

**MINUTES
BREVARD CITY COUNCIL
SPECIAL MEETING
February 9, 2012 – 8:00 AM**

Annual City Council Retreat –Day One

The City Council of the City of Brevard met for their annual Council Retreat on Thursday, February 9, 2012 at 8:00 a.m. in the Counseling Center at Schenck Job Corps with Mayor Jimmy Harris presiding.

The following elected officials were present: Mayor Jimmy Harris, Mayor Pro-Tem Mac Morrow, Council Members Wes Dickson, Maurice Jones, Charlie Landreth and Rodney Locks.

Staff Present: City Manager Joe Moore, Fire Chief Craig Budzinski, Assistant Planning Director Brad Burton, Finance Director Jim Fatland, Planning Director Josh Freeman, Water Plant Operator Buck Egerton, Bldg & Grounds Director Lynn Goldsmith, Police Chief Phil Harris, Planner Sarah Lutz-Pietersen, Human Resource Director LeAnn McCraw, Waste Water Plant Operator Emory Owen, Executive Assistant Jeanette Owen and City Clerk Desiree Perry.

Press: Derek McKissock, Transylvania Times

Others Present: Retreat Facilitator Angela Owen, and Heart of Brevard Executive Director Madrid Zimmerman. Four Schenck Job Corps students attended portions of the retreat meeting.

Retreat Called to Order – Mayor Harris called the retreat to order and welcomed all present and stated he and Council are relying on everyone's comments, feedback and participation in order for the retreat to be most productive. Retreat serves as Council's annual planning meeting. Proper Notice has been provided and the retreat will be held in a workshop setting.

Welcome – Mr. Ken Barton, Schenck Job Corps Works Program Officer and Department Manager, welcomed Council and staff to the Job Corps center and shared Schenck came on-line in 1965 and is like a small city offering wellness, training, and housing for 213 students.

Agenda – Mr. Landreth moved, seconded by Mr. Dickson, the Annual Retreat Agenda be approved as presented. Motion carried unanimously.

Retreat Materials– A complete copy of the retreat materials and information provided to Council, staff and the press is on file. Following are summaries of discussions held during the retreat.

Introduction - Mr. Moore shared the retreat is a follow-up of the work sessions that began last Fall and asked Council to be considering what strategies they want to implement. Recognizing the two-day retreat will not provide sufficient time to discuss in detail the various strategies and input received from the public input sessions, additional workshops will need to be scheduled in the future.

Retreat Goals

1. Validate the services we directly provide our citizens.
2. Validate the services we indirectly provide our citizens.
3. Discuss what other services require follow-through or partnership.

Retreat Overview

1. Focus Area - Operational Effectiveness and Financial Management
 - a. Council Interactions
 - b. Position Classification and Compensation Systems
 - c. Financial Management

2. Focus Area - Infrastructure and Facilities
 - a. Inflow and Infiltration
 - b. Water Capacity
 - c. Pavement Condition
 - d. Downtown Master Plan
3. Focus Area - Neighbors and Neighborhoods
 - a. Non-profits
 - b. Special Events
 - c. Community Development Goal Refinement
4. Focus - Next Steps
 - a. Education and Job Training
 - b. Recreation
 - c. Farmland Protection

Retreat Facilitator - Mr. Moore introduced the facilitator, Ms. Angela Owen, President of TLB Leadership Partners. Ms. Owen explained the retreat goals, vision statement and two strategies have been posted upon the wall as a reminder that goals identified during the Retreat are to tie back to them. Also provided was a "parking lot" to note future discussions. She then led Council in establishing for themselves ground rules.

Part One: Operational Effectiveness & Financial Management

Council Interactions - Ms. Michelle Ferguson of The Novak Consulting Group, presented "Preparing Councils for Their Work" and "Key Characteristics of Effective Council" as tools illustrating the impact of today's political environment on high performance government, and, means and methods to become more effective.

Council discussion/comments:

- Interested in better utilizing digital/internet as a means to gather input from community members and to keep citizens engaged.
- Presently receive agenda packets for regular meetings on the Thursday before Monday's meeting. Would be helpful to receive earlier to allow more time to read, review and consider prior to the meeting.

Position Classification and Compensation Systems - Ms. McCraw explained the Pay Classification and Study with the MAPS Group started in 2011, and introduced Ms. Becky Veazy, MAPS Group. Ms. Veazy explained the importance of having a classification and pay plan and the need to keep it updated. Classification includes the duties of a position/job, responsibilities, appropriate title and capturing the essence of the job (job description). Pay Plan describes what is an appropriate salary for the position based upon the market. She then described the steps in the study and offered an overview including:

1. Recruit and Retain Employees
2. Internal Equity - looking at the organization horizontally and vertically
3. Range Movement / Reward
4. Equal Pay for Equal Work
5. Maximize Cost Effectiveness
6. Defendable System (ie. Fair Labor Standards) - Presented is legally defendable
7. Policy - One of the key pieces to address morale is the Policy, what is it and is it held. Allows people to know how promotions are handled, pay increases, etc., whereby everyone knows how the system works.
8. Longevity Pay

Council discussion/comments:

- How does Plan handle cross training?
 - Answer: Takes into account if one is cross trained and distinguishes if training is frequently or seldom used in the performance of the job.

