



# MINUTES

March 22, 2023

## SECOND MONTHLY MEETING OF THE CITY COUNCIL CITY OPERATIONS CENTER | 305 WILLIAMS ST. | 4:00 p.m.

Present: Mayor Barbara G. Volk, Mayor Pro Tem Lyndsey Simpson and Council Members:  
Dr. Jennifer Hensley, Debbie O’Neal-Roundtree and Jerry A. Smith Jr., J.D.

Staff Present: City Manager John F. Connet, Assistant City Manager Brian Pahle, City Clerk Jill Murray, City Attorney Angela Beeker, Communications Manager Allison Justus, Budget Manager Adam Murr and others.

### 1. CALL TO ORDER

Mayor Barbara G. Volk called the meeting to order at 4:01 p.m. and welcomed those in attendance. A quorum was established with all members in attendance.

### 2. CONSIDERATION OF AGENDA

*No changes, no vote.*

### 3. PRESENTATIONS

#### A. Police Department Strategic Plan - *Blair Myhand, Police Chief*

Chief Myhand gave a brief presentation of his multi-year strategic plan (2022-2025) and explained the department’s values, organizational structure, focus areas, as well as, how many calls, crashes, arrests and incident reports taken.

## VALUES

### INTEGRITY

WE UPHOLD THE HIGHEST STANDARDS OF HONESTY, NO MATTER THE COST.  
OUR CHARACTER IS SHOWN THROUGH OUR ETHICAL CONDUCT WITHOUT  
DEFERENCE TO THE INDIVIDUAL, SITUATION, OR THE OUTCOME. DOING WHAT  
IS RIGHT IS OUR HIGHEST GUIDING PRINCIPLE.

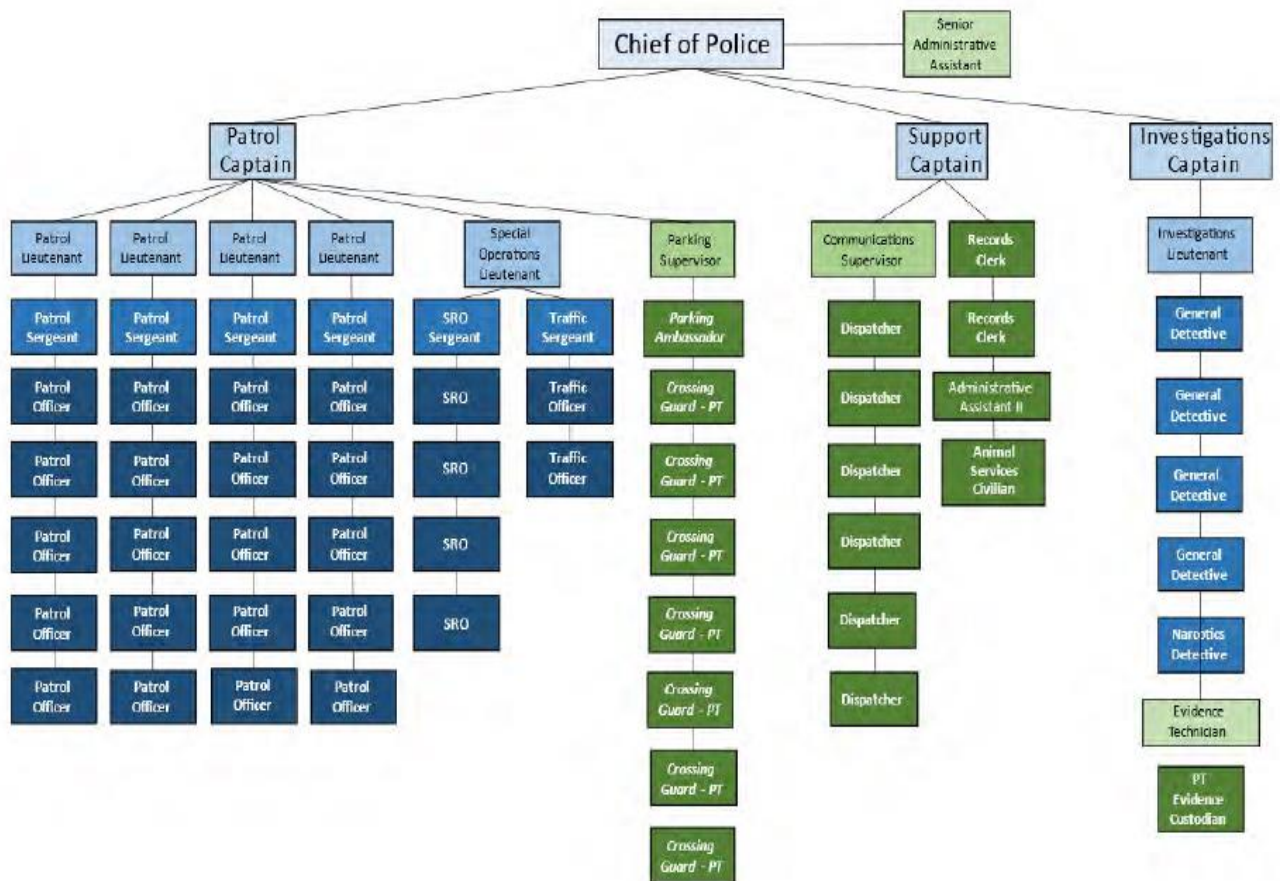
### RESPECT

WE SERVE WITH UNDERSTANDING, OPENNESS, AND KINDNESS. WE BELIEVE  
EVERYONE SHOULD BE TREATED EQUALLY REGARDLESS OF OUR DIFFERENCES  
AND WE ACT ACCORDINGLY. YOU HAVE VALUE.

### PROFESSIONALISM

SERVING IN A MEANINGFUL WAY IS DONE BY SKILLED INDIVIDUALS,  
IRRESPECTIVE OF STRESS, INCONVENIENCE, OR CONTEMPT. TRAINING AND  
EDUCATION ENHANCE OUR KNOWLEDGE, SKILLS, AND ABILITIES.  
WE GROW FROM OUR PAST; NOT ROOT OURSELVES IN IT.

## ORGANIZATIONAL STRUCTURE



These four focus areas were selected based on input from staff and the public alike.

We selected these topics because they represent the most critical steps to building a safe community - which is our goal.



