

Salisbury, North Carolina
February 10-11, 2010

The City Council of the City of Salisbury met in special session at the Rowan Museum, 202 North Main Street and in City Hall in the City Council Chambers, 217 South Main Street, Wednesday and Thursday, February 10-11, 2010 for the 25th Annual Future Directions and Goal Setting Retreat with the following members being present and absent:

PRESENT: Mayor Susan W. Kluttz, Presiding; Mayor Pro Tem Maggie A. Blackwell, Councilmen William (Pete) Kennedy, William Brian Miller, and Paul B. Woodson, Jr.; City Manager David W. Treme; City Clerk Myra B. Heard; and City Attorney F. Rivers Lawther, Jr.

ABSENT: None.

The meeting was called to order at 8:15 a.m. in the Rowan Museum, 202 North Main Street by Mayor Kluttz. The invocation was given by City Manager David Treme.

Staff present was:

Jim Behmer
Tony Cinquemani
Mike Crowell
Rodney Harris
Dan Mikkelson
Randall Moran
Joe Morris
Doug Paris
Robert Parnell
John Sofley
Gail Elder White
Karen Wilkinson

Utilities Director
Public Services Director
Broadband Services Director
Acting Police Chief
Engineering & Dev. Services Director
Information Technology Manager
Community Planning Services Director
Assistant to the City Manager
Fire Chief
Management Services Director
Parks and Recreation Director
Public Information & Comm. Manager

25 YEAR HISTORY OF FUTURE DIRECTIONS AND GOAL SETTING

City Manager David Treme introduced a video created by Public Information Manager Karen Wilkinson depicting milestones achieved by the City of Salisbury during the past 25 years since the first Future Directions and Goal Setting Retreat was held in 1986. Some of the milestones included the following:

- 1986 – conducted the 1st Goal Setting Retreat
- 1986 – City entered into an agreement with the North Carolina Department of Transportation (NCDOT) to improve Salisbury Boulevard (Jake Alexander Boulevard)
- 1986 – Began construction of Elizabeth Holmes Hurley Park
- 1988 – Began Salisbury Police Department Accreditation Process
- 1989 – Purchase and redevelopment of the Wallace Building (The Plaza)
- 1990 – Interchange planning/development at I-85 and Innes Street
- 1991 – Initiated the Eastern Gateway Plan
- 1994 – Purchase of Town Creek Mall
- 1996 – Passed a \$3 million bond issue for the purchase and early development of the Salisbury Community Park
- 1996 – Salisbury Fire Department Class II Rating Achieved
- 1997 – Utility Consolidation: Rockwell/Granite Quarry
- 1998 – First City Council meeting held at new City Hall location
- 1999 – Council Street and Easy Street Renovations
- 2000 – Salisbury Parks & Recreation Accreditation
- 2000 – Became Salisbury-Rowan Utilities
- 2003 – Built a major water truck line to serve the southern portion of the County with a City/County partnership agreement
- 2004 – Doubled the capacity of the City's water treatment plant
- 200 – Groundbreaking to add a major addition to the Salisbury Police Department and renovated the existing building
- 2005 – Innes Street Bridge Replacement
- 2006 – City/County Partnership to extend sewer down I-85 corridor for Economic Development
- 2006 – Built #4 Fire Station
- 2007 – Empire Hotel Purchase
- 2007 – Salisbury-Statesville Emergency Interconnection
- 2009 – Fiber to the Home
- 2009 – Salisbury Train Depot Canopy Installation

SERVING THE COMMUNITY

Facilitator Warren Miller asked Council to develop a context map regarding trends they see taking place in the community, political factors, the economic climate, customer needs and community assets that may influence the trends. Council discussed

supporting local businesses, doing more for at-risk youth, improving public safety, promoting Fiber to the Home, continued development of codes enforcement, ideas to boost the core of downtown, meeting space and renewed efforts to work with Rowan County officials.

FROM CRADLE TO COLLEGE TO COMMUNITY BUILDING

Mayor Kluttz introduced Mr. George Khaldun, Chief Operating Officer for the Harlem Children's Zone (HCZ) located in New York City. Mr. Khaldun described how the Harlem Children's Zone program was developed and implemented and the impact it has made on the community.

Mr. Khaldun indicated that there are 13 million children living in poverty in the United States and that poverty costs the United States 4% of the Gross National Product each year. He noted that 72% of black male high school dropouts who were in their 20s were jobless and by their mid 30s, 6 out of 10 had spent time in prison. He stated that one in every 100 adults is in jail.

