MINUTES

COUNCIL FINANCE, HUMAN RESOURCES and CITIZEN APPOINTMENT COMMITTEE

Monday, June 22, 2026 – 11:00am
City Hall Council Chambers

Members Present:	Dean Lytle, Chair, Council Member Pamela Holder, Vice-Chair, Council Member Susan Miller, Citizen Member (left at 12:25pm)
Members absent:	Maureen Copelof, Mayor, Ex-Officio
Staff Present:	Wilson Hooper, City Manager Dean Luebbe, Assistant City Manager/Finance Director Kelley Craig, Human Resources Director Denise Hodsdon, City Clerk (left at 11:15am) Emily Brewer, Senior Planner Shawnee Cummings, Assistant to the City Manager
Guests:	Harvey Sankey
Media:	David Bradley; Jonathan Rich

A. Welcome & Call to Order

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

D. Approval of Minutes – June 4, 2026 Meeting

Ms. Holder moved, seconded by Ms. Miller to approve the minutes of the June 4, 2026 meeting as presented. The motion carried unanimously.

E. ABC Board Applications Review and Recommendations

Ms. Hodsdon said there are two members of the ABC Board, Ron Brewer and Lisa Connor, whose terms expire at the end of July. Ms. Connor is currently the board chair and has served one full 3-year term. Mr. Brewer was initially appointed to fill a vacancy and has since served one full 3-year term. Both Ms. Connor and Mr. Brewer are eligible to serve one more term and both applied for reappointment. One additional application was received from Paige Wingate. Staff are looking for a recommendation so that the full Council can appoint two applicants to serve 3-year terms beginning August 1st.

Mr. Lytle said his first reaction is that with Ms. Connor having been the board chair for the last 2 years, she is a valuable member who is willing to return. He asked how many members are on the board, to which Ms. Hodsdon said 5 members, and Ms. Miller is 1 of the 5 members. Ms. Miller asked if she needed to recuse herself due to the conflict. The Committee agreed that she can participate in the discussion but she cannot vote.

Ms. Miller said her observation is that Ms. Connor works hard as chair and spends time outside of meetings to make sure the new general manager has guidance and support. She said Ms. Connor's background in her former career helped bring needed change.

Mr. Hooper offered another possibility given the importance of the appointment. He said the ABC Board is very autonomous and the only way the City can influence the ABC Board is through its appointments. Mr. Hooper proposed that the Committee hold off on making an appointment today and either the Committee or designated Staff interview the candidates and make a recommendation, rather than appointing someone based on very little information. It would allow the Committee to get a sense of the applicants' strengths and weaknesses, and their hopes for the board to help make their decision. The Committee expressed full support for Mr. Hooper's suggestion.

Ms. Miller said the board does have autonomy and it can be good, but there have been issues in the past. She added that there are critical issues coming up that the board will need to address, such as the lease hold. The board currently has 2 ABC stores, of which 1 is likely to close, and there are discussions with the landlord about taking over the whole building once the bicycle store closes in July. The lease will be a big hit to the ABC Board's budget and will impact the proceeds the City depends on in its budget. She added that the City has a financial interest in making sure those resources are allocated. The ABC store sold over $6 million this year and the majority goes to the State, followed by the cost of goods, which can only be purchased through State providers. Those allocations are paid out before any of the proceeds go to education, the County, or the City. Ms. Miller said interviewing board applicants may not be the norm, but she likes the idea given the pertinent issues in the near future.

Ms. Holder asked why the ABC Board is autonomous. Mr. Hooper said the State statutes give them a lot of autonomy. He added that the Code of Conduct for Committee members that the City went over last year does not apply to the ABC Board because the statutes give them their own Code of Conduct. Ms. Miller asked if there was flexibility under the statutes to hold individual interviews with board applicants. Mr. Hooper said

he thinks the statutes are silent on the issue and only give the City the ability to appoint, so how the appointment is made is up to us.

Mr. Lytle motioned, seconded by Ms. Holder to have Mr. Hooper set up panel interviews with the 3 applicants, with the panel consisting of Mr. Hooper, Councilmember Lytle, and Councilmember Holder, and bring back a recommendation for the next meeting. The vote was 3-0 (Ms. Miller abstained).

