

Salisbury, North Carolina  
February 15-16, 2007

The City Council of the City of Salisbury met in special session at the Rowan Museum, 202 North Main Street, in City Hall in the City Council Chambers, 217 South Main Street, and in the Police Department Training Room, 130 East Liberty Street Thursday and Friday, February 15-16, 2007 with the following members being present and absent:

**PRESENT:** Mayor Susan W. Kluttz, Presiding; Mayor Pro Tem, Paul B. Woodson, Jr.; Councilmen William (Bill) Burgin; William (Pete) Kennedy; Mark N. Lewis.

**ABSENT:** None.

The meeting was called to order at 8:00 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:

David W. Treme	-	City Manager
Matt Bernhardt	-	Assistant City Manager for Utilities
Mike Crowell	-	Information Technology Manager
Myra Heard	-	City Clerk
Rivers Lawther	-	City Attorney
Dan Mikkelson	-	Director of Land Management & Development
Joe Morris	-	Planning & Community Development Manager
Bob Parnell	-	Fire Chief
Tony Cinquemani	-	Public Services Director
John Sofley	-	Management Services Director
Melissa Taylor	-	Human Resources Director
Gail Elder White	-	Parks & Recreation Director
Mark Wilhelm	-	Police Chief
Karen Wilkinson	-	Public Information Manager

## **CUSTOMER SERVICE UPDATE**

The Customer Service Design Team provided an update to Council regarding its goal of developing and implementing a comprehensive Customer Service Plan within the City organization. Members reviewed the Customer Service training plan that was developed by the Team and has been presented to each City employee. They also discussed how the Initiative will continue to be addressed in the future. Members of the Team addressing Council were: Mr. Wade Furches, Finance; Mr. Todd Overcash, Fire Department; Ms. Jody Vail, Administration; Mr. Trey Cleaton, Utilities Administration; Mr. Joe Eagle, Human Resources; Ms. Merenda Overcash, Technology Services; Ms. Kathy Seybold, Parks and Recreation; Mr. Brian Moore, Solid Waste; Ms. Janet Gapen, Land Management and Development; Ms. Wendy Spry, Development Services; and Mr. Michael Neely, Police Department.

## **THE ART OF POSSIBILITY**

Mr. Warren Miller, Facilitator, introduced “The Art of Possibility”, a video that was shown to Council. The video discussed leadership techniques and practicing and creating the art of possibility.

Mr. Miller reviewed five (5) focus areas and the factors for those areas that impact Salisbury:

- Demographics
  - Hispanic population
  - United States increasingly diverse
  - Young professionals, impact/value
  - Baby Boomer generation aging, financial impact
  - Immigration
  - North Carolina among fastest growing states
- Economic
  - Plant Closings
  - Kannapolis North Carolina Research Campus
  - New Industry/New Jobs
  - Aging Housing Stock
  - Savings Rate for Nation at less than one (-1) percent
- Growth Infrastructure
  - Landfill space gets more precious
  - Water increasingly precious resource
  - I-85 expansion
  - US 29 sewer
  - Regional utility agreements
  - Downtown growth

- Political/Governmental
  - Unfunded Mandates
  - State gives local revenue options/keeps strong grip over taxing/spending authority
  - Service industry impacts tax revenue
  - Increasing focus on performance data
  - Merging of government units to save money at State level
  - Matching grant dilemma
  - New leadership in State/Congress
  - School issues (No Child Left Behind)
  - City/County issues
- Crime
  - Crime rate (serious up six (6) percent) overall up nine (9) percent from 2005 to 2006
  - Gang activity
  - Federal crime funding decreasing

Council discussed the various issues noted by Mr. Miller and how they impact the City. Council also offered other issues that they feel are of importance for Salisbury including:

- Focus areas and ideas for consideration in City Goals
- Continue to leverage public/private partnerships
- Rail-walk project deserves momentum
- Sustainable environment issues
  - Tree canopy preservation
  - Join other cities resolution on environment
- Access16 as a tool to educate (the public is interest)
  - Program ideas
    - Mentoring
    - Showcase diversity – faces of Salisbury
    - Educating citizens on public/private partnerships
    - Showcase Community Development Corporation
    - Showcase City staff
    - North Main Street (northern gateway)
- How do we leverage Catawba Center for the Environment
- Mentoring (more mentors in the community)
  - Allow employee time to mentor in schools
- Partner with schools – focus on dropouts
- Build community – get more voices in the conversation
- Gang activities – additional focus
  - Leverage United Way
  - Project Safe Salisbury resources (federal money)
  - Police department has officer who is specialized in gang activity