**1.1 - Objective: Establish a Culture of Transparency and Accountability**

- **1.1.1** - Design a model of communicating with the public and city leaders in a crisis.
- **1.1.2** - Conduct and analyze data through an annual public survey.
- **1.1.3** - Maintain NCLM Risk Reduction Review accreditation.\*\*
- **1.1.4** - Enroll and achieve CALEA accreditation.\*\*
- **1.1.5** - Enroll and achieve NCLEA accreditation.\*\*
- **1.1.6** - Ensure compliance with SB 300.\*\*
- **1.1.7** - Streamline and fully implement an early warning system process.
- **1.1.8** - Ensure all sworn personnel meet Rap Back electronic fingerprinting state requirements.

**1.2 - Objective: Policy and Oversight**

- **1.2.1** - Involve community members in policy development and review.
- **1.2.2** - Make department policies available for public view.
- **1.2.3** - Collect and analyze demographic data on enforcement activities.
- **1.2.4** - Study efficacy of the Civilian Advisory board and make revisions as necessary.
- **1.2.5** - Review and revise 1/3rd of policies and procedures annually, or as needed.

**1.3 - Objective: Technology and Social Media**

- **1.3.1** - Study the efficacy of technology that allows callers to give telecommunicators access to cell phone live video during critical incidents.
- **1.3.2** - Establish an evaluation process to study the effectiveness of emerging technology.
- **1.3.3** - Strategy: Upgrade and maintain effective BWC (Body Worn Cameras) and In-Car camera systems utilizing cloud storage.
- **1.3.4** - Develop a process of public input regarding new technologies.

**1.4 - Objective: Improve special event planning.**

- **1.4.1** - Prepare and utilize Incident Action Plans for all special events.
- **1.4.2** - Prepare and file after action reviews for all special events.
- **1.4.3** - Review all AARs (After Action Reviews) and implement improvement recommendations to enhance future special event operations.
- **1.4.4** - Ensure City of Hendersonville Special Event Policy meets public safety needs to secure the event from harm.

**Promote Staff Training and Education**



**2.1 - Objective: Maintain adequate staffing levels across all bureaus.**

- **2.1.1** - Conduct a triennial workload analysis for all employee positions to assess scope of assigned work.
- **2.1.2** - Review and revise department structure to meet future workload requirements.
- **2.1.3** - Implement and utilize effective standards and evaluation systems that provide valuable feedback to improve employee performance.

**2.2 - Objective: Maintain adequate employee pay and benefits.**

- **2.2.1** - Ensure employee pay and benefits are consistent with like departments.

**2.3 - Objective: Develop staff competencies across bureaus and functions.**

- **2.3.1** - Provide career opportunities for non-supervisory staff where able.
- **2.3.2** - Research need and assign personnel to Task Force positions as available when in the city's best interest.
- **2.3.3** - Research and implement a "temporary assignment" program promoting staff development across department functions.
- **2.3.4** - Partner with colleges and universities to provide formal education to interested employees at reduced or no costs.
- **2.3.5** - Enhance de-escalation skills program through use of scenario-based training.
- **2.3.6** - Review and revise as necessary the Field Training Officer/Communications Training Officer programs at least once annually.
- **2.3.7** - Implement a progressing driver training program to reduce crashes and improve driver capabilities during emergency driving.

**2.4 - Objective: Ensure personnel are qualified for promotion with the organization.**

- **2.4.1** - Design and conduct leadership development assessment centers in advance of expected promotional opportunities.
- **2.4.2** - Develop and conduct promotional assessment center processes as needed to fill supervisory vacancies.
- **2.4.3** - Develop and maintain an internal 5-year retirement forecast database.
- **2.4.4** - Provide leadership training to personnel throughout their careers.
- **2.4.5** - Develop learning goals for each level of leadership.
- **2.4.6** - Incentivize training and formal education for all personnel.

## **2.5 - Objective: Recruit, Hire, and Retain a diverse workforce.**

- **2.5.1** - Implement a recruitment strategy to attract high caliber applicants for all positions based on industry best practices.
- **2.5.2** - Ensure hiring practices are focused on value added rather than value neutral.
- **2.5.3** - Remove obstacles from the hiring process that limit interest in law enforcement jobs.
- **2.5.4** - Ensure equity in position classifications at least triennially.

### **Build a Safer Community**

#### **3.1 - Objective: Reduce the number and severity of motor vehicle crashes in the city.**

- **3.1.1** - Deploy personnel based on crash data.
- **3.1.2** - Develop and implement a method to record traffic complaints and document officer activities related to the complaint.
- **3.1.3** - Develop strategies to reduce crashes focusing on contributing factors as reported on DMV-349.\*\*
- **3.1.4** - Research the viability of conducting new driver training at Hendersonville High School.
- **3.1.5** - Conduct at least one seatbelt checking station per quarter.
- **3.1.6** - Conduct at least one license checking station per patrol team per quarter.

#### **3.2 - Objective: Reduce incidents of impaired driving in the city.**

- **3.2.1** - Conduct two multi-agency DWI (Driving While Impaired) checking stations annually.
- **3.2.2** - Apply for grant funding to bolster TST (Traffic Safety Team) staffing and equipment.
- **3.2.3** - Intentionally focus on and enforce DWI violators based on data.
- **3.2.4** - Maintain adequate staffing levels for the Traffic Safety Team.
- **3.2.5** - Study the impact of social districts on incidents of driving while impaired. Make recommendations as necessary.

**3.3 - Objective: Improve Community Engagement Opportunities.**

- **3.3.1** - Develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.
- **3.3.2** - Infuse community policing throughout the culture of the organization.
- **3.3.3** - Analyze the need to have a dedicated Community Policing Officer position. Staff accordingly.
- **3.3.4** - Develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.
- **3.3.5** - Design and conduct at least one Citizen Policing Academy annually.

**3.4 - Objective: Develop and implement “least harm” strategies.**

- **3.4.1** - Implement a citation in lieu of arrest philosophy for minor offense where appropriate.
- **3.4.2** - Increase the number of CIT (Crisis Intervention Training) officers.
- **3.4.3** - Support Teen Court Diversion Program.
- **3.4.4** - Implement restorative justice practices in policy and procedures

**3.5 - Objective: Enhance response to active shooters.**

- **3.5.1** - Equip all sworn personnel with active shooter ballistic protection (i.e., vests, shields, etc.)
- **3.5.2** - Ensure rapid deployment training is minimally conducted annually for all sworn officers.
- **3.5.3** - Maintain adequate staffing levels for rapid deployment instructors.
- **3.5.4** - Adjust training, tactics, and procedures based on lessons learned from previous active shooter incidents.



