

Salisbury, North Carolina  
February 9-10, 2006

The City Council of the City of Salisbury met in special session at the Park Avenue Community Center, 632 Park Avenue; in City Hall in the City Council Chambers, 217 South Main Street; and at Horizons Unlimited, 1636 Parkview Circle, Salisbury, North Carolina, on Thursday and Friday, February 9-10, 2006 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 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
David Morris	-	Fire Battalion Chief
Tony Cinquemani	-	Interim Public Services Director
John Sofley	-	Management Services Director
Melissa Taylor	-	Human Resources Director
Gail Elder White	-	Parks & Recreation Director
Mark Wilhelm	-	Police Chief

#### **“WHAT A GREAT IDEA!”**

- Mr. Charles “Chic” Thompson, Creative Management Group, presented “What a Great Idea! – Thinking Creatively, Building Community” to Council, Management Team, members of the Planning Board, and staff. He led the group through various exercises to encourage creative thinking in City government.

#### **RECESS**

Mayor Kluttz asked for a motion to recess the meeting until 12:00 p.m. 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. Burgin 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. Kennedy seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE (5-0)

Guest Speaker, Ms. Anne Udall from The Lee Institute, spoke to Council, members of the Management Team, and members of the business community about “Building Community in a Connected Region.”

## “SALISBURY: FROM THE OUTSIDE LOOKING IN”

Mr. Warren Miller, Facilitator, led a panel discussion regarding how others view Salisbury, titled, “Salisbury: From the Outside Looking In”. Members of the discussion panel were Mr. Brent Lane, UNC-Chapel Hill Kenan Flagler School of Business; Ms. Autumn Rierson Michael, Historic Charlotte Preservation; Mr. Jeffrey York, North Carolina Arts Council; and Ms. Anne Udall, The Lee Institute.

Thereupon, Mr. Woodson made a **motion** to recess the meeting until 2:30 p.m. at Horizons Unlimited, 1236 Parkview Circle, Salisbury, NC. Mr. Burgin 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. Woodson made a **motion** to reconvene the meeting. Mr. Kennedy seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE. (5-0)

## FIBER TO THE HOME

Mr. Michael Crowell, Information Technology Manager, introduced Mr. Tim Taff with Technical Design Services, Inc. Mr. Taff presented Council with a summary of the Report of Findings and Recommendations regarding installing Fiber to the Home throughout the City. The current estimated cost is \$2,000,000 to \$3,000,000 to start the project and Mr. Taff recommended establishing a community task force to assist in the cost and benefit analysis required to make a strategic business decision and to develop a Request for Information to further define costs, application opportunities and time frames.

## POLICE DEPARTMENT STRATEGIC PLAN

Police Chief Mark Wilhelm and members of the Police Department presented the recently completed Strategic Plan 2006-2011 for the Salisbury Police Department, which is divided into five (5) sections. Members of the Police Department presented each section of the Strategic Plan to Council. Sergeant Rodney Harris presented Salisbury as a Community; Deputy Chief Rodney Harrison presented an Overview of the Department; Dispatcher Diana Gonzales presented the Mission and Vision Statements and Core Values along with the Strategic Planning Process; and Lieutenants Melonie Thompson and Rory Collins presented the Issues and Recommendations.

## RECESS

Mayor Kluttz asked for a motion to recess the meeting until 8:00 a.m. at Horizons Unlimited, 1636 Parkview Circle, Salisbury, N.C.

Thereupon, Mr. Woodson made a **motion** to recess the meeting until 8:00 a.m. at Horizons Unlimited, 1636 Parkview Circle. Mr. Burgin seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE. (5-0)

## FRIDAY, FEBRUARY 10, 2006 - RECONVENED

Mayor Kluttz asked for a motion to reconvene at 8:00 a.m. at Horizons Unlimited, Salisbury, North Carolina.

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)

Mayor Kluttz introduced Ms. Bonita Bloodworth, Director of Horizons Unlimited, who welcomed everyone to the center.

## CUSTOMER SERVICE

Ms. Melissa Taylor, Human Resources Director, and Dr. Dana Clark, Associate Professor Appalachian State University and Mr. Tom Westall, Managing Director of Lead for Life, discussed efforts to develop and emphasize customer service throughout the City. Members of the Customer Service Design Team presented a new customer service slogan and program to Council. The new slogan is “Driven to Serve!” and members of the Customer Design Team are Mr. Trevor Allen, Mr. Joe Eagle, Ms. Merenda Overcash, Ms. Janet Gapen, Mr. Trey Cleyton, Ms. Chris Sorrell, Ms. Aggie Penninger, Ms. Kathy Seybold, Ms. Jody Vail, Ms. Wendy Spry, Mr. Todd Overcash, Mr. Brian Moore, Mr. Michael Neely, Mr. Wade Furches, Ms. Sharon Boyles, Ms. Niki Castor, Ms. April Hawkins, Ms. Cheryl Douglas, and Mr. Brian Stallings.