- Important to put forth a system that does not penalize one who wants to move forward, and, to also compensate an employee who likes their job, wants to continue doing their job and still be rewarded.
- Discussed the different approaches to longevity pay (set amount vs percent).
- Evaluation tools are an important part of the Study and must be done in a consistent manner.

~~ 11:50 - 11:55 AM - Break ~~

Financial Update and Budget Preview - Mr. Fatland presented the Financial Report that included (1) All Fund Summary Cash & Investments, (2) General and Utility Fund, (3) All Other Funds, (4) Financial Policies, and, (5) Revenue & Expenditure Detail Report January 31, 2012. The report included the following recommendations:

- Implement a different accounting recording system to accurately record expenses. Reduce the number of checking accounts from the current 24 or 25 to 2 or 3 accounts.
- Show actual project balances, expenditures, and (for long-range projects) indicate amount anticipated to spend in any given year.
- Council to begin receiving monthly and quarterly Financial reports.
- Financial Policy to require calculating true costs to City. Example: If receive grant paying salaries for new police officers for a while, policy guidelines would require calculating the true costs (personnel and equipment) to determine if the City will have the funds to cover both after the grant expires.
- Fund Balance - Suggested keep at 30% in order to free up funds to move forward on projects (currently has 41%). Recommended a written Fund Balance Policy be adopted.
- Additional Financial Policies recommended: Revenue Policy, Operating Budget Policy, Capital Improvement and Equipment Replacement Policy, Accounting Policy, and Debt Policy.

~~ 12:30 to 1:30 PM Lunch Break ~~

Part Two: Infrastructure & Facilities

Inflow and Infiltration - CDM Smith representatives, Mr. S. Wayne Smith, PE, BCEE and Ms. Barbara A. Moranta, PE., described the City's sanitary sewer system in the Kings Creek area as:

- Has an extensive system including several pump stations.
- Sanitary system conveys to the treatment plant.
- Stormwater getting into a sanitary sewer system is not uncommon; however, a significant amount is being conveyed to Brevard's treatment plant, and there's evidence of creek water also getting into the system.
- Whenever system backs up and flows over the manhole it must be reported to the State, and unfortunately this happens fairly frequently in Brevard.
- Discussed report findings (on file) and options available to address the system, such as lining the pipes, or, could expand the overall system by making larger pipes; however, the second approach would be much more costly.
- Neely pump station(s) is undersized and is being overwhelmed.
- A similar hydraulic module upstream at the Gallimore/Jumping Branch area should be done.
- Sewer system investment and maintenance is an ongoing project. Recommended about a 1.5% replaced per year in order to rehabilitate the system. Neely Road sewer line replacements described in the report would cost about 1.4 million, not including costs to improve the pump station.

Council discussion/comments:

- Land Use Plan update including a sewer and water master plan showing the City's growth patterns would help to determine future pipe size needs.
- Addressing the City's I&I brought about discovering and understand the greater overall system problem.

- Learning that both sewer line repairs and street improvements are needed, it is important to coordinate so that street improvements are not made and then soon after dug up in order to replace and/or repair sewer lines.
- Value statements are needed to express City standards so that when new construction takes place, both the contractor, owner (citizens) know what to expect. Example: We know we receive more rainfall; therefore, we require ductile pipe.
- Improved installation standards are needed. If not, the pipes will not last as long as they should and taxpayers will be paying for repairs sooner than they should.
- Concern expressed and suggested that the City's entire sewer system needs to be examined. (As was done for the Kings Creek / Neely Road area.)

~~ Break 2:50 to 3:00 PM ~~

Downtown Master Plan (DTMP) - Mr. Freeman read aloud the DTMP vision statement adopted in 2003 and asked Council to affirm if they desire staff to proceed with the DTMP, and, if so, where? The DTMP encompasses greater geographic area than the central downtown. Discussion questions asked were: (1) If the DTMP connects with our current vision, and if so, how? (2) What are the specific goals? (3) What do you want it to achieve? (4) What would a DTMP help drive or communicate?

Council discussion/comments:

- Yes, City should continue investing in downtown as: It's our place for commerce; where people gather; needs to be walkable; downtown is our connection between private and public space; downtowns were the first mall; downtown is a family of people and businesses who all rely upon one another; have a responsibility to take care of downtown for this and the next generation; and a healthy downtown benefits the entire County.
- Sidewalks need to be more functional. It is easier to drive downtown than to walk downtown, system has been weighted towards auto and not pedestrians.
- Overhead power lines take away from the beauty of the mountains. Long range plans should include reduction of overhead lines.
- City can't do it alone. Businesses that want to be a part of downtown need to be willing to invest too.
- Missing component in 2003 DTMP was how to sustain and fund the various phases. What has been done up to this point has not been very successful, an example being the original plan recommended street lights to preserve the night sky; however, have seen lights installed that do not support that vision of protecting the night sky.
- Night sky lighting policy to be considered.
- A vibrant downtown typically includes having a retreat/conference/civic type center.
- Brand. Do we need to advertise Brevard or work more closely with our partners to sell/make known our brand?
- Need to sell the downtown to citizens of Brevard and Transylvania County, not only to visitors.