**4.1 - Objective: Provide peer support training and personnel**

- **4.1.1** - Study the efficacy of implementing a peer support group within the department.
- **4.1.2** - Research and utilize technology to enhance employee access to mental health resources.
- **4.1.3** - Research the value of having at least one mental health check-up annually as part of the yearly performance evaluation process.

**4.2 - Objective: Enhance the Embedded Mental Health Clinician (EMHC) program.**

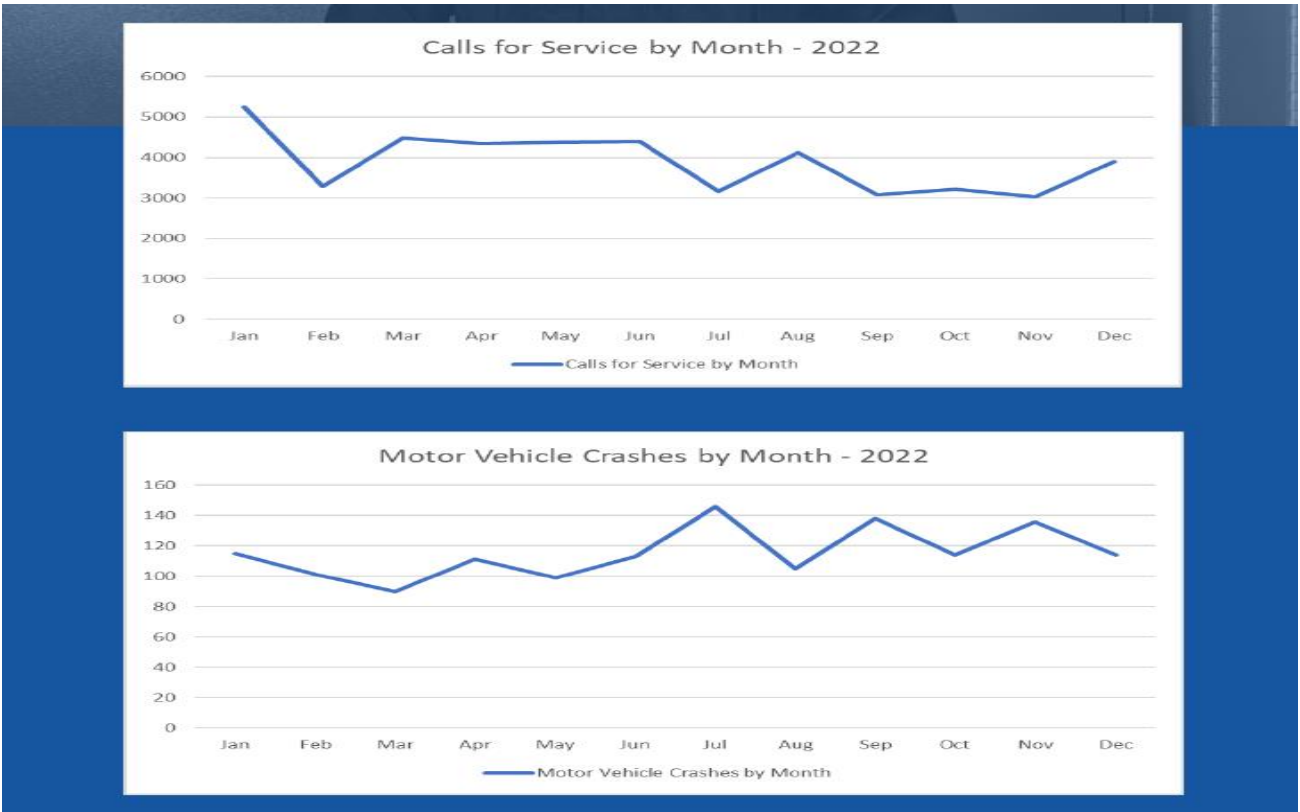
- **4.2.1** - Explore funding sources to offset the cost of the EMHC process at the department.\*\*
- **4.2.2** - Study the need to increase EMHC capacity in the department.

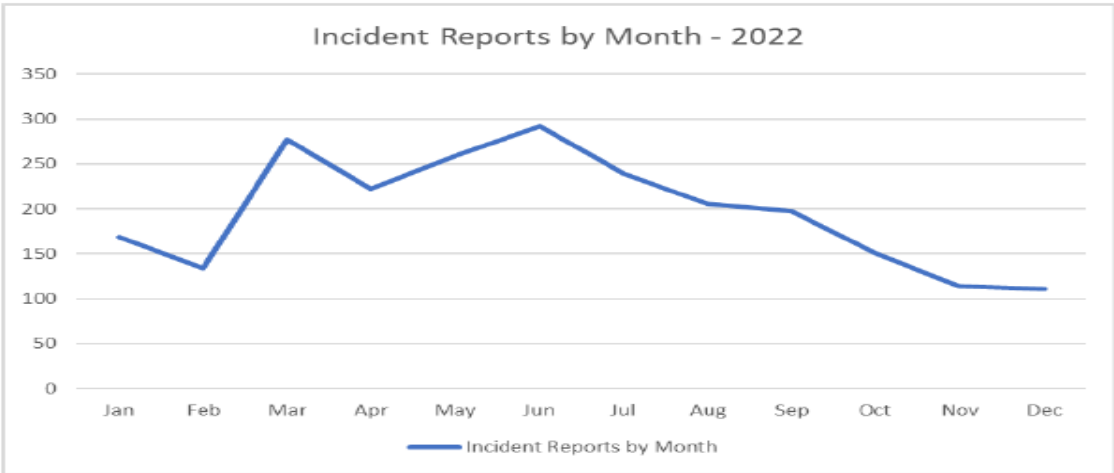
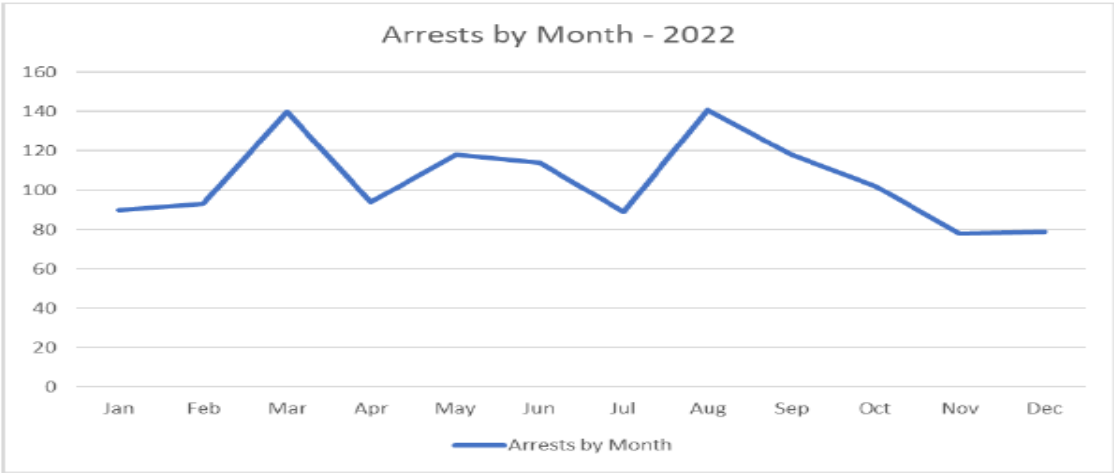
**4.3 - Objective: Enhance Officer response to mental health calls for service.**

