AGENDA
BREVARD CITY COUNCIL - REGULAR MEETING
Monday, June 15, 2026 - 5:30 PM
City Council Chambers

A. Welcome and Call to Order

B. Invocation

Rev. Shelly Webb, Sharing House

C. Pledge of Allegiance

D. Certification of Quorum

E. Approval of Agenda

F. Approval of Minutes

1. June 1, 2026 Regular Meeting

G. Certificates / Awards / Recognition

1. Proclamation No. 2026-19 Juneteenth

H. Public Comments

I. Special Presentation(s)

1. Transylvania County Comprehensive Transportation Plan - Vicki Eastland, Land of Sky and Daniel Sellers, NCDOT
2. Summary of Berry Dunn *Needs Assessment Report* and current Brevard Police Department organizational changes

J. Public Hearing(s)

1. Proposed Amendment to the Official Zoning Map of the City of Brevard - 2 Parcels on Deavor Road to PGX

K. Consent and Information

1. Tax Settlement Report - May 2026
2. Asset Inventory and Assessment of the Water Distribution System and the Wastewater Collection System

3. Resolution Appointing Friends of Ecusta Trail Representative to the Ecusta Trail Advisory Board
4. Resolution Accepting $8,575,000 Funding Modification for Wastewater Treatment Plant Upgrade Phase 1
5. Public Safety Committee Meeting Minutes - April 27, 2026 Meeting
6. Public Works and Utilities Committee Meeting Minutes - May 6, 2026 Meeting
7. Finance and Human Resources Committee Meeting Minutes - April 27, 2026 Meeting
8. Housing Committee Meeting Minutes - May 12, 2026 Meeting

L. Unfinished Business

1. Approve FY 2026-2027 Budget Ordinance and Fee Schedule

M. New Business

1. FY 2025-2026 Wrap-up Budget Amendments
   a. Budget Amendment, Stormwater Utility Fund, $60,000, BA 26-07
   b. Budget Amendment, Water and Sewer Utility Fund $240,000, BA 26-08
   c. Budget Amendment, General Fund, $525,000, BA 26-09
2. FY 2026-2027 Preparatory Project Amendments
   a. Establishment of the Sports Complex Capital Project Fund
   b. Capital Project Amendment - Rosenwald Revitalization Fund - $11,000

N. Remarks / Future Agenda Considerations

O. Closed Session(s)

P. Adjourn

Agenda Posted, Website, Sunshine List (June 11, 2026)
D. Hodsdon, City Clerk

To review Agenda materials, go to the City's website www.cityofbrevard.com. Select "Your Government" tab followed by "Agenda Packets" tab. Agenda packet materials are posted on Thursday afternoon prior to Council's Monday meeting.

MINUTES
BREVARD CITY COUNCIL
Regular Meeting
June 1, 2026 – 5:30 PM

The Brevard City Council met in regular session on Monday, June 1, 2026, at 5:30 p.m. in the Council Chambers of City Hall with Mayor Copelof presiding.

Present – Mayor Maureen Copelof, Mayor Pro Tem Aaron Baker, and Council Members Gary Daniel, Pamela Holder, Lauren Wise and Dean Lytle

Staff Present – City Attorney Mack McKeller, City Manager Wilson Hooper, City Clerk Denise Hodsdon, Assistant City Manager David Todd, Assistant City Manager/Finance Director Dean Luebbe, Assistant to the City Manager Shawnee Cummings, Communications Coordinator Becky McCann, Human Resources Director Kelley Craig, Senior Planner Emily Brewer, Police Chief Christy Wentzell, Fire Chief Chase Owen, Water Treatment Plant ORC Dennis Richardson, and Wastewater Treatment Plant ORC Aaron Winans

Press – Jonathan Rich, Brevard Beagle

A. Welcome and Call to Order – Mayor Copelof called the meeting to order and welcomed those present.

B. Invocation – Rev. Dr. Pamela Holder of Bethel "A" Baptist Church offered an invocation.

C. Pledge of Allegiance – Mayor Copelof led the pledge of allegiance.

D. Certification of Quorum – City Clerk Denise Hodsdon certified that a quorum was present.

E. Approval of Agenda – Mr. Baker requested to add a letter in support of state funding for the expansion of passenger rail service from Salisbury to Asheville to the Consent Agenda as Item K-6. Attorney McKeller requested to add a Closed Session regarding property acquisition as Item O-1. Ms. Holder moved, seconded by Mr. Baker to approve the agenda as amended. The motion carried unanimously.

F. Approval of Minutes

F-1. March 6, 2026 Priority Setting Retreat – Mr. Baker moved, seconded by Mr. Wise to approve the minutes of the March 6, 2026 Priority Setting Retreat as presented.

During discussion, Mr. Daniel said after reading the minutes of the Priority Retreat a couple of times and listening to the tape of the discussion about prioritizing the homelessness issue, I stand by my objection to the inclusion of the paragraph "Concerns of the Council". I believe it is clear that a majority of Council felt this was a discussion for another time, and most, if not all, were satisfied the issue had been fully addressed by Mr. Lytle's proposal. I believe that we all agree that we are concerned about the homelessness problem, and to be accurate, that's what I think the minutes should state. I am not aware of any action by Council that we agreed to create another label "concern", nor does the record support the idea that Council intentionally created such a label, and I am simply asking that the minutes accurately reflect that.

Following further discussion, Mayor Copelof noted Mr. Daniel's objection and advised that what we are approving in the minutes is a record of what we did at a previous meeting. If we want to change or expand on the recommendation, that is a discussion for a new topic or adding something to the agenda, but the minutes are simply a recording of what happened on March 6th. Vote on the motion was 4 in favor; 1 opposed (Daniel). The motion carried.

F-2. May 18, 2026 Regular Meeting – Mr. Wise moved, seconded by Mr. Baker to approve the minutes of the May 18, 2026 Regular Meeting as presented. The motion carried unanimously.

G. Certificates / Awards / Recognition

G-1. Proclamation No. 2026-18 Pride Month – Mayor Copelof read the proclamation aloud and presented it to representatives of the LGBTQ+ community.

PROCLAMATION N0. 2026-18
LGBTQ+ Pride Month

WHEREAS, the City of Brevard is committed to promoting a welcoming and accepting environment for all its residents; and

WHEREAS, the Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) culture and community has made significant contributions to the social, cultural, and economic fabric of the City; and

WHEREAS, June is widely recognized as LGBTQ+ Pride Month, commemorating the Stonewall Uprising in 1969, which marked a pivotal moment in the fight for LGBTQ+ rights and liberation; and

WHEREAS, Pride Month serves as an opportunity to honor the LGBTQ+ community, celebrate their achievements, and raise awareness about the challenges they continue to face; and

WHEREAS, the City of Brevard acknowledges the importance of fostering an environment of understanding, acceptance, and support for all individuals, regardless of sexual orientation or gender identity; and

WHEREAS, the City of Brevard embraces and values the principles of equality, justice, and respect for all its residents.

NOW THEREFORE, I, Maureen Copelof, Mayor of the City of Brevard, do hereby proclaim the month of June as **LGBTQ+ Pride Month**. I encourage all residents to engage in educational opportunities and events that promote understanding, respect, and acceptance of the LGBTQ+ community, and express support for LGBTQ+ individuals, their families, and allies, and acknowledge the ongoing work needed to achieve full equality and justice.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Brevard to be affixed on this 1st day of June, 2026.

Attest: s/ Denise Hodsdon, CMC, NCCMC, City Clerk s/ Maureen Copelof, Mayor

H. Public Comments

Davis Whitfield-Cargile said I'm here to talk about the athletic facilities on Ecusta Rd. It's a beautiful thing when members of the community have a vision. They come together to invest in that vision, and then they implement it. One example of that is the Ecusta Field, which is the turf soccer facility on Ecusta Rd. It's adjacent to the parking lot that is also used by the softball field, which is another beautiful thing. Nothing I like more than driving by any outdoor space and seeing people recreating, especially children, but also adults. The turf field is very well used. Three years ago, it opened. Some people had a vision; they raised the money and I think you'd be hard pressed to find a facility that is used by a broader cross section, or a more diverse cross-section of the community, and I'm talking age, race, socioeconomic background—that is a well-used facility and it's a beautiful community. Words that I just heard from you, Mayor were it should be important as a city and community, and you were talking about our proclamations; we make proclamations that speaks to what's important. What we spend our money on and what we take care of is also important. As beautiful and well-used and amazing as that facility has been, and as that community that uses it has been, there are three issues with it that speak to safety and health of the people using that facility not being important to this city, and we need to fix that. Those three things are…the parking lot is a disaster. It is a well-used parking lot when baseball and soccer are both going on, the parking is extremely dangerous. When I'm on the soccer field coaching, I walk past the smell of human feces the minute I get out of my car. We've been relying on port-a-johns for fields that are used by hundreds of people most weekdays and most weekends for a majority of the months of the year. The third that is a health and safety hazard is the amount of dust that blows from that parking lot across the field while young kids are out there practicing and playing. Please invest in the parking lot, making it safer, finding adequate parking. Please invest in bathroom facilities so that our kids aren't smelling human feces while they're drinking water or running, warming up or playing a game. It's a beautiful facility; let's show the city that to this city council the health and safety of people using that facility and the softball field is important.

Rodney Locks passed out copies of his comments from the public hearing about the budget at the last meeting. He said the one thing that you talk about porta-potties, if you can't have them over on the Sports Complex, you shouldn't have them in Rosenwald at the playground. If you can't speed on Probart St. you shouldn't speed on Carolina Ave. And I listened to Aaron Baker's talk to the county commissioners. I thought it was excellent and the question that was asked puzzled me. They wanted to know how many calls did they get in Sylvan Valley. What would they do if there were no calls, would they pay?

Owen Carson said I came here 22 years ago to play soccer at Brevard College. I played my entire life, and I've enjoyed the community that soccer has provided since the time I was 3-years old, even until now—I still play adult league here. Soccer brings people together and it helps weave together the fabric of community. Soccer here is really important and it has grown. I've coached since before I had children, I now have 12-year old twins and I still coach my daughter, and I have seen the program of soccer here grow, and I've seen children thrive and learn the game of soccer but also learn about life through soccer. The field we have is phenomenal but there are some issues with the parking lot specifically, and I'm here to ask that during your deliberations about the budget, that you please consider how we invest in resources that help build community, because soccer does that here. Soccer has led us to be successful, both here in our community, and when we travel away. We've now invited people to our soccer field to experience how nice it is, and we are able to grow our community that way. This parking lot needs to be safer; it needs to be paved to prevent dust. A very serious accident occurred in that parking lot about a month ago and we don't need to have children, who are just trying to enjoy their space with their parents, be in a dangerous situation with an unregulated parking lot. I think that also our reputation here in Brevard is reflected at that field and when people come to our community to learn about who we are and have their children play sports against ours, it reflects poorly on our community when we don't have facilities that are adequate—bathrooms, parking lots. I think it is worth investing in children's sports; it's worth investing in things that build community, and I would urge you to consider that as you deliberate over your budget. I would also reflect on what Rodney said…I have a specific interest here, but investing in play spaces, safe spaces for everybody and every part of our community is really important, and that infrastructure is a key component.

Anna Heard said I work for Transylvania Youth Soccer Association (TYSA) and I am here to discuss the parking situation and lack of public restroom facilities at 324 Ecusta Rd., the primary public parking area serving the Brevard Skate Park, Brevard Dog Park, public baseball fields, Ecusta Soccer Field, and the Brevard bike path. Three years ago, TYSA, in partnership with the City of Brevard, established the Ecusta Soccer Field. As part of that agreement, both parties acknowledged that the parking area and bathroom facilities require improvements for the beneficial use of the soccer complex, baseball fields, skate park and other adjacent city amenities by the public and other user groups. Since that day no improvements have been made to either the parking area or restroom facilities. Over the last three years TYSA has experienced steady growth in numbers of local youth we serve and in the number of teens we host from across Western North Carolina and upstate South Carolina. The Ecusta Field is our primary location for practices, games and tournaments. During the season on any given Saturday, we host more than 400 participants on the soccer field alone. That number does not include the families using the skate park, walking their dogs at the dog park, riding the bike path, or attending Little League baseball games. As recreational use of this area has grown, the inadequacies of the parking area have become impossible to ignore. As I am sure many of you are aware on April 21st a 7-year old boy was struck by a vehicle in this parking lot. Thankfully, he survived though he had to be airlifted to a nearby hospital. While this incident was particularly serious, it was not an isolated warning sign. We have witnessed numerous close calls involving children, families, cyclists, and vehicles. The lack of organization, designated traffic flow, safe pedestrian pathways, and insufficient parking creates an environment that is simply unsafe for the public. Recently a local resident wrote to the *Transylvania Times* "every time I pass the athletic fields on Ecusta Road, I feel very appreciative that we have such wonderful athletic facilities for our young people. I am proud that Brevard has that facility and I congratulate the folks who drove the initial actions to make sure that our young people have first-class places to play." I agree—these fields and adjacent public amenities are a tremendous asset to our community. They are places where children develop confidence, families build relationships, and residents of all ages gather to enjoy the outdoors. They reflect the very best of Brevard. But, building the facilities alone is only the first step. We also have a responsibility to ensure they can be used safely and comfortably by the public. Tonight I'm asking the City Council to make the Ecusta parking lot and restroom improvements a priority. This is not simply a soccer issue; it's not a baseball issue; it's not a skate park issue; it is a public safety issue that affects every resident and visitor who uses this shared community space. Local non-profit organizations like TYSA will continue doing everything we can to provide affordable enriching opportunities for children. However, we cannot solve infrastructure and public safety challenges that properly belong to the city.

Dan Voltero said I have been lucky enough to be drawing outside Quixote thanks to the generosity of Victor, the owner. I am here to ask you about permitting for downtown. I am a caricature artist, and I really like putting smiles on people's faces. I think that having a caricature artist downtown would be a great asset to the overall feel of downtown. I really enjoy it and I think the location I'm at is great, but it's really hard to get people's attention up in that plaza. I would really like to get in touch with somebody who could talk to me about this. I did already speak to Katherine upstairs, and she gave me some information, and it seems like a lot of the wording is tailored to homelessness and begging, more so than like someone trying to be above board and on the straight and narrow. She suggested coming to this meeting and if anyone has any input I would be willing to hear it. I actually did find a spot across from the Howard Hanna Insurance that is a small area that I can fit a small easel and three chairs in, and it's got good foot traffic. I'm not one of those that barks at everybody; I just sort of let people come and talk to me as they do. I'm not looking to make a lot of money doing this, it's just something fun I like to do.

Doug Powell noted that we are only 33 days away from America's 250th Independence Day celebration. He said it is interesting to note that Thomas Jefferson was only 33 years old when he penned the original draft of the Declaration of Independence. A fact not taught in our public schools is that Jefferson's biggest grievance against King George III was that he had "waged cruel war against human nature itself, violating its most sacred rights of life and liberty in the persons of a distant people who never offended him, captivating and carrying them into slavery in another hemisphere." Unfortunately, only 11 of the 13 colonies voted in favor of this reason for separating from Great Britain; therefore, it was not included in the final document, since all 27 grievances were voted upon unanimously by the states. Why was this paragraph included anyway? It seems logical today, but slavery was normal in almost every country on earth at that time. One reason was because many of the Patriot pastors of the Revolution had made it clear from their study of the Bible that slavery was wrong and had been preaching that fact from their pulpits. As we rush toward America's 250th, you might have picked up on a theme in my presentations, which is how critical the clergy and the Christian church was in our founding and our political decisions and documents thereafter. As we celebrate our nations founding next month, please keep in mind the role of the pastors in the founding of our nation and the biblical morality in which an American citizen is supposed to follow.

Shea Airey said I one of the many things I get to be involved with here in the community that I'm very grateful for is to be one of the directors at Ecusta Football Club, which is under TYSA. Within the program that I lead, there are well over 100 kids and all the families attached to that, that are learning to become not just soccer players, but better human beings. One of the cornerstones of our club is the development of character, and we work on and celebrate that among our kids more than the athletic performance. You've heard the needs already about the parking lot situation, but I want to share a couple of anecdotes so you can see what this feels like when you're on the field. We have a bunch of kids out there every night. If a child wants to use the restroom…this has happened multiple times over the last three years and there are children as young as 6, 7 and 8 that need to use the restroom…sometimes they have to go to that porta-potty that is frequently overfilled. It's really unpleasant and a lot of times those young children simply will not use the restroom, and for a 6, 7 or 8-year old girl to have that experience at a public park in Brevard is really unacceptable. Likewise, we have begun to host more out-of-town teams here, which is fantastic for a number of reasons. It's a pride of our kids and families; they get to have home games; this took a long time to do that. People come from Clemson, Greenville, Waynesville and many other places to come play at the fields. As the director onsite, many times I get asked the question where can my child use the restroom? It's often a mother with a few children and she's pointing at the porta-potties saying those are not usable, and that's simply because of the sheer mass of people we have. I have to tell them where the Ecusta Brewery or gas station are down the road. These are the kind of situations that unravel sort of on a weekly or bi-weekly basis during the season and I think we can all do better than that. This sport has grown a lot locally, it's fantastic and those thousands of families coming in spend their money in Brevard, so there is an economic impact that this sport is generating. I think we should find it in our budget to support a new parking area and some bathrooms. As you're looking at the bathrooms I would say if there is any way to include some sort of covered space, it would be very important because we do have lightning and thunderstorms and there is nowhere to shelter out there.

Harvey Sankey said you've all heard me speak about the budget at the last two City Council meetings and you've also heard what a lot of other people had to say about the budget and how it impacts their standard of living. If you increase your property taxes, that increases their living expenses. They already have to deal with inflation—I'm talking about the lower-income people and the people who are on a fixed income, and I'm glad you're having a workshop this Friday to discuss everything that was heard in the past about the possible increase in the property tax. Keep that in mind at your workshop. I really appreciate it and I'm sure a lot of the other people who spoke before me the last two times will also appreciate it.

I. Special Presentations – None.

J. Public Hearing(s) – None.

K. Consent and Information - Consent Agenda items are considered routine and are enacted by one motion. Mayor Copelof read aloud the items listed and asked for a motion to approve the consent agenda. Mr. Baker moved, seconded by Mr. Wise to approve the consent agenda. The motion carried unanimously.

K-1. Ordinance Declaring Street Closures for July 4th Festival

ORDINANCE NO. 2026-21
AN ORDINANCE DECLARING STREET CLOSURES
FOR THE 2026 FOURTH OF JULY FESTIVAL AND
AMERICA SEMIQUINCENTENNIAL CELEBRATION

WHEREAS, Brevard City Council acknowledges a tradition of providing for festivals and special events downtown for the pleasure and enjoyment of citizens and visitors alike; and,

WHEREAS, July 4, 2026, marks the 250th anniversary, or semiquincentennial, of the adoption of the Declaration of Independence by the Second Continental Congress in Philadelphia in 1776, signifying the founding of the United States of America; and

WHEREAS, Brevard City Council acknowledges that festivals and special events provide an opportunity for family-oriented activities that celebrate our small-town charm; and,

WHEREAS, Brevard City Council acknowledges these events require NCDOT system roads to be closed for setup, activities, and cleanup; and,

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BREVARD, NORTH CAROLINA THAT:

SECTION 1. Pursuant to authority granted by G.S. 20-169, the City of Brevard hereby declares the following temporary road closures on the following described portions of the State Highway System:

Dates:	Beginning Thursday, July 2 at 11:00 PM until Saturday, July 4, 2026 at 11:00 PM
Description:	Main Street (U.S. 276) from Caldwell Street to Rice Street Broad Street (U.S. 64) from Appletree Street to Morgan Street

SECTION 2. This ordinance shall be in full force and effect from and after the date of its adoption.

Adopted and approved this, the 1st day of June 2026.

Attest: s/ Denise Hodsdon, CMC, NCCMC, City Clerk s/ Maureen Copelof, Mayor
Approved as to Form: s/ Mack McKeller, City Attorney

K-2. Ordinance Declaring Road Closures for National Night Out

ORDINANCE NO. 2026-22
AN ORDINANCE DECLARING STREET CLOSURES
FOR THE 2026 NATIONAL NIGHT OUT EVENT

WHEREAS, Brevard City Council acknowledges a tradition of providing for festivals and special events downtown for the pleasure and enjoyment of citizens and visitors alike; and,

WHEREAS, Brevard City Council acknowledges that festivals and special events provide an opportunity for family-oriented activities that celebrate our small-town charm; and,

WHEREAS, Brevard City Council acknowledges these events require NCDOT system roads to be closed for setup, activities, and cleanup; and,

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BREVARD, NORTH CAROLINA THAT:

SECTION 1. Pursuant to authority granted by G.S. 20-169, the City of Brevard hereby declares the following temporary road closures on the following described portions of the State Highway System:

Date:	Tuesday, August 4, 2026
Time:	4:00 PM – 10:00 PM
Description:	E. Main Street (U.S. 276) from Broad Street to Johnson Street

SECTION 2. This ordinance shall be in full force and effect from and after the date of its adoption.

Adopted and approved this, the 1st day of June 2026.

Attest: s/ Denise Hodsdon, CMC, NCCMC, City Clerk s/ Maureen Copelof, Mayor
Approved as to Form: s/ Mack McKeller, City Attorney

K-3. Parks, Trails & Recreation Committee Minutes – April 15, 2026

K-4. Rosenwald Community Advisory Board Minutes – January 15, 2026

K-5. Rosenwald Community Advisory Board Meeting Session Notes – March 19, 2026

K-6. Letter of Support for Western NC Passenger Rail Service

L. Unfinished Business

L-1. Proposed Amendment to the City of Brevard Unified Development Ordinance Chapters 2, 5, 8, 10, 11, 12, 13, 14, 16 and 19 – Regulations for Nonconformities – Emily Brewer recalled that this a staff-initiated text amendment to rewrite the City's requirements and development regulations regarding nonconformities. The goals of these regulations are to:

1. Limit substantial investment in nonconformities
2. Bring about eventual elimination and/or lessen their impact on surroundings
3. Preserve the integrity of the ordinance and the character of the city

The Planning Board reviewed the proposed amendment in April and unanimously recommended in favor of its adoption. Council held a public hearing on the proposed amendments at its May 18th meeting. Following the public hearing Council requested minor tweaks to the language for nonconforming lots, specifically, to provide examples for one of the provisions in the ordinance language. This change is included in the version before Council this evening.

Mr. Baker moved, seconded by Mr. Wise to adopt the amendments as presented. The motion carried unanimously.

ORDINANCE NO. 2026-23
AN ORDINANCE AMENDING MULTIPLE CHAPTERS OF CITY OF BREVARD UNIFIED DEVELOPMENT ORDINANCE TO CODIFY NEW DEVELOPMENT REGULATIONS FOR NONCONFORMITIES

WHEREAS, a nonconformity in development regulations is defined as a lot, structure, use, sign, or site feature that was legally established but no longer complies with current development code requirements; and

WHEREAS, under North Carolina General Statutes, local governments can adopt regulations with regard to how or if a nonconformity may be expanded and when compliance is required for a project; and,

WHEREAS, the goal of these regulations are to limit substantial investment in nonconformities, encourage eventual elimination or mitigation of impacts, and preserve the integrity and character of the ordinance and community; and,

WHEREAS, the Brevard Planning Board considered revisions to Chapter 2 – Districts and General Provisions; Chapter 8 – Tree Protection and Landscaping; Chapter 10 – Parking Standards; Chapter 11 – Lighting; Chapter 12 – Signs; Chapter 13 – Infrastructure Improvement Requirements; Chapter 14 – Nonconformities; Chapter 16 – Administration; and Chapter 19 – Definitions on April 8, 2026, and unanimously recommended in favor; and,

WHEREAS, the City Council of the City of Brevard finds that the proposed amendment is neither consistent nor inconsistent with the elements of the City of Brevard Comprehensive Land Use Plan *Building Brevard 2030*; and,

WHEREAS, a public hearing was conducted on Monday, May 18, 2026, by the Brevard City Council.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BREVARD, NORTH CAROLINA THAT:

SECTION 1. Brevard City Code, Unified Development Ordinance is hereby amended as depicted in Exhibit A, which is attached hereto and incorporated herein by reference.

SECTION 2. As to any conflict between this Ordinance and any parts of existing ordinances, the provisions of this Ordinance shall control.

SECTION 3. If any section, subsection, paragraph, sentence, clause, phrase or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed severable and such holding shall not affect the validity of the remaining portions hereof.

SECTION 4. This Ordinance shall be in full force and in effect from and after the date of its adoption and approval.

Adopted and approved this the 1st day of June 2026.

Attest: s/ Denise Hodsdon, CMC, NCCMC, City Clerk s/ Maureen Copelof, Mayor
Approved as to Form: s/ Mack McKeller, City Attorney

M. New Business

M-1. Tannery North Remediation/Smokestack Removal Funding Recommendation – Mr. Hooper explained that this is a follow-up to a presentation he made on February 16, 2026 on the need to demolish the stack because of the hazard it poses to future trail users. At that time Council authorized him to begin the demolition process but also inquired about the possibility of leaving a 20-foot remnant as a monument to Brevard's industrial past. The biggest unknowns about the remnant possibility were the price of demolishing it partially, and the insurability of the remnant. We now know how much it will cost and we also know that it may be insurable. Staff sought bids for full demolition, partial demolition, and a separate project of removing a contaminated vault elsewhere on the property. Based on the bid results, the cost of full and partial demolition was within $7300 of each other, and the total budget is approaching $300,000. He presented the three following options for Council's consideration and noted that leaving a remnant still carries the most risk:

1. Approve a resolution authorizing the City Manager to execute a contract with CCI for $41,700 for vault removal and execute a contract with DH Griffin Wrecking Company for $239,750 for complete demolition of the tannery smokestack. The resolution also approves the corresponding budget and project amendments reallocating $300,000 from various sources as described for that purpose.

2. Staff's recommended option – approve a resolution authorizing the City Manager to execute a contract with DH Griffin Wrecking Company for $288,750 for vault removal and complete demolition of the tannery smokestack. The resolution also approves the corresponding budget and project amendments reallocating $300,000 from various sources as described for that purpose.

3. Approve a resolution authorizing the City Manager to execute a contract with NEO Corporation for $280,000 for vault removal, partial demolition of the smokestack, and installation of additional safety measures on the smokestack; authorize the City Manager to approve a design agreement amendment with WSP USA, Inc. in the amount of $7,500.00 to provide stamped structural engineer's report on safety of remnant. The resolution also approves the corresponding budget and project amendments reallocating $300,000 from various sources as described for that purpose.

The City's insurer, North Carolina League of Municipalities has laid out the requirements for them to consider insuring the remnant, including a stamped structural engineer's report affirming that the protective measures have been installed, and that the stack in its partially demolished state is structurally sound. The cost of the engineer's report is included in Option 3. Neither the insurer nor the structural engineer are willing to make their determinations until after the partial demolition has occurred and they can assess the remnant. If following the assessment, full demolition would be required, there would be an additional expense of $27,000 to complete the demolition. Mr. Hooper explained that no matter which Option Council uses, the funding proposal is the same—$100,00 from the Multi-use Path Fund, and $200,000 from Unrestricted Fund Balance will cover all three options and allow a small amount for contingency for unanticipated expenses.

During questions by Council, Mr. Wise asked if any of the bricks would be salvageable to use for a project. Mr. Todd explained that the intent is to protect the bottom of the stack and bring all of the brick down without getting into the soil, and they will then be taken offsite to be crushed, which could then be used as beneficial fill on this or another project. It may be possible to salvage some portion of the bricks that would then have to be hand cleaned of the mortar.

Following further questions, Mr. Baker moved to approve Option 1. The motion died for lack of a second.

Ms. Holder moved to approve Option 3. The motion died for lack of a second.

Mr. Lytle moved, seconded by Mr. Wise to approve Option 2 and to salvage as much brick as possible for a future use that shall be determined. The motion carried unanimously.

RESOLUTION NO. 2026-32
RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE A CONTRACT FOR VAULT REMOVAL AND SMOKESTACK DEMOLITION AT TANNERY NORTH PROPERTY

WHEREAS, the City of Brevard wishes to convert the vacant property known as Tannery North into a multi-use path; and

WHEREAS, the property is a designated brownfield littered with the detritus of its former use as a tannery; and

WHEREAS, two of these items –an empty vault filled with an unknown oily substance and a deteriorating smokestack—pose hazards to trail users in their current condition; and

WHEREAS, on February 26, 2026 the City Manager gave a report to City Council on the condition of the stack and the risk it posed; and

WHEREAS, at that time, the City Council instructed the City Manager to proceed with the process of coordinating the demolition of the stack alongside vault removal, but ask the City Manager to also explore the cost of leaving a remnant of the stack as a monument to Brevard's industrial history; and

WHEREAS, after soliciting bids for vault removal, full smokestack demolition, and partial demolition, the City has concluded that the safest and most efficient option is to hire one firm to remove the vault and fully demolish the smokestack.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BREVARD, NORTH CAROLINA THAT:

1.) The City Manager or his designee is authorized to execute:
   a. A contract with DH Griffin Wrecking Company for $288,750 for full demolition of the Tannery smokestack and removal of the underground vault.
   b. Other unknown contingency and administrative actions as necessary to complete the project.

2.) The attached budget and project amendments reallocating $300,000 from specified sources are approved.

3.) To the extent possible, during demolition of the smokestack as many bricks as possible are to be salvaged for a future use to be determined.

Adopted and approved this the 1st day of June, 2026.

Attest: s/ Denise Hodsdon, CMC, NCCMC, City Clerk s/ Maureen Copelof, Mayor

ORDINANCE NO. 2026-24
AN ORDINANCE AMENDING THE FY2025-2026 BUDGET
BUDGET AMENDMENT NUMBER 26-06

<u>SUBJECT:</u> Budget Amendment to transfer $200,000 to Multi Use Path Fund/Estatoe Trail for the removal of smokestack and vault.

<u>AGENDA INFORMATION</u>

Agenda Location	**New Business**
Department:	**Finance**
Contact:	**Dean Luebbe, Assistant City Manager and Finance Director**

BRIEF SUMMARY: The City wishes to extend the Estatoe Trail through the Tannery North area. The property is a designated brownfield and an empty vault and deteriorating smokestack need to be removed to ensure the trail is safe. The precise total cost of the work is unknown at this time, but initial bids appear to be just under $300,000.

MOTION FOR CONSIDERATION: To approve Budget Amendment 26-06, as submitted, increasing the budget in expenditure accounts:

10-6600-9259 (Transfer from General Fund - Estatoe)	$200,000
TOTAL	**$200,000**

And decreasing the budget in the expenditure account:

10-3990-0000 (Fund Balance Approp)	$200,000
TOTAL	**$200,000**

ATTACHMENTS: None.

MANAGER'S RECOMMENDATION: Adopt as presented.

Approved and adopted this 1st day of June, 2026.

Attest: s/ Denise Hodsdon, CMC, NCCMC, City Clerk s/ Maureen Copelof, Mayor
Approved as to Form: s/ Mack McKeller, City Attorney

ORDINANCE NO. 2026-25
CAPITAL PROJECT ORDINANCE TO AMEND ORDINANCE NO. 2026-04 ESTATOE TRAIL PROJECT

BE IT ORDAINED by the City Council of the City of Brevard, North Carolina that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby amended:

Section 1: The City wishes to extend the Estatoe Trail through Tannery North, and the smokestack and vault need to be removed. Funds in the amount of $200,000 will be transferred from the General Fund, and $100,000 will be used from the Estatoe Trail Fund Balance.

Section 2: The Estatoe Trail Project currently has a budget of $1,673,600 and this amendment will increase that budget to $1,973,600. The fund balance for the project is currently $411,547. This amount includes all current encumbrances and expected FY27 revenues.

Section 3: The following amounts are appropriated for the project:

Account Number	Account Name	Budget Amount
78-6300-4400	**Estatoe Trail Project**	**$300,000**
TOTAL PROJECT APPROPRIATION		**$300,000**

Section 4: The following revenues are anticipated to be available for the project:

Account Number	Account Name	Budget Amount
78-3750-0020	**Transfer from Gen Fund**	**$200,000**
78-3990-0000	**Fund Balance Approp**	**$100,000**
TOTAL PROJECT REVENUE		**$300,000**

Section 5: The Finance Director is hereby directed to maintain within the capital project fund sufficient specific detailed accounting records to satisfy the disclosure requirements of all the contractual agreements, if applicable.

Section 6: Funds may be advanced from the General Fund or from any Enterprise Fund as necessary for the purpose of making payments as due. Reimbursement requests shall be made in an orderly and timely manner.

Section 7: The Finance Director is directed to report, on a quarterly basis, on the financial status of each project element in Section 3 and Section 4.

Section 8: The Finance Director is further instructed to include a detailed analysis of past and future revenues and expenses during each annual budget submission made to the Governing Board.

Section 9: Copies of this capital project shall be furnished to the City Clerk, Finance Director and City Manager for direction in carrying out this project.

ADOPTED by the City Council of the City of Brevard, North Carolina, on this 1st day of June, 2026.

Attest: s/ Denise Hodsdon, CMC, NCCMC, City Clerk s/ Maureen Copelof, Mayor
Approved as to Form: s/ Mack McKeller, City Attorney

M-2. FY26 Supplemental Spending Plan – Mr. Hooper offered the following FY26 Supplemental Spending Plan for Council's consideration:

FY26 Supplemental Spending Plan
(May 2026 Draft)

PROJECT	FUND	AMOUNT	SOURCE	STATUS	FISCAL YEAR	ACTION	NOTE
Jordan St. parking lot enhancement w/Pisgah Health	GF	$20,000 est	Fund 83 and operating savings	Pending	Current	Budget amendment needed to transfer dollars from Fund 83	Total cost unknown. Using $20k as a target number
Tannery North remediation (smokestack and vault removal)	GF	Up to $300,000	Fund 78 (up to $100,000), Unassigned fund balance (up to $200,000)	Pending	Current	Council action needed to reappropriate FB if needed. See Agenda Item M.1	
Azalea Ave. sewer extension contribution	W/S	$525,000	FY26 budget surplus[1]	Council approved	Current	Council approved at 3/16/26 meeting. Prior to expenses coming due, Council will need to pass a budget amendment allocating W/S fund balance.	
Water Treatment Plant Security Camera	W/S	$45,000	FY26 budget surplus[1]	Staff proposed	Current	No additional action needed.	Staff intend to piggyback off TCSO contract with vendor Security Camera Warehouse

Mr. Baker moved, seconded by Mr. Wise to approve the FY26 Supplemental Spending Plan as presented. The motion carried unanimously.

N. Remarks/Future Agenda Considerations.

Mayor Copelof asked Council to consider whether staff should look at updating the Code of Ordinances to give law enforcement additional tools to combat loitering, trespassing, and public substance use that have been occurring with greater frequency in downtown Brevard. There are several ordinances that, if updated to add misdemeanor penalties, would give the Police Department the ability to deal with the situation in ways they do not currently have available for civil violations alone. Staff is seeking a concurrence of Council for Staff to begin the process of researching and proposing updates to the Code.

Mr. Lytle thought it was a good idea to explore updating the Code ensuring that we have all the information needed about intended outcome and how the changes would look on a practical basis for constituents. He noted that as discussed at the retreat and in talking individually to fellow council members, obviously there is a population that is vulnerable that also will fall into this category—the unhoused population that are downtown. Obviously we don't want to criminalize homelessness, but at the same time we want to make sure that everyone feels safe. Simultaneously to this, obviously it is an issue that we need to tackle in terms of solutions, and this will possibly equip us to take care of the symptoms, but we need to find solutions that are more long-term. I will be running a task force that is unofficial that I am hoping that the Council continues to understand is really important. I am willing to tackle that on my own with lots of great folks within the city, but I want to make sure that the Council understands that at some point, if I do need the help of the city on an official basis, I will not hesitate to ask, but I don't anticipate that being something that happens at the beginning. We need to information-gather and figure out some of those strategies that we need to enact, and we need to do it fast.

Mr. Daniel said he would be interested in hearing Chief Wentzell's comments on the Mayor's proposal. Chief Wentzell recommended that it is something that we do look into given what our officers encounter on a daily basis. We often times will refer several of our unhoused population to resources available, whereas the offenses that are still being committed, it's not necessarily to criminalize being unhoused, but the behaviors do create issues for the businesses, and we have received several complaints from visitors. Not to say that our hands are tied as far as enforcement…we can write a citation, but we don't have any other real availability from a law enforcement standpoint to make an impact that I feel some of the businesses and visitors to downtown are looking for from the Police Department. Mr. Daniel agreed that we need more information.

Mr. Baker agreed that we should look into updating or adding to our ordinances as needed. He echoed Mr. Lytle and said when we are doing that that our focus is on public safety and not necessarily trying to just whisk away a problem that is incredibly visible to all. Obviously the City needs to do everything in its power to help with this, but this is a social issue, it's a human issue, and certainly we need to be sure that we're keeping the public safe. But, it's not something you pick up the phone and fix; a police officer is not going to fix homelessness; and the mayor is not going to fix homelessness. I understand the concerns people have, and I think it really is a call to action for all of us to reckon with the issues that we're seeing out there—that's housing and it's mental healthcare, which we have an almost complete lack of. I hope that we can continue to work with the partner organizations that are working with this. I think in the County's capacity as being over public health, I hope we can work with the County on this and ultimately even the state and federal government on an issue that runs the gamut and really needs a solution beyond just any ordinance or anything like that. Mr. Baker thanked the folks that made public comment at this meeting and the last meeting and said it helps us tremendously in the homestretch of the budget. He also gave a shoutout to downtown in hosting the White Squirrel Festival, the Heart of Brevard, and the Public Works, Police and Fire staff that worked. He said we took some heat a couple of years ago when the downtown improvements were put in and I would challenge anyone who was upset by that at the time to take a stroll through downtown and take a look at it now. I think you'll see that we've made some real improvements and it's looking great.

Ms. Holder said I too agree with exploring what we can do as far as the best alternative for our human citizens who are a part of Brevard, just in a different way. I hope this won't close the chapter or the efforts that are being made to get alternatives for the unhoused and I do think it needs to come to City Council in some form. I strongly supported a committee at the retreat, and I still say that because it is a city problem. It's not just for the unhoused to fix; it is for us to help fix it. How can we do that without criminalizing a lifestyle that some of them may not have chosen for themselves? She also thanked those who came out last week and this week to make public comments. She said one thing that Silversteen and the athletic fields have in common is both have porta-johns. The only difference is, that I didn't hear tonight, is there is access to restrooms at the athletic field; there is not a shelter or restroom at Silversteen, and I don't think that the porta-johns smell any better at Silversteen than they do at the other facility. So, we're looking at the same problem, but when we look at Silversteen Park there is no alternative for a restroom except a porta-john. Parking—yes, they can use the Mary C. Jenkins parking lot, but if there's an event there, there may not be parking available, and they use our church property as overflow. Perhaps maybe looking at a parking lot upgrade, or fix the parking lot at the athletic field and get a bathroom at Silversteen may be some alternatives we can look at as a compromise to address the safety issue at the athletic field and address the non-bathroom issue at Silversteen. Persons coming to Silversteen extend beyond the Rosenwald Community; it's a community park; it's not just for Rosenwald.

Mr. Wise noted that it is important to consider that it is not a crime to not own a house and it is also possible for all of us to commit crimes whether we own property or not. He said I do think we should look at ordinances as some folks, no matter what their situations are, are committing crimes. I look at this as a public health and safety issue. We've had some real health issues that have to be corrected. He added that in light of Pride Month, and just a few months ago in February Black History Month, we are about to celebrate the 250th anniversary of our country, and the real core of that foundation was to treat all people equally. We have, I think by any metric, failed over 250 years to do that. However, I feel the core definition of being an American is that you will always and continually strive to see everyone as equal in our country. I think Pride Month and Black History Month are both, sadly, very recent additions to our history, and I think we should weigh them heavily because all people to me, and I'm sure to all of our Council, are equal and that's what we will always strive for.

Attorney McKeller agreed that looking into amending the ordinance is a worthwhile effort.

Mr. Hooper reported that this morning we got our long-awaited approval from the State granting permission to use the remaining $8.5M from our 2024 earmark for construction of Phase 1 of the Wastewater Treatment Plant improvement project.

Mayor Copelof reminded everyone of Council's Budget Workshop on Friday, June 5th at 8:30 am and said she anticipates that the final vote on the budget will be on June 15th. The Rosenwald Listening Session will be held on June 11th at 6:00 pm at the Mary C. Jenkins Community & Cultural Center, where Staff will update the community on a number of projects. She announced that Juneteenth will be a 3-day celebration this year and shared the events planned over the three days. She mentioned she has two Meet the Mayor sessions this month – one on June 2nd and one on June 30th.

O. Closed Sessions

O-1. Attorney-Property Acquisition: GS §143 318.11.(a)(3)(5) – At 7:18 p.m. Ms. Holder moved, seconded by Mr. Baker to go into closed session to discuss a property acquisition matter, and to clear Council Chambers. The motion carried unanimously. City Manager Wilson Hooper and City Clerk Denise Hodsdon were authorized to remain for the closed session with Council and Attorney McKeller.

