

**Town of Montreat
Board of Commissioners
Annual Board Retreat
February 26, 2014
North Carolina Arboretum Library**

Commissioners present: Mayor Letta Jean Taylor
Mayor Pro Tem Mary Standaert
Commissioner Martha Campbell
Commissioner Tim Helms
Commissioner Jack McCaskill
Commissioner Ann Vinson

Town staff present: Ron Nalley, Town Administrator
Misty R. Gedlinske, Town Clerk
Steve Freeman, Public Works Director
Barry Creasman, Senior Water Technician
Jack Staggs, Chief of Police
Stefan Stackhouse, Finance Officer
David Currie, Building Inspector/Code Administrator

There were no members of the public present. Mayor Taylor called the meeting to order at 9:09 a.m. and held a moment of silence.

Agenda Approval

Commissioner Helms moved to adopt the meeting agenda as presented. Commissioner Campbell seconded and the motion carried 5/0.

Board of Commissioners' Areas of Responsibility/Community Group Representation

After discussion, the Board assigned Areas of Responsibility, Community Group Liaison and Audit Committee appointments as follows:

Areas of Responsibility

Commissioner of Communications:	Mayor Pro Tem Standaert
Commissioner of Environment:	Commissioner Vinson
Commissioner of Finance:	Commissioner Campbell
Commissioner of Planning, Zoning and Inspections:	Commissioner McCaskill
Commissioner of Public Safety:	Commissioner Helms
Commissioner of Public Works:	Commissioner McCaskill
Commissioner of Sanitation:	Commissioner Helms

**Montreat Board of Commissioners
Annual Board Retreat Minutes
February 26, 2014**

Community Group Liaisons

<u>French Broad River Metropolitan Planning Organization (MPO) and Transportation Advisory Committee (TAC):</u>	Commissioner McCaskill
<u>Land-of-Sky Regional Council:</u>	Mayor Taylor Commissioner McCaskill, Alternate
<u>Montreat Cottagers Association Board:</u>	Mayor Pro Tem Standaert
<u>Montreat Cottagers Wilderness and Open Space Committee:</u>	Commissioner Vinson
<u>Montreat Landcare Committee:</u>	Commissioner Campbell
<u>MRA Wilderness Committee:</u>	Commissioner Vinson
<u>Open Space Conservation Committee:</u>	Commissioner Vinson
<u>Presbyterian Heritage Center:</u>	Commissioner Campbell

Audit Committee Appointments

Commissioner McCaskill	Commissioner Helms
Mayor Pro Tem Standaert	Commissioner Vinson

Review of Previously Adopted Goals and Objectives: Fiscal Year 2013-2014

Of the 53 goals established for the current fiscal year, 15 have been completed, 32 are ongoing and six projects have been postponed. For all departments, the Board asked that certain pending, ongoing, postponed or funding-dependent initiatives or goals be re-classified to more accurately reflect the Board and staff's efforts and achievements during the year. The importance of using accurate wording to set goals was also discussed. The Board discussed and amended the current fiscal year's goals and objectives as follows:

Governing Board:

Mayor Pro Tem Standaert asked that the Governing Body goal concerning Extra Territorial Jurisdiction be reworded to indicate that the Town does not wish to transfer land use control in this area to Buncombe County, but is interested in investigating options in the event that ETJ authority is rescinded in the next year through General Assembly action. Mr. Nalley explained that this issue would become moot if the Board chooses to move forward with voluntary annexation in the Upper Greybeard Trail area. Commissioner Helms asked staff to place selection of an official Town of Montreat Seal design on the March Town Council Meeting agenda. Mayor Pro Tem Standaert asked that the direct mailing distribution goal be considered complete.

Administration and Finance:

The majority of the ongoing goals in this department will be completed by the end of the current fiscal year.

Police:

Police Department staff investigated the legal feasibility of imposing fees for house check and other non-emergency services in Extra-Territorial Jurisdiction (ETJ) areas. This practice is legally allowed, and the Board will need to decide if it is something they wish to pursue. Mayor Taylor asked that staff prepare a report summarizing these findings and providing any recommendations for the Board's consideration. All Police Department goals were then considered complete for the current fiscal year.

Planning and Inspections:

Commissioner McCaskill did not feel that a formed-based Unified Development Ordinance was needed for Montreat, and expressed concerns about whether the Town would have sufficient funds to implement both a UDO and a new stormwater utility program.

