MINUTES
BREVARD CITY COUNCIL
January 29, 2015 - 8:30 A.M.

Annual City Council Retreat- Day One

The City Council of the City of Brevard met for their annual Council Retreat on Thursday, January 29, 2015 at 8:30 a.m. in the Rogow Room at the Transylvania County Library, with Mayor Jimmy Harris presiding.

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

Staff Present: City Manager Joe Moore, PE,; Planning Director Josh Freeman; Director of Utilities and City Engineer Jay Johnston, PE; Fire Chief Craig Budzinski; Director of Parks and Property Management Lynn Goldsmith and Deputy City Clerk Jill Murray.

Press: Derek McKissock, Transylvania Times and Norm Norman and Morgan White, Channel 70 Productions.

Others Present: Retreat Facilitator and President of TLB Leadership Partners Angela Owen; Erica Allison and Brittany Ellis of The Allison Group and Heart of Brevard Executive Director Heath Seymour; Dave Collins of CDM Smith, David McNeil Operations Manager for Transylvania County.

Retreat Called to Order - Mayor Harris called the retreat to order and welcomed all present. He stated the retreat serves as Council's annual planning meeting; therefore, he and Council are relying on everyone's comments, feedback and participation so the retreat will be most productive. Retreat will be held in workshop setting and proper notice has been provided.

Quorum – Deputy City Clerk certified a quorum was present.

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

Retreat Materials - A complete copy of the retreat materials and information provided to Council, staff and the press is on file. Following are summaries of the discussion for the two day retreat.

City Manager – Mr. Moore said the retreat is a time to reflect on the direction of the City and prepare for the annual budget. Topics will include the comprehensive plan, water, wastewater, emergency services, bike walks and special events. Mr. Moore then introduced Retreat Facilitator Angela Owen.

Retreat Facilitator - Ms. Owen noted that we need to be brief and that part of her job is to keep the group on time. She emphasized the importance of Council members engaging and offering their feedback throughout the retreat. A "parking lot" listing to note future discussions, ideas or concerns will be kept (Exhibit D). Council established retreat ground rules and shared some of their expectations:

- Make sure cell phones are on vibrate
- Full engagement
- Encourage healthy debate.
- Full participation from staff.
- Listen to each other until the speaker is finished – no side conversations.
- Don't be afraid to ask questions if you don't understand.
- Respect others opinions.
- Stay on topic.

Joe Moore – Introduced Erica Allison

Comprehensive Plan, Public Relations and Messaging -
Erica Allison led the group on an exercise of branding. She explained that what the word "brand" means. It is an image, a logo, a set of words. It is also perception. What someone thinks of you when your name comes to light? She gave examples of Coke, Apple, Nike, and BP. It is understanding what your brand is about and being unique, passionate, and consistent in delivery and message and exceeding expectations. She asked that the council members split up into groups of three. She explained that the council members are often hit with unexpected questions perhaps in the grocery store. She wanted to hear what each group had to say when asked "What is the City of Brevard all about? What do you stand for?" Council then separated into groups of three and had conversations for about 5-10 minutes.

When the groups disbursed, each group of three went over what their specific "scenario" was and how they handled the question "What is the City of Brevard all about?"

~~10:05 to 10:15 AM Break~~

Erica Allison – Social Media was mentioned during the break and Erica wanted to touch on it. She suggested that the City have a protocol in place regarding social media and private messaging. Citizens need to be channeled to the appropriate place for communication. This topic was moved to the "parking lot" for discussion at a later date.

"Shark Tank" – This next exercise was based on the TV show Shark Tank and Erica explained that much like the show, the council is going to have three minutes to make a pitch about the City and give a clear application of the vision and brand and a relatable story of how that brand applies to day to day life in the City of Brevard. She explained that she may be bringing a business here and jobs and has a family and is interested in the educational system. She then placed everyone into groups of two. Charlie/Wes, Ann/Maurice, Mac/Jimmy. She sent them into another room and the reconvened after ten minutes to do their exercises. Each group explained why they think the City of Brevard is such a great place. From the waterfalls, festivals and arts and culture to the summer camps, low crime and hiking and biking trails. They also talked about diversity and how it consists of culture, economy, experience and families/people. Erica explained that she would write up a summary of all of their points and it can be their core messaging.