Mr. Hooper said Ms. Cummings will try to find a time that works for everyone's calendar in the next week or two. Ms. Holder said while we are discussing voting at the next meeting, she will be out of town for the next regular meeting on July 27th. With Ms. Holder absent and Ms. Miller unable to vote on the issue, it would leave only Mr. Lytle as a voting member. Mr. Hooper suggested making the interviews a special-called meeting, conducting the interviews in closed session, and making the recommendation of the candidates in open session. With two Committee members present, we will have a quorum and they will be able to vote to refer the recommendation to Council that day.

F. Food Truck Pilot Program

Ms. Brewer presented the policy that the Committee discussed at the last meeting (Attachment A) and compiled a list of potential locations. She added that because the non-motorized vendor policy has not been brought to Council yet, both vendor types could be included in the pilot, as it would be easier to coordinate administratively.

There are 5 sites with electrical hookups in downtown, but only 2 are feasible. One site is in Times Arcade Alley, which is a working alley, and is technically owned by Platt. Ms. Brewer said the site was created for food vendors during special events but was not intended for a food truck when the roads are open. There are 2 sites on the south side of Main St., 1 in front of OP Taylor's and 1 in front of Red Wolf Gallery; however, the hookups at each would require vendors to park in handicapped spots. The 2 feasible sites with hookups are a spot in front of the White Squirrel Shoppe on Main St. and the Jordan St. parking lot near Times Arcade Alley, but both sites will take up parking spots.

The next site is the parking lot at the corner of Jordan St. and England St., but it requires a generator. This site is just outside of the downtown fire district, which allows for a generator, but is also closer to residential properties.

The other potential locations for food trucks are Silversteen Park, Franklin Park, and the Sports Complex. The parking lot across from Silversteen Park could accommodate a food truck but it will take at least 2 parking spots and will be close to a residence. Mr. Lytle said his concern would be parking spots if there is a special event and asked if there would be a way to tell a vendor that they are not allowed to be in the parking lot on certain dates. Ms. Brewer said it would be an administratively difficult because she would need to know about all of the events and anticipate whether there will be a full parking lot. Ms. Holder suggested having Tyree Griffin provide a calendar of the events to provide to the food truck, but Mr. Lytle said he would not recommend it because if a

date gets missed, it could create a conflict. Ms. Miller added that it would also limit Mr. Griffin's ability to add special events after he has produced the calendar.

If a food truck was permitted at Franklin Pool, it would take up 2-3 parking spaces due to the lot's configuration, would require a generator, and would be on the opposite side of the street due to handicapped spaces, making it closer to residences. Ms. Brewer said this site seems to be less feasible due to the high demand for parking in the summer.

The last potential sites include the Sports Complex and the dog park. Ms. Brewer said there is a pavilion area for a push cart vendor at the dog park, but she does not know if it will get utilized. Push cart vendors were also discussed for the skate park and the soccer fields. If a food truck location is designated at the sports complex, it will take up parking spaces and the truck will need a generator. Mr. Hooper said if the Sports Complex is selected as a location, there will need to be a couple different sites because the truck can only be there Friday-Sunday from 11am-9pm, but there will be limited parking, if any, by 11am. One striping scenario for the parking lot could have a food truck site next to the digester, which would help prevent patrons from parking there.

Ms. Miller asked if little league has a concession stand. Mr. Hooper said yes. Ms. Miller asked if they have a well-rounded menu. Mr. Hooper said no, it is mostly drinks, chips, and similar items. Mr. Lytle said the concession stand will have convenience items, but the food truck will likely have heartier meals. Mr. Lytle said the sports complex would be a great area to test if it can be done safely and with minimal impact on parking.

Ms. Holder asked what the purpose of the striping is. Mr. Hooper stated that it is to help organize the parking lot so people do not park in a way that inhibits emergency vehicles, blocks sight lines, or creates dangerous conditions. Ms. Holder asked if the suggested location for the food truck would impede traffic. Mr. Hooper said one of the possible striping scenarios would stop people from parking to the left of the trail alignment so that you would not have cars crossing where there are pedestrians and bicyclists. He said that one vehicle on the left side could probably be done safely.

