MINUTES
BREVARD CITY COUNCIL
Strategic Planning Retreat
Mary C. Jenkins Community & Cultural Center
February 29, 2024 – 8:30 A.M

The Brevard City Council met for a Strategic Planning Retreat on Thursday, February 29, 2024, at 8:30 a.m. at the Mary C. Jenkins Community & Cultural Center, with Mayor Maureen Copelof presiding.

Present - Mayor Maureen Copelof, Mayor Pro Tem Gary Daniel, Council Members Mac Morrow, Aaron Baker, Pamela Holder and Lauren Wise.

Staff Present – City Manager Wilson Hooper, Assistant City Manager/Finance Director Dean Luebbe, City Clerk Denise Hodsdon, Assistant to the City Manager Alex Shepherd, HR Director Kelley Craig and Communications Coordinator Becky McCann. Staff present for morning session: Planning Director Paul Ray, Fire Chief Bobby Cooper, Police Chief Tom Jordan, Public Works Director Wesley Shook, Water Treatment Plant ORC Dennis Richardson, Wastewater Treatment Plant ORC Emory Owen, and Community Center Director Tyree Griffin.

Facilitator – Rebecca Jackson, Adjunct Faculty Member, UNC Chapel Hill School of Government, Center for Public Leadership and Governance.

Press – Jon Rich, Transylvania Times

A. Welcome and Call to Order – Mayor Copelof called the meeting to order at 8:30 a.m. and welcomed those present.

B. Certification of Quorum – City Clerk Denise Hodsdon certified that a quorum was present.

C. Agenda

Time	Agenda Item
8:30	Welcome
8:45	What were our priorities, and have we achieved them? What are factors that led to successes?
9:30	What are the main Vision themes for the City of Brevard?
10:30	Break
10:45	What are the City of Brevard's departmental needs? What are the key issues and trends we need to consider when developing long-term and short-term strategy?
12:15	Working Lunch
1:00	What are the overarching three-year Goals and Objectives for the City of Brevard? How do we move the needle in the next 12-18 months? What are our Key Strategic Actions (KSA) for FY 2025?
2:30	Break
2:45	Is there consensus on our Goal Areas and Key Strategic Actions? How will we prioritize our Key Strategic Actions? What are the top Key Strategic Actions for Fiscal Year 2025?
4:00	What have we accomplished during our time together and what are our next steps?
4:30	Adjourn

Retreat Materials – A complete copy of the retreat materials and information provided to Council is on file in the City Clerk's office.

Facilitator Rebecca Jackson introduced herself and went over the objectives, group expectations and ground rules for the retreat.

The objectives for the Retreat were as follows:

- To review and celebrate the City of Brevard's accomplishments
- To strive for consensus on Vision themes
- To develop 3-year Goals (strategic focus areas)
- To identify Key Strategic Actions (Critical projects or tasks) for the next 12-18 months that align to the City's Goals
- To develop and utilize criteria to prioritize Key Strategic Actions.

Council participated in a series of exercises intended to craft its vision and identify its goals for the next 12 to 18 months, and to prioritize "Key Strategic Actions" it expects the organization to fund and execute over the same period. As part of her facilitation agreement, Ms. Jackson provided the attached "**City of Brevard Defining Strategic Direction Consultant's Report**" summarizing the results of the retreat's exercises. Council reviewed the draft report at its April 1, 2024 meeting and accepted the report with the following minor edits and additions:

- Goal 5 - Replace "refresh Brevard's approach to organizing and hosting festivals" to "more of a cooperative effort/communicate with key partners";
- Add the Ecusta Trail to Goals 2 and 3; and
- Goal 3 - Add Heart of Brevard and Transylvania Economic Alliance as Key Partners.

Next steps – Mr. Hooper noted that Staff will build the FY2024-2025 Budget proposal around the prioritized action items.

Adjourn – There being no further business, Council adjourned the Retreat at 4:48 p.m.

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Maureen Copelof	Denise Hodsdon, CMC
Mayor	City Clerk

Minutes Approved: May 20, 2024