Mr. Khaldun reviewed statistics showing how barriers to educational achievement emerge from birth to age three and how the Harlem Children's Zone sought to change these barriers. He stated that the annual average cost of each participant in HCZ is \$3,500 and noted that the range of annual prison and jail costs per person is \$30,000 to \$52,000.

Mr. Khaldun reviewed HCZ's 10-year growth plan and pointed out that the project began in 2000 in a 24 block area with 3,000 participants. By 2007 the program had expanded to 37 blocks and served 4,000 children, with a goal to serve 10,000 children from a 100 block area by 2011.

Mr. Khaldun reviewed some of the programs offered by the HCZ for various ages including a Baby College for ages birth to three years, the Harlem Gems for four year olds and Employment and Technology Center and TRUCE Arts and Media for high school students. He pointed out that 380 HCZ students have enrolled in college, 560 are current high school juniors and seniors and \$6 million in scholarship money has been earned by HCZ students in 2007-2008.

Mr. Khaldun described the HCZ Promise Academy Charter School noting that it has been enormously successful at increasing the academic achievement of the poorest minority students. He indicated that the HCZ has also made an impact for building community and has offered community efforts such as free tax assistance and a community pride program.

Mayor Kluttz presented Mr. Khaldun with a Key to the City of Salisbury and thanked him for sharing Harlem Children's Zone successful model with Council.

RECESS

Mayor Kluttz asked for a motion to recess the meeting until 12:00 Noon in Council Chambers in City Hall, 217 South Main Street, Salisbury, North Carolina.

Thereupon, Mr. Woodson made a **motion** to recess the meeting until 12:00 Noon in Council Chambers in City Hall. Ms. Blackwell seconded the motion. Messrs. Kennedy, Miller, Woodson and Mses. Blackwell and Kluttz voted AYE. (5-0)

LUNCHEON – CHARLOTTE MAYOR ANTHONY FOXX

Mayor Kluttz reconvened the Council meeting and introduced the Honorable Anthony Foxx, Mayor of Charlotte, North Carolina. Mayor Foxx discussed the current economic situation and how he felt the areas of public education, transportation and innovation would be critical to economic recovery. Mayor Foxx expressed his support of regionalism and noted that he recently discussed the importance of replacing the I-85 Yadkin River Bridge while meeting with officials in Washington, D.C. He indicated that he believes municipalities and counties must work together effectively to be successful.

Mayor Kluttz thanked Mayor Foxx for taking time from his schedule to speak at Council's Retreat and presented him with a Key to the City of Salisbury.

RECESS

Mayor Kluttz asked for a motion to recess the meeting until 1:30 p.m. at the Rowan Museum, 202 North Main Street.

Thereupon, Mr. Woodson made a **motion** to recess the meeting until 1:30 p.m. at the Rowan Museum, 202 North Main Street. Ms. Blackwell seconded the motion. Messrs. Kennedy, Miller, Woodson and Mses. Blackwell and Kluttz voted AYE. (5-0)

A DECADE OF SERVICE: 10 YEARS AS SALISBURY-ROWAN UTILITIES

Mayor Kluttz called the meeting to order at 1:30 p.m.

Utilities Director Jim Behmer introduced Mr. Jeff Hughes from the Environmental Research Center at the University of North Carolina at Chapel Hill. Mr. Hughes discussed Salisbury-Rowan Utilities (SRU) and its relation to other water systems throughout the state since its creation 10 years ago.

Mr. Hughes noted that the key attributes of the SRU Management Approach were:

- Institutional structure (City owned regional utility)
- One-rate policy
- Extensive partnering with other local governments/utilities

He noted the Utility Management Trends and Challenges:

- Increasing revenue requirements
- Affordability (real and perceived) concerns
- Changes in customer base
- Volume-based business models
- Water allocation and transfer
- Balancing multiple objectives

Mr. Hughes reviewed statistics regarding rate structures and the percentages of total bills as a percentage of Median Household Income. He also noted utility systems across the state that exceed operating expenditures, those where operating revenues do not meet expenditures and those where operating revenues do not meet operating expenditures, principal and interest. He then displayed an interactive tool developed by the Environmental Research Center that depicts where a utility falls in regard to other operating systems for various criteria. Mr. Hughes pointed out that Salisbury-Rowan Utilities operates a healthy utility and is recognized favorably throughout the State.