Mr. Lytle suggested the Jordan St. parking lot and the Sports Complex as 2 locations for the pilot program. Ms. Holder asked if there are any restaurants in close proximity to the Jordan St. parking lot. Ms. Brewer said The Square Root is down the alley and Jordan St. Café is across the street but has irregular hours. Mr. Hooper said some Jordan St. property owners have said they wished the City would activate that street more, so there will be competing opinions about the impact of a food truck on that street.

Ms. Holder said she would like there to be a food truck at Silversteen Park as part of the pilot, even with potential parking issues. Mr. Hooper said for the next 8 weeks, there will be construction related to Hillview Culvert and he would prefer to not have commerce taking place during construction. He said if Silversteen is added as a location, he hopes it is after construction is complete. Ms. Holder said she could agree to that.

Ms. Brewer said the pilot program will start August 1st and end December 31st for a total of 5 months. The days and hours are Friday through Sunday from 11am to 9pm, with 20 minutes on either end for set-up and break down. Mr. Lytle asked if that applies to motorized and non-motorized vendors, to which Ms. Brewer confirmed.

There was discussion about whether a food truck downtown could provide lunch options during the week and whether weeknight activities at the sports complex warrant additional hours. The Committee agreed to reevaluate at the end of the pilot.

The Committee also reaffirmed that a $100 fee was appropriate for the pilot program.

Mr. Hooper asked if the location on Main St. in front of the White Squirrel Shoppe was eliminated. Mr. Lytle said a more accurate answer is that they are not approving it yet.

The Committee agreed to the following as part of the Food Truck Pilot Program:

- Food Trucks with Electrical Hookups
    - Jordan St. Parking Lot near Times Arcade Alley with electrical hookups
- Food Trucks with Generators
    - Sports Complex Parking Lot
    - Silversteen Park Parking Lot (after completion of construction)
- Push Cart Vendors
    - Clemson Plaza (inadvertently omitted from Attachment A)
    - Dog park
    - Franklin Pool
    - Silversteen Park
    - Sports Complex (2) (Skate Park and Soccer Fields)

Mr. Lytle motioned, seconded by Ms. Miller to refer the pilot program to the full Council using Staff's recommended dates and times, the agreed upon permit fee, and at the locations listed above and prior to the end of the pilot, Staff will bring the item back to the Committee for further consideration. The motion carried unanimously.

G. Staff Merit Increase Program Discussion

Mr. Hooper said this item should be called Staff Evaluation Program, as it will cover evaluating employees and rewarding high performers. He will hand the discussion over to Ms. Craig with one note. He would like there to be some corporate-wide goals that everyone shares regardless of department and role. He wants to hear the Committee's thoughts on what those should be and gave examples of customer service or efficiency.

Ms. Craig said they are developing a formal performance management system and she will provide an update on its status. There have not been performance evaluations in 5-6 years and it will not be as easy as just dusting off the old form. To be effective, there will be an investment in the tools, training, communication with employees, and establishing cultural change related to performance management. The goal is to have a system where employees and supervisors have a clear understanding of what is

expected, what performance means, and how it looks to be measured using these tools. There will be 5-7 core competencies that apply across the organization and then a competency library will be developed and used to tailor competencies for each role.

Supervisors are going to require training and support to ensure they can have meaningful performance conversations with their employees. Some supervisors do that really well now, but supervisors will still need training on conducting performance reviews and setting goals, especially if increases are tied to those reviews. Ms. Craig noted that we do not want to demotivate employees that are not meeting a high standard. If the employee knows the expectations and the communication exists, then the employee should not be shocked if they do not get an increase tied to exceeding expectations. Supervisors will also need to learn how to deliver performance reviews fairly and consistently. There will be a calibration process across the organization to ensure rating scales are consistent. Using the tool, goals can be set for departments, individuals, and for the organization, in addition to the organization-wide competencies.

Ms. Craig aims to develop and implement the system by January 1, 2027. While it is a short timeline, Ms. Craig placed an emphasis on making sure the tools and training are created thoughtfully and deliberately. She added that it will also need to be justifiable so that it can stand up against any legal challenges or grievances that may come from employees. Ms. Craig said they are in the beginning phases of creating this system and much of it is up in the air, so it will all be evaluated. She is also researching whether it makes sense to bring in an external trainer or if the training can be done in-house.