Council Returned to Regular Session – at 7:55 p.m. Council resumed the meeting in regular session. No official action was taken in closed session, and the minutes of the closed session are authorized to be sealed.

P. Adjourn – There being no further business, at 7:55 p.m. Mr. Baker moved, seconded by Ms. Holder, to adjourn the meeting. The motion carried unanimously.

Maureen Copelof Mayor	Denise Hodsdon, CMC City Clerk

Minutes Approved: June 15, 2026

CITY OF BREVARD, NORTH CAROLINA

Proclamation

N0. 2026-19
JUNETEENTH

WHEREAS, President Abraham Lincoln signed the Emancipation Proclamation on January 1, 1863, declaring the enslaved people in Confederate territory free, paving the way for the passing of the 13th Amendment which formally abolished slavery in the United States of America; and

WHEREAS, word about the signing of the Emancipation Proclamation was delayed some two and one-half years, to June 19, 1865, in reaching authorities and African Americans in the South and Southwestern United States; and

WHEREAS, Emancipation Day observations are held on different days in different states in the South and Southwest, and in other parts of the nation; and

WHEREAS, June 19th has a special meaning to African Americans, and is called "JUNETEENTH" combining the words June and Nineteenth, and has been celebrated by the African American community for over 150 years; and

WHEREAS, the annual Juneteenth celebration in the City of Brevard this year will include a historical trolley tour on June 19th and 20th; a guest speaker and seafood dinner on Friday evening, June 19th at the Mary C. Jenkins Community & Cultural Center; an afternoon celebration on Saturday, June 20th at Silversteen Memorial Playground; and a joint worship service followed by a Sunday dinner on Sunday, June 21st at Mary C. Jenkins Community & Cultural Center; and

WHEREAS, Juneteenth is an official City of Brevard holiday and City offices will be closed on June 19th.

NOW, THEREFORE, I, Maureen Copelof, Mayor of the City of Brevard, North Carolina, do hereby declare June 19th, 2026, as JUNETEENTH in the City of Brevard, North Carolina, and urge all citizens to become more aware of the significance of this celebration in African American History and in the heritage of our nation and City.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Brevard to be affixed on this 15th day of June, 2026.

Maureen Copelof
Maureen Copelof
Mayor

ATTEST:

Denise Hodsdon
Denise Hodsdon, CMC, NCCMC
City Clerk

CITY OF BREVARD, NC
CORPORATE SEAL

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Transylvania County Comprehensive Transportation Plan - Vicki Eastland, Land of Sky and Daniel Sellers, NCDOT
Speaker:	Vicki Eastland, Land of Sky RPO Director Daniel Sellers, NCDOT Transportation Planning Unit
Prepared by:	Aaron Bland, Asst Planning Director
Approved by:	Wilson Hooper, City Manager

Background
In 2019 the Transportation Planning Division of the N.C. Department of Transportation (NCDOT) began a Comprehensive Transportation Plan (CTP) study for Transylvania County; this is an update to the current 2007 CTP.

The Transylvania County Comprehensive Transportation Plan is a long-range planning document which identifies major transportation improvement needs and develops long-term solutions for the next 25 to 30 years. The study is a joint effort between NCDOT, the Land of Sky Rural Planning Organization (RPO), Transylvania County, the City of Brevard, and the Town of Rosman. The Transylvania County Transportation Advisory Committee (TAC) served as the project Steering Committee. The plan will be presented by Vicki Eastland, RPO Director, and Daniel Sellers, Mountains Group Transportation Engineer III of the NCDOT Transportation Planning Unit in Raleigh.

Hard copies have been provided to Council members and are also available online at www.cityofbrevard.com/CTP.

Discussion
A CTP is a long-range (25-to-30-year planning period) system-focused, multi-modal transportation plan. The plan strives to anticipate future deficiencies and provide recommendations to address them. CTPs incorporate land use plans, community and statewide goals, and considers the human and natural environment in developing its recommendations. The CTP process involves both government officials and the public to determine future transportation needs based on the best information available, including population, economic conditions, traffic trends, and anticipated development patterns. The plan includes highway, public transit, pedestrian, and bicycle recommendations. A CTP does not cover routine maintenance or minor operations issues.

Needs and recommendations identified in CTP’s are preliminary concepts and do not get into specific design details. While the CTP does recommend possible solutions, called project recommendations, it may not represent the final location or cross-section and features associated with the improvement and may change over time due to further and more detailed studies. The CTP is the first step in NCDOT's Project Development Process and there is no guarantee or requirement that project recommendations be submitted for scoring as a part of the STIP prioritization process. Projects shown in the CTP document are not in any priority order.

Once the City adopts the plan, it will be presented and adopted by the Town of Rosman, followed by the Transylvania County Board of Commissioners. Once adopted by all three local governing boards, it will then go to the RPO TCC and TAC for endorsement, and finally to the NCDOT Board of Transportation for final adoption.

Policy Analysis
An updated CTP is critical to align local transportation infrastructure with shifts in demographics and development patterns, secure project funding eligibility, and proactively prepare for infrastructure resilience against future weather hazards. Typically, NCDOT aims to update CTPs every 8–10 years, making Transylvania County's well past being due for an update.

An updated CTP will help work towards multiple aspects of the *Building Brevard 2030 Comprehensive Land Use Plan:*

- Goal 4: Create a built environment that prioritizes a safe, active, multi-modal transportation system and community health and wellness.
- ATCH- 1: Evaluate planned transportation projects to determine opportunities to improve conditions for all modes of travel including pedestrians, bicyclists and transit users.
- ATCH- 5: Invest in building transit ridership.

Recommendation
Planning Staff have been a part of the CTP process since its inception in 2019 and recommends adoption as presented.

Action
Council may adopt the CTP via the attached resolution as presented or with minor revisions to projects.

Attachments:
1. Resolution

RESOLUTION NO. 2026-XX

RESOLUTION ADOPTING THE 2026 TRANSYLVANIA COUNTY COMPREHENSIVE TRANSPORTATION PLAN

WHEREAS, the City of Brevard, Town of Rosman, Transylvania County, Land of Sky Rural Planning Organization, and the Transportation Planning Division of the North Carolina Department of Transportation have actively worked to develop a Comprehensive Transportation Plan (CTP) for Transylvania County; and

WHEREAS, the CTP outlines the desires and needs of the county's transportation network for the next 50+ years; and

WHEREAS, City Council recognizes that the efficient provision of a safe multi-modal transportation system is a necessity in maintaining quality of life, economic development, and orderly growth within and throughout Transylvania County; and

WHEREAS, after full explanation of the plan during a presentation at its June 15, 2026 meeting, the Brevard City Council feel it to be in the best interests of the City to adopt the plan.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BREVARD, NORTH CAROLINA THAT:

Section 1. The Brevard City Council supports and adopts the 2026 Transylvania County Comprehensive Transportation Plan as a guide in the development of the transportation system in Brevard and Transylvania County.

Adopted and approved this the 15th day of June 2026.

____
Maureen Copelof
Mayor

ATTEST:

____
Denise Hodsdon, CMC
City Clerk

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Summary of Berry Dunn *Needs Assessment Report* and current Brevard Police Department organizational changes
Speaker:	Christy Wentzell, Chief of Police Wilson Hooper, City Manager
Prepared by:	Christy Wentzell, Wilson Hooper, City Manager
Approved by:	Wilson Hooper, City Manager

Background
In September 2024 the City Council held a Special Meeting to discuss organizational issues at Brevard Police Department. At the time the Council approved staff's recommendation to seek assistance from experts in organizational health in identifying precisely what issues were at play, and provide recommendations for remedying them. After a brief delay because of Hurricane Helene, a solicitation for "Organizational Health Assessment and Change Management Strategy" was released in late 2024.

Five firms were eventually interview, with Berry Dunn chosen because of their track record, their approach, and their extensive experience in the industry. A work plan was negotiated and a agreement signed in Spring 2025. Berry Dunn began their work soon after, collecting information from BPD staff using a combination of in-person interviews, electronic surveys, and discussion with the city's elected and appointed leadership. They analyzed the results using a proprietary method and applied their industry knowledge to create the observations and recommendations in the report.

The initial report was completed in August 2025, with Berry Dunn and city staff spending the next month digesting the report's recommendations and developing an implementation strategy. In September/October 2025 the work was intentionally paused when former Chief Tom Jordan retired and was replaced by Interim Chief Jack Moorman. In late 2025, Berry Dunn published a supplement to the document reporting steps that the city and Interim Chief Moorman were taking to improve organizational health.

In early 2026 Chief Wentzell assumed leadership of the department and intimated her own complementary assessment of the department. Chief Wentzell merged her findings with Berry Dunn's recommendations, and has begun implementing organizational changes meant to respond to both assessment's findings.

At the April 27, 2026 Public Safety Committee meeting, Chief Wentzell provided a detailed overview of the Berry Dunn report findings and the organizational changes implemented to date. In early June, the department's executive staff was scheduled to meet with Berry Dunn to begin development of a short-term strategic implementation plan based on the report's recommendations. Due to staffing transitions and unavoidable family-related circumstances, that planning session has been tentatively rescheduled for July.

The revised timeline presents an opportunity to include several key members of the department's leadership team who would not otherwise have been available to participate. This includes the incoming Deputy Chief, who is scheduled to begin employment on July 6, 2026, as well as newly hired and newly promoted sergeants. Their participation will provide valuable perspectives during the planning process, promote organizational buy-in, and help ensure that future leaders within the department have a voice in shaping the agency's direction and implementation of the Berry Dunn recommendations.

Discussion

Since assuming leadership of the Brevard Police Department in January 2026, Chief Wentzell has utilized the Berry Dunn assessment as one of several tools to evaluate the organization's strengths, challenges, and opportunities for improvement. She also conducted one-on-one meetings with every department employee to better understand their perspectives, concerns, and ideas for the future. Many of the themes identified during those conversations closely aligned with the findings of the Berry Dunn assessment, particularly in the areas of leadership, communication, accountability, operational efficiency, and employee morale. While the report identified areas requiring attention, it also highlighted what Chief Wentzell found firsthand—a workforce that remains dedicated to serving the community and committed to the success of this department.

Since completing her one-on-one meetings with department employees, Chief Wentzell felt she had a comprehensive understanding of the organization's strengths, challenges, and opportunities for improvement, allowing her to begin implementing a number of organizational changes. These changes were intended to address both the observations identified in the Berry Dunn report and the concerns raised during those discussions, as well as deficiencies identified through her own assessment of department operations. Efforts to date have included restructuring portions of the organization to create a more efficient and sustainable leadership model, increasing communication and leadership accessibility, strengthening accountability measures, advancing accreditation efforts, improving operational planning, and focusing on recruitment and retention initiatives. While meaningful organizational change takes time, staff believe we have made significant progress in establishing a stronger foundation for the department moving forward.

The Berry Dunn report will continue to serve as both a roadmap and an accountability tool as BPD moves into the next phase of organizational development. In partnership with Berry Dunn, we have begun developing six-month and one-year strategic plans that will focus on recruitment and retention, accreditation readiness, organizational effectiveness, employee wellness, leadership development, and revisiting the department's vision, mission, and values to ensure they accurately reflect who we are as an organization and the service we provide to the community. The goal is to establish clear priorities, improve accountability, and provide a framework for measuring our progress over the next year.

Action

No action requested. For information and discussion only.

Attachments:
1. BPD Future State Analysis Report
2. PSC Presentation on Organizationl Health Assessment (April 2026)

BerryDunn

City of Brevard, NC

Needs Assessment Report

Submitted By:

Berry, Dunn, McNeil & Parker, LLC

2211 Congress Street, Portland, ME 04102
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Michele Weinzetl, Engagement Manager

Senior Manager | Berry, Dunn, McNeil & Parker, LLC
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Submitted On:

August 6, 2025

berrydunn.com

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Table i: Document Version History

Document Version History		
Document Version	**Date Submitted**	**Reason for Update**
1.1	August 6, 2025	Initial draft submitted
1.2	November 25, 2025	Final report submitted

Executive Summary

The City of Brevard (City) engaged Berry, Dunn, McNeil & Parker, LLC (BerryDunn) to deliver an objective evaluation of the current operational and organizational health of the Brevard Police Department (BPD). The goal is to identify barriers that are impacting or preventing optimal efficiency and effectiveness within the organization and employ change management strategies to move the organization forward. Recognizing the urgency and complexity of these challenges, the City enlisted BerryDunn for assistance in guiding their leadership by unpacking the root causes and crafting forward-thinking strategies to address the full spectrum of hurdles confronting the department today.

After BerryDunn began the engagement, the retirement of the current chief of police was announced, resulting in a temporary pause for the change management strategy until a new chief is appointed.

The City of Brevard envisions a Police Department (BPD) defined by empowered leadership, transparent communication, and operational excellence, where all personnel are aligned, supported, and equipped to serve with integrity. This organizational assessment outlines a transformative path toward a resilient and unified workforce, revitalized supervisory structures, streamlined processes, and strengthened community trust. Engagement with the all stakeholders in BPD, the City and the community who are unified and focused on achieving the strategic vision and key elements guiding BPD's evolution into a high-performing, mission-driven department.

Current State Summary

The City and the BPD have shouldered significant transition over the past three – five years, including the acquisition of a new chief and significant fluctuations in leadership roles, which have fundamentally reshaped the foundation of departmental operations and organizational culture. This period of transition has been marked not only by operational obstacles—such as chronic staffing shortages and greater dependence on the sheriff's department for essential shift coverage—but also by a palpable sense of uncertainty and internal discord among staff.

These challenges have had a cascading effect on the department's ability to deliver optimal service and function cohesively, impacting morale, efficiency, and the overall sense of unity within the team. The recently announced retirement of the chief of police has further magnified this moment of flux, necessitating a temporary pause in the implementation of change management initiatives and heightening the need for clear, decisive leadership.

In parallel, the City's engagement with BerryDunn reflects a proactive stance as leaders seek to understand and address root causes rather than surface-level symptoms. The assessment's timing is critical: it offers an opportunity to create a shared vision for the future, anchored in transparent dialogue and an inclusive approach to problem-solving. As the department awaits new leadership, it stands at a crossroads: poised for transformation but in need of a clearly identified and proactive strategic framework to restore stability, empower its personnel, and realign departmental goals with the broader vision of the City.

This current state summary underscores the complexity of the challenges and the commitment to enact meaningful, sustainable change. This transition in leadership is pivotal in leveraging the insights gained to foster a renewed sense of direction, trust, and collaborative momentum within the BPD.

Changing Conditions

The BPD is a dynamic and ever-changing organization. BerryDunn recognizes that numerous changes have taken place since the start of this assessment in the summer of 2025. Several conditions examined in this report have changed in the time between report preparation and delivery. This includes some areas in which BerryDunn had made formal recommendations. Understandably, it has been necessary to freeze conditions in order to prepare the report. The most current information on the conditions of the organization resides with the command staff of the police department, and City leadership, including information on actions that constitute consideration and implementation of the recommendations included in this report.

In addition, the BPD has provided BerryDunn with a brief outline of its actions taken during this assessment, including those that relate to the recommendations provided. This information is detailed in Appendix A.

Future State Summary

BPD envisions a future defined by empowered leadership, cohesive communication, and operational excellence. In this future state, the department functions as a unified, resilient organization where every member of BPD, from executive leadership to frontline officers to professional staff, feels valued, informed, and equipped to serve the community with integrity and purpose.

Leadership That Empowers and Aligns

In the future state, leadership at all levels is characterized by transparency, accountability, and responsiveness. Executive leaders model consistent decision-making and foster a culture of trust by clearly communicating expectations and following through with commitments and coordination of workflow processes. Authority is appropriately delegated, enabling mid-level supervisors to act with confidence and clarity. Sergeants and lieutenants are empowered to lead within their scope, with clearly defined roles that support both operational needs and professional development. Professional staff are engaged in the efficient operations of delivery of service, documentation of operations, budget management and administrative excellence.

The Field Training Officer (FTO) program is revitalized, returning peer-based mentorship to the forefront while allowing supervisors to focus on strategic oversight. The chain of command is respected and reinforced, helping to ensure that guidance flows through appropriate channels and that staff feel supported and heard.

A Culture of Communication and Trust

Communication is no longer a barrier but a strength. Internal communication is timely, two-way, and inclusive. Staff meetings are purposeful, documented, and used as platforms for dialogue and shared understanding. Feedback mechanisms are formalized, and leadership is responsive to concerns, fostering a culture where employees feel their voices matter.

Externally, the department proactively engages with the community and stakeholders. Misinformation is addressed swiftly and accurately, reinforcing public trust and supporting staff morale. Intentional messaging channels are established within the organization and aligned with the city's communication staff to help ensure a constant and focused campaign of community focus and elevating internal staff contribution to excellence. Clear protocols established with the County communication center and BPD to help ensure that residents have ownership and confidence in the emergency services provided to the community, eliminating confusion between City and Transylvania County responsibilities.

Operational Excellence Through Process and Planning

Business processes are streamlined and transparent. Policy updates follow a predictable release cycle, accompanied by training and opportunities for discussion. Change management is intentional and inclusive, with clear communication about the rationale, expected outcomes, and support available for transitions.

Meetings are documented and accountability is embedded in daily operations. Event planning is proactive and collaborative, with risk management strategies that help ensure safety and coordination across all City departments.

Staffing strategies are data-informed and future-focused. Recruitment is agile and inclusive, and the organizational structure balanced to help ensure that responsibilities are distributed effectively. Identification of anticipated outcomes measured to help ensure consistency of intended actions during the decision-making process. Review of key decisions on schedule, staffing, and workload distribution articulated and evaluated following a model to help ensure consistent improvement. Supervisory roles are right-sized, allowing for both oversight and operational execution. Clear responsibilities connected to collateral duties and assignments are tracked for all disciplines and staff to help ensure departmentwide awareness of subject matter experts.

A Resilient and Committed Workforce

At the heart of this future state is a workforce that is resilient, committed, and proud to serve. Despite past challenges, employees remain dedicated to the mission of the BPD. This commitment is cultivated through professional development opportunities, recognition of contributions, and a shared vision for the department's future.

The department's culture is one of unity, professionalism, and continuous improvement. Staff are engaged, supported, and aligned with the department's goals. Together, they form a high-performing team that delivers exceptional service to the City.

1 Introduction

1.1 Project Background

To facilitate a thorough understanding of the BPD operational and organizational landscape, the City partnered with BerryDunn to conduct a holistic assessment that detailed existing challenges and envisioned a path forward for transformative change. This assessment process incorporated a multi-faceted methodology. BerryDunn deployed tailored staff surveys to capture a diverse range of perspectives regarding recent organizational changes, the prevailing workplace climate, and perceptions of both strengths and areas for growth.

BerryDunn incorporated a focused leadership visioning session designed to clarify the link between organizational challenges and strategic action planning, establishing a foundation for collaborative problem-solving.

Additionally, a series of in-depth, on-site interviews were conducted with staff members from all divisions, as well as with key organizational stakeholders. These dialogues sought to illuminate the nuances behind the department's current state, identifying what changes had taken place and examining the processes by which they were introduced and the ripple effects experienced across the organization.

Finally, BerryDunn worked with the leadership team to initiate a collaborative communication strategy, conducting a one-day workshop to identify and design the strategy. The leadership team will be continuing its work on defining the action steps necessary to implement the strategy.

To date, this thorough engagement enabled BerryDunn to analyze both the structural and cultural factors underlying current challenges, while inviting candid reflection on the barriers to optimal performance. Based on the insights from direct staff experiences, survey data, stakeholder interviews, and the workshops, BerryDunn has developed an evaluation of the BPD's present conditions.

1.2 Report Format

This report synthesizes the information gathered from fact-finding interviews, surveys, and workshops. The report is structured as follows:

Section 1: Introduction – Provides an overview of the project and the report.

Section 2: Survey Results – Provides an overview of the results from the survey's staff completed related to the current state and overall well-being of the organization

Section 3: Current State Analysis – Synthesizes BerryDunn's observations related to the current state of operations and associated challenges within the Records Division.

Section 4: Future State Vision – Details BerryDunn's observations and analysis identifying a roadmap of key decisions to be made as the department moves forward.

Section 5: Next Steps and Considerations – Outlines the next step in the process, after the new chief of police has been selected and begins their journey with the City and staff.

1.3 Common Terms and Abbreviations

For purposes of clarity when discussing this project, BerryDunn uses the following terms and related definitions.

Table 1: Project Acronyms/Terms and Definitions

Acronym/Term	Definition
BerryDunn	Berry, Dunn, McNeil & Parker, LLC
BPD	Brevard Police Department
City	City of Brevard, North Carolina
SWOT	Strengths, Weaknesses, Opportunities, Threats
County	Transylvania County, North Carolina

2 Current State Analysis

BerryDunn carefully compiled and analyzed the information provided throughout the assessment and evaluation phase of this engagement, identifying key organizational and operational themes. Within these overarching themes, BerryDunn highlighted specific components that indicate where challenges may exist within the organization. These insights are informed by data (through surveys and other submissions) and the perspectives of BPD employees and key stakeholders. While BerryDunn did not seek to independently verify the accuracy of individual incidents referenced and instead sought patterns in the data and qualitative responses, the overall analysis offers a well-rounded and informative snapshot of the current state of the BPD. By thoroughly assessing these identified themes, the organization can better determine and prioritize concrete actions to drive future progress.

2.1 Surveys and Structure

Workforce perceptions, attitudes, and expectations constitute essential information for understanding the current culture and effectiveness of any organization. This information assists in diagnosing opportunities for constructive change and managing organizational transformation. BerryDunn surveyed the staff of BPD to capture such information and to broaden staff involvement in the study, as described in the following subsections.

At the request of BerryDunn, the BPD distributed four surveys electronically to staff within the police department. The surveys covered organizational climate, employee well-being, recent change management, and investigations, and survey protocols promoted anonymity of the respondents. The Investigations survey was distributed only to those personnel assigned to investigations, while the remaining surveys were distributed to all BPD personnel.

2.2 Organizational Climate - Survey Response

The Organizational Climate survey (offered to all staff) consisted of a respondent profile (current assignment), 51 multiple content items (opinion/perception), and seven organizational climate items. The content items section elicited employee responses in nine different dimensions. Each of the dimension sections of the survey consisted of five or six forced-choice questions. At the request of BerryDunn, BPD distributed the survey electronically via a link provided through the BPD email system to every member of the agency, sworn and non-sworn, and the chief of police promoted participation, and also outlined the expectation of anonymity for staff who responded.

For the Organizational Climate survey, BerryDunn received 17 survey responses. BPD had several vacancies at the time of the survey, so the actual participation rate is not clear (although City records indicate 21 BPD employees around the time of the survey, which would be an 80.95% return rate). The data shown in Table 2.2.1 below reflects that only two patrol officers completed the survey. This relatively low number, however, is the result of several patrol vacancies, and the fact that the lieutenants, who were assigned to patrol, were counted in the command staff section.

Table 2.2.1: Respondent Profile

Unit Assignment	Total
Executive and Command Staff, Sworn	6
Non-Sworn Supervisor or Manager	1
Other Non-Sworn Personnel	3
Patrol – Sworn Officer	2
Investigations Division – Sworn	3
Specialty Division or Assignment – Sworn	2

Survey results are most useful to isolate conditions and practices that need attention and/or those that offer an opportunity to advance the effectiveness of operations, achievement of outcomes, and the overall health of the workplace. For each content survey dimension, respondents chose between the following responses: never, occasionally, usually, frequently, or always. BerryDunn assigned numeric values of 1 – 5 (with one being low or never and five being high or always). In some cases, if the question did not apply, respondents could choose an N/A response. For each of the nine dimensions, BerryDunn calculated the weighted average of the responses. Table 2.2.2 provides this data, including comparison data from prior BerryDunn studies and the range of responses from those projects.

Table 2.2.2: Climate Survey Response Categories

Study Comparisons			
Survey Category	**Average**	**Range**	**Average**
Leadership	2.72	2.54 – 3.80	3.04
Communication	2.63	2.40 – 3.66	2.87
Accountability and Fairness	2.65	2.49 – 3.85	2.96
Job Satisfaction	3.47	2.81 – 4.10	3.31
Training	2.90	2.24 – 3.77	3.06
Equipment and Technology	2.97	1.95 – 3.95	3.02
Patrol Staffing and Deployment	2.55	1.78 – 2.81	2.24
Investigations Staffing and Assignments	3.26	1.43 – 3.10	2.21
Community Policing/Engagement	2.94	2.76 – 4.21	3.37

Within Table 2.2.2, there are some values worth discussing. The reported values for Leadership, Communication, and Accountability and Fairness (highlighted in yellow) are below prior study averages and all are closer to the low end of the range. These results are consistent with BerryDunn's observations and feedback received directly from staff. Although it is common for organizations to report challenges in one or more of these areas, the low scores across these three areas suggest a need for focused attention in correcting those conditions, real or perceived. Accordingly, these areas have been identified in the current and future needs areas of this report. Additionally, BerryDunn points out that 7 of the 17 respondents self-identified as executive, command, or managers within the BPD. The low numbers in the three categories suggest a level of critical reflection and acknowledgment of the need to improve in these areas.

In contrast to the low scores discussed above, the job satisfaction rating for BPD ranked in the higher end for this survey.   This is notable and remarkable, because many staff expressed a desire for improvement in many aspects of the BPD organization. Despite those noted challenges, the data suggests that staff are committed to the profession and BPD, which could be a critical factor in helping the BPD move forward with various changes and improvements.

The second portion of this survey involved an analysis of the organizational climate using specific survey questions that directly target certain operational areas. By their construction, these questions provide a different vantage point from typical quantitative questions and a readily observable range, both in reference to how the organization currently functions and how it should ideally function based on respondents' opinions. These seven questions engage a 10-point scale, with 1 being low and 10 being high. BerryDunn has provided the response data in Table 2.2.3.

Because there is no correct or incorrect response to any of these questions, BerryDunn will not provide a complex analysis regarding any specific question or category of information in Table 2.2.3. Instead, BPD is encouraged to examine the responses below and consider what adjustments, if any, might be appropriate to respond to the desired level noted by staff who took the survey. BerryDunn recommends BPD look closely at the difference between the current rating and the desired rating. A larger delta (or variance) indicates a more significant area of concern and/or need for deeper exploration. Again, BerryDunn notes that the number of patrol officers who responded to the survey was relatively low. It may be in the best interests of the BPD to reissue this survey as part of the operational improvement strategies that emerge from this project.

Table 2.2.3: Organizational Climate Survey Results

CONFORMITY: The feeling that there are many externally imposed constraints in the organization; the degree to which members feel that there are rules, procedures, policies, and practices to which they have to conform, rather than being able to do their work as they see it.		
Conformity is very characteristic of the organization	**Current**	**5.13**
Conformity should be a characteristic of the organization	**Desired**	**7.67**
RESPONSIBILITY: Members of the organization are given personal responsibility to achieve their part of the organization's goals; the degree to which members feel that they can make decisions and solve problems without checking with supervisors each step of the way.		
There is great emphasis on personal responsibility in the organization	**Current**	**5.07**
There should be great emphasis on personal responsibility in the organization	**Desired**	**8.73**
STANDARDS: The emphasis the organization places on quality performance and outstanding production; the degree to which members feel the organization is setting challenging goals for itself and communicating those goals to its members.		
High challenging standards are set in the organization	**Current**	**4.13**
High challenging standards should be set/expected in the organization	**Desired**	**8.67**
REWARDS: The degree to which members feel that they are being recognized and rewarded for good work rather than being ignored, criticized, or punished when things go wrong.		
Members are recognized and rewarded positively within the organization	**Current**	**3.80**
Members should be recognized and rewarded positively within the organization	**Desired**	**8.87**
ORGANIZATIONAL CLARITY: The feeling among members that things are well organized and goals are clearly defined rather than being disorderly or confused.		
The organization is well organized with clearly defined goals	**Current**	**3.47**
The organization should be well organized and have clearly defined goals	**Desired**	**9.07**

WARMTH AND SUPPORT: The feeling of friendliness is a valued norm in the organization; that members trust one another and offer support to one another. The feeling that good relationships prevail in the work environment.		
Warmth and support are very characteristic of the organization	**Current**	**3.80**
Warmth and support should be very characteristic of the organization	**Desired**	**9.00**
LEADERSHIP: The willingness of organization members to accept leadership and direction from other qualified personnel. As needs for leadership arise, members feel free to take leadership roles and are rewarded for successful leadership. Leadership is based on expertise. The organization is not dominated by, or dependent on, one or two persons.		
Members accept and are rewarded for leadership based on expertise	**Current**	**4.20**
Members should accept and be rewarded for leadership based on expertise	**Desired**	**8.93**

Three aspects of the Organizational Climate survey from Table 2.2.3 that make this a versatile tool:

1. There is no correct or right response. The responses reflect the collective desires of the staff at the BPD, and as such, they are representative of the current and desired culture of the BPD, as opposed to an arbitrary standard that is set elsewhere.
2. This tool has tremendous utility. The categories in this questionnaire are clear, and based on the responses, the agency can easily identify which areas require focused attention.
3. This tool is brief and easily replicable. The agency can readminister this survey at various intervals, and the results can help the agency recognize whether its efforts are successful.

2.3 Well-Being

Employee wellness and resiliency are emerging focus areas within City governments and particularly within policing. Generally, today's employees seek work experiences that empower them to thrive professionally and personally. Organizations that implement detailed well-being programs characterized by a culture-first, multi-dimensional approach are seeing returns in employee retention, productivity, and customer satisfaction. This multi-dimensional approach often encompasses physical, mental, financial, career, and social well-being, among other possible dimensions, see Table 2.3.1. In policing, well-being is more important than ever in a national climate of officer vacancies and high turnover rates. There are several conditions that indicate an organization would benefit from a more intentional approach to employee well-being, as noted in Table 2.3.1.

Table 2.3.1: Conditions Indicating Emphasis on Well-Being Is Needed

Work Condition	Description
Organizational growth and change	Big growth goals and organizational transformations present opportunities for well-being to advance strategic goals
Significant operational changes	Major operational adjustments (such as those that shift operational norms and philosophical beliefs) are an example of the types of high-stress situations that drive pressure and uncertainty
Retention concerns	Increases in voluntary employee turnover, particularly if relative to industry norms
Burnout	Employees seem fatigued and disengaged, productivity is down, higher levels of cynicism
Presenteeism	Employees present but distracted, disengaged, and generally “languishing”
Absenteeism	Employees missing work due to illness or general lack of job motivation
Escalating healthcare costs	Increasing costs for conditions related to modifiable risk factors, such as blood pressure, body mass index, and cholesterol

As part of this assessment, BerryDunn issued a well-being survey to staff to solicit data that identifies well-being levels in several categories. BerryDunn asked the police department employees to participate in a short (11 questions) well-being survey. Table 2.3.2 provides a list of the respondents.

Table 2.3.2 Employee Well-Being Survey – Respondents

Unit Assignment	Total
Police: Non-Sworn – Office Staff (Non-Supervisor)	2
Police: Non-Sworn – Office Staff (Supervisor)	1
Police: Sworn – Field Operations (Non-Supervisor)	2
Police: Sworn – Field Operations (Supervisor)	6
Police: Sworn – Office Staff (Non-Supervisor)	2
Police: Sworn – Office Staff (Supervisor)	2

Response patterns and rates send strong and clear messages. When team members feel they are in an environment in which dialogue is safe, valued, and will be utilized to address concerns, they are more likely to participate in providing feedback. When team members feel their concerns, complaints, and ideas are not valued or will not be acted upon, they are reluctant to participate in feedback mechanisms. For BPD, there were only 15 responses to this survey, and, like the climate survey, there were only two patrol staff who responded. Again, the low number of patrol staff who responded to the survey may be an indication of a diminished sense of value in providing their feedback. This is an area BPD should consider and monitor going forward.

Table 2.3.3 below reflects the weighted average scores by category. All scores are 3.2 or lower and below the average. As this is the first time this survey has been provided to BPD, there is no frame of reference to compare the data against. Also, these categorical scores could be deceiving, as they do not reflect outputs from each question, and, even within each question, they do not indicate how many answered on either end of the scoring spectrum. Regardless, they provide a point-in-time score, which, if deployed broadly and longitudinally, could inform department progress concerning well-being issues.

Table 2.3.3: Employee Well-Being Survey – Respondents

Study Comparisons			
Survey Category	**Average**	**Range**	**Average**
Physical	3.20	3.14 to 3.54	3.47
Mental	3.07	3.31 to 3.32	3.36
Social	3.07	3.36 to 3.75	3.59
Financial	3.47	3.43 to 3.53	3.50
Career	3.22	3.36 to 3.40	3.43
Overall	3.20	3.59 to 3.71	3.75

In aggregate, BerryDunn assesses that scores above 3.5 generally indicate a favorable condition, while those under 3.5 generally indicate an area that might benefit from targeted and/or additional focus. The purpose of this survey is not necessarily to answer these questions but to provide the police department with a perspective for further discussions regarding staff well-being and the efforts to sustain and improve it.

2.4 Change Survey

As part of the evaluation process, BerryDunn administered a targeted survey to assess the effects of recently implemented departmental changes, as identified by command staff. The survey was structured to systematically evaluate both the process of change implementation and the extent to which each change achieved its intended outcome. This survey, which was developed by BerryDunn, does not account for all recent changes within BPD. Instead, BerryDunn captured several change areas from various changes recently implemented and used those to create the survey. The survey categories and the responses to each set of questions are provided in Table 2.4.1 and used a range of one – five, with one being low and five being high.

Table 2.4.1: Change Survey

Change #	Survey Category	Individual Average	Composite Total
1	**Change to Policy 230 – Department Training: Adjustments to the training request process, and to scenario-based training.**		**2.92**
1a	This change improved the condition it targeted.	3.31	
1b	Communication about the change (and the reason(s) for it) was clear and timely.	2.92	
1c	Individuals impacted by the change were involved in the change decision.	2.15	
1d	Appropriate training and support were provided relative to this change.	2.62	
1e	Leadership has been open to feedback about this change.	3.08	
1f	This organization (including me) has been accepting of this change.	3.46	
2	**Change to Policy 240 - Authorized Leave: Formalizing and adding structure to the leave request and approval process.**		**3.09**
2a	This change improved the condition it targeted.	3.31	
2b	Communication about the change (and the reason(s) for it) was clear and timely.	3.46	
2c	Individuals impacted by the change were involved in the change decision.	3.46	
2d	Appropriate training and support were provided relative to this change.	2.85	
2e	Leadership has been open to feedback about this change.	3.00	
2f	This organization (including me) has been accepting of this change.	3.46	
3	**Change to Policy 511 - Patrol Operations: Requiring officers to remain on the road during shift change.**		**2.95**
3a	This change improved the condition it targeted.	3.31	
3b	Communication about the change (and the reason(s) for it) was clear and timely.	3.31	

Change #	Survey Category	Individual Average	Composite Total
3c	Individuals impacted by the change were involved in the change decision.	2.54	
3d	Appropriate training and support were provided relative to this change.	2.85	
3e	Leadership has been open to feedback about this change.	2.77	
3f	This organization (including me) has been accepting of this change.	2.92	
4	**Change to Policy 700 - Follow-up Investigations and Notifications: Defining and refining roles for patrol and investigations.**		**3.15**
4a	This change improved the condition it targeted.	3.46	
4b	Communication about the change (and the reason(s) for it) was clear and timely.	3.08	
4c	Individuals impacted by the change were involved in the change decision.	2.92	
4d	Appropriate training and support were provided relative to this change.	2.85	
4e	Leadership has been open to feedback about this change.	3.31	
4f	This organization (including me) has been accepting of this change.	3.31	
5	**Change to the Patrol Schedule: Adjustment to the patrol work schedule.**		**2.31**
5a	This change improved the condition it targeted.	2.62	
5b	Communication about the change (and the reason(s) for it) was clear and timely.	2.31	
5c	Individuals impacted by the change were involved in the change decision.	2.08	
5d	Appropriate training and support were provided relative to this change.	2.23	
5e	Leadership has been open to feedback about this change.	2.23	
5f	This organization (including me) has been accepting of this change.	2.38	

Scoring Legend: Scale from 1 to 5, with 1 being Strongly Disagree, and 5 being Strongly Agree.

Table 2.4.2 below represents the average score for each question category, across the entirety of the Change Survey. Although questions a, b, and f received average scores exceeding 3.0, and they suggest a generally positive perception of the overall impact, communication, and acceptance for the change areas examined, scores for questions c, d, and e were notably lower. This indicates that certain aspects, such as the adequacy of training, leadership openness to feedback, and overall organizational adaptability, might not have met employees' expectations. These lower scores also mirror the data outputs from the climate surveys.

Table 2.4.2: Change Survey Question Average Score

Question Number Average	Survey Category	Total Question Average
a	This change improved the condition it targeted.	3.20
b	Communication about the change (and the reason(s) for it) was clear and timely.	3.02
c	Individuals impacted by the change were involved in the change decision.	2.43
d	Appropriate training and support were provided relative to this change.	2.68
e	Leadership has been open to feedback about this change.	2.88
f	This organization (including me) has been accepting of this change.	3.11

It is important to consider the number of survey responses when interpreting these results, as response rates can influence the reliability of the averages. Nevertheless, the average scores provide valuable insight into how these changes were implemented and perceived. Specifically, the data highlights areas where the approach to change management and feedback mechanisms may require improvement. Addressing these aspects will be essential for enhancing the effectiveness of future change initiatives within the organization.

2.5 Investigations Survey

Because there are no set national standards for case assignments or caseloads, the process of conducting a workload analysis for investigations units is complicated. However, BerryDunn has conducted substantial work nationally in assessing investigations units, and has captured significant data from multiple areas, including data captured using a national survey of investigators and investigation supervisors.

Although this project did not include a workload analysis (for any section or division BPD), BerryDunn asked BPD detectives to complete a survey regarding their workload activity segregated by various common functions. The survey BerryDunn provided to the BPD detectives is the same national survey mentioned above. Although the output information related to this survey is not directly relevant to the organizational and operational climate assessment being conducted during this engagement, evaluation of the information by BPD may assist in understanding the overall workload within the unit and where improvements may be gained.

Based on experience, observations, and interviews with investigators and supervisory personnel, BerryDunn knows that other duties and responsibilities consume a substantial amount of daily activity for investigators. The survey BerryDunn provided helps to quantify investigative and non-investigative work efforts. Based on that data, BPD investigators reported spending roughly 17% of their time on activities that are generally associated with non-investigative duties (see Table 2.5.1), and in total, this percentage is consistent with other data BerryDunn has collected. Additionally, BerryDunn observed that BPD investigators self-reported spending 17.50% of their time conducting investigations. This percentage is below prior BerryDunn study averages (24.57%) and national averages (21%) from the same survey. If accurate, this number might suggest a need to more closely examine work distributions and efficiencies of the investigations unit.

Similarly, a review of the data for supervisors in Table 2.5.1 reveals that the distribution of BPD supervisory time across functions varies from national averages, offering valuable perspectives for further consideration. Based on the data provided, investigations supervisors spend approximately 42.5% of their time performing administrative functions, attending meetings, and responding to emails and phone calls. This total is substantially higher than other data BerryDunn has observed.

Table 2.5.1: Investigations Survey

	Brevard PD		Prior Study	National Survey Averages		
Category Options	**Detectives**	**Supervisors**	**Averages***	**Det.'s**	**Supervisors**	**Total**
Administrative/Other	2.00	18.00	8.04	5	8	7
Arrest	1.00	1.00	2.50	3	3	3
Community Contact	5.00	4.00	2.51	3	3	3
Crime Lab	1.00	2.00	1.12	3	1	1
Crime Scene Processing	3.00	4.00	2.16	4	4	3
Court/Trial Prep	1.00	3.50	1.98	2	2	2
District Attorney Follow-Up	5.00	6.00	2.86	2	1	1
Evidence Views/Disposition	5.00	3.50	2.04	2	1	1
Interviews	7.50	5.00	6.57	9	8	8

	Brevard PD		Prior Study	National Survey Averages		
Category Options	Detectives	Supervisors	Averages*	Det.'s	Supervisors	Total
Investigations	17.50	6.00	24.57	21	14	14
Legal (e.g. Search/Arrest Warrant)	12.50	6.00	5.93	3	3	3
Meetings	10.00	15.00	4.52	4	4	5
Phone Calls/Emails	12.50	7.50	9.14	8	8	7
Report Writing	9.00	3.50	15.44	22	16	16
Supervisory Duties	1.00	10.00	4.55	0	14	15
Surveillance	1.00	1.00	2.41	4	4	4
Teaching	0.00	1.00	1.27	1	1	1
Threat Assessment	0.00	1.00	1.19	1	1	1
Training	1.00	1.00	2.14	2	2	2
Travel/Driving	5.00	1.00	3.40	3	2	3
Total	**100.00**	**100.00**	**99.93**	**102**	**100**	**100**
*Table includes data from prior studies conducted by the IACP.						
Source: Agency Provided Data – Investigations Survey						

Table 2.5.2 displays results of the survey asking investigators to assess current and preferred caseloads (the number of cases assigned that would be manageable) by type, including the results from prior studies and national averages. Notably, in Table 2.5.2, the unit's overall caseload appears somewhat lower than anticipated, suggesting the possibility of reporting discrepancies or indicating that current staffing levels may exceed what is required to successfully manage the present workload.