Mr. Hughes noted some of the difficult Management and Policy choices for Utility Operations:

- Pricing strategies
- Revenue balance between upfront charges, assessments, and recurring fees
- Mandatory connections policy
- Affordability assistance
- Partnership strategies

Mayor Kluttz thanked Mr. Hughes for his presentation and noted that SRU is well respected across the State.

DOWNTOWN SALISBURY MASTER PLAN

Ms. Paula Bohland, President of Downtown Salisbury, Inc. (DSI) and Mr. Randy Hemann, Executive Director, updated Council regarding the DSI Master Plan.

Ms. Bohland shared statistics regarding downtown development and investment and noted that the new cumulative investment is \$102,076,237. She also noted that Salisbury ranks third behind the Cities of Asheville and Wilmington in per capita retail and restaurant sales.

Ms. Bohland stated that the Downtown Master Plan adopted in 2001 has provided a blueprint for \$40 million in investment. She noted that DSI is working on updating the Master Plan and has held planning sessions to bring in those interested. She shared some of the comments and ideas from the first update planning session and the number of votes received from the group:

- Make Main Street more pedestrian friendly – lighting, benches, sidewalk width, streetscape, lane widths – 20 votes
- Reclaim Main Street from North Carolina Department of Transportation (NCDOT) 9 votes
- Reduce number of traffic lanes and increase pedestrian area – 6 votes
- Take Innes Street from NCDOT for local autonomy – 4 votes
- Two-lane traffic – Main and Innes Streets – 4 votes
- Make 100 block of Main Street and Innes Street two lanes (“Crossroads of Salisbury”) – 2 votes
- Transform Main Street from Highway to pedestrian friendly, slow traffic – 3 votes

Ms. Bohland shared DSI’s plans for the 2010 Master Plan Update:

- Bus trips to Asheville, NC and Greenville, SC
- Planning Session at the Rowan Museum (general ideas)
- Planning Session at the Looking Glass Artists Collective (refined ideas form session 1)
- Committee chaired by Pete Bogle has further refined all public input from both sessions
- The 2010 Plan has the same basic strategies as the previous plan but different goals within the strategies
- Draft Plan to be presented March 23, 2010 at Rowan Museum
- Plan will be further refined
- Plan presented to DSI Board
- Plan presented to City Council

Ms. Bohland updated Council regarding the Empire Hotel Project:

- Developer remains committed to the project
- Developer is in the process of updating the pro forma
 - 99 hotel rooms
 - 10,000 square feet of retail
- Credit markets slowed process
- Event space study phase 1 completed
- Look at existing facilities in 300 block of South Main Street

Ms. Bohland and Mr. Hemann updated Council regarding the Innes Street Corridor, noting the task force studying the issue and the issues involved:

- Innes Street Task Force
 - Greg Shields
 - Bill Burgin
 - Cheryl Goins
 - Judy Howard
 - John Ketner
 - Mark Lewis
 - Steve Moreno
 - Fred Pizzardi
 - Geof Wilson
- Study area – Long Street to Church street
- Reviewing plans that would:
 - Retain on street parking
 - Make the downtown more accessible
 - Enhance pedestrian safety/friendliness
 - Encourage motorists to travel at the posted speed
- Kubilins Transportation Group
- Preliminary design and traffic simulations of the corridor
- Visit Charlotte to look at a similar corridor
- Finalize design and hold a workshop for all property/business owners on the corridor
- Present findings to City Council

Ms. Bohland and Mr. Hemann discussed a proposed parking ordinance being developed:

- Repeat offenders
- Write 250 ± tickets per month
- 28 people who receive 4-5 tickets per month (112-140)
- Roughly half of all tickets come from those 28 people
- Those 28 people are not shoppers and they are not visitors. They take spaces that should be used by shoppers and visitors
- They cost our businesses \$100,000+ per year in retail sales
- Repeat Offenders Ordinance
- Aimed at people who park all day every day in 2 hour parking
- Additional penalty if they received several tickets in a month's time
- DSI Parking and Traffic Committee working on a proposed ordinance
- Implementation will require a computer system with hand held device (\$14,000 purchase/\$1,750 annual fee)

Ms. Bohland then reviewed streetscape needs:

- Railwalk Arts District
 - Approximate number of area jobs in 2006 – 30
 - Approximate number of area jobs in 2009 – 65
 - Projected area jobs after infrastructure improved and renovations completed – 160
 - Projected total investment - \$7 - \$10 million
 - Approximate Rowan Investment Corporation Investment to Date - \$2.6 million
 - Prospective tenants waiting for improved infrastructure: Restaurants, Artists, Office users

Mr. Hemann noted that great progress has been made in regard to streetscape improvements but an incremental long term plan is needed. He added that there are several alleys that also need to be addressed.