Staff are seeking the Committee's input on the behaviors and attributes employees should demonstrate to be considered high performers. Ms. Craig said a few that come to mind for her are customer-focused, quality of work, and accountability. She said it is hard to narrow it down, but if you want to reward high performers, then you need to determine what that means and what attributes set the high level of performance.

Mr. Lytle said first, he has a few questions. He asked why there have not been any performance reviews for 5-6 years. Ms. Craig said performance reviews stopped when COVID-19 hit because everyone was scrambling to figure out how to maintain being in the workplace. She added that they looked at reinstating performance reviews a couple years later, but there was no money tied to the evaluations and leadership at the time said why are we going to invest in this. With Council's interest in rewarding high performers, the administration supports that and is ready to get it moving forward.

Mr. Lytle asked how the calibrations are envisioned and if all management will go through the same calibration. Ms. Craig said that is how she envisions it, but the City has never done a calibration before. She added that the former City Manager used to review evaluations and calibrate them to some extent, but it never impacted the outcome as she thought it should. She envisions department heads coming together as a team and calibrating those. Ms. Craig said she will run reports to show if certain groups of employees are rated a lot higher than others, which will indicate that they need to look at the outliers. Those employees may be exceeding expectations, but upon hearing the

supervisor's justification, others may or may not agree that that exceeds expectations across the organization. She intends to pull those outliers and then facilitate a discussion to calibrate those. She added that calibration would be done before the reviews go back to the supervisors to give to the employees.

Mr. Lytle asked if there will be a cap on the percentage of people that "exceed expectations," because in a prior meeting, he loved that someone said "meets expectations" is positive. He said people tend to think it is negative, but if you are doing your job and doing it well, those are expectations you meet. Mr. Hooper said he would like to have 1-2 years of pilot evaluations to see how it works because it should be a bell curve and he hopes that happens naturally, as it seems fairer and more genuine. He added that if it does not, then perhaps you could implement caps or quotas. Ms. Craig said she thinks that should be at the outset, as it will be part of preparing for roll out, being deliberate, and communicating with supervisors and employees. She added that it will include a culture change to see "meets expectations" as a good thing, as most employees will fall there. If a supervisor is rating someone "exceeds expectations," there should be clear documentation about why that is happening.

Mr. Lytle asked if managers will have quarterly or mid-year check-ins with their employees. Employees could say well you did not tell me all year that I was meeting expectations and I thought I was exceeding expectations. Mr. Hooper said they will probably encourage it but not require it because it may be case-by-case. For example, some employees do not need a lot of feedback and they self-regulate to figure out where they stand, while others need reminders from their supervisor that they have certain expectations to work towards. He said it will be something he looks at during the first year of the program. Mr. Lytle said he would strongly encourage it, and it can be more of a check-in to say at this time, you are at "meets expectations.". He said some employees may not see their supervisors often due to differing schedules, so they should hear from their manager at least once a year. Ms. Craig said employees and supervisors can enter notes into the system during the year and they discussed requiring supervisors to enter quarterly notes. She added that if a supervisor is noting that they have a concern, they need to have a conversation with the employee. Ms. Craig said hopefully the goal-setting component will help make it an ongoing conversation. Mr. Lytle said his fear is that some managers will think they are giving enough feedback when they are not.

Ms. Miller said for new employees, this will begin when they are hired and during their probationary period, but what about employees who have worked for the City for a long time and think they are meeting expectations but find out they are not under the new system. She is concerned it will create morale issues if they did not know they were not meeting expectations. Ms. Craig said the goal is to roll this out on January 1st, but employees will not be evaluated on January 1st. After the tool is rolled out, it will be communicated that these are the expectations moving forward and we are going to start measuring that now. The first review period will be in September 2027 and will evaluate performance from January to September. Ms. Craig said there are self-evaluation tools that give employees the ability to evaluate themselves prior to their supervisor's evaluation and she has found versions that are effective.

Ms. Miller said at one organization she worked at, employees evaluated supervisors, and it generated good feedback, but was clumsy to administer. Ms. Craig said she thinks 360 degree or peer reviews will be evaluated in the future, as the system has the capability for it, but they are focusing on performance management first. Ms. Craig also suggested a review for new employees as they come in to see if they are aware of their job responsibilities and if they have what they need to be successful.