- **4.3.1** - Study industry best practices regarding co-responder models in handling mental health calls for service.
- **4.3.2** - Explore funding sources to offset the cost of implementing a co-responder model in the department.

**4.4 - Objective: Promote mental health and wellbeing for all employees.**

- **4.4.1** - Promote safety and wellness at every level of the organization.
- **4.4.2** - Promote the utilization of on-duty physical fitness training.
- **4.4.3** - Study the efficacy and legality of making physical fitness testing part of the annual performance evaluation process.





B. Budget Preview – *Mike Huffman, Stormwater Manager*

Mike Huffman gave a budget preview with a brief stormwater utility update giving a brief background, study overview, proposed revenue increases and the budget overview for FY22 & FY23.

# Stormwater Utility Background

+ Established by Ordinance in July 2021

+ 2-year hold on rates

+ Estimated Annual Revenue ~ \$1.1M

+ Cap & Credit Program

+ \$250/month Cap = -\$275,000

Property Type	Stormwater Service Charge
Residential unit: detached single-family house, duplex, or a manufactured home	1 ERU (\$5.00) per month
Other residential uses: , residential structures that contain more than two units	1 ERU (\$5.00) per dwelling unit per month
Non-Residential	1 ERU per 3000 SF Impervious area per month
Cap	\$250.00 per month for all non-residential parcels
Credit	Non-residential are eligible for a 50% reduction in monthly stormwater service charges.
Stormwater Service Charge Credit Application Fee	\$50 per parcel



# Rate Study Overview

- + Completed in Spring 2021
- + Level of Service B – C
- + Assumptions
  - + Proactive management and replacement of prioritized capital assets
  - + Preventative Operation and Maintenance Activities
  - + Compliant NPDES stormwater program
  - + FY 2021 Residential Flat Rate = \$5 / month
  - + FY 2021 Non-Residential Rates = \$5/ERU

General Stormwater Operations Level of Service Matrix				
Level of Service	Program Management Activities	NPDES Compliance Activities		Capital Improvement Projects
		Non-OGM Related Compliance Activities	Operation and Maintenance Program Activities	
A or 5	Comprehensive Planning + Full Implementation Capabilities	Exemplary Permit Compliance	Fully Preventative/ 100% Routine	10-year Plan
B or 4	Pro-Active Planning + Systematic CIP Implementation Capabilities	Pro-Active Permit Compliance	Mixture of Routine and Inspection Based	20-year Plan
C or 3	Priority Planning + Partial CIP Implementation Capabilities	Minimal Permit Compliance	Inspection Based	40-year Plan
D or 2	Reactionary Planning + Minimal CIP Implementation Capabilities	Below Minimum Permit Compliance	Responsive Only (Complaint-based)	50-year Plan
F or 1	No Planning + No CIP Implementation Capabilities	Non-Compliance	Less than full response to all complaints	75-year or More Plan

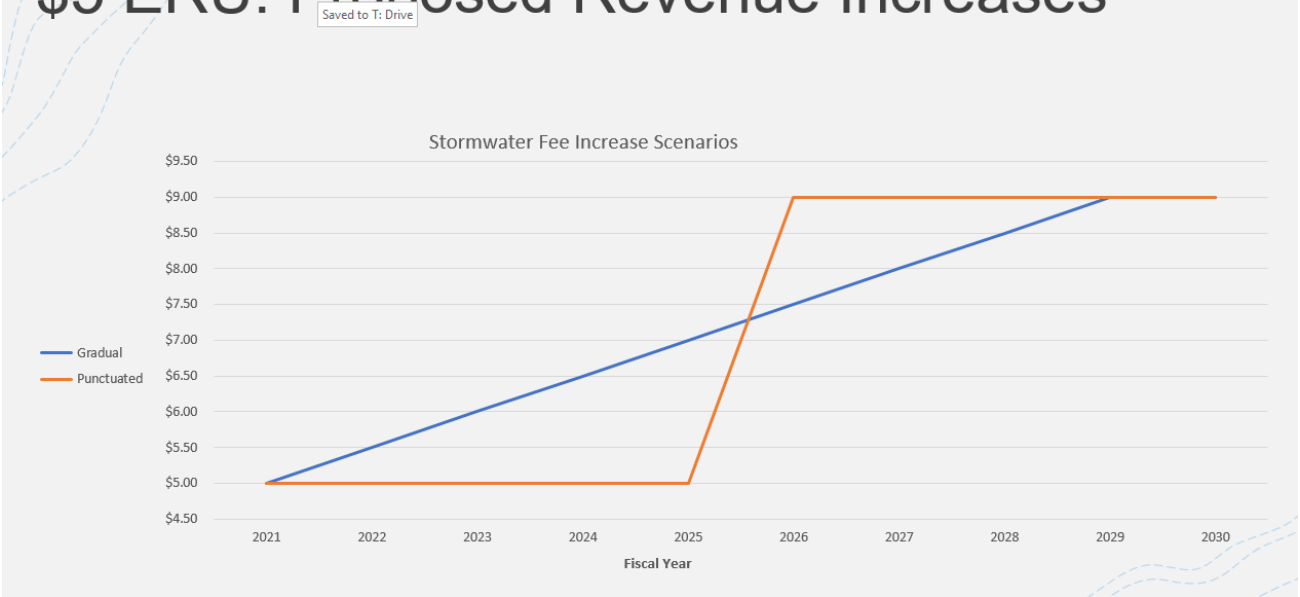
## Level C: Revenue and Rate Assumptions

- + Generates \$1M-\$1.4M+ annually in the first 5 years
- + Healthy rate increase in year 1; 3% increases in years 2-5
- + Will require significant rate increase in years 6-10 to address deferred capital projects