Brand Alignment - She broke each council member into a group with a staff member. Each group discussed how their "pitch" translates into a day to day basis. Wes/Chief Budzinski talked about how fire service is handled. They talked about safe routes to school, festivals and Bracken Mountain. Mayor & Ann/Lynn discussed how P&PM are always planting flowers and keeping trees pruned. They maintain Franklin Pool, the festivals downtown, they mulch, and they plant flowers and maintain trees and make the City look great. Charlie/Jay & Josh, discussed that you can get sub-brands in your organization (i.e., the great water that's made fresh daily) and that the City needs to state our brand and state it regularly. Maurice/Joe discussed how friendly the employees at the city are. For example, if they're downtown picking up trash, the employees are waving to people or if a citizen comes into City Hall to pay a bill, there are great individuals to assist you. Erica finished up by saying it's like the concierge model, a destination vacation, the Disney model. Every detail has the same level of courtesy.

Next Steps: Allison Development Group to synthesize what they heard during shark tank exercise into summarized brand statements.

~~12:00 to 1:10 PM Lunch Break~~

Water Resource Alternatives Analysis – Jay Johnston presented a PowerPoint (Exhibit A) presentation giving a timeline of work to be done on the plant, and the main points and key questions to think about.

Mr. Johnston then introduced Mr. Bill Dowbiggin of CDM Smith to review the existing data by the city and the county. He stated that we should not go any higher than Cathey's Creek and the usual recommendation is between Cathey's Creek and Wilson Road. He also discussed several options, such as low density, high density and cluster development. He also discussed the water quality requirements for development and critical area.

Council decisions/direction:
- Proceed with communication to stakeholders (County, Town of Rosman and Landowners)
- Draft a Watershed Protection Ordinance
- Proceed with budgeting for an environmental assessment
- After communication with stakeholders, develop financial plan options

~~2:50 to 3:10 PM Break~~

Wastewater Treatment Plant - Jay Johnston presented a PowerPoint (Exhibit B) and spoke about the possibility of renovating the treatment plant. He said that we are currently over allocated and that's why we're in violation. The plant has taken on more BOD than it can handle. He explained that we applied for the $8.95M loan with a 0% interest rate and that the state recognizes us as a good partner. We've begun our engineering alternatives analysis which is required by the funding program and is something we need to know what to do and that's what Dave Collins from CDM Smith is going to present.

Mr. Johnston introduced Dave Collins of CDM Smith. Dave talked about the option for the plant.
- Converting/rehabilitating the plant

- Optimization (we tried it with not much success)
- Regionalize (3-4 times more expensive)
- Upgrade technology (extended aeration, activated sludge, robust biological treatment; adaptable to changing conditions; clarifiers.

Mr. Collins continued by showing what the cost breakdown would be. Council asked many questions with regards to how long this would take and what the cost would be and how we would pay back the loan.

Consensus of Council: Mr. Landreth and Mr. Dickson agreed that the City is operating on borrowed time and they are ready to move and accept the loan. Mr. Landreth compared it to the City "driving a car that we can't get parts for anymore". Mrs. Hollingsworth stated that she thought they should explore other options such as partners. Mr. Jones and Mr. Morrow are both concerned with the cost.

Conclusion and Next Steps: Will revisit on the second day of the retreat.

County Wide Emergency Service Provision:

Chief Craig Budzinski began speaking and stated that he wanted to support Mr. Johnston in that 40% of the Fire Departments rating goes back to the water.

Chief Budzinski then referred to his PowerPoint. He spoke about looking for substation on Ecusta Road. He also spoke about their air packs being 15 years or older and the recommended life span is 10 years; their first truck out is 20 years old and the maximum should be 15 years; also looking to upgrade their masks as well. Chief Budzinski said they put in for a grant last year with a score of 99.1 and didn't get the grant. He has put in for another grant this year to cover the cost of the air packs, masks and compressor. Chief Budzinksi then introduced Mr. David McNeil, Operations Manager for Transylvania County.

David McNeil: Mr. McNeil discussed that he is in charge of making sure that everyone is in compliance. He evaluates contracts make sure services they provide are consistent with the contract. He also recognizes volunteer departments and evaluates their district. He is working on evaluating other districts and doesn't foresee changing district lines this year. He said they are evaluating the structure on Wilson Road to see if it would be compliant as a fire station. He anticipates the report to be done sometime in February, then he will go back to the budget and costs. Having a substation on Wilson Road will help the Gallimore road and other areas for the Fire Department to get there quicker. Mr. McNeil was not sure when he would be presenting his report to Jamie Laughter Transylvania County City Manager.