Ms. Holder asked if increases will start in September 2027. Mr. Hooper said if merit increases are funded in the next budget, then yes. Ms. Craig said increases would be effective the first pay period in October. Ms. Miller asked if it will be in addition to any cost-of-living adjustment that might be given. Mr. Hooper said yes, and there will be performance evaluations regardless of whether there is a merit increase attached to it.

Ms. Holder asked if there is a way to evaluate based on facts, as opposed to perception. Ms. Craig said supervisors can add notes, as well as employees to ensure their successes are documented. Mr. Lytle asked if there will be strict scoring or if it will be dependent on notes. Ms. Craig said she thinks it will be strict scoring with comments required. Mr. Lytle said his opinion is strict scoring, to which Ms. Craig said she thinks strict scoring is good from a defensible standpoint but they need comments to justify the ratings.

Mr. Lytle said he does not know if he can give organization-wide attributes because part of it is determining the kind of staff you want. He said there may be things you want your staff to focus on in terms of how they approach their work. Mr. Lytle said as a city, it would be very high-level things, so he will need to sit with it and think about it more.

Ms. Craig said she will bring back the tool to next month's Committee meeting once it is more developed to show the Committee what it looks like.

Mr. Lytle offered suggestions. He suggested tying the amount of money available for merit increases to the City's revenue to ensure the merit program is funded. He added that a year that we lose revenue, which hopefully does not happen, we would not be able to afford the merit increase. He said there should be a provision for economic downturn and expectations set with Staff so Staff will know ahead of time if merit increases are not funded. He also suggested looking at pay grades to see if merit increases will push people over their pay grades. Ms. Craig said there may be a couple people that top out, but the City's policy addresses it by giving them a lump sum. She added that because they have not done merit increases in so long, most people are at the lower end, and they are still deciding whether increases should be based on current salaries or the midpoint. He also suggested making sure folks know that not everyone is getting the same and that "exceeds" means you are going beyond your job description.

H. Public Comment

Harvey Sankey asked if we have a financial obligation to the ABC Board, to which Mr. Hooper said no, the ABC Board has a financial obligation to us. Mr. Sankey then asked clarifying questions about the number of board members, terms, and store locations.

Mr. Sankey asked if there is a plan for how the food truck pilot will be implemented. Ms. Brewer said it is just her, and the document provided to the Committee has basic information and details how the program will operate. Permit applicants will apply in the City's portal, so she will be able to track the information that way.

Mr. Sankey said he is not in favor of merit increases and he is in favor of giving money out to individuals in a salary. He said instead of $20 an hour, it would be $21 an hour, rather than waiting all year to decide if you get "X" amount. He said people will be waiting to get this money and some may get nothing, while others get a lot. He added that there will be an impact on morale and he has seen it across organizations. He said there is a job description for each position, so employees know what they are supposed to do. He would rather employees have money in their pocket every 2 weeks.

I. Set Date for Next Meeting

The next regular meeting is scheduled for Monday, July 27, 2026, at 11am.

J. Adjourn

There being no further business, the meeting was adjourned at 12:37pm.

Minutes Approved: July 27, 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

CITY OF BREVARD
FOOD VENDOR PILOT PROGRAM
Draft for Discussion 6/22/26

PROGRAM OVERVIEW

The proposed Food Vendor Pilot Program would allow food trucks to operate at designated City-owned locations on Fridays, Saturdays, and Sundays for a five-month trial period. The program is intended to activate public spaces, support local entrepreneurs, expand dining options for residents and visitors, and inform future policy decisions regarding mobile food vending on public property.

Under the pilot, participating vendors would be required to obtain a Food Vendor Pilot Program permit, maintain appropriate insurance coverage, comply with all health and safety regulations, and operate only within approved locations and hours. City staff would monitor participation, public feedback, operational impacts, and enforcement needs throughout the pilot period.

At the conclusion of the program, staff would provide City Council with an evaluation of the pilot's effectiveness and recommendations regarding whether the program should be continued, modified, expanded, or discontinued.