Public Works:

Once the related propane tank is installed, the Town Services Office's emergency generator will be ready for use. The Board agreed by consensus to consider this goal complete.

Streets/Powell Bill:

Mayor Pro Tem Standaert requested installation of a Town Limits sign on Greybeard Trail once the municipal boundary survey is complete. Commissioner McCaskill noted that the postponed Texas Road water line replacement and street repaving project has been replaced in the current year's schedule with a similar project on Mecklenburg Circle. Mr. Nalley recommended reclassifying the Texas Road as a postponed goal until after the Texas Road bridge replacement project is complete.

Sanitation:

Mayor Pro Tem Standaert asked that the Police and Fire Department non-emergency dispatch numbers be included in the next sanitation and recycling services schedule. She also confirmed that a fee review of non-profit entities and ETJ residents receiving back door sanitation and recycling services had been conducted. Issues related to illegal and unauthorized use of the Town's dumpster facility will be addressed later during this meeting. Safety improvements to this area are currently on hold due to funding limitations.

Environment, Conservation and Recreation:

The Montreat Landcare Committee’s project to perform bank stabilization work along Flat Creek between Lookout Road and the Lake Susan Dam has been postponed due to a lack of funding. This project will remain “on the radar” for completion once funding and other resources become available.

Water:

The postponed Texas Road water line replacement and street repaving project has been replaced in the current year’s schedule with a similar project on Mecklenburg Circle. Revisions to the Water Exchange Agreement with the Town of Black Mountain remain “on the radar” for future consideration. In the meantime, the Town will continue to operate under the terms of the existing agreement.

Staff will provide an updated report in late June or early July to show the status of these goals at the end of the current fiscal year.

Finance

2014-2019 Capital Improvements Plan: Mr. Nalley provided copies of the proposed General Fund Expenditure Summary for all departments. He explained the numerical and alphabetical priority codes used to organize projects scheduled throughout the Plan’s five-year scope on both the departmental and organizational levels. Once the final CIP is adopted, these priority codes are used to help determine which projects will receive funding in the upcoming fiscal year’s Budget. Mr. Nalley also noted a change in the document format compared to previous years, in that the expenditure sections include the entire cost of each project, with any grants, refunds or other reimbursements shown in the revenue sections. This change provides consistency with the Town’s accounting practices but does not alter the final project costs.

In order of priority, the proposed General Fund projects for the 2014-2015 Fiscal Year are as follows:

- | | |
|--|-------------------------------------|
| 1. Local Street Paving – Texas Road | 6. Unified Development Ordinance |
| 2. Texas Road Bridge Replacement Project | 7. New Road Paving – Suwannee Drive |
| 3. Town Hall Replacement | 8. Compactor Area Paving |
| 4. Police Vehicle Replacement | 9. Wayfinding Signage Plan |
| 5. Copier Replacement | 10. Native Plant Garden |

The CIP includes descriptive summary sheets for each purchase or project. These pages briefly describes each item, list its assigned departmental and organizational priority code, and give

information on its total purchase and operation costs, budgetary impact and proposed revenue source. A full draft of the entire CIP document will be completed and made available as soon as possible.

2014-2015 Annual Budget Highlights: Mr. Stackhouse presented and reviewed a budget planning memorandum containing preliminary General Fund revenue and expenditure projections for the coming fiscal year. The Board briefly discussed sending letters to local area non-profit entities asking them to consider making discretionary payment in lieu of tax (PILOT) contributions. These letters would be sent in late August or early September after ad valorem property tax notices are mailed. Staff also explained the accounting methods used for Community Service Fee payments from the Mountain Retreat Association and how these revenues are depicted in the Town's financial reports.

Green Fleet Policy and Annual Report: Mr. Stackhouse presented and reviewed the 2013 Green Fleet Report, which indicated the make, model, estimated carbon dioxide emissions, fuel type, average fuel economy and fuel costs for each of the Town's vehicles.

Stormwater Utility Fee: Montreat's Municipal Separate Storm Sewer System (MS4) permit, which allows stormwater discharge into surface waters within its jurisdiction, includes annual requirements for the Town to complete certain measureable goals, such as installation of stormwater infiltration features. Staff has learned that the Environmental Protection Agency (EPA) is continuing its past efforts to mandate increasingly stringent water quality standards upon local governments through the North Carolina Department of Environment and Natural Resources – Division of Water Quality. Currently, there is no dedicated funding source for the Town's stormwater program. Construction, maintenance and continuing staff training costs are paid through the General Fund, which is primarily based on ad valorem tax revenues.

