer/scanner to digitize and archive old maps/blueprints				PRESENTATION
Support “Westside Connector” road as per 2007-2027 Comprehensive Plan (TC-4-1)				PRESENTATION
Obtain Funding for Automated CPR Machine, Monitor and Defibrillator				PRESENTATION
Complete Addition of Lake Lure Fire House and Staff Facilities				PRESENTATION
Purchase Updated Rescue Equipment				PRESENTATION
Replace of One of Our Oldest Engines				PRESENTATION
Identify Funding for Air Compressor for the Fire Station				PRESENTATION
Refurbish Fireboat 1				PRESENTATION
Cycle Out Old Communications Equipment				PRESENTATION
Acquire State-of-the Art Firefighting Equipment				PRESENTATION
Update the Station Back-Up Power Generator				PRESENTATION
Update Stream and River Gages				PRESENTATION
Update Training and IT Equipment and Facilities				PRESENTATION
Complete Boardwalk/Marina, Phase I				PRESENTATION
Improve Event Lawn (Morse Park)				PRESENTATION
Construct Campground (Boys Camp Rd.)				PRESENTATION
Improve Buffalo Creek Park (Parking lot)				PRESENTATION
Provide Maintenance of Weed Patch Mountain Trail and Buffalo Creek Park				PRESENTATION
Convert the commercial boat permitting model from Excel to Access				PRESENTATION
Implement Morse Park Master Concept Plan				PRESENTATION
Create Event Lawn (River)				PRESENTATION
Create Event Lawn (Fill in Pond)				PRESENTATION
Continue Annual Dredging				PRESENTATION
Continue Spot Dredging for other areas of the lake				PRESENTATION
Continue Implementation of Morse Park Master Concept Plan				PRESENTATION
Construct Amphitheater Seating				PRESENTATION
Construct Band-Shell				PRESENTATION
Relocate of some Current Uses in Morse Park				PRESENTATION
Golf Course Small Area Plan, or Future Use Plan				PRESENTATION
Develop Luremont Trails				PRESENTATION
Secure Private donors or grants, etc. for Phase II of the Marina Project (Tour’s Building)				PRESENTATION
Develop In-stream Sediment Collection Systems				PRESENTATION
Install charging station for reserve vehicles.				PRESENTATION
Street Paving				PRESENTATION

**TOWN OF LAKE LURE
CAPITAL IMPROVEMENTS
GENERAL FUND**

DRAFT

<u>PROJECT DESCRIPTION</u>	<u>PRIORITY</u>	<u>COST</u>	<u>YEAR</u>	<u>SOURCE</u>
Sludge Removal				PRESENTATION
Lake Dredging - Annual	C	\$ 500,000		RFQ
Town Center Main Street - CRSP Egress	H	\$ 3,000,000		RFQ
Telecom - Cellular	H	\$ 5,000		RFQ
Telecom - High Speed Internet Around Lake	H	\$ 500,000		RFQ
Marina (Phase 1) & Boardwalk	H	\$ 1,500,000		RFQ
Refine & Fund Spot Dredging Program	HM	\$ 100,000		RFQ
Dredging - Big Dig (One & Done)	HM	\$ 5,000,000		RFQ
Sedimentation Mitigation in Tributaries - UBRWS	HM	\$ 3,000,000		RFQ
Telecom - WiFi in Town Center	HM	\$ 18,000,000		RFQ
Asset Management Program	HM	\$ 15,000		RFQ
Street Paving Program (Intense) - Annual	HM	\$ 200,000		RFQ
Westside Connector	HM	\$ 700,000		RFQ
Risk Management Program	HM	\$ 5,000		RFQ
Computer Software Package	HM	\$ 50,000		RFQ
Employee Position & Salary Study	HM	\$ 6,000		RFQ
Morse Park Welcome Center Restrooms	LM	\$ 200,000		RFQ
Morse Park Event Lawn	LM	\$ 200,000		RFQ
Trail Maintenance Program	LM	\$ 50,000		RFQ
Staff Succession Plan	LM	\$ 15,000		RFQ
Boys Camp Road Campground	LM	\$ 350,000		RFQ
Public Works Facilities Relocation	LM	\$ 1,500,000		RFQ
The Highlnds Mitigation	LM	\$ 7,000		RFQ
Public Safety Building	L	\$ 5,000,000		RFQ
Fire Department Façade Rehab	L	\$ 30,000		RFQ
Fire Department Generator Replacement	L	\$ 25,000		RFQ
Marina (Phase II)	L	\$ 400,000		RFQ
Fleet Management Program	L	\$ 1,500		RFQ
Fleet Service Facility	L	\$ 250,000		RFQ
Employee Position & Salary Study	L	\$ 6,000		RFQ
Riverwalk to Chimney Rock Village		\$ 500,000		RFQ
Pedestrian Plan		\$ 7,000		RFQ
County Outreach/Goodwill Plan		\$ 3,500		RFQ
Urgent Care - Possible Ingles Extension				RFQ
Ace Hardware - Possible Ingles Extension				RFQ