- Multiculturalism – Be an inclusive community
  - Create mechanism to discuss and make recommendations to the Council
  - City taking the “lead”
  - Look at symbolic actions like street naming
  - Look at National League of Cities resources (The Inclusive City)
- Sustainability issues
  - Tree preservation
  - Join other cities around the country in passing environmental resolution
  - Bring in ideas from other Mayors/national experts around environmental issues
  - Recycling efforts
- Walkability – leverage Land Development Ordinance Committee
- Branding wayfinding – focus on Kannapolis Research Campus
- Cultural assets (doing more with)
  - Establish a board to work on this
  - Fund cultural action plan
- Stronger coordination of assets
- Develop small, upscale communities to draw people in
- City Public Information Officer (an important step) Need to market ourselves
- Historic Preservation – Main Street corridor. Need to shift momentum
- Baby boomers – provide amenities for them
- Cultural tourism is our future industry
- Change occupancy rate from \$.03 to \$.06
- Airport – encourage growth – enterprise zone
- Work closely with county – How can county work on social issues
- Bicycle plan
- No demotion ordinance
- Storm water ordinance

## **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 p.m. in Council Chambers in City Hall. Mr. Kennedy seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE. (5-0)

## **LUNCHEON**

Thereupon, Mr. Woodson made a **motion** to reconvene the meeting. Mr. Burgin seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE (5-0)

Gastonia Mayor Jennie Stultz provided a videotaped message regarding “Building a Community Image” and described efforts that the City of Gastonia has undertaken to build their image in the community.

## **BRANDING & WAYFINDING REPORT**

Councilman Mark Lewis and Planning and Community Development Manager Joe Morris reviewed findings of the Branding and Wayfinding Committee regarding a proposed logo for Salisbury and how it might be used in wayfinding signage. The proposed logo depicted a bungalow style house with a front porch and used the tagline “America’s Small Town”. Participants discussed the logo and made suggestions regarding the tagline including, “Small Town Feel, Big City Appeal” and “America’s Home Town”. Mr. Lewis noted that the logo has not been finalized and thanked everyone for their comments and suggestions.

Thereupon, Mr. Burgin made a **motion** to recess the meeting until 2:30 p.m. at the Rowan Museum, 202 North Main Street. Mr. Woodson seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE. (5-0).

## **RECONVENE**

Mayor Kluttz asked for a motion to reconvene the meeting.

Thereupon, Mr. Burgin made a **motion** to return to session. Mr. Lewis seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE. (5-0)

## **LAND DEVELOPMENT ORDINANCE UPDATE**

Councilmen Bill Burgin and Mark Lewis provided an update of the Land Development Ordinance being drafted by the Land Development Ordinance Committee. They reviewed the work that has taken place in drafting the Ordinance and noted their objectives in development the new ordinance:

- Pay special attention to the “Gotta Haves”
- Retain what we like from the existing code
- Enable elements of Vision 2020

- Unify the Zoning and subdivision ordinances
- Create a more user friendly document
- Simplify the Zoning map

The “Gotta Haves” developed by the Committee were reviewed with Council:

**What the Community Expects**

**How the Code Responds**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Streamline approval process</li> <li>• Allow Vision 2020</li> <li>• Legislative option</li> <li>• Protect edges of neighborhoods</li> <li>• Reasonable Design standards</li> <li>• Increased residential density (new)</li> <li>• Infill Protection</li> <li>• Connectivity (reasonable)</li> <br/> <li>• Open Space</li> <li>• Range of housing</li> <br/> <li>• Walkability</li> <br/> <li>• Protect character of Salisbury</li> <br/> <li>• Not “one size fits all”</li> </ul> | <ul style="list-style-type: none"> <li>• Increased administrative approval</li> <li>• More development options</li> <li>• Creates the Conditional District</li> <li>• Carefully evaluated mapping</li> <li>• Ch. 5 – Architectural Standards</li> <li>• Smaller lot sizes are allowed</li> <li>• Ch. 4 – Additional standards</li> <li>• Ch. 9 – Infrastructure, Platting Connectivity</li> <li>• Ch. 7 – Recreational Open Space</li> <li>• Facilitates development of underutilized lots</li> <li>• Facilitates development of underutilized lots</li> <li>• Creates Urban Residential Preservation District</li> <li>• Master plans with design flexibility</li> </ul> |
|--|---|

Mr. Burgin and Mr. Lewis noted that the benefits of the new Land Development Ordinance will include:

- More administrative approval
- Provide predictability to developers
- Minimize quasi-judicial processes
- Enables Vision 2020
- Encourages mater planning
- Preserves the core of the existing code
- Increase range of land uses within districts
- More graphic code

It was noted that the legislative process will still be available to developer’s who seek approval for plans outside of the guidelines of the Ordinance, but if they choose to follow the guidelines established in the Land Development Ordinance they can obtain administrative approval. It was pointed out that if the developer chooses the legislative process the time frame for approval will be the same as the way current cases are handled.