Rate	Revenue (2021)	Revenue (2025)	Revenue (2030)	Capital Outlay (10yr)	FTE
\$5.00	\$1.4m	\$1.75m	\$2.8m	\$36.5m	3.5

## \$5 ERU: Proposed Revenue Increases



PROJECT DESCRIPTION	FY 2020	CUMULATIVE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
	COST	COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Additional Sub watershed Stormwater Improvements		2,850,000	150,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Stormwater Vehicle Replacement (SUV)	30,000	30,000	30,000									
New Imagery	25,000	145,000	25,000		27,000		29,000		31,000		33,000	
Wash Creek	6,377,474	7,393,000					7,393,000					
Britain Creek	3,915,942	4,961,000								4,961,000		
Mud Creek	8,650,790	11,626,000										11,626,000
Devils Fork	1,141,746	1,446,000								1,446,000		
Other Watersheds	6,386,067	8,090,000								8,090,000		
TOTAL	26,527,018	36,541,000	205,000	300,000	327,000	300,000	7,722,000	300,000	331,000	14,797,000	333,000	11,926,000
DEBT PACKAGES		33,516,000					7,393,000			14,497,000		11,626,000
ANNUAL DEBT		33,516,000	\$0	\$0	\$0	\$0	\$7,393,000	\$0	\$0	\$14,497,000	\$0	\$11,626,000
ANNUAL CAPITAL OUTLAY		3,025,000	\$205,000	\$300,000	\$327,000	\$300,000	\$329,000	\$300,000	\$331,000	\$300,000	\$333,000	\$300,000

## FY 22 Stormwater Budget Overview

- + Net Change in Fund Balance:  
Decrease by \$210,064 in FY22
- + Pay and Class
- + Decreased revenue from ETJ

Budget	Dollars	Percent
Revenue		
Total Revenue	\$996,764	
Expenditures		
Personnel/Benefits	\$541,154	44%
Operating	\$596,069	49%
Capital	\$41,450	3.5%
Debt Service	\$44,578	3.6%
Total Expenditures	\$1,233,278	

## FY 23 Stormwater Budget Overview

- + Net Change in Fund Balance:  
Decrease of \$10,780 in FY23

Budget Estimate	Dollars	Percents
Revenue		
Total Revenues	1,238,950	
Expenditures		
Personnel/Benefits	725,962	52%
Operating	313,153	23%
Capital	289,162	21%
Debt Service	61,380	4%
Total Expenditures	1,389,657	

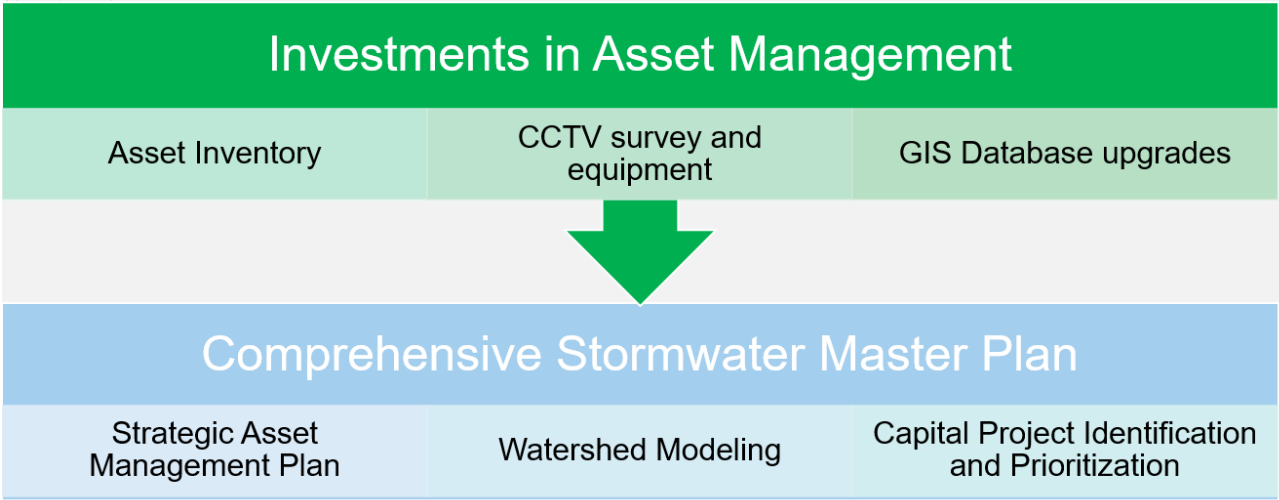
PROJECT DESCRIPTION	FY 2020	CUMULATIVE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
	COST	COST	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Additional Sub watershed Stormwater Improvements		2,850,000	150,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Stormwater Vehicle Replacement (SUV)	30,000	30,000	30,000									
New Imagery	25,000	145,000	25,000		27,000		29,000		31,000		33,000	
Wash Creek	6,377,474	7,393,000					7,393,000					
Britain Creek	3,915,942	4,961,000								4,961,000		
Mud Creek	8,650,790	11,626,000										11,626,000
Devils Fork	1,141,746	1,446,000								1,446,000		
Other Watersheds	6,386,067	8,090,000								8,090,000		
TOTAL	26,527,018	36,541,000	205,000	300,000	327,000	300,000	7,722,000	300,000	331,000	14,797,000	333,000	11,926,000
DEBT PACKAGES		33,516,000					7,393,000			14,497,000		11,626,000
ANNUAL DEBT		33,516,000	\$0	\$0	\$0	\$0	\$7,393,000	\$0	\$0	\$14,497,000	\$0	\$11,626,000
ANNUAL CAPITAL OUTLAY		3,025,000	\$205,000	\$300,000	\$327,000	\$300,000	\$329,000	\$300,000	\$331,000	\$300,000	\$333,000	\$300,000

# FY 24 Capital Requests


Project	Total Project	FY24 Adjusted
7th Avenue Streetscape Stormwater Improvements	100,000	100,000
Annual Brush and Leaf Grinding	289,500	27,000
Comprehensive Stormwater Master Plan, # 22016	1,300,000	400,000
General Stormwater Infrastructure	1,450,000	100,000
Green Infrastructure in City ROW	1,800,000	150,000
Lower Mud Creek Flood Reduction, #22021	3,030,000	1,200,000
Stormwater Easement Acquisition	95,000	5,000
Stream Bank Stabilization/ Buffer Enhancement	265,000	20,000
Streets/Stormwater Trailer Replacement	40,000	20,000
Sullivan Park Stream Restoration, Project# 21029	-	340,000

