



CITY OF HENDERSONVILLE BUSINESS ADVISORY COMMITTEE

Operations Center - Assembly Room | 305 Williams St. | Hendersonville NC 28792
Monday, April 10, 2023 – 11:30 AM

MINUTES

Present: Steve Dozier Chair, Ken Gordon Vice Chair, Jay Egolf, Rebecca Waggoner, Cam Boyd, Brittany Brady, John Stevens, Council Member Jennifer Hensley

Absent: Randy Hunter

Staff Present: City Manager John Connet, Assistant City Manager Brian Pahle, City Clerk Jill Murray, Communications Manager Allison Justus, Budget Manager Adam Murr

1. CALL TO ORDER

Chairman Dozier called the meeting to order at 11:31 a.m.

2. APPROVAL OF AGENDA

Brittany Brady moved, seconded by Cam Boyd, to approve the agenda as presented. Motion carried unanimously.

3. PUBLIC COMMENT

There was no public comment.

4. APPROVAL OF MINUTES

Jay Egolf moved, seconded by Brittany Brady, to approve the minutes as amended saying that John Stevens was in fact present at the December meeting. Motion carried unanimously.

5. OLD BUSINESS - None

6. NEW BUSINESS

A. Fire Insurance Rate Update, *James Miller, Fire Chief*

Fire Chief James Miller explained that the Department of Insurance validates everything you have in place. They look at how our dispatch system works, our 911 system, 50% of the grade is the fire department, the men and women taking the calls, training classes, educating, keeping up truck maintenance etc. We were at a level 3 and went to a level 1, the best. After the City Council meeting, we'll ask that all residents/businesses call their insurance company to see if their rates will go down. We are at the best we can be. Less than 1% in the United States are at a level 1 ISO Rating and 3 is the lowest we have ever been.

B. Stormwater Rate Recommendations – *Mike Huffman, Stormwater Administrator*

Mike Huffman gave a stormwater utility update and presented a PowerPoint presentation. He explained that his proposal is to raise the rate gradually and evaluate the rates every year.

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**

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-O&M 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

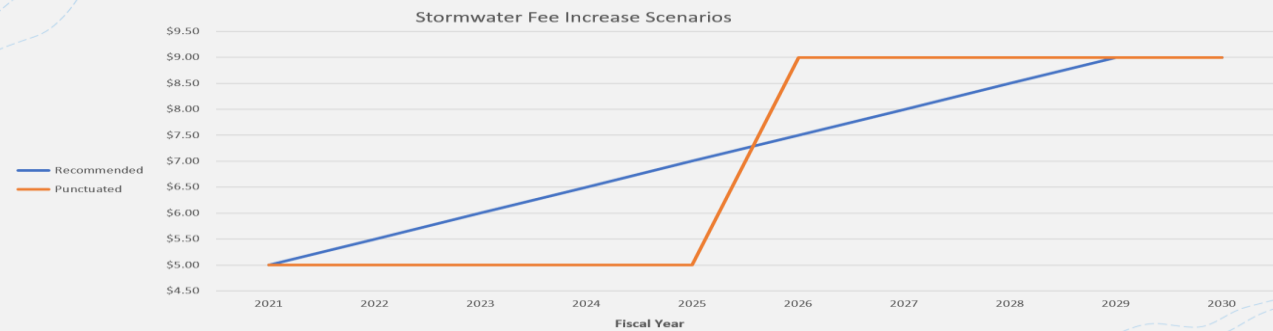
Level C: Revenue and Rate Assumptions

- + Generate \$1M-\$1.4M+ annually in the first 5 years
- + **Healthy rate increase in year 1; 3% increases in years 2-5**
- + Will require a 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 COST	CUMULATIVE COST	YEAR 1 2021	YEAR 2 2022	YEAR 3 2023	YEAR 4 2024	YEAR 5 2025	YEAR 6 2026	YEAR 7 2027	YEAR 8 2028	YEAR 9 2029	YEAR 10 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					
Brittain 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
- + Decreased revenue from ETJ
- + Capital → Operating

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	

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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					
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Other Watersheds	6,386,067	8,090,000								8,090,000		
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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	<u>100,000</u>
Annual Brush and Leaf Grinding	289,500	<u>27,000</u>
Comprehensive Stormwater Master Plan, # 22016	1,300,000	<u>400,000</u>
General Stormwater Infrastructure	1,450,000	<u>100,000</u>
Green Infrastructure in City ROW	1,800,000	<u>150,000</u>
Lower Mud Creek Flood Reduction, #22021	3,030,000	<u>1,200,000</u>
Stormwater Easement Acquisition	95,000	<u>5,000</u>
Stream Bank Stabilization/ Buffer Enhancement	265,000	<u>20,000</u>
Streets/Stormwater Trailer Replacement	40,000	<u>20,000</u>
Sullivan Park Stream Restoration, Project# 21029	-	<u>340,000</u>