Retreat Recessed – At 6:13 p.m. Mayor Harris asked that we recess the Annual Retreat and reconvene tomorrow, in the Rogow Room of the Transylvania County Library.

BREVARD CITY COUNCIL
January 30, 2015 - 8:30 A.M.

Annual City Council Retreat- Day Two

The City Council of the City of Brevard recessed the annual Council Retreat on Thursday, January 29th, 2015 at 6:15 p.m., and reconvened the Retreat on Friday, January 30th, 2015 at 7:40 a.m. in the Rogow Room at the Transylvania County Library with Mayor Jimmy Harris presiding.

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

Staff Present: City Manager Joe Moore, PE; Planning Director Josh Freeman; Director of Utilities and City Engineer Jay Johnston, PE; Police Chief Phil Harris; Fire Chief Craig Budzinski; Planner Aaron Bland; Asst. Director of Long-Range Planning Daniel Cobb; Director of Parks and Property Management Lynn Goldsmith; Finance Director Jim Fatland and Deputy City Clerk Jill Murray.

Press: Derek McKissock, Transylvania Times

Others Present: Retreat Facilitator and President of TLB Leadership Partners Angela Owen.

Retreat Day Two Called to Order - Mayor Harris called the retreat to order, welcomed those present.

Quorum – Deputy City Clerk certified a quorum present.

Agenda – No changes were recommended and Agenda stands as approved yesterday.

Retreat Materials - A complete copy of the retreat materials and information provided to Council, staff and the press is on file. Following are summaries of discussion held throughout the two day retreat.

Recap – Facilitator Angela Owen provided a summary of the day's events:

- Public Parking – Understanding the cost, schedule and means to construct a parking garage.
- Pedestrian Task Force
- Special Events

Josh Freeman – Public Parking: Mr. Freeman discussed his PowerPoint (Exhibit C) and where we've gained and lost parking. He also discussed finance options such as dedicate property taxes or on-street paid parking.

Consensus of Council: Council was in support of the parking deck option, as well as, supporting "pay for use" parking and would like to explore partnerships for parking decks and parking solutions.

Daniel Cobb – Pedestrian Task Force: Mr. Cobb discussed his PowerPoint and showed a chart of low cost/low priority and high cost/high priority options. He then asked that all of the Council members step to the back of the room to view the charts and put dots on each category in order of importance to them with regards to the following:

- Greenway/Bike-Hike Paths
- Sidewalks
- Intersection Improvements

Josh Freeman – Mr. Freeman said the last piece to discuss is financing. He then showed a handout of what it costs to build pedestrian infrastructure, greenway/bike-hike path, sidewalks and intersection improvements. Council went back and forth with questions on priority and cost.

Consensus of Council: Council suggested we prioritize multi-use paths where possible and during public input sessions that we show maps with existing and proposed paths and allow public to rate/prioritize.

~~ 10:15 – 10:30 a.m. Break ~~

Chief Phil Harris – Special Events: Chief Harris discussed his PowerPoint which covered why we have special events and the cost of organizing and planning the events, security and traffic control, medical service, sewer/water and everything that goes into an event. He asked Council if they would like to identify clear parameters for events to permit or specifically declare which events will be permitted. He also asked if Council wanted to lock in a certain number of events of each year or do they want to keep it that they come when they want it? Chief Harris showed the reality of the costs in his handout. Council then was asked to move to the back of the room to prioritize the special events by putting dots on each event which included but are not limited to:

- General
- Assault Of The Carolinas
- BHS Homecoming Parade
- Legacy Run
- O.B. 4 Mile
- Omnium Criterium
- Street Dance
- White Squirrel Festival
- 4th Of July
- Halloween
- Twilight Tour/Parade
- Inheritance of Hope

~~ 12 Noon to 1:00 PM Lunch Break ~~

Special Events: Council returned to the back wall to continue with the special event prioritizing.

Jay Johnston-Wastewater Treatment Plant: Mr. Johnston returned to answer more questions regarding the rates dashboard and to further discuss the loan that was offered by DENR. Mr. Johnston stated that the rates dashboard information came from the NC Institute of Government and it confirmed what he has been saying all along. He confirmed that we are currently permitted for 2 ½ million gallons a day of flow and our average is usually 1.3. If we go over 2 ½ million we would violate our permit. Mr. Johnston also discussed aeration of activated sludge increasing our flow. He also stated that he does not believe the BOD will go down until late 2016 when Oskar Blues pre-treatment facility comes online. The City has cut the pumping rate back to try to cut back the water main breaks. Mr. Johnston again explained that the loan from DENR is for "renovation" and not for adding capacity. Only to fix what's broken. Mr. Johnston stated that the City has until May 1st to have the engineering document submitted. He also stated that the plant is now at the point where its capacity is so low that it can't take any new customers, including residential, into the system.