It should be noted that due to staffing shortages, the Investigations Division has been assisting patrol with staffing coverage. While it is clear from BerryDunn's general assessment that patrol staffing remains a challenge, the investigators' continued ability to manage their caseload and provide support where needed reflects positively on the team's adaptability and overall effectiveness.

Table 2.5.2: Self-Reported Current and Preferred Caseload

Investigations Caseload	Brevard PD Current	*Prior Studies Current Avg.	National Current Avg.	Brevard PD Current	Prior Studies Preferred Preferred Avg.	National Preferred Avg.
Fraud/Financial Crimes	0	13	18	0	12	11
Homicide/Violent Crime	0	13	15	0	8	9
Other Crimes Against Persons	8	16	18	9	9	12
Property Crimes	0	20	18	0	11	11
General Investigations	9	11	14	10	7	9
Other Specialized Unit	0	12	13	0	9	9
Task Force	0	23	10	0	8	7
Vice/Narcotics	0	16	11	0	14	7

BerryDunn also surveyed BPD investigative personnel regarding their opinion about how long certain case types currently remain active and how long they believe those case types should remain open. The results of that survey, along with the results of an average of prior studies survey averages, are exhibited in Table 2.5.3. The results show that case closure rates not only align with national benchmarks but, in many instances, are resolved more efficiently. This reflects well on the team's dedication and thoughtful approach, demonstrating that investigators have the necessary time and support to bring cases to a timely and satisfactory resolution. As indicated in the previous section, the distribution of resources relative to the reported case activity presents an interesting pattern, suggesting that the current staffing configuration may warrant further analysis.

Table 2.5.3: Self-Reported Case Closure Expectations in Days Active

Current and Reported	BPD	BPD	Prior	Natl.	BPD	BPD	Prior	Natl.
Case Closure Timelines	**0 – 30**	**Pct.**	**Cities**	**Pct.**	**31 – 60**	**Pct.**	**Cities**	**Pct.**
Serious Persons Crimes	2	50.00%	42.42%	54.95%	1	25.00%	20.94%	17.77%
Other Persons Crimes	1	25.00%	34.10%	38.16%	3	75.00%	39.02%	40.32%
Property Crimes	1	25.00%	42.18%	30.04%	1	25.00%	26.87%	35.72%
Fraud/Financial Crimes	0	0.00%	25.10%	17.98%	0	0.00%	26.25%	25.17%

Current and Reported	BPD	BPD	Prior	Natl.	BPD	BPD	Prior	Natl.
Case Closure Timelines	**61 – 90**	**Pct.**	**Cities**	**Pct**	**Over 90**	**Pct.**	**Cities**	**Pct.**
Serious Persons Crimes	1	25.00%	14.88%	11.68%	0	0.00%	21.76%	15.61%
Other Persons Crimes	0	0.00%	18.03%	14.61%	0	0.00%	8.85%	6.90%
Property Crimes	1	25.00%	19.39%	19.76%	1	25.00%	11.56%	14.48%
Fraud/Financial Crimes	3	75.00%	20.85%	27.39%	1	25.00%	27.80%	29.46%

Optimal	BPD	BPD	Prior Cities	Natl.	BPD	BPD	Prior Cities	Natl.
Case Closure Timeline	**0 – 30**	**Pct.**	**0 – 30**	**Pct.**	**31 – 60**	**Pct.**	**31 – 60**	**Pct.**
Serious Persons	2	50.00%	51.61%	52.02%	2	50.00%	31.50%	21.41%
Other Persons	2	50.00%	45.57%	37.78%	2	50.00%	50.75%	39.52%
Property Crimes	1	25.00%	38.67%	28.08%	2	50.00%	50.29%	40.00%
Fraud/Financial	1	25.00%	31.44%	17.16%	2	50.00%	39.38%	31.35%

Optimal	BPD	BPD	Prior Cities	BPD	BPD	WPD	Prior Cities	Natl.
Case Closure Timeline	**61 – 90**	**Pct.**	**61 – 90**	**Pct**	**Over 90**	**Pct.**	**Over 90**	**Pct.**
Serious Persons	0	0.00%	22.38%	12.47%	0	0.00%	19.38%	14.11%
Other Persons	0	0.00%	20.67%	15.35%	0	0.00%	7.54%	7.34%
Property Crimes	1	25.00%	26.87%	21.32%	0	0.00%	10.79%	10.60%
Fraud/Financial	1	25.00%	35.92%	27.84%	0	0.00%	19.31%	23.65%
*Table includes data from prior studies conducted by the IACP.					Source: Investigations Workforce Survey			

3.0 Theme, Sub-Category, and Identified Challenge

This Needs Assessment Report, informed by the data summarized in Table 3.1.1, highlights several operational challenges confronting the BPD. Among the most notable concerns are communication barriers between staff and leadership, inconsistencies in operational procedures, and gaps in resource allocation that affect the department's ability to fulfill its mission effectively. The analysis also notes morale challenges, with several staff members expressing concerns about trust, transparency, and opportunities for professional development. Furthermore, challenges in workload distribution and the clarity of roles and responsibilities have been identified as areas warranting attention.

To support a structured and actionable evaluation, the following Table 3.1.1 is organized as follows:

- **Theme**: The overarching topic or area of concern identified
- **Sub-Category**: Focuses on a specific dimension or aspect within the theme
- **Identified Challenge**: Describes the specific challenge within the specific sub-category BPD is experiencing

Collectively, these elements provide a framework and establish an understanding of the current state within the organization. By addressing these key areas of concern, BPD can lay the groundwork for meaningful organizational improvement and enhanced community service.

Table 3.1.1: Current State Analysis

Item	Theme	Sub-category	Observation	Opportunity
3.1	Leadership	Executive Accountability/ Responsiveness	Feedback from staff suggests leadership struggles with consistency and approach when dealing with accountability measures within the organization.	Further aligning executive accountability and responsiveness with organizational needs will help reinforce a culture of engagement and follow through on identified priorities.
3.2	Leadership	Organizational Structure and Empowerment	It was noted throughout the interviews that the levels of decisions and authority have	Evaluating organizational structure and decision-making authority can optimize workflow, support timely action, and more

Item	Theme	Sub-category	Observation	Opportunity
			moved to a centralized model at the executive level. This centralization can sometimes make it challenging for staff to handle or advance initiatives or develop within their roles.	fully leverage the capabilities of the entire team.
3.3	Leadership	Delegation and Empowerment	The shift toward concentrating decision-making authority at the executive level has affected the mid-level supervisors' autonomy and operational clarity or their role and responsibility. This shift has contributed to uncertainty within the mid-level ranks.	A decentralized decision model will help enhance empowerment and decision-making at all levels, foster operational stability, and support staff development and effectiveness.
3.4	Leadership	Role Clarity Across Ranks	Sergeants and lieutenants operate in a non-distinguishable position in the chain of command. At times, their expertise and decision-making abilities are underutilized, as responsibilities traditionally managed by field operations may not be fully delegated to them.	Clarifying roles and responsibilities across ranks will further enhance operational efficiency and communication throughout the organization.
3.5	Leadership	Training Program Management	The transition of the Field Training program	Best practices identify that the effectiveness of the Field Training program

Item	Theme	Sub-category	Observation	Opportunity
			responsibilities to sergeants and lieutenants has reduced the opportunity for FTOs to share their specialized training and experience on a peer level with new officers. This change has also required sergeants and lieutenants to dedicate more attention to training, which may draw them away from their primary focus on supervising and supporting organizational functions and personnel during various calls and situations.	is optimized when the trainees receive hands-on learning from peers at the same level or rank and consistent training standards are maintained across the FTO cadre. Additionally, the role of sergeants and lieutenants is to focus on their supervisory and oversight duties, enhancing overall organizational efficiency and effectiveness.
3.6	Leadership	Chain of Command Integrity	Several staff have received direction to seek guidance or support outside of the standard chain of command of the patrol division. This practice has, though likely unintentionally, negatively the supervisory structure within patrol and has contributed to challenges in internal alignment and trust across department units.	Restoring the integrity of the chain of command is crucial for maintaining organizational clarity, trust, and effective communication. Continued attention to reinforcing the established chain of command will rebuild trust and collaboration across divisions.
3.7	Leadership	Departmental Cohesion and Trust	There was a consistent theme expressed that the department has become	Cultivating a cohesive and inclusive environment remains an area for growth, as it will promote unity, mutual trust, and a

Item	Theme	Sub-category	Observation	Opportunity
			divided over the past few years, and various organizational decisions have eroded the professional culture of the organization. This has led to internal trust and morale issues, as well as declining operational effectiveness.	strong professional culture throughout the department.
3.8	Leadership	External Stakeholder Communication	Recently, there have been inaccuracies and misinformation circulating on social media and public platforms. The impact on the organization's reputation and employee morale is apparent. The absence of a clear response has led to the feeling among staff that they are not supported. Addressing these narratives, even in small ways, could help foster a greater sense of reassurance and trust among employees.	Strengthening communication with external stakeholders will help ensure accurate information is shared, supporting both organizational reputation and employee morale.
3.9	Leadership	Service Delivery and Public Engagement	Employees noted that recently, there has been confusion within the community whether they should contact the City or County for police assistance.	Improving processes for public engagement and service delivery coordination will help community members have clear access to needed resources and services.

Item	Theme	Sub-category	Observation	Opportunity
			In some instances, staff indicate that calls are not forwarded to BPD, and the County has assumed responsibility for responding to the calls within the City.	
3.10	Communication	Internal Communication Practices	There has been an ongoing sense that communication throughout the organization could be more effective. For the most part, communication within the department has relied heavily on email, with few chances for direct conversation or clarification from leadership. Follow up to questions or issues raised are often lacking. This gap in timely, meaningful communication has contributed to a feeling that, especially during critical moments, employees could benefit from greater clarity and support. While monthly meetings have recently returned, indicating a positive move toward more interactive exchanges,	Expanding opportunities for direct engagement and timely communication at all levels will support understanding, responsiveness, and a sense of organizational alignment.

Item	Theme	Sub-category	Observation	Opportunity
			concerns remain about overall responsiveness.	
3.11	Communication	Employee Feedback and Issue Resolution	Employees at all levels expressed inconsistency in the ability to advance questions or concerns with executive leadership within the BPD and that follow up often does not occur or is inconsistent. This has resulted in some staff questioning whether their input is truly valued. Fostering a culture where feedback is addressed with care and transparency could help rebuild trust and engagement across all levels of the organization.	Enhancing feedback opportunities or programs, in conjunction with identified follow-up processes, will strengthen employee engagement and reinforce a culture of continuous improvement.
3.12	Business Processes	Policy and Training Communication Efficiency	Policy and training communications have not reached the organization in an effective and efficient cycle. The process of updating policies required for accreditation has presented a couple challenges. Changes that require approval at the chief or command level can sometimes experience	Optimizing and identifying a release cycle for policies, in conjunction with a policy training program, that is communicated throughout the organization will support greater understanding, compliance, and staff confidence in organizational processes.

Item	Theme	Sub-category	Observation	Opportunity
			delays. Additionally, once policies are approved, the primary means of communicating these updates has been through Power DMS acknowledgment, with limited opportunities for in-depth training or discussion. Creating more space for training and open conversation could help ensure that staff fully understand new policies and have a chance to share their feedback or concerns.	
3.13	Business Processes	Change Management and Communication	While there have been changes to work schedules, policies, shift assignments, and functional operations, the organization has not consistently communicated the anticipated outcomes or underlying reasons for these adjustments, leading to employee confusion and uncertainty. Enhanced communication around these changes would help foster a more informed and engaged environment.	Implementing comprehensive communication strategies during periods of change will improve awareness, engagement, and effective adaptation across the organization.

Item	Theme	Sub-category	Observation	Opportunity
3.14	Business Process	Meeting Documentation and Accountability	Staff agendas and meeting notes are not being created or captured. This lack of business process focus has resulted in an apathetic response to meeting attendance and has interfered with broad understanding of functional changes.	Strengthening meeting documentation and accountability practices will promote transparency and sustain engagement with evolving operational changes.
3.15	Operational Processes	Event Planning and Risk Management	Traditionally, detailed operational plans for large events or those requiring coordination with other city/county departments have not been developed. This gap often leads to valuable information being unavailable to those managing or working the event, making coordinated operations more challenging. Furthermore, the absence of thorough planning means missed opportunities to capture insights and lessons learned, which could inform and enhance future events.	Developing robust event planning and risk management documentation will support organizational learning, continuous improvement, and risk mitigation.

Item	Theme	Sub-category	Observation	Opportunity
3.16	Operational Processes	Staffing	While current staffing levels are among the lowest the organization has experienced, many staff have noted concerns about the pace and structure of this process as being one primary reason recruitment efforts appear to have stalled. However, staff also suggested that hiring may be influenced by broader organizational circumstances and could benefit from thoughtful review.	A thorough evaluation of and enhancement of recruitment strategies is a critical component of alleviating some of the organizational challenges being faced. There is an opportunity to address these challenges more effectively and support the future strength of the organization.
3.17	Operational Processes	Staffing	While engaging with staff at all levels, the current organizational structure is currently weighted toward supervisory roles (top heavy). This dynamic may be contributing to the evolving allocation of responsibilities, with operational duties increasingly carried by sergeants and lieutenants, while captains and the chief take on a broader range of supervisory functions.	Aligning roles and responsibilities in a way that best supports effective operations, staff development, and the department's mission requires further evaluation and analysis. A thoughtful evaluation of the structure can ultimately strengthen the department's capacity to serve both its members and the community.

Item	Theme	Sub-category	Observation	Opportunity
3.18	Job Satisfaction	Employee Commitment and Resilience	While the organization currently faces some challenges related to morale, internal cohesion, and communication, it is important to recognize the steadfast dedication many employees bring to their roles. Even amid uncertainty and change, staff members demonstrated genuine commitment to the department's mission and hope for positive transformation. Their desire to see the agency grow and succeed remains strong, reflecting a resilient spirit and a shared aspiration to build a stronger, more effective organization for both colleagues and the community they serve.	Despite challenges, there is a strong foundation of commitment to their purpose and the community within the employee group, which can be leveraged to support further organizational growth and excellence.

4.0 Future State Vision and Action Steps

On the following pages, BerryDunn provides the observations and gaps previously identified in Section 3. Based on the City's review and prioritization of the opportunities they want to pursue, the following will outline proposed solutions, decisions, and timelines for each.

Below is a sample of the format that each observation and opportunity will be identified and a proposed future state and proposed timeline:

No.	Observation	Opportunity
3.X	*Describes BerryDunn's observation.*	*Outlines how and why this observation varies from the desired operational state.*
Possible Solutions: *Describes how the BPD could bridge the operational gap.* **Key Decisions:** *Outlines key decisions that need to be made, as applicable.* **Timeline:** *Estimates the duration of time to implement the solution and bridge the gap.* 		

Timeline Recommendation		
		
1 Year – 2 Years	6 Months – 12 Months	2 Months – 5 Months

4.1 Future State Recommendations and Action Steps

No.	Observation	Opportunity
3.1	Feedback from staff suggests leadership struggles with consistency and approach when dealing with accountability measures within the organization.	Further aligning executive accountability and responsiveness with organizational needs will help reinforce a culture of engagement and follow through on identified priorities.

Possible Solutions:

Implement a performance management framework with clear metrics for leadership accountability. Include regular 360-degree feedback and transparent reporting on leadership actions and decisions. Identify a system of issues and projects with a cadence of meetings and activities to help ensure forward movement or team alignment with priority setting objectives.

Key Decisions:

1. *Establish a leadership accountability framework with measurable performance indicators.*
2. *Implement quarterly leadership reviews with staff feedback integration.*
3. *Create a transparent escalation and resolution protocol for leadership actions.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.2	It was noted throughout the interviews that the levels of decisions and authority have moved to a centralized model at the executive level. This centralization can sometimes make it challenging for staff to handle or advance initiatives or develop within their roles.	Evaluating organizational structure and decision-making authority can optimize workflow, support timely action, and more fully leverage the capabilities of the entire team.

Possible Solutions:

Conduct a structural review to decentralize decision-making. Empower mid-level leaders with defined authority and decision rights to foster agility and ownership.

Key Decisions:

1. *Redesign the organizational chart to decentralize operational authority.*
2. *Define decision-making thresholds for each leadership tier.*
3. *Pilot empowerment initiatives in select divisions to test decentralized models.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.3	The shift toward concentrating decision-making authority at the executive level has affected the mid-level supervisors' autonomy and operational clarity or their role and responsibility. This shift has contributed to uncertainty within the mid-level ranks.	A decentralized decision model will help enhance empowerment and decision-making at all levels and will foster operational stability and support staff development and effectiveness.

Possible Solutions:

Develop a delegation matrix that outlines responsibilities across ranks. Provide leadership training to mid-level supervisors to reinforce their role clarity and confidence.

Key Decisions:

1. *Develop a delegation matrix that outlines responsibilities and decision authority.*
2. *Train mid-level supervisors in strategic decision-making and operational autonomy.*
3. *Develop Collateral Duties and Subject Matter Expert document for all disciplines within the police department. Work to ensure accountability structure within the chain of command.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.4	Sergeants and lieutenants operate in a non-distinguishable position in the chain of command. At times, their expertise and decision-making abilities are underutilized, as responsibilities traditionally managed by field operations may not be fully delegated to them.	Clarifying roles and responsibilities across ranks will further enhance operational efficiency and communication throughout the organization.

Possible Solutions:

Create and disseminate updated role descriptions for sergeants and lieutenants. Use scenario-based training to reinforce distinctions in responsibilities

Key Decisions:

1. *Update and publish role descriptions for all supervisory ranks.*
2. *Conduct role-specific workshops to reinforce expectations and boundaries.*
3. *Develop a mentor program and encourage succession planning for all positions.*
4. *Align performance evaluations with role-specific competencies.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.5	The transition of the Field Training program responsibilities to sergeants and lieutenants has reduced the opportunity for FTOs to share their specialized training and experience on a peer level to new officers. This change has also required sergeants and lieutenants to dedicate more attention to training, which may draw them away from their primary focus on supervising and supporting organizational functions and personnel during various calls and situations.	Best practices identify that the effectiveness of the Field Training program is optimized when the trainees receive hands-on learning from peers at the same level or rank and maintain consistent training standards across the FTO cadre. Additionally, the role of sergeants and lieutenants is to focus on their supervisory and oversight duties, enhancing overall organizational efficiency and effectiveness.

Possible Solutions:

Reintroduce peer-led FTO programs. Establish standardized FTO protocols and shift supervisory focus back to oversight and support.

Key Decisions:

1. *Reassign FTO duties to peer-level officers.*
2. *Standardize FTO curriculum and evaluation criteria across the department.*
3. *Refocus sergeants on supervisory oversight and strategic support.*
4. *Refocus lieutenants on management of personnel and resources and interdepartmental coordination.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.6	Several staff identified receiving directions to go outside the normal chain of command to address concerns and were encouraged to seek guidance or support outside of the patrol division. This adjustment has inadvertently affected the supervisor's authority of the patrol division and contributed to challenges in internal alignment and trust across departments.	Restoring the integrity of the chain of command is crucial for maintaining organizational clarity, trust, and effective communication. Then continued attention to reinforcing the established chain of command will rebuild trust and collaboration across divisions.

Possible Solutions:

Reinforce chain-of-command protocols through policy updates and training. Monitor adherence and address deviations promptly to rebuild trust.

Key Decisions:

1. *Reaffirm chain-of-command protocols through departmentwide training.*
2. *Audit communication pathways to help ensure adherence to command structure.*
3. *Develop a tracking system of outstanding issues or topics that are on future agendas and*

No.	Observation	Opportunity

requiring response through the chain of command.

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.7	There was a consistent theme expressed that the department has become divided over the past few years, and various organizational decisions have eroded the professional culture of the organization. This has led to internal trust and morale issues, as well as declining operational effectiveness	Cultivating a cohesive and inclusive environment remains an area for growth, as it will promote unity, mutual trust, and a strong professional culture throughout the department.

Possible Solutions:

Instill departmentwide culture initiative focused on team building, shared values, and inclusive decision-making. Include facilitated workshops and peer recognition program.

Key Decisions:

1. *Launch a departmentwide culture initiative focused on unity, trust, accountability and inclusion.*
2. *Facilitate cross-rank team building exercises and peer recognition programs.*
3. *Establish a workplace improvement advisory group to monitor morale and cohesion.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.8	Recently, there have been inaccuracies and misinformation circulating on social media and public platforms. The impact on the organization's reputation and employee morale is apparent. The absence of a clear response has led to feelings among staff that they are not supported. Addressing these narratives, even in small ways, could help foster a greater sense of reassurance and trust among employees.	Strengthening communication with external stakeholders will help ensure accurate information is shared, supporting both organizational reputation and employee morale.

Possible Solutions:

Develop a proactive media and public engagement strategy. Align with the City communication director and develop a positive social media campaign designed to educate the community on police department operations and excellence. Assign a communications liaison to monitor misinformation and promote transparency. Incorporate the recruitment education directed at the Brevard College student

No.	Observation	Opportunity

population and youth seeking the opportunity to serve the community.

Key Decisions:

1. *Designate a public information officer to manage external messaging planning.*
2. *Develop a response protocol for misinformation and public concerns. Plan and deliver regular and consistent messaging on social media and through the City communication staff.*
3. *Engage community stakeholders through regular forums and updates.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.9	Employees identified the use of a county dispatch center for operations within the City has resulted in members of the public asking for clarification if they should contact the City or County for police assistance. Calls are often not forwarded to BPD, and the county just assumes responsibility for responding to the calls within the City.	Improving processes for public engagement and service delivery coordination will help ensure community members have clear access to needed resources and services.

Possible Solutions:

Collaborate with County officials to clarify responsibilities and communications with 24/7 police department staff on-duty and supervising patrol. Publish a public-facing guide on when and how to contact BPD versus County services.

Key Decisions:

1. *Collaborate with County officials to clarify communications center responsibilities and opportunities to help ensure 24/7 Brevard Police supervision accessibility to the community.*
2. *Publish a public-facing service guide to common and frequent direct community inquiries.*
3. *Monitor call routing and response patterns to help ensure service consistency.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.10	There has been an ongoing sense that communication throughout the organization could be more effective. For the most part, communication within the department has relied heavily on email, with few chances for direct conversation or clarification from leadership. Follow up to questions or issues raised are often lacking. This gap in timely,	Expanding opportunities for direct engagement and timely communication at all levels will support understanding, responsiveness, and a sense of organizational alignment.

No.	Observation	Opportunity
	meaningful communication has contributed to a feeling that, especially during critical moments, employees could benefit from greater clarity and support. While monthly meetings have recently returned, indicating a positive move toward more interactive exchanges, concerns remain about overall responsiveness.	

Possible Solutions:

Establish regular town halls and community meeting attendance. Introduce a centralized communication platform for real-time updates and feedback loops.

Key Decisions:

1. *Launch a feedback protocol with guaranteed leadership review and response timelines.*
2. *Create a structured feedback resolution workflow with tracking and reporting of outcomes.*
3. *Include feedback responsiveness as a metric in leadership performance evaluations.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.11	Employees at all levels expressed frustration with bringing forward concerns and addressing these up to the top levels of the organization. The lack of consistent follow through has led to a sense of frustration among employees, who often question whether their input is truly valued. Fostering a culture where feedback is addressed with care and transparency could help rebuild trust and engagement across all levels of the organization.	Enhancing feedback opportunities or programs, in conjunction with identified follow-up processes will strengthen employee engagement and reinforce a culture of continuous improvement.

Possible Solutions:

Implement an anonymous survey and feedback system with guaranteed follow-up. Track resolution timelines and share outcomes to demonstrate responsiveness. Engage staff with meetings at a regular cadence which allows for an exchange of information and addresses key issues for department operations.

Key Decisions:

1. *Establish biweekly department staff meetings and minutes to allow staff to share information with briefings directly to the line-level personnel.*
2. *Implement a centralized communication platform (e.g., intranet or Teams channel) for updates, announcements, and Q&A.*

3. *Assign a liaison or clearinghouse of events, meetings, and pending issues to help ensure timely dissemination and feedback loops.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.12	Policy and training communications have not reached the organization in an effective and efficient cycle. The process of updating policies required for certification has presented a couple of challenges. Changes that require approval at the chief or command level can sometimes experience delays. Additionally, once policies are approved, the primary means of communicating these updates has been through Power DMS acknowledgment, with limited opportunities for in-depth training or discussion. Creating more space for training and open conversation could help ensure that staff fully understand new policies and have a chance to share their feedback or concerns.	Optimizing and identifying a release cycle for policies, in conjunction with a policy training program, that is communicated throughout the organization will support greater understanding, compliance, and staff confidence in organizational processes.

Possible Solutions:

Create a policy release calendar and integrate training sessions with each update. Use interactive formats (e.g., workshops, Q&A forums) to help ensure comprehension of policy update legislative and best practice requirements.

Key Decisions:

1. *Develop a policy release calendar with scheduled training sessions tied to each update.*
2. *Require interactive training formats (e.g., workshops, simulations) for policy rollouts.*
3. *Assign policy champions to facilitate understanding and gather feedback from staff.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.13	While there have been changes to work schedules, policies, shift assignments, and functional operations, the organization has not consistently communicated the anticipated outcomes or underlying reasons for these adjustments, leading to employee confusion and uncertainty. Enhanced communication around these changes would help foster a more informed and engaged environment.	Implementing comprehensive communication strategies during periods of change will improve awareness, engagement, and effective adaptation across the organization.

Possible Solutions:

Develop a change communication protocol that includes rationale, impact, and support resources. Assign change champions to facilitate transitions. Utilize the resources and time to instill the concept of connecting to employees one on one and bring issues into the executive suite to discuss and respond with gratitude to employee's engagement.

Key Decisions:

1. *Create a formal change management protocol that includes pre-change briefings, rationale documentation, and post-change evaluations.*
2. *Designate change ambassadors within each unit to support transitions and gather feedback.*
3. *Use visual dashboards to communicate change impacts and timelines across the department.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.14	Staff agenda and meeting notes are not being created or captured. This lack of business process focus has resulted in apathetic response to meeting attendance functional changes.	Strengthening meeting documentation and accountability practices will promote transparency and sustain engagement with evolving operational changes.

Possible Solutions:

Standardize meeting agendas and minutes. Use shared digital repositories for access and assign action items with deadlines and owners. Utilize an open calendar with manager-to-executive level staff meetings to include agendas and minutes of items and issues that are not confidential or sensitive to employee privacy.

Key Decisions:

1. *Standardize meeting agendas and minutes using a shared digital template.*
2. *Assign a note-taker role, management review and approval process and publish meeting outcomes within 24 hours for distribution to all managers and supervisors to discuss in briefings with line-level staff.*

3. *Track action items from meetings with deadlines and responsible parties visible to all staff.*   **Timeline:**   *Estimates the duration of time to implement the solution and bridge the gap.*

No.	Observation	Opportunity
3.15	Traditionally, detailed operational plans for large events or those requiring coordination with other city/county departments have not been developed. This gap often leads to valuable information being unavailable to those managing or working the event, making coordinated operations more challenging. Furthermore, the absence of thorough planning means missed opportunities to capture insights and lessons learned, which could inform and enhance future events.	Developing robust event planning and risk management documentation will support organizational learning, continuous improvement, and risk mitigation.

Possible Solutions:

Create an event operational planning template and checklist. Identify risk mitigation, emergency response planning, communication and notification requirements, staff responsibilities, timeline events activities and community notification actions. Require pre-event briefings and post-event debriefs to capture lessons learned.

Key Decisions:

1. *Develop a standardized event planning protocol and documentation that includes pre-event briefings, interagency coordination, and post-event debriefs.*
2. *Assign event coordinator/manager for all special event operations with clear responsibilities and access to planning templates.*
3. *Create a lessons learned repository to capture insights from past events and inform future planning.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.16	While current staffing levels are among the lowest the organization has experienced, many staff have noted concerns about the pace and structure of this process as being one primary reason recruitment efforts appear to have stalled. However, staff also suggested that hiring may be influenced by broader organizational circumstances and could	A thorough evaluation of and enhancement of recruitment strategies is a critical component of alleviating some of the organizational challenges being faced. There is an opportunity to address these challenges more effectively and support the future strength of the organization.

	benefit from thoughtful review.	

Possible Solutions:

Revamp recruitment strategy with targeted outreach, streamlined hiring processes, and incentives. Include staff in recruitment planning to help ensure alignment. Coordinate with communications activities to incorporate social media and focus on key populations who will contribute to the future of Brevard.

Key Decisions:

1. *Conduct a comprehensive review of current recruitment workflows to identify bottlenecks and inefficiencies.*
2. *Launch a targeted recruitment campaign with incentives and community outreach to attract diverse candidates. Seek out opportunities to present recruitment discussions in meetings with community groups.*
3. *Establish a recruitment working group that includes frontline staff to help ensure alignment with operational needs and culture.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

No.	Observation	Opportunity
3.17	While engaging with staff at all levels, it became clear that there is a perception that the current organizational structure is somewhat weighted toward supervisory roles (top heavy). This dynamic may be contributing to the evolving allocation of responsibilities, with operational duties increasingly carried by sergeants and lieutenants, while captains and the chief take on a broader range of supervisory functions.	Aligning roles and responsibilities in a way that best supports effective operations, staff development, and the department's mission requires further evaluation and analysis. Thoughtful evaluation of the structure can ultimately strengthen the departments and City to serve both its members and the community.

Possible Solutions:

Conduct a workload and role distribution analysis. Adjust supervisory ratios and redistribute operational duties to optimize efficiency.

Key Decisions:

1. *Perform a workload and role distribution analysis to assess the impact of supervisory weight on operations.*
2. *Rebalance the organizational structure by adjusting supervisory ratios and redistributing operational duties.*
3. *Introduce rotational leadership opportunities to develop future leaders and reduce top-heavy dynamics.*

No.	Observation	Opportunity
Timeline: *Estimates the duration of time to implement the solution and bridge the gap.*		

No.	Observation	Opportunity
3.18	While the organization currently faces some challenges related to morale, internal cohesion, and communication, it is important to recognize the steadfast dedication many employees bring to their roles. Even amid uncertainty and change, staff members demonstrated genuine commitment to the department's mission and hope for positive transformation. Their desire to see the agency grow and succeed remains strong, reflecting a resilient spirit and a shared aspiration to build a stronger, more effective organization for both colleagues and the community they serve.	Despite challenges, there is a strong foundation of commitment to their purpose and the community, within the employee group, which can be leveraged to support further organizational growth and excellence.

Possible Solutions:

Launch a recognition and wellness program that celebrates dedication and supports resilience. Include mentorship opportunities and career development pathways.

Key Decisions:

1. *Launch a departmentwide recognition program that highlights employee contributions and milestones.*
2. *Create structured career development pathways, including mentorship, training, and advancement opportunities.*
3. *Implement regular wellness check-ins and support programs to reinforce resilience and morale.*

Timeline:

Estimates the duration of time to implement the solution and bridge the gap.

5.0 Next Steps and Considerations

As the City and BPD begin to evaluate the various current and future states, BerryDunn recommends that a project manager be assigned to coordinate the overall efforts of implementing each of the opportunities, and an owner be assigned for each initiative. Momentum for long-term process improvement projects can falter among daily responsibilities without the committed sponsorship of an owner and clear delineations as to who is responsible for which piece of the initiative. Formally documenting this can be a helpful starting place and serve as a resource to refer to in the coming months.

In the next step of the engagement with the City, BerryDunn will work with the new chief of police and their staff to develop a strategic plan incorporating many of the identified opportunities. As part of that process, BerryDunn will work with the City on leveraging organizational change management strategies to help manage any resistance to change. In general, people need to understand the underlying reason for the change and how it is going to benefit the BPD. Further, people need to be equipped to navigate the change personally by understanding how their jobs will change and having the tools to do so successfully.

Appendix A

1. **Increased presence of leadership** - Command Staff and Interim Chief have provided an increased presence at shift change, special events, and routine interactions. As an example, the Interim Chief has been at every 6pm shift change this week. Other examples include participation by Captain Page and Interim Chief in the No Kings Protests coverage, participation by both Captains and the Interim Chief in the Halloween Festival, and participation in Halloween night patrol. These types of activities facilitate interaction with personnel in an informal setting and encourage open discussion. This has increased executive accountability and responsiveness. The presence of the Command Staff at daily shift changes also provide the opportunity for clarification of policies and to ensure consistence in communication. **(3.1 Executive Accountability / Responsiveness) (3.7 Departmental Cohesion and Trust) (3.10 Internal Communication Practices).**

2. **Return to the Dupont Schedule** – This was accomplished based on the desires of the Patrol Officers and Supervisors and shows a deviation from previous centralized authority. The individuals who were impacted by the decision were allowed to make the decision and their participation facilitated an understanding of the need for the change. **(3.2 Organizational Structure and Empowerment) (3.11 Employee Feedback and Issue Resolution) (3.13 Change Management and Communication) (3.18 Job Satisfaction)**.

3. **Input from CID on Coverage of Shifts** – The CID Lieutenant and the entire CID Division was consulted prior to assigning CID to cover shifts to supplement patrol. CID participated in the development of the schedule. **(3.3 Delegation and Empowerment) (3.7 Departmental Cohesion and Trust) (3.13 Change Management and Communication).**

4. **Delegation of Responsibilities –** Responsibilities previously centralized at the Command Level have been delegated to the Lieutenant rank . **(3.3 Delegation and Empowerment) (3.7 Departmental Cohesion and Trust).** These responsibilities are:

   A. Governor's Highways Safety Program Coordinator – Lt. Twomey

   B. FTO Coordinator – Lt. Twomey

   C. Training Coordinator – Lt. Holden

   D. Fusion Center / ISAAC (Information Sharing and Analysis Center) Liaison – Lt. Cobb

5. **One Sergeant remains on Patrol / Other Sgt. Positions are vacant –** There is only one sergeant on patrol. The other positions have been left vacant. This is the first step in a revisit to the supervisory structure. The appointment of 2 lieutenants to Interim Captain has also added duties to their previous responsibilities which have help distinguish the clarity among ranks. **(3.4 – Role Clarity Among Ranks).**

6. **Officers selected to become FTOs** - Two Officers have been identified and will be attending upcoming FTO Certification Schools, which will relieve the supervisors of some of the FTO responsibilities **(3.5 Training Program Management).**
7. **Recruit reassigned to FTO** – A recruit who did not complete Field Training was assigned to CID without completing Field Training. That recruit was assigned to return to field training with a different FTO and ultimately resigned. **(3.5 Training Program Management)**
8. **Emphasis on Chain of Command** – A command staff meeting was held to identify reporting structures and area of responsibilities. This has also provided clarification to the Org Chart. Personnel do not bypass the chain of command without a legitimate reason. **(3.6 Chain of Command Integrity)**.
9. **Return of Social Media Interaction** – The Social Media Accounts of BPD have been promoting positive comments and allowing comments from the public. This has resulted in better information and citizens have been able to respond to misinformation. The number of positive comments also greatly outnumber the negative comments and represents a spirit of engagement. **(3.8 External Stakeholder Communication).**
10. **Return to 24/7 coverage by BPD –** BPD now provides 24/7 coverage, which should relieve confusion about whether to call the City or the County. (**3.9 Service Delivery and Public Engagement).**
11. **White Squirrel Radio Bi-weekly Interviews –** The Interim Chief and other members of the agency have been participating in live broadcasts on the local radio station (WSQL) every other Monday at 12:15. This has been an opportunity to provide the community with safety information and to also announce the return to 24/7 coverage. **(3.8 External Stakeholder Communication), (3.9 Service Delivery and Public Engagement).**
12. **Building Relationships with Partner Agencies –** BPD has been active in the involvement of standing groups and committees and have also been working to improve the relationships with other stakeholders including: **(3.8 External Stakeholder Communication), (3.9 Service Delivery and Public Engagement)**
    - **A. Brevard College –** The Interim Chief and the Command Staff met with the Public Safety Director and the Housing Director from Brevard College and also attended a holiday luncheon with Brevard College this week.
    - **B. Blue Ridge Community College –** The Interim Chief met with the Dean of Public Safety at Blue Ridge Community College to talk about partnership opportunities.
    - **C. Transylvania County Sheriff's Office –** The Interim Chief and Command Staff have had multiple meetings with Sheriff Owenby and TCSO.
    - **D. Transylvania Regional Hospital –** The Interim Chief and the Command Staff met with the Transylvania Regional Hospital Security at BPD, and also participated in an ASHER (Active Shooter Emergency Response) Tabletop drill at the hospital.

E. **Transylvania County District Attorney –** The Interim Chief has met with the Transylvania County District Attorney and the ADA.

13. **Group Discussion of Policies –** BPD has had "Policy Day" where everyone is invited to come and discuss policies that are under review and to provide input. The Captains and the Interim Chief discuss policies changes at shift briefing as a supplement to signing off on the policies in Power DMS. **(3.12 Policy and Training Communication Efficiency).**

14. **Captain Page's focus on Operations Plans –** Captain Page has expressed an interest in working on Operations Plan. He has been provided with sample plans from other agencies and will be created an operations plan for the Christmas Parade and Festival. Additionally, it is recommended that more training is to be conducted on the Incident Command System. It is also recommended to explore educational opportunities through associations such as the IAVM (International Association of Venue Managers). Reserve Officer Norton does a great job with coordinating special events. Pairing Captain Page with him could help Capt. Page to develop into a SME in this area. **(3.15 Event Planning and Risk Management).**

15. **Recruitment / Retention Efforts –** The entire command staff went to Asheville Buncombe County Community College last week to meet BPD's three cadets and to encourage them as they ran the POPAT (Police Officer Physical Agility Test). The Academy Staff stated that all 3 cadets are doing great and are scheduled to graduate on December 18. The entire Command Staff will also attend this graduation. Building the relationship between the agency and these cadets should help with retention at a critical time. HR has also posted cadet and officer positions. Interviews have been conducted, and it is anticipated that 2 or 3 conditional offers will be given next week. An emphasis on Reserve Officers, the completion of a recruit's FTO program, and the assistance of CID has alleviated some of the staffing issues. **(3.16 Staffing).**

16. **Evidence –** The Evidence Room is a high liability area and there have been tremendous strides made in the disposition of evidence. Several hundred evidence destruction orders have already been signed by the District Attorney. The move of evidence to the new police department is expected to be completed in December.

17. **Accreditation –** An extension has been granted by NCLEA pertaining to the deadline for accreditation. Certain key policies have already been implemented to bring the department into compliance with accreditation standards and state law (Example – Personnel Early Warning System Policy is now compliant). Outside assessors have agreed to come back and conduct a mock assessment in a month or so.

This report is the work of Berry, Dunn, McNeil & Parker, LLC.

BerryDunn

Brevard Police Department Organizational Assessment

BERRY DUNN REPORT OVERVIEW & IMPLEMENTATION UPDATE

Purpose of Needs Assessment Report

- Independent assessment of BPD organizational health
- Identify barriers to efficiency and effectiveness
- Provide “playbook” for improvement
- Based on surveys, interviews, and operational analysis

Findings & Recommendations - Top 5 Areas

- Leadership
- Communication
- Business Processes
- Operational Processes
- Job Satisfaction

Findings: Leadership

- Inconsistent Accountability (3.1)
- Centralized Decision-Making (3.2)
- Limited Supervisor Empowerment (3.3)
- Role Clarity issues (3.4)
- Chain of command breakdown (3.6)
- Trust concerns (3.7)

Changes: Leadership

- Defined expectations per rank & role
- Delegated responsibilities
- Departmental Restructuring
  - Clear primary duties for each job assignment
  - Clear "extracurricular" assignments per employee
- Reinforcement of Chain of Command
- One-on-One meetings
  - Visibility and accessibility
  - Consistent Presence

Findings: Communication

- Over-reliance on email (3.10)
- Limited direct interaction (3.10)
- Lack of follow-up (3.11)
- Employees feel unheard (3.11)
- Inconsistent communication during change (3.13)

Changes: Communication

- Supervisor / Staff / Policy meetings restored
  - Minutes sent out
- Increased engagement
  - Internally and externally
  - Intentional about opportunities to get staff feedback and buy-in
- In-person and email follow-up on all changes

Findings: Business Processes

- Inefficient policy rollout (3.12)
- Limited training as relates to policy (3.12)
- Poor communication of changes (3.13)
- Lack of meeting documentation (3.14)

Changes: Business Processes

- Significant changes to policy review & rollout
- Interactive training formats
  - In person / video / email
- In-person and email follow-up on all changes with explanations
- Meeting minutes sent out to all personnel

Findings: Operational Processes

- Limited event planning (3.15)
- Staffing shortages (3.16)
- Recruitment challenges (3.16)
- Top-heavy structure (3.17)

Changes: Operational Processes

- Designated event coordinator
  - Creating pre-event action plans
  - Post event debriefings
  - On-going collaboration with Planning & FD
- Increasing Recruitment Efforts
  - HR added bonus pays / increasing marketability
  - Targeted approach to recruitment / job fairs
  - Cadet program Restructuring of department
- Restructuring of department
  - Staffing realignment and shared purpose

Findings: Job Satisfaction

- Morale challenges (3.17 / 3.18)
- Trust Concerns (3.7)
- Strong employee commitment (3.18)

Changes: Job Satisfaction

- Leadership visibility
- Direct engagement with staff
- Culture rebuilding
  - Setting "BPD Standard" / Esprit de Corps
- Future focus on career development
  - Structured development plans
- Future focus on recognition and wellness

Moving Foward

- Completing contract with Berry Dunn
  - Focusing on 6- and 12-month strategic plan
- Complete policy modernization and received NC State Accreditation by March 2027
- Focus on accountability, expectations, mentoring and employee development, communication and morale
- Goal – high performing, high morale, professional department.

