

**MINUTES OF RETREAT OF THE  
CITY COUNCIL – CITY OF SANFORD  
SANFORD, NORTH CAROLINA**

The City Council met at the 21c Museum Hotel Durham, located at 111 North Corcoran Street, Durham, North Carolina, on Friday, February 11, 2022, at 9:00 a.m., in Gallery Five, to hold its annual retreat. The following people were present:

Mayor T. Chet Mann  
Council Member Sam Gaskins  
Council Member Charles Taylor  
Council Member Rebecca Wyhof Salmon  
City Manager Hal Hegwer  
City Clerk Bonnie Davis  
Management Analyst Holly Marosites  
Financial Services Director Beth Kelly

Mayor Pro Tem Byron Buckels  
Council Member Jimmy Haire  
Council Member Norman “Chas” Post, III  
Council Member James Williams  
City Attorney Susan Patterson  
Deputy City Clerk Vicki Cannady

**Call to Order**

Mayor Mann called the meeting to order at approximately 8:30 A.M.

**Closed Session**

Council Member Taylor made a motion to go into closed session in accordance with N.C.G.S. 143.318(11)(a)(6), to consider the qualifications, competence, performance, character, fitness, conditions or appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee. Seconded by Council Member Post, the motion carried unanimously.

**RETURN TO REGULAR SESSION AT 9:50 A.M.**

**Strategic Planning – Part One – Exhibit A**

Executive Director Lee Worsley, with Triangle J Council of Governments (TJCOG), led Council in the strategic planning session. Prior to this job, he was the Deputy County Manager with Durham County and served as Interim County Manager for eight months before working with Triangle J. He lives in Apex with his wife and three kids. Mr. Worsley introduced Ryan Eldridge, who is originally from Asheville and has been with the TJCOG for six months as a Transportation Planner. Mr. Worsley recognized and thanked Council Member Rebecca Salmon, for serving on the TJCOG Board as Chairperson.

Mr. Worsley had each Council Member to introduce themselves and tell him one thing they love about Sanford. He asked Council to think about what are some things they want to be focusing on as a Council, over the next four to six years; some can be short or long-term goals. These goals may change or be retained. Mr. Worsley stated that what he is hearing is about creating sustainable jobs; creating a community pride, making Sanford a destination place, and quality of jobs. He stated that he would like to develop maybe five to six broad Council goals and then work to define those goals.

Mayor Mann stated that in 2013, we had just recovered from the worst manufacturing recession in modern history. We were not moving forward; however, we created an open for business agenda. Every community that is growing, is creating jobs and that is what we were not doing prior

to 2013. The Sanford Area Growth Alliance (SAGA) was a big piece of that and Council supported it wholeheartedly. He would like to see us continue to keep focus on creating better and more quality jobs. We have been good at leveraging bond dollars and our assets - which is water and sewer to build a better Sanford. This is something we cannot stop doing. The destination Sanford, while we do not have a battlefield, mountain or a beach, we have the new sports park coming; the Downtown Tourism Authority; and hopefully, a train stop - the computer rail. This may continue into Jonesboro and other places. We want to be in charge of growth and we had negative growth in 2008 and we have put in place a formula to grow and not let that happen again. He said going forward, Council needs to talk about how to improve our weakest links; how we make East Sanford a better place which abuts Downtown, and how we go into Jonesboro to create the great kind of shine and quality-of-life for those people. Downtown is the heartbeat of cities now where people want to be; that is your core nucleus. The next eight years we need to continue to harvest the crop. We did open for business agenda and when he wrote it, the Council Members backed it up and tweaked it and we changed some things. This is something he never thought could be done in eight years. The future is bright and Council has raised the bar in Sanford in a way that it is good for everybody.

Mr. Worsley informed Council that they will be doing a Strengths Weaknesses Opportunities Threats (SWOT) analysis. Before you think about a vision or a mission, you need to be thinking about what are the strengths of the organization in the community; what are the weaknesses, where do we have opportunities we see on the horizon, and what are our threats for the City. This is a brainstorming session and this will help form the goals.

Ryan Eldridge wrote Council Members' ideas under the categories of strengths, weaknesses, opportunities and threats on the whiteboard and are attached as Exhibit A. City Manager Hal Hegwer did not participate in the SWOT analysis. Mr. Worsley discussed the items listed under the SWOT analysis. Council Members took a break at 11:10 AM and came back at 11:20 A.M.

Council Members broke up into two groups and were told to write their ideas/goals on post-it notes. Ryan Eldridge was the facilitator of the group consisting of Mayor Chet Mann, Council Members Charles Taylor, James Williams and Chas Post and they met in a separate room. The group with Lee Worsley were Mayor Pro Tem Byron Buckels, Council Members Sam Gaskins, Rebecca Salmon, Jimmy Haire and City Manager Hal Hegwer. After a 15-minute discussion among the two groups separately, they came back together to discuss the creation of a set of goals (Exhibit A) for the future. Mr. Worsley informed Council that if they were okay, that he and Mr. Aldridge would prepare a recommended list of goals and initiatives (Exhibit A), etc., and send them back to Council. Mr. Buckels noted that he added the Martin Luther King Park after Council finished its SWOT team analysis.

Financial Services Director Beth Kelly informed Council that she just received an email stating the City received the Budget Award again for this year.

Mayor Mann asked Council Members to refocus, as they go home, on their accomplishments and some of the projects for consideration, which was handed out Thursday.

### **Meeting Wrap Up**

Council Members stated that they have had a great retreat and discussion. Mr. Hegwer stated that discussion will be held regarding the American Rescue Plan funds at a workshop before budget.

He asked Council Members to let him or staff know if they have an idea of projects to use those funds on that meet the requirements.

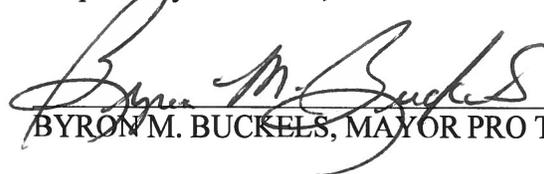
Mayor Mann thanked everyone for their hard work and added that we are a City that will probably double its population in the next ten to twenty years. He said Council has created the wheel and we need to make sure you cultivate it and bring it in the way you want it to grow. Mayor Mann stated that we need to think how can I help the most people doing the best we can do. The community loves the work being done and don't derive your feelings from what you read on line, internet or media.

**Adjournment**

Council Member Gaskins made a motion to adjourn the meeting at approximately 1 P.M. Seconded by Council Member Taylor, the motion carried unanimously.

**ALL EXHIBITS CONTAINED HEREIN ARE HEREBY INCORPORATED BY REFERENCE AND MADE A PART OF THESE MINUTES.**

Respectfully Submitted,

  
BYRON M. BUCKELS, MAYOR PRO TEM

ATTEST:

  
BONNIE DAVIS, CITY CLERK