Mr. Currie and Mr. Stackhouse presented a model Stormwater Utility Ordinance based on research from other similarly-sized municipalities, along with a sample Request for Qualifications for professional stormwater consulting services. Both of these documents are for illustrative purposes only at this time and can be further modified as the Board desires. The model ordinance proposes a stormwater utility fee imposed on all owners of developed property within the Town limits, which would be used to construct and maintain new and existing stormwater control measures, as well as provide public educational efforts to promote stormwater mitigation. The fee is based on a combination of three components, including categorized gross parcel area and impervious surface calculations and a flat, per-parcel administrative fee. Information from the Town's GIS system would be supplemented by LIDAR data and field observations by a professional stormwater consulting firm to provide an accurate impervious surface assessment on which to base a final fee structure. The ordinance also provides fee-reducing credit opportunities for parcels that implement certain Best Management Practices to control stormwater on-site and mitigate the impacts of runoff on the Town's stormwater system.

As this issue moves forward, the Board will need to decide whether to reduce the ad valorem property tax rate by an amount equal to the revenue generated by the new stormwater utility fees, or to retain this additional revenue. Mr. Nalley cautioned the Board that stormwater utility fee implementation was often a controversial topic for the public, particularly if not accompanied by a corresponding tax reduction. After discussion, the Board agreed by consensus to proceed with obtaining professional stormwater consulting assistance during the next fiscal year, followed by public education and information efforts.

Recess

At 10:55 a.m., Mayor Taylor announced a short recess. The meeting reconvened at 11:10 a.m.

Montreat Comprehensive Plan Review

The Montreat Comprehensive Plan Implementation Matrix identifies 97 recommended implementation strategies, set forth in ten categories and further divided into 45 short-term, 42 mid-term and ten long-term goals. The completion status of these goals to date is as follows:

	Completed	Underway	Remaining	Totals
Short-Term Goals:	27	10	8	45
Mid-Term Goals:	14	14	14	42
Long-Term Goals:	5	1	4	10
Totals:	46	25	26	97

During discussion, certain goals were re-organized into new or different categories to indicate a change in their completion status. New categories were also created to incorporate goals which the Board has chosen not to pursue at this time, or to consider in the future on an as-needed basis. The changes to the Implementation Matrix are as follows:

Character and Design Strategies

Mid-Term Goal Recommendation 1, Strategy 1: Evaluate the advantages and disadvantages of creating a local historic district.

The Board does not wish to pursue this goal at this time.

Management of Growth Strategies

Short-Term Goal Recommendation 1, Strategy 1: Appoint committees to develop detailed implementation plans for strategies that require input beyond what town staff can accomplish on its own.

The Board will consider this goal in the future on an as-needed basis.

Tax Base & Revenue Sources Strategies

Short-Term Goal Recommendation 2, Strategy 2: Request the state grant Montreat the ability to levy an occupancy tax, or similar fees, on lodging/rentals.

The Board does not wish to pursue this goal at this time.

Short-Term Goal Recommendation 2, Strategy: Consider new fees for vehicle permits, parking permits, building permits, inspection fees, or privilege license fees on certain businesses.

The Board does not wish to pursue this goal at this time. Changes to building permit and inspection fees have already been completed.

Short-Term and Mid-Term Goal Recommendation 6, Strategy 1: Coordinate with League of Municipalities and investigate the opportunities to collaborate with municipalities with similar constraints and draft a bill to identify means to generate funding.

The Board will consider this goal in the future on an as-needed basis.

Mid-Term Goal Recommendation 5, Strategy 1: Encourage public/private partnerships to joint venture on opportunities to build taxable student housing, parking structures and/or other facilities on land currently owned by the tax-exempt institutions.

The Board will consider this goal in the future on an as-needed basis.

Long-Term Goal Recommendation 2, Strategy 1: Request the state grant Montreat the ability to levy and the county grant Montreat the approval to create a ballot initiative for the right to levy a Real Estate Transfer Tax.

The Board will consider this goal in the future on an as-needed basis.

Impact of the MRA and College Strategies

Mid-Term Goal Recommendation 1, Strategy 1: Explore joint venture opportunities between the Town, MRA and Montreat College that could lead to the co-development of facilities shared by the institutions or the co-development of facilities with the private sector, including structures and parking.