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Proposed Amendment to the Official Zoning Map of the City of Brevard - 2 Parcels on Deavor Road to PGX
Speaker:	Aaron Bland, Asst Planning Director
Prepared by:	Aaron Bland, Asst Planning Director
Approved by:	Wilson Hooper, City Manager

Background
City Council enacted the the new Pisgah Gateway Mixed-Use zoning district (PGX) on January 5, 2026. At that time, Council indicated a desire for Staff to continue soliciting property owners to voluntarily rezone to PGX. Since that time, Staff has continued to reach out to property owners in the area. This is another voluntary rezoning to the PGX district.

Discussion
The applicant, Jason Shepherd of Looking Glass Realty on behalf of property owner Patricia Wrinkle, has applied to rezone the remainder of a newly recombined parcel to the PGX district. Approximately half of the parcel was rezoned to PGX previously. Since then, property lines have been amended to create one larger undeveloped parcel and one small parcel with the existing house. The request is to rezone the entirety of the larger parcel to PGX, eliminating the previously enacted split zoning.

Policy Analysis
The PGX district is supported by LUH-10 of the Building Brevard 2030 Comprehensive Land Use Plan. This rezoning is also consistent with the Future Land Use Map as these parcels are within the Pisgah Gateway character area.

Recommendation
The Planning Board discussed this request at their May 26th meeting, unanimously recommending approval. In accordance with state law, the Board also submits to Council the attached statement of reasonableness.

Action
This presentation is for public hearing purposes.

Attachments:
1. Application Record Report
2. Site Map
3. Consistency and Reasonableness Statement
4. Future Land Use Map
5. Plat

City of Brevard
828-885-5630

95 West Main Street
Brevard, NC 28712

Record Report for Map Amendment - Base District Rezoning #REZ-26-0003

Record Overview

Record Number: REZ-26-0003

Record Type: Map Amendment - Base District Rezoning

Record Status: In Progress

Record Submitted At: Thursday May 7, 2026

Record Address: Hendersonville Hwy Pisgah Forest NC 28768

Record Owner: Emily Brewer

Record Applicant User: Jason Shepherd

Record Applicant Company: Looking Glass Realty LLC

Form Submission

Applicant:
Jason Shepherd
[redacted]

Property Owner (if different):
CDP Aloe Properties LLC (Carol) Wrinkle
[redacted]

Property Address: Hendersonville Hwy Pisgah Forest NC 28768

Parcel Identification Number (PIN): 8597-64-2864-000, portion of 8597-64-1942-000

Current Zoning District(s): Pisgah Gateway Mixed Use (PGX), Residential Mixed Use (RMX)

Current Overlay District(s): None

Requested Zoning District(s): Pisgah Gateway Mixed Use (PGX)

Existing Zoning of Adjacent Properties:
Pisgah Gateway Mixed Use (PGX), Residential Mixed Use (RMX), Corridor Mixed Use (CMX)

Explanation (if necessary):
The property is being recombined and is currently split zoned. Asking that the entire new parcel be zoned PGX

I Acknowledge: Yes

Signature:

Signed in GovWell: Thursday May 7, 2026, 2:32pm

Generated Documents

No documents generated

Activity History

Email May 7, 2026, 4:45pm	Subject: #REZ-26-0003 | Added to Planning Board Meeting (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768) To: Jason Shepherd
Email May 7, 2026, 4:45pm	Subject: #REZ-26-0003 | New Task - Add to Meeting (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768) To: Emily Brewer
Meeting May 7, 2026, 4:45pm	Emily Brewer added the record to the Planning Board meeting scheduled for May 26, 2026 at 5:30pm
Email May 7, 2026, 4:45pm	Subject: #REZ-26-0003 | Application Progress (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768) To: Jason Shepherd
Email May 7, 2026, 4:45pm	Subject: #REZ-26-0003 | New Task - Add to Meeting (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768) To: Emily Brewer
Plan Review Completed May 7, 2026, 4:45pm	Emily Brewer approved the plans and left no comments.
Email May 7, 2026, 4:39pm	Subject: #REZ-26-0003 | New Plan Set For Review (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768) To: Emily Brewer
Plan Review Routed May 7, 2026, 4:39pm	Emily Brewer routed the plan set for review to Emily Brewer.
Email May 7, 2026, 3:16pm	Subject: #REZ-26-0003 | Thank You For Your Payment (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768) To: Jason Shepherd
Email May 7, 2026, 3:16pm	Subject: #REZ-26-0003 | New Task - Route for Plan Review (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768) To: Emily Brewer
Payment May 7, 2026, 3:16pm	Jason Sheoherd paid fees in the amount of $400.00.
Email May 7, 2026, 2:50pm	Subject: #REZ-26-0003 | Payment is Required (Due on 6/06/26) (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768) To: Jason Shepherd
Payment May 7, 2026, 2:50pm	Emily Brewer requested fees in the amount of $400.00.
Email May 7, 2026, 2:50pm	Subject: #REZ-26-0003 | New Task - Add Fees (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768) To: Emily Brewer
Email May 7, 2026, 2:50pm	Subject: #REZ-26-0003 | Update On Your Submission (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768) To: Jason Shepherd

Status Changed
May 7, 2026, 2:50pm

From: Submitted
To: In Progress

Application Review Completed
May 7, 2026, 2:50pm

Emily Brewer reviewed the application and marked it as complete.

Email
May 7, 2026, 2:49pm

Subject: #REZ-26-0003 | New Task - Review Application (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768)
To: Emily Brewer

Email
May 7, 2026, 2:32pm

Subject: #REZ-26-0003 | Brevard: Submission Received and Status Tracker (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768)
To: Jason Shepherd

Email
May 7, 2026, 2:32pm

Subject: #REZ-26-0003 | New Task - Schedule Future Workflows (Looking Glass Realty LLC) (Hendersonville Hwy Pisgah Forest NC 28768)
To: Emily Brewer

Record Submitted
May 7, 2026, 2:32pm

Jason Shepherd submitted the application with company Looking Glass Realty LLC.

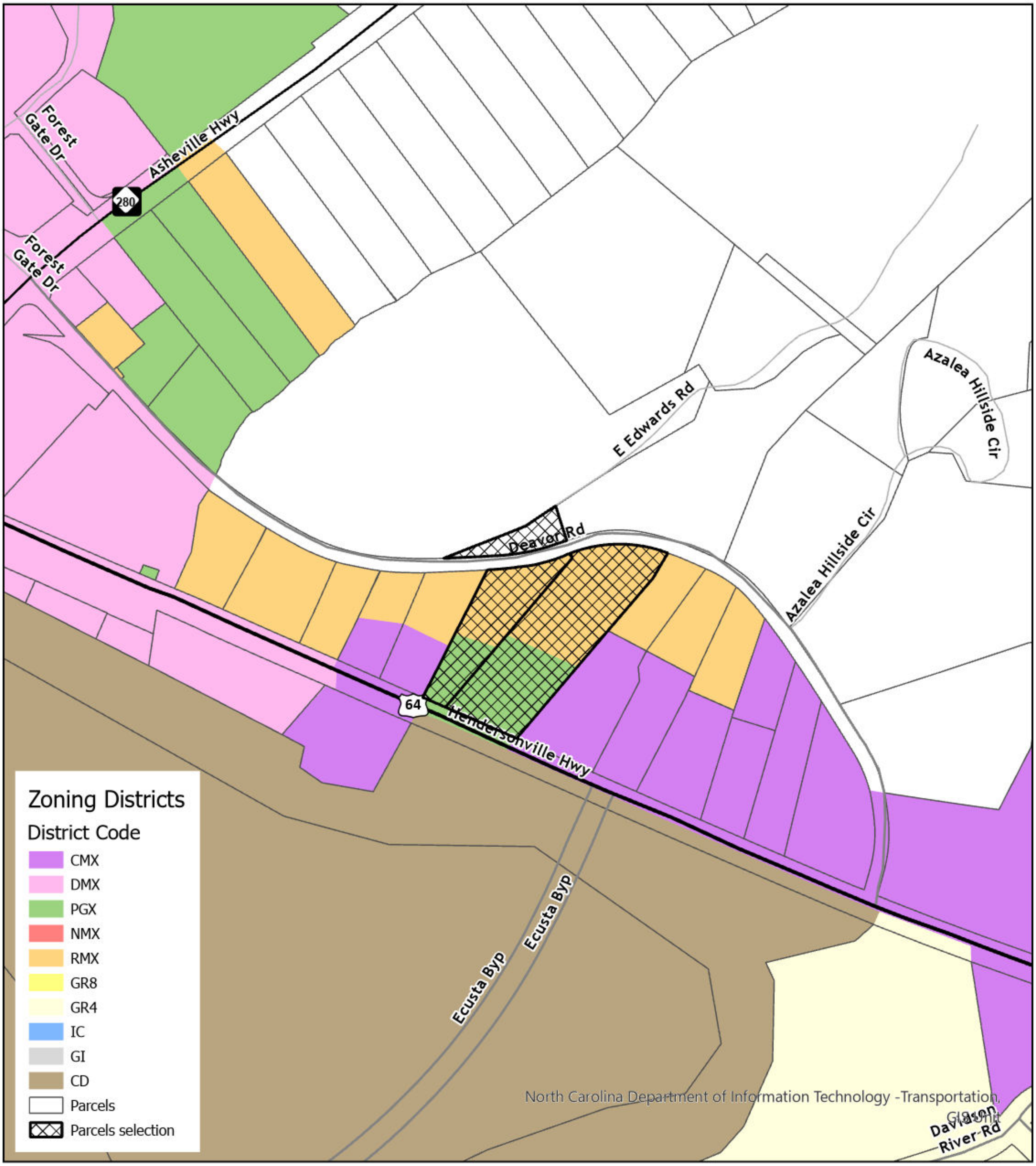
Email
May 4, 2026, 1:30pm

Subject: #4881 | Reminder: Unsubmitted Draft Application (Map Amendment - Base District Rezoning) (Jason Shepherd) (TBD Hendersonville Hwy Pisgah Forest NC 28768)
To: Jason Shepherd

Email
April 27, 2026, 1:30pm

Subject: #4881 | Reminder: Unsubmitted Draft Application (Map Amendment - Base District Rezoning) (Jason Shepherd) (TBD Hendersonville Hwy Pisgah Forest NC 28768)
To: Jason Shepherd

Rezoning #REZ-26-0003 Exhibit A



This map was prepared by the City of Brevard Planning Department.

The information depicted is NOT to be construed or used as a survey or legal description. Map information is believed to be accurate, but accuracy is not guaranteed.

STATEMENT OF CONSISTENCY AND REASONABLENESS WITH ADOPTED PLANS AND POLICIES OF THE CITY OF BREVARD FOR MAP AMENDMENT #REZ-26-0003

NCGS 160D-604 requires that the Planning Board shall advise and comment on whether the proposed amendment is consistent with any comprehensive plan prior to consideration by the Governing Board. The Planning Board shall provide a written recommendation to the Governing Board that addresses plan consistency and other matters as deemed appropriate by the Planning Board, but a comment by the Planning Board that a proposed amendment is inconsistent with the Comprehensive Plan shall not preclude consideration or approval of the proposed amendment by the Governing Board.

The Brevard Planning Board forwards this recommendation to City Council with a finding that the proposed zoning map amendment is **consistent** with the following elements of the City's adopted plans and policies:

<u>Comprehensive Land Use Plan</u>

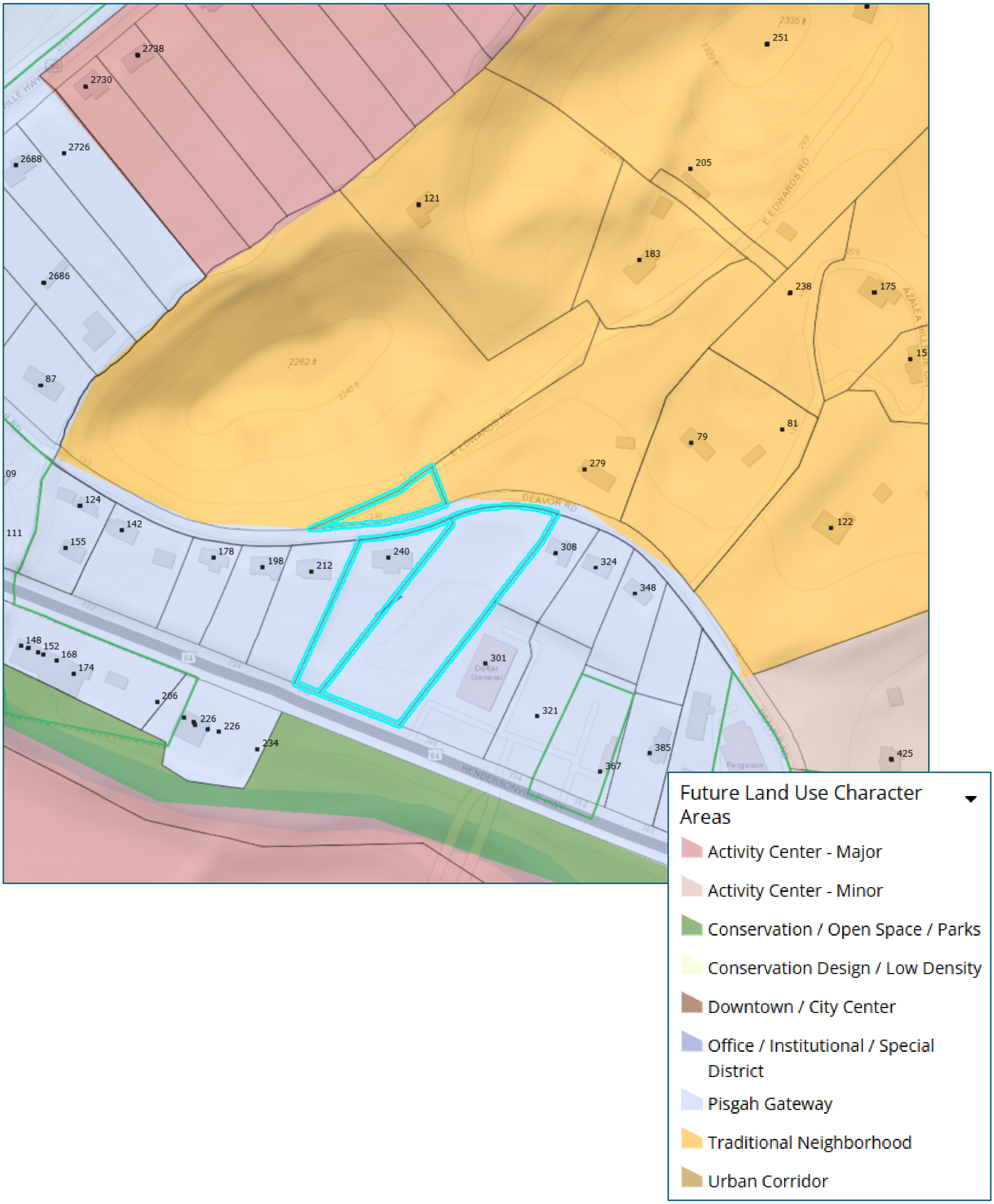
Recommendation Land Use & Housing – 10*:* Establish zoning overlay districts for the Asheville Highway Corridor and Pisgah Forest Area.

NCGS 160D-605 requires the Governing Board to approve a statement analyzing the reasonableness of a proposed rezoning. The statement of reasonableness and the statement of consistency may be approved as a single statement.

The Brevard Planning Board forwards this recommendation to City Council with a finding that the proposed zoning map amendment is in the public interest and **reasonable** due to the following factors:

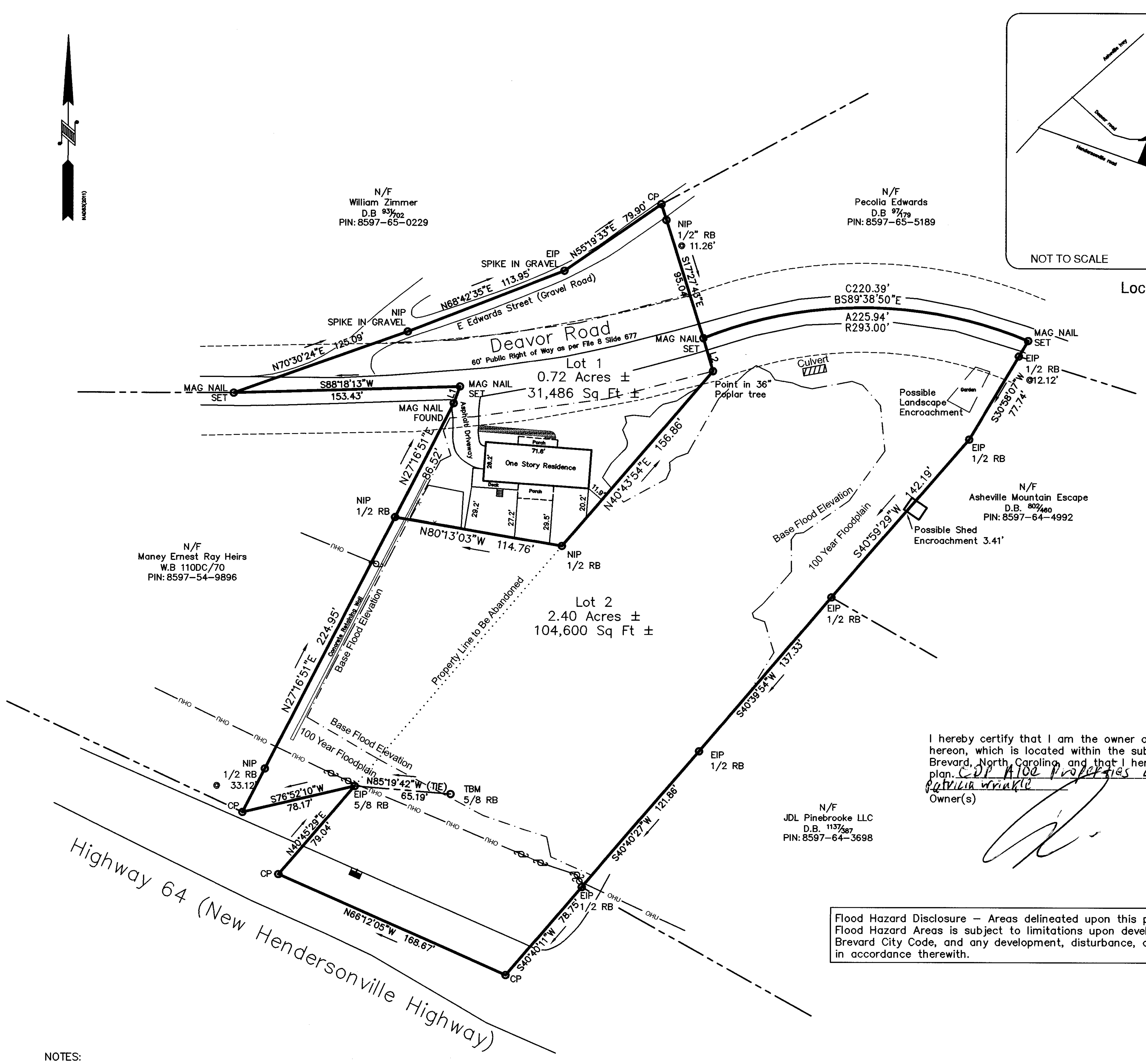
- It is in the public interest to create a more context-sensitive zoning district for this area as it is one of the primary gateways to our community, heavily trafficked by residents and visitors alike.
- There is a strong relationship between the currently allowed uses and the allowed uses of the proposed new district.
- The new district benefits landowners by replacing the existing district with a more context-sensitive district.
- The rezoning will eliminate the confusion of split zoning.
- Conditions at the US64/US276/NC280 intersection will be changing due to the NCODT R-5799 intersection improvement project.
- The rezoning is consistent with the above element of the Comprehensive Land Use Plan.
- The rezoning is consistent with the Future Land Use Map, as amended by Ordinance 2025-04.

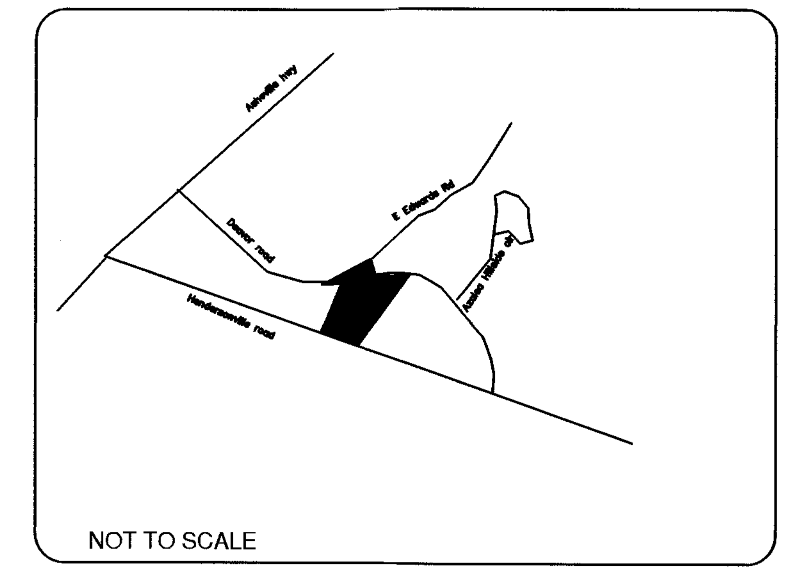
Future Land Use Map



26, 123

Plat file 26 slide 123





Location Map

2026002127
TRANSYLVANIA CO, NC FEE $21.00
PRESENTED & RECORDED:
05-07-2026 01:58:52 PM
BETH C LANDRETH
REGISTER OF DEEDS
BY: ANTJE OWEN
DEPUTY REGISTER OF DEEDS
BK: PF 26
PG: 123-123

I hereby certify that I am the owner of the property shown and described hereon, which is located within the subdivision jurisdiction of the City of Brevard, North Carolina and that I hereby freely adopt this plan. CDP Aloe Properties LLC
Patricia Wrinkle
Owner(s)

Flood Hazard Disclosure — Areas delineated upon this plat as a protection area or Special Flood Hazard Areas is subject to limitations upon development as set forth CHAPTER 34 of Brevard City Code, and any development, disturbance, or encroachment is prohibited except in accordance therewith.

I, Fulton V. Clinkscales, Jr., certify that this plat was drawn under my supervision from an actual survey performed under my supervision (deed description recorded in Book 930 , page 698, etc.); that the boundaries not surveyed are clearly indicated as drawn from information found in Book 930, page 698; that the ratio of precision as calculated is 1:10,000; that the Global Positioning System (GPS) survey and the following information was used to perform the GNSS survey:

Class of survey: A
Positional accuracy: 0.05'
Type of GPS field procedure: RTK
Dates of survey:
Datum/Epoch: NAD83(2011)
Published/Fixed-control use: VRS
Geoid model: 2018
Combined grid factor(s): 0.99990249
Units: US Survey Feet

That this plat was prepared in accordance with G.S. 47-30 as amended

G.S. 47-30(f)(11)(d) This survey is of another category, such as the recombination of existing parcels, a court-ordered survey, or other exemption or exception to the definition of subdivision.

F.V. Clinkscales Jr.
Fulton V. Clinkscales, Jr.
L-2614

I hereby certify that the subdivision plat shown is exempt from the subdivision provisions of the Brevard Unified Development Ordinance. The plat has been found to comply with the zoning regulations of the Brevard Unified Development Ordinance, and has been approved by the City of Brevard for recording in the Office of the Register of Deeds of Transylvania County, provided that this plat is recorded within thirty (30) days of the date of my signature below.

Paul C. Ray 5/7/2026
Review Officer Date

Filed and recorded in the Register of Deeds Office for Transylvania County, N.C. this _______ day of April, 2025 at ___________ o'clock __M in Slide _______________

____
Register of Deeds

State of North Carolina
Transylvania County
I, PAUL C. RAY, Review Officer of Transylvania County, certify that the map or plat to which this certification is affixed meets all statutory requirements for recording.

Paul C. Ray 5/7/2026
Review Officer Date

Recombination Plat
CDP Aloe Properties LLC
(Owner)
240 Deavor Road
Brevard Township
Transylvania County
State of North Carolina

NORTH CAROLINA PROFESSIONAL SEAL L2614 LAND SURVEYOR FULTON V. CLINKSCALES JR.

FREELAND - CLINKSCALES & ASSOCIATES, INC. of NC
Engineers * Land Surveyors
201 2nd AVE. EAST
HENDERSONVILLE, N.C. 28792
(828) 697-6539
info@fcaofnc.com

REF.PLAT BOOK	—/—
REF. DEED BOOK	930/698
TAX MAP	8597-64-2864 & 8597-64-1942
PARTY CHIEF	ACL
DRAWN	ACL
DATE	May 5, 2026
DWG.NO.	H46037

RLS: F. V. CLINKSCALES JR., P.E. NO: L-2614 Firm No. C-1562

NOTES:

1) The Basis of Bearings for this survey is NAD83(2011)

2) Surveyor was not provided with a legal title search. There may exist easements of record, encumbrances, restrictive covenants, ownership title evidence, or any other facts pertinent to this property that an accurate and current title search may disclose that are not shown on this plat.

3) No underground utilities were located. Call before NC811 before digging.

4) All buildings, surface and subsurface improvements on and adjacent to the site are not necessarily shown. Subsurface and environmental conditions were not surveyed or considered as part of this survey.

5) Area by coordinate computation.

6) All distances are horizontal ground distances in US Survey Feet, unless otherwise noted.

7) Portion of Subject Property is located within an area having a Zone Designation "AE" by the Federal Emergency Management Agency (FEMA), on Flood Insurance Rate Map No. 3700859700J, with a date of identification of 10/02/2009.

8) Flood Plain shown on drawing is taken from LOMR-F Property Map by Epps Engineering Associates project number 15022 dated 01/13/16

9) Portion of Subject Property Zoned Residential Mixed Use
Front Setback – 10'
Side Setback – 6'
Rear Setback – 25'

Portion of Subject Property Zoned Pisgah Gateway Mixed Use
Front Setback – 15'
Side Setback – 6'
Rear Setback – 10'

0 60 120 180
1" = 60'

LINE	BEARING	DISTANCE
L1	N20°38'48"E	12.07'
L2	S16°30'47"E	23.15'

LEGEND:

o	NIP	NEW IRON PIN (1/2" REBAR)
o	EIP	EXISTING IRON PIN
o	CP	CALCULATED POINT
	D.B.	DEED BOOK
	P.B.	PLAT BOOK
	Pg.	PAGE
	PIN	PROPERTY INDENTIFICATION NUMBER
	OT	OPEN TOP PIPE
	RB	REBAR
	R/W	RIGHT OF WAY
	PIN	PROPERTY INDENTIFICATION NUMBER
	OT	OPEN TOP PIPE

PROPERTY BOUNDARY LINE
ADJOINING PROPERTY LINE
OLD LOT LINE (TO BE REMOVED)
ROAD RIGHT OF WAY LINE
EASEMENT LINE

CITY *of* BREVARD

The mission of the City of Brevard is to promote a high quality of life, support economic prosperity, and cultivate community while honoring its heritage and culture.

TAX SETTLEMENT REPORT

FOR MONTH ENDED

MAY 31, 2026

Tina Tanner

Certified Tax Collector

Finance Department | (828) 885-5600
95 West Main Street | Brevard, North Carolina 28712 | www.cityofbrevard.com

CITY OF BREVARD TAX SETTLEMENT REPORT
MONTH ENDING MAY 31, 2026

UPDATED: 06.03.2026

YEAR	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
2025	$ -	$ 4,581,126.39	$ 427,280.33	$ 195,358.15	$ 164,976.55	$ 707,473.79
2024-2014	$ 11,986.29	$ 6,246.25	$ 3,664.91	$ 9,827.00	$ 451.75	$ 326.18
2013- PRIOR	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL:	$ 11,986.29	$ 4,587,372.64	$ 430,945.24	$ 205,185.15	$ 165,428.30	$ 707,799.97

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	TOTAL
2025	$ 368,774.87	$ 50,506.58	$ 50,094.31	$ 112,226.42	$ 23,734.85		$ 6,681,552.24
2024-2014	$ 2,962.61	$ 303.69	$ 5,145.32	$ 9,243.59	$ 3,471.27		$ 53,628.86
2013-PRIOR	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL:	$ 371,737.48	$ 50,810.27	$ 55,239.63	$ 121,470.01	$ 27,206.12	$ -	**$ 6,735,181.10**

HEART OF BREVARD TAX SETTLEMENT REPORT
MONTH ENDING MAY 31, 2026

UPDATED: 06.03.2026

YEAR	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
2025	$ -	$ 78,787.77	$ 14,235.31	$ 7,200.76	$ 1,907.35	$ 20,757.82
2024-2014	$ -	$ 62.00	$ 1.48	$ -		$ 5.45
2013-PRIOR	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL:	$ -	$ 78,849.77	$ 14,236.79	$ 7,200.76	$ 1,907.35	$ 20,763.27

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	TOTAL
2025	$ 7,653.10	$ 2,591.55	$ 4,786.92	$ 3,599.02	$ 57.92		$ 141,577.52
2024-2014	$ 106.50			$ 1,421.81	$ -		$ 1,597.24
2013-PRIOR	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL:	$ 7,759.60	$ 2,591.55	$ 4,786.92	$ 5,020.83	$ 57.92	$ -	**$ 143,174.76**

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Asset Inventory and Assessment of the Water Distribution System and the Wastewater Collection System
Speaker:	David Todd, Assistant City Manager
Prepared by:	David Todd, Assistant City Manager
Approved by:	Wilson Hooper, City Manager

Background

In late 2022, the City received two grants from NCDEQ, Division of Water Infrastructure to perform an Asset Inventory and Assessment (AIA) on both its water and wastewater systems. The AIA surveys were to include an updated GIS map of the water system including size, age, location, and depths of lines/pipes, valves, pumps and hydrants. The survey was also to include an updated GIS map of the wastewater system including size, age, location and depths of pipes/lines, pumps and manholes. In addition to the above, the survey was also to include the condition of each of these assets and their ability to meet future demands. Finally, the AIA surveys were to include an asset replacement plan with a correlating 20 capital improvement plan along with an Operation and Maintenance program.

Discussion

The surveys--performed by Summit Engineering-- took approximately 3 years to complete with many hours of assistance from the Public Works staff.

The Water System AIA identified:

- 96 miles of water mains ranging from 1" to 18" in size
- 977 water main valves
- 577 fire hydrants
- 390 fire hydrant valves
- 7 water storage tanks
- 5 water booster pump stations
- 2 hydro-pneumatic pump stations

The corresponding Capital Improvement Plan also identified $9,346,000 in need to address the 6 highest priority capital needs for the water system. The AIA also recommended a 10-year plan to address these items.

The Wastewater System AIA identified:

- 58 miles of gravity sewer lines ranging from 6" to 24"

- 7 miles of force main lines ranging from 2” to 20”
- 15 wastewater lift/pump stations
- 1898 wastewater manholes

The corresponding Capital Improvement Plan also identified $18,430,000 in need to address the 6 highest priority capital needs for the wastewater system. The AIA also recommended a 15-year plan to address these items.

All of the items mentioned in the background section are substantially completed, less things like minor grammatical and formatting corrections, except for the Maintenance and Operations Plans which are still in a draft format. In order to fulfill our grant requirements for full reimbursement, staff request a resolution from City Council to adopt the AIAs as submitted, pending completion of the Operations and Maintenance plans. The Public Works, Utilities and Infrastructure Committee has reviewed the AIAs and is recommending their approval and adoption by City Council.

Please note that the report and supplementary information are available for Council's view at City Hall. Staff are not releasing the report publicly because we feel some of its contents are considered sensitive security information protected from disclosure by NCGS 132-1.7(a)(1).

Fiscal Impact

The total cost to complete the AIA survey for both systems was $506,500 of which $387,000 was funded by the NCDEQ DWI grants and $119,000 of which came from the Water and Sewer Fund. Plans to implement the recommended Capital Improvement Plans should be put in place, seeking and utilizing grants or similar funding such as low interest loans. The AIA for the water system identified $9,346,000 in need to address the 6 highest priority capital needs, and the AIA for the wastewater system identified $18,430,000 in need to address the 6 highest priority capital needs. The recommended Capital Improvement Plans will inform staff's spending recommendations in upcoming budget cycles.

Action

Staff are requesting City Council approve the attached resolution adopting both the Water System AIA plan and the Wastewater System AIA plan as recommended by the Public Works, Utilities and Infrastructure Committee.

Attachments:

1. City of Brevard AIA Resolution

City of Brevard

Accepting the Results of the Asset Inventory and Assessment Projects for the City's Drinking Water and Wastewater Utility Systems
NCDEQ-DWI Project Numbers AIA-W-ARP-0106 and AIA-D-ARP-0124

WHEREAS, the City of Brevard was awarded two Asset Inventory and Assessment Grants to study and report on the City's drinking water and wastewater systems; and

WHEREAS, the firm of Summit Engineering has assisted the City in conducting the evaluations and making the reports on the water and sewer assets; and

WHEREAS, the results of these efforts establish a roadmap for future investments in maintaining and advancing the utility systems.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL THAT:

1) The City appreciates the investment of State Funds for these purposes and the assistance provided by NCDEQ.
2) The City accepts the plans and reports as tools to guide future investments in the utility systems.
3) These adopted Asset Management Plans supersede all previously adopted similar plans.
4) These adopted Asset Management Plans may be amended by the City Council with budgetary actions or other actions related to the authorization of specific projects and by the adoption of future Asset Management Plans.
5) The City will update and maintain the database systems developed for the assets.
6) The City hereby adopts this Resolution to close the projects.

Adopted this _1st___ day of __June______, 2026.

_______________________________ Attest: _______________________ (SEAL)
Mayor Maureen Copelof Denise Hodsdon, City Clerk

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Resolution Appointing Friends of Ecusta Trail Representative to the Ecusta Trail Advisory Board
Speaker:	Denise Hodsdon, City Clerk
Prepared by:	Denise Hodsdon, City Clerk
Approved by:	Wilson Hooper, City Manager

Background/Discussion
At the end of March 2026, John Ditillo's term on the Friends of Ecusta Trail (FOET) board of directors expired. Mr. Ditillo was FOET's designated representative to Brevard's Ecusta Trail Advisory Board, filling a seat designated for a FOET appointee.

FOET has nominated Mark Tooley to fill Mr. Ditillo's seat on ETAB. Mr. Tooley has been involved with ETAB, and the complementary staff working groups, in a non-voting capacity since its launch.

Action
Council is asked to approve the attached resolution appointing FOET-nominee Mark Tooley to the Ecusta Trail Advisory Board.

Attachments:
1. Res_2026-XX_FOET ETAB Appointment

RESOLUTION NO. 2026-XX

A RESOLUTION APPOINTING A REPRESENTATIVE FROM FRIENDS OF ECUSTA TRAIL AS A MEMBER OF THE BREVARD/TRANSYLVANIA ECUSTA TRAIL ADVISORY BOARD

WHEREAS, on August 5, 2024 City Council adopted Resolution No. 2024-31 Updating the Membership and Charge of the Brevard/Transylvania Ecusta Trail Advisory Board (ETAB); and

WHEREAS, the membership of the ETAB was reconstituted to include two members of Brevard City Council, two at-large members, and one representative from each of the following entities, per each entity's recommendation: Transylvania County Tourism Development Authority, Friends of Ecusta Trail, Conserving Carolina, Transylvania Economic Alliance, Heart of Brevard, and Transylvania County; and

WHEREAS, the membership terms are indefinite; and

WHEREAS, John Ditillo was appointed as the representative from Friends of Ecusta Trail; and

WHEREAS, Friends of Ecusta Trail has advised that they wish to make a substitution to their representative and recommend that Mark Tooley, a Transylvania County resident, represent Friends of Ecusta Trail going forward.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BREVARD, NORTH CAROLINA THAT:

The Brevard City Council does hereby appoint Mark Tooley as a member of the Brevard/Transylvania County Ecusta Trail Advisory Board as a representative from Friends of Ecusta Trail.

Adopted and approved this the 15th day of June, 2026.

____

Maureen Copelof
Mayor

ATTEST:

____

Denise Hodsdon, CMC, NCCMC
City Clerk

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Resolution Accepting $8,575,000 Funding Modification for Wastewater Treatment Plant Upgrade Phase 1
Speaker:	David Todd, Assistant City Manager
Prepared by:	David Todd, Assistant City Manager
Approved by:	Wilson Hooper, City Manager

Background/Discussion

In the 2023 state budget, Brevard received an approximately $13M "direct appropriation" from the NC General Assembly for water/wastewater projects. Though the money was exclusively earmarked by the NCGA, NCDEQ's Division of Water Infrastructure (DWI) was charged with administering the money and evaluating whether Brevard's projects qualified.

The City made it known soon after receiving the earmark that it intended to use the money to upgrade its aging wastewater treatment plant (WWTP). In September 2024 it received permission from DWI to use $352,000 to hire the firm KCI to conduct a Preliminary Engineering Report (PER) for WWTP upgrades. When applying for this first tranche, the City reiterated that it anticipated using most of the dollars to fund the actual construction of the improvements.

KCI's PER recommended an upgrade project best done in three phases, with phase 1 projected to cost around $14M.

In July 2025 the City requested, and was granted, permission to use an additional $878,000 to amend its contract with KCI to include full engineering and design of Phase 1.

In spring 2025, after bids on the ARPA-funded Pump Station Improvement Project came back higher than expected, the City sought, and was granted, permission to use $3M of the earmarked funds to complete that project, leaving a balance of approximately $8.58M.

In early 2026 the City was awarded a $5M loan with 100% principal forgiveness from a separate program, NCDEQ's SWIA division's "SRF Helene" program, to fund a portion of WWTP Phase 1. With other funding sources in place and an estimate of construction cost, staff reached out to DWI in early spring 2026 to formally request additional "direct appropriation" money. The formal letter granting the "funding modification" was received on May 30, 2026.

Action

Council is asked to approve the attached resolution formally accepting the funding modification offer and empowering staff to take the necessary administrative steps to execute the agreement with the state.

Attachments:
1. Res_2026-XX_$8.75M Acceptance
2. NCDEQ DWI Funding Offer Modification Notice

RESOLUTION NO. 2026-XX

BY THE CITY COUNCIL OF BREVARD ACCEPTING FUNDING OF $8,575,000 FOR CONSTRUCTION OF WASTEWATER TREATMENT PLANT UPGRADE PHASE 1

WHEREAS, the City of Brevard has received a Directed Projects grant from the 2023 Appropriations Act, Session Law 2023-134, administered through the Drinking Water Reserve and Wastewater Reserve to assist eligible units of government with meeting their water/wastewater infrastructure needs; and

WHEREAS, the North Carolina Department of Environmental Quality has offered 2023

WHEREAS, the City of Brevard intends to perform the work of said project in accordance with the agreed scope of work.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BREVARD, NORTH CAROLINA THAT:

SECTION 1. That the City of Brevard does hereby accept the North Carolina Department of Environmental Quality's Funding Modification offer in the amount of $8,575,000

SECTION 2 That the City of Brevard does hereby give assurances to the North Carolina Department of Environmental Quality that any Conditions or Assurances contained in the Award Offer will be adhered to.

SECTION 3 That the City Manager, or his designee, and successors so titled, is hereby authorized and directed to furnish such information as appropriate State agency may request in connection with this project; to make the assurance as contained above; and to execute such other documents as may be required by the Division of Water Infrastructure.

Adopted and approved this the 15th day of June, 2026.