Capital Requests not including grant funds = \$422,000


## Looking Forward




## Funding Options




**Increase rates**  
Rates have been fixed for 2 years  
\$250/Month Cap (- \$275,000 annually)



**Grants**  
Grants are not guaranteed  
Strong focus on water quality



**Loans**  
Limited options



**Other**  
Revenue Bonds  
Tax Increment Financing

# Capital Reserve Fund

- +Any local government or public authority may establish and maintain a capital reserve fund for any purposes for which it may issue bonds
  - + shall be established by resolution or ordinance of the governing board
  - +state the purpose for which the fund is created (Stormwater Capital Improvements)
  - +the approximate time period during which money will be accumulated (5 years)
  - +the approximate amount to be accumulated (\$2M)
  - +the source from which the money will be derived (stormwater revenue)

City Manager Connet explained to Council that we are not looking for an answer today but wanted you to know that this will be part of the budget and the question is should we raise the \$5 fee or raise the cap? Council Member Hensley asked for a copy of the rate study.

C. Budget Preview – Environmental Services Fund – *Adam Murr, Budget Manager and Tom Wooten, Public Works Director*

Tom Wooten gave a budget preview speaking about what is different, financial trends and city rates and services.

## WHAT’S DIFFERENT?

### What our Environmental Service Team Accomplishes (MVPs):

- A citizen noticed a bag of **trash left outside a nearby business for an extended period. The Environmental Services team took swift action and went above and beyond** their regular duties to dispose of the waste.
- A resident took the time to express gratitude for the exceptional service provided by the Environmental Services team. She reached out when a **neighbor moved and left unwanted items on the curb that could potentially attract wildlife, and the team promptly arrived to clear the area.** The resident was impressed with the City team's professionalism and kind demeanor.
- A City employee took notice of an **Environmental Services crew member making multiple trips across a parking lot, carrying a trash bag and litter picker.** Impressed by his dedication, the employee called in to commend his colleague, only to find out that **it wasn't even his assigned duty for the day.** The employee felt compelled to highlight the often-overlooked hard work of the **Environmental Services crews, who provide invaluable services to the City.**

## WHAT’S DIFFERENT? - SUMMARY

### We’re fortunate to have a solid – solid waste team

- The City receives positive reviews
- Others receive... not positive reviews
- Providing our team resources is key to a positive customer service experience
- The next few slides depict how our resources are used, and how to continue adapting





FINANCIAL TRENDS					
	Total Revenues	Total Expenditures	Fund Balance Appropriated	Fund Balance End of Year	Fund Balance % of Approp.
FY20 Actual	1,499,865	1,551,643	51,778	250,579	16.1%
FY21 Actual	1,337,541	1,362,504	24,963	225,616	16.6%
FY22 Actual	1,889,139	1,728,415	(160,724)	386,340	22.4%

Fiscal Year 2019 – 2020 (FY20)

- Solid waste truck \$242,439
- Brush & leaf contract \$30,000
- Tree removal from R.O.W. \$11,000
- Tipping fees \$210,000
- Fund Balance Appropriation \$51,778

Environmental Services Fund: The total budget for this Fund is \$1,662,855 in FY19-20. There is no recommended changes in rates and the budget includes a fund balance appropriation of \$149,855. It is estimated that the actual fund balance appropriation will be less at year end. The Fund’s fund balance totals \$420,132 as of June 30<sup>th</sup>, 2018 and is expected to decrease by approximately \$143,776 to end FY18-19. Seeing that fund balance has been required to fund non-recurring capital outlay, the Council will need to consider a more sustainable funding structure for capital needs in future years. This combined with growing service demands at the outer edges of our corporate limits, will drive the need to look at rates and revenue options in FY20-21 and beyond.

FINANCIAL TRENDS					
	Total Revenues	Total Expenditures	Fund Balance Appropriated	Fund Balance End of Year	Fund Balance % of Approp.
FY20 Actual	1,499,865	1,551,643	51,778	250,579	16.1%
FY21 Actual	1,337,541	1,362,504	24,963	225,616	16.6%
FY22 Actual	1,889,139	1,728,415	(160,724)	386,340	22.4%

Fiscal Year 2020 – 2021 (FY21)

- Debt Service on Waste Trucks \$68,798
- Brush & leaf contract \$30,000
- Tree removal from R.O.W. \$11,000
- Tipping fees \$210,000
- Fund Balance Appropriation \$24,963

Environmental Services Fund

The Environmental Services Fund (ESF) provides sanitation services to rate payers within the City. The ESF’s total budget for FY20-21 is \$1,404,017, including a fund balance appropriation of \$95,217. The Fund’s balance as of June 30<sup>th</sup>, 2019 totals \$294,357. The Fund balance is anticipated to decrease in FY19-20 by approximately \$87,789.

There are no recommended changes to rates included in the budget; however, Council will need to consider a more financially sustainable funding structure for future capital needs in FY21-22.

FINANCIAL TRENDS					
	Total Revenues	Total Expenditures	Fund Balance Appropriated	Fund Balance End of Year	Fund Balance % of Approp.
FY20 Actual	1,499,865	1,551,643	51,778	250,579	16.1%
FY21 Actual	1,337,541	1,362,504	24,963	225,616	16.6%
FY22 Actual	1,889,139	1,728,415	(160,724)	386,340	22.4%

Fiscal Year 2021 – 2022 (FY22)

- Debt Service on Waste Trucks \$70,971
- ESF/SW – 75/25 brush truck \$120,000
- Brush & leaf contract \$35,000
- Tree removal from R.O.W. \$11,000
- Tipping fees \$220,000:
  - \$10,000 increase over FY21
- Fund Balance Increase \$160,724
  - Waste truck not received until FY23

- On Feb. 26, 2021, City Council reviewed a rate proposal for next budget year, which will increase revenues to sustain operations and enable Staff to study operational efficiencies and best-practices.
- The City Manager recommends City Council adopt an updated schedule of rates and fees for the ESF, summarized below:
  - Residential 32gal Waste and Recycling Fees     **\$20.00**
    - Increase of **\$3.75 per month.**
    - Raises the rate for customers who participate in recycling to the same rate as customers who do not recycle.
  - Residential 96gal Waste and Recycling Fees     **\$22.00**
    - Increase of **\$3.50 per month.**
    - Raises the rate for customers who participate in recycling to the same rate as customers who do not recycle.