The Board will consider this goal in the future on an as-needed basis.

Mid-Term Goal Recommendation 1, Strategy 2: As identified in Recommendation 5 in the Tax Base & Revenue section, the Town should encourage the public/private partnership between various institutions and private developers by providing incentives such as density bonuses, the contribution of land or funds, or through the acceleration of the approval process.

The Board will consider this goal in the future on an as-needed basis.

Transportation (Vehicular Mobility) Strategies

Short-Term Goal Recommendation 4, Strategy 2: In collaboration with the MRA, Montreat College and the Presbyterian Church, and based on the vehicle count study, the town can evaluate the possibility of creating a permit system that charges a nominal fee for visitors' vehicles coming into Montreat on a daily or weekly basis.

The Board does not wish to pursue this goal at this time.

Short-Term Goal Recommendation 3, Strategy 2: Institute a permit system that is administered by the town which requires vehicles above the acceptable weight to be charged a fee to offset the maintenance cost associated with the wear and tear of roads from such traffic.

The Board does not wish to pursue this goal at this time.

Short-Term Goal Recommendation 5, Strategy 1: Identify key areas that lend themselves as transition points in the community, especially in areas of increased pedestrian activity to slow vehicular traffic.

The Board moved this goal to the "Completed" category.

Transportation (Parking) Strategies

Mid-Term Goal Recommendation 2, Strategy 2: Identify the means that would encourage private entities to build additional parking facilities in Montreat through the contribution of land or funds, incentives such as density bonuses or through the acceleration of the approval process.

The Board does not wish to pursue this goal at this time.

Mid-Term Goal Recommendation 6, Strategy 1: Assign parking permits to residents of Montreat for a nominal fee on a yearly basis.

The Board does not wish to pursue this goal at this time.

Mid-Term Goal Recommendation 6, Strategy 1: Charge parking fees from visitors on a daily and/or weekly basis.

The Board does not wish to pursue this goal at this time.

During discussion of long-term goals under this section, Chief Staggs agreed to meet with Montreat College Campus Police and local grocery store management personnel to discuss potential satellite parking locations and a shared shuttle service during special events and peak visitor seasons.

Infrastructure Strategies

Mid-Term Goal Recommendation 3, Strategy 1: Collaborate with the MRA and Montreat College to determine the impact on the water system during the peak season and identify the means to mitigate or offset costs of improvement.

The Board moved this goal to the “Completed” category.

Services and Infrastructure

Texas Road Bridge Replacement Project: KCI Associates staff is working on final revisions to the draft Categorical Exclusion (CE) document. At this time, the Board is asked to decide on a preferred bridge replacement alternative so that the design phase of the project can begin. Option B replaces the existing bridge with a new structure in approximately the same location. Option D relocates the bridge to create a four-way intersection at Tennessee Road, and Option E relocates the bridge onto a portion of the Town’s well site just south of the Patricia Cornwell Tennis Courts. For both Options D and E, the existing bridge structure is retained for pedestrian-only use.

Eighty percent of the project costs will be reimbursed through a grant from the NCDOT’s Municipal Bridge Program. The Town’s approximate financial obligation ranges from \$125,000 for Option E, \$156,000 for Option B and \$163,800 for Option D. More exact cost figures will not be known until the design work has been completed. Both Options D and E are known to require right-of-way acquisition, and a small amount may also be needed for Option B. Any costs associated with obtaining right-of-way access will be the Town’s responsibility, as they are not eligible for reimbursement through the Municipal Bridge Program.

The North Carolina State Historic Preservation Office (NCSHPO) has determined that the Texas Road bridge is located within an eligible Historic District, and that the existing bridge is a contributing structure that the area. Depending on the outcome of the final historical and archeological study reports, NCSHPO could impose varying degrees of control over the final bridge replacement alternative, either by requiring certain aesthetic treatments or mandating a replacement option that does not involve demolition of the existing bridge structure. It is not known at this time when NCSHPO will make its decision or whether there will be any project delays or additional costs for the Town.