Ms. Taylor noted that the Team feels customer service is the City’s economic driver and will work to develop implementation plans with the goal of beginning Phase I of Customer Service Training by mid-March.

## AVOIDING AN \$80 MILLION PRICE TAG: MAINTAINING REGULATORY COMPLIANCE WHILE MAXIMIZING OUR

## EXISTING WASTEWATER PLANTS

Mr. Matt Bernhardt, Assistant City Manager for Utilities, reviewed the results of a study regarding the Salisbury-Rowan Utilities (SRU) wastewater treatment plants (WWTP). He noted that the Study goals included:

- Maximize existing technology and investment
- Follow SRU hedgehog concept
- Find affordable and practical solution
- Minimize and prioritize cost (No wasted money)
- Maintain regulatory compliance and capacity
- Fix operation issues
  - Digester (Sludge) problems at Grant Creek (GC)
  - Obsolete Plate Press at Town Creek (TC)

Mr. Don Garbrick, P.E. with Pease Associates, presented the findings from the WWTP study:

- Priority 1
  - Add Digester capacity at Grant Creek
  - Replace Town Creek Plate Press
- Priority 2
  - Add Heat Dryers to both plants (Move to Class “A” Sludge)
  - Modify secondary sludge draw-off at Grant Creek
- Priority 3
  - Add two (2) million gallon per day (MGD) of capacity at Town Creek
  - Make improvements to Town Creek effluent pump station

Mr. Garbrick reviewed the costs for various options at the WWTPs:

### Options

- |   |               |
|---|---------------|
| 1. Upgrade Town Creek and Grant Creek                                 |               |
| Priority 1 – Upsize GC Digester & replace TC Plate Press              | \$ 8,200,000  |
| Priority 1&2 (Above +Heat Dryers, etc.)                               | \$ 14,200,000 |
| Priority 1,2&3 (Above + TC capacity expansions, etc.)                 | \$ 19,400,000 |
| 2. Upgrade Town Creek and construct first phase of new (10 MGD) WWTP  | \$ 57,000,000 |
| 3. Convert Town Creek/Grant Creek WWTPs & Construct new (20 MGD) WWTP | \$100,000,000 |
| 4. Do Nothing Until   | \$0 (For now) |
| • Civil penalties for permit violations                               |               |
| • Moratorium(s)   |               |

The recommended Plan includes:

- Complete Priority 1 improvements to WWTPs:
  - Digester upsizing at Grant Creek
  - Plate Press replacement at Town Creek
- Plan/prepare for future improvement package adding Nutrient Removal facilities:
  - Tertiary Treatment
  - Nitrogen (Nutrient) Removal
- Continue phased move into regional plant over time (without wasting money)

Mr. Bernhardt and Mr. John Sofley, Management Services Director, reviewed the project costs to be financed:

- WWTP Improvements Package (SRU Priority 1) \$8,200,000

Current committed obligations:

- Town Creek/I-85 Sewer Outfall line Project (City Share) \$3,250,000
- US29 Area Annexations \$3,200,000

**ECONOMIC OUTLOOK: SALISBURY CONTEXT MAP**

Mr. John Sofley, Management Services Director, and 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.

Mr. Sofley noted that the key points for the budget were:

- Better financial shape in 2006
- Due to economy getting stronger costs are increasing
- Costs are increasing faster than revenue
- Economy is not increasing as fast as the 90s
- Tax rate based on a 1930s model
- City has deferred infrastructure costs

**GOALS AND OUTCOMES 2005-2006**

City Manager David Treme reviewed the Goals and Outcomes for 2005-2006 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 2006-2007.

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

Facilitator Warren Miller asked each Council member to review their top five (5) goals they would like staff to work on as part of a one-year tactical plan to be complete June 30, 2007. Council agreed on six (6) items they would like to include on the one-year tactical plan which included:

1. Business incubator operational
2. Task force report regarding Creative Enterprise outcome (branding, way-finding signage, marketing)
3. Make a decision on Fiber to the Home – Implementation plan
4. Customer Service Initiatives
5. Neighborhood assessment planning for North Main Street and impacts from the North Main Street Study
6. Recruit employees from diverse populations

City Manager David Treme indicated that he will refine, define and establish a game plan for the Goals and Outcomes and One-Year Tactical Plan identified by Council.

**ADJOURNMENT**

There being no further business, Mr. Woodson moved that the meeting be adjourned. Mr. Burgin seconded the motion. Messrs. Burgin, Kennedy, Lewis, Woodson, and Ms. Kluttz voted AYE (5-0). The meeting adjourned at 3:25 p.m.

Mayor

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City Clerk

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