____

Maureen Copelof
Mayor

ATTEST:

____

Denise Hodsdon, CMC, NCCMC
City Clerk

STATE OF NORTH CAROLINA
DEPARTMENT OF ENVIRONMENTAL QUALITY
DIVISION OF WATER INFRASTRUCTURE

Funding Offer Modification

Wilson Hooper, City Manager
City of Brevard
95 West Main Street
Brevard, NC 28712

ALN Number: N/A

Funding Offers Being Modified:

	Date of Previous Funding Offer	Previous Funding Offer Amount	Modification Amount	New Funding Offer Amount
SRP-W-134-0175*	7/23/25 (FOM)	$1,230,000	$8,575,000	$9,805,000
*Co-funded with SRF-W-HEL-0027				

Modification Information and Change in Project Description:

The City of Brevard has a total of $13,000,000 earmarked under S.L 2023-134. There are currently two different Funding Offers under this earmark. Pursuant to the request from the City of Brevard received March 16, 2026, this document acknowledges and carries out the request for previously unused S.L 2023-134 funds to be added to one of those Funding Offers as indicated above. All Assurances and Conditions from the previous Funding Offers for the project numbers above

For The State of North Carolina: **Shadi Eskaf, Director, Division of Water Infrastructure**
North Carolina Department of Environmental Quality

DocuSigned by:
Shadi Eskaf
6300A872077B4C5...
Signature

5/29/2026
Date

I, the undersigned, being duly authorized to take such action, as evidenced by the CERTIFIED COPY OF AUTHORIZATION BY THE APPLICANT'S GOVERNING BODY, do hereby accept this Financial Award Modification.

On Behalf of: City of Brevard
Name of Representative in Resolution: ____________
Title (Type or Print): ____________

Signature

Date

CC:

Wilson Hooper, City Manager, City of Brevard (wilson.hooper@cityofbrevard.com)
Dean Luebbe, Finance Director, City of Brevard (dean.luebbe@cityofbreavard.com)
Kyle Seaman, KCI Associates of North Carolina, PA (kyle.seaman@kci.com)
Roshanda Paige – roshanda.paige@deq.nc.gov
Ian McMillan –ian.mcmillan@deq.nc.gov
Mark Hubbard – mark.hubbard@deq.nc.gov
Logan Kluttz – logan.kluttz@deq.nc.gov
COM-FOM 2000077993

Attachment: Request from the City of Brevard Received March 16, 2026
Conditions and Assurances

MINUTES
City Council Public Safety Committee

Monday, April 27, 2026 – 3:30pm
City Hall, Council Chambers

Members Present:	Aaron Baker, Chair, Council Member Dean Lytle, Vice Chair, Council Member Kevin Gallo, Citizen Member Mayor Maureen Copelof, Ex-Officio Member
Staff Present:	Wilson Hooper, City Manager David Todd, Assistant City Manager Christy Wentzell, Police Chief Chase Owen, Fire Chief Kelley Craig, Human Resources Director Becky McCann, Communications Coordinator Shawnee Cummings, Assistant to the City Manager
Guests:	Harvey Sankey, Linda Gallo, Rodney Locks
Media:	David Bradley, Jonathan Rich

A. Welcome & Call to Order

Committee Chair Aaron Baker welcomed everyone and called the meeting to order at 3:32 pm.

B. Certification of Quorum

Assistant to the City Manager Shawnee Cummings certified that a quorum was present.

C. Approval of Agenda

Mr. Lytle moved, seconded by Mr. Gallo to approve the agenda. The motion carried unanimously.

D. Approval of Minutes – March 23, 2026 Meeting

Mr. Gallo stated that the Special Event Guidebook, included as an attachment to the minutes, contained typos. Mr. Lytle moved, seconded by Mr. Gallo to approve the minutes with the corrected typos. The motion carried unanimously.

E. Accident involving minor on bicycle at City Sports Complex

Chief Wentzell stated that last Tuesday around 6pm, a 7-year-old minor was riding his bike at the Sports Complex, from the dog park towards the skate park. A 59-year-old man driving a Toyota Tundra attempted to make a left turn in the parking lot when the vehicle collided with the child. The child went under the vehicle and was run over by the truck's rear tire. Responding officers did not initially find alcohol to be a factor, but after talking with the driver, they smelled alcohol. Officers conducted a portable breath test and it came back positive. While Fire and EMS addressed the minor, officers handled the arrest of the driver for driving while intoxicated and the driver was taken to the jail. He gave consent for a blood draw and they are awaiting the results. The child was life-flighted to Mission and later released.

Chief Owen said there were rumors that the parking hindered Fire and EMS' response, but that was not the case. He was not present, but the responding firefighters said the parking was congested but did not hinder their ability to get in and out. Mr. Baker said there's a difference between response time and working the scene, as he heard the trucks were struggling to get out when they were leaving.

Mr. Hooper said that he, Mr. Todd, Paul Ray, and Stephanie Holland visited the site to look at ways to provide order in the parking lot. He added that Chief Wentzell agreed to send a Parking Enforcement Officer to the Sports Complex during busy times to ensure no one parks in a way that inhibits emergency vehicles. Ms. Holland is drawing up striping options that would give order to the parking, designate areas where people can and cannot park, ensure an adequate turning radius for emergency vehicles, and maintain sight lines for bicyclists and pedestrians. If the striping scenarios make sense, Staff will paint temporary lines on the gravel to last through baseball season and into the fall. The striping will buy Staff some time to figure out long-term solutions for the parking lot. Mr. Hooper said giving structure to the parking lot and ensuring adequate sight lines will likely reduce the lot's capacity, but keeping the lot accessible for emergency vehicles is critical.

Mr. Lytle asked if there is a way to notify drivers who park in prohibited areas, such as a speaker system to announce a car must be moved. Chief Wentzell said there is not, but after the parking signage is up, her officers will be able to issue citations.

Chief Owen said one issue is that people make an additional line of parking through the middle of the lot. There is a median in the middle and after it stops, cars continue to park where the median would be - toward the back and front of the lot.

F. Update on Traffic Calming Measures

Mr. Todd stated that there are not very many updates but he will speak to the items with changes and those are highlighted in yellow (Attachment A).

Line 1 – W. Probart and Railroad Intersection – Staff have the equipment for the RRFB's and the changes are to be completed in May if weather and staffing permits.

Lines 3 and 4 – Estatoe Trail Boardwalk Repairs – Mr. Todd said we received a letter stating the City was awarded the FLAP Grant but it did not specify the amount. Mr. Todd and Paul Ray reached out to the grant representative multiple times and have not received a response, so some of the funding may be on hold or reduced. Staff proceeded with selection of the designer for the repair but will not ask for a proposal until the grant amount is known. Mayor Copelof suggested contacting Representative Edwards' office for additional information and Mr. Todd agreed.

Line 5 – Estatoe Temporary Trail/Reroute – The temporary trail is largely complete, except for the crossings at Pender and Fisher. Staff have started work on the curb cuts and are hoping to complete the work by June.

Line 7 – Four-way-stop at Silversteen Park – Mr. Todd stated that he has decided to push this off until the Hillview Culvert is replaced, as it would make more sense to introduce the changes when there is less going on.

Line 8 – Oaklawn/Main St four-way stop – The work is done except for painting. The temporary signs are in place and will be left up for 90 days after the painting is done.

Line 9 – Oaklawn/Carver four-way-stop – In late May, Staff will take down the temporary signs and the work will be complete. Staff have not received feedback, so it is assumed that that is a positive thing. Mr. Todd said he would still like to have a crosswalk at the intersection, as there still isn't a way to cross Carver.

Line 15 – High School/Country Club Rd. – NCDOT will install a RRFB at the crossing this summer. NCDOT is collecting traffic data to see if other treatments are needed.

Line 21 – Secondary Egress on Cherry St. – Mr. Todd said a while ago, we received a proposal from McGill for four exit routes and it was estimated to be $20,000. The Committee then asked for the price of one exit route and the estimate was $13,000. Staff put the item on hold pending identification of budget or further direction.

Mayor Copelof said once we decide on further direction, we need to inform the public that the secondary evacuation route is unfunded. She is looking for guidance as to how to get that information out, as constituents are concerned. She asked if it is an item that should be left open or closed and removed from the traffic calming list. Mr. Baker said there may be resilience grants or funding post-Helene that could apply. Mr. Hooper advised that he is going to FWRD Transylvania's Executive Committee Meeting on Thursday, so he will bring it up to see if anyone knows of funding sources. Mr. Todd said the project is relatively low cost and implementation would be less than $100,000. Mr. Baker said alternatively, FWRD Transylvania might be working toward advanced warning systems for evacuation. Mayor Copelof is on FWRD Transylvania's Communication Subcommittee and they are looking at communication methods and how to effectively get the word out in an emergency.

Mayor Copelof said they met with NCDOT (DOT) and gave the following updates:

Gallimore Road/Greenville Hwy – DOT finished the concrete work but had problems with the pole installed for the traffic light. The problem was fixed and they are looking at a mid-May activation date.

Straus Pkwy/Hospital Drive Crossing – DOT finished the concrete work and over the next few months, a contractor will perform signal work. After concerns about crossings, signage will be added to alert motorists that they may see pedestrians.

High School/Country Club Rd. – As previously covered, the RRFB was approved and DOT is working on financing. DOT asked Staff to check if the High School's renovations would have an impact before proceeding further.

Deerlake Intersection – DOT plans to add yield to pedestrian signs on the mast arms.

Neely Rd. – DOT still intends to repaint the stop line on Neely Rd.

S Broad St./Oakdale St. – DOT agreed to a crossing. ADA ramps are needed on both sides and Mr. Hooper agreed to put them in. DOT asked about the new development where McNeely's used to be, how the crossing would fit with the development, and if the developer could pay for ramps as part of their infrastructure improvements.

S Broad St. – DOT reviewed the speed limit and agreed it did not make sense for the speed limit to fluctuate in short periods of time. DOT will review it, standardize it, and submit it back to Staff for review.

Methodist Church/Brevard College Crossing – DOT is considering changes to the crossing, including possibly replacing the bollards with a pedestrian island. Mr. Hooper advised that the traffic engineer is drawing up concepts to discuss with DOT.

Methodist Church/Caldwell – DOT funded and donated a dynamic speed sign to the City, and the City agreed to own and maintain it. With more pedestrians crossing to reach the new Pardee facility, capacity improvements were required on Caldwell St. and a speed sign will help manage speeds near the Caldwell/Whitmire intersection.

Rosman Hwy Crossing and Light – DOT finalized where to put the mast arm and is submitting it for design, which is anticipated to take 3 months. Additionally, there is a 9-month lead time to order mast arms, so it will take 9 months to complete.

DOT also advised that SB391 disallows any mowing in the month of May to protect pollinators and mowing is also disallowed when there are political signs out, from September through elections in November.

Mr. Baker asked if the median between the Methodist Church and Brevard College would be a raised median or have landscaping. Mr. Hooper stated that it will not have landscaping but will have signage to increase visibility for drivers as they come over the hill. It will likely include a permanent pedestrian refuge and delineators.

G. Berry Dunn Report

Mr. Hooper provided background (Attachment B) and explained that in September of 2024, Council met to discuss emerging issues at the Brevard Police Department (BPD). Staff recommended seeking assistance from experts in organizational health, particularly for law enforcement organizations, to identify the issues and determine what BPD could do to improve. Criticisms relayed to Staff were unclear to non-law enforcement professionals, so Staff wanted an independent entity familiar with the industry to identify the problems and translate it for laypeople. Hurricane Helene created delays, but Staff put out a solicitation in the fall and that winter, Berry Dunn was selected for their industry experience, track record, and proposed approach.

Berry Dunn began their work in early spring 2025 and gathered their data through in-person interviews with BPD staff, Mr. Hooper, Ms. Craig, and Councilmembers, as well as electronic surveys. After gathering data, Berry Dunn analyzed the results using a proprietary method to highlight their findings and provide recommendations. Berry Dunn finished their initial report in August 2025 and while Staff were digesting the findings, Berry Dunn intentionally paused their work when former Police Chief Tom Jordan retired. Interim Chief Jack Moorman took over and in late 2025, Berry Dunn drafted an appendix documenting the steps taken by the City and Interim Chief to improve BPD's organizational health. The new Police Chief, Christy Wentzell, started in early 2026 and conducted her own complementary assessment.

Mr. Hooper asked everyone to remember that the Berry Dunn report is a snapshot of BPD's organizational health as of spring/summer 2025, and that Berry Dunn's interviews and surveys are work product and will not be public record.

Chief Wentzell incorporated some of Berry Dunn's findings into her own assessment and started implementing some of the report's recommendations. Berry Dunn is still engaged and will be assisting Chief Wentzell in developing 6-month and 12-month strategic plans for further implementation of the recommendations.

Chief Wentzell gave a presentation (Attachment C) on the report's findings, recommendations, and implementation status. The purpose of the report was to obtain an independent assessment of the organization's health, identify barriers to efficiency and effectiveness, and provide a "playbook" for improvement. The report's findings and recommendations are grouped into five themes: leadership, communication, business processes, operational processes, and job satisfaction.

Chief Wentzell said when she arrived at BPD, she reviewed the report, spoke with staff from Berry Dunn and spoke with Mr. Hooper, but it was important for her to do one-on-ones. She met with all BPD staff, sworn and civilian, in her first 30 days, as she wanted to hear from the officers directly and has found that sometimes officers feel more open when talking with another officer. She said while she understands the officers feeling guarded given the history, she asked them to be as open and honest as possible. She asked each person 3 questions: (1) What do you like about BPD?; (2) What do you not like about BPD?; and (3) If you had a magic wand and could change one thing today, what would it be? She was looking for clarity as to where some of the findings were coming from, recurring themes, more one-on-one information, and low-hanging fruit for easy changes that would have big impact.

Under each theme, Berry Dunn's findings, Chief Wentzell's examples and explanations, and the status of recommendations are listed.

Leadership Findings

- **Inconsistent Accountability:** There was no consistency among leadership at BPD and you could get different responses based on who you talked to.
- **Centralized decision making:** Supervisors did not feel comfortable making decisions and wanted to run decisions up to the Chief, leaving supervisors without autonomy to make decisions.
- **Limited supervisor empowerment**: Supervisors felt they needed ask the Chief for permission for any decisions being made and they were not empowered as police officers or leaders.
- **Role clarity issues**: BPD is small and there were several people that had one job title but were responsible for several other tasks within the department.
- **Chain of command breakdown**: Officers bypassed chain of command and went directly to the Chief or Captain. When decisions were made, they were not communicated to supervisors and left supervisors feeling blindsided.
- **Trust concerns**: When officers would "supervisor shop" for the answer they wanted, their direct supervisors felt they were being bypassed in the chain of command and it led to trust concerns.

Leadership-related Changes and Recommendations

- Defined expectations have been set by rank and role. Chief Wentzell met with all supervisors to communicate expectations of Lieutenants, Sergeants, etc.
- "Extracurricular" responsibilities, such as field training, oversight of grants, and training new recruits, have been delegated to help with role clarity.
- Departmental restructuring included consolidating supervisory roles to trim BPD's top-heavy structure and ensuring that supervisory roles oversee areas of the department that need it. For example, a Lieutenant oversaw CID but given its small size, a Lieutenant has more value overseeing support services, which includes extracurricular responsibilities taken from road Lieutenants.
- Chief Wentzell expressed that she has an open-door policy but also wants to reinforce chain of command. If someone brings something to her attention, her first question is "have you told your supervisor?" and if not, she advises the person to include their supervisor to gently retrain the officers.

- Chief Wentzell's one-on-one's helped build trust and rapport with officers, along with consistent presence in the department and routinely showing up on calls to support the officers.

Communication Findings

- **Over-reliance on email:** Decisions and policy changes were seldom communicated directly with officers and were often relayed via email.
- **Limited direct interaction:** Officers had limited direct interaction with leadership and members of the executive staff.
- **Lack of follow-up:** If an issue or concern was brought to leadership's attention, officers never really heard back on it or received any follow-up.
- **Employees feel unheard:** Officers felt unheard and undervalued given that they never heard back on issues or concerns that were raised.
- **Inconsistent communication during change:** Officers privy to the changes were notified directly, while others found out about changes via email.

Communication-related Changes and Recommendations

- Regular staff meetings have been reinstated. Chief Wentzell meets with supervisors monthly, administrative staff monthly, and the whole department quarterly. Civilian staff often feel less important than sworn staff, so an administrative meeting helps equalize their position in the department.
- For all meetings, Chief Wentzell provides a PowerPoint with the discussion topics, both for clarity and to ensure everyone is aware of standards and expectations. By discussing it and providing reference materials, it eliminates the excuse of not knowing about something.
- Minutes are sent out after meetings to document what was discussed, inform everyone about action items, and maintain consistent communication.
- Internal and external engagement have increased by getting face-to-face interaction with the officers and community groups. Chief Wentzell has created intentional opportunities to get feedback and buy-in. For example, she will have someone from every rank participate in interviews for the new Deputy Chief and ask questions. In turn, she will value their feedback.
- Any time Chief Wentzell makes a significant change to policy or the department's structure, she talks one-on-one with those directly affected by the change first. She explains the change, allows staff to raise concerns or perceived blind spots, and considers their feedback before acting. She then sends out an explanatory email with the changes and reasons behind them.

Business Processes Findings

- **Inefficient policy rollout:** Significant policy changes are necessary to ensure BPD meets accreditation standards, but officers expressed that policy rollout has been inefficient and lacks opportunities for discussion.
- **Limited training as it relates to policy:** Officers expressed concern that there were new policies and expectations to meet standards, but there were no effective training opportunities to ask questions or obtain clarity.

- **Poor communication of changes:** As new policies roll out to meet accreditation standards, there was poor communication notated.
- **Lack of meeting documentation:** The lack of meeting documentation makes it difficult to keep track of changes, follow-up, and track action items.

Business Processes-related Changes and Recommendations

- When changing policies, Chief Wentzell looks at CALEA standards, the difference from our current policy, and what needs to be added or changed. Once changes are incorporated, the proposed policy is sent out to command staff to see what they like, do not like, and whether there are any blind spots. She then meets with her command staff to discuss the policies before rollout.
- When any policy is rolled out and directly affects the way officers do their jobs, such as body worn camera policies, Chief Wentzell attends roll calls to provide in-person training. She conducts the training herself so the officers hear her expectations directly from her, can ask questions, and because it is her name on the policy. All policy changes are also communicated via email.
- All major changes are communicated in person with email follow-up and explanations. For example, this month a Lieutenant took an unanticipated retirement and one officer was let go, so Chief Wentzell put two CID officers back on the road for three months to mitigate staffing shortages. She met with CID first because it would significantly change their schedule and let them know it is temporary. The department-wide email went out after.
- As mentioned, minutes are sent out to document meeting discussions.

Operational Processes Findings

- **Limited event planning:** There was limited coordination with other departments to ensure events were well-planned and had adequate staffing.
- **Staffing shortages:** Staffing shortages have been hard on the department, but are not unique to BPD, as the Sheriff's Department is also facing shortages.
- **Recruitment challenges:** Similar to staffing shortages, recruitment challenges are not BPD-specific, but they are industry specific.
- **Top-heavy structure:** As previously discussed, the department was top-heavy and had more high-ranking officers than needed for BPD's size.

Operational Processes-related Changes and Recommendations

- Officer Norton, who is a part-time police officer and a part-time firefighter, is BPD's new designated event coordinator. He creates pre-event action plans, coordinates with BPD, BFD, and Planning, and engages in post-event debriefs.
- Human Resources implemented bonus pays for officers with certifications, degrees, and second languages to make BPD positions more marketable.
- BPD is taking a more targeted approach to recruitment by attending job fairs and recruiting in places that have people they want to see wearing the badge. For example, if they want officers who are fit, they can recruit at gyms.

- BPD is one of the few agencies that has a cadet program, which employs cadets prior to becoming an officer and pays to send them to the academy. Even with bigger departments, cadet programs are unheard of.
- The department is being restructured to determine what ranks are needed and where. BPD is realigning staff to ensure operational efficiency and that officers' responsibilities align with what they want to do. BPD is looking at lateral opportunities by creating specialized positions, aside from patrol and CID. For example, the department is seeking out grants for drones and other specialties to feed officers' hunger for different niches.

Job Satisfaction Findings

- **Morale challenges:** There were significant morale challenges among officers, primarily fed by trust concerns and lack of recognition.
- **Trust concerns:** Officers had trust concerns due to poor communication, chain of command breakdowns, and a lack of consistent decision making.
- **Strong employee commitment:** BPD officers displayed strong commitment to BPD and Brevard and have let her know they are here for the long haul.

Job Satisfaction-related Changes and Recommendations

- Chief Wentzell emphasized leadership visibility, intends to be visible and accessible to the officers, and will expect the same from the new Deputy Chief.
- Chief Wentzell makes it a point to engage and joke with staff to help build trust and boost morale. She is prioritizing rebuilding BPD's culture and standards. As they are hiring and reviewing background checks, she has chosen to maintain a standard, even if it means being short-staffed.
- BPD is rebranding and focusing on esprit de corps, even in ways like painting the department and hanging the BPD badge, to foster pride and morale.
- Chief Wentzell placed a focus on career development to figure out what her officers goals are and how to help fulfill their hunger. Whether they want to work with K-9's or as a detective, she is looking to create career development plans to help them work toward their objectives and feel valued. If the officers are happy and performing good, it will benefit the City as a whole.
- BPD is focusing on officer recognition. Chief Wentzell said "atta boy's" flow freely, the department is planning an end-of-the-year awards ceremony, and she wants to focus on health/wellness. Once fully staffed, she wants to give officers time to work out so they can prioritize wellness and alleviate stress.

Moving Forward

- Under the City's contract with Berry Dunn, the City has leftover money. Berry Dunn wanted to create a 3–5-year strategic plan and in speaking with Mr. Hooper and Berry Dunn, Chief Wentzell said 3-5 years is too big. She requested something more immediate and proposed 6-month, 12-month, and possibly 18-month strategic plans. The proposal was approved and BPD supervisors will meet with Berry Dunn on June 4th and 5th for training.

- BPD requested an extension through March 2027 for the state accreditation due to policy concerns. The department intends to modernize all of BPD's policies. A preliminary assessment will be performed in October to see where BPD is and is not meeting standards before the final assessment in March.
- Chief Wentzell will maintain a focus on accountability, setting expectations, mentorship, employee development, communication and morale-building.
- The goal for BPD is to be a high performing, high morale, and professional department. Chief Wentzell wants to set the standard, as she always heard that BPD was the place to be and she wants to get back to that standard.

Mr. Lytle commended Chief Wentzell's efforts and said she has done a great job. He added that this presentation also has value for the Finance and Human Resources Committee, as there are lessons learned that could be translated to all departments.

Mr. Lytle asked if there will be ongoing surveys as part of the strategic plans. Chief Wentzell stated that she asked for one year in her position before any surveys are conducted so that she can stabilize the department and get initiatives in place. She would like surveys conducted at the 18-month and 3-year marks and they would be conducted internally, as Berry Dunn is very expensive. Chief Wentzell said that as trust builds and officers feel they can be open and honest, she thinks HR could administer the survey. Mr. Lytle said he would challenge that a little bit, primarily because we should think about a survey for all staff and if it is administered by HR, it is not as anonymous. Mr. Hooper said an organization-wide survey was conducted in 2023 and at Chief Wentzell's one year point, it will be 4 years since the last survey and perhaps time to conduct another. Ms. Craig said she used an external tool with the last survey and could only see participation by department. Mr. Lytle suggested discussing it at the Finance and Human Resources Committee, as he has some ideas.

Mr. Lytle asked if there is a similar accreditation for fire departments, to which Chief Owen said there is not, but their "rating" is determined based on how well they adhere to industry standards. Insurance Services Offices, or ISO, prescribes a rating and the lower the number, the better the adherence to standards. Chief Owen said it is similar, but CALEA focuses more on policy, while ISO focuses more on standards.

Mr. Lytle asked if the City has intranet for staff, to which Mr. Hooper said we do not. Human Resources uses NEOGOV for applicant tracking and onboarding, which has the ability to create department-specific modules or intranet, but it is not a simple process. Chief Wentzell and Chief Owen use Essential Personnel for scheduling, tracking training, and monitoring performance. Mr. Lytle asked if we have looked at a unified system because a software like Workday can perform all those functions. Ms. Craig agreed there are technology needs and a unified system would be great, but cost has been a big factor. Mr. Hooper said he would like to consolidate many software systems, which is a long-term project that Council will hear about in the years to come. Chief Owen added that Essential Personnel caters to emergency services, and Chief Wentzell said when they enter critical incident and use-of-force reports, Essential Personnel has a personnel early warning system that notifies her if someone hits a certain marker or requires additional training.

Mr. Lytle also suggested a City-wide recognition event with all staff present.

Mr. Baker said he is interested in role clarity and how people can be required to wear multiple hats in a small organization. He asked Chief Wentzell how she balances that with wanting to have the specialization that bigger departments have. Chief Wentzell said BPD had a CID Lieutenant and in looking at the case load, the CID division was too big. She determined CID could be run by a Sergeant with oversight, which freed up a Lieutenant position to take on support services and eliminated the extracurriculars assigned to shift Lieutenants. Shift Lieutenants can then do what they are supposed to do in their roles. There is more intermingling of roles for civilian positions. For example, one person handles records while another handles accreditation, which feeds into one another, so they are working to realign the roles to streamline information flows and create a natural work order. BPD is also focusing on succession planning so that someone can fill in if someone is out. Some people still wear extra hats, but BPD is offering intangible benefits, such as a flexible schedule, to help with the burden of temporarily taking on extra responsibilities.

Mr. Baker said he voted in favor of retaining Berry Dunn and asked given the cost, how effective or ineffective did Chief Wentzell find having this report. Chief Wentzell said she believes much of what was highlighted in the report would have become evident in the one-on-ones. She added that coming in heart-in-hand and trying to earn the officers' respect, she would have gotten to the same point, but not nearly as quickly as she did with the report. The report helped articulate the issues and get some foresight as to what she was stepping into. She believes someone who wanted to get to the root of the issue could have reached the same result, but it would have taken longer. Mr. Baker said at the time, they did not have a lot of time to make changes so if the report allowed her to act faster, then it was worth it.

Chief Wentzell added that by retaining Berry Dunn, especially when officers felt unheard, it showed recognition that there were problems and Council was willing to call in the experts to get to the root cause, instead of looking for a quick fix. Mr. Lytle said the report also gives transparency to the police department by showing the extent of the issues. Chief Wentzell said the report acts as an accountability measure for her because if something is not implemented, she cannot say she did not know.

Mr. Baker said the report is internally focused, but he is curious as to how she sees the external relations of the department and if there is room for improvement. He knows she met with many people and organizations when she started, but he is interested in the relationship with the Sheriff's Department. Chief Wentzell said it will be a work in progress and in talking with the officers, there were many initiatives that BPD used to partake in and let fall to the wayside. As BPD works toward full staffing, Chief Wentzell said she first wants to build internally, as she believes that until you show people that you care about them, they are not going to care about the objectives you give them. Her goal is to be more involved in the community and she has met with community groups and nonprofits to determine what the department can bring to the table. She gave examples related to a self-defense lunch and learn conducted for realtors and a back-to-school awareness event that stemmed from a crosswalk incident on Gallimore Rd. As for relations with the Sheriff's department, Chief Wentzell said she has worked well with Sheriff Owenby and discussed the City's past involvement in the drug task force and special response team. Chief Wentzell added that if there is something going on in the City, she would like representation on any team that responds. Sheriff Owenby, similar to the officers, wants to be able to trust in leadership and uphold expectations and standards for any teams the City is going to be a part of. As BPD reaches full staffing, Chief Wentzell will look at the possibility of rejoining the team and task force. Rejoining the teams will feed the officers' hunger, allow the City to be part of asset forfeitures when they occur, and build the relationship with the Sheriff's department. At the line level, the Sheriff's department and BPD collaborate, but past tension occurred at the top so she is working to repair that relationship.

Mr. Gallo said he wishes the universities and government agencies he worked at had a similar approach to Chief Wentzell. At those agencies, they had periodic reviews performed by peer agencies and he asked if law enforcement has something similar. Chief Wentzell said performance reviews are one measure, but are typically supervisor-subordinate, so she supports 360-degree style leadership, where individuals are evaluated by superiors, subordinates, and peers to give a more well-rounded approach. Mr. Gallo asked about longer-term reviews for the department and Chief Wentzell said accreditation will serve that purpose by ensuring BPD meets standards. Assessors will come every 1.5 years for a mock assessment and every 3 years for a full assessment. Chief Wentzell said the purpose of accreditation is to ensure the department stays on the trajectory to consistently meet standards.

Mr. Baker asked about next steps. Mr. Hooper said he was curious if the Committee thought Staff should give a similar presentation to the full Council and then in late summer, Staff would give an update after there is some progress on the strategic plans, the Deputy Chief is hired, and BPD has completed its reorganization. Mr. Baker and Mr. Lytle agreed that a presentation should be given to the full Council.

H. Public Comment

Rodney Locks said he thought it was an excellent report. His thoughts were that it is not just an internal report, but also a report on culture and relationship building. He added that what you do internally affects people's opinions. It is also Council who says they are serious about it, willing to commit dollars to it, and that public safety is important. He emphasized that the cultural change is important and internal changes alone, from the community's standpoint, do not make a big difference.

Harvey Sankey said he likes the crosswalk at the entrance of Straus Pkwy that crosses to the hospital. He mentioned the slip lane going from Mahon Ford into

Straus Pkwy at a previous meeting and asked if it has been addressed. Mr. Hooper said Staff raised the concerns about several slip lanes with DOT and it seems to be a philosophical difference. Mr. Hooper added that he would prefer not to have slip lanes and to have tighter turning radiuses to make drivers slow down before turning, but DOT believes cars slowing to turn will cause more rearend accidents. Mr. Hooper said he will continue to advocate for the City's position.

Mr. Sankey said as a taxpayer, the Berry Dunn report was money well spent. He asked whether the report would be released to the public. Mr. Hooper said it would be published on the City's website in the next few days. Mr. Sankey said he feels it is very important for people to know what has happened. He is impressed with the work Chief Wentzell is doing and it makes him feel good as a citizen and taxpayer.

Mr. Locks mentioned some recent accidents on Cashiers Valley Rd. and on Rice St. where people want to know what happened. He added that it would be great if people could get feedback about what is going on or if people affected are okay.

Ms. Gallo asked about new construction at Galloway and Main and whether it would have sidewalks. Mr. Hooper said he does not believe new construction of single-family homes requires sidewalks.

I. Set Date for Next Meeting – May 28, 2026 at 3:30pm

Due to the Memorial Day holiday, the next meeting was rescheduled for Thursday, May 28, 2026, at 3:30 pm.

J. Adjourn

There being no further business, the meeting was adjourned at 5:26 pm.

Minutes Approved: May 28, 2026

X Aaron Baker

Aaron Baker, Chair, Council Member or
Dean Lytle, Vice Chair, Council Member

X Shawnee A. Cummings

Shawnee Cummings
Assistant to the City Manager

Traffic Calming and Safety Project Status 4/27/2026

IDENTIFIER	PROJECT	DESCRIPTION	STATUS	NOTE
1	W. Probart/Railroad intersection improvements	Move stop sign/stop bar slightly east to provide more space for traffic collection; increase SB curb radius to ease turning movements onto WB Probart, add double sided RRBCs.	RRBCs are on hand, intersection changes should take place in May personnel and weather allowing.	
2	E. Probart crossing at Broad St.	Enhanced signage to warn motorists of pedestrians	Installed pedestrian and traffic warning signs, painted the crosswalk. Waiting on McAdams review one way travel on Probart, Broad to court house parking. Traffic data has been requested from Police. Stripes have been repainted after NCDOT repaving. Also waiting on	
3	Estatoe boardwalk repair Section 1, behind McDonalds	Repair/replace/reconfigure boardwalk sections of Estatoe Trail.	FLAP Grant has been awarded to the City, but we have not yet determined the full amount of the award. The designer for the project has been selected, WSP. We are presently unsure when grant funding will be available, as such we will not enter into a design agreement until we are sure of the funding amount and timeline	PTR comm. has agreed that this should be staff focus for the year to come
4	Estatoe boardwalk repair Section 2, behind Aldi	Repair/replace/reconfigure boardwalk sections of Estatoe Trail.	FLAP Grant has been awarded to the City, but we have not yet determined the full amount of the award. The designer for the project has been selected, WSP. We are presently unsure when grant funding will be available, as such we will not enter into a design agreement until we are sure of the funding amount and timeline	PTR comm. has agreed that this should be staff focus for the year to come
5	Estatoe temporary trail	Gravel path along old railbed	Temporary trail is largely complete pending Pender and Fisher crossings. PTR has endorsed a temp solution for Pender Ln treatments. Work at Pender has started and the changes should be in place by the end of May, personnel and weather allowing.	
6	Carolina Ave. traffic calming	Possible traffic calming measures on Carolina Ave. north of intersection with Shipman	Staff plans to bring a proposal to the Budget Retreat to add speed bumps on the City owned portion of Carolina Avenue.	
7	Four-way stop near Silversteen Park	Add stop sign at Mills Ave. to create four-way stop near Silversteen Park	Final layout received from our Traffic Consultant. Signs have been ordered. We will implement this work after the Hillview Street culvert is repalced.	Need to advertise traffic change and install "New Traffic Pattern" signs

8	Oaklawn/Main St. four-way stop	Add stop signs/stop bars on Main St. to create four-way stop	New stops signs and warning signs for the new intersection are in place. Painting of the new pedestrian island still needs to be completed, we are hoping to have this implemented by end of May weather and staffing allowing.	Need to advertise traffic change and install "New Traffic Pattern" signs
9	Oaklawn/Carver four-way stop	Add stop sign at EB Carver to create four-way stop	New stops signs and warning signs for the new intersection are in place. Warning signs will come down in about 90 days, completing this project. Warning signs are coming down at the end of May.	Need to advertise traffic change and install "New Traffic Pattern" signs
10	Park Ave, Park View, Elm Bend. traffic calming	Constituent request for consideration	Initital data collection complete and data review is is process. Plans are to continue data collection while school is in session as previous collection occurred during the summer.	
11	Pisgah Church Dr. traffic calming	Constituent request for consideration	Data collection scheduled	
12	Fisher Rd. traffic calming	Constituent request for consideration	Discussed with NCDOT 12/18/25. NCDOT indicates they are flexible in regards to trail crossing and willing to consider ownership swap.	State rd., traffic control measures must be approved by NCDOT
13	No Turn On Red where Bike Paths are crossed, Deer Lake Road, Jackson Court, Osbourne, temporary until R5800 is complete.	Constituent request for consideration	Discussed with NCDOT on 12/18/25. NCDOT is reviewing mast arms to see if they can support associated signage. NCDOT said maybe to painting trail crossing with the Ecusta Trail Logo at Deer Lake, Pisgah Heights, Jackson Court	
14	Add traffic calming to Oakdale, near 228	Constituent request for consideration	Under discussion	Add to data collection schedule
15	Flashing Yellow light and enhanced crosswalk, Highschool to dirt parkng a across Country Club Road. Consider addition of speed bumps or rumble strips	High School has requested rumble strips	NCDOT has agreed to install a flashing RRFB at this crossswalk between June and August of 2026.	
16	Can speed be reduced on shared bike lanes on French Broad	Constituent request for consideration	Under discussion	
17	Can Morgan Street be made a bike boulevard	Constituent request for consideration	Under discussion in Downtown Master Plan	
18	Can the Bike Ped Plan be reviewed for safety concerns and address those on a higher priority	Constituent request for consideration	Under discussion	
19	Can we review the number of light changes per crosswalk crossing at 276/Elm/Park View at school crossing	Constituent request for consideration	This was discussed briefly with NCDOT at last quarterly meeting on 12/18/25 but we do not have are solution yet. Do new lights at Gallimore change traffic	

20	Ecusta Road signage warning of upcoming trail crossings	Constituent request for consideration - Need to verify if this has been done	To be addressed by a coming STIP Project, have asked NCDOT if signs can be added, awaiting their approval	
21	Secondary egress from Cherry St area	Constituent request for consideration - Need to follow up with McGill	Public Safety agreed to review one emergecny exit route versus 4 as originally proposed. Update proposal received from our designer on 11/24/25. This project is on hold pending identifaction of needed budget.	
22	Trail crossing signs and better marking by Pisgah Heights	Constituent request for consideration	Repaint faded crosswalk add signs, waiting on NCDOT. Staff will schedule this work.	
23	Deerlake Road sidewalk extension	Constituent request for consideration	Cost estimated by Public Works to be $20k for materials, work could be done in house as time allows, double cost if contracted. Wilson to discuss with home owners association.	
24	Better trail marking/ safety improvements by Deerlake Rd/AVL Highway, permanent per R5800.	Constituent request for consideration	Discussed with NCDOT on 12/18/25 but no resolution yet. DOT is considering this along with the new roundabout work	
25	Deer Lake Crossing Signal Light	Constituent request for consideration	Reviewed with NCDOT on 12/18/25, they promised to give this consideration but no promises were made.	
26	Excessive speed on West Main, 200 block due to traffic on Probart rerouting around speed bumps. What traffci control measures can be put in place?	Constituent request for consideration	Just recently completed additional data collection. Review in process.	
27	Lack of crosswalk on Broad Street near library	Constituent request for consideration	Will discuss with NCDOT	
28	Varying speed limits on Broadway, one small section speeds up. Can they be made the same?	Constituent request for consideration	Will discuss with NCDOT	
29	Silversteen between Caldwell and Aiken	Constituent request for consideration	Will discuss with NCDOT	
30	Review intersection of Carver Street and Oakdale Street and Cashiers Valley Road below MJCCC	Constituent request for consideration	Alternatives under discussion with TCWT	
31	Add a crosswalk across Whitmire St. where in interesects Railroad.	Constituent request for consideration	This is a confusing request as the crosswalk being requested already exists	

32	102 East French Broad - Excessive Speed	Constituent request for consideration	Police Department to conduct data collection	
	RESOLVED OR COMPLETED ITEMS			
1	Jailhouse Hill Line Painting	Constituent request for consideration	Completed	NCDOT
2	Line Painting in front of Ingles	Constituent request for consideration	Completed	NCDOT
3	Railroad Avenue parking	Public hearing 8/4 for code changes prohibiting on-street parking along Railroad	Complete	
4	Crosswalk Indicators not working, French Broad/Caldwell	Constituent request for consideration	Complete	
5	Crosswalk Indicators not working, French Broad/Broad	Constituent request for consideration	Complete	
6	Crosswalk Indicators not working, Main/Caldwell	Constituent request for consideration	Complete	NCDOT
7	Reflective Tape on Benches at Jordan Street Bump Out	Constituent request for consideration	Complete	Will be reviewed again later if deemed problematic
8	Bicycle Accident Barclay Road due to ignored Road Closure Barricades	Constituent request for consideration	Complete	NCDOT - Estimated Completion by 10/1/25
9	Jake Brake Signs	Constituent request for consideration	Complete	
10	Railroad/McClean path crossing improvement	Replace one-sided RFBs with two-sided; create ADA accessible "landing pads" on both sides of crosswalk	Complete	
11	Excessive speed on Maple. What traffic control measures can be put in place?	Constituent request for consideration	Complete	Traffic data was collected. Based on the traffic data it was decided that new measures were needed at this time.

BERRY DUNN "ORGANIZATIONAL HEALTH ASSESSMENT" UPDATE
Public Safety Committee
April 27, 2026

- In September 2024 City Council held a Special Meeting to discuss issues at the police department.
- Staff's recommendation was to seek assistance from experts in organizational health—particularly law enforcement organizations—in identifying precisely what the issues were and what BPD could do to improve its organizational health.
- After a brief delay caused by Helene, a solicitation for "organizational health assessment and change management strategy" service was released in fall 2024.
- Five finalists were interviewed, with Berry Dunn chosen because of their track record, their approach, and their extensive experience in the industry. The work plan was negotiated and the agreement signed in spring 2025.
- Berry Dunn began their work in late winter/early spring 2025, collecting information from BPD staff using a combination of in-person interviews and electronic surveys. Berry Dunn also spoke with Mr. Hooper, Ms. Craig, and council members.
- Berry Dunn analyzed the results of their data gathering using a proprietary method and applied their industry knowledge to create the observations and recommendations in the report.
- In early spring 2025 Berry Dunn organized a book read for lieutenants and above at BPD, as well as relevant civilian staff within the city. The group read two books—Flight of the Buffalo by James Belasco and Ralph Stayer and Crucial Conversations by Joseph Greeny et. Al—and in May held a daylong session discussing the books' lessons. This exercise was intended to help department leadership prepare for changes on the horizon.
- The initial report was completed in August 2025, with Berry Dunn and city staff spending the next month digesting the report's recommendations and developing an implementation strategy.
- In September 2025 Berry Dunn's work was intentionally paused when Chief Jordan retired and Interim Chief Moorman came onboard.
- In late 2025 Berry Dunn published a supplement to the document reporting steps the city and Interim Chief Moorman were taking to improve organizational health.
- In early 2026 new Chief Wentzell assumed leadership of the department and initiated her own complementary assessment of the department.
- Prior to review, please note:
    - The report is a snapshot of BPD's organizational health as of spring/summer 2025.