FINANCIAL TRENDS					
	Total Revenues	Total Expenditures	Fund Balance Appropriated	Fund Balance End of Year	Fund Balance % of Approp.
FY23 Adopted	1,523,100	1,631,401	108,301	278,039	17.0%
FY23 Revised	1,565,100	1,926,414	352,956	33,384	1.7%
FY23 Estimate	1,553,562	1,817,914	264,352	121,988	6.7%

Fiscal Year 2022 – 2023 (FY23)

- Debt Service – Waste Truck \$55,960
  - Debt Service – Brush Truck \$37,334
  - Brush & leaf contract \$84,000 (+\$54k):
    - \$42,000: 50/50 Split → ESF/STW
  - Tree removal \$20,000 (+\$9k)
  - Tipping fees \$250,000 (+\$30k)
  - Personnel increase \$90,558 (9.9%, P&C)
  - Purchase of FY22 Waste Truck \$243,313
- Without the waste truck lapse:
    - \$48,208 Q1 Personnel/Hiring Bonus +1 FTE
    - \$66,586 Mid-Year Amendment/P&C 65th
    - \$114,794 TOTAL
  - Fund Balance Appropriation:
    - \$108,301 appropriation based on adopted
    - Est. \$199,160 end of year appropriation
  - No Rate Increases

FINANCIAL TRENDS					
	Total Revenues	Total Expenditures	Fund Balance Appropriated	Fund Balance End of Year	Fund Balance % of Approp.
FY24 Request	1,523,100	1,851,082	327,982	(205,994)	-11.1%
FY24 Adjusted	1,782,100	1,874,947	92,847	29,141	1.6%
FY24 Estimate	1,817,904	1,816,794	(1,110)	123,098	6.8%

Fiscal Year 2023 – 2024 (FY24)

- Debt service continues to increase for vehicle and equipment purchases by roughly \$62,250 (1/2-year ppmt.)
  - New customers to serve create initial cost to the City – bin purchases, fuel, increased workload
  - Tipping fees increase + \$15k
  - Fuel cost increases + roughly \$5k
  - Waste truck, leaf machine, vehicle \$500k
- \$50k Route/Comp. Study included at requested, adjusted, & estimated level
  - New Sanitation Employee at requested budget level ~\$54k
  - Estimate Assumptions:
    - 102.5% revenue collection
    - 96.0% of budget expended

FINANCIAL TRENDS SUMMARY

Looking at the crystal ball...

- Tipping fees increased from **\$210k** in FY20, we estimate **\$265k** in FY24
- Fuel and other operating expenses continue to rise
- Need for a **\$50k** FY24 route/efficiency/comp. study
- Contracted services, e.g., brush/leaf grinding have increased:
  - **\$30k** in FY20 and FY21
  - **\$35k** in FY22
  - **\$84k** this FY(23), but we mitigated by splitting cost 50/50 with Stormwater
- Personnel costs increased following pay & class:
  - **\$843k** FY21 actual
  - **\$1.06M** FY22 actual
  - **\$1.04M** FY23 estimate
- Equipment is needed, increasing debt service costs:
  - FY20 waste truck → final debt payment FY27
  - FY22 waste truck + brush truck → final debt payment FY29
  - FY24 waste truck + leaf machine + vehicle → final debt payment FY31
  - FY20 debt = **\$34k** | FY23 debt = **\$93k** | FY24 debt = **\$165k**

CITY RATES & SERVICES							
Residential Services:	FY24 REC.	FY24 REC.	Maybins	Lions Club	McMinns	Waste Pro	Waste Industries (GSL)
	HVLNC (32gal)	HVLNC (96gal)					
Waste Collection	23.00	25.00	27.00	24.00	26.00	28.00	20.50
Recycling	-	-	5.00	-	-	3.80	18.62
Combined Waste + Recycling	23.00	25.00	32.00	24.00	26.00	31.80	39.12
Additional Services:							
Walk-Out/Assistance	-	-	13.00	5.00	N/A	35.00	35.00
Over/Double Capacity	-	-	13.00	N/A	N/A	N/A	N/A
Missed Collection	-	-	N/A	10.00	N/A	Varies	N/A
Bin Delivery Fee/Deposit	60.00	60.00	N/A	N/A	N/A	N/A	35.00
Electronic Disposal	30.00	30.00	N/A	Varies	N/A	N/A	N/A
White Good Disposal	25.00	25.00	N/A	Varies	N/A	N/A	N/A
Brush Collection	-	-	N/A	N/A	N/A	N/A	N/A

**Recommendation**

- Increase fees to remain in-line with competition in FY24/ sustain the ESF:
  - 32gal Residential Customer: **\$20/month → \$23/month**
  - 96gal Residential Customer: **\$22/month → \$25/month**
  - Commercial Customer: **\$28/month → \$32/month**

