

Salisbury, North Carolina  
February 20, 2018

## **SPECIAL MEETING**

**PRESENT:** Mayor Al Heggins, Presiding; Mayor Pro Tem David B. Post, Council Members Brian Miller, Karen K. Alexander and Tamara Sheffield, City Manager William Lane Bailey, Assistant City Manager Zack Kyle, and City Clerk Diane Gilmore, and City Attorney F. Rivers Lawther, Jr.

**ABSENT:** None

Mayor Heggins and members of City Council met in a Special session in Council Chambers in City Hall located at 217 South Main Street. The meeting began at 4:00 p.m. and a moment of silence was taken.

## **GOAL SETTING RETREAT**

Mayor Heggins reviewed the City's Vision and Mission Statement, and she asked Council to consider revising the document during its annual retreat. Mayor Heggins noted at its January 16, 2018 meeting Council agreed to a one and one half day retreat that would allow four hours each to the public, staff, and the budget process and would also include a closed session if necessary.

Councilmember Alexander asked if the public would be invited to attend the entire retreat. Mayor Heggins agreed the public would be invited, and she ask for clarification regarding the public's involvement during discussion at previous retreats. Mayor Pro Tem Post requested clarification regarding the three, four hour segments for the retreat. Mayor Heggins stated a motion was made at Council's January 16, 2018, meeting that would allow four hours each for the public, staff, and budget process with a closed session if necessary at the retreat with a second made by Mayor Pro Tem Post. Mayor Heggins stated Councilmember Miller voted NAY and the motion passed 3-1. Mayor Heggins commented Councilmember Alexander was absent.

Councilmember Sheffield asked if the goal of the retreat was to be more interactive with the public. Mayor Heggins agreed, and she noted Council could revisit the City's Mission and Vision Statement.

Councilmember Alexander pointed out that community input is collected throughout the year by groups such as the Community Action Planning (CAPS).

Councilmember Alexander explained that the goal setting retreat is a time for Council to determine its goals and for staff to incorporate the goals into the budget process. Councilmember Alexander suggested the retreat might not be the appropriate place to review the City's Mission and Vision statement. Mayor Heggins suggested the retreat should not focus solely on staff. Councilmember Alexander explained staff works to gain an understanding of Council goals.

Councilmember Sheffield asked if the four hours that are allotted for citizen input and the four hours allotted for staff could be combined to allow discussion between staff and the public. Mayor Heggins asked if staff introduces items during the retreat staff introduces items to be allocated and budgeted based upon staff needs.

City Manager Lane Bailey reviewed Council's goals and objectives from previous years. He pointed out Council had a recent focus on the gun violence and homicides and set a goal to increase Police Department staffing. Mr. Bailey suggested the goal to increase Police staffing could be taken off the agenda.

Mayor Heggins stated it was mentioned at a Council meeting that the retreat is staff driven.

Councilmember Alexander clarified that staff does not drive the goals that are set at the retreat. Councilmember Alexander explained Council creates goals that are presented to staff, and she noted staff creates a budget to reflect Council's goals. Mayor Heggins asked where the goals and projects are generated from. Councilmember Alexander stated projects generate from Council's desire, public inputs, and community challenges. Councilmember Alexander noted when citizens spoke about violence in the community, Council then decided to set a goal to enhance the Police Department and community engagement. Mayor Heggins asked how public input is gathered to create the goals. Councilmember Alexander stated public input is collected through various forms. Councilmember Alexander noted Council and staff continues to complete goals from previous years.

Mayor Pro Tem Post referenced the budget process and the Capital Improvement Plan (CIP), and he asked Mayor Heggins about her vision for the first four hours of the retreat.

Mayor Heggins explained the Vision and Mission process would need to be facilitated, and she noted she had a discussion with Pastor Anthony Smith and the executive director of the Salisbury-Rowan Community Action Agency (SRCAA) Rocky Cabagnot. Mayor Heggins commented they both have agreed to provide facilitation at the goal setting retreat. Mayor Heggins commented that the Vision and Mission process would be a discussion and would include the public, Council, and staff. Mayor Pro Tem Post asked if the facilitators would provide guidance and open the floor for discussion regarding the request to change the City's vision and mission statement. Mayor Pro Tem Post then asked if the facilitation would be a part of the four hour block. Mayor Heggins

noted it could take 90 minutes or four or more hours and requested Council be flexible with the request.

City Manager Bailey suggested Council determine a date for the goal setting retreat. City Clerk Diane Gilmore provided copies of the suggested dates to Council. Councilmember Miller stated a portion of the retreat meeting is based around the budget and noted the other portion is based around the public. Councilmember Miller asked if the budget portion could be addressed first and then accommodate the public at a later date due to the deadline of the budget.

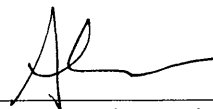
Councilmember Alexander noted that Council is taking a School of Government (SOG) Ethics training course, and she suggested tabling selection of a date for the retreat. She commented the training would offer a class on budgeting and the full Council could go through the process together. Councilmember Alexander noted the training could allow Council to see how other cities handle their budget process. Mayor Heggins asked for clarification regarding the SOG's budget training course. Councilmember Alexander explained it would cover an actual budget process and would allow Council to see how cities handle the budget process. Councilmember Miller suggested a date of March 21 and March 22, 2018 from 12:00 noon until 6:00 p.m. with both dates to include a total of 6 hours. Council discussed the afternoon time for the meeting.

Thereupon, Councilmember Miller made a **motion** to schedule the annual retreat for Wednesday, March 21, 2018 from 2:00 p.m. to 8:00 p.m. and Thursday, March 22, 2018 from 2:00 p.m. to 8:00 p.m. Councilmember Alexander seconded the motion. Mayor Heggins, Mayor Pro Tem Post, and Councilmembers Miller, Alexander, and Sheffield voted AYE. (5-0)

Councilmember Miller requested Council review the agenda before its retreat. Mayor Heggins asked if Council had an opportunity to review the agenda in the past. Councilmember Miller clarified that Council did have the opportunity to review the retreat agenda in the past and would like Council to get the first look at the agenda for the 2018 goal setting retreat.

## ADJOURN

Motion to adjourn the meeting was made by Councilmember Alexander and seconded by Councilmember Miller. All Council members in attendance agreed unanimously to adjourn. The meeting was adjourned at 4:48 p.m.



Al Heggins, Mayor



Diane Gilmore, City Clerk