    - The results of employee interviews and surveys are considered Berry Dunn's work product and therefore are not considered public record.
- The report's findings and recommendations are grouped into five themes: leadership, communication, business processes, operational processes, and job satisfaction.
- Chief Wentzell has incorporated some of Berry Dunn's findings into her own assessment of BPD's organizational needs, and has begun implementing some of the report's recommendations.
- Berry Dunn remains engaged and is helping Chief Wentzell develop 6-month and 1-year strategic plans for implementing some of the report's recommendations.
- This afternoon, Chief Wentzell, Mr. Hooper, and Ms. Craig will walk the committee through the report's recommendations, and update the committee on the report's implementation status.

Brevard Police Department Organizational Assessment

BERRY DUNN REPORT OVERVIEW & IMPLEMENTATION UPDATE

Purpose of Needs Assessment Report

- Independent assessment of BPD organizational health
- Identify barriers to efficiency and effectiveness
- Provide "playbook" for improvement
- Based on surveys, interviews, and operational analysis

Findings & Recommendations - Top 5 Areas

- Leadership
- Communication
- Business Processes
- Operational Processes
- Job Satisfaction

Findings: Leadership

- Inconsistent Accountability (3.1)
- Centralized Decision-Making (3.2)
- Limited Supervisor Empowerment (3.3)
- Role Clarity issues (3.4)
- Chain of command breakdown (3.6)
- Trust concerns (3.7)

Changes: Leadership

- Defined expectations per rank & role
- Delegated responsibilities
- Departmental Restructuring
  - Clear primary duties for each job assignment
  - Clear "extracurricular" assignments per employee
- Reinforcement of Chain of Command
- One-on-One meetings
  - Visibility and accessibility
  - Consistent Presence

Findings: Communication

- Over-reliance on email (3.10)
- Limited direct interaction (3.10)
- Lack of follow-up (3.11)
- Employees feel unheard (3.11)
- Inconsistent communication during change (3.13)

Changes: Communication

- Supervisor / Staff / Policy meetings restored
  - Minutes sent out
- Increased engagement
  - Internally and externally
  - Intentional about opportunities to get staff feedback and buy-in
- In-person and email follow-up on all changes

Findings: Business Processes

- Inefficient policy rollout (3.12)
- Limited training as relates to policy (3.12)
- Poor communication of changes (3.13)
- Lack of meeting documentation (3.14)

Changes: Business Processes

- Significant changes to policy review & rollout
- Interactive training formats
  - In person / video / email
- In-person and email follow-up on all changes with explanations
- Meeting minutes sent out to all personnel

Findings: Operational Processes

- Limited event planning (3.15)
- Staffing shortages (3.16)
- Recruitment challenges (3.16)
- Top-heavy structure (3.17)

Changes: Operational Processes

- Designated event coordinator
  - Creating pre-event action plans
  - Post event debriefings
  - On-going collaboration with Planning & FD
- Increasing Recruitment Efforts
  - HR added bonus pays / increasing marketability
  - Targeted approach to recruitment / job fairs
  - Cadet program Restructuring of department
- Restructuring of department
  - Staffing realignment and shared purpose

Findings: Job Satisfaction

- Morale challenges (3.17 / 3.18)
- Trust Concerns (3.7)
- Strong employee commitment (3.18)

Changes: Job Satisfaction

- Leadership visibility
- Direct engagement with staff
- Culture rebuilding
  - Setting "BPD Standard" / Esprit de Corps
- Future focus on career development
  - Structured development plans
- Future focus on recognition and wellness

Moving Foward

- Completing contract with Berry Dunn
  - Focusing on 6- and 12-month strategic plan
- Complete policy modernization and received NC State Accreditation by March 2027
- Focus on accountability, expectations, mentoring and employee development, communication and morale
- Goal – high performing, high morale, professional department.

MINUTES
City Council Public Works & Utilities Committee

Wednesday, May 6, 2026 – 3:30 p.m.
City Council Chambers

Members Present:	Lauren Wise, Chair, Council Member Gary Daniel, Vice Chair, Council Member Mayor Maureen Copelof, Ex-Officio
Members Absent:	Owen Carson, Citizen Member
Staff Present:	Wilson Hooper, City Manager David Todd, Assistant City Manager Wesley Shook, Public Works Director Dennis Richardson, Water Treatment Plant Supervisor Shawnee Cummings, Assistant to the City Manager
Guests:	Harvey Sankey
Media:	Jonathan Rich

A. Welcome and Call to Order

Committee Chair Lauren Wise called the meeting to order at 3:30 p.m.

B. Certification of Quorum

Assistant to the City Manager Shawnee Cummings certified that a quorum was present.

C. Approval of Agenda

Mr. Daniel moved, seconded by Mr. Wise to approve the agenda as presented. The motion carried unanimously.

D. Approval of Minutes – April 1, 2026 Meeting

Mr. Daniel moved, seconded by Mr. Wise to approve the minutes of the April 1, 2026 meeting as presented. The motion carried unanimously.

E. Project Updates – Mr. Todd presented the following updates:

1. Public Works Update

Mr. Todd compiled a list of updates on work performed by Public Works employees in the past 30 days, outside of their normal scope of work and day-to-day responsibilities.

Water

Performed: 3 - locates for water line replacement & hydrant placement, 3 -hydrant repairs/replacement, 3 -DOT meetings, 3 -assists (sanitation), 3 -leak checks/repairs, 6 -water tap & meter installs – 6, 1 - backflow replacements. Pump stations maintenance – cleaned out gutters, mowed & weed eating.
3 locates for water line replacement, 1 hydrant repair, 3 DOT meetings, 4 leak checks, 2 leak repairs, 6 tap verifications, 1 automatic flush hydrant installations, 2-meter installations, 5 taps
Assists: 8 Sanitation & Streets

Sewer

Lift Station Maintenance: Weekly checks of pump run times & alternation, inspection of wet wells, inspection of floats confirming they are in operating position and are clean, and mowing, weed eating and spraying to keep grounds easy to access. All 15 lift stations are monitored and records are updated weekly.
Sewer blockages: 6 confirmed. Unstopped 460 feet of sewer line.
Sewer line cleaning: cleaned 7,852 ft of sewer mains in April. **Cleaned 32,505 feet so far this year. REQUIRED YEARLY FOOTAGE IS 31,680 FEET, so we've exceeded that yearly goal already in April by 825 feet.
Sewer line repairs – 4, tap installs – 1 (along with 2 water tap installs for Ben), video inspections – 1,726 feet, assists – streets -1, water – 9, sanitation – 6.
State project at Bi-Lo: pumping it out every day to keep it from discharging (Manhole #TC-016), until state contractor did the repair.

Streets & Sanitation

Collected: Garbage – 229.45 tons, Recycling – 56.02 tons, Cardboard – 18.63 tons
Paid Special Pick Ups/Small Appliance/Bagged yard debris – 20
Sign repair/replacement/removal – 3
Recycle Cart/Dumpster Delivery/Pick Ups – 11
Sidewalk/Curb/Pothole repair or patch – 14
Banner up/down/repair – 9
Collected 30 small dump truckloads of brush
Collected 22 large brush truckloads of brush
Mowing – utility strips/shop & utility buildings – 15
Downed tree cleanup – 6
Storm drains maintenance/repair – 7
Paint 'stop bars' on road – 6
Miscellaneous work orders – 9

Garage

Completed 258 fleet maintenance work orders.

Building & Grounds

Repaired Franklin Park playground.
Planted flowers at City Hall.
Mulched & string trimmed.
Participated in Arbor Day, planted 4 trees.
Pressure washed train depot.
Remove damaged trees from Hap Simpson Park.
Built new garden beds at community garden.
Installed new door at Girl Scout hut.
Mulched French Broad Community Center.
Installed 30-foot bases on field #5 at the sports complex.
Trimmed trees at MCJCC.
Repaired trash bins on Jordan St.
15 non-related work orders.

Mr. Todd also gave the following updates:

- The City has a lot of fire hydrants that need to be replaced, with some dating back to the early 1950's, and Public Works Staff will be working to take many of the old hydrants out of service before the next meeting.
- A NCDOT contractor working at Bi-Lo, near the future traffic circle, was performing work on the bank bordering NC-280 and got a bunch of dirt in one of the City's manholes. The dirt plugged the line and Staff unstopped it enough to let water flow, but the contractor pumped the manhole every day to get the dirt out.
    - During this process, Staff found a section of the pipe that had an offset and were able to get that fixed.
- The City received its new garbage truck and new vac truck last month. The new garbage truck allowed the City to return its rental garbage truck, which was about $1700/week. Two other garbage trucks had repairs performed, with one getting a new engine and the other getting a new transmission.

2. Stormwater Master Plan

McAdams is contracted for the Citywide Stormwater Master Plan and is currently advancing Phase 1 of the project, mainly focusing on Existing Conditions Analysis. This effort is supported by desktop analysis, geodatabase development and management, analysis of existing stormwater systems, preliminary CIP prioritization planning, and UDO updates.

CCTV services began on 02/16/2026 and concluded on 04/08/2026. McAdams held a follow up UDO Workshop with the City of Brevard staff on 04/14/2026 to finalize UDO recommendations. Hydraulic modeling is ongoing and will be finalized in May. The first draft of the Preliminary Engineering Report will be submitted mid-June for review and approval.

Below is the overall schedule:

1. <u>Overall Project Schedule and Scope:</u>
    a. Phase 1 completed in fiscal year 2026 (June 2025 – June 2026)
        i. Identification of Projects and Capital Improvement Planning
            - **CCTV Support:** McAdams in process of QAQC efforts
                - Services began on 02/16
                - Services concluded 04/08
            - **Field Data Collection:** Completed
            - **Geodatabase Management:** In progress
                - McAdams is updating GIS inventory based on CCTV data and collected field data information
            - **Analysis of Existing Stormwater Systems:** In progress
                - Finalizing identified areas and will be completed in May 2026
            - **CIP Prioritization Development:** In progress

        - Ongoing prioritization, with anticipated completion in May 2026
    - **UDO Update:** In progress
        - Initial meeting held on 02/17 for scope determination
        - Meeting held on 04/14 to discuss first round of comments
        - Follow up meeting to be held on 06/12 for finalization
    - **Stormwater Assessment Report:** In progress
        - Compiling data and anticipating first draft submittal in mid-June 2026
        - Finalized report provided, after comment review, in July 2026.

b. Phase 2 completed in fiscal year 2027 (July 2026 – June 2027)
    i. Schematic Design and Identification of Funding

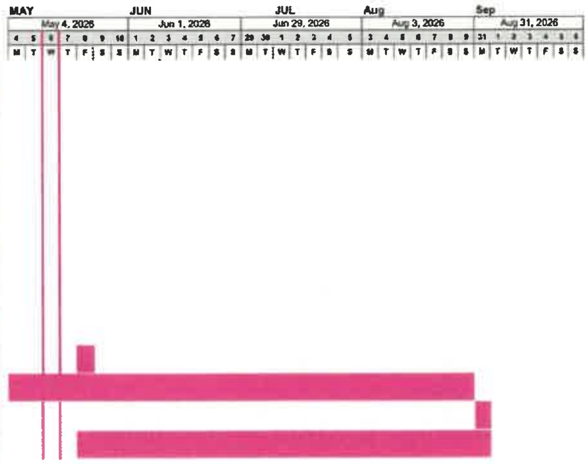
3. Hillview Street Culvert

- Contractor has been issued Notice to Proceed by email with the effective date of May 4, 2026.
- Contractor has provided copies of bonds to the Engineer, which were subsequently mailed to the Owner.
- Contractor was notified by email that they did not include the signed contract and were instructed to send it directly to the Owner.
- Contractor has submitted the first round of product submittals by email on 04/27/26. They were marked up by the Engineer and returned to the contractor by email on 04/30/26 and stamped Revise and Resubmit.
- Contractor spoke by phone with the Engineer on 05/04/2026 regarding the logistics of the sewer line that passes through the culvert and the potential for the sewer line to penetrate more than a single joint of culvert. The Engineer directed the Contractor to work with the structural engineer for the culvert manufacturer to arrive at an acceptable solution and return it to the Engineer with the revised submittal.
- The Engineer requested a construction schedule, including mobilization and implementation of traffic control for Phase 1, from the Contractor by email on 05/04/2026. Four bids were received on Tuesday, March 24th at 1PM. The engineer's opinion of cost was $1.30M and the bids came in between $1.02M and $1.31M.

Hillview St. Culvert

City of Brevard, NC

TASK	PROGRESS	START	END
Existing Conditions Investigation			
Preliminary Design Phase			
Total	100%	11/9/25	11/24/25
Final Design Phase			
Total	100%	11/24/25	1/12/26
Permitting Services			
Total		11/24/25	2/23/26
Issue for Bidding			
4 week bid period	100%	2/20/26	3/24/26
Construction			
Pre-con Meeting	0%	5/8/26	5/8/26
Construction	0%	5/4/26	8/17/26
Close-out	0%	8/17/26	8/31/26
Total	0%	5/8/26	8/31/26



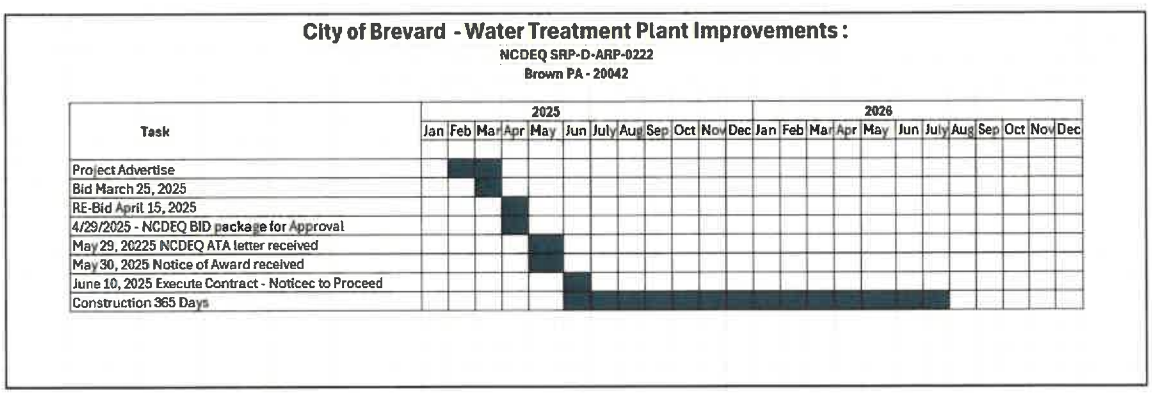
4. Water Treatment Plant Renovation

Work to date:

1. New Clearwell was set to be disinfected week of 3/3/2026. There was a slight seepage in the tank and the seepage was near the draw/fill line. CMT has been contacted to meet onsite. Once this is resolved, disinfection will proceed.
   a. Update: CMT has repaired all the weep points. Brown PA inspected on 05/01/2026 and will perform a final on 05/05/2026.
2. Of the 20 new actuators planned to be installed, only 1 remains to be installed at the raw water intake.
3. Conduit work and new control panel work continues in the pump room.
4. The installation of the equipment in the flocculation basin is ongoing, and the stilling walls are being stalled.

Upcoming work: Work over the next couple of months

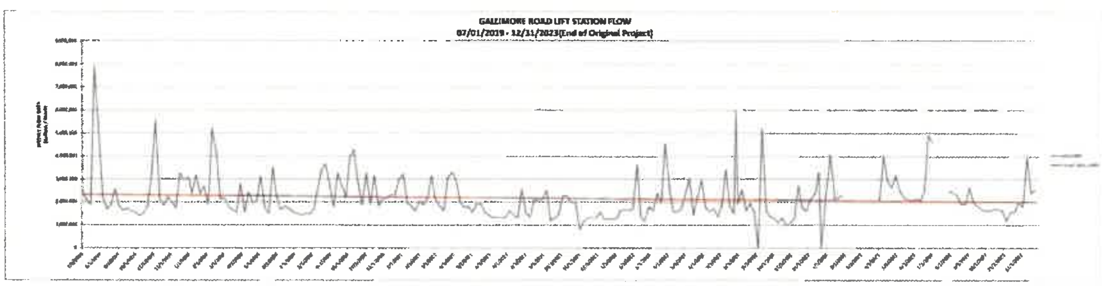
1. Delivery of new pumps in August for installation
2. Completion of work at flocculators



5. Gallimore Sewer Rehab Update

Gallimore Basin Sewer Rehab Change Order #2

- The Contractor is currently negotiating with a Sub to perform point repairs along England St and install cleanouts.
- Contractor is overdue in providing an updated schedule.
- 3 sewer services along Caldwell St remain to be lined after point repairs.
- 3 services along England Street to be lined.
- 10 cleanouts to be installed.
- Contractor waiting on Sub to schedule excavation and repair of existing services and installation of cleanouts.
- **Contractor stated it will be a couple of months before Sub can get to the services.**
- **Holding Payment Application**



6. Sewer Pump Station Rehabilitation Project

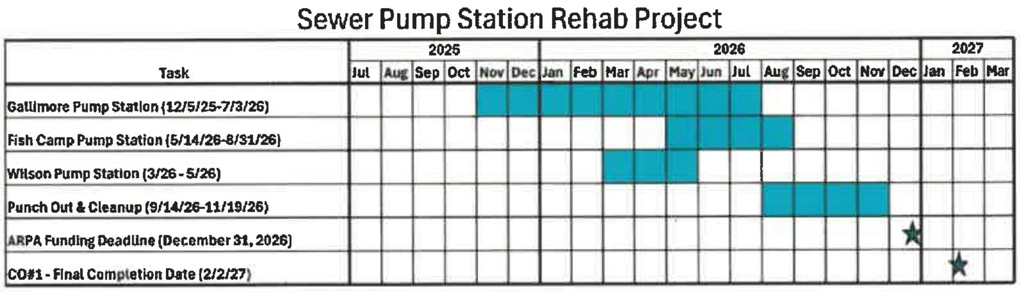
TP Howard is currently mobilized at the Gallimore Pump Station and construction continues.

- The contractor has installed the pump station wet well, grinder vault, meter and valve vaults, and piping between the vaults.
- The contractor has completed the majority of the installation of the gravity sewer and manholes between the new pump station and the existing pump station.
  - SSMH #1, 2, 3, 4, and 5 have been installed.
  - 36" gravity sewer has been installed from station 10+00± to station 10+51± between the wet well and SSMH #2 and has begun being installed from station 10+00± at SSMH#2 towards SSMH #6.
  - 24" gravity sewer has been installed from station 10+51± to station 15+10± between SSMH #2 and 5.
  - Force main installation is complete to station 14+34±.

TP Howard is currently mobilizing to the Wilson Pump Station, and the Electrical Sub has completed installation of all components. TP Howard is waiting for the gas service to be installed and tentatively has scheduled the start-up of the generation for Thursday, May 14th.

Shop drawings and submittals are continuing to be reviewed.

Both the Fish Camp and Gallimore Road easements have been finalized, and the paperwork is now complete.



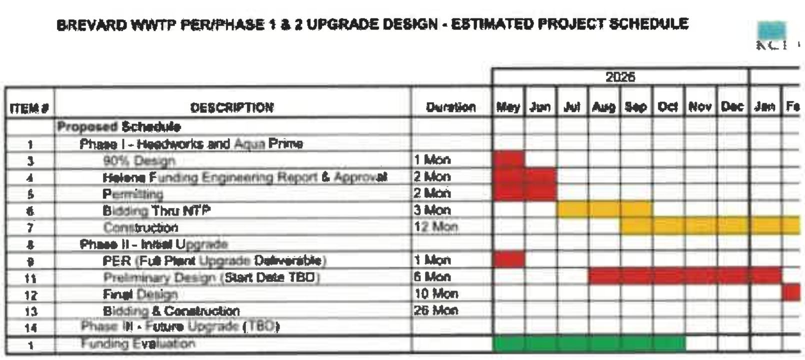
7. WWTP Renovation and Upgrade Project

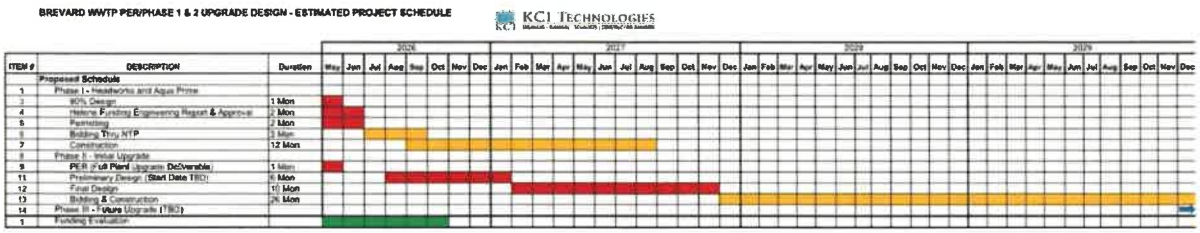
Mr. Todd stated that at the WWTP, an RBC shaft broke in the center and Staff mobilized quickly to get multiple quotes. After retaining a contractor, they started replacing the RBC, but upon draining the water, it caused the shaft to shift. The shift of the shaft caused the concrete and bearings to move, breaking a wall of the RBC basin and requiring further repair. Staff were able to retain another contractor to repair the basin the next day and the concrete has been set. The RBC shaft was placed and they are waiting for the biological growth to regenerate. KCI was able to get Staff in touch with the second contractor quickly and Mr. Todd was thankful for their involvement.

KCI is continuing to work with their subconsultants to finalize the plans and specifications, while simultaneously wrapping up the permitting and funding approval process necessary for the bidding of the Phase 1 design over the next several weeks.

KCI has discussed with Brevard staff pursuing FEMA BRIC funding for Phase 2 but this funding will be limited to site and chlorine contact basin improvements. KCI will continue to work with the City staff on pursuing Phase 2 funding.

The Basin study performed by KCI has been updated to include the expected flows from the Davidson River Village and is being internally reviewed. An updated PowerPoint and figures will be provided to Brevard staff for review.





8. Tannery Smokestack

Two pre-bid meetings were held on Friday, 04/24/2026 on the tannery site, one for the demolition of the smokestack and the other for removal of an abandoned underground vault which contains an oily substance and is a remnant of the old tannery. Five bidders were present. All five intend to bid on the vault removal project and three of the bidders intend to bid on the stack demolition as well. Bids are due Friday, 05/08/2026.

Once we know the actual cost of removal for both items, we will be better prepared to determine the best path forward. The intent, if funding allows, is to remove both the smokestack and the vault prior to the construction of the new multi-purpose path.

The smokestack demolition bids will include an alternate to leave a small portion of the smokestack. Pending review of the costs, the city's insurer has said that it will consider allowing a small portion of the stack to remain pending review and approval by a structural engineer. The city has a proposal on hand from a structural engineer, WSP, to review the stack remnant if the cost reveals this to be feasible alternative.

9. Public Comment

Madeline Magin stated that she owns 185 King St. and she read in the paper that commercial businesses will be paying higher sanitation fees, which she supports. She said many businesses obtain dumpsters from private service providers and do not use the City's services, so she is wondering if there will be an option to opt out because she could see that being a problem for businesses that deal with their trash already.

Ms. Magin also thanked the Committee for the crosswalks on Railroad Ave., by Whitmire St. and the propane company. She said the problem is that there is no way to cross Railroad Ave. close to all the businesses, as there are no crosswalks at King St., French Broad St., and Whitmire St. The closest option is on Probart St., so people using the bike path have to wait until it is clear and then cross through traffic. She asked if it would be possible to add two crosswalks, one at the King St./French Broad St. triangle and one at Whitmire St. that crosses over to the sidewalk to help with walkability and safety. Mr. Daniel said as someone who walks that route, it would be great if it could cross to the King St./French Broad St. triangle. Mr. Hooper said Staff will ask the City's traffic engineer about the best placement for sidewalks to see what can be done in that area.

Harvey Sankey had clarifying questions about the broken RBC at the WWTP and the number of tipper carts being requested in the budget. He also asked if it would be possible to get some of the department heads to attend a meeting in Straus Park to talk to the citizens about what is going on in the City. The Committee recommended the citizens come to the Committee meeting since we cover everything here. Mayor Copelof said if the citizens of Straus Park want to do a town hall, she would be happy to do that.

10. Set Next Meeting – June 3, 2026 at 3:30pm

The next regular meeting of the committee will be on June 3, 2026 at 3:30pm.

11. Adjourn

There being no further business, the meeting was adjourned at 4:28 p.m.

Minutes Approved: June 3, 2026

Lauren Wise, Chair, Council Member
Gary Daniel, Vice Chair, Council Member

Shawnee A. Cummings
Shawnee Cummings
Assistant to the City Manager

MINUTES

COUNCIL FINANCE, HUMAN RESOURCES and CITIZEN APPOINTMENT COMMITTEE

Monday, April 27, 2026 – 11:00am
City Hall Council Chambers

Members Present:	Dean Lytle, Chair Pamela Holder, Vice-Chair, Council Member (departed 11:51am) Susan Miller, Citizen Member
Members absent:	Maureen Copelof, Mayor, Ex-Officio
Staff Present:	Dean Luebbe, Assistant City Manager/Finance Director David Todd, Assistant City Manager Kelley Craig, Human Resources Director Denise Hodsdon, City Clerk Shawnee Cummings, Assistant to the City Manager
Guests:	Harvey Sankey
Media:	David Bradley

A. Welcome & Call to Order

Committee Chair Lytle welcomed everyone and called the meeting to order at 11:00am.

B. Certification of Quorum

Assistant to the City Manager Shawnee Cummings certified that a quorum was present.

C. Approval of Agenda

Ms. Holder moved, seconded by Ms. Miller to approve the agenda. The motion carried unanimously.

D. Approval of Minutes – March 31, 2026 Meeting

Ms. Miller moved, seconded by Ms. Holder to approve the minutes of the March 31, 2026 meeting as presented. The motion carried unanimously.

E. Board of Adjustment Applications

Ms. Hodsdon explained that the Board of Adjustment is an 8-member, quasi-judicial board with 5 members appointed by the City and 3 members appointed by the County.

For the City, there are 3 regular members and 2 alternates. For the County, there are 2 regular members and 1 alternate. Currently, there are 3 vacancies and all are alternates. The Planning Department stated that a quorum requires 4 members but with only 4 members present, all members must vote in the affirmative for an item to pass.

One of the City's regular members had a term expire in November 2025 and Staff have been advertising the vacancy since then. Ms. Hodsdon finally received an application in March 2026. The applicant, Amy Kelton, is applying for appointment as an alternate.

Ms. Miller asked if the time of the Board's meeting precludes businesspeople from applying. Ms. Hodsdon said she is not sure, as the Planning Department oversees the board. Ms. Hodsdon said there also may be fewer applicants because it is a quasi-judicial board and appeals of their decisions must be filed through the Court system.

Ms. Holder moved, seconded by Ms. Miller to refer the appointment of Amy Kelton as an alternate to the Board of Adjustment to the full Council. The motion carried unanimously.

F. Purchasing Policy Update

Mr. Luebbe provided a summary of the changes to the Purchasing Policy agreed to by the Committee at the February 23, 2026 meeting (Attachment A). The unresolved section of the policy is section 3.4(B), detailing construction and repair contracts between $30,000 and $249,999.99. Mr. Luebbe wanted to change that section to say the requestor is "encouraged" to obtain 3 bids, but the Committee wanted to keep the word "required" and allow for management discretion when 3 quotes could not be obtained.

After last meeting, Mr. Todd found some issues with section 3.4(B) and Mr. Luebbe has presented an alternative (Attachment A). Mr. Luebbe also provided a handout that compares the State requirements, the City's requirements, and the requirements in other Western North Carolina cities' purchasing policies (Attachment B). He stated that under State statute, any construction and repair contract over $500,000 will have to go out to formal bid and the City is required to follow the statutory requirements. Under $30,000, the State does not have any requirements, and from $30,000 to $500,000, the State requires informal bids, but there is no required number of bids and no other approval required. In other cities' policies, most follow State statute, do not require a specific number of bids, and leave discretion up to the department head.

Mr. Luebbe said a few years ago, he wanted the City's purchasing policy to be stricter but he underestimated the difficulties it would create. Our current policy requires formal bidding at $250,000, whereas all other municipalities listed on Attachment B require formal bidding at $500,000. Mr. Todd said our current policy still presents problems and cited the tannery smokestack as a time-sensitive example. Staff are expecting bids on the smokestack demolition to come in around $240,000, but if bids come back above $250,000, then Staff will need to post a solicitation and start the formal bidding process, requiring at least 30 days. If 3 bids are not received in response to the solicitation, the formal bid process starts again and the City will need to re-advertise for 30 days. If the policy allowed informal bids for contracts ranging from $30,000 to $500,000, Staff would not need to start the formal bid process and could move forward with the informal bids received. If changed, our policy would still be stricter than the State requires. Mr. Todd said the changes will increase efficiency and make it so that Staff are not complicating their own efforts.

Mr. Lytle said for clarification, Staff are asking for the policy to require 3 informal bids on projects between $30,000 and $500,000 and if 3 bids cannot be obtained, supporting documentation is to be provided to the City Manager prior to award of the contract. Mr. Luebbe confirmed and referenced the alternative paragraph (Attachment A).

Mr. Todd said we are not a large city so there are fewer contractors to obtain bids from, or contractors must travel farther for site visits. He added that contractors spend a lot of time providing bids, including traveling to the site and putting together the bid documents, and the more we wear contractors out with our processes, the less willing they will be to bid on City projects. By having efficient processes, the City can create a bid-friendly environment that encourages bidders and allows the City to obtain more competitive contracts.

In discussing informal and formal bidding, Mr. Todd explained that with informal bids, they are not advertised in the same way as formal bids, which are posted on the website and advertised in the Transylvania Times. Informal bids are obtained from companies that Staff call, that others working on the project call, by word of mouth, and/or contractors that Staff are aware of or have worked with in the past. Ms. Miller stated she is concerned about getting the information out and offering the opportunity to submit an informal bid. Mr. Todd said posting informal bid solicitations will complicate the process, as he will be required to hold pre-bid meetings, meet contractors on site, and set a submission deadline. Ms. Holder asked if we could advertise informal bids on the website and in the Transylvania Times and then offer a day and time for contractors to visit the site so the opportunity is opened to a wider pool. Mr. Todd said you might as well formally bid it at that point, as it eliminates the flexibility of informal bids and the only difference is whether the bids are sealed.

Ms. Holder asked how often the purchasing policy is a problem with the way it is currently drafted. Mr. Todd stated that since he started with the City, almost every project has been formally bid or has been under $30,000. Ms. Holder said it really doesn't seem to be a problem that is happening often. Mr. Todd added that the bulk of the work has been large, grant-funded projects and all the City's resources have been focused on those projects. Most of those projects will wrap up this year, so the potential for smaller projects subject to 3.4(B) will be higher.

Ms. Holder stated that she likes the way it is written now and would like to revisit the policy when this is occurring more frequently. She added that it will continue to hold us accountable and make us more responsible.

Ms. Miller asked if contractors submitting informal bids are still subject to all the same requirements, such as insurance, permits, etc. Mr. Luebbe confirmed and Mr. Todd added that he adopted the State Construction Office's informal contract and worked with the City Attorney to rewrite it for the City so that it has all the same parameters.

Mr. Todd added that with formally bid projects, Staff also advertise with the North Carolina Historically Underutilized Business (HUB) and with Greater Diversity News to ensure it is widely advertised and available to a variety of contractors. He added that the City requires contractors to follow the HUB Participation Guidelines when submitting bids, which shows they made good faith efforts to ensure historically underutilized contractors have a way to bid on a project. Their efforts can include breaking the project into smaller pieces for smaller contractors to bid on or offering to provide insurance to smaller contractors. Mr. Todd said that the City has taken steps to open the opportunity, cast a wide net, and make it accessible to small contractors.

In recapping the change, Mr. Lytle said there is a point of accountability in that the City Manager will have to approve cases where 3 bids are not obtained. Ms. Miller suggested adding another layer of accountability by requiring a quarterly report to Council on awarded contracts. She added that if you give more flexibility to staff, which she thinks they need to do their job efficiently, then there should be another element to show to City Council. The Committee agreed that it did not need to be complex, and would include the number of contracts, number of bids obtained for each, and who the contract was awarded to. Mr. Luebbe stated that he would add a sentence to the 3.4(B) paragraph and circulate it to the Committee members.

Ms. Miller moved, seconded by Mr. Lytle to recommend the revised Purchasing Policy with the added quarterly reporting requirement to the full Council. The motion carried unanimously.

G. Public Comment

Harvey Sankey asked about the differences between regular and alternate members on the Board of Adjustment and when each is permitted to vote. Committee members said they believe alternates serve on the board and vote if regular members are not present. Mr. Sankey asked if alternates vote if all regular members are present, to which Ms. Craig said she does not think so. The Committee recommended directing further questions to the Planning Department, as they will have more specifics.

Mr. Sankey asked clarifying questions about NCDEQ requirements for the smokestack demolition and inquired about the funding source for the smokestack demolition. Mr. Luebbe said the City Manager is currently working on figuring out the funding source and it will likely have to come from several different places in the budget.

Mr. Sankey asked if there is a draft of the FY27 budget available, to which Mr. Luebbe stated that it would be available to the public on Thursday and posted on the website. Mr. Luebbe added that it will be discussed at Monday's City Council meeting.

Rodney Locks asked clarifying questions regarding contractor pre-qualification, to which Mr. Todd stated that the City does not have a pre-qualification requirement but Staff does check contractors' references.

H. Set Date for Next Meeting

The next regular meeting is scheduled for Thursday, June 4, 2026, at 11am.

I. Adjourn

There being no further business, the meeting was adjourned at 12:07pm.

Minutes Approved: June 4, 2026

x ______________________
Dean Lytle, Chair, Council Member or
Pamela Holder, Vice Chair, Council Member

x Shawnee A. Cummings
Shawnee Cummings
Assistant to the City Manager

Recap of 2/23/26 meeting

1. 2.10B Recurring contracts review every three years. Limit increased from 10K to 25K
2. 3.2A Construction and Repair less than 30K. 3 quotes required, changed to 3 quotes encouraged.
3. 3.7C Piggybacking. The word "such as " was added.

Council requested wording to be added to 3.4B, (construction and repair 30K to 250K), keeping the word required, but giving management the ability to use discretion.

3.4B Construction and Repair $30,000 to 249,999.99

Construction and non-emergency repair contracts in this price range are obtained through the informal bid process. The requesting department is required to receive at least three (3) bids via U.S. Mail, email, fax, or hand delivery. The required three bids are to be scanned and submitted with/ attached to a proposed contract prior to the entry of the contract. Management is allowed to use discretion in regards to the three bid requirement, providing reasonable efforts have been made to obtain three bids. If the requesting department is unable to obtain three bids, documentation should be provided showing an attempt to receive the three bids. **Formal recommendation of award will be made to City Manager for approval.**

Possible alternative DT

3.4B Construction and Repair $30,000 to 249,999.99 (or $500,000)

Construction and non-emergency repair contracts in this price range are obtained through the informal bid process. The requesting department is **required** to receive three bids via U.S. Mail, email, fax, or hand delivery. The three bids are to be scanned and submitted with/ attached to a proposed contract prior to the entry of the contract. Management is allowed to use discretion in regards to the three bid requirement, providing reasonable efforts have been made to obtain three bids. If the requesting department is unable to obtain three bids, documentation should be provided showing an attempt to receive the three bids, and submitted to the City Manager prior to the contract being awarded. **Formal recommendation of award will be made to City Manager for approval.**

Construction and Repair

	Under 30K	30K to 500K
State Law	No method	Informal bid.
Brevard	Informal quote. Multiple quotes encouraged.	Informal bid. 3 bids required, but management has discretion. City of Brevard is 30K-250K). All others are 500K.
Davidson, 2023	No mention	Responsibility of dept head. Bid given to lowest responsible responsive bidder. No mention of # of bids
Washington, 2018	No method	Informal bid. Obtain quotes from 3 vendors, if possible. Can be awarded if only one received
Marion, 2025	No mention	Responsibility of dept head. Bid given to lowest responsible responsive bidder. No mention of # of bids
Forest City, 2014	No mention	Responsibility of dept head. Bid given to lowest responsible responsive bidder. No mention of # of bids
Mount Airy, 2025	Every effort to get two quotes.	Responsibility of dept head. Bid given to lowest responsible responsive bidder. No mention of # of bids
Hendersonville, 2023	No mention	Not mentioned in policy
Henderson, 2018	No mention	Informal bid. 3 quote required, exception can be granted but should be documented.
Woodfin 2022	Town Manager approves	Informal bid Needs Council approval if over 90K

MINUTES
City Council Housing Committee

Tuesday, May 12, 2026 – 3:45 PM
City Hall Council Chambers

Members Present:	Aaron Baker, Vice Chair, City Council Member (arrived at 3:55pm) Victor Foster, Citizen Member Mayor Maureen Copelof, Ex-Officio
Members Absent:	Pamela Holder, Chair, City Council Member
Staff Present:	Dean Luebbe, Assistant City Manager/Finance Director Emily Brewer, Senior Planner Shawnee Cummings, Assistant to the City Manager
Guests:	Harvey Sankey

A. Welcome and Call to Order

Committee Vice Chair Aaron Baker welcomed everyone and called the meeting to order at 3:56pm.

B. Certification of Quorum

Assistant to the City Manager Shawnee Cummings certified that a quorum was present.

C. Approval of Agenda

Mr. Foster moved, seconded by Mr. Baker to approve the agenda. The motion carried unanimously.

D. Approval of Minutes – February 10, 2026 Minutes and March 10, 2026 Session Notes

Mr. Foster moved, seconded by Mr. Baker to approve the minutes of the February 10, 2026 meeting and the session notes of the March 10, 2026 meeting as presented. The motion carried unanimously.

E. Discuss Possible Property Tax Assistance Options

Mayor Copelof said she anticipates hearing during the public hearing on the budget that the property tax increase will make it very difficult for low-income residents. She expects residents to ask Council to reduce the tax increase in the budget, which is always an option, but it is a difficult option because the City needs money to operate.

An option Staff started working on a year ago is a Low-Income Homeowner's Assistance Program, which would offer relief to low-income taxpayers that meet certain criteria. Council modified the Housing Trust Fund bylaws last August to add tax rebates to the list of eligible expenses for the Housing Trust Fund. Last summer, the City applied for a Dogwood grant to provide tax relief and Ms. Brewer tailored the program and its criteria to meet the grant requirements. The grant was targeted at older residents, so the City's proposed program had age-related criteria for individuals in the household.

Mayor Copelof wanted to look at the program again and eliminate age-related criteria since the City did not get awarded the grant. She added that this program is unfunded, but the grant request was for $60,000 over 2 years. Mayor Copelof said one thing to think about is whether we want to try to find the $30,000 in the City's budget to create the program as a response to people saying that they are being taxed out of their house.

Ms. Brewer summarized the original proposal, included the following eligibility criteria: (1) a residency requirement that required applicants to have lived in the home for at least 3 years, (2) an age requirement of 60 years or older for at least one member of the household, (3) an income requirement that household income must be at or below 80% of area median income (AMI), and (4) the applicant must be current on all property taxes and cannot use funding to pay unpaid or delinquent property taxes. Staff proposed a model that determined award amounts based on AMI and the increase in property tax value attributable to the County's revaluation. Under the program, payments would be sent directly to the City's Tax Collector and reflected on applicants' tax bill as a credit so the City could ensure the money would be applied to property taxes. If applicants already paid their taxes for the current year, they would receive a reimbursement check. Awards ranged from $250 to $1,500, and the program would operate on a first-come, first-served basis until the annual allocation of $30,000 was depleted. Staff also thought through program administration, including verification of age, income, and residency. An additional consideration was that the person meeting the age requirement did not have to be the head of household, allowing multi-generational households to qualify. Ms. Brewer said the proposal was put together quickly, so Staff are not sure how many qualifying households there are.

Mr. Foster said that the first-come, first-served model sounds fair, but it is not, especially if the information does not get to the people that need it the most. Mr. Baker said that is also a concern of his and suggested an application period. Ms. Brewer then asked how you differentiate and decide between applicants. Mayor Copelof suggested lowering the AMI requirement so you would have less people and get applicants with the greatest need, or an alternative of weighting it based on percentage of AMI. Ms. Brewer added that with a program like this, the City relies heavily on its partners and education to carry out a targeted effort and communicate with the people who need it. Mr. Baker asked if there was an application period, could the selection criteria be need-based and just start from the greatest need. Ms. Brewer said yes, probably.