Consensus of Council: Council still had several questions with regards to the state of the plant and how to pay back the loan as follows:

Ms. Hollingsworth – "For clarification, does the upgrade increase our capacity?"

Mr. Johnston – "It raises our BOD capacity but it does not raise the plant above 2.5gbd."

Ms. Hollingsworth – "So we're going to increase our load but not our flow and spend 9 million dollars? Have we talked with the County about partnering?"

Mr. Johnston – "We haven't talked about partnering. The reason is there is the watershed and we have to talk to them, but our sewer system is very stand alone."

Mr. Landreth – "We hit 2 ½ MGD when it rains right?"

Mr. Johnston – "We often go over that and it flows over the walls and over the yard."

Mr. Landreth – "So we're permitted for 2 ½ MGD a day of flow?"

Mr. Johnston – "Yes we report monthly and if in one month we average more than the 2.5 MGD we would violate our permit. Our average is usually 1.3 MGD. We're creeping toward 80% and the state will let you know. There's statutory actions to take."

Mr. Landreth – "So how does the transition to aeration of activated sludge increase our flow?"

Mr. Johnston – "We need to switch to extended aeration activated sludge because the RBC's are fast on the way to the junkyard. In not too much longer we won't have a wastewater treatment plant. That's how probably 90% of wastewater plants treat their water. When the hydraulic demand gets to the place where we need to change, we just make a twin of what we built. We just double the size."

Mayor Harris – "Where would our debt go to with a 30% increase?"

Mr. Johnston – "I think the answer to your question lies with Jim Fatland and what he showed you last week. The most useful column to me was 2018. The annual debt service was something like 1.5 million and I think this slide is reflecting that. I would profess to say that I got behind this dashboard and saw what metrics were happening and I just got something that I could bring back today for you to see."

Mayor Harris – "Back in August or September in talking about the BOD's coming in, our expectation is for that to decrease when Oskar Blues puts in their plant?"

Mr. Johnston – "No, that's to get us back to our last remaining 20% that we were at before Oskar Blues came around."

Mayor Harris – "So that will get us back to where there's breathing room?"

Mr. Johnston – "Yes. We do not expect BOD to go down until late 2016 when Oskar Blues is actually online. We turned the pumps back under their normal operating conditions. We've cut the pumping rate back to try to cut back the main breaks. The Neely Road basin makes it possible to handle rain events."

Mayor Harris – "It seems like we have old technology that can't be repaired. The desire is to go to newer technology. I guess what I'm asking instead of rebuilding the entire car, can't we just rebuild what's failing?"

Mr. Johnston – "That's what this project is. The loan opportunity came up because it's for renovation, not adding capacity. We're only fixing something that's broken. This is fixing the car. Number 1 on the map is the Neely Road project. Numbers 2 through 8 are required to renovate the plant. You have to do that project to achieve what we need. You can't just do bits and pieces of it. We're over allocated now, that's why we fail every day. We have no more room for anyone else. No more room for a single house. Even when we get back to the 20% piece of pie, we can't take another industry and even in the pie piece, we can't even take on Davidson River. My job is to keep the City open. We cannot have another brewery, there's no way. This renovation is necessary. Our settlement agreement between us and the State is because of the brewery problem. Condition 4 says "conduct a comprehensive sewer study" of your long term needs. We have to and that's why CDM was here yesterday. What I've brought to you and what I'm describing is a City Engineer trying to do that job that a City Engineer does. We have to have space to conduct economic development and that's what this is. Keeping the doors open."

Mr. Morrow – "Can you clarify how to pay for this?"

Mr. Moore – "As an example, this, much like that budget, is budgeted high. The presentation Jim gave last week is assuming you keep with the other projects you have and you don't change the scope of your other projects, but if you have to choose what to do first, that might free up some money. Also, when those automated meters come online, we may have greater revenue coming from that. The third option is being able to grow in this City. The County may have an option in this."

Mr. Morrow – "I don't like the forced decision."

Mr. Johnston – "It got laid on us as well. It's an exceptional opportunity based on an exceptional situation."