CITY RATES & SERVICES																																																									
<b>FY24 Recommended:</b> <ul style="list-style-type: none"><li>• \$23/month residential 32gal<ul style="list-style-type: none"><li>• +\$3/month</li></ul></li><li>• \$25/month residential 96gal<ul style="list-style-type: none"><li>• +\$3/month</li></ul></li><li>• \$16/month comm. Recycling<ul style="list-style-type: none"><li>• +\$2/month</li></ul></li><li>• \$32/month other comm.<ul style="list-style-type: none"><li>• +\$4/month</li></ul></li></ul> <b>Additional Consideration</b> <ul style="list-style-type: none"><li>• +142 customers in early FY24<ul style="list-style-type: none"><li>• Townes at Stonecrest</li></ul></li><li>• Route/comp. study in FY24<ul style="list-style-type: none"><li>• \$50,000 budget</li></ul></li><li>• PW researching franchise agreements vs. providing commercial service</li></ul>	<table><tr><th colspan="2">ENVIRONMENTAL SERVICES</th></tr><tr><td colspan="2">General</td></tr><tr><td>Utility Bill Late Fee</td><td>\$10.00 or 5% of past due balance, whichever is greater</td></tr><tr><td>Small Special Load (collected with pickup truck and city staff)</td><td>\$50.00</td></tr><tr><td>Large Special Loads (tipping fee added to special fee)</td><td>\$150.00</td></tr><tr><td>Stolen/Damaged Cart Replacement Fee</td><td>\$100.00</td></tr><tr><td>Televisions/computer monitors - per item</td><td>\$30.00</td></tr><tr><td>White Goods (washers, dryers, refrigerators, hot water heaters, etc.) - per item</td><td>\$25.00</td></tr><tr><td>Special Event - Cart Delivery, Pickup, and Material Disposal - per cart fee</td><td>\$20.00</td></tr><tr><td colspan="2">Violations</td></tr><tr><td>Illegal Dumping Fee - Offense 1</td><td>Warning</td></tr><tr><td>Illegal Dumping Fee - Offense 2</td><td>\$50.00</td></tr><tr><td>Illegal Dumping Fee - Offense 3</td><td>\$100.00</td></tr><tr><td>Illegal Dumping Fee - Offense 4 (+)</td><td>\$150.00</td></tr><tr><td colspan="2">Commercial Waste and Recycling</td></tr><tr><td>Commercial Recycling (up to four 65gal. bins, collected once/week)</td><td>\$16.00 per bin</td></tr><tr><td>Commercial Recycling (up to four 65gal. bins, collected twice/week)</td><td>\$32.00 per bin</td></tr><tr><td>Commercial Waste (per 96gal. bin)</td><td>\$32.00 per bin</td></tr><tr><td>Commercial Waste and Recycling (96gal. bin)</td><td>\$32.00 per set of bins</td></tr><tr><td colspan="2">Residential Waste and Recycling</td></tr><tr><td>Residential Waste - 32gal.</td><td>\$23.00 per bin</td></tr><tr><td>Residential Waste, Assisted - 32gal.</td><td>\$23.00 per bin</td></tr><tr><td>Residential Waste and Recycling - 32gal.</td><td>\$23.00 per set of bins</td></tr><tr><td>Residential Waste and Recycling, Assisted - 32gal.</td><td>\$23.00 per set of bins</td></tr><tr><td>Residential Waste - 96gal.</td><td>\$25.00 per bin</td></tr><tr><td>Residential Waste, Assisted - 96gal.</td><td>\$25.00 per bin</td></tr><tr><td>Residential Waste and Recycling - 96gal.</td><td>\$25.00 per set of bins</td></tr><tr><td>Residential Waste and Recycling, Assisted - 96gal.</td><td>\$25.00 per set of bins</td></tr></table>	ENVIRONMENTAL SERVICES		General		Utility Bill Late Fee	\$10.00 or 5% of past due balance, whichever is greater	Small Special Load (collected with pickup truck and city staff)	\$50.00	Large Special Loads (tipping fee added to special fee)	\$150.00	Stolen/Damaged Cart Replacement Fee	\$100.00	Televisions/computer monitors - per item	\$30.00	White Goods (washers, dryers, refrigerators, hot water heaters, etc.) - per item	\$25.00	Special Event - Cart Delivery, Pickup, and Material Disposal - per cart fee	\$20.00	Violations		Illegal Dumping Fee - Offense 1	Warning	Illegal Dumping Fee - Offense 2	\$50.00	Illegal Dumping Fee - Offense 3	\$100.00	Illegal Dumping Fee - Offense 4 (+)	\$150.00	Commercial Waste and Recycling		Commercial Recycling (up to four 65gal. bins, collected once/week)	\$16.00 per bin	Commercial Recycling (up to four 65gal. bins, collected twice/week)	\$32.00 per bin	Commercial Waste (per 96gal. bin)	\$32.00 per bin	Commercial Waste and Recycling (96gal. bin)	\$32.00 per set of bins	Residential Waste and Recycling		Residential Waste - 32gal.	\$23.00 per bin	Residential Waste, Assisted - 32gal.	\$23.00 per bin	Residential Waste and Recycling - 32gal.	\$23.00 per set of bins	Residential Waste and Recycling, Assisted - 32gal.	\$23.00 per set of bins	Residential Waste - 96gal.	\$25.00 per bin	Residential Waste, Assisted - 96gal.	\$25.00 per bin	Residential Waste and Recycling - 96gal.	\$25.00 per set of bins	Residential Waste and Recycling, Assisted - 96gal.	\$25.00 per set of bins
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D. Cemetery Update – Mark Stierwalt, Public Works Supervisor

Mark Stierwalt gave a status update on the Oakdale Cemetery and offered recommendations for the future.

- Annual Costs
- Lawn Care \$20K
  - Tree Work \$2K
  - 2hrs of Staff time per burial
  - Two Buildings to maintain. \$1K

## Additional Costs

- Major Tree work
- Roads need to be repaved every 25 years
- Repairing/maintain/straightening abandoned headstones \$?
- Mausoleum

## Upcoming Projects

- Renovate the historical round house. - Estimated \$30K

Could host small funerals in inclement weather or serve other purpose.

- Repave Roads - 25 Year cycle
- Renovate Mausoleum - Estimated \$30K
- Educational Kiosk - \$10-20K
- Ground Penetrating Radar (GPR) – To determine unused sections for more space
- Resurvey after GPR

## Is there an issue?

**YES!!!**

There is no exit strategy.

We will run out of lots and our primary funding source for maintenance.

Perpetual care means forever.

## How much Space is left?

- 327 lots Available in Section Q
- 22 Spaces in the Mausoleum
- Some lots are by regulation "abandoned".
- North Side has sporadic spacing. We don't know how many without an investigation.
- Additional  $\frac{3}{4}$  acre available on north side.



# Local Cemetery Pricing

- Forest Lawn \$1925 & \$2495 perpetual care
- Blue Ridge Gardens in Pisgah Forest \$1850 - \$2150
- Riverside in Asheville \$1625 or \$1300 for City residents
- Pollack Memorial in Asheville \$2000
- Woodland Memorial in Greenville SC range from \$4000-\$8000
- Average cost is \$1906.00 - \$2503.00

## Recommendations

### Prepare for the long haul.

- Raise rates: \$1500 per lot for city residents  
\$2000 per lot for all others  
\$5000 for mausoleums spaces (higher maintenance)  
Average rate \$1900 & up
- Fill in vacant spaces on North Side (investigation and survey required)
- Develop 2 lots on North side 100-200 lots minus cost to develop.
- Start a fund to cover maintenance. Interest would cover/offset lawncare and maintenance in perpetuity.



Mark also mentioned bringing back a columbarium.

#### 4. NEW BUSINESS – None

Council Member Hensley reminded everyone that Commissioner McCall is spearheading a spring Litter Sweep countywide at 9:00 a.m. on Saturday, April 22<sup>nd</sup> and then Earth Fest is that same day from 10:00a.m. – 3:00p.m.

There being no further business, the meeting was adjourned at 5:42 p.m. upon unanimous assent of the Council.

\_\_\_\_\_  
Barbara G. Volk, Mayor

ATTEST:

\_\_\_\_\_  
Jill Murray, City Clerk