APPLICABILITY

This pilot program shall apply to all fully permitted motorized (food trucks, air streams, trailers, etc.) and non-motorized (pushcarts, etc.) mobile food vendors wishing to locate in the public designated locations.

The City of Brevard does not permit the food vendor or review any health or safety requirements. To participate in this pilot program, vendors are required to provide a copy of their approved permit from the Transylvania Health Department (or other county if applicable).

Note: This program does not apply to mobile food vendors included as part of a permitted special event on public rights-of-way, a permitted temporary use on private property, or a permanently established mobile food vendor site on private property.

PILOT PERIOD

The Food Vendor Pilot Program shall operate for a period of five months beginning on August 1, 2026 and ending on December 31, 2026. City Council may extend, modify, or terminate the pilot program based on staff recommendations and program performance.

DESIGNATED LOCATIONS

As part of the program, mobile food vendors would be allowed to set up at the following locations during the designated times:

POTENTIAL LOCATIONS

- Food Trucks with Electrical Hookup
  - Jordan Street parking lot near Times Arcade Alley
  - W Main Street in front of White Squirrel Shoppe
- Food Trucks with Generator
  - Jordan Street parking lot near England Street
  - Franklin Pool parking lot
  - Silversteen parking lot
  - Sports Complex parking lot
- Non-Motorized Vendors
  - Dog Park
  - Franklin Pool
  - Silversteen Park
  - Skate Park
  - Soccer Field

Use of a vendor spot is on a first-come, first-served basis. Only one vendor is permitted on each site. Use of the vendor site is superseded by special event permits or facility reservations approved by the City of Brevard.

DAYS AND HOURS OF OPERATION

Mobile vendors may only operate on Fridays, Saturdays, and Sundays from 11:00 AM to 9:00 PM.

Vendors may occupy the spot up to 20 minutes before and up to 20 minutes after the hours of operation. The vendor must vacate the spot at the end of the day's operation and remove all associated equipment, signage, trash and debris.

PERMITTING REQUIREMENTS

All participating vendors must secure a Food Vendor Pilot Program Permit from the City prior to operating. The permit application shall include:

- Business name and contact information
- Cart or vehicle dimensions
- Certificate of liability insurance (*$1,000,000 aggregate with City listed as additional insured)*
- Applicable business licenses and sales tax registration
- Health Department permit (if vending food or beverages)
- Payment of permit fee ($100, non-refundable)
- Any other information required by the administrator to demonstrate compliance with this program

OPERATIONAL STANDARDS

All vendors shall comply with the following standards:

- No mobile food vendor shall take up more than one designated parking space or a 10-foot by 10-foot area. Vehicles used to tow mobile vending units shall be moved to a secondary location prior to operation in order to maintain adequate public parking.

- No temporary structures, tents, tables, etc. are permitted with the mobile vendor. Umbrellas or protective coverings may be permitted if attached to the vendor cart or truck.
- If permitted as a non-motorized vendor cart (also known as a pushcart), it cannot be connected to power. Any food preparation, if applicable, must take off-site.
- Each vendor is allowed one A-frame / sandwich board sign with a maximum display area of eight square feet per side and a maximum height of four feet (measured from the ground).
- No audio amplification is allowed as part of the mobile vending operations.
- The operator or their designee must be present at all times, except in cases of an emergency.
- The vendor shall comply with all federal, state and local laws when operating the unit. The approved pilot program permit shall be visible at all times, along with any other permits required to be displayed by Transylvania County or the State of North Carolina.
- Vendors are responsible for keeping the area clean during and after operation. Each mobile vendor shall supply at least one waste receptacle which must be removed at the end of each day. All waste receptacles must be emptied at the end of each day and as necessary during the day. City trash receptacles shall not be used for the vendor's waste.
- Vendors must maintain professional behavior. No harassment of passersby or aggressive solicitation will be tolerated.
- The sale of alcohol, tobacco, cannabis, hemp products, or other controlled substances or prohibited items is strictly prohibited.

VIOLATION AND ENFORCEMENT

Violations of this pilot program may result in:

- Written warnings
- Fines up to $500 per violation
- Suspension or revocation of permit
- Confiscation of vending unit or equipment that remains in the designated location after operating hours and/or if the operator is not present