TOWN OF LAKE LURE
CAPITAL IMPROVEMENTS
WATER & SEWER FUND

DRAFT

PROJECT	PRIORITY	COST	YEAR	SOURCE
Finish Interconnect between Firefly Cove and Lake Lure Water System				PRESENTATION
Interconnect with Polk County Water (Broad River WA)				PRESENTATION
Install the Electric Valve in the Sewer Line Below the Dam				PRESENTATION
Repair System Leaks				PRESENTATION
New Replacement Sewer Collection System/WWTP				PRESENTATION
Sewer - Subaqueous Collection System Repair	C	\$ 10,000,000		RFQ
Sewer - Subaqueous Collection System Replacement	C	\$ 20,000,000		RFQ
Sewer - Waste Water Treatment Plant Replacement	C	\$ 6,000,000		RFQ
Sewer - Waste Water Treatment Plant Rehab	C	\$ 3,000,000		RFQ
Water - Supply (Interconnect w/BRWA)	H	\$ 500,000		RFQ
Water - Distribution	H	\$ 500,000		RFQ

TOWN OF LAKE LURE
CAPITAL IMPROVEMENTS
ELECTRIC FUND

DRAFT

PROJECT DESCRIPTION	PRIORITY	COST	YEAR	SOURCE
Replace Bearings-Small Generat	1	\$ 10,000	2020	SAM'S CIP
Head Gate Hoist Replacement	2	\$ 300,000	2020	SAM'S CIP
Penstock Repairs	3	\$ 100,000	2021	SAM'S CIP
Penstock Rebuild		\$ 50,000	2024	SAM'S CIP
Emergency Shutdown-Generato	4	\$ 50,000	2020-2021	SAM'S CIP
Ceiling Repair		\$ 30,000	2021	SAM'S CIP
Automate Trash Gate		\$ 30,000	2022	SAM'S CIP
Automate Taintor Gates		\$ 150,000	2022	SAM'S CIP
Lighting-Taintor Gates		\$ 10,000	2022	SAM'S CIP
Lighting-Powerhouse		\$ 10,000	2021	SAM'S CIP
Stream Gauges	5	\$ 100,000	2020-2023	SAM'S CIP
Lake Level System	6	\$ 10,000	2020	SAM'S CIP
SCADA System		\$ 50,000	2023	SAM'S CIP
Dredge Tailrace	7	\$ 10,000	2020	SAM'S CIP
Replace Runners/Impellors		\$ 600,000	2023-2024	SAM'S CIP
Update OMI Manual		\$ 100,000	2021-2022	SAM'S CIP
Install Meters		\$ 10,000	2022	SAM'S CIP
Turbine Water Seal	C	\$ 60,000	2021	SAM'S CIP
Install Fans	C	\$ 50,000	2021-2022	SAM'S CIP
Storage/Mezzanine	C	\$ 30,000	2021	SAM'S CIP
Structural Supports-Power House	C	\$ 50,000	2021	SAM'S CIP
Tainter Gate Hoist Cover	D	\$ 90,000	2022	SAM'S CIP
Rebuild Staircase-PRL Building	D	\$ 155,000	2021-2023	SAM'S CIP
Beautification	D	\$ 90,000	2023	SAM'S CIP
Install New Intake Hoist, Reline the Penstock and Make Interior Repairs to the Butterfly Valve for the Big Generator				PRESENTATION
Replace Lower Turbine Bearing for the Big Generator				PRESENTATION
Finish Repairing the Little Generator				PRESENTATION
Dam - Structural Renovaton	C	\$ 45,000,000		RFQ
Dam - Hydro Electric Rebuild	H	\$ 4,000,000		RFQ
Dam - Hydro Electric Repairs (Starts Oeprations)	H	\$ 750,000		RFQ
Dam - Bridge	H	\$ 25,000,000		RFQ