The Committee anticipates presenting the Ordinance for Council's consideration in May 2007.

### **PUBLIC SERVICES STRATEGIC PLAN**

Public Services Director Tony Cinquemani and members of the Public Services staff presented the Public Services Strategic Plan to Council. The three key issues of the Plan are Customer Service, Accreditation, and Facility needs. Staff members who addressed Council were Ms. Vickie Eddleman, Mr. Brian Moore, Mr. Trent Pence, Mr. Doug Paris, and Mr. Rodney Harrison. Mr. Cinquemani informed Council that Salisbury Public Services is working to be accredited through the American Public Works Association and will be the first Public Services Department in the State of North Carolina to obtain such accreditation.

### **PUBLIC ART PRESENTATION**

Ms. Lynn Raker, Urban Design Planner, and Ms. Barbara Perry, Chair of the Public Art Committee discussed art in the public realm with Council. Ms. Raker reviewed various public art pieces that have been completed in Salisbury. Ms. Perry reviewed the History and Art Trail installations that have taken place along with pictures of the plaques for future installations.

### **RECESS**

Mayor Kluttz asked for a motion to recess the meeting until 8:00 a.m., Friday February 16, 2007 at the Police Department Training Room, 130 East Liberty Street.

Thereupon, Mr. Lewis made a **motion** to recess the meeting until 8:00 a.m. at the Police Department Training Room, 130 East Liberty Street. Mr. Burgin seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE. (5-0)

### **FRIDAY, FEBRUARY 16, 2007 - RECONVENED**

Mayor Kluttz asked for a motion to reconvene at 8:00 a.m. at the Police Department, 130 East Liberty Street.

Thereupon, Mr. Woodson made a **motion** to reconvene the meeting at the Police Department. Mr. Kennedy seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson and Ms. Kluttz voted AYE. (5-0)

## **SETTING MUTUAL EXPECTATIONS FOR 2007**

Ms. Margaret Henderson from the School of Government at the University of North Carolina at Chapel Hill led Council through a training session regarding mutual expectations in regards to Council, staff, boards and commissions and citizens.

### **RECESS**

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

Thereupon, Mr. Kennedy made a **motion** to recess until 12:00 Noon at City Council Chambers. Mr. Lewis seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson and Ms. Kluttz voted AYE. (5-0)

### **RECONVENE**

Thereupon, Mr. Woodson made a **motion** to reconvene the meeting at 12:00 Noon in Council Chambers at City Hall. Mr. Lewis seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE (5-0)

City Council and members of the Management Team participated in a luncheon to honor Salisbury's Boards and Commissions members. Councilman Lewis and Planning and Community Development Manager Joe Morris shared the proposed logo developed by the Branding and Wayfinding Committee with the Boards and Commissions members and received feedback regarding the logo.

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

## **THE ART OF POSSIBILITY: BUDGET ECONOMICS**

Ms. Teresa Harris, Budget and Performance Management Manager, led a discussion with Council regarding fiscal conditions, levels of service, and capital needs within the City.

Ms. Harris noted that she forecasts property tax revenue will grow by four (4) percent, vehicle tax revenue by five (5) percent, and sales tax revenue by five (5) to six (6) percent.

## **GOALS AND OUTCOMES 2006-2007**

City Manager David Treme reviewed the Goals and Outcomes for 2006-2007 noting those he felt could be removed from the Goals and Outcomes and incorporated into operational plans. Council discussed changes to the Goals and Outcomes and established new ones for 2007-2008.

## **REFLECTION AND DEVELOPMENT OF A ONE-YEAR TACTICAL PLAN**

Facilitator Warren Miller asked each Council member to review the revised Goals and Outcomes as well as the proposed new Goals and Outcomes and select those that they would like to add to a one (1) year tactical plan. Council agreed on seven (7) items they would like to include on the one-year tactical plan which included:

1. Customer Service Initiative
2. Create a Cultural Action Plan
3. North Main Street Small Area Plan
4. Land Development Ordinance Adoption
5. Water Sales Agreement with Kannapolis/Concord
6. Develop an Intercultural Forum
7. Recruit Employees from Diverse Populations

City Manager David Treme indicated that he will refine, reword and add the Goals and Outcomes as indicated by Council along with those items identified by Council for a One-Year Tactical Plan and bring back to Council for adoption.

## **ADJOURNMENT**

There being no further business, Mr. Burgin made a **motion** that the meeting be adjourned. Mr. Kennedy seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE (5-0). The meeting adjourned at 4:55 p.m.

---

Mayor

---

City Clerk