The Board then discussed the potential community impact of each bridge replacement alternative. Option B would affect Welch Field due to a small retaining wall and fill dirt needed to raise the roadway level and resolve certain flood plain issues in this area. Some tree removal would also be needed to improve sight distance at the intersection with Assembly Drive. Roadway curves would be recommended for Options D and E to slow traffic and prevent vehicle headlights from shining directly into the windows of neighboring homes. Staff will also recommend that Texas Road be reopened to two-way vehicular traffic once the bridge replacement and the roadway is improved

to provide a secondary means of egress during emergencies or peak traffic periods. Two prior Black Mountain Fire Department Chiefs have stated that fire trucks and other large emergency vehicles would access properties on Texas Road from Community Center Circle due to the sharp roadway angle at the Assembly Drive intersection. More recently, a Fire Department Battalion Captain has said that entering Texas Road from Assembly Drive is possible, though not preferable.

After further discussion, the majority of the Board members expressed a preference for bridge replacement Option B. Commissioner McCaskill disagreed, stating he favored replacement Option E. Staff will notify KCI Associates of the Board's preference and ask that NCSHPO officials provide information on the potential impact of this choice as quickly as possible.

Lunch Recess

Mayor Taylor called a lunch recess at 12:48 p.m. The meeting reconvened at 1:25 p.m.

Water, Sewer and Street Standards: Mr. Freeman presented and reviewed current maps and tables indicating the age and condition of the Town's water lines and paved roadways. These materials are updated regularly and used each year to prepare capital project recommendations for the Capital Improvements Plan and annual Budget. Mayor Pro Tem Standaert asked about the status of Mr. William Day's request for street paving on Peace Lane and Upper Kentucky Road. Mr. Nalley said the Town Attorney had revised the Town's street assessment petition form, which will be made available to the affected property owners. The scope of any street paving assessment procedure in this area will be determined by the number of signatures received on the submitted petition form. The Board also briefly discussed snow removal practices on private streets.

NPDES Stormwater Permit Requirements: Installation of a stormwater detention and infiltration chamber has been delayed pending the outcome of reimbursement funding negotiations with the Federal Emergency Management Agency (FEMA) and the North Carolina Department of Emergency Management. The project is now scheduled to begin later this spring, to be followed by a similar project on Community Center Circle. Both projects are eligible for FEMA reimbursement funding awarded as a result of the federal disaster declaration issued for Buncombe and 12 other western North Carolina Counties in response to flood damage incurred this past summer. Copies of the Town's 2013 Stormwater Management Program Assessment were provided for the Boards reference.

Sanitation/Recycling: Last November, staff presented copies of the Town's Solid Waste and Materials Management reports, which indicated continued increases in solid waste and recycling disposal tonnages. These increases persisted despite the Mountain Retreat Association's decision to discontinue their contract for sanitation collection services over a year ago. Staff estimates the financial impact of the tonnage increases at approximately \$20,000 per year. A review of the monthly data indicates that the increases are occurring generally over the summer months. This is

partly explained by an influx of seasonal residents, staff feels that unauthorized use of the Town's compactor site contributes significantly to the continued increase in disposal tonnages, particularly on weekends. Mr. Freeman reviewed the following options to address this issue, presented in no particular order:

- Close the compactor site to the public entirely and offer only residential curbside sanitation service;
- Close the compactor site on Friday, Saturday and Sunday;
- Staff the compactor site during its current operating hours and charge a per-bag disposal fee to cover the associated staffing costs;
- Institute an access card program, whereby each Montreat household is issued an electronic access card to gain access to the compactor site. Security cameras would also likely be needed to successfully implement this option.

After discussion of each option, the Board agreed by consensus to close the dumpster facility to the public on Fridays, Saturdays and Sundays beginning on April 1. Updated signage and additional fencing to fully enclose the area will be installed prior to that date. Mayor Taylor will address this issue in her upcoming communications with the Montreat Cottagers Association. Town staff will include this item in the Spring 2014 Town Updates postcard mailing, upcoming social media and Sunshine List messages and on the Town's website. A brief reminder message will also be printed on the March water bills. The Mountain Retreat Association will be asked to remind their conferees and guests that the Town's dumpster facility is intended for use by Montreat residents only. The Board may consider reopening the dumpster facility during weekend hours in the future if the unauthorized use has stopped.

Environment and Recreation

Landcare: The Montreat Landcare Committee is working to pursue official Tree City USA designation through the Arbor Day Foundation. Among several other benefits, this designation would enable the Town to pursue grant funding for staff training in tree care and preservation. Many of the program participation requirements are already satisfied through current Landcare projects and activities. More information will be presented at the March Town Council Meeting.