Ms. Bohland informed Council that there is a DSI task force working with the City Planning Division on a Downtown Maintenance Code. She noted that the Ordinance would be aimed at preserving historic resources and they hope to present a proposal to City Council in 2010.

Mayor Kluttz thanked Ms. Bohland, Mr. Hemann and DSI for the work they do to improve downtown Salisbury.

FTTH MARKETING PLAN

Broadband Services Director Michael Crowell and Fiber to the Home (FTTH) Marketing Manager Len Clark updated Council on the FTTH marketing plan. Mr. Clark noted that the tentative name for FTTH is Fibrant. He described the levels of service that will be offered for each feature:

Television

- Over 400 channels including Greensboro/Winston-Salem/High Point stations
- Over 90 high definition channels, Family Packages, Sports
- Video on-demand
- Pay-per-view
- 14 Hispanic channels and 56 music channels

Telephone

- Ten calling features included
- Keep your own telephone number
- Unlimited calls 24 hours per day, 7 days per week
- Local, all 50 States and Canada included
- Crystal clear, reliable and low price

Internet

- YourName@fibrant.com – easy to say, easy to remember, yours forever
- Secure, reliable, 99.9% uptime tested
- Integrated Spam/Firewall/Anti-Virus solution
- End-user email/calendar/storage module
- End-user control panel for maintenance of account and services
- Bandwidth/CPU graphing and analysis
- End-user network speed check service
- Integrated trouble ticketing support tool

Mr. Clark reviewed the testing, pricing and packaging for the services:

- Testing to approximately 100 “friendly” homes is on schedule to occur in June/July 2010. A controlled citywide roll-out starts August 1, 2010
- Because of the high cost of installation, prices will favor customers who purchase two or three bundled services: TV, internet, telephone
- There will be no long term contracts, customers may leave at anytime
- Signatures will be required to promise the safe return of set-top boxes

Mr. Clark noted that the infrastructure will have approximately 260 miles of Fiber Optic Cable, with two-thirds of the cable being above ground and one-third under ground. He stated that 32% of the above ground installation is complete, with 98% of the underground installation complete. He pointed out that the target completion date is May 31, 2010.

Mr. Clark described the process for choosing Fibrant as a name. He stated that the criteria was to find one word, seven letters or less that was nationally trademarkable with an available domain name. He commented that Ericsson is determined to make Salisbury their inaugural success and the brand will be circulated nationally and internationally and must be defensible against trademark challenges. Mr. Clark stated that after approximately 4,000 names were researched, Fibrant was determined to be a unique name that was easy to pronounce. He indicated that the website www.fibrant.com will launch very soon.

Mr. Clark explained the marketing plan for Fibrant and stated that direct mail, print ads and a variety of events will be used along with a state-of-the-art exhibition trailer. Fleet Services Manager Jake Sterling and Service Delivery Manager Barry King described the trailer and its capabilities to display all of the services offered by Fibrant.

Mr. Crowell introduced the FTTH staff in attendance: Senior Administrative Specialist Gloria Simpson, Systems Engineer David Richards, Sales and Marketing Manager Len Clark, Service Delivery Manager Barry King, and Broadband Technician III Jonathan Keener.

DISCUSSION

Facilitator Warren Miller led Council in a discussion regarding the issues that resonated with them from the day's presentations. Council discussed efforts to keep downtown vibrant and supporting local businesses. Council also discussed how to bring people who need jobs together with assistance resources as well as how the City could help foster education opportunities. Council discussed studying the information regarding the Harlem Children's Zone to see if there are parts that could be replicated in the Salisbury community, not only in means of education but also for neighborhood improvement.

Council noted a possible disconnect between the City and the development and property management communities and ways that this perception can be improved.

Council spoke about downtown improvements through parking lots and streetscape needs. It was noted that the City has accomplished quite a great deal over the last 25 years and that it is exciting to think about where the City will be after the next 25 years.

Mayor Kluttz then presented a silver Jefferson Cup to City Manager David Treme in appreciation of the 25th anniversary of the Future Directions and Goal Setting Retreat and for his servant leadership.

RECESS

Mayor Kluttz asked for a motion to recess the meeting until 8:30 a.m., Thursday February 11, 2010 at the Rowan Museum, 202 North Main Street.