Mr. Brian Jenest, ColeJenest & Stone, directed Councils attention to the Streetscape Implementation Plan design images and option considerations for both the Main Street and Broad Street improvements.

- Two focus areas: (a) Broad Street from French Broad to Main, and, (b) Main Street.
- Broad Street design would provide greater connectivity between Brevard College and the downtown, as well as provide a nicer transition area as one enters Brevard via Broad Street.
- Loading zones would be designated rather than allowing one to load and unload throughout the center lane.
- Get loading/unloading off of Main Street and/or only allow one to do so within a specified time.

- Bike lane could be provided along Broad Street; however, to have one along Main Street would require eliminating the center lane.
- Brevard has benefit of four nice anchors: Brevard College, the Library, Bracken Mountain and Silvermont.
- Brevard does not have a good public open space within the downtown. Suggested the City look to identify sites on Main or Broad as these areas would better support the overall DTMP.

Majority of Council expressed they like the Plan for Broad Street - recognizing elements like ROW, curb cut details, etc., would need to be worked out. Believe Main Street Option 2 Plan best meets the City's goals. Expressed additional downtown parking and good open public space needs to be provided.

~~ Break from 4:47 to 4:57 PM ~~

Water Capacity - Eric Nease, P.E., and Matthew Shoesmith, P.E., of Jacobs Engineering summarized the results of the water capacity study. Water capacity is a long-term, next twenty-five years, decision. Discussion included:

- Cathey's Creek Water Plant is permitted to handle 2.6 MGD. Brevard is at capacity.
- To build a plant today in Cathey's Creek the State would only allow a 1.8 MGD (1/5 of the water) to be withdrawn in order to protect the water source, water life and environmental issues.
- With population projection increases, current and known future development (like Davidson River Village), will be facing the problem of meeting demand as early as year 2016.
- Option. Connect to Hendersonville or Asheville? Potential costs of 6 to 8 million dollars reflects only the cost of running the line - does not include any associated costs.
- A new water plant would need to be designed to meet peak days, not average.
- Water Audit helps to determine the difference between number of gallons produced (leaves the plant) versus number of gallons billed.

Council discussion/concerns:

- As City gets financial policies in order, it will better position itself for funding at a better interest rate for a major project like a new water plant.
- Interested in a feasibility study that would look at all options.
- Staff recommends funding of Land Use Plan Update.
- Schenck Job Corp receives water and sewer from the City; however, they are not a part of our Land Use Plan.
- Consensus of Council: Land Use Plan needs to extended further than the City limits.
- Water Plan - When funding a water plan, we should consider gauging it on needs greater than Brevard's immediate and long range plans; it should also include Transylvania County and the Town of Rosman.
- Public education will be needed prior to asking to fund a bond referendum to support the construction of a new water plant.
- Consensus of Council: Accept all recommendations presented.

~~ Dinner Break from 5:54 to 6:13 PM ~~

Pavement Condition - Mr. Moore and Mr. Fatland presented the slides and information prepared by Mr. Lutz who could not be in attendance. Discussed:

- A five-year phase or time frame to address street pavement conditions.
- Fund streets and pavement through Powell Bill funding and have the City pay for salaries from the City's fund balance.
- Number one priority are the sewer needs.
- Suggested for next fiscal year to increase the street budget and assess next year where we are.

Setting the Stage

Mr. Moore shared cities serve as civic center to the rural landscape surrounding them. The City of Brevard's role as community civic center has changed as the adjoining land use in the county has changed. He presented slides showing a historical overview of the causes affecting that change. (On file)

Council discussion/comments:

- Would like to have a workshop on economic development. Should we also consider outside help?
- Council is willing to having one regular meeting allowing a second meeting in the month to be a workshop session.
- Need to start the Economic Development discussions. Example: Representative David Guice has described several entities have come to the State for funding requests, with each one asking for something different, resulting in nobody receives funding. Brevard could lead to narrow the message where it would result in a unified request.
- Everybody wants credit. Need to get to the point that it doesn't matter who gets the credit but that good is accomplished for the community as a whole.

Mr. Landreth moved, seconded by Mr. Jones, Council adjourn day one of the retreat. Motion carried unanimously. At 7:00 p.m. the annual retreat was adjourned for the day and is scheduled to continue tomorrow morning, February 10th, at 8:00 a.m. in the same meeting room.

Jimmy Harris, Mayor

Desiree D. Perry, City Clerk

Minutes Approved: May 21, 2012