Mr. Dickson – "With the pretreatment program that we're going through, my question is once that's fully online and Davidson River Village, what is our capacity at that point?"

Mr. Johnston – "I don't know for sure but the bits that I've done, we'll still be violating."

Mr. Dickson – "If something breaks tomorrow, what is the process for you to get it fixed?"

Mr. Johnston – "We'll have to call a crane, take it apart and have it shipped to a company to have it made from scratch."

Mr. Landreth – "I differ from Mr. Morrow. I view this plant as old and needing to be replaced and all of this work being proposed doesn't have to happen this year, but it's going to have to happen. When I view it that way, that we have a key component, a primary component of economic development that's on its last legs, I want to know we're going to finance this replacement. I feel very fortunate that we have a no interest loan available. If we don't take it, the cost of this project will go up a quarter of a million dollars a year. We're overlooking an opportunity. I know operating a City is expensive but I believe that having a sewer system that can be relied upon by residents and businesses is essential for any economic growth to happen. We need to say yes to this and settle it."

Mr. Johnston – "May 1st is when I have to have our engineering document submitted. That's the first firm deadline. To meet the deadline functionally, I have to finish the engineering report and authorize them to do the environmental document to be ready by May 1st."

Mr. Moore – "We have to keep paying a consultant out of pocket. If we take the loan, we're not out of pocket. It's contingent upon the loan. In this window you need to make a decision about this. You don't have to make a decision on water and phase two of the sewer plant. We could drive ourselves into inactivity not knowing what's coming out there."

Mr. Morrow – "I'm just talking about the life of this loan. You're asking us to grow the future on the backs of people today."

Mayor Harris – "Would another consultant say something different?"

Mr. Johnston – "It would be very similar in cost, maybe a different flavor."

Mr. Jones – "It has to be done. My thing is are there other ways. We have until the fiscal year 2016 to start. I'm not confident in how we pay it back."

Mayor Harris – "One of my questions for Joe, I wanted to know what the absolute drop dead date is. Do we have enough time to talk to the County?"

Mr. Moore – "We do have the time. What I've been trying to demonstrate to Council is at the end of the day it's ours to own. If County doesn't go in with us, this was worst case scenario. I didn't want to keep paying a consultant and not get our money back. We have enough time and we can keep moving forward with the consultant."

No solid conclusions were decided other than to move forward with a consultant.

Angela Owen: Ms. Owen placed three big yellow post-it notes on the wall and asked Council to walk back to the wall and continue with the dot method and place dots with regards to public parking (i.e., surface parking, parking garage and street meters. Next was choosing how to pay for public parking either via property tax support or meter space support. Lastly, the bike/hike/sidewalks and picking property tax support from $.0 - $.03.

Parking Lot: The following items were listed on the "parking lot" list and Mr. Moore stated that he would bring these items back as a staff report at a future Council meeting:

- Better connect the brand to on-boarding new hired in Parks and Property Department and other departments
- Explore possible use of flood plains and steep slopes for solar farm or something similar
- Review ordinances to ensure Council and Staff are connected and ordinances are aligned per vision
- Explore social media outlets to communicate brand. Could come from other entities such as Heart of Brevard.
- Protocol for responding to privates messaging to Council on Facebook
- Installation of icons on mast arms
- Picnic tables at Franklin Park
- How many events are organized by non-locals

Wrap Up – Facilitator Angela Owen provided a summary of discussions as captured upon the notes/parking lot sheets posted upon the wall (Exhibit A).

Council Members Closing Comments:

Charlie Landreth said he thought the room was good. He liked going home for dinner and thought the workload was reasonable.

Maurice Jones did not appreciate receiving the information last minute on the Wastewater Treatment Plant Renovation Project.

Mac Morrow stated that the audio/visuals need repair and the lighting on the screen was not very good.

Mayor Harris thought said engagement of Council was much better and we achieved healthy debate. He wanted to leave with more clarity with what really constitutes a special event that needs permitting.

Ann Hollingsworth shared that it will be interesting to see Erica Allison's report.

Wes Dickson expressed that he liked the format of getting up and moving around. He thought we stayed on topic a lot better this year.

Adjourn – There being no further business, Mr. Landreth moved, seconded by Mr. Dickson, the annual Retreat be adjourned. Motion carried unanimously. Retreat adjourned at 4:34 p.m.

s/________________________________
Jimmy Harris
Mayor

s/________________________________
Jill Murray
Deputy City Clerk

Minutes Approved: June 15, 2015