Thereupon, Mr. Kennedy made a **motion** to recess the meeting until 8:30 a.m. at the Rowan Museum, 202 North Main Street. Ms. Blackwell seconded the motion. Messrs. Kennedy, Miller, Woodson and Mses. Blackwell and Kluttz voted AYE. (5-0)

COMMUNITY PLANNING SERVICES STRATEGIC PLAN

Mayor Kluttz called the meeting to order at 8:30 a.m.

Community Planning Services Director Joe Morris and Community Planning Services (CPS) staff presented an update to Council regarding the department's Strategic Plan. Mr. Morris noted that the department's mission is to serve the public interest by identifying and implementing the community vision through innovative professional services in planning, geographic information systems and code services.

Ms. Diana Moghrabi, Senior Administrative Assistant, presented the CPS Values:

- Exceed expectations
- Solve problems creatively
- Conduct ourselves in a professional manner
- Provide excellent communication
- Be inclusive
- Be thorough

Mr. Morris then reviewed the CPS Vision:

1. To ensure that Salisbury has a community-driven vision through the development and implementation of current and long-range community and neighborhood based plans
2. To protect and champion the historic integrity, cultural amenities, environmental quality, and character of our community that improves the quality of life
3. To champion sustainable planning methods in both current and long-range plans for our citizens and community
4. To collaborate with our nonprofit partners in order to have the best downtown and best community development program
5. To provide excellent customer service and assist in creative community-driven problem solving
6. To encourage citizen participation in all decisions that affect our community

Senior Planner Janet Gapen, Urban Design Planner Lynn Raker and Senior Planner Preston Mitchell each reviewed projects undertaken and coordinated by Community Planning Services to meet each of the Vision statements.

Code Services Manager Chris Branham reviewed how the Codes Services Division has worked through community and neighborhood meetings to provide customer service and encourage citizen participation to improve code enforcement.

GIS Analyst Trey Cleaton described the nine planning districts that have been developed, which contain 80 neighborhoods. He explained how the districts were determined:

- Originated from Pedestrian Benefit Zones
- Ares coincide with U.S. Census Block Groups where possible
- Used to conduct analyses
- Enhance Code Enforcement efforts
- Monitor progress of designated Community Development Block Grant (CDBG) neighborhoods

Mr. Cleaton stated that a baseline for the districts was established using population and housing derived from 2006 building structures and Rowan County tax

information. He then reviewed the structures, median house values, percentage of owner-occupied dwellings, and housing capacity for each Planning District.

Mr. Cleaton then displayed graphs noting how the Planning Districts could be used to track code violations, violent crime calls, property crime calls and requests for financial crisis aid.

Mr. Morris reviewed the future plans for using the Planning Districts:

- More focused Code Enforcement efforts
- Monitor progress of designated CDBG neighborhoods
- District, small area and neighborhood scale land use planning
- Conduct neighborhood level studies and analyses
- Identify concentrations of social or physical concerns
- Identify need
- Adjust public policy

Council thanked CPS staff for their work and discussed how the Planning Districts could be used for determine priority projects in the future.

CUSTOMER SERVICE UPDATE

Mr. Tom Westall, Consultant, and Mr. Joe Eagle, Human Resources Analyst, updated Council on accomplishments during the past year regarding Council's goal of creating a culture of excellent customer service throughout the City organization. Mr. Eagle indicated that the cities of Concord, Lenoir and Winston-Salem have begun to implement Salisbury's customer service model into their organization. He stated that the initiative is now implemented on an operational basis and customer service is now included on employment applications, job descriptions and employee evaluations.

Mayor Kluttz recognized City Manager David Treme for his vision to create a culture of excellent customer service throughout the City. She then presented Mr. Treme with an Inaugural Hedgehog Award in honor of his vision and his servant leadership.

COUNCIL DISCUSSION

Facilitator Warren Miller led Council in a discussion regarding issues that had been presented during the retreat.

Council noted that it was a pleasure to hear the compliments for the City and that one asset the City has is the excellent service provided by all departments. Council

indicated it was impressed with the Community Planning Services process and how groups are brought together to discuss issues.

It was noted that attention should be given to begin a fundraising campaign for the Dixonville Cemetery and the Dixonville Cemetery Committee's efforts to install a monument to honor those buried in the Cemetery. It was suggested that perhaps the City could offer a match for the fundraising efforts.