Open Space Conservation Plan: Mayor Pro Tem Standaert requested the following amendments to the Open Space Conservation Plan's Introduction:

The Town of Montreat's distinctive sense of place did not happen by accident. Rather in 1897, careful planning by John C. Collins, a congregational minister from New Haven, Connecticut, led to the development of a community "established primarily as a health and rest resort to be composed largely of Christian people and secondly, for religious and educational purposes." Since ~~incorporation and~~ its purchase by individuals, mostly

[southern Presbyterians, in 1906, endorsement of that purchase](#) by the Presbyterian General Assembly in 1907 [and municipal incorporation in 1967](#), Montreat has experienced considerable changes in land use patterns. Once a sparsely populated rural farm community, today Montreat is a rich mosaic of landscapes - mountain woodlands, residential neighborhoods, and institutional properties.

Greenways and Trails Plan: Mr. Nalley referred to two future projects indicated on the Plan's Trail and Walkability Study Map, which are planned for completion within the next several years. The first, marked as "B," is a sidewalk connection along Assembly Drive between the Lookout Road and the Lake Susan Dam area. The second, marked "E," is a connectivity trail through Greenspace behind the Morgan Science Building that will provide an off-road path between Texas Road and the Lookout Trail head.

Native Plant Garden Park Plan: Phase II of the Native Plant Garden Park Plan has been delayed due to continued land acquisition negotiations with the Mountain Retreat Association. The Town Attorney will continue her work to resolve this matter as time permits.

Gate Lot Landscaping Plan: Landscape architect Mary Weber prepared a proposed landscaping plan for the hillside area just inside the Montreat Gate entrance in late 2011. The purpose of the plan was to create a defined, welcoming Town entryway incorporating native landscaping, crosswalk connections and certain other architectural features. In early 2012, the Board authorized staff to pursue grant funding to complete this project according to a revised conceptual plan which simplified the landscaping and eliminated certain proposed architectural elements. The Town was not awarded grant funding for this project during the past year, but staff plans to reapply during the upcoming grant cycle. In the absence of grant monies, this project could be scheduled for funding through the Town's Capital Improvements Plan over a two-year period beginning in the 2015-2016 Fiscal Year. The Board briefly discussed options for private donations to complete certain portions of this project.

Facilities

Town Hall Facility: Eight firms have shown interest in submitting responses to the Request for Qualifications (RFQ) for professional architectural design services to construct a new Town Hall Facility. Proposals are due in the Town Services Office by 3 p.m. on February 28. Following submission review and presentations from a select number of candidates, the Board is scheduled to award a final architectural contract at the April Town Council Meeting.

Public Works Facility: Funding is proposed starting in the 2015-2016 Fiscal Year to begin work on a new Public Works vehicle and equipment storage facility on Town-owned property across the street from the current Town Services Office. The site is currently used for employee and visitor parking. The Board will need to consider how the current Town Services Office will be used once the new Town Hall facility is complete.

Personnel and Employee Benefits

Employee Salary and Benefits Review: Mr. Nalley presented a summary of the current salary grades and ranges, as well as employee health insurance and other benefits offered by the Town. Health insurance renewal quotes for the upcoming fiscal year are expected in late May or early June.

Customer Service Discussion: All staff members will also soon receive mandatory on-site customer service training.

Citizen Communication – Town Hall Meetings – Educational Series/Programs

For the upcoming fiscal year, Mayor Pro Tem Standaert proposed conducting a single Town Hall meeting focused on home safety and property protection topics, with presentations from Police and Public Works Department staff and a member of the Black Mountain Fire Department. She suggested scheduling this meeting during the same week as the final youth conference of the season, with a prior announcement during the July 2014 Montreat Cottagers Association meeting.

Update on Current Projects/Services/Issues

Wayfinding Signage Plan: The Board will consider proposed revisions to Montreat Zoning Ordinance Article X – Sign Regulations during the March Town Council Meeting. Design consulting services and installation of a new Welcome sign and pedestrian kiosks is dependent upon available funding during the next two fiscal years.