Mayor Copelof said she wished Councilmember Holder was here because she was very concerned about 2.5 cent tax increase and wanted to lessen the impact on low-income residents. She added that this program would allow Councilmember Holder to help those most burdened by property taxes while preserving the items in the budget.

Since Staff do not know how far the $30,000 will go or how many people would apply in the various income groups, Ms. Brewer recommended having caps on the award amounts. At most, each person could get $1,500 and if every person got $1,500, the City could still help a lot of people. If the cap was lower, then we could help more people.

Mr. Luebbe gave an example of someone with a lower percentage of AMI that experienced a modest property value increase and someone with a higher percentage of AMI whose property value doubled. He then asked who we are more interested in helping. Mr. Luebbe said he would want to help the person whose property value doubled because their tax burden changed significantly and you could argue that even with more income, that person is more burdened. Mr. Foster said that is really the issue.

Ms. Brewer asked if that is the issue. She said we know the revaluation changed everyone's property taxes and asked if we want to tie eligibility to the property revaluation or to AMI. She added that when we wrote the proposal, it was in direct response to the revaluation and it has since been a year. Mr. Foster said yes, but the property values in some areas more than doubled and in other areas, it did not. He said many people in his neighborhood are on fixed incomes and living off of social security, limiting their ability to make any extra money.

Mayor Copelof said it is just an option, but one of the few options where we can target a specific segment of the population to provide tax relief, as we cannot set variable rates.

Ms. Brewer said based on her research, it is uncommon for a municipality to have a program like this, as it is usually a county, and it is difficult to assess impact given that this program would only apply to City taxes and not County taxes.

Mayor Copelof said the first step is eliminating the age requirement, as it was tied to the grant. Mr. Baker said he thinks the residency requirement should be higher than 3 years, as he thinks the revaluation was hardest on people who purchased their home a while ago. He said people know what their mortgage is every month and they know they can make that work, but when their home gets revalued at a much higher value, their mortgage payments go up because the tax bill went up. Then those residents are getting a monthly hit to their budget that was not accounted for. He added that for residents that bought their house 3 years ago, the property value difference between 3 years ago and the time of the revaluation is less. Mr. Luebbe added that if a higher residency requirement proved to be too restrictive, it would be much easier to lower the requirement in the future and expand eligibility. Mr. Luebbe said the real question is what the starting requirement would be – 10 years? 5 years?

Ms. Brewer said this was originally pitched as a 2-year program, which would allow Staff to test out the eligibility requirements to see if the requirements are too restrictive or not restrictive enough. She stated that if any other grant opportunities are found, she would recommend a multi-year program so that if the program does not reach as many people as expected in the first year, Staff can tweak the criteria in subsequent years.

Ms. Brewer said she has the valuation numbers and information on the increases for single family homes but cannot attach it to AMI. Mr. Foster said the increase is what we need to start with and Mr. Baker added that the average increase was about 58%.

Mr. Luebbe proposed a model in which you have levels based on need. Level 1 would be funded at $20,000 and people that fall into level 1 could get up to $1,500 each. Level 1 would include people with a certain percentage increase in their property value and with a certain percentage of AMI. If there was an influx of applications, then Staff would just divide the $20,000 by the number of qualifying applicants. Level 2 would be funded at $10,000 and would consist of people with less of a property value increase and a greater percentage of AMI. Anyone outside of the designated levels would not qualify. Ms. Brewer said it makes her nervous that the program would not have straightforward expectations for people, as the amount they could receive from the program would be variable. Mr. Luebbe said yes, but this option would move away from a first-come, first-served model and be subject to an application window so that people are not left in limbo for a prolonged period. Mayor Copelof said a first-come, first-served model would be difficult to implement given that applications may be submitted in various ways, we would have to time and date-stamp applications to determine who applied first, and if someone is not at their desk, an application could be stamped later than received.

Mr. Baker said the problem is that the program will not be finalized by the next Council meeting so that it can be shared with the public. Mayor Copelof said someone could say we are looking at ways that we might be able to do a tax rebate for people that meet certain criteria, or the other option would be to reduce the tax increase, although Staff would not get a full cost of living adjustment, and the City would not be able to hire additional staff. She added that one option is to find less money, develop a program that targets people that are hurting the most, and there will be less impact to Staff.

Mr. Baker said if we have a good enough program, we can ask the County to replicate the program and participate in tax relief. Mr. Foster and Mayor Copelof said a program could be in place by December, but Mr. Luebbe said a program would need to be in place in a few months, as people who pay their taxes by September get a discount.

Mr. Baker said the best way forward is for Staff to outline the program. Ms. Brewer said she can make the tweaks and circulate the policy, but Staff already did the heavy lift of determining how the program would operate last year. Edits will be primarily related to eligibility requirements. Mr. Baker said he thinks the residency requirement should be either 5 years or 7 years. Mr. Luebbe said that he will ask Tina Tanner, the City's Tax Collector, to look at a sample of homes in neighborhoods we expect to see the most applicants to see the average amount of time spent in their home. He said he does not know whether it would be half of the homes, more, or less – so it may give insight as to whether that eligibility requirement is too restrictive.

Mr. Baker said he thinks 60% of AMI is a good start and Ms. Brewer said her notes from the initial discussion about this program say the Committee agreed to 60% of AMI or less if the City was using its own money, as opposed to 80% of AMI with grant funding.

Mayor Copelof said she has been working with a group of collaborative partners, including The Haven, who will be applying for the Dogwood grant. She suggested they include property tax assistance as part of their application, which they have since incorporated. She does not know if they will get the grant, but it is worth applying.

Ms. Cummings asked about the exclusion of individuals who have delinquent taxes and asked if the Committee wants to consider allowing individuals who are making payments on their delinquent taxes to qualify for assistance with their current taxes. Mayor Copelof said that is an excellent point and Mr. Luebbe said if those individuals continue to make payments on their payment plan, then he would agree. Mr. Baker said he is interested to know how many people are in that category and wonders if we should start by talking to folks already making payments. Mr. Baker asked if there are any requirements to be on a payment plan and Ms. Cummings said no, but there are at least 10 people that come in regularly and are making payments on delinquent taxes from past years. Mr. Luebbe said that is just the people that come into City Hall and there may be more that mail in checks or pay at the payment window.

For funding, Mr. Luebbe mentioned the City is selling a piece of land on Cashiers Valley Rd. and Ms. Brewer said it is listed at $150,000. Mr. Luebbe said the money would come back to the Housing Trust Fund and is not currently committed to anything.

Mayor Copelof congratulated the Planning Department on being featured in the American Planning Association's North Carolina Housing Choice Needs and Policies Report (Attachment A). The City was included as a case study, highlighting the City's steps taken to remove barriers and encourage the creation of affordable housing.

Mr. Luebbe added that at the next meeting, the Committee may do a field trip to see the progress on Fairhaven Meadows and Habitat for Humanity's cluster home development.

Mr. Baker asked about the status of the Azaela Ave project. Ms. Brewer said the 9% LIHTC application was submitted Monday and we should hear back in August.

F. Public Comment

Harvey Sankey expressed support for a tax relief program. He asked what happens if a homeowner passes away and the property is passed on to a family member that lived there, and how that affects the residency requirement. He said hand-me-downs should be considered in the policy. He said if a program is created, communication to residents will be important to let people know about the program. Mr. Sankey asked about verifying eligibility. Mayor Copelof said Staff have several examples from local nonprofits that already conduct verification processes. Ms. Brewer also gave examples of qualifying documentation. Mr. Sankey also liked Mr. Luebbe's ideas of a tiered approach and splitting the funds based on the number of applicants.

G. Next Meeting Date

The next meeting was scheduled for Tuesday, June 9, 2026 at 3:45pm.

H. Adjourn

There being no further business, the meeting adjourned at 4:50 pm.

Minutes Approved: June 9, 2026

Pamela Harrington Holder

Pamela Holder, Chair, Council Member
Aaron Baker, Vice Chair, Council Member

Shawnee A. Cummings

Shawnee Cummings
Assistant to the City Manager

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Approve FY 2026-2027 Budget Ordinance and Fee Schedule
Speaker:	Wilson Hooper, City Manager Dean Luebbe, Assistant City Manager/Finance Director
Prepared by:	Dean Luebbe, Assistant City Manager/Finance Director, Shawnee Cummings, Assistant to the City Manager, Wilson Hooper, City Manager
Approved by:	Wilson Hooper, City Manager

Background

NCGS 159-9 names city managers as his/her municipality's statutory "budget officer" and outlines his/her responsibilities regarding preparation and submission of proposed budgets. The statute requires that a document which "contain[s] a concise explanation of the governmental goals fixed by the budget for the budget year, explain[s] important features of the activities anticipated in the budget, set[s] forth the reasons for the state changes from the previous year in program goals, programs, and appropriate levels, and explain[s] any major changes in fiscal policy" be presented to the elected board no later than June 1. Brevard Code of Ordinances Sec.2-113(5) requires the city manager to "prepare and submit the annual budget and capital program to the Council."

The proposal presented is the culmination of months of work by both the Brevard staff and the city's elected officials. Staff began compiling information on the costs of providing services prior to the start of the calendar year, and submitted requests for funding for new initiatives soon after that. The City Council held its strategic planning retreat in early March, identifying priorities that staff used to create the budget proposal. Council held a Budget Workshop on April 10 to review options and give preliminary approval of a spending plan. The City Manager summarized the budget in a presentation to Council on May 4, 2026. A public hearing was held on May 18, 2026; fourteen members of the public participated in the hearing. A special-called budget workshop was held on June 5, 2026.

Discussion

The proposed FY27 budget endows each of the city's budgetary units with resources needed to provide services, and spells out a funding strategy for each of Council's priorities. It maintains major service levels across the City of Brevard enterprise, and enhances service levels in certain areas.

The proposal includes resources for:

- A 2.7% cost of living increase for all eligible employees, keeping their compensation above inflation.

- Three new full-time positions in Public Works that will enable that department to provide its core services more efficiently, but also make progress on a backlog of projects city leaders wish to see completed.
- Enhanced staffing levels for Brevard Fire Department.

The proposal funds these expenses via:

- A proposed 2.5-cent increase in Brevard's property tax rate. The new rate equates to approximately $87.50 more for a property with an assessed value of $350,000.
- Increased sanitation collection fees for commercial and institutional properties. Current collections only cover about 50% of the cost of the services.
- A continuation of the city's regular 4% increases to the city's "per/1000 gallon" utility fee, and 4% increases to other utility fees including the high strength waste surcharge.

The full proposal is available for review at the link below:
https://www.cityofbrevard.com/DocumentCenter/View/6251/FY26-27-Recommended-Budget

Attachment 1 is a list of minor changes to the proposed budget made by Council at its June 5 workshop, with one unresolved item still requiring Council discussion.

Action
Council is asked to approve the attached FY2026-2027 Budget Message and Ordinance. The message is attachment 2, the 2.7% COLA option is attachment 3, the 3.0% COLA option is attachment 4. Attachment 5 is the corresponding fee schedule, included here since it is referenced in the Ordinance.

To comply with ethics rules, Mayor Copelof, Councilmember Holder, and Councilmember Lytle must recuse themselves from discussion/vote on non-profit contributions since each of them serves on the board of directors of an agency receiving a contribution. The remaining eligible council members are asked to vote on this piece (attachment 6) separately prior to a vote on the larger Ordinance.

An updated version of the FY2026-2027 budget document will be produced and published prior to July 1. The above referenced attachments are the legally required documents for budget approval.

If Council chooses not to approve a budget this evening, it will need to give direction as to which elements of the proposal to amend and schedule a Special Meeting of City Council prior to June 30 to give final approval.

Attachments:

1. Council-directed budget changes
2. FY27 Final Budget Msg.
3. FY27 Budget Ordinance (2.7% Option)
4. FY27 Budget Ordinance (3.0% Option)
5. FY27 Fee Schedule
6. 5700 Non-Profit Contributions

Changes to FY27 Budget
from
June 5, 2026 Brevard City Council
Special-Called Budget Workshop

General Fund Changes

- Reduce Municipal Service District tax increase from 2¢ to 0.65¢; reduce projected revenue from this tax by $11,000
- Remove “tipper carts”
    - Reduce FY27 debt service in GF-Non Departmental by $35,000
    - Redirect $6,200 to GF-Administration-Contracted Svcs for “NEOGOV Perform module”
    - Earmark remaining $28,800 for seed money for future merit compensation pool OR use the savings to bump citywide COLA adjustment from 2.7% to 3.0% (with corresponding adjustments to departmental personnel lines)
- Adopt Commercial Cardboard fees as reflected below; adjust GF revenue by $57,000

Fee Name	Current	Proposed
Commercial Recycling Fee	$5.75/mo.	$13.00/mo.
Commercial Cardboard Fee --Base Fee --Smaller User --Medium User --Large User	 --$10.00/mo. --$10.00/mo. --$10.00/mo. --$10.00/mo.	 --$20.00/mo. --$100.00/mo. --$150.00/mo. --$200.00/mo.

- Add GF-Non Departmental-Transfer Out for $46,000 to newly established Fund 74 (Sports Complex Capital Improvement Fund)[1]
- Earmark $84-$87k from Fund 82 (Rosenwald) for a yet-to-be-determined infrastructure project(s) in the Rosenwald neighborhood.[2]

Fire Fund Changes

- None; approved as proposed

[1] Per Council’s direction, $11,000 from Fund 82 (Rosenwald) already transferred to Fund 74 (Sports Complex Capital Improvement Fund)
[2] This direction requires no accounting changes or changes to the proposed budget Ordinance. Council indicated that Caroline Ave. traffic calming should be part of the package.

Water/Sewer Fund Changes

- None; approved as proposed

Stormwater Fund Changes

- None; approved as proposed

July 1, 2026

Honorable Mayor and Councilmembers,

Attached herein is the City of Brevard's FY27 municipal budget, covering the period between July 1, 2026, and June 30, 2027. This budget is presented in accordance with the North Carolina Local Government Budget & Fiscal Control Act and is balanced as required by North Carolina General Statutes. It was approved at your June 15, 2026, City Council meeting.

As always, I want to thank each of you for the time and attention you put into this process. The Budget Workshop on April 10, 2026, was one of the most productive I've experienced in my career. Your work during the Priority Setting Retreat in March and your special-called Budget Workshop in June was helpful as well. Building a budget is always challenging, but the challenge is multiplied without a focused and engaged board. I say every year—and continue to believe—that your work on the budget is commendable.

The FY27 budget provides resources to some of your priorities, summarized on pages X-X, and maintains most service levels across the City of Brevard enterprise. However, it is developed in a time of chaotic and challenging economic circumstances, so, overall, it is quite austere and, unfortunately, leaves some hoped-for projects unfunded.

- The overall budget is set at $27,422,661 across all funds, a 1.1% decrease from FY26. The FY27 figure is smaller because it includes fewer one-time capital purchases. If FY26's capital spending was comparable to FY27's, FY27's total would be 2.5% higher.
- The budget increases staffing levels in Fire and Public Works, helping keep those departments' heads above water. It maintains most other services and service levels from FY26 despite higher costs of doing business.
- In the face of stagnating natural growth in revenue, this budgets funds core services via a 2.5-cent increase in the City's property tax rate. It also includes a 0.65-cent increase in the Municipal Service District (MSD) tax, the first increase to that tax in over ten years.
- The budget proposal also increases fees on certain specialized services, shifting funding responsibility more toward the beneficiaries of those services and away from the general taxpayer.

Since the City's budget comprises several distinct budgets—General Fund (GF), Fire Fund, Stormwater Fund, and Water/Sewer fund (W/S)—I'll discuss each in turn.

GENERAL FUND

I recommend you set the GF budget at $14,961,661, a 3.5% increase over last year. The increase is attributable almost exclusively to the higher costs of sustaining and enhancing core municipal services, particularly in the Public Works and Fire departments, and Council's desire to maintain competitive compensation and benefits for City employees. Notable budgetary pressures include:

- Employee health insurance costs: $2,136,000 for FY27 versus $2,066,200 for FY26, a $69,800 increase on paper. In an effort to control costs, the City switched to the larger Carolina Public Entity Cooperative last year. This switch helped keep the year-over-year increase in costs manageable, but it did not—and could not—drive *down* the cost of employee health insurance. The reason why this seemingly modest increase is notable is because, for the first time in recent memory, healthcare costs can no longer be underwritten by a large subsidy from the City's Health Insurance Reserve Fund. In recent years the City has been tapping that reserve to minimize the pain of year-over-year increases. And it will do so again this year, though to a much smaller extent. In FY27, a larger share of healthcare costs must be borne by the annual budget itself. To that end, in FY27 the pro rata cost of coverage was set at $17,000 per employee, up from $16,000 last year.
- Salary creep: As employees retire or take other jobs, they're often replaced with employees who make more money. This is a function of the City's desire to hire top-tier candidates as well as the fact that the pool of potential employees in this area is smaller because of the area's high cost of living and other factors. Brevard cannot hire good employees with static compensation.
- Inflation: Like individuals, the City is a consumer of goods and services. Perhaps more so than the typical individual, the City is a consumer of commodities like fuel, chemicals, and construction materials whose prices are vulnerable to worldwide economic fluctuations. In the last calendar year retaliatory tariffs, unnecessary wars, and political gamesmanship have disrupted the world economy. The collective impact of these factors is that we're compelled to pay higher prices if we wish to maintain our service levels.

The General Fund shall be funded via its diverse set of revenues, which is covered in greater detail later in this booklet. The budget projects minimal natural increases in year-over-year collections for the GF's largest revenue source, property tax; an expected increase in the second largest source, sales tax; and decreased revenue in another large source, interest income.

Expected revenue will therefore fall far short of being able to fund Council's top priorities while simultaneously maintaining service levels. Therefore, as mentioned in the introductory section's bullet points, my proposal includes a 2.5-cent increase to Brevard's property tax rate, making Brevard's rate $.3825. This rate is in keeping with the target you set during the Budget Workshop on April 10, 2026. Please refer to page X-X in this booklet to see how the proposed tax increase affects properties of various values.

Property tax rates are hard to compare these days, as peer municipalities in our area are in different stages of the revaluation cycle depending on their county. In FY26 Waynesville and Canton had rates of $.479 and $.54 respectively, but Haywood County's last revaluation was 2021, and they aren't performing another until 2027. If the trends hold, their overall tax base will go up and their revenue neutral rate will be lower than their current rate. Hendersonville and Fletcher went through a revaluation in 2024. Their rates are $.52 and $.28[1] respectively. Buncombe County performed a revaluation in 2026, seeing a 43% overall increase in value. In FY26, Black Mountain and Weaverville's rates were $.321 and $.380 respectively.

A new patrol vehicle purchased in FY26 sporting Brevard Police Department's new livery.

In keeping with the philosophy that Council has tacitly applied to recent budgets, this proposal includes a number of fee increases that are designed to shift the cost of services that benefit individuals *to* the specific beneficiary of the service and *away* from the general taxpayer.

- A 0.65-cent increase in the Municipal Service District tax (aka, the Heart of Brevard tax). This tax has not increased in recent memory, and was set at its revenue neutral rate last year. Proceeds from this tax benefit the downtown Municipal Service District almost exclusively. An increase in this tax will enable the City to maintain a similar funding level for downtown-oriented services without a larger contribution from the general taxpayer.
- Increases to the Commercial Recycling and Commercial Cardboard collection fees to $13 and $20 per month, respectively, for small users. Even higher fees will be charged to heavy users of the Commercial Cardboard Service. Fees for these services are currently $5.75 and $10 per month. This is undeniably a large increase, but prior to this increase the revenue collected only covered about 50% of the cost of the service. With this new fee model, collection will cover about 100% of the cost. Even with the fee increase, our research suggests that our service is still a better deal than the comparable private-sector option.
- A $1 increase (from $2 to $3) in the Franklin Park Pool daily admission fee.
- Employees who choose one of the City's dependent health coverage options will be asked to pay a slightly higher monthly premium. Currently, the City subsidizes 86% of these plans' costs, a level higher than that of surrounding public employers. We seek to decrease that to an 83% subsidy in FY27, and an 80% subsidy in FY28. This will impact about 41 employees, including me.

[1] Fletcher residents pay an additional $.105 fire district tax, making the taxes they pay for a comparable level of services similar to Brevard's.

With all that said, the GF proposal budgets money for the following:

- Increasing employee compensation by 2.7%/3% across the board so that it stays ahead of inflation according to the Consumer Price Index (CPI)[2] even with the aforementioned premium increase for dependent coverage plans.
- Three new positions in Public Works (two in Buildings and Grounds, one in Streets). At current staffing levels, the department is frequently short-staffed and must pull employees from other departments to execute its portfolio of responsibilities when employees are sick, on vacation, cannot make it to work due to inclement weather, or when vacancies exist in areas of high turnover like sanitation. New positions will give the department a staffing cushion and enhance its capacity to focus on its backlog of special projects that are outside the scope of its day-to-day responsibilities. What's more, having in-house resources to conduct special projects is more cost effective than farming them out to outside contractors.
- Extra staffing capacity for Brevard Fire Department. More on this in the next section of this message.
- Endowing Fund 76 (Housing Trust Fund) with $235,000, Fund 83 (Downtown Master Plan) with $47,500, and Fund 78 (Multi-Use Path) with $47,500; however, the latter two are half of FY26's contribution amount.

Funded partially by a $1.1M loan from the City, 48-units of low-to-moderate income housing is under construction off Asheville Highway. The units will serve families making below 80% of area median income.

FIRE FUND

I recommend that the Brevard Fire Fund (Fire) be set at $1,726,228. This figure is lower than FY26's budget because FY26's figure included around $925,000 in capital expenses that are not duplicated in FY27.

Omitting these capital expenses, the FY27 budget is $197,428 more than FY26. The primary driver of this increase is the inclusion of dollars to enhance department staffing.

[2] As of February 2026

Fire service is typically a GF-funded function; in Brevard's case, however, it is accounted for in a separate fund. Brevard Fire Department (BFD) is jointly funded by Brevard and Transylvania County since BFD provides services to the Sylvan Valley 2 rural fire district. The terms of the City's contract with the County require that we hold the dollars in a discrete fund.

For FY27, the agreement splits the department's operating cost approximately 56.8%/43.2% between the City/County. Brevard's $955,608 GF contribution—which shows up in that fund's bottom line but is specifically accounted for as a transfer in the "Non-Departmental" section of the budget—is the single biggest source of Fire's operating revenue. Transylvania County's contribution is the second biggest source. Their contribution comes from the proceeds of the new countywide fire tax implemented in FY26; previously it had come from a $.055/cent tax charged to property owners within the Sylvan Valley 2 district.

The percentage split skews heavier towards the City in FY27 as this budget includes some extra-contractual enhancements to staffing levels funded with municipal dollars alone. The budget includes funding for one additional full-time firefighter and an increase to the "part-time salaries" line item intended to give BFD the financial resources it needs to keep one extra trained firefighter at the station during the overnight shift. This is a change from our current practice of keeping one firefighter at the station overnight and calling in on-call responders from their homes to supplement him/her as needed.

STORMWATER FUND

My proposal contains no significant changes to the Stormwater Fund. I recommend that we continue with our three-tiered rate model for another year, using its proceeds to fund McAdams' work creating an updated Stormwater Master Plan.

When it's completed, the Master Plan will include options for a new, more equitable fee model. That will be part of our budget discussion prior to FY28 or FY29.

WATER/SEWER FUND

The Water/Sewer (W/S) Fund is the most independent of Brevard's enterprise funds. Funded exclusively with rate revenue, W/S is financially autonomous. As a matter of fact, W/S pays a cost reimbursement ($750,000 in this proposed budget) *to* the GF to pay for the support services (administration, finance, HR, etc.) the latter provides to the former.

I recommend that W/S's budget be set at $7,782,900, a 2.5% decrease over FY26[3].

Notable service level changes in the FY27 proposal include the creation of a state-mandated fats, oils, and grease (FOG) enforcement program, and resources to focus on reducing Brevard's rate of "non-revenue water". Non-revenue water is an industry term for fresh drinking water that's manufactured but not sold. Some non-revenue water is expected; fire hydrants, for example, use non-revenue water. But a study conducted a few years ago –and again as part of the recently published *Asset Inventory and Assessment for Water Distribution System* document—reveals

[3] Note that, as with the Fire Fund, the FY26 figure is inflated because of the inclusion of $540,000 in debt proceeds to its total. The actual operating level was $7,439,125. Since there are no debt proceeds budgeted for FY27, the true apples-to-apples comparison between the two years see FY27's budget increase by 4.6%.

Brevard's rate is higher than average. The consequences of this are higher manufacturing costs per gallon reaching the tap, and strain on our natural resources.

To adequately fund W/S's operations, maintenance, and capital efforts, I recommend that Brevard continue with its regular 4% rate increase. As is typical, this increase will be applicable to the per/1000 gallon consumption fee customers pay. It will equate to approximately $25 more per year for a customer who consumes 2,700 gallons/month. The 4% increase applies to all classes of customers—residential, institutional, commercial, industrial.

I also recommend raising the High Strength Waste Surcharge (HSWS) by 4% both in the industrial and commercial/institutional categories. The commercial/institutional surcharge was implemented two years ago to shift the cost of treating waste with high suspended solids and biological oxygen demand more towards the customers who discharge such waste into the system. These heavy dischargers drive the need for expensive chemicals mentioned in a previous paragraph, and thus their fee should more closely reflect the true cost of the service.

Finally, I recommend raising the fee septage haulers must pay to empty their trucks at our facility by 4%. Two years ago, we switched from a per-truckload fee to a per-gallon fee. It makes sense to be consistent and raise these fees if we raise fees on other customers, particularly since we believe our service is still cheaper than that provided by similar facilities close by and because most of the beneficiaries of this service do not contribute to the city's financial health with taxes.

Two years ago I said in my message that we were fortunate that most of our capital program was being underwritten by ARPA dollars from the Federal Government via the State of North Carolina. I bring it up again to remind readers that FY27 is the last year those dollars will appear on our books; ARPA dollars must be expended by December 31, 2026.

A new generator is installed at Brevard's water treatment plant.

Fortunately, our ARPA funded projects are all well underway and scheduled to be completed by the deadline, and in FY26 we've been lucky to receive some non-ARPA dollars from the state to continue progress on our capital program. But I offer this info as a reminder that future capital projects will require us to have skin in the game, which is why I recommend we continue with our regular rate increases so that we can build the nest egg we need.

FY26 SUPPLEMENTAL SPENDING PLAN

I reiterate that the FY27 budget cannot accommodate all of Council's priorities. Fortunately, the City has a small amount of operational savings in the FY26 budget that can be allocated for certain needs. You approved the FY26 Supplemental Spending Plan on page XX at your June 1, 2026 meeting, taking some pressure off the FY27 budget.

CONCLUSION

Looking back, I believe this budget may be the most challenging of my career. It does not give Brevard's tax and rate payers any relief, and it doesn't give us the resources to do nearly all that we want for the community. This budget is an unfortunate product of the economic times we live in.

With that said, I also believe that Brevard's portfolio of services as it stands is critical for maintaining the high quality of life we enjoy here, and that City services still represent good value for the money.

The tax and fee increases proposed in this budget are modest. They will permit the City to maintain—and even enhance—core services, prepare for future infrastructure needs, and support its employees.

Mayor and Councilmembers, as always, please feel free to call or email me with any questions or comments.

Best regards,

Wilson Hooper
City Manager

City of Brevard FY2026-2027 Budget Ordinance

Ordinance No. 2026-XX

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BREVARD, NORTH CAROLINA:

Section 1. It is estimated that the following revenues will be available to the General Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES		BUDGET
AD VALOREM TAXES	$	7,793,398
OTHER TAXES		2,765,000
UNRESTRICTED REVENUES		951,535
RESTRICTED INTERGOVERNMENTAL		306,200
SALES AND SERVICES		1,736,800
MISCELLANEOUS		1,408,500
FUND BALANCE APPROPRIATED		-
TOTAL	$	14,961,433

Section 2. The following amounts are hereby appropriated in the General Fund for the operation of the City Government and its activities for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027 in accordance with the Chart of Accounts heretofore established for the City of Brevard:

EXPENDITURES		BUDGET
GOVERNING BODY	$	266,500
ADMINISTRATIVE		1,207,800
FINANCE		844,200
PLANNING		1,007,000
COMMUNITY CENTER		174,300
BUILDING AND GROUNDS		963,350
POLICE		4,342,000
PUBLIC WORKS - ADMINISTRATION		744,300
PUBLIC WORKS - GARAGE		535,300
PUBLIC WORKS - STREETS - LOCAL		1,004,325
PUBLIC WORKS - STREETS - POWELL BILL		268,000
RECREATION		296,300
SANITATION		1,310,200
NON DEPARTMENTAL		1,997,858
TOTAL	$	14,961,433

Section 3. It is estimated that the following revenues will be available to the Water and Sewer Utility Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES		BUDGET
WATER BILLINGS	$	3,700,000
SEWER BILLINGS		3,375,000
METER FEES		186,000
OTHER REVENUES		521,900
DEBT PROCEEDS		-
TOTAL	$	7,782,900

Section 4. The following amounts are hereby appropriated in the Water and Sewer Utility Fund for the operation of said utilities for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES		BUDGET
WATER TREATMENT	$	1,223,700
WASTEWATER TREATMENT		1,496,900
WATER AND SEWER MAINTENANCE		2,390,200
NON DEPARTMENTAL		2,672,100
TOTAL	$	7,782,900

City of Brevard FY2026-2027 Budget Ordinance

Ordinance No. 2026-XX

Section 5. The following revenues will be available for the Capital Reserve Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES		BUDGET
FUND BALANCE APPROPRIATED	$	-
SYSTEM DEVELOPMENT FEES		105,000
TOTAL	$	105,000

Section 6. The following expenditures will be available for the Capital Reserve Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES		BUDGET
INCREASE IN FUND BALANCE		105,000
TOTAL	$	105,000

Section 7. It is estimated that the following revenues will be available to the Fire District Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES		BUDGET
TRANSFER FROM GENERAL FUND	$	995,608
FIRE DISTRICT TAX		756,620
OTHER REVENUES		10,000
FUND BALANCE APPROPRIATED		-
LOAN PROCEEDS		-
TOTAL	$	1,762,228

Section 8. The following amounts are hereby appropriated in the Fire District Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES		BUDGET
PERSONNEL, OPERATING, CAPITAL, DEBT		1,762,228
TOTAL	$	1,762,228

Section 9. It is estimated that the following revenues will be available to the Stormwater Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES		BUDGET
CHARGES FOR SERVICES		209,000
TOTAL	$	209,000

Section 10. The following amounts are hereby appropriated in the Stormwater Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES		BUDGET
OPERATING		209,000
TOTAL	$	209,000

City of Brevard FY2026-2027 Budget Ordinance

Ordinance No. 2026-XX

Section 11. It is estimated that the following revenues will be available to the Bjerg Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES	BUDGET	
INTEREST ON INVESTMENTS		2,100
TOTAL	$	2,100

Section 12. The following amounts are hereby appropriated in the Bjerg Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES	BUDGET	
INCREASE IN FUND BALANCE		2,100
TOTAL	$	2,100

Section 13. The following revenue amounts will be available in the Health Insurance Fund for Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES	BUDGET	
FUND BALANCE APPROPRIATED	$	78,000
TRANSFER FROM OTHER FUNDS		1,836,000
DENTAL DEPENDENT PREMIUMS		35,000
HEALTH DEPENDENT PREMIUMS		127,000
RETIREE PREMIUMS		60,000
TOTAL	$	2,136,000

Section 14. The following amounts are hereby appropriated in the Health Insurance Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES	BUDGET	
HEALTH INSURANCE COSTS		2,136,000
TOTAL	$	2,136,000

Section 15. It is estimated that the following revenues will be available to the Heart of Brevard Municipal Service District Tax Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES	BUDGET	
SERVICE DISTRICT TAX - CURRENT AND PRIOR YEARS	$	155,500
TRANSFER FROM GENERAL FUND		22,000
TOTAL	$	177,500

Section 16. The following amounts are hereby appropriated in the Heart of Brevard Municipal Service District Tax Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES	BUDGET	
CONTRACT SERVICES	$	166,500
TRANSFER TO DOWNTOWN MASTER PLAN		11,000
TOTAL	$	177,500

City of Brevard FY2026-2027 Budget Ordinance

Ordinance No. 2026-XX

Section 17. It is estimated that the following revenues will be available to the Housing Trust Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES	BUDGET	
TRANSFER FROM GENERAL FUND	$	235,000
SALE OF CAPITAL ASSETS		50,000
OTHER REVENUES		1,500
TOTAL	$	286,500

Section 18. The following amounts are hereby appropriated in the Housing Trust Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES	BUDGET	
OPERATING	$	76,500
DEBT PAYMENTS		210,000
TOTAL	$	286,500

Section 19. The Revenues and Expenditures set forth in Section 1 through Section 18 of this Ordinance are hereby summarized as follows:

BUDGET APPROPRIATIONS	BUDGET	
GENERAL FUND	$	14,961,433
STORMWATER FUND		209,000
WATER & SEWER FUND		7,782,900
FIRE DISTRICT FUND		1,762,228
CAPITAL RESERVE FUND		105,000
BJERG FUND		2,100
HEALTH INSURANCE RESERVE FUND		2,136,000
HEART OF BREVARD FUND		177,500
HOUSING TRUST FUND		286,500
TOTAL	$	27,422,661

City of Brevard FY2026-2027 Budget Ordinance

Ordinance No. 2026-XX

Section 20. There is here hereby levied a tax at the rate of thirty eight and one quarter cents ($0.3825) per one hundred dollars ($100) valuation of property as listed for taxes as of January 1, 2026 for the purpose of raising the revenue listed as Taxes in the General Fund in Section 1 of this Ordinance. This rate is based on an estimated total valuation of property for the purposes of taxation of $2,051,000,000 and an estimated collection rate of 98.5%.

Section 21. There is hereby further levied a tax at the rate of eighteen and nineteen tenth cents $0.1819 cents per one hundred dollars ($100) valuation of property as listed for taxes as of January 1, 2026 within the boundaries of the Heart of Brevard Municipal Service District for the purpose of raising the revenue listed as Taxes in the Heart of Brevard Municipal Service District Tax Fund in Section 15 of this Ordinance. This rate is based on an estimated total valuation of property for the purposes of taxation of $91,900,000 and an estimated collection rate of 87.00%.

Section 22. There is hereby further attached (Exhibit A) to said Ordinance a schedule of taxes, fees, and charges for the General and Utility Funds.

Section 23. The Budget Officer shall be authorized to reallocate departmental appropriations among the various line item expenditures of that department, as said officer believes necessary. The Budget Officer shall be authorized to effect interdepartmental transfers, in the same fund, provided that no departmental budget shall be reduced by more than ten percent without the prior approval of the City Council. Any such transfers shall be reported to the City Council at its next regular meeting and shall be entered in the minutes.

Section 24. Copies of the Budget Ordinance shall be furnished to the Budget Officer and Finance Officer of the City to be kept on file by them for their direction in the collection and disbursement of funds. Said officials are hereby authorized to receive and expend funds as herein set forth in accordance with the Brevard City Code and the General Statutes of the State of North Carolina.

Adopted and approved this the 15th day of June, 2026.

ATTEST:

____

Denise Hodsdon
City Clerk

____

Maureen Copelof
Mayor

____

Mack McKeller
City Attorney

City of Brevard FY2026-2027 Budget Ordinance

Ordinance No. 2026-XX

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BREVARD, NORTH CAROLINA:

Section 1. It is estimated that the following revenues will be available to the General Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES		BUDGET
AD VALOREM TAXES	$	7,793,398
OTHER TAXES		2,765,000
UNRESTRICTED REVENUES		951,535
RESTRICTED INTERGOVERNMENTAL		306,200
SALES AND SERVICES		1,736,800
MISCELLANEOUS		1,408,500
FUND BALANCE APPROPRIATED		-
TOTAL	$	14,961,433

Section 2. The following amounts are hereby appropriated in the General Fund for the operation of the City Government and its activities for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027 in accordance with the Chart of Accounts heretofore established for the City of Brevard:

EXPENDITURES		BUDGET
GOVERNING BODY	$	266,500
ADMINISTRATIVE		1,189,600
FINANCE		845,600
PLANNING		1,008,700
COMMUNITY CENTER		174,800
BUILDING AND GROUNDS		964,550
POLICE		4,349,800
PUBLIC WORKS - ADMINISTRATION		745,900
PUBLIC WORKS - GARAGE		535,900
PUBLIC WORKS - STREETS - LOCAL		1,005,725
PUBLIC WORKS - STREETS - POWELL BILL		268,000
RECREATION		296,300
SANITATION		1,312,200
NON DEPARTMENTAL		1,997,858
TOTAL	$	14,961,433

Section 3. It is estimated that the following revenues will be available to the Water and Sewer Utility Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES		BUDGET
WATER BILLINGS	$	3,700,000
SEWER BILLINGS		3,375,000
METER FEES		186,000
OTHER REVENUES		521,900
DEBT PROCEEDS		-
TOTAL	$	7,782,900

Section 4. The following amounts are hereby appropriated in the Water and Sewer Utility Fund for the operation of said utilities for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES		BUDGET
WATER TREATMENT	$	1,225,100
WASTEWATER TREATMENT		1,498,500
WATER AND SEWER MAINTENANCE		2,387,200
NON DEPARTMENTAL		2,672,100
TOTAL	$	7,782,900

City of Brevard FY2026-2027 Budget Ordinance

Ordinance No. 2026-XX

Section 5. The following revenues will be available for the Capital Reserve Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES	BUDGET
FUND BALANCE APPROPRIATED	$ -
SYSTEM DEVELOPMENT FEES	105,000
TOTAL	$ 105,000

Section 6. The following expenditures will be available for the Capital Reserve Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES	BUDGET
INCREASE IN FUND BALANCE	105,000
TOTAL	$ 105,000

Section 7. It is estimated that the following revenues will be available to the Fire District Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

REVENUES	BUDGET
TRANSFER FROM GENERAL FUND	$ 995,608
FIRE DISTRICT TAX	756,620
OTHER REVENUES	10,000
FUND BALANCE APPROPRIATED	-
LOAN PROCEEDS	-
TOTAL	$ 1,762,228

Section 8. The following amounts are hereby appropriated in the Fire District Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES	BUDGET
PERSONNEL, OPERATING, CAPITAL, DEBT	1,762,228
TOTAL	$ 1,762,228

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REVENUES	BUDGET
CHARGES FOR SERVICES	209,000
TOTAL	$ 209,000

Section 10. The following amounts are hereby appropriated in the Stormwater Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES	BUDGET
OPERATING	209,000
TOTAL	$ 209,000

City of Brevard FY2026-2027 Budget Ordinance

Ordinance No. 2026-XX

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TOTAL	$	2,100

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FUND BALANCE APPROPRIATED	$	78,000
TRANSFER FROM OTHER FUNDS		1,836,000
DENTAL DEPENDENT PREMIUMS		35,000
HEALTH DEPENDENT PREMIUMS		127,000
RETIREE PREMIUMS		60,000
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Section 14. The following amounts are hereby appropriated in the Health Insurance Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

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TOTAL	$	2,136,000

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REVENUES		BUDGET
SERVICE DISTRICT TAX - CURRENT AND PRIOR YEARS	$	155,500
TRANSFER FROM GENERAL FUND		22,000
TOTAL	$	177,500

Section 16. The following amounts are hereby appropriated in the Heart of Brevard Municipal Service District Tax Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES		BUDGET
CONTRACT SERVICES	$	166,500
TRANSFER TO DOWNTOWN MASTER PLAN		11,000
TOTAL	$	177,500

City of Brevard FY2026-2027 Budget Ordinance

Ordinance No. 2026-XX

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REVENUES	BUDGET
TRANSFER FROM GENERAL FUND	$ 235,000
SALE OF CAPITAL ASSETS	50,000
OTHER REVENUES	1,500
TOTAL	$ 286,500

Section 18. The following amounts are hereby appropriated in the Housing Trust Fund for the Fiscal Year beginning July 1, 2026 and ending June 30, 2027:

EXPENDITURES	BUDGET
OPERATING	$ 76,500
DEBT PAYMENTS	210,000
TOTAL	$ 286,500

Section 19. The Revenues and Expenditures set forth in Section 1 through Section 18 of this Ordinance are hereby summarized as follows:

BUDGET APPROPRIATIONS	BUDGET
GENERAL FUND	$ 14,961,433
STORMWATER FUND	209,000
WATER & SEWER FUND	7,782,900
FIRE DISTRICT FUND	1,762,228
CAPITAL RESERVE FUND	105,000
BJERG FUND	2,100
HEALTH INSURANCE RESERVE FUND	2,136,000
HEART OF BREVARD FUND	177,500
HOUSING TRUST FUND	286,500
TOTAL	$ 27,422,661

City of Brevard FY2026-2027 Budget Ordinance

Ordinance No. 2026-XX

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Adopted and approved this the 15th day of June, 2026.