Council discussed the process for opening a small business in the City and what steps must be taken. Engineering and Development Services Director Dan Mikkelson explained the process for opening a business and how the various groups and agencies have worked together to develop a form that can be given to prospective business owners to inform them of the necessary requirements of each agency involved. Council encouraged staff to continue this process and suggested a roundtable be established to bring people from all areas together to go through the development process in order to address complaints from the development community.

RECESS

Mayor Kluttz asked for a motion to recess the meeting until 12:00 Noon in Council Chambers in City Hall, 217 South Main Street, Salisbury, North Carolina.

Thereupon, Ms. Blackwell made a **motion** to recess the meeting until 12:00 Noon in Council Chambers in City Hall. Mr. Woodson seconded the motion. Messrs. Kennedy, Miller, Woodson and Mses. Blackwell and Kluttz voted AYE. (5-0)

LUNCHEON – “SERVANT LEADERSHIP – NOW MORE THAN EVER”

Mayor Kluttz introduced Dr. Chuck Ambrose, President of Pfeiffer University. Dr. Ambrose spoke to those in attendance about the aspects of Servant Leadership.

Mayor Kluttz thanked Dr. Ambrose for his presentation and presented him with a gift bag of City of Salisbury items.

RECESS

Mayor Kluttz asked for a motion to recess the meeting until 1:30 p.m. at the Rowan Museum, 202 North Main Street.

Thereupon Mr. Kennedy made a **motion** to recess the meeting until 1:30 p.m. at the Rowan Museum, 202 North Main Street. Ms. Blackwell seconded the motion. Messrs. Kennedy, Miller, Woodson and Mses. Blackwell and Kluttz voted AYE. (5-0)

BUDGET ECONOMICS

Mayor Kluttz called the meeting to order at 1:30 p.m.

Mr. John Sofley, Management Services Director, and Ms. Teresa Harris, Budget and Performance Management Manager, led a discussion with Council regarding fiscal conditions for the City.

Mr. Sofley informed Council that the current sales tax receipts are not quite what was budgeted and that for the upcoming budget if the City operates at current service levels, he projects a gap of \$1.1 million. He noted that part of the gap is a mandated increase in the State Local Retirement System which will increase the City's required contributions. Mr. Treme assured Council that staff will do its best when developing the proposed budget for FY2010-2011.

REVIEW GOALS AND OUTCOMES 2009-2010

City Manager David Treme reviewed the current FY2009-2010 Goals and Outcomes and noted the status of each goal, noting that if Council agreed each goal shown as complete would be removed.

REFLECTION AND DEVELOPMENT OF A ONE-YEAR TACTICAL PLAN

Facilitator Warren Miller led Council through a discussion of those items or new ideas that they would like to pursue.

Council discussed ideas that they would like to add to the Goals and Outcomes or modify existing goals to include:

- Study and begin to implement comprehensive youth initiative
- Working with the Planning Districts to address particular districts or neighborhoods with concentrated efforts to address gangs or at-risk youth and neighborhood safety. To combine safety, gangs and neighborhoods into a combined holistic approach
- Determine ways the City can encourage and support local businesses
- Solidify partnership between the County and City Tourism Development Authority Boards
- Efforts to jumpstart fundraising for the Dixonville Cemetery in partnership with the Dixonville Task Force
- Begin efforts regarding a Housing Commission, perhaps a Task Force to begin the process
- Efforts to get guns off of the streets, possibly a "buy-back" program or local notification program similar to Project SAFE

- Partner with the County and actively pursue a partnership with County officials

Mr. Miller asked Council to determine tactical goals from the existing list of goals or new ideas that it would like to see addressed during the upcoming year. The areas noted by Council for the one-year tactical plan included:

1. Fiber to the Home
2. Explore feasibility of neighborhood-based Salisbury Reading and Math Academy or further implementation of the Salisbury-Rowan READS program
3. Begin study for Housing Commission
4. Youth and neighborhood initiatives
5. Partner with Rowan County

City Manger indicated that he will refine and incorporate the updated Goals and Outcomes and will bring them back to Council for adoption.

ADJOURNMENT

There being no further business, Mr. Kennedy made a **motion** that the meeting be adjourned. Ms. Blackwell seconded the motion. Messrs. Kennedy, Miller, Woodson and Mses. Blackwell and Kluttz voted AYE. (5-0) The meeting adjourned at 4:20 p.m.

Susan W. Kluttz, Mayor

Myra B. Heard, City Clerk