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

Looking Forward

Investments in Asset Management

Asset Inventory

CCTV survey and equipment

GIS Database upgrades



Comprehensive Stormwater Master Plan

Strategic Asset Management
Plan



Watershed Modeling



**Capital Project Identification
and Prioritization**

Funding Strategies



Increase rates

Rates have been fixed for
2 years w/
\$250/Month Cap



Grants

Grants are not
guaranteed
Strong focus on water
quality



Loans

Limited options



Other

Revenue Bonds
Tax Increment
Financing

FY 24 Stormwater Rate Increase Recommendation



Increase base SW Rate
from \$5 → \$7.50



Increase Non-Residential
Cap from \$250/Month →
\$375/Month



Estimated revenue
generation: \$1,520,000
annually

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)

Capital Reserve Fund Ordinance

FY22-23

Ordinance # _____

CAPITAL RESERVE FUND ORDINANCE

AN ORDINANCE SETTING CAPITAL RESERVE GUIDELINES FOR THE CITY OF HENDERSONVILLE, NORTH CAROLINA FOR THE YEAR BEGINNING JULY 1, 2022, AND ENDING JUNE 30, 2023

WHEREAS, under North Carolina General Statute 159-18 the City of Hendersonville is authorized to establish and maintain a capital reserve for any purposes for which bonds may be issued; and

WHEREAS, the City Council deems it is in the best interest of the citizens of Hendersonville to establish a capital reserve to fund future capital improvements; and

WHEREAS, the capital reserve fund will be used in conjunction with a multi-year capital improvement program to be reviewed annually during the budget process;

**THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF
HENDERSONVILLE, NORTH CAROLINA:**

SECTION 1 BUDGET: That the following Capital Reserve Fund (CRF) budget, purpose, anticipated revenues, and project appropriations are hereby adopted for the operation of the City of Hendersonville and its activities for the fiscal year beginning July 1, 2022 and ending June 30, 2023, in the amount of \$0.00.

SECTION 2 PURPOSE: That the purpose of the City of Hendersonville CRF will be to (1) raise funds for water and sewer system expansion projects, (2) provide greater levels of transparency and flexibility in raising and expending funds on capital projects, (3) delineate the timeframe for which revenues will be raised for and expended on capital projects, (4) display the amounts of revenues and expenditures for capital projects funded through the CRF, and (5) detail revenue sources of the fund.

This Capital Reserve Fund Ordinance will, more specifically, be established alongside the City's Budget Ordinance to provide for Water and Sewer Fund system expansion. The City has recognized the need to fund future system expansion projects and desires to fund such projects through a CRF to enhance transparency and accountability.

SECTION 3 TIMEFRAME: That revenues for Water and Sewer Fund related capital projects will be raised over a period of five (5) fiscal years- from July 1, 2022 to June 30, 2026.

C. Environmental Services Fund Update – Adam Murr, Budget Manager

Budget Manager Adam Murr gave a brief update on the Environmental Services Fund and showed a PowerPoint presentation.

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 30th, 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

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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 30th, 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

	FY24 REC. HVLNC (32gal)	FY24 REC. HVLNC (96gal)	Maybins	Lions Club	McMinns	Waste Pro	Waste Industries (GSL)
Residential Services:							
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

FY24 Recommended:

- \$23/month residential 32gal
 - +\$3/month
- \$25/month residential 96gal
 - +\$3/month
- \$16/month comm. Recycling
 - +\$2/month
- \$32/month other comm.
 - +\$4/month

Additional Consideration

- +142 customers in early FY24
 - Townes at Stonecrest
- Route/comp. study in FY24
 - \$50,000 budget
- PW researching franchise agreements vs. providing commercial service

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

City Manager John Connet gave a brief overview of downtown parking. He said that it's been just over a month in downtown parking and we are working through growing pains and kiosk issues. There has been a dramatic change in the number of parking spaces available on Main street. Employees are no longer parking there, which was our intent. We opened up 40 more permits last week so that helps downtown. We're meeting our revenue model. It's an enterprise fund so all of that money comes back to enforcement and additional parking.

7. ADJOURNMENT

Cam Boyd moved, seconded by Ken Gordon to adjourn. There being no further discussion the meeting was adjourned at 1:04 p.m. upon unanimous assent of the Committee.

Steve Dozier, Chair

ATTEST:

Jill Murray, City Clerk