Form-Based Unified Development Ordinance: Mr. Currie explained that the Town’s current land use regulations, adopted as separate ordinances over time, were inconsistent, ambiguous and often difficult for staff to administer and the public to understand. A Unified Development Ordinance (UDO) replaces traditional land use regulation with building form and public space standards that guide new development in a way that ensures greater conformity of new homes and structures to the appearance and form of existing homes and structures. Visual diagrams and graphics are included to illustrate a range of development options and allow greater developmental flexibility. Zoning and subdivision processes are combined into a single, comprehensive document which eliminates inconsistencies, provides greater ease of administration and expedites the plan review and approval process. Implementation will require assistance from a professional design and planning firm, along with a considerable amount of public involvement and education. The Board budgeted \$35,000 in the current fiscal year toward seeking a consultant to assist the Town in developing a UDO. However, this project was delayed due to the introduction of House Bill 150 which, if adopted, would prevent cities from imposing aesthetic controls over single- and two-family dwellings in all zoning districts. This Bill has now stagnated and staff recommends resuming consideration of the UDO through preparing and publishing an RFQ for professional consulting services during the 2014-2015 Fiscal Year. During

discussion, Commissioner McCaskill again said he did not believe that developing a UDO would provide adequate benefits to justify its estimated costs.

Proposed Upper Greybeard Trail Area Voluntary Annexation: The Board directed Town staff to prepare and send a letter to all affected property owners in the proposed voluntary annexation area, detailing the costs and both the tangible and intangible benefits to voluntarily incorporating the Upper Greybeard Trail area into the Town's municipal limits. This task will be accomplished prior to the end of the current fiscal year. Once the municipal boundary survey of this area is complete, the Board will call for a Special Meeting to discuss this issue in more detail and hear input from affected property owners.

Other Projects/Services/Issues: Mayor Pro Tem Standaert asked for photographs of all full-time Police Officers in uniform for use on the Town's website and in future print and electronic communications. Commissioner McCaskill suggested also taking uniform photographs of auxiliary officers so that the public can become more familiar with all department members. Chief Staggs said he was working to complete a Use of Force Policy that would likely be presented to the Board for approval before the end of the current fiscal year.

2014-2015 Goals and Objectives

After discussion, the Board set the following departmental goals for the upcoming fiscal year:

Governing Body

- Conduct one educational Town Hall meeting focused on home safety.
- Implement short-term goals listed in the Comprehensive Plan's Implementation Matrix.
- Review and, where necessary, revise the Comprehensive Plan.
- Complete the "drying in" of a new Town Hall.
- Pursue grant funding to complete landscaping improvements to the Gate Lot.
- Pursue a cost sharing agreement with the Conference Center and College to fund the Wayfinding Plan recommendations.
- Study the voluntary annexation of the Upper Greybeard area.

Administration and Finance

- Provide continuing staff support to the Board of Commissioners to complete the short-term goals listed in the Comprehensive Plan's Implementation Matrix.
- Explore options to begin accepting credit/debit cards for in-office payments.

- Update Continuity of Operations Plan, with focus on records management and preservation according to recent FEMA recommendations.
- Adopt a comprehensive Technology Use Policy.

Police

- Provide a minimum of two additional opportunities for officer training.
- Develop a High Speed Pursuit Policy.
- Review and standardize patrol vehicle equipment.
- Provide computer access for each patrol shift.
- Update all Police Department auditing and human resource files.
- Establish departmental documentation retention and disposal system.

Planning and Inspections Department

- Complete Standard Inspection courses in Level III Building, Electrical, Plumbing, Mechanical and Fire Prevention. Acquire Level III Standard Certificates in each field.
- Select and work with consultant to provide engineering study for development of a Stormwater Utility.
- Complete ESRI-hosted training in ArcGIS II.
- Maintain a functioning in-house GIS system for Montreat.
- Complete new updated official zoning map accessible from the Town's website.

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.
- Update the Town Safety Plan.

Streets/Powell Bill

- Complete the Texas Road Bridge replacement project.
- Complete the Texas Road resurfacing and storm drainage project.

- Replace equipment and/or vehicles in accordance with the Capital Improvements Plan.
- Perform road resurfacing on smaller portions of streets.
- Replace thirty (30) deteriorated road signs.
- Install or upgrade two storm water features.

Sanitation

- Distribute updated public education sanitation and recycling brochure.
- Determine alternative sanitation service collection options.

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.
- Purchase and install a bicycle rack on Town property.

Water

- Replace approximately fifteen (15) air valves within the water system.
- Complete water line replacement along Texas Spur from Well B to Texas Extension.
- Install four new chlorine testing ports.
- Repaint all fire hydrant tops to new color code for water pressure determination.

These goals and objectives will be prepared as a separate document for formal adoption at the March Town Council Meeting.

Adjournment

Mayor Taylor declared the meeting adjourned at 4:02 p.m.

Letta Jean Taylor, Mayor

Misty R. Gedlinske, Town Clerk