ATTEST:

____

Denise Hodsdon
City Clerk

____

Maureen Copelof
Mayor

____

Mack McKeller
City Attorney

Adopted Fee Schedule
FY2027 Budget

Property Tax Rates

City-Wide	~~0.3575~~ 0.3825/ $100 Valuation
Heart of Brevard MSD	~~0.1754~~ 0.1819/ $100 Valuation

ABC Licensing Fees

Fees regulated by the State of North Carolina for the sale of beer and wine.

The license year for the following runs from May 1 through April 30 (NCGS 105-113.70(b). License is not to be pro-rated.

Code	NCGS	Business Activity	Rate
		Beer & Wine (Copy of ABC Permit required.)	
D-101		On premise malt	$15.00
D-102		Off premise malt	$5.00
D-103		Wholesale beer	$37.50
D-104		On premise wine	$15.00
D-105		Off premise wine	$10.00
D-106		Wholesale wine	$37.50
D-107		Wholesale beer & wine	$62.50

Taxi Licensing Fees

Tax regulated by North Carolina General Statutes 20-97 and NCGS 160A-211

Code B-146 - NCGS 20-97 - **Taxicabs** *Requires Approval	Rate: $15 per vehicle

*Taxi / Vehicles for Hire. City of Brevard Code of Ordinances, Chapter 78

Solid Waste Removal Fees

Residential Garbage Collection	$10.75 plus $10.25 County Disposal Fee / $21.00 per month total
Commercial Dumpster	$100.00 per month total for two pickups per week. Each additional pickup is $20.00 per pickup
Small Commercial Collection	$10.75 plus $10.25 County Disposal Fee times number of monthly pickups / $21.00 per month total
Special Refuse Pick Up (Includes appliances & furniture)	$20.00 per single item $75.00 per load
Television / Computer Monitor Collection	ALL TV's - $15.00

Recycling Fees

Residential Recycling Fee	$4.00 per month
Commercial Recycling Fee	$13.00~~5.75~~ per month (Additional 96-gallon containers $13.00~~5.75~~ each)
Commercial Cardboard Recycling (charged per water meter to all commercial customers)	$20.00~~10.00~~ per month ~~per water meter for all commercial customers~~for businesses with minimal usage $100.00 per month for small users (less than 1 hopper per pickup) $150.00 per month for medium users (1 hopper per pickup) $200.00 per month for large users (2+ hoppers per pickup)
Mulch Fee	Pickup truck loads, City Residents - $0 All other loads - $10 per yard

Franklin Pool Fees

Admission	~~$2.00~~ $3.00 per day per individual
Individual Season Pass	$50 per season
Family Season Pass	$150 per season
Family Day Pass	$7.00 per day
Party / Event Rental	$200

Depot Railroad Avenue Park Rental Fees

WEEKDAYS (Monday through Friday)		
Outdoor Pavilion Only	**Non-Profit**	**Private**
Morning Block	$50	$75
Afternoon Block	$50	$75
Evening Block	$50	$75
Meeting Room Only	**Non-Profit**	**Private**
Morning Block	$50	$75
Afternoon Block	$50	$75
Evening Block	$50	$75
Meeting Room and Outdoor Pavilion	**Non-Profit**	**Private**
Morning Block	$100	$125
Afternoon Block	$100	$125
Evening Block	$100	$125

WEEKENDS (Saturday and Sunday)		
Outdoor Pavilion Only	**Non-Profit**	**Private**
Morning Block	$150	$200
Evening Block	$150	$200
Full Day	$250	$300
Meeting Room Only	**Non-Profit**	**Private**
Morning Block	$150	$200
Evening Block	$150	$200
Full Day	$250	$300
Meeting Room and Outdoor Pavilion	**Non-Profit**	**Private**
Morning Block	$250	$275
Evening Block	$250	$275
Full Day	$350	$375

Mary C. Jenkins Community Center Rental Fees

Community Room	**Non-Profit 501(c)3**	**Individual/Organization**
Weekday Hourly Rate (2 Hour Minimum Block)	$25	$40
Weekday Daily Rate	$180	$320
Weekend Hourly Rate (2 Hour Minimum Block)	$60	$160
Weekend Daily Rate	$220	$400
Additional Hourly Rate (After 2 Hour Minimum Block)	$25	$25
Security Deposit	$100	$100
Meeting Rooms	**Non-Profit 501(c)3**	**Individual/Organization**
During Regular Center Hours	No Fee	No Fee
Security Deposit - Outside Regular Center Hours Only	$100	$100
Outside Patio (Exclusive Use)	**Non-Profit 501(c)3**	**Private Individual/Organization**
Hourly Rate (In Addition to Room Rental)	$25	$25
Kitchen	**Non-Profit 501(c)3**	**Individual/Organization**
If Appliances Used for Meal Preparation	$50	$50

Community Garden Fees

Garden Plot Rental	Fee
5-foot x 5-foot Plot	$5
5-foot x 10-foot Plot	$10
5-foot x 15-foot Plot	$15
5-foot x 20-foot Plot	$20
ADA Accessible Plot	$5

Planning and Zoning Fees

Residential Development	Fee
New Construction	$200 per dwelling unit[1]
Accessory Structures	$50
Addition or Expansion	$50
Deck or Other Improvement	$50[2]
Floodplain Development	No Fee
Steep Slope Development	No Fee
Permit Extension	$50

Non-Residential Development[3]	Fee
Development Review[4]	$500
New Construction, Additions, and Expansions	$0.06 per heated sq. ft.
Accessory Structures	$100
Incidental Improvements and Interior Remodels	$100
~~Significant Improvements~~	~~$150~~
~~Substantial Improvements~~	~~$200~~
Fee in Lieu – Parking	$5,000 per parking space
Fee in Lieu - Sidewalk	Actual Cost
Fee in Lieu – Stormwater	Actual Cost
Floodplain Development	$200
Steep Slope Development	$200
Permit Extension	$500

Other Development[5]	Fee
Demolition, Grading and Other Land Disturbance	$50 + $500 deposit
Driveway or Other Encroachment on City Right-of-Ways	$50
Fence	$50
Utility Encroachments	$500
Permanent Sign – Freestanding Ground	$200
Permanent Sign – A-Frame / Sandwich Board	$50
Permanent Sign – All Other	$100
Temporary Sign	$50
Parking Lot Resurfacing	$50
Wireless Communication Facilities	$1,000

[1] Includes accessory dwelling units and manufactured home set ups.
[2] When a handicapped ramp or other accessibility accommodation is built by a tax-exempt organization, or by volunteers, without expense for either labor or materials being paid by the owners or occupants, the fee may be waived by the administrator.
[3] Includes multifamily structures larger than 4 dwelling units, residential projects with 8 or more dwelling units, and subdivisions with 8 or more lots.
[4] The development review fee shall apply to any project where landscaping plans, stormwater plans, lighting plans, architectural plans, etc. are to be reviewed in addition to a basic site plan. Other fees (e.g., new construction, substantial improvement) are paid in addition.
[5] These fees apply when the application is not part of a larger development permit.

Other Zoning	Fee
Change of Use / Occupancy	$100
Chickens	$50
Food Truck Site	$150
Public Art	$50
Sidewalk Usage	No fee
Sidewalk Usage – Sidewalk Dining	$100
Street Banner Reservation	~~$250~~$350
Social District Participation	$200
Temporary Use	$200 per location and permit period
Tree Removal	$25 per tree
Reinspection / Failed Zoning Inspections	$50 per reinspection
Zoning Code Enforcement Abatement Administrative Fee	$250
Zoning Consistency Determination	$50

Subdivision	Fee
Major Subdivision	$500 + $20 per lot (total)
Minor Subdivision	$75 + $20 per lot (total)
Exempt Subdivision[6]	$75

Petitions to City Council	Fee
Map Amendment – Base District Rezoning	$400
Map Amendment – Conditional Zoning District[7]	$600
Text Amendment	$500
Annexation	$500
ETJ Modification	$500
MSD Extension	$100
Street or Right-of-Way Abandonment	$500
Vested Right Determination	$500

Petitions to Board of Adjustment	Fee
Appeal of Administrative Decision	$~~100~~150
Special Use Permit	$~~250~~450
Variance	$~~250~~450
Rehearing[8]	$350

Special Events[9]	Fee
~~Special Event –~~ City-Sponsored	No fee
~~Special Event –~~ Not City-Sponsored	$200 / day
High-Impact Deposit	$1,000 deposit
Moderate-Impact Deposit	$500 deposit
Low-Impact Deposit	$200 deposit

Closures[10]	Fee

[6] This category includes recombinations of previously subdivided lots, lot line adjustments, and other items defined by the Unified Development Ordinance Chapter 19 and NCGS Section 160D-802.
[7] This fee includes the review of a preliminary and/or final master plan as part of the Conditional Zoning District.
[8] This fee may be charged when an applicant applies for a rehearing or if a hearing is rescheduled, tabled or otherwise requires additional legal advertisements due to applicant actions.
[9] The administrator may assess fees for the actual cost of services provided by City forces (i.e., personnel, deployment of fire apparatus, solid waste removal, provision of barricades, State Fire Code inspections, etc.) in support of special events or temporary uses. Refer to the Departmental Cost of Services fee schedule for additional “cost of service” fees.
[10] Closure fees are assessed per block or per parking space. A multi-block closure may only be required to pay one deposit. Closures

City Street	$250/ day + $1,000 deposit
~~Closure –~~ Public Alley	$100 / day+ $500 deposit
~~Closure –~~ Public Parking Space	$100 / day + $500 deposit
~~Closure –~~ Public Sidewalk	$500 / day + $500 deposit
~~Closure –~~ State Road	$1,500 / day + $2,000 deposit

State of Emergency: There shall be no permit fees for construction, reconstruction, alteration, repair, movement to another site, removal, or demolition of any structure damaged as a direct result of an event having been declared a disaster and subject to a "State of Emergency," as defined by Chapter 21 of the City's Unified Development Ordinance. Similarly, there shall be no permit fee for temporary uses associated with emergency response and recovery established in accordance with Chapter 21.

Professional Services: The Administrator may secure the services of a qualified professional (e.g., licensed architect, attorney, engineer, landscape architect, arborist, surveyor, or planner) in the review of any application. Professional services purposes include but are not limited to: the review of floodplain development proposals, proposed public infrastructure of stormwater systems, traffic impact analysis, specialized legal services, etc. The actual cost of professional services shall be the responsibility of the applicant. The applicant shall be informed in advance of the City's intention to secure professional services. The applicant shall be provided with all reports generated by qualified professionals, and copies of all statements and receipts. The applicant shall reimburse the City for professional services expenditure prior to the issuance of a certificate of occupancy or final zoning / project approval.

Recording Fees: The Administrator may invoice the applicant for any recording fees incurred in officially filing records with the Transylvania County Register of Deeds, if applicable.

Traffic Violation Fees

Parking Ticket	$50 per violation
Fire Hydrant, Fire Lane Obstruction, and designated handicap spaces	$75 per violation
Vehicle Towing	True cost of towing
Late Fee	$25 per violation

Departmental Cost of Service Fees for Special Events and Temporary Uses

The following fees are intended to recoup cost for the delivery of services in support of Special Events, Temporary Uses, and unique emergency situations (including but not limited to bomb threats, hazardous materials events, manhunts, and other unique calls for service). The specific mechanism and timing of fee recovery will be determined by the applicable department heads on a case-by-case basis.

Fire Department Inspections for City Permits	**Fee**
Fireworks Tent Permit	$300 per 30 days
Assembly Tent Permit	$75 per 30 days

Fire Department, Deployment of Personnel, Apparatus & Equipment	**Fee**
Officer	$45 per hour
Firefighter	$40 per hour
Light Duty Quick Response Vehicle / Boat / Support Vehicle	$20 per hour
Fire Engine	$200 per hour
Rescue Truck	$250 per hour
Ladder Truck	$300 per hour

for maintenance and repairs not exceeding five days are not subject to a fee but may be required to pay a deposit in the amount specified. Closures for maintenance and repairs are charged for each day after the fifth day.

Public ~~Services~~ Works Department, Deployment of Personnel & Equipment	Fee
~~Special Dumpster Service~~Trash / Recycling Service	$~~50~~25 per cart or can, $100 minimum

Police Department, Deployment of Personnel & Equipment	Fee
Supervisor	$50 per hour
Officer	$~~35~~ 40 per hour

Miscellaneous Fees

Return Check Fee	$30 per check per occurrence
Code Enforcement Abatement Administrative Fee	$250
Black and White Printing – 8.5”x11” – 11”x17”	$0.10 per page
Color Printing - 8.5”x11” – 11”x17”	$0.20 per page
USB/Flash Drive/Thumb Drive	$7.50 per drive

Economic Development Utility Rates

City Council may, as a means of supporting economic development within the City of Brevard and Transylvania County, authorize a business to receive a 30% reduction in utility rates, subject to an agreement that such business achieve certain economic development performance measures.

Water Charges

Description	In City	Outside City
Basic Charge (per month)	$13.65	$20.50
Water (per gallon, Residential, Commercial, and Institutional)	~~$9.86~~$10.26/1,000 gal	~~$14.84~~$15.44/1,000gal
Water (per gallon, Industrial)	~~$8.69~~$9.04/1,000 gal	~~$13.05~~$13.57/1,000 gal

Meter Fees

	3/4 inch $2.70/month	
	1 inch $2.70/month	
	1.5 inch $15.00/month	
	2.0 inch $18.00/month	
	3.0 inch $25.00/month	
	4.0 inch $44.00/month	
	6.0 inch $67.00/month	
	All multi-family dwellings, including apartments and condominiums, shall pay $27.29 per unit or the meter reading, whichever is greater	
Meter Reactivation Fee	**$60.00**	

Sewer Charges

Description	In City	Outside City
Basic Charge (per month)	$13.65	$20.50
Sewer Water (per gallon)	~~$9.86~~ $10.26/1,000 gal	~~$14.84~~$15.44/1,000gal

Water Tap Fees

Tap Size (inches)	Tap and Meter Setting Fee[11] [12]

[11] The Public Works Director may impose additional fees to recover the true cost of water and/or sewer tap installation when such is warranted by site conditions. In such cases, additional fees shall be computed at the sum total of the cost of labor, materials, and equipment necessary for completion of the work plus 35 percent of the direct labor charge.

[12] During a “State of Emergency” as defined by Chapter 21.2 of the Brevard Unified Development Ordinance, the Zoning Administrator

3/4	$~~1,375~~1,475
1	$~~1,600~~1,700
2	$~~4,500~~4,625
Charges for taps greater than 2", 6’ in depth, or require disturbance to NCDOT infrastructure or right-of-way will be calculated on a case-by-case basis by the Public Works Director. Additional c~~C~~harges for such taps shall include the city's cost of personnel time, meters, materials and equipment (including asphalt repair), plus 35 percent of the direct labor charge.~~; however, no fee for a tap larger than two inches shall be less than $2,440.~~	

Sewer Tap Fees

Tap Size (inches)	**Tap Fee**
Up to 6" Tap	$~~1,375~~1,475
Charges for taps greater than 6", 6’ in depth, or require disturbance to NCDOT infrastructure or right-of-way will be calculated on a case-by-case basis by the Public Works Director. Charges for such taps shall include the city's cost of personnel time, materials and equipment (including asphalt repair), plus 35 percent of the direct labor charge; however, no fee for a tap larger than two inches shall be less than $955.	

System Development Fees

Connection Size (in)	Max Flow (gpm)	Water	Sewer
¾	*30*	$500	$1,000
1	*50*	$830	$1,670
1.5	*100*	$1,660	$3,340
2	*160*	$2,660	$5,340
3	*320*	$5,320	$10,680
4	*500*	$8,310	$16,690
6	*1,000*	$16,620	$33,380
8	*1,600*	$25,590	$53,410
10	*2,300*	$38,220	$76,780
12	*3,100*	$51,510	$103,490

Sewer Tap Relocation Fee	**Fee**
Flat Fee	$1,375
Charges for sewer tap relocations will be calculated on a case-by-case basis by the Public Works Director. Charges for such taps shall include the city’s cost of personnel time, materials, and equipment, plus 35 percent of the direct labor charge. The minimum and maximum sewer tap relocation fees are set forth above.	

Septage and Digested Fees

Septic Tank Waste Disposal (Using Flow Based Billing/Monitored Keyed Access)	
Septic Fee (Domestic) In County	$~~0.063~~ $0.066/gal
Septic Fee (Domestic) Out of County	~~$0.126~~ $0.132/gal
Digester Tank Waste Disposal (Using Flow Based Billing/Monitored Keyed Access)	
Digester Fee (domestic digested sludge) In County	~~$0.063~~ $0.066/gal
Digester Fee (domestic digested sludge) Out of County	~~$0.126~~ $0.132/gal
~~Digester Fee (industrial digested sludge) In County~~	~~$0.078/gal~~
~~Digester Fee (industrial digested sludge) Out of County~~	~~$0.140/gal~~
Out of County Septage/Sludge Hauled to WWTP Double Rate of in County Fee	
NO LEACHATE ACCEPTED	

New Utility Account Deposit Fees

may temporarily waive such fees for temporary uses associated with emergency response and recovery as described in Chapter 21.3 of the UDO. The duration of the waiver shall correspond with the duration of the State of Emergency, after which the fees must be paid in full or the meters recovered, and the utility access terminated.

Use	Fee
Deposit fee for new utility accounts	$ 100.00

High Strength Wastewater Collection and Treatment Surcharge Rates (Industrial)

Parameters	Rates
BOD 5	~~$0.51~~ $0.53/lbs. BOD 5
Total Suspended Solids	~~$0.48~~ $0.50/lbs. TSS
NO LEACHATE ACCEPTED	

High Strength Wastewater Collection and Treatment Surcharge Rates (Commercial and Institutional)

Category	Concentration of BOD/TSS	Rates	
1 – Residential	<500mg/L	No Charge	No Charge
2 - Standard	>501 mg/L	No Charge	No Charge
3 - Low	>501 mg/L and <1,000 mg/L	$~~0.16~~ $0.17/lbs. BOD	~~$0.15~~ $0.16/lbs. TSS
4 - Medium	>1,001 mg/L and <1,500 mg/L	~~$0.28~~ $0.29/lbs. BOD	~~$0.26~~ $0.27/lbs. TSS
5 - High	>1,5001 mg/L and <2,000 mg/L	~~$0.38~~ $0.40/lbs. BOD	~~$0.36~~ $0.37/lbs. TSS
6 – Super High	>2,000 mg/L	~~$0.51~~ $0.53/lbs. BOD	~~$0.48~~ $0.50/lbs. TSS

Miscellaneous Utility Fees

Late Payment Fee	$5 applied on the 21st day of each month
Cut-Off / Cut-On Fee	$25 applied on the 28th day of each month
Return Check Fee	$30 per check per occurrence
Meter Location	$30 per occurrence
Meter Location Change	$250
Meter reactivation	$60
Fire Hydrant Flow Test (two or more hydrants)	$250
Well Permit[8]	$1,000
Tanker Truck Access Fee	$25
Others as specified in Chapter 70 Sec. 70-38 of the Brevard City Code	

[8] Refer to Chapter 70 of City Code

Fats, Oils, and Grease (FOG) Administrative Penalty for Noncompliance Violations

Tiers	Penalties
Tier 1	No Civil Penalty; Notice of Violation (NOV)
Tier 2	Up to $500 Civil Penalty; NOV
Tier 3	$750 to $1,500.00 Civil Penalty; NOV; Consent Agreement
Tier 4	$1,500.00 to $3,000.00 Civil Penalty; NOV; Consent Order or

	Administrative Order
Tier 5	$3,000.00 to $10,000.00 Civil Penalty; NOV; Administrative Order; Public Notice
Tier 6	$10,000.00 to $25,000.00 Civil Penalty; NOV; Show Cause Order; Public Notice; Possible Termination of Services
Tier 7	$10,000.00 to $25,000.00 Civil Penalty; NOV; Show Cause Order; Public Notice; Termination of Services
SSO	In addition to the civil penalties stated above, the City of Brevard may recover any operational cost associated with the removal and cleanup of an SSO. If any penalties or fines are assessed against the City of Brevard by the State of North Carolina or EPA because of an SSO, the penalties or fines may be passed along to the perpetrator.
Tier levels are based on a rolling 12-month period. The user will step up a tier each time the same violation occurs within a 180-day period. In cases where there is harm or potential harm to the City of Brevard, public health or the environment or in other extraordinary cases, one or more tiers may be skipped to bring the User into compliance.	

Stormwater Fees

Category	Sq. Ft of Impervious	Rates*
Tier 1 – Exempt Government Properties	Exempt	None
Tier 2 - Undeveloped	None	None
Tier 3 – Minimal Impact	1 - 7,000	$4.00/mo.
Tier 4 – Moderate Impact	7,001 – 250,000	$15.00/mo.
Tier 5 – Heavy Impact	>250,001	$150.00/mo.

*Rates will be billed on an annualized basis.

General Fund - Governing Board

Budget By Line Item / 10-4100-XXXX

0300 Salaries - Part Time			**$ 44,000**
1 Mayor			
5 Board Members			
0500 FICA			**$ 3,400**
1100 Telephone and Internet			**$ 6,900**
Managed IT and email		4,800	
Verizon		2,100	
1400 Travel and Training			**$ 5,000**
Misc			
4500 Contracted Services			**$ 65,000**
Heart of Brevard		19,000	
Farmers Market (moved from 5700)		18,000	
Sharing House (moved from 5700)		10,000	
Strategic Planning Facilitator		6,500	
Mayor donation		4,500	
Misc reception,visits, recognition		4,000	
Misc		3,000	
5300 Dues & Subscriptions			**$ 15,700**
League of Municipalities		9,500	
Land of Sky		4,000	
National League of Cities		1,400	
Misc		500	
NC Mayors Association		300	
5400 Insurance - Workers Comp and Liability			**$ 6,500**
Liability		5,500	
Workers Comp		1,000	
5700 Non Profit Contributions			**$ 120,000**
Bread of Life		16,000	
Chamber of Commerce		4,000	
Children's Center		5,000	
Cove		7,500	
Habitat for Humanity		10,000	
Haven		10,000	
Heart of Brevard	(19K in operating)	15,500	
Housing Assistance Corporation		15,000	
Mary C Jenkins Community Center		12,000	
Hunger Coalition		5,000	
Meals On Wheels		5,000	
Rise and Shine		5,000	
Transylvania Economic Alliance		5,000	
WNC Source		5,000	
TOTAL			**$ 266,500**

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Budget Amendment, Stormwater Utility Fund, $60,000, BA 26-07
Speaker:	Dean Luebbe
Prepared by:	Dean Luebbe, Assistant City Manager/Finance Director
Approved by:	Wilson Hooper, City Manager

Background
The Stormwater Utility Fund requires a $60,000 to ensure actual FY26 expenditures do not exceed budgeted amounts. The Stormwater Master Plan Study is progressing faster than anticipated. Even with this budget amendment, the Stormwater Utility Fund is expected to have a fund balance of over $100,000 at June 30, 2026.

Action
Council is asked to approve budget amendment 26-07 as presented.

Attachments:
1. Budget Amendment Stormwater Utility Fund $60,000

ORDINANCE NO. 2026-XX
AN ORDINANCE AMENDING THE FY2025-2026 BUDGET.
BUDGET AMENDMENT NUMBER 26-07

SUBJECT: Budget Amendment to increase Stormwater Utility Fund budget by $60,000

AGENDA INFORMATION

Agenda Location	**Consent**
Department:	**Finance**
Contact:	**Dean Luebbe, Assistant City Manager and Finance Director**

BRIEF SUMMARY: In September of 2025, the City signed an agreement in the amount of $435,000 with the John McAdams Company for the Stormwater Master Plan. At that time, it was intended that the project would be split equally over FY26 and FY27, and a total of $219,000 was budgeted in FY26. The project is moving faster than anticipated and the City has already paid $264,037.81 of the total project cost

The budget offset to this entry will come from fund balance in the Stormwater Utility Fund. The Stormwater Utility Fund typically receives close to $200,000 annually from stormwater fees, and even with this budget entry, is expected to have a fund balance of over $100,000 at June 30, 2026.

MOTION FOR CONSIDERATION: To approve Budget Amendment 26-07, as submitted, increasing the budget in expenditure account:

21-8500-4500 (Contracted Services)	$60,000
TOTAL	**$60,000**

And increasing the budget in the revenue account:

21-2990-0000 (Fund Balance)	$60,000
TOTAL	**$60,000**

ATTACHMENTS: None.

MANAGER'S RECOMMENDATION: Approve budget amendment 26-07 as presented.

Approved and adopted this 15th day of June, 2026.

____
Maureen Copelof
Mayor

ATTEST:

____
Denise Hodsdon, CMC
City Clerk

APPROVED AS TO FORM:

____
Mack McKeller
City Attorney

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Budget Amendment, Water and Sewer Utility Fund $240,000, BA 26-08
Speaker:	Dean Luebbe
Prepared by:	Dean Luebbe, Assistant City Manager/Finance Director
Approved by:	Wilson Hooper, City Manager

Background/Discussion

As the City approaches fiscal year end, the Finance Department reviews each fund to assure that expenditures do not exceed budgeted amounts. The Water and Sewer Fund will require a budget amendment in the amount of $240,000. Higher than expected costs in the Water and Sewer Maintenance Department related to improvements needed in the Supervisory Control and Data Acquisition (SCADA) exceeded budget by nearly $90,000, and the Wastewater Treatment Plant has recently experienced an unexpected issue requiring a RBC shaft replacement, which is estimated to cost $100,000. Additionally, overtime is exceeding budgeted amounts in Water and Sewer Maintenance Department by $40,000, and certain smaller non departmental line items are approaching budgeted amounts.

Fortunately for the City, certain revenue line items are also exceeding budgeted amounts. In recent years, the City has implemented the High Strength Waste Surcharge and the Septage-Digester Fee. The HSWS revenue line is expected to exceed budget by $60,000 and the Septage-Digester Fee by $50,000. Additionally, the City has received $128,151.74 from FEMA from Hurricane Helene which is related to expenditures from the Water and Sewer Fund from the event.

Actual revenues are expected to exceed actual expenditures in the Water and Sewer Fund by $550,000 for the year ending June 30, 2026.

Action

Staff requests Council approve budget amendment 26-08 as presented.

Attachments:

1. Budget Amendment Water and Sewer Fund $240,000

ORDINANCE NO. 2026-XX
AN ORDINANCE AMENDING THE FY2025-2026 BUDGET.
BUDGET AMENDMENT NUMBER 26-08

SUBJECT: Budget Amendment to increase Water and Sewer Fund budget by $240,000

AGENDA INFORMATION

Agenda Location	**Consent**
Department:	**Finance**
Contact:	**Dean Luebbe, Assistant City Manager and Finance Director**

BRIEF SUMMARY: The Water and Sewer Fund requires a $240,000 budget amendment. Expenses related to the RBC Shaft Replacement ($100,000), SCADA improvements ($90,000) and higher than expected overtime costs in the Water and Sewer Maintenance Department ($40,000) make up the bulk of this increase.

The budget offset to this entry will come from higher than expected revenue in the High Strength Waste Charge of $60,000, and in the Septage Digester Fee of $50,000, and FEMA revenues of nearly $130,000.

MOTION FOR CONSIDERATION: To approve Budget Amendment 26-08, as submitted, increasing the budget in expenditure accounts:

30-8220-7400 (Capital Outlay)	$100,000
30-8140-7400 (Capital Outlay)	$90,000
30-8140-0210 (Overtime)	$40,000
30-6600-5800 (Banking Fees)	$10,000
TOTAL	**$240,000**

And increasing the budget in the revenue accounts:

30-3940-0200 (FEMA Reimb)	$130,000
30-3710-0500 (High Strength Waste Charge)	$60,000
30-3760-0000 (Septage-Digester Fees)	$50,000
TOTAL	**$240,000**

ATTACHMENTS: None.

MANAGER'S RECOMMENDATION: Approve budget amendment 26-08 as presented.

Approved and adopted this 15th day of June, 2026.

Maureen Copelof
Mayor

ATTEST:

Denise Hodsdon, CMC
City Clerk

APPROVED AS TO FORM:

Mack McKeller
City Attorney

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Budget Amendment, General Fund, $525,000, BA 26-09
Speaker:	Dean Luebbe
Prepared by:	Dean Luebbe, Assistant City Manager/Finance Director
Approved by:	Wilson Hooper, City Manager

Background

Numerous departments within the General Fund are requiring budget amendments to ensure that actual expenditures do not exceed budgeted amounts at fiscal year end. The offset to these budgetary increases will be FEMA reimbursements from Hurricane Helene. As of June 8th, 2026, the General Fund has received $523,617.02 from FEMA. Government wide, the City has received $838,373.02, and is still expecting to receive over $1,000,000 on the Mills Avenue Culvert Project.

Action

Staff requests Council approve budget amendment 26-09 as presented.

Attachments:

1. Budget Amendment General Fund FY26 $525,000

ORDINANCE NO. 2026-XX
AN ORDINANCE AMENDING THE FY2025-2026 BUDGET.
BUDGET AMENDMENT NUMBER 26-09

SUBJECT: Budget Amendment to increase the General Fund budget by $515,000

AGENDA INFORMATION

Agenda Location	**Consent**
Department:	**Finance**
Contact:	**Dean Luebbe, Assistant City Manager and Finance Director**

BRIEF SUMMARY: Many departments within the General Fund are requiring budget amendments to ensure that actual expenditures do not exceed budgeted amounts at fiscal year end.

The Finance Department salary accounts are expected to be nearly $25,000 over budget due to overtime costs and the vacation payout of a retiring employee. The City budgets Citywide IT replacement and upgrades from the contracted services line item. In FY26, the City budgeted $20,000 for this purpose, but actual costs were nearly double that amount, due largely to a upgrade from Windows 10, which affected fifteen users.

The Police Department will require a $65,000 budget amendment. In the last three fiscal years, the City has purchased four Police vehicles. The Police Department has a total of thirty vehicles. Eighteen are considered pursuit vehicles. Even if the City is able to replace two vehicles a year, the oldest pursuit vehicles would still be nine years old. Additionally, a 2022 Ford Explorer was totaled during Hurricane Helene when a tree fell on it. The City did receive insurance proceeds for the vehicle.

The Building and Grounds Department will require a $120,000 budget amendment. Full time salary and overtime accounts amount to $50,000 of this need and $70,000 has been spent on studies and overdue building maintenance of City Hall. The City Hall building originally constructed in the 1960s is currently experiencing poor indoor air quality issues related to a leaky building envelope due in part to old windows, leaky fenestrations, poor flashing, and an air conditioning retrofit that is creating moisture issues due to condensation. Clean up and repairs are underway on the ground floor of City Hall and building envelope repairs have been designed and will be going out for bid soon. Currently the FY27 Recommended Budget includes two new positions in this department, which should greatly reduce the overtime being paid, and $150,000 has been budgeted for building maintenance as the City continues to correct longstanding issues related to moisture and air flow..

Public Works Administration requires a $25,000 budget amendment as overtime will exceed budgeted amounts and Maintenance and Repair – Building has exceeded budget, in large part because of a $15,000 needed for door replacements leading into the building.

Public Works Garage requires a $50,000 budget amendment. Salaries and overtime costs are expected to exceed budget by $10,000, and the City paid $15,000 for a diagnostic scanner for large trucks during the fiscal year. Additionally, maintenance and repair on Transylvania County vehicles is expected to exceed budget. The budget overage on Transylvania County vehicle expense will increase related revenues.

Public Works Streets requires a budget amendment in the amount of $70,000. The Maintenance and Repair – Vehicle line is expected to be $15,000 over budget. This line item can vary annually more than other operating line items due to the type of vehicle repairs needed, and the department incurred many higher expenses in FY26. The Supplies line item is expected to end the fiscal year $35,000 over budget. Higher than expected stone and asphalt costs are the primary drivers. In July of 2025, the City Council approved budget amendment 26-01 in the amount of $150,000 for the purchase of a new Bucket Truck. The City received three bids and the bid was awarded to Global Rental Company in the amount of $169,201, so the Capital Outlay line item also needs to be increased by $20,000.

The Public Works Sanitation Department requires a $150,000 budget amendment. The Maintenance and Repair – Vehicle line item is expected to exceed budget by $40,000. As noted earlier, these type of line items often do not have consistent year to year costs associated with them. In FY26, sanitation trucks have required a $10,000 high end fuel pump and a $10,000 transmission as well as numerous charges in the $2,000 to $5,000 range. The contracted services line item is expected to end the fiscal year nearly $110,000 over budget. Because of maintenance issues with sanitation trucks, the City needed to rent a Sanitation Truck for five months at a cost of $35,000. The City also budgeted $32,400 under this line item for brush grindings and disposal. In FY26 the City has spent $109,800 for this purpose. The budgeted amount was fairly accurate, based on the last four years of activity ($116,000 spent over the last four fiscal years), but FY26 amounts are much higher than expected in large part because of the grinding and removal of brush from Hurricane Helene.

The budget offset to this entry will come from FEMA reimbursement related to Hurricane Helene.

MOTION FOR CONSIDERATION: To approve Budget Amendment 26-09, as submitted, increasing the budget in expenditure accounts:

10-4400-0200 (Salaries)	$15,000
10-4400-0210 (Overtime)	$10,000
10-4400-4500 (Contracted Services)	$20,000
10-5100-7400 (Capital Outlay)	$65,000
10-5000-0200 (Salaries)	$25,000
10-5000-0210 (Overtime)	$25,000
10-5000-7400 (Capital Outlay)	$70,000
10-5450-0210 (Overtime)	$10,000
10-5450-1500 (Maint & Repair – Building)	$15,000
10-5550-0200 (Salaries)	$5,000
10-5550-0210 (Overtime)	$5,000
10-5550-3120 (M & R County)	$20,000
10-5550-3300 (Supplies)	$20,000
10-5600-1700 (M & R Vehicles)	$15,000
10-5600-3300 (Supplies)	$35,000
10-5600-7400 (Capital Outlay)	$20,000
10-5800-1700 (M & R Vehicles)	$40,000
10-5800-4500 (Contracted Serv)	$110,000

TOTAL	**$525,000**

And increasing the budget in the revenue accounts:

10-3940-0200 (FEMA Reimb)	$525,000
TOTAL	**$525,000**

ATTACHMENTS: None.

MANAGER'S RECOMMENDATION: Approve budget amendment 26-09 as presented.

Approved and adopted this 15th day of June, 2026.

Maureen Copelof
Mayor

ATTEST:

Denise Hodsdon, CMC
City Clerk

APPROVED AS TO FORM:

Mack McKeller
City Attorney

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Establishment of the Sports Complex Capital Project Fund
Speaker:	Dean Luebbe
Prepared by:	Dean Luebbe, Assistant City Manager/Finance Director
Approved by:	Wilson Hooper, City Manager

Background

The City wishes to establish the Sports Complex Capital Project Fund (Fund 74) for the purpose of accounting for capital improvements at the Sports Complex. The initial needs are mainly focused on the parking lot and restrooms, but this scope could expand with City Council approval. The Project will be initially funded by a General Fund transfer of $46,000 and a $11,000 transfer from the Rosenwald Revitalization Fund, which will be executed in separate actions.

Action

Staff requests Council approve Capital Project Ordinance as submitted.

Attachments:

1. CPO Establishment - Sports Complex Capital Projects Fund

ORDINANCE NO. 2026-XX

CAPITAL PROJECT ORDINANCE TO ESTABLISH THE SPORTS COMPLEX CAPITAL PROJECT FUND

BE IT ORDAINED by the City Council of the City of Brevard, North Carolina that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section 1: The City/County Sports Complex at 824 Ecusta Road has grown increasingly busy in recent years, and improvements are needed on the parking lot and restrooms. The initial scope of the Sports Complex Capital Project Fund will involve professional services and construction related to the parking lot and bathrooms at the Sports Complex. City Council approval will be required for the scope to change or expand.

Section 2: This Project will be recorded in the newly established Sports Complex Capital Projects Fund. Initial funding for this fund will come from an $11,000 transfer from the Rosenwald Revitalization Capital Project Fund and a $46,000 transfer from the General Fund in FY27. The City is expecting that the initial project budget of $57,000 will be increased as the specifics of the Project become known. The Project will likely be ongoing for a number of years and require additional grant funding or other outside funding.

Section 3: The following amounts are appropriated for the project:

Account Number	Account Name	Budget Amount
74-4900-0925	Prof Serv – Sports Complex	$57,000
	TOTAL PROJECT APPROPRIATION	**$57,000**

Section 4: The following revenues are anticipated to be available for project expenses:

Account Number	Account Name	Budget Amount
74-3333-0000	Transfer from General Fund	$46,000
74-3333-0025	Transfer from Fund 82	$11,000
	TOTAL PROJECT REVENUE	**$57,000**

Section 5: The Finance Director is hereby directed to maintain within the capital project fund sufficient specific detailed accounting records to satisfy the disclosure requirements of all the contractual agreements, if applicable.

Section 6: Funds may be advanced from the General Fund or from any Enterprise Fund as necessary for the purpose of making payments as due. Reimbursement requests shall be made in an orderly and timely manner.

Section 7: The Finance Director is directed to report, on a quarterly basis, on the financial status of each project element in Section 3 and Section 4.

Section 8: The Finance Director is further instructed to include a detailed analysis of past and future revenues and expenses during each annual budget submission made to the Governing Board.

Section 9: Copies of this capital project shall be furnished to the City Clerk, Finance Director and City Manager for direction in carrying out this project.

ADOPTED by the City Council of the City of Brevard, North Carolina, on this 15th day of June 2026.

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Maureen Copelof
Mayor

ATTEST:

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Denise Hodsdon, CMC
City Clerk

APPROVED AS TO FORM:

____
Mack McKeller
City Attorney

STAFF REPORT
City Council, Monday, June 15, 2026

Title:	Capital Project Amendment - Rosenwald Revitalization Fund - $11,000
Speaker:	Dean Luebbe
Prepared by:	Dean Luebbe, Assistant City Manager/Finance Director
Approved by:	Wilson Hooper, City Manager

Background
The City wishes to establish a new Capital Project Fund to account for improvements needed at the Sports Complex. This project amendment will transfer $11,000 from the Rosenwald Revitalization Capital Project Fund to the newly created Sports Complex Capital Project Fund.

Action
Staff request Council approve Capital Project Amendment as submitted.

Attachments:
1. CPO Amendment - $11,000 from Rosenwald to Sports Complex

ORDINANCE NO. 2026-XX

CAPITAL PROJECT ORDINANCE TO AMEND ORDINANCE NO. 2025-37 ROSENWALD REVITALIZATION FUND

BE IT ORDAINED by the City Council of the City of Brevard, North Carolina that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby amended:

Section 1: The budgeted expenditures listed under the ordinance 2025-37 will be reallocated. The City has established a new Capital Project Fund for improvements to the Sports Complex. Initial funding for this Project will come from a FY27 transfer from the General Fund in the amount of $46,000 and an $11,000 transfer from the Rosenwald Revitalization Fund.

Section 2: After this transfer, approximately $88,000 in fund balance will be remaining in the Rosenwald Revitalization Fund. Currently, the precise use of these funds is unknown.

Section 3: The following amounts are appropriated for the project:

Account Number	Account Name	Budget Amount
82-4100-2920	Silversteen Park	$1,094,000
82-4100-2920	**Silversteen Park**	**($11,000)**
82-4100-6200	**Transf to Fund 74 – Sports Complex**	**$11,000**
	TOTAL PROJECT APPROPRIATION	**$1,094,000**

Section 4: The following revenues are anticipated to be available for project expenses:

Account Number	Account Name	Budget Amount
82-3300-0000	Donations – Silversteen Playground	$27,000
82-3300-0150	Donations – Bethel A	$10,200
82-3250-0000	Transfer from General Fund	$539,800
82-3300-0250	NCDEQ Grant	$167,000
82-3250-0200	Transf from 31/ARPA	$200,000
82-3990-0000	Fund Balance Approp	150,000
	TOTAL PROJECT REVENUE	**$1,094,000**

Section 5: The Finance Director is hereby directed to maintain within the capital project fund sufficient specific detailed accounting records to satisfy the disclosure requirements of all the contractual agreements, if applicable.

Section 6: Funds may be advanced from the General Fund or from any Enterprise Fund as necessary for the purpose of making payments as due. Reimbursement requests shall be made in an orderly and timely manner.

Section 7: The Finance Director is directed to report, on a quarterly basis, on the financial status of each project element in Section 3 and Section 4.

Section 8: The Finance Director is further instructed to include a detailed analysis of past and future revenues and expenses during each annual budget submission made to the Governing Board.

Section 9: Copies of this capital project shall be furnished to the City Clerk, Finance Director and City Manager for direction in carrying out this project.

ADOPTED by the City Council of the City of Brevard, North Carolina, on this 15th day of June 2026.

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Maureen Copelof
Mayor

ATTEST:

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Denise Hodsdon
City Clerk

APPROVED AS TO FORM:

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Mack McKeller
City Attorney